

**OWNER  
INVESTOR  
& OPERATOR  
LEADER  
IN EUROPE**

We dedicate our resources to locations, spaces and cities which offer opportunities for the future.

We magnify existing assets to restore their full attractiveness.

We design smart buildings to meet tomorrow's challenges: more connected, more environmentally friendly, accessible to all and in touch with their surroundings.

We satisfy our guests' expectations and needs, by offering them an exceptional quality of welcome and service, and enabling them to enjoy new experiences.

We are a strongly-bond group of exceptionally talented people, whose inventiveness and passion enable us to look to the future with confidence. Every day, we empower our teams to achieve their full potential.

**We do far more than build, invest, operate.**

**We create sustainable value for the hospitality of tomorrow.**

**We are AccorInvest.**

AccorInvest is present in 25 countries, with 702 hotels managed by Accor.

**As a hotel investor and owner, AccorInvest's mission is to manage and optimize its assets in the economy and midscale segments.** We have high ambitions to generate capital which will accelerate our growth: we renovate existing assets to boost their potential, we acquire property to expand our portfolio, we build new hotels to take advantage of the most dynamic locations and markets and we select the best, most experienced brands to manage our hotels and maximise the value of our properties.

In this way, we create value for all stakeholders, from our employees and guests to our shareholders and partners. Thanks to their unfailing support, **AccorInvest is increasingly becoming a strong reference on the hospitality market.**



**702**   
hotels owned and leased

**25**   
countries where  
AccorInvest is present

**25,000**   
AccorInvest is in charge of day-to-day  
operations through **25,000 talents**

# PRESENTATION OF ACCORINVEST

## ESG, THE OVERALL DRIVER OF OUR STRATEGY

- At AccorInvest, we believe that “doing things the right way” is achieved by integrating ESG (Environmental, Social & Governance) in everything we do, as hotel owner, investor and operator.
- The way we meet our business goals must also preserve the planet, support society, and follow well-thought governance rules. Our unique business model embodies this ESG approach as it supports the management of our two business lines – Operational Excellence and Asset Management.
- Our ambition is clear: that AccorInvest be recognized as a benchmark player in sustainable development.

## EUROPE AT THE CENTRE OF THE ASSET MANAGEMENT STRATEGY

- Our asset managers are committed every day to delivering our Asset Management Plan. They manage the capital in line with the Group strategy, arbitrate asset disposals, renegotiate leases and decide on the operation mode. They manage, protect and enhance the value of the company’s assets (owned or leased) by calibrating the required Major Capital Investment (MCI).

## OPERATIONAL EXCELLENCE AS A STRONG DRIVING FORCE

- Every day, all AccorInvest employees are driven by a strong desire to satisfy our guests’ expectations and needs, by offering them an exceptional quality of welcome and service, and enabling them to enjoy new experiences in our hotels. Our office teams accompany and provide support to our hotel managers, so that together, they can achieve operational excellence.

## A LONG-TERM AND STRONG PARTNERSHIP WITH ACCOR

- AccorInvest and Accor entered into long-term management contracts to offer operational excellence. Accor, as a brand owner and manager, delivers its global expertise in the hospitality sector and its wide range of services (brand and operational management). AccorInvest, as an owner and operator, provides its real estate expertise to support the growth of hotels.
- Both Groups act together in a concerted manner to provide the highest satisfaction and greatest experience to their guests. It is a win-win long-term partnership to manage AccorInvest’s hotel operations.

**31%**  
SUPER ECONOMIC



**ibis**  
*budget*  
**JO&  
JOE**  
**hotelF1**

**35%**  
ECONOMIC



**ibis**  
**ibis**  
STYLES

**29%**  
MIDSCALE



**NOVOTEL**  
**NOVOTEL**  
**Mercure**  
**adagio**

**5%**  
UPSCALE



**SOFITEL**  
*Fairmont*  
**swissôtel**  
**pullman**  
**M**  
GALLERY  
BY  
SOFITEL

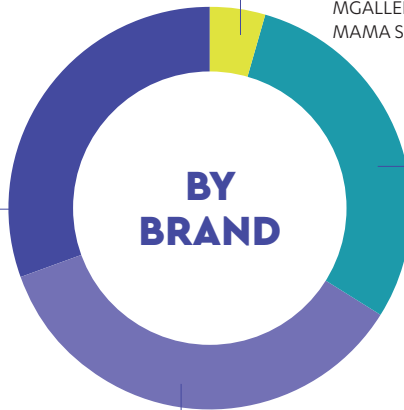
# ACCORINVEST HOTEL PORTFOLIO BY REGION AND BRAND AT MAY 31, 2024

**217**

**SUPER  
ECONOMIC**  
IBIS BUDGET .....141  
HOTEL F1 .....75  
Jo & JOE .....1

**32**

**UPSCALE**  
FAIRMONT .....2  
SWISSOTEL .....1  
SOFITEL .....13  
PULLMAN .....6  
MGALLERY .....9  
MAMA SHELTER..1



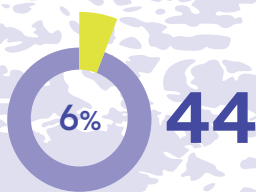
**207**

**MIDSCALE**  
NOVOTEL .....111  
NOVOTEL SUITES .....10  
MERCURE .....86

**246**

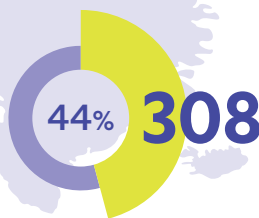
**ECONOMIC**  
IBIS .....228  
IBIS STYLES .....18

## BY REGION



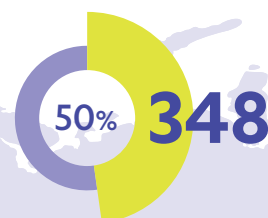
### LATIN AMERICA

Brazil .....23  
Mexico .....3  
Chile .....8  
Argentina .....5  
Peru .....3  
Colombia .....2



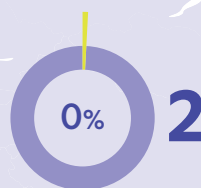
### SOUTHERN EUROPE

France .....237  
Spain .....36  
Italy .....17  
Portugal .....18  
Monaco .....1  
Greece .....1



### NORTHERN EUROPE

Germany .....149  
Austria .....16  
Switzerland .....18  
United Kingdom .....71  
The Netherlands .....13  
Belgium .....18  
Luxembourg .....2  
Czech Republic .....5  
Hungary .....13  
Lithuania .....2  
Poland .....39  
Romania .....2



### ASIA PACIFIC

Singapore .....2