WHY INVEST IN SWISSÔTEL

Accor Global Development

February 2019
Through quality, efficiency and care, our Swiss Hospitality gives guests peace of mind to explore the world and discover life's true rewards.

**LIFE IS A JOURNEY. LIVE IT WELL.**

**FULL OF VITALITY**

**RELIABLE**

**AT EASE**

**RECHARGED**

WHY INVEST IN SWISSÔTEL | POSITIONING | 2
### SWISS HOSPITALITY

- Swiss efficiency
- Product quality
- Service reliability and care

### UNIQUE VITALITY VALUE PROPOSITION

- Worry free stay for guests to enjoy quality time
- Vitality product and service offerings for body, mind and soul: Vitality Room, in-room fitness kit, Vitality food, drinks and coffee breaks, destination walks, and mindfulness podcasts ...
- Pürovel Spa & Sport concept with unique treatments and Swiss made products

### EFFICIENT DESIGN & EFFECTIVE OPERATIONS

- Flexibility of space programming and services to best suit the guest needs
- Intelligent design
- Operational excellence
NETWORK AND PIPELINE

**AMERICAS**
- NETWORK: 1,281 Rooms, 3 Hotels
- PIPELINE: 368 Rooms, 2 Hotels

**EUROPE**
- NETWORK: 3,303 Rooms, 12 Hotels
- PIPELINE: 802 Rooms, 4 Hotels

**AFRICA – MIDDLE EAST**
- NETWORK: 3,731 Rooms, 4 Hotels
- PIPELINE: 1,484 Rooms, 5 Hotels

**ASIA-PACIFIC**
- NETWORK: 5,310 Rooms, 12 Hotels
- PIPELINE: 1,856 Rooms, 7 Hotels

**Geographical split**
- Managed: 90%
- Franchised: 10%

**Operating Mode**
- 90% Managed
- 10% Franchised

**Figures as of end 2018**

- 31 HOTELS
- 13,325 ROOMS
- 18 COUNTRIES IN 2018
- 18 NEW HOTELS BY 2023
- 4,510 NEW ROOMS BY 2023

WHY INVEST IN SWISSÔTEL | NETWORK & PIPELINE | 4
FLAGSHIPS

SWISSÔTEL NANKAI OSAKA, JAPAN

546 ROOMS & SUITES
8 BARS & RESTAURANTS
19 FUNCTION ROOMS
PUROVEL SPA & SPORT
FLAGSHIPS
SWISSÔTEL KRASNYE HOLMY MOSCOW, RUSSIA

234 ROOMS & SUITES
3 BARS & RESTAURANTS
11 FUNCTION ROOMS
PUROVEL SPA & SPORT
FLAGSHIPS
SWISSÔTEL THE STAMFORD, SINGAPORE

1261 ROOMS & SUITES
15 BARS & RESTAURANTS
27 FUNCTION ROOMS
SPA & SPORT
FLAGSHIPS
SWISSÔTEL ZÜRICH, SWITZERLAND

347 ROOMS & SUITES
1 BARS & RESTAURANTS
17 FUNCTION ROOMS
SPA & SPORT
FLAGSHIPS
SWISSÔTEL CHICAGO, USA

661 ROOMS & SUITES
3 BARS & RESTAURANTS
7 FUNCTION ROOMS, SPA & SPORT
OPENING

SWISSÔTEL SARAJEVO, BOSNIA

218 ROOMS & SUITES
2 RESTAURANTS & BARS
4 FUNCTION ROOMS
SPA & SPORT

OPENING JULY 2018
KEY UPCOMING OPENINGS

EUROPE

SWISSÔTEL KOTOR, MONTENEGRO 130 ROOMS, SEPTEMBER 2019
SWISSÔTEL KURSAAL BERN, SWITZERLAND 171 ROOMS, JANUARY 2020
SWISSÔTEL KYRENIA NORTH CYPRUS, CYPRUS 225 ROOMS, FEBRUARY 2020
SWISSÔTEL BAT YAM TEL AVIV, ISRAEL 276 ROOMS, MARCH 2022

ASIA – PACIFIC

SWISSÔTEL GOLD COAST HOPE ISLAND RESORT, AUSTRALIA 166 ROOMS, JANUARY 2020
SWISSÔTEL JINAN, CHINA 249 ROOMS, OCTOBER 2021
SWISSÔTEL DHAKA, BANGLADESH 350 ROOMS, DECEMBER 2022
SWISSÔTEL BALI, INDONESIA 176 ROOMS, DECEMBER 2022
SWISSÔTEL JAIPUR, INDIA 160 ROOMS, JANUARY 2023

AFRICA – MIDDLE EAST

SWISSÔTEL SHARM EL-SHEIK, EGYPT 387 ROOMS, DECEMBER 2020
SWISSÔTEL JEDDAH, SAUDI ARABIA 247 ROOMS, DECEMBER 2020
SWISSÔTEL FOKAH NORTH COAST, EGYPT 300 ROOMS, DECEMBER 2022
SWISSÔTEL ROYAL MEADOWS, EGYPT 250 ROOMS, DECEMBER 2022
SWISSÔTEL KATAMEYAH, EGYPT 300 ROOMS, DECEMBER 2023

AMERICAS

SWISSÔTEL SANTA CRUZ, BOLIVIA 138 ROOMS, OCTOBER 2019
SWISSÔTEL MEDELLIN, COLOMBIA 230 ROOMS, SEPTEMBER 2020
KEY UPCOMING OPENINGS

Swissôtel Jeddah, Saudi Arabia
247 Rooms, December 2020

Swissôtel Sharm El-Sheikh Egypt
387 Rooms, December 2020

Swissôtel Katameyah, Egypt
300 Rooms, December 2023
Modern - genuine materials, functionality, excellence in quality

Uncluttered - clean, understated, spacious

Sensitive - respectful of local traditions, comfortable interiors

Intelligent - smart, easy-to-use technology, meaningful innovation
VITALITY FOR BODY AND MIND

open happy energetic passionate

Our guests are like us. Full of life. Energetic. Passionate. So it’s no surprise that they appreciate our vitality. Because it’s something they value in their everyday life too.

SUSTAINABLE EXCELLENCE

reliable sincere visionary committed

Naturally, we like to please current guests. But thanks to our commitment to sustainable management, we also consider future guests. It shows we value tomorrow as much as today, creating a brand that stands the test of time.

HIGH-QUALITY CRAFTSMANSHIP
genuine innovative intelligent living tradition

Swiss hospitality represents efficiency and care. It is about crafting meaningful and engaging experiences. Together with intelligent, distinct, and high-quality design that’s inspired by local customs, it creates a welcoming atmosphere for guests from around the world.
# BRAND EXPERIENCE CONCEPTS, MARKERS & RITUALS

## THROUGHOUT THE GUEST JOURNEY

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<tr>
<th>ARIVAL</th>
<th>PUBLIC SPACES</th>
<th>GUEST ROOMS</th>
<th>FOOD AND BEVERAGE</th>
<th>WELLNESS FACILITIES</th>
<th>LEISURE FACILITIES</th>
<th>MEETINGS AND EVENTS</th>
<th>DEPARTURE</th>
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<tbody>
<tr>
<td>• Swissôtel Circles</td>
<td>• Swissôtel Scent</td>
<td>• Vitality Room</td>
<td>• Vitality Room</td>
<td>• Pürovel Massage Oils</td>
<td>• Vitality In Movement</td>
<td>• SOS Children’s Villages Events</td>
<td>• Swissôtel Give Aways</td>
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<tr>
<td>• Doorman Uniform</td>
<td></td>
<td>• Pürovel Care Products</td>
<td>• Vitality Drinks</td>
<td>• Vitality Jogging Maps</td>
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<td>• Vitality Day &amp; Week March 21st / 1st week June</td>
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<tr>
<td></td>
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<td>• Mindfulness postcards &amp; podcast</td>
<td>• Vitality Dishes</td>
<td>• Vitality In-room Fitness Kit</td>
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<td>• August 1st Celebration</td>
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<tr>
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<td></td>
<td>• Bed Experience</td>
<td>• The Quarter</td>
<td>• Pürovel Spa &amp; Sport</td>
<td></td>
<td>• Vitality Meetings</td>
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<td>• F&amp;B Essentials</td>
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</tbody>
</table>

- Vitality for body & mind
- Sustainable excellence
- High-quality Craftsmanship
KEY PROGRAMS - ARRIVAL
SWISSÔTEL CIRCLES

The Swiss theme and destination circles are a strong visual elements of differentiation

Swissôtel Circles Theme Crossing – Swiss design circle, Flora circle & Alps circle.
A new perspective on wellbeing and hospitality

- Well-being wall (reduced modules compared to the Vitality Suite)
- Experience shower
- Air purification system with silencer where the Air Quality Index exceeds 50
- Bio-adaptive/circadian lighting system
- Movable and height adjustable working desk (min. 100 x 100cm)
- Sound bar system
- Media panel with Bluetooth connectivity
- Hard surface flooring made from natural materials
- Vitality mini-bar

*Based on 7 years depreciation
The Pürovel philosophy is derived from the origin of wellbeing and use of nature’s resources. The Pürovel essence is transfused in Pürovel Spa & Sport facilities, Pürovel bathroom amenities & Pürovel signature treatments.
We aim to provide quality in our people's lives. Every Heartist is an ambassador of our brand. We therefore encourage their development in being authentic, creative and asking "Why?". We put the accent on our people.
BRAND COMMUNICATION PLATFORM

Global Brand Image Campaign

Website
New Website relaunched Q1/ 2018

Social Media
New strategy relaunched Q1/ 2018

TEENAGERS NEED SPACE.

25% FLAVOUR

WHO INVEST IN SWISSÔTEL | COMMUNICATION | 20
52 PROMINENT AWARDS ACROSS 13 PROPERTIES, INCLUDING:

Netherland’s Leading Boutique Hotel 2018 from World Travel Awards
Swissôtel Amsterdam

World Gourmet’s Baker of the Year Swissôtel Kunshan

MOST AWARDED PROPERTY IS SWISSôtel FOSHAN WITH 10 NOTABLE AWARDS

TOP REGION IS ASIA PACIFIC WITH 42 AWARDS
BRAND PERFORMANCE

BRAND AWARENESS

Total awareness among affluent travellers above 30% in 10 countries.
Very high awareness in:
- Singapore: 77%
- Germany: 59%
- Australia: 56%

BRAND PERCEPTION

For 73% of guests, Swissôtel is associated with the quality and care of Swiss hospitality.
For 60% of guests, Swissôtel is associated with contemporary hotels.

BRAND MARGIN

€53
Price premium vs. independent hotels

REPUTATION PERFORMANCE SCORE

87,0
Very good.

Our objective is to reach 87,5 in 2019

Figures as of end 2018
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

Research conducted by BDRC Continental. Figures as of end 2018
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 €. Traveller representative. Figures as of end 2018.
REPUTATION SCORE YTD

NORTH AND CENTRAL AMERICA & CARAIBES
84%

EUROPE
89%

SOUTH AMERICA
91%

ASPAC
87%

SWISSOTEL AVERAGE RPS
87.14

Figures as of end 2018
SWISSÔTEL REVPAR INDEX

- **AMSTERDAM**
  1 Swissôtel hotel
  with revPAR index = 122

- **RUSSIA**
  1 Swissôtel hotel
  with revPAR index = 166

- **SWITZERLAND**
  2 Swissôtel hotels
  with revPAR index = 110

- **TURKEY**
  4 Swissôtel hotels
  With avg. revPAR index = 139

- **CHINA**
  4 Swissôtel Hotels
  With avg. revPAR index = 112

- **OSAKA**
  1 Swissôtel hotel
  with revPAR index = 122

- **SINGAPORE**
  1 Swissôtel hotel
  with revPAR index = 115

- **SYDNEY**
  1 Swissôtel hotel
  with revPAR index = 107

Figures as of end 2018
ACCORD DISTRIBUTION SOLUTION

ACCORD OFFERS > 110 GLOBAL DISTRIBUTION PARTNERSHIPS AT BEST MARKET CONDITIONS

Figures as of end 2018
SWISSÔTEL DISTRIBUTION PERFORMANCE
POWERED BY ACCOR FOR LUXURY & PREMIUM BRANDS

CALLS CENTRES, INTRA HOTEL & CLUSTER SERVICES

ACCOR WEB WEBSITES, MOBILE SITES & APP

ACCOR CENTRAL RESERVATION SYSTEM

WEB PARTNERS (OTAS)

GDS/IDS

33% DIRECT SALES

59% ACCOR CENTRAL RESERVATION SYSTEM

18% WEB PARTNERS (OTAS)

18% GDS/IDS

8% CALLS CENTRES, INTRA HOTEL & CLUSTER SERVICES

41% HOTEL PMS

36% INDIRECT SALES

FOCUS ON WEB

36% Luxury & premium room revenue

122M€ Swissôtel Room revenue

SWISSÔTEL DISTRIBUTION PERFORMANCE

WHY INVEST IN SWISSÔTEL | PERFORMANCE | 28
LE CLUB ACCORHOTELS

ACCOR OWNS THE MOST POWERFUL INTERNATIONAL PROGRAM

Loyalty members - Worldwide

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Le Club AccorHotels</th>
<th>FRS loyalty program</th>
<th>Huazhu loyalty program</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>14</td>
<td></td>
<td></td>
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<tr>
<td>2014</td>
<td>18</td>
<td></td>
<td></td>
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<tr>
<td>2015</td>
<td>25</td>
<td></td>
<td></td>
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<tr>
<td>2016</td>
<td>32</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>47</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>173M</td>
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</tbody>
</table>

106M Members worldwide

Figures as of end 2017. Swissôtel will join Le Club AccorHotels on July 2nd 2018

Guests’ origin - Worldwide

- Americas 18%
- Asia-Pacific 31%
- Mediterranean, Middle East & Africa 20%
- Central & Eastern Europe 6%
- France 13%
- Northern Europe 12%
- Northern Europe 12%

<table>
<thead>
<tr>
<th>Region</th>
<th>Share</th>
</tr>
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<tbody>
<tr>
<td>Americas</td>
<td>18%</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>31%</td>
</tr>
<tr>
<td>Mediterranean</td>
<td>20%</td>
</tr>
<tr>
<td>Middle East</td>
<td>6%</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe</td>
<td>13%</td>
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<tr>
<td>France</td>
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<tr>
<td>Northern Europe</td>
<td>12%</td>
</tr>
<tr>
<td>Northern Europe</td>
<td>12%</td>
</tr>
</tbody>
</table>

53M Members worldwide

34.6% Of all roomnights

+27,700 new 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...

Figures as of end 2017.
## DEVELOPMENT CRITERIA

### PROGRAMMING AND DEVELOPMENT RECOMMENDATIONS

<table>
<thead>
<tr>
<th>HOTEL</th>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>AAA ultra city center location, historic conversion</td>
<td>200 keys and more</td>
</tr>
<tr>
<td></td>
<td>ROOM AVERAGE SIZE</td>
<td>-15%/-20% of worldwide</td>
</tr>
<tr>
<td></td>
<td>TGFA / ROOM</td>
<td>60 – 90 sqm</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESORT</th>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>150 keys and more</td>
<td>200 keys and more</td>
</tr>
<tr>
<td></td>
<td>ROOM AVERAGE SIZE</td>
<td>-15%/-20% of worldwide</td>
</tr>
<tr>
<td></td>
<td>TGFA / ROOM</td>
<td>90 – 118 sqm</td>
</tr>
</tbody>
</table>

### FOOD & BEVERAGE

- Breakfast Restaurant
- “The Quarter” Speciality Restaurant
- 1 Bar at a minimum, Vitality coffee breaks, dishes & drinks
- Swimming Pool (optional)
  - >250 keys = Pürovel Spa and Sport (more than 4 treatment rooms and 4 spa amenities)\(^{(1)}\)
  - <250 keys = Pürovel Sport (minimum 2 treatment rooms but less than 4 and 3 spa amenities)

### WELL-BEING

- Club Gold Swiss & Executive Club Rooms
- Key Meeting rooms
- Ballroom\(^{(1)}\)
- Business center\(^{(1)}\)
- Kids Club\(^{(1)}\)

### MEETINGS

- Club Gold Swiss & Executive Club Rooms
- Key Meeting rooms
- Ballroom\(^{(1)}\)
- Business center\(^{(1)}\)
- Kids Club\(^{(1)}\)

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(1) Based on market demand

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**Figures as of end 2018**

**WHY INVEST IN SWISSÔTEL | PERFORMANCE | 30**
THANK YOU
#SwissVitality
#SwissHospitality