



Hotel Portfolio – June 2026 (By brand and area)

	Europe & North Africa		APAC		MEA		Americas		TOTAL		%
BRAND	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
ORIENT EXPRESS	4	241	0	0	0	0	0	0	4	241	0%
RAFFLES	3	375	13	1,921	8	1,462	1	147	25	3,905	0%
FAIRMONT	18	4,500	17	5,853	17	5,651	45	19,953	97	35,957	4%
SOFITEL	33	6,746	50	15,134	23	6,979	17	3,540	123	32,399	4%
EMBLEMS	1	51	0	0	0	0	1	320	2	371	0%
MGALLERY	70	6,450	42	5,859	9	1,792	7	742	128	14,843	2%
Luxury	129	18,363	122	28,767	57	15,884	71	24,702	379	87,716	10%
BANYAN TREE	0	0	0	0	5	781	0	0	5	781	0%
RIXOS	8	1,837	2	1,607	34	15,750	3	909	47	20,103	2%
OUR HABITAS	1	40	0	0	5	313	3	127	9	480	0%
SLS	1	471	0	0	2	674	7	1,665	10	2,810	0%
DELANO	2	123	0	0	1	251	2	561	5	935	0%
THE ORIGINALS	2	353	1	109	1	73	0	0	4	535	0%
SO	5	916	4	555	1	188	0	0	10	1,659	0%
GLENEAGLES	2	266	0	0	0	0	0	0	2	266	0%
FAENA	0	0	0	0	0	0	4	426	4	426	0%
THE HOXTON	15	2,842	0	0	0	0	4	650	19	3,492	0%
HYDE	2	512	3	371	2	408	2	255	9	1,546	0%
MONDRIAN	3	326	5	1,234	1	270	3	517	12	2,347	0%
25 HOURS	15	2,471	2	454	1	434	0	0	18	3,359	0%
21C	0	0	0	0	0	0	6	737	6	737	0%
MAMA SHELTER	17	2,568	1	115	1	197	0	0	19	2,880	0%
NO BRAND	3	516	0	0	5	1,917	5	1,695	13	4,128	0%
Lifestyle	76	13,241	18	4,445	59	21,256	39	7,542	192	46,484	5%



PULLMAN	25	6,562	107	30,085	16	6,082	11	2,527	159	45,256	5%
SWISSOTEL	12	2,024	18	6,860	16	6,788	4	1,420	50	17,092	2%
MOVENPICK	40	8,212	37	7,972	70	16,531	0	0	147	32,715	4%
ADAGIO PREMIUM	0	0	0	0	2	364	0	0	2	364	0%
GRAND MERCURE	0	0	75	18,256	5	1,169	7	1,557	87	20,982	2%
THE SEBEL	0	0	37	2,638	0	0	0	0	37	2,638	0%
ART SERIES	0	0	7	1,834	0	0	0	0	7	1,834	0%
PEPPERS	0	0	30	4,837	0	0	0	0	30	4,837	1%
MANTIS	0	0	0	0	16	590	0	0	16	590	0%
Premium	77	16,798	311	72,482	125	31,524	22	5,504	535	126,308	14%
HANDWRITTEN	35	2,447	11	2,238	1	72	3	3,147	50	7,904	1%
NOVOTEL	277	46,546	235	52,661	41	9,964	49	8,649	602	117,820	13%
NOVOTEL SUITES	23	2,651	5	918	2	295	0	0	30	3,864	0%
MERCURE	559	64,387	403	64,796	28	5,272	57	7,310	1,047	141,765	16%
ADAGIO ORIGINAL	67	7,514	0	0	6	995	0	0	73	8,509	1%
MANTRA	0	0	81	13,701	0	0	1	1,177	82	14,878	2%
NEQTA	0	0	2	220	0	0	0	0	2	220	0%
TRIBE	19	3,031	6	1,052	0	0	2	137	27	4,220	0%
Midscale	980	126,576	743	135,586	78	16,598	112	20,420	1,913	299,180	34%
NO BRAND	12	1,417	27	4,165	2	647	12	1,520	53	7,749	1%
Multibrand	12	1,417	27	4,165	2	647	12	1,520	53	7,749	1%
IBIS	698	77,872	288	38,948	37	6,971	188	26,988	1,211	150,779	17%
IBIS STYLES	468	41,481	170	24,079	20	3,307	50	7,401	708	76,268	9%
IBIS BUDGET	485	44,799	40	4,628	1	2,609	64	11,507	590	63,543	7%
ADAGIO ACCESS	58	6,086	0	0	0	0	0	0	58	6,086	1%
HOTELF1	115	9,123	0	0	0	0	0	0	115	9,123	1%
BREAKFREE	0	0	22	2,900	0	0	0	0	22	2,900	0%
GREET	46	3,309	0	0	0	0	0	0	46	3,309	0%
JO & JOE	6	1,710	6	693	0	0	1	80	13	2,483	0%
Economic	1,876	184,380	526	71,248	58	12,887	303	45,976	2,763	314,491	36%
TOTAL	3,150	360,775	1,747	316,693	379	98,796	559	105,664	5,835	881,928	100%
%	54%	41%	30%	36%	6%	11%	10%	12%	100%	100%	



Hotel Portfolio – June 2026 (By segment and exploitation mode)

	Owned		Fixed lease		Variable lease		Var lease/ EBITDAR		Managed		Franchised		TOTAL		%
BRAND	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	3	187	1	54	4	241	0%
RAFFLES	0	0	0	0	0	0	0	0	24	3,462	1	443	25	3,905	0%
FAIRMONT	1	53	0	0	0	0	0	0	93	35,228	3	676	97	35,957	4%
SOFITEL	2	525	0	0	0	0	1	150	109	28,127	11	3,597	123	32,399	4%
EMBLEMS	0	0	0	0	0	0	0	0	1	320	1	51	2	371	0%
MGALLERY	0	0	0	0	1	83	0	0	54	7,388	73	7,372	128	14,843	2%
Luxury	3	578	0	0	1	83	1	150	284	74,712	90	12,193	379	87,716	10%
BANYAN TREE	0	0	0	0	0	0	0	0	5	781	0	0	5	781	0%
RIXOS	0	0	0	0	0	0	0	0	30	14,925	17	5,178	47	20,103	2%
OUR HABITAS	0	0	0	0	0	0	0	0	9	480	0	0	9	480	0%
SLS	1	73	0	0	0	0	0	0	7	2,388	2	349	10	2,810	0%
DELANO	0	0	0	0	0	0	0	0	5	935	0	0	5	935	0%
THE ORIGINALS	0	0	0	0	0	0	0	0	2	182	2	353	4	535	0%
SO	0	0	0	0	0	0	0	0	10	1,659	0	0	10	1,659	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	4	426	0	0	4	426	0%
THE HOXTON	0	0	0	0	0	0	0	0	16	3,016	3	476	19	3,492	0%
HYDE	0	0	0	0	0	0	0	0	9	1,546	0	0	9	1,546	0%
MONDRIAN	0	0	0	0	0	0	0	0	10	2,013	2	334	12	2,347	0%
25 HOURS	0	0	0	0	0	0	0	0	4	1,058	14	2,301	18	3,359	0%
21C	0	0	0	0	0	0	0	0	4	493	2	244	6	737	0%
MAMA SHELTER	0	0	0	0	0	0	0	0	11	1,624	8	1,256	19	2,880	0%
NO BRAND	0	0	0	0	0	0	0	0	12	3,682	1	446	13	4,128	0%
Lifestyle	1	73	0	0	0	0	0	0	140	35,474	51	10,937	192	46,484	5%



PULLMAN	0	0	1	348	1	143	2	1,339	99	28,006	56	15,420	159	45,256	5%
SWISSOTEL	0	0	0	0	1	238	0	0	29	12,118	20	4,736	50	17,092	2%
MOVENPICK	0	0	0	0	0	0	0	0	80	20,485	67	12,230	147	32,715	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	49	12,565	38	8,417	87	20,982	2%
THE SEBEL	0	0	0	0	0	0	0	0	12	1,249	25	1,389	37	2,638	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	19	4,017	10	618	30	4,837	1%
MANTIS	0	0	0	0	0	0	0	0	12	516	4	74	16	590	0%
Premium	0	0	7	1,931	3	583	2	1,339	303	79,571	220	42,884	535	126,308	14%
HANDWRITTEN	0	0	0	0	0	0	0	0	9	1,477	41	6,427	50	7,904	1%
NOVOTEL	0	0	1	203	2	293	8	1,357	282	64,283	309	51,684	602	117,820	13%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	14	1,986	16	1,878	30	3,864	0%
MERCURE	0	0	0	0	1	104	3	486	247	42,760	796	98,415	1,047	141,765	16%
ADAGIO ORIGINAL	0	0	0	0	0	0	0	0	53	6,558	20	1,951	73	8,509	1%
MANTRA	0	0	11	1,928	1	179	0	0	48	11,143	22	1,628	82	14,878	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	14	1,938	13	2,282	27	4,220	0%
Midscale	0	0	12	2,131	4	576	11	1,843	667	130,145	1,219	164,485	1,913	299,180	34%
NO BRAND	0	0	1	51	1	111	0	0	32	5,498	19	2,089	53	7,749	1%
Multibrand	0	0	1	51	1	111	0	0	32	5,498	19	2,089	53	7,749	1%
IBIS	0	0	0	0	1	120	36	6,783	324	57,541	850	86,335	1,211	150,779	17%
IBIS STYLES	0	0	0	0	0	0	4	820	102	18,582	602	56,866	708	76,268	9%
IBIS BUDGET	0	0	1	240	0	0	12	2,954	126	18,450	451	41,899	590	63,543	7%
ADAGIO ACCESS	0	0	0	0	0	0	0	0	49	5,190	9	896	58	6,086	1%
HOTELF1	0	0	0	0	0	0	0	0	58	5,189	57	3,934	115	9,123	1%
BREAKFREE	0	0	1	186	0	0	0	0	16	2,411	5	303	22	2,900	0%
GREET	0	0	0	0	0	0	0	0	0	0	46	3,309	46	3,309	0%
JO & JOE	1	80	0	0	0	0	0	0	7	1,983	5	420	13	2,483	0%
Economic	1	80	2	426	1	120	52	10,557	682	109,346	2,025	193,962	2,763	314,491	36%
TOTAL	5	731	22	4,539	10	1,473	66	13,889	2,108	434,746	3,624	426,550	5,835	881,928	100%
%	0%	0%	0%	1%	0%	0%	1%	2%	36%	49%	62%	48%	100%	100%	



Hotel Portfolio – June 2026 (By operating type and area)

	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
Europe & North Africa	0	0	1	51	2	321	7	2,354	844	136,250	2,296	221,799	3,150	360,775	41%
APAC	0	0	18	3,697	4	635	0	0	765	171,943	960	140,418	1,747	316,693	36%
MEA	2	525	0	0	0	0	15	2,477	243	69,894	119	25,900	379	98,796	11%
Americas	3	206	3	791	4	517	44	9,058	256	56,659	249	38,433	559	105,664	12%
TOTAL	5	731	22	4,539	10	1,473	66	13,889	2,108	434,746	3,624	426,550	5,835	881,928	100%
%	0%	0%	0%	1%	0%	0%	1%	2%	36%	49%	62%	48%	100%	100%	