



# Trait d'Union

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OCTOBER 5, 2023

# One transformation: **Get Focused!**

## Get LIGHT

BOOSTER

2018

## Get BROAD

FRHI, Movenpick,  
Ennismore

2016 - 2022

## Get FIT

RESET

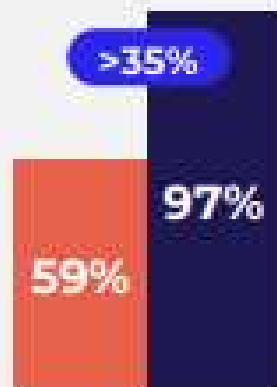
2020 - 2021

## Get FOCUSED

TURBO

2023

**More asset-light**  
(% rooms)



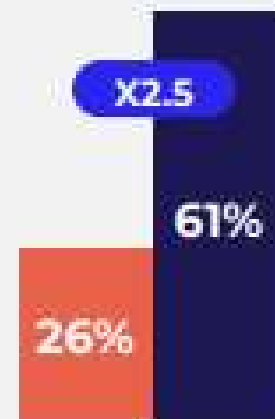
2013 Today

**More Luxury & Lifestyle**  
(% fees)



2013 Today

**More global**  
(Non-Europe % business volume)



2013 Today

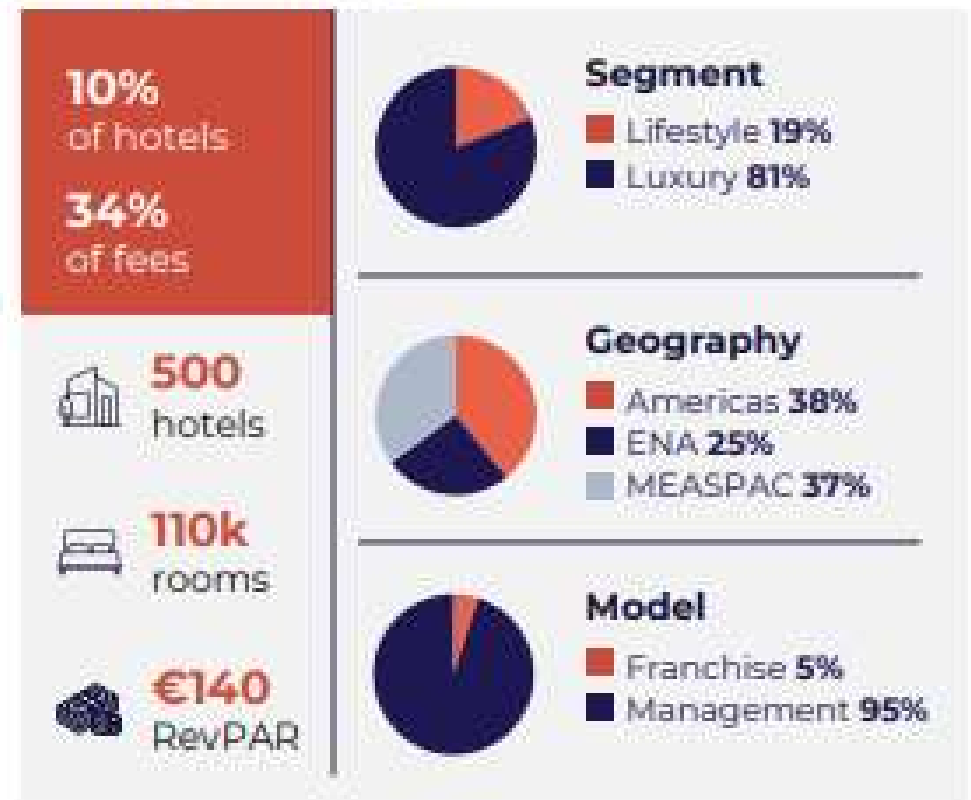
- ✓ **Focus & upskill** teams & brands
- ✓ **Simplify & optimize** op model & processes
- ✓ **Expand & deliver** profitable growth

# Two divisions with two operational models

## Premium, Midscale & Economy



## Luxury & Lifestyle



Breakdowns by FY22 BTI fees, network as of end March 2023

# ... to unleash full Potential



## Premium, Midscale & Economy

Market-led organization  
21 brands

<p>pullman</p> <p>MÖVENPICK</p> <p>ADAGIO</p> <p>swissôtel</p> <p>GRAND MERCURE</p> <p>THE SEBEL</p> <p>Art Series</p> <p>PIPPLES</p>	<p>NOVOTEL</p> <p>MERCURE</p> <p>ADAGIO</p> <p>Handwritten</p> <p>mantra</p> <p>TRIBE</p>	<p>ibis</p> <p>ibis styles</p> <p>ibis budget</p> <p>ADAGIO</p> <p>greet</p> <p>BreakFree</p> <p>hotelF1</p>
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Predictability, Resilience & Cash-Generation

## Luxury & Lifestyle

Brand-led organization  
25 brands, of which 17 for Ennismore

<p>RAFFLES</p> <p>ORIENT EXPRESS</p>	<p>SOFITEL</p> <p>LEGEND</p> <p>EMBLEMS</p>
<p>Fairmont</p> <p>mantis</p>	<p>MAMA SHELTER</p> <p>ELIXIRS</p> <p>PARIS SOCIETY</p> <p>21c</p> <p>25h</p> <p>SO/</p> <p>MONDRIAN</p> <p>HYDE</p> <p>JOE 30C</p> <p>the houston</p> <p>FAENA</p> <p>ANGSANA</p> <p>ELIZABETH FAENA</p> <p>HYATT</p>

Brand Content, Fast Growth, High Value



# Luxury & Lifestyle Strategy

# 8 years ago, a bet on experiential hotellerie



# ... with a priceless heritage

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**4 out of 7 centenary brands belong to Accor**





Kapitel Krakow Fabryczna City, Poland

# Premium, Midscale & Economy Strategy



# PM&E roadmap

## Profit from the Core

### Today

Addresses the largest & most resilient hospitality segment with:



the right stronghold footprint



the right brand portfolio



...and the potential for further optimization

### Tomorrow

## Profit from the Core



Focus on our **brands**



Focus on **key markets & Premium**



Focus on **industrializing our scale model**

▶ **Maximize EBITDA growth & drop through**

## ➤ Focus on our brands



**Rejuvenate on our iconic brands** (70% fees)

**Grow** our historical brands



**Leverage our conversion brands** (20% fees)

**Densify** our leadership & ESG positions



**Strengthen compliance to brand standards** (PURE project)

**Pursue** pruning effort engaged

## Focus on our key markets & the Premium segment



### Consolidate leadership in Midscale & Economy

Densify presence in the  
30 countries representing  
90% rooms of existing network



### Capture our fair share in Premium

Seize the market opportunity  
building on Pullman,  
Movenpick & Swissôtel

# ➔ Focus on industrializing our scale model



**Franchise acceleration  
where it makes sense**

**Manage** in top locations,  
**Franchise** to further  
accelerate



**Improved digital  
landscape**

CRM,  
Revenue Management,  
Move-to-cloud (CRS, PMS)



**Continued operational  
excellence & cost  
discipline**

Shared Services,  
Simplified Processes  
& Automation