

**Hotel portfolio by operating structure and brand at December 31, 2007**

BRAND	Owned		Leased Fixed rents		Leased Variable rents		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	21	3 056	17	3 596	13	2 245	106	25 863	15	3 435	172	38 195
PULLMAN	3	653	6	1 815	1	100	1	386			11	2 954
NOVOTEL	55	8 264	74	13 318	100	16 504	101	21 689	57	9 459	387	69 234
MERCURE	58	6 217	117	17 399	76	11 549	205	30 211	300	28 451	756	93 827
ADAGIO							14	2 204			14	2 204
CORALIA CLUB	2	548					7	1 837			9	2 385
SUITEHOTEL	6	763	10	1 507			1	86	4	378	21	2 734
AUTRES MARQUES			5	652			19	3 356	6	1 183	30	5 191
<b>UPPER AND MIDSCALE</b>	<b>145</b>	<b>19 501</b>	<b>229</b>	<b>38 287</b>	<b>190</b>	<b>30 398</b>	<b>454</b>	<b>85 632</b>	<b>382</b>	<b>42 906</b>	<b>1 400</b>	<b>216 724</b>
ALL SEASONS	2	191					1	73	3	181	6	445
IBIS	124	15 128	138	17 597	189	24 096	64	10 559	254	19 106	769	86 486
ETAP HOTEL	82	6 744	57	5 573	49	4 312	6	715	175	13 375	369	30 719
FORMULE 1	220	16 404	102	8 014	6	1 775	9	905	34	2 188	371	29 286
<b>ECONOMY</b>	<b>428</b>	<b>38 467</b>	<b>297</b>	<b>31 184</b>	<b>244</b>	<b>30 183</b>	<b>80</b>	<b>12 252</b>	<b>466</b>	<b>34 850</b>	<b>1 515</b>	<b>146 936</b>
MOTEL 6	271	29 763	406	46 079	1	72	1	59	231	16 524	910	92 497
STUDIO 6	8	891	28	3 757					10	893	46	5 541
<b>ECONOMY US</b>	<b>279</b>	<b>30 654</b>	<b>434</b>	<b>49 836</b>	<b>1</b>	<b>72</b>	<b>1</b>	<b>59</b>	<b>241</b>	<b>17 417</b>	<b>956</b>	<b>98 038</b>
<b>TOTAL</b>	<b>852</b>	<b>88 622</b>	<b>960</b>	<b>119 307</b>	<b>435</b>	<b>60 653</b>	<b>535</b>	<b>97 943</b>	<b>1 089</b>	<b>95 173</b>	<b>3 871</b>	<b>461 698</b>

**Hotel portfolio by operating structure and region at December 31, 2007**

	Owned		Leased Fixed rents		Leased Variable rents		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	358	31 309	166	17 750	196	24 912	64	7 826	596	44 290	1 380	126 087
REST OF EUROPE	143	16 886	307	43 913	193	27 075	63	9 273	174	23 099	880	120 246
NORTH AMERICA	283	31 839	434	49 836	1	72	14	4 023	242	17 537	974	103 307
LATIN AMERICA/CARIBBEAN	18	2 351	6	1 006	35	6 820	95	13 816	16	1 826	170	25 819
ASIA PACIFIC	18	2 877	44	6 361	5	950	205	45 883	50	6 683	322	62 754
AFRICA MIDDLE EAST	32	3 360	3	441	5	824	94	17 122	11	1 738	145	23 485
<b>TOTAL</b>	<b>852</b>	<b>88 622</b>	<b>960</b>	<b>119 307</b>	<b>435</b>	<b>60 653</b>	<b>535</b>	<b>97 943</b>	<b>1 089</b>	<b>95 173</b>	<b>3 871</b>	<b>461 698</b>

*Hotel portfolio by region and brand at December 31, 2007*

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	24	3 430	34	7 279	10	3 193	16	2 480	35	7 579	53	14 234	172	38 195
PULLMAN	7	1 941	3	627	0	0	0	0	0	0	1	386	11	2 954
NOVOTEL	123	16 230	138	25 761	8	2 076	17	2 777	22	4 357	79	18 033	387	69 234
MERCURE	263	24 992	276	36 729	0	0	78	10 473	35	5 474	104	16 159	756	93 827
ADAGIO	14	2 204	0	0	0	0	0	0	0	0	0	0	14	2 204
CORALIA CLUB	1	444	0	0	0	0	1	385	7	1 556	0	0	9	2 385
SUITEHOTEL	15	1 803	6	931	0	0	0	0	0	0	0	0	21	2 734
OTHER BRANDS	5	369	3	414	0	0	0	0	1	110	21	4 298	30	5 191
<b>UPPER AND MIDSCALE</b>	<b>452</b>	<b>51 413</b>	<b>460</b>	<b>71 741</b>	<b>18</b>	<b>5 269</b>	<b>112</b>	<b>16 115</b>	<b>100</b>	<b>19 076</b>	<b>258</b>	<b>53 110</b>	<b>1 400</b>	<b>216 724</b>
ALL SEASONS	5	372	0	0	0	0	0	0	0	0	1	73	6	445
IBIS	371	32 430	286	36 193	0	0	51	7 629	21	2 741	40	7 493	769	86 486
ETAP HOTEL	271	21 032	98	9 687	0	0	0	0	0	0	0	0	369	30 719
FORMULE 1	281	20 840	36	2 625	0	0	7	2 075	24	1 668	23	2 078	371	29 286
<b>ECONOMY</b>	<b>928</b>	<b>74 674</b>	<b>420</b>	<b>48 505</b>	<b>0</b>	<b>0</b>	<b>58</b>	<b>9 704</b>	<b>45</b>	<b>4 409</b>	<b>64</b>	<b>9 644</b>	<b>1 515</b>	<b>146 936</b>
MOTEL 6	0	0	0	0	910	92 497	0	0	0	0	0	0	910	92 497
STUDIO 6	0	0	0	0	46	5 541	0	0	0	0	0	0	46	5 541
<b>ECONOMY US</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>956</b>	<b>98 038</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>956</b>	<b>98 038</b>
<b>TOTAL</b>	<b>1 380</b>	<b>126 087</b>	<b>880</b>	<b>120 246</b>	<b>974</b>	<b>103 307</b>	<b>170</b>	<b>25 819</b>	<b>145</b>	<b>23 485</b>	<b>322</b>	<b>62 754</b>	<b>3 871</b>	<b>461 698</b>