

Hotel portfolio by operating structure and brand at June 30, 2012

BRAND	Owned		Fixed leases		Variable leases		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFITEL	16	2 464	4	1 199	7	1 173	80	21 378	4	1 265	111(*)	27 479
PULLMAN	5	1 005	9	2 540	8	2 495	36	11 614	10	2 759	68	20 413
NOVOTEL	46	8 625	52	10 320	123	20 640	116	27 410	59	7 525	396	74 520
MERCURE	44	5 630	81	13 129	87	12 841	212	32 051	361	33 315	785	96 966
ADAGIO	2	207	7	817	1	133	24	3 077	1	111	35	4 345
SUITE NOVOTEL	1	174	8	1 239	9	1 129	4	488	7	592	29	3 622
CORALIA CLUB	-	-	-	-	-	-	3	729	-	-	3	729
OTHER BRANDS	8	1 435	3	261	1	321	50	6 652	3	348	65	9 017
UPPER AND MIDSCALE	122	19 540	164	29 505	236	38 732	525	103 399	445	45 915	1 492	237 091
IBIS	115	16 762	120	16 040	242	33 753	120	22 027	360	28 589	957	117 171
ALL SEASONS / IBIS STYLES	4	430	13	1 083	5	911	15	2 356	129	9 634	166	14 414
ADAGIO ACCESS	-	-	-	-	-	-	53	5 374	-	-	53	5 374
ETAP HOTEL / IBIS BUDGET	31	3 061	63	6 983	105	9 832	11	1 466	237	17 280	447	38 622
FORMULE 1	13	1 193	13	1 068	9	2 562	11	1 300	35	2 743	81	8 866
HOTELF1	24	1 710	-	-	158	12 572	-	-	58	3 773	240	18 055
ECONOMY	187	23 156	209	25 174	519	59 630	210	32 523	819	62 019	1 944	202 502
Total	309	42 696	373	54 679	755	98 362	735	135 922	1 264	107 934	3 436	439 593

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

Hotel portfolio by operating structure and region at June 30, 2012

Country	Owned		Fixed leases		Variable leases		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	86	8 661	46	5 572	426	48 274	105	12 348	839	62 184	1 502	137 039
REST OF EUROPE	144	20 656	273	41 051	257	36 259	88	13 234	256	26 519	1 018	137 719
NORTH AMERICA	3	705	-	-	-	-	13	4 144	1	149	17	4 998
LATIN AMERICA/CARIBBEAN	26	3 749	6	936	48	9 226	90	13 464	31	3 882	201	31 257
AFRICA MIDDLE EAST	16	2 719	2	407	10	1 678	101	20 025	35	3 371	164	28 200
ASIA PACIFIC	34	6 206	46	6 713	14	2 925	338	72 707	102	11 829	534	100 380
Total	309	42 696	373	54 679	755	98 362	735	135 922	1 264	107 934	3 436	439 593

Hotel portfolio by region and brand at June 30, 2012

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	1 593	19	4 601	9	2 893	7	1 327	23	5 349	41	11 716	111(*)	27 479
PULLMAN	13	3 719	13	3 340	-	-	2	538	8	2 877	32	9 939	68	20 413
NOVOTEL	117	15 835	136	26 213	8	2 105	18	3 027	24	4 544	93	22 796	396	74 520
MERCURE	241	22 911	295	37 952	-	-	76	10 049	34	5 462	139	20 592	785	96 966
ADAGIO	28	3 577	7	768	-	-	-	-	-	-	-	-	35	4 345
SUITE NOVOTEL	19	2 199	8	1 131	-	-	-	-	2	292	-	-	29	3 622
CORALIA CLUB	-	-	-	-	-	-	1	385	2	344	-	-	3	729
OTHER BRANDS	1	51	10	1 568	-	-	-	-	1	112	53	7 286	65	9 017
UPPER AND MIDSACLE	431	49 885	488	75 573	17	4 998	104	15 326	94	18 980	358	72 329	1 492	237 091
IBIS	379	33 370	339	43 248	-	-	85	12 718	44	7 167	110	20 668	957	117 171
ALL SEASONS / IBIS STYLES	93	6 757	31	2 677	-	-	-	-	-	-	42	4 980	166	14 414
ADAGIO ACCESS	52	5 278	1	96	-	-	-	-	-	-	-	-	53	5 374
ETAP HOTEL / IBIS BUDGET	307	23 694	136	14 451	-	-	-	-	3	363	1	114	447	38 622
FORMULE 1	-	-	23	1 674	-	-	12	3 213	23	1 690	23	2 289	81	8 866
HOTELF1	240	18 055	-	-	-	-	-	-	-	-	-	-	240	18 055
ECONOMY	1 071	87 154	530	62 146			97	15 931	70	9 220	176	28 051	1 944	202 502
Total	1 502	137 039	1 018	137 719	17	4 998	201	31 257	164	28 200	534	100 380	3 436	439 593

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