

HOTELS PORTFOLIO AS OF June 2016

BY SEGMENT & EXPLOITATION MODE

Brand	Owned		Fixed lease		Variable lease		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	14	2 442	4	1 199	5	651	94	24 993	3	1 196	120	30 481
PULLMAN	5	1 119	5	1 219	6	2 149	79	23 105	22	6 597	117	34 189
MGALLERY	4	335	5	580	3	432	33	3 800	40	3 545	85	8 692
GRAND MERCURE	0	0	0	0	0	0	28	8 396	17	1 196	45	9 592
THE SEBEL	0	0	0	0	0	0	13	1 150	13	616	26	1 766
Upscale	23	3 896	14	2 998	14	3 232	247	61 444	95	13 150	393	84 720
NOVOTEL	46	9 661	35	7 095	92	16 151	159	37 717	107	15 247	439	85 871
NOVOTEL SUITES	1	118	6	971	11	1 396	5	637	9	806	32	3 928
MERCURE	36	5 800	43	6 972	51	7 971	194	31 110	414	42 139	738	93 992
ADAGIO	2	207	9	993	5	586	32	3 747	3	260	51	5 793
Midscale	85	15 786	93	16 031	159	26 104	390	73 211	533	58 452	1 260	189 584
NO BRAND	1	192	1	51	0	0	17	2 627	9	994	28	3 864
Multibrand	1	192	1	51	0	0	17	2 627	9	994	28	3 864
IBIS	103	15 622	90	12 461	173	26 606	161	29 766	540	50 972	1 067	135 427
IBIS STYLES	6	734	12	1 027	10	2 000	51	8 946	260	20 391	339	33 098
IBIS BUDGET	64	6 894	76	8 341	73	10 063	42	6 129	306	22 804	561	54 231
ADAGIO ACCESS	0	0	5	467	2	316	42	4 288	0	0	49	5 071
HOTELF1	20	1 455	0	0	158	12 579	0	0	59	3 827	237	17 861
FORMULE 1	1	63	0	0	0	0	7	1 036	0	0	8	1 099
Economic	194	24 768	183	22 296	416	51 564	303	50 165	1 165	97 994	2 261	246 787
Total	303	44 642	291	41 376	589	80 900	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	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
PULLMAN	13	3 652	14	3 484	17	5 347	67	20 044	6	1 662	117	34 189
MGALLERY	24	1 760	11	1 431	15	1 836	31	3 330	4	335	85	8 692
GRAND MERCURE	0	0	0	0	2	552	39	8 076	4	964	45	9 592
THE SEBEL	0	0	0	0	0	0	26	1 766	0	0	26	1 766
Upscale	48	6 921	42	9 207	62	14 710	210	46 910	31	6 972	393	84 720
NOVOTEL	111	15 328	111	21 888	58	11 408	129	31 036	30	6 211	439	85 871
NOVOTEL SUITES	20	2 297	8	1 158	4	473	0	0	0	0	32	3 928
MERCURE	239	23 356	260	33 979	68	8 919	99	16 966	72	10 772	738	93 992
ADAGIO	29	3 375	10	1 138	5	733	0	0	7	547	51	5 793
Midscale	399	44 356	389	58 163	135	21 533	228	48 002	109	17 530	1 260	189 584
NO BRAND	2	123	2	222	4	632	20	2 887	0	0	28	3 864
Multibrand	2	123	2	222	4	632	20	2 887	0	0	28	3 864
IBIS	382	33 732	268	36 764	129	18 201	147	25 870	141	20 860	1 067	135 427
IBIS STYLES	166	11 823	78	7 817	23	2 438	60	9 331	12	1 689	339	33 098
IBIS BUDGET	334	25 902	143	15 982	25	2 416	33	4 020	26	5 911	561	54 231
ADAGIO ACCESS	46	4 645	2	270	0	0	0	0	1	156	49	5 071
HOTELF1	237	17 861	0	0	0	0	0	0	0	0	237	17 861
FORMULE 1	0	0	1	63	0	0	7	1 036	0	0	8	1 099
Economic	1 165	93 963	492	60 896	177	23 055	247	40 257	180	28 616	2 261	246 787
Total	1 614	145 363	925	128 488	378	59 930	705	138 056	320	53 118	3 942	524 955



HOTELS PORTFOLIO AS OF June 2016

By Operating Type / Area

Area	Owned		Fixed lease		Variable lease		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	55	5 891	42	4 739	343	40 807	106	13 046	1 068	80 880	1 614	145 363
NCEE	168	26 615	176	26 703	123	18 984	119	17 336	339	38 850	925	128 488
MMEA	44	6 619	32	4 059	52	7 404	131	28 126	119	13 722	378	59 930
ASPAC	4	541	39	5 587	1	208	461	104 496	200	27 224	705	138 056
AMERICAS	32	4 976	2	288	70	13 497	140	24 443	76	9 914	320	53 118
Total	303	44 642	291	41 376	589	80 900	957	187 447	1 802	170 590	3 942	524 955

