

Q3 2024 Revenue

October 24th, 2024



ACCOR

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Q3 2024 Highlights

Sustained activity growth

- 1 | **Solid Q3 24 RevPAR growth +5.3% L/L vs. Q3 23**
- 2 | **Net Unit Growth +3.2% LTM**
Pipeline up 6% since end-June 2024
- 3 | **Group revenue at €1,434m, +12% vs. Q3 23**
M&F revenue growth to €358m, +7% vs. Q3 23

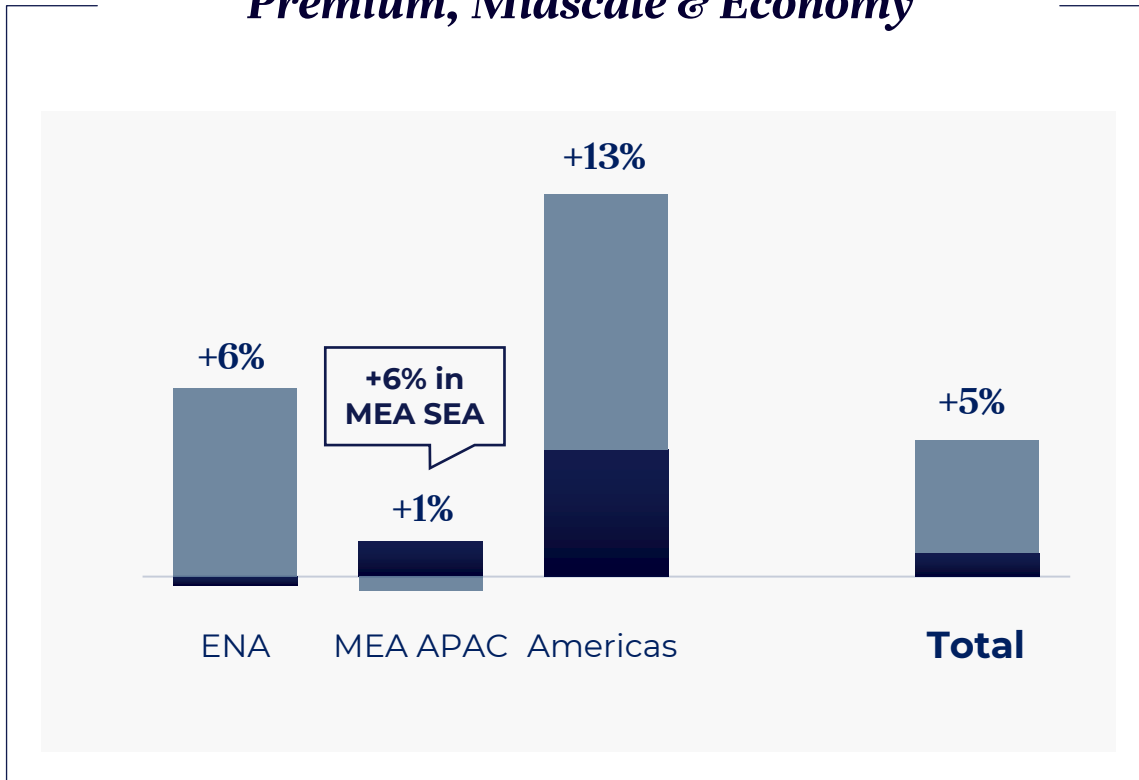
Performances on track

- 1 | **Confirmed FY RevPAR range between +4% and +5%**
- 2 | **EBITDA now expected between €1,100m and €1,125m**
- 3 | **Successful hybrid bond refinancing, c. 5x oversubscribed, €500m with a 4.875% coupon**

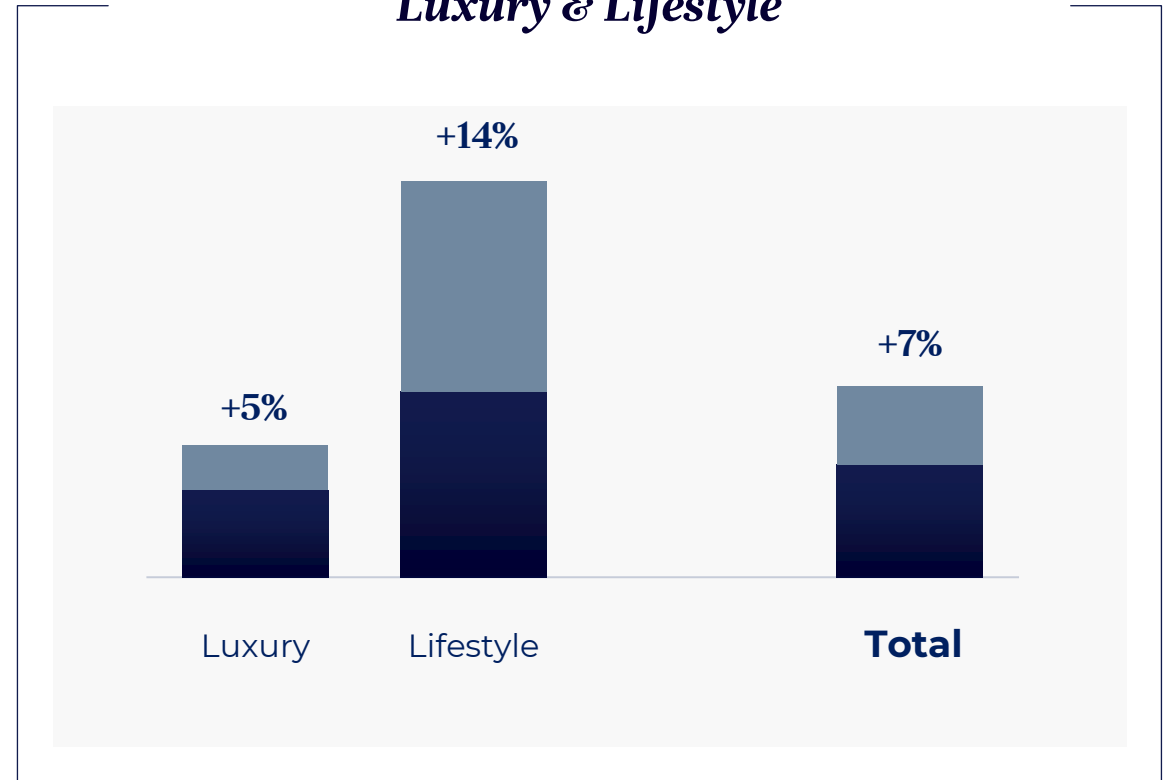


Continued trading momentum in Q3 24

Premium, Midscale & Economy

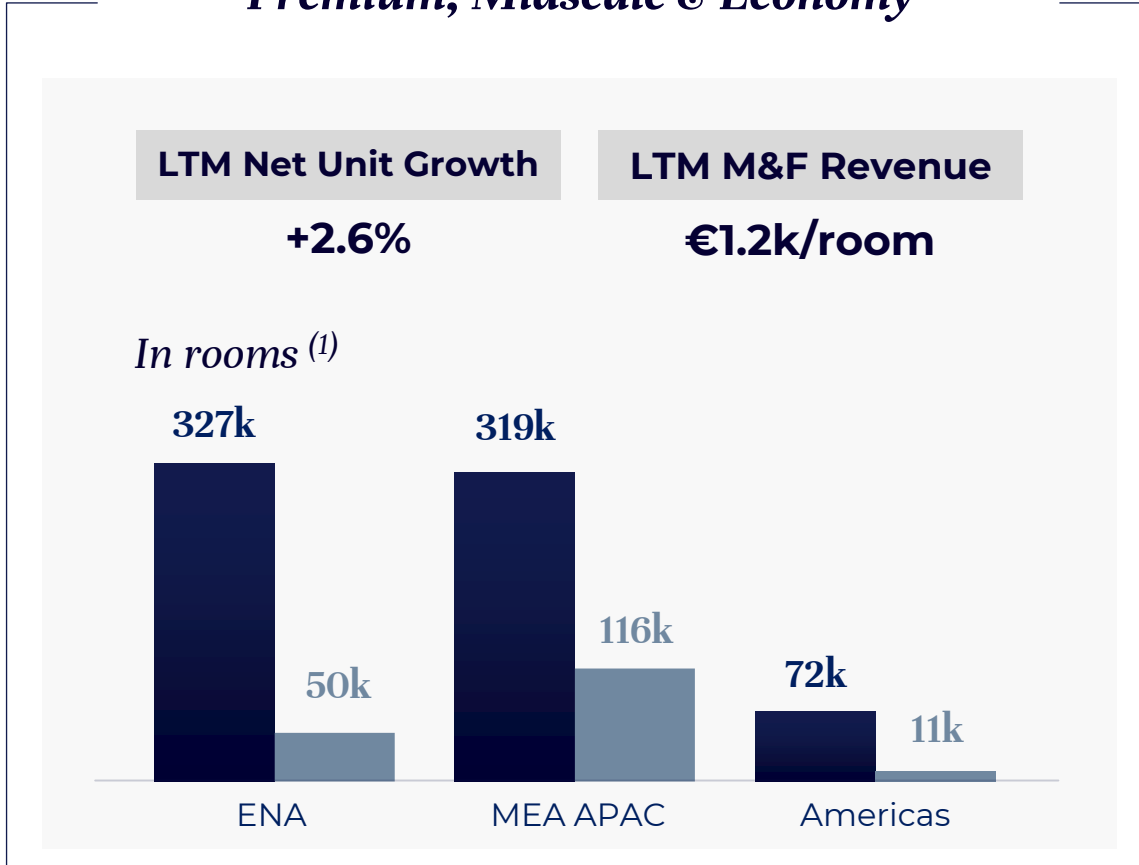


Luxury & Lifestyle



Portfolio as of September 30th, 2024

Premium, Midscale & Economy



Luxury & Lifestyle



⁽¹⁾ AS OF SEPTEMBER 30TH, 2024



+12% Group Revenue Growth in Q3 2024

<i>In € millions</i>	Q3 2023	Q3 2024	Reported change
M&F	225	238	+6%
STO	279	319	+14%
HA & OTHER	262	265	+1%
PREM., MID. & ECO.	767	821	+7%
M&F	108	119	+10%
STO	343	366	+7%
HA & OTHER	88	150	+70%
LUXURY & LIFESTYLE	539	635	+18%
INTERCOS	(19)	(22)	N/A
TOTAL	1,286	1,434	+12%



+7% M&F Revenue Growth

<i>In € millions</i>	Q3 2023	Q3 2024	Reported change
ENA	140	152	+9%
MEA APAC	66	67	+2%
AMERICAS	19	19	(2)%
PREM., MID. & ECO.	225	238	+6%
LUXURY	80	84	+5%
LIFESTYLE	28	35	+23%
LUXURY & LIFESTYLE	108	119	+10%
TOTAL	334	358	+7%



Key Takeaways & Outlook

1 | *RevPAR normalizing as expected towards CMD mid-term perspectives*

FY24 guidance:

- 2 |
- *Confirmed RevPAR growth between +4% and +5%*
 - *Confirmed Net Unit Growth between +3% and +4%*
 - *Confirmed Services to Owners EBITDA to be positive*
 - *EBITDA now expected between €1,100m and €1,125m*



Appendices



Q3 2024 Revenue vs. Q3 2023 – From Like-for-Like to Reported

+9%

Like-for-Like

€122m

+4%

Perimeter

€56m

(2)%

Currency

€(30)m

+12%

Reported

€148m

Mainly
Potel & Chabot

Negative currency effect

AUD: €3m

USD: €(1)m

CAD: €(3)m

ARS: €(3)m

TRY: €(6)m

EGP: €(9)m

BRL: €(10)m



YTD Group Revenue Growth

<i>In € millions</i>	YTD 2023	YTD 2024	Reported change
M&F	628	669	+6%
STO	801	856	+7%
HA & OTHER	757	769	+2%
PREM., MID. & ECO.	2,186	2,295	+5%
M&F	319	361	+13%
STO	998	1,082	+8%
HA & OTHER	242	435	+79%
LUXURY & LIFESTYLE	1,559	1,878	+20%
INTERCOS	(56)	(61)	N/A
TOTAL	3,688	4,112	+11%



YTD M&F Revenue

In € millions

	YTD 2023	YTD 2024	Reported change
ENA	382	406	+6%
MEA APAC	194	207	+7%
AMERICAS	53	56	+5%
PREM., MID. & ECO.	628	669	+6%
LUXURY	233	243	+4%
LIFESTYLE	86	118	+38%
LUXURY & LIFESTYLE	319	361	+13%
TOTAL	947	1,030	+9%



YTD 2024 Revenue vs. YTD 2023 – From Like-for-Like to Reported

+9%

Like-for-Like

€343m

+5%

Perimeter

€173m

Mainly
Potel & Chabot

(3)%

Currency

€(92)m

Negative currency effect

TRY: €(29)m

EGP: €(19)m

ARS: €(11)m

BRL: €(9)m

AUD: €(9)m

CAD: €(4)m

USD: €(2)m

+11%

Reported

€424m



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RevPAR



RevPAR

	Q3 2024 vs. Q3 2023						YTD 2024 vs. YTD 2023					
	OR		ARR		REVPAR		OR		ARR		REVPAR	
	%	CHG PTS L/L	€	CHG % L/L	€	CHG % L/L	%	CHG PTS L/L	€	CHG % L/L	€	CH G % L/L
ENA	73.4	(0.2)	110	6.5	81	6.2	67.6	0.0	104	3.8	70	3.8
MEA APAC	70.3	0.9	79	(0.5)	55	0.7	67.8	1.7	83	3.7	57	6.3
AMERICAS	62.6	2.5	67	8.8	42	13.2	58.7	1.3	69	7.5	41	10.0
PREM., MID. & ECO.	70.9	0.5	93	3.9	66	4.7	66.8	0.8	92	3.9	61	5.2
LUXURY	67.7	2.0	258	1.6	174	4.7	64.5	2.0	256	2.0	165	5.3
LIFESTYLE	67.5	4.3	204	7.5	138	14.1	64.9	4.1	211	5.9	137	12.6
LUXURY & LIFESTYLE	67.7	2.6	241	2.8	163	6.8	64.7	2.5	243	2.8	157	6.9
SYSTEMWIDE	70.5	0.8	113	4.1	80	5.3	66.5	1.1	112	4.1	75	5.7



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Portfolio



Portfolio as of September 30th, 2024

	Owned & Leased		Managed		Franchised		Total	
	#HOTELS	#ROOMS	#HOTELS	#ROOMS	#HOTELS	#ROOMS	#HOTELS	#ROOMS
ENA	8	2,493	854	131,869	2,064	192,367	2,926	326,729
MEA APAC	40	7,090	804	185,038	870	126,474	1,714	318,602
AMERICAS	54	10,912	166	27,894	228	32,749	448	71,555
PREM., MID. & ECO.	102	20,495	1,824	344,801	3,162	351,590	5,088	716,886
LUXURY	5	811	288	72,968	83	9,401	376	83,180
LIFESTYLE	2	154	144	30,235	28	8,371	174	38,760
LUXURY & LIFESTYLE	7	965	432	103,203	111	17,772	550	121,940
TOTAL	109	21,460	2,256	448,004	3,273	369,362	5,638	838,826



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Exchange rates



Q3 2024 Exchange Rates

1 foreign currency = X euro

	Q3 2023 Average Rate	Q3 2024 Average Rate	Q3 2024 vs. Q3 2023
AMERICAN DOLLAR (USD)	0.92	0.91	(0)%
AUSTRALIAN DOLLAR (AUD)	0.60	0.61	+1%
BRAZILIAN REAL (BRL)	0.19	0.16	(13)%
TURKISH LIRA (TRY)	0.03	0.03	(21)%
CANADIAN DOLLAR (CAD)	0.68	0.67	(2)%
BRITISH STERLING (GBP)	1.16	1.18	+2%
EGYPTIAN POUND (EGP)	0.03	0.02	(37)%



YTD 2024 Exchange Rates

1 foreign currency = X euro

	YTD 2023 Average Rate	YTD 2024 Average Rate	YTD 2024 vs. YTD 2023
AMERICAN DOLLAR (USD)	0.92	0.92	+0%
AUSTRALIAN DOLLAR (AUD)	0.62	0.61	(2)%
BRAZILIAN REAL (BRL)	0.18	0.18	(3)%
TURKISH LIRA (TRY)	0.04	0.03	(33)%
CANADIAN DOLLAR (CAD)	0.69	0.68	(1)%
BRITISH STERLING (GBP)	1.15	1.17	+2%
EGYPTIAN POUND (EGP)	0.03	0.02	(29)%



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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



