WHY INVEST IN

ACCOR GLOBAL DEVELOPMENT
FEBRUARY 2019
WORK HARD, PLAY HARD.

Hotels and resorts in tune with today’s mobile world, blending peak performance and personal well-being. A vibrant place where global nomads can feel at their very best, whether on business or leisure.

PIONEERING
STYLISH
INVIGORATED
ACCOMPLISHED
LEADING CONTEMPORARY DESIGN HOTEL BRAND

- N°1 perceived design brand by customers versus competitors
- Distinct work/play concept, which is translated across all touch points, services, products and design: The Junction, MEET/PLAY design, Artist Playground
- Rail travel heritage and pioneering spirit provides strong foundation for contemporary approach

GROWING MOMENTUM

- 130 hotels opening in the last 10 years and 50 openings planned until 2030
- Leveraging both business and leisure markets and opportunities
- Distinct MICE space programming > 1000 sqm minimum (HARD) and strong MICE offerings (SOFT)

HIGH PERFORMING BUSINESS MODEL

- Large number of keys - 300 average rooms
- Premium positioning in premium locations plus business oriented driving higher global average room rates
- Additional MICE & F&B revenue
OFFICIAL FIGURES AS OF END 2018

**AMERICAS**
- NETWORK: 3,707 Rooms, 12 Hotels
- PIPELINE: 246 Rooms, 1 Hotel

**EUROPE**
- NETWORK: 4,851 Rooms, 19 Hotels
- PIPELINE: 890 Rooms, 4 Hotels

**FRANCE**
- NETWORK: 3,338 Rooms, 11 Hotels
- PIPELINE: 168 Rooms, 1 Hotel

**AFRICA – MIDDLE EAST**
- NETWORK: 4,067 Rooms, 12 Hotels
- PIPELINE: 2,619 Rooms, 8 Hotels

**ASIA-PACIFIC**
- NETWORK: 22,600 Rooms, 77 Hotels
- PIPELINE: 11,412 Rooms, 39 Hotels

**OPERATING MODE**
- 80% Managed
- 20% Franchised

**KEY FIGURES**
- 131 Hotels
- 38,563 Rooms
- 39 Countries in 2018
- 53 New Hotels by 2023
- 15,335 New Rooms by 2023
FLAGSHIPS

PULLMAN LONDON SAINT PANCRAS, UK

312 ROOMS
PULLMAN SAO PAULO VILA OLIMPIA, BRAZIL
167 ROOMS
PULLMAN BANGKOK KING POWER, THAILAND
354 ROOMS
PULLMAN PARIS BERCY, FRANCE
392 ROOMS
LATEST OPENINGS

Official figures as of end 2018

PULLMAN LUANG PRABANG, LAOS
123 ROOMS, JUNE 2018

PULLMAN YANGON CENTREPOINT, MYANMAR
289 ROOMS, FEBRUARY 2018

PULLMAN TOKYO TAMACHI, JAPAN
143 ROOMS, SEPTEMBER 2018

PULLMAN FUZHOU TAHOE, CHINA
258 ROOMS, JUNE 2018
KEY UPCOMING OPENINGS

EUROPE

Pullman Tbilisi Tower, Georgia 228 Rooms, December 2019
Pullman Okol Gorni Hotel Resort Golf and Spa, Bulgaria 140 Rooms, April 2021

AFRICA – MIDDLE EAST

Pullman Nairobi, Kenya 334 Rooms, December 2019
Pullman Doha Bridge Towers, Qatar 468 Rooms, January 2020
Pullman Sharjah Canal, United Arab Emirates 186 Rooms, January 2020

AMERICAS

Pullman Miraflores, Perou 246 Rooms, December 2020

ASIA – PACIFIC

Pullman Suzhou Taicang, China 388 Rooms, May 2019
Pullman Mandalay Mingalar, Myanmar 365 Rooms, June 2019
Pullman Bandung City Centre, Indonesia 279 Rooms, May 2020
Pullman Quang Binh, Vietnam 358 Rooms, June 2020
Pullman Auckland Airport, New Zealand 313 Rooms, October 2021
Pullman Shenzhen North Station, China 275 Rooms, December 2021
Pullman Singapore City Hall, Singapore 347 Rooms, December 2021
Pullman Kota Kinabalu Convention City 320 Rooms, December 2022
Pullman Beijing Luneng, China 270 Rooms, December 2022
Pullman Hangzhou Binjiang Excellence, China 307 Rooms, December 2022
Pullman Wuhan Mall, China 347 Rooms, December 2022
Pullman Yichang, China 288 Rooms, December 2022
Pullman Surabaya Kertajaya, Indonesia 212 Rooms, June 2023
Pullman Medan, Indonesia 221 Rooms, June 2024

Secured Pipeline from end 2018
KEY UPCOMING OPENINGS

Official figures as of end 2018

- **PULLMAN CHANGBAISHAN RESORT, CHINA**
  - 280 ROOMS, OPENING JANUARY 2019

- **PULLMAN TBILISI TOWER GEORGIA**
  - 228 ROOMS, OPENING DECEMBER 2019

- **PULLMAN SHARJAH CANAL, UAE**
  - 186 ROOMS, OPENING JANUARY 2020
VIBRANT
TAILORED
LOCALIZED
TRANSFORM
ATIVE
BOLD

With Pullman Hotel’s strong guest identity and innovative spirit, the space’s design needs to reflect these powerful sentiments through statements and layered detail.
**IMMERSIVE ART & DESIGN**

Enjoy art and design in real spaces rather than museums and shops: at Pullman, art surrounds you in a fresh, modern and inspiring way.

**SMART INTERACTIONS**

Our services and technology are in-tune with today’s zeitgeist and always available; so you can manage your pace of life, your own way.

**POWER FITNESS**

Stay on top of the game while having fun: at Pullman, fitness is exciting and rewarding.

**HAPPENING F&B**

Food & Beverage at Pullman is communal, experiential and social. A fresh take on ‘eatertainment’ focused on the vibe of the neighborhood, served wherever and whenever you need. There are no set rules. Meet at the restaurant, grab a snack to go, or head to the lobby buzzing with locals and guests alike for a nightcap.
### BRAND PROGRAMS: EXHAUSTIVE LIST

<table>
<thead>
<tr>
<th>ARRIVAL &amp; DEPARTURE</th>
<th>PUBLIC SPACES</th>
<th>GUEST ROOMS</th>
<th>FOOD &amp; BEVERAGE</th>
<th>WELLNESS FACILITIES</th>
<th>LEISURE FACILITIES</th>
<th>MEETINGS &amp; EVENTS</th>
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<tr>
<td>Signature Scent</td>
<td>The Junction at Pullman</td>
<td>Pullman Bed</td>
<td>Bites on wheels (Resorts + MICE)</td>
<td>Sarah Hoey Wellbeing program</td>
<td>The Social Hub (Resorts)</td>
<td>Artnight</td>
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<tr>
<td>Uniforms</td>
<td>Artist Playground</td>
<td>C.O-Bigelow</td>
<td>Early Bird Coffee Cart</td>
<td>Fit Trail (Resorts)</td>
<td>&quot;Teens Only&quot; program (Resorts)</td>
<td>Business Playground</td>
</tr>
<tr>
<td>Welcome Drink</td>
<td>Art at Play</td>
<td>Bathroom amenities</td>
<td>Sleep Tracker Device</td>
<td>Fitness Videos</td>
<td>MICE Layout and Design</td>
<td>Refresh Your Focus Toolkit</td>
</tr>
<tr>
<td>Signature Music</td>
<td>Contemporary Permanent Art Collection</td>
<td>Sleep Tracker Device</td>
<td>Active Breakfast</td>
<td>Fitness in-room kit</td>
<td>Performance Boost</td>
<td>Performance Boost</td>
</tr>
</tbody>
</table>
| Pullman Globe       | Contempora r
ty Permanent Art Collection | Sleep Tracker Device | Early Bird Coffee Cart | Boot Camps | All Aboard inspection site |

- Smart interactions
- Immersive Art & Design Happening
- F&B Power Fitness
- Mandatory
BRAND PROGRAM – IMMERSIVE ART & DESIGN

ARTIST PLAYGROUND

Innovative and inspiring pieces of art easily visible to all guests, highly unexpected in the hotel's communal space.

PULLMAN LONDON ST PANCRAS

PULLMAN LONDON ST PANCRAS

PULLMAN BRUSSELS CENTRE MIDI

WHY INVEST IN PULLMAN / KEY PROGRAMS / 22
The Junction is a fresh new take on the lobby concept and is at the very heart of the Pullman guest experience. It is a destination in itself, a dynamic, vibrant and happening place where global nomads check in and out, meet and mingle, work and play.
Pullman is strengthening its commitment to wellbeing with a program designed to help travelers adopt a healthier lifestyle.

This holistic approach was developed in collaboration with Pullman’s Wellness Coach, Sarah Hoey.

It is based on the four universal pillars of health: SLEEP, FOOD, SPORT and SPA.
ARTNIGHT

An exclusive signature event hosted by a Pullman hotel, built around contemporary art and design. A fresh and exciting way for our guests to discover the hotel (Spaces, key features and personality) through stylish contemporary parties.
“I GO THE EXTRA MILE SO OUR GUESTS CAN BE AT THEIR PERSONAL BEST.”
COMMUNICATION PLATFORM

GLOBAL COMMUNICATION CAMPAIGN
Our world is your playground

PULLMAN LIVERPOOL

TONE OF VOICE
Bold, Smart, Fun

SOCIAL MEDIA & WEBSITE
• 250,000 followers on all social media channels
• x2 number of followers 2017 vs 2016
• 4,000,000 interactions encouraged by more than 1,000 posts

PULLMAN MAGAZINE
• 7M Potential Reach Per Year
• 2 Editions / Year + Chinese Version + Revised Digital Version

WHY INVEST IN PULLMAN / BRAND COMMUNICATION / 20
191 PROMINENT AWARDS ACROSS 90 PROPERTIES, INCLUDING:

**World Luxury Hotel Awards Luxury Art Hotel**
Pullman Jakarta Central Park

**South Asia and the Pacific 2018 Special Prize, Interior Design - Hotels category**
Pullman Bangkok King Power

**World Travel Awards for Europe’s Leading Hotel & Spa 2018**
Pullman Timi Ama Sardegna

**10 Haute Grandeur Global Excellence Awards**
Pullman Guangzhou Baiyun Airport

**MOST AWARDED PROPERTY IS PULLMAN GUANGZHOU BAIYUN AIRPORT WITH 15 NOTABLE AWARDS**

**TOP REGION IS ASIA PACIFIC WITH 173 AWARDS**
### BRAND PERFORMANCE

#### BRAND AWARENESS

Already well-known in key markets among affluent travellers. **TOTAL AWARENESS** among affluent travellers:

- France: 64%
- Germany: 44%
- Brazil: 48%
- Australia: 62%
- Singapore: 43%

Our objective is to grow our **brand awareness** by 2-3 points.

Source: BEAM by end of 2018

#### BRAND PERCEPTION

Pullman is considered as a cosmopolitan brand.

- 2/3 of the Pullman guests associate the brand with contemporary design.
- Excellent F&B (breakfast, bar) and a modern style/design are the main distinctive attributes spontaneously quoted by frequent guests.

Source: BEAM by end of 2018

#### BRAND MARGIN

53 €

Our objective is to increase this price premium.

Source: BEAM by end of 2018

#### REPUTATION PERFORMANCE SCORE

87,1 %

Very good

Our objective is to reach 87 in 2019.

Source: TrustYou by end of 2018

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**WHY INVEST IN PULLMAN / 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 €

Figures as of end 2018
BRAND REPUTATION PERFORMANCE SCORE

Source: TrustYou by end of 2018

- **NORTH & CENTRAL AMERICAS**: 82%
- **SOUTH AMERICA**: 88%
- **EUROPE**: 86%
- **AFRICA – MIDDLE EAST**: 85%
- **ASIA – PACIFIC**: 94%

**PULLMAN AVERAGE RPS**: 87.14%
SYDNEY, MELBOURNE & CAIRN
5 Pullman Hotels
RevPAR INDEX = 100 to 133

SHANGHAI
3 Pullman Hotels
RevPAR INDEX = 101 to 143

DUBAI
2 Pullman Hotels with
RevPAR INDEX = 110 to 123

PARIS
2 Pullman Hotels with
RevPAR INDEX = 102 to 104

LONDON
1 Pullman Hotel
RevPAR INDEX = 127

MARRAKECH
1 Pullman Hotel
RevPAR INDEX = 151

DUBAI
2 Pullman Hotels with
RevPAR INDEX = 110 to 123

BANGKOK
1 Pullman Hotel
RevPAR INDEX = 116

SYDNEY, MELBOURNE & CAIRN
5 Pullman Hotels
RevPAR INDEX = 100 to 133

GLOBAL AVERAGE OCCUPATION RATE
> 68%

WHY INVEST IN PULLMAN / BRAND PERFORMANCE / 26

PULLMAN REVPAR INDEX
102,4
ACCOR DISTRIBUTION SOLUTION
ACCOR OFFERS > 110 GLOBAL DISTRIBUTION PARTNERSHIPS AT BEST MARKET CONDITIONS

THE CENTRAL RESERVATIONS SYSTEM GENERATES ON AVERAGE 66% OF A HOTEL’S ROOM REVENUE

Source: CRS Official figures as of end 2018
BRAND PERFORMANCE

ACCOR DISTRIBUTION PERFORMANCE POWERED BY ACCOR FOR LUXURY & PREMIUM BRANDS

CALL CENTERS, INTRA HOTEL & CLUSTER SERVICES 33% DIRECT SALES

ACCOR WEB WEBSITE, MOBILE SITES & APP 15%

ACCOR CENTRAL RESERVATION SYSTEM 59%

WEB PARTNERS (OTAS) 18%

GDS/IDS 8%

41% HOTEL PMS

26% INDIRECT SALES

1.8M PULLMAN ROOM SOLD

€258M PULLMAN ROOM REVENUE

Source: CRS Official figures as of end 2018
LE CLUB ACCORHOTELS
ACCOR OWNS THE MOST INTERNATIONAL AND FAST GROWING LOYALTY PROGRAM

Loyalty members - Worldwide
- Le Club AccorHotels
- FRS loyalty program
- Huazhu loyalty program

Guests’ origin - Worldwide

>53 MILLION
MEMBERS WORLDWIDE

+27,700
MEMBERS EVERY DAY

LE CLUB ACCORHOTELS REPRESENTS 34.6% OF ALL ROOMNIGHTS

LE CLUB ACCORHOTELS MEMBERS AVERAGE REVENUE SPENT PER NIGHT IN 2018 €143

Source: LCAH by end of 2018
**DEVELOPMENT CRITERIA**

## PROGRAMMING AND DEVELOPMENT RECOMMENDATION

### HOTEL

<table>
<thead>
<tr>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>AAA ultra city center location, historic conversion</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>200 keys and +</td>
<td>200 – 450 keys</td>
<td></td>
</tr>
</tbody>
</table>

| ROOM AVERAGE SIZE           | 30 – 36 sqm                                       |           |
| -15%/-20% of worldwide     | 30 – 36 sqm                                       |           |

<table>
<thead>
<tr>
<th>TGFA / ROOM</th>
<th>60 – 90 sqm</th>
<th>75 – 110 sqm</th>
</tr>
</thead>
</table>

### RESORT

<table>
<thead>
<tr>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>150 keys and +</th>
<th>200 – 450 keys</th>
</tr>
</thead>
<tbody>
<tr>
<td>-15%/-20% of worldwide</td>
<td>36 – 42 sqm + balcony</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TGFA / ROOM</th>
<th>75 – 110 sqm</th>
<th>82 – 120 sqm</th>
</tr>
</thead>
</table>

### FOOD & BEVERAGE

- Locally Relevant Restaurant, 1 Destination Bar, Active Breakfast & Early Bird Coffee Cart, Bites-on-Wheels (for resorts)
- Spa\(^1\)
- Fitness Centre\(^1\)
- Swimming pool\(^1\)
- Sarah Hoey fitness program and minimum 2 treatment rooms

### WELL-BEING

- The Junction
- Generous ballroom & meeting space > 1,000 sqm
- Artist Playground
- The Hub and Teens Only Program (Resorts Only)

### MEETINGS

- The Junction
- Generous ballroom & meeting space > 1,000 sqm
- Artist Playground
- The Hub and Teens Only Program (Resorts Only)

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**WHY INVEST IN PULLMAN / BRAND PERFORMANCE / 30**