



GALLERY
GLOBAL DEVELOPMENT BROCHURE

May 2025



Pioneers of THE BOUTIQUE HOTEL *collection*

Founded in 2008, on the vision that every place
has soul, we broke with traditional standards to
offer

a collection of more than 120 intriguing hotels,
each with a unique story to tell. We stand for a
new kind of luxury being...

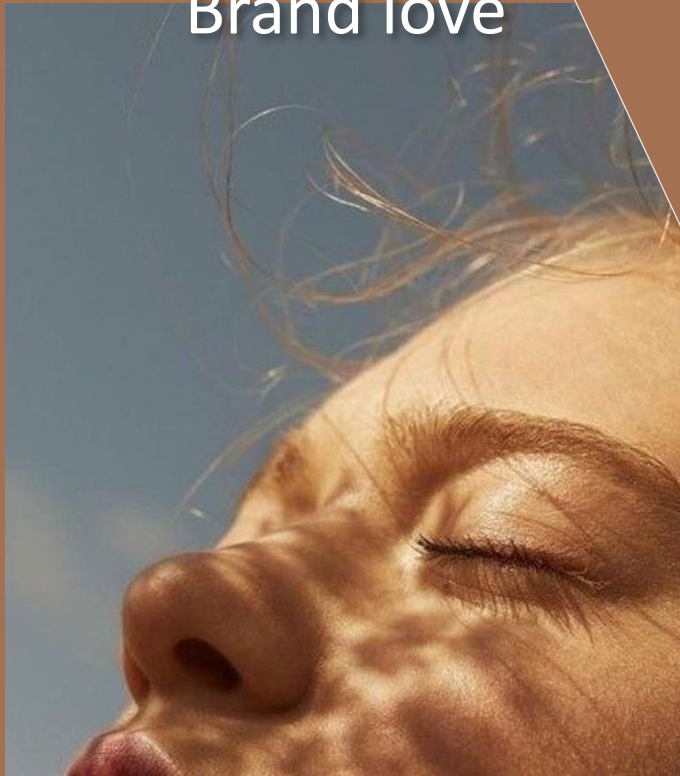
Meaningful & Memorable





WHAT MAKES OUR COLLECTION *unique...*

Brand love



The number of clients loving the brand is
ABOVE TIER AVERAGE in our key feeder
markets*

Guest engagement



RPS 90,4**
A higher guest satisfaction
than direct competitors

Luxury appeal



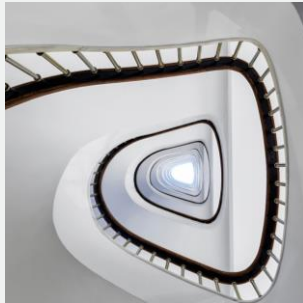
A brand recognized as
a true luxury player ***

M memorable



Memorable Moment

Unique activity package based on the hotel's story, leaving in every guest a memorable experience



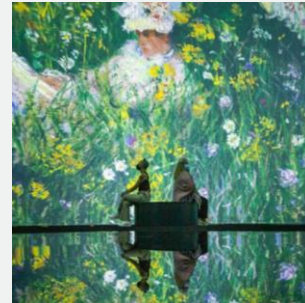
Modern twist design

Design enhancing the hotel singular story, with spaces focusing on the hotel's character and history with a modern twist



Mixology

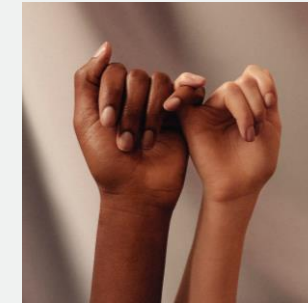
Savour locally-inspired cocktails using ingredients and flavours emblematic to local culture



Mindfulness

Collection of experiences that nurture guests' mind & body and elevate their spirit for discovery

M meaningful



Committed to Her

Employing and caring for women, as guests as well, we forge a more inclusive and empowered future.



Give back to communities

The hotel stands as the beating heart of the local community, contributing hands in hands with the neighborhood



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 DAY



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.**

A 360 REINVENTED BRAND
COMMUNICATION *making impact*



#1 of its compset in terms of brand awareness in
France & Australia*

+1B€ of PR Media Value in 2024 and
+97% of positive and neutral sentiment**

+2,7M followers on our social media accounts

A new website released in March 2025



A recognized brand

+400 awards across properties since 2019



CONDE NAST TRAVELER
READERS CHOICE AWARDS

15 Awards



HAUTE GRANDEUR GLOBAL
AWARDS

25 Awards



TRIPADVISOR

27 Awards



WORLD LUXURY HOTEL
AWARDS

56 Awards



WORLD TRAVEL AWARDS

27 Awards



MASTERFULLY COLLECTED

% in number of rooms. As of December 2024

NETWORK

126 hotels

13,230 rooms

PIPELINE

49 hotels

6,31 rooms

AMERICAS

6%

4%

NETWORK
8 HOTELS
822 ROOMS

PIPELINE
3 HOTELS
240 ROOMS

EUROPE & NORTHERN AFRICA

44%

NETWORK
69 HOTELS
6,219 ROOMS

31%

PIPELINE
19 HOTELS
1,899 ROOMS

MIDDLE EAST, AFRICA & INDIA

11%

NETWORK
8 HOTELS
1,800 ROOMS

17%

PIPELINE
8 HOTELS
1,031 ROOMS

ASIA, GREATER CHINA & PACIFIC

40%

NETWORK
41 HOTELS
5,689 ROOMS

47%

PIPELINE
19 HOTELS
3,032 ROOMS



The 3 MGallery experiences

Heritage

TWIST



The Porter House – MGallery Sydney, AUSTRALIA

Designed by Angelo Candelapas
Candelapas Associates

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.

Serenity

TWIST



Dongfengyun Hotel – MGallery Mi'le, CHINA

Architect Luo Xu
Interior Design CCD

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

Signature

TWIST



Nest La Défense– MGallery Paris, FRANCE

Designed by Oscar Ono
Maison Numero 20

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

Opened in 2022

PORTER HOUSE



HERITAGE

Palazzo Tirso Hotel Cagliari MGallery Collection

ITALY

March 2023



SERENITY

Santa Teresa Hotel Rio de Janeiro

MGallery Collection

BRASIL

Opened in 2016



SERENITY

DongFengYun Hotel Mi'Le

MGallery Collection

CHINA

Opened in 2020



SIGNATURE

TOO Hotel & Spa Paris MGallery Collection

FRANCE

Opened in 2022



SIGNATURE

GEM Forest Hotel Nairobi MGallery Collection

KENYA

Opened in 2024





7 openings in 2025



TALAIA HOTEL & SPA BIARRITZ
150#



GREEN COAST HOTEL
131#



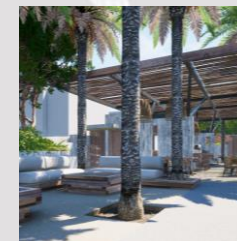
L'ISLE DE LEOS
49#



ATHENS CAPITAL
SUITES
19#



NAVERA PHUKET
48#



MONTAZURE HOTEL
LAKESIDE PHUKET

166#



SOUTH PALMS
RESORT & SPA
PANGLAO
188#

OUR 2025 OPENINGS

Athens Capital Suites MGallery Collection

19 suites

GREECE

February 2025



OUR 2025 OPENINGS

Talaia Hotel & Spa Biarritz

MGallery Collection

150 rooms

FRANCE

June 2025



OUR 2025 OPENINGS

MontAzure Hotel Lakeside Phuket

MGallery Collection

166 rooms

THAILAND

July 2025





LUXURY EXPERTISE

ACCOR GROUP – OWNER VALUE PROPOSITION

VISION



SEBASTIEN BAZIN
CHAIRMAN
& CEO

PIONEERING THE ART OF
RESPONSIBLE HOSPITALITY,
CONNECTING CULTURES,
WITH HEARTFELT CARE.

This is our Purpose.



A GLANCE AT ACCOR PORTFOLIO

Open & in the pipeline

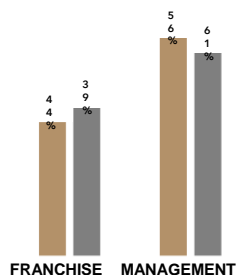
+7000 HOTELS
+1,083,000 ROOMS

Accor network*

+5,600 HOTELS
+850,000 ROOMS

Accor pipeline*

+1,300 HOTELS
+233,000 ROOMS



+ 2,400 Hotels under management contract

+ 3,300 Hotels under franchise contract

42%* **26%***

EUROPE & NORTH AFRICA

NETWORK	PIPELINE
3,123 H.	466 H.
357,346 R.	59,565 R.

14%* **25%***

GREATER CHINA

NETWORK	PIPELINE
736 H.	354 H.
121,062 R.	57,406 R.

12%* **8%***

AMERICAS

NETWORK	PIPELINE
558 H.	138 H.
103,728 R.	19,711 R.

11%* **13%***

MIDDLE EAST AFRICA

NETWORK	PIPELINE
364H.	140 H.
91,276 R.	31,156 R.

21%* **28%***

ASIA & PACIFIC

NETWORK	PIPELINE
901 H.	283 H.
176,873 R.	65,361 R.

All figures as of end of December 2024

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



A GLIMPSE INTO OUR LUXURY PORTFOLIO

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

40% Pipeline represents 40% of existing network in rooms

WELL balanced footprint

Open & in the pipeline

+550
HOTELS

+119,000
ROOMS

Luxury & Lifestyle network*

382
HOTELS

85,668
ROOMS

Luxury & Lifestyle pipeline*

168
HOTELS

33,730
ROOMS

20%* 14%*

EUROPE & NORTH AFRICA

NETWORK	PIPELINE
121 H.	36 H.
17,263 R.	4,636 R.

29% 16%*

AMERICAS

NETWORK	PIPELINE
72 H.	14 H.
24,983 R.	5,332 R.

32%* 50%*

ASIA PACIFIC & GREATER CHINA

NETWORK	PIPELINE
116 H.	78 H.
27,127 R.	16,828 R.

19%* 21%*

MIDDLE EAST AFRICA

NETWORK	PIPELINE
73 H.	40 H.
16,295 R.	6,934 R.

All figures as of end of December 2024

*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 **> 560 hotels & > 127,000 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

ENVIRONMENT, SOCIAL & GOVERNANCE

- **> 60%** of L&L eco-certified hotels in 2024
- Target of **75%** of L&L eco-certified hotels in 2025
- Achievement of **100%** L&L eco-certified hotels in 2026

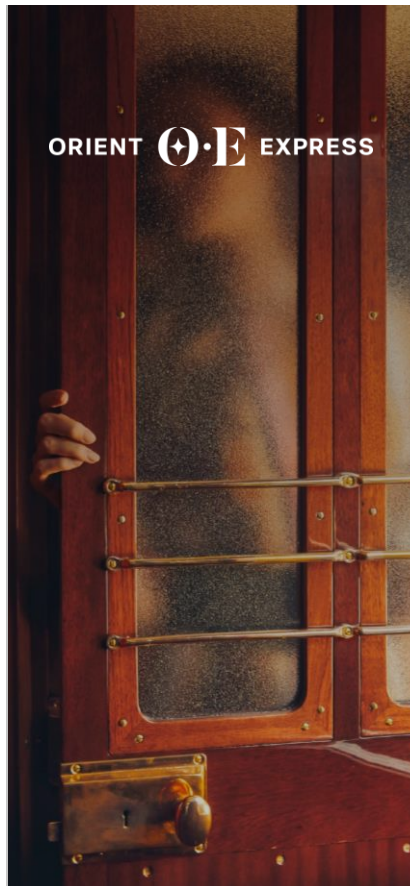


LUXURY BRAND PORTFOLIO

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



Ultra
Luxury

Entry
Luxury

THE LANDMARKS

A world of elegance and enchanted glamour



SOCIAL EPICENTERS

Turning moments into special memories



THE FRENCH ZEST

Heartfelt hospitality with a French Zest



THE COLLECTIONS

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



Highly
Curated

Perfectly
Defined

Finely
Adaptive



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



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

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

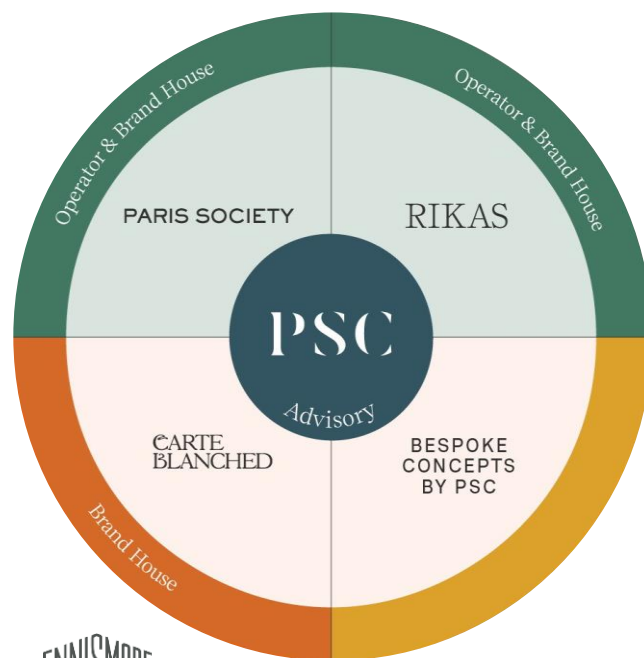
Between 35% to 45% F&B contribution to total hotel revenue

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 *et* CHABOT

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



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

Coco - Paris Society Restaurant at Opera Garnier Paris, France



LUXURY & LIFESTYLE BRANDED RESIDENTIAL

A HOME UNLIKE ANY OTHER

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*

40 Luxury & Lifestyle Branded Residences

120 Luxury & Lifestyle Branded Residences open & in the pipeline**

19,000 Luxury & Lifestyle Branded Residences units open & in the pipeline**

5,000 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 2024

**Based on branded residences for Luxury & Lifestyle and Premium, Midscale and Economy brands : 49 Network and 131 Pipeline worldwide across 26 brands.*

***41 Luxury & Lifestyle Branded Residences and 5,900 units & owners in the Network, 81 Luxury & Lifestyle Branded Residences and 12,900 units & owners in the Pipeline.*



SUSTAINABILITY BY NARRATIVE

01

**REDUCE
REGULATORY RISK**

UP TO 1,000

NEW WORLDWIDE REGULATIONS
EXPECTED IN THE 5 COMING YEARS

02

**INCREASE
HOTEL REVENUE**

70%

OF BUSINESS & LEISURE GUESTS'
HAVING SUSTAINABLE EXPECTATIONS

03

**BOOST
PROFIT MARGINS**

UP TO 40%

OF UTILITIES'
SAVINGS

04

**SECURE
GREEN FINANCE**

LOWER RATES

FOR ESG INVESTMENT
OR RETROFITS

05

**INCREASE
ASSET VALUE**

> +15%

OF GREEN ASSET
VALUE PREMIUM



UNRIVALED SCALABILITY

DISTRIBUTION

- 78% contribution rate to Luxury Brands from central reservation system
- Guests' geographic mix diversity

LOYALTY

- 100 M* members worldwide
- 42% contribution rate in revenue to Luxury brands
- 66% of members outside Europe or North America, most robust international clientele

SALES

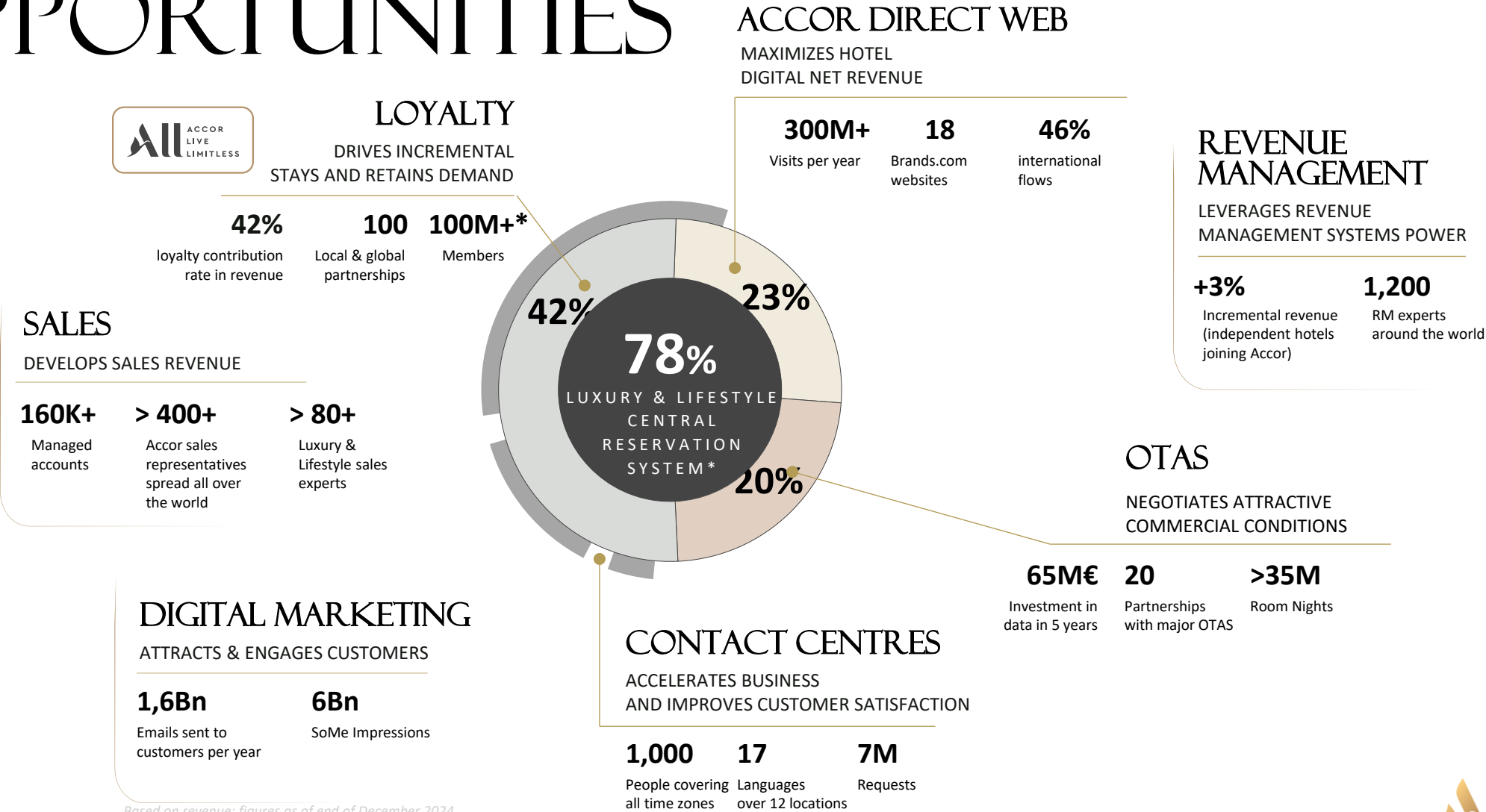
- 80+ luxury & lifestyle dedicated team in addition to 400 accor sales representatives
- > 300 luxury & lifestyle hotels in travel agencies' luxury programs

PROCUREMENT

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



HOTEL BUSINESS DEVELOPMENT OPPORTUNITIES



Based on revenue: figures as of end of December 2024
*Estimated number by the end of March 2025



ALL LOYALTY PROGRAM

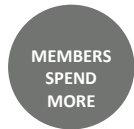
100M* OF ALL LOYALTY MEMBERS WORLDWIDE

POWERFUL BUSINESS ALLY



X2

Members stay twice more than non-members



+10% ADR

Members spend more than non-members



>80%

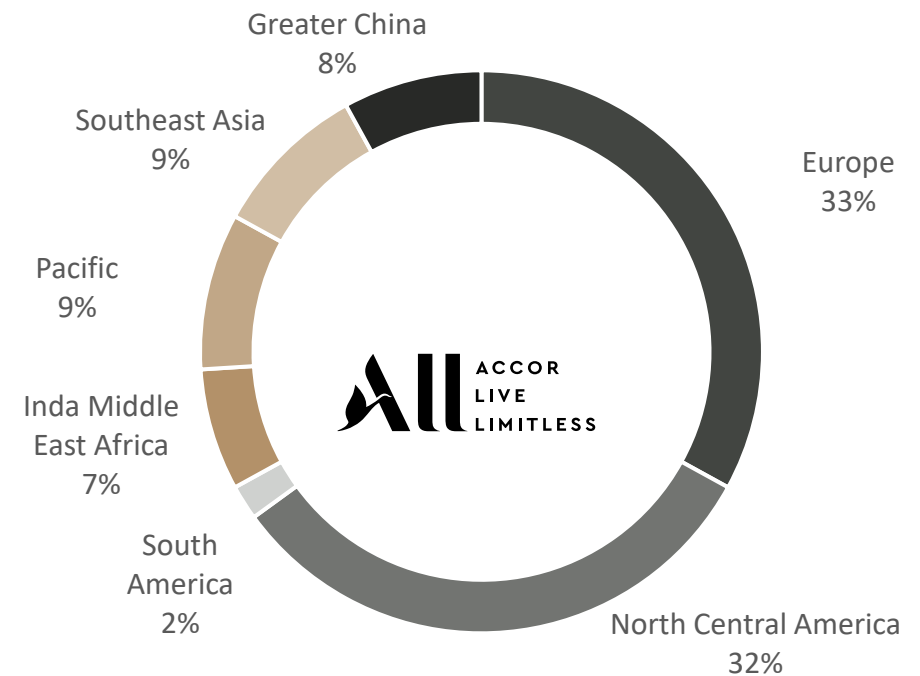
of all.com bookings are from members

AUGMENTED OPPORTUNITIES

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



MEMBERS' PLACE OF RESIDENCE



GLOBAL SALES REACH LUXURY & LIFESTYLE

LUXURY PROGRAMS GATHERING PREFERRED LUXURY TRAVEL AGENTS

Luxury Programs, Prestigious Travel Networks & Partnerships with Credit Cards Travel Programs.

5,000

Luxury travel agencies

18

Luxury Programs

300+

Luxury & Lifestyle hotels
in Luxury Programs



Hotels'
Sales Teams



Global Sales
Luxury & Lifestyle
80 experts



Worldwide
Accor Sales Teams
400 experts

NEW APPROACH OF STRATEGIC ULTRA LUXURY CLIENTS

Dedicated key account directors covering all the client's needs,
worldwide management and business development.

IDENTIFIED LUXURY COMPANIES
LVMH, Kering, Chanel, Hermès...
& the associated agencies

BUSINESS DEVELOPMENT

Law firms, private banking, jewelry,
fine watchmaking...

ENTERTAINMENT

Film/Music production, artist,
specialized agencies

STRATEGIC ACCOUNTS

EXCOM and High-end Meetings & Events
(in collaboration with Accor Sales teams)



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





Thank you