

RevPAR by segment and country at December-end 2007 (YTD)

| HOTELS : RevPAR by segment at at December-end 2007 (YTD) | Occupancy Rate | | Average room rate | | RevPAR | | | |
|---|-------------------------|--------------|-------------------------|------------|-------------------------|--------------------|--------------|------------------------|
| | Subsidiaries (reported) | | Subsidiaries (reported) | | Subsidiaries (reported) | | Subsidiaries | Subsidiaries & managed |
| | (in %) | (chg in pts) | (in %) | (chg in %) | (chg in %) | (like-for-like(1)) | (reported) | |
| Upscale and Midscale Europe (in €) | 67.5% | +2.5 | 103 | +5.8% | 70 | +10.0% | +8.8% | +11.0% |
| Economy Europe (in €) | 74.0% | +1.3 | 55 | +4.3% | 41 | +6.1% | +5.9% | +6.2% |
| Economy US (in \$) | 65.6% | +0.7 | 47 | +0.6% | 31 | +1.7% | +1.8% | +1.7% |

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

| UPSCALE AND MIDSACLE HOTELS RevPAR by country at at December-end 2007 (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) | (in %) | (chg in %) | (chg in %) | (like-for-like(1)) | (reported) | |
| France | 30 097 | 67.3% | +4.2 | 110 | +5.5% | 74 | +12.6% | +10.8% | +11.4% |
| Germany | 21 056 | 65.0% | +0.4 | 90 | +13.9% | 59 | +14.6% | +6.0% | +8.7% |
| Netherlands | 4 249 | 68.5% | +2.0 | 114 | +2.1% | 78 | +5.1% | +6.0% | +4.6% |
| Belgium | 2 206 | 71.5% | +2.7 | 102 | +3.8% | 73 | +7.9% | +7.7% | +8.9% |
| Spain | 2 259 | 66.5% | +4.8 | 99 | +4.5% | 66 | +12.7% | +12.7% | +12.8% |
| Italy | 3 027 | 63.9% | -0.2 | 118 | +2.8% | 75 | +2.5% | +5.0% | +2.5% |
| UK (in £) | 5 346 | 78.3% | +1.4 | 85 | +6.4% | 67 | +8.4% | +6.9% | +0.4% |
| USA (in \$) | 510 | 92.7% | +20.0 | 248 | +14.4% | 230 | +45.9% | +20.3% | +22.0% |

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

| ECONOMY HOTELS RevPAR by country at at December-end 2007 (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) | (in %) | (chg in %) | (chg in %) | (like-for-like(1)) | (reported) | |
| France | 43 881 | 73.5% | +0.7 | 47 | +4.1% | 35 | +5.1% | +4.6% | +5.0% |
| Germany | 15 122 | 71.2% | +0.1 | 56 | +4.0% | 40 | +4.2% | +4.2% | +4.4% |
| Netherlands | 2 209 | 82.0% | +1.3 | 77 | +5.2% | 64 | +6.9% | +6.7% | +6.9% |
| Belgium | 2 564 | 78.1% | +2.1 | 65 | +3.3% | 51 | +6.2% | +8.1% | +6.2% |
| Spain | 4 069 | 77.9% | +1.7 | 54 | +4.4% | 42 | +6.7% | +5.8% | +6.7% |
| Italy | 1 395 | 66.0% | +6.3 | 74 | +3.6% | 49 | +14.5% | +15.5% | +14.5% |
| UK (in £) | 7 361 | 77.1% | +3.0 | 53 | +5.1% | 41 | +9.3% | +10.6% | +9.4% |
| USA (in \$) | 97 638 | 65.7% | +0.7 | 47 | +0.6% | 31 | +1.7% | +1.8% | +1.7% |

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