



ACCOR

Hotel Portfolio – December 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	1,275	8	1,463	0	0	21	3,057	0%
FAIRMONT	2	1,028	9	2,276	12	4,134	20	5,984	44	19,853	87	33,275	4%
BANYAN TREE	0	0	0	0	0	0	3	388	0	0	3	388	0%
SOFITEL	14	2,258	12	3,268	52	15,125	27	7,243	16	3,442	121	31,336	4%
RIXOS	0	0	8	1,844	0	0	24	8,906	0	0	32	10,750	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	2	312	3	397	3	475	1	92	0	0	9	1,276	0%
GLENEAGLES	0	0	2	263	0	0	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	5	970	0	0	0	0	4	650	12	2,225	0%
HYDE	0	0	0	0	0	0	1	276	2	460	3	736	0%
MONDRIAN	0	0	1	120	1	295	1	270	5	942	8	1,627	0%
PULLMAN	12	3,614	14	3,514	98	28,199	17	6,180	12	3,513	153	45,020	6%
MGALLERY	41	3,422	19	2,017	42	5,377	10	1,718	8	674	120	13,208	2%
SWISSOTEL	0	0	7	1,402	12	5,471	11	5,513	4	1,420	34	13,806	2%
GRAND MERCURE	0	0	0	0	43	10,422	8	1,590	8	1,787	59	13,799	2%
THE SEBEL	0	0	0	0	34	2,509	0	0	0	0	34	2,509	0%
MANTIS	0	0	1	35	0	0	14	488	2	19	17	542	0%
ART SERIES	0	0	0	0	7	1,834	0	0	0	0	7	1,834	0%
PEPPERS	0	0	0	0	26	4,622	0	0	0	0	26	4,622	1%
MOVENPICK	0	0	23	4,968	24	5,607	72	16,994	0	0	119	27,569	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	11,862	119	23,419	364	85,345	221	58,410	129	37,917	911	216,953	27%



NOVOTEL	141	20,447	130	25,117	146	36,277	62	13,808	51	9,513	530	105,162	13%
NOVOTEL SUITES	21	2,358	7	1,040	3	439	3	383	0	0	34	4,220	1%
MERCURE	310	30,554	279	36,791	262	44,468	30	5,417	62	8,111	943	125,341	16%
ADAGIO ORIGINAL	40	4,395	22	2,571	0	0	10	1,582	5	518	77	9,066	1%
MANTRA	0	0	0	0	74	13,466	0	0	1	1,177	75	14,643	2%
MAMA SHELTER	10	1,539	4	702	0	0	0	0	2	125	16	2,366	0%
NEQTA	0	0	0	0	4	438	0	0	0	0	4	438	0%
TRIBE	5	504	3	590	3	383	0	0	0	0	11	1,477	0%
MIDSCALE	527	59,797	445	66,811	492	95,471	105	21,190	121	19,444	1,690	262,713	33%
NO BRAND	6	427	6	496	23	3,886	8	1,303	4	863	47	6,975	1%
MULTIBRAND	6	427	6	496	23	3,886	8	1,303	4	863	47	6,975	1%
IBIS	441	40,712	283	39,695	281	37,232	82	14,773	182	26,768	1,269	159,180	20%
IBIS STYLES	281	21,185	135	14,943	157	22,650	15	2,798	54	7,453	642	69,029	9%
IBIS BUDGET	371	29,371	157	18,543	49	5,738	0	0	67	11,949	644	65,601	8%
ADAGIO ACCESS	43	4,383	7	906	0	0	0	0	0	0	50	5,289	1%
HOTELF1	141	10,977	0	0	0	0	0	0	0	0	141	10,977	1%
JO & JOE	3	780	1	115	0	0	0	0	2	138	6	1,033	0%
BREAKFREE	0	0	0	0	21	2,826	0	0	0	0	21	2,826	0%
GREET	22	1,438	2	255	0	0	0	0	0	0	24	1,693	0%
ECONOMIC	1,302	108,846	585	74,457	508	68,446	97	17,571	305	46,308	2,797	315,628	39%
Total	1,913	180,932	1,155	165,183	1,387	253,148	431	98,474	559	104,532	5,445	802,269	100%
%	35%	23%	21%	21%	25%	32%	8%	12%	10%	13%	100%	100%	



Hotel Portfolio – December 2022 (By segment and exploitation mode)

BRAND	Owned		Fixed lease		Variable lease		Var lease/ EBITDAR		Managed		Franchised		TOTAL		%
	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
RAFFLES	0	0	0	0	0	0	0	0	3,057	21	0	0	3,057	21	0%
FAIRMONT	53	1	0	0	0	0	0	0	32,964	85	258	1	33,275	87	4%
BANYAN TREE	0	0	0	0	0	0	0	0	388	3	0	0	388	3	0%
SOFITEL	433	1	0	0	0	0	150	1	29,208	115	1,545	4	31,336	121	4%
RIXOS	0	0	0	0	0	0	0	0	6,386	18	4,364	14	10,750	32	1%
SLS	68	1	0	0	0	0	0	0	2,082	7	337	2	2,487	10	0%
DELANO	0	0	0	0	0	0	0	0	0	0	1,114	1	1,114	1	0%
THE ORIGINALS	0	0	0	0	0	0	0	0	887	4	71	1	958	5	0%
REDBURY HOTELS	0	0	0	0	0	0	0	0	0	0	356	2	356	2	0%
SO	92	1	0	0	0	0	0	0	1,184	8	0	0	1,276	9	0%
GLENEAGLES	0	0	0	0	0	0	0	0	263	2	0	0	263	2	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	226	2	0	0	226	2	0%
HOXTON	0	0	0	0	0	0	0	0	1,868	10	357	2	2,225	12	0%
HYDE	0	0	0	0	0	0	0	0	336	2	400	1	736	3	0%
MONDRIAN	0	0	0	0	0	0	0	0	1,104	5	523	3	1,627	8	0%
PULLMAN	0	0	348	1	143	1	1,339	2	31,484	110	11,706	39	45,020	153	6%
MGALLERY	0	0	0	0	111	1	0	0	7,932	59	5,165	60	13,208	120	2%
SWISSOTEL	0	0	0	0	238	1	0	0	11,377	24	2,191	9	13,806	34	2%
GRAND MERCURE	0	0	0	0	0	0	0	0	8,744	34	5,055	25	13,799	59	2%
THE SEBEL	0	0	0	0	0	0	0	0	1,234	13	1,275	21	2,509	34	0%
MANTIS	0	0	0	0	0	0	0	0	528	15	14	2	542	17	0%
ART SERIES	0	0	1,583	6	0	0	0	0	251	1	0	0	1,834	7	0%
PEPPERS	0	0	178	2	202	1	0	0	4,052	20	190	3	4,622	26	1%
MOVENPICK	0	0	0	0	0	0	0	0	21,491	90	6,078	29	27,569	119	3%
25 HOURS	0	0	0	0	0	0	0	0	2,730	15	0	0	2,730	15	0%
21C	0	0	0	0	0	0	0	0	943	8	297	1	1,240	9	0%
LUXURY & UPSCALE	646	4	2,109	9	694	4	1,489	3	170,719	671	41,296	220	216,953	911	27%



NOVOTEL	0	0	203	1	293	2	1,781	10	72,552	326	30,333	191	105,162	530	13%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	2,792	20	1,428	14	4,220	34	1%
MERCURE	0	0	0	0	0	0	174	1	43,497	260	81,670	682	125,341	943	16%
ADAGIO ORIGINAL	0	0	0	0	104	1	312	2	7,413	61	1,237	13	9,066	77	1%
MANTRA	0	0	2,613	16	179	1	0	0	11,201	48	650	10	14,643	75	2%
MAMA SHELTER	0	0	0	0	0	0	0	0	2,366	16	0	0	2,366	16	0%
NEQTA	0	0	0	0	0	0	0	0	0	0	438	4	438	4	0%
TRIBE	0	0	0	0	0	0	0	0	781	5	696	6	1,477	11	0%
MIDSCALE	0	0	2,816	17	576	4	2,267	13	140,602	736	116,452	920	262,713	1,690	33%
NO BRAND	0	0	51	1	0	0	0	0	4,922	26	2,002	20	6,975	47	1%
MULTIBRAND	0	0	51	1	0	0	0	0	4,922	26	2,002	20	6,975	47	1%
IBIS	0	0	0	0	120	1	7,198	38	73,222	437	78,640	793	159,180	1,269	20%
IBIS STYLES	0	0	0	0	0	0	820	4	20,202	110	48,007	528	69,029	642	9%
IBIS BUDGET	0	0	240	1	0	0	3,144	13	25,495	198	36,722	432	65,601	644	8%
ADAGIO ACCESS	0	0	0	0	0	0	0	0	4,611	44	678	6	5,289	50	1%
HOTELF1	0	0	0	0	0	0	0	0	5,353	59	5,624	82	10,977	141	1%
JO & JOE	80	1	0	0	0	0	0	0	953	5	0	0	1,033	6	0%
BREAKFREE	0	0	186	1	0	0	0	0	2,488	18	152	2	2,826	21	0%
GREET	0	0	0	0	0	0	0	0	0	0	1,693	24	1,693	24	0%
ECONOMIC	80	1	426	2	120	1	11,162	55	132,324	871	171,516	1,867	315,628	2,797	39%
TOTAL	726	5	5,402	29	1,390	9	14,918	71	448,567	2,304	331,266	3,027	802,269	5,445	100%
%	0%	0%	1%	1%	0%	0%	2%	1%	56%	42%	41%	56%	100%	100%	

Hotel Portfolio – December 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	434	61,830	1,476	117,712	1,913	180,932	23%
North Europe	0	0	0	0	1	238	5	1,015	579	92,646	570	71,284	1,155	165,183	21%
ASPAC	0	0	25	4,560	4	635	0	0	679	153,832	679	94,121	1,387	253,148	32%
IMEAT	2	525	0	0	0	0	15	2,477	348	81,945	66	13,527	431	98,474	12%
AMERICAS	3	201	3	791	4	517	49	10,087	264	58,314	236	34,622	559	104,532	13%
Total	5	726	29	5,402	9	1,390	71	14,918	2,304	448,567	3,027	331,266	5,445	802,269	100%
%	0%	0%	1%	1%	0%	0%	1%	2%	42%	56%	56%	41%	100%	100%	