CLUB MÉDITERRANÉE

PRESS RELEASE
3 March 2011

First-Quarter 2011 Revenue

- **Consolidated revenue up 14.6% as reported to €337m,from €295m**
- **Resort revenue up 9.5% at constant exchange rates**
- **Net gain in customers in the first quarter: 21,000 additional customers compared with Q1 2010**

36,000 additional customers for 4 and 5-Trident Resorts

- **Winter bookings up 9.7% at 26 February 2011**

Commenting on Club Méditerranée's performance in first-quarter fiscal 2011, Chairman and Chief Executive Officer Henri Giscard d'Estaing said:

"Our first-quarter fiscal 2011 performance reflects the return to growth that we have seen since summer 2010, with a 14.6% increase in revenue and a net gain in customers. For the full winter season, we expect to see another significant rise in Resort operating income, even though events in Tunisia and Egypt could result in an impact of around €5 million to €8 million. "

Revenue for the first quarter of fiscal 2011 (1 November 2010 – 31 January 2011)

	First Quarter		Change Q1 2011 vs. Q1 2010	
(in € millions)	2010	2011	Reported	At constant exchange rates
Resort revenue	293	337	+15.3%	+9.5%
Europe	200	222	+11.5%	+9.6%
Asia	42	53	+25.9%	+8.5%
Americas	51	62	+21.3%	+10.0%
Property development revenue	2	0	-	-
Total revenue	295	337	+14.6%	+8.9%

1. Business performance

- **Consolidated revenue for first-quarter 2011** (1 November 2010 – 31 January 2011) increased by 14.6% as reported to €337 million, from €295 million in the prior-year period.

- At constant exchange rates, **Resort revenue** rose by 9.5% compared with first-quarter 2010, reflecting the net gain in customers and an increase in the average price.

- **Capacity** was up 4.5%, of which 6 points in 4 and 5-Trident Resorts with the opening of the Sinai Bay and Yabuli, the marketing of the Albion villas and the reopening of Cap Skirring following renovation.

- In the first quarter, the Group recorded **a net gain in customers** with an overall increase of nearly 9% versus first-quarter 2010, representing 21,000 additional customers. For 4 and 5-Trident Resorts, the increase came to 22%, or 36,000 additional customers for the most upmarket Resorts, which accounted for 74% of all customers.

2. First-quarter highlights

- **Further improvement in operating margin**

The first quarter saw a sharp improvement in profitability with Resort EBITDA margin rising by more than two points.

- **Fosun increases its equity stake to nearly 10%**

Fosun, the privately held Chinese company, increased its equity investment last November to 2,801,569 shares, representing nearly 10% of Club Med capital and voting rights. The increase reflects Fosun's commitment to supporting Club Med's development in China.

- **Redemption of 2010 OCEANE convertible bonds**

The OCEANE convertible bonds issued in November 2004 for €150 million were fully redeemed at maturity on 1 November 2010.

3. Continuing to move the Resort portfolio upmarket

- **Recent developments**

The first quarter saw the opening of new 4-Trident Resorts – Sinai Bay in Egypt and Yabuli in China – both of which are operated under management contracts. To be upgraded from 3 to 4 Tridents, Sandpiper Bay in Florida is undergoing a major renovation that will continue in 2011. These developments are in line with the objective of having 4 and 5-Trident Resorts account for two-thirds of total capacity by year-end 2012.

- **Exiting Resorts that no longer comply with upmarket standards**

As part of the project to exit non-strategic and unprofitable Resorts that represent 6% of total portfolio capacity, Club Med terminated the lease on the 2-Trident Athenia Resort in Greece, which was returned to its owner at end-February, and did not renew the lease on the 3-Trident Resort in Les Ménuires, which is to remain in operation through the end of the season.

- **Launch of the Valmorel property program**

On 9 February 2011, Club Méditerranée began marketing the first chalet-apartments to be built in Valmorel, the future 4-Trident Resort that will include a 5-Trident Luxury Space.

4. The situation in Tunisia and Egypt

Given recent events in Tunisia and Egypt and in line with recommendations from French authorities, Club Med decided to close Djerba la Douce (the only Tunisian Resort open at this time of the year), as of 15 January, and Sinai Bay, El Gouna (both operated under management contracts) and Luxor in Egypt, as of 28 January.

Club Med has decided to reopen Djerba la Douce and Sinai Bay on 26 February and El Gouna on 5 March 2011.

The around €5 million to €8 million impact of these events will not preclude another significant rise in Resort Operating income over the winter.

5. Outlook

Winter bookings to date, by outbound market

At constant exchange rates	**Year-to-date as of 26 February 2011**	**Year-to-date as of 4 December 2010(1)**	**Past 6 weeks (since 15 January 2011)**
Europe	+8.6%	+16.3%	-24,8%
Americas	+13.5%	+13.8%	+17,8%
Asia	+11.6%	+6.3%	+13,5%
Total	**+9.7%**	**+14.7%**	**-13,6%**
Winter 2011 capacity	**+1.9%**	**+4.2%**	

(1) Presented when the fiscal 2010 results were released on 9 December 2010

As of 26 February 2011, bookings (expressed as revenue at constant exchange rates) were up 9.7% over the prior-year date.

Bookings for the past six weeks integrate the impact on European markets of the end of the early booking period, as expected, as well as the temporary closing of Resorts in Egypt and Tunisia.

Bookings for the 2011 summer season show double-digit growth compared with summer 2010, rising by approximately 25% compared with the same date last year.

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APPENDICES

Shareholder structure at 28 February 2011

	Number of shares	% of capital held	% of voting rights
Crédit Agricole	1,534,697	5.1%	4.9%
Fipar International (CDG Maroc)	2,751,181	9.1%	8.8%
Fosun Property Holdings Limited	2,801,569	9.3%	9.0%
Rolaco	1,282,871	4.2%	4.1%
Total Board of Directors:	**8,370,318**	**27.7%**	**26.8%**
Air France	516,214	1.7%	1.7%
GLG Partners LP	1,563,301	5.2%	5.0%
Fidelity (FIL Investments International)	1,694,530	5.6%	5.4%
French institutions	4,665,830	15.4%	15.1%
Foreign institutions	10,353,801	34.2%	35.8%
Treasury shares	185,376	0.6%	0.6%
Employees	28,730	0.1%	0.2%
Public and other	2,859,576	9.5%	9.4%
Total	**30,237,676**	**100.0%**	**100.0%**

Total shares outstanding and voting rights at 28 February 2011

Date	Shares outstanding	Voting rights
28 February 2011	30,237,676	31,208,460