

**Hotel portfolio by operating structure and brand at June 30, 2007**

| BRAND                     | Owned      |               | Leased<br>Fixed rents |                | Leased<br>Variable rents |               | Managed    |               | Franchised   |                | Total        |                |
|---------------------------|------------|---------------|-----------------------|----------------|--------------------------|---------------|------------|---------------|--------------|----------------|--------------|----------------|
|                           | Hotels     | Rooms         | Hotels                | Rooms          | Hotels                   | Rooms         | Hotels     | Rooms         | Hotels       | Rooms          | Hotels       | Rooms          |
| SOFITEL                   | 28         | 4,268         | 23                    | 5,381          | 15                       | 2,463         | 101        | 24,385        | 15           | 3,417          | 182          | 39,914         |
| NOVOTEL                   | 58         | 8,465         | 76                    | 13,603         | 99                       | 16,296        | 96         | 20,764        | 56           | 9,341          | 385          | 68,469         |
| MERCURE                   | 65         | 6,866         | 120                   | 17,802         | 76                       | 11,509        | 197        | 28,399        | 292          | 27,817         | 750          | 92,393         |
| CORALIA CLUB              | 2          | 548           | -                     | -              | -                        | -             | 7          | 1 837         | -            | -              | 9            | 2 385          |
| SUITEHOTEL                | 6          | 763           | 10                    | 1,507          | -                        | -             | 1          | 86            | 4            | 378            | 21           | 2,734          |
| OTHER BRANDS              | -          | -             | 4                     | 601            | -                        | -             | 18         | 2,901         | 5            | 917            | 27           | 4,419          |
| <b>UPPER AND MIDSCALE</b> | <b>159</b> | <b>20,910</b> | <b>233</b>            | <b>38,894</b>  | <b>190</b>               | <b>30,268</b> | <b>420</b> | <b>78,372</b> | <b>372</b>   | <b>41,870</b>  | <b>1,374</b> | <b>210,314</b> |
| IBIS                      | 121        | 14,493        | 140                   | 17,854         | 186                      | 23,644        | 61         | 9,843         | 253          | 18,884         | 761          | 84,718         |
| ETAP HOTEL                | 86         | 7,057         | 56                    | 5,350          | 48                       | 4,229         | 7          | 770           | 169          | 12,969         | 366          | 30,375         |
| FORMULE 1                 | 225        | 16,719        | 106                   | 8,283          | 6                        | 1,775         | 9          | 907           | 27           | 1,750          | 373          | 29,434         |
| <b>ECONOMY</b>            | <b>432</b> | <b>38,269</b> | <b>302</b>            | <b>31,487</b>  | <b>240</b>               | <b>29,648</b> | <b>77</b>  | <b>11,520</b> | <b>449</b>   | <b>33,603</b>  | <b>1,500</b> | <b>144,527</b> |
| RED ROOF INN              | 88         | 10,814        | 141                   | 16,037         | -                        | -             | -          | -             | 110          | 9,657          | 339          | 36,508         |
| MOTEL 6                   | 225        | 24,605        | 447                   | 50,616         | 1                        | 72            | 1          | 59            | 212          | 15,062         | 886          | 90,414         |
| STUDIO 6                  | 8          | 891           | 28                    | 3,757          | -                        | -             | -          | -             | 8            | 738            | 44           | 5,386          |
| <b>ECONOMY US</b>         | <b>321</b> | <b>36,310</b> | <b>616</b>            | <b>70,410</b>  | <b>1</b>                 | <b>72</b>     | <b>1</b>   | <b>59</b>     | <b>330</b>   | <b>25,457</b>  | <b>1,269</b> | <b>132,308</b> |
| <b>TOTAL</b>              | <b>912</b> | <b>95,489</b> | <b>1,151</b>          | <b>140,791</b> | <b>431</b>               | <b>59,988</b> | <b>498</b> | <b>89,951</b> | <b>1,151</b> | <b>100,930</b> | <b>4,143</b> | <b>487,149</b> |

**Hotel portfolio by operating structure and region at June 30, 2007**

|                         | Owned      |               | Leased<br>Fixed rents |                | Leased<br>Variable rents |               | Managed    |               | Franchised   |                | Total        |                |
|-------------------------|------------|---------------|-----------------------|----------------|--------------------------|---------------|------------|---------------|--------------|----------------|--------------|----------------|
|                         | Hotels     | Rooms         | Hotels                | Rooms          | Hotels                   | Rooms         | Hotels     | Rooms         | Hotels       | Rooms          | Hotels       | Rooms          |
| FRANCE                  | 369        | 32,063        | 172                   | 18,296         | 195                      | 24,789        | 51         | 5,428         | 574          | 42,736         | 1,361        | 123,312        |
| REST OF EUROPE          | 149        | 17,445        | 310                   | 44,324         | 190                      | 26,533        | 63         | 9,426         | 176          | 23,249         | 888          | 120,977        |
| NORTH AMERICA           | 325        | 37,495        | 616                   | 70,410         | 1                        | 72            | 14         | 4,023         | 331          | 25,577         | 1,287        | 137,577        |
| LATIN AMERICA/CARIBBEAN | 21         | 2,774         | 6                     | 1,006          | 35                       | 6,820         | 89         | 12,823        | 15           | 1,532          | 166          | 24,955         |
| ASIA PACIFIC            | 15         | 2,186         | 44                    | 6,361          | 5                        | 950           | 190        | 42,069        | 44           | 6,098          | 298          | 57,664         |
| AFRICA/MIDDLE EAST      | 33         | 3,526         | 3                     | 394            | 5                        | 824           | 91         | 16,182        | 11           | 1,738          | 143          | 22,664         |
| <b>TOTAL</b>            | <b>912</b> | <b>95,489</b> | <b>1,151</b>          | <b>140,791</b> | <b>431</b>               | <b>59,988</b> | <b>498</b> | <b>89,951</b> | <b>1,151</b> | <b>100,930</b> | <b>4,143</b> | <b>487,149</b> |

*Hotel portfolio by region and brand at June 30, 2007*

| BRAND                     | FRANCE       |                | REST OF EUROPE |                | NORTH AMERICA |                | LATIN AMERICA<br>CARIBBEAN |               | AFRICA<br>MIDDLE EAST |               | ASIA PACIFIC |               | TOTAL        |                |
|---------------------------|--------------|----------------|----------------|----------------|---------------|----------------|----------------------------|---------------|-----------------------|---------------|--------------|---------------|--------------|----------------|
|                           | Hotels       | Rooms          | Hotels         | Rooms          | Hotels        | Rooms          | Hotels                     | Rooms         | Hotels                | Rooms         | Hotels       | Rooms         | Hotels       | Rooms          |
| SOFITEL                   | 31           | 5,254          | 41             | 8,429          | 10            | 3,193          | 17                         | 2,658         | 34                    | 7,317         | 49           | 13,063        | 182          | 39,914         |
| NOVOTEL                   | 123          | 16,090         | 140            | 25,857         | 8             | 2,076          | 17                         | 2,777         | 21                    | 4,076         | 76           | 17,593        | 385          | 68,469         |
| MERCURE                   | 264          | 25,143         | 281            | 37,358         | -             | -              | 75                         | 9,862         | 35                    | 5,297         | 95           | 14,733        | 750          | 92,393         |
| CORALIA CLUB              | 1            | 444            | -              | -              | -             | -              | 1                          | 385           | 7                     | 1,556         | -            | -             | 9            | 2,385          |
| SUITEHOTEL                | 15           | 1,803          | 6              | 931            | -             | -              | -                          | -             | -                     | -             | -            | -             | 21           | 2,734          |
| OTHER BRANDS              | 4            | 318            | 3              | 414            | -             | -              | -                          | -             | 1                     | 110           | 19           | 3,577         | 27           | 4,419          |
| <b>UPPER AND MIDSACLE</b> | <b>438</b>   | <b>49,052</b>  | <b>471</b>     | <b>72,989</b>  | <b>18</b>     | <b>5,269</b>   | <b>110</b>                 | <b>15,682</b> | <b>98</b>             | <b>18,356</b> | <b>239</b>   | <b>48,966</b> | <b>1,374</b> | <b>210,314</b> |
| IBIS                      | 370          | 32,296         | 285            | 35,966         | -             | -              | 49                         | 7,198         | 21                    | 2,640         | 36           | 6,618         | 761          | 84,718         |
| ETAP HOTEL                | 271          | 21,041         | 95             | 9,334          | -             | -              | -                          | -             | -                     | -             | -            | -             | 366          | 30,375         |
| FORMULE 1                 | 282          | 20,923         | 37             | 2,688          | -             | -              | 7                          | 2,075         | 24                    | 1,668         | 23           | 2,080         | 373          | 29,434         |
| <b>ECONOMY</b>            | <b>923</b>   | <b>74,260</b>  | <b>417</b>     | <b>47,988</b>  | <b>-</b>      | <b>-</b>       | <b>56</b>                  | <b>9,273</b>  | <b>45</b>             | <b>4,308</b>  | <b>59</b>    | <b>8,698</b>  | <b>1,500</b> | <b>144,527</b> |
| RED ROOF INN              | -            | -              | -              | -              | 339           | 36,508         | -                          | -             | -                     | -             | -            | -             | 339          | 36,508         |
| MOTEL 6                   | -            | -              | -              | -              | 886           | 90,414         | -                          | -             | -                     | -             | -            | -             | 886          | 90,414         |
| STUDIO 6                  | -            | -              | -              | -              | 44            | 5,386          | -                          | -             | -                     | -             | -            | -             | 44           | 5,386          |
| <b>ECONOMY US</b>         | <b>-</b>     | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>1,269</b>  | <b>132,308</b> | <b>-</b>                   | <b>-</b>      | <b>-</b>              | <b>-</b>      | <b>-</b>     | <b>-</b>      | <b>1,269</b> | <b>132,308</b> |
| <b>TOTAL</b>              | <b>1,361</b> | <b>123,312</b> | <b>888</b>     | <b>120,977</b> | <b>1,287</b>  | <b>137,577</b> | <b>166</b>                 | <b>24,955</b> | <b>143</b>            | <b>22,664</b> | <b>298</b>   | <b>57,664</b> | <b>4,143</b> | <b>487,149</b> |