

RevPAR excl. VAT by segment (worldwide) and country – full year 2012

	Occupancy Rate			Average room rate			RevPAR			Subsidiaries & managed (reported)
	Subsidiaries			Subsidiaries			Subsidiaries		Subsidiaries (like-for-like(1))	
	(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))			

Upscale and Midscale (in €)	65.5%	-0.2	-0.4	100	+3.5%	+2.4%	66	+3.2%	+1.8%	+7.8%
Economy (in €)	69.3%	-1.3	-1.4	56	+5.3%	+3.6%	39	+3.3%	+1.5%	+3.7%

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

UPSCALE AND MIDSACLE HOTELS		Nb of rooms	Occupancy Rate			Average room rate			RevPAR			Subsidiaries & managed (reported)
			Subsidiaries			Subsidiaries			Subsidiaries		Subsidiaries (like-for-like(1))	
(in local currency)			(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))			
France		25,020	64.5%	-2.4	-2.3	120	+2.6%	+2.6%	77	-1.0%	-0.9%	+0.4%
Germany		17,240	66.8%	-0.1	-0.1	89	+5.5%	+5.0%	60	+5.3%	+4.8%	+5.2%
Netherlands		3,536	67.9%	-1.6	-1.6	89	-0.7%	-0.8%	60	-3.0%	-3.1%	-2.5%
Belgium		1,676	73.5%	+2.8	+2.7	98	-3.3%	-3.1%	72	+0.6%	+0.5%	+1.1%
Spain		2,283	57.7%	-0.4	-1.6	72	-2.8%	-3.3%	42	-3.4%	-6.1%	-0.8%
Italy		3,772	59.9%	-1.6	-2.1	91	+0.3%	+0.2%	54	-2.4%	-3.2%	-1.8%
UK (in £)		5,724	78.4%	-1.4	-1.3	84	+3.0%	+2.7%	66	+1.2%	+0.9%	+2.3%

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

ECONOMY HOTELS		Nb of rooms	Occupancy Rate			Average room rate			RevPAR			Subsidiaries & managed (reported)
			Subsidiaries			Subsidiaries			Subsidiaries		Subsidiaries (like-for-like(1))	
(in local currency)			(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))			
France		36,026	69.7%	-2.3	-2.8	55	+3.1%	+2.5%	38	-0.2%	-1.6%	+0.1%
Germany		15,463	70.5%	-0.7	-0.7	57	+3.5%	+3.8%	40	+2.4%	+2.9%	+2.1%
Netherlands		2,289	72.8%	-1.1	-1.9	73	-0.8%	-2.3%	53	-2.3%	-4.9%	-2.3%
Belgium		2,744	75.6%	+1.8	+1.6	63	-3.2%	-2.4%	48	-0.8%	-0.3%	-0.8%
Spain		4,756	51.7%	-5.6	-6.2	48	-0.8%	-1.7%	25	-10.5%	-12.4%	-10.5%
Italy		1,740	67.5%	-1.8	-0.2	55	-3.8%	-2.6%	37	-6.4%	-2.9%	-6.7%
UK (in £)		9,938	77.6%	+0.2	+0.2	48	+3.9%	+2.8%	37	+4.2%	+3.2%	+4.7%

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