WHY INVEST IN PULLMAN
ACCOR GLOBAL DEVELOPMENT

JUNE 2020
WORK HARD, PLAY HARD

Pullman Hotels & Resorts sets a new tempo in global travel and living, delivering an inspiring, energizing and enriching experience to new entrepreneurs. Pullman welcomes guests with the space they need to focus, work and play. Forward-thinking, hyper-connected and with a passion for art and fitness, Pullman retains the adventurous spirit and open-minded ambition that drove it to become a pioneering travel brand over 150 years ago.
BRAND UPSs

LEADING CONTEMPORARY DESIGN HOTEL BRAND

No. 1 perceived design brand by guests versus competitors

Most consistent modern styled network in its premium category thanks to its recent dynamic growth with new built openings and major renovations.

Distinctive concepts translated across all touch points: The Junction at Pullman, Artist Playground, MEET/PLAY,...
GROWING MOMENTUM

130 hotel openings 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 PERFORMANCE BUSINESS MODEL

Large number of keys – 300 rooms in average

Premium positioning in premium locations plus business oriented drive resulting in higher room rates

Additional MICE & F&B revenue
A WORLDWIDE AND AMBITIOUS NETWORK

137 HOTELS - 40K ROOMS - 41 COUNTRIES

EUROPE 20%
- 29 hotels
- 7,991 rooms

AMERICAS 9%
- 12 hotels
- 3,721 rooms

AFRICA - MIDDLE EAST 11%
- 12 hotels
- 4,380 rooms

ASIA-PACIFIC 60%
- 84 hotels
- 24,113 rooms

Operating Mode

80% management
20% franchise

Click to edit Master text styles

Second level
Third level
Fourth level
Fifth level
PULLMAN PARIS BERCY CENTRE
FRANCE
392 ROOMS
PULLMAN PARK LANE
HONG KONG
834 ROOMS
PULLMAN SUZHOU
ZHONGHUI
CHINA
414 ROOMS
PULLMAN PHUKET ARCADIA NAITHON BEACH
THAILAND
278 ROOMS
PULLMAN SHANGHAI QINGPU EXCELLENCE
CHINA
292 ROOMS

LATEST OPENING – FEBRUARY 2019

NETWORK & PIPELINE
PULLMAN ABIDJAN
IVORY COAST
285 ROOMS

LASTEST OPENING – APRIL 2019

NETWORK & PIPELINE
PULLMAN NADI BAY RESORT AND SPA

FIDJI

236 ROOMS

LASTEST OPENING – APRIL 2019

NETWORK & PIPELINE
LATEST OPENING – MAY 2019

PULLMAN CIAWI VIMALA HILLS
INDONESIA
236 ROOMS
PULLMAN CHANGBAISHAN RESORT
CHINA
300 ROOMS

LATEST OPENING – JULY 2019

NETWORK & PIPELINE
PULLMAN MAAMUTAA
MALDIVES
122 ROOMS

LATEST OPENING – SEPTEMBER 2019
PULLMAN HUIZHOU KAISA
CHINA
309 ROOMS

LATEST OPENING – NOVEMBER 2019

NETWORK & PIPELINE
UPCOMING OPENING – DECEMBER 2020

PULLMAN Tbilisi Tower
Georgia
228 Rooms
SECURED PIPELINE OVER 5 YEARS
As of end December 2019

2020

AFRICA & MIDDLE EAST
Pullman Sharjah Canal, UAE

ASIA PACIFIC
Pullman Yueyang Oriental, China
Pullman Hanzhong, China
Pullman Quy Nhon, Vietnam
Pullman Phu Quoc, Vietnam
Pullman Bandung City Centre, Indonesia
Pullman Rotura, New Zealand

EUROPE
Pullman Tbilisi Tower, Georgia

SOUTH AMERICA
Pullman Lima Miraflores, Peru

2021

AFRICA & MIDDLE EAST
Pullman Addis Ababa, Ethiopia
Pullman Airport City Accra, Ghana
Pullman Doha Bridge Towers, Qatar
Pullman Ikoyi, Nigeria

ASIA PACIFIC
Pullman Dali, China
Pullman Fuzhou Shansheng, China
Pullman Shenzhen North Station, China
Pullman Suzhou Taicang, China
Pullman Auckland Airport, New Zealand

EUROPE

2022 & MORE

AFRICA & MIDDLE EAST
Pullman Accra Platinium Plaza, Ghana

ASIA PACIFIC
Pullman Jiaxing Pinghu Excellence, China
Pullman Fuxian Lake Resort, China
Pullman Ninh Binh, Vietnam
UPCOMING OPENINGS

2020
AFRICA & MIDDLE EAST
- Pullman Doha West Bay, Qatar
- Pullman Accra Platinum Plaza, Ghana
ASIA PACIFIC
- Pullman Yueyang Oriental, China
- Pullman Bandung City Centre, Indonesia
- Pullman Phu Quoc, Vietnam
- Pullman Khao Lak, Thailand

2021
AFRICA & MIDDLE EAST
- Pullman Airport City Accra, Ghana
- Pullman Addis Ababa, Ethiopia
- Pullman Ikoyi, Nigeria
- Pullman Nairobi, Kenya
ASIA PACIFIC
- Pullman Hanzhong, China
- Pullman Suzhou Taicang, China
- Pullman Jiaxing Pinghu Excellence, China
- Pullman Lombok, Indonesia
- Pullman Quy Nhon, Vietnam
- Pullman Hai Phong, Vietnam
- Pullman Davao, Philippines
EUROPE
- Pullman Tbilissi Tower, Georgia
- Pullman Gorni Okol Hotel Resort Golf & Spa, Bulgaria
SOUTH AMERICA
- Pullman Lima Miraflores, Peru

2022
ASIA PACIFIC
- Pullman Shenzhen North Station, China
- Pullman Dali, China
- Pullman Jinan, China
- Pullman Yuxi, China
- Pullman Ninh Binh, Vietnam
- Pullman Singapore, Singapore
- Pullman Auckland Airport, New Zealand
ARTIST PLAYGROUND

Let art spark your creativity. Not to mention your curiosity. The Artist Playground by Pullman promises fresh experiences every time you visit. This dedicated art corner in our hotels immerses you into the vibrant local culture, art, design and photography scenes – in the most unexpected of ways.
Our world is your playground, especially during the exclusive Artnight by Pullman. The signature event brings to life our spaces and unique work/play dynamic through cutting-edge contemporary art and design, live DJs and art-inspired cocktails.
POWER
FITNESS

Stay on top of your game while having fun: at Pullman, fitness is exciting and rewarding. Our holistic approach to wellbeing focuses on the four pillars of health: sleep, food, sport and spa.
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.
Our restaurants and bars are designed around the local community, in a true restaurateur mindset. The key words are excellence, simplicity, authenticity. Add into the mix an entertaining twist and genuine care, you have the recipe for success.
More than just a place to check in, eat and plug in, the Junction at Pullman is a vibrant and happening destination. There’s space for you to work, create and connect. A fresh take on the lobby experience, this dynamic social hub presents opportunities for you to play – around every corner.
Our services and technologies are in-tune with today's zeitgeist and always available; so you can manage your pace of life, your own way, and be connected to your surroundings seamlessly and effortlessly.
GUEST JOURNEY & EXPERIENCE – KEY STANDARDS AT A GLANCE

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

ARRIVAL & DEPARTURE
- Signature Scent
- Uniforms
- Welcome Drink
- Signature Music
- Pullman Globe

PUBLIC SPACES
- The Junction at Pullman
- Artist Playground
- Art at Play
- Contemporary Permanent Art Collection

GUEST ROOMS
- Pullman Bed
- C.O.-Bigelow Bathroom amenities

FOOD & BEVERAGE
- Bites on wheels (Resorts + MICE)
- Early Bird Coffee Cart
- Active Breakfast

WELLNESS FACILITIES
- Sarah Hoey Wellbeing program
- Fit Trail (Resorts)
- Fitness Videos
- Fitness in-room kit
- Boot Camps
- Power Fitness

LEISURE FACILITIES
- The Hub (Resorts)
- “Teens Only” program (Resorts)

MEETINGS & EVENTS
- Art night
- Business Playground
- MICE Meet/Play Design
- Refresh Your Focus Toolkit
- Performance Boost
- All Aboard inspection site

Smart interactions
Immersive Art & Design
Happening F&B
Power Fitness
M Mandatory
“WE GO THE EXTRA MILE SO OUR GUESTS CAN BE AT THEIR PERSONAL BEST”
The visual identity transmits the fundamental values of the brand. It expresses the positive duality of the Work Hard/Play Hard concept.

Two options for City Hotels and Resorts.
COMMUNICATION PLATFORM

GLOBAL COMMUNICATION CAMPAIGN
Our world is your playground

PULLMAN MAGAZINE
7M potential reach per year

TONE OF VOICE
Bold, Smart, Fun

SOCIAL MEDIA & WEBSITE
- 300,000 followers on all social media channels
- +43K followers 2019 vs 2018
- 4,000,000 interactions encouraged by more 1,000 posts
BRAND AWARDS

193 PROMINENT AWARDS IES, INCLUDING:

World Luxury Hotel Award - Luxury New Hotel
Pullman Tokyo Tamachi

SkyTrax 2019 World Airport Awards – Best Airport Hotel in the Pacific
Pullman Brisbane Airport

International Hotel Awards 2019 – Luxury Hotel City
Pullman Jakarta Central Park

Travel & Leisure – Best Family Resort
Pullman Oceanview Sanya Bay Resort & Spa

China Tourism and Hotel Awards – Best MICE Hotel 2019
Pullman Kaifeng Jianye

World Luxury Hotel Awards 2019 – Best luxury Vietnam Beach Resort
Pullman Danang Beach Resort

World Travel Awards for Europe’s Leading Hotel & Spa 2019
Pullman Timi Ama Sardegna
## BRAND PERFORMANCE

### BREAKING RESULTS

<table>
<thead>
<tr>
<th>BRAND AWARENESS</th>
<th>BRAND PERCEPTION</th>
<th>BRAND MARGIN</th>
<th>REPUTATION PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>66%</td>
<td>€49</td>
<td>87.9%</td>
</tr>
</tbody>
</table>

**BRAND AWARENESS**

- Already well-known in key markets among affluent travelers total awareness among affluent travelers

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

**BRAND PERCEPTION**

- Pullman is considered as 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.

**Our objective is to capitalize on the fact that root link of Pullman have a positive image of travel/luxury**

**BRAND MARGIN**

- Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative

**Our objective is to increase this price premium**

**REPUTATION PERFORMANCE**

- The Reputation Performance Score measures the overall hotel online reputation based on several sources: Guest Satisfaction Survey (GSS & 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%

**Our objective is to exceed 90% in 2020**
BRAND AWARENESS (%)

France: 68%
United Kingdom: 56%
Germany: 31%
Russia: 14%
USA: 28%
Canada: 21%
Brazil: 49%
Australia: 62%
China: 45%
Singapore: 40%
Japan: 21%
UAE/S. Arabia: 41%

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.

Brand Margin® in €. Traveler representative figures as of end 2019.
BRAND REPUTATION PERFORMANCE SCORE

NORTH & CENTRAL AMERICAS
82%

SOUTH AMERICA
88%

EUROPE
87%

AFRICA – MIDDLE EAST
87%

ASIA – PACIFIC
89%

PULLMAN AVERAGE RPS
87,9%

Source: TrustYou YTD December 2019
ACCOR DISTRIBUTION SOLUTION*

Accor offers > 110 global distribution partnerships at best market conditions

Source: CRS Official figures as of end 2019

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

**FOR LUXURY & PREMIUM BRANDS** (Room Revenue based)

- **59%** of Pullman Room Revenue comes through Accor Central Reservation System
- **28%** Direct Sales
- **41%** Hotel PMS
- **31%** Indirect Sales
- **8%** GDS/IDS
- **14%** Accor Web Website, Mobile Sites & App
- **12%** Voice
- **11%** Influenced Hotel Direct* (E-mails & cluster services)
- **23%** Web Partners (OTAs)

Source: CRS Official figures as of end 2018

**FOCUS WEB** (Accor Web + Web Partner)
- **2M** Room Night
- **€335M** Room Revenue

**35%**
NEW BOOKING ENGINE & APP

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

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

Source: Official figures as of end 2019
NEW LOYALTY PROGRAM

THE ONLY LIFESTYLE LOYALTY PROGRAM
ALL.ACCOR.COM

NEW LIMITLESS EXPERIENCES AND EXTENDED OPPORTUNITIES TO EARN & REDEEM POINTS

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

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

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

Source: Official figures as of end 2019
APPENDIX
COMPETITION

Radisson BLU
RENAISSANCE HOTELS
Marriott
Le MERIDIAN
Hilton HOTELS & RESORTS
## DEVELOPMENT CRITERIA

**PROGRAMMING & DEVELOPMENT**

### HOTEL

<table>
<thead>
<tr>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>200 keys and +</td>
<td>200 - 450 keys</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROOM AVERAGE SIZE</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>-15%/-20% of worldwide</td>
<td>30 - 36 sqm</td>
</tr>
<tr>
<td></td>
<td>75 - 110 sqm</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TGFA / ROOM</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>60 – 90 sqm</td>
<td>75 – 110 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 - 450 keys</td>
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<thead>
<tr>
<th>ROOM AVERAGE SIZE</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>-15%/-20% of worldwide</td>
<td>36 - 42 sqm</td>
</tr>
<tr>
<td></td>
<td>+ balcony</td>
</tr>
<tr>
<td></td>
<td>82 – 120 sqm</td>
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### FOOD & BEVERAGE

- Locally Relevant Restaurant, 1 Destination Bar,
- Active Breakfast & Early Bird Coffee Cart,
- Bites-on-Wheels (for resorts)

### WELL-BEING

- Spa
- Fitness Centre
- Swimming pool
- Sarah Hoey fitness program and minimum 2 treatment rooms

### MEETINGS

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

### INTERNATIONAL LOCATIONS

- PRIME LOCATIONS
- SECONDARY LOCATIONS
- AIRPORTS SUBURBS

### KEY CITIES & RESORTS

- INTERNATIONAL CAPITALS
- MAJOR DOMESTIC DESTINATIONS
- OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS
DESIGN & TECHNICAL SERVICES

All technical documents are available after NHCSA is signed.