



ACCOR
Powered by emotion

OVERVIEW

MARCH 2026



Accor has long committed itself to sustainability and a community-centric approach, with care for people and the planet at the core of its strategy.

The Group formalized these values, creating a framework of accountability and announcing its Purpose:

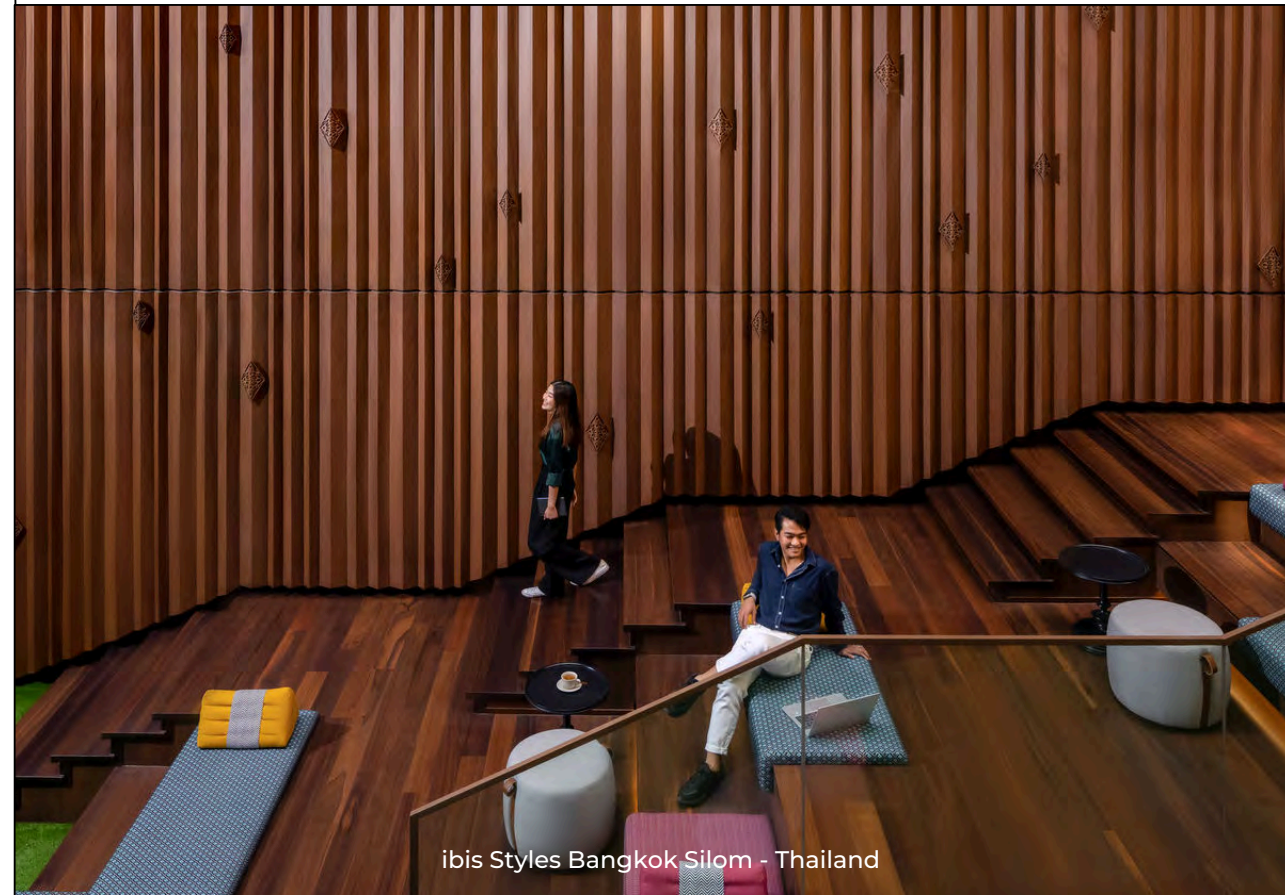
Pioneering the art of responsible hospitality, connecting cultures, with heartfelt care.



A WORLD-LEADING HOSPITALITY GROUP

With an unrivaled portfolio spanning geographies, segments and activities, Accor operates one of the most diversified ecosystems in the industry.

Our ethos is embodied in our team of 380,000+ team members under Accor brand, who infuse passion for hospitality with heartfelt care to craft memorable stays and foster meaningful connections across cultures.



ALL Accor, the Group's booking platform and loyalty program, embodies the Accor promise before, during and after the hotel stay, supporting its members on a daily basis and giving them access to truly distinctive experiences.

5,800+
hotels

10,000+
restaurants & bars

19,100+
meeting rooms

400+
festive venues

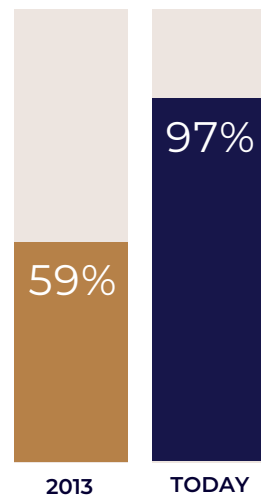
380,000+
team members
under Accor brand

2,000+
hotels with spas
or fitness facilities

A STRATEGIC IDENTITY DEFINED OVER A TRANSFORMATIVE 10+ YEARS

ASSET LIGHT

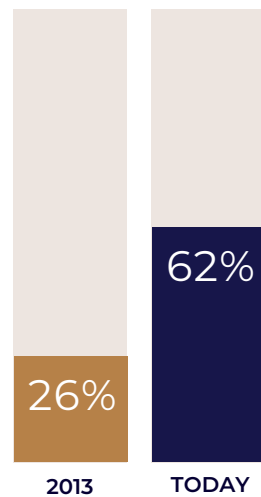
Privileging service provision and a hotel management positioning, Accor has adopted an industry-leading asset-light model, with only 3% of rooms owned or leased.



+38%
franchised or managed

GLOBAL

Accor's geographic footprint outside Europe has tripled in the last 12 years, with business volume outside Europe now representing 62% of the Group total.



x3
business volume outside Europe

DIVERSIFIED

The Group has grown from 13 to more than 45 hotel brands, tripling its brand portfolio and diversifying into a range of hospitality services and solutions.



x3.5
hotel brands

DIGITAL

Bringing together reservations and loyalty, the integrated digital ecosystem ALL Accor guarantees simplicity, relevance and engagement.



x7
loyalty program members

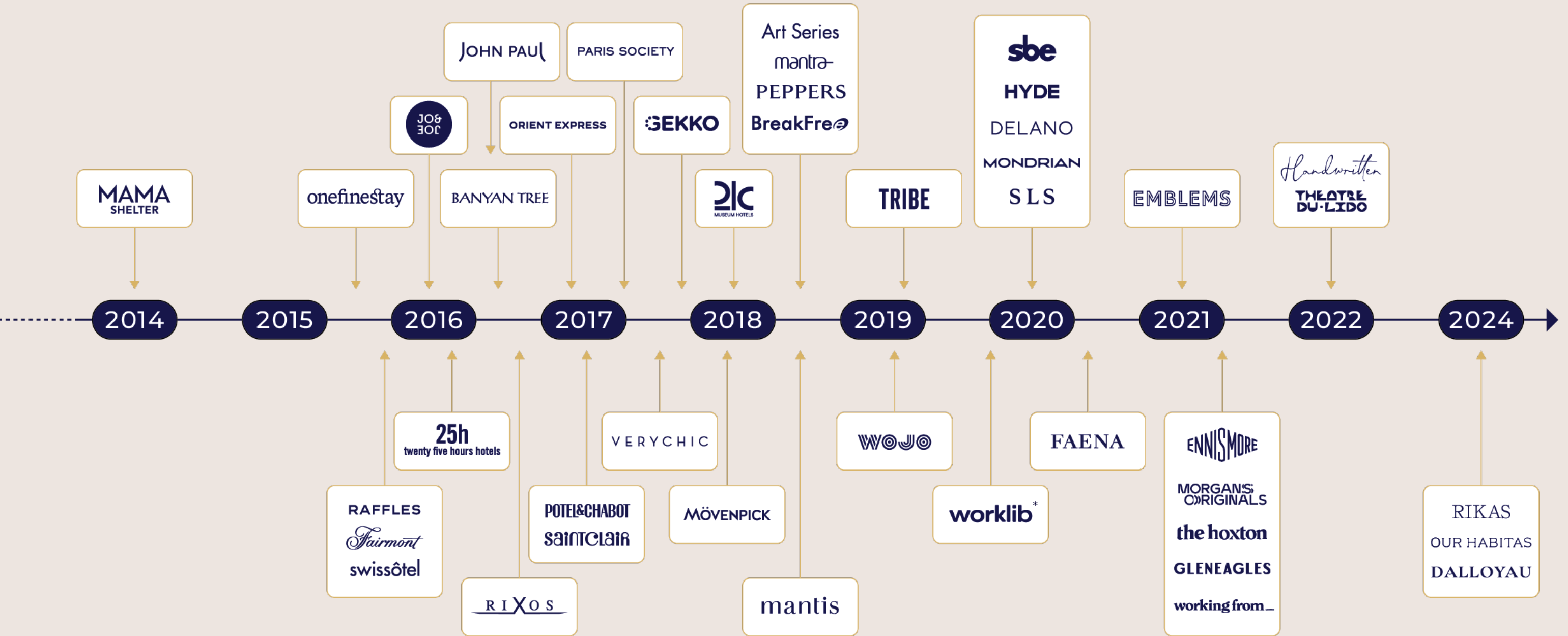
RESPONSIBLE

Accor reinforced its resolute commitments to ESG in the Group's Purpose: Pioneering the art of responsibility, connecting cultures, with heartfelt care.



x2.8
projects supported by Accor Solidarity

Our Transformation



REIMAGINING HOSPITALITY WITH A DIVERSIFIED ECOSYSTEM



STAY WITH US

ADAGIO ANGSANA Art Series BANYAN TREE BreakFree
DELANO EMBLEMS Fairmont FAENA GLENEAGLES
GRAND MERCURE greet Handwritten hotelFTI HYDE
ibis ibis STYLES ibis budget JO&JOE MAMA SHELTER mantis
mantra MERCURE M GALLERY MONDRIAN MORGAN'S ORIGINALS
MÖVENPICK NOVOTEL onefinestay ORIENT EXPRESS
OUR HABITAS PEPPERS pullman RAFFLES RIXOS
SLS SO/ SOFITEL SOFITEL LEGEND swissôtel
the hoxton THE SEBEL TRIBE 2IC HOTEL HOTEL 25h twenty five hours hotels

EXPERIENCE MORE

PARIS SOCIETY
THEATRE DU LIDO
POTEL&CHABOT
saintclair
DALLOYAU
W@J@
MAMA WORKS
working from

RELY ON US

ASTORE
d-edge
GEKKO
JOHN PAUL
officeriders
VERYCHIC





ACCOR IS A LEADER

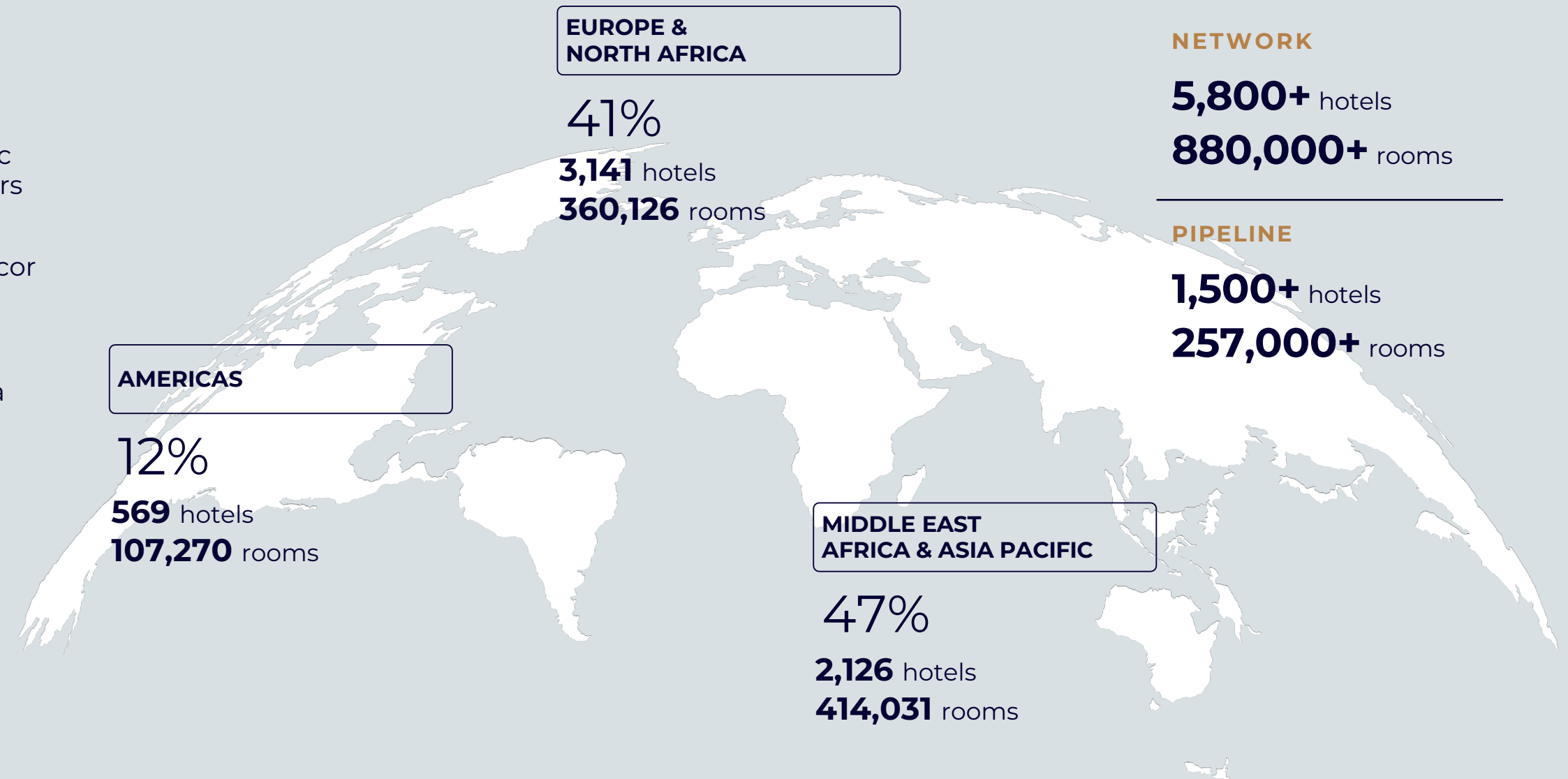
110+ COUNTRIES WORLDWIDE

Accor has built a prominent presence in multiple geographies thanks to the strength of its Premium, Midscale & Economy powerhouse and Luxury & Lifestyle brand collection, with iconic and beloved brands attracting travelers across all segments.

Outside North America and China, Accor is the number one hospitality player in number of rooms, with leadership positions in Europe, the Middle East, South America, Africa, South-East Asia and the Pacific.

#1 world leader
Premium, Midscale & Economy

#2 world leader
Luxury & Lifestyle



EUROPE NORTH AFRICA

As Accor's home territory, the Group leverages a strong legacy in the ENA region to grow strategically and responsibly in attractive new markets.

Representing 41% of our business with 3,100+ hotels across PM&E and L&L segments, our presence and reputation in Europe is well-established and uncontested, most notably in France, Germany and the UK.

North Africa, particularly Morocco, represents a vector of strategic expansion for the Group, allowing us to build on a historic presence in the region and high international service standards to capitalize on the growing tourism sectors.



PM&E

AT A GLANCE

2,925 hotels

326,977 rooms

44% of Global PM&E Portfolio*

IN THE PIPELINE

412 hotels

49,907 rooms

L&L

AT A GLANCE

216 hotels

33,149 rooms

24% of Global L&L Portfolio*

IN THE PIPELINE

88 hotels

11,642 rooms

*% in room number

MIDDLE EAST, AFRICA & ASIA-PACIFIC

The Middle East, Africa & Asia-Pacific (MEA APAC) is a pivotal region for Accor.

With an established footprint in the United Arab Emirates and Australia, and longtime partner initiatives in China, the Group drives development in key markets such as Saudi Arabia, Qatar and India while capitalizing on its historic leadership and diverse portfolio in Asia.

Through a strong brand presence and a dedication to nurturing local talent, Accor aims to solidify its leadership and further accelerate growth across the region.



Fairmont Bangkok - Thailand

PM&E

AT A GLANCE

1,863 hotels

343,190 rooms

46% of Global PM&E Portfolio*

IN THE PIPELINE

692 hotels

134,643 rooms

L&L

AT A GLANCE

263 hotels

70,841 rooms

52% of Global L&L Portfolio*

IN THE PIPELINE

182 hotels

38,973 rooms

*% in room number

AMERICAS

Accor has established a strategic presence in the Americas, with properties across the US, Canada, and various countries in Latin America.

Our portfolio and pipeline is designed to capitalize on a strategy of targeted expansion to grow our offerings and meet consumer desire for distinctive lifestyle experiences.

With a focus on strategic expansion and brand diversification in the region, Accor has implemented a highly tailored development strategy to position Accor according to the respective profiles of key travel hubs to appeal to both business and leisure travelers.



PM&E

AT A GLANCE

455 hotels

74,561 rooms

10% of Global PM&E Portfolio*

IN THE PIPELINE

110 hotels

13,429 rooms

L&L

AT A GLANCE

103 hotels

32,709 rooms

24% of Global L&L Portfolio*

IN THE PIPELINE

43 hotels

8,540 rooms

*% in room number



STAY WITH US

Accor meets the wants and needs of all types of guests thanks to our unmatched coverage across segments with 45+ hotel brands and adapted hospitality offerings.

LUXURY • LIFESTYLE • PREMIUM • MIDSCALE • ECONOMY

ELEVATING THE EXPERIENCE OF EXCELLENCE

With iconic names like Raffles, Fairmont and Sofitel, Accor has curated one of the most extraordinary luxury portfolios in the world.

Consistently surpassing the expectations of guests, our luxury brands create captivating, glamorous and exceptional experiences with thoughtful, heartfelt service, exemplified in the revitalization of Orient Express.



9
brands

375+
hotels

87,750+
rooms

Figures at December 31, 2025

ORIENT EXPRESS

RAFFLES

Fairmont

SOFITEL
LEGEND

EMBLEMS

SOFITEL

M
GALLERY

FAENA

BANYAN TREE

CREATING COMMUNITY IN MAGNETIC MILIEUS

Accor has long recognized the value of the Lifestyle hospitality segment, investing in a new generation of hotels that draw local guests and travelers alike to their vibrant, engaging atmospheres.

With Ennismore, Accor offers a portfolio of iconic brands with unique and creative visions. This joint venture consists of three entities: a lifestyle collective deeply rooted in culture and community, exceptional luxury venues embodying the French art of hospitality through Paris Society, and, with Rixos, immersive resorts that create havens of escape and entertainment.



14
brands

210
hotels

48,945+
rooms

Figures at December 31, 2025



25h
twenty five hours hotels

DELANO

GLENEAGLES

HYDE

JO&JOC

MAMA
SHELTER

MONDRIAN

MORGAN'S
ORIGINALS

OUR HABITAS

RIXOS

SLS

SO/

the hoxton

CURATING CHARACTER FOR THE DISCERNING TRAVELER

Accor's premium brands are known for their distinctiveness and unique character, delivering a range of experiential, contemporary and cultured offerings.

From Pullman's style and Mövenpick's warmth to Swissôtel's vitality and Peppers' indulgence, our Premium brands speak to the spirit of today's discerning traveler.



9
brands

520+
hotels

125,825+
rooms

Figures at December 31, 2025

PULLMAN

swissôtel

MÖVENPICK

mantis

Art Series

GRAND MERCURE

ANGSANA

PEPPERS

THE
SEBEL

REAFFIRMING THE ACCESSIBLE LEISURE TRAVEL OFFER

Accor's 50+-year history began when the arrival of Novotel and Mercure in France made leisure travel accessible to the general public.

Our midscale segment has remained a global leader in exemplary quality hospitality ever since, with the addition of the authentic and intimate Handwritten Collection further cementing Accor's commitment to reliable and characterful hotels in the midscale range.



Mercure Tokyo Hibiya - Japan

7
brands

1,940+
hotels

304,480+
rooms

Figures at December 31, 2025

Handwritten

NOVOTEL

MERCURE

TRIBE

ADAGIO

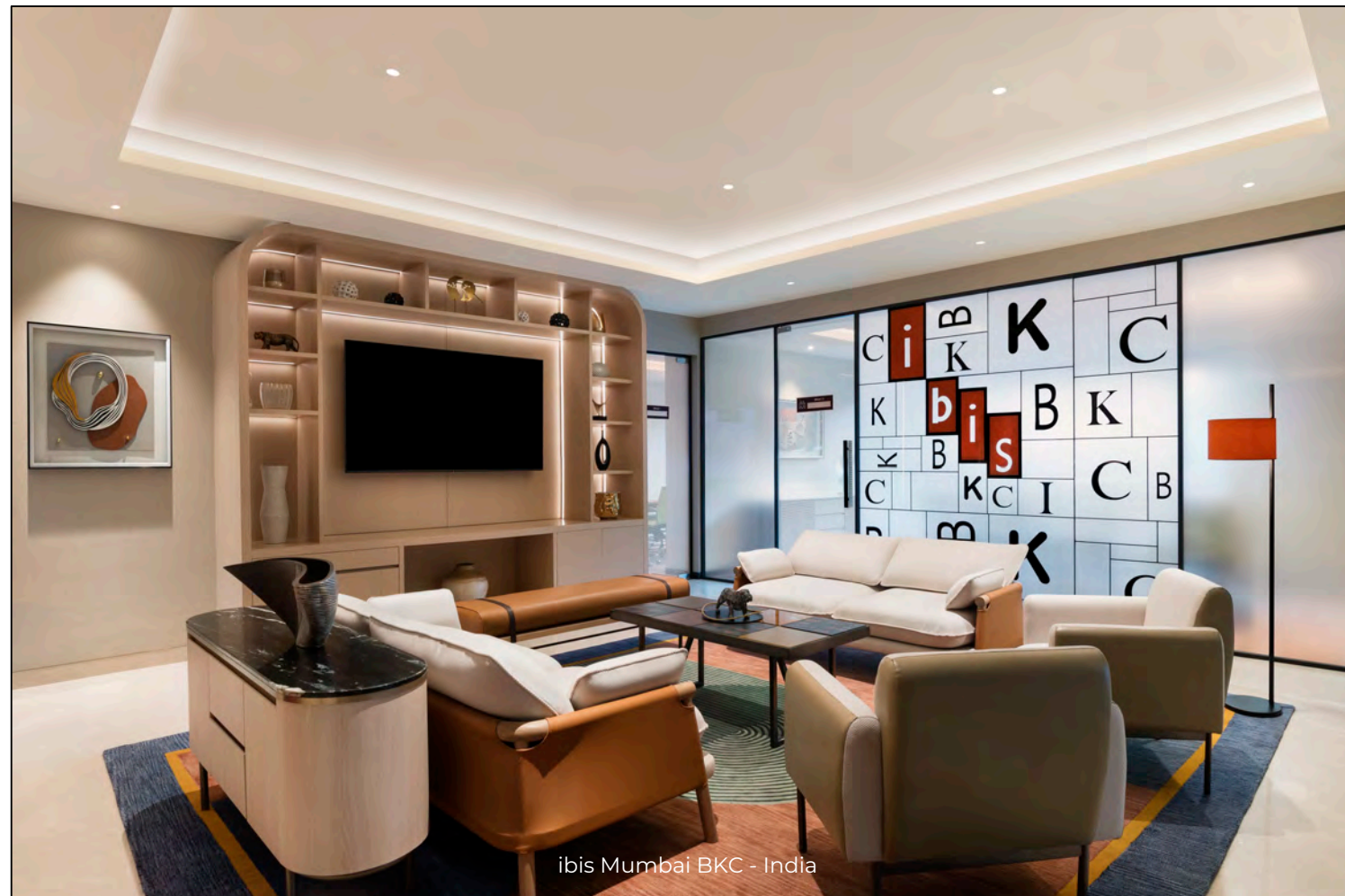
mantra

NEQTA

DELIVERING FUN AND FUNCTION FOR VALUE-FIRST VISITORS

A market leader in the segment, Accor's economy brands provide vibrant, friendly and reliable travel experiences with great value guaranteed.

Due to their familiar aesthetics, playful and bold energy, and engagement in local communities, Accor's economy hotels such as those in the greet and ibis family are as beloved by locals as they are with traveling guests.



6

brands

2,770+

hotels

314,420+

rooms

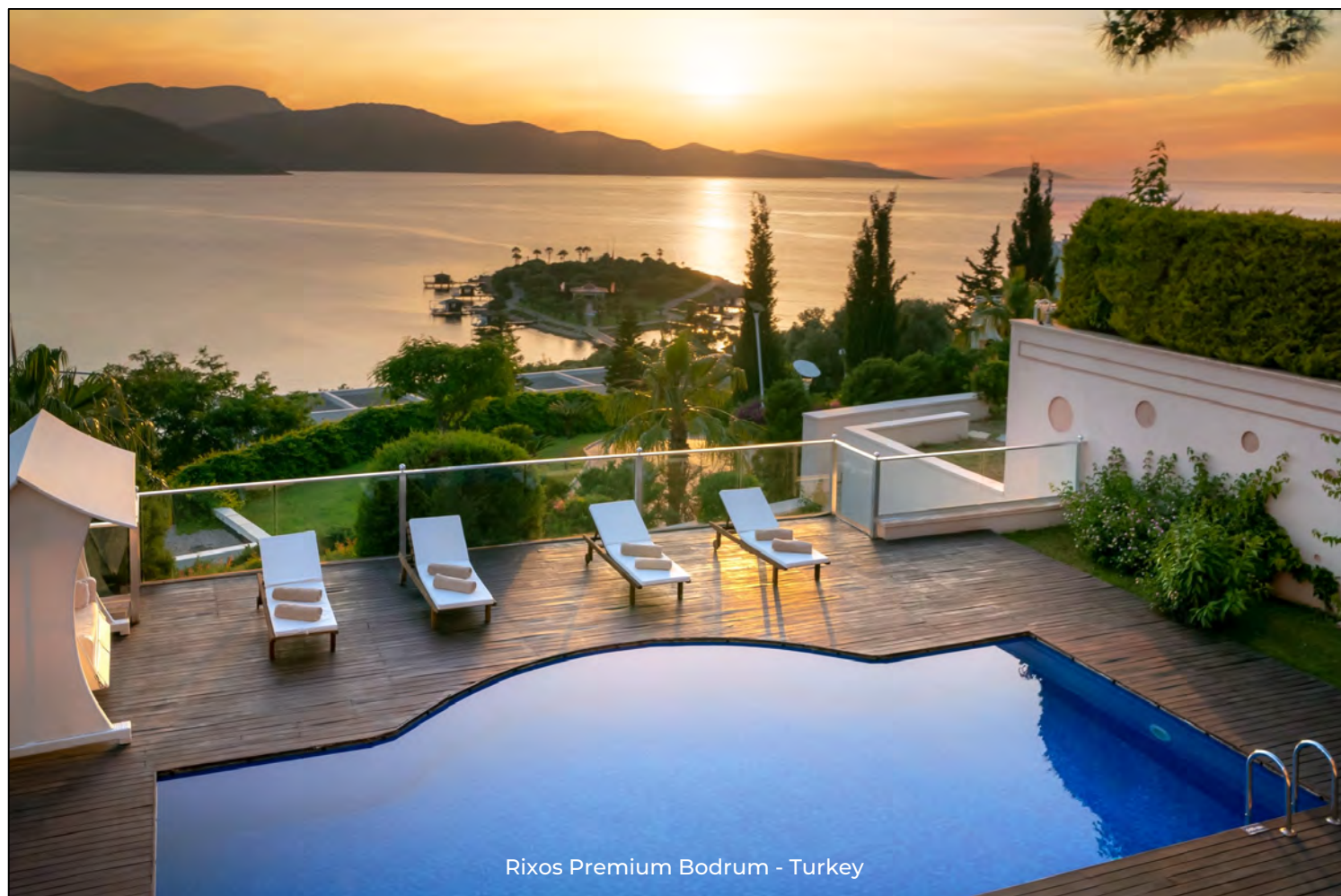
Figures at December 31, 2025



INFUSING THE ALL-INCLUSIVE WITH ALL-EXCLUSIVE

Our hotels are fully equipped to offer the best all-inclusive experiences to our guests with a wealth of offerings in restaurants and bars as well as entertainment, wellness, sports and family activities.

We have accelerated our expansion in this fast-growing market with our dedicated All-Inclusive Collection, a platform with a highly curated selection of 40+ luxury and premium properties redefining the all-inclusive experience.



5
brands in the
All-Inclusive Collection

40+
hotels

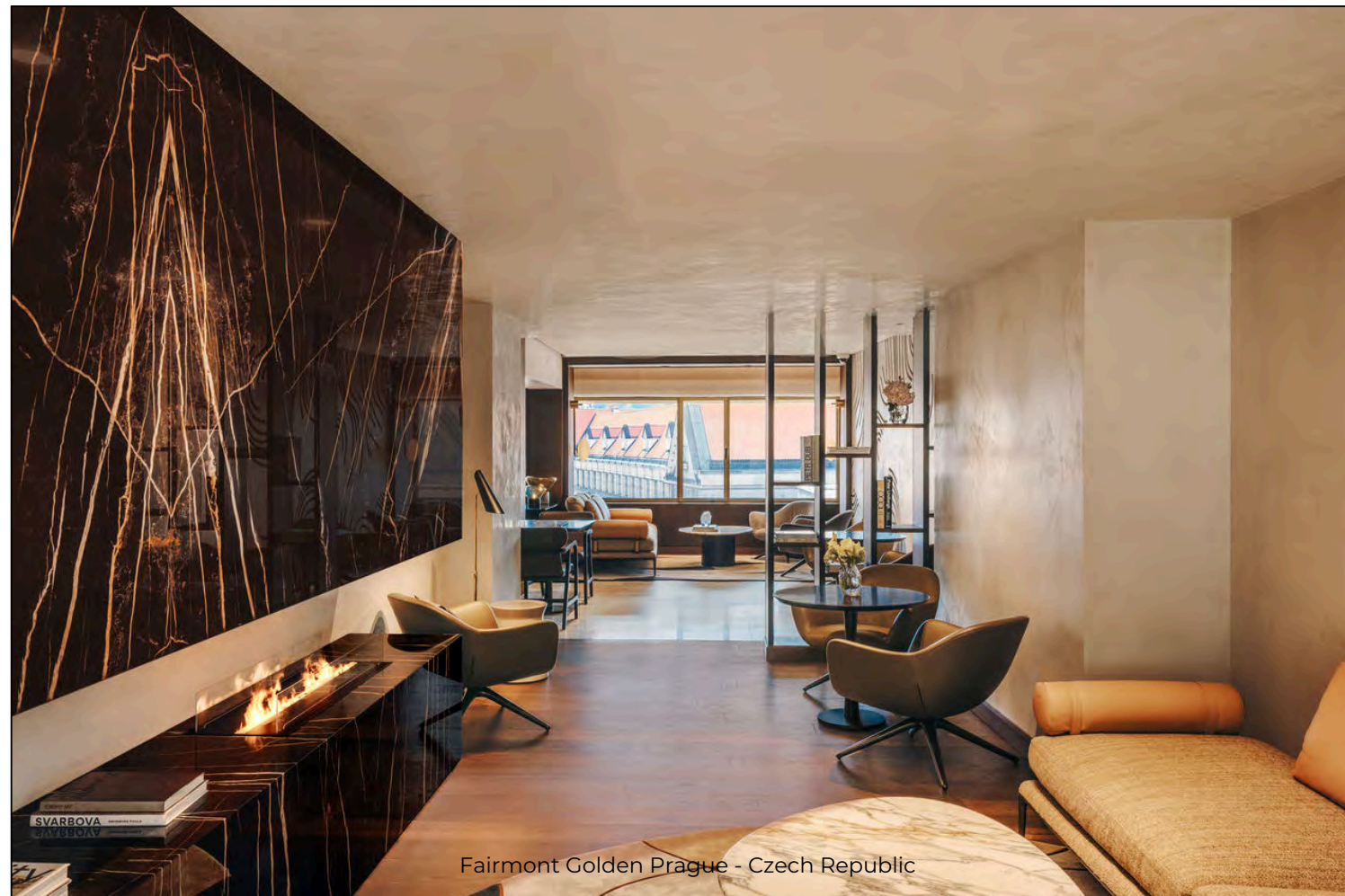
Figures at December 31, 2025

HYDE RIXOS **SLS** **SO/** **swissôtel**

BRINGING ACCOR-BRAND HOSPITALITY HOME

Through its Accor One Living platform, the Group offers privately owned branded residences developed, designed, and serviced to the standards of its globally recognized hospitality brands.

Building off the renowned presence of our brands across regions, Accor's residential properties combine exclusivity and the comfort of hotel living, with a comprehensive array of on-demand hospitality services.



55+

branded residences

25+

distinct residential
brand offerings

130+

projects in
development

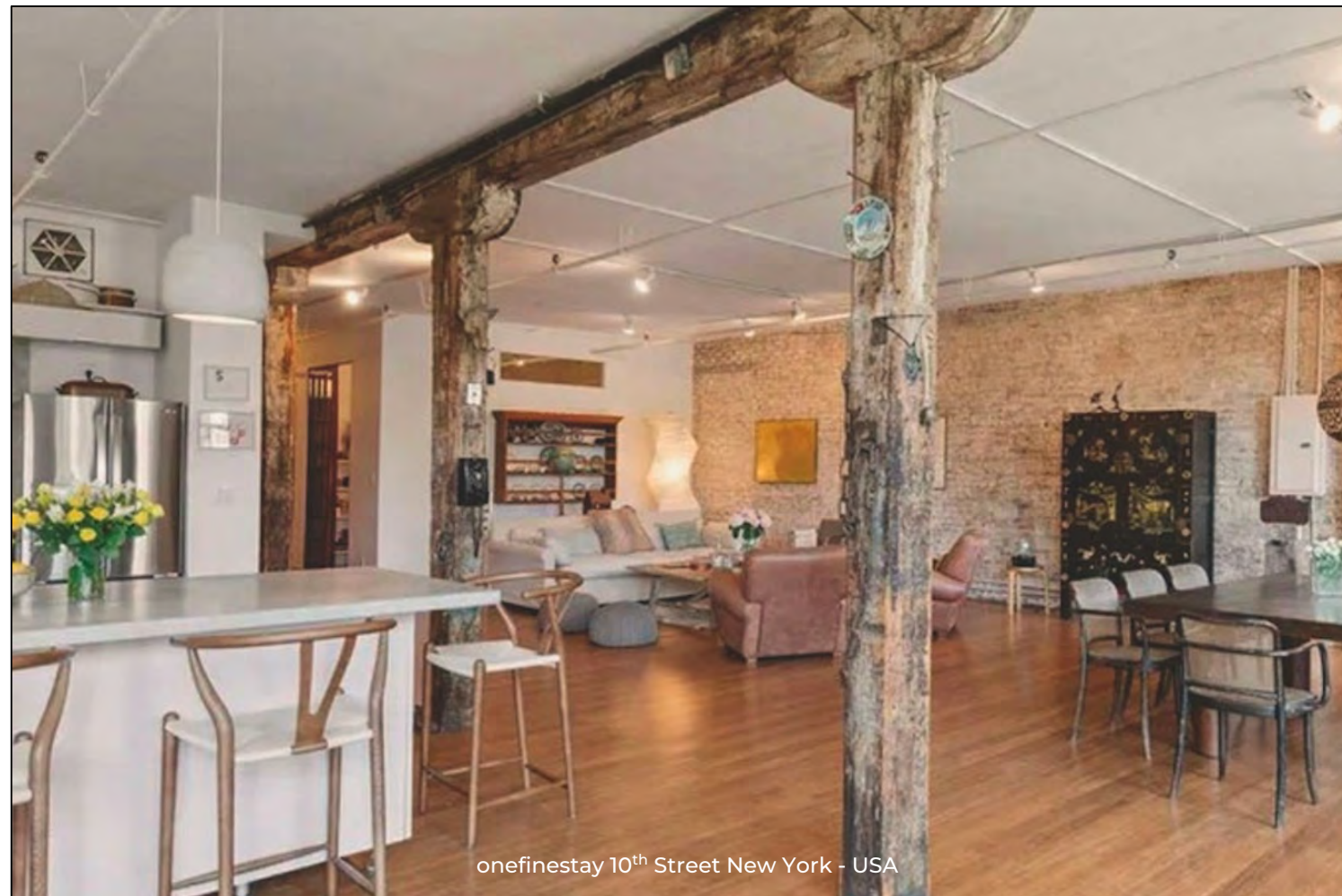
Figures at December 31, 2025

EVOLVING EXTENDED STAY WITH COMFORT AND CHARACTER

Accor offers the industry's most comprehensive portfolio of extended stay solutions and is the largest operator outside the US in the extended stay segment.

With onefinestay, Accor offers unmatched personal service in the luxury vacation rental space with 3,000 luxury homes, villas and chalets throughout 30 destinations worldwide.

Adagio is the European leader in aparthotels offering more than 130 locations and close to 14,700 apartments spread across 16 countries.



onefinestay 10th Street New York - USA

16

extended stay brands

350

extended stay hotels

3,000

luxury vacation rentals

Figures at December 31, 2025



ACCOR IS A CARETAKER

EMBEDDING SUSTAINABILITY IN BUSINESS

A pioneer in responsible hospitality for over 30 years, Accor was the first hotel group to establish a dedicated environmental department. In recent years, the Group has reinforced its commitment by adopting a science-based approach, embedding sustainability in its business model and value proposition to owners.

Accor's science-based sustainability strategy places social and environmental challenges at the heart of its methodology.



Redefining
the guest experience
while enhancing the
extra-financial performance

Reinventing
culinary experiences by
fostering a sustainable food
model across the entire
value chain

Rethinking
travel and tourism
by actively contributing
to preservation
and development

DRIVING VALUE, BUILDING ALLIANCES

By optimizing resource consumption —whether water, food, or energy—Accor helps hotel owners reduce costs, minimize risks, and increase the value of their assets, all while delivering a more responsible and distinctive guest experience.

The Group actively participates in global coalitions, including the World Sustainable Hospitality Alliance and the Sustainable Markets Initiative, collaborating with industry leaders to accelerate progress while simultaneously strengthening partnerships with public players, economic players and civil society.



-5%

in water intensity
(liters per occupied room)

57%

of hotels are eco-certified,
representing more
than 3,000 hotels

214,000+

clients who have opted
to use Skip the Clean
program in 2025

Figures at December 31, 2025

PLACING PEOPLE AT THE HEART OF HOSPITALITY

At Accor, we are ALL Heartists[®], which stands for Heart + Artists, and represents the Group's culture and mindset. Our challenge is to offer a life-changing experience to anyone who wants to join us, according to their needs, ambitions, and dreams.

Through our extensive brand portfolio, continuous learning culture, and endless job opportunities across the globe, Heartists[®] are able to grow and create their own path.



Raffles London. at the OWO – United Kingdom

120+

nationalities working at Accor

20,000+

members of our gender equality network RiiSE

41%

of team members are women

62%

employees without a university degree

Figures at December 31, 2025

FOSTERING A SCHOOL OF LIFE

Accor strives to be a School of Life & Hospitality, transforming short-term goals into a long-term aspirational mindset.

Learning and development is an integral part of each team member's career journey with the Group, no matter their seniority or level of experience. The Accor Academy is a testament to the Group's commitment to supporting Talent growth and development through learning.



Novotel Manila Araneta City, Philippines

Accor Academy

upskill and acquire new knowledge through robust training opportunities

Reveal Talent

boosting the careers of Heartists® with high potential into more senior roles

Learn Your Way

making all learning content available to ALL Heartists® in engaging formats

CELEBRATING DIFFERENCE, CREATING CONNECTION

Welcoming with open arms is part of Accor's DNA. By striving to prevent inequalities and discrimination; ensuring fair, safe, and equitable opportunities for personal and professional development; welcoming all guests with genuine warmth; and promoting community inclusion, the Group works towards a world where everyone belongs and thrives.

In addition to its UN Women's empowerment principles commitment, the Group has had a Group Diversity & Inclusion Commitment in place since 2011.



Pillars of the Group diversity and inclusion commitment

This commitment is based around 4 key areas of activity:

- Gender diversity & gender parity
- Inclusion of people with disabilities
- Social, ethnic & cultural diversity
- Inclusion of the LGBTQI+ community

Figures at December 31, 2025

SUPPORTING, SHELTERING, PROTECTING

Accor is committed to human rights, undertaking to uphold the fundamental rights of its workers and to offer them dignified, fair and favorable working conditions.

The Group has also implemented several actions to support and protect local populations, especially vulnerable groups such as minors and indigenous peoples.

All solidarity projects supported are implemented through established partnerships with non-governmental organizations whose scope of action and intervention is local and aimed at supporting the most vulnerable within local communities.



17,000+

beneficiaries supported, including 76% women, through Social Mobility or Shelter and Protection projects

5,700+

individuals were able to develop skills, learn trades and access jobs through social elevator programs

€500,000

already raised since the launch of ALL Accor partnership with Dift

Figures at December 31, 2025

WEAVING CULTURE INTO STRATEGY

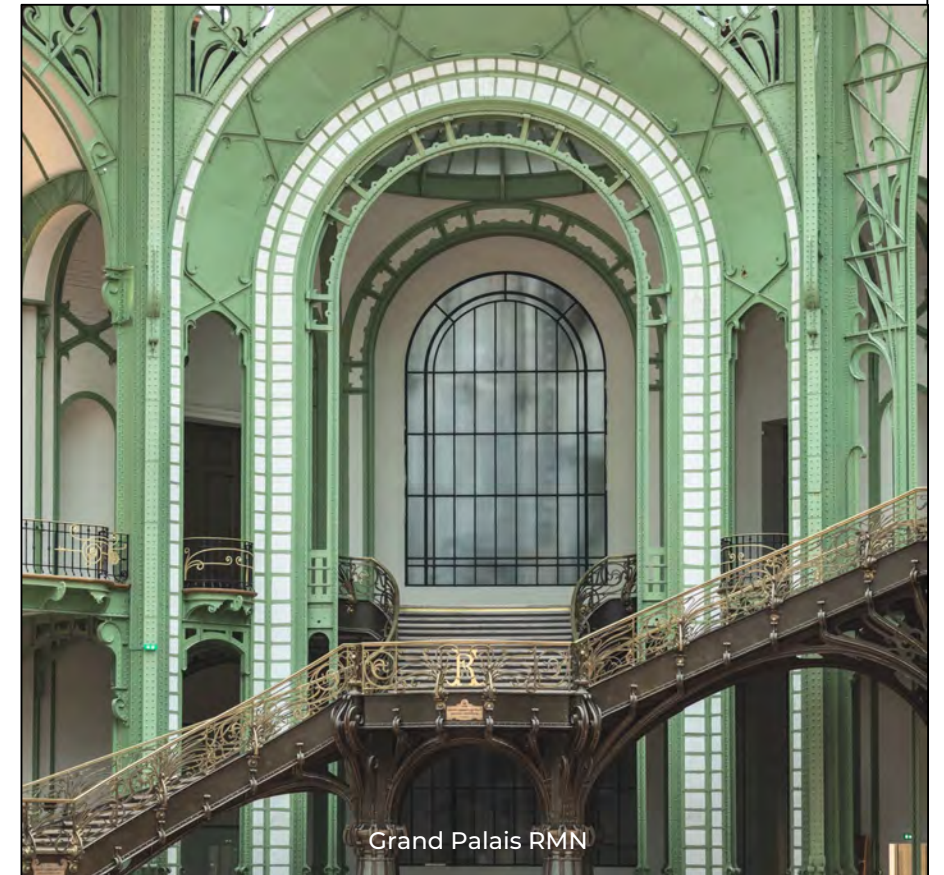
The Group approaches cultural engagement as a natural extension of its purpose. It aims to make culture an essential dimension of hospitality — a means to act responsibly, connect cultures, and express genuine care for talent, territories, and communities.

Accor is making culture a driver of meaning, attractiveness, and differentiation, extending its vision of a committed, open, and profoundly human hospitality by:

- preserving and valuing world heritage;
- promoting access to culture and intercultural dialogue
- supporting creativity and the emergence of new talents.



Art Explora



Grand Palais RMN

**ART EXPLORA / ENERGY OBSERVER / FÉDÉRATION DE LA HAUTE COUTURE ET DE LA MODE
GRAND PALAIS RMN / UNIFRANCE / WORLD MONUMENTS FUND**



ACCOR IS A PIONEER





EXPERIENCE MORE

Accor redefines the hospitality of tomorrow with an ecosystem of experiences, service brands and offers tailored to new ways of living, working and traveling.



REDEFINING LOYALTY FOR A LIMITLESS LIFESTYLE



ALL Accor is the Group's world-class lifestyle loyalty program and all-in-one online booking platform, integrating the widest range of brands, rewards, services and experiences for our clients while providing easy online access and the best prices.

At the heart of Accor's powerful, fully integrated hospitality ecosystem, ALL Accor expands touchpoints, services and relationship with clients beyond travel into their daily lives, lifestyles, and communities as they work, live, play, and do business.



110M+
members

110+
partners

39
awards

7,500+
limitless experiences
purchased by our
members

EXTENDING TOUCHPOINTS OF EXPERIENCE



Creating emotion is our passion. It is therefore natural for us to associate our brands with exhilarating experiences and emblematic events that align with our values.

Our partnerships and sponsorships embody Accor's vision and promise of hospitality, boosting revenue by engaging members daily, enhancing value through cross-selling, and diversifying income with new experiences while strengthening positioning and visibility.



**PARIS SAINT-GERMAIN FOOTBALL CLUB / ROLAND-GARROS / SAIL GP & DS AUTOMOBILES SAILGP TEAM FRANCE
KYLIAN MBAPPE & IBKM FOUNDATION / ACCOR ARENA / ACCOR STADIUM**

MAKING THE MOST OF EVERY SPACE

Accor's expert accompaniment and support teams ensure that our hotels' event spaces and meeting rooms are flexible and modular, adaptable to a range of client needs or interests.

With state-of-the-art equipment and innovative hybrid solutions for seamless booking and planning, Accor transforms meeting and event spaces into business boosters.



Pullman Ambassador Seoul Eastpole - South Korea



Raffles Europejski Warsaw - Poland

19,100+
meeting rooms

FLEXIBLE WORKSPACES FOR EVOLVING WAYS OF WORKING



The Bureau Paris - France

Close to home or on the road, remote and flexible workspace and meeting solutions remain an essential offer for individuals and companies alike.

From dedicated coworking spaces for nomad or remote work to the use of guest rooms or meeting rooms as office spaces, Accor's hospitality ecosystem is well-equipped to welcome professionals and accommodate ever-evolving ways of working.



Wojo - Abidjan Plateau - Ivory Coast

WOJO officeriders

MAMAWORKS working from | ENNISMORE

TRANSFORMING DINING ROOMS INTO DESTINATIONS



Fairmont Bangkok - Thailand

Our ambition is to create one-of-a-kind F&B experiences with unique concepts that attract locals and travelers alike.

We build on a community-centered approach to serve delicious environmentally-conscious meals in stand-out surroundings, delivering the highest level of expertise and excellence.

Paris Society, an Ennismore brand, delivers extraordinary culinary and mixology destinations, from concept to execution.



Pullman Ambassador Seoul Eastpole - South Korea

10,000+
restaurants & bars

PERFECTING NEW WAYS TO MAKE STAYS MEMORABLE



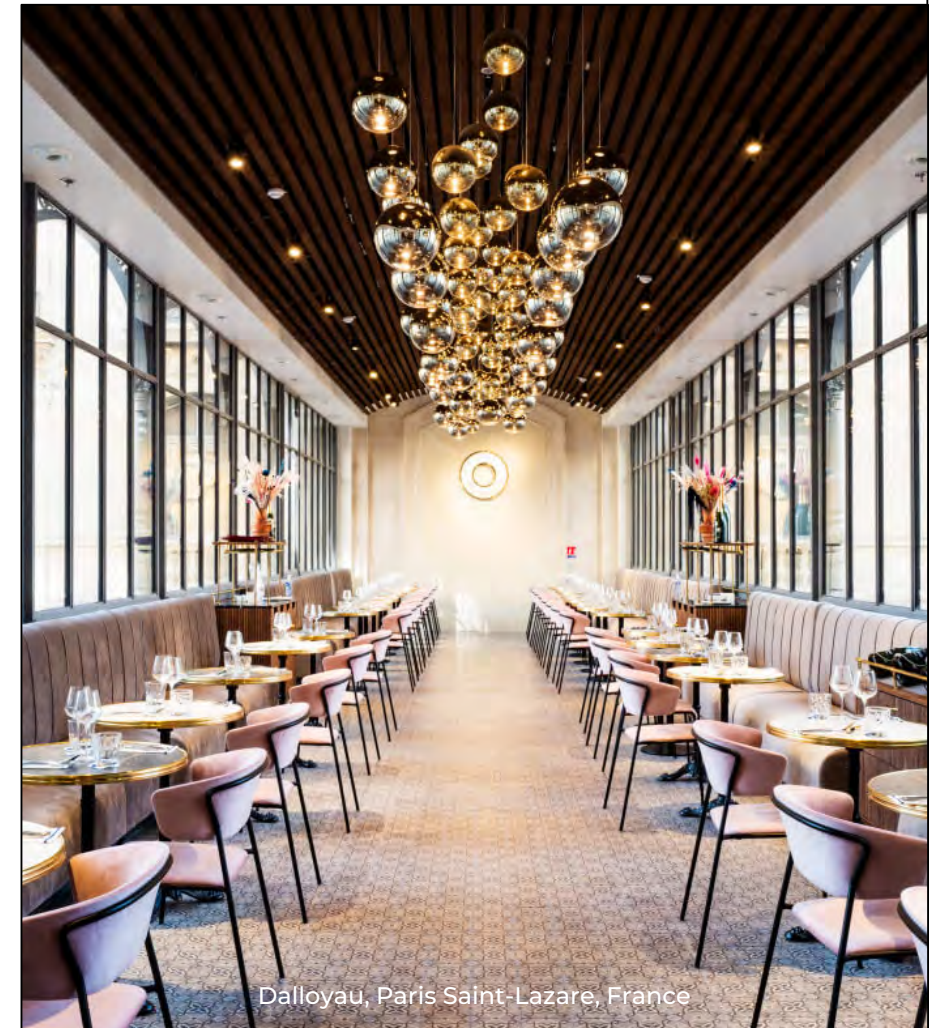
Paris Society La Girafe, Paris - France

Thanks to the unique expertise of our hotels and the bespoke events and concepts launched by our brands, Accor connects guests with the very best in entertainment and nightlife in unforgettable environments.

Accor has invested in a range of entertainment offerings and venues, from rooftops and underground clubs, to breathtaking bars and remarkable restaurants, offering unique themes and experiences and catering to a range of demographics and preferences.

POTEL&CHABOT saintclair DALLOYAU THEATRE DU LIDO

PARIS SOCIETY | ENNISMORE



Dalloyau, Paris Saint-Lazare, France

INNOVATING A HOLISTIC 360 WELLNESS EXPERIENCE



Serene Spa - Mövenpick Hotel & Apartments Ghala Muscat - Oman

Accor understands wellness is a daily lifestyle objective and growing expectation of our clients.

Our holistic vision of hospitality fosters physical and emotional health and well-being, delivering rich and fulfilling experiences.

At our hotels, wellness is embedded across the guest journey: from spa and fitness to nutrition and sleep, as well as design and environment.



MGallery La Veranda - Vietnam

2,000+
hotels with spas
or fitness facilities

The Purist



RELY ON US

Accor is proud to drive innovation and new standards of excellence as the trusted partner of choice, maximizing value for all our stakeholders around the world.

TRANSFORMING HOTELS INTO LIVING HUBS



Aparthotel Adagio Abidjan Marcory - Ivory Coast

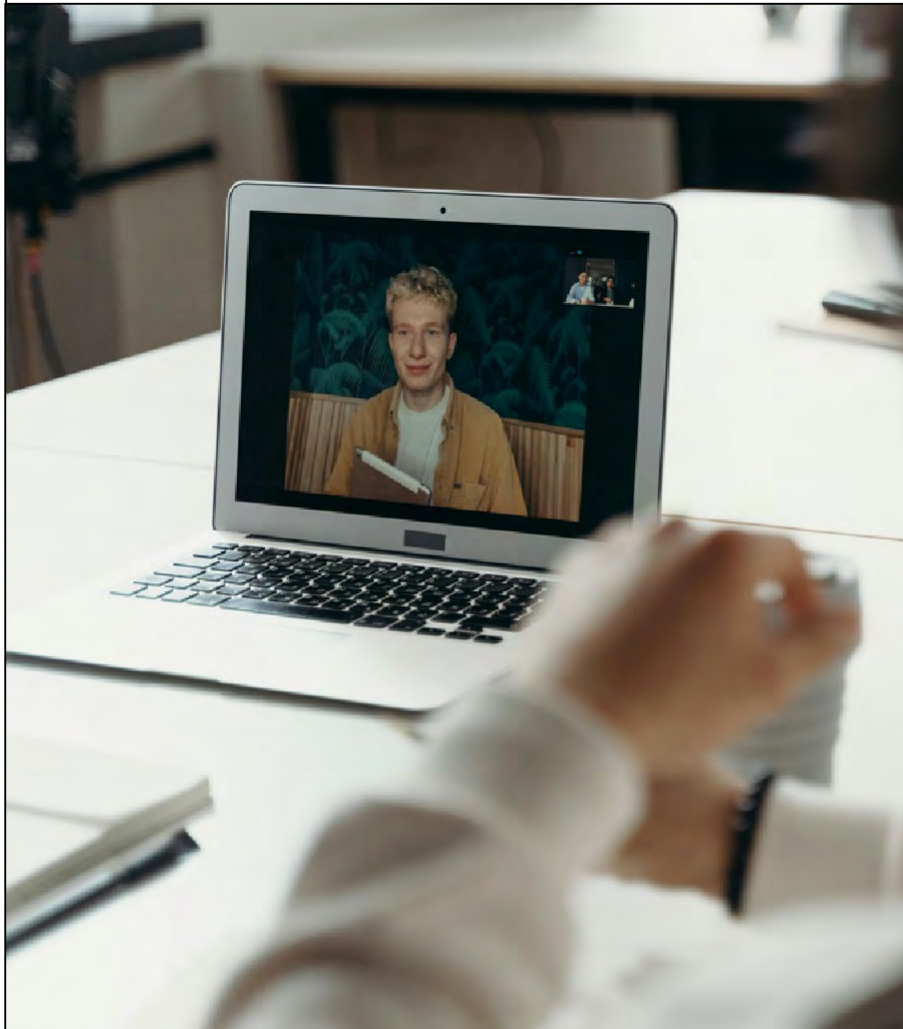
At Accor, design is much more than aesthetics. Design triggers innovation, which is an essential driver of development and a lever for excellence in the client experience.

Our design strategy transforms hotels from single-use spaces to social hubs for travelers and local guests alike while our pioneering pursuit of biophilic design reduces hotels' carbon footprints and energy/water consumption.



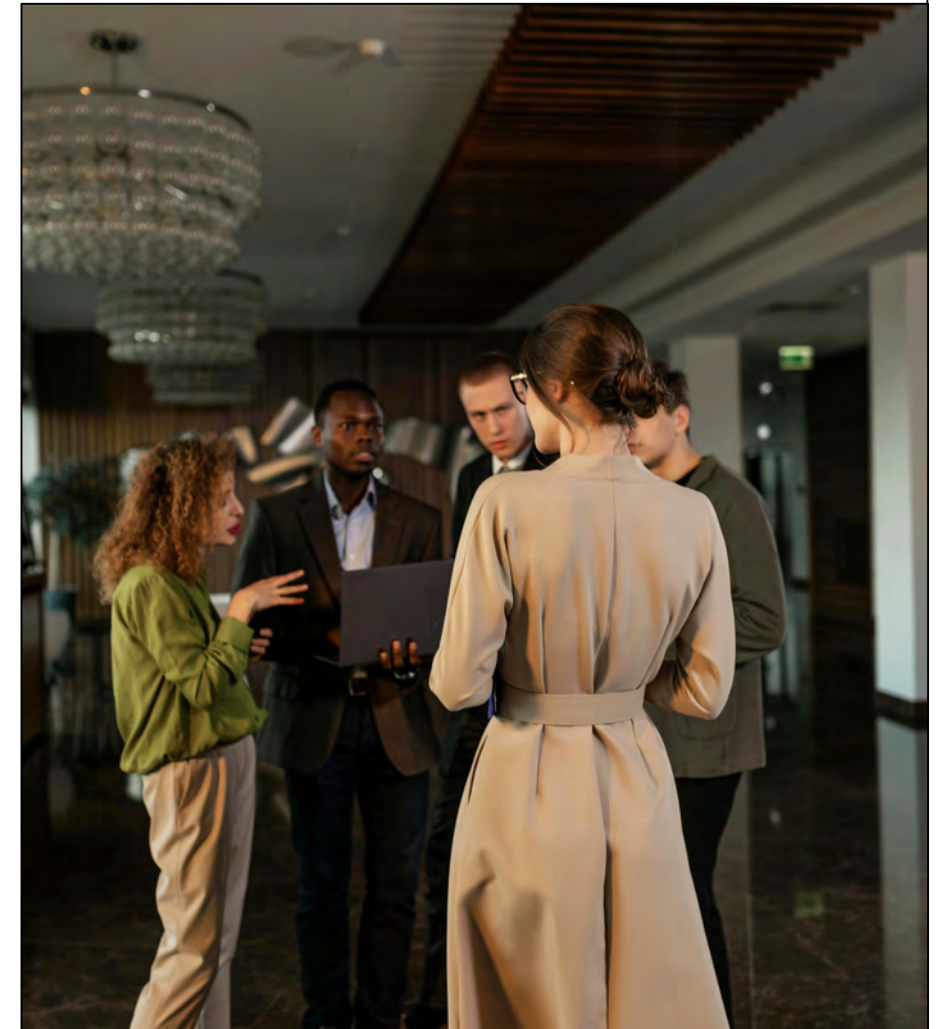
25hours Hotel Indre By, Copenhagen - Denmark

ADAPTING SERVICES & SOLUTIONS TO ALL TYPES OF CLIENTS



Accor delivers customized, seamless and strategic solutions that foster deeper understanding of local clients and closer connections to our guests.

With strategic partnerships providing best-in-class revenue management and reservation tools, Accor's Commercial, Digital & Tech services are transforming the way guest experiences are delivered on a global scale.



ENHANCING OPERATIONAL EXCELLENCE



Jo&Joe Paris Chantilly - France

Whether ensuring hotels' agility and resilience during crisis or bringing the Group's sustainable commitments to life, Accor's procurement services play a pivotal role in generating business for our clients.

Accor Group Purchasing Organization –Astore delivers client-focused, innovative and responsible procurement solutions, boosting hotels' business performance by driving both cost savings and operational efficiency, and contributing to the Group's growth.



8,500+
Astore clients worldwide

4,500+
Astore suppliers

250+
Astore experts

3B+
euros managed spend via Astore

MAXIMIZING PERFORMANCE FOR CLIENTS AND PARTNERS



Novotel London Canary Wharf – United Kingdom

Our Business Accelerators include brands, solutions & services bringing their deep expertise to drive day-to-day operations and performance.

With purchasing partners and unrivaled loyalty programs as well as hospitality tech and travel agencies, Accor’s network of business accelerators helps our partners simplify and optimize business.

17,000
D-Edge hotel clients

3M
annual travelers
with Gekko Group

250+
John Paul Concierges

3M
active VeryChic
members





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