ACCOR

Powered by emotion



OVERVIEW

JULY 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:

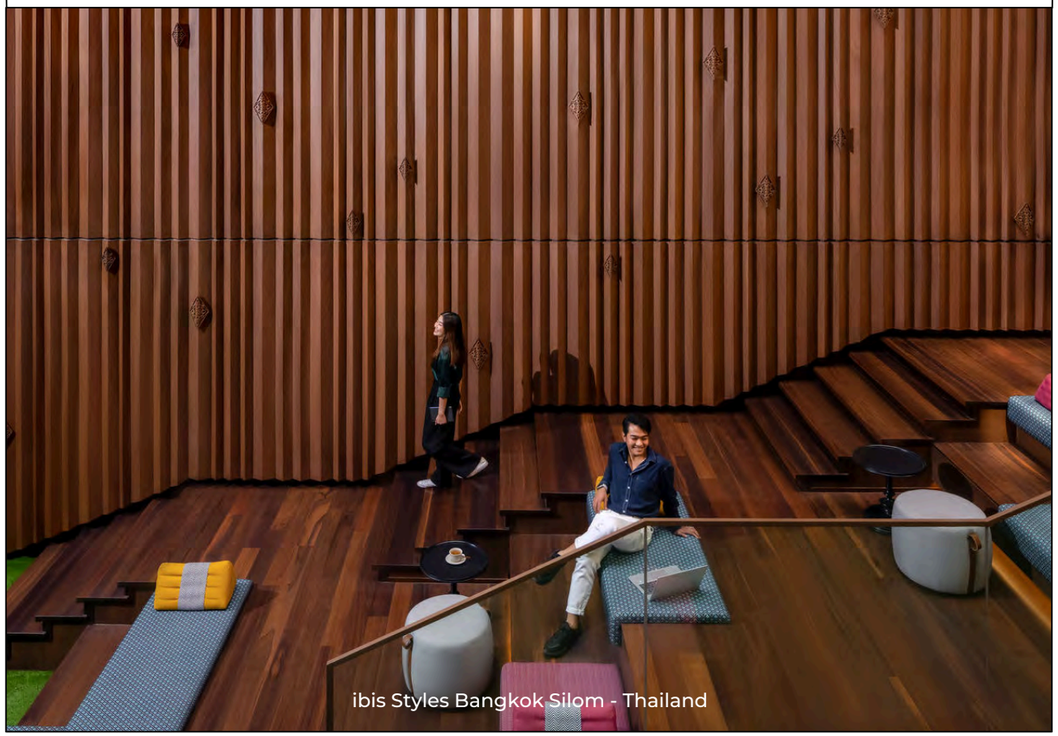
Pioneering the art of responsible hospitality, connecting cultures, with heartfelt care.



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+ Heartists®, who infuse passion for hospitality with heartfelt care to craft memorable stays and foster meaningful connections across cultures.



ibis Styles Bangkok Silom - Thailand

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.

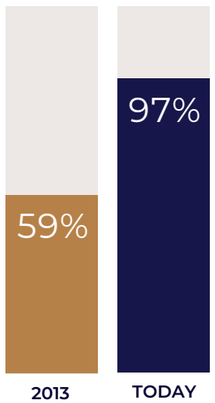
5,800+	10,000+	20,000+	400+	380,000+	2,800+
hotels	restaurants & bars	meeting rooms	festive venues	team members under Accor brand	hotels with spas or fitness facilities

Figures at June 30, 2026

A STRATEGIC IDENTITY DEFINED OVER A TRANSFORMATIVE 10+ YEARS

ASSET LIGHT

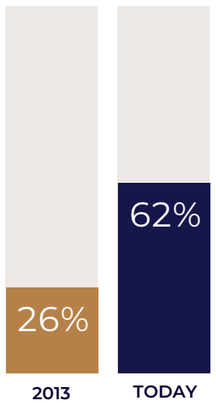
Privileging service provision and a hotel management positioning, Accor has adopted an industry-leading asset-light model, with only 3% of rooms owned or leased.



+38%
franchised or managed

GLOBAL

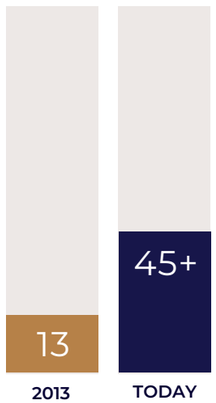
Accor's geographic footprint outside Europe has tripled in the last 12 years, with business volume outside Europe now representing 62% of the Group total.



x3
business volume outside Europe

DIVERSIFIED

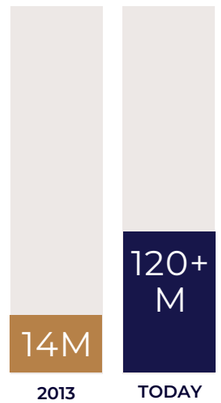
The Group has grown from 13 to more than 45 hotel brands, tripling its brand portfolio and diversifying into a range of hospitality services and solutions.



x3.5
hotel brands

DIGITAL

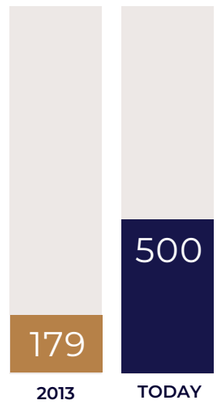
Bringing together reservations and loyalty, the integrated digital ecosystem ALL Accor guarantees simplicity, relevance and engagement.



x7
loyalty program members

RESPONSIBLE

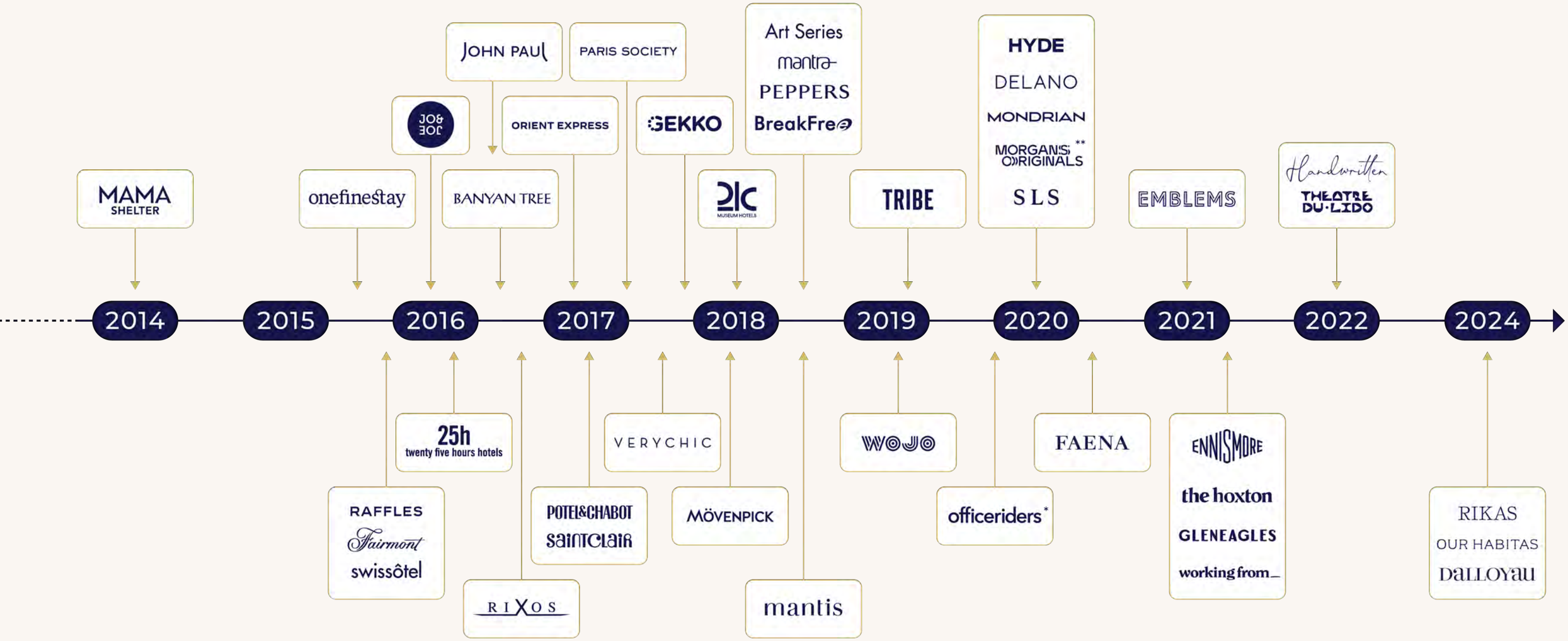
Accor reinforced its resolute commitments to ESG in the Group's Purpose: Pioneering the art of responsibility, connecting cultures, with heartfelt care.



x2.8
projects supported by Accor Solidarity

Figures at June 30, 2026

Our Transformation



*In 2026, Worklib becomes OfficeRiders
**In 2021, House of Originals becomes Morgans Originals

REIMAGINING HOSPITALITY WITH A DIVERSIFIED ECOSYSTEM

ACCOR

STAY WITH US

ORIENT EXPRESS · RAFFLES · Fairmont · SOFITEL LEGEND · EMBLEMS

SOFITEL · GALLERY · FAENA · BANYAN TREE · onefinestay · swissôtel · pullman

MÖVENPICK · GRAND MERCURE · mantis · Art Series · ANGSANA · PEPPERS

THE SEBEL · Handwritten · NOVOTEL · MERCURE · TRIBE · mantra · ADAGIO

ibis STYLES · ibis · JO&JOE · ibis budget · greet · BreakFree · hotelF1

ENNISMORE

25h twenty five hours hotels · DELANO · GLENEAGLES · HYDE

MAMA SHELTER · MONDRIAN · MORGAN'S ORIGINALS · OUR HABITAS

RIXOS · SLS · SO/ · the hoxton

ALL ACCOR
BOOK YOUR STAY & GET REWARDED

EXPERIENCE MORE

PARIS SOCIETY

THEATRE DU LIDO

POTEL&CHABOT

SAINTCLAIR

DALLOYAU

WOJO

MAMA WORKS

working from

RELY ON US

ASTORE

d-edge

GEKKO

JOHN PAUL

officeriders

VERYCHIC

CRAFTED BY PASSIONATE *Heartists®*

ACCOR IS A LEADER

Fairmont Chengdu - China

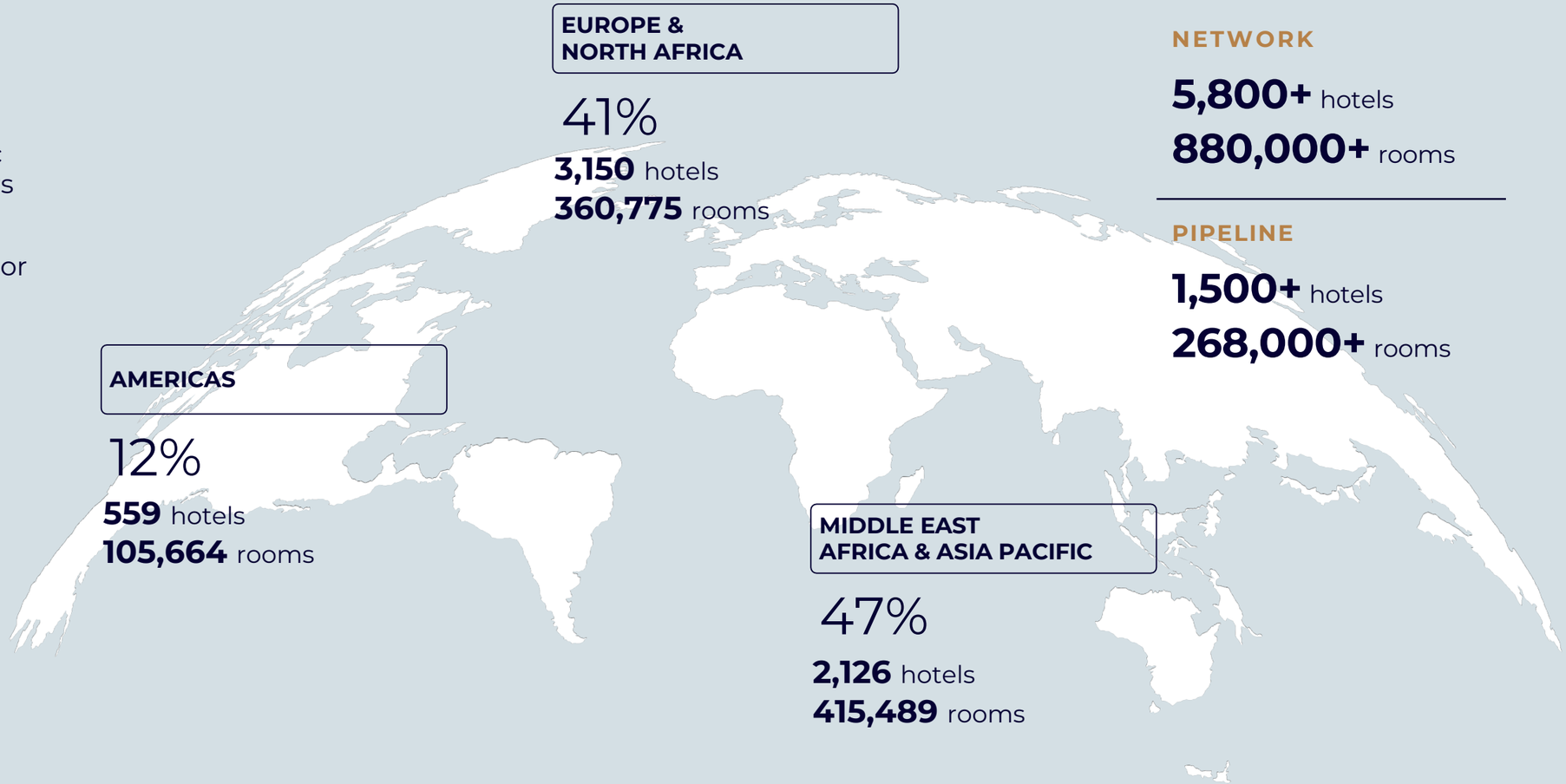
110+ COUNTRIES WORLDWIDE

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

41%

3,150 hotels
360,775 rooms

AMERICAS

12%

559 hotels
105,664 rooms

MIDDLE EAST AFRICA & ASIA PACIFIC

47%

2,126 hotels
415,489 rooms

NETWORK

5,800+ hotels
880,000+ rooms

PIPELINE

1,500+ hotels
268,000+ rooms

Figures at June 30, 2026

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.



TRIBE Den Haag - Netherlands

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

Figures at June 30, 2026

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

2,945 hotels

329,171 rooms

44% of Global PM&E Portfolio*

IN THE PIPELINE

427 hotels

52,848 rooms

L&L

AT A GLANCE

205 hotels

31,604 rooms

24% of Global L&L Portfolio*

IN THE PIPELINE

89 hotels

12,273 rooms

*% in room number

Figures at June 30, 2026

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.



Sofitel Legend Santa Clara Cartagena - Colombia

PM&E

AT A GLANCE

449 hotels

73,420 rooms

10% of Global PM&E Portfolio*

IN THE PIPELINE

115 hotels

13,966 rooms

L&L

AT A GLANCE

110 hotels

32,244 rooms

24% of Global L&L Portfolio*

IN THE PIPELINE

41 hotels

8,653 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.



Orient Express La Minerva - Roma - Italy

9
brands

385+
hotels

88,900+
rooms

Figures at June 30, 2026

ORIENT EXPRESS · RAFFLES · Fairmont · SOFITEL LEGEND · EMBLEMS · SOFITEL · 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.



SLS Barcelona - Spain

13
brands

180+
hotels

45,275
rooms

Figures at June 30, 2026

ENNISMORE | 21c | 25h twenty five hours hotels | DELANO | GLENEAGLES | HYDE | MAMA SHELTER | MONDRIAN | MORGANS 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.



Grand Mercure Hanoi - Vietnam

9
brands

535
hotels

126,300+
rooms

Figures at June 30, 2026

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

1,965+
hotels

306,925+
rooms

Figures at June 30, 2026

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.



ibis Mumbai BKC - India

7
brands

2,760+
hotels

314,490+
rooms

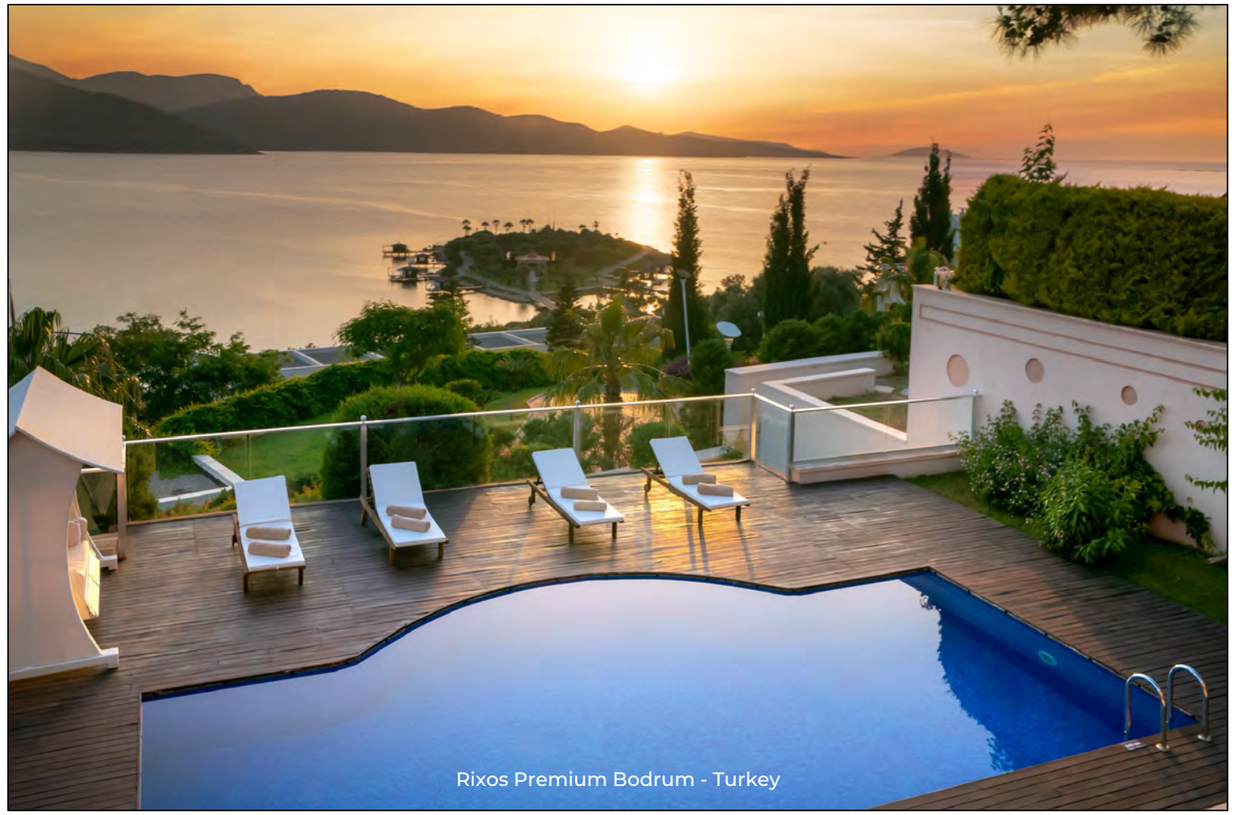
Figures at June 30, 2026

ibis STYLES · ibis · JO&JOE · ibis budget · BreakFree · greet · hotelF1

REDEFINING THE MEANING OF ALL-INCLUSIVE

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.



Rixos Premium Bodrum - Turkey

5
brands in the
All-Inclusive Collection

50+
hotels

Figures at June 30, 2026

swissôtel HYDE RIXOS SLS SO/ | ENNISMORE

BRINGING ACCOR-BRAND HOSPITALITY HOME

Through Accor One Living, the Group extends its hospitality expertise into the residential sector, offering privately owned branded residences developed, designed, and operated to the exacting standards of Accor's globally recognized brands. Leveraging the strength and reach of its brand portfolio, Accor creates exceptional living communities that seamlessly blend the privacy and permanence of home ownership with the service, experiences, and amenities synonymous with world-class hospitality.



Sofitel Residences Downtown Dubai
United Arab Emirates

55+
branded residences

25+
distinct residential brand offerings

135+
projects in development

Figures at June 30, 2026

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.

Adagio is the European leader in aparthotels offering 135+ locations and more than 15,600 apartments spread across 16 countries.

Through onefinestay, Accor customers have access to a curated portfolio of luxury rental homes in sought-after leisure destinations across Europe, the Caribbean and the United States.



Adagio Koeln - Germany

16
extended stay brands

350+
extended stay hotels

Figures at June 30, 2026



ACCOR
IS A CARETAKER

Sofitel Le Faubourg Paris - France

TURNING SUSTAINABILITY INTO SHARED VALUE

Building on over 50 years of sustainability initiatives & commitments, sustainability is well embedded in Accor's business model. We take a pragmatic and science-based approach, called Hosting Change, to turn sustainability into shared value for all.

Accompanying and empowering owners and hotel teams to be part of the journey at every step, we are ensuring future-proof places, elevating the guest experience, empowering teams, and engaging with our ecosystems from suppliers to local communities.





36%
Less carbon emissions by 2030 (scope 1, 2 & 3)

60%
Less food waste by 2030

20,000
People certified through our social mobility program by 2030

1,000
Hotels with rooms for victims of violence by 2030

Figures at June 30, 2026

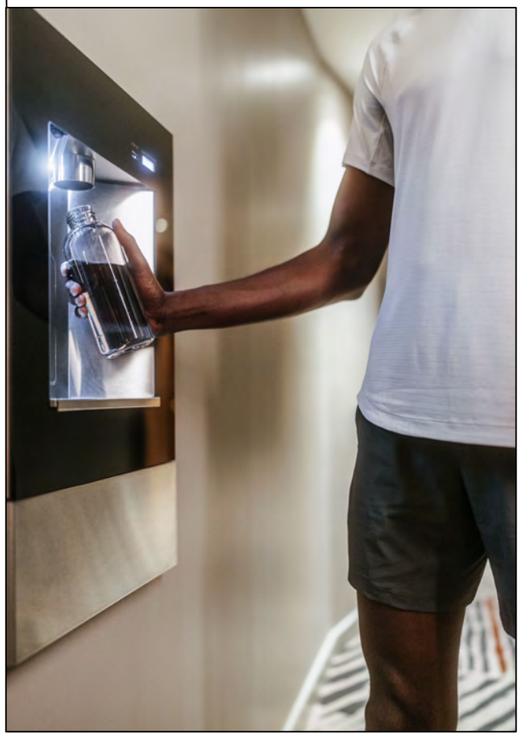
HOSTING CHANGE IN OUR HOTELS

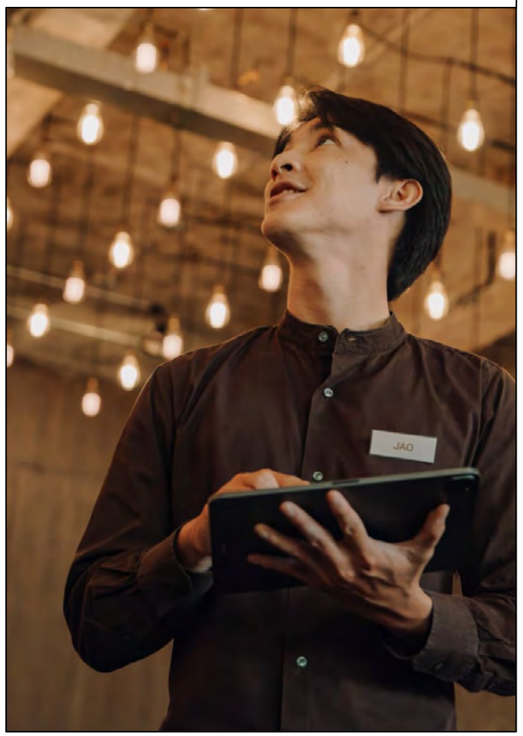
ENSURE RESILIENT PLACES & OPERATIONS

To enhance performance, increase asset value and guarantee business continuity.

To manage climate and biodiversity risks and strengthen resilience

To embed sustainability into every stage of our operations.





ELEVATE GUEST EXPERIENCE

By making sustainability meaningful and integral to every stage of the guest journey.

By turning responsible choices into experiences that are remembered, shared, and sought after.

By transforming sustainability from an added perk to the reason they return.

98%
of nominated suppliers are certified by Eco Vadis

-5,2%
reduction in water intensity (2025 vs. 2024)

57%
of hotels under Accor brand are eco-certified

600+
hotels active in the Skip the Clean program

Figures at June 30, 2026

HOSTING CHANGE FOR OUR TEAMS

EMPOWER ALL TALENT

To unlock their full potential by creating inclusive environments where sustainability is part of how we work.

To ensure decent working conditions, foster diverse talent attraction, and drive growth and development.

To equip everyone with the knowledge and skills to contribute to our sustainability transformation.





ENGAGE WITH OUR BROADER ECOSYSTEM

By mobilizing partners, suppliers, local communities, and destination stakeholders.

By supporting our suppliers in their own sustainability transition, ensuring our presence fosters solidarity and local impact.

By going further through brand causes and meaningful partnerships that amplify our collective ability to drive change.

41%
women in roles above VP

17,400+
People who have benefited from solidarity projects

Figures at June 30, 2026

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

300+
professions

62%
employees without a university degree

Figures at June 30, 2026

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

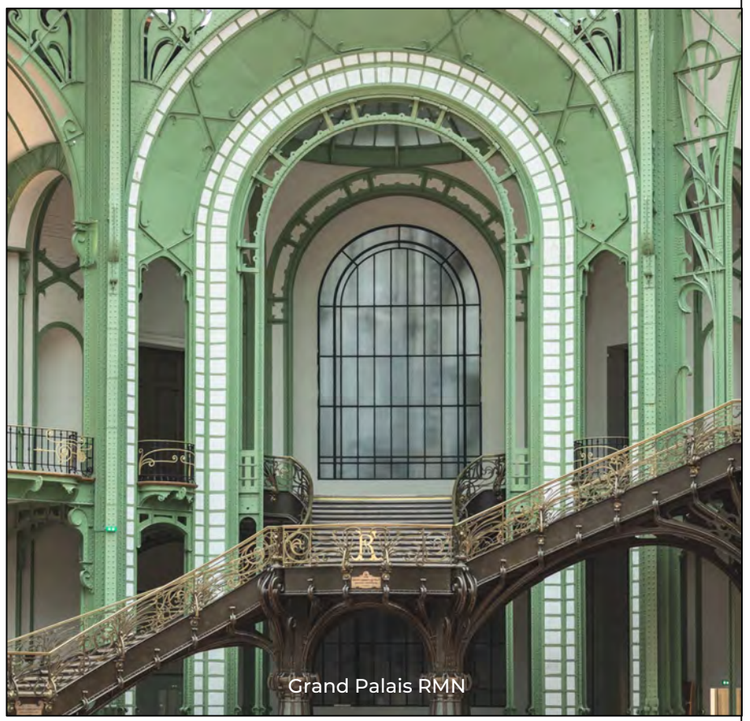
WEAVING CULTURE INTO STRATEGY


Art Explora

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.


Grand Palais RMN

ART EXPLORA / ENERGY OBSERVER / FÉDÉRATION DE LA HAUTE COUTURE ET DE LA MODE

GRAND PALAIS RMN / UNIFRANCE / WORLD MONUMENTS FUND



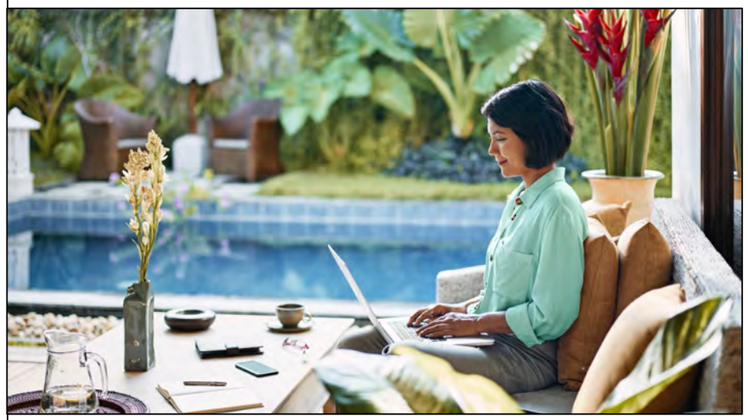
ACCOR IS A PIONEER

Lucknam Park, Emblems Collection - United Kingdom

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.

220M+
members

140+
partners

45
awards

7,300+
limitless experiences purchased by our members

Figures at June 30, 2026

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

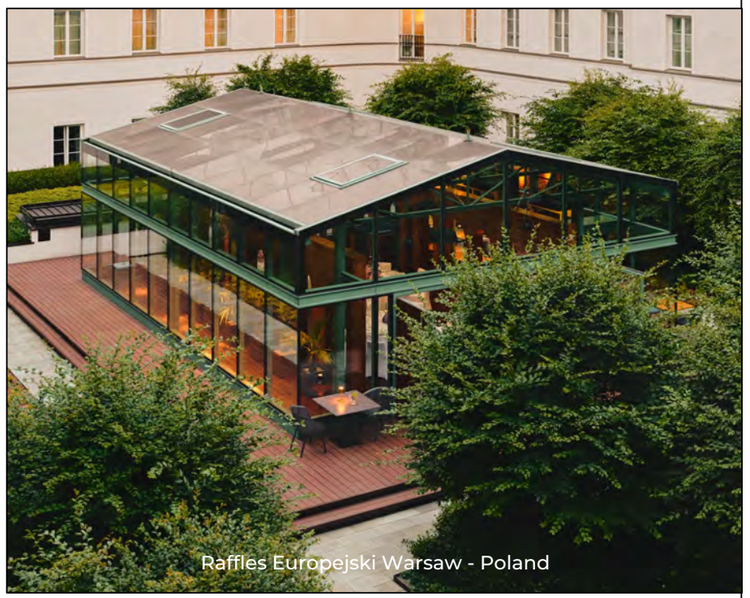
MAKING THE MOST OF EVERY SPACE



Pullman Ambassador Seoul Eastpole - South Korea

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.



Raffles Europejski Warsaw - Poland

20,000+
meeting rooms

Figures at June 30, 2026

FLEXIBLE WORKSPACES FOR EVOLVING WAYS OF WORKING



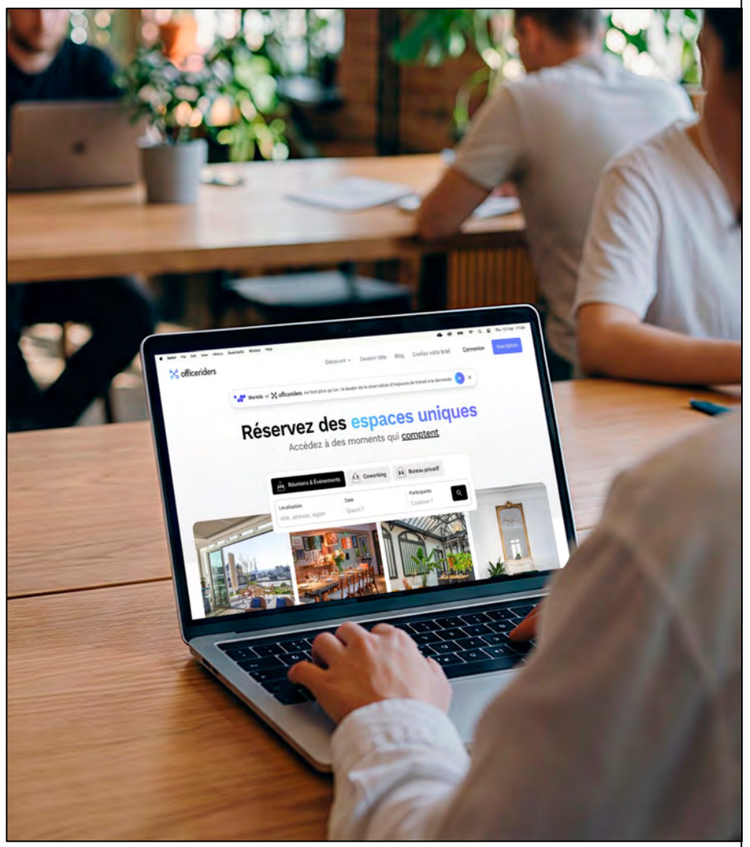
The Bureau Paris - France

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 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.

Paris Society, Ennismore's unified scaled, global F&B platform reinforces our position as a leader in lifestyle hospitality, embodying a vision of hospitality where gastronomy, design and experience converge to create unique destinations worldwide.



Pullman Ambassador Seoul Eastpole - South Korea

10,000+

Restaurants & bars

Figures at June 30, 2026

PERFECTING NEW WAYS TO MAKE STAYS MEMORABLE



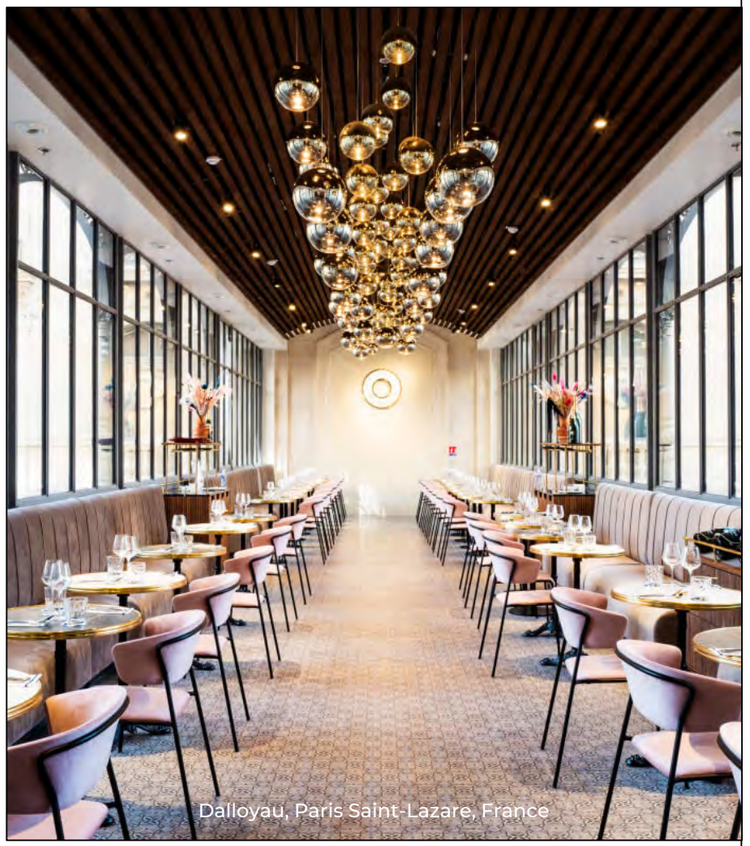
Paris Society La Girafe, Paris - France

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.

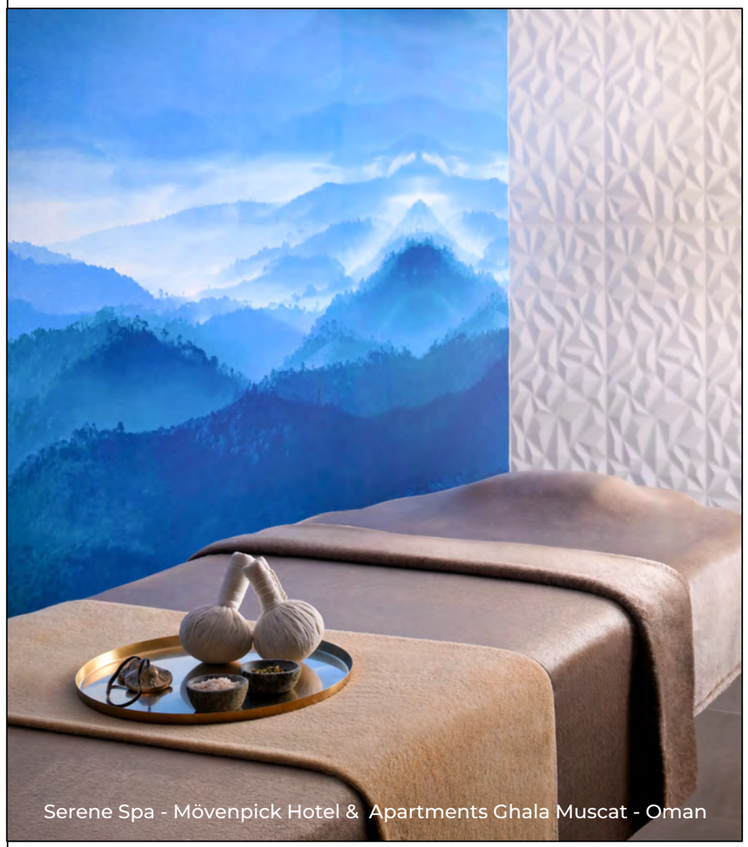
POTEL&CHABOT SAINTCLAIR DALLOYAU THEATRE DU LIDO

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

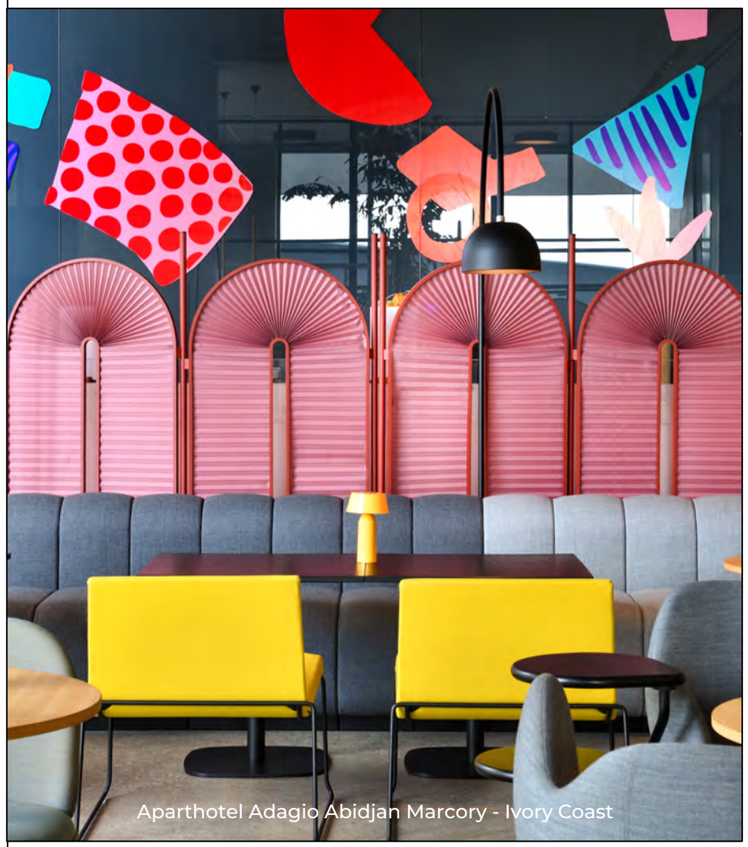
2,800+

hotels with spas or fitness facilities

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, Copenhague - 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

260+
Astore experts

3B+
euros managed spend via Astore

ASTORE

Figures at June 30, 2026

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

d-edge GEKKO JOHN PAUL VERYCHIC

Figures at June 30, 2026

ACCOR

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