

Why invest *Handwritten Collection* 2025

GLOBAL DEVELOPMENT
PREMIUM, MIDSCALE & ECONOMY DIVISION

WELCOME TO
HANDWRITTEN
COLLECTION

Hotels curated with passion

Handwritten Collection was created in 2023 to bring together hotels with a unique personality, intimately reflecting the character and warmth of the people who love and look after them.



WHY HANDWRITTEN COLLECTION?

All the benefits of a large group while retaining your hotel identity

Maximise your revenue thanks to powerful Accor sales, distribution & loyalty platform from day one.

Minimum requirements matching midscale standards and limited investment.

Optimize your costs and operations with best market conditions and benefit from franchise contract flexibility

Attracting guests on the lookout for authentic and unique experiences

Curated and stylish spaces that reflect an authentic story at each hotel.

Host personal touch as our distinctive signature

Profitable Business Model

Chapter

01



SAINT GERVAIS HOTEL & SPA HANDWRITTEN COLLECTION
SAINT GERVAIS LES BAINS - FRANCE

*Topline
Investment
EBITDA*



INCREASE YOUR REVENUE

Through our powerful topline solutions

Sales

Distribution & digital marketing

Loyalty

Revenue management

Accor offers **unrivalled global scale & visibility**, coupled with the benefits of **expert local presence**

LARGEST GLOBAL SALES OFFICE
450+ sales professionals across 34 countries, covering 80% of the globe

ROBUST AND POWERFUL DISTRIBUTION SYSTEM
110 countries
140+ global & local connectivity partners
All.com available in 19 languages

WIDEST & MOST DIVERSIFIED INTERNATIONAL NETWORK with **100M members** worldwide
100+ Global and Local Partnerships

Advance Revenue Management Practices
- Certified Revenue Experts
- Best-in-class tools
- Right Revenue Culture
- Powerful Pricing strategies

CSR Commitment – ALL FOR GOOD

Resulting in

Strong topline performance, with Accor accounting **For 77% of revenue**

LARGE B2B CLIENTS PORTFOLIO
15K regional & strategic accounts, generating 45% topline of Accor global network

SECURED HOTEL BUSINESS & COST CONTROL thanks to privileged sales partners
Resulting in **70% = 2/3 OF WEB DIRECT REVENUE** generated by owned channels

ALL ROI: INCREMENTAL NET REVENUE
Brought by ALL to hotels **X11** more than program cost

POWERFUL DATA-DRIVEN RMS resulting in:
• **+1 to 5% RevPAR**

1B euros Revenue on ALL App



TOPLINE

Brand margin

+46€

**Brand margin comp
index = 159**

Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative


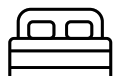
Source: BES 2025







TOPLINE

A global footprint of
61 hotels open and
in the pipeline

Handwritten Collection		
	NETWORK	PIPELINE
	25	36
	2,586	3,558



4%

Americas

	2	-
	263	-



45%

Europe &
North Africa

	15	27
	913	1,863

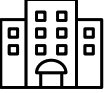

43%

Middle East,
Asia, Pacific

	7	8
	1,042	1,595

9%

Greater
China

	1	1
	368	100

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

TOPLINE

Flexible approach to design and standards



A global portfolio of
bespoke hotels - Each
distinctive in its own
right, no two hotels are
the same

Minimum requirements
matching midscale
standards



INCREASE YOUR REVENUE

By optimising costs and operations

Our local operational teams provide a daily support to your hotel at every stage of the hotel lifecycle, from conception to opening to day-to-day management. They rely on expert teams to ensure operational efficiency and excellence:

	Design & Technical Services	Procurement	Talent	Social Care & Impact	Sustainability	Technology
<p>Accor offers unrivalled global scale & visibility, coupled with the benefits of expert local presence</p>	<p>A dedicated team of 100+ PROFESSIONALS</p> <p>Working on 1000+ CURRENT PROJECTS</p> <p>Opening 1 HOTEL PER DAY</p>	<p>ASTORE a streamlined one-stop-shop covering 100% hospitality needs</p> <p>Supported by 260+ LOCAL PROCUREMENT EXPERTS worldwide</p>	<p>POWERFUL GLOBAL TALENT RECRUITMENT PLATFORM & strong employee brand "Hospitality is a work of Heart"</p> <p>8 REGIONAL TRAINING CAMPUSES encouraging employee retention, guest satisfaction, RPS score & topline growth</p>	<p>Championing DIVERSITY, EQUITY & INCLUSION, ensuring employees and guests feel welcome and valued</p> <p>Advancing HUMAN RIGHTS to protect the well-being of employees, guests, and communities</p> <p>Fostering COMMUNITY ENGAGEMENT through volunteering and solidarity efforts, focusing on social elevator & protection</p>	<p>LEADING LOCAL, IN-HOUSE ENVIRONMENTAL EXPERTISE providing turnkey solutions at best rates & worldclass partnerships</p>	<p>STREAMLINED TECHNOLOGY OPERATIONS with Accor connect, cloud technology and guest technology</p> <p>SECURED BUSINESS ENVIRONMENT thanks to our cutting-edge solutions</p>
<p>Resulting in</p> <p>Strong topline performance, with Accor accounting For 77% of revenue</p>	<p>▼</p> <p>REDUCED CAPEX THROUGH POOLING AND OPTIMIZATION</p> <p>Create unique, innovative spaces that result in INCREASED ASSET VALUE</p>	<p>▼</p> <p>37% average saving on top 200 F&B products</p> <p>50% average savings in electricity costs</p>	<p>▼</p> <p>10M VISITORS PER YEAR to Accor Careers website with 20% converting to a candidate (vs 10% industry benchmark)</p>	<p>▼</p> <p>COMMITTED EMPLOYEES</p> <p>SATISFIED GUESTS</p> <p>POSITIVE IMPACT ON LOCAL COMMUNITIES</p>	<p>▼</p> <p>+10-15% INCREASE in asset value</p> <p>Up to 40% SAVINGS through energy efficiency measures</p> <p>PREFERENTIAL RATES OF UP TO 40% with hotel sustainability certification</p>	<p>▼</p> <p>-35% OPERATIONAL EXPENSES thanks to automation of routine tasks</p> <p>REDUCED INVESTMENT AND MAINTENANCE COSTS</p>

Authentic & unique experiences

Chapter

01



Brand positioning
Brand Movie
Top 2 USPs



BRAND POSITIONING

A collection of
curated hotels
thoughtfully
inviting guests into
our stylish homes



TOP 2 USPS

Attracting guests on the lookout for authentic and unique experiences



1

Curated and stylish
spaces that reflect an
authentic story at each hotel



2

Host personal touch as
our distinctive signature



USP #1

Curated and stylish spaces



that reflect an authentic
story at each hotel



Hand-picked collection of bespoke properties.

From traditional to modern assets, every property shows its own original design at its most creative.

We create inspired unique places thanks to a singular and personal design interpretation.

We value contemporary approach, tailored with consideration for each location.

Heartwarming experiences
bespoke style

#1 in design vibe

GSS* score at 92
vs competitors 86*



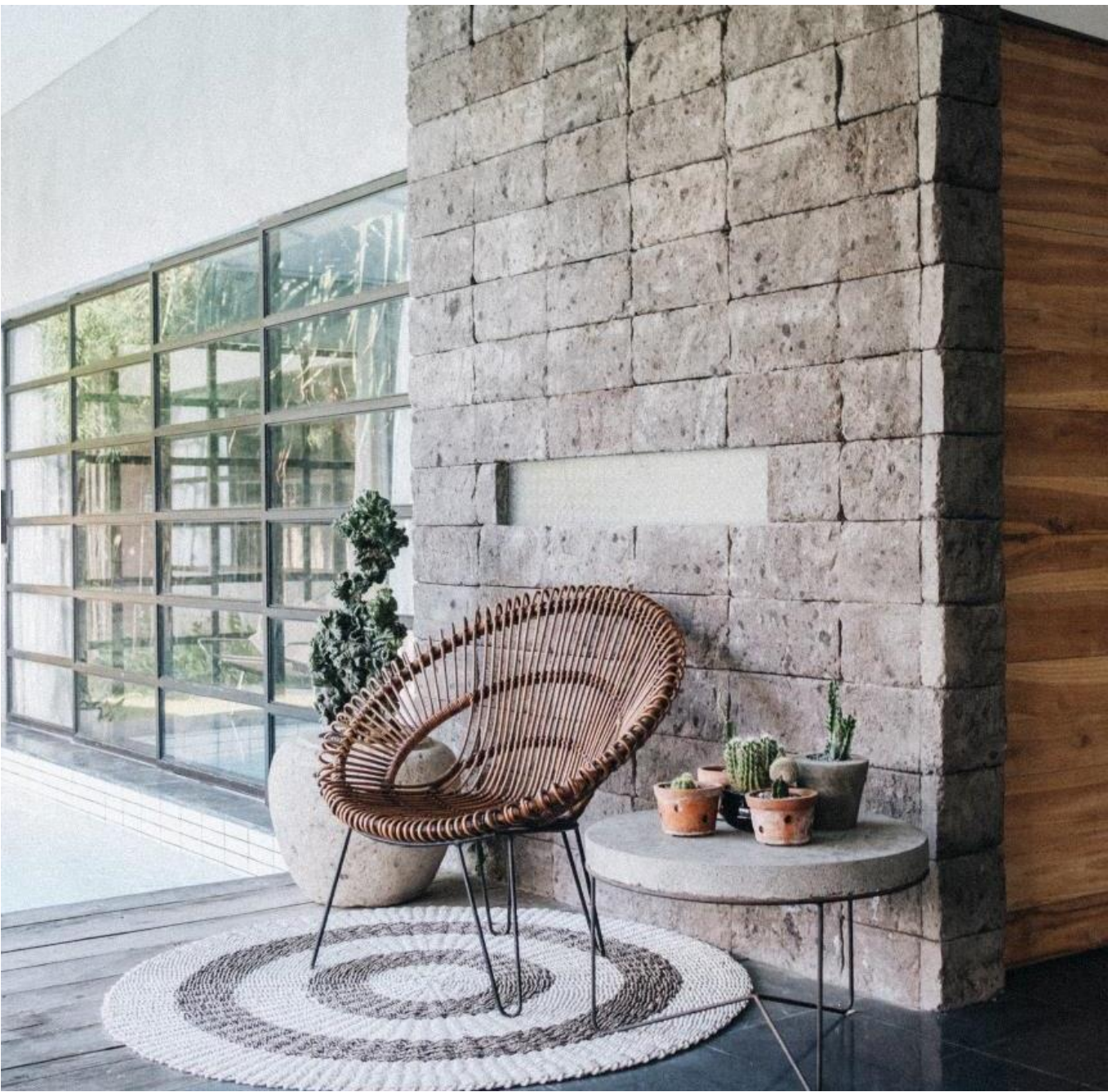
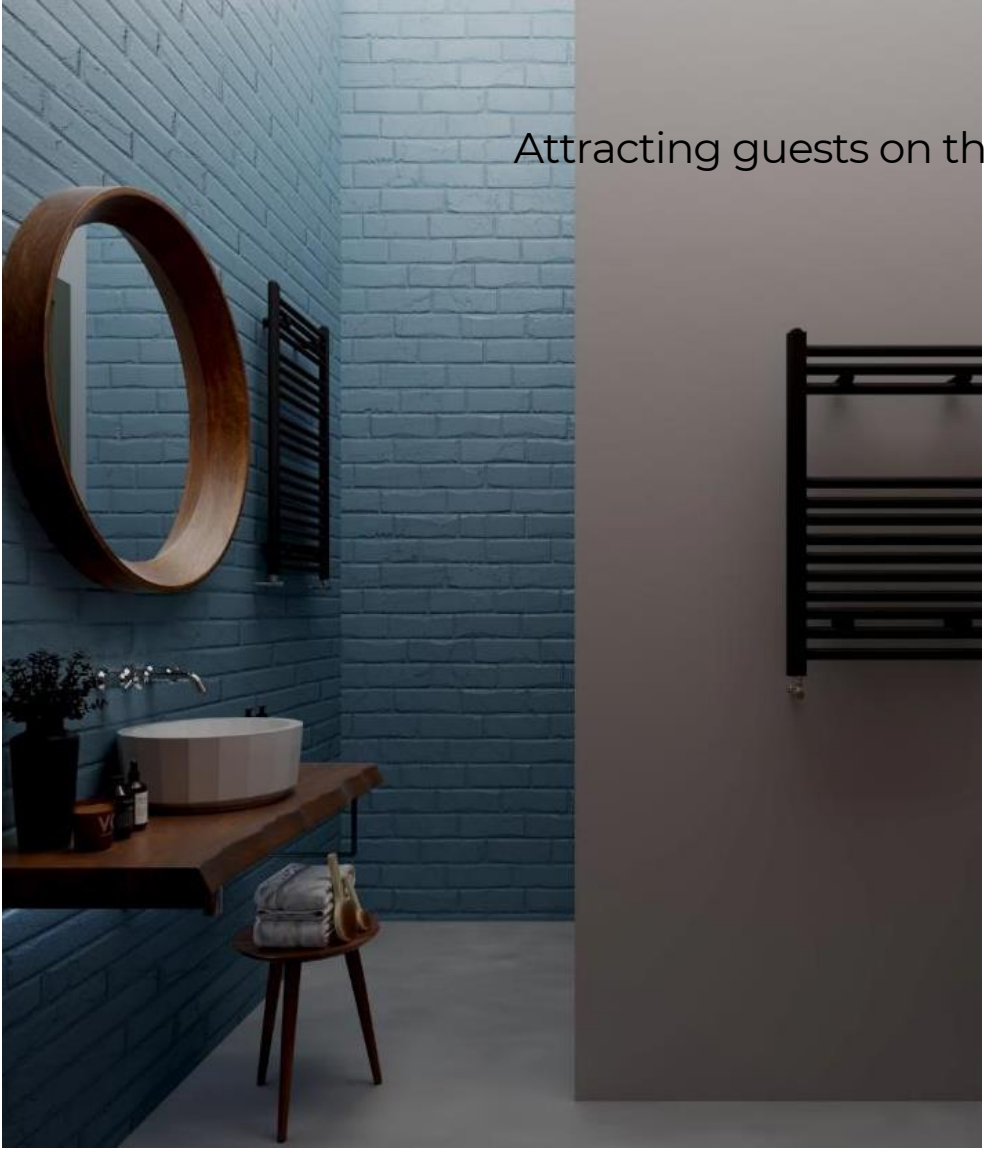


TOP 2 USPs





TOP 2 USPs





USP #2

Host personal touch



As our distinctive
signature



Each hotel part of the Handwritten Collection is the reflection of the character and warmth of the people who love and look after them.

They are passionate people who welcome guests into their world. The host personal touch reflects what a host is passionate about. It is staged in a few relevant touchpoints in the hotel. No checklists or scripts, just the magic touch of each host translated into small details, such as a culinary specialty, local curiosity or a special pet welcome.

#1 in staff friendliness

GSS score at 92
vs competitors between 85*

USP #2

Host personal touch *example*

LE SAINT GERVAIS HOTEL & SPA, SAINT GERVAIS, FRANCE

THE HOST IS PASSIONATE ABOUT
OTTOMAN CULTURE

- Welcome gesture consisting in using cologne water to wash their hands - this is how Turkish people welcome their guests in their own house, a gesture that exists since ancient time.
- A selection of books in the library on Ottoman culture
- Turkish coffee, Raki or “Nar Suyu” cocktail at the bar
- Savoury Turkish corner at breakfast



USP #2

Host personal touch *example*



MORRIS HOTEL, SYDNEY, AUSTRALIA

THE HOST IS PASSIONATE ABOUT ITALY

- Italian welcome drink featuring typical fruits (lemon or orange)
- Sicilian deck of cards with a note on how to play this unique game
- Selection of Italian wines, cocktails, coffee, Sicilian brioche...





TOP 3 USPS

Guest journey & experience

Arrival

- Entrance plate
- Welcome ritual or gift
- Highlighting the passion of the host/owner

Room

- Good quality bedding
- Amenities
- Brand referenced bathroom amenities
- Sheets & Towels
- Minimum standard midscale but can be Premium
- Flat TV screen
Min 43, recommended 55 Inch

F&B

- Breakfast
- Buffet with min 2 homemade products and service table for hot drinks and 1 star product
- 24h F&B Offer
- Bar
- Room Service

Development Criteria

Chapter

04



WONIL HOTEL PERTH – HANDWRITTEN COLLECTION
AUSTRALIA

*Urban
Leisure & Resorts
Extended Stay*



HOTEL MORRIS SYDNEY - HANDWRITTEN COLLECTION
AUSTRALIA

HOTELS

Hotel Development Criteria

	EUROPE ⁽¹⁾	WW
NUMBER OF KEYS	50+	50+
ROOM SIZE	18-24 SQM	22-28 SQM
TGFA	40-50 SQM	45-60 SQM

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

MUST-HAVES	NICE-TO-HAVES
Lobby bar Buffet breakfast	Restaurant Fitness Wellness area or Spa Swimming Pool Meeting Room Car Park



RELAIS SAN MARTINO SALENTO - HANDWRITTEN COLLECTION
ITALY

LEISURE & RESORTS

Leisure & Resorts
Development
Criteria

	EUROPE ⁽¹⁾	WW
NUMBER OF KEYS	50+	50+
ROOM SIZE	22-32 SQM	
TGFA	55-70 SQM	

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

MUST-HAVES	NICE-TO-HAVES
Lobby bar Buffet breakfast Restaurant Fitness Wellness area or Spa Outside Space Car Park	Swimming Pool Meeting Room Work in the lobby Laundry Room Retail Shop



LE SAINT GERVAIS HOTEL & SPA - HANDWRITTEN COLLECTION
FRANCE

EXTENDED STAY

Extended Stay Development Criteria

	EUROPE ⁽¹⁾	WW
NUMBER OF KEYS	80+	
ROOM SIZE	Guest Room	20-23 SQM <10%
	Studio	28-56 SQM <80%
	1 Bedroom	47 SQM
	2 Bedroom	64 SQM
TGFA	45 SQM	

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

MUST-HAVES

- Breakfast Buffet
- Restaurant
- Lobby Bar
- Grab & Go
- Fitness
- Wellness area

NICE-TO-HAVES

- Swimming Pool
- Meeting Room
- Car Park
- Laundry Room
- Work in the lobby

Network

Chapter

05



*Urban,
Leisure & Resorts*



URBAN

Wonil Hotel Perth, *Australia*



 66 rooms





URBAN

Hotel Morris Sydney, *Australia*



 85 rooms





URBAN



 368 rooms

Hotel Shanghai Sheshan Oriental, *China*





URBAN



 55 rooms

Oru Hub Hotel, *Estonia*





URBAN

Hotel Les Capitouls Toulouse Centre, *France*



 55 Rooms



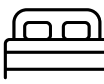


Why invest - Handwritten Collection

URBAN

The Crown Krakow, *Poland*



 44 Rooms



LEISURE & RESORTS

Hotel Faber Park Singapore



 194 Rooms



LEISURE & RESORTS



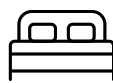
 75 rooms

Saint Gervais Hotel & Spa, *France*





LEISURE & RESORTS



31 rooms

Relais San Martino Salento - Taviano





LEISURE & RESORTS

Andaman Beach Hotel Phuket, *Thailand*



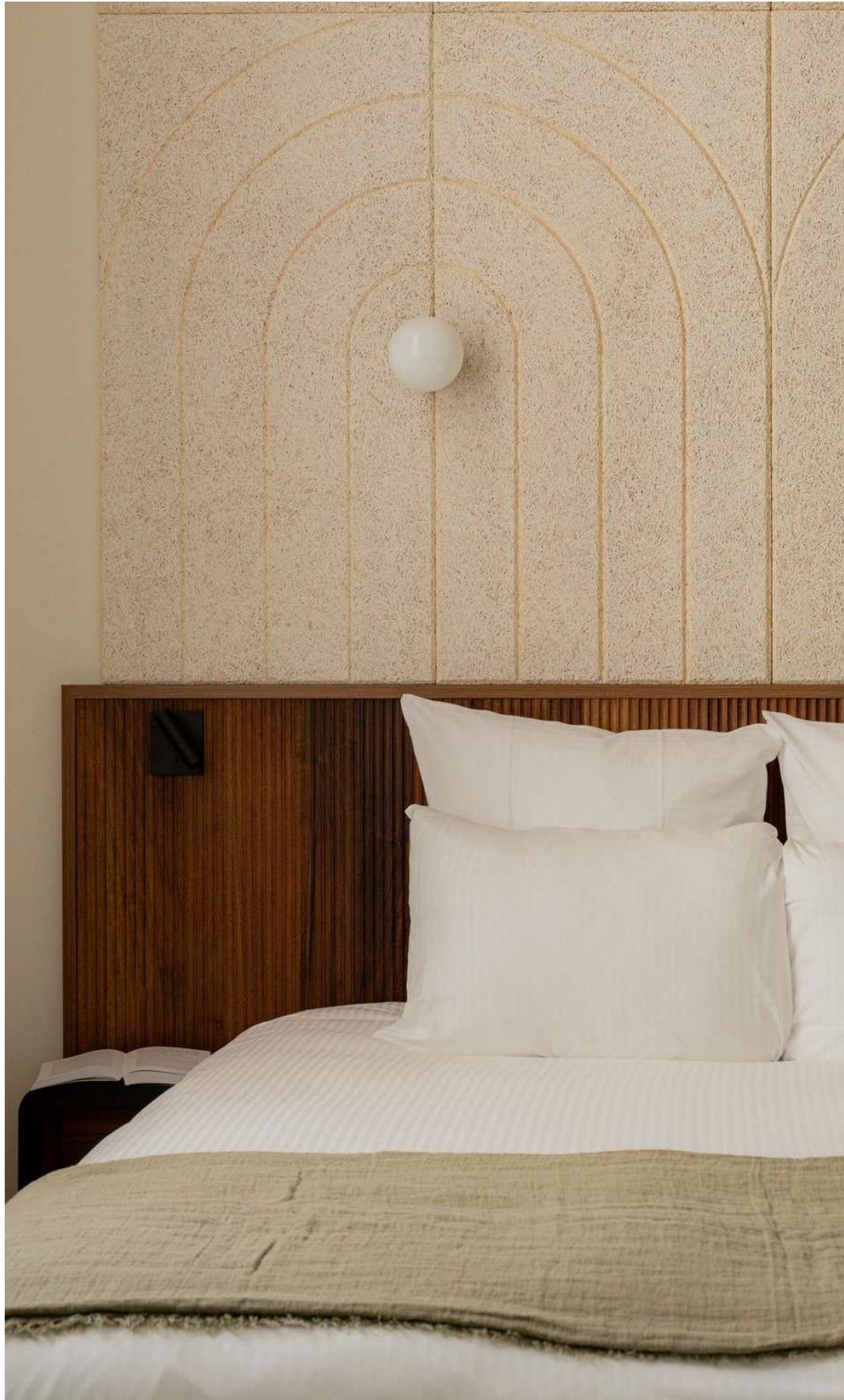
 157 rooms





URBAN

Hotel & Spa Fort Saint Laurent Lyon, *France*



 35 rooms



URBAN



 65 rooms

Maison Hamelin, *France*





URBAN



 95 rooms

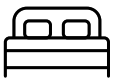
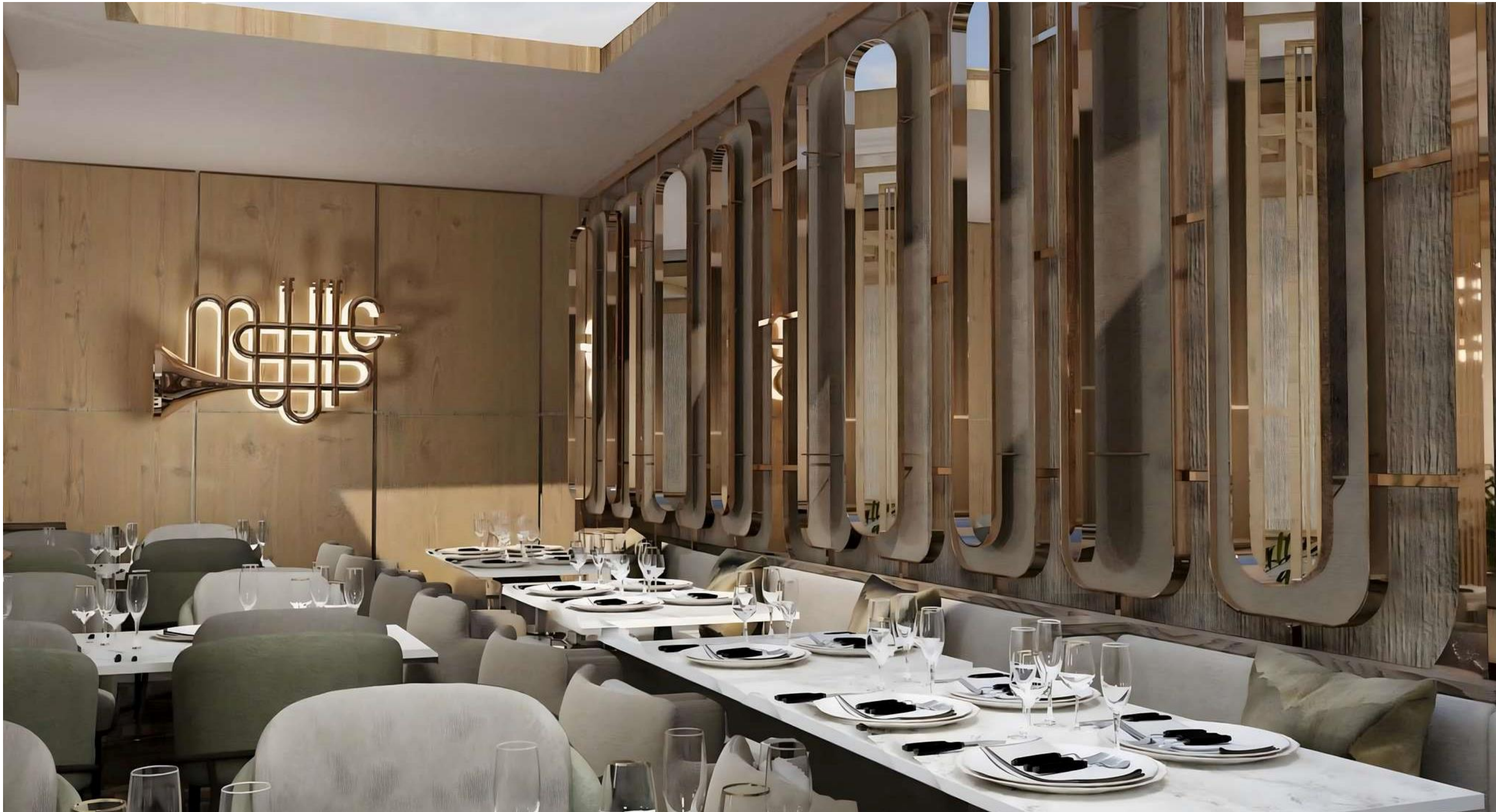
Hotel Stratford San Francisco, USA





URBAN

Levni Istanbul Hotel, *Turkey*



72 rooms



Thank
you

