WHY INVEST IN FAIRMONT

ACCOR GLOBAL DEVELOPMENT
FEBRUARY 2019
At Fairmont, our passion is to connect our guests to the very best of our destinations. From the beaches of Hawaii to the deserts of the United Arab Emirates to the heart of London, our hotels offer guests extraordinary places, created by combining unique architecture, expressive decor and artistry, and magnificent features. Add great service, and the result is an unforgettable guest experience.

CHARISMATIC  THOUGHTFUL  CHERISHED  EXCEPTIONAL
FAIRMONT TOP 3 USPs

**BRAND MOMENTUM**
- Worldwide footprint with near 80 hotels
- Brand momentum & awareness in the USA, Middle East & Asia
- Iconic & historic and modern new built hotels
- Business and resorts hotels

**HEART OF THE DESTINATION**
- Connection between the hotel and the destination
- Connection between the guest and the destination
- Connection between the hotel and the guest

**PROFITABLE BUSINESS MODEL**
- Large sized hotels with 400 rooms on average
- Luxury high driven average room rate and brand premium
- MICE, F&B, outside catering generate > 40% of hotel total revenue

X =
NETWORK AND PIPELINE

Official figures as of end 2018

AMERICAS
NETWORK
42 Hotels
19,544 Rooms
PIPELINE
4 Hotels
1,014 Rooms
65%

EUROPE
NETWORK
9 Hotels
2,687 Rooms
PIPELINE
2 Hotels
318 Rooms
9%

ASIA PACIFIC
NETWORK
11 Hotels
3,393 Rooms
PIPELINE
7 Hotels
2,774 Rooms
15%

AFRICA - MIDDLE EAST
NETWORK
14 Hotels
4,652 Rooms
PIPELINE
9 Hotels
2,911 Rooms
11%

76 HOTELS
30,276 ROOMS
26 COUNTRIES IN 2018
22 NEW HOTELS BY 2023
7,017 NEW ROOMS BY 2023

OPERATING MODE
98% Managed
2% Franchised

100% Geographical Split

4 WHY INVEST IN FAIRMONT | NETWORK & PIPELINE
FLAGSHIPS
THE SAVOY (UK)
FLAGSHIPS
THE PLAZA (US)
282 ROOMS
FLAGSHIPS
FAIRMONT SAN FRANCISCO (US)
606 ROOMS
FLAGSHIPS - RESORTS

FAIRMONT BANFF SPRINGS (CANADA)
764 ROOMS
FLAGSHIPS - RESORTS

FAIRMONT THE PALM DUBAI (UAE)
381 ROOMS
LATEST OPENINGS

FAIRMONT RYIADH
OPENING OCTOBER 2018
304 ROOMS

FAIRMONT AUSTIN (US)
OPENING MARCH 2018
1,048 ROOMS

FAIRMONT MALDIVES SIRRU FEN FUSHI
OPENING FEBRUARY 2018
120 ROOMS

10 WHY INVEST IN FAIRMONT | NETWORK & PIPELINE

Official figures as of end 2018
KEY UPCOMING OPENINGS

EUROPE

FAIRMONT MYKONOS, GREECE 176 ROOMS, FEBRUARY 2021
FAIRMONT MOSCOW MAYAKOVSKAYA, RUSSIA 142 ROOMS, MARCH 2021

ASIA – PACIFIC

FAIRMONT WUHAN, CHINA 324 ROOMS, APRIL 2019
FAIRMONT GUIYANG, CHINA 363 ROOMS, JUNE 2019
FAIRMONT KUALA LUMPUR, MALAYSIA 690 ROOMS, MARCH 2020
FAIRMONT AMBASSADOR SEOUL, SOUTH KOREA 326 ROOMS, JULY 2020
FAIRMONT PHU QUOC RESORTS & RESIDENCES, VIETNAM 230 ROOMS, DECEMBER 2022
FAIRMONT MUMBAI SAHAR, INDIA 566 ROOMS, DECEMBER 2022

AMERICAS

FAIRMONT CENTURY PLAZZA 394 ROOMS, OCTOBER 2019
FAIRMONT NEW ORLEANS, UNITED STATES OF AMERICA 2502 ROOMS, JANUARY 2020
FAIRMONT COSTA CANUVA, MEXICO 250 ROOMS, OCTOBER 2021
FAIRMONT-SAINT LUCIA, UNITED STATES OF AMERICA 120 ROOMS, OCTOBER 2021

AFRICA – MIDDLE EAST

FAIRMONT SHARM EL-SHEIK, EGYPT 414 ROOMS, JANUARY 2020
FAIRMONT RABAT, MOROCCO 274 ROOMS, MARCH 2020
FAIRMONT TEHRAN IRAN MALL, IRAN 359 ROOMS, JUNE 2020
FAIRMONT AL JAZAYER BEACH, BAHRAIN 213 ROOMS, JANUARY 2022
FAIRMONT FOKAH NORTH COAST, EGYPT 320 ROOMS, DECEMBER 2022
FAIRMONT CAIRO PYRAMIDS HOTEL & RESIDENCE, EGYPT 250 ROOMS, DECEMBER 2022
FAIRMONT JEDDAH, SAUDI ARABIA 315 ROOMS, JANUARY 2022

WHY INVEST IN FAIRMONT | NETWORK & PIPELINE

Secured Pipeline from end 2018
KEY UPCOMING OPENINGS

FAIRMONT CENTURY PLAZA (US)
OPENING OCTOBER 2019
394 ROOMS

FAIRMONT MARINA (UAE)
OPENING JANUARY 2020
563 ROOMS

FAIRMONT MOSCOW MAYAKOVSKAYA (RUSSIA)
OPENING MARCH 2021
142 ROOMS

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Official figures as of end 2018
CONTEMPORARY, TIMELESS AND UNRIVALLED PRESENCE:

Sophisticated materials enhanced by subtle artwork collections to create inspiring atmospheres, a forward-thinking spirit empowered by local anchorage and authenticity. Every hotel is unique and original, a perfect setting for unforgettable experiences.
4 PASSIONS

ENGAGING SERVICE

At the heart of our service promise is our people; thoughtful in everything they do, and empowered with the tools to deliver a service experience that builds lasting memories.

HEART OF THE COMMUNITY

For over a century we have been intrinsically tied to the communities we call home; we are the place where cherished moments are celebrated, and where history is made.

LEADING SUSTAINABILITY

Sustainability comes naturally to us; from creatively greening our operations to caring for our local communities, we have always assumed the role of protectors of our environments.

INSPIRED F&B

Our menus both nourish and inspire our local and hotel guests by offering the most immersive experiences reflecting the best of each destination.
EXHAUSTIVE PROGRAMS

ARRIVAL & DEPARTURE
- FAIRMONT SERVICE PROMISE
- FAIRMONT GOLD
- ROYAL SERVICE

PUBLIC SPACES
- FAIRMONT GOLD
- ROYAL SERVICE

GUEST ROOMS
- THE BED ENSEMBLE
- LE LABO IN-ROOM AMENITIES
- CLASSICS PERFECTED

F&B
- WILLOW STREAM SPA
- FAIRMONT FIT

WELLNESS FACILITIES
- BMW BIKES & CARS
- CANINE AMBASSADOR
- FAIRMONT BEE SUSTAINABLE

LEISURE FACILITIES
- FAIRMONT PLATINUM HONEYMOON PROGRAM

MEETINGS & EVENTS

Engaging Service
Heart of the Community
Authentic F&B
Leading Sustainability
M Mandatory
FAIRMONT GOLD

Fairmont Gold offers an elevated guest experience for the discerning customer looking for exclusivity and enhanced privileges. Fairmont Gold, a hotel within a hotel delivers the perfect balance between privacy and personalization in a sophisticated, warm and inviting environment.

42 hotels in 11 countries: Canada, U.S., Bermuda, Ukraine, Azerbaijan, Philippines, China, UAE, Kingdom of Saudi Arabia, Egypt and India.

Accounts for 10% to 15% of room inventory, but generates (on average) a rate premium of $150 USD with minimal incremental operating costs.
FAIRMONT FIT

Fairmont Fit delivers the latest Reebok apparel and footwear, as well as yoga mats and stretch bands to guests based on their personal profile sizes and preferences.
CLASSICS. PERFECTED.

Fairmont’s global cocktail menu is a selection of cocktails created by Fairmont Tastemakers – Fairmont bartenders representing some of our most vibrant and successful bars around the world.

Launched in December, 2015, Fairmont’s new cocktail program was rated #1 Hotel Cocktail Program by USA Today.
FAIRMONT BEE SUSTAINABLE

For the past 25 years, Fairmont Hotels & Resorts has been committed to protecting its local environments through its award-winning Fairmont Sustainability Partnership. In 2008, Fairmont saw an opportunity to help combat Colony Collapse Disorder. Placing bee hives on hotel rooftop gardens and other onsite locations helps the environment and appeals to guests’ increased desire for local ingredients. As the leading hotel company in this space, Fairmont was the first luxury hotel brand to develop onsite honeybee programming. Today, the Fairmont Bee Sustainable program features over 20 honeybee apiaries and 18 wild bee hotels at Fairmont locations around the world.
PEOPLE ACTIVATION

FAIRMONT SERVICE Promise:
TURN MOMENTS INTO MEMORIES.

- Connection between the hotel and the destination
- Connection between the guest and the destination
- Connection between the hotel and the guest
COMMUNICATION PLATFORM

GLOBAL COMMUNICATIONS CAMPAIGN

SOCIAL MEDIA & WEBSITE

PRINT

FAIRMONT MAGAZINES

21 WHY INVEST IN FAIRMONT | BRAND COMMUNICATION
AWARDS

330 PROMINENT AWARDS ACROSS 43 PROPERTIES, INCLUDING:

- Condé Nast Traveler Readers’ Choice Awards
  - The Savoy #1 in United Kingdom/London
  - Fairmont Hotel Vier Jahreszeiten #1 in Northern Europe

- Forbes Five Star
  - Fairmont Grand Del Mar – hotel, restaurant and spa

- World's Best Bar, 2018 Tales of the Cocktail
  - The Savoy

- Forbes Five Star
  - Fairmont Grand Del Mar – hotel, restaurant and spa

- World’s Best Bar, 2018 Tales of the Cocktail
  - The Savoy

- Luxury Travel Guide
  - Luxury Hotel & Restaurant of the Year
    - Fairmont Le Château Frontenac

- Luxury Travel Guide Awards
  - Japanese Restaurant of the Year
    - Fairmont Hotel Vier Jahreszeiten

- Hotels.com Loved by Guests
  - Fairmont Nile City

- 2018 Skytrax World Airport Awards – Top Airport Hotel in North America
  - Fairmont Vancouver Airport

MOST AWARDED PROPERTY IS
FAIRMONT PEACE HOTEL, SHANGHAI
WITH 39 NOTABLE AWARDS

TOP REGION IS NORTH & CENTRAL AMERICA
WITH 159 AWARDS
WHY INVEST IN FAIRMONT

COMMUNICATION
BRAND PERFORMANCE

BRAND AWARENESS
A well-established brand across all 5 continents in the luxury world

• A leading brand in North America: Total awareness (among affluent travellers)
  Canada 93%, US 67%

• Total awareness above 40% among affluent travellers in:
  - UK
  - Germany
  - Singapore
  - Australia
  - Middle-East
  - France
  - Japan
  - UAE/S. Arabia

Awareness objectives for 2019 – flat and +1% consider for US consideration

Source: BEAM by end of 2018

BRAND PERCEPTION
• 72% of guests say Fairmont makes them feel like they are in the heart of the destination.

• For 74% of guests, Fairmont is associated with unforgettable grand hotels (82% Canada – 81% Australia – 74% USA – 71% UK)

Perception objectives for 2019 – flat

Source: BEAM by end of 2018

BRAND MARGIN

Margin objective for 2019 – Euro 72

Source: BEAM by end of 2018

REPUTATION PERFORMANCE SCORE

Our objective is to reach 89.5 in 2019

Source: TrustYou by end of 2018

78€

89.0%

24 WHY INVEST IN FAIRMONT | BRAND PERFORMANCE
BRAND AWARENESS (%)

Source: BEAM - Brand Equity & Awareness Monitoring December 2018 | Base: Affluent & Luxury hotel users = users having spent at least 1 stay in a luxury hotel over the last 12 months, 6 nights + in any type of paid-for accommodation, top 30% income within country
Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative. A Brand Margin® of 10€ means that «Consumers think it is worth paying on average 10€ more per night to stay with brand X compared to an unbranded equivalent». Base: people having stayed in paid-for accommodation in the last 12 months and somewhat/very familiar with the brand.

Brand Margin® in €

Brand Margin® in €. Traveller representative
Figures as of end 2018
REPUTATION PERFORMANCE SCORE

NORTH & CENTRAL AMERICAS
88%

EUROPE
89%

AFRICA - MIDDLE EAST
88%

ASIA PACIFIC
92%

FAIRMONT AVERAGE RPS
88.6%

Source: TrustYou by end of 2018
WHY INVEST IN FAIRMONT | BRAND PERFORMANCE

**REVPAR 2018**

- **VANCOUVER**
  - 2 Fairmont Hotels
  - RevPAR INDEX = 103 to 185

- **BARCELONA**
  - 1 Fairmont Hotel
  - RevPAR INDEX = 107

- **BEIJING & NANJING**
  - 2 Fairmont Hotels
  - RevPAR INDEX = 104 to 106

- **JAIPUR**
  - 1 Fairmont Hotel
  - RevPAR INDEX = 123

- **JAKARTA**
  - 1 Fairmont Hotel
  - RevPAR INDEX = 129

- **NAIROBI & NANYUKI**
  - 2 Fairmont Hotels
  - RevPAR INDEX = 104 to 146

- **DUBAI**
  - 1 Fairmont Hotel
  - RevPAR INDEX = 112

- **TOPLINE**
  - Occupancy rate: 70%
  - Average room rate: 235 €
  - 165 € RevPAR

**CANADA : RPI = 130**

Source: STR performance by end of 2018
ACCOR DISTRIBUTION SOLUTION
ACCOR OFFERS >110 GLOBAL DISTRIBUTION PARTNERSHIPS AT BEST MARKET CONDITIONS

29 WHY INVEST IN FAIRMONT | BRAND PERFORMANCE

Source: CRS Official figures as of 2018
DISTRIBUTION PERFORMANCE POWERED BY ACCOR

- CALLS CENTERS, INTRA HOTEL & CLUSTER SERVICES: 39%
- ACCOR WEB WEBSITES, MOBILE SITES & APP: 61%
- ACCOR CENTRAL RESERVATION SYSTEM: 37%
- WEB PARTNERS (OTAS): 13%
- GDS/IDS: 24%
- DIRECT SALES: 39%
- HOTEL PMS: 24%
- INDIRECT SALES: 15%
- WEB PARTNERS (OTAS): 9%

Source: CRS Official figures as of end 2018
ACCOR OWNS THE MOST INTERNATIONAL & FAST GROWING LOYALTY PROGRAM

Loyalty members - Worldwide

- Le Club AccorHotels
- FRS loyalty program
- Huazhu loyalty program

<table>
<thead>
<tr>
<th>Year</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>10</td>
</tr>
<tr>
<td>2013</td>
<td>14</td>
</tr>
<tr>
<td>2014</td>
<td>18</td>
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<tr>
<td>2015</td>
<td>25</td>
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<tr>
<td>2016</td>
<td>32</td>
</tr>
<tr>
<td>2017</td>
<td>40</td>
</tr>
<tr>
<td>2018</td>
<td>53</td>
</tr>
</tbody>
</table>

173M members by end of 2018

Guests’ origin - Worldwide

- >53 MILLION MEMBERS WORLDWIDE
- +27,700 MEMBERS EVERY DAY

A Worldwide program:
- 20 brands
- 3,500 hotels in 100 countries
- Free enrollment
- 100% Web based program
- More than 27,700 new members every day
- Le Club AccorHotels represents 34.6% of all roomnights
- Partnerships with large Airlines loyalty program: Skyteam, One World, Star Alliance…

Le Club AccorHotels represents 34.6% of all roomnights
## Development Criteria

### Hotel

<table>
<thead>
<tr>
<th>Recommended Number of Rooms</th>
<th>WorldWide</th>
</tr>
</thead>
<tbody>
<tr>
<td>200 – 300 keys</td>
<td>300 – 400 keys</td>
</tr>
<tr>
<td>-10%/-15% of worldwide</td>
<td>40 sqm and +</td>
</tr>
<tr>
<td>90 – 120 sqm</td>
<td>100 – 140 sqm</td>
</tr>
</tbody>
</table>

### Resort

<table>
<thead>
<tr>
<th>Recommended Number of Rooms</th>
<th>WorldWide</th>
</tr>
</thead>
<tbody>
<tr>
<td>150 keys and +</td>
<td>200 keys and +</td>
</tr>
<tr>
<td>-10%/-15% of worldwide</td>
<td>45 sqm + balcony</td>
</tr>
<tr>
<td>100 – 120 sqm</td>
<td>120 – 160 sqm</td>
</tr>
</tbody>
</table>

### Food & Beverage

- 1 Signature restaurant (inc. Breakfast)
- 1 Speciality restaurant
- 1 Gourmet Café
- Pool Bar & Grille in resorts

### Well-Being

- Willow Stream Spa
- Extensive fitness
- Swimming pool
- Fairmont Gold
- Meeting room
- Ballroom
- Business centre
- Kids Club

### Meetings

- Fairmont Gold
- Meeting room
- Ballroom
- Business centre
- Kids Club

### Locations

<table>
<thead>
<tr>
<th>Prime Locations</th>
<th>Secondary Locations</th>
<th>Airports Suburbs</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Capitals Key Cities &amp; Resorts</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Major Domestic Destinations</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>Other Cities &amp; Attractive Touristic Destinations</td>
<td>•</td>
<td></td>
</tr>
</tbody>
</table>
Thank You