



ACCOR
Powered by emotion

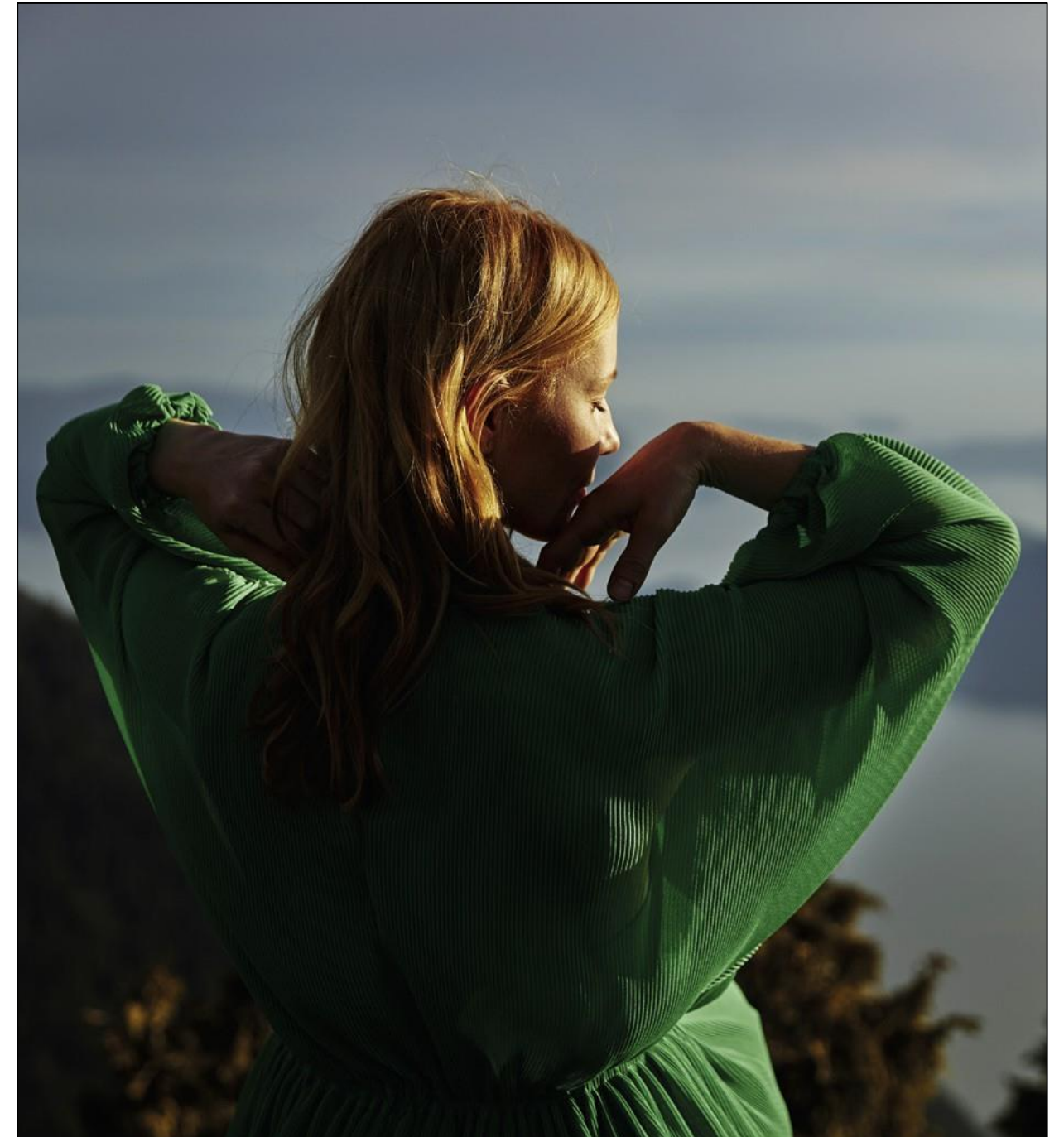
OVERVIEW 2025

JULY 2025

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.

In 2024, the Group formalized these values, creating a framework of accountability and announcing its Purpose:

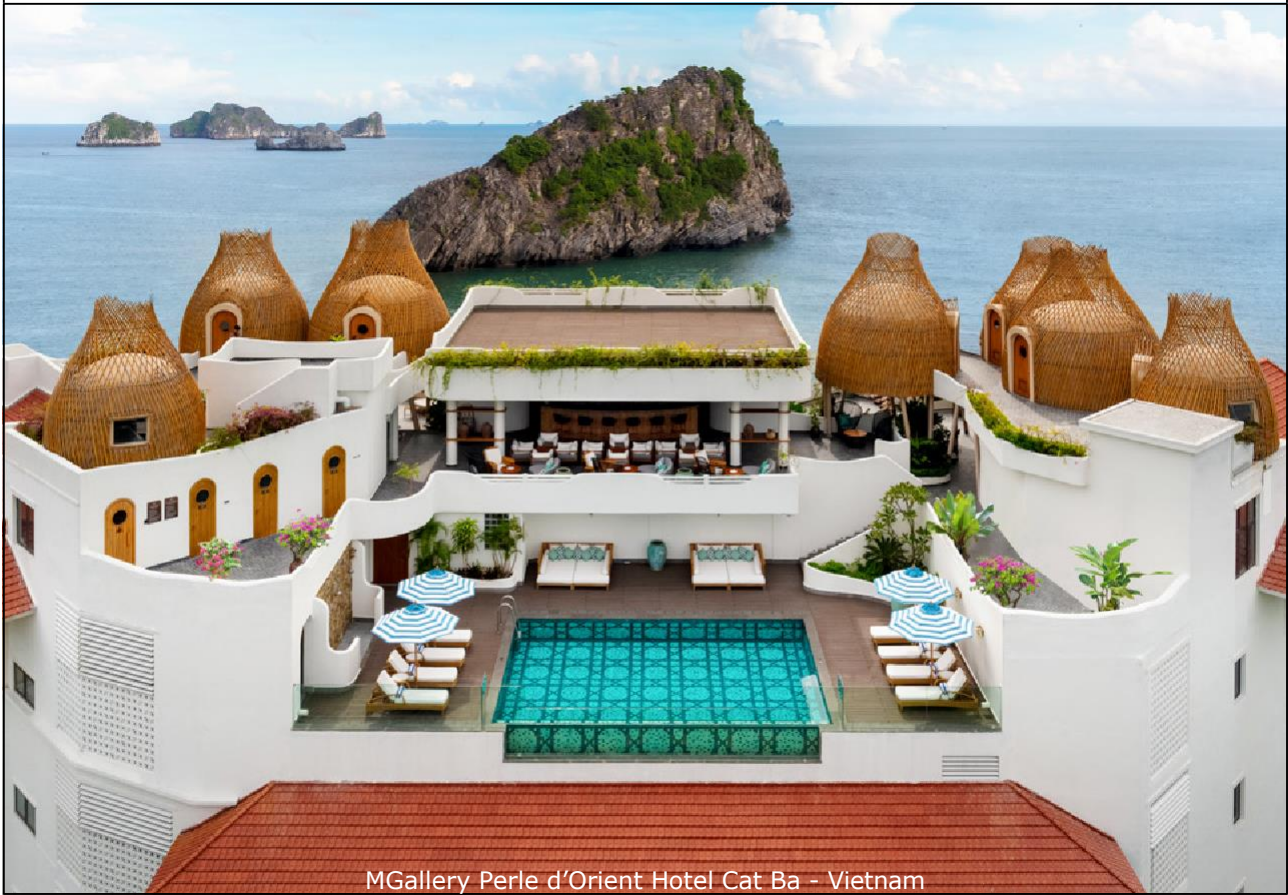
Pioneering the art of responsible hospitality, connecting cultures, with heartfelt care.



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 360,000+ Heartists®, who infuse passion for hospitality with heartfelt care to craft memorable stays and foster meaningful connections across cultures.



MGallery Perle d'Orient Hotel Cat Ba - Vietnam

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.



5,700+
hotels

10,000+
restaurants & bars

18,500+
meeting rooms

400+
festive venues

360,000+
Heartists®

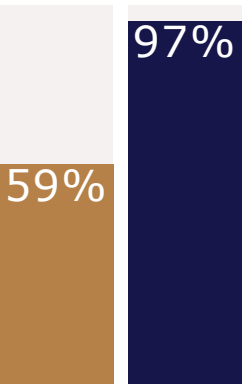
2,000+
hotels with spas
or fitness facilities

Figures at June 30, 2025

*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.



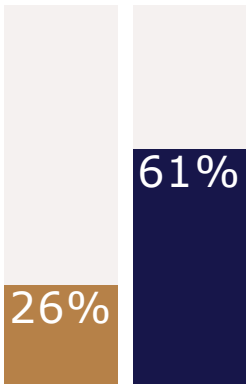
2013 TODAY

+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 61% of the Group total.



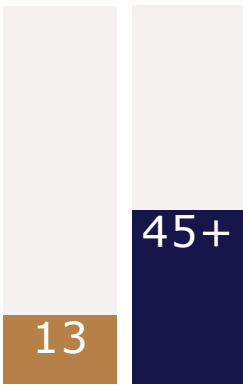
2013 TODAY

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.



2013 TODAY

x3.5

hotel brands

DIGITAL

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



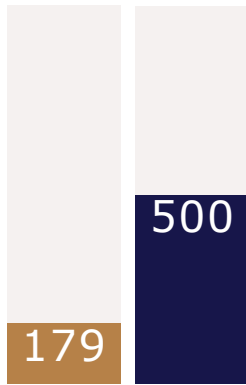
2013 TODAY

x7

loyalty program
members

RESPONSIBLE

In 2024, Accor reinforced its resolute commitments to ESG in the Group's Purpose: Pioneering the art of responsibility, connecting cultures, with heartfelt care.

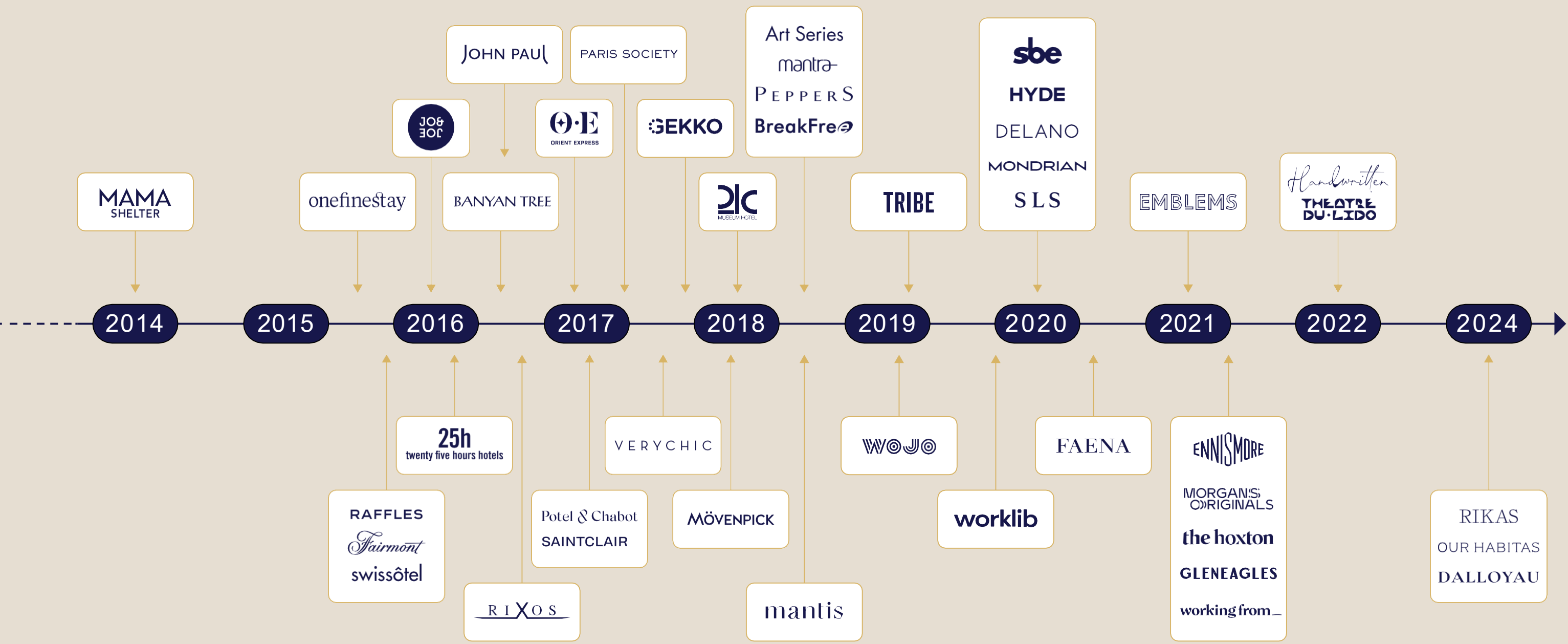


2013 TODAY

x2.8

projects supported
by Accor Solidarity

OUR TRANSFORMATION



Reimagining hospitality with a diversified ecosystem



STAY WITH US

ADAGIO

Art Series

BANYAN TREE

BreakFree

DELANO

EMBLEMS

Fairmont

FAENA

GLENEAGLES

GRAND MERCURE

greet

Handwritten

hotelIFT

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

21c
MUSEUM HOTEL

25h
twenty five hours hotels

EXPERIENCE MORE

Potel & Chabot

SAINTCLAIR

DALLOYAU

PARIS SOCIETY

RIKAS

THEATRE
DU LIDO

WOJO

MAMA WORKS

working from

RELY ON US

ASTORE

d-edge

GEKKO

JOHN PAUL

VERYCHIC

worklib





ACCOR
IS A LEADER

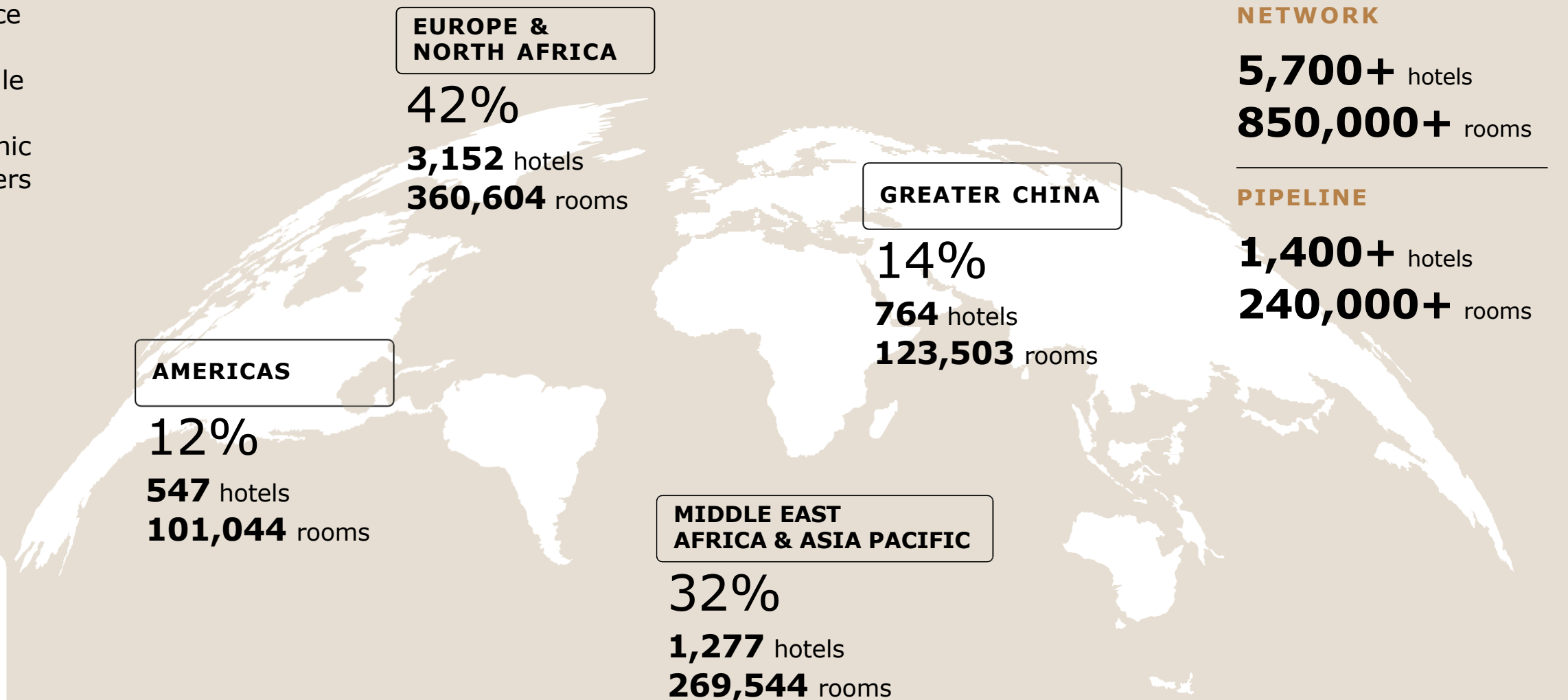
110+ countries worldwide

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



*% in room number
Figures at June 30, 2025

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 42% 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 an exciting 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.



Pullman Montparnasse, Paris - France

PM&E

AT A GLANCE

2,941 hotels

328,093 rooms

45% of Global PM&E Portfolio*

IN THE PIPELINE

382 hotels

47,634 rooms

L&L

AT A GLANCE

211 hotels

32,511 rooms

26% of Global L&L Portfolio*

IN THE PIPELINE

73 hotels

9,095 rooms

*% in room number
Figures at June 30, 2025

Middle East, Africa & Asia-Pacific

The Middle East, Africa & Asia-Pacific (MEAAPAC) geographies represent significant growth and development opportunities for Accor.

The Group, firmly rooted in United Arab Emirates and Australia for many years, responds to the dynamic shifts in travel preferences and consumer needs, seamlessly adapting to expectations in this thriving market.

With a focus on Saudi Arabia, Qatar, India and Southeast Asia, a strong brand presence and a commitment to empowering local talent, Accor is strategically positioned to solidify its leadership and continue to accelerate growth in this part of the world.



PM&E

AT A GLANCE	IN THE PIPELINE
1,082 hotels	296 hotels
218,633 rooms	66,372 rooms
30% of Global PM&E Portfolio*	

L&L

AT A GLANCE	IN THE PIPELINE
195 hotels	136 hotels
50,911 rooms	31,656 rooms
41% of Global L&L Portfolio*	

*% in room number
Figures at June 30, 2025

Greater China

China, on track to become the world's largest tourism market by 2030, presents the Group with thriving conditions for strategic brand expansion. We are uniquely positioned to capture this growth with our well-established leadership, diversified portfolio and partner-driven strategy.

By leveraging partnerships, and enhancing loyalty programs, Accor aims to attract both domestic travelers and international tourists seeking immersive experiences.

We are also delivering a hospitality offering tailored to a highly digitalized audience, integrating a China-focused digital ecosystem throughout the guest experience.



The Silveri Hong Kong - MGallery - China

PM&E

AT A GLANCE

719 hotels

111,198 rooms

15% of Global PM&E Portfolio*

IN THE PIPELINE

337 hotels

55,986 rooms

L&L

AT A GLANCE

45 hotels

12,305 rooms

10% of Global L&L Portfolio*

IN THE PIPELINE

32 hotels

6,319 rooms

*% in room number
Figures at June 30, 2025

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.



MGallery Santa Teresa, Rio de Janeiro - Brazil

PM&E

AT A GLANCE	IN THE PIPELINE
450 hotels	118 hotels
72,079 rooms	14,191 rooms
10% of Global PM&E Portfolio*	

L&L

AT A GLANCE	IN THE PIPELINE
103 hotels	48 hotels
29,940 rooms	9,848 rooms
24% of Global L&L Portfolio*	

*% in room number
Figures at June 30, 2025



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 • MIDSOURCE • 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.



7
brands

370+
hotels

85,910+
rooms

Figures at June 30, 2025

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.



16

brands

180+

hotels

39,755+

rooms

Figures at June 30, 2025



25h
twenty five hours hotels

BANYAN TREE

DELANO

FAENA

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.



Pullman Dubai Downtown - United Arab Emirates

8
brands

505+
hotels

121,965+
rooms

Figures at June 30, 2025

pullman swissôtel MÖVENPICK mantis Art Series GRAND MERCURE 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 2022 addition of the authentic and intimate Handwritten Collection further cementing Accor's commitment to reliable and characterful hotels in the midscale range.



Handwritten Collection Square Lodge La Roche-sur-Yon - France

6
brands

1,935+
hotels

297,920+
rooms

Figures at June 30, 2025

Handwritten

NOVOTEL

MERCURE

TRIBE

ADAGIO

mantra

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.



greet Hotel Bourg-en-Bresse Sud Montagnat - France

6
brands

2,740+
hotels

309,130+
rooms

Figures at June 30, 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.



Rixos Premium Bodrum - Turkey

5

brands in the
All-Inclusive
Collection

40+

hotels

Figures at June 30, 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.



50+
branded residence
communities

25+
distinct residential
brand offerings

130+
projects in
development

Figures at June 30, 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 handpicked beachside estates, playful apartments or cozy ski chalets, 3,000 homes, villas and chalets await.

Adagio is the European leader in aparthotels offering more than 130 locations and close to 14,500 apartments spread across 15 countries.



16

extended stay
brands

350

extended stay
hotels

3,000

onefinestay luxury
vacation rentals

Figures at June 30, 2025



ACCOR IS A CARETAKER

Living our commitments

A pioneer of sustainability in hospitality for more than 30 years, Accor is committed to embedding sustainability across all activities.

The Group places nature and people at the core of its strategy, making every stay a contribution to society and the environment through three strategic pillars Stay, Eat and Explore and four commitments, reduce carbon emission, remove single use plastic items, reduce food waste and continue to foster a culture of diversity & inclusion.



Banyan Tree Escape Buahan Kaja - Indonesia

STAY

Embedding circularity into our operations, preserving resources and decarbonizing hotels

EAT

Transforming agricultural practices and food models while enhancing food experiences

EXPLORE

Anchoring hotels in their territory and being a force for good for local populations and the environment

Setting new standards

Accor has a strong ambition to define the standards of responsible hospitality. Our initiatives and results are science-driven, recognized by renowned environmental institutions, and align directly with our strategy and commitments.

Convinced collaboration is the key to success, we also play an active role within the Sustainable Hospitality Alliance and the Hospitality Alliance for Responsible Procurement, setting new standards for the industry.



88%

of hotels eliminated at least 57 single-use plastic products

36%

of hotels are eco-certified, representing more than 2,000 hotels

+10%

reduction in the Group's food waste compared to 2023

16M

ALL Accor points donated since Sept 2023 through Dift partnership

Figures at December 31, 2024

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.



Fairmont Breakers Long Beach - United States of America

120+

nationalities working
at Accor

20,000+

members of our gender
equality network RiiSE

42%

of team members
are women

59%

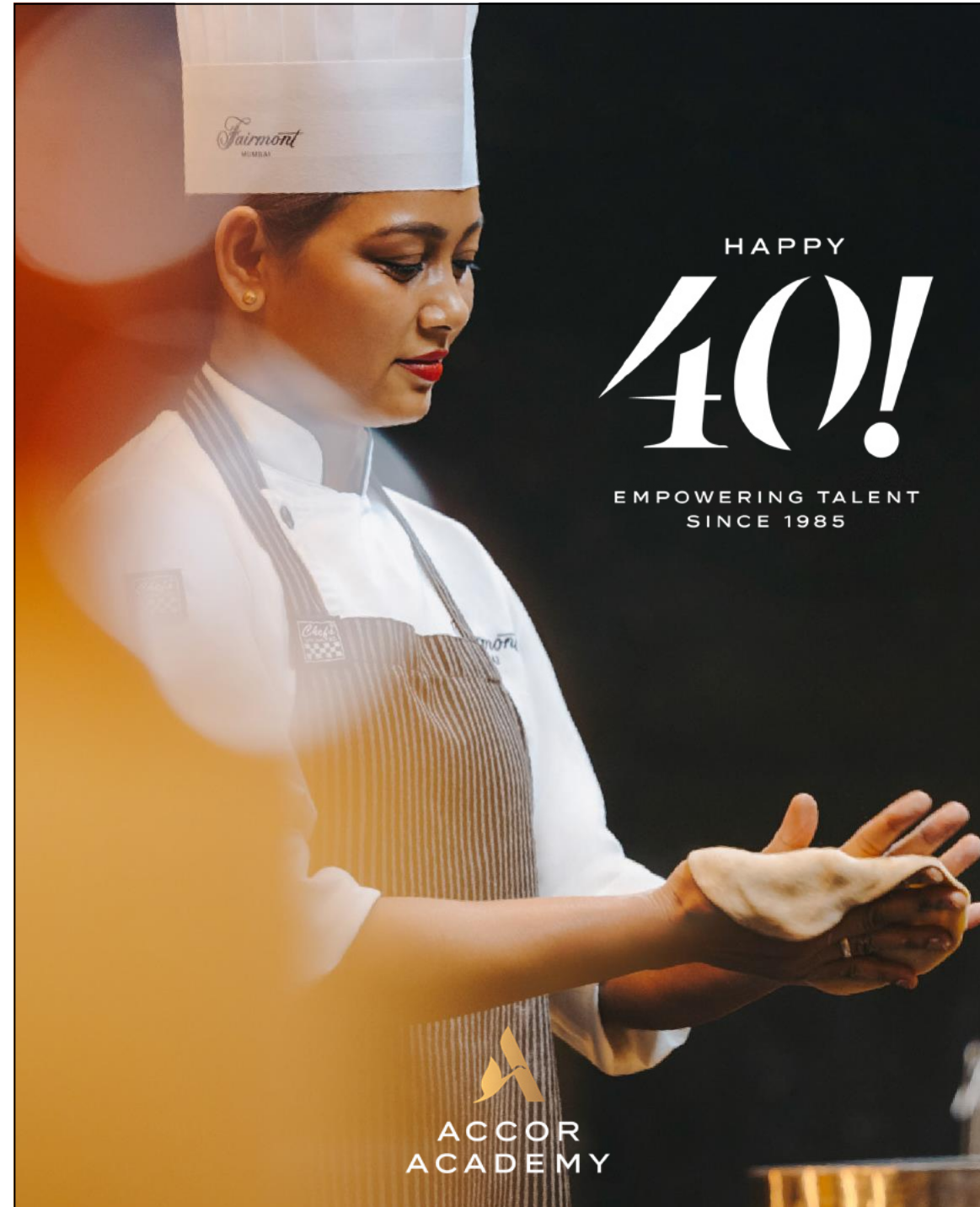
employees without
a university degree

Figures at December 31, 2024

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 Talent'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.



ACCOR ACADEMY

Upskill and acquire new knowledge through robust training opportunities across various skills and expertise.

REVEAL TALENT

Boosting the careers of Heartists® who show high potential into roles in management or with increased responsibilities.

LEARN YOUR WAY

Making all learning content available to ALL Heartists® in engaging formats in one single hub, wherever and whenever they want.

Affirming a proactive approach

With a mission to create meaningful change for our Heartists®, guests, and local communities, Accor's Social Care & Impact Department embodies the Group's caretaker mindset, empowering individuals to unlock their full potential and safeguarding vulnerable individuals with care.

Together, we contribute to a more equitable future and world for all, connecting and engaging every stakeholder, spreading our commitments far and wide.



ibis São Paulo - Brazil

SOCIAL ELEVATOR

Placing equality and inclusivity at the center of culture and strategy, welcoming everyone, embracing diversity, and promoting a culture of belonging.

SHELTER & PROTECTION

Protecting the human rights of those impacted by our operations, ensuring fair and decent working conditions and fighting exploitation while making a positive impact on our communities.

Pursuing a vision of people-centered care

Accor is dedicated to pursuing its commitments on solidarity by offering protection and support for vulnerable individuals while empowering them to achieve financial independence.

The Group supports its Heartists facing difficulties in light of immediate disaster or crisis relief but also supports the most vulnerable people in the local communities through long term projects carried out in partnership with local NGOs and the commitment of Heartists through volunteering.



Raffles Udaipur - India

5,700

vulnerable people were trained in 24 projects around the world to develop hard and soft skills and their employability

9,500

victims of disasters and gender-based violences were supported in 2024 through 17 long-lasting projects

Figures at June 30, 2025



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.



100M
members

110+
partners

5,700+
Affiliated hotels

7,700
Limitless Experiences
purchased by
our members

Figures at June 30, 2025

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 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.



PSG FOOTBALL TEAM / INSPIRED BY KM/KYLIAN MBAPPE / SAIL GP / CARNIVAL DE RIO
ACCOR ARENA & STADIUM / THE FRENCH OPEN AT ROLAND GARROS
TOUR DE FRANCE / FRENCH RIVIERA OPEN

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.

18,500+
meeting
rooms

Figures at June 30, 2025



Mama Shelter Bordeaux - France



Mövenpick Lausanne - Switzerland

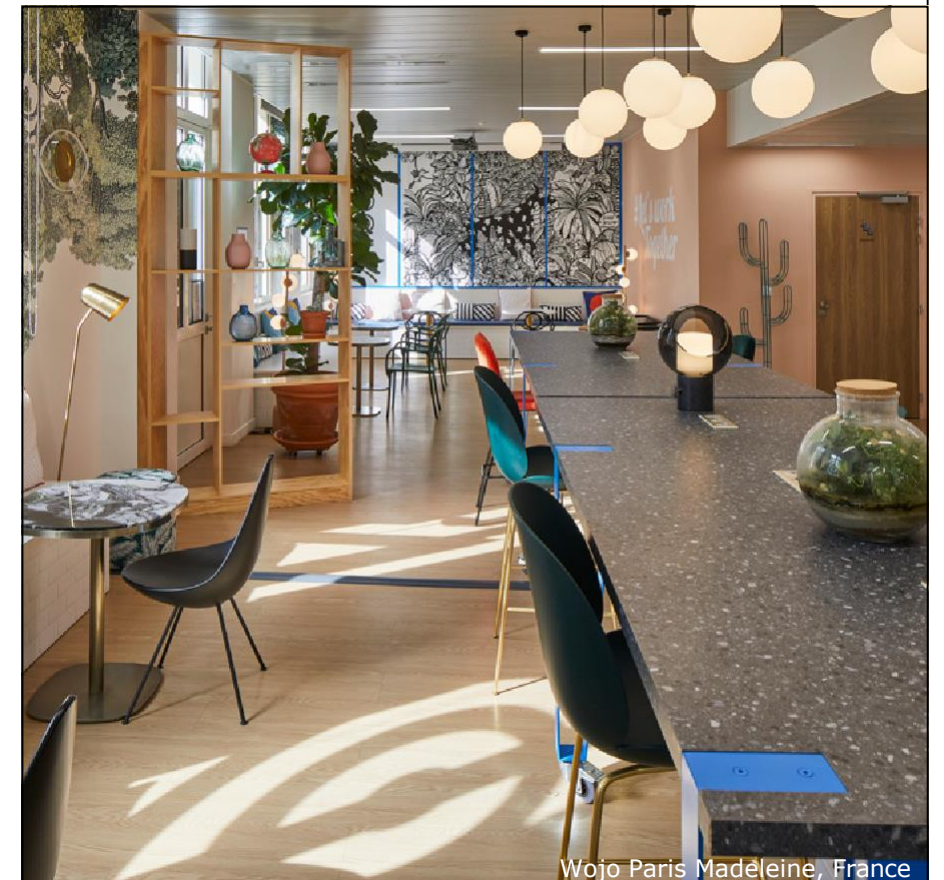
Flexible workspaces for evolving ways of working



Working from

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 Paris Madeleine, France

Transforming dining rooms into destinations

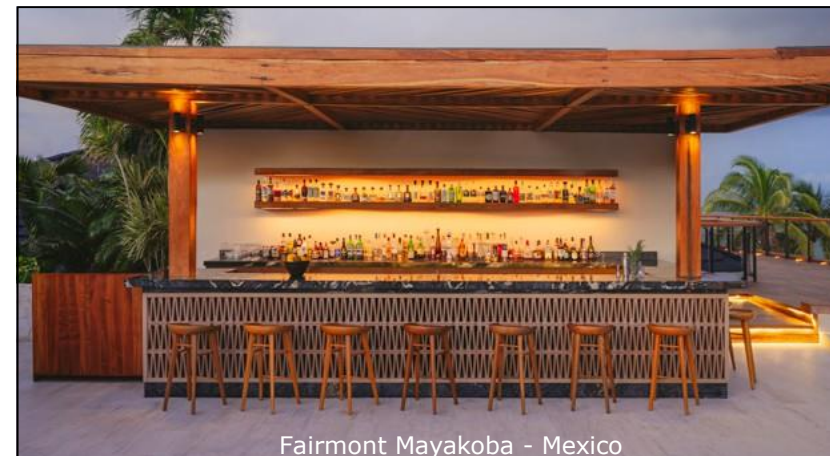


Mercure Hibiya, Tokyo - Japan

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.

Ennismore's fully integrated in-house F&B studio, Carte Blanché, delivers extraordinary culinary and mixology destinations, from concept to execution.

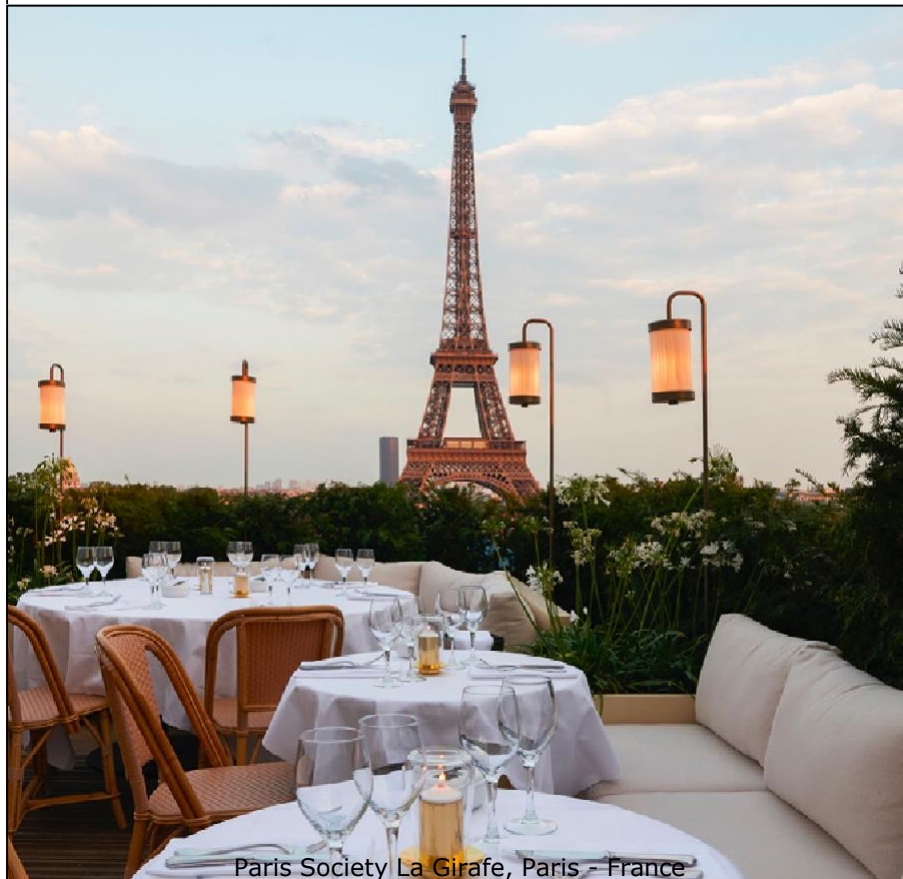


Fairmont Mayakoba - Mexico

10,000+
restaurants & bars

Figures at June 30, 2025

Perfecting new ways to make stays memorable



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.

2,000
events organized
by Paris Society
every year

400+
festive venues

Figures at June 30, 2025

Potel & Chabot

SAINTCLAIR

DALLOYAU
PARIS

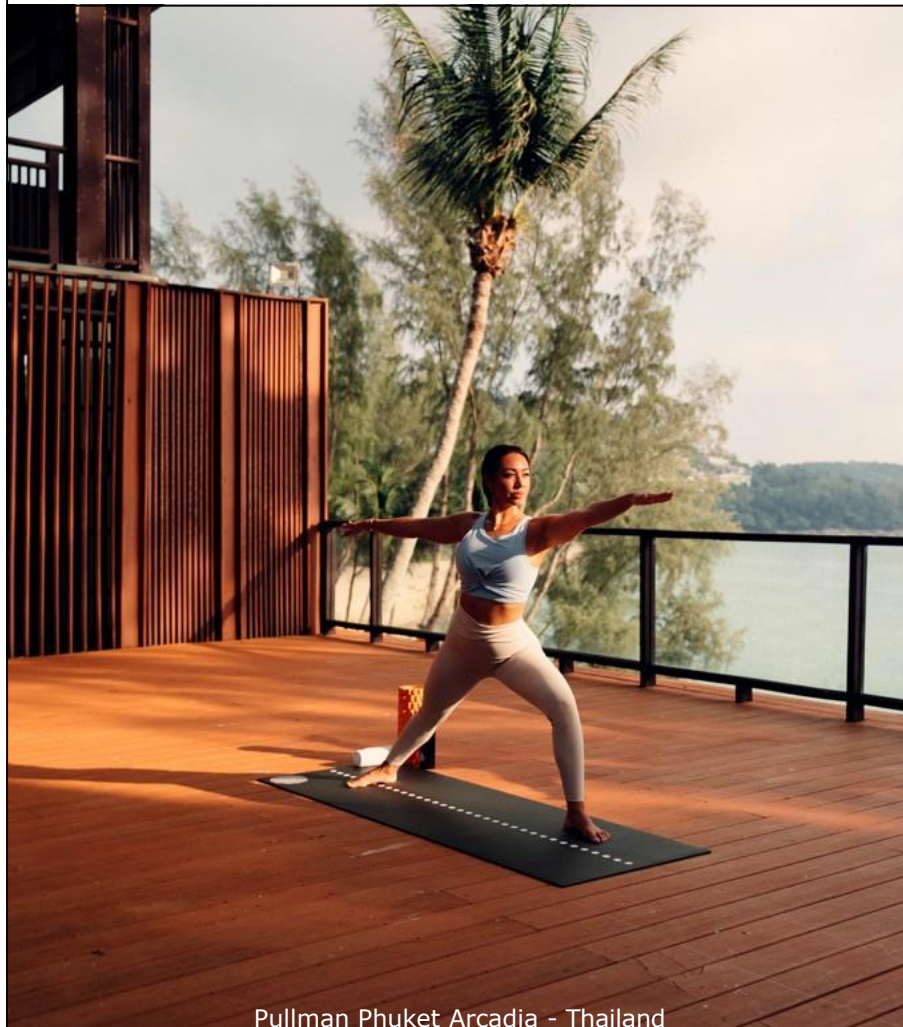
THEATRE
DU LIDO

PARIS SOCIETY

RIKAS

ENNISMORE

Innovating a holistic 360 wellness experience



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.

2,000+
hotels with
fitness facilities

9
Thalassa Wellness
Resorts

950+
spas

Figures at June 30, 2025



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



Novotel Recife Marina - Brazil

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.



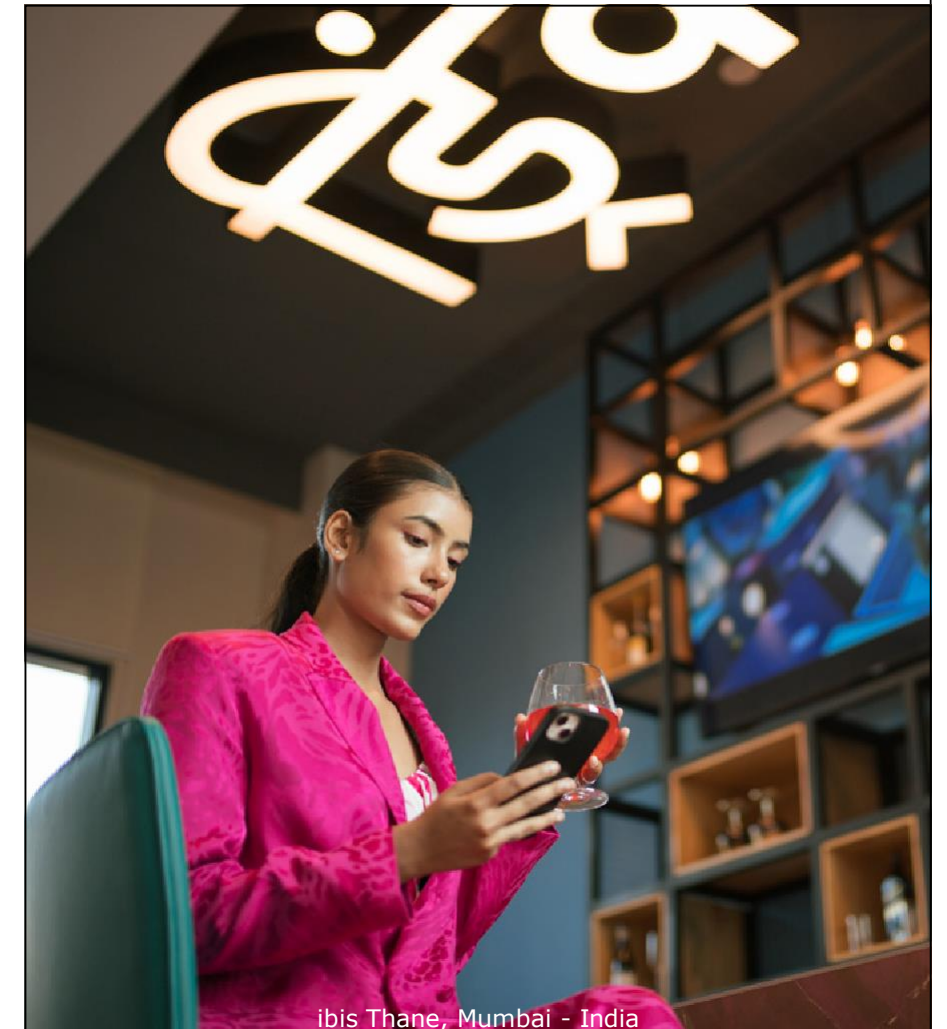
ibis Styles Copenhagen Orestad - Denmark

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.



ibis Thane, Mumbai - India

Enhancing operational excellence



Mercure Antwerpen City South - Belgium

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 client worldwide

4,500+

Astore suppliers

250+

Astore experts

3B+

Euros managed
spend via Astore

Figures at June 30, 2025

ASTORE

Maximizing performance for clients and partners



Pullman Melbourne On The Park - Australia

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
Very Chic Members

Figures at June 30, 2025



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