WHY INVEST IN
ACCOR GLOBAL DEVELOPMENT BROCHURE

Q2 2022
At Grand Mercure, world-class standards are entwined with a uniquely local spirit. We provide hotel stays with fresh cultural perspectives. We inspire guests to experience their destination through our love for local culture and craft multi-sensory experiences of local celebrations, design and dining.
A BRAND TAILORED TO THE LOCAL MARKET, BY THE LOCALS

- A design and atmosphere that resonates with the locals, with great cultural sensitivity
- A service offering adapted to the local market
- Relevance for both domestic market as well as the international visitors seeking authentic local experiences
INTERNATIONAL BRAND POWER

- Guarantee of Consistent Premium International service standards, answering needs and reassuring locals and international travelers alike

- International brand power with associated distribution eco-system, awareness and prestige perception

- Modern service and perception relevant to today’s traveler seeking simple yet innovative and premium experiences
FLEXIBILITY & AFFORDABLE COMPETITIVENESS

- Flexible space brand programming and local providers usually enabling lower development costs
- Great for conversion of existing building/hotels
- Great for development from Tier 1-3 cities / 58 hotels in network & 29 in pipeline
Competitive Landscape

<table>
<thead>
<tr>
<th>International Brands</th>
<th>International Brands</th>
<th>(G)local Brands</th>
<th>Local Brands</th>
</tr>
</thead>
<tbody>
<tr>
<td>With Premium Standard</td>
<td>With local inspiration concept</td>
<td>By International / Local Groups</td>
<td>Local Hotel Groups</td>
</tr>
</tbody>
</table>

- **Luxury**
  - Andaz
  - Nuo

- **Premium**
  - Crowne Plaza
  - Sheraton
  - Hilton
  - Hotel Indigo
  - Grand Mercure

- **Upper Midscale**
  - Four Points by Sheraton
  - Courtyard
  - Marriott
  - Voco
  - Hualuxe
  - Windsor Hotels

Compared to these categories, Grand Mercure offers:

- **Genuine local immersive experiences**
- **Uniquely tailored by/for the locals. Capturing the cultural codes of local hospitality**
- **Worldwide presence**
- **International Quality standards, Consistency, Contemporaneity, Loyalty, Digital**
A GLOBAL FOOTPRINT OF NEAR 90 HOTELS OPEN AND IN THE PIPELINE

North, Central America & Caribbean

All figures as of end December 2021
Breakdown network + pipeline by region is calculated by number of rooms
FLAGSHIP HOTELS

SAO PAULO
ITAIM BIBI
Brazil

170 rooms
SHANGHAI
CENTURY PARK
China
317 rooms
BENGALURU
AT GOPALAN
MALL
India
212 rooms
AUCKLAND
New Zealand
207 rooms
LATEST OPENINGS

RAYON
CURITIBA
Brazil
159 rooms
LATEST OPENINGS

SHANGHAI LINGGANG
China
212 rooms
Brand Network & Pipeline

UPCOMING OPENINGS
Opening March 2022

BALI LEGIAN
Indonesia
269 rooms
Brand Network & Pipeline

UPCOMING OPENINGS
Opening 2022

SHENZHEN GUANGMING
China
300 rooms
Brand Network & Pipeline

UPCOMING OPENINGS

HANOI
Vietnam
179 rooms
GRAND MERCURE PASSIONS

Passion for recreating all dimensions of the local food culture are revived with a modern premium flair: exciting Signature dishes or brews, reinvented street food, and traditional welcome delights and snacking…

A Taste of Place

All dimensions of the local food culture are revived with a modern premium flair: exciting Signature dishes or brews, reinvented street food, and traditional welcome delights and snacking…
Brand Experience
GRAND MERCURE PASSIONS

PASSION FOR RECREATING

Sensorial Immersion

Grand Mercure harmoniously combines and reinterprets local attitudes, atmospheres and settings to awaken all senses.
Brand Experience
GRAND MERCURE PASSIONS

PASSION FOR RECREATING

Revived Rituals

Each hotel embraces & revives selected fundamentals shaping a culture: important celebrations, a sense of etiquette & daily rituals to (re)discover.
Brand Experience
GRAND MERCURE PASSIONS

PASSION FOR RECREATING

A local way of being well

Every country of the world has its own conception of well-being. In its hotels, Grand Mercure embraces each of them accordingly to nurture its guests beyond the doors of the gym and the spa.
People Activation

Culture Hosts

Grand Mercure Heartists around the world are passionate about premium hospitality, and genuinely proud of their national culture.
Social Media

GRAND MERCURE PARTNERS WITH ‘LIFESTYLE’ TALENTS (E.G., TV PRESENTERS) WHO EXPLORE THE DESTINATION THROUGH SENSORIAL IMMERSION THANKS TO THE CULTURE HOST’S KNOWLEDGE
Brand Performance
HOW DO WE MEASURE SUCCESS?

Brand Awareness*
40%
Significant Awareness among affluent travelers
(aided and unaided) in 5 key markets

Our objective by 2024 is to maintain awareness throughout the network.

Brand Perception*
Grand Mercure has a local positioning in each property
56% frequent guests think about the brand as hotels with premium international standards
46% think the brand provides a contemporary perspective on local customs
36% think the brand helps them reconnect with the country’s unique culture

Our objective is to maintain the perception of the brand both as a Modern Premium and Locally rooted.

Brand Margin*
48 €
Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative

Our objective in 2022 is to maintain brand margin in key markets: China, Indonesia and Brazil.

Reputation Performance Score**
89,28 pts.
The Reputation Performance Score measures the overall hotel online reputation based on several sources: Guest Satisfaction Survey (GSS & Net Promoter Score), Trip Advisor, 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%

Our objective in 2022 is to increase RPS by 0,4 pts in key markets: China, Indonesia and Brazil.

*BEAM report 2019
**TrustYou December 2021
Central Brand Delivery Powered by Accor
FOR PREMIUM BRANDS (ROOM NIGHT BASED)

Central Brand Delivery: CBD (%)

CBD (Central Brand Delivery) measures the business in room nights brought by Accor to the hotel through the 3 main group levers: Distribution (through Central Reservation System - CRS), Loyalty & Sales.

A 70% CBD means that 70% of the room nights of a hotel are driven by Accor & Brand Sales, Distribution (all channels powered by the CRS) & Loyalty ecosystem.
Direct Bookings: Accor Digital Platform

1 MULTIBRAND PORTAL
ALL.COM

300M Website + App visits
2200 Destinations
18 Languages

NEW in 2020:
• All Safe label visibility on digital experience to rest-assure guests during the pandemic
• Launch of Apartment & Villas website dedicated to Branded Residences and Extended Stay hotels

1 LIFESTYLE COMPANION APP

50% Mobile and App visits*
1 Download every minute
> 4,3/5 app ratings
iOS: 4,5/5 & Android: 4,3/5

18 BRAND.COM WEBSITES

Plugged to ALL.COM

* Year 2019 + from Dec 2019 to Mid Feb 2020, since launch of ALL
Direct Bookings: Accor Loyalty Program

The Only Lifestyle Loyalty Programme

New Lifestyle & Augmented Hospitality Framework

Offering Extended Opportunities to Earn & Redeem Points

New Benefits

- 38 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

- 73M Loyalty members worldwide
- 37% Loyalty contribution rate
- X 3.6 Members stay twice more

The Most Global Loyalty Program

- Asia-Pacific: 32%
- Southern Europe: 22%
- Middle-East & Africa: 5%
- North & Central America, Caribbean: 11%

Positioning USP’s

Network & Pipeline

Brand Markers

Communication

Performance

Hotel Development Design & Technical Services
### Development Criteria - Programming

<table>
<thead>
<tr>
<th>AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>150 keys and +</td>
</tr>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>24 – 32 sqm</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>60 – 70 sqm</td>
</tr>
<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>120 keys and +</td>
</tr>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>28 – 36 sqm + balcony</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>80 – 90 sqm</td>
</tr>
</tbody>
</table>

| FOOD & BEVERAGE                                   | 1 All day dining |
|                                                   | Specialty restaurant\(^1\) |
|                                                   | 1 lobby bar |
| WELL-BEING                                        | Bespoke Spa market driven |
|                                                   | Fitness centre |
|                                                   | Swimming pool |
| MEETINGS & OTHERS                                 | Meeting rooms |
|                                                   | Ballroom |
|                                                   | Business centre available |
|                                                   | Executive Club |
|                                                   | Kids Club\(^1\) |

<table>
<thead>
<tr>
<th>PRIME LOCATIONS</th>
<th>SECONDARY LOCATIONS</th>
<th>AIRPORTS SUBURBS</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERNATIONAL CAPITALS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KEY CITIES &amp; RESORTS</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MAJOR DOMESTIC DESTINATIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER CITIES &amp; ATTRACTIVE TOURISTIC DESTINATIONS</td>
<td>●</td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) Based on market demand
THANK YOU