

HOTELS PORTFOLIO AS OF June 2016

BY SEGMENT & EXPLOITATION MODE

Brand	Owned		Fixed lease		Variable lease		Variable lease on EBITDAR		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	14	2 442	4	1 199	5	651	0	0	94	24 993	3	1 196	120	30 481
PULLMAN	5	1 119	5	1 219	6	2 149	0	0	79	23 105	22	6 597	117	34 189
MGALLERY	4	335	5	580	3	432	0	0	33	3 800	40	3 545	85	8 692
GRAND MERCURE	0	0	0	0	0	0	0	0	28	8 396	17	1 196	45	9 592
THE SEBEL	0	0	0	0	0	0	0	0	13	1 150	13	616	26	1 766
Upscale	23	3 896	14	2 998	14	3 232	0	0	247	61 444	95	13 150	393	84 720
NOVOTEL	46	9 661	35	7 095	89	15 497	3	654	159	37 717	107	15 247	439	85 871
NOVOTEL SUITES	1	118	6	971	11	1 396	0	0	5	637	9	806	32	3 928
MERCURE	36	5 800	43	6 972	48	7 543	3	428	194	31 110	414	42 139	738	93 992
ADAGIO	2	207	9	993	5	586	0	0	32	3 747	3	260	51	5 793
Midscale	85	15 786	93	16 031	153	25 022	6	1 082	390	73 211	533	58 452	1 260	189 584
NO BRAND	1	192	1	51	0	0	0	0	17	2 627	9	994	28	3 864
Multibrand	1	192	1	51	0	0	0	0	17	2 627	9	994	28	3 864
IBIS	103	15 622	90	12 461	145	21 695	28	4 911	161	29 766	540	50 972	1 067	135 427
IBIS STYLES	6	734	12	1 027	7	1 304	3	696	51	8 946	260	20 391	339	33 098
IBIS BUDGET	64	6 894	76	8 341	61	6 837	12	3 226	42	6 129	306	22 804	561	54 231
ADAGIO ACCESS	0	0	5	467	1	160	1	156	42	4 288	0	0	49	5 071
HOTELF1	20	1 455	0	0	158	12 579	0	0	0	0	59	3 827	237	17 861
FORMULE 1	1	63	0	0	0	0	0	0	7	1 036	0	0	8	1 099
Economic	194	24 768	183	22 296	372	42 575	44	8 989	303	50 165	1 165	97 994	2 261	246 787
Total	303	44 642	291	41 376	539	70 829	50	10 071	957	187 447	1 802	170 590	3 942	524 955



HOTELS PORTFOLIO AS OF June 2016

By Operating Type / Area

Area	Owned		Fixed lease		Variable lease		Variable lease on EBITDAR		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	55	5 891	42	4 739	343	40 807	0	0	106	13 046	1 068	80 880	1 614	145 363
NCEE	168	26 615	176	26 703	123	18 984	0	0	119	17 336	339	38 850	925	128 488
MMEA	44	6 619	32	4 059	51	7 333	1	71	131	28 126	119	13 722	378	59 930
ASPAC	4	541	39	5 587	1	208	0	0	461	104 496	200	27 224	705	138 056
AMERICAS	32	4 976	2	288	21	3 497	49	10 000	140	24 443	76	9 914	320	53 118
Total	303	44 642	291	41 376	539	70 829	50	10 071	957	187 447	1 802	170 590	3 942	524 955



HOTELS PORTFOLIO AS OF June 2016

By Brand / Area

	FRANCE		NCEE		MMEA		ASPAC		AMERICAS		Total		% Brand	
Brand	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	11	1 509	17	4 292	28	6 975	47	13 694	17	4 011	120	30 481	3%	6%
PULLMAN	13	3 652	14	3 484	17	5 347	67	20 044	6	1 662	117	34 189	3%	7%
MGALLERY	24	1 760	11	1 431	15	1 836	31	3 330	4	335	85	8 692	2%	2%
GRAND MERCURE	0	0	0	0	2	552	39	8 076	4	964	45	9 592	1%	2%
THE SEBEL	0	0	0	0	0	0	26	1 766	0	0	26	1 766	1%	0%
Upscale	48	6 921	42	9 207	62	14 710	210	46 910	31	6 972	393	84 720	10%	16%
NOVOTEL	111	15 328	111	21 888	58	11 408	129	31 036	30	6 211	439	85 871	11%	16%
NOVOTEL SUITES	20	2 297	8	1 158	4	473	0	0	0	0	32	3 928	1%	1%
MERCURE	239	23 356	260	33 979	68	8 919	99	16 966	72	10 772	738	93 992	19%	18%
ADAGIO	29	3 375	10	1 138	5	733	0	0	7	547	51	5 793	1%	1%
Midscale	399	44 356	389	58 163	135	21 533	228	48 002	109	17 530	1 260	189 584	32%	36%
NO BRAND	2	123	2	222	4	632	20	2 887	0	0	28	3 864	1%	1%
Multibrand	2	123	2	222	4	632	20	2 887	0	0	28	3 864	1%	1%
IBIS	382	33 732	268	36 764	129	18 201	147	25 870	141	20 860	1 067	135 427	27%	26%
IBIS STYLES	166	11 823	78	7 817	23	2 438	60	9 331	12	1 689	339	33 098	9%	6%
IBIS BUDGET	334	25 902	143	15 982	25	2 416	33	4 020	26	5 911	561	54 231	14%	10%
ADAGIO ACCESS	46	4 645	2	270	0	0	0	0	1	156	49	5 071	1%	1%
HOTELF1	237	17 861	0	0	0	0	0	0	0	0	237	17 861	6%	3%
FORMULE 1	0	0	1	63	0	0	7	1 036	0	0	8	1 099	0%	0%
Economic	1 165	93 963	492	60 896	177	23 055	247	40 257	180	28 616	2 261	246 787	57%	47%
Total	1 614	145 363	925	128 488	378	59 930	705	138 056	320	53 118	3 942	524 955	100%	100%

