



Hotel Portfolio – June 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	83	0	0	0	0	0	0	2	83	0%
RAFFLES	3	375	14	1,958	7	1,299	1	147	25	3,779	0%
FAIRMONT	18	4,500	16	5,529	17	5,641	45	19,952	96	35,622	4%
SOFITEL	33	6,747	49	14,718	24	7,190	18	3,873	124	32,528	4%
EMBLEMS	0	0	0	0	0	0	0	0	0	0	0%
MGALLERY	72	6,448	38	5,209	8	1,500	7	742	125	13,899	2%
Luxury	128	18,153	117	27,414	56	15,630	71	24,714	372	85,911	10%
BANYAN TREE	0	0	0	0	5	695	0	0	5	695	0%
RIXOS	9	1,966	0	0	32	13,369	0	0	41	15,335	2%
SLS	1	471	0	0	1	524	7	1,664	9	2,659	0%
DELANO	2	123	0	0	1	251	0	0	3	374	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	14	2,713	0	0	0	0	4	650	18	3,363	0%
HYDE	2	512	2	250	2	408	1	60	7	1,230	0%
MONDRIAN	3	326	5	1,238	1	270	4	753	13	2,587	0%
25 HOURS	15	2,471	1	345	1	434	0	0	17	3,250	0%
21C	0	0	0	0	0	0	7	1,034	7	1,034	0%
MAMA SHELTER	17	2,584	0	0	1	197	0	0	18	2,781	0%
JO & JOE	5	969	4	312	0	0	1	80	10	1,361	0%
OUR HABITAS	2	64	0	0	3	201	4	187	9	452	0%
NO BRAND	4	624	0	0	3	934	1	498	8	2,056	0%
Lifestyle	83	14,358	16	2,701	51	17,471	32	5,226	182	39,756	5%



PULLMAN	28	7,200	104	29,401	16	5,766	11	2,527	159	44,894	5%
SWISSOTEL	10	1,717	17	6,871	13	5,873	4	1,420	44	15,881	2%
MOVENPICK	37	7,915	30	6,684	68	16,279	0	0	135	30,878	4%
ADAGIO PREMIUM	0	0	0	0	2	364	0	0	2	364	0%
GRAND MERCURE	0	0	72	17,751	4	899	8	1,775	84	20,425	2%
THE SEBEL	0	0	36	2,664	0	0	0	0	36	2,664	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%
MANTIS	0	0	0	0	16	641	0	0	16	641	0%
Premium	75	16,832	293	69,954	119	29,822	23	5,722	510	122,330	14%
HANDWRITTEN	20	1,219	8	1,263	1	72	2	263	31	2,817	0%
NOVOTEL	276	46,066	206	47,594	41	9,652	50	8,879	573	112,191	13%
NOVOTEL SUITES	23	2,651	5	918	3	383	0	0	31	3,952	0%
MERCURE	578	66,924	360	59,214	26	4,924	64	8,334	1,028	139,396	16%
ADAGIO ORIGINAL	68	7,609	0	0	7	1,067	0	0	75	8,676	1%
MANTRA	0	0	77	13,492	0	0	1	1,177	78	14,669	2%
NEQTA	0	0	2	220	0	0	0	0	2	220	0%
TRIBE	17	2,702	4	805	0	0	1	58	22	3,565	0%
Midscale	982	127,171	662	123,506	78	16,098	118	18,711	1,840	285,486	33%
NO BRAND	13	1,050	26	4,268	3	832	2	424	44	6,574	1%
Multibrand	13	1,050	26	4,268	3	832	2	424	44	6,574	1%
IBIS	712	79,499	316	41,830	40	7,472	185	26,955	1,253	155,756	18%
IBIS STYLES	451	40,124	184	25,401	17	2,895	51	7,651	703	76,071	9%
IBIS BUDGET	487	44,917	42	4,895	0	0	65	11,641	594	61,453	7%
ADAGIO ACCESS	52	5,505	0	0	0	0	0	0	52	5,505	1%
HOTELF1	124	9,712	0	0	0	0	0	0	124	9,712	1%
BREAKFREE	0	0	21	2,858	0	0	0	0	21	2,858	0%
GREET	45	3,283	0	0	0	0	0	0	45	3,283	0%
Economic	1,871	183,040	563	74,984	57	10,367	301	46,247	2,792	314,638	37%
TOTAL	3,152	360,604	1,677	302,827	364	90,220	547	101,044	5,740	854,695	100%
%	55%	42%	29%	35%	6%	11%	10%	12%	100%	100%	,



Hotel Portfolio – June 2025 (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	2	83	0	0	2	83	0%
RAFFLES	0	0	0	0	0	0	0	0	24	3,336	1	443	25	3,779	0%
FAIRMONT	1	53	0	0	0	0	0	0	93	35,062	2	507	96	35,622	4%
SOFITEL	2	525	0	0	0	0	1	150	114	29,138	7	2,715	124	32,528	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	7,564	69	6,252	125	13,899	2%
Luxury	3	578	0	0	1	83	1	150	288	75,183	79	9,917	372	85,911	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	24	10,157	17	5,178	41	15,335	2%
SLS	1	75	0	0	0	0	0	0	6	2,237	2	347	9	2,659	0%
DELANO	0	0	0	0	0	0	0	0	3	374	0	0	3	374	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	16	3,006	2	357	18	3,363	0%
HYDE	0	0	0	0	0	0	0	0	7	1,230	0	0	7	1,230	0%
MONDRIAN	0	0	0	0	0	0	0	0	11	2,253	2	334	13	2,587	0%
25 HOURS	0	0	0	0	0	0	0	0	16	3,015	1	235	17	3,250	0%
21C	0	0	0	0	0	0	0	0	6	737	1	297	7	1,034	0%
MAMA SHELTER	0	0	0	0	0	0	0	0	18	2,781	0	0	18	2,781	0%
JO & JOE	1	80	0	0	0	0	0	0	5	969	4	312	10	1,361	0%
OUR HABITAS	0	0	0	0	0	0	0	0	9	452	0	0	9	452	0%
NO BRAND	0	0	0	0	0	0	0	0	8	2,056	0	0	8	2,056	0%
Lifestyle	2	155	0	0	0	0	0	0	151	32,541	29	7,060	182	39,756	5%



PULLMAN	0	0	1	348	1	143	2	1,339	113	31,314	42	11,750	159	44,894	5%
SWISSOTEL	0	0	0	0	1	238	0	0	24	10,888	19	4,755	44	15,881	2%
MOVENPICK	0	0	0	0	0	0	0	0	84	20,996	51	9,882	135	30,878	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	12,281	37	8,144	84	20,425	2%
THE SEBEL	0	0	0	0	0	0	0	0	13	1,292	23	1,372	36	2,664	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%
MANTIS	0	0	0	0	0	0	0	0	10	547	6	94	16	641	0%
Premium	0	0	7	1,931	3	583	2	1,339	314	82,041	184	36,436	510	122,330	14%
HANDWRITTEN	0	0	0	0	0	0	0	0	6	912	25	1,905	31	2,817	0%
NOVOTEL	0	0	1	203	2	293	9	1,591	288	65,254	273	44,850	573	112,191	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	256	44,115	768	94,691	1,028	139,396	16%
ADAGIO ORIGINAL	0	0	0	0	0	0	0	0	54	6,636	21	2,040	75	8,676	1%
MANTRA	0	0	12	2,042	1	179	0	0	48	11,143	17	1,305	78	14,669	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	10	1,470	12	2,095	22	3,565	0%
Midscale	0	0	13	2,245	4	576	12	2,077	677	131,604	1,134	148,984	1,840	285,486	33%
NO BRAND	0	0	1	51	1	111	0	0	21	4,148	21	2,264	44	6,574	1%
Multibrand	0	0	1	51	1	111	0	0	21	4,148	21	2,264	44	6,574	1%
IBIS	0	0	0	0	1	120	37	6,923	367	63,790	848	84,923	1,253	155,756	18%
IBIS STYLES	0	0	0	0	0	0	4	820	103	18,685	596	56,566	703	76,071	9%
IBIS BUDGET	0	0	1	240	0	0	13	3,120	137	19,514	443	38,579	594	61,453	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	66	4,523	124	9,712	1%
BREAKFREE	0	0	1	186	0	0	0	0	16	2,411	4	261	21	2,858	0%
GREET	0	0	0	0	0	0	0	0	0	0	45	3,283	45	3,283	0%
Economic	0	0	2	426	1	120	54	10,863	722	113,955	2,013	189,274	2,792	314,638	37%
TOTAL	5	733	23	4,653	10	1,473	69	14,429	2,173	439,472	3,460	393,935	5,740	854,695	100%
%	0%	0%	0%	1%	0%	0%	1%	2%	38%	51%	60%	46%	100%	100%	



Hotel Portfolio – June 2025 (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	915	145,259	2,227	212,619	3,152	360,604	42%
APAC	0	0	19	3,811	4	635	0	0	761	171,580	893	126,801	1,677	302,827	35%
MEA	2	525	0	0	0	0	15	2,477	250	67,968	97	19,250	364	90,220	11%
Americas	3	208	3	791	4	517	47	9,598	247	54,665	243	35,265	547	101,044	12%
TOTAL	5	733	23	4,653	10	1,473	69	14,429	2,173	439,472	3,460	393,935	5,740	854,695	100%
%	0%	0%	0%	1%	0%	0%	1%	2%	38%	51%	60%	46%	100%	100%	