

RevPAR including VAT by segment and country (total at December 31, 2010)

HOTELS : RevPAR by segment YTD Q4	Occupancy Rate			Average room rate			RevPAR			
	Subsidiaries			Subsidiaries			Subsidiaries	Subsidiaries	Subsidiaries & managed	
	(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))	(reported)		
Upscale and Midscale Europe (in €)	63.4%	+4.6	+4.4	98	+1.9%	+0.5%	62	+9.8%	+8.0%	+10.0%
Economy Europe (in €)	68.6%	+3.2	+3.2	58	+0.8%	-0.9%	40	+5.8%	+4.1%	+6.1%
Economy US (in \$)	61.1%	+2.9	+2.8	42	-3.4%	-3.9%	25	+1.5%	+0.7%	+1.5%

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

UPSCALE AND MIDSACLE HOTELS YTD Q4 Revpar (in local currency)	Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
		Subsidiaries			Subsidiaries			Subsidiaries	Subsidiaries	Subsidiaries & managed	
		(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))	(reported)		
France	27,898	64.5%	+4.6	+4.4	116	+2.5%	+1.5%	75	+10.4%	+9.1%	+10.1%
Germany	19,078	64.9%	+5.5	+5.6	89	-1.0%	-0.9%	58	+8.1%	+8.4%	+8.2%
Netherlands	3,528	67.2%	+6.3	+5.3	95	+3.6%	-0.1%	64	+14.4%	+8.9%	+19.6%
Belgium	1,802	73.1%	+7.5	+7.5	102	-0.2%	-0.2%	74	+11.2%	+11.2%	+12.3%
Spain	2,649	57.8%	+5.3	+4.1	79	-3.5%	-5.2%	45	+6.3%	+2.3%	+10.8%
Italy	3,988	60.9%	+4.4	+5.0	99	-4.5%	-4.3%	60	+2.9%	+4.2%	+2.1%
UK (in £)	5,541	77.4%	+2.2	+2.6	92	+10.0%	+10.4%	71	+13.2%	+14.2%	+12.7%

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

ECONOMY HOTELS YTD Q4 Revpar (in local currency)	Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
		Subsidiaries			Subsidiaries			Subsidiaries	Subsidiaries	Subsidiaries & managed	
		(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))	(reported)		
France	39,934	69.8%	+2.8	+2.5	54	+0.5%	-0.0%	38	+4.7%	+3.8%	+4.7%
Germany	15,160	68.5%	+4.2	+4.0	58	-1.7%	-2.4%	40	+4.7%	+3.7%	+4.3%
Netherlands	2,414	73.2%	+8.1	+8.5	77	-2.4%	-1.8%	56	+9.6%	+11.1%	+9.6%
Belgium	2,639	72.6%	+2.4	+3.4	69	+2.6%	+1.4%	50	+6.1%	+6.5%	+6.1%
Spain	4,898	54.6%	-0.8	-0.6	53	-1.1%	-1.9%	29	-2.5%	-2.9%	-2.5%
Italy	1,552	65.0%	+9.0	+9.0	65	-6.3%	-6.3%	42	+8.7%	+8.7%	+8.7%
UK (in £)	9,013	72.3%	+4.8	+4.7	54	+2.4%	+1.3%	39	+9.6%	+8.3%	+9.5%
USA (in \$)	73,403	61.1%	+2.9	+2.8	42	-3.4%	-3.9%	25	+1.5%	+0.7%	+1.5%

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