

## RevPAR excluding tax by segment and market – full-year 2015

2015	Managed & Franchised						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	%	cng pts l/l	€	cng pts l/l	€	cng pts l/l	%	cng pts l/l	€	cng pts l/l	€	cng pts l/l	%	cng pts l/l	€	cng pts l/l	€	cng pts l/l
Luxury & Upscale	67.9	+5.8	214	-0.1	145	+9.0	71.5	+1.1	163	-0.8	116	+0.9	69.7	+3.4	188	+0.1	131	+5.3
Midscale	63.0	+0.8	102	+0.3	64	+1.7	67.9	-0.5	108	-1.5	73	-2.3	65.1	+0.2	105	-0.6	68	-0.2
Economy	64.4	+0.4	60	+0.9	39	+1.5	67.7	-1.9	55	+0.2	37	-2.5	65.7	-0.5	58	+0.7	38	-0.1
<b>France</b>	<b>64.1</b>	<b>+0.7</b>	<b>79</b>	<b>+1.2</b>	<b>50</b>	<b>+2.3</b>	<b>67.9</b>	<b>-1.3</b>	<b>79</b>	<b>-0.3</b>	<b>54</b>	<b>-2.1</b>	<b>65.7</b>	<b>-0.1</b>	<b>79</b>	<b>+0.6</b>	<b>52</b>	<b>+0.4</b>
Luxury & Upscale	73.8	+1.3	157	+4.2	116	+6.3	74.7	+1.8	137	+3.8	102	+6.3	74.2	+1.5	148	+4.0	110	+6.4
Midscale	67.7	+2.6	84	+3.6	57	+7.8	73.6	+1.7	88	+1.7	64	+4.1	71.1	+2.1	86	+2.4	61	+5.5
Economy	70.7	+3.0	68	+1.2	48	+5.6	77.5	+2.0	66	+2.5	51	+5.3	75.5	+2.3	67	+2.2	50	+5.4
<b>NCEE</b>	<b>69.4</b>	<b>+2.6</b>	<b>86</b>	<b>+3.3</b>	<b>60</b>	<b>+7.4</b>	<b>75.4</b>	<b>+1.9</b>	<b>79</b>	<b>+2.1</b>	<b>59</b>	<b>+4.8</b>	<b>73.2</b>	<b>+2.1</b>	<b>81</b>	<b>+2.6</b>	<b>59</b>	<b>+5.7</b>
Luxury & Upscale	63.2	-0.6	169	+1.5	107	+0.4	69.0	+1.8	144	+8.1	99	+11.2	64.0	-0.3	166	+2.4	106	+1.9
Midscale	64.3	+3.4	88	-1.4	57	+4.0	70.1	+2.7	73	+3.1	51	+7.3	66.4	+3.1	82	+0.4	55	+5.3
Economy	64.1	-0.7	62	+0.6	40	-0.5	70.8	+3.7	52	+4.0	37	+9.9	67.6	+1.7	56	+2.3	38	+4.8
<b>MMEA</b>	<b>63.6</b>	<b>+0.8</b>	<b>106</b>	<b>+0.0</b>	<b>67</b>	<b>+1.4</b>	<b>70.4</b>	<b>+3.2</b>	<b>67</b>	<b>+4.0</b>	<b>47</b>	<b>+8.9</b>	<b>66.1</b>	<b>+1.7</b>	<b>91</b>	<b>+1.1</b>	<b>60</b>	<b>+3.9</b>
Luxury & Upscale	65.0	+3.5	105	+0.3	68	+5.8	70.1	-0.1	214	+10.2	150	+9.6	65.1	+3.4	106	+0.5	69	+5.9
Midscale	71.6	+1.5	80	+0.6	58	+2.7	82.1	+0.7	121	+1.3	99	+2.2	72.3	+1.4	83	+0.7	60	+2.7
Economy	65.7	-0.2	46	-0.8	30	-1.1	70.1	+1.6	52	-0.7	37	+1.8	66.5	+0.2	47	-0.7	32	-0.4
<b>AsPac</b>	<b>67.6</b>	<b>+1.8</b>	<b>80</b>	<b>+0.9</b>	<b>54</b>	<b>+3.6</b>	<b>73.2</b>	<b>+1.3</b>	<b>77</b>	<b>+0.4</b>	<b>56</b>	<b>+2.3</b>	<b>68.1</b>	<b>+1.8</b>	<b>80</b>	<b>+0.8</b>	<b>54</b>	<b>+3.4</b>
Luxury & Upscale	70.6	+1.0	194	+3.8	137	+5.0	64.0	-3.0	149	-15.3	96	-19.2	68.9	-0.5	184	-1.0	127	-1.7
Midscale	62.1	-3.7	89	-8.1	55	-13.4	59.8	-0.4	77	-3.1	46	-3.7	61.6	-2.9	86	-7.1	53	-11.3
Economy	61.5	-3.3	45	+0.3	28	-4.6	66.2	-4.9	45	+2.2	30	-4.8	63.8	-4.2	45	+1.4	29	-4.7
<b>Americas</b>	<b>63.1</b>	<b>-2.6</b>	<b>88</b>	<b>-1.8</b>	<b>56</b>	<b>-5.4</b>	<b>64.7</b>	<b>-3.6</b>	<b>61</b>	<b>-0.1</b>	<b>39</b>	<b>-5.3</b>	<b>63.7</b>	<b>-3.0</b>	<b>78</b>	<b>-1.0</b>	<b>50</b>	<b>-5.3</b>
<b>Luxury &amp; Upscale</b>	<b>65.9</b>	<b>+2.6</b>	<b>133</b>	<b>+1.2</b>	<b>87</b>	<b>+5.2</b>	<b>71.2</b>	<b>+0.7</b>	<b>149</b>	<b>+0.6</b>	<b>106</b>	<b>+1.6</b>	<b>66.7</b>	<b>+2.3</b>	<b>135</b>	<b>+1.1</b>	<b>90</b>	<b>+4.7</b>
<b>Midscale</b>	<b>67.0</b>	<b>+1.2</b>	<b>87</b>	<b>-0.3</b>	<b>59</b>	<b>+1.6</b>	<b>71.2</b>	<b>+1.0</b>	<b>93</b>	<b>+0.3</b>	<b>66</b>	<b>+1.8</b>	<b>68.6</b>	<b>+1.2</b>	<b>89</b>	<b>-0.1</b>	<b>61</b>	<b>+1.7</b>
<b>Economy</b>	<b>65.2</b>	<b>+0.2</b>	<b>57</b>	<b>+0.8</b>	<b>37</b>	<b>+1.0</b>	<b>71.7</b>	<b>+0.1</b>	<b>58</b>	<b>+1.8</b>	<b>42</b>	<b>+1.9</b>	<b>68.2</b>	<b>+0.1</b>	<b>57</b>	<b>+1.3</b>	<b>39</b>	<b>+1.5</b>
<b>Total</b>	<b>66.0</b>	<b>+1.1</b>	<b>84</b>	<b>+0.9</b>	<b>56</b>	<b>+2.6</b>	<b>71.4</b>	<b>+0.5</b>	<b>76</b>	<b>+1.2</b>	<b>54</b>	<b>+1.9</b>	<b>68.0</b>	<b>+0.9</b>	<b>81</b>	<b>+1.1</b>	<b>55</b>	<b>+2.3</b>