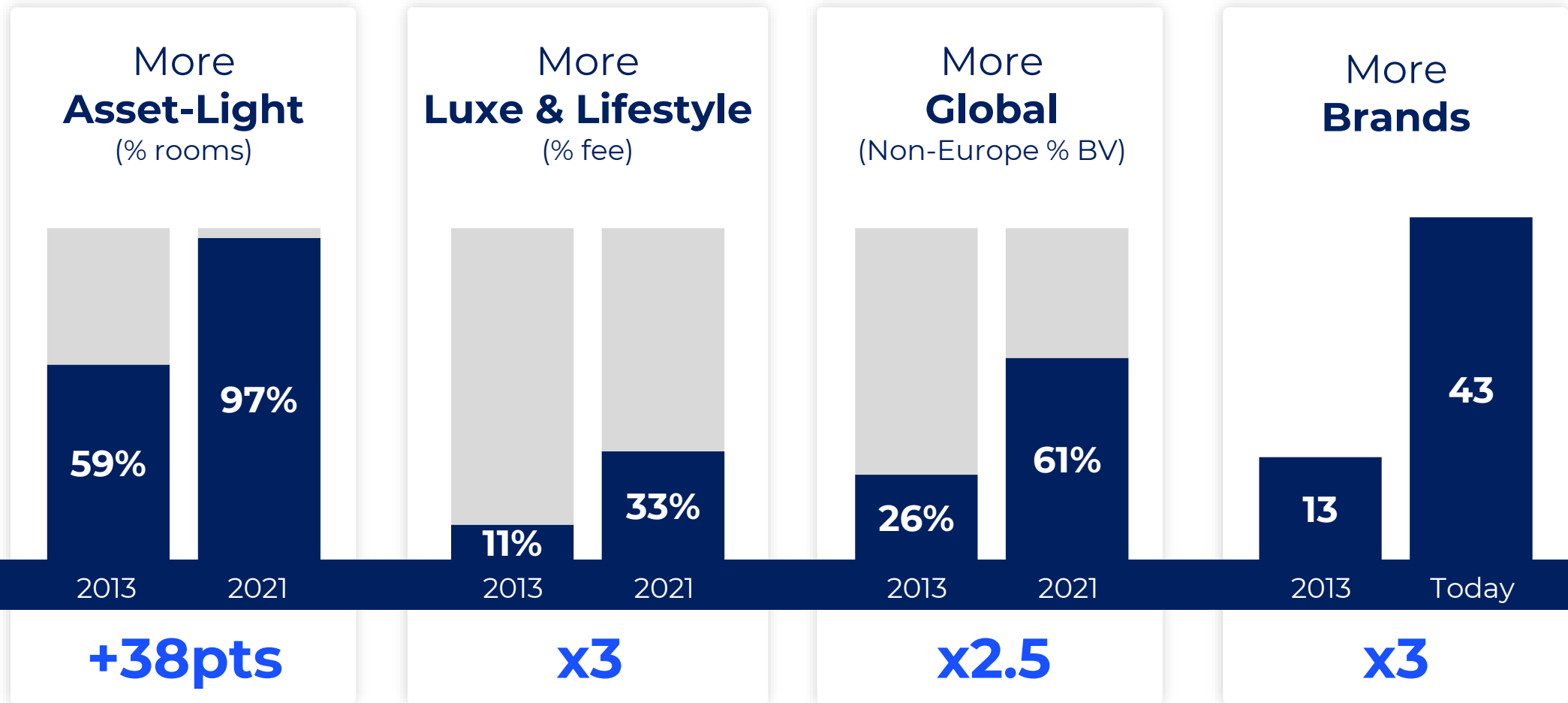


# Accor

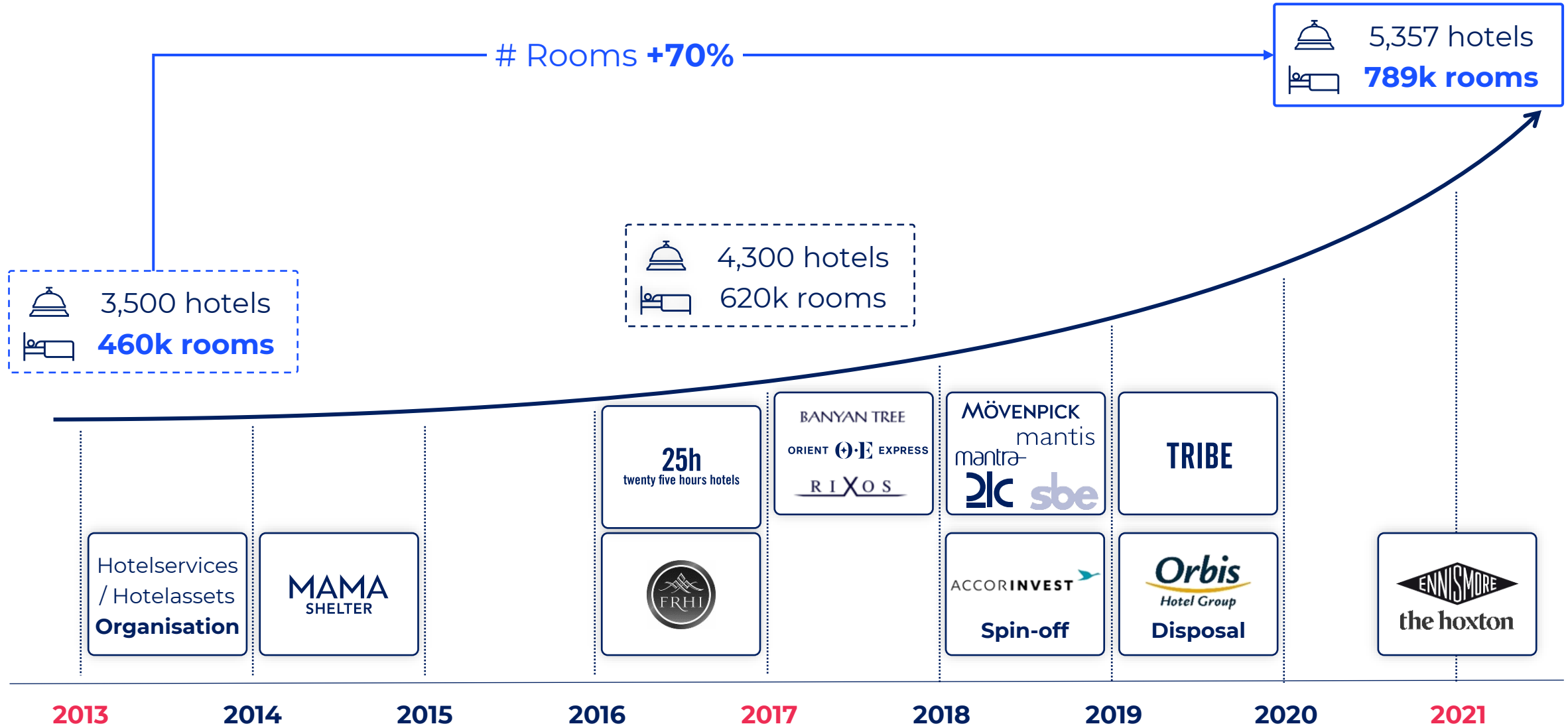
Trait d'union, January 9, 2023



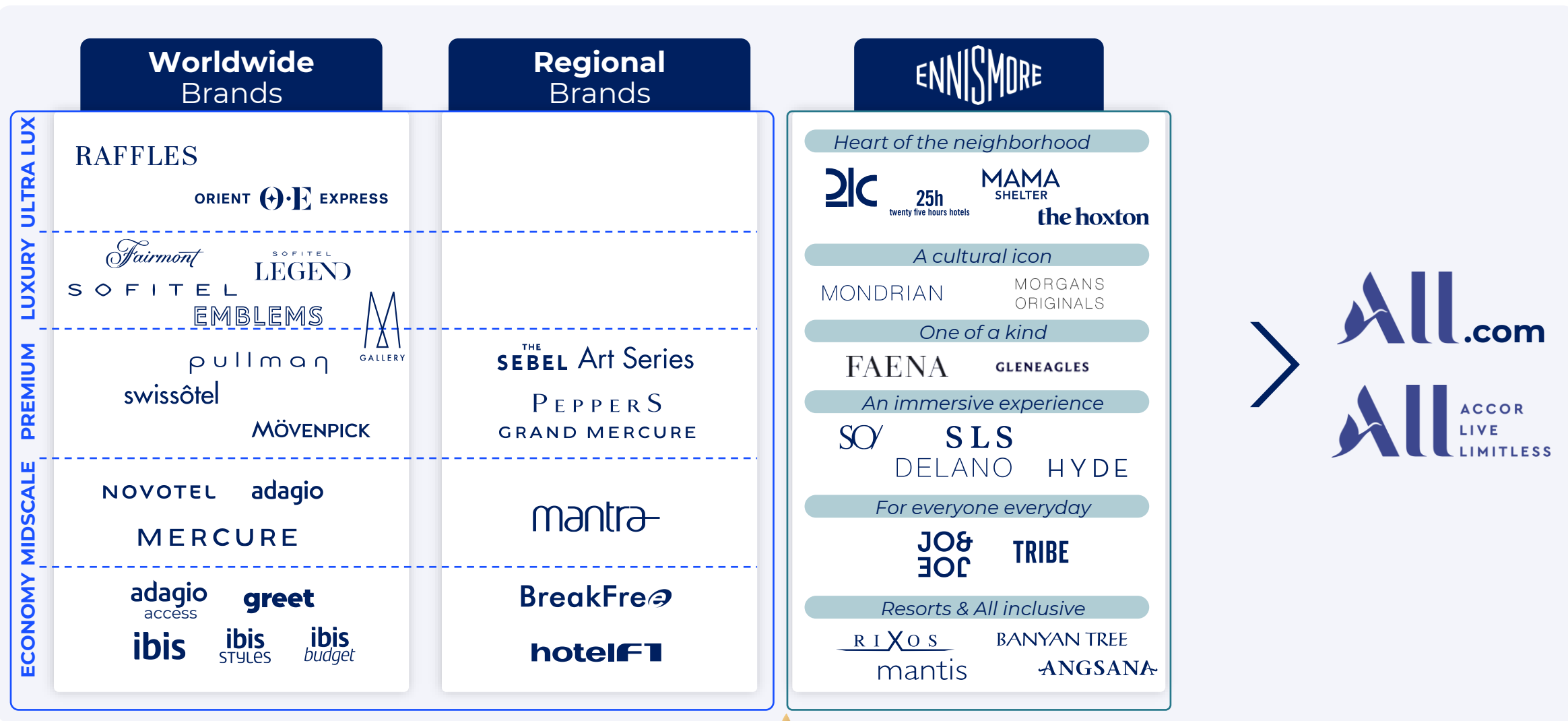
# Over the last 10 years, a **Deep transformation** of the Business model



# ... achieved through multiple transforming operations



# ... building to a Unique brand powerhouse across segments supported by distribution & loyalty platforms



# ... deployed through 3 Strategic Pillars

## Drive traffic



### ATTRACT

with a world class brands portfolio



### CONVERT

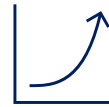
with a seamless distribution experience



### RETAIN

via enhanced personalization & loyalty strategy

## Accelerate Growth



### EXPAND

with an accelerated development while containing churn



### MULTIPLY

touchpoints in a sustainable integrated ecosystem

## Innovate constantly



### TRANSFORM

skills, organization & tools towards an asset light model



# ... leading to leadership positions

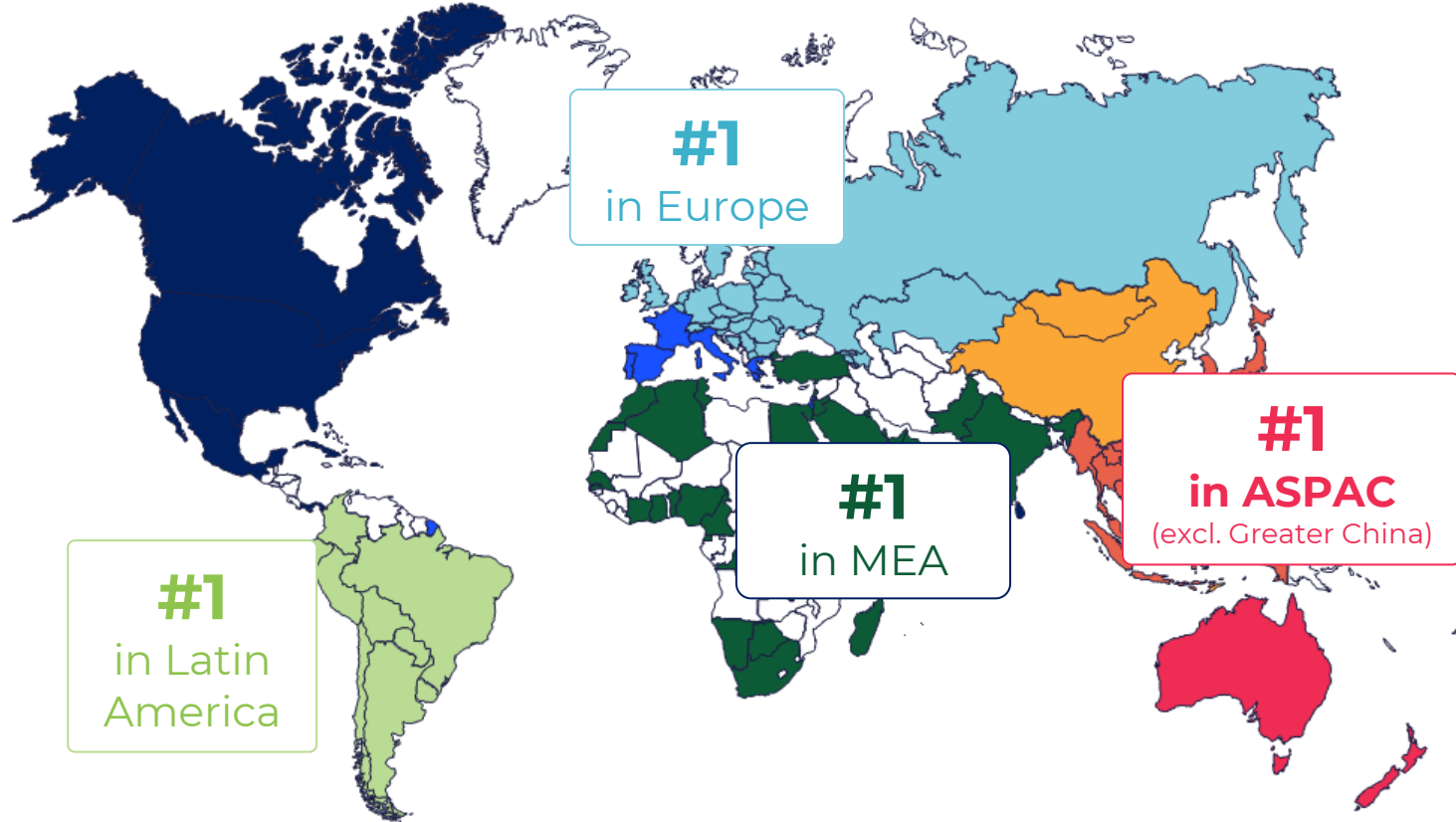
## Worldwide

**#1**  
in Mid / Eco  
(excl. NCAC & China)



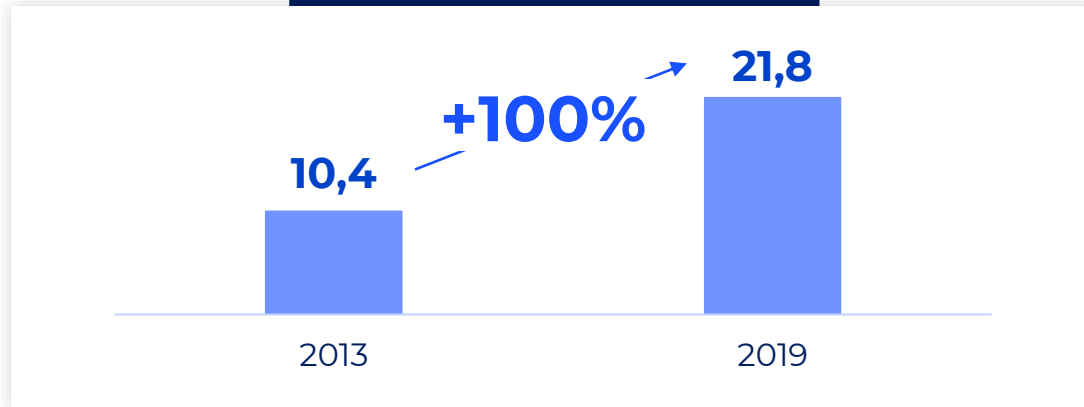
**#2**  
in Luxury &  
Lifestyle

## By geography

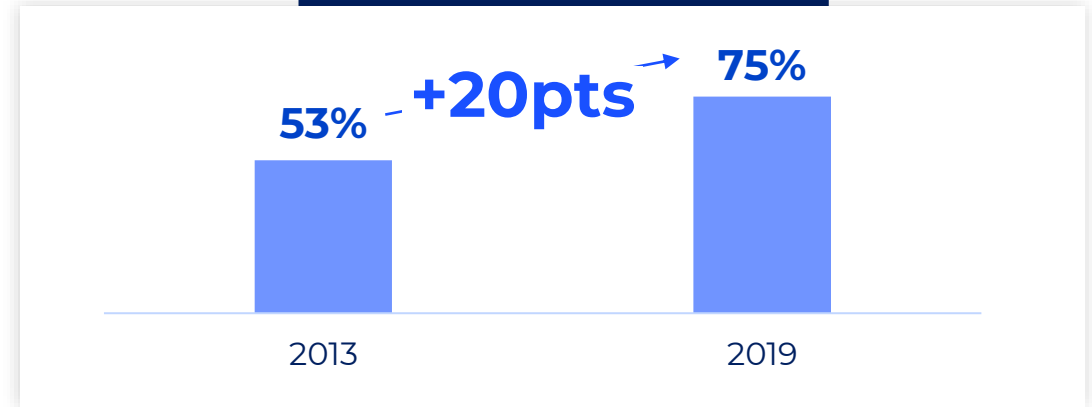


# ... and Positive impact on Financials

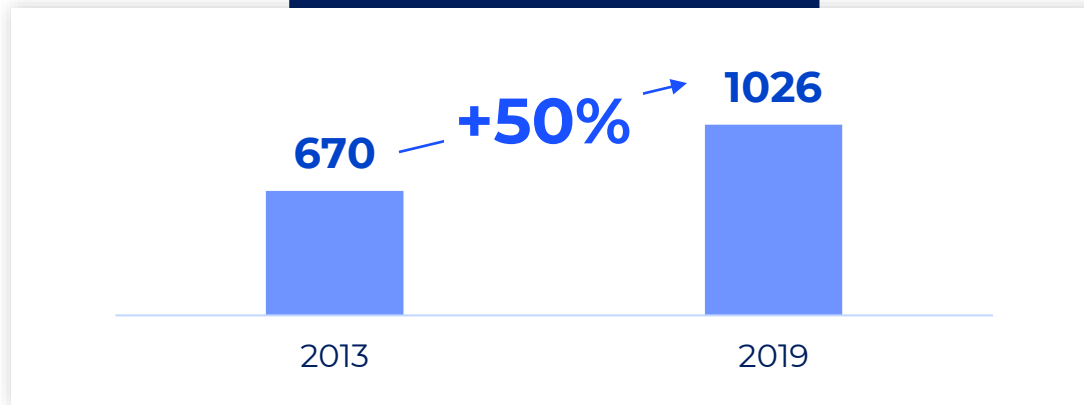
## Business Volume



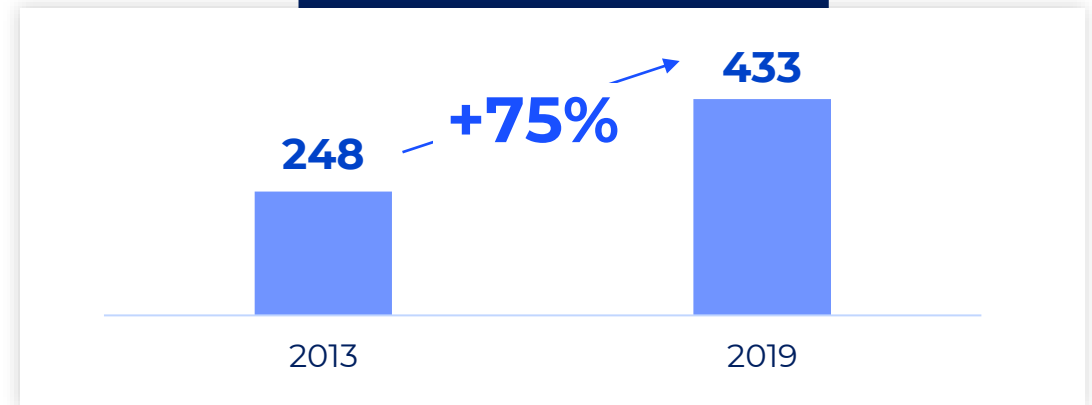
## M&F margin



## M&F fees

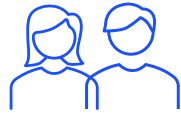


## Free Cash Flow



# Accor @ a glance today

## Talents



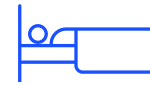
**230K+**  
people

## Brands



**43**  
from Luxury  
to economy

## Portfolio



**789k**  
rooms

## Pipeline



**27%**  
of network

## BV/Revenue

**€22bn**

BV in FY19

**€3.0bn**

Revenue FY19

## Loyalty

**33%**  
contribution

## ALL heartist



**€70m**

## Sustainability

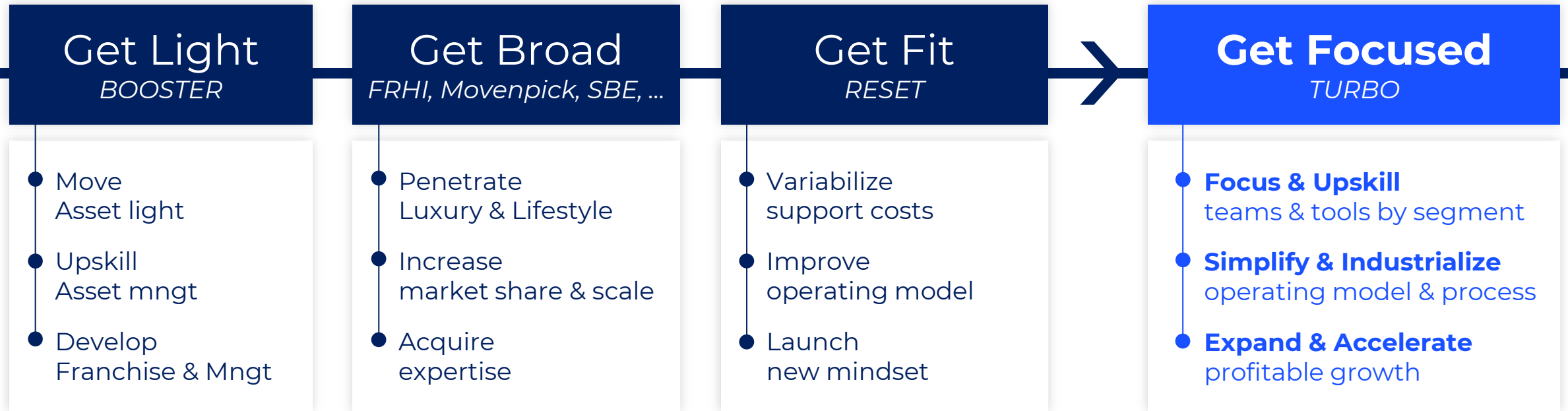


**CAC40**  
**ESG**





# A new phase in our transformation journey ...



# Turbo project : 2 empowered divisions



Premium, Midscale & Economy  
90% of hotels

- Economy
- Midscale
- Premium

19 brands

Luxury & Lifestyle  
10% of hotels

- Luxury
- Lifestyle & Resorts

24 brands



## Premium, Midscale & Economy

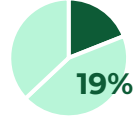
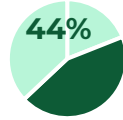
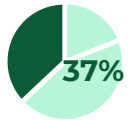
75% of 2019 M&F Fees

Economy

Midscale

Premium

% of BTI fees



KPIs

# Hotels  
4,863

# Rooms  
678k

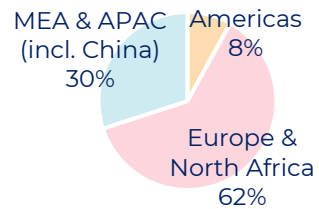
# Countries  
107

Room Revenue  
€12bn

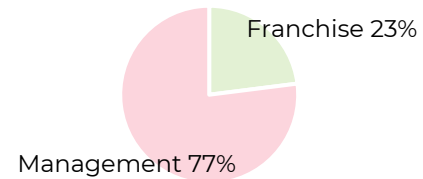
M&F fees  
€660m

RevPar  
€50+

Geography



Operational Model



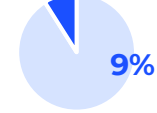
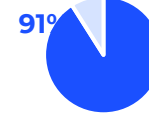
M&F Fees Split

## Luxury & Lifestyle

25% of 2019 M&F Fees

Luxury

Lifestyle & Resorts



# Hotels  
494

# Rooms  
111k

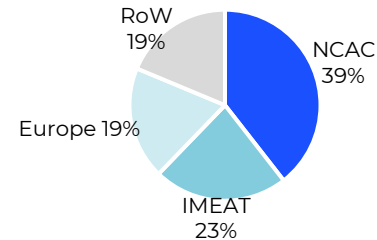
# Countries  
75

Room Revenue  
€4bn

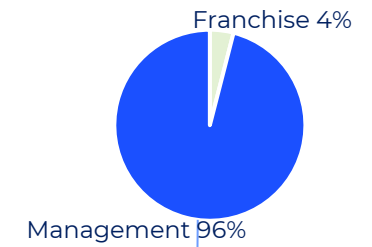
M&F fees  
€235m

RevPar  
€130

Geography



Operational Model



Note : Figures as of september 2022 except Financials as of 2019



# New Organization

Holding / Corporate functions

**Chairman & CEO**

**S. Bazin**

**Deputy CEO & CFO**

**JJ Morin**

**Premium, Midscale & Economy**

**Under the leadership of JJ Morin**

**Americas**  
CEO

**T. Dubaere**  
*Sao Paulo*

**Europe NA**  
CEO

**P. Mendes**  
*Paris*

**MEAPAC**  
CEO

**D. O'Rourke**  
*Singapore*

**G. China**  
CEO

**G. Rosen**  
*Shanghai*

**Luxury & Lifestyle**

**Under the leadership of S. Bazin**

**Raffles / OE**  
CEO

**O. Acar**  
*New York*

**Fairmont**  
CEO

**M. Willis**  
*Dubai*

**Sofitel / MG**  
CEO

**M. Bailly**  
*Paris*

**Ennismore**  
Co-CEOs

**G. Bhushan**  
**S. Parisha**  
*London*

**Under the leadership of JJ Morin**

Distribution & Loyalty, Digital Factory, Accor Tech, Procurement



# Questions & Answers

