

Hospitality Tech: Does One Size Fit All?





*Fast
Sophisticated
Complex*

There is no 'one size fits all'

How is Accor unique?



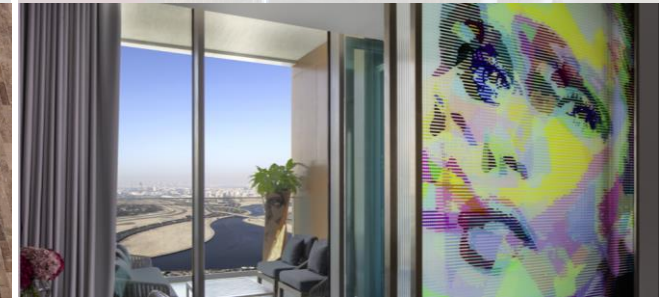
Across four segments

Eco and mid-scale
Premium
Lux
Lifestyle





Seamless hospitality experiences
A uniquely complex environment





Heritage



Lifestyle



Lux





Heritage

Reliability

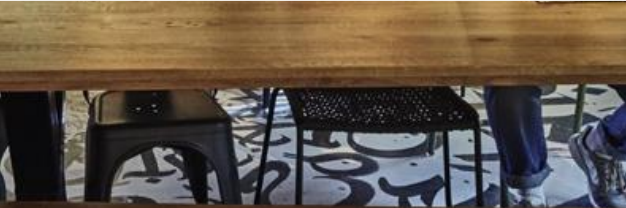
Simplicity

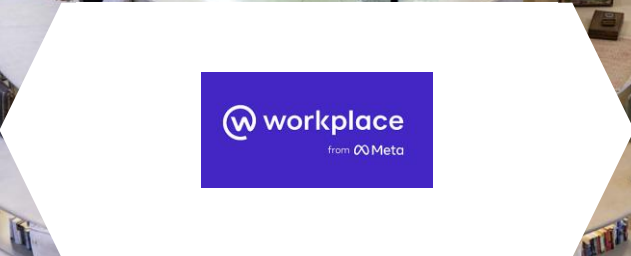
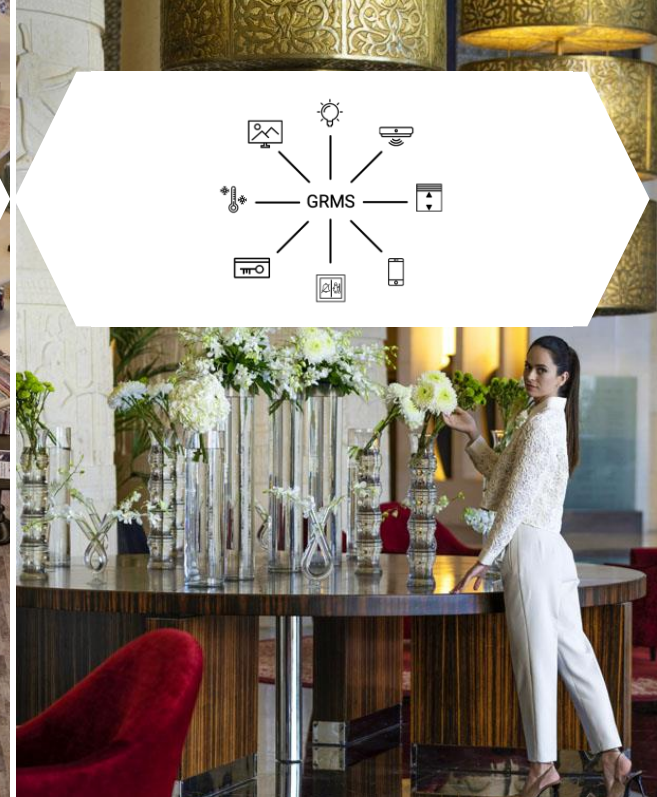
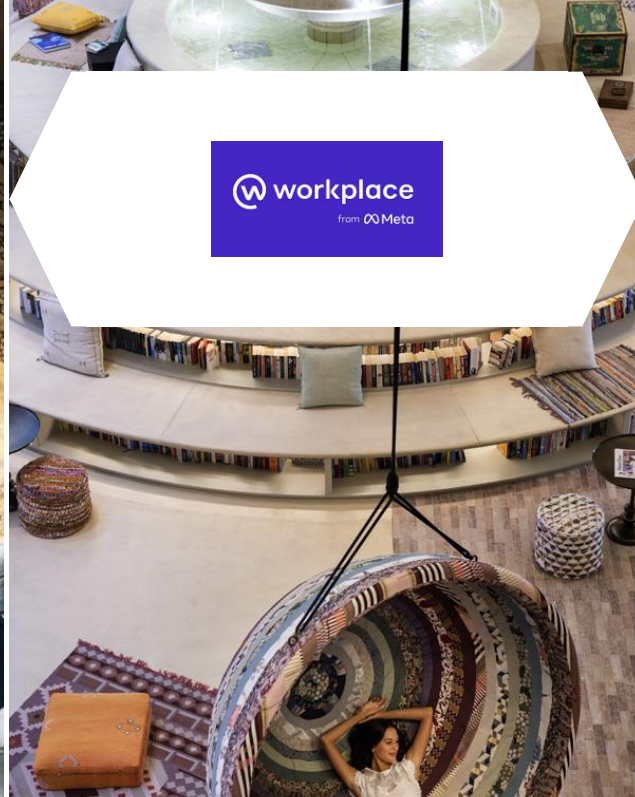
Consistency

Great ROI



Luxury
High value
Differentiating
Current and proven
Personalized





Accor Base Tech Stack



Seamless hospitality experiences
A uniquely complex environment

