COMPAGNIE DES ALPES EVERYWHERE WHERE EMOTION CREATES VALUE

ANNUAL REPORT 2014

Compagnie des Alpes

WELCOME TO A WORLD EXPERT IN LEISURE ENGINEERING

Compagnie des Alpes, a solid, 25-year European leader in the world of leisure, has successfully built undisputed industrial excellence, placing performance at the core of its expertise, and now exports a unique know-how: creating outstanding leisure for the greatest numbers. From the biggest ski areas in the Alps to leisure destinations spread across Europe, the Group's offering draws on its deep-rooted knowledge and unrivaled technological prowess to stimulate regions and lands into creating shared value.

EXPLORE NEW TURF

SKI, RECREATION, GETAWAY, THRILLS, CHEER, SHARING... BOTH SKI AREAS AND LEISURE DESTINATIONS OFFER MORE, AND BETTER, YEAR AFTER YEAR, TO AN EVER-SHIFTING AUDIENCE SEEKING SENSATION AND MOMENTS TO CHERISH. TO FULFILL ALL DESIRES AND EXPLORE ALL AVENUES OF GROWTH, COMPAGNIE DES ALPES HAS DESIGNED AND DEVELOPED A WHOLE HOST OF SOLUTIONS THAT MAKE IT A WORLDWIDE EXPERT IN TOP-LEVEL LEISURE ENGINEERING.

Les Arcs – Peisey-Vallandry, La Plagne, Tignes, Val d'Isère, Les Menuires, Méribel, Les 2 Alpes, Serre Chevalier, Flaine, Samoëns, Morillon, Sixt Fer à Cheval, Chamonix, Avoriaz, La Rosière, Valmorel... the biggest ski resorts in the Alps are increasingly diversifying the enjoyment they bring to visitors of all ages and of many cultures.

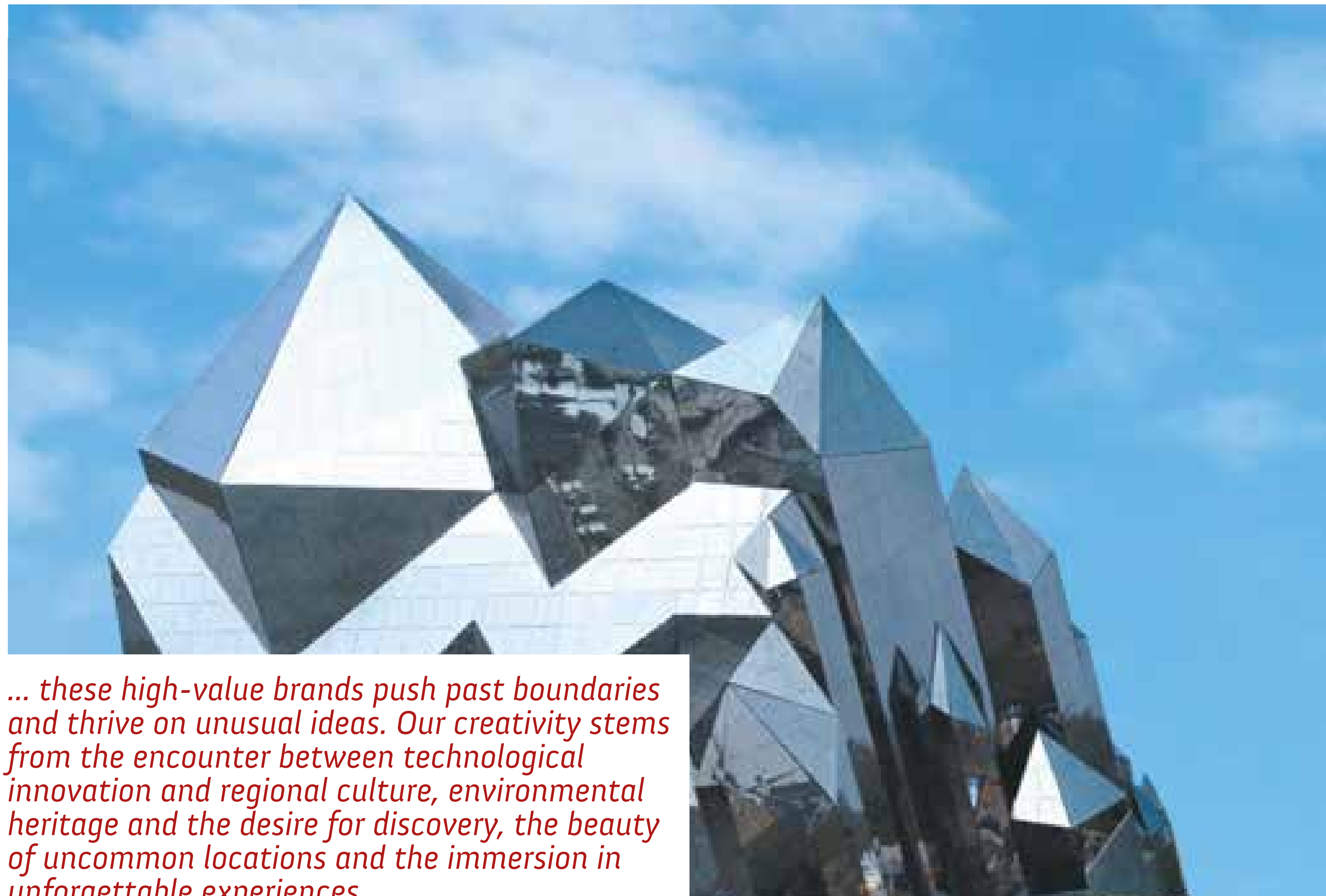
Teens and tweens eager for thrills, families enchanted by their first-time experience with snow, those on the lookout for quiet and vast open spaces... there is something for one and all in the offering they inspired in us.

Our technical expertise has expanded with new services that bring all kinds of sensations to life: quality accommodation, online booking, tours to explore Savoie's heritage, novel experiences in the ski areas (first track, grooming school, etc.), organizing extreme competitions, creating unique multi-activity areas for a total, safe and carefree break.

Our regions offer a diverse heritage and abound in innovative ideas and astonishing cultural traditions. Compagnie des Alpes can spot sites with a strong regional flavor to interpret and harness those everlasting sources of emotion. Plunge seekers of authenticity and chills into exceptional experiences that will remain unforgettable from start to finish - this is the challenge we rise to all year round and all around.


SOCHI 2014
10
7
1

Thrills, wonder, astonishment - we draw on all sources of entertainment that fire our imagination, to captivate the young and the not-so-young from all backgrounds and all walks of life. Parc Astérix, Grévin, Futuroscope, Walibi, Mer de Sable, Planète Sauvage, France Miniature, Dolfinarium, Bellewaerde, Fort Fun...



… these high-value brands push past boundaries and thrive on unusual ideas. Our creativity stems from the encounter between technological innovation and regional culture, environmental heritage and the desire for discovery, the beauty of uncommon locations and the immersion in unforgettable experiences.

Our stringent technical standards mingle with the quest for the topmost quality to attract first-time and returning friends, families and family tribes of every hue.


4,25 gr

This is what drives our investments, the enthusiasm and dedication of our 5,000 staff members committed to our customers' «Very High Satisfaction» within our European borders and beyond...

1989-2014 : FROM DIVERSIFICATION TO INTERNATIONAL EXPANSION

1989

COMPAGNIE DES ALPES FOUNDED BY LA CAISSE DES DÉPÔTS
with the goal to bolster the French Ski area economic sector.

1989/1990

Tignes (STGM – Société des Téléphériques de la Grande Motte) and **Peisey-Vallandry** (STAG – Société des Téléphériques de l'Aiguille Grive) consolidated under the acquisition policy.

1991/1994

La Plagne (SAP – Société d'Aménagement de La Plagne), **Les Arcs** (STAR – Société des Téléphériques de l'Aiguille Rouge) and **Chamonix – Les Grands Montets** (SATAL – Société d'Aménagement du Téléphérique Argentière-Lognan) consolidated.

2003

Aquaparc in Bouveret (Switzerland) consolidated.

2004

Panorama Park (Germany) and **Pleasurewood Hills** (England) consolidated.

2004

PRIVATIZATION
Caisse des Dépôts et Consignations (CDC) holds only 40% of CDA capital (compared to 53%). CDC sold 13% of its stake to three banking groups with a strategic interest in the Alps region.

2004/2005

Serre Chevalier (SC 1350 – Serre Chevalier 1350 and SCSD – Serre Chevalier Ski Développement) and **Aletsch Riederalp** (Switzerland) consolidated.

2005

Planète Sauvage (Loire-Atlantique) and **Mer de Sable** (Oise) consolidated.

2005/2006

Through a proactive acquisition policy, Compagnie des Alpes was able to balance its businesses in that year and became a front-line player in leisure parks in Europe.

2006

Walibi Holland, Walibi Belgium, Aqualibi, Walibi Sud-Ouest, Walibi Rhône-Alpes, Bellewaerde consolidated, and **Bioscope** opened.

2007/2008

The stake in Sofival in 2008 was the latest major capital-intensive development for Compagnie des Alpes. It coincided with the Group's acquisition of Val d'Isère (STVI – Société de Téléphérique de Val d'Isère).

2012

Bioscope closed.

2012/2013

FONCIÈRE RÉNOVATION MONTAGNE LAUNCHED
with the support of Compagnie des Alpes' long-standing shareholders, with the aim to renovate 500 accommodation facilities (≈2,500 beds) and put them on the market for skiers.

1994

Compagnie des Alpes floated on the Second Marché of the Paris stock exchange.

1995

Menuires (SEVABEL – Société d'Exploitation de la Vallée des Belleville) consolidated.

1996

Minority stake taken in **Courmayeur** (CMBF Courmayeur Mont-Blanc Funivie) and **Val d'Aoste** (Italy).

1997

Flaine, **Samoëns**, **Morillon** and **Sixt** (Grand Massif) consolidated.

2000

Méribel Alpina and **Téléverbier** (Switzerland) consolidated.

2001

Minority stake taken in **Saas-Fee** (SFB – Saas-Fee Bergbahnen, Switzerland).

2002

DIVERSIFICATION

Compagnie des Alpes diversified its businesses by launching a friendly takeover bid of **Grévin et Compagnie** (group of 10 parks: **Musée Grévin, Parc Astérix, France Miniature, Grand Aquarium de Saint-Malo, Mini Châteaux and Aquarium du Val de Loire, Bagatelle, Avonturenpark Hellendoorn** and **Dolfinarium** in the Netherlands, and Fort Fun in Germany).

2007/2008

Minority stake taken concomitantly in **Avoriaz, Valmorel, La Rosière.**

2009

The **2 Alpes** ski area (Deux Alpes Loisirs – DAL) joined Compagnie des Alpes.

2009

STRATEGIC REORIENTATION

Reorganization undertaken to enable more industrialized and integrated operations across all sites, in line with the Company's development ambitions. The stakes in operating companies in Switzerland and Italy were sold. The Group currently has minority interest in four French companies: Chamonix (37.5%), Avoriaz (20%), Valmorel (20%) and La Rosière (20%).

2010

FINANCIAL RESTRUCTURING

Medium- and long-term bank debt refinancing, capital increase of €100 million, and €200 million bond issue.

2011

Futuroscope acquired, and controlling interest in a group of seven non-strategic leisure parks sold: Bagatelle, Aquarium de Saint Malo, Mini Châteaux and Aquarium du Val de Loire, Aquaparc at Bouveret in Switzerland, Avonturenpark Hellendoorn in the Netherlands and Pleasurewood Hills in the United Kingdom. The Group still owned 27% of the capital of the buyer, Looping Holding (HIG Group) up until April 2014.

2011

CDA MANAGEMENT'S INITIAL DEVELOPMENTS

The first contract for general contracting support and operation support signed in its two business segments; one in Russia for the Rosa Khutor resort for the 2014 Winter Olympics in Sochi, and the other in Casablanca, Morocco in the Leisure destinations business.

2013

- The very first international **Grévin** museum opened in Montreal, Canada.
- International Development and New Business Department created.
- **Alpes Ski Résa**, the website for mountain stay sales launched.

2014

- **Grévin** Prague opened in the Czech Republic.
- **Skigloo.fr** online sales site l aunched in a partnership with Promovacances.
- Sochi Olympic Games.
- Organization overhauled in the Leisure destinations department.

COMPAGNIE DES ALPES EXPANDS WITH STRONG BRANDS AND UNIQUE SITES

NO. 1 IN SKI AREAS WORLDWIDE **NO. 4** IN EUROPE IN LEISURE DESTINATIONS AMONG THE WORLD'S TOP **10** PLAYERS IN THE LEISURE BUSINESS	**27** SITES *including* **11** Ski areas **16** Leisure destinations	OVER **23** MILLION VISITORS *including* **13.7** million skiers **9.3** millions visitors

SUCCESS AT THE SOCHI OLYMPIC GAMES

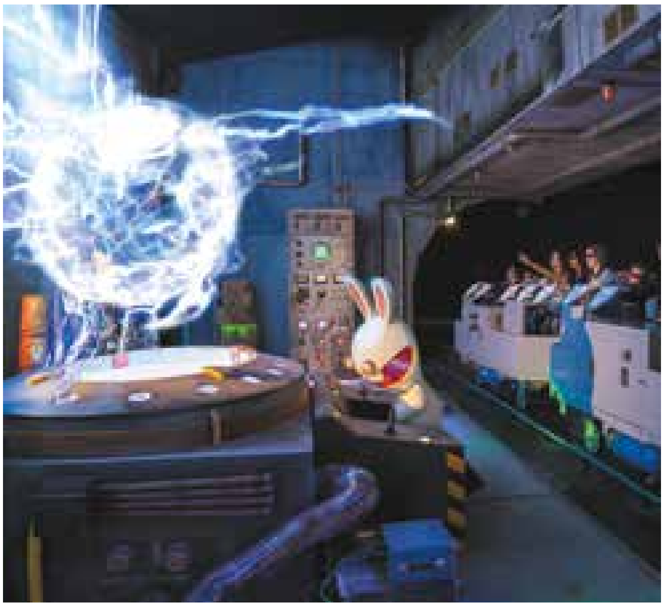
Compagnie des Alpes was chosen in 2010 to open, prepare and operate the Rosa Khutor ski area, the resort that hosted over 30 downhill skiing, freestyle and snowboard competitions in the last Winter Olympic Games at Sochi. In just 4 years, a record time for a project of this magnitude, 77 km of ski runs emerged from the ground spanning 300 hectares. 19 ski lifts were installed, and the 28 grooming machines and 404 snow guns make for high quality snow sports through the winter season. Compagnie des Alpes also took charge of the management, training and transfer of skills for 350 Russian employees on site, thus contributing to the proven sporting and commercial success of the «four seasons» destination. A new ski frontier in Europe!

INTERNATIONAL DEVELOPMENT GAINS MOMENTUM

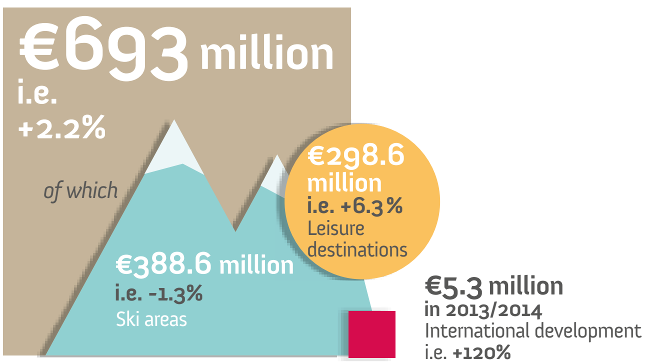
In Japan, a master agreement was signed with the company MacEarth that operates around thirty ski resorts. In the Russian Caucasus, Compagnie des Alpes has been approached to steer several master plan projects on behalf of the Northern Caucasus Resort at Arkhys, Elbrus and Veduchi. The deployment also concerns the Leisure destinations segment with the construction of the Sindibad park, in Casablanca, Morocco.

AWARDS RAIN ON FUTUROSCOPE

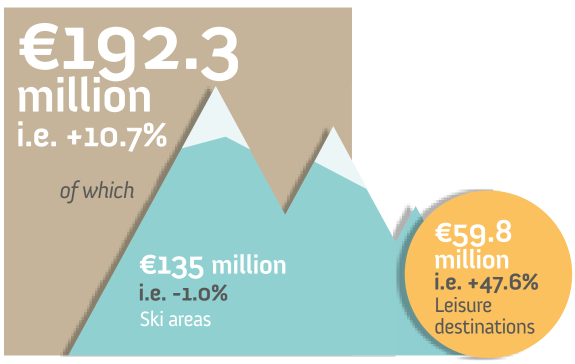
The Raving Rabbids' new «Time Machine» attraction, designed in partnership with Ubisoft, won the TEA award as the world's best attraction at the international attraction park trade show, IAAPA Attractions Expo, as well as a European award in Amsterdam, while Futuroscope walked away with 2 other awards. One rewards the originality of its 2014 communication strategy, and the other recognizes its appeal as a powerful regional marketing tool. Visitor numbers to Futuroscope increased by 10%.



GROUP SALES



EBITDA BY BUSINESS SEGMENT



MODERNIZING INFRASTRUCTURES

Compagnie des Alpes continues to invest in modernizing its facilities and is expanding the non-skier leisure activities in its resorts. **Serre Chevalier's new Ratier panoramic gondola lift** was inaugurated in January 2014. THE WORKS, WHICH WERE under review since 2009, were successfully completed and the many technical constraints were perfectly controlled. The new panoramic 8-seater gondola lift replaced the Grand Alpe gondola lift and the first leg of the cableway. It guarantees a +65% increase in capacity starting from Chantemerle (4,690 people per hour). – With the new Tovière gondola lift and its 70 brightly-lit 10-seater cabins (4th generation gondola lift replacing the Aéroski), **Espace Killy** is just 5 minutes away. This is the biggest ski lift that links the resort to Val d'Isère, and is capable of carrying 3,300 people per hour.

OPENING OF GRÉVIN PRAGUE

After Montréal in 2013, a new **Grévin** was opened in the Czech Republic in the heart of the city of Prague on the 1st of May this year. The resolutely modern and sleek structure is staged as 7 universes on 3 floors. The wax doubles of over 80 historical or contemporary celebrities displayed in the new generation museum were all created in the Grévin Paris workshops.

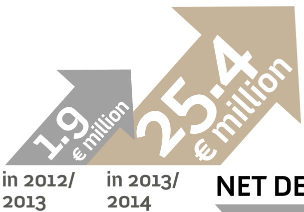
SNOW THRILLS

In January 2014, Les Menuires inaugurated Speed Mountain, a new toboggan run on tracks, in the presence of several local government representatives and the Group staff. Entertainment against a breath-taking backdrop - this is a new way of getting thrills right in the resort.

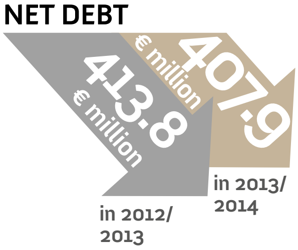
SKI RUNS GO DIGITAL

Karavel-Promovacances and Compagnie des Alpes teamed up to create a new player in the web marketing of mountain stays, **skigloo.com.** Meanwhile, **Alpes Ski Résa** continues to expand with over 3,000 rental offers referenced on the site.

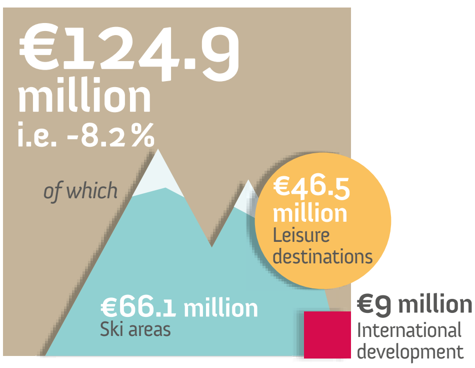
NET INCOME (GROUP SHARE)



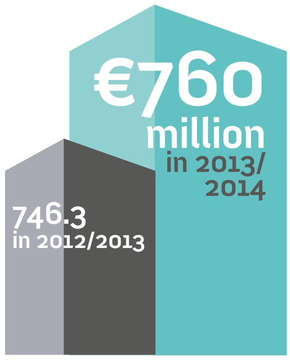
NET DEBT



GROUP'S NET CAPITAL EXPENDITURE (CAPEX)

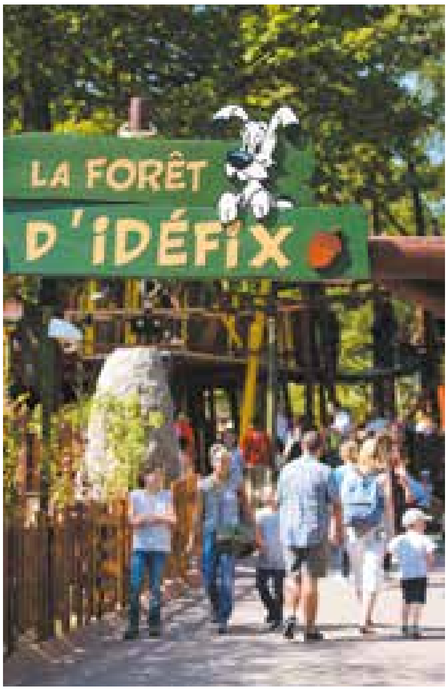


SHAREHOLDERS' EQUITY



25 YEARS
OF SUCCESS AND WELL WORTH THE DETOUR

Parc Astérix celebrated its 25th anniversary. To mark the occasion, La Forêt d'Idéfix, a new area dedicated entirely to young children and their parents was inaugurated by the 25-year old judo champion, Teddy Riner. The park was given a 2-star rating by the Michelin green guide, a distinction that tells the public that the tourist site is «worth a detour». It was in fact 4th among the top 10 amusement parks on TripAdvisor. Another high point of the year - the park was certified ISO 9001 in June 2014 for its quality management system. Visitor numbers in the family segment increased by 11%.

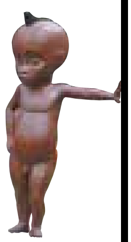


DOUBLE DISTINCTION AT THE TROPHÉES DE LA MONTAGNE FRANÇAISE

For the first time, the French mountain trophy awards was handed out during **SkiDebrief**, the event that closes the French ski season, held at **Val d'Isère** in April. **SAP (Société d'Aménagement de La Plagne)** won the prize for Accessibility and **Compagnie du Mont-Blanc** (Chamonix) walked away with the innovation award.

FIRST INDOOR PARK WITH UNIBAIL

The Group won its first contract to create an indoor park in a shopping mall for Unibail in Brussels. The park will be developed under the **Spirouland** brand and run by Compagnie des Alpes.



NEW

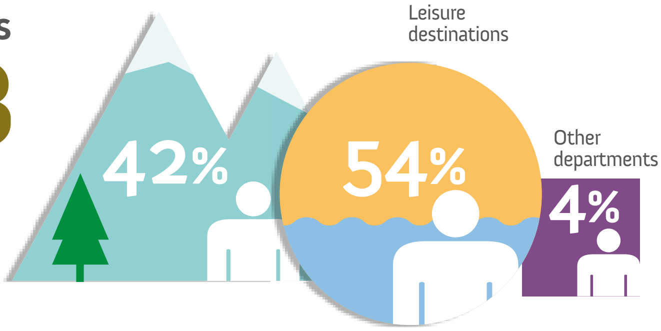
Kirikou's village was opened at Planète Sauvage in the presence of the character's creator, Michel Ocelot. This is an interactive, fun area where children can play with the fetishes of Karaba the witch, try their hand at playing the djembe, or learn about the secrets of giraffes, ostriches and lemurs from Kirikou! Planète Sauvage recorded a leap of over 20% in visitor numbers this season.

Employees

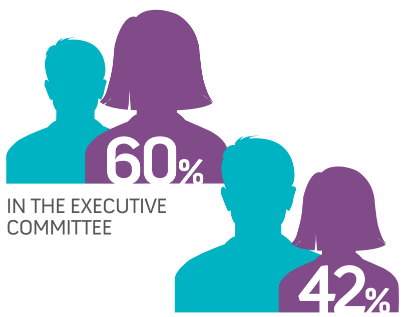
4,923

FTE*

WORKFORCE DISTRIBUTION BY ACTIVITY



GENDER PARITY



* Full-time equivalents.

PARADISKI CELEBRATES ITS TENTH ANNIVERSARY

The **Paradiski** ski area with its 425 km of runs and trails linking Les **Arcs, Peisey-Vallandry and La Plagne** (Savoie) celebrated its 10th anniversary. The designer **Jean-Charles de Castelbajac** added his signature touch to the Vanoise Express cable car for the occasion. The designer's artwork for Paradiski was unveiled at Grévin Paris on 17 October 2013, at the anniversary gala attended by local celebrities, the ski area teams, as well as employees, partners and journalists. The guests at the event also discovered the new Paradiski logo, inspired by the biblical apple suggesting the original sin.

PARTNERS

PROTECT THE MOUNTAIN

EDF Collectivités and Compagnie des Alpes signed an agreement in November 2013 to promote sustainable and efficient development of the mountains, especially as regards the energy policy in ski resorts. Several areas of collaboration were identified, such as a reflection on our renewable energy potential, reducing light pollution, smart electrical networks, energy efficiency and optimization of facilities, as also the saving of water resources. This project follows on from the mountain tourist accommodation renovation project conducted by the Group for several years now.

PARTICIPATE IN THE EMERGENCE OF A NEW PLAYER

Compagnie des Alpes, Compagnie du Mont-Blanc (CMB) and AZTEC signed an industrial partnership to supply 11 grooming machines and to optimize grooming machine performance.

EXPLORE NEW SOURCES OF INSPIRATION

Compagnie des Alpes is a partner of Musée des Arts Ludiques (with 5% of the capital). This new cultural venue is the mecca of entertainment with cinema, comics, manga and video games. Since its inauguration in 2013, the museum has already welcomed over 400,000 visitors in its first year. A success story to follow!

CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

99.5%

Percentage of employees who have attended at least one training course.

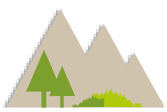
58%

Percentage of non-permanent staff in the company.

60% of the energy consumed by the Group is from renewable energy sources.

Compagnie des Alpes preserves the natural environment of its sites

2/3 of the leisure parks keep at least **1/3** of their land in its natural state (forest, marshland or sand).



In ski areas, **90%** of the concession is left in its natural state or used for farming during the off-season. Only **10%** is used for its operations.

No chemical transformation and no additives. The water is collected from nature (92% of the water used is captured locally) and returned to nature when the snow melts.

WE MUST PLAY A PIVOTAL ROLE IN THE LEISURE INDUSTRY OF THE 21ST CENTURY

DOMINIQUE MARCEL CHAIRMAN AND CHIEF EXECUTIVE OFFICER, COMPAGNIE DES ALPES

«We are very well-placed to pursue ambitious investment and acquisition targets with the backing of our solid, and complementary partners, in France and abroad.»

The world of leisure is undergoing deep transformations.
The very nature of consumers' demands has changed, and consumers have never been this demanding before! As far as leisure goes, customers now hold the cards; they are willing to devote a sizable budget to leisure if they receive services that match up to their new expectations, such as personalized services and an offering that is capable of transforming moments of leisure into an outstanding experience. At the same time, there are two major trends that are escalating this transformation - the boom in the tourism market where the volume of international tourism has doubled in twenty years, and the rise of the digital age.
Digital applications have considerably broadened the range and freedom of choice for consumers. These crucial changes are causing upheavals in the tourism and leisure business... even as they offer fabulous prospects. Compagnie des Alpes is the world's leading operator of ski areas, and among the ten largest players in the leisure industry. The Group intends to promote its offering and draw on its know-how to innovate and play a pivotal role in the «Leisure revolution» of the 21st century.

At this time when the Group needs to rise to these ambitious challenges and respond to the flow of demands from abroad, its sound performance in the past year is a definite source of encouragement. Our reaction to the results of the previous year was strong and swift. The measures we immediately took and the changes we decided to implement in our business plan have proved their relevance. All of the Group's financial indicators are green, driven notably by the marked turnaround of the Leisure destination business (up 7% in visitor numbers, up 6.3% in sales).
The Ski area business segment remained stable after two excellent seasons that saw a significant rise in visitor numbers. These results were achieved despite the bleak economic climate, the three-point increase in VAT in both of our business segments, and the poor weather conditions at the height of the season in both segments. They are a direct consequence of the proactive actions we took.

The significant turnaround we brought about was driven by the exceptional efforts put in by our teams and our capacity to merge daring, agility and expertise. A new organization has been set up in the Leisure destinations segment to cut down the decision-making process and step up the responsiveness and efficiency of our offering.
We have unleashed the differentiation and diversification of our operations driven by customer satisfaction, with our indicators on the upward trend, even as visitor numbers have increased considerably. The improved sales performance in this segment as well as controlled operating expenses have largely contributed in the recovery of the Group's profitability.
We must continue to focus on Leisure destination operations that are capable of leveraging «Very High Satisfaction», for this is the only way we can durably incite our visitors to return and recommend our destinations in their circles.

Improving our positioning in the value chain and in the most promising of added-value niches has never been as crucial as it is now. Some of our initiatives in that regard have already met with success. We must however strive harder.

The stakes at hand in Ski areas are to consolidate and boost growth in terms of volumes. Given the changing demeanor of our customers, across all generations, we are obliged to rethink our offering as a whole and step up the appeal of our prestigious sites, by creating intense and immersive experiences for customers to enjoy in a straightforward and smooth manner. Digital tools open up tremendous opportunities in this regard.

We must steer the change in the economic model of our core business by becoming the integrators and facilitators of the services in the resorts, similarly to what we have begun doing for ski resort accommodation, promotion and sales, to the benefit of the mountain ecosystem as a whole.

The international visibility and credibility we have earned are potent drivers that encourage us to continue our development in those sectors that show high growth potential. We need to capitalize not only on our star brands such as Grévin, but also on the international recognition of our contribution to flagship projects such as, for example, the 2014 Olympic Games at Rosa Khutor, or the inception of the future major ski resorts in the Caucasus.

We made ourselves operational in this sector right away. We must now step up our pace and continue to show our ability to pursue our profitable expansion, all the while enhancing the quality and safety standards of the services we offer, as we doing today. We are now well-placed to pursue ambitious investment and acquisition targets with the backing of our solid, and complementary partners, in France and abroad, and become a pivotal player of the industry.
Even as the «Leisure revolution» of the 21st century is opening up remarkable opportunities, Compagnie des Alpes is determined to leave no stone unturned to hold on to its pioneering role.

OPERATIONAL EXCELLENCE - A KEY DETERMINANT OF OUR ECONOMIC PERFORMANCE

AGNÈS PANNIER-RUNACHER, DEPUTY MANAGING DIRECTOR

How would you assess the past year?
I am not surprised by the performance of Ski areas. We are the world leader not only in terms of skier-day volumes but also profitability and the reputation of our ski areas. I feel that there are in fact two highlights in this year. First, the 50% rise in profitability in Leisure destinations. This achievement lends substance to our ambition to basically join the ranks of the top players in this segment Also, we are getting an increasing number of requests internationally not only for consultancy services but also as the potential operator of future leisure sites that sometimes combine our two business segments (snowparks). While it is not yet apparent in our income statement, our signature is recognized in the currently booming leisure market in which major real-estate companies are looking for operators to produce leisure, and in which content generators (games, films, etc.) are diversifying the medium of their major franchises, and are looking at parks.

How do you plan to continue this repositioning strategy?
It is crucial for us to roll out our strategy to create a very high level of satisfaction among our customers, for it is at this level of performance that we can prompt returning visits and recommendations in a lasting manner.
In a leisure park, less than 40% of the satisfaction rating can be attributed to attractions alone; hospitality, waiting time management, general atmosphere and immersion also matter. These are the points that we wish to improve upon. This year, we plan to invest in the major new features that will be opened in 2016 and 2017 in Belgium, The Netherlands, as well as at Parc Astérix and Futuroscope. We are convinced that we will cross a significant progress milestone again in these two seasons. These actions are backed by our commercial agility that we have enhanced. The development of online sales and the deployment of our CRM should help us step up our efficiency in the months to come. Finally, we divested ourselves of parks that were not part of our core strategy. This is the case for Walibi Sud-Ouest and Dolfinarium, sold in January 2015 for an amount exceeding ten times the EBITDA.

In Ski areas as well, we are aiming for Very High Satisfaction among customers to generate returning visits and attract newcomers, especially beginners and foreigners. We have also extended our positioning in the value chain by integrating

online sales of packages and accommodation, notably with the 10,000 beds put up for rental by our real estate agencies.
This expansion of our business activities gives us better control over customer experience and generates additional margins from very limited invested amounts.
International operations are the second pillar of our growth. Our engineering assignments have opened up new markets that call for no investment and in which we are building up a good customer portfolio. In the medium term, we want to invest alongside our partners to become a benchmark operator, especially in Asia through an asset smart approach. We have started to do so with the Grévin museums and other indoor concepts that are underway.

What are your main strengths to achieve this?
On the international front, our customers are reassured by our solid experience as an operator and our extensive palette of competencies (techniques, marketing, merchandising, food and beverage, etc.) and our shareholding stability. We are also fortunate to manage a very fine portfolio of brands, and are yet capable of operating under a white label. A good example of our adaptability is the Spirouland indoor park that we designed for Unibail and the Brussels township, along the lines of the themed concept with one of our brands. Lastly, we are the only operator with the dual competency of leisure parks and ski operations, a precious asset in projects that combine both of these business segments.

What are your expectations in terms of financial performance?
In Ski areas, our ambition is to have our EBITDA margin cross the 35% mark and to increase our customer volumes. In Leisure destinations, we have raised our four-year EBITDA guidance by 200 basis points.
For all of our traditional sites, we are aiming at an operational ROCE exceeding 8%, consistent with market expectations.
International development is accretive immediately for consultancy services, and in five years for the new sites.

What are your challenges for 2014/2015?
When we published our annual results, we stated that we were expecting growth in line with the market and the consolidation of our margins.
We believe that we will take a major step forward in 2016 and 2017 in the Leisure destinations segment.
On the international front, we want to demonstrate our capacity to take on operator contracts that will add to our consultancy business. We also need to build customer references in Asia to consolidate our credibility in those markets. We have three Group-level levers to improve our performance - the «Very High Satisfaction» of our customers to spur us, digital technology as a means of enhancing customer experience and updating our commercial relevance, and lastly, the partnerships we establish to step up our visibility and our growth.
The project agreements with Unibail or Ubisoft (at Futuroscope) lead the way.

«We are the world leaders in ski areas in terms of volume, profitability, and reputation. The 50% increase in our profitability lends credibility to our ambition to stay ahead in the leisure destinations race. We are increasingly in demand internationally not only for consulting projects but also as the operator of leisure parks that combine both of our business lines.»

DIGITAL - THE NEW NORM

Gayé Delahousse and Anne Gallienne explain

Digital technology and tools play a central role in driving innovation and enhancing the offering made by Compagnie des Alpes. Digital tools are revolutionizing ski area visitor experience; they are true differentiation levers that set us apart from our competitors.
The Val Digital project as also the Paradiski application testify to our desire to capitalize on the advantages of digital tools to increase the attractiveness of our resorts.
Val Digital is aiming at making Val d'Isère France's first e-ski resort. This project is steered by the Tourism Office and put under the operational responsibility of Gayé Delahousse, Head of Marketing and Sales at Val d'Isère Téléphériques. It designs the ideal integrated ski resort using digital tools and connected objects: e-transport (online information about the shuttle bus network), e-village (interactive screens in the resort displaying information and service proposals), ski resort mobile app, creation of social networks inside Val d'Isère to allow online exchange of information between ski resort professionals, Wi-Fi access provided at strategic spots, etc.
The Paradiski mobile app is intended to make visitor experience unique in one of the biggest ski areas in the world. This app comes under the responsibility of Anne Gallienne, Marketing and Sales Director of the Les Arcs, Peisey-Vallandry ski area. Starting from the new season, it will provide real-time information on the ski area (ski lift openings, weather, slope aspect of ski runs, etc.). Skiers will be able to «design» their day of skiing based on their desires and their skiing skills after they have entered their personal information, or fix their own targets based on their own performance or in comparison with other skiers, or decide about after-ski activities, or even create their own holiday photo album or video.


G. Delahousse et A. Gallienne

AVENUES FOR INNOVATION IN SKI RESORTS

JEAN-FRANÇOIS BLAS ET DAVID PONSON, DIRECTORS OF SKI AREA OPERATIONS,
MICHAEL PASQUET, HEAD OF ACCOMMODATION AND REAL ESTATE DEVELOPMENT,
JEAN-SYLVAIN BRUNET, HEAD OF TOUR OPERATING

Despite the still-challenged economic context and the new expectations of its customers, Compagnie des Alpes explores new avenues and fulfills its role as a key player in the ski resorts to renew growth in these sites, enhance their attractiveness and create value for the mountain ecosystem as a whole. Past year at a glance and outlook for Ski areas, with Jean-François Blas and David Ponson, Directors of Ski Area Operations, Michael Pasquet, Head of Accommodation and Real Estate Development, and Jean-Sylvain Brunet, Head of Tour Operating.

«Our business development is hinged to a new concept - the integrated resort - as in the Val Digital project».

The ski business is a mature market in a sector that is undergoing a deep transformation, resting on a demanding customer base that must be revived. In this context, what strategy did Compagnie des Alpes roll out in 2014?
Jean-François Blas: The vast majority of our customers come to our ski resorts primarily to ski. For some years now, new expectations have cropped up for which the Group began to diversify its offering in Ski areas without compromising on its standards for top-notch facilities, for example, by creating fun areas for tobogganing, beginner skiers, food and beverage, etc.
David Ponson: The common denominator of our activities is that they create feelings and sensations and craft unforgettable memories – this is a powerful means to win our customers' loyalty and attract new customers. As competition gets stiffer with the changing face of the tourism and the leisure industry, we must be ever more attentive to our customers' expectations and proactive in responding to them.

To drive growth in terms of volume, we must guarantee «Very High Satisfaction» to our customers, and to do so, we must offer them a straightforward, clear-cut offering adapted to their expectations. This is the rationale behind the strategy we have adopted since two years, i.e. to be present in the key stages in the value chain, based on the prior discussions conducted in collaboration with each Tourism Office on the target positioning for each of our resorts.


JEAN-FRANÇOIS BLAS

The stay in a ski resort is all about accommodation. What is the real estate strategy adopted by Compagnie des Alpes as regards the distribution, renovation and construction of accommodation?
Michael Pasquet: Accommodation is definitely the linchpin of the ski stay booking. It is a key component in attracting new customers. Hence our decision to roll out a complete strategy to sustain the supply of accommodation. After Foncière Rénovation Montagne was launched in April 2013, and enabled the renovation of over 1,000 «cold beds» (infrequently used occupancy), we participated in several projects for the construction of new accommodation in the resorts.
To support this undertaking and secure its marketing, as also to pick up unrenewed leases of operators such as Pierre et Vacances and ensure that these beds remain on the market, the Group now relies on nine real estate agencies in all of its ski resorts. This agencies are a vital link in the mechanism; to date, they manage about 10,000 beds and handle the services our customers expect of us.

To step up the visibility of its offering in the resorts, Compagnie des Alpes created its own tour operator, Alpes Ski Résa. How did it fare in its freshman year?
Jean-Sylvain Brunet: Alpes Ski Résa quickly staked out its place in the online tour operator market for mountain stays. In this winter itself, we referenced over 3,000 accommodation offers, half of which came from the Group's real estate agencies.
To this accommodation, we attached our customary services (ski passes, equipment rental, etc.) as well as additional premium services (grocery shopping delivery, and soon, babysitting, daily housekeeping, or wellness package). Our customers are changing, and we must adapt to their new way of consuming skiing. For example, this winter, a third of our customers made their booking using a tablet or a smart-phone. Also, Compagnie des Alpes created a website at the end of the previous year in a joint venture with the Karavel/ Promovacances[1] group.
This collaboration resulted in skigloo.com that distributes the French «mountain» as a whole to general public customers on the lookout for affordable prices (online booking and travel agents). The aim is to offer great skiing at affordable prices.

The Val Digital project is aimed at making Val d'Isère the Group's first integrated resort. What's new on the agenda?
David Ponson: In the French model of winter sports resorts, the ski area manager is a player among many others, but a player who has in-depth knowledge of its customers, given the very nature of its business. Our business development is hinged to a new concept - the integrated resort - as in the Val Digital project under which the resort will go digital.
Each customer can then be followed up before, during and after their stay, so as to propose all types of services that suit their profile. With the involvement of the Tourism office and the support of local authorities, Compagnie des Alpes is assisting professionals operating in the resort to come to terms with the new digital tools (*see insert on page 33*). The Hackathon[2], held at end-2014, brought together IT developer teams to think up the features of Val d'Isère's future mobile app.

Since 2013, Compagnie des Alpes has stepped up its involvement all along the mountain resort value chain. How have your interactions with the stakeholders in the resorts changed?
Jean-François Blas: As we said before, the ski area operator is a key player in the ski resort. Alongside the local authorities and officials, it is the biggest employer in the valley, one that generates new competen-cies, such as marketing and digital skills, with CRM, online sales and booking, etc. Our role as a driving force and competency integrator is all the more meaningful given that the local authorities are scaling down their budgets. New governance is being established and a new balance must be found to boost growth in our resorts.

1– 4 million French tourists.
2– Meeting of IT developers organized as teams, whose goal is to produce a prototype application in a few hours.


DAVID PONSON


JEAN-SYLVAIN BRUNET


MICHAEL PASQUET

LEVERAGE «VERY HIGH CUSTOMER SATISFACTION»

FRANÇOIS FASSIER, DIRECTOR OF LEISURE DESTINATION OPERATIONS

After it changed the positioning of the «Leisure parks» product, the Group saw its visitor numbers increase by 7% in that business segment. This performance endorses Compagnie des Alpes' strategy to offer a very high level of satisfaction to its customers in parks that have a significant potential for growth in sales.

The Leisure destinations have reported growth in earnings.
What are the key factors of this performance?

Our teams' efforts to improve visitor satisfaction by combining the accurate and controlled implementation of sales policies with efficient cost management have borne fruit. In spite of the bleak economic context and ever-increasing competition, we managed to stand out.
We were fortunate to have the involvement and dedication of our teams. The performance targets were clearly identified and announced in the sites where the focus was placed on ensuring the profitability of our operations. Our park managers spared no effort, and their self-reliant and committed working paid off. Combining this knowledge of the local market with our Group-level expertise... therein lies our strength.

What will be your guidelines to further improve performance and create differentiation in the markets you operate in?

Our customer knowledge is central to the allocation of our resources and the choice of our investments.
The efficiency of the measures we implement lies in the segmentation of our customer base and a thorough knowledge of the different sales channels.
Our main profitability target depends on the customer's «Very High Satisfaction». Studies show that, with a satisfaction rating exceeding 9 out of 10, the intentions to return within 12 months and recommendations on social networks increase twofold. Our «Very High Satisfaction» strategy is embodied in the actions we deploy: firstly, the identification of the

priority customer targets so that the sites can take measures that are perfectly in line with their catchment area; then, the sites' procedure to constantly improve the park's ambiance; the quality of customer care and smoothness of the visit (by cutting down waiting times, in particular); and finally, the sizing of our investments based on satisfaction surveys and the assortment of the customer types targeted.

How will this be implemented in your parks concretely?
At Parc Astérix, the development of the family segment through the new attraction – La Forêt d'Idéfix – coupled with the digital offer that promotes the family pass resulted in an 11% increase in visitor numbers. Similarly, the visitor-experience products created for Planète Sauvage met with huge success; we propose private behind-the-scenes tours, a stay in lodges for a true getaway... This is what our customers expect as seen in the increase in our operating margins by 560 basis points compared to the previous year! We have also successfully established partnerships with strong licenses such as Ubisoft's Raving Rabbids - this innovation was voted best attraction of the year.
At the same time, we also expanded our offering in food and beverage and in our stores. We stepped up pre-sales through attractive prices and differentiating services. We sent out information about new additions to encourage returning visitors. Lastly, expanding our offer also lies in investing to modernize our facilities in line with our customers' expectations.

So the outlook is bright ...
We have a clear-cut roadmap.
Promote immersion, create unique experiences... this is both the hallmark of Compagnie des Alpes and a profitable driver of differentiation.
You cannot dictate rapture and thrills - you need to work at it, think ahead, and must have the ability to innovate and astonish.
We will also continue to enlarge our panel of customers. We have set up an investment plan to continue deploying our digital strategy through connected objects, to create dynamics in our parks and guide our visitors through their visit more efficiently. For successful immersive experience and «Very High Satisfaction», we need to enhance our interactions with our customers before, during and after their visit.

«You cannot dictate rapture and thrills - you need to work at it, think ahead, and must have the ability to innovate and astonish.»

A SUCCESSFUL PARTNERSHIP

The Raving Rabbids (+85% prompted awareness rating in France) have taken over Futuroscope with a thoroughly hilarious attraction, «The Time Machine». This joint effort by the Futuroscope and Ubisoft Motion Pictures[1] teams has pushed visitor numbers up by nearly 20%.

«We had at least three good reasons to bring out an attraction based on our protagonists, explained Jean-Julien Baronnet, Managing Director of Ubisoft Motion Pictures. To begin with, the complementarity between the very well-known Rabbids and the family-friendly approach of the park's attractions, then the huge popularity of the series, and lastly, the fact that there are very few humor-based attractions in the park.»

The authors came up with the idea of an improvised time-travel machine... «The teams were in perfect concert, Jean-Julien Baronnet was pleased to say. Futuroscope brought its expertise in both hardware (mechanical, decor, machinery) and in managing the premises and the suppliers, and our teams contributed their know-how in the script, digitization and production.»

This successful partnership was awarded the prize for the world's best attraction by the TEA[2]. The award lauded «The Time Machine» as the most integrated attraction of the moment - from the waiting lines up to the store that visitors go through after the attraction, every detail in the setup is entirely dedicated to the Ubisoft license.

A rewarding partner experience that could be repeated in a new venture between Ubisoft and Compagnie des Alpes.

1– The studios that created the Raving Rabbids license.
2– Themed Entertainment Association

STRONG POTENTIAL FOR ORGANIC GROWTH ABROAD

DELPHINE PONS, DIRECTOR OF INTERNATIONAL DEVELOPMENT AND NEW BUSINESS

Driven by its initial highly promising success on the international scene, Compagnie des Alpes has intensified its expansion with new projects and partnerships abroad.
To accompany this expansion, the International Development and New Business Department was set up on October 1, 2013.

What role does international development play in Compagnie des Alpes' new growth dynamics?
International development is a key component of our strategy. It implements two main levers: on the one hand, we invest directly in some key concepts, and on the other hand, we provide, through our subsidiary, CDA Management, consultancy and expert services in our two core business segments, Ski areas and Leisure destinations. Compagnie des Alpes develops two key concepts directly: Grévin and indoor parks. The continued creation of Grévin museums abroad, under the leadership of Béatrice de Reyniès, following the inauguration of Grévin Montreal and Grévin Prague, illustrate our capacity to capitalize on an expertise we have acquired in France. A third project is currently underway in Seoul to be completed in 2015. A fourth project on Charlie Chaplin will be completed in Switzerland in 2016.
The deployment of the indoor leisure park concept, located near malls, is another promising path of development. We have won the first concrete project with Spirouland indoor in connection with the new Unibail mall to be built in the Heysel district of Brussels.

What is the initial outcome as regards design, general contracting support and operations support?
This new international line of business showcases our exceptional know-how, the result of 25 years of experience.
It calls for little risk-taking in terms of capital intensity and is very profitable.
The consultancy and expert services are a tremendous leverage for our future development abroad as an operator or investor. Through our involvement upstream of projects, we can position ourselves effectively in the market for the operation of integrated resorts abroad.
This new business was implemented for the first time at the 2014 Winter Olympics at Sochi, Russia. We took an active part in installing and operating the Rosa Khutor ski resort that hosted the downhill skiing

competitions. This project showcased our performance in the eyes of the world and prompted other countries to solicit our services. We continued our consultancy business in Russia for the development of winter sports resorts, for NCR (Northern Caucasus Resort) at Arkhyz, Elbrus and Veduchi.
We have projects and opportunities in other countries.
Attractive prospects are opening up, especially in Japan (partnership with MacEarth to operate around thirty ski resorts), in China (skidome projects) and in South Korea.

Will the Leisure destinations segment also benefit from this new momentum?
The consultancy business is also expanding in the leisure parks. We provide support for the creation of the Sindibad park in Casablanca, Morocco, that is scheduled to open in 2015. We have conducted a preliminary review for the master plan and business plan in connection with a park project in the south of Portugal. Other opportunities are being explored in Morocco. More than ever before, the international scene is opening up bright expansion prospects in the Group's business segments.
For there lies the biggest growth potential. It is also a tremendous driver to rally our teams in pioneering projects.

LONG-STANDING EXPERTISE IN MOUNTAIN DEVELOPMENT

Following the success of our contribution in the Rosa Khutor project for the Sochi Olympic Games, Frédéric Marion, then Associate Managing Director of Flaine and Frédéric Bergoin, then Associate Managing Director of Grand Massif in charge of the Le Giffre resorts, both headed the project team in charge of creating ski areas in the Arkhyz valley in the Russian Caucasus. *«We have a corporate culture in mountain facilities since 60 years, which undeniably allows us to save time and increase our efficiency! With our business knowledge, we were able to promptly create a team of multi-disciplinary experts and propose an offer that was perfectly suited to our customer's expectations in terms of optimized operation and satisfaction of the targeted customer segment, explained Frédéric Marion. Today, our teams can be called upon to operate the resort (organization, selection of management systems, control and training of local staff) and to provide general contracting support for the facilities to be built.»*

GRÉVIN EXPORTED SUCCESSFULLY

For some years now, the Grévin brand has gone international. Béatrice de Reyniès steers this deployment and fine-tunes the partnership strategies to make for faster economic development and raise awareness of the brand.

**«Our ability to keep abreast of new trends and our approach to the scenic design are unparalleled strengths. We have been contacted to develop and operate the Chaplin museum in Vevey, Switzerland. Our ability to combine the world of Chaplin and our Grévin expertise, with an entertainment-oriented approach and scenic design that makes the venue come alive and offers an immersive experience, are what won our partner over. This project illustrates Grévin's huge potential, as it can be adapted to any universe to serve a brand and bring a memorial site to life, with a personal and modern touch. This profitable partnership approach is ideal for major tourist capitals, where Grévin becomes a key step to understanding a town, its history, its standard-bearers and its culture during a short stay.
We have designed a concept that caters to a wide target audience across all generations and which can be adapted to different cultures.
Creating the Grévin universe on the international scene is our stimulus; it federates our teams, encourages us to be ever more attentive to our customers' needs to offer made-to-measure services and showcase a unique know-how – the creation of ultra-realistic characters. The idea is to enhance the characters with videos and new technologies, capitalize on the possibilities that digital technology offers to create applications that allow visitors to download information prior to their arrival, and thereby enhance their visit.
The possibilities of innovating and improving the offering are numerous.
The Grévin museums that we built on schedule and within the prescribed budgets, and launched in Montreal and in Prague, and Seoul in the near future, are fine ambassadors of the brand. New projects may be developed in Europe and in Asia with one opening per year on an average.»**

BÉATRICE DE REYNIÈS,
MANAGING DIRECTOR, GRÉVIN INTERNATIONAL

AN ORGANIZATION IN STEP WITH STRATEGIC ORIENTATIONS

VICTOIRE AUBRY
DIRECTOR OF THE FINANCE, RISK, IT AND LEGAL DEPARTMENT

MANAGEMENT ENTIRELY FOCUSED ON CREATING VALUE

Given the particularly attractive market context, the Finance Director renegotiated a part of the Group's financing. The €260 million syndicated loan was renewed under optimized terms (loan conditions decreased by 40%). The Group simultaneously floated a 10-year, fixed-rate bond issue for an additional €100 million, on the Euro private placement market, offering a very attractive spread. This operation illustrates the market's confidence in Compagnie des Alpes' signature, and will enable us to plan the development of our business in the years to come with a competitive, stronger and diversified capital structure.
The other flagship project conducted by the Management consisted in making changes to our financial disclosures; in connection the AMF works on cutting down the financial disclosure requirements for listed mid-tier firms, Compagnie des Alpes completely revised its registration document and sector-based disclosures, in a pilot working group. We aligned our key indicators with the industry best practices to increase the comparability of our performance against the main players in the sector.
Also, Management continued its structuring actions to step up profitability in an eco-friendly manner as seen in the Group's purchasing policy.
In this regard, the contract signed EDF Collectivités (see page 29) is iconic.
A similar procedure is being rolled out in our Leisure destinations.
Lastly, the IT department teams are in the front lines to facilitate and initiate the deployment of our digital strategy, through their contribution to all of the Group's structuring cross-disciplinary projects such as CRM tools development, online sales, or the collaborative platform. In 2015, all of the support functions will pursue their actions to step up performance in all aspects, to accompany the actions conducted by the various business entities to generate value.

CÉLINE LEMERCIER
DIRECTOR, HUMAN RESOURCES

CAPITALIZE ON THE TRAINING OF OUR TEAMS

The HR teams have set up project management support tools with a multicultural dimension, to meet requirements arising from the Group's internationalization and the increased number of cross-disciplinary working groups.
An undertaking to ramp up skills was launched with the Leisure destination operations department in connection with the strategic project and commitments under the agreement on the safeguarding the careers of seasonal employees.
It has a twofold aim - to develop the employability of our seasonal staff often faced with the difficulties of the job market and inadequate initial training on the one hand, and to increase customer satisfaction on the other hand.
We are conducting a pilot project in several parks by creating a long-term, structured training for job-seekers before they are assigned to jobs.
We then offer a certifying training course for seasonal workers who demonstrate particular interest in the sector we operate in. Lastly, we are working at enhancing competencies relating to the shows section in our parks. This major undertaking, at the crossroads of our social responsibility as employers and our economic performance, should allow us to develop many partnerships.
Besides this project that should mobilize our staff in 2015 and 2016, we will start a new CDA Campus cycle to step up our collective performance by being more transversal and agile in our working. This new cycle for management executives should enable us to implement strategic orientations rapidly and collectively.

DANIÈLE CLERGEOT
ASSOCIATE MANAGING DIRECTOR FOR MARKETING, SALES AND PRODUCT DEVELOPMENT

LEVERAGE OUR CUSTOMER KNOWLEDGE

Our consumer-centric approach is fueled through our accurate knowledge of our customers and prospects, supported by surveys and ad hoc studies, the monitoring of our e-reputation, and comparison against the performance of our competitors.
The leisure industry follows supply-based marketing rules. To be recognized by the consumer, we segment our sites according to specific targets and positioning, and by doing so, we enhance the value of our site portfolios.
We are aware that very satisfied customers are twice as loyal and recommend our leisure parks twice as much as other satisfied customers. In the Ski area segment, there was a 20 to 30% increase. The studies we conduct are therefore critical; they are more than just standard satisfaction surveys, and help us refine our understanding of the reasons for our customers' attention - what are the criteria that trigger their «Very High Satisfaction», their recommendation, and their fondness for a destination?
The analysis of this data plays a pivotal role in the prioritization and the choice of our investments and programs to improve the perceived quality of the experience and do away with irritants.
Digital technology is also at the heart of the profitable growth mechanism; we have reached very high performance levels be it for our online sites in terms of conversion rate, or our presence on the Web in terms of share of voice, and its qualification; the efforts we have put in for the usability, animation and content of our websites and well as our community management are paying off!
We proceed in the same way for performance in terms of acquisition, and through the applications, make for heightened experience.
Our ambition is to offer our customers unforgettable memories and to extend their experience beyond their visit, thereby enhancing the durability of our leisure offering.
It is necessary for us to position ourselves as a love brand; leisure remains a deliberate choice made by our customers; no matter what they do, they create unforgettable moments and shared memories.

SANDRA PICARD-RAMÉ
DIRECTOR OF COMMUNICATION

THE CDA TOUCH TO NOURISH OUR BRAND

The conversion process initiated by the Group three years ago under its business plan is being continued and intensified. This is the foundation on which our ambitions and our common values rest. It expresses our shared challenges. It is the recognition of the major assets of our Group. This procedure is taking shape even as it is being phased in, supporting and stimulating all of our activities. With it, we can capitalize on our differentiating strengths.
Within the Group, the events that are held regularly (seminars, workshops, competitions) and the collaborative tools that are provided have federated our staff by increasing their involvement and sharing in this undertaking.
The challenge of «Very High Satisfaction» for customers, our improved performance, and the training provided (notably through CDA Campus) are all structuring projects conducted successfully in this year. They help us identify, with increasing clarity, the foundation of the values shared spontaneously by Compagnie des Alpes and all of its staff, and those they intend to deploy in the future. Our ever-deeper knowledge of our customers and our new digital strategy also play a role in this new momentum.
2015 will be a year in which this common foundation will be expressed and adopted by all of our sites and regions. These are opportunities for us to show our agility and inventiveness that should set us apart from our competitors.
All of these make up the CDA Touch and nurture the fundamentals of our brand.

REGISTRATION DOCUMENT 2014
& ANNUAL FINANCIAL REPORT

INTRODUCTION TO THE GROUP, ITS ACTIVITIES, MARKET AND COMPETITION

CORPORATE GOVERNANCE

NON-FINANCIAL REPORTING

FINANCIAL INFORMATION

OTHER INFORMATION

INTRODUCTION TO THE GROUP, ITS ACTIVITIES, MARKET AND COMPETITION

1. ACTIVITIES, MARKET AND COMPETITION

Having welcomed more than 23 million visitors to its 27 sites in 2013/2014, Compagnie des Alpes is a major player in the European leisure sector. It is the world leader in ski-area management[1], operating 11 of the biggest areas in France. It is also one of Europe's major players in leisure parks with 16 sites, of which eight are in France, three are in Belgium, two are in the Netherlands, one is in Germany, one is in the Czech Republic, and one is in Canada.

1.1. SKI AREAS (56% OF 2013/2014 GROUP CONSOLIDATED SALES)

The Group's ski lift companies equip, maintain and operate ski areas.

Their main task is to develop and manage natural areas in order to be able to offer their customers alpine skiing activities and high-altitude recreational activities in a way that respects the environment and offers optimal safety.

The resorts in which Compagnie des Alpes operates are all located in France, where the business model is based on concession agreements entered into for a very long term. The characteristics and durations of these agreements are described in Chapter 4 (Note 1.13. in the Notes to the consolidated financial statements).

Compagnie des Alpes is thus one of the key contributors to the local economy, alongside accommodation providers, local authorities, and École du Ski Français (ESF – French Ski School).

Their revenues are drawn from entrance fees for ski lifts and slopes.

Expenses are related to the financing of facilities, personnel costs, taxes and local fees, and normal operating costs (maintenance, energy, insurance, etc.).

In addition to its portfolio of 11 ski areas, Compagnie des Alpes holds minority interests in four French companies operating in Chamonix (37.5%), Avoriaz (20%), Valmorel (20%), and La Rosière (20%).

As a secondary activity, the Group sells land to real-estate developers. At present, this activity has not exceeded 5% of total Ski area sales and has been limited to two Ski areas – Les Arcs and Flaine.

1.1.1. The global ski market[2]

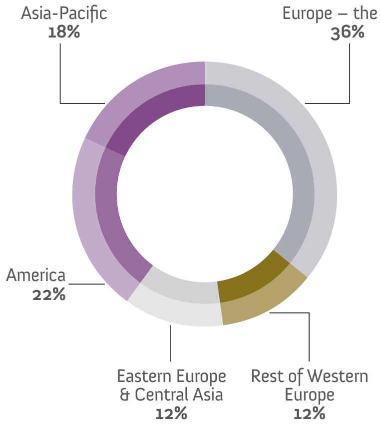
The global ski market is made up of close to 2,000 resorts in around 70 countries.

This industry, which is primarily concentrated in developed countries, records a total of 400 million skier days (including indoor ski slopes) and offers professional accommodation for six million.

In the 2013/2014 season, the three countries that registered the highest number of skier days were the United States (56.2 millions), France (55.3 millions), and Austria (50.8 millions).

Although skiing is a widespread activity, there are very few "large" resorts (a resort is considered "large" when it exceeds one million skier days per season) and 83% of these are located in the Alps.

DISTRIBUTION OF THE GLOBAL SKI MARKET BY GEOGRAPHICAL ZONE



1.1.2. Market and competition in Europe

Very few skiers take long-haul flights to go skiing on the other side of the world. Consequently, the real market for Compagnie des Alpes is Europe.

The European ski market is estimated at 45 million people, representing 220 million skier days. Based on an average spend of €25 per day, this represents a potential market of €5.5 billion.

There are numerous market players in Europe, most of which operate on just one site. Compagnie des Alpes, along with Swedish group Skistar, is one of the only groups to operate several sites.

1 In terms of numbers of skier days, no company or group that operates lifts comparable to Compagnie des Alpes can beat CDA.
2 Source: Laurent Vanat for DSF.

There are four major skiing countries in Europe: France, Austria, Switzerland, and Italy. Only France and Austria have more than 10 resorts welcoming more than one million skiers per season. The coverage ratio of the ski areas is 21% in France, 62% in Austria, and 70% in Italy[3].

France's leading position in Europe is largely due to the size of its domestic market, which represents around 70% of business. Meanwhile, the vast majority of visitors to Swiss (50%) and Austrian (>60%) ski stations are foreign[4].

According to a study conducted by Domaines Skiables de France, a French ski pass costs 11% less than an Austrian ski pass and 17% less than a Swiss ski pass.

Country	Size of ski area (Km²)	Number of lifts	Number of stations	Number of very large stations (*)
France	1,180	3,595	325	14
Austria	1,050	3,028	254	14
Switzerland	950	1,749	240	6
Italy	1,350	2,127	349	5

(*) Stations with over one million skier-days
Sources: Laurent Vanat, International Report on Mountain Tourism, 2013 and 2014.

1.1.3. The French ski market

The French ski market is primarily a network of 250 internationally renowned ski areas spread between six mountain ranges and varying greatly in terms of size and offering: Alps, Massif Central, Pyrenees, Vosges, Jura and Corsica.

However, there are also 325 stations with at least one ski lift, 236 of which belong to to Domaines Skiables de France (DSF), the professional body for ski area operators.

During the 2013/2014 season, 55.3 million ski-days were sold, with DCF estimating an average spend per ski-day of €23.7. The French ski market this represents €1.3 billion. The vast majority of customers are French (68%). British customers represent more than 11%, followed by Belgians at 4.7%, and the Dutch at 4.3%[5].

As of September 30, 2014, the market share for CDA's consolidated companies was more than 30% by value and nearly 25% by volume.

The two largest operators after CDA, Sofival (Avoriaz, Valmorel and La Rosière) and S3V (Courchevel, La Tania et Meribel Mottaret), each hold a market share of around 4.5%.

Competitive advantages of Compagnie des Alpes

CDA's competitive advantages relate mainly to the Group's resort locations: CDA has chosen to operate exclusively in resorts with vast, high-altitude ski areas that are well known in Europe and even worldwide, and which have considerable professional accommodation capacity.

1.1.4. Main ski areas operated by Compagnie des Alpes

PARADISKI: LA PLAGNE, LES ARCS AND PEISEY-VALLANDRY

Paradiski is one of the world's largest ski areas with 425 km of slopes on close to 15,000 hectares. The Vanoise Express, which is the highest-capacity cable car in the world, links the three renowned resorts that make up this ski area: La Plagne, Les Arcs and Peisey-Vallandry.

La Plagne

With 79% of the ski area above 2,000 m, 10 villages and a facility-equipped glacier at 3,250 m, and a downhill descent of more than 2,000 m, La Plagne, created in 1960, is the world's biggest resort. It has seen the birth of champions such as Kévin Rolland and Julien Lizeroux, and is host to prestigious alpine events.

Les Arcs

Les Arcs offers an exceptional ski area that covers an altitude of between 1,200 and 3,226 m. World famous for the architecture of the resort town, pioneer of new snow sports and the birthplace of snowboarding in Europe, Les Arcs is the most avant-garde of all alpine resorts. The resort, which is made up of four villages, offers a variety of slope profiles catering to all levels of skiing, a panoramic view of Mont-Blanc and plenty of sunshine.

Peisey-Vallandry

The geographical center of Paradiski, Peisey-Vallandry offers authenticity and cheerful hospitality on a human scale. This resort, which welcomed its first skiers in 1948, comprises five savoyard villages The varied slopes of Peisey-Vallandry are located on the sunny wooded face of Les Arcs. The resort also boasts a vast Nordic skiing area for cross-country skiing, snowshoeing, or sledding.

> Compagnie des Alpes operates the La Plagne ski stations through its subsidiary SAP and the Les Arcs and Peisey-Vallandry stations via subsidiary ADS. During 2013/2014, these two companies generated sales of €124.1 million with close to 4.6 million skier days.

ESPACE KILLY: TIGNES AND VAL D'ISÈRE

Espace Killy is a ski area in France comprising the resorts of Val d'Isère and Tignes en Savoie. Situated in the Vanoise massif and named for the skier Jean-Claude Killy, the area extends from the Pisaillas glacier above the Col de l'Iseran in Val d'Isère to the Grande Motte glacier above Val Claret in Tignes.

Tignes

Tignes offers a unique way of experiencing the mountains. The seasons here are the longest in Europe (from the beginning of October to mid-May) owing to the resort's high altitude (1,550 m to 3,450 m) and extend from June to August thanks to the Grande Motte glacier. More than 80% of Tignes' vacationers are skiers, The clientele is young, international, and sporty.

Val d'Isère

Set at an altitude of 1,850 m in the heart of Espace Killy, the Val d'Isère village, which became a ski resort in 1934, is an international ski resort that blends innovation and authenticity. This constantly evolving resort attracts the most cosmopolitan of customers.

3 Source: Laurent Vanat for DSF.
4 Source: Laurent Vanat, 2013 International Report on Mountain Tourism, April 2013.
5 Source: DSF, "Indicators and Analysis 2014", October 2014.

Its distinguishing feature lies in its broad ski offering and a complete range of high-profile services, affordable by all.

Compagnie des Alpes subsidiaries STGM and STVI manage the Tignes and Val d'Isère ski areas, respectively. During 2013/2014, they generated sales of €82.6 million with 2.8 million skier days.

LES TROIS VALLÉES: LES MENUIRES AND MÉRIBEL

Compagnie des Alpes operates two of the eight ski reports in Trois Vallées, the largest ski region in the world with 600 km of slopes fully linked by ski lifts. It is located in the Tarentaise Valley and comprises three valleys: Bozel, Allues and Belleville.

Les Menuires

The "Station des Grands Espaces" opened in 1964. It soon became a hallmark of the development of the ski industry in France and is now ranked among the best ski areas in Europe. Its snow-maker coverage extends to nearly half of the ski runs, guaranteeing quality snow up to the end of April

Méribel

Nestling in the heart of the 3 Vallées, just 2 hours away from Lyon, Geneva and Italy, Méribel is the personification of charm since it opened its first facilities in 1938. It is a genuine alpine village with its chalets of wood and stone. Snow-making machines cover more than half of the ski area of which 85% is above the 1,800 m altitude mark, guaranteeing optimum snow conditions throughout the season.

Compagnie des Alpes operates the Menuires and Méribel resorts through its subsidiaries Sevabel and Méribel Alpina. They generated sales of €71.1 million in 2013/2014 from 2.4 million skier days.

LE GRAND MASSIF: FLAINE, SAMOËNS, MORILLON, AND SIXT

Compagnie des Alpes operates four of the five resorts comprising the Grand Massif in Haute-Savoie. With the exception of Flaine, the average altitude of their sites is lower than that of the Group's other areas.

Flaine

At an altitude of 1,600 m to 2,500 m, Flaine offers a breathtaking view of Mont-Blanc.

The resort, which opened in 1969, with several buildings listed in the "Compendium of Historical Landmarks of France", with its typical monumental open-air structures.

Samoëns, Morillon, and Sixt

At the heart of the Giffre valley, these three resorts offer an authentic mountain village experience. A network of powerful gondola lifts link them to the high-altitude ski area.

With slopes suitable for all levels and stunning natural sites, the valley has a great deal to offer The jewel of the Grand Massif, a 14 km blue run that skirts the Natural Reserve, links Flaine to Sixt.

Compagnie des Alpes subsidiaries DSF and DSG operate the Flaine, Samoëns, Morillon and Sixt ski areas. These areas generated sales of €35.9 million in 2013/2014. The number of skier days was 1.3 million.

SERRE CHEVALIER VALLEY

Situated in the southern Alps in the Ecrins national park, Serre Chevalier Vallée is a ski resort made up of authentic villages, as well as Briançon, a town that is a UNESCO World Heritage site for its Vauban fortifications.

The ski area is one of the largest in Europe: 80% of its surface area is above the 2,000 m altitude mark and its north-facing slopes allow it to offer excellent natural snow conditions from mid-December to the end of April. Additionally, Serre Chevalier has one of the largest artificial snow-making networks in Europe – covering more than one-third of the area – to ensure optimum skiing conditions all through the winter.

Big league skiing at high-altitudes, unhurried skiing in larch forests, fun skiing in designated fun areas, family skiing in protected zones: Serre Chevalier has something for every kind of skier.

The company SCV Domaine Skiable, a subsidiary of the Group, operates the Serre Chevalier Valley ski area. It generated sales of €30.9 million in 2013/2014, with 1.2 million skier days.

DEUX ALPES

Situated at the border between the northern and southern Alps, in the heart of the Massif de l'Oisans, the Deux Alpes resort enjoys international fame, mainly due to its ski area: 225 km of marked ski runs and trails, starting at 1,300 m and reaching 3,600 m in altitude, the summit of the biggest skiable glacier in Europe with a 360° panoramic view of the Alps.

The ski area has several significant characteristics: the "natural snow" guarantee thanks to the glacier, ski-in-ski-out access from one's residence, an internationally renowned snowpark at 2,600 m, and the opportunity to race down a run with a difference in elevation of 2,300 m, without having to take a ski lift. In summer, 200 hectares of glacier are equipped for snow sports.

The Deux Alpes ski area is managed by DAL, a subsidiary of Compagnie des Alpes. It generated sales of €43.9 million in 2013/2014 with 1.2 million skier days.

1.2. LEISURE DESTINATIONS (43% OF 2013/2014 GROUP CONSOLIDATED SALES)

Compagnie des Alpes Group companies develop and operate leisure parks in three main areas:

- Theme parks,
- Edutainment sites,
- Animal parks.

Compagnie des Alpes offers attractions based on strong brands (Astérix, Grévin, Futuroscope, Walibi, etc.) and provides its customers with leisure experiences, unique thrills, and cultural and educational excursions in a completely safe environment.

As of September 30, 2014, the Compagnie des Alpes Group operates 16[6] parks, representing more than 9 million visits per year, of which eight are in France, three are in Belgium, two are in the Netherlands, one is in Germany, one is in the Czech Republic, and one is in Canada.

In addition to operating ski areas, which essentially takes place in the heart of winter, the leisure parks business is concentrated in the spring, summer, and, to a lesser extent, the fall.

Leisure park revenues are generated through entry-ticket sales (about 60% of all sales) and customer spending on park grounds: mainly restaurants and shops. Expenses comprise costs related to personnel, facilities, purchases, marketing, and normal operations.

1.2.1. Markets and competition in Europe and France

It is estimated that European leisure parks welcome more than 150 million visitors[7].

With more than 9 million visitors and sales of €298.6 million for 2013/2014, Compagnie des Alpes is the fourth largest industry player in Europe.

6 Of which Grévin Montréal and Grévin Prague – see 1.3. "International Growth".
7 Source: TEA/AECOM, Atout France.

Group	Number of parks	Visitor numbers (millions of visitors)	Annual sales (€ million)
Merlin Entertainments Group	105	59.8	1,192 (£M)
Parques Reunidos – FY 2013	54	26	540
Euro Disney – theme parks	2	14.2	721.7
Compagnie des Alpes	14	9.0	298.6

The European leisure market very diverse, with more than 300 parks[8], including many family-owned or independent parks, with over one million visitors per season.

Leisure	2012 visitor numbers (in millions)	2013 visitor numbers (in millions)	Country
Europa Park	4.6	4.9	Germany
De Efteling	4.2	4.2	The Netherlands
Tivoli Gardens	4.0	4.2	Denmark
Port Aventura	3.5	3.4	Spain
Liseberg	2.8	2.8	Sweden
Gardaland	2.7	2.7	Italy
Phantasialand	1.8	1.8	Germany

Source: TEA/AECOM 2013 Global Attractions Attendance Report

According to a study by Atout France, in France the sector includes more than 2,500 tourist sites with more than 300 million visitors. About 1,500 of those sites, welcoming more than 165 million visitors, are cultural (châteaux, museums, religious buildings, historic memorial sites). Over 1,000 sites, with more than 140 million visits, focus on leisure activities.

The segments in which Compagnie des Alpes is present (theme parks, animal parks, water parks, and tourist attractions) account for some 355 establishments in France, with just under 65 million visits There is a relatively high level of concentration, as the five leading parks (Euro Disney, Astérix, Futuroscope, le Puy du fou, and Marineland) – two of which are operated by Compagnie des Alpes – account for more than one-third of the visitor numbers. With more than 9 million visitors in 2013/2014, Compagnie des Alpes holds a market share of 13% in terms of volume.

1.2.2. Leisure parks

Parc Astérix

Located 30 km to the north of Paris, Parc Astérix is one of the three biggest parks in France, offering a savvy blend of humor, friendliness, shared experience and authenticity. The park has its own original and well-established identity, which the visitor can experience in the six worlds that make up the park: Egypt, Welcome to Gaul, The Roman Empire, Ancient Greece, The Vikings, and Travel through time.

It expands its offering each year with a whole host of live shows, astonishing events, rides and attractions for one and all. Everything is carefully staged to depict the Gallic spirit portrayed by Albert Uderzo and René Gosciny, the creators of Asterix.
The park offers visitors three shows and 35 attractions (ten for thrill seekers, 19 for families, and six for children).
The world of Parc Astérix extends to the three-star Trois Hiboux hotel, which is tucked away in the calm of the forest at the edge of the park.
Parc Astérix celebrated its 25th anniversary this season. To mark the occasion, it opened a new zone entirely dedicated to young children and their parents, which was a great success: La Forêt d'Idéfix.

> In 2013/2014, Parc Astérix generated sales of €73.1 million and welcomed 1.7 million visitors.

Futuroscope

Futuroscope, France's first major amusement park, which opened its doors in 1987 and is located on 60 hectares of wooded land, plays on its difference to drive its expansion. It makes a two-fold promise: enjoy the feelings, sensations and fun that it has to offer, and learn at the same time.

Its strength lies in the large number of diverse attractions in the technology universe for all audiences. In addition, 2013/2014 was an exceptional season for Futuroscope with the launch – in partnership with Ubisoft – of its new 5D attraction "The Time Machine", where the Raving Rabbids take visitors on a journey through time. This attraction was named the best attraction in the world at the IAAPA Attractions Expo.

> Futuroscope is open for almost the entire year, with its main period of closure in January. In generated sales of €84.8 million in 2013/2014, with 1.6 million visitors.

Grévin Paris

The site's primary beauty lies in the museum, which is located in the 9th arrondissement of Paris, and its historical decor.

8 IAAPA – International Association of Amusement Parks.

It houses a theater built in 1900 and decorated by Antoine Bourdelle and Jules Chéret, which is listed in the Additional inventory of historical monuments. Grévin is a world in which reality gets mistaken for fantasy, and fact for fiction. Through its characters and settings, Grévin creates the illusion of an interactive meeting. French and foreign celebrities, contemporary or historical, are represented.

The Académie Grévin meets twice a year, under the authority of its President, to select the celebrities who have been elected to enter the Grévin. This year, likenesses of singer M. Pokora, quick-change artist Arturo Brachetti, impressionist and comedian Patrick Sébastien, model and actress Laetitia Casta, and American actress Angelina Jolie all went on display.

Grévin's sales amounted to €13.0 million in 2013/2014, with the museum welcoming 724,000 visitors.

Mer de Sable
Mer de Sable is a theme park in the heart of the Ermenonville forest, in a magnificent natural setting just a stone's throw away from Paris.
Its main themes are adventure, discovery and getaway. Opened in 1963, Mer de Sable is the oldest amusement park in France.

Mer de Sable offers visitors 26 attractions and three major shows through its three mythical worlds: The Gateway to the Desert, The Wild West, and The Jungle.

France Miniature
Ten minutes away from Versailles lies the biggest miniatures park in Europe, France Miniature, covering an area of 8 hectares including 1.5 hectares of water. The park guides visitors through the history and geography of France, in less than a day: France's rich heritage is represented in the 117 exact replicas of its best monuments, all of which are 1/30 scale models, and 150 landscapes.

Planète Sauvage
Opened in 1992, located in a natural preserved territory a few kilometers away from Nantes, Planète Sauvage is a recreational animal park covering more than 80 hectares: a new home for over 1,000 animals of 100 different species from four continents, living in semi-captivity. Visitors are able to admire them from the different routes, including the "Village de Kirikou", which enjoyed great success this year.

With around 150 births per year, the park is one of the top wildlife breeding centers and one of the biggest and best-equipped animal reserves in Europe.

Walibi Rhône-Alpes
Established in a magnificent natural setting in Avenières since 1979, Walibi Rhône-Alpes offers over 25 attractions and shows as well as the biggest waterpark in that region (13,000 m2). Walibi is a place to explore and enjoy with family or friends. The park covers an area of 35 hectares and the twenty or so attractions border the 7,500 m2l lake in the center of the site.

Walibi Sud-Ouest
Walibi Sud-Ouest[9] is an all-family amusement park spanning 30 hectares, which opened in 1992 and owes its success to its superb green setting. The site offers over 20 attractions and rides and three shows around four themes: "Thrills", "Family", "Children", and "Shows".

Other French sites generated sales of €32.7 million in 2013/2014, with visitor numbers reaching 1.4 million.

DUTCH PARKS: DOLFINARIUM AND WALIBI HOLLAND

Dolfinarium
Opened in 1965, the Harderwijk Dolfinarium[9] in the Netherlands is the largest sea mammal park in Europe. It has play areas, pens and aquariums, and more than ten shows to present sea mammals and animals to a family audience in a wonderful tourist environment.

Walibi Holland
Walibi Holland, opened in 1994, is one of the biggest parks in the Netherlands.
It is divided into eight themed areas.
The park is also famous for its festivals, including "Summer Nights" and "Halloween Fright Nights", whose success transcends Dutch borders.

Walibi Holland continued its bungalow renovation program this year, meaning it is able to offer visitors accommodation that is particularly suited to families.

The two Dutch parks generated total sales of €43.1 million in 2013/2014 and welcomed 1.5 million visitors.

BELGIAN PARKS: WALIBI BELGIUM, AQUALIBI AND BELLEWAERDE

Walibi Belgium
Created in 1975, Walibi Belgium was the first Walibi amusement park. This family park offers musical shows and more than forty attractions, half of which designed for young children, in themed settings. Walibi is internationally renowned for its biggest attractions such as Werewolf, Vampire, Dalton Terror and Radja River. And not to forget the park's legendary attraction, the Psyké Underground, the world's only covered launch coaster, which propels its passengers 45 m into the air at 85 km/h.

Aqualibi
Located close to Walibi Belgium, Aqualibi was opened in 1987. Spanning 6,000 m2, the park has eight slides, including the "Rapido", a 140 meter-long slide that can be descended at 50 km/h. A 300 m2 space was recently created especially for children.

Bellewaerde
This family park in Ypres is a landmark in Belgium, where 40% of visitors come from the north of France. Established in 1954, Bellewaerde is a unique combination of an amusement park and an animal park, in a lush natural setting.

Bellewaerde is also officially recognized as a zoological organization by the Belgian Federal Public Service for Health.

The three Belgian parks generated sales of €46.8 million in 2013/2014, with 1.9 million visitors.

GERMAN PARK: FORT FUN
Established in 1967, the park has expanded over the years around a Wild West theme. The illusion is conjured up in the wild and mountainous Sauerland, to the west of Frankfurt, and creates an atmosphere of trappers' camps and saloons. The park offers over 40 attractions and rides and boasts of one of the biggest slides in Europe, as well as a sky glider to soar over the hills at over 80 km/h.

Fort Fun generated sales of €5.2 million and welcomed close to 240,000 visitors.

9 Dolfinarium was sold on January 8, 2015, and the park Walibi Sud-Ouest is in the process of being sold (see 3.3. below).

1.3. INTERNATIONAL GROWTH (LESS THAN 1% OF 2013/2014 GROUP CONSOLIDATED SALES)

This section addresses international growth activities, primarily two specific kinds:

1.3.1. Exporting the Musée Grévin model abroad

As part of its international growth strategy, at the start of 2013 Compagnie des Alpes opened its first international Grévin in Montreal, followed by a second in Prague in May 2014. The Group has also announced the opening of a Chaplin's World by Grévin in Vevey in spring 2016.

Grévin Montréal
Topping the local cultural offering with its recreation of Grévin, the Montréal project keeps the fundamentals while adding a definite Quebecoise angle. While the trademark and spirit remain French, the approach is different with regard to the multi-sensory experience, the stage design and the personalities chosen.

Grévin Prague
Located in a major tourist and shopping hub in the historic heart of the old town, Grévin Prague enjoys an ideal position at the crossraods of the different tourist routes. The resolutely modern and sleek structure is staged as several different worlds and displays the waxwork doubles of more than 80 historical and contemporary celebrities.

> Grévin Montréal and Grévin Prague (operating for just five months) generated sales of €2.5 million and attracted close to 250,000 visitors in 2013/2014.

1.3.2. Advisory business – CDA Management

Based on its first-hand experience as a leading ski resort and leisure park operator, Compagnie des Alpes has developed into the consulting through its subsidiary CDA Management. This subsidiary mainly offers its expertise to international clients and covers the following areas:

- Development of site concept and market positioning,
- Master planning,
- Construction support,
- Preparing for launch,
- Operational support.

> In 2013/2014, this business generated sales of more than €2.7 million, which relates mainly to contracts regarding ski areas in the Russian Caucasus (Arkhyz, Elbrus and Veduchi) and the upcoming opening of the Sindibad leisure park in Morocco.

2. STRATEGY AND OUTLOOK

2.1. STRATEGY

The Compagnie des Alpes Group's growth strategy centers on three core areas:

- Creating a new dynamic in the ski areas,
- Refocusing on Leisure destinations capable of offering and leveraging highly satisfactory experiences (Très Grande Satisfaction),
- Speeding up organic growth abroad.

With regard to the **Ski areas** business, with the support of the local stakeholders, CDA is stepping up its activities to generate volume growth among foreign customers (a customer base with considerable potential), revitalize the spring ski season, which has suffered in recent years due to the timing of school holidays, and attract beginners.

At the same time, CDA is continuing its measures to enhance the attractiveness of the alpine sites and add value for the entire mountain ecosystem. The Group is pursuing an integrated strategy to improve the accommodation offering: through Foncière Rénovation Montagne, a property company founded with the support of CDA's major shareholders, on behalf of which CDA purchases properties, renovates them and puts them back on the rental market. The CDA Group also acts through its real estate agencies, which managed close to 10,000 beds at the end of 2014, and is strengthening and diversifying its sales networks. Two websites selling mountain vacations were created during the financial year: Alpes Ski Résa, a network belonging to the Group and dedicated to its resorts, and Skigloo, created in partnership with France's leading online vacation sales company, Promovacances.

Business-to-business marketing is also being revitalized through Paradiski Tour and Deux Alpes Voyages, two tour operating companies belonging to the Group. Their aim is to create stocks of beds with local agencies and accommodation providers, and sell packages to foreign tour operators.

The CDA Group, which is the world leader in the operation and development of ski areas, grew its market share in 2014. Its products remain highly attractive, with competitive ski pass prices relative to comparable European resorts and facilities that are commensurate with the relevant areas.

With regard to **Leisure destinations**, the Group aims achieve very high customer satisfaction levels, which will allow it to profitably develop the division over the medium term.

The fourth-largest company in the sector in Europe, CDA has overhauled the management organization to raise local managers' awareness of their responsibility for the overall performance of their sites (sales, margins, capex, customer satisfaction levels, etc.) and to strengthen the mutual support between the sites in terms of sales, digital technology, and customer satisfaction. The engagement of all employees is also essential to making progress in terms of quality of hospitality, waiting times, atmosphere, and immersion in the experience. In order to further grow its market share, the Group intends to achieve operational excellence in these areas – excellence that is monitored and measured based on customer expectations.

In addition, efforts have been stepped up to generate growth outside of peak season, particularly through key events in the calendar year, such as Halloween in the fall. The pricing policy is managed on a weekly, or even daily, basis to ensure we are able to effectively adapt economic and social shifts.

In addition, the Group is pursuing its investment policy by targeting customer growth (increasing attractiveness) and making customers want to return (financing the "Very High Satisfaction" plan). Lastly, as announced on publication of the 2013 annual results, CDA is in the process of realigning its portfolio of parks to focus on the sites it considers to have the most profit potential. Consequently, the Group sold Dolfinarium on January 8, 2015, and announced the sale of Walibi Sud-Ouest. These sales were carried out for an EBITDA multiple of more than 10, increasing the value of CDA's strategic assets portfolio.

This year, the four-year* target EBITDA margin was increased by two percentage points from 25% to 27%, reflecting the Group's intention of meeting the highest industry standards.

The acceleration of the Group's development is also being supported by the extension of its **international activities**. Although the Group's main business activities are currently concentrated in Europe, where the markets are competitive and often already mature, international markets – starting with Asia and Russia – offer significant growth potential.

The development of indoor concepts will continue. Following the opening of the Montreal and then the Prague sites, the Group is to open a new Grévin museum in Seoul in 2015 and a "Chaplin's World by Grévin" in Switzerland will open its doors to visitors in 2016. An indoor attraction under the Spirou brand for children aged between four and ten is to be developed with Unibail as part of the Heysel redevelopment project in Brussels.

CDA's international business growth is also being bolstered by its advisory and support contracts, which are currently focused on Russia and Japan with regard to the ski business. With regard to leisure parks, CDA's activities currently center on the Mediterranean basin, essentially Morocco (the Sindibad park in Casablanca is to open its doors in the first half of 2015) and Portugal. These contracts, which have to date been realized without capital expenditures, are an effective showcase for the Group in respect of future international expansion.

Dominique Marcel perfectly summed up CDA's position and its ambitions when concluding the presentation of last year's results: "The Group is very well placed to develop its innovative, high-value projects

** Excluding Futuroscope, which leases most of its assets and whose performance is therefore recorded in operating income.*

and to make the most of investment and acquisition opportunities with strong, complementary partners both in France and abroad, which will allow it to become a cornerstone of the market."

2.2. STRATEGY AND OUTLOOK FOR 2014/2015

After the late arrival of snow in the Alps in December 2014, encouraging signs for the season emerged in the first few days of 2015. Accommodation providers announced solid reservation figures. Due to the current geopolitical situation, caution with regard to Russian customer numbers is advisable for this season, although this customer group is less significant in CDA's resorts. Exchange rate developments should be favorable for British and Swiss customers.
With regard to new attractions, a new multi-activity zone intended to enhance the attractiveness of Arc 1800 will be completed in summer 2015, as will the Jandry piste in Deux Alpes, which aims to allow all customers to ski back to the resort. Other projects to optimize revenues (Betteix aux Menuires) and operating costs (Colosses project in La Plagne), or increase snowmaking reliability (snow factory in Val d'Isère) are also planned.

With regard to Leisure destinations, healthy growth of 15.3% was recorded at the start of the season, following the record first quarter of 2013.

The division was boosted by the success of the Halloween events in all of the Group's European parks (Parc Astérix, Walibi Belgium, Walibi Holland) and the fine fall season. As a result, business during the two-week school holidays in the fall, which accounts for almost 50% of the quarter, grew by close to 15%. In addition, Futuroscope, which is open throughout the quarter also performed well.

The Group will continue its targeted investments during the financial year. These will largely start to bear fruit in the 2016 season, particularly in Belgium, the Netherlands and Walibi Rhône-Alpes.

Internationally, CDA is continuing to expand its Grévin museums (Seoul 2015, Vevey 2016) as well as its expert services in the areas of skiing and leisure parks (Morocco and Portugal, among others).

All of these activities are being conducted in line with the strategic plan and with the aim of setting three inter-divisional priorities in France and abroad:

- Achievement of "Very High Satisfaction" in all business activities,
- Expansion of digital technology,
- Use of partnerships to accelerate growth.

3. ANALYSIS OF CONSOLIDATED RESULTS AND SECTORS

3.1. ANALYSIS OF GROUP RESULTS

The sales of the Compagnie des Alpes Group amounted to €693 million in 2013/2014, an increase of 2.2%. This increase was largely attributable to the significant recovery of its leisure park activities (sales up 6.3%).

EBITDA increased by 10.6% to €169 million; the Group's EBITDA margin rose by almost 2 percentage points to reach 24.4% as of September 30.
The strength of the Group's business performance, along with better control over its operating expenses, allowed CDA to considerably improve its profitability.

In a particularly favorable financial market environment (interest rates at historic lows and high level of market liquidity), CDA strengthened its credit lines: the syndicated credit facility expiring in 2015 was renewed in the amount of €260 million expiring in 2019 with optimized conditions (50 % reduction in financing cost).
The Group also carried out a €100 million bond issue on the Euro PP market, with a coupon of 3.5% and ten-year maturity.
The duration of the debt was thus increased by 2.5 years to 6 years.

With regard to significant changes in the consolidated Group during the year, the sale of the investment in Looping Holding is notable.

As of September 30, 2014, the Group's net income amounted to €25.4 million, compared with €1.9 million for the previous financial year.

3.1.1. Activity and earnings for the period

(in € millions)	09/30/2014 Actual (1)	09/30/2013 Actual (2)	% Change (1) / (2)
Sales	**693.0**	**678.0**	+2.2
EBITDA	**168.8**	**152.7**	+10.6
EBITDA/SALES	*24.4%*	*22.5%*	
Cost of borrowing and other	-17.4	-14.9	+16.8
Income expense	-16.7	-13.8	+20.7
Share of net income of associates	3.5	3.7	-5.4
Net income from discontinued operations	-0.3	-3.7	N/A
Goodwill impairment	0.0	-20.3	N/A
Net income	29.9	0.3	N/A
Minority interest in earnings	4.5	-1.6	N/A
Net income (Group share)	**25.4**	**1.9**	**N/A**

3.1.2. Sales

Sales for financial year 2013/2014 rose by 2.2% compared with the previous year, at €693 million.

(in € millions)	09/30/2014 (1)	09/30/2013 (2)	% Change (1)/(2)
Ski areas	388.6	393.6	-1.3%
Leisure destinations	298.6	280.9	+6.3%
International growth	5.3	2.4	120.8%
Holding companies and support subsidiaries	0.5	1.1	NS
Sales	**693.0**	**678.0**	**+2.2%**

Ski areas

After two seasons of rising visitor numbers, the Ski areas division saw a slight decline in business in the year. Sales amounted to €388.6 million, a decrease of 1.3% compared with the previous year.

The number of skier days declined by 3.3%, while the market declined more significantly (–4.5%). However, the average spend rose by 2.2%.

Real estate sales, which dipped slightly (€2.7 million compared with €3.8 million in 2013), remained marginal in respect of the business activities of the Ski areas segment as a whole (<1%).

Leisure destinations

Sales in the Leisure destinations division rose significantly to €298.6 million (+6.3%), driven by growth in visitor numbers (+6.9%) to 9 million as of September 30, 2014.

This improvement was achieved while keeping control of visitor spending, which remained stable compared with N-1 (–0.3%), and the division – like the Ski areas division – had to contend with a VAT increase of 3 percentage points.

The Group benefited from the initial effects of its strategy to achieve Very High Satisfaction: improved commercial agility in a difficult economic environment, management of customer satisfaction black spots (hospitality, waiting times for attractions, sanitary facilities, etc.), and well-targeted investments to increase attractiveness, including Forêt d'Idéfix at Parc Astérix and Raving Rabbids at Futuroscope, among others.

International growth

At €5.3 million in financial year 2013/2014, international sales more than doubled year-on-year.

The expansion of the Grévin museums continued with the opening of Grévin Prague last May. In addition, Grévin Montreal has just ended its first full year of business. These two sites represent almost 50% of the sales in this business segment.

In addition to the performance of its contract for the 2014 Winter Olympics in Sochi, the Group is continuing its advisory services regarding the development of winter sport resorts in North Caucasus and with Mac Earth in Japan. The advisory business is also growing in he theme parks sector: CDA is providing advisory services for Morocco's first theme park in Casablanca, which is scheduled to open in 2015. The Company has also entered into partnership with Unibail with a view to opening an Indoor Spirouland in Belgium, as part of the development of one of the Benelux region's largest commercial areas on the edge of Brussels.

3.1.3. EBITDA

Gross operating income (EBITDA) came to €168.8 million, a rise of 10.6% on the previous year.

BREAKDOWN OF EBITDA BY BUSINESS SEGMENT[1]

(in € millions)	09/30/2014		09/30/2013		% Change (1)/(2)
(in € millions)	Amount (1)	% of sales	Amount (2)	% of sales	
Ski areas	135.0	34.7%	136.4	34.6%	-1.0%
Leisure destinations	59.8	20.0%	40.5	14.4%	47.6%
International growth	-2.5	N/A	-3.2	NS	21.9%
Holding companies and support subsidiaries	-23.5	N/A	-21.0	NS	-11.9%
EBITDA	**168.8**	**24.4%**	**152.7**	**22.5%**	**+10.6%**

(1): The Group restated EBITDA between its different business activities for analytical purposes. This change is reflected in the two financial years presented above and therefore has no impact on the assessment of annual performance. Detailed information explaining this restatement is presented in the Notes to the Consolidated Financial Statements (Notes 1.7 and 5.2).

Ski areas

The EBITDA of the Ski areas business amounted to €135 million, a slight decrease of 1% compared with the previous year, in a context of declining business activity.

Thanks to the tight control of its operating expenses, which were down year-on-year, the Group's EBITDA margin stabilized at a high level: 34.7% versus 34.6% in 2013.

Leisure destinations

In a context of rising business activity, coupled with extensive work on cost structures, theme parks registered a sharp improvement in EBITDA (+47.6%), which amounted to €59.8 million as of September 30, 2014, compared with €40.5 million in N-1. The EBITDA margin increased significantly (20% compared with 14.4% in 2013).

International growth

The stepped-up international expansion of the Grévin museums, at a rate of one museum opening a year, has not yet made it possible for the business to break even. However, developments are progressing on schedule and on budget thanks to careful control of operating expenses during these phases of expansion.

The advisory business, which requires only a small investment, generated positive EBITDA during the year (EBITDA margin of around 30%).

Holding companies and support subsidiaries

The centralization of certain inter-divisional functions (communication, HR management, ticketing technology, digital technology, standardized management software, marketing policy, etc.) represents a significant proportion of this segment's expenses. As with the Group's other business areas, cost management makes it possible to control the segment's results.

The costs of the holding companies, before taking into account the recharging of corporate services provided to subsidiaries, declined by 4% at the same time as an international development team was being set up to support CDA's advisory business.

The decline in EBITDA is solely attributable to changes in intra-Group recharges.

3.1.4. Capital expenditure

Investment levels are one of the main performance measures monitored by the Group, alongside sales and EBITDA.

Capital expenditure (net of disposals) amounted to €124.9 million in financial year 2013/2014, which, at 18% of the Group's sales, represents a decline of 8.2% compared with the previous year.

BREAKDOWN OF INVESTMENTS BY BUSINESS SEGMENT

(in € millions)	09/30/2014		09/30/2013		% Change (1)/(2)
(in € millions)	Amount (1)	% of sales	Amount (2)	% of sales	
Ski areas	66.1	17.0%	76.7	19.5%	-13.9%
Leisure destinations	46.5	15.6%	45.5	16.2%	+2.1%
International growth	9.0	N/A	12.3	N/A	N/A
Holding companies and support subsidiaries	3.3	N/A	1.6	N/A	N/A
TOTAL	**124.9**	**18.0%**	**136.1**	**20.1%**	**-8.3%**

Investments in Ski areas amounted to €66 million (representing 17% of sales). These mainly related to ski lifts, snowmaking equipment, grooming machines and ski run and trail work (Notes 6.2 and 6.3 to the Consolidated Financial Statements).
In close collaboration with the licensors, the Group is focusing its efforts on investments that will generate additional revenues, increase the attractiveness of the product offered to customers, and optimize operating expenses.

In the Leisure destinations segment, investment remained stable at €46 million, or 15.6% of the segment's sales. To pursue its strategy of achieving "Very High Satisfaction", the Group also made investments to improve attractiveness over a multi-year horizon. financial year 2014 will have allowed Futuroscope to revitalize its park with the opening of the new "Raving Rabbids" attraction in December. Parc Astérix has galvanized its family customer base with the opening of the Forêt d'Idéfix. Walibi Holland continued its bungalow renovation program.

With regard to international development, the investments made during the year primarily relate to the completion of the Grévin museum in Prague, which opened in May 2014. In 2013, this item included the investments in the Grévin museum in Montreal.

In the Holding companies and support subsidiaries segment, the investments largely relate to intangible assets (mainly software). The investment made by engineering subsidiary Ingelo (€1 million) in 2014 to acquire AZTEC grooming machines, a new market player with which CDA has entered into partnership, is notable.

3.1.5. Net income

Operating income increased sharply (up 23.1% to €61 million) thanks to the business growth and improved operating margin in the Leisure destinations segment.
To a lesser extent, it is also worth highlighting the favorable outcome of a lawsuit, which resulted in net extraordinary income of €2.7 million.

The increase in borrowing costs is due to the recognition of the balance of the deferred negotiation costs for the previous syndicated loan in 2014 (around €1 million) and a slight rise in the Group's average debt, particularly due to the acquisition of the minority interest in the Deux Alpes resort and the Group's international development. The average interest rate increased from 3.7% in 2013 to 3.9% in 2014.

The income tax expense in creased considerably in line with the development of the Group's results. The nominal tax rate is 38.7%.

The share of net income of associates declined slightly compared with 2013. Following the sale of the remaining interest in Looping Holding, only the investments in the Chamonix, Avoriaz, La Rosière, and Valmorel resorts are accounted for using the equity method. The change in these results reflects the general market trend and that experienced by CDA's resorts.

Income from discontinued operations relates to the disposal gain on the Group's investment in Looping Holding and to the final effects from the final discontinuation of the business of EcoBioGestion (the principal operations of Parc du Bioscope ceased in 2012).

In 2013, this item included provisions for CDA's commitments to the licensor to assist it with the implementation of alternative activities following the closure of Park du Bioscope at the end of 2012.

Earnings (Group share) amounted to €25.4 million in financial year 2013/2014.

3.2. CASH, FINANCING, AND CAPITAL

3.2.1. Cash and cash equivalents

(in € millions)	09/30/2014	09/30/2013
Operating cash flow after net borrowing cost and tax	136.6	126.1
Net capital expenditure (CAPEX)	-124.9	-136.1
Free cash flow	**11.7**	**-10.0**
Net financial investments	-4.9	-15.2
Change in borrowings	101.4	-4.0
Dividends	-3.6	-20.8
Change in WCR and other	3.4	-3.6
Change in cash position	**108.0**	**-53.6**

Cash flow totaled almost €137 million (19.7% of sales), a rise of 8% compared with September 30, 2013, reflecting the improvement in the Group's business activities.
The clear improvement in free cash flow (up €21.7 million year-on-year) also reflects the reduction in investments during the financial year.
The annual financial investments primarily relate to the acquisition of minority interests in Deux Alpes Invest (for €10 million), plus minor investments in the real estate operations in the ski resorts to create or renovate tourist accommodation. They also reflect the disposal of the Group's interest
in Looping Holding (€9 million).
The change in borrowings is attributable to the €100 million bond issue on the Euro PP market, which in part replaces the

financing previously obtained through bank overdrafts (hence the equivalent change in cash and cash equivalents).

CDA did not distribute dividends in 2014. However, the subsidiaries paid out almost €4 million to their minority shareholders.

3.2.2. Structure of borrowings

After renegotiating its financial structure in May 2014, 70% of the Group's borrowings (€455 million) consisted of fixed-rate loans and 30% of variable-rate loans (see Notes to the Consolidated Financial Statements – Note 6.11).

The syndicated credit facility was renewed in the amount of €260 million (2013: €250 million) and CDA took advantage of the favorable market conditions to issue a €100 million fixed-rate bond on the Euro PP market.

3.2.3. Exposure to banking covenants

As part of the renegotiation of part of the Group's financing arrangements, it eased its bank lending conditions and eliminated one of the two covenants.
Only the covenant regarding the net debt/ EBITDA ratio now remains.
Given the improvement in the Group's performance as a whole, this improved considerably from 2.71 in the previous financial year to 2.42.

For information, the debt-to-equity ratio stood at 0.54 as compared with 0.55 in the previous financial year.

3.3. EVENTS AFTER THE REPORTING PERIOD

On January 8, 2015, CDA sold the Dolfinarium in the Netherlands, and by the end of January, it will have completed the sale of Walibi Sud-Ouest, which is located close to Agen, to Continental Leisure Project SARL (part of the Aspro group), this project having just been received approval from the staff representatives.

These two transactions are in line with the continued strategy of refocusing CDA's leisure park portfolio strategy announced a year ago and confirmed during the announcement of results on December 18, which were sharply up in the Leisure destinations segment.

The transaction amounted to a total of €37.5 million, paid in cash.

It relates to two sites which in 2013/2014 generated sales of €22.5 million and EBITDA amounting to roughly 6% of the Leisure destinations business unit's EBITDA.

4. ACTIVITIES AND RESULTS OF COMPAGNIE DES ALPES S.A.

4.1. ROLE OF COMPAGNIE DES ALPES S.A. WITHIN THE GROUP

The purpose of Compagnie des Alpes SA is to:
hold investments; monitor, manage, and control Group development; manage senior management staff. The company places resources and services at the disposal of subsidiaries, especially with a view to making management more efficient, and undertakes specific projects aimed at developing the business internationally and generating synergies between the segments.

To this end, CDA assumes responsibility for certain functions for the entire Group such as the preparation of consolidated financial statements, and the financial and institutional disclosure of all Group business with particular regard to its stock market listing.

It is also manages the Group's procurement functions (assistance in managing energy suppliers, travel policy, group equipment purchases, etc.), as well as its insurance and financing policy. As of this financial year, CDA SA has centralized certain sales teams within Leisure destinations, as well as the "Product development and quality" team, which previously belonged to a different Group structure. It provides advice and assistance to subsidiaries with regard to their everyday operations.

And through its matrix organization, it offers the services needed to steer the Group (legal, financial, IT, technical, HRM, strategic and operational marketing).

In this respect, it recharges its subsidiaries for part of its services in accordance with strict legal and tax requirements.

The average number of permanent employees at CDA SA rose from 114 to 126 full-time equivalents (FTEs), without affecting the total number of Group employees.

4.2. ACTIVITIES AD RESULTS

During the financial year, Compagnie des Alpes reviewed its internal recharging policy. The new allocation method led to a considerable reduction in recharges (down €4 million compared with the previous year), particularly to certain foreign subsidiaries.

The policy to control operating expenses made it possible to keep expenses at the 2013 level, despite the implementation of new cross-divisional projects and the final effects of the centralization measures mentioned above.

These factors resulted in a net operating loss of €10.0 million (previous year: €–5.5 million). Due to the €10 million improvement in financial income and the extraordinary income of €2 million, which benefited from the non-renewal of the extraordinary provisions recognized in 2013, the company returned to profitability with net income of €2.7 million compared with a loss of €5.3 million in the previous financial year.

During the financial year, CDA reorganized its financial resources by issuing a 10-year bond on the Euro PP market with a volume of €100 million and by repaying part of its old credit facilities.

The company also disposed of its minority interests in Looping Holding and Ecoparcs (and the associated receivables) in April and May 2014. The gain realized was insignificant (€0.3 million).

4.3. KEY FIGURES OF THE COMPANY

Key figures of the company:

(in € millions)	09/30/2010	09/30/2011	09/30/2012	09/30/2013	09/30/2014
Net financial assets	702.7	839.5	827.0	832.1	852.7
Shareholders' equity	587.3	573.9	563.0	540.8	543.3
Net debt (1)	105.7	268.4	257.3	280.5	299.0
Net income	13.5	10.6	9.6	-5.3	2.7
Net dividend	24.1	20.5	16.9	0	

(1) Financial debt less cash and cash equivalents in the balance sheet assets

4.4. DIVIDEND POLICY

The dividend is determined each year by the Board of Directors at its December meeting.

Compagnie des Alpes dividends paid out for the last three financial years (which allow individual shareholders domiciled in France to take a tax deduction) were as follows:

- FY 2010/2011: Dividend per share of €0.85 paid in cash on 3/22/2012,
- FY 2011/2012: Dividend per share of €0.70 paid in cash on 3/21/2013,
- FY 2012/2013: None.

The Board of Directors proposed to the Shareholders' Meeting to pay the shareholders a dividend of €0.35 per share for financial year 2013/2014.

4.5. INFORMATION ON PAYMENT PERIODS

In accordance with the provisions of article L 441-6-1 paragraph 1 and D 441-4 of the French Commercial Code, we hereby disclose information on the time taken to pay suppliers. As at September 30, 2014 and September 30, 2013, the balance of trade payables (based on invoices received) could be broken down by due date as shown in the table below:

Balance of trade payables (tax included) in thousands of €	Total at close	Sub-total by contractual due dates			
		< 30 days	30 to 60 days	> 60 days	Not specified
Suppliers as at 9/30/2014	795	795	–	–	–
Suppliers as at 9/30/2013	500	500	–	–	–

The mutually agreed time to pay amounts due does not exceed 45 days end-of-month or 60 days from the invoice date.

4.6. INFORMATION ON REMUNERATION AND BENEFITS RECEIVED BY CORPORATE OFFICERS DURING THE FINANCIAL YEAR

Information required by Article L. 225-102-1 of the French Commercial Code regarding corporate officer compensation is presented in Chapter 2 of the Registration Document.

4.7. IDENTITY OF THE CONSOLIDATING COMPANY

The financial statements of the CDA Group are fully consolidated by Caisse des Dépôts.

4.8. OTHER INFORMATION

The amount of nondeductible expenses as referred to in Article 39.4 of the General Tax Code came to €103,712 during the financial year.

5. RISK FACTORS

Compagnie des Alpes relies largely on the work of its Group Risk Committee to identify and evaluate risks.

The risks to which the Group is exposed are described in this section, in three categories: financial risks (liquidity, interest rate, foreign exchange risk, etc.), legal risks, and operational risks.

Depending on the risk, major preventive measures and potential situations to be taken into account are also detailed.

In accordance with its regulatory obligations, the Group has reviewed the risks that might have a significant negative effect on its business, its financial position or results, and has concluded that there are no specific or material risks other than those presented below.

5.1. FINANCIAL RISKS

The Group's companies are exposed mainly to liquidity and interest rate risks.

Foreign exchange risk, on the other hand, is low.

The Group's Finance Department centralizes the management of most of these risks. CDA-Financement, a wholly-owned subsidiary of Compagnie des Alpes managed by the Finance Department is the focus of this centralization process.

5.1.1. Liquidity risk

The Finance Department ensures that sufficient liquidity to cover current operations, investments and deal with any exceptional events is available at all times.

The Group secured a significant source of long-term liquidity in the financial year in May 2014 through the:

- €100 million bond issue on the Euro PP market in May 2014, with a coupon of 3.504% and ten-year maturity (maturing 7 May 2024),
- early renewal of the syndicated credit facility in the amount of €260 million for a period of five years, with the possibility of extending twice for one year.

On September 30, 2014, the Group had a net financial debt of €407.9 million.

The Group's gross financial debt (see Note 6.11 in the Notes to the consolidated financial statements) came to €455.5 million, broken down by maturity as follows:

€ millions	Total	Less than 1 year	from 1 to 5 years	Over 5 years
Financial liabilities	455.5	48.0	307.3	100.3
Financial assets	47.6	47.6		
Net position	407.9	0.4	307.3	100.3

On the same date, the Group had €160.5 million in medium-term loans which had not been utilized, consisting of an undrawn amount of €160 million expiring in May 2019, which may be drawn on the newly subscribed syndicated credit facility at any time, and €0.5 million in various funding agreed by certain Group companies.

In addition, €137.3 million is available to CDA Financement on a strictly short-term basis in the form of bank overdrafts which have not been utilized and which are renewable on an annual basis and are not subject to covenants.

After the end of the financial year, on December 31, 2014, the Group has:

- €190 million in undrawn medium-term loans,
- €69 million in overdrafts which had not been utilized.

The liquidity risk review shows that the Group currently has enough credit lines (bond, revolving loan, confirmed credit lines and overdraft facilities) to finance its investments and working capital requirement.

As indicated in Note 2.1.4 of the Notes to the Consolidated Financial Statements, the Group believes it can meet its future repayments on time.

5.1.2. Interest rate risk

Compagnie des Alpes uses financial instruments to manage interest rate risk in the course of the Group's business. The Group does not manage market risks in a speculative manner. The sole objective is to be protected against market volatility.

The policy focuses on securitizing interest expense through short- and medium-term interest rate caps.

The interest rate risk exposure on the existing debt and changes in this exposure are presented in Note 6.11 of the Notes to the Consolidate Financial Statements.

5.1.3. Foreign exchange risk

The Group's international business activities are mainly conducted in the euro zone: the Group is therefore largely unconcerned by foreign exchange risk resulting from exposure to foreign currencies.

A detailed analysis of the exposure to foreign exchange risk is presented in Note 6.11 to the Notes to the Consolidated Financial Statements.

5.1.4. Counterparty risk

All cash investments and financial instruments are set up with leading institutions and banks and in accordance with the rules regarding security and liquidity. The Group's exposure to counterparty risk is therefore low.

5.2. LEGAL RISKS

5.2.1. Regulatory risks

The regulations governing the Group's activities vary with the activities themselves and the countries in which CDA operates. In France, the Ski area division's operations are carried out under the terms of the Mountains Act (loi Montagne) of January 9, 1985, which deals with "the provision of ski lift and ski run and trail services," and which has now been integrated into the Tourism Code. The features of the concession contracts from which the Group benefits in accordance with these regulations are set out in the Notes to the Consolidated Financial Statements (Chapter 4 - Note 1.13). These are all long-term contracts (over 20 years). They can be terminated early only by court order, in the event that the court deems the concession-holder to have committed a serious infraction, for reasons considered to be in the general interest, or in case of force majeure that would make it impossible to meet the terms of the contract. If a contract is breached or terminated, the concession-holder is entitled to compensation corresponding at least to the book value of non-amortized investments. In cases where the contract is terminated for reasons in the general interest, the concession-holder is entitled to compensation for loss of revenue, once injury has been established.

There is no specific legal framework for the operation of the Leisure park division. Specific operating licenses may be required depending on national regulations.

5.2.2. Litigation

As at September 30, 2014, CDA Group was involved in just one significant dispute.

The suit concerning Dolfinarium brought before the Dutch courts against Grévin & Cie and Harderwijk Hellendoorn Holding B.V., described in the 2013 Registration Document (pages 59 and 60), was not re-filed by Leisureplan as required by procedure. Consequently, the proceedings are considered to be abandoned.

5.2.3. Other litigation

In the course of CDA's day-to-day management of its activities, the Group is subject to a number of legal disputes and litigations. Compagnie des Alpes does not believe these will entail any significant cost or have any notable impact on its financial position, business, profits, or property.

The Group periodically takes stock of disputes, which are then analyzed by management. The management then makes any additional provisions required.

Provisions for legal disputes and litigation are described in detail in Chapter 4 – Note 6.10. of the Notes to the Consolidated Financial Statements. These provisions are divided between ongoing risks, which correspond to short-term legal proceedings directly linked to the core activities of the Group's companies, and non-current risks, which correspond to mid-term and non-current operations, notably those risks linked to acquisitions, which constitute the majority of these risks.

To the Group's knowledge there are no governmental , legal or arbitration proceedings (including any proceedings of which the issuer is aware, any suspended proceedings, and any proceedings with which it is threatened), and no litigation or arbitration regarding the validity or execution of concession or operating contracts held by the Group that might have or have had during the past 12 months a significant impact on the financial position or profitability of the Company and/or Group.

5.3. OPERATIONAL RISKS

5.3.1. Lower visitor numbers due to poor weather conditions

Ski area operators deem a continuous lack of snow their most significant risk. Compagnie des Alpes has acknowledged this risk through its choice of sites, which are always located at altitudes high enough to enjoy favorable long-term snow conditions. Snowmaking and snow-quality programs are a vital part of this strategy. Though it has not occurred for many years, the risk of a serious shortage of snow can never be completely excluded.

Visitor numbers at open-air leisure parks can be affected by rainfall. The Group reduces this risk through an adapted

business policy (pre-sales for specified dates, for example) and by increasing the number of covered attractions. Intense continuous rainfall likely to affect main park visitor numbers during the summer peak remains rare but the possibility of its occurring in the years to come cannot be excluded.
The Group's diverse range of activity, both in terms of its business lines and in terms of their geographic locations reduces the impact of weather-related risk.

5.3.2. The current real estate market

Many French winter sports resorts are seeing their rental property downgraded, and some professional accommodations transferred to general use, which can affect occupancy and thus Group sales figures. CDA intends to find solutions to solve this problem. During this financial year, it partnered with a group of institutional investors to set up a mechanism for acquiring and marketing "cold beds". This project, handled by Foncière Rénovation Montagne has been rolled out in five resorts whose ski area is managed by the Group.

In each case, the Group will encourage real estate operations that spur development projects with a positive impact on the outlook of ski areas it operates. Transactions on the real estate market are only carried out if there is a direct link to the operation of the sites on Which the Group conducts its principal business activities. Consequently, CDA is exposed to the risk of a possible downturn in the real estate market. However, since most of the land rights in which it had invested have been sold, its exposure so far remains limited.

5.3.3. Risks of bodily injury

The nature of the Group's activities means that it is exposed to the risk of customers or employees being involved in an accident on the Group's sites, especially:

- when using, operating or carrying out maintenance on ski lifts, rides or attractions;
- in relation to the compliance of products made available to customers (sales in shops, products for advertising or promotional events);
- health risks related to catering or caring for livestock. Visitor and staff safety is a major concern for all managers and employees of the Group.

The Group ensures that:

- the equipment used is designed, manufactured, installed, operated, and maintained in strict application of current standards, so that under normal conditions, or conditions reasonably predictable by a professional, normal safety conditions are respected and no-one's safety is put in jeopardy;
- products (consumables and other products) comply with the current regulations and standards.

The Group relies on a network of partners in the areas of quality and safety who are responsible for improving control processes. Emergency plans have been devised in case of serious accident in order to limit the consequences as far as possible, and a crisis management system is also in place.

5.3.4. Risks related to unavailability of facilities

Group sites are exposed to risks related to fire, machinery breakdown or natural disasters. Prevention and protection measures of both a technical and managerial nature have been implemented. Accident prevention experts from the Group's insurers visit its sites regularly. The Group gives priority to safety and to the expenditures necessary to maintain facilities in perfect operating condition. In connection with this, CDA has implemented an assessment and prevention process, which allows it to steer its policy in this regard.

5.3.5. Dependence on key suppliers

Certain resources critical to Group activities can be obtained only from a limited number of suppliers. These include ski lifts and ticketing systems for Ski areas. No bankruptcy risk for these suppliers has been identified. However, the Group has taken measures to limit this risk by reducing its technical dependency and by diversifying its supply sources.

5.3.6. Risks linked to IT systems

The Group is dependent on IT systems, particularly for its financial activities, administration and ticketing. For this reason, the Group has implemented a process for safeguarding its information systems, including the ticketing management system, based on the standard ISO 27001, and has appointed a Head of Information System Security.

The Group also uses e-commerce sites and sells electronic tickets and ski passes.
It therefore closely monitors the integrity of its commercial and internal websites.

5.4. INSURANCE – RISK COVER

The Group has entered into liability insurance programs, civil liability programs for de facto and de jure managers and property damage insurance, and cover for corresponding business interruption with leading insurance companies. All Group companies that are more than 50%-owned by the Group, or for which the Group has responsibility for insurance, are covered by these programs. In addition to these programs, Group companies have taken out mandatory insurance policies, such as civil liability for vehicle fleets, as well as other, specific cover.

5.4.1. Liability insurance

Renewed on October 1, 2011, the civil liability policy covers operating, post-delivery, and environmental risks liability, and contains the exclusions generally applied on the insurance market. The principal sub-limits are for criminal negligence, accidental pollution, and general contracting civil liability. An environmental liability policy completes the cover.

5.4.2. Insurance policy covering damage to property and related business interruption

Taken out on October 1, 2011, the insurance policy covering property losses is an "all risks except" policy containing the exclusions generally applied on the insurance market, and principally covers risks of fire, natural disasters, breakdown of machinery, and related business interruption. This program is partly reinsured by Loisirs Ré, a wholly-owned subsidiary of the Group.

This chapter contains all elements of the report of the Chairman of the Board of Directors, prepared in conformity with the provisions of Article L.225-37 of the French Commercial Code.
Compagnie des Alpes looks to analyze and implement best practices in terms of corporate governance, in particular those laid down in the AFEP-MEDEF Corporate Governance Code, to which the company refers.

CORPORATE GOVERNANCE

1. COMPOSITION OF ADMINISTRATIVE AND MANAGEMENT BODIES

Since March 2009, Compagnie des Alpes has been administered by a Board of Directors, which is supported by three specialized committees: the Strategy Committee, Audit and Finance Committee and Appointments and Remuneration Committee. This Board of Directors has chosen to assign the executive management to its Chairman. The Chairman and chief executive officer is supported by a Deputy managing director and an Executive Committee.

1.1. THE BOARD OF DIRECTORS AND COMMITTEES

1.1.1. Principles of Board and Committee composition

The composition of the Board of Directors and its three Committees follows several principles set out in the Compagnie des Alpes Corporate Governance Charter (the "Charter").

The Charter, which has been in force since the Company was privatized in 2004 and has since been amended several times to incorporate new governance processes put in place over the years, is available in full on the CDA website: www.compagniedesalpes.com, click on "Group organisation". It includes the internal regulations of the Board of Directors. Given the presence of a reference shareholder (Caisse des Dépôts), these principles are intended to promote a democratic, collective representation of shareholders and take into account corporate interests, mainly through the appointment of independent directors.

Principles of Board composition:

In total, the Charter contains eight principles governing the composition of the Board of Directors. The main principles are summarized below.

As a guiding principle, the Board endeavors to ensure that its composition and that of the Committees is well balanced, in particular in terms of the range of skills present and the number of men and women and different nationalities represented. On the basis of guidance from the Appointments and Remuneration Committee, the Board asks the Ordinary General Meeting of Compagnie des Alpes to approve a list of candidates chosen in accordance with the Charter's principles because of the skills they offer and the contribution they could make to the Board's work.

The composition of the Board of Directors also reflects the shareholder structure, is limited to eight members, and may be summarized as follows:

	Interest (voting right held by a shareholder acting alone)	Number of directors representing or designated by the shareholder
Reference shareholder	At least one third	Four directors, including the Chairman and Chief executive officer
Category A	At least 5%	One director
Category B	Less than 5%	One possible but no guarantee *(Principle 3)*

Shareholders included in the categories above and wishing to be represented on the Board submit their request to the Chairman.

In principle, the number of Board members is set at twelve (set number of members), including four independent directors.

The Chairman of the Board of Directors is chosen from those members representing (or designated by) the reference shareholder.

The current composition of the Board of Directors, as described below, complies with all these principles.

Shareholder	Category	Number	Members
Caisse des Dépôts (CDC)	Reference shareholder	4	• Dominique Marcel, Chairman and Chief executive officer • Antoine Gosset-Grainville • Francis Szpiner • CDC, represented by Antoine Colas*
Sofival	A	1	• Bernard Blas, Vice-Chairman
Crédit Agricole des Savoie (CADS)	A	1	• CADS, represented by Jean-Yves Barnavon
Caisse d'Épargne Rhône-Alpes (CERA)	B	1	• BPCE, then CERA represented by Stéphanie Paix
Banque Populaire des Alpes (BPA)	B	1	• BPA, represented by Pascal Marchetti
Independent directors		4	• Gilles Chabert • Giorgio Frasca • Rachel Picard • Noëlle Lenoir

** Antoine Colas replaced Julien Goubault as permanent representative of CDC on November 7, 2013.*

Principles of Committee composition:

The Strategy Committee has six members, including (i) the Chairman and Chief executive officer who automatically chairs said Committee, (ii) a Director representing or designated by the reference shareholder, (iii) a Director representing or designated by the second largest shareholder on the Board, and (iv) three independent directors.

The Audit and Finance Committee has three non-executive members, including (i) a Director representing or designated by the reference shareholder and who automatically chairs said Committee, (ii) a Director representing or designated by the second largest shareholder on the Board, and (iii) an independent director offering specific financial and accounting skills.

The Appointments and Remuneration Committee has four non-executive members, including (i) a Director representing or designated by the reference shareholder, and (ii) three independent directors. It is chaired by an independent director.

Independence of directors:

In accordance with the principles and best practices of corporate governance as stated in the Charter, the Board of Directors and the Committees are composed of independent directors elected or co-opted as such. To be eligible for the status of independent director, a person (whether a director on his/her own behalf or a representative of a legal entity) must be competent and independent.

› A. Competence: an independent director shall have the relevant experience and skills necessary to perform his/her duties on the Board of Directors and on any Committees on which he/she might sit. Independent directors should in particular be "active, present, and involved," in accordance with the AFEP-MEDEF Code.

› B. Independence: an independent director must possess a certain number of qualities of independence vis-à-vis the shareholders of Compagnie des Alpes and the Compagnie des Alpes Group. Independent directors shall strive in all circumstances to maintain their independence in making judgments and decisions as well as in action. They must not be swayed by any factor lying outside the corporate interests that they are expected to protect.

› C. Review of candidacies for independent director should ensure that candidates, in their professional activity, do not and will not be tempted to maintain any relations with Compagnie des Alpes, the CDA Group, or its shareholders that could compromise the liberty of their judgment; to evaluate these criteria, the objective characteristics below (inspired by AFEP-MEDEF Recommendations) may be taken into account. They should not constitute automatic cause for exclusion, either individually or collectively:

(a) May not be an employee or corporate officer (other than director) of Compagnie des Alpes, may not be an employee of one of its subsidiaries, may not be an employee and/or director of a Compagnie des Alpes shareholder with a stake of greater than five percent (5%), nor have been so over the previous five years,

(b) May not have been a director of Compagnie des Alpes in the last twelve years,

(c) May not be a corporate officer in a company in which Compagnie des Alpes has direct or indirect board representation or in which an employee designated as such or a CDA corporate officer (at present or within the past five years) holds a board seat,

(d) May not be a client, supplier, commercial or investment banker for the CDA Group or for which the CDA Group represents a considerable proportion of business,

(e) May not have a close family tie with a senior manager from a CDA Group company,

(f) May not have been the auditor of a CDA Group company in the previous five years.

› D. The duration of five years referred to in (a) and (c) above does not disqualify independent directors who performed, prior to their designation as such, duties as independent members of the former Supervisory Board of the Company or as independent members of a management body of a CDA Group company or of a CDA shareholder with a stake of greater than five percent (5%) of CDA capital.

› E. Eligibility for the position of independent director is assessed regularly, and at least once a year, by the Board of Directors, following the guidelines of the Appointments and Remuneration Committee.

Financial and accounting expertise:

In accordance with the most recent version of the AFEP-MEDEF Code (June 2013), the members of the Audit and Finance Committee must all offer specific financial and accounting skills.

Balanced composition of corporate bodies:

The Board currently has three female members, representing one third of its membership: Noëlle Lenoir, Stéphanie Paix and Rachel Picard.

Generally speaking, when choosing directors and Committee members, the

Board of Directors and the Appointments and Remuneration Committee (which supports the Board in this area) strive to achieve a balanced composition of corporate bodies. In particular, they aim to ensure that a wide range of skills are present and that Board members come from varied professional backgrounds (managers in the tourism and mountain vacation sectors, financiers, lawyers, etc.). The appointment of Giorgio Frasca, an Italian national, was a first step towards giving the Board a more international make-up.

Other rules and characteristics relating to the Board's composition and Directors:

Age limit: At least two-thirds of the Board members must be less than 70 years of age.

Term of office: The term of office of directors has been shortened to four years, in compliance with the AFEP-MEDEF Code

The entire Board of Directors was renewed at the Shareholders' Meeting of March 14, 2013. Current terms of office therefore expire in principle at the Ordinary General Meeting to be held in 2017.

Shareholdings in the Company: The Charter contains a provision requiring Directors to hold a minimum amount of shares in the Company, by reinvesting some of their directors' fees.

With the exception of Board members who do not personally receive directors' fees, and to demonstrate a commitment to Compagnie des Alpes, each Director must personally hold at least 300 shares in the Company. If necessary, Directors will reinvest at least half of the net amount of directors' fees they have received for a financial year in company shares until the aforementioned quota has been reached.

In the interests of transparency, Directors are also advised to put all of their shares in a registered or administered account, with a minimum of 300 shares.

Family ties: It should be noted that Bernard Blas, Director and Vice-Chairman of the Board, is the father of Jean-François Blas, Associate managing director and member of the Executive Committee. With this exception, there are no family ties among the Board members and executive management.

1.1.2. Composition of the Board of Directors

DOMINIQUE MARCEL

Chairman and Chief executive officer.

Also Chairman of the Strategy Committee

■ Born on October 8, 1955

An Inspector General of Finance, Dominique Marcel holds a DEA in economics and is a graduate of Sciences Po. Upon graduating from the École Nationale d'Administration (ENA) in 1983, he was appointed as an administrateur civil (a high-ranking civil servant) at the Treasury Department and served as an advisor within various cabinets. In 1995, he became Deputy Director of Savings, Retirement Provisions and Financial Markets at the Treasury Department.
In 1997, he was appointed cabinet director for the Minister of Employment and Solidarity, then Deputy Director of the Prime Minister's cabinet in 2000. He joined the Caisse des Dépôts Group in November 2003 as Director of Finance and Strategy. While performing this role he took up directorship posts at companies including ACCOR, DEXIA and CNP Assurance and played a key role in the spin-off from the Caisses d'Epargne and Banques Populaires. Having served as Chairman of the Compagnie des Alpes Supervisory Board and Strategy Committee from 2005, in October 2008 he assumed the role of Chairman of the Management Board, before taking over as Chairman and Chief executive officer in March 2009. In October 2014, the Chairman of Caisse des Dépôts also entrusted Dominique Marcel with responsibility for monitoring and managing all the Group's activities in the tourism sector.

■ Reappointed March 14, 2013
(first appointed March 19, 2009) –
Term of office expires: 2017

Main position: Chairman and chief executive officer of the Compagnie des Alpes Group

Other mandates and duties within the Compagnie des Alpes Group:

› Chairman of Compagnie des Alpes-Domaines Skiables SAS (CDA-DS),
› Director of Grévin et Compagnie SA,
› Permanent representative of CDA on the Board of Directors of Compagnie du Mont-Blanc (CMB),
› Chairman of the Supervisory Board of Société du Parc du Futuroscope.

Other mandates and duties outside the Group:

› Responsible for monitoring and managing all the activities of the CDC Group in the tourism sector,
› Director of Société du Grand Théâtre des Champs Elysées (CDC Group),
› Chairman of the Board of Directors of CDC Infrastructure (CDC Group),
› Director of Eiffage SA*.

Other key mandates formerly held by Dominique Marcel in the last five years:
none

Number of CDA shares held: 8,919

** Listed company*

BERNARD BLAS

Vice-Chairman of the Board of Directors

Also member of the Strategy Committee and Audit and Finance Committee

■ Born on September 20, 1925

Bernard Blas is a graduate of the École de Commerce de Paris. Since 1972, he has been the Chairman and Chief executive officer of Sofival, a company that specializes in operating ski areas (Val d'Isère until 2007, Avoriaz, Valmorel, La Rosière).
Member and Vice-Chairman of the Compagnie des Alpes Supervisory Board since October 2007, he was appointed a Director and Vice-Chairman of the Board of Directors on March 19, 2009.
He is also a member of the Strategy Committee and, since December 15, 2009, of the Audit and Finance Committee.

■ Reappointed March 14, 2013 (first appointed to the Supervisory Board in October 2007) – Term of office expires: 2017

Main position: Chairman and Chief executive officer of Société Financière de Val d'Isère SA (Sofival), 29 bis rue d'Astorg – 75008 Paris

Other mandates and duties outside the Compagnie des Alpes Group:

› Permanent representative of Sofival as Chairman of SAS SERMA (Société des Remontées Mécaniques de Morzine-Avoriaz), DSV (Domaine Skiable de Valmorel), DSR (Domaine Skiable de la Rosière), Le Jardin Alpin, Valmont, Valmorel Bois de la Croix, Val Capital, Valastorg, Labval, Financière Valance and SCI Immobilère Valance,
› Chairman of the Board of Directors of Valbus.

Number of CDA shares held: 300

ANTOINE GOSSET-GRAINVILLE

Director

Also Chairman of the Audit and Finance Committee

■ Born on March 17, 1966

A former student of the École Nationale d'Administration (ENA) and graduate of the University of Paris IX Dauphine and Sciences Po, Antoine Gosset-Grainville began his career as a senior government official. After working as a partner in the law firm Gide Loyrette Nouel, in 2010 he joined Caisse des Dépôts as Associate managing director and served as acting Chief executive officer between March 8 and July 18, 2012. In May 2013 he left Caisse des Dépôts to resume his work as a corporate lawyer at the law firm BDGS Associés, which he founded with three former partners from Gide.

■ Appointed by the Shareholders' Meeting of March 14, 2013 (first appointed January 19, 2011) – Term of office expires: 2017

Main position: Corporate lawyer at the law firm BDGS Associés, 44 avenue des Champs-Elysées – 75008 Paris

Other mandates and duties outside the Compagnie des Alpes Group:

› Member of the Supervisory Board of Schneider Electric SA, Director of FNAC.

Number of CDA shares held: 301

ANTOINE COLAS

Permanent representative of Caisse des Dépôts (CDC) on the Board of Directors

Also member of the Appointments and Remuneration Committee and Strategy Committee

■ Born on December 1, 1973

A graduate of Sciences Po and holder of a DESS in corporate law and taxation from the University of Paris II Assas, as well as the French bar exam certificate (CAPA), Antoine Colas joined Caisse des Dépôts in 2012 as an advisor to Jean-Pierre Jouyet, before being appointed as Head of the CDC Group's Development, Subsidiaries and Interests Department in September 2013. He was previously employed in roles including head of the AMF's listed company regulation division.

■ Mandate from CDC renewed by the Shareholders' Meeting of March 14, 2013 – Term of office expires: 2017

Main position: Head of the Development, Subsidiaries and Interests Department of the CDC Group, 56 rue de Lille – 75007 Paris

Other mandates and duties outside the Compagnie des Alpes Group:

› Director of BPIfrance Investissement and BPIfrance Participations,
› Permanent representative of CDC as Director of SCET and of Transdev Group,
› Permanent representative of CDC as Member of the Supervisory Board of Société Nationale Immobilière.

Number of CDA shares personally held: 0

Number of shares held by CDC: 9,615,579

FRANCIS SZPINER

Director

■ Born on March 22, 1954

Francis Szpiner has been a licensed attorney with the Paris bar since 1975. A professor at the École des Hautes Études Internationale (since 2000), he has also been a Maître de Conférences at Sciences Po since 2007.

■ Appointed March 14, 2013 (first appointed as a member of the Supervisory Board: January 17, 2006) – Term of office expires: 2017.

Main position: Lawyer at the law firm Szpiner Toby Ayela Semerdjian, 43 rue de Courcelles – 75008 Paris

Other mandates and duties: none

Number of CDA shares held: 645

JEAN-YVES BARNAVON

Permanent representative of CRCAM-Crédit Agricole des Savoie ("Crédit Agricole des Savoie")

■ Born on April 5, 1954

An agricultural engineer, graduate of the Institut d'Administration des Entreprises (I.A.E. Nancy 1979) and a Knight of the Order of Agricultural Merit, Jean-Yves Barnavon has spent his entire career within the Crédit Agricole Group. Since 2006 he has been at the head of Caisse régionale des Savoie and has represented this company on the Board of Directors of Compagnie des Alpes since January 17, 2006.

■ Mandate from Crédit Agricole des Savoie renewed by the Shareholders' Meeting of March 14, 2013 – Term of office expires: 2017

Main position: Chief executive officer of Crédit Agricole des Savoie (cooperative), Avenue de la Motte Servolex – 73034 Chambéry Cedex

Other mandates and duties:

› Chairman of Crédit Agricole Financements Suisse (a Swiss company),
› Permanent representative of Crédit Agricole des Savoie as Manager of CA Rhône Alpes Investissement (civil society),
› Permanent representative of Crédit Agricole des Savoie as Chairman of CA Indosuez Private Banking (SA),
› Permanent representative of Crédit Agricole des Savoie as Director of CA Private Banking, CA Technologies (economic interest group), CA Services (economic interest group), CA Home Loan SFH (until September 17, 2014), Friuladria (an Italian company), Fédération Rhône-Alpes du Crédit Agricole, SACAM Participations and Scicam,
› Permanent representative of Crédit Agricole des Savoie as joint manager of Crédit Agricole Alpes Développement,
› Permanent representative of Crédit Agricole des Savoie as member of the Supervisory Board of CA Titres (SNC).

Number of CDA shares personally held: 0

Number of shares held by Crédit Agricole des Savoie: 1,681,985

PASCAL MARCHETTI

Permanent representative of Banque Populaire des Alpes

■ Born on June 13, 1964

Pascal Marchetti joined the Banque Populaire Group in 1988. He worked in a number of different roles for the organization, before taking over as Chief executive officer of Banque Populaire des Alpes in March 2008. Pascal Marchetti has been representing Banque Populaire des Alpes on the Board of Directors of Compagnie des Alpes since March 1, 2008.

■ Mandate from Banque Populaire des Alpes renewed by the Shareholders' Meeting of March 14, 2013 – Term of office expires: 2017

Main position: Chief executive officer of Banque Populaire des Alpes, 2 avenue du Grésivaudan, BP43 Corenc – 38707 La Tronche Cedex

Other mandates and duties:

› Permanent representative of Banque Populaire des Alpes as a Director of IBP and PRIAM Banque Populaire (economic interest group),
› Permanent representative of Banque Populaire des Alpes as Vice-Chairman of Banque de Savoie,
› Director of Banque Palatine and Coface,
› Member of the Supervisory Board of NAXICAP Partners.

Number of CDA shares personally held: 0

Number of shares held by Banque Populaire des Alpes: 1,204,473

STÉPHANIE PAIX

Permanent representative of Caisse d'Épargne Rhône Alpes

■ Born on March 16, 1965

A graduate of Sciences Po and holder of a DESS in corporate taxation from Paris-Dauphine, Stéphanie Paix has spent her career within the BPCE Group, starting out within the Banques Populaires network, before switching to Natixis. In 2008 she took over as Chief executive officer of Banque Populaire Atlantique and has been in charge of Caisse d'Épargne Rhône Alpes as Chairwoman of the Management Board since December 2011. Stéphanie Paix has been representing Caisse d'Épargne Rhône Alpes on the Board of Directors of Compagnie des Alpes since 2012.

■ Mandate from Banque Populaire des Alpes renewed by the Shareholders' Meeting of March 14, 2013 – Term of office expires: 2017

Main position: Chairwoman of the Management Board of Caisse d'Épargne Rhône Alpes, 42 boulevard Eugène Deruelle BP 3276 – 69404 Lyon Cedex 03

Other mandates and duties:

› Chairwoman of the Supervisory Board of Rhône Alpes PME Gestion,
› Director of Natixis, Siparex Associés and Crédit Foncier de France,
› Permanent representative of Caisse d'Épargne Rhône Alpes on the Supervisory Board of IT-CE (economic interest group),
› Chairwoman of the Board of Directors of Banque du Léman,
› Chairwoman of SAS Agence Lucie.

Number of CDA shares personally held: 0

Number of shares held by Caisse d'Épargne Rhône Alpes: 723,486

GILLES CHABERT

Independent director and Member of the Appointments and Remuneration Committee and Strategy Committee

■ Born on August 5, 1952
Gilles Chabert is a National Ski Instructor (1977). Having spent the last 30 years on the Management Committee of the Syndicat National des Moniteurs du Ski Français (National Union of Ski Instructors, SNMSF), he became the group's president in 1994. He has been the driving force behind the creation of a formal place for ski instruction in Europe. In 2004 he joined the Compagnie des Alpes Supervisory Board as an independent member, before joining the Board of Directors - again as an independent director. He is also a member of the Appointments and Remuneration Committee as well as the Strategy Committee.

■ Reappointed March 14, 2013 (first appointed as a member of the Supervisory Board on August 30, 2002) – Term of office expires: 2017

Main position: President of the SNMSF (Syndicat National des Moniteurs du Ski Français), Les Clôts – 38250 Villard de Lans

Other mandates and duties:

› Vice-Chairman of the Association des Moniteurs Professionnels de l'Arc Alpin,
› Permanent representative of SNMSF as Vice-Chairman of France Montagnes,
› Permanent representative of SNMSF on the Board of Directors of the Association Nationale des Maires des Stations de Montagne and Dauphiné Libéré,
› Permanent representative of the Conseil Supérieur de la Montagne on the Board of Directors of Conseil National de la Montagne,
› Co-manager of SCI Montagnette,
› Director of Banque Populaire des Alpes.

Number of CDA shares held: 352

RACHEL PICARD

Independent director, member of the Strategy Committee

■ Born on December 11, 1966

A graduate of HEC, Rachel Picard has been serving as Chief executive officer of Voyages SNCF since October 2014, having previously spent two years as head of the Gares et Connexions division of SNCF. Prior to taking up this role she had been managing director of Voyages-sncf.com, after working as Associate managing director responsible for marketing, sales and operations between 2004 and 2006. Before this, she directed Tour Operating Europe at Frantour from 1993 to 2000 and then ran Les Éditions Atlas Voyages from 2000 to 2002. She has held business positions in the ski sector with Vallé Nevado (Chile), and in the leisure parks sector with Euro Disney Paris.

Rachel Picard joined the Compagnie des Alpes Board of Directors on December 15, 2009, as an independent director.
She is also a member of the Strategy Committee.

■ Reappointed March 14, 2013
(first appointed December 15, 2009) –
Term of office expires: 2017

Main position: Chief executive officer of Voyages SNCF, 2 place de la Défense – CNIT 1 – BP 440 – 92053 La Défense Cedex

Other mandates and duties: none

Number of CDA shares held: 716

GIORGIO FRASCA

Independent director, member of the Audit and Finance Committee, member and Chairman (since March 14, 2013) of the Appointments and Remuneration Committee, member of the Strategy Committee (since October 11, 2013)

■ Born on October 13, 1941

Giorgio Frasca holds a doctoral degree in law from the University of Rome and is a law professor and a lawyer. He has held senior positions at Lazard Frères bank (Vice-Chairman of Lazard International from 2006 to 2009) and the Fiat Group, where he served as head of the group in France from 1981 to 2006.
Giorgio Frasca joined the Compagnie des Alpes Board of Directors on December 15, 2009, as an independent director. He is also a member of the Appointments and Remuneration Committee (which he has chaired since March 2013), the Audit and Finance Committee and, since October 10, 2013, the Strategy Committee.

■ Reappointed March 14, 2013
(first appointed December 15, 2009) –
Term of office expires: 2017

Main position: Consultant,
1, Square du Capitaine Claude Barrès –
92200 Neuilly sur Seine.

Other mandates and duties: none

Number of CDA shares held: 300

NOËLLE LENOIR

Independent director, member of the Appointments and Remuneration Committee

■ Born on April 27, 1948

Noëlle Lenoir holds a Master's degree in public law and is a graduate of Sciences Po. Since 2004 she has mainly worked as a lawyer and is a partner in the law firm Kramer Levin Naftalis & Frankel, within which she specializes in competition law and public business law. She is also an ethics officer at the French National Assembly. She is president of the HEC's Europe Institute, where she is also an adjunct professor, and she teaches competition law at the faculty of law of Paris I Panthéon Sorbonne. During the course of her career she has held senior posts in the French government. Noëlle Lenoir joined the Board of Directors of Compagnie des Alpes on March 14, 2013 as an independent director and was appointed as a member of the Appointments and Remuneration Committee with effect from the same date.

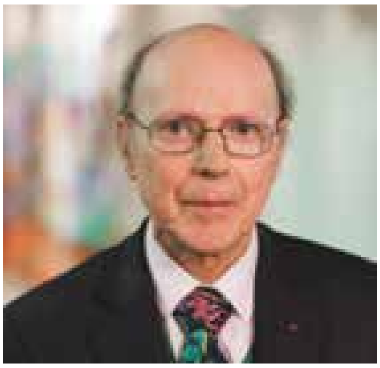
■ Appointed March 14, 2013 – Term of office expires: 2017

Main position: Partner in the law firm Kramer Levin Naftalis & Frankel LLP, 47 avenue Hoche – 75008 Paris

Other mandates and duties:

› Director of Valeo

Number of CDA shares held: 301



JACQUES MAILLOT

Non-voting member

■ Born on November 17, 1941

Jacques Maillot holds a degree in law and is the founding president of Nouvelles Frontières. As an independent member of the Supervisory Board of Compagnie des Alpes and subsequently of its Board of Directors, he served as an independent director at the company until March 2013, in addition to his duties as Chairman of the Appointments and Remuneration Committee and member of the Strategy Committee. With his considerable experience of the leisure industry and more than fifteen years of service on the Boards and Committees of Compagnie des Alpes, Jacques Maillot continues to support all these bodies, without voting rights, as a non-voting member.

■ Appointed March 14, 2013 – Term of office expires: 2017

Main position: Consultant, 33, rue Maurice Ripoche – 75014 Paris

Other mandates and duties:

› Member of the Supervisory Board of Futuroscope,
› Director of Generali Vie, Generali IARD,
› Director of Voyageurs du monde and Éditions du Témoignage chrétien,
› Member of the Supervisory Board of EasyVoyage,
› President of the association Feu Vert pour le Développement.

Number of CDA shares held: 837

1.1.3. Composition of Committees

Audit and Finance Committee

Antoine Gosset-Grainville Chairman

Bernard Blas member

Giorgio Frasca member (independent director)

Appointments and Remuneration Committee

Giorgio Frasca Chairman (independent director)

Antoine Colas member

Gilles Chabert member (independent director)

Noëlle Lenoir member (independent director)

Strategy Committee

Dominique Marcel Chairman

Antoine Colas member

Bernard Blas member

Gilles Chabert member (independent director)

Rachel Picard member (independent director)

Giorgio Frasca member (independent director)

1.2. EXECUTIVE MANAGEMENT AND OTHER MANAGEMENT STRUCTURES

In March 2009, the Board of Directors decided to assign responsibility for executive management to its Chairman. Against the background of a reorganization, the choice to exercise executive management in this way was intended to make company management better integrated and more streamlined and to allow the more streamlined management of operations.

As this method of governance still appeared to be the most appropriate to address the new challenges facing the Group, it was reaffirmed in March 2013 upon the renewal of the Board of Directors.

The **Chairman and Chief executive officer** is supported by a **Deputy managing director**.

To meet its strategic demands, Group management has been divided into business functions: operational departments covering the Group's main two businesses are responsible for interdisciplinary management, while other operational departments are responsible for managing the operating performance of our sites and the application of Group policies.

All managers at these Departments belong to the Group's Executive Committee, which currently comprises ten members, six of whom are women.

The Executive Committee supports the Chairman and Chief executive officer and the Deputy managing director with the implementation of the strategy defined by the Board of Directors and the operational management of the Group. It generally meets once a week.

1.2.1. The Chairman and Chief executive officer

DOMINIQUE MARCEL

Chairman and Chief executive officer since March 19, 2009 (see 1.1.2. above).

1.2.2. The Deputy managing director

AGNÈS PANNIER-RUNACHER

Deputy managing director, since January 28, 2013

■ Born on June 19, 1974

A graduate of HEC and ENA, Agnès Pannier-Runacher started her career as an Inspector of Finance at the Ministry of Finance in 2000. After spending three years as Chief of Staff at Assistance Publique-Hôpitaux de Paris from 2003 to 2006, responsible for economic and financial management, she was appointed as Deputy Director of Finance and Strategy and Head of Equity and Development at the Caisse des Dépôts Group in September 2006. At the beginning of 2009 she was involved in setting up Fonds Stratégique d'Investissement (FSI) and became a member of its Executive Committee, where she was responsible for managing an investment portfolio, as well as for financial management and the portfolio strategy. She left to join Faurecia Interior Systems at the end of 2011, where she was appointed as Head of the R&D Division for Tata-Jaguar Land Rover, GM Europe and Volvo. In this role she manages product development for new vehicles, as well as commercial relations with her clients.

■ Appointed by the Board of Directors on December 18, 2012 – Term of office expires: open-ended term

Other mandates and duties:

Within the Compagnie des Alpes Group:

› Member of the Supervisory Board of Société du Parc du Futuroscope,
› Permanent representative of CDA on the Board of Directors of Grévin et Compagnie SA,
› Director of Compagnie du Mont-Blanc (CMB),
› Director of SAS Skigloo.

Other mandates and duties outside the Group:

› Independent director and Chairwoman of the Audit Committee of the Bourbon Group*,
› Director of the BPI Group,
› Member of the Supervisory Board of SAS Cryptolog,
› Member of the Supervisory Board of SA Elis.

Other mandates formerly held by Agnès Pannier-Runacher:

› Director of FSI PME Portefeuille, Financière Transdev, BPIfrance Investissement, Icade and Qualium Investissement,
› Member of the Supervisory Board of Société Nationale Immobilière.

Number of CDA shares held:
730 shares, held via the CDA Actionnariat employee investment fund. As she is not a beneficiary of CDA's performance share awards, Agnès Pannier-Runacher has decided to invest all the profit-sharing amounts received in 2015 (€10,978 net) in CDA shares by paying these amounts into the above fund.

** Listed company*

1.2.3. The Executive Committee

A body comprising a high proportion of female members (6 out of 10).

DOMINIQUE MARCEL

Chairman and Chief executive officer since March 19, 2009 (see 1.1.2. above).

AGNÈS PANNIER-RUNACHER

Deputy managing director since January 28, 2013 (see 1.2.2. above).

VICTOIRE AUBRY

Director of Finance, Risk, IT, Procurement and Legal Affairs

- Appointed and joined the Group on March 1, 2012

Victoire Aubry holds a Master's degree and a DESS in finance from the University of Paris Dauphine and subsequently graduated with an Executive MBA from HEC. After spending 10 years at the investment bank of the Caisse des Dépôts Group (CDC Ixis), she joined the Group's Finance and Strategy Department in 2000. In October 2005, she took charge of the Performance Management Department at CNP Assurances, where, from 2010 onwards, she was responsible in particular for implementing the efficiency program.

JEAN-FRANÇOIS BLAS

Associate managing director, Head of Ski area operations (Paradiski, Grand Massif, Deux-Alpes and Serre-Chevalier)

- Appointed on March 19, 2009
- Joined the Group in 2007

A graduate of HEC, Jean-François Blas began his professional career in management positions within several service industry groups before joining STVI as General Manager in 1988 then as President from 2002. In October 2007, he joined the Compagnie des Alpes Group as a member of the Management Board and Deputy managing director of CDA DS.

DANIÈLE CLERGEOT

Associate managing director and Head of the Department of Marketing, Sales, Development and Products

- Appointed and joined the Group on September 1, 2011

After graduating from the ESCP and the IMD Lausanne, Danièle Clergeot has pursued her career in the Marketing and Sales departments of international groups (Nestlé, Danone, RJR Nabisco, JTI). She has held both operational and management positions, notably Senior International Director of Sales Strategy and Business Transformation Strategies, World Vice-President for Winston, and Vice-President Europe (Japan Tobacco International). From 2006 to 2010, she was Managing Director of Domaine de Chantilly.

FRANÇOIS FASSIER

Director of Leisure Park Operations

- Appointed on November 4, 2013
- Joined the Group in October 2006

François Fassier is a graduate of the École Nationale Supérieure d'Arts et Métiers in Paris and has been involved in the Leisure parks sector for almost 20 years. He has held roles including Technical Director of Parks and Disney Village at Disneyland Paris. He joined the Compagnie des Alpes Group in 2006 as Director of parks in Belgium, before becoming Director of parks in Northern France (including Parc Astérix) in 2007 and Industrial Department Director in 2010. He has been a member of the Executive Committee since December 1, 2010.

CÉLINE LEMERCIER

Group Human Resources Director

- Appointed and joined the Group on January 1, 2011

Céline Lemercier is a graduate of Sciences Po and has more than 20 years of human resources experience. She has held different roles in this field in France and the United States in varied environments: Central Soya – Eridania Beghin Say Group, Valeo, JF Hillebrand. Before joining Compagnie des Alpes she was Human Resources Director for the Personal Care Division of the Rexam Group.

SANDRA PICARD

Group Communications Director

- Appointed on January 1, 2011
- Joined the Group on June 12, 2006

Sandra Picard graduated from ESC Bordeaux and held various positions within Eurodisney SCA from 1996. After joining the Group as a management controller, she assumed responsibility for Investor Relations in 2000. She joined Compagnie des Alpes in June 2006 in the role of Public Relations and Internal Communications Manager for Leisure parks. In October 2009 she was appointed as Group Communications Director with responsibility for corporate, internal and financial communication.

DELPHINE PONS

Director of International Development and New Business

- Appointed on October 1, 2013
- Joined the Group in May 2005

Delphine Pons graduated from ESSEC and began her career at the Strategy Department of Deloitte Consulting/Braxton Associates as a consultant, before taking up a managerial role. She joined Compagnie des Alpes in May 2005 as Head of Leisure parks strategic planning. From September 2005, she served as Director of Leisure parks strategic marketing and subsequently as Director of Group Sales & Marketing from September 2009. In this role she was responsible for driving the commercial and marketing policy for Group Ski areas and Leisure parks. Delphine has been in charge of international development and new business since October 2013.

DAVID PONSON

Head of Ski area operations (Espace Killy, 3 Vallées)

- Appointed on January 1, 2012
- Joined the Group in 1996

David Ponson is a graduate of the École Nationale Supérieure d'Arts et Métiers in Paris. He joined Compagnie des Alpes in 1996 as Technical Manager for Operation and Quality at STAG (société des téléphériques de l'Aiguille Grive – Peisey Vallandry). In 1998 he took over as Head of the Ski Lift and Slope Operation Department. He joined SEVABEL (Les Menuires) in March 2002, taking up the role of Managing Director and coordinator of 3 Vallées (Méribel – Les Menuires). On January 1, 2012 he was appointed as Head of Ski area operations for Espace Killy and 3 Vallées and joined the Executive Committee. David is also President of the Savoie section of Domaines Skiables de France.

1.3. ADDITIONAL INFORMATION RELATING TO DIRECTORS AND SENIOR OFFICERS

1.3.1. Notification of non-conviction

To the knowledge of Compagnie des Alpes (the Company), during the last five years none of the corporate officers has been convicted of fraud, has been involved in bankruptcy, sequestration or liquidation, has been subject to incrimination or official public sanction delivered by statutory or regulatory authorities (including designated professional bodies) or has been barred by a court from acting in the capacity of member of any company's management or supervisory board, or from acting in any company's management.

1.3.2. Conflicts of interest

In accordance with the Charter, directors and non-voting members undertake to avoid any potential conflict between their moral and material interests and those of the Company. They will inform the Board of any conflict of interest in which they may be involved. Should they be unable to avoid a conflict of interest, they will refrain from taking part in discussions and from any decision-making in relation to the matters concerned.

Jean-François Blas, member of the Executive Committee, is a director and retains an interest in Sofival, where he was involved in the purchase of STVI (Val d'Isère) shares. Sofival is also a shareholder in the Company. He has promised:

- to comply with all points of the CDA Group Ethics Charter and to the governance rules of the Corporate Governance Charter (this commitment has also been made by Sofival),
- exclusivity in terms of professional activity, with no other professional activities except those resulting from the performance of his mandates and of the employment contract as Director in the CDA Group and of mandates in Sofival,
- confidentiality pertaining to information to which he is privy within the performance of his duties at CDA,
- abstention from any decision-making procedure in the CDA Group that might create a conflict of interest, or potential conflict of interest, between CDA and Sofival.

To the Company's knowledge, there are no other potential conflicts of interest between 1) the duties owed to the Company by the members that make up the management or administrative bodies, and 2) their personal and/or other interests, with the exception of the aforementioned for which the Company has received express written guarantees.

With the exception of the appointments of Bernard Blas and Jean-François Blas related to acquisitions made from Sofival in October 2007, to the Company's knowledge there is no treaty or agreement with shareholders, customers, suppliers, or others whose terms require the appointment of a member of the executive management or Board of Directors.

To the Company's knowledge, there are no restrictions accepted by the Company's corporate officers concerning the sale of their shareholdings in the Company.

1.3.3. Service contracts

To the Company's knowledge, no service contract has been agreed between the Company and any member of the Executive Management or Board of Directors, with the exception of the licensing agreement for the use of the corporate names "Caisse des Dépôts et Consignations" and "Groupe Caisse des Dépôts," referred to in note 8.1 of Chapter 4 of the Notes to the Consolidated Financial Statements.

1.3.4. Share transactions involving Compagnie des Alpes directors

During 2013/2014 no share transactions involving directors were recorded or formed the subject of the declaration referred to in Article L. 621-18-2 of the Monetary and Financial Code.

2. FUNCTIONING OF ADMINISTRATIVE AND MANAGEMENT BODIES

2.1. PROCEDURES FOR THE EXERCISE/LIMITATION OF EXECUTIVE MANAGEMENT POWERS

As mentioned above, the executive management of the Company is the responsibility of the Chairman of the Board of Directors, who thus carries the title of Chairman and Chief executive officer.

Subject to (i) powers that the law or bylaws attribute expressly to shareholders' meetings, (ii) powers reserved exceptionally for the Board of Directors, and (iii) the provisions of the Charter, the Chairman and Chief executive officer is vested with extensive powers to act in any circumstances on behalf of the Company, within the limits of the purpose of the Company. The decisions of the Board of Directors that limit the powers of the Chairman and Chief executive officer cannot be enforced against third parties.

In accordance with Article 13.3 of the bylaws, the Board of Directors may, at the suggestion of the Chairman and Chief executive officer, appoint deputy managing directors (the "Deputy managing directors").

When Deputy managing directors are appointed, the provisions of the Charter concerning the Chairman and Chief executive officer shall apply to them.

Certain decisions made by the Chairman and Chief executive officer concerning the Compagnie des Alpes Group cannot be adopted, and certain actions or commitments concerning the Group cannot be concluded by the Chairman and Chief executive officer, if they have not received prior approval or been given proxy by the Board of Directors.

These restrictions of power are described in article II.2.3. of the Charter, which requires the Board's prior approval for decisions on one of the following matters:

- Compagnie des Alpes' development strategy, especially in geographic terms (locations, etc.),
- Annual capital expenditure budgets for Compagnie des Alpes Group,
- Any investment or disinvestment (i) as part of the Group's current and recurrent operations, for a total amount of more than €15 million excluding tax, or (ii) outside of the Group's current and recurrent operations or strategic areas (Ski areas/Leisure parks) or to be made in a country in which Compagnie des Alpes Group does not have any direct or indirect presence,
- Any plan to create a company or take any kind of controlling interest in any company or undertaking outside the Group if the purpose or business is not one of the Group's strategic areas; or creation of a company or acquisition of a stake in any company or undertaking outside the Group if the purpose or business is one of the Group's strategic areas and the deal exceeds €15 million. In addition,

in accordance with legal provisions and Article 13.4. of the Company bylaws, the Board of Directors authorizes the Chairman and Chief executive officer – with option for subdelegation to agent(s) who shall report to him – to offer sureties, endorsements, and other guarantees, within the limit of €15 million.

2.2. CONDITIONS FOR THE PREPARATION AND ORGANIZATION OF THE BOARD'S WORK

The Chairman or, in the Chairman's absence, the Vice-Chairman convenes the Board and steers the debate.

The Chairman of the Board of Directors sets the agenda in consultation with the executive management. Except in emergencies, the agenda is sent to Board members at least five days before the meeting. A file detailing the agenda's topics, and prepared by the executive management, is sent to Board members several days before the meeting.

A draft of the minutes is submitted to directors for comment. The final minutes are approved at the next meeting.

To ensure it can prepare its work as effectively as possible, the Board of Directors is assisted by the three specialist Committees, whose composition may be found in section 1.1.3 above, and whose tasks and method of functioning are specified in the Corporate Governance Charter:

- The **Strategy Committee**, whose tasks include the assessment of strategic goals, the creation of guidelines for strategic goals and external development, the consolidated annual budgets, capital expenditure programs and the dividend policy. The Committee also oversees Company commitments for which prior Board deliberation is required.
- The **Audit and Finance Committee**, whose tasks include studying the accounts, studying the performance of the internal audit system, and risk management and identification procedures. It assesses the work of the statutory auditors, whose selection process it approves when mandates are renewed.
- The **Appointments and Remuneration Committee**, whose role includes the formulation of all guidelines and proposals concerning (i) the appointment of directors; (ii) the appointment, dismissal, and compensation of the Chairman and Chief executive officer and, as appropriate, the Deputy managing directors; and (iii) the general policy for granting stock options and/or performance shares in the Group. The Appointments and Remuneration Committee is also informed of the compensation policy of the Group's principal managers who are not corporate officers, and may offer its opinion on this subject. It is responsible, with the Chairman and Chief executive officer, for drafting proposals for the implementation of corporate governance principles, and for preparing the assessment of Board work.

The appropriate Committee is consulted before any Board vote on issues falling within said Committee's competence. Voting may not be completed until the Committee has submitted its recommendations or proposals.

In accordance with the Company's bylaws, Board decisions are adopted in principle by simple majority of the members present, with the Chairman having the casting vote.

However, if (i) one of the Committees has voted against a project under consideration, or (ii) the relevant Committee has been unable to meet or to vote, a qualified majority of eight-twelfths of the directors present or represented shall be required to adopt the decision regarding said project.

2.3. ACTIVITIES OF THE BOARD AND COMMITTEES IN 2013/2014

The Compagnie des Alpes **Board of Directors** met five times in 2013/2014, which is in line with the average number of Board meetings in recent years.

The Strategy Committee met three times, the Audit and Finance Committee four times, and the Appointments and Remuneration Committee twice.

Members' average attendance rate at Board and Committee meetings was 84% (compared with 79% last year).

The non-voting member and representatives of the Works Council and Statutory Auditors also attended Board meetings.

During the financial year, the Board of Directors dealt in particular with the following matters:

- Budget and MTP 2014-2018
- Preparation of the annual financial statements for the financial year ended September 30, 2013
- Development projects
- Changes in CDA's financing structure
- Strategy and international development
- Changes in the Corporate Governance Charter
- Authorization of Chairman and Chief executive officer in relation to sureties, endorsements and guarantees
- Business reviews
- Report on gender equality
- Compensation of senior officers
- Grants of performance shares
- Preparation of the Combined Ordinary and Extraordinary Shareholders' Meeting of March 13, 2014
- Examination of the half-year consolidated financial statements at March 31, 2014
- Formal appraisal of the Board and Committees
- Development projects (Grévin Séoul, etc.)

The Committees were regularly referred to for matters pertaining to their areas of expertise, and the Board followed their recommendations.

As in the three previous years, the Audit and Finance Committee arranged a total of four meetings in 2013/2014 to spread its workload over a number of dates, bearing in mind that the Committee follows the recommendations of the AMF task force's audit committee report published on July 22, 2010. The following matters were dealt with in particular:

- Committee's annual program
- Annual financial statements for the financial year ended 9/30/2013
- Fees paid to the statutory auditors and their networks
- Operations report of the Audit Department and three-year plan for 2014-2016
- Examination of the Group's exposure to financial risks and significant off-balance-sheet commitments
- Interest rate hedging policy
- Interim consolidated financial statements at March 31, 2014 and half-year financial report
- Conformity with guidelines of Internal Audit
- Changes in the Group's financial information

In addition to the usual matters dealt with every year (compensation of senior officers, performance share plans, etc.), the **Appointments and Remuneration Committee** discussed the formal appraisal of the Board and Committees conducted under its guidance.

Lastly, the **Strategy Committee** dealt in particular with the following matters in advance of Board meetings:

- Budget and MTP 2014-2018
- Review of strategy and international development
- Changes in CDA's financing structure

The information, documents and details required by Board and Committee members to carry out their work were provided with great transparency by executive management.

2.4. APPRAISAL OF THE BOARD AND COMMITTEES

Under the terms of the Charter (Article II.2.5.), the Board recorded in its internal regulations an assessment mechanism for operations, as recommended by the AFEP-MEDEF Code.

This assessment by the Board of its capacity to meet shareholder expectations has three objectives: (i) to observe afresh the Board's operating procedures; (ii) to verify that important issues are sufficiently prepared and discussed; (iii) to measure the real contribution of each director to the work of the Board and Committees of which he/she is a member, based on individual skills and involvement in the deliberations.

A formal appraisal of the Board, focusing on the composition and functioning of the Board and Committees, was conducted at the end of 2013/2014, under the guidance of the Appointments and Remuneration Committee and with the assistance of an external consultant. This was the second formal appraisal, the first of which took place in 2011/2012.

The appraisal involved a series of interviews and a questionnaire. In its conclusions, the appraisal report indicates that the Board is happy with its composition and is satisfied that the Board and its three Committees are functioning well and fulfilling the duties assigned to them under the Corporate Governance Charter, while observing many of the AFEP-MEDEF recommendations.

The appraisal's conclusions also set out a number of potential improvements and areas where vigilance is required.
Taking action on these points could further enhance the way these bodies function.

Several directors would like to see closer links between the Board and the Executive Committee, in particular through the organization of meetings.

The appraisal also concluded that directors who are not members of the Strategy Committee would like to be more involved in the discussion of strategic issues concerning the Group.

Lastly, the appraisal highlighted the interest of several directors in staggering the renewal of terms of office.

At the proposal of the Chairman, the Board therefore decided to put a system for staggering terms of office to the vote at the next Shareholders' Meeting.

3. COMPENSATION OF CORPORATE OFFICERS

3.1. EXECUTIVE MANAGEMENT

3.1.1. Compensation policy for senior officers

The Board of Directors is responsible for determining the compensation of Dominique Marcel, Chairman and Chief executive officer, and Agnès Pannier-Runacher, Deputy managing director, and bases its decisions on the advice and recommendations of the Appointments and Remuneration Committee.

In the interests of transparency and balance, these bodies ensure that the compensation policy for senior officers takes into account all relevant principles of good governance, in particular those referred to by the AFEP-MEDEF Code.

The various elements that make up each package should result in measured, balanced and fair overall compensation that makes it possible to increase stability and motivation within the company and reward performance.

Neither of the two senior officers has an employment contract. Their compensation comprises:

- a fixed part,
- a variable part,
- benefits in kind, in the form of a company car,
- eligibility for the Group insurance plan (complementary retirement scheme), composed of membership of a defined benefit plan and membership of a defined contribution plan, eligibility for the complementary health and pension scheme in operation at CDA, and eligibility for the profit-sharing agreement.

In addition, they may be granted a departure bonus in the event that they leave their posts.

They do not benefit from the performance share plans operated within the Group.
They also do not receive any directors' fees for the mandates they hold at various Group companies or any exceptional compensation.

Fixed compensation:

To determine the fixed part of the two senior officers' compensation, these officers' personal qualities, market practices and the pay scale for senior management of the CDC Group to which the Company belongs are taken into consideration by the Board, which bases its decisions on proposals by the Appointments and Remuneration Committee.

The compensation of the Chairman and Chief executive officer is paid in virtue of his executive management role, and not as Chairman of the Board, for which there is no compensation.
Except in exceptional circumstances, the amount of the fixed part is only reviewed at relatively long intervals. The fixed compensation of the Chairman and Chief executive officer (€360,000) therefore has not changed for four years. It has been reaffirmed for the current financial year.
The fixed compensation of the Deputy managing director (€240,000), as set for 2012/2013 when she took up her post and identical to that of her predecessor, has also been reaffirmed for the current financial year.

Variable compensation:

The variable parts of the senior officers' compensation are annual bonuses linked to the achievement of qualitative and quantitative targets set for a financial year and may reach 50% of their respective fixed compensation.

At the beginning of each financial year, on the proposal of the Appointments and Remuneration Committee, the Board defines each of the targets set for the senior officers for the financial year concerned.
After the financial year has ended, the Appointments and Remuneration Committee assesses the achievement of these targets and, on the basis of its appraisal, the Board then decides to grant all or part of the variable part of the compensation to the senior officers.
The variable parts granted for a financial year are therefore released and paid during the following financial year.

The compensation paid to the other members of the Executive Committee also comprises a fixed and a variable part, the latter of which can vary between 0% and 40% depending on the achievement of qualitative targets specific to each beneficiary and quantitative Group performance targets common to all Committee members.

› Setting of 2013/2014 targets determining the granting of the variable part

The Board of Directors has decided that the variable compensation of Dominique Marcel and Agnès Pannier-Runacher for 2013/2014 may be between 0% and 50% of the basic annual salary and will be determined as follows:

- from **0% to 25%** of the basic annual salary, according to qualitative criteria such as the finalization and implementation of the strategic plan, particularly on an international level, and the continued implementation of the business plan,
- from **0% to 25 %** of the basic annual salary, according to quantitative criteria linked to the levels of (i) EBITDA (gross operating income) for the financial year (from 0% to 12.5%), (ii) net debt calculated at the end of the financial year (from 0% to 8.5%), and (iii) the free cash flow generated by the Group over the financial year (from 0% to 4%).

› Granting of the variable part for 2013/2014

Based on the work and proposals of the Appointments and Remuneration Committee, the Board of Directors meeting on December 17, 2014:

- set the variable part due for the achievement of qualitative targets at **25%** of the basic annual salary, after noting that the targets had been met,
- set the variable part due for the achievement of quantitative targets at **25%** of the basic annual salary, having concluded that these targets had also been met.

As a result, the Board decided that the variable part of senior officers' compensation linked to 2013/2014 results would be set at 50% of basic annual salary. For 2013/2014, the variable parts of Dominique Marcel and Agnès Pannier-Runacher amount to €180,000 and €120,000 respectively.

Conditional departure bonuses

Dominique Marcel and Agnès Pannier-Runacher are likely to be allocated a departure bonus upon termination of their corporate officer positions.

› Departure bonus for Dominique Marcel, Chairman and Chief executive officer

When his corporate mandate was renewed on March 14, 2013, the Board decided that the Chairman and Chief executive officer would benefit from severance pay that would be comparable, in terms of the conditions governing the granting and calculation of the payment, with that determined for the term of his previous mandate.

Severance pay may therefore be awarded to Dominique Marcel by the Company under the following conditions:

(a) In case of permanent departure from the Company (with Mr. Marcel remaining neither an employee nor a corporate officer of the Company or any Group companies) after:

- the revocation or non-renewal of his position as Chairman and Chief executive officer, except in case of serious misconduct or gross negligence (as defined by the Employment Code), or
- his resignation within 12 months of a change of control (in which one or more persons, acting alone or together, come to acquire or hold control of the Company within the meaning of Article L. 233-3 of the Commercial Code), to the exclusion of any other kind of departure (especially a resignation other than in the case cited above, involuntary retirement, or force majeure).

(b) Severance pay is subject to individual and Group performance criteria. These performance criteria shall be assessed on the date the tenure of corporate office is terminated:

- individual performance criteria: shall be met if, averaged over the previous three full financial years, the average bonus awarded by the Board to Mr. Marcel exceeds 30% of the maximum bonus,
- Group performance criteria: shall be met if, averaged over the previous three full financial years, and on the basis of the consolidated accounts, the EBITDA margin is at least 20% like for like.

The Board may revise these performance criteria whenever a mandate is renewed.

(c) The amount of this severance pay shall be twice Mr. Marcel's "basic annual salary". The "basic annual salary" shall be his last gross basic annual salary, including the gross amount of the bonus paid to him for the most recent ended financial year, and excluding the amount of benefits in kind, reimbursements for professional expenses, and any financial instruments and stock options granted during that period.

Severance pay shall only be due after the CDA Board of Directors has ascertained that the above criteria have been met.
It shall be deemed to include any compensation for unfair dismissal.

The Company believes that the conditions of the Chairman and Chief executive officer's severance pay are in line with AFEP-MEDEF recommendations.

This indemnity will only be paid in the event of a forced departure linked to a change of control or strategy.
This general notion of forced departure must be viewed in the context of the nature of the company concerned and, in particular, its management methods and shareholder structure. For example, as a société anonyme with board of directors, the Company believes that withdrawing or failing to renew the mandate for reasons other than serious misconduct or gross negligence, would – in the absence of a change of control – necessarily reflect a strategic disagreement between the rest of the Board and/or the main shareholders and the Chairman and Chief executive officer. It also believes that under the AFEP-MEDEF interpretation of "forced departure", said departure may take the legal form of a formal resignation by the Chairman and Chief executive officer, especially after a change of control.
This is why the Company has specified the above and strictly limited the payment of any indemnity to a resignation following a change of control.

Severance pay will always be subject to individual and Group performance criteria, which rules out payment if the Company or director have failed, in line with AFEP-MEDEF recommendations.

› Departure bonus for Agnès Pannier-Runacher, Deputy managing director:

Following decisions taken by the Board of Directors on December 18, 2012, the Company may award Agnès Pannier-Runacher severance pay if she has to leave the Company permanently (becoming neither an employee nor corporate officer of the Company or any Group company) because her mandate is terminated for reasons other than serious misconduct or gross negligence under French Labor Code criteria.

This severance pay, which is separate from normal remuneration, will be twice Ms. Pannier-Runacher's "basic annual salary" (as defined above). Payment is subject to the same performance criteria mentioned above in respect of Dominique Marcel's severance pay.

This severance pay shall also only be due after the Board of Directors has ascertained that the relevant criteria have been met and shall be deemed to include any compensation for unfair dismissal.

A regulated, collective complementary retirement scheme

Compagnie des Alpes has set up a combined complementary retirement scheme for its senior executives, comprising a defined contribution plan and a defined benefit plan, in accordance with the provisions of Article L. 911-1 of the Social Security Code.

- All head office staff benefit from the complementary defined contribution plan, including its senior officers. The defined contributions (individual accounts) are equal to 7% of annual compensation for each beneficiary (capped at 5 times the social-security ceiling, or €187,740 on an annual basis). Contributions to the savings plan are split between the employer (4%) and employee (3%), notwithstanding the employee's status and age,
- The defined benefit plan, which is fully funded by Compagnie des Alpes, is open to corporate officers, senior managers and category-CIII executives (80 individuals).

This second plan allows beneficiaries who end their professional career within the Group to benefit, when they take their pension, from a retirement pension equal to 1% of their basic annual salary (last basic annual salary comprising fixed and variable parts) per year of seniority, up to a maximum of 10% of this compensation, less the pension received under the defined contribution plan.

Upon retirement the beneficiary may opt to receive a life annuity with a 60% survivor pension.

No granting of stock options and performance shares

At their request, the senior officers of Compagnie des Alpes have no longer been beneficiaries of the plans implemented by Compagnie des Alpes since 2009/2010.

3.1.2. Individual compensation of senior officers

Information on the individual compensation of senior officers is presented below:

- Compensation tables drawn up in accordance with the standard presentation referred to by the AFEP-MEDEF Code, as specified and completed by the AMF guideline of December 22, 2008 ("AMF classification").
- Summary tables for each senior officer presenting the individual compensation elements due or awarded for 2013/2014, on which shareholders will be consulted at the next Shareholders' Meeting called to approve the financial statements for the financial year ("say on pay").

TABLE 1 OF THE AMF CLASSIFICATION – Summary of compensation payable and stock options and shares granted to each senior officer (gross compensation in €)

This first table summarizes the total compensation payable to senior officers for the financial year ended September 30, 2014 and the previous financial year.

Dominique Marcel, Chairman and Chief executive officer	2012/2013	2013/2014
Compensation due for the FY (cf. table 2)	513,657	562,133
Valuation of options granted for the FY (cf. table 4)	–	–
Valuation of performance shares granted for the FY (cf. table 6)	–	–
Total	**513,657**	**562,133**

Agnès Pannier-Runacher, Deputy managing director	2012/2013	2013/2014
Compensation due for the FY (cf. table 2)	232,961	374,115
Valuation of options granted for the FY (cf. table 4)	–	–
Valuation of performance shares granted for the FY (cf. table 6)	–	–
Total	**232,961**	**374,115**

TABLE 2 OF THE AMF CLASSIFICATION – Summary of compensation (gross and in €) payable to each senior officer

This second table presents the gross compensation payable or paid to each senior officer for the financial year ended September 30, 2014 and the previous financial year.

	FY 2012/2013		FY 2013/2014	
Dominique Marcel, Chairman and Chief executive officer	**owed**	**paid**	**owed**	**paid**
- fixed compensation	360,000	360,000	360,000	360,000
- variable compensation	147,960	153,000	180,000	147,960
- gross profit share	–	12,355	16,436	–
- exceptional compensation	–	–	–	–
- directors' fees	–	–	–	–
- benefits in kind	5,697	5,697	5,697	5,697
Total	**513,657**	**531,052**	**562,133**	**513,657**
Agnès Pannier-Runacher, Deputy managing director	**owed**	**paid**	**owed**	**paid**
- fixed compensation	163,478	163,478	240,000	240,000
- variable compensation	67,190	–	120,000	67,190
- gross profit share	–	–	11,823	–
- exceptional compensation	–	–	–	–
- directors' fees	–	–	–	–
- benefits in kind	2,292	2,292	2,292	2,292
Total	**232,961**	**165,771**	**374,115**	**309,482**

As mentioned above, the variable compensation of senior officers comprises the bonuses awarded to them annually on the basis of their achievement of the targets they have been set. These bonuses are released by the Board of Directors at the beginning of the financial year according to its assessment of the achievement of the targets set for the previous financial year. The bonuses payable for a financial year are therefore paid in the course of the following financial year (variable part payable for 2012/2013 paid in 2013/2014, variable part payable for 2013/2014 paid in 2014/2015, etc.).
Benefits in kind relate solely to company cars.

TABLE 4 OF THE AMF CLASSIFICATION – Stock options granted during the financial year to each senior officer by the Company or by Group companies.
N/A

TABLE 5 OF THE AMF CLASSIFICATION - Stock options exercised during the financial year by each senior officer
N/A

TABLE 6 OF THE AMF CLASSIFICATION – Performance shares granted during the financial year to each senior officer by the Company or by Group companies
N/A

TABLE 7 OF THE AMF CLASSIFICATION – Performance shares made available during the financial year
N/A

TABLE 8 OF THE AMF CLASSIFICATION – Stock option grants
One stock option plan remains active, details of which can be found in note 6.9 of Chapter 4 of the Notes to the Consolidated Financial Statements.

TABLE 9 OF THE AMF CLASSIFICATION – Stock options granted to or exercised by the ten leading employees (excl. corporate officers) during the financial year
N/A

TABLE 10 OF THE AMF CLASSIFICATION – Bonus share grants
This table can be found in note 6.9 of Chapter 4 of the Notes to the Consolidated Financial Statements.

TABLE 11 OF THE AMF CLASSIFICATION – Information required under AFEP-MEDEF recommendations

The following table presents the situation of CDA senior officers in FY 2013/2014 with regard to the AFEP-MEDEF Code.

Senior officer	Employment contract	Complementary retirement scheme	Benefits in kind owed or likely to be owed as a result of a termination or change of position	Indemnities related to a non-compete clause
Dominique Marcel Chairman and Chief executive officer	No	Yes	Yes	No
Agnès Pannier-Runacher Deputy managing director	No	Yes	Yes	No

SUMMARY TABLE of compensation elements due or awarded to Dominique Marcel, Chairman and Chief executive officer ("say on pay")

Compensation elements	Amounts due or awarded for FY 2013/2014	Comments
Fixed compensation	€360,000	Gross fixed compensation for 2013/2014 (unchanged since 2009/2010).
Variable compensation	€180,000	I.e. 50% of the basic annual salary. Information is provided above on the targets on which the variable part is dependent and how their achievement is assessed.
Multi-year variable compensation	N/A	Dominique Marcel does not receive any multi-year variable compensation.
Directors' fees	N/A	None of the senior officers of CDA receives directors' fees for the mandates held within the Group.
Exceptional compensation	N/A	Dominique Marcel does not receive any exceptional compensation.
Profit-sharing agreement	€16,436	Dominique Marcel benefits from the profit-sharing agreement in force within CDA.
Stock option or performance share grants	N/A	As is the case for the other senior officers, Dominique Marcel is not a beneficiary of the performance share plans.
Welcome or departure bonus	No payment	In certain cases Dominique Marcel will receive a departure bonus upon leaving the CDA Group. This will be equal to 2 years' compensation (last fixed + variable compensation), subject to the achievement of individual and Group performance criteria that have been verified by the Board. Please note: when Dominique Marcel's mandate was renewed, this commitment, which is subject to prior approval by the Board, was approved by the Shareholders' Meeting of March 14, 2013.
Non-competition indemnity	N/A	Dominique Marcel is not subject to a non-competition clause.
Complementary retirement scheme	The actuarial obligation at September 30, 2014 was €575,471.	Dominique Marcel falls under the complementary retirement scheme applicable to the Group's senior officers and senior executives. This comprises a defined contribution plan and a defined benefit plan that guarantees, upon retirement, a pension equal to 1% of his last annual compensation (fixed + variable) per year of seniority, up to a maximum of 10% of this last compensation. Please note: this is an earlier commitment previously approved by the Board that has been approved by the Shareholders' Meeting under related-party agreements and commitments.
Complementary health and pension scheme	–	Dominique Marcel is covered by the collective health and pension scheme in operation at CDA, in the same way and under the same conditions as other employees.
Benefit in kind	€5,697	Dominique Marcel has been allocated a company car.

SUMMARY TABLE of compensation elements due or awarded to Agnès Pannier-Runacher, Deputy managing director ("say on pay")

Compensation elements	Amounts due or awarded for FY 2013/2014	Comments
Fixed compensation	€240,000	Gross fixed compensation for 2013/2014 (unchanged since she took up her post).
Variable compensation	€120,000	I.e. 50% of the basic annual salary. Information is provided above on the targets on which the variable part is dependent and how their achievement is assessed.
Multi-year variable compensation	N/A	Agnès Pannier-Runacher does not receive any multi-year variable compensation.
Directors' fees	N/A	None of the senior officers of CDA receives directors' fees for the mandates held within the Group.
Exceptional compensation	N/A	Agnès Pannier-Runacher does not receive any exceptional compensation.
Profit-sharing agreement	€11,824	Agnès Pannier-Runacher benefits from the profit-sharing agreement in force within CDA.
Stock option or performance share grants	N/A	As is the case for the other senior officers, Agnès Pannier-Runacher is not a beneficiary of the performance share plans.
Welcome or departure bonus	No payment	Agnès Pannier-Runacher will receive a departure bonus upon leaving the CDA Group as a result of dismissal (except in the case of serious misconduct or gross negligence). This will be equal to 2 years' compensation (last fixed + variable compensation), subject to the achievement of individual and Group performance criteria that have been verified by the Board. Please note: this commitment, which was subject to prior approval by the Board meeting of December 18, 2012, was approved by the Shareholders' Meeting of March 14, 2013.
Non-competition indemnity	N/A	Agnès Pannier-Runacher is not subject to a non-competition clause.
Complementary retirement scheme	The actuarial obligation at September 30, 2014 was €23,266.	Agnès Pannier-Runacher falls under the complementary retirement scheme applicable to the Group's senior officers and senior executives. This comprises a defined contribution plan and a defined benefit plan that guarantees, upon retirement, a pension equal to 1% of her last annual compensation (fixed + variable) per year of seniority, up to a maximum of 10% of this last compensation. Please note: this commitment, which was subject to prior approval by the Board meeting of December 18, 2012, was approved by the Shareholders' Meeting of March 14, 2013.
Complementary health and pension scheme	–	Agnès Pannier-Runacher is covered by the collective health and pension scheme in operation at CDA, in the same way and under the same conditions as other employees.
Benefit in kind	€2,292	Agnès Pannier-Runacher has been allocated a company car.

3.2. BOARD OF DIRECTORS

3.2.1. Compensation policy for Board members

Except in exceptional circumstances, members of the Board of Directors do not receive any compensation within the Group other than directors' fees.

These are allotted by the Shareholders' Meeting and are distributed by the Board.

Distribution to Board members is based on a lump sum per Board or Committee meeting actually attended.

The Shareholders' Meeting of March 18, 2010, set the maximum directors' fees that could be awarded at a total of €250,000 per financial year. This amount has not been changed since then.

The unit value of the fee is currently set at €1,500.

The Directors receive no compensation by the Group over and above the directors' fees, except for Bernard Blas, Vice-Chairman of the Board, who, as Chairman of the Board of Directors of Valbus, has use of a company car, parking space, and indemnity for term of office, for which Valbus paid €6,581, €2,808 and €1,600 for 2013/2014, giving a total of: €10,989.

Furthermore, the Board of Directors meeting of March 14, 2013 decided to grant

Jacques Maillot compensation of €1,500 per Board or Committee meeting attended for the services he provides in his new role as a non-voting member.

The Corporate Governance Charter invites Directors to reinvest at least half of the net directors' fees actually received for a given year in company shares until a minimum of 300 CDA shares are held. Directors who do not receive directors' fees personally are excluded from this provision.

3.2.2. Directors' fees and other compensation (in €) received by non-executive senior officers (Table 3 of the AMF classification)

Directors' fees allotted for 2013/2014 amount to €111,000, a sum very similar to that paid in the previous financial year (€106,500), plus a payment of €15,000 granted to Jacques Maillot for his participation in the work of the Board and Committees as a non-voting member.

Directors' fees allotted for one financial year are paid in the next. This means that directors' fees paid in 2013/2014 were allotted for 2012/2013.

Directors and members of Committees	Directors' fees 2011/2012	Directors' fees 2012/2013	Directors' fees 2013/2014
Dominique Marcel	–	–	
Antoine Gosset-Grainville (from January 19, 2011)	13,500	12,000	13,500
Bernard Blas	16,500	16,500	16,500
Caisse des Dépôts et Consignations – Representative: **Sabine Schimel** (until March 13, 2012), then **Julien Goubault** (until November 7, 2013), then **Antoine Colas**	9,000	15,000	15,000
Francis Szpiner	7,500	4,500	3,000
Crédit Agricole des Savoie – Representative: **Jean-Yves Barnavon**	7,500	4,500	4,500
Banque Populaire des Alpes – Representative: **Pascal Marchetti**	4,500	3,000	7,500
Caisse d'Épargne Rhône-Alpes (from October 18, 2012), succeeding **BPCE** – Representative: **Jean-Philippe Diehl** (until March 15, 2012), then **Stéphanie Paix**	7,500	3,000	4,500
Gilles Chabert	13,500	13,500	10,500
Jacques Maillot (Director until March 14, 2013)	13,500	9,000	–
Rachel Picard	7,500	7,500	10,500
Giorgio Frasca	12,000	15,000	16,500
Noëlle Lenoir (from March 14, 2013)		3,000	9,000
Total directors' fees	**112,500**	**106,500**	**111,000**

Non-voting member	2012/2013	2013/2014
Jacques Maillot (from March 14, 2013)	6,000	15,000
Total compensation	**6,000**	**15,000**

4. MANAGEMENT AND EMPLOYEE INTEREST IN THE SHARE CAPITAL OF COMPAGNIE DES ALPES

For many years, the compensation and profit-sharing policy of Compagnie des Alpes for senior executives and employees included a provision for the annual award of stock options, combined with a system for granting performance shares from 2006 to 2009.

From 2009/2010, the plans implemented by Compagnie des Alpes to build loyalty amongst senior executives and certain Group managers were limited to "performance share grants", excluding any issue of stock options.

Compagnie des Alpes' senior officers no longer wished to receive these awards as of 2009/2010.

4.1. STOCK OPTIONS

The options granted under pre-2010 plans are issued solely by Compagnie des Alpes. No other Group company issues options.

The strike price of stock options issued under these plans is the average of the last 20 trading sessions, excluding any discount. Stock options may not be exercised before the end of a four-year tax holding period and Compagnie des Alpes has never hedged these options.

One stock option plan remains active (see note 6.9 of Chapter 4 of the Notes to the Consolidated Financial Statements). This will mature in March 2016. It is the last plan of its kind and was implemented in March 2009. No senior officer has benefited from this plan. Out of a total of 47,997 options granted in 2009, 36,300 are still outstanding (0.15% of the capital). None of these options was exercised during the past financial year, as the strike price remains well above the current stock price.

4.2. PERFORMANCE SHARES

Performance shares awarded for FY 2013/2014

Consequent to decisions of the Shareholders' Meeting of March 15, 2012, on March 13, 2014 Compagnie des Alpes implemented a new performance share plan (Plan 17) for 2013/2014, under which a total of 56,955 performance shares have been granted and distributed between 165 Group employees.

As with the previous plans, shares will only be fully vested if the beneficiary remains at the Group (notwithstanding retirements) and has met a performance target after a two-year period.

For beneficiaries who are members of the Executive Committee, shares initially awarded will be fully vested only, (i) if the Group's financial targets, measured on the basis of ROCE growing over 2013/2014 and 2014/2015 relative to the previous two-year period, have been met (50% of the shares), and (ii), if a qualitative performance criterion relating to the contribution to the Group's strategic objectives over two years has been met (50% of the shares).
For other recipient managers, free shares will be fully vested only if a qualitative performance criterion has been met, relating to "the contribution of each beneficiary to the implementation of the Business Plan of Compagnie des Alpes and its managerial performance", over two years (2013/2014 and 2014/2015).

Assuming they are fully vested, these shares will then have to be held for at least two years by their beneficiaries.

These shares are recognized at fair value at the grant date, without subsequent revaluation. Fair value is determined by an actuarial calculation using the binomial options-pricing model, after taking into account the probability of the average time of participation of beneficiaries at the end of the vesting period. The resulting value per share is €14.39 for Plan 17.

Full vesting of performance shares granted under Plan 15

Following an assessment of the achievement of performance criteria, 43,129 performance shares granted under Plan 15, implemented in 2012, were fully vested. The vesting of performance shares granted under Plan 15 not only required the beneficiaries to be part of the Group on the vesting date but was subject to the following performance criteria being met.

For **members of the Executive Committee**, the full vesting of shares was subject to (i) the ROCE (return on capital employed) targets being met, in terms of its improvement over two years (total ROCE 2011/2012 + 2012/2013) compared with the previous two years (total ROCE 2009/2010 + 2010/2011) (50% of the shares), and (ii), a qualitative performance criterion being met, relating to the contribution of each beneficiary to the Group's strategic objectives over two years (2011/2012 and 2012/2013) (50% of the shares).

The Board of Directors assessed the achievement of the financial performance criterion underlying the full vesting of performance shares granted to members of the Executive Committee. The ROCE target had not been met at September 30, 2013 so the award based on the achievement of Group targets was 0%.

Following the assessment of the achievement of the qualitative performance

1 With regard to old plans that have now matured and from which senior officers were able to benefit, awards were subject to additional rules governing this category of beneficiaries. In particular, in accordance with the AFEP-MEDEF Code as at April 2008, the Supervisory Board, meeting in January 2009, maintained the principle that performance shares granted to senior officers should be dependent on the purchase of a quota of additional shares. This rule has been applied on one occasion, under Plan 12, the beneficiaries of which were Dominique Marcel and Franck Silvent. The quota was set at 10% of initially awarded and fully vested shares.

criterion, for which the Chairman and Chief executive officer is responsible, the members of the Executive Committee received a total of 5,837 shares.
The rest of the shares were delisted.
For the other beneficiaries, full vesting depended on each beneficiary's contribution to the Group and its managerial performance over the last two financial years.

This contribution was assessed for each beneficiary by the executive management and a total of 36,292 shares became fully vested for 127 senior managers and other members of the Group's management.
From their vesting date, performance shares awarded under Plan 15 must be held for at least two years.

Plans outstanding for performance share grants (Table 10 of the AMF classification)

Outstanding plans are shown in note 6.9 of Chapter 4 of the Notes to the Consolidated Financial Statements. The free shares granted within the Group are all Compagnie des Alpes shares.

In total, 114,505 shares awarded with performance criteria attached remained in circulation at September 30, 2014, and therefore had the potential to become fully vested for their beneficiaries.
These represent 0.47% of CDA's capital.

With the exception of the plans described above, there are no other potentially dilutive instruments.

4.3. STOCK OPTIONS GRANTED TO OR EXERCISED BY CORPORATE OFFICERS DURING THE FINANCIAL YEAR ENDED SEPTEMBER 30, 2014

N/A

4.4. STOCK OPTIONS GRANTED TO AND EXERCISED BY THE TEN LEADING EMPLOYEES (EXCL. CORPORATE OFFICERS) DURING THE FINANCIAL YEAR ENDED SEPTEMBER 30, 2014

N/A

4.5. PERFORMANCE SHARES GRANTED TO THE TEN LEADING EMPLOYEES (EXCL. CORPORATE OFFICERS) DURING THE FINANCIAL YEAR ENDED SEPTEMBER 30, 2014

Grant of free CDA performance shares to the ten leading employees (excl. corporate officers) of CDA	Total number of shares granted	Unit value of share by method used for the consolidated financial statements (in €)	Plan no.
Free shares granted during the FY by CDA to the ten leading employees of CDA and any other company in the free-share scope (10 largest initial grants – aggregate figure)	13,800	14.39	17

4.6. EMPLOYEE PROFIT-SHARING AND STOCK-OWNERSHIP AGREEMENTS

The policy of the Compagnie des Alpes Group is to link employee profit-sharing to the performance of the Group's companies.
All French companies of the Group that operate Ski areas as well as Leisure parks have an employee profit-sharing or stock-ownership agreement in force, which is negotiated on the individual-company level.

CDA, CDA-DS, CDA Management, CDA Productions, INGELO and CADEVI have entered into employee profit-sharing agreements.

Total amounts paid by the Group for profit sharing and stock ownership are as follows:

(in thousands of €)	2011/2012	2012/2013	2013/2014
Profit sharing	5,296	3,612	6,876
Stock ownership	3,875	4,795	3,516
Total	**9,171**	**8,407**	**10,392**

5. COMPLIANCE WITH CORPORATE GOVERNANCE POLICIES

Compagnie des Alpes has decided to refer to the consolidated version of the AFEP-MEDEF Code of Corporate Governance for Listed Companies dated June 2013, which can be viewed at: www.medef.com

In accordance with the "comply or explain" principle and the most recent recommendations contained in the AFEP-MEDEF Code of June 2013 and those of the AMF, the table below indicates the recommendations of the code that are not applied by Compagnie des Alpes and explains the reasons for this.

Principles of the AFEP-MEDEF Code not followed by CDA	Detailed explanations
Term of office of directors (Article 14): With regard to the term of office of directors, which should not exceed four years, the AFEP-MEDEF Code recommends in particular that terms of office be staggered so as to prevent directors being reappointed en masse and to promote a smooth reappointment process.	The terms of office of CDA directors run for four years, but are not staggered. The entire Board was therefore renewed in March 2013. Given the presence of a reference shareholder, the position adopted by Compagnie des Alpes was justified by the principles contained in the Charter governing the composition of the Board of Directors, which themselves guarantee a democratic, collective representation of shareholders and take into account corporate interests, mainly through the appointment of independent directors. A system for staggering terms of office was therefore of no benefit. However, the appraisal of the Board carried out in 2014 highlighted a preference on the part of directors to stagger their terms of office. A resolution to this effect will be put before the next Shareholders' Meeting to allow the staggering of terms of office to commence from March 2015.
At least two thirds of the members of the Audit and Finance Committee must be independent directors (Article 14.1).	The CDA Audit and Finance Committee has three members with just one independent director. The composition of this Committee is directly influenced by the need for shareholder representation, as described in the Charter, and the desire to focus on members' technical skills in this instance. The composition of the Audit and Finance Committee does not exactly comply with the aforementioned recommendation. The revision of the Charter in December 2009 significantly increased the presence of independent directors, which now account for one third of the Board; three out of the four members on the Appointments and Remuneration Committee are independent directors; and half of the members on the Strategy Committee are independent directors.

Principles of the AFEP-MEDEF Code not followed by CDA	Detailed explanations
Complementary retirement schemes (Article 23.2.6): The complementary retirement schemes in accordance with the Social Security Code, intended for senior executives and senior officers, are required to observe conditions that prevent abuse. Complementary defined benefit plans are subject to the condition that the beneficiary is a corporate officer or employee of the company at the time he/she asserts his/her rights to the pension in accordance with the applicable regulations. To prevent any abuse, certain additional regulations have to be imposed (except in the case of plans that are closed to new beneficiaries, which can no longer be amended): ▪ such a benefit must be taken into account in the overall determination of the compensation on the basis of the general principles outlined above; ▪ the group of potential beneficiaries must be significantly wider than the corporate officers alone; ▪ the beneficiaries must satisfy reasonable conditions, defined by the Board of Directors, relating to their seniority within the company, which must amount to at least two years, in order to benefit from payments under a defined benefit plan; ▪ the increase in potential rights must be gradual, based on the length of time the individual has been a member of the scheme, and must not exceed 5% of the beneficiary's compensation each year. This gradual increase must be described; ▪ the reference period taken into account for the calculation of the benefits must cover several years and any artificial increase in compensation over this period for the sole purpose of increasing the benefits under the retirement scheme is prohibited; ▪ systems that create an entitlement, either immediately or after a limited number of years, to a high percentage of the overall final compensation are therefore to be excluded; ▪ furthermore, information on individual potential rights, in particular the reference income and the maximum percentage of this income to which the individual will be entitled under the complementary retirement scheme, must be made public. This percentage may not exceed 45% of the reference income (fixed and variable compensation payable for the reference period).	CDA has set up a combined complementary retirement scheme for its senior executives, comprising a defined contribution plan and a defined benefit plan. ▪ All head office staff benefit from the complementary defined contribution plan, including its senior officers. The defined contributions (individual accounts) are equal to 7% of annual compensation for each beneficiary (capped at 5 times the social-security ceiling, or €185,160 on an annual basis). Contributions to the savings plan are split between the employer (4%) and employee (3%), notwithstanding the employee's status and age, ▪ The defined benefit plan, which is fully funded by CDA, is open to corporate officers, senior managers and category-CIII executives (78 individuals). This second plan allows beneficiaries who end their professional career within the Group to benefit, when they take their pension, from a retirement pension equal to 1% of their basic annual salary (last basic annual salary comprising fixed and variable parts) per year of seniority, up to a maximum of 10% of this compensation, less the pension received under the defined contribution plan. Upon retirement the beneficiary may opt to receive a life annuity with a 60% survivor pension. Although this defined benefit plan does not adhere strictly to all the recommendations set out in the AFEP-MEDEF Code, Compagnie des Alpes believes that it is in keeping with the spirit of this code. The benefits under the plan are not currently subject to a minimum seniority condition (recommendation: minimum of 2 years) and the reference compensation on which the calculation of the benefits is based is the last basic annual salary (recommendation: multi-year period). The system set up does, however, respect all the other recommendations and remains well below authorized pension levels. The potential rights, which do not increase with seniority, represent only 1% of the reference compensation (authorized: maximum of 5%) and the ceiling has been set at only 10% of the reference compensation (authorized: maximum of 45%). Consequently, this system rules out any possibility of beneficiaries obtaining a high percentage of their final salary if they have given only very few years of service to the Group.

6. INTERNAL CONTROL AND RISK MANAGEMENT PROCEDURES

To constantly improve its internal control and risk management system, Compagnie des Alpes looks to the internal control and risk management procedures reference framework published by the AMF in June 2010. For this report, CDA has used the implementation guide intended for small and mid-cap companies, published in July 2010.

The AMF's reference framework stresses that internal control and risk management procedures should be used in a complementary way to control the Company's activities.

6.1. INTERNAL CONTROL PROCEDURES

Internal control is a set of procedures implemented by the Group's executive management, senior executives, and employees. It is designed to provide reasonable assurance that the following objectives are being met:

- Compliance with current law and regulations,
- The application of the executive management's instructions and guidance,
- The completion and optimization of operations, in particular those helping to protect the Group's assets,
- The reliability of financial information.

Internal control is an element of the Group's overall management system. It helps to ensure that:

- The Company's activities are controlled, its operations are effective and its resources are used efficiently,
- Operational risks linked to processes, in particular risks of error or fraud, are managed.

As is the case with any control system, the system the Group employs cannot provide an absolute guarantee that the risks identified have been eliminated entirely or are completely under control. It is intended to reduce the likelihood of these risks arising through the implementation of appropriate action and prevention plans.

The internal control system consists of five elements:

- Organization – i.e. clearly defined responsibilities – of adequate IT resources and skills based on rules and procedures,
- The publication of relevant information,
- A risk analysis system,
- Proportionate control measures,
- A continuous monitoring system.

The executive management of the CDA Group is responsible for implementing and monitoring the effectiveness of the internal control system that the Internal Control, Risk and Insurance Department employs, on the executive management's initiative, for the holding company and all controlled entities. This system is tailored to the nature and scope of each of the activities and is integrated into existing processes.

Group organization

The executive management of the CDA Group decides on:

- Organization, responsibilities and the delegation of powers and/or signing authorities, as well as the authorization to incur commitments
- The objectives, policies and values of the Group

Group management, which is the responsibility of the Chairman and Chief executive officer, assisted by a Deputy managing director, is based on a matrix organization split between large operational departments, each led by a member of the Executive Committee. There are 8 such departments:

- The Department of Marketing, Development, Sales & Products, which directs, in particular, sales and marketing processes, brand development and commercial partnerships.
- The International Development and New Business Department, which is responsible, in particular, for development outside France.
- The Communications Department, responsible for financial and institutional communications.
- The Human Resources Department, responsible for human resources policy.
- The Finance, Risk, IT, Procurement and Legal Affairs Department (Defi), which, in addition to being responsible for Group IT and legal functions, has responsibility for the Group's financial policy, in particular the production of accounting and financial information, procurement policy, risk policy, CSR and insurance. The departments that fall under it are: DCIRA, D2C, D2P, DFT, DJ, DSI, DHA.
- Three operational departments – two for Ski areas and one for Leisure parks – manage the implementation of Group strategy and are responsible for the achievement of commercial and financial targets, management, and human resources and risk management at all operating entities under their responsibility.

Main Group charters

Charters are given to all employees, setting out the Group's values:

- The Corporate Governance Charter defines the areas in which executive-management decisions are subject to prior approval by the Board of Directors, as well as the conditions for the granting of said approval. The Charter also states the missions and prerogatives of the different committees of the Board of Directors, particularly the Audit and Finance Committee.
The Charter is available on the Group website: www.compagniedesalpes.com
- The Ethics Charter states the values and principles of the Compagnie des Alpes Group. It serves as a guide for professional behavior, reviews the basics of investment ethics, explains the risks of conflicts of interest, and defines appropriate behavior. The Code is appended to senior managers' employment contracts.
- A charter for the use of IT resources. Like the Ethics Charter, it is being gradually applied to all employees.

Information and communication

Each operational department defines the charters, rules and procedures that fall within its area of responsibility.

These documents make up the Group Reference Documents, which are made available to all Group employees who are required to apply them.

A document management tool is administered by the Internal Control, Risk and Insurance Department (DCIRA) and can be accessed via the Group intranet.

As an extension of the communication referred to above, the entities of the Group are responsible for translating Group rules and procedures, as well as operating procedures and methods adapted to their organization, and also for communicating these to all employees concerned.

Risk analysis and definition of controls

Since 2013 the CDA Group has been formalizing its internal control system in greater detail and has gradually been extending this to all Group processes included in its process map, with priority being given to processes that impact on sales.

The method applied involves drawing up the following documents for each of the processes concerned:

- Flow diagram: schematic description of the macro-steps and steps involved in the process. This flow diagram is a standard document at Group level.
- Risk assessment matrix: table summarizing the risks identified in each of the macro-steps and steps of the process, allowing entities to assess their risks, in terms of the likelihood of these risks arising (frequency) and their financial impact.
- Internal control guide: this guide translates the general internal control targets into targets specific to the process and describes the controls to be implemented to ensure better control of each of the risks identified, at the level of each macro-step and step of the process.
- Self-assessment questionnaire: this makes it possible to assess the extent to which operating procedures and methods comply with the internal control standard recommended by the Group.

All these documents are prepared in collaboration with operational staff, risk experts and the operational departments concerned and are updated annually.

A fraud prevention system has been implemented to complete the internal control system. This comprises:

- steps to raise awareness amongst employees of financial fraud techniques and how they should act if they encounter attempted fraud: identity theft, protection of sensitive information, etc.
- a system for communicating cases of fraud or attempted fraud by financial managers and operational staff of Group entities

Continuous control and management

For all processes with an internal control guide, the Internal Control, Risk and Insurance Department:

- Manages the launch of self-assessment campaigns, by sending the questionnaire to the persons responsible for the processes,
- Analyzes the responses and draws up a summary for the whole Group,
- Proposes action plans and shares best practices.

The entities draw up and initiate compliance action plans, which must allow risks to be reduced to an acceptable level for the subsidiary.
These entities incorporate relevant controls into their rules and operating procedures and methods.

The establishment of action plans is the responsibility of the entity's management and depends on the entity's financial and human resources and priorities.

6.2. PROCEDURES RELATIVE TO THE PRODUCTION OF ACCOUNTING AND FINANCIAL INFORMATION

Organization and procedures

Accounting and financial information relating to Compagnie des Alpes, a listed company, is drawn up by the Holdings Consolidation and Accounting Department.

This department (D2C) is responsible for the preparation and production of the separate financial statements of holdings and the Group's consolidated financial statements. It therefore prepares the financial section of the half-year report and the Registration Document relating to the financial statements as at September 30, with due consideration for the regulatory requirements applicable to listed companies.

Within this context the Holdings Consolidation and Accounting Department defines the Group's accounting standards and ensures that they are distributed and applied in accordance with the following principles:

- Financial directors of the entities are responsible for preparing and producing the separate financial statements for their entity. The separate financial statements are prepared on the basis of accounting principles laid down by the Group, which makes it possible to guarantee the consistency of accounting principles.
- The formats and tools for submitting information to be consolidated are identical for all consolidated entities.

The CDA Group prepares the consolidated financial statements in accordance with IFRS.

An annual schedule for the consolidated financial statements is sent to financial directors and directors of all consolidated entities. Instructions on the closing of accounts are sent to them before each account closing date.

The consolidation of the financial statements is based on a tailored information submission system that allows the information to be processed reliably, consistently and in full within the set periods.

Managing directors and financial directors of entities undertake to ensure the quality and completeness of the financial information sent to the Group, including off-balance-sheet items, by signing a representation letter.

In addition to this highly regulated procedure for producing and communicating the half-year and annual financial statements, management of the financial strategy is also supported by carrying out four projections during the year (including two pre-closing projections) and by drawing up the budget and medium-term strategic plan. The Holdings Consolidation and Accounting Department, which guarantees the reliability of data at Group level, is responsible for producing this data.

The Management Control Department (D2P) is responsible for coordinating the budgetary process and the five-year medium-term plan and for analyzing the performance of the Group and its entities, in close collaboration with operations directors and site managers.

Guidelines are sent to the management of each entity to ensure that the budget and medium-term plan are structured on the basis of consistent starting points that are common to the whole Group.

The medium-term plans, budgets and outcomes are subject to specific, in-depth analyses: comparison of data for the year with prior-year data and the budget. These analyses are discussed with the entity's management, operations directors and the executive management.

The budget serves as the reference for monthly reporting and monthly reviews take place on the basis of these reports. These reviews incorporate activity analyses, which are performed, in particular, with the help of specific business indicators and include comparisons with prior-year figures and the budget for the current year.

Activity indicators, such as sales figures, visitor numbers for Leisure parks and the number of skier days for Ski areas, are monitored and analyzed on a weekly basis.

The investment process, which aims to ensure that the flow of investments is consistent with the Company's strategy, is also managed by the Management Control Department. This department produces all the financial analyses required by the executive management.

The Finance and Cash Department (DFT), the third department that makes up the Finance Department, guarantees the security, transparency and efficiency of cash and financing operations.
It is responsible for:

- Applying the funding policy,
- Managing financial expenses,
- Hedging the interest rate risk through the use of derivatives,
- Managing the Group's cash position by centralizing the management of entities' cash surpluses and cash requirements within a cash pool for entities that have agreed to the principle of centralized management,
- Monitoring relationships with banks.

The IT Department (DSI) is responsible for implementing an IT system that meets the requirements laid down in the areas of reliability, availability, information traceability, data consistency and security. It develops and maintains business applications common to several entities and ensures that interfaces for feeding information into the various applications work properly. It is in charge of the system and data security policy and is involved in defining security and back-up plans.

Each of the departments is involved, as part of its duties, in the internal control system, as it is required to draw up, and distribute to Group entities, rules and procedures relating to its area of responsibility.

Process oversight

The Board of Directors is responsible for the publication of reliable and relevant accounting and financial information, so as to allow investors to form an exact idea of the Group's financial position.

Accounting and financial information is subjected to a validation process involving the executive management, statutory auditors, and the Board of Directors through its Audit and Finance Committee.

The Audit and Finance Committee examines half-year and annual financial statements prepared by the Company as well as the management report on the consolidated financial statements, in the presence of the auditors, who in turn present their own report on the closing of the accounts, the principal accounting options and events with a significant effect on the financial situation, adding comments if they choose.

The Audit and Finance Committee examines changes in accounting principles.

The Audit and Finance Committee examines all financial statements including the entire annual report and all Notes to the Company's consolidated and parent-company financial statements.

The Board of Directors examines each set of financial statements.

Financial communication

Compagnie des Alpes publishes its financial information in accordance with AMF recommendations. Quarterly, half-yearly and annual financial information is communicated to financial analysts, investors and the key media by means of press releases. It is also made available online on the Company's website and intranet.

6.3. RISK MANAGEMENT PROCEDURES

The aim of risk management is to identify and analyze the main risks to which the Company is exposed and in this way help to:

- Protect the value, assets and reputation of the Group,
- Secure decision-making and processes to help ensure targets are met,
- Ensure the Company's actions are consistent with its values,
- Mobilize Group employees around a common vision of risks.

These procedures are based on:

- An organizational framework defining roles and responsibilities,
- A risk management process comprising the three steps of risk identification, analysis and management,
- Management of the procedures.

At the executive management's initiative, these procedures are applied at the holding company and all entities and are directed by the Internal Control, Risk and Insurance Department (DCIRA).

As is the case with any control procedure, the risk management procedures cannot provide an absolute guarantee with regard to achievement of the Company's targets.

Organization

The executive management of the CDA Group decides on:

- Organization and responsibilities in the area of risk monitoring,
- The objectives and values of the Group,
- Risks to be addressed as a matter of priority and the acceptable risk level.

The corporate officers of the entities are the risk owners and are responsible for implementing action plans for all risks under their responsibility.

Within the entities, risk officers are responsible for implementing the action plan for a particular risk.

Lastly, experts provided centrally by the Group or belonging to a Group entity support the definition and implementation of action plans. They form a network and are led by the Internal Control, Risk and Insurance Department, allowing them to share their methods and take charge of cross-functional assignments.

Risk management processes

Between 2008 and 2012 the CDA Group carried out detailed risk mapping for its entities and the holding company, based on an assessment of potential impacts, the likelihood of a risk arising and the degree of control present.

In 2013 the Executive Committee selected six priority risks common to all operating entities of the Group and four at holding company or Group level that required an analysis, the monitoring of action plans and the monitoring of risk development.

Action plans have been defined for each of these risks:

- With a view to prevention, to attempt to reduce the likelihood of the risk arising
- With a view to protection, to limit the impact on the Group
- With a view to transferring the risk of financial loss to insurance companies, for insurable risks

Specific case of crisis management system

Should a crisis arise, the Group has a crisis management system that allows it to quickly mobilize individuals with appropriate expertise to minimize the impact of the crisis and ensure it is resolved in the most effective way.
The crisis management system is being developed to take into account the development of the Group, in particular its international scope and new areas of business.

The Chairman and Chief executive officer has placed this system under the responsibility of the Internal Control, Risk and Insurance Department, which ensures it is implemented, applied and maintained, in coordination with the Group Communications Department, which is responsible for crisis communication.

Crisis management and communication management guides are made available to Group entities.
These guides include common definitions, a warning procedure and individuals who have been designated to fulfill a particular role in the event that a crisis unit is set up.

This system enables the Group to be responsive and take quick decisions, both internally and in relation to stakeholders. It allows effective support to be provided to subsidiaries experiencing a serious incident and to mitigate the consequences, particularly in terms of damage to the Group's image.

Steering of risk management procedures

A Group Risk Committee, chaired by the Chairman and Chief executive officer:

- Meets four times a year,
- Comprises all members of the Executive Committee, the Internal Audit Director and the Group Legal Director,
- Is prepared and led by the Director of Internal Control, Risk and Insurance (DCIRA).

This committee steers the risk management procedures, but also the internal control procedures, which is one of the ways of addressing risks. It examines incidents that have occurred during a period, makes sure that action plans are being followed and are progressing, decides on the approaches to be taken and, if necessary, acts as an arbitrator.
Lastly, it takes decisions on risks that are not considered a priority, either as a result of changes in indicators or weak signals that require particular attention.

Other Committees are also involved in this system:

- Leisure park and Ski area Risk Committees, in which operating managers participate and which are integrated into the corresponding Management Boards
- Specialist Committees that allow operational risks (risks linked to IT systems) or specific issues (risks linked to intangible assets) to be monitored more closely, as required

6.4. OVERSIGHT

Internal Audit

Internal Audit (department certified by IFACI in 2009) is tasked with ensuring internal rules and procedures are respected, checking their efficiency, identifying weaknesses and detecting fraud.

Internal audit work is carried out in accordance with the Compagnie des Alpes Group's Internal Audit Charter. This Charter describes the purposes and objectives of Internal Audit, the procedures for carrying out inspections, and the obligations of auditors and those being audited.

Each year the audit plan is approved by the Executive Committee. An operations report is presented to the Audit and Finance Committee.

Tasks that were not included in the audit plan may be carried out at the request of the Chairman and Chief executive officer or the Audit and Finance Committee, especially in an emergency were there is an imminent or identified risk.

The Board of Directors

The Board of Directors sets the Company's business trends and oversees management. It is helped by three specialized committees, whose roles are described in this chapter (2.2).

6.5. CHANGES TO INTERNAL CONTROL AND RISK MANAGEMENT PROCEDURES IN 2013/2014

Changes to internal control procedures

At the end of 2012/2013 the emphasis was placed on defining the methodology for formalizing internal control procedures.

In 2013/2014 processes common to all Group companies that result in an inflow or outflow of cash were mapped.
The main areas in which internal control procedures were formalized were the sales and cash inflow processes.

For each process an internal control guide was drawn up and the degree to which operating procedures and methods complied with internal control requirements and recommendations was assessed.

A fraud prevention system was implemented to strengthen internal control procedures.

Changes to risk management procedures

Action plans for priority risks were formalized with the help of operational departments and risk experts.

These plans are currently being implemented, a process that is being overseen by the Group Risk Committee.

To take the increasingly international nature of the Group into account, risk management procedures have been adapted and a risk-mapping methodology and specific prevention measures are now available to project managers.

An information and awareness-raising campaign relating to internal control and risk management has been carried out for management boards at all entities.

7. REPORT OF THE STATUTORY AUDITORS,

drawn up in accordance with Article L. 225-235 of the Commercial Code, on the report of the Chairman of the Board of Directors of Compagnie des Alpes SA.
Reporting period ended September 30, 2014

PricewaterhouseCoopers Audit
63, rue de Villiers
92208 Neuilly-sur-Seine Cedex

Mazars
61, rue Henri Regnault
92400 Courbevoie

Dear Shareholders,

In our capacity as statutory auditors of Compagnie des Alpes SA and in accordance with the provisions of Article L. 225-235 of the French Commercial Code, we hereby present our report on the report prepared by the Chairman of Compagnie des Alpes in conformity with the provisions of Article L. 225-37 of the French Commercial Code for the financial year ended September 30, 2014.

It is the duty of the Chairman to prepare and submit a report, subject to approval by the Board of Directors, on procedures for internal control and risk management implemented in the company, and providing other information required by Article L. 225-37 of the French Commercial Code, particularly concerning corporate governance.

It is our duty:

- to give you our observations on the information provided in the Chairman's report, on the procedures for internal control and risk management for the preparation and treatment of accounting and financial information, and
- to attest that this report includes information required by Article L. 225-37 of the Commercial Code, although it is not our responsibility to verify the good faith of this information.

We have performed our audit in accordance with the professional standards applicable in France.

Information on procedures for internal control and risk management for the preparation and treatment of accounting and financial information

Industry standards require checks to determine the good faith of the information provided in the Chairman's report on the procedures for internal control and risk management for the preparation and treatment of accounting and financial information. These checks consist of:

- understanding the internal control and risk management procedures for the preparation and treatment of the accounting and financial information underlying the information presented in the Chairman's report and in existing documentation;
- understanding the work done to prepare this information and the existing documentation;
- determining whether major deficiencies in internal control for the preparation and treatment of accounting and financial information that we discovered during our inspection are given appropriate mention in the Chairman's report.

On the basis of this work, we have no observations to make on the information on the Company's procedures for internal control and risk management for the preparation and treatment of accounting and financial information provided in the report of the Chairman of the Board of Directors, prepared in accordance with provisions of Article L.225-37 of the French Commercial Code.

Other information

We also certify that this report contains additional disclosures as required by Article L.225-37 of the French Commercial Code.

Neuilly-sur-Seine and Courbevoie, January 26, 2015

The Statutory Auditors

PricewaterhouseCoopers Audit
Catherine Pariset

Mazars
Guillaume Potel

As a responsible company, Compagnie des Alpes pays particular attention to all of the social, environmental and societal challenges associated with its activities. With more than 5,000 staff, the Group focuses on encouraging innovative initiatives in its social policy and fostering social dialog. It shares its values of respect for and protection of the environment with its employees and partners. The Group endeavors to reduce the impact of its activities especially as concerns energy, water resource management and biodiversity, which are the main challenges of its environmental footprint. Furthermore, it inherits the land-use planning policy of the regions it operates in, and meets its responsibilities to regional authorities. It therefore accepts employment, social solidarity and development of regions as societal challenges in connection with its contribution to the economic and social fabric.

NON-FINANCIAL REPORTING

1. METHODOLOGY NOTE ON CSR REPORTING

1.1. REPORTING SCOPE

Non-financial reporting is conducted over all Group entities falling within the scope of fully consolidated companies. These entities (subsidiary or site) are grouped in three operational sectors: Ski areas, Leisure destinations, international development. The last segment groups "Holdings and Supports".

There are two special cases detailed in the table below. Certain subsidiaries:

- only report social data, not environmental data (no impact) or societal data (no activity justifying an impact),
- do not report social data (no employees), nor environmental or societal data.

The reporting period corresponds to the financial year, i.e.
from October 1 to September 30 of the following year. In a few limited cases, the data may relate to the previous calendar year (invoicing of services for the calendar year).

In the event that a subsidiary or site is opened or acquired during the reporting period, the entity is only included in the reporting if the period of activity is longer, except for social reporting, which includes the entity from time staff are employed.

In the event that a subsidiary or site is closed or sold during the reporting period, the entity is excluded from the scope.

The Grévin Prague site opened in May 2014, and is therefore excluded from environmental and societal reporting. It is however included in social reporting, along with the companies CDA Ski Diffusion and CDA DL, which were added to the social reporting perimeter in 2013/2014.

Existence of reporting:	Social	Environmental	Societal
Ski areas			
ADS (Les Arcs - Peisey Vallandry); DAL/SC2A/Pierre&Neige (Les 2 Alpes); DSF/DSG/SAG (Grand Massif); Méribel Alpina (Méribel); SAP (la Plagne); SCV Domaine skiable (Serre Chevalier); SEVABEL (les Ménuires) ; STGM (Tignes); STVI/Valbus (Val d'Isère)	Yes	Yes	Yes
CDA Ski Diffusion	Yes	No	No
DAI; Scivabel; Skigloo	No	No	No
Leisure destinations			
Belpark (Bellewaerde and Walibi Belgium/Aqualibi sites); Dolfinarium/HHH; Grevin Deutschland (Fort Fun); France Miniature; Futuroscope/Futuroscope Destination; Les Centres Attractifs Jean Richard (Mer de Sable); Grévin Museum (Grévin Paris); Grévin & Cie (Parc Astérix); Safari Africain de Port Saint Père (Planète Sauvage); Walibi Holland/Walibi World/Walibi Holiday Park; Avenir Land (Walibi Rhône Alpes); Parc Agen (Walibi Sud-Ouest)	Yes	Yes	Yes
CADEVI; CDA Brands; CDA DL; Eco Bio Gestion	Yes	No	No
Immoflor NV; Premier Financial Services	No	No	No
International development			
CDA Productions (Ateliers); Grévin Montréal	Yes	Yes	Yes
CDA Management; Grévin Prague	Yes	No	No
By Grévin; Grévin Séoul	No	No	No
Holdings and Supports			
CDA (Boulogne Billancourt sites); CDA DS (Chambéry and Macot sites); INGELO	Yes	Yes	Yes
CDA Financement; CDHA; Montaval; Loisirs Ré	No	No	No

1.2. DATA COLLECTED

The CDA Group endeavors to comply with the provisions of the "Grenelle II" Act, which came into force on July 12, 2010, and which requires the publication of information divided into 42 indicators, of which 19 are social, 14 environmental and 9 societal. The report shall state explicitly if these indicators are not relevant to the Group.

Thus, the indicator "Other actions undertaken to promote human rights" was not considered relevant to the activities and specific nature of the Group.

The definition of all the data sets to be collected is specified in a reporting procedure, and is mentioned in the reporting tool used (Excel files for social and societal indicators, web platform for environmental indicators). Data relevance and definition is reviewed every year, through feedback after the end of the reporting process.

The definition is completed by detailed information to ensure better understanding and facilitate collection: unit, calculation method to be used and rules governing estimates to be applied if necessary, conversion factors, scope to be taken into account, ideas to be excluded, examples.

Three questionnaires have been prepared for the environmental indicator, in order to adapt them to the business: ski areas, leisure parks and "tertiary", that is for French and international Leisure destinations, subsidiaries, holdings and supports whose activity is conducted within a building (museum, workshop, etc.).

1.3. COLLECTION PROCESS

Since 2014, the data reporting process has been the responsibility of the Director of Internal Audit, Risks and Insurance.

It is conducted once a year in partnership with the Director for Remuneration and Employee Benefits for the social reporting part, and the Group Corporate Legal Officer for regulatory monitoring.

After a feedback and preparation (awareness-raising, training) phase, the data collection phase begins, followed by a consolidation phase led by Group "validators": the Director for Remuneration and Employee Benefits for the social part, and the Director of Internal Audit, Risks and Insurance for the environmental and societal parts.
The data is analyzed and checked (N/N-1 changes, coherence tests) to ensure compliance and reliability. At the end of this process, it is consolidated in the form of a table or diagram, and commented on for publication.

Each entity is responsible for collecting and inputting its data.

1.4. LIMITATIONS ON DATA COLLECTION AND RELIABILITY

There may be certain limitations on the accuracy and comparability of the data uploaded during the collection process, notably in the case of unavailability.

In this case, explanations shall be provided, both in relation to why the data is unavailable and the scope considered.

Methodologies relating to certain environmental and social indicators may be subject to certain limitations, due to the absence of recognized definitions at national or international level.

However, the revision of the definitions framework and consistency checks tend to limit these inaccuracies, ensuring that an overall satisfactory level of reliability is achieved. Furthermore, this information is verified by an independent third-party body, in this case Mazars.

1.5. WORK CONDUCTED IN 2013/2014

2013/2014 was a year of reconfiguration and formalization of the process, (notes and procedures), the scope and the data.

Over the last year, the contacts of the entities have been made aware of the importance of reporting (relevance of indicators, data accuracy). The reporting process began in July, and was completed with training sessions on the environmental tool in French and in English. The request for supporting documents applied to everyone.

This year, certain indicators were not comparable with those of the previous year, for a variety of reasons:

- change in the scope considered,
- change in definitions (for example: this year, FTE headcount was calculated on the basis of hours paid),
- standardization of calculation methods (conversion factors, rules governing estimates).

Finally, certain indicators were replaced, as they were considered not significant or irrelevant in terms of their interpretation.

2. GROUP WORKFORCE INFORMATION

2.1. KEY INDICATORS

WORKFORCE FOR 2013/2014 (permanent and non-permanent staff)	2014 Group	*of which France*	Excl. France	*of which the Netherlands*	*of which Belgium*	*of which Germany*	*of which Canada*	*of which Czech Republic*	2013 Group	2012 Group
Ski areas	2,048	2,048	0	0	0	0	0	0		
Leisure destinations	2,649	1,769	880	387	427	65	0	0		
International development	78	35	43	0	0	0	23	20		
Holdings and Supports	147	147	0	0	0	0	0	0		
TOTAL AVERAGE WORKFORCE (FTE*)	4,923	3,999	924	387	427	65	23	20	4,863	5,019
HR indicators by geographical area at September 30										
WORKFORCE AS AT 09/30	5,025	2,912	2,113	1,306	507	170	35	95	4,960	5,415
% women	46%	43%	50%	54%	36%	49%	57%	70%	45%	46%
of which % male	54%	57%	50%	46%	64%	51%	43%	31%	55%	54%
MANAGEMENT										
% managers	11%	17%	3%	1%	6%	2%	14%	4%	11%	10%
% female managers	42%	43%	33%	33%	34%	50%	20%	25%	42%	42%
% male managers	58%	57%	67%	67%	66%	50%	80%	75%	58%	58%
AVERAGE WORKFORCE	4,923	3,999	924	387	427	65	23	20	4,863	5,019
% permanent	42%	44%	35%	31%	36%	31%	52%	64%	42%	40%
of which % non-permanent	58%	56%	65%	69%	64%	69%	48%	36%	58%	60%
TRAINING										
Number of training hours	75,783	62,390	13,394	586	11,746	64	48	950	68,564	69,794
Number of employees having attended at least one training program	4,902	3,881	1,021	26	893	4	3	95	4,052	4,093
OCCUPATIONAL ACCIDENTS										
Occupational accident frequency	53.4	60.1	26.5	18.5	32.4	52.7	0	0	48	52.3
Number of occupational accidents that caused an employee's death	0	0	0	0	0	0	0	0	1	0
Number of travel accidents that caused an employee's death	0	0	0	0	0	0	0	0	0	0

** ETP = Equivalent Temps Plein*

2.2. HEADCOUNT

At September 30, 2014, the Group's total headcount was 5,025. The average workforce calculated over the year is 4,923 full-time equivalents, compared with 4,863 the previous year. This slight increase (+1.2%) is due to the launch of new international activities, notably the opening of Grévin Prague, as well as technical factors (Eco Bio Gestion was not consolidated the previous year; Futuroscope and Val d'Isère, which previously accounted for their FTE workforce in hours worked, now do so on the basis of hours paid, in line with Group standards).

The Group's activities are highly seasonal. The average monthly workforce therefore fluctuates greatly during the financial year. For example, the workforce in Leisure destinations is more than three times greater in August than in January. Ski areas experience comparable growth from December to April.

News hires are primarily temporary (seasonal for both businesses), which represented 58% of the Group's FTE workforce over the past year.

Given the specific nature of each business line, the CDA Group has decentralized its recruitment, while developing quality standards at Group level.

Particular attention is paid to the recruitment of our seasonal employees within our STAR program, now deployed in nearly all our Leisure destinations, intended to maximize visitor satisfaction. We have identified key behavior that we try to detect during the process of recruiting our future employees. Candidates are assessed by operational managers during group sessions through concrete exercises that enable us to observe if they exhibit the key behavior we are looking for.
As well as recruitment, the STAR program also acts on processes relating to employee integration, training, motivation and management.

Considering the high proportion of seasonal employees, for the last three years, Compagnie des Alpes has lent particular support to these workers, in the framework of its collective employment stability agreement signed with labor representatives in 2011, which aims to put in place cross-over opportunities between the two businesses and to secure jobs locally.

Over the last year, the implementation of this agreement has led to the re-internalization of certain jobs in Ski areas, enabling the hiring during the low season of seasonal workers employed in operations in winter, that is the transformation of fixed-term contracts into permanent contracts, through the continuation of skills training (CIF,VAE), and the continuation and development of partnerships with local sub-contractor companies, enabling seasonal workers to be hired in the low season. Thanks to these partnerships, at least 80 seasonal employees in Ski areas on average find work in the low season every year.

In Leisure destinations, initiatives were launched with other employers in the region to facilitate the hiring of our seasonal workers during the low season. This is notably the case in Walibi Rhône-Alpes, where a job forum was organized with Pôle Emploi, and where partnerships were formed with companies including "la Chocolaterie de Marlieux", "le Jambon d'Aoste" and "Brioches Pasquier", whose seasons complement our own. Furthermore, contacts were established to create cross-over job opportunities with the airports of Chambéry and Grenoble. These two airports look for ground staff in winter (mainly the weekends) for flights coming from Eastern Europe, which could certainly benefit our seasonal workers in terms of job opportunities.

Ski areas

In Ski areas, returning seasonal workers are given priority in the rehiring process, in compliance with Article 16 of the French National Collective Bargaining Agreement for Lift Operators and Ski Areas. Nearly 91% of seasonal workers return from one season to the next, which explains why their seniority is significant.

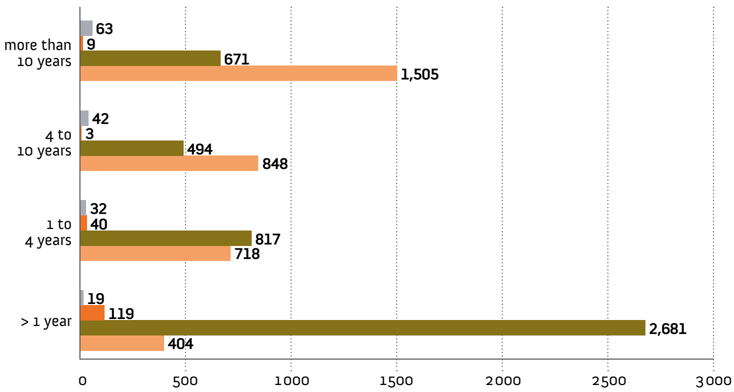
Leisure destinations

As regards Leisure destinations, seasonal workers' employment structure is more volatile, although a tendency towards greater stability has emerged in recent years.

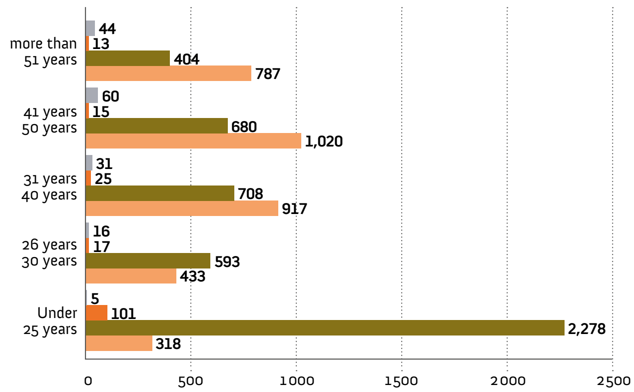
Seasonal workers in Leisure destinations are often in their first jobs or are students working on the weekend or during school vacations. They therefore do not usually return for more than three or four seasons. This also explains why the return rate among seasonal workers at the Group's Leisure destinations in Europe is less than in Ski areas. For 2013/2104, it was 48% on average.

Age and seniority rankings are considered differently for the two business lines:

SENIORITY OF CDA GROUP PERSONNEL BY BUSINESS SEGMENT WORKFORCE IN PEAK SEASON



AGE OF CDA GROUP PERSONNEL BY BUSINESS SEGMENT WORKFORCE IN PEAK SEASON



Holdings and Supports 09/30/2014 International development 08/31/2014 Leisure destinations 08/31/2014 Ski areas 03/31/2014

2.3. WAGE POLICY AND EMPLOYEE BENEFITS

Average salaries by business, gender and category break down as follows:

	Managers		Supervisors		Workers Employees	
Average gross monthly salaries	Men	Women	Men	Women	Men	Women
Leisure destinations in France	€4,256	€3,785	€2,582	€2,431	€1,991	€1,932
Ski areas	€5,430	€4,861	€3,221	€3,142	€2,080	€2,511

In France, baseline salaries are renegotiated each year by management and unions for each site in accordance with the collective bargaining agreements: for Ski areas, the French National Collective Bargaining Agreement for Lift Operators and Ski Areas; for leisure parks, the French National Collective Bargaining Agreement for Leisure Areas, Leisure Destinations, and Cultural Spaces; for zoos, the French National Collective Bargaining Agreement for Private Gardens and Zoological Parks Open to the Public.

Management and trade union representatives hold obligatory decentralized pay negotiations each year at all sites.

All French employees have a profit-sharing agreement.

All French employees, with the exception of those at Futuroscope, benefit from a Group savings plan (PEG). Management sets the Group's matching contribution to this savings plan each year. Under this scheme, each subsidiary may also decide to make additional matching contributions to the plan.

The Group savings plan comprises five funds, including one invested in Compagnie des Alpes shares.

All the Group's French employees are covered by supplementary health insurance on a compulsory (permanent employees) or optional (non-permanent employees) basis. A compulsory pension scheme is also in place for all French employees.

In Belgium, the Group offers its staff hospital insurance cover in addition to the social protection provisions enshrined in legislation, and a pension scheme for managers and employees. The employer pays a contribution of 0.10% of the wage bill into a training fund for each business sector. This fund will eventually lead to the development of specific training programs for Leisure destinations, open to all companies in the sector.

In the Netherlands, executives benefit from supplemental retirement insurance and employee savings schemes.

For the Netherlands, like Belgium, an agreement has been reached to increase salaries each year in line with changes in the consumer price index.

In the Czech Republic, the high level of social protection offered by social security has made the introduction of complementary schemes unnecessary.

Conversely, in Canada, the Group's complementary health, insurance and retirement schemes are key to employees' social protection. The guarantees of these complementary schemes were determined at a competitive level in relation to national standards.

Before every new international subsidiary is opened, a study on pay and benefits is conducted by the Group HR department on the practices of the country in question. This leads to the introduction if necessary of complementary schemes, aimed at procuring our employees social protection at the median level of the local market.

2.4. WORKTIME ORGANIZATION

The sites comply with the laws applicable in their country with regard to worktime organization.

2.5. EMPLOYEE REPRESENTATION

Staff representative bodies in 2013/2014

In France, employee representation is handled entirely by 295 staff representatives and 28 trade union representatives (excluding health, safety and working conditions committees).

Controlled sites abroad (full consolidation scope) have 21 staff representatives and three trade union representatives.

Renewal of staff representative bodies

In France, one Ski area renewed its staff representatives during 2013/2014.

Group Works Council

CDA's national Group committee met three times in 2013/2014.

2.6. COLLECTIVE BARGAINING AGREEMENTS

2.6.1. Agreements signed during the financial year

During FY 2013/2014, 53 agreements were reached within the Group. These agreements mainly concern obligatory annual negotiations (36 agreements). In addition, two agreements on health and safety at work were signed over the year.

Note this year that agreements for the introduction of permanent contracts were signed for the most important staff at two Ski areas: la Plagne and les Arcs. These agreements enable employees previously employed under several fixed-term contracts over the year, on a voluntary basis, to secure their job by being hired on a permanent contract, with minimum guaranteed employment of nine months a year.

All Group entities have put in place a Generation Contract, mainly through a collective agreement, in the last year. Measures in favor of young people, older employees and skills transmission have been rolled out based on analysis conducted. These measures are reviewed annually, to enable any adjustments to the objectives to be made.

The Group Economic and Social Database was put in place in all entities with at least 300 employees in France, i.e. on three sites. The employee representatives of these entities may view the data available on their company online.

2.6.2. Agreement negotiations in progress

Several Leisure destinations are currently negotiating an agreement on hardship at work.

Ski areas are continuing the task of adapting sectoral agreement to include items arising from the law on retirement.

Negotiations over the establishment of a Europe-wide Works Council continued over the year with the Special Negotiation Group.

2.7. EMPLOYEE HEALTH AND SAFETY

In compliance with the law of December 31, 1991 and the decree of November 5, 2001, professional risk evaluation documents (personnel health and safety) are compiled and updated regularly on French sites. They include risk identification by line of work and job position as well as action plans. Each company is in charge of creating the single document for risk evaluation and of updating it. This applies to all sectors, all reporting levels, and all employees, regardless of their status.

All Group companies regularly exchange information about feedback.

For Ski areas, occupational accidents are mainly falls when moving about on skis. For Leisure destinations, occupational accidents occur most often when working at heights, moving about within sites, or working in catering services.

In the Netherlands, the Leisure destinations are approved for safety training and train interns in safety procedures.

Quality of work life and psychosocial risk prevention:

An analysis of work life quality is in progress in Val d'Isère: this began at the end of last year, will continue through 2014/2015, and is expected to lead to an action plan shared with staff representatives.

The other Ski area sites continued to implement psychosocial risk prevention plans, notably in Serre Chevalier and Les Arcs. This integration process will probably be strengthened next season as part of the "very High Satisfaction" strategic project.

Walibi Sud-Ouest undertook a quality of working life program at the end of 2013, following a fire in November 2012 that destroyed all the staff premises. Individual interviews enabled areas for improvement to be identified, mainly in terms of communication to teams and organization. Cohesion and support among colleagues has strengthened, and this approach has enabled problems to be clarified and a calm working atmosphere to be restored, particularly in the specific post-fire environment, enabling the site to "turn the page" after the trauma of the fire.

A quality of working life analysis is being conducted at head office companies: this began at the end of last year, and will continue through 2014/2015. It will lead to a plan of action shared with employee representatives.

2.8. TRAINING

Compagnie des Alpes is pursuing its training drive: while its FTE employees have only increased by 1.2%, the number of training hours has risen by 10.5 % (i.e. more than 7,000 additional training hours compared with the previous year).

Each site draws up an individual training plan that lists all training to be organized over the year for all staff categories.

The training policy is based on management-defined objectives, individual preferences, career aspirations and regulatory obligations. Training covers technical issues and, increasingly, marketing and management.

Seasonal employees receive specific training at the start of the season.

Certain Leisure destinations offer site-specific training programs for non-permanent employees: For example, Astérix University provides training for new permanent and non-permanent employees on the specific aspects of Parc Astérix currently being integrated. The goal of this training program is to teach the site's values and culture, to facilitate integration of new employees, and to help teach best practices to ensure visitor well-being and safety.

In addition, the Leisure destinations and Ski areas have a sectoral agreement on the personal right to continuing education.

In France, as part of the implementation of agreements on the generation contract, sites have promoted the hiring of young people as apprentices in all our businesses. This policy facilitates access to employment for young people, by giving them solid theoretical training and individual support facilitated by the appointment of mentors within the company. Over the past year, the company has had 207 young people working under an apprenticeship contract. In addition, 690 young people were welcomed into training at Group level.

In Belgium, a collectively-managed training fund was created in 2012 for the occupational sector in which our sites operate. It enables them to benefit from subsidies to train their seasonal workers in the service and mainly hospitality businesses, as well as in safety and technical skills.

In the Netherlands, a partnership has been signed with a school to employ and to train students in the Dolfinarium and Walibi Holland sites.
Note that in the Netherlands, the employer is under no legal obligation to keep a training register. Data relating to training by our subsidiaries in the Netherlands is therefore estimated: it represents less than 1% of training hours at Group level.

Individual and collective development

› CDA Campus

The CDA Campus cycle for Group senior management and managers was launched in 2010. Since its creation, it has supported 160 managers in the key challenges of the Group:

- to federate the teams around the Group, regardless of the business segment and the site concerned,
- to launch and support the Group's strategic change of direction,
- to promote greater openness through conferences,
- to increase self-awareness and one's capacity to connect with others.

This program has fostered cohesion between managers from all areas of the Group. It has created the conditions needed to transform the Group, its working methods and the behavior of its employees. This cycle was closed with the sixth promotion in October 2014.

A division of this program, "Rencontres de l'encadrement" [Management Meetings] for middle managers, was launched in 2012/2013. To date, it has brought together more than 300 employees, and strengthened their knowledge of and sense of belonging to the Group, and promoted emulation between the sites. It has also facilitated a better sense of belonging to the Company Project by its participants.

2013/2014 was the year of "Management Days", during which local managers (nearly 400 employees) met to get to know the Group better, as well as to exchange views on the Compagnie des Alpes customer promise.

A new CDA Campus cycle is being prepared, with a view to:

- strengthening leadership skills among the Group's managers,
- continuing to develop our management culture to support the Group's strategic challenges.

› Group training catalog

In conjunction with CDA Campus programs, the Group Human Resource Department has set up a training catalog.
Since its launch in January 2013, more than 600 managers and specialists have already taken at least one module.
New modules are added to the catalog every year, all adapted to the culture, specific features and businesses of Compagnie des Alpes. The training added to the catalog last year notably included: finance for non-financial people, working rights fundamentals, trainer training, management of addiction, basic sales techniques.

In addition, several projects are currently in progress in connection with the Group's strategic areas, such as raising awareness of the digital world, improving operations in project mode, and supporting employees in multicultural issues.

In 2014/2015, the Group training catalog will also be added to, notably with technical training modules. 2.9. Promoting women in the CDA Group

2.9. PROMOTING WOMEN IN THE CDA GROUP

In 2012/2013, a working group of men and women from various areas within CDA conducted a study on women's promotion in the Group.

The recommendations adopted began to be implemented in 2013/2014:

- internal communication (Group intranet support) to all CDA managers on the content of the review conducted, to give them a better understanding of the current situation;
- to increase the gender mix when recruiting in highly "gender-dominated" sectors (technical positions, production, support), particularly by demanding recruitment agencies put forward both male and female candidates.

The working group continued its activity by producing:

- a guide of best practices in Ski areas and Leisure destinations on work/life balance, compatible with organizations;
- a booklet "Mentoring: guide and best practices".

As of September 30, 2014, the percentage of women in relation to total headcount was:

Percentage Women	Group	Leisure destinations	Ski areas
Total workforce as at 09/30/2014	46%	52%	22%
Managers as at 09/30/2014	42%	46%	29%
Permanent employees as at 09/30/2014	36%	43%	22%
Non-permanent staff in high season	48%	56%	36%

2.10. PROMOTING OLDER EMPLOYEES IN THE CDA GROUP

During FY 2013/2014, the Group conducted several actions to promote the employment of older persons.

The most remarkable is undoubtedly that of the Harderwijk Dolfinarium in the Netherlands, which organized a recruiting campaign dedicated to older persons. Following this campaign, 20 new employees aged over 50 were hired.

2.11. PROMOTION OF AND COMPLIANCE WITH THE PROVISIONS OF THE CORE INTERNATIONAL LABOR ORGANIZATION CONVENTIONS

The sites that comprise the CDA Group are committed to abide by the International Labor Organization (ILO) declaration relative to the fundamental rights and principles at work, bearing in mind that the ILO directives are fully incorporated into the labor laws of most countries in which the CDA Group operates:

- rejection of slavery or forced labor,
- rejection of child labor,
- freedom of association and collective bargaining,
- implementation of a fair salary policy (compliance with the wage minima defined by the collectively agreed salary grids),
- ban on moral or physical harassment,
- ban on all forms of job or professional discrimination (agreement on professional gender equality),
- adherence to laws and standards applicable to the sector regarding working hours,
- non-discrimination, equal opportunity.

Regarding forced labor and child labor in particular, the sole activity of the Group that is potentially concerned is the sale of certain items in the sites' shops. Precautions are naturally taken as regards the manufacturing process. Since 2011, Cadevi, the company in charge of Leisure destination store retailing, has conducted factory audits for its main suppliers in South-East Asia. These audits are conducted on the basis of social criteria (child labor, forced labor, discrimination, working hours, compensation, health and safety, etc.). At present, six to eight audits are organized per year through a specialized company (TUV Rheinland), chiefly for factories that manufacture toys and tableware products.
To date, the results of these audits have shown that the social criteria are satisfied.

In 2009, in a move to promote non-discrimination on the basis of disability, Parc Astérix signed a partnership agreement with AGEFIPH to encourage the employment of disabled workers, and in 2010 obtained the Diversity Label issued by the Ministry of Immigration, Integration, National Identity and Solidarity Development.
The Diversity Label, an AFNOR certification, recognizes commitment towards discrimination prevention, equal opportunity, and the promotion of diversity in HR management.

2.12. CONSOLIDATED EMPLOYEE DATA – FRANCE

France	09/30/2014	09/30/2013
Workforce		
Total workforce in France (1)	2,912	2,714
Percentage of women	43%	42%
Percentage of men	57%	58%
Workforce by age		
25 years and under	577	559
26 to 30 years	370	309
31 to 40 years	605	605
41 to 50 years	794	715
Over 50	566	526
Workforce by seniority		
Less than 1 year	608	514
1 to 4 years	552	488
4 to 10 years	496	457
More than 10 years	1,256	1,255
Average workforce (2)	3,999	3,901
Number of permanent employees (all on open-ended contracts)	1,758	1,721
Number of non-permanent employees	2,242	2,180
New hires (3)		
Number of hires per open-ended contract	131	107
Number of hires per fixed-term contract	9,160	8,458
Departures (4)		
Number of terminations	99	85
Number of resignations	246	235
Number of contract expirations	8,419	8,157
Number of departures for other reasons	114	84
Hours worked and overtime		
Legal work week (full time)	35H	35H
Number of hours worked (in thousands)	6,674	6,594
Number of overtime hours (in thousands)	112	105
Absenteeism		
Absenteeism rate (all absences included)	4.27%	4.38%
Number of absentee days	44,611	44,557
of which sick leave days	23,571	23,416
of which occupational accidents, travel accidents, or occupational disease	9,230	7,252
of which other reasons	11,809	13,889

(1) All employees at September 30, all types of of employment contract.
(2) Sum of monthly workforce divided by 12 months. NB :average monthly workforce: No. of hours worked monthly / 151.67.
(3) Excluding contractors and replacement staff.
(4) Excluding contractors and replacement staff.

France	09/30/2014	09/30/2013
Compensation		
Gross total wage bill (€ millions)	129.6	126.4
Employer social security contributions (€ millions)	58.1	59.4
N-1 incentive bonuses paid in N		
Gross amount (€ millions)	6.7	4.7
Average amount per employee (in €)	1,675	1,212
N-1 profit-sharing paid in N		
Gross amount (€ millions)	3.4	3.5
Average amount per employee (in €)	850	908
Labor relations		
Number of staff representatives (5)	295	309
Number of trade union representatives	28	28
Collective bargaining agreements signed during the financial year	51	51
Hygiene and safety conditions at work		
Number of occupational accidents with leave of more than 24 hours	401	362
Number of deaths following occupational accident	0	1
Number of declared occupational diseases	3	2
Rate of severity (6)	1.57	1.28
Frequency rate (7)	60.1	54.9
Training (8)		
Number of persons who received training	3,881	3,053
Number of training hours	62,390	56,524
Number of training hours per employee(9)	15.6	14.5
Employment of disabled workers		
Number of disabled employees in the financial year	112	103
Number of disabled workers hired during the financial year	65	49
Company welfare		
Works Council budget for company welfare (€ millions)	0.9	1.0
Subcontracting		
Amount paid towards subcontracting (€ millions)	24	29

(5) Number of staff representatives excluding health, safety and working conditions committees.
*(6) Number of days of leave after occupational accident * 1,000 / number of hours worked.*
*(7) Number of accidents with leave * 1000,000 / number of hours worked.*
(8) Data reported for the calendar year 2013 (covering FY 2013/2014) and 2012 (covering FY 2012/2013).
(9) Total number of training hours divided by the average workforce.

2.13. CONSOLIDATED EMPLOYMENT DATA – GROUP

Group	09/30/2014	09/30/2013
Workforce		
Total workforce in France (1)	5,025	4,960
Percentage of women	46%	45%
Percentage of men	54%	55%
Workforce by age		
25 years and under	1,688	1,769
26 to 30 years	632	642
31 to 40 years	899	875
41 to 50 years	1,038	948
Over 50	768	726
Workforce by seniority		
Less than 1 year	2,251	2,212
1 to 4 years	738	739
4 to 10 years	631	592
More than 10 years	1,405	1,417
Average workforce (2)	4,923	4,863
Number of permanent employees (all on open-ended contracts)	2,079	2,022
Number of non-permanent employees	2,844	2,841
New hires (3)		
Number of hires per open-ended contract	188	167
Number of hires per fixed-term contract	12,080	11,466
Departures (4)		
Number of terminations	126	153
Number of resignations	369	372
Number of contract expirations	11,529	11,051
Number of departures for other reasons	155	186
Hours worked and overtime		
Number of hours worked (in thousands)	8,392	8,425
Number of overtime hours (in thousands)	117	110
Absenteeism		
Absenteeism rate (all absences included)	4.22%	4.71%
Number of absentee days	54,216	59,747
of which sick leave days	27,514	32,698
of which occupational accidents, travel accidents, or occupational disease	9,941	8,112
of which other reasons	16,761	18,937

(1) All employees at September 30, all types of of employment contract.
(2) Sum of monthly workforce divided by 12 months. NB :average monthly workforce: No. of hours worked monthly / 151.67.
(3) Excluding contractors and replacement staff.
(4) Excluding contractors and replacement staff.

Group	09/30/2014	09/30/2013
Compensation		
Gross total wage bill (€ millions)	155.4	152.4
Employer social security contributions (€ millions)	66.2	63.9
N-1 incentive bonuses paid in N		
Gross amount (€ millions)	6.9	4.8
Average amount per employee (in €)	1,402	986
N-1 profit-sharing paid in N		
Gross amount (€ millions)	3.5	3.6
Average amount per employee (in €)	711	733
Labor relations		
Number of staff representatives (5)	316	339
Number of trade union representatives	31	31
Collective bargaining agreements signed during the financial year	53	56
Hygiene and safety conditions at work		
Number of occupational accidents with leave of more than 24 hours	448	404
Number of deaths following occupational accident	0	1
Number of declared occupational diseases	3	2
Rate of severity (6)	1.31	1.06
Frequency rate (7)	53.4	48.0
Training (8)		
Number of persons who received training	4,902	4,052
Number of training hours	75,783	68,552
Number of training hours per employee (9)	15.4	14.1
Employment of disabled workers		
Number of disabled employees in the financial year	121	117
Number of disabled workers hired during the financial year	66	57
Company welfare		
Works Council budget for company welfare (€ millions)	0.9	1.0
Subcontracting		
Amount paid towards subcontracting (€ millions)	24	30

(5) Number of staff representatives excluding health, safety and working conditions committees.
*(6) Number of days of leave after occupational accident * 1,000 / number of hours worked.*
*(7) Number of accidents with leave * 1000,000 / number of hours worked.*
(8) Data reported for the calendar year 2013 (covering FY 2013/2014) and 2012 (covering FY 2012/2013).
(9) Total number of training hours divided by the average workforce.

3. GROUP ENVIRONMENTAL INFORMATION

The Group continues its efforts to reduce its impact on the environment, particularly in relation to energy, water and biodiversity. These effects are mainly due to the presence and operation of facilities without any direct influence from visitor numbers. Power consumption by ski lifts, rides and attractions and grooming work is not directionally proportion to visitor numbers. In contrast, weather and snow conditions have an effect on power and water consumption.

A summary of the main environmental indicators is shown in section 3.7.

NB: the expression "leisure parks" will be used for the 12 sites of the Leisure destinations that are outdoor parks, Musée Grévin Paris being considered as a tertiary site.

3.1. GENERAL ENVIRONMENTAL POLICY

All the Ski areas of the CDA Group have adopted the QSE procedure (Quality-Safety-Environment) aimed at establishing an integrated management system based on the Quality ISO 9001, Safety OHSAS 18001 and Environment ISO 14001 standards.

ISO 14001 certification is based on three requirements (regulatory compliance, prevention of pollution and ongoing improvements in environmental performance), and takes into account the efforts made by the Ski areas to anticipate the effects of their activities on the environment in their management processes.

The QSE managers of Ski areas form a committee responsible for fostering the pooling of experience between the sites, sharing the problems and solutions of Ski areas, and taking stock of regulatory developments. This committee is intended to be opened to Leisure destinations.

Leisure destinations generally have more modest organizations than Ski areas; missions concerning the environment are taken care of by environment managers, who devote part of their time to this task, except for Futuroscope, which has a head of quality and environment within its workforce.

The Group's subsidiaries provide regular training to raise staff awareness of environmental protection issues, such as waste segregation, eco-driving of grooming machines, green behavior and energy saving, and the use of chemical products. This training totaled 14,487 hours during the reporting period.

Since April 2014, Corporate Social Responsibility (CSR) has been entrusted to the Internal Control, Risks and Insurance Department, which is also in charge of motivating environment and QSE managers at Group level.

3.2. WASTE AND POLLUTION

Waste

At "tertiary" sites (museums and workshops, holdings), waste mainly consists of paper/cardboard and glass. Their quantity is considered negligible.

Waste generated by Ski areas and Leisure parks is split into two different periods:

- period of activity in which visitors are received,
- maintenance period in which repair and construction work is undertaken.

All sites practice separate waste collection in the offices, and conduct awareness-raising campaigns for segregation among visitors. In addition, Ski areas take part in "Own Mountain" operations, constantly endeavor to encourage their customers to hold on to their waste to throw it in the dustbins on their sites and distribute pocket ashtrays; the animal parks insist on respect for the environment and the animals' habitat.

The waste generated by Ski areas (7% of the total weight of non-hazardous waste) during the period of activity is mainly paper/cardboard, household waste, glass and tires (grooming machines and other vehicles).

	Household and non-toxic industrial waste	Green waste	Paper, Cardboard	Edible oils	Glass	Rock, earth and rubble	Wood	Metals	Tires	Total waste (excluding sludge)
Leisure destinations concerned	7	4	7	10	4	4	7	5	2	
Total weight (tons)	1,897	380	355	137	52	906	512	70	3	4,312
Ski areas concerned	5	0	4	0	0	1	4	6	3	
Poids total (tonnes)	164	0	7	0	0	9	44	89	19	332

This waste is mainly dealt with by regional authorities and sent to waste treatment plants to be sorted and valued.

The waste generated during the maintenance period comes from maintenance work on ski lifts (metal) and ski run and trail work (wood, organic waste and possibly rock and rubble). The metal generated by the dismantling of an installation is henceforth excluded from this data, as this dismantling work is very occasional and the metal is recovered for recycling or re-used by the builder or a specialist third party.

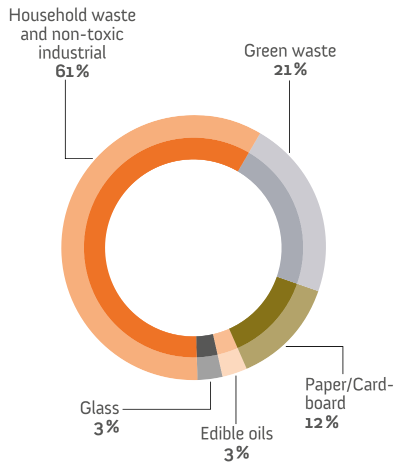
Rock and rubble is generally re-used, as it can be used to fill in holes on the slopes if necessary.

For leisure parks, waste is mainly generated during the on-season (93% of the total of non-hazardous waste), from April to October in general (except for Futuroscope, open almost all year-round), and comes from restaurants and shops: paper/cardboard, glass, household waste, as well as from the upkeep of green spaces. Their breakdown by type is shown in the diagram opposite.

Pools are cleaned every year and the sludge is recovered by specialized service providers, but not weighed (except for the 10 tons at Parc Astérix).

Ski areas are responsible for a significant portion (85% in weight) of hazardous waste generated by the Group, excluding polluted land stemming from exceptional cleaning: WEEE, soiled packaging and notably rags, solvents and pressure vessels, hydraulic fluid from ski lift engines, and healthcare waste without risk of infection from emergency operations for which some sites are responsible. Hydrocarbon sludge represents 33% of this waste by weight; it comes from the periodic draining of hydrocarbon separator tanks.
This year, the Walibi Holland site had to conduct significant and one-off clean-up operation for its soil for works (900 tons of earth). This pollution is historic and of unknown origin.

BREAKDOWN OF TYPE OF NON-HAZARDOUS WASTE (EXCLUDING RUBBLE, WOOD, METALS, TIRES) OF LEISURE PARKS IN OPERATION



	WEEE	Oil-polluted waste	Hydraulic oils, used engine oils	Solvents	Batteries	Polluted land	Sludge from hydrocarbon separators	Fats	Other waste (incl. healthcare waste without risk of infection and presure vessels)	Total waste
Leisure destinations concerned	5	2	5	4	5	1	2	1	4	
Total weight (tons)	5	3	10	2	3	900	10	17	0.5	951
Ski areas concerned	7	9	9	4	6	1	7	0	8	
Total weight (tons)	7	11	33	3	4	53	92	0	79	282

Pollution

The main cause of soil pollution is the leak following the accidental rupture of a hydraulic cable on a grooming machine, which remained very localized. Ski areas carry out preventative maintenance on these cables, working in cooperation with suppliers to ensure reliability. They have an emergency procedure including the treatment of polluted snow and cleanup of soil in the summer.

In addition, Ski areas have installed documentation software for the chemical products used by the Group and their impact on the environment and safety, in order to reduce or eradicate the use of the most dangerous; this software is used by procurement departments in order to find alternative products.

At Group level, there are storage rules for chemical and inflammable products: aerosols stored in secured metal cabinets, general use of drip trays, specific bins, etc.

The CDA Group has made no particular provision and given no specific guarantee for environmental risk.

Paper

The Group uses paper for administrative purposes, financial communication, and above all for commercial purposes for the printing of tickets, maps, flyers, posters and catalogs. This year, all paper consumed and generated was recorded.
Paper purchased represents 10% of paper generated, compared with 90% for commercial purposes.

Generally, Group entities try to limit their paper usage by launching digitization projects: digitized maps in Ski areas, recyclable passes, sales in websites, email confirmations, paperless tickets and exchange coupons, communication with visitors through Facebook, Instagram, and development of smartphone applications, etc., in addition to digital archiving and double-sided printing for tertiary works.

In addition, note that 89% of the paper consumed or generated by Futuroscope is recycled or certified paper.

3.3. WATER MANAGEMENT

Most water is used for the following purposes:

- parks: in the restaurants and toilets for visitors, the attractions (pools, watering) and pools for animals. Some parks use well water or rainwater in order to limit their consumption of municipal water:
- Ski areas: mainly to produce artificial snow. This represents 69% of the water consumed in the Group.

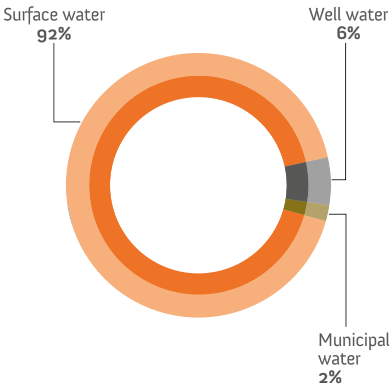
In tertiary sites, water is a utility whose cost is included in expenses. This portion is considered negligible in volume terms at Group level.

Group sites conduct water analyses, both before use in order to check its potability, and when it is discharged, in order to check pollution levels (five out of eight Ski areas and nine out of 13 Leisure destinations).

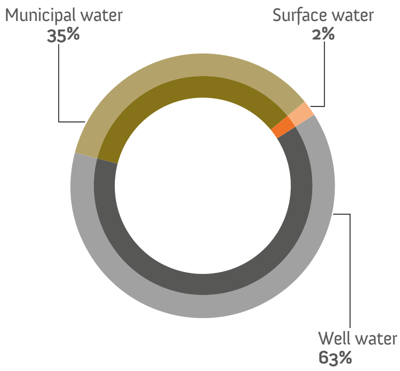
Leisure destinations try to limit their water consumption in various ways such as repairing leaks, installing sub-meters,in-stalling aerated, self-closing or infrared taps and dual flush toilets, and collecting rainwater for sanitary use or to water parks.

Three parks have treatment plants that treat 191,312m3 of water from animal pools and attractions. Sites that operate dolphinariums have set up systems to treat wastewater before it is drained into municipal wastewater systems.
Once treated, it is similar in composition to household wastewater and is sent directly to the public sewage system.

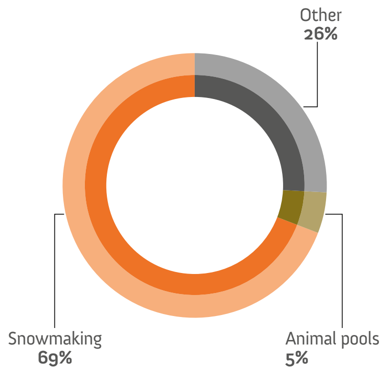
SKI AREAS: ORIGIN OF WATER CONSUMED



LEISURE DESTINATIONS: ORIGIN OF WATER CONSUMED



BREAKDOWN OF WATER CONSUMPTION



	Total water consumption	Volume of water treated	Ratio of water volume treated
Dolfinarium	197,666	144,226	73%
Bellewaerde	58,638	41,774	71%
Mer de Sable	41,926	5,312	13%

Man-made snow is used to protect the Group from the impact of a shortage of natural snow for skiing, especially at the beginning and end of a season. Man-made snow is simply water that has been crystallized at low temperatures. No chemical transformation or additive is used. Water taken from the natural environment for the purpose is restored when the snow melts.

For several years, the Ski areas have employed slope preparation and grooming techniques that limit the amount of snow necessary for skiing while maintaining very high service standards. The work done to achieve ideal slope profiles and ensure a good covering of grass also helps reduce the amount of snow necessary for a slope to be opened. Snowmaking machines are becoming more modern: the snow produced is "drier" and requires less water for an equivalent production volume.

Ski areas limit their use of municipal water by favoring surface water catchment and overflow recovery systems. Almost 92% of water used in snow production is harvested locally. As water is most needed when water levels in streams and rivers are at their lowest, CDA Ski resorts have made a particular effort to build hillside water catchment systems, which enable autumn rainwater and water from snow melts to be stored. Group companies monitor instream flows to maintain the biodiversity downstream of the water abstraction.

3.4. ENERGY

Electricity

Electricity is the Group's main source of energy. Total consumption of all sites remained stable at 162 GWh in 2013/2014, of which 63% was consumed by Ski areas.

Of the seven sites that make snow as part of their activities, ski lifts account for 70% of total electricity consumption. Electricity consumption is dependent on activity, and does not have a direct relationship with customer numbers. This year, some Ski areas began their season late, which lowered the electricity consumption of ski lifts. Conversely, the consumption represented by snow production increased a little, notably following work to increase capacity.

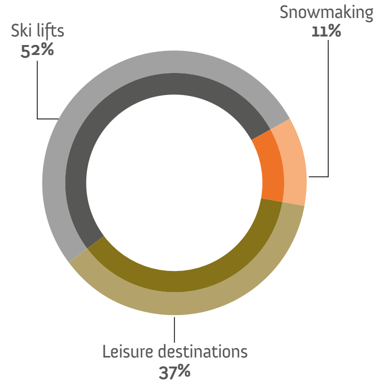
Leisure destinations consume approximately 37% of this electricity, mainly in the summer. In the same way, electricity consumption is dependent on activity levels, and does not have a direct relationship with customer numbers.

Consumption monitoring and efficiency work in Ski areas is ongoing. In 2013/2014, the Group signed a renewable energy supply contract with EDF, and an Energy Performance Network was established to share best practice in energy saving.
Renewable electricity accounts for 90% of the energy consumed, and relates to eight out of nine areas.

In Leisure destinations, renewable electricity accounts for 10%, and concerns four out of 13 sites:

- The Harderwijk Dolfinarium in the Netherlands has a gas cogeneration plant that produced 4.3 GWh, 83% of its consumption,
- Walibi Belgium has installed photovoltaic panels,
- Fort Fun in Germany is fueled by renewable electricity,
- Futuroscope's renewable energy consumption accounts for 1.3% of the total, notably thanks to voltaic panels installed on the glass roof of Digital City.

BREAKDOWN OF ELECTRICITY CONSUMPTION



	Number of sites concerned	Portion of sites using renewable energy	Consumption of renewable energy (MWh)	Portion of total electricity
Leisure destinations	4	31%	6,225	10%
Ski areas	8	89%	91,545	90%

Note the installation of solar panels in two sites, which enables water used on-site to be heated: Walibi Belgium and Deux Alpes.

In order to reduce electricity consumption, numerous measures tailored to the specific features of each activity have been launched at the sites:

- building insulation, renovation of roofs and frames, general introduction of LEDs, presence sensors, lowering temperatures and powering down equipment at night,
- regulating the speed of ski lifts depending on the traffic,
- installing frequency drives for snow production.

Fossil fuels

The Group's facilities need 5,541 m3 of fuel to run, 91% of which is diesel. Diesel is mainly used for grooming (73% of the total), followed by other vehicles and heating.

The reduction in consumption for the grooming activity (-17%) is mainly due to the optimized grooming process, although the change in consumption remains highly dependent on the weather.

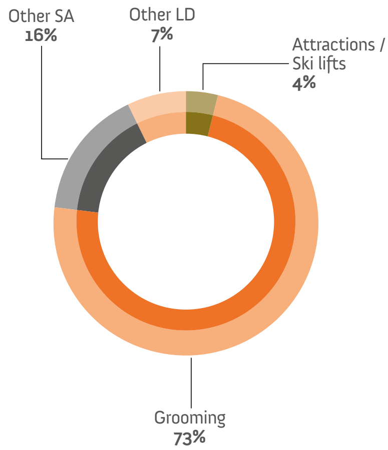
Grooming machine drivers have been trained in fuel-saving driving techniques, and making journeys shorter by using GPS.

Seven out of nine Ski areas and two out of 13 parks have provided shuttles for their employees in order to limit the use of personal vehicles and help them get to work. The other sites benefit from an in-town location or are close to public transport.

As regards vehicles, three out of nine Ski areas have four electric vehicles. Their use in the mountains is limited by their power to journeys within the site. In Leisure parks, their use is growing with the deployment of 52 electric vehicles in eight parks, not including bicycles, i.e. just over 15% of the float. This use is possible in an enclosed area, and for non-specific vehicles such as trucks or maintenance vehicles.

Leisure destinations account for 99% of the 33 GWh of gas consumed by the group, mainly to heat buildings, animal pools and bathing pools. Ski areas use gas on occasion for avalanche blasting purposes to ensure resort safety.

USE OF DIESEL



3.5. SOIL USE AND BIODIVERSITY

The scope concerned by this section is limited to Ski areas and to the 12 Leisure destinations that are parks (excluding museums and tertiary sites).

All Ski areas and half the parks are located on or near protected areas, and are at least one of the following three: Natura 2000, ZNIEFF (natural area of Interest for ecology, flora and fauna), natural park.

The Ski areas are the most affected by hosting protected species, since these number no less than 40 plant species and 40 bird species, a dozen species of entomofauna and herpetofauna, and among mammals, the ibex and the red squirrel.

Biodiversity protection is therefore a major environmental challenge for the Group. A range of approaches and local measures intended to ensure harmony and protection of biodiversity have been initiated by various parts of the Group.

Ski areas used a very small percentage of the concession (around 10% on average) with the remainder left in its natural state, or used off-season excluding winter by farmers.

(Areas in hectares)	Total surface area of the area	Percent-age used for slopes	Area of slopes	Percentage of snow-covered slopes	Re-vegetated area	Grazing area	Number of grazing animals	Manured area	Wetland area	Protected areas
SAP (La Plagne)	9,500	6%	533	30%	38	not known	not known	9	139	National park, ZNIEFF, Forest reserve
ADS (Les Arcs – Peisey Vallandry)	4,390	12%	513	20%	15	1,500	3,350	5	48	National park, ZNIEFF, Natura 2000, National Nature Reserves
STGM (Tignes)	9,105	5%	440	33%	8	0.2	0	0	59	National park, ZNIEFF, Natura 2000, Biotope Protection Order
STVI (Val d'Isère)	not known	not known	390	67%	1.3	5,515	5,811	0.2	36	National park, ZNIEFF, Natura 2000, National Nature Reserves

By way of illustration, for the four sites in the Tarentaise Valley, a third of the area occupied by the slopes is likely to be covered in
artificial snow. The part of the area made available for grazing host around 10,000 animals.

Following the successful establishment of a nature observatory in Flaine, the Group has decided to set them up in all its Ski areas. They enable the impact that operations and development have on all aspects of the environment to be monitored: on flora and fauna, landscape, water and specific biotopes.

During a development project, the Observatory provides environmental data about the area, enabling environmental considerations to be factored in during the draft project phase. It contributes to the critical analysis of repair and compensation measures undertaken during intensive upkeep projects, but also helps to better plan works based on habitats and reproduction periods. Innovative initiatives have been launched, including the moving of marmots whose habitat was disturbed by works, crushing green alder to make way for the black grouse, and installing hives.

The Observatory also provides a discussion forum for a number of stakeholders:

- the National Forestry Office: protection of wetlands, plants, birdlife and galliforme display and breeding areas
- the National Hunting and Wildlife Office: quiet areas, movement of marmots, etc.,
- the Haute-Savoie Natural Species Conservatory ASTERS: awareness, respect for Natural Reserves, etc.,
- the Vanoise Natural Park: protection of the black grouse,
- CEMAGREF: test for regreening using local seeds, hay projection techniques, etc..
- farmers, shepherds: opening land to grazing, natural clearing, installing water points, premises,
- the biodiversity endowment fund, and the Save your logo operation at Val d'Isère to protect the golden eagle, the resort mascot.

Ski areas help protect biodiversity zones by showing protected areas on piste maps or by creating off-piste corridors to direct skiers away from habitats and seedling zones. They increase their customers'

awareness through theme-based ski runs and events to observe wildlife from a distance.
They are also implementing a policy to gradually reduce the number of ski lifts and overhead power lines, in order to blend them more effectively into the landscape, especially in summer, right from their design phase.

The parks benefit from a natural environment that they use to enhance the pleasure of their visitors: eight out of 12 parks maintain a third or more of their site in its natural state: forest, marshland or sand. Furthermore, plant protection products are used increasingly less, and no longer at all in a third of the parks. Walibi Sud-Ouest this year obtained certification EVE (Ecological Plant Space) certification.

The parks also have partners in the use of their land and the protection of biodiversity:

- farmers: grazing or sale of hay (Walibi Holland, Bellewaerde, Walibi Sud-Ouest, Planète Sauvage)
- the Picardy Natural Spaces Conservatory and the Oise-Pays de France Natural Park (Parc Astérix, Mer de Sable)

Some parks raise visitor awareness with biodiversity teaching material.

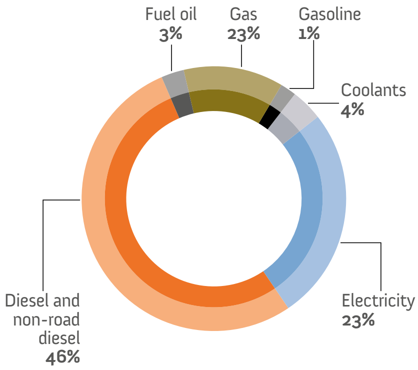
The animal parks help protect endangered species and conduct research:

- the Dolfinarium is a center for the care of sea mammals, through the SOS Dolfjin foundation. Since 2005, all sea mammals stranded on North Sea beaches have been taken care of. It has sophisticated research facilities and participates in dolphin protection programs in the North Sea.
- the Dolfinarium plays a major educational role in the Netherlands, and along with Parc Astérix and Planète Sauvage, it is one of Europe's flagship sites for marine life protection.
- in partnership with the CNRS and UMR 6552 at the University of Rennes, Planète Sauvage is studying vocal communication in dolphins. The site is also active in numerous European programs for the care and breeding of endangered non-indigenous species and maintains a close relationship with the Nantes veterinary school for research and animal care.
- in 2014, Bellewaerde launched a breeding program for Amur leopards, an endangered species.

3.6. GREENHOUSE GAS EMISSIONS (GHG) AND COMBATING CLIMATE CHANGE

Established in accordance with article 75 of Act 2010-788 of July 12, 2010 (the "Grenelle II" Act) and using the emission factors of version 7.2. of the Bilan Carbone of August 1, 2014, the Group's GHG emissions, detailed in the table in section 3.3.7. amounted to 34,762 CO_2 tons equivalent in 2013/2014. The calculation was made on scopes 1, 2 and 3, in which the fuel used for the Group's whole vehicle fleet, whether leased or owned, was included.

BREAKDOWN OF GREENHOUSE GAS EMISSIONS



The main source of air pollution is the use of fossil fuels. Grooming and professional transport account for nearly 47% of emissions.

Given that 60% of the Group's electricity consumption is from renewable sources, electricity only represents 23 % of GHG emissions, as does gas.

Emissions of coolants only relate to the cooling systems of some computer rooms, as well as the cold storage rooms of Leisure destinations. These circuits are checked every year and some are recharged.
The consequences of climate change are becoming discernible, in different forms:

- retreat of the Deux Alpes and Tignes glaciers, albeit slowed compared with the 2000s,
- a shortened period of snow cover,
- more frequent and stronger rainfall in Parisian and Belgian parks,
- hotter weather in the Netherlands in the summer.

The Ski areas must therefore adapt, by guaranteeing the start and end of the season by producing artificial snow. Production networks have therefore adapted to the capacity required. Grooming techniques are evolving in order to optimize snow quality and increase its useful life. The need for grooming takes a range of parameters into account: weather forecasts, calculation of snow volumes considered necessary, satellite or radar measurements of snow thickness. The slopes are also studied in terms of their orientation, the snow is placed in the areas considered necessary to ensure the slopes can be skied on, and snow stocks are protected by sheets.

Ski areas are expanding their activities in the summer: MTB, green tourism, etc. Different directions are being considered for the leisure parks: study of indoor attractions, diversification of energy sources: solar panels, cogeneration plant (under construction for Futuroscope).

In order to reduce the quantity of GHG emissions, but also to combat the consequences of higher energy prices, including fuel, Group subsidiaries are beginning to offer shuttle services for customers.

3.7. CONSOLIDATED ENVIRONMENTAL DATA

Environmental data	2013/2014
Waste production (tons)	**5,887**
of which non-hazardous	4,654
of which hazardous	1,233
Paper consumption (tons)	**669**
Water consumption (m^3)	**3,957,201**
of which municipal water	469,575
of which surface catchment water	2,601,194
of which well water	886,432
Electricity consumption (GWh)	**162**
of which renewable	98
Fossil fuel consumption (m3)	**5,541**
of which gasoline	171
of which diesel and non-road diesel	5,043
of which fuel oil	327
Fossil fuel gas consumption (GWh)	**33**
Consumption of coolants (kg)	**409**
of which R410a	28
of which R407ca	69
of which R404a	223
of which R22	51
of which R134a	3
of which R507	31
of which R422d	4
GHG by emission source (CO2 tons equivalent)	**34,762**
of which coolants emissions	1,238
of which gas emissions	8,087
of which diesel emissions	15,985
of which gasoline emissions	476
of which fuel oil emissions	1,039
of which electricity emissions	7,937

4. SOCIETAL ASPECTS

4.1. REGIONAL IMPACT

CDA Group sites lie at the heart of regions in which they operate, maintaining very special relationships with local entities.

Economic development and employment

The presence of CDA subsidiaries in the area encourages direct employment, of which many are seasonal workers and local people (see 2.2. Workforce), as well as indirect employment: shops, transport, realtors, ski classes, partnerships with local brands, both cultural (Château de Mercuès, de Versailles, etc.) and commercial, and by the activity generated among local companies: maintenance, servicing, catering, etc.

As part of its local commitment, if possible, the CDA Group chooses recognized local suppliers, who share the same values in terms of risk prevention and respect for the environment. Contractual conditions increasingly include these commitments.

Ski areas take part in resort studies and marketing, creating economic benefits for the entire region and local stakeholders. Most are members of Ski Areas of France, Atout France, France Montagne, Entreprendre Savoie network or Club Euro-Alpin. They endeavor to ensure access to ski slopes in winter, to offer quality skiing and to extend access periods. In the summer, they help maintain the tourism sector in order to promote the development of MTB and walking tourism activities.

Leisure destinations are sharing in the boom in regional tourism through their involvement in regional structures, notably tourism boards.

Through various levies and taxes (regional economic contribution or equivalent abroad of €10.3 million; "mountain law" tax of €16.7 million), the Compagnie des Alpes Group is a major contributor to resources used by regional authorities for site development and social solidarity.

The CDA Group participates in the creation and maintenance of resort access roads, in particular by funding the Tarentaise road system and RN 90, and also supporting municipal infrastructure: transporting visitors on local and regional shuttles and providing accommodation.

Foncière Rénovation Montagne

The implementation of the project involving the creation of "Foncière Rénovation Montagne" is a noteworthy illustration of Compagnie des Alpes involvement in partnerships that have a strong regional impact, with local stakeholders.

Its purpose is to invest in local real estate in order to acquire aging accommodation, renovate it and renew its appeal. (see Section 4, note 8.1.4. in the Notes to the Consolidated Financial Statements).

Effect on local communities

Meet-ups are organized regularly to take into account the expectations and needs of these different stakeholders, to improve dialog and collaborate on collective solutions or actions as needed: public and commercial partners, as well as associations.

CDA Group subsidiaries are present or active in local associations, both those related to the environment, and owner and neighbor associations.

The Group places a particular focus on the study and reduction of noise pollution that may be generated by site activities. Seven sites out of 21 parks or Ski areas regularly measure noise, and specific measures are implemented: adaptation of grooming plan, both in terms of time and route, quieter snow guns and rollers near housing, coverage of entertainment areas, development of attractions, etc.

Beyond meetings, CDA Group subsidiaries are involved in support actions and local partnerships:

- in sport: ski clubs, hosting ski teams (the French Ski Federation, Alpes Provence Committee), French Handisport Federation, sports events, races (Futuroscope Marathon, Mer de Sable Race), rugby, judo, etc.,
- in the cultural arena: film festival, music festival, renovation of the Peisey-Nancroix Chapel by ADS, etc.,
- in leisure activities: prizes for raffles (800 entries per year for France Miniature), associations day, etc.

Group subsidiaries are also partners in humanitarian and charity initiatives:

- sick children (Dolfinarium: Stichting Doe een Wens and Opkikker, Bellewaerde: Cliniclowns, French parks: Petits Princes, Grévin Montréal: Fondation Sylvain Emard), Telethon,
- Welcoming underprivileged children (Parc Astérix: 1,000 Picardy children and Secours Populaire Les Deux Alpes: "82 4000", Walibi Belgium: Arc-en-ciel and Vlajo),
- Desert Well Association (Sevabel, Meribel Alpina),
- Donation of second-hand clothing (La Plagne, STGM).

Monetary donations amount to €0.4 million.

At local level, except for Grévin Montréal and Fort Fun, preferential rates are offered to local residents, children and/or other stakeholders. In most leisure parks, events are organized with the neighborhood, and are a real opportunity to exchange views.

4.2. HUMAN FACTORS: HEALTH/SAFETY, INTEGRATION

For the CDA Group, the security and integrity of its employees and customers are priorities (see 2.7 Employee health and safety).

Before the start of each season, welcome forums are organized to welcome employees and distribute as necessary booklets or guides that present the company's values and explain how to best receive customers.

Training sessions are held to teach not only good customer hospitality but also operational procedures, safety and prevention (movement and postures, working at heights, using chemical products, etc.), and procedures to follow in the event of an accident.

CDA Group subsidiaries are particularly attentive to ensuring:

- equipment, ski lifts and attractions are working properly (periodic and systematic monitoring),
- compliance with safety rules,
- compliance with food safety regulations in the catering business (HACCP rules, bacterial analysis),
- water quality used in operations: artificial snow, bathing water,
- the health of animals (veterinary check-ups),
- information is provided to customers: posters, panels, signage, safety in danger areas, etc.

In addition to all these practices, Ski areas undertake specific preventive measures, such as the development of quiet or family skiing areas, safety measures for boarding the chair lift (ESF agreement, elevators for children, carpet, headquarters school...), raising awareness about avalanches, internal development of lap bar restraints on rollercoasters, ensuring greater safety for visitors.

4.3. CODE OF ETHICS

Internal control and fraud

To prevent all forms of corruption and encourage good ethical practices, the Group has drafted and distributed an ethics charter which is a guide for professional conduct, an IT system resources usage charter, and anti-money laundering procedures.

At subsidiaries, these codes of conduct are backed up, where appropriate, by formal undertakings by the management, training courses, and clauses in employment contracts.
Compliance with the law, Group policies and the proper functioning of processes are ensured by the application of internal controls, the separation of duties and regular internal audits. In 2013/2014, the formalization of the Group's internal control system strengthened the application of best practices and employees' vigilance to fraud (see Sections 2, 6.5.). This procedure helps prevent fraud.

Management of suppliers and subcontractors

In addition to internal measures, contract clauses signed by CDA Group subsidiaries reflect the Group's commitment to not participating in concealed employment practices or those that fail to comply with regulations.

CDA Group contracts also include intellectual property and license protection clauses.

Where appropriate, contracts include environmental protection clauses and a prevention plan, possibly with a prevention-safety-environment guide. In addition, procurement departments are helping to eliminate the most hazardous chemical products by refusing them or limiting them in orders.

The CDA Group pays particular attention to compliance and the safety levels of themed items sold in the shops of Leisure destinations and international sites.
Audits are notably conducted at toy-maker factories, on their social commitments (child labor, health/safety, environment, etc.) and their quality systems (quality system, control of raw materials, manufacturing process, etc.).

Subcontracting is mainly used in sites for maintenance work, slope works and ski lifts for Ski areas, and attractions for Leisure destinations. At Leisure destinations, subcontracting is also used to ensure security of access and the upkeep of green spaces (see the amounts relating to subcontracting in the consolidated financial statements, 2.13. above).

5. REPORTOF INDEPENDENT THIRD-PARTY BODY,

on the consolidated social, environmental and societal information contained in the management report. Reporting period ended September 30, 2014

Mazars
61, rue Henri Regnault
92400 Courbevoie

Dear Shareholders,

In our capacity as an independent third-party body, member of the Mazars network, Statutory Auditors of Compagnie des Alpes, accredited by COFRAC under no. 3-1058, we hereby present our report on the consolidated social, environmental and societal information provided in the management report (hereinafter referred to as CSR Information"), prepared for the financial year ended September 30, 2014 pursuant to the provisions of Article L. 225-102-1 of the French Commercial Code.

Responsibility of the company

It is the responsibility of the Board of Directors to prepare a management report containing the CSR Information stipulated in Article R. 225-105-1 of the French Commercial Code, prepared in accordance with the standards used by the company (hereinafter the "Standards"), which are summarized in the management report and are available by request at the company's headquarters.

Independence and quality control

Our independence is defined by regulations, the code of ethics of the profession and by the provisions of Article L.822-11 of the French Commercial Code. In addition, we have set up a quality control system that includes the documented policies and procedures to ensure compliance with the rules of professional practice, professional standards and applicable laws and regulations.

Responsibility of the Independent Third-Party Body

It is our responsibility, on the basis of our audit tasks, to:
- attest that the management report contains the required CSR Information or explication for any omission, pursuant to the third subparagraph of Article R. 225-105 of the French Commercial Code (Certificate of CSR Information disclosure);
- express a conclusion with moderate assurance that the CSR Information taken as a whole is, in all material aspects, presented fairly in accordance with the Standards adopted (Reasoned opinion on the fairness of the CSR Information).

We have asked out experts in CSR matters to assist us in our work. Our work was conducted by a team of five people over approximately eight weeks, from September 2014 to December 2014.
We conducted the work described below in accordance with applicable professional standards in France and the order of May 13, 2013 that defined the procedures according to which the independent third-party body shall conduct its duties, and concerning the reasoned opinion on the fairness of the information, in accordance with international standard ISAE 3000.

1. Certificate of CSR Information disclosure

Based on interviews with the department heads concerned, we took note of the presentation of the company's guidelines for sustainable development, depending on the social and environmental consequences of its operations and on its societal commitments and, where appropriate, the resulting actions or programs.

We compared the CSR Information given in the management report against the list stipulated by Article R. 225-105-1 of the French Commercial Code. In the event that consolidated information has been omitted, we verified that explanations had been provided in accordance with the provisions of the third subparagraph of Article R. 225-105 of the French Commercial Code.

We verified that the CSR Information covered the consolidation scope, namely the company and its subsidiaries within the meaning of Article L. 233-1, and the companies controlled by it within the meaning of Article L. 233-3 of the French Commercial Code within the limits specified in the methodology note given in section 1.1 of the non-financial reporting section.

Based on our audit, and taking into account the limits mentioned above, we attest that the required CSR Information has been disclosed in the management report.

2. Reasoned opinion on the fairness of the CSR Information

Nature and scope of the audit

We conducted approximately 20 interviews with approximately 30 people responsible for preparing CSR information within the departments charged with the process of collecting information, and, where appropriate, those responsible for internal control procedures and risk management, in order to:

- assess the appropriateness of the Standards in terms of their relevance, exhaustiveness,reliability, neutrality and clarity, taking the best practices of the sector into consideration, wherever appropriate;
- verify that a process has been set up to collect, compile, process and check the CSR Information to ensure its completeness and consistency, and to take note of the internal control and risk management procedures relative to the preparation of CSR information.

We determined the nature and scope of our tests and controls, in accordance with the nature and importance of the CSR information relating to the company's characteristics, the social and environmental challenges of its activities, sustainable development guidelines and industry best practices.

As concerns CSR information, we considered the most important:

- in the Internal Control, Risks and Insurance Department, we consulted documentary sources and held interviews to corroborate qualitative information (organization, policies, measures), we implemented analytical procedures and verified, based on surveys, the calculations and consolidation of data, and checked their coherence and consistency with other information contained in the management report;
- based on the representative sample of entities that we selected based on their activity, their contribution to consolidated indicators, their geographical location and a risk analysis, we conducted interviews to verify that procedures were correctly applied, and conducted detailed tests on samples to verify the calculations made and compare against the data in the supporting documents.

The selected sample represents 29% of the FTE workforce and between 21% and 42% of the quantitative environmental information.
For the other consolidated CSR information, we assessed its coherence based on our knowledge of the company.

Lastly, we assessed the relevance of the explanations given for the total or partial absence of certain information.

We consider that the sampling methods and samples that we adopted by exercising our professional judgment enable us to express a conclusion with moderate assurance; a higher level of assurance would have required more extensive verification. Due to the use of sampling techniques and other limitations inherent to all information systems and internal control systems, the risk of not detecting a material misstatement in the CSR Information cannot be completely eliminated.

Conclusion

Based on our audit, we have not identified any material misstatements that call to question the fact that the CSR Information, taken as a whole, has been fairly presented, in compliance with the Standards..

La Défense, January 26, 20155

Independent third-party body	Guillaume Potel	Emmanuelle Rigaudias
Mazars SAS	Associé	Associée RSE & Développement Durable

FINANCIAL INFORMATION

1. CONSOLIDATED FINANCIAL STATEMENTS

1.1. FINANCIAL STATEMENTS

STATEMENT OF INCOME

(in thousands of €)	Note	09/30/2014	09/30/2013
Sales	*5.1*	**692,992**	**678,033**
Other operating income		2,522	1,994
Change in inventories and work in progress		6,248	5,731
Consumables used		-91,987	-94,723
External services		-127,315	-129,924
Taxes other than on income		-33,594	-33,818
Payroll costs and employee profit-sharing		-249,228	-242,118
Other operating expenses		-30,794	-32,472
EBITDA	*5.2*	**168,844**	**152,703**
Amortization, depreciation and provisions		-109,918	-102,885
Other operating income and expenses		1,795	-488
Net operating income	*5.2*	**60,721**	**49,330**
Gross borrowing cost		-16,645	-14,531
Income and expenses on cash and cash equivalents		20	301
Net borrowing cost	*5.3*	**-16,625**	**-14,230**
Other financial income and expenses	5.3	-735	-681
Goodwill impairment losses		0	-20,300
Tax expense	*5.4*	-16,664	-13,802
Share of net income of associates	*5.5*	3,459	3,705
Net income from continuing operations		**30,156**	**4,022**
Net profit after tax from discontinued operations	*5.6*	-273	-3,749
Net income		**29,883**	**273**
Attributable to owners of the company		25,393	1,893
Attributable to non-controlling interests		4,490	-1,620
Earnings per share (Group share)	*5.7*	€1.05	€0.08
Diluted earnings per share (Group share)	*5.7*	€1.04	€0.08

STATEMENT OF COMPREHENSIVE INCOME:

(in thousands of €)	09/30/2014	09/30/2013
Profit for the period	**29,883**	**273**
Other comprehensive income (net of fair value)		
Available-for-sale financial assets	-24	126
Cash flow hedges	-189	1,243
Translation differences	-210	-768
Impact of operations under the equity method	-198	75
Tax effect of these items	65	-431
Sub-total: Comprehensive income items that may be recycled to profit or loss	**-556**	**245**
Actuarial gains (losses) on employee benefits	-4,389	124
Tax effect of these items	1,690	141
Sub-total: Comprehensive income items that cannot be recycled to profit or loss	**-2,699**	**265**
Comprehensive net income	**26,628**	**783**
Attributable to owners of the company	22,306	2,354
Attributable to non-controlling interests	4,322	-1,571

BALANCE SHEET

ASSETS (in thousands of €)	Note	09/30/2014	09/30/2013
Goodwill	6.1	291,950	291,950
Intangible assets	6.2	78,378	83,607
Property, plant and equipment	6.3	358,492	342,505
Concession assets	6.3	531,498	528,040
Investments in associates	6.4	65,966	66,009
Non-current financial assets	6.5	13,606	16,614
Deferred tax assets	6.12	8,358	16,169
Non-current assets		**1,348,248**	**1,344,894**
Inventories	6.6	23,226	23,071
Accounts receivable	6.7	44,051	45,061
Other receivables		7,668	7,587
Current taxes		10,697	3,314
Current financial assets		419	575
Cash and cash equivalents	6.8	47,570	34,576
Current assets		**133,631**	**114,184**
Total assets		**1,481,879**	**1,459,078**

SHAREHOLDERS' EQUITY AND LIABILITIES (in thousands of €)	Note	09/30/2014	09/30/2013
Shareholders' equity			
Share capital	6.9	185,031	184,702
Additional paid-in capital	6.9	257,798	257,798
Reserves	6.9	271,795	251,184
Shareholders' equity (Group share)		**714,624**	**693,684**
Non-controlling interests		45,388	52,612
Total shareholders' equity		**760,012**	**746,296**
Non-current provisions	6.10	42,222	38,597
Non-current financial liabilities	6.11	407,545	306,682
Deferred tax liabilities	6.12	21,498	26,898
Non-current liabilities		**471,265**	**372,177**
Current provisions	6.10	16,768	16,155
Current financial liabilities	6.11	47,968	141,733
Operating liabilities and other debt	6.13	184,815	181,242
Current taxes		1,051	1,475
Current liabilities		**250,602**	**340,605**
Total shareholders' equity and liabilities		**1,481,879**	**1,459,078**

STATEMENT OF CASH FLOWS

(in thousands of €)	Note	09/30/2014	09/30/2013
Cash flows from operating activities of continuing operations		**155,906**	**137,061**
Acquisition of property, plant and equipment and intangible assets	*7.1*	-127,696	-138,424
Disposal of property, plant and equipment and intangible assets		2,830	2,296
Net capital expenditure	*7.2*	**-124,866**	**-136,128**
Acquisition of non-current financial assets and shareholdings		-14,088	-14,139
Other changes in non-current financial assets		9,227	-1,081
Net financial investments		**-4,861**	**-15,220**
Cash flows from investing activities of continuing operations		**-129,727**	**-151,348**
CDA capital increase		0	0
Non-controlling interest in capital increase of subsidiaries			
Change in capital		**0**	**0**
Dividends paid to CDA shareholders		0	-16,909
Dividends paid to non-controlling interests in subsidiaries		-2,736	-4,771
Unpaid dividends		-886	912
Change in borrowings			
Repayment of borrowings	*7.3*	-8,244	-5,789
New borrowings		109,709	1,754
Gross interest paid		-16,014	-14,546
Change in sundry receivables and payables		81	1,995
Cash flows from financing activities of continuing operations		**81,910**	**-37,354**
Impact of other movements		-77	-242
Impact of discontinued and disposed of operations	*9*	0	-1,749
Change in cash over the reporting period		**108,012**	**-53,631**
Net cash position at beginning of reporting period		**-88,380**	**-34,749**
Net cash position at reporting date	*7.4*	**19,632**	**-88,380**

SHAREHOLDERS' EQUITY (GROUP SHARE) (in thousands of €)	Share capital	Additional paid-in capital	Consolidated reserves	Net income (Group share)	Fair value reserves	Translation adjustments	Total shareholders' equity
Position at 09/30/2012	**184,380**	**257,797**	**240,698**	**27,732**	**-1,483**	**404**	**709,528**
CDA capital increase	323		-323				
Appropriation of earnings for the prior reporting period			27,732	-27,732			
Dividend payout			-16,909				-16,909
Net income for the period (Group share)				1,893			1,893
Other changes			-963		903	-768	-828
Position at 09/30/2013	**184,703**	**257,797**	**250,235**	**1,893**	**-580**	**-364**	**693,684**
CDA capital increase	329		-329				0
Appropriation of earnings for the prior reporting period			1,893	-1,893			0
Dividend payout							0
Net income for the period (Group share)				25,393			25,393
Other changes			-4,101		-142	-210	-4,453
Position at 09/30/2014	**185,032**	**257,797**	**247,698**	**25,393**	**-722**	**-574**	**714,624**

At September 30, 2014, the share capital was made up of 24,274,151 shares (compared with 24,231,022 shares at September 30, 2013).

SHAREHOLDERS' EQUITY - NON-CONTROLLING INTERESTS (in thousands of €)	Consolidated reserves	Net income for the period	Total shareholders' equity
Position at September 30, 2012	**63,384**	**5,253**	**68,637**
Appropriation of earnings for the prior reporting period	5,253	-5,253	0
Dividend payout to non-controlling interests in subsidiaries	-4,771		-4,771
Non-controlling interests in earnings		-1,620	-1,620
Other changes (1)	-9,634		-9,634
Position at September 30, 2013	**54,232**	**-1,620**	**52,612**
Appropriation of earnings for the prior reporting period	-1,620	1,620	0
Dividend payout to non-controlling interests in subsidiaries	-2,736		-2,736
Non-controlling interests in earnings		4,490	4,490
Other changes (1)	-8,982		-8,982
Position at September 30, 2014	**40,894**	**4,490**	**45,384**

(1)The "other changes" item includes the buyout of non-controlling interests in the Deux Alpes Invest subsidiary (holding company of the Deux Alpes resort)

1.2. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Group overview

The Compagnie des Alpes Group's main business activity is the operation of leisure facilities. Its primary operating segments are ski areas and leisure parks. The parent company of the Group is Compagnie des Alpes SA , with its registered address at 89, rue Escudier, Boulogne-Billancourt (92100) France.

The full-year 2013/2014 consolidated financial statements were approved by the Board of Directors on December 17, 2014, which authorized their publication. Figures are in thousands of euros, unless otherwise indicated.

1. ACCOUNTING PRINCIPLES AND POLICIES

The main accounting policies applied in the preparation of the consolidated financial statements are outlined below. Unless otherwise indicated, they are applied consistently across all reporting periods presented.

In application of EU regulation 1606/2002 of July 19, 2002 on international accounting standards, the annual consolidated financial statements of the Compagnie des Alpes Group for the reporting period ended September 30, 2014 were drawn up in conformity with the international financial reporting standards (IAS/IFRS), as adopted by the European Union at September 30, 2014, and in accordance with the historical cost convention, with the exception of certain financial assets and liabilities, which were valued at their fair value, as required under IFRS.

The tax credit for encouraging competitiveness and jobs (CICE), which has been applicable since January 1, 2013, was calculated and recognized in the financial statements of each Group company coming within the scope of the law. The amount of the tax credit is deducted from payroll costs and is thus included in EBITDA.

The standards for which application is mandatory from October 1, 2013 did not have a significant impact on the Group's consolidated financial statements.
The new standards, interpretations and amendments to existing standards applicable to periods beginning on or after January 1, 2014, which the Group chose not to apply early, are as follows:

- IFRS 10-11-12 on the consolidated financial statements, the new definitions of control, joint arrangements and additional disclosure requirements, as well as the revised IAS 28 on investments in associates and joint ventures that was amended concomitantly. As the Group has no companies consolidated using the proportionate method, and given that the definition of control contained in IFRS 10 corresponds to the criteria currently measured by the Group, the new regulation should have no impact on its consolidated financial statements.
- IFRS 9 on financial instruments introduces a single method for the classification and measurement of financial instruments reflecting the business model for managing the assets and their contractual cash flow characteristics, the adoption of a single expected loss impairment model and a revised approach to hedge accounting. The application of this standard will not have a major impact on the Group's financial statements, but will serve to simplify the procedures for valuing financial assets and increase the amount of information disclosed.
- The amendment to IAS 36 on recoverable amount disclosures for non-financial asset specifies a fair value hierarchy, measurement methods, key assumptions and discount rates. It has no impact on the Group's consolidated financial statements.

Changes in estimates

In 2014, the Group changed the way it estimates the recoverable value of property, plant and equipment and non-amortizable intangible assets (goodwill, brand names and trademarks).

In order to fine-tune its approach to valuing these assets and to ensure that it provides the best possible measurement of the value created by its activities, the Group carried out a redefinition of its cash-generating units during the year (see Note 1.14 "Impairment of assets"). This led to changes in the Group's internal organization. In particular, the Group redefined its leisure destination offering, following successive waves of acquisitions, and reviewed the overall management of its leisure parks. Previously, recoverability tests were based on groups of cash-generating units at the operational site level, with no connection to the operating decisions taken by the Group.

The new estimates are applied on a prospective basis. However, the Group carried out simulations for 2014 using the old method, and found that the impact on the level of goodwill impairment recognized in the financial statements for the year ended September 30, 2014 was not significant.

Key assumptions and estimates

The preparation of the consolidated financial statements in accordance with IFRS is based on assumptions and estimates made by management to calculate the value of assets and liabilities at the reporting date and the income and expense items for the year. The actual results may differ from these estimates.

The main sources of uncertainty relating to the key assumptions and estimates concern goodwill (Note 6.1), estimates of the value of associates and the recognition of deferred tax assets (Note 6.12).

1.1. Consolidation methods

The companies in which the Group has exclusive control are fully consolidated.

Associates are entities that the Group does not control but over which it exercises significant influence, usually with 20% to 50% of the voting rights.

Shareholdings in associates are accounted for using the equity method, and initially recognized at their acquisition cost. The Group's share in associates includes goodwill (net of accumulated impairment) as identified at the time of acquisition.

The Group presents its share of net income of associates on a separate line of the income statement, below the operating income line.
The Group does not have any joint ventures.

All internal transactions and positions are subject to elimination, either in full for fully consolidated companies, or pro rata to the Group's equity interest for companies consolidated using the equity method.

The list of consolidated companies can be found in Note 4.2.

• 1.2. Reporting date of consolidated companies

The consolidated financial statements cover a 12-month period, from October 1, 2013 to September 30, 2014 for all companies, except for Groupe Compagnie du Mont-Blanc, which is consolidated using the equity method over the period from September 1, 2013 to August 31, 2014.

• 1.3. Translation of financial statements and foreign-currency transactions

The financial statements of foreign subsidiaries are translated into the presentation currency (euro) by applying the following methods:

- the balance sheet (including goodwill) is translated at the exchange rate applicable on the reporting date;
- the statement of comprehensive income is translated at the average exchange rate for the year;
- all resulting translation gains or losses are recognized in a separate component of shareholders' equity.

Translation gains or losses resulting from the translation of net investments in foreign operations and loans and other currency instruments designated as hedges on said investments are recognized in shareholders' equity upon consolidation.

• 1.4. Operating segments

The operating segments are presented on the same basis as those used in the internal reporting provided to the Group's executive management:

- **Ski Areas:** this segment mainly includes the operation of lifts and real estate sales;
- **LeisureDestinations:** this segment covers the operation of theme parks, animal parks, water parks and tourist sites. Its sales figures include admission tickets, restaurants, shops and accommodation.
- **International development:** this segment includes operations relating to the development of new sites and consultancy services provided internationally (CDA Management, CDA Productions).
- **Holding Companies and Support Subsidiaries:** this segment comprises holding companies and subsidiaries that provide operational support, and includes CDA SA and CDA-DS, its finance and reinsurance subsidiaries (CDA Financement and Loisirs-Ré) and the support subsidiaries (INGELO, CDHA).

A chart showing the Group's consolidated companies, grouped into segments, is presented in Note 4.2.

• 1.5. Business combinations and goodwill

The Group recognizes the identifiable assets, liabilities and contingent liabilities of acquired entities at fair value on the date of taking of control.

Where the agreement governing the business combination provides for a payment that is contingent on future events, the Group includes the amount of this payment in the cost of the business combination at the acquisition date, if the payment is probable and can be reliably measured.

In the case of acquisitions of companies with concession arrangements, an analysis and fair value measurement of these arrangements are performed on the basis of the expected profit margin at the end of the concession arrangement.

Any divergence between the profitability of the concession arrangement and the Group average is recognized under (intangible) assets or liabilities (provisions). It is amortized or recovered over the remaining term of the concession.

Goodwill is the excess of the cost of an acquisition over the fair value of the Group's share in the identifiable net assets of the subsidiary or associate on the date of acquisition.

Goodwill arising from the acquisition of a subsidiary is recognized under the item "goodwill".
Goodwill arising from the acquisition of an associate is recognized under the item "investments in associates".

The Group is allowed 12 months from the acquisition date to finalize accounting for the business combination in question.
Any changes to the acquisition price made outside the above period are recognized in profit or loss, and no change is made to the acquisition cost or goodwill.

• 1.6. Sales

Sales of tickets (lift passes, admission fees to parks) are recognized in the reporting period in which visitors use the facilities of the Compagnie des Alpes Group.
Prepaid tickets that will be utilized during the following period are only recognized in income when used for admission to a site.

Unused prepaid tickets are recognized as deferred income.

Services are recognized in income when the service is rendered.

• 1.7. EBITDA

EBITDA is the key line item used by the Group to represent the operating performance of its various activities.

It includes the income and expense items that are directly related to current operations, and is calculated before the cost of holding assets (depreciation, amortization and impairment), other operating income and expenses, net financial income and income tax.

• 1.8. Other operating income and expenses

The items comprising operating income that are not directly related to current operations (because of their nature, frequency and/or relative importance) are recognized in "other operating income and expenses". These mainly include:

- capital gains or losses from the disposal of shareholdings;
- costs generated by the temporary closure of a site;
- restructuring costs;
- any other income or expense item that is easily identifiable, unusual, significant, and not directly related to current operations.

• 1.9. Non-current assets held for sale and discontinued operations

An asset is classed as "available for sale" only if a plan has been put in place by management to sell the asset, if the asset is available for immediate sale in its present condition and if the sale is highly probable within a reasonable time-frame.

At the time of initial recognition as "held for sale":

- non-current assets and groups of assets that are intended to be sold are recognized at the lower of their carrying amount and their fair value less costs to sell;
- amortizable assets are no longer amortized from the date on which they are classified as assets held for sale.

In the case of discontinued operations, any net income and contribution to cash flow are presented separately from income and cash flow for continuing operations.

• 1.10. Calculation of earnings per share

The basic earnings per share figure is obtained by dividing the net income available for shareholders of the parent company by the weighted average number of shares outstanding during the period.

The diluted earnings per share figure is obtained by dividing the net income available for shareholders of the parent company by the weighted average number of shares outstanding during the period, adjusted for the impact of all dilutive instruments.

• 1.11. Intangible assets

The intangible assets acquired appear on the balance sheet at their amortized cost.

When the Group measures brands and trademarks, following analysis, these are considered as having indefinite useful lives. They are thus not amortized and are instead tested for impairment annually (see Note 6.1).

Intangible assets and other use rights to assets, the duration of which is directly linked to a concession arrangement or lease, are amortized up to the date of expiry of such contracts.
This in particular applies to (see Note 1.14):

- usage rights: the intangible rights to operate the ski lifts of ADS (Les Arcs/Peisey), SEVABEL (Les Menuires), SCV Domaines Skiables (Serre Chevalier), DSG (Flaine), STVI (Val d'Isère) and DAL (Les Deux Alpes);
- the concession for the use of the highway interchange giving access to Parc Astérix, which expires in 2086 (see Note 1.13);
- the right to use the Futuroscope brand until 2026. Intangible assets and other usage rights are amortized on a straight-line basis until the date on which the rights expire.

• 1.12. Property, plant and equipment

Items of property, plant and equipment are recognized on the balance sheet at their amortized cost.
Investment subsidies are deducted from the gross amount of the assets giving rise to them. Items of property, plant and equipment that are in use are depreciated on a straight-line basis, broken down by component on the basis of their estimated useful lives as follows:

	Duration
Buildings	20 to 30 years
Improvements	10 to 20 years
Ski lifts	15 to 30 years
Trail works	40 years
Rides	10 to 40 years
Equipment (other than ski lifts and rides)	5 to 40 years
Other items of property, plant and equipment (including theme decor and effigies of personalities at Musée Grévin)	3 to 10 years

The range of depreciable periods is due to the diversity of assets involved. The shortest periods are for more rapidly replaced components (e.g. scenery for different types of rides), while the longest periods apply to infrastructure.

Residual values and useful lives of assets are reviewed and, if necessary, adjusted at each reporting date.

• 1.13. Concessions

Compagnie des Alpes is a major player in the leisure sector in Europe, particularly in the operation of ski areas. The operation of ski areas in France is governed by the legal framework established in the French Mountain Act (Loi montagne) of January 9, 1985, concerning the development and protection of mountainous regions. These ski areas are for the most part subject to concession arrangements between CDA subsidiaries and local municipalities.

The operator holds a concession arrangement with a municipality or group of municipalities. These arrangements govern the relations between the granting authority and the operator with regard to all operating aspects of a ski area (capital expenditure, commercial and pricing policies, legal risks, etc.). On this basis, the operator is responsible for making the capital expenditure over the life of the concession required to keep the facilities in good operating condition and implement its commercial and pricing policy. In return, the operator is authorized to collect from users, on the basis of a public rate grid, income from the sale of lift passes.

Some CDA Group companies (STGM, ADS, SAP, SCV and DSG) continue to pay leasing contract fees for ski lifts provided by the granting authorities. However, this system is gradually being replaced by concession arrangements. In fact, the operators replace at their own expense obsolete equipment held under management contracts, with the new equipment coming under concession arrangements.

The CDA Group has analyzed the characteristics of its contracts and the nature of the services provided, and concluded that these contracts do not fall within the scope of the IFRIC 12 on service concession arrangements. Accordingly, the CDA Group recognizes assets associated with lift concessions as a separate component of property, plant and equipment. They are broken down and depreciated in accordance with the same rules applied to property, plant and equipment owned by the Group itself.

Assets classified as held in concession are:

- assets supplied by the granting authority which are to be returned at the end of the concession;
- assets supplied by the operator which are to be placed at the granting authority's disposal at the end of the concession (typically in exchange for payment to the operator).

Transfers for no consideration from the granting authority and assets under leasing contracts are not recognized in the Group's balance sheet.

A provision is funded on the liability side of the balance sheet (major repair provisions) for periodic maintenance of these facilities. The company's other assets, which are not connected with the concession, and which don't meet these criteria are classified as directly-owned assets.

Conditions governing return to granting authorities

When concession arrangements expire, it is generally expected that the concession assets acquired by the operator will be recovered by the granting authority in return for a payment. This payment is based on various calculation methods set out in the contracts. It is at least equal to the net carrying amount.

Main concession arrangements

› Concessions granted by municipalities and groups of municipalities

The main concession arrangements of consolidated Group companies are as follows:

– Société des Téléphériques de la Grande Motte (STGM) – Tignes:

Concession granted by the municipality of Tignes, initially for the period from September 5, 1988 to September 30, 2016 (28 years), and extended in 1998/1999 for an additional 10 years until May 31, 2026.

– Société d'Aménagement de la Station de La Plagne (SAP) – La Plagne:

Concession granted by the Syndicat Intercommunal de la Grande Plagne (SIGP, grouping of several municipalities), initially for the period from December 15, 1987 to June 10, 2017 (30 years), and extended in 1998/1999 for an additional ten years to June 10, 2027.

– ADS – Les Arcs-Peisey Vallandry:

Concession granted by the municipality of Bourg-Saint-Maurice for the period from June 1, 1990 to May 31, 2020 (30 years), and extended for ten years in January 2014, until May 31, 2030.

Concession granted by the municipality of Villaroger for the period from June 1, 1998 to May 31, 2020;

Concession granted by the municipality of Peisey-Nancroix for the period from January 1, 1997 to May 31, 2020.

Concession granted by the Syndicat Intercommunal à Vocation Multiple (SIVOM, a grouping of several municipalities) of Landry-Peisey-Nancroix for the period from October 18, 1989 to October 30, 2019 (30 years).

– Société d'Exploitation de la Vallée des Belleville (SEVABEL) – Les Menuires:

Concession for the operation of the Saint-Martin-de-Belleville ski area, granted by the municipality of Saint-Martin-de-Belleville initially for the period from December 1, 1990 to October 1, 2017 (27 years), and extended on May 16, 2001 for four years to May 31, 2021;

Concession for the operation of the Menuires ski area, granted by the Syndicat Mixte pour l'Aménagement de Belleville (SYMAB, grouping of several municipalities) initially for the period from December 1, 1990 to October 1, 2017 (27 years), and extended on August 11, 2000 for four years to May 31, 2021.

– Méribel Alpina:

Concessions respectively granted by the municipality of Les Allues for the period from December 18, 1989 to December 17, 2019 (30 years), and by the municipality of Brides-les-Bains for the period from June 30, 1992 to December 17, 2019 (27 years).

– Domaine Skiable de Flaine (DSF) – Flaine / Grand Massif:

Concession granted by the department of Haute-Savoie for the period from January 9, 1989 to January 8, 2019 (30 years), for capital expenditure carried out up to April 28, 1999.

Concession for the operation of new lifts and ski runs granted by the municipality of Magland, for the period from July 4, 2000 to April 30, 2025 (25 years).

Concession for the operation of new lifts and ski runs granted by the municipality of Arâches-la-Frasse, in the part of its territory falling within the Flaine ski area for the period from July 8, 2004 to April 30, 2029 (25 years).

– Domaine Skiable du Giffre (DSG) – Samoëns – Sixt – Morillon / Grand Massif:

Leasing contract with the municipality of Morillon for the period from December 1, 1985 to November 30, 2015 (30 years) for installations in operation on May 31, 2000.

Concession for the operation of new lifts and ski runs granted by the municipality of Morillon, for the period from June 8, 2000 to April 30, 2025 (25 years).

Concession for the operation of new lifts and ski runs granted by the municipality of Samoëns, for the period from September 1, 2000 to April 30, 2030 (30 years).

Leasing contract with the municipality of Sixt Fer à Cheval for the period from October 1, 1993 to September 30, 2011 (18 years) for installations in operation on May 31, 2001, extended to 2013 to allow operation during the process to define the new legal regime. In 2013, a five-year lease extension was signed. At the end of this period, if the Sixt-Flaine link is operational, there is the possibility of signing a 40-year agreement. If not, the granting authority shall have the option of terminating the agreement or entering into a 12-year agreement.

– SCV Domaines Skiables – Serre Chevalier:

Concession granted by the municipality of Saint-Chaffrey for the management and operation of the new lifts and the ski area for the period from December 1, 2004 to August 30, 2034 (30 years).

Concession granted by the Syndicat Intercommunal de Gestion et d'Exploitation des Domaines d'Hiver et d'Été de Serre Chevalier 1400-1500 (SIGED, grouping of several municipalities) for the operation of ski lifts and ski runs for the period from November 1, 1998 to October 31, 2018 (20 years).

Leasing contract granted by the municipality of Briançon for the period from November 1, 1998 to October 31, 2006 (8 years) for the management of the Prorel ski area. Subsequent to a public service tender, on December 15, 2006 SCSD was awarded the operation and management of the Prorel facilities until December 31, 2034.

– Société des Téléphériques de Val d'Isère (STVI) – Val d'Isère:

Concession granted in May 1982 by the municipality of Val d'Isère, initially for a 30-year period (expiring in 2012) and extended in 1991 for 8 years (until July 2020), and again in 2014 for 12 years (until July 2032).

Concession granted in September 1970 by the municipality of Bonneval s/Arc, initially for a 30-year period and extended in 1994 for an additional 18 years to December 16, 2019.

– Deux Alpes Loisirs (DAL) – Les Deux Alpes:

Various concession arrangements were signed with the municipality of Mont-de-Lans between 1961 and 1984. The most recent arrangement, dating from June 21, 1993, granted DAL a 30-year concession (until 2023).

Concession initially granted on February 8, 1978 by the municipality of Venosc. A new 30-year arrangement was signed on September 17, 1994 (until 2024).

Following an initial arrangement in 1974, the municipality of Saint Christophe-en-Oisans granted a new 30-year operating concession from September 21, 1993 (until 2023).

The arrangements of equity affiliates are as follows:

– Compagnie du Mont-Blanc (CMB) – Chamonix:

The Board of Directors of CMB, meeting on November 13, 2013, authorized its Chairman and Chief Executive Officer to sign the draft 40-year agreement representing CMB's final offer as part of the call for tender for the new public service arrangements for the Chamonix Ski areas. The municipal council met on December 4, 2013 to authorize its mayor to sign the agreement. This new agreement took effect from December 5, 2013 and will run up to December 4, 2053.

Also, the Aiguille du Midi public service arrangements was extended for 10 years, expiring on December 31, 2028.

Concessions for the operation of the Tramway du Mont-Blanc and Train du Montenvers granted by the department of Haute-Savoie in 1988 and 1993 for 30-year periods to December 31, 2018 and December 31, 2023, respectively.

Concessions for the operation of Houches/Saint-Gervais (through its 72.5%-owned subsidiary, LHSG) for a 30-year period from December 1, 2011 to November 30, 2041.

– Société d'Exploitation des Remontées Mécaniques de Morzine Avoriaz (SERMA) – Morzine/Avoriaz:

The company operates a concession granted by the municipality of Morzine, which runs to June 13, 2032, and a concession granted by the municipality of Montriond, which runs to June 30, 2022.

–Domaine Skiable de Valmorel (DSV) – Valmorel:

The company operates a concession granted by the Communauté de Communes de la Vallée d'Aigueblanche (grouping of several municipalities), which runs to June 2, 2023.

–Domaine Skiable de La Rosière (DSR) – La Rosière:

The company operates a concession granted by the municipality of La Rosière, which runs to December 11, 2032.

> Pursuant to these arrangements, and depending on the case, the operating companies either pay a concession fee or a municipal tax and departmental tax (known as the "Mountain tax"), or both. These fees and levies are based on sales of ski lift passes and calculated as a contract-specific percentage.

By way of exception within the CDA Group, the municipalities of Saint-Martin de Belleville, Val d'Isère and Tignes retain responsibility for the ski run service, for which SEVABEL, STVI and STGM pay a special fee.

Moreover, under the different contracts signed by the Group, CDA subsidiaries may enter into agreements on investment budgets. Such agreements are variable and can be reviewed, mainly with regard to their term, amount and nature, depending on the contract and implementation opportunities.

In light of certain lease contracts signed by the leisure destinations, these investment budget agreements may concern all of the Group's subsidiaries.

› Real estate development concessions

– ADS and SAP have concessions for real estate development granted respectively by the municipality of Bourg-Saint-Maurice and the Syndicat Intercommunal de la Grande Plagne (grouping of several municipalities);

– Through its 99.9%-owned subsidiary SCIVABEL, SEVABEL also holds the development concession for the Reberty urban development zone (ZAC de Reberty) at Les Menuires;

– DSF, with its 99.99%-owned subsidiary Société d'Aménagement Arve-Giffre (SAG), also owns land in Flaine in the Grand Massif. This real-estate company is managed under a tourism-development arrangement with the Syndicat Intercommunal de Flaine (grouping of several municipalities).

The projected development costs are recognized pro rata to the building permits sold, upon signing of the deed of sale.

› Leisure park concessions

– Concession for the highway interchange giving access to Parc Astérix

Parc Astérix has a private interchange on the A1 highway, which provides direct access to the park: this concession was granted by SANEF, the company operating the A1 highway, for a period of 99 years (from 1987 to 2086).

The right to operate this concession is accounted for as an intangible asset of Grévin & Cie (see Note 6.2), which pays a fee to SANEF for the passage of each vehicle through the toll plaza. This fee corresponds to the highway toll that is not paid when vehicles use the Parc Astérix interchange.

– Licensing agreement with Editions Albert-René (publisher of the Astérix comic books)

In 1986, a licensing agreement was concluded with Editions Albert-René for the legal duration of the copyright, which is 70 years after the death of the last surviving author.

This agreement guarantees Grévin & Cie the right to use the comic strip characters and world in its theme parks, in France and abroad.
An amendment signed in March 1996 set the licensing fee at 3% of sales excluding VAT of Parc Astérix, with a minimum fee of €1.7 million.

• 1.14. Impairment of assets

Definition of cash-generating units and allocation of assets

An asset's recoverable amount is the higher of its fair value less selling costs and its value in use. The recoverable amount of property, plant and equipment is tested when events, market developments or internal factors indicate a risk of a permanent loss of value.

It is tested at least once a year, as of the reporting date, for assets with an indefinite useful life (category limited to goodwill, brands and trademarks).

As goodwill and the main items of property, plant and equipment and intangible assets relate to operation of the sites, these are allocated to groups of cash-generating units, which equate to the sites on which the Group's strategic development is focused.

An impairment loss is recognized if the recoverable amount of the asset or group of assets tested is lower than its carrying amount.

Goodwill impairment losses are irreversible. Impairment losses for other items of property, plant and equipment and intangible assets may be reversed if the recoverable amount of the asset increases.

Impairment of goodwill is shown on the "impairment" line of the income statement, below the operating items.

Allocation of goodwill and and operating assets to cash-generating units (CGUs)

The Group's CGUs comprise the sites it operates.

For impairment testing purposes, goodwill is allocated at the level of the groups of CGUs, which constitute homogenous entities generating cash flows that are largely independent of the cash flows generated by the other CGUs. As part of an initiative to make the measurement of CGU value creation more consistent with the Group's performance monitoring, internal organization and strategy, the impairment testing procedures were modified as of September 30, 2014. In particular, this change reflects management of a homogenous offering in the Leisure Parks segment following a series of acquisitions carried out since 2002 and the overall management of offering development in the Ski Areas segment.

Consequently, the CGUs that the Group intends to continue to operate and hold have been reorganized as follows:

- ski areas portfolio (to maturity): includes all the ski areas, for which operational and investment decisions are taken by a single decision-making body;
- leisure parks portfolio: includes all the leisure parks, for which operational and investment decisions are taken by a single decision-making body;
- as development activities are activities that are created, they do not have goodwill associated with them. They are subject to impairment testing on an individual basis if an indication of a permanent loss of value is identified (significant and long-standing divergence from the business plan).

Procedures for determining the recoverable amount

The recoverable amount of groups of CGUs, as defined above, corresponds to the sum of the values in use of the CGUs comprising the groups of CGUs, which is determined by discounting projections of future cash flows from operating the sites based on the medium-term plans (five years) approved by the Group's executive management and presented to the Strategy Committee and to the Board of Directors, and using a terminal value based on the forecast future standardized cash flows to perpetuity generated by the asset under consideration.

For the cash-generating units operated under concession arrangements (ski areas) or leases (leisure parks), the CDA Group manages these contracts on a going concern basis (both in terms of site management and in terms of capital expenditure to maintain/increase its business). The Group has never been confronted with a company operating a concession (ski areas) or lease (leisure parks) having to cease operations due to the expiration of its contract. Accordingly, the Group measures the recoverable amount of the groups of CGUs on the assumption that its concession-holding activities will continue beyond the end of the concession, in light of the extensions already obtained in the past. The day-to-day management and investment policy are therefore implemented with a view to maintaining or increasing the appeal of the leisure park or ski area concerned.

For CGUs that are held for sale, the recoverable amount is assessed at the level of the assets intended for sale, in terms of the fair value less costs to sell.

• 1.15. Financial assets

Financial assets are divided into three major categories:

- Assets held to maturity are recognized in the balance sheet at an amortized cost. These assets mainly comprise bonds, term deposits and loans to unconsolidated companies.
- Financial assets held for trading, i.e., short-term holdings, and assets designated at fair value through profit or loss when initially recognized are measured at fair value. Fair value is offset in profit or loss. These are mainly short-term investments that do not meet the criteria for cash equivalents (investment periods greater than three months).
- Shareholdings in unconsolidated companies are recognized in available-for-sale financial assets, which are generally valued at cost, given their nature as support companies. However, some shareholdings may be recognized at fair value (e.g. holdings in restaurants valued at the pro rata portion of equity). In this case, the changes in fair value are recognized in shareholders' equity until the securities are sold.

The Group measures the recoverable amount of its financial assets as of each reporting date.

• 1.16. Inventories

Inventories are stated at the lower of cost and net realizable value (i.e. the market price less costs to sell). Inventories are measured at weighted average cost.

• 1.17. Accounts receivable

Accounts receivable are recognized at fair value. Impairment is recognized when there is an objective indication that the amounts due may not be recovered. Any impairment is recognized in profit or loss.

• 1.18. Cash and cash equivalents

Cash and cash equivalents include petty cash, bank balances and short-term investments in money market investments. Such investments, which usually mature within three months, are readily convertible into cash at their nominal value, and the risk of a change of value is insignificant. Overdrafts are presented as liabilities in the balance sheet, under "current borrowings".

• 1.19. Treasury stock

The purchase of treasury stock is recorded at acquisition cost with a corresponding reduction in shareholders' equity. Treasury stock sale proceeds are credited to shareholders' equity, and not recognized in the income statement.

• 1.20. Regulated

Provisions for retirement bonuses

The CDA Group's commitments with respect to retirement bonuses derive from legal obligations and collective bargaining agreements applicable in the countries in which Group subsidiaries operate.

In France, company commitments to permanent or seasonal employees are reflected either in premiums paid to insurance companies or in provisions. If the premium paid by a company only partly covers its commitments, a provision is funded for the remainder.

The commitments are calculated for all Group employees in France, except for seasonal workers in the Leisure Destinations segment, where turnover is extremely high. It is thus considered unlikely that these workers will still be employed by the Group when they retire.

The total of these commitments is determined on the basis of the current salaries of employees by calculating the bonuses that will be paid to employees upon retirement, having regard to their seniority at that date.

Gains and losses resulting from changes in actuarial assumptions, plus the impact of regulatory changes, are recognized in shareholders' equity.

Supplementary pension benefits are granted to executives of certain subsidiaries, for which the valuation is adjusted each year.

In other countries where the CDA Group operates (Germany, the Netherlands and Belgium), retiring employees receive no retirement bonuses from their employer. No provisions have therefore been made. However, companies contribute each year to provident funds (pension funds). The absence of the Group's obligations with respect to these contracts is verified each year.

Other provisions

Provisions are recognized when, at the end of the reporting period, the Group has an obligation to a third party arising from a past event that is certain or likely to lead to an outflow of resources to the third party, with no equivalent consideration received. These provisions are estimated in accordance with their nature, with the most likely assumptions taken into account.

Provisions for restructuring costs are recognized once the Group has a formal, detailed restructuring plan that has been communicated to the relevant parties.

• 1.21. Borrowings

Borrowings are initially recognized at fair value, net of transaction costs incurred (less fees and issue or redemption premiums, these adjustments being factored into the calculation of the effective interest rate).

Borrowings are subsequently recognized at amortized cost. Any difference between the income (net of transaction costs) and the redemption value is recognized in the income statement over the duration of the loan, in accordance with the effective interest rate method.

• 1.22. Derivatives and hedging transactions

The Group's use of derivatives such as interest rate swaps, caps or other equivalent futures contracts is designed to hedge against interest rate risk.

For each cash flow hedge, the hedged financial liability is recognized in the balance sheet at amortized cost. Changes in the value of the derivative are recognized in shareholders' equity. To the extent that financial expenses and income from the hedged item affect profit or loss in a given reporting period, the financial expenses and income from the hedging instrument recognized in shareholders' equity for the same reporting period are transferred to profit or loss.

When a derivative does not meet the criteria for hedge accounting, changes in fair value are recognized in profit or loss.

• 1.23. Income tax and deferred taxes

Group income taxes are determined in accordance with tax laws in force in the country where the income is taxable. Deferred taxes.

Deferred taxes

A temporary difference between the carrying amount of an asset or liability and its tax base gives rise to recognition of deferred tax by means of the liability method, using the most recent income tax rates enacted (or substantively enacted). A deferred tax liability is recognized for all taxable temporary differences.

No deferred tax assets are recognized with respect to tax loss carryforwards unless it is likely they will be recovered within a reasonable time-frame (likelihood is calculated on the basis of available forecasts).

Deferred tax assets and liabilities are offset for each tax entity.

The income-tax expense is recognized in the income statement unless it concerns items that were recognized directly in shareholders' equity. In this case, it is also recognized in shareholders' equity.

• 1.24. Share-based payments

The Group has put in place equity-settled payment arrangements (stock options and bonus shares). The fair value of services rendered by employees in exchange for stock options and bonus shares is recognized in payroll costs. The total amount expensed over the vesting period is determined on the basis of the fair value of the options granted, as measured by the binomial model.

At each reporting date, the Group re-examines the number of options that will likely be eligible for exercise. When appropriate, it recognizes the impact of its revised estimates in profit or loss, with a corresponding entry in equity.

2. MANAGEMENT OF CAPITAL AND RISKS

• 2.1. Capital management

The Group's primary objective for its capital management is to maintain a good credit risk rating and healthy capital ratios, in order to safeguard the long-term financing of its business and optimize shareholder value.

Accordingly, the Group monitors the performance of its net debt-to-equity ratio. In its calculation of net debt, the Group includes loans and borrowings bearing interest plus cash and cash equivalents. Shareholders' equity includes convertible preference shares, Group share of capital and unrealized gains and losses recognized directly in shareholders' equity.

The Group manages its capital structure and makes adjustments as economic conditions change. The Group may modify dividend payments to shareholders, return part of the capital or issue new shares.

• 2.2. Risk management

Cash flow risk and risk of changes in value due to interest rate fluctuations

The Group does not hold significant interest-bearing assets. The Group is exposed to interest rate risk on its medium- and long-term borrowings. Following the partial refinancing carried out last May, 70% of the Group's debt is fixed-rate debt (bonds) and 30% is floating-rate debt.
As regards its floating rate debt, the Group manages its interest rate risk by using interest rate caps and floating-for-fixed swaps (see Note 6.11).

With current hedged positions at September 30, 2014 taken into account, the exposure of gross debt to interest rate risk as at September 30, 2014 and its projected change in 2014/2015 may be summarized as follows:

	09/30/2014	09/30/2015
Unhedged debt	3%	25%
Hedged debt	97%	75%

Hedged debt includes fixed-rate borrowings and the hedged portion of floating-rate debt. As of September 30, 2013, unhedged debt represented 26% of Group debt.

Should benchmark rates (1-month and 3-month Euribor, Eonia) increase or decrease by 1% versus the closing rate on September 30, 2014, the impact on interest expense over the whole of 2013/2014, taking into account the Company's debt profile, would be as follows:

1%	1%
€-0.8 million	€+1.1 million

Foreign exchange risk

Investments in foreign subsidiaries are made in local currencies: the portion of balance sheet assets sensitive to variations in foreign exchange rates is 1.7%, exposed to fluctuations in local currencies against the euro.
As such, the Group currently sees its exposure to foreign exchange risk as not significant.

In July 2014, the Group put in place a non-deliverable option (NDO) to hedge the foreign exchange risk on its KRW 2,400 million subscription to the capital of Grévin Séoul, with an exercise date of November 28, 2014.
This option was not exercised as the euro/KRW exchange rate was more favorable on November 28, 2014 than the exercise price.

The Group has not carried out any foreign exchange hedging transactions for other operations outside the euro zone. This is because:

- intragroup forex flows are limited;
- sales revenues are recorded in the same currency as operating expenses.

Credit risk

The Group has no major concentration of credit risk.
Most of its business is carried out with end-customers (B2C sales).
These customers pay in cash, or by cheque or bank card, before the service is provided.

Furthermore, the Group has implemented policies to ensure that the intermediate customers who buy its products have appropriate credit risk histories.
For derivatives and transactions settled in cash, counterparties are restricted to top-notch financial institutions.

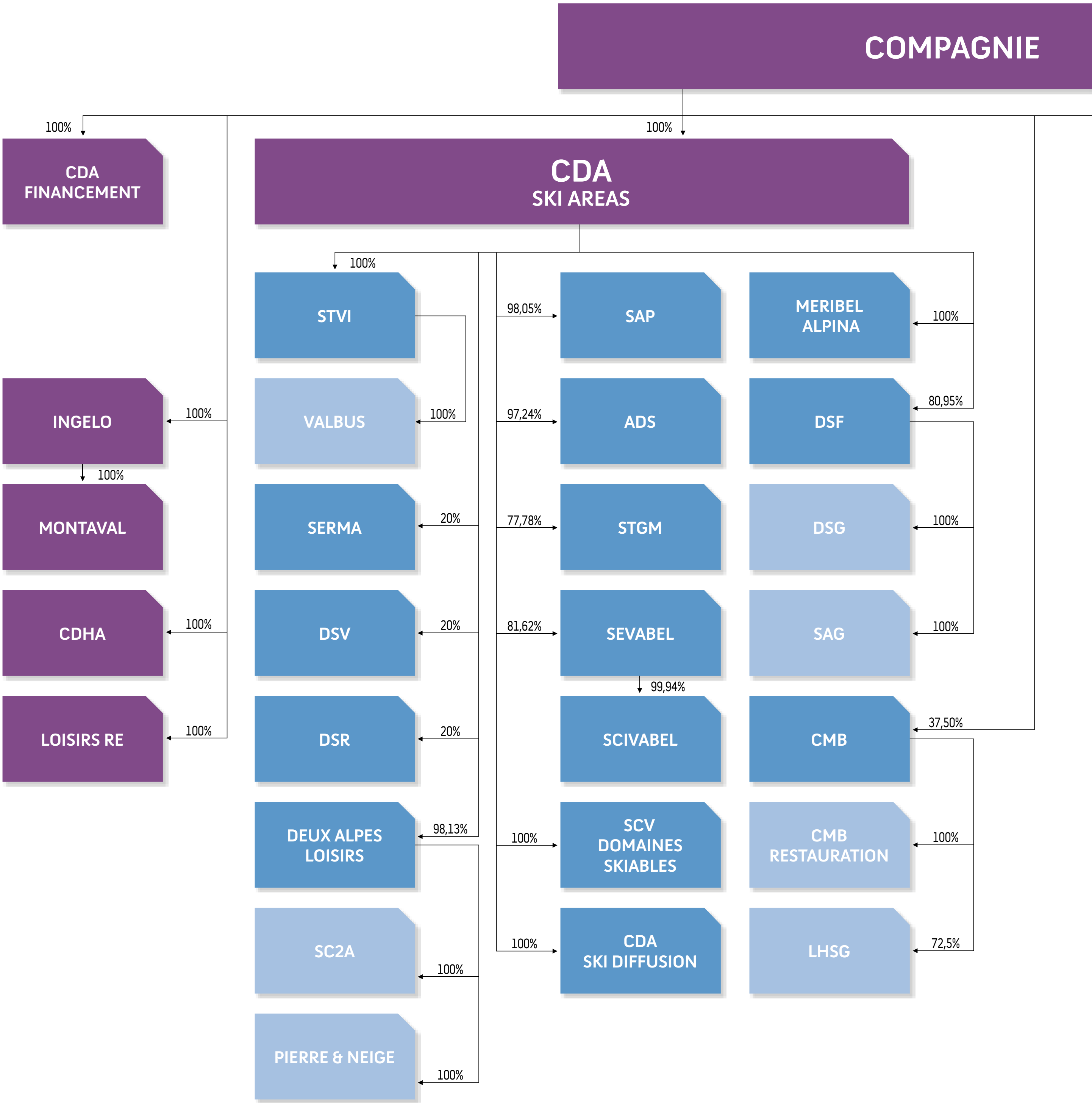
Liquidity risk

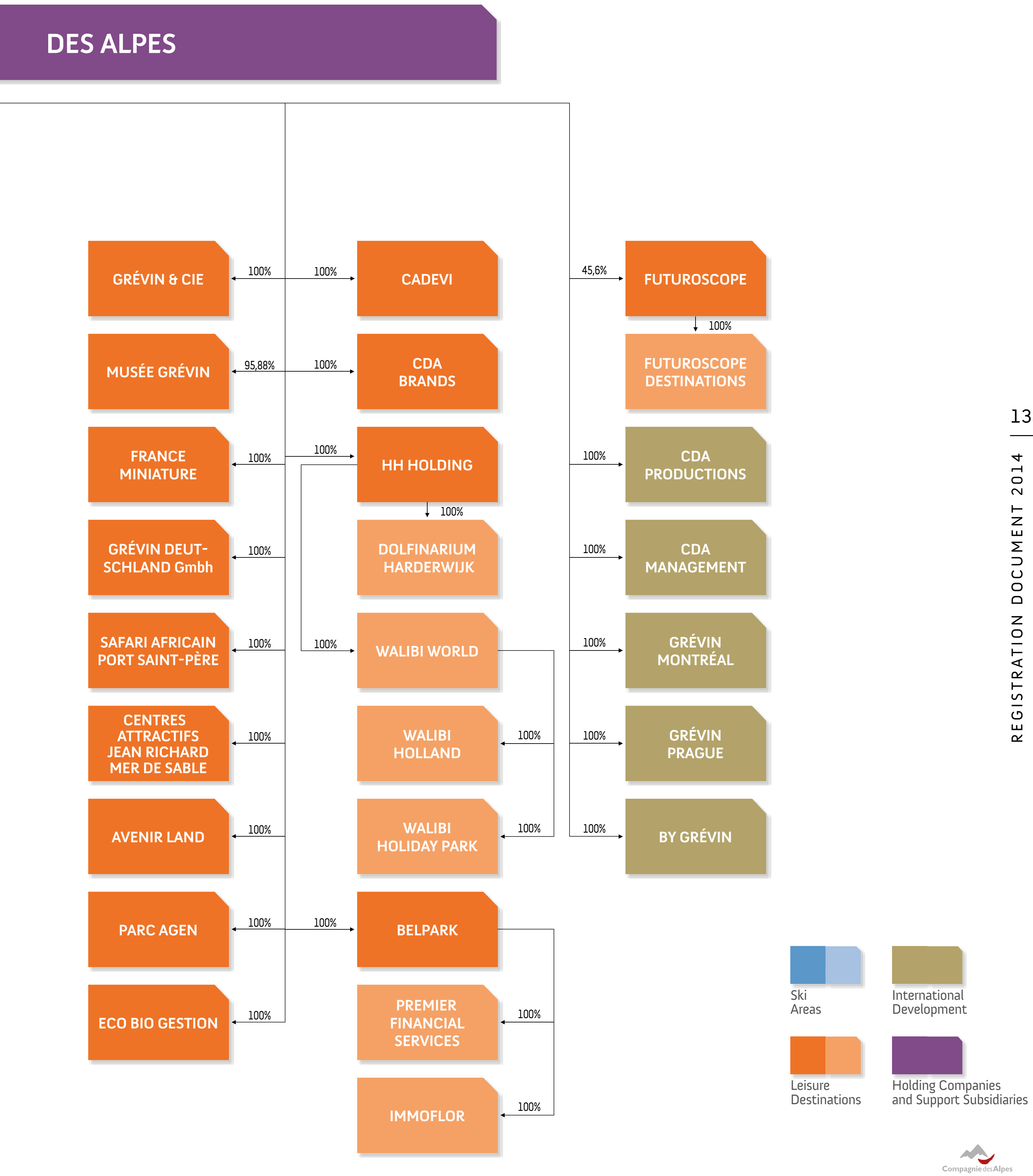
Prudent management of liquidity risk means maintaining a sufficient level of liquidity beyond recurrent needs.

The Group considerably strengthened its liquidity risk management when it renewed its syndicated loan in May 2014, by extending the maturity (from 2015 to 2019) and increasing the amount (from €250 million to €260 million). In addition, the ten-year €100 million "Euro PP" (private placement) represents important financial support for the Group, providing the optimum hedge for its liquidity risk. As of September 30, 2014, the Group had €160.5 million in undrawn committed lines of credit.

A significant portion of Group borrowings is subject to covenants (see Note 6.11).
An analysis of the liquidity risk is given in section 1.5.1.

3. STRUCTURE OF THE COMPAGNIE DES ALPES GROUP AT SEPTEMBER 30, 2014




DES ALPES
GRÉVIN & CIE
100%
100%
CADEVI
45,6%
FUTUROSCOPE
100%
MUSÉE GRÉVIN
95,88%
100%
CDA BRANDS
FUTUROSCOPE DESTINATIONS
FRANCE MINIATURE
100%
100%
HH HOLDING
100%
CDA PRODUCTIONS
100%
DOLFINARIUM HARDERWIJK
GRÉVIN DEUT-SCHLAND Gmbh
100%
100%
CDA MANAGEMENT
SAFARI AFRICAIN PORT SAINT-PÈRE
100%
100%
WALIBI WORLD
100%
GRÉVIN MONTRÉAL
CENTRES ATTRACTIFS JEAN RICHARD MER DE SABLE
100%
WALIBI HOLLAND
100%
100%
GRÉVIN PRAGUE
AVENIR LAND
100%
WALIBI HOLIDAY PARK
100%
100%
BY GRÉVIN
PARC AGEN
100%
100%
BELPARK
ECO BIO GESTION
100%
PREMIER FINANCIAL SERVICES
100%
IMMOFLOR
100%
Ski Areas
International Development
Leisure Destinations
Holding Companies and Support Subsidiaries
Compagnie des Alpes

4. SCOPE OF CONSOLIDATION

4.1. Changes in consolidation scope during the year

- Deux Alpes Invest: the Group increased its holding in this entity to 100% during the year (after increasing it from 60% to 81% in September 2013). The Group then proceeded with the merger of this entity (previously the intermediate holding company of Deux Alpes Loisirs) into CDA-DS. It is now held directly by CDA-DS.

- The company name of SwissAlp was changed in December 2013 to "By Grévin", a legal entity that is developing the operational activities of the "Chaplin operated by Grévin" site, which is slated to open at the end of 2015.

- In April and May 2014, CDA disposed of its holdings in Looping Holding and Ecoparcs.

4.2. List of consolidated companies by consolidation method and business segment at 09/30/14

Parent company: Compagnie des Alpes – 89, rue Escudier – 92100 Boulogne Billancourt

SKI AREAS	Consolidation method (1)	Legal structure	% shareholding
STGM 73320 Tignes	FC	SA	77.79
ADS 73700 Bourg-Saint-Maurice	FC	SA	97.24
SAP 73210 Macôt-La-Plagne	FC	SA	98.05
SEVABEL 73440 St-Martin-de-Belleville	FC	SAS	81.62
SCIVABEL 73440 St-Martin-de-Belleville	FC	SCI	81.62
Méribel Alpina 73550 Méribel-les-Allues	FC	SAS	100
DSF 74300 Flaine	FC	SA	80.95
DSG 74440 Morillon	FC	SA	80.93
SAG 74300 Flaine	FC	SA	80.93
SCV Domaine Skiable 05330 St Chaffrey	FC	SA	100
STVI 73150 Val d'Isère	FC	SAS	100
VALBUS 73150 Val d'Isère	FC	SAS	100
SERMA 74110 Morzine	EA	SAS	20
DSV 73420 Valmorel	EA	SAS	20
DSR 73700 Montvalezan	EA	SAS	20
Groupe Cie du Mont-Blanc 74400 Chamonix	EA	SA	37.49
Deux Alpes Loisirs (DAL) 38860 Mont-de-Lans	FC	SA	98.13
SC2A 38860 Mont-de-Lans	FC	SA	98.13
Pierre et Neige 38860 Mont-de-Lans	FC	SA	98.13
CDA SKI DIFFUSION 92100 Boulogne Billancourt	FC	SAS	100

LEISURE DESTINATIONS	Consolidation method (1)	Legal structure	% shareholding
Grévin & Cie 60128 Plailly	FC	SA	100
Musée Grévin 75009 Paris	FC	SA	95.88
France Miniature 78990 Élancourt	FC	SAS	100
Safari Africain de Port Saint-Père 44710 Port Saint-Père	FC	SA	100
Centres Attractifs J. Richard La Mer de Sable 60950 Ermenonville	FC	SAS	100
Harderwijk Hellendoorn Holding Harderwijk - Pays Bas	FC	BV	100
Dolfinarium Harderwijk Harderwijk - Pays Bas	FC	BV	100
Grévin Deutschland Bestwig/Hochsauerland - Allemagne	FC	GmbH	100
Walibi World Biddinghuizen - Pays Bas	FC	BV	100
Walibi Holland Biddinghuizen - Pays Bas	FC	BV	100
Walibi Holiday Park Biddinghuizen - Pays Bas	FC	BV	100
Belpark BV 8902 Ieper - Belgique	FC	BV	100
Immoflor NV 8902 Ieper - Belgique	EA	NV	100
Premier Financial Services 8902 Ieper - Belgique	EA	BV	100
CDA Brands 92100 Boulogne Billancourt	EA	SAS	100
CADEVI 92100 Boulogne Billancourt	EA	SAS	100
Avenir Land 38630 Les Avenières	FC	SAS	100
Parc Agen 47310 Roquefort	FC	SAS	100
Parc Futuroscope 86130 Jaunay Clan	FC	SA	45,55
Futuroscope Destination 86130 Jaunay Clan	FC	SA	45,55

HOLDING COMPANIES & SUPPORT SUBSIDIARIES	Consolidation method (1)	Legal structure	% shareholding
CDA Financement 92100 Boulogne Billancourt	FC	SNC	100
CDA-DS 92100 Boulogne Billancourt	FC	SAS	100
Loisirs Ré L - 8070 Bertrange (GDL)	FC	SA	100
INGELO 73000 Chambéry	FC	SAS	100
MONTAVAL 73150 Val d'Isère	FC	SAS	100
CDHA 92100 Boulogne	FC	SAS	100

INTERNATIONAL DEVELOPMENT	Consolidation method (1)	Legal structure	% shareholding
CDA Management 92100 Boulogne	FC	SAS	100
CDA Productions 92100 Boulogne Billancourt	FC	SAS	100
Grévin Montréal Montreal, QC, Canada	FC	Inc.	100
Musée Grévin Prague CZ - 110 00 Praha 1	FC	s.o.r.	100
BY GREVIN Geneva - Switzerland	FC	SA	100

(1) FC = Full consolidation
EA = Equity accounted

5. INFORMATION ON THE CONSOLIDATED INCOME STATEMENT

The summary information intended for strategic analysis and decision-making by the Group's Chairman, Chief Executive Officer and Deputy Chief Executive Officer (the chief operating decision-makers referred to in IFRS 8) is organized around the following indicators, by operating segment:

- sales;
- EBITDA and EBITDA margin – EBITDA measures the current operating performance of the segments (sales – direct costs, which include re-invoicing of operational services provided by support subsidiaries and holding companies);
- capital expenditure and capital expenditure to sales ratio.

5.1. Sales

Sales in the Ski Areas segment mainly consist of sales of ski lift passes (more than 95% of segment sales).

Sales in the Leisure Destinations segment mainly comprise sales of admission tickets (62% of segment sales), with the remainder coming from restaurants, stores, merchant services and various ancillary businesses.

Sales in the International Development segment primarily consist of the invoicing of waxwork and services provided to subsidiaries, project management services and the sale of admission tickets (Grévin Montreal and Grévin Prague).

Performance by geographic segment is presented for the businesses in France and outside France based on the destination of sales recorded.

(in thousands of €)

Geographic segment	Ski Areas	Leisure Destinations	International Development	Holding companies and support subsidiaries	09/30/2014	09/30/2013
France	388,577	203,535	0	553	592,665	588,824
Excl. France	0	95,051	5,276	0	100,327	89,209
Total at 09/30/2014	**388,577**	**298,586**	**5,276**	**553**	**692,992**	
Total at 09/30/13	**393,627**	**280,932**	**2,379**	**1,095**		**678,033**

• 5.2. EBITDA by business segment

The definition of EBITDA was modified in 2014 in order to provide a strict reflection of the financial performance of each business segment, before taking into account the corporate services invoiced by the holding companies. Moreover, the EBITDA of the holding companies and support subsidiaries can now be assessed before taking into account the sales generated by re-invoicing.

These adjustments have no impact on the Group's overall results.

The impact of the adjustments made on the key activity indicators by business segment is shown in summary form below in the historical presentation and new presentation, for the purposes of comparison.

Historical presentation (in thousands of €)	Ski Areas		Leisure Destinations		International Development		Holding Companies & Support Subsidiaries		Total	
	09/30/14	09/30/13	09/30/14	09/30/13	09/30/14	09/30/13	09/30/14	09/30/13	09/30/14	09/30/13
Sales	388,577	393,627	298,586	280,932	5,276	2,379	553	1,095	692,992	678,033
EBITDA	**127,050**	**128,443**	**53,651**	**33,492**	**-2,617**	**-3,290**	**-9,240**	**-5,941**	**168,844**	**152,704**
Operating margin (EBITDA/sales)	32.7%	32.6%	18.0%	11.9%	NS	NS	NS	NS	24.4%	22.5%

New presentation (in thousands of €)	Ski Areas		Leisure Destinations		International Development		Holding Companies & Support Subsidiaries		Total	
	09/30/14	09/30/13	09/30/14	09/30/13	09/30/14	09/30/13	09/30/14	09/30/13	09/30/14	09/30/13
Sales	388,577	393,627	298,586	280,932	5,276	2,379	553	1,095	692,992	678,033
EBITDA	**134,984**	**136,391**	**59,793**	**40,474**	**-2,470**	**-3,147**	**-23,463**	**-21,014**	**168,844**	**152,704**
Operating margin (EBITDA/sales)	34.7%	34.6%	20.0%	14.4%	NS	NS	NS	NS	24.4%	22.5%

Par ailleurs, ces indicateurs sont complétés par le niveau des investissements industriels, par secteur, et leur poids relatif par rapport au chiffre d'affaires.

(in thousands of €)	Ski Areas		Leisure Destinations		International Development		Holding Companies & Support Subsidiaries		Total	
	09/30/14	09/30/13	09/30/14	09/30/13	09/30/14	09/30/13	09/30/14	09/30/13	09/30/14	09/30/13
Net capital expenditure	**66,023**	**76,705**	**46,535**	**45,572**	**9,035**	**12,253**	**3,273**	**1,598**	**124,866**	**136,128**
Capital expenditure as a proportion of sales	17.0%	19.5%	15.6%	16.2%	NS	NS	NS	NS	18.0%	20.1%

A breakdown of these items appears in the analysis of consolidated results and sectors (Chapter 1§ 3.1.4).

• 5.3. Borrowing cost and other financial income and expenses

(in thousands of €)	09/30/2014	09/30/2013
Interest on borrowings	-16,645	-14,531
Other financial income and expenses	-40	245
Income on cash and cash equivalents	60	56
Net borrowing cost	**-16,625**	**-14,230**
Losses on financial transactions	-316	-191
Other financial income	-529	290
Financial provisions/reversals	110	-781
Other financial income and expenses	**-735**	**-682**

The change in the borrowing cost related to the remaining costs of the previous syndicated loan (€0.8 million), the impact of the new financing structure (new fixed-rate borrowings of €100 million to safeguard the Group's liquidity), and the increase in the volume of average financing requirements over the year.

• 5.4. Income expense

Income tax breaks down as follows:

(in thousands of €)	09/30/2014	09/30/2013
Current taxes	-13,954	-15,260
Deferred taxes	-2,710	1,458
Total	**-16,664**	**-13,802**

The reconciliation between the standard tax rate in France and the effective tax rate is as follows (the effective tax rate is the ratio of income tax to net income of consolidated companies, including income from discontinued operations included in the tax group, but before tax and adjustments for goodwill impairment losses).

The reconciliation between income tax and pre-tax income is shown below:

(in thousands of €)	09/30/2014	09/30/2013
Net income before tax	**46,547**	**14,075**
Current tax rate	33.33%	33.33%
Theoretical tax expense	15,516	4,692
Impact of		
Difference between actual tax rate and theoretical rate	533	532
Non-deductible expenses	302	7,952
Tax loss carryforwards for which no deferred tax has been recognized	1,466	1,861
Change in deferred tax rates		
Income from associates recognized net of tax	-1,153	-1,235
Total income tax	**16,664**	**13,802**

In 2012/2013, non-deductible expenses included the impact of impairment and the reversal of deferred tax assets recognized in previous years.

Tax loss carryforwards and indefinitely deferred depreciation that were unrecognized as of September 30, 2014 amounted to €53 million. They mainly represent the remaining unrecoverable losses of the Dutch subsidiaries (tax losses can be recovered up to nine years only).

• 5.5. Share of net income of associates

Companies	Country	Balance sheet total	Sales	Net income	EBITDA	Share of net income of associates
2013						
Groupe Cie du Mont-Blanc	France	166.5	70.3	6.8	23.5	2.5
SERMA (Avoriaz)	France	55.2	35.9	7.3		1.5
DSV (Valmorel)	France	26.7	12.2	0.1	2.9	0.0
DSR (La Rosière)	France	17.1	9.2	1.2		0.2
Ecoparcs	France	2.9	0.2	-0.1	0.1	0
Groupe Looping Holding	France	45.7	31.1	-2	7.8	-0.5
Total						**3.7**
2014						
Groupe Cie du Mont-Blanc	France	180.2	70.0	5.2	21.8	1.9
SERMA (Avoriaz)	France	75.9	36.8	6.7	15.3	1.3
DSV (Valmorel)	France	25.2	12.1	0.0	3.2	0.0
DSR (La Rosière)	France	20.2	9.2	1.0	3.1	0.2
Total						**3.5**

The shareholdings in Looping and Ecoparcs were sold in April and May 2014.

• 5.6. Discontinued operations

During the year, discontinued operations included the remaining costs relating to the business of EcoBioGestion (€-0.6 million corresponding to the management contracts signed with Ecoparcs that ran until October 19, 2014). However, no services were provided after September 30, 2014. This item also includes the disposal of Looping Holding, which produced a capital gain of € 0.3 million.

In 2013, this item included the provisions for the Group's commitments to local authorities relating to the plan for a new leisure park to replace the Parc du Bioscope, a key business of the company, which closed in 2012.

• 5.7. Earnings (Group share) per share and diluted earnings per share

Earnings (Group share) amounted to €25.393 million.

(in thousands of €)	2014	2013
Net income (Group share)	25,393	1,893
Number of shares outstanding	24,274,151	24,231,022
Earnings per share (Group share)	**1.05**	**0.08**

(in thousands of €)		
Earnings per share (Group share) used to calculate diluted earnings per share (1)	25,393	1,893
Number of shares outstanding	24,274,151	24,231,022
Adjustment to factor in the dilutive effect of performance share plans	114,505	116,493
Diluted earnings per share (Group share)	**1.04**	**0.08**

(1) In keeping with the AMF recommendation, no adjustment is made to earnings.

In view of the current market conditions, dilution adjustments do not take into account stock option plans.

6. NOTES ON THE BALANCE SHEET

• 6.1. Goodwill

Goodwill was unchanged in 2013/2014.

(in thousands of €)	Gross amount	Impairment	Net amount
At 09/30/12	**305,013**	**-1,663**	**303,350**
Changes in the scope of consolidation			0
Translation adjustments			0
Other changes		-11,400	-11,400
At 09/30/13	**305,013**	**-13,063**	**291,950**
Changes in the scope of consolidation			0
Translation adjustments			0
Other changes			0
At 09/30/2014	**305,013**	**-13,063**	**291,950**

At September 30, 2014, net goodwill was distributed by major Group business unit, as follows:

(in thousands of €)	09/30/2014	09/30/2013
Ski Areas	132,155	132,155
Leisure Destinations	159,795	159,795
International Development		
Total	**291,950**	**291,950**

Procedures for carrying out goodwill impairment tests

Goodwill is subject to impairment testing (see Note 1.14).

As the risks are reflected in the cash flows of each business, a single discount rate has been determined for the businesses tested. The rate of 6% was obtained using the analysis of external experts.

It should be noted that in N-1, the provision recognized (for the regional leisure parks) had been determined, following sensitivity tests, using a discount rate that had been set at 6.3%.

In light of the challenging economic climate and the uncertainties surrounding Europe's exit from the crisis, the Group intensified its strategic brain-storming regarding its main sites. The 2015-2019 business plans, used as a basis for impairment testing, whilst still based on realistic assumptions already made in the past, contain the adjustments needed for a return to profitable growth in the Leisure Destinations segment and the maintenance of margins in the Ski Areas segment:

- cost reductions;
- conservative sales target in light of the economic crisis;
- more selective investment and priority on projects to increase the appeal of the leisure destinations.

Beyond the five-year period of the plan, the terminal value is calculated on the basis of cash flows to infinity using an average growth rate of between 1% and 2% (this being adjusted on the basis of the specific outlook for each entity and its positioning). This growth rate is considered reasonable for the leisure sector in the medium- and long-term.

Impairment test results

Given the difficult economic environment, in 2012 the Group recognized a total of €1.7 million in goodwill impairment for two leisure parks.

In 2013, in view of the difficulties encountered by certain subsidiaries, the Group recognized additional goodwill impairment of €11.4 million on its regional parks

In 2014, thanks to the measures implemented during the year, the impairment tests carried out on the two operating segments (Ski Areas and Leisure Destinations) indicated a marked rise in Group valuations. As a result, no further depreciation has been recognized.

› Overall sensitivity to the WACC and to the growth rate to infinity:

Sensitivity tests are conducted by varying the basic assumptions underpinning the business plan (change in sales volume) or the discount rate.
It should be noted that impairment tests are now carried out at the segment level in order to reflect the measurement of value creation, the monitoring of performance and the level of strategic decision-making within the Group. When these tests are conducted using the same procedures as in the past (i.e. at the level of the CGUs that make up the segments), identical results are obtained.

› Overall sensitivity of tests to the WACC and to the growth rate

Ski areas (excluding companies accounted for under the equity method)

The table below shows the positive difference between the values in use and the values tested (consolidated cost price of €469 million).

Long-term growth rate		Discount rate		
		5.50%	6.00%	6.50%
	1.2%	597.3	471.8	370.1
	1.7%	735.2	578.9	455.5
	2.2%	915.3	714.5	580.9

The sensitivity analyses presented indicate that the recoverable amount is higher than the carrying amount; taken as a whole, no impairment risks are identified for the division.

Leisure destinations

The table below shows the positive difference between the values in use and the values tested (consolidated cost price of €468 million).

Long-term growth rate		Discount rate		
		5.50%	6.00%	6.50%
	1.5%	180.6	109.5	52.7
	2.0%	260.9	170.9	101.0
	2.5%	368.0	249.9	161.4

For the Group as a whole, the sensitivity analyses presented indicate that the recoverable amount for the three operating segments and the Holding Companies and Support Subsidiaries segment is higher than the Group's equity.
These valuations are supported by additional tests (including sensitivity analyses) carried out on the basis of criteria monitored internally (investments and margins). The results of these additional tests supported the absence of impairment at September 30, 2014.

• 6.2. Intangible assets

Intangible assets break down as follows:

(in thousands of €)	09/30/2013	Acquisitions	Disposals	Increases	Reversals	Other changes	09/30/2014
Gross amount							
Use rights	98,171	118	-66			286	98,509
Business intangibles	9,114						9,114
Musée Grévin trademark	9,000						9,000
Walibi trademark	20,300						20,300
Highway interchange concession Parc Astérix	6,273						6,273
Other intangible assets	33,955	4,519	-384			-142	37,948
Subtotal: gross amount	**176,813**	**4,637**	**-450**	**0**	**0**	**144**	**181,144**
Depreciation and impairment							
Use rights	-53,389			-3,748	2	270	-56,865
Business intangibles	-6,526			-270	2	-270	-7,064
Musée Grévin trademark							0
Walibi trademark	0						0
Highway interchange concession Parc Astérix	-1,580			-212			-1,792
Other intangible assets	-31,711			-5,645	401	-90	-37,045
Subtotal: amortization and impairment	**-93,206**	**0**	**0**	**-9,875**	**405**	**-90**	**-102,766**
Net amount	**83,607**	**4,637**	**-450**	**-9,875**	**405**	**54**	**78,378**

Capital expenditure mainly related to the development of attractions at Futuroscope (around €2 million) and the roll out of new software, principally the Group's new accounting package (around €1.5 million).

The recoverable amount of the Grévin trademark and the Walibi brand is tested annually as part of the impairment testing of goodwill, based on the value in use of the Leisure Destinations segment.

The principles that apply to the amortization of intangible assets are detailed in Note 1.11.

• 6.3. Immobilisations corporelles (en propre et du domaine concédé)

Par nature, les actifs corporels se décomposent comme suit :

(in thousands of €)	09/30/2013	Acquisitions	Disposals	Increases	Reversals	Other	09/30/2014
Gross amount							
Land and improvements	44,149	1,467	-72			-2,475	43,069
Ski run and trail works	100,364	880	-93			3,161	104,312
Snow-making	135,090	661	-400			3,941	139,292
Buildings, offices, shops, other spaces	372,121	8,817	-2,634			14,311	392,615
Ski lifts	718,174	5,589	-8,071			28,174	743,866
Grooming machines	38,766	7,637	-7,205			-249	38,949
Rides	256,993	14,649	-778			1,256	272,120
Materials and equipment	140,350	10,493	-548			9,961	160,256
Other items of property, plant and equipment	127,070	9,813	-2,346			95	134,632
Property, plant and equipment in progress	36,707	60,584	166			-57,601	39,856
Advances and down-payments on non-current assets	521	863				-838	546
Subtotal: gross amount	**1,970,305**	**121,453**	**-21,981**			**-264**	**2,069,513**
Amortization, depreciation,							
Land and improvements	-15,096			-1,237	2		-16,331
Ski run and trail works	-44,119			-3,743	41		-47,821
Snow-making	-78,747			-7,938	398	-2	-86,289
Buildings, offices, shops, other spaces	-232,340			-13,998	1,773	-5	-244,570
Ski lifts	-400,429			-31,694	7,332		-424,791
Grooming machines	-24,138			-5,199	5,582	-241	-23,996
Rides	-137,652			-17,674	-4,558	798	-159,086
Materials and equipment	-94,154			-12,555	2,470	-1,219	-105,458
Other items of property, plant and equipment	-73,084			-6,351	7,736	520	-71,179
Subtotal: depreciation	**-1,099,759**			**-100,389**	**20,776**	**-149**	**-1,179,521**
Net amount	**870,546**	**121,453**	**-21,981**	**-100,389**	**20,776**	**-413**	**889,992**
Gross amount of directly-owned assets	854,132	66,926	-8,021			116	913,153
Depreciation of directly-owned assets	-511,627			-50,982	8,091	-142	-554,660
Net amount of directly-owned assets	**342,505**	**66,926**	**-8,021**	**-50,982**	**8,091**	**-26**	**358,493**
Gross amount of concession assets	1,116,173	54,526	-13,960			-380	1,156,359
Depreciation of concession assets	-588,133			-49,406	12,685	-7	-624,861
Net amount of concession assets	**528,040**	**54,526**	**-13,960**	**-49,406**	**12,685**	**-387**	**531,498**
Net amounts at 09/30/2014	**870,545**	**121,452**	**-21,981**	**-100,388**	**20,776**	**-413**	**889,991**

Acquisitions of property, plant, and equipment over the reporting period were as follows:

- in the Ski Areas segment (€68 million), this related to the completion of capital expenditure programs prior to the 2013/2014 season and to the initial work for the following season. This capital expenditure mainly related to the installation of new ski lifts (€45 million); snow-making (€5 million) and trails (€11 million including grooming machines) as well as €7 million in miscellaneous investments (buildings, equipment, etc.);
- in the Leisure Destination segment (€44 million), this breaks down into investments to step up appeal (€20 million) and investments for maintenance (€20 million in replacements and renovation), plus miscellaneous investments (€4 million in buildings and equipment);
- in the International Development segment (€9 million), investments related to the creation of the Musée Grévin in Prague (€8 million) and new waxworks in Paris and Montreal (€1 million);
- the "other" column includes the reclassification of non-current assets in progress as operating assets and asset retirement (primarily the disassembled ski lifts).

(in thousands of €)

Geographic segment		Ski Areas	Leisure Destinations	International Development	Holding Companies and Support Subsidiaries	09/30/2014	09/30/2013
France		608,307	194,774	639	4,309	808,029	803,025
o/w assets held under concession		531,498				531,498	528,040
Excl. France			138,933	21,406		160,339	151,127
Total property, plant and equipment and intangible assets		608,307	333,707	22,045	4,309	968,368	954,152
Intangible assets	*Note 6.2*	26,218	49,119	372	2,669	78,378	83,607
Property, plant and equipment	*Note 6.3*	582,089	284,588	21,673	1,640	889,990	870,545
Total property, plant and equipment and intangible assets in the balance sheet		608,307	333,707	22,045	4,309	968,368	954,152

• 6.4. Investments in associates

(in thousands of €)		09/30/2014	09/30/2013
Value of securities at beginning of reporting period		66,009	61,618
Net income for the period	*Note 6.6*	3,459	3,705
Dividends paid		-1,936	-1,568
Change in scope of consolidation and miscellaneous		-1,566	2,254
Value of securities at reporting date		65,966	66,009

In FY 2012/2013, the changes in the scope of consolidation related to the increase in CDA's shareholding in CMB (from 33.5% to 37.5%).

In 2013/2014, this item reflected the sale of the shareholdings in Looping Holding and Ecoparcs.

Compagnie du Mont-Blanc is listed on the stock market. However, given the very low liquidity and high volatility of the stock, the stock price is not representative of the recoverable value of the Group's shareholding. Therefore, its value for the Group is assessed on the basis of its value in use (public service arrangements for Chamonix, which have been renewed until 2053).
For information purposes, the difference between the stock market value of CMB at September 30, 2014 and its cost price was €4.5 million.

• 6.5. Other non-current financial assets

(in thousands of €)	09/30/2014	09/30/2013
Available-for-sale financial assets (non-consolidated shareholdings)	**7,356**	**3,584**
Loans and receivables associated with shareholdings	4,255	11,212
Deposits and guarantees	1,384	1,439
Other financial assets	625	1,038
Gross amount	6,264	13,689
Impairment	-14	-659
Non-current financial assets (net)	**6,250**	**13,030**
Total non-current financial assets	**13,606**	**16,614**

The decrease in loans and receivables associated with shareholdings relates to the repayment by Looping Holding of the €7 million loan it had been granted.

The remaining amount in particular corresponds to the financing of the real estate companies owned by the ski areas.

The main non-consolidated investment securities are as follows:

(in thousands of €)	Percentage shareholding 09/30/2014	Cost price as at 09/30/2014	Shareholders' equity incl. net income (most recent ended reporting period)	Net income for most recent ended reporting period
Skigloo	49%	980	2,000	–
Palais des Congrès	20%	217	1,085	–
SCI Altilac	25%	500	2,000	–
Serre Chevalier BAIL	100%	150	150	–
Plagne Rénov	15%	137	569	-99
SAGEST Tignes Développement	9.98%	75	1,400	-222
SAEM Funiflaine	25%	83	112	-57
2 Alpes Immobilier	100%	100	100	
Flaine Immobilier	90%	145	430	14
Agence Immobilière de la vallée des Belleville	100%	938	415	61
Foncière Les Ecrins	10.83%	277		
Foncière Les Arcs	11.29%	147	675	31
Foncière La Plagne	21.02%	152	629	-28
Foncière Les Menuires	19.35%	141		
Miscellaneous		3,314		
Total		**7,356**		

The foregoing shareholdings are primarily focused on Ski area shareholdings in real estate agencies and real-estate development entities, which are not material in terms of the consolidated financial statements.

These shareholdings are mainly owned with a view to their use (to support the commercial activities of our business segments).

• 6.6. Inventories

(in thousands of €)	09/30/2014	09/30/2013
Gross amount	5,394	5,900
Impairment		
Land bank	**5,394**	**5,900**
Gross amount	363	363
Impairment	-313	-313
Parking areas	**50**	**50**
Gross amount	18,065	17,451
Impairment	-283	-330
Inventories of raw materials, supplies and goods	**17,782**	**17,121**
Total	**23,226**	**23,071**

The land banks are mainly held by ADS (Les Arcs/Peisey Vallandry) and SAG (Flaine). These companies develop sites for subsequent sale.

Inventories of raw materials, supplies and goods relate to either the Ski Areas segment (spare parts for lifts), the Leisure Destinations segment (shop inventories, restaurants and costumes) or to the International Development segment (ongoing waxwork production by CDA Productions for the international Grévin operations).

• 6.7. Trade receivables

(in thousands of €)	09/30/2014	09/30/2013
Advances and down-payments	1,845	1,808
Trade receivables	20,921	21,884
Tax and payroll receivables	19,857	19,743
Other accounts receivable	2,937	3,163
Impairment	-1,509	-1,537
Total	**44,051**	**45,061**

• 6.8. 6.8. Cash and cash equivalents

(in thousands of €)	09/30/2014	09/30/2013
Investment funds	7,946	5,421
Time deposits	4,001	5,566
Demand deposits	35,165	22,707
Cash	458	882
Total	**47,570**	**34,576**

• 6.9. Shareholders' equity

Treasury stock

At September 30, 2014, the Group held 50,127 CDA shares, purchased at an average price of €16.08 per share for a total of €807,000.

Stock options

Moreover, 114,505 performance shares (representing 0.47% of the share capital) had not yet vested at September 30, 2014. There are no share purchase options; all the outstanding options and grants are equity settled.

The main terms of the stock option and performance share plans at September 30, 2014, are described below:

Performance share plans	Plan no. 12	Plan no. 13	Plan no. 14	Plan no. 15	Plan no. 16	Plan no. 17
Date of Shareholders' Meeting	02/28/2007	03/19/09	03/18/10	03/18/10	03/15/12	03/15/12
Implementation date	03/19/2009	03/18/10	03/17/11	03/15/12	03/14/13	03/13/14
Number of shares that may be subscribed at inception	48,828	50,552	53,500	58,593	61,900	56,955
O.w. senior managers/corporate officers	6,222	0	0	0	0	
Number of beneficiaries	119	109	132	142	143	165
Date of vesting of performance shares	03/19/12	03/18/12	03/17/13	03/14/14	03/13/15	03/13/16
Number of performance shares vested (**)	36,264	34,936	42,325	43,129	0	0
Expired or canceled stock options/ performance shares	12,564	15,616	11,175	15,464	4,200	150
Outstanding stock options/performance shares	0	0	0	0	57,700	56,805

(*) Grant of which is based on financial conditions.
(**) Two-year holding period after vesting date.

The total change in performance shares can be summarized as follows:

Grants of performance shares	Number of shares	
	09/30/2014	09/30/13
Rights granted at beginning of reporting period	**116,493**	**108,393**
Rights granted	56,955	61,900
Rights expired	-15,814	-11,475
Rights exercised	-43,129	-42,325
Rights granted at reporting date	**114,505**	**116,493**

In addition, 36,300 Compagnie des Alpes stock options (representing 0.15% of the capital) reserved for certain categories of employees (29 beneficiaries of Plan no. 12), had not yet been exercised at September 30, 2014.

Their subscription price is €22.32 per share. They are eligible for exercise between March 19, 2013 and March 18, 2016.

The expense recognized for stock option and performance share plans was €523,000 at September 30, 2014 (€534,000 at September 30, 2013).

› Plan no. 17

Plan no. 17 was implemented following approval by the Board of Directors on March 15, 2012. This plan consisted of 56,955 performance shares and involved 165 beneficiaries. Detailed information on the stock options and performance shares can be found in Chapter 2 of the Registration Document on corporate governance.

It notably details the performance criteria on which the vesting of performance shares is based.

The fair value at September 30, 2014 of the performance shares in Plan no. 17 was €14.39 (compared to €13.74 in the prior reporting period for Plan no. 16).

The main factors used to calculate the expense for the Plan introduced during the reporting period are:

Dividend cover	2.00%
Stock price volatility	25.00%
Risk-free rate for performance shares (two-year duration)	0.219%
Turnover rate	5.00%

Compared with previous Plans, the percentage of performance shares granted was limited.
The valuation assumes grants of 50% for Executive Committee members (except corporate officers who are not entitled to share grants) and 75% for other beneficiaries.

The binomial model is used to measure fair value.

• 6.10. Provisions (non-current and current)

Non-current provisions

Non-current provisions comprise the following items:

	09/30/2013	Net income Increases	Net income Reversals	Other	09/30/2014
Post-employment benefits	29,093	2,566	-366	3,853	35,146
Other non-current contingencies	9,504	1,133	-4,621	1,060	7,076
Total	**38,597**	**3,699**	**-4,987**	**4,913**	**42,222**

Provisions for "other non-current risks" notably covered litigation relating to the acquisition of shareholdings.
This item mainly includes the Group's commitments relating to the upgrade works for the former Parc du Bioscope (€2.5 million) and long-service awards for employees (€1 million).
Reversals for the year reflect the reversal of the provision for disputes of €2.7 million (for which the deadline for appeals had passed).

› Provisions for post-employment benefits

Provisions for retirement bonuses for employees working in the Ski Areas segment account for the bulk of "post-employment benefits".

These provisions are calculated including social security charges on the basis of an average retirement age of 62. The discount rate used was 2.20% at September 30, 2014, compared with 3.25% at September 30, 2013.

The balance sheet amounts are determined as follows:

(in thousands of €)	09/30/2014	09/30/2013
Present value of financed obligations	40,042	33,979
Fair value of plan assets	-4,896	-4,886
Liability recognized in the balance sheet	**35,146**	**29,093**

The amount of provisions for post-employment benefits represents the Group's obligations for the vested rights of employees, net of provisions for payments to insurance funds.

The table below shows the amounts recognized in the income statement:

(in thousands of €)	09/30/2014	09/30/2013
Current service cost	2,279	1,792
Financial cost	1,075	932
Return on plan assets	-158	-172
Total amount included in employee benefits expense	**3,196**	**2,552**

Changes during the reporting period for defined benefit pension plans break down as follows:

(in thousands of €)	09/30/2014	09/30/2013
Current service cost	-2,279	-1,792
Financial cost	-1,075	-932
Return on assets	395	124
Actuarial gains and losses	-3,881	-387
Benefits paid	631	1,197
Other	156	817
Total	**-6,053**	**-973**

Expenses for the year include:

- entitlements for an additional year of seniority;
- interest earned;
- expected return on pension fund assets;
- funding, where necessary, of the pension fund.

Actuarial gains and losses for the reporting period mainly result from changes in the discount rate (2.20% compared to 3.25% on September 30, 2013).

The expected return on assets is the same as the discount rate.

Current provisions

Current provisions cover the risks directly related to the operation of the Group's sites.

The change in current provisions breaks down as follows:

		Net income			
	09/30/2013	Increases	Reversals	Other	09/30/2014
Major repair provisions	7,666	2,019	-2,189		7,496
Lawsuits and disputes	1,688	53	-4		1,737
Other ordinary contingencies	6,801	1,613	-922	43	7,535
Current provisions	**16,155**	**3,685**	**-3,115**	**43**	**16,768**

Provisions for major repairs are only for the ski areas and are intended to cover work associated with lifts under management.

• 6.11. Borrowings

Breakdown of gross borrowings

(in thousands of €)	At 09/30/2014			At 09/30/2013		
	Non-current	Current	Total	Non-current	Current	Total
Bonds	297,638		297,638	197,781		197,781
Borrowings from credit institutions	106,885	7,756	114,641	105,855	7,351	113,206
Other borrowings and similar debt	114	652	766	59	1,141	1,200
Accrued interest		10,846	10,846		9,486	9,486
Bank credit balances and similar		27,940	27,940		122,956	122,956
Employee profit-sharing	2,878	758	3,636	2,957	785	3,742
Miscellaneous	30	16	46	30	14	44
Total	**407,545**	**47,968**	**455,513**	**306,682**	**141,733**	**448,415**

› Bonds

Following the €200 million bond issue implemented in 2010 (with coupon at 4.875% and maturity in October 2017), CDA carried out a new €100 million bond issue on the Euro PP market in May 2014, with coupon at 3.504% and ten-year maturity.

› Syndicated loan

On the same date, the Group carried out the early renewal of its €250 million syndicated loan, which was previously scheduled to expire in 2015. This new renewable loan, for a maximum amount of €260 million and expiring in 2019, may be extended on two occasions each year.

The expenses incurred for these issues have been deducted from the value of the borrowings and amortized over its term.

Following the new bond issue, the Group has reduced its use of bank overdrafts by the same amount. Accordingly, its overall level of debt has remained stable.

In addition, the fair value impact of hedging instruments is recognized under borrowings from credit institutions (€1.1 million, the same amount as the previous year).

Borrowings break down by maturity as follows:

(in € millions)

Maturity of borrowings	Total	< 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	> 5 years
At 09/30/2014	455.5	48.0	2.9	1.5	201.9	101.0	100.2
At 09/30/2013	448.4	141.7	101.0	1.6	1.4	201.7	1.0

Structure of borrowings

(in € millions)	At 09/30/2014		At 09/30/2013	
	Amount	%	Amount	%
Fixed-rate borrowings	317.9	69.8%	209.7	46.8%
Floating-rate borrowings	133.9	29.4%	234.9	52.4%
Shareholdings and miscellaneous	3.7	0.8%	3.8	0.8%
Total	455.5	100.0%	448.4	100.0%

The change in the structure of the Group's debt at September 30, 2014 reflects the new €100 million bond issue carried out last May.

Hedging instruments

The Group arranged interest rate hedging instruments (strictly borrowings-backed) for its floating-rate commitments.
As at September 30, 2014, €120 million of the floating-rate borrowings was hedged.
The hedging instruments used are fixed-rate swaps and caps:

- two caps representing €55 million of hedged borrowings (one at 2.75% expiring on December 31, 2014, and the other at 1.25% expiring in 2017);
- two swaps representing €65 million of hedged borrowings (one at 1.90% expiring in 2015, and the other at 0.80% expiring in 2018).

Information on interest rates

(in € millions)	At 09/30/2014		At 09/30/2013	
	Amount	%	Amount	%
Fixed-rate	317.9	4.81%	209.7	5.15%
Floating-rate	133.9	2.78%	234.9	2.32%
Shareholdings and miscellaneous	3.7	–	3.8	
Total	455.5	3.95%	448.4	3.74%

The slight increase in the Group's interest rate reflects the refinancing transaction carried out in May 2014, which enabled CDA to extend the term of its debt from three years to seven years and to benefit from the historically low level of fixed interest rates. Moreover, the remaining fees outstanding on the previous refinancing had a disproportional impact on 2013/2014.

Information on the prepayment clauses of the syndicated loan

The new syndicated credit facility arranged by the Group requires the following financial covenant to be respected:

	Covenant	Ratio at 09/30/2014
Consolidated net debt/Consolidated EBITDA	< 3.50	2.42

The new transaction led to a reduction in the documentation required by banking regulations. This covenant is reviewed twice a year, on March 31 and September 30.

The total amount of authorized borrowings governed by these provisions stood at €270 million (€260 million of which under the syndicated revolving credit facility, only €100 million of which had been drawn down at September 30, 2014).

At September 30, 2014, this ratio was respected.

An ownership clause stipulates that the syndicated loan must be fully reimbursed should (i) Caisse des Dépôts no longer hold at least 33.33% of the share capital and voting rights in CDA, or (ii) one or more persons, other than the CDC, acting together acquire at least 33.33% of the share capital and voting rights in CDA, if within 15 days thereafter the borrower and the Agent, acting on the instructions of all lenders, do not agree on changes to be made to the loan agreements.

6.12. Deferred taxes

Total recognized deferred tax assets	8,358
Total recognized deferred tax liabilities	-21,498
Net deferred tax position	**-13,140**

(in thousands of €)	Tax loss carryforwards	Mandatory tax amortization	Temporary differences	Restatements	Total deferred tax
Net position at 09/30/2012	**22,207**	**-23,024**	**10,991**	**-12,000**	**-1,826**
Increases	4,158	-836	1,268	1,262	5,852
Decreases	-11,181	127	-830	-403	-12,287
Miscellaneous	1,025		995	-4,488	-2,468
Net position at 09/30/2013	**16,209**	**-23,733**	**12,424**	**-15,629**	**-10,729**
Increases	92	-625	1,421	852	1,740
Decreases	-3,845	335	-376	-264	-4,150
Net position at 09/30/2014	**12,456**	**-24,023**	**13,469**	**-15,041**	**-13,139**

- during the year, the Group reversed €3.8 million in deferred tax assets, including €1.8 million relating to foreign subsidiaries, since the prospects of recovery or generating income to absorb the prior losses were not certain. Deferred tax assets are normally recovered over a period of five to ten years.
- In the previous year, reversals totaled €11 million, of which €8 million related to the recognition of tax loss carryforwards on the acquisition of a shareholding. Restatements for the previous year reflected a -€2.1 million reclassification (between tax liabilities and deferred taxes).

6.13. Operating liabilities and other debt

(in thousands of €)	09/30/2014	09/30/2013
Trade and related payables	44,883	47,307
Tax and payroll payables	60,873	56,972
Other operating liabilities	14,761	14,016
Subtotal: "operating liabilities"	**120,517**	**118,295**
Debt on non-current assets	28,165	29,775
Miscellaneous other debt	15,798	17,030
Adjustment accounts	19,937	16,142
Subtotal: "other debt"	**63,900**	**62,947**
Total	**184,417**	**181,242**

7. INFORMATION ON THE STATEMENT OF CASH FLOWS

• 7.1. Cash flows from operating activities

(in thousands of €)	09/30/2014	09/30/2013
Net income (Group share)	25,393	1,893
Non-controlling interests	4,490	-1,620
Comprehensive net income	**29,883**	**273**
Amortization, depreciation and provisions (and reversals) (excluding current assets)	107,892	103,515
Provisions for impairment losses	0	20,300
Gains or losses on disposal	-979	587
Share of net income of equity affiliates	-3,459	-3,705
Dividends received (equity affiliates and non-consolidated companies)	1,936	1,637
Other	1,286	3,502
Operating cash flow after net borrowing cost and tax	**136,559**	**126,109**
Net borrowing cost	16,625	14,230
Income tax	16,558	13,753
Operating cash flow before net borrowing cost and tax	**169,742**	**154,092**
Change in accounts receivables and payables	2,656	3,120
Other cash flows	3,761	2,658
Tax paid	-20,253	-22,810
Cash flows from operating activities	**155,906**	**137,060**

Details on the net income of equity affiliates can be found in Note 5.5, with commentary on the net borrowing cost in Note 5.3.

• 7.2. Acquisition of property, plant and equipment and intangible assets

(in thousands of €)		09/30/2014	09/30/2013
Acquisition of intangible assets	*Note 6.2*	4,636	6,055
Acquisition of property, plant and equipment	*Note 6.3*	121,691	129,631
Acquisition of property, plant and equipment and intangible assets		**126,327**	**135,686**
Changes in liabilities on non-current assets and subsidies		1,368	2,738
Acquisition of intangible assets and property, plant and equipment in the statement of cash flows		**127,695**	**138,424**
Sales price intangible assets			-44
Sales price intangible assets		-3,110	-2,226
Receivables associated with asset disposals		280	-26
Disposal of non-current assets in the statement of cash flows		**-2,830**	**-2,296**

The breakdown of capital expenditure over the reporting period is discussed in Notes 6.2 and 6.3.

• 7.3. Change in borrowings

(in thousands of €)	09/30/2014	09/30/2013
Borrowings in the balance sheet from the prior reporting period	**448,415**	**397,773**
Borrowings from credit institutions (including bonds)	101,756	-4,102
Other borrowings and similar debt	-294	132
Other	2	-65
Change in borrowings in the statement of cash flows	**101,464**	**-4,035**
Change in bank credit balances	-95,016	55,659
Miscellaneous	651	-982
Total change (all borrowings)	**7,098**	**50,641**
Borrowings in the consolidated balance sheet from the reporting period	**455,513**	**448,415**

• 7.4. Cash position

(in thousands of €)		09/30/2014	09/30/2013
Cash assets in the balance sheet	*Note 6.8*	**47,570**	**34,576**
Bank credit balances and similar	*Note 6.11*	-27,940	-122,956
Net cash position in the statement of cash flows		**19,630**	**-88,380**

8. OTHER INFORMATION

• 8.1. Related parties

The Group considers the following to be related parties:

- all fully consolidated companies and associates;
- the main shareholder: Caisse des Dépôts;
- all members of the Executive Committee and of the Board of Directors together with close family members.

• 8.1.1. Fully consolidated companies and associates

Dealings between the parent company and its subsidiaries, joint ventures and associates are detailed in Note 4.2.

Transactions between the parent company and its subsidiaries, which are related parties, were eliminated upon consolidation and are not presented in these notes. Transactions between the Company and its controlled subsidiaries are eliminated in consolidation and therefore not detailed in this Registration Document.
CDA Holding's operating income comes mainly from services provided to its subsidiaries as part of agreements freely concluded under normal conditions.
The role of Compagnie des Alpes SA within the Group is presented in Chapter 1§4.1.

As of September 30, 2014, outstanding financial claims of CDA-Financement, a subsidiary of Compagnie des Alpes, towards the controlled companies, totaled €226.7 million. Outstanding controlled company investments with CDA- Financement stood at €105.7 million.

Associate entities

Cash flows between Compagnie des Alpes SA and associate entities are insignificant.

• 8.1.2. Caisse des Dépôts et Consignations (CDC)

Futuroscope : in January 2011, under the preliminary agreements signed in October 2010 in conformity with the partnership approach desired by all the parties, CDA became the reference shareholder of Futuroscope, along with the Department of Vienne and CDC which is also a direct and indirect shareholder.

This partnership described in Registration Document 2011 (page 176) continued to flourish in FY 2013/2014.

Bioscope : in 2009, Eco Bio Gestion, wholly owned by CDA, entered into a 12-year operating agreement for Parc du Bioscope with SMVP, wholly owned by Caisse des dépôts et consignations (which held the public service concession for that park). As the operation of the Parc du Bioscope had not managed to reach the expected economic and financial balance, and since the prospects of Bioscope's recovery were slim, the partners agreed to terminate the contractual arrangement by mutual consent, thus bringing the operation of Bioscope to a close at the end of 2012.

This agreement was accompanied by a partnership protocol with the Caisse des Dépôts group resulting in two possible levels of contribution for CDA:

- one amounting to €1 million towards the cost of studies on the transformation of the site and for operating grants, of which CDA has committed to cover 50%;
- the other, an overall allocation of up to €3 million by way of contribution to any draft studies on rehabilitation of the site, in which CDA may participate to the extent of up to €2 million.

As of the 2013/2014 reporting dates, these commitments remained as provisions. After the fiscal year-end, CDA received a claim for €2.1 million in partial settlement of its contribution to this partnership.

Licensing: The licensing agreement for the use of the corporate names "Caisse des Dépôts et Consignations" and "Groupe Caisse des Dépôts," which was authorized in 2005, continues normally.

The license represents 0.2% of consolidated annual sales, weighted according to the percentage of share capital held by Caisse des Dépôts in Compagnie des Alpes as of January 1 of each reporting period. The resulting expense for the Company for the reporting period was €550,000.

• 8.1.3. Members of the Executive Committee and the Board of Directors

Foncière Rénovation Montagne: company founded in April 2013 by Caisse des Dépôts, Banque Populaire des Alpes, Caisse d'Épargne Rhône Alpes, Crédit Agricole des Savoie and CDA, dedicated to financing the renovation of mountain tourist accommodation.

The purpose of this real estate company is to invest in local real estate in order to acquire aging accommodation, renovate it and renew its appeal. These accommodation facilities are then put back on the rental market for sale in the medium term for leasing purposes, in order to keep them on the market. The goal is to create a knock-on effect on the other stakeholders to create a virtuous dynamics of growth for the mountain economy.

The total amount invested in the first phase is nearly €72 million, 40% of which is financed by shareholder's equity and 60% from bank debt.

Deux Alpes Loisirs (DAL): agreements set in December 2009 on the terms of which CDA, through the intermediary Compagnie des Alpes-Domaines Skiables (CDA-DS), CDC, Caisse d'Epargne Rhône-Alpes (CERA) and Banque Populaire des Alpes (BPA) held, through their common subsidiary Deux Alpes Invest, 97.17% of the Deux Alpes Loisirs group and company, operator of the Deux Alpes ski area, ended in 2013/2014.

Moreover, at end-October 2013, CDA-DS purchased CDC's stake in Deux Alpes Invest, having purchased in September 2013 the shares held by Caisse d'Epargne Rhône Alpes and Banque Populaire des Alpes, taking CDA's holding in Deux Alpes Invest to 100%.

Compensation awarded to members of the Executive Committee and of the Board of Directors

Total compensation made to principal executives for their Group activities as stipulated in IAS 24.16 are as follows:

FY 2013/2014 (in thousands of €)	
Board of Directors (1)	**126**
Group Executive Committee (10 members)	
Short-term benefits	
Salary components	1,855
Other short-term benefits	1,313
Post-employment benefits	579
End-of-contract packages*	2,934
Payments in shares	86

(*) set on the basis of theoretical maxima.
(1) Barring directors' fees, no compensation or benefit in kind was allocated to the members of the Board of Directors by Compagnie des Alpes or by the companies covered by Article L. 233-6 of the French Commercial Code.

• 8.2. Headcount

(in thousands of €)	09/30/2014	09/30/2013
Average headcount		
France	3,999	3,901
Excl. France	924	962
Total average headcount	**4,923**	**4,863**

At September 30, 2014, headcount broke down as follows:

- Ski Areas: 42%
- Leisure Destinations: 54%
- International Development: 1%
- Holding Companies and Support Subsidiaries: 3%

• 8.3. Off-balance sheet commitments

Operating leases and leasing contracts

The CDA Group's lease commitments as of September 30, 2014 amounted to:

(in thousands of €)	Total	> 1 year	From 1 to 5 years	> 5 years
Operating leases	130,440	9,736	33,048	87,655
Leasing contracts	11,241	1,639	8,197	1,405
Total	**141,681**	**11,375**	**41,245**	**89,060**

Other commitments

(in thousands of €)	09/30/2014	09/30/2013
Guarantees and sureties	2,589	4,542
Other	21,452	18,227
Commitments given	**24,041**	**22,769**
Representations and warranties received	15,700	15,700
Sureties received	6,142	7,459
Commitments received	**21,842**	**23,159**

The commitments given include:

- The real estate commitments of Deux Alpes Loisirs: its subsidiary SC2A (formerly Deux Alpes Voyages) provided a guarantee to cover up to €7 million in current lease payments and Deux Alpes Loisirs gave a commitment for €3.4 million to buy back apartments.
- In the context of the creation of real estate companies to stimulate the refurbishment of the real estate assets of our resorts, the ski lift companies provide investors with guaranteed rents during the refurbishment period, and then to put them back on the market.

At September 30, 2014, these commitments amounted to the relatively low figure of €11 million, given the number of transactions currently being carried out.

- Following the sale of Looping Holding, the related guarantees (€5.8 million at September 30, 2013) became null and void.

Commitments received consist of:

- When acquiring Futuroscope (in January 2011), the sellers provided Compagnie des Alpes with representations and warranties (totaling €15.7 million) indemnifying it for losses that might arise subsequent to the completion of the deal. These representations and warranties remain in force until the corresponding legal and regulatory terms expire.
- The sureties received primarily relate to guarantees given to ADS on land deals.

1.3. REPORT OF THE STATUTORY AUDITORS ON THE CONSOLIDATED FINANCIAL STATEMENTS
Reporting period ended September 30, 2014

PricewaterhouseCoopers Audit
63, rue de Villiers – 92208 Neuilly-sur-Seine Cedex

Mazars
61, rue Henri – Regnault 92400 Courbevoie

Dear Shareholders,
COMPAGNIE DES ALPES – 89, rue Escudier – 92772 BOULOGNE BILLANCOURT

Dear Shareholders,

Pursuant to the assignment entrusted to us by your Shareholders' Meeting, we hereby present our report for the reporting period ended September 30, 2014 on:
- the audit of the accompanying consolidated financial statements of Compagnie des Alpes;
- the basis for our assessment;
- the special check required by law.

The consolidated financial statements have been adopted by the Board of Directors. It is our responsibility, on the basis of our audit, to express an opinion on these financial statements.

I - Opinion on the consolidated financial statements

We carried out our audit in accordance with professional practice in France. This requires us to carry out our work in such a manner as to obtain reasonable assurance that the consolidated financial statements are free of material misstatements. An audit consists of examining, by sampling or other means of selection, the evidence underpinning the amounts and information in the consolidated financial statements. It also consists of assessing the accounting principles applied and material assumptions used, as well as the overall presentation of the financial statements. We feel that the audit evidence we collected provides a sufficient and adequate basis for our opinion.

We certify that, as per the IFRS as adopted by the European Union, the annual consolidated financial statements give a true and fair view of the assets and liabilities, financial position and earnings of the consolidated entities.

II - The basis for our assessment

In accordance with the provisions of Article L.823-9 of the French Commercial Code pertaining to the basis for our assessment, we would draw attention to the following:

Accounting estimates
At each reporting date, the Company systematically carries out impairment tests on goodwill and assets with indefinite useful lives, while also assessing whether non-current assets show indications of impairment, in line with the procedures described in Note 1.14 to the consolidated financial statements. We have examined the procedures used for impairment testing, as well as the cash flow forecasts and assumptions used, and we have checked that Notes 1.14 and 6.1, as well as the Note entitled "Changes in estimates" (in part 1 "Accounting principles and policies"), provide the appropriate disclosures regarding these matters.

Accounting principles
As part of our assessment of the accounting principles applied by the company, we satisfied ourselves that Note 1.13 to the consolidated financial statements provides appropriate disclosures regarding the accounting treatment used for concession arrangements and leasing contracts.

In addition, the company changed the definition of its business segments, as described in Note 5.2. We have examined the procedures for determining the reclassification carried out and verified that Note 5.2 provides the appropriate information.

These assessments represent part of our audit of the consolidated financial statements as a whole, and have thus contributed to our opinion as expressed in the first part of this report.

III - Special check

We also carried out, in accordance with professional practice in France, the special check required by law on the disclosures in the group management report.

We have no comment to make regarding their fairness and consistency with the consolidated financial statements.

Neuilly-sur-Seine and Courbevoie, January 26, 2015

The Statutory Auditors

PricewaterhouseCoopers Audit
Catherine Pariset

Mazars
Guillaume Potel

2. SEPARATE FINANCIAL STATEMENTS

2.1. FINANCIAL STATEMENTS

• **Separate balance sheet, income statement and statement of cash flows at September 30, 2014**

BALANCE SHEET ASSETS	09/30/2014			09/30/2013
(in thousands of €)	Gross amounts	Amortization, depreciation and provisions	Net amounts	Net amounts
Intangible assets	8,127	5,520	2,607	2,180
Property, plant and equipment	3,882	3,100	782	854
Non-current financial assets	929,475	76,762	852,713	832,055
Non-current assets	**941,484**	**85,382**	**856,102**	**835,089**
Inventories	0	0	0	0
Accounts receivable	10,152	0	10,152	7,096
Cash and cash equivalents	12,418	0	12,418	2
Current assets	**22,570**	**0**	**22,570**	**7,098**
Prepaid expenses and bond premiums	2,744	0	2,744	2,742
Total assets	**966,798**	**85,382**	**881,416**	**844,929**

BALANCE SHEET – SHAREHOLDERS' EQUITY AND LIABILITIES

(in thousands of €)	09/30/2014	09/30/2013
Share capital	185,031	184,702
Additional paid-in capital	263,018	263,018
Legal reserve	14,897	14,897
Other reserves	2,587	2,915
Retained earnings	75,024	80,337
Net income for the period	2,715	-5,312
Regulated provisions	0	218
Shareholders' equity	**543,272**	**540,775**
Provisions for contingencies and charges	3,654	7,954
Provisions for contingencies and charges	**3,654**	**7,954**
Borrowings	311,461	280,516
Operating liabilities	22,805	15,475
Other liabilities and adjustment accounts	224	209
Liabilities	**334,490**	**296,200**
Total shareholders' equity and liabilities	**881,416**	**844,929**

INCOME STATEMENT

(in thousands of €)	09/30/2014	09/30/2013
Sales	**27,739**	**31,746**
Other income and expense transfers	3	4
Provision reversals	65	323
Operating income	**27,807**	**32,073**
Purchases and external costs	13,000	15,442
Taxes other than on income	1,246	1,308
Payroll and social security charges	21,988	18,906
Amortization and depreciation	1,524	1,463
Provisions	0	320
Other expenses	98	140
Operating expenses	**37,856**	**37,579**
Net operating income	**-10,049**	**-5,506**
Net financial income	**5,116**	**-5,862**
Income from ordinary activities before tax	**-4,933**	**-11,368**
Net extraordinary income	**-82**	**-1,917**
Corporate tax	**7,730**	**7,973**
Net income for the period	**2,715**	**-5,312**

STATEMENT OF CASH FLOWS

(in thousands of €)	09/30/2014	09/30/2013
Net income	2,715	-5,312
Amortization, depreciation and provision increases and reversals (incl. impairment)	10,115	24,317
Gains and losses on disposal	519	-85
Operating cash flow	**13,349**	**18,920**
Changes in WCR	3,523	-2,755
Restatement of financial expenses and write-offs	12,691	11,816
Cash flows from operating activities	**29,563**	**27,981**
Acquisitions of property, plant and equipment and intangible assets	-1,878	-3,076
Disposal of property, plant and equipment and intangible assets	0	28
Acquisitions of non-current financial assets	-46,360	-22,320
Disposal and redemption of non-current financial assets	11,714	2,262
Cash flows from investing activities	**-36,524**	**-23,106**
New borrowings and intra-group loans	100,242	15,000
Repayment of borrowings and intra-group loans	-51,697	-3,135
Change in overdrafts	-17,347	11,420
Payment of financial expenses and write-offs	-12,588	-11,268
Changes in sundry receivables and payables	767	15
Dividends awarded to shareholders	0	-16,910
Cash flows from financing activities	**19,377**	**-4,878**
Change in cash position	**12,416**	**-3**
Cash position at beginning of reporting period	2	5
Cash position at reporting date	12,418	2
Change in cash position	**12,416**	**-3**

2.2. NOTES TO THE SEPARATE FINANCIAL STATEMENTS OF COMPAGNIE DES ALPES AT SEPTEMBER 30, 2014

The notes to the separate financial statements of Compagnie des Alpes for the 12 months ended September 30, 2014 contain additional information on the balance sheet (total assets of €881.416 million) and the income statement (net income of €2.715 million.

1. KEY EVENTS DURING THE REPORTING PERIOD

In May 2014, CDA strengthened its financial resources with a €100 million bond issue on the Euro PP market maturing on May 7, 2024 at a fixed coupon of 3.504%.

At the same time, the Group carried out the early renewal of its existing syndicated loan, through CDA Financement. The new loan is for €260 million and expires in 2019 (it may be extended on two occasions each year).

In addition, the Group sold its shareholding in Looping Holding (which, at the same time, repaid the vendor finance provided by the Group in 2012) and in Ecoparcs.

2. ACCOUNTING PRINCIPLES AND POLICIES

The annual financial statements are presented in accordance with French generally accepted accounting principles and follow CRC Regulation 99-03 of April 29, 1999, concerning the redrafting of the French chart of accounts as well as regulations published after this date that amend or supplement CRC Regulation 99-03.

The basic method used to measure assets and liabilities was the historical cost method. The main policies applied are as follows:

• 2.1. Intangible assets

Software is amortized on a straight-line basis over one to three years.

• 2.2. Property, plant and equipment

Depreciation is calculated on the basis of the estimated useful lives of the various types of assets.
Property, plant and equipment is measured at acquisition cost. The useful lives are as follows:

- General installations: 10 years
- Equipment (vehicles, and office and computer equipment: 3 to 5 years
- Office furniture: 5 to 10 years

2.3. Non-current financial assets

Shareholdings are recognized at acquisition cost.

The acquisition costs of shareholdings included in the cost of securities are subject to accelerated straight-line amortization over five years.

Impairment may be recognized when the valuation (based on a number of valuation factors) is lower than the cost price.

Loans, deposits, and other capitalized receivables are measured at their nominal value minus any impairment losses depending on their recoverable nature.

• 2.4. Accounts

Receivables are measured at their nominal value. Impairment is recognized when the net asset value falls below the carrying amount.

• 2.5. Post-employment benefits

The obligations of Compagnie des Alpes with respect to post-employment benefits are measured and recognized off balance sheet. The calculation method complies with the Company's collective arrangements that came into force on July 1, 2009.

The obligation is calculated on the basis of current salaries (fixed salary and bonuses), including benefits to be paid when employees retire, and taking into account seniority at retirement date. The assumption of voluntary retirement at the age of 62 was taken as the most probable.
The benefits reflect a number of coefficients and assumptions (anticipated life expectancy, changes in the benefit calculation basis, inflation, etc.
The discount rate is based on the performance of the 10-year iBOXX at 2.20% p.a. for the reporting period ended September 30, 2014.

3. NOTES TO THE BALANCE SHEET

• 3.1. Property, plant and equipment and intangible assets

The property, plant and equipment and intangible assets line items changed as follows:

(in thousands of €)	At 09/30/2013	Increases	Decreases	At 09/30/2014
Intangible assets	6,576	1,551	0	8,127
Amortization of intangible assets	-4,396	-1,124	0	-5,520
Net total	**2,180**	**427**	**0**	**2,607**

(in thousands of €)	At 09/30/2013	Increases	Decreases	At 09/30/2014
Property, plant and equipment	3,555	327	0	3,882
Depreciation of property, plant and equipment	-2,701	-399	0	-3,100
Net total	**854**	**-72**	**0**	**782**

Capital expenditure mainly relates to IT development carried out by CDA (principally ticketing software for the leisure parks and the roll out of new financial software throughout the Group).

• 3.2. Non-current financial assets

The changes in non-current financial assets can be summarized as follows:

(in thousands of €)	At 09/30/2013	Increases	Decreases	At 09/30/2014
Shareholdings	884,736	22,440	-1,906	905,270
Shareholdings in non-consolidated companies	933	676	0	1,609
Related receivables (and accrued interest not yet due)	8,163	20,810	-7,523	21,450
Accrued dividends	767	0	-767	0
Deposits and guarantees	284	6	0	290
Treasury stock	443	2,449	-2,085	807
Outstanding cash for the market-making agreement	380	0	-331	49
Gross total	**895,706**	**46,381**	**-12,612**	**929,475**
Impairment of shareholdings	-63,105	-16,835	3,192	-76,748
Impairment of related receivables	-545	0	545	0
Impairment of treasury stock	-1	-14	1	-14
Net total	**832,055**	**29,532**	**-8,874**	**852,713**

The increase in shareholdings is due to:

- the increase in capital of certain subsidiaries (€11 million);
- the financing of the development of overseas "Grévin" sites (€11 million, mainly relating to the Prague site);
- various investments in partnerships, to a lesser extent.

The change in related receivables reflects the investment of parts of the proceeds of the Euro PP bond issue with CDA Financement (€20 million), the repayment of advances granted to Looping Holding and Ecoparcs at the time of the sale (€4.8 million and €0.5 million respectively) and the advance given to Grévin Prague (€2 million) pending its recapitalization.

List of subsidiaries and shareholdings (in thousands of €)	Legal structure	Date of most recent ended reporting period	Equity interest at 09/30/2014 (direct and indirect)	Share capital (a)
SUBSIDIARIES (AT LEAST 50% OF SHARE CAPITAL HELD BY THE COMPANY)				
CI2S – Company no. 443 140 694 – 92100 BOULOGNE BILLANCOURT	SAS	09/30/2014	100.00%	90
BY GREVIN © – GENÈVE (SWITZERLAND)	SA	09/30/2014	100.00%	166
CDS-DS – Company no. 477 855 787 – 92100 BOULOGNE BILLANCOURT	SAS	09/30/2014	100.00%	298,531
GRÉVIN & CIE – Company no. 334 240 033 – 60128 PLAILLY	SA	09/30/2014	100.00%	52,913
CDA FINANCEMENT – Company no. 482 940 616 – 92100 BOULOGNE BILLANCOURT	SNC	09/30/2014	99.00%	1,010
CENTRES ATTRACTIFS JEAN RICHARD – Company no. 775 670 706 60950 ERMENONVILLE	SAS	09/30/2014	100.00%	3,450
CDA PRODUCTIONS – Company no. 421 155 458 – 92100 BOULOGNE BILLANCOURT	SAS	09/30/2014	100.00%	664
MUSÉE GRÉVIN – Company no. 552 067 811 – 75009 PARIS	SA	09/30/2014	95.88%	4,603
FRANCE MINIATURE – Company no. 348 677 196 – 78990 ÉLANCOURT	SAS	09/30/2014	100.00%	1,809
HARDERWIJK HELLENDOORN HOLDING – NL 3840 - HARDERWIJK - THE NETHERLANDS	BV	09/30/2014	100.00%	252
GRÉVIN DEUTSCHLAND – D 59909 BESTWIG/HOCHSAUERLAND - Germany	GMBH	09/30/2014	100.00%	2,601
SAFARI AFRICAIN DE PORT ST PÈRE (PLANÈTE SAUVAGE) Company no. 382 269 330 – 44710 PORT SAINT PERE	SA	09/30/2014	100.00%	3,566
ECOBIOGESTION – Company no. 488 918 970 – 68190 UNGERSHEIM	SAS	09/30/2014	100.00%	300
BELPARK – B 8902 IEPER – Belgium	BV	09/30/2014	100.00%	97,164
SOCIÉTÉ DU PARC DU FUTUROSCOPE - Company no. 444 030 902 86130 JAUNAY CLAN	SA	09/30/2014	45.55%	6,504
CDA BRANDS – Company no. 383 926 532 – 92100 BOULOGNE BILLANCOURT	SAS	09/30/2014	100.00%	713
AVENIR LAND – Company no. 311 285 068 – 38630 LES AVENIÈRES	SAS	09/30/2014	100.00%	915
PARC AGEN – Company no. 382 444 545 – 47310 ROQUEFORT	SAS	09/30/2014	100.00%	229
CDA MANAGEMENT – Company no. 500 244 140 – 92100 BOULOGNE BILLANCOURT	SAS	09/30/2014	100.00%	331
CADEVI – Company no. 484 066 949 – 92100 BOULOGNE BILLANCOURT	SAS	09/30/2014	100.00%	500
LOISIRS RE – L 8070 BERTRANGE (GD Luxembourg)	SA	09/30/2014	100.00%	2,075
CDHA – Company no. 534 738 224 – 92100 BOULOGNE BILLANCOURT	SAS	09/30/2014	100.00%	100
CDA CORPORATION – Company no. 534 737 432 – 92100 BOULOGNE BILLANCOURT	SAS	09/30/2014	100.00%	15
INGELO – Company no. 534 870 803 – 73000 CHAMBÉRY	SAS	09/30/2014	100.00%	100
MUSÉE GRÉVIN MONTRÉAL (c) – MONTRÉAL QC (Canada)	INC.	09/30/2014	100.00%	12,448
MUSÉE GRÉVIN PRAGUE (c) – PRAGUE (Czech Republic)	SRO	09/30/2014	100.00%	9,615
SHAREHOLDINGS (10% TO 50% OF SHARE CAPITAL HELD BY THE COMPANY)				
CMB – Company no. 605 520 584 – 74400 CHAMONIX(1)	SA	08/31/2014	37.49%	6,885
AZOR MANAGEMENT – MOSCOW (Russia)	LLC		15.00%	
PARC CARTHAGE – 2035 TUNIS AIRPORT - Tunisia	SA	04/31/2013	12.50%	1,431

(1) Consolidated subgroup data.
(a) Most recent reporting period for consolidated companies ended on 09/30/2014.
(b) Principal amount.
(c) Exchange rate for €1: CHF 1.2063 - CAD 1.4058 - CZK: 27.50.

Shareholders' equity other than share capital incl. net income (a)	Loans and advances granted by the Company and still outstanding (b)	Amounts of guarantees and sureties given by the Company	Sales (a)	Net income (a)	Dividends paid to CDA during the reporting period	Gross carrying amount of securities	Net book value of securities
8	0	–	0	8	0	198	148
72	0	–	0	-30	0	513	513
90,805	0	–	3,204	30,559	22,000	318,531	318,531
4,730	0	–	74,475	1,561	0	114,541	99,158
194	0	250,000	0	-109	1,200	1,000	1,000
-606	0	–	7,057	-1,048	0	14,803	4,890
-187	0	–	4,052	-1,287	0	5,438	0
4,019	0	–	13,217	2,451	2,244	30,061	30,061
-419	0	–	2,669	-435	0	4,912	1,500
105,778	0	–	201	219	0	105,478	105,478
1,418	0	–	5,319	15	0	11,180	3,000
1,137	0	–	6,526	350	0	8,357	5,593
-1,033	0	–	2,166	-1,033	0	21,638	0
17,465	0	–	47,236	1,727	0	142,545	142,545
14,486	0	–	81,227	2,960	0	28,593	28,593
23,622	0	–	2,164	765	0	16,850	16,850
3,354	0	–	9,346	42	0	16,038	11,241
1,750	0	–	7,303	11	0	8,741	3,741
583	0	–	2,854	584	0	1,974	1,974
-1	0	–	1,513	-63	200	490	490
0	0		1,534	842	0	2,075	2,075
243	0	–	354	224	250	100	100
0	0	–	0	-2	0	15	15
-68	0	–	3,040	-160	0	100	100
-2,245	0	–	2,060	-1,287	0	13,312	13,312
-2,386	2,005		493	-2,141	0	9,692	9,692
76,448	0	–	70,044	5,206	981	26,557	26,557
						55	55
-3,816	0	–	0	0	0	174	0

Compagnie des Alpes

• 3.3. Change in impairment of non-current financial assets

Shareholdings are tested annually for impairment, on the basis of a number of valuation factors (net assets, growth prospects determined in relation to the medium-term business plans of the companies in question, estimated realizable value, etc.).

After obtaining these estimates, the company may recognize impairment of some of its shareholdings, where the valuation shows an unrealized capital loss in respect of the cost price.

Impairment over the reporting period (€16.8 million) reflects:

- the reclassification to assets of provisions for risks made the previous year, following the capital increases carried out (€5 million);
- provisions for further impairment on three regional parks (€10 million);
- an additional provision for a support subsidiary (€1.6 million).

The reversal of provisions relates to the recovery of two support subsidiaries (€2.5 million) and to the reversal of a provision on Ecoparcs following its sale to Conseil Général du Haut-Rhin (€1).

• 3.4. Market-making agreement and treasury stock

The treasury stock and cash allocated to the market-making agreement are classified as "non-current financial assets".

Pursuant to the share buyback program authorized by the Combined Ordinary and Extraordinary Shareholders' Meeting of March 13, 2014, CDA's market-making agreement consisted of the following at September 30, 2014:

- 50,177 shares representing a gross carrying amount of €0.807 million;
- cash of €51,000 (principal and accrued interest);

Having regard to the CDA stock price, which stood at €15.80 (below cost price) at September 30, 2014, impairment losses on treasury stock were measured at €14,000.

• 3.5. Accounts receivable

The "accounts receivable" line item stood at €10.152 million. It was comprised of:

- trade receivables: €2.149 million.
- tax and payroll receivables (VAT and CICE): €7.244 million.
- intra-group current accounts of tax consolidated subsidiaries: €0.649 million.
- sundry receivables: 110 K€.

The main reason behind the increase in accounts receivable compared to the previous reporting period is the inclusion of €2.893 million in tax credits (for the entire tax group) for encouraging competitiveness and jobs (CICE).

• 3.6. Prepaid expenses

The prepaid expenses of €2.744 million included:

- operating expenses of €0.382 million;
- financial expenses connected with the arrangement of the 2010 and 2014 bond issues (totaling €1.622 million) and issue premiums relating to the 2010 issue (totaling €0.740 million). These costs are expensed on a straight-line basis over the term of the bond.

• 3.7. Share capital

At September 30, 2014, the share capital consisted of 24,274,151 ordinary shares with no stated par value (compared with 24,231,022 shares at September 30, 2013).

The financial statements of Compagnie des Alpes and its subsidiaries are fully consolidated by Caisse des Dépôts (CDC).

• 3.8. Change in shareholders' equity

The change in shareholders' equity breaks down as follows:

(in thousands of €)	Share capital	Additional paid-in capital	Reserves	Retained earnings	Net income	Regulated provisions	Share-holders' equity
Position at 09/30/12	**184,379**	**263,018**	**17,656**	**88,139**	**9,587**	**218**	**562,997**
Appropriation of earnings at 09/30/2012			479	-7,802	7,323		0
Dividend payout					-16,910		-16,910
Capital increase	323		-323				0
Net income at 09/30/2013					-5,312		-5,312
Net income at 09/30/2013	**184,702**	**263,018**	**17,812**	**80,337**	**-5,312**	**218**	**540,775**
Appropriation of earnings at 09/30/2013				-5,312	5,312		0
Dividend payout							0
Capital increase	329		-328	-1			0
Increases and reversals of regulated provisions						-218	-218
Net income at 09/30/2014					2,715		2,715
Position at 09/30/2014	**185,031**	**263,018**	**17,484**	**75,024**	**2,715**	**0**	**543,272**

The Shareholders' Meeting of March 13, 2014 approved the appropriation of earnings for the reporting period ended September 30, 2013 to reserves, with no dividend payout.

• 3.9. Provisions for contingencies and charges

(in thousands of €)	At 09/30/2013	Increases	Decreases	At 09/30/2014
Provision for not making Fort Fun appeal	120	0	0	120
Provision for affiliate risks	7,470	733	-4,970	3,233
Provision for severance benefits	64	0	-64	0
Provision for affiliate risk	0	0	0	0
Provision for labor disputes	300	0	0	300
Total	**7,954**	**733**	**-5,034**	**3,653**

The decrease in provisions for affiliate risks (€4.970 million) stems from the reversal of impairment on the securities of subsidiaries. In addition, a provision of €0.733 million was made to cover the negative net position of EcoBioGestion at September 30, 2014.

• 3.10. Borrowings

(in thousands of €)	At 09/30/2013	Increase	Decrease	At 09/30/2014
Bank loans	3,919	0	-3,135	784
Accrued interest on bank loans	2	0	-2	0
Bonds	200,000	100,000	0	300,000
Interest on bonds	9,242	10,671	-9,242	10,671
Term loan (intra-group)	50,000	0	-50,000	0
Bank overdrafts (incl. intra-group)	17,353	6	-17,353	6
Total	**280,516**	**110,677**	**-79,732**	**311,461**

Maturities of the company's borrowings break down as follows:

(in thousands of €)	Total	Less than 1 year	From 1 to 2 years	From 2 to 3 years	From 3 to 4 years	From 4 to 5 years	More than 5 years
Bank loans	784	784	0	0	0	0	0
Accrued interest on bank loans	0	0	0	0	0	0	0
Bonds	300,000	0	0	0	200,000	0	100,000
Interest on bonds	10,671	10,671	0	0	0	0	0
Bank overdrafts (incl. intra-group)	6	6	0	0	0	0	0
Total	**311,461**	**11,461**	**0**	**0**	**200,000**	**0**	**100,000**

The two bond issues (for €200 million in 2010 and €100 million in 2014) are accompanied by a shareholder clause stipulating that the direct or indirect shareholding of Caisse des Dépôts in Compagnie des Alpes must be equal to or greater than 33.33%. If, without prior consent by the lending institution, Caisse des Dépôts were to directly or indirectly own less than 33.33% of the share capital and voting rights of the borrower, the lender could immediately call in the loan. The bond issues come with the obligation to respect a financial ratio based on the consolidated financial statements of Compagnie des Alpes Group.

The ratio that must be respected is the following:

		Ratio at 09/30/2014
Consolidated net debt/Consolidated EBITDA	< 3.50	2.42

At September 30, 2014, this ratio was respected.

• 3.11. Operating liabilities

Operating liabilities break down as follows:

(in thousands of €)	09/30/2014	09/30/2013
Trade payables	7,918	5,590
Liabilities vis-à-vis staff and social security bodies	7,434	6,196
Tax liabilities (VAT and other taxes)	796	791
Tax consolidation current accounts	6,657	2,347
Corporate tax liabilities	0	551
Total	**22,805**	**15,475**

4. NOTES ON THE INCOME STATEMENT

• 4.1. Sales

Sales amounted to €27.739 million. These mainly consist of services provided by the company on behalf of its subsidiaries (operational services and holding company services) and staff seconded to subsidiaries.

• 4.2. Operating expenses

The policy aimed at keeping operating expenses under control implemented at Group level produced the following results:

- a reduction of around €2.5 million in purchases and other external costs;
- the stepping up of efforts to share certain functions within the holding company (as described in the analysis of the company's results).

This led to changes in the headcount in 2014.
The company's average headcount rose from 114 to 126 in full-time equivalent terms.

• 4.3. Net financial income

(in thousands of €)	09/30/2014	09/30/2013
Dividends	26,875	26,648
Income on financial receivables	326	160
Subtotal: financial income	**27,201**	**26,808**
Interest expense on loans and cash pools	-935	-1,570
Interest expense (bonds)	-11,513	-10,245
Subtotal: financial expenses	**-12,448**	**-11,815**
Provision for affiliate risks	4,236	-4,970
Reversal of financial provisions	3,738	0
Impairment of non-current financial assets	-17,610	-15,889
Subtotal: provisions and impairment (net)	**-9,636**	**-20,859**
Foreign exchange gains (losses)	-1	4
Net financial income	**5,116**	**-5,862**

Dividends (€27 million) are unchanged from the previous year.

The expenses related to the bond issues total €12 million,
a slight increase in view of the new bond issue carried out in 2014, for €100 million.

• 4.4. Net extraordinary income

Net extraordinary income amounted to -€82,000.
It mainly includes the proceeds of the disposal of Looping Holding and Ecoparcs.

In 2013, net extraordinary income was -€1.917 million and reflected an additional provision of €2 million to cover the company's commitments under the partnership agreement relating to the closure of Bioscope.

• 4.5. Income tax

For the reporting period ended September 30, 2014, Compagnie des Alpes continued to be the head company of the tax consolidation group.
Consolidated subsidiaries were as follows:

- Grévin & Cie
- Musée Grévin
- France Miniature
- CDA-Domaines Skiables
- Compagnie Immobilière des 2 Savoie
- CDA Financement
- CADEVI
- Centres Attractifs Jean Richard (Mer de Sable)
- SCV Domaines Skiables (Serre Chevalier)
- CDA Productions
- CDA Brands
- Parc Agen
- Avenir Land
- Société d'Aménagement de la station de La Plagne (SAP)
- Arcs Domaine Skiable (ADS)
- Eco Bio Gestion
- Méribel Alpina
- CDA Ski Diffusion
- CDA Management
- Safari Africain de Port Saint-Père
- CDHA
- INGELO
- CDA Corporation
- STVI
- Valbus
- Montaval

The tax consolidation regime of Compagnie des Alpes is based on the general principle of neutrality. Each subsidiary member of the tax group states income tax as if the subsidiary were not consolidated, and the parent company declares the total income tax of the tax group.

The tax group had taxable earnings of €14.7 million. The tax group incurred income tax of €5.2 million.

In light of the tax contributed by the tax consolidated subsidiaries (€12.9 million), the tax group generated accounting income of €7.7 million.

5. OFF-BALANCE SHEET COMMITMENTS

The commitments given include:

- the sureties provided to cover the Prague and Montreal lease payments (€2 million).

Commitments received consist of:

- when acquiring Futuroscope (in January 2011), the sellers provided Compagnie des Alpes with representations and warranties (totaling €15.7 million) indemnifying it for losses that might arise subsequent to the completion of the deal. These representations and warranties remain in force until the corresponding legal and regulatory terms expire.

6. EVENTS AFTER THE REPORTING DATE

On January 8, 2015, CDA sold the Dolfinarium in the Netherlands, and by the end of January, it will have completed the sale of Walibi Sud-Ouest to Continental Leisure Project SARL (part of the Aspro group).

7. EARNINGS AND OTHER KEY INFORMATION OVER THE PAST FIVE REPORTING PERIODS

DESCRIPTION (amounts in €)	09/30/2010	09/30/2011	09/30/2012	09/30/2013	09/30/2014
SHARE CAPITAL AT REPORTING DATE					
a) Share capital	183,836,427	184,112,851	184,379,151	184,701,775	185,030,527
b) Ordinary shares outstanding	24,117,497	24,153,761	24,188,697	24,231,022	24,274,151
c) Convertible bonds outstanding					
OPERATING AND FINANCIAL REVIEW OF THE REPORTING PERIOD					
a) Sales	26,806,537	27,113,754	28,869,878	31,746,385	27,738,692
b) Net income before tax, profit-sharing, amortization, depreciation and provisions	27,420,411	10,980,081	10,838,373	11,033,535	5,099,261
c) Income tax	-6,282,012	-10,477,033	-7,238,246	-7,973,023	-7,731,142
d) Net income after tax, profit-sharing, amortization, depreciation and provisions	13,450,444	10,618,380	9,586,783	-5,312,334	2,715,156
e) Distributed earnings	24,077,270	20,500,433	16,909,220	0	N/A
RESULTS PER SHARE					
a) Net income after tax, profit-sharing, but before amortization, depreciation and provisions	1.40	0.89	0.75	0.78	0.53
b) Net income after tax, profit-sharing, amortization, depreciation and provisions	0.56	0.44	0.40	-0.22	0.11
c) Dividend per share	1.00	0.85	0.70	0	N/A
PERSONNEL					
a) Average headcount	98	102	106	114	126
b) Total payroll for the reporting period	10,885,261	10,333,880	11,569,172	11,771,361	12,824,147
c) Amounts paid in employee benefits over the reporting period	5,282,988	5,612,215	6,292,118	6,547,939	6,602,823

■ 2.3. REPORT OF THE STATUTORY AUDITORS ON THE ANNUAL FINANCIAL STATEMENTS
Reporting period ended September 30, 2014

PricewaterhouseCoopers Audit
63, rue de Villiers
92208 Neuilly-sur-Seine Cedex

Mazars
61, rue Henri Regnault
92400 Courbevoie

Dear Shareholders,

Pursuant to the assignment entrusted to us by your Shareholders' Meeting, we hereby present our report for the reporting period ended September 30, 2014 on:

- the audit of the accompanying annual financial statements of Compagnie des Alpes;
- the basis for our assessment;
- the special checks and disclosures required by law.

The annual financial statements have been adopted by the Board of Directors. It is our responsibility, on the basis of our audit, to express an opinion on these financial statements.

I - Opinion on the annual financial statements

We carried out our audit in accordance with professional practice in France. This requires us to carry out our work in such a manner as to obtain reasonable assurance that the annual financial statements are free of material misstatements. An audit consists of examining, by sampling or other means of selection, the evidence underpinning the amounts and information in the annual financial statements.
It also consists of assessing the accounting principles applied and material assumptions used, as well as the overall presentation of the financial statements. We feel that the audit evidence we collected provides a sufficient and adequate basis for our opinion.

We certify that, as per French generally accepted accounting principles, the annual financial statements give a true and fair view of the operating performance over the past reporting period as well as of the financial position and assets and liabilities of the Company at the end of that reporting period.

II - The basis for our assessment

In accordance with the provisions of Article L.823-9 of the French Commercial Code pertaining to the basis for our assessment, we would draw attention to the following:

Most of the Company's assets are shareholdings that are measured in line with the method indicated in subsection 2.3 of the notes to the annual financial statements. On the basis of the information communicated to us, we have reviewed the method used and the calculations made by the Company, and we have assessed the resulting measurements.

These assessments represent part of our audit of the annual financial statements as a whole, and have contributed to our opinion as expressed in the first part of this report.

III - Special checks and disclosures

We also carried out, in accordance with professional practice in France, the special checks required by law.

We have no comments to make regarding the fairness and consistency with the annual financial statements of the disclosures in the management report of the Board of Directors and in the documents provided to shareholders on the financial position and the annual financial statements.

With respect to the disclosures made pursuant to the provisions of Article L. 225-102-1 of the French Commercial Code on the compensation and benefits paid to corporate officers as well as the commitments made to them, we checked their consistency with the financial statements or with the data used to prepare these financial statements and, as the case may be, with the items received by the company from companies controlling the company or controlled by it. On the basis of this work, in our opinion these disclosures are accurate and fair.

In accordance with the law, we have determined that the information on the identity of holders of the share capital or voting rights has been published in the management report.

Neuilly-sur-Seine and Courbevoie, January 26, 2015

The Statutory Auditors

PricewaterhouseCoopers Audit
Catherine Pariset

Mazars
Guillaume Potel

OTHER INFORMATION

1. INFORMATION ON COMPAGNIE DES ALPES

1.1. GENERAL INFORMATION

Company name:
Compagnie des Alpes.
Headquarters:
89 rue Escudier,
92100 Boulogne-Billancourt.
Legal structure:
A French société anonyme (joint-stock corporation), founded on January 26, 1989.
Term:
The duration of the company is fixed at 99 years starting from the registration date; hence, the company will expire on February 12, 2088.
Company registration:
The company is registered with the Registrar of Commerce and Companies of Nanterre under number B 349 577 908.
Business type:
7010 Z (Activities at Headquarters).
Place where legal documents can be consulted:
Headquarters.
Headquarters telephone number:
+33 (0)1 46 84 88 00.
Fiscal year:
From October 1 to September 30.

1.1.1. Corporate purpose (Article 2 of the by-laws)

Compagnie des Alpes has the following purposes, in France and internationally:

- The acquisition, holding, management, and divestiture of all forms of investment securities and all forms of shareholdings in all companies, both French and foreign, in whatever form they may be, and particularly those having operations in mountain tourism;
- the taking of direct or indirect interest by the company in any of the aforementioned, or related, operations, through the creation of new companies, transfers, subscription to new shares or purchase of existing shares or company rights, mergers, partnerships, or otherwise, including providing financing under any form to such companies, whether in France or abroad;
- and, generally, any commercial, financial, industrial, investment, and real estate operation, similar to or related directly or indirectly, in whole or in part, to the stated corporate purpose.

1.1.2. Rights attached to shares (Articles 6 and 8.4. of the by-laws)

All shares are of the same category and benefit from the same rights, including profit sharing and the division of assets upon liquidation. For Shareholders' Annual General Meetings, each share gives the right to one vote. Therefore, no shareholder enjoys double voting rights. Unclaimed dividends and advances on dividends revert to the government after five years.

1.1.3. Appropriation of earnings (Articles 21 and 22 of the by-laws)

Five percent of each year's net income, less any losses carried forward, is appropriated to regulatory reserves; this appropriation ceases to be obligatory when the reserves rise to the level of one tenth of the share capital.

After the appropriation to the regulated reserve, the Shareholders' Annual General Meeting, on the proposition of the Board of Directors, may appropriate whatever amounts they choose, either to retained earnings or to one or more optional, ordinary or extraordinary reserve accounts

Income available for distribution is comprised of the net income for the year minus the losses carried forward and the amounts appropriated to reserves in application of the law or the by-laws, plus retained earnings.

After approval of the financial statements and recognition of the amount available for distribution, the Shareholders' Annual General Meeting may determine the part to be distributed in the form of dividends. The Annual Shareholders Meeting may further decide to distribute amounts to be sourced from available reserves, either to supply funds for dividends or for completing a dividend, or for the purpose of making an exceptional distribution. In this case, the decision will indicate the reserve accounts from which the funds are drawn. However, as a priority, dividends will be paid from the earnings available for distribution from the year under review.

The payment method for dividends is fixed by the Shareholders' Annual General Meeting, or otherwise by the Board of Directors.

The Shareholders' Annual General Meeting may grant to each shareholder, for all or a part of the dividend or in partial payment of a dividend payable, a choice between payment in the form of cash or in the form of shares.

1.1.4. Shareholders' Annual General Meetings (Articles 14 to 18 of the by-laws)

Shareholders' Annual General Meetings are called and held under the conditions set by the law. Each share gives the right to participate and to vote at the Shareholders' Annual General Meeting, within the conditions fixed by the law.

1.1.5. Crossing ownership thresholds (Article 8.5. of the by-laws)

Any legal person or individual who comes to hold, alone or in a concert party, at least 2.5% of the share capital or voting rights in the company, or a multiple of this percentage, shall inform the company of the number of shares and voting rights held within five days of having crossed this threshold. Notification shall be made by registered mail with acknowledgment of receipt, addressed to company headquarters. The same information shall be sent to the French financial markets authority (Autorité des Marchés Financiers – AMF), within the same time limit.

The above-mentioned requirement to give notice also applies whenever any holding of shares or voting rights in the company falls below one of the 2.5% thresholds.
In case of failure to make the notifications stated above, shares and voting rights exceeding the fraction that should have been declared shall be deprived of voting rights at Shareholders' Annual General Meetings, provided that said failure to declare has been recognized and that one or more other shareholders holding at least 2.5% of the share capital so request, and such request shall be recorded in the minutes of the Shareholders' Annual General Meeting.

The above provisions apply without prejudice to the declarations concerning crossed thresholds provided for by law.

1.1.6. Potentially key factors in the event of a takeover bid

Potentially key factors in the event of a public offer for the Company's shares as referred-to in Article L. 225-100-3 of the French Commercial Code are set out in this document as indicated below:

- Shareholder structure of the Company: Chapter 5 3.1.,
- Restrictions under the Company's by-laws on the use of voting rights and on share transfers, or contractual clauses of which the Company is made aware in accordance with Article L. 233-11: Chapter 2 1.3.2. and Chapter 5. 3.3.,
- Direct or indirect shareholdings in Company capital of which the Company is aware pursuant to Articles L. 233-7 and L. 233-12: Chapter 5 3.1.,
- Rules applicable to the appointment and replacement of directors, and to changes in Company bylaws: Chapter 2 1.1.1.,
- Powers of the Board of Directors, in particular for the issue and purchase of stock: Chapter 5.3.,
- Agreements providing indemnities for members of the Board of Directors and employees if they resign or are dismissed without valid and serious cause, or if their employment is terminated because of a takeover bid: Chapter 2.3.1.1.

Concerning agreements reached by the Company that may be amended or terminated in the event of a change in control of the Company, three contracts or types of contracts that include an ownership clause have been identified:

- The syndicated loan contract, which like the previous contract contains an ownership clause found in the Notes to the consolidated financial statements (Chapter 4 - Note 6.11.) as well as some bilateral credit lines,
- The licensing agreement for use of the corporate names "Caisse des Dépôts et Consignations" and "Group Caisse des Dépôts," which CDC has the right to terminate in the event that Compagnie des Alpes ceases to be a part of Groupe CDC,
- Certain concession agreements providing various types of clauses for change in proxy control (mainly related to the shareholding of Groupe Caisse des Dépôts), which require the prior approval of the authority granting the concession.

2. SHARE CAPITAL

At September 30, 2014, the Compagnie des Alpes share capital stood at €185,030,527.37.
It comprised 24,188,697 no par value, fully paid shares. These shares comprise 100% of the capital and voting rights outstanding.

There are outstanding no founder's shares, no dividend-right certificates, no convertible or exchangeable bonds, no voting-right certificates or non-voting preference shares. There are no double voting rights or preferred-dividend shares outstanding.

2.1. CHANGE IN THE SHARE CAPITAL OF THE COMPANY OVER THE LAST FIVE YEARS

Date	Transaction type	Amount of changes in capital		Consecutive amounts of capital	Number of shares comprising the capital
		Par value	Premium		
September 30, 2009	Share capital at reporting date			134,656,573.12	17,665,593
March 22, 2010	Full vesting of bonus shares	336,915.98	–	134,993,489.10	17,709,793
April 26, 2010	Capital increase (payment of dividend in shares)	4,004,833.33	8,615,130.55	138,998,322.43	18,235,187
July 21, 2010	Cash increase in capital	44,838,104.59	55,161,165.41	183,836,427.02	24,117,497
March 21, 2011	Full vesting of bonus shares	276,423.55	–	184,112,850.57	24,153,761
March 19, 2012	Full vesting of bonus shares	266,300.83	–	184,379,151.40	24,188,697
March 18, 2013	Full vesting of bonus shares	322,623.73	–	184,701,775.13	24,231,022
March 17, 2014	Full vesting of bonus shares	328,752.24	–	185,030,527.37	24,274,151
September 30, 2014.	**Share capital at reporting date**	**–**	**–**	**185,030,527.37**	**24,274,151**

The sole transaction occurring during FY 2013/2014 that changed the Compagnie des Alpes share capital is the full vesting of some performance shares awarded under Plan No. 15. Share capital thus increased by €328,752.24 through the issue at par of 43,129 new shares paid-up by special capitalization of reserves.

2.2. SHARE BUYBACKS

From October 1, 2013, to September 30, 2014, there were two successive share buyback programs under the authorizations granted by the Shareholders' Meeting to allow the Company to buy back CDA shares, with total treasury stock limited to 10% of the share capital:

- the program already in place during the preceding fiscal year, implemented March 14, 2013 by the Board of Directors on the basis of authorization given it by the Shareholders' Ordinary General Meeting that same day;
- a new share buyback program implemented by the Board under the new authorization given it by the Shareholders' Ordinary General Meeting of March 13, 2014.

The latter authorization was granted to the Board of Directors for a new period of 18 months.

The new program, now under way, became effective on May 22, 2014, the day the relevant descriptive document was published. Pursuant to Articles 241-1 to 241-6 of the AMF General Regulation and European Regulation (EC) No. 2272/2003 of December 22, 2003, this document outlines the goals and procedures of the program, identical to those of the previous program.

A market-making agreement signed with Kepler Capital Markets (that later became Kepler Cheuvreux) became effective in December 2011.

This agreement is similar to the previous one signed with SG Securities, and is devoted solely to the market-making of CDA shares. It complies with the code of professional ethics of the French Financial Markets Association (AMAFI) and approved by the AMF decision on March 21, 2011.

At December 1, 2011, the following assets were credited to the liquidity account opened for the implementation of this new market-making agreement:

- 50,430 shares
- €89,752.95 in cash

The share buyback program results, from October 1, 2012 to September 30, 2013, are as follows:

Position at September 30, 2014	
Percentage of treasury stock, held directly or indirectly	Immaterial
Number of shares canceled over the last 24 months	None
Number of shares held in portfolio	50,177
Carrying amount of portfolio as at September 30, 2014 (in thousands of €)	807
Portfolio market value as at September 30, 2014 (in thousands of €)	793

Accumulated gross transactions as at September 30, 2014	Purchases	Sales	Transfers
Number of shares	155,825	133,841	–
Average transaction price (in €)	13.92	12.65	–
Average exercise price (in €)	15.71	15.83	–
Amounts (in thousands of €)	2,248	2,119	–

All movements of shares shown in the table above of cumulative gross transactions were performed under the market-marking agreement.

The Company did not use derivative instruments.

2.3. AUTHORIZATIONS TO INCREASE SHARE CAPITAL

All of the current authorizations for share capital increases are those given by the Extraordinary Shareholder's Meeting of March 13, 2014 for a duration of 26 months.

All the current authorizations are therefore valid until May 2016.

The powers conferred upon the Board of Directors for increasing share capital, and the use of those powers where applicable, are set out in the summary table below:

Purpose of the powers delegated	Date of Shareholders' Extraordinary General Meeting	Lapsing date	Maximum amount authorized	Utilizations	Unutilized authorization balance at 9/30/2014
Authorization to award performance shares to employees and Group executives	March 15, 2012 (Resolution 9)	Authorization for an initial period of 26 months expired on 3/13/2014; entry into force of new authorization for the same purpose (see below)	1% of capital on the date of the award decision, in addition to a maximum 7% of the capital for all outstanding bonus shares and stock options	Performance shares (plan No. 17): 56,955 shares (representing 0.23% of share capital on the award date)	None (authorization expired)
Authorization to award performance shares to employees and Group executives	3/13/2014 (Resolution 10)	26 months (until 3/12/2016)	1% of capital on the date of the award decision, in addition to a maximum 7% of the capital for all outstanding bonus shares and stock options	None	1% of capital / Balance of maximum limit: 6.37% (number of awarded bonus shares and outstanding stock options representing 0.63% of share capital)
Powers to increase capital with preferential subscription rights (issue reserved for shareholders)	3/13/2014 (Resolution 11)	26 months (until 3/12/2016)	Shares: €90 million Debt securities: €100 million	None	Shares: €90 million Debt securities: €100 million
Powers to increase capital with elimination of preferential subscription rights, by public offering	3/13/2014 (Resolution 12)	26 months (until 3/12/2016)	Shares: €45 million (with priority period) or €18 million (with no priority period);	None	Shares: €45 million (with priority period) or €18 million (with no priority period); Debt securities: €100 million
Powers to increase capital without preferential subscription rights, by private placement offering	3/13/2014 (Resolution 13)	26 months (until 3/12/2016)	Shares: powers as above within a maximum 20% of share capital	None	Shares: powers as above within a maximum 20% of share capital Debt securities: €100 million
Powers to increase capital without preferential subscription rights to issue shares as consideration for contributions of assets in shares	3/13/2014 (Resolution 14)	26 months (until 3/12/2016)	10% of share capital (currently €18.5 million)	None	10% of share capital (currently €18.5 million)
Powers to increase capital using dividends, reserves, earnings or others	3/13/2014 (Resolution 15)	26 months (until 3/12/2016)	Shares: €30 million	None	Shares: €30 million
Powers to increase capital by employee issue under the Group savings plan	3/13/2014 (Resolution 16)	26 months (until 3/12/2016)	700,000 shares (2.9% of share capital, i.e. currently €5.4 million)	None	700,000 shares (2.9% of share capital, i.e. currently €5.4 million)
Total cash limit of all authorizations and powers combined	3/13/2014 (Resolution 17)		Shares: €90 million Debt securities: €200 million		Shares: €90 million Debt securities: €200 million

The sole authorization used by the Board during the period was the authorization to award bonus shares as resolved by the Shareholders' Meeting on March 15, 2012, thus, 56,955 performance sharaes were granted under Plan No. 17 implemented for FY 2013/2014.

2.4. POTENTIAL SHARE CAPITAL

At September 30, 2014, the potential capital represented 0.63% of share capital, in the form of: 36,300 stock options, and outstanding entitlements to 114,105 bonus shares.

3. SHARE OWNERSHIP

3.1. CHANGE IN SHAREHOLDER STRUCTURE AND VOTING RIGHTS

Shareholders	9/30/2012.		9/30/2013.		9/30/2014.	
	Number of shares	%	Number of shares	%	Number of shares	%
Caisse des Dépôts	9,615,579	39.75%	9,615,579	39.68%	9,615,579	39.61%
Sofival	2,110,806	8.73%	2,110,806	8.71%	2,110,806	8.70%
Crédit Agricole des Savoie	1,681,985	6.95%	1,681,985	6.94%	1,681,985	6.93%
Banque Populaire des Alpes	1,204,473	4.98%	1,204,473	4.97%	1,204,473	4.96%
Caisse d'Épargne Rhône Alpes	723,486	2.99%	723,486	2.99%	723,486	2.98%
The public and miscellaneous, including:	8,852,367	36.60%	8,894,693	36.71%	8,937,822	36.82%
French UCITS	2,414,774	9.98%	1,920,505	7.93%	1,749,577	7.21%
incl. FCP CDA Actionnariat (employee shareholders' fund)	386,666	1.60%	357,016	1.47%	341,022	1.40%
Financial intermediaries outside France	4,166,267	17.22%	4,554,195	18.79%	4,954,470	20.41%
including M & G Investments (Prudential)	2,819,483	11.66%	3,020,685	12.47%	2,215,122	9.13%
Individual shareholders	1,907,149	7.88%	1,767,656	7.30%	1,738,740	7.16%
Treasury stock* (market-making agreement)	32,189	0.13%	28,193	0.12%	50,177	0.21%
Total	**24,188,697**	**100%**	**24,231,022**	**100%**	**24,274,151**	**100%**

**Non-voting shares: % in capital and theoretical voting rights. All other percentages given below are for the actual capital and voting rights.*

During the fiscal year, the primary-shareholder structure underwent no major change.

The public float share remained mostly stable at 36.8% with at its core, minor fluctuations that confirm those of the previous year.

French investment funds dropped slightly, down 0.7 points from the previous fiscal year, whereas foreign shareholders through custodial accounts continued to increase, by 0.7 points. Note that that the interest of M&G Investment (Prudential Group), with 2.2 million shares, was lowered to 9.1%. This crossing below the 10% threshold was reported to the Company and to the Autorité des Marchés Financiers (AMF - Financial markets authority).

Individual shareholding, in French hands for the vast majority, was virtually stable (-0.2 points).

To the company's knowledge, there is no other shareholder, whether acting singly or in a concert party, which directly or indirectly holds more than 5% of the capital or voting rights.

3.2. ENTITIES OR PERSONS WITH CONTROLLING CAPACITY

The Caisse des Dépôts, being the reference shareholder with a 39.61% interest, declares that it controls Compagnie des Alpes and hence is considered a related party for purposes of IAS 24. The financial statements of the CDA Group are fully consolidated in the accounts of the Caisse des Dépôts.

Nevertheless, the composition of the Board of Directors follows the principles set out in Chapter 2 (1.1.1.) above, which, given the presence of a Reference Shareholder (Caisse des Dépôts), are intended to promote a democratic, collective representation of shareholders and take adequate account of corporate interests, mainly through the appointment of at least four independent directors.

The Caisse des Dépôts has only four seats out of a total of twelve on the Board, one out of three on the Audit and Finance Committee, one out of four on the Appointments and Remuneration Committee, and two out of six on the Strategy Committee.

The composition of each corporate body ensures the Company is not controlled to its detriment.

To the best of the Company's knowledge, there are no agreements or commitments binding one or more shareholders that could subsequently lead to a change of control.

3.3. AGREEMENTS BETWEEN SHAREHOLDERS

To the knowledge the Company, there are no shareholder agreements, preferred agreements, or any other type of contract whose execution could at a later date result in a change of control.

3.4. PORTION OF THE COMPANY'S SHARE CAPITAL PLEDGED AS SECURITY OR SUBJECT TO OTHER RESTRICTIONS

To the best of the Company's knowledge, a mere 0.38% of the share capital was pledged or was subject to other restrictions as at September 30, 2014.

These mainly consisted of contingently unavailable shares held in a registered account with Société Générale, manager of the stock option plans and the CDA performance shares.

3.5. DEVELOPMENT OF THE INDIVIDUAL SHAREHOLDER BASE

Created in September 2005, the Shareholders' Club is designed to disseminate information about the Group to Compagnie des Alpes shareholders. Club membership is free of charge and accessible to any shareholder owning at least one registered share.

It offers several services to members (CDA newsletter, invitations to meetings and conferences) and, provided the shareholder owns at least 200 shares as at September 30 of the relevant year, provides commercial offers on ski lift passes or entry tickets for Group parks.

Further information on membership can be downloaded from the CDA website or obtained directly from the Company headquarters.

Compagnie des Alpes was also the first French midcap to create a Shareholders' Advisory Committee (see 6.3 below).

3.6. EMPLOYEE SHAREHOLDERS

In 1995, Compagnie des Alpes set up a Group Employee savings plan with the aim of allowing all CDA Group employees to benefit from growth in earnings through the rising share prices of their CDA stock. Accordingly under the Group employee savings plan, employees may invest in a shareholders' investment fund, CDA Actionnariat, which is invested entirely in CDA shares.

The CDA Actionnariat employee investment fund held 1.4% of CDA share capital as at September 30, 2014, compared with 1.5% at the close of the previous fiscal year.

Senior management staff as well as certain other Group managers are also eligible for stock option plans and/or performance share awards implemented by CDA.

3.7. COMPANY OFFICERS' AND SENIOR MANAGERS' SHAREHOLDINGS AND TRADING

Directors' holdings in the issuer's share capital

The number of shares owned by each director is given in Chapter 2 (1.1.2.). The Compagnie des Alpes Corporate Governance Charter includes a stipulation that Directors must hold a minimum quota of shares, described in Chapter 2 (1.1.1).

Senior managers' and corporate officers' holdings in the issuer's share capital

The number of shares owned by each senior-management corporate officer is given in Chapter 2 (1.1.1).

Trading in Company shares by directors and persons related to them, corporate officers and other managers covered by the Monetary and Financial Code.

In the past financial year and to the Company's knowledge, no securities transaction as defined by Article L. 621-18-2 of the Monetary and Financial Code has taken place or been reported to the AMF, the French financial markets authority.

4. REGULATED AGREEMENTS

SPECIAL REPORT OF THE STATUTORY AUDITORS ON REGULATED AGREEMENTS AND COMMITMENTS.

Shareholders' Annual General Meeting called to approve the financial statements for the reporting period ended September 30, 2014

PricewaterhouseCoopers Audit
63, rue de Villiers
92208 Neuilly-sur-Seine Cedex

Mazars
61, rue Henri Regnault
92400 Courbevoie

Dear Shareholders,

As statutory auditors of the Company, we hereby present to you our report on regulated agreements.
It is our duty to inform you, based on the information provided to us, of the basic features, terms and procedures of the agreements and commitments brought to our attention, or that we identified in the course of our work, without commenting on their utility or validity or looking for other agreements or commitments. It is your responsibility, pursuant to the provisions of Article R. 225-31 of the French Commercial Code, to assess the benefits accruing from these agreements and commitments when considering whether to approve them.

In addition, we are required to communicate the information provided for in Article R. 225-31 of the French Commercial Code regarding the performance, during the past reporting period, of any agreements already approved by the Shareholders' Meeting.

For this mission we have applied due diligence that we consider to be in compliance with the professional standards of the French statutory auditors' association (Compagnie Nationale des Commissaires aux Comptes). This due diligence consisted of verifying the consistency of the information provided us with the information in the underlying documentation from which it was taken.

AGREEMENTSAND COMMITMENTS SUBMITTED FOR APPROVAL TO THE SHAREHOLDERS' MEETING

Agreements approved during the past reporting period
In accordance with Article L. 225-40 of the French Commercial Code, we have been informed of the following agreements that were given prior authorization by the Board of Directors.

Refinancing – agreement of a new syndicated loan contract

On April 30, 2014, the Board of Directors of Compagnie des Alpes (CDA) decided to authorize the conclusion of a credit agreement.
As debtor alongside the borrower, its subsidiary CDA-Financement, and as guarantor, the company signed a Credit Agreement for a maximum of €260 million, comprising a revolving credit facility maturing in 2019.
CDA-Financement's borrowing exposure corresponding to the company's guarantee commitment totaled €100 million at September 30, 2014.
Directors / entities involved: Crédit Agricole des Savoie, Banque Populaire des Alpes, Caisse d'Épargne et de Prévoyance Rhône-Alpes

AGREEMENTS ALREADY APPROVED BY THE SHAREHOLDERS' MEETING

Agreements approved in prior reporting periods

a) that continued to be performed during the latest reporting period ended

Pursuant to Article R. 225-30 of the French Commercial Code, we have been informed that the following agreements that had already been approved in previous reporting periods continued to be performed in the reporting period ended.

Implementation of the Mountain Real Estate Refurbishment project

On April 12, 2013, the Board of Directors of Compagnie des Alpes (CDA) decided to authorize the implementation of the Mountain Real Estate Refurbishment Project and the signing of the related contracts.

Thus, in April 2013, Caisse des Dépôts, Banque Populaire des Alpes (BPA), Caisse d'Épargne Rhône Alpes (CERA), Crédit Agricole des Savoie (CAS) and CDA jointly established Foncière Rénovation Montagne, a company dedicated to the financing and refurbishment of mountain tourism accommodation.

The share capital of Foncière Rénovation Montagne is 48.8% owned by Caisse des Dépôts, 16% by BPA, 16% by CERA, 9.6% by CAS and 9.6% by CDA.

Under this scheme, local real estate companies were established. They are owned by Foncière Rénovation Montagne (the majority shareholder) as well as by local public and private stakeholders (resorts / valleys) such as the ski lift companies and local authorities, via relevant Mixed Economy Companies.

As at September 30, 2014
- CDA holds a 9.6% interest in Foncière Rénovation Montagne, representing an investment of €497,000 (of which €268,000 for the current fiscal year);
- CDA's investments in the equity of the four local property companies amount to €281,000 (unchanged from September 30, 2013) of which:

– Foncière des Écrins: €111,000 or 4.33 % of the share capital;
– Foncière les Arcs: €59,000 or 4.52 % of the share capital;
– Foncière les Menuires: €56,000 or 7.74 % of the share capital;
– Foncière la Plagne: €55,000 or 8.41 % of the share capital.

Agreement to part-fund the contribution by Caisse des Dépôts towards the transformation of Parc du Bioscope

On October 19, 2012, your company signed a syndicated memorandum of understanding with the Caisse des Dépôts, thereby undertaking to participate to within €2.5 million of the e7 million granted by CDC for the transformation of the Bioscope park, formerly operated by its subsidiary Eco Bio Gestion.

After the 2013/2014 fiscal year-end, CDA received a call for €2.1 million in partial settlement of its contribution to this partnership venture.
A provision of €0.5 million had been set aside by your Company for this purpose at September 30, 2012. Accordingly, the residual amount of €2 million was recognized in the financial statements for the reporting period ended September 30, 2013. At September 30, 2014, CDA maintained this provision at €2.5 million.

This agreement was authorized by the Board of Directors at its meeting on October 18, 2012.

Investment in the Deux Alpes Loisirs Group (DAL) through Deux Alpes Invest (DAI) and buyout of DAL's non-controlling interests

The company and its wholly owned subsidiary CDA-DS signed a syndicated memorandum of understanding with Caisse des Dépôts, Banque Populaire des Alpes and Caisse d'Épargne et de Prévoyance de Rhône-Alpes with a view to creating Deux Alpes Invest (DAI) to acquire a shareholding in the Deux Alpes Loisirs (DAL) Group. DAI is owned by CDA-DS (60%), Caisse des Dépôts (19%), Banque Populaire des Alpes (12.6%) and Caisse d'Épargne et de Prévoyance de Rhône-Alpes (8.4%). This memorandum gives CDA-DS operational and financial control of DAL, while granting partners rights to actively participate in governance and protect their key assets.

Specific provisions have been made for transferring stocks and dividends, enabling CDA-DS to increase its stake in DAI over the medium term if it wishes, while securing its partners' investment.
DAI's total investment to acquire DAL amounted to €46.5 million in 2009/2010, i.e. €27.9 million for CDA-DS's 60% share of the investment.

In FY 2012/2013, CDA began negotiations with its DAI syndicate partners, namely Caisse des Dépôts, Caisse d'Épargne Rhône Alpes (CERA) and Banque Populaire des Alpes (BPA), with a view to proactively buying out the non-controlling interests via its wholly owned subsidiary CDA-DS. These buyouts were authorized by the Board of Directors on May 22, 2013 for a total of some €20 million. On September 26, 2013, CDA acquired 8.4% of DAI from CERA (€4.373 million) and 12.6% of DAI from BPA (€6.559 million), totaling €10.932 million. On October 31, 2013, CDA acquired 18.94% of DAI from Caisse des Dépôts for €9.839 million.

Financing – signing of a syndicated loan agreement

As debtor alongside the borrower – its subsidiary CDA-Financement – and as guarantor –, the company signed a Credit Agreement for a maximum of €550 million, comprising a term loan and a revolving credit facility.
This loan, normally maturing in May 2015, was repaid in full by CDA-Financement in May 2014, coinciding with the new syndicated-loan agreement above-mentioned. CDA's guarantee commitment has therefore lapsed.

Brand licensing agreement with Musée Grévin

The Company is subrogated for the rights and obligations of Grévin & Cie under the brand licensing agreement with Musée Grévin. The latter entity has granted the Company for an unspecified period a non-exclusive operating license for the Grévin brand, and authorizes it to use the term "Grévin," on its own or with other words, as a company name, trade name, and trademark.

The corresponding annual expense of €15,000 is reinvoiced in full to Grévin & Cie.

Licensing agreement with Caisse des Dépôts

The Company entered into a licensing agreement with Caisse des Dépôts governing the use of the names "Caisse des Dépôts" and "Groupe Caisse des Dépôts." In consideration, Compagnie des Alpes pays an annual fee of 0.2% of consolidated annual sales (net of VAT), weighted according to the percentage of share capital held by Caisse des Dépôts in Compagnie des Alpes as at January 1 in each reporting period.

The resulting expense for the Company for the reporting period was €639,000.

The inclusion of Dominique Marcel, Chairman and Chief executive officer, in a pension plan combining defined contributions and defined benefits.

As Chairman and Chief executive officer, Dominique Marcel is covered by a Group supplemental pension plan for Group executive management. This comprises a defined benefit plan and a defined contribution plan.

The actuarial obligation at September 30, 2014 was €576,000.

The inclusion of Ms Agnès Pannier-Runacher, Deputy Managing Director, in a pension plan combining defined contributions and defined benefits.

As Deputy managing director, Agnès Pannier-Runacher is covered by a Group supplemental pension plan for Group executive management. This comprises a defined benefit plan and a defined contribution plan.

The actuarial obligation at September 30, 2014 was €24,000.

b) not performed during the past reporting period

We were also informed of the continued existence of the following agreements, already approved by the Shareholders' Meeting in prior reporting periods, that were not performed during the past reporting period.

Agreements with Caisse des Dépôts for the acquisition of a shareholding in the Futuroscope operating company

On January 14, 2011, the company acquired a 45% shareholding in the company operating the Futuroscope park.

In this respect, at its October 21, 2010 meeting the Board of Directors gave prior approval to the following agreements:
- the draft memorandum of agreement between the company, Caisse des Dépôts and the Department of Vienne;
- the draft by-laws of Société du Parc du Futuroscope;
- the draft Shareholders' Agreement of Société du Parc du Futuroscope between the Company, Caisse des Dépôts and SEM Patrimoniale mixed-economy operating company; and
- the draft contract between the company and Caisse des Dépôts to dispose of shares in SEML du Futuroscope; this did not come into force during the period as the company did not purchase shares from Caisse des Dépôts.

Renewal of the severance package due or likely to be paid to Mr. Dominique Marcel in the event of the termination of his tenure as Chairman and Chief executive officer of Compagnie des Alpes

On January 31, 2013, the Board of Directors of Compagnie des Alpes (CDA) decided to renew the severance package of the Chairman and Chief executive officer of CDA due or likely to be paid to Dominique Marcel in the event of the termination of his tenure.

Dominique Marcel shall receive severance pay from the company, in the event of his permanent departure from the company (the corporate officer remaining neither an employee nor a corporate officer of the company or of any Group company) as a result of:
- the revocation or non-renewal of his position as Chairman and Chief executive officer, except in case of serious misconduct or gross negligence (as defined by the Employment Code), or
- his resignation within 12 months of a change of control (in which one or more persons, acting alone or together, come to acquire or hold control of the Company within the meaning of Article L. 233-3 of the Commercial Code), to the exclusion of any other kind of departure (especially a resignation other than in the case cited above, involuntary retirement, or force majeure).

Severance pay is subject to individual and Group performance criteria.
These performance criteria shall be assessed on the date the tenure of corporate office is terminated:
- individual performance criterion: shall be met if, averaged over the previous three full financial years, the average bonus awarded by the Board to Mr. Marcel exceeds 30% of the maximum bonus,
- Group performance criterion: shall be met if, averaged over the previous three full financial years, and on the basis of the consolidated accounts, the EBITDA margin is at least 20% like for like.

The Board may revise these performance criteria at each reappointment.

The amount of this severance pay shall be twice Dominique Marcel's basic annual salary.

The "basic annual salary" shall be his last gross basic annual salary, including the gross amount of the bonus paid him for the most recent full financial year, and excluding the amount of benefits in kind, reimbursements for professional expenses, and any financial instruments and stock options granted during that period.

However, this severance pay shall only be due after the Board of Directors of CDA has ascertained that the above criteria have been met. It shall be deemed to include any compensation for unfair dismissal.

No severance payment was made in respect of the period ended September 30, 2014.

Severance package due or likely to be paid to Agnès Pannier-Runacher in the event of the termination of her tenure as Deputy managing director of Compagnie des Alpes

On December 18, 2012, the Board of Directors of Compagnie des Alpes decided to appoint Agnès Pannier-Runacher as Deputy managing director of the Group, effective from January 28, 2013.

In case of permanent departure from the company, severance pay basically comprising two years of her salary will be paid to Agnès Pannier-Runacher. This payment will be conditional on the following:

- an individual performance criterion: shall be met if, averaged over the previous three full financial years, the average portion of the variable compensation granted by the Board to Ms. Pannier-Runacher exceeds 30% of the maximum variable portion that can be awarded;
- a Group performance criterion: shall be met if, averaged over the previous three full financial years, and on the basis of the consolidated accounts, the EBITDA margin is at least 20% like for like.

No severance payment was made in respect of the period ended September 30, 2014.

Neuilly-sur-Seine and Courbevoie, January 26, 2015

The Statutory Auditors	**PricewaterhouseCoopers Audit** Catherine Pariset	**Mazars** Guillaume Potel

5. STOCK-MARKET INFORMATION

5.1. CONTEXT

The Compagnie des Alpes IPO took place on November 18, 1994, with the stock priced at €11.09 (adjusted for the 2:1 stock split in 2007 and various corporate-finance transactions). The Company's stock is listed in Segment B (Mid-caps) of Euronext. It is listed on the CAC All-Tradable (formerly SBF 250), CAC Mid & Small (formerly CAC Mid & Small 190), and CAC Small (formerly CAC Small 90). The former CAC Mid 100, an index which included CDA, was replaced by the CAC Mid 60 which no longer includes CDA.

Since May 26, 2010, CDA stock benefits from the "long-only" Deferred Settlement Service (SRD), meaning shares are SRD-eligible upon purchase only. This change in the SRD (Deferred Settlement Service) will increase the list of SRD-eligible stocks within specific technical parameters. This new arrangement allows investors to leverage their CDA shares.

5.2. THE MARKET IN THE COMPANY'S SHARES DURING FY 2013/2014

During FY 2013/2014, the average trading volume of shares was particularly buoyant, exceeding 14,000 shares per trading day compared with just over 8,000 shares for the fiscal year 2012/2013.

This healthy trend did not benefit the Compagnie des Alpes share price.

At the close of the FY on September 30, 2014, Compagnie des Alpes stock was trading at €15.80 and the market capitalization of the Company was €383.5 million.

Custodial services provider

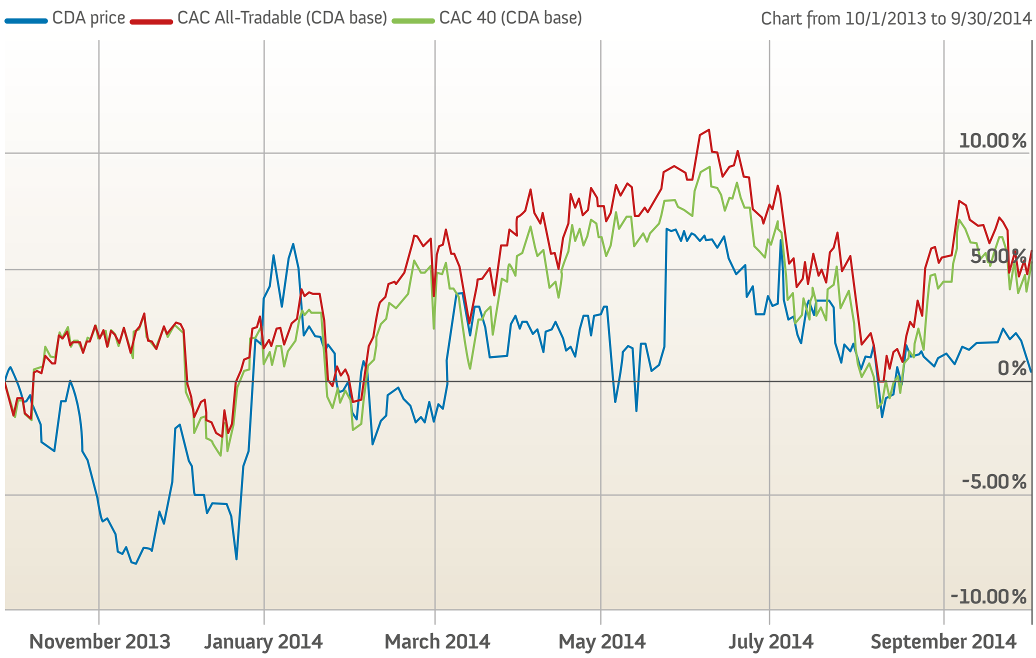
Compagnie des Alpes has appointed CACEIS to administer its securities. For the management of directly registered shares, please contact:

CACEIS Corporate Trust
14, rue Rouget de Lisle
92862 Issy-les-Moulineaux Cedex 09 France

Investment service provider acting as liquidity manager for the share buyback program

On December 1, 2011, Compagnie des Alpes announced it had transferred the market-making agreement to Kepler, now known as Kepler Cheuvreux (Paris).

Kepler Cheuvreux
112 avenue Kleber – 75116 Paris



6. INFORMATION POLICY

Compagnie des Alpes endeavors to disseminate financial information that is comprehensive, true, fair and transparent. As it is a listed company, this information is termed "regulated" information. Disclosure of financial information is governed by laws and regulations that require all listed companies to provide an accurate, true and fair view of their financial position.

Compagnie des Alpes makes a variety of periodical and permanent publications available to the public, participates in individual and institutional shareholder meetings, and responds promptly to all shareholder and investor requests. These personalized interactions are made in the fullest compliance with the rules promoting equal access to information. Compagnie des Alpes is also routinely monitored by seven well-known French financial-analysis firms.

To step up its communication action, the Group set up a new forum for its shareholders last year: http://espace-actionnaires.compagniedesalpes.com/. This move is part and parcel of the Company's efforts to ensure to the utmost extent free-flowing and transparent communication of information to its shareholders.

6.1. INFORMATIONAL DOCUMENTS

Compagnie des Alpes makes available to the public the disclosures and documents required by the regulations, and in particular regulated information, in both French and English:

- filed Registration Documents/Annual Financial Reports
- Half-year Financial Reports,
- Quarterly financial reports,
- Financial information and press releases, which are published by the approved publishing service provider, EchosWire, in accordance with the European Union Transparency Directive;
- Notes of any corporate-finance transactions filed with the AMF.

The Company also makes available to the public the by-laws, the Corporate Governance Charter, and other documents such as:

- an illustrated brochure summarizing the Group and its activities,
- a newsletter sent to all members of the Shareholders' Club and to those who request it.
- the Shareholders' Club guide.

These documents and information are available upon request from Group headquarters, or may be read on or downloaded from the Group website in their complete versions.

6.2. PRESS RELEASES

The following information has been published since October 1, 2013:

October 24, 2013
Annual consolidated sales for FY 2012/2013 stable at €678 million
Steady sales growth in Ski Areas
A difficult season for Leisure Parks

December 18, 2013
Karavel-Promovacances and Compagnie des Alpes (CDA) join forces to create a new player in web marketing of mountain holidays.

December 18, 2013
La Compagnie des Alpes (CDA), Compagnie du Mont-Blanc (CMB) and AZTEC sign a partnership agreement to optimize grooming machine performance.

December 19, 2013
Consolidated annual results
The Group held firm in a difficult economic context: net profit before impairment was up €20.6 million,
Uneven performances lead the Group to fine-tune its strategy.

January 13, 2014
Semi-annual assessment of the market-making agreement contracted by Compagnie des Alpes with the Kepler Cheuvreux (Paris) firm.

January 23, 2014
FY 2013/2014 Q1 sales up 11.6% to €117.7 million
Ski Areas: started the season in line with expectations,
Leisure Parks: visitor numbers rise.

February 04, 2014
The Charlie Chaplin Museum in the heart of the Swiss Riviera: partnership agreement between Compagnie des Alpes, Genii Capital and Chaplin Museum Development.

April 10, 2014
Compagnie des Alpes sells its interest in the Looping Holding group and finalizes a partnership agreement with the Japanese group MacEarth.

April 24, 2014
First Half year 2013/2014 sales: +1%,
Ski Areas show resilience
Positive signals for Leisure Destinations and international development.

April 28, 2014
First contract to develop an indoor theme park for Compagnie des Alpes.

May 05, 2014
€100 million bond issue; Prospectus.

May 22, 2014
FY 2013/2014 H1 results:
Group share of net profit increased: +12.3%
The Ski Areas held up well,
Early results from the repositioning of the Leisure Destination offering,
Group potential internationally.

July 04, 2014
Semi-annual assessment of the market-making agreement contracted by Compagnie des Alpes with the Kepler Cheuvreux (Paris) firm.

July 24, 2014
Sales rose sharply in the 3rd quarter: +10.8%
Ski Areas: fine performance over the quarter, in line with expectations.
Leisure Destinations: rebound in visitor numbers confirmed.
International development: organic growth continued.

October 23, 2014
Sales for FY 2013/2014:
Ski Areas: consolidated after two years of growth,
Leisure Destinations: the first-fruits of the recovery plan,
International development: organic growth continued.

December 18, 2014
2013/2014 annual results
Results outdo expectations: the Guidance is revised upwards

January 8, 2015
The sale of the Harderwijk Dolfinarium went through, and the sale of the Walibi Sud-Ouest park was set in motion.

January 22, 2015.
FY 2014/2015 Q1 sales

All of these press releases may be read on and downloaded from the Group website: www.compagniedesalpes.com.

The Compagnie des Alpes website provides timely information for shareholders. Official documents and all press releases in French and English may be downloaded from the following web address:
http://www.compagniedesalpes.com/en/amf.asp

6.3. SHAREHOLDERS' ADVISORY COMMITTEE

The Shareholders' Advisory Committee was formed in November 2005. Compagnie des Alpes was the first French midcap to create a shareholders' advisory committee in order to enhance the Company's communication with its individual shareholders. The committee, which meets two or three times per year, is composed of six qualified, representative members; this reflects the diversity of the individual shareholder base. The list of members is available on the Group website.

During the period, the committee met on November 22, 2013 and on February 12, 2014, ahead of the Shareholders' Annual General Meeting. It provided input in various areas, among them the Letter to Shareholders, the Shareholders' Meetings, and also the regular contact regarding important CDA media topics.

6.4. INDIVIDUAL SHAREHOLDER CONTACT

Since 2008, and on the recommendation of the Shareholders' Advisory Committee, Compagnie des Alpes has provided shareholders a toll-free telephone number:
0 805 999 000

Individual shareholders can call this number to obtain published information on Group activities, and
comprehensive practical information concerning the management of their shares and entitlements.

6.5. PUBLIC MEETINGS

Senior managers of Compagnie des Alpes regularly take part in meetings to present the Group in Paris, other parts of France and abroad. The dates of these meetings are announced in advance in the local press and on the Company's website.

6.6. 2014/2015 CALENDAR

Thursday, March 12, 2015
Shareholders' Annual General Meeting in Paris

Thursday, April 23, 2015
FY 2014/2015 Q2 sales

Friday, May 22, 2015
FY 2014/2015 H1 results

Thursday, July 23, 2015
FY 2014/2015 Q3 sales

Thursday, October 22, 2015
FY 2014/2015 annual sales

Tuesday, December 15
FY 2014/2015 annual results

7. PERSONS RESPONSIBLE FOR THE REGISTRATION DOCUMENT AND THE FINANCIAL STATEMENTS AUDIT

7.1. PERSON RESPONSIBLE FOR THE REGISTRATION DOCUMENT AND THE ANNUAL FINANCIAL REPORT

Person responsible

Mr. Dominique Marcel,
Chairman and Chief executive officer,

Certification by the person responsible

"I hereby certify that, to my knowledge, and after taking all reasonable measures to that end, the information contained in this Registration Document duly reflects reality and that no information is omitted that could affect its import.

I hereby certify that, to my knowledge, the financial statements contained herein have been drawn up in accordance with the applicable accounting standards and give a true and fair view of the assets, financial position, and earnings of the Company and of the group of companies included in the consolidation. I also certify that the management report included in this Registration Document gives a true picture of the business performance, earnings, and financial position of the Company and of the group of companies included in consolidation, as well as a description of the major risks and uncertainties faced by those companies.

I have obtained a letter from the statutory auditors attesting to the completion of their assignment, in which they indicate that they have verified the information on the financial position and financial statements contained in this Registration Document and that they have read the Registration Document in its entirety."

Investor contacts

Disclosure and financial communication managers

Sandra Picard-Ramé,
CDA Communication Director
Tel & Fax: +33 1 46 84 88 53 – email: sandra.picard@compagniedesalpes.fr

Alexis d'Argent,
Head of Financial Communication
Tel & Fax: +33 1 46 84 88 79 – email: alexis.dargent@compagniedesalpes.fr

Martine Blain; Céline Bellon
Persons responsible for Investor relations and Shareholders' Club management
Tel: +33 1 46 84 88 09; +33 1 46 84 88 43
email: martine.blain@compagniedesalpes.fr; celine.bellon@compagniedesalpes.fr

7.2. PERSONS RESPONSIBLE FOR THE FINANCIAL STATEMENTS AUDIT AND FEES

Identity of the Statutory Auditors

PricewaterhouseCoopers Audit SA
63, rue de Villiers
92200 Neuilly-sur-Seine France

Incumbent Statutory Auditors, represented by Ms Catherine Pariset.
Registered with the Compagnie régionale des commissaires aux comptes de Versailles.
Reappointed March 15, 2012. Term of appointment ends at the close of the Ordinary General Meeting called to approve the FY 2016/2017 financial statements.

Mr. Yves Nicolas
63, rue de Villiers
92200 Neuilly-sur-Seine France

Substitute Auditor.
Registered with the Compagnie régionale des commissaires aux comptes de Versailles.
Reappointed March 15, 2012. Term of appointment ends at the close of the Ordinary General Meeting called to approve the FY 2016/2017 financial statements.

Cabinet Mazars
Exaltis
61, rue Henri Régnault
92075 Paris La Défense Cedex France

Incumbent Statutory Auditor, represented by Mr. Guillaume Potel.
Registered with the Compagnie régionale des commissaires aux comptes de Versailles.
Reappointed March 18, 2010.
de mandat). Term of appointment ends at the close of the Ordinary General Meeting called to approve the FY 2014/2015 financial statements.

Mr. Raymond Pétroni
Exaltis
61, rue Henri Régnault
92075 Paris La Défense Cedex France

Substitute Auditor.
Registered with the Compagnie régionale des commissaires aux comptes de Versailles.
Appointed March 18, 2010, replacing Mr. Guillaume Potel whose term of appointment recently expired. Term of appointment ends at the close of the Ordinary General Meeting called to approve the FY 2014/2015 financial statements.

FEES PAID TO STATUTORY AUDITORS AND THE MEMBERS OF THEIR NETWORKS

	Mazars				PricewaterhouseCoopers Audit S.A.			
	Successive		%		Successive		%	
In thousands of euros, net of VAT	2014	2013	2014	2013	2014	2013	2014	2013
Audit								
Statutory audit, certification, examination of individual and consolidated financial statements								
Issuer	220	**188**	29%	**26%**	209	**172**	36%	**30%**
Fully consolidated subsidiaries	489	**435**	64%	**61%**	359	**396**	62%	**70%**
Other services and fees directly linked to the statutory auditors' task								
Issuer	50	**25**	7%	**3%**	9	**0**	2%	**0%**
Fully consolidated subsidiaries	6	**67**	1%	**19%**	0	**0**	0%	**0%**
Subtotal	**765**	**715**	**100%**	**100%**	**577**	**568**	**100%**	**100%**
Other services rendered by the network to fully consolidated subsidiaries								
Legal, tax-related, corporate								
Other								
Subtotal	**0**	**0**	**0%**	**0%**	**0**	**0**	**0%**	**0%**
Total	**765**	**715**	**100%**	**100%**	**577**	**568**	**100%**	**100%**

8. REFERENCE TABLE TO THE REGISTRATION DOCUMENT

Regulation (EC) No. 809-2004 of the European Commission of April 29, 2004

In compliance with Regulation (EC) No. 809-2004 of the European Commission, of April 29, 2004, (the "Regulation"), this reference table sets out, opposite the number for each heading of that Regulation, the paragraph number(s) of this Registration Document containing the relevant information for the Regulation heading concerned.

Annex I to EC Regulation No. 809-2004		Registration Document Chapter(s) / Section(s)	Registration Document Page(s)
I	**Responsible persons**		
1.	Statements by persons responsible for this Registration Document	5/7.1	182
2.	Statements by persons responsible for this Registration Document	5/7.1	182
II	**Statutory Auditors of the financial statements**		
1.	Name and address of the issuer's Statutory Auditors	5/7.2	183
2.	Statutory Auditors who resigned, were dismissed, or were not reappointed	N/A	N/A
III	**Selected financial information**		
1.	Selected historical financial information	Key figures; 1/3 et 1/4	26-27 ; 45-51
2.	Financial information selected for interim periods and comparative data covering the same periods of the previous fiscal year	N/A	N/A
IV	**Risk factors**	**1/5**	**57**
V	**Information concerning the issuer**		
1.	History and development of the Company		
	1.1. Registered name and trade name	5/1	170
	1.2. Issuer's registration place and number	5/1	170
	1.3. Founding date and term of the issuer	5/1	170
	1.4. Company headquarters and legal form of issuer, legislation covering its activities, country of origin, address, and telephone number	5/1	170
	1.5. Significant events in the development of the issuer's activity	History; 1/2	22-23 50
2.	Investments		
	2.1. Primary investments made by the issuer during each fiscal year of the period covered by historical financial information	History and highlights; 4/1.2 notes 6.2 and 6.3	22-29 ; 126 ; 140-142
	2.2. Current primary investments by the issuer	1/2.1 ; 4/1.2 notes 6.2 and 6.3	50 ; 140-142
	2.3. Primary investments that the issuer intends to carry out and for which firm commitments have been made	1/2.1	50

Annex I to EC Regulation No. 809-2004		Registration Document: Chapter(s) / Section(s)	Page(s)
VI	**Overview of activities**		
1.	Primary activities		
	1.1. Nature of operations carried out by the issuer and its primary activities	1/1	44-49
	1.2. Significant products or services launched on the market	Highlights	26-29
2.	Main markets	1/1	44-49
3.	Events that influenced the information supplied in accordance with points VI.1 and VI.2	N/A	N/A
4.	Degree of dependence of issuer relative to patents and licenses; industrial, commercial, and financial contracts; and new production procedures	N/A	N/A
5.	Factors serving as the basis for all statements from the issuer about its competitive position	1/1	44-49
VII	**Organizational chart**		
1.	Description of the Group and the issuer's role in it	1/4.1 ; 4/1.2 note 3	55 ; 132-133
2.	List of the issuer's largest subsidiaries	4/1.2 note 4.2	134-135
VIII	**Real estate, plant, and equipment**		
1.	Existing or planned major investments in tangible capital assets	4/1.2 notes 1.12 and 1.13, note 6.3	125-127 ; 141-142
2.	Environmental questions that could influence the issuer's use of its tangible capital assets	3/3	105-111
IX	**Examination of financial position and earnings**		
1.	Financial position	1/3 ; 1/4	51-56
2.	Operating income	1/3 ; 1/4	51-56
	2.1. Financial position of issuer, change in this financial position, and earnings from operations completed each fiscal year and interim period for which past financial information must be provided	1/3 ; 1/4	51-56
	2.2. Change in sales and explanation	1/3.1.2	52-53
	2.3. Strategic, governmental, economic, budgetary, monetary, or political factors that have significantly influenced or could significantly influence the issuer's operations	N/A	N/A
X	**Liquidity and capital resources**		
1.	Information on the issuer's short- and long-term capital	4/1.1 ; 4/1.2 note 2.1	120-122 ; 129
2.	Sources and amounts of the issuer's cash flows	1/3.2 ; 4/1.1 ; 4/1.2 note 7	54 ; 121 ; 150-151
3.	Information concerning the issuer's borrowing terms and financing structure	1/3.2.2 ; 1/5.1 ; 4/1.2 notes 5.3 and 6.11	55 ; 57-58 ; 136 ; 147-148
4.	Information concerning any restriction on the use of capital	1/5.1 ; 4/1.2 note 6.11	57-58 ; 147-148
5.	Information concerning financing sources for future investment and for property, plant and equipment	1/3.2 ; 1/5.1.1 ; 4/1.2 note 6.11	54-55 ; 57-58 ; 147-148

Annex I to EC Regulation No. 809-2004		Registration Document Chapter(s) / Section(s)	Registration Document Page(s)
XI	**Research and development, patents, and licenses**		
XII	**Trends**		
1.	Primary trends affecting production, sales, inventory, costs, and selling prices since the end of the past fiscal year up to the date of the Registration Document	N/A	N/A
2.	Known trends, uncertainties, demands, commitments, or events reasonably likely to significantly influence prospects for the issuer, at least for the current fiscal year	1/2 ; 1/3.3	50-51 ; 55
XIII	**Profit forecast or estimate**		
1.	Principal forecast assumptions	N/A	N/A
2.	Independent statutory auditors' report on forecasts	N/A	N/A
3.	Forecast preparation on a basis comparable with historical financial information	N/A	N/A
4.	Relevance of forecasts made in a pending prospectus	N/A	N/A
XIV	**Executive, management, supervisory, and general management bodies**		
1.	Information on the activities, non-conviction, and corporate appointments	2/1	62-75
2.	Conflicts of interest in executive, management, supervisory, and general management bodies	5/1.3.2	74
	- Arrangement or agreement with main shareholders, clients, suppliers, or others, by which any one of the persons affected by item XIV.1 has been selected as a member of an executive, management, or supervisory body, or as a member of the general management	5/1.3.2	74
	- Details of any restrictions accepted by persons affected by item XIV.1 concerning the disposal, within a certain period of time, of their stake in the issuer's share capital	N/A	N/A
XV	**Compensation and benefits of persons affected by item 14.1**		
1.	Total compensation paid and benefits in kind granted by the issuer or its subsidiaries	2/3	77-82
2.	Total amounts provisioned or otherwise recognized by the issuer or its subsidiaries for pension, retirement or other benefit payments	2/3 ; 5/4 4/1.2. note 8.1.3	77-82 ; 178-179 152
XVI	**Functioning of executive and management bodies**		
1.	Appointment expiration dates of current executive, management, and supervisory body members	2/1.1 ; 2/5	64-70 ; 86
2.	Information on service contracts binding members of executive, management, or supervisory bodies of the issuer or binding any of them to one of its subsidiaries	2/1.3.3	75
3.	Information on the issuer's audit committee and compensation committee	2/1.1.3 ; 2/2	70 ; 75-77
4.	Compliance with current corporate governance policies	2/2	75-77
XVII	**Employees**		
1.	Number of employees at the end of the period covered by historical financial information or average number during each fiscal year of this period, and distribution of employees	3/2.1 ; 3/2.2	96-97
2.	Shareholdings and stock options: for all persons affected by item XIV.1, information concerning shares held in the issuer's share capital along with any outstanding stock options	2/1.1.2 ; 2/1.2.2 ; 2/3 ; 2/4	64-71 ; 79 ; 84
3.	Accord prévoyant une participation des salariés dans le capital de l'émetteur	2/4	84-85

Annex I to EC Regulation No. 809-2004		Registration Document Chapter(s) / Section(s)	 Page(s)
XVIII	**Primary shareholders**		
1.	Name of any nonmember of an administrative, management, or supervisory body holding directly or indirectly a percentage of the share capital or voting rights that must be declared in accordance with applicable national legislation	5/3.1	174
2.	Voting rights differences of primary shareholders	N/A	N/A
3.	Issuer holding or control and measures taken to ensure that such control is not abused	5/3.2	175
4.	Agreement that, if implemented, could bring about a change of control of the Company	N/A	N/A
XIX	**Transactions with related parties**	**4/1.2 note 8.1 ; 5/4**	**151-152 ; 176-179**
XX	**Financial information on the issuer's assets, financial position, and earnings**		
1.	Historical financial information	4	117-168
2.	Pro-forma financial information and description of restructuring effects	N/A	N/A
3.	Annual financial statements (separate and consolidated financial statements)	4	117-167
4.	Verification of annual historical financial information		
	4.1. Statement attesting that the historical financial information has been verified	4/1.3 ; 4/2.3	154 ; 167
	4.2. Other information within the Registration Document verified by the statutory auditors	2/7 ; 5/4	92 ; 176-179
	4.3. When financial information appearing in the Registration Document is not drawn from the financial statements verified by the issuer, indicate their source and state that they have not been verified	N/A	N/A
5.	Date of latest verified financial information	09/30/2014	
6.	Interim and other financial information	N/A	N/A
7.	Dividend payment policy		
	7.1. Dividend per share	1/4.4 ; 4/1.2 note 7	56 ; 166
8.	Legal and arbitration proceedings	1/5.2.2	58
9.	Significant changes in the financial or business climate transpiring since the end of the prior fiscal year	N/A	N/A
XXI	**Additional information**		
1.	Share capital		
	1.1. Total share capital subscribed, number of shares issued, par value per share, and comparison of the number of outstanding shares on the opening and closing dates of the fiscal year	5/2	171-173
	1.2. Shares not representative of the capital	N/A	N/A
	1.3. Number, book value, and par value of shares held by the issuer or its subsidiaries	5/2.2	172
	1.4. Securities that are convertible, exchangeable, or coupled with warrants	N/A	N/A
	1.5. Information on the terms regulating all vesting rights and obligations attached to the subscribed (but not paid-up) capital or any venture aimed at increasing the capital	5/2.3	172-173
	Information on the share capital of any Group member subject to an option or agreement for putting its capital under option	N/A	N/A
	1.7. Share capital description for the period covered by historical financial information	5/2.1	171

Annex I to EC Regulation No. 809-2004		Registration Document Chapter(s) / Section(s)	Page(s)
2.	Incorporation and by-laws		
	2.1. Issuer corporate purpose	5/1.1.1	170
	2.2. Provisions within the by-laws or a regulation concerning the members of the executive, management, and supervisory bodies	2/1.1 ; 2/1.3	62-64 ; 74-75
	2.3. Rights, privileges, and restrictions attached to each category of existing shares	5/1	170
	2.4. Number of shares necessary to modify the rights of shareholders	N/A	N/A
	2.5. Convening of and admission to Annual and Extraordinary Shareholders' General Meetings	5/1	170-171
	2.6. Provisions in the by-laws, a charter, or a regulation of the issuer that could delay, defer, or prevent a change of its control	N/A	N/A
	2.7. Provisions in the by-laws, a charter, or a regulation establishing a threshold above which shareholdings must be disclosed	5/1	170
	2.8. Terms imposed by the by-laws, a charter, or a regulation governing modifications to the share capital, when the terms are stricter than those stipulated by law	N/A	N/A
XXII	**Significant contracts**		
XXIII	**Information from third parties, statements of experts, and declarations of interest**		
1.	Identities of experts	N/A	N/A
2.	Attestation concerning information from third parties	N/A	N/A
XXIV	**Public information**	**5/6**	**181-182**
XXV	**Information on shareholdings**		
	Information on companies in which the issuer holds a percentage of share capital likely to significantly impact its asset accretion, financial position, or earnings	4/1.2 note 3 ; 4/1.2 note 4.2 ; 4/2.2	132-133 ; 134-135 ; 160-161

9. REFERENCE TABLE OF THE ANNUAL FINANCIAL REPORT

This Registration Document includes all elements of the Annual Financial Report referred to in Article L. 451-1-2 I of the Monetary and Financial Code and Article 222-3 of the AMF General Regulation. The following reference table refers to the parts of the Registration Document that correspond to the different headings of the Annual Financial Report.

Annual financial report		Registration Document	
		Chapter(s) / Section(s)	Page(s)
I	**Annual financial statements of the Company**	**4/2**	**155-157**
II	**Consolidated financial statements of the Group**	**4/1**	**118-122**
III	**Management report including as a minimum the information mentioned in Articles L. 225-100, L. 225-102, L. 225-100-3, and L. 225-211 paragraph 2 of the Commercial Code**		
1.	Information referred-to in Articles L. 225-100 and L. 225-102 of the Commercial Code:		
	- Sales development analysis	1/3.1.2	52
	- Earnings analysis	1/3 ; 1/4	51-55 ; 55-56
	- Financial situation analysis	1/3	51-55
	- Key indicators of human and environmental resources	3	96-115
	- Principal risks and uncertainties	1/5	57-59
	- Currently-valid powers for capital increases	5/2.3	173
2.	Information referred-to in Article L. 225-100-3 of the Commercial Code:		
	- Potentially key factors in the event of a takeover bid	5/1.1.6	171
3.	Information referred-to in Article L. 225-211 of the Commercial Code:		
	- Share buyback by the Company	5/2.2	172
IV	**Statement of persons responsible for the Annual Financial Report**	**5/7.1**	**182-183**
V	**Report of the statutory auditors on the annual and consolidated financial statements**	**4/2.3 ; 4/1.3**	**167 ; 154**
VI	**Statutory Auditors' compensation**	**5/7.2**	**183**
VII	**Report of the Chairman of the Board of Directors on the composition, preparation, and organization of work of the Supervisory Board, and on the procedures for internal control and risk management**	**2**	**62-91**
VIII	**Statutory auditors' report on the report of the Chairman of the Board of Directors**	**2/7**	**92**

Compagnie des Alpes Annual Report, 2013/2014 – Publications Department: Sandra Picard – Design and Production: ANAKA www.anaka.fr – 01 45 75 75 85 – Editorial Board: Karina Trujillo – Artistic Department: Franck Ganter – Page setting and computer graphics: Philippe Lagorce – Photographic credits: Portraits Marc Bertrand – Page 4: Wollertz – Page 6: Andy Parant for Val d'Isère, Kirill Umrikhin for Rosa Khutor, Yoann Pesin/Aztec, Goodluz – Page 7: P. Royer/Les Menuires Tourist Board – Page 8: NK Photographies for Les Menuires, Val d'Isère, Maxim Blinkov – Page 9: Les 2 Alpes Tourist Board/Bruno Longo, G.Lansard/Les Menuires Tourist Board, Gorilla Images – Pages 10 and 11: G.Lansard/Les Menuires Tourist Board – Page 12: P. Royer/Les Menuires Tourist Board, Andy Parant, Oliveromg Page 13: Joëlle Bozon for Compagnie du Mont-Blanc, Nicolas Lafay/DAL, Stef Candé for Serre Chevalier, Simon Bruty/Getty – Pages 14 and 15: Walibi Belgium – Page 16: Hervé Cussot for Parc Astérix – Page 17: Walibi Belgium – Page 18: Grévin Prague, Planète SauvagePage 19: Futuroscope/Vimenet, Walibi Sud-Ouest, Tatyana Vyc – Page 20: Thomas Deron for Parc Astérix, Véronique Breton – Page 21: Bellewaerde Park, J-L. Audy, Aircopter, Aérophile, D. Laming.

This Registration Document was filed with the financial markets authority (Autorité des Marchés Financiers – AMF) on January 29, 2015 under number D.15-0043, in accordance with Article 212-13 of its General Regulation.

It may only be used in support of a financial transaction if supplemented with a transaction notice approved by the AMF. This document has been drawn up by the issuer and is binding on its signatories.

Pursuant to Article 28 of European regulation 809/2004 of April 29, 2004, this Registration Document incorporates by reference the following information, to which readers are invited to refer:

- the management report, consolidated financial statements, separate financial statements and relevant auditors' reports, shown on pages 21 to 62, 65 to 107, and 109 to 130 of the Registration Document for 2012/2013, filed with the AMF on January 30, 2014 under number D.14-0038.
- the management report, consolidated financial statements, separate financial statements and relevant auditors' reports, shown on pages 61 to 105, and 106 to 133 of the Registration Document for 2011/2012, filed with the AMF on Thursday, January 31, 2013 under number D.13-0032.

Compagnie des Alpes

89 rue Escudier – 92772 Boulogne-Billancourt Cedex – France
Tél. : +33 1 46 84 88 00
www.compagniedesalpes.com