A Worldwide Hotel Operator

At a glance

Hotel portfolio as of June 30, 2021

<table>
<thead>
<tr>
<th>Region</th>
<th>Hotel Portfolio</th>
<th>Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH &amp; CENTRAL AMERICA</td>
<td>120 HOTELS 36,500 ROOMS</td>
<td>110 Countries 5,200 Hotels</td>
</tr>
<tr>
<td>SOUTH AMERICA</td>
<td>400 HOTELS 63,100 ROOMS</td>
<td>762,100 Rooms</td>
</tr>
<tr>
<td>INDIA MIDDLE EAST &amp; AFRICA</td>
<td>410 HOTELS 89,200 ROOMS</td>
<td></td>
</tr>
<tr>
<td>PACIFIC</td>
<td>390 HOTELS 60,600 ROOMS</td>
<td></td>
</tr>
<tr>
<td>NORTH EUROPE</td>
<td>1,125 HOTELS 158,600 ROOMS</td>
<td>210,200+ Rooms</td>
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<td>1,895 HOTELS 178,100 ROOMS</td>
<td></td>
</tr>
<tr>
<td>GREATER CHINA</td>
<td>480 HOTELS 87,800 ROOMS</td>
<td></td>
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<tr>
<td>SOUTH EAST ASIA</td>
<td>360 HOTELS 88,200 ROOMS</td>
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Hotel portfolio in the pipeline

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<tr>
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<th>Hotel Pipeline</th>
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<tr>
<td>NORTHERN EUROPE</td>
<td>1,250 HOTELS 158,600 ROOMS</td>
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<tr>
<td>SOUTHERN EUROPE</td>
<td>1,995 HOTELS 178,100 ROOMS</td>
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The World-leading Augmented Hospitality Group

Today, we are more than a hotel group, we are a holistic ecosystem of brands, Talent and solutions, ready to engage with the future’s endless possibilities. Accor has an offer to bring new life to the way you Live, Work, Play and do Business.

People first, Always.

260,000+ team members
43% of our Heartists® are female
2.6 million hours of training in 2020

IGLTA
Global partnership with IGLTA, the International LGBTQ+ Travel Association

At a glance / 2021

Acting for Positive Hospitality

Elimination of all guest-related single-use plastic items in all hotels by end 2022
- 30% food waste in hotels by end 2021

300,000+ trees financed in 2020

.create in April 2020 to protect and support Accor team members and Accor partners during the crisis.

87,000 funded applications
27 million euros allocated
An Unrivalled Portfolio of Brands
across Economy, Midscale, Premium, Luxury and Lifestyle segments

Live

Luxury
- RAFFLES
- EMPIRE
- Mandarin
- Fairmont
- Sofitel
- Pullman
- Hyatt Regency

Premium
- Mӧvenpick
- Waldorf Astoria
- Novotel
- Hyatt
- Marriott
- Hyatt Centric
- Okhotel

Midscale
- Grand Mercure
- Novotel
- Kyriad
- Mercure
- Thon
- Mercure

Economy
- Ibis
- B&B
- Citadines
- Tulip
- ibis Styles
- ibis

Work

Play

Business accelerators

Distribution
- Google
- Facebook
- Amazon
- LinkedIn
- Uber

Experience
- Ctrip
- Opodo
- Kayak
- Trivago
- Expedia

Operations
- IHG
- Accor
- Marriott
- Hilton
- Choice

68M members
90+ partners
300M+ visits per year on all.accor.com

All – Accor Live Limitless gives its members offers, rewards and experiences to enjoy high-end, once-in-a-lifetime VIP experiences in sport, art, dining, travel, wellness, shopping and entertainment.

Live, Work and Play

Flexible Workspaces & Solutions
Coworking, flexible private office spaces and meeting solutions.

10,000+ restaurants & bars
570+ spas
900+ hotels with fitness facilities
18,500+ meeting rooms

Ensure the Safety of our Guests
#ALLSAFE

A unique cleanliness & prevention label implemented in 96% of Accor network.

Developed with and vetted by Bureau Veritas.

A partnership with AXA to offer unique medical assistance in Accor hotels worldwide.