WHY INVEST IN

Accor Global Development
JUNE 2020

Fairston
UNFORGETTABLE, SINCE 1907.
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
BRAND USPs

Unrivaled presence

Worldwide footprint with 81 hotels & 28 in pipeline

Over 100 years of presence
Brand momentum & awareness:
91% in Canada
71% in USA
62% in Singapore
58% in MEA
46% in UK

Iconic landmarks: heritage or new built hotels

Business and Resorts hotels

Fairmont Brand Presentation
In the heart of each destination

Connection between each hotel & its destination. Trusted brand. Guests always experience memorable moments.

Connection between colleagues & guests. Colleagues establish a unique connection with guests.
**BRAND USPs**

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**Profitable business model**

- Large sized hotels with 400 rooms on average
- Luxury driven high average room rate and brand premium
- MICE, F&B, outside catering generate > 40% of hotel total revenue on average
81 HOTELS
31,902 ROOMS
30 COUNTRIES IN 2020
28 NEW HOTELS BY 2024
7,733 MORE ROOMS BY 2024
NETWORK AND PIPELINE

64% AMERICAS
NETWORK
44 Hotels
19,892 Rooms
PIPELINE
4 Hotels
1,091 Rooms

10% EUROPE
NETWORK
11 Hotels
3,264 Rooms
PIPELINE
4 Hotels
886 Rooms

15% AFRICA - MIDDLE EAST
NETWORK
14 Hotels
4,654 Rooms
PIPELINE
13 Hotels
3,802 Rooms

12% ASIA PACIFIC
NETWORK
12 Hotels
3,717 Rooms
PIPELINE
7 Hotels
1,954 Rooms

OPERATING MODE
97% Managed
3% Franchised

*Percentage of total room number
Official figures as of end June 2020
Fairmont Brand Presentation
FLAGSHIPS - RESORTS

FAIRMONT LE CHATEAU FRONTENAC (CANADA)

610 ROOMS
FLAGSHIPS - RESORTS
FAIRMONT BANFF SPRINGS (CANADA)
757 ROOMS
FLAGSHIPS
THE PLAZA (US)
282 ROOMS
FLAGSHIPS
FAIRMONT SAN FRANCISCO (US)
606 ROOMS
FLAGSHIPS - RESORTS
FAIRMONT MAYAKOBA (MEXICO)
401 ROOMS
LATEST OPENINGS
FAIRMONT RIO DE JANEIRO, COPACABANA (BRAZIL)
OPENED JULY 2019
375 ROOMS
FLAGSHIPS

THE SAVOY, A FAIRMONT MANAGED HOTEL (UK)

267 ROOMS
FLAGSHIPS

FAIRMONT LE MONTREUX PALACE (SWITZERLAND)

236 ROOMS
LATEST OPENINGS
FAIRMONT GRAND HOTEL GENEVA (SWITZERLAND)
OPENED DECEMBER 2019
412 ROOMS
FLAGSHIPS

FAIRMONT PEACE HOTEL (CHINA)

270 ROOMS

NETWORK & PIPELINE
LATEST OPENINGS
FAIRMONT WUHAN (CHINA)
OPENED NOVEMBER 2019
315 ROOMS
FLAGSHIPS - RESORTS
FAIRMONT THE PALM (UAE)
381 ROOMS
FLAGSHIPS - RESORTS

FAIRMONT ROYAL PALM MARRAKECH (MOROCCO)

134 ROOMS
LATEST OPENINGS
FAIRMONT EL SAN JUAN HOTEL (PUERTO RICO)
OPENED JANUARY 2020
388 ROOMS
UPCOMING OPENINGS
GOLDEN PRAGUE HOTEL, MANAGED BY FAIRMONT
OPENING MAY 2020
300 ROOMS
UPCOMING OPENINGS
FAIRMONT CENTURY PLAZA (US)
OPENING OCTOBRE 2020
400 ROOMS
UPCOMING OPENINGS

FAIRMONT TAGHAZOUT BAY (MOROCCO)
OPENING JUNE 2020
150 ROOMS
UPCOMING OPENINGS
FAIRMONT WINDSOR PARK (UK)
OPENING SEPTEMBER 2020
251 ROOMS
UPCOMING OPENINGS

FAIRMONT SEOUL (KOREA)
OPENING OCTOBER 2020
326 ROOMS
UPCOMING OPENINGS

FAIRMONT LA MARINA RABAT-SALE (MOROCCO)
OPENING DECEMBER 2020
186 ROOMS
UPCOMING OPENINGS

FAIRMONT MOSCOW MAYAKOVSKAYA (RUSSIA)
OPENING SEPTEMBER 2021
159 ROOMS
UPCOMING OPENINGS

FAIRMONT TAGHAZOUT BAY (MOROCCO)

OPENING JUNE 2021

150 ROOMS
UPCOMING OPENINGS
FAIRMONT WINDSOR PARK (UK)
OPENING FEVRIER 2021
251 ROOMS
UPCOMING OPENINGS
FAIRMONT LA MARINA RABAT-SALE (MOROCCO)
OPENING MAY 2021
186 ROOMS
<table>
<thead>
<tr>
<th>Region</th>
<th>Location</th>
<th>Rooms</th>
<th>Open Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EUROPE</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>FAIRMONT MYKONOS, GREECE</td>
<td>176 ROOMS, FEBRUARY 2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAIRMONT MOSCOW MAYAKOVSKAYA, RUSSIA</td>
<td>159 ROOMS, SEPTEMBER 2021</td>
<td></td>
<td></td>
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<tr>
<td>FAIRMONT PRAGUE, CZECH REPUBLIC</td>
<td>300 ROOMS, MAY 2022</td>
<td></td>
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<tr>
<td>FAIRMONT WINDSOR, UNITED KINGDOM</td>
<td>251 ROOMS, FEBRUARY 2021</td>
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<tr>
<td><strong>ASIA-PACIFIC</strong></td>
<td></td>
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<tr>
<td>FAIRMONT GUIYANG, CHINA</td>
<td>280 ROOMS, JANUARY 2021</td>
<td></td>
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<tr>
<td>FAIRMONT AMBASSADOR SEOUL, SOUTH KOREA</td>
<td>326 ROOMS, DECEMBER 2020</td>
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<tr>
<td>FAIRMONT PHU QUOC RESORTS &amp; RESIDENCES, VIETNAM</td>
<td>230 ROOMS, JANUARY 2022</td>
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<tr>
<td>FAIRMONT MUMBAI SAHAR, INDIA</td>
<td>576 ROOMS, DECEMBER 2023</td>
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<tr>
<td>FAIRMONT PORT DOUGLAS RESORT, AUSTRALIA</td>
<td>253 ROOMS, DECEMBER 2022</td>
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<tr>
<td><strong>AMERICAS</strong></td>
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<td></td>
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<tr>
<td>FAIRMONT CENTURY PLAZA</td>
<td>400 ROOMS, OCTOBER 2020</td>
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<tr>
<td>FAIRMONT NEW ORLEANS, UNITED STATES OF AMERICA</td>
<td>257 ROOMS, JANUARY 2022</td>
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<tr>
<td>FAIRMONT COSTA CANUVA, MEXICO</td>
<td>254 ROOMS, JUNE 2022</td>
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<tr>
<td>FAIRMONT LA PAZ, MEXICO</td>
<td>180 ROOMS, NOVEMBER 2022</td>
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<tr>
<td><strong>AFRICA-MIDDLE EAST</strong></td>
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<tr>
<td>FAIRMONT SHARM EL-SHEIK, EGYPT</td>
<td>414 ROOMS, SEPTEMBER 2022</td>
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<tr>
<td>FAIRMONT RABAT, MOROCCO</td>
<td>186 ROOMS, MAY 2021</td>
<td></td>
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<tr>
<td>FAIRMONT FOKAH NORTH COAST, EGYPT</td>
<td>320 ROOMS, DECEMBER 2022</td>
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<tr>
<td>FAIRMONT MARINA ABU DHABI, UNITED ARAB EMIRATES</td>
<td>563 ROOMS, MARCH 2021</td>
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<tr>
<td>FAIRMONT TAGHAZOUT BAY RESORT, MOROCCO</td>
<td>150 ROOMS, JUNE 2021</td>
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<tr>
<td>FAIRMONT SOMA BAY, EGYPT</td>
<td>300 ROOMS, DECEMBER 2022</td>
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<tr>
<td>FAIRMONT CAIRO PYRAMIDS, EGYPT</td>
<td>250 ROOMS, APRIL 2023</td>
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<tr>
<td>FAIRMONT CAIRO NEW CAPITAL, EGYPT</td>
<td>275 ROOMS, JANUARY 2023</td>
<td></td>
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<tr>
<td>FAIRMONT RAMLA SERVICED RESIDENCES, SAUDI ARABIA</td>
<td>246 ROOMS, MARS 2021</td>
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</tbody>
</table>
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.
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.

45 hotels in 16 countries: Canada, USA, Bermuda, Ukraine, Azerbaijan, Malaysia, Philippines, Indonesia, Jordan, China, UAE, Brazil, Turkey, 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.
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.
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.
Leading sustainability

Sustainability comes naturally to us; from creatively greening our operations to caring for our local communities.

Having been in many of our locations first, we have always played an important role in protecting our environments.
For almost 30 years, Fairmont Hotels & Resorts has been committed to proactively protecting its local environments. In 2008, Fairmont saw an opportunity to help support honey bee health by placing beehives on rooftop gardens. As the leading hotel company in this space, Fairmont was the first luxury hotel brand to develop onsite honeybee programming. Today, Fairmont’s Bee Sustainable program features over 20 honey bee apiaries and more than 20 wild pollinator bee hotels at Fairmont locations worldwide. Many hotels are also known for nurturing on-property herb and vegetable gardens, which contribute to pollinator health.
Active Well-Being

The development of our comprehensive fitness programming through our apparel and gear-lending service has made well-being a defining element of the brand and one that we continuously build upon.
Fairmont Fit

With us, you’ll find inspiring ways to move, serene natural connections, immersive spa experiences, and unforgettable cultural traditions—a whole world of well-being, curated with care by our dedicated colleagues.

Fit Gear 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.
GUEST JOURNEY & EXPERIENCE – KEY STANDARDS AT A GLANCE

The following list contains the key brand concepts & markers. Specific and detailed guidelines with rich elements & content bring each experiences to life in the guest journey. Brand standards as of end 2019, might be subject to changes.

ARRIVAL & DEPARTURE
FAIRMONT SERVICE ESSENTIALS
M 
PUBLIC SPACES
FAIRMONT GOLD
M 
ROYAL SERVICE
M 
MUSIC PROGRAMMING
M 
BRAND SCENT
M 
GUEST ROOMS
THE BED ENSEMBLE
M 
LE LABO IN-ROOM AMENITIES
M 
FIT GEAR (APPAREL & YOGA MAT)
M 
PLASTIC-FREE WATER
M 
F&B
CLASSICS. PERFECTED
M 
HONEY STATIONS AT BREAKFAST
M 
WELLNESS FACILITIES
FAIRMONT BRANDED SPA
M 
FAIRMONT FIT
M 
FAIRMONT GOLF
M 
CANINE AMBASSADOR
M 
BMW BIKES
M 
PROGRAMMING & LEISURE FACILITIES
FAIRMONT BEE SUSTAINABLE
M 
FAIRMONT LOVES FILM
M 
MONTREUX JAZZ FESTIVAL
M 
GREEN SPACES
M 
PLASTIC-FREE WATER
M 
MEETINGS & EVENTS
FAIRMONT PLATINUM HONEYMOON PROGRAM
M 
SERVICE CULTURE
M 
Engaging Service
M 
Heart of the Community
M 
Active Well-Being
M 
Leading Sustainability
M 
Mandatory
Fairmont Service Promise: Turning Moments Into Memories.
COMMUNICATION PLATFORM

GLOBAL COMMUNICATIONS CAMPAIGN

ADVERTISING
Fairmont new brand advertising platform allows the brand to continue to engage in a relevant way with our customers as well as build brand love, awareness and understanding in key feeder markets.

SOCIAL MEDIA & WEBSITE
2.7M website visits per month
1.25M followers +37%

FAIRMONT MAGAZINE
Fairmont Magazine is a luxury travel and lifestyle publication that reflects the world of Fairmont by ringing to life our brand and our properties in an inspirational way, to engage and build connections with our guests.
Awards

425 LEADING AWARDS TRACKED ACROSS 55 PROPERTIES
Top regions: North & central Americas with 209 awards

AFAR Traveler's Choice Awards – 1 Award
Architecture Digest – 1 Award
Business Travel News – 1 Award
Condé Nast Traveler 2019 Readers’ Choice Awards – 21 Awards
Departures – 1 Award
Diageo World Class Bartender of the Year – 1 Award
Forbes Travel Guide – 5 stars – 5 Awards
Gustavson Brand Trust Index – 1 Award
Haute Grandeur Global Hotel Awards – 3 Awards
Hotelier Magazine – 1 Award
Indeed – 1 Award
Michelin Guide – 1 Award
Travel + Leisure 2019 World’s Best Awards – 10 Awards
TripAdvisor – 7 Awards
USA Today 10 Best Reader’s Choice Awards – 1 Award
World Luxury Hotel Awards – 5 Awards
World Travel Awards – 4 Awards

Fairmont Brand Presentation
<table>
<thead>
<tr>
<th>BRAND PERFORMANCE</th>
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</thead>
<tbody>
<tr>
<td><strong>BRAND AWARENESS</strong></td>
</tr>
<tr>
<td>&gt;40%</td>
</tr>
<tr>
<td>A well-established brand across all 5 continents in the luxury world</td>
</tr>
<tr>
<td>• A leading brand in North America: Total awareness (among affluent travellers) Canada 91%, US 71%</td>
</tr>
<tr>
<td>• Total awareness above 40% among affluent travellers in 8 countries</td>
</tr>
<tr>
<td>Awareness objectives for 2019 – flat</td>
</tr>
<tr>
<td><strong>BRAND LOVE</strong></td>
</tr>
<tr>
<td>74%</td>
</tr>
<tr>
<td>Of guests think that Fairmont is associated with unforgettable grand hotels (82% Canada – 81% Australia - 74% USA – 71% UK)</td>
</tr>
<tr>
<td>• 72% of guests say Fairmont makes them feel like they are in the heart of the destination.</td>
</tr>
<tr>
<td>Perception objectives for 2019 – flat</td>
</tr>
<tr>
<td><strong>BRAND MARGIN</strong></td>
</tr>
<tr>
<td>84€ in 2019</td>
</tr>
<tr>
<td>Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative.</td>
</tr>
<tr>
<td>Margin objective for 2019 – Euro 72</td>
</tr>
<tr>
<td><strong>REPUTATION PERFORMANCE SCORE</strong></td>
</tr>
<tr>
<td>89,3% RPS in total</td>
</tr>
<tr>
<td>The Reputation Performance Score measures the overall hotel online reputation based on several sources: Guest Satisfaction Survey (GSS &amp; Net Promoter Score), Trip Advisor, Booking, Ctrip etc. It is the most representative hotel’s reputation KPI, requires at least 100 guests’ feedback and give positive reputation score out of 100%</td>
</tr>
<tr>
<td>Our objective was to reach 89.5 in 2020</td>
</tr>
</tbody>
</table>

Source: 360 Report by Luxe Performance Team as of end 2019
BRAND AWARENESS (%)

Source: BEAM - Brand Equity & Awareness Monitoring December 2019
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.
NORTH & CENTRAL AMERICA 88%
EUROPE 90%
AFRICA - MIDDLE EAST 90%
ASIA PACIFIC 93%
SOUTH AMERICA 91%

Source: 360 Report by Luxe Performance Team as of end 2019
Fairmont Brand Presentation

REVPAR 2019

Source: 360 Report by Luxe Performance Team as of end of December 2019
ACCOR DISTRIBUTION SOLUTION*

ACCOR OFFERS >110 GLOBAL DISTRIBUTION PARTNERSHIPS AT BEST MARKET CONDITIONS

*All Accor brands excluding recently integrated:
Delano, SLS, The House of Originals, Mondrian, Hyde, greet, Mantis, Tribe

Source: CRS Official figures as of 2019
DISTRIBUTION PERFORMANCE POWERED BY ACCOR

(ROOM REVENUE BASED)
FIGURES AS OF END 2019

Source: CRS Official figures as of end 2019

2M ROOM NIGHTS
€724M ROOM REVENUE

FOCUS WEB
(ACCOR WEB + WEB PARTNER)
40%

83% OF FAIRMONT ROOM REVENUE COMES THROUGH ACCOR CENTRAL RESERVATION SYSTEM

59% DIRECT SALES
17% HOTEL PMS
24% HOTEL PARTNERS (OGAs)
24% INDIRECT SALES
16% GDS/IDS
11% VOICE
24% DIRECT SALES

INFLUENCED HOTEL DIRECT
E-mails & cluster services

ACCOR WEB
ALL.ACCOR.COM + APP BRAND.COM

WEB PARTNERS
GTAs
NEW BOOKING ENGINE & APP

Official figures as of end 2019

1 MULTIBRAND PORTAL
ALL.ACCOR.COM

- 300M Website + App visits
- 2,200 Destinations
- 18 Languages

1 LIFESTYLE COMPANION APP

- 56% Mobile and App visits*
- 1 Download every minute

18 BRAND.COM WEBSITES

- Plugged to ALL.ACCOR.COM
- 2.7M Fairmont website visits per month

*year 2019 + from dec 2019 to Mid Feb 2020, since launch of ALL
NEW LOYALTY PROGRAM

THE ONLY LIFESTYLE LOYALTY PROGRAM

NEW LIMITLESS EXPERIENCES AND EXTENDED OPPORTUNITIES TO EARN & REDEEM POINTS

NEW BENEFITS
- 2 New tiers (diamond & limitless hidden tier)
- 34 Brands and +
- Suite Night Upgrade
- F&B outside a stay

NEW PARTNERSHIPS
- PSG – Games / Net media value +€200m to ALL
- AEG – Worldwide arenas & festivals
- IMG – Taste festivals

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THE FAST GROWING LOYALTY PROGRAM

- 64M Loyalty members worldwide*
- 31% Loyalty contribution rate
- X 2 Members stay twice more
- X 2 Members spend twice more

THE MOST GLOBAL LOYALTY PROGRAM

- South America 8%
- Central Europe 6%
- ASPAC 31%
- Other Europe, Middle-East & Africa 20%
- France 12%
- Northern Europe 12%
- North & Central America, Caribbean 11%
- Other 6%
- Central Europe 6%
- ASPAC 31%
- Other Europe, Middle-East & Africa 20%
- France 12%
- Northern Europe 12%
- North & Central America, Caribbean 11%
- Other 6%

Official figures as of end 2019
# DEVELOPMENT CRITERIA - Programming

As of end 2019

## AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION

<table>
<thead>
<tr>
<th></th>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td>200 – 300 keys</td>
<td>300 – 400 keys</td>
</tr>
<tr>
<td></td>
<td>-10%/-15% of worldwide</td>
<td>40 sqm and +</td>
</tr>
<tr>
<td></td>
<td>90 – 120 sqm</td>
<td>100 – 140 sqm</td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td>150 keys and +</td>
<td>200 keys and +</td>
</tr>
<tr>
<td></td>
<td>-10%/-15% of worldwide</td>
<td>45 sqm and + balcony</td>
</tr>
<tr>
<td></td>
<td>100 – 120 sqm</td>
<td>120 – 160 sqm</td>
</tr>
</tbody>
</table>

## RECOMMENDED NUMBER OF ROOMS

- 200 – 300 keys
- 300 – 400 keys

## ROOM AVERAGE SIZE

- 90 – 120 sqm
- 100 – 120 sqm

## TGFA / ROOM

- 150 keys and +
- 200 keys and +

## FOOD & BEVERAGE

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

## WELL-BEING

- Willow Stream Spa
- Extensive fitness
- Swimming pool

## MEETINGS

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

## PRIME LOCATIONS

- International capitals
- Key cities & resorts

## SECONDARY LOCATIONS

- Major domestic destinations

## AIRPORTS

- Suburbs

## SUBURBS

- International capitals
- Key cities & resorts
- Other cities & attractive touristic destinations

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Fairmont Brand Presentation
D&ESIGN & TECHNICAL SERVICES - Guidelines

- Fairmont Style Book: Can be used before HCSA is signed
- Fairmont Design Brief: Can be used before HCSA is signed
- Fairmont Construction and Renovation Standards: Can be used after HCSA is signed
- Fairmont Evolving Gold: Can be used after HCSA is signed

WHAT’S HAPPENING IN 2020?
Fairmont MICE Gatherings

Fairmont Brand Presentation
THANK YOU