



Groupe

Pierre & Vacances
CenterParcs

FIRST-HALF RESULTS

2015/2016

26 May 2016

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Main events during H1 2015/2016

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Growth in first-half performances

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1

Main events during H1 2015/2016

Bank refinancing

Subscription of a **new revolving credit line of €200m** refinancing the syndicated loan due to mature in 2019 ahead of schedule.

Acquisition of



Acquisition of « La France du Nord au Sud », a recognised player in the online holiday rental distribution market in France and Spain.

PV SA capital increase

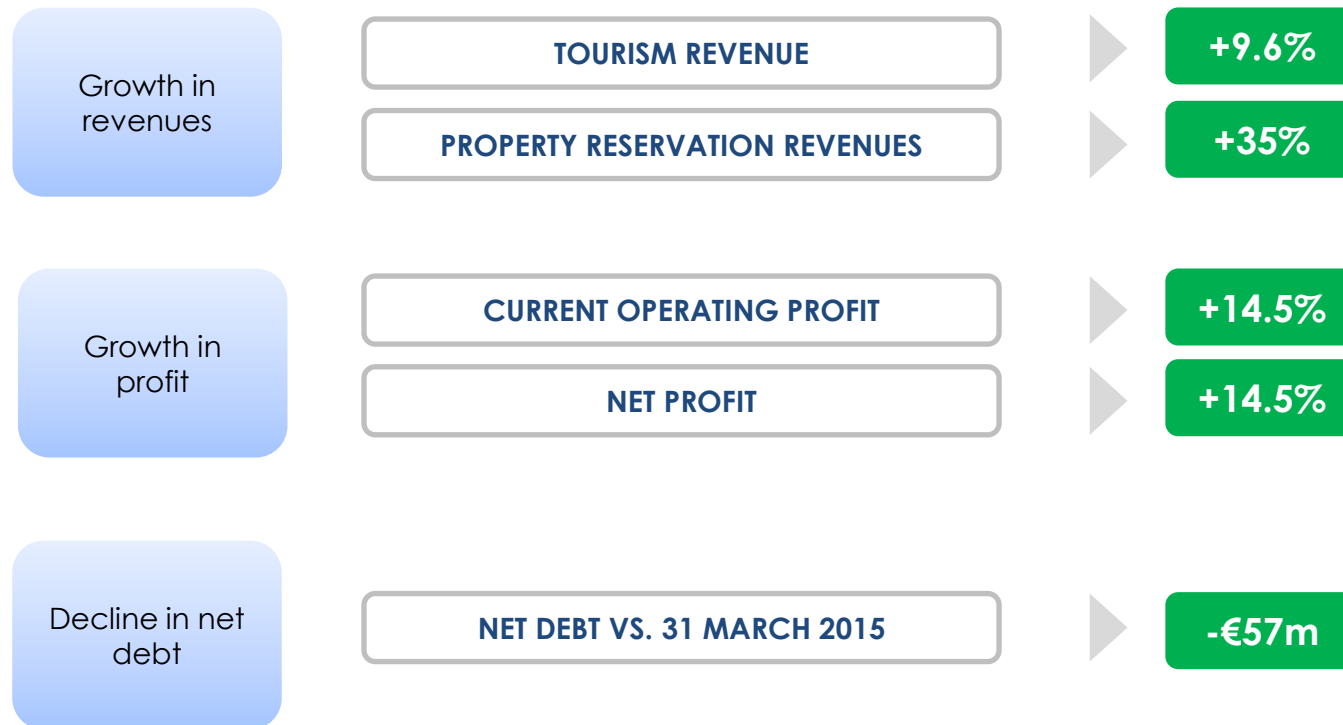
Subscription by chinese HNA Tourism Group of a reserved rights issue of PV SA (10,00% of PV SA capital post opération).

Partnership in Spain with Eurosic

Signature of a framework agreement with Eurosic, aimed at identifying, operating under the Pierre & Vacances brand and marketing tourism sites in Spain.

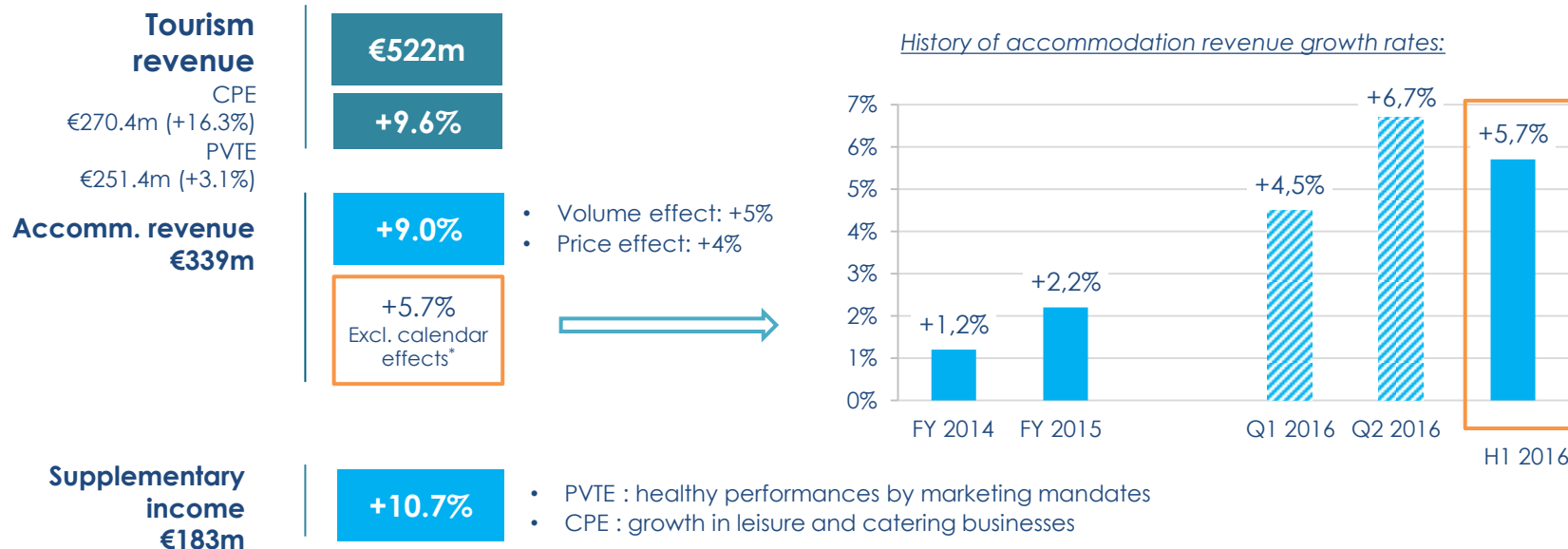
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Growth in first-half performances

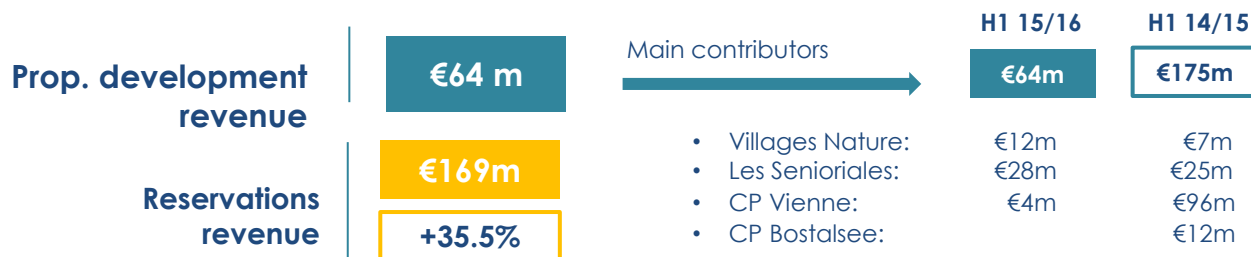


NB: The results and sales indicators commented on in this presentation stem from operating reporting, with the presentation of joint-ventures under proportional consolidation.

Tourism



Property development



Focus on accommodation revenue: €339.1m

+9.0%

■ Pierre & Vacances Tourisme Europe: €164.5m

+0.4%

+1.8% like-for-like*

+8.6% like-for-like
excluding Adagio

➤ Decline in Adagio residences:

revenue down 5% during H1 (idem Q1 and Q2)

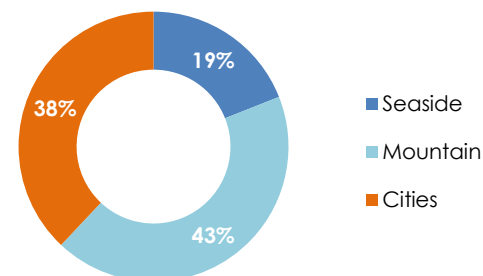
Business penalised by impact of terrorist attacks in Paris and Brussels

➤ Like-for-like growth in other destinations (seaside and mountain):

growth of +8.6% during H1, faster in Q2 (+9.8%) vs. Q1 (5.5%)

- Seaside: +13.1% (growth at all brands and destinations – France, FWI and Spain)
- Mountain: +6.7% (growth driven by the premium label and high occupancy rates (91% in Q2))

Breakdown of PVTE first-half revenue by destination



■ Center Parcs Europe: €174.6m

+18.5%

+2.9% like-for-like*

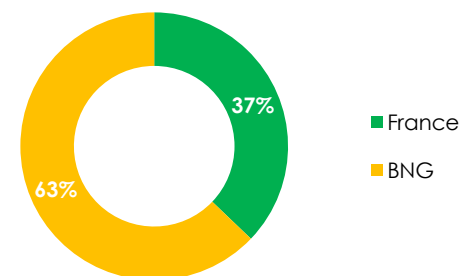
➤ Domains located in Belgium, the Netherlands and Germany (BNG):

- 4.0% lfl growth, faster in Q2 (+6.7%)

➤ Domains located in France:

- Excellent performances at the new Domaine du Bois aux Daims
- Rebound in revenue at other domains in Q2 (+4.2% lfl)

Breakdown of CPE first-half revenue by destination

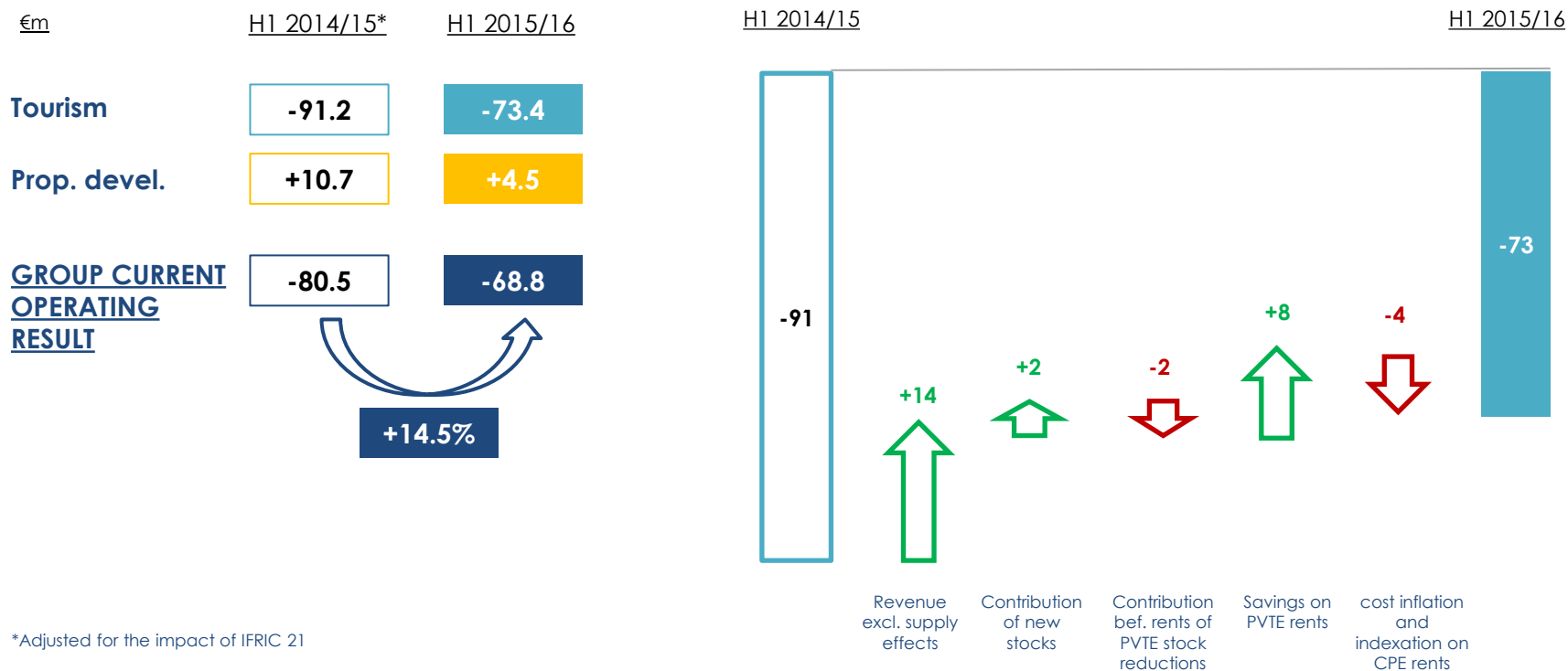


Group current operating result:

+14.5%

Note: the seasonal nature of the tourism businesses in H1 and the linear booking of expenses causes a structural operating loss during the period

Focus on current operating result – tourism

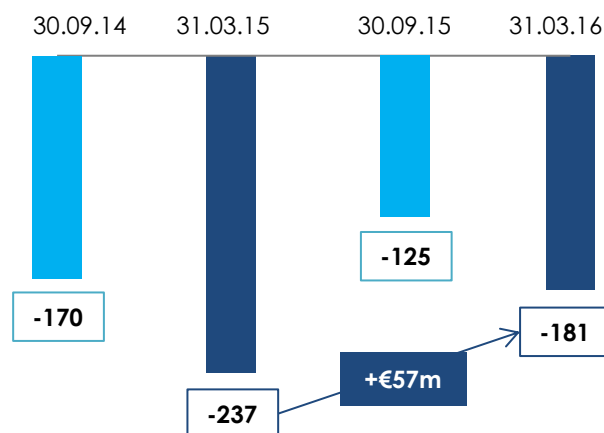


*Adjusted for the impact of IFRIC 21

€m	H1 2015/16	H1 2014/15*	Change €m	%
REVENUE	585.5	650.7	-65.2	-10%
Tourism turnover	521.8	476.2		+10%
Property Development turnover	63.8	174.5		
CURRENT OPERATING RESULT	-68.8	-80,5	+11.7	+14.5%
FINANCIAL RESULT	-9.9	-9,3		
PRE-TAX CURRENT OPERATING RESULT	-78.7	-89,8	+11.1	+12.3%
OTHER INCOME & EXPENSE NET OF TAX <i>o/w cost of early reimbursement of bank loan</i>	-2.4 -1.1	-3.1		
EQUITY ASSOCIATES	0.3	0.1		
TAX	5.3	4.4		
NET RESULT	-75.5	-88.4	+12.9	+14.5%
<i>Change in fair value of ORNANE bonds</i>	-0.3	0.1		
NET RESULT AFTER CHANGE IN ORNANE FV	-75.8	-88.3	+12.5	+14.1%

Reduction in net debt vs. 31 March 2015: €57m

Change in net debt in €m excluding consolidated rental commitments (Domaine du Lac d'Ailette):



Note: the seasonal nature of the tourism businesses in H1 causes a structurally higher net debt on 31 March than that of 30 September

Refinancing of bank loan in March 2016

- **Extension of debt maturity** (2021 vs 2019), also **later than that of the ORNANE bond** (2019)
- **Lower interest rate**
- **Higher liquidity:** €200m vs. €142.5m for residual balance on 30 September 2016 for previous loan plus non-amortisable loan

Capital increase at PV SA

Subscription by HNA on 30 March 2016, to a reserved capital increase representing 10.0% of the capital of PV SA post operation (net amount of €22m)

Tourism

Q3 2015/2016

In view of the level of reservations to date, **like-for-like revenue should increase in Q3**, with higher growth than in the first half of the year

- **Pierre & Vacances Tourisme Europe**

- Like-for-like revenue should increase in Q3, driven by both seaside and mountain destinations.

- **Center Parcs Europe**

- Activity should increase in Q3 at all domains, even excluding the impact of the new Domaine du Bois aux Daims.

Summer season

For the summer period, reservations to date have increased for the core season at both Pierre & Vacances and Center Parcs.

Property Development

Property development revenue in Q3 2015/2016 should be higher than the level seen in Q3 2014/2015, in line with the expected phasing of property development programs.

3

Tourism: continuation of growth and differentiation strategy

Pierre & Vacances – Mountain sites

+8.7% growth in **REVPAR** in the winter season

+5.4% growth in **net average letting rates**

+1.9% increase in **occupancy rates**:
87% on average vs 85% for H1 2015

+3.9% growth in **supplementary income**

Center Parcs Europe

+8.4% growth in **REVPAR**

+7.2% growth in **net average letting rates**

+3.0% increase in **occupancy rates**

+4.8% growth in **supplementary income**
(excl. Domaine du Bois aux Daims)



Major achievements in first half...

- **Marketing Direct / CRM**
 - Widening and qualification of customer bases
 - Datamining focus on customer knowledge
 - Optimised targeted activation campaigns
- **Websites and mobile apps**
 - Constant improvements in ergonomics and functionalities
 - Optimisation of conversion for each support (mobiles / tablets / computers)
 - New additional sales functionalities
- **Works' councils**
 - Animation of major customer intranets
 - New works' council acquisition campaigns
- **Social network**
 - Increased visibility on networks and higher commitment level

... and new measures planned for the rest of the year

- **Improvement in digital customer journey with new Planet functionalities**



- **Call Center / Customer Relations Center**
 - New telephone and technology platforms
 - Scripts adaptation to customer profiles
 - Digitalisation of service / outgoing call campaign
 - Creation of a Social Room
 - answers to customers on social networks
 - monitoring of customer opinions on specialised sites, social networks and satisfaction surveys
- **Social networks**
 - Strengthened contents strategy (original contents generated by customers)
 - Maximisation of social acquisition



- **Launched in 2015 in a bid to diversify the PVCP Group's business models**
- **An innovating and differentiating dual positioning:**
 - Seasonal rental management of private properties (all inclusive for owners / experience of P&V network)
 - A reference in tourism distribution (tourism residences / camp-sites / private properties)
- **Group's aim to play a major role in distribution as the leader in its market, in a backdrop of:**
 - Strengthened digital distribution by benchmark accommodation specialists
 - Development of products and services in the collaborative economy
 - Lack of reference platform for tourism residences
- **Faster development and consolidation of the Group's position in the B2C and C2C distribution market via the acquisition of *La France du Nord au Sud.fr***

- *A recognised player in the distribution market in France and Spain / 10 years of experience*
- *An efficient and developed technological platform, controlled internally*
- *625,000 website visits per month on average*
- *24,000 products referenced
6,000 destinations
800 suppliers*

lafrance
DU NORD AU SUD.fr



- **New TV advertising campaign and new signature:**
“Happy Together”
- **Continuation of strategy to move upscale with an enhanced customer experience**
 - Greater modularity: free arrival times
 - More services: activities and formulas by segment
 - Premium development
 - New apartment categories: "Standard / Superior / Exception"
- **Improvement in customer journey**
 - Planet PV
 - Web Check in
 - Wifi
- **Expansion in the offering:**
 - Spain: four new sites this summer
 - International development with tourism marketing business





- **Roll-out of advertising and marketing campaigns by country:**
 - France: *Records beaten in experience with Center Parcs*
 - BNG : *"Become one with your true Nature at Center Parcs"*
 - **Flexible arrival and departure times**
 - Opening of "Full Flex" option at all European parks
 - End-2016: integration of advertising campaigns
 - **New experiences and leisure infrastructures**
 - Action Factory - De Vossemeren (B) // Chaumont (FR)- Heijderbos (NL)
 - Super Zipwire - De Vossemeren (B) / De Kempervennen (NL)
 - Trampoline Parks - Zaanvoort (NL)
 - **Roll-out of Planet Center Parcs**
 - Constant increase in download rates
 - End-2016: reservation of activities before and during stay by mobile
- Renovations**
- L'Ailette (FR) / Port Zélande (NL) / Vielsalm (BE) / Nordseekuste (GE)





- **Ongoing international development:**

- 11 openings in 2016
(Edinburgh / Frankfurt / Moscow / Brazil...)
- 17 additional projects confirmed
(London / Bremen / Abidjan / Lille / ...)

- **Improvement in customer journey and experience**

- Roll-out of “Be My Guest”**

- Fast check-in / check -out
- Deployment of pilot projects:
 - Further refurbishing of communal areas and apartments
 - Events in communal area
 - Testing of new products and services



- Continuation of Group digital strategy in line with expectations:
 - Strengthening of customer knowledge in order to optimise:
 - marketing campaigns and CRM
 - conversion
 - Roll-out in all distribution channels
 - Digitalisation of customer journey and experience
- Stepping up diversification of business models and strengthening the Group's positions in tourism distribution businesses via Maeva.com
- Continuation of the strategies relative to each brand

4

Property development: leverage from extension and renovation of the tourism network

Property development, leverage from extension and renovation of the tourism network

1

Extension of tourism network



VILLAGES NATURE



CENTER PARCS
(France and Germany)



PV PREMIUM (France)

SPAIN

CHINA

2

Renovation of tourism network



SALE OF RENOVATED EXISTING PROPERTY TO
INDIVIDUAL AND INSTITUTIONAL INVESTORS AT
THE CENTER PARCS DOMAINS IN GERMANY,
BELGIUM AND THE NETHERLANDS

Villages Nature Paris



VILLAGES NATURE
PARIS

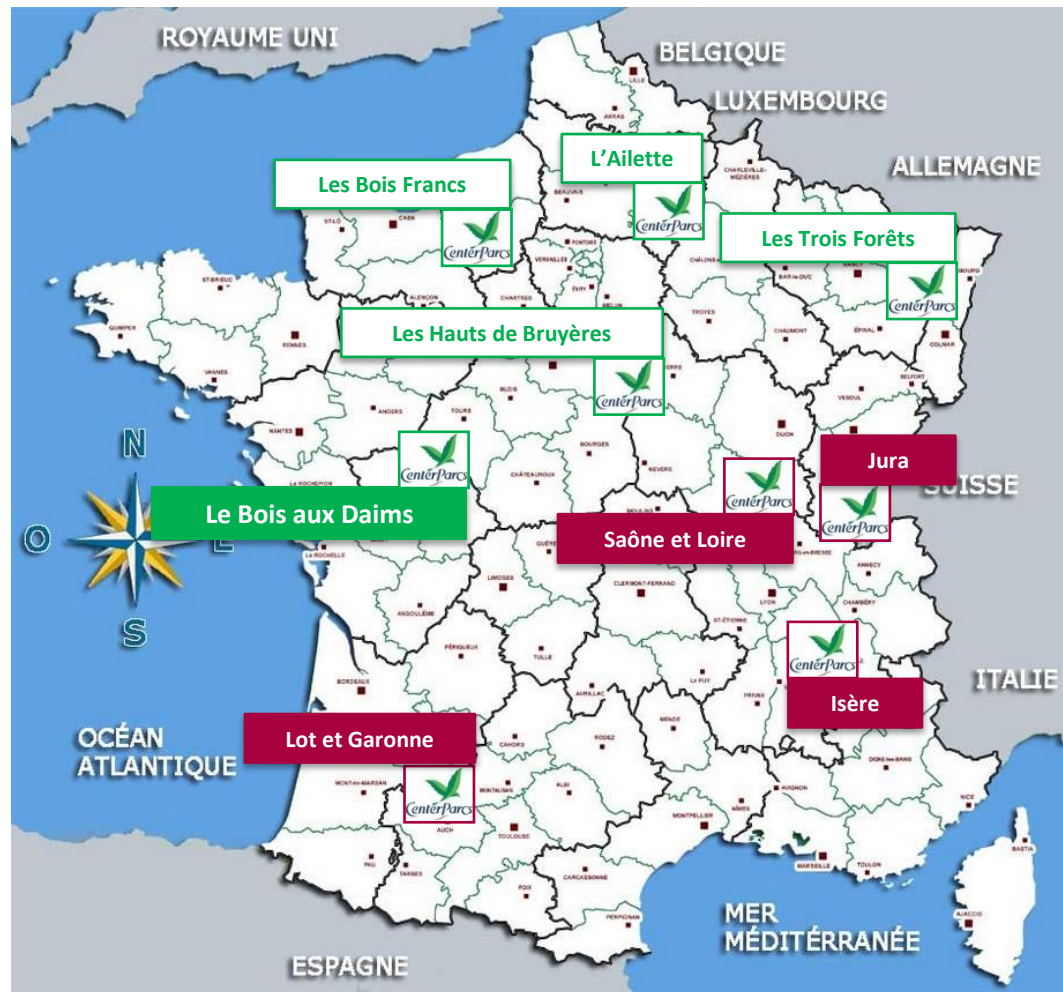
- 50/50 joint venture between PVCP and Euro Disney S.C.A.
- 1st tranche of phase 1: 916 cottages / apartments
 - Primarily sold as a block to a company owned by EUROSIC, PVCP and EURO and sold on to individuals: marketing of almost 550 cottages and apartments to date.
 - Work underway on facilities and cottages.
- Opened planned for Q2 2017



Villages Nature – progress at the worksite



Center Parcs in France



Extension CP Domaine des Trois Forêts – Moselle

- 141 cottages sold as a block to the MACSF Group
- Spa, forest house
- Delivery of cottages in summer 2017

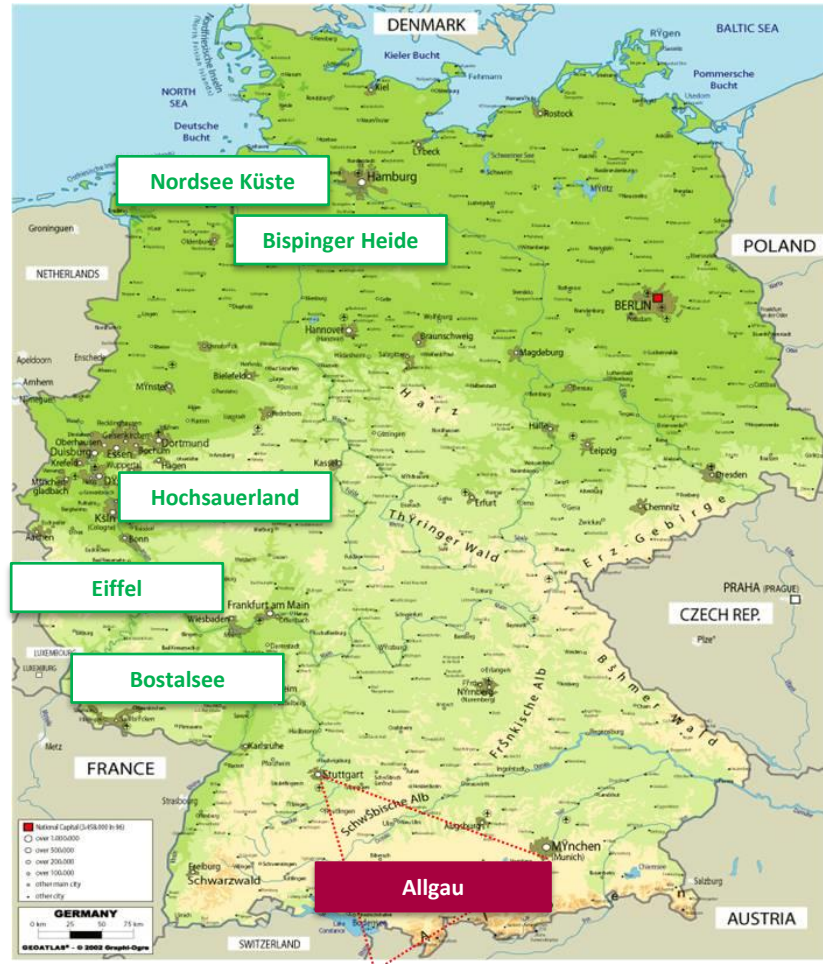
CP Isère – Roybon

- 1,000 cottages
- Opening planned for 2018

3 CP Mid-size:

- 400 cottages each
- Saône & Loire, Jura, Lot & Garonne
- Opening in 2019 to 2021

Center Parcs in Germany



Allgäu (Baden-Württemberg)

- 1,000 cottages
- €350 million investment financed by two French institutional investors:
 - ✓ Eurosic: 750 cottages and central recreational facilities
 - ✓ La Française: 250 cottages and commercial building
- Opening planned for end-2018



PV Premium



Deauville – Presqu'île de la Touques

- PV Premium five-star residence
- 161 apartments
- Opening: 2017



Méribel:

- PV Premium five-star residence
- 93 apartments
- Opening: 2019

Projects in Spain

Framework agreement concluded with Eurosic in December 2015 for development of the offer in Spain

- Acquisition by Eurosic of property assets destined to be renovated, sold in units and managed by PV
- Partnership with Pierre et Vacances: providing services, transfer of assets, assisting prime contractor, property marketing, tourism management



3 deals closed during H1 2015/16



Target to operate 4,400 apartments by 2020



Renovation financed by individual and institutional property owners

Sales to individual and institutional investors of renovated existing cottages at Center Parcs on behalf of current institutional owners in Germany, Belgium and the Netherlands:



- **Vielsalm (Belgian Ardennes)**

- ✓ Renovation of 350 cottages and recreational facilities
- ✓ €35m in works
- ✓ Marketing rate to date: almost 90%

- **Port Zélande (The Netherlands)**

- ✓ Renovation of 554 cottages and recreational facilities
- ✓ €21m in works
- ✓ Marketing rate to date: almost 35%

- **Nordseeküste (Germany)**

- ✓ Renovation of 345 cottages and recreational facilities
- ✓ €14m in works
- ✓ Marketing rate to date: 45%

Projects in China

From



To



Partnership signed with HNA Group on 6 November 2015 including three parts:

- Development in China of Center Parcs and Pierre et Vacances concepts.
- Acquisition of stake by HNA in PV SA (10% via capital increase) with two board members (operation completed at end-March 2016).
- Development of Chinese tourism clients at the PVCP Group's European sites via HNA tourism networks

Development projects:

- Projects under study close to major cities of Shanghai, Beijing (including Winter Olympics site), Chengdu and Fuzhou.
- Contract-signing process underway with Chinese local authorities and provinces concerned with a view to a first launch at end-2016.
- Confirmation of Chinese "momentum" and adaption of our concepts to the Chinese market, in a backdrop of rising momentum in green peri-urban tourism as an answer to city pollution issues.

5

Social, societal and environmental responsibility





Employee satisfaction and commitment:

The “Happy@Work” programme measuring and improving internal satisfaction launched in 2014, is now paying off:

- 95% of employees state that they are very proud to work for PVCP
- 99% are satisfied with their relations with their colleagues and manager
- 1,700 corrective actions put in place
- A new survey is to be launched in 2017



Policy to transform Leadership and Management launched in 2014:

- Creation and launch of a **programme in Leadership and Management training and coaching “B-CORE”**: 200 top managers trained between 2014 and 2016; 400 local managers to be trained over the next two years.
- Creation of the **B-Community managers community** based on the Yammer company social network.



An HR policy at the heart of the transformation and business results:

- in order to ensure an optimal sizing of resources in line with business **flexibility**, the quality of our services and the customer satisfaction generated.
- in order to structure the **talent** acquisition and retention policy.
- to meet the Group’s **international expansion** and **digitalisation** challenges.

6

Conclusion

1

Growth in H1 2015/2016

- Revenue up 10% in tourism businesses
- Growth of 35% in revenue from property development reservations
- 14.5% improvement in Group current operating result
- €57m reduction in net debt relative to 31 March 2015 (Group refinancing for €200m)

2

Tourism: a growth and differentiation strategy

- Good performances in the winter season
- Increased diversification of business models and Group positions in tourism distribution activities strengthened via Maeva.com (acquisition of La France du Nord au Sud)
- Continuation of digital and operating strategy for each of the brands

3

Property development: leverage from extension and renovation of tourism network

- Extension of tourism network for Center Parcs, Villages Nature and Pierre & Vacances premium
- Renovation of existing Center Parcs in BNG by selling renovated cottages to individual/institutional investors
- Ongoing development projects in China (HNA's entry into PV SA capital)



Further organic and earnings growth in 2015/2016

7

Appendices – Reconciliation table – P&L IFRS

<i>Euro millions</i>	H1 2015/2016 operating reporting	IFRS 11 adjustments	H1 2015/2016 IFRS
TURNOVER	585.5	-26.0	559.5
CURRENT OPERATING PROFIT (LOSS)	-68.8	4.8	-64.1
Financial income (expense)	-9.9	-0.1	-9.9
CURRENT NET PROFIT (LOSS)	-78.7	4.7	-74.0
Other income and expense net of tax	-2.4	0.1	-2.3
Net profit attributable to joint operations	0.3	-4.5	-4.3
Tax	5.3	-0.2	5.0
NET PROFIT (LOSS) ⁽¹⁾	-75.5	0.0	-75.5

⁽¹⁾ excluding change in fair value of ORNANE bond share allocation right

<i>Euro millions</i>	H1 2014/2015 operating reporting (*)	IFRS 11 adjustments	H1 2014/2015 IFRS
TURNOVER	650.7	-19.0	631.7
CURRENT OPERATING PROFIT (LOSS)	-80.5	-0.7	-81.3
Financial income (expense)	-9.3	0.1	-9.2
CURRENT NET PROFIT (LOSS)	-89.8	-0.6	-90.5
Other income and expense net of tax	-3.1	0.0	-3.1
Net profit attributable to joint operations	0.1	0.3	0.4
Tax	4.4	0.4	4.8
NET PROFIT (LOSS) ⁽¹⁾	-88.4	0.0	-88.4

⁽¹⁾ excluding change in fair value of ORNANE bond share allocation right

(*) adjusted for impact of first application of IFRS 11.