

ACCOR GLOBAL DEVELOPMENT LUXURY

MGallery Collection

BRAND DEVELOPMENT BROCHURE

Q1 2026

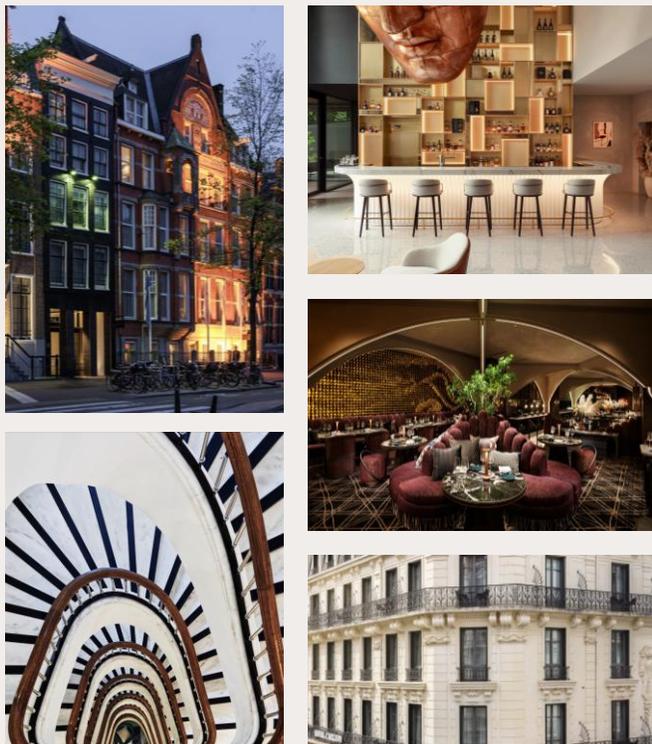


GALLERY
HOTEL
COLLECTION

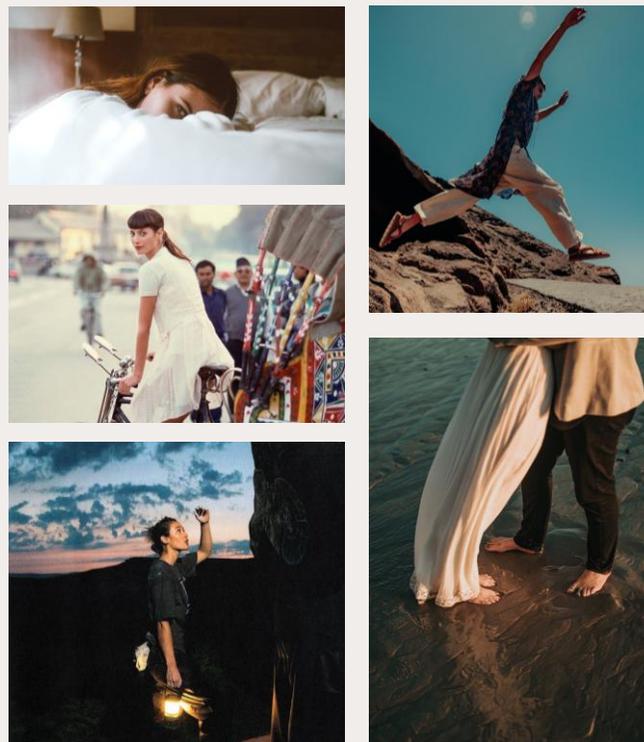


MGallery, crafted to *captivate*

The World's First
Boutique Hotel Brand



A brand that bends to let
creativity flow



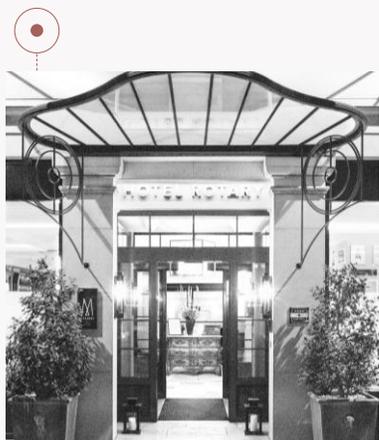
A thriving network
shaping the future





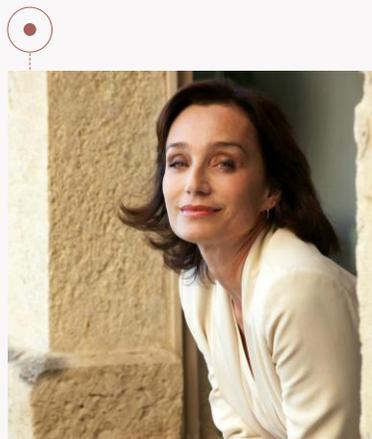
A dynamic *rising* brand

2008



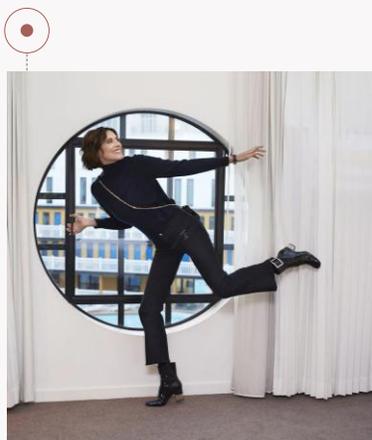
Launch of the brand with the first establishment : **the Rotary Hotel Geneva.**

2010



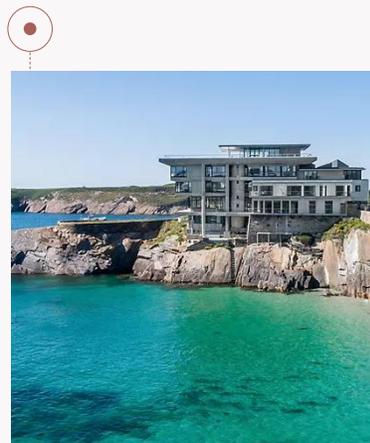
MGallery asserted its positioning by making **Kristin Scott Thomas** its ambassador.

2017



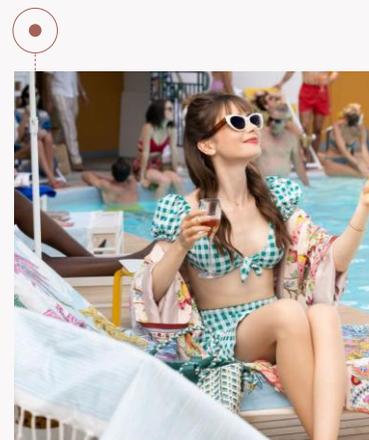
Ines De La Fressange becomes the ambassador of the brand.

2019



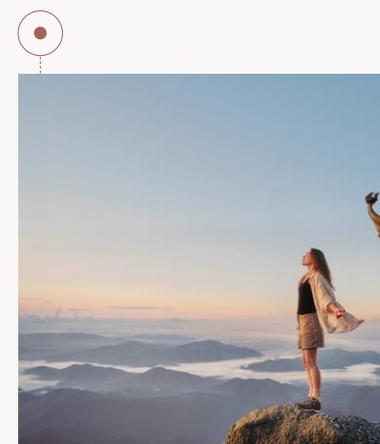
Sainte Barbe Hotel & Spa Le Conquet the 100th hotel joining the collection.

2023



Featured in the hit Netflix series **Emily in Paris**, shot at the iconic Molitor.

2024



Launch of a new brand campaign, winner of the prestigious **Grand Prix Luxe Stratégies** in 2024.



What makes our collection *unique*

Preferred Brand



#1 BRAND LOVE*

Engaging Brand



#1 BRAND
SATISFACTION**

Recognized Brand



+119 AWARDS

Masterfully collected with a *promising* pipeline

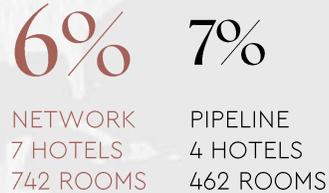
20 signings in 2025

% in number of hotels. As of December 2025

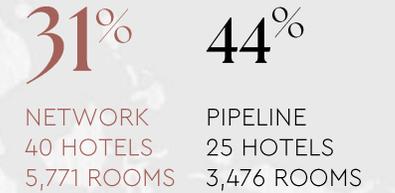
EUROPE & NORTHERN AFRICA



AMERICAS



ASIA, GREATER CHINA & PACIFIC



MIDDLE EAST, AFRICA & INDIA



NETWORK

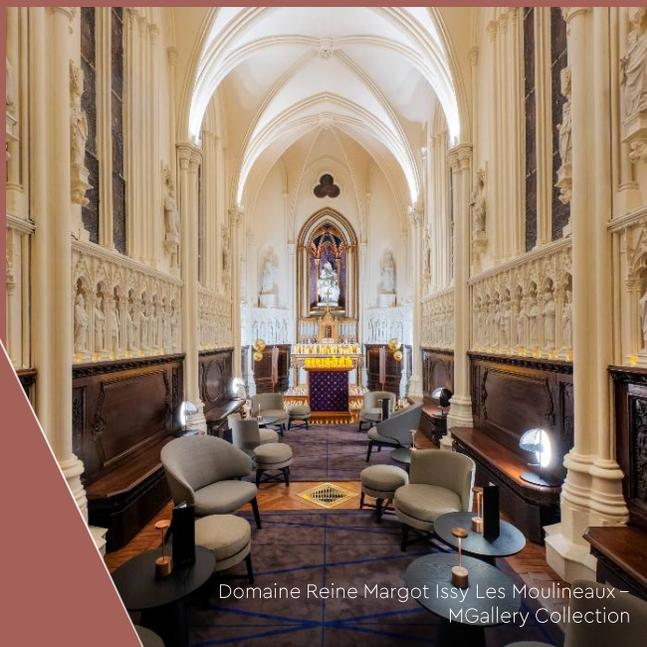
127 hotels
14,352 rooms

PIPELINE

57 hotels
7,324 rooms



The 3 MGallery *experiences*

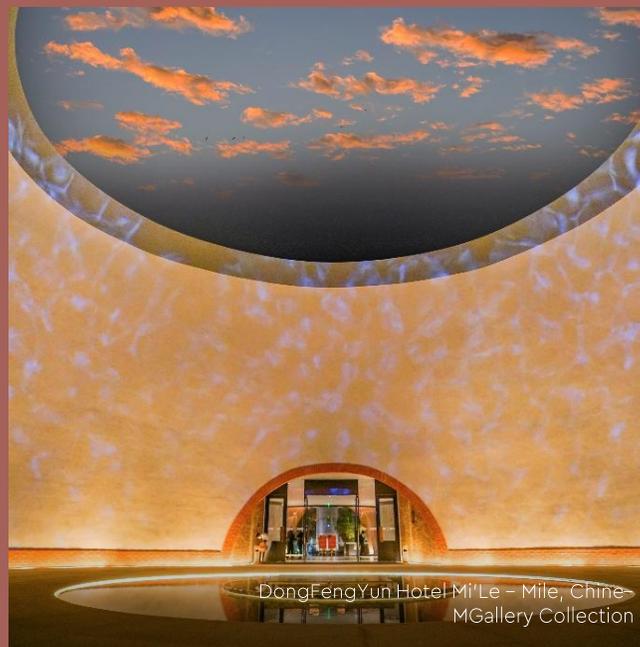


Domaine Reine Margot Les Moulineaux -
MGallery Collection

Heritage

Walls recount the past

The hotels are first and foremost a place filled with history and where walls recount the past. The building is a major asset of the hotel, and the facade reflects a typical *historic style*.



DongFengYun Hotel Mi'Le - Mile, China -
MGallery Collection

Serenity

Natural or urban retreat

The hotels are *treasures hidden* either in a natural or urban retreat (sea, country, mountain, city...). they offer rejuvenation facilities (fitness, spa, luxurious garden...)



Sosei Hotel Sapporo, Japan -
MGallery Collection

Signature

Signature of a personality

The hotels reflects an aesthetic universe, a style, a design; *the signature of a personality* who contributed to its creation, construction or decoration.

HERITAGE

The Porter House Hotel Sydney MGallery Collection

AUSTRALIA

2022

122 rooms

PORTER HOUSE



Domaine de la Reine Margot Paris Issy - MGallery Collection

FRANCE

2023

83 rooms

SERENITY

DongFengYun Hotel Mi'Le MGallery Collection

CHINA

2020

232 rooms



V Villas Hotel Phuket MGallery Collection

THAILAND

2021

19 rooms

SIGNATURE

Hotel Sosei Sapporo MGallery Collection

JAPAN

2024

118 rooms



GEM Forest Hotel Nairobi MGallery Collection

KENYA

2024

105 rooms

LATEST OPENINGS

South Palms Resort & Spa Panglao - MGallery Collection

188 rooms

PHILIPPINES

August 2025



Green Coast Hotel MGallery Collection

131 rooms

ALBANIA

June 2025

LATEST OPENINGS

L'Isle de Leos MGallery Collection

49 rooms

FRANCE

July 2025



The Brighton Hotel Sydney MGallery Collection

307 rooms

AUSTRALIA

October 2025

OUR LATEST SIGNINGS

V Villa Maldives At Mirihi – MGallery Collection

42 rooms

MALDIVES



OUR LATEST SIGNINGS



MGallery Porto Lalzi

140 rooms

ALBANIA



OUR LATEST SIGNINGS

MGallery Valmorel

84 rooms

FRANCE





A recognized brand

119 awards across properties in 2025



**LUXE GLOBAL
AWARDS**

8 Awards



PRIX VERSAILLES

PRIX DE VERSAILLES

1 Award



**WORLD LUXURY
HOTEL AWARDS**

31 Awards



**MICHELIN GUIDE
AWARDS**

6 Awards



BRAND PILLARS & MARKETING ACTIVATIONS

Memorable



Meaningful





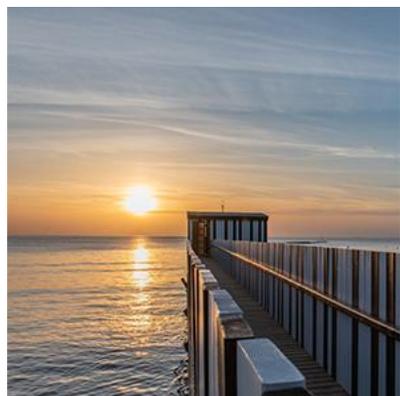
M Moments

BEST SELLER



Veranda High Resort Chiang Mai

Begin your meaningful journey along ancient stone steps, where each of the 999 stairs leads closer to enlightenment. The white pagoda of Loha Prasat awaits, its graceful silhouette rising above our mountain retreat. This 30-minute pilgrimage rewards with ethereal vistas and deep connections to Thai spiritual heritage.



La Grande Terrasse Hotel & Spa La Rochelle

Sunset Dining at La Grande Terrasse's Carrelet. Relish a seafood platter as the sun dips below the horizon, casting a radiant glow over the azure sky and rhythmic waves. This intimate dining experience promises a meaningful connection with nature, etched in your memory forever.



Hôtel Des Arts Saigon

Immerse yourself in the captivating world of Vietnamese calligraphy. Led by a Master Calligrapher, this private class reveals the artistry of each stroke, symbolising wishes and aspirations. Over 1.5-2 hours, you will create your own painted scroll and receive a special gift set.



Gem Forest Hotel Nairobi

Dive into Nairobi's vibrant culture with a city drive through the lively matatu scene: colourful, bold, and brimming with artistic expression. At Anno's One Fine Day, Krysten introduces you to inspiring young artists who've transformed the matatu into a moving canvas. Then, at the Opportunity Factory, work alongside local artisans to create your own meaningful keepsake.



The William Inglis Hotel

A Sunrise Adventure over South West Sydney : embark on a serene journey with scenic views and discover rich Australian history through the chronicles of the Inglis family.



Spa concepts revealing the *character* of each hotel

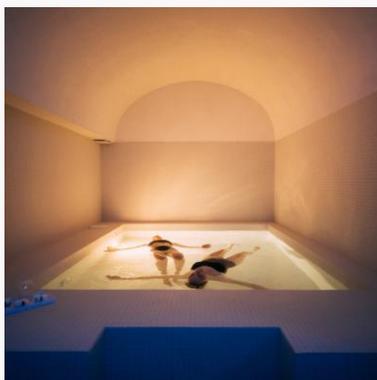
MOLITOR SPA BY CLARINS

Urban spa with high-performance treatments & luxury beauty collaborations



CURES MARINES – THE PURIST

Holistic wellness destination with a science-driven, lifestyle wellness model



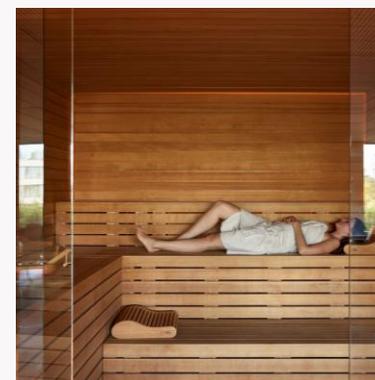
GEM FOREST

Urban nature sanctuary with local inspirations : botanicals, gems...



V VILLA MALDIVES

Immersive island wellness with a future concept blending privacy & environment with an ocean-inspired design



LA REINE MARGOT – LE REFUGE DE MARGOT

Intimate wellness experience in a boutique, sensory, heritage aesthetic



A brand visual identity crafted from the *roots* of MGallery

DISTINCTIVE VISUAL IDENTITY



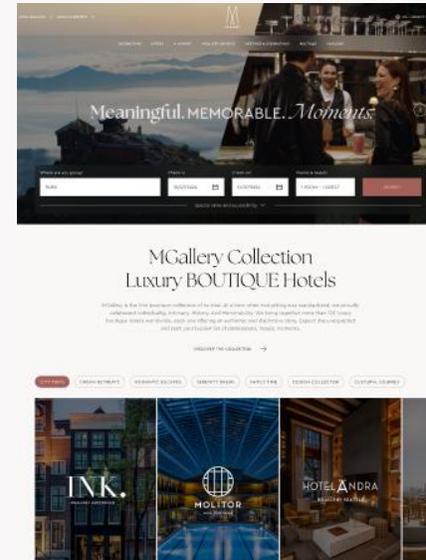
 **GRAND PRIX STRATEGIES**
Luxe 2024

WORLDWIDE BRAND CAMPAIGN



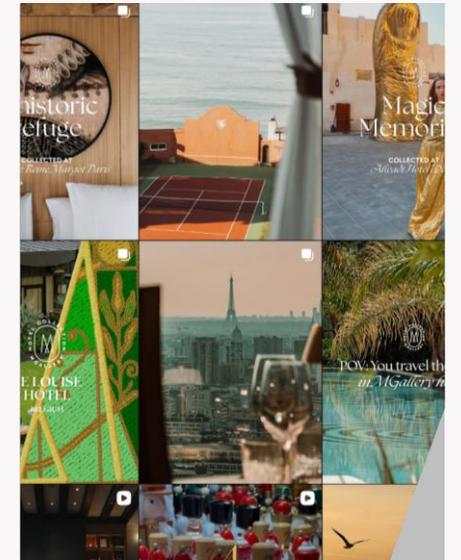
 **62M REACH***

REVAMPED DIGITAL TOOLS



10,9M IMPRESSIONS**
From Jul to Dec
x3 vs last period

TRENDY SOCIAL MEDIA CONTENT & STRONG PR COVERAGE

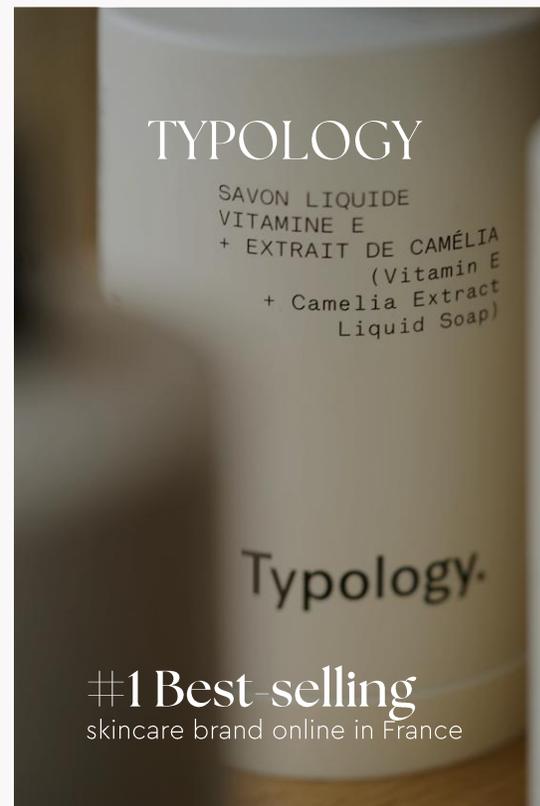
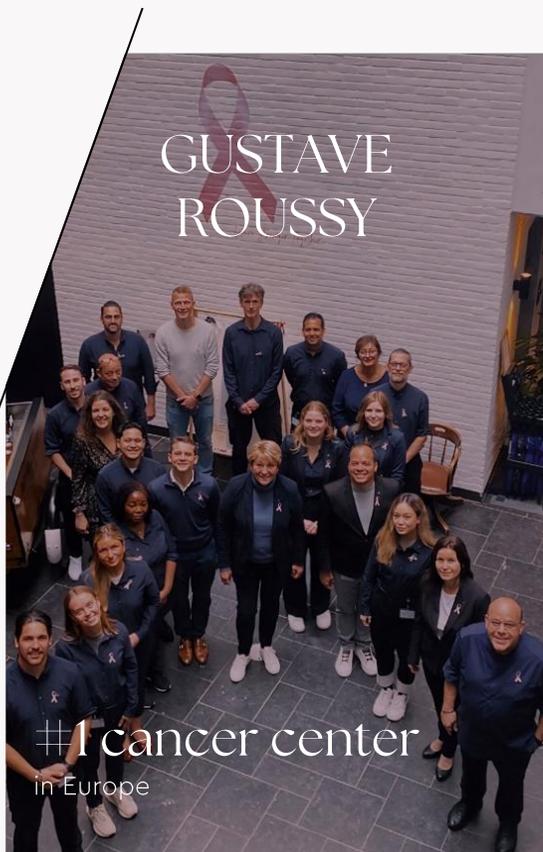


3.1M FOLLOWERS**
+436K vs LY

620M EAV**
+52% vs LY



A COLLECTOR'S SPIRIT COMING ALIVE *through partnerships*



THOSE PARTNERSHIPS GENERATED **strong** PR MEDIA VALUE



An animated network thanks to *key brand momentum*



FEBRUARY

ROMANTIC
CHRONICLES



Where whimsy meets romance: MGallery reinvents Valentine's day.



MAY-AUGUST

WORLD COCKTAIL
MONTHS



Starting May 13th, 3 months celebration around our one-of-a-kind bar & alchemists.



SEPTEMBER

HERITAGE
DAYS



Open doors to local guests to discover our gem's secrets.



OCTOBER

PINK
OCTOBER



From donation to prevention, MGallery fully engaged on breast cancer cause.



NOV-FEB

MAGIC
TALES



Sweet memories of untold end of the year stories, made meaningful by giving and supporting NGOs.

Thank you



GALLERY
HOTEL
COLLECTION





ACCOR

LUXURY BRANDS - OWNER VALUE PROPOSITION
GLOBAL DEVELOPMENT

Q1 2026

MALLERY COLLECTION VALMOREL
FRANCE
OPENING 2027

A GLANCE AT ACCOR PORTFOLIO

+ 2,200 Hotels under management contract

+ 3,500 Hotels under franchise contract

Open & in the pipeline

+7100 HOTELS **+1,091,000** ROOMS

Accor network*

+5,700 HOTELS **+880,000** ROOMS

Accor pipeline*

+1,500 HOTELS **+255,000** ROOMS

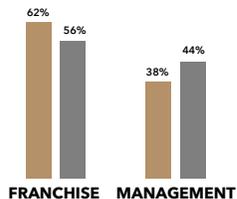
41%* **24%***
EUROPE & NORTH AFRICA
 NETWORK: 3,141 H., 360,126 R.
 PIPELINE: 500 H., 61,549 R.

15%* **25%***
GREATER CHINA
 NETWORK: 803 H., 129,966 R.
 PIPELINE: 402 H., 63,826 R.

12%* **9%***
AMERICAS
 NETWORK: 569 H., 107,270 R.
 PIPELINE: 153 H., 21,969 R.

11%* **16%***
MIDDLE EAST AFRICA
 NETWORK: 377 H., 97,984 R.
 PIPELINE: 181 H., 41,880 R.

21%* **26%***
ASIA & PACIFIC
 NETWORK: 946 H., 186,081 R.
 PIPELINE: 291 H., 67,910 R.



All figures as of end of December 2025
 *Based on number of rooms for hotels and Extended Stay hotels, open and in the pipeline.
 Including MGallery Collection



A LOOK AT ACCOR PORTFOLIO

PREMIUM, MIDSACLE & ECONOMY

pullman swissôtel MÖVENPICK

Handwritten NOVOTEL MERCURE TRIBE ADAGIO

ibis ibis styles ibis budget

REGIONAL BRANDS

mantis Art Series GRAND MERCURE ANGSANA PEPPERS

THE SEBEL mantra BreakFree greet hotelFT

LUXURY & LIFESTYLE

ORIENT EXPRESS RAFFLES Fairmont

SOFITEL LEGEND EMBLEMS SOFITEL M GALLERY

PARTNER BRANDS

FAENA BANYAN TREE

ENNSMORE

25h twenty five hours hotels DELANO GLENEAGLES HYDE

JO&JOE MAMA SHELTER MONDRIAN MORGAN'S ORIGINALS

OUR HABITAS PARIS SOCIETY RIKAS RIXOS

SLS SO/ the hoxton workingfrom

RESIDENTIAL & PRIVATE RENTAL

ACCOR ONE LIVING
onefinestay

WORKSPITALITY

WOJO MAMA WORKS
officeriders

ENTERTAINMENT

POTEL&CHABOT DALLOYAU
saintclair THEATRE DU LIDO

BUSINESS ACCELERATORS

ASTORE d-edge GEKKO
VERYCHIC JOHN PAUL



A GLIMPSE INTO OUR LUXURY PORTFOLIO

N°2 Accor is the second global player in the world

Pipeline represents **40%** of existing network in hotels

WELL balanced footprint

Open & in the pipeline

+530 HOTELS **+114,000** ROOMS

Luxury network*

379 HOTELS **87,751** ROOMS

Luxury pipeline*

152 HOTELS **27,009** ROOMS

21%* **16%***

EUROPE & NORTH AFRICA

NETWORK	PIPELINE
130 H. 18,393 R.	41 H. 4,298 R.

28% **13%***

AMERICAS

NETWORK	PIPELINE
71 H. 24,711 R.	12 H. 3,493 R.

33%* **45%***

ASIA PACIFIC & GREATER CHINA

NETWORK	PIPELINE
120 H. 28,609 R.	65 H. 12,139 R.

18%* **26%***

MIDDLE EAST AFRICA

NETWORK	PIPELINE
58 H. 16,038 R.	34 H. 7,079 R.

All figures as of end of December 2025

*Based on number of rooms for hotels and Extended Stay hotels, open and in the pipeline. Including MGallery Collection



OWNER VALUE PROPOSITION

ICONIC & DESIRABLE BRANDS

- **N°2** in Luxury & Lifestyle hospitality with close to **600 hotels** & > **136,000 rooms globally**
- **N°1** with **25 Luxury & Lifestyle brands globally**
- **3 brands over 120 years old**

DESIGN & PROGRAMMING

- **Holistic programming** approach from hotels, trains & yachts to branded residences, from restaurants & bars to wellness, from resorts to all-inclusive...
- Renowned Luxury & Lifestyle creative studios, expertise & partners
- 50+ dedicated team members

TRAILBLAZING FOOD & BEVERAGE

- **N°1** F&B in house platform ahead of competition with > **2,500** F&B venues, concepts, brands & consulting capabilities
- F&B revenue between 35% and **45%** of total hotel revenue

BRANDED RESIDENCES ACCOR ONE LIVING

- **N°2** worldwide in number of residences & pipeline
- Only 360° residential platform from development to operations

ALL INCLUSIVE COLLECTION

- **N°2** global luxury all-inclusive platform
- Only 360° all inclusive platform from development to operations

ENVIRONMENT, SOCIAL & GOVERNANCE*

- **40% of women in leadership** in L&L hotels
- **76% of eco-certified** L&L hotels globally
- **50% food waste reduction** in L&L hotels
- **92%** in L&L hotels with **zero single use plastics**

* in YTD December 2025



LUXURY BRAND PORTFOLIO

The Accor Luxury division offers an unrivaled opportunity for partners to invest in a diverse portfolio of iconic and desirable brands covering a broad range of options, from luxury to ultra-luxury, from finely adaptive to perfectly defined or highly curated brands.

THE CULTURAL VOYAGE

Elevate ultra-luxury travel to culture

THE LANDMARKS

A world of elegance and enchanted glamour

SOCIAL EPICENTERS

Making every moment a celebration

THE FRENCH ZEST

Heartfelt hospitality with a French Zest

THE COLLECTIONS

Charismatic collections of boutique-style hotels offering one-of-a-kind experiences

Ultra
Luxury

Entry
Luxury



Highly
Curated

Perfectly
Defined

Finely
Adaptive



LUXURY & LIFESTYLE DESIGN AND PROGRAMMING

THE ART OF DESIGN & PROGRAMMING

200+ Luxury & Lifestyle hotel and residential projects

50+ Luxury & Lifestyle D&TS experts worldwide in 10 countries

1+ Luxury & Lifestyle opening per week

Our dynamic, brand-led teams deploy their great savoir-faire to ensure the highest quality of craftsmanship at each stage of the project, through a global Hotel Consultancy Services Agreement (HCSA). We work with the most renowned creative studios to conceive innovative, highly curated, interior designs.

PROGRAMMING

- Feasibility Studies
- Brand & Design Standards Introduction
- Facilities Area Program
- Key Consultants recommendations - Scope of work advise
- Design Brief(s)
- Budgets & Timeline alignment
- Procurement Strategy

DESIGN

- Project kick-off
- Brand & Design Standards Immersion
- Operational Planning FoH/HoH zoning, staffing guide
- Architecture & Interior Design Lighting/Graphics/Art
- Engineering & Sustainability
- Food & Beverage Banqueting & Events
- Wellness Gym & Spa
- OS&E / FF&E / EQS / EQT*
- Value Engineering

CONSTRUCTION

- Samples & Mock-up Reviews
- Supplier & Manufacturer visits
- Design Development Package reviews
- Tender & Procurement
- Site Inspections
- Quality Control
- Testing & Commissioning

HAND-OVER

- Pre-Opening support
- Snagging
- Hand-Over

OPERATING

- CapEx** planning
- Asset Repositioning
- Continuous Relationship

All figures as of end of December 2025 *Operating Supplies & Equipment / Fixtures, Furniture & Equipment / Specialized Equipment (IT) / Technical Equipment (Fit out)
** Hotel Capital Expenditures



IN HOUSE FOOD & BEVERAGE PLATFORM BOOST LUXURY & LIFESTYLE HOTELS' REVENUE

2,500+ Restaurants and bars in Luxury & Lifestyle brands

Between 35% to 45% F&B contribution to total hotel revenue

Luxury Brands' Original F&B Concepts

Our mission is to make F&B the heart and soul of our luxury hotels by thinking like restaurateurs and delivering an experience that is excellent, relevant and authentic.

POTEL & CHABOT

Legendary French cuisine for contemporary events. Potel et Chabot has been reinventing the art of gastronomic catering since 1820.

PARIS SOCIETY

ENNISMORE

Ennismore has created an F&B Platform through targeted acquisitions and in-house development to bring together a unique collection of brands with industry-leading advisory and operating capabilities.

LUXURY & LIFESTYLE FOOD & BEVERAGE

TRAILBLAZING F&B EXPERIENCES



LUXURY & LIFESTYLE BRANDED RESIDENTIAL

REFINING THE ART OF LIVING

ACCOR ONE LIVING

OUR EXPERTISE IN LUXURY & LIFESTYLE
BRANDED RESIDENTIAL LEVERAGES
HOTEL DEVELOPMENT PROFITABILITY

#2 global operator & developer worldwide*

c.\$2B residences sold annually under Accor brands*

55 Luxury & Lifestyle Branded Residences

130+ Luxury & Lifestyle Branded Residences open & in the pipeline**

18,000+ Luxury & Lifestyle Branded Residences units open & in the pipeline**

9,000+ Luxury & Lifestyle owners**

Industry-first residential expertise brings iconic brands and legendary service to private home ownership, offering 360° turnkey solution: from project planning and development to sale and operating.

All figures as of end of December 2025

**Based on branded residences for Luxury & Lifestyle and Premium, Midscale and Economy brands : 55 Network and 130+ Pipeline worldwide across 26 brands.*

***43 Luxury & Lifestyle Branded Residences and 6,400+ units & owners in the Network, 86 Luxury & Lifestyle Branded Residences and 11,900+ units & owners in the Pipeline.*



All Inclusive
COLLECTION

LEADING ALL INCLUSIVE RESORTS
COLLECTION WITH UNRIVALLED EXPERTISE
IN ESCAPISM & ENTERTAINMENT

#2 global luxury all-inclusive platform worldwide

53 hotels and >25,000 rooms open

13 hotels and over 5,800 rooms in the pipeline

All Inclusive Collection is a multi-branded platform, leveraging the expertise of Rixos to curate the best all-inclusive resorts from global brands reimagining the experience their way.

LUXURY

Fairmont
HOTELS & RESORTS

SOFITEL
HOTELS & RESORTS

RIXOS
HOTELS

ENNISMORE

SLS SOY MONDRIAN HYDE

LUXURY & LIFESTYLE ALL INCLUSIVE COLLECTION

ALL INCLUSIVE
ALL EXCLUSIVE



SUSTAINABILITY IS GOOD FOR BUSINESS

01

SECURE INVESTMENT GREEN FINANCING

Low Debt Cost
for ESG-linked loans

Hotel sustainable investment or upgrades make them attractive to banks and investors: mitigates future risk to revenue.

02

REDUCE REGULATORY RISK

20 to 30
new worldwide regulations
Expected to come in the 5 years

World class brands and hotels have no choice but to comply with new sustainability regulations to attract international guests.

03

INCREASE HOTEL REVENUE

70%
of business & leisure guests'
having sustainable expectations

Booking engines and OTAs are flagging eco-certified hotels (ALL.com, Google, Booking.com, HRS...).

04

BOOST PROFIT MARGINS

20%
utility savings on average for
energy efficient buildings

Decrease in utility consumption results in carbon emission reduction and costs.

05

INCREASE ASSET VALUE

+10 to 15%
green asset value premium

Sustainable hotels are more profitable today, more bankable tomorrow.



PERFORMANCE POWERED BY ACCOR PLATFORM

UNRIVALED SCALABILITY

DISTRIBUTION

- **77% contribution rate** to Luxury & Lifestyle Brands **from central reservation system**
- Guests' geographic mix diversity

LOYALTY

- **115 M** members worldwide
- **+40% contribution rate** in revenue to Luxury & Lifestyle brands
- **68%** of members outside Europe or North America, most robust international clientele

SALES

- **80+** Luxury & Lifestyle dedicated team in addition to **400** Accor sales representatives
- **> 300** Luxury & Lifestyle hotels in travel agencies' luxury programs

PROCUREMENT

- One stop shop with **best in class & sustainable products** at **best market conditions**
- 30+ luxury & lifestyle procurement experts across the globe

All figures as of end of December 2025



L&L COMMERCIAL VALUE PROPOSITION POWERED BY ACCOR

LOYALTY

DRIVES INCREMENTAL STAYS AND RETAINS DEMAND

42% Luxury & Lifestyle loyalty room night contribution
+140 Local & global partnerships
115M+ Members

DIGITAL MARKETING

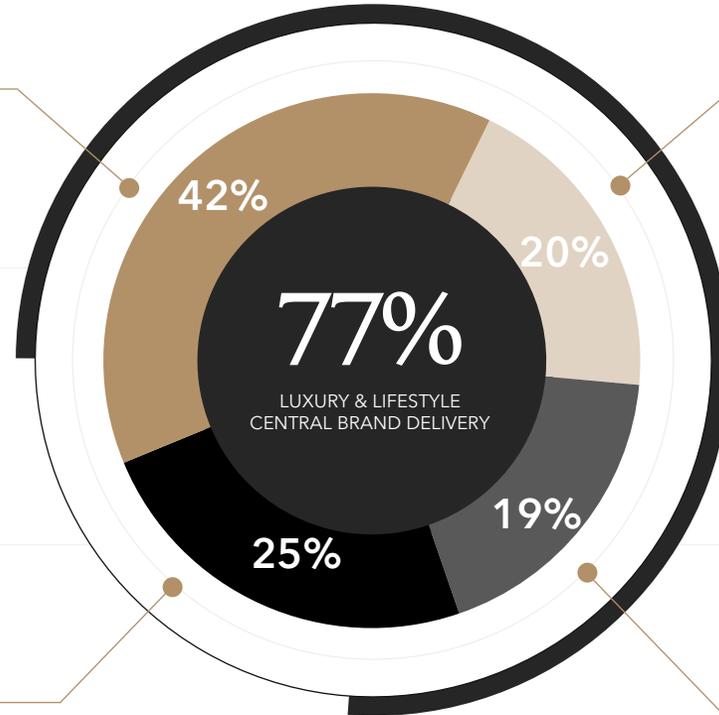
ATTRACTS & ENGAGES CUSTOMERS

1.2Bn Emails sent to customers per year
6.7Bn Social Media Impressions
>5M Followers on Accor TikTok account

SALES

DEVELOPS SALES REVENUE

30K+ Managed accounts
400 Accor sales representatives spread all over the world
80 Luxury & Lifestyle sales experts



RESERVATION CENTRES

ACCELERATES BUSINESS AND IMPROVES CUSTOMER SATISFACTION

6M Yearly contacts
+30% ADR vs intra hotel thanks to upsell
92% LOA guest satisfaction

ACCOR WEB DIRECT

MAXIMIZES HOTEL DIGITAL NET REVENUE

27% International flows
11 Brands.com websites
300M+ Visits per year

REVENUE MANAGEMENT

LEVERAGES REVENUE MANAGEMENT SYSTEMS POWER

+3% Incremental revenue (independent hotels joining Accor)
> 1,200 RM experts around the world

OTAS & CONNECTED LEISURE ACCOUNTS

NEGOTIATES ATTRACTIVE COMMERCIAL CONDITIONS

4 Exclusive wholesalers: Expedia, HotelBeds, WebBeds & Infinite
51M Stayed Room Nights
+25 Connected OTAs

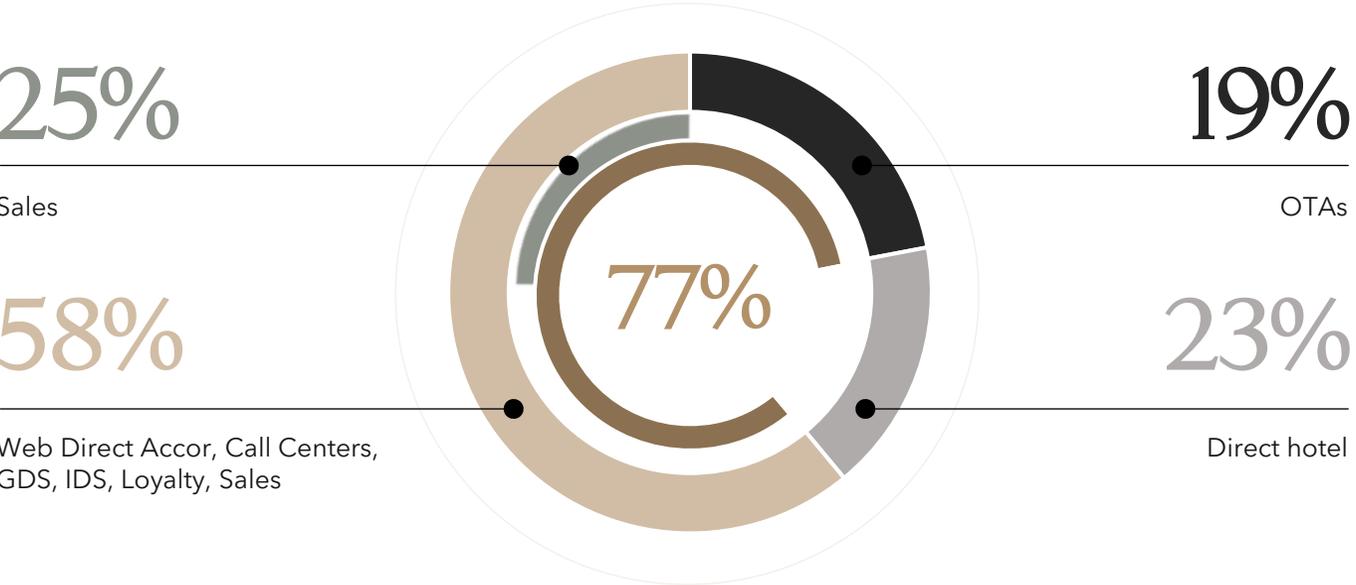
Based on revenue: figures as of end of December 2025



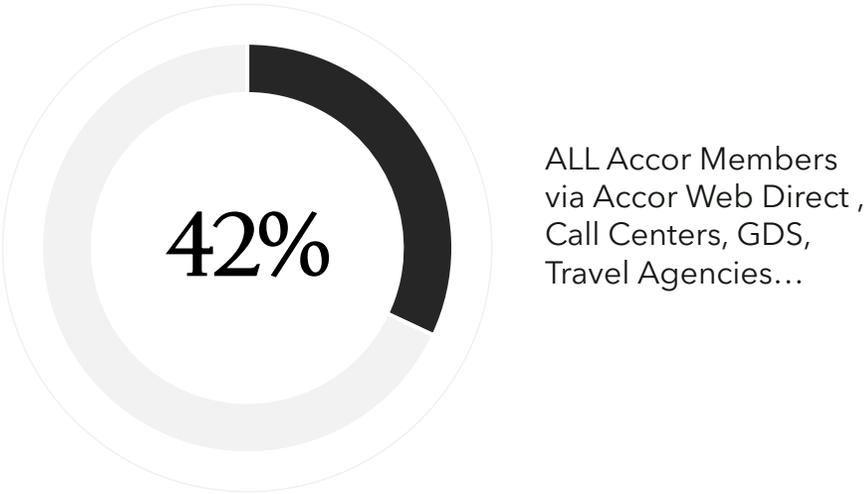
UNRIVALED SCALABILITY TO MAXIMIZE YOUR BUSINESS

77% of a Luxury & Lifestyle hotel revenue is driven by Accor Distribution, Loyalty & Sales Ecosystem on average.

REVENUE CONTRIBUTION GENERATED BY ACCOR



ROOM NIGHT CONTRIBUTION GENERATED BY ALL ACCOR LOYALTY PROGRAM



CBD (Central Brand Delivery) measures the business in revenue brought by Accor to the hotel through the 3 main group levers: Distribution (through Central Reservation System - CRS), Loyalty & Sales. Figures as of end 2025 - Data from UPE

WEB DIRECT & OTAS, A WINNING DUO

WEB DIRECT: ALL.COM + BRANDS.COM IS THE 1ST WEB CHANNEL AT ACCOR TO BOOST YOUR PROFITABILITY

WEB DIRECT & INDIRECT REVENUE

90% Of Web Direct bookings are made by **ALL Accor members** benefiting from member's rate (5% to 10% discount)

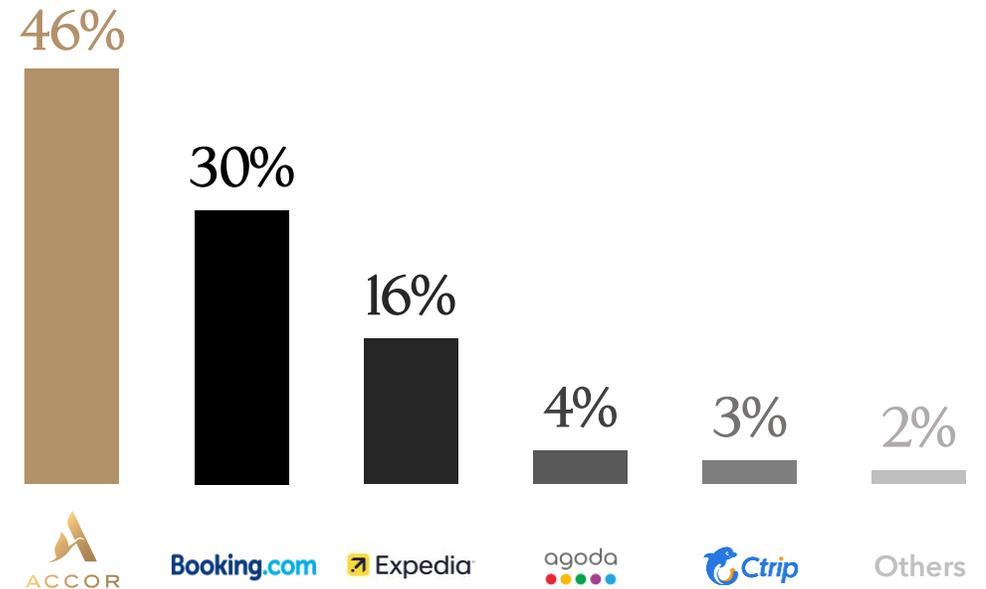
+15% ADR vs Web indirect

X 2 ROI vs Web indirect

→ **Well-known customers, boosted to stay at your hotels through**

- 1.2Bn email campaigns, 172M push app notifications, SMS, push web
- 6K digital marketing campaigns per year worldwide
-  n°2 travel account with 194Bn impressions and 1.3M followers,  n°4)
- App investments, the fastest growing channel **+23%** vs LY, **7** downloads per minute

Share of web direct or web indirect revenue in total web revenue
YTD December 2025



WEB DIRECT & OTAS, A WINNING DUO

+25 OTAS PREFERRED PARTNERS TO PROVIDE MASSIVE VISIBILITY ON UNTAPPED NEW GUESTS AT BEST PRICE

Lower dependency to Expedia / Booking, targeting **key markets** as well as **niche** ones

Boost your topline at the best price :

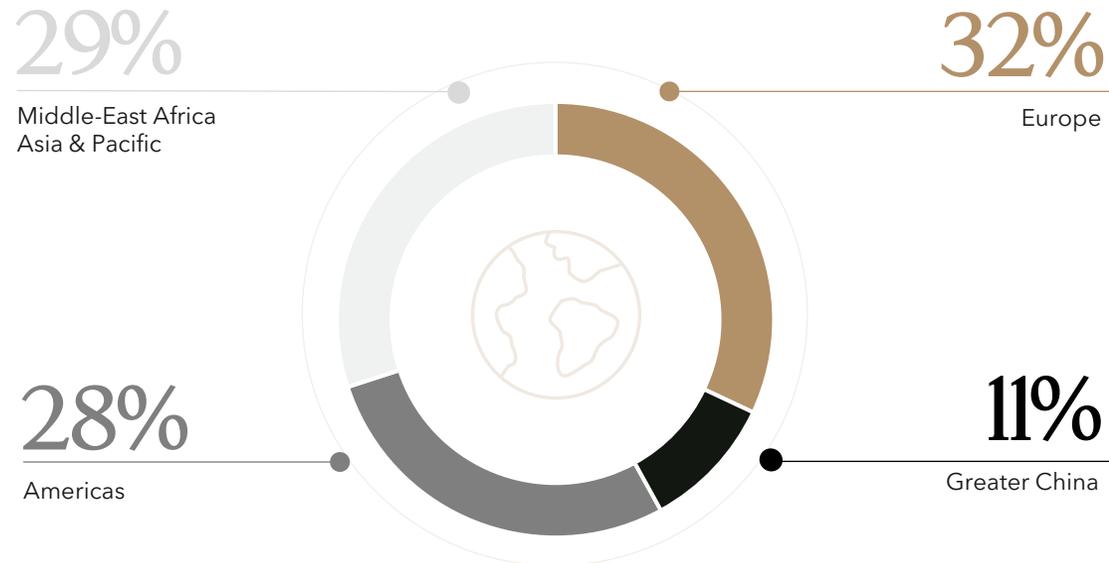
- **Best-in-class commissions** rate available on the market
(Below competition in EU & ASPAC for economy & midscale brands, matching competition for others)
- Frequent negotiated **marketing incentives**
- **No last-room availability** requirements enabling yield management
- Package, Opaque and Dayuse availability
- Strict **rate parity & compliance rules** enforced contractually with OTA partners.



ALL ACCOR GLOBAL LOYALTY PROGRAM

Joining Accor grants you direct access to +115 million members, poised to fill 42% of your hotel's rooms...

A WORLDWIDE PLATFORM OF 115+ MILLION MEMBERS



ALL ACCOR MEMBERS' PLACE OF RESIDENCE

HAVING BOOKED AT LEAST ONCE A LUXURY & LIFESTYLE HOTEL

POWERFUL BUSINESS MULTIPLICATOR

<p>01.</p> <p>MEMBERS STAY MORE</p> <hr/> <p>X2</p> <hr/> <p>Members stay twice more than non-members</p>	<p>02.</p> <p>MEMBERS SPEND MORE</p> <hr/> <p>+10% ADR</p> <hr/> <p>Members spend more than non-members</p>	<p>03.</p> <p>HIGH LOYALTY ROI</p> <hr/> <p>X8</p> <hr/> <p>Incremental revenue generated vs costs</p>
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ALL ACCOR LIFESTYLE LOYALTY PROGRAM

... Elevated through experiences, making ALL Accor the most praised & understood program

CAN'T BUY EXPERIENCES & RICHEST RANGE OF PARTNERS

AUGMENTED OPPORTUNITIES

Earn & redeem points around our guests' three main passions: sport, F&B and entertainment.



LEVERAGE BENEFITS & OFFERS

140+ partners network where our loyalty currency is valued and can be either earned and/or burned.



MOST PRAISED PROGRAM



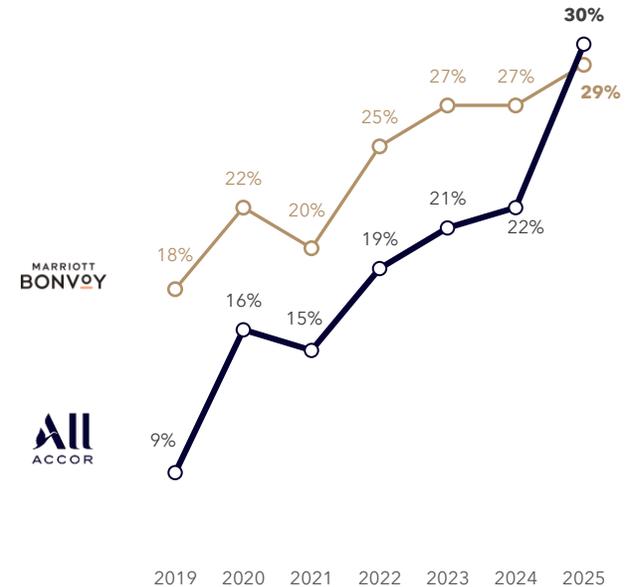
Nb of & won since its creation in 2019

MOST LOVED BRAND



Brand Love score

HISTORIC INCREASE IN AWARENESS IN 2025



Brand Awareness for hotel users

Source: BEAM Study September 2025. Among Hotel users for hotel brands only. The overall scores in this slide, both for ALL Accor and other brands, represent an arithmetic mean of scores from France, Germany, the UK, the USA, China, Brazil, Australia, and the UAE. No weight was assigned to individual countries in calculating the global scores.



ACCOR SALES TEAMS DRIVE AN ADDITIONAL 25% OF HOTEL TOP-LINE



10K Premier & Strategic Accounts

AMERICAN EXPRESS CWT BCD travel HRS FCM TRAVEL SOLUTIONS TA & TMC (1)

hotelbeds WebBeds Infinite expedia group LEISURE CONNECTED TO (2)

CWT Meetings & Events BCD meetings & events HB HELMASBRISCOE AMERICAN EXPRESS BCG BOSTON CONSULTING GROUP serco mci Edward Jones TRAVEL SPECIALTY INVESTMENTS CAPTIVERESOURCES MEETINGS & EVENTS

SIEMENS Orfea AIRBUS GE General Electric accenture IBM Deloitte. CORPORATE

Emirates AIR FRANCE KLM TURKISH AIRLINES UNITED Lufthansa QATAR AIRWAYS AIRLINE CREWS

(1) TA = Travel Agencies // TMC = Travel Management Companies
(2) TO = Tour Operators



L&L SALES EXPERTS GRASP HIGH CONTRIBUTION MARKETS

LUXURY TRAVEL AGENCIES

STAFF : 19

AMERICAS: 5
EUROPE & AFRICA: 6
IME-APAC: 8

HIGH CONTRIBUTION
LEISURE INDIVIDUAL



STRATEGIC L&L CLIENTS

STAFF : 29

NORTH AMERICA: 22
EUROPE: 7

LUXURY CORPORATES,
M&E, ENTERTAINMENT



LEISURE OPERATORS L&L

STAFF : 5

BASED IN
NORTH AMERICA

HIGH CONTRIBUTION
LEISURE FIT & GROUP



HERA B2B TRAVEL AGENCIES LOYALTY PROGRAM

STAFF : 6

BASED
IN PARIS

HIGH CONTRIBUTION
LEISURE INDIVIDUAL



B2B COMMUNICATION & EVENTS

STAFF : 9

BASED
IN PARIS

+40 WORLDWIDE SALES
TRADSHOWS & 200
ACTIVATIONS



SUPPORTED BY 8 PEOPLE IN CROSS FUNCTIONS



CALL CENTERS TAILORED FOR L&L

DELIVERING A POWERFUL RANGE OF SERVICES, EASING OPERATIONS

4 ACTIVITIES

RESERVATION | OVERFLOW | CUSTOMER CARE | CARE VIP DESK

18 LANGUAGES

12 SITES

2 dedicated to Luxury

24/7 SERVICE



6M Contacts



75% Sales Conversion

TO DRIVE REVENUE GROWTH AT THE LOWEST COST WITH THE BEST QUALITY OF SERVICE

IMPROVE HOTEL P&L...

↑ Boosting Sales

30% Higher ADR than Intra-Hotel Through upsell

🏠 At the lowest cost

- Competitive fee
- Reduce operations cost

RESULTING IN POSITIVE P&L CONTRIBUTION

...AT THE BEST QUALITY OF SERVICE

👤 Strong Quality

92% Guest satisfaction /LQA

- Extremely selective recruitment
- Expert training in Accor brands, hotel knowledge, and culture
- Tailored sales pitches for each hotel

Figures as of end of December 2025



ASTORE BY ACCOR IS A LEADING
PROCUREMENT ORGANIZATION
DELIVERING VALUE TO HOTELS AND
OWNERS

3B€+ managed spend worldwide

5,000 suppliers' partners globally

250 category management experts in 20 countries

30+ dedicated Luxury & Lifestyles Procurement experts across the globe

Astore by Accor is a leading hospitality Group Procurement Organization and a one stop shop covering luxury & lifestyle hotel needs, OPEX and CAPEX, from daily purchasing of products & services to supporting construction and renovation projects.

Astore actively contributes to the achievement of Accor Sustainability Commitments.

Accor as well as Hilton, IHG, Marriott and Radisson are co-founders of HARP: Hospitality Alliance for Responsible Procurement.



NEW ORGANIZATION DEDICATED TO LUXURY & LIFESTYLE BRANDS & OWNERS

LEADERSHIP OF PROCUREMENT



RESTAURANT, BAR & ENTERTAINMENT



OS&E AND FF&E PARTNERSHIP



PROFESSIONAL SERVICES & IT



ENERGY



TECHNOLOGY



PRE OPENING & REFURBISHMENT
SUPPORT



ENTER THE AUGMENTED HOSPITALITY ERA WITH ARTIFICIAL INTELLIGENCE - AI

AI GUEST & UPSELL ASSISTANT

AVAILABLE

WHERE PERSONALIZED SERVICE MEETS INTELLIGENT UPSELL

For the guest:

- Make any **request anything**, from towels to restaurant bookings...

For the staff:

- The AI automatically **routes and updates requests** in the hotel's task system
- It provides personalized **upsells recommendations** with one-tap acceptance to send the guest

- + ✓ Effortless service for the guest
- + ✓ Incremental revenue for the hotel

AI TRAVEL CONCIERGE

LAUNCH DEC. 25



TURNING TRAVEL INSPIRATION INTO DIRECT BOOKINGS

For the guest:

- Explore destinations and **receive curated suggestions** based on their habits, past stays, and lifestyle
- **Receive personalized offers** (e.g., family resorts, romantic escapes, business stays)

- + ✓ Increased booking conversion
- + ✓ Incremental revenue for the hotel

AI BUTLER - STAFF ASSISTANT

UPCOMING

EMPOWER EVERY HOTEL EMPLOYEE WITH AI

For the staff:

- **Ask questions or give commands:** "How do I reset my password?", "Translate this message."
- For questions: the AI butler instantly executes, explains, or drafts the right answer
- For actions: the AI butler accelerates routine tasks and knowledge access

- + ✓ Less admin time and errors
- + ✓ More time to deliver exceptional guest experiences

M&E SALES ASSISTANT

UPCOMING

TRANSFORMING MEETING & EVENT LEADS INTO LASTING REVENUE

For the sales teams:

- The AI assistant analyzes incoming inquiries (emails, forms) and **highlights the most promising opportunities**
- **It drafts personalized answers** (pricing, packages, and room availability) – ready for quick review and send.

- + ✓ Slow manual responses turned into revenue efficiency





ACCOR

