

HOTELSPORTFOLIO AS OF June 2018

BY SEGMENT & EXPLOITATION MODE

	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
	Owned		Fixed lease		Variable lease		Managed		Franchised		total	
Upscale	4	1,010	12	2,392	4	1,727	480	123,546	122	22,174	622	150,849
RAFFLES					0	0	12	2,033			12	2,033
FAIRMONT					0	0	74	29,601	2	412	76	30,013
SOFITEL	4	1,010	1	205	1	150	117	28,641	3	1,196	126	31,202
RIXOS					0	0	13	3,964	9	4,220	22	8,184
MGALLERY			1	169	0	0	46	5,419	44	3,842	91	9,430
PULLMAN					2	1,339	95	27,261	26	7,969	123	36,569
SWISSOTEL					1	238	27	12,167	3	1,027	31	13,432
ART SERIES			7	1,640	0	0					7	1,640
GRAND MERCURE					0	0	35	9,479	17	2,493	52	11,972
MANTIS							28	556			28	556
PEPPERS			3	378	0	0	22	3,545	3	230	28	4,153
THE SEBEL					0	0	11	880	15	785	26	1,665
Midscale	31	7,422	39	5,748	26	4,098	707	132,668	635	72,690	1,438	222,626
MANTRA			27	4,254	0	0	46	10,711	4	282	77	15,247
NOVOTEL	17	4,108	3	497	13	2,246	315	69,015	125	18,403	473	94,269
NOVOTEL SUITES					0	0	23	3,122	10	878	33	4,000
MERCURE	13	3,206			4	618	285	45,266	491	52,614	793	101,704
ADAGIO	1	108	9	997	9	1,234	36	4,376	5	588	60	7,303
MAMA SHELTER					0	0	2	178			2	178
Multibrand			1	51	0	0	30	4,531	13	1,479	44	6,061
NO BRAND			1	51	0	0	30	4,531	13	1,479	44	6,061
Economic	37	5,459	10	1,308	65	12,170	929	134,474	1,385	119,412	2,426	272,823
BREAKFREE			2	352	0	0	22	3,125			24	3,477
IBIS	25	3,883	2	391	44	7,949	463	76,088	618	58,951	1,152	147,262
IBIS STYLES	3	393			4	820	104	17,127	321	26,312	432	44,652
IBIS BUDGET	9	1,183			15	3,590	219	27,105	360	28,287	603	60,165
Jo & JOE			1	98	0	0					1	98
ADAGIO ACCESS			5	467	2	316	38	3,979			45	4,762
HOTELF1					0	0	83	7,050	86	5,862	169	12,912
Total	72	13,891	62	9,499	95	17,995	2,146	395,219	2,155	215,755	4,530	652,359

HOTELS PORTFOLIO AS OF June 2018

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
EUROPE	63	12,305	23	2,875	35	6,702	1,030	148,048	1,728	155,540	2,879	325,470
MEA	9	1,586	0	0	0	0	192	42,223	21	3,905	222	47,714
ASPAC	0	0	39	6,624	0	0	677	149,266	290	40,740	1,006	196,630
NCAC	0	0	0	0	0	0	74	27,472	12	2,659	86	30,131
SOUTH AMERICA	0	0	0	0	60	11,798	173	28,210	104	12,986	337	52,994
Total	72	13,891	62	9,499	95	18,500	2,146	395,219	2,155	215,830	4,530	652,939

HOTELS PORTFOLIO AS OF June 2018

By Brand / Area

Brand	EUROPE		MEA		ASPAC		NCAC		South America		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
RAFFLES	3	440	3	552	6	1,041	-	-	-	-	12	2,033
FAIRMONT	9	2,687	14	4,386	11	3,385	42	19,555	-	-	76	30,013
SOFITEL	35	6,874	25	6,386	52	14,608	6	1,909	8	1,425	126	31,202
PULLMAN	30	8,189	12	4,010	73	21,598	3	1,268	5	1,504	123	36,569
MGALLERY	53	4,879	5	668	30	3,524	-	-	3	359	91	9,430
SWISSOTEL	12	3,101	4	3,731	12	5,319	1	661	2	620	31	13,432
GRAND MERCURE	0	0	2	552	42	9,351	-	-	8	2,069	52	11,972
THE SEBEL	0	0	-	-	26	1,665	-	-	-	-	26	1,665
RIXOS	16	5,376	6	2,808	-	-	-	-	-	-	22	8,184
MANTIS	2	46	24	505	1	4	1	1	-	-	28	556
ART SERIES	0	0	0	0	7	1,640	0	0	0	0	7	1,640
PEPPERS	0	0	0	0	28	4,153	0	0	0	0	28	4,153
Upscale	160	31,592	95	23,598	288	66,288	53	23,394	26	5,977	622	150,849
NOVOTEL	265	45,097	29	6,108	144	36,087	11	2,590	24	4,387	473	94,269
NOVOTEL SUITES	30	3,617	3	383	-	-	-	-	-	-	33	4,000
MERCURE	579	66,327	23	4,726	129	22,666	1	178	61	7,807	793	101,704
ADAGIO	49	5,908	3	550	-	-	-	-	8	845	60	7,303
MANTRA	0	0	0	0	76	14,071	1	1,176	0	0	77	15,247
Midscale	923	120,949	58	11,767	349	72,824	13	3,944	95	13,217	1,438	222,701
NO BRAND	6	556	10	1,695	27	3,487	1	323	0	0	44	6,061
Multibrand	6	556	10	1,695	27	3,487	1	323	0	0	44	6,061
IBIS	750	82,778	48	8,707	193	31,880	17	2,298	144	21,599	1,152	147,262
IBIS STYLES	310	25,761	7	1,463	87	13,893	2	172	26	3,363	432	44,652
IBIS BUDGET	516	46,218	4	484	38	4,781	-	-	45	8,682	603	60,165
ADAGIO ACCESS	44	4,606	-	-	-	-	-	-	1	156	45	4,762
HOTELF1	169	12,912	-	-	-	-	-	-	-	-	169	12,912
FORMULE 1	0	0	-	-	0	0	-	-	-	-	0	0
Jo & JOE	1	98	-	-	-	-	-	-	-	-	1	98
BREAKFREE	0	0	-	-	24	3,477	-	-	0	0	24	3,477
Economic	1,790	172,373	59	10,654	342	54,031	19	2,470	216	33,800	2,426	273,328
Total	2,879	325,470	222	47,714	1,006	196,630	86	30,131	337	52,994	4,530	652,939