



ACCOR

Invitation

Martine Gerow
Group CFO

— & —

Pierre-Loup Etienne
SVP Financial Communications & Investor Relations

ARE PLEASED TO INVITE YOU TO THE

Q3 2025 Revenue Presentation

Thursday, October 23rd, 2025 at 6:00pm CEST

The press release and the presentation will be online on the
[Accor corporate website](#)

on October 23rd at 5:45pm CEST

Presentation webcast, click [here](#)

Dial-in numbers, click [here](#)

Replay available on the [Accor corporate website](#) after the call