



Hotel Portfolio – December 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	9	1,282	-	-	-	-	17	2,410	0%
FAIRMONT	11	3,264	14	4,654	12	3,603	43	19,883	1	375	81	31,779	4%
SOFITEL	29	5,925	24	6,004	51	14,673	7	2,182	8	1,216	119	30,000	4%
SO BY SOFITEL	3	397	1	92	4	611	1	250	-	-	9	1,350	0%
PULLMAN	28	7,712	13	4,733	90	25,921	3	1,262	9	2,457	143	42,085	6%
MGALLERY	57	5,203	7	1,094	39	4,622	9	1,240	3	221	115	12,380	2%
SWISSOTEL	12	2,842	6	4,259	13	6,251	1	662	3	758	35	14,772	2%
GRAND MERCURE	-	-	2	559	48	10,812	-	-	7	1,700	57	13,071	2%
THE SEBEL	-	-	-	-	32	2,149	-	-	-	-	32	2,149	0%
RIXOS	19	5,993	8	3,687	-	-	-	-	-	-	27	9,680	1%
MANTIS	3	114	28	721	1	4	2	19	-	-	34	858	0%
ART SERIES	-	-	-	-	8	2,000	-	-	-	-	8	2,000	0%
PEPPERS	-	-	-	-	28	4,789	-	-	-	-	28	4,789	1%
MOVENPICK	22	4,667	59	14,213	21	5,283	-	-	-	-	102	24,163	3%
SLS	-	-	-	-	-	-	7	1,842	-	-	7	1,842	0%
DELANO	-	-	-	-	-	-	1	1,114	-	-	1	1,114	0%
THE ORIGINALS	3	425	1	225	-	-	1	309	-	-	5	959	0%
REDBURY HOTELS	-	-	-	-	-	-	2	356	-	-	2	356	0%
MONDRIAN	-	-	1	270	1	296	4	759	-	-	6	1,325	0%
HYDE	-	-	-	-	-	-	2	460	-	-	2	460	0%
25Hours	13	2,065	-	-	-	-	-	-	-	-	13	2,065	0%
Upscale	204	39,111	168	41,135	357	82,296	83	30,338	31	6,727	843	199,607	26%
NOVOTEL	271	45,746	31	6,477	162	40,712	10	2,062	33	6,212	507	101,209	13%
NOVOTEL SUITES	30	3,616	3	383	2	351	-	-	-	-	35	4,350	1%
MERCURE	590	67,372	23	4,755	202	34,854	-	-	60	7,945	875	114,926	15%
ADAGIO	56	6,467	7	1,100	-	-	-	-	6	762	69	8,329	1%
MANTRA	-	-	-	-	77	14,409	1	1,177	-	-	78	15,586	2%
MAMA SHELTER	11	1,687	-	-	-	-	1	70	2	175	14	1,932	0%
TRIBE	2	162	-	-	1	126	-	-	-	-	3	288	0%
Midscale	960	125,050	64	12,715	444	90,452	12	3,309	101	15,094	1,581	246,620	33%
NO BRAND	16	1,380	5	1,015	22	3,525	2	502	-	-	45	6,422	1%
Multibrand	16	1,380	5	1,015	22	3,525	2	502	-	-	45	6,422	1%
IBIS	746	82,831	49	9,005	260	38,040	20	2,686	158	23,587	1,233	156,149	21%
IBIS STYLES	385	32,788	8	1,811	121	18,595	2	219	46	6,068	562	59,481	8%
IBIS BUDGET	530	47,530	4	484	47	5,676	1	154	57	10,230	639	64,074	9%
ADAGIO ACCESS	46	4,750	-	-	-	-	-	-	-	-	46	4,750	1%
HOTELF1	162	12,432	-	-	-	-	-	-	-	-	162	12,432	2%
Jo & JOE	2	283	-	-	-	-	-	-	-	-	2	283	0%
BREAKFREE	-	-	-	-	22	3 288	-	-	-	-	22	3,288	0%



GREET	4	238	-	-	-	-	-	-	-	-	4	238	0%
Economic	1,875	180,852	61	11,300	450	65,599	23	3,059	261	39,885	2,670	300,695	40%
TOTAL	3,055	346,393	298	66,165	1,273	241,872	120	37,208	393	61,706	5,139	753,344	100%
%	59%	46%	6%	9%	25%	32%	2%	5%	8%	8%	100%	100%	



Hotel Portfolio – December 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	-	-	-	-	-	-	-	-	17	2,410	-	-	17	2,410	0%
FAIRMONT	1	53	-	-	-	-	-	-	78	31,314	2	412	81	31,779	4%
SOFITEL	1	433	-	-	-	-	1	150	113	27,872	4	1,545	119	30,000	4%
SO BY SOFITEL	1	92	-	-	-	-	-	-	8	1,258	-	-	9	1,350	0%
PULLMAN	1	143	-	-	-	-	2	1,339	111	31,380	29	9,223	143	42,085	6%
MGALLERY	-	-	-	-	-	-	-	-	67	8,308	48	4,072	115	12,380	2%
SWISSOTEL	-	-	-	-	1	238	-	-	29	13,151	5	1,383	35	14,772	2%
GRAND MERCURE	-	-	-	-	-	-	-	-	35	8,966	22	4,105	57	13,071	2%
THE SEBEL	-	-	-	-	-	-	-	-	13	1,086	19	1,063	32	2,149	0%
RIXOS	-	-	-	-	-	-	-	-	15	5,259	12	4,421	27	9,680	1%
MANTIS	-	-	-	-	-	-	-	-	32	844	2	14	34	858	0%
ART SERIES	1	250	6	1,584	-	-	-	-	1	166	-	-	8	2,000	0%
PEPPERS	-	-	2	178	1	202	-	-	22	4,183	3	226	28	4,789	1%
MOVENPICK	-	-	1	333	-	-	-	-	98	23,415	3	415	102	24,163	3%
SLS	-	-	-	-	-	-	-	-	6	1,545	1	297	7	1,842	0%
DELANO	-	-	-	-	-	-	-	-	-	-	1	1,114	1	1,114	0%
THE ORIGINALS	-	-	-	-	-	-	-	-	4	888	1	71	5	959	0%
REDBURY HOTELS	-	-	-	-	-	-	-	-	1	287	1	69	2	356	0%
MONDRIAN	-	-	-	-	-	-	-	-	3	802	3	523	6	1,325	0%
HYDE	-	-	-	-	-	-	-	-	1	60	1	400	2	460	0%
25Hours	-	-	-	-	-	-	-	-	13	2,065	-	-	13	2,065	0%
Upscale	5	971	9	2,095	2	440	3	1,489	667	165,259	157	29,353	843	199,607	26%
NOVOTEL	2	235	-	-	2	293	11	2,009	333	73,586	159	25,086	507	101,209	13%
NOVOTEL SUITES	-	-	-	-	-	-	-	-	22	3,010	13	1,340	35	4,350	1%
MERCURE	-	-	-	-	-	-	2	326	268	44,668	605	69,932	875	114,926	15%
ADAGIO	2	192	10	1,095	6	744	4	637	37	4,656	10	1,005	69	8,329	1%
MANTRA	-	-	24	3,955	1	179	-	-	46	10,977	7	475	78	15,586	2%
MAMA SHELTER	-	-	5	756	-	-	-	-	9	1,176	-	-	14	1,932	0%
TRIBE	-	-	-	-	-	-	-	-	2	209	1	79	3	288	0%
Midscale	4	427	39	5,806	9	1,216	17	2,972	717	138,282	795	97,917	1,581	246,620	33%
NO BRAND	-	-	1	51	-	-	-	-	27	4,494	17	1,877	45	6,422	1%
Multibrand	-	-	1	51	-	-	-	-	27	4,494	17	1,877	45	6,422	1%
IBIS	5	826	-	-	1	120	40	7,572	466	77,069	721	70,562	1,233	156,149	21%
IBIS STYLES	-	-	-	-	-	-	4	820	110	19,137	448	39,524	562	59,481	8%
IBIS BUDGET	-	-	-	-	-	-	14	3,394	215	27,102	410	33,578	639	64,074	9%
ADAGIO ACCESS	-	-	5	459	1	160	-	-	38	3,901	2	230	46	4,750	1%
HOTELF1	-	-	-	-	-	-	-	-	67	5,877	95	6,555	162	12,432	2%
Jo & JOE	-	-	1	98	-	-	-	-	1	185	-	-	2	283	0%
BREAKFREE	-	-	1	186	-	-	-	-	21	3,102	-	-	22	3,288	0%



GREET	-	-	-	-	-	-	-	-	-	-	-	4	238	4	238
Economic	5	826	7	743	2	280	58	11,786	918	136,373	1,680	150,687	2,670	300,695	40%
TOTAL	14	2,224	56	8,695	13	1,936	78	16,247	2,329	444,408	2,649	279,834	5,139	753,344	100%
%	0%	0%	1%	1%	0%	0%	2%	2%	45%	59%	52%	37%	100%	100%	



Hotel Portfolio – December 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	192	23	2,792	8	1,142	22	4,831	1,071	160,779	1,929	176,657	3,055	346,393	46%
MEA	9	1,586	-	-	-	-	-	-	259	59,162	30	5,417	298	66,165	9%
ASPAC	2	393	33	5,903	2	381	-	-	736	164,821	500	70,374	1,273	241,872	32%
NCAC	1	53	-	-	-	-	-	-	99	32,232	20	4,923	120	37,208	5%
SOUTH AMERICA	-	-	-	-	3	413	56	11,416	164	27,414	170	22,463	393	61,706	8%
TOTAL	14	2,224	56	8,695	13	1,936	78	16,247	2,329	444,408	2,649	279,834	5,139	753,344	100%