

Ticker: AC FP Equity

Currency: EUR

Periodicity: Annuals

Segments: Product

Group By: Measure

## Segments

In Millions of EUR	2017 Y	2018 Y	2019 Y	2020 Y	2021 Y	2022 Y	2023 Y	2024 Y	2025 Y Est	2026 Y Est
12 Months Ending	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024	12/31/2025	12/31/2026
Revenue	2,774.00	3,282.00	4,049.00	1,621.00	2,204.00	4,224.00	5,056.00	5,606.00		
Management & Franchise	195.00		1,026.00	292.00	518.00	1,052.00	1,300.00	1,393.00	1,508.91	1,633.47
% of Total	7.03%		25.34%	18.01%	23.50%	24.91%	25.71%	24.85%		
Hotel Assets & Other	755.00	751.00	1,236.00	489.00	633.00	1,084.00	1,421.00	1,659.00	1,694.67	1,814.48
% of Total	27.22%	22.88%	30.53%	30.17%	28.72%	25.66%	28.11%	29.59%		
Services to Owners	1,567.00	1,654.00	1,867.00	849.00	1,064.00	2,143.00	2,335.00	2,637.00	2,729.48	2,895.18
% of Total	56.49%	50.40%	46.11%	52.38%	48.28%	50.73%	46.18%	47.04%		
Inactive Segments										
EMEA - Europe	449.00	500.00	514.00	131.00	232.00					
Middle East & Africa	76.00	80.00	107.00	36.00	77.00	195.00				
ASPAC	194.00	209.00	204.00	72.00	98.00	157.00	161.52	227.40	246.33	236.06
France & Switzerland	389.00									
South Europe				80.00	141.00	267.00	316.24	344.62	382.23	300.64
North America, Central America & the Caribbean	116.00	132.00	181.00	37.00						
Holding / Intercos	-525.00	-236.00	-81.00	-9.00	-11.00	-54.00	-74.18	-76.71	-81.48	-89.99
Worldwide	122.00									
Hotel Services	2,443.00	2,618.00	2,894.00	1,141.00	1,582.00	3,194.00	3,745.54	3,953.85	4,249.38	4,682.88
Hotel Services - Americas	0.00	0.00	0.00	52.00	111.00	199.00	231.58	248.45	262.57	220.69
South America	41.00	43.00	49.00	15.00	21.77	38.04	50.06	55.53	60.32	
New Businesses	100.00	149.00	159.00	91.00	0.00	144.87	167.10	189.31	209.58	216.23
Europe	449.00	500.00	525.00	135.00						
Rooms - IMEAT	77.00	80.00	128.00	36.00	77.00	195.00				
North Europe				51.00	91.00	233.00	269.97	279.92	297.96	304.16
Americas						199.00				
Organic Growth Rate	7.90	8.80	3.80	-54.80	34.00	5.00	23.81	10.70	5.56	6.03
Management & Franchise		4.67	3.80	-71.40	74.00	93.00	20.05	8.92	6.27	6.40
% of Total		53.07%	100.00%	130.29%	217.65%	1,860.00%	84.21%	83.42%	112.72%	106.20%
Hotel Assets & Other	7.00	8.40	2.90	-45.80	29.00	63.00	15.97			
% of Total	88.61%	95.45%	76.32%	83.58%	85.29%	1,260.00%	67.08%			
Services to Owners		8.00	9.00	-53.40	0.00					
% of Total		90.91%	236.84%	97.45%	0.00%					
Inactive Segments										
EMEA - Europe	7.20	8.70	4.00	-74.30						
Middle East & Africa	2.70	-1.10	5.30	-74.60						
ASPAC	7.70	8.40	2.30	-63.80	34.00	52.00				
France & Switzerland	2.50									
South Europe					72.00	88.00	17.62	19.41	8.37	
North America, Central America & the Caribbean	5.20	17.10	1.50	-72.00						
Holding / Intercos	-1.20	0.00	0.00	0.00	0.00					
Worldwide	2.90									
Hotel Services	5.10	8.40	4.60	-59.80	36.00	89.00	24.87			
Hotel Services - Americas				-65.30	97.00	63.00				
South America	-3.30	13.80	13.00	-65.30						
New Businesses	6.90	2.40	3.80	-42.90	0.00					
Europe	7.20									
Rooms - IMEAT	2.70	-1.10	5.30	-74.60	112.00	151.00				
North Europe					81.00	133.00				
Hotels - Revenue/Available Room	61.00	62.00	64.00	24.00	33.00	62.00	73.00	75.00	78.60	81.13
Premium, Midscale & Economy							60.00	61.00	63.88	65.48
% of Total							82.19%	81.33%	81.28%	80.71%
Europe North Africa							67.00	69.00	70.56	72.16
% of Total							91.78%	92.00%	89.77%	88.94%
Middle East Asia-Pacific							57.00	58.00	60.72	62.59
% of Total							78.08%	77.33%	77.26%	77.14%

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12 Months Ending	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024	12/31/2025	12/31/2026	
Americas							39.00	42.00	43.00	44.01	
% of Total							53.42%	56.00%	54.72%	54.24%	
Luxury & Lifestyle							154.00	159.00	165.92	171.70	
% of Total							210.96%	212.00%	211.10%	211.63%	
Luxury							159.00	168.00	172.23	177.59	
% of Total							217.81%	224.00%	219.13%	218.88%	
Lifestyle							141.00	138.00	145.43	149.69	
% of Total							193.15%	184.00%	185.03%	184.51%	
Inactive Segments											
Hotel Services - ASPAC			56.13	23.69	29.00	46.00	58.96	60.41	63.15		
Midscale Hotels	60.00	62.00	62.00	24.00	31.00	57.00					
Economy Hotels	39.00	40.00	40.00	16.00	21.00	39.00					
Luxury & Upscale Hotels	106.00	102.00	103.00	36.00	52.00	103.00					
Hotels - Average Occupancy	68.80	69.30	69.30	32.10	42.30	59.80	66.00	66.70	67.08	67.50	
Premium, Midscale & Economy							66.30	66.90			
% of Total							100.45%	100.30%			
Europe North Africa							67.20	67.30	69.18	69.57	
% of Total							101.82%	100.90%	103.12%	103.07%	
Middle East Asia-Pacific							67.40	68.40	68.84	69.31	
% of Total							102.12%	102.55%	102.62%	102.68%	
Americas							58.40	59.40	59.98	60.34	
% of Total							88.48%	89.06%	89.42%	89.40%	
Luxury & Lifestyle							63.50	64.90			
% of Total							96.21%	97.30%			
Luxury							63.00	64.90			
% of Total							95.45%	97.30%			
Lifestyle							65.10	64.80	65.67	66.17	
% of Total							98.64%	97.15%	97.89%	98.02%	
Inactive Segments											
Hotel Services - ASPAC		70.70	69.49	35.48	46.30	55.40	62.98	55.59	49.89		
Midscale Hotels	69.40	70.20	70.50	32.50	42.60	60.70					
Economy Hotels	68.70	69.50	69.70	33.40	44.20	62.30	63.88	64.03	65.31	65.90	
Luxury & Upscale Hotels	68.00	67.70	67.60	29.90	39.20	55.20					
Average Daily Rate	89.00	89.00	92.00	73.00	78.00	103.00	110.00	113.00	116.53	118.36	
Premium, Midscale & Economy							90.00	92.00			
% of Total							81.82%	81.42%			
Europe North Africa							99.00	103.00	104.14	105.36	
% of Total							90.00%	91.15%	89.37%	89.02%	
Middle East Asia-Pacific							85.00	85.00			
% of Total							77.27%	75.22%			
Americas							68.00	70.00	71.97	73.41	
% of Total							61.82%	61.95%	61.76%	62.02%	
Luxury & Lifestyle							243.00	245.00			
% of Total							220.91%	216.81%			
Luxury							252.00	258.00	264.89	269.86	
% of Total							229.09%	228.32%	227.32%	228.00%	
Lifestyle							217.00	213.00	223.19	229.58	
% of Total							197.27%	188.50%	191.54%	193.97%	
Inactive Segments											
Hotel Services - ASPAC			82.05	66.95	62.00	82.00	80.62	77.26	73.55		
Midscale Hotels	87.00	88.00	88.00	72.00	74.00	94.00					
Economy Hotels	57.00	57.00	58.00	48.00	49.00	62.00					
Luxury & Upscale Hotels	155.00	151.00	153.00	120.00	134.00	186.00					
Hotels - Number of Hotel Rooms	616,181.00	703,806.00	739,537.00	753,344.00	777,714.00	802,269.00	821,518.00	850,285.00	893,345.39	927,748.87	
Premium, Midscale & Economy							703,285.00	723,145.00			
% of Total							85.61%	85.05%			
Europe North Africa							327,853.00	326,094.00	331,857.24	338,321.07	

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12 Months Ending	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024	12/31/2025	12/31/2026	
% of Total							39.91%	38.35%	37.15%	36.47%	
Middle East Asia-Pacific							303,839.00	324,972.00	340,085.31	361,016.51	
% of Total							36.99%	38.22%	38.07%	38.91%	
Americas							71,593.00	72,079.00			
% of Total							8.71%	8.48%			
Luxury & Lifestyle							118,233.00	127,140.00	136,509.74	146,245.34	
% of Total							14.39%	14.95%	15.28%	15.76%	
Luxury							82,978.00	85,668.00	90,229.76	95,162.39	
% of Total							10.10%	10.08%	10.10%	10.26%	
Lifestyle							35,255.00	41,472.00	45,187.21	48,953.04	
% of Total							4.29%	4.88%	5.06%	5.28%	
Inactive Segments											
Mantra		15,241.00	15,526.00								
Hotel Services - ASPAC		209,819.44	231,218.26		238,120.08	240,022.00	253,148.00	276,696.18	287,764.90	299,067.20	
Upscale & Midscale Hotels - Other Brands		35,729.00								310,408.13	
Luxury & Upscale Hotels - Raffles	1,927.00	2,201.00	2,385.00								
Luxury & Midscale Hotels - Swissotel	13,431.00	13,325.00	14,789.00								
Luxury & Midscale Hotels - Sofitel	31,939.00	30,588.00	30,131.00								
Grand Mercure	11,086.00	12,151.00	12,711.00								
Midscale Hotels	203,802.00		246,750.00	253,042.00	259,279.00	269,688.00					
Economy Hotels - Managed			136,101.00	136,373.00	136,611.00	132,324.00					
MGallery	9,495.00	10,639.00	11,686.00								
Franchised - Midscale Hotels			88,712.00	99,794.00	109,530.00	118,454.00					
Upscale & Midscale Hotels - Pullman	36,174.00	38,563.00	40,068.00								
Upscale & Midscale Hotels	203,802.00	231,178.00	239,165.00								
Upscale & Midscale Hotels - Fairmont	29,697.00	30,276.00	31,091.00								
Mercure	100,160.00	104,969.00	110,228.00								
Luxury & Upscale Hotels - Owned & Leased			9,112.00	4,995.00	5,203.00	4,938.00					
Etap Hotel / Ibis Budget	58,096.00	61,226.00	63,783.00								
Economy Hotels	264,229.00	203,690.00	297,403.00	300,695.00	309,360.00	315,628.00					
Upscale & Midscale Hotels - Suite Novotel	3,928.00	4,202.00	4,349.00								
Economy Hotels - Jo&Joe	98.00	98.00	283.00								
Midscale Hotels - Owned & Leased			17,834.00	10,472.00	5,799.00	5,710.00					
Luxury & Upscale Hotels - Managed			160,503.00	165,259.00	166,627.00	170,719.00					
Economy Hotels - Break Free		3,477.00									
Economy Hotel - Owned & Leased			19,720.00	13,635.00	12,307.00	11,788.00					
Managed - Midscale Hotels			140,204.00	142,776.00	143,950.00	145,524.00					
Economy Hotels - Franchised			141,582.00	150,687.00	160,442.00	171,516.00					
Luxury & Midscale Hotels - Asia Pacific - Swissotel	5,318.00	5,310.00									
MultiBrand	5,650.00	6,266.00									
Luxury & Upscale Hotels - The Sebel	1,622.00	1,980.00									
Novotel	92,843.00	98,903.00	100,486.00								
Luxury & Upscale Hotels	142,500.00	184,008.00	195,384.00	199,607.00	209,075.00	216,953.00					
Franchised - Luxury & Upscale			25,769.00	29,353.00	37,245.00	41,296.00					
All Seasons / Ibis Styles	43,213.00	48,842.00	56,277.00								
The Sebel			3,447.00								
Rixos	7,129.00	8,556.00	8,877.00								
Hotel F1	12,975.00	13,210.00	13,198.00								
Economy Hotels - Ibis	145,081.00	72,084.00	155,678.00								
Adagio	6,693.00	7,447.00	8,034.00								
Adagio Access	4,766.00	4,753.00	4,685.00								
Economy Hotels US	178.00	416.00	542.00								
Hotels - Number of Hotel Locations (End)	4,283.00	4,780.00	5,036.00	5,139.00	5,298.00	5,445.00	5,584.00	5,682.00	5,838.84	6,287.81	
Premium, Midscale & Economy							5,052.00	5,116.00	5,354.31	5,554.69	
% of Total							90.47%	90.04%	91.70%	88.34%	
Europe North Africa							2,958.00	2,921.00	2,991.98	3,068.33	

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% of Total							52.97%	51.41%	51.24%	48.80%		
Middle East Asia-Pacific							1,645.00	1,745.00	1,836.26	1,930.90		
% of Total							29.46%	30.71%	31.45%	30.71%		
Americas							449.00	450.00	461.14	473.09		
% of Total							8.04%	7.92%	7.90%	7.52%		
Luxury & Lifestyle							532.00	566.00	607.22	647.92		
% of Total							9.53%	9.96%	10.40%	10.30%		
Luxury							373.00	382.00	398.51	416.79		
% of Total							6.68%	6.72%	6.83%	6.63%		
Lifestyle							159.00	184.00	202.22	222.26		
% of Total							2.85%	3.24%	3.46%	3.53%		
Inactive Segments												
Mantra		77.00	77.00									
Upscale & Midscale Hotels - Other Brands	43.00		35.00									
Luxury & Upscale Hotels - Raffles	11.00		16.00									
Luxury & Midscale Hotels - Swissotel	31.00	31.00	35.00									
Luxury & Midlescale Hotels - Sofitel	126.00	121.00	119.00									
Grand Mercure	48.00	53.00	56.00									
Midscale Hotels	1,332.00	1,519.00	1,584.00	1,626.00	1,673.00	1,737.00						
Economy Hotels - Managed			930.00	918.00	198.00	871.00						
MGallery	91.00	101.00	110.00									
Franchised - Midscale Hotels			747.00	812.00	876.00	940.00						
Upscale & Midscale Hotels - Pullman	121.00	131.00	136.00									
Upscale & Midscale Hotels	1,332.00	1,478.00	1,526.00									
Upscale & Midscale Hotels - Fairmont	76.00	76.00	79.00									
Mercure	779.00	810.00	842.00									
Luxury & Upscale Hotels - Owned & Leased		35.00	36.00	19.00	20.00	20.00						
Etap Hotel / Ibis Budget	588.00	614.00	636.00									
Economy Hotels	2,363.00	2,506.00	2,631.00	2,670.00	2,023.00	2,797.00						
Upscale & Midscale Hotels - Suite Novotel	32.00	34.00	35.00									
Economy Hotels - Jo&Joe	1.00	1.00	2.00									
Midscale Hotels - Owned & Leased		100.00	101.00	70.00	36.00	35.00						
Luxury & Upscale Hotels - Managed			644.00	667.00	664.00	671.00						
Economy Hotels - Break Free		24.00										
Economy Hotel - Owned & Leased			112.00	72.00	61.00	59.00						
Managed - Midscale Hotels			736.00	744.00	761.00	762.00						
Economy Hotels - Franchised			1,589.00	1,680.00	1,764.00	1,867.00						
Luxury & Midlescale Hotels - Asia Pacific - Swissotel	12.00	12.00										
MultiBrand	43.00	219.00										
Luxury & Upscale Hotels - The Sebel	25.00	28.00										
Novotel	464.00	492.00	501.00									
Luxury & Upscale Hotels	545.00	577.00	821.00	843.00	882.00	911.00						
Franchised - Luxury & Upscale	115.00	136.00	141.00	157.00	198.00	220.00						
All Seasons / Ibis Styles	422.00	476.00	534.00									
The Sebel		178.00	23.00									
Rixos	16.00	23.00	24.00									
Luxury & Upscale Hotels - Other Brands			180.00									
Hotel F1	170.00	172.00	172.00									
Economy Hotels - Ibis	1,137.00	1,174.00	1,218.00									
Adagio	55.00	62.00	68.00									
Adagio Access	45.00	45.00	45.00									
Economy Hotels US	2.00	3.00	3.00									
Total Hotel Room Pipeline			207,583.42	53,141,192.14	72,272,588.99	120,164.40	221,011.41	233,000.00	240,063.58	248,006.19		
Premium, Midscale & Economy							172,000.00	177,000.00				
% of Total							77.82%	75.97%				
Europe North Africa							48,000.00	50,000.00				

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% of Total							21.72%	21.46%		
Middle East Asia-Pacific							113,000.00	115,000.00		
% of Total							51.13%	49.36%		
Americas							11,000.00	12,000.00		
% of Total							4.98%	5.15%		
Luxury & Lifestyle							53,000.00	56,000.00		
% of Total							23.98%	24.03%		
Luxury							27,000.00	26,000.00		
% of Total							12.22%	11.16%		
Lifestyle							26,000.00	30,000.00		
% of Total							11.76%	12.88%		
Inactive Segments										
Luxury & Upscale Hotels - Owned & Leased	874.00	1,118.00	1,206.00	1,209.00	1,218.00	1,247.00				
Comparable SS Revenue Per Avail Room Grwth Rate	6.20	6.10		-62.00	-45.70	2.30	22.70	5.70		
Premium, Midscale & Economy							23.90	4.90	2.99	2.93
% of Total							105.29%	85.96%		
Europe North Africa							18.00	3.30	2.10	2.22
% of Total							79.30%	57.89%		
Middle East Asia-Pacific							33.40	6.10	3.70	3.40
% of Total							147.14%	107.02%		
Americas							20.40	10.50	2.16	2.31
% of Total							89.87%	184.21%		
Luxury & Lifestyle							19.70	7.30		
% of Total							86.78%	128.07%		
Luxury							21.00	6.30	3.34	3.20
% of Total							92.51%	110.53%		
Lifestyle							14.80	10.90	4.04	3.82
% of Total							65.20%	191.23%		
Inactive Segments										
Hotel Services - ASPAC						-18.30				
Midscale Hotels	4.80	6.10	1.70	-61.90	-48.30	-3.20				
Economy Hotels	3.90	6.20	2.40	-59.90	-45.00	-0.30				
Luxury & Upscale Hotels	5.40	5.90	1.20	-63.60	-43.60	9.00				
Comparable Same Store ADR Growth Rate	0.90	3.70	0.70	-16.70	-9.90	17.40	11.80			
Premium, Midscale & Economy							13.50	3.40		
% of Total							114.41%			
Europe North Africa							10.80	2.90		
% of Total							91.53%			
Middle East Asia-Pacific							16.60	3.60		
% of Total							140.68%			
Americas							17.20	7.40		
% of Total							145.76%			
Luxury & Lifestyle							5.40	3.30		
% of Total							45.76%			
Luxury							5.30	2.80		
% of Total							44.92%			
Lifestyle							5.50	5.30		
% of Total							46.61%			
Inactive Segments										
Midscale Hotels	0.40	4.00	0.80	-14.60	-11.90	11.60				
Economy Hotels	1.00	4.00	1.80	-14.50	-11.30	11.30				
Luxury & Upscale Hotels	0.70	3.30	-0.20	-18.50	-5.70	29.90				
Comparable Same Store Occupancy Growth Rate	2.50	1.50	0.60	-37.40	-27.90	-9.10	6.00	1.20		
Premium, Midscale & Economy							5.70	1.00		
% of Total							95.00%	83.33%		
Europe North Africa							4.20	0.30		

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Ticker: AC FP Equity		Currency: EUR		Periodicity: Annuals			Segments: Product		Group By: Measure		
In Millions of EUR	2017 Y	2018 Y	2019 Y	2020 Y	2021 Y	2022 Y	2023 Y	2024 Y	2025 Y Est	2026 Y Est	
12 Months Ending	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024	12/31/2025	12/31/2026	
% of Total							70.00%	25.00%			
Middle East Asia-Pacific							8.80	1.60			
% of Total							146.67%	133.33%			
Americas							1.60	1.70			
% of Total							26.67%	141.67%			
Luxury & Lifestyle							7.90	2.50			
% of Total							131.67%	208.33%			
Luxury							8.40	2.20			
% of Total							140.00%	183.33%			
Lifestyle							5.50	3.50			
% of Total							91.67%	291.67%			
Inactive Segments											
Midscale Hotels	3.00	1.40	0.60	-38.70	-29.60	-9.50					
Economy Hotels	1.90	1.40	0.40	-36.70	-26.80	-7.40					
Luxury & Upscale Hotels	3.00	1.70	0.90	-36.90	-27.50	-11.10					
Operating Income or Losses	398.00	73.00	675.00	-1,623.00	327.00	510.00	735.00	786.00			
Inactive Segments											
Corporate & Intercos	-100.00										
New Businesses	-33.00										
Hotel Assets & Other	50.00										
Hotel Services - Reconciliation	-95.00										
Holding / Intercos	-100.00										
Hotel Services	576.00										
Hotel Services - Management & Franchise	576.00										
Etap Hotel / Ibis Budget - Hotel Services	46.00										
EBITDA-As Reported	622.00	626.00	825.00	-391.00	22.00	675.00	1,003.00	1,120.00			
Management & Franchise			766.00	24.00	275.00	737.00					
% of Total			92.85%	-6.14%	1,250.00%	109.19%					
Hotel Assets & Other	126.00	80.00	214.00	-21.00	48.00	137.00	179.19	193.35	214.27	211.55	
% of Total	20.26%	12.78%	25.94%	5.37%	218.18%	20.30%	17.87%	17.26%			
Services to Owners	16.00	46.00	-23.00	-282.00	-182.00	-75.00	43.09	46.58	50.01	62.37	
% of Total	2.57%	7.35%	-2.79%	72.12%	-827.27%	-11.11%	4.30%	4.16%			
Inactive Segments											
EMEA - Europe	363.00	387.00	406.00	2.00	143.00						
Middle East & Africa	46.00	51.00	82.00	-1.00							
ASPAC	128.00	152.00	144.00	21.00	51.00	96.00	143.46	157.23	172.63	172.03	
France & Switzerland	129.00										
South Europe				14.00	96.00	204.00	258.38	278.99	303.39	235.05	
North America, Central America & the Caribbean	72.00	92.00	115.00	4.00							
Holding / Intercos	-114.00	-132.00	-129.00	-112.00	-119.00	-123.00	-121.95	-101.26	-107.74	-103.02	
Worldwide	84.00										
Hotel Services	621.00	705.00	740.00	-258.00	93.00	661.00	918.77	1,002.34	1,098.64	1,226.66	
Hotel Services - Americas				0.00	40.00	131.00	161.40	170.29	185.07	144.70	
South America	12.00	24.00	24.00	-4.00							
New Businesses	-25.00	-20.00	-2.00	-25.00	-2.26	4.22	11.00	21.00	31.00	10.00	
Europe	152.00										
Rooms - IMEAT	46.00	51.00	98.00	1.00	41.00	144.00					
Reconciliation	-4.00		1.00								
North Europe				-12.00	47.00	161.00	203.22	210.68	224.70	220.15	
EBITDA Margin	22.40	19.10	20.40	-24.10	1.00	16.00	20.00	19.80	20.79	21.27	
Premium, Midscale & Economy											
Management & Franchised							23.00				
% of Total							115.00%				
Hotel Assets & Other							-10.00				
% of Total							-50.00%				
Luxury & Lifestyle											
Management & Franchise							43.00				

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12 Months Ending	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024	12/31/2025	12/31/2026	
% of Total							215.00%				
Inactive Segments											
New Businesses	-25.30	-18.80	-1.20	-28.00	-4.31	8.42	14.09	13.13	15.04	18.51	
Hotel Assets & Other	16.70	15.40	20.00	0.80	8.00	13.00					
Sales, Marketing & Digital					-17.00						
Total Group				-24.10							
Holding / Intercos	0.00										
Hotel Services	26.00	26.90	25.60	-22.50	6.00	21.00	24.20	24.90	25.55	27.36	
Hotel Services - Management & Franchise	37.60			-23.00	53.00	70.00					
Management Fees					53.00						
Goodwill	1,500.00	2,068.00	1,947.00	1,786.00	2,053.00	2,282.00	2,340.00	2,398.00	2,371.64	2,371.64	
Management & Franchise			1,486.00	1,592.00							
% of Total			76.32%	89.14%							
Hotel Assets & Other	82.00	567.00	348.00	221.00							
% of Total	5.47%	27.42%	17.87%	12.37%							
Inactive Segments											
EMEA - Europe		289.00	360.00	442.00							
Middle East & Africa	164.00	172.00	283.00	267.00							
ASPAC	455.00	459.00	487.00	457.00							
France & Switzerland	144.00										
North America, Central America & the Caribbean	249.00	304.00	288.00	358.00							
Worldwide	0.00										
Hotel Services	1,209.00	1,437.00	1,486.00	1,592.00							
South America	60.00	109.00	68.00	68.00							
New Businesses	273.00	353.00	113.00	66.00							
Europe	136.00										
Reconciliation	-63.00	-290.00	-348.00								

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