



ACCOR

Hotel Portfolio – December 2021 (By brand and area)

BRAND	SOUTH EUROPE		NORTH EUROPE		ASPAC		IMEAT		AMERICAS		TOTAL		%
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
RAFFLES	2	213	1	106	10	1,283	7	1,319	0	0	20	2 921	0%
FAIRMONT	2	1,028	9	2,277	12	4,152	16	5,203	44	19 853	83	32 513	4%
BANYAN TREE	0	0	0	0	0	0	2	341	0	0	2	341	0%
SOFITEL	14	2,033	12	3,268	53	15,365	27	6,648	16	3 586	122	30 900	4%
RIXOS	0	0	9	1,893	0	0	21	8,126	0	0	30	10 019	1%
SLS	0	0	0	0	0	0	1	575	8	1 873	9	2 448	0%
DELANO	0	0	0	0	0	0	0	0	1	1 114	1	1 114	0%
THE ORIGINALS	0	0	2	354	0	0	2	296	1	309	5	959	0%
REDBURY HOTELS	0	0	0	0	0	0	0	0	2	356	2	356	0%
SO	1	151	3	397	4	610	0	0	1	250	9	1 408	0%
GLENEAGLES	0	0	1	233	0	0	0	0	0	0	1	233	0%
EMBLEMS	0	0	0	0	0	0	0	0	0	0	0	0	0%
FAENA	0	0	0	0	0	0	0	0	2	226	2	226	0%
HOXTON	2	365	4	733	0	0	0	0	4	650	10	1 748	0%
HYDE	0	0	0	0	0	0	1	276	2	460	3	736	0%
MONDRIAN	0	0	1	120	1	295	1	270	4	759	7	1 444	0%
PULLMAN	14	4,014	13	3,296	90	25,824	16	5,721	12	3 519	145	42 374	5%
MGALLERY	40	3,277	19	2,069	36	4,385	10	1,415	16	1 792	121	12 938	2%
SWISSOTEL	0	0	7	1,400	15	6,938	10	5,363	4	1 420	36	15 121	2%
GRAND MERCURE	0	0	0	0	42	9,722	8	1,590	8	1 801	58	13 113	2%
THE SEBEL	0	0	0	0	33	2,361	0	0	0	0	33	2 361	0%
MANTIS	0	0	3	114	1	4	17	517	2	19	23	654	0%
ART SERIES	0	0	0	0	7	1,834	0	0	0	0	7	1 834	0%
PEPPERS	0	0	0	0	27	4,743	0	0	0	0	27	4 743	1%
MOVENPICK	0	0	20	4,312	21	5,098	70	16,489	0	0	111	25 899	3%
25 HOURS	2	410	12	1,828	0	0	1	434	0	0	15	2 672	0%
LUXURY & UPSCALE	77	11,491	116	22,400	352	82,614	210	54,583	127	37 987	882	209 075	27%



NOVOTEL	143	20,735	127	24,653	144	36,851	61	12,412	49	9,301	524	103,952	13%
NOVOTEL SUITES	22	2,458	7	1,040	3	439	3	383	0	0	35	4,320	1%
MERCURE	308	30,038	277	36,590	223	38,692	31	5,601	60	8,086	899	119,007	15%
ADAGIO	40	4,471	20	2,304	0	0	9	1,432	5	541	74	8,748	1%
MANTRA	0	0	0	0	76	13,686	0	0	1	1,177	77	14,863	2%
MAMA SHELTER	8	1,198	4	702	0	0	0	0	3	248	15	2,148	0%
TRIBE	2	149	1	83	1	126	0	0	0	0	4	358	0%
MIDSCALE	523	59,049	436	65,372	447	89,794	104	19,828	118	19,353	1,628	253,396	33%
NO BRAND	9	637	6	459	22	3,363	7	1,101	1	323	45	5,883	1%
MULTIBRAND	9	637	6	459	22	3,363	7	1,101	1	323	45	5,883	1%
IBIS	453	41,717	283	39,921	263	35,874	80	14,468	180	26,447	1,259	158,427	20%
IBIS STYLES	266	19,955	135	14,642	130	19,387	14	2,658	49	6,506	594	63,148	8%
IBIS BUDGET	383	30,308	159	18,349	48	5,620	4	484	64	11,510	658	66,271	9%
ADAGIO ACCESS	43	4,379	5	668	0	0	0	0	0	0	48	5,047	1%
HOTELF1	147	11,391	0	0	0	0	0	0	0	0	147	11,391	1%
JO & JOE	3	780	1	115	0	0	0	0	0	0	4	895	0%
BREAKFREE	0	0	0	0	23	3,370	0	0	0	0	23	3,370	0%
GREET	9	617	1	194	0	0	0	0	0	0	10	811	0%
ECONOMIC	1,304	109,147	584	73,889	464	64,251	98	17,610	293	44,463	2,743	309,360	40%
Total	1,913	180,324	1,142	162,120	1,285	240,022	419	93,122	539	102,126	5,298	777,714	100%
%	36%	23%	22%	21%	24%	31%	8%	12%	10%	13%	100%	100%	,

Hotel Portfolio – December 2021 (By segment and exploitation mode)

	Owned		Fixed lease		Variable lease		Var lease/ EBITDAR		Managed		Franchised		TOTAL		%	
	AREA	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
RAFFLES		0	0	0	0	0	0	0	0	20	2,921	0	0	20	2,921	0%
FAIRMONT		1	53	0	0	0	0	0	0	81	32,202	1	258	83	32,513	4%
BANYAN TREE		0	0	0	0	0	0	0	0	2	341	0	0	2	341	0%
SOFITEL		2	525	0	0	0	0	1	150	115	28,680	4	1,545	122	30,900	4%
RIXOS		0	0	0	0	0	0	0	0	16	5,363	14	4,656	30	10,019	1%
SLS		0	0	0	0	0	0	0	0	8	2,151	1	297	9	2,448	0%
DELANO		0	0	0	0	0	0	0	0	0	0	1	1,114	1	1,114	0%
THE ORIGINALS		0	0	0	0	0	0	0	0	4	888	1	71	5	959	0%
REDBURY HOTELS		0	0	0	0	0	0	0	0	0	0	2	356	2	356	0%
SO		0	0	0	0	0	0	0	0	9	1,408	0	0	9	1,408	0%
GLENEAGLES		0	0	0	0	0	0	0	0	1	233	0	0	1	233	0%
EMBLEMS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
FAENA		0	0	0	0	0	0	0	0	2	226	0	0	2	226	0%
HOXTON		0	0	0	0	0	0	0	0	8	1,391	2	357	10	1,748	0%
HYDE		0	0	0	0	0	0	0	0	2	336	1	400	3	736	0%
MONDRIAN		0	0	0	0	0	0	0	0	4	921	3	523	7	1,444	0%
PULLMAN		0	0	1	348	1	143	2	1,339	110	30,937	31	9,607	145	42,374	5%
MGALLERY		0	0	0	0	0	0	1	111	64	7,948	56	4,879	121	12,938	2%
SWISSOTEL		0	0	0	0	1	238	0	0	26	12,524	9	2,359	36	15,121	2%
GRAND MERCURE		0	0	0	0	0	0	0	0	35	8,693	23	4,420	58	13,113	2%
THE SEBEL		0	0	0	0	0	0	0	0	13	1,201	20	1,160	33	2,361	0%
MANTIS		0	0	0	0	0	0	0	0	21	640	2	14	23	654	0%
ART SERIES		0	0	6	1,583	0	0	0	0	1	251	0	0	7	1,834	0%
PEPPERS		0	0	2	178	1	202	0	0	22	4,259	2	104	27	4,743	1%
MOVENPICK		0	0	1	333	0	0	0	0	85	20,441	25	5,125	111	25,899	3%
25 HOURS		0	0	0	0	0	0	0	0	15	2,672	0	0	15	2,672	0%
LUXURY & UPSCALE		3	578	10	2,442	3	583	4	1,600	664	166,627	198	37,245	882	209,075	27%



NOVOTEL	1	203	0	0	2	293	10	1,781	335	73,544	176	28,131	524	103,952	13%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	21	2,892	14	1,428	35	4,320	1%
MERCURE	0	0	0	0	0	0	2	326	255	42,586	642	76,095	899	119,007	15%
ADAGIO	0	0	0	0	0	0	0	0	62	7,576	12	1,172	74	8,748	1%
MANTRA	0	0	19	2,966	1	179	0	0	47	11,084	10	634	77	14,863	2%
MAMA SHELTER	0	0	0	0	0	0	0	0	15	2,148	0	0	15	2,148	0%
TRIBE	0	0	0	0	0	0	0	0	2	209	2	149	4	358	0%
MIDSCALE	1	203	19	2,966	3	472	12	2,107	737	140,039	856	107,609	1,628	253,396	33%
NO BRAND	0	0	1	51	0	0	0	0	24	3,911	20	1,921	45	5,883	1%
MULTIBRAND	0	0	1	51	0	0	0	0	24	3,911	20	1,921	45	5,883	1%
IBIS	0	0	0	0	1	120	40	7,547	460	75,878	758	74,882	1,259	158,427	20%
IBIS STYLES	0	0	0	0	0	0	4	820	107	19,128	483	43,200	594	63,148	8%
IBIS BUDGET	0	0	1	240	0	0	14	3,394	218	27,383	425	35,254	658	66,271	9%
ADAGIO ACCESS	0	0	0	0	0	0	0	0	43	4,459	5	588	48	5,047	1%
HOTELF1	0	0	0	0	0	0	0	0	66	5,836	81	5,555	147	11,391	1%
JO & JOE	0	0	0	0	0	0	0	0	4	895	0	0	4	895	0%
BREAKFREE	0	0	1	186	0	0	0	0	20	3,032	2	152	23	3,370	0%
GREET	0	0	0	0	0	0	0	0	0	0	10	811	10	811	0%
ECONOMIC	0	0	2	426	1	120	58	11,761	918	136,611	1,764	160,442	2,743	309,360	40%
TOTAL	4	781	32	5,885	7	1,175	74	15,468	2,343	447,188	2,838	307,217	5,298	777,714	100%
%	0%	15%	1%	1%	0%	0%	1%	2%	44%	58%	54%	40%	100%	100%	



Hotel Portfolio – December 2021 (By operating type and area)

Area	Owned		Fixed lease		Variable lease		VAR lease / EBITDAR		Managed		Franchised		TOTAL		%
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
South Europe	0	0	1	51	0	0	2	1,339	483	65,853	1,427	113,081	1,913	180,324	23%
North Europe	0	0	1	333	1	238	5	1,015	583	92,660	552	67,874	1,142	162,120	21%
ASPAC	0	0	28	4,913	3	524	1	111	672	152,969	581	81,505	1,285	240,022	31%
IMEAT	2	525	0	0	0	0	15	2,477	336	76,264	66	13,856	419	93,122	12%
AMERICAS	2	256	2	588	3	413	51	10,526	269	59,442	212	30,901	539	102,126	13%
Total	4	781	32	5,885	7	1,175	74	15,468	2,343	447,188	2,838	307,217	5,298	777,714	100%
%	0%	0%	1%	1%	0%	0%	1%	2%	44%	58%	54%	40%	100%	100%	