

Hotel portfolio by operating structure and brand at December 31, 2009

BRAND	Owned		Leased Fixed rents		Leased Variable rents		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	17	2,666	7	1,584	7	1,173	84	22,486	6	1,965	121	29,874
PULLMAN	10	2,693	8	2,228	6	1,160	18	5,356	4	1,032	46	12,469
NOVOTEL	66	11,461	62	11,853	113	18,822	105	23,489	49	6,247	395	71,872
MERCURE	61	7,426	97	15,389	83	12,413	206	29,422	252	20,989	699	85,639
ADAGIO	1	108	6	697	1	133	20	2,800	1	111	29	3,849
SUITEHOTEL	8	1,085	9	1,312	-	-	3	378	6	542	26	3,317
CORALIA CLUB	-	-	-	-	-	-	6	1,627	-	-	6	1,627
AUTRES MARQUES	16	2,863	3	435	-	-	15	2,740	5	461	39	6,499
UPPER AND MIDSCALE	179	28,302	192	33,498	210	33,701	457	88,298	323	31,347	1,361	215,146
ALL SEASONS	3	330	11	822	4	763	10	1,544	47	3,655	75	7,114
IBIS	136	18,650	136	17,341	217	28,984	90	16,280	282	20,912	861	102,167
ETAP HOTEL	65	5,484	58	6,015	77	7,048	7	922	196	14,501	403	33,970
FORMULE 1	98	7,081	29	2,199	167	15,165	10	1,175	47	3,007	351	28,627
ECONOMY	302	31,545	234	26,377	465	51,960	117	19,921	572	42,075	1,690	171,878
MOTEL 6	321	36,494	318	35,408	1	72	-	-	361	27,030	1,001	99,004
STUDIO 6	12	1,363	28	3,757	-	-	-	-	19	1,527	59	6,647
ECONOMY US	333	37,857	346	39,165	1	72	-	-	380	28,557	1,060	105,651
TOTAL	814	97,704	772	99,040	676	85,733	574	108,219	1,275	101,979	4,111	492,675

Hotel portfolio by operating structure and region at December 31, 2009

	Owned		Leased Fixed rents		Leased Variable rents		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	207	20,507	68	7,375	397	43,150	53	6,463	684	50,404	1,409	127,899
REST OF EUROPE	181	25,334	301	43,831	221	31,190	81	12,071	117	12,398	901	124,824
NORTH AMERICA	337	39,042	346	39,165	1	72	12	3,665	380	28,557	1,076	110,501
LATIN AMERICA/CARIBBEAN	19	2,500	7	1,150	41	8,194	94	13,565	19	2,225	180	27,634
AFRICA MIDDLE EAST	32	3,518	2	412	5	953	96	18,064	8	867	143	23,814
ASIA PACIFIC	38	6,803	48	7,107	11	2,174	238	54,391	67	7,528	402	78,003
TOTAL	814	97,704	772	99,040	676	85,733	574	108,219	1,275	101,979	4,111	492,675

Hotel portfolio by region and brand at December 31, 2009

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	13	1,664	21	4,872	9	2,893	9	1,625	24	5,704	45	13,116	121	29,874
PULLMAN	13	3,384	12	2,824	-	-	1	188	5	993	15	5,080	46	12,469
NOVOTEL	124	16,344	140	26,395	7	1,957	19	3,082	20	4,175	85	19,919	395	71,872
MERCURE	251	23,435	232	31,582	-	-	81	10,559	30	4,521	105	15,542	699	85,639
ADAGIO	23	3,201	6	648	-	-	-	-	-	-	-	-	29	3,849
SUITEHOTEL	18	2,094	6	931	-	-	-	-	2	292	-	-	26	3,317
CORALIA CLUB	-	-	-	-	-	-	1	385	5	1,242	-	-	6	1,627
OTHER BRANDS	3	152	19	3,277	-	-	-	-	2	237	15	2,833	39	6,499
UPPER AND MIDSCALE	445	50,274	436	70,529	16	4,850	111	15,839	88	17,164	265	56,490	1,361	215,146
ALL SEASONS	36	2,850	6	409	-	-	-	-	-	-	33	3,855	75	7,114
IBIS	378	33,001	313	39,983	-	-	59	8,890	31	4,982	80	15,311	861	102,167
ETAP HOTEL	288	22,283	115	11,687	-	-	-	-	-	-	-	-	403	33,970
FORMULE 1	262	19,491	31	2,216	-	-	10	2,905	24	1,668	24	2,347	351	28,627
ECONOMY	964	77,625	465	54,295	-	-	69	11,795	55	6,650	137	21,513	1,690	171,878
MOTEL 6	-	-	-	-	1,001	99,004	-	-	-	-	-	-	1 001	99,004
STUDIO 6	-	-	-	-	59	6,647	-	-	-	-	-	-	59	6,647
ECONOMY US	-	-	-	-	1,060	105,651	-	-	-	-	-	-	1,060	105,651
TOTAL	1,409	127,899	901	124,824	1,076	110,501	180	27,634	143	23,814	402	78,003	4,111	492,675