

# Global Performance (Data in US Dollars)

Period ending: December 2007



	December 2007 vs December 2006								
	Occ %		ADR		RevPAR		Percent Change from December 2006		
	2007	2006	2007	2006	2007	2006	Occ.	ADR	RevPAR
<b>Asia Pacific</b>	66.0	67.7	138.95	123.52	91.69	83.66	-2.6	12.5	9.6
Central & South Asia	65.0	67.2	244.32	183.20	158.84	123.11	-3.3	33.4	29.0
Northeastern Asia	63.7	66.0	124.89	122.39	79.60	80.76	-3.4	2.0	-1.4
Southeastern Asia	70.7	69.6	128.01	99.36	90.47	69.13	1.6	28.8	30.9
Australia & Oceania	67.8	70.0	158.76	136.51	107.72	95.58	-3.1	16.3	12.7

<b>Americas</b>	48.8	50.0	104.50	98.17	51.03	49.13	-2.4	6.5	3.9
North America	48.6	49.9	103.24	97.09	50.23	48.46	-2.5	6.3	3.6
Caribbean	62.6	61.5	259.88	242.78	162.62	149.28	1.8	7.0	8.9
Central America	61.8	59.2	117.77	121.24	72.74	71.78	4.3	-2.9	1.3
South America	58.8	55.6	116.62	97.90	68.52	54.43	5.7	19.1	25.9

<b>Europe</b>	56.9	57.8	162.54	139.57	92.41	80.73	-1.7	16.5	14.5
Eastern Europe	51.0	52.4	191.08	160.51	97.45	84.14	-2.7	19.0	15.8
Northern Europe	58.8	61.0	167.92	151.05	98.75	92.08	-3.5	11.2	7.2
Southern Europe	47.9	49.8	156.59	128.91	75.02	64.26	-3.9	21.5	16.7
Western Europe	60.1	58.6	153.05	124.95	91.96	73.26	2.5	22.5	25.5

<b>Middle East/Africa</b>	65.7	63.1	197.97	174.36	130.06	110.08	4.1	13.5	18.1
Middle East	65.6	65.4	245.12	218.19	160.88	142.59	0.4	12.3	12.8
Northern Africa	68.4	58.9	106.10	88.64	72.59	52.22	16.2	19.7	39.0
Southern Africa	57.6	63.1	181.59	153.17	104.66	96.64	-8.6	18.6	8.3

Markets									
	2007	2006	2007	2006	2007	2006	Occ.	ADR	RevPAR
Beijing	61.7	58.4	93.37	85.34	57.61	49.84	5.6	9.4	15.6
Berlin	62.6	61.3	114.96	95.99	71.97	58.80	2.2	19.8	22.4
Buenos Aires	73.6	66.4	148.82	133.96	109.49	88.98	10.8	11.1	23.0
Cairo	76.6	68.5	142.42	112.51	109.10	77.01	11.9	26.6	41.7
Dubai	78.4	82.7	396.55	346.10	310.75	286.27	-5.3	14.6	8.6
Hong Kong	88.5	87.7	183.43	170.65	162.25	149.59	0.9	7.5	8.5
London	73.6	72.7	239.40	212.74	176.09	154.70	1.2	12.5	13.8
Los Angeles	62.2	62.5	118.31	108.50	73.60	67.77	-0.4	9.0	8.6
Madrid	59.1	61.0	160.56	132.54	94.86	80.91	-3.2	21.1	17.2
New York	80.9	80.2	330.54	298.91	267.45	239.63	0.9	10.6	11.6
Paris	71.8	65.1	244.60	207.00	175.68	134.79	10.3	18.2	30.3
Rome	54.8	57.8	215.57	184.63	118.08	106.68	-5.2	16.8	10.7
Sydney	75.7	76.4	182.14	152.48	137.81	116.56	-1.0	19.4	18.2
Tokyo	82.3	82.6	206.58	183.46	169.97	151.58	-0.4	12.6	12.1
Toronto	50.9	49.5	131.06	108.41	66.67	53.68	2.7	20.9	24.2

	Year to Date - December 2007 vs December 2006								
	Occ %		ADR		RevPAR		Percent Change from YTD 2006		
	2007	2006	2007	2006	2007	2006	Occ.	ADR	RevPAR
	69.6	70.6	129.33	115.58	89.98	81.55	-1.4	11.9	10.3
	67.0	67.8	199.91	150.20	133.93	101.88	-1.2	33.1	31.5
	68.2	71.6	124.66	121.27	85.03	86.78	-4.7	2.8	-2.0
	69.5	66.9	107.75	87.57	74.91	58.57	4.0	23.0	27.9
	74.8	74.3	145.41	124.36	108.83	92.39	0.7	16.9	17.8

	63.3	63.4	105.16	99.02	66.57	62.74	-0.1	6.2	6.1
	63.3	63.3	104.46	98.44	66.09	62.35	-0.1	6.1	6.0
	66.5	68.2	206.44	195.75	137.35	133.59	-2.5	5.5	2.8
	70.7	68.4	119.41	106.41	84.39	72.82	3.3	12.2	15.9
	63.8	61.8	109.39	92.18	69.79	56.96	3.2	18.7	22.5

	69.1	68.9	161.25	137.74	111.45	94.90	0.3	17.1	17.4
	65.6	66.0	185.80	160.57	121.83	105.99	-0.7	15.7	14.9
	71.7	72.0	165.76	139.52	118.93	100.44	-0.3	18.8	18.4
	64.9	65.2	161.23	137.99	104.66	90.00	-0.5	16.8	16.3
	68.4	67.0	150.71	131.79	103.15	88.26	2.2	14.4	16.9

	69.7	66.5	168.26	144.50	117.28	96.11	4.8	16.4	22.0
	68.8	66.6	206.32	178.36	142.00	118.84	3.3	15.7	19.5
	72.7	66.3	91.77	79.66	66.75	52.82	9.7	15.2	26.4
	66.7	66.4	161.47	133.57	107.73	88.75	0.4	20.9	21.4

	70.0	72.0	103.38	95.35	72.39	68.63	-2.7	8.4	5.5
	72.7	69.6	113.61	105.09	82.62	73.12	4.5	8.1	13.0
	68.6	69.0	140.29	121.74	96.26	83.95	-0.5	15.2	14.7
	75.4	73.7	118.95	100.75	89.68	74.29	2.2	18.1	20.7
	82.9	82.1	328.65	279.11	272.41	229.02	1.0	17.7	18.9
	84.3	84.2	175.49	151.96	147.94	127.97	0.1	15.5	15.6
	81.1	81.0	239.86	195.37	194.50	158.17	0.2	22.8	23.0
	75.2	75.3	122.59	114.11	92.15	85.87	-0.1	7.4	7.3
	69.7	68.6	159.61	140.00	111.27	95.99	1.7	14.0	15.9
	83.7	82.5	269.84	241.40	225.87	199.04	1.5	11.8	13.5
	76.8	72.6	232.87	214.72	178.93	155.94	5.8	8.5	14.7
	70.8	74.6	217.01	193.54	153.72	144.43	-5.1	12.1	6.4
	79.6	77.0	158.28	134.53	125.98	103.57	3.4	17.7	21.6
	80.6	82.2	181.55	163.99	146.38	134.84	-1.9	10.7	8.6
	68.8	67.8	134.87	125.81	92.77	85.31	1.4	7.2	8.7

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# Global Performance (Data in Euros)

Period ending: December 2007



	December 2007 vs December 2006								
	Occ %		ADR		RevPAR		Percent Change from December 2006		
	2007	2006	2007	2006	2007	2006	Occ.	ADR	RevPAR

<b>Asia Pacific</b>	66.0	67.7	94.53	93.67	62.38	63.44	-2.6	0.9	-1.7
Central & South Asia	65.0	67.2	166.21	138.93	108.06	93.36	-3.3	19.6	15.7
Northeastern Asia	63.7	66.0	84.96	92.81	54.15	61.24	-3.4	-8.5	-11.6
Southeastern Asia	70.7	69.6	87.09	75.35	61.55	52.43	1.6	15.6	17.4
Australia & Oceania	67.8	70.0	108.01	103.52	73.28	72.48	-3.1	4.3	1.1

<b>Americas</b>	48.8	50.0	71.09	74.45	34.71	37.26	-2.4	-4.5	-6.8
North America	48.6	49.9	70.24	73.63	34.17	36.75	-2.5	-4.6	-7.0
Caribbean	62.6	61.5	176.80	184.11	110.63	113.21	1.8	-4.0	-2.3
Central America	61.8	59.2	80.12	91.94	49.48	54.44	4.3	-12.9	-9.1
South America	58.8	55.6	79.34	74.24	46.61	41.28	5.7	6.9	12.9

<b>Europe</b>	56.9	57.8	110.58	105.84	62.87	61.22	-1.7	4.5	2.7
Eastern Europe	51.0	52.4	129.99	121.72	66.29	63.80	-2.7	6.8	3.9
Northern Europe	58.8	61.0	114.24	114.55	67.18	69.83	-3.5	-0.3	-3.8
Southern Europe	47.9	49.8	106.53	97.76	51.04	48.73	-3.9	9.0	4.7
Western Europe	60.1	58.6	104.12	94.76	62.56	55.56	2.5	9.9	12.6

<b>Middle East/Africa</b>	65.7	63.1	134.68	132.23	88.48	83.48	4.1	1.9	6.0
Middle East	65.6	65.4	166.76	165.47	109.44	108.14	0.4	0.8	1.2
Northern Africa	68.4	58.9	72.18	67.22	49.39	39.60	16.2	7.4	24.7
Southern Africa	57.6	63.1	123.54	116.16	71.20	73.29	-8.6	6.4	-2.8

## Markets

Beijing	61.7	58.4	63.52	64.72	39.19	37.80	5.6	-1.9	3.7
Berlin	62.6	61.3	78.21	72.80	48.96	44.59	2.2	7.4	9.8
Buenos Aires	73.6	66.4	101.24	101.59	74.48	67.48	10.8	-0.3	10.4
Cairo	76.6	68.5	96.89	85.32	74.22	58.40	11.9	13.6	27.1
Dubai	78.4	82.7	269.77	262.46	211.40	217.09	-5.3	2.8	-2.6
Hong Kong	88.5	87.7	124.79	129.41	110.38	113.44	0.9	-3.6	-2.7
London	73.6	72.7	162.87	161.33	119.79	117.32	1.2	0.9	2.1
Los Angeles	62.2	62.5	80.49	82.28	50.07	51.39	-0.4	-2.2	-2.6
Madrid	59.1	61.0	109.23	100.51	64.54	61.36	-3.2	8.7	5.2
New York	80.9	80.2	224.87	226.68	181.94	181.72	0.9	-0.8	0.1
Paris	71.8	65.1	166.40	156.98	119.51	102.22	10.3	6.0	16.9
Rome	54.8	57.8	146.65	140.02	80.33	80.90	-5.2	4.7	-0.7
Sydney	75.7	76.4	123.91	115.63	93.75	88.39	-1.0	7.2	6.1
Tokyo	82.3	82.6	140.53	139.13	115.63	114.95	-0.4	1.0	0.6
Toronto	50.9	49.5	89.16	82.21	45.36	40.71	2.7	8.5	11.4

	Year to Date - December 2007 vs December 2006								
	Occ %		ADR		RevPAR		Percent Change from YTD 2006		
	2007	2006	2007	2006	2007	2006	Occ.	ADR	RevPAR

	69.6	70.6	93.55	91.30	65.09	64.42	-1.4	2.5	1.0
	67.0	67.8	144.57	118.79	96.85	80.57	-1.2	21.7	20.2
	68.2	71.6	90.19	95.79	61.52	68.55	-4.7	-5.9	-10.3
	69.5	66.9	77.93	69.16	54.18	46.25	4.0	12.7	17.1
	74.8	74.3	105.16	98.25	78.70	72.99	0.7	7.0	7.8

	63.3	63.4	76.31	78.30	48.31	49.61	-0.1	-2.5	-2.6
	63.3	63.3	75.80	77.84	47.96	49.30	-0.1	-2.6	-2.7
	66.5	68.2	150.46	155.66	100.10	106.23	-2.5	-3.3	-5.8
	70.7	68.4	86.82	84.30	61.35	57.69	3.3	3.0	6.4
	63.8	61.8	79.08	72.87	50.45	45.03	3.2	8.5	12.0

	69.1	68.9	116.58	108.64	80.58	74.85	0.3	7.3	7.7
	65.6	66.0	134.25	126.59	88.02	83.57	-0.7	6.0	5.3
	71.7	72.0	119.88	109.99	86.01	79.18	-0.3	9.0	8.6
	64.9	65.2	116.63	108.93	75.71	71.04	-0.5	7.1	6.6
	68.4	67.0	108.88	103.97	74.51	69.63	2.2	4.7	7.0

	69.7	66.5	121.77	114.20	84.87	75.96	4.8	6.6	11.7
	68.8	66.6	149.34	140.98	102.78	93.94	3.3	5.9	9.4
	72.7	66.3	66.36	62.96	48.27	41.75	9.7	5.4	15.6
	66.7	66.4	116.84	105.40	77.95	70.03	0.4	10.9	11.3

	70.0	72.0	74.70	75.20	52.31	54.13	-2.7	-0.7	-3.4
	72.7	69.6	82.02	82.86	59.65	57.65	4.5	-1.0	3.5
	68.6	69.0	101.30	96.20	69.51	66.34	-0.5	5.3	4.8
	75.4	73.7	86.02	79.66	64.85	58.74	2.2	8.0	10.4
	82.9	82.1	237.49	220.88	196.85	181.24	1.0	7.5	8.6
	84.3	84.2	126.58	119.94	106.71	101.01	0.1	5.5	5.6
	81.1	81.0	173.39	153.94	140.60	124.63	0.2	12.6	12.8
	75.2	75.3	89.01	90.30	66.91	67.95	-0.1	-1.4	-1.5
	69.7	68.6	115.35	110.60	80.41	75.83	1.7	4.3	6.0
	83.7	82.5	194.32	190.00	162.65	156.66	1.5	2.3	3.8
	76.8	72.6	168.09	169.38	129.15	123.02	5.8	-0.8	5.0
	70.8	74.6	156.71	152.57	111.01	113.86	-5.1	2.7	-2.5
	79.6	77.0	114.43	106.28	91.08	81.82	3.4	7.7	11.3
	80.6	82.2	131.26	129.45	105.83	106.44	-1.9	1.4	-0.6
	68.8	67.8	97.47	99.27	67.05	67.32	1.4	-1.8	-0.4

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# Global Performance (Data in British Pounds)

Period ending: December 2007



	December 2007 vs December 2006								
	Occ %		ADR		RevPAR		Percent Change from December 2006		
	2007	2006	2007	2006	2007	2006	Occ.	ADR	RevPAR

<b>Asia Pacific</b>	66.0	67.7	69.60	63.11	45.93	42.75	-2.6	10.3	7.4
Central & South Asia	65.0	67.2	122.38	93.61	79.56	62.90	-3.3	30.7	26.5
Northeastern Asia	63.7	66.0	62.56	62.53	39.87	41.26	-3.4	0.0	-3.4
Southeastern Asia	70.7	69.6	64.12	50.77	45.32	35.32	1.6	26.3	28.3
Australia & Oceania	67.8	70.0	79.53	69.75	53.95	48.84	-3.1	14.0	10.5

<b>Americas</b>	48.8	50.0	52.35	50.16	25.56	25.10	-2.4	4.4	1.8
North America	48.6	49.9	51.71	49.61	25.16	24.76	-2.5	4.2	1.6
Caribbean	62.6	61.5	130.18	124.05	81.46	76.27	1.8	4.9	6.8
Central America	61.8	59.2	58.99	61.95	36.43	36.68	4.3	-4.8	-0.7
South America	58.8	55.6	58.42	50.02	34.32	27.81	5.7	16.8	23.4

<b>Europe</b>	56.9	57.8	81.42	71.31	46.29	41.25	-1.7	14.2	12.2
Eastern Europe	51.0	52.4	95.71	82.01	48.81	42.99	-2.7	16.7	13.5
Northern Europe	58.8	61.0	84.11	77.18	49.46	47.05	-3.5	9.0	5.1
Southern Europe	47.9	49.8	78.44	65.87	37.58	32.83	-3.9	19.1	14.5
Western Europe	60.1	58.6	76.66	63.84	46.06	37.43	2.5	20.1	23.1

<b>Middle East/Africa</b>	65.7	63.1	99.16	89.09	65.14	56.25	4.1	11.3	15.8
Middle East	65.6	65.4	122.78	111.49	80.58	72.86	0.4	10.1	10.6
Northern Africa	68.4	58.9	53.14	45.29	36.36	26.68	16.2	17.3	36.3
Southern Africa	57.6	63.1	90.96	78.26	52.43	49.38	-8.6	16.2	6.2

## Markets

Beijing	61.7	58.4	46.77	43.60	28.86	25.47	5.6	7.3	13.3
Berlin	62.6	61.3	57.58	49.05	36.05	30.05	2.2	17.4	20.0
Buenos Aires	73.6	66.4	74.54	68.45	54.84	45.46	10.8	8.9	20.6
Cairo	76.6	68.5	71.34	57.49	54.65	39.35	11.9	24.1	38.9
Dubai	78.4	82.7	198.63	176.84	155.65	146.27	-5.3	12.3	6.4
Hong Kong	88.5	87.7	91.88	87.19	81.27	76.43	0.9	5.4	6.3
London	73.6	72.7	119.92	108.70	88.20	79.04	1.2	10.3	11.6
Los Angeles	62.2	62.5	59.30	55.56	36.89	34.70	-0.4	6.7	6.3
Madrid	59.1	61.0	80.42	67.72	47.52	41.34	-3.2	18.8	14.9
New York	81.0	80.2	165.56	152.68	134.09	122.40	1.0	8.4	9.5
Paris	71.8	65.1	122.52	105.77	88.00	68.87	10.3	15.8	27.8
Rome	54.8	57.8	107.98	94.34	59.15	54.51	-5.2	14.5	8.5
Sydney	75.7	76.4	91.23	77.91	69.03	59.56	-1.0	17.1	15.9
Tokyo	82.3	82.6	103.47	93.74	85.14	77.45	-0.4	10.4	9.9
Toronto	50.9	49.5	65.65	55.39	33.40	27.43	2.7	18.5	21.8

	Year to Date - December 2007 vs December 2006								
	Occ %		ADR		RevPAR		Percent Change from YTD 2006		
	2007	2006	2007	2006	2007	2006	Occ.	ADR	RevPAR

	69.6	70.6	64.34	62.25	44.77	43.92	-1.4	3.4	1.9
	67.0	67.8	99.53	80.98	66.68	54.93	-1.2	22.9	21.4
	68.2	71.6	62.00	65.33	42.29	46.75	-4.7	-5.1	-9.5
	69.5	66.9	53.62	47.14	37.28	31.53	4.0	13.8	18.3
	74.8	74.3	72.32	66.96	54.12	49.74	0.7	8.0	8.8

	63.3	63.4	52.33	53.42	33.13	33.85	-0.1	-2.0	-2.1
	63.3	63.3	51.98	53.11	32.89	33.64	-0.1	-2.1	-2.2
	66.5	68.2	103.17	106.41	68.64	72.62	-2.5	-3.0	-5.5
	70.7	68.4	59.53	57.53	42.07	39.37	3.3	3.5	6.9
	63.8	61.8	54.39	49.68	34.70	30.70	3.2	9.5	13.0

	69.1	68.9	80.13	74.08	55.38	51.04	0.3	8.2	8.5
	65.6	66.0	92.30	86.34	60.52	56.99	-0.7	6.9	6.2
	71.7	72.0	82.38	74.97	59.11	53.97	-0.3	9.9	9.5
	64.9	65.2	80.10	74.29	52.00	48.46	-0.5	7.8	7.3
	68.4	67.0	74.88	70.92	51.25	47.50	2.2	5.6	7.9

	69.7	66.5	83.77	77.89	58.39	51.80	4.8	7.6	12.7
	68.8	66.6	102.75	96.16	70.72	64.08	3.3	6.9	10.4
	72.7	66.3	45.65	42.94	33.20	28.47	9.7	6.3	16.6
	66.7	66.4	80.33	71.81	53.59	47.72	0.4	11.9	12.3

	70.0	72.0	51.36	51.28	35.97	36.92	-2.7	0.2	-2.6
	72.7	69.6	56.44	56.52	41.05	39.33	4.5	-0.1	4.4
	68.6	69.0	69.79	65.59	47.89	45.23	-0.5	6.4	5.9
	75.4	73.7	59.20	54.29	44.63	40.03	2.2	9.0	11.5
	82.9	82.1	163.68	150.66	135.67	123.63	1.0	8.6	9.7
	84.3	84.2	87.22	81.75	73.53	68.84	0.1	6.7	6.8
	81.1	81.0	119.20	104.91	96.66	84.94	0.2	13.6	13.8
	75.2	75.2	61.07	61.68	45.91	46.40	-0.1	-1.0	-1.1
	69.7	68.6	79.35	75.46	55.32	51.74	1.7	5.2	6.9
	83.7	82.5	134.00	129.43	112.21	106.73	1.5	3.5	5.1
	76.8	72.6	115.65	115.49	88.86	83.88	5.8	0.1	5.9
	70.8	74.6	107.75	104.11	76.33	77.69	-5.1	3.5	-1.8
	79.6	77.0	78.75	72.41	62.68	55.75	3.4	8.7	12.4
	80.6	82.2	90.34	88.26	72.84	72.57	-1.9	2.4	0.4
	68.8	67.8	66.98	67.69	46.07	45.90	1.4	-1.0	0.4

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## Americas

**Caribbean**  
 Anguilla  
 Antigua & Barbuda  
 Aruba  
 Bahamas  
 Barbados  
 Bermuda  
 British Virgin Islands  
 Cayman Islands  
 Cuba  
 Dominica  
 Dominican Republic  
 Grenada  
 Guadeloupe  
 Haiti  
 Jamaica  
 Martinique  
 Montserrat  
 Netherlands Antilles  
 Puerto Rico  
 St. Kitts & Nevis  
 St. Lucia  
 St. Vincent  
 Trinidad & Tobago  
 Turks & Caicos  
 US Virgin Islands

**Central America**  
 Belize  
 Costa Rica  
 El Salvador  
 Guatemala  
 Honduras  
 Nicaragua  
 Panama

**North America**  
 Canada  
 Mexico  
 United States

**South America**  
 Argentina  
 Bolivia  
 Brazil  
 Chile  
 Colombia  
 Ecuador  
 Falkland Islands  
 French Guiana  
 Guyana  
 Paraguay  
 Peru  
 Suriname  
 Uruguay  
 Venezuela

## Asia Pacific

**Central & South Asia**  
 Afghanistan  
 Bangladesh  
 Bhutan  
 India  
 Kazakhstan  
 Kyrgyzstan  
 Maldives  
 Nepal  
 Pakistan  
 Sri Lanka  
 Tajikistan  
 Turkmenistan  
 Uzbekistan

**Northeastern Asia**  
 China  
 Japan  
 North Korea  
 South Korea  
 Mongolia  
 Taiwan

**Southeastern Asia**  
 Brunei  
 Cambodia  
 East Timor  
 Indonesia  
 Laos  
 Malaysia  
 Myanmar  
 Philippines  
 Singapore  
 Thailand  
 Vietnam

**Australia & Oceania**  
 American Samoa  
 Australia  
 Cook Islands  
 Fiji  
 French Polynesia  
 Guam  
 Kiribati  
 Marshall Islands  
 Micronesia  
 Nauru  
 New Caledonia  
 New Zealand  
 Niue  
 Northern Mariana Islands  
 Palau  
 Papua New Guinea  
 Samoa  
 Solomon Islands  
 Tonga  
 Tuvalu  
 Vanuatu

## Europe

**Eastern Europe**  
 Belarus  
 Bulgaria  
 Czech Republic  
 Hungary  
 Poland  
 Moldova  
 Romania  
 Russia  
 Slovakia  
 Ukraine

**Northern Europe**  
 Denmark  
 Estonia  
 Finland  
 Iceland  
 Ireland  
 Latvia  
 Lithuania  
 Norway  
 Sweden  
 United Kingdom

**Southern Europe**  
 Albania  
 Andorra  
 Bosnia and Herzegovina  
 Croatia  
 Cyprus  
 Gibraltar  
 Greece  
 Italy  
 Macedonia  
 Malta  
 Montenegro  
 Portugal  
 San Marino  
 Serbia  
 Slovenia  
 Spain

**Western Europe**  
 Austria  
 Belgium  
 France  
 Germany  
 Liechtenstein  
 Luxembourg  
 Monaco  
 Netherlands  
 Switzerland

## Middle East / Africa

**Middle East**  
 Armenia  
 Azerbaijan  
 Bahrain  
 Georgia  
 Iran  
 Iraq  
 Israel  
 Jordan  
 Kuwait  
 Lebanon  
 Oman  
 Qatar  
 Saudi Arabia  
 Syria  
 Turkey  
 UAE  
 Yemen

**Northern Africa**  
 Algeria  
 Burkina Faso  
 Chad  
 Djibouti  
 Egypt  
 Eritrea  
 Libya  
 Mali  
 Morocco  
 Mauritania  
 Niger  
 Sudan  
 Tunisia

**Southern Africa**  
 Angola  
 Benin  
 Botswana  
 Burundi  
 Cameroon  
 Cape Verde  
 Central African Republic  
 Comoros  
 Congo  
 Cote d'Ivoire  
 Democratic Rep. of Congo  
 Equatorial Guinea  
 Ethiopia  
 Gabon  
 Gambia  
 Ghana  
 Guinea  
 Guinea-Bissau  
 Kenya  
 Lesotho  
 Liberia  
 Madagascar  
 Malawi  
 Mauritius  
 Mozambique  
 Namibia  
 Nigeria  
 Reunion  
 Rwanda  
 Sao Tome and Principe  
 Senegal  
 Seychelles  
 Sierra Leone  
 Somalia  
 South Africa  
 Swaziland  
 Tanzania  
 Togo  
 Uganda  
 Zambia  
 Zimbabwe

# Definitions



Performance data included for non-North American locations may be different than that released by The Bench. All data is processed by Smith Travel Research using both the current and historical sampling of hotels. For further questions about the methodology used to produce the Hotel Review, please email [info@smithtravelresearch.com](mailto:info@smithtravelresearch.com).

## **Average Daily Rate (ADR)**

Room revenue divided by rooms sold.

## **Country**

A geographic area that has internationally recognized boundaries, an organized economy, and a sovereign government with external recognition. It is typically recognized by the International Organization for Standardization (ISO).

## **Exchange Rate**

The factor used to convert revenue from U.S. Dollars to the local currency. The exchange rate data is obtained from Oanda.com. Any aggregated number in the report (YTD, Running 3 month, Running 12 month) uses the exchange rate of each relative month when calculating the data.

## **Market**

A geographic area within a country. Markets are defined by STR and The Bench.

## **Occupancy (Occ)**

Rooms sold divided by rooms available multiplied by 100.

## **Percent Change**

Amount of growth - up, flat, or down - this period versus same period last year (month or year-to-date). Calculated as  $((TY - LY) / LY) * 100$ .

## **Revenue Per Available Room (RevPAR)**

Room revenue divided by rooms available.

## **Rooms Available**

The number of rooms times the number of days in the period.

## **Room Revenue**

Total room revenue generated from the sale or rental of rooms.

## **Rooms Sold**

The number of rooms sold (excludes complimentary rooms).

## **Year-to-date**

Measures (Occ, ADR, RevPAR) are calculated using the sum of the values from January 1 of the given year.