



SOFITEL  
LEGEND

ACCOR GLOBAL DEVELOPMENT LUXURY  
BRAND DEVELOPMENT BROCHURE  
Q1 2026

# 01. About Sofitel Legend





## Where Legends *Live*

Sofitel Legend weaves a tapestry of unparalleled destinations and timeless landmark addresses handpicked with care. These are not mere hotels; they are living legends, where secrets are whispered, where heartfelt encounters are curated and where awe-inspiring stories unfold every day. Set within historic destinations, each Sofitel Legend hotel is simply legendary, where past meets present.



THE GRAND  
AMSTERDAM • 1578



METROPOLE  
HANOI • 1901



SANTA CLARA  
CARTAGENA • 1621



PEOPLE'S GRAND  
XIAN • 1953



CASCO VIEJO  
PANAMA • 1917



# Legendary *addresses*



## *Amsterdam*

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Originally the place of two convents built in 1411, transformed into a Prince's Lodging in 1578, and the Amsterdam City Hall for centuries



## *Xian*

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Opened as the State Guest House in 1953 for foreigners visiting the country



## *Casco Viejo*

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Originally a social club built in 1908



## *Hanoi*

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Historic Grand Hotel of Hanoi built in 1901



## *Cartagena*

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Originally a convent built in 1621

# Legendary *guests*



*Albert Einstein  
and his wife*

---

Visting Casco Viejo in Panama



*Charlie Chaplin  
and his wife*

---

Honeymoon at the Metropole  
in Hanoi



*Francis Ford  
Coppola*

---

Visited Santa Clara in  
Cartagena



*Michael  
Jackson*

---

Arriving at The Grand in  
Amsterdam

# Legendary *service*



*Legendary Tours*



*Haute-Couture Service  
with Majordome*



*Awarded Chefs*

---

Highest guest satisfaction score across Accor\*  
with a RPS of 95,1 in 2024

# Legendary

*art-de-vivre*

Inspired by Sofitel's French Zest



*Sustainability  
Leaders*



*French  
Partners*



*La Haute  
Croissanterie*



*Wellness  
Temples*



*Sofitel  
MY BED*

# The Cultural Link

OUR HOTEL POSITIONING PROCESS

A unique process to  
bring the Cultural  
Link to life

CREATING A UNIQUE HOTEL POSITIONING

DEFINING UNIQUE GUEST EXPERIENCE MARKERS

A POWERFUL TEAM BUILDING TOOL



# Legendary *campaigns*



Sofitel Legend Metropole, Hanoi



Sofitel Legend Santa Clara, Cartagena



Sofitel Legend Casco Viejo, Panama



Sofitel Legend The Grand, Amsterdam



Sofitel Legend People Grand, Xi'an

# Benefitting from Sofitel's *brand power*



Unmatched  
Visibility

+2,02B€

PR Media Value from Jan to Jun  
2025\*



Compelling  
Brand perception

99,6%

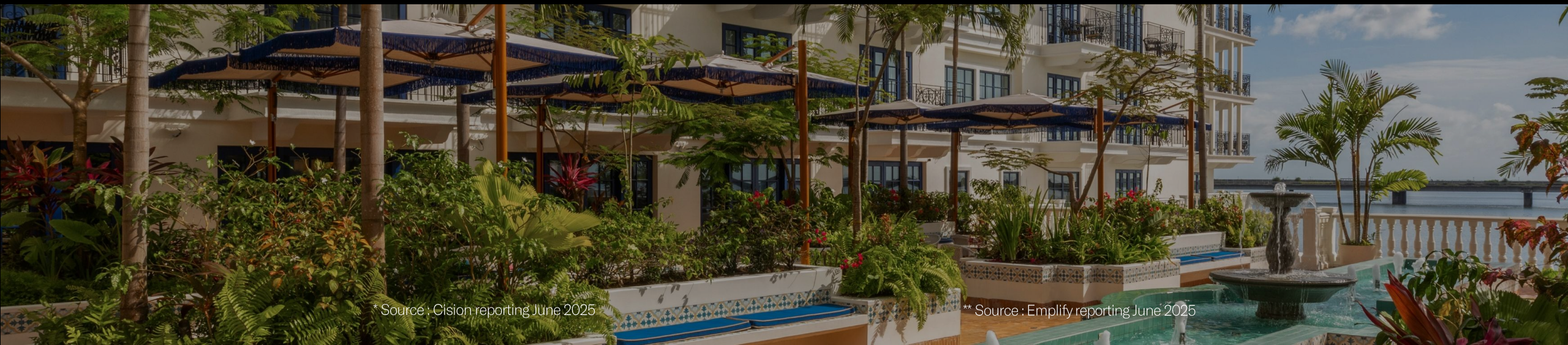
PR Sentiment positive & neutral\*



Social media  
leadership

8,2M followers

#1 compset in Followers &  
Engagement Rate\*\*



\* Source : Cision reporting June 2025

\*\* Source : Emplify reporting June 2025

# 02. Network & Pipeline



Sofitel Legend  
Metropole  
Hanoi  
VIETNAM



Sofitel Legend  
Santa Clara  
Cartagena  
COLOMBIA



Sofitel Legend  
The Grand  
Amsterdam  
NETHERLANDS



Sofitel Legend  
Peoples Grand  
Hotel Xian,  
CHINA



Sofitel Legend  
Casco  
Viejo  
PANAMA



CASCO VIEJO

PANAMA • 1917

## CASCO VIEJO, PANAMA CITY

Hotel Building History  
starting from

1917

157

rooms,  
including 35 suites

94.49

2025 YTD RPS  
#1 in compset

Located in the UNESCO-protected area of Panama City – the Casco Viejo (old town) – Sofitel Legend Casco Viejo Panama was once the site of the former and revered Club Union of Panama – the most exclusive and elegant social hub for Panama's elite – frequented by several legendary personalities throughout history, including Albert Einstein, Queen Elizabeth II, and Helen Keller, to name a few.

Originally built in 1917, the former Union Club was bombed and abandoned in the 1989 invasion. Today, the historical building is coming back to life as the Sofitel Legend Panama Casco Viejo, bringing undeniable French savoir-faire and joie-de-vivre back to Panama City.



SOFITEL  
LEGEND



SANTA CLARA  
CARTAGENA • 1621

# SANTA CLARA, CARTAGENA

Hotel Building History  
starting from

17<sup>TH</sup> century

125

rooms,  
including 25 suites

94,02

2025 YTD RPS  
#1 in compset

From its idyllic position inside the Old City walls, the Sofitel Legend Santa Clara is far more than just a majestic hotel. When the Clarisa nuns built a massive convent in 1621, in what we now call classic Spanish colonial style, they gave little indication of the magnificent beauty held inside. Today, the rich Mediterranean architecture has been lovingly restored to its original splendor.

In 2020, it was chosen by Condé Nast Traveler's readers as the best hotel in South America and the second-best hotel in the world. When walking into the Sofitel Legend Santa Clara Cartagena, nothing is as one expects, but all enjoy the breathtaking moments of wonder and awe.



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LEGEND



THE GRAND  
AMSTERDAM • 1578

## THE GRAND, AMSTERDAM

Hotel Building History  
starting from

1578

190

rooms,  
including 32 suites

94,28

2025 YTD RPS  
#1 in compset

Sofitel Legend The Grand Amsterdam possesses a rich history that dates back to the 1500s.

Over the centuries, the buildings that now constitute the hotel have been a convent, the royal residence and the Admiralty headquarters. The historic edifice even hosted the Amsterdam City Hall for nearly two centuries.

Since 1992, luxuriously transformed into an iconic Sofitel landmark, Sofitel Legend The Grand has been collecting a record number of prestigious awards for its extraordinary hospitality and grand sense of place.

Currently under renovation



SOFITEL  
LEGEND



## METROPOLE, HANOI

Hotel Building History  
starting from  
**1901**

**364**  
rooms,  
including 22 suites

**94.05**  
2025 YTD RPS  
#1 in compset

Sofitel Legend Metropole has been a prominent feature in the heart of Hanoi since 1901 and is a central part of the city's cultural heritage. Built during the French colonial period by André Ducamp and Gustave-Émile Dumoutier, the hotel embodies character, history, and romance as a venue that has gracefully weathered several conflict periods and the country's gradual and determined transformation.

Prominent statesmen, ambassadors, entertainers, and authors, such as Graham Greene and Somerset Maugham, have made Sofitel Legend Metropole their home in Hanoi. Throughout its reign, this legendary landmark has been considered as the standard of luxury, where French elegance blends harmoniously with Vietnamese tradition.



PEOPLE'S GRAND  
XIAN • 1953

# PEOPLE'S GRAND, XIAN

Hotel Building History  
starting from

1917

97.66

2025 YTD RPS,  
#1 in compset

71

rooms,  
including 27 suites

Sofitel Legend People's Grand Hotel is a one-of-a-kind, luxury heritage address for discerning travelers visiting Xi'An. Located in the heart of the ancient city, the architectural grandeur of the French and Sino-Russian-style building beckons guests to step back into history.

Walk through the immaculate hallways while listening to captivating stories that the walls have witnessed – the hotel is part of Xi'An's storied heritage. The Sofitel Legend People's Grand Hotel is a true gem in the seat of China's history, a host to the world's most powerful guests, an essential stop in the heart of the cultural capital.

# A renewed *interest...*



*Prague*



*Jaipur*



*Giza*

3 future openings

SOFITEL

LEGEND

Thank  
*you*





LUXURY BRANDS - OWNER VALUE PROPOSITION  
GLOBAL DEVELOPMENT

Q1 2026

SOFITEL LEGEND SANTA CLARA CARTAGENA  
COLOMBIA

# A GLANCE AT ACCOR PORTFOLIO

+ 2,200 Hotels under management contract

+ 3,500 Hotels under franchise contract

Open & in the pipeline  
**+7100** HOTELS   **+1,091,000** ROOMS

**Accor network\***  
**+5,700** HOTELS   **+880,000** ROOMS

**Accor pipeline\***  
**+1,500** HOTELS   **+255,000** ROOMS

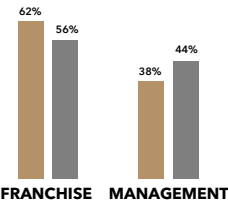
**41%\*** **24%\***  
**EUROPE & NORTH AFRICA**  
NETWORK: 3,141 H. 360,126 R.  
PIPELINE: 500 H. 61,549 R.

**15%\*** **25%\***  
**GREATER CHINA**  
NETWORK: 803 H. 129,966 R.  
PIPELINE: 402 H. 63,826 R.

**12%\*** **9%\***  
**AMERICAS**  
NETWORK: 569 H. 107,270 R.  
PIPELINE: 153 H. 21,969 R.

**11%\*** **16%\***  
**MIDDLE EAST AFRICA**  
NETWORK: 377 H. 97,984 R.  
PIPELINE: 181 H. 41,880 R.

**21%\*** **26%\***  
**ASIA & PACIFIC**  
NETWORK: 946 H. 186,081 R.  
PIPELINE: 291 H. 67,910 R.



All figures as of end of December 2025  
\*Based on number of rooms for hotels and Extended Stay hotels, open and in the pipeline.  
Including MGallery Collection



# A LOOK AT ACCOR PORTFOLIO

PREMIUM, MIDSACLE & ECONOMY

*pullman*

swissôtel

MÖVENPICK

*Handwritten*

NOVOTEL

MERCURE

TRIBE

ADAGIO

ibis

ibis  
STYLES

ibis  
budget

REGIONAL BRANDS

mantis

Art Series

GRAND MERCURE

ANGSANA

PEPPERS

THE  
SEBEL

mantra

BreakFree

greet

hotelF1

LUXURY & LIFESTYLE

ORIENT EXPRESS

RAFFLES

*Fairmont*

SO F I T E L  
LEGEND

EMBLEMS

SO F I T E L

M  
GALLERY

PARTNER BRANDS

FAENA

BANYAN TREE

ENNISMORE

2ic  
HOTEL BY HYATT

25h  
twenty five hours hotels

DELANO

GLENEAGLES

HYDE

JO &  
JOE

MAMA  
SHELTER

MONDRIAN

MORGAN'S  
ORIGINALS

OUR HABITAS

PARIS SOCIETY

RIKAS

RIXOS

SLS

SO/

the hoxton

working from

RESIDENTIAL  
& PRIVATE RENTAL

ACCOR ONE LIVING

onefinestay

WORKSPITALITY

WOJO

officeriders

MAMA  
WORKS

ENTERTAINMENT

POTEL & CHABOT

DALLOYAU

SAINTCLAIR

THEATRE  
DU LIDO

BUSINESS ACCELERATORS

ASTORE

d-edge

GEKKO

VERYCHIC

JOHN PAUL



# A GLIMPSE INTO OUR LUXURY PORTFOLIO

**N°2** Accor is the second global player in the world

Pipeline represents **40%** of existing network in hotels

**WELL** balanced footprint

## Open & in the pipeline

**+530** **+114,000**  
HOTELS ROOMS

## Luxury network\*

**379** **87,751**  
HOTELS ROOMS

## Luxury pipeline\*

**152** **27,009**  
HOTELS ROOMS

**21%\*** **16%\***

### EUROPE & NORTH AFRICA

| NETWORK   | PIPELINE |
|-----------|----------|
| 130 H.    | 41 H.    |
| 18,393 R. | 4,298 R. |

**28%** **13%\***

### AMERICAS

| NETWORK   | PIPELINE |
|-----------|----------|
| 71 H.     | 12 H.    |
| 24,711 R. | 3,493 R. |

**33%\*** **45%\***

### ASIA PACIFIC & GREATER CHINA

| NETWORK   | PIPELINE  |
|-----------|-----------|
| 120 H.    | 65 H.     |
| 28,609 R. | 12,139 R. |

**18%\*** **26%\***

### MIDDLE EAST AFRICA

| NETWORK   | PIPELINE |
|-----------|----------|
| 58 H.     | 34 H.    |
| 16,038 R. | 7,079 R. |

All figures as of end of December 2025

\*Based on number of rooms for hotels and Extended Stay hotels, open and in the pipeline. Including MGallery Collection



# OWNER VALUE PROPOSITION

## ICONIC & DESIRABLE BRANDS

- **N°2** in Luxury & Lifestyle hospitality with close to **600 hotels** & **> 136,000 rooms globally**
- **N°1** with **25 Luxury & Lifestyle brands globally**
- **3 brands over 120 years old**

## DESIGN & PROGRAMMING

- **Holistic programming** approach from hotels, trains & yachts to branded residences, from restaurants & bars to wellness, from resorts to all-inclusive...
- Renowned Luxury & Lifestyle creative studios, expertise & partners
- 50+ dedicated team members

## TRAILBLAZING FOOD & BEVERAGE

- **N°1** F&B in house platform ahead of competition with **> 2,500** F&B venues, concepts, brands & consulting capabilities
- F&B revenue between 35% and **45%** of total hotel revenue

## BRANDED RESIDENCES ACCOR ONE LIVING

- **N°2** worldwide in number of residences & pipeline
- Only 360° residential platform from development to operations

## ALL INCLUSIVE COLLECTION

- **N°2** global luxury all-inclusive platform
- Only 360° all inclusive platform from development to operations

## ENVIRONMENT, SOCIAL & GOVERNANCE\*

- **40% of women in leadership** in L&L hotels
- **76% of eco-certified** L&L hotels globally
- **50% food waste reduction** in L&L hotels
- **92%** in L&L hotels with **zero single use plastics**

*\* in YTD December 2025*



# LUXURY BRAND PORTFOLIO

The Accor Luxury division offers an unrivaled opportunity for partners to invest in a diverse portfolio of iconic and desirable brands covering a broad range of options, from luxury to ultra-luxury, from finely adaptive to perfectly defined or highly curated brands.

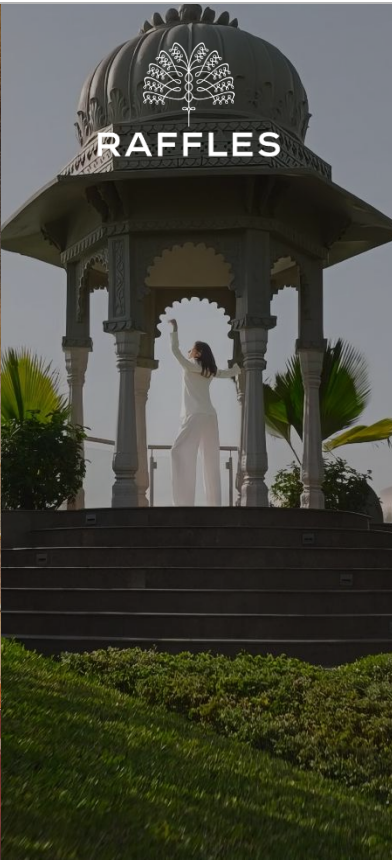
**THE CULTURAL VOYAGE**

Elevate ultra-luxury travel  
to culture



**THE LANDMARKS**

A world of elegance  
and enchanted glamour



**SOCIAL EPICENTERS**

Making every moment a  
celebration



**THE FRENCH ZEST**

Heartfelt hospitality  
with a French Zest



**THE COLLECTIONS**

Charismatic collections of boutique-style  
hotels offering one-of-a-kind experiences



Ultra  
Luxury

Entry  
Luxury

Highly  
Curated

Perfectly  
Defined

Finely  
Adaptive



LUXURY & LIFESTYLE DESIGN AND PROGRAMMING

# THE ART OF DESIGN & PROGRAMMING

**200+** Luxury & Lifestyle hotel and residential projects  
**50+** Luxury & Lifestyle D&TS experts worldwide in 10 countries  
**1+** Luxury & Lifestyle opening per week

Our dynamic, brand-led teams deploy their great savoir-faire to ensure the highest quality of craftsmanship at each stage of the project, through a global Hotel Consultancy Services Agreement (HCSA).  
We work with the most renowned creative studios to conceive innovative, highly curated, interior designs.

## PROGRAMMING

Feasibility Studies  
·  
Brand & Design Standards Introduction  
·  
Facilities Area Program  
·  
Key Consultants recommendations - Scope of work advise  
·  
Design Brief(s)  
·  
Budgets & Timeline alignment  
·  
Procurement Strategy

## DESIGN

Project kick-off  
·  
Brand & Design Standards Immersion  
·  
Operational Planning  
FoH/HoH zoning, staffing guide  
·  
Architecture & Interior Design  
Lighting/Graphics/Art  
·  
Engineering & Sustainability  
·  
Food & Beverage  
Banqueting & Events  
·  
Wellness  
Gym & Spa  
·  
OS&E / FF&E / EQS / EQT\*  
·  
Value Engineering

## CONSTRUCTION

Samples & Mock-up Reviews  
·  
Supplier & Manufacturer visits  
·  
Design Development Package reviews  
·  
Tender & Procurement  
·  
Site Inspections  
·  
Quality Control  
·  
Testing & Commissioning

## HAND-OVER

Pre-Opening support  
·  
Snagging  
·  
Hand-Over

## OPERATING

CapEx\*\* planning  
·  
Asset Repositioning  
·  
Continuous Relationship

All figures as of end of December 2025 \*Operating Supplies & Equipment / Fixtures, Furniture & Equipment / Specialized Equipment (IT) / Technical Equipment (Fit out)

\*\* Hotel Capital Expenditures



## IN HOUSE FOOD & BEVERAGE PLATFORM BOOST LUXURY & LIFESTYLE HOTELS' REVENUE

2,500+ Restaurants and bars in Luxury & Lifestyle brands

Between 35% to 45% F&B contribution to total hotel revenue

### Luxury Brands' Original F&B Concepts

Our mission is to make F&B the heart and soul of our luxury hotels by thinking like restaurateurs and delivering an experience that is excellent, relevant and authentic.

POTEL & CHABOT

Legendary French cuisine for contemporary events. Potel et Chabot has been reinventing the art of gastronomic catering since 1820.

PARIS SOCIETY

ENNISMORE

Ennismore has created an F&B Platform through targeted acquisitions and in-house development to bring together a unique collection of brands with industry-leading advisory and operating capabilities.

LUXURY & LIFESTYLE FOOD & BEVERAGE

# TRAILBLAZING F&B EXPERIENCES



LUXURY & LIFESTYLE BRANDED RESIDENTIAL

# REFINING THE ART OF LIVING

ACCOR **ONE** LIVING

OUR EXPERTISE IN LUXURY & LIFESTYLE  
BRANDED RESIDENTIAL LEVERAGES  
HOTEL DEVELOPMENT PROFITABILITY

#2 global operator & developer worldwide\*

c.\$2B residences sold annually under Accor brands\*

55 Luxury & Lifestyle Branded Residences

130+ Luxury & Lifestyle Branded Residences open & in the pipeline\*\*

18,000+ Luxury & Lifestyle Branded Residences units open & in the pipeline\*\*

9,000+ Luxury & Lifestyle owners\*\*

Industry-first residential expertise brings iconic brands and legendary service to private home ownership, offering 360° turnkey solution: from project planning and development to sale and operating.

*All figures as of end of December 2025*

*\*Based on branded residences for Luxury & Lifestyle and Premium, Midscale and Economy brands : 55 Network and 130+ Pipeline worldwide across 26 brands.*

*\*\*43 Luxury & Lifestyle Branded Residences and 6,400+ units & owners in the Network, 86 Luxury & Lifestyle Branded Residences and 11,900+ units & owners in the Pipeline.*



**All Inclusive**  
COLLECTION

LEADING ALL INCLUSIVE RESORTS  
COLLECTION WITH UNRIVALLED EXPERTISE  
IN ESCAPISM & ENTERTAINMENT

**#2** global luxury all-inclusive platform worldwide

**53** hotels and >25,000 rooms open

**13** hotels and over 5,800 rooms in the pipeline

All Inclusive Collection is a multi-branded platform, leveraging the expertise of Rixos to curate the best all-inclusive resorts from global brands reimagining the experience their way.

LUXURY

*Fairmont*  
HOTELS & RESORTS

SOFITEL  
HOTELS & RESORTS

RIXOS  
HOTELS

ENNISMORE

SLS

SO

MONDRIAN

HYDE

LUXURY & LIFESTYLE ALL INCLUSIVE COLLECTION

# ALL INCLUSIVE ALL EXCLUSIVE



# SUSTAINABILITY IS GOOD FOR BUSINESS

01

## SECURE INVESTMENT GREEN FINANCING

**Low Debt Cost**  
for ESG-linked loans

Hotel sustainable investment or upgrades make them attractive to banks and investors: mitigates future risk to revenue.

02

## REDUCE REGULATORY RISK

**20 to 30**  
new worldwide regulations  
Expected to come in the 5 years

World class brands and hotels have no choice but to comply with new sustainability regulations to attract international guests.

03

## INCREASE HOTEL REVENUE

**70%**  
of business & leisure guests'  
having sustainable expectations

Booking engines and OTAs are flagging eco-certified hotels (ALL.com, Google, Booking.com, HRS...).

04

## BOOST PROFIT MARGINS

**20%**  
utility savings on average for  
energy efficient buildings

Decrease in utility consumption results in carbon emission reduction and costs.

05

## INCREASE ASSET VALUE

**+10 to 15%**  
green asset value premium

Sustainable hotels are more profitable today, more bankable tomorrow.



PERFORMANCE POWERED BY ACCOR PLATFORM

# UNRIVALED SCALABILITY

## DISTRIBUTION

- **77% contribution rate** to Luxury & Lifestyle Brands **from central reservation system**
- Guests' geographic mix diversity

## LOYALTY

- **115 M** members worldwide
- **+40% contribution rate** in revenue to Luxury & Lifestyle brands
- **68%** of members outside Europe or North America, most robust international clientele

## SALES

- **80+** Luxury & Lifestyle dedicated team in addition to **400** Accor sales representatives
- **> 300** Luxury & Lifestyle hotels in travel agencies' luxury programs

## PROCUREMENT

- One stop shop with **best in class & sustainable products** at **best market conditions**
- 30+ luxury & lifestyle procurement experts across the globe

All figures as of end of December 2025



# L&L COMMERCIAL VALUE PROPOSITION POWERED BY ACCOR

## LOYALTY

DRIVES INCREMENTAL STAYS AND RETAINS DEMAND

**42%** Luxury & Lifestyle loyalty room night contribution  
**+140** Local & global partnerships  
**115M+** Members

## DIGITAL MARKETING

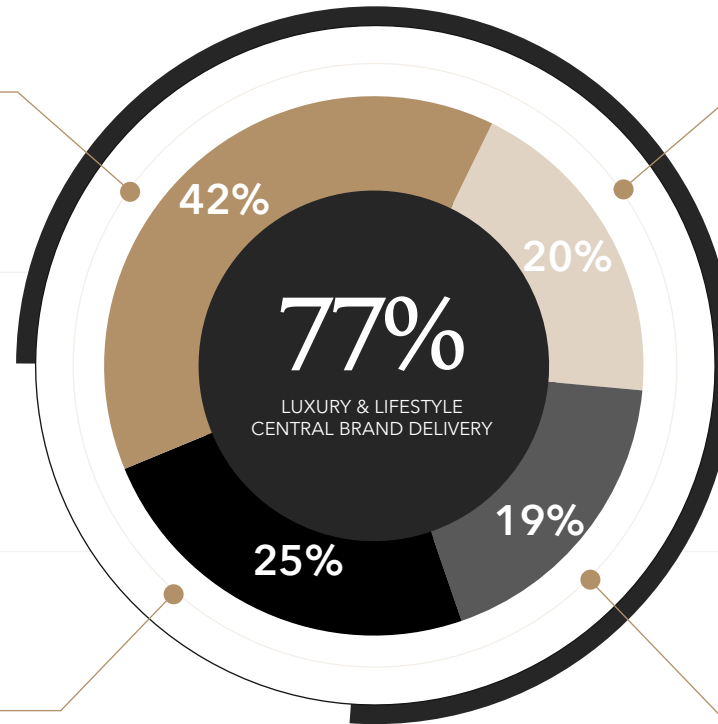
ATTRACTS & ENGAGES CUSTOMERS

**1.2Bn** Emails sent to customers per year  
**6.7Bn** Social Media Impressions  
**>5M** Followers on Accor TikTok account

## SALES

DEVELOPS SALES REVENUE

**30K+** Managed accounts  
**400** Accor sales representatives spread all over the world  
**80** Luxury & Lifestyle sales experts



## RESERVATION CENTRES

ACCELERATES BUSINESS AND IMPROVES CUSTOMER SATISFACTION

**6M** Yearly contacts  
**+30%** ADR vs intra hotel thanks to upsell  
**92%** LQA guest satisfaction

## ACCOR WEB DIRECT

MAXIMIZES HOTEL DIGITAL NET REVENUE

**27%** International flows  
**11** Brands.com websites  
**300M+** Visits per year

## REVENUE MANAGEMENT

LEVERAGES REVENUE MANAGEMENT SYSTEMS POWER

**+3%** Incremental revenue (independent hotels joining Accor)  
**> 1,200** RM experts around the world

## OTAS & CONNECTED LEISURE ACCOUNTS

NEGOTIATES ATTRACTIVE COMMERCIAL CONDITIONS

**4** Exclusive wholesalers: Expedia, HotelBeds, WebBeds & Infinite  
**51M** Stayed Room Nights  
**+25** Connected OTAs



# WEB DIRECT & OTAS, A WINNING DUO

WEB DIRECT: ALL.COM + BRANDS.COM IS THE 1ST WEB CHANNEL AT ACCOR TO BOOST YOUR PROFITABILITY

**90%** Of Web Direct bookings are made by **ALL Accor members** benefiting from member's rate (5% to 10% discount)

**+15% ADR** vs Web indirect

**X 2 ROI** vs Web indirect

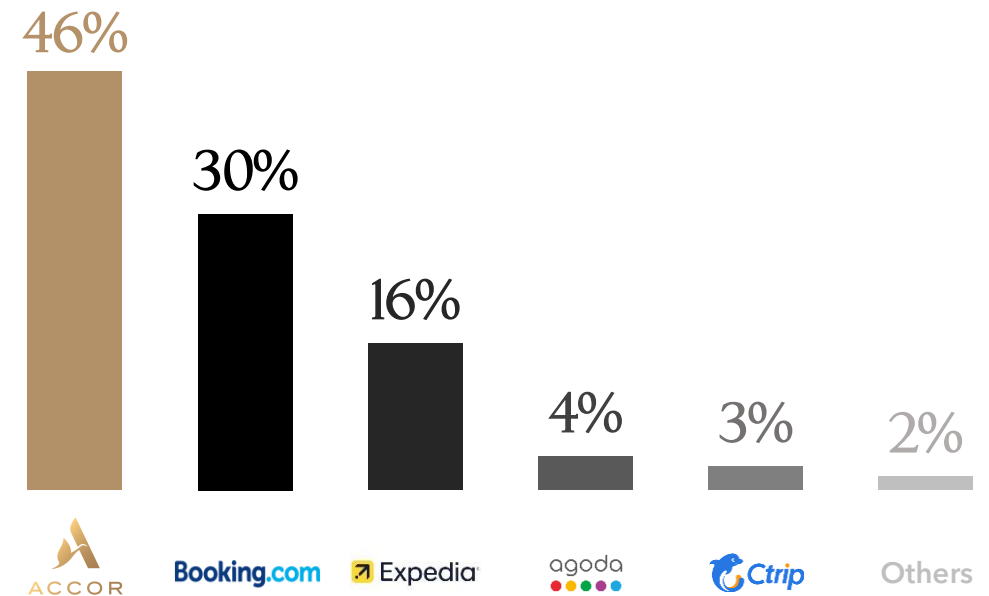


**Well-known customers, boosted to stay at your hotels through**

- **1.2Bn** email campaigns, **172M** push app notifications, SMS, push web
- **6K** digital marketing campaigns per year worldwide
-  n°2 travel account with 194Bn impressions and 1.3M followers,  n°4)
- App investments, the fastest growing channel **+23%** vs LY, **7** downloads per minute

## WEB DIRECT & INDIRECT REVENUE

Share of web direct or web indirect revenue in total web revenue  
YTD December 2025



# WEB DIRECT & OTAS, A WINNING DUO

+25 OTAS PREFERRED PARTNERS TO PROVIDE MASSIVE VISIBILITY ON UNTAPPED NEW GUESTS AT BEST PRICE

**Lower dependency** to Expedia / Booking, targeting **key markets** as well as **niche** ones

## Boost your topline at the best price :

- **Best-in-class commissions** rate available on the market  
(Below competition in EU & ASPAC for economy & midscale brands, matching competition for others)
- Frequent negotiated **marketing incentives**
- **No last-room availability** requirements enabling yield management
- Package, Opaque and Dayuse availability
- Strict **rate parity & compliance rules** enforced contractually with OTA partners.



# ALL ACCOR LIFESTYLE LOYALTY PROGRAM

... Elevated through experiences, making ALL Accor the most praised & understood program

### CAN'T BUY EXPERIENCES & RICHEST RANGE OF PARTNERS

#### AUGMENTED OPPORTUNITIES

Earn & redeem points around our guests' three main passions: sport, F&B and entertainment.



#### LEVERAGE BENEFITS & OFFERS

140+ partners network where our loyalty currency is valued and can be either earned and/or burned.

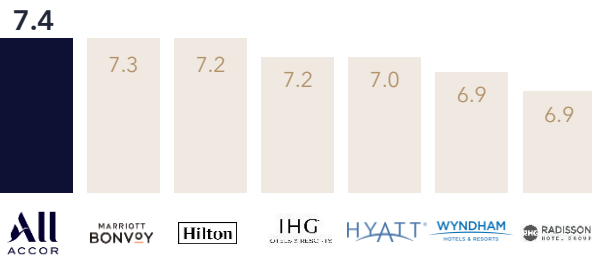


### MOST PRAISED PROGRAM



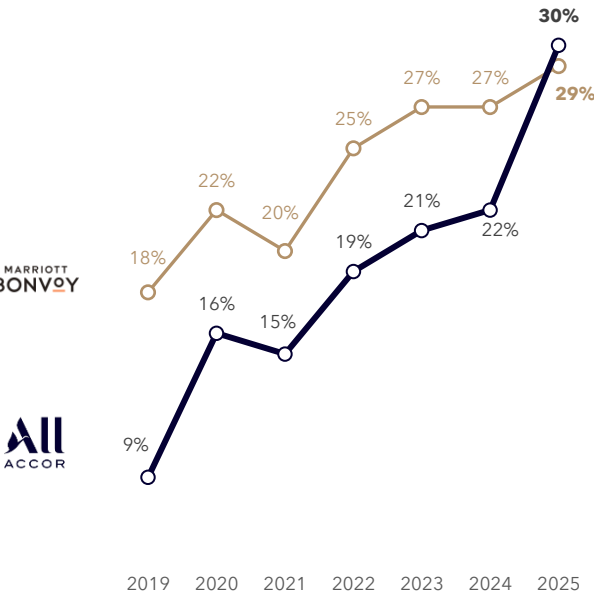
Nb of & won since its creation in 2019

### MOST LOVED BRAND



Brand Love score

### HISTORIC INCREASE IN AWARENESS IN 2025



Brand Awareness for hotel users

Source: BEAM Study September 2025. Among Hotel users for hotel brands only. The overall scores in this slide, both for ALL Accor and other brands, represent an arithmetic mean of scores from France, Germany, the UK, the USA, China, Brazil, Australia, and the UAE. No weight was assigned to individual countries in calculating the global scores.



# ACCOR SALES TEAMS DRIVE AN ADDITIONAL 25% OF HOTEL TOP-LINE



10K Premier & Strategic Accounts



CWT

BCD travel

HRS

FCM  
TRAVEL  
SOLUTIONS

TA & TMC <sup>(1)</sup>

hotelbeds

WebBeds

Infinite

expedia group

LEISURE  
CONNECTED TO <sup>(2)</sup>

CWT Meetings  
& Events

BCD meetings  
& events

HB  
HELMESBRISCOE

AMERICAN  
EXPRESS

BCG  
BOSTON  
CONSULTING  
GROUP

serco

mci

Edward Jones  
SECURITIES INVESTMENT

CAPTIVERESOURCES  
CORPORATE TRAVEL

MEETINGS  
& EVENTS

SIEMENS

Orfea

AIRBUS

GE  
General  
Electric

accenture

IBM

Deloitte.

CORPORATE

Emirates

AIR FRANCE KLM

TURKISH AIRLINES

UNITED

Lufthansa

QATAR  
AIRWAYS

AIRLINE  
CREWS

(1) TA = Travel Agencies // TMC = Travel Management Companies  
(2) TO = Tour Operators



# L&L SALES EXPERTS GRASP HIGH CONTRIBUTION MARKETS

## LUXURY TRAVEL AGENCIES

STAFF : 19

AMERICAS: 5  
EUROPE & AFRICA: 6  
IME-APAC: 8

HIGH CONTRIBUTION  
LEISURE INDIVIDUAL



## STRATEGIC L&L CLIENTS

STAFF : 29

NORTH AMERICA: 22  
EUROPE: 7

LUXURY CORPORATES,  
M&E, ENTERTAINMENT



## LEISURE OPERATORS L&L

STAFF : 5

BASED IN  
NORTH AMERICA

HIGH CONTRIBUTION  
LEISURE FIT & GROUP



## HERA B2B TRAVEL AGENCIES LOYALTY PROGRAM

STAFF : 6

BASED  
IN PARIS

HIGH CONTRIBUTION  
LEISURE INDIVIDUAL



## B2B COMMUNICATION & EVENTS

STAFF : 9

BASED  
IN PARIS

+40 WORLDWIDE SALES  
TRADSHOWS & 200  
ACTIVATIONS



SUPPORTED BY 8 PEOPLE IN CROSS FUNCTIONS



# CALL CENTERS TAILORED FOR L&L

DELIVERING A POWERFUL RANGE OF SERVICES, EASING OPERATIONS

## 4 ACTIVITIES

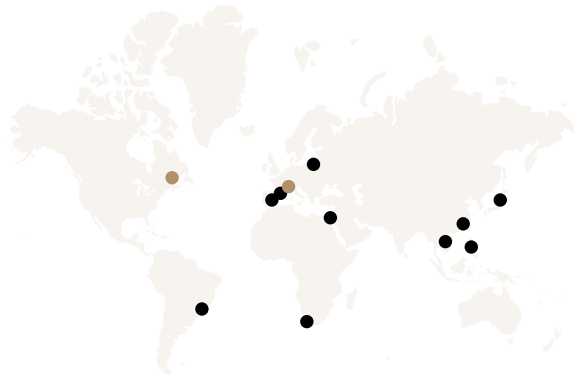
RESERVATION | OVERFLOW | CUSTOMER CARE | CARE VIP DESK

18 LANGUAGES

12 SITES

2 dedicated to Luxury

24/7 SERVICE



6M Contacts



75% Sales Conversion

TO DRIVE REVENUE GROWTH AT THE LOWEST COST WITH THE BEST QUALITY OF SERVICE

## IMPROVE HOTEL P&L...

📈 Boosting Sales

30% Higher ADR than Intra-Hotel Through upsell

💰 At the lowest cost

- Competitive fee
- Reduce operations cost

RESULTING IN POSITIVE P&L CONTRIBUTION

## ...AT THE BEST QUALITY OF SERVICE

👤 Strong Quality

92% Guest satisfaction /LQA

- Extremely selective recruitment
- Expert training in Accor brands, hotel knowledge, and culture
- Tailored sales pitches for each hotel

Figures as of end of December 2025



## ASTORE BY ACCOR IS A LEADING PROCUREMENT ORGANIZATION DELIVERING VALUE TO HOTELS AND OWNERS

**3B€+** managed spend worldwide

**5,000** suppliers' partners globally

**250** category management experts in 20 countries

**30+** dedicated Luxury & Lifestyles Procurement experts across the globe

Astore by Accor is a leading hospitality Group Procurement Organization and a one stop shop covering luxury & lifestyle hotel needs, OPEX and CAPEX, from daily purchasing of products & services to supporting construction and renovation projects.

Astore actively contributes to the achievement of Accor Sustainability Commitments.

Accor as well as Hilton, IHG, Marriott and Radisson are co-founders of HARP: Hospitality Alliance for Responsible Procurement.



NEW ORGANIZATION DEDICATED TO LUXURY & LIFESTYLE BRANDS & OWNERS

# LEADERSHIP OF PROCUREMENT



RESTAURANT, BAR & ENTERTAINMENT



OS&E AND FF&E PARTNERSHIP



PROFESSIONAL SERVICES & IT



ENERGY



TECHNOLOGY



PRE OPENING & REFURBISHMENT  
SUPPORT



# ENTER THE AUGMENTED HOSPITALITY ERA WITH ARTIFICIAL INTELLIGENCE - AI

## AI GUEST & UPSELL ASSISTANT

AVAILABLE

WHERE PERSONALIZED SERVICE MEETS INTELLIGENT UPSELL

### For the guest:

- Make any **request anything**, from towels to restaurant bookings...

### For the staff:

- The AI automatically **routes and updates requests** in the hotel's task system
- It provides personalized **upsells recommendations** with one-tap acceptance to send the guest

- + ✓ Effortless service for the guest
- ✓ Incremental revenue for the hotel

## AI TRAVEL CONCIERGE

LAUNCH DEC. 25



TURNING TRAVEL INSPIRATION INTO DIRECT BOOKINGS

### For the guest:

- Explore destinations and **receive curated suggestions** based on their habits, past stays, and lifestyle
- **Receive personalized offers** (e.g., family resorts, romantic escapes, business stays)

- + ✓ Increased booking conversion
- ✓ Incremental revenue for the hotel

## AI BUTLER - STAFF ASSISTANT

UPCOMING

EMPOWER EVERY HOTEL EMPLOYEE WITH AI

### For the staff:

- **Ask questions or give commands:** "How do I reset my password?", "Translate this message."
- For questions: the AI butler instantly executes, explains, or drafts the right answer
- For actions: the AI butler accelerates routine tasks and knowledge access

- + ✓ Less admin time and errors
- ✓ More time to deliver exceptional guest experiences

## M&E SALES ASSISTANT

UPCOMING

TRANSFORMING MEETING & EVENT LEADS INTO LASTING REVENUE

### For the sales teams:

- The AI assistant analyzes incoming inquiries (emails, forms) and **highlights the most promising opportunities**
- **It drafts personalized answers** (pricing, packages, and room availability) – ready for quick review and send.

- + ✓ Slow manual responses turned into revenue efficiency





ACCOR