



ORIENT EXPRESS

ORIENT EXPRESS – AMEX CENTURION

JANUARY 2026



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*Orient Express is a legend ever since its creation 140 years ago,
drawing on its roots while remaining firmly focused on the future.
With Orient Express, we are reinventing the art of travel, discovery and
great odysseys.*

ORIENT EXPRESS

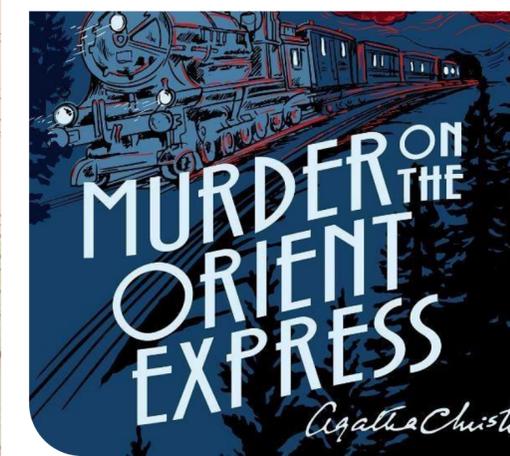
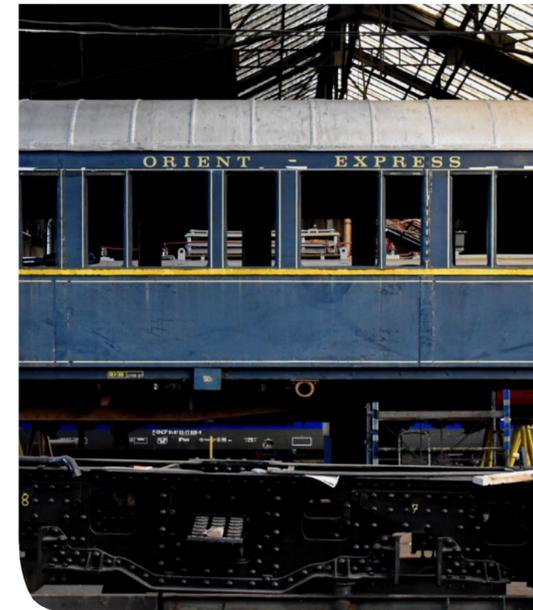
A MYTH KNOWN WORLDWIDE

The story of Orient Express begins with a revolutionary vision. In 1883, the very first departure of the Orient Express marked the beginning of a new era in travel. Georges Nagelmackers reimagined what travel could be: not merely transport, but a refined, immersive experience that fused speed, comfort, and elegance. He dreamed of a “steamer on rails” – a palace in motion that would connect Paris to Istanbul through a corridor of seamless luxury.

The Orient Express was a bold act of imagination, but also of diplomacy and engineering. It crossed borders and united Europe before the idea of a united continent existed.

From its marquetry salons to its famed dining cars, every element was crafted to offer a new rhythm of travel – one of contemplation and encounter.

By the late 19th century, it had already become more than a train: it was a cultural symbol, a stage for writers, aristocrats, spies, and dreamers. In its wake, a mythology bloomed – one rooted in the art of movement, in the poetry of slowness, and in a vision of travel as a lived narrative of elegance, intrigue, and transformation.



ORIENT EXPRESS

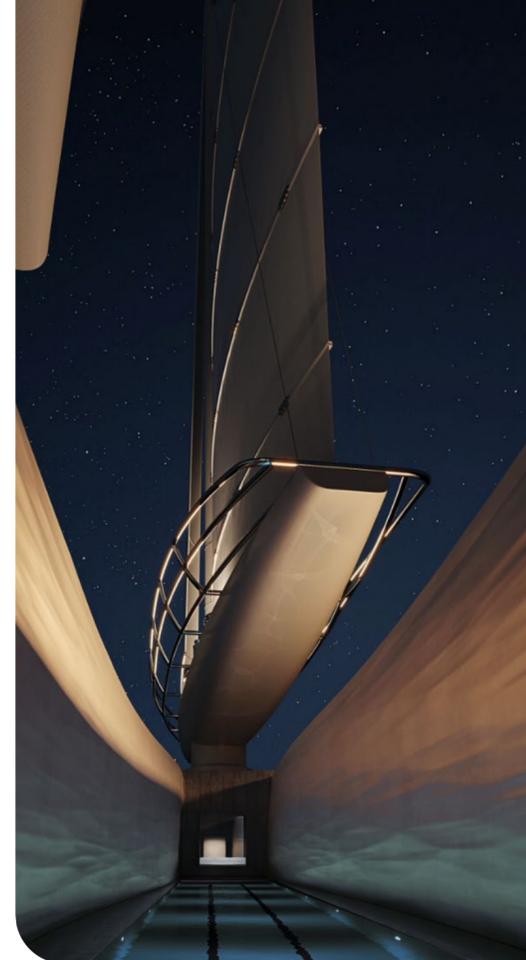
A MYTH IN MOTION

Orient Express is entering a new era. This new chapter transforms luxury into an experience that slows time, stirs the senses, and invites the traveler into a state of refined contemplation.

From refined trains to timeless hotels, from sailing yachts to remote resorts, Orient Express is no longer a single destination, but a collection of extraordinary journeys. Orient Express is crafted for discerning travelers who seek to immerse themselves in history through exclusive journeys that blend meaningful experiences, timeless luxury and rich heritage

Rooted in its founding vision, Orient Express remains committed to innovation that serves beauty, and elegance that feels effortless. Today, that promise extends further: to embrace sustainability, champion craftsmanship, and ensure that what we create continues to inspire. Art director, artisans, engineers, architects and interior designers come together to preserve not only the magic of the experience, but the emotion at its core.

Orient Express is, and has always been, a myth in motion.



ORIENT EXPRESS AMBITION

TO SPEARHEAD ULTRA-LUXURY TRAVEL, ELEVATING IT TO CULTURE

Orient Express redefines hospitality into travel, and travel into iconic experiences for centuries to come.

By ushering a new era, the brand leads the category in a future-forward motion, drawing inspiration from its history as a tour de force without nostalgia

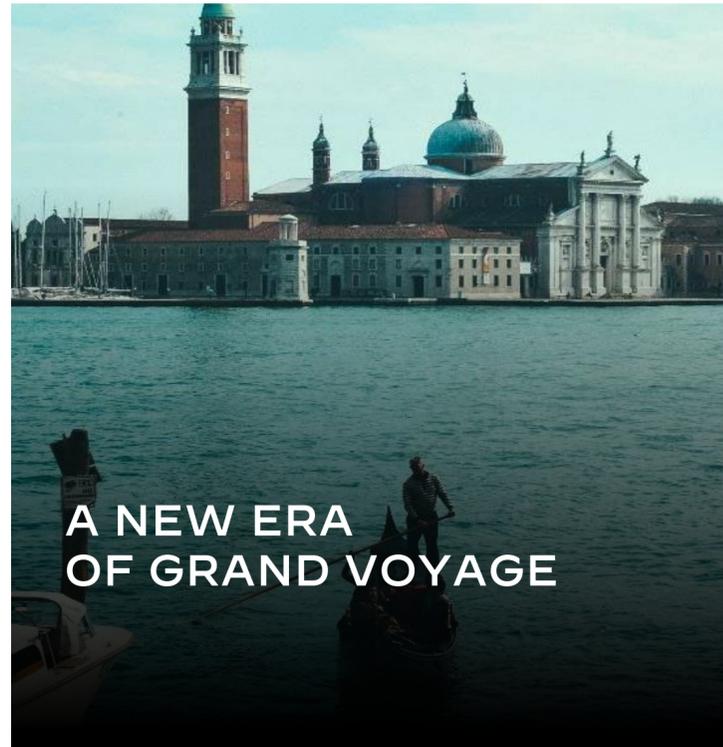
WHY CHOOSE ORIENT EXPRESS?

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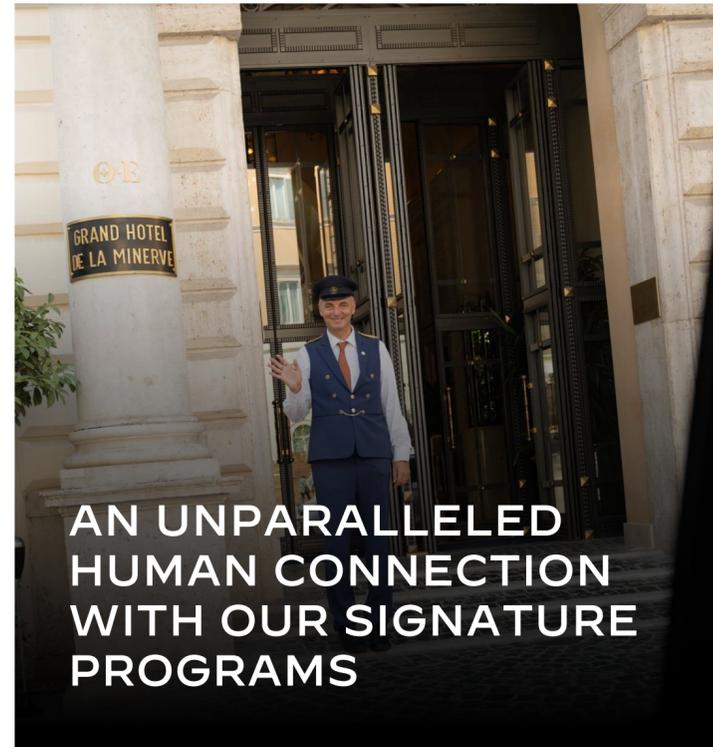
**140 YEARS OF
HERITAGE AND THE
CONTINUATION OF
A MYTH**

Orient Express is a legend ever since its creation 140 years ago, drawing on its roots while remaining firmly focused on the future inspired by our unique historical collection.



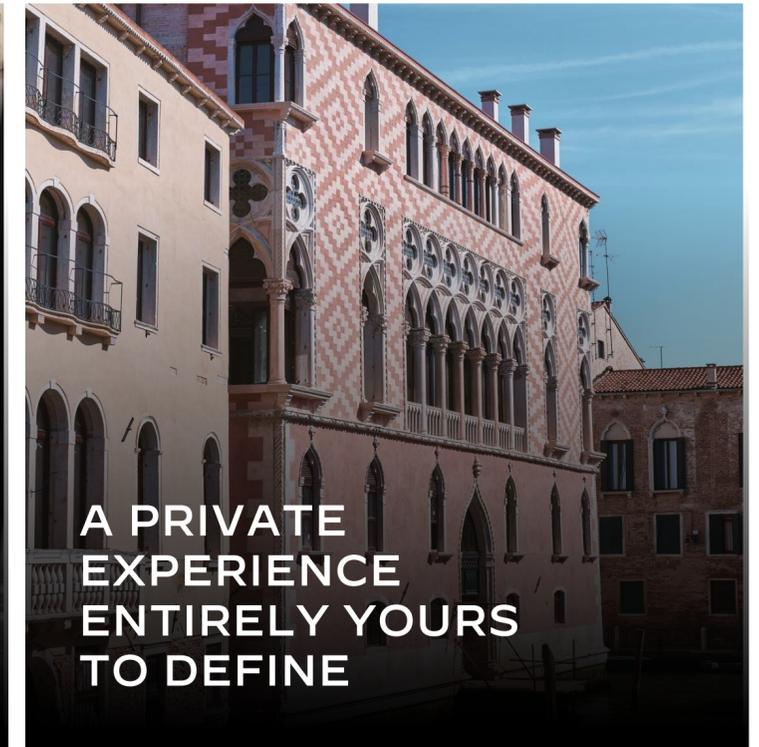
**A NEW ERA
OF GRAND VOYAGE**

Ensure a seamless journey where guest can be immersed into the Orient Express voyage combining a unique moment from land to sea with trains, hotels and sailing yachts.



**AN UNPARALLELED
HUMAN CONNECTION
WITH OUR SIGNATURE
PROGRAMS**

Each voyage is an encounter of a 'cast' of unique characters handpicked for their charisma, sophistication and charm. Imagine entering a transformative voyage where we value the wisdom of the many.



**A PRIVATE
EXPERIENCE
ENTIRELY YOURS
TO DEFINE**

Each asset can be chartered or privatized allowing guests to define their own experience onboard and offboard exploring the essence of wonders.

COLLECTION PERSPECTIVE

Where every asset is a
new chapter in the book
called Orient Express

CURRENT FOOTPRINT

TRAINS | YACHTS | HOTELS

◆ CHAPTER I

THE AWAKENING

Time slows down, heritage awakens, and a golden age of travel is reborn.

◆ CHAPTER II

ECHOES OF GRANDEUR

In cities shaped by history and artistry, Orient Express revives the splendor of the past with a gaze toward the future.

◆ CHAPTER III

THE CALL OF THE HORIZON

No longer bound by borders, the legend sets sail rewriting the rules of exploration.

◆ CHAPTER IV

THE NEW FRONTIERS

Upcoming projects to be developed within the brand ethos on different location without changing the Orient Express wit



LA DOLCE VITA
ORIENT EXPRESS

TRAIN IN ITALY
Since April 2026



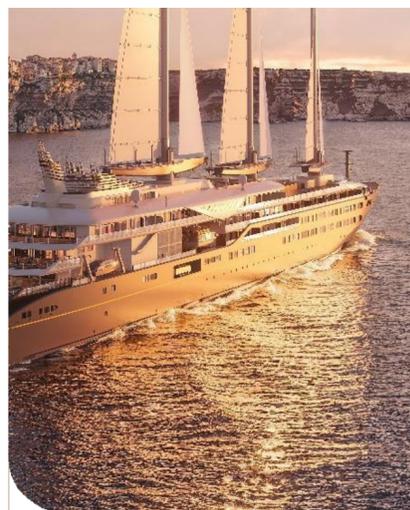
ORIENT EXPRESS LA
MINERVA

HOTEL IN ROME
Since April 2025



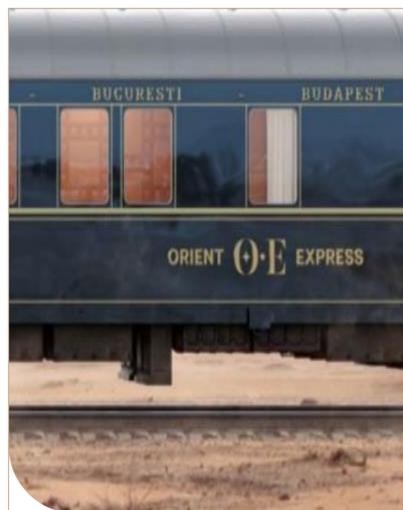
ORIENT EXPRESS
PALAZZO DONÀ
GIOVANNELLI

HOTEL IN VENICE
Opening 2026



ORIENT EXPRESS
CORINTHIAN

SAILING YACHT
Sailing in 2026



L'ORIENT EXPRESS

TRAIN IN EUROPE
Starting end 2027



ORIENT EXPRESS
OLYMPIAN

SAILING YACHT
Sailing in 2027



DEVELOPMENT
PROJECTS

ASSETS POSITIONING

TRAINS | YACHTS | HOTELS

LA DOLCE VITA ORIENT EXPRESS	ORIENT EXPRESS LA MINERVA	PALAZZO DONÀ GIOVANNELLI ORIENT EXPRESS	L'ORIENT EXPRESS	ORIENT EXPRESS CORINTHIAN ORIENT EXPRESS OLYMPIAN
31 cabins	93 keys	47 keys	32 cabins	56 suites
€9,600 ADR*	€1,450 ADR*	€1,650 ADR*	€15,000 ADR*	€9,500 ADR*
<ul style="list-style-type: none"> • Venice Simplon Orient Express • Royal Scotsman • Britannic Explorer 	<ul style="list-style-type: none"> • Hotel de Russie • Hassler • Six Senses Rome • Hotel Eden • Hotel de la Ville • Bulgari Hotel 	<ul style="list-style-type: none"> • Hotel Danieli • St. Regis Venice • The Gritti Palace • Aman Venice • Hotel Cipriani 	<ul style="list-style-type: none"> • Venice Simplon Orient Express • Royal Scotsman 	<ul style="list-style-type: none"> • Aman Yachts • Four Season yachts • Ritz-Carlton Yacht Collection

THE ERA OF GRAND VOYAGE

From next year guests can awaken in a majestic venetian palace, board a train to journey across the beautiful face of Italy, stay at our roman icon and then set sail across the peacefulness of the mediterranean sea -with curated offboard experiences along the way. Enjoying a seamless Orient Express journey.



VENICE
Palazzo Donà
Giovannelli



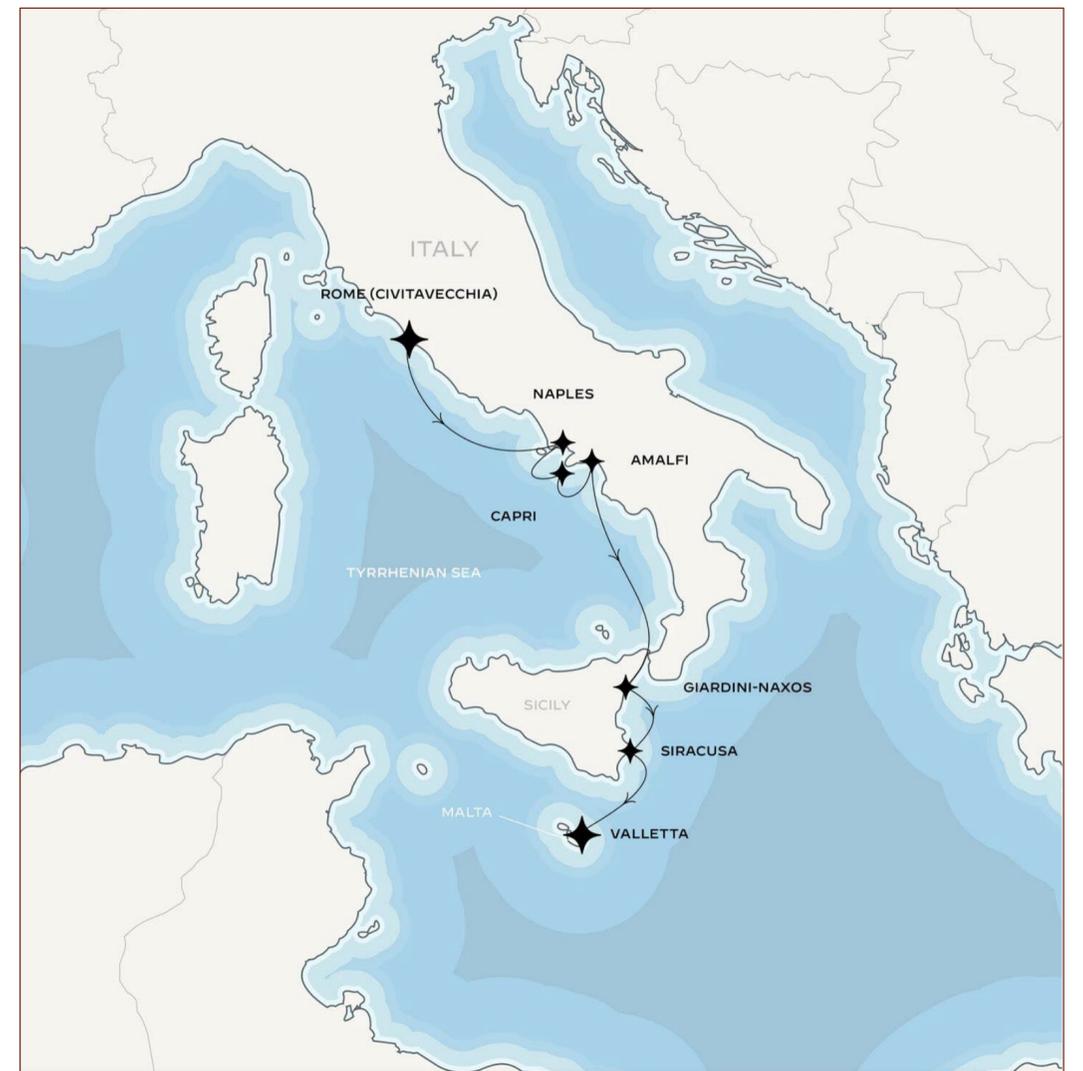
VENICE-
PORTOFINO-
ROME
La Dolce Vita



AMALFI COAST
& SICILY
OE Corinthian

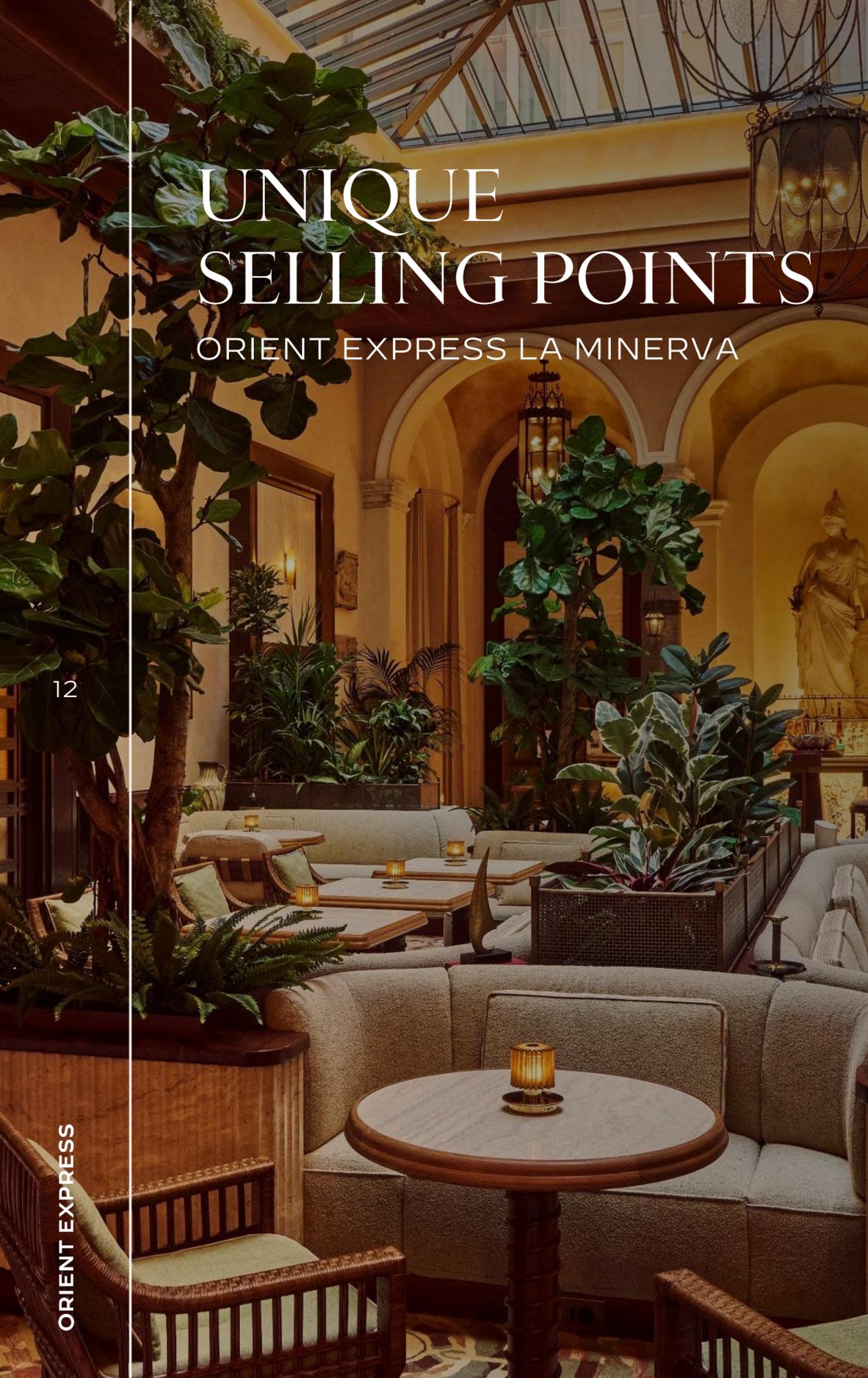


ROME
La Minerva



ORIENT EXPRESS LA MINERVA

A TRANSFORMATIVE VOYAGE SET
TO THE AUTHENTIC TEMPO OF
ROMAN LIFE, MASTERFULLY
CURATED BY ORIENT EXPRESS.



UNIQUE SELLING POINTS

ORIENT EXPRESS LA MINERVA

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ORIENT EXPRESS

- ◆ **A ROMAN ICON SINCE 1811: THE OLDEST OPERATING LUXURY HOTEL IN ROME**
With rich heritage and timeless glamour, housed in an impressive building dating back to 1620, that has welcomed illustrious guests and travelers during the Grand Tour, including artists, aristocrats, such as Stendhal, Vittorio Alfieri, Melville and Pope Pius IX.
- ◆ **ROME'S MOST ICONIC ROOFTOP DESTINATION: GIGI RIGOLATTO ROMA**
A breathtaking rooftop experience with panoramic views, the hotel restaurant and bar Gigi Rigolatto Roma is the place to be in the city, feeling unequivocally in Rome. **Also popular among locals.**
- ◆ **UNRIVALLED LOCATION FACING PANTHEON**
An island site, nestled in the very heart of Rome, within walking distance from the most famous Rome's sites and monument. Additionally, La Minerva Hotel is the only hotel in Rome where one can get married as it embeds a consecrated church.
- ◆ **UNIQUE & DISTINCTIVE DESIGN BY AWARD-WINNING HUGO TORO**
The hotel's interiors draw inspiration from the main motifs of Art Deco and warm color palettes of the city. Hugo Toro has reimagined Orient Express La Minerva with bespoke hanging lanterns that cast a warm glow, custom-crafted furniture and rosso Verona marble bathrooms. From social gatherings and celebrations to meetings, Orient Express La Minerva is the perfect venue for memorable events.
- ◆ **CURATED CULINARY JOURNEYS & EXCLUSIVE BARS**
From the legendary rooftop bar and restaurant to the intimate and exclusive "speakeasy" **Wagon Bar**, passing by La Minerva Bar; Orient Express La Minerva accompanies its guests from dusk till dawn. Furthermore, experience Japanese fine dining cuisine at **Mimi Kakushi**, an open-air dining destination located on the 6th floor of the hotel. An exclusive retail experience will welcome hotel and outside guests, with the **DaV Cafè** and a Wine shop selling prestigious wines and lifestyle items, will complete the hotel journey.
- ◆ **OTTOMAN SPA**
The Spa will feature an **Ottoman Spa**, in exclusive partnership with **Furtuna Skin**, an Italian-made brand of refined natural products, by Agatha Relota Luczo. Here, wellness becomes a journey of its own, with private soaks and hammam rituals.
- ◆ **A GATEWAY OF THE ORIENT EXPRESS GRAND VOYAGE**

ORIENT EXPRESS

PALAZZO DONÀ GIOVANNELLI

A TRANSFORMATIVE VOYAGE,
WHERE STORIES AND ART COME
TO LIFE THROUGH A THEATRICAL
PALAZZO, MASTERFULLY CURATED
BY ORIENT EXPRESS



UNIQUE SELLING POINTS

ORIENT EXPRESS PALAZZO DONÀ GIOVANNELLI



CULTURAL TREASURE UNVEILED TO TRAVELERS FOR THE FIRST TIME

A 15th-century palazzo, a forgotten book of memories of the Donà and Giovannelli families, the residence of the Duke of Urbino-known for commissioning the largest and greatest library in Italy after the Vatican -and the home of 19th-century master Giovanni Battista Meduna, this grand Venetian palazzo is reborn as the newest chapter of the Orient Express legacy. Featuring 47 rooms, the Palazzo can be enjoyed as a private mansion or as one of Italy's most luxurious hotels.



AN ARCHITECTURE RENAISSANCE

Under the leadership of award-winner architect and interior designer Aline Asmar d'Amman, the Orient Express Palazzo Donà Giovannelli is a revelation. Following an eight-year historic restoration and renovation, the Palazzo will open its doors as a luxury hotel for the first time blending Neo-Gothic, Baroque, and classical influences, with original frescoes and mosaics depicting more than six centuries of history.



AN EPICUREAN EXPERIENCE IN THE HEART OF VENICE

Michelin-starred chef Heinz Beck will delight guests with an epicurean journey featuring a fine-dining restaurant with private boat access, the iconic Wagon Bar, and a rare Venetian garden perfumed by magnificent citrus trees.



A UNIQUE GATEWAY TO DISCOVER ITALY

The perfect starting point for a flawless experience combining hotel -train -sailing yachts. Just as palazzos once graced the Orient Express's iconic route from Istanbul to Paris, offering exceptional service and luxury, so does this Venetian masterpiece, in close proximity to Santa Lucia train station.



A REFINED ESCAPE WITHIN CANNAREGIO

A refined escape into authentic Venetian life in Cannaregio, the city's oldest district and starting point of Venice, where local charm, artisan ateliers, and art galleries blend with luxury.



A GATEWAY OF THE ORIENT EXPRESS GRAND VOYAGE

LA DOLCE VITA ORIENT EXPRESS

A TRIBUTE TO AN ERA, AN ODE TO THE
GOLDEN AGE OF ITALIAN GLAMOUR A
LOVE LETTER TO ITALY AN INVITATION
TO REDISCOVER IT THROUGH A NEW
LENS, CURATED BY ORIENT EXPRESS

UNIQUE SELLING POINTS

LA DOLCE VITA ORIENT EXPRESS

A timeless journey, blending iconic Italian elegance with the discovery of the country's most captivating landscapes and cultural treasures.



ITALIAN DESIGN AND EXCELLENCE

La Dolce Vita showcases the excellencies of and is an ode to the artistry of Made in Italy. Its design is the silent narrator of every great journey. For La Dolce Vita Orient Express, the internationally acclaimed Dimore Studio, founded by Emiliano Salci and Britt Moran, has envisioned a tribute. Steeped in Italy's rich design references, the train's interiors pay homage to the avantgarde spirit of the 1960s and 1970s. An exquisite blend of heritage and modernity, where past and present exist in perfect equilibrium. Private bathrooms are present in every type of cabin.



LUXURY CRUISING ON RAILS

Each voyage is for the senses, tracing Italy's most cinematic landscapes: from the vineyards of Tuscany to the azure shores of Sicily, from Venice's misty canals to the storied stones of Matera. In each destination, we curated a series of bespoke experiences to discover the most authentic parts of the Italian territory. Both round and single trip itineraries are designed to meet any guest wishes.



ITALIAN CULINARY IMMERSION

Three-Michelin-starred Chef Heinz Beck curates an exceptional gastronomic experience, crafting menus that embody Italy's rich culinary traditions.



ONLY-DEDICATED LUXURY DEPARTURE LOUNGE

At Roma Ostiense Station, where rationalist architecture meets modern refinement, artist-architect Hugo Toro has reimagined the La Dolce Vita lounge as a space where history and contemporary design intertwine. Inspired by the 1960s spirit expressed through the essence of La Dolce Vita Orient Express, The space is available for privatization for events, corporate meetings and shoots.

ORIENT EXPRESS SAILING YACHTS

AN ODE TO THE GOLDEN AGE OF TRAVEL, ORIENT EXPRESS SAILING YACHTS ARE THE PERFECT BLEND OF ART-DECO DESIGN AND STATE-OF-THE-ART ENGINEERING

THE WORLD'S LARGEST SAILING YACHTS ARE THE EPITOME OF GLAMOUR, A FERVENT QUEST FOR EXPLORATION, AND OF FRENCH ART-DE-VIVRE, WHERE GUESTS CAN EXPERIENCE THE SEAS AND REDISCOVER DESTINATIONS THROUGH ON-BOARD AND ONSHORE EXPERIENCES

MASTERFULLY CURATED BY ORIENT EXPRESS

UNIQUE SELLING PROPOSITION

ORIENT EXPRESS SAILING YACHTS



REVOLUTIONIZING THE ART OF YACHTING

The world's largest sailing yachts, featuring pioneering technologies and unparalleled comfort

Sustainable commitment, wind power and LNG fuel, waste and heat recovery, enhanced emission controls



INTIMATE DESTINATIONS – TAILORED EXPERIENCES

Focus on anchoring in serene destinations, allowing guests to discover each port from the sea –an evocative and cinematic arrival that deepens the emotional connection to place

Multiple overnight stays for immersive evening experiences, offering guests authentic and unexpected moments ashore and onboard

Included bespoke experiences ashore uniquely crafted to embody the essence of the legendary Orient Express



REIMAGINED ART OF HOSPITALITY

Timeless elegance and legendary service of Orient Express

Intimate experience with only 54 suites per yacht designed with ultimate craftsmanship

Very high staff-to-guest ratio to deliver impeccable service and unmatched attention to detail

Exclusive amenities : 17 Michelin Chef Yannick Alléno cuisine , 6 restaurants and 5 bars, 2 Private dining, a Cabaret, a recording studio. One of the most all-inclusive offerings in luxury yachting.

THE PILLARS

THE MYTH MONGERING

The spectacular lore of Orient Express is as much fueled by culture as it informs culture, crafting myths upon myths that bestows a part of Ito everyone.

THE PERMANENCE OF SURPRISE

We craft non-linear experiences with care, ensuring they provide a continuum of unforeseen stops along the voyage. By engaging with senses, spaces

THE EXTRA-ORDINAIR

We curate the most extraordinary and singular of aesthetics, people, places and artifacts to bring to life rare voyager experiences that nobody else would dare create

THE ULTRA-TIME

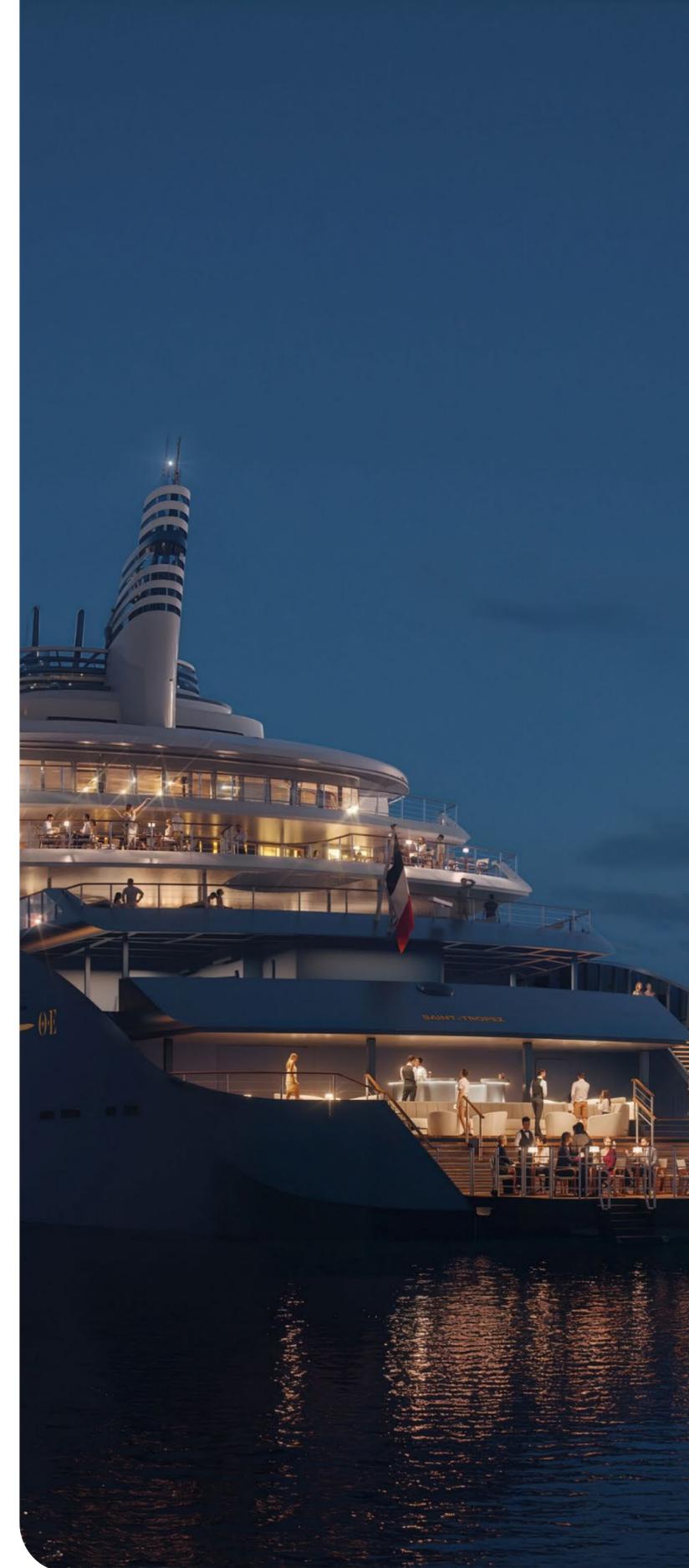
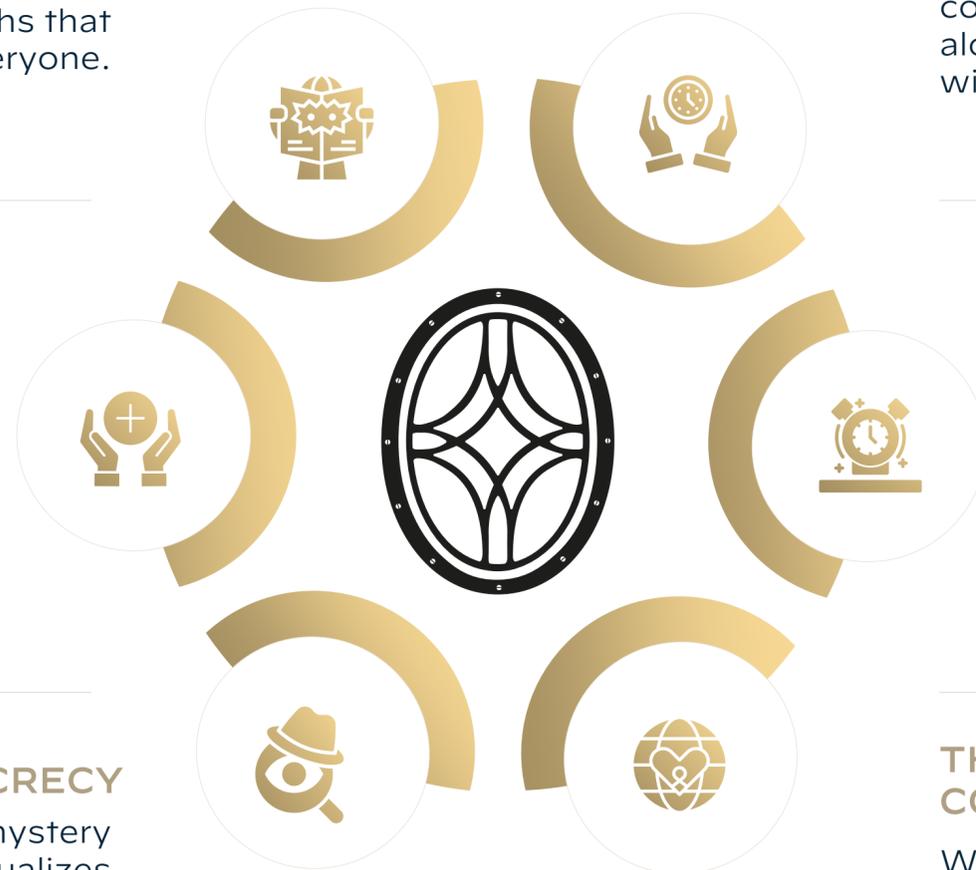
As we move through spaces and times alike, we reinvent them on a unique timeline. We are travelling aboard the Temps Large

THE SECRECY

An aura of desire and mystery that sanctifies and sensualizes the voluptuous voyage

THE INTIMATE COSMOPOLIS

We design the most refined spaces, orchestrating a duality between social and private spheres that elevate encounters with others just as much as with oneself.



OUR SIGNATURE PROGRAMS

IN EVERY PROPERTY

01

The great
transformation



02

A cast of
characters



03

Orient Express
food journey



04

Wagon bar



05

Storied
collection



06

Orient Express
wellness



TO GO FURTHER

07

Orient Express
exploration



08

Artisan
residency



THE GREAT TRANSFORMATION



- ◆ Each day, as night falls, the asset reveals itself. The mood shifts from local exoticism to a more intimate, mysterious atmosphere that blurs the lines between dream and reality. All five senses are re-evoked, with changes to light, scent, design, sound and experience.
- ◆ Inspired by the physical transformation of the train from day to night, the Great Transformation is an immersive, almost theatrical scene change that takes place in the public areas, as well as incorporating a more subtle mood and tonal shift in the guestrooms

A CAST OF CHARACTERS



- ◆ Great narratives rely on memorable characters.
- ◆ A 'cast' of unique characters lead the guest experience at Orient Express. Each one handpicked for their charisma, sophistication and charm.
- ◆ The characters are distributed through key functions accordingly to people's real personalities to spark natural interactions and guide guests on their journey from the moment they arrive.
- ◆ Lively, quirky individuals, each character has to both act and look the part. They animate key public spaces with their engaging, flamboyant personalities and stylish, thematic uniform.
- ◆ The Cast of Characters include several different roles, depending on hotel needs and requirements, but at a minimum, each hotel employs the key roles of Orientator, Conductor and Tea Sommelier.

ORIENT EXPRESS FOOD JOURNEY



- ✦ Food alone is a culture, an ancestral patrimony with its own legends, an extraordinary savoir faire transmitted from a generation to another.
- ✦ Each food experience at Orient Express is an opportunity to keep those traditions alive, to perpetuate extraordinary human savoir-faire, to tell old and new stories, personal and collective ones through the hands and passion of chefs like Yannick Alléno and HeinzBeck.
- ✦ Just like every other aspect of the Orient Express, cuisine is not going down the road of nostalgia. While today's gastronomy culture is deeply infused by century old traditions and savoir-faire, it has found new extraordinary ways of re-interpreting them and make them more relevant than ever.
- ✦ From cuisine, tables, vessel to service, every Orient Express food experience is rooted in the present and anchored in the locality

WAGON BAR



- ✦ The Wagon-Bar is a speakeasy with a difference. A journey back in time to the original Orient Express train, featuring iconic design and classic drinks with a twist.
- ✦ The most literal translation of the original train experience, an experience of the Wagon-Bar starts with the mystery of its location. The secret entrance is carefully concealed- behind a wall, a bookcase or even at the top of a hidden staircase. Never advertised or promoted, guests learn of the bar by word of mouth, whispers behind doors, the promise of something intriguing and enigmatic.
- ✦ Behind the hidden doors of the Wagon Bar is a mystery place, a space where fantasies feel palpable, where time seems to have stopped its route for a mere instant, where Romanesque characters loom in the faint light, where legends come to life.

STORIED COLLECTION



- ◆ An eclectic variety of artworks and objects displayed across the hotel, created to feel like the collection of a curious, worldly traveler.
- ◆ The Collection tells the story of a journey, through exotic lands and intriguing destinations, of times present and past.
- ◆ Includes local art and collectibles, as well as travel memorabilia and original artefacts related to the train.
- ◆ The first curation should be made by an approved, third-party expert.
- ◆ The Curator must familiarize themselves with the curated collection. They must be knowledgeable about each object and be able to share stories and rare insights about them with guests.
- ◆ After a period of time and once they've proven their expertise on the subject, The Curator can add new objects to the "Storied Collection"

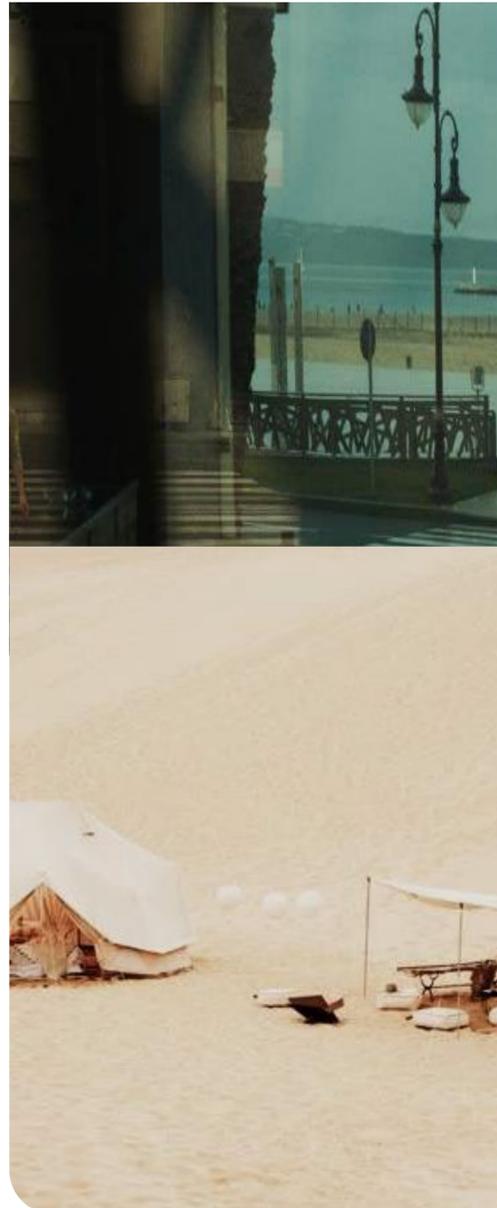
TRAVEL INSPIRED WELLNESS



- ◆ The Orient Express Spa is a luxurious retreat for relaxation and the ultimate in indulgence.
- ◆ Designed with centuries-old Ottoman traditions at its heart, guests experience the restorative power of ancient therapies sourced along the original route of the Orient Express train. Guests will experience a voyage of mystic and intrigue as they are carefully guided by experts through timeless spa treatments and healing rituals that honor the past, inspire the present, and pave new paths into the unknown.

SIGNATURE PROGRAMS

ORIENT EXPRESS EXPLORATIONS



- ✦ Inspired by George Nagelmackers' vision, Orient Express properties blur the lines between hotel and travel agency to offer exceptional, tailored experiences within and outside their walls. Explorations can range in price and duration, with minimum recommended timing of 1.5 hours up to a maximum of 1 day.
- ✦ Orient Express experiences feature elevated arts, culture and gastronomy programs.
- ✦ **1 / TAILOREDMOMENTS**
On or off-property experiences that are highly customized and can only be enjoyed through Orient Express.
- ✦ **2 / EXPLORE WITH A LOCAL**
Off-property experiences led by local personalities
- ✦ **3 / OUT OF TIME EXPERIENCES**
On or off-property experiences that take place in the early morning or evening.

ARTISAN RESIDENCY



- ✦ Orient Express welcomes residence craftsmen and artists into its hotels. Each one is handpicked for their connection to the destination, the local culture and its distinct savoir-faire.
- ✦ This exclusive presence of the artisan within the hotel is the opportunity to give public demonstrations, to exhibit the craft works within the hotel itself, or even to offer certain pieces for sale.
- ✦ The resident artisan can also support the 'Explore with a Local' program (part of OE Explorations), taking guests out into the destination to experience the local culture through the lens of their craft, especially if the artisan's workshop is located near the hotel.



ORIENT EXPRESS • FONDS DE DOTATION

PURPOSE OF THE FUND

The purpose of the Orient Express Endowment Fund, an organization of general interest, is to carry out, support - financially or in kind - and promote any action of general interest in favor of the arts, culture or know-how (of excellence), and more particularly the gathering, preservation, management, enrichment and conservation of a collection of all objects linked to the universe, spirit, history or heritage of the Orient Express and the Compagnie Internationale des Wagons-Lits.

A UNIQUE HISTORICAL COLLECTION

International Sleeping Car Company's archives: advertising, commercial, iconographic, technical, economic, etc.

Collection of objects: silverware, tableware, marquetry, mock-ups, samples, furniture, etc.



ORIENT EXPRESS



ACCOR

LUXURY BRANDS - OWNER VALUE PROPOSITION
GLOBAL DEVELOPMENT

Q1 2026

ORIENT EXPRESS PALAZZO DONA GIOVANELLI VENEZIA
ITALY
OPENING 2026

A GLANCE AT ACCOR PORTFOLIO

+ 2,200 Hotels under management contract

+ 3,500 Hotels under franchise contract

Open & in the pipeline

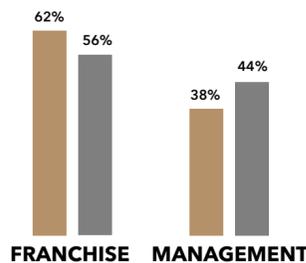
+7100 HOTELS **+1,091,000** ROOMS

Accor network*

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

Accor pipeline*

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



41%* **24%***
EUROPE & NORTH AFRICA

NETWORK	PIPELINE
3,141 H. 360,126 R.	500 H. 61,549 R.

15%* **25%***
GREATER CHINA

NETWORK	PIPELINE
803 H. 129,966 R.	402 H. 63,826 R.

12%* **9%***
AMERICAS

NETWORK	PIPELINE
569 H. 107,270 R.	153 H. 21,969 R.

11%* **16%***
MIDDLE EAST AFRICA

NETWORK	PIPELINE
377 H. 97,984 R.	181 H. 41,880 R.

21%* **26%***
ASIA & PACIFIC

NETWORK	PIPELINE
946 H. 186,081 R.	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

<i>pullman</i>	swissôtel	MÖVENPICK		
<i>Handwritten</i>	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	<i>Fairmont</i>		
SOFITEL LEGEND	EMBLEMS	SOFITEL	M GALLERY	
PARTNER BRANDS				
FAENA		BANYAN TREE		
ENNISMORE				
2ic MILWAUKEE HOTEL	25h twenty five hours hotels	DELANO	GLENEAGLES	HYDE
JO&JOE	MAMA SHELTER	MONDRIAN	MORGAN'S ORIGINALS	
OUR HABITAS	PARIS SOCIETY	RIKAS	R I X O S	
SLS	SO/	the hoxton	working from	

RESIDENTIAL & PRIVATE RENTAL

ACCOR ONE LIVING
onefinestay

WORKSPITALITY

W@J@
officeriders

MAMA
WORKS

ENTERTAINMENT

POTEL&CHABOT
saintclair

DALLOYAU
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

SO

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

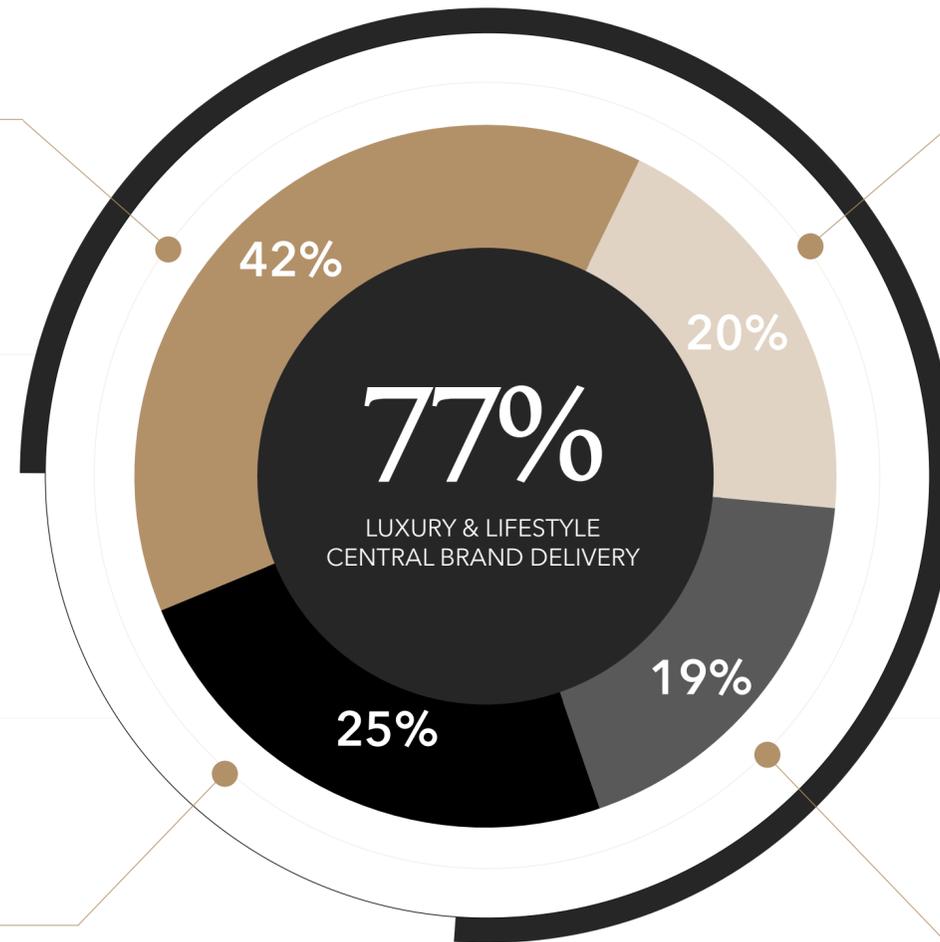
ATTRACTS & ENGAGES CUSTOMERS

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



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

RESERVATION CENTRES

ACCELERATES BUSINESS AND IMPROVES CUSTOMER SATISFACTION

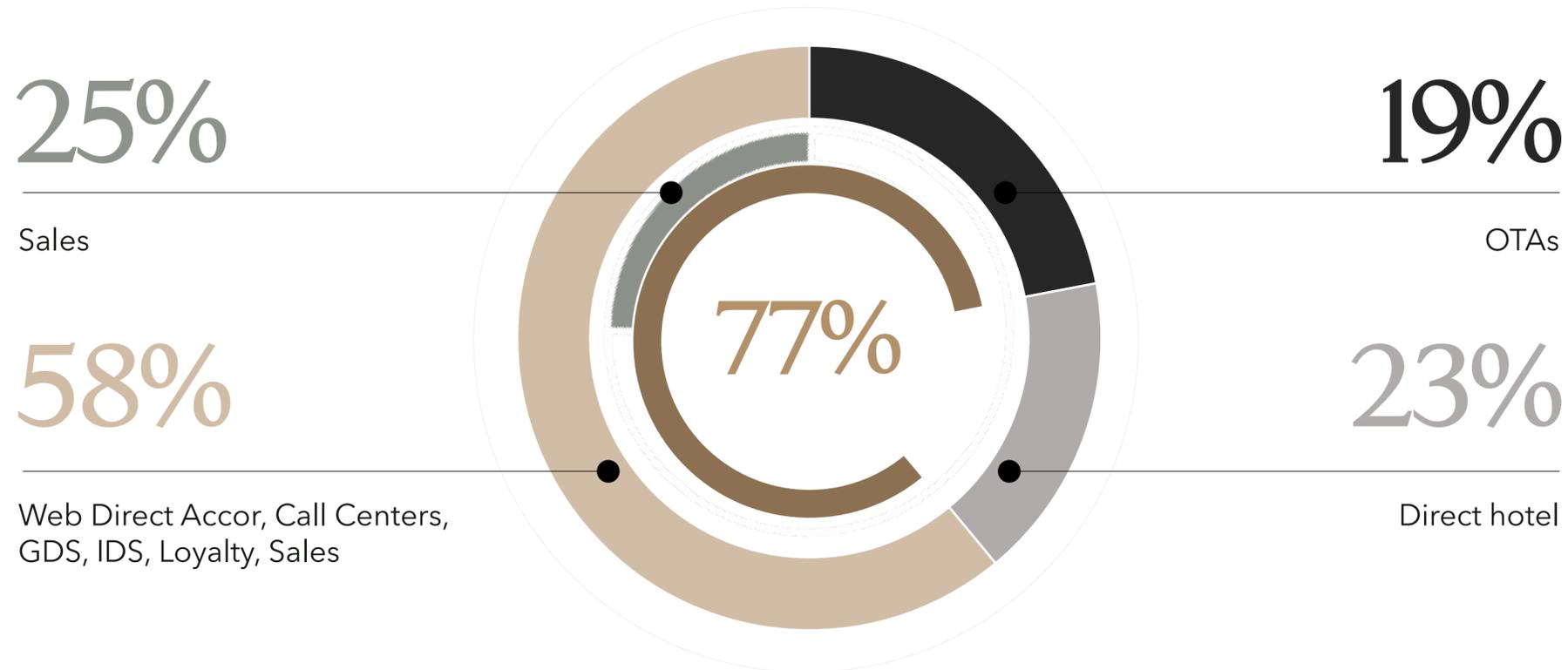
6M Yearly contacts
+30% ADR vs intra hotel thanks to upsell
92% LQA guest satisfaction



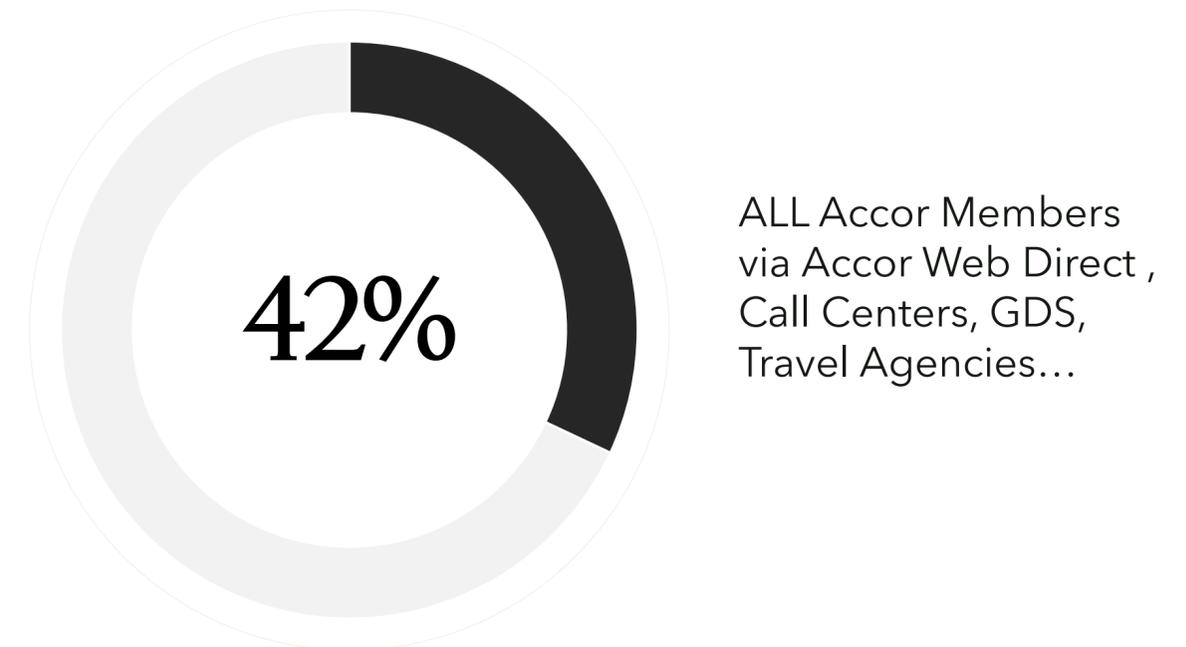
UNRIVALED SCALABILITY TO MAXIMIZE YOUR BUSINESS

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)

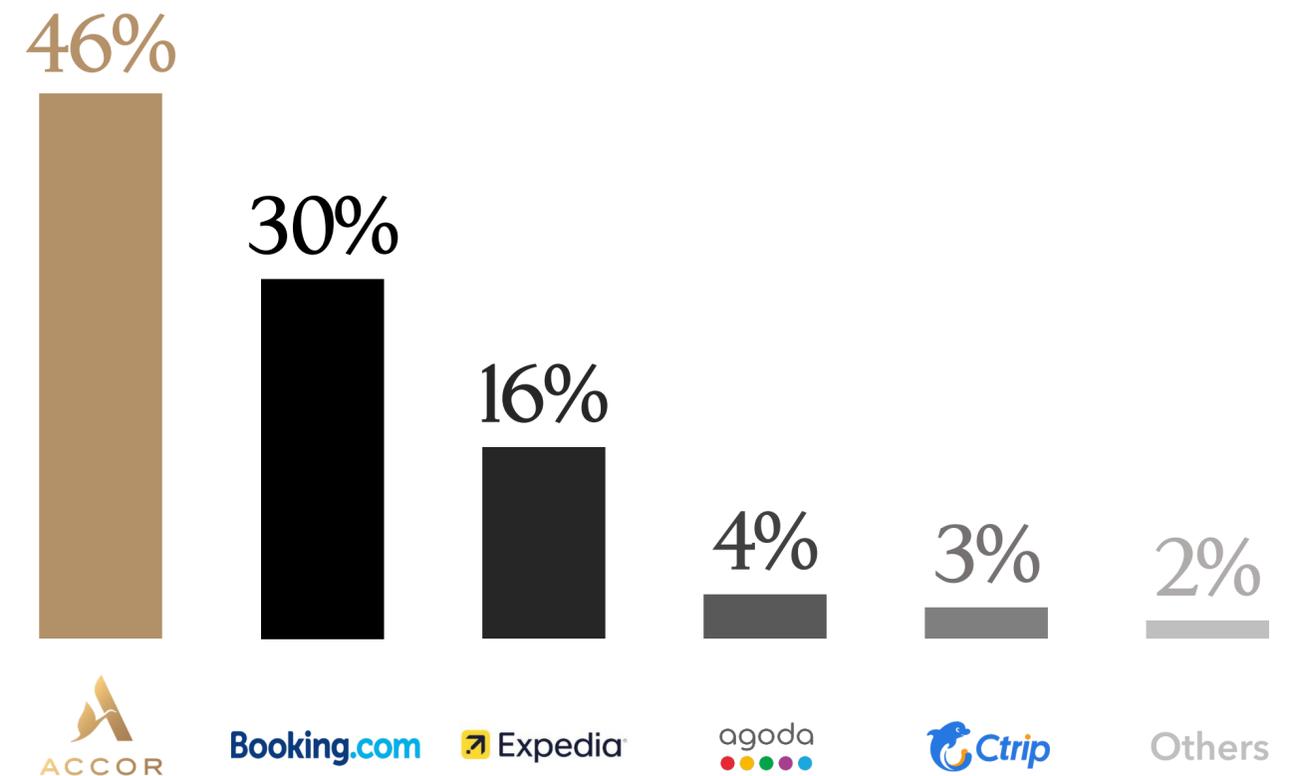
Share of web direct or web indirect revenue in total web revenue YTD December 2025

+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



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 :

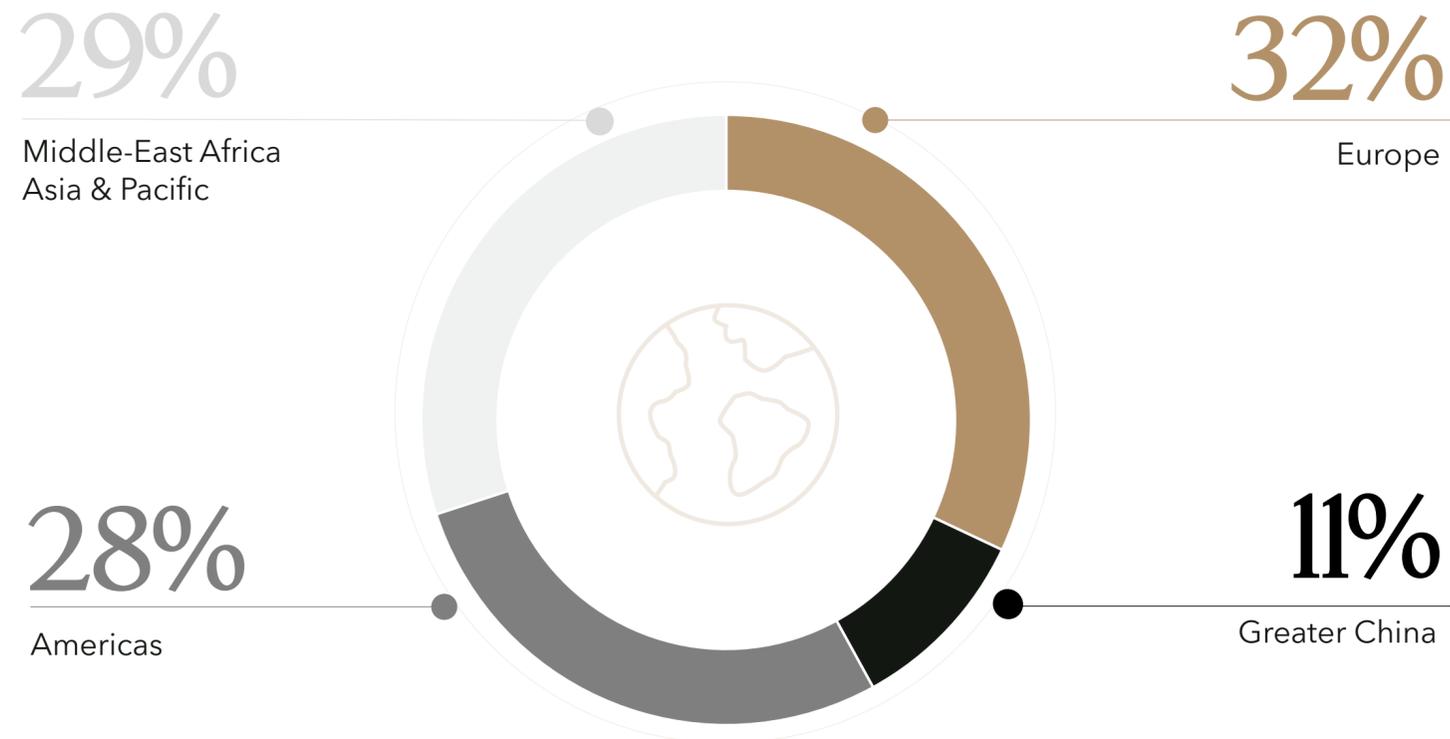
- **Best-in-class commissions** rate available on the market
(Below competition in EU & ASPAC for economy & midscale brands, matching competition for others)
- Frequent negotiated **marketing incentives**
- **No last-room availability** requirements enabling yield management
- Package, Opaque and Dayuse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

01. MEMBERS STAY MORE	02. MEMBERS SPEND MORE	03. HIGH LOYALTY ROI
X2	+10% ADR	X8
Members stay twice more than non-members	Members spend more than non-members	Incremental revenue generated vs costs



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.

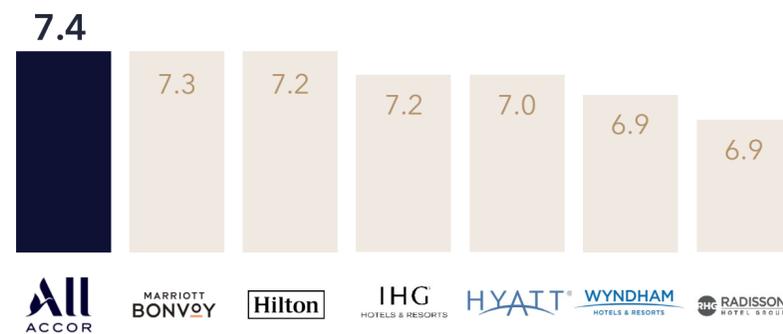


MOST PRAISED PROGRAM



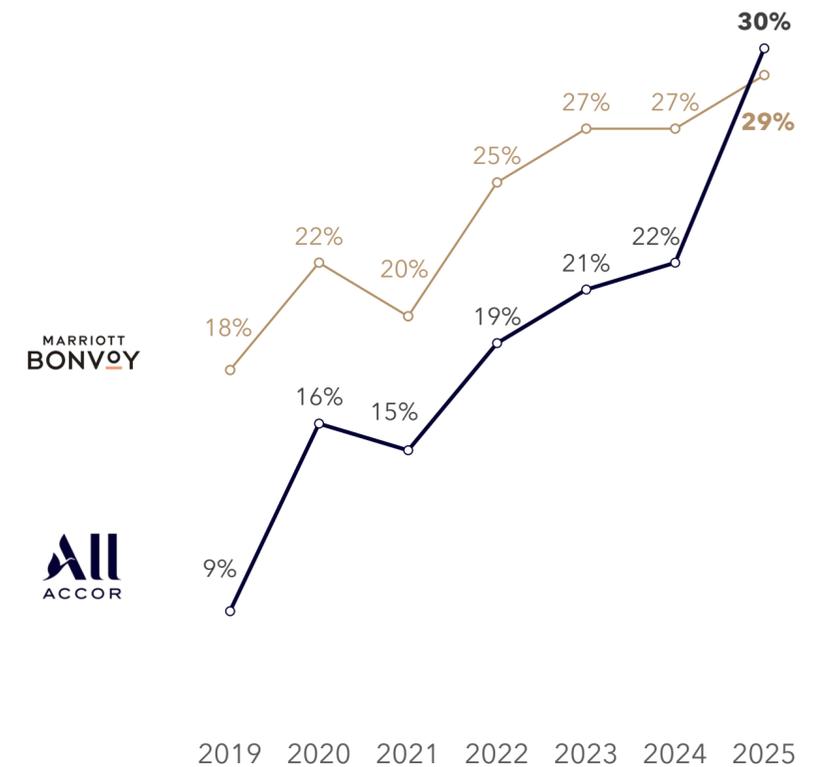
Nb of & won since its creation in 2019

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 HELMSBRISCOE AMERICAN EXPRESS BCG BOSTON CONSULTING GROUP serco mci Edward Jones MAKING SENSE OF INVESTING 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

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

4 ACTIVITIES

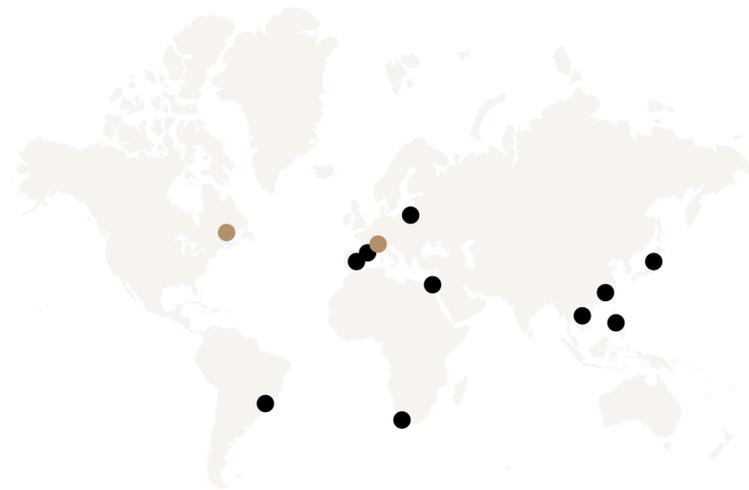
RESERVATION | OVERFLOW | CUSTOMER CARE | CARE VIP DESK

18 LANGUAGES

12 SITES

2 dedicated to Luxury

24/7 SERVICE



6M Contacts

75% Sales Conversion

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



ENTER THE AUGMENTED HOSPITALITY ERA WITH ARTIFICIAL INTELLIGENCE - AI

AI GUEST & UPSELL ASSISTANT

AVAILABLE

WHERE PERSONALIZED SERVICE MEETS INTELLIGENT UPSSELL

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



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





ACCOR