



## Hotel Portfolio - June 2019 (By brand and area)

	EUROPE		MEA		ASPAC		NCAC		South America		TOTAL		%
Brand	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
RAFFLES	4	504	3	552	8	1,246	0	0	0	0	15	2,302	0%
FAIRMONT	9	2,681	14	4,646	11	2,995	42	19,403	1	388	77	30,113	4%
SOFITEL	32	6,481	22	5,574	50	14,390	6	1,909	8	1,216	118	29,570	4%
SO BY SOFITEL	3	397	1	92	4	610	0	0	0	0	8	1,099	0%
PULLMAN	30	8,172	11	3,815	78	22,746	3	1,262	9	2,453	131	38,448	5%
MGALLERY	52	4,589	6	955	34	4,100	8	943	3	296	103	10,883	2%
SWISSOTEL	12	2,839	4	3,731	12	5,304	1	662	2	620	31	13,156	2%
GRAND MERCURE	-	-	1	198	47	10,412	0	0	8	2,069	56	12,679	2%
THE SEBEL	-	-	0	-	29	2,006	0	0	0	0	29	2,006	0%
RIXOS	16	5,432	8	3,445	0	0	0	0	0	0	24	8,877	1%
MANTIS	3	114	27	634	1	4	1	12	0	0	32	764	0%
ART SERIES	-	-	0	-	8	1,959	0	0	0	0	8	1,959	0%
PEPPERS	-	-	0	-	28	4,186	0	0	0	0	28	4,186	1%
MOVENPICK	18	4,174	58	14,603	18	4,233	0	0	0	0	94	23,010	3%
SBE	3	425	1	270	0	0	20	7,527	0	0	24	8,222	1%
<b>Upscale</b>	<b>182</b>	<b>35,808</b>	<b>156</b>	<b>38,515</b>	<b>328</b>	<b>74,191</b>	<b>81</b>	<b>31,718</b>	<b>31</b>	<b>7,042</b>	<b>778</b>	<b>187,274</b>	<b>26%</b>
NOVOTEL	266	44,782	27	5,660	156	39,255	12	2,866	32	6,030	493	98,593	14%
NOVOTEL SUITES	30	3,617	3	383	1	202	0	0	0	0	34	4,202	1%
MERCURE	579	66,390	23	4,755	147	26,526	0	0	63	8,023	812	105,694	15%
ADAGIO	51	6,041	4	646	0	0	0	0	9	915	64	7,602	1%
MANTRA	0	0	0	0	76	14,290	1	1,177	0	0	77	15,467	2%
MAMA SHELTER	1	238	0	0	0	0	0	0	2	178	3	416	0%
TRIBE	0	0	0	0	1	126	0	0	0	0	1	126	0%
<b>Midscale</b>	<b>927</b>	<b>121,068</b>	<b>57</b>	<b>11,444</b>	<b>381</b>	<b>80,399</b>	<b>13</b>	<b>4,043</b>	<b>106</b>	<b>15,146</b>	<b>1,484</b>	<b>232,100</b>	<b>32%</b>
NO BRAND	17	1,707	6	1,145	26	4,121	1	323	-	0	50	7,296	1%
<b>Multibrand</b>	<b>17</b>	<b>1,707</b>	<b>6</b>	<b>1,145</b>	<b>26</b>	<b>4,121</b>	<b>1</b>	<b>323</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>7,296</b>	<b>1%</b>
IBIS	753	83,563	47	8,541	235	36,547	20	2,686	154	22,991	1,209	154,328	22%
IBIS STYLES	344	28,982	7	1,460	104	15,922	3	312	43	5,435	501	52,111	7%
IBIS BUDGET	530	47,345	4	484	39	4,985	1	154	51	9,327	625	62,295	9%
ADAGIO ACCESS	45	4,693	0	0	0	0	0	0	1	156	46	4,849	1%
HOTELF1	173	13,276	0	-	0	-	0	-	0	-	173	13,276	2%
Jo & JOE	2,00	283	0	-	0	-	0	-	0	-	2	283	0%
BREAKFREE	0	0	0	0	23	3,450	0	0	0	0	23	3,450	0%
GREET	1	52	0	0	0	0	0	0	0	0	1	52	0%
<b>Economic</b>	<b>1,848</b>	<b>178,194</b>	<b>58</b>	<b>10,485</b>	<b>401</b>	<b>60,904</b>	<b>24</b>	<b>3,152</b>	<b>249</b>	<b>37,909</b>	<b>2,580</b>	<b>290,644</b>	<b>41%</b>
<b>TOTAL</b>	<b>2,974</b>	<b>336,777</b>	<b>277</b>	<b>61,589</b>	<b>1,136</b>	<b>219,615</b>	<b>119</b>	<b>39,236</b>	<b>386</b>	<b>60,097</b>	<b>4,892</b>	<b>717,314</b>	<b>100%</b>
%	61%	47%	6%	9%	23%	31%	2%	5%	8%	8%	100%	100%	



## Hotel Portfolio - June 2019 (By segment and exploitation mode)

	Owned		Fixed lease		Variable lease		Var lease / EBITDAR		Managed		Franchised		TOTAL		%
Brand	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
RAFFLES	0	0	0	0	0	0	0	0	15	2,302	0	0	15	2,302	0%
FAIRMONT	0	0	0	0	0	0	0	0	75	29,701	2	412	77	30,113	4%
SOFITEL	3	925	1	205	0	0	1	150	109	26,745	4	1,545	118	29,570	4%
SO BY SOFITEL	1	92	0	0	0	0	0	0	7	1,007	0	0	8	1,099	0%
PULLMAN	1	143	0	0	0	0	2	1,339	103	29,316	25	7,650	131	38,448	5%
MGALLERY	0	0	1	169	0	0	0	0	56	6,789	46	3,925	103	10,883	2%
SWISSOTEL	0	0	0	0	1	238	0	0	26	11,673	4	1,245	31	13,156	2%
GRAND MERCURE	0	0	0	0	0	0	0	0	36	9,571	20	3,108	56	12,679	2%
THE SEBEL	0	0	0	0	0	0	0	0	11	995	18	1,011	29	2,006	0%
RIXOS	0	0	0	0	0	0	0	0	14	4,457	10	4,420	24	8,877	1%
MANTIS	0	0	0	0	0	0	0	0	32	764	0	0	32	764	0%
ART SERIES	0	0	7	1,793	0	0	0	0	1	166	0	0	8	1,959	0%
PEPPERS	0	0	2	178	1	202	0	0	22	3,576	3	230	28	4,186	1%
MOVENPICK	0	0	14	3,428	0	0	0	0	80	19,582	0	0	94	23,010	3%
SBE	0	0	0	0	0	0	0	0	15	4,135	9	4,087	24	8,222	1%
<b>Upscale</b>	<b>5</b>	<b>1,160</b>	<b>25</b>	<b>5,773</b>	<b>2</b>	<b>440</b>	<b>3</b>	<b>1,489</b>	<b>602</b>	<b>150,779</b>	<b>141</b>	<b>27,633</b>	<b>778</b>	<b>187,274</b>	<b>26%</b>
NOVOTEL	17	3,967	3	497	3	542	11	1,951	324	71,490	135	20,146	493	98,593	14%
NOVOTEL SUITES	0	0	0	0	0	0	0	0	23	3,122	11	1,080	34	4,202	1%
MERCURE	13	3,219	0	0	2	292	2	326	263	42,846	532	59,011	812	105,694	15%
ADAGIO	1	108	10	1,097	7	849	3	481	37	4,387	6	680	64	7,602	1%
MANTRA	0	0	25	4,022	1	179	0	0	45	10,885	6	381	77	15,467	2%
MAMA SHELTER	0	0	0	0	0	0	0	0	3	416	0	0	3	416	0%
TRIBE	0	0	0	0	0	0	0	0	1	126	0	0	1	126	0%
<b>Midscale</b>	<b>31</b>	<b>7,294</b>	<b>38</b>	<b>5,616</b>	<b>13</b>	<b>1,862</b>	<b>16</b>	<b>2,758</b>	<b>696</b>	<b>133,272</b>	<b>690</b>	<b>81,298</b>	<b>1,484</b>	<b>232,100</b>	<b>32%</b>
NO BRAND	0	0	1	51	0	0	0	0	31	5,452	18	1,793	50	7,296	1%
<b>Multibrand</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>5,452</b>	<b>18</b>	<b>1,793</b>	<b>50</b>	<b>7,296</b>	<b>1%</b>
IBIS	26	4,107	2	407	0	0	42	7,766	472	78,002	667	64,046	1,209	154,328	22%
IBIS STYLES	3	439	0	0	0	0	4	820	108	17,741	386	33,111	501	52,111	7%
IBIS BUDGET	8	1,100	0	0	0	0	16	3,712	223	27,717	378	29,766	625	62,295	9%
ADAGIO ACCESS	0	0	5	467	1	160	1	156	38	3,956	1	110	46	4,849	1%
HOTELF1	0	0	0	0	0	0	0	0	82	7,006	91	6,270	173	13,276	2%
Jo & JOE	0	0	1	98	0	0	0	0	1	185	0	0	2	283	0%
BREAKFREE	0	0	2	350	0	0	0	0	21	3,100	0	0	23	3,450	0%
GREET	0	0	0	0	0	0	0	0	0	0	1	52	1	52	0%
<b>Economic</b>	<b>37</b>	<b>5,646</b>	<b>10</b>	<b>1,322</b>	<b>1</b>	<b>160</b>	<b>63</b>	<b>12,454</b>	<b>945</b>	<b>137,707</b>	<b>1,524</b>	<b>133,355</b>	<b>2,580</b>	<b>290,644</b>	<b>41%</b>
<b>TOTAL</b>	<b>73</b>	<b>14,100</b>	<b>74</b>	<b>12,762</b>	<b>16</b>	<b>2,462</b>	<b>82</b>	<b>16,701</b>	<b>2,274</b>	<b>427,210</b>	<b>2,373</b>	<b>244,079</b>	<b>4,892</b>	<b>717,314</b>	<b>100%</b>
%	1%	2%	2%	261%	0%	50%	2%	341%	46%	60%	49%	34%	100%	100%	



### Hotel Portfolio - June 2019 (By operating type and area)

Area	Owned		Fixed lease		Variable lease		Var lease / EBITDAR		Managed		Franchised		TOTAL		%
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Rooms
Europe	63	12,371	38	6,419	12	1,838	22	4,831	1,015	145,963	1,824	165,355	2,974	336,777	47%
MEA	9	1,586	0	0	0	0	0	0	250	56,502	18	3,501	277	61,589	9%
ASPAC	1	143	36	6,343	2	381	0	0	723	161,427	374	51,321	1,136	219,615	31%
NCAC	0	0	0	0	0	0	0	0	98	32,416	21	6,820	119	39,236	5%
SOUTH AMERICA	0	0	0	0	2	243	60	11,870	188	30,902	136	17,082	386	60,097	8%
<b>TOTAL</b>	<b>73</b>	<b>14,100</b>	<b>74</b>	<b>12,762</b>	<b>16</b>	<b>2,462</b>	<b>82</b>	<b>16,701</b>	<b>2,274</b>	<b>427,210</b>	<b>2,373</b>	<b>244,079</b>	<b>4,892</b>	<b>717,314</b>	<b>100%</b>