WHY INVEST IN ADAGIO BROCHURE
ACCOR GLOBAL DEVELOPMENT Q1 2022
ADAGIO
IN A NUTSHELL

A STRONG NETWORK
122 APARTHOTELS
13 900 APARTMENTS
13 COUNTRIES

EXPERTISE OF 2 WORLD LEADERS
50/50: ACCOR + PIERRE & VACANCES - CP
-> STRONG PARENT COMPANIES

VERY DYNAMIC BRAND
NEW GENERATION OF APARTMENTS
COLIVING PRODUCT

3 BRANDS + 3 OPERATING MODES

FLEXIBLE DEVELOPMENT
DOUBLE THE PORTFOLIO BY 2025 VIA NEW BUILD,
CONVERSION & TAKEOVER

« LE CERCLE » CONCEPT
RENOVATION OF OUR PUBLIC AREAS

HIGHLY PROFITABLE BUSINESS MODEL
INTELLIGENT INVESTMENT

SUMMARY - USPs
NETWORK & PIPELINE
BRAND PRODUCT
HOTEL DEVELOPMENT
DESIGN & TECHNICAL SERVICES
BUSINESS MODEL
PARTNERSHIP
2021 NETWORK *

122 APARTHOTELS
13,900 APARTMENTS
13 COUNTRIES

*December 2021
+19 OPENINGS IN 2021 / 2022

UK
- London Stratford
- London Sutton Point

FRANCE
- Paris Suresnes
- Lyon Confluence
- Saint-Nazaire

GERMANY
- Stuttgart Airport
- Freiburg

2021

UK
- Glasgow Custom House

BELGIUM
- Gent Centrum
- Dampoort

ITALY
- Rome Colombo

2022

UK
- London Sutton Point

UAE
- The Palm
- Jumeirah Triangle

SWITZERLAND
- Zurich

MALTA
- Battery Street

UKRAINE
- Kiev Prospect Victory

RUSSIAN FEDERATION
- Sochi Le Rond
- Dagaumis

QATAR
- Doha C-ring Road

+2,700 apartments
EXEMPLES OF OPENINGS TO COME – 2022

ADAGIO ACCESS
KIEL CITY
90 apartments

ADAGIO GLASGOW
CUSTOM HOUSE
162 apartments

ADAGIO ACCESS
HAMBURG
MÜHLENDAMM
148 apartments

ADAGIO SOCHI
LE ROND
457 apartments
EXEMPLES OF OPENINGS TO COME – 2023

ADAGIO LONDON
WHITECHAPEL
147 apartments

ADAGIO ANTWERP
BELGIUM
70 apartments

ADAGIO ACCESS ST
PETERSBURG
479 apartments

ADAGIO BOULOGNE-
BILLANCOURT
101 apartments

And many more...!
ADAGIO STUDIOS

2 people -> 25 sqm

Facelift Adagio
ADAGIO APARTMENTS

4 people -> 35m²

Facelift Adagio
NEW ADAGIO APARTMENT – SMART HOUSE
NEW ACCESS CONCEPT

Interpretation of our current concept

Mock-up room at Adagio Paris Bercy Village
NEW ADAGIO ACCESS CONCEPT – LIVING HUB
NEW ADAGIO ACCESS CONCEPT – LIVING HUB
CO-LIVING @ADAGIO

4 / 6 rooms apartment

Mock-up apartment planned for Q2 2021
NEW ROOM TYPOLOGY – COLIVING
NEW ROOM TYPOLOGY – COLIVING
Some business travellers feel motivated by this welcoming space, while others find that it encourages interaction.

- **COWORKING SPACES**
  - A grocery store to find practical or gourmet products & free provision of drinks in the lobby
  - A welcoming and informal table for guests, staffed by receptionists in a more casual attire
  - For guests to cook during the day and share with others + can be booked by a chef for a special occasion
  - Entertaiment with table football, wide variety of board games, piano...

- **LIBRARY OF OBJECTS**
  - To personalise their apartment, guests have access to a free library with 3 types of objects:
    - ICONIC: local trinkets & memorabilia
    - EMOTIONAL: plants, frames, books
    - FUNCTIONAL: kitchen utensils...

- **ENTERTAINMENT**
  - RECEPTION: LARGE TABLE D’HOTES
  - SHARED KITCHEN
LOCATION

Prime locations | Secondary locations | Suburbs

Key destinations cities

Major domestic destinations

Smaller cities & attractive touristic destinations

3 key localization elements:
- Urban
- Excellent accessibility
- Close to business areas
## TARGET REGIONS

### DACH

### ITALY
- Rome, Milan, Turin, Venice, Trieste, Naples, Bologna, Padua, Parma, Bari, Palermo, Bergamo, Livorno, Mestre, Genoa, Verona...

### IBERIA
- Madrid, Barcelona, Malaga, Lisbon, Porto, Sevilla, Valencia, Bilbao, Palma City, Zaragoza, La Coruna, Alicante, Cadiz, Murcia, San Sebastian...

### UK & IRELAND
- Cambridge, Edinburgh, London, Dublin, Manchester, Oxford, Belfast, Birmingham, Brighton, Bristol, Cardiff, Cork, Glasgow, Leeds, Liverpool, Newcastle, Portsmouth, Southampton...

### BENELUX
- Brussels, Amsterdam, Eindhoven, The Hague, Rotterdam, Luxembourg, Antwerp, Bruges, Ghent, Liège, Ostend, Leiden...

### FRANCE
- Paris & IdF, Lyon, Strasbourg, Metz, Aix-en-Provence, Lille, Bordeaux, Annecy, Montpellier, Nice, Rennes, Ajaccio, Brest, La Rochelle, Reims, Dunkerque, Le Mans, Toulouse, Sophia Antipolis, French Geneva region, Clermont-Ferrand, Colmar, Monaco, Ajaccio...
DEVELOPMENT ALTERNATIVES

3 DEVELOPMENT OPTIONS

MANAGEMENT

LEASE

FRANCHISE

MANY ASSETS CONVERTIBLE TO ADAGIO MODEL

- New builds
- Takeover of existing aparthotels
- Building conversion (office, hotel, residential...)
- Combo with other Accor brands
- Integration in mixed-used projects

Adagio or PVCP lease
Block lease with investor
Lease with individual investors (separate lots sale)
CONSTRUCTION

NUMBER OF KEYS
80 - 120 apartments

TGFA / 100 APTS
3,200m sqm / 3,400m sqm

TYPOLOGY
70% (2 pax studio)
30% (4 pax studio)

PRIVATE AREA
19 sqm (2 pax studio)
26 sqm (4 pax studio)

PUBLIC AREAS
290m² / 100 apts
(Reception, breakfast room, laundry, luggage room, The Circle…)

NUMBER OF KEYS
80 - 140 apartments

TGFA / 100 APTS
4,400m sqm / 4,600m sqm

TYPOLOGY
70% (2 pax studio)
30% (4pax 1 bed-apt)

PRIVATE AREA
25 sqm (2 pax studio)
33 sqm (4pax 1 bed-apt)

PUBLIC AREAS
350m² / 100 apts
(Reception, fitness, breakfast room, laundry, luggage room, The Circle…)

CONSTRUCTION
A HIGHLY PROFITABLE BUSINESS MODEL

- **GOP > 60%*:**
  - High occupancy
  - Optimised ARR
  - Low operating costs

- **HIGH ROI**
  - Efficient space usage (FOH vs. BOH)
  - Limited BOH areas
  - Optimized construction costs (-10% / 4* hotel)

*Non contractual

Source: Adagio Data on a sample of properties
A HIGHLY PROFITABLE BUSINESS MODEL

“When the stays in a classic hotel last 1-3 nights the ones in an aparthotel last 1-90 nights”

LONGER STAYS ENABLE THE MAXIMIZATION OF OCCUPANCY THROUGHOUT THE WHOLE YEAR

Hotel schedules tend to be polarised

Longer-stay business is more stable throughout the year

Reach up to 85% average occupancy*

*: Non contractual
Source: Adagio Data
## A HIGHLY PROFITABLE BUSINESS MODEL

### Aparthotel vs. Hotel - P&L comparison

<table>
<thead>
<tr>
<th></th>
<th>4* Hotel</th>
<th>4* Aparthotel</th>
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<tbody>
<tr>
<td>OCC. RATE</td>
<td>80%</td>
<td>88%</td>
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<tr>
<td>AVERAGE DAILY RATE</td>
<td>£145</td>
<td>£135</td>
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<tr>
<td>REVPAR</td>
<td>£116</td>
<td>£119</td>
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<tr>
<td>ROOM REVENUE %</td>
<td>72%</td>
<td>93%</td>
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<tr>
<td>TOTAL REVENUE</td>
<td>£9.5 MILLION</td>
<td>£7.8 MILLION</td>
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<tr>
<td>GOP</td>
<td>49% - £4.6 MILLION</td>
<td>63% - £4.9 MILLION</td>
</tr>
<tr>
<td>NOI</td>
<td>40% - £3.8 MILLION</td>
<td>53% - £4.2 MILLION</td>
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<tr>
<td>PROFIT/SQM</td>
<td>£442</td>
<td>£488</td>
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### Summary

1. **USPs**
2. **Pipeline**
3. **Brand Product**
4. **Hotel Development Design & Technical Services**
5. **Business Model**
6. **Partnership**
EXPERTISE OF TWO WORLD LEADERS

The world’s leading hotel operator and market leader in Europe, Latin America, Middle East & Africa and in Asia Pacific outside China

€4,0 BILLION
total revenue in 2019
(+16,0% vs. N-1)

€1,7 BILLION
total revenue in 2019/18
(+14% vs. N-1)
BRAND CENTRAL DELIVERY POWERED BY ACCOR

Based on Adagio room nights

Central Brand Delivery : CBD (%)

CBD measures the business in room nights brought by Accor to the hotel through the 3 main group levers: Distribution (through Central Reservation System - CRS), Loyalty & Sales. A 70% CBD means that 70% of the room nights of a hotel are driven by Accor & Brand Sales, Distribution (all channels powered by the CRS) & Loyalty ecosystem.

Official figures as of end 2019
DIRECT BOOKINGS : ACCOR DIGITAL PLATFORM

1 MULTIBRAND PORTAL

ALL.COM

- 300M Website + App visits
- 2200 Destinations
- 18 Languages

NEW in 2020:
- All Safe label visibility on digital experience to rest-assure guests during the pandemic
- Launch of Apartment & Villas website dedicated to Branded Residences and Extended Stay hotels

1 LIFESTYLE COMPANION APP

- 50% Mobile and App visits*
- 1 Download every minute
- > 4,3/5 app ratings
  - iOS: 4,5/5 & Android: 4,3/5

18 BRAND.COM WEBSITES

- Plugged to ALL.COM

Official figures as of end 2019
DIRECT BOOKINGS : ACCOR LOYALTY PROGRAM

THE ONLY LIFETIME LOYALTY PROGRAM

NEW LIFESTYLE & AUGMENTED HOSPITALITY FRAMEWORK
OFFERING EXTENDED OPPORTUNITIES TO EARN & REDEEM POINTS

NEW BENEFITS
- 38 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

THE FAST GROWING LOYALTY PROGRAM

- 73M Loyalty members worldwide
- 37% Loyalty contribution rate in RN
- x 3,6 Members stay twice more than non-members

THE MOST GLOBAL LOYALTY PROGRAM

SUMMARY - USPs
PIPELINE
BRAND PRODUCT
HOTEL DEVELOPMENT DESIGN & TECHNICAL SERVICES
BUSINESS MODEL

OFFICIAL FIGURES AS OF END 2019