



RevPAR excluding tax by segment – FY 2021

2021 vs. 2019	Occupancy rate		Average room rate		RevPAR	
	%	chg pts LFL	€	chg % LFL	€	chg % LFL
Luxury & Upscale	37.0	(33.5)	208	4.6	77	(43.8)
Midscale	40.0	(29.4)	100	(5.2)	40	(45.1)
Economy	46.5	(24.0)	61	(5.5)	28	(37.6)
South Europe	43.8	(26.2)	80	(6.6)	35	(41.3)
Luxury & Upscale	30.0	(43.3)	162	1.6	49	(57.5)
Midscale	36.7	(37.0)	79	(12.0)	29	(56.2)
Economy	36.4	(38.7)	61	(12.4)	22	(57.6)
North Europe	35.8	(38.4)	79	(11.1)	28	(56.9)
Luxury & Upscale	41.2	(23.9)	86	(23.5)	36	(50.4)
Midscale	47.1	(28.6)	63	(15.7)	30	(48.4)
Economy	52.7	(25.1)	33	(21.8)	17	(47.9)
ASPAC	46.3	(26.1)	62	(20.3)	29	(49.2)
Luxury & Upscale	43.2	(23.4)	129	12.6	56	(27.0)
Midscale	54.9	(10.8)	55	(11.0)	30	(25.1)
Economy	47.6	(18.3)	38	(12.5)	18	(36.9)
IMEAT	46.5	(19.6)	95	2.5	44	(27.8)
Luxury & Upscale	34.6	(33.9)	217	1.7	75	(47.5)
Midscale	38.8	(24.9)	54	(12.4)	21	(46.3)
Economy	38.5	(18.9)	29	(6.8)	11	(37.3)
Americas	37.2	(25.7)	96	(10.1)	36	(46.3)
Luxury & Upscale	39.2	(27.7)	131	(6.1)	51	(43.9)
Midscale	42.6	(29.6)	74	(11.9)	31	(48.3)
Economy	44.2	(26.8)	49	(11.3)	21	(45.0)
Total	42.3	(27.9)	78	(9.9)	33	(45.7)



RAFFLES \ ORIENT EXPRESS \ BANYAN TREE \ SOFITEL LEGEND \ FAIRMONT
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PEPPERS \ THE SEBEL \ MANTRA \ NOVOTEL \ MERCURE \ ADAGIO \ BREAKFREE
IBIS \ IBIS STYLES \ GREET \ IBIS BUDGET \ HOTELFI
ENNISMORE 21C \ 25HOURS \ DELANO \ GLENEAGLES \ HYDE \ JO&JOE
MAMA SHELTER \ MONDRIAN \ MORGANS ORIGINALS \ SLS \ SO
THE HOXTON \ TRIBE \ WORKING FROM



RevPAR excluding tax by segment – Q4 2021

Q4 2021 vs. Q4 2019	Occupancy rate		Average room rate		RevPAR	
	%	chg pts LFL	€	chg % LFL	€	chg % LFL
Luxury & Upscale	50.9	(14.4)	210	8.5	107	(14.5)
Midscale	53.7	(12.4)	103	(1.2)	55	(19.6)
Economy	57.9	(9.2)	62	(2.9)	36	(16.2)
South Europe	56.1	(10.5)	83	(2.0)	46	(17.3)
Luxury & Upscale	41.2	(32.7)	169	10.4	70	(38.3)
Midscale	49.2	(23.5)	85	(6.6)	42	(36.5)
Economy	49.8	(23.5)	65	(7.1)	32	(36.5)
North Europe	48.5	(24.3)	85	(6.0)	41	(36.8)
Luxury & Upscale	42.4	(22.9)	96	(20.4)	41	(46.8)
Midscale	49.3	(29.2)	63	(17.8)	31	(49.4)
Economy	55.4	(24.1)	34	(22.0)	19	(46.5)
ASPAC	48.2	(25.7)	65	(20.5)	31	(48.3)
Luxury & Upscale	55.2	(11.7)	152	30.2	84	7.5
Midscale	69.4	1.1	66	0.8	46	2.4
Economy	58.6	(10.5)	46	4.2	27	(11.6)
IMEAT	58.7	(8.8)	110	20.2	64	4.7
Luxury & Upscale	46.0	(18.2)	237	9.3	109	(20.3)
Midscale	54.3	(9.0)	58	(6.5)	31	(19.5)
Economy	53.3	(6.0)	30	0.5	16	(9.7)
Americas	50.9	(11.2)	102	(2.0)	52	(19.2)
Luxury & Upscale	46.7	(19.1)	150	6.8	70	(23.0)
Midscale	52.3	(19.2)	78	(7.0)	41	(31.9)
Economy	54.8	(14.8)	52	(6.0)	28	(26.0)
Total	51.7	(17.4)	84	(3.1)	44	(27.2)



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