



## Revpar by segment

HOTELS : RevPAR by segment  
at December-end 2005 (YTD)

	Occupancy Rate (reported) (in %) (var in pts)		Average room rate (reported) (var in %)		RevPAR			
					subsidiaries reported basis	subsidiaries reported basis	subsidiaries like-for-like basis(1)	subsidiaries & managed reported basis
Upscale and Midscale Europe	63.2%	-0.7	94	2.6%	59	1.5%	2.3%	1.1%
Economy Europe	72.5%	-0.3	50	4.0%	36	3.5%	3.7%	3.6%
Economy US (in USD)	65.9%	+0.9	44	4.4%	29	5.7%	5.6%	5.7%

(1) at comparable scope



## Revpar by country

UPSCALE AND MIDSACLE HOTELS RevPAR by country at Decembre-end 2005 (YTD) (in local currency)	Number of rooms	Occupancy Rate (reported)		Average room rate (reported)		RevPAR			
		(in %)	(var in pts)	(var in %)	subsidiaries	subsidiaries	subsidiaries	subsidiaries & managed	
					reported basis	reported basis	like-for-like basis(1)	reported basis	
France	30 987	61.4%	-1.1	102	3.7%	62	1.9%	2.3%	2.3%
Germany	13 413	61.9%	+0.5	72	-0.2%	45	0.7%	0.5%	3.5%
Netherlands	3 698	65.5%	+0.7	102	2.6%	67	3.8%	3.8%	3.7%
Belgium	2 230	66.9%	-2.9	96	3.1%	64	-1.1%	-1.1%	-0.1%
Spain	1 945	62.0%	-2.2	90	-2.2%	56	-5.5%	2.7%	-8.7%
Italy	3 056	61.0%	+2.6	112	-1.9%	69	2.4%	3.6%	2.4%
UK ( in £)	5 121	73.0%	-1.7	77	6.1%	56	3.6%	5.6%	3.9%
USA (in \$)	3 449	73.6%	+1.6	178	13.0%	131	15.5%	15.5%	15.3%



ECONOMY HOTELS RevPAR by country at Decembre-end 2005 (YTD) (in local currency)	Number of rooms	Occupancy Rate (reported)		Average room rate (reported)		RevPAR			
		(in %)	(var in pts)	(in %)	(var in %)	subsidiaries	subsidiaries	subsidiaries	subsidiaries & managed
						reported basis	reported basis	like-for-like basis(1)	reported basis
France	44 535	73.5%	-0.9	43	4.6%	31	3.4%	3.4%	3.4%
Germany	15 084	71.2%	+1.0	51	0.6%	36	2.0%	2.0%	2.6%
Netherlands	2 215	74.2%	+0.5	69	1.8%	52	2.5%	4.6%	2.5%
Belgium	2 475	75.3%	+1.3	60	-0.2%	45	1.5%	1.5%	1.5%
Spain	3 388	72.6%	-1.7	49	6.8%	36	4.3%	8.8%	4.3%
Italy	1 216	57.6%	+6.6	71	-9.9%	41	1.7%	5.2%	1.7%
UK ( in £)	6 190	73.8%	-1.7	48	5.8%	36	3.4%	4.2%	3.1%
USA (in \$)	109 081	65.9%	+0.9	44	4.4%	29	5.7%	5.6%	5.7%

(1) at comparable scope