

# HOTELSPORTFOLIO AS OF December 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
RAFFLES	0	0	0	0	0	0	0	0	11	1 927	0	0	11	1 927
FAIRMONT	1	593	1	769	0	0	0	0	71	27 618	1	258	74	29 238
SOFITEL	16	2 681	4	1 199	3	419	1	150	93	24 673	3	1 196	120	30 318
PULLMAN	5	1 119	5	1 219	4	810	2	1 339	81	23 968	22	6 762	119	35 217
MGALLERY	2	219	5	578	3	432	0	0	34	3 841	44	3 846	88	8 916
SWISSOTEL	0	0	3	2 123	2	468	0	0	22	8 129	4	1 273	31	11 993
GRAND MERCURE	0	0	0	0	0	0	0	0	26	8 024	15	1 096	41	9 120
THE SEBEL	0	0	0	0	0	0	0	0	12	1 074	14	702	26	1 776
<b>Upscale</b>	<b>24</b>	<b>4 612</b>	<b>18</b>	<b>5 888</b>	<b>12</b>	<b>2 129</b>	<b>3</b>	<b>1 489</b>	<b>350</b>	<b>99 254</b>	<b>103</b>	<b>15 133</b>	<b>510</b>	<b>128 505</b>
NOVOTEL	49	10 595	34	6 975	78	13 590	9	1 645	166	40 176	112	16 238	448	89 219
NOVOTEL SUITES	1	118	6	971	11	1 396	0	0	5	637	9	806	32	3 928
MERCURE	31	5 381	42	6 897	47	7 443	4	614	194	31 177	429	44 382	747	95 894
ADAGIO	2	207	9	992	6	732	1	336	32	3 881	4	437	54	6 585
<b>Midscale</b>	<b>83</b>	<b>16 301</b>	<b>91</b>	<b>15 835</b>	<b>142</b>	<b>23 161</b>	<b>14</b>	<b>2 595</b>	<b>397</b>	<b>75 871</b>	<b>554</b>	<b>61 863</b>	<b>1 281</b>	<b>195 626</b>
NO BRAND	1	62	1	51	0	0	0	0	20	2 966	13	1 495	35	4 574
<b>Multibrand</b>	<b>1</b>	<b>62</b>	<b>1</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>2 966</b>	<b>13</b>	<b>1 495</b>	<b>35</b>	<b>4 574</b>
IBIS	107	16 387	83	11 380	132	19 615	43	7 692	168	31 376	555	52 291	1 088	138 741
IBIS STYLES	6	734	12	1 027	7	1 304	3	696	58	10 061	281	22 322	367	36 144
IBIS BUDGET	65	6 970	78	8 636	59	6 698	13	3 430	43	6 269	312	23 513	570	55 516
ADAGIO ACCESS	0	0	5	467	1	160	1	156	40	4 122	0	0	47	4 905
HOTELF1	20	1 455	0	0	158	12 579	0	0	0	0	59	3 830	237	17 864
FORMULE 1	0	0	0	0	0	0	0	0	9	1 286	0	0	9	1 286
<b>Economic</b>	<b>198</b>	<b>25 546</b>	<b>178</b>	<b>21 510</b>	<b>357</b>	<b>40 356</b>	<b>60</b>	<b>11 974</b>	<b>318</b>	<b>53 114</b>	<b>1 207</b>	<b>101 956</b>	<b>2 318</b>	<b>254 456</b>
<b>Total</b>	<b>306</b>	<b>46 521</b>	<b>288</b>	<b>43 284</b>	<b>511</b>	<b>65 646</b>	<b>77</b>	<b>16 058</b>	<b>1 085</b>	<b>231 205</b>	<b>1 877</b>	<b>180 447</b>	<b>4 144</b>	<b>583 161</b>

# HOTELS PORTFOLIO AS OF December 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	62	7 193	41	4 663	333	38 210	2	1 339	107	13 712	1 088	82 172	1 633	147 289
NCEE	168	27 015	173	26 330	120	18 714	6	1 201	132	20 585	357	41 367	956	135 212
MMEA	41	6 286	31	3 976	36	5 017	15	2 348	166	38 119	131	15 751	420	71 497
ASPAC	3	392	41	8 027	1	208	0	0	505	116 748	213	29 166	763	154 541
AMERICAS	32	5 635	2	288	21	3 497	54	11 170	175	42 041	88	11 991	372	74 622
Total	306	46 521	288	43 284	511	65 646	77	16 058	1 085	231 205	1 877	180 447	4 144	583 161

# HOTELS PORTFOLIO AS OF December 2016

## By Brand / Area

Brand	FRANCE		NCEE		MMEA		ASPAC		AMERICAS		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
RAFFLES	1	149	0	0	4	737	6	1 041	0	0	11	1 927
FAIRMONT	1	602	6	1 444	15	5 215	10	3 230	42	18 747	74	29 238
SOFITEL	11	1 509	18	4 449	28	6 975	48	13 910	15	3 475	120	30 318
PULLMAN	13	3 652	14	3 483	16	5 094	69	20 880	7	2 108	119	35 217
MGALLERY	26	1 884	11	1 429	18	2 052	31	3 332	2	219	88	8 916
SWISSOTEL	0	0	10	2 398	5	2 671	13	5 643	3	1 281	31	11 993
GRAND MERCURE	0	0	0	0	2	552	35	7 516	4	1 052	41	9 120
THE SEBEL	0	0	0	0	0	0	26	1 776	0	0	26	1 776
<b>Upscale</b>	<b>52</b>	<b>7 796</b>	<b>59</b>	<b>13 203</b>	<b>88</b>	<b>23 296</b>	<b>238</b>	<b>57 328</b>	<b>73</b>	<b>26 882</b>	<b>510</b>	<b>128 505</b>
NOVOTEL	110	15 225	113	22 282	60	12 137	133	33 054	32	6 521	448	89 219
NOVOTEL SUITES	20	2 297	8	1 158	4	473	0	0	0	0	32	3 928
MERCURE	240	23 413	260	34 202	74	9 908	106	18 581	67	9 790	747	95 894
ADAGIO	29	3 358	13	1 605	5	783	0	0	7	839	54	6 585
<b>Midscale</b>	<b>399</b>	<b>44 293</b>	<b>394</b>	<b>59 247</b>	<b>143</b>	<b>23 301</b>	<b>239</b>	<b>51 635</b>	<b>106</b>	<b>17 150</b>	<b>1 281</b>	<b>195 626</b>
NO BRAND	5	371	1	30	5	885	22	2 903	2	385	35	4 574
<b>Multibrand</b>	<b>5</b>	<b>371</b>	<b>1</b>	<b>30</b>	<b>5</b>	<b>885</b>	<b>22</b>	<b>2 903</b>	<b>2</b>	<b>385</b>	<b>35</b>	<b>4 574</b>
IBIS	384	33 869	274	37 955	129	18 179	153	26 819	148	21 919	1 088	138 741
IBIS STYLES	176	12 600	81	8 058	28	3 199	68	10 410	14	1 877	367	36 144
IBIS BUDGET	336	26 017	145	16 449	27	2 637	34	4 160	28	6 253	570	55 516
ADAGIO ACCESS	44	4 479	2	270	0	0	0	0	1	156	47	4 905
HOTELF1	237	17 864	0	0	0	0	0	0	0	0	237	17 864
FORMULE 1	0	0	0	0	0	0	9	1 286	0	0	9	1 286
<b>Economic</b>	<b>1 177</b>	<b>94 829</b>	<b>502</b>	<b>62 732</b>	<b>184</b>	<b>24 015</b>	<b>264</b>	<b>42 675</b>	<b>191</b>	<b>30 205</b>	<b>2 318</b>	<b>254 456</b>
<b>Total</b>	<b>1 633</b>	<b>147 289</b>	<b>956</b>	<b>135 212</b>	<b>420</b>	<b>71 497</b>	<b>763</b>	<b>154 541</b>	<b>372</b>	<b>74 622</b>	<b>4 144</b>	<b>583 161</b>