



GLOBAL DEVELOPMENT
PREMIUM, MIDSCALE
& ECONOMY DIVISION

**WHY
JOIN
ACCOR**



OUR PROMISE TO PARTNERS

Joining Accor is benefiting from the Largest Global Network, the most diversified portfolio of hotel, extended stay & branded residences brands, the leader in lifestyle experiences, F&B and Entertainment and the most innovative loyalty programme in the world.

Above all, it's about partnering with an Owner-Centric group, focused on long-term relationships built on trust and optimising Owners' Return on Equity.

Our profitable business models, including our leading conversion brands, provide strong brand margin & awareness and a diverse ecosystem of solutions.

We provide local expertise & support, and great flexibility for our partners who want to quickly join a global leader, with owner-friendly conversion costs to ensure your hotel's success & profitability.



CAMIL YAZBECK
GLOBAL CHIEF DEVELOPMENT OFFICER



SWISSÔTEL THE BOSPHORUS, ISTANBUL, TURKEY
566 ROOMS

WHY ACCOR?

1

DRIVE VALUE WITH AN OWNER-CENTRIC GROUP

Our 100+ developers worldwide are owner-centric, focused on meeting your cost of capital & Return on Equity (ROE) expectations.

2

LEVERAGE THE LARGEST AUGMENTED HOSPITALITY ECO-SYSTEM

An unrivalled one-stop-shop to Live, Work & Play, driving revenue 24/7 and diversifying your risk.

3

ACCESS 360° SOLUTIONS TO BOOST REVENUE & PERFORMANCE

Bringing expertise and support in areas such as sales, distribution, loyalty, marketing, procurement, technology, and sustainability programs.



JOIN THE #1 GLOBAL MARKET LEADER

GLOBAL NETWORK

 **5651+**
HOTELS

 **830,914+**
ROOMS



GLOBAL PIPELINE

 **1,315+**
HOTELS

 **224,698+**
ROOMS



AMERICAS

13%*

 **560**
113
 **103,967**
17,816



EUROPE & NORTH AFRICA

43%*

 **3,155**
435
 **358,298**
58,090



GREATER CHINA

14%*

 **698**
208
 **116,018**
38,079



MIDDLE EAST, AFRICA & TURKEY

10%*

 **335**
151
 **82,245**
32,201



ASIA

13%*

 **494**
358
 **106,840**
71,412

PACIFIC

8%*

 **409**
50
 **63,546**
7,100

* Accor Global Network + Pipeline by rooms- All figures as of end December 2023



EMBRACE THE FUTURE WITH AUGMENTED HOSPITALITY



Augmented hospitality – with multi-faceted and mixed-use development projects – has reimagined the way hospitality is experienced for locals and travelers alike.

CAMIL YAZBECK

GLOBAL CHIEF DEVELOPMENT OFFICER

LIVE

HOTELS & RESORTS EXTENDED STAY, BRANDED RESIDENCES

Unrivalled brands choice to fit your investment criteria and optimize ROI.
With best conversion brands.

WORK

COWORKING & MEETING REVOLUTION

Integrate flexible concepts including Wojo.

PLAY

LEADER IN LIFESTYLE EXPERIENCES

Attract locals & travellers alike with profitable restaurants & bars, spas, and entertainment & nightlife venues.

OPTIMIZE

BUSINESS & CONTROLLING COSTS

Leverage a powerful range of specialized offerings bringing expertise and support to hotel owners in areas such as sales, distribution, loyalty, marketing, purchasing, technology, and sustainability programs.

CARE

SUSTAINABLE HOSPITALITY

Access leading insight and support in your ESG journey, with Accor deeply focused on sustainable value creation, and playing an active role in giving back to our planet and community.



BENEFIT FROM LARGEST ECO- SYSTEM FOR YOUR PROJECT



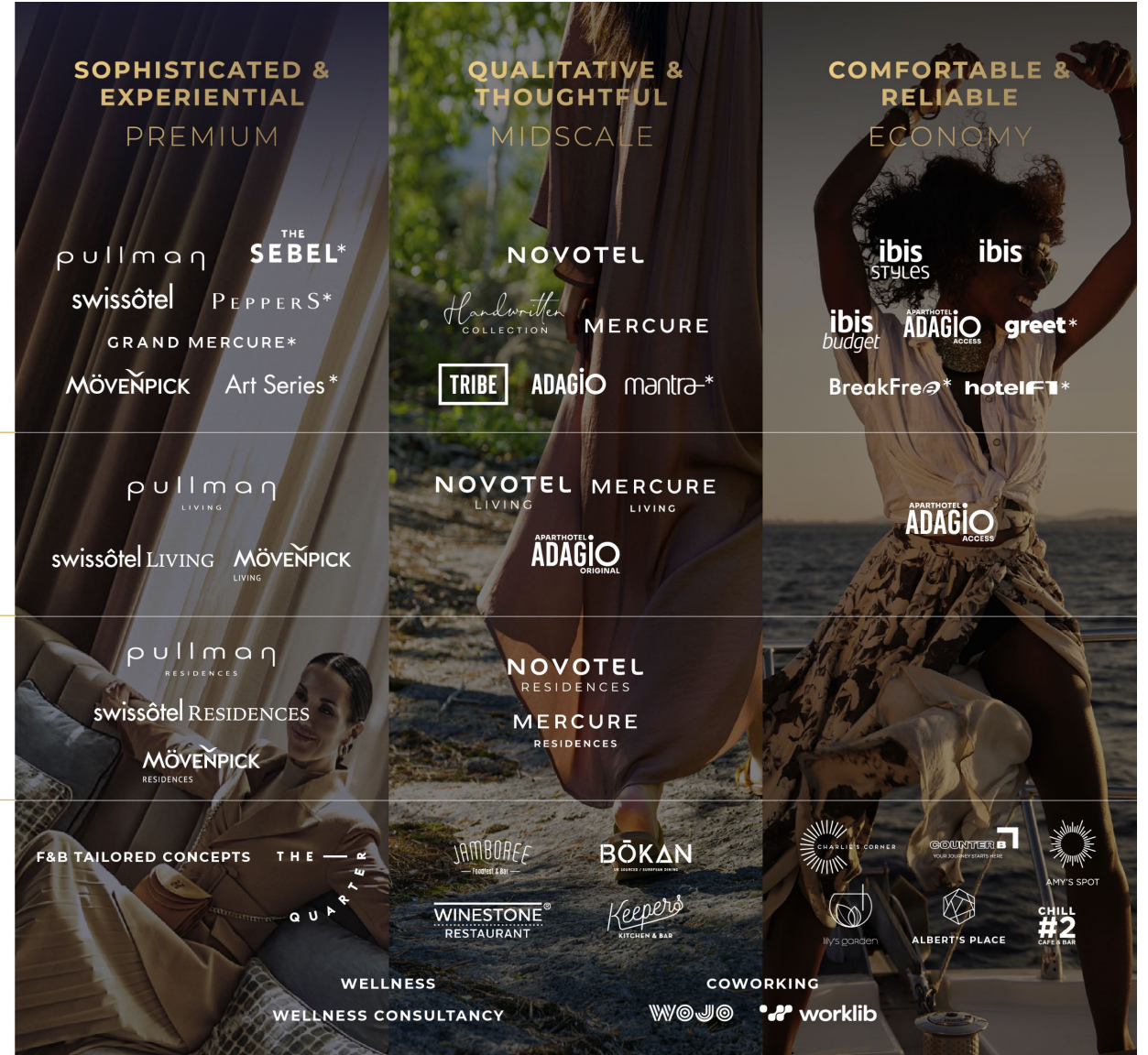
HOTELS & RESORTS
20+ BRANDS
NEW BUILD & CONVERSION

EXTENDED STAYS
10+ BRANDS
MEETING GROWING DEMAND

BRANDED RESIDENCES
5 BRANDS
OFFERING HIGH PRICE PREMIUM

F&B
100+ BRANDS
TAILORED OR OFF-THE-SHELF

OTHERS
CONCEPTS TO ATTRACT LOCALS



* regional brand



LIVE



ELEVATE YOUR PROJECT WITH THE STRONGEST HOTEL BRANDS

HIGH BRAND AWARENESS & MARGINS

20+ HOTEL BRANDS
TAILORED TO YOUR PROJECT

NEW BUILD / CONVERSION

URBAN / RESORT

SINGLE / DUAL BRANDED

STANDALONE / MIXED USE



HOTELS &
RESORTS

PROGRESSIVE
SPIRIT

AUTHENTIC
CONNECTIONS

COLLECTIVE
ADVENTURE

SOPHISTICATED &
EXPERIENTIAL
PREMIUM

pullman
THE
SEBEL*

swissôtel
PEPPERS*
GRAND MERCURE*

MÖVENPICK
Art Series*

QUALITATIVE &
THOUGHTFUL
MIDSCALE

NOVOTEL

Handwritten
COLLECTION
MERCURE

TRIBE
ADAGIO
mantra*

COMFORTABLE &
RELIABLE
ECONOMY

ibis
STYLES

ibis

ibis
budget
ADAGIO
ACCESS
greet*
BreakFree*
hotelFT*

* regional brand



CHOOSE A BRAND WITH **PROGRESSIVE SPIRIT**



- Premium brand leveraging both business & leisure markets
- Offering a strong social business orientation with distinct F&B and MICE spaces



ibis
STYLES

Playful economy hotels with price premium, welcoming all with inspiring individuality



NOVOTEL

Upper midscale full service brand, anticipating the needs of tomorrow with best family offering in the market





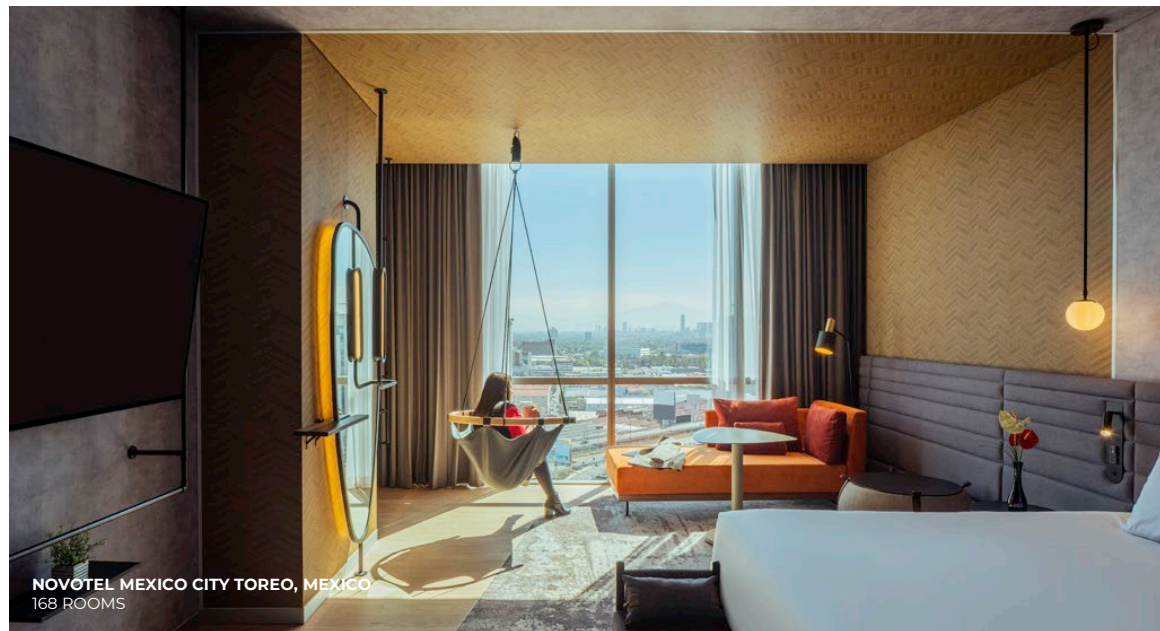
IBIS STYLES SEVILLA CITY SANTA JUSTA, SPAIN
218 ROOMS



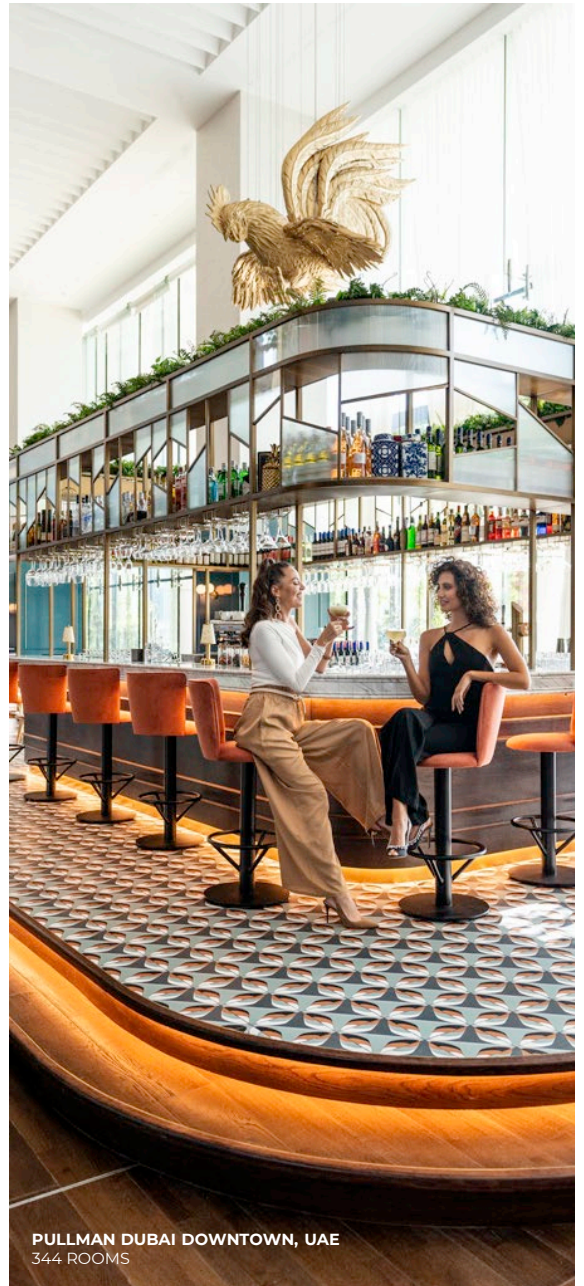
PULLMAN SINGAPORE HILL STREET
350 ROOMS



NOVOTEL LIVING BANGKOK SUKHUMVIT LEGACY, THAILAND
183 ROOMS



NOVOTEL MEXICO CITY TOREO, MEXICO
168 ROOMS



PULLMAN DUBAI DOWNTOWN, UAE
344 ROOMS

CHOOSE A BRAND IGNITING AUTHENTIC CONNECTIONS



Handwritten
COLLECTION

Charming midscale hotels
curated with passion of their
Owners, offering heart-
warming personal touches
and igniting real conversations



MERCURE

Global network of
singular midscale hotels,
immersing guests in a
locally inspired
atmosphere



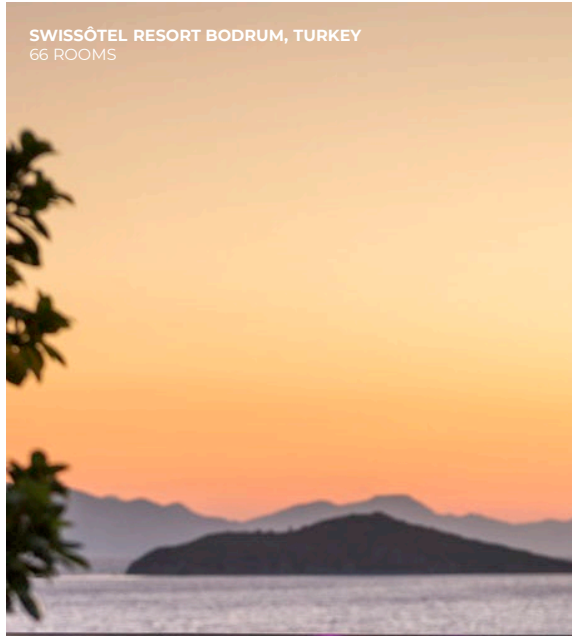
ibis

Best known & trusted
economy brand with
vibrant, social places
that are open to all



swissôtel

A name synonymous with
elevated quality and wellness.
For guests looking to pamper
themselves with the holiday
they deserve



SWISSÔTEL RESORT BODRUM, TURKEY
66 ROOMS



IBIS LONDON SUTTON POINT, UNITED KINGDOM
99 ROOMS



SWISSÔTEL HOTEL & RESIDENCES
CORNICHE PARK TOWERS, DOHA
OPENING 2024



MERCURE KYOTO STATION, JAPAN
225 ROOMS



SOL HOTEL, HANDWRITTEN COLLECTION
MADRID, SPAIN
55 ROOMS - OPENING 2024

CHOOSE A BRAND INSPIRING COLLECTIVE ADVENTURES

MÖVENPICK

Characterful hotels
with unique style,
sharing with guests their
common passion for
immersive food & drink
experiences



ibis budget

Smart basecamps
for savvy travelers
to live everyday
adventures

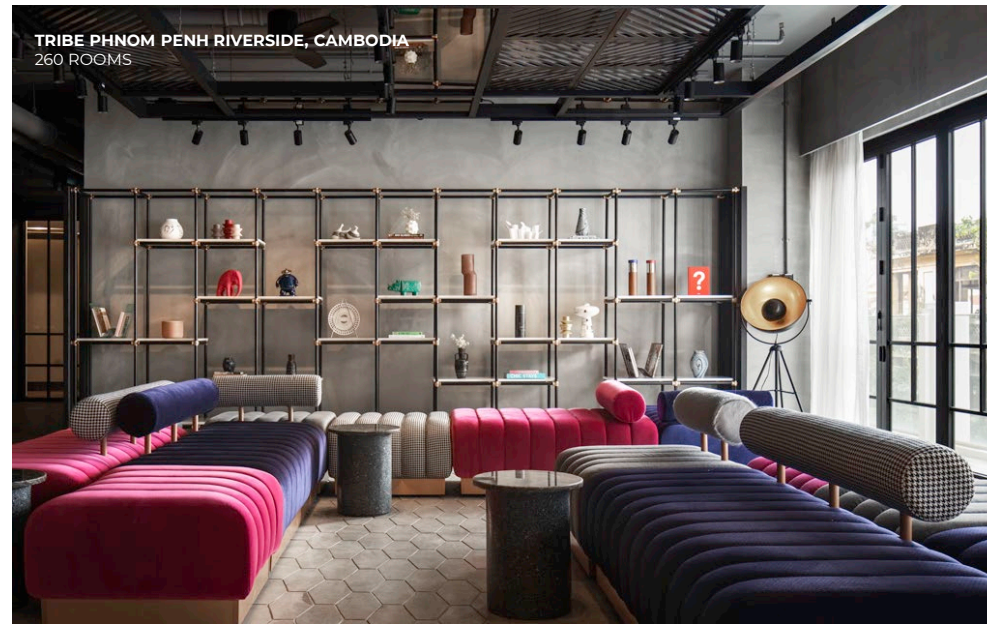
TRIBE

Intelligent, design-driven
hotels that provide guests
an edited experience:
everything they need and
nothing they don't





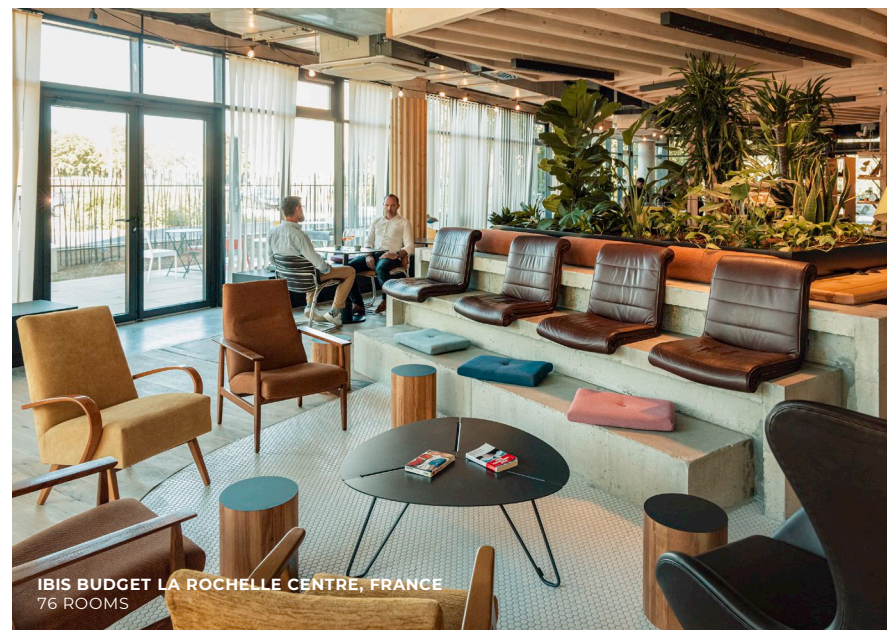
MÖVENPICK RESORT AL MARJAN ISLAND
RAS AL KHAIMA, UAE
418 ROOMS



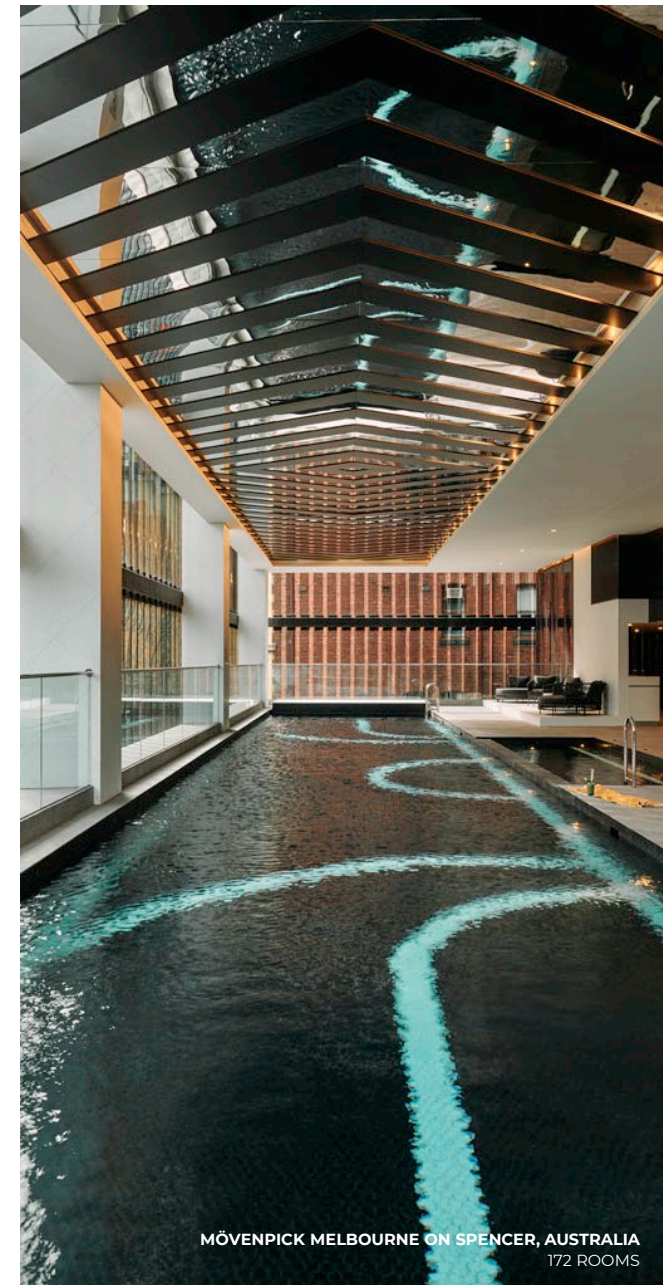
TRIBE PHNOM PENH RIVERSIDE, CAMBODIA
260 ROOMS



TRIBE AMSTERDAM CITY, THE NETHERLANDS
192 ROOMS



IBIS BUDGET LA ROCHELLE CENTRE, FRANCE
76 ROOMS



MÖVENPICK MELBOURNE ON SPENCER, AUSTRALIA
172 ROOMS



QUICKLY BOOST PERFORMANCE WITH BEST-IN-CLASS CONVERSION BRANDS

PREMIUM

MÖVENPICK
GRAND MERCURE

MIDSCALE

Handwritten
COLLECTION
MERCURE

ECONOMY

ibis
STYLES

greet

6 BRANDS

65%+ OF ACCOR
GLOBAL GROWTH

SHORTEN YOUR CAPEX PROGRAMME
adaptable brands with fast onboarding

DIFFERENTIATE YOUR HOTEL
with brands providing the opportunity to retain
its existing character & experience

REALIZE IMMEDIATE ROE
Increase your revenue and control your costs
through Accor 360 solutions, bringing support to
Owners in sales, marketing, distribution, loyalty,
purchasing, technology & sustainability
programs

LE SPLENDID HOTEL LAC D'ANNECY,
HANDWRITTEN COLLECTION, FRANCE
67 ROOMS

LEVERAGE EXTENDED STAY BRANDS WITH HIGH AWARENESS & MARGINS

ACCOR IS THE LARGEST EXTENDED STAY OPERATOR OUTSIDE US



PREMIUM

PULLMAN
LIVING

swissôtel
LIVING

MÖVENPICK
LIVING

PEPPERS

THE
SEBEL

MIDSCALE

NOVOTEL
LIVING

MERCURE
LIVING

APARTHOTEL
ADAGIO
ORIGINAL

mantra

ECONOMY

APARTHOTEL
ADAGIO
ACCESS

BreakFree

11 BRANDS

400+ NETWORK + PIPELINE

DEVELOP A COMBINATION OR STAND ALONE PROJECT

brands ideally suited for either,
to meet any market demands

BOOST OPERATING MARGINS

low breakeven occupancy
= high profitability and ROI

BENEFIT FROM UNRIVALLED BRAND AWARENESS

with Extended Stay brands that are an
extension of Accor's powerful hotel brands

ACCESS TURNKEY BRANDED RESIDENTIAL PLATFORM

ACCOR ONE LIVING

PREMIUM

PULLMAN
RESIDENCES

swissôtel
RESIDENCES

MÖVENPICK
RESIDENCES

MIDSCALE

NOVOTEL
RESIDENCES

MERCURE
RESIDENCES

#2 GLOBAL OPERATOR

150+ NETWORK + PIPELINE

LEVERAGE HIGHLY SPECIALIZED EXPERTISE

across each phase in the lifecycle of a branded residential project, from planning and development through to sale and operating

SECURE FINANCING THROUGH A PRICE PREMIUM

30% average price premium globally for Branded Residential projects*

DIVERSIFY YOUR PROJECT RISK

Combine branded residential with hotel brand, extended stay, coworking & wellness offerings

PULLMAN RESIDENCES NEWTON, SINGAPORE
348 RESIDENCES - OPENING 2024

*Savills Research, 2022

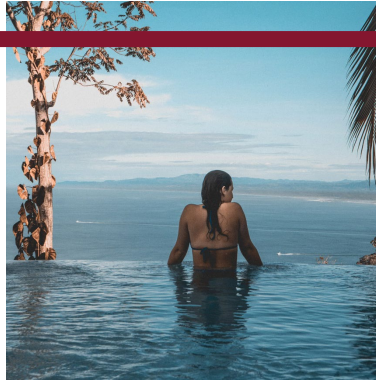
WORK & PLAY



MAKE EXPERIENCES THE HEART OF YOUR HOTEL

**GENERATE REVENUE OUTSIDE OF
TRADITIONAL ROOMS BUSINESS,
OPTIMISE REVENUE PER SQ FT
ACROSS YOUR HOTEL AND DIVERSIFY
YOUR RISK PROFILE**

Accor offers world-class internal Food & Beverage, Coworking & Wellness expertise to support your projects and development, delivering profitable concepts that attract locals.



WELLNESS

FOOD & BEVERAGE

COWORKING

**ACCOR
SUPPORTS
FROM CONCEPT
TO OPERATION**

CONCEPT DEVELOPMENT

- Market Study to determine optimum mix
- Library of off-the-shelf concepts or bespoke concepts

DELIVERY & LAUNCH

- Design team supporting intelligent & efficient Capex
- Recruitment & Training
- Pre-opening support

ONGOING SUPPORT

- Marketing, Operations & On-going training support

ATTRACT LOCALS WITH LIFESTYLE FOOD & BEVERAGE CONCEPTS



OFF-THE-SHELF CONCEPTS

LIBRARY
OF 40+ ACCOR
CONCEPTS READY
TO BE TAILORED
TO YOUR MARKET

STUDIO CONCEPTS

DESIGNED &
DELIVERED BY
ACCOR'S FULLY
INTEGRATED
F&B STUDIOS

PARIS SOCIETY
CARTE
BLANCHÉ

BÖKAN
UK SOURCED / EUROPEAN DINING

15-20%+ GOP

Keepers
KITCHEN & BAR

28-32%+ GOP

WINESTONE®

32-36%+ GOP

JAMBOREE
— Foodfest & Bar —

30%+ GOP


UMAMI BURGER

25% GOP

勝 **KATSUYA**

2% GOP

filia

25% GOP

EST. H 2005
HYDE
LOUNGE

25% GOP

GOP provided as guide only based on existing outlets

INTEGRATE COWORKING AS A FLEXIBLE REAL ESTATE SOLUTION

Remote working & new ways of meeting are here to stay and offer investors a way to diversify their risk across their project. Accor is well equipped to design and operate workspace solutions and services, with flexible programming depending on the project.

**HOTELS THAT ENABLE
CO-WORKING CAN INCREASE
THEIR TURNOVER BY UP TO**

20%*

*Colliers Research 2023

SHARED COWORKING SPACES

Wojo Spots & Wojo Corners adapted to nomad and remote workers, with an alternative to working from home, or for stopping in for a few hours...

DEDICATED SHORT TERM OFFICE RENTAL

Use of guest rooms or meeting rooms as office spaces, both with flexible day offers and dedicated private office spaces

MEETING SPACES

A range of modular meeting spaces supported by hybrid meeting solutions



Wojo is one of the European leaders in flexible offices and workspaces. The brand offers spaces with a wide range of services available to remote workers and companies alike.

500
**WOJO WITH THE
ACCOR NETWORK**

900+
**WOJO SPOTS
IN THE PIPELINE**

CAPTURE THE BOOMING WELLNESS MARKET

Accor is the hospitality market leader in the wellness “Intelligence Economy” and a benchmark for well-being strategy and concepts.

JENNY SOUTHEN
CEO GLOBETRENDER

570+
SPAS WITH THE
ACCOR NETWORK

1K
FITNESS FACILITIES,
GYMS & HEALTH CLUBS

spa.accor.com
INDUSTRY LEADING WELLNESS
DISTRIBUTION PLATFORM
ACCELERATING SALES &
VISIBILITY

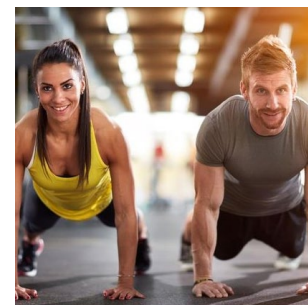
WELLNESS IS IN OUR BRANDS DNA WITH DEFINED CONCEPTS FROM 5 STAR TO MIDSCALE



pullman

POWER FITNESS

Stay on top of your game while having fun: At Pullman, fitness is exciting and rewarding. Pullman is the first boutique fitness hotel brand, with around the clock innovative fitness classes; we unleash the power of the Power Fitness community.



swissôtel

VITALITY FOR BODY AND MIND

Health and happiness go hand in hand. And Vitality is both an energy-giving philosophy and programme that infuses every part of the guest and colleague journey—from fitness to menus, mindfulness to meetings, guest rooms to spa treatments.



NOVOTEL

CALM X NOVOTEL

Calm has been invited by Novotel to bring hundreds of hours of meditations, Sleep Stories, music, and more to their guests. When we practice mindfulness, every moment of travel can be time well spent.

REVENUE & COSTS



COMPREHENSIVE **ACCOR 360°** SOLUTIONS FOR OWNERS

TO GENERATE REVENUE & OPTIMIZE COSTS

When you join Accor, we arm you with powerful brands plus a solid foundation of services to ensure you a seamless path to performance.

To navigate even more effectively through today's increasing challenges, we've created Accor 360° Solutions, a powerful range of specialised solutions to help you boost your revenue, optimize your costs, and maximise your return on investment.

Whatever your goals, Accor can equip you from every angle, so you can adapt, grow and achieve your true potential.





BENEFIT FROM OUR DESIGN & TECHNICAL SERVICES EXPERTISE



Our worldwide Design & Technical services team strive to provide the best profitable & sustainable design for our partners, performant product for our hotels, unique memorable experiences for our guests and position Accor as a design & innovation trend setter.

DAMIEN PERROT

GLOBAL CHIEF DESIGN, TECHNICAL SERVICES
& INNOVATION OFFICER

140+

WORLDWIDE EXPERTS

1,200+

ACTIVE CONSTRUCTION
& RENOVATION PROJECTS

DESIGN YOUR HOTEL TO OPTIMISE INVESTMENT COSTS

with teams focused on focused
on value and quality resulting in
increased profitability

DRIVE ADR VS COMPETITORS

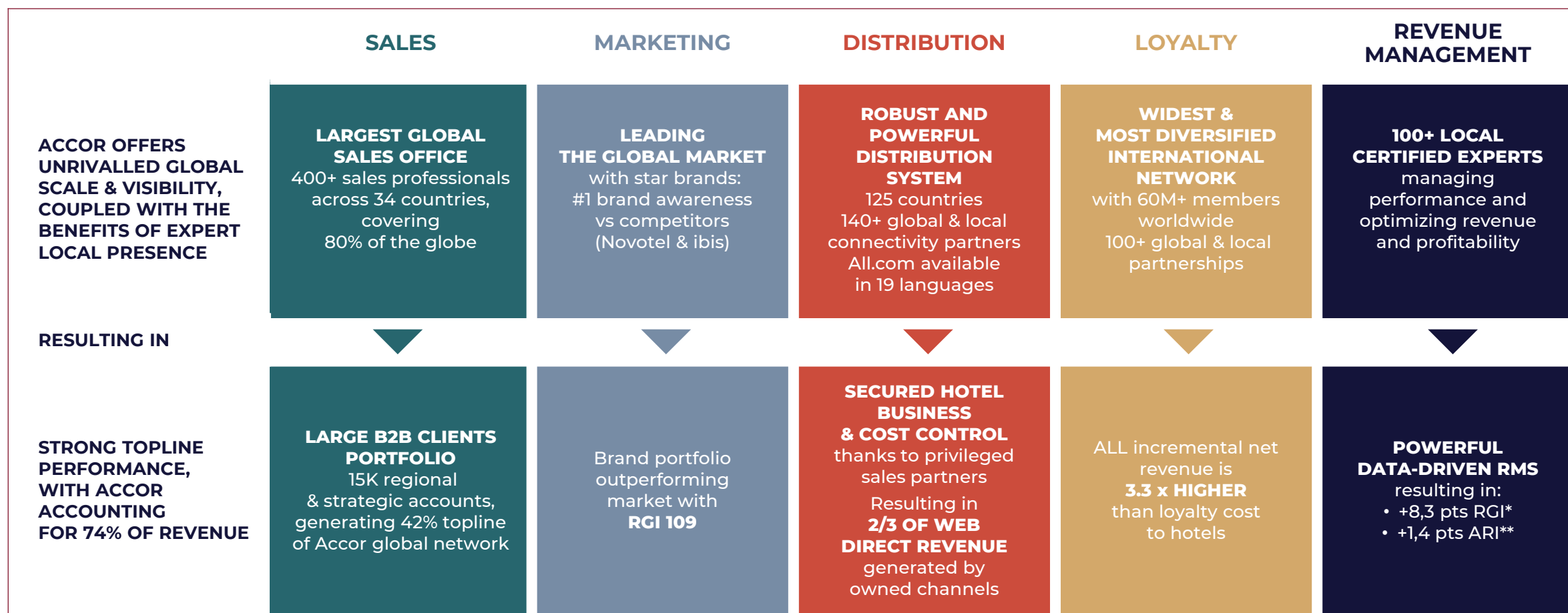
with an on-brand hotel delivering
consistent guest experience

REDUCE ENVIRONMENTAL IMPACT

reduced Capex through pooling
and optimization of surface,
reduce Opex with shared
manning

INCREASE REVENUE

THROUGH OUR POWERFUL TOPLINE SOLUTIONS



*RGI: Revenue Generation Index, in hotels UK, 2022 = Your revenue compared to competitors' average revenue
 **ARI = Average Rate Index (average price compared to competitors' average price, in 2023 YTD Jul)



OPTIMIZE COSTS

THROUGH SERVICES TO OWNER

PROCUREMENT

ACCOR OFFERS UNRIVALLED
GLOBAL SCALE & VISIBILITY,
COUPLED WITH THE BENEFITS
OF EXPERT LOCAL PRESENCE

ASTORE
a streamlined one-stop-shop
covering all hospitality needs

Supported by
**260+ LOCAL
PROCUREMENT EXPERTS**
worldwide

TALENT

**POWERFUL GLOBAL TALENT
RECRUITMENT PLATFORM**
& strong employee branding

8 REGIONAL TRAINING CAMPUSES
encouraging employee retention,
guest satisfaction,
RPS score & topline growth

SUSTAINABILITY

**LEADING LOCAL, IN-HOUSE
ENVIRONMENTAL
& SOCIAL EXPERTISE**
providing turnkey solutions
at best rates
& world-class partnerships

RESULTING IN

**COST SAVINGS
& EBITDA OPTIMIZATION**

37%
average saving
on top 200 F&B products*

10%
average savings
in Insurance policies
with extensive coverage

6M VISITORS PER YEAR
to Accor Careers website
with **35%** converting
to a candidate
(vs 15% industry benchmark)

+10-15% INCREASE
in asset value

Up to **40% SAVINGS**
through energy efficiency measures

**PREFERENTIAL RATES
OF UP TO 40%**
with hotel sustainability certification



CONTACT OUR TEAM

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PREMIUM, MIDSACLE & ECONOMY

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ACCOR REGIONAL HEADS OF DEVELOPMENT



ABEL CASTRO

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CDO

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PREMIUM, MIDSACLE & ECONOMY



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STEVEN LI

GREATER CHINA | SVP Development
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ACCOR

Powered by emotion