

Q1 2026 Revenue

April 23rd, 2026



ACCOR

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Q1 2026 highlights

Solid RevPAR & NUG acceleration

- 1** | **Solid Q1 26 RevPAR growth +5.1% L/L**
Positive +1.6% RevPAR in March despite Middle East conflict
- 2** | **Net Unit Growth at +3.8% LTM**
accelerating vs. +3.7% in December 2025
Pipeline up +10.3% LTM
- 3** | **Revenue at €1,313m**, +2.3% yoy at cc⁽¹⁾
M&F revenue at €332m, +8.3% yoy at cc

Delivering on commitments in a disturbed environment

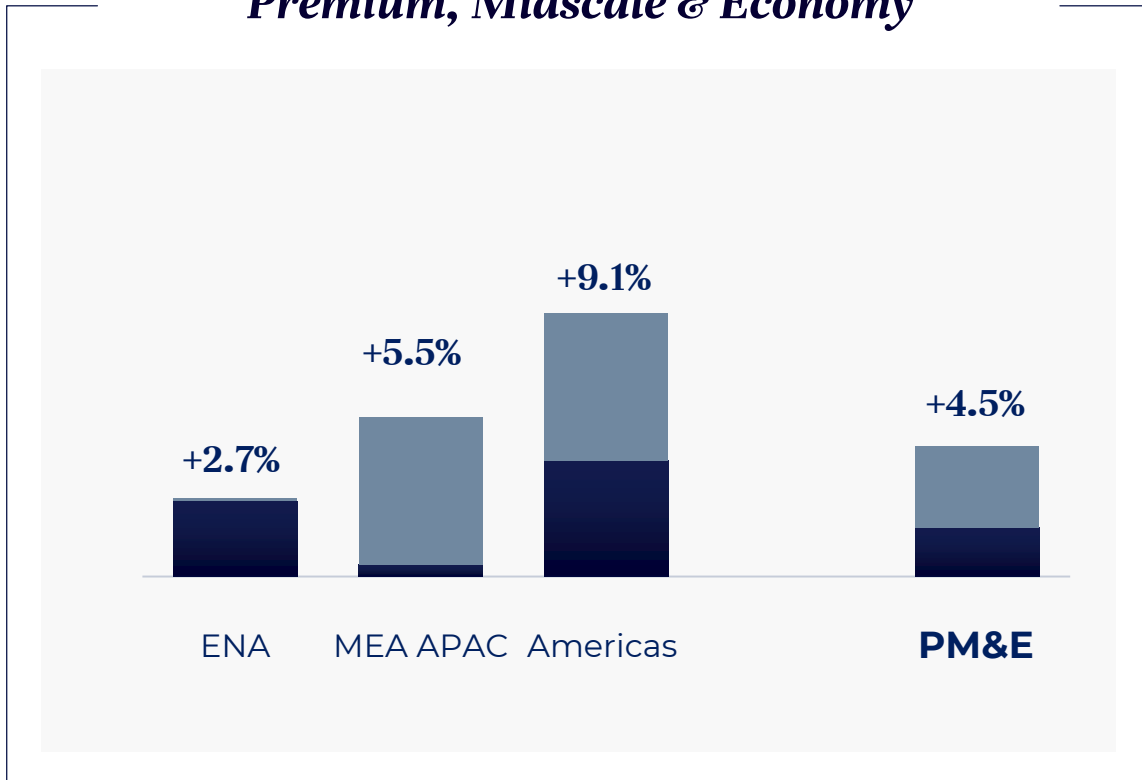
- 1** | **Signing of a memorandum of understanding on the sale of the stake in Essendi**
- 2** | **Launch of a €225m tranche of share buyback**
- 3** | **Direct impact of Middle East conflict mostly contained to UAE**
with other countries holding up

⁽¹⁾ "CC" MEANS "CONSTANT CURRENCY"



Solid start of the year with +5.1% Q1 26 RevPAR

Premium, Midscale & Economy

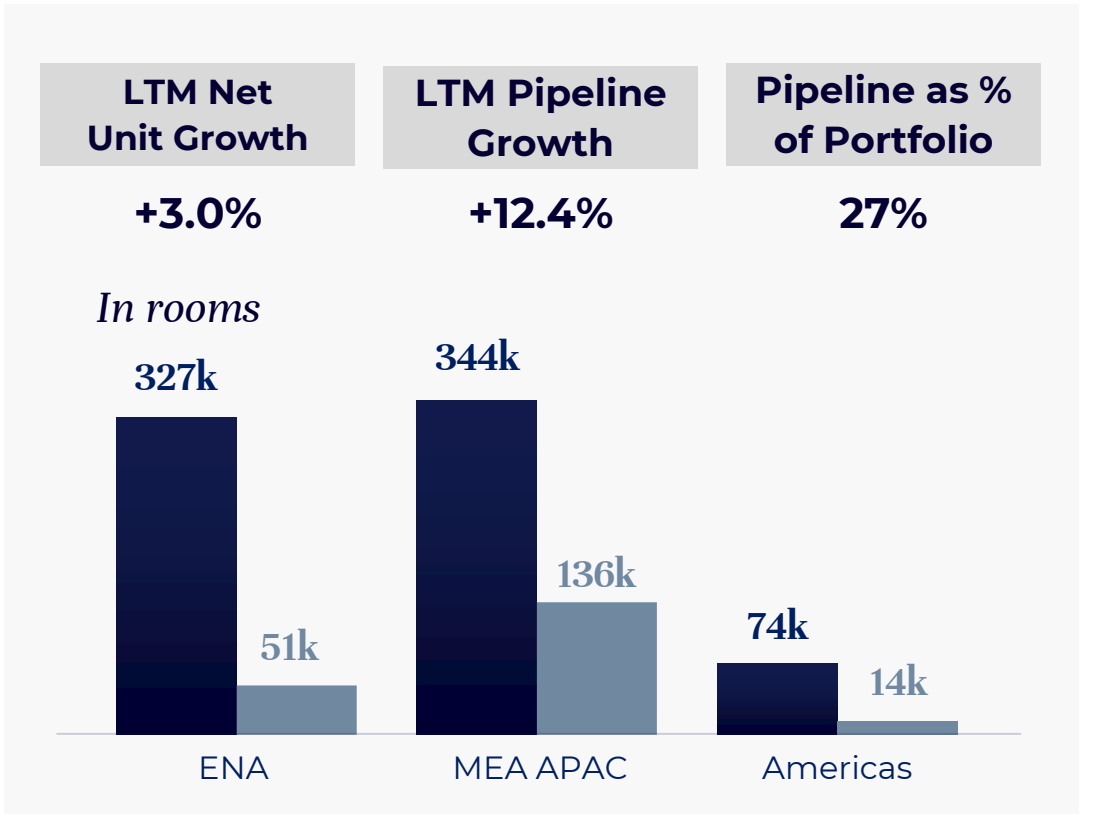


Luxury & Lifestyle

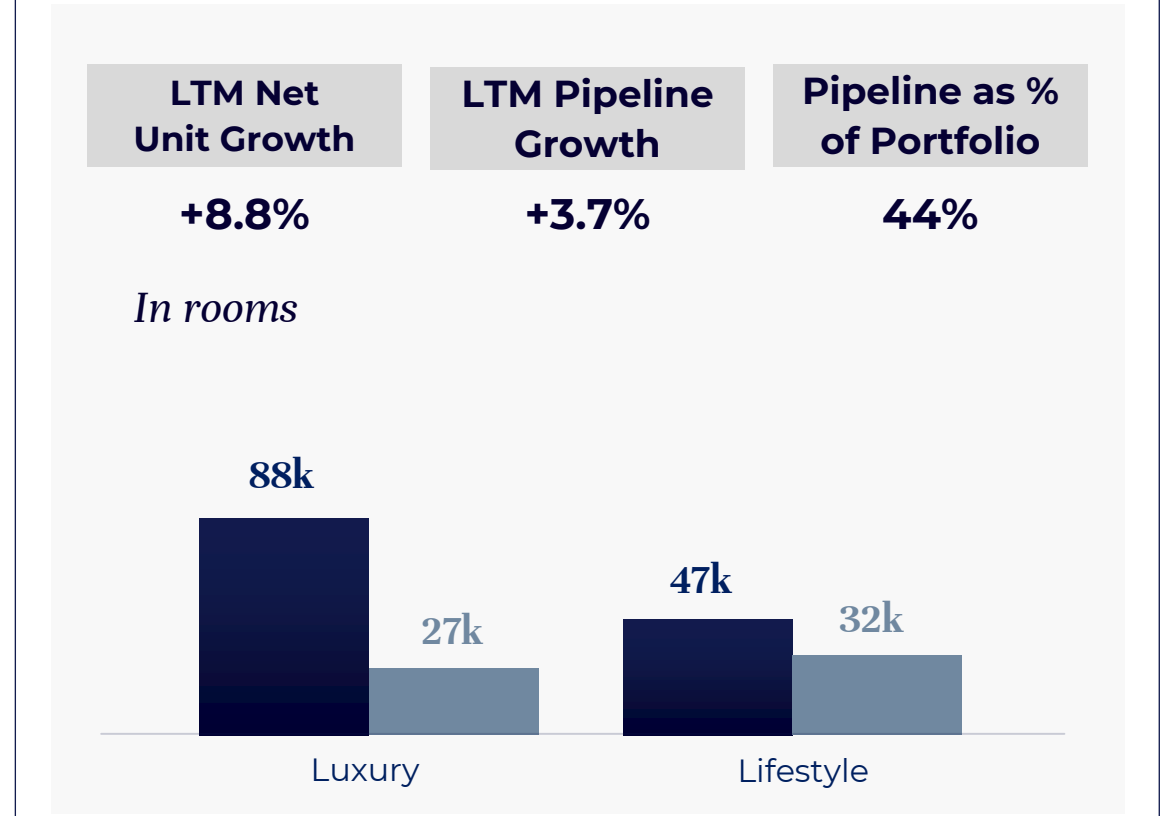


+3.8% NUG and +10.3% growth in pipeline

Premium, Midscale & Economy



Luxury & Lifestyle



Group revenue up +2.3% at constant currency

<i>In € millions</i>	Q1 2025	Q1 2026	Reported change	At constant currency
M&F	321	332	+3.3%	+8.3%
HA & OTHER	386	360	(6.8)%	(4.4)%
SMDL⁽¹⁾	307	313	+1.7%	+6.2%
REIMBURSED COSTS	355	328	(7.7)%	0.5%
INTERCOS	(21)	(20)	N/A	N/A
TOTAL	1,349	1,313	(2.7)%	+2.3%

⁽¹⁾ SALES, MARKETING, DISTRIBUTION & LOYALTY

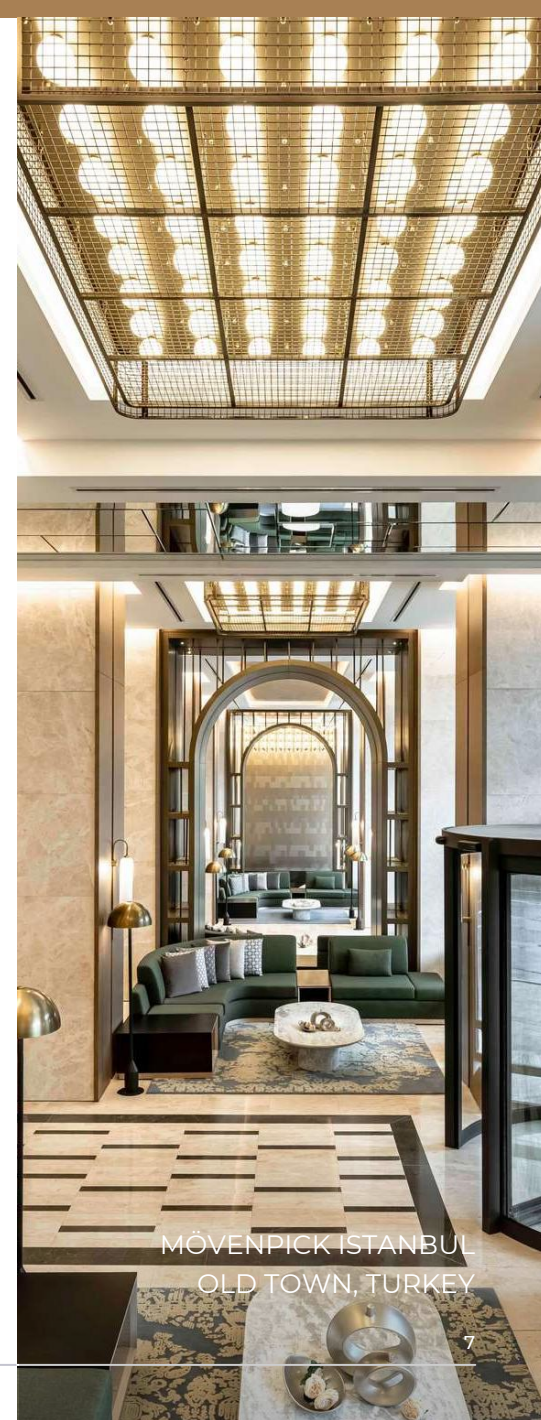
⁽²⁾ "RC" MEANS REIMBURSED COSTS



MERCURE SIDABAK SUKABUMI
RESORT, INDONESIA

+8.3% M&F revenue growth at constant currency

<i>In € millions</i>	Q1 2025	Q1 2026	Reported change	At constant currency
PREM., MID. & ECO.	200	201	+0.9%	+4.3%
LUXURY & LIFESTYLE	122	131	+7.1%	+15.2%
M&F REVENUE	321	332	+3.3%	+8.3%



Looking forward

1 | *Sound activity despite Middle East conflict*

2 | *Profit protection plan activated to protect margins*

3 | *Accelerate development in growth markets*

4 | *Execute share buyback program*



HOTEL CHÂTEAU DE MAZAN
HANDWRITEEN, FRANCE



Appendices

NOVOTEL TANGERANG CITY,
INDONESIA



Group revenue breakdown

<i>In € millions</i>	Q1 2025	Q1 2026	Reported change	At constant currency
M&F	200	201	+0.9%	+4.3%
SMDL ⁽¹⁾	214	216	+1.0%	+4.4%
HA & OTHER	238	245	+3.1%	+5.2%
PREM., MID. & ECO.	651	663	+1.8%	+4.6%
M&F	122	131	+7.1%	+15.2%
SMDL ⁽¹⁾	93	96	+3.3%	+10.6%
HA & OTHER	149	115	(22.7)%	(20.0)%
LUXURY & LIFESTYLE	364	341	(6.1)%	(0.7)%
REIMBURSED COSTS	355	328	(7.7)%	+0.5%
INTERCOS	(21)	(20)	N/A	N/A
TOTAL REVENUE	1,349	1,313	(2.7)%	+2.3%

(1) SALES, MARKETING, DISTRIBUTION & LOYALTY

ACCOR – Q1 2026 REVENUE



MERCURE MELBOURNE
LA TROBE STREET, AUSTRALIA

Q1 2026 revenue vs. Q1 2025 – From like-for-like to reported

+3.8%

Like-for-Like

€47m

(1.4)%

Perimeter

€(18)m

(5.0)%

Currency

€(66)m

(2.7)%

Reported

€(36)m

Mainly
disposal of Festive

Negative currency effect

USD: €(29)m

AED: €(9)m

CAD: €(8)m

TRY: €(4)m

AUD: €(2)m

GBP: €(2)m



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RevPAR



RevPAR – Systemwide

	Q1 2026 vs. Q1 2025					
	OR		ARR		REVPAR	
	%	CHG PTS L/L	€	CHG % L/L	€	CHG % L/L
ENA	59.5	1.5	93	0.1	55	2.7
MEA APAC	64.2	0.3	90	5.1	57	5.5
AMERICAS	60.3	2.2	75	5.1	45	9.1
PREM., MID. & ECO.	61.7	1.0	89	2.8	55	4.5
LUXURY	61.6	1.3	260	4.5	160	6.8
LIFESTYLE	58.3	0.4	216	3.6	126	4.2
LUXURY & LIFESTYLE	60.5	1.0	246	4.2	149	6.0
SYSTEMWIDE	61.5	1.0	112	3.4	69	5.1



4 *Portfolio*



Portfolio as of March 31st, 2026

	Owned & Leased		Managed		Franchised		Total	
	#HOTELS	#ROOMS	#HOTELS	#ROOMS	#HOTELS	#ROOMS	#HOTELS	#ROOMS
ENA	8	2,493	739	116,891	2,182	207,616	2,929	327,000
MEA APAC	37	6,809	797	182,497	1,028	155,014	1,862	344,320
AMERICAS	52	10,446	164	27,442	234	35,671	450	73,559
PREM., MID. & ECO.	97	19,748	1,700	326,830	3,444	398,301	5,241	744,879
LUXURY	5	811	291	76,208	83	10,822	379	87,841
LIFESTYLE	1	75	164	39,268	30	7,613	195	46,956
LUXURY & LIFESTYLE	6	886	455	115,476	113	18,435	574	134,797
TOTAL	103	20,634	2,155	442,306	3,557	416,736	5,815	879,676



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Exchange rates



Q1 2026 exchange rates

1 foreign currency = X euro

	Q1 2025 Average Rate	Q1 2026 Average Rate	Q1 2026 vs. Q1 2025
AMERICAN DOLLAR (USD)	0.95	0.85	(10)%
AUSTRALIAN DOLLAR (AUD)	0.60	0.59	(1)%
BRAZILIAN REAL (BRL)	0.16	0.16	(0)%
TURKISH LIRA (TRY)	0.03	0.02	(26)%
CANADIAN DOLLAR (CAD)	0.66	0.62	(6)%
BRITISH STERLING (GBP)	1.20	1.15	(4)%
EGYPTIAN POUND (EGP)	0.02	0.02	(6)%
UAE DIRHAM (AED)	0.26	0.23	(10)%



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Glossary



Glossary

Division definitions

- **M&F:**
Management & Franchise
- **SMDL:**
Sales, Marketing, Distribution & Loyalty
- **HA & Other:**
Hotel Assets & Other

Region organization

- **ENA:**
Europe North Africa including France, Germany and UK
- **MEA APAC:**
Middle East, Africa & Asia Pacific including United Arab Emirates, China and Australia
- **Americas:**
North, Central and South America & Caribbean

Like-for-like (L/L) definition for P&L figures

- Foreign exchange changes vs. Euro are cancelled applying the n exchange rate to year n-1 (i.e. definition for variation at constant rate) since 2026
- Perimeter effects (i.e. acquisitions and disposals) are neutralized:
 - Excluding impacts from disposals defined as a change in the consolidation methodology of a given entity
 - Excluding impacts from acquisition defined as a change in the consolidation methodology of a given entity or as the acquisition of an activity or company
 - Excluding impact from subsidiaries hotel openings & closings
 - Organic system growth and churn are not neutralized on M&F and SMDL revenue





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