

# Accor

LEADER IN EUROPE



22 brands from upper **luxé** to super **economic**



2939 hotels  
333k rooms<sup>(1)</sup>  
in 41 countries



45% market share **among top 5 chains**<sup>(2)</sup>



1 hotel open **every 3 days**  
50 rooms signed **per day**



Revpar  
**61€**  
**+6,5%**



4300  
Restaurants,  
bars & cafes



21 millions  
Loyalty members



35% General  
Manager  
are women

Data for Europe only as of end December 2018.

(1) Accor managed & franchised hotel total network

(2) In term of rooms

Let's bring *Augmented Hospitality*  
to life through a new guest promise

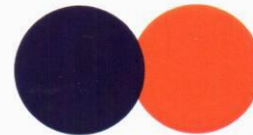
**All** ACCOR  
LIVE  
LIMITLESS

# Europe

47% OF ACCOR HOTELS PERIMETER

With a total of 333k rooms in 2939 hotels in 41 countries, Accor is the #1 player in Europe.

Our pipeline<sup>(2)</sup> reached 41k rooms.



NETWORK PIPELINE



(1) Based on number of room as of end December 2018 in Europe (333k rooms)

(2) Non secured pipeline as of end December 2018 in Europe