2019

THE WALLS WE BUILD.
THE WALLS WE RENOVATE.
THE WALLS WE INVEST IN.

THE WALLS IN WHICH
WE OPERATE OUR HOTELS.

WALLS WHICH ARE NOT LIMITS.

WALLS WHICH DON'T KEEP US IN.

WE GO BEYOND WALLS,
WE CROSS THROUGH THEM,
RISE ABOVE THEM,
OVERCOME THEM...

TO WELCOME THE WORLD
AND IMAGINE THE FUTURE.

Owner

Investor

# Operator

ACCORINVEST

Summary

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*Novotel London Canary Wharf ◥ UNITED KINGDOM*

# BEYOND WALLS

**Beyond Walls. Our motto. Our vision.**

We explore 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 offer our guests more than new experiences and emotions: we transform their visits into amazing encounters.

We do far more  than build, invest, operate. We create value.

# Street ART Inside

At JO&JOE Paris Gentilly, we shake hospitality concepts, surprise with the unexpected, boost curiosity, amaze with talent... in a flurry of innovation and imagination.

# JO&JOE
# Paris-Gentilly

**FRANCE**

/ NEW LIVING SPACE / NEW BRAND / LOW CARBON BUILDING /

ART

## At JO&JOE Paris Gentilly, we dare

JO&JOE Paris Gentilly brings the outside inside with its striking Street Art decoration, paving the way for more inventiveness, a touch of trendy beauty, freedom and fun which makes our hotel spectacular for guests and visitors alike. In addition, this new construction is the very first hotel in the world to have obtained the new leading reference sustainability label "BBCA": this label certifies compliance with challenging criteria regarding sustainable construction, controlled operation, carbon capture and storage, and circular economy. Tangible evidence of how our choice to integrate sustainability and innovation in our projects places our achievements in the limelight.

Watch the renovation

See more information

Read more information about the BBCA label

Street Art is everywhere... thanks to the talent of nine local and international artists.

# Tribute to CINE-MA

The ibis Styles London Ealing
is a unique time travel, a stunning immersion
in the magic universe of film-making.

# Ibis Styles London Ealing

**UNITED KINGDOM**

/ NEW CONSTRUCTION / IMMERSIVE DESIGN /
/ ORIGINAL CUSTOMER EXPERIENCE /

The opening of this new hotel in a dynamic area of West London reinforces AccorInvest's position on the British budget hotel sector.

## At ibis Styles London Ealing, we dream

The ibis Styles London Ealing, located near the famous Ealing Studios –the oldest film studios in the world– provides an exciting travel experience. In this hotel, our guests are immersed in the universe of cinema thanks to film-themed decoration present everywhere, on the carpets, wallpaper, lighting, posters... which creates a very special atmosphere, an original, out-of-time moment: an investment choice which places us as leader of the trend in the United Kingdom.

See more information

CINEMA

| | | |
|---|---|---|
| CONSTRUCTION | LEASED | 120 rooms |
| ARCHITECT Darling Associates | INTERIOR DESIGN Falconer Chester Hall | |

# From past to FU-TURE

At Hotel Mondial am Dom Cologne MGallery,
heritage and modernity join forces
to create a subtle balance of tradition,
culture and sustainability.

RENOVATION

LEASED

203 rooms

INTERIOR DESIGN
Viki Kitzig

# Hotel Mondial am Dom Cologne MGallery

**GERMANY**

# FUTURE

The hotel is at the heart of Cologne's old town.

The breakfast room and lobby were extensively renovated in 2019.

## At Hotel Mondial am Dom Cologne MGallery, we preserve

Our renovation of the Hotel Mondial am Dom Cologne MGallery meets three complementary objectives. We respect the past with a new interior design echoing the city's cultural traditions and monuments, in particular the nearby Kölner Dom, the largest Gothic cathedral in Northern Europe, a UNESCO World Heritage. We offer state-of-the-art facilities and service which fully answer today's needs. And we prepare a sustainable future by operating in an environmentally-sound manner, based in particular on eco-friendly features such as LED lighting and water-saving equipment. As such, this achievement illustrates AccorInvest's coherent approach to being a socially responsible hospitality investor

/ SUSTAINABLE REFURBISHMENT / STRATEGIC LOCATION /
/ LINK BETWEEN HERITAGE AND MODERNITY /

# Travel SMART

At HotelF1 Paris Porte de Montmartre,
the new #OnTheRoad concept efficiently
blends innovative ideas
into the brand's low-cost positioning.

# HotelF1 Paris Porte de Montmartre

FRANCE

## At Hotel F1 Paris Porte de Montmartre, we explore

Today, we are taking the HotelF1 brand beyond its traditional offer of proper comfort, cleanliness, and accessible price. The new #OnTheRoad concept, developed with our partner Accor, is a differentiating, cost-effective, eye-catching renovation approach. Its warmer, more contemporary decoration evokes a nomadic travel style –attractive to a larger clientele, including Millennials– and gives special attention to the requests of women and families. The HotelF1 Porte de Montmartre refurbishment was completed in record time, as in the 26 hotels re-looked so far; our objective is to put 100% of the brand's 83 hotels "OnTheRoad" by the end of 2020.

The new Cabrio room integrates a shower and private toilet.

RENOVATION

LEASED

386
rooms

INTERIOR DESIGN
For whole HotelF1 brand
**Carlos Pujol**

SMART

# CARIOCA at heart

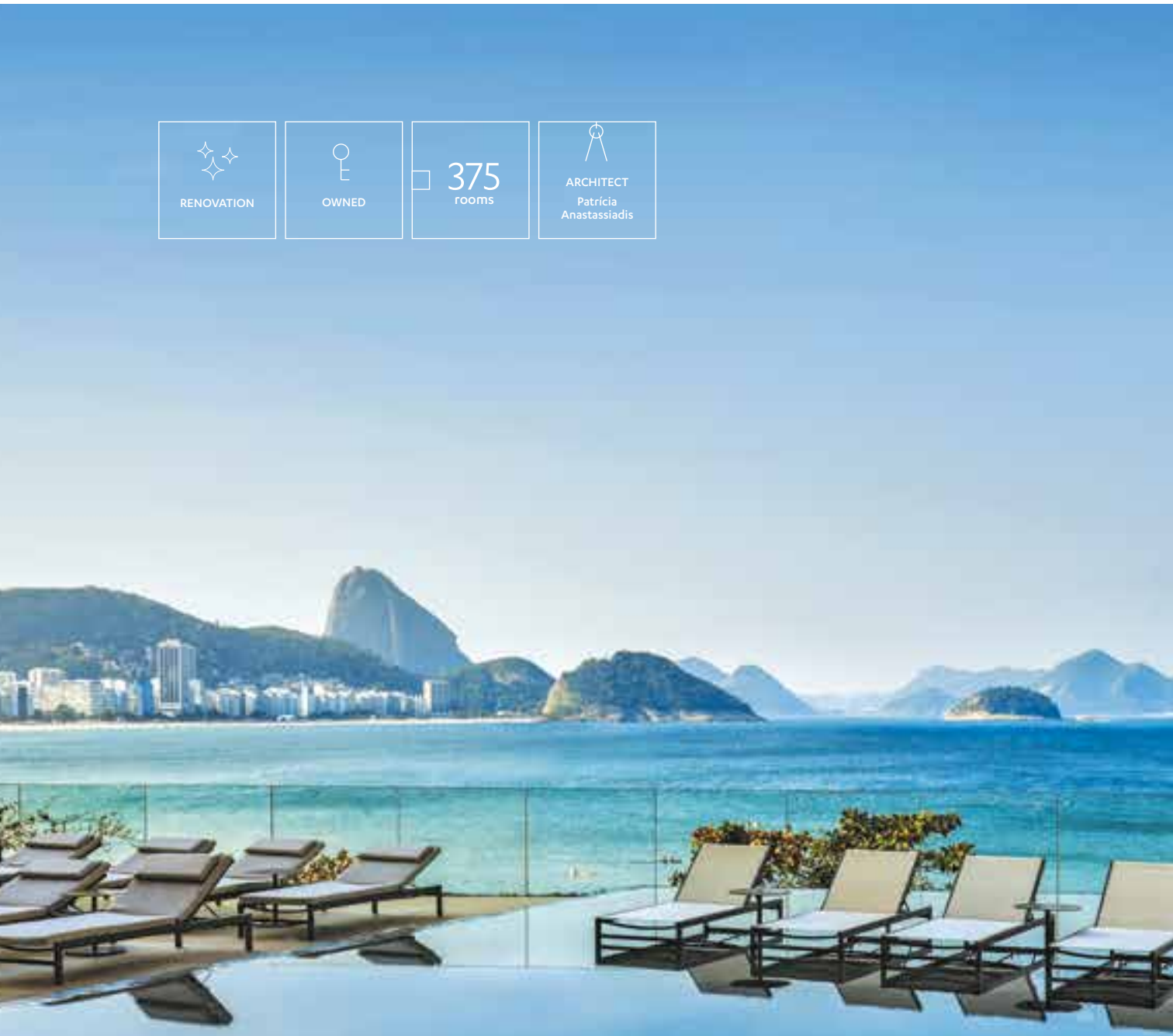
Following its monumental renovation, the Fairmont's first flagship in Latin America might well become as renowned as its amazing showcase, the world-famous Copacabana Bay.

RENOVATION

OWNED

375
rooms

ARCHITECT
Patrícia
Anastassiadis



# Fairmont Rio de Janeiro Copacabana

**BRAZIL**

## At the Fairmont Rio de Janeiro Copacabana, we inspire

The renovation of the Fairmont Rio de Janeiro Copacabana was a pharaonic, 15-month-long task: more than 40,000 sqm spread over 14 floors were refurbished to the highest standards of luxury. Today, the refined design imagined by award-winning architect Patrícia Anastassiadis revives the carioca glamour of the 1950's which, added to the hotel employees' passion for hospitality, conveys a feeling of exclusivity to our guests. This asset is also Aqua HQE (High Quality Environmental standard) certified: official recognition of our determined strategy to promote sustainability best practices throughout our operations.

Watch the inauguration

Watch the renovation

Read more information

/ MONUMENTAL PROJECT / AQUA HQE CERTIFICATION / SCENIC VIEWS /

Exceptional demands are met with world-class service, such as the use of a private lounge and personalised assistance at all times.

# LIGHT-HOUSE

## over the city

Swissôtel The Stamford towers sky-high over the astounding city of Singapore, the "Garden City" of South East Asia.

# Swissôtel The Stamford

**SINGAPORE**

/ ONE OF THE TALLEST HOTELS IN SOUTH EAST ASIA / UNRIVALLED COMFORT /

Each of our rooms includes at least one private balcony, from which our guests can enjoy the view over the bay and harbour.

## At Swissôtel The Stamford Singapore, we shine

The 73-floor-high tower of Swissôtel The Stamford –an incredible technical feat– offers breath-taking panoramic views of the only city-island-nation in the world. This hotel, ideally located in Singapore's dynamic city centre, exceeds guest and visitor expectations with its luxurious design, impressive facilities, astonishing dining experience, and best-in-class business venue. Throughout the asset, we provide the elegant, attentive service which Asia is renowned for. Following its complete renovation, our 5-star flagship has become a solid landmark in one of the planet's strongest economies.

Watch the renovation

RENOVATION

LEASED

1,261 rooms

INTERIOR DESIGN
Tristan Auer
Wilson Associates

LIGHT-HOUSE

# ATTRACT the World

The ibis Amsterdam Centre sweeps reception standards aside with an unequivocal statement: hospitality starts as soon as a guest pushes the door.

# Ibis Amsterdam Centre

**NETHERLANDS**

/ STRATEGIC LOCATION / MOBILE WELCOME / CREATION OF SOCIAL LINK /

ATTRACT

## At the ibis Amsterdam Centre, we re-invent

With 250,000 travelers passing every day through Amsterdam's central train station located nearby, the ibis Amsterdam Centre has a strong trump card in hand. We have boosted this advantage with a bold renovation approach, defined and implemented thanks to close collaboration between the hotel manager, the technical services division, AccorInvest's Asset Management and our partner Accor. In particular, the reception counter has been replaced by a less formal, more guest-friendly welcome. Receptionists now move around in the lobby and other hotel staff are encouraged to greet visitors as well: leading-edge behaviours shaped around our guests' expectations.

Our hotel is right next to Amsterdam Central Station, in the middle of the bustling city center.

# All is WELL

AccorInvest actions a huge lever for growth
with the Novotel Le Touquet,
a supremely scenic sea-side asset
entirely rejuvenated to set a new trend.

RENOVATION

OWNED

145
rooms

INTERIOR DESIGN
Toma Drijski
DVVD Architectes

# Novotel Le Touquet

**FRANCE**

/ RESPECT FOR THE ARCHITECTURAL HERITAGE / A UNIQUE LOBBY /
/ NEW WELLNESS OFFER /

The sea is beautifully present, wherever our guests look.

## At Novotel Le Touquet, we care

The Novotel Le Touquet is located directly on a beautiful sandy beach less than three hours from Paris and easily accessible from the United Kingdom, Belgium, and the Netherlands.
Its new design is fully anchored in its environment: the facade harmoniously blends into the town's unique style, and all interior spaces are widely open onto the gorgeous sea view; natural light creates a cosy yet envigorating atmosphere. We took an audacious step with the conception of the lobby: it is a fully-fledged place to live in which sets a new trend by welcoming ibis, Novotel and Thalassa guests alike. With this innovative shared welcome and smooth circulation throughout the site, our flagship reveals its full potential at all times of the day. Far beyond a fashion, wellness today plays a key role in hospitality.

Read more information

WELL

# A pioneer VISION

The Novotel Zurich City West
is a clear illustration of business flair:
it shows our capacity to anticipate to
be in the right place, at the right time.

RENOVATION

OWNED

144
rooms

INTERIOR DESIGN
Andrea Schwarz

# Novotel Zurich City West

**SWITZERLAND**

## At the Novotel Zurich City West, we foresee

When this asset opened in an industrial suburb of Zurich, back in year 2000, we were the only hoteliers to consider that our project had potential; but two decades later, we have been proven right. The city of Zurich has grown and what used to be an unfashionable suburb has turned into a dynamic urban and business district, welcoming nearly 12,000 visitors per day, with 22,000 employees and 4,000 residents. Thanks to our vision at the time and the extensive renovation we have carried out to bring the asset up to today's expectations, our hotel is now ready to reap the full benefits of its wise implantation.

Thanks to the hotel's ideal location, our guests can experience one of the city's trendiest districts.

VISION

# ROYAL welcome

Its remarkable location in the heart of Rome
demanded magnificence: today,
the renovated Sofitel Rome Villa Borghese
exalts the beauty of the Eternal City itself.

RENOVATION

OWNED

78
rooms

INTERIOR DESIGN
Jean-Philippe Nuel

# Sofitel Rome Villa Borghese

ITALY

The Sofitel Rome Villa Borghese provides an exclusive, sophisticated pause in the heart of Rome.

## At Sofitel Rome Villa Borghese Rome, we impress

Our hotel is a 19th century palace admirably located near some of the city's most famous highlights –the Trevi Fountain, Villa Medici, Piazza di Spagna– and offering a breath-taking rooftop view over the gardens of Villa Borghese and the Basilica of San Pietro. Our complete restyling of this fully-owned AccorInvest asset creates a unique travel experience, a blend of French elegance and Italian exuberance. References to Roman architecture and antiquities are delicately woven into a refined, contemporary design; added to the hotel teams' impeccable service, the Sofitel Rome Villa Borghese has definitely risen to the very top of Rome's luxury hospitality.

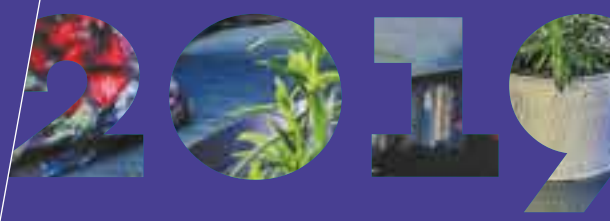
Read more information

Watch the renovation

ROYAL

Mercure Hotel & Residenz Berlin Checkpoint Charlie ◥ GERMANY

# AccorInvest



AccorInvest's scope is unique in the hospitality business. Over and beyond our activity as real estate owner, we invest, develop and operate hotels –and the skillset we have fine-tuned places us at the very top.

# AccorInvest
# AT A GLANCE

In our very first year of existence, AccorInvest has become the leading hospitality investor and operator in Europe.

## A DUAL MISSION

At AccorInvest, a unique business model supports the management of our two core businesses - real estate ownership and hotel operations. Every day, we address two inseparable and perfectly complementary challenges: we manage the performance of our real estate portfolio and we assist our hotel teams, in order to ensure both our investors' and our guests' satisfaction. Our asset managers have high-calibre skills: they oversee our assets and value them, and they help the hotel managers enhance the full potential of their locations. By sharing their know-how, our teams constantly increase the value of our portfolio and achieve exceptional operational excellence. At AccorInvest, expertise and teamwork are our key strengths.

**122,000**
ROOMS (DEC. 2019)

**10**
ACQUISITIONS IN 2018 & 2019

**75%**
OCCUPANCY RATE (2018 & 2019)

**250**
HOTELS UNDERGOING RENOVATIONS (2018 & 2019)

**846**
HOTELS (DEC. 2019)

## SOUND FINANCIALS

The AccorInvest strategy benefits from solid financials supported by strong levers: 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. We create value by focussing on growth and offering best-in-class service. Thanks to our sound financials, we can innovate, integrate our vision in new ways of life, and imagine the hospitality of tomorrow. In this way, the value we create enriches all stakeholders –our shareholders, our employees, our partners and our guests, who all contribute to making AccorInvest a reference on the hospitality market.

**€67**
REVPAR 2019 (€65 REVPAR 2018)

**4BN€**
TURNOVER 2019

Watch the retrospective video

## TALENTED PEOPLE

AccorInvest is more than a diversified, successful company: it is a strongly-bond group of exceptionally talented people, whose inventiveness and passion enable us to anticipate new trends and look to the future with confidence. By providing our employees with a solid working environment, we create a strong sense of belonging as well as positive dynamics. By trusting and empowering our teams, we help each member of our group achieve his or her full potential. By supporting a proper work-life balance, we show that we care beyond professional obligations and confirm our commitment to our employees' well-being. By acting as a truly responsible hospitality investor and operator, we increase pride among our co-workers and gain respect from our peers. At AccorInvest, we give meaning to what we do.

| | | |
|---|---|---|
| | MORE THAN **30,000** EMPLOYEES | **53%** WOMEN EMPLOYEES |
| **35%** OF OUR GENERAL MANAGERS ARE WOMEN | **76%** OF OUR EMPLOYEES TOOK TRAINING IN 2018 | **88 to 94/100** EQUAL PAY INDEX IN THE GROUP'S ENTITIES IN FRANCE IN 2018 |

| | |
|---|---|
| | **31%** OF OUR HOTELS HAVE VEGETABLE GARDENS (265 VEGETABLE GARDENS) |
| **100%** OF OUR NEW CONSTRUCTIONS HAVE OBTAINED AN ENVIRONMENTAL CERTIFICATION | **4,200** EMPLOYEES PARTICIPATED IN *INVEST IN #19* OUR FIRST EMPLOYEE SHAREHOLDING PLAN |

## RESPONSIBLE BEHAVIOURS

The AccorInvest strategy benefits from solid financials supported by strong levers: 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. We create value by focussing on growth and offering best-in-class service. Thanks to our sound financials, we can innovate, integrate our vision in new ways of life, and imagine the hospitality of tomorrow. In this way, the value we create enriches all our stakeholders –our shareholders, our employees, our partners and our guests, who all contribute to making AccorInvest a reference on the hospitality market.

Read more about vegetable gardens

Read more information about building digitalisation to reduce carbon footprint

## ENGAGING PARTNERSHIPS

**• RIISE is an international network promoting diversity,** active across five continents. Its actions are based in particular on sharing knowledge through mentoring, promoting talent –especially female– to positions of responsibility, and eliminating all forms of discrimination.

**• The Energy Observer is the first hydrogen vessel** designed for complete energy autonomy, with zero emissions of greenhouse gas or fine particles; it travels around the world to find innovative solutions for the environment. Our support to this project is a compelling technical and human partnership. It catalyses numerous teams' skills and brings us new ideas to increase the energy efficiency of future buildings.

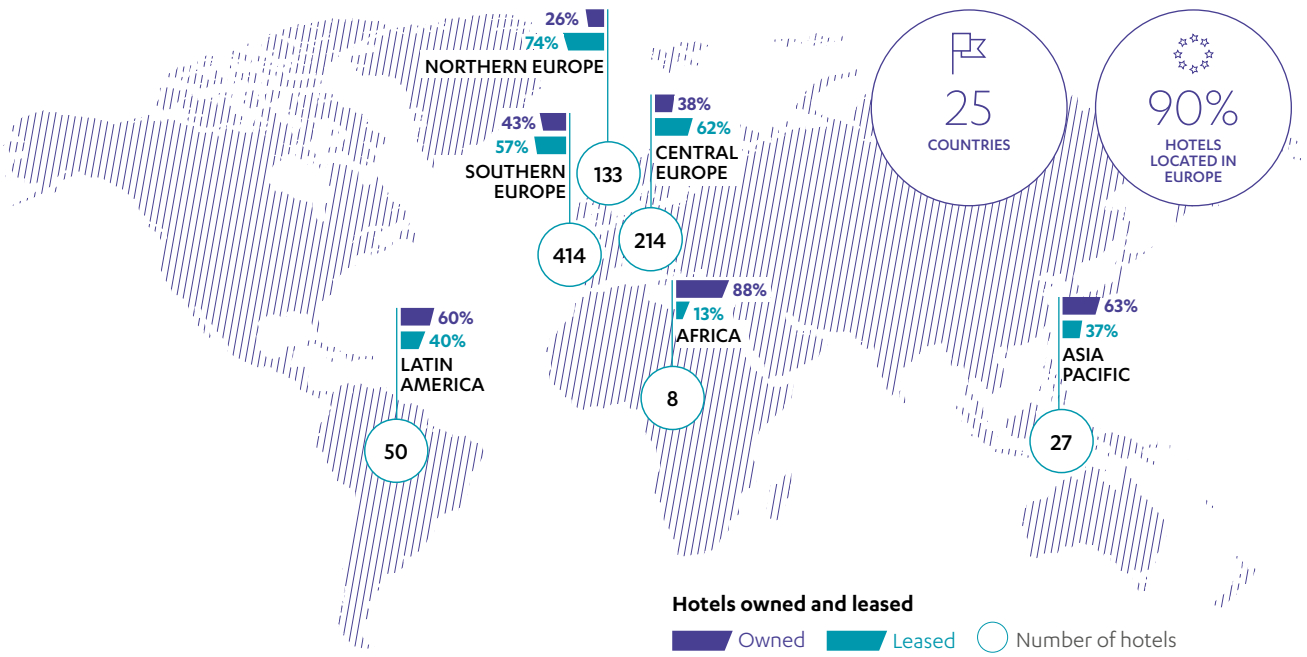
**• The #StOpE initiative aims to fight so-called "ordinary" sexism in the workplace.** AccorInvest has signed a joint commitment with thirty other organisations in order to share and promote best practices to eliminate sexism –those acts, remarks and behaviour which inadvertently or insidiously exclude, belittle and disqualify women in their everyday professional life.

Read more information about the Energy Observer

# The strengths of OUR PORTFOLIO

Our portfolio comprises over 850 hotels, owned or leased, located in 26 countries in Europe, Latin America and Asia. We are constantly strengthening this portfolio by investing in high-potential hotel renovations and new developments all over the world.

## WORLDWIDE PRESENCE*




## OUR HOTELS PER SEGMENT*

| | | |
|---|---|---|
| hotelF1 · JO&JOE · ibis · ibis STYLES · ibis budget | adagio · Mercure · NOVOTEL | pullman · swissôtel · GALLERY BY SOFITEL · Fairmont · SOFITEL |
| 68% ECONOMY | 27% MIDSCALE | 5% LUXURY & UPSCALE |

* Data December 31st, 2019.

## A FEW OF OUR FLAGSHIPS

1. Ibis Paris Cœur d'Orly Airport
   **FRANCE**

2. Mercure Amsterdam City
   **NETHERLANDS**

3. Sofitel Santa Clara Cartagena
   **COLUMBIA**

4. Novotel Munich Messe
   **GERMANY**

# Our latest ACQUISITIONS

Beyond a selective renovation policy, AccorInvest is pursuing an active acquisition strategy and seeking to strengthen its position in Europe in the economic and mid-range segments.

Ibis Lubeck City
GERMANY

Novotel Paris Vaugirard
Montparnasse
**FRANCE**

Mercure Firenze Centre
**ITALY**

Mercure Hotel & Residenz
Berlin Checkpoint Charlie
**GERMANY**

Pullman Madrid Airport Feria
SPAIN

Novotel London Blackfriars
UNITED KINGDOM

Ibis London Blackfriars
UNITED KINGDOM

Novotel Paris Centre
Gare Montparnasse
**FRANCE**

Mercure Brussels Airport
**BELGIUM**

Sofitel Lisbon Liberdade
**PORTUGAL**

## Acknowledgements


# THANK YOU

We are all tremendously proud to present to you "BEYOND WALLS", the very first edition of our new yearly landmark. We will not write a "monument" for the occasion, but we do wish to sincerely thank all the people who have contributed to this achievement and who have made it possible for us to meet our goals: the headquarter teams and the general managers and staff of the hotels featured in this book.


## Credits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IBIS BRUSSELS OFF GRAND PLACE - IBIS BRUGGE CENTRUM - IBIS ANTWERPEN CENTRUM - NOVOTEL BRUSSELS CITY CENTRE - IBIS BUDGET LIEGE - IBIS NAMUR - NOVOTEL MALINES - IBIS BUDGET BRUGGE STATION - IBIS BUDGET ANTWERPEN GARE - NOVOTEL MANAUS - NOVOTEL SAO JOSE DOS CAMPOS IBIS FORTALEZA-PRAIA DE IRACEMA - FAIRMONT RIO DE JANEIRO COPACABANA - IBIS RIO DE JANEIRO - IBIS SOROCABA - IBIS PAULINIA - IBIS BUDGET SAO PAULO PARAISO - IBIS SAO PAULO INTERLAGOS - IBIS BUDGET PORTO ALEGRE - IBIS BUDGET PIRACICABA - PULLMAN SAO PAULO INTERNATIONAL AIRPORT - MGALLERY RIO DE JANEIRO SANTA TERESA - MAMA SHELTER RIO DE JANEIRO SANTA TERESA - NOVOTEL SANTIAGO VITACURA - IBIS CONCEPCION - IBIS ANTOFAGASTA - IBIS SANTIAGO ESTACIÓN CENTRAL - IBIS SANTIAGO PROVIDENCIA - IBIS SANTIAGO MANQUEHUE NORTE - IBIS VALPARAISO - MERCURE SANTIAGO CENTRO - SOFITEL CARTAGENA SANTA CLARA - SOFITEL LAS BOVEDAS - NOVOTEL MADRID PUENTE DE LA PAZ - PULLMAN MADRID AIRPORT & FERIA - NOVOTEL MADRID CAMPO DE LAS NACIONES - IBIS BARCELONA FIRA DE CORNELLA - IBIS SEVILLA - NOVOTEL SEVILLA MARQUES DEL NERVION - NOVOTEL BARCELONA SANT JOAN DESPI - IBIS BARCELONA MERIDIANA - IBIS MADRID VALENTIN BEATO - IBIS BILBAO BARAKALDO - IBIS ZARAGOZA CENTRO - IBIS MADRID CENTRO - IBIS BUDGET BARCELONA SANT ANDREU - IBIS BUDGET MALAGA AVDA VELAZQUEZ - IBIS BUDGET BILBAO BARAKALDO - IBIS BUDGET BILBAO ARRIGORRIAGA - IBIS MADRID BARAJAS AIRPORT - IBIS BARCELONA MOLINS DE REI - IBIS BARCELONA VILADECANS - IBIS BUDGET SEVILLA GOTA DE LECHE - IBIS BUDGET GETAFE - IBIS BUDGET MADRID CALLE 30 - NOVOTEL AIX EN PROVENCE EST BEAUMANOIR LES 3 SAUTETS - IBIS AMIENS CENTRE CATHEDRALE - IBIS ANNECY CENTRE VIEILLE VILLE - PULLMAN MARSEILLE PROVENCE - SOFITEL MARSEILLE VIEUX PORT - SOFITEL LYON BELLECOUR - SOFITEL QUIBERON - MERCURE PARIS CDG AIRPORT & CONVENTION - SOFITEL GOLFE D'AJACCIO - NOVOTEL METZ CENTRE - IBIS MONTPELLIER COMEDIE - IBIS GRENOBLE CENTRE - IBIS LYON EST BRON - IBIS LYON GARE LA PART DIEU - IBIS MARSEILLE CENTRE PRADO - NOVOTEL LYON GERLAND MUSÉE DES CONFLUENCES - NOVOTEL PARIS LA DEFENSE - IBIS STYLES PARIS REPUBLIQUE - IBIS EVRY - IBIS TOULOUSE BLAGNAC AEROPORT - MERCURE LILLE CENTRE GRAND PLACE - IBIS ROUEN CENTRE RIVE DROITE - IBIS NANCY CENTRE GARE - NOVOTEL ATRIA NIMES CENTRE - NOVOTEL PARIS CHARLES DE GAULLE AIRPORT - NOVOTEL BORDEAUX CENTRE - IBIS FONTAINEBLEAU - MERCURE RENNES CENTRE PARLEMENT - MERCURE NANCY CENTRE STANISLAS - IBIS MARSEILLE EST LA VALENTINE PORTE D'AUBAGNE - PULLMAN TOULOUSE CENTRE - IBIS MARSEILLE AEROPORT - MERCURE STRASBOURG CENTRE - IBIS ROUEN CENTRE RIVE GAUCHE ST SEVER - NOVOTEL SAINT-QUENTIN GOLF NATIONAL - MERCURE MARSEILLE CENTRE VIEUX PORT - MGALLERY AIX-EN-PROVENCE GRAND HOTEL ROI RENE - IBIS ARRAS CENTRE LES PLACES - MERCURE TOULOUSE COMPANS CAFFARELLI - NOVOTEL PARIS RUEIL MALMAISON - MERCURE PARIS OPERA LOUVRE - NOVOTEL GRENOBLE CENTRE - NOVOTEL PARIS GARE DE LYON - NOVOTEL BELFORT CENTRE ATRIA - IBIS PARIS BERCY VILLAGE - ADAGIO TOULOUSE RESIDENCE - NOVOTEL PARIS VAUGIRARD MONTPARNASSE - NOVOTEL PARIS PONT DE SÈVRES - MERCURE PARIS LA DEFENSE GRANDE ARCHE - MERCURE SAINT QUENTIN EN YVELINES CENTRE - MERCURE NANTES CENTRAL - SOFITEL BIARRITZ MIRAMAR - MERCURE LYON SAXE LAFAYETTE - IBIS PANTIN EGLISE - HOTELF1 PLAISIR - HOTELF1 BEAUVAIS - HOTELF1 POITIERS FUTUROSCOPE - HOTELF1 VALENCE NORD - HOTELF1 BAYONNE - HOTELF1 GAP - HOTELF1 EVRY - IBIS BUDGET AIX EN PROVENCE MEYREUIL - MGALLERY LYON CENTRE CARLTON - NOVOTEL SUITES PARIS STADE DE FRANCE - IBIS BUDGET RUNGIS - IBIS BUDGET MARSEILLE LA VALENTINE - NOVOTEL ATHENES - IBIS MILANO CENTRO - IBIS MILANO CA'GRANDA - NOVOTEL MILANO LINATE AEROPORTO - NOVOTEL MILANO NORD CA'GRANDA - SOFITEL ROMA VILLA BORGHESE - MERCURE NAPOLI CENTRO ANGIOINO - NOVOTEL GENOVA CITY - MERCURE ROMA CENTRO COLOSSEO - PULLMAN TIMI AMA SARDEGNA - IBIS STYLES NAPOLI GARIBALDI - MERCURE ROMA PIAZZA BOLOGNA - IBIS FIRENZE PRATO EST - NOVOTEL TORINO CORSO GIULIO CESARE - NOVOTEL VENEZIA MESTRE CASTELLANA - IBIS FIRENZE NORD AIRPORT - IBIS MILANO MALPENSA AIRPORT - IBIS COMO - NOVOTEL SALERNO - MERCURE FIRENZE - MERCURE TOKYO GINZA - SWISSÔTEL NANKAI - SNK - IBIS LUXEMBOURG SUD LIVANGE - IBIS BUDGET LUXEMBOURG SUD - IBIS MONTERREY AIRPORT - IBIS GUADALAJARA - IBIS MONTERREY VALLE - NOVOTEL MEXICO SANTA FE - NOVOTEL MONTERREY VALLE - IBIS MEXICO NORTE - NOVOTEL MONTE CARLO - NOVOTEL AMSTERDAM CITY - IBIS AMSTERDAM AIRPORT - MERCURE AMSTERDAM CENTRE CANAL DISTRICT - NOVOTEL ROTTERDAM BRAINPARK - MGALLERY INK HOTEL AMSTERDAM - IBIS BUDGET AMSTERDAM AIRPORT - NOVOTEL CUSCO - IBIS LIMA AV LARCO - NOVOTEL LISBOA MALHOA - IBIS COIMBRA - NOVOTEL PORTO GAIA - IBIS PORTO GAIA - SOFITEL LISBOA LIBERDADE - NOVOTEL SETUBAL - IBIS LISBOA SALDANHA - MERCURE PORTO BATALHA - NOVOTEL LONDON WEST - IBIS LONDON HEATHROW AIRPORT - NOVOTEL YORK CENTRE - IBIS LONDON GREENWICH - IBIS SOUTHAMPTON CENTRE - IBIS LONDON LUTON AIRPORT - NOVOTEL SOUTHAMPTON - NOVOTEL BIRMINGHAM CENTRE - NOVOTEL SHEFFIELD CENTRE - IBIS BIRMINGHAM NEW STREET STATION - IBIS PORTSMOUTH CENTRE - IBIS EDINBURGH CENTRE ROYAL MILE-HUNTER SQUARE - PULLMAN ST PANCRAS - IBIS BUDGET BELFAST - IBIS GLASGOW CITY CENTRE-SAUCHIEHALL ST. - IBIS BR ADFORD SHIPLEY - IBIS CARDIFF GATE-INTERNATIONAL BUSINESS PARK - NOVOTEL LONDON CANARY WHARF - IBIS & NOVOTEL BRISTOL CENTRE - IBIS BUDGET PORTSMOUTH - IBIS BUDGET LONDON HOUNSLOW - NOVOTEL LIVERPOOL CENTRE - IBIS BRISTOL TEMPLE MEADS QUAY - IBIS BUDGET BEACONSFIELD - IBIS BERN EXPO - MGALLERY GENEVE ROTARY - IBIS LAUSANNE CRISSIER - IBIS GENEVE CENTRE GARE - IBIS & NOVOTEL ZURICH CITY WEST - IBIS ZURICH MESSE AIRPORT - IBIS BAAR ZUG

ACCORINVEST