



# OVERVIEW 2025

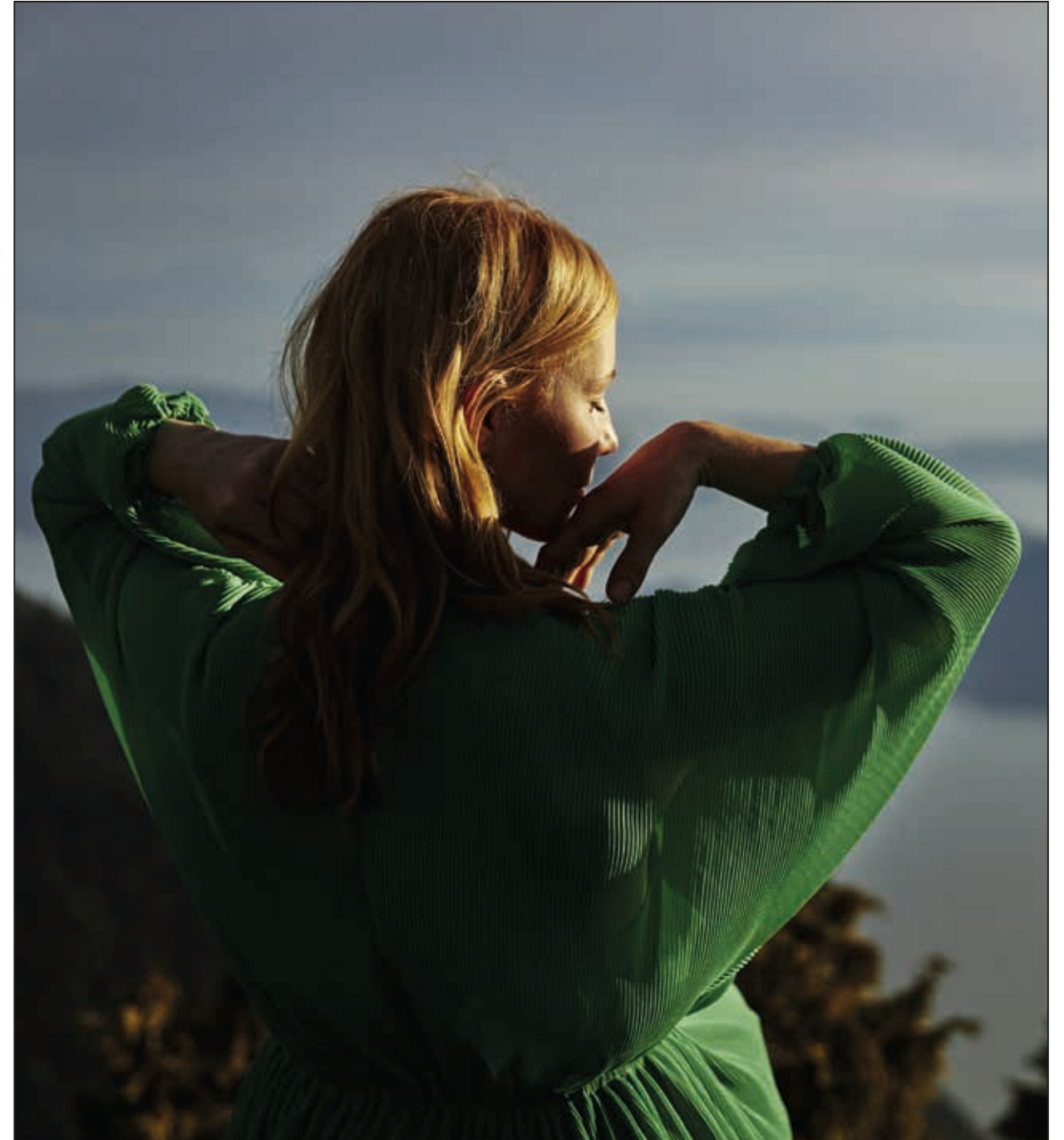
APRIL 2025



Accor has long committed itself to sustainability and a community-centric approach, with care for people and the planet at the core of its strategy.

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

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



# A world-leading hospitality group

With an unrivaled portfolio spanning geographies, segments and activities, Accor operates one of the most diversified ecosystems in the industry.

Our ethos is embodied in our team of 360,000+ Heartists®, who infuse passion for hospitality with heartfelt care to craft memorable stays and foster meaningful connections across cultures.



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



**5,600+**  
hotels

**10,000+**  
restaurants & bars

**18,500+**  
meeting rooms

**400+**  
festive venues

**360,000+**  
Heartists®

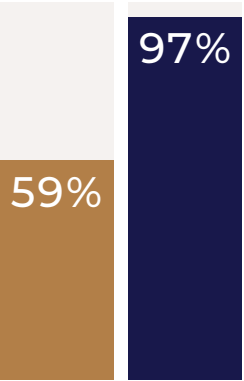
**2,000+**  
hotels with spas  
or fitness facilities

Figures at December 31, 2024

# *A strategic identity defined over a transformative 10+ years*

## ASSET LIGHT

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



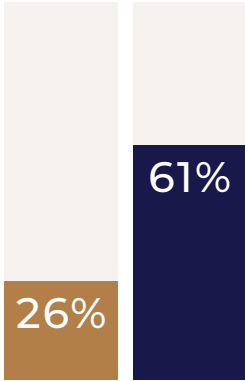
2013 TODAY

**+38%**

franchised  
or Managed

## GLOBAL

Accor's geographic footprint outside Europe has tripled in the last 12 years, with business volume outside Europe now representing 61% of the Group total.



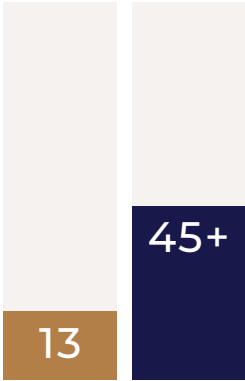
2013 TODAY

**x3**

business Volume  
outside Europe

## DIVERSIFIED

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



2013 TODAY

**x3.5**

hotel brands

## DIGITAL

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



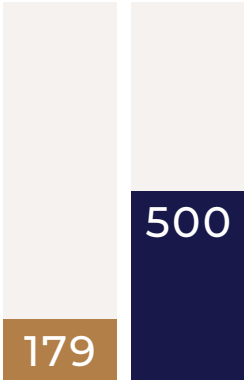
2013 TODAY

**x7**

loyalty program  
members

## RESPONSIBLE

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

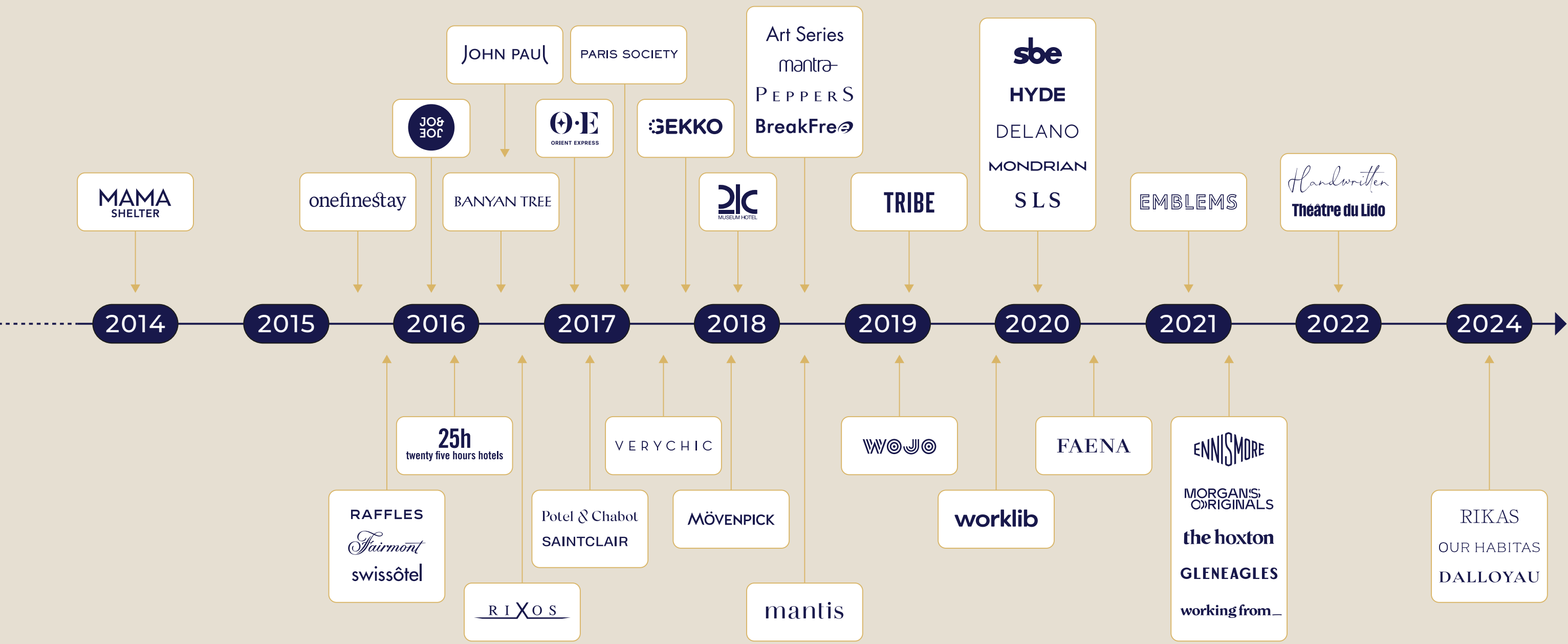


2013 TODAY

**x2.8**

projects supported  
by Accor Solidarity

OUR TRANSFORMATION





# Reimagining hospitality with a diversified ecosystem



## STAY WITH US



## EXPERIENCE MORE



## RELY ON US





ACCOR  
IS A LEADER

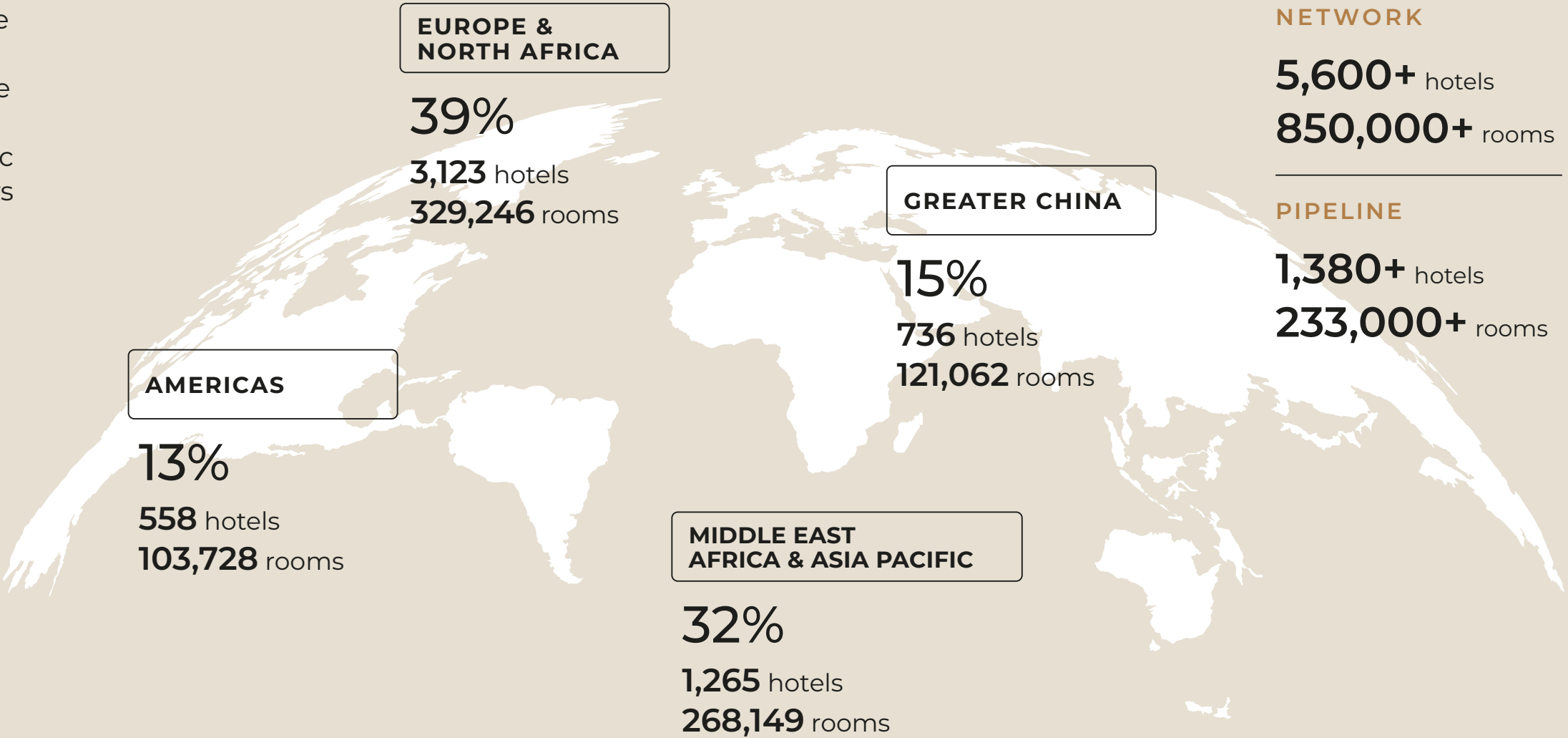
# 110+ countries worldwide

Accor has built a prominent presence in multiple geographies thanks to the strength of its Premium, Midscale & Economy powerhouse and Luxury & Lifestyle brand collection, with iconic and beloved brands attracting travelers across all segments.

Outside North America and China, Accor is the number one hospitality player in number of rooms, with leadership positions in Europe, the Middle East, South America, Africa, South-East Asia and the Pacific.

#1 world leader\*  
Premium, Midscale & Economy

#2 world leader  
Luxury & Lifestyle



\*% in room number  
Figures at December 31, 2024



# Europe North Africa

As Accor’s home territory, the Group leverages a strong legacy in the ENA region to grow strategically and responsibly in attractive new markets. Representing 39% of our business with 3,100+ hotels across PM&E and L&L segments, our presence and reputation in Europe is well-established and uncontested, most notably in France, Germany and the UK.

North Africa, particularly Morocco, represents an exciting vector of strategic expansion for the Group, allowing us to build on a historic presence in the region and high international service standards to capitalize on the growing tourism sectors.



Pullman Montparnasse, Paris - France

## PM&E

AT A GLANCE	IN THE PIPELINE
<b>2,921</b> hotels	<b>394</b> hotels
<b>326,094</b> rooms	<b>50,208</b> rooms
<b>45%</b> of Global PM&E Portfolio*	

## L&L

AT A GLANCE	IN THE PIPELINE
<b>201</b> hotels	<b>72</b> hotels
<b>31,252</b> rooms	<b>9,357</b> rooms
<b>25%</b> of Global L&L Portfolio*	

\*% in room number  
Figures at December 31, 2024

# Middle East, Africa & Asia-Pacific

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

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

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



## PM&E

AT A GLANCE	IN THE PIPELINE
1,054 hotels	283 hotels
216,304 rooms	64,028 rooms
30% of Global PM&E Portfolio*	

## L&L

AT A GLANCE	IN THE PIPELINE
211 hotels	64 hotels
51,845 rooms	32,489 rooms
41% of Global L&L Portfolio*	

\*% in room number  
Figures at December 31, 2024



# Greater China

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

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

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



The Silveri Hong Kong - MGallery - China

## PM&E

AT A GLANCE	IN THE PIPELINE
691 hotels	324 hotels
108,668 rooms	51,381 rooms
15% of Global PM&E Portfolio*	

## L&L

AT A GLANCE	IN THE PIPELINE
45 hotels	106 hotels
12,394 rooms	6,025 rooms
10% of Global L&L Portfolio*	

\*% in room number  
Figures at December 31, 2024



# Americas

Accor has established a strategic presence in the Americas, with properties across the US, Canada, and various countries in Latin America.

Our portfolio and pipeline is designed to capitalize on a strategy of targeted expansion to grow our offerings and meet consumer desire for distinctive lifestyle experiences.

With a focus on strategic expansion and brand diversification in the region, Accor has implemented a highly tailored development strategy to position Accor according to the respective profiles of key travel hubs to appeal to both business and leisure travelers.



MGallery Santa Teresa, Rio de Janeiro - Brazil

## PM&E

AT A GLANCE	IN THE PIPELINE
450 hotels	97 hotels
72,079 rooms	11,742 rooms
10% of Global PM&E Portfolio*	

## L&L

AT A GLANCE	IN THE PIPELINE
108 hotels	41 hotels
31,649 rooms	7,969 rooms
25% of Global L&L Portfolio*	

\*% in room number  
Figures at December 31, 2024



# *Stay with us*

Accor meets the wants and needs of all types of guests  
thanks to our unmatched coverage across segments  
with 45+ hotel brands and adapted hospitality offerings.

LUXURY • LIFESTYLE • PREMIUM • MIDSCALE • ECONOMY



# *Elevating the experience of excellence*

With iconic names like Raffles, Fairmont and Sofitel, Accor has curated one of the most extraordinary luxury portfolios in the world.

Consistently surpassing the expectations of guests, our luxury brands create captivating, glamorous and exceptional experiences with thoughtful, heartfelt service, exemplified in the revitalization of Orient Express.



9  
brands

370+  
hotels

83,550+  
rooms

Figures at December 31, 2024

ORIENT  EXPRESS

RAFFLES

*Fairmont*

SOFITEL  
LEGEND

EMBLEMS

S O F I T E L

  
GALLERY

FAENA

BANYAN TREE



# Creating community in magnetic milieus

Accor has long recognized the value of the Lifestyle hospitality segment, investing in a new generation of hotels that draw local guests and travelers alike to their vibrant, engaging atmospheres.

With Ennismore, Accor offers a portfolio of iconic brands with unique and creative visions. This joint venture consists of three entities: a lifestyle collective deeply rooted in culture and community, exceptional luxury venues embodying the French art of hospitality through Paris Society, and, with Rixos, immersive resorts that create havens of escape and entertainment.



SLS Barcelona - Spain

14  
brands

180+  
hotels

41,470+  
rooms

Figures at December 31, 2024



25h  
twenty five hours hotels

DELANO

GLENEAGLES

HYDE

JO&  
JOE

MAMA  
SHELTER

MONDRIAN

MORGAN'S  
ORIGINALS

OUR HABITAS

RIXOS

SLS

SO/

the hoxton

# *Curating character for the discerning traveler*

Accor's premium brands are known for their distinctiveness and unique character, delivering a range of experiential, contemporary and cultured offerings.

From Pullman's style and Mövenpick's warmth to Swissôtel's vitality and Peppers' indulgence, our Premium brands speak to the spirit of today's discerning traveler.



Pullman Dubai Downtown - United Arab Emirates

8  
brands

490+  
hotels

121,000+  
rooms

Figures at December 31, 2024

PULLMAN

swissôtel

MÖVENPICK

mantis

Art Series

GRAND MERCURE

PEPPERS

THE  
SEBEL



# *Reaffirming the accessible leisure travel offer*

Accor's 50+ year history began when the arrival of Novotel and Mercure in France made leisure travel accessible to the general public.

Our midscale segment has remained a global leader in exemplary quality hospitality ever since, with the 2022 addition of the authentic and intimate Handwritten Collection further cementing Accor's commitment to reliable and characterful hotels in the midscale range.



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

6  
brands

1,810+  
hotels

282,915+  
rooms

Figures at December 31, 2024

Handwritten

NOVOTEL

MERCURE

TRIBE

ADAGIO

mantra



# *Delivering fun and function for value-first visitors*

A market leader in the segment, Accor's economy brands provide vibrant, friendly and reliable travel experiences with great value guaranteed.

Due to their familiar aesthetics, playful and bold energy, and engagement in local communities, Accor's economy hotels such as those in the greet and ibis family are as beloved by locals as they are with traveling guests.



**6**  
brands

**2,770+**  
hotels

**312,765+**  
rooms

Figures at December 31, 2024

**ibis**

**ibis**  
STYLES

**ibis**  
budget

**BreakFree**

**greet**

**hotelF1**



# *Infusing the all-inclusive with all-exclusive*

Our hotels are fully equipped to offer the best all-inclusive experiences to our guests with a wealth of offerings in restaurants and bars as well as entertainment, wellness, sports and family activities.

We have accelerated our expansion in this fast-growing market with our dedicated All-Inclusive Collection, a platform with a highly curated selection of 40+ luxury and premium properties redefining the all-inclusive experience.



5

brands in the  
All-Inclusive  
Collection

40+

hotels

Figures at December 31, 2024

HYDE

RIXOS

SLS

SO/

swissôtel

# Bringing Accor-brand hospitality home

Through its Accor One Living platform, the Group offers privately owned branded residences developed, designed, and serviced to the standards of its globally recognized hospitality brands.

Building off the renowned presence of our brands across regions, Accor’s residential properties combine exclusivity and the comfort of hotel living, with a comprehensive array of on-demand hospitality services.



SLS Hotel and Residences Dubai - United Arab Emirates

50+

branded residence  
communities

25+

distinct residential  
brand offerings

Figures at December 31, 2024



## *Evolving extended stay with comfort and character*

Accor offers the industry's most comprehensive portfolio of extended stay solutions and is the largest operator outside the US in the extended stay segment.

With onefinestay, Accor offers unmatched personal service in the luxury vacation rental space with handpicked beachside estates, playful apartments or cozy ski chalets, 3,000 homes, villas and chalets await.

Adagio is the European leader in aparthotels offering more than 125 locations and close to 15,000 apartments spread across 16 countries.



**18**

extended stay  
brands

**350**

extended stay  
hotels

**3,000**

onefinestay luxury  
vacation rentals

Figures at December 31, 2024





# ACCOR IS A CARETAKER



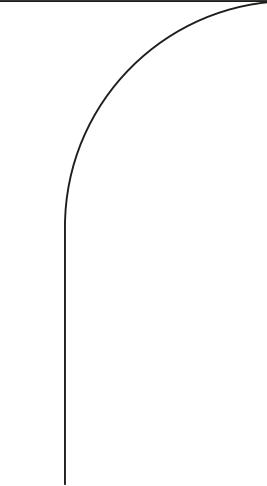
# Living our commitments

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

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



Banyan Tree Escape Buahah Kaja - Indonesia



## STAY

Embedding circularity into our operations, preserving resources and decarbonizing hotels

## EAT

Transforming agricultural practices and food models while enhancing food experiences

## EXPLORE

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



# Setting new standards

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

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



BreakFree The Point Queenstown - New Zealand

**88%**  
of hotels eliminated  
at least 57 single-use  
plastic products

**36%**  
of hotels are eco-certified,  
equally more than  
2,000 hotels

**+10%**  
reduction in the Group's  
food waste compared  
to 2023

**16M**  
ALL points donated since  
Sept 2023 through  
Dift partnership

Figures at December 31, 2024



# *Placing people at the heart of hospitality*

At Accor, we are all Heartists®, which stands for Heart + Artists, and represents the Group's culture and mindset. Our challenge is to offer a life-changing experience to anyone who wants to join us, according to their needs, ambitions, and dreams.

Through our extensive brand portfolio, continuous learning culture, and endless job opportunities across the globe, Heartists® are able to grow and create their own path.



Fairmont Breakers Long Beach - United States of America

**120+**

nationalities working  
at Accor

**20,000+**

members of our gender  
equality network RiISE

**42%**

of team members  
are women

**59%**

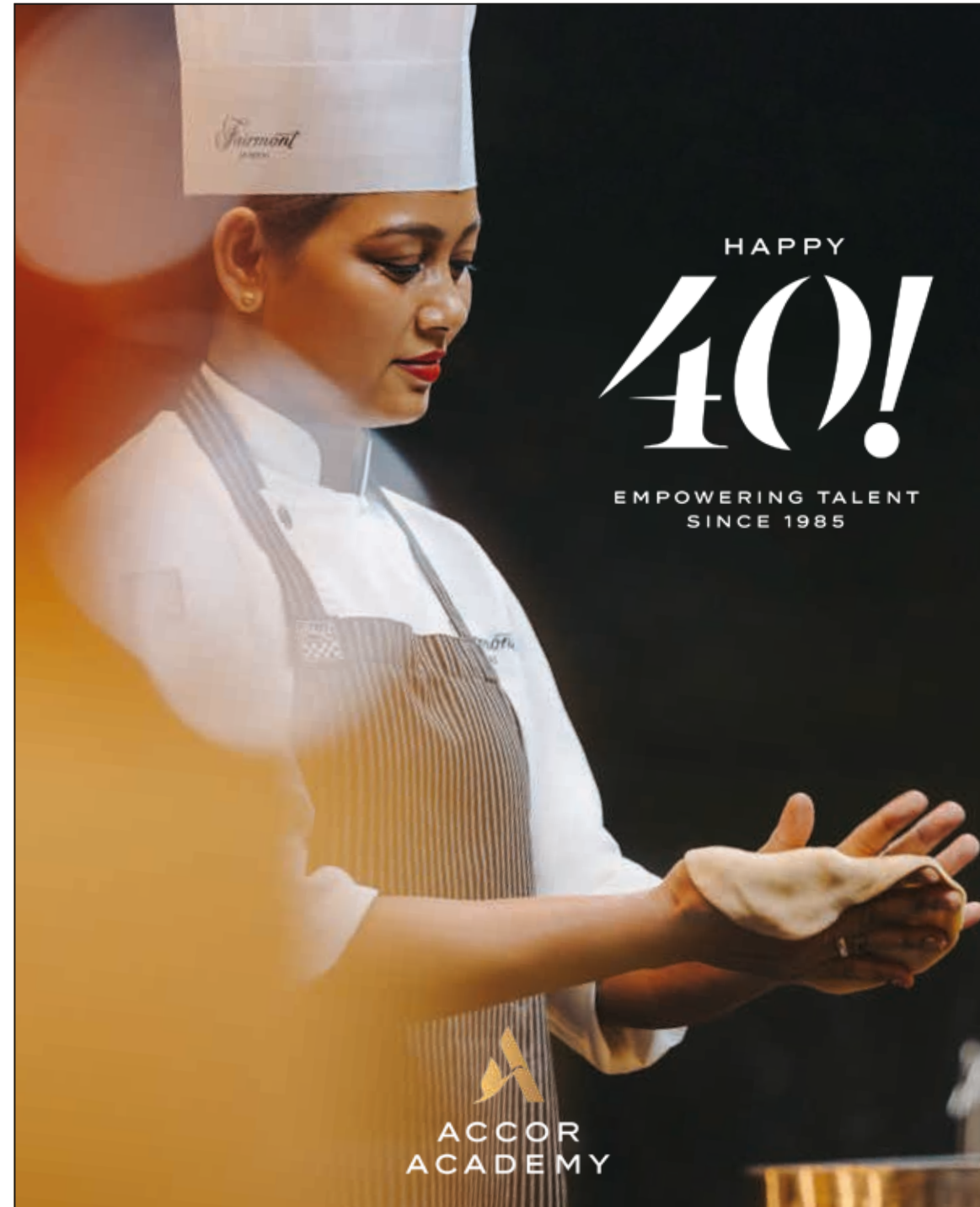
employees without  
a university degree

Figures at December 31, 2024

# *Fostering a school of life*

Accor strives to be a School of Life & Hospitality, transforming short-term goals into a long-term aspirational mindset. Learning and development is an integral part of each Talent's career journey with the Group, no matter their seniority or level of experience.

2025 marks the 40<sup>th</sup> anniversary of the Accor Academy, a testament to the Group's commitment to supporting Talent growth and development through learning.



## ACCOR ACADEMY

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

## REVEAL TALENT

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

## LEARN YOUR WAY

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



# *Affirming a proactive approach*

Our longstanding commitment and proactive approach social care and solidarity is driven by the ambition to foster openness and equality, combat discrimination, offer empowering opportunities and support hospitality’s role as a social elevator.

With the 2024 creation of a new Social Care and Impact department, Accor reimagined its strategy around three key areas: diversity, equity and inclusion; human rights; and shelter and protection.



ibis São Paulo - Brazil

## DIVERSITY, EQUITY & INCLUSION

Fostering an inclusive environment and ensuring fair and equitable opportunities for development.

## HUMAN RIGHTS

Ensuring fair and dignified working conditions and protecting those affected by its activities.

## SHELTER & PROTECTION

Offering protection and support while helping vulnerable populations achieve financial independence.

# *Pursuing a vision of people-centered care*

Accor’s recent initiatives include co-leading the UN Women “Gender-based Violence” Coalition, joining the Valuable 500, supporting diversity through local engagements programs such as Australia’s Indigenous Careers Program.

The Group also allows women who are victims of violence to seek refuge while they await a longer-term solution and other dedicated support services.

The Group has two funds with which it pursues its commitments: the All Heartist Fund, to support its team members facing financial difficulties in light of immediate disaster or crisis relief, and Accor Heartist Solidarity fund, for individuals as well as projects developed by local associations & NGOs.



Raffles Udaipur - India

500  
projects

15,000  
people benefited from  
solidarity projects

5,000  
individuals developed skills,  
learned trades or accessed  
employment through social  
elevator projects

10,000  
received protection  
from shelter projects

Figures at December 31, 2024





# ACCOR IS A PIONEER



# *Experience more*

Accor redefines the hospitality of tomorrow with an ecosystem of experiences, service brands and offers tailored to new ways of living, working and traveling.





# Redefining loyalty for a limitless lifestyle



ALL is the Group's world-class lifestyle loyalty program and reservation platform, integrating the widest range of brands, rewards, services and experiences for our clients while providing easy online access and the best prices.

At the heart of Accor's powerful, fully integrated hospitality ecosystem, ALL expands touchpoints, services and relationship with clients beyond travel into their daily lives, lifestyles, and communities as they work, live, play, and do business.

**100M**  
members

**110+**  
partners

**5,600**  
hotels

**7,700**  
Limitless Experiences

Figures at December 31, 2024

# *Extending touchpoints of experience*



Creating emotion is our passion. It is therefore natural for us to associate our brands with exhilarating experiences and emblematic events that align with our values.

Our partnerships and sponsorships embody Accor vision and promise of hospitality, boosting revenue by engaging members daily, enhancing value through cross-selling, and diversifying income with new experiences while strengthening positioning and visibility.



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



# *Making the most of every space*

Accor's expert accompaniment and support teams ensure that our hotels' event spaces and meeting rooms are flexible and modular, adaptable to a range of client needs or interests.

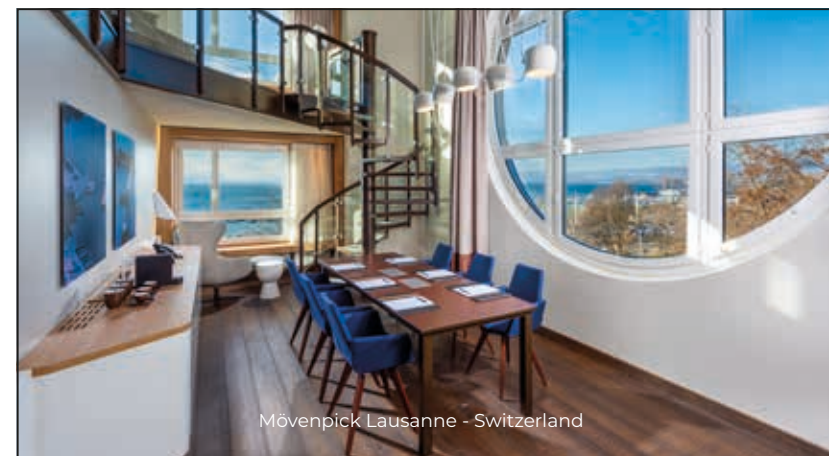
With state-of-the-art equipment and innovative hybrid solutions for seamless booking and planning, Accor transforms meeting and event spaces into business boosters.

**18,500+**  
meeting  
rooms

Figures at December 31, 2024



Mama Shelter Bordeaux - France



Mövenpick Lausanne - Switzerland

# *Flexible workspaces for evolving ways of working*



Close to home or on the road, remote and flexible workspace and meeting solutions remain an essential offer for individuals and companies alike.

From dedicated coworking spaces for nomad or remote work to the use of guest rooms or meeting rooms as office spaces, Accor's hospitality ecosystem is well-equipped to welcome professionals and accommodate ever evolving ways of working.





# *Transforming dining rooms into destinations*

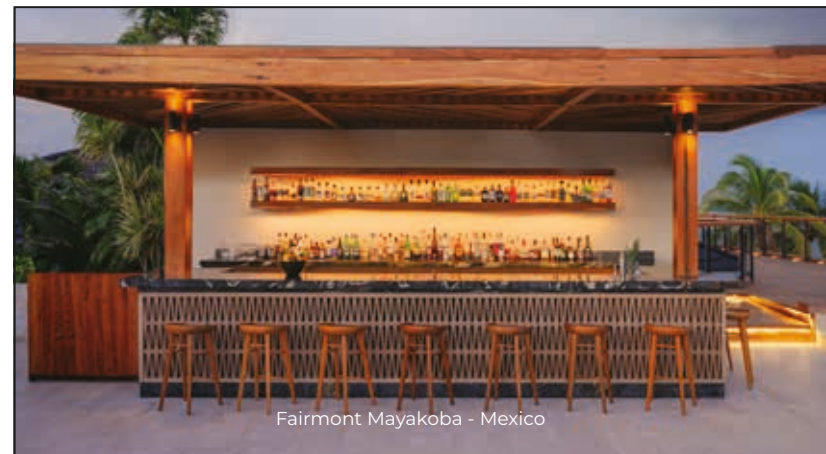


Mercure Hibiya, Tokyo - Japan

Our ambition is to create one-of-a-kind F&B experiences with unique concepts that attract locals and travelers alike.

We build on a community-centered approach to serve delicious environmentally-conscious meals in stand-out surroundings, delivering the highest level of expertise and excellence.

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



Fairmont Mayakoba - Mexico

**10,000+**  
restaurants & bars

**100+**  
F&B brands tailored  
or of-the-shelf

Figures at December 31, 2024

# Perfecting new ways to make stays memorable



Thanks to the unique expertise of our hotels and the bespoke events and concepts launched by our brands, Accor connects guests with the very best in entertainment and nightlife in unforgettable environments.

Accor has invested in a range of entertainment offerings and venues, from rooftops and underground clubs, to breathtaking bars and remarkable restaurants, offering unique themes and experiences and catering to a range of demographics and preferences.

**2,000**  
events organized  
by Paris Society  
every year

**400+**  
festive venues

Figures at December 31, 2024



# *Innovating a holistic 360 wellness experience*



Pullman Phuket Arcadia - Thailand

Accor understands wellness is a daily lifestyle objective and growing expectation of our clients.

Our holistic vision of hospitality fosters physical and emotional health and well-being, delivering rich and fulfilling experiences.

At our hotels, wellness is embedded across the guest journey: from spa and fitness to nutrition and sleep, as well as design and environment.

**2,000+**  
hotels with  
fitness facilities

**10**  
Thalassa Wellness  
Resorts

**1,000+**  
spas

Figures at December 31, 2024



# *Rely on us*

Accor is proud to drive innovation and new standards of excellence  
as the trusted partner of choice, maximizing value  
for all our stakeholders around the world.



# *Transforming hotels into living hubs*



At Accor, design is much more than aesthetics. Design triggers innovation, which is an essential driver of development and a lever for excellence in the client experience.

Our design strategy transforms hotels from single-use spaces to social hubs for travelers and local guests alike while our pioneering pursuit of biophilic design reduces hotels' carbon footprints and energy/water consumption.

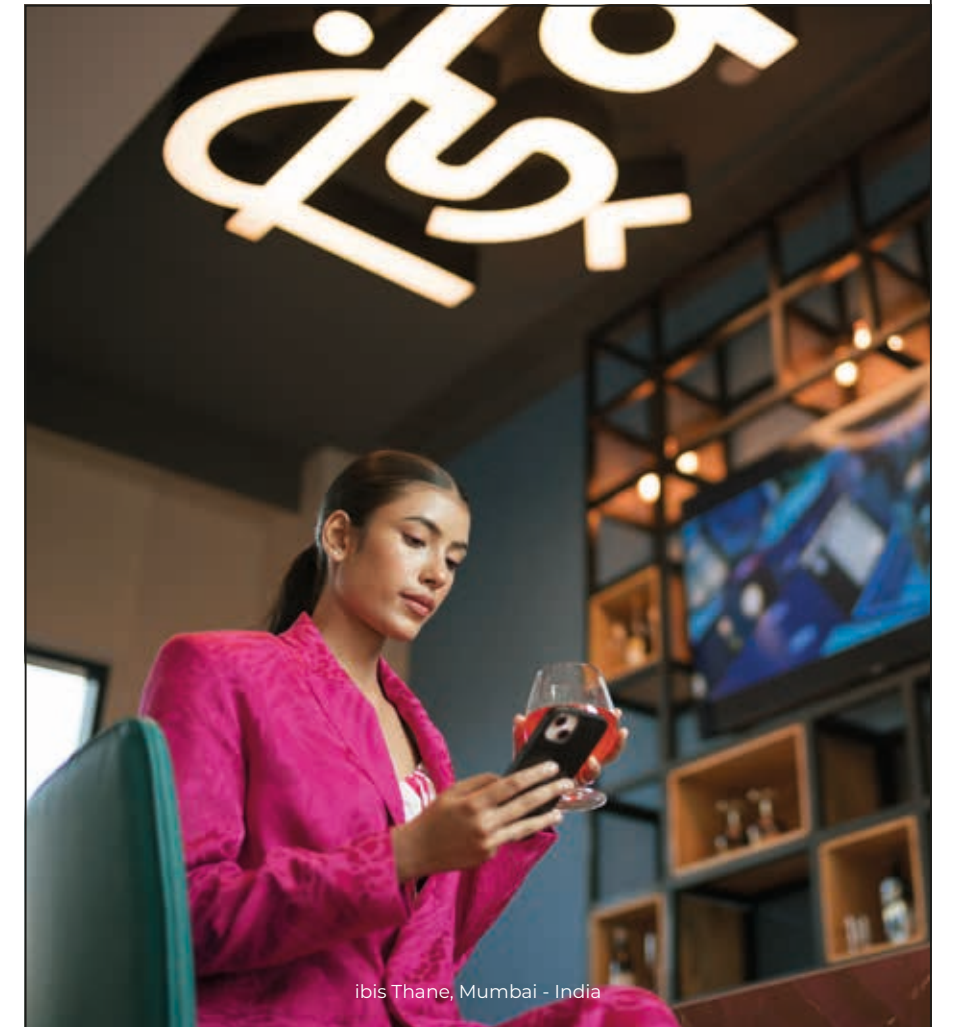


## *Adapting services & solutions to all types of clients*



Accor delivers customized, seamless and strategic solutions that foster deeper understanding of local clients and closer connections to our guests.

With strategic partnerships providing best-in-class revenue management and reservation tools, Accor's Business, Digital & Tech services are transforming the way guest experiences are delivered on a global scale.



ibis Thane, Mumbai - India



# Enhancing operational excellence



Mercure Antwerpen City South - Belgium

Whether ensuring hotels' agility and resilience during crisis or bringing the Group's sustainable commitments to life, Accor's procurement services play a pivotal role in generating business for our clients.

Accor Group Purchasing Organization –Astore delivers client-focused, innovative and responsible procurement solutions, boosting hotels' business performance by driving both cost savings and operational efficiency, and contributing to the Group's growth.

**8,500+**

Astore client worldwide

**4,500+**

Astore suppliers

**260**

Astore experts

**3B+**

Euros managed spend via Astore

Figures at December 31, 2024

**ASTORE**

# Maximizing performance for clients and partners



Pullman Melbourne On The Park - Australia

Our Business Accelerators include brands, solutions & services bringing their deep expertise to drive day-to-day operations and performance.

With purchasing partners and unrivaled loyalty programs as well as hospitality tech and travel agencies, Accor’s network of business accelerators helps our partners simplify and optimize business.

17,000

D-Edge hotel clients

3M

Annual travelers  
with Gekko Group

250+

John Paul Concierges

3M

Very Chic Members

Figures at December 31, 2024





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