

2009 RevPAR by Segment and country (at December-end, YTD)

HOTELS : RevPAR by segment FY 2009	Occupancy Rate			Average room rate			RevPAR			
	(in %)	Subsidiaries (chg in pts reported)	(chg in pts L/L (1))	(in %)	Subsidiaries (chg in % reported)	(chg in % L/L (1))	Subsidiaries (chg in % reported)	Subsidiaries (like-for-like(1))	Subsidiaries & (reported)	
Upscale and Midscale Europe (in €)	58.8	-6.0	-5.1	96	-8.4%	-5.9%	57	-16.9%	-13.3%	-16.9%
Economy Europe (in €)	65.3	-6.3	-6.3	57	-0.6%	+0.7%	37	-9.4%	-8.2%	-9.8%
Economy US (in \$)	58.1	-6.3	-6.6	43	-4.6%	-5.2%	25	-13.9%	-14.9%	-13.9%

(1) at comparable scope of consolidation and exchange rates.

UPSCALE AND MIDSCALE HOTELS RevPAR by country FY 2009 (in local currency)	Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
		(in %)	Subsidiaries (chg in pts reported)	(chg in pts L/L (1))	(in %)	Subsidiaries (chg in % reported)	(chg in % L/L (1))	Subsidiaries (chg in % reported)	Subsidiaries (like-for-like(1))	Subsidiaries & managed (reported)	
France	29,674	59.8	-6.4	-6.5	113	-2.5%	-2.9%	68	-11.9%	-12.4%	-12.1%
Germany	19,644	59.4	-4.3	-4.4	90	-6.0%	-6.3%	53	-12.3%	-12.8%	-12.2%
Netherlands	3,986	60.8	-4.6	-4.6	92	-14.9%	-14.9%	56	-20.9%	-20.9%	-20.7%
Belgium	1,801	65.7	-5.4	-5.4	102	-6.1%	-6.1%	67	-13.3%	-13.3%	-12.2%
Spain	2,359	52.5	-9.8	-8.8	81	-17.2%	-16.7%	43	-30.1%	-28.5%	-24.5%
Italy	3,552	56.6	-2.0	-1.8	104	-10.6%	-9.5%	59	-13.7%	-12.3%	-12.3%
UK (in £)	5,466	75.2	-2.1	-2.2	84	-5.6%	-6.4%	63	-8.2%	-9.0%	-8.8%

(1) at comparable scope of consolidation and exchange rates.

ECONOMY HOTELS RevPAR by country FY 2009 (in local currency)	Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
		(in %)	Subsidiaries (chg in pts reported)	(chg in pts L/L (1))	(in %)	Subsidiaries (chg in % reported)	(chg in % L/L (1))	Subsidiaries (chg in % reported)	Subsidiaries (like-for-like(1))	Subsidiaries & managed (reported)	
France	41,873	67.1	-4.8	-5.4	54	+5.5%	+4.7%	36	-1.6%	-3.1%	-1.8%
Germany	15,078	64.3	-5.5	-5.5	59	+0.4%	+0.0%	38	-7.4%	-7.9%	-6.9%
Netherlands	2,334	65.2	-8.6	-8.3	79	-4.5%	-4.9%	51	-15.7%	-15.6%	-15.7%
Belgium	2,548	70.2	-6.8	-6.8	67	-2.4%	-2.6%	47	-11.0%	-11.2%	-11.0%
Spain	4,667	55.4	-14.8	-15.3	54	-4.3%	-5.3%	30	-24.5%	-25.9%	-24.5%
Italy	1,550	56.0	-5.5	-5.5	69	-5.7%	-5.7%	39	-14.2%	-14.2%	-14.2%
UK (in £)	8,899	67.6	-6.7	-6.3	53	-4.7%	-2.4%	36	-13.3%	-10.7%	-12.9%
USA (in \$)	77,398	58.1	-6.3	-6.6	43	-4.6%	-5.2%	25	-13.9%	-14.9%	-13.9%

(1) at comparable scope of consolidation and exchange rates.