

# 1 year of successful turnaround

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October 19<sup>th</sup>, 2023





**Franck GERVAIS**  
*Group CEO*



**Philippe LEDERMAN**  
*Group CFO*



**Olivier GARAIALDE**  
*Center Parcs CEO*



**Grégory SION**  
*Pierre & Vacances CEO*

16.00

Introduction : Group turnaround  
*Fr. Gervais*

From 16.10

Key achievements

16.10

*Savings & cost monitoring : Ph. Lederman*

16.15

*Center Parcs : O. Garaialde*

16.45

*Pierre & Vacances : G. Sion*

17.00

*Adagio : Fr. Gervais*

17.10

*maeva: : Fr. Gervais*

17.20

Conclusion  
*Fr. Gervais*

17.30

Q&A



01

INTRODUCTION:  
GROUP TURNAROUND



02

KEY ACHIEVEMENTS



03

CONCLUSION



04

Q&A

Groupe

**Pierre & Vacances**  
*CenterParcs*





01

INTRODUCTION:  
GROUP TURNAROUND

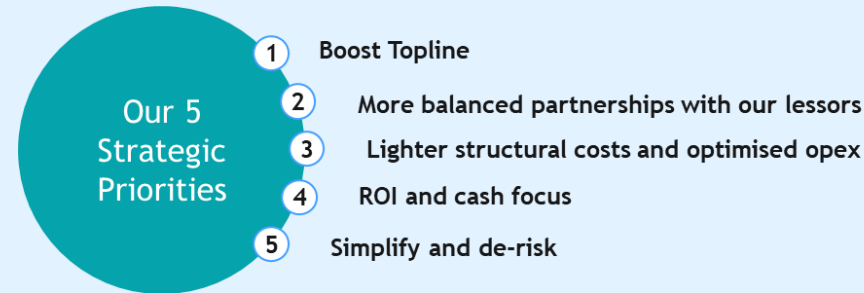


Groupe  
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## A brand new Group

- A reinvented business model, focused on tourism activities
- New shareholders, new governance, renewed ExCom
- A healthy financial situation with a rebuilt equity and a negative net debt after restructuring operations closed in September 2022

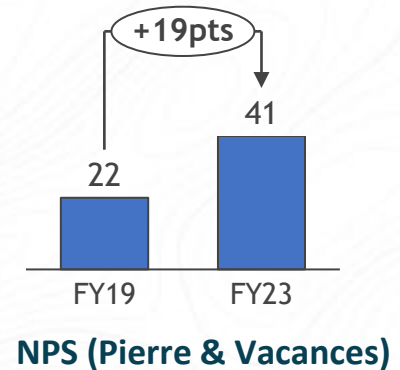
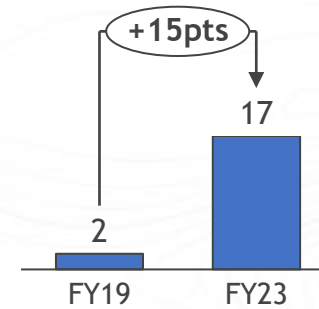
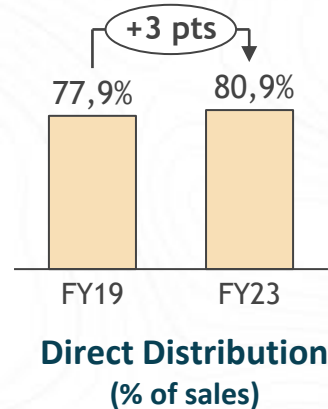
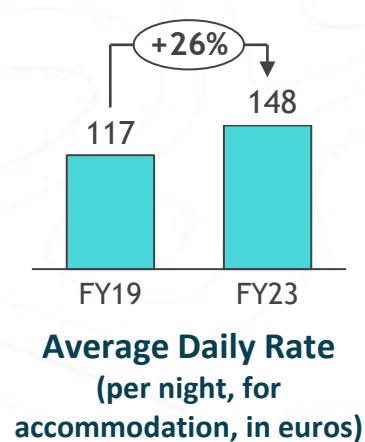
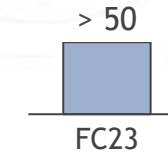
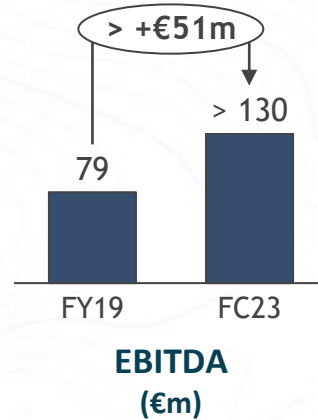
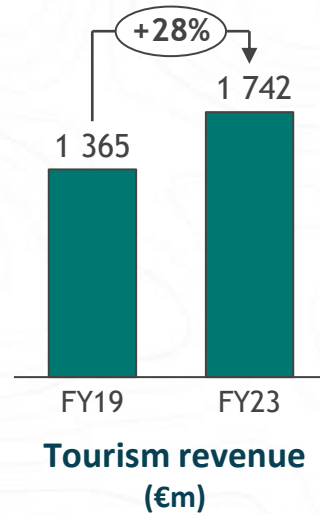
## ReInvention : a clear strategy, focused on operational excellence, CSR and customer experience



## FY 2023 : first tangible achievements & execution plans rolled-out

- Strong financial performance ahead of ReInvention BP and increase of customer satisfaction
- We fixed on all our brands the basics on product, customer experience, employee and landlords relations
- We achieved the ReInvention strategic priorities

## Key figures evolution FY19 - FY23



NPS = Net Promoter Score (difference between the number of “promoters” and the number of “detractors” to the question “would you recommend this site to your friends and family?”).

## FY2023 robust performances in turnover

### FY 2023 Group revenue

€1,915 M



**Tourism activities: €1,742 M**

**+13%** vs 2022, **+28%** vs 2019

- Accommodation : €1,357 M (+12.9%)  
O.R: 74,4% (+0.8 pts)  
ADR: 148€ (+8.8%)
- Other activities : €384 M (+12.3%)



**Other Revenue: €173 M**

### Focus on Accommodation Revenue:

 **CenterParcs**

**€850 M (+13.1%)**

O.R. 76,6% (+1,2 pts)

ADR 178€ (+5,2%)

 **PIERRE & VACANCES**

**€299 M (+3.4%)**

O.R. 70,1% (-1,5 pts)

ADR 120€ (+6,6%)

RevPAR PV FR : +6.8%

**ADAGIO**  
APARTHOTEL

**€209 M (+29.1%)**

O.R. 75,6% (+3,2 pts)

ADR 109€ (+23,7%)

... and positive booking trends for autumn / winter season





02

## KEY ACHIEVEMENTS



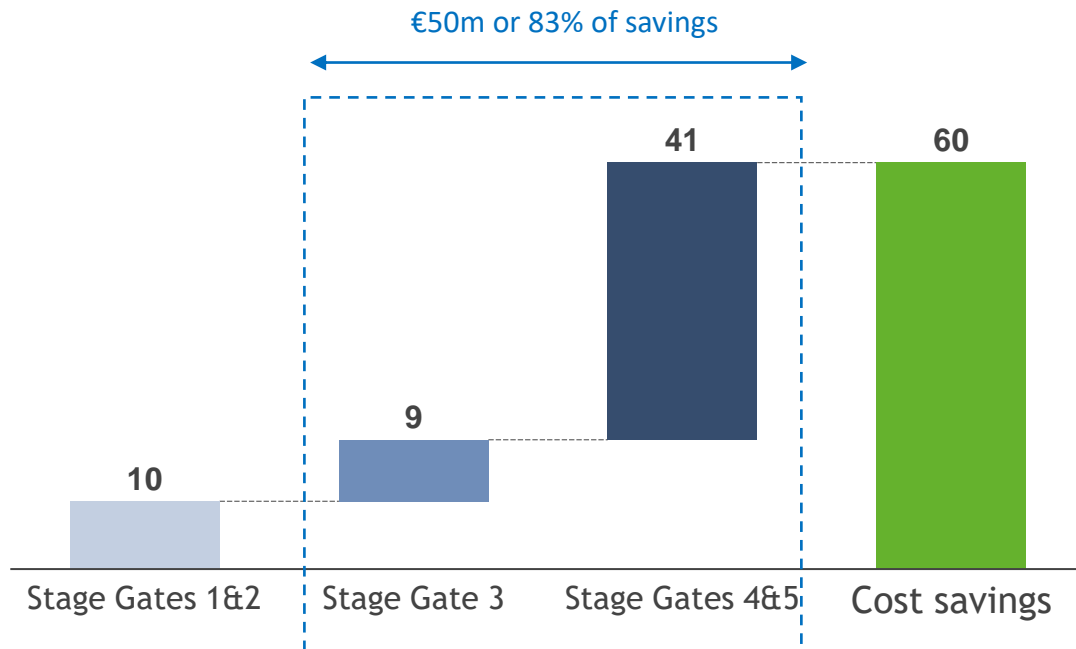
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Out of the overall €60m plan, €50m (83%) of Savings validated or engaged

## Cost savings by stage gate in €m over B22-BP26



Stage Gate 1: action identified  
Stage Gate 2: action qualified  
Stage Gate 3: action plan established  
Stage Gate 4: point of no return reached  
Stage Gate: saving booked in P&L

### Actions generating savings in FY23:

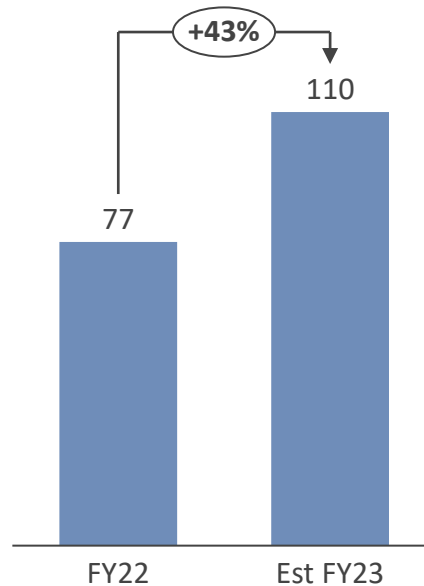
- Reorganization of marketing teams
- Energy consumption reduction: ca. 6% on gas with CP, ca 7% on electricity with PV
- Purchasing savings
- Head office space reduction

### Actions launched in FY23 generating savings over next years:

- Outsourcing of accounting
- IT cost reductions
- Purchasing savings
- Maintenance optimization

**FY23 preliminary energy costs estimated to increase by 43% vs FY22;  
 increase passed on to customers through improved ADR**

Energy Costs in €m



FY 24 costs hedged to a large extent

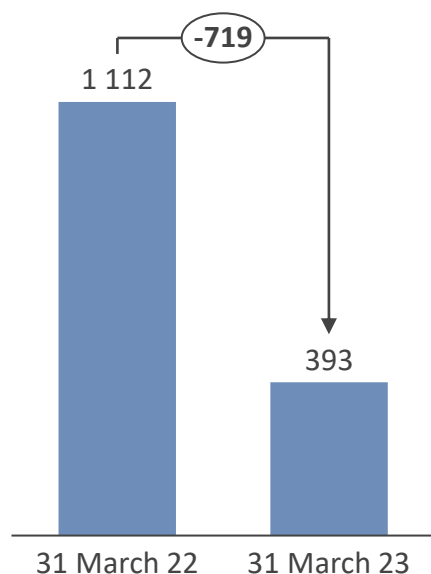
FY24 Energy Hedging in %	Electricity	Gas
France	88%	93%
Belgium	92%	78%
Netherlands	78%	75%
Germany <sup>(1)</sup>	24%	29%
Spain <sup>(2)</sup>	100%	19%

<sup>(1)</sup> Q1 FY24 hedged at 100%

<sup>(2)</sup> Q1 FY24 gas hedged at 100%, gas not significant for Spain (less than €1m per year)

## Group financial net debt is negative Our variable-rate debt is hedged to a large extent

### Massive reduction in gross debt post restructuring (in €m)



Maturity :  
mainly 2027

#### Breakdown of main debt lines:

€m	Maturity date	Capital outstanding at 31 March 2023	Rate
<b>Bond issues</b>			
PV SA	16 Sept. 2027	2.9	Euribor 3 months + 3.90% margin
PV SA	16 Sept. 2027	1.8	Euribor 3 months + 4.25% margin
<b>1 Total</b>		<b>4.7</b>	
<b>Borrowings from credit institutions</b>			
<b>1</b> CPE NV - loan	16 Sept. 2027	174.0	Euribor 3 months + 3.75% margin
<b>1</b> PV SA - loan 1 & 2	16 Sept. 2027	123.8	Euribor 3 months + 2.50% margin
PV SA – State Guaranteed loan	16 Sept. 2027	25.0	Euribor 3 months + 1.19% margin
Avoriaz Hermine Loisirs	31 Dec. 2023	12.5	Euribor 3 months + 2.00% margin
<b>Total</b>		<b>335.3</b>	
<b>Accompanying loans</b>			
SNC Sud-Ouest Cottages	02 Feb. 2024	43.8	Euribor 3 months + 2.00% margin
Les Senioriales Mantes-la-Jolie	30 June 2023	1.0	Euribor 3 months + 1.50% margin
<b>Total</b>		<b>44.8</b>	

**1**

Reinstated March 23 Debt representing €303m out of the total €393m gross debt, remaining debt corresponding to PGE2 and real estate loans

### Variable-rate debt hedged to a large extent

- €140m net debt hedged up to June 24: E3M capped at 2%
- 50% of €140m net debt hedged from Jul 24 to Jun 25: E3M capped at 3%; remaining 50% caps to be bought in Jan 24 and Apr 24
- Cash invested in « *certificats de dépôts* » with latest rates at 4%+



## CenterParcs

### ► OUR PRODUCT

#### Fix the Basic

**Continuation of parks renovation plan : €87m CAPEX** spent in 2023 (CP + landlords)

- **11 parks renovated in 2023**
  - Full Refurbishment of Eifel with newly built cottages for a total €67m program => NPS increase of **23pts**
  - Trois-Forets Renovation phase 4 and 5 (278 retail owned cottages)
  - Aroundtown 7 villages final phase of renovation completed
  - Beginning of les Hauts de Bruyères renovation
- **QIM programme:** 40% of our cottages with deep cleaning and maintenance programme

**95% of parks are now renovated** (+9pts vs 22), with a premiumized cottage mix: 24% VIP (+5pts vs FY19), 40% Premium (+8pts vs FY19) and 36% comfort (-14pts vs FY19)

### ► OUR CUSTOMERS – NPS +15pts vs 2019

#### Deliver an Immersive Experience

- Shift existing transactional touchpoints into **relational communication**
- Sell a **full experience**, not accommodation only:
  - ⇒ **Design of Nature Activity Programs:**
    - Nature trail, nature workshops; experience farm, nature gamification => **13% of parks covered**
    - Outdoor activities: high adventure trails, zip lines, multi-activity towers
    - Nature trails successfully implemented in Vossemeren and Bispingen in 23. Continuation of POCs and roll-outs in FY24
    - All villages have phytosanitary policy
- Cocreate with our partners (F&B, leisure, wellness) product and services improvement plan – Positive impact on spending per customer with **+11% Vs N-1**

## CenterParcs

### ► DIGITAL & DATA

#### An enabler for Customer satisfaction and Business Growth

- New RMS / New CRS / New PMS
- New organization for Digital Excellence
- Database Segmentation
- Personalization project
- Gen AI

#### Customer journey digitalization:

**+83%** of villages are fully digitalized (cottages, kiosks and AquaMundo's access) in 2023 coming from **18% in 2019**

- On line sales – Direct sales 76% of which 66% through our website

### ► PRICING POWER

#### Maximise our RevPar (Revenues)

#### Implementation of optimization levers :

- Inter-cottage overbooking (incremental impact **+€1.5m** in FY23 )
- Preferred Location Pricing (incremental impact **+€1.5m** in FY23)
- Review of pricing of midweek non holidays (**+€11** in ADR with no impact on volume)

#### VIP pricing :

- ADR increase of **+€7 / +2ppts** OR increase

#### A wide range of price point:

- ADR ranging from €119 to €254 between villages (price for premium cottages, Center Parcs brand).
- 25% variance on average between cottages categories.

## Center Parcs

### ► NEW BRAND IDENTITY

#### Reposition our Product

- Perception in line with inner experience
- Quality / Modernity / Fun
- Positive encounter between our promise and people expectations and lives
- Engage our colleagues in this brand renewal and promising journey –

**ENPS: +16 in 2023** vs -2 in 2021

- **70 to 90%** of our guests perceive the new brand identity of Center Parcs as modern, premium and unique
- For the full year, bookings increased by **9%**, trialists by **8%** and repeaters by **10%** .

⇒ Overall split: 44% of repeaters and 56% of Trialists

### ► ASSET MANAGEMENT AND DEVELOPMENT

#### Create value for our stakeholders

#### Asset Management

- Met and presented to institutional landlords Center Parcs ReInvention 2030, including Carbon transition CAPEX scenarios

#### Development

- Nordborg development in progress according to the plan
- Extension programme in existing villages with a minimum of 280 new cottages within 4 years
- Targeting one new park opening in Germany within 5 years





## ► VILLAGES NATURE: ONE OF THE CENTER PARCS FLAGSHIPS IN FRANCE, NOW FULLY INTEGRATED INTO THE CPE ECOSYSTEM

### Villages Nature:

- Villages Nature opened in 2017 with 868 units of which 45% of apartments and 55% of cottages.
- The village is fully digitalised (cottages access, AquaMundo access and kiosks).
- The village has **geothermal power station** for the cottages and the Aqua park heating), an **on-site ecological corridor** and a biodiversity team, annual birds, butterflies, reptiles and amphibians' inventory, monitoring of protected wild orchid species.
- It has been **fully integrated** to the Center Parcs portfolio in FY23.
- We will continue improving the offer with a rejuvenated **Promenade du Lac**, a **Rivière Sauvage** and a **193-unit extension**.

In FY23, the NPS increased by **19 pts** and the RevPar increased by **7%** vs previous year.

**Value Proposition:** *Explore the natural surroundings of the village with all the family and meet its wildlife. Make yourself at home in your cottage with its private balcony or terrace and enjoy a well-deserved break surrounded by nature.*







## ► EIFEL: A FULLY RENOVATED PARK IN THE HEART OF UNSPOILT NATURE AND UNIQUE VOLCANIC LANDSCAPES.

### Eifel:

- Eifel became Center Parcs in 1979 and was refurbished with newly built cottages from November 2022 to May 2023.
- There are **440 cottages** of which 63% of premium, VIP and themed cottages.
- The village is fully **digitalised** (cottages access, AquaMundo access).
- The village offers multitude of nature experiences (guided tours in National Park Vulkaneifel, Rangers' tours and other educational activities).

**Post Renovation**, both guest satisfaction and revenues increased significantly:

- The guest **NPS** (Net Promoter Score) increased by **23 pts**
- The **RevPar** (Revenue Per Available Room) increased by **67%** in summer.

### Value Proposition:

*Enjoy a break in the middle of nature in a village on a human scale with brand new experiences. Stay in a unique cottage themed "Wonders of Nature" and experience farm life in the new Farmhouse.*





## ► OPERATIONAL EFFICIENCY / PORTFOLIO RATIONALIZATION

- **Unification of Pierre & Vacances France and Spain management**
- **Delivered major cost reduction projects :**
  - Outsourced Accounting and Payroll for P&V FR
  - Reduced structure costs for PV Spain
- **Portfolio rationalization:**
  - Reduction in the nb of low performer sites: 10% of French inventory in 2023 vs 34% in 2019

## ► OUR PRODUCT / OUR CUSTOMERS – NPS +19pts vs 2019

### • 8 renovations in FY23

A virtuous circle: happy customers for improved performance

- Douarnenez : NPS **+33pts** / RevPar **+16%**
- Verrerie : NPS **+48pts** / RevPar **+15%**
- Houlgate : NPS **+33pts** / RevPar **+8%**
- Saint Mandrier : NPS **+57pts**

### • Brand modernization

- P&V new positioning “Être là” and media campaign (with 2 awards)
- Number 3 tourism brand in France (Brand awareness >70%)
- Number1 Customer Relationship Brand for tourism in France (Kantar)

### • Low-carbon vacations

- Residences with the « clef verte » label: 1st international label for responsible tourism

⇒ 72% of residences with this label in 2022 and 8 new sites in 2023

- Local roots: a catalog of +3,000 authentic, local activities and 5 "coups de cœur" in each residence.
- Destinations accessible by soft mobility: 71 residences accessible by train, bicycle rental in 35 residences and 18 residences equipped with electric recharging stations

- **Continuous Customer journey improvement** with digitalization (+50% check-in online)





## ► DEVELOPMENT & ASSET MANAGEMENT

- **4 site openings in FY23 (3 in Asset light)**
  - P&V France: 2 openings in Asset light (Bulles de mer, Cassis) + 1 signature (St Cyprien)



**SAINT CYPRIEN  
PREMIUM**

- P&V Spain : 2 openings (hotelStarc, Estartit)

- **Roll out of dedicated Asset management organization P&V** (+85% conservation for units expiring in FY23)
- **Initiated taskforce to improve landlord relationship:**
  - annual presentations with landlords for every site,
  - revamped renewal policy with more anticipation and communication

## ► PRICING POWER – REVPAR PV

**France : +6,8%**

- **Implementation of optimization levers:**
  - rooms with views;
  - revamped discount policy for long stays





## ► GUEST EXPERIENCE AND PRODUCT PREMIUMIZATION

- **Renovation Plan** (#5 sites):  
Opera, Tour Eiffel, Buttes Chaumont, La Villette, Vanves
- **Le CERCLE roll-out** (#4 Sites): Liverpool, Puteaux, Opera, Buttes Chaumont.  
80% du network under “Le Cercle” concept  
Including enhancing of local activities



## ► BRAND MODERNIZATION

- New brand identity, architecture and territory [*‘Here for You’*]
- Media Plan Heavy-up to recruit new Corporate and Leisure Customers
- New Employer Branding [*‘Engageons nous, ensemble’*] to retain and recruit Staff



**Brand awareness at 33%**  
(+4pts vs LY)

## ► PRICING POWER

**ADR: +24% vs FY 2022:**

- **Focus on direct distribution :**  
**revamping of our website in July**
- Price disparity on OTAs
- Flexible pricing conditions

## ► DEVELOPMENT

**Development: 5 sites (+500 units):**  
Toulouse LG, Lyon, Gent, Anvers, Montpellier

⇒ **4 out of 5 sites will be operated under franchises**



## ► BRAND MODERNIZATION

- 1st TV campaign for maeva for more than 10 years

## ► STRENGTHENED SERVICE APPROACH

Launch of new propositions for guest:

- Cagnotte,
- full flexibility offer
- guarantee “Satisfait ou Remboursé”



**Pas sûr ? pas grave !**

Avec Flexi+ annulez jusqu'à J-1



**Cagnotte vacances**

-10 % remboursés à chaque réservation, sympa non ?

## ► ECO-FRIENDLY VACATIONS

28% of stays in eco-friendly labeled accommodations  
(+ 3pts vs 2022)



- **Deployment of the environmental display program:** 19 site audits completed by 2023, 23 action plans finalized, 6 audits scheduled for the year-end.
  - Launch of the **eco-designed MH** being tested on the maeva Respire le Domaine de Kervallon campsite:
- ⇒ average improvement in environmental impact of 26% (source ACV comparative EVEA sept 2023).

## ► DEVELOPMENT

- **Acquisition of 3 new maeva Home agencies** in French Alps: Val Thorens, La Plagne et Puy-Saint-Vincent; reaching a total of **30 agencies**
- **Acquisition of the Vacansoleil brand**
- **15 new affiliated campsites** in 2023, reaching a total of **44 affiliated campsites**

**Repeating +5pt (21% vs 16% in 2022)**  
**NPS +6 pt full year**





03

## CONCLUSION



Groupe

**Pierre & Vacances**  
*CenterParcs*

FY23

- Strong financial performance ahead of B-Reinvention BP and increase of customer satisfaction
- We achieved the 5 strategic priorities of FY23:
  - Boost Topline,
  - Optimize cost structure and opex,
  - More balanced relationships with landlords,
  - Focus on ROI and Cash,
  - Simplify and derisk the group

FY24

- 3<sup>rd</sup> year of ReInvention execution
- Keep the execution momentum and accelerate to beat ReInvention
- Prepare the future of the Group looking beyond 2026

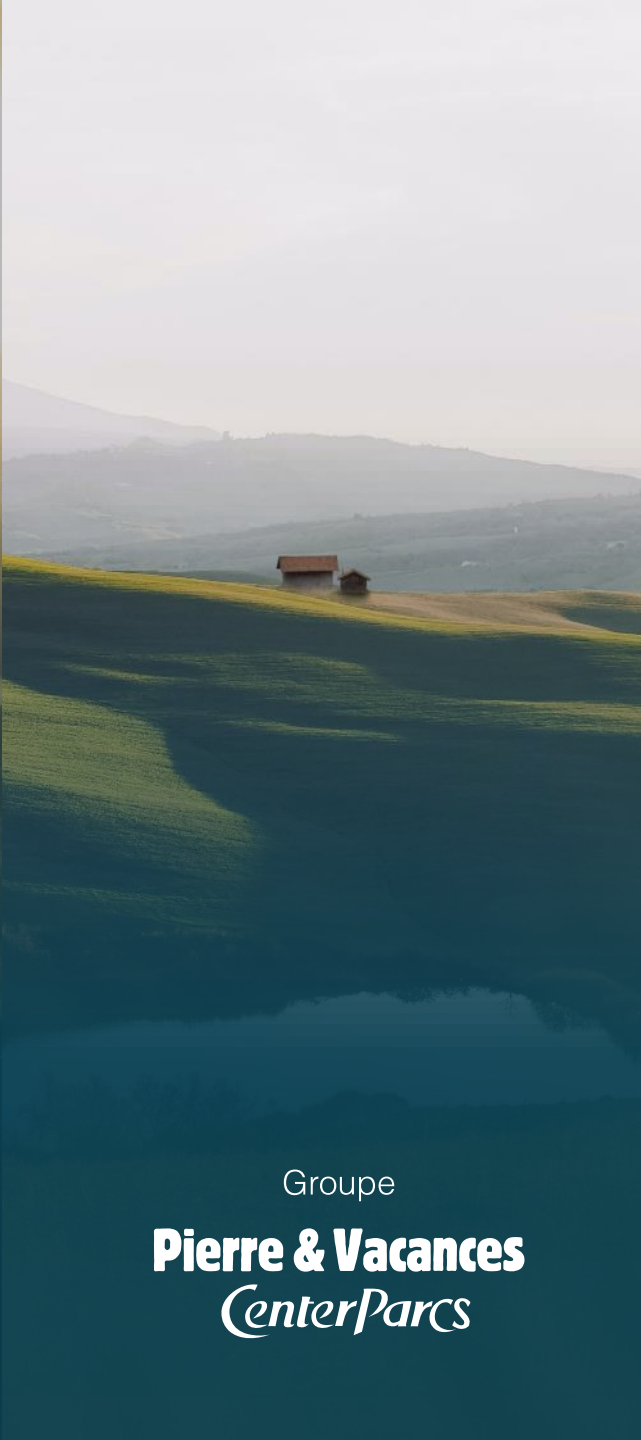
***Next financial release : December 1, 2023 for our annual results***





04

Q&A



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