



MERCURE  
HOTELS

# Why invest *Mercure* 2025

GLOBAL DEVELOPMENT  
PREMIUM, MIDSCALE & ECONOMY DIVISION



WELCOME TO MERCURE

Locally inspired  
hotels allowing  
guests to discover  
their surroundings





## WHY MERCURE?

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# Global Scale Delivering High Performance

Join the world's largest midscale brand (exc. Us),  
with 1,227 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

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# 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

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# 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\*

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# Global scale delivering high performance

Chapter

01



*Topline  
Investment  
EBITDA*





TOPLINE

A global footprint of  
1,227 hotels open  
and in the pipeline

6%

Americas



66

5



8,857

541

44%

Europe &  
North Africa



581

57



67,253

6,437

24%

Middle East,  
Asia, Pacific



168

49



30,923

10,962

26%

Greater  
China



198

103



30,976

13,533

Mercure

	NETWORK	PIPELINE
	1,013	214
	138,009	31,473

All figures as end of December 2024  
Breakdown network + pipeline by region is calculated by number of rooms



## TOPLINE

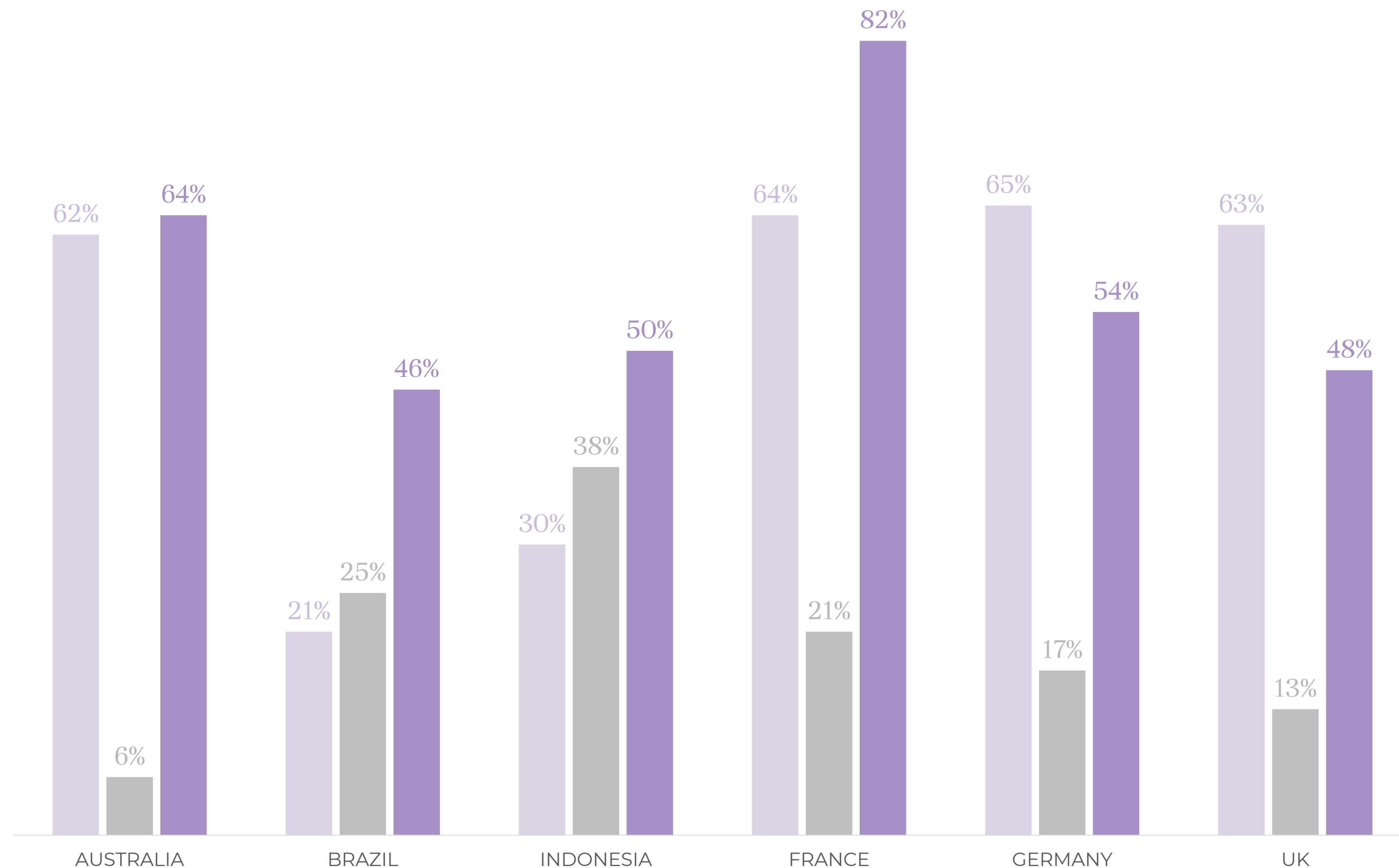
# #1 awareness in key countries

## MERCURE BRAND AWARENESS KEY COUNTRIES

# 57%

Awareness comp index: 163  
vs Best Western at 51%  
vs Golden tulip at 20%

■ BEST WESTERN ■ GOLDEN TULIP ■ MERCURE

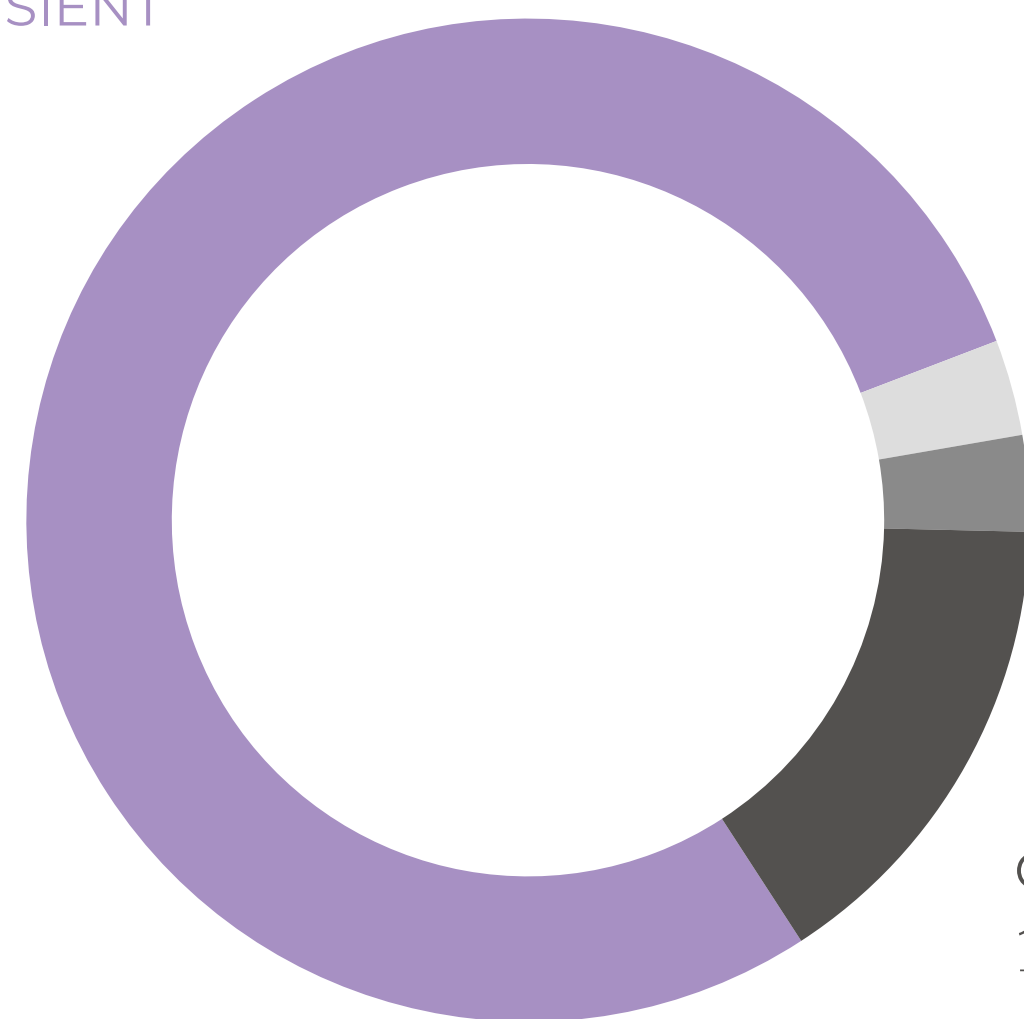




## TOPLINE

Resulting in 79% of revenue generated by transient individuals

TRANSIENT  
79%



CONTRACT  
3%

OTHER  
3%

GROUPS  
15%







## INVESTMENT

# Flexible design adaptable to local market

Mercure hotels create a stimulating sense of place, providing immerseve 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







## 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





# Immersive locally hotels

Chapter

02

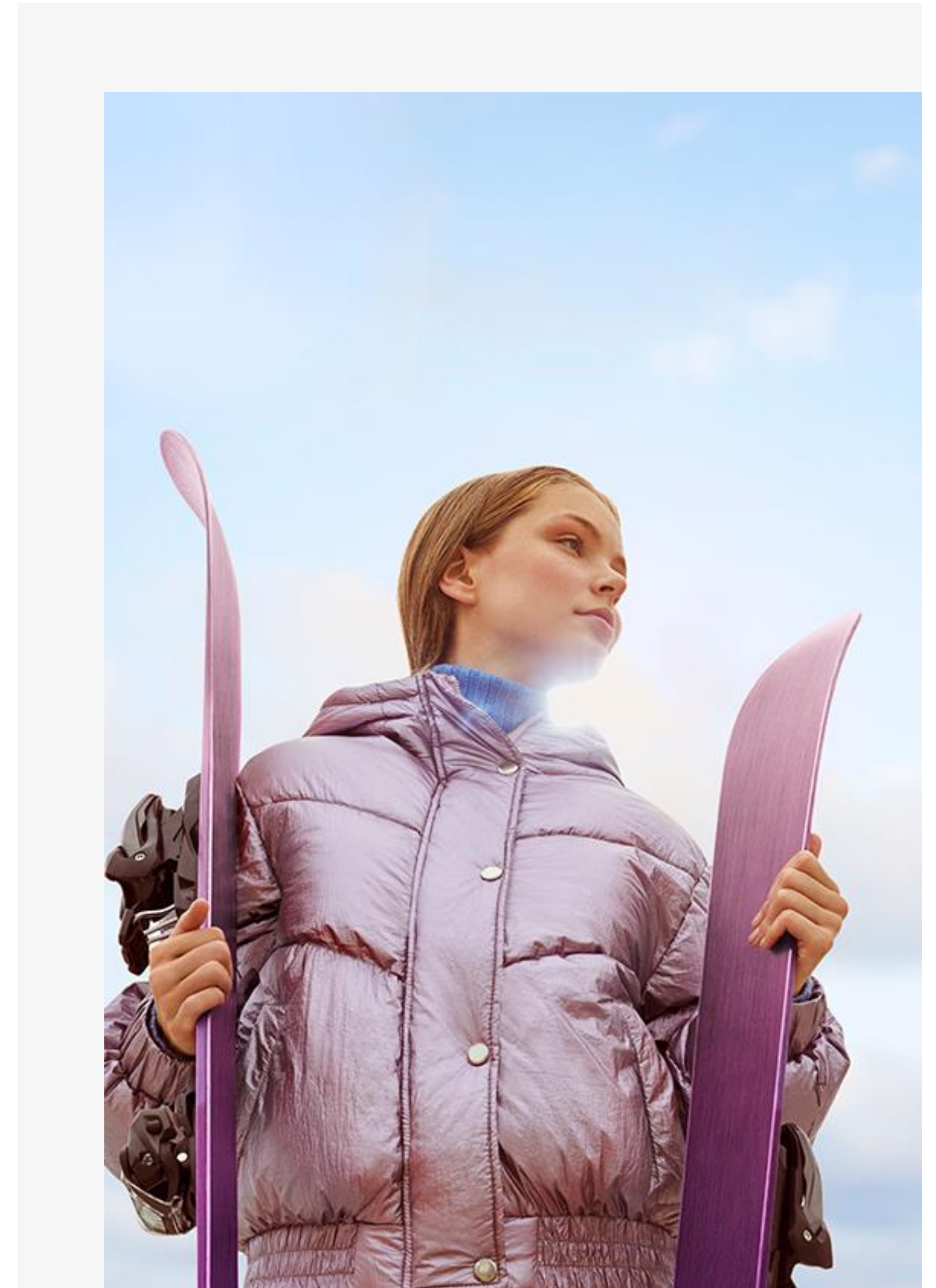


*Brand positioning*  
*Brand Movie*  
*TOP 3 USPs*



## BRAND POSITIONING

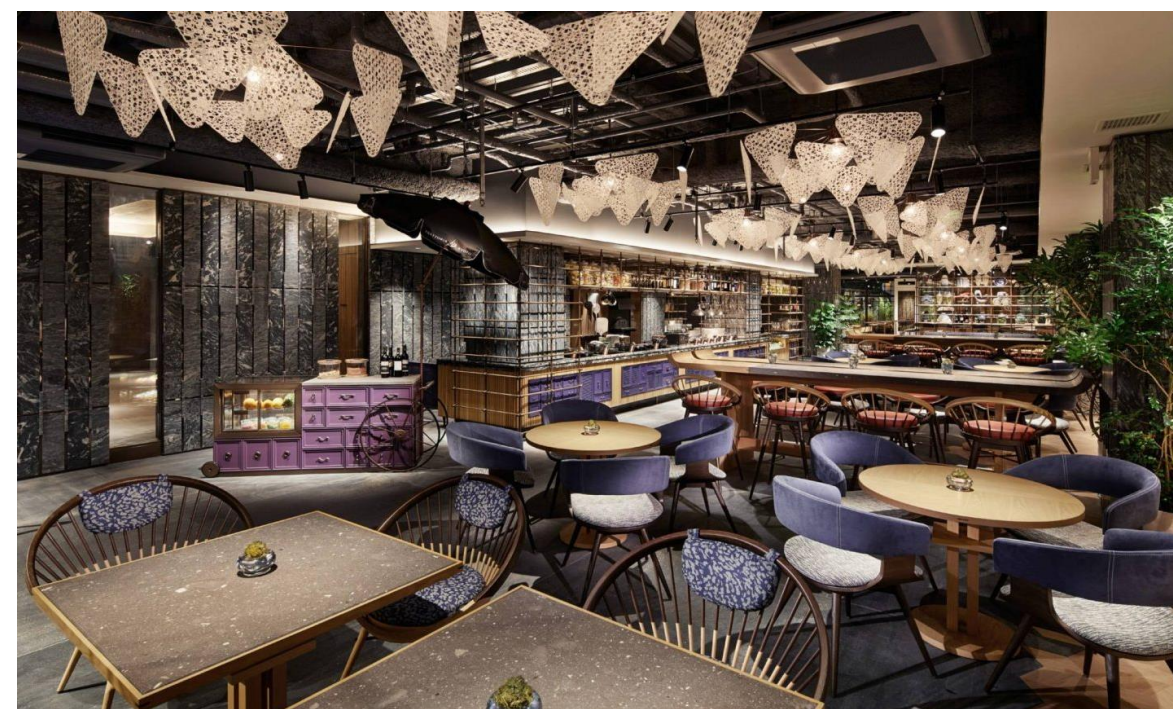
Locally inspired,  
high quality  
midscale hotels that  
awaken people's  
appetite for  
discovery





## TOP 3 USPS

Our promise to  
guests all over the  
world



1 Mercure design immerses  
guests in the locality



2 Mercure F&B offers the  
best of local cuisine



3 Mercure supports the  
local community & creates  
lasting & positive change





USP #1

## Mercure design



MERCURE BUKHARA  
OLD TOWN  
UZBEKISTAN

immerses guests  
in the locality

### Locally inspired design

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

Mercure stands out on 'modern design':  
106 (above market share)\*

### #1 public spaces

GSS score at 80  
vs competitors 83

\*Source: BEN Survey, 2024

\*\*GSS Score Competitors include: Holiday Inn, Best Western & Golden Tulip  
Source: Trust You 2024





USP #2

## Mercure F&B



offers the best  
of local cuisine

F&B offer with local recipes and specialties.

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

Mercure stands out on 'outstanding bars and restaurant':  
104 (above market share)\*

#1 in sustainable sourcing

GSS Score at 85  
vs competitors 85

\*Source: BES Survey, 2024

\*\*GSS Score Competitors include: Holiday Inn, Best Western & Golden Tulip  
Source: Trust You 2024



## USP #3

## Mercure supports



the local community  
& creates lasting  
positive change

A true sense of hospitality with locally savvy staff

A great perception of “genuinely pleasant staff”

### Initiatives

- Give a % of suspended food products
- Implement partnerships with local farmers/producers
- Give a physical space in hotels for a local association to promote their commitments and initiatives
- Set micro-donations at the check-out
- Create a community garden
- Implement a food waste compost...

#1 in friendliness & professionalism

GSS Score at 92  
vs competitors between 91\*



BRAND POSITIONING

Guest journey  
& experience

KEY STANDARDS  
AT A GLANCE

Social hub	Guest room	F&B	Wellness	Meetings	Events
Signature Welcome	Great Bed by Mercure	Local sourcing	Fitness*	Meetings*	In-hotel animations
Musical Ambiance	Local VIP Welcome Gift	Breakfast	Spa*		
Local Garden*	Amenities	All-Day- Dining			
Mobile welcome*	Privilege Room				

\* Optional





# Powerful distribution eco-system

Chapter

03



*Accor eco-system,  
Mercure Platform*



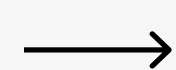


# Connect your hotel with Accor 360° solutions from day 1

## SALES

### Largest global sales office

450+ sales professionals across 34 countries,  
covering 80% of the globe



### Large B2B clients portfolio

15K regional & strategic accounts, generating  
45% topline of Accor global network

## DISTRIBUTION & DIGITAL MARKETING

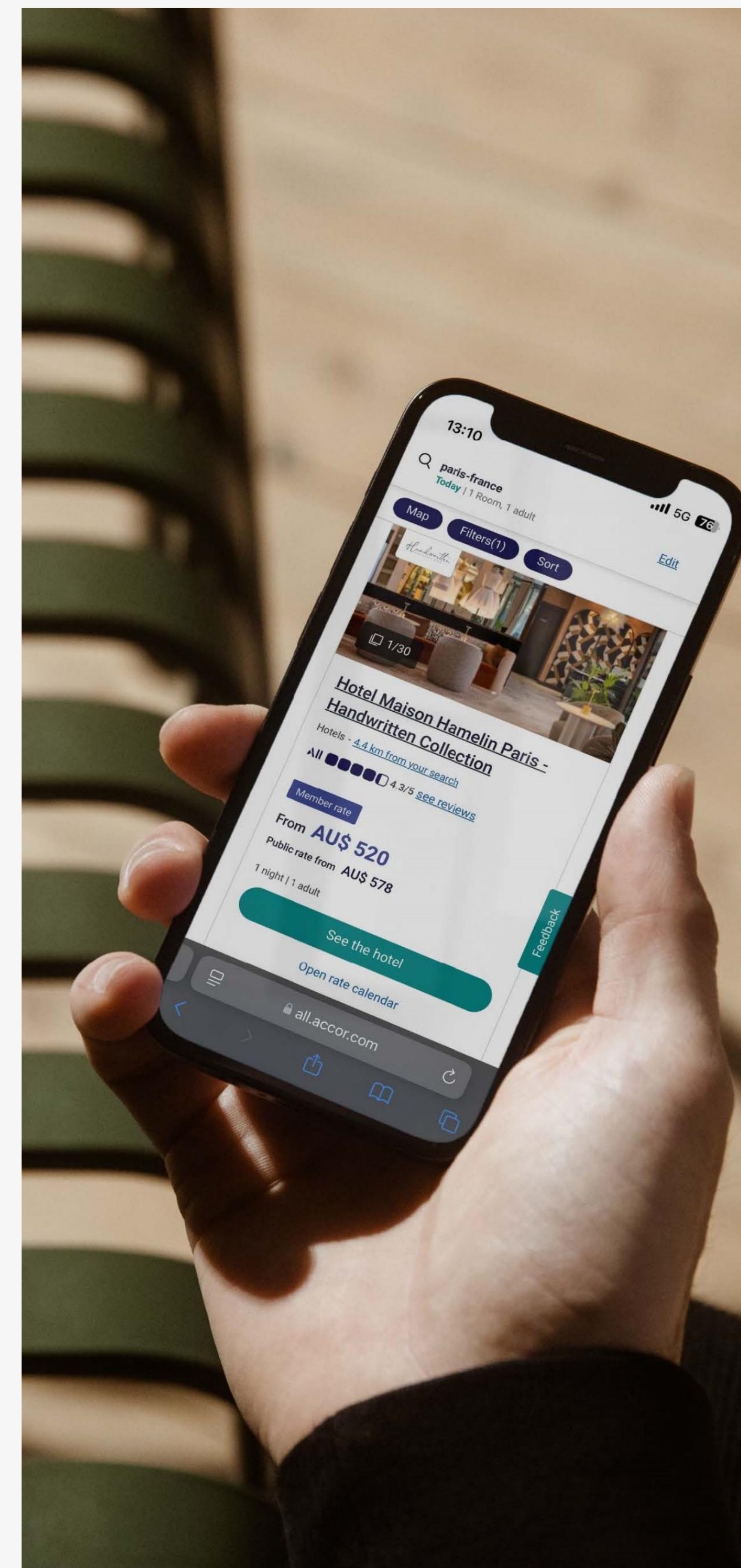
### Robust and powerful distribution system

110 countries, 140+ global & local connectivity  
partners and All.com available in 19 languages



### Secured hotel business & cost control

2/3 of web direct revenue generated by  
owned channels







LOYALTY

Widest & most diversified international network

Strong return on investment

100M members worldwide and 100+ global & local partnerships

3.3x higher incremental net revenue than loyalty cost to hotels

REVENUE MANAGEMENT

100+ local certified experts

Powerful data-driven RMS

Managing performance and optimisation of revenue and profitability

Resulting in +1 to +5% RevPAR





MERCURE ECO-SYSTEM

# Mercure eco-system

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

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

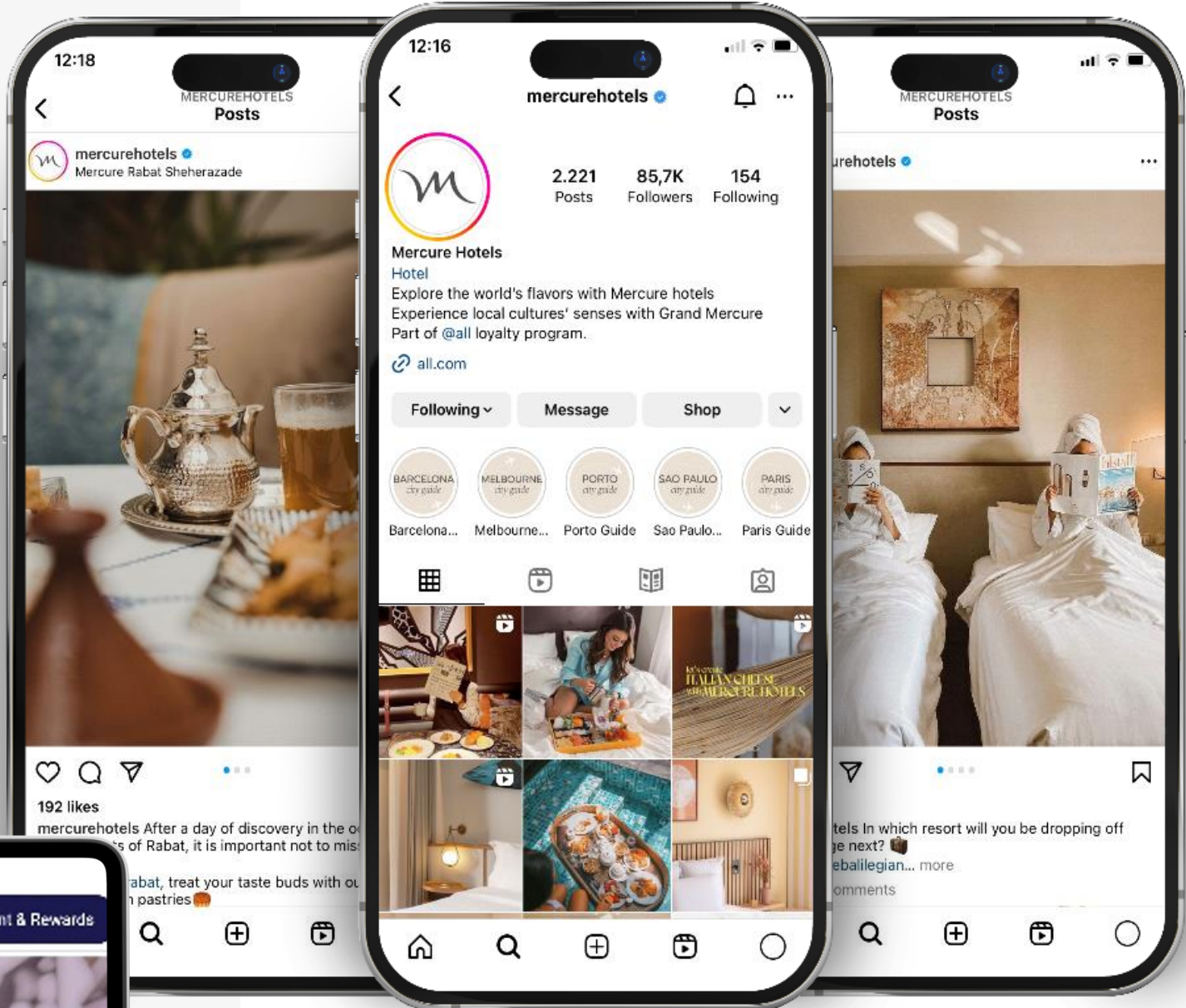
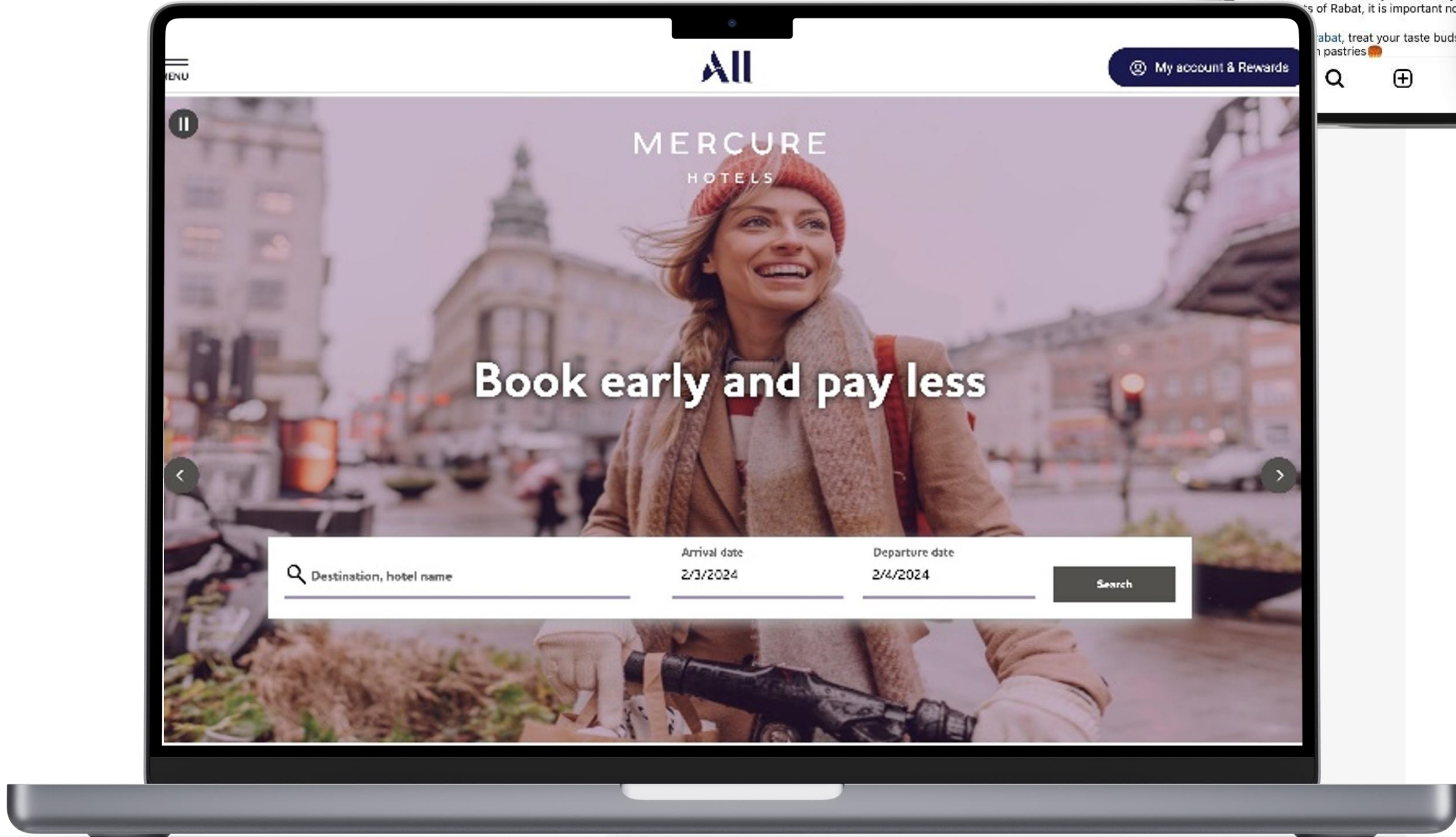
MERCURE.COM

41  
Points of sale


11  
Languages

1,1M  
Unique users

1,8M  
Contacts in CRM  
Mercure database  
in 2024




SOCIAL MEDIA AMPLIFICATION




+95k

Followers




+50k

Followers



+636k

Followers



+5,6k

Followers



# Development Criteria

Chapter

04



*Hotels*  
*Leisure & Resorts*  
*Extended Stay*  
*Mixed-Use*





HOTELS

# Hotels Development Criteria

Mercure hotels fit equally new builds and conversions projects.

	EUROPE <sup>(1)</sup>	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

- Lobby bar
- Buffet breakfast

NICE-TO-HAVES

- Restaurant
- Fintess
- Wellness area or Spa
- Swimming Pool
- Meeting Room
- Car Park





LEISURE & RESORTS

Leisure & Resorts  
Development Criteria

	EUROPE <sup>(1)</sup>	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
- Buffet breakfast
- Restaurant
- Fitness
- Wellness area or Spa
- Outside Space
- Car Park

NICE-TO-HAVES

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





MERCURE LIVING PUTRAJAYA  
MALAYSIA

EXTENDED STAY

# Extended Stay Development Criteria

	EUROPE <sup>(1)</sup>	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
- Buffet breakfast
- Restaurant
- Fitness
- Wellness area or Spa
- Outside Space
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NICE-TO-HAVES

- Swimming Pool
- Meeting Room
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- Sport Facilities
- Laundry Room
- Retail Shop





MERCURE PARIS NOTRE DAME SAINT GERMAIN DES PRES  
FRANCE - WOJO SPOT WITHIN HOTEL

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

05

*Urban,  
Leisure & Resorts  
Airport,  
MICE  
Extended Stay*







Why invest - Mercure

URBAN

# Mercure Porto Centro Aliados

PORTUGAL | 83 ROOMS



Mercure Network

P27







Why invest - Mercure

URBAN

# Mercure Paris Montparnasse Pasteur

FRANCE | 65 ROOMS



Mercure Network

P28







Why invest - Mercure

URBAN

# Mercure Roma Cinecitta, Italy

ITALY | 126 ROOMS | *OPENED 2024*







Why invest - Mercure

URBAN

# Mercure Sofia

BULGARIA | 111 ROOMS | *OPENED 2024*



Mercure Network

P30







Why invest - Mercure

URBAN

# Mercure Berlin Wittenbergplatz

GERMANY | 183 ROOMS



Mercure Network

P31







Why invest - Mercure

URBAN

# Mercure Debrecen

HUNGARY | 155 ROOMS



Mercure Network

P32







Why invest - Mercure

URBAN

# Mercure Bangkok Sukhumvit 24

THAILAND | 201 ROOMS



Mercure Network

P33







Why invest - Mercure

URBAN

# Mercure Bangkok Surawong, Thailand

THAILAND | 219 ROOMS | *OPENED 2023*



Mercure Network

P34







URBAN

# Mercure Jakarta Gatot Subroto

INDONESIA – 403 ROOMS







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URBAN

# Mercure Dubai Deira

DUBAI | 152 ROOMS | *OPENED 2024*



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P36







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URBAN

# Mercure Muscat, Oman

OMAN | 186 ROOMS | *OPENED 2024*



Mercure Network

P37







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URBAN

# Mercure Icon Singapore City Center, Singapore

SINGAPORE | 989 ROOMS | *OPENED 2024*



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P38







Why invest - Mercure

URBAN

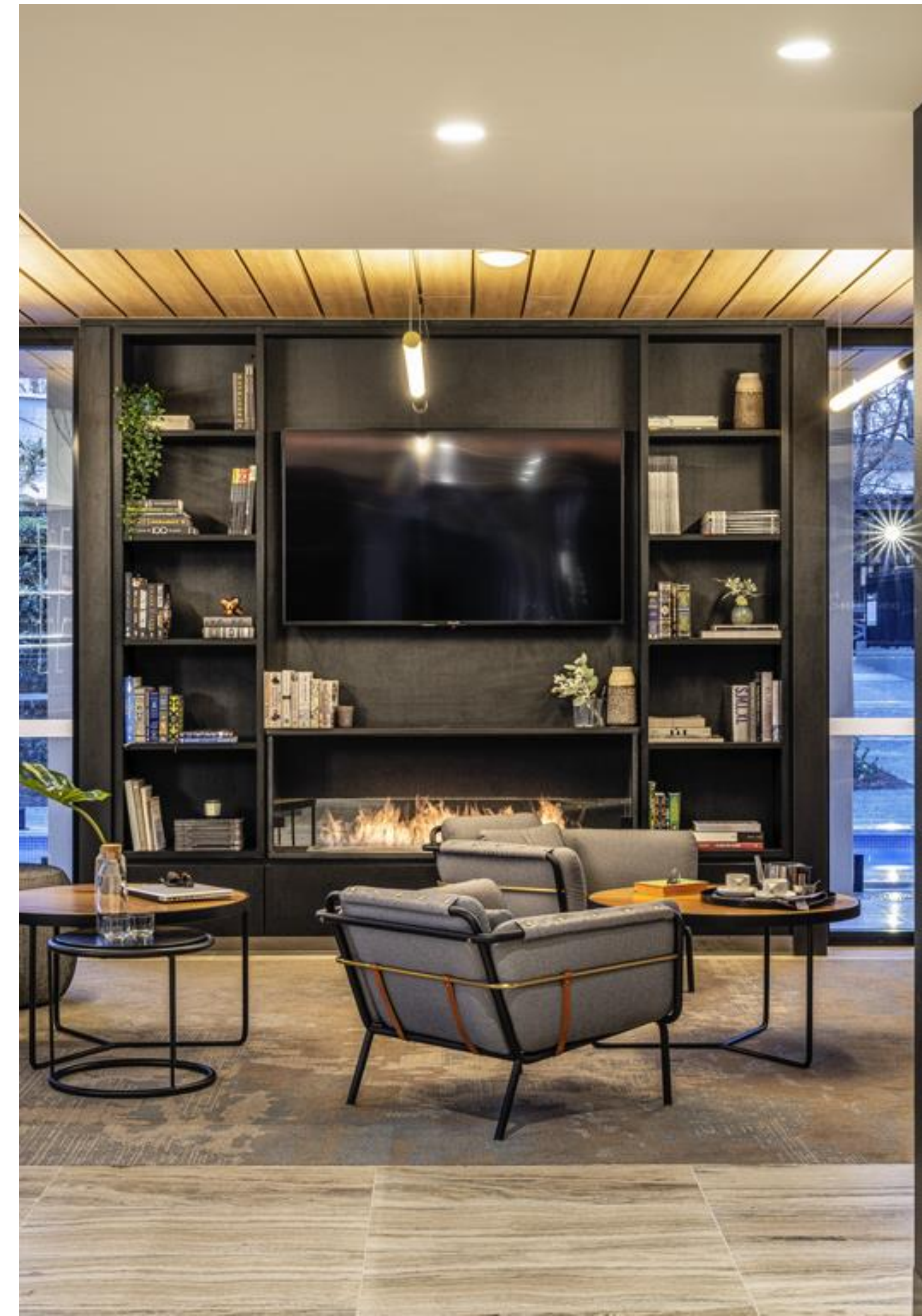
# Mercure Sydney Rouse Hill

AUSTRALIA | 78 ROOMS



Mercure Network

P39





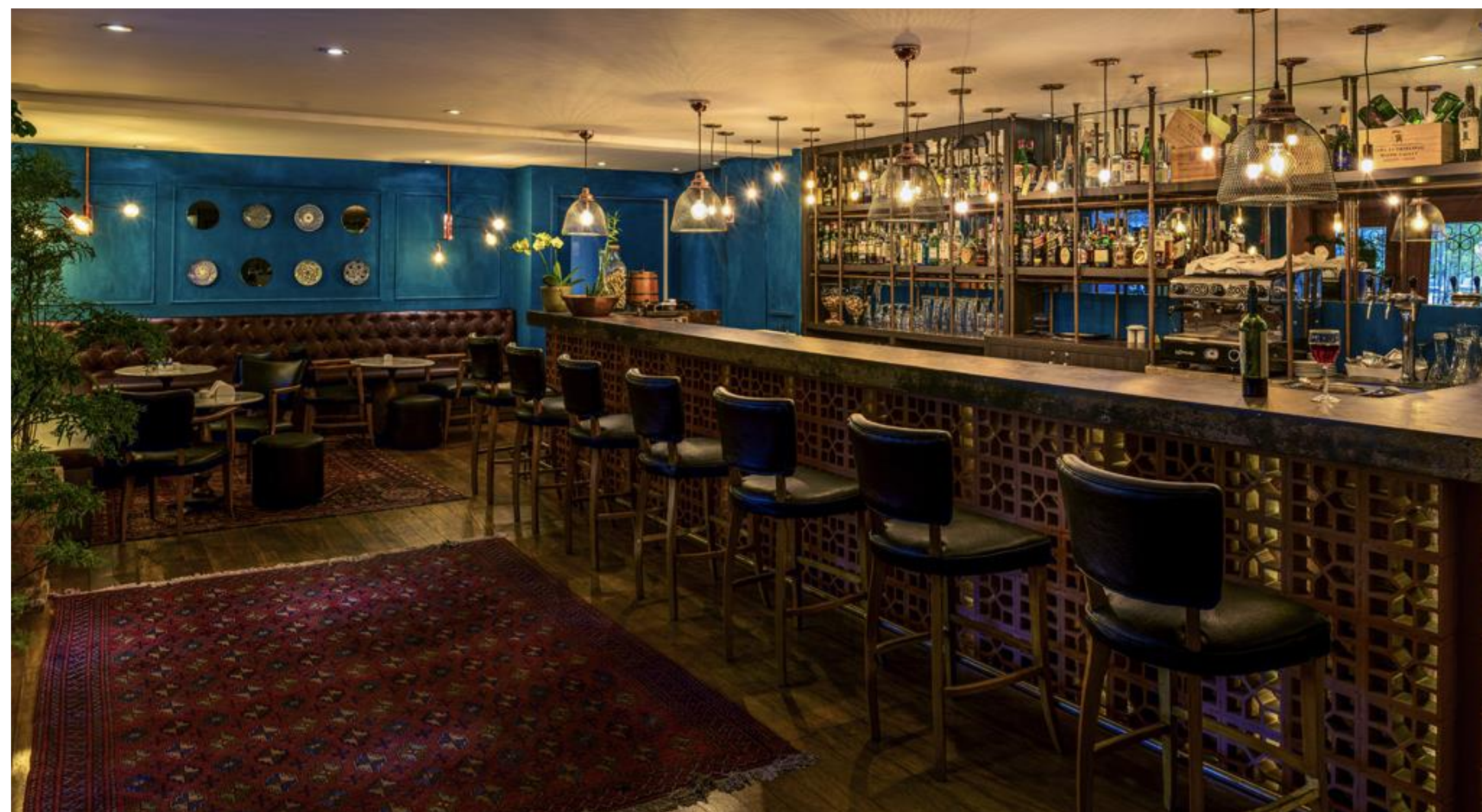


Why invest - Mercure

URBAN

# Mercure São Paulo Moema

BRAZIL | 71 ROOMS



Mercure Network

P40







Why invest - Mercure

URBAN

# Mercure Hangzhou Zijingang

CHINA | 180 ROOMS



Mercure Network

P41







Why invest - Mercure

URBAN

# Mercure Shanghai Yu Garden

CHINA | 223 ROOMS



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P42







Why invest - Mercure

LEISURE & RESORTS

# Mercure Larnaca Beach Resort, Cyprus

CYPRUS | 60 ROOMS



Mercure Network

P43







LEISURE & RESORTS

# Mercure Chantilly

FRANCE | 200 ROOMS







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LEISURE & RESORTS

# Mercure Namur

BELGIUM | 47 ROOMS



Mercure Network

P45







LEISURE & RESORTS

# Mercure Benidorm

SPAIN | 186 ROOMS







LEISURE & RESORTS

# Mercure Dalat Resort

VIETNAM | 131 ROOMS







LEISURE & RESORTS

# Mercure Maldives Kooddoo Resort

MALDIVES | 70 ROOMS







Why invest - Mercure

LEISURE & RESORTS

# Mercure Nairobi Upper Hill

KENYA | 44 ROOMS



Mercure Network

P49







Why invest - Mercure

LEISURE & RESORTS

# Mercure Rio De Janeiro Copacabana

BRAZIL | 119 ROOMS



Mercure Network

P50





## AIRPORT

Airport  
flagships

Mercure Darwin Airport,  
*Australia* | 289 Rooms



Mercure Roma Leonardo Da Vinci,  
*Italy* | 187 Rooms

Mercure Shanghai Hongqiao Airport,  
*China* | 167 Rooms



Mercure Geneva Airport,  
*Switzerland* | 163 Rooms



Mercure Frankfurt Airport Neu Isenburg,  
*Germany* | 143 Rooms



MICE

# MICE flagships



Mercure Paris Gare  
Montparnasse, *France*

5 meeting rooms  
Total event space 482 sqm



Mercure Pattaya Ocean  
Resort, *Thailand*

3 meeting rooms  
Total event space 300 SQM



Mercure Melbourne  
Doncaster, *Australia*

6 meeting rooms  
Totalling 360 sqm



Mercure Pangkalan Bun,  
*Indonesia*

7 meeting rooms  
Totalling 1,111 sqm



COMBO

# Combo hotels



Mercure Amsterdam North  
Station, *Netherlands*

Combination with Tribe



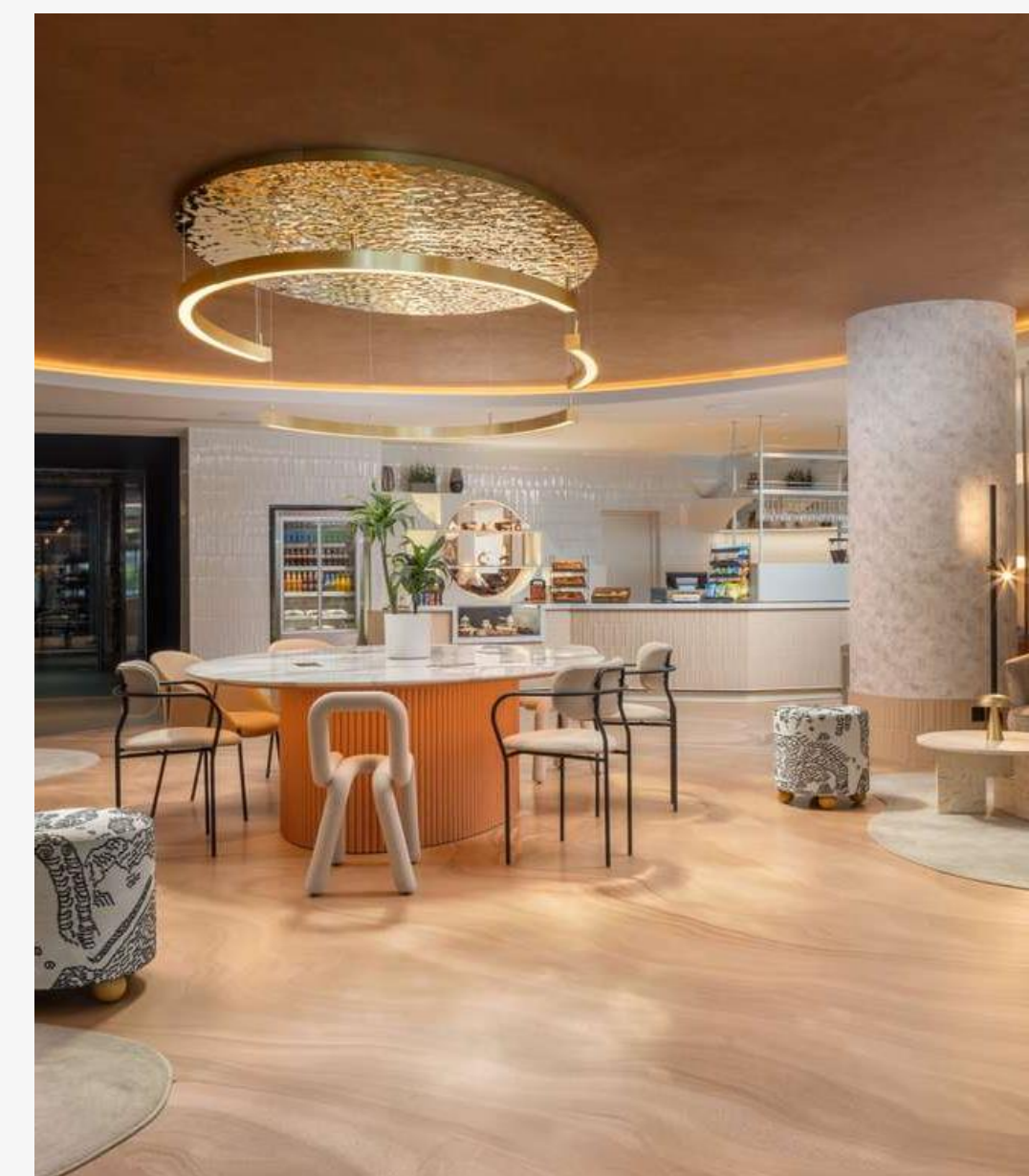
Mercure Singapore  
On Stevens, *Singapore*

Combination with Novotel



Mercure Bangkok  
Suhkumvit 24, *Thailand*

Combination with ibis



Mercure London Earls  
Court, *United Kingdom*

Combination with ibis



Thank  
*you*

