



Hotel Portfolio – December 2023 (By brand and area)

BRAND	Europe & North Africa		ASPAC		MEA		Americas		TOTAL		%
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	
ORIENT EXPRESS	0	0	0	0	0	0	0	0	0	0	0%
RAFFLES	4	375	12	1,808	7	1,349	1	147	24	3,679	0%
FAIRMONT	15	3,908	14	4,697	16	5,330	45	20,110	90	34,045	4%
SOFITEL	35	7,182	52	15,068	20	5,629	17	3,753	124	31,632	4%
EMBLEMS	0	0	0	0	0	0	0	0	0	0	0%
MGALLERY	67	6,040	38	5,034	7	1,395	7	597	119	13,066	2%
MANTIS	0	0	0	0	16	556	0	0	16	556	0%
Luxury	121	17,505	116	26,607	66	14,259	70	24,607	373	82,978	10%
BANYAN TREE	0	0	0	0	5	695	0	0	5	695	0%
RIXOS	9	1,968	0	0	32	11,155	0	0	41	13,123	2%
SLS	0	0	0	0	1	575	9	1,917	10	2,492	0%
DELANO	1	56	0	0	1	250	1	1,114	3	1,420	0%
THE ORIGINALS	3	500	0	0	0	0	0	0	3	500	0%
SO	5	711	4	556	1	188	0	0	10	1,455	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	11	2,143	0	0	0	0	4	650	15	2,793	0%
HYDE	1	401	0	0	1	277	2	460	4	1,138	0%
MONDRIAN	4	446	3	921	1	270	5	942	13	2,579	0%
REDBURY HOTELS	0	0	0	0	0	0	0	0	0	0	0%
25 HOURS	14	2,341	0	0	1	434	0	0	15	2,775	0%
21C	0	0	0	0	0	0	8	1,154	8	1,154	0%
MAMA SHELTER	16	2,481	0	0	0	0	2	125	18	2,606	0%
JO & JOE	5	970	0	0	0	0	2	138	7	1,108	0%
NO BRAND	2	332	0	0	1	596	0	0	3	928	0%
Lifestyle	73	12,612	7	1,477	44	14,440	35	6,726	159	35,255	4%

PULLMAN	29	7,558	101	28,949	14	5,158	11	2,530	155	44,195	5%
SWISSOTEL	6	1,180	12	5,354	12	5,813	4	1,420	34	13,767	2%
MOVENPICK	32	7,190	28	6,350	62	14,008	0	0	122	27,548	3%
ADAGIO PREMIUM	0	0	0	0	2	363	0	0	2	363	0%
GRAND MERCURE	0	0	51	12,026	4	899	8	1,661	63	14,586	2%
THE SEBEL	0	0	36	2,662	0	0	0	0	36	2,662	0%
ART SERIES	0	0	7	1,834	0	0	0	0	7	1,834	0%
PEPPERS	0	0	27	4,749	0	0	0	0	27	4,749	1%
Premium	67	15,928	262	61,924	94	26,241	23	5,611	446	109,704	13%
HANDWRITTEN	7	418	5	867	0	0	0	0	12	1,285	0%
NOVOTEL	278	46,473	184	44,378	35	8,703	51	9,237	548	108,791	13%
NOVOTEL SUITES	23	2,652	6	1,005	3	383	0	0	32	4,040	0%
MERCURE	585	67,339	297	48,951	24	4,719	61	7,955	967	128,964	16%
ADAGIO ORIGINAL	66	7,295	0	0	7	1,128	5	518	78	8,941	1%
MANTRA	0	0	76	13,456	0	0	1	1,177	77	14,633	2%
NEQTA	0	0	4	438	0	0	0	0	4	438	0%
TRIBE	11	1,490	3	551	0	0	0	0	14	2,041	0%
Midscale	970	125,667	575	109,646	69	14,933	118	18,887	1,732	269,133	33%
NO BRAND	13	974	25	4,099	7	1,905	3	541	48	7,519	1%
Multibrand	13	974	25	4,099	7	1,905	3	541	48	7,519	1%
IBIS	737	82,275	311	41,569	40	7,824	183	26,755	1,271	158,423	19%
IBIS STYLES	427	37,137	178	24,703	14	2,591	56	8,136	675	72,567	9%
IBIS BUDGET	528	47,928	47	5,469	0	0	66	11,663	641	65,060	8%
ADAGIO ACCESS	51	5,320	0	0	0	0	0	0	51	5,320	1%
HOTELF1	132	10,319	0	0	0	0	0	0	132	10,319	1%
BREAKFREE	0	0	23	2,935	0	0	0	0	23	2,935	0%
GREET	33	2,305	0	0	0	0	0	0	33	2,305	0%
Economic	1,908	185,284	559	74,676	54	10,415	305	46,554	2,826	316,929	39%
TOTAL	3,152	357,970	1,476	278,429	334	82,193	554	102,926	5,584	821,518	100%
%	56%	44%	26%	34%	6%	10%	10%	13%	100%	100%	

Hotel Portfolio – December 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	Rooms	
ORIENT EXPRESS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
RAFFLES	0	0	0	0	0	0	0	0	23	3,236	1	443	24	3,679	0%	
FAIRMONT	1	53	0	0	0	0	0	0	88	33,734	1	258	90	34,045	4%	
SOFITEL	2	525	0	0	0	0	1	150	115	29,230	6	1,727	124	31,632	4%	
EMBLEMS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	
MGALLERY	0	0	0	0	1	83	0	0	55	7,532	63	5,451	119	13,066	2%	
MANTIS	0	0	0	0	0	0	0	0	13	482	3	74	16	556	0%	
Luxury	3	578	0	0	1	83	1	150	294	74,214	74	7,953	373	82,978	10%	
BANYAN TREE	0	0	0	0	0	0	0	0	5	695	0	0	5	695	0%	
RIXOS	0	0	0	0	0	0	0	0	26	8,558	15	4,565	41	13,123	2%	
SLS	1	73	0	0	0	0	0	0	7	2,082	2	337	10	2,492	0%	
DELANO	0	0	0	0	0	0	0	0	2	306	1	1,114	3	1,420	0%	
THE ORIGINALS	0	0	0	0	0	0	0	0	3	500	0	0	3	500	0%	
SO	0	0	0	0	0	0	0	0	10	1,455	0	0	10	1,455	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	13	2,436	2	357	15	2,793	0%	
HYDE	0	0	0	0	0	0	0	0	3	738	1	400	4	1,138	0%	
MONDRIAN	0	0	0	0	0	0	0	0	10	2,056	3	523	13	2,579	0%	
REDBURY HOTELS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	7	857	1	297	8	1,154	0%	
MAMA SHELTER	0	0	0	0	0	0	0	0	18	2,606	0	0	18	2,606	0%	
JO & JOE	1	80	0	0	0	0	0	0	6	1,028	0	0	7	1,108	0%	
NO BRAND	0	0	0	0	0	0	0	0	3	928	0	0	3	928	0%	
Lifestyle	2	153	0	0	0	0	0	0	132	27,509	25	7,593	159	35,255	4%	

PULLMAN	0	0	1	348	1	143	2	1,339	109	30,047	42	12,318	155	44,195	5%
SWISSOTEL	0	0	0	0	1	238	0	0	20	10,195	13	3,334	34	13,767	2%
MOVENPICK	0	0	0	0	0	0	0	0	88	20,688	34	6,860	122	27,548	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	36	9,075	27	5,511	63	14,586	2%
THE SEBEL	0	0	0	0	0	0	0	0	13	1,299	23	1,363	36	2,662	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	4	318	27	4,749	1%
Premium	0	0	9	2,109	3	583	2	1,339	289	75,969	143	29,704	446	109,704	14%
HANDWRITTEN	0	0	0	0	0	0	0	0	2	148	10	1,137	12	1,285	0%
NOVOTEL	0	0	1	203	2	293	9	1,591	323	71,817	213	34,887	548	108,791	13%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	17	2,460	15	1,580	32	4,040	0%
MERCURE	0	0	0	0	0	0	1	174	263	44,065	703	84,725	967	128,964	16%
ADAGIO ORIGINAL	0	0	0	0	1	104	2	312	57	6,884	18	1,641	78	8,941	1%
MANTRA	0	0	13	2,122	1	179	0	0	48	11,201	15	1,131	77	14,633	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	6	1,112	8	929	14	2,041	0%
Midscale	0	0	14	2,325	4	576	12	2,077	716	137,687	986	126,468	1,732	269,133	33%
NO BRAND	0	0	1	51	1	111	0	0	26	5,314	20	2,043	48	7,519	1%
Multibrand	0	0	1	51	1	111	0	0	26	5,314	20	2,043	48	7,519	1%
IBIS	0	0	0	0	1	120	37	6,923	420	71,334	813	80,046	1,271	158,423	19%
IBIS STYLES	0	0	0	0	0	0	4	820	107	19,724	564	52,023	675	72,567	9%
IBIS BUDGET	0	0	1	240	0	0	13	3,144	196	25,184	431	36,492	641	65,060	8%
ADAGIO ACCESS	0	0	0	0	0	0	0	0	43	4,466	8	854	51	5,320	1%
HOTELF1	0	0	0	0	0	0	0	0	59	5,291	73	5,028	132	10,319	1%
BREAKFREE	0	0	1	186	0	0	0	0	18	2,488	4	261	23	2,935	0%
GREET	0	0	0	0	0	0	0	0	0	0	33	2,305	33	2,305	0%
Economic	0	0	2	426	1	120	54	10,887	843	128,487	1,926	177,009	2,826	316,929	39%
TOTAL	5	731	26	4,911	10	1,473	69	14,453	2,300	449,180	3,174	350,770	5,584	821,518	100%
%	0%	0%	1%	1%	0%	0%	1%	2%	42%	55%	56%	42%	100%	100%	

Hotel Portfolio – December 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	2	321	7	2,354	1,057	162,146	2,085	193,098	3,152	357,970	44%
ASPAC	0	0	22	4,069	4	635	0	0	741	166,251	777	107,474	1,544	278,429	34%
MEA	2	525	0	0	0	0	15	2,477	248	64,680	69	14,511	334	82,193	10%
Americas	3	206	3	791	4	517	47	9,622	254	56,103	243	35,687	554	102,926	13%
TOTAL	5	731	26	4,911	10	1,473	69	14,453	2,300	449,180	3,174	350,770	5,584	821,518	100%
%	0%	0%	0%	1%	0%	0%	1%	2%	41%	55%	57%	43%	100%	100%	