WHY INVEST IN MGallery

ACCOR GLOBAL DEVELOPMENT

JUNE 2020
A COLLECTION OF STORIED BOUTIQUE HOTELS
TO DISCOVER THE WORLD AND BEYOND…

MGallery selects unique properties with passion to gather them into a unique collection of hotels where captivating stories are lived and shared. With more than 100 hotels around the world, each MGallery tells a unique story inspired by the location. From bespoke design and sensorial mixology to well-being dedicated to everyday self-care, MGallery hotels are places where guests can enjoy a lavish travel experience.

MGALLERY. STORIES THAT STAY…
• Collection of unique hotels with strong identities

• Hotel story based on the owner’s asset, vision and experiences

• Each property has a unique story
  • STORM Process: Dedicated storytelling approach
  • “INK Hotel Amsterdam owes its name to the rich history of the building, a former press room of the Dutch newspaper ‘De Tijd’”
FLEXIBILITY

• Flexible design and program, fitting each unique market & location

• Flexible in-hotel brand standards, focused on unique quality of the property
BRAND POWER

- **Strong distribution powered by Accor**, global average of >70% of total hotel revenue, which is the highest in the market.

- **Strong brand programs to generate additional revenue**, such as «Inspired by her» for women...

- **Strong community spirit**: repeat guests who drive incremental revenue
110 HOTELS
11,686 ROOMS
32 COUNTRIES
53 NEW HOTELS BY 2024
7,177 MORE ROOMS BY 2024
110 HOTELS IN 32 COUNTRIES

**45%**
**EUROPE**
- **57 HOTELS**
- **5,000 ROOMS**
- PIPELINE
  - **20 HOTELS**
  - **1,910 ROOMS**

**3%**
**SOUTH AM**
- **4 HOTELS**
- **361 ROOMS**
- PIPELINE
  - **3 HOTELS**
  - **292 ROOMS**

**10%**
**ME-AFRI**
- **7 HOTELS**
- **1,094 ROOMS**
- PIPELINE
  - **6 HOTELS**
  - **1,045 ROOMS**

**42%**
**ASIA-PAC**
- **38 HOTELS**
- **4,667 ROOMS**
- PIPELINE
  - **25 HOTELS**
  - **3,550 ROOMS**

**OPERATING MODE**
- **53% MANAGED**
- **47% FRANCHISED**

FIGURES AS OF DECEMBER 2019
THE 4 MGALLERY EXPERIENCES

HERITAGE
The hotels are first and foremost a place filled with history and where walls recount the past. The building is a major asset of the hotel and the facade reflects a typical historic style.

SERENITY
The hotels are treasures hidden either in a natural or urban retreat (sea, country, mountain, city...). They offer rejuvenation facilities (fitness, spa, luxurious garden...).

SIGNATURE
The hotels reflect an aesthetic universe, a style, a design, the signature of a personality who contributed to its creation, construction or decoration.

ART
The hotels are lovers of art in all its expressions. They are, above all, a multi-venue art gallery which showcase works of art and support artistic expressions.
LATEST OPENINGS

- MANTO HOTEL LIMA, PERU
- THE BRIDGE WROCLAW, POLAND
- HOTEL CHADSTONE MELBOURNE, AUSTRALIA
- LE DOMAINE DES VANNEAUX HOTEL GOLF & SPA, CHINA
- THE VIEW CHANGBAI, CHINA
SECURED PIPELINE OVER 5 YEARS
as of June 2020

EUROPE
• Bulgaria, Philippopolis Plovdiv, 60 rooms
• Bulgaria, Burgas, 180 rooms
• Bulgaria, Maison Hotel Sofia, 96 rooms
• France, Domaine de la Reine Margot, 83 rooms
• France, Troyes La Gendarmerie, 53 rooms
• Greece, Athens Capital Hotel, 177 rooms
• Israel, Alkunin Tel Aviv, 44 rooms
• Italy, Napoli, Pompei, 79 rooms
• Netherlands, Rotterdam Zuid, 200 rooms
• Poland, Jurata, 200 rooms
• Russia, Moscow Zubovskaya, 119 rooms
• Slovenia, Bellevue Hotel Ljubljana, 103 rooms
• United Kingdom, Elmbank Hotel, 47 rooms

SOUTH AMERICA
• Peru, Valde Sagrado Cusco, 80 rooms
• Uruguay, Montevideo, 92 rooms
• Brazil, Tibau Do Sul, 120 rooms

ASIA PACIFIC
• Australia, Sydney Porter House Hotel, 121 rooms
• China, Mi Le Yunan, 251 rooms
• China, Guangzhou Zengcheng, 180 rooms
• China, Hong Kong Wanchai, 172 rooms
• Hong-Kong, The Silveri Hong Kong, 200 rooms
• Indonesia, Tanjung Binga, 120 rooms
• Indonesia, Nirup Island, 150 rooms
• Japan, Kyoto Yura Hotel Nijojo Bettei, 25 rooms
• Korea, Ambassador Seoul Mapo, 197 rooms
• Myanmar, Mandalay Hill, 150 rooms
• New Zealand, Eden Crescent Auckland, 69 rooms
• Philippines, Admiral Manila, 126 rooms
• Singapore, Bideford Hills, 166 rooms
• Thailand, Lakeside Phuket, 150 rooms
• Thailand, V Villas Phuket, 24 rooms
• Vietnam, Ba Na Hill, 120 rooms

MIDDLE EAST – AFRICA
• Ethiopia, Addis Abeba, 221 rooms
• Kenya, Gigiri, 105 rooms
• Nigeria, Ikoyi, 100 rooms
• United Arab Emirates, Dubai Business Bay, 144 rooms
• United Arab Emirates, Swarovski Towers, 358 rooms
• Saudi Arabia, Jeddah King’s Walk, 181 rooms
Contemporary and authentic design connected to the hotel story and the destination.
We believe that well-being is a complete experience, focused on self care. We provide inspiration to nourish the mind, body and soul to become the most authentic version of yourself.
The program offers thoughtful gestures and touches dedicated to women’s wellbeing in MGallery hotels all around the world.
Feel good AT MGALLERY
CARING FOR OUR GUESTS’ INNER SPARK

We believe that well-being is a complete experience, focused on self-care. We provide inspiration to nourish the mind, body and soul to become the most authentic version of yourself.
Combinations of flavors and scents that embody the unique story and character of the hotel.

SENSORIAL MIXOLOGY
A MOMENT THAT CALLS UP TO ALL YOUR SENSES

ENJOYING A COCKTAIL AT MGALLERY IS MORE THAN ENJOYING A DRINK: IT IS ABOUT ENJOYING A MOMENT…

Each hotel propose a signature Cocktail, a memorable drink linked or inspired by the hotel's story.
Unique artistic expressions that resonate with the guests’ personal stories.
Each MGallery hotel provides guests with their own Memorable Moment, an exclusive experience that inspires lifelong memories.
The following list contains the key brand concepts & markers. Specific and detailed guidelines with rich elements & content bring each experiences to life in the guest journey. Brand standards as of end 2019, might be subject to changes.

**ARRIVAL**
- Welcome Gift
- Uniform/Uniform Detail
- Iconic Postcards
- MOOK
- BOOK

**PUBLIC SPACES**
- Hotel Scent
- Fitness Classes

**GUESTROOMS**
- Suite Personalization
- Mantras
- Inspired by Her
- MOOK

**F&B**
- Signature Cocktail
- Signature Product at Breakfast
- Signature Dish
- Inspired by Her

**WELL-BEING**
- Inspired by Her
- Signature Treatment

**LEISURE ACTIVITIES**
- Memorable Moments
- Charity endorsements
- Collaboration in town
- Unbeaten paths running course

**DEPARTURE**
- Farewell Gift
- Bespoke Design
- Well-being dedicated to everyday self care
- Sensorial Mixology
- Artful Stories
VISUAL IDENTITY
COMMUNICATION PLATFORM

BRAND CLAIM
“STORIES THAT STAY”
A claim which highlights the history of the building, of the place and its surrounding environment.

CAMPAIGN CONCEPT
“Soulful objects”
The creative concept of this campaign incarnates the singularity of each MGallery hotel. They are all made of unique objects which are the witnesses of a history that is still being written by today’s travelers.

SOCIAL MEDIA & WEB

<table>
<thead>
<tr>
<th>Platform</th>
<th>Followers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instagram</td>
<td>23,7 K</td>
</tr>
<tr>
<td>Facebook</td>
<td>22 K</td>
</tr>
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</table>

Brand Website mgallery.com attracts 13K visitors /month.

MOOK
The MGallery brand magazine showcases the diversity of the hotel collection. Each edition (1/year) also offers an exclusive editorial content.
130 AWARDS ACROSS 32 PROPERTIES IN 2019
Top region: Asia Pacific (not including China) with 72 awards

Condé Nast Traveler 2019 Readers Choice Awards – 12 Awards
Haute Grandeur Global Awards – 4 Awards
Hotel of the Year Awards – 1 Award
Travel and Hospitality Awards – 1 Award
TripAdvisor – 4 Awards
World Luxury Hotel Awards – 6 Awards
World Travel Awards 2019 – 5 Awards
BRAND PERFORMANCE as of December 2019

BRAND AWARENESS

- **35%**
- In 4 countries: France 35% - Brazil 26% - Australia 20% - Singapore 17%
- The first boutique hotel brand launched by a major hotel group, already quite well established among affluent travellers

BRAND PERCEPTION

- **66%**
- Of guests associate MGallery with “a collection of storied boutique hotels”
- A trailblazer recognized for its unique & characterful hotels offering authentic, original architecture and design

BRAND MARGIN

- **€ 50**
- Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative.

PERFORMANCE SCORE

- **87,96%**
- The Reputation Performance Score measures the overall hotel online reputation based on several sources: Guest Satisfaction Survey (GSS & Net Promoter Score), TripAdvisor, Booking, Ctrip etc. It is the most representative hotel’s reputation KPI, requires at least 100 guests’ feedback and give positive reputation score out of 100%

Source:
- **+2 points in key markets**
  Source: BEAM by end of 2019
- **Reinforce our boutique hotel positioning**
  Source: BEAM by end of 2019
- **Raise the margin to 60€**
  Source: BEAM by end of 2019
- **Reach 88,5 in 2019**
  Source: TrustYou by end of 2019
BRAND AWARENESS (%)

France 35
United Kingdom 14
Germany 17
Russia 20

USA 7
Canada 17
Brazil 26

Australia 20
China 25
Singapore 17
Japan 12

UAE/S. Arabia 17

Source: BEAM: Brand Equity & Awareness Monitoring December 2019
Base: Affluent & Luxury hotel users = users having spent at least 1 stay in a luxury hotel over the last 12 months, 6 nights+ in any type of paid-for accommodation, top 30% income within country
**BRAND MARGIN (€)**

France: 53
United Kingdom: 31
Germany: 31
Russia: 48
Canada: 49
Brazil: 81
Australia: 60
China: 42
Singapore: 43
UAE/S. Arabia: 59

**BRAND MARGIN® IN €**

Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative. A Brand Margin® of 10€ means that “Consumers think it is worth paying on average 10€ more per night to stay with brand X compared to an unbranded equivalent.”

Figures as of end 2019.
REPUTATION PERFORMANCE SCORE

NORTH & CENTRAL AMERICA 91%
SOUTH AMERICA 85%
EUROPE 88%
AFRICA & MIDDLE EAST 87%
ASIA - PACIFIC 89%

MGALLERY REPUTATION PERFORMANCE SCORE 87.9%
ACCOR DISTRIBUTION SYSTEM*

ACCOR OFFERS >110 GLOBAL DISTRIBUTION CHANNELS AT BEST MARKET CONDITIONS

*All Accor brands excluding recently integrated: Delano, SLS, The House of Originals, Mondrian, Hyde, greet, Mantis, Tribe

Source: CRS by end of 2019
MGALLERY DISTRIBUTION POWERED BY ACCOR

70% OF MGALLERY ROOM REVENUE COMES THROUGH ACCOR CENTRAL RESERVATION SYSTEM

39% DIRECT SALES
30% HOTEL PMS

26% GDS/IDS
9% WEB PARTNERS (OTAs)

9% INFLUENCED HOTEL DIRECT*
*Emails & cluster services

VOICE
31% INDIRECT SALES

47% FOCUS WEB
(ACCOR WEB + WEB PARTNER)

889,013 ROOM NIGHTS
€158M ROOM REVENUE

Official figures as of end 2019
NEW BOOKING ENGINE & APP

1 MULTIBRAND PORTAL ALL.ACCOR.COM

- **300M** Website + App visits
- **2200** Destinations
- **18** Languages

1 LIFESTYLE COMPANION APP

- **56%** Mobile and App visits
- 1 Download every minute

18 BRAND.COM WEBSITES

- Plugged to **ALL.ACCOR.COM**
- **13K** MGallery website visits per month

*year 2019 + from dec 2019 to Mid Feb 2020, since launch of ALL*
NEW LOYALTY PROGRAM

THE ONLY LIFESTYLE LOYALTY PROGRAM

NEW LIMITLESS EXPERIENCES AND EXTENDED OPPORTUNITIES TO EARN & REDEEM POINTS

NEW BENEFITS
- 2 New tiers (diamond & limitless hidden tier)
- 34 Brands and +
- Suite Night Upgrade
- F&B outside a stay

NEW PARTNERSHIPS
- PSG – Games / Net media value +€200m to ALL
- AEG – Worldwide arenas & festivals
- IMG – Taste festivals

THE FAST GROWING LOYALTY PROGRAM
- 64M Loyalty members worldwide
- 31% Loyalty contribution rate
- X 2 Members stay twice more
- X 2 Members spend twice more

THE MOST GLOBAL LOYALTY PROGRAM

Source: Official figures by end of 2019
APPENDIX
DEVELOPMENT CRITERIA - PROGRAMMING

<table>
<thead>
<tr>
<th>AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION</th>
<th>WORLDWIDE</th>
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<tbody>
<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>80 – 120 keys</td>
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**FOOD & BEVERAGE**
- 1 Concept Restaurant
- 1 Destination Bar
- Lobby Lounge and additional F&B venues on market demand

**WELLBEING**
- Boutique / Signature Spa and Fitness Concept
- Swimming Pool (nice to have)

**MEETINGS**
- Meeting rooms
- Business corner
- Kids Club on market demand

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**Official figures by end of 2019**
DESIGN & TECHNICAL SERVICES - GUIDELINES

MGALLERY DESIGN BRIEF
Can be used before HCSA is signed

MGALLERY NEW STORM PROCESS
Can be used after HCSA is signed

MGALLERY STYLE BOOK
Can be used before HCSA is signed

MGALLERY CONSTRUCTION & RENOVATION STANDARDS
Can be used after HCSA is signed

OTHER DOCUMENTS AVAILABLE
- Floral Signature
- Well-Being Strategy inspired by her Guidelines
- Well-being Technical Design Guidelines
MAGGELERY REVPAR

NORTH & CENTRAL AMERICA
110

EUROPE
110

ASIA - PACIFIC
93

102
MAGGELERY REV/PAR
THANK YOU