



Let's make our guests
Live Limitless

I

Seizing the momentum



AFTER ANOTHER RECORD YEAR



Travel & Tourism: a blessed industry...

10.4%

Travel & Tourism GDP
As a % of global GDP

1 / 10

Jobs are supported
By Travel & Tourism industry

1.3bn

2017 International outbound
from 300m in the 1980s

4.6%

Direct Travel & Tourism
GDP growth in 2017

1 / 5

Jobs created
in the last 10 years

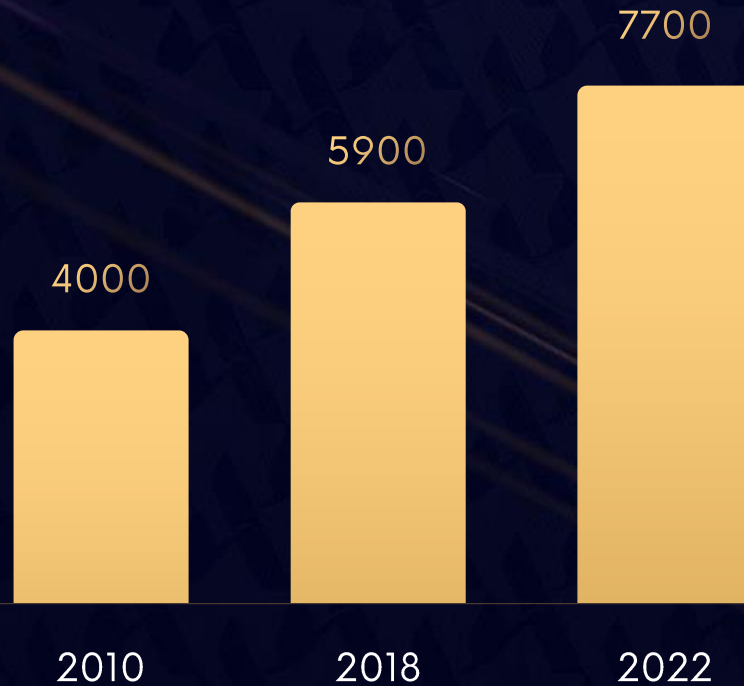
4bn

2017 Air passengers
to **8bn** in 2036



...constantly growing

Travel & tourism spends
(\$bn)



Across all geographies

	2018-2022 CAGR
Western Europe	+5%
Eastern Europe	+8%
North America	+5%
South America	+5%
Middle East	+8%
Africa	+6%
China	+11%
India	+11%
Rest of Asia Pacific	+6%



Accor has conducted a massive transformation

● 2012

● 2018

Talents

↗ x1,8

280k

160k

Brands

↗ x2,9

38

13

Gross volume (€)

↗ x2,2

20bn

9bn

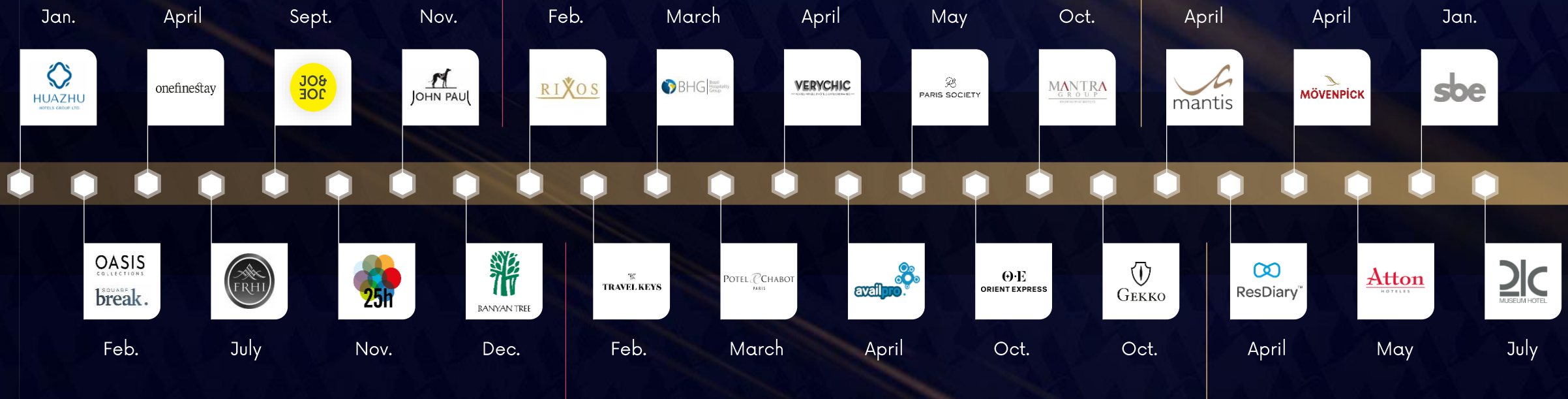
As of December 31st 2018



Enriching the range of brands & activities to create an ecosystem of Augmented Hospitality

2016 | 2017

2018



Energizing growth & development Across all segments & geographies

Organic

300 hotels
44k rooms

MANTRA
GROUP

138 hotels
25k rooms

MÖVENPICK
Hotels & Resorts

86 hotels
21k rooms

sbe

18 hotels
7k rooms

Atton
HOTELS

10 hotels
2k rooms

2ic
HOTELS

8 hotels
1k rooms

mantis

28 hotels
1k rooms

TOTAL 2018

588 hotels
100k rooms

Reinforcing Luxury...



44%

Luxury & Premium

34%

Midscale

22%

Economy

...and booming markets



49% ASPAC

17% MEA

16% Europe

10% NCAC

8% South America



Strong leadership in regions with most potential

	Europe	ASPAC excl. China	MEA	South Am
Accor Position*	#1	#1	#1	#1
% among top 5 Chains*	 45% #2 at 16%	 36% #2 at 24%	 34% #2 at 31%	 50% #2 at 17%
Brand Penetration	30%	30%	35%	20%

* in number of rooms
Source: MKG, STR and Companies annual reports



A resilient and well-balanced portfolio across cities & countries

TOP 20 CITIES

Less than 25% of Accor total network

	% of total network	Cumulative %
Paris	2.6%	2.6%
London	1.7%	4.3%
Dubai	1.6%	5.9%
Bangkok	1.4%	7.3%
Sao Paulo	1.3%	8.6%
Shanghai	1.1%	9.7%
Jakarta	1.1%	10.8%
Makkah	1.1%	11.9%
Berlin	1.0%	12.9%
Rio de Janeiro	0.9%	13.8%
Singapore	0.9%	14.7%
Sydney	0.9%	15.6%
Melbourne	0.8%	16.4%
Munich	0.8%	17.2%
Beijing	0.8%	18.0%
Seoul	0.7%	18.7%
Amsterdam	0.7%	19.4%
Istanbul	0.7%	20.1%
Surfers Paradise	0.6%	20.7%
Brisbane	0.6%	21.3%

TOP 20 COUNTRIES

Top 5 countries are spread over 4 continents

	% of total network	Cumulative %
France	21%	21%
China	8%	29%
Australia	8%	37%
Germany	7%	44%
Brazil	7%	51%
UK	5%	56%
Indonesia	3%	59%
Thailand	3%	62%
UAE	2%	64%
Saudi Arabia	2%	66%
USA	2%	68%
Poland	2%	70%
Canada	2%	72%
Turkey	2%	74%
Spain	2%	76%
Italy	2%	78%
Switzerland	1%	79%
India	1%	80%
Russia	1%	81%
Netherlands	1%	82%

In number of rooms as of end-September 2018



More than another record year 2018 marked a turning point for Accor

Historical results

+8%
L/L EBITDA

€712m, fully in line with
announced €700-720m
guidance

+5.6%
REVPAR

L/L Systemwide

+22%⁽¹⁾
Rec. FCF

€529m Recurring Free
Cash Flow

Asset-light shift

4.8€bn

proceeds

93%

Managed or franchised

☰ Shareholders return

✓ Acquisitions

⊗ Core business

1. EBITDA minus cost of debt, cash taxes, recurring investments and working capital



From owning properties...

- ❖ Real estate manager
- ❖ Product centric
- ❖ Functional
- ❖ Transactional

To owning the customer relationship

- ❖ Service provider
- ❖ Client centric
- ❖ Experiential
- ❖ Aspirational

II

Now it's time to deliver a new guest promise



BY BRINGING AUGMENTED HOSPITALITY TO LIFE

Leverage our unique “Augmented hospitality” ecosystem to rethink the way we engage our customers



Multiplying touchpoints to get into people's daily life



Guest expectations have dramatically changed



SIMPLICITY

Simple rules

Clearly understandable
commercial and loyalty
terms

Seamlessness
& Speed



IMMEDIACY

Instant gratifications

Increasing frequency
of usage

Mobile as key
interaction point



PERSONALIZATION

Guest preferences
knowledge

Tailored services

Fast track &
choice of benefits



BEYOND THE STAY

Work, Live, Play

All in one ecosystem

Money can't buy
experiences

Simplicity

Clarity



Pricing architecture



Loyalty rules
& mechanisms

Fluidity



UX Design Culture



Speed index



Mobile



Conversational



Frictionless
journey

Immediacy

Frequency of usage

150

number of times we check our phone every day

87%

millennials always have their phone on them, day & night

46%

Amazon Prime subscribers buy something at least once a week.

83%

smartphone users have at least one travel app installed

Instant Gratification

TL;DR

Too Long Didn't Read

Tangible

not points, concrete rewards

Fun

is considered an important loyalty driver by 60% of millennials

Choice

of benefits as a way to tailor the relationship



Personalization

84%

of business travelers say having
a personalized guest experience
is important to them
(GBTA study – october 2018)





+12%
Satisfaction
for our Elite members



Beyond the stay



Bars &
Restaurants

Gym

Spa

Conventions

Private
events

Co-Working

AN EXTENDED HOSPITALITY EXPERIENCE



Breaking down the hotel walls


ACCOR HOTELS
ARENA

*Montreux
Jazz Festival*

*Montreux
Jazz Festival*



Guest expectations have dramatically changed...

SIMPLICITY

IMMEDIACY

PERSONALIZATION

**BEYOND
THE STAY**

They want it **all**.





Today 2019



BOOKING ENGINE

500m reservations

LOYALTY PROGRAM

50m members

**ONE SINGLE PLATFORM
ALL IN ONE, ALL FOR YOU**



One single platform delivering ALL of Accor, ALL for you
ALL.accor.com



III

How does this translate for Loyalty?

LECLUB ACCOR
HOTELS
PRIORITY DESK



New Premium Status



Enriched Benefits



Partnerships & Experiences



New brand identity



*New Premium
Status*

Two new Premium status levels

BLACK

— A new invitation-only tier providing our best level of recognition and rewards

**DIAMOND
PLATINUM**

— A new Elite level Tier, Diamond, starting at 26k status points

— 60 nights / 14k status pts

GOLD

— 30 nights / 7k status pts

SILVER

— 10 nights / 2k status pts

CLASSIC

— Free





New Premium Status



Enriched Benefits



Partnerships & Experiences



New brand identity

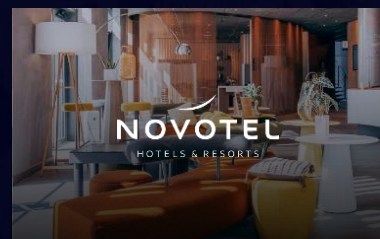
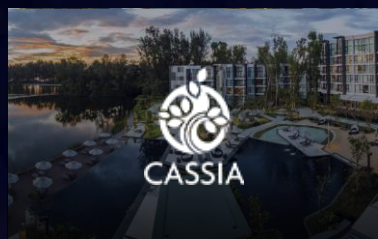
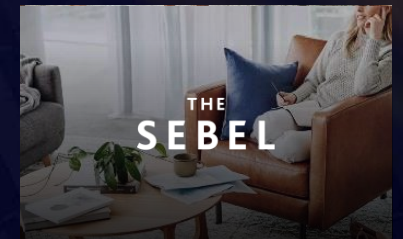
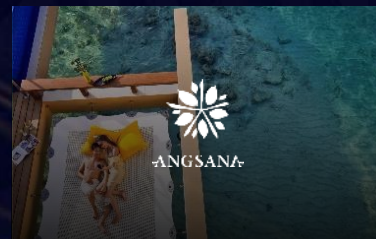
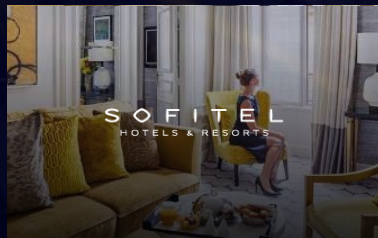
...for you
...ccor,
When our phones are our passports
When we switch modes as easily as moods
When we go by the motto "my style, my way"
We're inventing a whole new way to Live Limitless.
And we call it...

ACCOR
LIVE
LIM

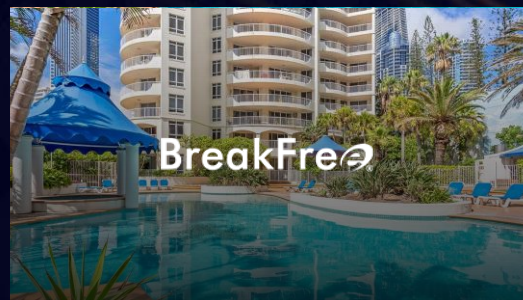
A high-end living room featuring a large, tufted, light-colored leather sofa and a matching ottoman. A large, ornate chandelier hangs from the ceiling. A large, multi-paned mirror reflects the room, creating a sense of depth. The room is decorated with a vase of flowers, a small table, and a chair. The overall atmosphere is elegant and sophisticated.

Enriched Benefits

Already the widest range of hotel brands in a single program...



12 more brands



More than places to sleep,
places to enjoy great restaurants & bars

10k

Restaurants & bars

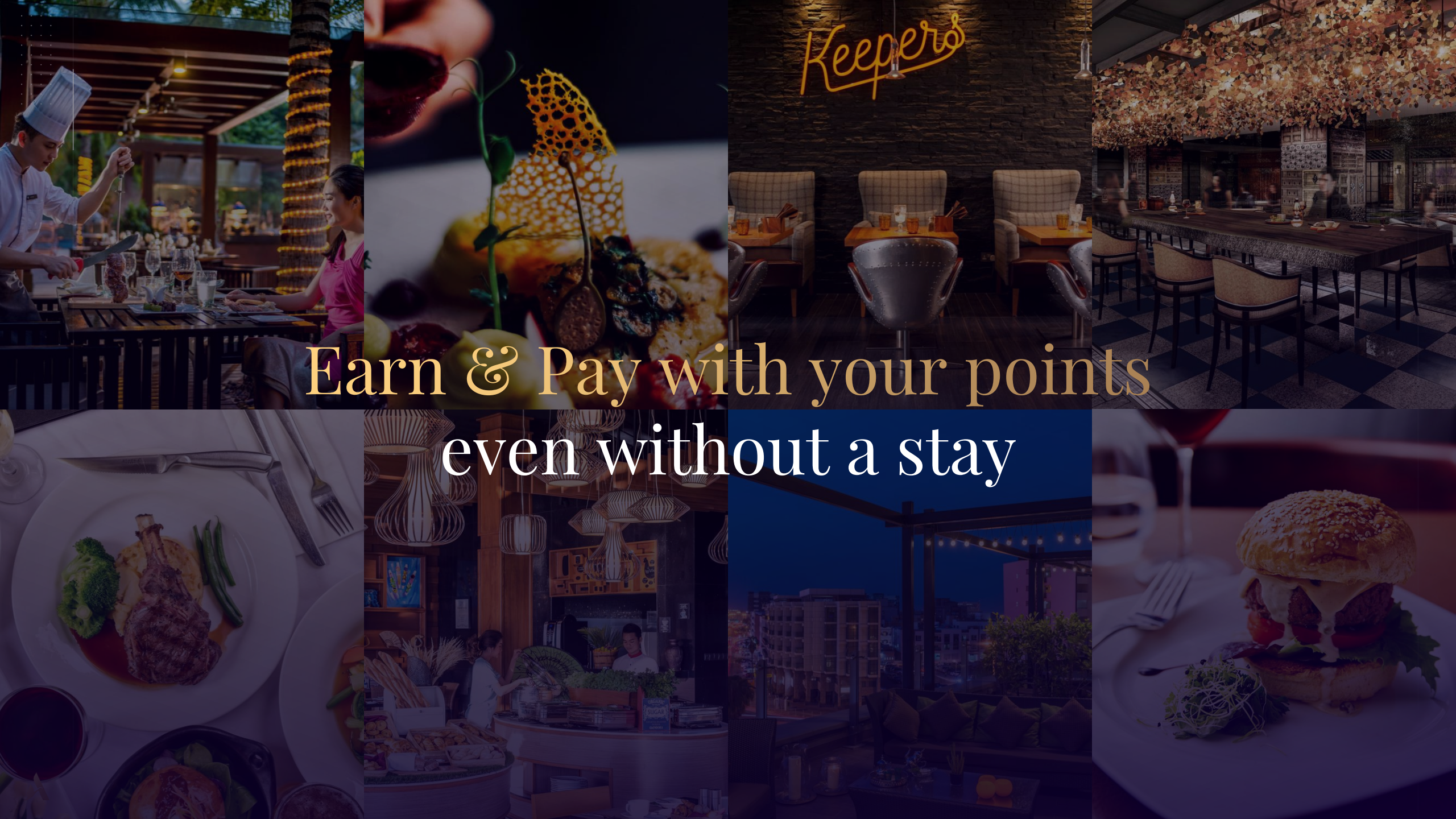
80k

Passionate talents

200m

Meals served each year





Earn & Pay with your points
even without a stay

Generosity





New Premium Status



Enriched Benefits



Partnerships & Experiences



New Identity & Branding Strategy

A large crowd of people is gathered at what appears to be a festival or concert. In the center, a person wearing a light-colored hat and a striped shirt is being carried on the shoulders of another person. Both have their arms raised in the air. The background is filled with many other people, some also with their arms raised, and several flags are visible, including a prominent yellow flag on the right. The overall atmosphere is one of celebration and community. The text is overlaid in the center of the image.

*Partnerships
& Experiences*

Far beyond the stay, partnerships anchor ALL in our member's day-to-day

Increase member
conversion

Create an always-on
ecosystem

Increase
engagement

Multiply
touchpoints & frequency



EVERYWHERE

ON THE MOVE



EVERYDAY

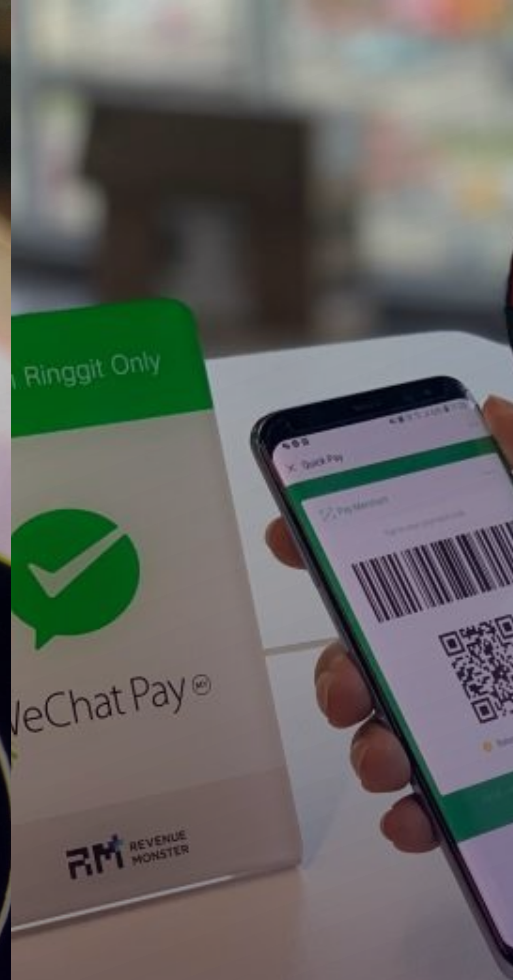


Everyday



EVERYDAY

Payment



On the move



ON THE MOVE

Already 34 transportation partnerships and growing



AIRLINES
28 PARTNERS



& more



GROUND
TRANSPORTATION & MOBILITY
6 PARTNERS



ON THE MOVE

Beyond traditional transportation

**BIKE
SHARING**

**ELECTRIC
SCOOTERS**

**RIDE
HAILING**

**RIDESHARING /
CARPOOLING**



Everywhere



EVERYWHERE

Listening to our guests...

51%

Dining & Culinary

30% Transportation & Mobility

25% Music Streaming

14% Reading

TOP 3 PASSIONS

40%

Entertainment

27% Art & culture

25% Films & TV series

10% None of these

38%

Sport

27% Electronics & Technology

20% Fashion & Retail

Source: Internal study based on 36k respondents





All ACCOR
LIVE
LIMITLESS

taste
by IMG

EVERYWHERE

Dining & Culinary



7.5k

Tickets for burn

5 Cities

Toronto, Sao Paulo, London, Paris, Hong Kong

200 masterclasses

ALL VIP Area

& more...

Buy 1 get 1 free, Food credit, activation assets...







All ACCOR
LIVE
LIMITLESS

AEG
PRESENTS

EVERYWHERE

Entertainment



60k

tickets per year

2 festivals

UK & Asia

5 venues

Buenos Aires, Hamburg, Rome, Moscow, Sydney

∞ experiences

VIP Tickets, Suite Access, experiential spaces...



Barclaycard Presents
British Summer Time
LONDON

AccorHotels Arena
PARIS

Barclaycard Arena
HAMBURG

Hallo Hamburg
Stadio Della
Roma
ROME

Amfion Arena
MOSCOW

Qudos Bank Arena
SYDNEY

BA Arena
BUENOS AIRES

AEG Presents
Touring ASIA





All ACCOR
LIVE
LIMITLESS



A limitless field of possibilities



JERSEY EXPOSURE



EXPOSURE ASSETS



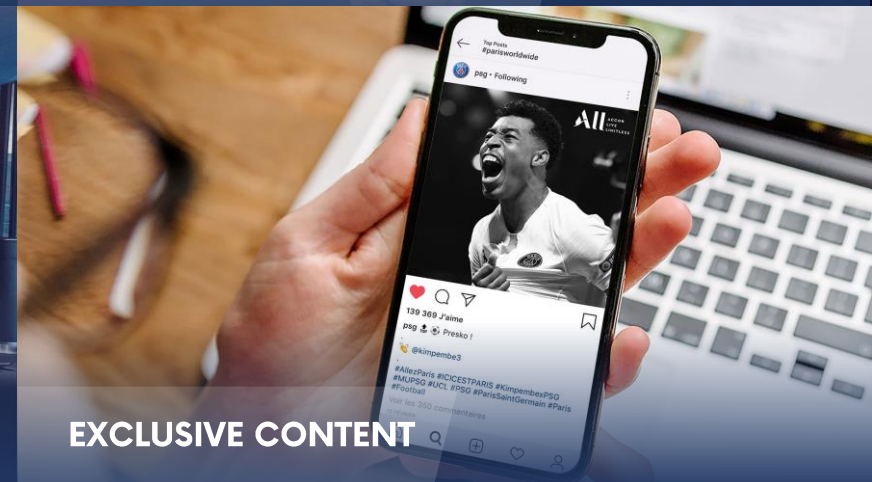
UNIQUE EXPERIENCES



PLAYERS ACCESS



HOSPITALITY PROGRAM & SKYBAR NAMING



EXCLUSIVE CONTENT



A great awareness impact

29M

TOTAL REACH

300K

ENGAGEMENTS

60

COUNTRIES

80%

POSITIVE
PERCEPTION





PARIS



New Premium Status



Enriched Benefits



Partnerships & Experiences



New brand identity

Accor,
for you
When our phones are our passports
When we switch modes as easily as moods
When we go by the motto "my style, my way"
We're inventing a whole new way to Live Limitless.
And we call it...

ACCOR
LIVE
LIM



*New Identity
& Branding Strategy*

Driving consumer engagement

All of Accor,
all for you

When our phones are our passports
When we switch modes as easily as mood
When we go by the motto "my style, no limits."
We're bringing you a whole new way to live limitless.

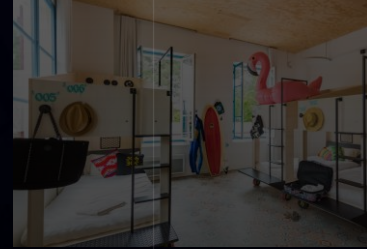
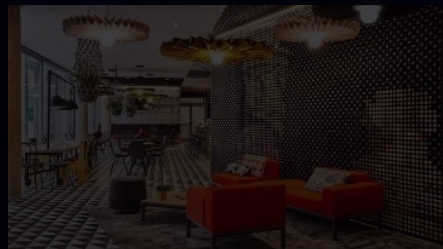
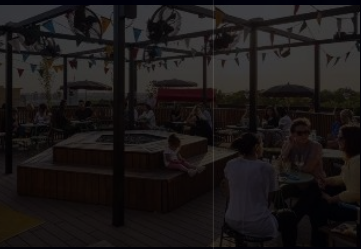
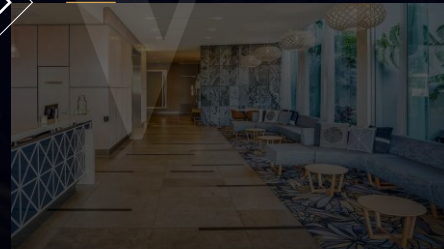
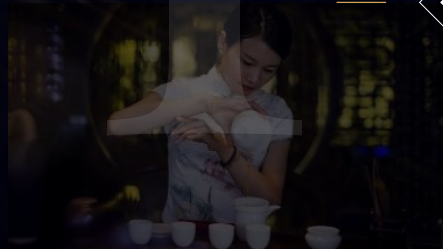
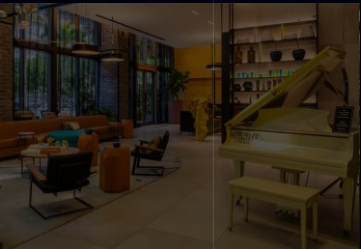
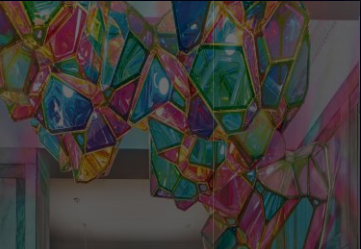
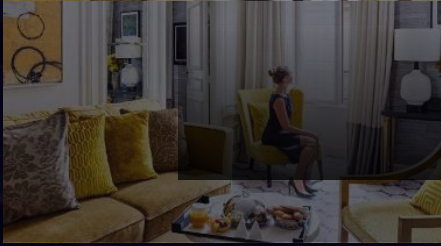
ACCOR
LIVE
LIMITLESS

Experiences video (Ogilvy)



IV

How does this translate for Brands?



Owning the customer relationship

With an integrated ecosystem of world class brands and loyalty



Global brand marketing relaunches to drive business impact

07

GLOBAL BRANDS

88%

FEE INCOME

09

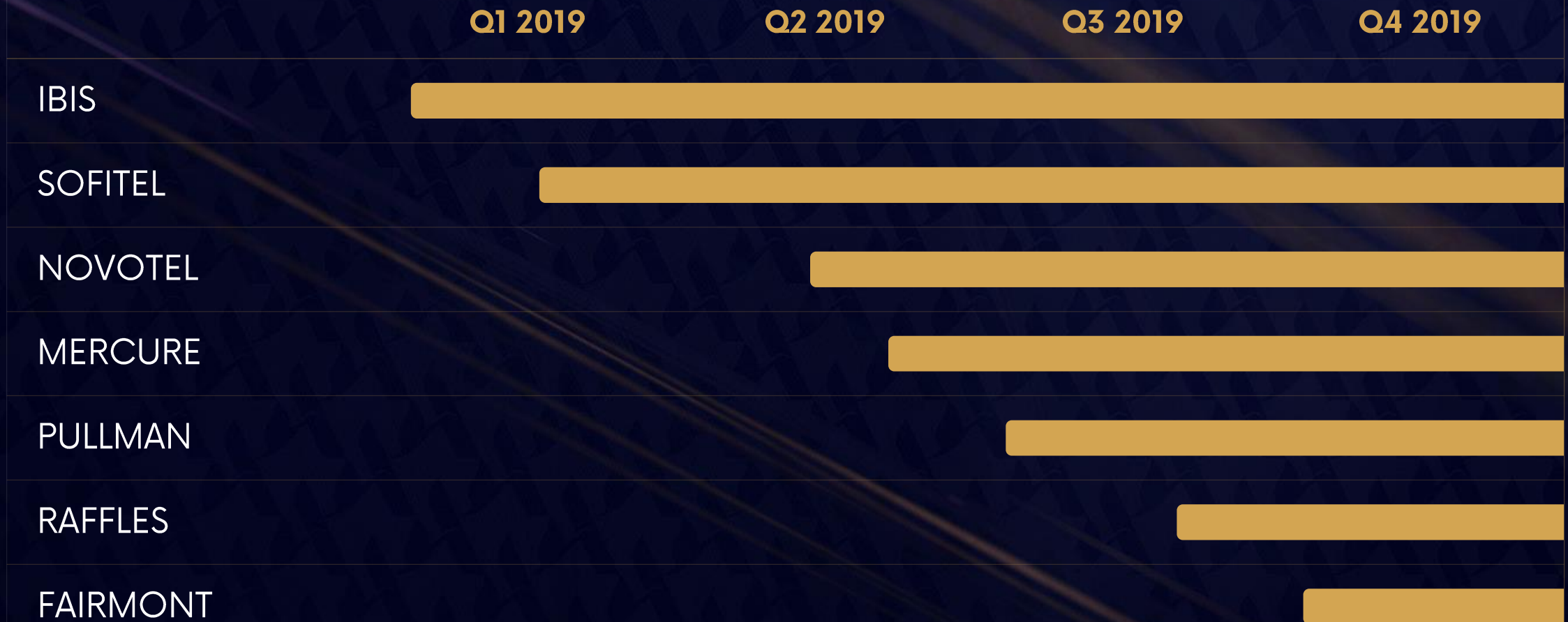
MAJOR COUNTRIES

02

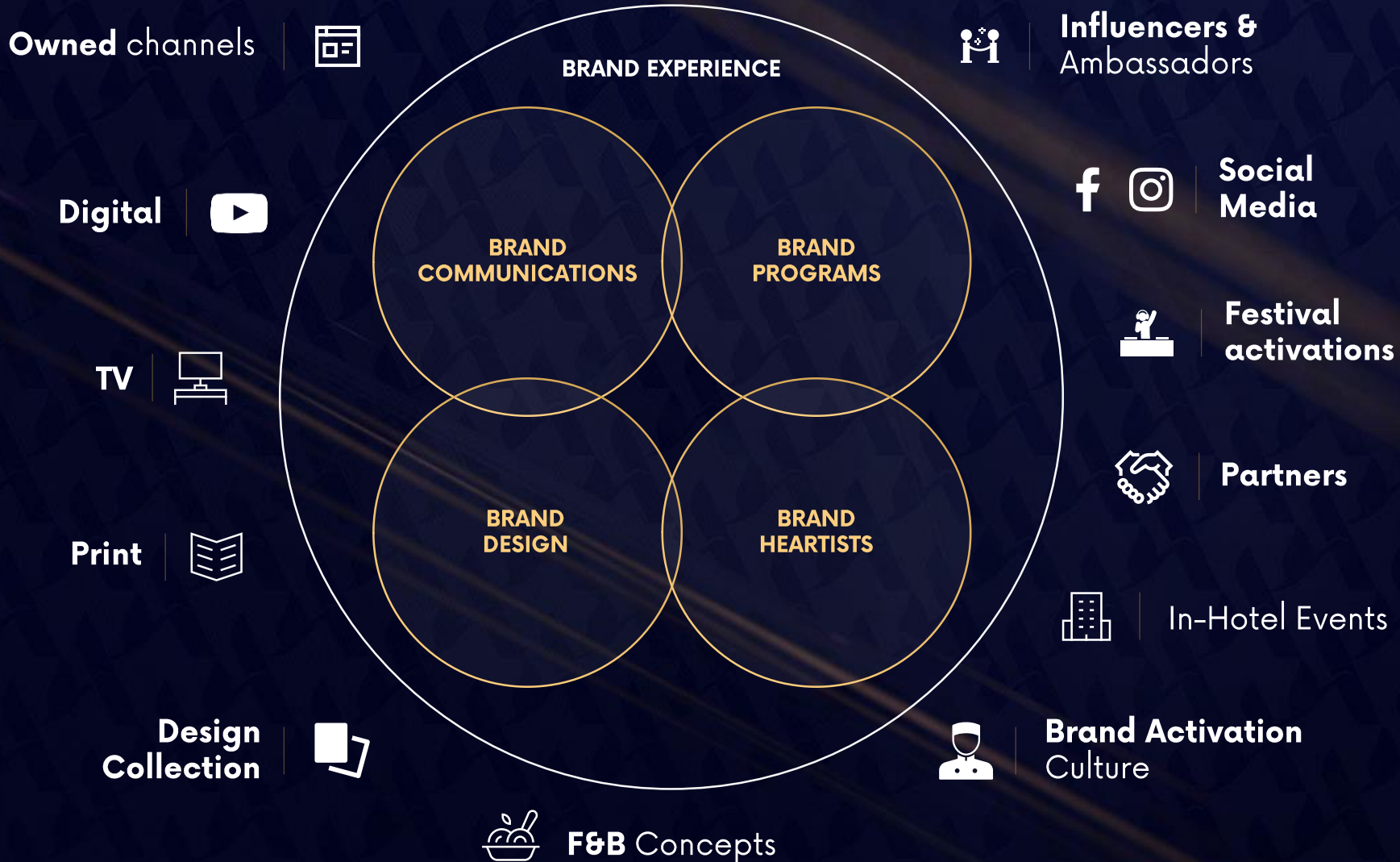
YEAR TIMEFRAME



A series of brand relaunches planned throughout the year



A 360° approach to building world class brands





S O F I T E L

Live the French way



Sofitel 'Live the French Way' Paris Fashion Week Launch Event

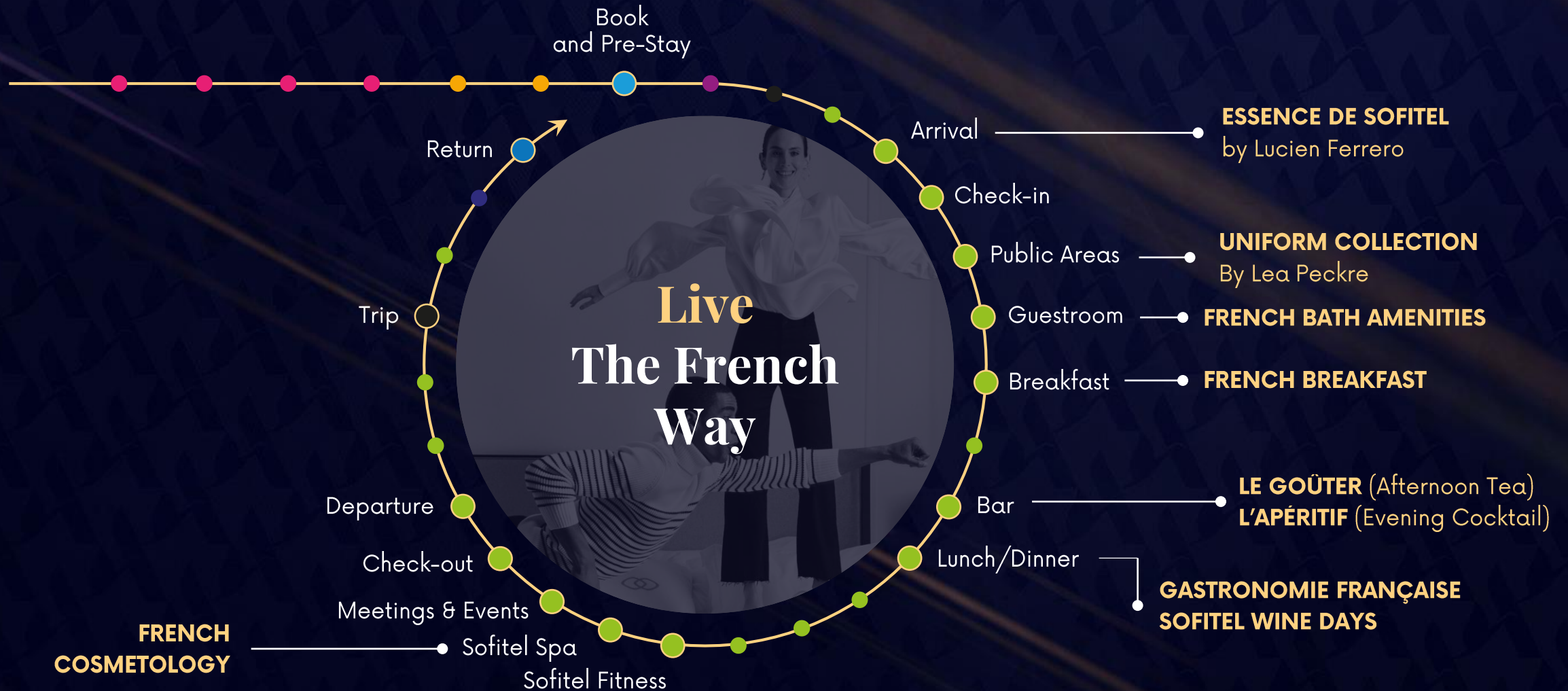
la Nuit
by
SOFITEL

LIVE THE
FRENCH WAY



Brand Experience Activation

Deliver the brand promise across the customer journey





Les Dîners Extraordinaires
by S O F I T E L

At exceptional sites
from the UNESCO
World Heritage list



A bespoke
French culinary
experience



An exclusive chef's
table by Yannick
Alleno



Video Sofitel TVC





ibis
HOTELS





Ibis new brand platform – Openness

Improve
Brand Awareness
(esp. For 18-35 generation)

Deepen Relevance
& Emotional Connection
Connecting around shared values



Building a vibrant open community
Throughout the customer experience

PRODUCT

PROGRAM

PEOPLE

PROMOTION



Video Ibis TVC





Traditional



Life Moments



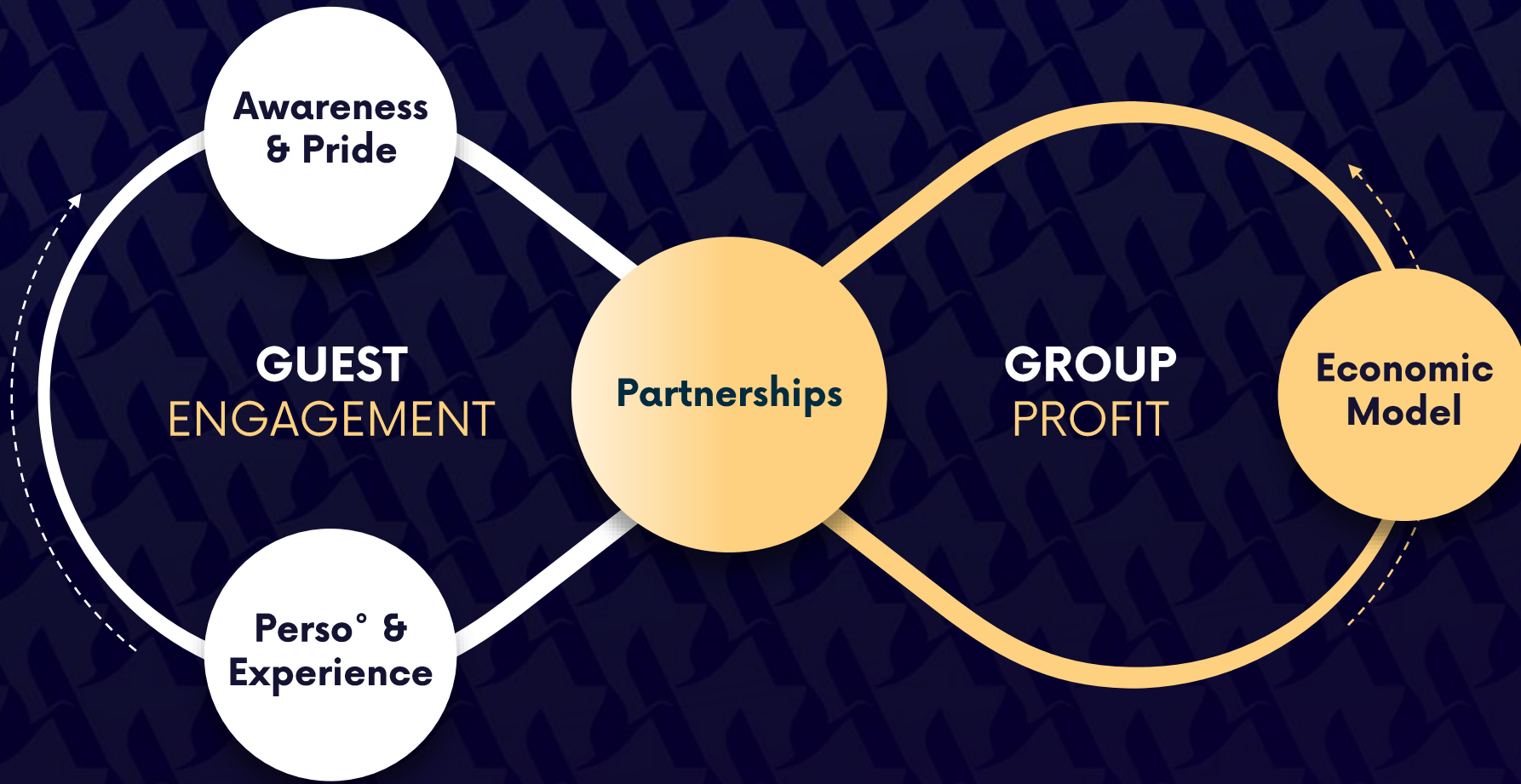


Conclusion



The new Accor is focused on two objectives

Better engage our customers & generate more revenues



€225m in 3 buckets:
brands, loyalty, partnerships

+10pts

loyalty contribution

From 6m to €100m+

partnerships revenue

+3pts

REVPAR

€75M+

EBITDA run rate

> x4

Value creation



From owning properties...

- ❖ Real estate manager
- ❖ Product centric
- ❖ Functional
- ❖ Transactional

To owning the customer relationship

- ❖ Service provider
- ❖ Client centric
- ❖ Experiential
- ❖ Aspirational

Thank you