



ACCOR HOTELS

Feel Welcome

H1 2017 RESULTS

July 27th, 2017

RAFFLES

SOFITEL
LEGEND

SOY
SOFITEL

SOFITEL

Fairmont

onefineStay

M
GALLERY

PULLMAN

swissôtel

25h
twenty five hours hotels

NOVOTEL

Mercure

adagio

MAMA
SHELTER

ibis

ibis
STYLES

ibis
budget

JOE
300

hotelF1

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The figures included in this presentation are restated after IFRS 5, excepted otherwise stated.



H1 2017 achievements



Strong performance for Hotels

RevPAR up 3.8%
Ongoing recovery in France
Solid growth across most regions



Dynamic Development

23k rooms added in H1
40k rooms to be added organically in 2017
167k rooms in the pipeline



New businesses growing fast

Double digit growth
Integration of Availpro, TravelKeys
and Verychic going per plan

ACCOR**INVEST** 

Strategic process

Carve-out completed on June 30th
Ongoing discussions with investors



Discontinued operations: ACCORINVEST

H1 RESULTS* (IN €M)

	H1 2016 <i>In €m</i>	H1 2017 <i>In €m</i>	L/L %
Revenue	1,908	1,963	+1.7%
EBIT	105	96	+1.3%
EBIT margin	5.5%	4.9%	+0.0%

**before cease of depreciation*



New Group effective since July 1st



Dedicated teams in place



Tax structure below 4% of GAV



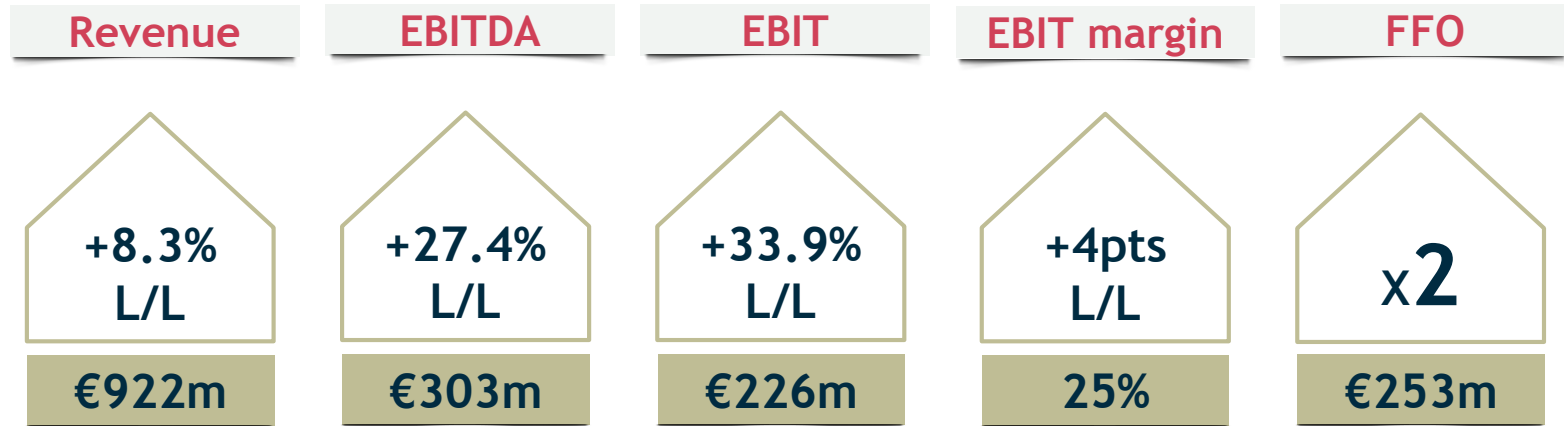
Financing locked in



Ongoing discussions with investors

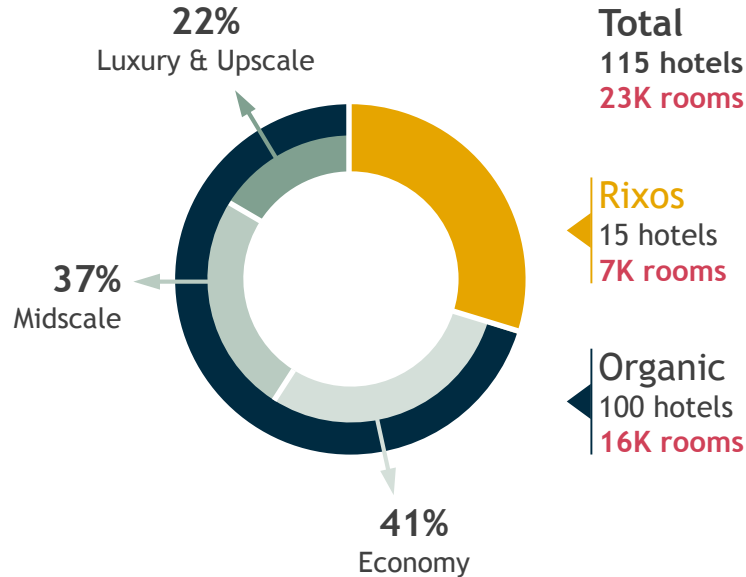


Financial takeaways – H1 2017

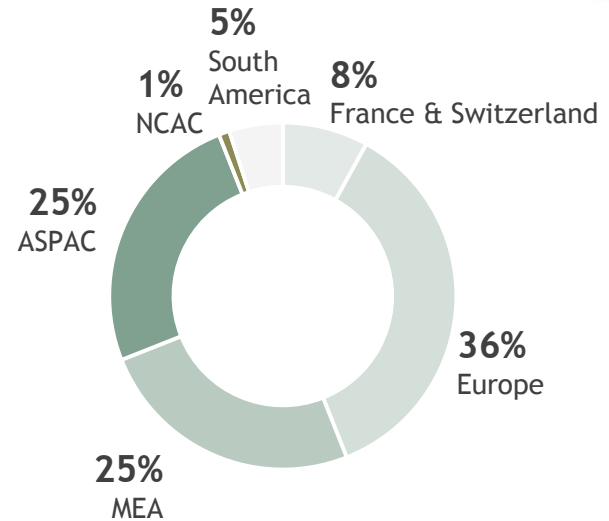


23,000 rooms added in H1 2017

By segment
(in % of rooms)

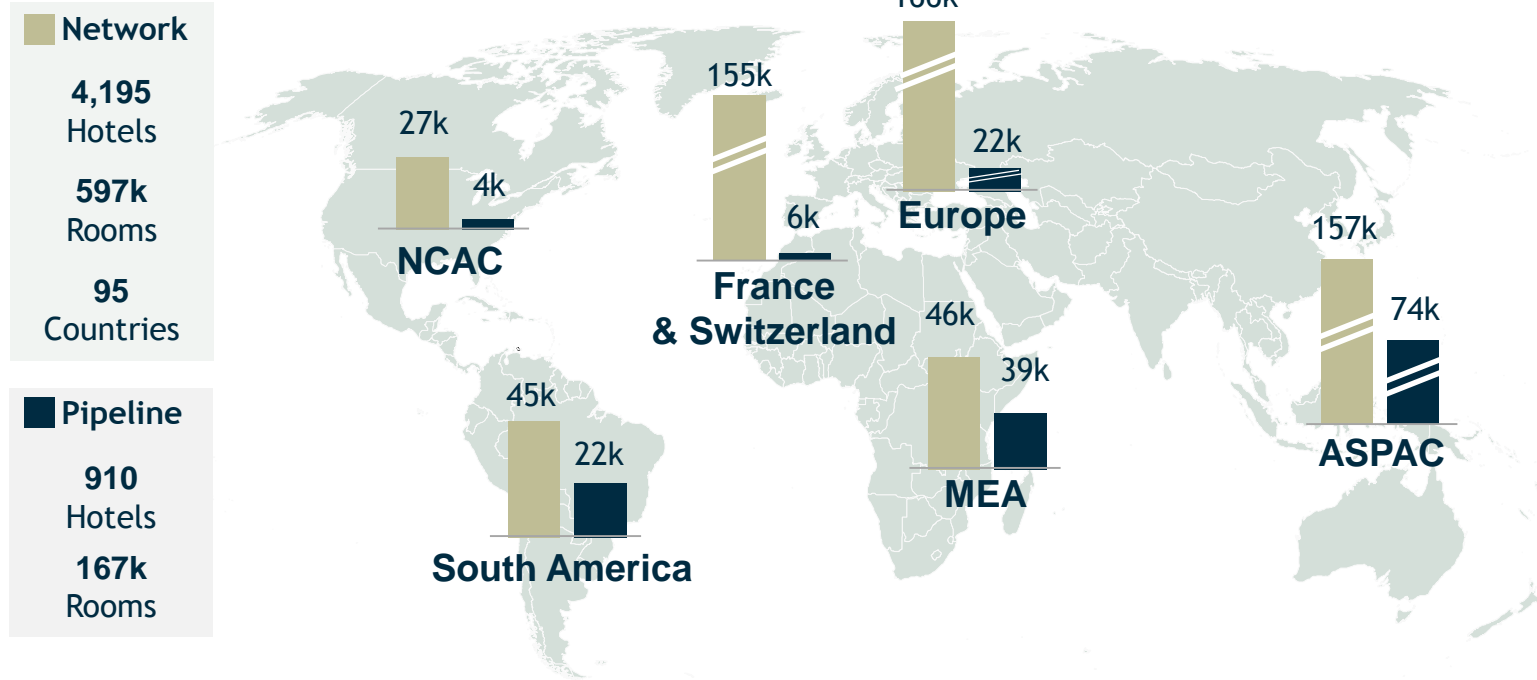


By region
(in % of rooms)



Consolidating leadership in core markets

(At June 30, 2017 - in rooms)



Strong H1 revenue up 8.3% L/L

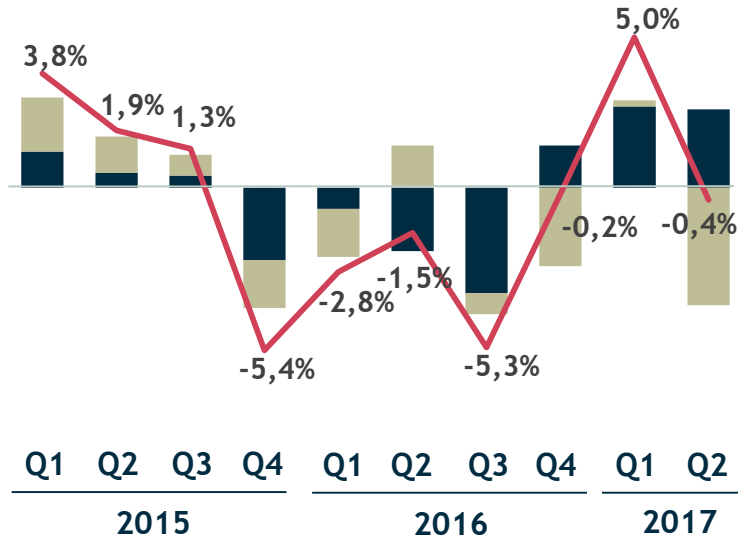
	H1 2016 <i>In €m</i>	H1 2017 <i>In €m</i>	Change Reported	L/L
HotelServices	645	839	+30.1%	+6.0%
New Businesses	13	43	N/A	+16.4%
Hotel assets	280	297	+6.1%	+4.6%
Holding & Intercos	(248)	(258)	N/A	N/A
AccorHotels	691	922	+33.5%	+8.3%

- **HotelServices:** Gross volume at €8.7bn, up 35.3% excluding currency effect
- **Revenue:** Variance between L/L and reported driven by FRHI and new businesses (24%)

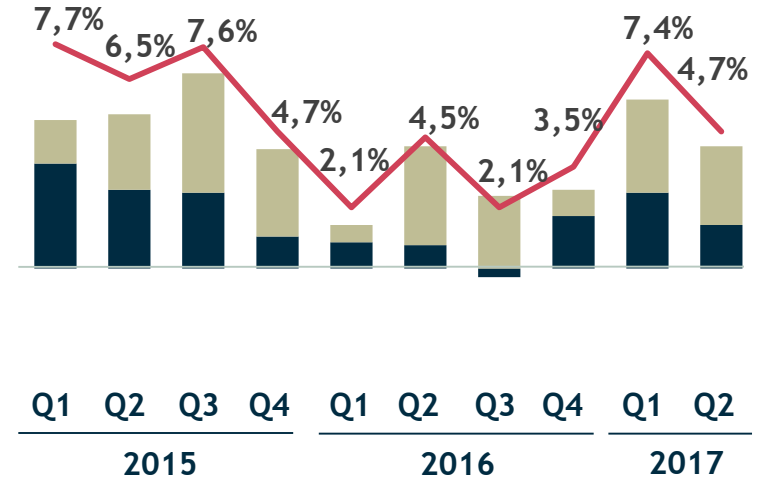


Key RevPAR trends

France & Switzerland



Europe



— RevPAR L/L

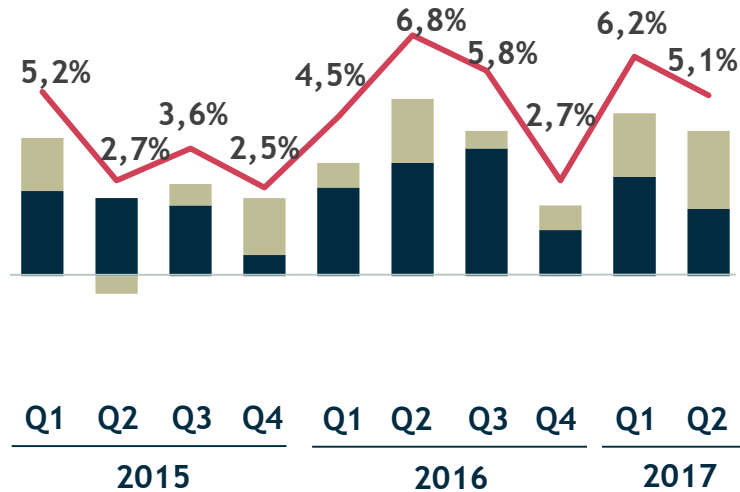
■ Occupancy Rate

■ Average Room Rate

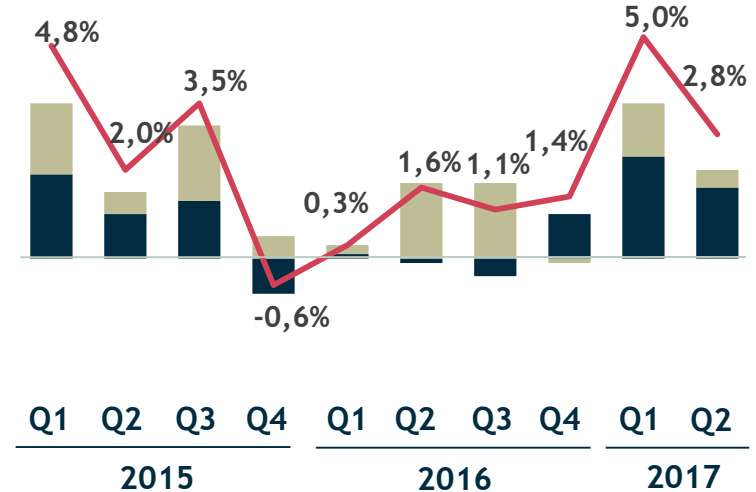


Key RevPAR trends

Asia Pacific



Systemwide



RevPAR L/L

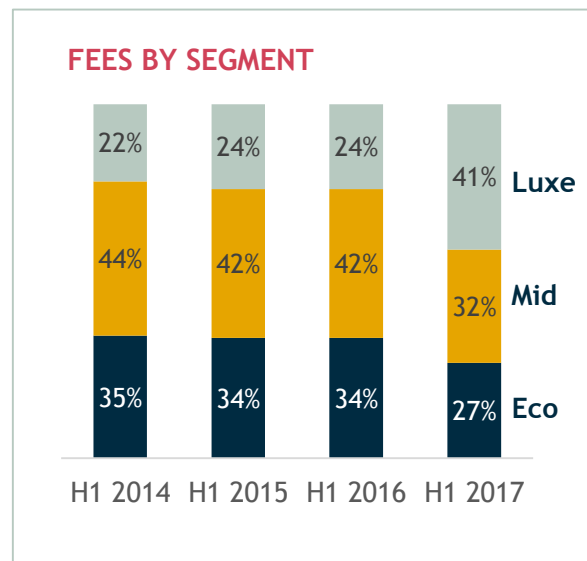
Occupancy Rate

Average Room Rate



HotelServices H1 Revenue: €839m

H1 BY REGION (€m)	H1 2016	H1 2017	L/L ⁽¹⁾
France & Switzerland	181	194	+3.7%
Europe	181	200	+8.1%
MEA	42	61	+4.7%
ASPAC	180	225	+9.3%
NCAC	17	77	(2.9)%
South America	30	34	(5.1)%
Worldwide structures	13	49	+2.8%
HOTELSERVICES	645	839	+6.0%



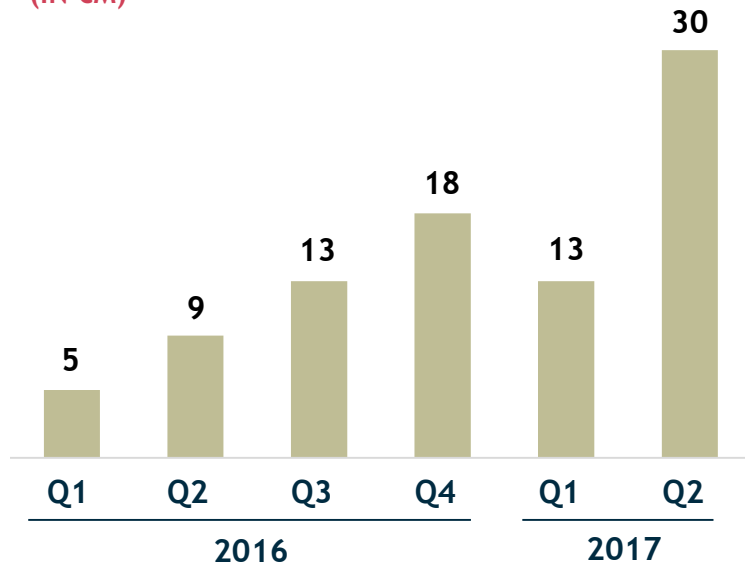
- Strong momentum in Europe led by UK & Iberica and in Asia Pacific
- Fast rebalancing between segments with 41% of fees generated in Luxe

(1) Like-for-like revenue growth includes fees linked to organic expansion, at constant exchange rates



New businesses H1 Revenue: €43m

REVENUE BY QUARTER
(IN €M)



FASTBOOKING
THINK DIRECT

onefinestay

JOHN PAUL

availpro

TravelKeys
Luxury Vacation Homes

VERYCHIC

Initial sales synergies for Fastbooking & Availpro

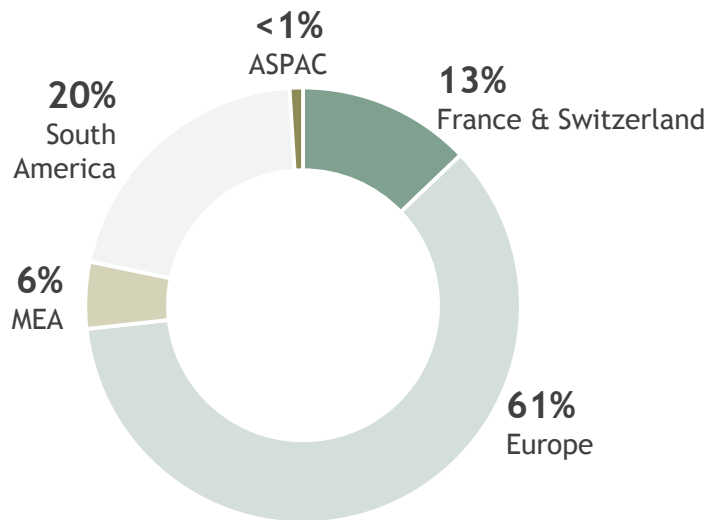
Private rental reorganized under one roof to leverage global leadership with more destinations and listings

John Paul grows fast, and supports the AccorHotels Eco-system with Customer care and AccorLocal



Hotel Assets H1 Revenue: €297m

H1 REVENUE BY REGION
(IN €M)



157 hotels
(31k rooms)

+7.3% L/L
RevPAR

+4.6% L/L
Revenue



H1 2017 – Results by segment

H1 FIGURES (IN €M)		HOTEL SERVICES	NEW BUSINESSES	HOTEL ASSETS	HOLDING & INTERCOS	
2017	Revenue	839	43	297	(258)	922
	EBITDA	310	(14)	40	(33)	303
	EBITDA margin	37%	(31)%	13%	N/A	33%
	EBIT	270	(17)	17	(44)	226
	EBIT margin	32%	(39)%	6%	N/A	25%
2016	Revenue	645	13	280	(248)	691
	EBITDA	199	(10)	32	(34)	187
	EBITDA margin	31%	(75)%	11%	N/A	27%
	EBIT	177	(10)	11	(44)	134
	EBIT margin	27%	(78)%	4%	N/A	19%



From Published to Future Financials P&L

H1 2017 (IN €M)

Revenue

922

EBITDA

303

EBITDA margin

33%

EBIT

226

EBIT margin

25%

IFRS 5 Financial Statements

Intercompany
transactions
becoming external
post Booster

AccorHotels Future Financials

1,197

303

25%

226

19%



HotelServices P&L

H1 FIGURES (IN €M)		MANAGED & FRANCHISED	SALES, MARKETING & DIGITAL	OTHER ACTIVITIES	HOTELSERVICES
2017	Revenue	443	300	97	839
	EBITDA	272	13	25	310
	EBITDA margin	61%	4%	26%	37%
	EBIT	251	2	18	270
	EBIT margin	57%	1%	18%	32%
2016	Revenue	325	230	91	645
	EBITDA	195	(24)	28	199
	EBITDA margin	60%	(11)%	31%	31%
	EBIT	185	(33)	26	177
	EBIT margin	57%	(14)%	28%	27%



HotelServices – EBIT by region

H1 BY REGION	H1 2016 <i>In €m</i>	H1 2017 <i>In €m</i>	L/L
France & Switzerland	62	69	+9.4%
Europe	58	65	+6.6%
MEA	10	18	(16.5)%
ASPAC	32	59	+36.8%
NCAC	(0)	37	N/A
South America	6	7	(8.1)%
Worldwide structures	10	16	N/A
HOTELSERVICES	177	270	+21.4%

- Pursued growth in France, Europe & ASPAC offsetting tough environment in MEA and Brazil
- Legacy FRHI: €54m contribution to H1 EBIT



From EBIT to Net Profit

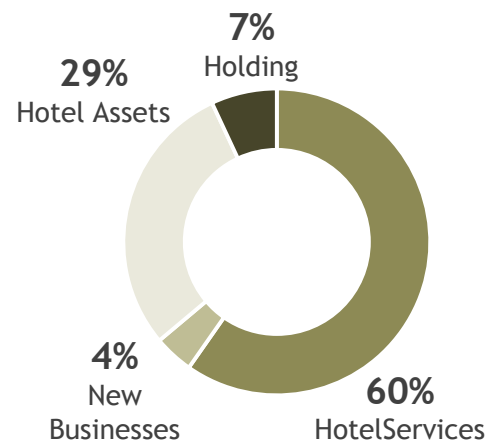
<i>In € millions</i>	H1 2016	H1 2017
EBIT	134	226
Net financial expense	(93)	(40)
Share of profits/(losses) of associates	(1)	13
Operating profit before tax and non-recurring items	40	200
Non-recurring items	19	(58)
Income tax expense	(20)	39
Minority interests	(9)	(15)
Net profit/(loss) before discontinued operations	30	165
Profit or loss from discontinued operations	44	(88)
Net profit/(loss) attributable to shareholders	74	77



From EBITDA to Recurring Free Cash flow

<i>In € millions</i>	H1 2016	H1 2017
EBITDA	187	303
Cost of net debt	(35)	(45)
Income tax (cash)	(46)	(20)
Non cash & others	13	15
Funds from operations	118	253
Recurring Investment	(84)	(71)
Recurring Free Cash flow	34	182
Cash conversion (Recurring FCF / EBITDA)	18%	60%

**H1 2017 RECURRING INVESTMENT
BY SEGMENT**



From Recurring FCF to Change in Net Debt

<i>In € millions</i>	H1 2016	H1 2017
Recurring free cash flow	34	182
Acquisitions	(355)	(243)
Proceeds from disposals	91	10
Working capital	9	(64)
Dividends	(176)	(162)
Others	(116)	(112)
Hybrid financial instruments & interest	(37)	(37)
Cash flow from discontinued operations	(155)	(247)
Change in net debt	(705)	(673)
Net Debt Position - Closing		2,354



Conclusion

- **Ongoing solid momentum in H1**
- **Development: over 40k rooms to be added organically in 2017**
- **Fast growth in new businesses**
- **Favorable phasing effects from FRHI synergies and Digital plan on H1 results**
- **Full-Year 2017 EBIT expected in a range between €460m and €480m**



Appendices

New Segment Reporting

HotelServices

- Franchise fees
- Management fees
- Sales, Marketing, Distribution & Loyalty
- Other hotel services & activities

New Businesses

- Travel space
- Onefinestay
 - TravelKeys
 - Fastbooking
 - Availpro
 - Verychic

- Community services
- John Paul

Hotel Assets

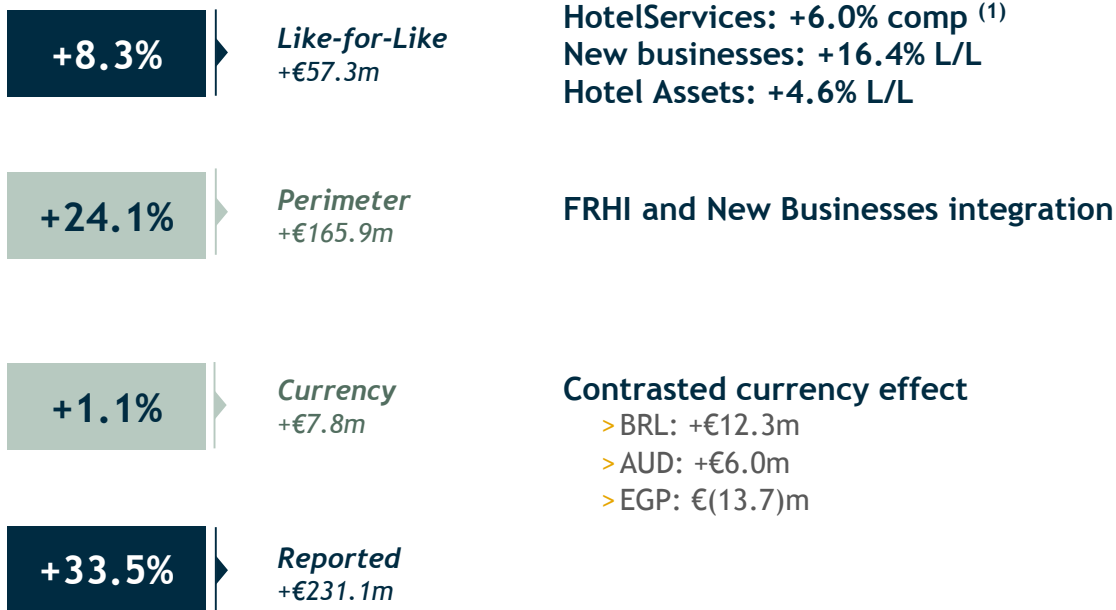
- Orbis
- EBITDAR leases
- Specific O&L contracts

Holding & Intercos

- Interco elimination between segments
- Corporate functions



H1 Revenue – From Like-for-like to Reported



(1) Comparable (comp.) revenue growth - includes fees linked to organic expansion, at constant exchange rates



APPENDICES

Q2 2017 Revenue



Q2 Revenue – From Like-for-like to Reported

+9.2%	<i>Like-for-Like</i> +€34.2m	HotelServices: +6.3% comp ⁽¹⁾ New businesses: +19.6% L/L Hotel Assets: +3.8% L/L
+23.4%	<i>Perimeter</i> +€87.7m	FRHI and New Businesses integration
+0.4%	<i>Currency</i> +€1.4m	Contrasted currency effect > BRL: +€4.0m > AUD: +€1.7m > EGP: €(6.1)m
+33.0%	<i>Reported</i> +€123.2m	

(1) Comparable (comp.) revenue growth - includes fees linked to organic expansion, at constant exchange rates



Strong Q2 revenue up 9.2% L/L

	Q2 2016 <i>In €m</i>	Q2 2017 <i>In €m</i>	Change Reported	L/L
HotelServices	350	445	+27.1%	+6.3%
New Businesses	9	30	+252.2%	+19.6%
Hotel assets	159	168	+5.5%	+3.8%
Holding & Interco	(144)	(146)	N/A	N/A
AccorHotels	373	497	+33.0%	+9.2%
Future Financials	524	649		

- **HotelServices:** Gross volume at €4.6bn, up 34.6% excluding currency effect
- **Revenue:** variance between L/L and reported driven by FRHI and new businesses (23%)



HotelServices Q2 Revenue

Q2 FIGURES (IN €M)	Q2 2016 <i>In €m</i>	Q2 2017 <i>In €m</i>	L/L ⁽¹⁾
France & Switzerland	105	116	+6.8%
Europe	104	115	+7.9%
MEA	19	31	+7.8%
ASPAC	90	108	+8.1%
NCAC	10	41	(5.3)%
South America	15	17	+0.4%
Worldwide structures	7	16	N/A
HOTELSERVICES	350	445	+6.3%

(1) Like-for-like revenue growth includes fees linked to organic expansion, at constant exchange rates



APPENDICES

RevPAR



RevPAR - Systemwide

	Q1 2017						Q2 2017						H1 2017					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Lux. & Upscale	64.1	+3.0	155	-0.2	99	+4.7	67.9	+3.0	163	+1.0	111	+5.8	66.0	+3.1	159	+0.4	105	+5.3
Midscale	63.3	+2.9	88	+0.8	56	+5.7	71.0	+2.1	89	-0.8	63	+2.2	67.1	+2.5	89	-0.1	60	+3.8
Economy	62.2	+1.5	57	+1.4	35	+4.0	70.5	+0.8	59	-0.0	41	+1.2	66.4	+1.2	58	+0.6	38	+2.5
SYSTEMWIDE	63.0	+2.3	90	+1.2	56	+5.0	70.1	+1.6	91	+0.4	64	+2.8	66.6	+2.0	90	+0.7	60	+3.8



RevPAR – Geographical breakdown ^(1/2)

	Q1 2017						Q2 2017						H1 2017					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Lux. & Upscale	59.5	+4.9	182	-1.2	108.3	+7.6	73.3	+6.2	214	-4.5	157	+4.1	66.4	+5.6	200	-3.1	133	+5.6
Midscale	58.1	+4.2	104	-1.3	60.4	+6.3	71.4	+4.3	108	-6.4	77	-0.4	64.8	+4.3	106	-4.3	69	+2.5
Economy	59.3	+1.8	59	+0.4	35.2	+3.6	72.0	+1.5	62	-3.3	45	-1.3	65.7	+1.7	61	-1.7	40	+0.9
FRANCE & SWIT.	58.9	+2.7	80	+0.2	46.9	+5.0	71.9	+2.6	84	-3.9	61	-0.4	65.4	+2.7	82	-2.1	54	+2.0
Lux. & Upscale	61.7	+3.5	140	+3.4	86.2	+9.2	73.2	+2.5	159	+3.4	116	+6.9	67.6	+3.0	150	+3.4	101	+7.9
Midscale	63.4	+2.5	80	+2.9	50.7	+7.2	76.2	+1.1	87	+1.9	66	+3.4	69.9	+1.8	84	+2.3	58	+5.1
Economy	67.0	+2.4	57	+3.0	38.4	+6.9	79.0	+1.8	64	+3.1	51	+5.4	73.1	+2.1	61	+3.0	45	+6.1
EUROPE	64.9	+2.6	75	+3.2	48.7	+7.4	77.2	+1.5	83	+2.7	64	+4.7	71.1	+2.1	80	+2.9	57	+5.9
Lux. & Upscale	62.9	+2.1	170	-0.7	107	+2.7	60.7	+3.6	205	+3.6	124	+10.0	61.8	+2.8	188	+1.3	116	+6.1
Midscale	64.3	+6.5	88	-5.4	57	+5.3	59.2	+2.9	77	-0.2	46	+5.0	61.7	+4.7	83	-2.9	51	+5.1
Economy	64.5	+3.4	71	-4.9	46	+0.2	58.3	+1.4	59	-2.9	35	-0.6	61.4	+2.4	66	-3.9	40	-0.2
MEA	63.3	+4.0	122	-3.5	77	+3.0	59.4	+2.6	133	+1.6	79	+6.3	61.3	+3.3	127	-1.1	78	+4.5



RevPAR – Geographical breakdown ^(2/2)

	Q1 2017						Q2 2017						H1 2017					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Lux. & Upscale	66.0	+3.9	119	+0.2	79	+6.4	65.9	+2.9	107	+2.0	70	+6.7	65.9	+3.4	113	+1.0	74	+6.5
Midscale	69.9	+2.4	87	+2.0	61	+5.4	69.9	+2.1	78	+1.2	54	+4.1	69.9	+2.2	82	+1.6	58	+4.8
Economy	67.0	+1.4	51	+2.1	34	+4.7	67.5	+0.7	46	+1.1	31	+2.1	67.3	+1.1	48	+1.6	32	+3.3
ASPAC	67.9	+2.8	89	+1.8	61	+6.2	67.9	+1.9	80	+2.2	54	+5.1	67.9	+2.3	85	+2.0	57	+5.6
Lux. & Upscale	66.7	-0.8	236	-2.5	158	-3.5	76.8	-0.8	249	-4.0	191	-5.0	71.8	-0.7	243	-3.3	175	-4.3
Midscale	71.3	+0.5	119	+9.4	85	+9.9	81.0	-1.7	135	+10.4	109	+7.9	76.2	-0.6	127	+9.9	97	+8.8
Economy	69.8	+2.2	37	+13.7	26	+17.4	70.0	-2.6	40	+17.0	28	+12.7	69.9	-0.3	38	+16.0	27	+15.5
NCAC	67.3	+0.6	205	+2.8	138	+3.6	76.6	-1.5	220	+4.0	168	+2.0	72.0	-0.4	213	+3.4	153	+2.8
Lux. & Upscale	47.5	-8.0	167	-3.4	79	-17.2	51.3	-0.6	139	-4.0	71	-5.2	49.4	-4.4	153	-3.9	75	-12.0
Midscale	51.9	+0.2	78	-8.4	40	-8.2	53.0	-0.2	72	-5.1	38	-5.5	52.4	-0.0	75	-6.7	39	-6.8
Economy	51.3	-3.0	51	-0.7	26	-6.0	52.2	-3.6	49	+0.9	25	-5.5	51.8	-3.3	50	+0.1	26	-5.7
SOUTH AMERICA	51.1	-2.4	69	-4.8	35	-8.9	52.3	-2.4	63	-1.4	33	-5.5	51.7	-2.4	65	-3.1	34	-7.2



APPENDICES

Exchange rates



Q2 2017 Exchange Rates

1€ = X foreign currency	Q2 2016 average rate	Q2 2017 average rate	Q2 2017 vs. Q2 2016 Change
Brazilian real (BRL)	3.97	3.53	+11.1%
Australian dollar (AUD)	1.52	1.46	+3.3%
Sterling (GBP)	0.79	0.86	(9.3)%
Egyptian Pound (EGP)	10.02	19.89	(98.5)%
American dollar (USD)	1.13	1.10	+2.6%



H1 2017 Exchange Rates

1€ = X foreign currency	H1 2016 average rate	H1 2017 average rate	H1 2017 vs. H1 2016 Change
Brazilian real (BRL)	4.14	3.44	+16.9%
Australian dollar (AUD)	1.52	1.44	+5.8%
Sterling (GBP)	0.78	0.86	(10.5)%
Egyptian Pound (EGP)	9.45	19.42	(105.5)%
American dollar (USD)	1.12	1.08	+3.0%



APPENDICES

Portfolio



Portfolio at June 30, 2017 (1/2)

	MANAGED (Incl. Owned & leased)		FRANCHISED		TOTAL	
	# hotels	# rooms	# hotels	# rooms	# hotels	# rooms
Luxury & Upscale	34	6,995	25	1,974	59	8,969
Midscale	162	23,313	260	23,598	422	46,911
Economy	377	39,743	831	58,950	1,208	98,693
FRANCE & SWITZERLAND	575	70,132	1,118	84,657	1,693	154,789
Luxury & Upscale	60	12,783	30	8,985	90	21,768
Midscale	233	41,271	236	29,395	469	70,666
Economy	369	51,361	230	22,590	599	73,951
EUROPE	663	105,507	496	60,970	1,159	166,477
Luxury & Upscale	64	21,705	3	383	67	22,088
Midscale	47	9,564	12	2,320	59	11,884
Economy	57	9,983	4	632	61	10,615
MEA	175	42,110	20	3,588	195	45,698

Region figures comprise other brands



Portfolio at June 30, 2017 (2/2)

	MANAGED (Incl. Owned & leased)		FRANCHISED		TOTAL	
	# hotels	# rooms	# hotels	# rooms	# hotels	# rooms
Luxury & Upscale	192	50,601	47	6,943	239	57,544
Midscale	191	45,326	55	7,562	246	52,888
Economy	163	29,059	109	15,140	272	44,199
ASPAC	558	126,618	219	30,567	777	157,185
Luxury & Upscale	49	21,296	2	702	51	21,998
Midscale	7	1,475	7	1,462	14	2,937
Economy	16	2,090	1	140	17	2,230
NCAC	73	25,184	10	2,304	83	27,488
Luxury & Upscale	17	3,561	4	981	21	4,542
Midscale	76	11,051	12	1,561	88	12,612
Economy	108	20,260	70	8,026	178	28,286
South America	202	34,927	86	10,568	288	45,495
Luxury & Upscale	416	116,941	111	19,968	527	136,909
Midscale	716	132,000	582	65,898	1,298	197,898
Economy	1,090	152,496	1,245	105,478	2,335	257,974
TOTAL	2,246	404,478	1,949	192,654	4,195	597,132

Region figures comprise other brands



APPENDICES

Glossary



Glossary

REGION ORGANIZATION

- France & Switzerland
- Europe (does not include France nor Switzerland)
- MEA: Middle-East and Africa
- ASPAC: Asia Pacific Region
- NCAC: North & Central America & Caribbean
- South America

NON-BRANDED HOTELS IN THE PORTFOLIO

- Brands not included in the three Luxury & Upscale / Midscale / Economy segments.
- At the end of June 2017, 35 hotels (4,351 rooms) are no-branded: 3 in France, 1 in Switzerland, 1 in Italy, 8 in Middle East & Africa, 12 in Australia, 8 in Asia, 1 in Brazil, 1 in Canada)





ACCOR HOTELS

Feel Welcome

H1 2017 RESULTS

July 27th, 2017

RAFFLES

SO FITELE
LEGEND

SO
FITELE

SOFITEL

Fairmont

onefineStay

M
GALLERY

PULLMAN

swissôtel

25h
twenty five hours hotels

NOVOTEL

Mercure

adagio

MAMA
SHELTER

ibis

ibis
STYLES

ibis
budget

JOE
300

hotelF1