



## Hotel Portfolio – December 2025 (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	2	123	0	0	0	0	0	0	2	123	0%
RAFFLES	3	375	13	1 921	7	1 293	1	147	24	3 736	0%
FAIRMONT	18	4 500	17	5 862	17	5 642	45	19 962	97	35 966	4%
SOFITEL	33	6 746	50	15 055	25	7 311	18	3 860	126	32 972	4%
EMBLEMS	1	51	0	0	0	0	0	0	1	51	0%
MGALLERY	73	6 598	40	5 771	9	1 792	7	742	129	14 903	2%
<b>Luxury</b>	<b>130</b>	<b>18 393</b>	<b>120</b>	<b>28 609</b>	<b>58</b>	<b>16 038</b>	<b>71</b>	<b>24 711</b>	<b>379</b>	<b>87 751</b>	<b>10%</b>
BANYAN TREE	0	0	0	0	5	781	0	0	5	781	0%
RIXOS	9	1 966	2	1 607	36	15 750	3	909	50	20 232	2%
OUR HABITAS	2	64	0	0	5	313	4	187	11	564	0%
SLS	1	471	0	0	2	674	7	1 664	10	2 809	0%
DELANO	2	123	0	0	1	251	2	560	5	934	0%
THE ORIGINALS	2	353	1	109	1	73	1	82	5	617	0%
SO	5	916	4	555	2	445	0	0	11	1 916	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	4	753	13	2 583	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	18	2 762	1	115	1	197	0	0	20	3 074	0%
JO & JOE	6	1 060	6	493	0	0	1	80	13	1 633	0%
NO BRAND	4	624	0	0	4	1 660	5	1 695	13	3 979	0%
<b>Lifestyle</b>	<b>86</b>	<b>14 756</b>	<b>24</b>	<b>4 938</b>	<b>61</b>	<b>21 256</b>	<b>43</b>	<b>7 998</b>	<b>214</b>	<b>48 948</b>	<b>6%</b>

PULLMAN	25	6,562	107	30,106	16	6,082	11	2,527	159	45,277	5%
SWISSOTEL	12	2,029	17	6,670	14	6,215	4	1,420	47	16,334	2%
MOVENPICK	38	8,175	36	7,810	69	16,640	0	0	143	32,625	4%
ADAGIO PREMIUM	0	0	0	0	2	364	0	0	2	364	0%
GRAND MERCURE	0	0	75	18,516	5	1,169	7	1,554	87	21,239	2%
THE SEBEL	0	0	38	2,721	0	0	0	0	38	2,721	0%
ART SERIES	0	0	7	1,834	0	0	0	0	7	1,834	0%
PEPPERS	0	0	30	4,848	0	0	0	0	30	4,848	1%
MANTIS	0	0	0	0	16	585	0	0	16	585	0%
<b>Premium</b>	<b>75</b>	<b>16,766</b>	<b>310</b>	<b>72,505</b>	<b>122</b>	<b>31,055</b>	<b>22</b>	<b>5,501</b>	<b>529</b>	<b>125,827</b>	<b>14%</b>
HANDWRITTEN	30	2,101	10	1,878	1	72	3	3,147	44	7,198	1%
NOVOTEL	278	46,710	226	51,469	40	9,565	50	8,791	594	116,535	13%
NOVOTEL SUITES	23	2,651	5	918	3	383	0	0	31	3,952	0%
MERCURE	567	65,589	382	62,341	27	5,177	62	8,095	1,038	141,202	16%
ADAGIO ORIGINAL	68	7,629	0	0	6	995	0	0	74	8,624	1%
MANTRA	0	0	79	13,621	0	0	1	1,177	80	14,798	2%
NEQTA	0	0	2	220	0	0	0	0	2	220	0%
TRIBE	19	3,029	6	1,052	0	0	2	137	27	4,218	0%
<b>Midscale</b>	<b>985</b>	<b>127,709</b>	<b>710</b>	<b>131,499</b>	<b>77</b>	<b>16,192</b>	<b>118</b>	<b>21,347</b>	<b>1,890</b>	<b>296,747</b>	<b>34%</b>
NO BRAND	12	1,214	27	4,348	2	647	12	1,524	53	7,733	1%
<b>Multibrand</b>	<b>12</b>	<b>1,214</b>	<b>27</b>	<b>4,348</b>	<b>2</b>	<b>647</b>	<b>12</b>	<b>1,524</b>	<b>53</b>	<b>7,733</b>	<b>1%</b>
IBIS	702	78,397	316	41,707	37	7,051	187	27,022	1,242	154,177	17%
IBIS STYLES	452	40,045	179	24,842	19	3,136	51	7,554	701	75,577	9%
IBIS BUDGET	485	44,801	41	4,699	1	2,609	65	11,613	592	63,722	7%
ADAGIO ACCESS	53	5,572	0	0	0	0	0	0	53	5,572	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	3,350	0	0	0	0	0	0	46	3,350	0%
<b>Economic</b>	<b>1,853</b>	<b>181,288</b>	<b>558</b>	<b>74,148</b>	<b>57</b>	<b>12,796</b>	<b>303</b>	<b>46,189</b>	<b>2,771</b>	<b>314,421</b>	<b>36%</b>
<b>TOTAL</b>	<b>3,141</b>	<b>360,126</b>	<b>1,749</b>	<b>316,047</b>	<b>377</b>	<b>97,984</b>	<b>569</b>	<b>107,270</b>	<b>5,836</b>	<b>881,427</b>	<b>100%</b>
<b>%</b>	<b>54%</b>	<b>41%</b>	<b>30%</b>	<b>36%</b>	<b>6%</b>	<b>11%</b>	<b>10%</b>	<b>12%</b>	<b>100%</b>	<b>100%</b>	

## Hotel Portfolio – December 2025 (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	
ORIENT EXPRESS	0	0	0	0	0	0	0	0	2	123	0	0	2	123	0%
RAFFLES	0	0	0	0	0	0	0	0	23	3,293	1	443	24	3,736	0%
FAIRMONT	1	53	0	0	0	0	0	0	94	35,406	2	507	97	35,966	4%
SOFITEL	2	525	0	0	0	0	1	150	115	29,557	8	2,740	126	32,972	4%
EMBLEMS	0	0	0	0	0	0	0	0	0	0	1	51	1	51	0%
MGALLERY	0	0	0	0	1	83	0	0	55	7,685	73	7,135	129	14,903	2%
<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>289</b>	<b>76,064</b>	<b>85</b>	<b>10,876</b>	<b>379</b>	<b>87,751</b>	<b>10%</b>
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	33	15 054	17	5 178	50	20 232	2%
OUR HABITAS	0	0	0	0	0	0	0	0	11	564	0	0	11	564	0%
SLS	1	75	0	0	0	0	0	0	7	2 387	2	347	10	2 809	0%
DELANO	0	0	0	0	0	0	0	0	5	934	0	0	5	934	0%
THE ORIGINALS	0	0	0	0	0	0	0	0	5	617	0	0	5	617	0%
SO	0	0	0	0	0	0	0	0	11	1 916	0	0	11	1 916	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	11	2 249	2	334	13	2 583	0%
25 HOURS	0	0	0	0	0	0	0	0	17	3 124	1	235	18	3 359	0%
21C	0	0	0	0	0	0	0	0	6	737	0	0	6	737	0%
MAMA SHELTER	0	0	0	0	0	0	0	0	20	3 074	0	0	20	3 074	0%
JO & JOE	1	80	0	0	0	0	0	0	7	1 133	5	420	13	1 633	0%
NO BRAND	0	0	0	0	0	0	0	0	12	3 533	1	446	13	3 979	0%
<b>Lifestyle</b>	<b>2</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>181</b>	<b>41 357</b>	<b>31</b>	<b>7 436</b>	<b>214</b>	<b>48 948</b>	<b>6%</b>

PULLMAN	0	0	1	348	1	143	2	1,339	107	30,054	48	13,393	159	45,277	5%
SWISSOTEL	0	0	0	0	1	238	0	0	26	11,360	20	4,736	47	16,334	2%
MOVENPICK	0	0	0	0	0	0	0	0	85	21,673	58	10,952	143	32,625	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	48	12,432	39	8,807	87	21,239	2%
THE SEBEL	0	0	0	0	0	0	0	0	12	1,255	26	1,466	38	2,721	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	9	538	30	4,848	1%
MANTIS	0	0	0	0	0	0	0	0	12	512	4	73	16	585	0%
<b>Premium</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>1,931</b>	<b>3</b>	<b>583</b>	<b>2</b>	<b>1,339</b>	<b>313</b>	<b>82,009</b>	<b>204</b>	<b>39,965</b>	<b>529</b>	<b>125,827</b>	<b>14%</b>
HANDWRITTEN	0	0	0	0	0	0	0	0	8	1,117	36	6,081	44	7,198	1%
NOVOTEL	0	0	1	203	2	293	8	1,357	289	65,927	294	48,755	594	116,535	13%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	15	2,074	16	1,878	31	3,952	0%
MERCURE	0	0	0	0	1	104	3	486	252	43,242	782	97,370	1,038	141,202	16%
ADAGIO ORIGINAL	0	0	0	0	0	0	0	0	54	6,683	20	1,941	74	8,624	1%
MANTRA	0	0	11	1,928	1	179	0	0	48	11,143	20	1,548	80	14,798	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	1,936	13	2,282	27	4,218	0%
<b>Midscale</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>2,131</b>	<b>4</b>	<b>576</b>	<b>11</b>	<b>1,843</b>	<b>680</b>	<b>132,122</b>	<b>1,183</b>	<b>160,075</b>	<b>1,890</b>	<b>296,747</b>	<b>34%</b>
NO BRAND	0	0	1	51	1	111	0	0	32	5,491	19	2,080	53	7,733	1%
<b>Multibrand</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>51</b>	<b>1</b>	<b>111</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>5,491</b>	<b>19</b>	<b>2,080</b>	<b>53</b>	<b>7,733</b>	<b>1%</b>
IBIS	0	0	0	0	1	120	36	6,783	349	61,449	856	85,825	1,242	154,177	17%
IBIS STYLES	0	0	0	0	0	0	4	820	103	18,436	594	56,321	701	75,577	9%
IBIS BUDGET	0	0	1	240	0	0	13	3,120	130	18,882	448	41,480	592	63,722	7%
ADAGIO ACCESS	0	0	0	0	0	0	0	0	42	4,433	11	1,139	53	5,572	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	3,350	46	3,350	0%
<b>Economic</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>426</b>	<b>1</b>	<b>120</b>	<b>53</b>	<b>10,723</b>	<b>698</b>	<b>110,800</b>	<b>2,017</b>	<b>192,352</b>	<b>2,771</b>	<b>314,421</b>	<b>36%</b>
<b>TOTAL</b>	<b>5</b>	<b>733</b>	<b>22</b>	<b>4,539</b>	<b>10</b>	<b>1,473</b>	<b>67</b>	<b>14,055</b>	<b>2,193</b>	<b>447,843</b>	<b>3,539</b>	<b>412,784</b>	<b>5,836</b>	<b>881,427</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>1%</b>	<b>2%</b>	<b>38%</b>	<b>51%</b>	<b>61%</b>	<b>47%</b>	<b>100%</b>	<b>100%</b>	



## Hotel Portfolio – December 2025 (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	898	143,409	2,233	213,991	3,141	360,126	41%
APAC	0	0	18	3,697	4	635	0	0	771	174,422	956	137,293	1,749	316,047	36%
MEA	2	525	0	0	0	0	15	2,477	260	72,305	100	22,677	377	97,984	11%
Americas	3	208	3	791	4	517	45	9,224	264	57,707	250	38,823	569	107,270	12%
<b>TOTAL</b>	<b>5</b>	<b>733</b>	<b>22</b>	<b>4,539</b>	<b>10</b>	<b>1,473</b>	<b>67</b>	<b>14,055</b>	<b>2,193</b>	<b>447,843</b>	<b>3,539</b>	<b>412,784</b>	<b>5,836</b>	<b>881,427</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>1%</b>	<b>2%</b>	<b>38%</b>	<b>51%</b>	<b>61%</b>	<b>47%</b>	<b>100%</b>	<b>100%</b>	