



## Hotel Portfolio – June 2024 (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	0%
RAFFLES	4	375	12	1,807	7	1,309	1	147	24	3,638	0%	
FAIRMONT	15	3,908	12	4,220	16	5,326	45	20,074	88	33,528	4%	
SOFITEL	35	7,239	51	14,739	21	5,901	17	3,755	124	31,634	4%	
EMBLEMS	0	0	0	0	0	0	0	0	0	0	0%	
MGALLERY	68	6,140	39	5,192	8	1,500	8	822	123	13,654	2%	
MANTIS	0	0	0	0	16	556	0	0	16	556	0%	
<b>Luxury</b>	<b>122</b>	<b>17,662</b>	<b>114</b>	<b>25,958</b>	<b>68</b>	<b>14,592</b>	<b>71</b>	<b>24,798</b>	<b>375</b>	<b>83,010</b>	<b>10%</b>	
BANYAN TREE	0	0	0	0	5	695	0	0	5	695	0%	
RIXOS	9	1,967	0	0	33	12,520	0	0	42	14,487	2%	
SLS	0	0	0	0	1	575	9	1,925	10	2,500	0%	
DELANO	1	56	0	0	1	250	1	1,114	3	1,420	0%	
THE ORIGINALS	3	457	0	0	0	0	0	0	3	457	0%	
SO	4	559	4	556	1	188	0	0	9	1,303	0%	
GLENEAGLES	2	266	0	0	0	0	0	0	2	266	0%	
FAENA	0	0	0	0	0	0	2	226	2	226	0%	
HOXTON	12	2,339	0	0	0	0	4	650	16	2,989	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	2,350	0	0	1	434	0	0	15	2,784	0%	
21C	0	0	0	0	0	0	8	1,154	8	1,154	0%	
MAMA SHELTER	17	2,589	0	0	0	0	2	125	19	2,714	0%	
JO & JOE	5	970	0	0	0	0	1	80	6	1,050	0%	
NO BRAND	5	546	0	0	5	953	4	187	14	1,686	0%	
<b>Lifestyle</b>	<b>77</b>	<b>12,946</b>	<b>7</b>	<b>1,477</b>	<b>49</b>	<b>16,162</b>	<b>38</b>	<b>6,863</b>	<b>171</b>	<b>37,448</b>	<b>4%</b>	

	Europe & North Africa		ASPAC		MEA		Americas		TOTAL		%
BRAND	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
PULLMAN	30	7,726	100	28,750	16	5,620	11	2,528	157	44,624	5%
SWISSOTEL	8	1,418	12	5,529	12	5,817	4	1,420	36	14,184	2%
MOVENPICK	31	7,095	29	6,304	68	15,504	0	0	128	28,903	3%
ADAGIO PREMIUM	0	0	0	0	2	364	0	0	2	364	0%
GRAND MERCURE	0	0	61	15,212	4	899	8	1,665	73	17,776	2%
THE SEBEL	0	0	36	2,656	0	0	0	0	36	2,656	0%
ART SERIES	0	0	7	1,834	0	0	0	0	7	1,834	0%
PEPPERS	0	0	26	4,715	0	0	0	0	26	4,715	1%
<b>Premium</b>	<b>69</b>	<b>16,239</b>	<b>271</b>	<b>65,000</b>	<b>102</b>	<b>28,204</b>	<b>23</b>	<b>5,613</b>	<b>465</b>	<b>115,056</b>	<b>14%</b>
HANDWRITTEN	9	546	6	957	0	0	2	263	17	1,766	0%
NOVOTEL	281	46,877	192	45,694	37	8,960	50	8,638	560	110,169	13%
NOVOTEL SUITES	23	2,652	0	0	3	383	0	0	32	4,040	0%
MERCURE	588	67,609	327	55,000	23	4,709	66	8,857	1,004	136,175	16%
ADAGIO ORIGINAL	65	7,214	0	0	7	1,128	0	0	72	8,342	1%
MANTRA	0	0	0	0	0	0	1	1,177	77	14,633	2%
NEQTA	0	0	0	0	0	0	0	0	4	438	0%
TRIBE	13	1,846	4	804	0	0	1	58	18	2,708	0%
<b>Milieu de gamme</b>	<b>979</b>	<b>126,744</b>	<b>615</b>	<b>117,354</b>	<b>70</b>	<b>15,180</b>	<b>120</b>	<b>18,993</b>	<b>1,784</b>	<b>278,271</b>	<b>34%</b>
NO BRAND	10	759	25	4,100	3	844	3	541	41	6,244	1%
<b>Multimarque</b>	<b>10</b>	<b>759</b>	<b>25</b>	<b>4,100</b>	<b>3</b>	<b>844</b>	<b>3</b>	<b>541</b>	<b>41</b>	<b>6,244</b>	<b>1%</b>
IBIS	736	82,097	317	41,960	41	7,950	184	26,786	1,278	158,793	19%
IBIS STYLES	436	38,406	181	24,807	14	2,580	57	8,350	688	74,143	9%
IBIS BUDGET	528	47,928	44	5,123	0	0	66	11,663	638	64,714	8%
ADAGIO ACCESS	53	5,465	0	0	0	0	0	0	53	5,465	1%
HOTELF1	130	10,144	0	0	0	0	0	0	130	10,144	1%
BREAKFREE	0	0	23	2,935	0	0	0	0	23	2,935	0%
GREET	36	2,499	0	0	0	0	0	0	36	2,499	0%
<b>Économique</b>	<b>1,919</b>	<b>186,539</b>	<b>565</b>	<b>74,825</b>	<b>55</b>	<b>10,530</b>	<b>307</b>	<b>46,799</b>	<b>2,846</b>	<b>318,693</b>	<b>38%</b>
<b>TOTAL</b>	<b>3,176</b>	<b>360,889</b>	<b>1,597</b>	<b>288,714</b>	<b>347</b>	<b>85,512</b>	<b>562</b>	<b>103,607</b>	<b>5,682</b>	<b>838,722</b>	<b>100%</b>
<b>%</b>	<b>0%</b>	<b>43%</b>	<b>0%</b>	<b>34%</b>	<b>0%</b>	<b>10%</b>	<b>0%</b>	<b>12%</b>	<b>1%</b>	<b>100%</b>	

## Hotel Portfolio – June 2024 (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	
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	23	3,195	1	443	24	3,638	0%
FAIRMONT	1	53	0	0	0	0	0	0	86	33,217	1	258	88	33,528	4%
SOFITEL	2	525	0	0	0	0	1	150	115	28,659	6	2,300	124	31,634	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	56	7,571	66	6,000	123	13,654	2%
MANTIS	0	0	0	0	0	0	0	0	8	373	8	183	16	556	0%
<b>Luxury</b>	<b>3</b>	<b>578</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>83</b>	<b>1</b>	<b>150</b>	<b>288</b>	<b>73,015</b>	<b>82</b>	<b>9,184</b>	<b>375</b>	<b>83,010</b>	<b>10%</b>
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	9,678	16	4,809	42	14,487	2%
SLS	1	74	0	0	0	0	0	0	7	2,082	2	344	10	2,500	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	457	0	0	3	457	0%
SO	0	0	0	0	0	0	0	0	9	1,303	0	0	9	1,303	0%
GLENEAGLES	0	0	0	0	0	0	0	0	2	266	0	0	2	266	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	14	2,632	2	357	16	2,989	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	14	2,547	1	237	15	2,784	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	19	2,714	0	0	19	2,714	0%
JO & JOE	1	80	0	0	0	0	0	0	5	970	0	0	6	1,050	0%
NO BRAND	0	0	0	0	0	0	0	0	14	1,686	0	0	14	1,686	0%
<b>Lifestyle</b>	<b>2</b>	<b>154</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>142</b>	<b>29,213</b>	<b>27</b>	<b>8,081</b>	<b>171</b>	<b>37,448</b>	<b>4%</b>
PULLMAN	0	0	1	348	1	143	2	1,339	111	30,376	42	12,418	157	44,624	5%
SWISSOTEL	0	0	0	0	1	238	0	0	21	10,402	14	3,554	36	14,134	2%
MOVENPICK	0	0	0	0	0	0	0	0	88	20,728	40	8,175	128	29,903	3%
ADAGIO PREMIUM	0	0	0	0	0	0	0	0	2	364	0	0	2	364	0%
GRAND MERCURE	0	0	0	0	0	0	0	0	45	11,945	28	5,831	73	17,776	2%



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
THE SEBEL	0	0	0	0	0	0	0	0	13	1,293	23	1,363	36	2,656	0%
ART SERIES	0	0	6	1,583	0	0	0	0	1	251	0	0	7	1,834	0%
PEPPERS	0	0	1	87	1	202	0	0	20	4,108	4	318	26	4,715	1%
<b>Premium</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>2,018</b>	<b>3</b>	<b>583</b>	<b>2</b>	<b>1,339</b>	<b>301</b>	<b>79,467</b>	<b>151</b>	<b>31,649</b>	<b>465</b>	<b>115,056</b>	<b>14%</b>
HANDWRITTEN	0	0	0	0	0	0	0	0	3	238	14	1,528	17	1,766	0%
NOVOTEL	0	0	1	203	2	293	9	1,591	319	70,502	229	37,580	560	110,169	13%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	15	2,073	17	1,967	32	4,040	0%
MERCURE	0	0	0	0	1	104	3	486	269	45,668	731	89,917	1,004	136,175	16%
ADAGIO ORIGINAL	0	0	0	0	0	0	0	0	53	6,552	19	1,790	72	8,342	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	8	1,273	10	1,435	18	2,708	0%
<b>Midscale</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>2,376</b>	<b>5</b>	<b>687</b>	<b>12</b>	<b>2,077</b>	<b>736</b>	<b>141,749</b>	<b>1,057</b>	<b>137,626</b>	<b>1,825</b>	<b>284,515</b>	<b>33%</b>
NO BRAND	1	51	1	111			21	4,242	18	1,840	41	6,244	1	51	1%
<b>Multibrand</b>	<b>1</b>	<b>51</b>	<b>1</b>	<b>111</b>			<b>21</b>	<b>4,242</b>	<b>18</b>	<b>1,840</b>	<b>41</b>	<b>6,244</b>	<b>1</b>	<b>51</b>	<b>1%</b>
IBIS	0	0	0	0	1	120	37	6,923	414	70,083	826	81,667	1,278	158,793	19%
IBIS STYLES	0	0	0	0	0	0	4	820	106	18,997	578	54,326	688	74,143	9%
IBIS BUDGET	0	0	0	1	240	0	13	3,144	190	24,527	434	36,803	638	64,714	8%
ADAGIO ACCESS	0	0	0	0	0	0	0	0	43	4,485	10	980	53	5,465	1%
HOTELF1	0	0	0	0	0	0	0	0	58	5,190	72	4,954	130	10,144	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	36	2,499	36	2,499	0%
<b>Economic</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>426</b>	<b>1</b>	<b>120</b>	<b>54</b>	<b>10,887</b>	<b>829</b>	<b>125,770</b>	<b>1,960</b>	<b>181,490</b>	<b>2,846</b>	<b>318,693</b>	<b>39%</b>
<b>TOTAL</b>	<b>5</b>	<b>732</b>	<b>25</b>	<b>4,820</b>	<b>10</b>	<b>1,473</b>	<b>69</b>	<b>14,453</b>	<b>2,296</b>	<b>449,214</b>	<b>3,277</b>	<b>368,030</b>	<b>5,682</b>	<b>838,722</b>	<b>100%</b>
<b>%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>	<b>2%</b>	<b>54%</b>	<b>0%</b>	<b>44%</b>	<b>1%</b>	<b>100%</b>	



### Hotel Portfolio – June 2024 (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	1,044	160,356	2,122	197,807	3,176	360,889	43%
ASPAC	0	0	21	3,978	4	635	0	0	747	167,433	825	116,668	1,597	288,714	34%
MEA	2	525	0	0	0	0	15	2,477	249	65,956	81	16,554	347	85,512	10%
Americas	3	207	3	791	4	517	47	9,622	256	55,469	249	37,001	562	103,607	12%
<b>TOTAL</b>	<b>5</b>	<b>732</b>	<b>25</b>	<b>4,820</b>	<b>10</b>	<b>1,473</b>	<b>69</b>	<b>14,453</b>	<b>2,296</b>	<b>449,214</b>	<b>3,277</b>	<b>368,030</b>	<b>5,682</b>	<b>838,722</b>	<b>100%</b>
%	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>	<b>2%</b>	<b>54%</b>	<b>0%</b>	<b>44%</b>	<b>1%</b>	<b>100%</b>	