

# HOTELSPORTFOLIO AS OF June 2017

## 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
RAFFLES	-	-	-	-	-	-	11	1 927	-	-	11	1 927
FAIRMONT	1	593	1	769	-	-	72	27 511	1	258	75	29 131
SOFITEL	16	2 689	4	1 199	4	569	95	25 050	3	1 196	122	30 703
PULLMAN	5	1 119	4	1 059	6	2 149	80	23 828	22	6 762	117	34 917
MGALLERY	2	219	5	580	3	432	33	3 736	42	3 658	85	8 625
SWISSOTEL	-	-	2	1 807	3	784	21	9 193	4	1 273	30	13 057
GRAND MERCURE	-	-	-	-	-	-	29	8 087	15	1 883	44	9 970
THE SEBEL	-	-	-	-	-	-	12	1 059	16	834	28	1 893
RIXOS	-	-	-	-	-	-	7	2 582	8	4 104	15	6 686
<b>Upscale</b>	<b>24</b>	<b>4 620</b>	<b>16</b>	<b>5 414</b>	<b>16</b>	<b>3 934</b>	<b>360</b>	<b>102 973</b>	<b>111</b>	<b>19 968</b>	<b>527</b>	<b>136 909</b>
NOVOTEL	50	10 908	31	5 987	84	14 881	172	41 552	116	16 759	453	90 087
NOVOTEL SUITES	1	118	6	971	11	1 396	5	637	9	806	32	3 928
MERCURE	30	5 723	38	5 870	48	7 686	185	29 470	453	47 896	754	96 645
ADAGIO	2	207	9	992	7	1 068	32	3 913	4	437	54	6 617
<b>Midscale</b>	<b>84</b>	<b>17 026</b>	<b>88</b>	<b>14 371</b>	<b>150</b>	<b>25 031</b>	<b>394</b>	<b>75 572</b>	<b>582</b>	<b>65 898</b>	<b>1 298</b>	<b>197 898</b>
NO BRAND	1	55	1	51	-	-	22	2 935	11	1 310	35	4 351
<b>Multibrand</b>	<b>1</b>	<b>55</b>	<b>1</b>	<b>51</b>	<b>-</b>	<b>-</b>	<b>22</b>	<b>2 935</b>	<b>11</b>	<b>1 310</b>	<b>35</b>	<b>4 351</b>
IBIS	111	17 163	72	9 704	173	27 355	173	32 787	570	53 774	1 099	140 783
IBIS STYLES	7	864	3	308	9	1 792	71	11 598	299	23 749	389	38 311
IBIS BUDGET	77	8 184	65	7 552	69	9 867	44	6 363	317	24 125	572	56 091
ADAGIO ACCESS	-	-	5	467	2	316	39	4 088	-	-	46	4 871
HOTELF1	19	1 379	-	-	141	11 325	-	-	59	3 830	219	16 534
FORMULE 1	-	-	-	-	-	-	9	1 286	-	-	9	1 286
Jo & JOE	-	-	1	98	-	-	-	-	-	-	1	98
<b>Economic</b>	<b>214</b>	<b>27 590</b>	<b>146</b>	<b>18 129</b>	<b>394</b>	<b>50 655</b>	<b>336</b>	<b>56 122</b>	<b>1 245</b>	<b>105 478</b>	<b>2 335</b>	<b>257 974</b>
<b>Total</b>	<b>323</b>	<b>49 291</b>	<b>251</b>	<b>37 965</b>	<b>560</b>	<b>79 620</b>	<b>1 112</b>	<b>237 602</b>	<b>1 949</b>	<b>192 654</b>	<b>4 195</b>	<b>597 132</b>

# HOTELS PORTFOLIO AS OF June 2017

## 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 & SWITZERLAND	75	9 207	50	5 557	314	37 913	136	17 455	1 118	84 657	1 693	154 789
EUROPE	181	29 543	188	27 947	171	26 953	123	21 064	496	60 970	1 159	166 477
MEA	16	2 857	-	-	1	258	158	38 995	20	3 588	195	45 698
ASPAC	18	1 987	11	4 173	1	208	528	120 250	219	30 567	777	157 185
NORTH & CENTRAL AMERICA & CARIBBEAN	2	663	-	-	9	1 375	62	23 146	10	2 304	83	27 488
SOUTH AMERICA	31	5 034	2	288	64	12 913	105	16 692	86	10 568	288	45 495
<b>Total</b>	<b>323</b>	<b>49 291</b>	<b>251</b>	<b>37 965</b>	<b>560</b>	<b>79 620</b>	<b>1 112</b>	<b>237 602</b>	<b>1 949</b>	<b>192 654</b>	<b>4 195</b>	<b>597 132</b>

# HOTELS PORTFOLIO AS OF June 2017

## By Brand / Area

Brand	FRANCE & SUISSE		EUROPE		MEA		ASPAC		NCAC		South America		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
RAFFLES	1	149	1	185	3	552	6	1 041	-	-	-	-	11	1 927
FAIRMONT	2	838	7	1 850	15	4 913	10	3 227	41	18 303	-	-	75	29 131
SOFITEL	12	1 612	21	5 047	25	6 386	49	14 184	6	1 909	9	1 565	122	30 703
PULLMAN	13	3 633	18	4 720	12	3 996	67	20 357	3	1 125	4	1 086	117	34 917
MGALLERY	28	2 103	22	2 732	4	413	29	3 158	-	-	2	219	85	8 625
SWISSOTEL	2	585	11	2 762	2	3 111	12	5 318	1	661	2	620	30	13 057
GRAND MERCURE	-	-	-	-	2	552	38	8 366	-	-	4	1 052	44	9 970
THE SEBEL	-	-	-	-	-	-	28	1 893	-	-	-	-	28	1 893
RIXOS	1	49	10	4 472	4	2 165	0	0	0	0	0	0	15	6 686
<b>Upscale</b>	<b>59</b>	<b>8 969</b>	<b>90</b>	<b>21 768</b>	<b>67</b>	<b>22 088</b>	<b>239</b>	<b>57 544</b>	<b>51</b>	<b>21 998</b>	<b>21</b>	<b>4 542</b>	<b>527</b>	<b>136 909</b>
NOVOTEL	119	16 521	140	27 948	27	5 789	136	33 555	11	2 590	20	3 684	453	90 087
NOVOTEL SUITES	21	2 383	8	1 162	3	383	-	-	-	-	-	-	32	3 928
MERCURE	247	23 919	309	40 026	25	5 033	110	19 333	2	277	61	8 057	754	96 645
ADAGIO	31	3 537	12	1 530	4	679	-	-	-	-	7	871	54	6 617
<b>Midscale</b>	<b>422</b>	<b>46 911</b>	<b>469</b>	<b>70 666</b>	<b>59</b>	<b>11 884</b>	<b>246</b>	<b>52 888</b>	<b>14</b>	<b>2 937</b>	<b>88</b>	<b>12 612</b>	<b>1 298</b>	<b>197 898</b>
NO BRAND	4	216	1	92	8	1 111	20	2 554	1	323	1	55	35	4 351
<b>Multibrand</b>	<b>4</b>	<b>216</b>	<b>1</b>	<b>92</b>	<b>8</b>	<b>1 111</b>	<b>20</b>	<b>2 554</b>	<b>1</b>	<b>323</b>	<b>1</b>	<b>55</b>	<b>35</b>	<b>4 351</b>
IBIS	410	36 380	334	45 962	49	8 712	156	27 615	16	2 151	134	19 963	1 099	140 783
IBIS STYLES	189	13 662	105	10 377	8	1 419	72	11 001	1	79	14	1 773	389	38 311
IBIS BUDGET	346	27 574	158	17 342	4	484	35	4 297	-	-	29	6 394	572	56 091
ADAGIO ACCESS	43	4 445	2	270	-	-	-	-	-	-	1	156	46	4 871
HOTELF1	219	16 534	-	-	-	-	-	-	-	-	-	-	219	16 534
FORMULE 1	-	-	-	-	-	-	9	1 286	-	-	-	-	9	1 286
Jo & JOE	1	98	0	0	0	0	0	0	0	0	0	0	1	98
<b>Economic</b>	<b>1 208</b>	<b>98 693</b>	<b>599</b>	<b>73 951</b>	<b>61</b>	<b>10 615</b>	<b>272</b>	<b>44 199</b>	<b>17</b>	<b>2 230</b>	<b>178</b>	<b>28 286</b>	<b>2 335</b>	<b>257 974</b>
<b>Total</b>	<b>1 693</b>	<b>154 789</b>	<b>1 159</b>	<b>166 477</b>	<b>195</b>	<b>45 698</b>	<b>777</b>	<b>157 185</b>	<b>83</b>	<b>27 488</b>	<b>288</b>	<b>45 495</b>	<b>4 195</b>	<b>597 132</b>