LOCALLY INSPIRED

Every Mercure is a portal to a destination. Its teams are genuinely knowledgeable about the city and every detail of the décor tells a story about the location and its cultural heritage. While every Mercure hotel is unique, all share the same passion for high-quality services. So from the moment our guests step inside a Mercure – be it in Paris, Rio or Bangkok – they are immersed in their destination. Mercure, Locally inspired hotels.

ENTHUSIASTIC  GENUINE  ENRICHED  STIMULATED
MERCURE TOP 3 USPs

**KNOWN & TRUSTED GLOBAL BRAND**
- Largest midscale global brand network worldwide with > 800 hotels in > 60 countries
- High price brand premium perception in its segment
- Balanced client mix: business vs. leisure & domestic vs. international
- Provides feeling of “high status” better than other brands in category

**LOCALLY INSPIRED BRAND**
- Local design rooted in authentic values, elegance and culture
- Local products through all F&B outlets
- DISCOVER LOCAL: In-hotel animations showcasing food, beverage & craftsmanship

**AUTHENTIC AND PASSIONATE TEAMS**
- SENSE OF HOSPITALITY: Great perception of “genuinely pleasant staff” and Highest scores of “feeling of high status”
- LOCAL STORIES: Collection of unexpected stories of the destination told by the teams and shared in-hotel
NEW HOTELS BY 2023

NEW ROOMS BY 2023

175
28,435

104,969

810

64

810 HOTELS

104,969 ROOMS

64 COUNTRIES IN 2018

175 NEW HOTELS BY 2023

28,435 NEW ROOMS BY 2023

EUROPE

NETWORK
42,352 ROOMS
330 HOTELS

PIPELINE
3,260 ROOMS
30 HOTELS

FRANCE

NETWORK
24,177 ROOMS
252 HOTELS

PIPELINE
627 ROOMS
7 HOTELS

EUROPEAN NETWORK
42,352 ROOMS
330 HOTELS

PIPELINE
3,260 ROOMS
30 HOTELS

FRANCE NETWORK
24,177 ROOMS
252 HOTELS

PIPELINE
627 ROOMS
7 HOTELS

AFRICA – MIDDLE EAST

NETWORK
4,755 ROOMS
23 HOTELS

PIPELINE
2,750 ROOMS
14 HOTELS

AMERICAS

NETWORK
8,234 ROOMS
64 HOTELS

PIPELINE
747 ROOMS
6 HOTELS

AFRICA – MIDDLE EAST NETWORK
4,755 ROOMS
23 HOTELS

PIPELINE
2,750 ROOMS
14 HOTELS

AMERICAS NETWORK
8,234 ROOMS
64 HOTELS

PIPELINE
747 ROOMS
6 HOTELS

ASIA-PACIFIC

NETWORK
25,445 ROOMS
141 HOTELS

PIPELINE
21,051 ROOMS
118 HOTELS

ASIA-PACIFIC NETWORK
25,445 ROOMS
141 HOTELS

PIPELINE
21,051 ROOMS
118 HOTELS

NETWORK AND PIPELINE

OPERATING MODE

38% Managed

62% Franchised

Official figures, December 2018
FLAGSHIPS 2018

Mercure Iguazu Hotel Iru, Argentina – 100 Rooms
Mercure Wroclaw Centrum, Poland – 151 Rooms

WHY INVEST IN MERCURE | NETWORK & PIPELINE — 6
Mercure Kuta Bali, Indonesia – 105 Rooms
Mercure Vienna First, Austria – 49 Rooms
Mercure Bangkok Makkasan, Thailand – 180 Rooms
LATEST OPENINGS

Mercure Leeds Centre Hotel, UK
59 Rooms, September 2018

Mercure Almaty City Centre, Kazakhstan
117 Rooms, May 2018

Mercure Kaliningrad, Russia
167 Rooms, June 2018

Mercure Mandalay Hill Resort, Myanmar
208 Rooms, February 2018
KEY UPCOMING OPENINGS

EUROPE

POLAND – Mercure Warszawa Sacharowa, 137 rooms, June 2020
TURKEY – Mercure Sirkeci Kinaciyan Building, 59 rooms, June 2019
RUSSIA – Mercure Saint Peterburg, 191 rooms, April 2020
RUSSIA – Mercure Moscow Neglynnaya, 102 rooms, June 2020

ASIA PACIFIC

AUSTRALIA – Mercure Sydney Bankstown, 123 rooms, June 2020
AUSTRALIA – Mercure Melbourne Doncatser, 181 rooms, December 2020
AUSTRALIA – Mercure Melbourne Albion, 99 rooms, September 2019
CHINA – Mercure Shanghai Global Harbour, 118 rooms, March 2019
CHINA – Beijing Chang’an West, 190 rooms, December 2020
CHINA – Beijing Zhongguancun, 190 rooms, December 2020
CHINA – Guangzhou Nansha, 104 rooms, December 2020
CHINA – Shanghai Chenghuang Temple, 260 rooms, December 2020
CHINA – Shanghai Free Trade Zone, 160 rooms, December 2020
INDONESIA – Jakarta Batavia, 377 rooms, December 2019
INDONESIA – Jakarta Gatot Subroto, 280 rooms, December 2019
MALAYSIA – Kuala Lumpur Trion, 240 rooms, December 2021
MALAYSIA – Kuala Lumpur Glenmarie, 230 rooms, December 2020
PHILIPPINES – Manila Ermita, 488 rooms, June 2020
THAILAND – Bangkok Sukhumvit 24, 201 rooms, December 2020
VIETNAM – Hanoi, 179 rooms, September 2019

MIDDLE-EAST & AFRICA

ALGERIA – Mercure Ain Benian, 152 rooms, October 2020
OMAN – Mercure Muscat Al Khuwair, 250 rooms, January 2021
OMAN – Mercure Muscat Ghala, 200 rooms, January 2021
SAUDI ARABIA – Mercure Al Aziziyah, 398 rooms, April 2019
SAUDI ARABIA – Mercure Riyadh King Fahd Road, 130 rooms, January 2020
SAUDI ARABIA – Mercure Riyadh Olaya, 130 rooms, January 2021
SENEGAL – Mercure Dakar Corniche, 150 rooms, June 2021
UNITED ARAB EMIRATES – Mercure Dubai Jumeirah Triangle, 348 rooms, June 2020
UNITED ARAB EMIRATES – Mercure Dubai Deira Waterfront, 152 rooms, March 2021

WHY INVEST IN MERCURE | NETWORK & PIPELINE — 11

Secured Pipeline from end 2018
KEY UPCOMING OPENING

Mercure Moscow Neglyynaya, Russia – 102 Rooms, June 2020
Each Mercure hotel uses design and decoration to showcase its local roots. Whether that’s using classic style revisited with a twist or rooted contemporary design, Mercure hotels tell stories about their localities with refined elegance.

Every Mercure is an immersive local experience.
BRAND PROGRAM

DISCOVER LOCAL

BRINGS OUR PASSIONS TO LIFE IN HOTELS, TO BUILD OUR «LOCALLY INSPIRED» BRAND POSITIONING

We are a portal to the destination.
We want to be the catalyst for local discovery in food, beverage and craftsmanship.

With a series of in-hotel events and products showcase open to guests and locals, designed to fuel local discovery, support local businesses and inspire social connections, we aim at enriching the customer experience and enhancing the brand perception.
LOBBIES
WARM SOCIAL HUBS WITH BRAND WALLS

Mercure Bristol Grand Hotel, United Kingdom
Mercure Manado Tateli Resort and Convention, Indonesia
Mercure Wroclaw Centrum, Poland
GUEST ROOMS

WELCOMING AND LOCALLY INSPIRED

Complementary offer: mercure privilege room to optimize revenues

(+20% price increase vs. Standard room price)
NEW BEDDING

MERCURE “GREAT BED” FOR GREAT DREAMS

High-comfort and quality beds: 160 x 200cm and 180 x 200cm for doubles and 100 x 200cm for singles.
BREAKFASTS
LOCAL AND GENEROUS
BAR & RESTAURANTS

LOCALLY INSPIRED AMBIANCE

DELICIOUS AND LOCALLY SOURCED F&B
To know more about the content of the Accor story: Heartiststory.com

**WHY**

WE CONNECT HEARTS ALL AROUND THE WORLD

All 250,000 of our hearts beat collectively: we are united beyond brands, countries or jobs. Now, we are united by one purpose, we are one heartbeat away from connecting hearts all around the world. Every day we actively engage with guests and colleagues. When you think about it, being part of AccorHotels means that we are ultimately all connected. This connection we have with each other is what makes us one brand.

**WHO**

WE ARE HEARTISTS®

Passionate and sensitive, everything we do comes from the heart.

Creative and curious, we are experts in what we do.

**WHAT**

WE MAKE THE WORLD A MORE WELCOMING PLACE

We are driven to connect hearts all around the world. This only works if we, HEARTISTS®, all around the globe, make the world a more welcoming place, moment after moment.

**HOW**

WE PLACE PEOPLE AT THE HEART OF EVERYTHING WE DO

We all have deep feelings and are driven by our passion for people. Guests, colleagues, everyone is welcome. We place people at the heart of everything we do, and that is the ONLY way we do it.

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**T&C GLOBAL BRAND PROGRAM**

**WHY INVEST IN MERCURE | KEY PROGRAMS**
MERCURE GLOBAL COMMUNICATION PLATFORM

Showcase the locally inspired experience while modernizing & bringing emotion to the brand

LOCAL STORIES
Digital platform promoting a collection of exclusive insider tips about destinations around the world.

A 360° CAMPAIGN
Showcasing Mercure’s unique, locally inspired hotels and allowing local customization through adaptable formats.

SOCIAL MEDIA
Using Mercure hashtag #locallyinspired to promote brand content.
SOCIAL MEDIA

A POWERFUL DIGITAL ECOSYSTEM ON A WORLDWIDE BASIS

A STRONG EDITORIAL STRATEGY WITH A PROPRIETARY CREATIVE STANCE

Demonstrate Mercure is THE travel insider that makes you LIVE local experiences through:

> Social media activations (Hero, Hub & Help)
> Engaging & immersive formats

611 K FANS
1 GLOBAL PAGE
10 COUNTRY PAGES

1 COUNTRY ACCOUNT

1 GLOBAL ACCOUNT

1 GLOBAL ACCOUNT - 35,6 K FANS

WHY INVEST IN MERCURE | COMMUNICATION — 22
MERCURE.COM

AN ELEGANT GRAPHISM AND A MULTI-DEVICE USER EXPERIENCE

With a connected audience:

> Over 7M page views
> Over € 14 millions revenue generated
**BRAND AWARENESS**

Total awareness among travelers of 40-60% in 7 countries – and rising. 

Our objective is to raise awareness +2 pts.  

Source: BEAM by end of 2018

**BRAND PERCEPTION**

Mercure has a positive image: “modern” and “high status” in all countries driven by “genuinely pleasant staff”.

Our objective is to build the perception of the locally inspired and capitalize on people’s emotional connection to the brand.

Source: BEAM by end of 2017

**BRAND MARGIN**

+ €25

Price premium vs. independent hotels

Our objective is to increase this price premium.

Source: BEAM by end of 2018

**REPUTATION PERFORMANCE SCORE**

82.49%  

Very good

Our objective is to increase this score.

Source: TrustYou by end of 2018
BRAND AWARENESS (%)

Source: BEAM - Brand Equity & Awareness Monitoring December 2018
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® 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 an average 10€ more per night to stay with brand X compared to an unbranded equivalent."
REPUTATION PERFORMANCE SCORE

Source: TrustYou by end of 2018
OCCUPATION RATE AROUND 69%

Source: STR Performance by end of 2018
ACCOR DISTRIBUTION SOLUTION

ACCOR OFFERS > 110 GLOBAL DISTRIBUTION CHANNELS AT BEST MARKET CONDITIONS

THE CENTRAL RESERVATION SYSTEM (CRS) GENERATES ON AVERAGE 66% OF A HOTEL'S ROOM REVENUE

Source: CRS Official figures as of end 2018
FOCUS ON WEB
AccorHotels.com + Mercure.com + mobile websites + Partner websites

41% MERCURE ROOM REVENUE

€914M MERCURE ROOM REVENUE

MERCURE DISTRIBUTION SOLUTION POWERED BY ACCOR

Official figures as of end 2018

WHY INVEST IN MERCURE | PERFORMANCE — 30
LE CLUB ACCORHOTELS
ACCOR OWNS THE MOST INTERNATIONAL AND FAST GROWING LOYALTY PROGRAM

Loyalty members - Worldwide
- Le Club AccorHotels
- FRS loyalty program
- Huazhu loyalty program

Guests’ origin - Worldwide

A Worldwide program:
- 20 brands
- 3,500 hotels in 100 countries
- Free enrollment
- 100% Web based program
- More than 23,000 new members every day
- Le Club AccorHotels represents 34.6% of all roomnights
- Partnerships with large Airlines loyalty program: Skyteam, One World, Star Alliance...

>53 MILLION MEMBERS WORLDWIDE
+27,700 MEMBERS EVERY DAY

LE CLUB ACCORHOTELS REPRESENTS 34.6% OF ALL ROOMNIGHTS
€106

Source: LCAH Official figures as of end 2018
## DEVELOPMENT CRITERIA

<table>
<thead>
<tr>
<th>AAA ultra city center location, historic conversion</th>
<th>WORLDWIDE</th>
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</thead>
<tbody>
<tr>
<td>&gt;80 keys (Franchise)</td>
<td>125 keys and +</td>
</tr>
<tr>
<td>&gt;125 keys (Management)</td>
<td></td>
</tr>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>24 - 30 sqm</td>
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<tr>
<td>20 – 27 sqm</td>
<td></td>
</tr>
<tr>
<td>40 – 60 sqm</td>
<td>52 - 75 sqm</td>
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<tr>
<td>TGFA / ROOM</td>
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<tr>
<td>100 keys and +</td>
<td>150 keys and +</td>
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<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
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<td>24 - 30 sqm</td>
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<tr>
<td>ROOM AVERAGE SIZE</td>
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<td>52 - 75 sqm</td>
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<tr>
<td>ROOM AVERAGE SIZE</td>
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<tr>
<td>Breakfast room and/or restaurant</td>
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<tr>
<td>1 bar</td>
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<tr>
<td>WELL-BEING</td>
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<tr>
<td>Fitness center&lt;sup&gt;(1)&lt;/sup&gt;</td>
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<tr>
<td>Swimming pool (nice to have)</td>
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<tr>
<td>Spa&lt;sup&gt;(1)&lt;/sup&gt;</td>
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<tr>
<td>MEETINGS</td>
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<tr>
<td>Meeting room</td>
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<td>&quot;Ready to work&quot; by Mercure&lt;sup&gt;(1)&lt;/sup&gt;</td>
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<tr>
<td>Web Corner</td>
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<td>FOOD &amp; BEVERAGE</td>
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<td>PRIME LOCATIONS</td>
<td>SECONDARY LOCATIONS</td>
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<td>INTERNATIONAL CAPITALS KEY CITIES &amp; RESORTS</td>
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<td>MAJOR DOMESTIC DESTINATIONS</td>
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<tr>
<td>OTHER CITIES &amp; ATTRACTIONAL TOURISTIC DESTINATIONS</td>
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<sup>(1)</sup> Based on market demand
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