

Hotel portfolio per property types and brands as of December 31, 2014

BRAND	Owned		Fixed leased		Variable leased		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	14	2 398	4	1 199	6	777	86	23 003	3	1 196	113	28 573
PULLMAN	7	1 592	8	2 073	7	2 249	56	16 063	15	3 976	93	25 953
MGALLERY	4	429	6	664	3	431	26	2 977	32	2 581	71	7 082
GRAND MERCURE	-	-	-	-	-	-	25	7 011	18	1 153	43	8 164
THE SEBEL	-	-	-	-	-	-	11	910	10	399	21	1 309
UPSCALE	25	4 419	18	3 936	16	3 457	204	49 964	78	9 305	341	71 081
NOVOTEL	50	9 862	42	8 446	106	17 772	142	33 330	74	9 810	414	79 220
SUITE NOVOTEL	1	118	6	971	11	1 396	5	662	8	707	31	3 854
MERCURE	51	7 583	56	9 151	66	9 679	181	28 243	357	34 547	711	89 203
ADAGIO	2	207	7	817	4	480	35	4 100	2	184	50	5 788
MIDSCALE	104	17 770	111	19 385	187	29 327	363	66 335	441	45 248	1 206	178 065
NO BRAND	4	859	1	51	-	-	27	3 542	1	78	33	4 530
MULTIBRAND	4	859	1	51	-	-	27	3 542	1	78	33	4 530
IBIS	150	21 051	103	14 226	198	29 001	144	26 306	436	38 425	1 031	129 009
IBIS STYLES	5	540	12	1 025	5	911	37	6 095	218	16 529	277	25 100
IBIS BUDGET	66	6 817	81	8 829	82	10 163	35	4 960	273	20 253	537	51 022
ADAGIO ACCESS	-	-	3	263	1	160	42	4 230	-	-	46	4 653
HOTELF1	21	1 514	-	-	158	12 573	-	-	59	3 819	238	17 906
FORMULE 1	3	191	-	-	-	-	5	739	-	-	8	930
ECONOMIC	245	30 113	199	24 343	444	52 808	263	42 330	986	79 026	2 137	228 620
Total	378	53 161	329	47 715	647	85 592	857	162 171	1 506	133 657	3 717	482 296

(*) 113 establishments are included in Mega Portfolio, though 121 are available in TARS booking system.

Hotel portfolio per property types and areas as of December 31, 2014

AREA	Owned		Fixed leased		Variable leased		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	63	6 666	41	4 678	406	46 489	104	12 923	948	70 162	1 562	140 918
NCEE	212	30 684	199	30 748	122	18 983	104	14 685	265	29 317	902	124 417
MMEA	51	7 014	41	5 308	55	7 775	120	23 921	85	8 964	352	52 982
ASPAC	19	2 987	43	6 297	6	1 272	403	89 205	150	18 247	621	118 008
AMERICAS	33	5 810	5	684	58	11 073	126	21 437	58	6 967	280	45 971
Total	378	53 161	329	47 715	647	85 592	857	162 171	1 506	133 657	3 717	482 296

Hotel portfolio per areas and brands as of December 31, 2014

BRAND	FRANCE		NCEE		MMEA		ASPAC		AMERICAS		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	11	1 509	17	4 292	27	6 444	41	12 051	17	4 277	113	28 573
PULLMAN	13	3 692	14	3 485	11	3 228	51	14 462	4	1 086	93	25 953
MGALLERY	20	1 434	9	1 240	15	1 544	24	2 573	3	291	71	7 082
GRAND MERCURE	-	-	-	-	2	552	41	7 612	-	-	43	8 164
THE SEBEL	-	-	-	-	-	-	21	1 309	-	-	21	1 309
UPSCALE	44	6 635	40	9 017	55	11 768	178	38 007	24	5 654	341	71 081
NOVOTEL	113	15 412	109	21 561	54	10 325	111	26 550	27	5 372	414	79 220
SUITE NOVOTEL	19	2 199	8	1 158	4	497	-	-	-	-	31	3 854
MERCURE	226	22 080	264	33 974	68	8 965	82	13 823	71	10 361	711	89 203
ADAGIO	29	3 568	9	1 029	4	537	-	-	8	654	50	5 788
MIDSCALE	387	43 259	390	57 722	130	20 324	193	40 373	106	16 387	1 206	178 065
NO BRAND	1	51	6	957	3	376	22	2 761	1	385	33	4 530
MULTIBRAND	1	51	6	957	3	376	22	2 761	1	385	33	4 530
IBIS	383	33 690	258	34 947	127	17 051	139	25 151	124	18 170	1 031	129 009
IBIS STYLES	141	9 920	62	5 735	14	1 260	54	7 437	6	748	277	25 100
IBIS BUDGET	324	25 074	141	15 578	23	2 203	30	3 540	19	4 627	537	51 022
ADAGIO ACCESS	44	4 383	2	270	-	-	-	-	-	-	46	4 653
HOTELF1	238	17 906	-	-	-	-	-	-	-	-	238	17 906
FORMULE 1	-	-	3	191	-	-	5	739	-	-	8	930
ECONOMIC	1 130	90 973	466	56 721	164	20 514	228	36 867	149	23 545	2 137	228 620
Total	1 562	140 918	902	124 417	352	52 982	621	118 008	280	45 971	3 717	482 296

(*) 113 establishments are included in Mega Portfolio, though 121 are available in TARS booking system.