



Hotel Portfolio – June 2023 (By brand and area)

BRAND	Europe & North Africa		ASPAC		MEA		Americas		TOTAL		%
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
ORIENT EXPRESS	0	0	0	0	0	0	0	0	0	0	0%
RAFFLES	3	255	11	1,365	7	1,344	0	0	21	2,964	0%
FAIRMONT	15	3,908	14	4,697	18	5,583	45	20,111	92	34,299	4%
SOFITEL	35	7,159	52	14,866	19	5,386	17	3,775	123	31,186	4%
EMBLEMS	0	0	0	0	0	0	0	0	0	0	0%
MGALLERY	67	6,102	39	5,127	7	1,395	8	674	121	13,298	2%
MANTIS	1	35	0	0	15	538	2	19	18	592	0%
Luxury	121	17,459	116	26,055	66	14,246	72	24,579	375	82,339	10%
BANYAN TREE	0	0	0	0	3	420	0	0	3	420	0%
RIXOS	8	1,839	0	0	25	9,127	0	0	33	10,966	1%
SLS	0	0	0	0	1	575	9	1,916	10	2,491	0%
DELANO	1	56	0	0	0	0	1	1,114	2	1,170	0%
THE ORIGINALS	2	353	0	0	2	289	0	0	4	642	0%
SO	5	710	3	475	0	0	0	0	8	1,185	0%
GLENEAGLES	2	263	0	0	0	0	0	0	2	263	0%
FAENA	0	0	0	0	0	0	2	226	2	226	0%
HOXTON	10	2,007	0	0	0	0	4	650	14	2,657	0%
HYDE	0	0	0	0	1	276	2	460	3	736	0%
MONDRIAN	2	195	2	325	1	270	5	942	10	1,732	0%
REDBURY HOTELS	0	0	0	0	0	0	1	287	1	287	0%
25 HOURS	14	2,341	0	0	1	434	0	0	15	2,775	0%
21C	0	0	0	0	0	0	9	1,240	9	1,240	0%
MAMA SHELTER	15	2,360	0	0	0	0	2	125	17	2,485	0%
JO & JOE	4	895	0	0	0	0	2	138	6	1,033	0%
Lifestyle	63	11,019	5	800	34	11,391	37	7,098	139	30,308	4%



PULLMAN	28	7,368	99	28,481	15	5,630	12	3,508	154	44,987	6%
SWISSOTEL	7	1,402	11	5,154	10	5,390	4	1,420	32	13,366	2%
MOVENPICK	32	7,193	26	6,066	64	14,529	0	0	122	27,788	3%
ADAGIO PREMIUM	0	0	0	0	2	363	0	0	2	363	0%
GRAND MERCURE	0	0	48	10,792	3	809	8	1,721	59	13,322	2%
THE SEBEL	0	0	35	2,566	0	0	0	0	35	2,566	0%
ART SERIES	0	0	7	1,834	0	0	0	0	7	1,834	0%
PEPPERS	0	0	25	4,610	0	0	0	0	25	4,610	1%
Premium	67	15,963	251	59,503	94	26,721	24	6,649	436	108,836	14%
HANDWRITTEN	5	283	3	516	0	0	0	0	8	799	0%
NOVOTEL	278	46,455	172	41,530	34	8,588	51	9,349	535	105,922	13%
NOVOTEL SUITES	27	3,213	6	1,005	3	383	0	0	36	4,601	1%
MERCURE	584	66,888	279	46,347	24	4,768	62	8,071	949	126,074	16%
ADAGIO ORIGINAL	64	7,100	0	0	7	1,128	5	518	76	8,746	1%
MANTRA	0	0	76	13,618	0	0	1	1,177	77	14,795	2%
NEQTA	0	0	4	438	0	0	0	0	4	438	0%
TRIBE	8	1,091	3	383	0	0	0	0	11	1,474	0%
Midscale	966	125,030	543	103,837	68	14,867	119	19,115	1,696	262,849	33%
NO BRAND	9	677	23	3794	4	1004	3	541	39	6016	1%
Multibrand	975	125,707	566	107,631	72	15,871	122	19,656	1,735	268,865	33%
IBIS	741	82,685	303	41,377	40	7,866	182	26,768	1,266	158,696	20%
IBIS STYLES	424	36,670	165	23,473	14	2,601	54	7,607	657	70,351	9%
IBIS BUDGET	525	47,588	48	5,608	0	0	68	12,041	641	65,237	8%
ADAGIO ACCESS	51	5,328	0	0	0	0	0	0	51	5,328	1%
HOTELF1	134	10,464	0	0	0	0	0	0	134	10,464	1%
BREAKFREE	0	0	22	2,873	0	0	0	0	22	2,873	0%
GREET	31	2,139	0	0	0	0	0	0	31	2,139	0%
Economic	1,906	184,874	538	73,331	54	10,467	304	46,416	2,802	315,088	39%
TOTAL	3,132	355,022	1,476	267,320	320	78,696	559	104,398	5,487	805,436	100%
%	57%	44%	27%	33%	6%	10%	10%	13%	100%	100%	

Hotel Portfolio – June 2023 (By segment and exploitation mode)

	Owned		Fixed lease		Variable lease		Var lease/ EBITDAR		Managed		Franchised		TOTAL		%	
	AREA	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels		Rooms
ORIENT EXPRESS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
RAFFLES		0	0	0	0	0	0	0	0	21	2,964	0	0	21	2,964	0%
FAIRMONT		1	53	0	0	0	0	0	0	90	33,988	1	258	92	34,299	4%
SOFITEL		2	525	0	0	0	0	1	150	114	28,784	6	1,727	123	31,186	4%
EMBLEMS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
MGALLERY		0	0	0	0	1	111	0	0	57	7,743	63	5,444	121	13,298	2%
MANTIS		0	0	0	0	0	0	0	0	14	511	4	81	18	592	0%
Luxury		3	578	0	0	1	111	1	150	296	73,990	74	7,510	375	82,339	10%
BANYAN TREE		0	0	0	0	0	0	0	0	3	420	0	0	3	420	0%
RIXOS		0	0	0	0	0	0	0	0	18	6,401	15	4,565	33	10,966	1%
SLS		1	72	0	0	0	0	0	0	7	2,082	2	337	10	2,491	0%
DELANO		0	0	0	0	0	0	0	0	1	56	1	1,114	2	1,170	0%
THE ORIGINALS		0	0	0	0	0	0	0	0	3	571	1	71	4	642	0%
SO		0	0	0	0	0	0	0	0	8	1,185	0	0	8	1,185	0%
GLENEAGLES		0	0	0	0	0	0	0	0	2	263	0	0	2	263	0%
FAENA		0	0	0	0	0	0	0	0	2	226	0	0	2	226	0%
HOXTON		0	0	0	0	0	0	0	0	12	2,300	2	357	14	2,657	0%
HYDE		0	0	0	0	0	0	0	0	2	336	1	400	3	736	0%
MONDRIAN		0	0	0	0	0	0	0	0	7	1,209	3	523	10	1,732	0%
REDBURY HOTELS		0	0	0	0	0	0	0	0	0	0	1	287	1	287	0%
25 HOURS		0	0	0	0	0	0	0	0	15	2,775	0	0	15	2,775	0%
21C		0	0	0	0	0	0	0	0	8	943	1	297	9	1,240	0%
MAMA SHELTER		0	0	0	0	0	0	0	0	17	2,485	0	0	17	2,485	0%
JO & JOE		1	80	0	0	0	0	0	0	5	953	0	0	6	1,033	0%
Lifestyle		2	152	0	0	0	0	0	0	110	22,205	27	7,951	139	30,308	4%

PULLMAN	0	0	1	348	1	143	2	1,339	110	31,075	40	12,082	154	44,987	6%
SWISSOTEL	0	0	0	0	1	238	0	0	21	10,533	10	2,595	32	13,366	2%
MOVENPICK	0	0	0	0	0	0	0	0	90	21,169	32	6,619	122	27,788	3%
ADAGIO PREMIUM	0	0	0	0	0	0	0	0	2	363	0	0	2	363	0%
GRAND MERCURE	0	0	0	0	0	0	0	0	32	7,978	27	5,344	59	13,322	2%
THE SEBEL	0	0	0	0	0	0	0	0	13	1,231	22	1,335	35	2,566	0%
ART SERIES	0	0	6	1,583	0	0	0	0	1	251	0	0	7	1,834	0%
PEPPERS	0	0	2	178	1	202	0	0	20	4,051	2	179	25	4,610	1%
Premium	0	0	9	2,109	3	583	2	1,339	289	76,651	133	28,154	436	108,836	14%
HANDWRITTEN	0	0	0	0	0	0	0	0	2	148	6	651	8	799	0%
NOVOTEL	0	0	1	203	2	293	10	1,781	323	71,830	199	31,815	535	105,922	13%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	21	3,021	15	1,580	36	4,601	1%
MERCURE	0	0	0	0	0	0	1	174	258	43,047	690	82,853	949	126,074	16%
ADAGIO ORIGINAL	0	0	0	0	1	104	2	312	56	6,759	17	1,571	76	8,746	1%
MANTRA	0	0	15	2,526	1	179	0	0	48	11,201	13	889	77	14,795	2%
NEQTA	0	0	0	0	0	0	0	0	0	0	4	438	4	438	0%
TRIBE	0	0	0	0	0	0	0	0	5	778	6	696	11	1,474	0%
Midscale	0	0	16	2,729	4	576	13	2,267	713	136,784	950	120,493	1,696	262,849	33%
NO BRAND	0	0	1	51	0	0	0	0	21	4,207	17	1,758	39	6,016	1%
Multibrand	0	0	17	2,780	4	576	13	2,267	734	140,991	967	122,251	1,735	268,865	1%
IBIS	0	0	0	0	1	120	38	7,198	427	72,066	800	79,312	1,266	158,696	20%
IBIS STYLES	0	0	0	0	0	0	4	820	108	19,856	545	49,675	657	70,351	9%
IBIS BUDGET	0	0	1	240	0	0	13	3,144	197	25,379	430	36,474	641	65,237	8%
ADAGIO ACCESS	0	0	0	0	0	0	0	0	43	4,474	8	854	51	5,328	1%
HOTELF1	0	0	0	0	0	0	0	0	59	5,291	75	5,173	134	10,464	1%
BREAKFREE	0	0	1	186	0	0	0	0	18	2,488	3	199	22	2,873	0%
GREET	0	0	0	0	0	0	0	0	0	0	31	2,139	31	2,139	0%
Economic	0	0	2	426	1	120	55	11,162	852	129,554	1,892	173,826	2,802	315,088	39%
TOTAL	5	730	28	5,315	9	1,390	71	14,918	2,281	443,391	3,093	339,692	5,487	805,436	100%
%	0%	0%	1%	1%	0%	0%	1%	2%	42%	55%	56%	42%	100%	100%	

Hotel Portfolio – June 2023 (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 & North Africa	0	0	1	51	1	238	7	2,354	1,059	162,101	2,064	190,278	3,132	355,022	44%
ASPAC	0	0	24	4,473	4	635	0	0	719	162,366	719	99,846	1,476	267,320	33%
MEA	2	525	0	0	0	0	15	2,477	236	61,698	67	13,996	320	78,696	10%
Americas	3	205	3	791	4	517	49	10,087	257	57,226	243	35,572	559	104,398	13%
TOTAL	5	730	28	5,315	9	1,390	71	14,918	2,281	443,391	3,093	339,692	5,487	805,436	100%
%	0%	0%	1%	1%	0%	0%	1%	2%	42%	55%	56%	42%	100%	100%	