

# 2013 RevPAR within the new organization

SOFITEL  
LUXURY HOTELS

PULLMAN



GRAND MERCURE

NOVOTEL

Suite NOVOTEL



Mercure

adagio

ibis

ibis  
STYLES

ibis  
budget

hotelF1

# 2013 RevPAR (1/2)



2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Luxury & Upscale	64.5	-0.8	243	+7.7	157	+6.4	64.9	+5.5	163	-1.9	106	+6.5	64.8	+4.1	187	+0.0	121	+6.5
Midscale	69.9	+1.9	110	-3.6	77	-1.0	67.1	+1.2	109	-0.6	73	+1.3	67.6	+1.4	109	-1.2	74	+0.8
Economy	71.1	+2.9	60	-0.2	42	+4.1	70.2	+0.1	55	+0.1	39	+0.3	70.3	+0.5	56	+0.1	39	+0.8
<b>France</b>	<b>69.8</b>	<b>+2.1</b>	<b>102</b>	<b>-1.3</b>	<b>71</b>	<b>+1.8</b>	<b>68.8</b>	<b>+0.8</b>	<b>79</b>	<b>+0.3</b>	<b>55</b>	<b>+1.5</b>	<b>69.0</b>	<b>+1.0</b>	<b>83</b>	<b>+0.0</b>	<b>57</b>	<b>+1.5</b>
Luxury & Upscale	60.2	+3.0	175	-1.6	105	+3.5	70.9	+1.2	125	+1.3	88	+3.1	67.7	+1.6	138	+0.9	93	+3.4
Midscale	69.5	+2.4	93	+2.1	65	+5.6	69.1	+1.7	81	-0.6	56	+1.9	69.1	+1.8	83	-0.1	58	+2.5
Economy	71.5	+3.7	70	-1.0	50	+4.8	73.3	+1.6	59	+1.1	43	+3.4	73.1	+1.8	60	+1.0	44	+3.5
<b>NCEE</b>	<b>68.6</b>	<b>+2.9</b>	<b>96</b>	<b>+0.8</b>	<b>66</b>	<b>+5.3</b>	<b>71.0</b>	<b>+1.6</b>	<b>72</b>	<b>+0.2</b>	<b>51</b>	<b>+2.6</b>	<b>70.7</b>	<b>+1.8</b>	<b>76</b>	<b>+0.4</b>	<b>53</b>	<b>+3.0</b>
Luxury & Upscale	60.5	+4.2	145	+5.0	88	+12.7	59.6	-0.0	130	+2.4	78	+2.4	60.4	+3.4	142	+4.5	86	+10.6
Midscale	60.2	-1.4	83	+8.9	50	+6.6	62.2	+2.1	70	-0.9	44	+2.6	61.3	+0.5	76	+3.6	47	+4.6
Economy	71.1	+3.8	57	+6.0	40	+12.1	61.8	+3.3	51	-1.8	32	+3.8	65.1	+3.5	53	+1.2	35	+7.1
<b>MMEA</b>	<b>63.2</b>	<b>+2.3</b>	<b>97</b>	<b>+6.2</b>	<b>61</b>	<b>+10.3</b>	<b>61.8</b>	<b>+2.5</b>	<b>65</b>	<b>-1.2</b>	<b>40</b>	<b>+3.0</b>	<b>62.5</b>	<b>+2.4</b>	<b>81</b>	<b>+2.9</b>	<b>51</b>	<b>+7.0</b>

# 2013 RevPAR (2/2)



2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	pts	€	%	€	%	%	pts	€	%	€	%	%	pts	€	%	€	%
Luxury & Upscale	64.5	+3.4	96	-0.6	62	+4.9	73.6	+1.5	170	+3.2	125	+5.8	64.6	+3.3	97	-0.5	63	+4.8
Midscale	72.9	+3.1	75	-0.0	55	+4.4	80.8	+1.6	122	+0.0	99	+2.1	73.5	+2.9	80	-0.2	58	+3.9
Economy	73.1	+3.5	52	-2.4	38	+2.6	63.9	-2.3	46	-1.7	29	-5.2	69.3	+0.8	50	-1.9	35	-0.7
<b>AsPac</b>	<b>69.8</b>	<b>+3.3</b>	<b>80</b>	<b>-0.3</b>	<b>56</b>	<b>+4.6</b>	<b>67.8</b>	<b>-1.3</b>	<b>70</b>	<b>+0.8</b>	<b>48</b>	<b>-1.1</b>	<b>69.5</b>	<b>+2.5</b>	<b>78</b>	<b>-0.1</b>	<b>55</b>	<b>+3.7</b>
Luxury & Upscale	72.1	+0.4	173	+5.7	125	+6.3	68.1	+1.1	224	+11.6	153	+13.4	71.4	+0.5	182	+7.0	130	+7.7
Midscale	68.6	+0.2	104	+8.6	71	+9.0	62.1	-1.1	86	+4.7	54	+2.8	66.9	-0.1	100	+7.8	67	+7.6
Economy	74.3	+3.1	63	+10.0	47	+14.7	72.5	+0.8	54	+3.3	39	+4.5	73.0	+1.3	57	+5.0	41	+6.9
<b>Americas</b>	<b>69.7</b>	<b>+0.5</b>	<b>109</b>	<b>+7.7</b>	<b>76</b>	<b>+8.5</b>	<b>69.6</b>	<b>+0.4</b>	<b>72</b>	<b>+7.6</b>	<b>50</b>	<b>+9.3</b>	<b>69.7</b>	<b>+0.5</b>	<b>92</b>	<b>+10.5</b>	<b>64</b>	<b>+12.3</b>

<b>Luxury &amp; Upscale</b>	<b>64.3</b>	<b>+3.2</b>	<b>120</b>	<b>+1.1</b>	<b>77</b>	<b>+6.3</b>	<b>67.2</b>	<b>+2.4</b>	<b>146</b>	<b>+1.8</b>	<b>98</b>	<b>+5.5</b>	<b>64.9</b>	<b>+3.0</b>	<b>126</b>	<b>+1.3</b>	<b>82</b>	<b>+6.1</b>
<b>Midscale</b>	<b>70.0</b>	<b>+1.9</b>	<b>86</b>	<b>+2.2</b>	<b>60</b>	<b>+5.1</b>	<b>67.8</b>	<b>+1.4</b>	<b>91</b>	<b>-0.4</b>	<b>61</b>	<b>+1.8</b>	<b>68.9</b>	<b>+1.7</b>	<b>88</b>	<b>+0.7</b>	<b>61</b>	<b>+3.2</b>
<b>Economy</b>	<b>72.4</b>	<b>+3.4</b>	<b>58</b>	<b>+1.1</b>	<b>42</b>	<b>+6.2</b>	<b>70.1</b>	<b>+0.8</b>	<b>55</b>	<b>+0.6</b>	<b>39</b>	<b>+1.9</b>	<b>70.7</b>	<b>+1.4</b>	<b>56</b>	<b>+0.8</b>	<b>40</b>	<b>+2.8</b>
<b>Total</b>	<b>68.7</b>	<b>+2.6</b>	<b>89</b>	<b>+1.8</b>	<b>61</b>	<b>+5.8</b>	<b>69.0</b>	<b>+1.2</b>	<b>74</b>	<b>+0.5</b>	<b>51</b>	<b>+2.5</b>	<b>68.9</b>	<b>+1.8</b>	<b>80</b>	<b>+1.3</b>	<b>55</b>	<b>+4.2</b>

# Quarterly 2013 RevPAR within the new organization

SOFITEL  
LUXURY HOTELS

PULLMAN



GRAND MERCURE

NOVOTEL

Suite NOVOTEL



Mercure

adagio

ibis

ibis  
STYLES

ibis  
budget

hotelF1

# Q1 2013 RevPAR (1/2)



Q1 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Luxury & Upscale	51.0	-9.2	204	+8.2	104	-6.7	53.0	+0.4	161	-0.3	85	+0.5	52.4	-1.4	172	+1.0	90	-1.6
Midscale	59.1	+0.8	104	-2.1	62	-0.8	57.0	+0.7	108	-1.6	61	-0.4	57.4	+0.7	107	-1.7	61	-0.5
Economy	62.3	+2.6	58	+0.5	36	+4.9	62.0	-2.0	54	-1.3	33	-4.4	62.0	-1.4	54	-1.0	34	-3.2
<b>France</b>	<b>59.6</b>	<b>+0.9</b>	<b>92</b>	<b>-2.1</b>	<b>55</b>	<b>-0.5</b>	<b>59.7</b>	<b>-0.9</b>	<b>77</b>	<b>-0.5</b>	<b>46</b>	<b>-2.0</b>	<b>59.7</b>	<b>-0.6</b>	<b>80</b>	<b>-0.7</b>	<b>48</b>	<b>-1.8</b>
Luxury & Upscale	51.3	+1.7	168	-4.6	86	-1.4	61.6	+0.4	116	-1.9	72	-1.3	59.0	+0.6	128	-2.1	75	-1.1
Midscale	61.2	+2.9	92	-2.4	56	+2.3	57.8	-0.0	81	-1.6	47	-1.6	58.3	+0.4	83	-1.7	48	-0.9
Economy	61.6	+1.9	69	-2.1	42	+1.2	63.4	-0.1	56	-0.5	36	-0.7	63.3	+0.0	57	-0.6	36	-0.5
<b>NCEE</b>	<b>59.9</b>	<b>+2.2</b>	<b>93</b>	<b>-2.2</b>	<b>56</b>	<b>+1.6</b>	<b>60.5</b>	<b>-0.0</b>	<b>70</b>	<b>-1.2</b>	<b>42</b>	<b>-1.2</b>	<b>60.4</b>	<b>+0.3</b>	<b>73</b>	<b>-1.2</b>	<b>44</b>	<b>-0.8</b>
Luxury & Upscale	61.5	+6.4	147	+5.6	91	+18.1	56.9	+7.3	116	-0.8	66	+13.9	60.6	+6.6	142	+4.3	86	+17.2
Midscale	63.8	+3.6	85	+4.3	54	+10.9	50.8	+1.5	71	-2.4	36	+0.6	56.8	+2.5	78	+1.3	44	+6.1
Economy	71.0	+1.8	61	+8.0	43	+10.8	51.3	-1.4	53	-0.7	27	-3.4	58.2	-0.2	56	+3.4	33	+3.1
<b>MMEA</b>	<b>64.6</b>	<b>+4.1</b>	<b>99</b>	<b>+7.1</b>	<b>64</b>	<b>+14.5</b>	<b>51.6</b>	<b>+0.6</b>	<b>66</b>	<b>-0.1</b>	<b>34</b>	<b>+1.1</b>	<b>58.1</b>	<b>+2.2</b>	<b>84</b>	<b>+4.8</b>	<b>49</b>	<b>+9.1</b>

# Q1 2013 RevPAR (2/2)



Q1 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	pts	€	%	€	%	%	pts	€	%	€	%	%	pts	€	%	€	%
Luxury & Upscale	60.3	+1.9	102	+1.8	61	+5.0	67.4	-2.0	142	+10.4	96	+6.8	60.5	+1.8	104	+1.9	63	+5.1
Midscale	71.2	+1.7	80	+1.7	57	+4.2	78.3	-0.7	130	-2.9	102	-3.8	71.9	+1.4	85	+0.6	61	+2.6
Economy	72.6	+2.3	55	-3.4	40	-0.5	59.0	-2.5	50	-4.1	30	-8.1	66.7	-0.0	53	-3.5	35	-3.6
<b>AsPac</b>	<b>67.9</b>	<b>+2.0</b>	<b>85</b>	<b>+0.9</b>	<b>58</b>	<b>+4.0</b>	<b>63.9</b>	<b>-2.0</b>	<b>79</b>	<b>-1.9</b>	<b>50</b>	<b>-5.1</b>	<b>67.2</b>	<b>+1.3</b>	<b>84</b>	<b>+0.4</b>	<b>57</b>	<b>+2.4</b>
Luxury & Upscale	68.3	-1.4	169	+8.9	116	+6.7	70.8	-1.6	243	+1.4	172	-0.9	68.8	-1.4	183	+7.1	126	+4.9
Midscale	62.8	-3.4	103	+6.4	65	+0.9	56.2	-4.6	92	+6.8	52	-1.1	61.1	-3.7	100	+6.6	61	+0.6
Economy	71.2	+0.1	63	+3.6	45	+3.7	68.8	-2.4	59	+7.0	40	+3.4	69.4	-1.9	60	+6.2	41	+3.5
<b>Americas</b>	<b>65.2</b>	<b>-2.6</b>	<b>108</b>	<b>+6.8</b>	<b>71</b>	<b>+2.8</b>	<b>65.8</b>	<b>-2.9</b>	<b>78</b>	<b>+11.2</b>	<b>52</b>	<b>+3.3</b>	<b>65.5</b>	<b>-2.7</b>	<b>94</b>	<b>+11.7</b>	<b>62</b>	<b>+4.7</b>
<b>Luxury &amp; Upscale</b>	<b>60.6</b>	<b>+2.0</b>	<b>123</b>	<b>+2.9</b>	<b>74</b>	<b>+6.5</b>	<b>59.5</b>	<b>+1.2</b>	<b>141</b>	<b>-0.7</b>	<b>84</b>	<b>+1.4</b>	<b>60.3</b>	<b>+1.8</b>	<b>127</b>	<b>+1.8</b>	<b>76</b>	<b>+5.0</b>
<b>Midscale</b>	<b>66.8</b>	<b>+1.1</b>	<b>87</b>	<b>+1.8</b>	<b>58</b>	<b>+3.6</b>	<b>57.6</b>	<b>+0.1</b>	<b>91</b>	<b>-1.4</b>	<b>53</b>	<b>-1.2</b>	<b>61.8</b>	<b>+0.6</b>	<b>89</b>	<b>+0.0</b>	<b>55</b>	<b>+1.0</b>
<b>Economy</b>	<b>69.1</b>	<b>+2.0</b>	<b>59</b>	<b>+0.3</b>	<b>41</b>	<b>+3.2</b>	<b>61.8</b>	<b>-1.3</b>	<b>55</b>	<b>-0.2</b>	<b>34</b>	<b>-2.3</b>	<b>63.5</b>	<b>-0.6</b>	<b>56</b>	<b>+0.0</b>	<b>35</b>	<b>-1.0</b>
<b>Total</b>	<b>65.6</b>	<b>+1.7</b>	<b>92</b>	<b>+2.0</b>	<b>60</b>	<b>+4.7</b>	<b>60.0</b>	<b>-0.6</b>	<b>73</b>	<b>-0.4</b>	<b>44</b>	<b>-1.6</b>	<b>62.4</b>	<b>+0.3</b>	<b>81</b>	<b>+1.0</b>	<b>51</b>	<b>+1.5</b>

# Q2 2013 RevPAR (1/2)



Q2 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Luxury & Upscale	70.8	+3.7	266	+11.5	188	+16.8	70.6	+7.1	168	-0.1	119	+9.6	70.7	+6.4	198	+2.5	140	+11.6
Midscale	75.9	+2.8	120	+0.8	91	+4.7	72.4	+1.1	115	+2.3	83	+3.9	73.1	+1.4	116	+2.0	85	+4.0
Economy	74.7	+3.6	62	+1.5	46	+6.7	74.7	-0.1	57	+1.6	42	+1.4	74.7	+0.4	57	+1.6	43	+2.1
<b>France</b>	<b>74.7</b>	<b>+3.2</b>	<b>111</b>	<b>+2.7</b>	<b>83</b>	<b>+7.4</b>	<b>73.6</b>	<b>+0.7</b>	<b>83</b>	<b>+2.5</b>	<b>61</b>	<b>+3.5</b>	<b>73.8</b>	<b>+1.1</b>	<b>88</b>	<b>+2.6</b>	<b>65</b>	<b>+4.2</b>
Luxury & Upscale	62.3	+1.6	191	+0.3	119	+2.9	74.2	+2.5	129	+0.5	96	+4.1	70.9	+2.2	144	+0.6	102	+3.9
Midscale	72.4	+3.0	98	+4.2	71	+8.5	74.1	+2.4	82	-2.6	61	+0.7	73.8	+2.5	85	-1.5	63	+2.0
Economy	75.8	+3.5	74	-2.3	56	+2.7	77.3	+2.1	60	-0.1	47	+2.7	77.2	+2.3	62	-0.3	48	+2.7
<b>NCEE</b>	<b>72.0</b>	<b>+2.9</b>	<b>101</b>	<b>+1.9</b>	<b>73</b>	<b>+6.2</b>	<b>75.5</b>	<b>+2.3</b>	<b>74</b>	<b>-1.4</b>	<b>56</b>	<b>+1.7</b>	<b>75.0</b>	<b>+2.4</b>	<b>78</b>	<b>-0.8</b>	<b>58</b>	<b>+2.4</b>
Luxury & Upscale	66.7	+5.9	132	+2.6	88	+12.4	65.9	+1.9	130	+4.2	85	+7.4	66.5	+5.1	131	+2.9	87	+11.4
Midscale	68.3	+3.1	77	+5.5	52	+10.5	68.0	+2.8	73	-1.2	50	+3.1	68.1	+2.9	75	+1.9	51	+6.6
Economy	74.8	+7.1	54	+3.9	41	+15.0	66.1	+2.7	53	-2.1	35	+2.1	69.2	+4.2	53	+0.0	37	+6.6
<b>MMEA</b>	<b>69.2</b>	<b>+5.5</b>	<b>89</b>	<b>+1.0</b>	<b>62</b>	<b>+9.7</b>	<b>66.8</b>	<b>+2.7</b>	<b>68</b>	<b>-0.6</b>	<b>45</b>	<b>+3.5</b>	<b>68.0</b>	<b>+4.0</b>	<b>79</b>	<b>+0.1</b>	<b>54</b>	<b>+6.4</b>

# Q2 2013 RevPAR (2/2)



Q2 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	pts	€	%	€	%	%	pts	€	%	€	%	%	pts	€	%	€	%
Luxury & Upscale	62.2	+3.0	96	-2.0	60	+3.0	63.5	+11.1	-101	-18.1	-64	+3.0	62.2	+3.1	96	-2.0	60	+2.9
Midscale	71.4	+3.1	76	-1.7	54	+2.9	77.6	+0.1	124	+2.7	96	+2.8	71.9	+2.9	79	-1.3	57	+2.8
Economy	74.2	+1.1	51	-3.2	38	-1.7	63.6	-3.9	46	-0.7	29	-6.6	70.0	-1.1	49	-2.0	35	-3.6
<b>AsPac</b>	<b>68.5</b>	<b>+2.8</b>	<b>79</b>	<b>-1.7</b>	<b>54</b>	<b>+2.5</b>	<b>66.4</b>	<b>-2.9</b>	<b>65</b>	<b>+1.9</b>	<b>43</b>	<b>-2.0</b>	<b>68.2</b>	<b>+1.9</b>	<b>78</b>	<b>-1.0</b>	<b>53</b>	<b>+1.8</b>
Luxury & Upscale	73.4	+0.1	182	+6.2	133	+6.4	67.0	+5.0	246	+25.0	165	+35.0	72.3	+0.8	192	+9.0	139	+10.2
Midscale	71.4	+1.7	122	+18.8	87	+21.8	64.1	+0.3	92	+4.5	59	+4.9	69.5	+1.3	115	+15.7	80	+17.8
Economy	72.9	+2.2	77	+31.3	56	+35.2	72.8	+1.2	58	+3.8	42	+5.4	72.8	+1.4	63	+10.2	46	+12.3
<b>Americas</b>	<b>71.3</b>	<b>+1.0</b>	<b>124</b>	<b>+15.6</b>	<b>88</b>	<b>+17.2</b>	<b>70.3</b>	<b>+1.2</b>	<b>78</b>	<b>+11.6</b>	<b>55</b>	<b>+15.6</b>	<b>70.9</b>	<b>+1.1</b>	<b>102</b>	<b>+20.9</b>	<b>73</b>	<b>+25.4</b>
<b>Luxury &amp; Upscale</b>	<b>64.3</b>	<b>+3.2</b>	<b>122</b>	<b>+0.3</b>	<b>78</b>	<b>+5.5</b>	<b>71.2</b>	<b>+4.1</b>	<b>152</b>	<b>+2.8</b>	<b>108</b>	<b>+8.8</b>	<b>65.7</b>	<b>+3.4</b>	<b>128</b>	<b>+1.0</b>	<b>84</b>	<b>+6.4</b>
<b>Midscale</b>	<b>71.6</b>	<b>+2.8</b>	<b>90</b>	<b>+3.8</b>	<b>64</b>	<b>+8.1</b>	<b>72.5</b>	<b>+1.9</b>	<b>93</b>	<b>-0.4</b>	<b>67</b>	<b>+2.3</b>	<b>72.1</b>	<b>+2.3</b>	<b>91</b>	<b>+1.4</b>	<b>66</b>	<b>+4.8</b>
<b>Economy</b>	<b>74.5</b>	<b>+3.1</b>	<b>59</b>	<b>+2.9</b>	<b>44</b>	<b>+7.3</b>	<b>73.6</b>	<b>+0.8</b>	<b>57</b>	<b>+0.8</b>	<b>42</b>	<b>+1.9</b>	<b>73.8</b>	<b>+1.3</b>	<b>58</b>	<b>+1.3</b>	<b>42</b>	<b>+3.1</b>
<b>Total</b>	<b>69.8</b>	<b>+3.0</b>	<b>92</b>	<b>+2.2</b>	<b>64</b>	<b>+6.9</b>	<b>72.9</b>	<b>+1.4</b>	<b>76</b>	<b>+0.9</b>	<b>55</b>	<b>+3.2</b>	<b>71.6</b>	<b>+2.0</b>	<b>83</b>	<b>+1.7</b>	<b>59</b>	<b>+5.0</b>



# H1 2013 RevPAR (1/2)



H1 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Luxury & Upscale	61.4	-2.7	241	+11.0	148	+6.8	61.7	+3.7	165	-0.1	102	+6.0	61.6	+2.5	187	+2.1	115	+6.2
Midscale	67.5	+1.8	113	-0.3	77	+2.5	64.7	+0.9	111	+0.6	72	+2.1	65.2	+1.1	112	+0.4	73	+2.1
Economy	68.5	+3.1	60	+1.1	41	+5.9	68.4	-1.0	55	+0.3	38	-1.2	68.4	-0.5	56	+0.5	38	-0.2
<b>France</b>	<b>67.2</b>	<b>+2.1</b>	<b>103</b>	<b>+0.8</b>	<b>69</b>	<b>+4.0</b>	<b>66.7</b>	<b>-0.1</b>	<b>80</b>	<b>+1.2</b>	<b>54</b>	<b>+1.1</b>	<b>66.8</b>	<b>+0.3</b>	<b>84</b>	<b>+1.2</b>	<b>56</b>	<b>+1.6</b>
Luxury & Upscale	57.1	+1.6	181	-1.8	103	+1.0	67.9	+1.5	123	-0.4	84	+1.8	65.0	+1.4	137	-0.4	89	+1.8
Midscale	66.9	+3.0	95	+1.2	64	+5.7	66.0	+1.3	82	-2.2	54	-0.2	66.1	+1.5	84	-1.6	56	+0.8
Economy	68.9	+2.7	72	-2.2	49	+2.1	70.4	+1.1	58	-0.2	41	+1.3	70.3	+1.2	60	-0.4	42	+1.4
<b>NCEE</b>	<b>66.1</b>	<b>+2.6</b>	<b>98</b>	<b>+0.1</b>	<b>65</b>	<b>+4.2</b>	<b>68.0</b>	<b>+1.2</b>	<b>72</b>	<b>-1.3</b>	<b>49</b>	<b>+0.5</b>	<b>67.8</b>	<b>+1.4</b>	<b>76</b>	<b>-0.9</b>	<b>51</b>	<b>+1.1</b>
Luxury & Upscale	64.1	+5.9	139	+4.3	89	+14.8	61.6	+4.5	124	+2.0	76	+10.1	63.6	+5.6	136	+3.7	87	+13.6
Midscale	66.1	+3.4	80	+4.9	53	+10.7	59.3	+2.2	72	-1.7	43	+2.1	62.5	+2.7	76	+1.6	48	+6.4
Economy	72.9	+4.5	57	+5.8	42	+12.7	58.8	+0.7	53	-1.5	31	-0.2	63.7	+2.1	55	+1.5	35	+5.0
<b>MMEA</b>	<b>67.0</b>	<b>+4.8</b>	<b>94</b>	<b>+3.9</b>	<b>63</b>	<b>+11.9</b>	<b>59.2</b>	<b>+1.7</b>	<b>67</b>	<b>-0.4</b>	<b>40</b>	<b>+2.6</b>	<b>63.1</b>	<b>+3.1</b>	<b>81</b>	<b>+2.2</b>	<b>51</b>	<b>+7.5</b>

# H1 2013 RevPAR (2/2)



H1 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	pts	€	%	€	%	%	pts	€	%	€	%	%	pts	€	%	€	%
Luxury & Upscale	61.3	+2.5	99	-0.2	60	+4.0	67.8	+0.9	167	+4.1	113	+5.7	61.4	+2.5	100	-0.2	61	+3.9
Midscale	71.3	+2.4	78	-0.0	55	+3.5	78.0	-0.3	128	-0.7	100	-1.1	71.9	+2.2	82	-0.4	59	+2.7
Economy	73.5	+1.6	53	-3.3	39	-1.2	61.2	-3.1	48	-2.4	29	-7.4	68.4	-0.6	51	-2.7	35	-3.6
<b>AsPac</b>	<b>68.2</b>	<b>+2.4</b>	<b>82</b>	<b>-0.5</b>	<b>56</b>	<b>+3.2</b>	<b>65.0</b>	<b>-2.4</b>	<b>72</b>	<b>-0.1</b>	<b>47</b>	<b>-3.7</b>	<b>67.7</b>	<b>+1.6</b>	<b>81</b>	<b>-0.3</b>	<b>55</b>	<b>+2.1</b>
Luxury & Upscale	70.9	-0.5	176	+7.3	125	+6.6	68.9	+1.7	245	+11.5	169	+14.4	70.6	-0.1	187	+8.2	132	+8.1
Midscale	67.2	-0.9	113	+13.2	76	+11.8	60.2	-2.2	92	+5.6	55	+1.9	65.4	-1.2	108	+11.6	71	+9.5
Economy	72.1	+1.1	70	+17.3	51	+19.1	70.8	-0.6	58	+5.3	41	+4.4	71.1	-0.2	61	+8.2	44	+7.9
<b>Americas</b>	<b>68.3</b>	<b>-0.8</b>	<b>116</b>	<b>+11.8</b>	<b>80</b>	<b>+10.6</b>	<b>68.1</b>	<b>-0.8</b>	<b>78</b>	<b>+11.2</b>	<b>53</b>	<b>+9.8</b>	<b>68.2</b>	<b>-0.8</b>	<b>99</b>	<b>+16.8</b>	<b>67</b>	<b>+15.9</b>
<b>Luxury &amp; Upscale</b>	<b>62.5</b>	<b>+2.7</b>	<b>122</b>	<b>+1.4</b>	<b>76</b>	<b>+5.9</b>	<b>65.1</b>	<b>+2.7</b>	<b>147</b>	<b>+1.3</b>	<b>96</b>	<b>+5.6</b>	<b>63.0</b>	<b>+2.7</b>	<b>127</b>	<b>+1.4</b>	<b>80</b>	<b>+5.8</b>
<b>Midscale</b>	<b>69.2</b>	<b>+2.0</b>	<b>88</b>	<b>+2.9</b>	<b>61</b>	<b>+6.0</b>	<b>65.1</b>	<b>+1.0</b>	<b>92</b>	<b>-0.8</b>	<b>60</b>	<b>+0.8</b>	<b>67.0</b>	<b>+1.5</b>	<b>90</b>	<b>+0.8</b>	<b>61</b>	<b>+3.1</b>
<b>Economy</b>	<b>71.8</b>	<b>+2.5</b>	<b>59</b>	<b>+1.6</b>	<b>42</b>	<b>+5.4</b>	<b>67.7</b>	<b>-0.3</b>	<b>56</b>	<b>+0.4</b>	<b>38</b>	<b>+0.0</b>	<b>68.7</b>	<b>+0.3</b>	<b>57</b>	<b>+0.7</b>	<b>39</b>	<b>+1.3</b>
<b>Total</b>	<b>67.8</b>	<b>+2.4</b>	<b>92</b>	<b>+2.2</b>	<b>62</b>	<b>+5.8</b>	<b>66.4</b>	<b>+0.4</b>	<b>75</b>	<b>+0.4</b>	<b>50</b>	<b>+1.1</b>	<b>67.0</b>	<b>+1.2</b>	<b>82</b>	<b>+1.4</b>	<b>55</b>	<b>+3.5</b>

# Q3 2013 RevPAR (1/2)



Q3 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Luxury & Upscale	68.4	+6.4	240	+5.4	164	+14.4	73.1	+10.4	166	-5.0	121	+9.4	71.7	+9.6	188	-2.9	134	+10.6
Midscale	78.9	+3.5	116	-0.0	91	+4.6	74.0	+1.9	105	-1.1	77	+1.4	75.0	+2.2	107	-0.9	80	+2.1
Economy	74.9	+3.2	59	+0.2	44	+4.7	76.2	+1.7	53	+0.3	41	+2.7	76.0	+1.9	54	+0.3	41	+3.0
<b>France</b>	<b>75.7</b>	<b>+3.5</b>	<b>105</b>	<b>+1.3</b>	<b>79</b>	<b>+6.3</b>	<b>75.3</b>	<b>+2.3</b>	<b>77</b>	<b>-0.2</b>	<b>58</b>	<b>+2.9</b>	<b>75.3</b>	<b>+2.5</b>	<b>82</b>	<b>+0.1</b>	<b>62</b>	<b>+3.5</b>
Luxury & Upscale	61.1	+4.4	170	-3.0	104	+4.4	76.0	+0.5	124	+1.0	94	+1.7	71.3	+1.6	137	+0.3	97	+2.6
Midscale	76.4	+3.1	89	+2.6	68	+6.8	75.9	+2.1	78	-0.8	59	+2.1	76.0	+2.3	80	-0.2	61	+2.9
Economy	78.2	+5.3	69	-0.6	54	+7.1	79.5	+2.4	59	+0.4	47	+3.6	79.4	+2.7	60	+0.4	48	+3.9
<b>NCEE</b>	<b>74.3</b>	<b>+4.0</b>	<b>94</b>	<b>+0.7</b>	<b>70</b>	<b>+6.5</b>	<b>77.6</b>	<b>+2.2</b>	<b>71</b>	<b>-0.2</b>	<b>55</b>	<b>+2.7</b>	<b>77.2</b>	<b>+2.4</b>	<b>74</b>	<b>-0.0</b>	<b>57</b>	<b>+3.3</b>
Luxury & Upscale	54.8	+5.2	141	+1.6	77	+12.0	57.5	-6.3	147	+5.9	85	-4.6	55.4	+2.7	142	+2.6	79	+7.8
Midscale	51.1	-6.6	79	+15.1	40	+2.1	70.9	+2.0	70	+0.8	49	+3.7	61.5	-1.9	73	+6.1	45	+3.1
Economy	65.1	+3.2	52	+5.6	34	+11.1	68.6	+6.5	50	-2.8	34	+7.3	67.3	+5.3	51	-0.1	34	+8.5
<b>MMEA</b>	<b>56.4</b>	<b>+0.7</b>	<b>92</b>	<b>+7.8</b>	<b>52</b>	<b>+9.3</b>	<b>68.4</b>	<b>+3.5</b>	<b>66</b>	<b>-1.9</b>	<b>45</b>	<b>+3.4</b>	<b>62.4</b>	<b>+2.1</b>	<b>78</b>	<b>+2.8</b>	<b>48</b>	<b>+6.4</b>

# Q3 2013 RevPAR (2/2)



Q3 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	pts	€	%	€	%	%	pts	€	%	€	%	%	pts	€	%	€	%
Luxury & Upscale	66.9	+4.0	92	-1.6	61	+4.6	82.5	+1.8	181	+2.3	149	+5.2	67.1	+3.9	93	-1.5	63	+4.5
Midscale	73.3	+4.1	72	-1.3	53	+4.7	86.2	+4.1	117	-1.4	101	+3.6	74.4	+4.1	76	-1.4	57	+4.3
Economy	72.5	+3.0	51	-0.7	37	+3.9	68.9	-1.3	44	-2.7	30	-4.5	71.0	+1.0	48	-1.5	34	-0.0
<b>AsPac</b>	<b>70.7</b>	<b>+3.9</b>	<b>76</b>	<b>-1.1</b>	<b>54</b>	<b>+4.7</b>	<b>73.1</b>	<b>+0.0</b>	<b>67</b>	<b>+0.0</b>	<b>49</b>	<b>+0.0</b>	<b>71.1</b>	<b>+3.3</b>	<b>75</b>	<b>-0.9</b>	<b>53</b>	<b>+3.9</b>
Luxury & Upscale	74.0	+1.1	164	+4.9	122	+6.5	61.6	+2.2	197	+11.5	122	+15.5	71.8	+1.3	169	+5.8	122	+7.7
Midscale	71.3	+1.6	99	+8.8	71	+11.3	66.2	+1.0	82	+2.6	54	+4.2	70.0	+1.4	95	+7.5	66	+9.8
Economy	77.6	+5.6	56	+0.9	43	+8.4	75.5	+1.9	52	+1.7	39	+4.2	76.1	+2.7	53	+1.6	40	+5.1
<b>Americas</b>	<b>72.2</b>	<b>+2.0</b>	<b>103</b>	<b>+6.0</b>	<b>74</b>	<b>+9.0</b>	<b>72.1</b>	<b>+1.7</b>	<b>67</b>	<b>+4.7</b>	<b>48</b>	<b>+9.0</b>	<b>72.2</b>	<b>+1.9</b>	<b>86</b>	<b>+8.2</b>	<b>62</b>	<b>+13.1</b>
<b>Luxury &amp; Upscale</b>	<b>65.2</b>	<b>+4.0</b>	<b>115</b>	<b>+0.0</b>	<b>75</b>	<b>+6.4</b>	<b>71.2</b>	<b>+2.6</b>	<b>148</b>	<b>+0.9</b>	<b>105</b>	<b>+4.6</b>	<b>66.4</b>	<b>+3.7</b>	<b>122</b>	<b>+0.2</b>	<b>81</b>	<b>+5.8</b>
<b>Midscale</b>	<b>71.2</b>	<b>+2.3</b>	<b>83</b>	<b>+2.5</b>	<b>59</b>	<b>+6.0</b>	<b>74.7</b>	<b>+2.1</b>	<b>87</b>	<b>-0.7</b>	<b>65</b>	<b>+2.2</b>	<b>73.1</b>	<b>+2.2</b>	<b>85</b>	<b>+0.7</b>	<b>62</b>	<b>+3.8</b>
<b>Economy</b>	<b>72.9</b>	<b>+3.6</b>	<b>55</b>	<b>+0.7</b>	<b>40</b>	<b>+6.1</b>	<b>75.9</b>	<b>+2.2</b>	<b>54</b>	<b>+0.0</b>	<b>41</b>	<b>+3.0</b>	<b>75.2</b>	<b>+2.5</b>	<b>55</b>	<b>+0.2</b>	<b>41</b>	<b>+3.6</b>
<b>Total</b>	<b>69.6</b>	<b>+3.1</b>	<b>86</b>	<b>+1.5</b>	<b>60</b>	<b>+6.3</b>	<b>75.1</b>	<b>+2.2</b>	<b>72</b>	<b>-0.1</b>	<b>54</b>	<b>+3.2</b>	<b>72.7</b>	<b>+2.6</b>	<b>78</b>	<b>+0.7</b>	<b>56</b>	<b>+4.8</b>

# Q4 2013 RevPAR (1/2)



Q4 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Luxury & Upscale	66.2	-3.0	249	+5.1	165	+0.4	63.0	+4.2	158	-2.1	99	+4.3	64.0	+2.2	187	-0.6	119	+2.7
Midscale	65.6	+0.3	97	-14.6	64	-14.2	65.0	+1.2	110	-2.4	72	-0.6	65.1	+1.0	108	-5.0	70	-3.5
Economy	72.5	+2.2	59	-2.8	43	+0.2	67.7	+0.7	56	-0.4	38	+0.7	68.3	+0.9	57	-0.8	39	+0.6
<b>France</b>	<b>68.8</b>	<b>+0.8</b>	<b>98</b>	<b>-7.6</b>	<b>67</b>	<b>-6.6</b>	<b>66.5</b>	<b>+1.1</b>	<b>80</b>	<b>-1.0</b>	<b>53</b>	<b>+0.6</b>	<b>66.9</b>	<b>+1.0</b>	<b>83</b>	<b>-2.4</b>	<b>56</b>	<b>-0.9</b>
Luxury & Upscale	64.4	+4.4	170	+0.1	110	+7.5	71.8	+1.2	127	+5.4	91	+7.2	69.4	+2.1	140	+4.1	97	+7.4
Midscale	67.7	+0.7	92	+3.2	63	+4.2	68.2	+1.9	84	+2.7	57	+5.7	68.1	+1.7	86	+2.7	58	+5.5
Economy	69.7	+4.0	68	+1.0	47	+7.5	72.6	+1.9	60	+4.4	44	+7.2	72.3	+2.1	61	+4.1	44	+7.2
<b>NCEE</b>	<b>67.8</b>	<b>+2.4</b>	<b>97</b>	<b>+2.3</b>	<b>66</b>	<b>+6.1</b>	<b>70.3</b>	<b>+1.8</b>	<b>74</b>	<b>+3.6</b>	<b>52</b>	<b>+6.4</b>	<b>69.9</b>	<b>+1.9</b>	<b>77</b>	<b>+3.4</b>	<b>54</b>	<b>+6.4</b>
Luxury & Upscale	59.4	+1.0	161	+8.5	96	+10.2	57.6	-2.4	124	+0.6	72	-3.5	59.1	+0.4	155	+7.5	92	+8.1
Midscale	57.7	-5.8	91	+12.6	52	+2.7	59.5	+1.9	68	-1.1	40	+2.2	58.6	-1.5	79	+5.0	46	+2.5
Economy	73.4	+3.1	60	+6.8	44	+11.8	60.9	+5.0	49	-1.1	30	+7.9	65.4	+4.4	54	+2.1	35	+9.6
<b>MMEA</b>	<b>62.6</b>	<b>-0.6</b>	<b>106</b>	<b>+9.3</b>	<b>66</b>	<b>+8.6</b>	<b>60.1</b>	<b>+3.2</b>	<b>62</b>	<b>-2.0</b>	<b>37</b>	<b>+3.5</b>	<b>61.4</b>	<b>+1.4</b>	<b>85</b>	<b>+4.3</b>	<b>52</b>	<b>+6.7</b>

# Q4 2013 RevPAR (2/2)



Q4 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	pts	€	%	€	%	pts	€	%	€	%	pts	%	pts	€	%	€	%
Luxury & Upscale	67.9	+4.3	95	-0.2	65	+6.5	76.3	+1.8	166	+2.5	126	+5.7	68.1	+4.3	96	-0.2	66	+6.4
Midscale	75.4	+3.2	74	+1.1	56	+5.6	80.8	+3.1	117	+2.5	94	+6.4	75.8	+3.2	78	+1.3	59	+5.6
Economy	73.0	+7.2	53	-2.3	39	+8.9	64.1	-1.5	46	+0.7	29	-1.7	69.5	+3.3	50	-0.8	35	+4.4
<b>AsPac</b>	<b>72.1</b>	<b>+4.2</b>	<b>79</b>	<b>+0.5</b>	<b>57</b>	<b>+6.7</b>	<b>68.3</b>	<b>-0.3</b>	<b>69</b>	<b>+3.1</b>	<b>47</b>	<b>+2.6</b>	<b>71.6</b>	<b>+3.5</b>	<b>77</b>	<b>+0.9</b>	<b>55</b>	<b>+6.2</b>
Luxury & Upscale	72.6	+1.2	178	+3.9	129	+5.7	72.9	-1.8	209	+11.3	152	+8.5	72.6	+0.7	183	+5.9	133	+7.0
Midscale	68.3	+0.9	92	+0.3	63	+1.7	61.6	-1.1	81	+5.3	50	+3.5	66.6	+0.4	90	+1.5	60	+2.2
Economy	75.0	+4.5	57	+5.7	43	+12.5	72.7	+2.4	50	+1.5	36	+4.9	73.2	+2.9	52	+2.6	38	+6.8
<b>Americas</b>	<b>69.8</b>	<b>+1.3</b>	<b>102</b>	<b>+2.5</b>	<b>71</b>	<b>+4.5</b>	<b>70.1</b>	<b>+1.6</b>	<b>67</b>	<b>+3.3</b>	<b>47</b>	<b>+5.6</b>	<b>69.9</b>	<b>+1.4</b>	<b>86</b>	<b>+3.0</b>	<b>60</b>	<b>+5.1</b>
<b>Luxury &amp; Upscale</b>	<b>66.6</b>	<b>+3.2</b>	<b>122</b>	<b>+1.6</b>	<b>81</b>	<b>+6.8</b>	<b>67.2</b>	<b>+1.5</b>	<b>144</b>	<b>+3.9</b>	<b>97</b>	<b>+6.2</b>	<b>66.7</b>	<b>+2.9</b>	<b>126</b>	<b>+2.1</b>	<b>84</b>	<b>+6.6</b>
<b>Midscale</b>	<b>70.4</b>	<b>+1.3</b>	<b>82</b>	<b>+0.6</b>	<b>58</b>	<b>+2.4</b>	<b>66.4</b>	<b>+1.6</b>	<b>91</b>	<b>+0.7</b>	<b>61</b>	<b>+3.2</b>	<b>68.3</b>	<b>+1.5</b>	<b>87</b>	<b>+0.6</b>	<b>59</b>	<b>+2.9</b>
<b>Economy</b>	<b>72.8</b>	<b>+4.8</b>	<b>57</b>	<b>+0.7</b>	<b>42</b>	<b>+8.0</b>	<b>69.1</b>	<b>+1.6</b>	<b>56</b>	<b>+1.8</b>	<b>38</b>	<b>+4.2</b>	<b>70.0</b>	<b>+2.3</b>	<b>56</b>	<b>+1.6</b>	<b>39</b>	<b>+5.0</b>
<b>Total</b>	<b>69.7</b>	<b>+2.6</b>	<b>89</b>	<b>+1.4</b>	<b>62</b>	<b>+5.4</b>	<b>67.8</b>	<b>+1.6</b>	<b>74</b>	<b>+1.5</b>	<b>50</b>	<b>+3.9</b>	<b>68.7</b>	<b>+2.0</b>	<b>80</b>	<b>+1.5</b>	<b>55</b>	<b>+4.6</b>

# H2 2013 RevPAR (1/2)



H2 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L
Luxury & Upscale	67.3	+0.6	245	+5.3	165	+6.2	68.1	+7.3	162	-3.6	110	+6.9	67.9	+5.7	187	-1.7	127	+6.6
Midscale	72.2	+1.9	107	-6.6	77	-4.1	69.5	+1.5	107	-1.8	75	+0.5	70.1	+1.6	107	-2.8	75	-0.6
Economy	73.7	+2.7	59	-1.3	44	+2.5	72.0	+1.2	55	-0.1	39	+1.7	72.2	+1.4	55	-0.2	40	+1.8
<b>France</b>	<b>72.2</b>	<b>+2.1</b>	<b>101</b>	<b>-3.1</b>	<b>73</b>	<b>-0.1</b>	<b>70.9</b>	<b>+1.7</b>	<b>78</b>	<b>-0.6</b>	<b>56</b>	<b>+1.8</b>	<b>71.1</b>	<b>+1.8</b>	<b>82</b>	<b>-1.1</b>	<b>59</b>	<b>+1.4</b>
Luxury & Upscale	62.8	+4.4	170	-1.4	107	+6.0	73.9	+0.9	126	+3.1	93	+4.4	70.3	+1.8	138	+2.2	97	+4.9
Midscale	72.0	+1.9	91	+2.9	65	+5.5	72.1	+2.0	81	+0.9	58	+3.8	72.1	+2.0	83	+1.2	60	+4.1
Economy	73.9	+4.7	68	+0.2	50	+7.3	76.0	+2.1	60	+2.3	45	+5.3	75.8	+2.4	61	+2.2	46	+5.5
<b>NCEE</b>	<b>71.0</b>	<b>+3.2</b>	<b>95</b>	<b>+1.5</b>	<b>68</b>	<b>+6.3</b>	<b>74.0</b>	<b>+2.0</b>	<b>72</b>	<b>+1.6</b>	<b>54</b>	<b>+4.5</b>	<b>73.5</b>	<b>+2.2</b>	<b>76</b>	<b>+1.6</b>	<b>56</b>	<b>+4.8</b>
Luxury & Upscale	57.2	+3.1	152	+5.3	87	+11.0	57.6	-4.6	137	+3.5	79	-4.2	57.2	+1.6	149	+5.1	85	+8.0
Midscale	54.4	-6.2	85	+13.8	46	+2.4	65.2	+2.0	69	-0.1	45	+3.1	60.1	-1.7	76	+5.6	46	+2.8
Economy	69.3	+3.1	56	+6.2	39	+11.4	64.8	+5.8	50	-2.0	32	+7.6	66.4	+4.9	52	+1.0	35	+9.1
<b>MMEA</b>	<b>59.5</b>	<b>+0.1</b>	<b>99</b>	<b>+8.6</b>	<b>59</b>	<b>+8.9</b>	<b>64.3</b>	<b>+3.3</b>	<b>64</b>	<b>-1.9</b>	<b>41</b>	<b>+3.4</b>	<b>61.9</b>	<b>+1.7</b>	<b>81</b>	<b>+3.6</b>	<b>50</b>	<b>+6.6</b>

# H2 2013 RevPAR (2/2)



H2 2013	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	pts	€	%	€	%	%	pts	€	%	€	%	%	pts	€	%	€	%
Luxury & Upscale	67.4	+4.1	94	-0.9	63	+5.6	79.4	+1.8	174	+2.5	138	+5.6	67.6	+4.1	95	-0.8	64	+5.5
Midscale	74.3	+3.7	73	-0.1	54	+5.1	83.5	+3.6	117	+0.5	98	+4.9	75.1	+3.6	77	-0.1	58	+5.0
Economy	72.8	+5.1	52	-1.5	38	+6.4	66.6	-1.3	45	-1.1	30	-3.2	70.3	+2.1	49	-1.1	34	+2.1
<b>AsPac</b>	<b>71.4</b>	<b>+4.0</b>	<b>77</b>	<b>-0.3</b>	<b>55</b>	<b>+5.7</b>	<b>70.8</b>	<b>-0.1</b>	<b>68</b>	<b>+1.5</b>	<b>48</b>	<b>+1.3</b>	<b>71.3</b>	<b>+3.4</b>	<b>76</b>	<b>+0.0</b>	<b>54</b>	<b>+5.1</b>
Luxury & Upscale	73.3	+1.1	171	+4.4	125	+6.1	67.2	+0.5	204	+11.8	137	+12.7	72.2	+1.0	176	+6.0	127	+7.4
Midscale	69.8	+1.2	96	+4.6	67	+6.4	63.9	-0.1	81	+3.9	52	+3.8	68.3	+0.9	92	+4.5	63	+5.9
Economy	76.3	+5.0	56	+3.3	43	+10.4	74.1	+2.1	51	+1.6	38	+4.5	74.6	+2.8	52	+2.1	39	+5.9
<b>Americas</b>	<b>71.0</b>	<b>+1.6</b>	<b>102</b>	<b>+4.2</b>	<b>73</b>	<b>+6.7</b>	<b>71.1</b>	<b>+1.6</b>	<b>67</b>	<b>+4.6</b>	<b>48</b>	<b>+8.3</b>	<b>71.1</b>	<b>+1.6</b>	<b>86</b>	<b>+5.6</b>	<b>61</b>	<b>+9.1</b>
<b>Luxury &amp; Upscale</b>	<b>65.9</b>	<b>+3.6</b>	<b>119</b>	<b>+0.8</b>	<b>78</b>	<b>+6.6</b>	<b>69.2</b>	<b>+2.0</b>	<b>146</b>	<b>+2.3</b>	<b>101</b>	<b>+5.3</b>	<b>66.6</b>	<b>+3.3</b>	<b>124</b>	<b>+1.1</b>	<b>83</b>	<b>+6.2</b>
<b>Midscale</b>	<b>70.8</b>	<b>+1.8</b>	<b>83</b>	<b>+1.5</b>	<b>59</b>	<b>+4.2</b>	<b>70.6</b>	<b>+1.8</b>	<b>89</b>	<b>-0.0</b>	<b>63</b>	<b>+2.7</b>	<b>70.7</b>	<b>+1.8</b>	<b>86</b>	<b>+0.7</b>	<b>61</b>	<b>+3.4</b>
<b>Economy</b>	<b>72.9</b>	<b>+4.2</b>	<b>56</b>	<b>+0.7</b>	<b>41</b>	<b>+7.0</b>	<b>72.5</b>	<b>+1.9</b>	<b>55</b>	<b>+0.9</b>	<b>40</b>	<b>+3.6</b>	<b>72.6</b>	<b>+2.4</b>	<b>55</b>	<b>+0.9</b>	<b>40</b>	<b>+4.3</b>
<b>Total</b>	<b>69.7</b>	<b>+2.9</b>	<b>87</b>	<b>+1.4</b>	<b>61</b>	<b>+5.8</b>	<b>71.5</b>	<b>+1.9</b>	<b>73</b>	<b>+0.7</b>	<b>52</b>	<b>+3.6</b>	<b>70.7</b>	<b>+2.3</b>	<b>79</b>	<b>+1.2</b>	<b>56</b>	<b>+4.7</b>