



ACCOR HOTELS

Feel Welcome

Q3 2017 REVENUE

October 19th, 2017

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ANGSANA 25h twenty five hours hotels GRAND MERCURE THE SEBEL NOVOTEL Mercure adagio MAMA SHELTER ibis ibis STYLES ibis budget JO&BO hotelIPI

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Key highlights

Strong Revenue Growth

Systemwide RevPAR up 4.5% L/L

Revenue up 6.4% L/L

Solid momentum in all key markets

**FY 2017 EBIT in the high range
of €460m - €480m guidance**

Sustained Development

600k rooms mark crossed

40,000 rooms FY target organic confirmed

Accretive & strategic M&A

Mantra: enhanced leadership in Australia

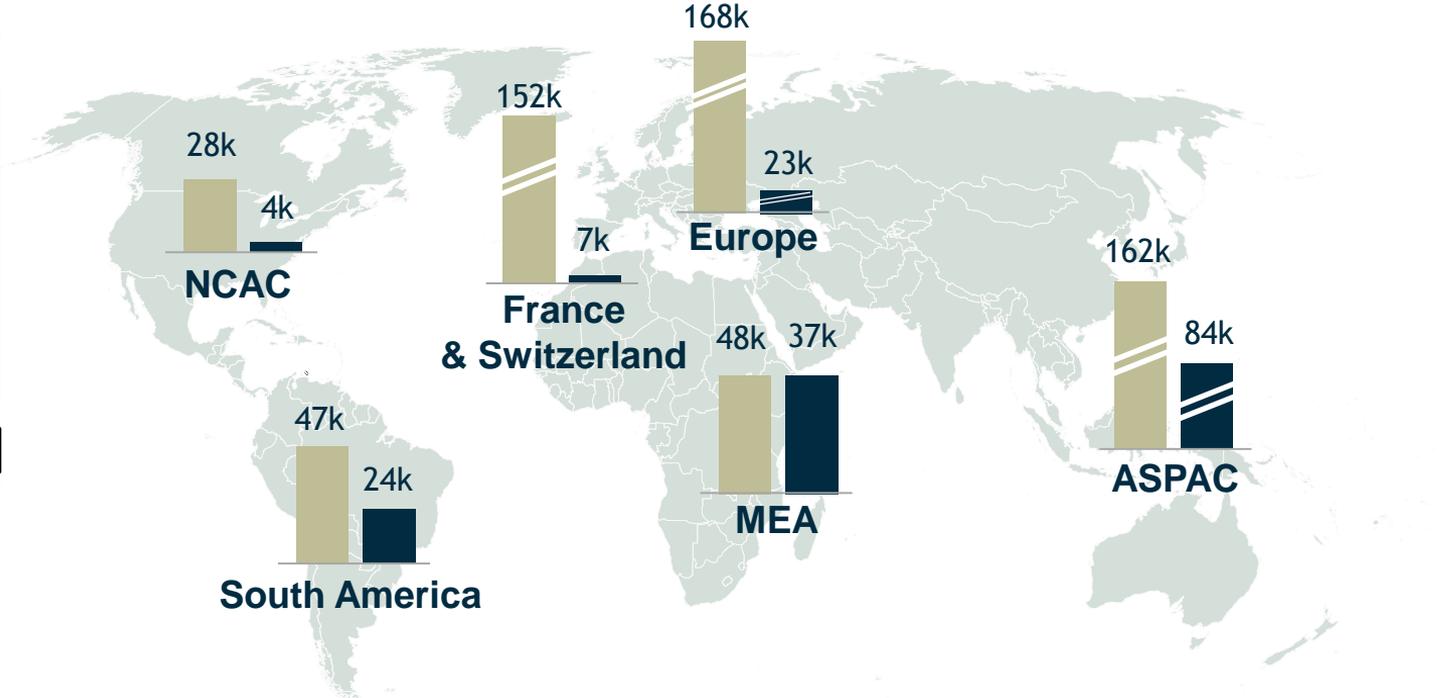
Gekko: increased digital footprint in Business Travel

Orient-Express & Nextdoor: Strategic partnerships



Crossed the 600,000 room mark

(At September 30, 2017 - in rooms)



73 hotels & 11k rooms opened in Q3



Strong Q3 revenue growth of 6.4% L/L

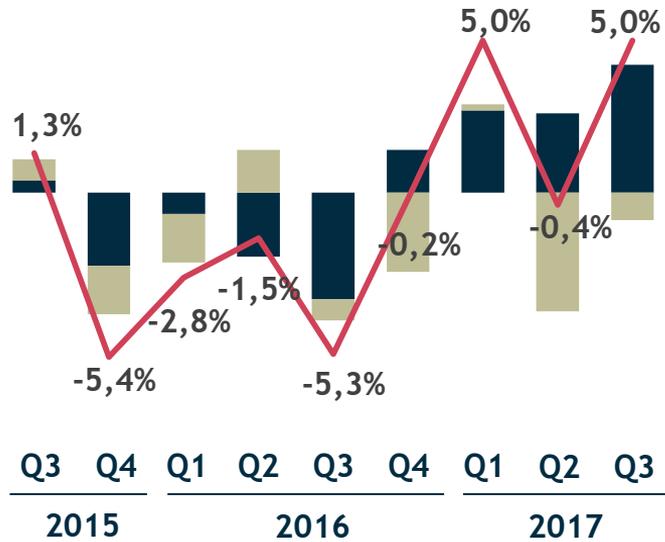
	Q3 2016 <i>In €m</i>	Q3 2017 <i>In €m</i>	Change	
			Reported	L/L
HotelServices	430	442	2.7%	3.5%
New Businesses	13	32	N/A	5.6%
Hotel Assets	171	170	(0.7)%	7.2%
Holding & Intercos	(144)	(140)	N/A	N/A
AccorHotels	470	504	7.2%	6.4%
Future Financials	619	649		

- **HotelServices:** Gross volume at €4.7bn, up 7% excluding currency effect
- **Strong like-for-like revenue growth for Hotel Assets, driven by Orbis & Turkey**

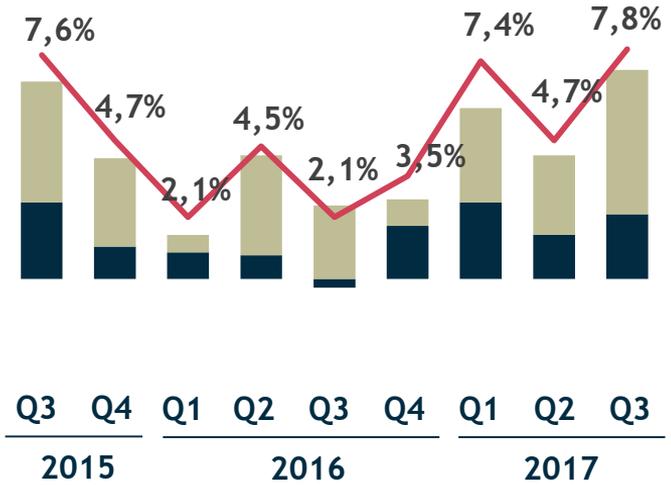


Key RevPAR trends

France & Switzerland



Europe



— RevPAR L/L

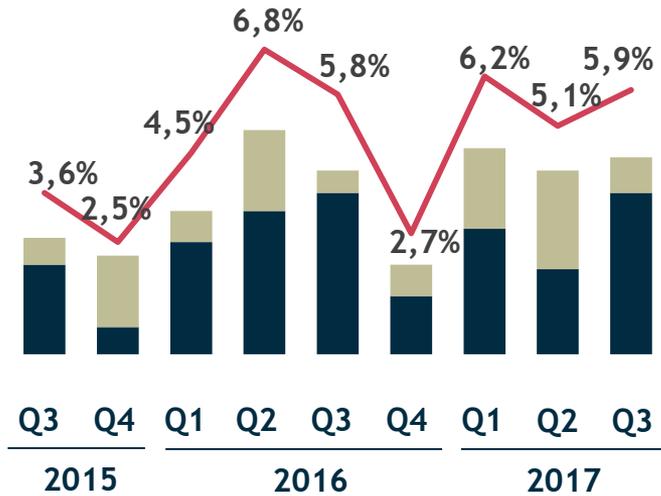
■ Occupancy Rate

■ Average Room Rate

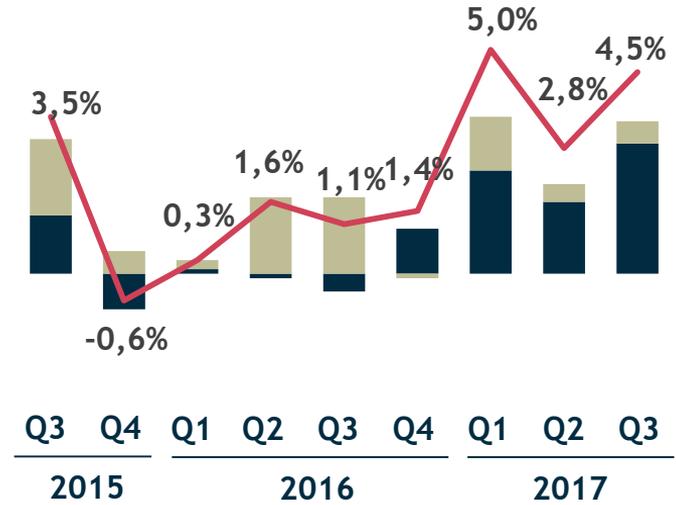


Key RevPAR trends

Asia Pacific



Systemwide



— RevPAR L/L

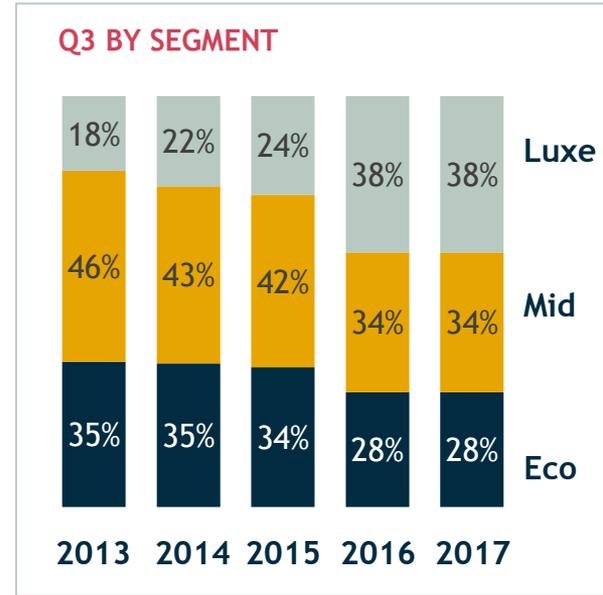
■ Occupancy Rate

■ Average Room Rate



HotelServices - Q3 Revenue by region & segment

Q3 BY REGION			
	Q3 2016 <i>In €m</i>	Q3 2017 <i>In €m</i>	L/L ⁽¹⁾
France & Switzerland	103	106	2.3%
Europe	110	118	7.9%
MEA	29	24	1.2%
ASPAC	110	111	4.1%
NCAC	47	43	14.6%
South America	21	17	(15.3)%
Worldwide structures	9	23	N/A
HOTELSERVICES	430	442	3.5%



- Solid momentum in key markets of France, Europe and ASPAC
- Initial signs of recovery in South America, with first positive Occupancy growth since Q2 2014

(1) Like-for-like revenue growth includes fees linked to organic expansion, at constant exchange rates



FY 2017 outlook

- **Sound RevPAR momentum in core markets (France, Europe and Asia Pacific)**
- **Fast room growth in Q3 pointing to record organic development in FY2017**
- **Ongoing trends expected to carry on across Q4**

**Full-Year 2017 EBIT in the high range
of our €460m - €480m guidance**



A compelling opportunity



**127 hotels &
16,660 keys under
management**



**Mkt Cap: A\$963m
(€645m)**
Share price: A\$3.23



**Revenue: A\$689m
EBITDA: A\$101m
(€68m)**
FY17 (June year end)

- **Australia:** a very supporting and favorable market for the hotel industry
- **Combination of leading players in Australia** to consolidate #1 position
- **Significant diversification** in terms of business vs. leisure
- **Predominantly a management business**



A solid model around Management contracts

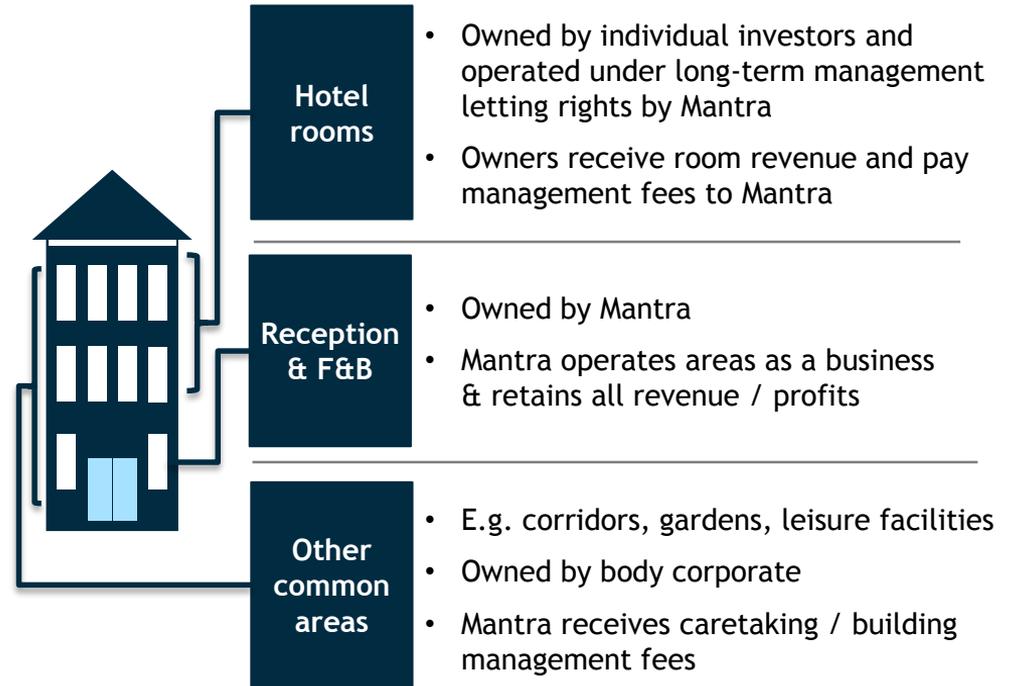
Management business

- 66 properties under “MLR”
- 30 properties under management
- Includes Mantra's in-house central reservation system and technical services assistance

Leased portfolio

- 31 properties
- Predominantly business district properties

Management Letting Rights (MLR) structure



Transaction parameters & Next steps

Transaction parameters

Purchase of 100% of Mantra shares for A\$3.96 per share

- 23% premium to the last close of A\$3.23 as at 6 October 2017

Implied EV of A\$1.3bn (€0.9bn)

- 12.4x 2018E EBITDA; below 10x post synergies
- EPS accretive from year one pre-synergies

Next steps: Regulatory approvals & reviews

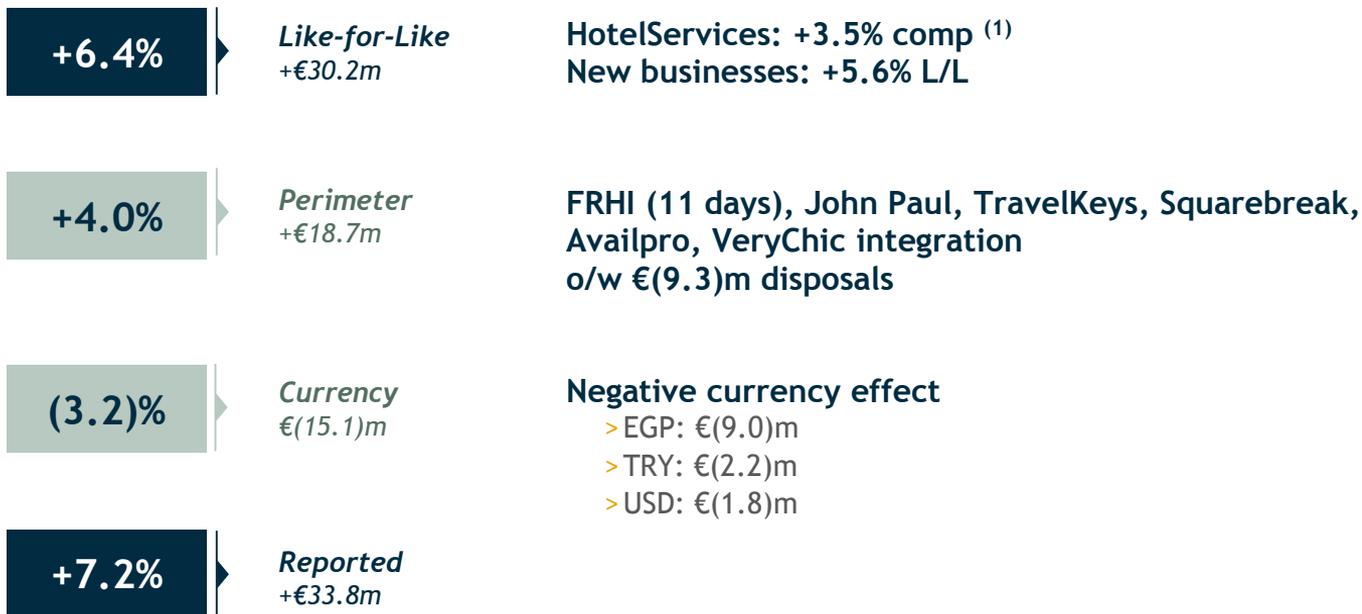
- Competition regulators in Australia and New Zealand
- Mantra shareholders approval
- **Expected to close by end of Q1 2018**



Appendices

RAFFLES BANYAN TREE SOFITEL LEGEND *Fairmont* SOV SOFITEL SOFITEL onefinestay RIXOS M GALLERY pullman swissôtel
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Q3 Revenue – From Like-for-like to Reported



(1) Comparable (comp.) revenue growth - includes fees linked to organic expansion, at constant exchange rates

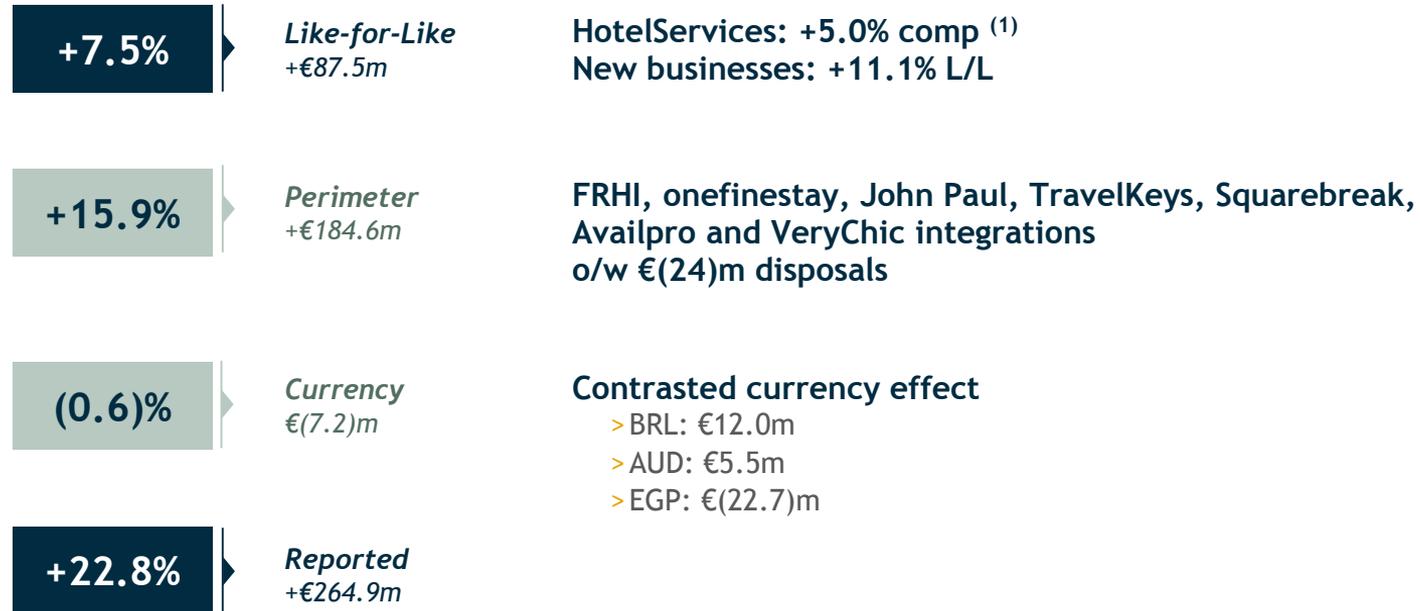


APPENDICES

YTD 2017 Revenue



YTD Revenue – From Like-for-like to Reported



(1) Comparable (comp.) revenue growth - includes fees linked to organic expansion, at constant exchange rates



YTD Revenue up 7.5% L/L

	YTD 2016 <i>In €m</i>	YTD 2017 <i>In €m</i>	Change Reported	L/L
HotelServices	1,075	1,281	19.1%	5.0%
New Businesses	26	75	N/A	11.1%
Hotel assets	451	467	3.5%	5.6%
Holding & Intercos	(392)	(398)	N/A	N/A
AccorHotels	1,161	1,425	22.8%	7.5%
Future Financials	1,574	1,846		

- **HotelServices: Gross volume at €13.4bn, up 23% excluding currency effect (+6% excl. FRHI)**
- **Perimeter effect: +16% - Contrasted currency effect (0.6)%**



APPENDICES

RevPAR



RevPAR - Systemwide

	H1 2017						Q3 2017						YTD 2017 (9M)					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Lux. & Upscale	66.0	+3.1	159	+0.4	105	+5.3	72.3	+3.1	155	+0.7	112	+5.1	68.2	+3.1	158	+0.5	107	+5.1
Midscale	67.1	+2.5	89	-0.1	60	+3.8	74.5	+3.3	85	+0.2	64	+5.0	69.6	+2.8	87	+0.0	61	+4.2
Economy	66.4	+1.2	58	+0.6	38	+2.5	73.8	+2.4	57	+0.7	42	+4.1	68.9	+1.6	57	+0.7	40	+3.1
SYSTEMWIDE	66.6	+2.0	90	+0.7	60	+3.8	73.7	+2.9	88	+0.5	65	+4.5	69.0	+2.3	90	+0.7	62	+4.1



RevPAR – Geographical breakdown ^(1/2)

	H1 2017						Q3 2017						YTD 2017 (9M)					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Lux. & Upscale	66.4	+5.6	200	-3.1	133	+5.6	74.3	+2.3	216	+0.3	161	+3.6	69.0	+4.4	205	-1.8	142	+4.8
Midscale	64.8	+4.3	106	-4.3	69	+2.5	73.8	+5.1	104	-1.6	77	+5.6	67.9	+4.6	105	-3.3	71	+3.7
Economy	65.7	+1.7	61	-1.7	40	+0.9	75.3	+3.8	61	-0.2	46	+5.2	68.9	+2.4	61	-1.2	42	+2.5
FRANCE & SWIT.	65.4	+2.7	82	-2.1	54	+2.0	74.8	+4.2	83	-0.9	62	+5.0	68.5	+3.2	83	-1.6	57	+3.1
Lux. & Upscale	67.6	+3.0	150	+3.4	101	+7.9	79.4	+5.7	163	+5.9	129	+14.2	71.7	+4.1	155	+4.6	111	+10.8
Midscale	69.9	+1.8	84	+2.3	58	+5.1	79.4	+1.8	84	+3.8	66	+6.2	73.1	+1.8	84	+2.8	61	+5.5
Economy	73.1	+2.1	61	+3.0	45	+6.1	81.3	+1.7	63	+4.7	51	+6.9	75.9	+2.0	62	+3.6	47	+6.5
EUROPE	71.1	+2.1	80	+2.9	57	+5.9	80.3	+2.2	83	+4.9	66	+7.8	74.2	+2.1	81	+3.6	60	+6.7
Lux. & Upscale	61.8	+2.8	188	+1.3	116	+6.1	61.1	+0.3	154	-5.7	94	-5.2	61.5	+1.7	176	-2.2	108	+0.5
Midscale	61.7	+4.7	83	-2.9	51	+5.1	63.6	+3.6	66	-1.2	42	+4.9	62.3	+4.3	77	-2.3	48	+5.1
Economy	61.4	+2.4	66	-3.9	40	-0.2	62.1	+2.5	51	-5.1	32	-1.3	61.6	+2.4	61	-4.3	37	-0.6
MEA	61.3	+3.3	127	-1.1	78	+4.5	62.0	+1.6	105	-5.9	65	-3.4	61.5	+2.7	119	-3.2	73	+1.1



RevPAR – Geographical breakdown ^(2/2)

	H1 2017						Q3 2017						YTD 2017 (9M)					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Lux. & Upscale	65.9	+3.4	113	+1.0	74	+6.5	71.0	+4.0	102	+0.3	72	+6.2	67.6	+3.6	109	+0.7	74	+6.3
Midscale	69.9	+2.2	82	+1.6	58	+4.8	73.7	+3.9	76	+0.7	56	+6.2	71.2	+2.8	80	+1.2	57	+5.3
Economy	67.3	+1.1	48	+1.6	32	+3.3	73.1	+2.8	44	+0.3	32	+4.1	69.3	+1.7	46	+1.1	32	+3.6
ASPAC	67.9	+2.3	85	+2.0	57	+5.6	72.7	+3.6	77	+0.8	56	+5.9	69.5	+2.8	82	+1.5	57	+5.7
Lux. & Upscale	71.8	-0.7	243	-3.3	175	-4.3	84.1	+2.0	248	+4.2	209	+6.8	75.9	+1.4	245	+2.9	186	+4.8
Midscale	76.2	-0.6	127	+9.9	97	+8.8	85.4	-2.9	129	+6.2	110	+2.6	79.3	-1.3	128	+8.4	101	+6.5
Economy	69.9	-0.3	38	+16.0	27	+15.5	66.0	-5.4	40	+11.3	26	+3.4	68.5	-2.0	39	+14.4	27	+11.2
NCAC	72.0	-0.4	213	+3.4	153	+2.8	82.6	+0.9	219	+5.3	181	+6.4	75.6	+0.4	215	+4.8	163	+5.3
Lux. & Upscale	49.4	-4.4	153	-3.9	75	-12.0	53.8	+1.4	125	-16.5	67	-14.6	50.8	-2.5	143	-8.6	73	-12.9
Midscale	52.4	-0.0	75	-6.7	39	-6.8	59.1	+3.9	67	-19.2	40	-13.6	54.6	+1.3	72	-11.4	39	-9.4
Economy	51.8	-3.3	50	+0.1	26	-5.7	56.5	-1.3	46	-9.8	26	-11.8	53.5	-2.5	48	-3.8	26	-8.0
SOUTH AMERICA	51.7	-2.4	65	-3.1	34	-7.2	56.9	+0.4	58	-12.8	33	-12.4	53.5	-1.4	63	-6.9	34	-9.1



APPENDICES

Portfolio



Portfolio at September 30th, 2017 (1/2)

	MANAGED (Incl. Owned & leased)		FRANCHISED		TOTAL	
	# hotels	# rooms	# hotels	# rooms	# hotels	# rooms
Luxury & Upscale	34	6,995	26	2,043	60	9,038
Midscale	161	23,216	260	23,603	421	46,819
Economy	334	36,626	831	59,002	1,165	95,628
FRANCE & SWITZERLAND	531	66,918	1,119	84,783	1,650	151,701
Luxury & Upscale	61	12,853	31	9,036	92	21,889
Midscale	234	41,280	241	30,341	475	71,621
Economy	369	51,423	232	22,632	601	74,055
EUROPE	665	105,648	504	62,009	1,169	167,657
Luxury & Upscale	68	23,048	3	383	71	23,431
Midscale	47	9,564	12	2,316	59	11,880
Economy	61	10,584	4	632	65	11,216
MEA	184	44,275	20	3,584	204	47,859

Region figures comprise other brands



Portfolio at September 30th, 2017 (2/2)

	MANAGED <small>(Incl. Owned & leased)</small>		FRANCHISED		TOTAL	
	# hotels	# rooms	# hotels	# rooms	# hotels	# rooms
Luxury & Upscale	194	51,105	43	6,663	237	57,768
Midscale	193	45,775	57	8,061	250	53,836
Economy	168	30,136	123	16,811	291	46,947
ASPAC	570	129,097	232	32,524	802	161,621
Luxury & Upscale	49	21,312	2	702	51	22,014
Midscale	7	1,475	7	1,462	14	2,937
Economy	16	2,090	2	238	18	2,328
NCAC	73	25,200	11	2,402	84	27,602
Luxury & Upscale	17	3,548	4	981	21	4,529
Midscale	76	10,971	12	1,560	88	12,531
Economy	114	21,180	76	9,069	190	30,249
South America	208	35,754	92	11,610	300	47,364
Luxury & Upscale	423	118,861	109	19,808	532	138,669
Midscale	718	132,281	589	67,343	1,307	199,624
Economy	1,062	152,039	1,268	108,384	2,330	260,423
TOTAL	2,231	406,892	1,978	196,912	4,209	603,804

Region figures comprise other brands



APPENDICES

Exchanges rates



Q3 2017 Exchange Rates

1€ = X foreign currency	Q3 2016 average rate	Q3 2017 average rate	Q3 2017 vs. Q3 2016 Change
Brazilian real (BRL)	3.62	3.71	(2.5)%
Australian dollar (AUD)	1.47	1.49	(1.0)%
Sterling (GBP)	0.85	0.90	(5.7)%
Egyptian Pound (EGP)	9.91	20.88	(110.8)%
American dollar (USD)	1.12	1.17	(5.1)%
Canadian dollar (CAD)	1.45	1.47	(1.2)%
Turkish Pound (TRY)	3.31	4.13	(24.9)%



YTD 2017 Exchange Rates

1€ = X foreign currency	9M 2016 average rate	9M 2017 average rate	9M 2017 vs. 9M 2016 Change
Brazilian real (BRL)	3.97	3.54	+10.8%
Australian dollar (AUD)	1.51	1.45	+3.5%
Sterling (GBP)	0.80	0.87	(8.8)%
Egyptian Pound (EGP)	9.60	19.94	(107.6)%
American dollar (USD)	1.12	1.11	+0.2%
Canadian dollar (CAD)	1.48	1.45	+1.4%
Turkish Pound (TRY)	3.28	4.00	(22.2)%



APPENDICES

Glossary



Glossary

REGION ORGANIZATION

- France & Switzerland
- Europe (does not include France nor Switzerland)
- MEA: Middle-East and Africa
- ASPAC: Asia Pacific Region
- NCAC: North & Central America & Caribbean
- South America

NON-BRANDED HOTELS IN THE PORTFOLIO

- Brands not included in the three Luxury & Upscale / Midscale / Economy segments.
- At the end of September 2017, 40 hotels (4,351 rooms) are no-branded: 3 in France, 1 in Switzerland, 1 in Italy, 9 in Middle East & Africa, 13 in Australia, 11 in Asia, 1 in Brazil, 1 in Canada)





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