



RevPAR excluding tax by segment and market - Q4 2018

Q4 2018	Occupancy rate		Average room rate		RevPAR	
	%	chg pts LFL	€	chg % LFL	€	chg % LFL
Luxury & Upscale	70,1	+3,0	162	+5,9	113	+10,5
Midscale	69,8	+1,5	95	+5,2	66	+7,6
Economy	69,9	+1,1	65	+4,6	45	+6,3
Europe	69,9	+1,4	85	+5,7	60	+7,9
Luxury & Upscale	68,1	+0,2	114	+3,9	78	+4,1
Midscale	71,4	+0,3	85	+3,1	60	+3,6
Economy	75,3	+2,0	47	+1,8	35	+4,7
Asia-Pacific	71,2	+0,8	84	+2,7	60	+4,0
Luxury & Upscale	64,2	+6,0	133	(4,3)	86	+5,7
Midscale	70,2	+3,7	72	(6,3)	50	(1,2)
Economy	65,6	(2,0)	58	(1,9)	38	(5,1)
Middle East & Africa	65,3	+3,6	107	(2,6)	70	+3,1
Luxury & Upscale	68,3	+0,1	236	+1,9	161	+2,0
Midscale	77,9	(2,3)	142	+1,1	110	(1,9)
Economy	65,5	(1,4)	41	+8,9	27	+6,7
North America, Central America & the Caribbean	69,2	(0,3)	205	+2,3	142	+1,8
Luxury & Upscale	60,7	+0,3	118	+23,0	72	+24,2
Midscale	60,2	+3,0	63	+7,0	38	+12,5
Economy	57,2	+3,3	42	+7,0	24	+13,4
South America	58,3	+3,0	56	+9,2	32	+15,0
Luxury & Upscale	67,4	+1,7	145	+3,3	98	+5,9
Midscale	69,9	+1,4	89	+4,0	63	+6,1
Economy	69,1	+1,4	58	+4,0	40	+6,2
Total	68,9	+1,5	90	+3,8	62	+6,1

RAFFLES \ ORIENT EXPRESS \ BANYAN TREE \ DELANO \ SOFITEL LEGEND
 FAIRMONT \ SLS \ SO \ SOFITEL \ THE HOUSE OF ORIGINALS \ RIXOS
 ONEFINESTAY \ MANTIS \ MGALLERY \ 21C \ ART SERIES \ MONDRIAN
 PULLMAN \ SWISSÔTEL \ ANGSANA \ 25HOURS \ HYDE \ MÖVENPICK
 GRAND MERCURE \ PEPPERS \ THE SEBEL \ MANTRA \ NOVOTEL \ MERCURE
 ADAGIO \ MAMA SHELTER \ TRIBE \ BREAKFREE \ IBIS \ IBIS STYLES
 IBIS BUDGET \ JO&JOE \ HOTELFI



RevPAR excluding tax by segment and market - Full-Year 2018

FY 2018	Occupancy rate		Average room rate		RevPAR	
	%	chg pts LFL	€	chg % LFL	€	chg % LFL
Luxury & Upscale	72.0	+2.2	170	+5.1	122	+8.4
Midscale	71.7	+1.6	94	+4.5	68	+6.9
Economy	71.8	+0.7	64	+4.2	46	+5.2
Europe	71.7	+1.1	84	+4.8	61	+6.5
Luxury & Upscale	66.8	+0.6	110	+3.3	74	+4.2
Midscale	70.0	+0.8	81	+2.3	57	+3.5
Economy	72.4	+2.6	45	+1.6	33	+5.4
Asia-Pacific	69.6	+1.2	81	+2.4	56	+4.3
Luxury & Upscale	63.8	+2.8	156	-0.8	100	+3.9
Midscale	66.1	+3.0	68	-7.5	45	-3.2
Economy	63.1	-0.9	55	-3.7	35	-5.2
Middle East & Africa	63.6	2.1	113	-1.5	72	+1.8
Luxury & Upscale	72.5	+0.5	236	+3.6	171	+4.1
Midscale	77.8	-1.3	131	+0.9	102	-0.8
Economy	65.7	-0.4	40	+6.0	27	+5.4
North America, Central America & the Caribbean	72.5	+0.3	207	+3.7	150	+4.0
Luxury & Upscale	56.7	+3.1	111	+13.0	63	+19.7
Midscale	58.8	+4.0	61	+3.5	36	+11.0
Economy	55.8	+3.5	41	+3.9	23	+10.8
South America	56.7	+3.7	54	+5.3	30	+12.3
Luxury & Upscale	67.7	+1.3	151	+3.6	102	+5.6
Midscale	70.2	+1.6	88	+3.2	62	+5.5
Economy	69.5	+1.3	57	+3.4	40	+5.3
Total	69.3	+1.4	89	+3.5	62	+5.6

RAFFLES \ ORIENT EXPRESS \ BANYAN TREE \ DELANO \ SOFITEL LEGEND
 FAIRMONT \ SLS \ SO \ SOFITEL \ THE HOUSE OF ORIGINALS \ RIXOS
 ONEFINESTAY \ MANTIS \ MGALLERY \ 21C \ ART SERIES \ MONDRIAN
 PULLMAN \ SWISSÔTEL \ ANGSANA \ 25HOURS \ HYDE \ MÖVENPICK
 GRAND MERCURE \ PEPPERS \ THE SEBEL \ MANTRA \ NOVOTEL \ MERCURE
 ADAGIO \ MAMA SHELTER \ TRIBE \ BREAKFREE \ IBIS \ IBIS STYLES
 IBIS BUDGET \ JO&JOE \ HOTELFI