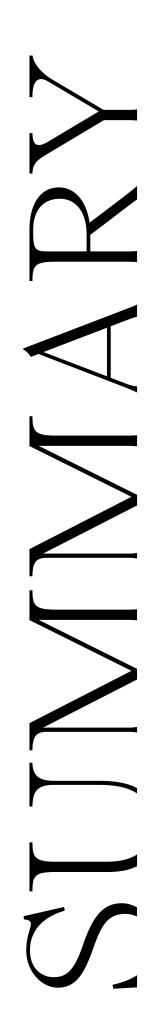
MICHELIN GUIDE HOTEL SELECTION PRESS KIT





PAGE 3 -

INTRODUCTION BY GWENDAL POULLENNEC,
INTERNATIONAL DIRECTOR OF THE MICHELIN GUIDES

PAGE 4 -

THE STORY STARTS WITH THE CLIENTS

PAGE 7 -

KEY INFORMATION

PAGE 8 -

A SELECTION OF QUALITY AND VARIETY

PAGE 10 -

SELECTION CRITERIA

PAGE 14 -

A SELECTION MADE BY COMMITTED EXPERTS ... AND ENDORSED BY PASSIONATE TRAVELERS

PAGE 17 -

MORE THAN JUST A HOTEL SELECTION,
A GENUINE BOOKING SERVICE AND SUPPORT
FOR TRAVELERS

PAGE 18 -

A MEMBERSHIP PROGRAM FOR VIP PRIVILEGES

PAGE 21 -

CONCLUSION

INTRODUCTION

For more than 120 years, the MICHELIN Guide has been passionately committed to accompanying gourmets and travelers around the world and making every trip a memorable experience. The hotel and restaurant selections in the MICHELIN Guide provide inspiration as much as they illustrate a certain vision of lifestyle, hospitality, and gastronomy excellence.

And while for the MICHELIN Guide, the restaurant has always been a destination in its own right — a special place people travel to solely for the enjoyment of a remarkable culinary experience — the same vision is now extended to hotels and accommodations.

More than just a directory of convenient and comfortable places to stay, the new MICHELIN Guide hotel selection fulfills an even stronger promise: to bring something unique to travelers. Hotels are selected for their extraordinary style and personality, as well as their level of comfort and service. This independent curation is the result of renewed expertise and a clear commitment to identifying only the world's most noteworthy hotels.

Each hotel in the selection can be booked on the MICHELIN Guide website and app, which have been crafted for ultimate usability and include concierge-level reservation and support services. Whether planning a trip, organizing an escapade, or extending an exceptional gastronomic evening with a hotel stay of the same caliber, the MICHELIN Guide makes it as simple as it is pleasant.

«It's not the destination, it's the journey.» says the popular adage. At the MICHELIN Guide, we are happy to help make sure that the destination, whether gastronomic or hotel, is the journey!

Gwendal Poullennec,
International Director of the MICHELIN Guides



THE STORY STARTS WITH THE CLIENTS



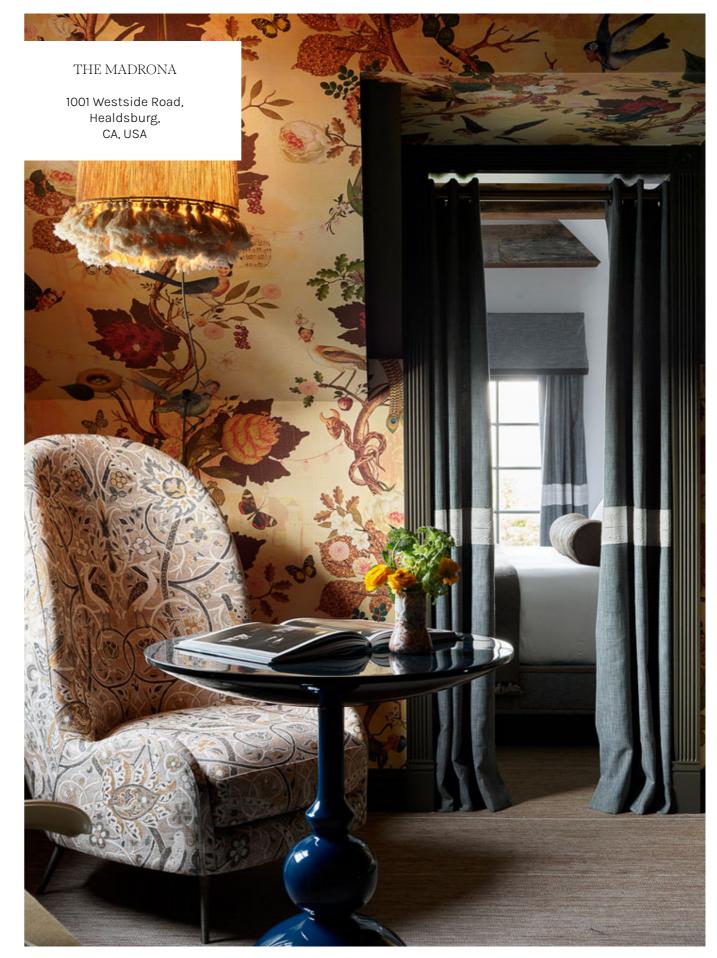
In comments on Instagram, via email, or stamped letter, feedback from MICHELIN Guide users regularly expresses a wish: to access hotel recommendations as reliable as those dedicated to restaurants.

These travelers are more and more in search of hotels that are true cultural immersions — places that help guests better understand their surroundings. We set out to identify accommodations that fulfill this desire and that live up to the values of excellence cherished by the MICHELIN Guide.

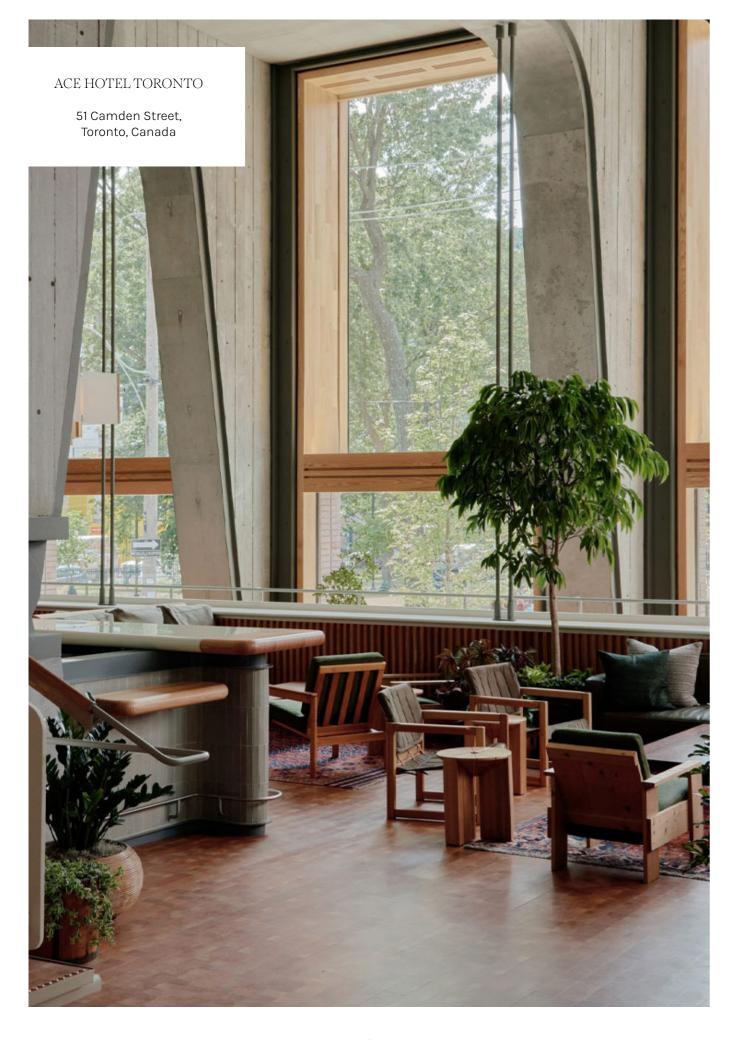
With the opinions of MICHELIN Guide clients as our inspiration, we began the process of completely overhauling our hotel selection. For four years, our teams have been working to establish a new standard of recommendations: demanding, committed to enhancing the value of an architectural approach, these accommodations are cultural ambassadors of the region within which they are located.

This is the spirit that the MICHELIN Guide defends by promoting a selection of around 16,000 restaurants accross the glode each year. And it is in this spirit, and for the benefit of clients looking for unique travel experiences, that the MICHELIN Guide has created this new selection of hotels with abundant character.

According to the testimonials we receive from travelers, the uniqueness of the hotel is now paramount. Tailor-made accommodations are no longer just a question of service, but of the affinity between the traveler's personality and the life he or she has chosen to lead for a few days. The MICHELIN Guide's teams have chosen to address these pioneering clients of a new lifestyle: the one that resembles them.







KEY INFORMATION



- + Driven by its users, the MICHELIN Guide has built an extensive selection of hotels and accommodations offering thoroughly memorable experiences.
- After four years of joint work by Michelin and Tablet Hotels teams, the MICHELIN Guide is proud to extend its expertise and passion to the hospitality industry.
- + Michelin's ambition is to independently guide food lovers and travelers alike to the world's best restaurants and hotels. The MICHELIN Guide teams are convinced that this is the way to build the future of culinary and hospitality cultures.
- + The MICHELIN Guide hotel selection features more than 6,000 unforgettable accommodations, each one chosen by our team of experts.
- + They are not only destinations in themselves, they are also ideal places to connect with the 16,500 restaurants already selected by MICHELIN Guide inspectors.



A SELECTION OF QUALITY AND VARIETY



Whether it's an independent New York boutique hotel or a Parisian palace owned by an international group, a Japanese ryokan or a designer youth hostel, a waterfront villa in Komodo National Park or an eco-friendly hacienda in Peru's Sacred Valley, the MICHELIN Guide hotel selection celebrates the world's outstanding accommodations, each one chosen for its strong personality, attention to detail, and exceptional service.

As destinations in their own right, each offering memorable experiences, the accommodations recommended by the MICHELIN Guide fall into a broad category of styles, locations, atmospheres and prices.

What's more, they all reflect the MICHELIN Guide's sincere commitment to showcasing the world's hospitality and lifestyle cultures.

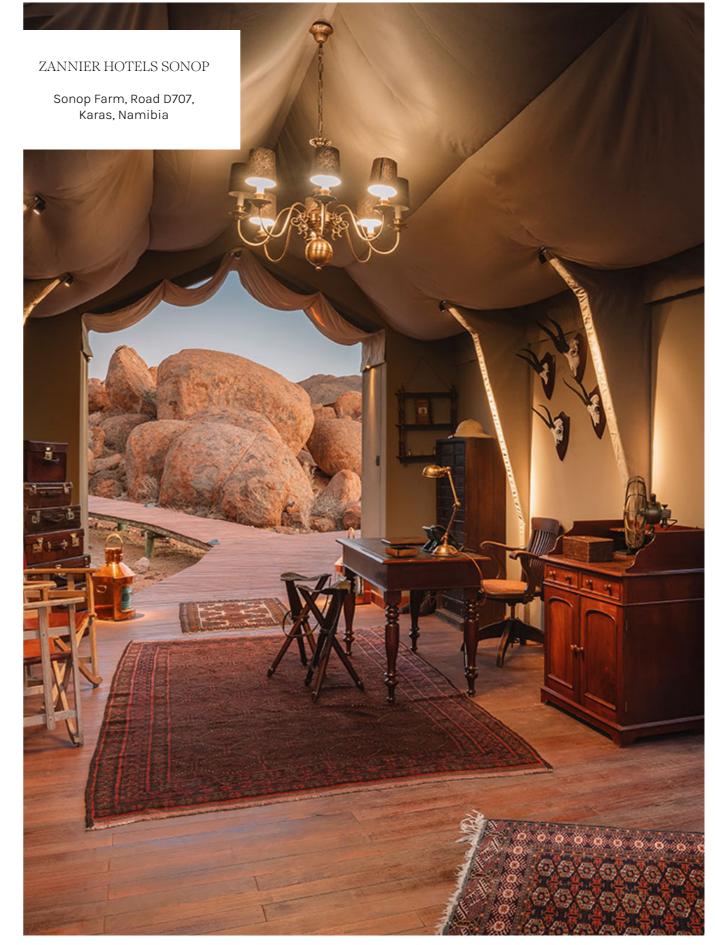
While the selection includes established hotels with international reputations, others are more recent discoveries or brand new openings. They all meet the five quality criteria evaluated by the

MICHELIN Guide's hotel experts around the world:

- A destination unto itself: the hotel contributes to the local experience
- Excellence in interior design and architecture
- Quality and consistency in service, comfort and maintenance
- -Individuality, reflecting personality and authenticity
- Ability to deliver an extraordinary experience for its price

In addition, special attention is given to accommodations offering high-quality food experiences, as noted by the MICHELIN Guide inspectors.

Today, the MICHELIN Guide hotel selection includes around 6,000 accommodations in over 120 countries and 2,700 cities. This international curation, which highlights talented professionals and their exceptional know-how, is a wonderful invitation to travel and discover special destinations.





SELECTION

CRITERIA



CRITERIA N°1

A destination unto itself: the hotel contributes to the local experience



CRITERIA N°2

Excellence in interior design and architecture



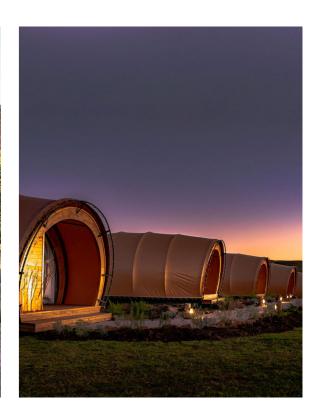
CRITERIA N°3

Quality and consistency in service, comfort and maintenance



CRITERIA N°4

Individuality, reflecting personality and authenticity



CRITERIA N°5

Ability to deliver an extraordinary experience for its price





A SELECTION MADE BY COMMITTED EXPERTS

... AND APPROVED BY PASSIONATE TRAVELERS

COMMITTED EXPERTS

In 2018, Michelin acquired Tablet Hotels, an Online Travel Agency (OTA) and booking platform specializing in the curation of boutique hotels and luxury accommodations that have a strong architecture and design bias and that offer exceptional service.

For four years, the MICHELIN Guide teams have refined their knowledge of the hotel industry to create a focused curation and deploy their own booking service.

Today, the MICHELIN Guide's hotel experts form a team of passionate, independent and committed professionals. They are inveterate travelers and specialists in both local and international design and architecture, service norms, and worldwide hospitality cultures. They are always on the lookout for new openings and trends in the industry.

The hotel experts, who are the counterparts of the famous MICHELIN Guide restaurant inspectors, are responsible for making a selection of more than 6,000 exceptional accommodations in over 120 countries. Each hotel is thoroughly researched by the experts directly with the hoteliers. All aspects of the hotel, the services offered, the care taken

with the design and the personality of the place, are reviewed and evaluated for selection. The decision to select an accommodation is then collectively made by the team of experts, and the selected accommodation is then put into the hands of editorial managers who translate the proposed experience into words.

In addition to knowing how to evaluate the services and quality of an accommodation, hotel experts are real professionals in monitoring and observing the industry. Although they do not necessarily visit all recommended hotels, their know-how also lies in their daily assessment of the global hotel scene. Whether it's following the latest boutique hotel project from a seasoned architect or a renowned designer, finding out about the opening of the latest property of a major hotel group, diving into the freshest columns of specialized media, or exploring social networks to find the most unusual remote ecolodge, hotel experts rely on all available sources and resources to discover the best accommodations. Better yet, they can also rely on the information that MICHELIN Guide inspectors gather on the ground during their gastronomic

PASSIONATE TRAVELERS

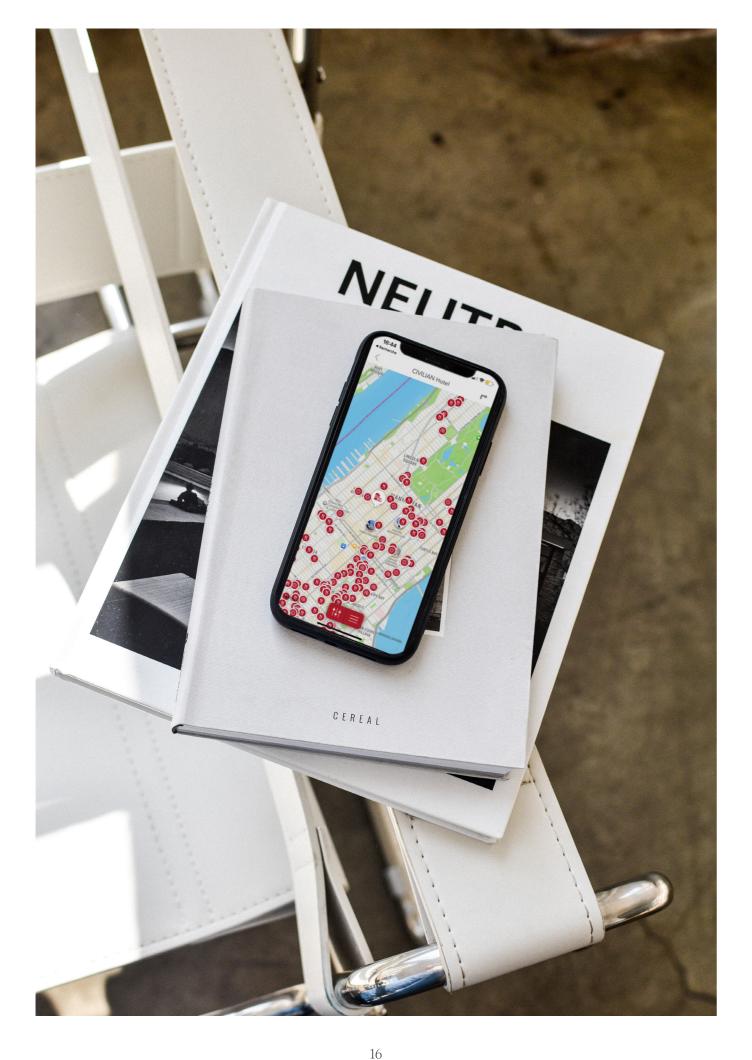
Once a hotel has been recommended and can be viewed and booked on all MICHELIN Guide digital platforms, the hotel experts also rely on verified customer feedback to maintain— or downgrade—an accommodation in the selection. Just like the restaurant selection, the opinions of travelers after their hotel stay help to highlight the most memorable experiences as well as the most disappointing ones. If several negative reviews are received, based on the responses of MICHELIN Guide guests to a detailed satisfaction questionnaire, the experts meet and decide collectively whether to remove the hotel.

The collaborative and continuous interaction with MICHELIN Guide clients helps to keep the hotel selection reliable and dynamic. Unlike each of the restaurants recommended by the inspectors, the 6,000 MICHELIN Guide accommodations are visited at a different pace than the restaurants



CHÂTEAU VOLTAIRE, 55-57 rue Saint-Roch, Paris, France





MORE THAN JUST A HOTEL SELECTION,

A GENUINE BOOKING SERVICE AND SUPPORT FOR TRAVELERS

More than just a selection of unique and memorable accommodations, the MICHELIN Guide hotel selection is as practical as it is inspiring.

Available free of charge worldwide on the MICHELIN Guide website and apps, the selection is continuously updated by hotel experts. Every year, an average of 600 new addresses are added to the selection, encouraging travelers to imagine their future stays.

Each accommodation has its own page and can be consulted like a travel diary. Numerous photos allow users to immerse themselves in the heart of the property, while a detailed editorialized text, written with care by experts, extends the invitation to travel. On the app, users can create lists of their favorite hotels, those they have found for a future trip, or those they dream of visiting one day. The geolocation tool also lets users find nearby restaurants recommended by the MICHELIN Guide inspectors, promising a complete hotel and dining experience.

And because the hotel industry is a fast-moving business that fluctuates with the tourist season and hotel occupancy, the MICHELIN Guide also offers a high-quality reservation service that ensures that you can take advantage of the best rooms available at the property at the right rate. This smooth, accurate, intuitive and secure tool makes it easy for travelers to book and pay for their stay in just a few clicks.

Finally, because the MICHELIN Guide teams take great care to support their clients at every stage of their stay, a digital concierge service — which is actually staffed by real people! — is designed to answer any question or try to satisfy even the smallest of desires, in conjunction with hoteliers



A MEMBERSHIP PROGRAM FOR VIP PRIVILEGES



A Plus membership from the MICHELIN Guide unlocks VIP treatment at more than a thousand of the world's best hotels.

Plus members receive exclusive perks like room upgrades, daily breakfast, late check-out, credit for incidentals, complimentary drinks, spa treatments, and more when they book participating hotels on the MICHELIN Guide website or app.

A free 30-day trial is available to first-time members. After which, annual membership is only \$99, a price that pays for itself in as little as one stay.

Few things feel better than being treated like a VIP. A Plus membership from the MICHELIN Guide helps hotel guests have that feeling more often.

18

