SAVOUR
THE GOOD LIFE

Inspired by the era of glamorous travel, Le Méridien unlocks destinations around the world, celebrating each culture through the distinctly European spirit of savouring the good life.

Guests can savour the sights, sounds, aromas and culinary offerings in each of the brand’s destinations across the globe. Every Le Méridien hotel is thoughtfully designed with a timeless chic, mid-century modern aesthetic, taking inspiration from the glamorous halcyon days of air travel.
With nearly 110 hotels + resorts in nearly 40 countries and the strongest, most globally diverse portfolio in its history, the Parisian-born brand connects curious and creative-minded travelers to unexpected and engaging experiences within their destination. An excellent choice for new builds as well as conversions and adaptive re-use projects, Le Méridien provides flexible building options that can be adapted to global markets and locations.

**FRANCHISE HOTEL PERFORMANCE**
As of December 31, 2018

<table>
<thead>
<tr>
<th>Units</th>
<th>Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worldwide Open</td>
<td>108</td>
</tr>
<tr>
<td>Worldwide Pipeline</td>
<td>33</td>
</tr>
<tr>
<td>North America Open</td>
<td>19</td>
</tr>
<tr>
<td>North America Pipeline</td>
<td>5</td>
</tr>
</tbody>
</table>

**TARGET COMPETITORS**

Hilton  
Intercontinental  
Kimpton  
Loews  
Hyatt Regency

**FRANCHISE HOTEL PERFORMANCE**
As of December 31, 2018

- Occupancy: 80%
- Average Daily Rate: $219.88
- RevPAR: $175.51
- RevPAR Index: 108.3

The data above reflects the performance of all 14 franchised Le Méridien hotels open for 24 months as of December 31, 2018, for which Smith Travel Research, Inc. has data and which did not undergo material renovations or expansions during the 24 months preceding conversion. The hotels are located in the U.S. and Canada. Of the 14 hotels, 6 hotels or 42.9% achieved an average occupancy rate equal to or greater than 80.0%; 5 hotels or 35.7% achieved an average daily room rate equal to or greater than $219.88; 4 hotels or 28.6% achieved an average RevPAR of $175.51; and 9 hotels or 64.3% achieved an average RevPAR Index equal to or greater than 108.3. There is no assurance you will do as well. OFFER AND SALE BY PROSPECTUS ONLY. See Item 19 of our Franchise Disclosure Document dated March 31, 2019 for additional details.