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 111 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.

**DISTRIBUTION (Q1 2020)**

<table>
<thead>
<tr>
<th></th>
<th>Units</th>
<th>Rooms</th>
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<tbody>
<tr>
<td>Worldwide Open</td>
<td>111</td>
<td>29,315</td>
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<td>Worldwide Pipeline</td>
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<td>North America Pipeline</td>
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**TARGET COMPETITORS**

Hilton  
Intercontinental  
K Kimpton  
Loews  
Hyatt Regency

**2019 FRANCHISE HOTEL PERFORMANCE**

Occupancy: 78%  
Average Daily Rate: $218.53  
RevPAR: $170.44  
RevPAR Index: 107.3

Note: These results reflect the performance of system hotels before the emergence of the COVID-19 outbreak, which has impacted consumer and business travel and caused declines in key operating metrics. See our news page (https://news.marriott.com/) for the latest information.

The data above reflects the performance of all 16 franchised Le Méridien hotels open for 24 months as of December 31, 2019, 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 16 hotels, 7 hotels or 43.8% achieved an average occupancy rate equal to or greater than 78.0%; 5 hotels or 31.3% achieved an average daily room rate equal to or greater than $218.53; 7 hotels or 43.8% achieved or exceeded the average RevPAR of $170.44; and 9 hotels or 56.3% achieved an average RevPAR Index equal to or greater than 107.3. 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, 2020 for additional details.