1ST HALF RESULTS FOR FY2018/2019

MAY 21, 2019

Compagnie des Alpes
30 ans

CONTENTS

1. FIRST HALF PERFORMANCE INDICATORS AND OVERVIEW

1ST HALF PERFORMANCE INDICATORS

Comparison with 1st half of FY 2017/2018

Sales

€498.2 M, +3.2%

vs. H1 2017/2018 restated (1)

i.e., +2.8% on a comparable basis (2)

Group EBITDA

€165.4 M -0.7%

vs. H1 2017/2018 restated (1)

i.e., +1.1% on a comparable basis (2)

Operating Income

€105.7 M

-2.6%

vs. H1 2017/2018 restated (1)

Net Attributable Income, Group Share

€64.6 M

-4.3%

vs. H1 2017/2018 restated (1)

Capex

€108.3 M

+15.6%

vs. H1 2017/2018 restated (1)

Net Debt / EBITDA

1.74 x

Covenant: < 3.50 x

(1) Data for H1 2017/2018 restated are H1 2017/2018 reported data restated to reflect the impact on sales of the application of IFRS 15 and the impact of spreading over 4 quarters of the adjustment to Futuroscope sales that was done in the 4th quarter of last FY over the full year retrospectively.

(2) The change on a comparable basis is calculated by taking the data for H1 2018/2019 from which the contribution of Travelfactory has been eliminated to the figures for 1st quarter 2018/2019 and by comparing them to the data for H1 2017/2018 as restated (as a reminder, Travelfactory is consolidated as of January 1, 2018)

1ST HALF OVERVIEW

Ski Areas

- Another increase in sales for all resorts across the board
- As expected, a high level of investment

Leisure Destinations

- Numerous operational investments (hotel and attractions) for the summer season
- Acquisition of Familypark, Austria's first leisure park, consolidated as of April 1, 2019

Holdings & Supports

- Travelfactory: successful launch of Travelski site in Belgium; the Netherlands, and the UK
- New international consulting contracts (China, Japan, Uzbekistan)

2. FIRST HALF OPERATING HIGHLIGHTS

Boost volume growth: the key challenges for revamping the customer base and actions across the value chain

Create a preference for our resorts

- Develop attractiveness through sustained **investment strategy**
- **Open Resort**: A data-driven approach that combines marketing and technology with all stakeholders to acquire knowledge of customers and create value for them
  - **1st step, 2018-2019 season:** The largest survey of skier behavior in France (more than 52,000 participants to date)

Boost lodging capacity and occupancy rate

- Contribution of CDA to revamping the offer and adding to the net lodging capacity
  - Foncière Rénovation Montagne and participation in roundtables for residences and hotels
  - CDA real estate agents = + 14,000 beds, i.e., about 25% of the total offering of our resorts

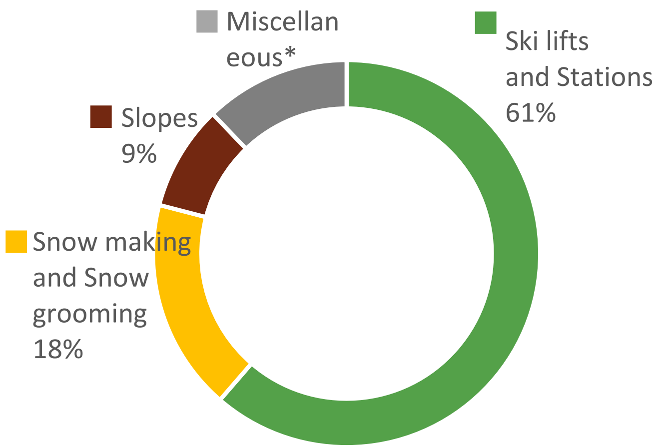
Boost distribution

- **TravelFactory** : business volume growth, successful launch in Belgium, and special project targeting millennials
- **Other initiatives**, like joint French Mountain Collective in China (CDA and non-CDA resorts in Rhône Alpes)

SKI AREAS

An update on investments

Investment breakdown by type



2018/2019
100 M€ (e)

** Buildings, materials, and mobility, IT, marketing and sales*

A few illustrations

- **Enhancement of the customer experience and promoting the summer season (Tignes)**
  - The world's highest cable car terrace
  - 1st stage in a bigger project aimed at capitalizing on the natural beauty of the site in cooperation with the Parc National de la Vanoise
- **Renewal of a sector (Les Arcs)**
  - TSD 6 Pré St Esprit and TSD 4 Comborcière, expanded blue run, creation of a red run, snowmaking, snow reservoirs
- **Reconfiguration of a slope (Méribel)**
  - 2 TSD. Speed and comfort prioritized
  - Improvements planned for the world ski championship in 2023
  - Impact reduction and recycling via Ingelo
- **Improvements in mobility (Serre-Chevalier)**
  - Côte Chevalier improving the accessibility and fluidity of movement within the resort
  - 30% of its electricity generated by 3 EnR by 2021


Tignes


Les Arcs


Les Arcs


Méribel


Serre-Chevalier

Compagnie des Alpes 30 ans

Pursuit of the work being done to enhance customer satisfaction (VHS) via an ambitious and focused investment strategy adapted to each park type…

Fully overhaul the parks located in high-potential catchment areas

- **Walibi Belgium**: two new spaces: *Karma World and Fun World*
- **Walibi Rhône Alpes**: 40th anniversary, a new high-emotion coaster called Mystic and P'tits chaudrons, a family attraction
- **Grévin Paris**: a near total renovation designed to make the customer experience more fluid, immersive, and interactive

Expand and densify the offering of parks with nationwide draw

- **Walibi Holland** refurbishment of the *Sherwood Forest* area with a new hybrid coaster (*Untamed)*
- **Parc Astérix** 30th anniversary. 4D film *Attention Menhir* screened in a dynamic movie theatre that seats 300
- **Futuroscope** : *Futuropolis*, a mini-city of 21 games and attractions spread over 3 hectares, dedicated to kids

Grévin Paris

Attention Menhir at Parc Asterix

Futuropolis at Futuroscope

....and offer a global experience that increases the duration of the visit and expands the catchment areas

Create new experiences adjacent to the parks that are also a destination

- **Parc Astérix**: reinforcement of lodging capacity (3-year hotel strategy)

2nd hotel 100% operational, bringing the Park's lodging capacity to 300 (+100 rooms)

3rd hotel under construction (+150 rooms)

- **Bellewaerde:** creation of a second gate (an indoor aqua park covering 3 000m2)

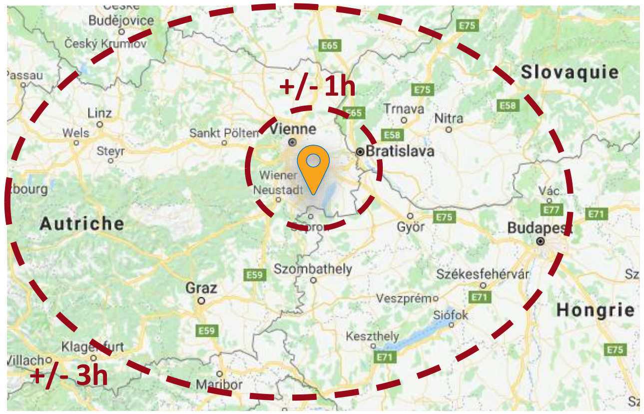
Scheduled to open in the 4th quarter

A full digital toolbox designed to facilitate customer experience, the customer relationship, and customer knowledge: park applications, activation marketing, data collected in datalake

LD: ACQUISITION OF FAMILYPARK

An acquisition that is perfectly aligned with the Group's strategic intention for its parks

- **1st leisure park in Austria (716k visitors in 2018)**
  - 14.5 hectares, 66 attractions that include 28 rides, spread over 4 spaces with different themes, 17 F&B points
- **Attractive location, less than an hour from Vienna**
  - Large catchment area with little competition in the vicinity: 7 M residents within 2 hours by car



- **A high-quaiity regional park with an excellent reputation**
  - Infrastructures and installations are compatible with the standards of Compagnie des Alpes

- **Acquisition relutive on EBITDA for LDs and offers an interesting outlook**
  - A highly profitable park
    - EBITDA: €6.8 M (2018), Sales of €19.1 M, for an EBITDA margin on 35.6%
  - A reasonable acquisition price
    - Business valued at €72.5 M, 10.7 x EBITDA
  - Interesting potential
    - Gate is steadily increasing and the park has the capacity to absorb a strong rise in the number of visitors
    - Possibility of expanding customer target to include older consumers
    - Sales per visitor lower than the average for the Group's parks
    - Potential for rapid synergies thanks to the Group's marketing and digital expertise

Pursuit of our ambition of extending our positions in Europe and in other geographies

- **Active prospecting** of targets, consistent with our current portfolio of sites
- **Industrial partnerships** and **consulting/assistance missions** to deepen our understanding of the market and its opportunities:
  - **In China**
    - Taicang: new generation snow dome. Collaboration with Fosun
    - Beidahu: operational assistance for the season launch
    - Walong: launch of an Evolution 2 ski school
  - **In Japan** : operational and marketing audit for several sites
  - **In Uzbekistan** : Government requested study of the most promising regions

3. FIRST HALF RESULTS

SKI AREAS

Operating performances & Investments

Highly seasonal business: close to 90% of annual sales on average but 70% of costs

1st half (in €M)	18/19	17/18 *Restated**	*Var*
Sales	**384.7**	368.8	*+4.3%*
Skier-Days (in M)	**12.532**	12.417	*+0.9%*
EBITDA	**194.7**	184.5	*+5.5%*
EBITDA/Sales	*50.6%*	*50.0%*	*+60 bps*
Net Investments	**68.6**	53.7	*+27.8%*
I/Sales	*17.8%*	*14.5%*	*+330 bps*

*IFRS 15 = adjustment in the method used to account for season passes for the SA => carry forward of sales and EBITDA (€-3.2 M). See Additional Information section.

- **Lift ticket sales up by 4,1%**
  - 1 additional Sunday vs n-1 (positive calendar effect)
  - Revenue per skier-day: +3.2%
  - Number of skier-days: +0.9%
    - Moving towards a 4th season in a row of higher volumes
- **EBITDA increases more than sales** despite higher energy and insurance costs
  - EBITDA margin up by 60 bps
- As anticipated, **investments rise**
  - Annual budget of around €100 M confirmed

Compagnie des Alpes 30 ans

Operating performances & Investments

Highly seasonal: 25% of annual sales on average but 40% of costs

1st half (in €M)	18/19	17/18 restated*	*Var restated**
Sales	**93.1**	93.3*	*-0.2%*
Visits (in M)	**2.277**	2.334	*-2.5%*
EBITDA	**-15.7**	-11.9	*-32%*
EBITDA/Sales	*-16.8%*	*-12.7%*	*-410 bps*
Net Investments	**38.8**	38.7	*+0.3%*
I/Sales	*41.7%*	*41.5%*	*+20 bps*

*Adjustment to revenue recognition for Futuroscope (Sales: -522; EBITDA neutral). See Additional Information section.

Sales virtually unchanged

- Consolidation of Halloween sales at a high level
- SPV (+2,1%) offsets stagnant gate
- Closure of Grévin Paris offset by the reopening of Aqualibi
- Late Easter weekend this year
  - Impact estimated to be 0.7%

EBITDA impacted by higher expenses (and a later start to the season)

- Full capacity opening of La Cité Suspendue at Parc Astérix (2nd hotel)
- More intense marketing support effort for new attractions
- Early July opening of an indoor aqua park at Bellewaerde

Investments in line

- Annual budget of around €100 M confirmed

HOLDINGS & SUPPORTS

Operating performances & Investments

Following reclassifications, this BU includes TravelFactory, the online distribution business, and the legacy real estate agencies of CDA, as well as the consulting business of CDA Management and CDA Beijing.

1st half (in€ M)	18/19	18/19 c.b. (ex-Q1 TF)	17/18 Actual scope*	Var Actual scope*	Var c.b.
Sales	**20.4**	18.4	20.3	*+0.3%*	*-9.5%***
EBITDA	**-13.6**	-10.6	-6.0	*-126.9%*	*-77.0%*
EBITDA/Sales	*-66.8%*	*-57.6%*	*-29.5%*	-	-
Net Investments	**0.9**	-	1.3	*-33%*	-

* CDA applied a revenue recognition method for TravelFactory compliant with IFRS, based on its activity as an agent or principal (margin or sales volume accounting recognition). This method was refined and adjusted in the 2nd quarter of 2018, particularly with respect to its sales with other companies owned by the Group. This change will have no impact on sales for the full FY 2018/2019. See Additional Information section.

* * A change in the method of revenue recognition for the Group's historic online businesses and real estate agencies was carried out with effect as of January 1, 2018, to align with the revenue recognition method used by Travelfactory. Sales for the 1st quarter of 2017/2018 were not restated (margin recognition for Q1 2018/2019 vs. Sales volume for Q1 2017/2018). See Additional Information section.

- **Sales virtually unchanged,** with consolidation and growth of TravelFactory (TF) offsetting lower sales in Consulting (end of assistance contract with JDA in Paris)
- **EBITDA significantly hurt by the combined impact of**:
  - TravelFactory
    - TF consolidated as of Q1 18/19 => EBITDA loss of €3 M (vs. non consolidated in Q1 of 17/18)
  - Macron bonus: €2.4 M
    - Paid for by the Group for all facilities (LD & SA)
- **Investments mainly concern digital and IT projects**

GROUP P&L

1st half (in €M)	18/19	17/18 restated *	Var restated *	18/19 Ex-TF	Var c.b.
Sales	**498.2**	482.5	*+3.2%*	*496.2*	*+2.8%*
EBITDA	**165.4**	166.6	*-0.7%*	*168.5*	*+1.1%*
EBITDA/Sales	*33.2%*	*34.5%*	*-130 bps*		-
Operating Income	**105.7**	108.6	*-2.6%*		-
Net cost of debt	-3.9	-4.5	*+13.0%*		-
Discontinued businesses	0	-0.5	*NC*		-
Equity method	5.8	4.6	*+27.2%*		
Net Attributable Income Group Share	**64.6**	67,1	*-3.6%*		-

*1st half 2018/2019 results reflect the acquisition of Travelfactory, as well as changes in revenue recognition methods (including IFRS 15). See additional information section.

- **SA sales up thanks to a good winter season**
- **EBITDA impacted by the consolidation of TF in Q1**, higher expenses for LD, and the Macron bonus
  - On a comparable basis, it increased by +1.1%
- **Operating income contracted slightly due to the 2.9% increase in depreciation allowance** for investments made in prior years
- **Cost of debt optimised** through implementation of an NEU CP program
  - Short-term financing at negative rates
- **Sustained level of Net Attributable Income, Group Share**

THE GROUP'S FINANCIAL STRUCTURE

1st half (in €M)	**18/19**	**17/18** restated	***Change*** *restated*
Self-financing capacity	**129.2**	129.8	*-0.5%*
Net industrial investments	**-108.3**	-93.7	*+15.6%*
Self-financing available**	**20.9**	36.1	*-42.1%*
Free Cash Flow from Operations* and **	**61.2**	74.6	*-17.9%*
Net Debt	**380.5**	269.6	-
Net Debt / EBITDA	**1.74**	1.24	-

*Free Cash Flow from Operations: Free Cash Flow before tax and cost of net debt

**Going concerns

- **Increase in investments, as announced**
  - Annual budget of around €200 M for investments in SA + LD confirmed (+10%)
- **FCF from Operations impacted by the increase in net industrial investments**
- **Higher net debt attributable primarily to the acquisition of Familypark**
- **Nett Debt/ EBITDA ratio increases following this acquisition**
  - But the ratio remains well below the covenant(< 3.50 x)

FINANCING OPERATIONS

Optimisation and reinforcement of the Group's financing structure after the acquisition of Familypark

New USPP bond, €65M (March 2019)

- Final maturity of 12 years, average duration of 10 years
- Coupon of 2.14% (in line with the average cost of debt for 2017/2018 of 2.17%)

Issue of short-term negotiable securities (NEU CP) for a maximum amount of €240 M

- Program rolled out in early February 2019
- Flexible short-term financing tool secured by a €250 M line of revolving credit (due May 2023)
- Drawdown through March 2019 varied between 0 and €135 M
- Negative rates between -0.02 and -0.12%

4. OUTLOOK

OUTLOOK FOR FY2018/2019

Barring any major unforeseen events

Ski Areas

- The annual increase in sales is expected to reach about 3%
- Moving toward a 4th consecutive year of increase in number of skier-days
- Annual EBITDA/Sales ratio target of between 36 and 37% is confirmed

Leisure Destinations

- The bulk of the season lies ahead (2nd half of the year accounts for around 75% of total annual sales)
- A major investment effort to maintain attractiveness and capacity of existing facilities
- Annual EBITDA/Sales ratio target (ex-Futuroscope) target of between 27 and 28% is maintained

5. ADDITIONAL INFORMATION

1 – IMPACT OF IFRS 15 ON SKI AREAS

Compagnie des Alpes
30 ans

Quarterly Ski Area sales for FY 2017/2018 restated by applying IFRS 15

- The application of IFRS 15 only changes the sales for Ski Areas. This standard, applied starting on October 1, 2018, has an impact on the accounting treatment of season pass sales that results in a different distribution of these revenues over the course of the FY. The application of IFRS 15 does not impact the distribution of revenues quarterly and thus has no impact on annual sales.
- To facilitate a comparison of quarterly sales for FY 2018/2019 with quarterly sales for FY 2017/2018, the latter have been restated by applying IFRS 15

(In thousands of euros)	Q1 2017/2018	Q2 2017/2018	Q3 2017/2018	Q4 2017/2018	TOTAL 2017/2018
Ski Area Sales Reported	60 996	311 095	50 403	6 830	429 324
Ski Area Sales Restated for IFRS 15	46 831	322 021	53 642	6 830	429 324
Difference	- 14 165	+ 10 926	+ 3 239	0	0

Compagnie des Alpes 30 ans

Quarterly Leisure Destination sales for 2017/2018 restated by applying the change in accounting for Futuroscope revenues made in 4th quarter 2017/2018

- At the end of 2017/2018, the Group carried out reclassifications that consisted of neutralising the sales of Futuroscope related to the transfer-costing of certain expenses (energy, sales commissions, back margin) and neutralising the corresponding expenses. This reclassification, which has no impact on EBITDA, was done in the 4th quarter of 2017/2018 retroactively for the entire FY 2017/2018.
- Accordingly, to facilitate a comparison of quarterly sales for FY 2018/2019 with those of FY 2017/2018, the latter have been restated by spreading the impact of the reclassification over all 4 quarters of FY 2017/2018. This restatement is also neutral with respect to sales for FY 2017/2018 as a whole.

(In thousands of euros)	Q1 2017/2018	Q2 2017/2018	Q3 2017/2018	Q4 2017/2018	TOTAL 2017/2018
Leisure Destination Sales Reported	70 091	23 728	104 830	141 278	339 927
Leisure Destination Sales Restated for change in accounting method for Futuroscope	69 319	23 978	104 329	142 300	339 927
Difference	- 772	250	- 501	1 022	0

Quarterly sales for Travelfactory booked under Holdings & Supports BU in 2017/2018

- Travelfactory, a client company, was acquired by the CDA on January 1, 2018.
- As of January 1, 2018, the CDA applied a revenue recognition method for TravelFactory compliant with IFRS, based on its activity as an agent or principal (margin or sales volume accounting recognition). This method was refined and adjusted in the 2nd quarter of 2018, particularly with respect to its sales with other companies owned by the Group. This change will have no impact on sales for the full FY 2018/2019.

(In thousands of euros)	Q1 2017/2018	Q2 2017/2018	Q3 2017/2018	Q4 2017/2018	TOTAL 2017/2018
Holdings & Supports Sales Reported	2 095	23 229	2 460	4 191	31 975
Holdings & Supports Sales, after adjustment to TF sales	2 095	18 246	3 512	8 122	31 975
Difference	0	-4 983	+1 052	+3 931	0

PASSION CRÉATIVITÉ EXPERTISE EXPÉRIENCE

TOUTES NOS EXPÉRIENCES AU SERVICE DE LA VÔTRE

Compagnie des Alpes
30 ans