



Groupe

Pierre & Vacances *CenterParcs*

2008/09 RESULTS



The Pierre & Vacances Group European leader in local tourism

Pierre & Vacances



I

2008/09 RESULTS



II

ACTION PLAN IN TOURISM BUSINESS



III

SUSTAINABLE DEVELOPMENT

IV

GROUP DEVELOPMENT WITHIN 5 YEARS



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Pierre & Vacances
CenterParcs

Paris, 3 December 2009

Page 2

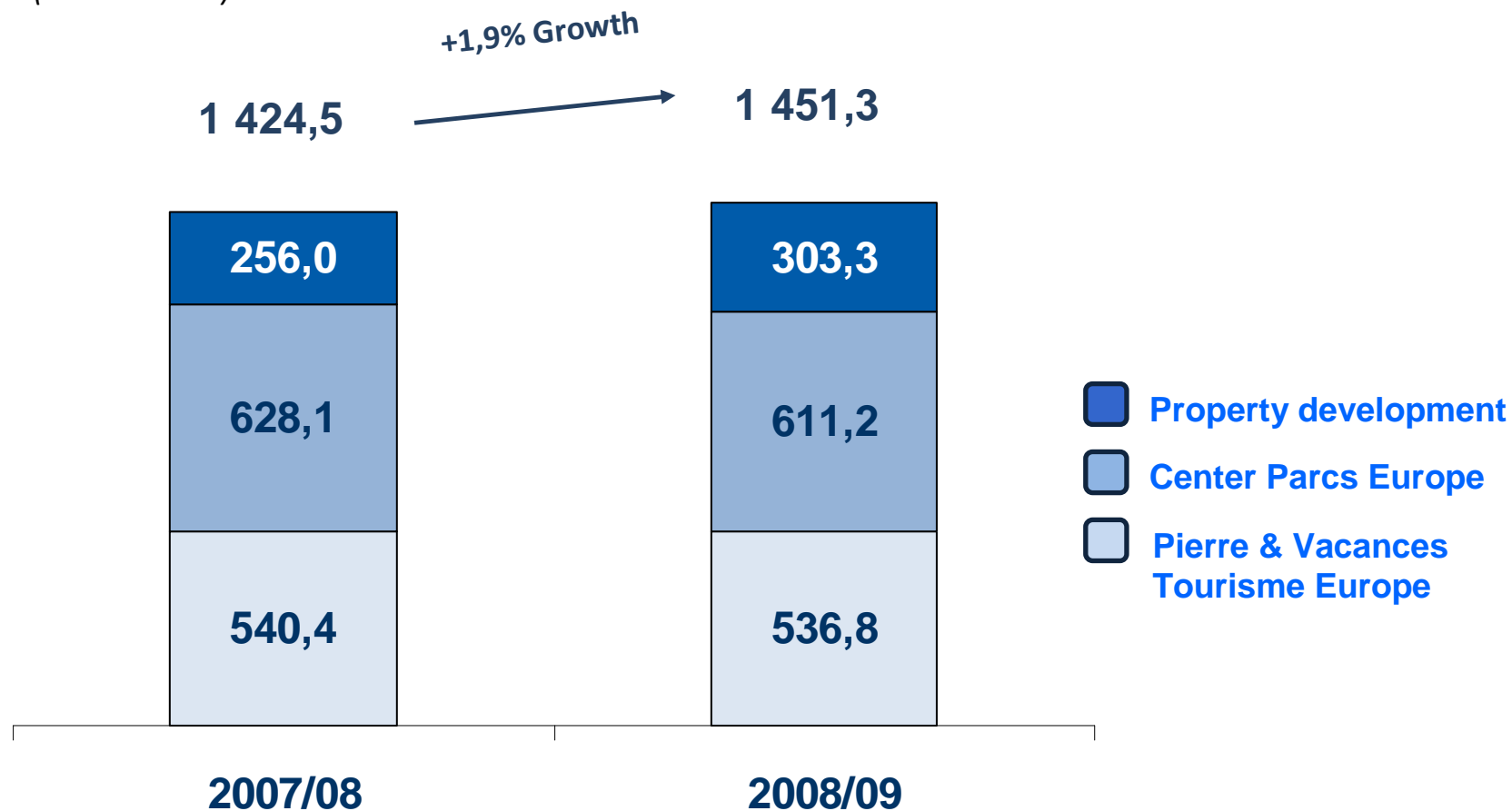


I - 2008/09 RESULTS



2008/09 Turnover

(Euro millions)





2008/09 tourism accommodation turnover

PIERRE & VACANCES TOURISME EUROPE

Accommodation turnover : +0,4%*

- **ALR:** +4,1%, **TO:** 61,9%
- Growth of performance of **cities** and **mountains**
- **Internet sales:** 21% of turnover vs 18%. Direct sales at 75% of turnover

CENTER PARCS EUROPE

Accommodation turnover : -1,7%

- **ALR:** +1,1%, **TO:** 75,7%
- **Internet sales** 48% of turnover vs. 45%. Direct sales at 90% of turnover vs. 87% in 2007/08

* like-for-like data



2008/09 Property development turnover

**€303,3 million
splited into:**

- **€ 192,2 million of new property development, including:**

Moselle-Lorraine Center Parcs: € 127,2 million

Houlgate: € 19,6 million

.....

- **€ 56,1 million of renovation property**

- **€ 35 million of Les Senioriales**

- **€ 20,0 million of others**

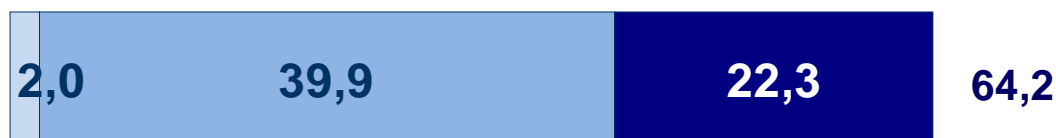
**Property reservations (including VAT) as at
30.09.09 of €395,3 million**



2008/09 current operating income of €64.2 million

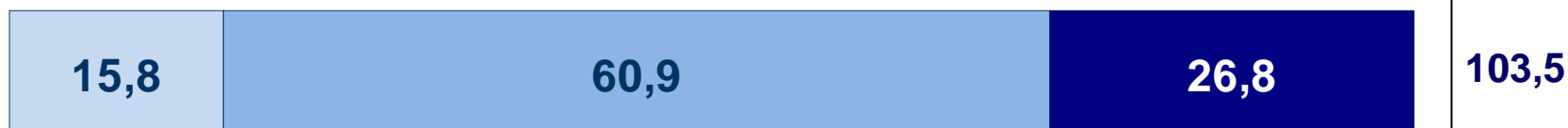
(Euro millions)

2008/2009



- Effect of lower turnover net of trade costs: -16 M€
- Expenses Inflation (2%) : -17 M€
- Reduction of costs of 10 M€
- Negative outstanding items:
 - PVTE over-rents : -6,0 M€
 - CPE Energy : -6,0 M€
 - Property marketing: -5,0 M€ (T1 09)

2007/2008



☐ Pierre & Vacances Tourisme Europe

☐ Center Parcs Europe

☒ Property development



2008/09 attributable net profit: € 42,3 millions

(Euro millions)

	2008/09	2007/08
Turnover	1 451,3	1 424,5
Current operating income	64,2	103,5
Financial expenses	-13,0	-10,8
Taxes	-18,3	-29,1
Attributable current net profit	32,9	63,6
Other operating income and expense net of tax	9,4	9,8
Attributable net profit	42,3	73,4



2008/09 cash flows

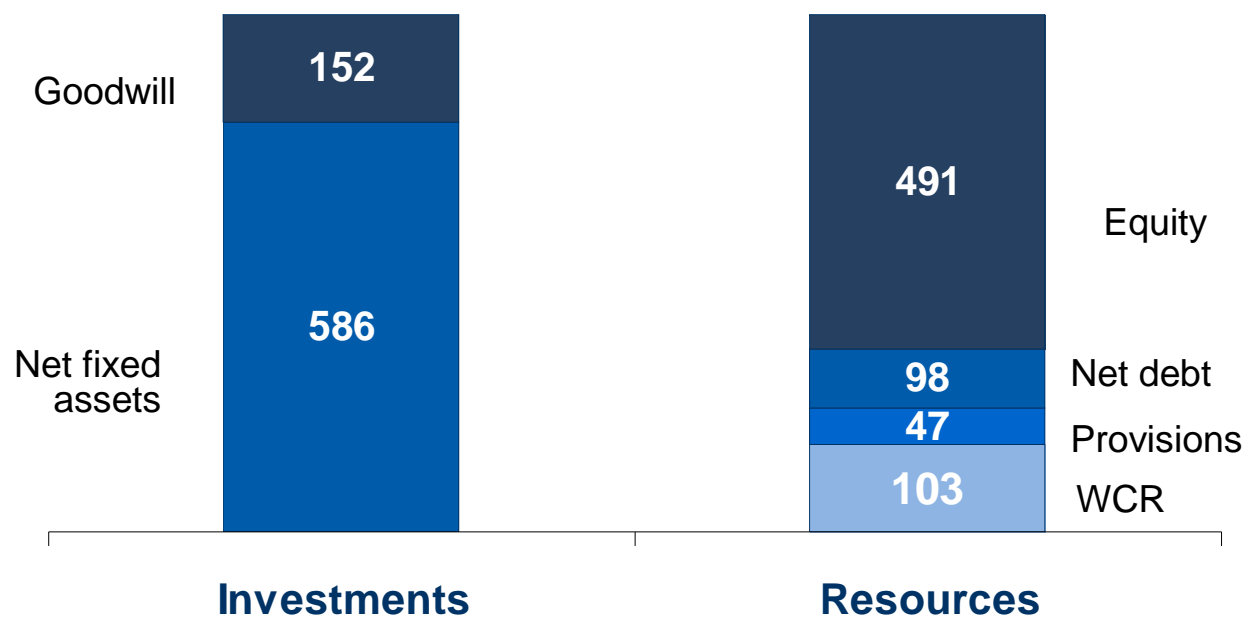
	2008/09	2007/08
Cash flow	93,9	129,5
Change in WCR	-28,0	-63,5
Working Capital Requirement	65,9	66,0
Investment flows	-57,3	-45,2
Acquisition/disposal of treasury stock	0,1	-4,6
Dividends paid	-23,4	-23,5
Cash flows before loan refund	-14,7	-7,3
Change in debt	-37,8	12,3
Change in cash position	-52,5	5,0



Simplified balance sheet on 30 September 2009

Gearing (net debt / equity): 19.9 %

(Euro millions)





Dividend proposed to AGM on February 18th 2010

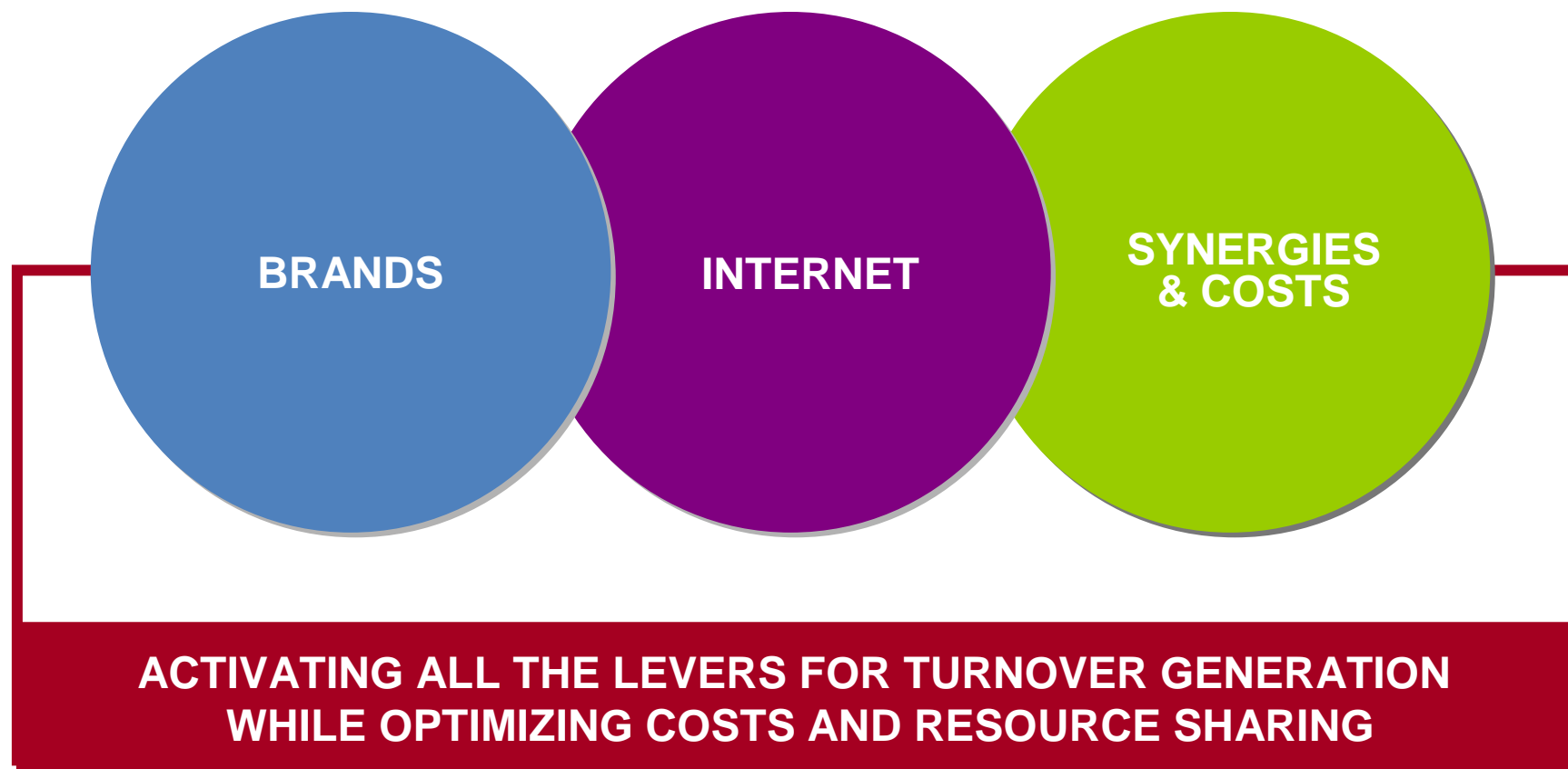
Proposed dividend of €1.50 per share
(overall payout of €13,2 million, or 40,2% of current net income)



II – ACTION PLAN IN TOURISM BUSINESS



A strategy building on 3 main axes





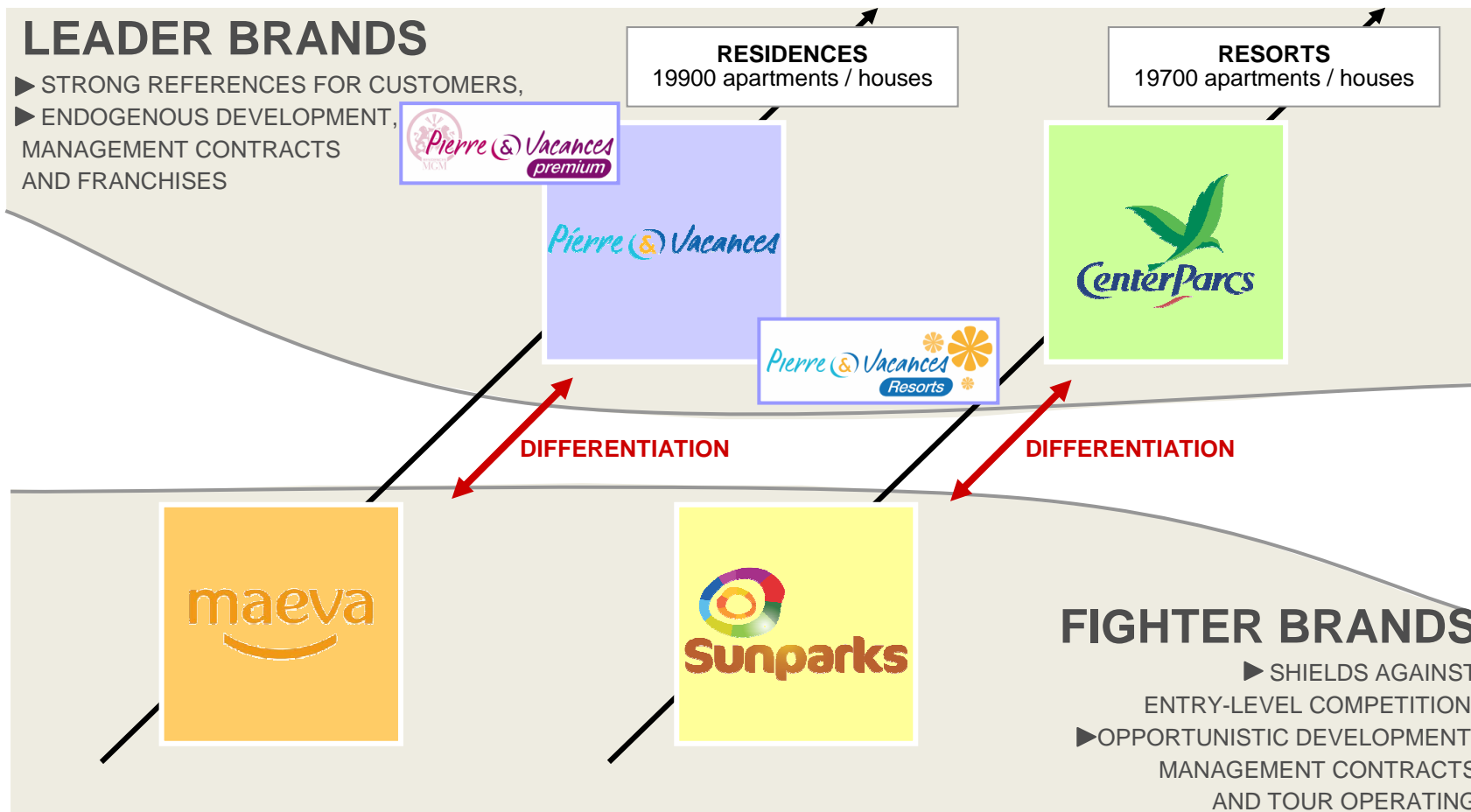
The Brands

REINFORCING THE BRANDS' POSITIONING AND COMMUNICATION

- 1 Enhanced emphasis on customer benefits; stronger orientation of the communication towards the main target group : European families
- 2 Clarification of the Group's tourism offer based on the distinction of its two types of product offering – residences and resorts – especially for foreign visitors
- 3 Accentuated differentiation of the brand positionings of Pierre & Vacances brands vs. Maeva and of Center Parcs vs. Sunparks
- 4 Marketing actions all year round, associating image development, affinities-based approach and regular stimulation
- 5 Alignment of all advertising media: media, print, web



REMINDER: Portfolio strategy 2 flagship brands, 2 challenger brands



Figures excluding timeshare, franchising and tour operating activities



The Brands Pierre & Vacances Tourisme

CLARIFICATION OF BRANDS' CONTENT, ABOVE-THE-LINE COMMUNICATION AND LAUNCH OF THE TWO LABELS



- Objective : Promoting the Group's upscale offer
- Encompasses Residences MGM, a selection of the best sites of Pierre & Vacances and the residences of Intrawest France acquired in October
- An upscale offer providing additional emotions, pleasure and relaxation



- Objective: Restating and differentiating the offer of Villages Pierre & Vacances
- Combination of the best destinations and a wide range of activities
- Preferred choice of families with entertainment moments and leisure for all ages and all tastes





The Brands Center Parcs Europe

PURSUING OF THE IMPLEMENTATION OF THE RESORTS STRATEGY, REINFORCING THE POSITIONING OF SUNPARKS vs CENTER PARCS



- Communication emphasizing on the value of the product to better explain its richness, to approach prospects more effectively and to avoid the promotional battle
- Pan-European launch of the park in Moselle-Lorraine



- Maturity of the destination oriented positioning
- Development of the Tourist Guide
- Size boost (through to management contracts and tour operating) impacting the brand's visibility



Groupe

Pierre & Vacances
CenterParcs

Paris, 3 December 2009

Page 17



The Brands

STRENGTHENING THE BRANDS' COMMUNICATION WITH AN AFFINITY APPROACH AND STIMULATION MILESTONES

New ways to package our products to reach new target groups

- **Pierre & Vacances Tourisme** : Yéti Box, Wonderbox, middle/long term rentals



- **Center Parcs** : Activity Packages, seasonal mini-sites (Christmas), Wonderbox

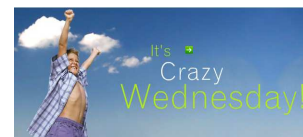


- **Sunparks** : Destination tips with 4 main themes (activities, culture, gastronomy, shopping)

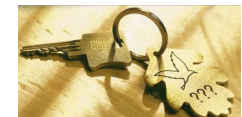


Regular stimulation punctuated by strong milestones

- **Weekly/ Monthly**



- **« Surprise » purchase**



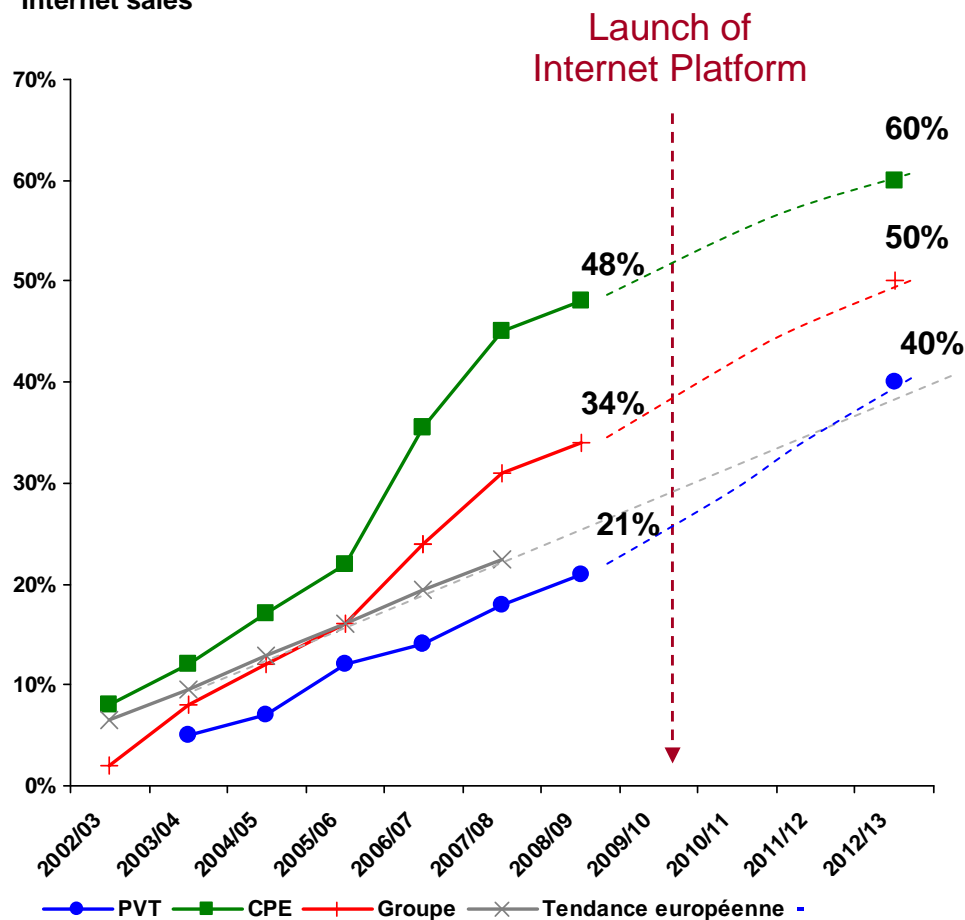
- **Irresistible prices , very limited stocks**





Internet, strategic and inevitable

Internet sales



- Primary source of information with a major impact on customers' buying decisions
- Storefront effect, reinforced by the progress of new technologies
- Essential element for control over one's distribution
- Commercial presence extended in foreign markets
- Places the client truly at the center of all concerns of the company

Double strategy of the Group on the net :
producer and distributor



Pierre & Vacances – Center Parcs : Producer approach Enriched brands' websites on 2010

CENTER PARCS EUROPE



Differentiated approach for clients / prospects



New ergonomics

- Affinity approach, in particular via the Activity Packs
- “Value Deals”



Online translation of the destination-driven orientation with a selection of the best addresses in the region

PIERRE & VACANCES TOURISME

- Complete overhaul of B2C sites (delivery January-May 2010)
 - New design for all brands
 - Ergonomics and navigation
 - Facilitated search
- Enrichment of the available content
- Improvement of B2B connectivity (online TOs, travel agencies, Work Councils)

CONVINCE WITH THE PRODUCT AND REASSURE WITH THE BRANDS



Pierre & Vacances – Center Parcs : Distributor approach

Two-step launch of a multi-brand platform

H1 2010

A website based on content and community

- Details on the Group's tourist destinations
- Promotion of the concepts of residences and resorts
- Advanced search engine

Affiliation to brands' websites

H2 2010

An e-commerce platform for holiday rentals

- Booking engine
- Wide multi-criteria choice
- Progressive geographic deployment

Autonomous distributor strengthening the Group's web presence

REASSURE AND CONVINCE BY THE CHOICE



Marketing synergies Pierre & Vacances-Center Parcs

IMPLEMENTED IN 2008/09	Common commercial coverage for many countries UK, Germany, Scandinavia, Russia, all new foreign markets
	Shared commercial resources France (Work Councils, MICE), Netherlands (online acquisition)
	Distribution of Pierre & Vacances Resort by Sunparks Belgium, Netherlands, Germany
	Common approaches Examples: Wonderbox partnership, national multi-brand agreements
2010-2011	Systematic development of European partnerships
	CRM / Direct Marketing / Loyalty
	Value Management Pricing, Revenue Management / management of discounts and offers
	Exchange of specific know-how on Resorts



Rationalization of structures and cost synergies Pierre & Vacances, Center Parcs

STRUCTURES

Center Parcs Europe

- Consolidation of regional structures (shared service centers, call centers)
- Pursuing of the rationalisation of structures (head office and parks)

Pierre & Vacances Tourisme

- Reorganization of sites' maintenance structures
- Pursuing of the adaptation of head office structures

SYNERGIES

Information & telecom systems

- Standardization of products and systems
- Harmonized management of workstations
- Backup centers

Group purchasing

Enlargement of the capture rates for all Business fields of the Group (focus in 09/10: operations, construction)

Maintenance and Safety

Sharing of resources (France) and alignment of methods

Isolated studies on In-/Outsourcing

Cost reduction objective for 2009/10: 10M€



III – SUSTAINABLE DEVELOPMENT



Sustainable Holidays program : 2008/2009 achievements

Commitment # 1: Fighting against climate change

- **Very high energy performance** of buildings
- Precursor of the **certification NF Bâtiments Tertiaires Démarche HQE** for the hotel & tourism accommodation sector : Certification of Center Parcs Domaine des Trois Forêts (Moselle-Lorraine)
- **Renewable energy** : Choice of a wood boiler for Center Parcs Moselle-Lorraine, for Avoriaz extension and the Center Parcs Isere
- **Control of energy consumption on existing sites:**
 - Evaluation of carbon footprint: **Carbon assessments for each business** (ADEME method)





Sustainable Holidays program : 2008/2009 achievements

Commitment # 2: Preserving natural resources

- **Maintain and enhance biodiversity** in our sites
- Protection of water: water saving equipment, soft stormwater management techniques, ...
- Strengthening waste sorting: improvement of 4% of recovery rate in belgian and dutch parks
- Creation of a **sustainable food charter for restaurants** with the WWF
- Strengthening an **environmental management**
- Customer awareness activities, nature trails, partnerships, etc .
- Center Parcs recognized as the leading "green" brand of tourism sector (study WPP 2009)





Sustainable Holidays program : 2008/2009 achievements

Commitment # 3: Strengthening the social responsibility policy

- **Local employment and purchases:** for Center Parcs, creation of 700 jobs on average per park and 50% of local purchases of goods and services
- **Recruiting people with disabilities :** 86 disabled workers recruited (CDI, CDD, CTI) and 10 trainees in 2009 on the 3 agreements (renewed in 2009) and Center Parcs France
- **Diversity:** signatory to the Charte de la Diversité, member of the Promotion des talents association and IMS-Entreprendre for the Cité
- **Awareness and training** to best environmental practices in business





IV – GROUP DEVELOPMENT WITHIN 5 YEARS



Group development within 5 years

- Carrying Group development of its core business: tourism residences, resorts and CP/Sunparks villages
- Destination: France, Germany, Spain, Morocco and and major european big cities
- A development by three ways:
 - **Property:** Building of apartments and homes sold to investors with a lease contract,
 - **The partnerships with:**
 - Accor and Lamy for city residences
 - Eurodisney for Villages Nature
 - CDG in Morocco
 - **Acquisitions**

Objective: More than **15,000 additional apartments and homes** over 5 years

1- PROPERTY - Development prospects

Potential sales of more than 1,5 billion euros

- **A supportive environment with the extension of the Scellier/Bouvard law to tourism residences.**
- **A reservation turnover of 395 M € on 30/09/2009.**
- **Many projects being finalized and studied**

Main property developments	Units	Marketing	Delivery
CP Moselle-Lorraine	870	2008-09	2010
CP Moselle-Lorraine - extensions	450	2009-10	2011 - 13
CP Isère	1 000	2009-10	2013
Avoriaz	450	2009-10	2012 - 13
Deauville	120	2010-11	2013
Bioscope	500	2011-12	2013
Marrakech	450	2010-11-12	2012 - 13
Villages Nature	1700	2011-12-13	2013-14
Others	500	2010-11-12	2011-12-13
TOTAL	6040		

1- PROPERTY - Center Parcs in France

▪ Center Parcs du Bois des Harcholins (Moselle-Lorraine)

- 1320 cottages in three steps (870,120,330); opening of the first step in may 2010
- All cottages are reserved (91% sold)
- Financing of central facilities by VMF (institutional property investor)



▪ Center Parcs du Domaine de la Forêt de Chambaran (Isère)

- 1000 cottages
- Commercial lunch end-September 2009
- Opening scheduled for 2013

1- PROPERTY - Center Parcs in Germany

An important tourist potential, especially in southern Germany

▪ **Sunparks of Bostalsee (Sarre)**

- Subsidy of Landers and financing being finalized
- Opening of 500 cottages scheduled for 2012



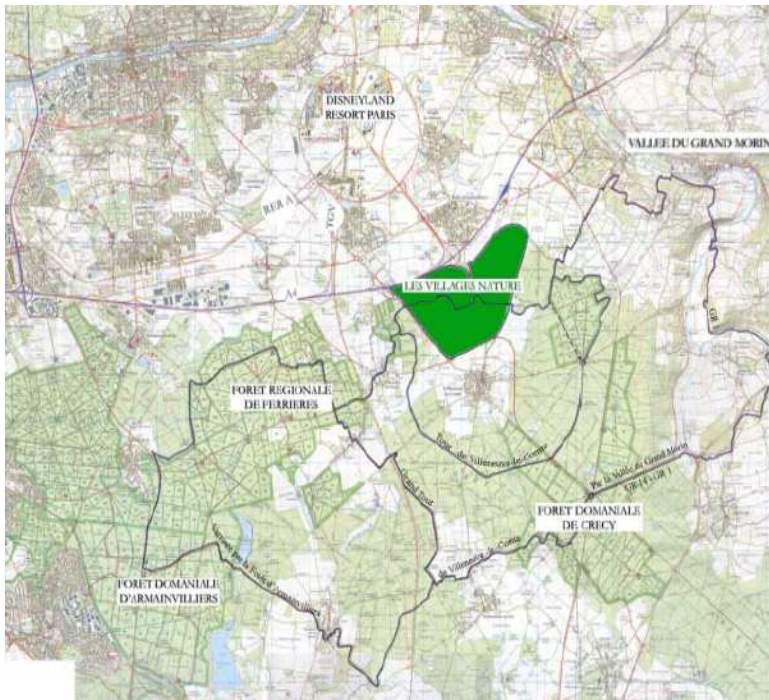
▪ **Center Parcs of Leutkirch (Badenwurttemberg)**

- Selected site
- Subsidy of Landers and financing under negotiation
- Opening of the 800 cottages scheduled for 2013

1- PROPERTY - Villages Nature

A new concept of tourism based on the harmony between Man and Nature: « One planet living »

▪A joint-venture with Eurodisney :



- 520 hectares, 6 km away from Disney parks, for a total capacity of 20 to 25 000 people
- A public-private partnership with the State and local authorities
- Several complementary villages (5,000 homes and apartments in total)
- Application of Pierre & Vacances business model
- European clients

1- PROPERTY - Villages Nature



- **First phase : lakeside village of 1,700 homes and apartments around a lake**
 - Geothermal lagoon
 - 85% of heating and hot water needs provided by geothermal energy
 - Low consumption homes and green buildings (vertical gardens).
 - Negotiation with public partners being finalized

2 - PARTNERSHIPS

Accor – Adagio city Apparthotel

Development potential with high profitability:
Target of € 140 million turnover by 2013

- **28 residences operating, 3 800 apartments** (mainly in France), including 5 residences open since 1 October 2009 (Berlin, Nantes, Marseille, Brussels and Vienna).
- A **development** by lease contracts, management mandates or franchises mainly in continental Europe.
- Projects :
 - 3 residences (322 apartments) in development: Grenoble, Munich, Toulouse
 - Several projects throughout Europe being studied



2 - PARTNERSHIPS

LAMY- 2* city residences in France

- In France: Cit  a leader in 2 * city residences
 - 61 residences - 5 600 accommodations
 - Developments :
 - 2 residences in 2010 - 260 apartments
 - 4 residences in 2011 - 420 apartments

End-2011, **65** residences - **6300** apartments about

2 - PARTNERSHIPS - Spain

- **The Group currently operates 19 residences in Spain (almost 1 500 apartments and 7 200 beds) through leases and management mandates**
 - Location: Costa Brava, Costa del Sol, Costa Dorada
 - Negotiation of option to purchase some residences
- **Objective of 5,000 apartments managed within 2013**



2 - PARTNERSHIPS - Morocco

A partnership of tourism and property development with CDG

- 4 types of developments :
 - Oasis Eco Resort (Marrakech and Agadir)
 - Tourism and holiday residences
 - City residences (Casablanca, Rabat, Tanger...)
 - Senioriales and secondary residences.
- Tourism residences managed by mandates
 - Finalization contracts in Marrakech and Saidia

Target of 3 000 apartments and homes within end-2014



2 - PARTNERSHIPS - Morocco

Firts « Oasis Eco-Resort »: Marrakech

- 480 apartments and homes of tourism residences and 450 units in senior and secondary residences
- Leisure equipments: Oasis Aqualudique, Spa, restaurants, workshops, shops, children's club ...
- Opening 2012



3 - ACQUISITION

The tourism sector in consolidation

- **Acquisition on octobre 2009 of Intrawest business in the Alps**

Strengthening of the group's offer in the "Pierre & Vacances Premium " segment

- Arc 1950: 655 apartments
- Flaine Montsoleil: 138 apartments



- **Acquisition our core businesses in Continental Europe**

- Acquisition of business in France and Europe



CONCLUSION



CONCLUSION

- Business performance and results reflecting the resistance of the Group.
- Important growth of property development activities in the future.
- Implementation of a dynamic business strategy and cost reduction of tourism activities.
- Development of partnerships with synergies and external growth.