



Hotel Portfolio – December 2024 (By brand and area)

BRAND	Europe & North Africa		APAC		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	3	375	13	1,855	7	1,342	1	147	24	3,719	0%
FAIRMONT	15	3,787	14	5,079	17	5,603	46	20,259	92	34,728	4%
SOFITEL	34	6,882	48	14,504	24	7,190	17	3,755	123	32,331	4%
EMBLEMS	0	0	0	0	0	0	0	0	0	0	0%
MGALLERY	69	6,219	41	5,689	8	1,500	8	822	126	14,230	2%
MANTIS	0	0	0	0	17	660	0	0	17	660	0%
Luxury	121	17,263	116	27,127	73	16,295	72	24,983	382	85,668	10%
BANYAN TREE	0	0	0	0	5	695	0	0	5	695	0%
RIXOS	9	1,969	0	0	36	14,631	0	0	45	16,600	2%
SLS	1	471	0	0	1	536	8	1,800	10	2,807	0%
DELANO	2	123	0	0	1	250	1	1,114	4	1,487	0%
THE ORIGINALS	2	353	0	0	0	0	1	82	3	435	0%
SO	5	916	4	556	1	188	0	0	10	1,660	0%
GLENEAGLES	2	266	0	0	0	0	0	0	2	266	0%
FAENA	0	0	0	0	0	0	2	218	2	218	0%
THE HOXTON	12	2,338	0	0	0	0	4	650	16	2,988	0%
HYDE	2	512	1	61	2	408	1	60	6	1,041	0%
MONDRIAN	3	326	3	921	1	270	4	753	11	2,270	0%
25 HOURS	15	2,473	1	345	1	434	0	0	17	3,252	0%
21C	0	0	0	0	0	0	8	1,154	8	1,154	0%
MAMA SHELTER	17	2,584	0	0	1	197	1	70	19	2,851	0%
JO & JOE	5	969	4	312	0	0	1	80	10	1,361	0%
NO BRAND	6	689	0	0	5	1,013	5	685	16	2,387	0%
Lifestyle	81	13,989	13	2,195	54	18,622	36	6,666	184	41,472	5%

PULLMAN	29	7,325	103	29,642	16	5,620	11	2,528	159	45,115	5%
SWISSOTEL	10	1,717	15	6,281	13	5,873	4	1,420	42	15,291	2%
MOVENPICK	34	7,556	31	6,796	69	16,491	0	0	134	30,843	4%
ADAGIO PREMIUM	0	0	0	0	2	364	0	0	2	364	0%
GRAND MERCURE	0	0	71	17,516	4	899	8	1,775	83	20,190	2%
THE SEBEL	0	0	36	2,667	0	0	0	0	36	2,667	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	73	16,598	290	69,485	104	29,247	23	5,723	490	121,053	14%
HANDWRITTEN	15	913	7	1,338	1	72	2	263	25	2,586	0%
NOVOTEL	280	46,569	199	47,001	39	9,246	50	8,880	568	111,696	13%
NOVOTEL SUITES	23	2,652	5	918	3	383	0	0	31	3,953	0%
MERCURE	581	67,253	342	57,078	24	4,821	66	8,857	1,013	138,009	16%
ADAGIO ORIGINAL	67	7,477	0	0	7	1,067	0	0	74	8,544	1%
MANTRA	0	0	76	13,465	0	0	1	1,177	77	14,642	2%
NEQTA	0	0	2	220	0	0	0	0	2	220	0%
TRIBE	15	2,404	4	805	0	0	1	58	20	3,267	0%
Midscale	981	127,268	635	120,825	74	15,589	120	19,235	1,810	282,917	33%
NO BRAND	11	898	26	4,137	3	831	3	541	43	6,407	1%
Multibrand	11	898	26	4,137	3	831	3	541	43	6,407	1%
IBIS	715	79,782	310	41,198	41	7,952	185	26,955	1,251	155,887	18%
IBIS STYLES	439	38,694	182	25,123	15	2,740	53	8,020	689	74,577	9%
IBIS BUDGET	482	44,494	43	4,960	0	0	66	11,605	591	61,059	7%
ADAGIO ACCESS	52	5,505	0	0	0	0	0	0	52	5,505	1%
HOTELF1	127	9,929	0	0	0	0	0	0	127	9,929	1%
BREAKFREE	0	0	22	2,885	0	0	0	0	22	2,885	0%
GREET	41	2,926	0	0	0	0	0	0	41	2,926	0%
Economic	1,856	181,330	557	74,166	56	10,692	304	46,580	2,773	312,768	37%
TOTAL	3,123	357,346	1,637	297,935	364	91,276	558	103,728	5,682	850,285	100%
%	55%	42%	29%	35%	6%	11%	10%	12%	100%	100%	

Hotel Portfolio – December 2024 (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
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	3,276	1	443	24	3,719	0%
FAIRMONT	1	53	0	0	0	0	0	0	89	34,168	2	507	92	34,728	4%
SOFITEL	2	525	0	0	0	0	1	150	114	29,356	6	2,300	123	32,331	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	58	8,108	67	6,039	126	14,230	2%
MANTIS	0	0	0	0	0	0	0	0	10	547	7	113	17	660	0%
Luxury	3	578	0	0	1	83	1	150	294	75,455	83	9,402	382	85,668	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	28	11,354	17	5,246	45	16,600	2%
SLS	1	74	0	0	0	0	0	0	7	2,389	2	344	10	2,807	0%
DELANO	0	0	0	0	0	0	0	0	3	373	1	1,114	4	1,487	0%
THE ORIGINALS	0	0	0	0	0	0	0	0	3	435	0	0	3	435	0%
SO	0	0	0	0	0	0	0	0	10	1,660	0	0	10	1,660	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	218	0	0	2	218	0%
THE HOXTON	0	0	0	0	0	0	0	0	14	2,631	2	357	16	2,988	0%
HYDE	0	0	0	0	0	0	0	0	6	1,041	0	0	6	1,041	0%
MONDRIAN	0	0	0	0	0	0	0	0	9	1,936	2	334	11	2,270	0%
25 HOURS	0	0	0	0	0	0	0	0	16	3,015	1	237	17	3,252	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	2,851	0	0	19	2,851	0%
JO & JOE	1	80	0	0	0	0	0	0	5	969	4	312	10	1,361	0%
NO BRAND	0	0	0	0	0	0	0	0	16	2,387	0	0	16	2,387	0%
Lifestyle	2	154	0	0	0	0	0	0	152	33,077	30	8,241	184	41,472	5%

PULLMAN	0	0	1	348	1	143	2	1,339	114	31,245	41	12,040	159	45,115	5%
SWISSOTEL	0	0	0	0	1	238	0	0	23	10,640	18	4,413	42	15,291	2%
MOVENPICK	0	0	0	0	0	0	0	0	89	21,913	45	8,930	134	30,843	4%
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	47	12,517	36	7,673	83	20,190	2%
THE SEBEL	0	0	0	0	0	0	0	0	13	1,295	23	1,372	36	2,667	0%
ART SERIES	0	0	6	1,583	0	0	0	0	1	251	0	0	7	1,834	0%
PEPPERS	0	0	0	0	1	202	0	0	20	4,108	6	439	27	4,749	1%
Premium	0	0	7	1,931	3	583	2	1,339	309	82,333	169	34,867	490	121,053	14%
HANDWRITTEN	0	0	0	0	0	0	0	0	4	619	21	1,967	25	2,586	0%
NOVOTEL	0	0	1	203	2	293	9	1,591	309	69,883	247	39,726	568	111,696	13%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	15	2,074	16	1,879	31	3,953	0%
MERCURE	0	0	0	0	1	104	3	486	259	44,644	750	92,775	1,013	138,009	16%
ADAGIO ORIGINAL	0	0	0	0	0	0	0	0	55	6,752	19	1,792	74	8,544	1%
MANTRA	0	0	13	2,122	1	179	0	0	47	11,116	16	1,225	77	14,642	2%
NEQTA	0	0	0	0	0	0	0	0	0	0	2	220	2	220	0%
TRIBE	0	0	0	0	0	0	0	0	8	1,172	12	2,095	20	3,267	0%
Midscale	0	0	14	2,325	4	576	12	2,077	697	136,260	1,083	141,679	1,810	282,917	33%
NO BRAND	0	0	1	51	1	111	0	0	22	4,246	19	1,999	43	6,407	1%
Multibrand	0	0	1	51	1	111	0	0	22	4,246	19	1,999	43	6,407	1%
IBIS	0	0	0	0	1	120	37	6,923	383	65,930	830	82,914	1,251	155,887	18%
IBIS STYLES	0	0	0	0	0	0	4	820	105	19,199	580	54,558	689	74,577	9%
IBIS BUDGET	0	0	1	240	0	0	13	3,126	143	20,057	434	37,636	591	61,059	7%
ADAGIO ACCESS	0	0	0	0	0	0	0	0	41	4,366	11	1,139	52	5,505	1%
HOTELF1	0	0	0	0	0	0	0	0	58	5,189	69	4,740	127	9,929	1%
BREAKFREE	0	0	1	186	0	0	0	0	17	2,438	4	261	22	2,885	0%
GREET	0	0	0	0	0	0	0	0	0	0	41	2,926	41	2,926	0%
Economic	0	0	2	426	1	120	54	10,869	747	117,179	1,969	184,174	2,773	312,768	37%
TOTAL	5	732	24	4,733	10	1,473	69	14,435	2,221	448,550	3,353	380,362	5,682	850,285	100%
%	0%	0%	0%	1%	0%	0%	1%	2%	39%	53%	59%	45%	100%	100%	



Hotel Portfolio – December 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	950	150,386	2,163	204,234	3,123	357,346	42%
APAC	0	0	20	3,891	4	635	0	0	754	171,282	859	122,127	1,637	297,935	35%
MEA	2	525	0	0	0	0	15	2,477	261	70,732	86	17,542	364	91,276	11%
Americas	3	207	3	791	4	517	47	9,604	256	56,150	245	36,459	558	103,728	12%
TOTAL	5	732	24	4,733	10	1,473	69	14,435	2,221	448,550	3,353	380,362	5,682	850,285	100%
%	0%	0%	0%	1%	0%	0%	1%	2%	39%	53%	59%	45%	100%	100%	