

INTEGRATED REPORT 2024

A WORLD
IN **MOTION**

A GLOBAL LEADER
IN **HOSPITALITY**

A UNIVERSE
OF UNIQUE
BRANDS

AN ALTERNATE
VISION OF CORPORATE
RESPONSIBILITY

A STABLE AND
BALANCED
GOVERNANCE



ACCOR

Powered by emotion

SUMMARY

2.
MESSAGE FROM
THE CHAIRMAN
AND CEO

4.
CORPORATE
PROFILE

6.
BUSINESS
MODEL

8.
KEY FIGURES

10.
A WORLD
IN MOTION 1.



12.
SOCIETAL TRENDS

18.
MARKET VIEW

20.
STAKEHOLDERS

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us on LinkedIn, Instagram,
YouTube, TikTok, X and Facebook.



22.
A GLOBAL
LEADER IN
HOSPITALITY 2.



24.
GROUP'S HISTORY

26.
STRATEGIC PRIORITIES

32.
STRENGTHS

40.
A UNIVERSE
OF UNIQUE
BRANDS 3.



42.
BRANDS IN ACTION

52.
AN ALTERNATE
VISION OF
CORPORATE
RESPONSIBILITY 4.



54.
SUSTAINABILITY

62.
ACCOR CULTURE

64.
SOLIDARITY

66.
TESTIMONIALS

68.
A STABLE AND
BALANCED
GOVERNANCE 5.



70.
BOARD OF DIRECTORS &
SPECIALIZED COMMITTEES

72.
EXECUTIVE MANAGEMENT

74.
RISK MANAGEMENT



“Accor is making history with responsible hospitality.”

SÉBASTIEN BAZIN

CHAIRMAN AND CEO

Posting growth of more than 35%, Accor ended 2024 as the Group with the highest annual increase in the CAC 40. The Group has never been stronger and there are several reasons for this.

First of all, the desire to travel continues to grow. There were nearly 1.5 billion international tourists this year, a return to historic levels, and the forecast is for 2 billion travelers in the coming years. Demand for hotel rooms is expected to grow by 5-7% over the next 40 years, while supply is likely to increase by only 1.5-2%. I've said it before and I'll say it again, our industry is blessed. Tourism is the #1 industry worldwide. Today, it accounts for 1 in 10 jobs, and 10% of global GDP. And this is not about to change.

Beyond this favorable context, Accor's transformation strategy, initiated over the past decade, has taken shape and is bearing fruit. Our operational organization and two divisions —“Premium, Midscale & Economy” and “Luxury & Lifestyle”—drove the Group's evolution from a generalist model to a multi-specialist one. Each of these two divisions is equipped with clearly identified growth strategies and trajectories tailored to the expectations of different stakeholders. This has further enhanced Accor's attractiveness to its Talent, owners, partners, and investors, and allowed us to announce annual results of €610 million for 2024.

Today, more than 2,300 owners benefit from a unique portfolio of over 45 brands, ranging from ultra-luxury and lifestyle to economy, in more than 110 countries, forming a network of more than 5,600 hotels. Rikass, Our Habitas and Dalloyau have joined our portfolio of brands this year, enhancing our lifestyle offer and proposing new and original dining experiences. The Blue Water complex, opened last autumn in Dubai with the Delano and Banyan Tree hotels and the Maison Revka restaurant by Paris Society, is the perfect illustration of this.

We also work with an extensive network of carefully selected partners to promote high-quality tools and expertise to bring the very best to the more than 850,000 guests who visit the Group's hotels every day.

Accor's increasingly numerous guests are also becoming more loyal, thanks to ALL. More than a loyalty program, ALL brings together the best that the Group has to offer, from efficient, seamless booking tools based on cutting-edge technologies to once-in-a-lifetime experiences thanks to innovative partnerships and unique offerings.

This success is also a credit to the 360,000 Heartists® working under our brands who champion the Group's values. Every day, our Talent lend their expertise, attention and creativity in our hotels, bars, restaurants, entertainment areas and living spaces to offer memorable experiences and a warm welcome.

Working in the hospitality industry means recognizing that our talent is our greatest strength, but also that the planet is our greatest host. It is our responsibility to protect both. It is essential to maintain our business and have a positive impact wherever we are, primarily for our local communities, Talent, owners, partners and hosts. Developing a hotel today means thinking about the future of travel in a sustainable way, and this is what we strive to do every day at Accor.

“Our vision of travel is more inclusive and more participatory.”

Accor is ready. Ready to continue exploring new horizons, ready to open new markets, ready to continue implementing its strategy in a sustainable manner. Building the hospitality of tomorrow is what drives us every day, with you and for you. Thank you.

CORPORATE PROFILE

A world-leading hospitality group, Accor offers stays and experiences in more than 110 countries with over 5,600 hotels & resorts and 10,000 bars & restaurants, as well as wellness facilities and flexible workspaces. With more than 45 brands ranging from luxury and lifestyle to economy, the Group operates one of the most diversified ecosystems in the industry.

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

Accor is committed to enabling positive change through ethical business practices, responsible tourism, sustainable development, community engagement, and diversity and inclusion. Accor's mission is reflected in the Group's Purpose: Pioneering the art of responsible hospitality, connecting cultures, with heartfelt care.

Founded in 1967, Accor SA is headquartered in France. Included in the CAC 40 index, the Group is publicly listed on the Euronext Paris Stock Exchange (ISIN code: FR0000120404) and on the OTC Market (Ticker: ACCYY) in the United States.

€5,606M
REVENUE

€1,120M
RECURRING EBITDA

360,000
TALENT UNDER
THE ACCOR BRAND

300
PROFESSIONS



Relais San Martino Salento, Saviano, Handwritten Collection, Italy.

A value-creating business model

As a result of its optimized business model and its offering of unique guest services and experiences, the Group is a trusted partner of hotel owners.

RESOURCES

HUMAN CAPITAL

- More than 360,000 employees under the Accor brand
- More than 300 business lines
- Accor Academy: 4 regional Academies
- A culture that unites Heartists* across the entire Group
- A global Diversity, Equity and Inclusion approach and Human Rights Policy

NATURAL CAPITAL

- 13.553 TWh of energy consumed*
- 7,291 kt of equivalent CO₂ (Scopes 1, 2 and 3, SBTi)
- 62 million m³ of water withdrawn (Owned and leased sites and management hotels)
- 220K tonnes of waste generated (Owned and leased sites and management hotels)

COMMERCIAL CAPITAL

- More than 45 brands in all segments (Economy, Midscale, Premium, Luxury & Lifestyle)
- Solutions to enhance performance: Procurement Center, distribution tools, digital and technological expertise
- Other activities: a range of innovative food & beverage and entertainment experiences, and a comprehensive ecosystem of spas, fitness facilities and workspaces
- Over 110 countries
- A network of 5,682 hotels and 850,285 rooms
- 233,199 rooms in the pipeline
- ALL loyalty program with more than 100 partnerships

FINANCIAL CAPITAL

- €2.2 billion in cash
- An optimized balance sheet
- A robust financial structure
- A strong credit rating (Investment Grade with stable outlook by Standard & Poor's and positive by Fitch Ratings)

STRATEGY

DRIVE TRAFFIC

Attract, convert and foster loyalty among guests, employees and partners

ACCELERATE SUSTAINABLE GROWTH

Allocate resources to ensure rapid and responsible growth

INNOVATE CONSTANTLY

Place innovation at the heart of the asset-light model

EXPERTISE

A world-leading hospitality Group with a comprehensive ecosystem of expertise, solutions and experiences

A culture of hospitality in all market segments, from luxury and lifestyle through to economy, and in all geographies

STRENGTHS

An integrated ECOSYSTEM of brands, services and solutions

Passionate, professional TEAMS

The ALL loyalty PROGRAM and a robust booking system

Sustainable development EXPERTISE

A clear ORGANIZATION around two divisions and a Global Shared Platform

VALUE CREATION

FOR EMPLOYEES AND LOCAL COMMUNITIES

- 110,590 new hires in 2024**
- More than €2 billion in salaries and other staff expenses in 2024
- More than 42% women on the Management Committees worldwide and 39% in positions of high responsibility***
- 32% of hotel managers and department heads have no qualifications beyond a high school degree (or equivalent)
- A hotel engagement rate of 8.8/10**
- More than 480 projects supported by Accor Solidarity since its creation
- €70m dedicated to the ALL Heartist* Fund

FOR PARTNERS AND GUESTS

- €29 billion in business volume
- A wide variety of tools and solutions for owners and to enhance performance
- Approximately 4,500 listed suppliers and €3 billion in purchases via Central Procurement contracts

EXTRA-FINANCIAL PERFORMANCE

- 36% of branded hotels are eco-certified
- 93% of branded hotels use an environmental measurement tool
- 88% of branded hotels eliminated at least 57 single-use plastic products
- 862 hotels reduced food waste by at least 10% in 2024 vs 2023

ECONOMIC PERFORMANCE

- More than €5.6 billion in revenue
- More than €1.1 billion in recurring EBITDA
- €686 million paid to shareholders in 2024, through share buybacks and dividend payments

* Entire Accor portfolio, including managed and franchised hotels.

** Owned and leased sites and management hotels.

*** In a role equivalent to or higher than Vice President.

TRANSITIONS



CLIMATE AND ECOLOGICAL



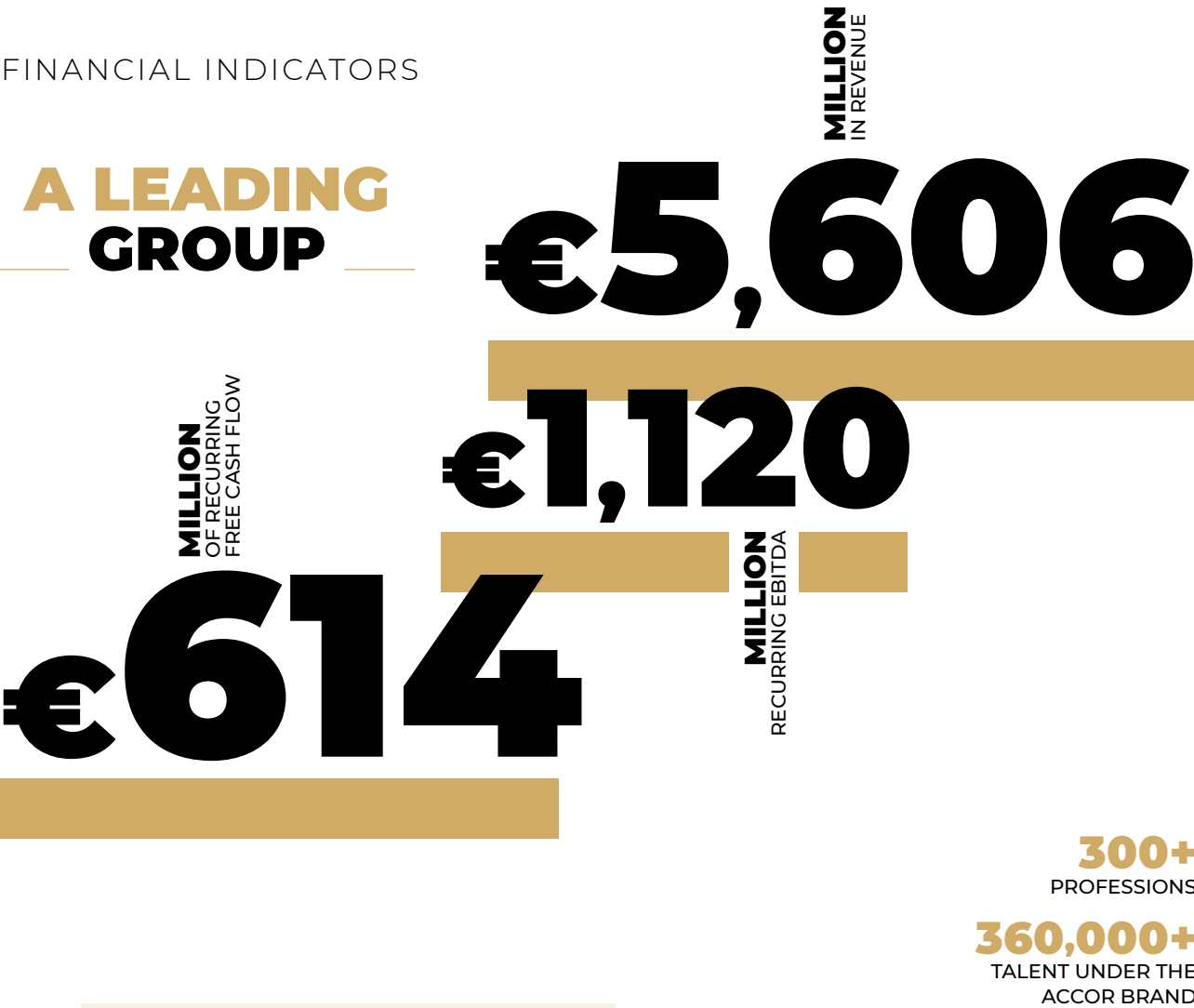
SOCIAL AND SOCIETAL



TECHNOLOGICAL AND DIGITAL

Key figures

FINANCIAL INDICATORS



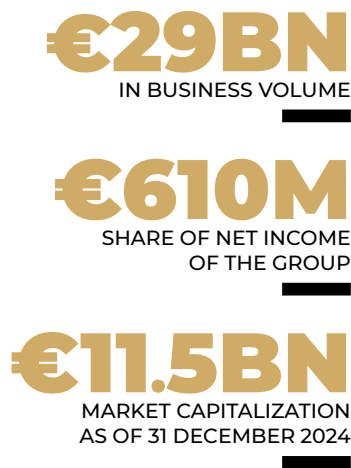
A NETWORK IN CONSTANT DEVELOPMENT

5,682 hotels

850,285 rooms

1,381 hotels in development

233,199 rooms in development



EXTRA-FINANCIAL INDICATORS

PILLAR STAY

- 78% of branded hotels have defined their **WATER CONSUMPTION** baseline
- The Group has reduced the **ENERGY INTENSITY** of its hotel network by 4% (kWh/m²) compared to 2023
- 88% of branded hotels have eliminated at least 57 **SINGLE-USE PLASTIC** items
- 36% of branded hotels are **ECO-CERTIFIED** representing more than 2,000 hotels

PILLAR EAT

- 2,340 branded hotels have defined their **FOOD WASTE** baseline, of which 380 pioneers use artificial intelligence to measure and reduce their food waste
- In 2024, 862 hotels reduced their **FOOD WASTE** by at least 10% compared to 2023
- The Group is committed to offering 50% **VEGETARIAN OPTIONS** on menus by 2030

PILLAR EXPLORE

- The Group will finance projects for restoration and **HERITAGE PRESERVATION** in key destinations through 2027, in partnership with the World Monuments Fund

1 **A WORLD** *in motion*

Since its creation, Accor has been attuned to the world in which it operates, while designing relevant responses to the aspirations of its guests. Conscientious of its impact at a time when social and environmental transitions are omnipresent, the Group intends to seamlessly entwine responsibility and hospitality.

**With one key objective:
to respond with agility and
reactivity to the evolving
demands of travelers.**



Three societal trends

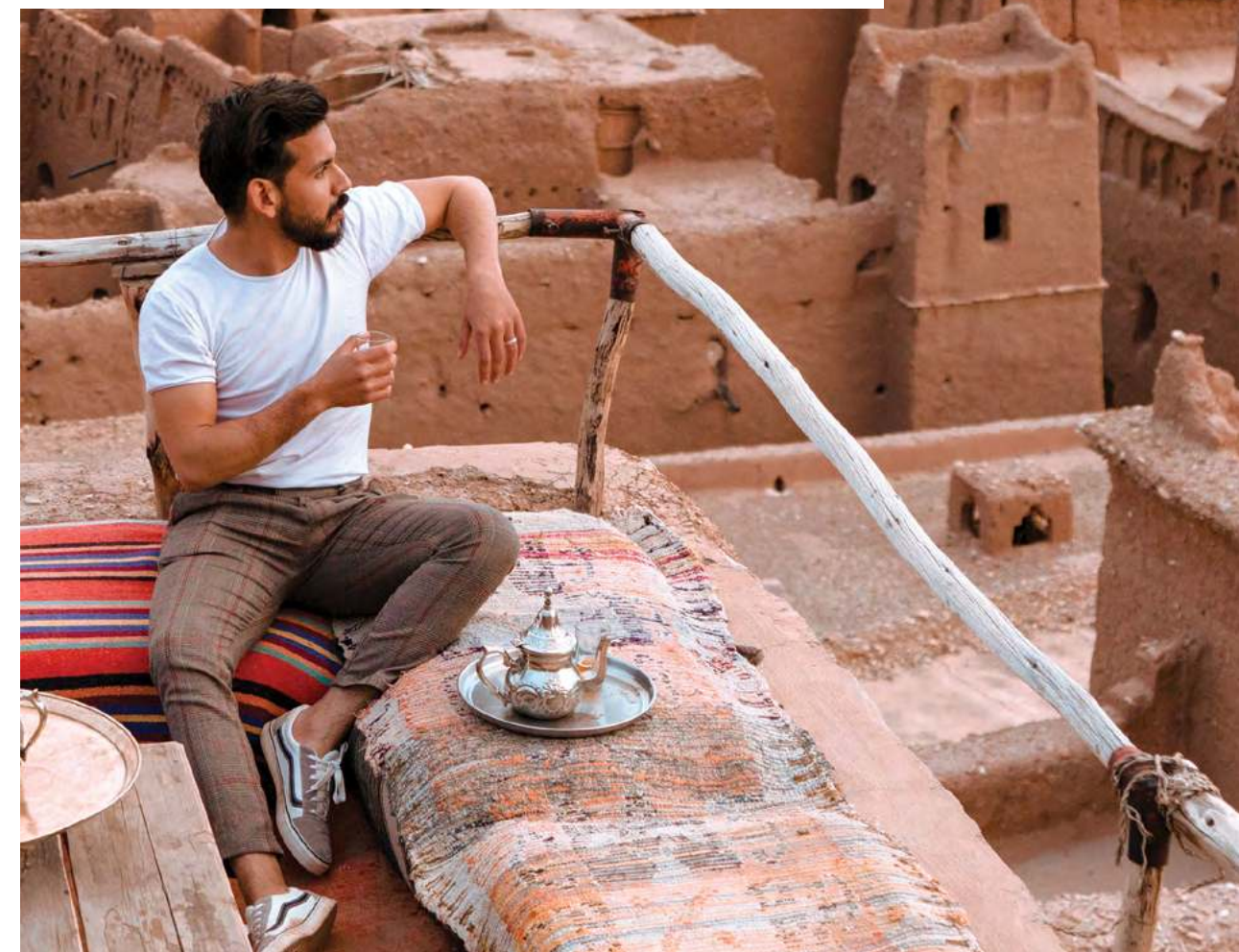
DRIVING THE HOSPITALITY SECTOR

The rise of international tourism, a desire for tailor-made experiences and the quest for ever more sustainable hotels are three trends informing the world of hospitality—and three directives that Accor engages with as a pioneer of the art of responsible hospitality. With, in this sense, a two-fold goal: to offer guests immersive and unforgettable experiences and let their imaginations run wild, while making a positive contribution to society and the environment.

The rise **OF THE TRAVEL INDUSTRY**

With more than a billion travelers*, 2024 saw international tourism almost return to pre-pandemic levels. This dynamism is primarily due to the expansion of the middle classes, particularly in Asia, for whom travel is a priority. It is also driven by a rebound in business tourism, the growth in leisure stays and the surge in bleisure travel, a trend that combines business travel and leisure activities. And while France, Spain and the US are still flagship destinations, the Middle East, China and India are experiencing significant growth as well.

* Source: UN Tourism.



A desire

FOR TAILOR-MADE EXPERIENCES

In the age of mass tourism, travelers aspire to rediscover the charm and magic of travel. They are seeking new, authentic and memorable experiences with ultra-personalized stays. A large portfolio of hotels to meet specific needs and suit all preferences is thus invaluable for a hospitality group. Every guest wants to feel special and digital technology plays an essential role in providing these guests attractive and modular offers.

The quest

FOR EVER MORE SUSTAINABLE HOTELS

The protection of ecosystems, reduction of plastic waste and use of renewable energies are increasingly important to travelers, as are respect for local cultures and tourism and responsible consumption choices. As a result, travelers tend to favor hotels that include sustainability in their business model. Hotels—keen to combat climate change, take the environment into account and limit their impact—are continuing to strengthen their sustainable practices as well.



Taking action in an ever-evolving context

Although the hospitality market is once again buoyant, it is still influenced by transformative contextual factors. Each transformation brings, in turn, challenges and opportunities that Accor is tackling with determination.

The
hospitality
market
continues
to grow amidst
complex new
dynamics
that must
also be taken
into account

**A booming
hospitality
market**

A healthy
occupancy
rate

A prioritization
of travel, leisure
and free time
by consumers

**Growing
and emerging
middle classes**

Global
population
growth

A steady rise
in tourism due
to increasingly
democratized
access to travel

**An uncertain
geopolitical
and economic
situation**

Increasingly
tense
international
relations

Globalization
destabilized by
rise of isolationist
policies

**Increased
regulatory
constraints**

Reinforced climate
regulations driving
145 countries
to commit to
carbon neutrality
between 2050
and 2070

A growing number
of environmental,
ecological and
social requirements
requiring even
more precise forms
of reporting

**ACCOR'S
OPPORTUNITIES**

**DEVELOP
UNIQUE EXPERIENCES
ADAPTED TO EACH
GUEST PROFILE**

**BROADEN APPEAL
WITH AN ATTRACTIVE
VISION OF TRAVEL**

**ANTICIPATE
RISKS TO
SAFEGUARD
BUSINESS**

**ADAPT
TO MULTIPLE AND
OFTEN CHANGING
REGULATIONS**



Attuned to stakeholder interests

To create sustainable value, Accor engages with each of the different stakeholders in its value chain, affirming a rapport based on exchange, dialogue and trust.



CUSTOMERS AND END USERS

Customers and end users have commercial relationships with Accor. It is for them that the Group designs and develops experiences that reinvent hospitality.

Individuals
Companies
Work councils
Distributors
Hotel owners

INTERNAL STAKEHOLDERS

Internal stakeholders are the driving force behind the Group. Their decisions and actions contribute to its development. They are all pioneers of responsible hospitality.

Employees
Social partners
Brand managers
Board of Directors and Specialized Committees
Group Management Board
Executive Committees

Third-party providers
Subcontractors

SUPPLIERS

Suppliers work on behalf of the Group in the context of long-term or more ad hoc assignments. They must all comply with the principles of the Group Responsible Procurement Charter.

INDUSTRY ORGANIZATIONS

Industry organizations are mainly professional structures or branches with which the Group works and communicates, particularly to develop sustainable hospitality solutions.

Associations
Coalitions and industry partners
Business networks and cross-functional economic networks
Professional associations

FINANCIAL AND EXTRA-FINANCIAL STAKEHOLDERS

Accor provides financial and non-financial stakeholders with financial and strategic information. These relationships are based on trust and transparency.

Shareholders
Investors
Banks and credit organizations
Financial rating agencies
Extra-financial rating agencies

Financial market authorities
States
Public authorities
Multilateral bodies and organizations
Local and regional authorities

PUBLIC AUTHORITIES AND REGULATORY BODIES

The Group maintains regular contact with public authorities and regulatory bodies, both at corporate level and locally via its establishments.

Local communities
Residents' associations
Think-tanks
Research centers
Multilateral agencies
Schools and universities
NGOs and international organizations
Foundations
Opinion leaders: media, experts
Sponsors

CIVIL SOCIETY

Because Accor strives to have a positive impact on society and the environment, the Group has a strong relationship with and communicates openly and regularly with civil society.



2 **A GLOBAL leader** *in hospitality*

On the strength of its strategic roadmap, Accor intends to reinvent hospitality while pursuing its growth trajectory. Proactive, innovative and eager to offer its guests something new, the Group is more committed than ever to being at the forefront of the industry.

**With an ambition course of action:
Dynamic, continuous improvement.**



The Group's History

AN ADVENTURE FOR THE AGES



1.



5.



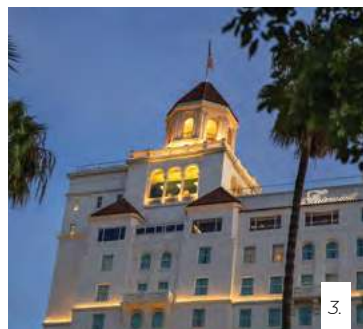
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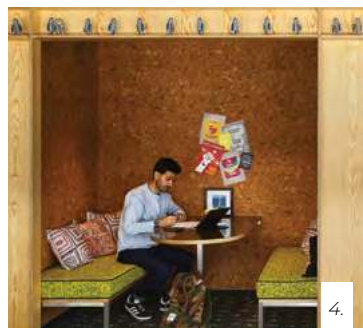
6.



7.



3.



4.



8.

1. ibis Styles Rotterdam Ahoy, Netherlands. 2. Accor, committed to diversity, equity and inclusion. 3. Fairmont Breakers Long Beach, United States. 4. Mama Works Coworking, Bordeaux, France. 5. Ennismore-Our Habitas, Al Ula, Saudi Arabia. 6. Raffles Maldives Meradhoo Resort. 7. Raffles London at The OWO, United Kingdom. 8. Orient Express Silenseas.

FOR 50 YEARS, ACCOR HAS IMAGINED THE FUTURE OF HOSPITALITY

1967

With travel becoming ever more popular, Paul Dubrule and Gérard Pélisson create the concept of a modern and standardized hotel chain. With the opening of the first Novotel at Lille Lesquin, guests can benefit from an en suite bathroom for the first time. In addition, Novotel offers them, for the price of a room, an office, a grill, a swimming pool and breakfast.

1960-1970

Accor invents economy and midscale hotels in France with the creation of its market-leading brands: Novotel and ibis. Accor then 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 brand.

Accor creates Formule 1, a new economy 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 develops Pullman, a premium brand for business travelers.

Accor affirms its global leadership in all segments, with carefully chosen brands such as JO&JOE, Mama Shelter, 25hours Hotels, TRIBE, greet and Faena as well as designer hotels including Hyde, Delano, SLS, and, in the luxury sector, the acquisition of Fairmont and Raffles.

2019-2020

Accor launches new loyalty program, ALL.

Accor accelerates its move into nightlife and entertainment through partnerships with PSG and IMG; naming rights to Accor Arena; and the acquisition of stakes in Paris Society and Potel et Chabot.

Accor strengthens its positioning in lifestyle hotels by acquiring sbe and deploying Ennismore.

Accor supports new ways of working with its WOJO-branded in-hotel co-working spaces.

2021

Ennismore becomes the leading lifestyle hotel operator, boasting the fastest growth worldwide.

Accor creates the Emblems Collection, a luxury brand to complete its collection of conversion-friendly brands (Mercure, ibis Styles, MGallery, Handwritten).

Accor prepares the grand return of the Orient Express in Italy, with the Dolce Vita train.

Accor becomes an Official Partner of the Paris 2024 Olympic and Paralympic Games.

2022

Accor unveils a broad range of new spectacular properties and announces the global launch of its All-Inclusive Collection.

Accor continues to simplify its business model to create greater value by reorganizing into two distinct business divisions.

2024

Ennismore adds Our Habitas, the sustainable hospitality brand whose mission is to create deeper human connections, to its portfolio.

Accor continues to expand in fine dining with the arrival of Rikass and Dalloyau.

A CLEAR SENSE OF RESPONSIBILITY

1970

Accor enshrines its first Gender Equality at Work Charter.

1994

In a first for a French CAC 40 company, Accor establishes an environmental department, which, in 2000, becomes the Sustainable Development Department.

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.

2009

Accor launches Plant for the Planet, a global agro-forestry initiative to promote greener agriculture.

2012

Accor unveils its gender equality network, RiISE.

2015

Accor partners with Energy Observer, a revolutionary catamaran with which the Group explores innovative solutions to support the ecological transition.

2016-2021

Accor launches and rolls-out of Planet 21 – Acting Here, the Group's CSR program.

Accor implements the ALL Heartist® solidarity program for Talent most affected by the health crisis.

2021

Accor commits to planetary carbon neutrality by 2050. The defined trajectory includes an initial target to reduce its emissions by 46% out to 2030, and the Group launches its first bond issue linked to sustainable development goals for an amount of €700 million.

2022

Accor unveils its new sustainable development strategic framework, focused on People and Nature, built around three operating pillars, Stay, Eat and Explore.

2024

Accor sets up a new Social Care & Impact Department to strengthen the human dimension of its initiatives, with consistency and impact, continuing to put people and attention to others at the heart of its strategic priorities.

Accor unveils its new Purpose—“Pioneering the Art of Responsible Hospitality, Connecting Cultures with Heartfelt Care”—and reinforces the positioning of respect for communities, people and the planet at the heart of its strategy.

A proactive strategy going on the offensive

Accor's three strategic priorities aim to boost growth, increase profitability and make the Group a recognized driver of innovative and responsible hospitality.

1.

DRIVE TRAFFIC
by attracting, converting and fostering loyalty among guests, Talent and partners

- Attract guests with an impressive portfolio of world-renowned brands
- Offer a seamless distribution ecosystem with a view to maximizing overnight stay conversion
- Promote enduring loyalty, notably via personalization of offerings

2.

ACCELERATE SUSTAINABLE GROWTH
by allocating resources to ensure rapid and responsible growth

- Continue the Group's development by maximizing its value
- Minimize contract losses
- Multiply touchpoints in an integrated, sustainable ecosystem

3.

INNOVATE CONSTANTLY
by putting in place favorable conditions with an asset-light model

- Leverage innovation in service of the Group's vision
- Transform skills, processes & tools
- Transform organizations

FOCUS



INNOVATION AT THE HEART OF THE GROUP'S DNA

Innovation is an essential driver of development and a lever for excellence in the client experience. At Accor, the client is always at the heart of innovation. Every initiative is guided by a detailed understanding of their needs and preferences. This active listening helps to shape products and services, and ensures that the innovations pursued genuinely improve their experiences.

Accor is also committed to promoting a culture of “test & learn” and risk-taking. Failure is seen as an opportunity to learn. Innovation requires taking calculated risks in order to push boundaries, something the Group has been doing since its launch, cultivating a pioneering approach to hospitality.

Collaboration is also essential to the Group's approach to innovation, anchored in a hybrid model. This strategy combines external partnerships, such as collaborations with startups and technology suppliers, and “intrapreneurship” with internal teams directly involved in creating solutions when these do not exist on the market.

MAKING AI A KEY FACTOR OF SUCCESS

At Accor, Artificial Intelligence is seen not as a threat but as an opportunity and a business driver, delivering exceptional people-centric experiences, enabling innovation and improving operational efficiency. The Group's aim is to deploy AI strategically and responsibly to optimize the client journey, while providing support for its teams and adding value for its owners. AI, which Accor has already fully embraced, is seen as the revolution in progress, placing the Group at the forefront of this transformation.

Accor integrates and leverages AI mainly in four areas: customer experience, operational efficiency, marketing, and sustainability.

To fully optimize the potential of AI and GenAI, Accor has created a Center of Excellence (CoE) aimed at accelerating the deployment of solutions based on this technology. All this by building a solid foundation in the field and developing secure, compliant AI platforms tailored to Accor's needs through dedicated governance.

The Group's strategy in action



1.

AMBITION

ACCOR READY FOR ACTION

Driven by strong demand and guided by ambition, discipline and high standards, Accor ended 2024 as the Group with the highest annual increase on the CAC 40, up more than 35%.

Over the course of the year, Accor opened 293 hotels, representing more than 50,000 rooms, or net growth in the network of 3.5%. At the end of December 2024, the Group had a hotel portfolio of 850,285 rooms (5,682 hotels) and a pipeline of more than 233,000 rooms (1,381 hotels).

Accor intends to continue capitalizing on the extraordinary commitment of its teams, the strength of its brands and digital tools, the steadfast trust of its partners, and the efficiency of its organization—which remains structured around two autonomous and complementary divisions. On these solid foundations, the Group approaches 2025 with confidence and ambition.



3.

ENVIRONMENTAL LEADERSHIP

ACCOR ON TRACK FOR ECO-CERTIFICATION

Accor's guests say they are more likely to book a hotel that has been eco-certified and the Group is committed to responding to this demand, forming partnerships with leading sustainability certification organizations, including Green Key, Green Globe, and Ecotourism Australia. The certification process looks at a series of environmental and social criteria, such as energy efficiency, water conservation, waste management, protection of biodiversity and community engagement.



Le Domaine des Vanneaux, MGallery Collection, Presles, France.

With the Group's support, Accor hotels have been able to accelerate their certification process, significantly increasing the number of eco-certified properties in the portfolio and, thanks to this independent recognition, making each hotel more competitive on the market.

With over 2,000 hotels eco-certified at the end of 2024, representing 36% and up from 480 at the end of 2023, the Group has exceeded its 30% target and is on track to reach 100% by the end of 2026.

4.

COMMERCIAL STRATEGY

ACCOR ENSURES ACCESS TO THE BEST TOOLS

In 2024, Accor chose IDEaS as its global revenue management software (RMS) provider. With a bespoke suite of advanced revenue management solutions provided by IDEaS, Accor continues to transform its commercial strategy to benefit hotels, property owners, and managers and redefine revenue excellence while driving RevPAR and Revenue Generation Index (RGI) growth.



TRIBE Manchester, United Kingdom.

2.

PURPOSE

ACCOR FORMALIZES ITS VALUES AND COMMITMENTS

Following the conclusion of the Group's 2024 Annual Shareholders' Meeting, Accor was pleased to unveil its new Purpose statement: "Pioneering the Art of Responsible Hospitality, Connecting Cultures, with Heartfelt Care".

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. Formalizing these values and creating a framework of accountability was thus a natural next step for the Group.



5. SUSTAINABLE MANAGEMENT

ACCOR COMMITS TO A VITAL RESOURCE
At the 2024 ChangeNow Summit, Accor Chairman and CEO, Sébastien Bazin announced the signing of the CEO Water Mandate, an initiative created by the United Nations that gathers 256 committed companies on water issues. By joining this coalition, Accor commit to continual progress along six areas of water stewardship: direct operations, supply chain & watershed, collective action, public policy, community engagement and transparency.

6. ATTRACTIVENESS

ACCOR REWARDS TRAVEL AGENT LOYALTY
Accor announced the launch of HERA, Accor Travel Advisor Program – a new worldwide loyalty and rewards program exclusively for travel advisors that includes more brands, more features, and more capabilities as well as an enhanced digital experience. The new program also generously rewards travel advisors for bookings while allowing them to increase their productivity, performance, and client satisfaction.



7.

BOOKING SYSTEM

ACCOR STRENGTHENS A STRATEGIC PARTNERSHIP

Accor has expanded its strategic partnership to implement Amadeus' Central Reservation System (ACRS) worldwide across the Group's entire portfolio, transforming the hospitality landscape and delivering unparalleled guest experiences. Amadeus' cloud-based technology will enable Accor to boost revenues, maximize distribution strategies, and build deeper, more personalized connections with guests.



Sébastien Bazin and Luis Maroto, Chairman and CEO of Amadeus.



K. Mbappé and S. Bazin surrounded by young people supported by the "Inspired by KM" Foundation, in July 2024.

8.

INCLUSION

ACCOR CONFIRMS ITS COMMITMENTS

Kylian Mbappé and Accor have joined forces in a long-term partnership aimed at offering support to younger generations for a better future. This strategic collaboration extends accommodation support and logistical assistance to "Inspired by KM" activities and enriches ALL.com's appeal by harnessing Mbappé's notable influence to attract members and guests while staying true to Accor's core values.

9.

CULTURE

ACCOR PROTECTS CULTURAL HERITAGE WORLDWIDE

Accor, a global leader in hospitality, has entered into an industry-pioneering three-year partnership with World Monuments Fund (WMF) to protect cultural heritage and strengthen local communities. In partnering with WMF, Accor aims to make its full contribution to the preservation of local heritage and to the environmental and social development of these destinations. Over the next three years, Accor and WMF will harness their complementary expertise, resources, and global reach to deliver projects that enhance destinations, offer meaningful connections with communities, and build long-term resilience.



10. PARIS 2024

ACCOR AT THE SERVICE OF A HISTORIC EVENT

Accor had the honor of lending its expertise to support one of 2024's most anticipated events – the 2024 Paris Olympic & Paralympic Games. As a Premium Partner of Paris 2024, Accor rolled out its complete vision of hospitality in the Athletes and Media Villages, in its hotels, at Club France and during the opening ceremony of the Paralympic Games.

The Group embraced the challenge of meeting the needs of diverse cultures, supporting athletes and media, and paying particular attention to people with disabilities. The Games demonstrated Accor's ability to adapt and elevated the expertise the Group nurtures in its hotels every day. Accor was deeply involved from the outset in the huge boost to economic activity represented by the planning and production of this event.



Jobs were created and industries grew, as 1,700 Accor hotels around the country and 40,000 Heartists® became part of this incredible adventure, which was and will be remembered as a singular showcase of their talents and expertise.

STRENGTHS

1

A comprehensive offer of solutions and services

Accor has designed and developed a service offering with a stand-out scope. It addresses the wide range of clients who come to the Group, as guests or partners, to enjoy stays, dining, entertainment and well-being experiences, or to benefit from business solutions designed to boost performance.

1 MEET

and work in dedicated spaces

- **State-of-the-art facilities** for flexible in-person and virtual meetings (ALL Connect)
- **Instant online bookings** for groups (Group Sync)
- **A loyalty program** for event organizers (ALL Meeting Planner)
- **Coworking spaces** in the Accor network (WOJO)

2 STAY

in hotels as well as private residences, rentals and extended stay

- **5,600+ hotels** ranging from luxury to economy as well as lifestyle
- **World-class branded residence communities** across 25 distinct brand offerings
- **3,000+ private homes**, villas and chalets available globally, Accor is a leading operator of luxury vacation rentals
- **Extended stay**, including serviced apartments and aparthotel brands; one of the largest operators outside the United States in this segment

3 DISCOVER

innovative dining and event experiences

- **10,000+ bars and restaurants**
- **2,000+ events** organized every year by Paris Society
- **5 prestigious Momense sites** in Paris and numerous partner locations in France and abroad
- **14 Rikass bars and restaurants**

4 EXPERIENCE

moments of well-being

- **1,000+ spas**
- **2,000+ hotels** with fitness facilities
- **10 Thalassa wellness centers**

5 BENEFIT

from innovative business services

ASTORE: the Group's procurement offering a competitive and responsible range to address most hotelier needs

- **8,500 clients** worldwide, of which ~40% non-Accor
- **~4,500 listed suppliers**
- **30 procurement offices** around the world

John Paul: concierges and global digital platform with ultra-personalized content anytime, anywhere in the world

D-EDGE: SaaS company offering leading-edge cloud-based e-commerce solutions

VeryChic: members-only travel agency with exclusive offers up to 70% off

Gekko: company offering innovative hotel distribution and loyalty platforms

- **100% owner** of its technologies

6 ENJOY

the ALL loyalty program

- **Exclusive discounts** for program members
- **Benefits** and rewards correlated to number of stays
- **Offers** and experiences reserved exclusively for members

PROMOTING AN EXPERIENCE OF INCLUSIVITY

Accor seeks to welcome everyone, accept and value differences and promote a culture of inclusion. Building on its ambition to promote openness and equality in the workplace, and to prevent discrimination and offer opportunities so that everyone can flourish, the Group has a long-standing commitment to the themes of Diversity, Equity & Inclusion for its Heartists®, our guests and local communities.

INNOVATING TO EXPAND

At Accor, innovation transcends individuals. It is a collective dynamic instilled in the entire Group, with an approach firmly focused on creating value for clients, establishments and hotel owners. It is not about innovation for innovation's sake. The challenge is to come up with innovations that are likely to have an impact on the hotel and improve the guest experience through new concepts, products or services increasingly adapted to the needs and aspirations of guests.

CREATING LASTING RELATIONSHIPS WITH GUESTS

With 5,682 hotels in over 110 countries, Accor welcomes many different guest profiles, with varied expectations, looking for differentiating experiences. More than just providing support, the guest services team advises, assists and maintains a lasting relationship with their guests, whether they are making a booking, looking for something specific or in need of a little reassurance. This responsible, real-time omnichannel personalization strategy reinforces Accor's leading position and helps to create an unrivaled guest experience.

STRENGTHS

2

A client-centered experience

At Accor, everything begins with the client. Whether it's a hotel owner wishing to grow his business or a traveler looking for a unique experience, everyone occupies an essential place in the ecosystem. From luxury to economy, business trips to family getaways, Accor has something for everyone. This diversity of client interests and needs guides each of the Group's decisions to offer a tailor-made, seamless and ever more engaging experience.

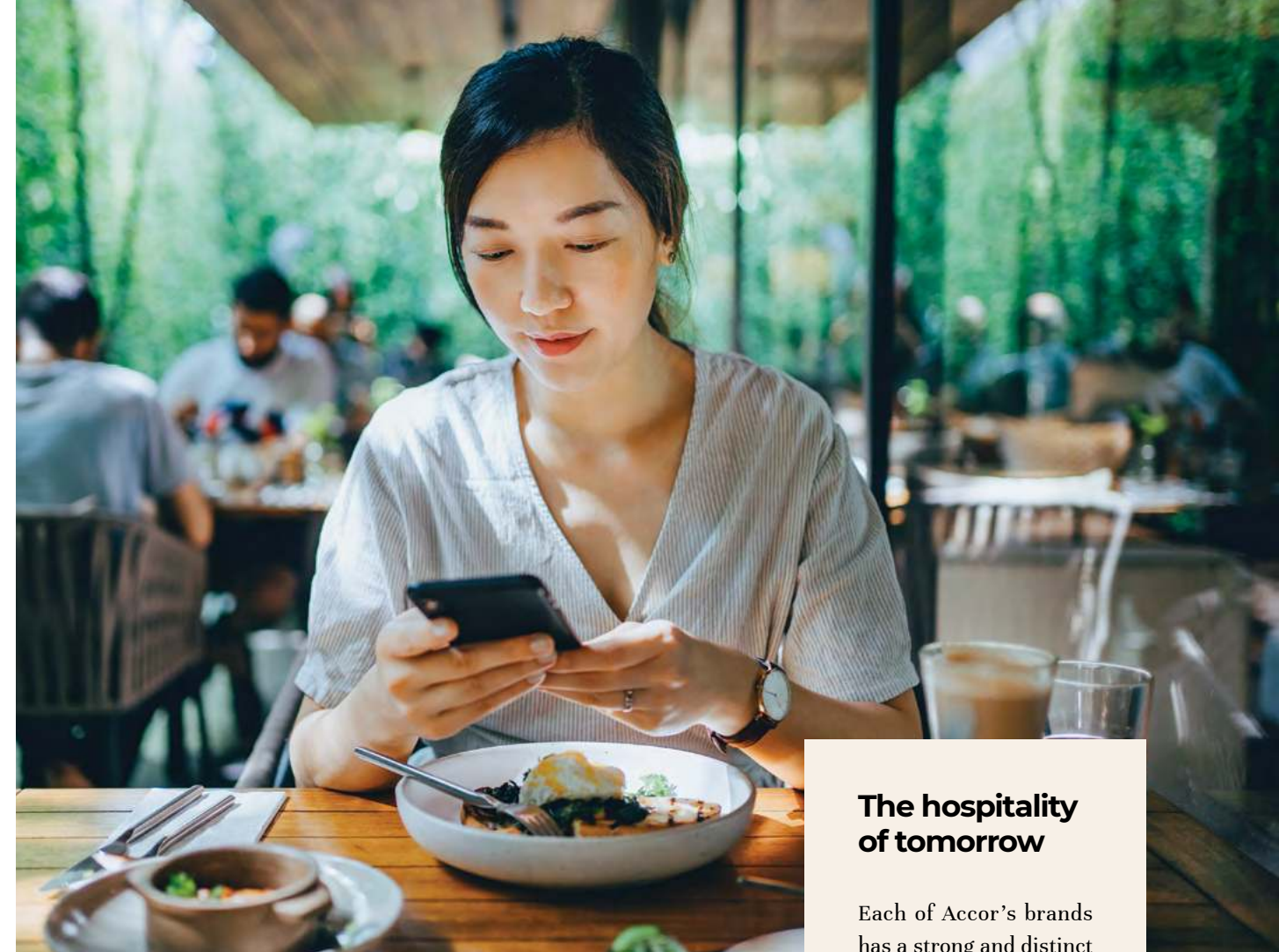


A collaborative approach for maximum satisfaction

Being truly client-centric means going beyond simply meeting their expectations, it means co-creating with them. Accor involves guests, owners and Talent at every stage in order to adapt its offers as closely as possible to real needs. Far from being a simple top-down approach, this transformation relies on active listening and constant dialogue. Artificial intelligence and data analysis are catalysts: It is Accor's people who are the heart of continuous improvement. In this way, Accor anticipates needs before they are even expressed and creates ever more personalized, engaging and relevant experiences.

A loyalty program in service of the guest

Being truly client-centric also means recognizing and rewarding loyalty. The ALL program embodies this vision by offering more than transactional benefits. Through fine and targeted customization, the Group adapts its offerings, leveraging data in a transparent and responsible manner, with the aim of enriching every interaction, strengthening brand attachment and creating a lasting bond with guests. This approach is paying off: ALL members come back twice as often and generate increased engagement with the brand.



The hospitality of tomorrow

Each of Accor's brands has a strong and distinct identity, and the Group is committed to building loyalty and engagement around them. By focusing on hyper-personalization, all of the Group's strengths are leveraged to offer a tailor-made guest experience that meets the needs and expectations of each individual. The future of hospitality lies in this ability to anticipate, personalize and enrich every interaction, placing the guest at the heart of Accor's concerns and thus strengthening the lasting link with its brands.

Through a global distribution platform, they can expand their customer base while remaining focused on what is essential: delivering a quality experience.

A digital ecosystem in service of experience

The ALL platform goes far beyond just hotel bookings. It connects guests to a world of services including food and beverage, well-being and exclusive experiences. Through an omnichannel approach and the intelligent use of data, Accor streamlines every interaction to ensure a consistent and intuitive experience and access to all benefits. Present in more than 110 countries and available in 19 languages, the Group's digital ecosystem is a real experience accelerator, guaranteeing simplicity, relevance and engagement.

Omnichannel personalization every step of the way

At Accor, personalization takes place before, during and after the stay, in both the physical and the digital worlds. Before arrival, teams adapt their communications to the preferences of each guest, choosing the most relevant channel.

At reception, in-depth knowledge of guest expectations is used to offer a tailor-made service. Contact Centers are also on-hand to extend personalized support and guide clients in their choices from reservation through and after the stay. This responsible, real-time omnichannel personalization strategy reinforces Accor's leading position and helps to create an unrivaled guest experience.

A win-win relationship with owners

Client service excellence also requires the support of hoteliers, who are essential partners in this shared success. By joining Accor, they benefit from a simplified onboarding process and gain direct access to its loyalty program, thus helping to increase their visibility and generate a constant flow of loyal guests. The Group's digital tools offer them solutions to simplify operational management, improve profitability and gain a better understanding of their guests' expectations.

STRENGTHS

3

A leading position with two strategic divisions

IDENTITY

Structured around four regions—Europe & North Africa/Middle East, Africa & Asia-Pacific/Americas/Greater China—Accor’s Premium, Midscale & Economy division includes brands such as Pullman, Mövenpick, Swissôtel, Mercure, Novotel and ibis. Of the division’s 5,116 hotels and 723,145 rooms worldwide, 17% of the division’s hotels are in the Premium segment, 40% in Midscale and 43% in Economy.

There are 1,098 establishments in the development pipeline of this division.

5,100+
HOTELS WORLDWIDE

1,090+
ESTABLISHMENTS
IN DEVELOPMENT

The
**PREMIUM,
MIDSCALE &
ECONOMY**
division



Pullman Singapore Orchard, Singapore.

The
**LUXURY &
LIFESTYLE**
division

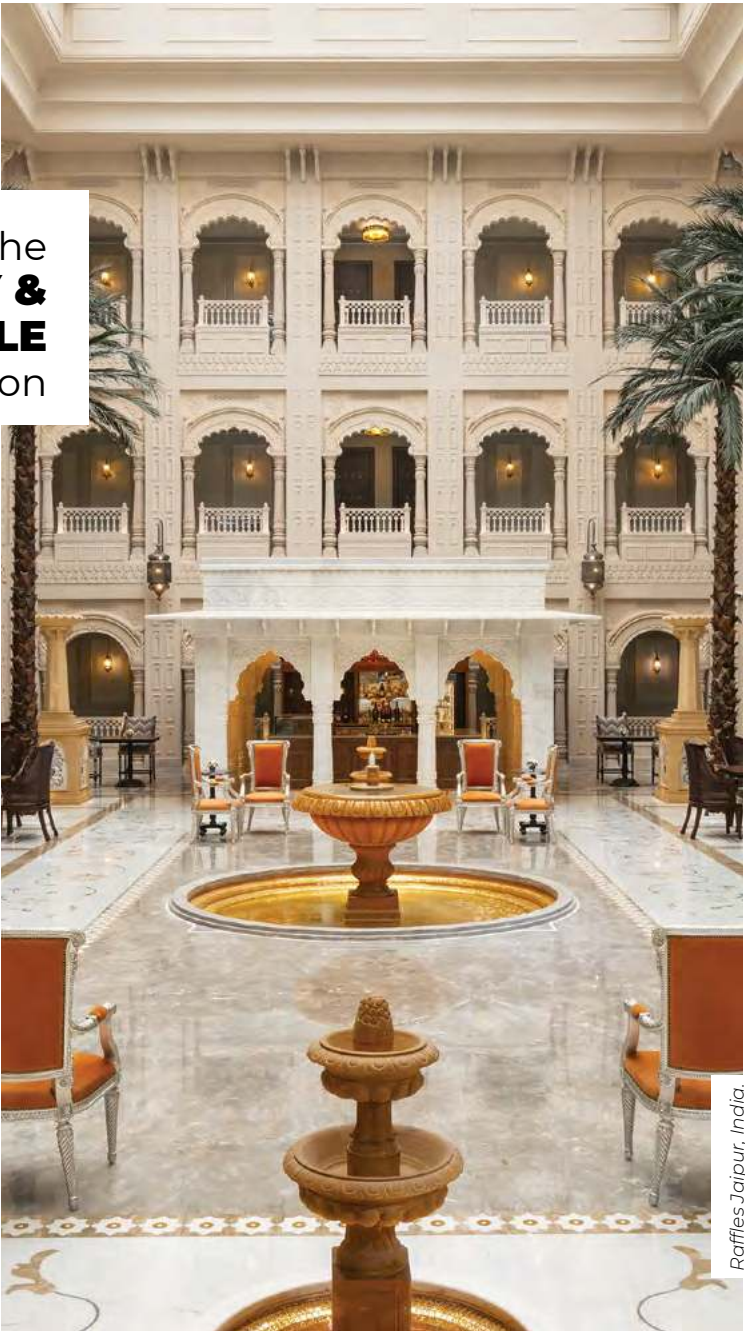
IDENTITY

Accor’s Luxury & Lifestyle division is organized around its brands—Orient Express/Raffles and Fairmont/Sofitel, MGallery and Emblems/Ennismore. The division’s 566 hotels and 127,140 rooms worldwide are split 67% Luxury and 33% Lifestyle.

There are 283 establishments in the development pipeline of this division.

560+
HOTELS WORLDWIDE

280+
ESTABLISHMENTS
IN DEVELOPMENT



Raffles Jaipur, India.

STRATEGIC PRIORITIES

• **Focus on brands:** Consolidate the leadership of its three iconic brands (ibis, Novotel and Pullman), extend its network with conversion-friendly brands (Mövenpick, Mercure, Handwritten and greet), and strengthen compliance with brand standards.

• **Concentrate on key markets:** Consolidate leadership in the Midscale and Economy segments and seize growth opportunities in the Premium segment.
• **Strengthen efficiency of growth model:** Enhance tools, processes and budgetary discipline to leverage scale effects.

3

ICONIC
BRANDS

4

CONVERSION-
FRIENDLY
BRANDS

7

ICONIC
BRANDS

2

CONVERSION-
FRIENDLY
BRANDS

STRATEGIC PRIORITIES

• **Realize the promise of each brand:** Offer guests unique experiences tailored to brand identities.
• **Prioritize originality and quality of products and services:** Guarantee attractiveness for owners and a sense of belonging for Talent, while enhancing guest loyalty.
• **Pursue strong and ambitious growth:** Generate recurring EBITDA.

STRENGTHS

4

A diversified ecosystem of brands

Accor's expanded scope of activities meets the expectations and budgets of all its guests with one-of-a-kind experiences in travel, work and entertainment.

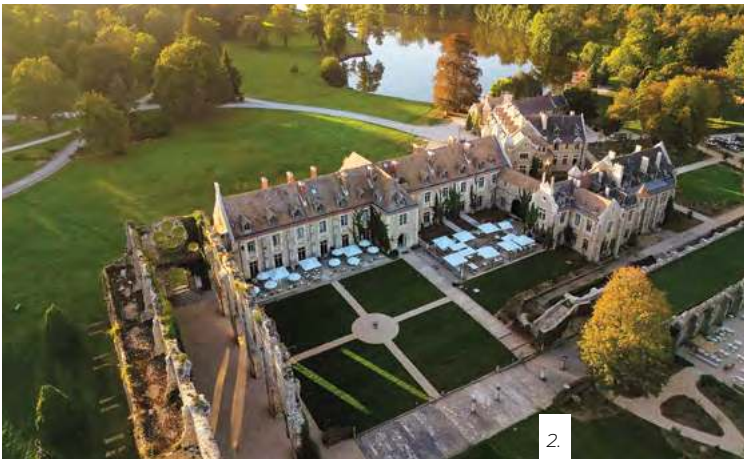
With over 45 hotel brands, from luxury to economy, 10,000+ bars and restaurants, more than a dozen entertainment, co-working, distribution and hotel management assistance brands, Accor offers an integrated ecosystem of bespoke hotel offers. It's unrivaled brand portfolio, global footprint and diversified segments and activities make the Group the preferred partner of hotel owners who put their trust in its expertise.

45+

HOTEL BRANDS
(from luxury to economy)

10+

SERVICE BRANDS
(residential, co-working, entertainment, BtoB)



1. onefinestay, Belsize Park Gardens, London, United Kingdom.
2. Ennismore-Paris Society, Abbaye des Vaux de Cernay, France.
3. WOJO Paris Madeleine, France. 4. ibis Rotterdam Ahoy, Netherlands.
5. Banyan Tree Vabbinfaru, Male, Maldives.



STAY WITH US



EXPERIENCE MORE



RELY ON US



A UNIVERSE OF . **3** *unique* brands

Three words sum up 2024 perfectly for Accor's brands: dynamic, creative and inspiring. In cultivating its pioneer spirit, the Group has never ceased to revisit and reinvent the meaning of hospitality for its guests across its ecosystem of hotel brands.

**With one aim:
to offer unique experiences.**



Enismore-25hours Hotel, Dubai.

Sofitel 60 years of tailor-made

Sofitel set out to redefine the standards for five-star hotels as soon as it opened its first, the Strasbourg Grande Île, in 1964. That was the beginning of a fascinating adventure that saw French flair slowly but surely gain ground in Asia, Europe and the Americas throughout the 1970s. The brand joined what would become the Accor Group in the 1980s and expanded farther. Several iconic hotels appeared, perpetuating Sofitel's heritage in one-of-a-kind settings. Then Sofitel Legend hotels propelled the myth into a new dimension in 2009. The teams' unflagging dedication during the Covid-19 pandemic enabled the hotels to show resilience and adapt, and paved the way for a new era of opportunities and growth.

To celebrate this landmark anniversary, Sofitel's 120 hotels worldwide held special events with the theme "Cultural Encounter", chosen to encapsulate Sofitel's fondness for intertwining cultures. From April to November, the brand's hotels organized their own events, for customers, local communities and Heartists®.

This anniversary is more than a milestone for Sofitel, which has reinvented itself around four pillars: French Zest, Cultural Link (as represented in its logo), Heartfelt

Service and Committed Luxury, supported by a series of positive initiatives.

Buoyed by this momentum, Sofitel announced the complete renovation of its mythical hotel on New York's Fifth Avenue. The much anticipated revamp, combining Parisian Art Deco and 1940s Manhattan glamour, opened a new chapter in the history of the brand—with other renovations planned in Sydney, Amsterdam and Montreal, as well as openings in Cotonou, Riyadh and Dublin.



Sofitel Cotonou Marina Hotel & Spa, Benin.

ibis, young at fifty

In 2024, ibis, the world's best known economy hotel brand, celebrated its 50th anniversary. Today, one of the leading global economy hotel brands has more than 2,500 locations in 79 countries across the three brands: ibis, ibis Styles and ibis budget. Continuing to break new ground with a pipeline of over 320 hotels, ibis brands will continue to expand its presence to new markets.

Europe's first economy hospitality brand opened its first hotel in Bordeaux in 1974. The brand grew quickly, first in Europe, then worldwide, proving that hotels could serve guests with standardised quality, great design, consistency and reliability, at an affordable price. Accor guest data from five key markets – France, Australia, Germany, UK & US – demonstrates the strength of ibis' founding principles, revealing guests choose the ibis brands for value, convenience, and friendly-staff experience. In recognition of 50 years of market leadership and hospitality for all, ibis launched a new brand culture program, global talent ambassadorship and brand campaign, and opened a new hotel in its 80th country, with the launch of the ibis Styles Reykjavik Muli in Iceland.



ibis Mohammedia, Morocco.

ALL, 5 years old already!



Since 2019, Accor has banked on the value of engagement, excellence, and business impact with ALL, Accor's booking platform and loyalty program. The ALL platform fully embodies the Group's vision of hospitality: making services accessible, providing value, convenience, and emotion, at all times, everywhere, and for everyone.

Since its launch, ALL has become one of the central pillars of the Group's strategy, enhancing direct booking channels while supporting the growth of overall revenue. The platform also offers unique experiences and services that go beyond a simple rewards system, cultivating synergies and bringing to life the Group's vision of augmented hospitality.

Raffles, a new page in its history in Jaipur



Raffles Jaipur, India.

In July 2024, Raffles Hotels & Resorts opened Raffles Jaipur, a majestic retreat, bringing the brand’s gracious service, elegance, and enchanted glamour to one of India’s most vibrant destinations. Located a short drive away from the fabled ‘Pink City’ and encircled by the ancient Aravalli Hills, the Raffles Jaipur is a modern-day palace, paying homage to the regal art of living.

Hand carved from pure white marble, Raffles Jaipur showcases the finest of Rajasthani craftsmanship. Each element within the reimagined palace retreat has been exquisitely handcrafted by skilled artisans, blending the age-old traditions and techniques of Mughal and Rajputana architecture. Creating a highly intimate experience, the hotel features only 50 guest rooms and suites. Intricate details grace every corner of the hotel’s accommodations, including painted corniced ceilings, golden murals, furniture featuring camel bone inlay, locally sourced artifacts, and carpets woven in Jaipur.

India, the new land of hospitality

In 2024, the Group solidified its position as one of the largest international hotel groups by rooms in India. Accor’s growth strategy in the region included the opening of six hotels in the premium, midscale, and economy segments and three luxury and lifestyle hotels, to further enrich its diverse portfolio. Accor currently operates 67 hotels across a diverse array of iconic brands. The Group’s commitment to innovation and excellence remains steadfast, contributing significantly to the evolution of India’s hospitality landscape.

67

HOTELS CURRENTLY OPERATED IN INDIA



Mercure makes it to 1,000



Mercure Hotels, a brand synonymous with local discovery and exploration, reached a historic milestone in 2024 with the opening of its 1,000th hotel. The milestone was achieved with a spate of standout openings that included Mercure London Earls Court (UK), Mercure Chandigarh Tribune Chowk (India), Mercure Fukuoka Munakata Resort & Spa (Japan), Mercure Marival Emotions Resort (Mexico), Mercure Nantong Renmin Road (China), and Mercure Dubai Deira (UAE).

200+

ESTABLISHMENTS IN THE PIPELINE FOR 2028

From its humble beginnings in the 1970s, Mercure has undergone a remarkable transformation. Acquired by Accor in 1975, the brand quickly expanded, establishing its presence in Europe and beyond. Key milestones include the opening of its first international hotel in Lisbon in 1983, and its 1994 expansion into the Middle East, Southeast Asia, and Australia.

2024 was notable for significantly expanding the brand’s presence in China and Japan, contributing to its achievement of surpassing 1,000 properties in 68 countries worldwide. As Mercure celebrates this 1,000-hotels milestone, the brand remains unwavering in its mission to connect guests with the authentic essence of their destinations. With more than 200 additional properties currently in development, the brand will continue to enhance its diverse portfolio in the years to come, inviting travelers to keep exploring new horizons.

Tribe continues to expand

35+

HOTELS IN DEVELOPMENT

TRIBE, a bold design-driven hotel brand from Accor, celebrated a key milestone in 2024, reaching 20 hotels around the globe. Each TRIBE embodies the brand’s vision of offering intelligent, functional spaces that celebrate individuality, creativity, and connection. With 20 hotels now in operation and over 35 more under development, TRIBE is poised to transform the hospitality landscape with its unapologetically modern approach. As the journey continues, TRIBE remains committed to delivering experiences that elevate everyday travel, proving that exceptional design, comfort, and value can coexist seamlessly.



Tribe Dusseldorf, Germany



Orient Express train.

Orient Express revival in full swing

Accor and LVMH have entered into a strategic partnership to accelerate the development of Orient Express, a legendary House synonymous for more than a century with the most exclusive travel experiences. A symbol of elegance and audacity, Orient Express embodies a lifestyle that encapsulates enchantment and the extraordinary. The revival of a historic train and the launch of the first Orient Express sailing ship in 2026 will be the next steps in this renaissance. In parallel with these launches, Orient Express will open its first hotels in Rome and Venice while continuing the selective development of its global destinations.

Fairmont or the art of renaissance

Nestled in the heart of downtown Long Beach, the landmark Fairmont Breakers debuts after a multi-million-dollar transformation, blending historic grandeur with contemporary luxury.

Originally built in 1926, the property has been transformed into a lavish retreat promising unmatched sophistication throughout its thoughtfully designed public spaces and well-appointed guest rooms and suites. Guests can enjoy the city's only luxury spa and rooftop bar, and a sun-soaked pool terrace alongside two signature restaurants, including the return of the beloved Sky Room. Located south of Los Angeles, Fairmont Breakers offers a vibrant coastal getaway with modern accommodations and world-class amenities that contrast bygone era glamour with the splendor of the Pacific.



Fairmont Breakers Long Beach, United States.

Pullman unveils its "Transforming Room"

Pullman Hotels & Resorts, the flagship premium hotel brand of Accor, revealed an innovative concept room to meet the blended needs of today's travelers. Located in Pullman Singapore Orchard, the "Transforming Room" serves as a pioneering showcase of the brand's innovative spirit, allowing guests to experience firsthand the design and cutting-edge features that will shape the next generation of Pullman hotels. The concept room is a high-spec, high-tech space designed to be a place to work, meet, socialize, work-out, relax and sleep. It is fully wired with thoughtful technologies and digital enhancements, enabling guests to adapt their personal environment with the touch of a button. The brand will integrate insights from the concept room into the future transformation of Pullman, with flexible environments that cater to the dynamic needs of modern travelers.

Handwritten Collection expands

Hotel Stratford San Francisco became the first destination in the United States for one of Accor's newest brands, Handwritten Collection. Owned and operated by San Francisco-based Frame Ventures, the hotel was built in 1910 and underwent a multi-million-dollar refurbishment, ensuring the unique character of San Francisco shines through in every detail. Offering 94 tastefully styled rooms, the hotel provides a truly singular experience that celebrates its rich history, welcoming guests into a world of charm and personality. In alignment with Accor's sustainability commitments, the hotel has eliminated single-use plastic throughout the guest experience and many of its operating supplies are made from recycled materials.

Novotel commits to protecting the oceans



Novotel, Accor's founding brand, announced in June the launch of an international partnership with WWF (World Wide Fund for Nature). Under the three-year agreement, from 2024 to 2027, WWF France will provide technical expertise to Novotel, helping its 580 hotels worldwide to have a positive impact on the ocean, guiding the brand and its properties throughout many aspects of its operations. Balance has long been at the core of the Novotel brand, both in its business fundamentals and in its commitments to the work-life experience of its guests. The brand's focus on the ocean is a continuation of this purposeful commitment to balance. Novotel will build a three-year science-based action plan, rooted in three of the United Nations' priority ocean-related actions and sponsor several critical WWF ocean-related conservation projects across the world.

Our Habitas joins Ennismore

In order to accelerate its growth and optimize its management, the sustainably forward hospitality brand Our Habitas entered into a strategic partnership with Ennismore, Accor's global collective of entrepreneurial and founder-built brands. In this mutually beneficial arrangement, Our Habitas, with its purpose-driven mission to build human connections, will bring a new dimension to Ennismore's collective of founder-built brands while Ennismore will provide Our Habitas with its global development reach and operational expertise. Our Habitas currently operates ten cultural-defining resorts across a range of breathtaking locations across four continents, including Tulum, Mexico; AlUla, Saudi Arabia; Atacama, Chile, and the Kalahari Desert in Namibia. The brand currently has multiple projects in the pipeline, including a significant number within Saudi Arabia and with further expansion plans into Asia.

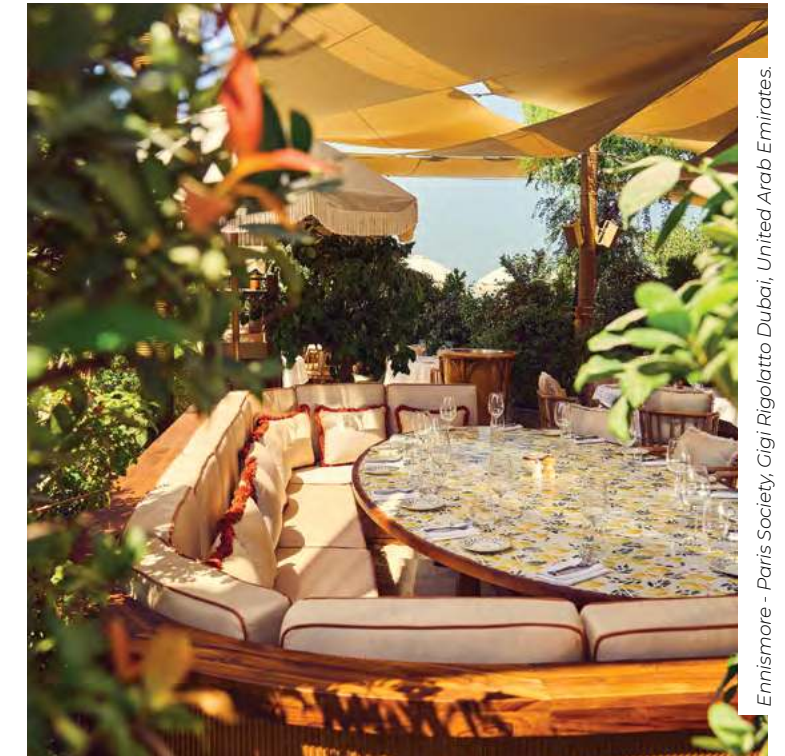


Ennismore - Our Habitas Bacalar, Mexico

Paris Society expands internationally

Marking the start of an exciting new era, Paris Society, a key player in the French hospitality industry, and RIKAS, one of Dubai's most esteemed names in the culinary and lifestyle sector, have unified their operations in Dubai to collaborate on several upcoming openings under the guidance of Rizwan Kassim, the CEO & Founder of RIKAS Hospitality Group. The F&B groups will combine resources and their immense talent pools to create and curate truly unforgettable experiences across their venues, including two notable openings in late 2024. Gigi Rigolatto beach house opened at J1 Beach in October 2024. Gigi brings the La Dolce Vita spirit of St Tropez to life with a lush garden, private pool, and standout aperitivo menu as well as a Bellini bar, Gigi Circus kid's club, and a boutique. Well-known in Paris and St Tropez, the Maison Revka brand made its Dubai debut at Bluewaters Dubai in November.

Maison Revka embodies the perfect blend of Slavic soul and French elegance, offering a warm, familial atmosphere with inviting lounges.



Ennismore - Paris Society, Gigi Rigolatto Dubai, United Arab Emirates

Dalloyau, the Group's new jewel



Dalloyau Saint-Lazare, Paris, France

The Potel et Chabot Group has strengthened its position as the leading French player in luxury catering and event gastronomy with the acquisition of Maison Dalloyau, the oldest luxury caterer in France. Recognized for its expertise, gastronomic offerings, and singular command of the art of service and plating, it was an honor for Potel et Chabot to have been chosen as the most credible candidate to revive this renowned French institution. Maison Dalloyau thus opens a new chapter in its centuries-old history.



Make the exception the rule

THE YEAR'S KEY OPENINGS

1. Ennismore-25hours Hotels Oddbird Jakarta, Indonesia. 2. Cape Grace, managed by Fairmont, South Africa. 3. Handwritten Square Lodge Hotel La Roche-sur-Yon, France. 4. Opening of Sofitel Shanghai North Bund, the 700th Accor hotel in China. 5. ibis Styles Manila Araneta City, Philippines. 6. Swissotel Poiana Brasov, Romania.





AN ALTERNATE VISION OF **4** corporate *Responsibility*

Accor has fostered a corporate culture that embraces the principles of responsibility. Combining enthusiasm and audacity with a sense of sustainability, this culture nurtures the Group's ways of working and thinking while contributing to its sustainable transformation.

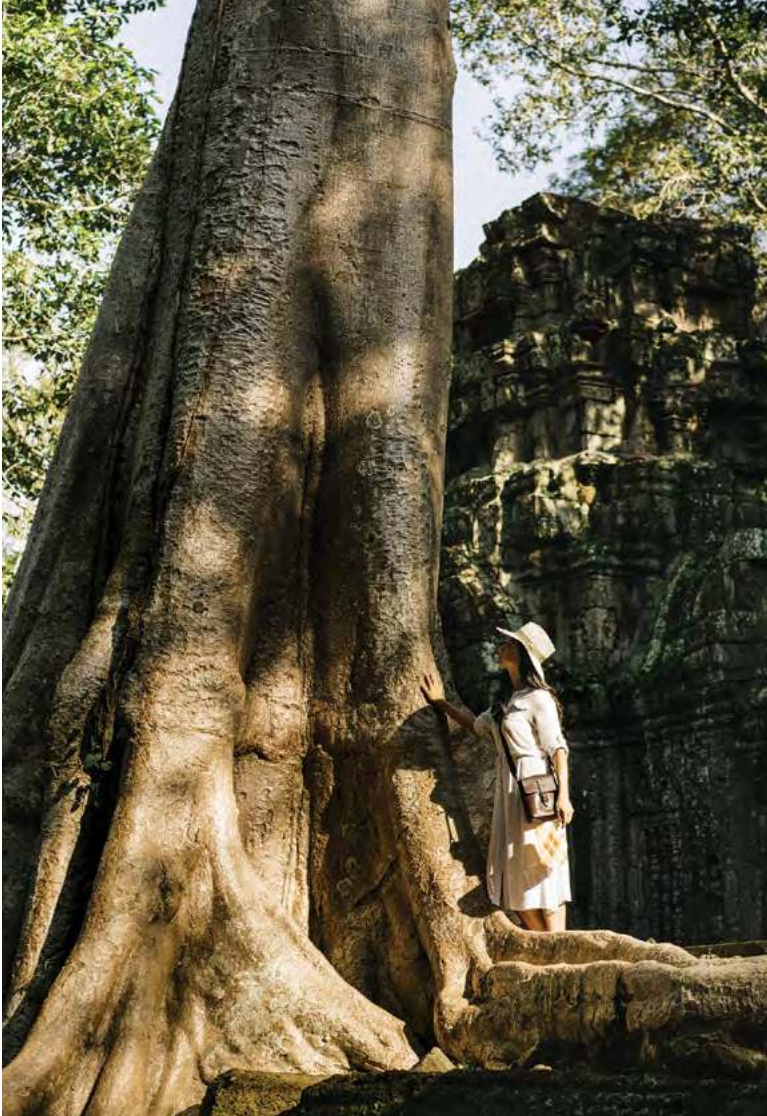
**With a strong ambition:
to define, together,
the standards of
responsible hospitality.**

SUSTAINABILITY: *a business imperative*

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

At the heart of the Group's model

A global leader in hospitality, with over 5,600 hotels worldwide and 200 million meals served annually, Accor's science-based sustainability strategy places social and environmental challenges at the heart of its methodology. This approach intends to position the Group as a pioneer of the art of responsible hospitality. Accor's strategy is built around three key priorities aimed at reinventing the hospitality experience for both owners and guests: **Redefining** the guest experience while enhancing the extra-financial performance of hotels; **Reinventing** culinary experiences by fostering a sustainable food model across the entire value chain, offering innovative and desirable dining options; **Rethinking** travel and tourism experiences by actively contributing to the preservation and development of the regions, destinations, and local communities in which the Group operates.



Making sustainability everyone's business

For Accor, driving environmental transition within the company isn't just about policies—it requires a cultural shift, a mindset that privileges extra-financial performance, and practical, tailored solutions. This means: Shaping a cultural shift so that every Talent understands the importance of sustainability—not only as a moral obligation, but as a necessary transformation. The School for Change training program, completed by nearly all Talent since 2022, has played a key role in this evolution. Embedding sustainability into performance metrics ensures that environmental and social factors are fully integrated into business operations. Tying part of all Talent's bonuses to sustainability goals and reviewing extra-financial performance monthly at the Executive Committee level reinforce the idea that sustainability is a driver of success. Developing practical sustainability solutions creates tangible value for hotel owners. The Group has already introduced solutions for energy and water efficiency, food waste reduction, and hotel eco-certification—helping owners optimize their resources while staying ahead of market expectations.

Driving value for owners with extra-financial performance

Extra-financial performance contributes to the creation of value for hotel owners and guests alike. By optimizing resource consumption—whether water, food, or energy—Accor helps hotel owners reduce costs, minimize risks, and increase the value of their assets, all while delivering a more responsible and distinctive guest experience. Through a growing portfolio of sustainable solutions and innovations, Accor is helping hotel owners improve their environmental performance and adapt to climate challenges. The 2024 rollout of the CSRD project, ensuring European regulatory compliance, has put extra-financial results on equal footing with financial results—engaging all stakeholders in the continuous improvement of the Group's overall impact.

Building alliances for systemic change

No company can tackle climate and environmental challenges alone. That's why Accor is committed to driving sustainability at an industry-wide level, working to create systemic change that benefits the entire hospitality sector. The Group actively participates in global coalitions, including the World Sustainable Hospitality Alliance and the Sustainable Markets Initiative, collaborating with industry leaders to accelerate progress. At the same time, Accor is strengthening partnerships with public players, economic players and civil society to push environmental and social transformation across its entire value chain—and beyond.

What's the outlook for tomorrow?

By 2030, in line with its roadmap, the Group intends to realize three key priorities.

1. Stay

The priority is to reduce the carbon footprint of the Group and its hotels. Accor is committed to reducing its Scope 1 and 2 greenhouse gas emissions by 46% and its Scope 3 emissions by 27.5% by 2030.

2. Eat

Accor is committed to helping build a more sustainable food system by working with stakeholders across the entire value chain. By 2030, the Group aims to ensure that 50% of the menu options in its restaurants are vegetarian and to cut food waste by 60% compared to 2023.

3. Explore

Accor is reimagining travel with sustainability in mind, encouraging guests to explore destinations more responsibly. As part of this commitment, the Group will fund heritage restoration and preservation projects in key destinations through 2027, in partnership with the World Monuments Fund.

Stay

At Accor, sustainability is at the heart of our strategy, shaping both the guest experience and hotel performance. From design to daily operations, the Group continues to strengthen its sustainability standards, with a priority on reducing its carbon footprint—particularly through energy efficiency, water conservation, and waste reduction. Accor's commitment to eliminating single-use plastics has accelerated progress in waste reduction. But efficient resource management isn't just about sustainability—it's a key driver of operational excellence and aligns with evolving guest expectations.



BreakFree The Point, Queenstown, New Zealand.

SETTING NEW STANDARDS IN HOSPITALITY DESIGN

A major part of Accor's efforts focuses on guiding hotel owners in designing sustainable properties.

To achieve this, Accor has integrated 50 sustainability criteria into the brand standards, alongside technical requirements aligned with LEED and BREEAM building certifications. These standards ensure that sustainability is embedded from the very start of a hotel project. Additionally, the Group supports owners in evaluating their hotels' extra-financial performance through an environmental, social, and governance (ESG) dashboard, helping them prioritize ESG initiatives based on their specific needs and Accor's standards. Building sustainable hotels is not just about responsibility—it's about securing long-term asset value and meeting the expectations of today's conscious travelers.



OPTIMIZING RESOURCE MANAGEMENT IN HOTELS

With over 5,600 hotels across 110 countries, Accor recognizes its responsibility in resource consumption and waste management.

The Group has reduced its hotels' energy intensity by 4% (kWh/m²) compared to 2023

On average, an Accor hotel consumes 281 kWh/m² of energy and ~500 liters of water per occupied room. To improve energy efficiency and reduce its carbon footprint, Accor is implementing measures to enhance energy conservation, boost efficiency, and transition to renewable energy. Optimizing natural resource management not only reduces dependency and risk for hotel owners but also strengthens their

resilience against climate change while aligning with guest expectations. To ensure data-driven improvements, Accor has deployed its GAIA 2.0 reporting tool, which, as of late 2024, has been adopted by 93% of the network. This tool provides reliable insights by extracting data directly from utility bills, tracking more than 10 key indicators, including energy, water, and waste.



MEETING EVOLVING GUEST EXPECTATIONS

60% of Accor's key clients in the Premium, Midscale & Economy range say they are more likely to book a hotel that has been eco-certified by a third-party.

* Source: Accor internal study, 2023.

To address expectations, Accor has forged partnerships with leading sustainability certification bodies, including Green Key, Green Globe, and Ecotourism Australia in the Pacific region. Through these partnerships, hotels have been able to accelerate their certification process, significantly increasing the Group's number of eco-certified properties. By the end of 2024, Accor had tripled its number of certified hotels, reaching over 2,000, up from 480 in 2023. These achievements

are now being highlighted on booking platforms, further enhancing the visibility and competitiveness of eco-certified hotels.



Eat

With over 10,000 bars and restaurants across the globe, Accor holds a pivotal role in the transformation of food systems. The Group is committed to promoting a more sustainable food model by addressing product sourcing, culinary preparation, staff training, and fostering customer engagement in this important initiative.



DEFINING MORE AMBITIOUS AND PRECISE COMMITMENTS

In 2024, Accor revised its sustainable food policy to better align with the Group's overarching priorities. The updated policy establishes seven key commitments to be achieved by 2030.

These commitments include, among others, the development of recipes with a low carbon footprint, the integration of 50% of vegetarian options into menus, and the increased use of organic and locally sourced products, particularly at breakfast. In 2024, Novotel, a founding brand of the Group, entered into a three-year partnership with the World Wide Fund for Nature (WWF) to contribute to ocean conservation. This partnership has led to ambitious sustainable food initiatives, including sustainable fishing practices and the protection of endangered species, with the aim of inspiring other Accor brands to follow suit.

50%
VEGETARIAN OPTIONS
ON MENUS BY 2030

100%
RESPONSIBLE COFFEE, TEA,
AND CHOCOLATE BY 2030,
certified by Rainforest or FairTrade;
sourced from organic farming; or
verified for agroecological practices
by a recognized third party

10,000+
BARS AND RESTAURANTS WORLDWIDE

NURTURING ENGAGED KITCHEN TEAMS

Food is a reflection of identity and values, of culture and heritage, evoking a spectrum of emotions. Transforming eating habits must thus be rooted in the principles of enjoyment and well-being.



To uphold the ambition of serving sustainable and desirable cuisine in its bars and restaurants, the Group has chosen to rely on the expertise, passion and creativity of its kitchen teams. These individuals are the ones crafting the menus, working with ingredients, and fostering relationships with trusted suppliers. They also play a crucial role in inspiring and influencing client choices. Accor launched the “Good Food Feels Great” initiative, not merely to position sustainable food as the

“greenest” option, but as the most desirable choice on the menu. The program fosters the creation of local culinary brigades, offering training, tools and a platform for the exchange of best practices. Ahead of COP 28 in Dubai, one such team was assembled in the MEA APAC region. Ten chefs from various brands collaborated to develop around forty low-carbon footprint recipes in partnership with Klimato, which were subsequently shared throughout the region.

REDUCING FOOD WASTE

Reducing food waste is an environmental, economic and social imperative. Accor is committed to decreasing its food waste by 60% by 2030, relative to 2023.

2,340
BRANDED HOTELS HAVE DEFINED
THEIR FOOD WASTE BASELINE,
with 380 pioneers using artificial intelligence
to measure and reduce their food waste

In 2024, the Group reduced its food waste by at least 10% compared to 2023

The measures implemented to achieve this goal are structured around three pillars:

REDUCE: Identifying and measuring sources of waste, adjusting recipes, rethinking offerings (particularly buffets), and raising awareness among both staff and guests. Over 2,300 Accor hotels consistently measure their food waste, with 380 pioneers utilizing AI-driven solutions such as Orbisk, FullSoon, and Winnow. The Group is an active participant in coalitions like WRAP EU (formerly the International Food Waste Coalition) to drive systemic change across the industry.

REUSE: Unused food is donated, when appropriate, to local charities or food banks, adhering to all food safety regulations. In 2024, a partnership with Too Good To Go enabled the prevention of over 810 tonnes of CO₂ by saving and redistributing more than 300,000 food packages from 1,050 hotels worldwide.

RECYCLE: Organic waste is collected and recycled through composting or anaerobic digestion, as exemplified by Alchimistes and Moulinot in select hotels in France.

Explore

Accor is committed to promoting destinations in all their dimensions—highlighting ecosystems and biodiversity, natural and cultural heritage, and local communities, which form the very foundation of its business. The Group is actively rethinking travel through a sustainability lens, encouraging conscious exploration of destinations, and educating both guests and Talent about their impact and choices.

PRESERVING NATURAL ECOSYSTEMS AND BIODIVERSITY

Protecting natural ecosystems and biodiversity is crucial for the resilience and appeal of destinations, especially in the face of climate change and its increasing risks.

Accor supports the Kunming-Montreal Global Biodiversity Framework, signed in December 2022, and is actively working to define science-based targets for nature. Cooling urban areas, enhancing carbon sinks, and fostering deeper connections with nature contribute to destination adaptation while making tourism and hospitality more prosperous and sustainable. As part of its commitment to ocean conservation, and in partnership with the World Wide Fund for Nature (WWF), Accor’s Novotel brand is taking steps to reduce its direct impact and support innovations that protect marine biodiversity. These efforts are meant to be integrated into the guest experience, highlighting the vital role oceans play in addressing today’s climate challenges.



RESPECTING LOCAL CULTURAL HERITAGE



Accor's significant role in the socio-economic development of the communities in which its hotels operate comes with a responsibility: to protect local cultures and heritage.

In September 2024, Accor signed a three-year partnership with the World Monuments Fund, becoming the organization’s first Sustainable Tourism partner. This collaboration aims to support historic restoration, preservation, and promotion of culturally significant sites, ensuring their long-term sustainability while combating overtourism. By working closely with local communities, the partnership seeks to rethink tourism models to better preserve and sustain the destinations visitors cherish. In 2025, Accor will support restoration projects on every continent where it has a significant presence and legitimacy.

95%

OF TRAVELERS VISIT ONLY 5% OF THE PLANET (UNWTO)

RAISING GUEST AWARENESS

Accor believes that transforming the hospitality industry requires empowering guests with the knowledge of their impact, and guiding them toward more responsible choices.

In line with this approach, Accor raises awareness among its B2B customers through webinars that give them a better understanding of climate issues and enable them to discover the Group’s decarbonization strategy and commitments. Individual customers are also engaged through awareness-raising campaigns on topics such as energy efficiency and sustainable mobility. Furthermore, Accor has partnered with Dift (formerly Captain Cause) to allow ALL loyalty members to discover and support high-impact projects using their reward points.

8.4

MILLIONS OF LOYALTY POINTS DONATED by members of the Group's ALL loyalty program in 2024 thanks to a partnership with Dift

186

THOUSANDS OF EUROS CONTRIBUTED TO CHARITIES through the donation of points

A unique culture for A MULTITUDE OPPORTUNITIES

The Group's ability to embrace the world's major transformations with success is rooted in an identity that combines multiculturalism, inclusion, open-mindedness and, above all, a passion for people.

THE HEARTISTS® WAY OF LIFE

At Accor, all Talent are Heartists®. "Heartists®" stands for Heart+Artists and represents the Group's culture and mindset. Heartists® embody the employer brand and share their stories with authenticity, making them the best ambassadors. As passionate hospitality experts and part of a global community, Heartists® create unique and unrivaled experiences that spark emotion thanks to their creativity, individual personalities, and talent journeys at Accor.

DIVERSITY, EQUITY AND INCLUSION ON THE AGENDA

Promoting diversity, equity, and inclusion is essential to the success of the Group. With over 120 nationalities, Accor values multicultural teams that foster innovation, creativity, and a boundless ideas and perspectives. DEI is embedded in Accor's DNA, ensuring that every Talent has the same opportunities, regardless of their qualifications, background, or gender. The Group has a longstanding and firm commitment to these values, co-directing the UN Women "Gender-based Violence" Coalition and supporting local programs for social mobility and inclusion.

MOBILITY IS AN OPPORTUNITY

Helping Heartists® grow professionally and develop personally according to their career ambitions is a top priority at Accor, and career mobility is one of the many ways Heartists® can achieve this. The Group aspires to help Talent turn aspirations into achievements through opportunities and, together, cultivate curiosity and create new career paths.

GIVING TALENT THE MEANS TO GROW

The Group is committed to supporting its Heartists® grow and give them the spark to thrive, so they can find meaning and enjoyment in their work. Accor empowers growth and develops Talent knowledge, skills, and capabilities to drive better performance and leadership. The Group aims at offering a life-changing experience to all who join Accor, according to their needs, ambitions, and dreams, throughout their Heartist® journey, from onboarding until their last day with the Group.

STRONG VALUES

Accor's values are based on its Purpose: "Pioneering the art of responsible hospitality, connecting cultures, with heartfelt care." Accor cultivates a curious, open-minded and authentic environment, making sure that everyone can come as they are and feel part of the Heartist® community. The Group is profoundly inclusive, leading the way for more DEI in the hospitality sector and in society. Its initiatives include RiISE, a gender diversity network fully committed to promoting gender equality & diversity, eliminating all forms of discrimination and harassment, and empowering women within the company.

TALENT EXPERIENCE

At Accor, personality is valued, and growth opportunities can be limitless. Every action can make a positive impact on the experience of customers, colleagues or the planet, contributing to what the Group calls responsible hospitality. Heartists® enjoy exclusive benefits and strong recognition for their daily commitment. The Heartist® experience is based on the slogan "Hospitality is a Work of Heart", meaning hospitality is an art for those with heart. The Group's employee value proposition (EVP) embodies its commitment to its people and is structured around four pillars: "Be All You Are", "Grow and Create Your Path", "Work With Purpose", "Enjoy and Feel Valued". In addition, every year, Accor rewards the outstanding projects of its Talent around the world at the Bernaches Awards, while the ALL Heartists® program offers benefits worldwide in the Group's establishments, giving Talent access to unforgettable experiences.

LEARNING & DEVELOPMENT, *a playing field like no other*

At Accor, learning and development is an integral part of each Talent's career journey with the Group, no matter their seniority or level of experience. Through the Accor Academy, Heartists® can upskill and acquire new knowledge through robust training opportunities across various skills and expertise. This acts as a powerful lever for the Group to attract and retain talent.



The school of life

Accor strives to be a School of Life & Hospitality, transforming short-term goals into a long-term aspirational mindset. The Group enables Heartists® to develop and assert their skills naturally and to reach their full potential, thanks to a dedicated Accor Academy with various development and training programs for all learners in its hotels and at the corporate office.

The freedom to dare

Accor's learning and development culture is all about continuous learning. Our Heartists® should feel free to dare and be all they are. The Group is committed to opening doors to continuous learning and skills development. 2025 will mark the 40th anniversary of the Accor Academy, a testament to the Group's commitment to supporting Talent growth and development through learning.

Reveal Talent

The Accor Academy also contributes to the Group's social elevator ambition through development programs designed for Heartists® in hotels who have not benefited from higher education. Since the launch of *Reveal Talent* in 2023, Heartists® who show high potential can join the program to boost their career into roles in management or with increased responsibilities.

Learn Your Way

In November 2024, Accor launched a new global learning management system (LMS) called *Learn Your Way*, which aims to make all learning content available to all Heartists® through engaging learning formats, in one single hub, wherever and whenever they want.

SOLIDARITY, *in the spotlight*

In 2024, the Group set up a new Social Care & Impact department to roll out its social and solidarity actions in three areas: shelter and protection, social elevator and volunteering.

Taking care of our Heartists®, guests and communities

Three key areas guide our Social Care & Impact journey. With respect to diversity, equity and inclusion (DEI), Accor is committed to fostering an inclusive environment and ensuring fair and equitable opportunities for personal and professional development. Additionally, with regard to human rights, the Group works to protect those affected by its activities and ensure fair and dignified working conditions. And, in the field of solidarity, Accor offers protection and support to vulnerable people while helping them achieve financial independence. The Group also allows women who are victims of violence to seek refuge for a few nights while they await a longer-term solution and other dedicated support services.

Activating the social elevator to unlock potential

Accor aims to improve the employability of the most vulnerable populations, in order to offer them financial independence. For example, a project with the IECED in Southeast Asia trains 170 young adults from disadvantaged backgrounds in the bakery and confectionery trades in countries such as the Philippines, Thailand and Vietnam. These young people also have the opportunity to do internships in the Group's establishments.

500
PROJECTS SUPPORTED SINCE 2008
BY ACCOR SOLIDARITY

2024, a remarkable year

In 2024, more than 15,000 people benefited from solidarity projects initiated by Accor. Social elevator programs have enabled more than 5,000 individuals to develop their skills, learn trades and access job opportunities. In addition, shelter projects provided sanctuary to more than 10,000 people, allowing them to begin the reconstruction process.



Training program in Asia run by IECED and supported by Accor Solidarity.

Talent, the everyday heroes

KAY GOODMAN
AUSTRALIA
Vice President, Accor Academy
& Talent Development, MEA APAC



Accor's culture is more than a set of values; it is a living, breathing force that unites our teams and drives our success. As the leader of the MEA APAC Academy, I am privileged to play a role in nurturing this culture, creating opportunities for growth, and empowering our people to reach their full potential. Together, we are shaping a future where learning, collaboration, and innovation are at the heart of everything we do.

“Accor's culture is a living, breathing force.”

KHANG NGUYEN TRIEU
SINGAPORE
Group Chief Technology Architect,
Business Digital & Tech

I joined Accor in February 2020, and one striking aspect I've seen so far is this collective and innovative mindset to always find a way forward. A “superpower” I think we have at Accor with our global footprint: allowing good ideas and initiatives to come up from different locations closer to the local realities and with a diversity of perspectives – something especially important in hospitality.

“A superpower I think we have at Accor is allowing good ideas and initiatives to come up from different locations.”



ANUJ CHAUDHRY
INDIA
General Manager, Grand Mercure Bangalore,
Grand Mercure Mysore, ibis Styles Mysuru



“Core values have defined my journey.”

As a proud Heartist® for 18 years, I believe our guests are the heart of everything we do. At Accor, core values such as trust, respect, integrity, and passion for our guests have defined my journey, inspiring me to bring authenticity and enthusiasm to every moment of service. Our dedication to gender diversity, sustainability, innovation, and excellence drives us to create unforgettable experiences, embodying Accor's culture to always put our guests first.

NOÉMIE DE FONT REAULX
FRANCE
Executive Assistant, Project Manager,
Pullman Tour Eiffel Paris

“The Group's trust has enabled me to evolve and grow professionally.”

Accor offered me a unique opportunity by introducing me to a profession I knew nothing about. Thanks to the Group, I was able to acquire new skills and familiarize myself with this world. The company trusted me from the outset, allowing me to take on responsibilities while benefiting from constant support. Today, this trust has enabled me to evolve and grow professionally, with a new and enthusiastic outlook on my career.



SHAILEEN JIWA
KENYA
General Manager, Gem Forest Hotel
Nairobi - MGallery Collection

There's nothing quite like the feeling of starting a hotel project and seeing it come to life. It's a journey filled with hard work, pride, and so much growth—both personally and as a team. Together, we create spaces that leave guests with unforgettable memories. Whether it's bringing a fresh vision to life or re-imagining an old favorite, these moments stay with you. Doing this in Kenya, with its vibrant culture and endless opportunities, makes the experience even more special. It's the kind of work that defines you as a Heartist® and leaves a lasting mark on your career.



“It's a journey filled with hard work, pride, and so much growth—both personally and as a team.”

5 A stable *and balanced* **GOVERNANCE**

Accor's governance model, centered around a Board of Directors and an Executive Management team, enables the Group to build the future of responsible hospitality while taking into account the interests of its stakeholders.

With one key requirement:
to create profitable
and sustainable value.



The Board of Directors

Sébastien BAZIN
Chairman and CEO
End of term AGM 2026

Iris KNOBLOCH
Independent Director,
Lead Director and
Vice Chairman of the
Board of Directors
End of term AGM 2026

**Asma ABDULRAHMAN
AL-KHULAIFI**
Director
End of term AGM 2025

Ugo ARZANI
Director
End of term AGM 2025

Hélène AURIOL-POTIER
Independent Director
End of term AGM 2025

Ilïane DUMAS
Director representing
the employees
End of term 20 April 2026

Qionger JIANG
Independent Director
End of term AGM 2025

Anne-Laure KIECHEL
Independent Director
End of term AGM 2026

Bruno PAVLOVSKY
Independent Director
End of term AGM 2026

Nicolas SARKOZY
Independent Director
End of term AGM 2025

Christine SERRE
Director representing
the employees
End of term 18 January 2027

Isabelle SIMON
Independent Director
End of term AGM 2025

Sarmad ZOK
Director
End of term AGM 2025

The Board of Directors determines the Group's strategy and oversees its implementation. It comprises 13 members, including two directors representing employees, appointed for their expertise, unique insight and ability to tackle sector challenges.

KEY ACTIONS TAKEN IN 2024

Approval of the 2023 parent company and consolidated financial statements and 2024 interim financial statements;

Review of the governance of the Board and its Committees, in particular, the distribution of sustainability responsibilities between the Audit, Compliance & Risk Committee and the ESG Committee;

Review and approval of the Company's strategy, particularly in terms of sustainable development;

Review of the compensation of corporate officers;
Review of the independence of directors;

Convocation of the Annual Shareholders' Meeting.

* The directors representing employees are not taken into account in the calculation.

55%*
WOMEN

12
MEETINGS
IN 2024

88%
ATTENDANCE
RATE

THE AUDIT, COMPLIANCE & RISKS COMMITTEE

6
DIRECTORS
83%
INDEPENDENT
DIRECTORS
4
MEETINGS
IN 2024
58%
AVERAGE
ATTENDANCE
RATE IN 2024

- The Committee is tasked with:
- reviewing the interim and full-year financial statements;
 - ensuring the statutory auditing of the Group's financial results;
 - reviewing the fees of Statutory Auditors and sustainability auditors;
 - monitoring the Group's major risks;
 - reviewing the sustainability report, including the process for analyzing sustainability and double materiality information;
 - monitoring the work done by the ALL Fund;
 - reviewing the cybersecurity and personal data protection measures in place;
 - monitoring the Group's compliance program.

THE APPOINTMENTS AND COMPENSATION COMMITTEE

7
DIRECTORS
67%
INDEPENDENT
DIRECTORS
3
MEETINGS
IN 2024
95%
AVERAGE
ATTENDANCE
RATE IN 2024

- The Committee is tasked with:
- reviewing the compensation of corporate officers;
 - reviewing the succession process;
 - reviewing the independence of directors;
 - reviewing the diversity policy and monitoring the action plan;
 - monitoring the internal assessment procedure regarding the functioning of the Board;
 - reviewing the governance of the Board and its Committees.

THE COMMITMENTS COMMITTEE

4
DIRECTORS
50%
INDEPENDENT
DIRECTORS
2
MEETINGS
IN 2024
75%
AVERAGE
ATTENDANCE
RATE IN 2024

- The Committee is tasked with:
- reviewing and monitoring various proposed acquisitions and disposals.

The Board of Directors is assisted by five specialized committees

THE INTERNATIONAL STRATEGY COMMITTEE

5
DIRECTORS
60%
INDEPENDENT
DIRECTORS
2
MEETINGS
IN 2024
100%
AVERAGE
ATTENDANCE
RATE IN 2024

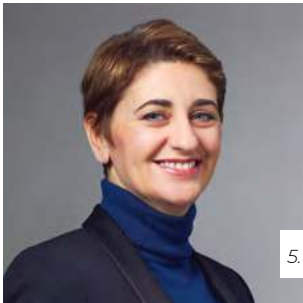
- The Committee is tasked with:
- reviewing current international issues and their impact on Group operations.

THE ESG COMMITTEE

6
DIRECTORS
80%
INDEPENDENT
DIRECTORS
4
MEETINGS
IN 2024
88%
AVERAGE
ATTENDANCE
RATE IN 2024

- The Committee is tasked with:
- reviewing social and environmental responsibility strategy and initiatives, particularly with regard to the climate and sustainability;
 - reviewing the sustainability report, including the process for analyzing sustainability and double materiality information;
 - monitoring the integration of Group CSR commitments in respect of the challenges related directly to its business activities and objectives;
 - reviewing annual non-financial performance.

Executive Management



GROUP MANAGEMENT BOARD

Under the leadership of Sébastien Bazin, Group Chairman and CEO, and Jean-Jacques Morin, Deputy CEO (Directeur général adjoint), Accor's operations are based on two distinct divisions: Premium, Midscale & Economy, and Luxury & Lifestyle. They are both served by a Group Management Board and a Global Shared Platform, delivering expertise and services, notably in digital, technology and procurement.



1. **SÉBASTIEN BAZIN** Group Chairman and CEO. 2. **JEAN-JACQUES MORIN** Group Deputy CEO (Directeur général adjoint) and Premium, Midscale & Economy Division CEO. 3. **MARTINE GEROW** Chief Finance Officer. 4. **GILDA PEREZ-ALVARADO** Chief Strategy Officer and CEO Orient Express. 5. **BESMA BOUMAZA** Group General Counsel and Secretary of the Board of Directors. 6. **LAURENCE DAMBRINE** Chief Talent & Culture Officer. 7. **BRUNE POIRSON** Chief Sustainability Officer. 8. **KAMAL RHAZALI** Secretary General and General Counsel, Luxury & Lifestyle. 9. **ALIX BOULNOIS** Chief Business, Digital & Tech Officer. 10. **CAROLINE TISSOT** Chief Procurement Officer.



PREMIUM, MIDSCALE & ECONOMY EXECUTIVE COMMITTEE

1. **JEAN-JACQUES MORIN** Group Deputy CEO (Directeur général adjoint) and Premium, Midscale & Economy Division CEO. 2. **THOMAS DUBAERE** CEO Americas. 3. **PATRICK MENDES** CEO Europe & North Africa. 4. **DUNCAN O'ROURKE** CEO Middle East, Africa & Asia-Pacific. 5. **GARY ROSEN** CEO Greater China. 6. **BESMA BOUMAZA** General Counsel. 7. **FABRICE CARRÉ** Chief Strategy Officer. 8. **LAURENCE DAMBRINE** Chief Talent & Culture Officer. 9. **KARELLE LAMOUCHE** Chief Commercial Officer. 10. **PATRICK LAURENT** Chief Financial Officer. 11. **CAMIL YAZBECK** Chief Development Officer.

LUXURY & LIFESTYLE EXECUTIVE COMMITTEE

1. **SÉBASTIEN BAZIN** Group Chairman and CEO. 2. **GILDA PEREZ-ALVARADO** Chief Strategy Officer and CEO Orient Express. 3. **OMER ACAR** CEO Raffles & Fairmont. 4. **MAUD BAILLY** CEO Sofitel, MGallery & Emblems. 5. **GAURAV BHUSHAN** Co-CEO Ennismore and CEO Lifestyle & Leisure Brands. 6. **GARY ROSEN** CEO Greater China. 7. **KAMAL RHAZALI** Secretary General and General Counsel, Luxury & Lifestyle. 8. **AGNÈS ROQUEFORT** Chief Development Officer. 9. **PIERRE BOISSELIER** Chief Financial Officer.



A structured approach to identifying and managing risks

Accor has put in place a global risk management approach led by a Group Risk Committee to ensure the care and protection of its employees, revenue and the brands.

Risk mapping

Risk universe identification

Definition of assessment scales

Risk matrix deployment

Prevention and protection

A successful approach to prevention

CSR, Compliance, Security, Safety, Ethics, Information System Security, etc.

A system of protection at work

Crisis management and communication, business continuity plans, internal control, governance, risk transfer policy

Reactive actions

Crisis management and communication system activation

Business continuity plan activation



Sofitel Le Faubourg, Paris, France.

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Thanks!

THANK YOU TO OUR GUESTS FOR PUTTING THEIR TRUST IN US IN 2024.

Thank you to our hotel managers for their drive. Thank you to our employees for their enthusiasm. Thank you to our shareholders for their support. Thank you to our partners for their backing. Thank you to everyone who made 2024 so fulfilling, invigorating and exciting.

MAGENTA

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Sō different

Editorial board.



ACCOR

Powered by emotion

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