



ACCOR

*One world
Limitless
opportunities*

PARTNERS

GLOBAL DEVELOPMENT
LIFESTYLE SUMMARY 2019-2020



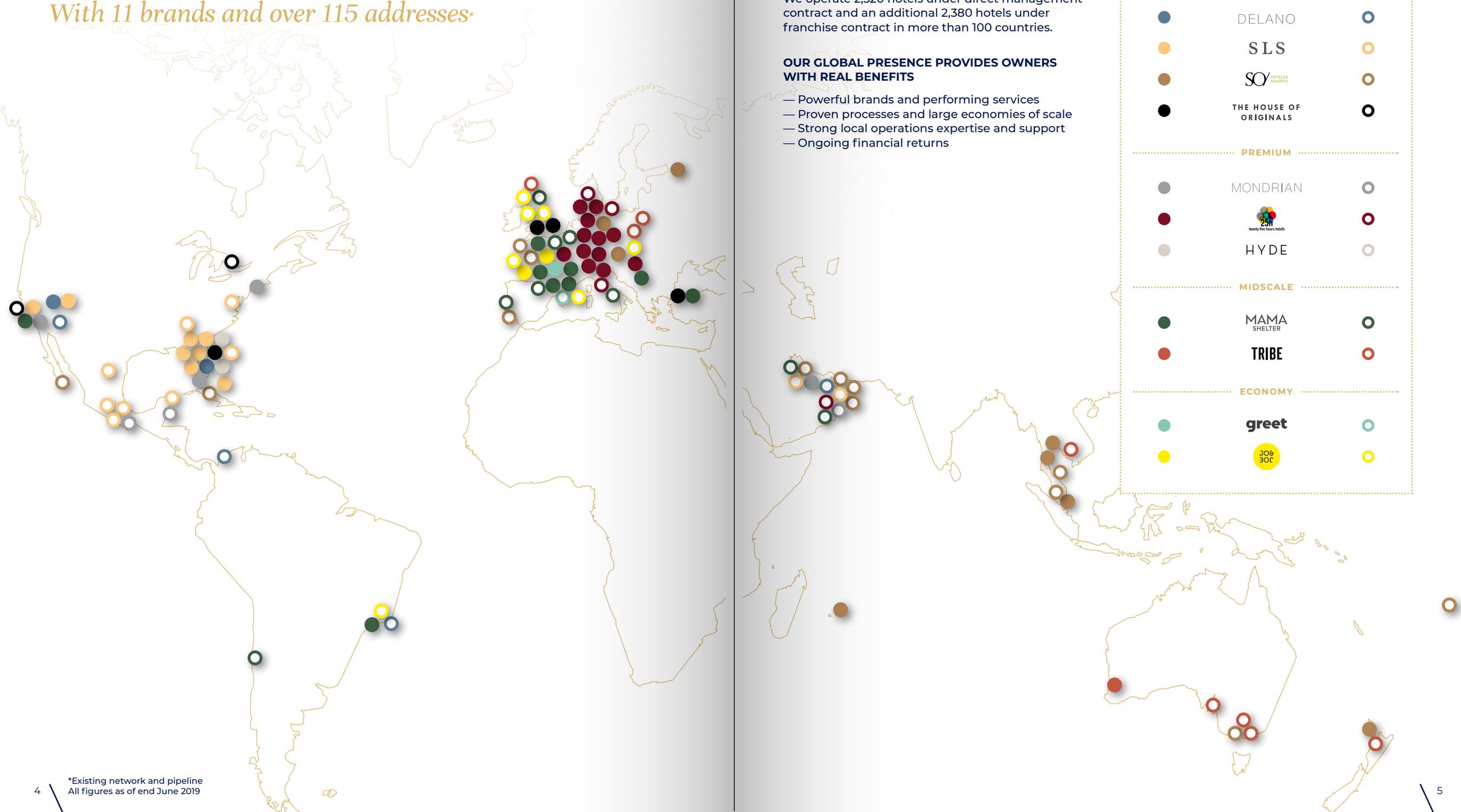
SO/ AUCKLAND
NEW ZEALAND

*Where art meets performance
and tomorrow meets now,
we bring trusted expertise to deliver
your vision, your success.
Chart new worlds. Master the future.
With us, the opportunities are as limitless
as your dreams.*



Most diversified Lifestyle brand portfolio

With 11 brands and over 115 addresses*



With 4,900 hotels, Accor is a global hotel operator & franchisor, as well as a market leader in Europe, Latin America, Middle East & Africa and Asia Pacific.

We operate 2,520 hotels under direct management contract and an additional 2,380 hotels under franchise contract in more than 100 countries.

OUR GLOBAL PRESENCE PROVIDES OWNERS WITH REAL BENEFITS

- Powerful brands and performing services
- Proven processes and large economies of scale
- Strong local operations expertise and support
- Ongoing financial returns

Network	Pipeline
LUXURY	
● DELANO	○
● SLS	○
● SO ^{HOTELS & RESORTS}	○
● THE HOUSE OF ORIGINALS	○
PREMIUM	
● MONDRIAN	○
● 25H <small>twenty five hours hotels</small>	○
● HYDE	○
MIDSCALE	
● MAMA SHELTER	○
● TRIBE	○
ECONOMY	
● greet	○
● JOE JOE	○

DELANO

A nourishing resort

HYPER-CURATED & CUSTOMISED
WARMLY WELCOMING
DIVINELY PRIVATE

Delano offers modern travelers that most rare and coveted of experiences—unadulterated luxury that nurtures their hedonistic desires, body and soul. It redefines the luxury resort experience with first-in-class service and customised guest experiences that awaken their curiosity, nourish their senses and soul, and shape a personal journey for couples, loved ones, solo travelers, and families that lives well beyond each stay.

NETWORK	PIPELINE
2 hotels	4 hotels
1,308 rooms	756 rooms
1 country	4 countries

Delano was characterised a trailblazer in the field of hospitality.

sbe.com/delano

SOUTH BEACH, MIAMI
UNITED STATES



SOUTH BEACH, MIAMI
UNITED STATES



LAS VEGAS
UNITED STATES



BRICKELL, MIAMI
UNITED STATES

SLS

HOTEL & RESIDENCES

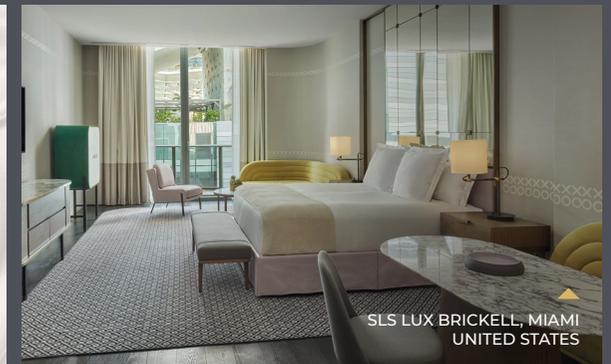
Sophistication with a playful wit

- ALWAYS SURPRISING
- CELEBRATED CUISINE
- TRANSCENDENTAL DESIGN
- UBER SERVICE

SLS is the home of an extraordinary experience. Culinary artistry, theatrical interiors, subversive design touches and unexpected indulgences. From giant metallic ducks to a curated in-room bar for “saints” and “sinners”, no other luxury hotel can boast such a diversity, such richness, such a playful ambiance.



SOUTH BEACH, MIAMI
UNITED STATES



SLS LUX BRICKELL, MIAMI
UNITED STATES



BEVERLY HILLS, LOS ANGELES
UNITED STATES

NETWORK	PIPELINE
8 hotels	10 hotels
3,457 rooms	1,978 rooms
2 countries	4 countries

82% of guests characterised their stay at SLS as “memorable”.

SLSHotels.com

Feel the Pulse

REBELLIOUS · PLAYFUL · ENERGISED · AUDACIOUS

A vivid cocktail of sophistication and style. An audacious burst of local energy that is both luxurious and playful. An edge that sets the experience apart. Fashionable and social, it's about being the place to be and be seen, connecting the like-minded.



NETWORK

8 hotels
1,099 rooms
7 countries

EUROPE

3 hotels
397 rooms

ASIA-PACIFIC

4 hotels
610 rooms

MIDDLE EAST & AFRICA

1 hotel
92 rooms

PIPELINE

14 hotels
2,787 rooms
12 countries

91% SO/ outperforms competitors on E-reputation performance score



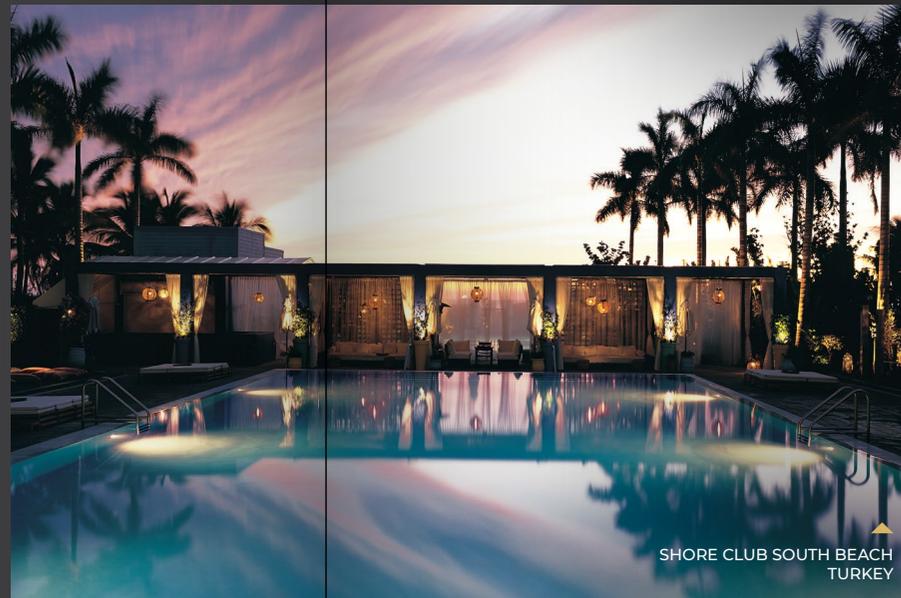
THE HOUSE OF ORIGINALS

A vibrant collection of hotels with a bold spirit that challenges and inspires

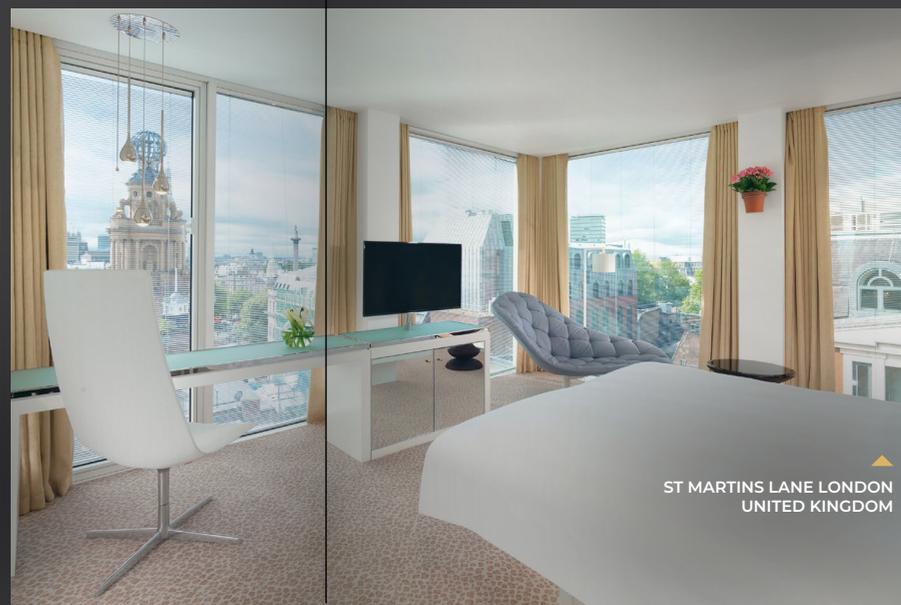
- COMMUNITY
- UNPRETENTIOUS LUXURY
- CULINARY AND MIXOLOGY EXPERIENCE
- INDIVIDUALITY



SANDERSON LONDON
UNITED KINGDOM



SHORE CLUB SOUTH BEACH
TURKEY



ST MARTINS LANE LONDON
UNITED KINGDOM

Some people can do innovative things.
Some people are innovators.
Inside our community, we share a common spirit.
A spirit of constant innovation.

The House of Originals has historic hotels, iconic even - but that is not what makes them one of us. They recognize their heritage alone is not enough. True originals don't question once, they always question.

We are this bold spirit.
A community that challenges, learns and inspires. Not following fashions, but leading fashions. From nightlife, to design, culinary and mixology. For every hotel with this undying spirit and promise of originality.

WELCOME TO THE HOUSE OF ORIGINALS



10 KARAKÖY ISTANBUL
TURKEY



SANDERSON LONDON
UNITED KINGDOM

NETWORK	PIPELINE
4 hotels	2 hotels
733 rooms	270 rooms
3 countries	2 countries

66% of guests return because of the iconic brand

sbe.com/thehouseoforiginals

MONDRIAN

A “must”
cultural
destination



PARK AVENUE, NEW YORK CITY
UNITED STATES



DOHA
QATAR



LOS ANGELES
UNITED STATES

CULTURAL CONNOISSEUR · DESIGN INNOVATOR · PLUG & PLAY

Mondrian is a way of travel. With its groundbreaking design and progressive programming it is a “must” destination for locals or travelers. Mondrian is always at the heart of the most exciting cultural scenes in the world, serving up innovation and creativity for everyone. Mondrian provides a playful framework so that guests and locals alike can immerse themselves in the culture of each city it inhabits.

sbe.com/mondrian

NETWORK

5 hotels

1,030 rooms

2 countries

PIPELINE

3 hotels

494 rooms

2 countries

AMERICAS
4 hotels
760 rooms

MIDDLE-EAST
1 hotel
270 rooms

81% of guests appreciate the design elements of Mondrian Hotels



Let's spend the night together

FUN · STORY · DEMOCRACY · PROFESSIONALISM

At 25hours, we create individualized, made-to-measure hotels with personality in vibrant cities. Every unique, playful 25hours hotel has a soul inspired by its location and shaped by the art, culture, gastronomy and stories of its surroundings. And each one is centered around a surprising Social Hub, a space where global travellers and local guests can meet and form a dynamic and adventurous community.



25HOURS HOTEL BIKINI BERLIN GERMANY



25HOURS HOTEL HAMBURG NUMBER ONE GERMANY



25HOURS HOTEL FRANKFURT THE GOLDMAN GERMANY



25HOURS HOTEL HAMBURG HAFENCITY GERMANY

NETWORK	PIPELINE
13 hotels	4 hotels
2,065 rooms	971 rooms
4 countries in Europe	3 countries

25hours-hotels.com

EST. 2005

HYDE

HOTELS, RESORTS & RESIDENCES

A hydeaway for the in-the-know

ANYTHING CAN HAPPEN
PLAYGROUND
AUTHENTICALLY PERSONAL



Hyde Hotels, Resorts & Residences are intuitively dialed into the desires of the in-the-know; their interests, aspirations and tastes. This is a new kind of hospitality, grounded in the spirit of discovery, the fantasy of nightlife and the adventure of connection. Hyde is more than a brand, it's a state of mind.

sbe.com/hydehotels



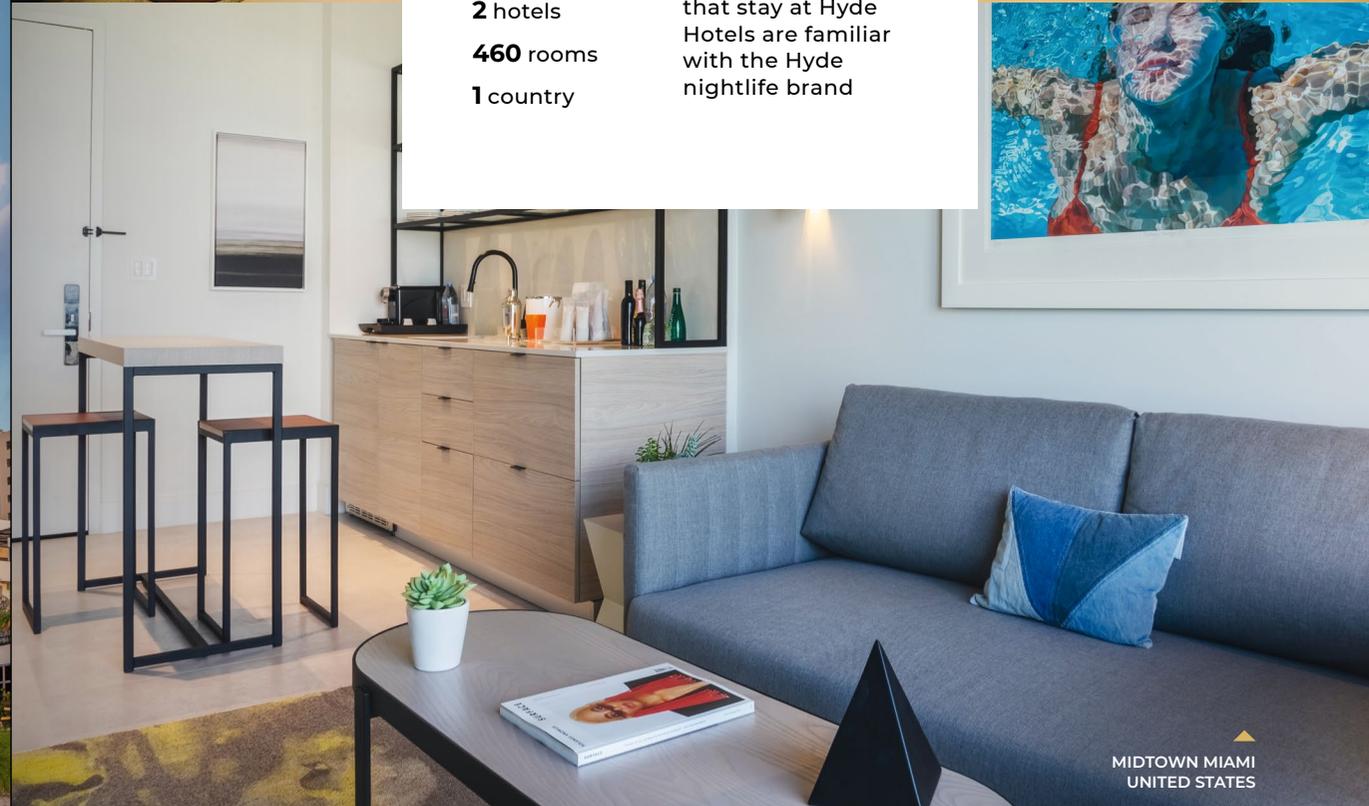
MIDTOWN MIAMI
UNITED STATES



MIDTOWN MIAMI
UNITED STATES

NETWORK
2 hotels
460 rooms
1 country

50%+ of guests that stay at Hyde Hotels are familiar with the Hyde nightlife brand



MIDTOWN MIAMI
UNITED STATES



Mama loves you

BEAUTIFUL · CHIC · AFFORDABLE · FUN AND FRIENDLY

Mama is much more than somewhere to eat and sleep. It's an urban kibbutz, a lively place for meeting and sharing. Mama is like motherly love. It's like being in her arms—cosy and snug, a sanctuary, somewhere that feels good. Mama also feeds you like a mother, with generous, unique dishes designed by fantastic chefs. Like a mother, Mama just wants to take care of you!

BELGRADE BORDEAUX LOS ANGELES LYON MARSEILLES PARIS PRAGUE RIO DE JANEIRO TOULOUSE

mamashelter.com



MAMA SHELTER BELGRADE SERBIA



MAMA SHELTER LOS ANGELES UNITED STATES



MAMA SHELTER BORDEAUX FRANCE



MAMA SHELTER PARIS FRANCE

NETWORK		PIPELINE	
10 hotels	AMERICAS	EUROPE	9 hotels
	3 hotels	2 hotels	
1,280 rooms	248 rooms	363 rooms	1,682 rooms
5 countries		FRANCE	7 countries
		5 hotels	
		669 rooms	

56% Revenue coming from F&B



MAMA SHELTER PARIS FRANCE

TRIBE

Hotels. Re-thought.

CONTEMPORARY · DESIGN-DRIVEN · ARTFULLY CURATED

Tribe is a new kind of hotel. One that responds directly to the desires and aspirations of the modern traveller. A concept inspired by global journeys and an uncompromising vision to deliver a uniquely positioned, design driven hotel. A refreshing and disruptive brand, Tribe challenges the status quo with its edited hotel experience that makes it a leader in the design-led affordable luxury sector. Modern travellers, we made this hotel for you. Welcome to Tribe.



NETWORK	PIPELINE
1 hotel	8 hotels
126 rooms	1,500 rooms
1 country	5 countries

92% of guests had a positive interaction with Tribe staff



PERTH AUSTRALIA

greet

Meaningful essentials

LOCALLY ENGAGED · COLLECTIVE · INCLUSIVE

greet hotels welcome those who look for meaning in their relationship, purchase, and way of living.

Everyday, they contribute to make our world a better place, by giving a second chance to everything around them.

beeeeeee
greet !



NETWORK

1 hotel
52 rooms
1 country

PIPELINE

4 new openings
in 2019
1 country





Welcome to the Open House

COOL · BLENDED · CARING

JO&JOE HOSSEGOR
FRANCE



JO&JOE HOSSEGOR
FRANCE



JO&JOE PARIS GENTILLY
FRANCE



What a great day!

– JOE

Tomorrow will be even better.

– JO



Launched to meet the expectations of Millennials and anyone who embraces their attitude to sharing, spontaneity and experience, JO&JOE is a new hybrid hospitality concept at the meeting point between youth hostels and traditional hotels.

After first launching in Hossegor, France, JO&JOE opened its doors in April 2019 in Paris Gentilly. Next on the list is Paris Nation in July 2020, followed by Rome, Glasgow, Budapest, London, Liverpool, Rio de Janeiro, Paris Orly, Vienna, and many others...

joandjoe.com

NETWORK

2 open houses

283 beds

1 country

PIPELINE

7 open houses

1,082 beds

5 countries

JO&JOE PARIS GENTILLY
FRANCE



Lifestyle experiences, Food & Beverage and entertainment



SO/ BANGKOK, RED OVEN THAILAND

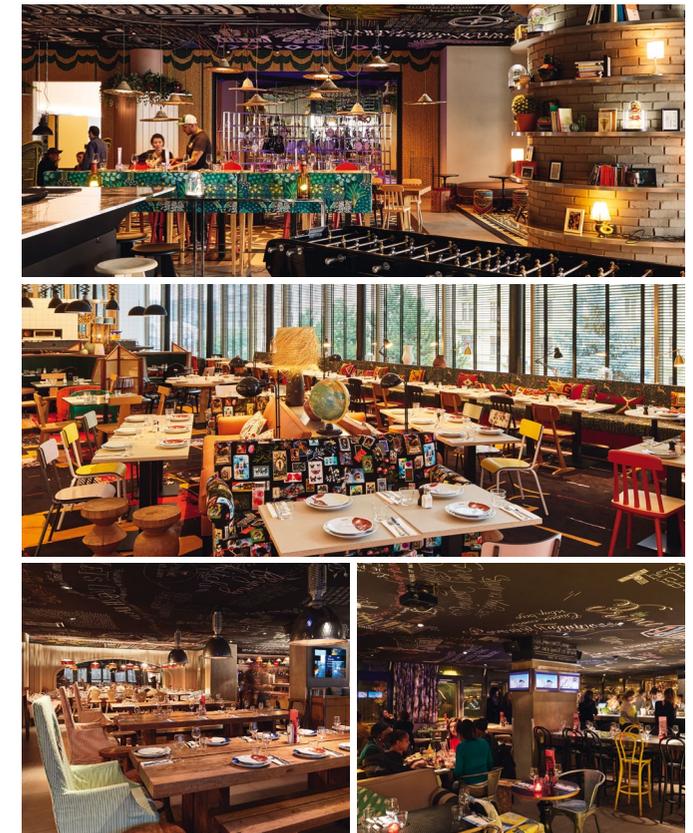
MAMA SHELTER

Generous food & Live entertainment

MAMA reaches out to her neighborhood as well as to the travelers so everyone can meet around the generous & homemade dishes.

On the menu, you will always find typical dishes from local gastronomy and a couple of signature MAMA dishes which you can find at any Mama Shelter you will stay at. For France, menus are elaborated hand-in-hand with chef Guy Savoy.

MAMA is a peaceful place to relax, sleep, share a meal, have a drink, laugh and most of all party! All the Mama Shelter have a music stage welcoming the best DJ and live music bands. MAMA always has a music set programmed on Thursday, Friday and Saturday nights! It also hosts events during major holiday eves!



twenty five hours hotels

A strong food & beverage focus

We enjoy gastronomy, which is why it plays such an important role at 25hours. Rather than taking a one-size-fits-all approach, we tailor our food and beverage concepts to each location, focusing on simplicity, generosity and soul.

Restaurant & Nightlife

Disruptive Group is a division of sbe that owns, operates and licenses unique lifestyle brands in the restaurant and nightlife spaces. Disruptive Group's brands bring the full circle lifestyle experience to properties both in and beyond the sbe hotel portfolio, including stand-alone restaurants worldwide.

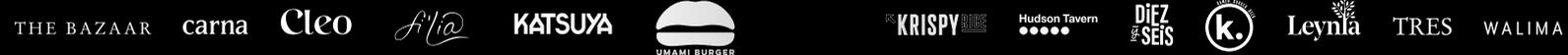


NIGHTINGALE PLAZA, LOS ANGELES
UNITED STATES

Nightlife Division

sbe's Disruptive Group was born from the nightclub Hyde Sunset in 2005. Its mission is to constantly stay ahead of the curve, creating and expanding trend-setting nightlife concepts around the globe.

With a portfolio of 50+ award-winning mixology bars, intimate lounges, dayclubs and nightclubs, sbe has a continued dedication to anticipating the desires of its clientele, evolving and developing game-changing concepts.



- 30 unique lifestyle brands
- 100 global locations
- 14 Katsuya locations
- 13 designed by Philippe Starck
- 2 James-Beard Award Winning Chefs
- MARTIN HEIERLING**
In-House Chief Culinary Officer
- IN-HOUSE INCUBATOR**
of Culinary Concepts

sbe.com



KATSUYA, BRICKELL, MIAMI
UNITED STATES

Restaurant Division

sbe's Disruptive Group features award-winning restaurant brands helmed by star-studded and dedicated chefs that provide guests with unforgettable dining experiences complete with inspired cuisine, energetic design along with warm and attentive service. The Group's restaurants have become the refreshing standard for social dining since their inception in Southern California and have expanded globally - with over 70+ restaurants currently in operation and growing on a global scale.

Powerful digital ecosystem

to boost hotels' revenue & performance

Unmatched distribution channels.
Innovative digital technologies.
Global breadth and economies of scale.

Wherever you are, the power
of our distribution platform maximizes sales
and revenue, at best market conditions.

1 Acquisition

335 MILLION
YEARLY VISITS
ACROSS OUR
WEB SITES
& APPLICATIONS

€45 MILLION
INVESTED IN SEA
EACH YEAR

2 Distribution

110
DISTRIBUTION
CHANNELS
AT BEST MARKET
CONDITIONS

66%
GLOBAL AVERAGE
CONTRIBUTION RATE
TO HOTEL REVENUE

3 Retention

THE MOST
INTERNATIONAL
AND FAST GROWING
LOYALTY PROGRAM IN
THE INDUSTRY WITH

58 MILLION
LE CLUB ACCORHOTELS
LOYALTY MEMBERS AND
126 MILLION
WITH OUR CHINESE
PARTNER, HUAZHU

DIGITAL

State-of-the-art booking
portal, brand & partner
websites and apps
that drive over
40% of revenue

RESERVATIONS & CUSTOMER CARE

One integrated Central
Reservation System (CRS)
that handles
200k bookings per day

LOYALTY

Award-winning program
with 58 million members
that gains
28,000 members
every day

REVENUE MANAGEMENT

Next-gen revenue
management that gives
you +5% global average in
RevPar performance

SALES

Worldwide sales power
with 700 sales
representatives
in 50 sales offices



Reliable partner relationship

to ensure hotels' success & profitability

Management contract

By choosing Accor, you are joining forces with a global leading hotel operator running 2,520 hotels.

We sell and manage hotel's day-to-day operations, from budgets and accounting to performance and personnel.

We implement decisions made with you.

We run effectively your hotel and boost your profits.

Franchise contract

By joining us, you benefit from the strength of our global network of 2,380 locally run franchised hotels.

We stimulate hotels' sales, increase your average room rate and generate additional revenue.

Our local experts help you at every step, from integrating your hotel into your brand to marketing your franchise, year after year.

Your benefits

- 1 GAIN**
strong brand awareness & brand premium
- 2 ENTRUST**
your hotel's distribution to a global digital expert
- 3 BOOST**
your sales, ensuring a significant pool of international guests
- 4 GENERATE**
additional revenue for your hotel
- 5 CONTROL**
your costs, benefiting from the best market conditions
- 6 MAXIMIZE**
your profits
- 7 BENEFIT**
from top advantages by joining our partner loyalty program





Live

Luxury		Premium		Midscale	Economy
RAFFLES	SLS	mantis	ANGSANA	mantra	BreakFree
ORIENT EXPRESS	SO	M GALLERY	25h twenty five hours hotels	NOVOTEL	ibis
BANYAN TREE	SOFITEL		HYDE	Mercure	ibis STYLES
DELANO	THE HOUSE OF ORIGINALS	DK	MÖVENPICK	adagio	ibis budget
SOFITEL LEGEND	RIXOS	Art Series	GRAND MERCURE	MAMA SHELTER	greet
Fairmont	onefinestay	MONDRIAN	PEPPERS	TRIBE	JOE JOE
		pullman	THE SEBEL		hotelf1
		swissôtel			

Work

WOOO
MAMAWORKS

Play

DISRUPTIVE
POTEL CHABOT
PARIS SOCIETY

Business accelerators

Distribution Experience Operations

edge JOHN PAUL adoria
GEKKO ASTORE
VERYCHIC
ResDiary

FIND YOUR LOCAL DEVELOPER CONTACT
group.accor.com/hoteldevelopment