

RevPAR excl. VAT by segment (worldwide) and country - first-half 2012

HOTELS: RevPAR by segment

| H1 | Occupancy Rate | | | Average Room Rate | | | RevPAR | | | Subsidiaries & Managed (reported) |
|-----------------------------|----------------|-----------------------|----------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|-----------------------------------|
| | Subsidiaries | | | Subsidiaries | | | Subsidiaries | | | |
| | (in %) | (chg in pts reported) | (chg in pts L/L (1)) | (chg in % reported) | (chg in % L/L (1)) | (chg in % reported) | (chg in % L/L (1)) | (chg in % reported) | (chg in % L/L (1)) | |
| Upscale and Midscale (in €) | 63.0% | -0.4 | -0.5 | 101 | +3.6% | +3.0% | 63 | +2.9% | +2.2% | +6.8% |
| Economy (in €) | 67.9% | -0.9 | -1.0 | 56 | +5.8% | +4.3% | 38 | +4.4% | +2.9% | +5.1% |

(1) at comparable scope of consolidations and exchange rates.

UPSCALE AND MIDSCALE HOTELS

| (in local currency) | Nb of rooms | Occupancy Rate | | | Average Room Rate | | | RevPAR | | | Subsidiaries & Managed (reported) |
|---------------------|-------------|----------------|-----------------------|----------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|-----------------------------------|
| | | Subsidiaries | | | Subsidiaries | | | Subsidiaries | | | |
| | | (in %) | (chg in pts reported) | (chg in pts L/L (1)) | (chg in % reported) | (chg in % L/L (1)) | (chg in % reported) | (chg in % L/L (1)) | (chg in % reported) | (chg in % L/L (1)) | |
| France | 26,098 | 62.4% | -2.7 | -2.4 | 120 | +2.6% | +2.5% | 75 | -1.7% | -1.3% | +0.1% |
| Germany | 18,205 | 65.0% | +0.4 | +0.6 | 89 | +4.5% | +3.8% | 58 | +5.2% | +4.7% | +5.1% |
| Netherlands | 3,536 | 67.0% | -0.9 | -0.9 | 92 | +0.3% | +0.3% | 61 | -1.0% | -1.0% | -0.7% |
| Belgium | 1,676 | 69.8% | +1.6 | +1.4 | 103 | -2.3% | -2.2% | 72 | -0.1% | -0.2% | +0.9% |
| Spain | 2,584 | 54.9% | -0.6 | -1.7 | 74 | -2.3% | -2.7% | 41 | -3.3% | -5.9% | -0.4% |
| Italy | 3,772 | 56.1% | -2.9 | -3.0 | 90 | +1.1% | +0.9% | 50 | -3.9% | -4.3% | -3.3% |
| UK (in £) | 5,541 | 76.4% | -0.8 | -0.8 | 81 | -0.1% | -0.1% | 62 | -1.2% | -1.2% | -0.6% |

(1) at comparable scope of consolidations and exchange rates.

ECONOMY HOTELS

| (in local currency) | Nb of rooms | Occupancy Rate | | | Average Room Rate | | | RevPAR | | | Subsidiaries & Managed (reported) |
|---------------------|-------------|----------------|-----------------------|----------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|-----------------------------------|
| | | Subsidiaries | | | Subsidiaries | | | Subsidiaries | | | |
| | | (in %) | (chg in pts reported) | (chg in pts L/L (1)) | (chg in % reported) | (chg in % L/L (1)) | (chg in % reported) | (chg in % L/L (1)) | (chg in % reported) | (chg in % L/L (1)) | |
| France | 36,643 | 69.1% | -2.2 | -2.9 | 55 | +3.6% | +2.9% | 38 | +0.5% | -1.3% | -0.1% |
| Germany | 15,449 | 68.2% | -0.3 | -0.2 | 57 | +3.3% | +3.8% | 39 | +2.9% | +3.4% | +2.2% |
| Netherlands | 2,289 | 71.6% | -1.5 | -2.3 | 75 | +3.5% | +2.0% | 54 | +1.4% | -1.3% | +1.4% |
| Belgium | 2,744 | 72.6% | +2.8 | +2.8 | 65 | -2.5% | -2.3% | 47 | +1.5% | +1.5% | +1.0% |
| Spain | 4,935 | 51.0% | -3.9 | -4.6 | 49 | +1.1% | +0.1% | 25 | -6.2% | -8.4% | -6.8% |
| Italy | 1,740 | 66.3% | -4.9 | -2.2 | 58 | +0.4% | +2.1% | 38 | -6.5% | -1.1% | -6.5% |
| UK (in £) | 9,358 | 76.1% | +1.8 | +1.8 | 46 | +0.9% | +0.7% | 35 | +3.4% | +3.1% | +3.8% |

(1) at comparable scope of consolidations and exchange rates.