



Why invest *Pullman*

2026

GLOBAL DEVELOPMENT
PREMIUM, MIDSCALE & ECONOMY DIVISION

WELCOME TO PULLMAN

A vibrant, contemporary premium brand

built on over 150 years of pioneering spirit, today Pullman provokes new exchanges through dynamic spaces that energize meetings, business travel, and leisure stays alike for today's generation of global travelers.



WHY PULLMAN?

Profitable business model

Join a dynamic premium brand with strong growth

Benefit from disciplined investment approach with market-driven design- concepts

Resulting in strong brand performance and high GOP margins

Universal appeal, unmatched potential

A unique social business orientation appealing to guests & community

Leading experience vs competitors in business, events and food, beverage & entertainment

Innovator in sustainability offering a purposeful stay

Powerful distribution eco-system

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

Connecting you with valuable global business and directly contributing to 70% of your total room revenue

Profitable business model

Chapter

01



*Topline
Investment
EBITDA*



TOPLINE

Strong growth momentum

A projected 42% expansion of the hotel network

5% Americas

	11	2
	2,527	430

16% Europe & North Africa

	25	17
	6,562	2,840

43% Middle East, Asia, Pacific

	70	24
	20,116	5,420

37% Greater China

	53	24
	16,072	6,005

Pullman

	NETWORK	PIPELINE
	159	67
	45,277	14,695

All figures as of end 2025
Breakdown network + pipeline by region is calculated by number of rooms



INVESTMENT

Bespoke design concepts

Our new design ethos delivers ultimate flexibility — adaptable, dynamic, and optimized for peak performance.

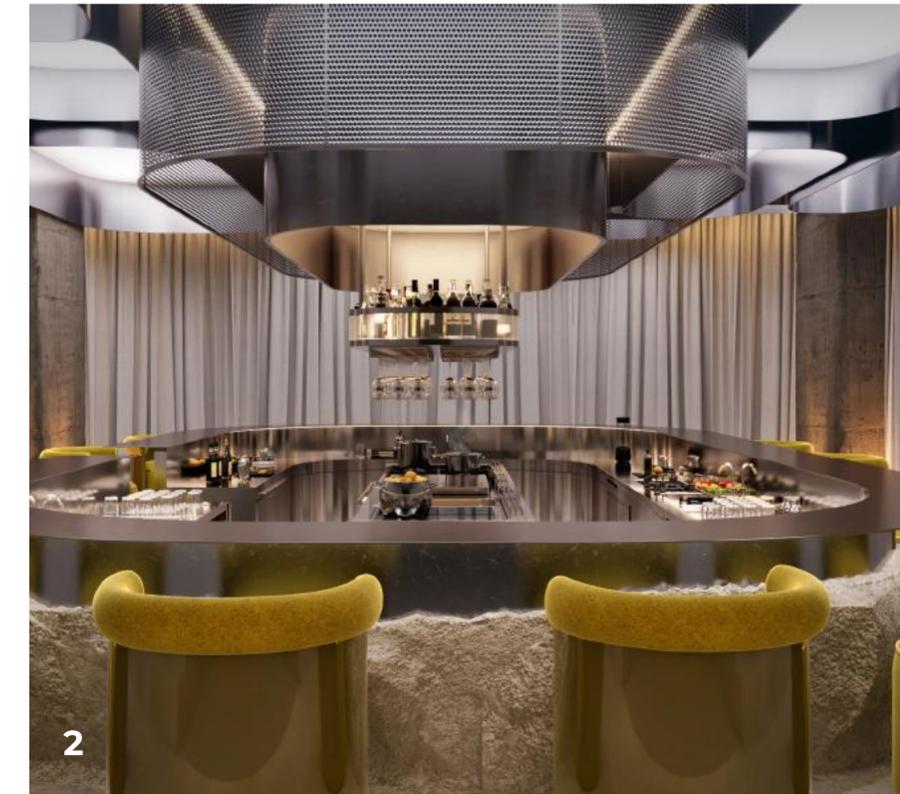
Every space is crafted to drive revenue while prioritizing ESG impact.

1. Social lobbies with transformative design
2. Destination restaurants & bars
3. Flexible & modular events spaces
4. Elevated underutilised spaces enhancing guest experience

Accor Design & Technical Services experts are fully mobile to support implementation & surface optimization.



1



2



3



4

INVESTMENT

Three distinct room concepts to cater to local market demands

Adaptable to location and property type (urban, resort, airport)

Combination of the room types allow for personalisation for different segments e.g., families, entertainment, events, extended stay

1. **Energize:** prioritises rest, relaxation & well-being
2. **Study:** the best home office, allowing easy transition between focused work & rest
3. **Studio:** connecting room concept adaptable & modular sold individually or connected



Appeal & Potential

Chapter

02



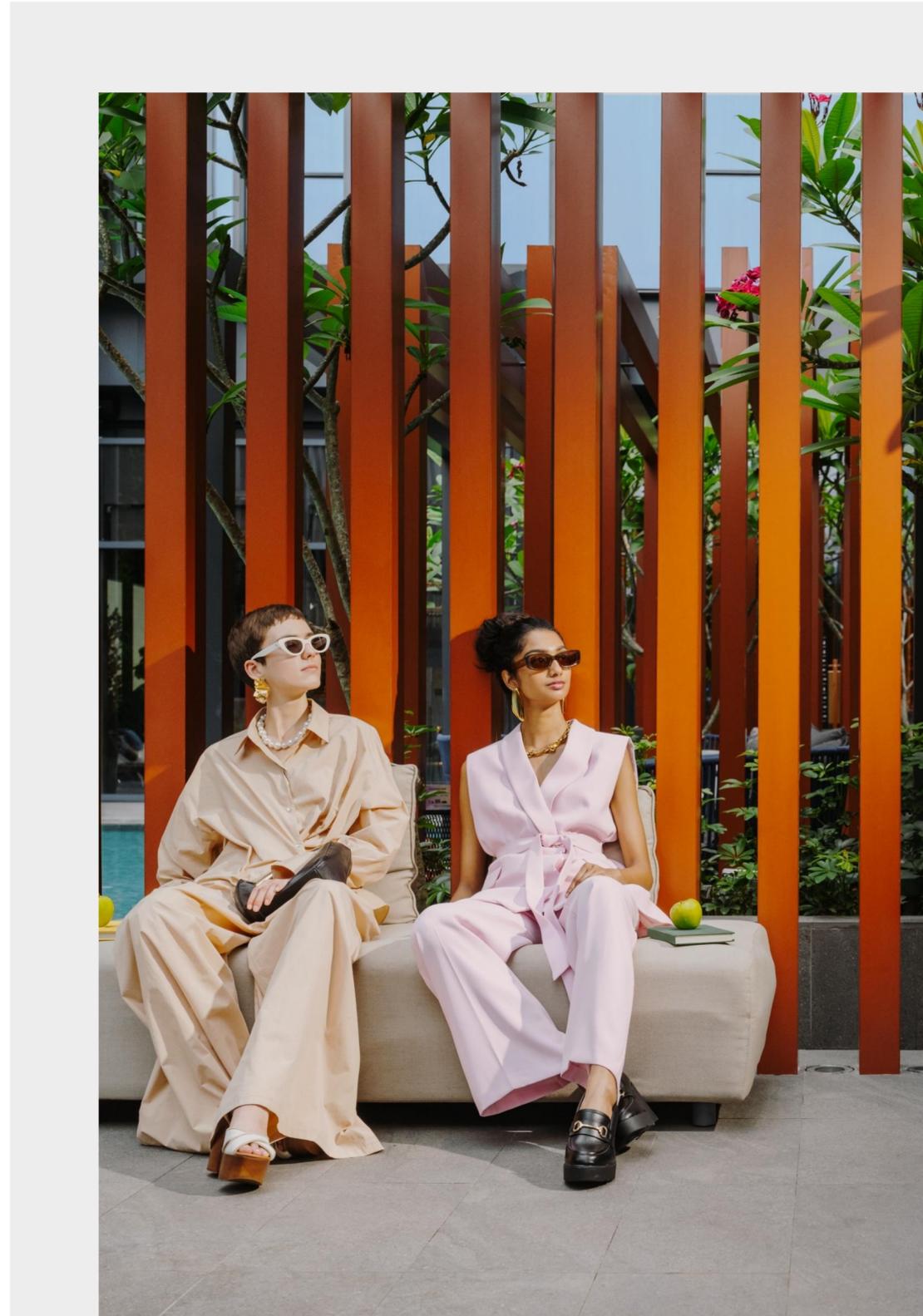
*Positioning
Guest satisfaction
Top USPs*



BRAND POSITIONING

A place for global visionaries

Pullman Hotels & Resorts is the place of exchange - offering a new generation of MICE consumers, business & leisure travellers socially driven experiences that blend innovative work & event spaces with vibrant social experiences.



TOP USPS

Building the future
with our guests
and their evolving
expectations



1

Pullman offers **immersive spaces** meeting both business & leisure needs



2

Pullman's market-driven **food, drink & entertainment** attracts guests and locals alike



3

Pullman is an **innovator in sustainability**, enabling a more purposeful stay



USP #1

Pullman offers



immersive spaces,
meeting both business &
leisure needs

Immersive spaces

Our flexible and innovative meeting, event and workspaces mix productive work, lively social areas and entertainment so guests can create, work and connect driving higher flowthrough and return on investment

Business Facilities

Sentiment Score: **94.26**
vs. Competitors' Average 92.58

USP #1

MICE performing 6 x higher than market

New MICE concepts introduced
at Pullman Paris Montparnasse

Creation of atypical spaces:

- 800 sqm green terrace
- + 1,500 sqm immersive space
created by C2 Creation

*“Great innovative spaces for big event!
Easy preparation with staff”*
(Guest comment about C2 spaces)

Hotel Price/pax	€650/950
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1 st Opening	2022
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# of modular meeting rooms	50
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#Rooms	957
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Cost of Renovation*	€300/SQM
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* Average renovation cost of Premium Hotel Brand = EUR 1,000-2,000/sqm





USP #2

Pullman's market-driven food, drink & entertainment



attract locals and guests alike

Concepts That Inspire

Innovative concepts that blend vibrant flavours with creativity, uniting people for new perspectives on dining.

Surprising settings and bar-led experiences designed to foster connection and social exchanges.

Leading in Dining Experience*

Sentiment Score: **87.07**
vs. Competitors' Average 86.36

#1 Bar & Beverage**

Outperforms the comp set
(72 Guest Sentiment Score)

*Competitors' Sentiment Score include: Hilton, Hyatt Regency, Marriott, Sheraton

*Source: Trust You 2025

**GSS FY'25 (guest sentiment score vs compset)



USP #3

Pullman is an innovator in sustainability,



enabling a more purposeful stay

Planet-friendly experiences,
eco-certified designed and smart
technology

#1 in Sustainability

Sentiment Score: 69.35
vs competitors between 45 and 62*

70% of the portfolio is
eco-certified**

(100% by 2026)

*Competitors' Sentiment Score include: Hilton, Hyatt Regency, Marriott, Sheraton
*Source: Trust You 2025 | 360 dashboard for CSR**



TOP USPS

Guest journey & key signatures standards

Arrival & departure

Signature Scent

Public spaces

Pullman Lobby Concept & Social Café

Pullman 24/7 workspace

Guest room

Pullman Bed

C.O. Bigelow Amenities

In-room fitness kits (on request)

Food & beverage

24/7 Breakfast

Anytime Dining

Bar-Led Dining

Well-being & leisure facilities

Fitness (Power / Social / Retreat)

24/7 Gym Access

Meetings & events

Pullman Meetings & Events

Powerful distribution eco-system

Chapter

03



*Accor Sales,
Distribution & Loyalty
Pullman 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

34

COUNTRIES

Covering

80%

OF THE GLOBE



Including best OTA discounted rates



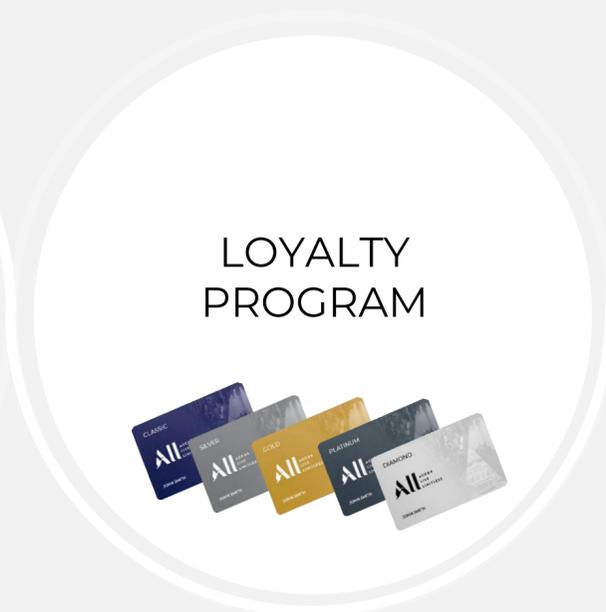
BENEFIT FROM

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





PULLMAN PLATFORM

Boost direct sales with Pullman digital scale

CRM

+522k

Contacts in CRM Pullman database in 2025

PULLMAN.COM

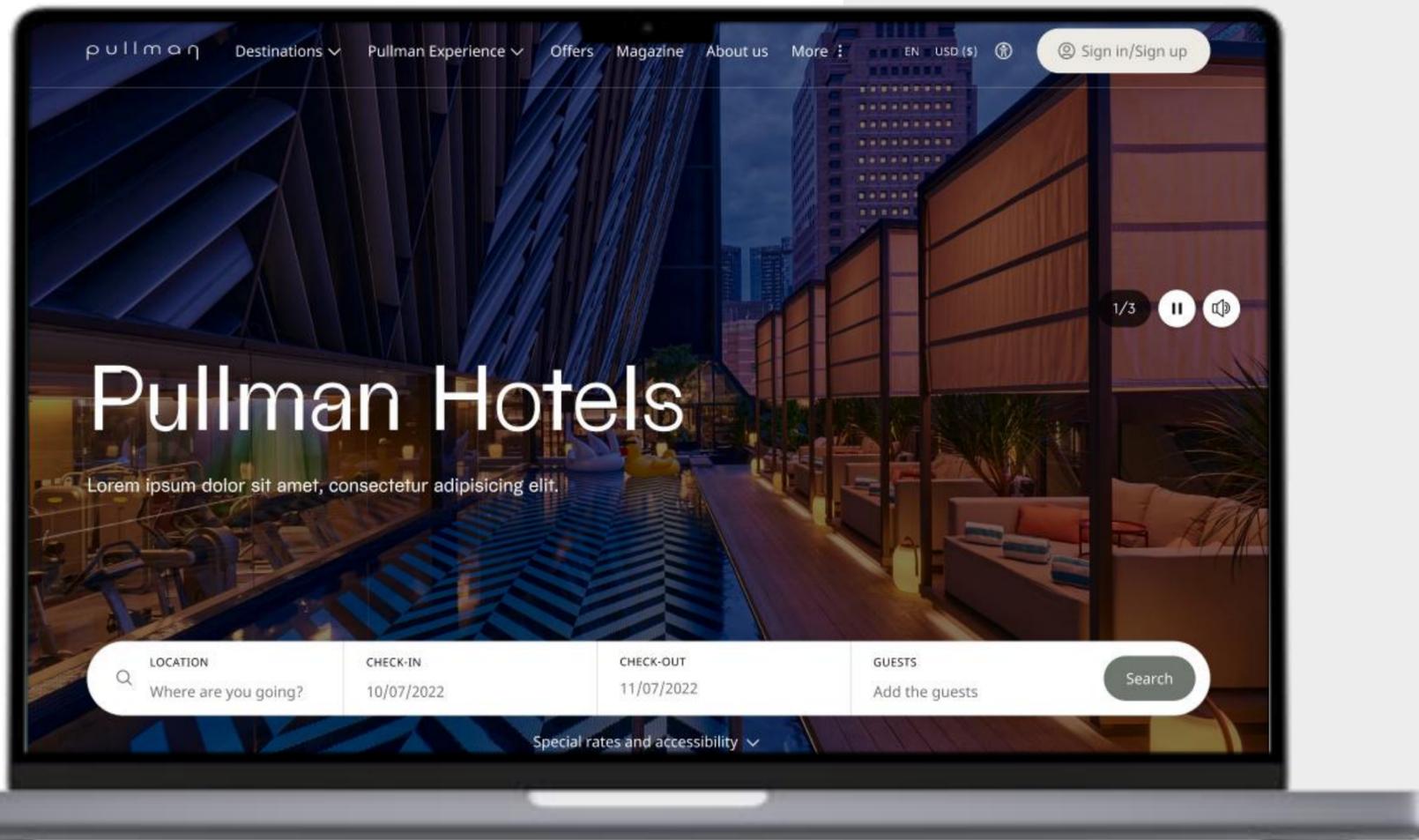
30K

Average monthly users

13

Languages

Brand new website launched in 2025



SOCIAL MEDIA



+69k Followers



+200k Followers



+182k Followers

Development Criteria

Chapter

04



*Urban
Leisure & Resorts
Extended Stay
Mixed-Use*



PULLMAN TBLISI AXIS TOWERS
GEORGIA, 218 ROOMS

URBAN HOTELS

Hotels Development Criteria

Pullman hotels fit equally new builds and conversions projects.

	EUROPE ⁽¹⁾	WW
NUMBER OF KEYS	150+	200+
ROOM SIZE	25-35 SQM	30-40 SQM
TGFA	60-90 SQM	80-110 SQM

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

MUST-HAVES

- Breakfast offer
- Restaurant offer
- Lobby Bar (additional bespoke bar highly reco)
- Grab & Go
- Fitness
- Work in the Lobby
- Meeting Room
- Boardroom
- Ballroom (if > 300 keys)
- Concierge Station
- Car Park
- Family room or connecting room

NICE-TO-HAVES

- Wellness area or spa
- Swimming Pool
- Sport Facilities
- Co-Working Dedicated Area
- Executive Lounge or Clubhouse
- Laundry Room
- Kids & Family & Friends Corner / Room
- Entertainment Facilities
- Retail Shop



PULLMAN OKOL GOLF RESORT & SPA
GORNI OKOL, BULGARIA, 148 ROOMS

LEISURE & RESORTS

Leisure & Resorts Development Criteria

	EUROPE ⁽¹⁾	WW
NUMBER OF KEYS	150+	200+
ROOM SIZE	28-38 SQM + Balcony	30-40 SQM + Balcony
TGFA	70-100 SQM	90-120 SQM

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

MUST-HAVES

- Breakfast offer
- Restaurant offer
- Lobby Bar (additional bespoke bar highly reco)
- Fitness
- Wellness area or spa
- Swimming pool
- Co-working Dedicated Area
- Meeting room
- Board room
- Ballroom (if >300 keys)
- Concierge Station
- Laundry Room
- Outside Space
- Entertainment Facilities
- Car Park

NICE-TO-HAVES

- Grab & Go
- Sports Facilities
- Work in the Lobby
- Executive Lounge or Clubhouse
- Kids & Family & Friends Corner / Room
- Kids Club
- Retail Shop



PULLMAN LIVING BATUMI
BATUMI, GEORGIA, 227 APARTMENTS

EXTENDED STAY

Extended Stay Development Criteria

		WW
NUMBER OF KEYS		200+
ROOM SIZE	Guestroom (Standalone Living)	25 SQM (10%)
	Studio	30 SQM (60%)
	1 bed	45 SQM (25%)
	2 beds	70 SQM (5%)
TGFA		52 SQM

MUST-HAVES

- Breakfast offer
- Restaurant offer
- Lobby Bar (additional bespoke bar highly reco)
- Grab & Go
- Fitness
- Work in the Lobby
- Concierge Station
- Laundry Room
- Car Park

NICE-TO-HAVES

- Wellness area or Spa
- Swimming Pool
- Co-working Dedicated Area
- Meeting room
- Board room
- Ballroom
- Executive Lounge or Clubhouse
- Kids & Family & Friends Corner / room
- Outside Space
- Entertainment facilities
- Retail Shop



PULLMAN PHU QUOC BEACH RESORT
VIETNAM

MIXED-USE

Mixed-use development

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

- EXTENDED STAY



- BRANDED RESIDENTIAL

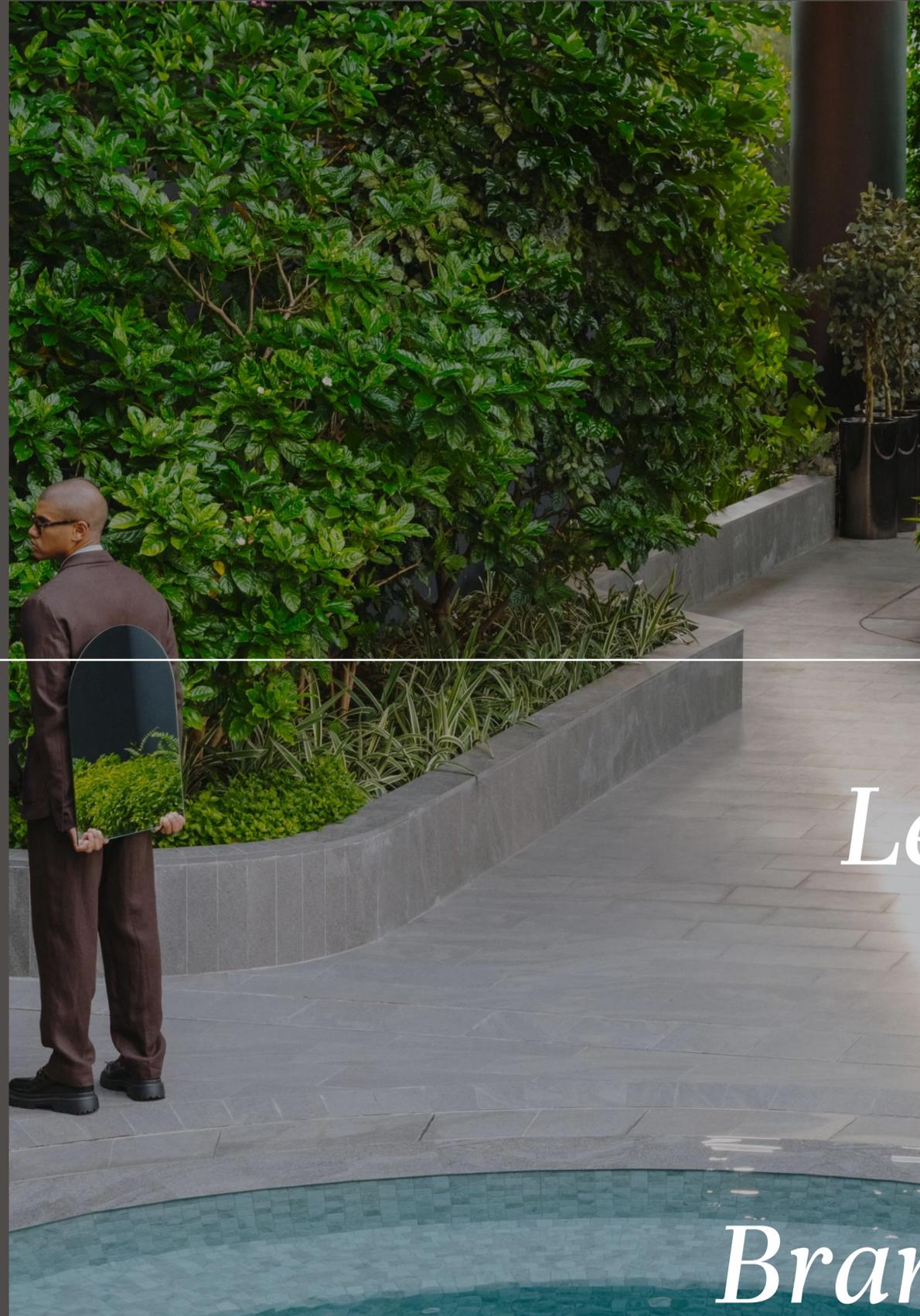


- COWORKING



Pullman Network

Chapter



05

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



Why invest - Pullman

URBAN



55 meeting rooms

 160 rooms

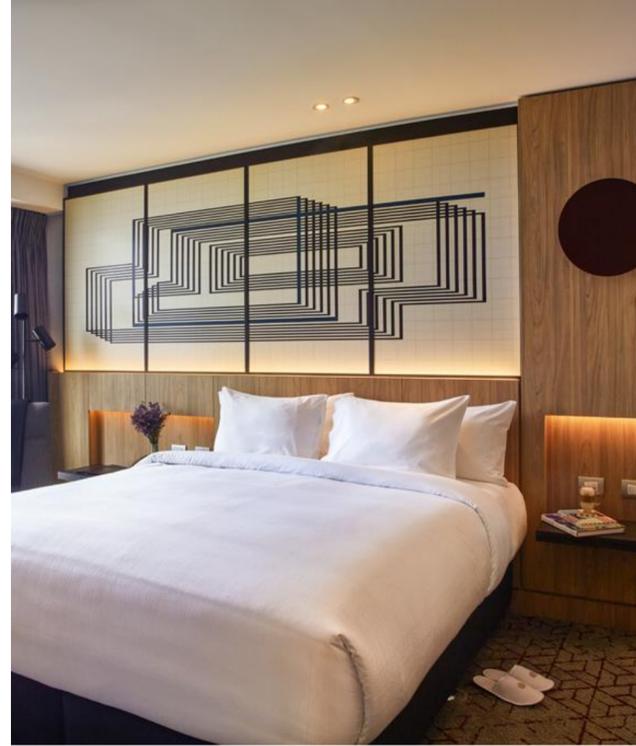
Pullman Viña Del Mar San Martín, *Chile*





Why invest - Pullman

URBAN

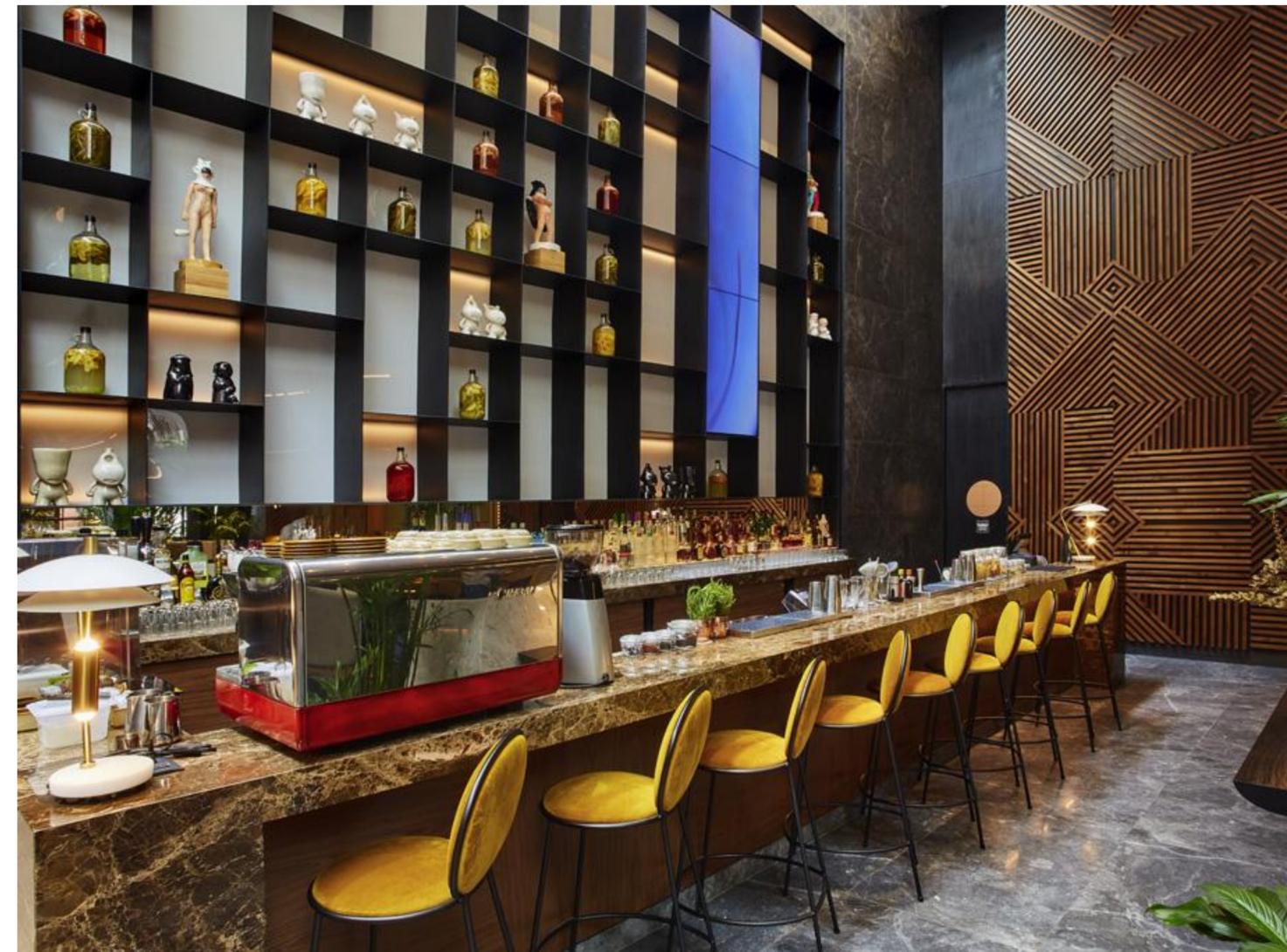
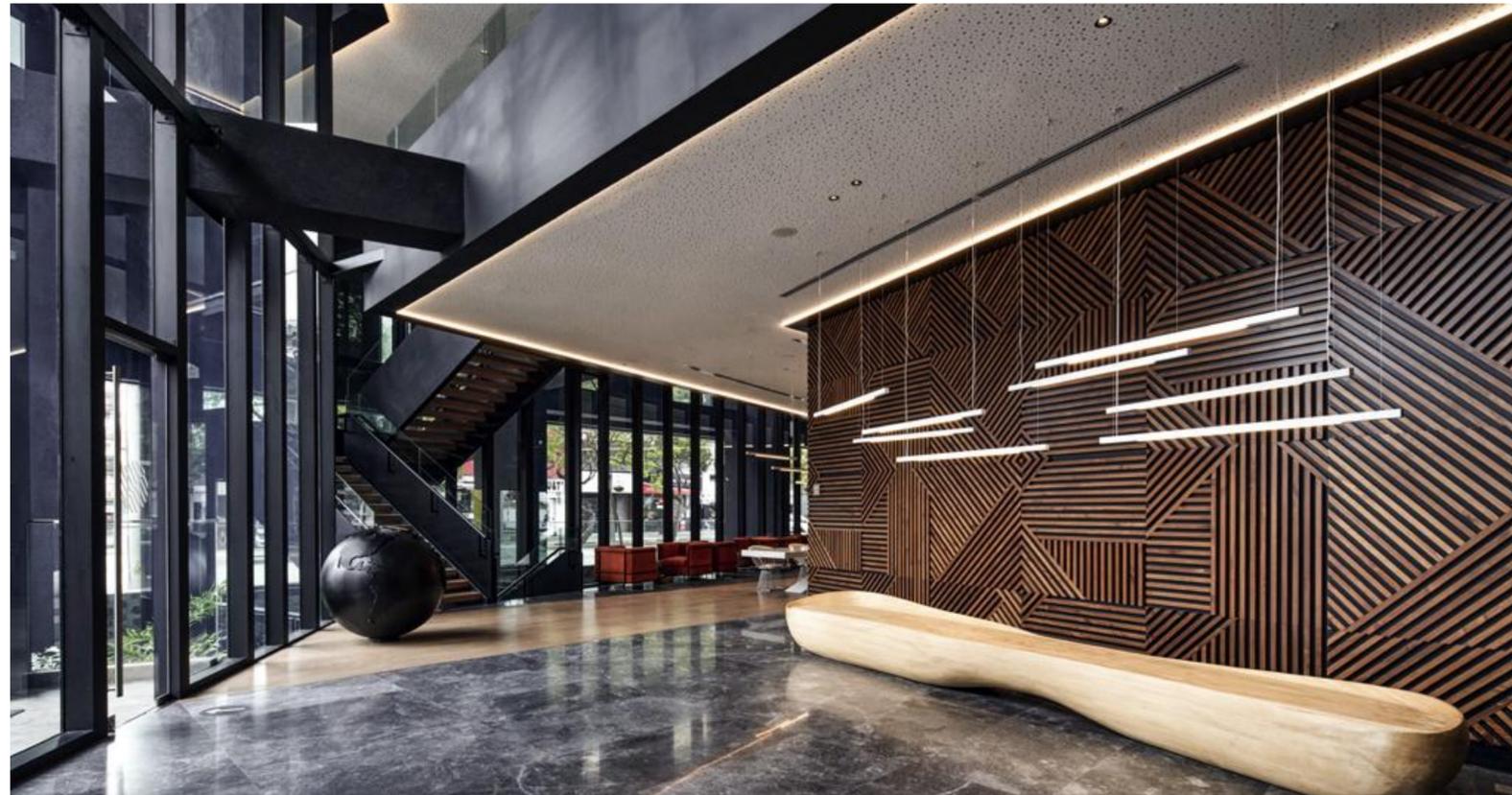


Pullman Network P27 pullman

9 meeting rooms

 234 rooms

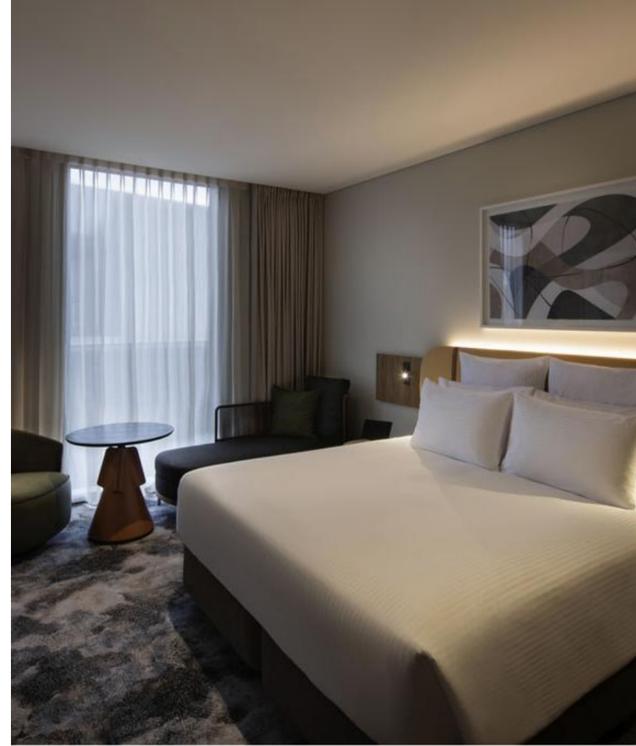
Pullman Lima Miraflores, *Peru*





Why invest - Pullman

URBAN



Pullman Network P28 pullman

6 meeting rooms

 153 rooms

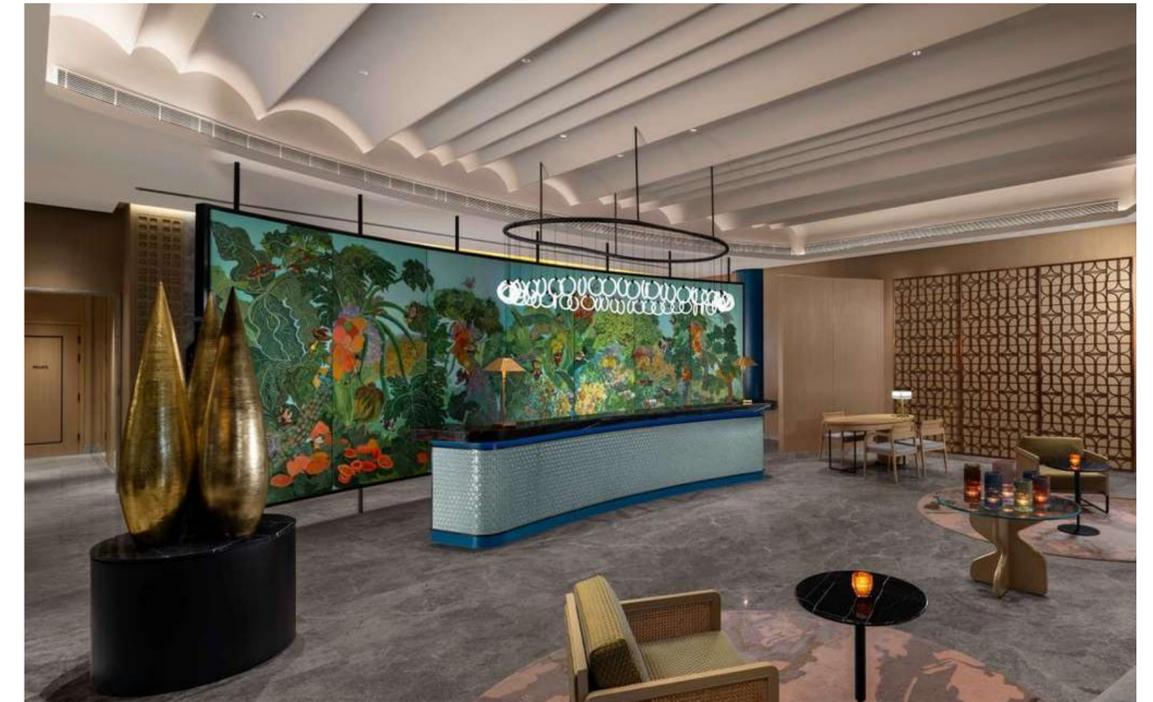
Pullman Sydney Penrith, *Australia*



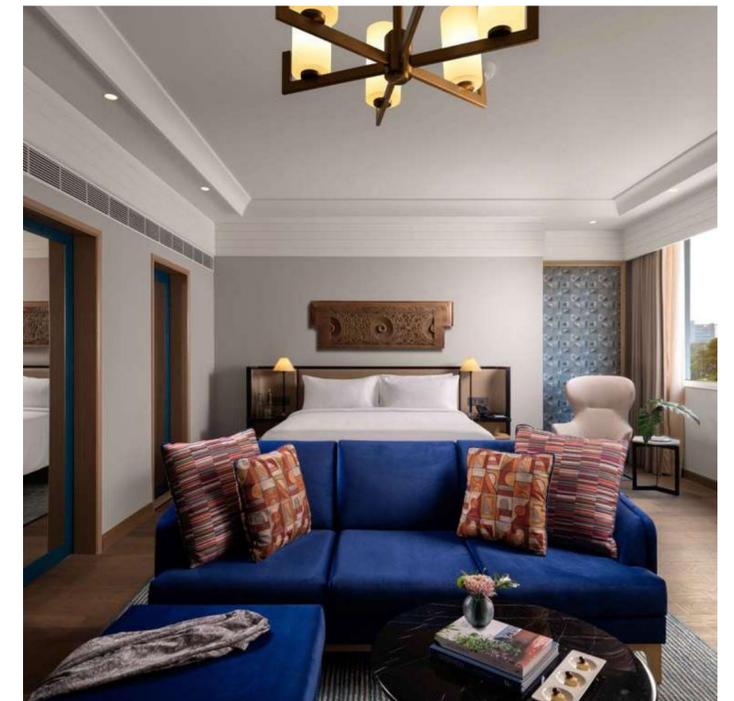


URBAN

Pullman Chennai Anna Salai, *India*



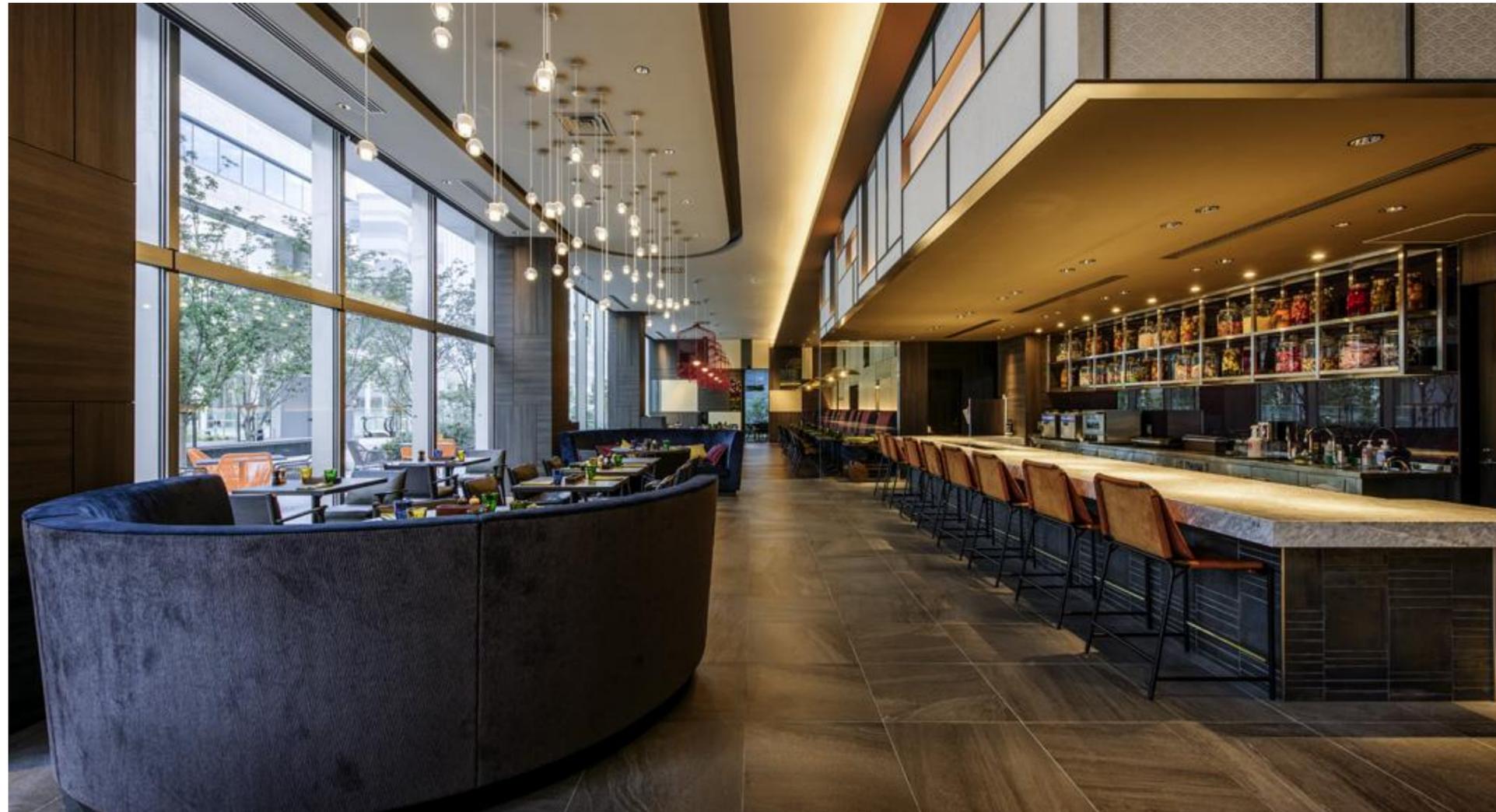
 233 rooms



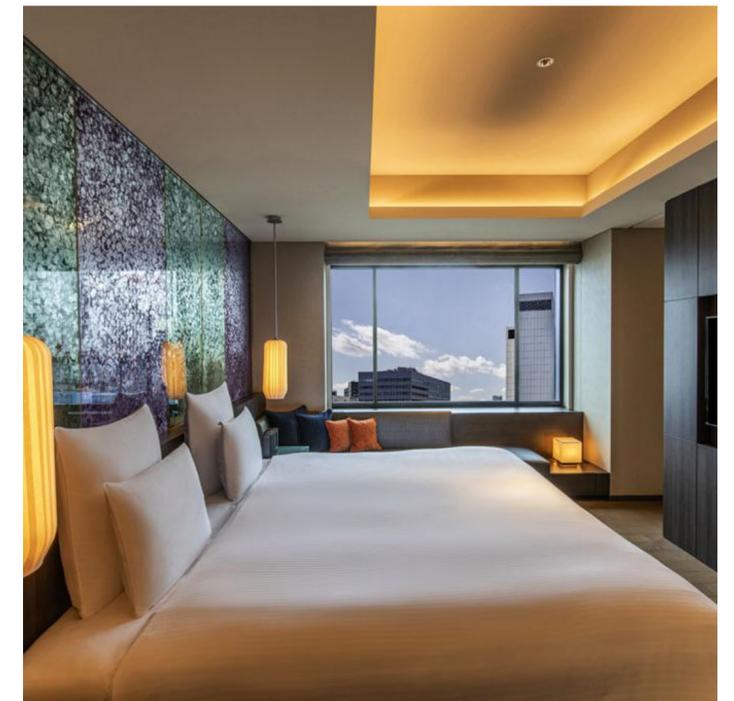


URBAN

Pullman Tokyo Tamachi, *Japan*



2 meeting rooms  143 rooms

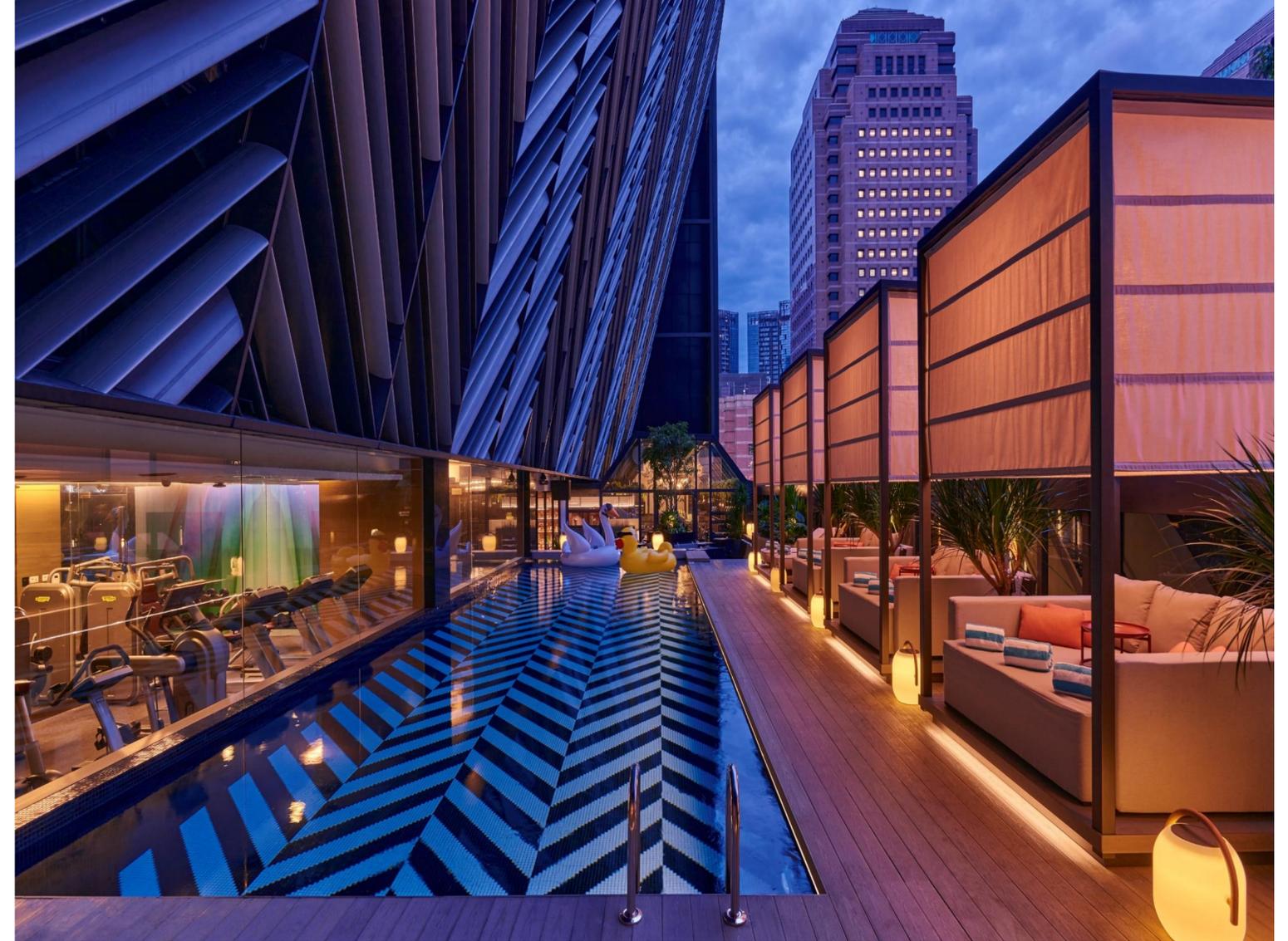




Why invest - Pullman

URBAN

Pullman Singapore Orchard, *Singapore*

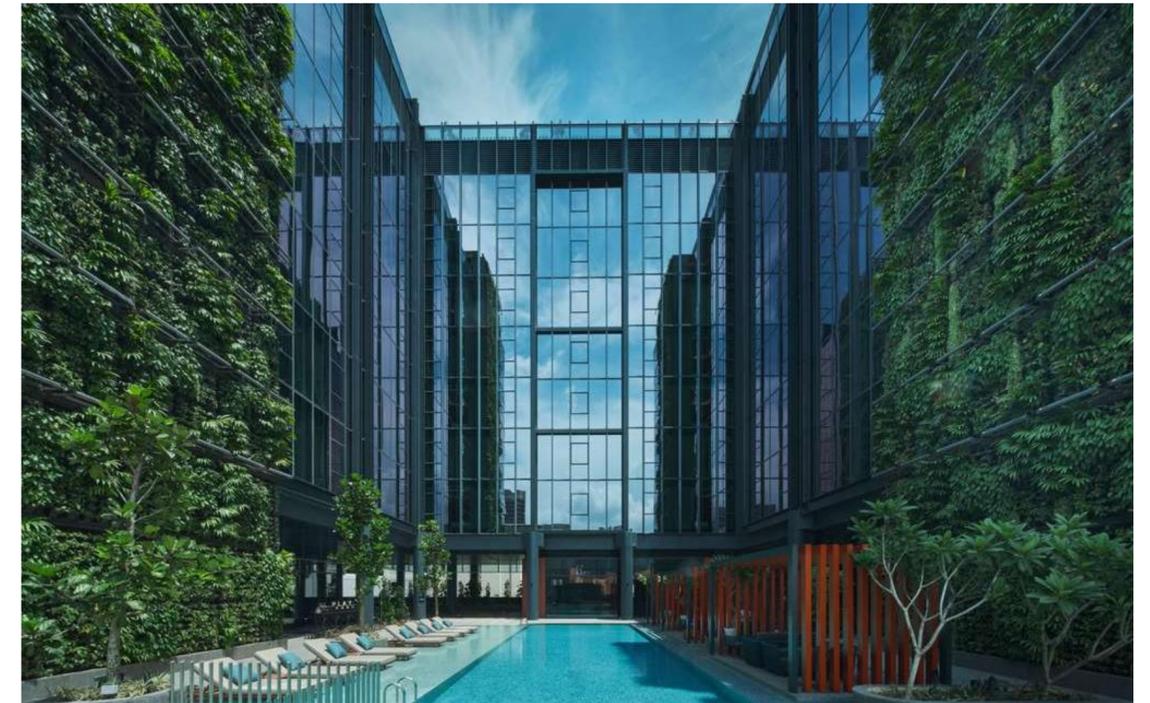


 326 rooms
3 meeting rooms

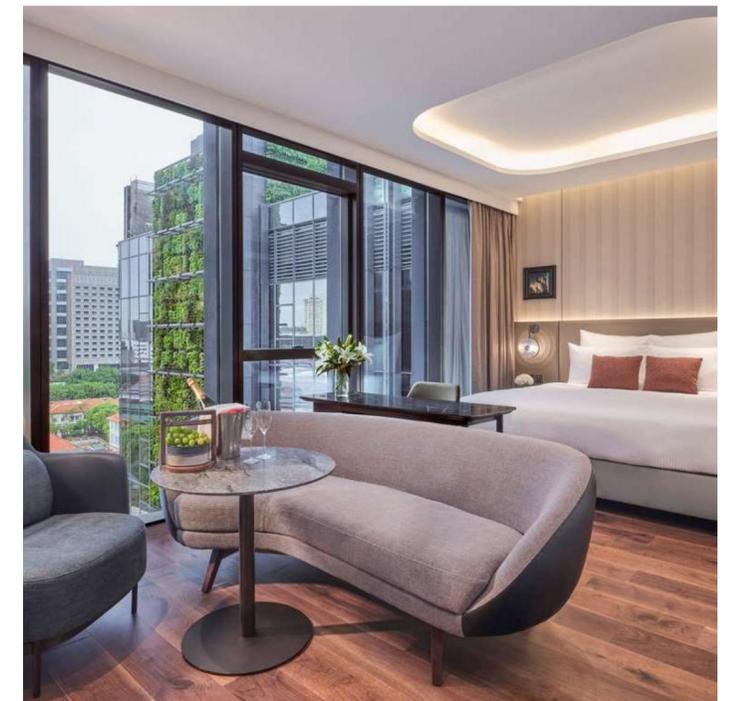


URBAN

Pullman Singapore Hill Street, *Singapore*



6 meeting rooms  350 rooms



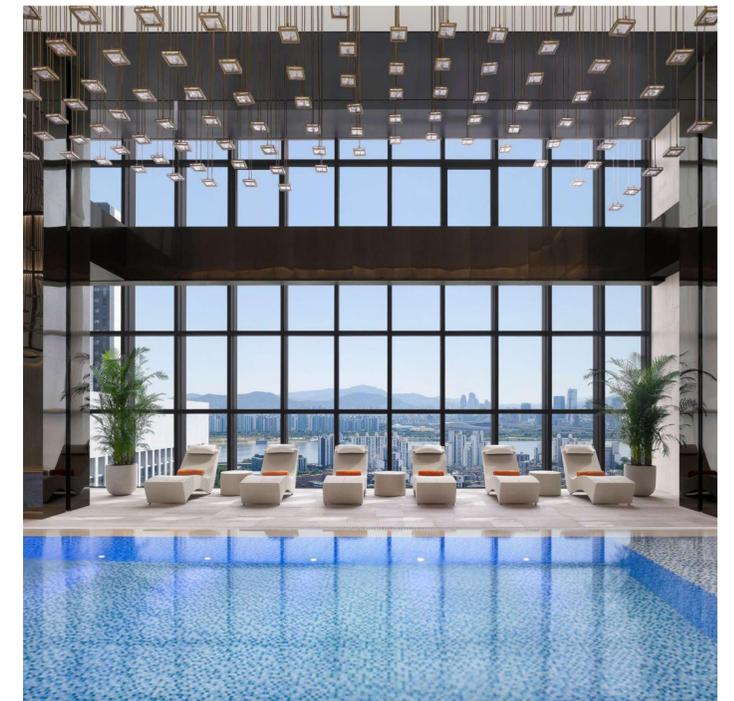


URBAN

Pullman Ambassador Seoul Eastpole, *South Korea*



 150 rooms





Why invest - Pullman

URBAN

Pullman Hai Phong Grand Hotel, Vietnam



 364 rooms

2 meeting rooms



Why invest - Pullman

URBAN

Pullman Shenzhen North, *China*

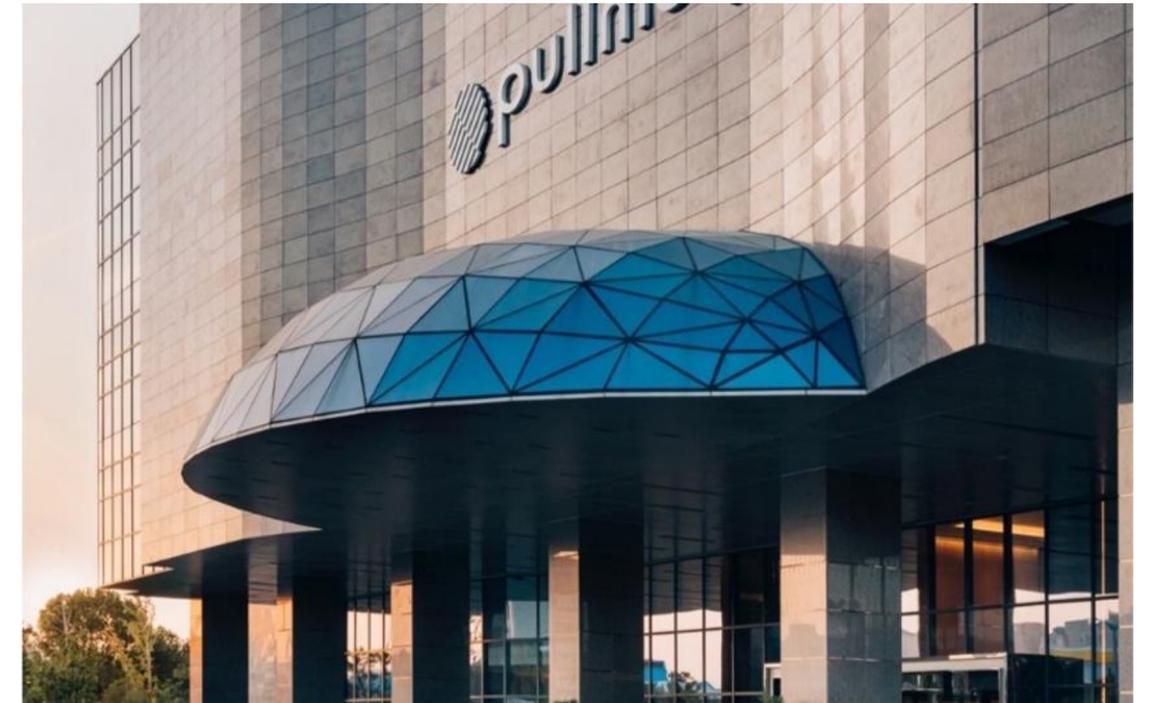


 271 rooms

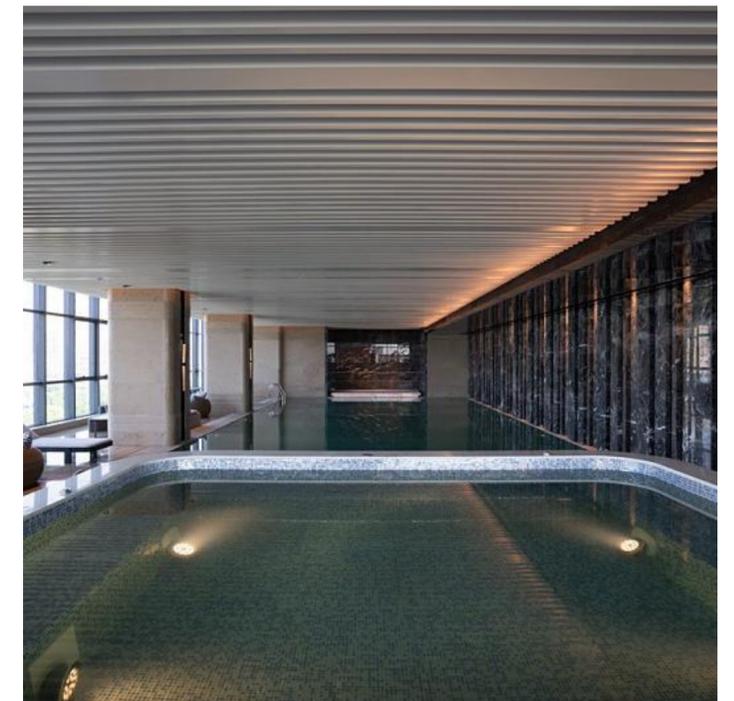


URBAN

Pullman Suzhou Zhonghui, *China*



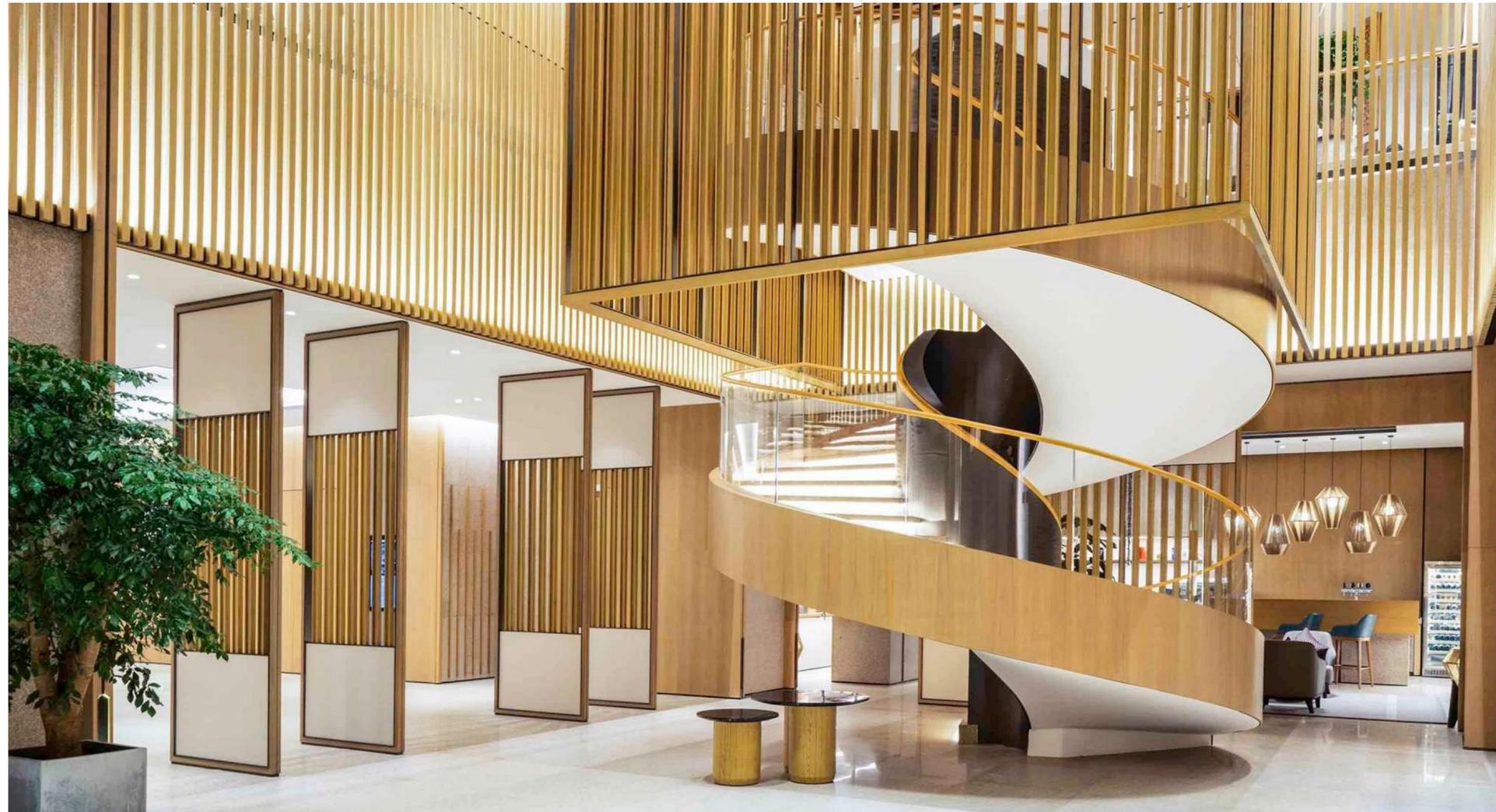
8 meeting rooms  413 rooms





URBAN

Pullman Dali, *China*



7 meeting rooms  220 rooms





Why invest - Pullman

URBAN

Pullman Zagreb, Croatia



 193 rooms
3 meeting rooms



URBAN

Pullman Lyon, *France*



16 meeting rooms  168 rooms



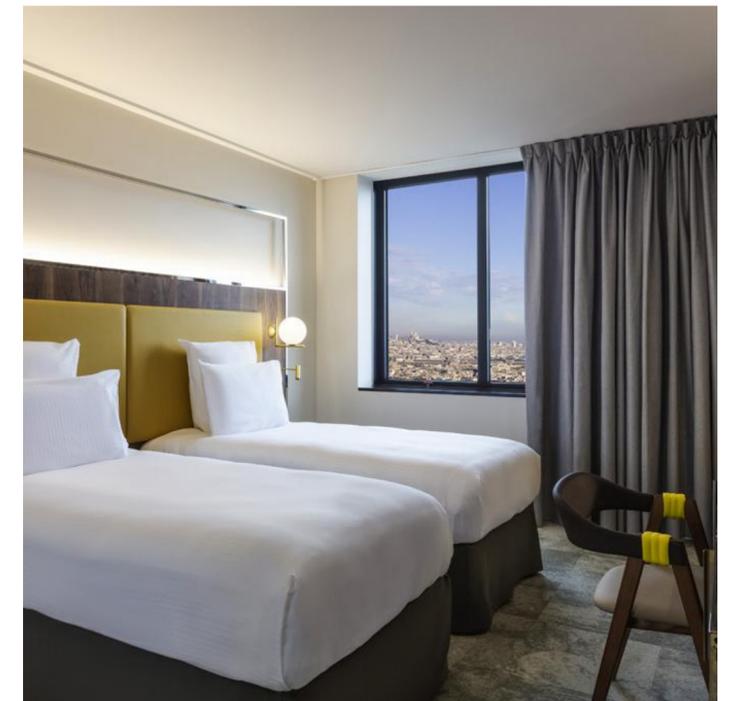


URBAN

Pullman Paris Montparnasse, *France*



55 meeting rooms  957 rooms



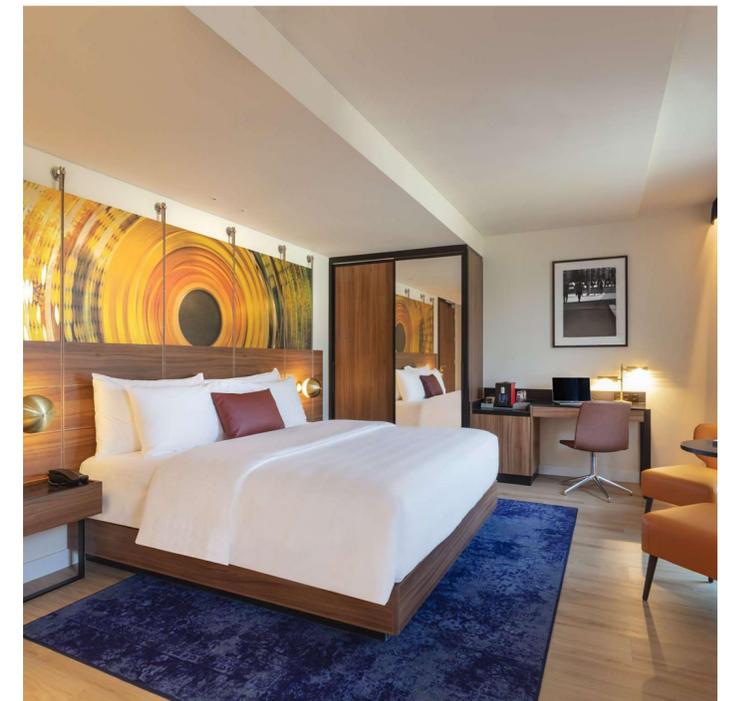


URBAN

Pullman Budapest, *Hungary*



3 meeting rooms  136 rooms

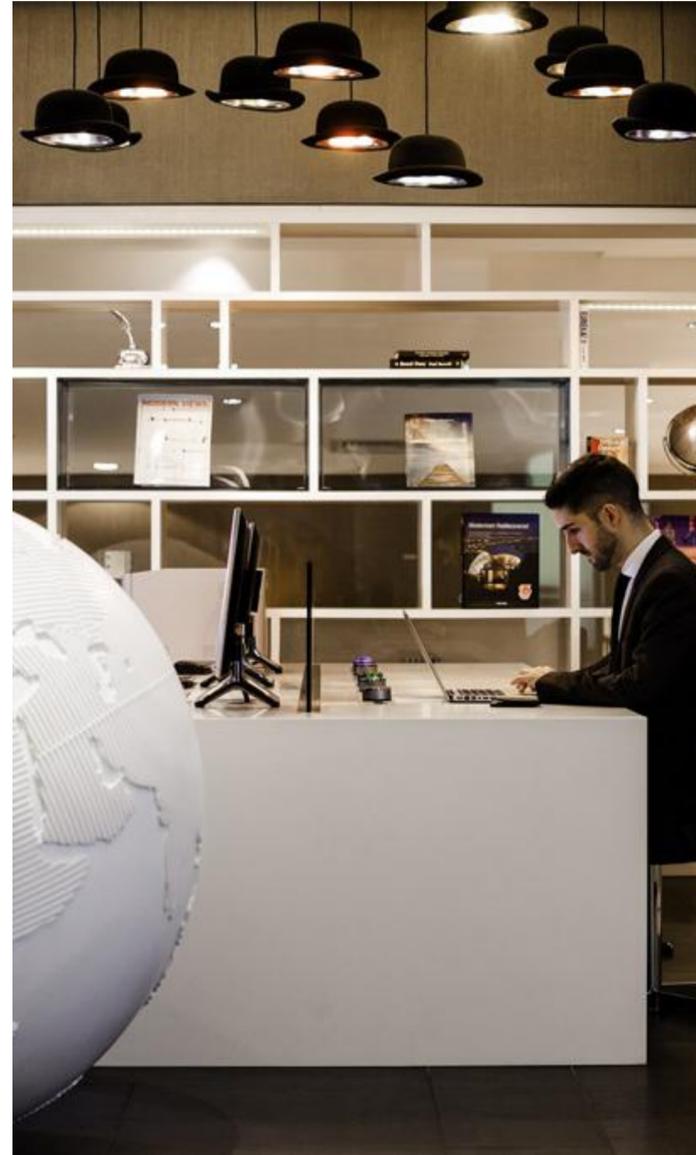




Why invest - Pullman

URBAN

Pullman London St Pancras, *United Kingdom*



 312 rooms
18 meeting rooms

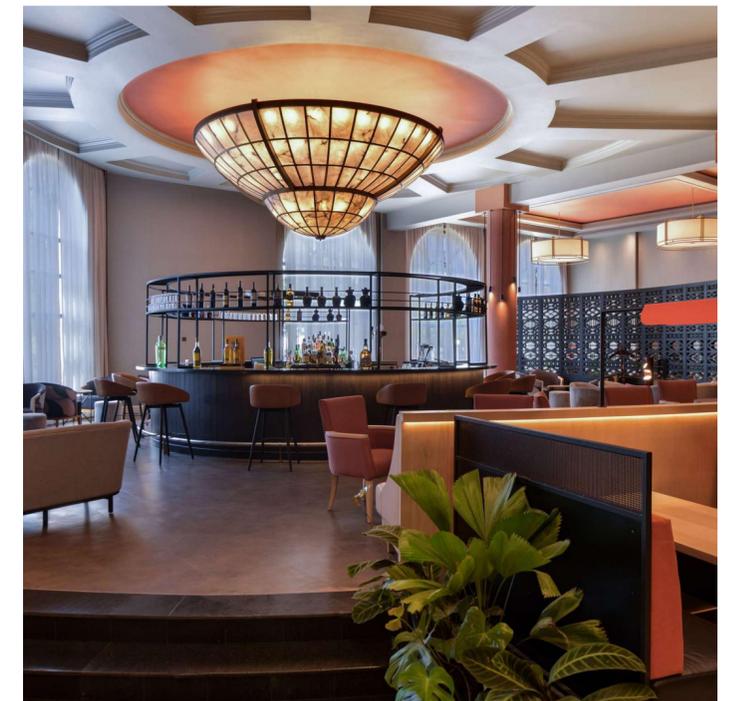


URBAN

Pullman Nairobi Upper Hill, Kenya



10 meeting rooms  162 rooms





Why invest - Pullman

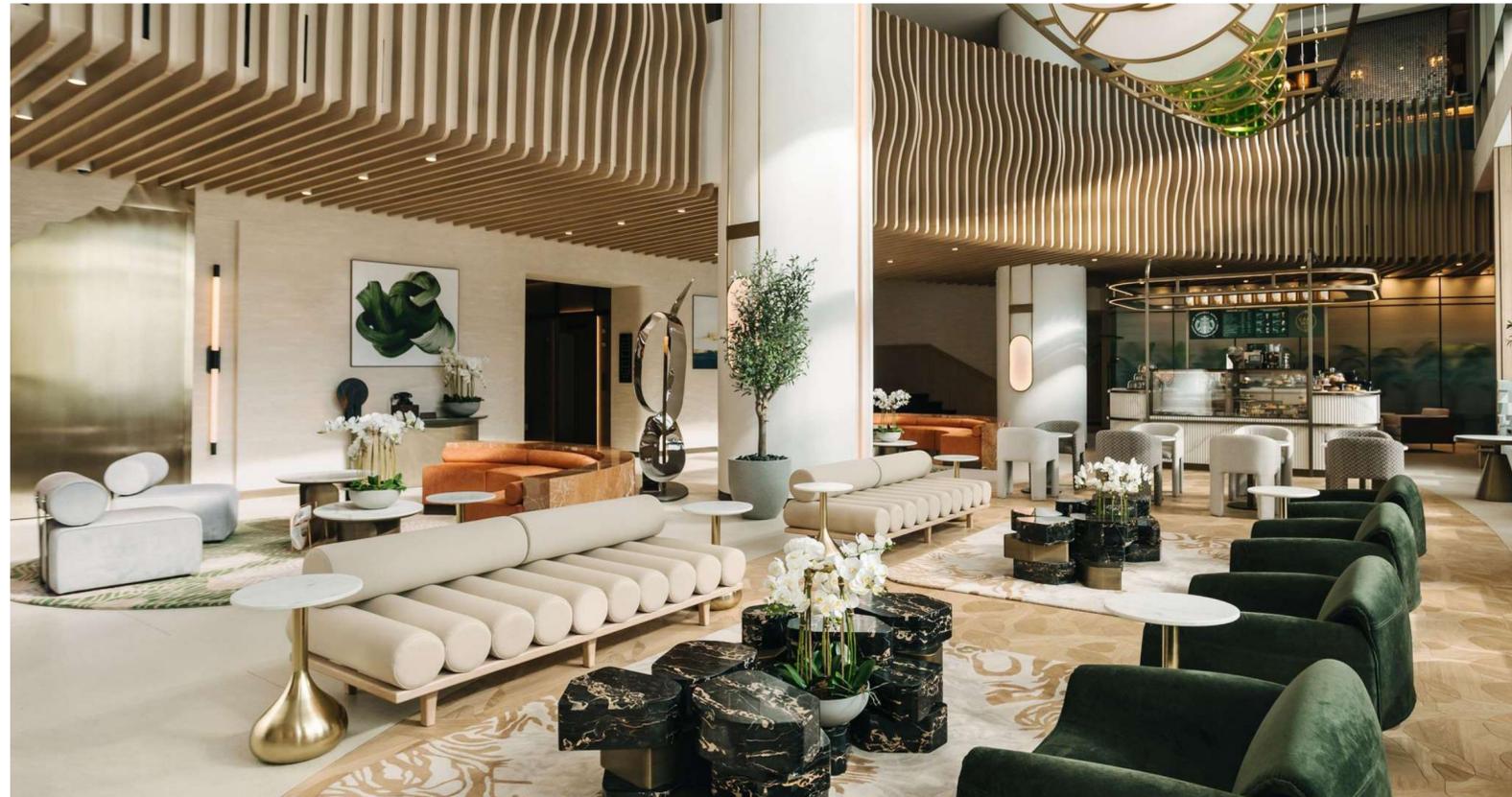
URBAN



Pullman Network P44 pullman

 354 rooms

Pullman Dubai Jumeirah Lakes Tower, *United Arab Emirates*





Why invest - Pullman

Pullman Network P45 pullman

URBAN



7 meeting rooms

 344 rooms

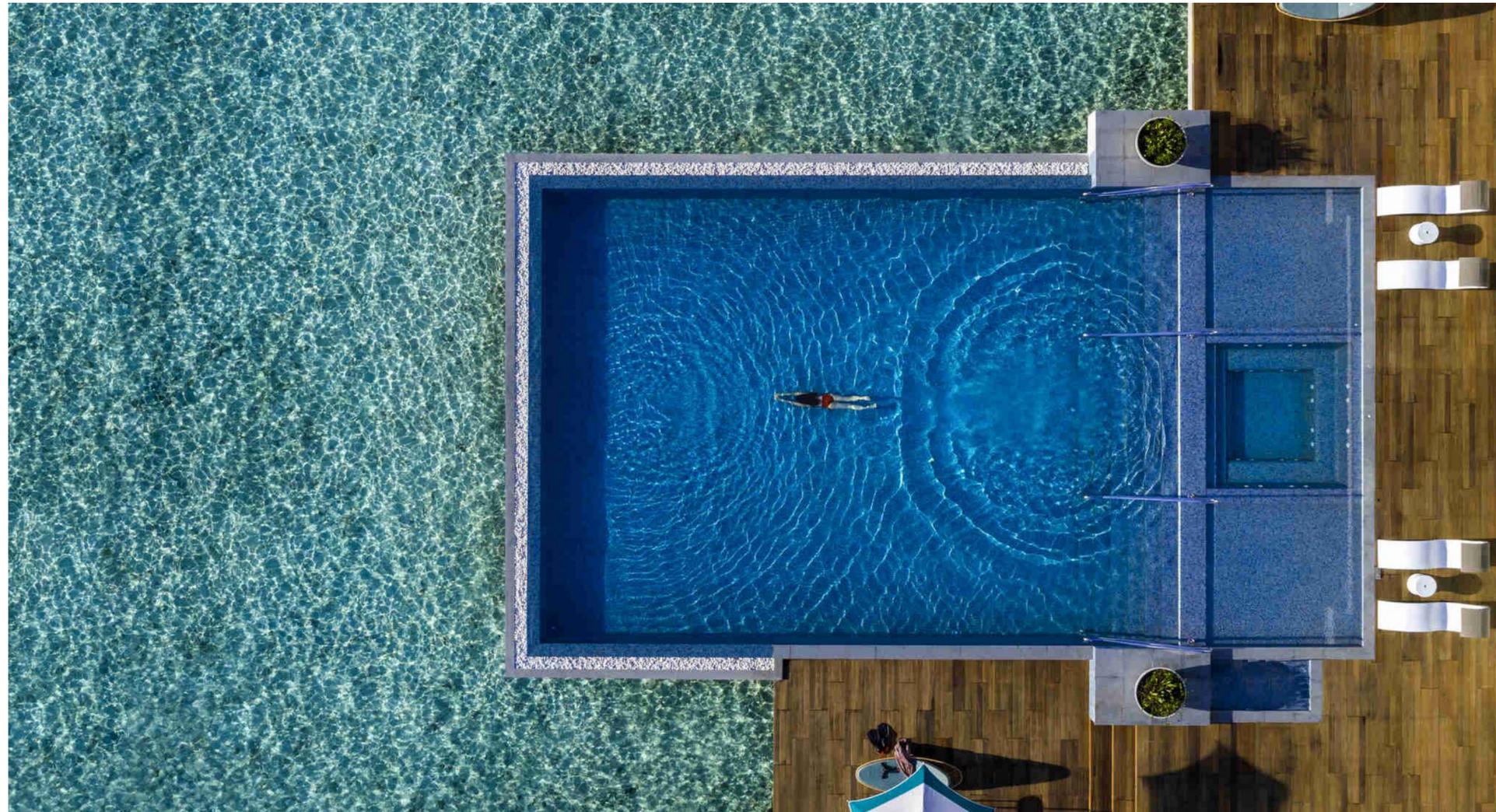
Pullman Dubai Downtown, *United Arab Emirates*



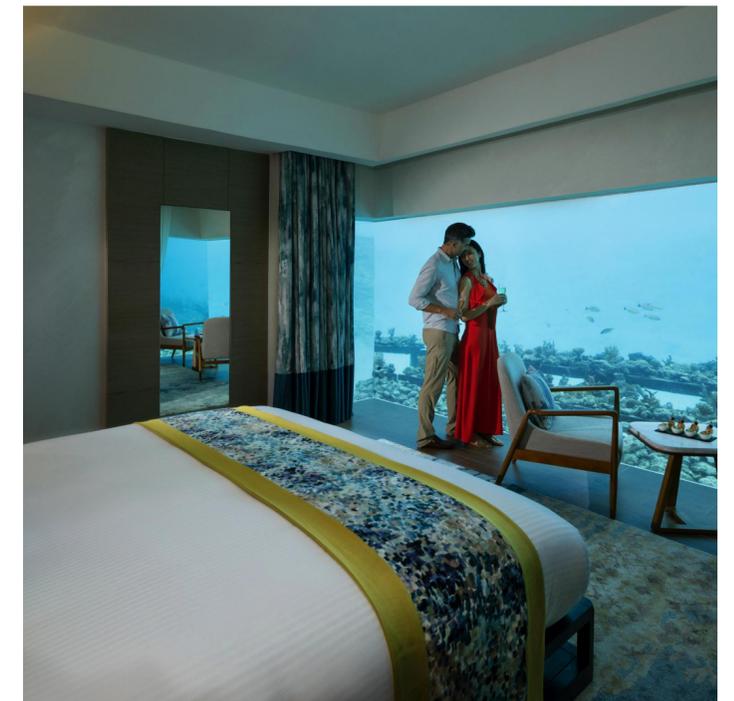


LEISURE & RESORTS

Pullman Maldives All-inclusive Resort, *Maldives*



1 meeting rooms  122 rooms





LEISURE & RESORTS



6 meeting rooms

 277 rooms

Pullman Phuket Arcadia Naithon Beach, *Thailand*





LEISURE & RESORTS

Pullman Sanya Yalong Bay Villas & Resort, *China*



4 meeting rooms  195 rooms



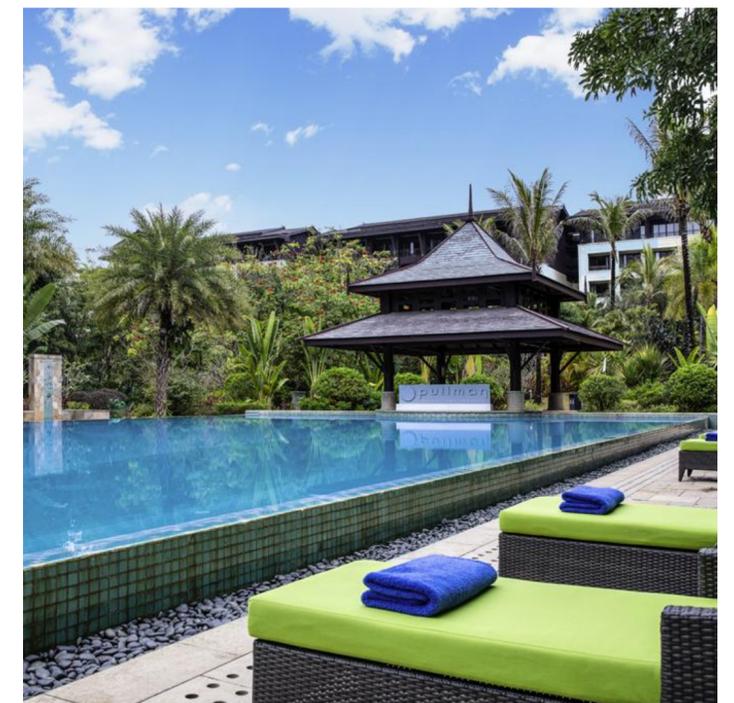


LEISURE & RESORTS

Pullman Resort Xishuangbanna, *China*



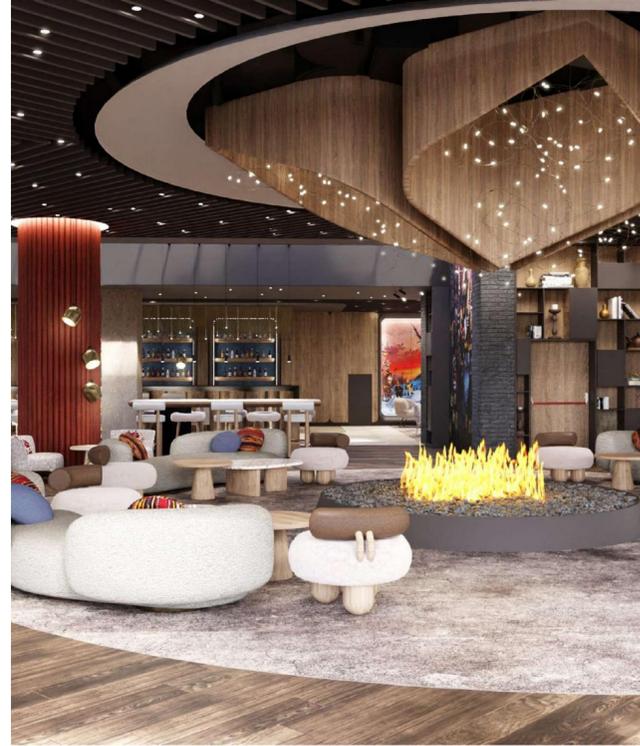
9 meeting rooms  412 rooms





Why invest - Pullman

LEISURE & RESORTS



Pullman Network P50 pullman

 149 rooms

Pullman Okol Golf Resort & Spa, *Bulgaria*





LEISURE & RESORTS

Pullman Resort Al Marjan Island, *United Arab Emirates*



 300 rooms
4 meeting rooms



AIRPORT

Network of 12 airport hotels globally

ACROSS 9 COUNTRIES

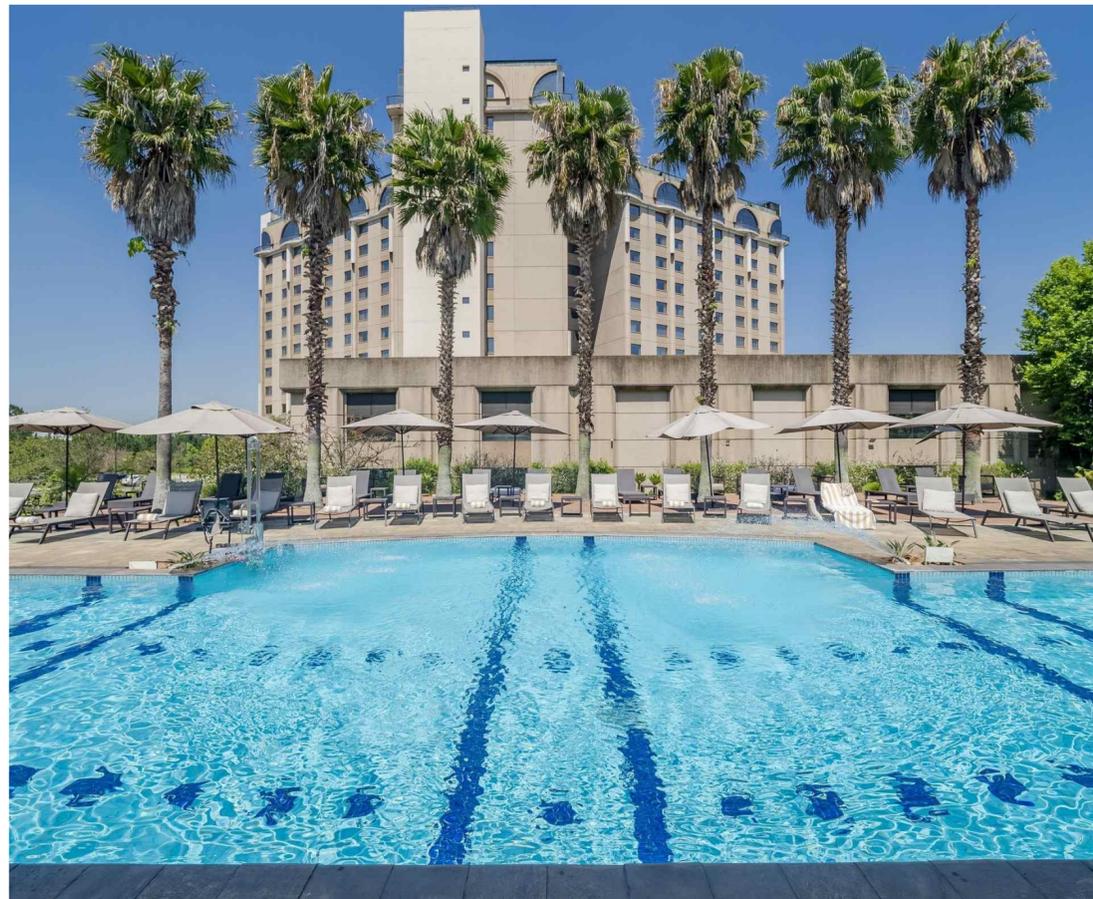


Pullman Miami Airport, USA
| 281 Rooms | 13 Meeting Rooms



Pullman Guangzhou Baiyun Airport, China
| 578 Rooms | 20 Meeting Rooms

Pullman São Paulo Guarulhos Airport, Brazil
| 384 Rooms | 19 Meeting Rooms



Pullman Auckland Airport, New Zealand
| 311 Rooms | 2 Meeting Rooms



MICE

Top MICE flagships



Pullman São Paulo Vila Olímpia, *Brazil*
| 173 Rooms | 15 Meeting Rooms

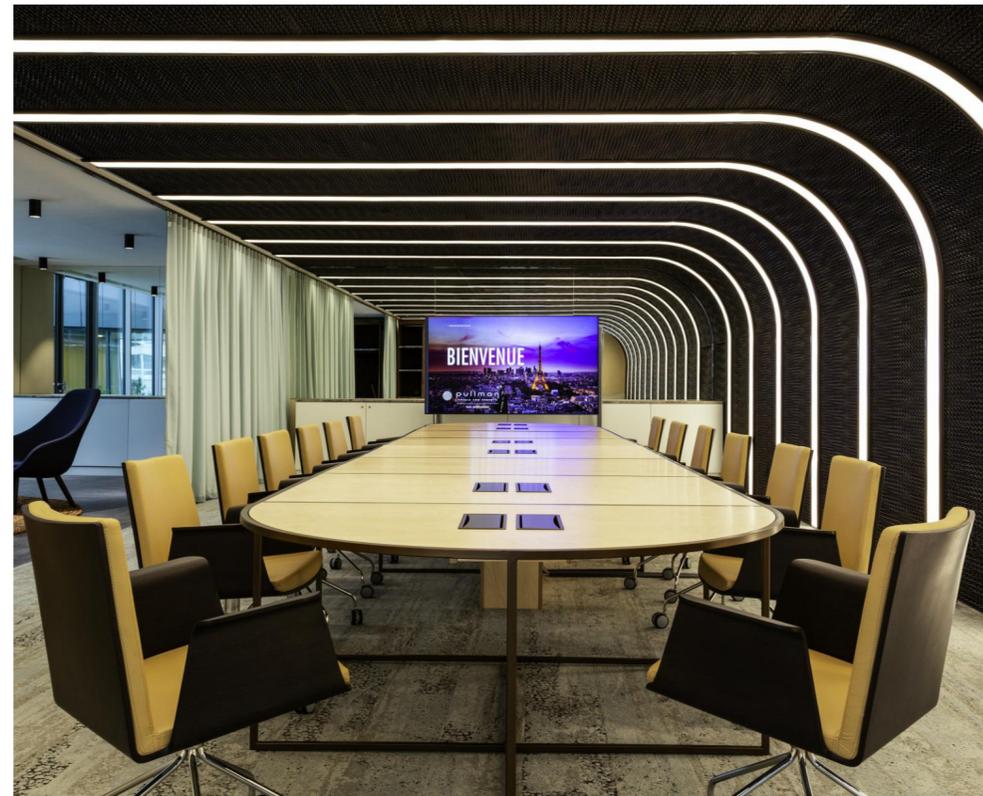


Pullman Dubai Downtown, *UAE* |
344 Rooms | 7 Meeting Rooms



Pullman Shenzhen North, *China*
| 271 Rooms | 11 Meeting Rooms

Pullman Paris Montparnasse, *France* |
957 Rooms | 55 Meeting Rooms





Why invest - Pullman

EXTENDED STAY

Pullman Living Batumi, Georgia

286 APARTMENTS



Pullman Network P54 pullman





BRANDED RESIDENCES



Pullman Residences & Living Yerevan | Armenia | 391 apartments



Pullman Residences Newton Singapore | 348 Residences



Pullman Okol Golf Resort & Spa, Bulgaria | 149 Rooms + 40 Residences

pullman

Thank

you

