



MERCURE
HOTELS

Why invest *Mercur*

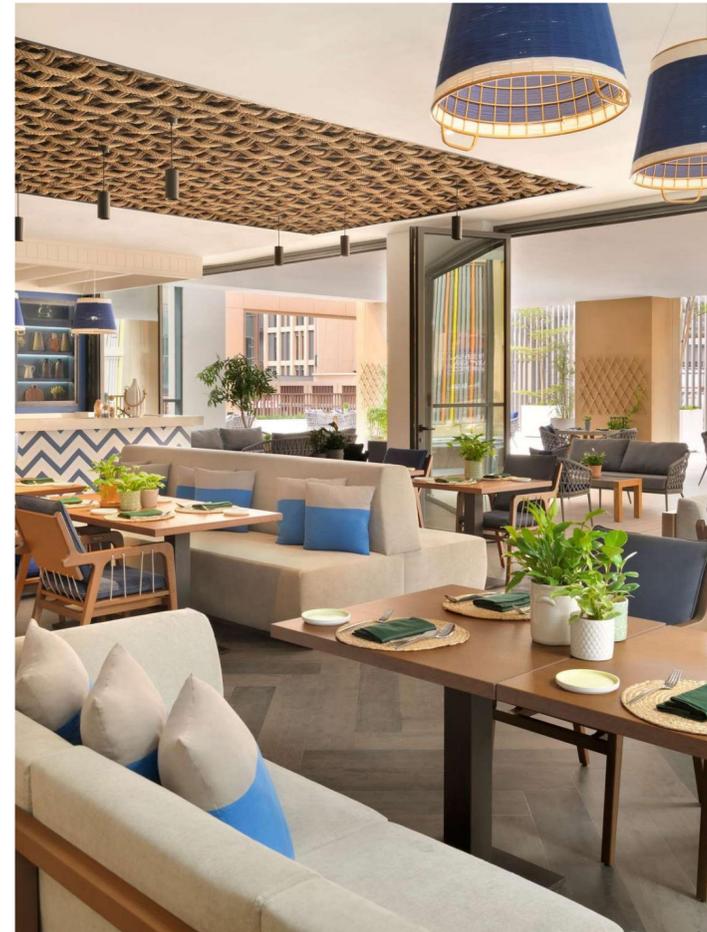
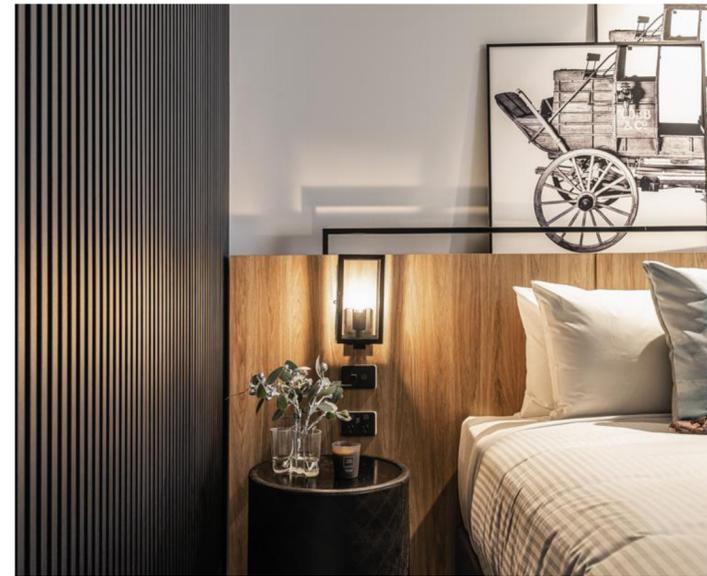
2026

GLOBAL DEVELOPMENT
PREMIUM, MIDSCALE & ECONOMY DIVISION



WELCOME TO MERCURE

Locally inspired experiences, created with care



A global brand with over 1000 hotels in 680+ destinations, the Mercure experience is shaped by its surroundings, inspired by local stories, and shared with the world with care. The brand creates sustained value for owners and investors while driving network growth and guest engagement.



WHY MERCURE?

Global Scale Delivering High Performance

Join the world's largest midscale brand (*excl. US*), with 1,310 hotels open and in the pipeline

Resulting in highest awareness in key markets vs competitors and strong price premium

With flexible design, adaptable to local markets

Immersive Locally Rooted Hotels

Mercure design immerses guests in the locality

With F&B offering the best of local cuisine

All whilst supporting the local community & creating lasting positive change

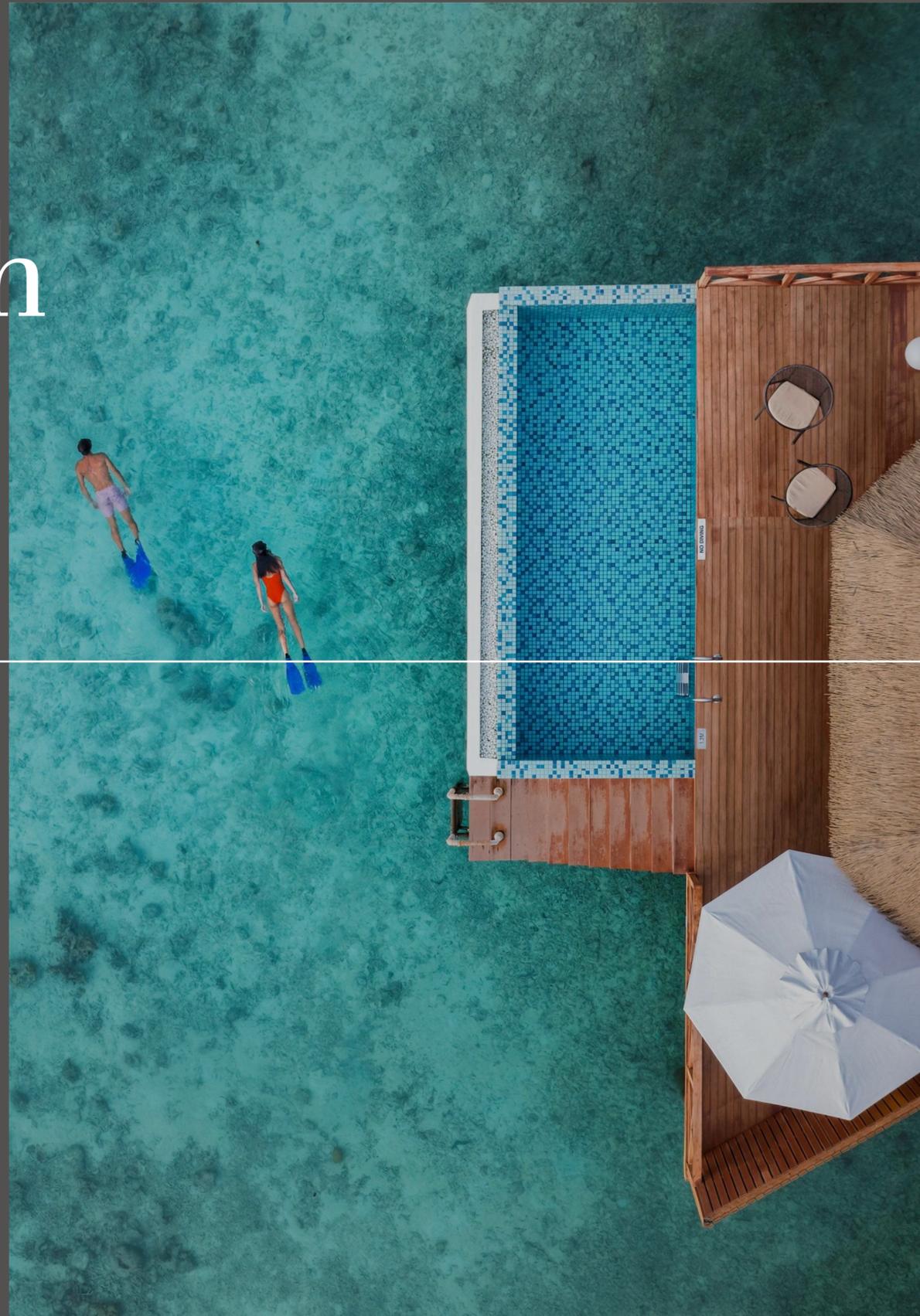
Powerful Distribution Eco-system

Leverage Accor's sales, marketing, distribution & loyalty from day 1

Connecting you with valuable global business and directly contributing to 77% of your room revenue

Global scale delivering high performance

Chapter



01

*Topline
Investment
EBITDA*

TOPLINE

A global footprint of 1,304 hotels open and in the pipeline

5%

Americas

	62	4
	8,095	424

40%

Europe & North Africa

	567	60
	65,589	6,823

25%

Middle East, Asia, Pacific

	183	49
	33,301	11,840

30%

Greater China

	226	153
	34,217	19,858

Mercure

	NETWORK	PIPELINE
	1,038	266
	141,202	38,945

All figures as end of December 2025
 % by region is calculated from the number of hotels open

TOPLINE

Leading awareness versus competitors in key markets

161

MERCURE BRAND AWARENESS INDEX

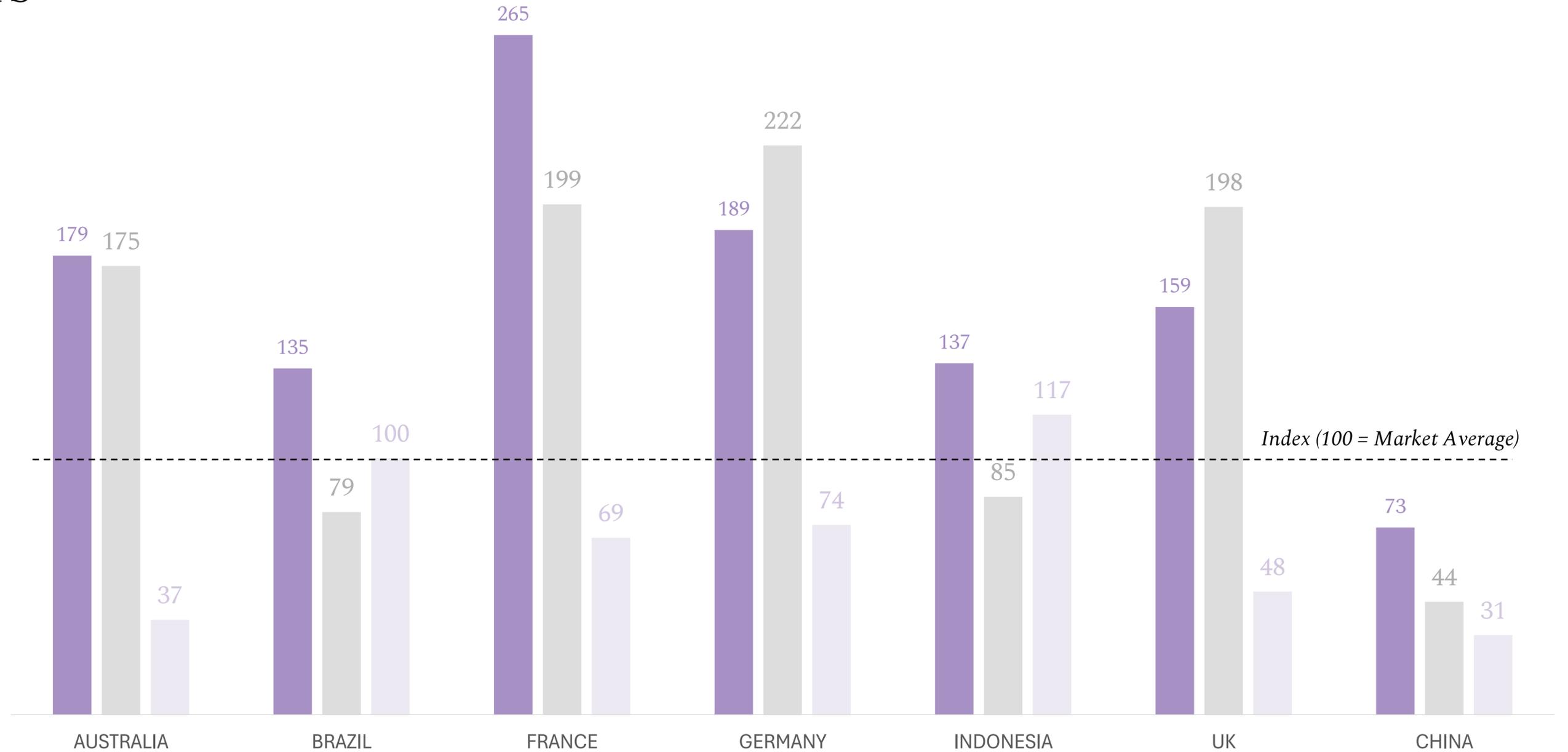
Above segment average in AUS, BR, FR, DE, IND, UK.

Leading versus international competitors in China.

Compset:
Best Western
Golden Tulip

AWARENESS INDEX BY KEY COUNTRY

MERCURE BEST WESTERN GOLDEN TULIP



TOPLINE

Resulting in 78% of revenue generated by transient individuals

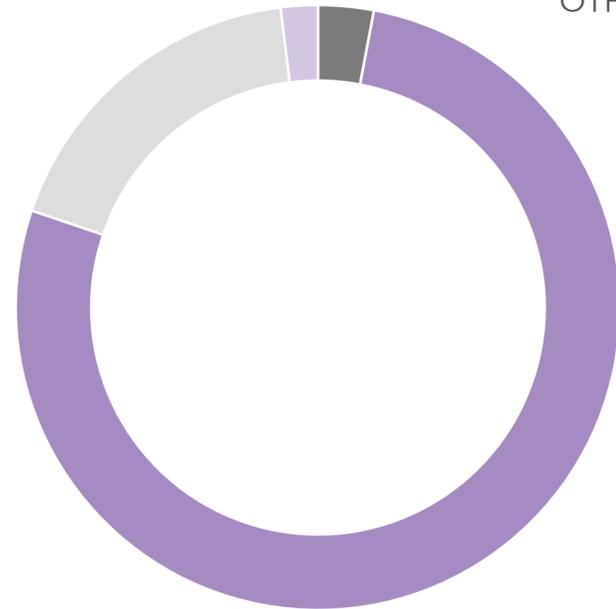
GROUPS
18%

CONTRACT 3%

OTHER 2%

42% of groups
Corporate
travellers

37% of groups
Tour-Wholesalers
travellers



TRANSIENT
78%





INVESTMENT

Flexible design adaptable to local market



MERCURE JAKARTA GATOT SUBROTO
INDONESIA



MERCURE BORDEAUX CENTRE GARE ATLANTIC
FRANCE

Mercure hotels create a stimulating sense of place, providing immersive local experiences.

When entering guests will feel the neighborhood's spirit offering a one-of-a-kind stay.

GREAT FOR CONVERSION,
STRONG FLEXIBILITY,
LOCALLY ROOTED



MERCURE HANGZHOU XIXI FUTURE TECH CITY
CHINA



MERCURE SAO PAULO IBIRAPUERA PRIVILEGE
BRAZIL



INVESTMENT

Benefit from our light renovation program to speed up conversion

Affordably revitalize your Social Hub, blending Mercure's design flair and cost efficiency

Ensuring a locally inspired vibe without the need for significant structural changes

3 investment levels inspired by successful Mercure stories to achieve maximum style at minimal cost



MERCURE PARIS MIRABEAU
FRANCE



MERCURE TALLINN
ESTONIA



MERCURE PARIS MIRABEAU
FRANCE



MERCURE TALLINN
ESTONIA

Immersive locally rooted hotels

Chapter

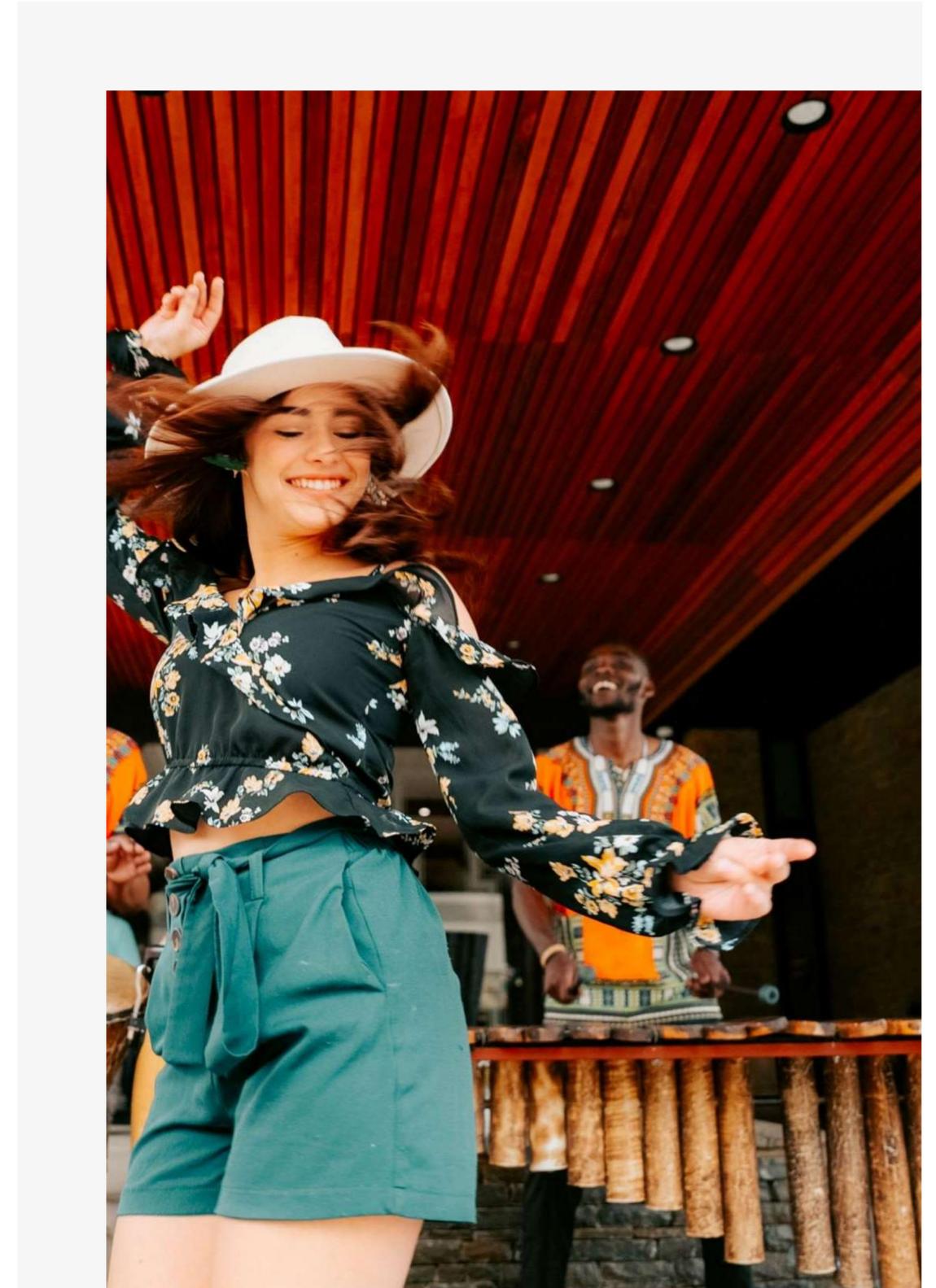
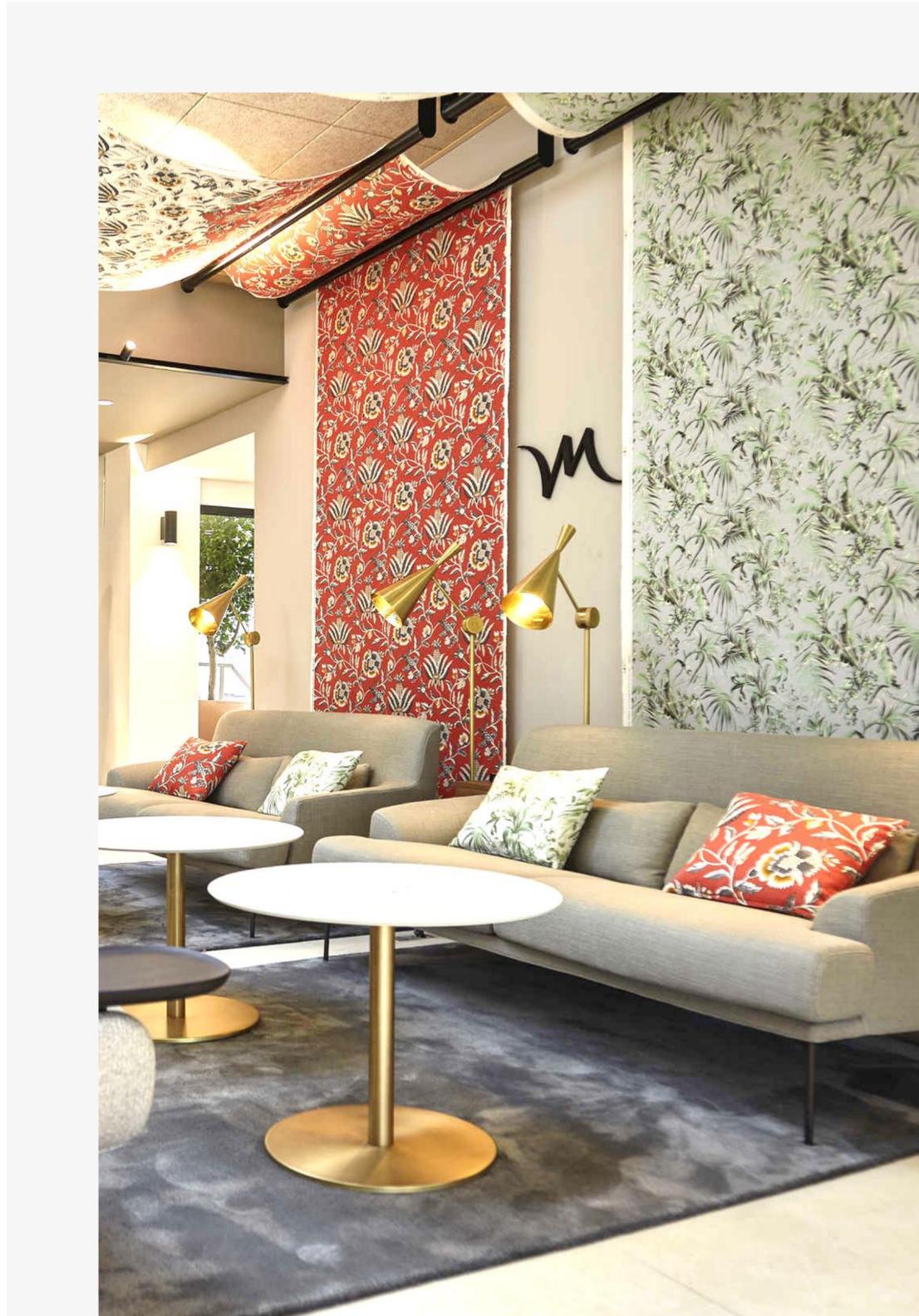
01



Brand Positioning
Guest Satisfaction
Top 3 USPs

BRAND POSITIONING

Locally inspired, high quality midscale hotels shaped by their surroundings, inspired by local stories, crafted by many hands, and shared with the world with care.



TOP 3 USPS

Our promise to guests all over the world



1

DISCOVER

Mercure design immerses guests in the locality



2

DELIGHT

Mercure F&B offers the best of local cuisine



3

CARE

Mercure supports the local community & creates lasting & positive change



USP #1

Mercure design



immerses guests
in the locality

DISCOVER

Locally inspired design

Authentic values and local culture design,
providing a modern portal to the
destination.

#1 Locally Relevant

Sentiment score at 94.5*
Vs. competitors between 91.5 and 93.8**

*Sentiment Score

**Competitors include: Doubletree by Hilton, Tryp by Wyndham, Best Western & Golden Tulip
Source: Trust You 2025



USP #2

Mercure F&B



offers the best of local cuisine

DELIGHT

F&B offer with local recipes and specialties.

Culinary discoveries enable to understand a culture and connect with local communities.

#1 in Breakfast

Sentiment Score at 80.9*
vs competitors between 73.1 and 80.2**

*Sentiment Score

**Competitors include: Doubletree by Hilton, Indigo, Tryp by Wyndham, Best Western & Golden Tulip
Source: Trust You 2025



USP #3

Mercure supports



*the local community
& creates lasting
positive change*

CARE

Where we are, food meets purpose – Creating real impact in our local communities.

#1 in Sustainability

Sentiment Score at 60.37*
vs competitors between 34.48 and 51.02**

*Sentiment Score

**Competitors include: Doubletree by Hilton, Tryp by Wyndham, Best Western & Golden Tulip
Source: Trust You 2025

BRAND POSITIONING

Guest journey & experience

KEY STANDARDS AT A GLANCE

Social hub

- Dress code
- Signature Welcome
- Scent

Guest room

- Bedding
- Branded Amenities

F&B

- Local sourcing
- Breakfast
- All-Day-Dining

Wellness

- Fitness
- Spa

Meetings

- Meetings

Events

- In-hotel animations

OPTIONAL



Powerful distribution eco-system

Chapter

03



*Accor Sales,
Distribution & Loyalty
Mercure Digital Scale*

CONNECT YOUR HOTEL

To the widest distribution ecosystem

140+

CONNECTED PARTNERS

Included Search / Metasearch / OTA / GDS / IDS, both Global and Regional

AND ACCESS

A global sales office with strong expertise

400+

SALES PROFESSIONALS

Across

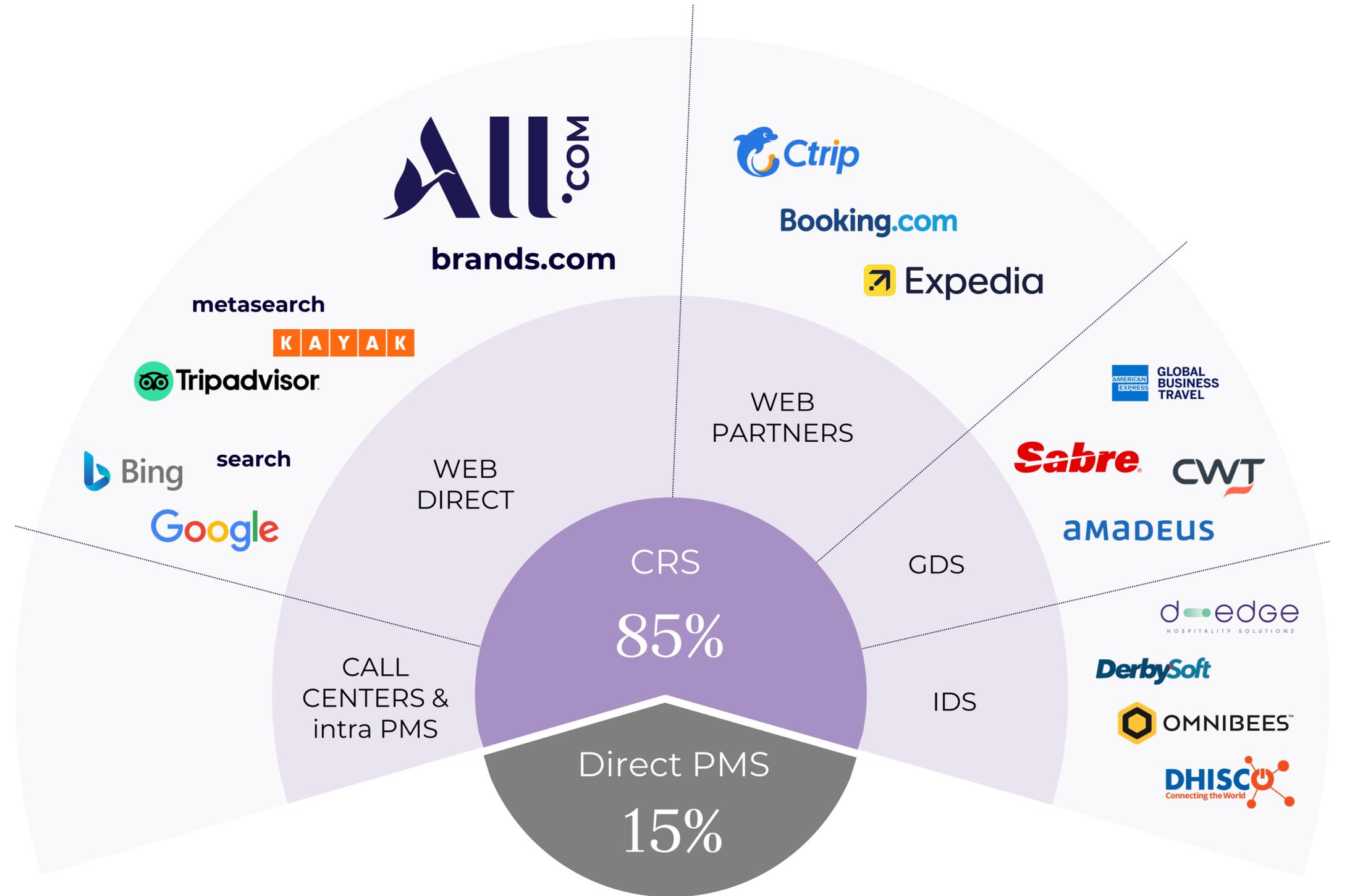
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COUNTRIES

Covering

80%

OF THE GLOBE

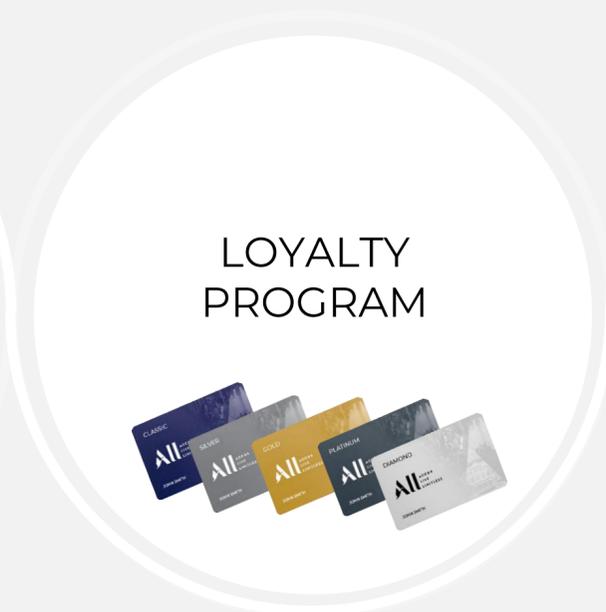


Including best OTA discounted rates



BENEFIT FROM

A solid web direct and best loyalty program ALL Accor



40+ brands

FEATURED ON ALL.COM

110M+

MEMBERS

360M+

VISITS/YEAR

140+

PARTNERS

550K+

SUBSCRIPTION CARDHOLDERS

Strong revenue contribution for hotels

ALL ROI FOR OWNERS

x8

AWARDS SINCE LAUNCH

39





MERCURE ECO-SYSTEM

Mercure Digital scale

With mercure.com, explore destinations and benefit from special offers across the world.

Showcase a modern and emotional locally inspired experience on social media.

MERCURE.COM

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Languages

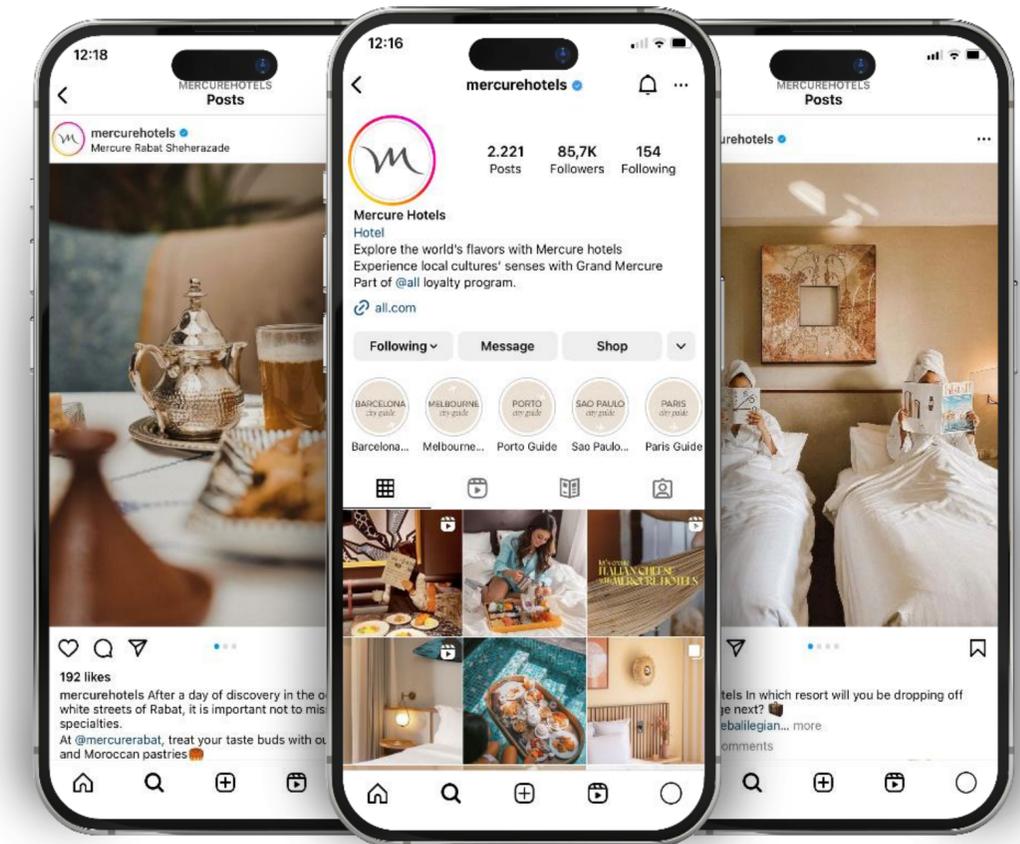
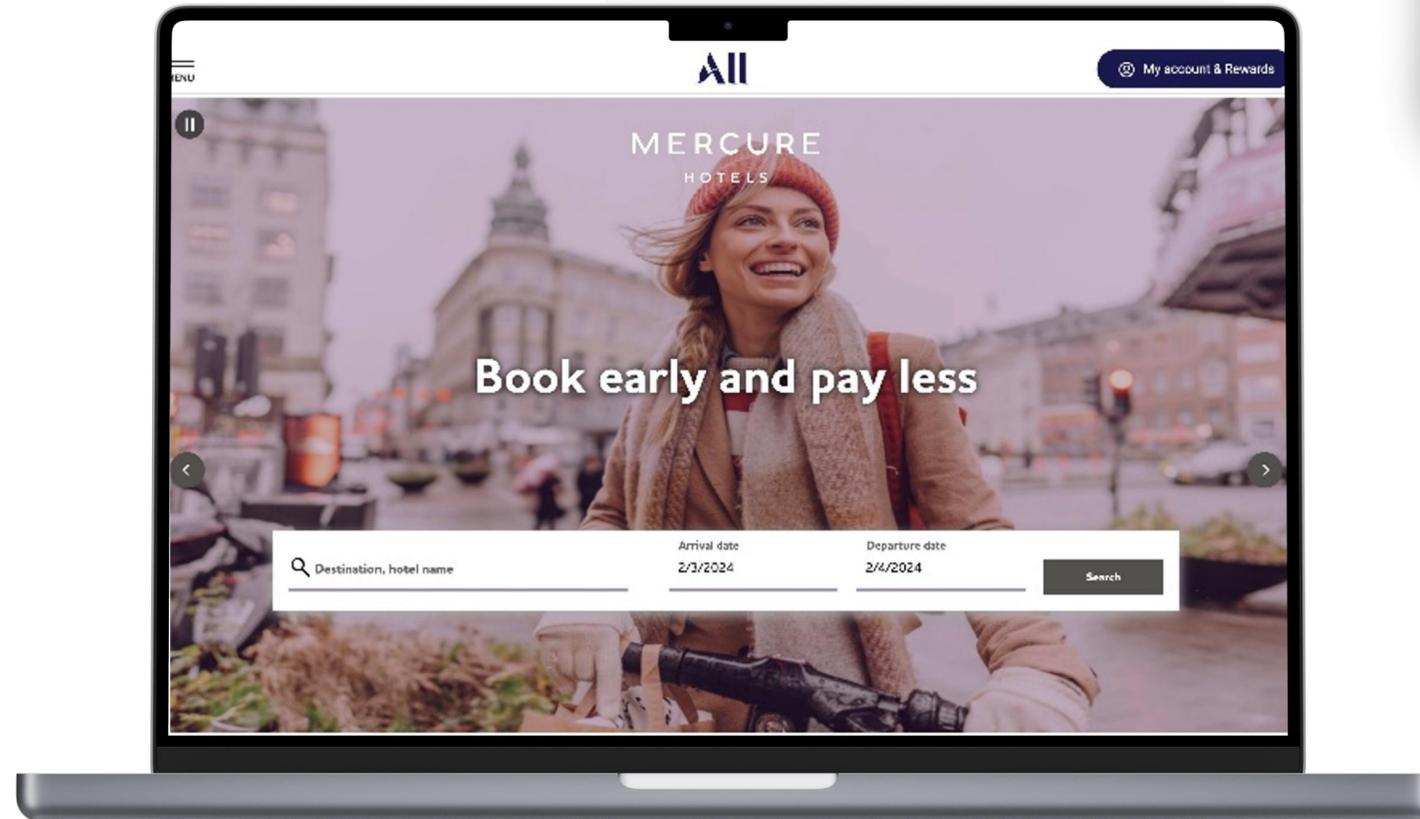
1,3M

Unique users

CRM

2.1M

Contacts in CRM
Mercure database
in 2025



SOCIAL MEDIA AMPLIFICATION

 **+106k**
Followers

 **+60k**
Followers

 **+5,8k**
Followers

Development Criteria

Chapter



04

Hotels
Leisure & Resorts
Extended Stay
Mixed-Use



MERCURE SYDNEY ROUSE HILL
AUSTRALIA

HOTELS

Hotels Development Criteria

Mercure hotels fit equally new builds and conversions projects.

	EUROPE ⁽¹⁾	WW
NUMBER OF KEYS	80+	100+
ROOM SIZE	18-24 SQM	22-28 SQM
TGFA	40-50 SQM	45-60 SQM

(1) Incl. AAA ultra city center + historic conversion WW

MUST-HAVES

- Breakfast offer
- Lobby bar

NICE-TO-HAVES

- Restaurant offer
- Grab & Go
- Fitness
- Wellness area or Spa
- Swimming Pool
- Meeting Room
- Car Park
- Junior Suite
- Family Room



MERCURE MALDIVES KOOLDO RESORT
MALDIVES

LEISURE & RESORTS

Leisure & Resorts Development Criteria

	EUROPE ⁽¹⁾	WW
NUMBER OF KEYS	80+	100+
ROOM SIZE		22-32 sqm
TGFA		55-70 sqm

(1) Incl. AAA ultra city center + historic conversion WW

MUST-HAVES

- Lobby bar
- Breakfast offer
- Restaurant offer
- Fitness
- Wellness area or Spa
- Outside Space
- Car Park

NICE-TO-HAVES

- Grab & Go
- Swimming pool
- Sport Facilities
- Work in the lobby
- Meeting Room
- Laundry Room
- Retail Shop



EXTENDED STAY

Extended Stay Development Criteria

WW

NUMBER OF KEYS

80+

ROOM SIZE

Guest Room (Standalone Living)	20-23 sqm > 10%
Studio	28-56 sqm > 80%
1 Bed	47 sqm
2 Beds	64 sqm

TGFA

45 sqm

MUST-HAVES

- Lobby bar
- Grab & Go
- Fitness
- Work in the lobby
- Car Park
- Laundry Room

NICE-TO-HAVES

- Breakfast offer
- Restaurant offer
- Wellness area or Spa
- Swimming Pool
- Meeting Room
- Retail Shop



MIXED-USE

Mixed-use developement

Strong ROI for mixed-use projects combining Mercure hotel with:

- EXTENDED STAY
- BRANDED RESIDENTIAL
- COWORKING
- COMBO WITH ECONOMY OR PREMIUM BRAND

MERCURE
LIVING

MERCURE
RESIDENCES

ibis

Mercure Network

Chapter



04

*Urban
Leisure & Resorts
Airport, MICE
Extended Stay*



Why invest - Mercure

URBAN

Mercure Sydney Rouse Hill

AUSTRALIA | 78 ROOMS



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URBAN

Mercure Sydney St Leonards

AUSTRALIA | 100 ROOMS





Why invest - Mercure

URBAN

Mercure Berau

INDONESIA | 153 ROOMS



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Why invest - Mercure

URBAN

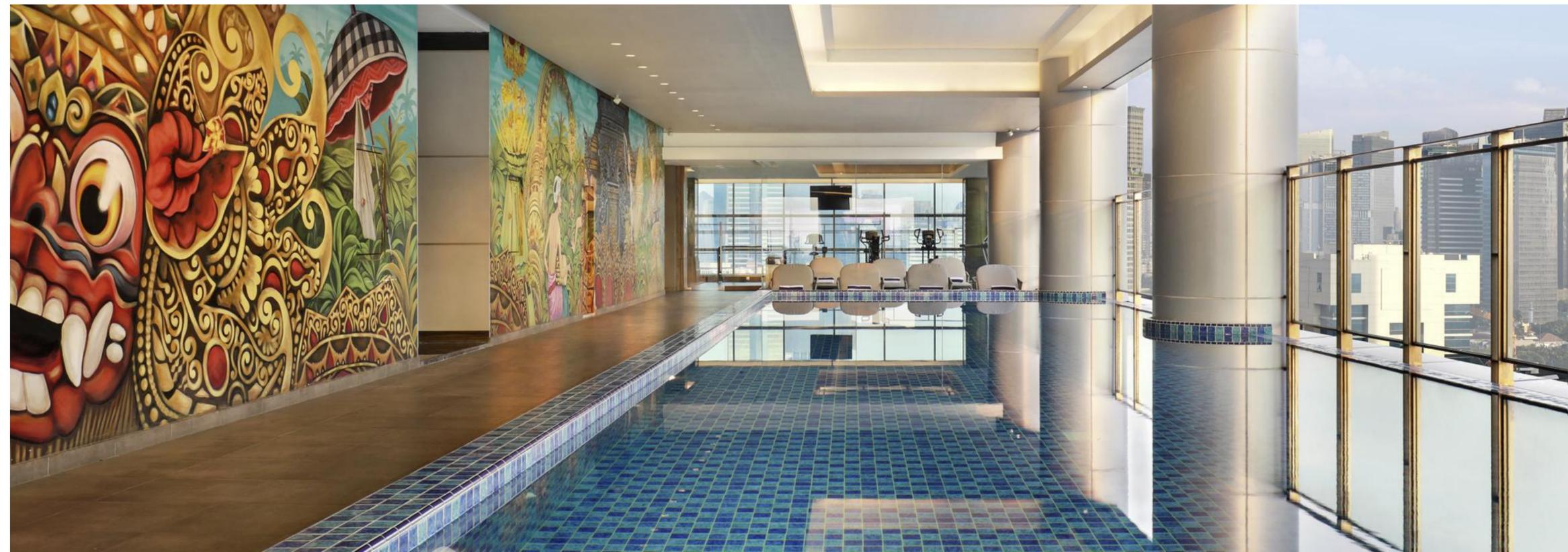
Mercure Jakarta Gatot Subroto

INDONESIA | 403 ROOMS



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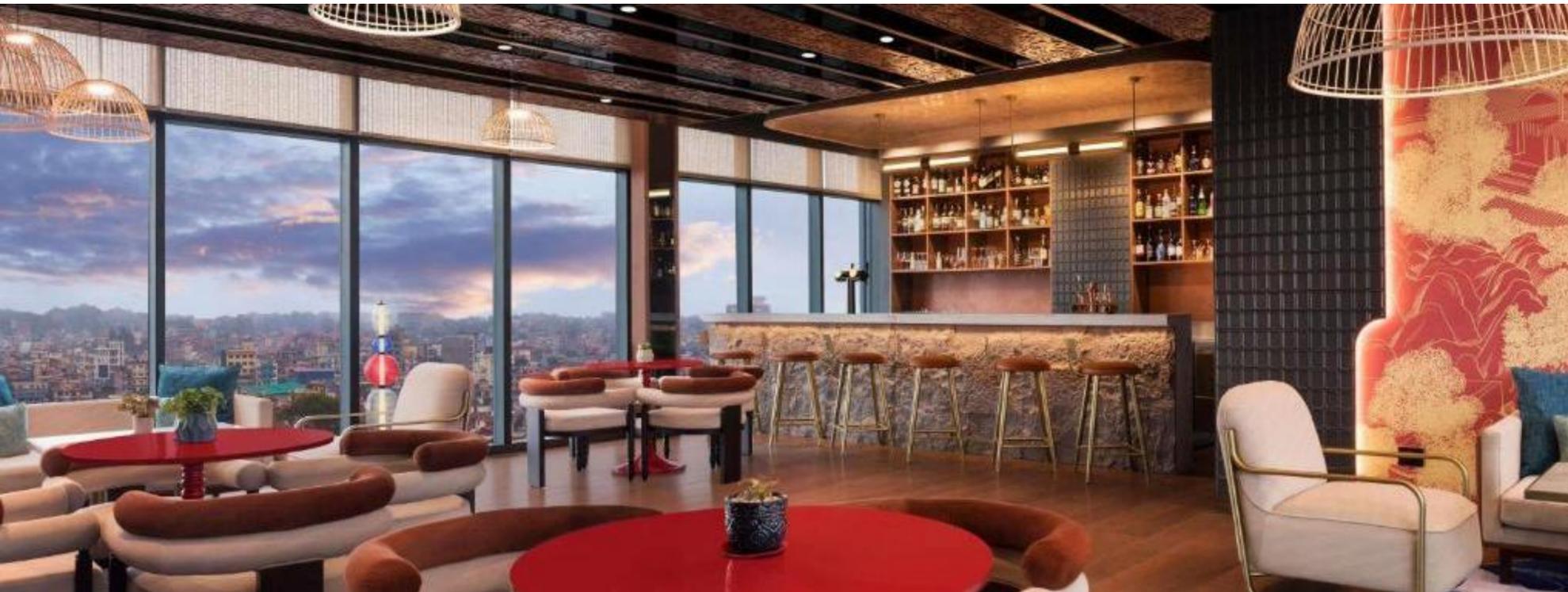




URBAN

Mercure Kathmandu Sukhedhara Heights

NEPAL | 105 ROOMS



URBAN

Mercure Bangkok Sukhumvit 24

THAILAND | 201 ROOMS

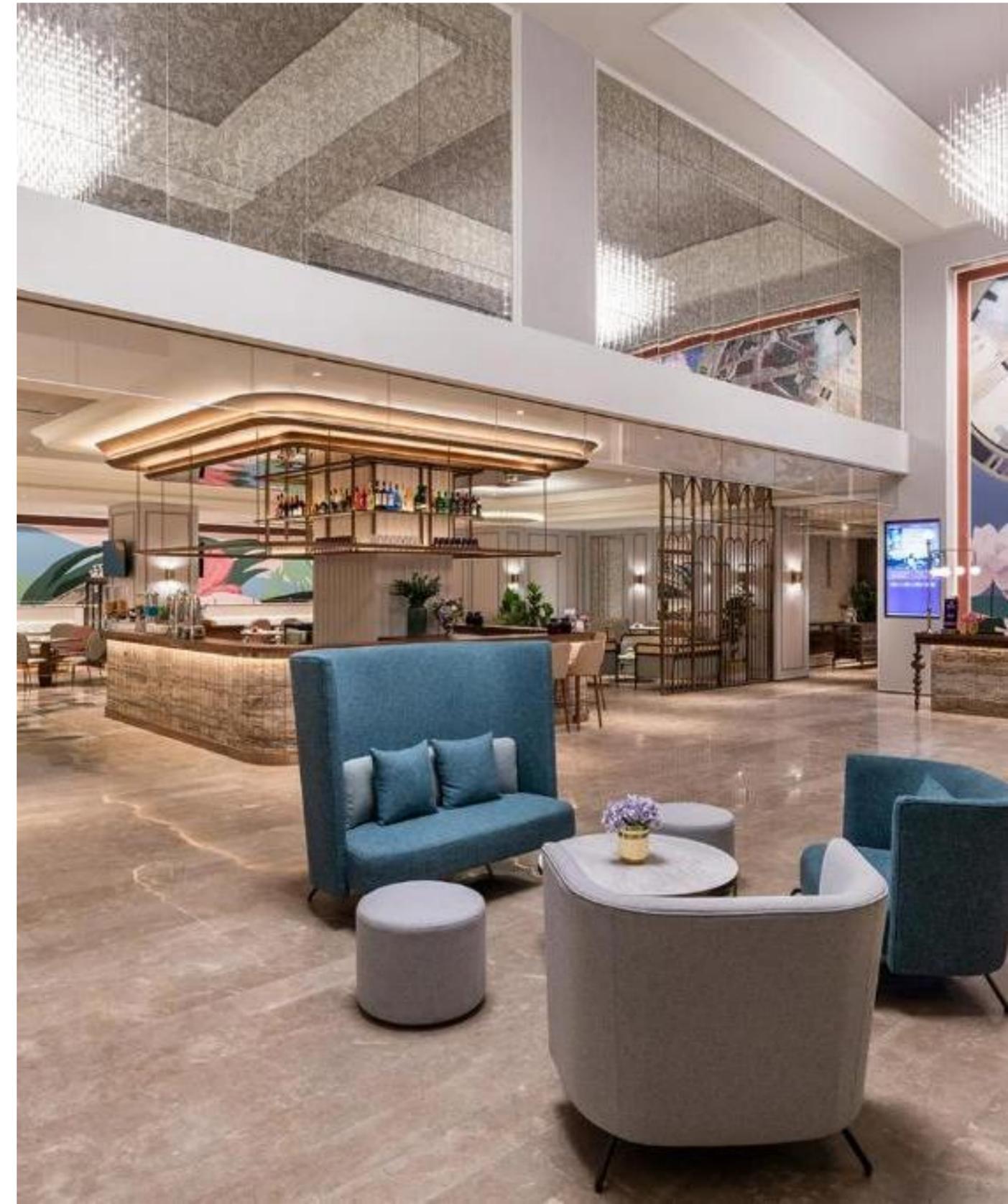




URBAN

Mercure Hangzhou Xixi Zijingang

CHINA | 180 ROOMS





URBAN

Mercure Shanghai Yu Garden

CHINA | 223 ROOMS





Why invest - Mercure

URBAN

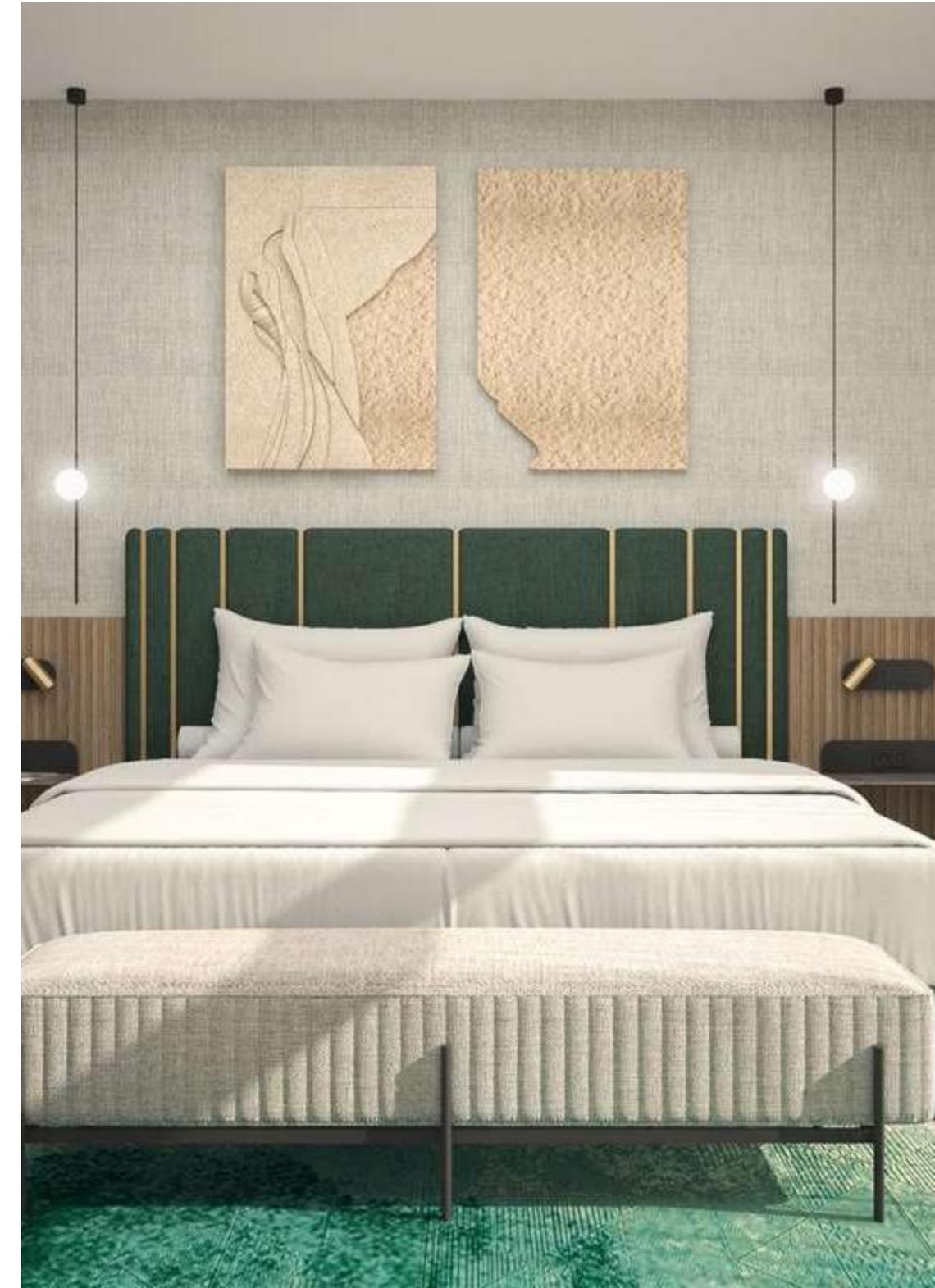
Mercure Sofia City, *Bulgaria*

BULGARIA | 111 ROOMS



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P35





URBAN

Mercure Paris Montparnasse Pasteur

FRANCE | 65 ROOMS





Why invest - Mercure

URBAN

Mercure Berlin Wittenbergplatz

GERMANY | 183 ROOMS



Mercure Network

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URBAN

Mercure Debrecen

HUNGARY | 155 ROOMS

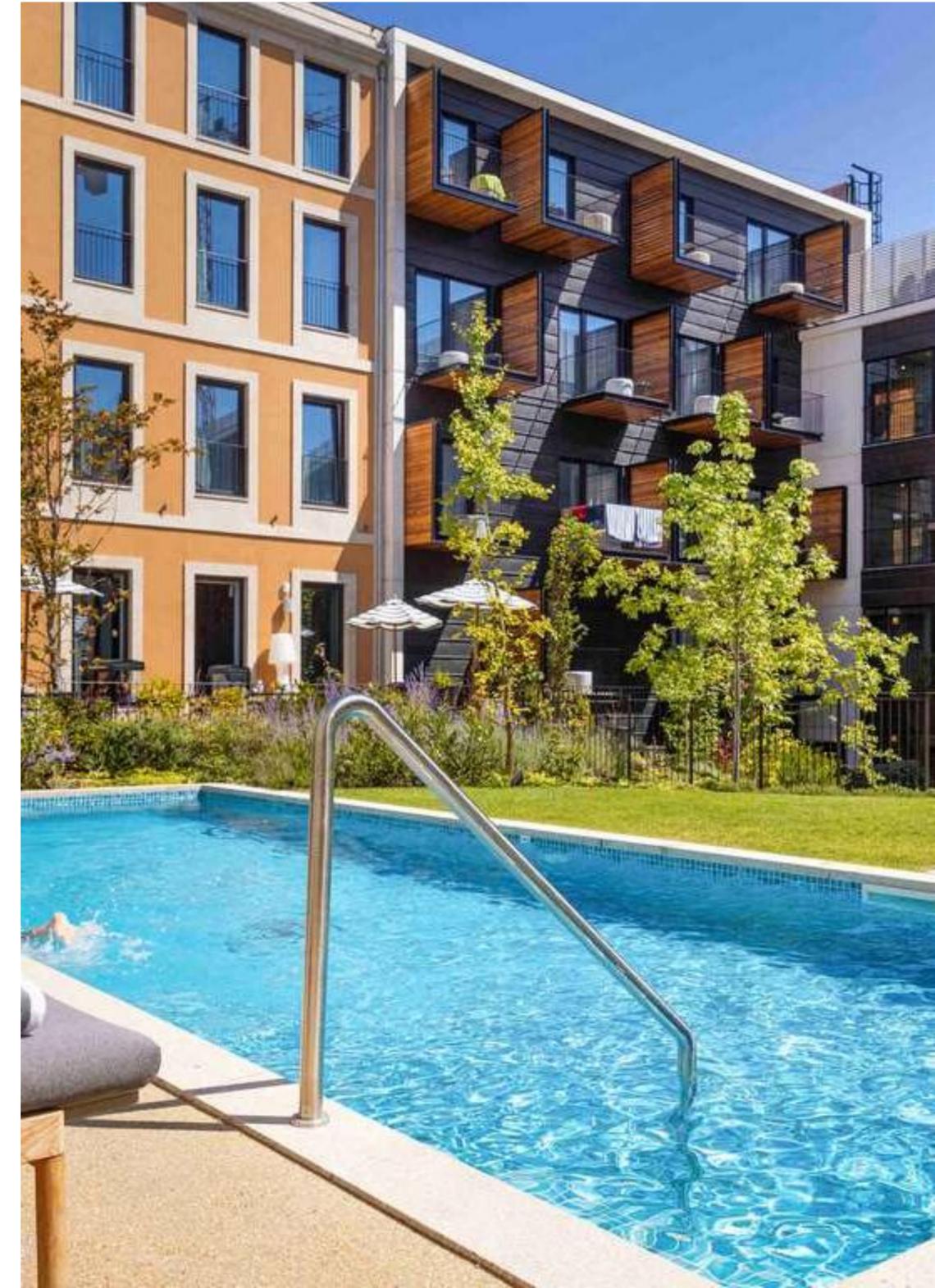




URBAN

Mercure Porto Centro Aliados

PORTUGAL | 83 ROOMS





URBAN

Mercure Bucharest Cantemir

ROMANIA | 38 ROOMS





URBAN

Mercure Muscat

OMAN | 186 ROOMS

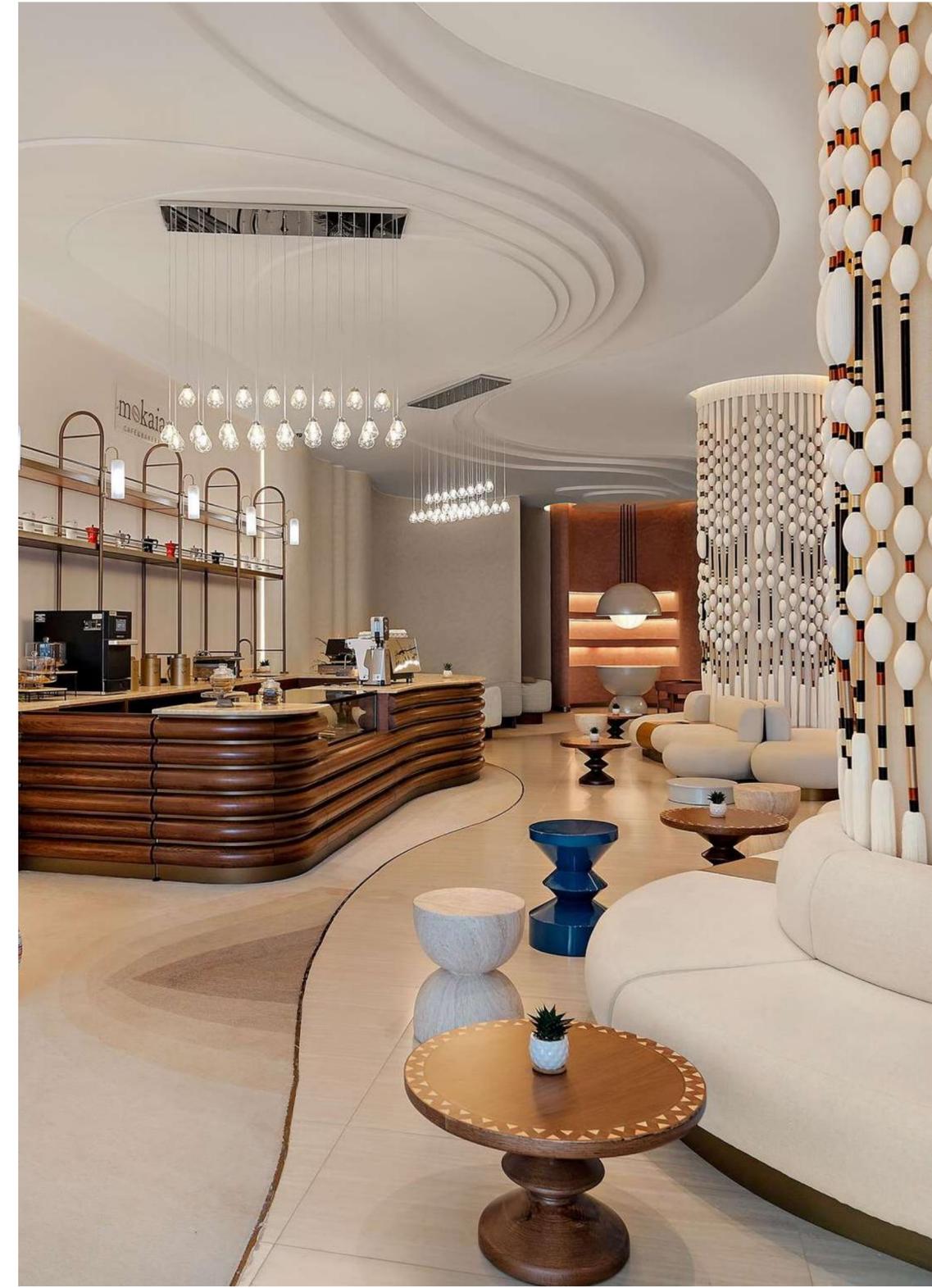
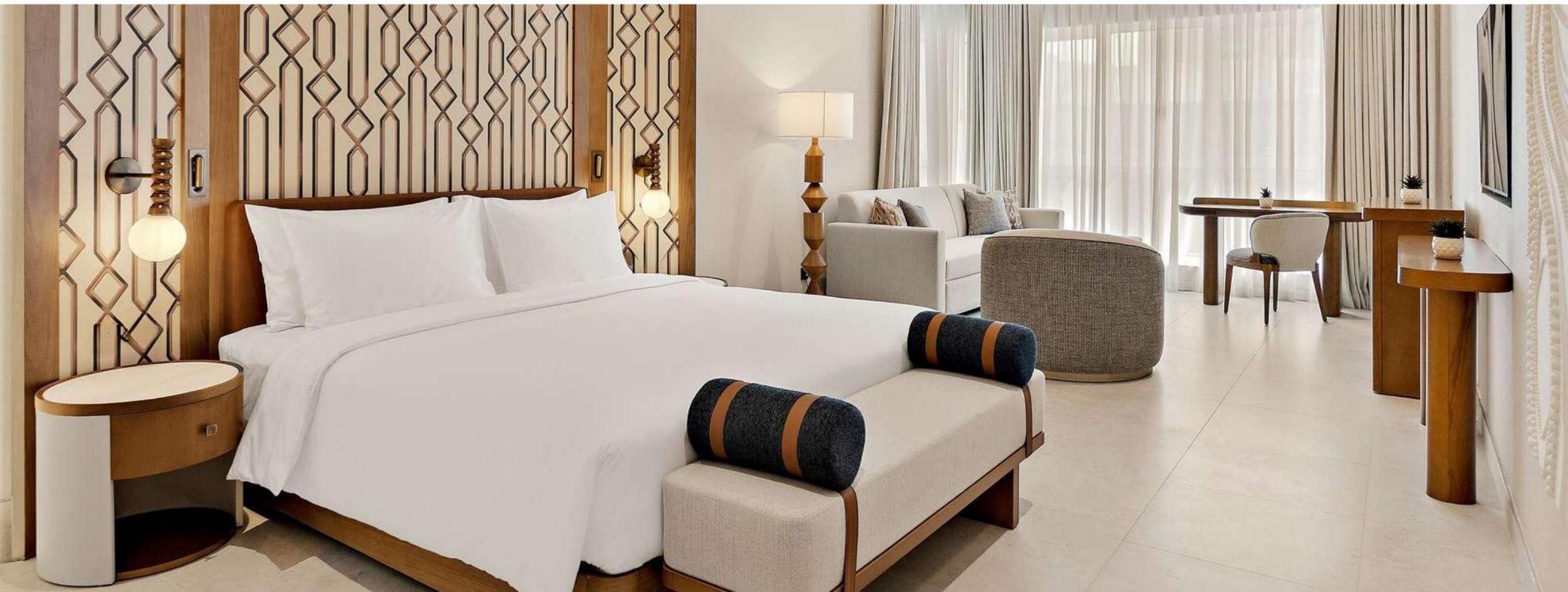




URBAN

Mercure Abu Dhabi Downtown

UNITED ARAB EMIRATES | 156 ROOMS





Why invest - Mercure

URBAN

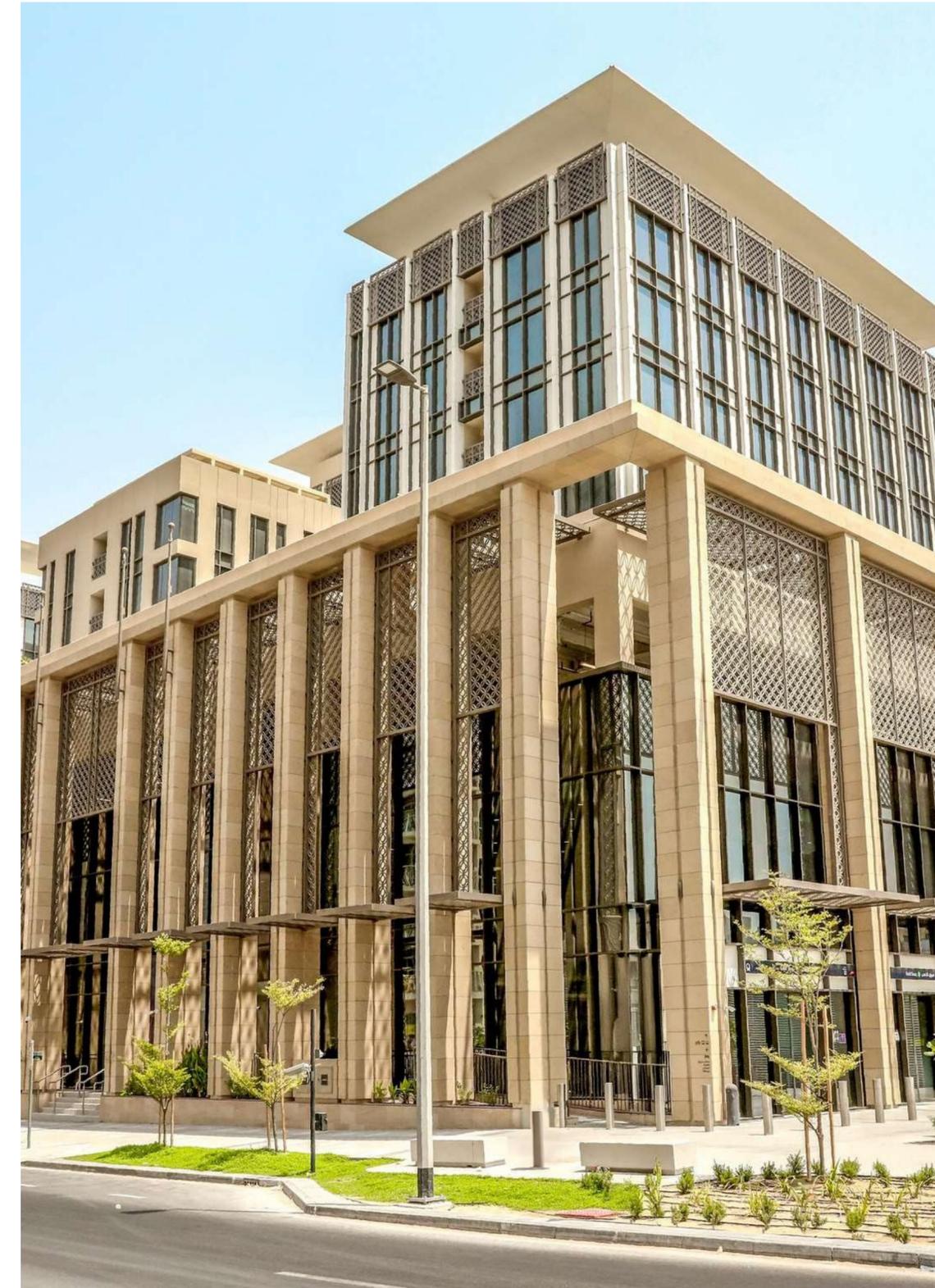
Mercure Dubai Gold District

UNITED ARAB EMIRATES | 131 ROOMS



Mercure Network

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LEISURE & RESORTS

Mercure Maldives Kooddoo Resort

MALDIVES | 70 ROOMS





LEISURE & RESORTS

Mercure Dalat Resort

VIETNAM | 131 ROOMS

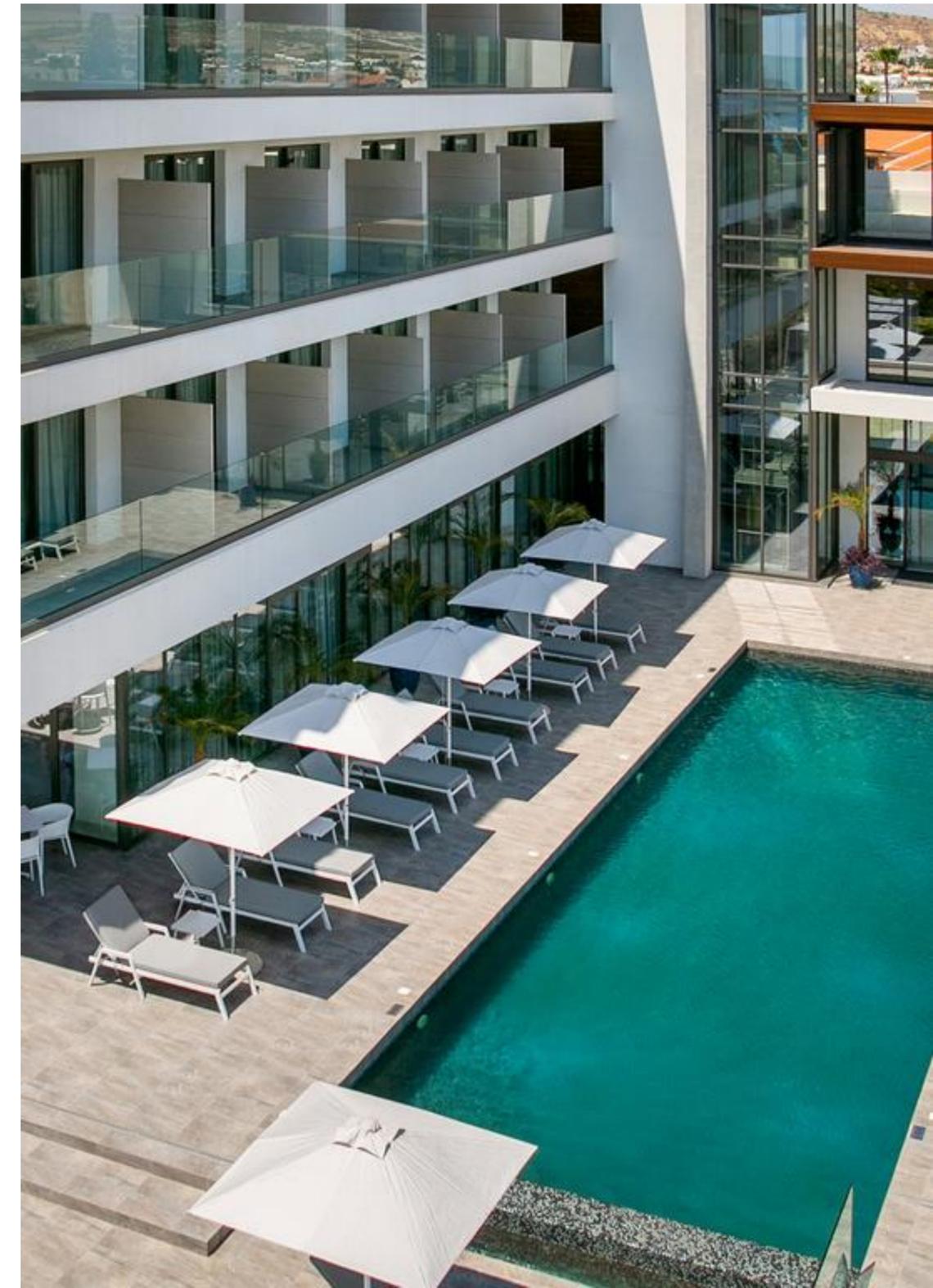




LEISURE & RESORTS

Mercure Larnaca Beach Resort

CYPRUS | 60 ROOMS

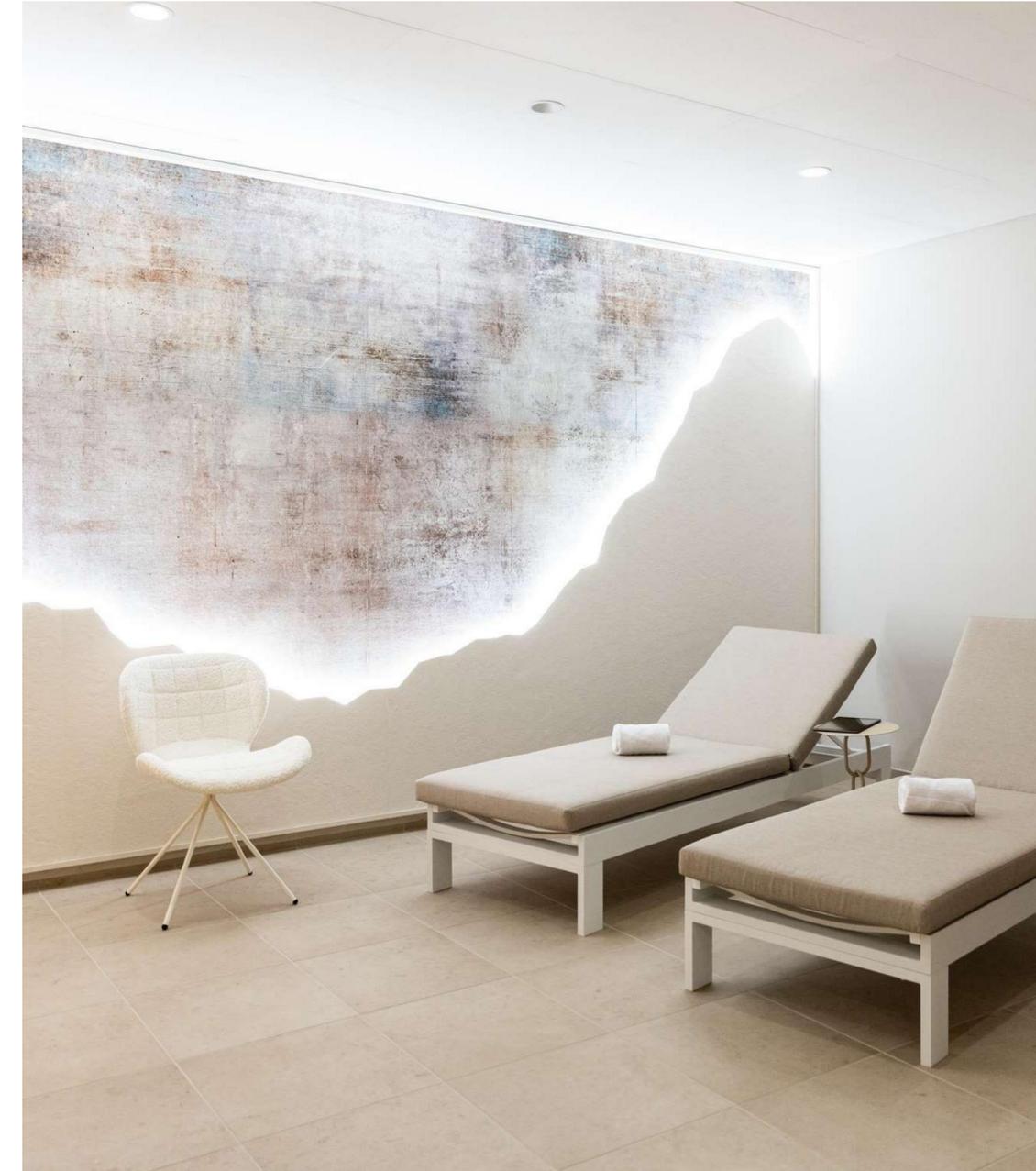




LEISURE & RESORTS

Mercure Ax Les Thermes

FRANCE | 53 ROOMS





LEISURE & RESORTS

Mercure Chantilly

FRANCE | 200 ROOMS





LEISURE & RESORTS

Mercure Palanga Vanagupe Resort

LITHUANIA | 98 ROOMS





LEISURE & RESORTS

Mercure Nairobi Upper Hill

KENYA | 44 ROOMS





Why invest - Mercure

LEISURE & RESORTS

Mercure Benidorm

SPAIN | 186 ROOMS



Mercure Network

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AIRPORT

Airport addresses



Mercure Newcastle airport,
Australia | 95 Rooms



Mercure Geneva Airport,
Switzerland | 163 Rooms



Mercure Warsaw airport,
Poland | 116 Rooms

Mercure Shanghai Hongqiao Airport,
China | 167 Rooms



Mercure Frankfurt Airport Langen,
Germany | 205 Rooms

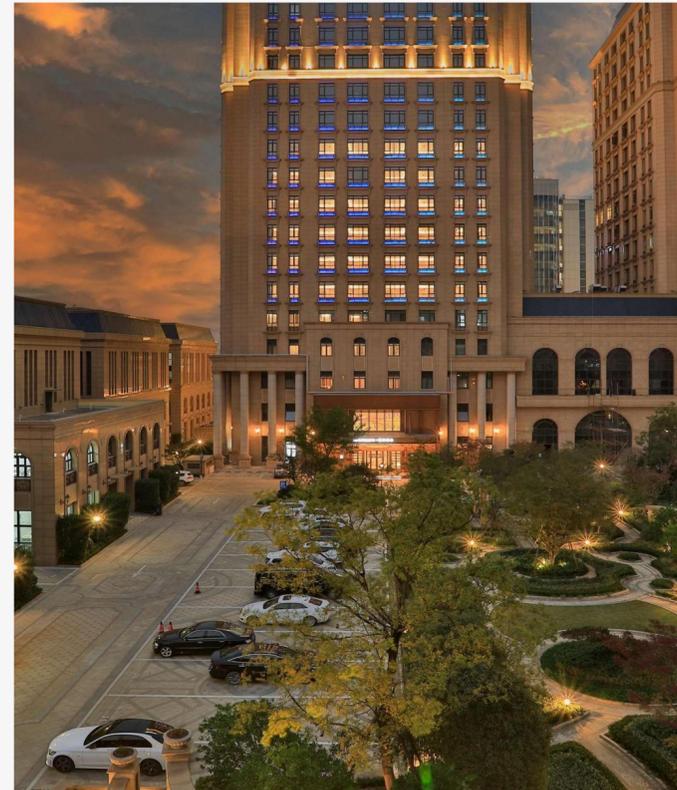
MICE

MICE across the regions



**Mercure Arras Centre Gare,
*France***

11 meeting rooms
Total event space 2,464 sqm



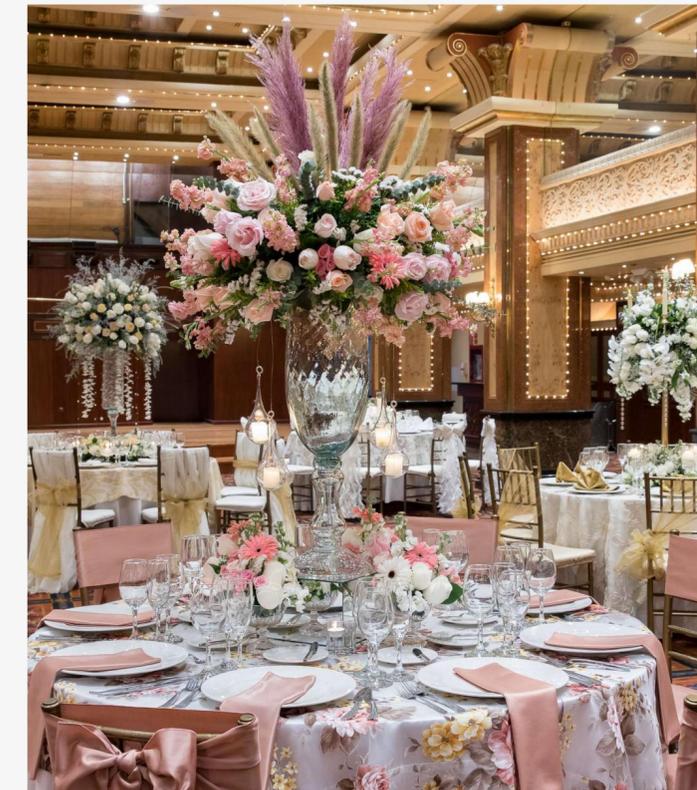
**Mercure Hangzhou Xixi
*Zijingang, China***

9 meeting rooms
Total event space 1,750 sqm



**Mercure Sydney Liverpool,
*Australia***

9 meeting rooms
Total event space 3,091 sqm



**Mercure Alameda Quito,
*Ecuador***

8 meeting rooms
Total event space 1,321 sqm



Why invest - Mercure

EXTENDED STAY

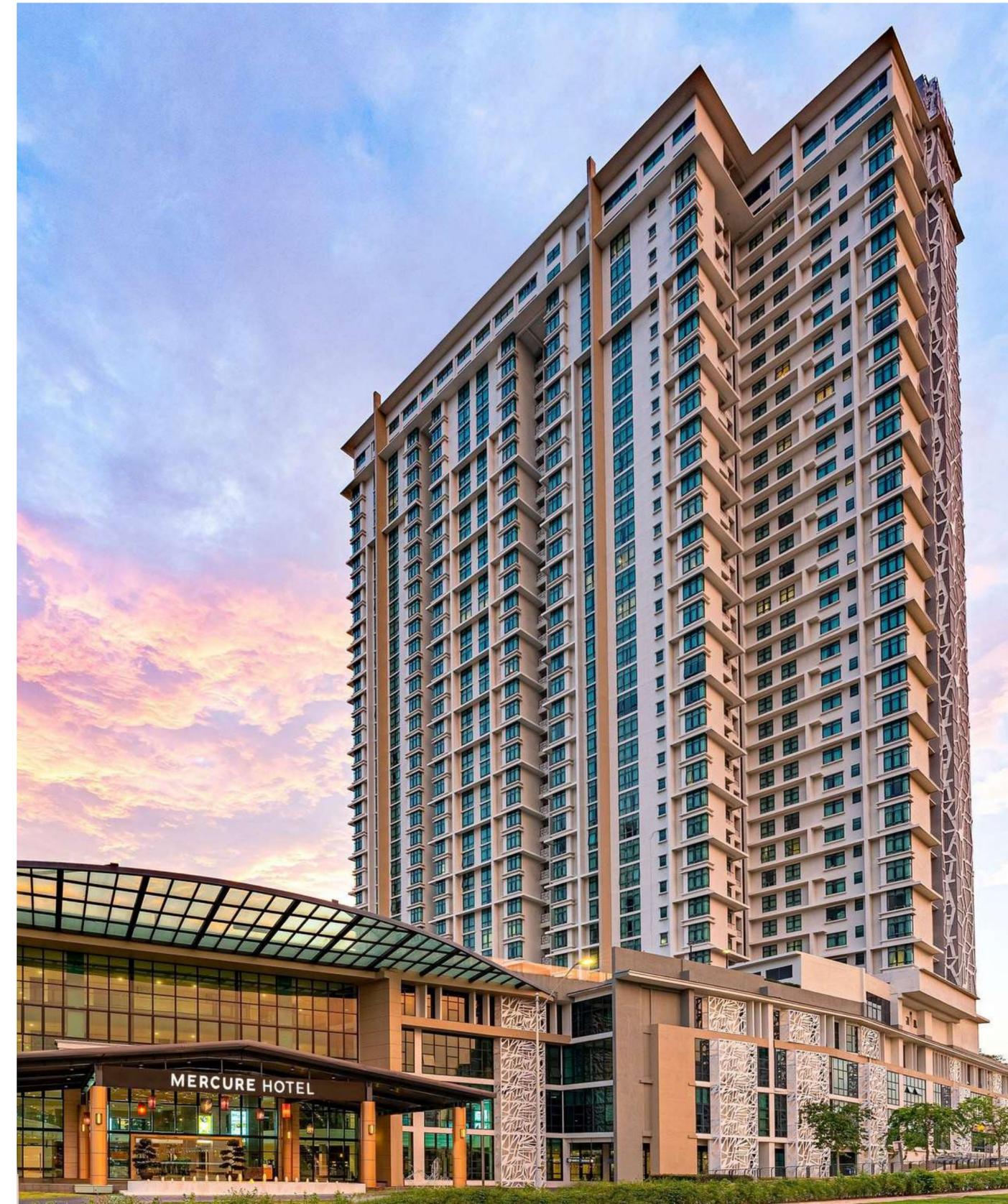
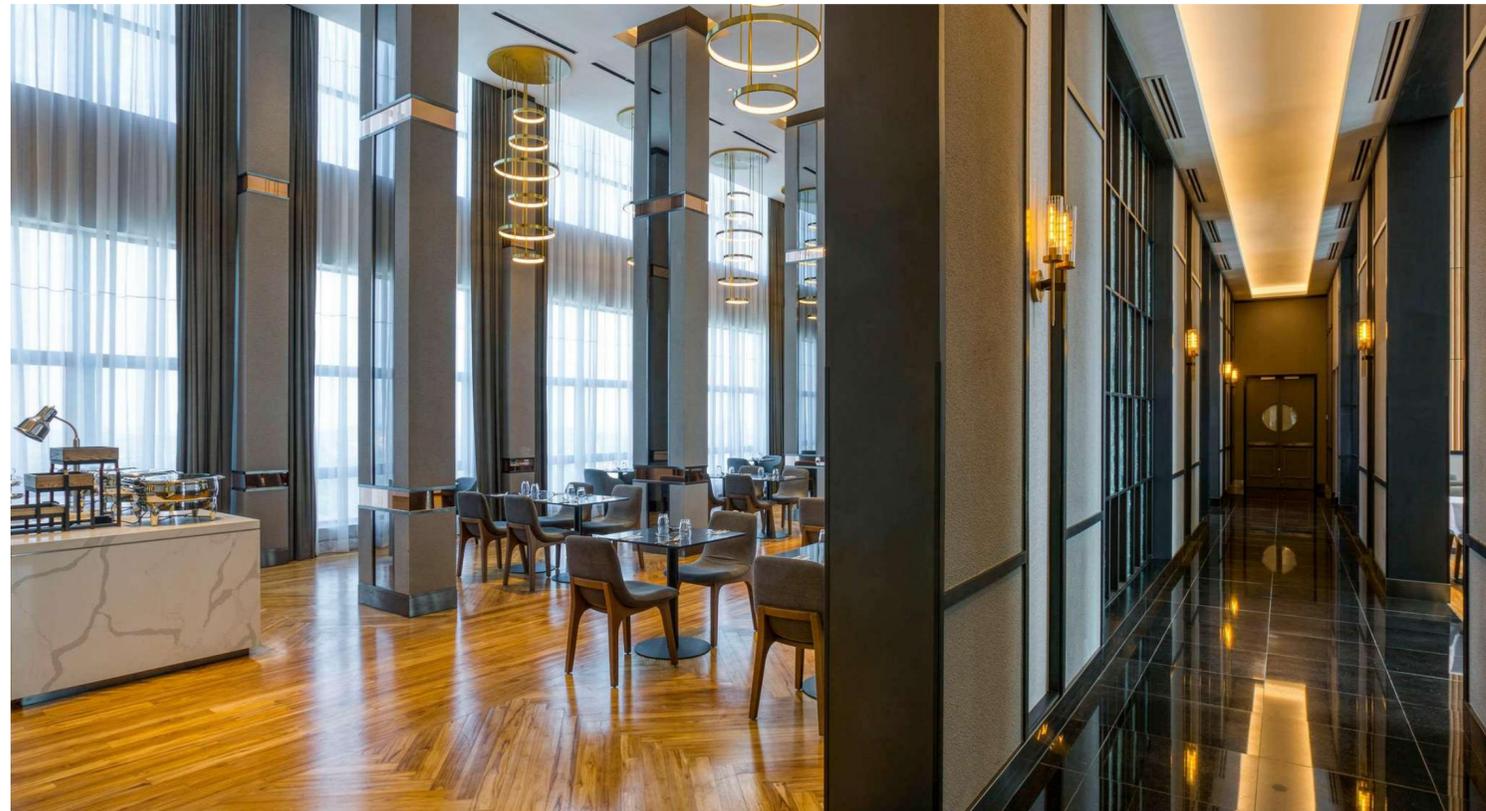
Mercure Living Putrajaya

MALAYSIA | 299 APARTMENTS



Mercure Network

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COMBO

Combo hotels



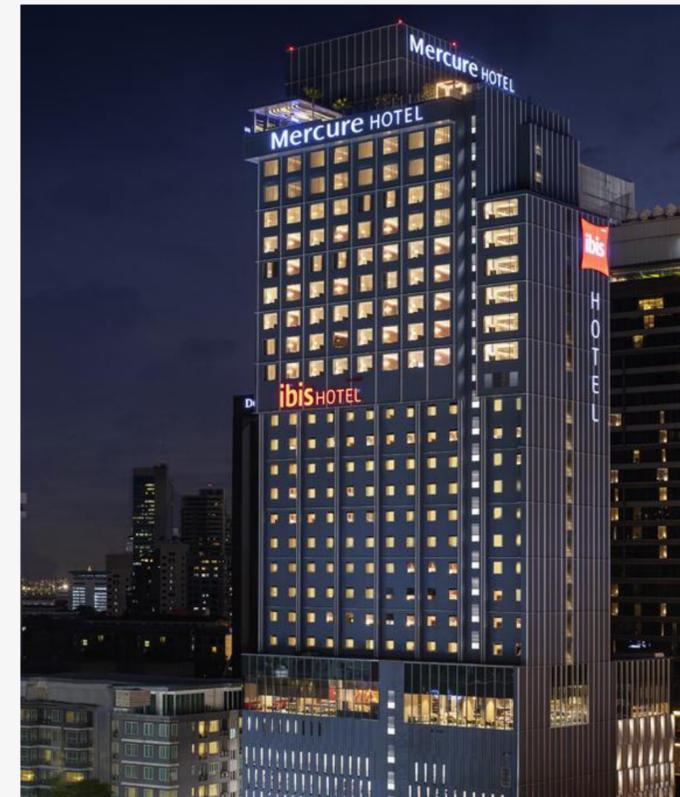
**Mercure Amsterdam North
Station, *Netherlands***

Combination with Tribe



**Mercure Singapore
On Stevens, *Singapore***

Combination with Novotel



**Mercure Bangkok
Sukhumvit 24, *Thailand***

Combination with ibis



**Mercure London Earls
Court, *United Kingdom***

Combination with ibis

Thank

you

