

Hotel portfolio per property types and brands as of December 31, 2012

BRAND	Owned		Fixed leased		Variable leased		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
SOFTEL	14	2 113	4	1 199	7	1 173	81	21 481	4	1 265	110(*)	27 231
PULLMAN	6	1 214	9	2 392	8	2 611	45	13 776	10	2 759	78	22 752
NOVOTEL	44	8 201	46	9 117	123	20 644	124	28 982	58	7 558	395	74 502
MERCURE	40	5 188	77	12 479	88	13 162	219	34 115	380	34 909	804	99 853
ADAGIO	2	207	7	817	1	133	25	3 131	1	111	36	4 399
SUITE NOVOTEL	1	174	8	1 238	9	1 129	4	488	7	592	29	3 621
CORALIA CLUB	-	-	-	-	-	-	1	192	-	-	1	192
OTHER BRANDS	10	2 146	1	51	3	431	44	6 142	5	457	63	9 227
LUXURY, UPSCALE, AND MIDSCALE	117	19 243	152	27 293	239	39 283	543	108 307	465	47 651	1 516	241 777
IBIS	114	16 584	113	15 205	247	34 861	128	23 717	381	30 637	983	121 004
IBIS STYLES	4	426	12	1 016	5	911	17	2 758	154	11 427	192	16 538
ADAGIO ACCESS	-	-	-	-	-	-	51	5 138	-	-	51	5 138
IBIS BUDGET	32	3 434	77	8 205	112	12 216	25	3 096	246	18 003	492	44 954
FORMULE 1	11	805	1	79	-	-	-	-	30	2 155	42	3 039
HOTELF1	23	1 647	-	-	158	12 572	-	-	59	3 818	240	18 037
ECONOMY	184	22 896	203	24 505	522	60 560	221	34 709	870	66 040	2 000	208 710
Total	301	42 139	355	51 798	761	99 843	764	143 016	1 335	113 691	3 516	450 487

(*) 110 establishments are included in Mega Portfolio, though 121 are available in TARS booking system.

Hotel portfolio per property types and areas as of December 31, 2012

Area	Owned		Fixed leased		Variable leased		Managed		Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
FRANCE	76	7 824	43	4 965	420	47 856	105	12 686	871	64 236	1 515	137 567
REST OF EUROPE	144	20 907	260	39 136	261	36 834	95	13 916	278	28 650	1 038	139 443
NORTH AMERICA	3	705	-	-	-	-	13	4 144	1	149	17	4 998
LATIN AMERICA/CARIBBEAN	29	4 522	2	288	56	10 489	102	15 495	37	4 536	226	35 330
AFRICA MIDDLE EAST	18	3 034	2	407	10	1 634	102	20 210	34	3 070	166	28 355
ASIA PACIFIC	31	5 147	48	7 002	14	3 030	347	76 565	114	13 050	554	104 794
Total	301	42 139	355	51 798	761	99 843	764	143 016	1 335	113 691	3 516	450 487

Hotel portfolio per regions and brands as of December 31, 2012

BRAND	FRANCE		EUROPE Excl France		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
SOITEL	12	1 593	19	4 601	9	2 893	7	1 327	24	5 522	39	11 295	110(*)	27 231
PULLMAN	13	3 723	14	3 652	-	-	2	538	8	2 881	41	11 958	78	22 752
NOVOTEL	114	15 520	134	25 665	8	2 105	18	3 027	25	4 760	96	23 425	395	74 502
MERCURE	244	23 068	303	38 694	-	-	77	10 373	31	4 786	149	22 932	804	99 853
ADAGIO	28	3 529	8	870	-	-	-	-	-	-	-	-	36	4 399
SUITE NOVOTEL	19	2 199	8	1 130	-	-	-	-	2	292	-	-	29	3 621
CORALIA CLUB	-	-	-	-	-	-	1	192	-	-	-	-	1	192
OTHER BRANDS	1	51	7	1 314	-	-	13	2 570	2	263	40	5 029	63	9 227
LUXURY, UPSCALE, AND MIDSSCALE	431	49 683	493	75 926	17	4 998	118	18 027	92	18 504	365	74 639	1 516	241 777
IBIS	378	33 361	340	43 388	-	-	96	14 090	47	7 659	122	22 506	983	121 004
IBIS STYLES	106	7 634	43	3 651	-	-	-	-	1	139	42	5 114	192	16 538
ADAGIO ACCESS	49	4 933	2	205	-	-	-	-	-	-	-	-	51	5 138
IBIS BUDGET	311	23 919	141	14 924	-	-	12	3 213	3	363	25	2 535	492	44 954
FORMULE 1	-	-	19	1 349	-	-	-	-	23	1 690	-	-	42	3 039
HOTELF1	240	18 037	-	-	-	-	-	-	-	-	-	-	240	18 037
ECONOMY	1 084	87 884	545	63 517			108	17 303	74	9 851	189	30 155	2 000	208 710
Total	1 515	137 567	1 038	139 443	17	4 998	226	35 330	166	28 355	554	104 794	3 516	450 487

(*) 110 establishments are included in Mega Portfolio, though 121 are available in TARS booking system.