



Hotel Portfolio – June 2021 (By brand and area)

BRAND	SOUTH EUROPE		NORTH EUROPE		ASPAC		IMEAT		AMERICAS		TOTAL		%
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
RAFFLES	2	213	1	106	9	1,283	5	875	-	-	17	2,477	0%
FAIRMONT	2	1,028	8	2,028	13	3,945	16	5,118	43	19,453	82	31,572	4%
BANYAN TREE	-	-	-	-	-	-	2	341	-	-	2	341	0%
SOFITEL	14	2,033	14	3,678	51	14,950	26	6,347	15	3,399	120	30,407	4%
SO BY SOFITEL	-	-	3	397	4	610	1	92	1	250	9	1,349	0%
RIXOS	-	-	8	1,772	-	-	20	8,039	-	-	28	9,811	1%
SLS	-	-	-	-	-	-	1	260	8	1,873	9	2,133	0%
DELANO	-	-	-	-	-	-	-	-	1	1,114	1	1,114	0%
THE ORIGINALS	-	-	2	354	-	-	2	294	1	309	5	957	0%
REDBURY HOTELS	-	-	-	-	-	-	-	-	2	356	2	356	0%
HYDE	-	-	-	-	-	-	-	-	2	460	2	460	0%
MONDRIAN	-	-	-	-	1	296	1	270	4	759	6	1,325	0%
PULLMAN	14	4,014	13	3,296	90	26,097	16	5,727	12	3,703	145	42,837	6%
MGALLERY	39	3,220	17	1,865	40	4,777	9	1,313	13	1,541	118	12,716	2%
SWISSOTEL	-	-	8	1,763	13	6,247	11	5,509	4	1,420	36	14,939	2%
GRAND MERCURE	-	-	-	-	41	9,674	7	1,340	7	1,700	55	12,714	2%
THE SEBEL	-	-	-	-	32	2,163	-	-	-	-	32	2,163	0%
MANTIS	-	-	3	114	1	4	20	618	2	19	26	755	0%
ART SERIES	-	-	-	-	8	2,000	-	-	-	-	8	2,000	0%
PEPPERS	-	-	-	-	28	4,769	-	-	-	-	28	4,769	1%
MOVENPICK	-	-	18	3,968	22	5,462	66	15,324	-	-	106	24,754	3%
25 HOURS	1	237	12	1,828	-	-	-	-	-	-	13	2,065	0%
LUXURY & UPSCALE	72	10,745	107	21,169	353	82,277	203	51,467	115	36,356	850	202,014	27%
NOVOTEL	143	20,898	126	24,521	142	36,376	58	11,793	45	8,802	514	102,390	13%
NOVOTEL SUITES	22	2,458	7	1,040	2	351	3	383	-	-	34	4,232	1%
MERCURE	304	29,707	276	35,944	208	36,046	33	6,171	61	8,397	882	116,265	15%
ADAGIO	38	4,277	18	2,180	-	-	8	1,261	6	762	70	8,480	1%
MANTRA	-	-	-	-	78	14,442	-	-	1	1,177	79	15,619	2%
MAMA SHELTER	7	986	4	701	-	-	-	-	3	248	14	1,935	0%
TRIBE	1	79	1	83	1	126	-	-	-	-	3	288	0%
MIDSCALE	515	58,405	432	64,469	431	87,341	102	19,608	116	19,386	1,596	249,209	33%
NO BRAND	7	499	6	637	21	3,545	7	1,132	2	502	43	6,315	1%
MULTIBRAND	7	499	6	637	21	3,545	7	1,132	2	502	43	6,315	1%



IBIS	454	41,745	280	39,457	258	35,973	79	14,096	178	26,273	1,249	157,544	21%
IBIS STYLES	259	19,481	134	14,134	122	18,333	13	2,459	48	6,329	576	60,736	8%
IBIS BUDGET	382	30,264	161	18,341	49	5,815	4	484	60	10,744	656	65,648	9%
ADAGIO ACCESS	43	4,405	3	390	-	-	-	-	-	-	46	4,795	1%
HOTELF1	153	11,842	-	-	-	-	-	-	-	-	153	11,842	2%
JO & JOE	3	357	-	-	-	-	-	-	-	-	3	357	0%
BREAKFREE	-	-	-	-	22	3,288	-	-	-	-	22	3,288	0%
GREET	5	324	-	-	-	-	-	-	-	-	5	324	0%
ECONOMIC	1,299	108,418	578	72,322	451	63,409	96	17,039	286	43,346	2,710	304,534	40%
TOTAL	1,893	178,067	1,123	158,597	1,256	236,572	408	89,246	519	99,590	5,199	762,072	100%
%	36%	23%	22%	21%	24%	31%	8%	12%	10%	13%	100%	100%	



Hotel Portfolio – June 2021 (By segment and exploitation mode)

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
RAFFLES	-	-	-	-	-	-	-	-	17	2,477	-	-	17	2,477	0%
FAIRMONT	1	53	-	-	-	-	-	-	79	31,107	2	412	82	31,572	4%
BANYAN TREE	-	-	-	-	-	-	-	-	2	341	-	-	2	341	0%
SOFITEL	1	433	-	-	-	-	1	150	114	28,279	4	1,545	120	30,407	4%
SO BY SOFITEL	1	92	-	-	-	-	-	-	8	1,257	-	-	9	1,349	0%
RIXOS	-	-	-	-	-	-	-	-	16	5,390	12	4,421	28	9,811	1%
SLS	-	-	-	-	-	-	-	-	8	1,836	1	297	9	2,133	0%
DELANO	-	-	-	-	-	-	-	-	-	-	1	1,114	1	1,114	0%
THE ORIGINALS	-	-	-	-	-	-	-	-	4	886	1	71	5	957	0%
REDBURY HOTELS	-	-	-	-	-	-	-	-	-	-	2	356	2	356	0%
HYDE	-	-	-	-	-	-	-	-	1	60	1	400	2	460	0%
MONDRIAN	-	-	-	-	-	-	-	-	3	802	3	523	6	1,325	0%
PULLMAN	1	143	1	348	-	-	2	1,339	112	31,788	29	9,219	145	42,837	6%
MGALLERY	-	-	-	-	-	-	-	-	68	8,302	50	4,414	118	12,716	2%
SWISSOTEL	-	-	-	-	1	238	-	-	28	13,033	7	1,668	36	14,939	2%
GRAND MERCURE	-	-	-	-	-	-	-	-	34	8,703	21	4,011	55	12,714	2%
THE SEBEL	-	-	-	-	-	-	-	-	13	1,057	19	1,106	32	2,163	0%
MANTIS	-	-	-	-	-	-	-	-	24	741	2	14	26	755	0%
ART SERIES	-	-	6	1,583	-	-	-	-	2	417	-	-	8	2,000	0%
PEPPERS	-	-	2	178	1	202	-	-	23	4,285	2	104	28	4,769	1%
MOVENPICK	-	-	1	333	-	-	-	-	85	20,250	20	4,171	106	24,754	3%
25 HOURS	-	-	-	-	-	-	-	-	13	2,065	-	-	13	2,065	0%
LUXURY & UPSCALE	4	721	10	2,442	2	440	3	1,489	654	163,076	177	33,846	850	202,014	27%
NOVOTEL	1	203	-	-	2	293	10	1,781	333	73,437	168	26,676	514	102,390	13%
NOVOTEL SUITES	-	-	-	-	-	-	-	-	21	2,892	13	1,340	34	4,232	1%
MERCURE	-	-	-	-	-	-	2	326	259	43,439	621	72,500	882	116,265	15%
ADAGIO	-	-	-	-	-	-	-	-	60	7,475	10	1,005	70	8,480	1%
MANTRA	-	-	21	3,510	1	179	-	-	48	11,346	9	584	79	15,619	2%
MAMA SHELTER	-	-	5	756	-	-	-	-	9	1,179	-	-	14	1,935	0%
TRIBE	-	-	-	-	-	-	-	-	2	209	1	79	3	288	0%
MIDSCALE	1	203	26	4,266	3	472	12	2,107	732	139,977	822	102,184	1,596	249,209	33%
NO BRAND	-	-	1	51	-	-	-	-	26	4,515	16	1,749	43	6,315	1%



MULTIBRAND	-	-	1	51	-	-	-	-	26	4,515	16	1,749	43	6,315	1%
IBIS	-	-	-	-	1	120	40	7,572	465	76,866	743	72,986	1,249	157,544	21%
IBIS STYLES	-	-	-	-	-	-	4	820	107	18,352	465	41,564	576	60,736	8%
IBIS BUDGET	-	-	1	240	-	-	14	3,394	219	27,055	422	34,959	656	65,648	9%
ADAGIO ACCESS	-	-	-	-	-	-	-	-	43	4,485	3	310	46	4,795	1%
HOTELF1	-	-	-	-	-	-	-	-	66	5,836	87	6,006	153	11,842	2%
JO & JOE	-	-	1	98	-	-	-	-	2	259	-	-	3	357	0%
BREAKFREE	-	-	1	186	-	-	-	-	21	3,102	-	-	22	3,288	0%
GREET	-	-	-	-	-	-	-	-	-	-	5	324	5	324	0%
ECONOMIC	-	-	3	524	1	120	58	11,786	923	135,955	1,725	156,149	2,710	304,534	40%
TOTAL	5	924	40	7,283	6	1,032	73	15,382	2,335	443,523	2,740	293,928	5,199	762,072	100%
%	0%	18%	1%	1%	0%	0%	1%	2%	45%	58%	53%	39%	100%	100%	



Hotel Portfolio – June 2021 (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
South Europe	-	-	7	905	-	-	2	1,339	472	63,883	1,412	111,940	1,893	178,067	23%
North Europe	-	-	1	333	1	238	5	1,015	581	91,369	535	65,642	1,123	158,597	21%
ASPAC	1	143	30	5,457	2	381	-	-	689	156,318	534	74,273	1,256	236,572	31%
IMEAT	2	525	-	-	-	-	15	2,477	330	73,393	61	12,851	408	89,246	12%
AMERICAS	2	256	2	588	3	413	51	10,551	263	58,560	198	29,222	519	99,590	13%
TOTAL	5	924	40	7,283	6	1,032	73	15,382	2,335	443,523	2,740	293,928	5,199	762,072	100%
%	0%	0%	1%	1%	0%	0%	1%	2%	45%	58%	53%	39%	100%	100%	