



PRESENTATION OF H1 2008/2009 RESULTS

1 October 2008 to 31 March 2009



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I – GROUP PRESENTATION



Pierre & Vacances

maeva

CenterParcs

Sunparks

RESIDENCES
MGM

latitudes
HOTELS

adagio

Citéa
Appart'hôtels et Villas en France

Pierre & Vacances Group European leader in local tourism

Key figures:

47,000 homes and apartments in Europe (36,000 in France)

7.5 million clients, including 2.5 million children

9,500 staff (full-time equivalent)



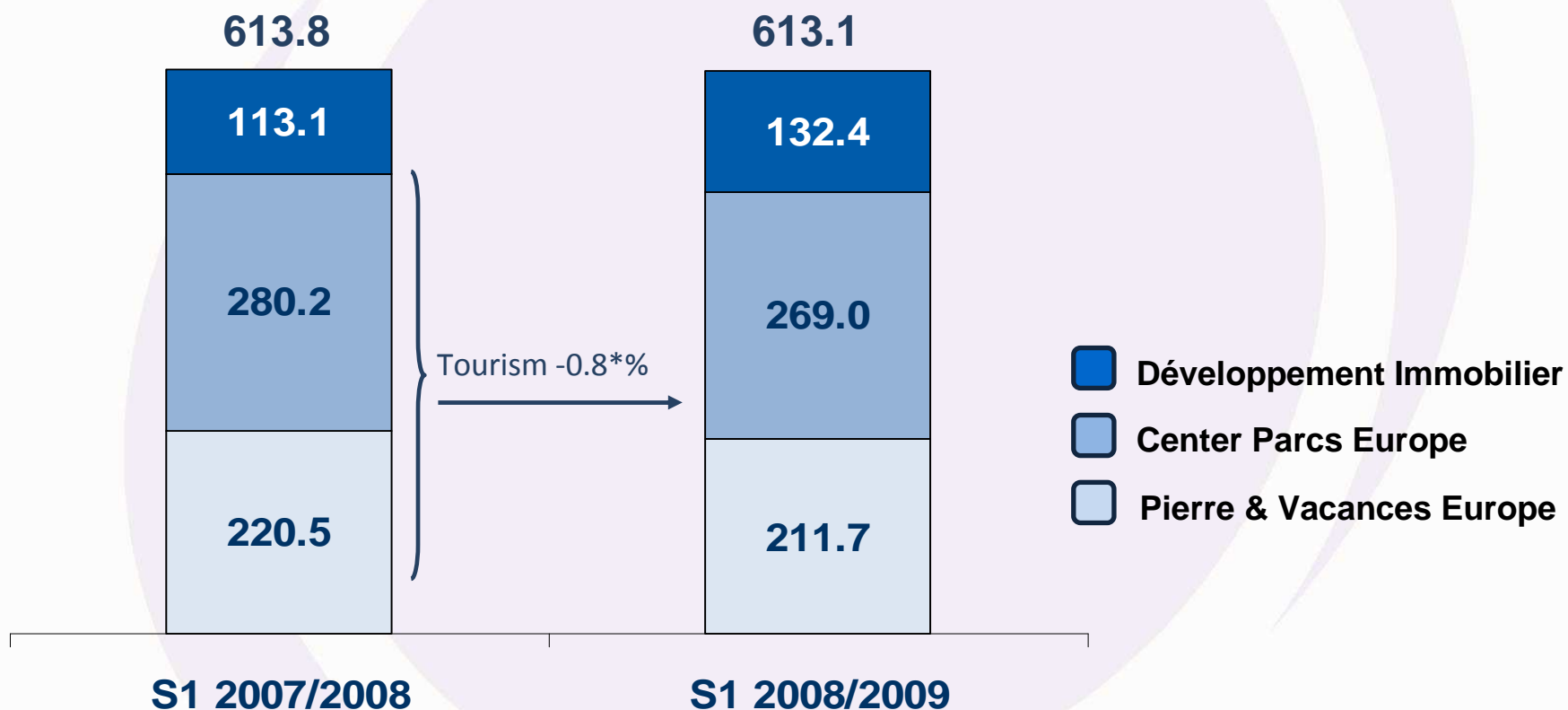
II – H1 2008/2009 EARNINGS

(1 October 2008 – 31 March 2009)



Stable H1 2008/2009 turnover

(millions of euros)



*On a like-for-like basis H1 2007/2008 turnover has been adjusted for the shift in Easter weekend from March last year to April, as well as strikes in the French West Indies



Tourism

■ **Pierre & Vacances Europe:**

- Like-for-like growth in accommodation turnover of 1.1% thanks to city and mountain residences
- Direct sales totalled 69% of turnover, with 19% from internet sales (vs. 15% in the year-earlier period).

■ **Center Parcs Europe:**

- Stable like-for-like accommodation turnover, 2.6% increase in average letting prices compensates the 2.9% decline in the number of nights sold.
- Direct sales accounted for 90% of turnover, including 50% from internet sales (vs. 46% in the year-earlier period).



Property development

- H1 2008/2009 turnover of €132.4 million:
 - Neuf : €95.4m (Center Parcs Moselle and Sologne, Belle Dune, Houlgate...)
 - Renovation : €37m (Paris la Défense, Val Thorens Machu Pichu, ...)



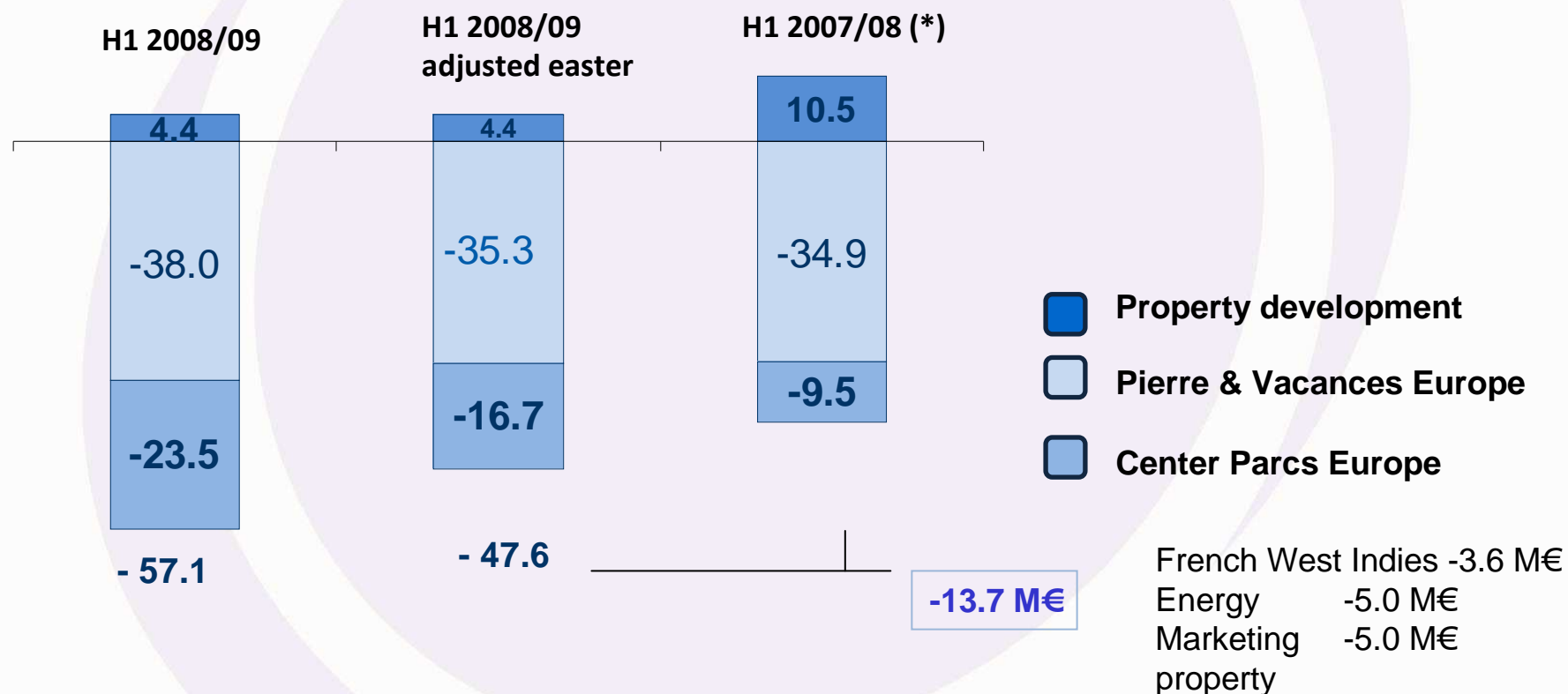
H1 current operating income structurally loss making

- **Seasonal structure of tourism business in H1:** around 40% of turnover, but 50% of fixed costs.
- **... Seasonality amplified on H1 08/09 by:**
 - A disadvantageous calendar effect with the shift of Easter week end from March to April (estimated impact of €9.5m)
 - Non recurring items:
 - Impact of the strikes in the French West Indies for Pierre & Vacances Tourisme Europe (-€3.6m)
 - Surcharges on energy for Center Parcs Europe (-€5,0m)
 - Intensification of marketing and sales actions of property development (-€5.0m)



Stable H1 2008/2009 turnover

(millions of euros)



* After change in accounting method for advertising spend which is now booked on a per-service basis



Attributable H1 2008/2009 net profit

(millions of euros)

	H1 2008/2009	H1 2008/2009 adjusted (3)	H1 2007/2008 (2)
Turnover	613.1	625.1	613.8
Current operating loss	-57.1	-47.6	-33.9
Financial expenses	-6.5	-6.5	-4.6
Taxes (1)	19.0	16.0	12.1
Attributable current operating loss (1)	-44.6	-38.1	-26.4
Other operating income/expense net of tax (1)	4.4	4.4	7.2
Attributable net profit	-40.2	-33.7	-19.2

(1) Other operating income/expense is presented net of tax and also includes non-recurring items associated with tax (tax savings, update of Group fiscal position) which are reclassified from accounting tax.

(2) After changes in the accounting method for advertising spending which is now undertaken on a per service basis

(3) Earnings adjusted for the shift in Easter weekend from March last year to April this year



III – OUTLOOK FOR H2 2008/2009 (1 April 2009 – 30 September 2009)



Turnover trends in H2 2008/2009

■ Tourism:

- Healthy performances for Easter holidays and May bank holidays thanks to last-minute sales.
- But wait-and-see attitudes in reservations to date for the summer season preventing precise forecasts for H2 turnover.

■ Property development:

- Property development turnover in 2008/2009 similar to the 2007/2008 level with H2 margin restored to same level as previous year.



IV – ACTION PLAN IN TOURISM BUSINESSES



CONSOLIDATING OUR POSITION AS **LEADER IN LOCAL TOURISM** ENHANCING OUR PERFORMANCES



Short-term actions: Bolstering sales efficiency for the summer

PIERRE & VACANCES TOURISME EUROPE

CENTER PARCS EUROPE

INSTITUTIONAL ANIMATION CAMPAIGN
« the hunt for holidays »

INCREASING TRANSFORMATION RATES ON THE
INTERNET
New site ergonomics and “best-deal generator”

TARGET ACTION FOR P&V VILLAGES IN EUROPE
dedicated mini-site and mailing campaign

ENHANCING SP POSITIONS
With an on-line toursim guide

TACTICAL COMMUNICATION THROUGHOUT THE SUMMER

OPTIMISED MANAGEMENT OF LAST-MINUTE SALES



Beyond crisis – tourism market in the throes of change

RADICAL CHANGE IN CONSUMER HABITS

- “Consuming better” rather than “consuming too much”
- Looking for a sense
- Need for reinsurance
- Approach to holidays beneficial for local tourism

**IMPORTANCE OF BRANDS
AND THEIR CONTENTS**

REVOLUTION IN THE TOURISM INDUSTRY AMPLIFIED BY INTERNET

- Extension of competitive spectrum
- Price transparency accentuated by comparison tools
- Participating web and reputation management
- Need to structure the masses of information available

**IMPORTANCE OF VISIBILITY AND
CONTENTS ON INTERNET**



Four-pronged strategy to face changes

BRANDS & PRODUCTS

1

Portfolio strategy, brand differentiation

INTERNET

2

On-line visibility and acceleration in roll-out of e-commerce

COMMERCIAL EFFICIENCY

3

Bolstering synergies between CPE and PVT divisions

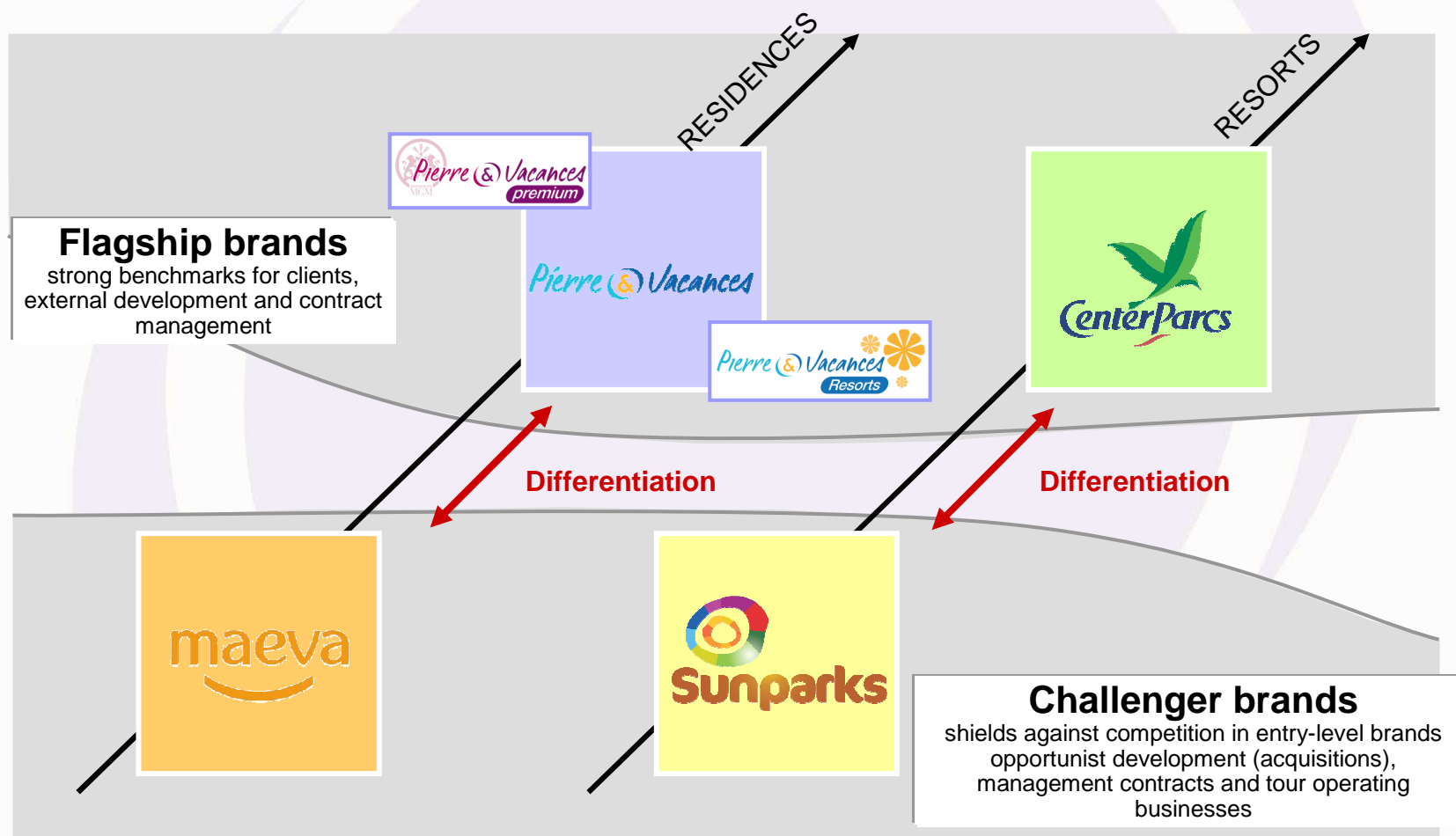
OPTIMISING THE ORGANISATION

4

Lightening structures and cost synergies



Portfolio strategy: 2 flagship brands, 2 challenger brands





New brands architecture

A NEW NAME FOR THE GROUP, CAPITALISING ON TWO FLAGSHIP BRANDS

Hôtels

Aparthotels

Résidences

37 Resorts in Europe

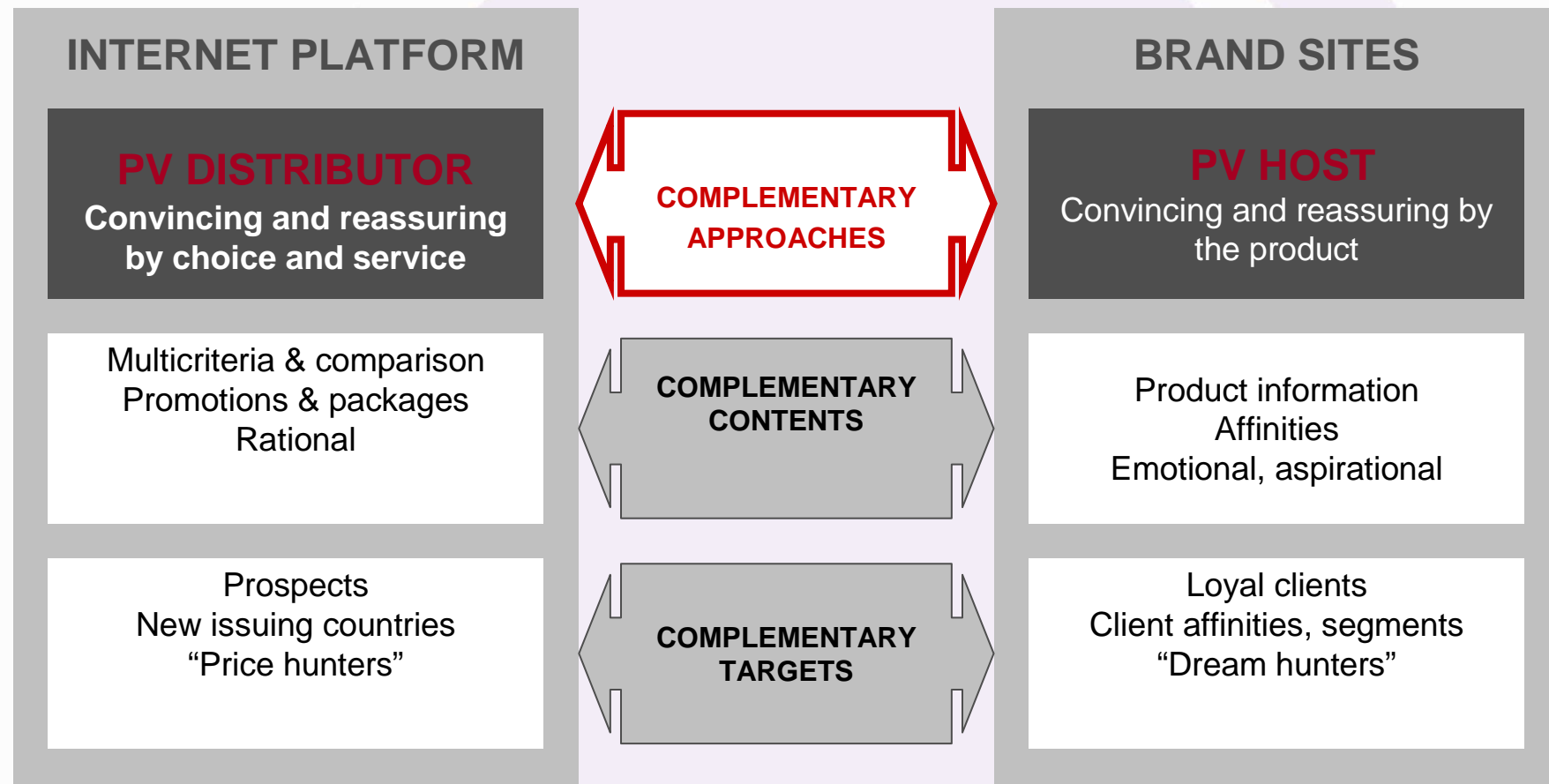


INTRODUCTION OF AN INTERNET PLATFORM

POOLING ALL OF THE GROUP'S BRANDS AND ITS 100%-WEB BRAND



An internet platform extending sales facilities



GROUP TARGET: 50% OF ACCOMMODATION TURNOVER GENERATED BY INTERNET IN 2012/2013



Accelerated synergies for increased sales efficiency

H1 2008/09	H2 2008/09	2009/10 & 2010/11
COMMERCIAL FRANCE: SHARED TEAMS <hr/> <p>SEMINAR SALES WORK'S COMMITTEE SALES PRESS RELATIONS</p>	INTERNATIONAL SALES: RESPONSIBILITY GIVEN TO BEST ESTABLISHED DIVISION <hr/> <p><u>LEAD PVT</u> UK – ITALY – RUSSIA / EASTERN COUNTRIES / SCANDINAVIA / NEW ISSUING COUNTRIES</p> <p><u>LEAD CPE</u> BELGIUM, THE NETHERLANDS, LUXEMBURG, GERMANY</p>	INTERNET / CLIENT / DISTRIBUTION <hr/> <p>PLATFORM DIRECT MARKETING LOYALTY / CRM AFFINITY MARKETING YIELD INTERNAL TO ACTIVITIES</p>



Sales efficiency, example of synergies: Distribution of Pierre & Vacances Resorts by Sunparks

A simple and pragmatic solution (1 January 2010):

- Sunparks, tour operator for Pierre & Vacances Resorts in Belgium, Germany and the Netherlands

Shared advantages:

- Geographical complementarity and product similarity
- Capitalisation on presence and reputation of Sunparks in northern Europe





Optimising organisation: simplifying organisation and cost synergies

ORGANISATION

PRINCIPLE

Lightening structures
Making processes more fluid

Center Parcs Europe

Pierre & Vacances
Tourisme Europe

Business
Development

AN ACTION PLAN FOR THE GROUP

EXPECTED
GAINS
€10m in
2009/10

SYNERGIES

PRINCIPLE

Converging practices by
retaining the best of each
division

IT infrastructure
sharing plan

HR
training, communication,
talent management...

Finance
switch to integrated group-
wide systems



V – TOURISM AND PROPERTY DEVELOPMENT



Development in Morocco

- **Signing on 27 May 2009 of a memory of understanding with CDG group via subsidiaries CGI and Madaef for the development of major projects in Morocco**
- **Partnership structured around the creation of two companies:**
 - A property development company jointly owned by CGI and Pierre & Vacances Morocco
 - A property and tourist operating company owned 85% by Madaef and 15% by Pierre & Vacances Morocco
- **A common project:**
 - Almost 3,000 apartments by end-2014 in 3 stages
 - Development via four tourism concepts: Oasis Eco Resort, tourism and holidays residences, city residences, senior residences



1st stage of development plan

- **“Oasis Eco Resort” in Marrakech**
 - Located in the south-east town centre of Marrakech, less than 10km, part of the Chifia development and planning programme
 - Programme:
 - Tourism residences: 480 apartments and homes
 - Secondary residences : 450 units
 - Leisure facilities at the resort: Oasis Aqualudique, Spa, restaurants, seminars, shops, children's clubs...)
- **City Residencies in Casablanca, Rabat and Fes (610 apartments)**
- **1st stage global investment amounting €220m including €100m (40% in equity) for the property and tourist operating company and €120m for property development**



Oasis Eco-Resort in Marrakech

Pierre & Vacances





Target to operate 50 residences by 2012: turnover of €140m

Current portfolio:

24 aparthotels in 3 countries,
3 263 apartments

Forthcoming openings :

5 openings by December
2009: Berlin, Brussels,
Vienna, Marseilles, Nantes





Example: Adagio Berlin Kurfürstendamm



- Opening in October 2009: 1st implantation of Adagio in Germany.
- Ideally located in the heart of west Berlin, close to Europe's biggest store, KaDeWe in the Europa Center and the Zoo
- 133 apartments (110 studios – 22 two-room)





Development of 2* city residences

■ In France, Citéa leads the 2* city residence segment

- In 2008, 55 residences / 5,033 apartments,
- In 2009, 4 openings / 410 apartments
- Development prospects:
 - 4 residences in 2010 / 400 apartments
 - 6 residences in 2011 / 600 apartments

Namely, by 2011, **65** establishments / around **6300** apartments

■ Outside France: Orion International

- 4 openings in 2008/09 (Paris, Prague, Hue, Zhengzhou)
- In Asia, start-up in China and growth in Vietnam
- In Europe and central Europe: 2 residences signed and four currently being signed





Extensions in Avoriaz

- **Fresh momentum for the station with:**
 - New high quality residences (4*)
 - ... and building of leisure facilities
- **A project for 475 apartments:**
 - Pierre & Vacances: 200 apartments (delivery in 2011)
 - Résidences MGM: 200 apartments (delivery in 2011) by extending the Falaise district
 - Maeva: 1 residence with 75 apartments
- **New leisure facilities at the station: The Aquariaz**

Reservations: 170 out of 220 apartments for sale so far



Center Parcs Europe: 50% growth in turnover by 2012/2013

2008/2009:

Extensions (280)

2009/2010:

CP Moselle (870)

2010/2011:

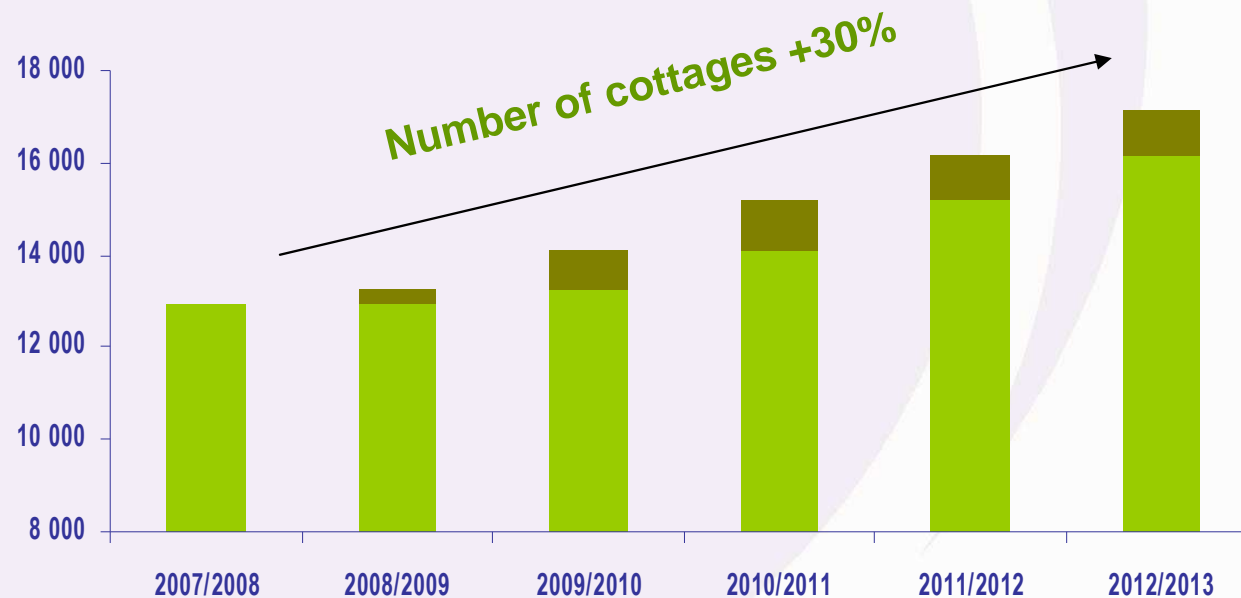
Extensions Moselle (450),
SP Germany (500)

2011/2012:

CP Isère (1000)

2012/2013:

CP Germany (1000)





Property development

- **Pierre & Vacances property marketing bolstered by changes in tax regulations:**
 - Extension of Scellier law to tourism residences (tax cut of 25% of acquisition price, capped at €300,000): application to new programmes retroactive to 1 January 2009
- **Since April, acceleration in pace of reservations, with around 300 new reservations**



Property development immobilier

- **Confirmation of potential turnover of €1 billion in major projects:**
 - Isère Center Parcs (1,000 cottages)
 - Moselle Center Parcs extensions (450 cottages)
 - Avoriaz, 475 apartments
 - Deauville - Presqu'Île de la Touques, 120 apartments
 - Villages Nature – partnership with Eurodisney, 1st stage of 800 homes and apartments
 - Eco-Village d'Alsace – partnership with land authorities the Caisse des Dépôts and Compagnie des Alpes



Sustainable development at the heart of strategy

Our ambition : promoting sustainable tourism and property within a 3 year plan 2008-2011

▪ **With three major targets:**

- Helping the fight against climate change
- Participating in efforts to preserve natural resources
- Bolstering the socially responsible policy

▪ **In order to achieve them:**

- Renewing the partnership with WWF-France
- Launch of **Sustainable Holidays Programme**
- Strong commitments to ecological construction in **anticipation of regulatory changes: VHEP*** certification for construction, promotion of renewable energies, green building site, choice of health and ecological materials
- An action plan for integration of sustainable development targets for management, promoting diversity and integrating disabled workers.

* Très Haute Performance Énergétique





Achievements and concrete actions in 2007/2008

- **The construction of Center Parcs Moselle, an exemplary project of our ambition:** Construction of 870 cottages in wood, classified VHEP* and green building site, preservation of biodiversity, 10% cut in energy consumption for collective equipment (natural ventilation, insulation etc.), choice of wood

heating system in order to cover at least 90% of heating and hot water requirements, events programme with WWF.

- **85,000 clients made aware including 25,320 children (Ecoliday's events programme with WWF)**

- **1,500 permanent employees trained in business eco-gestures**

- **Carbon review in the tourism business**

- **Handicap solidarity mission added to sustainable development**

- **Projects underway (2009):** improvement in visibility on eco-actions, on sites, roll-out of environmental management system, sustainable catering charter, ecological management of green spaces, development of teenager target in awareness actions etc.





Identity: A new name for the Group

GROUP PIERRE & VACANCES CENTERPARCS

- Capitalising on two flagship brands
- Highlighting the Group's size and international nature



Conclusion

- The Group benefits from specific assets in the present crisis situation in the tourism industry notably its position as the European Leader in local tourism
- The Group is strengthening its synergies plan between Pierre & Vacances Europe and Center Parcs Europe in order to increase revenues and reduce costs. This plan is set to generate €10m in cost savings in 2009/2010, in addition to €10m in 2008/2009.
- The extension of the Scellier law to tourism residences is benefiting the property development business and adds weight to the target for €1bn in turnover from the Group's major property projects.