

RevPAR excluding tax by segment and market - Q4 2016

Q4 2016	Managed & Franchised						HotelInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	chg pts LFL	€	chg % LFL	€	chg % LFL	%	chg pts LFL	€	chg % LFL	€	chg % LFL	%	chg pts LFL	€	chg % LFL	€	chg % LFL	
Luxury & Upscale	63.7	+4.6	202	-10.0	128	-3.2	65.6	+0.7	158	-1.3	104	-0.2	64.4	+2.8	184	-6.0	119	-1.8
Midscale	58.1	+2.8	99	-2.7	58	+2.2	63.4	-1.5	110	-2.3	70	-4.8	60.0	+1.1	103	-2.6	62	-0.8
Economy	60.4	+1.9	60	-0.7	36	+2.5	65.2	+0.9	54	-3.8	35	-2.4	62.0	+1.5	58	-1.8	36	+0.7
France	59.8	+2.3	78	-2.0	47	+1.8	64.7	+0.2	77	-3.5	50	-3.2	61.5	+1.5	78	-2.6	48	-0.2
Luxury & Upscale	67.1	+1.9	162	-0.2	109	+2.5	72.9	+0.8	139	+2.7	101	+3.8	69.1	+1.5	154	+0.9	106	+3.0
Midscale	68.2	+1.7	81	+0.7	55	+3.2	74.0	+2.1	89	+1.0	66	+4.0	71.1	+1.9	85	+0.9	60	+3.6
Economy	69.6	+2.4	64	+0.9	45	+4.5	76.8	+1.1	65	+2.0	50	+3.4	74.2	+1.5	65	+1.6	48	+3.7
NCEE	68.6	+2.0	86	+0.4	59	+3.3	75.4	+1.5	79	+1.7	59	+3.7	72.3	+1.7	82	+1.2	59	+3.5
Luxury & Upscale	59.2	+1.3	178	-2.9	105	-0.7	61.3	-4.1	138	+25.2	84	+17.2	59.3	+0.7	176	-0.1	104	+1.1
Midscale	62.6	+2.2	79	-4.5	49	-1.1	65.8	+1.3	72	-1.0	47	+1.0	63.5	+1.9	77	-3.4	49	-0.4
Economy	63.0	+0.8	59	-8.5	37	-7.3	71.2	+1.1	51	-3.4	36	-1.9	66.5	+0.9	55	-6.2	37	-4.9
MMEA	61.0	+1.6	113	-4.9	69	-2.3	68.5	+0.7	64	+1.6	44	+2.8	62.9	+1.3	100	-3.1	63	-1.0
Luxury & Upscale	66.3	+3.5	111	-0.5	74	+4.7	84.9	+1.3	189	+1.9	160	+3.6	67.2	+3.4	116	-0.5	78	+4.7
Midscale	68.8	+0.1	81	+2.2	56	+2.3	81.7	-0.2	136	+3.3	111	+3.0	69.4	+0.0	84	+2.3	59	+2.3
Economy	70.1	+0.7	48	-0.9	33	+0.1	71.9	-2.0	82	+1.7	59	-2.3	70.3	+0.3	51	-1.1	36	-0.6
AsPac	68.3	+1.5	86	+0.6	58	+2.8	78.7	-1.2	133	+3.4	105	+1.4	68.9	+1.3	88	+0.7	60	+2.7
Luxury & Upscale	61.0	-1.5	228	-1.0	139	-3.3	55.9	-9.1	189	+7.8	106	-7.5	60.6	-3.4	225	+1.6	136	-3.7
Midscale	59.7	-1.6	91	-0.8	54	-3.5	50.0	-5.1	76	+3.7	38	-5.5	57.6	-2.4	88	+0.1	51	-3.9
Economy	54.6	-4.6	46	+1.1	25	-6.5	55.3	-4.4	47	+2.8	26	-4.4	54.9	-4.5	47	+1.9	26	-5.4
Americas	58.9	-2.9	146	+2.8	86	-1.9	54.3	-5.0	68	+2.9	37	-5.3	57.6	-3.6	126	+3.1	73	-2.8
Luxury & Upscale	63.8	+2.7	155	-1.9	99	+2.2	69.7	-1.5	161	+5.0	112	+2.8	64.4	+2.2	156	-1.0	101	+2.3
Midscale	64.9	+1.1	85	-0.1	55	+1.5	69.0	+0.5	94	-0.1	65	+0.7	66.1	+0.9	88	-0.1	58	+1.2
Economy	63.8	+1.0	56	-0.8	36	+0.8	69.2	+0.2	59	+0.1	41	+0.4	66.0	+0.6	57	-0.4	38	+0.6
Total	64.1	+1.4	94	-0.6	61	+1.5	69.2	+0.2	79	+0.5	55	+0.8	65.6	+1.0	90	-0.2	59	+1.3

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

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

AsPac: Asia-Pacific

Americas: North America, Central America and South America

RevPAR excluding tax by segment and market - full-year 2016

2016	Managed & Franchised						HotellInvest (Owned & Leased)						Total					
	OR		ARR		RevPAR		OR		ARR		RevPAR		OR		ARR		RevPAR	
	chg pts LFL	€	chg % LFL	€	chg % LFL	%	chg pts LFL	€	chg % LFL	€	chg % LFL	%	chg pts LFL	€	chg % LFL	€	chg % LFL	
Luxury & Upscale	63.6	-2.7	214	-3.2	136	-7.0	67.0	-4.8	169	+2.0	113	-4.8	65.0	-3.7	194	-0.6	126	-5.9
Midscale	61.4	-1.0	103	+0.3	63	-1.3	63.6	-5.3	112	+0.5	71	-7.5	62.3	-2.8	107	+0.3	66	-4.1
Economy	64.4	+0.2	61	+0.4	39	+0.8	66.7	-1.1	54	-2.5	36	-4.1	65.2	-0.3	59	-0.6	38	-1.0
France	63.5	-0.2	80	-0.4	51	-0.7	65.7	-2.7	79	-1.8	52	-5.7	64.3	-1.2	80	-1.0	51	-2.8
Luxury & Upscale	70.7	-1.0	161	+2.2	114	+0.9	73.5	-0.9	143	+3.4	105	+2.1	71.7	-0.9	155	+2.7	111	+1.4
Midscale	69.5	+1.9	82	+2.5	57	+5.3	74.3	+0.3	89	+2.6	66	+3.1	72.0	+1.0	86	+2.5	62	+4.0
Economy	70.7	+1.6	65	+1.3	46	+3.6	77.1	-0.3	66	+2.9	51	+2.5	74.9	+0.3	66	+2.5	49	+2.8
NCEE	70.1	+1.5	86	+1.6	60	+3.8	75.7	-0.1	79	+2.8	60	+2.8	73.3	+0.5	82	+2.4	60	+3.2
Luxury & Upscale	61.0	-0.2	174	-4.1	106	-4.3	62.3	-6.0	152	+14.5	95	+4.4	61.1	-0.9	172	-1.9	105	-3.3
Midscale	61.6	-1.2	81	-4.3	50	-6.1	69.9	+0.7	74	+0.9	51	+2.0	64.1	-0.5	78	-2.6	50	-3.4
Economy	63.5	+0.6	58	-6.6	37	-5.9	72.9	+1.8	51	-1.0	37	+1.6	67.7	+1.2	55	-3.9	37	-2.2
MMEA	61.6	-0.2	109	-4.8	67	-5.1	71.0	+0.8	67	+1.0	47	+2.1	64.3	+0.1	95	-3.2	61	-3.0
Luxury & Upscale	65.0	+3.6	104	-0.1	68	+5.5	85.4	+7.1	187	-1.7	159	+6.4	65.5	+3.6	107	-0.1	70	+5.4
Midscale	69.8	+2.0	78	+1.2	55	+4.1	82.1	+0.5	125	+1.3	102	+1.9	70.5	+1.9	81	+1.1	57	+3.8
Economy	67.9	+2.7	45	+0.1	31	+4.3	69.0	-2.2	72	+1.6	50	-2.7	68.0	+2.1	48	+0.0	33	+3.3
AsPac	67.7	+2.9	80	+0.9	54	+5.2	76.1	-1.0	114	+2.3	87	+0.6	68.1	+2.7	82	+0.9	56	+4.9
Luxury & Upscale	68.9	-0.3	222	+4.9	153	+4.4	60.6	-5.2	203	+34.2	123	+23.3	67.9	-1.6	220	+11.0	149	+8.3
Midscale	60.5	-1.1	85	-1.5	51	-3.3	54.1	-2.6	76	+6.7	41	+2.1	59.2	-1.4	83	+0.1	49	-2.3
Economy	57.5	-2.6	46	+8.1	26	+3.7	58.2	-5.6	44	+2.9	26	-5.8	57.8	-4.1	45	+5.5	26	-1.2
Americas	62.4	-1.6	125	+5.0	78	+2.4	57.6	-5.0	67	+11.0	39	+2.4	60.9	-2.9	108	+7.2	66	+2.4
Luxury & Upscale	65.3	+2.0	145	-1.2	95	+1.9	69.6	-3.5	165	+8.5	115	+3.1	65.8	+1.3	148	+0.1	97	+2.1
Midscale	66.1	+0.6	85	+0.2	56	+1.1	69.9	-1.4	95	+1.5	66	-0.6	67.3	-0.1	88	+0.6	59	+0.4
Economy	65.4	+0.7	56	+0.6	37	+1.6	70.4	-1.1	59	+1.0	41	-0.5	67.4	-0.1	57	+0.8	39	+0.6
Total	65.6	+1.0	89	+0.3	58	+1.8	70.1	-1.3	78	+1.8	55	-0.1	67.1	+0.2	85	+0.9	57	+1.1

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