

Fairmont

BRAND DEVELOPMENT
BROCHURE

ACCOR GLOBAL DEVELOPMENT LUXURY
Q1 2026

FAIRMONT IS...

A luxury hospitality brand since 1907, born from a North American spirit of allure and adventure.

Fairmont is where meaningful connections, genuine traditions, and unforgettable experiences come to life.

Fairmont is always welcoming, approachable, and authentic, creating a space where every guest feels at home while experiencing something extraordinary.

We are pioneers in sustainability, deeply rooted in the heart of the communities we serve, turning moments into special memories.

Across the world, Fairmont hotels are the social epicenters of their cities—iconic gathering places where people, culture, and ideas converge. From grand hotels to urban retreats, our properties have long been the setting for influential conversations, milestone celebrations, and encounters that continue to shape history.

We believe every interaction is an invitation to surprise, every moment an opportunity to connect, and every guest uniquely worthy of indulgent celebration.

At Fairmont, We Make Special Happen.

HISTORIC MILESTONES

UN Charter signed at Fairmont San Francisco.

1907

Fairmont San Francisco opened its doors.

1945

Alfred Hitchcock's film North by Northwest, filmed in The Plaza, starts Fairmont Loves Film journey.

1959

Truman Capote throws the Black and White Ball at The Plaza, New York.

1966

John Lennon recorded "Give Peace a Chance" at Fairmont The Queen Elizabeth.

1969

The Century Plaza hosts the only Presidential state dinner outside White House in honour of the safe return of the Apollo 11 astronauts.

1990

The first hotel company to launch an environmental mandate.

1999

Fairmont Hotels and Canadian Pacific Hotels, merge, all hotels re-branded to Fairmont.

25 HOTELS

2002

The first Fairmont outside of North America opens in Dubai.

2006

Fairmont merges with Raffles and Swissôtel under FRHI.

51 HOTELS

2016

Fairmont is acquired by AccorHotels.

75 HOTELS

2023

New Accor "Luxury & Lifestyle" division.

88 HOTELS

2025

New Brand Positioning & Campaign:

"Make Special Happen"

97 HOTELS

BRAND USP's

GLOBALLY RECOGNIZED LUXURY HOSPITALITY BRAND, ROOTED IN OVER A CENTURY OF HERITAGE AND REIMAGINED THROUGH A CONTEMPORARY LENS. POSITIONED AS THE SOCIAL EPICENTER OF EACH DESTINATION, FAIRMONT COMBINES ICONIC LOCATIONS, SCALE AND BRAND POWER WITH A PROVEN STRENGTH IN MEETINGS, EVENTS AND CELEBRATIONS. BACKED BY GLOBAL AWARENESS AND LOYALTY, THE BRAND DELIVERS SUSTAINED PERFORMANCE THROUGH HEARTFELT SERVICE AND A RICH, HOLISTIC WELLNESS OFFERING DESIGNED TO SUPPORT LONG TERM WELLBEING.



+100 YEARS PRESENCE

18 CENTENARIAN
HOTELS

18 GOLF RESORTS

9 COUNTRIES

WORLDWIDE MOMENTUM

36 RESORTS
19 RESIDENCES
+120 HOTELS WITH PIPELINE

A LEADER IN MICE

1/3 OF OUR BUSINESS IS MICE

FAIRMONT GOLD

48 HOTELS



BRAND POWER

AT GLOBAL LEVEL



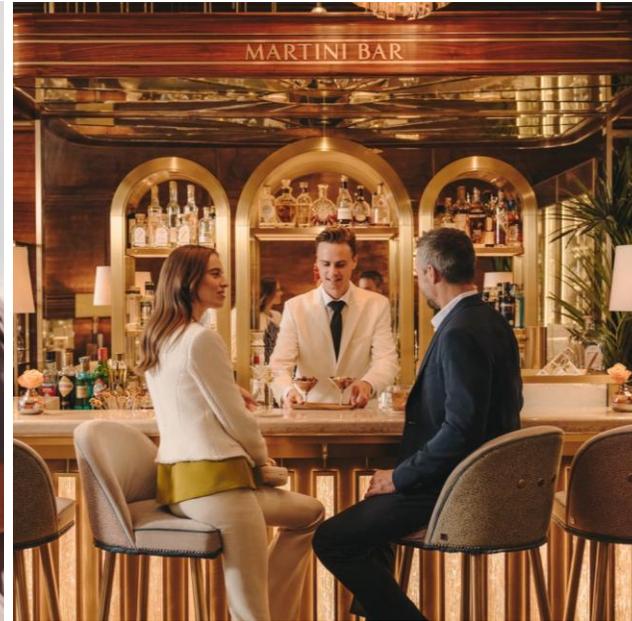
MARKET LEADERSHIP

FAIRMONT CONSISTENTLY OUTPERFORMS ITS COMPETITIVE SET, DELIVERING **RECORD RGI OF 111.8**, REINFORCING ITS POSITION AS A MARKET LEADER ACROSS BOTH CITY AND RESORT DESTINATIONS.



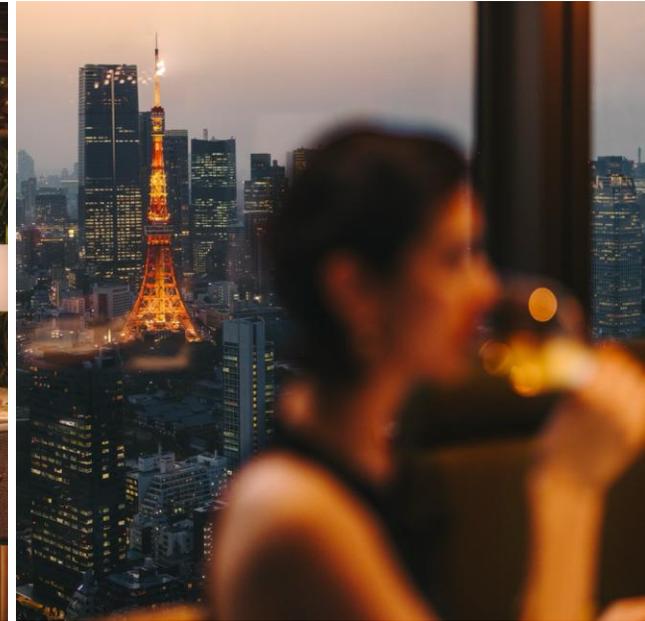
DEMAND & DISTRIBUTION POWER

FAIRMONT BENEFITS FROM A STRONG AND INCREASINGLY DIVERSIFIED DEMAND MIX, WITH **27% WEB DIRECT CONTRIBUTION** AND **42% LOYALTY ROOM NIGHT CONTRIBUTION**, SUPPORTED BY SUSTAINED GROWTH IN GLOBAL LOYALTY ENROLLMENTS. THIS CHANNEL BALANCE STRENGTHENS PRICING POWER AND LONG TERM CUSTOMER VALUE.



DIVERSIFIED REVENUE ENGINE

FOOD AND BEVERAGE REPRESENTS **34% OF TOTAL REVENUE**, WITH **9% YEAR ON YEAR GROWTH**, UNDERLINING FAIRMONT'S STRENGTH BEYOND ROOMS AND ITS ABILITY TO ACTIVATE DESTINATION LED DINING, SOCIAL EXPERIENCES AND EVENTS AS CORE COMMERCIAL DRIVERS.



GLOBAL SCALE & CONSISTENCY

OPERATING ACROSS A BROAD AND DIVERSIFIED GLOBAL FOOTPRINT, FAIRMONT COMBINES SCALE WITH PERFORMANCE CONSISTENCY, DELIVERING STRONG RESULTS ACROSS REGIONS WHILE MAINTAINING BRAND STANDARDS, GUEST SATISFACTION AND COMMERCIAL RELEVANCE.



OUTSTANDING PERFORMANCE

FAIRMONT HAS REACHED
ITS HIGHEST RPS*
IN 5 YEARS**

RECOGNIZED FOR OUR SERVICE FRIENDLINESS, STANDING
STRONG ALONGSIDE KEY COMPETITORS LIKE KEMPINSKI, RITZ
CARLTON, SHANGRI-LA, PARK HYATT, WALDORF ASTORIA

*RPS – Reputation Performance Score

**Based on 1 Jan – 31 Dec 2025 Data

Source: TrustYou / VOG



Addison by William Bradley
Fairmont Grand Del Mar

NETWORK

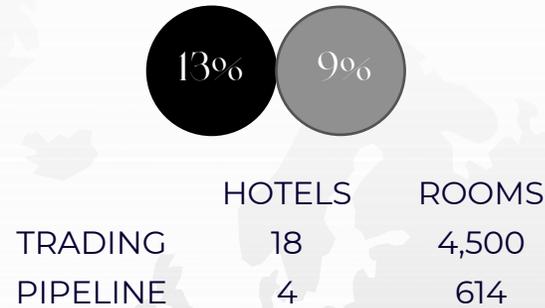


GLOBAL NETWORK

AMERICAS



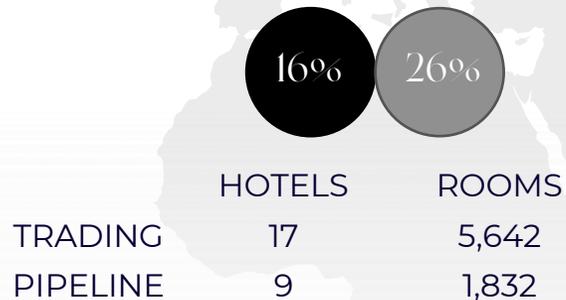
EUROPE & MOROCCO



GREATER CHINA



MEA



ASPAC



NETWORK **97** **35,966** **34**
HOTELS ROOMS COUNTRIES

PIPELINE **27** **7,077** **3**
HOTELS ROOMS NEW COUNTRIES

% KEYS OPEN

% KEYS PIPELINE

HERITAGE PROPERTIES

CENTENARIAN HOTELS



THE SAVOY

UK
1889



HAMBURG

GERMANY
1897



MANOIR RICHELIEU

CANADA
1899



MONTREUX PALACE

SWITZERLAND
1906



SAN FRANCISCO

USA
1907



THE PLAZA

USA
1907



EMPRESS

CANADA
1908



CHATEAU LAURIER

CANADA
1912

FLAGSHIP
HOTELS
GLOBAL



THE SAVOY
LONDON, UK



DOHA
QATAR



VIER JAHRESZEITEN
HAMBURG, GERMANY



MAKKAH
KSA



AMMAN
JORDAN



FLAGSHIP
RESORTS
GLOBAL



MAYAKOBA
MEXICO



ROYAL PAVILION
BARBADOS



TAGHAZOUT
MOROCCO



SOUTHAMPTON
BERMUDA



KEA LANI
MAUI, HAWAII

FLAGSHIP

GOLF RESORTS

GLOBAL



SCOTTSDALE
ARIZONA, USA



MARRAKECH
MOROCCO



ST. ANDREWS
SCOTLAND



JASPER PARK LODGE
CANADA



GRAND DEL MAR
SAN DIEGO, USA



FLAGSHIP
RESIDENCES
GLOBAL



MAYAKOBA
FAIRMONT MAYAKOBA



TAGHAZOUT
FAIRMONT TAGHAZOUT BAY



SAN FRANCISCO
FAIRMONT HERITAGE PLACE GHIRARDELLI



LOS ANGELES
FAIRMONT CENTURY PLAZA



MARRAKECH
FAIRMONT ROYAL PALM



FAIRMONT

LATEST OPENINGS

2025

OPENED

WHITE LABEL



**FAIRMONT
MUMBAI**

INDIA
JAN 2025



**FAIRMONT
LA HACIENDA,
COSTA DEL SOL**

SPAIN
FEB 2025



**FAIRMONT
GOLDEN PRAGUE**

CZECH REPUBLIC
APR 2025



**FAIRMONT
UDAIPUR PALACE**

INDIA
APR 2025



**FAIRMONT
XIAMEN**

CHINA
APR 2025



**VICTORIA GOLF
RESORT & SPA
MANAGED BY
ACCOR**

PORTUGAL
MAY 2025



**FAIRMONT
TOKYO**

JAPAN
JUL 2025



FAIRMONT PIPELINE 2026

Q1 2026



**FAIRMONT
HANOI**

VIETNAM
FEB 2026

Q2 2026



**FAIRMONT
DALIAN**

CHINA
JUN 2026



**FAIRMONT
NEW ORLEANS**

USA
JUN 2026



**FAIRMONT
BANGKOK
SHUKHUMVIT**

THAILAND
JUN 2026

Q3 2026



**FAIRMONT
THE RED SEA**

KSA
JUL 2026



**FAIRMONT
CHESHIRE,
THE MERE**

UK
JUL 2026

* FAIRMONT SOUTHAMPTON NOT INCLUDED - REOPENING AUGUST 2026



FLAGSHIP

RESTAURANTS

GLOBAL



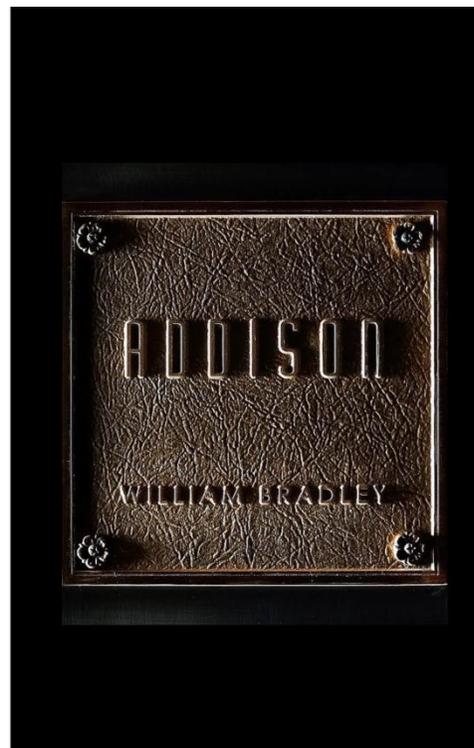
SAVOY GRILL
MICHELIN GUIDE

THE SAVOY



HAERLIN
3* MICHELIN

FAIRMONT HAMBURG



ADDISON
3* MICHELIN

FAIRMONT GRAND DEL MAR



THE MORRISON ROOM
1* MICHELIN

CARTON HOUSE



RESTAURANT 1890
1* MICHELIN

THE SAVOY



FLAGSHIP
SPAs
GLOBAL



RIYADH
RIYADH, KSA



CHATEAU LAKE LOUISE
LAKE LOUISE, CANADA



MAYAKOBA
RIVIERA MAYA, MEXICO



HANOI
VIETNAM



CENTURY PLAZA
LOS ANGELES, USA

AWARDS

WORLD LUXURY HOTEL AWARDS

8 HOTELS IN 2023
10 HOTELS IN 2024
5 HOTELS IN 2025



MICHELIN KEY

29 HOTELS IN 2024
23 HOTELS IN 2025



CONDE NAST TRAVELER READERS' CHOICE

32 HOTELS AWARDED IN 2023
35 AWARDS ACROSS 29 HOTELS AWARDED IN 2024
26 AWARDS ACROSS 24 HOTELS AWARDED IN 2025



US NEWS & WORLD REPORT BEST HOTELS

31 GOLD HOTELS IN 2023
47 GOLD HOTELS IN 2024
55 HOTELS AWARDED, OF THESE, 40 WERE GOLD HOTELS 2025

GOLF DIGEST

1 HOTEL AWARDED IN 2023
2 HOTELS AWARDED IN 2024
2025 HOTELS NOT YET ANNOUNCED

Golf Digest



TRAVEL+ LEISURE WORLD'S BEST

8 HOTELS IN 2023
12 HOTELS IN 2024
19 HOTELS IN 2025



THE TIMES TRAVEL AWARDS

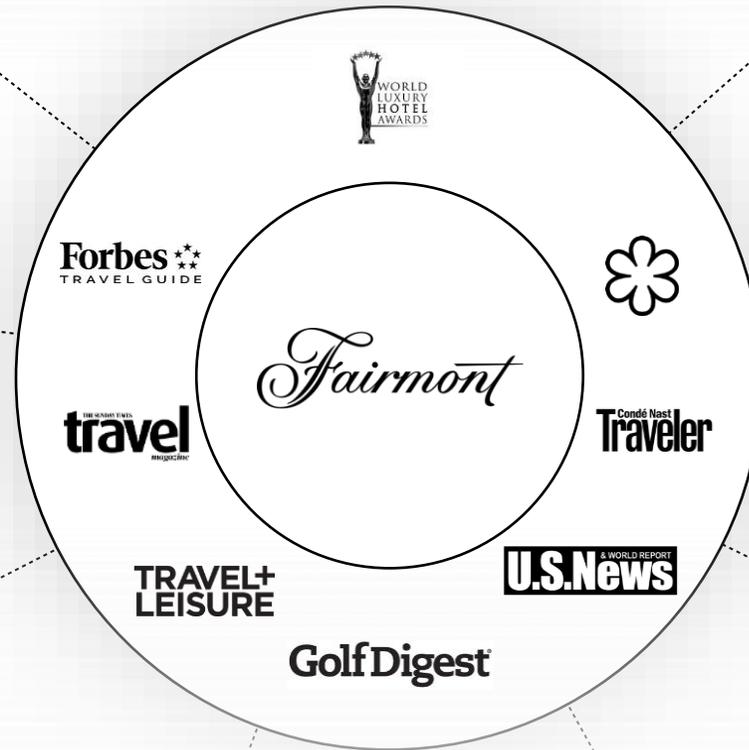
3 HOTELS IN 2023
1 HOTEL IN 2024
0 HOTELS IN 2025

FORBES TRAVEL GUIDE X STAR AWARDS

32 HOTELS AWARDED IN 2023
32 HOTELS + 7 SPAS AWARDED IN 2024
41 HOTELS + 9 SPAS AWARDED IN 2025



Fairmont





BRAND PILLARS,
MARKERS
& MARKETING
ACTIVATIONS

BRAND PILLARS



HEARTFELT SERVICE

Genuine hospitality, deeply felt.

We lead with empathy and sincerity, creating a true sense of belonging.



SOCIAL EPICENTERS

Where the world gathers to celebrate – then and now.

We bring people together, connecting and celebrating life's moments - both big and small - across boardrooms and ballrooms.



UNRIVALED PRESENCE

At the heart of each destination

Our hotels embody the culture, character, and life unfolding all around them.

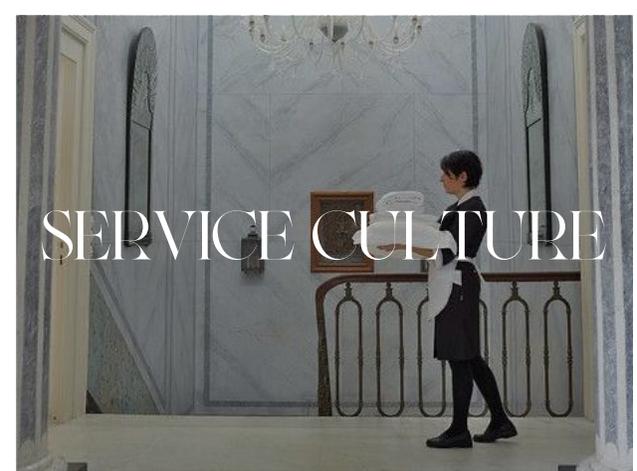


TIME WELL SPENT

Every second is Yours

We create experiences that enable our guests to live better, travel smarter, work deeper, play with purpose, explore with energy, and feel their best.





SERVICE CULTURE



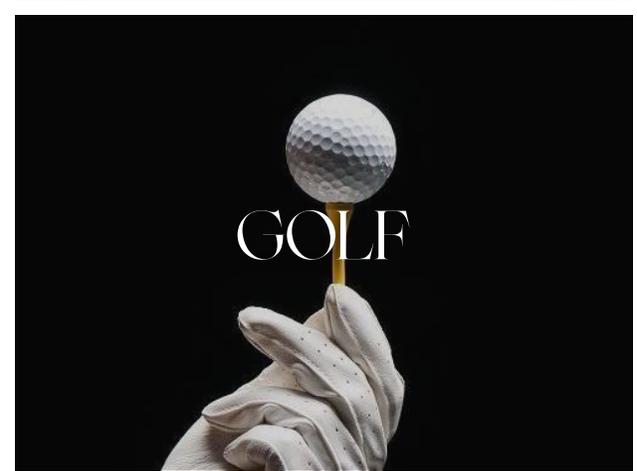
FAIRMONT GOLD



ESG &
SUSTAINABILITY



ENT & ACTV



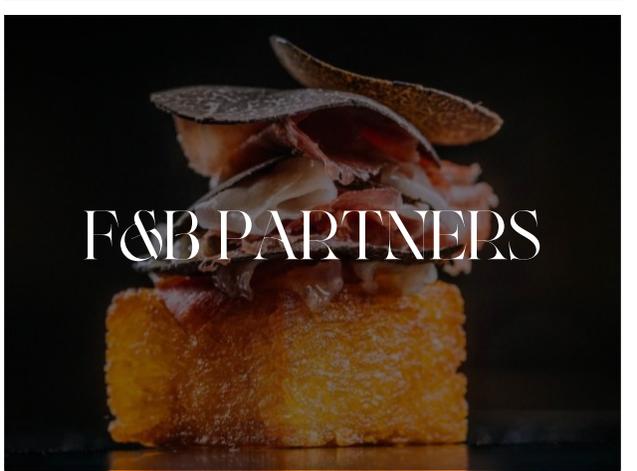
GOLF



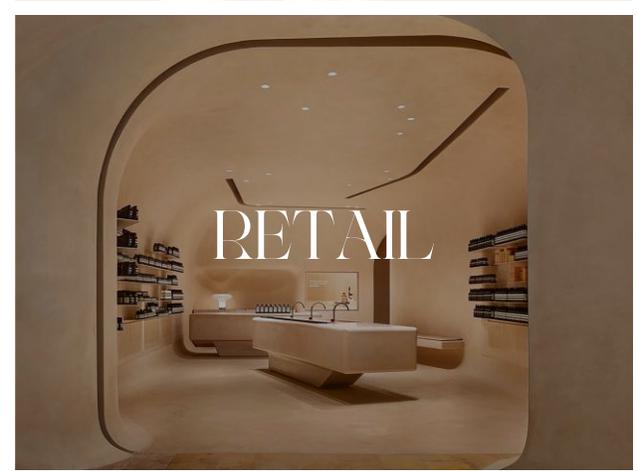
FAIRMONT
GATHERINGS



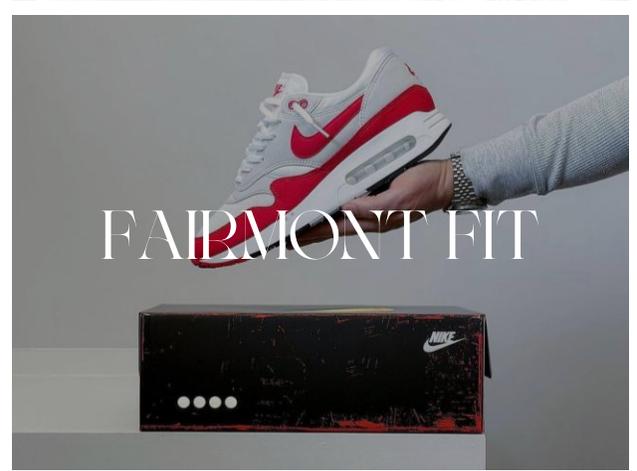
UNIFORMS



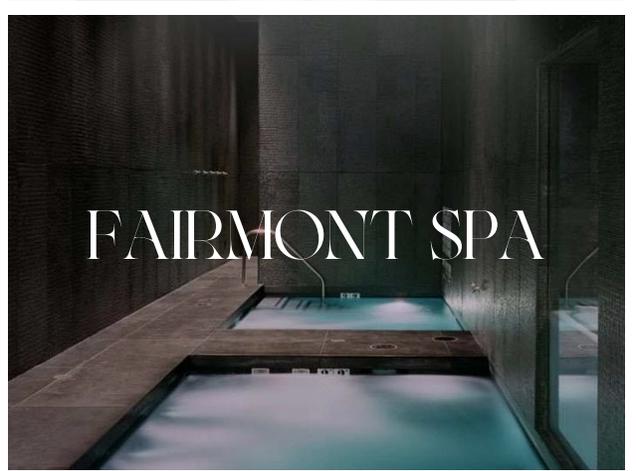
F&B PARTNERS



RETAIL



FAIRMONT FIT



FAIRMONT SPA



RESORT & KIDS

FAIRMONT GOLD

FAIRMONT GOLD IS A DISTINCT EXPERIENCE LAYER WITHIN FAIRMONT – A HOTEL WITHIN A HOTEL. CREATED TO DELIVER A MORE PERSONAL, DISCREET AND ELEVATED GUEST JOURNEY. THE REIMAGINATION TRANSFORMS GOLD INTO A PLATFORM THAT DRIVES DIFFERENTIATION, LOYALTY AND LONG-TERM VALUE ACROSS THE PORTFOLIO.



MUSIC & AMBIANCE

SOUND, LIGHT AND ATMOSPHERE CREATE A DISTINCT SENSE OF ARRIVAL AND EMOTIONAL IDENTITY.



CULINARY & BEVERAGE EXPERIENCES

FOOD AND BEVERAGE BECOME A SOCIAL RITUAL RATHER THAN A FUNCTIONAL OFFERING.



TECHNOLOGY

TECHNOLOGY ENABLES PERSONALIZATION, ANTICIPATION AND SEAMLESS SERVICE DELIVERY.



DESIGN

RESIDENTIAL WARMTH MEETS REFINED SOPHISTICATION, ADAPTABLE ACROSS THE PORTFOLIO.



NAME & BRANDING

BUILT FOR CLARITY, DESIRE AND FUTURE GROWTH.



FAIRMONT GOLF

KEY PILLARS

THE ONLY HOSPITALITY COMPANY THAT INVESTS GOLF



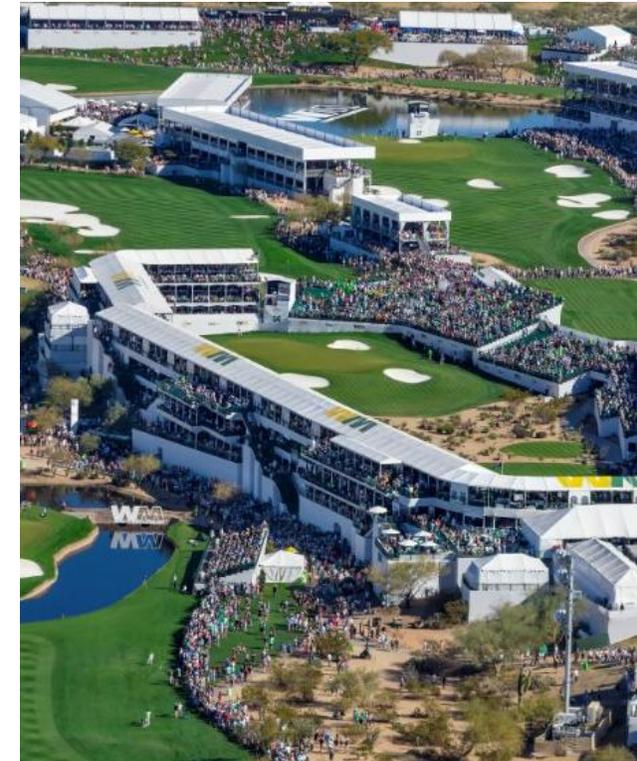
18 GOLF
RESORTS



PLAYER SPONSORSHIP
& BRAND ASSOCIATION



GOLF MANAGEMENT
EXCELLENCE



KEY TOURNAMENTS
PHOENIX OPEN
WOMEN'S IRISH OPEN



FOOD & BEVERAGE

EXPERIENTIAL APPROACH



PARTNER CONCEPT OWNERS

BOURBON STEAK BY MICHEL MINA
FAIRMONT SCOTTSDALE PRINCESS,
SCOTTSDALE



CULINARY COLLABORATIONS

BENITO GOMEZ
FAIRMONT LA HACIENDA,
SOTOGRADE



BESPOKE CONCEPT & F&B CONSULTANTS

LITTLE MISS INDIA
FAIRMONT THE PALM, DUBAI



THIRD PARTY OPERATED CONCEPT

SAVOY GRILL BY GORDON RAMSAY
THE SAVOY, LONDON

We create ambiance-based experiences designed to positively influence guests' emotions.

Drive commercial success of our venues.

We are anti-ordinary, theatrical, sensorial and most of all, EXPERIENTIAL.



OUR SUSTAINABILITY

HOTEL INITIATIVES



ZERO CARBON

FAIRMONT ROYAL YORK

ACHIEVING A ZERO CARBON BUILDING –
PERFORMANCE STANDARD™
CERTIFICATION FROM THE CANADA
GREEN BUILDING COUNCIL.



SUSTAINABLE FOOD

FAIRMONT SINGAPORE

FIRST URBAN AQUAPONICS FARM IN THE
INDUSTRY



SINGLE USE PLASTIC ELIMINATION

FAIRMONT BAB AL BAHR

ON-SITE WATER BOTTLING PLANT
GENERATING WATER FROM AIR HUMIDITY,
ELIMINATING 6 TONS OF PLASTIC ANNUALLY.



RESTORING THE NATURAL ENVIRONMENT

FAIRMONT ORCHID

THE FIRST HOTEL IN HAWAII TO
SUPPORT THE 'ĀKO'AKO'A REEF
RESTORATION PROGRAM.



GUEST EXPERIENCES

FAIRMONT MOUNT KENYA

THIS HOTEL HOSTS THE FIRST MOUNTAIN
BONGO SANCTUARY, OFFERING
IMMERSIVE DINING AND EXPERT TALKS BY
DR. ROBERT ARUHO.

MARKETING POWER



BRAND CAMPAIGN MAKE SPECIAL HAPPEN

160M IMPRESSIONS
33M ENGAGEMENTS
4.2M EMAILS DELIVERED
11;9M SESSIONS ON NEW WEBSITE

FY 2025



PR AND COMMS

7.8B€ ESTIMATED AD VALUE
127K ARTICLES
1.1 TRILLION IMPRESSIONS

FY 2025



FAIRMONT ON SOCIAL

2.40M FOLLOWERS
377M IMPRESSIONS
2.5M ENGAGEMENTS

FY 2025



PARTNERSHIPS



DEVIALET
FAIRMONT X MUSIC



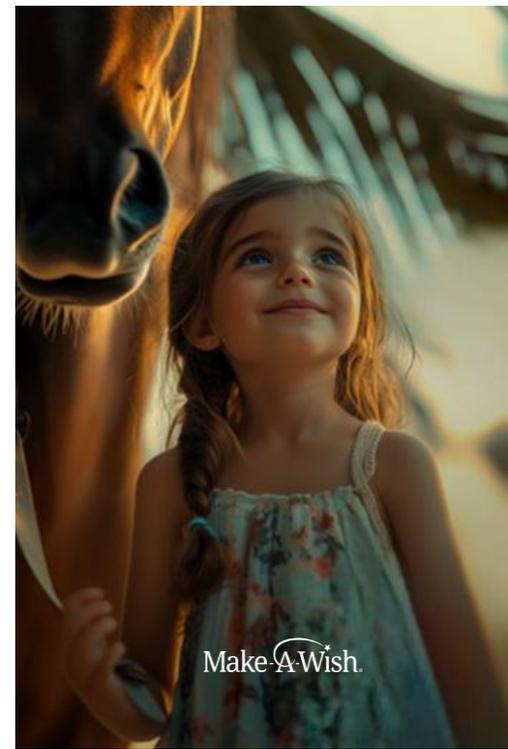
CADILLAC
SUSTAINABILITY (EV)



AG1
FAIRMONT FIT



CANADA GOOSE
RETAIL + ACTIVATION



MAKE-A-WISH
GLOBALIZE



A photograph of the Fairmont Hotel in New York City at dusk. The building is illuminated with warm lights, and its windows are glowing. The text 'THANK YOU' is overlaid in a large, white, serif font across the center of the image. The background shows other buildings and trees.

THANK YOU

Fairmont



ACCOR

LUXURY BRANDS - OWNER VALUE PROPOSITION
GLOBAL DEVELOPMENT

Q1 2026

FAIRMONT TOKYO
JAPAN
OPENED 2025

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.	500 H.
360,126 R.	61,549 R.

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

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

12%* **9%***
AMERICAS

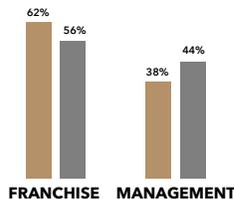
NETWORK	PIPELINE
569 H.	153 H.
107,270 R.	21,969 R.

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

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

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

NETWORK	PIPELINE
946 H.	291 H.
186,081 R.	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, MIDSCALE & ECONOMY

pullman swissôtel MÖVENPICK

Handwritten 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 Fairmont

SOFITEL LEGEND EMBLEMS SOFITEL M GALLERY

PARTNER BRANDS

FAENA BANYAN TREE

ENNSMORE

25h twenty five hours hotels DELANO GLENEAGLES HYDE

JO&JOE MAMA SHELTER MONDRIAN MORGAN'S ORIGINALS

OUR HABITAS PARIS SOCIETY RIKAS RIXOS

SLS SO/ the hoxton workingfrom

RESIDENTIAL & PRIVATE RENTAL

ACCOR ONE LIVING
onefinestay

WORKSPITALITY

WOJO MAMA WORKS
officeriders

ENTERTAINMENT

POTEL&CHABOT DALLOYAU
saintclair 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 ESCAPIISM & 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 SOY 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.



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



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

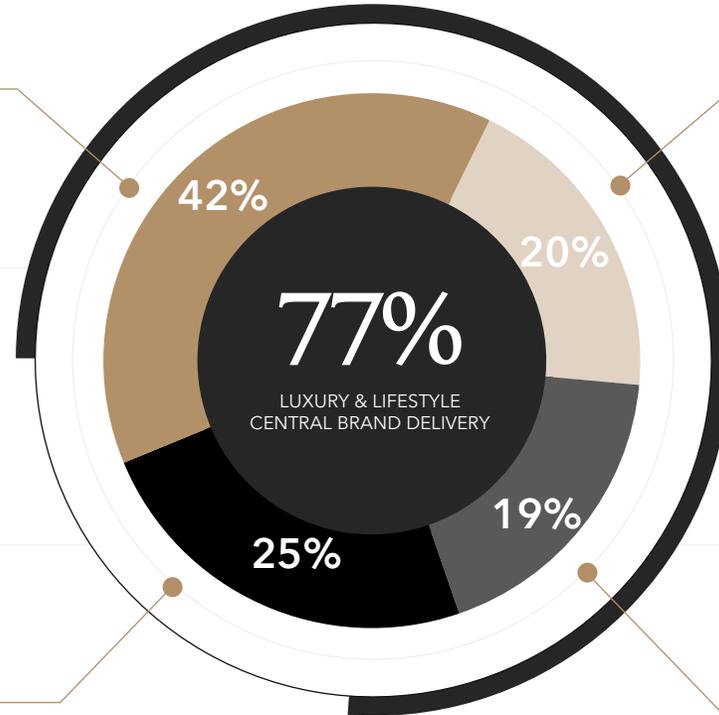
ATTRACTS & ENGAGES CUSTOMERS

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



RESERVATION CENTRES

ACCELERATES BUSINESS AND IMPROVES CUSTOMER SATISFACTION

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

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

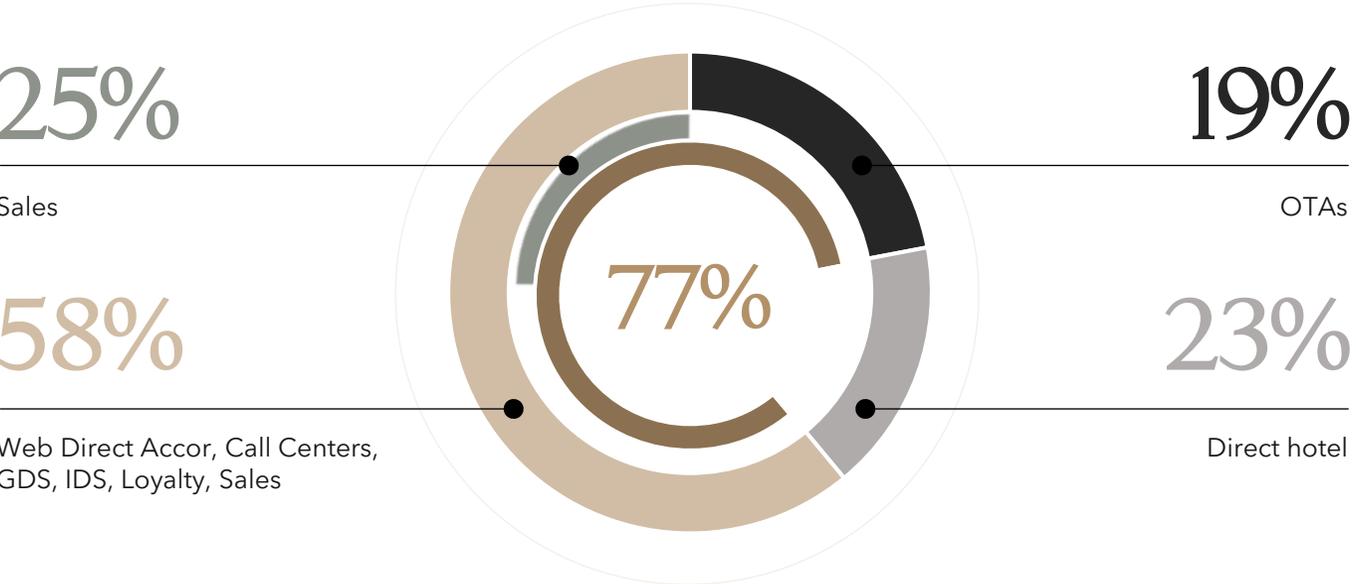
4 Exclusive wholesalers: Expedia, HotelBeds, WebBeds & Infinite
51M Stayed Room Nights
+25 Connected OTAs



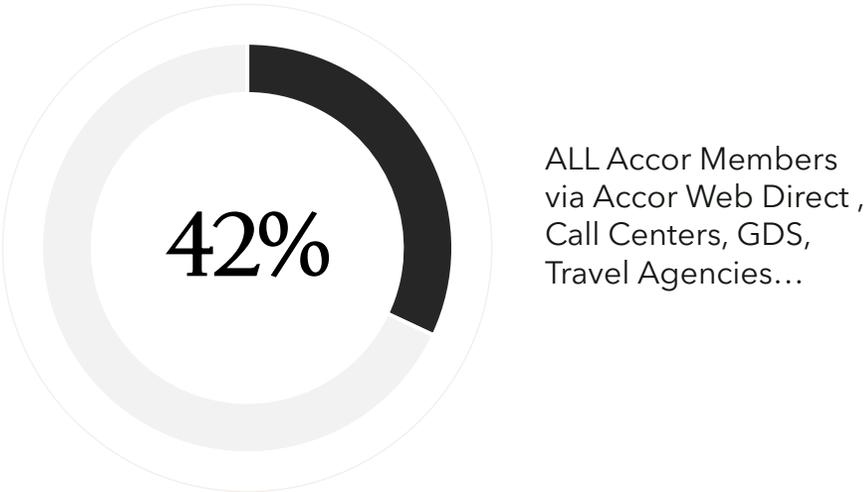
UNRIVALED SCALABILITY TO MAXIMIZE YOUR BUSINESS

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)

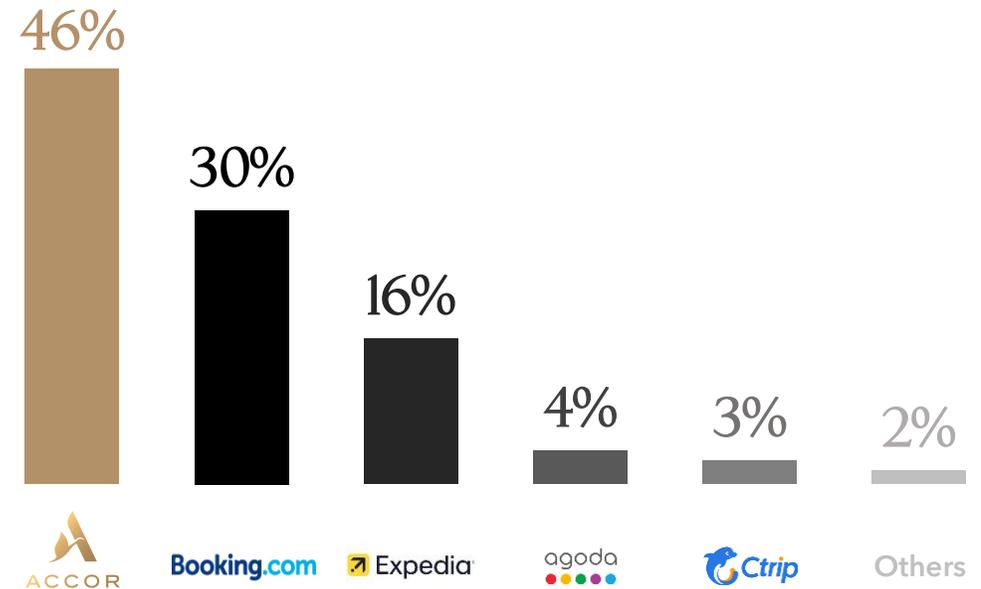
Share of web direct or web indirect revenue in total web revenue
YTD December 2025

+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 :

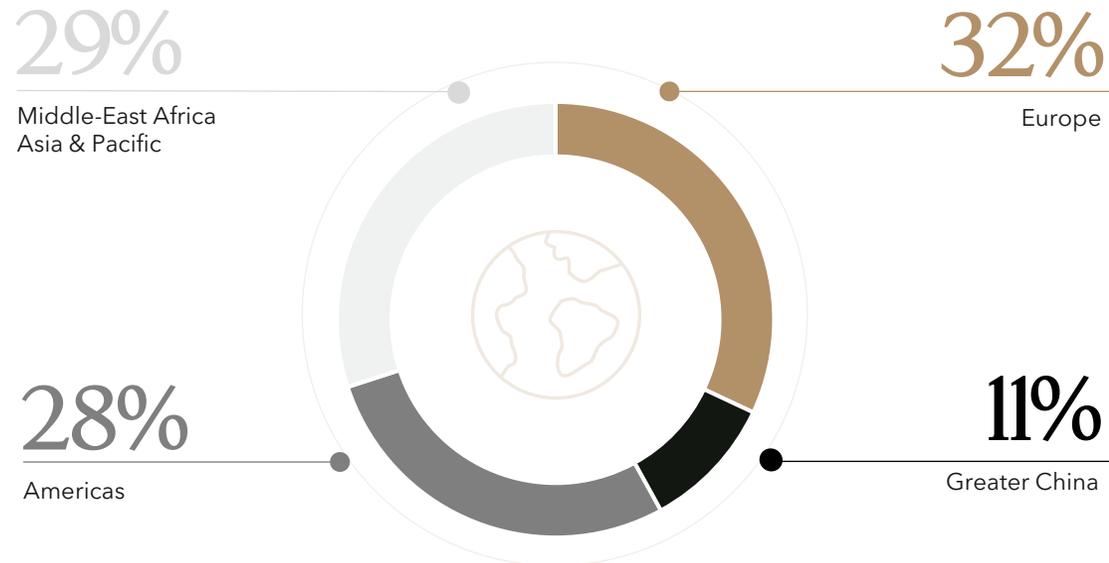
- **Best-in-class commissions** rate available on the market
(Below competition in EU & ASPAC for economy & midscale brands, matching competition for others)
- Frequent negotiated **marketing incentives**
- **No last-room availability** requirements enabling yield management
- Package, Opaque and Dayuse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

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



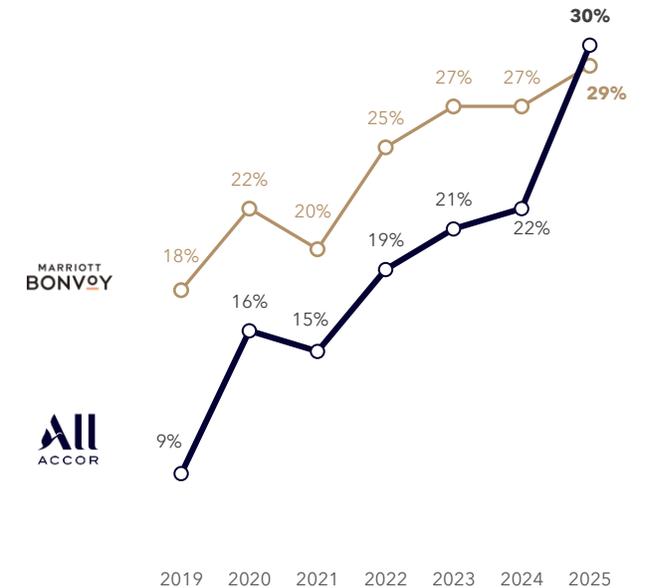
Nb of & won since its creation in 2019

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 TRADING SPACES BY INVESTED Edward Jones 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

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

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

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

Figures as of end of December 2025



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



ENTER THE AUGMENTED HOSPITALITY ERA WITH ARTIFICIAL INTELLIGENCE - AI

AI GUEST & UPSELL ASSISTANT

AVAILABLE

WHERE PERSONALIZED SERVICE MEETS INTELLIGENT UPSELL

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





ACCOR