



ACCOR HOTELS

Feel Welcome



Overview

SOFITEL
LEGEND

SOV
SOFITEL

SOFITEL

M
GALLERY

PULLMAN

NOVOTEL

Mercure

MAMA
SHELTER

adagio

ibis

ibis
styles

ibis
budget

WE ARE FAR MORE THAN A WORLDWIDE LEADER. WE ARE MORE THAN 180,000 WOMEN AND MEN WHO SHARE SOMETHING UNIQUE. EACH AND EVERY DAY WE HOST THE WORLD. WE CARE FOR MILLIONS OF PEOPLE. WE ARE ALL MOVED BY CURIOSITY. WE LOVE BLENDING CULTURES. WE ARE PROUD OF OUR DIFFERENCES. YES, WE LEAD THE WAY. BUT WE WANT TO GO FURTHER WITH AUDACITY, WITH IMAGINATION, WITH PASSION.

FEEL WELCOME

NEARLY

180,000

EMPLOYEES IN ACCORHOTELS BRANDS

MORE THAN

3,700 HOTELS

480,000 ROOMS

PORTFOLIO

17 BRANDS

FROM LUXURY TO ECONOMY

REVENUE OF

5,454 MILLION

EUROS IN 2014

TWO ALIGNED BUSINESSES

HOTEL SERVICES

HOTEL INVEST



Our brands meet all your desires



LUXURY AND UPSCALE

INTERNATIONAL BRANDS

REGIONAL BRANDS



1st OPERATOR IN THE WORLD

482,296
ROOMS

3,717
HOTELS

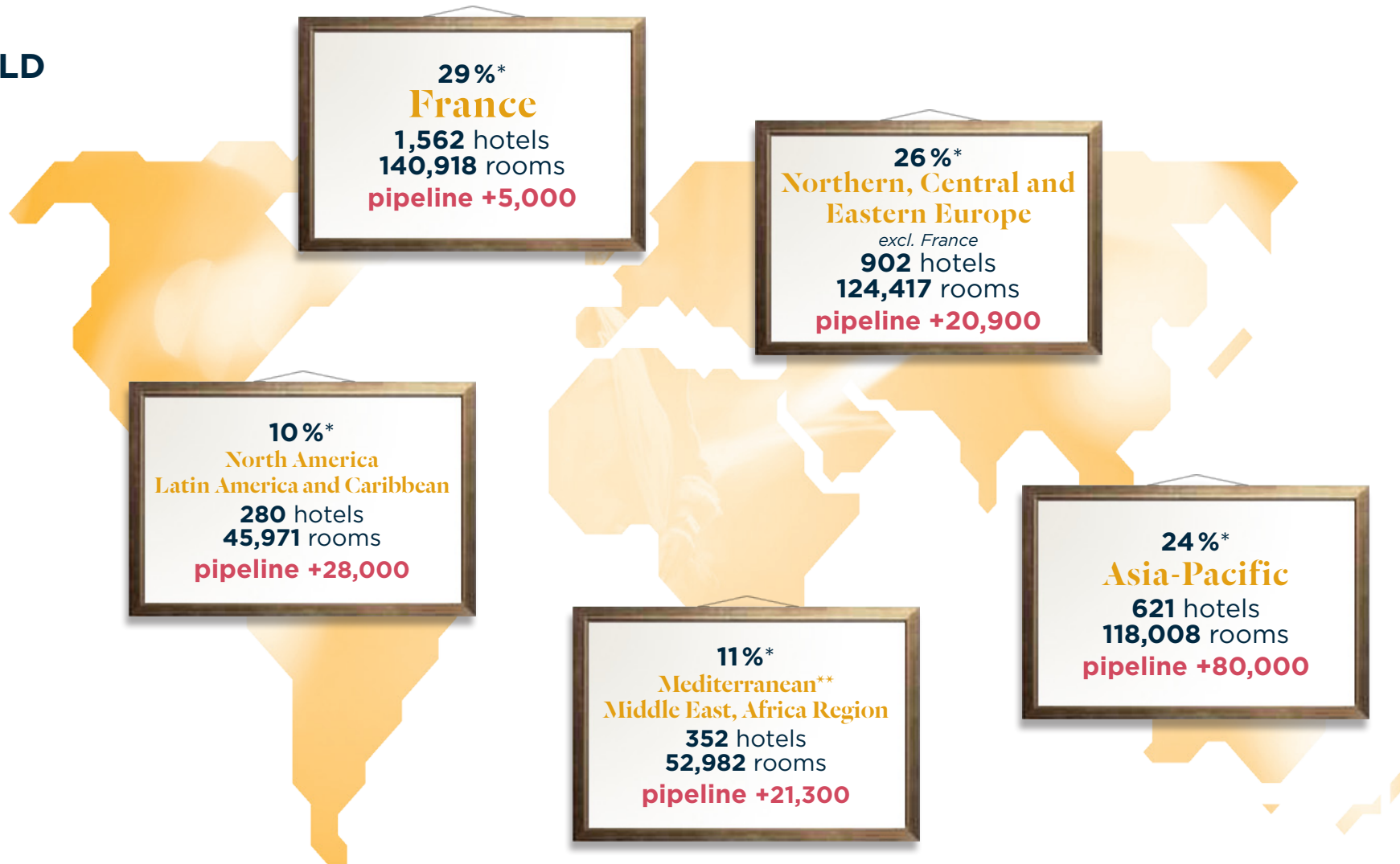
92
COUNTRIES

PIPELINE

+800
HOTELS

+156,000
ROOMS

**1 hotel opens
every 2 days**



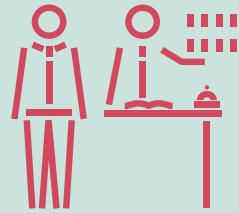
* Percentages by number of rooms in hotel portfolio at 31 December 2014

** The Mediterranean area includes Greece, Israel, Italy, Malta, Portugal, Spain and Turkey.



Two complementary businesses that interact

By clearly distinguishing its two businesses - hotel operator and owner/investor - AccorHotels is acquiring the resources to develop its hotel projects with greater efficiency and flexibility, and enhanced profitability. Each unit, with its own expertise, represents a value-creation lever.

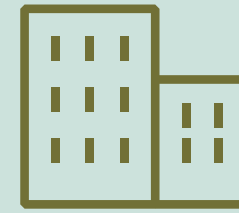


HOTELSERVICES

Hotel operator and franchiser

3,700 Hotels

of which 1,354 owned by HotelInvest



HOTELINVEST

Property owner and investor

1,354 Hotels

owned or leased units



Luxury & UPSCALE HOTELS

71,000
ROOMS

341
HOTELS

SOFITEL
LEGEND

SO
SOFITEL

SOFITEL
LUXURY HOTELS

 pullman
HOTELS AND RESORTS

 GALLERY
BY
SOFITEL

 GRAND MERCURE
HOTELS AND RESORTS

THE
SEBEL



> LUXURY & UPSCALE HOTELS

HIGH-END LUXURY HOTELS,
WHERE HERITAGE MEETS
MODERNITY

SOFITEL
LEGEND

5 hotels
873 rooms
5 countries

Sofitel Legend is a new brand that reconciles historical heritage with modern interpretation. Think legendary heritage, legendary locations and legendary experiences. For this is what dreams are made of. It is what legend is about.

www.sofitel.com



Sofitel Legend Metropole Hanoi - Vietnam



> LUXURY & UPSCALE HOTELS

REBELLIOUS LIFESTYLE
HOTELS, BURSTING WITH
LOCAL ENERGY



3 hotels
463 rooms
3 countries

A vibrant cocktail of elegance and flair mixed for the modern traveller.

An audacious mix of vibrant dynamism with that unmistakable French twist, enlivened by a “cosmopolite” edge that sets the experience apart. It’s about being “where it’s at” and connecting with local life.

www.sofitel.com



So Sofitel Bangkok - Thailand



> LUXURY & UPSCALE HOTELS

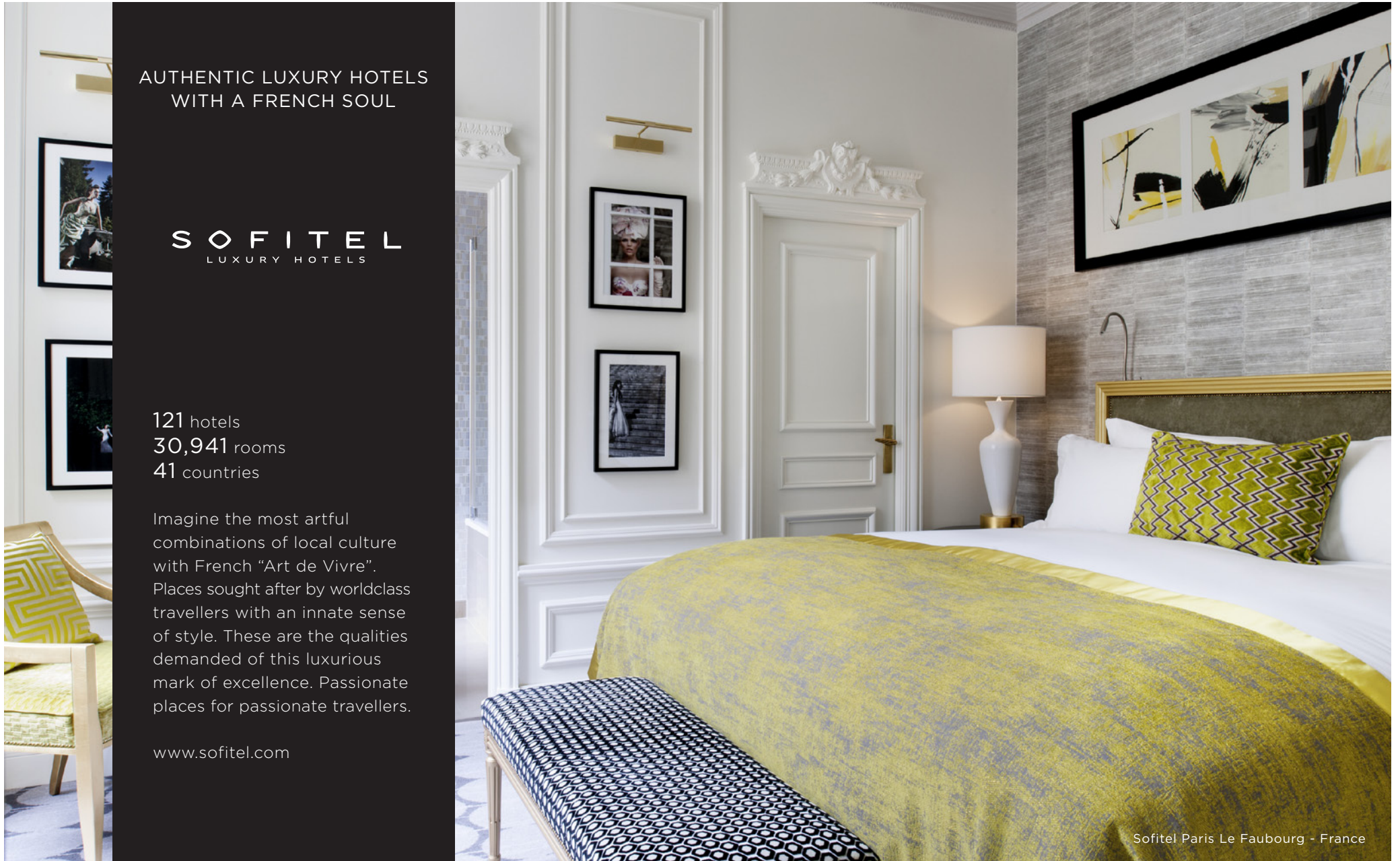
AUTHENTIC LUXURY HOTELS
WITH A FRENCH SOUL

SOFITEL
LUXURY HOTELS

121 hotels
30,941 rooms
41 countries

Imagine the most artful combinations of local culture with French "Art de Vivre". Places sought after by worldclass travellers with an innate sense of style. These are the qualities demanded of this luxurious mark of excellence. Passionate places for passionate travellers.

www.sofitel.com



Sofitel Paris Le Faubourg - France



> LUXURY & UPSCALE HOTELS

LUXURY BOUTIQUE HOTELS,
INSPIRED AND GENEROUS



71 hotels
7,082 rooms
22 countries

MGallery is a collection dedicated to sophisticated and adventurous explorers offering charming hotels with their very own fascinating stories. Every hotel has the “je-ne-sais-quoi” that comes hand in hand with the French “Art de recevoir”. Guests will love being inspired and cocooned all around the world.

www.mgallery.com



Hotel Muse Bangkok Langsuan - MGallery Collection - Thailand



> LUXURY & UPSCALE HOTELS

IN-STYLE UPSCALE HOTELS
CONNECTING PERFORMANCE
WITH ENJOYMENT



93 hotels
25,953 rooms
26 countries

It's international. It's cosmopolitan.
It's a new generation of upscale
hotels for a new generation of
hyperconnected travellers, for
whom the assurance of quality
is always in mind.
For business or for leisure
- it's patently Pullman.

www.pullman.com



Pullman London St Pancras - London - United Kingdom



> LUXURY & UPSCALE HOTELS

AUTHENTICALLY LOCAL



GRAND MERCURE
HOTELS AND RESORTS

43 hotels
8,164 rooms
10 countries

What if a hotel combined its local flavour with a universal sense of hospitality? In Asia, Middle East and Latin America, Grand Mercure captures the uniqueness of each country to make its eminent guests feel at home. Irresistible cultural touchstones in stunning locations.

www.grandmercure.com



Grand Mercure Beijing Dongcheng - Beijing - China

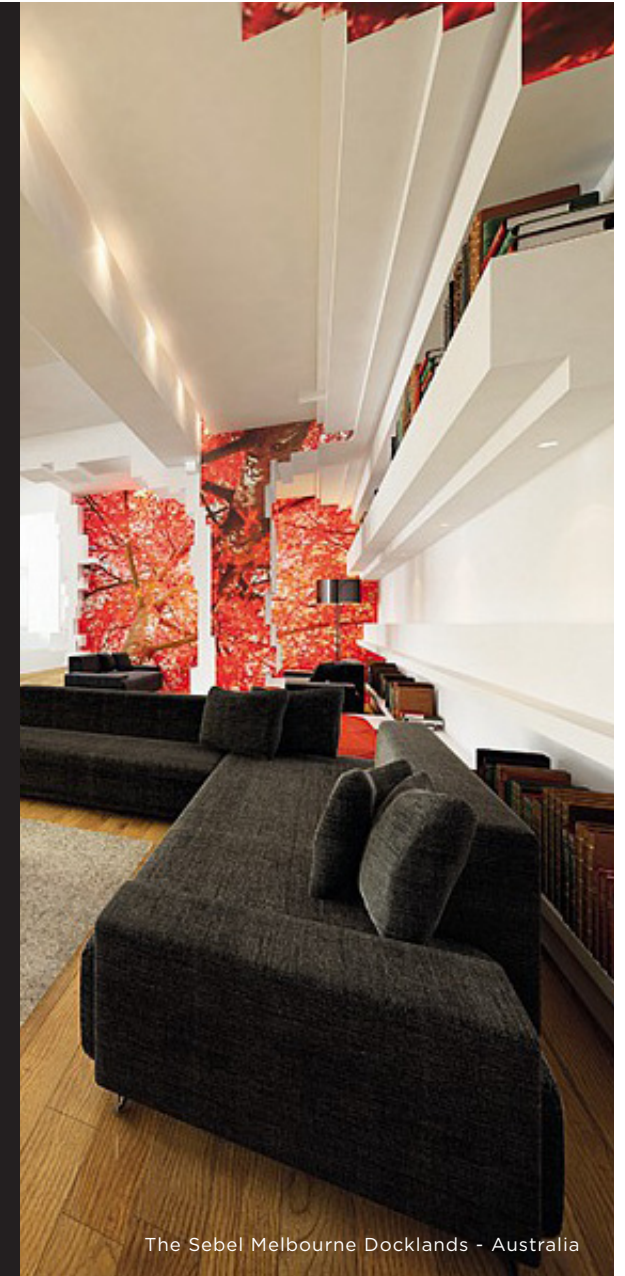
UNPARALLELED
APARTMENT COLLECTION

THE
SEBEL

21 hotels
1,309 rooms
2 countries

Stylish apartments, spacious surroundings, personalised service: The Sebel is taking independence to the next level. This collection of upscale apartments brings the most exciting lodging experience to travellers seeking both autonomy and premium hospitality.

www.thesebel.com



The Sebel Melbourne Docklands - Australia



Midscale HOTELS

178,000
ROOMS

1,200
HOTELS

NOVOTEL
HOTELS & RESORTS

Mercure

**MAMA
SHELTER**

adagio



> MIDSCALE HOTELS

MODERN EASY LIVING



414 hotels
79,220 rooms
61 countries

At Novotel, everyone is free to live as they want. As a family or solo. On vacation or for work. At all our hotels, everything has been designed to help you find your way around. And our teams, known for their attention to detail, are always at hand. Our unique approach to hospitality, one that is built on simplicity and elegance, is loved the world over.

www.novotel.com



Novotel London Brentford - United Kingdom



> MIDSCALE HOTELS

IN HARMONY WITH PEOPLE
AND PLACES

Mercure

771 hotels
89,203 rooms
52 countries

At Mercure hotels, every stay is a unique experience. Run by teams of enthusiastic professionals, Mercure hotels are infused with local spirit in harmony with people and places. Mercure is uncompromisingly committed to offering both high quality and genuinely enjoyable hotel experiences. (Re)discover Mercure, and enjoy continually charming, always satisfying hotel experiences.

www.mercure.com



Mercure Paris Arc de Triomphe Wagram - France



> MIDSCALE HOTELS

MAMA LOVES YOU

MAMA SHELTER

6 hotels
703 rooms
3 countries

Mama Shelter is not only a place to sleep: it is a crossroads for people of all ages and cultures. It is a cosy urban refuge, where locals and foreigners come share delicious dishes. If you like casual atmosphere, giant communal tables, then you'll love to come to Mama.

www.mamashelter.com



Mama Istanbul - Turkey



> MIDSCALE HOTELS

YOU HAVE A SECOND HOME
IN THE HEART
OF THE BIG CITIES

adagio

96 aparthotels
10,441 rooms (apartments)
11 countries

You have just arrived in the city and you already feel at home. Your apartment is spacious, fully equipped with kitchen and our hotel services make your life easier: 24/7 reception desk, cleaning, buffet breakfast... For a few days or several months, make yourself at home at aparthotels Adagio, Adagio access and Adagio premium..

www.adagio-city.com



Basel City, Basel - Switzerland



Economy HOTELS

228,000
ROOMS

2,100
HOTELS

ibis

ibis
STYLES

ibis
budget

adagio

> ECONOMY HOTELS

WELL BEING
AT THE BEST PRICE

ibis

1,031 hotels
129,009 rooms
59 countries

Some might say that comfort is beyond cost. Ibis hotels show otherwise with offering their guests well being at the best price. Fully equipped rooms with innovative bedding, 24-hour guest services... Welcome to the European leader in economy hotels.

www.ibis.com



Ibis La Rochelle Centre Historique - France



> ECONOMY HOTELS

COMFORT, UNIQUE DESIGN,
ALL INCLUSIVE

ibis STYLES

277 hotels
25,100 rooms
24 countries

All different, but all equally inspiring: these are ibis Styles hotels. Positive and trendy, the brand offers a unique equation mixing designs, comfort... and services like Wi-Fi or family offer. Everything to meet the modern traveller's needs, at an all-inclusive pricing.

www.ibis.com



ibis Styles Liverpool - United Kingdom



> ECONOMY HOTELS

ESSENTIAL COMFORT
AT A BUDGET PRICE

**ibis
budget**

537 hotels
51,022 rooms
17 countries

Offering essential comfort and modestly priced, ibis budget hotels are the perfect place for autonomous travellers. Warm rooms with fluffy pillows, an XL shower, an all-you-can-eat breakfast buffet, modern public spaces... For the leader in low cost hotel segment, simplicity goes with quality.

www.ibis.com



Ibis La Rochelle Centre Historique - France



Digital FOR A UNIQUE EXPERIENCE

**Excellence and simplicity
all throughout**

YOU ARE SOMEONE UNIQUE
AS YOU ARE OUR GUEST. BE
DEMANDING. EXPRESS YOUR
DESIRES. PICK UP GOOD TIPS
LET US AMAZE YOU. INDULGE
IN WELL BEING GO MEET NEW
PLACES & CULTURES. ASK FOR
MORE. ENJOY STAYING WITH US:
FEEL WELCOME

Before
the stay



During
the stay



After
the stay



The customer EXPERIENCE

-1- DREAM

“Be inspired when selecting a destination”

+1,700

DESTINATIONS PROPOSED ON ACCORHOTELS.COM

-2- SELECT

“Find the best offer”

1

MULTIBRAND WEB AND 13 BRAND WEBSITES

-3- BOOK

“Book anywhere from any device”

1

RESERVATION MADE EVERY 2 SECONDS ON THE WEB



-4- PREPARE

“Optimise the preparation of my stay”

70

TOUR GUIDES ONLINE ON ACCORHOTELS.COM

-5- STAY

“At the hotel I feel welcomed and honored”

WELCOME

CHECK-IN AND FAST CHECK-OUT ONLINE

-6- SHARE

“Share my experience with my friends”

+3.3M

f FANS



-7- COME BACK

“Be rewarded and recognized”

+11,500

NEW MEMBERS EVERY DAY

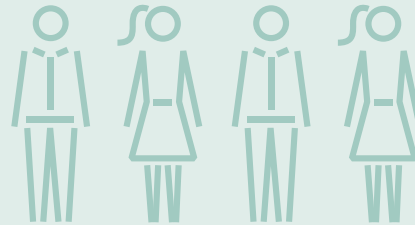


LE CLUB ACCOR HOTELS

Rewards our guests & EARNS THEIRS LOYALTY



INTERNATIONAL
PROGRAM
Thoughtful, Generous, Simple



18 Million
Members of the loyalty program
Le Club AccorHotels



2x
Member stayed 2 times longer
than a no-member customer



The hospitality IS OUR BUSINESS

Share our passion
Grow talent




An international
network
of certified trainers



18
Campuses
around the world

YOU ARE SOMEONE UNIQUE
YOU SHARE OUR PASSION.
BE IMAGINATIVE. GIVE
THE BEST OF YOURSELF
DARE TO GO FURTHER
ENRICH OUR DIVERSITY
WELCOME PEOPLE WITH
YOUR HEART. ENJOY YOURSELF
DREAM BIG FOR YOUR FUTURE
FEEL WELCOME



Grow TALENT



800
communities
on the AccorLounge
corporate Social network



Every
7 minutes
an employee is hired

50

schools and universities
worldwide are AccorHotels
partners

56%

of employees
are under 34



ACCORHOTELS
Jobs

The international
job site of AccorHotels

18,500
offers

Women's network
+2,500
members

WOMEN
AT ACCORHOTELS
GENERATION



122,000
employees trained
by Académie AccorHotels
key figures at December 31st, 2014

Follow the news on human resources

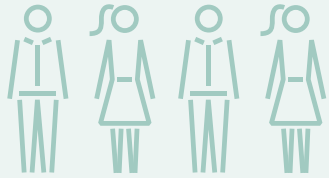


Reinventing HOTELS SUSTAINABLY



WITH PLANET 21, WE HAVE MADE 21
COMMITMENTS TO ACT TOGETHER
FOR THE WELL-BEING OF OUR
WORLD. CARE FOR THE PLANET?
PLEASE, STEP IN.





500,000
guests

stay in our hotels every night

30,000
employees

are trained every
year in the fight against
child sexual exploitation



1 out of 3
AccorHotels
general manager is a woman

33

Olympic
swimming pools of water
saved since 2011 by reducing
water use



4M
tree planted

by AccorHotels since 2009
or 2,400 football stadiums



Annual lighting of
1,845
french homes
saved by reducing
energy use



AccorHotels is the leading
hotel chain in Europe
in TripAdvisor's
"Greenleaders" program



Over
860
metric tons
of fair trade coffee, chocolate
and tea purchased in our hotels
key figures at December 31st, 2014



PLANT ^{FOR THE} PLANET

ACCORHOTELS REFORESTATION PROJECT

An emblematic PROGRAM OF SUSTAINABLE DEVELOPMENT

Guests may reuse their towels when they stay in the hotel for more than one night. Half of the savings on laundry expenses generated by this initiative are used to fund reforestation and agro-forestry projects. This helps protect ecosystems and support local communities.

+1,500
hotels
committed

154
reforestation
projects in
21 countries

Objective
10 million
trees planted
in 2021
(4M in 2014)



Spreading HEART HOSPITALITY WITH SOLIDARITY ACCOR

Solidarity Accor supports AccorHotels employees' citizenship commitment by supporting training and insertion for disadvantaged and socially isolated people, and by providing humanitarian and emergency aid.

7
years
of solidarity

208
projects
supported

41
countries

9,500
employees
involved

200,000
direct
& indirect
beneficiaries





Feel Welcome





ACCOR HOTELS

Feel Welcome

Follow us on



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SOFITEL
LEGEND

SOFITEL
SO

SOFITEL

GALLERY
M

PULLMAN

NOVOTEL

Mercure

SHELTER
MAMA

adagio

ibis

STYLES
ibis

BUDGET
ibis

