

Hotels Portfolio by Brand/Operating Type as of June 30, 2015

Brand	Owned		Fixed lease		Variable lease		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFTEL	14	2,398	4	1,199	6	777	84	23,360	3	1,196	111	28,930
PULLMAN	5	1,119	8	2,073	7	2,249	63	18,025	16	4,814	99	28,280
MGALLERY	3	291	6	664	3	431	30	3,482	35	3,022	77	7,890
GRAND MERCURE	-	-	-	-	-	-	28	7,538	17	1,108	45	8,646
THE SEBEL	-	-	-	-	-	-	12	1,089	12	512	24	1,601
Upscale	22	3,808	18	3,936	16	3,457	217	53,494	83	10,652	356	75,347
NOVOTEL	50	9,863	42	8,437	105	17,648	141	33,253	76	10,477	414	79,678
SUITE NOVOTEL	1	118	6	971	11	1,396	6	750	8	707	32	3,942
MERCURE	54	8,373	55	8,955	67	9,772	185	28,884	371	36,127	732	92,111
ADAGIO	2	207	8	914	4	480	35	4,198	3	266	52	6,065
Midscale	107	18,561	111	19,277	187	29,296	367	67,085	458	47,577	1,230	181,796
Multibrand	2	427	1	51	-	-	26	3,502	2	108	31	4,088
IBIS	141	20,017	99	13,848	194	28,525	150	27,783	463	41,497	1,047	131,670
IBIS STYLES	5	540	12	1,025	7	1,207	39	6,287	230	17,608	293	26,667
IBIS BUDGET	69	7,091	77	8,539	84	10,339	37	5,340	274	20,362	541	51,671
ADAGIO ACCESS	-	-	4	382	1	160	44	4,418	-	-	49	4,960
HOTELFI	20	1,455	-	-	158	12,578	-	-	60	3,891	238	17,924
FORMULE 1	1	63	-	-	-	-	6	886	-	-	7	949
Economic	236	29,166	192	23,794	444	52,809	276	44,714	1,027	83,358	2,175	233,841
Total	367	51,962	322	47,058	647	85,562	886	168,795	1,570	141,695	3,792	495,072

Hotels Portfolio by Operating Type/Area as of June 30, 2015

Area	Owned		Fixed lease		Variable lease		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	63	6,664	42	4,837	404	46,238	108	13,272	971	72,052	1,588	143,063
NCEE	203	30,005	195	30,286	125	19,288	105	14,956	277	31,009	905	125,544
MMEA	53	7,233	38	5,079	54	7,632	125	25,416	92	9,993	362	55,353
ASPAC	16	2,502	43	6,298	5	1,105	417	92,475	166	20,680	647	123,060
AMERIQUES	32	5,558	4	558	59	11,299	131	22,676	64	7,961	290	48,052
Total	367	51,962	322	47,058	647	85,562	886	168,795	1,570	141,695	3,792	495,072

Hotels Portfolio by Brand/Area as of June 30, 2015

Brand	FRANCE		NCEE		MMEA		ASPAC		AMERIQUES		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFTEL	11	1,509	17	4,292	26	6,704	40	12,148	17	4,277	111	28,930
PULLMAN	12	3,347	14	3,491	14	3,913	55	16,443	4	1,086	99	28,280
MGALLERY	21	1,531	9	1,240	18	1,985	26	2,843	3	291	77	7,890
GRAND MERCURE	-	-	-	-	2	552	39	7,130	4	964	45	8,646
THE SEBEL	-	-	-	-	-	-	24	1,601	-	-	24	1,601
Upscale	44	6,387	40	9,023	60	13,154	184	40,165	28	6,618	356	75,347
NOVOTEL	113	15,479	110	21,795	52	10,043	112	26,923	27	5,438	414	79,678
SUITE NOVOTEL	19	2,199	8	1,158	5	585	-	-	-	-	32	3,942
MERCURE	238	23,346	268	34,960	68	9,099	89	14,618	69	10,088	732	92,111
ADAGIO	31	3,754	9	1,029	5	735	-	-	7	547	52	6,065
Midscale	401	44,778	395	58,942	130	20,462	201	41,541	103	16,073	1,230	181,796
Multibrand	1	51	4	519	3	376	22	2,757	1	385	31	4,088
IBIS	384	33,731	259	35,182	128	17,424	146	26,144	130	19,189	1,047	131,670
IBIS STYLES	148	10,364	64	5,987	16	1,509	57	7,837	8	970	293	26,667
IBIS BUDGET	325	25,138	140	15,558	25	2,428	31	3,730	20	4,817	541	51,671
ADAGIO ACCESS	47	4,690	2	270	-	-	-	-	-	-	49	4,960
HOTELF1	238	17,924	-	-	-	-	-	-	-	-	238	17,924
FORMULE 1	-	-	1	63	-	-	6	886	-	-	7	949
Economic	1,142	91,847	466	57,060	169	21,361	240	38,597	158	24,976	2,175	233,841
Total	1,588	143,063	905	125,544	362	55,353	647	123,060	290	48,052	3,792	495,072

Region organization

France

NCEE: Northern, Central and Eastern Europe (does not include France nor Southern Europe)

MMEA: Mediterranean, Middle-East and Africa (includes Southern Europe)

AsPac: Asia Pacific Region

Americas: Northern, Central and South America