

## RevPAR by segment

HOTELS : RevPAR by segment Q2 2008	Occupancy Rate Subsidiaries (reported)		Average room rate Subsidiaries (reported)		RevPAR			
	(in %)	(chg in pts)		(chg in %)	Subsidiaries (reported) (chg in %)	Subsidiaries (like-for-like(1))	Subsidiaries & managed (reported)	
Upscale and Midscale Europe (in €)	71.1%	+0.8	111	+6.4%	79	+7.5%	+7.8%	+6.5%
Economy Europe (in €)	76.6%	-0.1	58	+6.2%	45	+6.1%	+6.8%	+5.8%
Economy US (in \$) (2)	67.3%	-2.2	46	+1.8%	31	-1.4%	-1.8%	-1.4%

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

(2) Excluding Red Roof Inn

HOTELS : RevPAR by segment at end of June 2008 (YTD)	Occupancy Rate Subsidiaries (reported)		Average room rate Subsidiaries (reported)		RevPAR			
	(in %)	(chg in pts)		(chg in %)	Subsidiaries (reported) (chg in %)	Subsidiaries (like-for-like(1))	Subsidiaries & managed (reported)	
Upscale and Midscale Europe (in €)	65.3%	+0.2	108	+4.9%	71	+5.2%	+5.5%	+3.9%
Economy Europe (in €)	71.4%	-0.3	58	+5.0%	41	+4.6%	+5.3%	+4.4%
Economy US (in \$) (2)	64.6%	-1.8	45	+1.5%	29	-1.2%	-1.6%	-1.2%

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

(2) Excluding Red Roof Inn

## RevPAR by country (Q2 2008)

UPSCALE AND MIDSCALE HOTELS RevPAR by country at Q2 2008 (in euros)	Number of rooms	Occupancy Rate		Average room rate		RevPAR			
		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries	Subsidiaries & managed
		(in %)	(chg in pts)	(chg in %)		(chg in %)		(like-for-like(1))	(reported)
France	30 141	72.0%	+1.4	118	+7.8%	85	+10.0%	+8.2%	+8.5%
Germany	20 187	67.7%	+3.0	98	+8.6%	67	+13.7%	+13.7%	+13.4%
Netherlands	4 183	73.5%	-2.4	122	+4.9%	90	+1.5%	+0.7%	+1.5%
Belgium	1 802	76.5%	-0.1	115	+12.0%	88	+11.9%	+6.2%	+10.7%
Spain	2 259	70.5%	-1.5	102	+1.4%	72	-0.7%	-0.7%	-0.7%
Italy	3 551	63.3%	-5.6	121	+1.4%	77	-6.9%	-3.2%	-6.8%
UK	5 226	80.3%	+1.3	92	+7.8%	74	+9.6%	+7.9%	+5.7%
USA (in \$)	480	95.2%	+1.2	265	+3.8%	252	+5.1%	+5.1%	+8.4%

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

ECONOMY HOTELS RevPAR by country at Q2 2008 (in euros)	Number of rooms	Occupancy Rate		Average room rate		RevPAR			
		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries	Subsidiaries & managed
		(in %)	(chg in pts)	(chg in %)		(chg in %)		(like-for-like(1))	(reported)
France	43 318	76.5%	-0.5	51	+8.3%	39	+7.7%	+6.3%	+7.8%
Germany	15 059	73.5%	+1.9	60	+6.9%	44	+9.8%	+9.7%	+8.2%
Netherlands	2 152	83.9%	-6.6	89	+9.9%	75	+1.8%	-0.2%	+1.8%
Belgium	2 560	83.6%	+1.9	71	+8.5%	59	+11.1%	+11.1%	+11.1%
Spain	4 452	76.1%	-4.9	57	+5.1%	43	-1.2%	-1.4%	-1.2%
Italy	1 550	71.0%	-0.6	74	+2.6%	53	+1.6%	+2.0%	+1.6%
UK	7 686	78.4%	+1.0	57	+6.9%	45	+8.3%	+9.3%	+7.8%
USA (in \$) (2)	80 063	67.3%	-2.2	46	+1.8%	31	-1.4%	-1.8%	-1.4%

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

(2) Excluding Red Roof Inn

## RevPAR by country (H1 2008)

UPSCALE AND MIDSCALE HOTELS RevPAR by country at end of June 2008 (YTD) (in local currency)	Number of rooms	Occupancy Rate		Average room rate		RevPAR			
		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries	Subsidiaries & managed
		(in %)	(chg in pts)	(chg in %)		(chg in %)		(like-for-like(1))	(reported)
France	29 611	66.5%	+1.7	117	+6.6%	78	+9.4%	+7.8%	+7.1%
Germany	20 282	62.7%	-0.2	96	+6.1%	60	+5.7%	+5.3%	+5.7%
Netherlands	4 151	65.5%	-2.3	118	+3.2%	77	-0.2%	-0.3%	-0.2%
Belgium	1 802	69.9%	+1.0	113	+8.4%	79	+9.9%	+3.7%	+8.9%
Spain	2 259	64.2%	-2.1	105	+2.6%	68	-0.6%	-0.6%	-0.6%
Italy	3 371	57.6%	-4.4	116	+1.2%	67	-6.1%	-3.5%	-5.9%
UK	5 230	77.0%	+0.4	90	+6.2%	69	+6.7%	+5.0%	+1.0%
USA (in \$)	480	94.2%	+4.5	234	+8.2%	221	+13.6%	+5.1%	+7.5%

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

ECONOMY HOTELS RevPAR by country at end of June 2008 (YTD) (in local currency)	Number of rooms	Occupancy Rate		Average room rate		RevPAR			
		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries	Subsidiaries & managed
		(in %)	(chg in pts)	(chg in %)		(chg in %)		(like-for-like(1))	(reported)
France	43 518	71.7%	-0.2	50	+6.8%	36	+6.4%	+5.2%	+6.6%
Germany	15 094	68.4%	-0.4	60	+5.2%	41	+4.6%	+4.7%	+3.6%
Netherlands	2 151	76.0%	-5.5	84	+9.1%	64	+1.7%	-0.2%	+1.7%
Belgium	2 560	76.4%	+2.1	70	+6.9%	54	+9.9%	+9.4%	+9.9%
Spain	4 388	72.8%	-3.9	57	+5.4%	41	+0.1%	-0.6%	+0.1%
Italy	1 550	61.3%	-0.9	77	+3.4%	47	+1.9%	+3.3%	+1.9%
UK	7 651	74.9%	+0.4	56	+6.3%	42	+6.8%	+7.5%	+6.7%
USA (in \$) (2)	80 063	64.6%	-1.8	45	+1.5%	29	-1.2%	-1.6%	-1.2%

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

(2) Excluding Red Roof Inn