



Hotel Portfolio - June 2020 (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	624	8	1,250	0	0	0	0	16	2,378	0%
FAIRMONT	11	3,264	14	4,654	12	3,717	43	19,892	1	375	81	31,902	4%
SOFITEL	32	6,590	23	5,670	50	14,558	7	2,182	8	1,216	120	30,216	4%
SO BY SOFITEL	3	397	1	92	4	611	1	250	0	0	9	1,350	0%
PULLMAN	29	7,991	12	4,380	84	24,113	3	1,262	9	2,459	137	40,205	5%
MGALLERY	57	5	7	1,094	38	4,667	9	1,240	4	361	115	12,362	2%
SWISSOTEL	12	2,842	6	4,259	14	6,398	1	662	2	620	35	14,781	2%
GRAND MERCURE	0	0	1	198	48	10,730	0	0	8	1,926	57	12,854	2%
THE SEBEL	0	0	0	0	32	2,229	0	0	0	0	32	2,229	0%
RIXOS	18	5,493	8	3,688	0	0	0	0	0	0	26	9,181	1%
MANTIS	3	114	30	739	1	4	1	12	0	0	35	869	0%
ART SERIES	0	0	0	0	9	2,209	0	0	0	0	9	2,209	0%
PEPPERS	0	0	0	0	28	4,789	0	0	0	0	28	4,789	1%
MOVENPICK	21	4,513	59	14,449	19	4,763	0	0	0	0	99	23,725	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	206	39,198	167	40,342	347	80,038	84	31,414	32	6,957	836	197,949	26%
NOVOTEL	271	45,741	31	6,477	161	40,513	11	2,541	32	6,088	506	101,36	14%
NOVOTEL SUITES	30	3,617	3	383	2	349	0	0	0	0	35	4,349	1%
MERCURE	589	67,453	23	4,755	175	30,883	0	0	64	8,328	851	111,419	15%
ADAGIO	54	6,281	6	911	0	0	0	0	8	916	68	8,108	1%
MANTRA	0	0	0	0	77	14,512	1	1,177	0	0	78	15,689	2%
MAMA SHELTER	10	1,542	0	0	0	0	1	70	2	178	13	1,790	0%
TRIBE	0	0	0	0	1	126	0	0	0	0	1	126	0%
Midscale	954	124,634	63	12,526	416	86,383	13	3,788	106	15,510	1,552	242,841	32%
NO BRAND	22	1,902	5	1,015	22	3,525	1	323	0	0	50	6,765	1%
Multibrand	22	1,902	5	1,015	22	3,525	1	323	0	0	50	6,765	1%
IBIS	749	83,416	49	9,005	259	38,901	20	2,686	154	23,056	1,231	157,064	21%
IBIS STYLES	377	32,085	8	1,811	119	17,883	3	312	49	6,278	556	58,369	8%
IBIS BUDGET	527	47,273	4	484	49	5,959	1	154	53	9,668	634	63,538	8%
ADAGIO ACCESS	45	4,660	0	0	0	0	0	0	0	0	45	4,660	1%
HOTELF1	169	12,949	0	0	0	0	0	0	0	0	169	12,949	2%
Jo & JOE	2	283	0	0	0	0	0	0	0	0	2	283	0%
BREAKFREE	0	0	0	0	22	3,288	0	0	0	0	22	3,288	0%
GREET	2	99	0	0	0	0	0	0	0	0	2	99	0%
Economic	1,871	180,765	61	11,300	449	66,031	24	3,152	256	39,002	2,661	300,250	40%
TOTAL	3,053	346,499	296	65,183	1,234	235,977	122	38,677	394	61,469	5,099	747,805	100%
%	60%	46%	6%	9%	24%	32%	2%	5%	8%	8%	100%	100%	



Hotel Portfolio - June 2020 (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	2,378	0	0	16	2,378	0%
FAIRMONT	1	53	0	0	0	0	0	0	78	31,437	2	412	81	31,902	4%
SOFITEL	1	433	0	0	0	0	1	150	114	28,088	4	1,545	120	30,216	4%
SO BY SOFITEL	1	92	0	0	0	0	0	0	8	1,258	0	0	9	1,350	0%
PULLMAN	1	143	0	0	0	0	2	1,339	109	31,087	25	7,636	137	40,205	5%
MGALLERY	0	0	0	0	0	0	0	0	68	8,405	47	3,957	115	12,362	2%
SWISSOTEL	0	0	0	0	1	238	0	0	30	13,298	4	1,245	35	14,781	2%
GRAND MERCURE	0	0	0	0	0	0	0	0	36	9,008	21	3,846	57	12,854	2%
THE SEBEL	0	0	0	0	0	0	0	0	13	1,105	19	1,124	32	2,229	0%
RIXOS	0	0	0	0	0	0	0	0	14	4,760	12	4,421	26	9,181	1%
MANTIS	0	0	0	0	0	0	0	0	35	869	0	0	35	869	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	4,183	3	226	28	4,789	1%
MOVENPICK	0	0	1	333	0	0	0	0	96	23,138	2	254	99	23,725	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	5	971	10	2,304	2	440	3	1,489	669	165,605	147	27,140	836	197,949	26%
NOVOTEL	2	235	0	0	2	293	11	2,009	339	75,673	152	23,150	506	101,360	14%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	22	3,010	13	1,339	35	4,349	1%
MERCURE	0	0	0	0	0	0	2	326	278	46,454	571	64,639	851	111,419	15%
ADAGIO	2	165	10	1,096	7	861	4	637	37	4,509	8	840	68	8,108	1%
MANTRA	0	0	26	4,183	1	179	0	0	45	10,893	6	434	78	15,689	2%
MAMA SHELTER	0	0	5	756	0	0	0	0	8	1,034	0	0	13	1,790	0%
TRIBE	0	0	0	0	0	0	0	0	1	126	0	0	1	126	0%
Midscale	4	400	41	6,035	10	1,333	17	2,972	730	141,699	750	90,402	1,552	242,841	32%
NO BRAND	0	0	1	51	0	0	0	0	24	4,209	25	2,505	50	6,765	1%
Multibrand	0	0	1	51	0	0	0	0	24	4 209	25	2 505	50	6 765	1%
IBIS	5	826	0	0	1	120	41	7,688	476	78,588	708	69,842	1,231	157,064	21%
IBIS STYLES	0	0	0	0	0	0	4	820	113	19,024	439	38,525	556	58,369	8%
IBIS BUDGET	0	0	0	0	0	0	16	3,712	216	27,174	402	32,652	634	63,538	8%
ADAGIO ACCESS	0	0	5	466	1	160	0	0	38	3,924	1	110	45	4,660	1%
HOTELF1	0	0	0	0	0	0	0	0	71	6,188	98	6,761	169	12,949	2%
Jo & JOE	0	0	1	98	0	0	0	0	1	185	0	0	2	283	0%
BREAKFREE	0	0	1	186	0	0	0	0	21	3,102	0	0	22	3,288	0%
GREET	0	0	0	0	0	0	0	0	0	0	2	99	2	99	0%
Economic	5	826	7	750	2	280	61	12,220	936	138,185	1,650	147,989	2,661	300,250	40%
TOTAL	14	2,197	59	9,140	14	2,053	81	16,681	2,359	449,698	2,572	268,036	5,099	747,805	100%
%	0%	0%	1%	1%	0%	0%	2%	2%	46%	60%	50%	36%	100%	100%	



Hotel Portfolio - June 2020 (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	2	165	23	2,800	8	1,142	22	4,831	1,088	163,093	1,910	174,468	3,053	346,499	46%
MEA	9	1,586	0	0	0	0	0	0	259	58,348	28	5,249	296	65,183	9%
ASPAC	2	393	36	6,340	2	381	0	0	736	166,107	458	62,756	1,234	235,977	32%
NCAC	1	53	0	0	0	0	0	0	101	33,616	20	5,008	122	38,677	5%
SOUTH AMERICA	0	0	0	0	4	530	59	11,850	175	28,534	156	20,555	394	61,469	8%
TOTAL	14	2,197	59	9,140	14	2,053	81	16,681	2,359	449,698	2,572	268,036	5,099	747,805	100%