

*2022
Integrated
report*



ACCOR
Powered by emotion





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We've built on our teams' incredible spirit and tenacity, which drive the Accor vision.

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Message from Sébastien Bazin, Chairman and Chief Executive Officer

2022 was the year optimism returned for the travel industry, and Accor thrived. Leisure and domestic travel are back stronger than ever, international travel is gathering momentum, and Accor's own activity was very strong, outpacing 2019 levels. This is a tribute to the fundamental strengths of the Group, to our solid partnership with our owners and partners, and above all, a tribute to our teams' incredible spirit and tenacity, which drive the Accor vision.

Our brand portfolio remains unmatched and we pursued our global expansion in 2022, signing significant development agreements in China, unveiling the Orient Express train and opening 300 new hotels. We are continuously evolving to best accelerate our growth and support our owners and network, and our decision to organize the Group into two dedicated divisions reinforces our focus and positions us to fully reap the benefits of our expertise, brands, and market leadership.

The future of hospitality goes far beyond the hotel room, it's also about unlocking inspired experiences and capturing ever-changing guest needs, and we continued to create unique moments and diversify our offerings in 2022. We enriched our F&B concepts, participated in major events such as the 2022 World Cup with The Living Adventure, reopened the famous Lido in Paris, strengthened our powerful loyalty program ALL and booking platform, and made exciting plans for the Olympic and Paralympic Games Paris 2024. Our augmented hospitality vision naturally extends to our owners and partners' experiences, and we continued investing in our fully holistic ecosystem to deliver and support their needs.

The future of hospitality must also be responsible, respectful and with sustainability at its heart. Accor is committed to building a hospitality model where we contribute more than we take. In 2022, we delivered great achievements in our sustainable journey, including eliminating single-use plastic in the guest

experience in more than 80% of our hotels, and are working hand in hand with all stakeholders to achieve meaningful change. It's a question of mindset, vision, and determination. I'm convinced we share these.

Also more than ever critical to hospitality is our people. We are continuing to focus on what matters most to me, taking care of and empowering our 290,000+ Talents, and we are deeply committed to recruitment, development and training. To care for one another is the very essence of hospitality, and at Accor we embrace this purpose wholeheartedly.

We are poised to boldly move forward and further strengthen our leadership as the most attractive and innovative hospitality Group.

I am proud of Accor's achievements and saluting them would not be complete without a tribute to Accor co-founder Gérard Pélisson. His recent passing filled us with great sadness - Gérard was a true entrepreneur, reinventing hospitality and making a global impact that continues to live on and be a source of inspiration.

Looking ahead, I am confident that, together, we can go even further in 2023 and build on these tailwinds and on the legacy of Accor's founders. We are poised to boldly move forward to further strengthen our leadership as the most attractive and innovative hospitality Group. We have the people, we have the brands, we have the ambition and the focus. Now is the time to do what we do best, seize the opportunity and build an even stronger future ahead.

More than a hotel group, Accor is a large ecosystem of brands, know-how and solutions

We are more than 290,000 hospitality experts placing people at the heart of what we do, creating emotion for our guests, and nurturing passion for service and achievement beyond limits. Building on the strength of our teams and of our holistic ecosystem of leading brands, personalized services, and expert solutions, we break new ground to reimagine and shape hospitality and inspire new ways to experience the world.

We offer the most diversified and best performing integrated hospitality ecosystem. We foster human connections, empowerment, and meaningful impact. We bring our unique expertise and solutions to drive performance and value for our business partners. We are pioneering the hospitality of tomorrow, fostering innovation and creating new experiences.

ACROSS ALL CONTINENTS
(as a % based on number of rooms)



ACROSS ALL SEGMENTS
(as a % based on number of rooms)



OUR NETWORK

5,400+
HOTELS

802,000
ROOMS

1,200+
HOTELS IN THE PIPELINE

216,000
ROOMS IN THE PIPELINE

OUR COMMITMENT

COMMITMENT
NET-ZERO

SBTi BY 2050

84%
OF HOTELS HAVE
ELIMINATED SINGLE-USE
PLASTIC FROM
THE GUEST EXPERIENCE*

39%
OF WOMEN
IN MANAGEMENT
COMMITTEES

OUR PEOPLE

290,000+
EMPLOYEES

300+
TYPE OF JOBS

250+
PARTNER SCHOOLS
AND UNIVERSITIES

OUR FINANCIAL
PERFORMANCE

€4,224
m
REVENUE

€675
m
EBITDA

€373
m
RECURRING
FREE CASH-FLOW

OUR ECOSYSTEM

10,000+
RESTAURANTS AND BARS

600+
SPAS

18,500+
MEETING ROOMS

* Excluding disposable water bottles.

Hotel network breakdown



AMERICAS

NORTH EUROPE

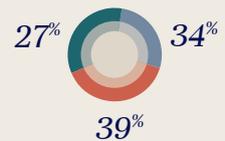
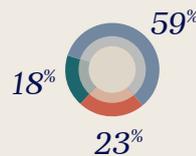
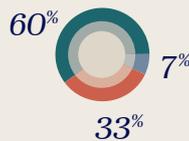
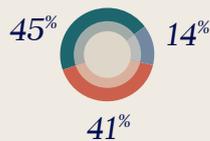
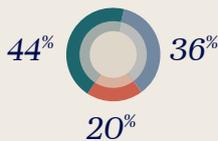
SOUTH EUROPE

IMEAT

ASIA-PACIFIC

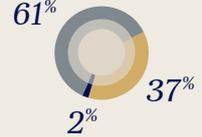
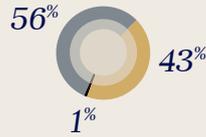
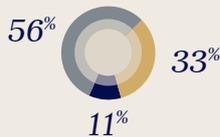
By segment as a % based on number of rooms

■ Luxury & Upscale ■ Midscale ■ Economy



By operating mode as a % based on number of rooms

■ Franchised ■ Managed ■ Hotel Assets



Hotel portfolio and pipeline Network in K rooms

■ Pipeline ■ Hotel Portfolio



Across the globe



448,567

ROOMS IN
MANAGED
HOTELS

331,266

ROOMS IN
FRANCHISE
HOTELS

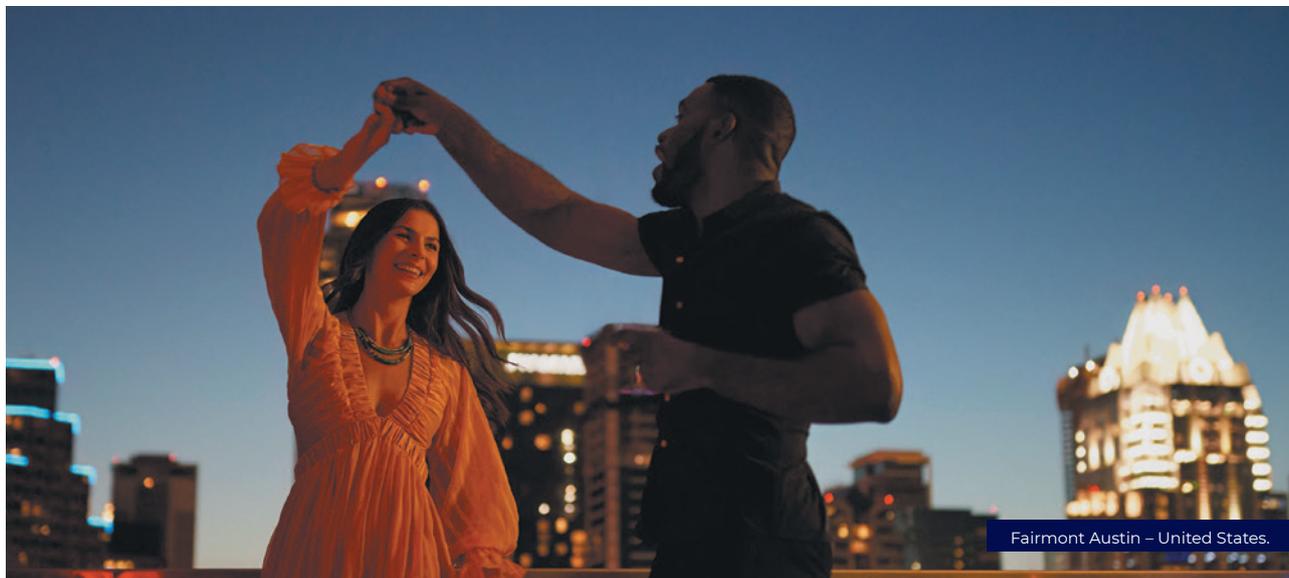
22,436

ROOMS IN
AFFILIATE
HOTELS

290,000+
EMPLOYEES

€1,052
MILLION
IN HOTEL FEES

For 50 years, Accor reinvents hospitality



Fairmont Austin – United States.

1967 the early days, with the Novotel Lille Lesquin

Paul Dubrulle and Gérard Péliesson grasped what no one else had anticipated: the post-war years were ushering in a new, more modern and faster-paced lifestyle offering the chance for travel. At a time when hotels were either family businesses or luxury establishments, our founders invented the modern, standardized hotel chain. While the standards of the day required nothing more than a single shared bathroom per corridor, the Novotel Lille Lesquin revolutionized the industry by providing one in each room. And as the French started crisscrossing the country for work or on paid leave, Novotel offered them an office, a grill, a swimming pool and breakfast – all for the price of a hotel room.

- **1960-1970** — Accor invents economy and midscale hotels with the creation of France's leading brands in this market: Novotel and Ibis. Accor acquires Mercure.
- **1980-1990** — Accor enters the luxury sector with the acquisition of the iconic Sofitel chain.
 - Accor enters the managed food segment with the acquisition of Jacques Borel International.
 - Accor becomes a trailblazer in well-being with the creation of the Thalassa Spa brand.
 - Accor creates Formule 1, a new hotel concept based on particularly innovative construction and management techniques.
- **2000-2010** — Accor creates a brand to meet the need for individuality with MGallery, a collection of distinctive properties steeped in history.
 - Accor meets the unique needs of businesses with the creation of Pullman, a premium brand for business travelers.
- Accor confirms its global leadership in the world of luxury with the acquisition of Fairmont, Raffles and Swissôtel, and a partnership with Banyan Tree.
- Accor steps up the pace of hyper-segmentation with carefully selected brands such as Jo & Joe, Mama Shelter, 25hours Hotels, TRIBE, greet and Faena as well as names synonymous with design including Hyde Hotels, Delano, SLS Hotels and Orient Express.
- **2020** — Accor provides a high level of service to its guests and partners with its new ALL-Accor Live Limitless loyalty program.
 - Accor accelerates its move into entertainment by forging partnerships with event specialists such as: Paris Society, Potel & Chabot, Accor Arena, PSG, IMG, etc.
 - Accor strengthens its positioning in lifestyle hotels with the acquisition of SBE and the creation of Ennismore.
 - Accor supports new ways of working with its Wojo-branded in-hotel coworking spaces.

2021 — The new Ennismore entity becomes the leader in lifestyle hotels and the player boasting the fastest growth worldwide.

— Accor presents **Emblems Collection**, its new luxury brand set to house 60 establishments across the world by 2030.

— Accor stages the grand return of the **Orient Express** in Italy with the Dolce Vita train.

— Accor strengthens its partnership strategy and the appeal of its loyalty program by launching its first co-branded payment card in France.

— Accor becomes an official partner of the **Paris 2024 Olympic and Paralympic Games**.

2022 — Accor unveils a wide range of spectacular new locations and announces the global launch of its All-Inclusive Collection.

— **ALL-Accor Live Limitless offers even more experiences to its members** with a digital platform available in 100 destinations.

— Accor continues to simplify its business model to create greater value by announcing the evolution of its organization around two distinct business lines.

Having a positive impact

1970 — Accor adopts its first **Gender Equality at Work Charter**, with the implementation of an action plan for women in the workplace.

1988 — Accor is recognized for its “best environmental policy” based on its initial charter of 65 actions.

1994 — Accor becomes the first **CAC 40 company to create an Environment Department**, recast as the Sustainable Development Department in 2000.

2006-2010 — Accor creates **Earth Check**, the hospitality industry’s premier sustainable development program.

2008 — Accor sets up the **Accor Solidarity endowment fund**, tasked with fighting exclusion and empowering, training and protecting the most vulnerable people.

2009 — Accor launches **Plant for the Planet**, a global agroforestry initiative to promote greener agriculture.

2012 — Gender equality becomes a **Group-wide objective** with the launch of its Gender Equality Network, *RiiSE*.

2015 — Accor seals a partnership with **Energy Observer**, a revolutionary catamaran embodying its support for the ecological transition.

2016-2021 — Accor rolls out **Planet 21 – Acting Here**, a corporate social responsibility (CSR) strategy summed up in six commitments serving as an industry benchmark. In 2020, Accor developed a climate trajectory driven by the demands of science and compatible with the collective ambition of keeping global warming below 1.5°C. The Group has also restated its ambition to ban single-use plastic in guest experience and has set up the solidarity program **ALL Heartist Fund** for employees most affected by the health crisis. In 2021, Accor names Brune Poirson Chief Sustainability Officer, on the Group Executive Committee, **commits to Net zero carbon by 2050**, with a first reduction of 46% in its emissions by 2030 and **issue its first bond** indexed to its sustainable development targets, for €700 million.

2022 — **Sustainability: a new strategic framework for 2030**. Accor has taken another step forward by placing sustainable development (Human and Nature) at the heart of its business model. The new sustainable strategy sets ambitious objectives for the Group by 2030, based on science (SBT) and covering the entire customer journey: stay, eat and explore.

ESG criteria play an important role in the variable remuneration of Accor’s managers and executives (up to 15% for key positions). The Group continues to spearhead international events on climate change and biodiversity (G20, COPs) and to be a key player in the fight against climate change (Sustainable Hospitality Alliance, Global Sustainable Tourism Council).

2022

Key highlights

The year 2022 marks the rebound in activity and a return to levels above those observed in 2019. In 2022, the openings and projects are numerous.

The loyalty program continues its development for ever more unique experiences. The Group is strengthening its commitment and reorganises itself to serve the strategy.

No.1
worldwide
excluding
North America
and China

+2%
2022 RevPar
change vs 2019

299
hotels and resorts
openings in 2022

A year marked by the rebound in activity

The Group's reactivity driving recovery to growth —

To capture recovery and drive future growth, Accor is reinforcing its strategic focus on leisure travel, with a global action plan to maximize the segment's momentum and reinforce its global leisure leadership. Long overdue getaways, quality time between families, wellness breaks, in 2022, leisure travel has led the recovery. Celebrating the return to travel through our Unveil the world campaign in 2021 we acted with agility to capture this recovery over the Covid period. Our Group's early response involved adapting targeted offers for local markets to draw guests back – such as staycations, dining offers, wellness or golf packages, social events and beyond.

Increased focus on our leisure offer —

Today, our hotels are designed to meet the needs for leisure travel, with 600 spas; more than 1,000 in-hotel gyms and health clubs, 800 pools and 300 golf courses - while family travel is facilitated through 300 kids clubs worldwide. To reinforce our leadership position, Accor is making its resort offer key in leisure promotion. With 60 different country destinations and a choice of more than 25 brands, our 450 resorts provide the perfect solution to attract the modern leisure traveler seeking those trips where everything they desire is at their fingertips.

In 2022, Accor captures the leisure travel momentum and the return of corporate travellers —

After two years of health crisis that disrupted the global balance, 2022 marks the end of the crisis for Accor and the return of higher RevPAR than in 2019.

After two years severely impacted by the health crisis, the fiscal-year 2022 posted a solid and sustainable rebound in Group's activity.

The performance of hotels over the second half of the year surpasses pre-crisis levels in almost all our regions. Only Asia, a region impacted by China's strict zero-Covid policy until year end, is still significantly below 2019 activity levels.

Worldwide, our recovery was primarily driven by domestic guests, with levels exceeding those of 2019. Whereas international travelers, even whose number grows sharply, failed to return to the level of 2019. As observed in recent quarters, the recovery was led by a strong increase in prices, fueled by demand and accentuated by inflation.

Full year 2023 Group RevPAR is expected to increase between 5% and 9% on a like-for-like basis compared to full year 2022.



Sofitel Legend Old Cataract Aswan - Aswan - Egypt.

GROUP REVPAR TRENDS BY REGION
(in %)



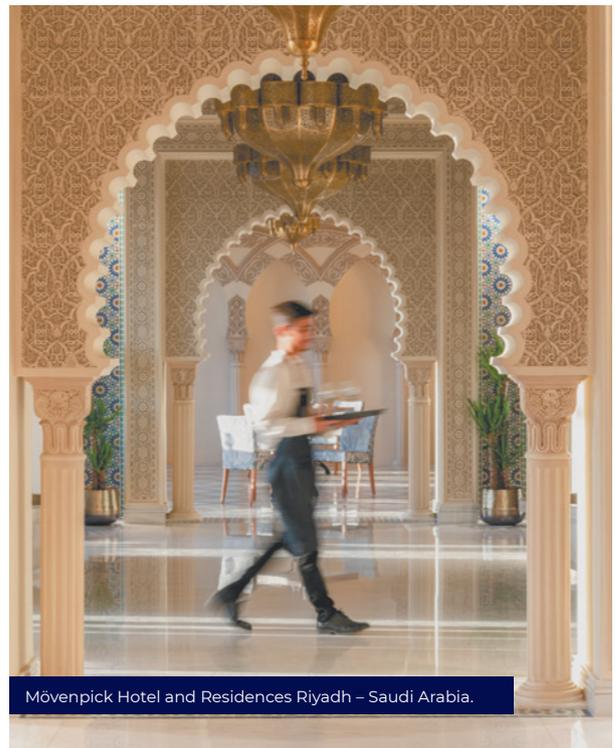
■ OCCUPANCY RATE ■ AVERAGE ROOM RATE -●- LFL REVPAR VS. FY19



JO&JOE Largo do Botanicario - Rio de Janeiro - Brazil.

A constantly reinforced commitment

Accor at the G20 — What future for sustainable tourism? How to make tourism a driver for change? These questions were among the discussions and interrogations that animated the G20 stage in Bali. Solutions were proposed by the sector professionals who came to debate the subject, including Brune Poirson, such as: creating common standards for the travel industry, launching a coalition of players to move the lines, developing innovative financing methods to protect countries at risk or identifying pilot destinations that could serve as examples.



A commitment rewarded in 2022 — This year, Accor won two awards in the international competition organised by Hospitality ON, which promotes emblematic initiatives in the international hotel sector. The first award was for the Group's initiative to eliminate single-use plastic from the guest experience in all Accor hotels. This project resulted in 84% of hotels eliminating or replacing six categories of plastics, representing 46 products. A second award went to the School For Change global sustainability training program for all head office staff. Employees around the world were able to take an online training course, approximately six hours of mandatory training on the topics of climate change, biodiversity, the impact of human societies on natural resources, etc. The training was deployed in six languages and was taken by 97% of employees.

Accor joins the leading sustainability organization in the hotel industry GSTC (Global Sustainable Tourism Council)

— In 2022, Accor joined the Global Sustainable Tourism Council (GSTC), the leading sustainability organization in the hotel industry. Accor believes that as a hotel company, it has a key role to play in transforming the industry and defining industry transformation and the setting of ambitious standards for sustainable tourism. Through the partnership with GSTC, Accor will be able to work with all stakeholders to collectively shape a more sustainable hotel industry. In addition, Accor is integrating the GSTC criteria into the heart of its transformation process, by integrating them into the standards of 17 of the Group's brands.

Amundi and Accor support oceans in collaboration with Fondation de la Mer

— Amundi, a responsible investment leader, and Accor announce an increased commitment to ocean preservation through the adoption of the Ocean Framework, designed by Fondation de la Mer to help companies and investors assess the impact of business activities on ocean wildlife. Accor is the first large corporate to adopt the framework, which Amundi helped design, as part of its dedicated ocean strategy and reporting policy. As a part of their environmental commitments, Amundi and Accor began a close collaboration with the Fondation de la Mer (Sea Foundation), which has developed a framework to help companies measure impacts and make positive changes in line with the UN Sustainable Development Goal #14 'Life below water'. This goal seeks to conserve the oceans and seas, and use marine resources sustainably.

Accor announces partnership with SHe Travel Club, the 1st hotel label focused on women's travelling needs

— Accor and SHe Travel Club the only independent hotel label designed by women for women, announce a partnership which aims to reimagine the female travel and hospitality experience. SHe Travel Club is the first and only hotel label which leverages technology and women's individual feedback to create a label specifically designed around meeting their expectations and requirements. Key Accor brands including Sofitel, MGallery, Novotel and Mercure will be part of a 50-hotel pilot in Europe and in the Middle East to encourage the deployment and growth of the SHe Label. Its ambition is to work hand in hand to raise the bar and support an improved travel experience for women.

Fondation des Femmes and Accor launch a platform dedicated to the "Emergency Shelter" project

— The Fondation des femmes, a leading foundation in France for the protection of women's rights and combatting violence against women, and Accor have announced the launch of a platform dedicated to "Emergency Shelter". This initiative is aimed at providing accommodation and safety within Accor hotels for women and children who are victims of abuse. Financed by Accor, this platform helps ensure that emergency accommodation is provided quicker and more securely. It addresses an essential need of the Fondation des Femmes and the non-profit organizations it supports, including the Fédération Nationale Solidarité Femmes (French National Federation for Women's Solidarity). 4 in 10 female victims of abuse who request accommodation sadly have to be turned away, due to emergency schemes being at full capacity. In addition, such schemes are not always best suited to accommodating women and children who have suffered so much. Via this platform, Accor is committing to providing female victims of abuse with a hotel room. The quality of the accommodation offered, even for a brief period, is a key factor in the pathway out of violence and towards rebuilding their lives. Since March 2022, 148 women and children have already benefited from this ground-breaking program, which is being rolled out throughout France.



Fairmont Mara Safari Club – Kenya.

A year rich in openings and emblematic projects



A robust development strategy — The Group opened an impressive 299 hotels and resorts and 43,000 rooms. This brings Accor's total global network to more than 5,400 hotels and 802,000 rooms, with another 1,200+ properties and 216,000 rooms in the pipeline. Accor's global development teams achieved a 3.2% net growth rate in 2022, with more openings and signings than any global competitor across its historical top markets.

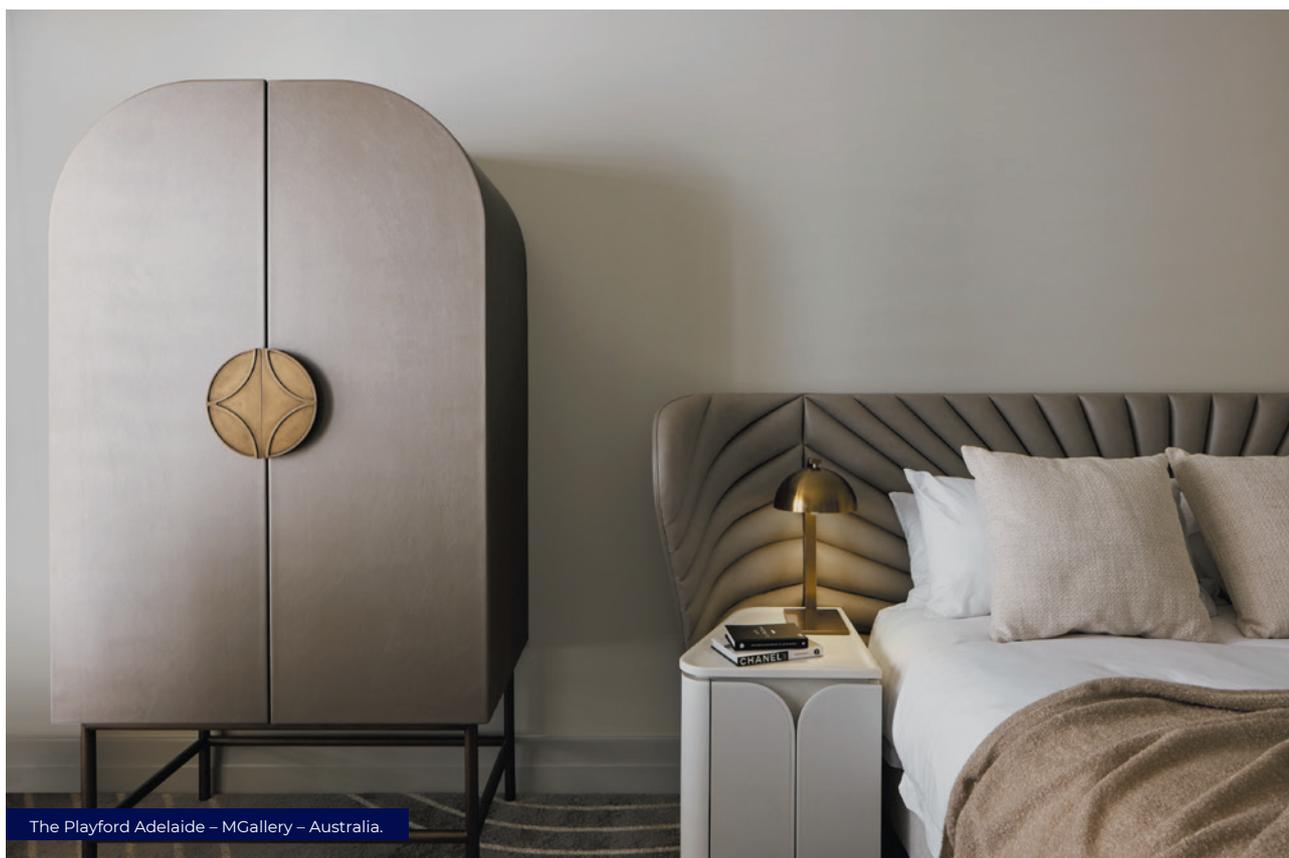
The company's 2022 development performance was particularly strong in Europe, China, and the Middle East. Europe represented the #1 market for Accor with 144 new hotels signed. China held Accor's #2 spot for signings last year, with the highest percentage growth at +54% vs 2021, while the Group's India, Middle East, Africa, Turkey (IMEAT) region increased its strategic position year-over-year. In terms of overall value, the IMEAT region is now the largest growth driver for Accor.

Of note, more than 40% of Accor's worldwide development projects involve the refurbishment of existing buildings rather than new builds, in line with the company's environmental, social and governance (ESG) commitments.

Accor announces global launch of its *All-Inclusive Collection* — Building upon the success of Rixos, Accor is significantly expanding its all-inclusive offering by including its luxury and premium brands with Fairmont, Sofitel, Pullman, Swissôtel and Mövenpick in the Collection. The objective is to leverage the strength and visibility of these brands in the key target markets for expansion for the *All-Inclusive Collection*.

This will be complemented by the exceptional quality and wide breadth of restaurant, bar, beach club and nightlife concepts, creating unforgettable guest experiences. The Collection's programming in this space will be inspired and led by Carte Blanche, Ennismore's F&B Concept Lab with each venue providing diverse and culturally relevant cuisines and culinary experiences.

Orient Express will open its second hotel in Italy at the exceptional Palazzo Donà Giovannelli in Venice — Legendary travel brand Orient Express, part of the world-leading Accor group, has signed a partnership agreement with Italian hospitality group Arsenale S.p.A to open the second Orient Express hotel in Italy at the spectacular Palazzo Donà Giovannelli in Venice. Located just ten minutes from Venice's Santa Lucia train station, next to the Cannaregio shopping district, and rooted in the origins of the City of the Doges, the Palazzo Donà Giovannelli is a treasured palace built in 1400 by architect Filippo Calendario, known for Venice's famed Doge's Palace. An ode to the heritage of Venice, inspired by all of the cultures and eras that are forever a part of its history, the Orient Express Venice Hotel will be home to 45 rooms and suites, all overlooking the gardens and canals of Venice. The hotel bar will be located in the former piano nobile ballroom on the main floor of the building. A world-class restaurant will introduce guests to the flavours of Italian gastronomy. Select terraces hidden on the hotel's rooftops will offer the most beautiful views of the wonders of the Serenissima.



The Playford Adelaide – MGallery – Australia.

World's most diverse hospitality group continues to accelerate growth across Greater China - surpassing the 500 hotels milestone with a robust pipeline of new hotels opening in 2022 and beyond —

Accor is advancing through 2022 with a continued focus on expanding its presence across Greater China, offering more hotels to travelers and loyalty members than ever before, from acclaimed brands such as Raffles, Fairmont, Sofitel, MGallery, Pullman, Grand Mercure, Novotel, Mercure, and ibis. Accor's new project signings in China reached an all-time high in 2022 – leading to more than 590 hotels now in operation and an additional 285 under development. Accor is also on track to drive even greater momentum and growth success this year.

Accor adds legendary Queen Elizabeth 2 to its portfolio —

Taking over operations from May 2022, the world-renowned cruise ship will undergo further up-upgrades and renovations prior to joining the MGallery Hotel Collection. Once fully rebranded, Queen Elizabeth 2 will undoubtedly become a landmark property for the MGallery brand and Dubai overall. Once the renovation is completed, the new MGallery Queen Elizabeth 2 will feature 447 hotel rooms, nine food & beverage outlets, ten meeting rooms, 5,620 sqm area for outdoor events, six retail outlets, a swimming pool and a gym.

Accor debuts Novotel Mexico City World Trade Center —

The Group celebrates the Novotel brand's 20th year anniversary since its arrival in Mexico with the opening of this new modern hotel featuring Novotel's new global design concept and as the second flagship for the brand in the region. Situated in a prime location in front of the World Trade Center in Mexico City, one of the most important business centers in the region, and nearby several of the city's main attractions, the energizing urban haven will cater to business and leisure travelers.

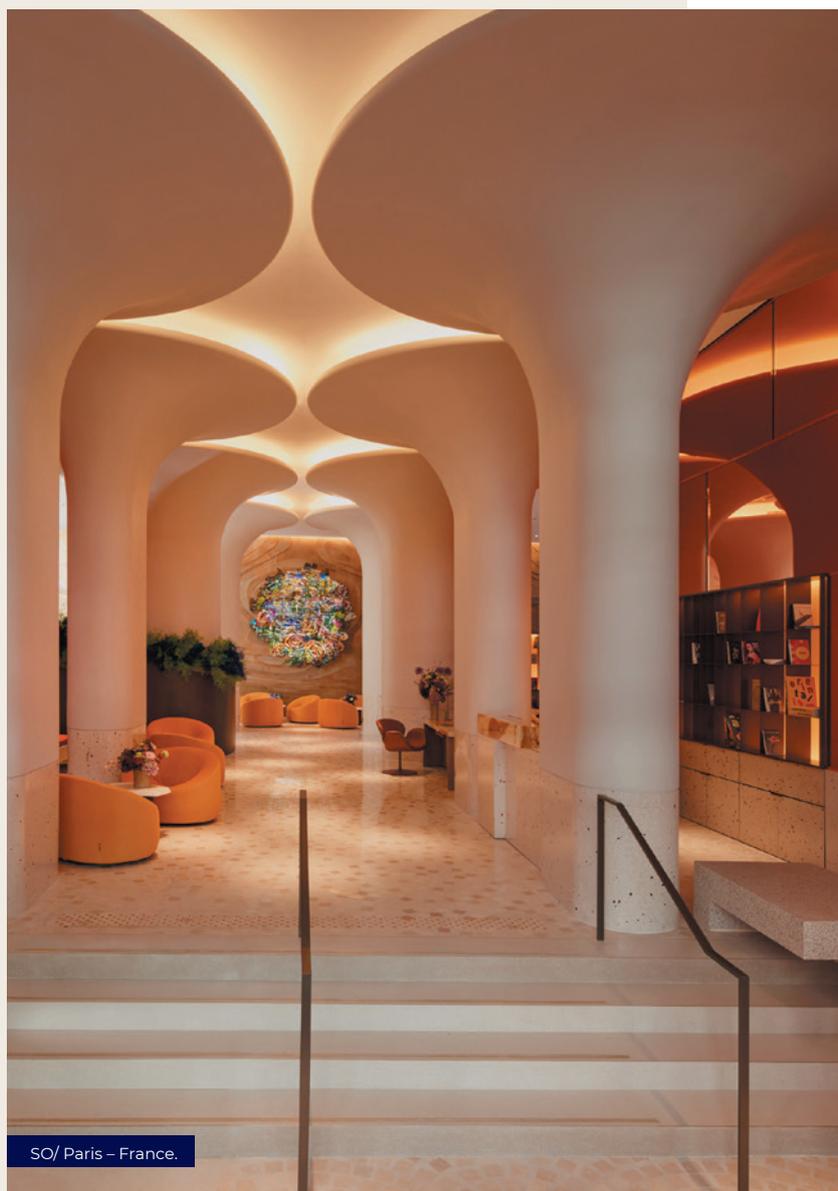


Queen Elizabeth 2 – Dubai – United Arab Emirates.

Focus Lifestyle

In 2022, Ennismore reaches major milestone with the opening of its 100th property, the SO/ Paris, cementing its position as a leader in lifestyle hospitality.

A significant milestone for Ennismore follows a period of high growth alongside a strong global pipeline focused on Europe, the Middle East, North & Central America, and Asia. Ennismore brands and properties form a unique connection with local and international travellers through relevant cultural programming and authentic restaurant and bar destinations. Ennismore prides itself in being a collective of entrepreneurial and founder-built brands with creativity and purpose at their heart, partnering with visionaries and a pioneering entrepreneurial spirit.



SO/ Paris – France.

Accor enters into exclusive negotiations on the sale of a 10.8% interest in Ennismore, the fastest growing lifestyle hospitality company

After the launch of Ennismore in October 2021 and as the world's leading lifestyle hospitality company, in June 2022 Accor announces it is entering into exclusive negotiations to sell a 10.8% stake in Ennismore for a total amount of €185 million. This transaction demonstrates the excitement and attractiveness of this fast-growing segment. Ennismore has delivered a high growth performance opening a new hotel every 2 weeks, expanding its collective of brands in new regions, launching flagship properties SLS & 25hours

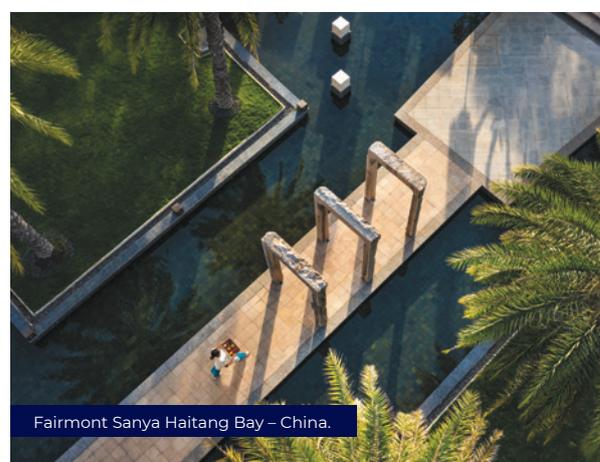
in Dubai, and with a committed pipeline of over 150 hotels, with over 40 new projects signed in 2022. Ennismore will expand across the lifestyle and leisure segment with the addition of Accor's stakes in Rixos, the all-inclusive brand, and Paris Society, an upscale collection of restaurants & entertainment venues. The combined Ennismore group will now consist of over 140 hotels operating in nearly 40 countries, with over 275 F&B venues.

A powerful loyalty program for unique experiences

ALL-Accor Live Limitless is at the heart of Accor's fully integrated hospitality ecosystem, and connects with our clients beyond travel only, into their daily lives & lifestyles. This industry-leading program delivers a wide variety of rewards, services, unique partnerships, and elevated experiences to both travelers and locals alike through the widest range of world-class brands. Reinforcing the Group ecosystem, the loyalty program relies on a powerful, inspirational digital distribution and transaction platform: an all-in-one booking portal & app that provides choice, seamless experiences and personalization.

SIXT and Accor announce a multi-year strategic partnership providing great benefits for customers

— As part of the long-term collaboration, ALL members can collect points for the ALL loyalty program when they book a rental car with SIXT. As part of Accor's "Augmented Hospitality" strategy, the program offers members once-in-a-lifetime but also day-to-day experiences which go beyond the classic hotel blueprint. Members have access to unique experiences across a variety of areas: from travel, wellbeing and sports to dining, shopping and entertainment.



Fairmont Sanya Haitang Bay – China.

ALL-Accor Live Limitless offers even more experiences to its members through a digital platform available in 100 global destinations

— In April, Accor enhanced its loyalty program ALL – Accor Live Limitless with a new range of experiences in partnership with Fever. To increase its footprint in the experiential sector, Accor and Fever – the leading global live-entertainment discovery platform that helps discover each week the best experiences – have today announced a strategic partnership. This alliance aims to broaden the range of digital services provided throughout the year to ALL-Accor Live Limitless members and will constantly unlock brand-new experiences, including immersive exhibitions, interactive theater, candle-lit classical concerts in beautiful locations, festivals and much more. In addition to existing ticketing access included within ALL, covering major sporting events (PSG matches, French Open, Rolex Paris Masters, etc.), food festivals (Taste Paris, London) or legendary concerts at the Accor Arena Paris, this new destination-based service will expand the program's portfolio adding some of the best-rated experiences.



Hotel Molitor Paris - MGallery - France.



ALL-Accor Live Limitless launches “ALL Mobilité” a new digital mobility service developed with Karhoo — Thanks to this mobility service, members of the loyalty program can now reserve their taxi or private hire vehicle on the ALL app or the website All.com. The mobility service covers 490 European cities, as well as Dubai and New York, and addresses two main needs:

- **Trips when traveling**, to go to a station, airport or an Accor hotel. This is a particularly useful service when abroad, where guests are often unaware of how to reserve and pay for taxis or chauffeur-driven vehicles.
- **Day-to-day travel**, whether personal or professional, to go to a meeting or a restaurant.

The service allows users to compare, in real time, available taxi and private hire vehicle offers and to make their choice according to rate, waiting time, vehicle category (electric, traditional, etc.) and available extras. The mobility service is the result of a strategic and technological partnership between ALL and Mobilize, the Renault Group brand dedicated to new mobilities, via its start-up Karhoo.

ALL-Accor Live Limitless sets out the next chapter with Paris Saint Germain — After three highly successful years as a major partner and official jersey sponsor of Paris Saint-Germain, Accor has decided to extend its commitment with the French football giant, albeit in a different capacity, for a further four years to promote its lifestyle loyalty program. In the new partnership, ALL-Accor Live Limitless will now be visible on the sleeve of PSG’s training jersey, while a major focus of the collaboration will be on using Paris Saint-Germain assets to en-gage with and offer unique experiences ALL-Accor Live Limitless members all over the World. The partnership was initially created in 2019 to launch ALL-Accor Live Limitless, the daily lifestyle companion that brings together and enhances all the brands, services and partnerships operating within the Accor ecosystem. It has been a great success in providing current and future members with unforgettable experiences while supporting and promoting awareness of what was a new brand. The sponsorship has enabled ALL to be established as a global brand.

A new organisation to better serve the strategy

Accor leverages its leadership positions in the most buoyant hospitality markets and segments —

In 2022, the Group is evolving its structure to capitalize on the transformation undertaken in recent years, consolidate its leadership positions, focus its efforts, strengthen its know-how, accelerate its growth and continue to improve its profitability. From October 1, 2022, Accor leverages two divisions comprising separate and distinctive expertise with the aim of further strengthening the excellence of each of these business lines, improving their operational and financial performance, offering their owners and guests ever more relevant products and services, and attracting the best talents.

- **« Economy, Midscale & Premium Division »**, comprising notably the Group's brands ibis, Novotel, Mercure, Swissôtel, Mövenpick and Pullman. This division will incorporate leadership positions in Europe, Latin America, Asia-Pacific and the Middle East, and will be structured around four regional headquarters based in Paris, Sao Paulo, Singapore and Shanghai. It will focus its strategy on accelerating its development notably through franchises, the rejuvenation of its brands and the industrialization of our operating model.
- **« Luxury & Lifestyle Division »**, bringing together Accor's luxury brands as well as the Group's lifestyle entity, Ennismore. This division focused on Luxury and Lifestyle will be structured by brand around 4 pillars: Raffles & Orient Express, Fairmont, Sofitel & MGallery, and Ennismore. It will be committed to strengthening the identities of its iconic brands, investing in top talents, selecting the best locations and offering unique and innovative experiences.

Through these two business divisions incorporating growth strategies and trajectories that have been clearly defined and tailored to guest and owner expectations, Accor will offer its partners and investors a clear and transparent model for each of its business lines, which will be a factor in creating value and ramping up the development of its brands and segments.

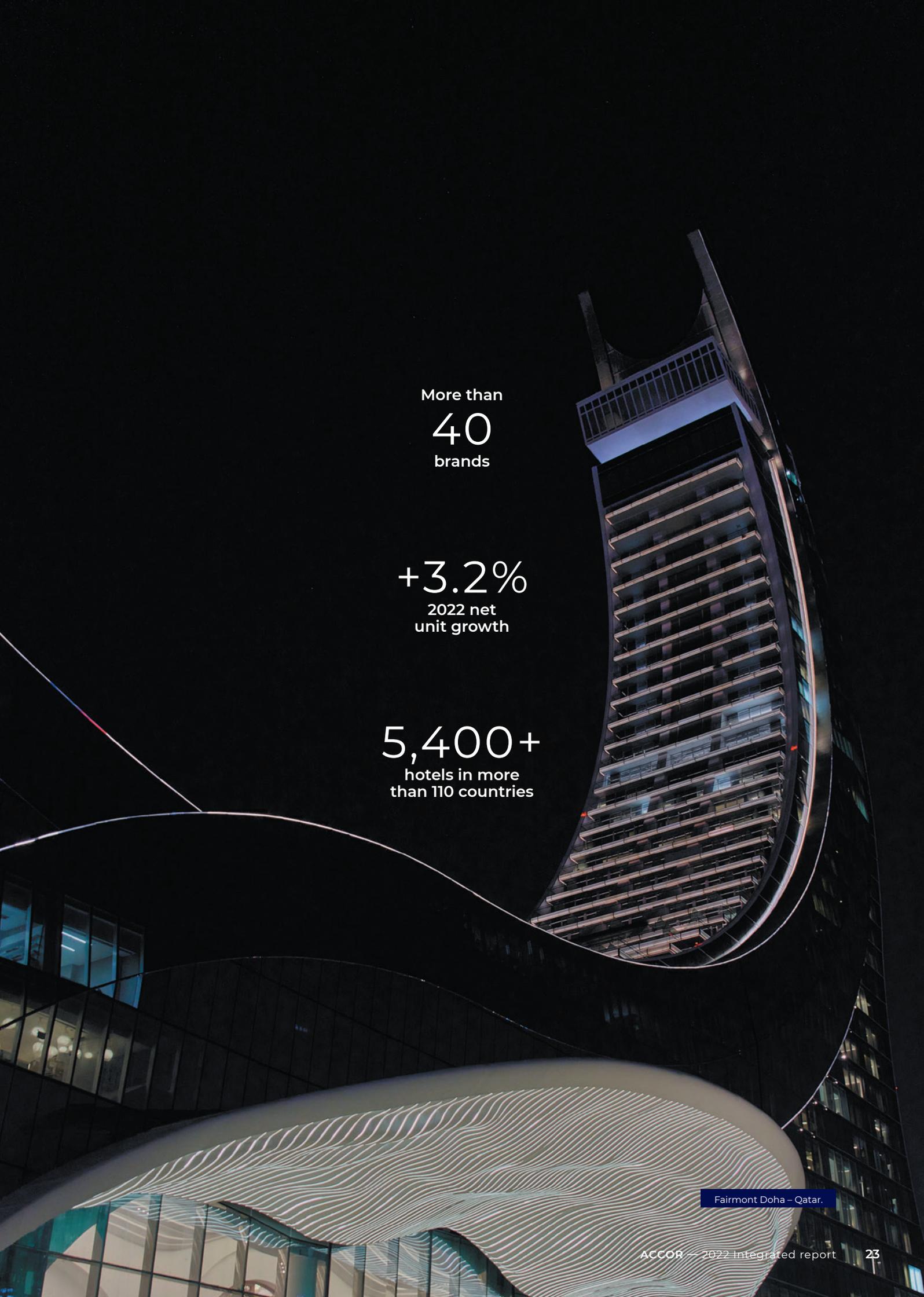


Rixos Premium Gocek – Turkey.

The Accor augmented hospitality ecosystem

Accor's unique ecosystem of leading brands, value-added services & solutions, and powerful loyalty program allows us to constantly reinvent unique & personalized experiences and services for our clients in line with their evolving

needs and new ways of living, traveling and working, from hotel stays to restaurants to working and meeting. For our partners, we also maximize performance and value, thanks to our complete range of business solutions and expertise.



More than
40
brands

+3.2%
2022 net
unit growth

5,400+
hotels in more
than 110 countries

Fairmont Doha - Qatar.

An unrivaled portfolio of hotel brands

Hotels Luxury

Accor has curated one of the most extraordinary luxury portfolios in the world. Counting iconic names such as Raffles, Fairmont and Sofitel, the Group's luxury brands consistently surpass the expectations of guests, providing transformative experiences and thoughtful, high-touch service.



Raffles Doha – Qatar.

ORIENT EXPRESS

A myth for over 130 years, Orient Express remains the symbol of luxury travel and timeless refinement. The multicultural heritage of the legendary train will soon be transported to a collection of Orient Express hotels, taking travelers on a captivating journey to elsewhere.

Network
280 rooms in the pipeline.

RAFFLES

A true pioneer of worldly elegance and hospitality. An iconic brand where each Raffles hotel offers gracious warm and discreet service, delivering emotional luxury to the well travelled guests. Legendary service since 1887.

Network
21 hotels, or 3,057 rooms in 15 countries and 2,611 rooms in the pipeline.

BANYAN TREE

Rediscover the romance of travel as you journey to iconic cities or far flung destinations where authentic, memorable experiences await providing a true appreciation of where you are in the world.

Network
3 hotels, or 388 rooms in 2 countries.



Sofitel Bahrain Zallaq Thalassa sea and spa – Manama – Bahrein.

Fairmont

At Fairmont, our passion is to connect our guests to the very best of our destinations. From the beaches of Hawaii to the deserts of the United Arab Emirates to the heart of London, our hotels offer guests extraordinary places, created by combining unique architecture, expressive decor and artistry, and magnificent features. Add engaging service, and the result is an unforgettable guest experience.

Network
87 hotels, either 33,275 rooms in 31 countries and 8,748 rooms in the pipeline

SOFITEL

Imagine modern luxury hotels where the essence of each destination is artfully blended with French art de vivre, creating chic experiences for modern voyageurs to indulge in and celebrate life's pleasures, the French way.

Network
121 hotels, or 31,336 rooms in 49 countries and 7, 800 rooms in the pipeline.

EMBLEMS COLLECTION

Some hotels are more than just mere hotels. They are genuine icons, the pride of a nation. Emblems have been created to bring together these jewels in one collection...

Whatever the destination, a stay at Emblems give the unique experience of feeling like your part of an exclusive, select club.

Network
4 hotels in the pipeline in 3 countries, 535 rooms and 60 establishments in the world by 2030.

Hotels Upscale segment

Our upscale brands are known for their distinctiveness and unique character. From the storied portfolio of MGallery Hotel Collection to the culinary brilliance of Mövenpick, Pullman's energy to Swissôtel's vitality, each brand provides a custom-made guest experience unlike any other.



MGallery selects unique properties with passion to gather them into a unique collection of hotels where captivating stories are lived and shared. With more than 100 hotels around the world, each MGallery tells a unique story inspired by the location. From bespoke design and sensorial mixology to well-being dedicated to everyday self-care, MGallery hotels are places where guests can enjoy a lavish travel experience.

Network
120 hotels, or
13,208 rooms in
38 countries and
5,826 rooms in the pipeline.

mantis

Mantis has uncovered hotels, eco-lodges and cruises in some of the most remote places on the planet, offering vibrant cityscapes, vast African plains and just about every other type of destination in between. Each has its own unique spirit, but all are bound by a common obsession, that of being extraordinary, preserving the environment and protecting all that is rare.

Network
17 hotels, or
542 rooms in
9 countries and
318 rooms in the pipeline.

Art Series

Inspired by and dedicated to Australian contemporary artists, Art series offers an extraordinary boutique hotel experience. With original artworks and editions adorning the walls and halls, the multifaceted art-inspired experience is complete with dedicated art channels, art libraries, art tours and art utensils on supply.

Network
7 hotels, or
1,834 rooms in Australia.

pullman

Hotels and resorts in tune with today's mobile world, blending peak performance and personal well-being. A vibrant place where global nomads can feel at their very best, whether on business or leisure.

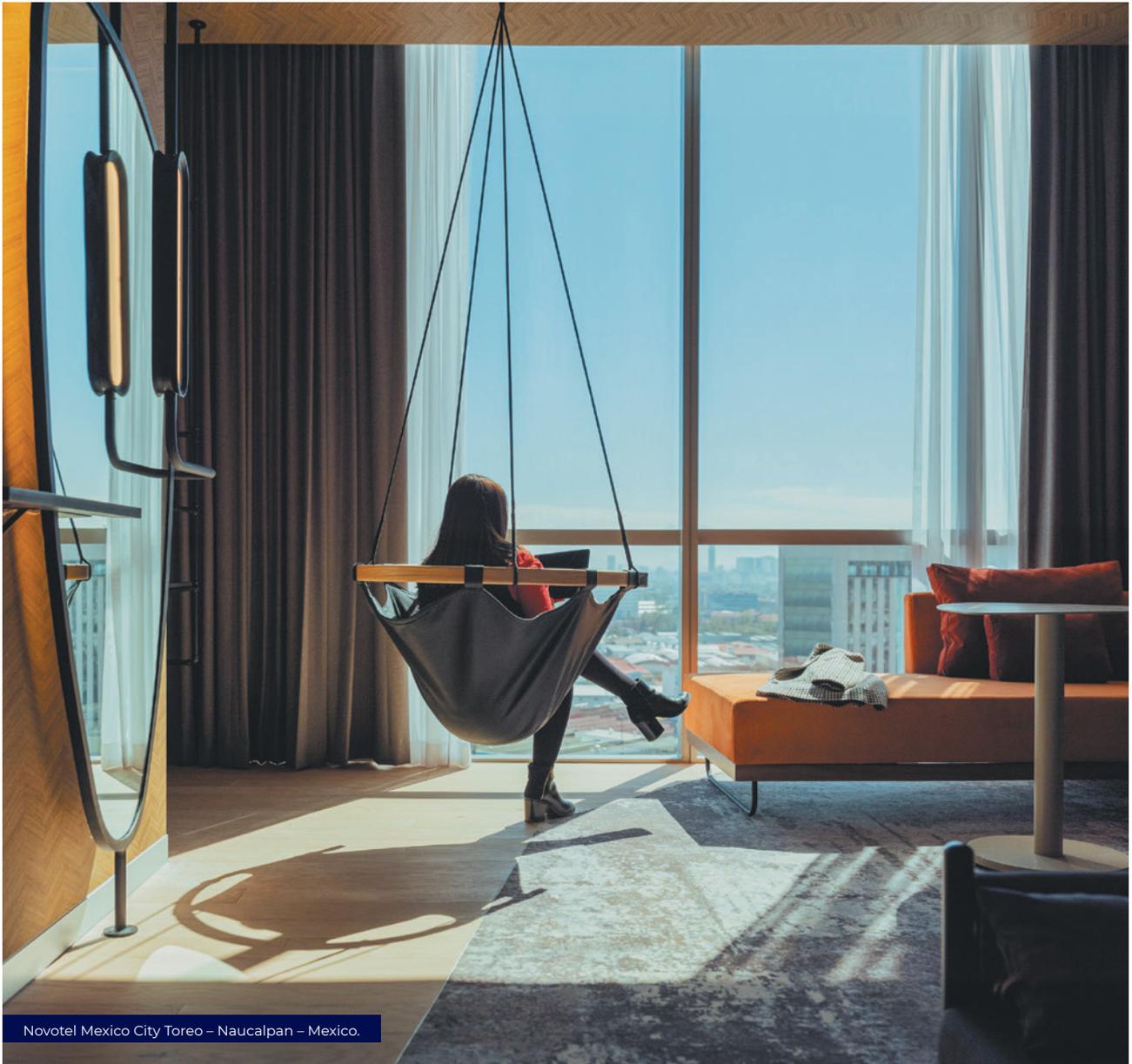
Network
153 hotels, or
45,020 rooms in
43 countries and
13,616 rooms in the pipeline.



swissôtel

Swissôtel's claim reinforces our believe that time and travel are true gifts in life and that we should use our time — wherever we are in the world — well and wisely. It also reminds us to ensure our guests spend quality time — our Swiss hospitality, synonymous with quality, efficiency and care, takes care of everything so time can be easily spent doing the things they love.

Network
34 hotels, or
13,806 rooms in
20 countries and
8,215 rooms in the pipeline.



MÖVENPICK

We believe true hospitality is about turning small gestures into heartwarming moments. We enable our guests to savour the flavour of life, balancing small indulgences with what's good for them – and good for the world.

Network
119 hotels, or
27,569 rooms in
35 countries and
12,353 rooms in the pipeline.

GRAND MERCURE
HOTELS AND RESORTS

At Grand Mercure, world-class standards are entwined with a uniquely local spirit. We set out to harness the mind, heart and soul of our locations, brought to life through a blend of rituals, customs, culture and sensations. We invite you to experience deeper, discover the unexpected and gain a fresh perspective on your world.

Network
59 hotels, or
13,799 rooms in
12 countries and
9,030 rooms in the pipeline.

PEPPERS

Peppers creates irresistible hotels for select experiences in some of the most spectacular spots in Australia, New Zealand and Indonesia. Peppers is synonymous with refinement, infinite attention to detail and personalized service.

Network
26 hotels, or
4,622 rooms in
3 countries and
467 rooms in the pipeline.

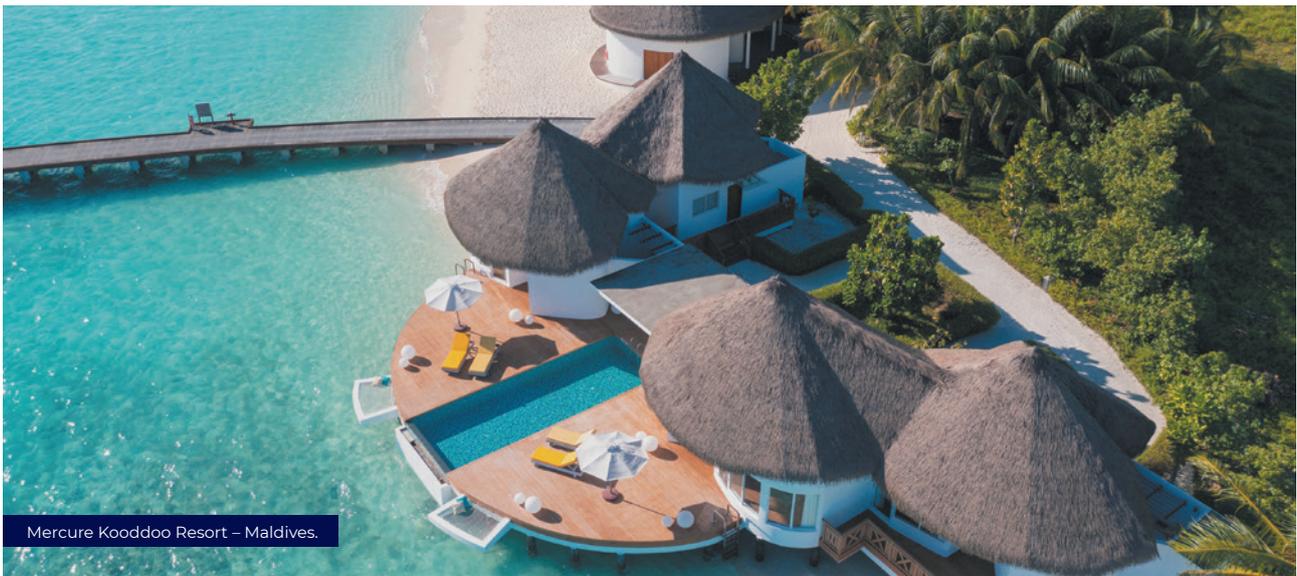
THE SEBEL

The Sebel is a collection of sophisticated, elegant and spacious apartments with customized service, offering guests the chance to really get to know the destination.

Network
34 hotels, or
2,509 rooms in
3 countries and
462 rooms in the pipeline.

Hotels Midscale segment

Accor's 50+ year history began in France with leading edge concepts in hospitality, bringing leisure travel and hotel stays to the broader public with innovative brands such as Novotel and Mercure, which make Accor a global leader in the midscale segment.



mantra

Offering premium accommodation with a warm welcome in bustling cities and favorite holiday destinations. Whether you're travelling for business or relaxing with family, you will feel right at home with Mantra. With hotels, resorts and self-contained apartments on the coast and in the city, you will always find the perfect space in the ideal place. Across Australia, New Zealand and Indonesia, whether you want less hassle on business trips or more good times on holiday, Mantra makes room for you.

Network

75 hotels, or 14,643 rooms in 3 countries and 635 rooms in the pipeline.

NOVOTEL

At Novotel, we believe that quality time is about making everyday moments matter. Everything has been thought to enhance our guests' life balance, sense of well-being but also enjoyment. Whether through our intuitive & modern design or our large range of rewarding experiences, everyone can disconnect from a busy life or make time to connect with their family, friends or colleagues. This combination makes Novotel the perfect spot for travellers and locals to have a drink, a bite to eat, to work, play or just relax.

Network

564 hotels, or 109,382 rooms in 65 countries and 32,443 rooms in the pipeline.

MERCURE

Every Mercure is a portal to a destination. Our teams are genuinely knowledgeable about the city and every detail of the decor tells a story about the location and its cultural heritage. While every Mercure hotel is unique, all share the same passion for high quality services. From the moment our guests step inside a Mercure – be it in Paris, Rio or Bangkok – they are immersed in their destination. Mercure, locally inspired hotels.

Network

943 hotels, or 125,341 rooms in 62 countries and 33,459 rooms in the pipeline.

adagio

Whether it's a short break or a stay of several months, Aparthotel Adagio offers you a friendly, tailor-made experience in the heart of the world's largest cities. Our concept? The freedom to stay in an apartment that feels like a home away from home, with some extra services.

As the European leader in serviced apartments with city-center establishments, the brand has three ranges: Adagio, the modern and warm apartments suitable for families; Adagio access, the friendly and affordable range; and Adagio premium, the upscale residences.

Network

127 hotels, or 14,355 rooms in 16 countries and 3,762 rooms in the pipeline.

Hotels Economy segment

Our economy brands provide spirited, easy-going, and fun travel experiences with great value guaranteed. The hotels are as popular with traveling guests as they are with locals, due to their strong brand markers, welcoming styles, and strong ties to local communities.

BreakFree

Spacious self-contained apartment and hotel-style accommodation, combining value with the best beaches, city highlights and holiday attractions. Families, groups, couples, from Australia or anywhere in the world, recognise the style and promise of a BreakFree offer. For them, their stay is all about the experience of the location and the comfortable, unpretentious accommodation and relaxed service they enjoy.

Network

21 hotels, or 2,826 rooms in 2 countries.

ibis

Hello to those who say hello rather than goodbye, those who keep an open mind and trust what their eyes might find, Hello to those who love an unexpected encounter, Those who see nothing strange in being a stranger. Hello to you, to her, to him who love when life and fun just happen And always keep their heart and their eyes wide open.

Network

1,269 hotels, or 159,180 rooms in 70 countries and 17,474 rooms in the pipeline.

ibis STYLES

Hello to those who give curiosity a taste, Those who prefer open spaces and a world embraced, Those who are never hostile... to style. Hello to the makers, the thinkers, hello to the dreamers. Hello to the beauty hunters who see the wonder of design as one of a kind And always keep an open mind.

Network

642 hotels, or 69,029 rooms in 51 countries and 18,875 rooms in the pipeline.

greet

greet hotels welcome those who look for meaning in their purchase, relationships and way of living. Everyday, they contribute to make our world a better place, by giving a second chance to everything around them. Be greet!

Network

24 hotels, or 1,693 rooms in 2 countries and 1,496 rooms in the pipeline.

ibis budget

Hello to the go-getters, early-risers, the riders and the party lovers. Hello to the movers and shakers, to the real deal finders. Hello to the young and the young at heart, the daring, the street smart. Who can make anywhere their home, while embracing the unknown. Hello to those who find adventure in the everyday And when the night comes, a sweet dream of their stay.

Network

644 hotels, or 65,601 rooms in 25 countries and 4,303 rooms in the pipeline.

hotelF1

A French motel positioning, with innovative, low-cost brand DNA. hotelF1 is the smart accommodation choice for enjoying even more experiences en route to your holiday destination!

Network

141 hotels, or 10,977 rooms in France and 62 rooms in the pipeline.



greet Colmar – France.

ENNISMORE



21c Museum Hotels pushes the boundaries of both the museum and hotel worlds to create a new kind of travel experience. Founded as a single property by contemporary art collectors and preservationists Laura Lee Brown and Steve Wilson, whose mission was to share innovative contemporary art with the public and participate in the revitalisation of downtown Louisville. Opening in 2006, the couple rehabilitated a series of 19th century warehouses to create a union of genuine hospitality, thoughtful design, and culinary creativity — all anchored by a contemporary art museum.

Network

9 hotels, or 1,240 rooms in United States and 305 rooms in the pipeline.



Each 25hours Hotel is individual and made-to-measure. Each one has a soul inspired by its location and is shaped by the art, culture, gastronomy and stories of its surroundings. Democratic and tolerant, catering for work and leisure, we welcome anyone with a sense of inquisitiveness and an adventurous spirit. We gladly open our world to those who open theirs.

Network

15 hotels, or 2,730 rooms in 7 countries and 1,286 rooms in the pipeline. chambres en développement.

DELANO

Delano burst on to the scene in Miami in 1995, redefining the luxury resort experience and marking the inception of lifestyle hospital-ity. Delano offers a discreet and private oasis where you can escape from the hustle and bustle to nourish and stimulate the senses and rejuvenate your energy. Maison Delano is an evolution of the resort brand: a sanctuary away from the every day in the heart of the city for the global traveller.

Network

1 hotel, or 1,114 rooms in United States and 141 rooms in the pipeline.

GLENEAGLES

Since opening its doors in 1924, Gleneagles has been one of Scotland's most iconic hotels and sporting estates, set beneath the Ochil Hills in the heart of Perthshire. Beginning its life in the glamorous age of travel when guests arrived in style at Gleneagles' very own train station, the 850-acre country estate epitomises the natural beauty for which Scotland is famed. With its glorious playground of country pursuits and fine dining, the hotel has reclaimed its position on the social calendar. In 2022, Gleneagles embarked on a jour-ney from the countryside to the city with the opening of Gleneagles Townhouse in the Scottish capital, Edinburgh.

Network

2 hotels, 263 rooms.

HYDE

When Hyde Lounge opened in 2005, it transformed the Sunset Strip in Los Angeles, along with the concept of nightlife itself. Since then, the brand has expanded to include Hyde Hotels and Residences, Beach Clubs, and Mixology Lounges, inviting its followers to be the first to know, and introducing them to the latest and greatest in nightlife adventures. Every guest at Hyde Hotels is treated like a Hyde Lounge regular. Hyde fosters a sense of mystery – the exciting feeling that anything can happen.

Network

3 hotels, or 736 rooms in 2 countries and 2,008 rooms in the pipeline.



We are redefining hostels, by combining the fun of a hostel and the comfort of a hotel. A new hybrid accommodation destination at affordable price, we celebrate togetherness, sharing and having fun. Open to travellers and locals, JO&JOE supports the creative expression of street art and the boardsports community. Whether you are coming in from around the corner or arriving from the other side of the world, you're always welcome to come and join the family.

Network

6 hotels, or 1,033 rooms in 4 countries and 1,048 rooms in the pipeline.



Mama Shelter started in 2008 in Paris as a concept developed by Serge Trigano and his two sons, Jérémie and Benjamin. Mama Shelter is a place to live life to the full: it's affordable, irreverent, popular, sassy, and sexy. A haven that Mama has created for her guests. Much like a mother who cares for her children, Mama looks after travellers as if they were her own.

Network

16 hotels, or 2,366 rooms in 9 countries and 1,742 rooms in the pipeline.

MONDRIAN

Always at the heart of the most exciting cultural scenes in the world, Mondrian serves up innovation and creativity with its progressive forward thinking approach that plays with perspective and makes you dream, meaning both guests and locals alike can immerse themselves in the culture of each city it inhabits.

Network

8 hotels, or 1,627 rooms in 5 countries and 3,199 rooms in the pipeline..

MORGAN'S ORIGINALS

Morgans Originals is rooted in iconic cultural legacy, with a collection of independent hotels all sharing the same free spirit. Each hotel, one of a kind, is brought together by a shared culture and community. No matter how big or small, a Morgans Original is always entertaining, celebrates a love for the glossy hey days, and the magic of a Friday night where time disappears. Morgans Original is a stamp of approval giving guests a guarantee and an invitation to join and access something unique.

Network

5 hotels, or
958 rooms in
4 countries and
665 rooms in the pipeline.

SLS

SLS is crafted with the luxury and excellence of a grand hotel, and delivered with a mischievous wink and a sexy little smile. It's the home of lavish and extraordinary experiences coupled with a playful ambiance. Culinary artistry, theatrical interiors, subversive design touches and unexpected indulgences are at the heart of every SLS property.

Network

10 hotels, or
2,487 rooms in
4 countries and
956 rooms in the pipeline.

SO/

SO/ is a coveted collection of hotels, rooted in the world of fashion. Making its stylish debut on the global hotel scene in 2011, SO/ continues to command attention with its avant-garde design and creative approach to the world of luxury.

Network

9 hotels, or
1,276 rooms in
8 countries and
2,354 rooms in the pipeline.

the hoxton

The Hoxton is a series of hotels rooted in culture and community. Each hotel is a reflection of its neighbourhood, inspired by the diversity of the streets and scenes that surround them. Ever since we opened the doors of our first hotel in Shoreditch back in 2006, we've been known for our vibrant, homey lobbies and our celebration of the locality through art, design, retail and eclectic programming.

Network

12 hotels, or
2,225 rooms in
6 countries and
1,670 rooms in the pipeline

TRIBE

From Perth to Paris, our TRIBE hotels bring a bold new energy to locations across the globe. Born in Australia in 2017 from the vision of Mark and Melissa Peters, TRIBE was created in response to the knowledge that today more than ever, travellers crave design hotels at affordable prices. Defined by how people want to live and travel, TRIBE focuses on the things that really matter: intelligent, functional, design-driven hotels that give our guests everything they need and nothing they don't.

Network

11 hotels, or
1,477 rooms in
7 countries and
6,931 rooms in the pipeline.

RIXOS

Combining the "all-inclusive" concept with a vibrant and luxurious atmosphere, and adventures and entertainment for the whole family, Rixos hotels offer exceptional escapades to delight the imagination, opening up a world of possibilities for our guests, all in modern Turkish style.

Network

32 hotels, or
10,750 rooms in
7 countries and
6,949 rooms in the pipeline.

Beyond brands, an unrivalled range of solutions, services, and experiences

Accor offers the industry's most diverse portfolio of brands with more than 40 hotel brands across all segments, from luxury to economy. Our hospitality ecosystem also includes entertainment, co-working, and business services and solutions to drive performance.

FOOD & BEVERAGE

Our ambition is to make food and beverage at the heart of the guest experience by creating one-of-a-kind and authentic experiences that attract locals and travelers alike. We build on a locally driven approach to bring the highest level of expertise and excellence to serve delicious meals that are respectful of the environment and the seasons and to create stand-out places that are rooted in their communities.

ENTERTAINMENT & NIGHTLIFE

In unforgettable places all over the world—from rooftop venues to underground clubs, breathtaking bars to remarkable restaurants—Accor offers the very best in entertainment all year round thanks to expert brands, as well as bespoke concepts & events launched by our hotel brands. We continue to make every guest experience truly exceptional by creating new ways of making memorable moments.

1,500 PARIS SOCIETY events organized every year

6 MOMENSE prestigious places and more than 600 listings

A RANGE OF MEETING AND WORKING SOLUTIONS

Accor offers coworking and flexible workspace solutions to meet all needs, from freelancers to employees to companies. We also offer a wide variety of solutions to host meetings and events in our properties around the world. Further reinforced by the health crisis, remote working & new ways of meeting are here to stay. And Accor is well equipped to welcome professionals with workspace solutions and services -coworking, office spaces, meeting solutions -for individual workers as well as for companies, both close to home and during travels.

With state-of-the-art equipment supported by innovative solutions, 3,500 of our hotels around the world reward clients when they plan a professional event, enabling seamless physical & virtual meetings, and providing instant online booking for groups. A unique combination that ensures that every business event is a success for our guests.

Meeting spaces

A range of modular meeting spaces supported by hybrid meeting solutions
+18,500 meeting rooms.

FLEXIBLE PRIVATE OFFICE SPACES

Use of guest rooms or meeting rooms as office spaces, both with flexible day offers and dedicated private office spaces.

ALL Connect

An innovative solution for seamless physical & virtual meetings worldwide.

ALL Meeting planner

Loyalty program for event organizers.

GroupSync

Instant online booking for groups in our hotels.

WOJO

Wojo is one of the European leaders in flexible offices and workspaces. The brand offers spaces with a wide range of services available to remote workers and companies alike.

+600 Wojo locations within the Accor network.
18 sites.



Premier Village Phu Quoc Resort – Vietnam.

WELLNESS

Wellness is not a passing trend, but has become a daily lifestyle objective and growing expectation of our clients. Accor brings a holistic vision and expertise to foster guests' physical and emotional health & well-being, embedding wellness across the guest journey: from spa & fitness, to nutrition and sleep, to design and surrounding environment.

600+ spas
1,000 hotels with fitness facilities
10 Thalassa Wellness Resorts

EXTENDED STAY HOTELS & BRANDED PRIVATE RESIDENCES

Accor offers the industry's most comprehensive portfolio of extended stay and branded residences, with projects ranging from the high-end luxury market to premium and midscale offerings, and an increasing number of highly compelling lifestyle-driven communities.

Apartmentsvillas.accor.com
 Website dedicated to rentals and stays of up to 120 days in more than 60,000 apartments, villas and chalets.

INNOVATIVE AND EXPERT BUSINESS SERVICES & SOLUTIONS

Accor brings business partners its expertise, support and solutions to maximize performance and ensure success at every step of our collaboration -developing distribution, optimizing hotel operations and enhancing the customer experience.

DISTRIBUTION BUSINESS ACCELERATORS



D-EDGE is a SaaS company offering leading-edge cloud-based e-commerce solutions. Combining technical excellence with digital marketing expertise, D-EDGE brings a holistic hospitality technology infrastructure under one roof. Its 360° suite of solutions covers all stages of hotel distribution and addresses the needs of both Hotel Chains and Individual Hotels.

17,000 hotels customers



Created in France in 2009, Gekko brings together experts and technology to deliver renowned IT solutions, developed for the leisure & business travel industry and its different actors.

100% owner of its technologies



VeryChic is a members only travel agency, with exclusive offers up to 70% off.

10 million members

OPERATIONS & EXPERIENCES BUSINESS ACCELERATORS



Astore is a Procurement service offering - thanks to more than 250 experts in over 20 purchasing offices around the world - a competitive and responsible offer covering the majority of hoteliers' needs.

~8,000 clients worldwide, of which ~40% non-Accor
~5,000 listed suppliers



John Paul combines the unique know-how and skills of its Concierges and the operation of a global digital platform with ultra-personalized content.

24/7 worldwide

A business model designed to deliver augmented hospitality

RESOURCES

HUMAN CAPITAL

- **290,500** employees
- More than **300** professions
- Accor Academy
8 regional training campuses

NATURAL CAPITAL

- **7.6** TWh of energy consumed
- **27.5 million** m³ of water consumed
- **2,924,000** tCO₂e Scopes 1 & 2 in 2022
- **2,644,000** tCO₂e Scope 3 in 2021

COMMERCIAL CAPITAL

- More than **40** brands across all segments (economy, midscale, upscale, luxury and lifestyle)
- A range of services to serve performance: Procurement department, distribution tools, expertise in technology and digital
- More than **110** countries
- A network of **5,445** hotels, **802,269** rooms
- **216,000** rooms in the pipeline
- More than **10,000** bars and restaurants, more than **600** spas, **18,500** meeting rooms

FINANCIAL CAPITAL

- **€2.8bn** in cash and equivalents
- An **optimized balance sheet**
- A **sound financial structure**

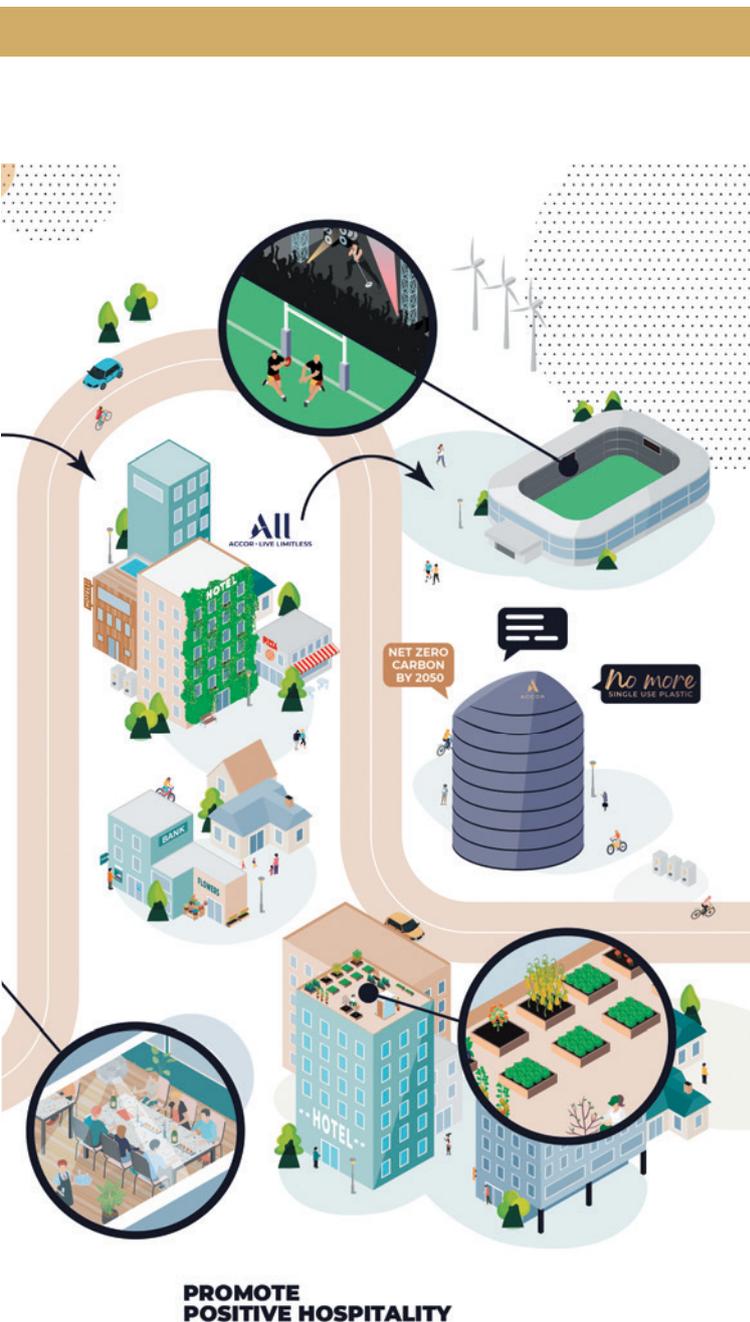
STRATEGY



Megatrends

UNIQUE EXPERIENCES

NEW LIFE BALANCE



VALUE CREATION

FOR EMPLOYEES

- Around **€2bn** in wages and staff costs in 2022
- **123,596** hires in 2022
- **€70 m** pledged to the ALL Heartist Fund
- **97%** of eligible corporate employees trained to Sustainability
- More than **39%** of women in management committees and **31%** of women general managers
- A hotel engagement rate of **8.6/10**

FOR THE PLANET

- Commitment to net-zero SBTi by 2050
- **84%** of hotels with zero single-use plastic in guest experience
- More than **833,000** meals saved with Too Good To Go in the fight against food waste

FOR HOTEL OWNERS

- **€23bn** of business volume
- A wide range of tools and services to serve owners and performance
- **€2.5bn** of purchases via the **Procurement department**

FINANCIAL PERFORMANCE

- Dividend policy of **50%** of the recurring Free cash flow
- Revenue of more than **€4bn**

DIGITALIZATION

SUSTAINABLE TOURISM

Our commitment

Hospitality is fundamentally about people: welcoming them, connecting people and cultures, sparking emotion. Hospitality also is at the crossroads of many

activities, making it an important vector for change. At Accor, we believe it's our role to shape a more sustainable future of travel.



97%

of employees have
been trained to
Sustainability

39%

of women
in management
committees

84%

of hotels removed
single-use plastic
in guest experience

Raffles Udaipur – India.

Accor, an increasingly committed group

Accor's success relies on our Heartists® to deliver the best service, welcome and care for our guests. Their passion, creativity, individual personalities and differences are what make the Group truly unique and that's why we always place people at the heart of everything we do. And we are convinced that sustainability builds value for all stakeholders: Heartists®, owners, partners, guests and communities. We are engaging a global transformation of all our operations, building a model where we contribute back more than we take, and embedding planetary boundaries across all our activities.

EMPOWERING TALENT

We give access to leading training and development plans and empower our team members to be actors of their professional growth. We want our Heartists® to feel free to dare and to develop their potential, by taking on new challenges and opening new doors to continuous learning & skills development.

WELCOMING EVERYONE WITH OPENNESS

With team members in all four corners of the globe, diversity is at the heart of our DNA. We foster an open and inclusive culture that welcomes all personalities, empowers team members and cultivates individual & collective innovation and performance. Our ambition is to prevent inequalities & discrimination at work and give everyone unrestricted opportunities. At Accor, we believe in strength in unity, and power in diversity.



Fairmont Kea Lani Maui – Hawaii.

Gender diversity & equality

Member of the global
"Gender-based Violence"
coalition by UN Women.

Inclusion of people with disabilities

Member of the Valuable 500.

Welcoming the LGBTQ+ community

Global partnership with IGLTA.

SOLIDARITY IS AT THE HEART OF ACCOR

As the world was facing unprecedented challenges due to the Covid-19 pandemic, the Group took proactive measures from April 2020 to support its team members and partners facing dire financial difficulties, by creating the €70m ALL Heartist Fund. Given the scale of the crisis, it will continue in the long term to accompany and support Heartists® affected by the pandemic.

15
years
of solidarity

450
projects
supported

+2,100
direct beneficiaries
in 2022



**SPREADING HOSPITALITY
OF THE HEART**

Accor Heartist Solidarity's mission is to fight economic and social exclusion of vulnerable people through social and professional integration. We support projects developed by local associations & NGOs and carried out by Heartists® working near the project site. At the request of our teams, the fund can also be mobilized to help populations hit by a humanitarian disaster by supporting post-emergency reconstruction projects.

PAVING THE WAY TO A MORE SUSTAINABLE HOSPITALITY

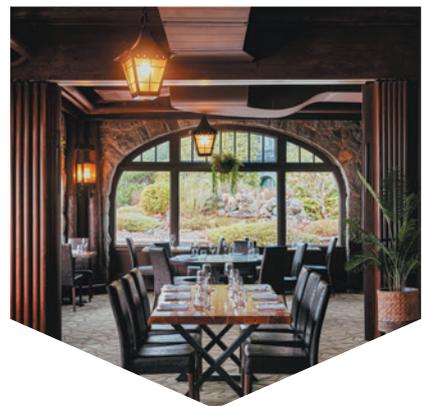
Nature and tourism are deeply intertwined. At Accor, preserving nature and reducing our environmental footprint means resolute commitments and action. This involves not only moving to a low carbon model, but also using natural resources more responsibly, promoting a circular economy, protecting local ecosystems, and encouraging our hotels and guests to connect with local communities. At the same time, Hospitality is a people business, and we are embarking all teams on this collective journey. Together, we will design the path to a more sustainable hospitality. We're implementing change through three key operational pillars: Buildings, Food and our Local Ecosystem.



**Commitment to net-zero
SBTi by 2050**



**Elimination of all
single-use plastic items
in guest experience**



**Fight against
food waste**

Governance and risk management

Accor has implemented a governance that complies with market recommendations aimed at ensuring compliance with the fundamental principles of corporate governance. Compensation policies for Accor corporate officers comply with AFEP/MEDEF corporate governance recommendations.

Risk governance operates on an extended consultation and decision-making model through a Group Risk Committee which meets quarterly and reports to the Executive Committee.



11

Board meetings
in 2022

5

principles in
compensation policy

1

Group Risk
Committee

A reliable governance to support the strategy

Composition of the Board of Directors

The Company is governed by a Board of Directors composed of twelve members, including two representing employees. Since 2009, the roles of Chairman of the Board and Chief Executive Officer have been combined, enabling the Group to have a greater agility in its governance and management, while also creating a direct relationship between management and shareholders.

The balance of power is ensured thanks notably to the presence of a Senior Independent Director. The diversity of the Board of Directors and in particular the Directors' complementary technical knowledge and expertise (in finance, marketing, digital, luxury, CSR or indeed hospitality) enable the Board to properly identify and understand the challenges facing the Group's activities and facilitate their development.

50%
women
directors

54
average age

60%
independence
of the Board

MEMBERSHIP OF THE BOARD OF DIRECTORS AT DECEMBER 31, 2022

<p>Asma Abdulrahman Al-Khulaifi End of term – 2025 AGM</p> <p>◆ ● ◆ ●</p>	<p>Hélène Auriol Potier End of term – 2025 AGM</p> <p>◆ ● ● ●</p>	<p>● ●</p> <p>AUDIT, COMPLIANCE & RISKS COMMITTEE</p> <hr/> <p>● ●</p> <p>COMMITMENTS COMMITTEE</p> <hr/> <p>● ●</p> <p>APPOINTMENTS, COMPENSATION AND CSR COMMITTEE</p> <hr/> <p>● ●</p> <p>INTERNATIONAL STRATEGY COMMITTEE</p> <hr/> <p>◆ Independent</p> <hr/> <p>◆ Not-independent</p> <hr/> <p>● ●</p> <p>Directors chairing a Committee</p> <hr/> <p>● ●</p> <p>Director representing employees</p> <hr/> <p>● ●</p> <p>Vice-Chair and Senior Independent Director</p>
<p>Ugo Arzani End of term – 2025 AGM</p> <p>◆ ● ● ●</p>	<p>Sébastien Bazin End of term – 2023 AGM</p> <p>◆</p>	
<p>Iliane Dumas End of term – 02/05/2023</p> <p>◆ ● ●</p>	<p>Qionger Jiang End of term – 2025 AGM</p> <p>◆ ●</p>	
<p>Iris Knobloch End of term – 2023 AGM</p> <p>◆ ● ● ● ● ●</p>	<p>Bruno Pavlovsky End of term – 2023 AGM</p> <p>◆ ● ● ● ●</p>	
<p>Nicolas Sarkozy End of term – 2025 AGM</p> <p>◆ ● ●</p>	<p>Christine Serre End of term – 27/01/2024</p> <p>◆ ●</p>	
<p>Isabelle Simon End of term – 2025 AGM</p> <p>◆ ● ● ●</p>	<p>Sarmad Zok End of term – 2025 AGM</p> <p>◆ ● ● ● ●</p>	

Work of the Board and its Committees in 2022

BOARD OF DIRECTORS

- Monitoring of work done by the *ALL Heartist Fund*
- Monitoring the Group's positioning in Ukraine
- Approval for entering into exclusive negotiations for the sale of the company holding the headquarters building Sequana
- Monitoring of the Special Purpose Acquisition Company of which Accor is the sponsor
- Entering into a new partnership agreement with Paris Saint Germain Football
- Internal reorganisation of the Group's into two divisions « Economy, Midscale & Premium » and « Luxury & Lifestyle »
- Review of the composition of the Board and its Committees and proposal to renew the term of office of the Chairman and CEO
- 2021 parent company and consolidated financial statements and 2022 interim financial statements
- Review of the independence of directors and consideration of potential conflicts of interest
- Notice of the Annual Shareholders' Meeting

11
meetings
in 2022

90%
attendance
rate

BOARD COMMITTEES

4 AUDIT, COMPLIANCE AND RISKS meetings

- Interim and full-year accounts
- Group financial results
- Review of the Statutory Auditors' fees
- Monitoring of the works of the *ALL Heartist Fund*
- Review of the cybersecurity and personal data protection measures in place
- Monitoring of the Group's compliance program

5 APPOINTMENTS, COMPENSATION & CSR meetings

- Review of compensation
- Review of the succession process
- Review of the independence of directors
- Review of the gender diversity policy and monitoring of the action plan
- Review of CSR strategy and initiatives
- Internal assessment procedure regarding the operations of the Board
- Review of the renewals of mandates, including the functions of of the Chairman and CEO

4 COMMITMENTS meetings

- Review and monitoring of various acquisition and disposal projects

1 INTERNATIONAL STRATEGY meeting

- Review of current international issues in particular the situation of the hotels of the Group in Ukraine in the context of the conflict with Russia and their impact on the Group's activities

WORK OF THE BOARD OF DIRECTORS AND ITS COMMITTEES IN 2022

All information relating to the Company's governance is provided in the corporate governance report in section 4 of the 2022 Universal Registration Document.

The Executive Committee, chaired by the Chairman and CEO Mister Sébastien Bazin, ensures consistency and alignment between the two divisions, both in terms of strategic priorities and performance drivers. The Executive Committee also includes a Global Shared Platform, which provides expertise and services to both divisions, including digital, technology and procurement

Composition of the executive management



GROUP MANAGEMENT BOARD

◆
Sébastien Bazin
CHAIRMAN & CEO

◆
Jean-Jacques Morin
DEPUTY CEO
& CFO

◆
Besma Boumaza
GROUP GENERAL COUNSEL
& BOARD OF DIRECTORS'
SECRETARY

◆
Steven Daines
CHIEF
TALENT & CULTURE
OFFICER

◆
Brune Poirson
CHIEF
SUSTAINABILITY
OFFICER

◆
Kamal Rhazali
SECRETARY GENERAL
& GENERAL COUNSEL,
LUXURY & LIFESTYLE

◆
Floor Bleeker
CHIEF
TECHNOLOGY OFFICER

◆
Alix Boulnois
CHIEF
DIGITAL OFFICER

◆
Caroline Tissot
CHIEF
PROCUREMENT OFFICER

PREMIUM, MIDSCALE & ECONOMY EXECUTIVE COMMITTEE

◆
Jean-Jacques Morin
DIVISION CEO

◆
*Thomas
Dubaere*
CEO
AMERICAS

◆
*Patrick
Mendes*
CEO
EUROPE &
NORTH AFRICA

◆
*Duncan
O'Rourke*
CEO
MIDDLE EAST, AFRICA,
TURKEY & ASIA PACIFIC

◆
*Gary
Rosen*
CEO
GREATER CHINA

◆
*Besma
Boumaza*
GENERAL
COUNSEL

◆
*Fabrice
Carré*
CHIEF STRATEGY
OFFICER

◆
*Steven
Daines*
CHIEF TALENT & CULTURE
OFFICER

◆
*Karelle
Lamouche*
CHIEF COMMERCIAL
OFFICER

◆
*Patrick
Laurent*
CHIEF FINANCIAL
OFFICER

◆
*Camil
Yazbeck*
CHIEF DEVELOPMENT
OFFICER

LUXURY & LIFESTYLE EXECUTIVE COMMITTEE

◆
Sébastien Bazin
DIVISION CEO

◆
*Omer
Acar*
CEO
RAFFLES &
ORIENT EXPRESS

◆
*Maud
Bailly*
CEO
SOFITEL, MGALLERY
& EMBLEMS

◆
*Gaurav
Bhushan*
CO-CEO
ENNISMORE

◆
*Mark
Willis*
CEO
FAIRMONT

◆
*Kamal
Rhazali*
SECRETARY GENERAL
& GENERAL COUNSEL

◆
*Agnès
Roquefort*
CHIEF DEVELOPMENT
OFFICER

◆
*Johnny
Zakhem*
CHIEF FINANCIAL
OFFICER

◆
*Gary
Rosen*
CEO
GREATER CHINA

Compensation of employees and the Chief Executive Officer

General compensation policy

Accor has established a global compensation policy that is adapted to each country's specific practices. It is based on five principles:

- **take into consideration the performance and potential of each employee;**
- **offer competitive compensation in relation with the relevant market and country;**
- **ensure that employee compensation is determined fairly;**
- **encourage employee savings and stock ownership;**
- **strengthen employee healthcare coverage and other benefits.**

More information on talent compensation is presented in section 3 of the 2022 Universal Registration Document.



Rixos Borovoe – Shchuchinsk – Kazakhstan.

Compensation policy for the Chairman and CEO

The Company's compensation policy for its Chairman and Chief Executive Officer is determined by the Board of Directors, acting on the recommendation of the Appointments, Compensation & CSR Committee. To this extent, the Board constantly ensures that it complies with the principles of completeness and consistency with the company's other executives and employees' compensation policy, as well as comparability, motivation, measurement and comprehensibility of the rules, while ensuring a balance is maintained between the compensation packages. The Appointments, Compensation & CSR Committee bases its recommendations on compensation benchmarks conducted by external consultants of the practices of other companies of comparable size and international hotel groups. An additional aim of the analysis is to ensure that the Company's compensation policy for its executive officer complies with the AFEP/MEDEF Corporate Governance Code. The compensation policy of the Chairman and Chief Executive Officer for 2023 along with the items of compensation paid or awarded to him in respect of fiscal 2022 will be subject to the approval of shareholders at the Company's 2023 Annual Shareholders' Meeting and are presented in section 4 of this Universal Registration Document.

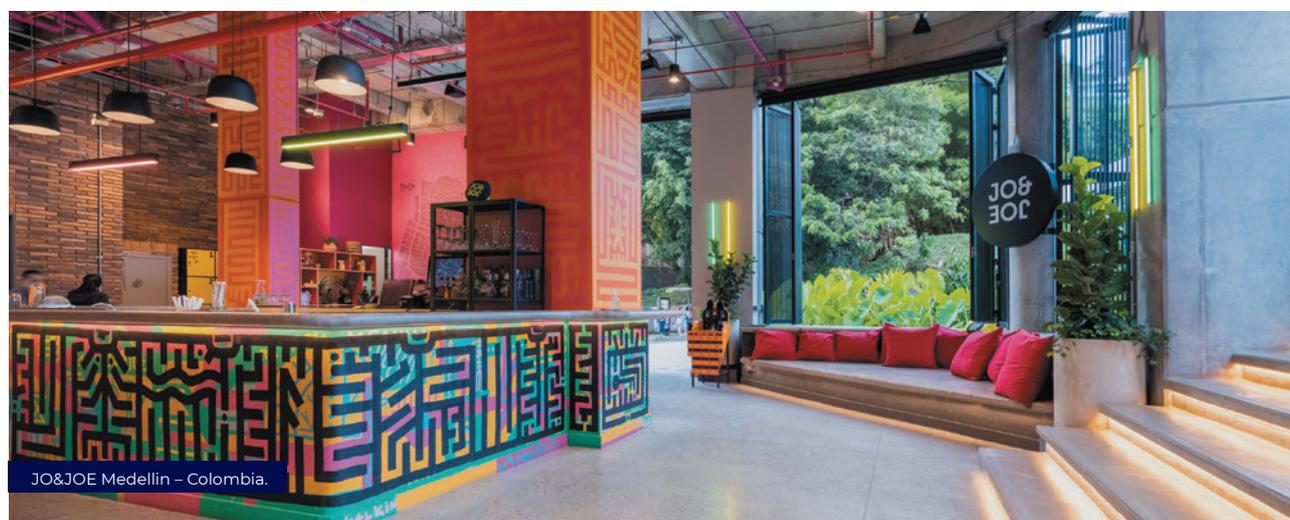


Fairmont San Francisco – United States.

Summary of the overall structure of the Chairman and Chief Executive Officer's compensation package proposed for 2023

Components	Criteria and objectives	Amount/Weighting (new term of office)
ANNUAL FIXED COMPENSATION	<p>Determined by the Board of Directors based on the recommendation of the Appointments, Compensation & CSR Committee, taking into account:</p> <ul style="list-style-type: none"> • Experience; • Responsibilities; • Market practices. 	<p>€950,000 Unchanged since January 1, 2016 ⁽¹⁾.</p>
ANNUAL VARIABLE COMPENSATION	<p>Annual variable compensation that varies depending on performance in relation to the following objectives:</p>	<p>The annual variable compensation will represent between 0% and 150% of a reference amount set at €1,400,000, i.e. between 0% and 221% of his annual fixed compensation.</p>
	<p>Quantitative objectives: (80% of annual variable compensation)</p> <ul style="list-style-type: none"> • financial: actual versus budgeted consolidated EBITDA for 2023, actual versus budgeted free cash flow (excluding disposals and acquisitions) after change in operating working capital for 2023; • non-financial: organic growth in number of rooms (net of transfers to another brand) versus 2023 budget, Percentage of managed and franchised hotels that have removed single-use plastic in the guest experience, including disposable water bottles, Percentage of managed and franchised hotels measuring carbon emissions through a carbon measurement tool, Percentage of 300 managed and franchised hotels that have defined their food waste baseline, Percentage of women on Management Committees worldwide. 	<p>Each qualitative objective may trigger the payment of between 0% and 160% of the share of variable compensation it represents.</p>
	<p>Qualitative objectives: (20% of annual variable compensation)</p> <ul style="list-style-type: none"> • implementation of the new TURBO organization and talent development. 	<p>This objective may trigger the payment of between 0% and 120% of the share of variable compensation it represents.</p>
LONG-TERM COMPONENTS	<p>Performance share subject to the achievement of performance conditions set by the Board of Directors and to continued presence in the Group.</p>	<p>The grants represent a maximum of 280% of annual fixed compensation, determined by the Board of Directors.</p>

¹ In view of the health crisis and the short-time working measures used in fiscal 2020, the Board of Directors had agreed to the proposal by the Chairman and Chief Executive Officer to reduce his fixed compensation by 25% from April 1 to December 31, 2020.



A structured approach to comprehensive risk management

Approach

The Group's risk management approach aims to :

- Identify, assess and reduce risks that could prevent the Group from delivering its targets and implementing its strategy, even partially;
- Identify, assess and reduce risks generated by the Group's business with social or environmental consequences and with an indirect impact on the Group's reputation;
- Protect the Group's employees, data and brands as well as its customer and partner portfolios while implementing the strategy.

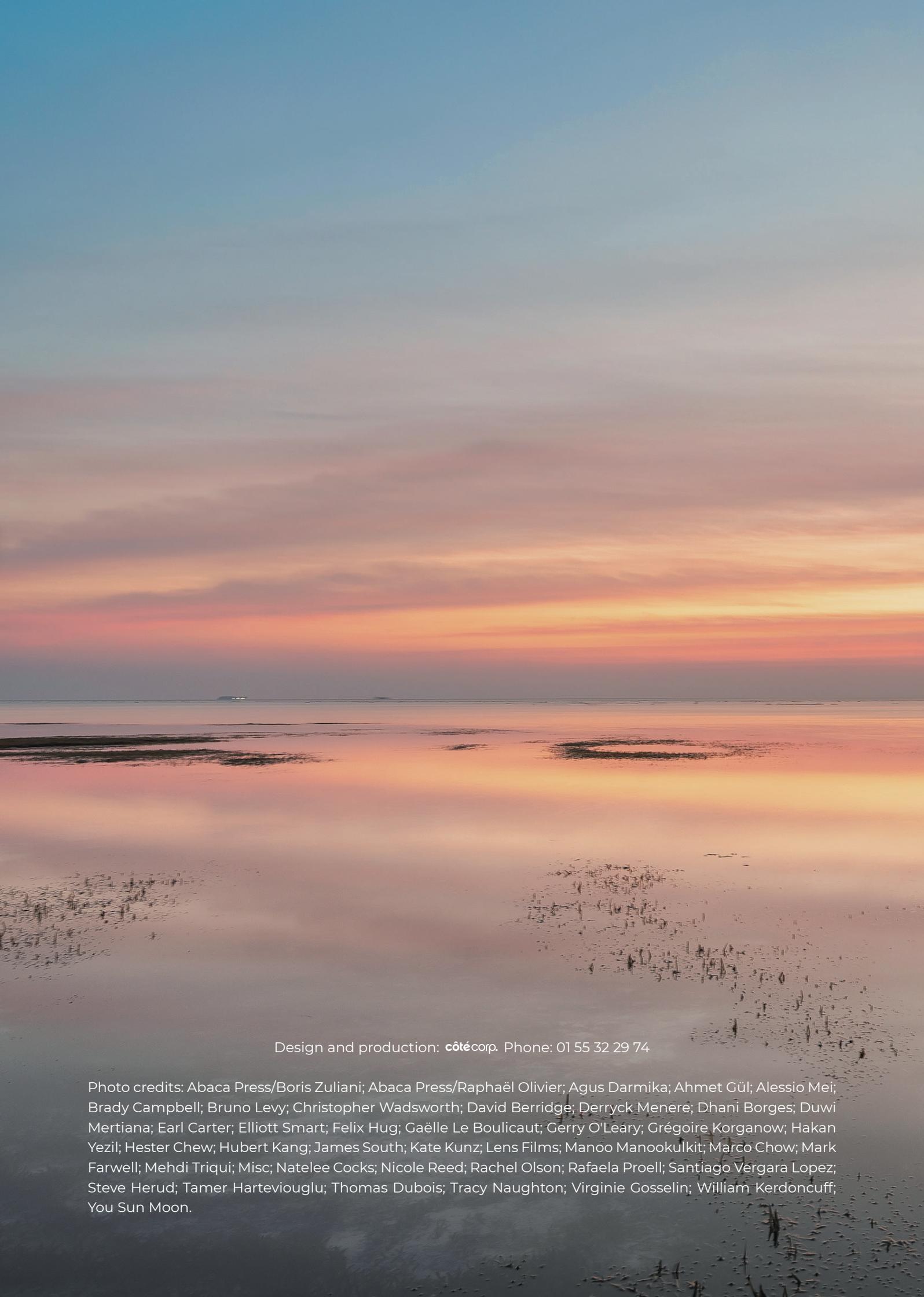


The approach is based on risk maps, specific to one or several risks (see section 2.2.1 “Risk management”), carried out on the basis of a shared methodology that can nevertheless be adapted to the specific nature of each risk category. Operational and functional units design, implement and run prevention and protection programs in response to risks identified. Risk governance operates on an extended consultation and decision-making model through a Group Risk Committee which meets quarterly and reports to the Executive Committee.

Material risks

The material risks resulting from the map of the Group's major risks are presented below in descending order of importance. The description of these risks and the associated mitigation measures are described in section 2.2.2.

- Climate risk **SNFP** **TCFD**
- Malicious harm to the integrity of digital personal data **SNFP**
- Talent attraction and retention risk **SNFP**
- Deterioration of the economic, geopolitical or health environment
- Unavailability of digital operating data
- Non-compliance with standards, laws and regulations **SNFP**



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