



December YTD 04

| | Sub. Reported | | | | RevPAR (var. %) | |
|--------------------------------|---------------|----------|--------------|-------|-----------------|-------------------------|
| | OR % | var. pts | ARR value | var % | Sub. L/L | Sub. & Managed reported |
| UPSCALE MIDSCALE EUROPE | 63,5% | 1,4 | 90,0 | 0,4% | 2,4% | 1,9% |
| ECO EUROPE | 72,8% | 0,6 | 47,0 | 2,3% | 2,7% | 3,3% |
| ECO US (\$) | 65,0% | 0,6 | 42,0 | 1,2% | 2,1% | 2,2% |

December YTD 04

| (local currency) | Number of rooms | OR | | ARR | | RevPar value (LC) | RevPAR (var in %) | | |
|-------------------------------|-----------------|-------|--------|------------|-------|----------------------|-------------------------------------|--|--|
| | | % | in pts | value (LC) | % | | subsidiaries only reported basis | subsidiaries only like-for-like basis | subsidiaries & managed reported basis |
| Upscale & Midscale | | | | | | | | | |
| France | 30 714 | 62,4% | 0,4 | 97 | 0,1% | 61 | 0,8% | 0,9% | 1,0% |
| Germany | 15 611 | 60,6% | 2,9 | 70 | -0,6% | 42 | 4,4% | 3,9% | 11,5% |
| Netherlands | 3 696 | 64,8% | -0,4 | 100 | -0,4% | 65 | -1,1% | -1,1% | -0,6% |
| Belgium | 2 230 | 69,8% | 2,5 | 93 | -2,0% | 65 | 1,6% | 0,9% | 2,0% |
| Spain | 1 659 | 62,7% | -6,2 | 98 | -1,6% | 61 | -10,5% | -7,9% | -7,1% |
| Italy | 2 992 | 58,4% | -0,5 | 115 | -3,4% | 67 | -4,2% | -0,8% | -4,2% |
| UK (£) | 4 799 | 74,7% | 1,3 | 72 | 6,2% | 54 | 8,0% | 7,7% | 9,5% |
| USA (\$) | 3 465 | 72,0% | 8,0 | 158 | 5,4% | 114 | 18,5% | 18,5% | 18,0% |

Economy

| | | | | | | | | | |
|-------------|---------|-------|------|----|-------|----|--------|--------|--------|
| France | 44 318 | 74,4% | 0,4 | 41 | 1,8% | 30 | 2,3% | 2,2% | 2,3% |
| Germany | 14 262 | 70,2% | 0,2 | 50 | 1,2% | 35 | 1,5% | 1,4% | 1,2% |
| Netherlands | 2 031 | 73,8% | 0,5 | 68 | -0,9% | 50 | -0,2% | -0,4% | -0,2% |
| Belgium | 2 476 | 74,0% | 2,5 | 60 | -0,7% | 45 | 2,8% | 3,7% | 2,8% |
| Spain | 2 776 | 74,3% | 6,3 | 46 | -0,7% | 34 | 8,4% | 5,8% | 8,4% |
| Italy | 992 | 51,2% | -4,9 | 79 | -4,8% | 40 | -13,1% | -10,7% | -13,1% |
| UK (£) | 5 858 | 75,5% | 0,9 | 46 | 2,6% | 35 | 3,9% | 5,7% | 4,9% |
| USA (\$) | 109 684 | 65,0% | 0,6 | 42 | 1,2% | 28 | 2,2% | 2,1% | 2,2% |