

RevPAR excluding tax by segment and market (full-year 2014) (1/2)

Full-year 2014	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg pts L/L	€	chg pts L/L	%	chg pts L/L	€	chg pts L/L	€	chg pts L/L	%	chg pts L/L	€	chg pts L/L	€	chg pts L/L
Luxury & Upscale	71.1	+7.4	247	+0.7	176	+12.2	69.0	+4.4	159	-1.5	110	+5.1	69.6	+5.3	188	-0.4	131	+7.7
Midscale	68.4	+1.0	110	-1.0	75	+0.6	68.3	+0.4	110	-0.3	75	+0.3	68.3	+0.6	110	-0.4	75	+0.4
Economy	72.3	+0.8	60	-0.3	43	+0.8	69.5	-0.9	55	+0.2	38	-1.1	69.9	-0.7	56	+0.2	39	-0.8
France	70.4	+1.8	105	+1.1	74	+3.7	69.0	-0.1	79	+0.5	55	+0.3	69.3	+0.2	84	+0.7	58	+1.0
Luxury & Upscale	65.1	+3.6	164	-2.6	107	+3.2	73.2	+2.3	128	+2.9	94	+6.3	70.2	+2.7	140	+1.4	99	+5.4
Midscale	68.2	+1.4	95	+3.7	65	+5.9	71.8	+2.8	83	+1.0	60	+5.1	71.2	+2.6	85	+1.5	61	+5.2
Economy	71.9	+1.4	70	-0.5	50	+1.4	75.5	+2.2	62	+2.2	47	+5.4	75.1	+2.2	62	+1.9	47	+5.0
NCEE	68.8	+1.8	98	+1.6	68	+4.2	73.5	+2.4	74	+1.8	55	+5.3	72.7	+2.3	78	+1.8	57	+5.1
Luxury & Upscale	63.6	+3.4	151	+2.0	96	+7.7	67.0	+7.8	129	-0.1	87	+12.9	64.2	+4.2	147	+1.6	95	+8.6
Midscale	62.9	+1.9	83	+1.5	52	+4.8	66.9	+3.7	70	+2.2	47	+8.3	64.9	+2.9	76	+1.8	50	+6.7
Economy	70.0	+1.4	59	+4.2	41	+6.2	67.0	+4.8	50	-0.1	34	+7.8	68.1	+3.6	54	+1.5	37	+7.1
MMEA	64.8	+2.2	101	+2.9	65	+6.6	67.0	+4.7	64	+1.2	43	+8.8	65.8	+3.5	83	+1.9	55	+7.6

NCEE: Northern, Central and Eastern Europe (does not include France and Southern Europe).

MMEA: Mediterranean, Middle East and Africa (includes Southern Europe).

RevPAR excluding tax by segment and market (full-year 2014) (2/2)

Full-year 2014	Managed						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	chg pts L/L	€	chg pts L/L	€	chg pts L/L	%	chg pts L/L	€	chg pts L/L	€	chg pts L/L	%	chg pts L/L	€	chg pts L/L	€	chg pts L/L
Luxury & Upscale	64.7	+1.9	94	+1.7	61	+4.7	73.3	-0.4	173	+5.0	127	+4.4	64.8	+1.9	96	+1.7	62	+4.7
Midscale	72.2	+0.4	73	+1.6	53	+2.1	80.8	-0.1	116	+0.4	93	+0.3	72.9	+0.3	77	+1.4	56	+1.9
Economy	70.7	+3.2	50	-1.6	35	+2.8	67.2	+1.6	47	-4.5	32	-1.8	69.6	+2.6	49	-2.6	34	+1.3
AsPac	69.0	+1.4	77	+1.3	53	+3.3	70.8	+1.1	72	-1.9	51	-0.2	69.2	+1.3	76	+0.9	53	+2.9
Luxury & Upscale	74.5	+2.0	179	+5.0	133	+8.0	67.0	-1.0	198	-2.3	133	-3.7	72.8	+1.1	183	+4.2	133	+5.8
Midscale	66.4	-1.2	104	+4.9	69	+3.1	61.3	+0.3	84	+7.1	52	+7.6	65.1	-0.8	99	+5.2	64	+3.9
Economy	71.3	+1.0	60	+2.6	43	+4.0	72.4	+1.5	50	+2.6	37	+4.8	72.1	+1.4	53	+2.6	38	+4.6
Americas	68.9	+0.3	107	+3.9	73	+4.4	69.4	+1.1	68	+5.4	47	+7.0	69.1	+0.7	88	+4.2	61	+5.3
Luxury & Upscale	65.5	+2.4	121	+2.4	79	+6.3	70.4	+3.3	146	+1.6	103	+6.6	66.5	+2.6	126	+2.3	84	+6.5
Midscale	69.4	+0.4	85	+2.3	59	+2.9	70.1	+1.9	91	+0.6	64	+3.5	69.7	+1.2	88	+1.4	61	+3.2
Economy	71.1	+2.0	57	+0.3	40	+3.1	71.7	+1.3	56	+1.0	40	+3.0	71.5	+1.5	56	+0.9	40	+3.0
Total	68.5	+1.4	88	+1.9	61	+4.1	70.9	+1.7	74	+1.3	52	+3.7	69.8	+1.6	80	+1.6	56	+3.9

AsPac: Asia-Pacific

Americas: North, Central and South America