

Hotel portfolio by operating structure and brand at June 30, 2011

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	2 727	4	1 196	7	1 173	81	22 682	5	1 850	115(*)	29 628
PULLMAN	7	2 018	9	2 540	8	2 497	25	7 586	6	1 385	55	16 026
NOVOTEL	49	9 337	54	10 637	125	20 750	105	24 591	57	7 379	390	72 694
MERCURE	46	5 834	89	14 386	86	12 679	196	28 954	304	26 708	721	88 561
ADAGIO	2	207	7	816	1	133	22	2 913	1	111	33	4 180
SUITE NOVOTEL	7	985	8	1 239	2	190	4	488	7	592	28	3 494
CORALIA CLUB	-	-	-	-	-	-	4	1 055	-	-	4	1 055
OTHER BRANDS	11	1 934	2	154	-	-	11	2 031	4	423	28	4 542
UPPER AND MIDSCALE	140	23 042	173	30 968	229	37 422	448	90 300	384	38 448	1 374	220 180
ALL SEASONS	3	330	12	935	5	911	13	2 059	98	7 519	131	11 754
IBIS	120	17 032	122	16 117	238	32 772	105	18 698	334	26 211	919	110 830
ETAP HOTEL	33	3 018	61	6 622	104	9 704	7	996	226	16 399	431	36 739
HOTEL F1	38	2 615	-	-	158	12 570	-	-	55	3 582	251	18 767
FORMULE 1	37	2 895	13	1 071	9	2 562	10	1 176	17	1 389	86	9 093
ECONOMY	231	25 890	208	24 745	514	58 519	135	22 929	730	55 100	1 818	187 183
MOTEL 6	292	33 421	300	33 536	1	72	-	-	426	32 344	1 019	99 373
STUDIO 6	11	1 250	28	3 757	-	-	-	-	24	2 029	63	7 036
ECONOMY US	303	34 671	328	37 293	1	72			450	34 373	1 082	106 409
Total	674	83 603	709	93 006	744	96 013	583	113 229	1 564	127 921	4 274	513 772

(*) 115 hotels in the MEGA portfolio vs. 120 hotels through TARS reservation system

Hotel portfolio by operating structure and region at June 30, 2011

Country	Owned		Leased Fixed rents		Leased variable rents		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	123	12 674	49	5 852	426	47 920	47	6 154	784	57 827	1 429	130 427
REST OF EUROPE	147	20 975	280	42 070	249	35 077	86	12 822	195	20 000	957	130 944
NORTH AMERICA	307	35 856	328	37 293	1	72	12	3 664	451	34 522	1 099	111 407
LATIN AMERICA/CARIBBEAN	23	3 263	6	936	46	8 859	83	12 264	30	3 794	188	29 116
AFRICA MIDDLE EAST	35	3 912	2	407	10	1 678	94	18 298	14	1 713	155	26 008
ASIA PACIFIC	39	6 923	44	6 448	12	2 407	261	60 027	90	10 065	446	85 870
Total	674	83 603	709	93 006	744	96 013	583	113 229	1 564	127 921	4 274	513 772

Hotel portfolio by region and brand at June 30, 2011

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	20	4 699	9	2 893	8	1 542	24	5 706	42	13 191	115 (*)	29 628
PULLMAN	14	4 336	12	3 011	-	-	2	538	5	1 355	22	6 786	55	16 026
NOVOTEL	116	15 641	139	26 630	8	2 105	19	3 130	22	4 224	86	20 964	390	72 694
MERCURE	237	22 463	258	34 092	-	-	71	9 119	33	5 276	122	17 611	721	88 561
ADAGIO	26	3 412	7	768	-	-	-	-	-	-	-	-	33	4 180
SUITE NOVOTEL	18	2 071	8	1 131	-	-	-	-	2	292	-	-	28	3 494
CORALIA CLUB	-	-	-	-	-	-	1	385	3	670	-	-	4	1 055
OTHER BRANDS	1	51	13	2 067	-	-	-	-	1	112	13	2 312	28	4 542
UPPER AND MIDSCALE	424	49 571	457	72 398	17	4 998	101	14 714	90	17 635	285	60 864	1 374	220 180
ALL SEASONS	71	5 264	19	1 646	-	-	-	-	-	-	41	4 844	131	11 754
IBIS	380	33 523	326	41 539	-	-	76	11 277	41	6 677	96	17 814	919	110 830
ETAP HOTEL	303	23 302	128	13 437	-	-	-	-	-	-	-	-	431	36 739
HOTEL 1	251	18 767	-	-	-	-	-	-	-	-	-	-	251	18 767
FORMULE 1	-	-	27	1 924	-	-	11	3 125	24	1 696	24	2 348	86	9 093
ECONOMY	1 005	80 856	500	58 546			87	14 402	65	8 373	161	25 006	1 818	187 183
MOTEL 6	-	-	-	-	1 019	99 373	-	-	-	-	-	-	1 019	99 373
STUDIO 6	-	-	-	-	63	7 036	-	-	-	-	-	-	63	7 036
ECONOMY US					1 082	106 409							1 082	106 409
Total	1 429	130 427	957	130 944	1 099	111 407	188	29 116	155	26 008	446	85 870	4 274	513 772

(*) 115 hotels in the MEGA portfolio vs. 120 hotels through TARS reservation system