



HOTELS PORTFOLIO AS OF DECEMBER 2018

By Brand / Area

	EUROPE		MEA		ASPAC		NCAC		South America		Total	
Brand	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
RAFFLES	3	440	3	552	7	1 209	0	0	0	0	13	2 201
FAIRMONT	9	2 687	14	4 652	11	3 393	42	19 544	0	0	76	30 276
SOFITEL	32	6 474	24	6 294	50	14 308	6	1 909	9	1 603	121	30 588
SO BY SOFITEL	3	397	1	92	4	610	0	0	0	0	8	1 099
PULLMAN	30	8 189	12	4 067	77	22 600	3	1 262	9	2 445	131	38 563
MGALLERY	52	4 743	5	742	33	3 915	8	943	3	296	101	10 639
SWISSOTEL	12	3 003	4	3 731	12	5 310	1	661	2	620	31	13 325
GRAND MERCURE	0	0	2	552	43	9 530	0	0	8	2 069	53	12 151
THE SEBEL	0	0	0	0	28	1 980	0	0	0	0	28	1 980
RIXOS	16	5 376	7	3 180	0	0	0	0	0	0	23	8 556
MANTIS	2	46	25	516	1	4	1	12	0	0	29	578
ART SERIES	0	0	0	0	7	1 640	0	0	0	0	7	1 640
PEPPERS	0	0	0	0	27	4 085	0	0	0	0	27	4 085
MOVENPICK	18	4 174	54	13 880	16	3 551	0	0	0	0	88	21 605
SBE	2	354	1	270	0	0	16	6 098	0	0	19	6 722
Luxury/Upscale	179	35 883	152	38 528	316	72 135	77	30 429	31	7 033	755	184 008
NOVOTEL	267	45 393	27	5 660	154	38 946	12	2 865	32	6 039	492	98 903
NOVOTEL SUITES	30	3 617	3	383	1	202	0	0	0	0	34	4 202
MERCURE	582	66 529	23	4 755	141	25 451	1	178	63	8 056	810	104 969
ADAGIO	50	5 957	3	550	0	0	0	0	9	940	62	7 447
MANTRA	0	0	0	0	76	14 065	1	1 176	0	0	77	15 241
MAMA SHELTER	1	238	0	0	0	0	0	0	2	178	3	416
TRIBE	-	0	0	0	0	0	0	0	0	0	0	0
Midscale	930	121 734	56	11 348	372	78 664	14	4 219	106	15 213	1 478	231 178
NO BRAND	5	265	6	1 313	29	4 365	1	323	-	-	41	6 266
Multibrands	5	265	6	1 313	29	4 365	1	323			41	6 266
IBIS	751	83 127	46	8 409	208	34 185	18	2 425	151	22 602	1 174	150 748
IBIS STYLES	333	27 627	7	1 460	95	14 750	3	312	38	4 693	476	48 842
IBIS BUDGET	524	46 807	4	484	38	4 781	0	0	48	9 154	614	61 226
ADAGIO ACCESS	44	4 597	0	0	0	0	0	0	1	156	45	4 753
HOTELF1	172	13 210	0	0	0	0	0	0	0	0	172	13 210
Jo & JOE	1	98	0	0	0	0	0	0	0	0	1	98
BREAKFREE	0	0	0	0	24	3 477	0	0	0	0	24	3 477
Economic	1 825	175 466	57	10 353	365	57 193	21	2 737	238	36 605	2 506	282 354
Total	2 939	333 348	271	61 542	1 082	212 357	113	37 708	375	58 851	4 780	703 806



HOTELS PORTFOLIO AS OF DECEMBER 2018

By Operating type / Area

Zone	Property		Fixed Lease		Variable Lease		Variable Lease on EBITDA		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Europe	64	12 624	38	6 419	12	1 838	22	4 831	1 034	148 632	1 769	159 004	2 939	333 348
AMO	9	1 586	0	0	0	0	0	0	244	56 455	18	3 501	271	61 542
ASPAC	1	143	37	6 243	2	381	0	0	713	159 382	329	46 208	1 082	212 357
NCAC	0	0	0	0	0	0	0	0	95	31 562	18	6 146	113	37 708
South America	0	0	0	0	2	243	60	11 915	189	31 229	124	15 464	375	58 851
Total	74	14 353	75	12 662	16	2 462	82	16 746	2 275	427 260	2 258	230 323	4 780	703 806



HOTELS PORTFOLIO AS OF DECEMBER 2018

By Segment / Exploitation mode

Brand	Property		Fixed Lease		Variable Lease		Variable Lease on EBITDA		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	13	2 201	0	0	13	2 201
FAIRMONT	0	0	0	0	0	0	0	0	74	29 864	2	412	76	30 276
SOFITEL	3	918	1	205	0	0	1	150	113	28 119	3	1 196	121	30 588
SO BY SOFITEL	1	92	0	0	0	0	0	0	7	1 007	0	0	8	1 099
PULLMAN	1	143	0	0	0	0	2	1 339	102	29 112	26	7 969	131	38 563
MGALLERY	0	0	1	169	0	0	-	0	53	6 291	47	4 179	101	10 639
SWISSOTEL	0	0	0	0	1	238	0	0	26	11 842	4	1 245	31	13 325
GRAND MERCURE	0	0	0	0	0	0	0	0	36	9 698	17	2 453	53	12 151
THE SEBEL	0	0	0	0	0	0	0	0	10	879	18	1 101	28	1 980
RIXOS	0	0	0	0	0	0	0	0	13	4 136	10	4 420	23	8 556
MANTIS	0	0	0	0	0	0	0	0	29	578	0	0	29	578
ART SERIES	0	0	7	1 640	0	0	0	0	0	0	0	0	7	1 640
PEPPERS	0	0	2	176	1	202	0	0	21	3 477	3	230	27	4 085
MOVENPICK	0	0	14	3 428	0	0	0	0	74	18 177	0	0	88	21 605
SBE	0	0	0	0	0	0	-	0	13	3 235	6	3 487	19	6 722
Luxury/Upscale	5	1 153	25	5 618	2	440	3	1 489	584	148 616	136	26 692	755	184 008
NOVOTEL	17	4 144	3	497	3	542	11	1 951	327	72 225	131	19 544	492	98 903
NOVOTEL SUITES	0	0	0	0	0	0	0	0	23	3 122	11	1 080	34	4 202
MERCURE	13	3 219	0	0	2	292	2	326	289	46 118	504	55 014	810	104 969
ADAGIO	1	108	10	1 097	7	849	3	481	36	4 324	5	588	62	7 447
MANTRA	0	0	26	4 075	1	179	0	0	44	10 606	6	381	77	15 241
MAMA SHELTER	0	0	0	0	0	0	0	0	3	416	0	0	3	416
TRIBE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Midscale	31	7 471	39	5 669	13	1 862	16	2 758	722	136 811	657	76 607	1 478	231 178
NO BRAND	0	0	1	51	0	0	0	0	27	4 943	13,00	1 272	41	6 266
Multibrands			1	51					27	4 943	13	1 272	41	6 266
IBIS	26	4 107	2	407	0	0	43	7 909	470	77 665	633	60 660	1 174	150 748
IBIS STYLES	3	439	0	0	0	0	4	820	108	17 593	361	29 990	476	48 842
IBIS BUDGET	9	1 183	0	0	0	0	15	3 614	222	27 531	368	28 898	614	61 226
ADAGIO ACCESS	0	0	5	467	1	160	1	156	38	3 970	-	0	45	4 753
HOTELF1	0	0	0	0	0	0	0	0	82	7 006	90	6 204	172	13 210
Jo & JOE	0	0	1	98	0	0	0	0	0	0	-	0	1	98
BREAKFREE	0	0	2	352	0	0	0	0	22	3 125	-	0	24	3 477
Economic	38	5 729	10	1 324	1	160	63	12 499	942	136 890	1 452	125 752	2 506	282 354
Total	74	14 353	75	12 662	16	2 462	82	16 746	2 275	427 260	2 258	230 323	4 780	703 806