



# ACCOR HOTELS

Feel Welcome

New segment reporting & IFRS 15  
April 2018

RAFFLES

SO FITE L  
LEGEND

SO  
FITE L

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

# 2017 Segment Reporting



# New Reporting



# Q1 2017 Group Revenue

## Segment breakdown – IFRS 15 – Pre Booster closing

In €m	Published	Proforma
HotelServices	394	563
New Businesses	13	13
Hotel Assets & Other	129	164
Holding & Intercos	(112)	(111)
<b>AccorHotels</b>	<b>425</b>	<b>629</b>



# Q1 2017 HotelServices

Management & Franchise – IFRS 15 – Pre Booster closing

In €m	Q1 2017
Europe	87
Asia Pacific	51
Middle East & Africa	21
North & Cent. America	31
South America	10
<b>HOTELSERVICES</b>	<b>199</b>



# 2017 RevPAR per quarter

## Europe (incl. France & Switzerland)

In €	Q1			Q2			Q3			Q4			FY		
	OR %	ARR	RevPAR	OR %	ARR	RevPAR	OR %	ARR	RevPAR	OR %	ARR	RevPAR	OR%	ARR	RevPAR
Luxury & Upscale	61	155	94	73	178	130	78	180	140	69	162	111	70	170	119
Midscale	61	89	55	74	95	70	77	91	71	68	91	62	70	92	65
Economy	63	58	37	75	63	47	78	62	48	69	62	43	71	61	44
<b>Europe</b>	<b>62</b>	<b>77</b>	<b>48</b>	<b>75</b>	<b>84</b>	<b>62</b>	<b>78</b>	<b>83</b>	<b>64</b>	<b>69</b>	<b>81</b>	<b>56</b>	<b>71</b>	<b>81</b>	<b>58</b>

Change yoy	Q1			Q2			Q3			Q4			FY		
	OR pts L/L	ARR % L/L	RevPAR % L/L	OR pts L/L	ARR % L/L	RevPAR % L/L	OR pts L/L	ARR % L/L	RevPAR % L/L	OR pts L/L	ARR % L/L	RevPAR % L/L	OR pts L/L	ARR % L/L	RevPAR % L/L
Luxury & Upscale	+4	+2%	+8%	+4	+0%	+6%	+5	+3%	+10%	+3	+4%	+9%	+4	+2%	+8%
Midscale	+3	+1%	+7%	+2	-2%	+2%	+3	+2%	+6%	+3	+2%	+6%	+3	+1%	+5%
Economy	+2	+2%	+5%	+2	-1%	+2%	+3	+2%	+6%	+2	+3%	+6%	+2	+1%	+5%
<b>Europe</b>	<b>+3</b>	<b>+2%</b>	<b>+6%</b>	<b>+2</b>	<b>-1%</b>	<b>+2%</b>	<b>+3</b>	<b>+2%</b>	<b>+7%</b>	<b>+2</b>	<b>+3%</b>	<b>+7%</b>	<b>+3</b>	<b>+2%</b>	<b>+5%</b>



# Definitions

Key changes vs. the previous reporting are:

- IFRS 15 application notably on key money and hotel staff costs reimbursement
- Move of Asia-Pacific businesses from HotelServices to Hotel Assets & Other
  - AccorPlus, a paying loyalty program
  - Timeshare activity, named Accor Vacation Club
  - Strata, i.e. Management Letting Rights in Australia
- Europe is now one region regrouping the former France & Switzerland and Europe regions





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