



ACCOR

Hotel Portfolio – June 2022 (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	1,333	0	0	20	2,935	0%
FAIRMONT	2	1,028	9	2,276	12	4,134	17	5,319	44	19,853	84	32,610	4%
BANYAN TREE	0	0	0	0	0	0	2	341	0	0	2	341	0%
SOFITEL	13	2,033	12	3,268	52	15,108	27	7,234	16	3,586	120	31,229	4%
RIXOS	0	0	8	1,844	0	0	21	7,866	0	0	29	9,710	1%
SLS	0	0	0	0	0	0	1	575	9	1,912	10	2,487	0%
DELANO	0	0	0	0	0	0	0	0	1	1,114	1	1,114	0%
THE ORIGINALS	0	0	2	353	0	0	2	296	1	309	5	958	0%
REDBURY HOTELS	0	0	0	0	0	0	0	0	2	356	2	356	0%
SO	1	151	3	397	0	0	1	92	1	250	10	1,500	0%
GLENEAGLES	0	0	2	263	4	610	0	0	0	0	2	263	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	3	605	4	733	0	0	0	0	4	650	11	1,988	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	13	3,836	14	3,516	91	25,870	16	5,582	12	3,513	146	42,317	5%
MGALLERY	42	3,482	18	1,917	37	4,590	10	1,718	7	551	114	12,258	2%
SWISSOTEL	0	0	7	1,402	12	5,639	10	5,363	4	1,420	33	13,824	2%
GRAND MERCURE	0	0	0	0	39	8,921	8	1,590	8	1,801	55	12,312	2%
THE SEBEL	0	0	0	0	34	2,468	0	0	0	0	34	2,468	0%
MANTIS	0	0	3	114	0	0	17	516	2	19	22	649	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	22	4,770	23	5,420	70	16,939	0	0	115	27,129	3%
25 HOURS	2	410	12	1,886	0	0	1	434	0	0	15	2,730	0%
21C	0	0	0	0	0	0	0	0	9	1,240	9	1,240	0%
LUXURY & UPSCALE	78	11,758	118	22,965	349	80,915	212	55,744	128	38,019	885	209,401	27%



NOVOTEL	141	20,436	128	24,711	141	35,517	61	12,347	49	9,303	520	102,314	13%
NOVOTEL SUITES	21	2,358	7	1,040	3	439	3	383	0	0	34	4,220	1%
MERCURE	310	30,345	279	36,844	226	39,091	29	5,353	60	7,958	904	119,591	15%
ADAGIO	40	4,467	20	2,304	0	0	9	1,428	5	518	74	8,717	1%
MANTRA	0	0	0	0	75	13,511	0	0	1	1,177	76	14,688	2%
MAMA SHELTER	10	1,548	4	702	0	0	0	0	2	125	16	2,375	0%
TRIBE	3	333	2	275	2	291	0	0	0	0	7	899	0%
MIDSCALE	525	59,487	440	65,876	447	88,849	102	19,511	117	19,081	1,631	252,804	32%
NO BRAND	9	894	6	496	22	3,362	8	1,281	2	446	47	6,479	1%
MULTIBRAND	9	894	6	496	22	3,362	8	1,281	2	446	47	6,479	1%
IBIS	443	40,940	284	39,984	261	35,603	80	14,377	179	26,363	1,247	157,267	20%
IBIS STYLES	271	20,579	139	15,163	132	19,589	15	2,798	50	6,636	607	64,765	8%
IBIS BUDGET	374	29,623	157	18,257	48	5,622	4	484	65	11,581	648	65,567	8%
ADAGIO ACCESS	43	4,383	5	668	0	0	0	0	0	0	48	5,051	1%
HOTELF1	143	11,127	0	0	0	0	0	0	0	0	143	11,127	1%
JO & JOE	3	780	1	115	0	0	0	0	1	58	5	953	0%
BREAKFREE	0	0	0	0	23	3,370	0	0	0	0	23	3,370	0%
GREET	14	906	2	255	0	0	0	0	0	0	16	1,161	0%
ECONOMIC	1,291	108,338	588	74,442	464	64,184	99	17,659	295	44,638	2,737	309,261	40%
Total	1,903	180,477	1,152	163,779	1,282	237,310	421	94,195	542	102,184	5,300	777,945	100%
%	36%	23%	22%	21%	24%	31%	8%	12%	10%	13%	100%	100%	

Hotel Portfolio – June 2022 (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	2,935	0	0	20	2,935	0%
FAIRMONT		1	53	0	0	0	0	0	0	82	32,299	1	258	84	32,610	4%
BANYAN TREE		0	0	0	0	0	0	0	0	2	341	0	0	2	341	0%
SOFITEL		1	433	0	0	0	0	1	150	114	29,101	4	1,545	120	31,229	4%
RIXOS		0	0	0	0	0	0	0	0	15	5,345	14	4,365	29	9,710	1%
SLS		1	68	0	0	0	0	0	0	7	2,082	2	337	10	2,487	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	887	1	71	5	958	0%
REDBURY HOTELS		0	0	0	0	0	0	0	0	0	0	2	356	2	356	0%
SO		1	92	0	0	0	0	0	0	9	1,408	0	0	10	1,500	0%
GLENEAGLES		0	0	0	0	0	0	0	0	2	263	0	0	2	263	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	9	1,631	2	357	11	1,988	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	108	30,317	34	10,170	146	42,317	5%
MGALLERY		0	0	0	0	1	111	0	0	53	6,979	60	5,168	114	12,258	2%
SWISSOTEL		0	0	0	0	1	238	0	0	23	11,227	9	2,359	33	13,824	2%
GRAND MERCURE		0	0	0	0	0	0	0	0	30	7,490	25	4,822	55	12,312	2%
THE SEBEL		0	0	0	0	0	0	0	0	14	1,296	20	1,172	34	2,468	0%
MANTIS		0	0	0	0	0	0	0	0	20	635	2	14	22	649	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	21	4,173	3	190	27	4,743	1%
MOVENPICK		0	0	0	0	0	0	0	0	88	21,317	27	5,812	115	27,129	3%
25 HOURS		0	0	0	0	0	0	0	0	15	2,730	0	0	15	2,730	0%
21C		0	0	0	0	0	0	0	0	8	943	1	297	9	1,240	0%
LUXURY & UPSCALE		4	646	9	2,109	4	694	3	1489	653	165,133	212	39,330	885	209,401	27%

NOVOTEL	0	0	1	203	2	293	10	1,781	329	71,648	178	28,389	520	102,314	13%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	20	2,792	14	1,428	34	4,220	1%
MERCURE	0	0	0	0	0	0	1	174	249	41,832	654	77,585	904	119,591	15%
ADAGIO	0	0	0	0	1	104	2	312	59	7,134	12	1,167	74	8,717	1%
MANTRA	0	0	17	2,674	1	179	0	0	48	11,201	10	634	76	14,688	2%
MAMA SHELTER	0	0	0	0	0	0	0	0	16	2,375	0	0	16	2,375	0%
TRIBE	0	0	0	0	0	0	0	0	3	374	4	525	7	899	0%
MIDSCALE	0	0	18	2,877	4	576	13	2,267	724	137,356	872	109,728	1,631	252,804	32%
NO BRAND	0	0	1	51	0	0	0	0	25	4,138	21	2,290	47	6,479	1%
MULTIBRAND	0	0	1	51	0	0	0	0	25	4,138	21	2,290	47	6,479	1%
IBIS	0	0	0	0	1	120	38	7,198	443	73,990	765	75,959	1,247	157,267	20%
IBIS STYLES	0	0	0	0	0	0	4	820	105	18,808	498	45,137	607	64,765	8%
IBIS BUDGET	0	0	1	240	0	0	13	3,144	208	26,572	426	35,611	648	65,567	8%
ADAGIO ACCESS	0	0	0	0	0	0	0	0	43	4,463	5	588	48	5,051	1%
HOTELF1	0	0	0	0	0	0	0	0	66	5,828	77	5,299	143	11,127	1%
JO & JOE	0	0	0	0	0	0	0	0	5	953	0	0	5	953	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	16	1,161	16	1,161	0%
ECONOMIC	0	0	2	426	1	120	55	11,162	890	133,646	1,789	163,907	2,737	309,261	40%
TOTAL	4	646	30	5,463	9	1,390	71	14,918	2,292	440,273	2,894	315,255	5,300	777,945	100%
%	0%	12%	1%	1%	0%	0%	1%	2%	43%	57%	55%	41%	100%	100%	



Hotel Portfolio – June 2022 (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	457	64,015	1,443	115,072	1,903	180,477	23%
North Europe	0	0	0	0	1	238	5	1,015	580	92,409	566	70,117	1,152	163,779	21%
ASPAC	0	0	26	4,621	4	635	0	0	655	148,108	597	83,946	1,282	237,310	31%
IMEAT	2	525	0	0	0	0	15	2,477	338	77,633	66	13,560	421	94,195	12%
AMERICAS	2	121	3	791	4	517	49	10,087	262	58,108	222	32,560	542	102,184	13%
Total	4	646	30	5,463	9	1,390	71	14,918	2,292	440,273	2,894	315,255	5,300	777,945	100%
%	0%	0%	1%	1%	0%	0%	1%	2%	43%	57%	55%	41%	100%	100%	