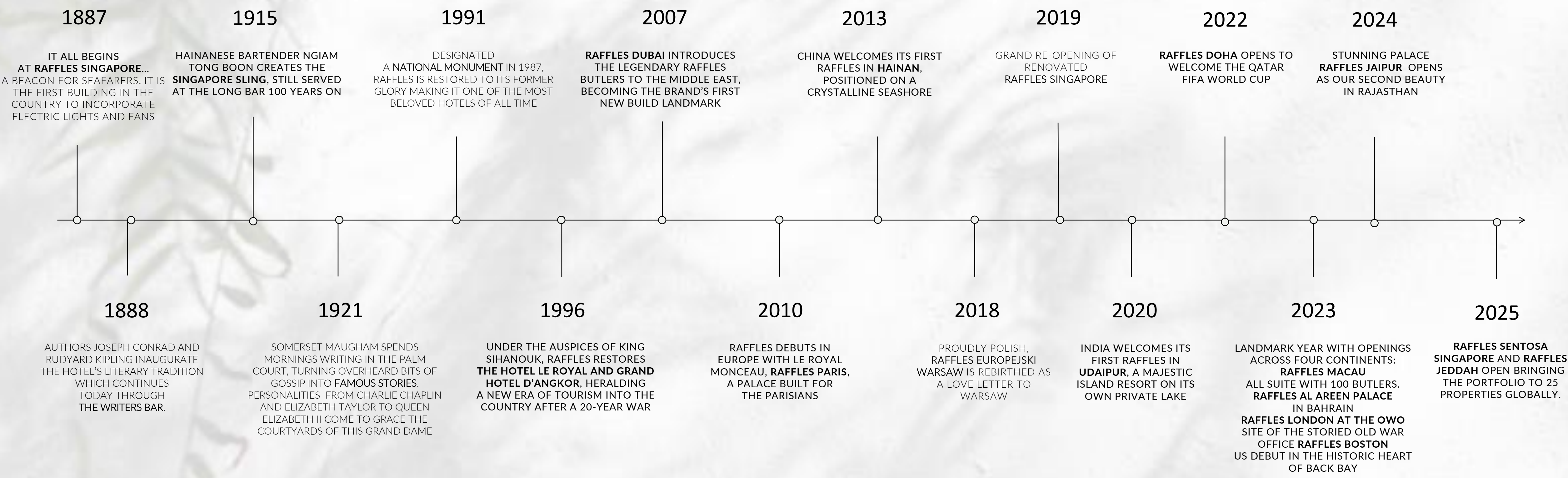




**RAFFLES**

DEVELOPMENT BROCHURE - MAY 2025

Our **STORIES** of  
**SIGNIFICANCE**







# *Our* STORY

In 1887, Raffles Hotel opened in Singapore, named after Sir Stamford Raffles, a distinguished British diplomat, botanist and famed founder of modern Singapore. Over the years, it became an iconic Victorian-colonial landmark, attracting famous guests like Rudyard Kipling, Somerset Maugham, Ava Gardner, Elizabeth Taylor, and Jackie Kennedy.

Animated by impeccable service, Raffles Hotel earned a worldwide reputation for its blend of

*British* ETIQUETTE,  
*Tropical* SPLENDOUR,  
and  
*Asian* GRACE.

Today, it's not just a hotel but a global family of elegant, culturally rich properties.

Beyond hospitality, Raffles strives to create a world of beauty, wonder and inspiration for its guests, colleagues and communities.

It is loved by generations past, present and future.







*Historically & architecturally*

# SIGNIFICANT *landmarks* WHERE IDEAS *are born.*

Authentic to its heritage and culture, each Raffles property is meticulously curated and timeless in essence, capturing the spirit of the present while honouring the past.

Part of the social fabric of each community, Raffles fosters deep connections and enduring bonds that contribute to its lasting allure.

*“We shape our  
buildings, thereafter  
they shape us.”*

- SIR WINSTON CHURCHILL





Raffles

# LANDMARKS AND LEGENDS



RAFFLES  
2022

RAFFLES  
2024

RAFFLES  
2026  
NETWORK + PIPELINE

18

HOTELS

6

RESIDENCES

2,838

ROOMS

14

COUNTRIES

24

HOTELS

8

RESIDENCES

3,719

ROOMS

18

COUNTRIES

33

HOTELS

12

RESIDENCES

5,054

ROOMS

20

COUNTRIES

DATA AS OF 2024

◆ EXISTING  
◆ PIPELINE







# *6 heritage* LANDMARKS

Imbued with history, celebrating their storied pasts,  
offering a style of hospitality that is in tune with the  
contemporary lives of their guests.

OTHER HERITAGE LANDMARKS  
RAFFLES HOTEL LE ROYAL PHNOM  
PENH, RAFFLES GRAND HOTEL  
D'ANGKOR, LE ROYAL MONCEAU  
RAFFLES PARIS.







RAFFLES  
ISTANBUL



RAFFLES  
DOHA

# *10 urban* ICONS

At the heart of vibrant cities, seamlessly blending  
urban sophistication and elegance.

OTHER URBAN ICONS  
RAFFLES ISTANBUL, RAFFLES JAIPUR,  
RAFFLES MAKKAH PALACE,  
RAFFLES MAKATI, RAFFLES JAKARTA, RAFFLES  
SHENZHEN, RAFFLES MACAU.



RAFFLES  
BOSTON





RAFFLES  
AL AREEN PALACE

7 extraordinary  
RESORTS

Set in breathtaking locations,  
seamlessly woven into their landscapes



RAFFLES  
UDAIPUR



RAFFLES  
BALI

OTHER EXTRAORDINARY RESORTS  
RAFFLES HAINAN, RAFFLES THE PALM,  
RAFFLES SEYCHELLES, RAFFLES MALDIVES



# A HOME *UNLIKE* ANY OTHER

RAFFLES RESIDENCE

RAFFLES' BRANDED RESIDENCES HAVE BEEN SETTING  
NEW RECORDS IN EACH MARKET.

THE MOST SOUGHT-AFTER RESIDENTIAL ADDRESSES.

## A POWERFUL TESTAMENT TO THE BRAND

RAFFLES JAKARTA

**37%**  
PRICE PREMIUM

RAFFLES LONDON AT THE  
OWO

**GBP 1BN**  
OF REAL ESTATE,  
NEW RECORD IN UK

RAFFLES SHENZHEN

**30%**  
PRICE PREMIUM

RAFFLES MAKATI

**29%**  
PRICE PREMIUM

RAFFLES BOSTON

**65%**  
PRE-SOLD



RAFFLES LONDON  
AT THE OWO





*Upcoming Opening: March 2025*

# RAFFLES SENTOSA SINGAPORE





*Upcoming Opening: April 2025*

# RAFFLES JEDDAH





# PIPELINE

*highlights*



RAFFLES  
RED SEA

KSA  
Q2 2025



RAFFLES  
CAIRO

EGYPT  
Q3 2025



RAFFLES  
TOKYO

JAPAN  
2028



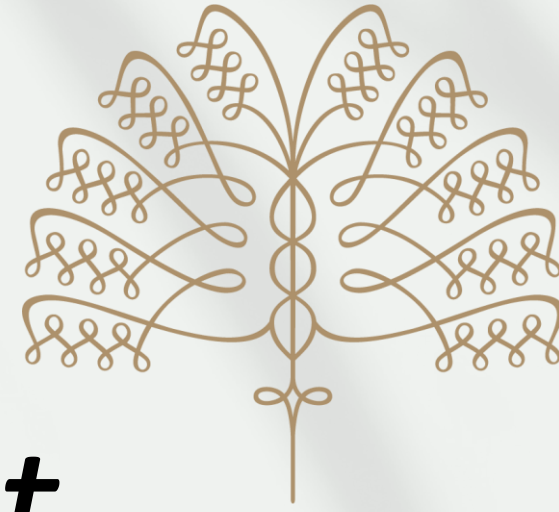


# Global BRAND REPUTATION

YEAR-TO-DATE 2024  
PRESTIGIOUS AWARDS INCLUDING:







*What*  
**MAKES US  
UNIQUE**



# *Our* PILLARS

## CHAMPIONS OF CULTURE

We celebrate and champion fine art and design, and foster culture in all its forms.



### WE ARE CURATORS

We provide resources to reinforce our authenticity and inspire curiosity and personal growth amongst our colleagues.

## LEGENDARY SERVICE

We are gracious and generous, delightfully discreet, proactive in ensuring our guests are perfectly understood.



### WE ARE CAREGIVERS

We believe in emotional wellbeing for all.

## CUSTODIANS OF COMMUNITY

As the vibrant and authentic heart of a destination, loved by generations, we have an obligation to act as environmental and social leaders.



### WE ARE CONSERVATORS

We act responsibly in relation to all those whose lives we touch. We collectively embrace all things sustainable throughout our sphere of influence.





# *Our* PASSIONS



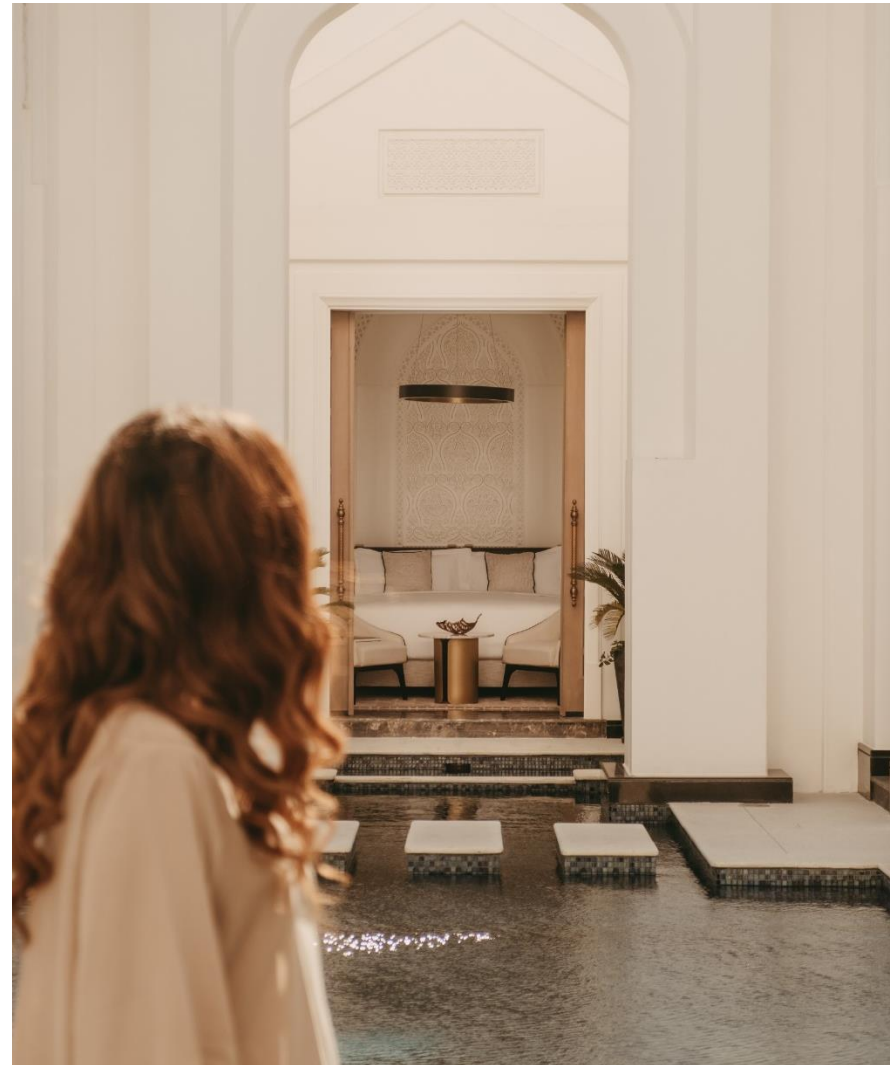
## GASTRONOMY

TASTE, THEATER,  
SAVOIR-VIVRE



## CULTURE & ART

ART, CULTURE,  
COMMUNITY



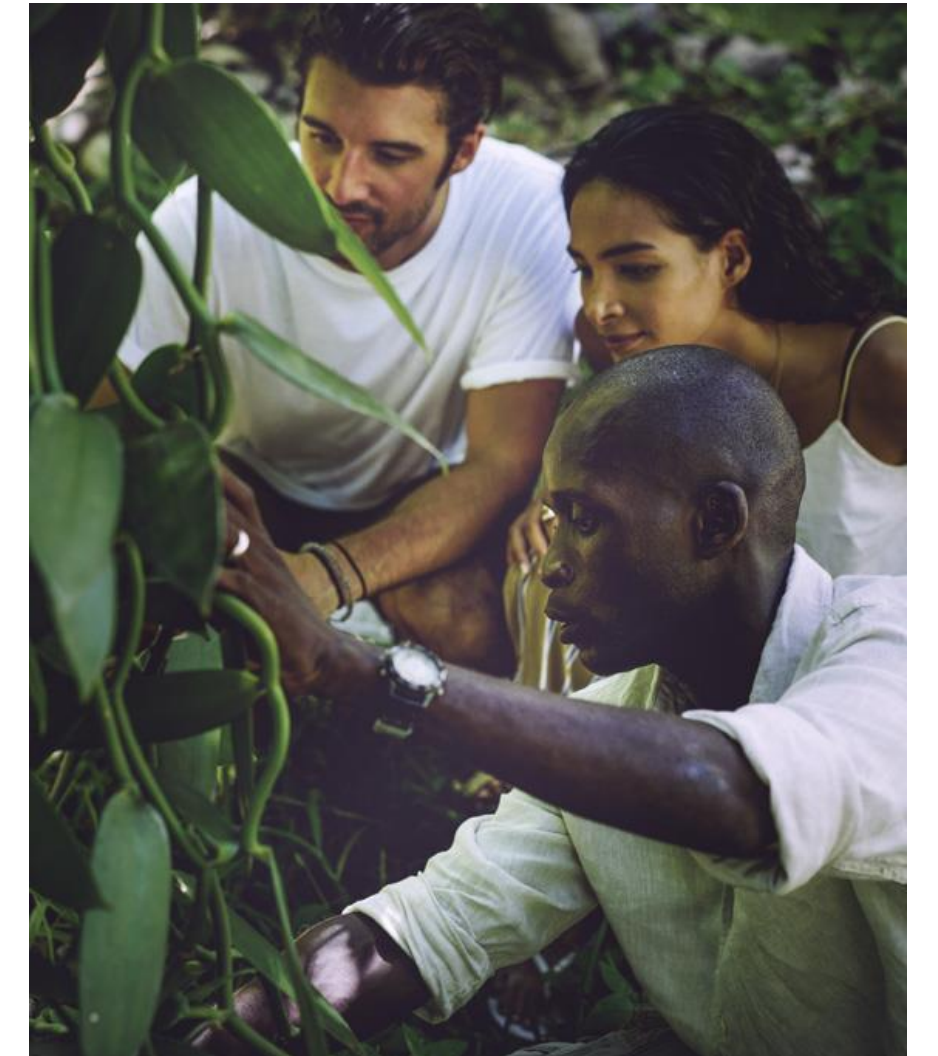
## WELLBEING

EMOTIONAL WELLBEING,  
SUMPTUOUS ESCAPE, NATURE



## CELEBRATIONS

GATHERING FAMILY  
AND FRIENDS  
LIFE MILESTONES, MEMORIES



## SUSTAINABILITY

ECO-CERTIFIED, WASTE  
MANAGEMENT,  
WOMEN IN LEADERSHIP





# *Raffles* CURATOR

A CAST OF CHARISMATIC CHARACTERS

SPECIALISTS WHO BRING EACH HOTEL'S DISTINCTIVE VISION TO LIFE  
THROUGH EXCEPTIONAL EXPERIENCES FOR OUR GUESTS.



ICONIC  
DOORMAN

VIKRAMJEET SINGH  
RAFFLES SINGAPORE



MARINE  
BIOLOGIST

EMILIA ANDERSSON  
RAFFLES MALDIVES



RAFFLES  
BUTLER

HELOISE CHARRIAU  
ROYAL MONCEAU  
RAFFLES PARIS



ART  
CURATOR

JULIE EUGÈNE  
LE ROYAL MONCEAU  
RAFFLES PARIS



BOTANICAL  
GURU

DIKA NANTA  
RAFFLES BALI



RESIDENT  
HISTORIAN

MOUHT SARAVANN  
RAFFLES GRAND  
HOTEL D'ANGKOR



MASTER  
CRAFTSMAN

ANDREA DI FORTUNA  
RAFFLES THE PALM





# *Raffles* GASTRONOMY

FOR CULINARY AFICIONADOS  
EPICUREAN MAESTROS, THEATRE, SAVOIR-VIVRE



GEORGE MENDES

EXECUTIVE CHEF  
RAFFLES BOSTON



LUCA CASINI

EXECUTIVE CHEF  
RAFFLES EUROPEJSKI  
WARSAW



NOBU MATSUHISA

LEGENDARY JAPANESE CHEF  
LE ROYAL MONCEAU



MAURO COLAGRECO

#1 WORLD'S 50 BEST  
RAFFLES LONDON





# *Raffles* ART AND CULTURE

FOR CULTURAL ENQUIRERS  
ART, CULTURE & COMMUNITY



SINGAPORE SYMPHONY  
ORCHESTRA PERFORMANCES AT  
RAFFLES SINGAPORE



TRIBUTE TO HENDRA GUNAWAN,  
CREATOR OF MODERN ART DURING  
INDONESIA'S INDEPENDENCE AT  
RAFFLES JAKARTA



70,000 HANDCRAFTED PIECES AT  
RAFFLES THE PALM



HOME OF CINEMA PAST &  
PRESENT  
RAFFLES DOHA



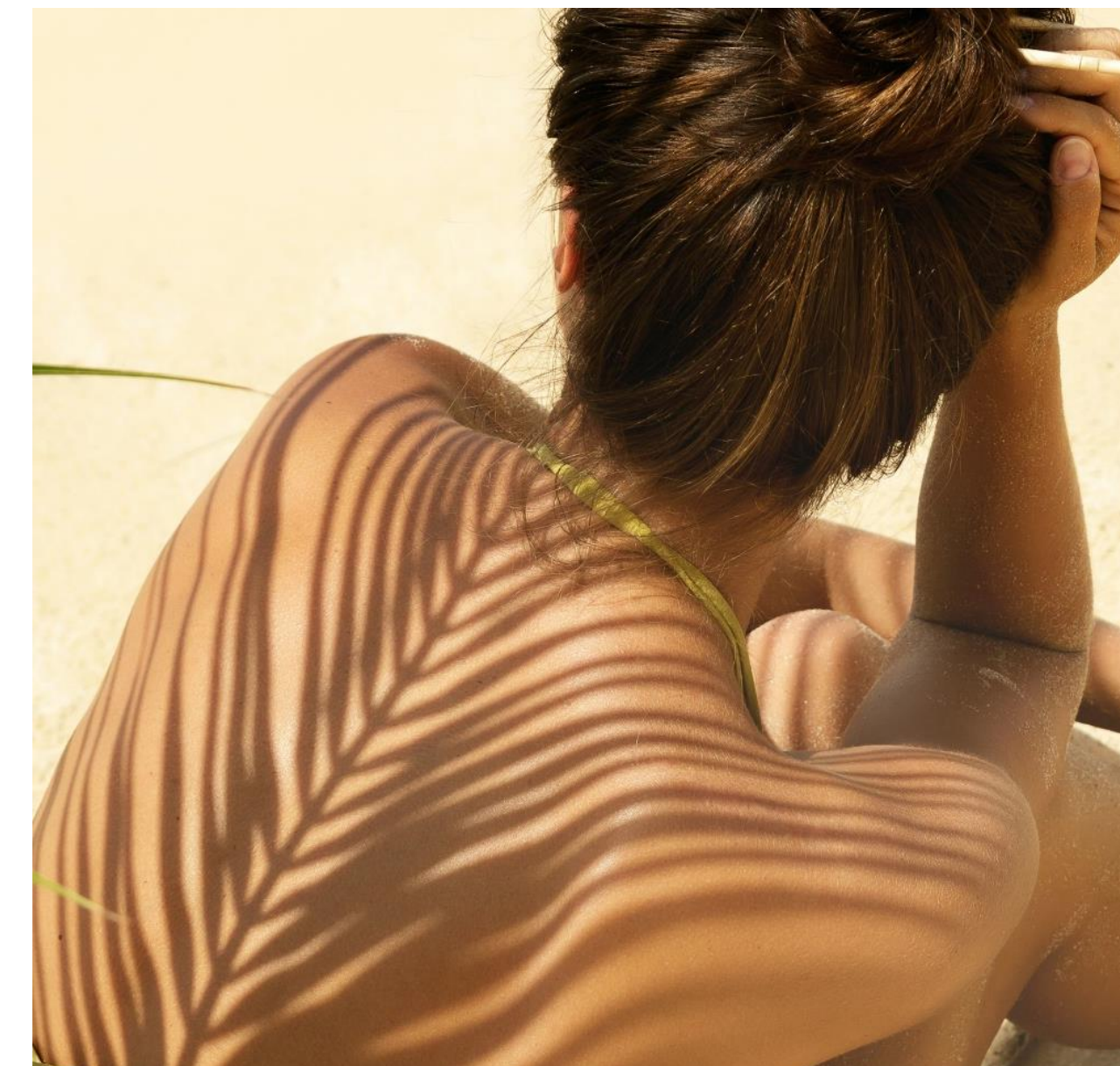
LARGEST CONTEMPORARY  
POLISH ART COLLECTION AT  
RAFFLES EUROPEJSKI WARSAW





# *Raffles* WELLBEING

FOR WELLBEING SEEKERS  
EMOTIONAL WELLBEING, SUMPTUOUS ESCAPES, NATURE



DESIGN FOR HARMONY  
- 7 SENSES OF WELLBEING  
- BIOPHILIA & BIOSYMMETRY  
- INTUITIVE TECHNOLOGY

EMOTIONAL WELLBEING BY RAFFLES  
- RITUALS FOR SERENITY  
- NUTRITION FOR PLEASURE

WELLBEING LIFESTYLE  
- MOVEMENT  
- NUTRITION  
- RECOVERY

RETREAT BY RAFFLES  
- REJUVENATION  
- MOVEMENT IN NATURE  
- NUTRITION FOR PLEASURE  
- CULTURAL CONNECTION





# *Raffles* CELEBRATIONS

FOR FAMILY FRIENDS AND GENERATIONS  
GATHERINGS, LIFE MILESTONES, CHERISHED OCCASIONS



CELEBRATIONS



CEREMONIES



MULTI – GENERATIONAL GATHERINGS



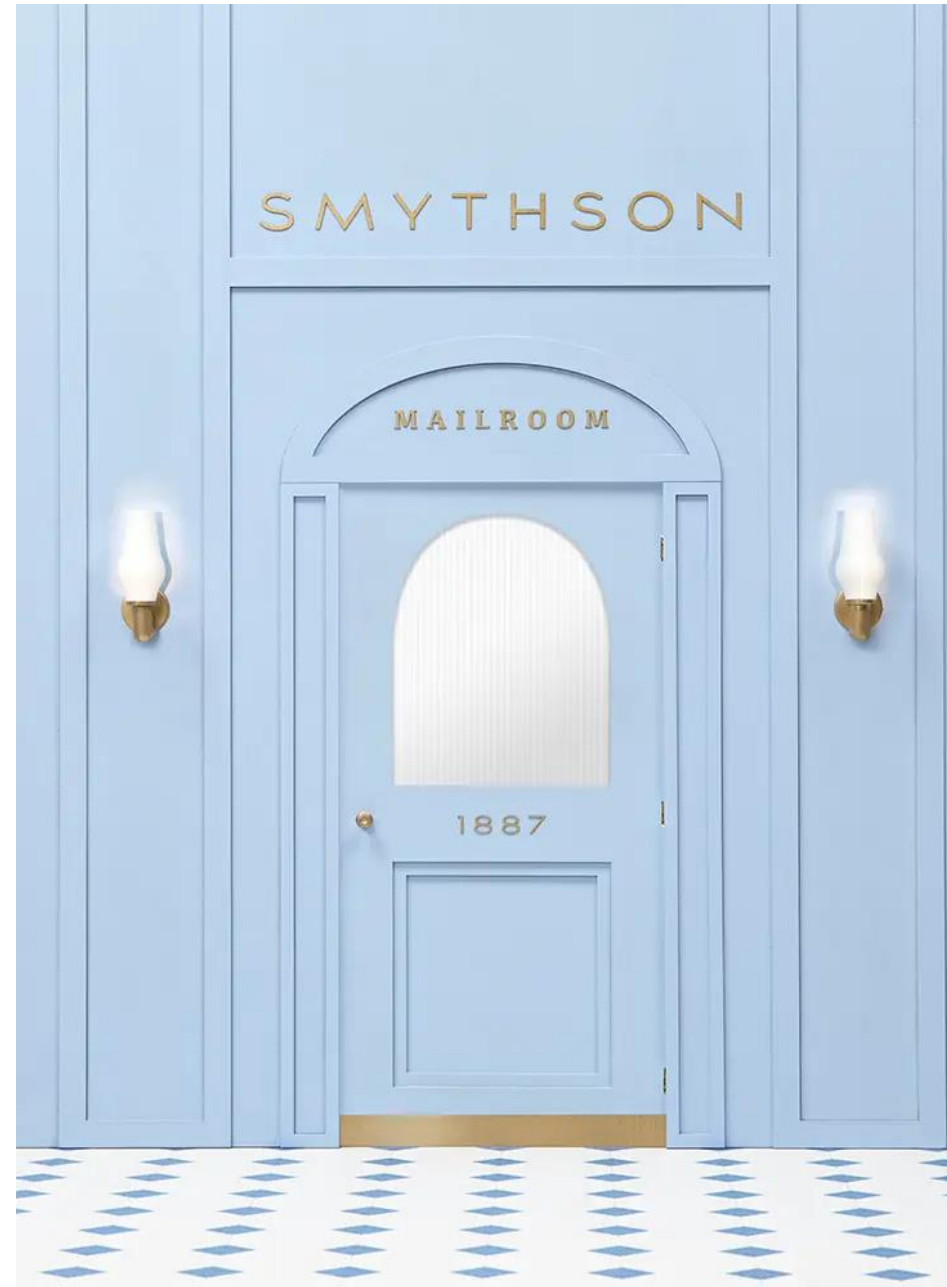


*Raffles*  
**PARTNERSHIPS**

BRAND PARTNERSHIPS CREATE UNIQUE HIGH-END EXPERIENCES  
THAT CATER TO THE MOST DISCERNING CLIENTELE



ASSOULINE



SMYTHSON



BORSALINO



## ORLEBAR BROWN



## RANGE ROVER





# Raffles ESG

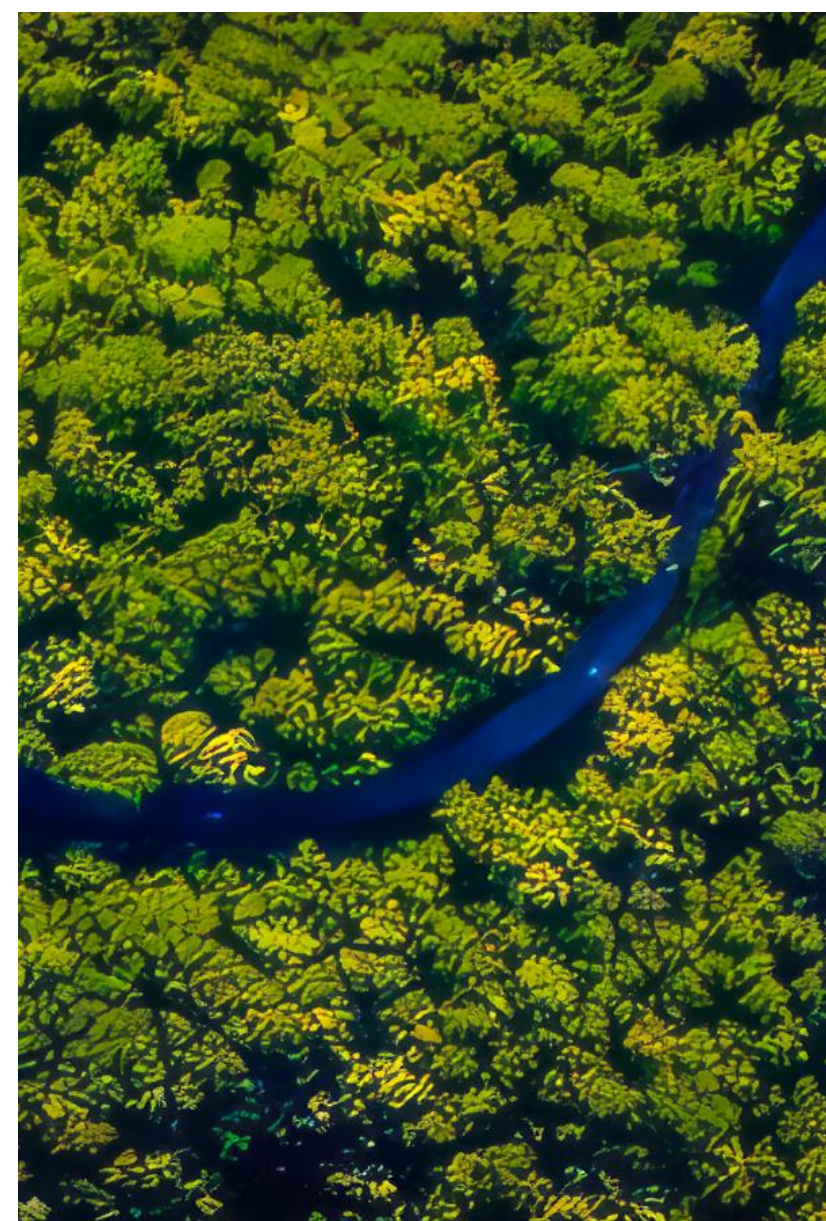
EMBRACING ESG PRINCIPLES PROMOTES ETHICS AND LONG-TERM VIABILITY BY ENCOURAGING RESPONSIBLE AND SUSTAINABLE BUSINESS PRACTICES.



SINGLE USE  
PLASTIC FREE



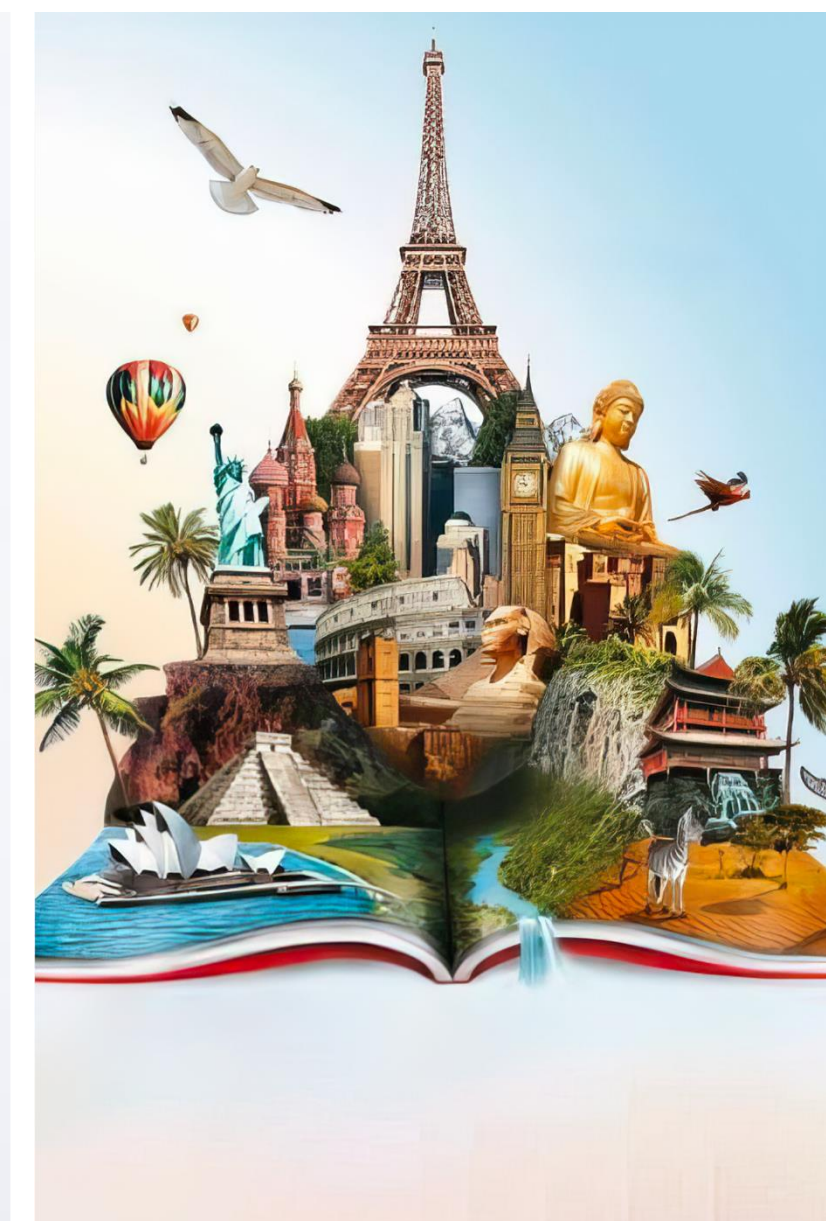
FOOD WASTE  
MANAGEMENT



CARBON EMISSION  
REDUCTION TARGETS



WASTE MANAGEMENT  
& RECYCLING PROGRAM



PRESERVING LOCAL CULTURAL &  
NATURAL HERITAGE



40% WOMEN  
IN LEADERSHIP





A close-up, low-angle shot of a woman's arm and hand resting on a curved, polished metal bar. She is wearing a gold watch and a ring. The background is a dimly lit, elegant interior with large, ornate chandeliers and a glass railing, suggesting a high-end lounge or club. The overall mood is sophisticated and luxurious.

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

+ 2,400 Hotels under management contract

+ 3,300 Hotels under franchise contract

Open & in the pipeline

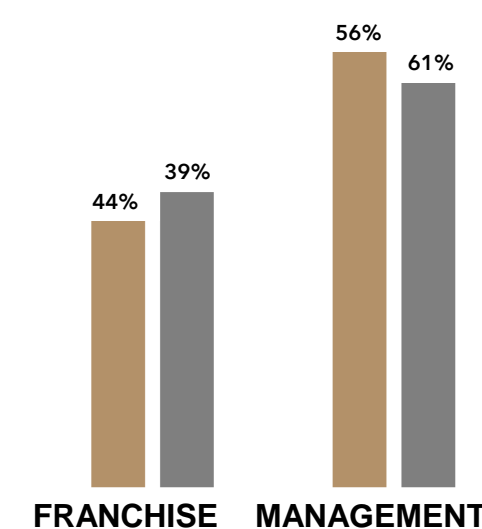
**+7000** HOTELS  
**+1,083,000** ROOMS

Accor network\*

**+5,600** HOTELS  
**+850,000** ROOMS

Accor pipeline\*

**+1,300** HOTELS  
**+233,000** ROOMS



**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

## 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

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

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

**WELL** balanced footprint

**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



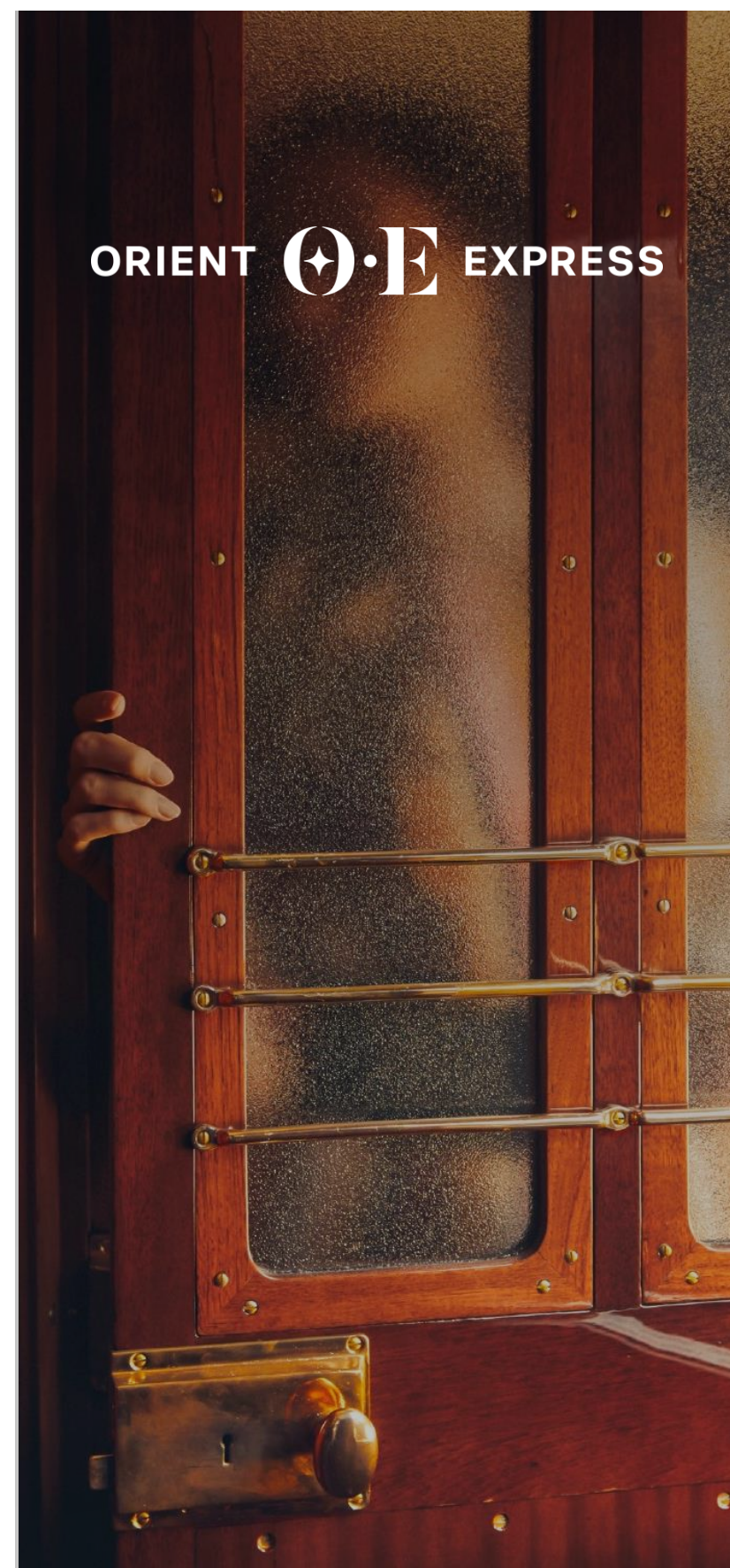


# LUXURY BRAND PORTFOLIO

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



## 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



Ultra  
Luxury

Entry  
Luxury

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

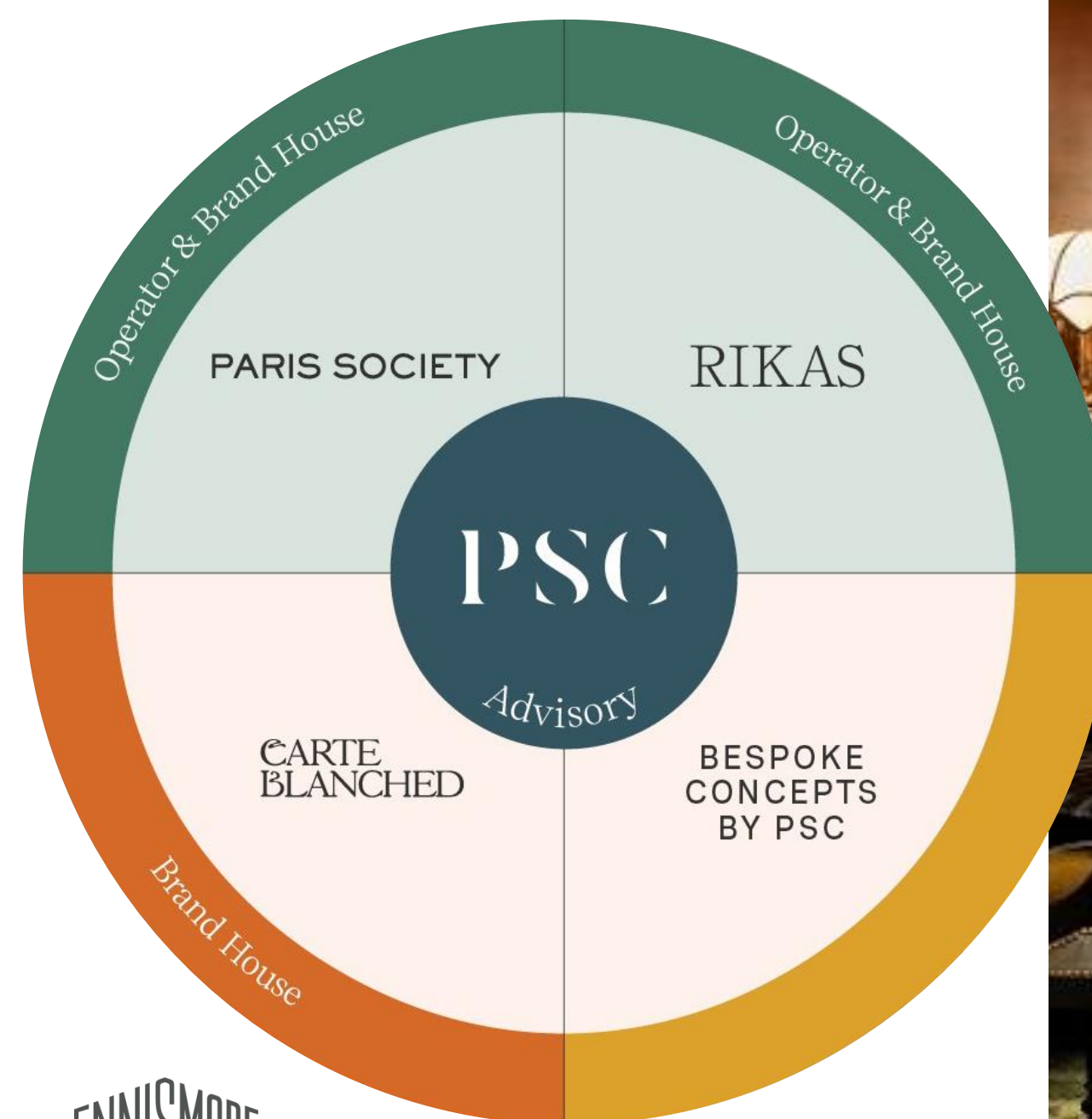
Between 35% to 45% F&B contribution to total hotel revenue

## 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 & 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

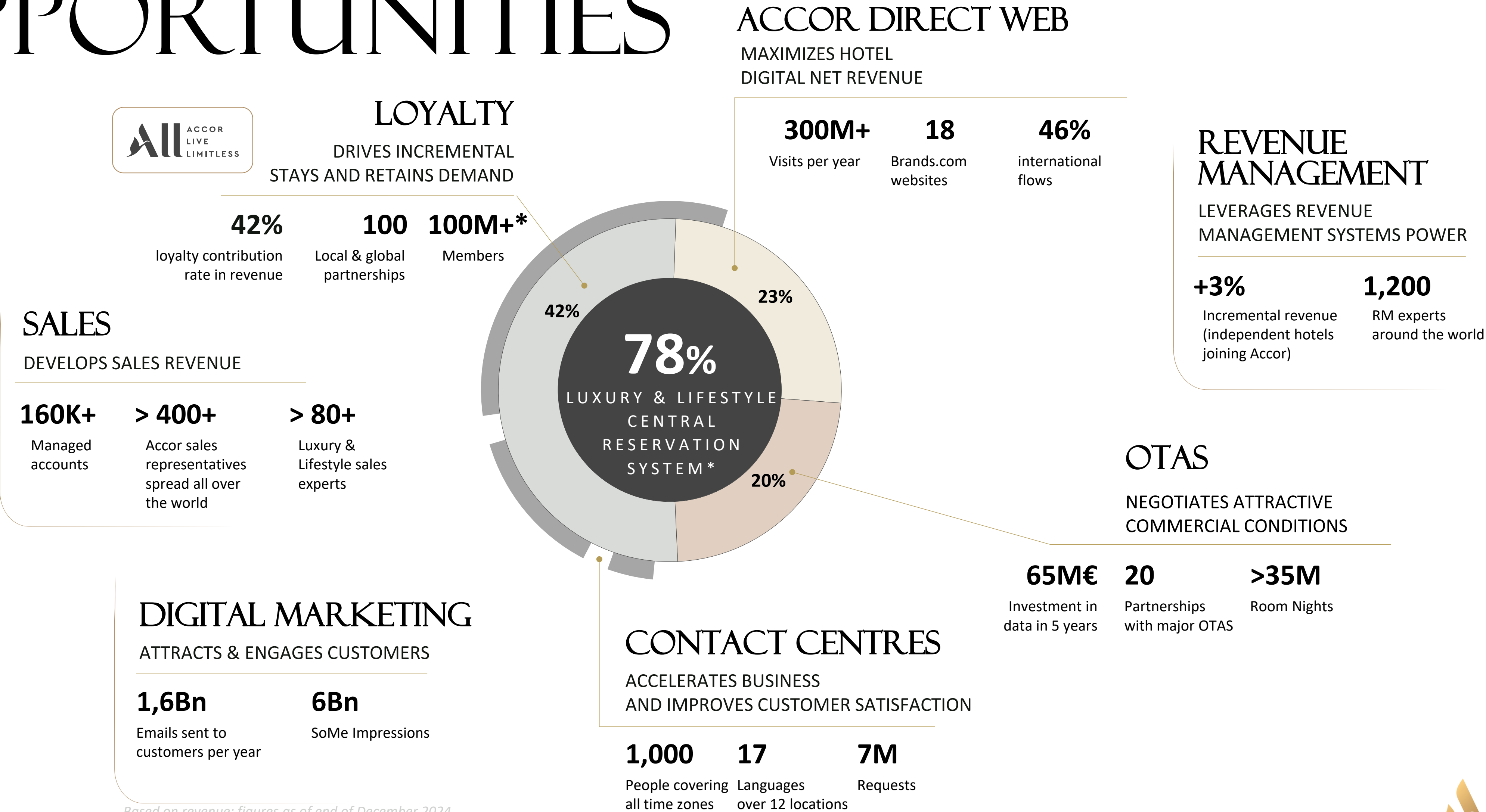
All figures as of end of December 2024

\*Estimated number by the end of March 2025





# 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%**

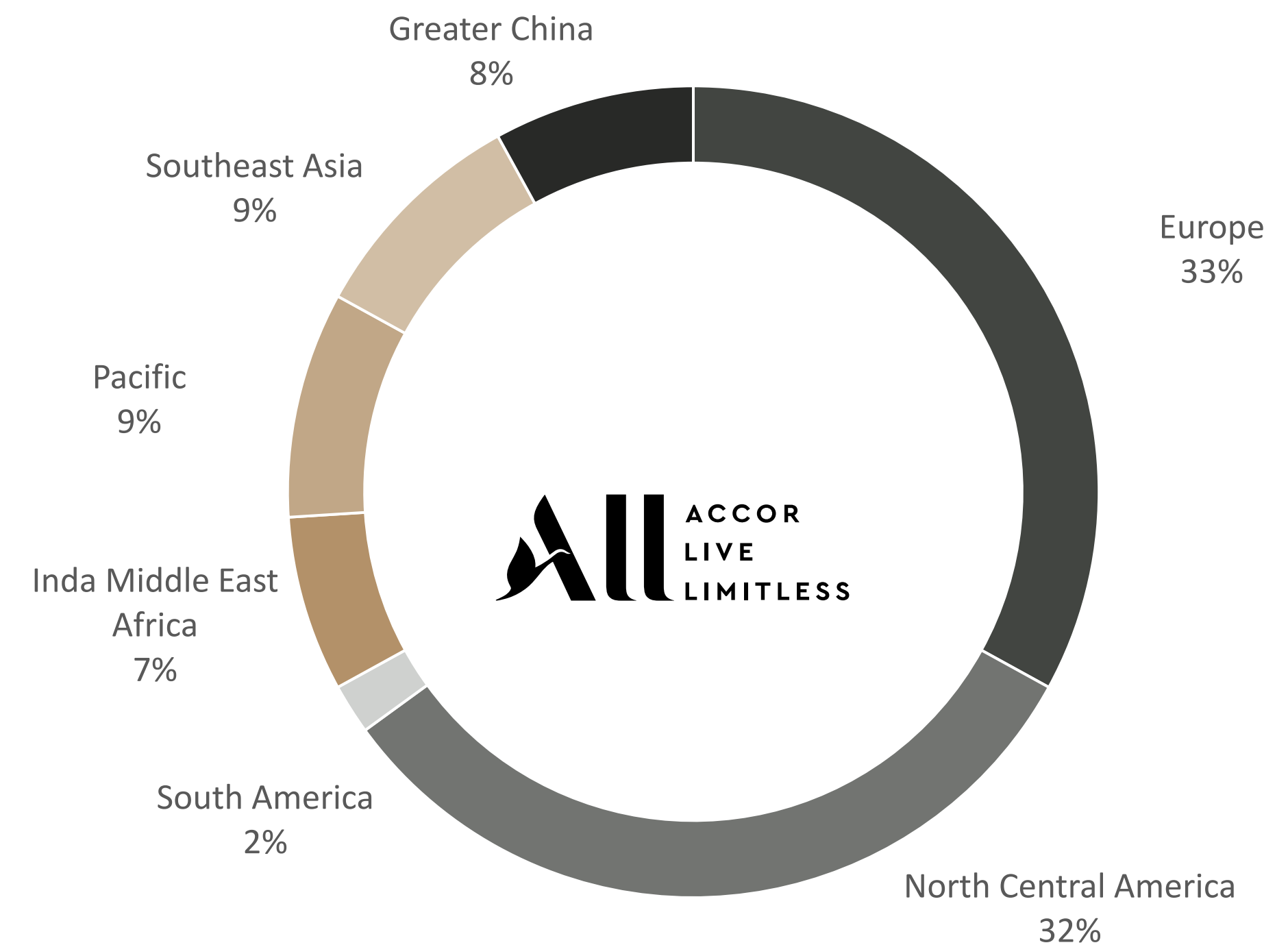
of all.com bookings are from members

## AUGMENTED OPPORTUNITIES

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



## MEMBERS' PLACE OF RESIDENCE



All figures for Luxury and Lifestyle brands as of end of December 2024

\*Estimated number by the end of March 2025





# 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)

ALL FIGURES AS OF END OF DECEMBER 2024

\*TOTAL SALES OF LUXURY HOTELS, INCLUDING GROUPS





## 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



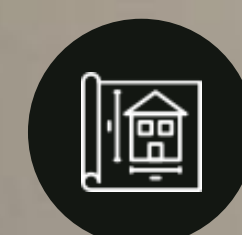
PROFESSIONAL SERVICES & IT



ENERGY



TECHNOLOGY



PRE OPENING & REFURBISHMENT SUPPORT







**RAFFLES**