



Hotel Portfolio - December 2019 (By brand and area)

	EUROPE		MEA		ASPAC		NCAC		South America		TOTAL		%
Brand	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
RAFFLES	4	504	4	630	8	1,251	0	0	0	0	16	2,385	0%
FAIRMONT	10	3,094	14	4,646	12	3,471	42	19,505	1	375	79	31,091	4%
SOFITEL	32	6,588	22	5,575	50	14,568	7	2,184	8	1,216	119	30,131	4%
SO BY SOFITEL	3	397	1	92	4	610	1	250	0	0	9	1,349	0%
PULLMAN	30	8,172	11	4,194	83	23,987	3	1,262	9	2,453	136	40,068	5%
MGALLERY	55	4,892	7	1,094	36	4,397	8	943	4	360	110	11,686	2%
SWISSOTEL	12	2,839	6	4,267	14	6,401	1	662	2	620	35	14,789	2%
GRAND MERCURE	0	0	1	198	47	10,587	0	0	8	1,926	56	12,711	2%
THE SEBEL	0	0	0	0	31	2,141	0	0	0	0	31	2,141	0%
RIXOS	16	5,432	8	3,445	0	0	0	0	0	0	24	8,877	1%
MANTIS	3	114	30	722	1	4	1	12	0	0	35	852	0%
ART SERIES	0	0	0	0	9	2,209	0	0	0	0	9	2,209	0%
PEPPERS	0	0	0	0	28	4,798	0	0	0	0	28	4,798	1%
MOVENPICK	19	4,179	59	14,483	19	4,736	0	0	0	0	97	23,398	3%
SBE	3	425	2	495	0	0	19	5,914	0	0	24	6,834	1%
25Hours	13	2,065	0	0	0	0	0	0	0	0	13	2,065	0%
Upscale	200	38,701	165	39,841	342	79,160	82	30,732	32	6,950	821	195,384	26%
NOVOTEL	269	45,379	30	6,297	159	40,181	11	2,541	32	6,088	501	100,486	14%
NOVOTEL SUITES	30	3,617	3	383	2	349	0	0	0	0	35	4,349	1%
MERCURE	589	67,391	23	4,755	165	29,718	0	0	65	8,364	842	110,228	15%
ADAGIO	53	6,240	5	723	0	0	0	0	10	1,071	68	8,034	1%
MANTRA	0	0	0	0	76	14,349	1	1,177	0	0	77	15,526	2%
MAMA SHELTER	1	238	0	0	0	0	0	0	2	178	3	416	0%
TRIBE	0	0	0	0	1	126	0	0	0	0	1	126	0%
Midscale	942	122,865	61	12,158	403	84,723	12	3,718	109	15,701	1,527	239,165	32%
NO BRAND	25	2,069	6	1,145	25	4,048	1	323	0	0	57	7,585	1%
Multibrand	25	2,069	6	1,145	25	4,048	1	323	0	0	57	7,585	1%
IBIS	752	83,640	47	8,541	244	37,660	20	2,686	155	23,151	1,218	155,678	21%
IBIS STYLES	362	30,906	7	1,460	113	17,316	3	312	49	6,283	534	56,277	8%
IBIS BUDGET	528	47,373	4	484	50	6,104	1	154	53	9,668	636	63,783	9%
ADAGIO ACCESS	45	4,685	0	0	0	0	0	0	0	0	45	4,685	1%
HOTELF1	172	13,198	0	0	0	0	0	0	0	0	172	13,198	2%
Jo & JOE	2	283	0	0	0	0	0	0	0	0	2	283	0%
BREAKFREE	0	0	0	0	23	3,447	0	0	0	0	23	3,447	0%
GREET	1	52	0	0	0	0	0	0	0	0	1	52	0%
Economic	1,862	180,137	58	10,485	430	64,527	24	3,152	257	39,102	2,631	297,403	40%
TOTAL	3,029	343,772	290	63,629	1,200	232,458	119	37,925	398	61,753	5,036	739,537	100%
%	60%	46%	6%	9%	24%	31%	2%	5%	8%	8%	100%	100%	



Hotel Portfolio - December 2019 (By segment and exploitation mode)

Brand	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
RAFFLES	0	0	0	0	0	0	0	0	16	2,385	0	0	16	2,385	0%
FAIRMONT	0	0	0	0	0	0	0	0	77	30,679	2	412	79	31,091	4%
SOFITEL	3	925	1	205	0	0	1	150	110	27,306	4	1,545	119	30,131	4%
SO BY SOFITEL	1	92	0	0	0	0	0	0	8	1257	0	0	9	1,349	0%
PULLMAN	1	143	0	0	0	0	2	1,339	108	30,950	25	7,636	136	40,068	5%
MGALLERY	0	0	1	169	0	0	0	0	63	7,720	46	3,797	110	11,686	2%
SWISSOTEL	0	0	0	0	1	238	0	0	30	13,306	4	1,245	35	14,789	2%
GRAND MERCURE	0	0	0	0	0	0	0	0	38	10,050	18	2,661	56	12,711	2%
THE SEBEL	0	0	0	0	0	0	0	0	12	1,046	19	1,095	31	2,141	0%
RIXOS	0	0	0	0	0	0	0	0	14	4,457	10	4,420	24	8,877	1%
MANTIS	0	0	0	0	0	0	0	0	35	852	0	0	35	852	0%
ART SERIES	1	250	7	1,793	0	0	0	0	1	166	0	0	9	2,209	0%
PEPPERS	0	0	2	178	1	202	0	0	22	4,188	3	230	28	4,798	1%
MOVENPICK	0	0	14	3,428	0	0	0	0	81	19,716	2	254	97	23,398	3%
SBE	0	0	0	0	0	0	0	0	16	4,360	8	2,474	24	6,834	1%
25Hours	0	0	0	0	0	0	0	0	13	2,065	0	0	13	2,065	0%
Upscale	6	1,410	25	5,773	2	440	3	1,489	644	160,503	141	25,769	821	195,384	26%
NOVOTEL	17	3,967	3	497	4	709	11	2,009	323	71,626	143	21,678	501	100,486	14%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	24	3,269	11	1,080	35	4,349	1%
MERCURE	13	3,079	0	0	1	175	2	326	271	44,373	555	62,275	842	110,228	15%
ADAGIO	2	226	10	1,096	7	861	4	637	39	4,534	6	680	68	8,034	1%
MANTRA	0	0	25	4,022	1	179	0	0	45	10,891	6	434	77	15,526	2%
MAMA SHELTER	0	0	0	0	0	0	0	0	3	416	0	0	3	416	0%
TRIBE	0	0	0	0	0	0	0	0	1	126	0	0	1	126	0%
Midscale	32	7,272	38	5,615	13	1,924	17	2,972	706	135,235	721	86,147	1,527	239,165	32%
NO BRAND	0	0	1	51	0	0	0	0	30	4,969	26	2,565	57	7,585	1%
Multibrand	0	0	1	51	0	0	0	0	30	4,969	26	2,565	57	7,585	1%
IBIS	27	4,269	2	407	1	120	42	7,783	461	75,980	685	67,119	1,218	155,678	21%
IBIS STYLES	3	439	0	0	0	0	4	820	114	18,881	413	36,137	534	56,277	8%
IBIS BUDGET	8	1,100	0	0	0	0	16	3,712	217	27,332	395	31,639	636	63,783	9%
ADAGIO ACCESS	0	0	5	466	1	160	0	0	38	3,949	1	110	45	4,685	1%
HOTELF1	0	0	0	0	0	0	0	0	78	6,673	94	6,525	172	13,198	2%
Jo & JOE	0	0	1	98	0	0	0	0	1	185	0	0	2	283	0%
BREAKFREE	0	0	2	346	0	0	0	0	21	3,101	0	0	23	3,447	0%
GREET	0	0	0	0	0	0	0	0	0	0	1	52	1	52	0%
Economic	38	5,808	10	1,317	2	280	62	12,315	930	136,101	1,589	141,582	2,631	297,403	40%
TOTAL	76	14,490	74	12,756	17	2,644	82	16,776	2,310	436,808	2,477	256,063	5,036	739,537	100%



%	2%	2%	1%	253%	0%	53%	2%	333%	46%	59%	49%	35%	100%	100%
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Hotel Portfolio - December 2019 (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
Europe	65	12,511	38	6,417	11	1,733	22	4,831	1,025	148,158	1,868	170,122	3,029	343,772	46%
MEA	9	1,586	0	0	0	0	0	0	263	58,542	18	3,501	290	63,629	9%
ASPAC	2	393	36	6,339	2	381	0	0	743	168,150	417	57,195	1,200	232,458	31%
NCAC	0	0	0	0	0	0	0	0	100	33,043	19	4,882	119	37,925	5%
SOUTH AMERICA	0	0	0	0	4	530	60	11,945	179	28,915	155	20,363	398	61,753	8%
TOTAL	76	14,490	74	12,756	17	2,644	82	16,776	2,310	436,808	2,477	256,063	5,036	739,537	100%