

H1 2015 RevPAR excluding tax (1/2)

H1 2015	MANAGED & FRANCHISED						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
Lux. & Upscale	65.2	+6.7	214	+0.1	139	+11.4	69.5	+4.0	162	-0.7	112	+5.7	67.4	+5.2	186	+0.2	126	+8.9
Midscale	61.0	+1.7	102	+1.4	62	+4.3	65.9	+1.0	111	-0.4	73	+1.2	63.1	+1.4	106	+0.5	67	+2.8
Economy	62.9	+1.4	60	+1.6	38	+3.8	67.0	-1.4	56	+1.8	37	-0.2	64.5	+0.3	58	+1.7	38	+2.2
FRANCE	62.5	+1.7	78	+2.0	49	+4.8	66.7	-0.3	80	+1.4	53	+0.9	64.2	+0.8	79	+1.7	51	+3.1
Lux. & Upscale	71.0	+1.6	155	+0.8	110	+3.4	72.2	+3.0	132	+5.0	96	+9.5	71.6	+2.3	144	+2.8	103	+6.5
Midscale	64.4	+2.6	84	+1.9	54	+6.3	70.6	+2.8	88	+1.3	62	+5.5	68.0	+2.7	86	+1.5	59	+5.7
Economy	67.7	+2.9	69	+1.6	46	+6.1	75.0	+2.9	65	+2.0	49	+6.2	73.0	+2.9	66	+1.9	48	+6.2
NCEE	66.2	+2.6	87	+1.6	57	+5.8	72.7	+2.9	78	+1.9	56	+6.1	70.4	+2.8	81	+1.8	57	+6.0
Lux. & Upscale	64.0	-1.1	170	-0.0	109	-1.8	70.6	+5.4	135	+7.3	95	+16.3	64.9	-0.2	165	+0.8	107	+0.5
Midscale	66.2	+3.6	89	-2.6	59	+2.7	67.2	+3.0	72	+1.2	49	+5.8	66.6	+3.3	83	-1.2	55	+3.9
Economy	63.8	-2.3	64	+1.1	41	-2.3	68.0	+3.9	52	+1.6	35	+7.8	66.0	+1.1	57	+1.1	38	+2.8
MMEA	64.5	+0.2	107	-0.7	69	-0.5	67.9	+3.7	66	+2.5	45	+8.3	65.8	+1.6	91	-0.1	60	+2.4



H1 2015 RevPAR excluding tax (2/2)

H1 2015	MANAGED & FRANCHISED						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
Lux. & Upscale	64.1	+3.9	108	+0.2	69	+6.6	63.7	-0.7	214	+14.9	136	+12.8	64.1	+3.9	109	+0.4	70	+6.7
Midscale	70.0	+1.8	82	+0.1	57	+2.7	81.1	+1.6	123	+1.7	100	+3.9	70.6	+1.8	85	+0.2	60	+2.8
Economy	64.1	-0.2	48	-1.2	30	-1.6	67.8	+3.6	52	-3.3	35	+2.6	64.8	+0.6	48	-1.6	31	-0.6
ASPAC	66.2	+2.2	82	+0.6	54	+4.0	71.1	+2.9	77	-0.8	55	+3.8	66.6	+2.3	82	+0.5	54	+4.0
Lux. & Upscale	72.5	+1.4	201	+4.9	145	+6.7	65.1	-5.1	165	-24.1	108	-29.7	70.5	-0.7	192	-1.7	135	-2.6
Midscale	60.5	-4.7	96	-6.2	58	-13.0	60.2	+0.8	83	-3.8	50	-2.6	60.5	-3.3	93	-5.9	56	-10.7
Economy	60.6	-3.2	50	+0.4	31	-4.3	67.0	-2.2	50	+1.2	33	-1.9	63.9	-2.6	50	+0.9	32	-2.9
AMERICAS	62.4	-3.1	95	-0.7	59	-5.0	65.5	-1.5	66	-1.3	43	-3.5	63.6	-2.4	84	-1.0	53	-4.4
Lux. & Upscale	65.2	+2.9	135	+0.7	88	+5.4	70.0	+2.6	148	+0.7	103	+4.6	65.9	+2.9	137	+0.9	90	+5.5
Midscale	65.4	+1.4	89	-0.4	58	+1.8	68.7	+2.1	94	+0.3	64	+3.6	66.6	+1.7	91	-0.1	60	+2.5
Economy	63.7	+0.6	58	+1.2	37	+2.1	70.2	+1.0	58	+1.6	41	+3.2	66.7	+0.8	58	+1.4	39	+2.6
TOTAL	64.6	+1.4	86	+0.8	55	+3.0	69.5	+1.6	76	+1.3	53	+3.6	66.5	+1.5	82	+1.0	54	+3.2

