

FY 2023 Results

February 22nd, 2024



ACCOR

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Opening remarks

Sébastien Bazin

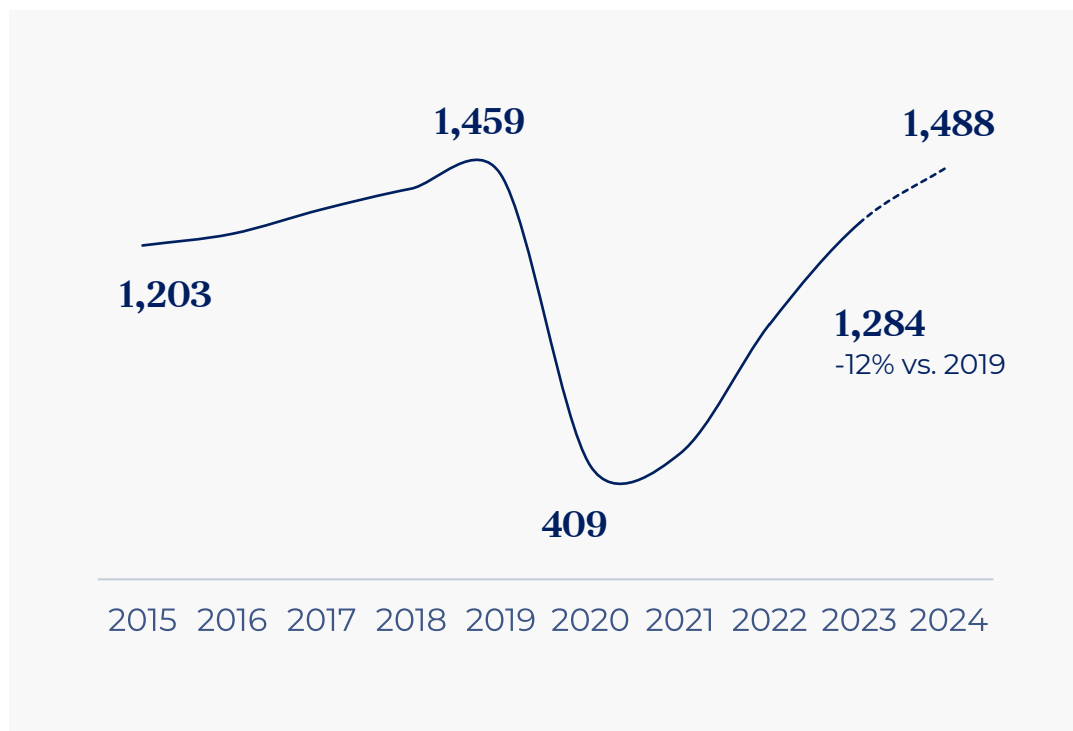
Chairman & CEO



A spectacular recovery with further upside

FY 24 International travel above 2019 peak

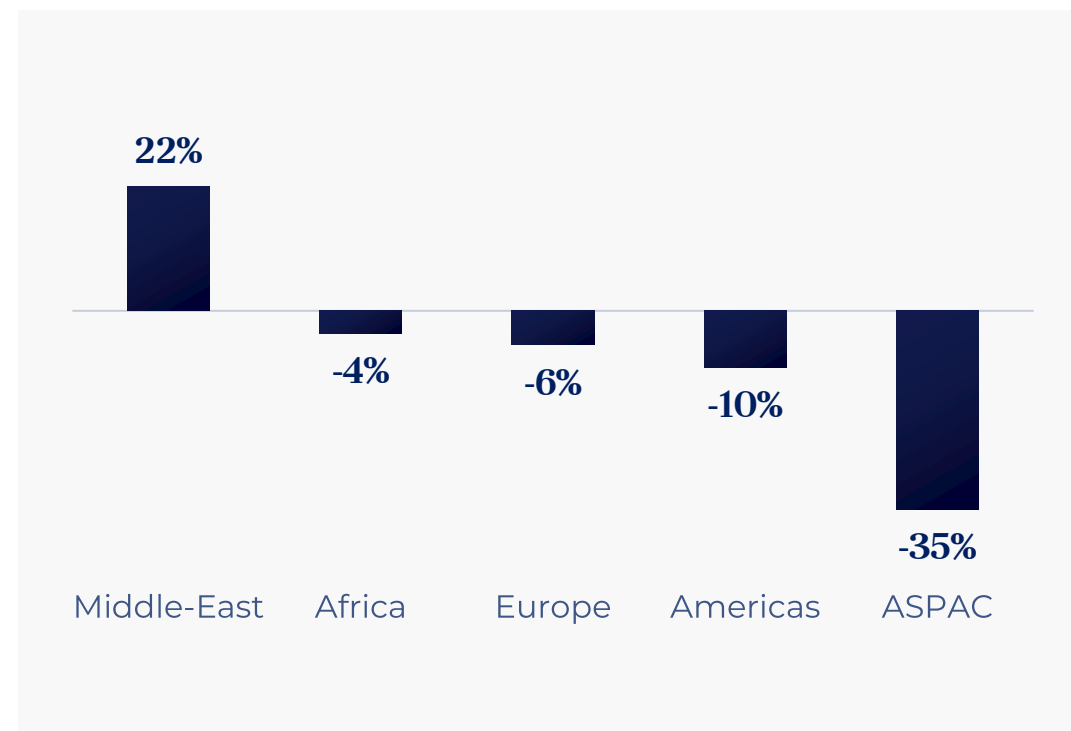
Million international travelers



SOURCE: UNWTO, JANUARY 2024

Significant recovery upside in ASPAC

International travel by destination
in 2023 vs. pre-pandemic level



SOURCE: UNWTO, JANUARY 2024

Strong Fundamentals Supporting RevPAR Growth in the Medium Term



***GDP growth &
normalized inflation***



Demography



***Constrained Supply
vs Demand***



***Corporate travel
strengthening***



***Change in consumption
patterns***



***Supportive international
events in Europe***

FY 2023 Results

Martine Gerow

Group CFO



FY 2023 Financial Highlights

Solid operating performance

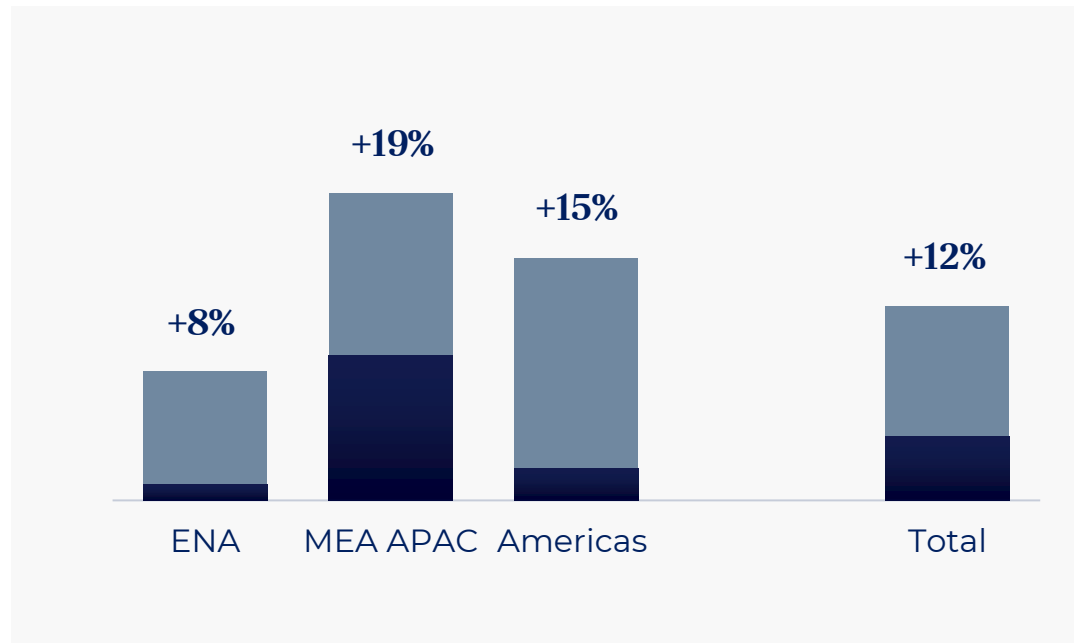
- 1 | **Robust Q4 23 RevPAR +11% L/L**
vs. Q4 22
- 2 | **FY 23 RevPAR +23% L/L vs. FY22**
in line with “low 20s” guidance
- 3 | **FY 23 Net Unit Growth at +2.4%**
in line with +2-3% guidance
Group pipeline up +4.2%
with record signings in value

Record EBITDA & cash generation

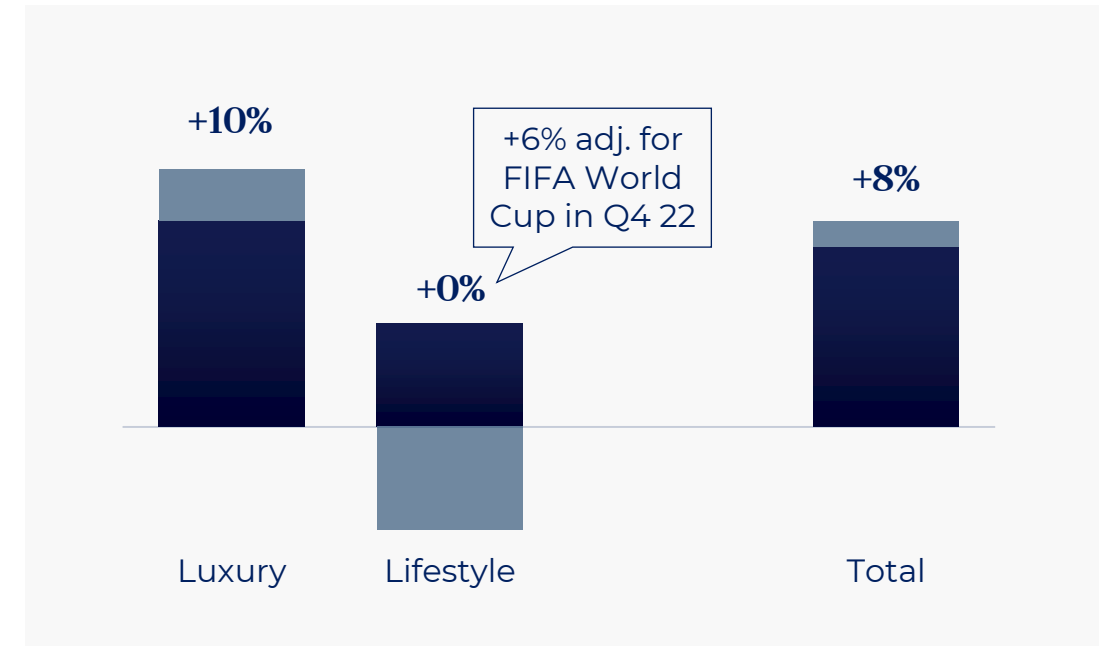
- 1 | **Revenue at €5,056m** +18% L/L vs. FY 22
M&F revenue at €1,300m +29% L/L
- 2 | **EBITDA at €1,003m**
Above high-end of the €955-985m guidance
- 3 | **Recurring FCF at €596m**
59% cash conversion
in line with the “above 55%” guidance
- 4 | **Returned €676m to shareholders** in 2023

Q4 23 RevPAR Proved Demand Resilience

Premium, Midscale & Economy



Luxury & Lifestyle



Occupancy Rate

Average Room Rate

XX% RevPAR L/L **year-on-year**

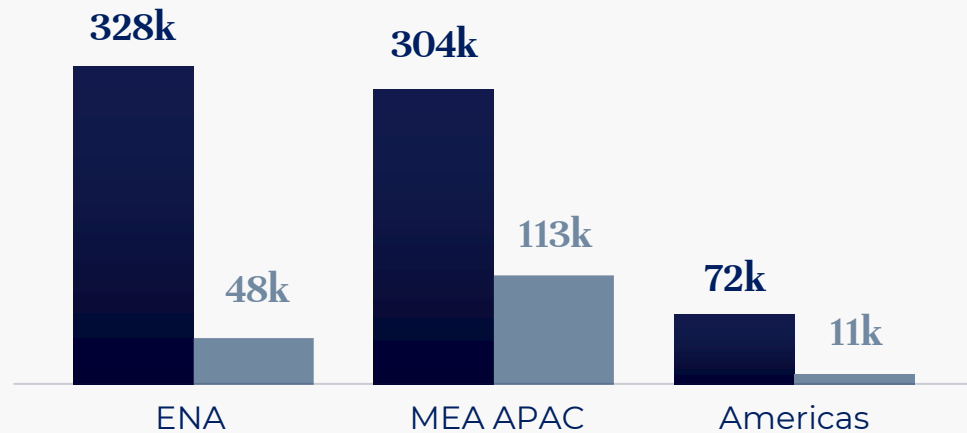


Portfolio as of December 31st, 2023

Premium, Midscale & Economy

	Network	Pipeline	M&F revenue
Hotels	5,052	1,047	€1.2k/room
Rooms	703k	172k	

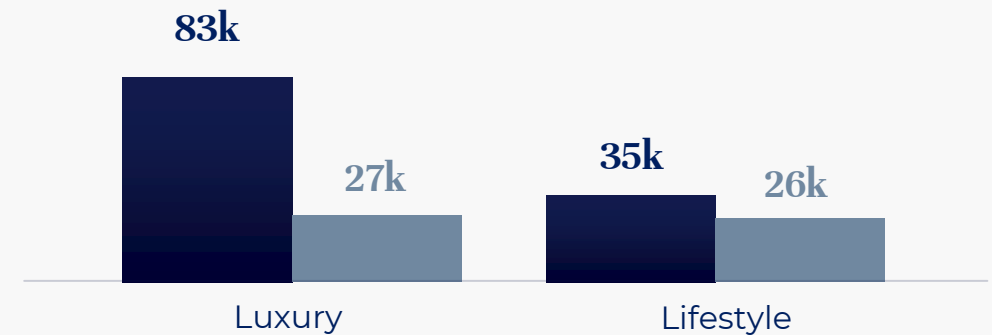
In rooms



Luxury & Lifestyle

	Network	Pipeline	M&F revenue
Hotels	532	268	€3.8k/room
Rooms	118k	53k	

In rooms



+18% Group Revenue Growth in FY 2023

<i>In € millions</i>	FY 2022	FY 2023	Reported change	L/L change
M&F	695	854	+23%	+27%
STO	965	1 076	+11%	+11%
HA & OTHER	970	1 030	+6%	+15%
PREM., MID. & ECO.	2,629	2,960	+13%	+17%
M&F	357	446	+25%	+32%
STO	1,178	1,359	+15%	+18%
HA & OTHER	114	371	+224%	+32%
LUXURY & LIFESTYLE	1,649	2,175	+32%	+22%
INTERCOS	(54)	(79)	N/A	N/A
TOTAL	4,224	5,056	+20%	+18%



+29% M&F Revenue Growth, Boosted by Incentives

<i>In € millions</i>	FY 2022	FY 2023	Reported change	L/L change
ENA	427	512	+20%	+21%
MEA APAC	212	270	+27%	+38%
AMERICAS	56	71	+28%	+32%
PREM., MID. & ECO.	695	854	+23%	+27%
LUXURY	261	326	+25%	+32%
LIFESTYLE	97	120	+24%	+33%
LUXURY & LIFESTYLE	357	446	+25%	+32%
TOTAL	1,052	1,300	+24%	+29%



Group EBITDA above the €1bn Mark

<i>In € millions</i>	FY 2022	FY 2023	Reported change	L/L change
M&F	513	611	+19%	+23%
STO	(60)	24	N/A	N/A
HA & OTHER	140	115	(18)%	(10)%
PREM., MID. & ECO.	593	750	+27%	+35%
M&F	224	298	+33%	+43%
STO	(16)	25	N/A	N/A
HA & OTHER	(3)	30	N/A	N/A
LUXURY & LIFESTYLE	205	354	+72%	+82%
HOLDING	(123)	(101)	N/A	N/A
TOTAL	675	1,003	+49%	+55%



+57% Growth in Net Profit

In € millions

	FY 2022	FY 2023
EBITDA	675	1,003
DEPRECIATION, AMORTIZATION AND PROVISION	(228)	(279)
EBIT	447	723
SHARE OF PROFITS/LOSSES OF ASSOCIATES AND JVS	33	44
NON-RECURRING ITEMS	63	12
OPERATING PROFIT	543	779
NET FINANCIAL EXPENSE	(84)	(100)
INCOME TAX	(76)	(39)
MINORITY INTERESTS	(25)	(17)
GROUP PROFIT FROM CONTINUING OPERATIONS	359	623
PROFIT FROM DISCONTINUED OPERATIONS	43	10
GROUP NET PROFIT FOR THE FULL-YEAR	402	633
DILUTED EARNINGS PER SHARE (IN €)	1.39	2.22

Record Cash Flow Generation

In € millions

	FY 2022	FY 2023
EBITDA	675	1,003
COST OF NET DEBT	(75)	(59)
INCOME TAX (CASH)	(65)	(144)
REIMBURSEMENT OF LEASE LIABILITIES	(73)	(100)
NON-CASH ITEMS	49	43
FUNDS FROM OPERATIONS	511	743
RECURRING INVESTMENT / CAPEX	(159)	(218)
WORKING CAPITAL AND CONTRACT ASSETS/LIABILITIES	20	71
RECURRING FREE CASH FLOW	373	596
CASH CONVERSION ⁽¹⁾	55%	59%
NET DEBT	1,658	2,074

⁽¹⁾ DEFINED AS RECURRING FREE CASH FLOW / EBITDA



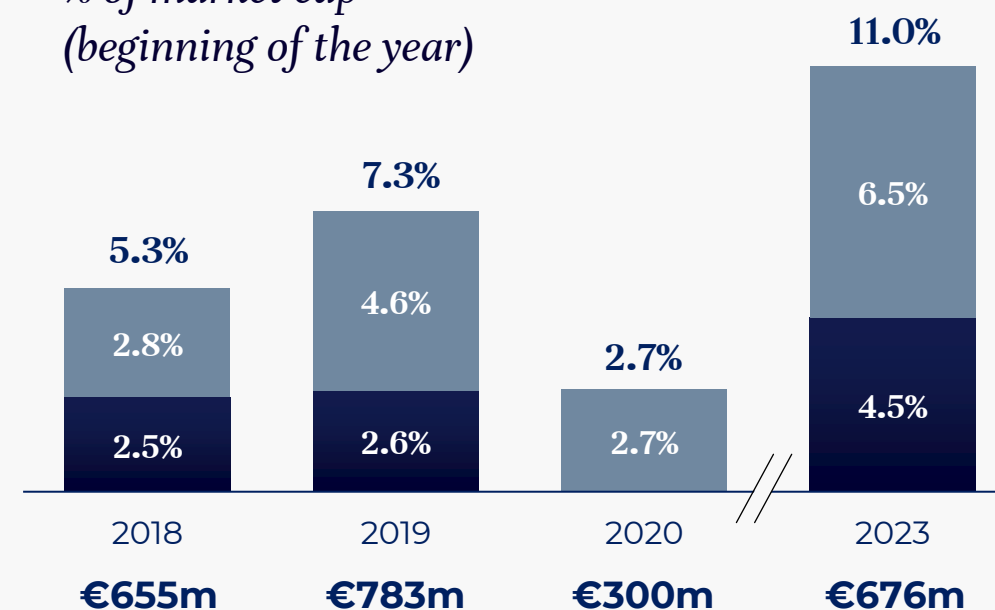
Solid Balance Sheet & Strong Increased Shareholder Return

Benefit from balance sheet initiatives

- 1 | **Restored Investment Grade rating by S&P and Fitch** (with stable outlook)
- 2 | **Successful refinancing of €500m hybrid**
- 3 | **New €1bn RCF**
- 4 | **Improved net leverage⁽¹⁾**
below 3x in 2023

Accelerated shareholder return

% of market cap
(beginning of the year)



Share buyback Dividend

Ordinary dividend per share to be proposed for 2024⁽²⁾

€1.18 (+12% vs. 2023)

⁽¹⁾ AS PER S&P APPROACH

⁽²⁾ SUBJECT TO SHAREHOLDERS' APPROVAL AT THE AGM ON MAY 31ST, 2024



Accor Exceeded its Guidance in 2023 and Confirms Mid-Term Perspectives

	Guidance FY23	Actual FY23	Guidance FY23-27
REVPAR GROWTH (YOY)	"Low 20s"	+23%	+3-4%
NUG	+2-3%	+2.4%	+3-5%
M&F REVENUE GROWTH	+18-22%	+29%	+6-10%
SERVICES TO OWNERS EBITDA	Marginally positive	€49m	Marginally positive
GROUP EBITDA	€955-985m	€1,003m	+9-12%
CASH CONVERSION	>55%	59%	>55%
SHARE BUYBACK	N/A	€400m	€1.5-2bn



Closing remarks

Sébastien Bazin

Chairman & CEO



FY23 Social & Environment Targets



Single-use plastics

Elimination

Target 80% of hotels

79%



Food waste

**Measurement
of the baseline**

**Target 80% of
the top 300 hotels**

90%



Carbon emission

**Implementation of
tracking tool in hotels**

Target 85% of hotels

60%



Diversity & Inclusion

**Women in
management
committees**

Target 40%

42%



Executing on Division Strategic Priorities

Premium, Midscale & Economy

- 1 **Focus on brands:**
 - Brand equity further strengthened, through revisited simpler brand standards and active network pruning
- 2 **Focus on markets:**
 - Highest ever signings in value with a steep acceleration on Premium
- 3 **Focus on operational excellence:**
 - 50% of the ecosystem already moved to cloud
 - Implementation of a best-in-class global instance Revenue Management

Luxury & Lifestyle

- 1 **Strengthen global leadership and footprint** through fast growth in lifestyle and flagship strategy in luxury
- 2 **Strengthen guest experience** through reinforced F&B and programing know-how
- 3 **Strengthen brands' promise and positioning** through reinforced luxury expertise, culture and focus
- 4 **Strengthen value focused development strategy** through high quality signings and boosted brand desirability



Key Takeaways

- 1 *Strong FY23 results with record EBITDA & cash flow generation*
- 2 *New organization now implemented, focused teams with enhanced accountability*
- 3 *Record value of signings, pipeline at all-time high
Portfolio strengthening confirmed by higher fee per room*
- 4 *Solid start of the year
driven by both occupancy and price*
- 5 *Confident to deliver growth ambitions shared during the CMD
including the launch of a c.€400m share buyback program in 2024*



Abbaye des Vaux de Cernay, France

Appendices



FY 2023 Revenue vs. FY 2022– From Like-for-Like to Reported

+18%

Like-for-Like

€775m

+7%

Perimeter

€285m

Mainly Paris Society
and Potel & Chabot

(5)%

Currency

€(228)m

Negative currency effect

CAD: €(25)m

USD: €(26)m

TRY: €(37)m

EGP: €(38)m

AUD: €(61)m

+20%

Reported

€832m



Q4 Group Revenue

<i>In € millions</i>	Q4 2022	Q4 2023	Reported change	L/L change
M&F	197	226	+14%	+19%
STO	345	276	(20)%	(20)%
HA & OTHER	288	274	(5)%	+3%
PREM., MID. & ECO.	831	775	(7)%	(3)%
M&F	112	127	+14%	+20%
STO	389	360	(7)%	(3)%
HA & OTHER	50	128	+157%	+48%
LUXURY & LIFESTYLE	551	616	+12%	+6%
HOLDING	(32)	(23)	N/A	N/A
TOTAL	1,350	1,368	+1%	+1%



Q4 23 Management & Franchise Revenue

<i>In € millions</i>	Q4 2022	Q4 2023	Reported change	L/L change
ENA	104	131	+25%	+26%
MEA APAC	76	76	+0%	+9%
AMERICAS	17	18	+11%	+17%
PREM., MID. & ECO.	197	226	+14%	+19%
LUXURY	82	93	+13%	+20%
LIFESTYLE	30	35	+16%	+20%
LUXURY & LIFESTYLE	112	127	+14%	+20%
TOTAL	309	353	+14%	+19%



Q4 2023 Revenue vs. Q4 2022– From Like-for-Like to Reported

+1%

Like-for-Like

€18m

+5%

Perimeter

€68m

Mainly Paris Society
and Potel & Chabot

(5)%

Currency

€(68)m

Negative currency effect

EGP: €(6)m

CAD: €(6)m

TRY: €(12)m

USD: €(15)m

AUD: €(15)m

+1%

Reported

€18m



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RevPAR



RevPAR – Systemwide

	Q4 2023 vs. Q4 2022						H2 2023 vs. H2 2022						FY 2023 vs. FY 2022					
	OR		ARR		REVPAR		OR		ARR		REVPAR		OR		ARR		REVPAR	
	%	CHG PTS L/L	€	CHG % L/L	€	CHG % L/L	%	CHG PTS L/L	€	CHG % L/L	€	CHG % L/L	%	CHG PTS L/L	€	CHG % L/L	€	CHG % L/L
ENA	65.0	0.6	100	6.6	65	7.6	69.3	0.6	101	7.2	70	8.2	67.2	4.2	99	10.8	67	18.0
MEA APAC	69.1	5.1	86	10.2	60	18.7	69.4	5.9	83	11.5	58	21.6	67.4	8.8	85	16.6	57	33.4
AMERICAS	59.2	0.8	72	13.2	43	14.7	60.0	0.0	69	12.1	42	12.2	58.4	1.6	68	17.2	39	20.4
PREM., MID. & ECO.	66.1	2.4	91	8.5	60	12.5	68.4	2.6	91	9.1	62	13.4	66.3	5.7	90	13.5	60	23.9
LUXURY	63.6	4.7	253	1.9	161	9.8	64.7	4.2	253	3.8	164	10.8	63.0	8.4	252	5.3	159	21.0
LIFESTYLE	65.2	2.6	211	(3.5)	138	0.4	67.1	2.7	215	3.1	144	7.3	65.1	5.5	217	5.5	141	14.8
LUXURY & LIFESTYLE	64.0	4.3	242	0.8	155	7.8	65.4	3.9	243	3.7	159	10.1	63.5	7.9	243	5.4	154	19.7
SYSTEMWIDE	65.8	2.6	111	6.7	73	11.1	68.0	2.8	111	7.9	75	12.4	66.0	6.0	110	11.8	73	22.7



/ 4 / Portfolio



Portfolio as of December 31st, 2023

	Owned & Leased		Managed		Franchised		Total	
	#HOTELS	#ROOMS	#HOTELS	#ROOMS	#HOTELS	#ROOMS	#HOTELS	#ROOMS
ENA	8	2,493	917	137,671	2,033	187,689	2,958	327,853
MEA APAC	41	7,181	790	181,292	814	115,366	1,645	303,839
AMERICAS	54	10,930	167	28,494	228	32,169	449	71,593
PREM., MID. & ECO.	103	20,604	1,874	347,457	3,075	335,224	5,052	703,285
LUXURY	5	811	294	74,214	74	7,953	373	82,978
LIFESTYLE	2	153	132	27,509	25	7,593	159	35,255
LUXURY & LIFESTYLE	7	964	426	101,723	99	15,546	532	118,233
TOTAL	110	21,568	2,300	449,180	3,174	350,770	5,584	821,518



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Exchange rates



FY 2023 Exchange Rates

1 foreign currency = X euro

	FY 2022 Average Rate	FY 2023 Average Rate	FY 2023 vs. FY 2022
AMERICAN DOLLAR (USD)	0.95	0.92	(2)%
AUSTRALIAN DOLLAR (AUD)	0.66	0.61	(7)%
BRAZILIAN REAL (BRL)	0.18	0.18	+1%
TURKISH LIRA (TRY)	0.06	0.04	(32)%
CANADIAN DOLLAR (CAD)	0.73	0.69	(6)%
BRITISH STERLING (GBP)	1.17	1.15	(2)%
EGYPTIAN POUND (EGP)	0.05	0.03	(40)%

Q4 2023 Exchange Rates

1 foreign currency = X euro

	Q4 2022 Average Rate	Q4 2023 Average Rate	Q4 2023 vs. Q4 2022
AMERICAN DOLLAR (USD)	0.99	0.93	(5)%
AUSTRALIAN DOLLAR (AUD)	0.65	0.60	(6)%
BRAZILIAN REAL (BRL)	0.19	0.19	0%
TURKISH LIRA (TRY)	0.05	0.03	(38)%
CANADIAN DOLLAR (CAD)	0.73	0.68	(6)%
BRITISH STERLING (GBP)	1.15	1.15	0%
EGYPTIAN POUND (EGP)	0.04	0.03	(30)%

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Glossary



Glossary

Division definitions

- **M&F:**
Management & Franchise
- **STO:**
Services to Owners
- **HA & Other:**
Hotel Assets & Other

Region organization

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

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

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





ORIENT EXPRESS \ RAFFLES \ FAIRMONT \ FAENA \ BANYAN TREE \ EMBLEMS \ SOFITEL \ MGALLERY

ENVISSMORE 21C MUSEUM HOTEL \ 25HOURS \ DELANO \ GLENEAGLES \ HYDE \ JO&JOE \ MAMA SHELTER \ MONDRIAN
MORGANS ORIGINALS \ SLS \ SO \ THE HOXTON \ WORKING FROM \ RIXOS \ PARIS SOCIETY

MANTIS \ ART SERIES \ PULLMAN \ SWISSÔTEL \ MÖVENPICK \ GRAND MERCURE \ PEPPERS \ THE SEBEL \ MANTRA
HANDWRITTEN COLLECTION \ NOVOTEL \ MERCURE \ TRIBE \ ADAGIO \ BREAKFREE \ IBIS \ IBIS STYLES \ GREET
IBIS BUDGET \ HOTELF1