

Hotel portfolio by operating structure and brand at December 31, 2008

BRAND	Owned		Leased Fixed rents		Leased Variable rents		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	22	3 267	9	1 947	11	1 902	100	25 291	7	2 114	149	34 521
PULLMAN	9	2 568	6	1 449	6	1 207	6	1 711	3	623	30	7 558
NOVOTEL	68	11 340	66	12 478	109	18 176	108	23 925	42	5 537	393	71 456
MERCURE	66	7 717	96	14 955	84	12 292	207	31 313	237	19 692	690	85 969
ADAGIO	0	0	2	181	0	0	19	2 670	1	111	22	2 962
SUITEHOTEL	8	1 085	9	1 312	0	0	1	86	5	462	23	2 945
CORALIA CLUB	1	444	0	0	0	0	7	1 837	0	0	8	2 281
AUTRES MARQUES	19	3 147	6	813	0	0	17	2 852	6	822	48	7 634
UPPER AND MIDSCALE	193	29 568	194	33 135	210	33 577	465	89 685	301	29 361	1 363	215 326
ALL SEASONS	3	330	10	736	3	661	9	1 001	24	2 139	49	4 867
IBIS	122	16 161	136	17 349	210	27 843	77	13 458	269	19 931	814	94 742
ETAP HOTEL	65	5 463	59	6 008	75	6 761	5	677	184	13 599	388	32 508
FORMULE 1	204	14 983	95	7 504	10	2 991	11	1 228	45	2 891	365	29 597
ECONOMY	394	36 937	300	31 597	298	38 256	102	16 364	522	38 560	1 616	161 714
MOTEL 6	335	38 024	321	35 699	1	72	0	0	294	21 958	951	95 753
STUDIO 6	12	1 363	28	3 757	0	0	0	0	12	1 062	52	6 182
ECONOMY US	347	39 387	349	39 456	1	72	0	0	306	23 020	1 003	101 935
TOTAL	934	105 892	843	104 188	509	71 905	567	106 049	1 129	90 941	3 982	478 975

Hotel portfolio by operating structure and region at December 31, 2008

	Owned		Leased Fixed rents		Leased Variable rents		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	313	28 730	137	12 541	242	31 136	58	7 295	648	47 722	1 398	127 424
REST OF EUROPE	193	25 881	304	44 110	212	29 909	71	10 468	100	10 926	880	121 294
NORTH AMERICA	351	40 572	349	39 456	1	72	13	3 965	306	23 020	1 020	107 085
LATIN AMERICA/CARIBBEAN	18	2 351	7	1 150	40	8 066	94	13 490	18	2 076	177	27 133
AFRICA MIDDLE EAST	31	3 256	2	412	7	1 257	96	17 765	8	847	144	23 537
ASIA PACIFIC	28	5 102	44	6 519	7	1 465	235	53 066	49	6 350	363	72 502
TOTAL	934	105 892	843	104 188	509	71 905	567	106 049	1 129	90 941	3 982	478 975

Hotel portfolio by region and brand at December 31, 2008

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	18	2 418	27	5 958	10	3 193	14	2 183	30	6 447	50	14 322	149	34 521
PULLMAN	11	2 799	9	2 105	0	0	0	0	2	442	8	2 212	30	7 558
NOVOTEL	123	16 234	140	26 304	7	1 957	17	2 747	21	4 236	85	19 978	393	71 456
MERCURE	260	24 134	229	30 509	0	0	81	10 682	35	5 485	85	15 159	690	85 969
ADAGIO	19	2 708	3	254	0	0	0	0	0	0	0	0	22	2 962
SUITEHOTEL	17	2 014	6	931	0	0	0	0	0	0	0	0	23	2 945
CORALIA CLUB	1	444	0	0	0	0	1	385	6	1 452	0	0	8	2 281
OTHER BRANDS	5	369	23	3 722	0	0	0	0	1	274	19	3 269	48	7 634
UPPER AND MIDSCALE	454	51 120	437	69 783	17	5 150	113	15 997	95	18 336	247	54 940	1 363	215 326
ALL SEASONS	18	1 723	2	117	0	0	0	0	0	0	29	3 027	49	4 867
IBIS	377	33 096	296	37 747	0	0	54	8 231	25	3 533	62	12 135	814	94 742
ETAP HOTEL	278	21 385	110	11 123	0	0	0	0	0	0	0	0	388	32 508
FORMULE 1	271	20 100	35	2 524	0	0	10	2 905	24	1 668	25	2 400	365	29 597
ECONOMY	944	76 304	443	51 511	0	0	64	11 136	49	5 201	116	17 562	1 616	161 714
MOTEL 6	0	0	0	0	951	95 753	0	0	0	0	0	0	951	95 753
STUDIO 6	0	0	0	0	52	6 182	0	0	0	0	0	0	52	6 182
ECONOMY US	0	0	0	0	1 003	101 935	0	0	0	0	0	0	1 003	101 935
TOTAL	1 398	127 424	880	121 294	1 020	107 085	177	27 133	144	23 537	363	72 502	3 982	478 975