

Hotels Portfolio by Brand/Operating Type as of December 31, 2015

Brand	Owned		Fixed lease		Variable lease		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	17	2,642	4	1,199	5	651	85	23,850	3	1,196	114	29,538
PULLMAN	5	1,119	5	1,219	7	2,249	72	20,912	19	5,951	108	31,450
MGALLERY	3	291	5	581	3	432	32	3,733	39	3,296	82	8,333
GRAND MERCURE	-	-	-	-	-	-	28	8,336	18	1,312	46	9,648
THE SEBEL	-	-	-	-	-	-	12	1,079	13	588	25	1,667
Upscale	25	4,052	14	2,999	15	3,332	229	57,910	92	12,343	375	80,636
NOVOTEL	49	9,848	37	7,500	106	17,932	149	35,408	87	12,652	428	83,340
SUITE NOVOTEL	1	118	6	971	11	1,396	5	637	8	707	31	3,829
MERCURE	39	6,282	47	7,744	66	9,934	194	30,880	395	39,057	741	93,897
ADAGIO	2	207	8	916	5	586	32	3,757	3	266	50	5,732
Midscale	91	16,455	98	17,131	188	29,848	380	70,682	493	52,682	1,250	186,798
Multibrand	1	294	1	51	-	-	22	3,031	3	189	27	3,565
IBIS	121	18,272	98	13,722	197	29,140	158	28,945	494	44,707	1,068	134,786
IBIS STYLES	7	791	12	1,025	9	1,692	43	7,025	239	18,741	310	29,274
IBIS BUDGET	65	6,786	77	8,538	85	10,564	40	5,723	284	21,088	551	52,699
ADAGIO ACCESS	-	-	4	383	1	160	42	4,257	-	-	47	4,800
HOTELF1	20	1,455	-	-	158	12,578	-	-	59	3,827	237	17,860
FORMULE 1	1	63	-	-	-	-	7	1,036	-	-	8	1,099
Economic	214	27,367	191	23,668	450	54,134	290	46,986	1,076	88,363	2,221	240,518
Total	331	48,168	304	43,849	653	87,314	921	178,609	1,664	153,577	3,873	511,517

Hotels Portfolio by Operating Type/Area as of December 31, 2015

Country	Owned		Fixed lease		Variable lease		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	62	6,537	40	4,578	401	46,168	108	13,370	987	73,356	1,598	144,009
NCEE	168	26,400	185	28,356	131	20,432	117	16,988	313	35,543	914	127,719
MMEA	55	7,853	32	4,059	53	7,450	131	27,031	104	11,597	375	57,990
ASPAC	14	2,265	43	6,298	5	1,105	432	97,744	186	23,386	680	130,798
AMERIQUES	32	5,113	4	558	63	12,159	133	23,476	74	9,695	306	51,001
Total	331	48,168	304	43,849	653	87,314	921	178,609	1,664	153,577	3,873	511,517

Hotels Portfolio by Brand/Area as of December 31, 2015

Brand	FRANCE		NCEE		MMEA		ASPAC		AMERIQUES		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	11	1,509	17	4,292	26	6,680	43	13,045	17	4,012	114	29,538
PULLMAN	13	3,652	12	3,112	14	3,913	63	18,888	6	1,885	108	31,450
MGALLERY	24	1,756	11	1,433	17	1,932	27	2,921	3	291	82	8,333
GRAND MERCURE	-	-	-	-	2	552	40	8,132	4	964	46	9,648
THE SEBEL	-	-	-	-	-	-	25	1,667	-	-	25	1,667
Upscale	48	6,917	40	8,837	59	13,077	198	44,653	30	7,152	375	80,636
NOVOTEL	112	15,391	113	22,404	56	11,164	118	28,304	29	6,077	428	83,340
SUITE NOVOTEL	19	2,198	8	1,158	4	473	-	-	-	-	31	3,829
MERCURE	239	23,411	265	34,900	73	9,736	93	15,229	71	10,621	741	93,897
ADAGIO	28	3,315	10	1,137	5	733	-	-	7	547	50	5,732
Midscale	398	44,315	396	59,599	138	22,106	211	43,533	107	17,245	1,250	186,798
Multibrand	1	51	2	324	4	675	20	2,515	-	-	27	3,565
IBIS	384	33,746	264	36,286	129	17,692	153	26,781	138	20,281	1,068	134,786
IBIS STYLES	155	11,101	67	6,588	20	2,024	59	8,407	9	1,154	310	29,274
IBIS BUDGET	330	25,489	142	15,752	25	2,416	32	3,873	22	5,169	551	52,699
ADAGIO ACCESS	45	4,530	2	270	-	-	-	-	-	-	47	4,800
HOTELF1	237	17,860	-	-	-	-	-	-	-	-	237	17,860
FORMULE 1	-	-	1	63	-	-	7	1,036	-	-	8	1,099
Economic	1,151	92,726	476	58,959	174	22,132	251	40,097	169	26,604	2,221	240,518
Total	1,598	144,009	914	127,719	375	57,990	680	130,798	306	51,001	3,873	511,517

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