

Hotel portfolio by operating structure and brand at December 31, 2010

BRAND	Owned		Leased Fixed rents		Leased variable rents		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	18	2 731	5	1 509	7	1 173	80	22 609	6	1 965	116 (*)	29 987
PULLMAN	9	2 309	8	2 220	7	1 544	21	6 819	4	1 032	49	13 924
NOVOTEL	53	9 925	59	11 448	124	20 512	102	23 572	57	7 348	395	72 805
MERCURE	49	6 201	90	14 279	88	13 159	204	29 859	276	23 562	707	87 060
ADAGIO	2	207	6	697	1	133	22	2 912	1	111	32	4 060
SUITE NOVOTEL	7	985	8	1 239	1	100	4	488	8	665	28	3 477
CORALIA CLUB	-	-	-	-	-	-	4	1 062	-	-	4	1 062
OTHER BRANDS	14	2 677	2	154	-	-	13	2 312	4	423	33	5 566
UPPER AND MIDSCALE	152	25 035	178	31 546	228	36 621	450	89 633	356	35 106	1 364	217 941
ALL SEASONS	3	330	11	820	5	909	12	1 989	84	6 219	115	10 267
IBIS	121	16 560	126	16 593	236	32 245	96	17 314	321	25 023	900	107 735
ETAP HOTEL	34	2 982	60	6 420	103	9 595	8	1 014	216	15 712	421	35 723
FORMULE 1	86	6 246	14	1 135	168	15 390	10	1 176	61	4 047	339	27 994
ECONOMY	244	26 118	211	24 968	512	58 139	126	21 493	682	51 001	1 775	181 719
MOTEL 6	291	33 421	317	35 308	1	72	-	-	419	31 962	1 028	100 763
STUDIO 6	12	1 363	28	3 757	-	-	-	-	22	1 763	62	6 883
ECONOMY US	303	34 784	345	39 065	1	72			441	33 725	1 090	107 646
Total	699	85 937	734	95 579	741	94 832	576	111 126	1 479	119 832	4 229	507 306

(*) 116 hotels in the MEGA portfolio vs. 121 hotels through TARS reservation system

Hotel portfolio by operating structure and region at December 31, 2010

Country	Owned		Leased Fixed rents		Leased variable rents		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	147	14 557	51	6 034	426	46 815	51	6 304	749	55 331	1 424	129 041
REST OF EUROPE	151	21 913	281	41 825	247	35 031	84	12 426	171	17 512	934	128 707
NORTH AMERICA	307	35 969	345	39 065	1	72	12	3 664	442	33 874	1 107	112 644
LATIN AMERICA/CARIBBEAN	21	2 856	6	936	45	8 830	91	13 158	24	2 854	187	28 634
AFRICA MIDDLE EAST	33	3 634	2	412	10	1 678	91	17 736	11	1 177	147	24 637
ASIA PACIFIC	40	7 008	49	7 307	12	2 406	247	57 838	82	9 084	430	83 643
Total	699	85 937	734	95 579	741	94 832	576	111 126	1 479	119 832	4 229	507 306

Hotel portfolio by region and brand at December 31, 2010

BRAND	FRANCE		REST OF EUROPE		NORTH AMERICA		LATIN AMERICA CARIBBEAN		AFRICA MIDDLE EAST		ASIA PACIFIC		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	12	1 597	21	5 017	9	2 893	9	1 623	22	5 160	43	13 697	116 (*)	29 987
PULLMAN	13	3 384	12	2 816	-	-	1	188	5	1 355	18	6 181	49	13 924
NOVOTEL	121	16 050	140	26 658	8	2 105	19	3 129	22	4 359	85	20 504	395	72 805
MERCURE	241	22 695	245	32 858	-	-	74	9 605	32	5 016	115	16 886	707	87 060
ADAGIO	26	3 411	6	649	-	-	-	-	-	-	-	-	32	4 060
SUITE NOVOTEL	19	2 144	7	1 041	-	-	-	-	2	292	-	-	28	3 477
CORALIA CLUB	-	-	-	-	-	-	1	385	3	677	-	-	4	1 062
OTHER BRANDS	2	118	16	2 810	-	-	-	-	1	112	14	2 526	33	5 566
UPPER AND MIDSCALE	434	49 399	447	71 849	17	4 998	104	14 930	87	16 971	275	59 794	1 364	217 941
ALL SEASONS	62	4 695	14	1 107	-	-	-	-	-	-	39	4 465	115	10 267
IBIS	378	33 173	322	40 977	-	-	72	10 579	36	5 970	92	17 036	900	107 735
ETAP HOTEL	298	22 947	123	12 776	-	-	-	-	-	-	-	-	421	35 723
FORMULE 1	252	18 827	28	1 998	-	-	11	3 125	24	1 696	24	2 348	339	27 994
ECONOMY	990	79 642	487	56 858			83	13 704	60	7 666	155	23 849	1 775	181 719
MOTEL 6	-	-	-	-	1 028	100 763	-	-	-	-	-	-	1 028	100 763
STUDIO 6	-	-	-	-	62	6 883	-	-	-	-	-	-	62	6 883
ECONOMY US					1 090	107 646							1 090	107 646
Total	1 424	129 041	934	128 707	1 107	112 644	187	28 634	147	24 637	430	83 643	4 229	507 306

(*) 116 hotels in the MEGA portfolio vs. 121 hotels through TARS reservation system