LOCALLY INSPIRED

At Mercure, we awaken people’s appetite for discovery. We provide hotel stays glowing with warmth and casual elegance. We inspire our guests to discover their destination through our love for local food culture which we showcase in our hotels through local delicacies and traditions.

Mercure, locally inspired high quality midscale hotels.
A KNOWN & TRUSTED GLOBAL BRAND

- 2nd largest global player (WW excl. North America) with almost 900 hotels across +60 countries
- The highest price premium in its segment
- A highly considered brand in its segment with +40% of conversion from awareness to consideration.
A LOCALLY INSPIRED BRAND

• A decorative design rooted in authentic values, elegance and local culture

• Local products and specialties highlighted throughout the F&B guest experience

• A brand program, “Discover Local”, that brings the passion for local Food and Beverage discoveries to life in-hotels.
AUTHENTIC AND PASSIONATE TEAMS

- A true sense of hospitality
- A great perception of “genuinely pleasant staff”
- A staff highly knowledgeable and passionate about its locality
BRAND COMPETITION MATRIX
THE MOST LOCALLY INSPIRED BRAND ON THE MIDSCALE SEGMENT

STANDARDIZED

LOCALLY INSPIRED

POSITIONING
USP'S
NETWORK & PIPELINE
BRAND MARKERS
COMMUNICATION
PERFORMANCE
HOTEL DEVELOPMENT
DESIGN & TECHNICAL SERVICES
MERCURE SHANGHAI JINQIAO, CHINA – 206 rooms
FLAGSHIPS

MERCURE BANGKOK SUKHUMVIT 11, THAILAND - 201 rooms

POSITIONING

USP'S

NETWORK

BRAND MARKERS

COMMUNICATION

PERFORMANCE

HOTEL DEVELOPMENT

DESIGN & TECHNICAL SERVICES
FLAGSHIPS

MERCURE PORTO CENTRO ALIADOS, PORTUGAL – 83 rooms
MERCURE KUALA LUMPUR GLENMARIE, MALAYSIA - 230 rooms
LATEST OPENINGS

MERCURE AUCKLAND QUEEN STREET, NEW ZEALAND – 96 rooms

POSITIONING
USP’S
NETWORK
BRAND MARKERS
COMMUNICATION
PERFORMANCE
HOTEL DEVELOPMENT
DESIGN & TECHNICAL SERVICES
LATEST OPENINGS

MERCURE KRAKOW FABRYCZNA CITY, POLAND – 192 rooms / Opened October 2021
UPCOMING OPENINGS

MERCURE BEIJING OLYMPIC CENTER, CHINA – 172 rooms / Opening January 2022
UPCOMING OPENINGS

MERCURE MELBOURNE DONCASTER, AUSTRALIA – 181 rooms / Opening January 2022
UPCOMING OPENINGS

MERCURE AMSTERDAM NORTH, THE NETHERLANDS – 110 rooms / Opening March 2022
To reinforce its “Locally Inspired” brand positioning, Mercure has developed a “Discover Local” program to leverage its passion for local F&B discoveries. “Discover Local” involves:

• Promoting local specialties (Food, Beverages): a series of local products and events showcased to guests and locals in order to fuel local discoveries
• Revealing local stories: true stories that only locals know. Through these local Stories, Mercure shares local discoveries (secrets, myths and legends).

This brand program lives on Social Media.
**WELCOME SIGNATURE**

The welcome signature is where the hotelier and the guest meet for the first time. This is also the first point of contact for the guest with the locality. It is a key point of attention in the social hub, translating the local inspiration of the designer, ensuring a clear and strong identification of the Mercure brand and welcoming the guest thanks to the staff.

**LOCAL GARDEN**

At Mercure, we want to minimize our environmental impact by favoring short-circuit, local and seasonal products. The local garden is the perfect tool to achieve this mission while showcasing our passion for local food and beverage.

**MUSICAL AMBIANCE**

The music is eclectic, refreshing and enriching to convey an inclusive and warm ambiance according to the moment of the day.
Food & Beverage is key when discovering a destination. Mercure’s F&B philosophy is articulated around a local, genuine and inclusive offer:

Locally-sourced, seasonal and healthy products

The right mix of local culinary specialties and international “classics” to fit all guests’ needs.
GUEST JOURNEY – GUEST ROOMS
ELEGANT, WARM AND WELCOMING

LOCAL VIP WELCOME GIFT
The VIP Welcome gift is a sample of the local food, beverage or craftsmanship culture for the guest to bring back home.

GREAT BED by MERCURE
The « Great Bed » is made for great dreams:
- Pocketed Air Spring® technology to provide personalized sleeping support
- Colour customisation of the bed's skirt and feet to fit the room design.

AMENITIES
The range of branded bathroom amenities offers subtle yet distinctive scents fitting both women and men expectations.

- Pocketed Air Spring® technology to provide personalized sleeping support
- Colour customisation of the bed's skirt and feet to fit the room design.

PRIVILEGE ROOM
Privilege rooms provide extra comfort and features:
- TV screen with welcome message
- A full line of bathroom amenities and accessories: body lotion, vanity kit... slippers and bathrobe
- An expresso machine and its courtesy tray
- Free bottle of mineral water
- A minifridge
- A smart TV (highly recommended)
- A daily newspaper
- A Bluetooth speaker
- A safe box

The line is eco-labelled to highlight Mercure’s commitment to Sustainable Development, respecting the PLANET 21 standards.
The brand’s unwavering commitment to quality ensures a consistent and reliable standard of service in every Mercure hotel around the world.

Team members are known for their passion, enthusiasm and warmth.

They share their local knowledge with guests, providing insider tips and stories only true locals know.
Each month, Mercure partners with a F&B talent who co-creates a dish with a Mercure chef to share our passion for local F&B

#DISCOVERLOCAL

+624K FANS

67K FOLLOWERS

5K FOLLOWERS
BRAND WEBSITE
MERCURE.COM

11 languages
+13M pages viewed*
+23M€ revenue generated*

With mercure.com, explore destinations and benefit from special offers across the world.

Official figures, 2019 – yearly basis
KEY BRAND PERFORMANCE INDICATORS

**BRAND AWARENESS**
A total awareness among Travellers of **40-60%** in 10 countries

FR: +70% - GER: +60% - AU: +58%

The objective by 2024 is to maintain awareness in key markets

Source: BEAM 2019

**BRAND PERCEPTION**
Mercure has a positive image being “modern”, giving a “feeling of high status” and driven by its “genuinely pleasant staff”

The objective is to build our locally inspired brand positioning and capitalizing on people's emotional connection to the brand

Source: BEAM 2019

**BRAND MARGIN**

+24€

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

The objective is to maintain this price premium

Source: BEAM 2019

**REPUTATION PERFORMANCE SCORE**

81,5%

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.

The objective in 2022 is to increase RPS by 0,4pts

Source: TrustYou 2021
Central Brand Delivery : CBD (%)  

CBD 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.

Figures as of end 2019 - Data from UPE
**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
- **13M** Pages viewed per year

*Official figures as of end 2019*
DIRECT BOOKINGS: ACCOR LOYALTY PROGRAM

THE ONLY LIFETIME LOYALTY PROGRAM

- 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 in RN
- x 3.6 Members stay twice more than non-members

THE MOST GLOBAL LOYALTY PROGRAM

- 73M Loyalty members worldwide
- 37% Loyalty contribution rate in RN
- x 3.6 Members stay twice more than non-members

Official figures as of end 2019
DEVELOPMENT CRITERIA - PROGRAMMING

AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Number of Rooms</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel</td>
<td>&gt;80 keys (Franchise)</td>
<td>125 keys and +</td>
</tr>
<tr>
<td></td>
<td>&gt;125 keys (Management)</td>
<td></td>
</tr>
<tr>
<td>Room Average Size</td>
<td>20 – 27 sqm</td>
<td>24 – 30 sqm</td>
</tr>
<tr>
<td>TGFA / Room</td>
<td>40 – 60 sqm</td>
<td>52 – 75 sqm</td>
</tr>
</tbody>
</table>

For Resort:

100 keys and +
26 – 33 sqm + balcony
56 – 82 sqm

Room Average Size:

24 – 30 sqm

TGFA / Room:

52 – 75 sqm

37.5 – 82 sqm

Food & Beverage:

Breakfast room and/or restaurant
1 bar

Well-Being:

Fitness center
Swimming pool (nice to have)
Spa

Meetings:

Meeting room
"Ready to work" by Mercure
Web Corner

Footnotes:

(I) Based on market demand

INTERNATIONAL CAPITALS
KEY CITIES & RESORTS
MAJOR DOMESTIC DESTINATIONS
OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS

HOTEL DEVELOPMENT DESIGN & TECHNICAL SERVICES