

HOTELS PORTFOLIO AS OF DECEMBER 2017

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	11.00	1,927.00	-	-	11	1,927
FAIRMONT	1	593	1	769	0	0	0	0	73	28,077	1.00	258.00	76	29,697
SOFITEL	16	2,906	3	842	3	419	1	150	100	26,426	3	1,196	126	31,939
PULLMAN	5	1,119	3	907	4	808	2	1,339	81	24,036	26	7,965	121	36,174
MGALLERY	2	219	6	731	3	432	0	0	35.00	4,104.00	45	4,009	91	9,495
SWISSOTEL	0	0	2	1,807	3	784	0	0	23	9,813	3	1,027	31	13,431
GRAND MERCURE	-	-	-	-	0	0	0	0	33.00	9,090.00	15	1,996	48	11,086
THE SEBEL	-	-	-	-	-	-	0	0	11.00	897.00	14.00	725.00	25	1,622
RIXOS	0	0	0	0	0	0	0	0	8	3,025	8	4,104	16	7,129
Upscale	24	4,837	15	5,056	13	2,443	3	1,489	375	107,395	115	21,280	545	142,500
NOVOTEL	52	11,279	29	5,524	74	13,195	9	1,642	180	43,526	120	17,677	464	92,843
NOVOTEL SUITES	1	118	6	971	11	1,396	-	-	5.00	637.00	9.00	806.00	32	3,928
MERCURE	31	5,893	36	5,576	43	6,906	3	512	196	31,145	470	50,128	779	100,160
ADAGIO	2	207	9	992	6	732	3.00	593.00	31.00	3,732.00	4	437	55	6,693
Midscale	87	17,552	80	13,063	134	22,229	15	2,747	413	79,163	603	69,048	1,332	203,802
NO BRAND	0	0	1	51	0	0	0	0	28	4,068	14	1,531	43	5,650
Multibrand			1	51					28	4,068	14	1,531	43	5,650
IBIS	112	17,307	69	9,517	127	18,949	45	8,070	180	33,858	604	57,380	1,137	145,081
IBIS STYLES	7	864	3	308	7	1,304	4	820	89	14,552	312	25,365	422	43,213
IBIS BUDGET	78	8,341	61	7,153	57	6,536	15	3,618	49.00	7,092.00	328	25,356	588	58,096
ADAGIO ACCESS	0	0	5	467	1.00	160.00	1.00	156.00	38.00	3,983.00	0	0	45	4,766
HOTELF1	115	9,121	-	-	1.00	386.00	-	-	-	-	54.00	3,468.00	170	12,975
FORMULE 1	-	-	-	-	-	-	0	0	-	-	-	-	0	0
Jo & JOE	0	0	1	98	-	-	-	-	-	-	-	-	1	98
Economic	312	35,633	139	17,543	193	27,335	65	12,664	356	59,485	1,298	111,569	2,363	264,229
Total	423	58,022	235	35,713	340	52,007	83	16,900	1,172	250,111	2,030	203,428	4,283	616,181

HOTELS PORTFOLIO AS OF DECEMBER 2017

By Operating Type / Area

Area	Owned		Fixed lease		Variable lease		Variable lease on		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE & SWITZERLAND	174	17,310	44	4,866	169	25,301	2	1,339	139	17,709	1,122	85,012	1,650	151,537
EUROPE	184	30,381	179	26,534	148	22,743	22	3,749	129	21,727	522	63,731	1,184	168,865
MEA	16	2,857	0	0	1	258	0	0	166	40,997	21	3,839	204	47,951
ASPAC	18	1,987	10	4,025	1	208	0	0	548	125,988	257	36,167	834	168,375
NCAC	1	593	0	0	9	1,375	0	0	60	23,075	12	2,659	82	27,702
SOUTH AMERICA	30	4,894	2	288	12	2,122	59	11,812	130	20,615	96	12,020	329	51,751
Total	423	58,022	235	35,713	340	52,007	83	16,900	1,172	250,111	2,030	203,428	4,283	616,181

HOTELS PORTFOLIO AS OF DECEMBER 2017

By Brand / Area

Brand	FRANCE & SWITZERLAND		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	16	5,222	10	3,273	41	18,514	-	-	76	29,697
SOFITEL	12	1,613	22	5,125	25	6,386	53	15,481	6	1,909	8	1,425	126	31,939
PULLMAN	12	3,483	18	4,712	12	3,994	71	21,277	3	1,204	5	1,504	121	36,174
MGALLERY	30	2,322	24	2,762	5	668	29	3,384	-	-	3	359	91	9,495
SWISSOTEL	2	585	10	2,516	4	3,731	12	5,318	1	661	2	620	31	13,431
GRAND MERCURE	-	-	-	-	2	552	39	8,678	-	-	7	1,856	48	11,086
THE SEBEL	-	-	-	-	-	-	25	1,622	-	-	-	-	25	1,622
RIXOS	1	49	10	4,472	5	2,608	0	0	0	0	0	0	16	7,129
Upscale	60	9,039	92	21,622	72	23,713	245	60,074	51	22,288	25	5,764	545	142,500
NOVOTEL	120	16,686	142	28,319	27	5,789	141	35,172	11	2,590	23	4,287	464	92,843
NOVOTEL SUITES	21	2,383	8	1,162	3	383	-	-	-	-	-	-	32	3,928
MERCURE	248	24,040	321	41,410	25	5,029	119	21,068	1	178	65	8,435	779	100,160
ADAGIO	31	3,524	12	1,530	4	679	-	-	-	-	8	960	55	6,693
MAMA SHELTER	-	-	-	-	-	-	-	-	-	-	2	178	2	178
Midscale	420	46,633	483	72,421	59	11,880	260	56,240	12	2,768	98	13,860	1,332	203,802
NO BRAND	5	268	3	432	9	1,332	25	3,295	1	323	0	0	43	5,650
Multibrand	5	268	3	432	9	1,332	25	3,295	1	323	-	-	43	5,650
IBIS	411	36,454	336	45,813	48	8,628	186	31,193	16	2,151	140	20,842	1,137	145,081
IBIS STYLES	193	13,960	107	10,630	12	1,914	83	13,299	2	172	25	3,238	422	43,213
IBIS BUDGET	348	27,770	161	17,677	4	484	35	4,274	-	-	40	7,891	588	58,096
ADAGIO ACCESS	42	4,340	2	270	-	-	-	-	-	-	1	156	45	4,766
HOTELF1	170	12,975	-	-	-	-	-	-	-	-	-	-	170	12,975
FORMULE 1	-	-	-	-	-	-	0	0	-	-	-	-	0	0
Jo & JOE	1	98	-	-	-	-	-	-	-	-	-	-	1	98
Economic	1,165	95,597	606	74,390	64	11,026	304	48,766	18	2,323	206	32,127	2,363	264,229
Total	1,650	151,537	1,184	168,865	204	47,951	834	168,375	82	27,702	329	51,751	4,283	616,181