



RevPAR excluding tax by segment – 2025

2025 vs. 2024	Occupancy rate		Average room rate		RevPAR	
	%	chg pts LFL	€	chg % LFL	€	chg % LFL
ENA	68.3	1.1	102	(1.1)	70	0.6
MEA APAC	67.6	(0.7)	83	5.2	56	4.1
Americas	61.1	1.6	71	7.3	43	10.2
Prem., Mid. & Eco.	67.3	0.4	91	2.1	61	2.7
Luxury	65.6	1.8	260	4.1	171	7.0
Lifestyle	66.7	2.4	217	4.9	145	8.6
Luxury & Lifestyle	65.9	2.0	246	4.2	162	7.3
Total	67.1	0.6	113	3.2	76	4.2

RevPAR excluding tax by segment – 4th quarter 2025

Q4 2025 vs. Q4 2024	Occupancy rate		Average room rate		RevPAR	
	%	chg pts LFL	€	chg % LFL	€	chg % LFL
ENA	67.6	1.2	102	1.4	69	3.3
MEA APAC	69.5	(0.7)	86	8.7	60	7.6
Americas	62.8	1.1	76	9.8	48	11.7
Prem., Mid. & Eco.	68.0	0.4	93	5.2	63	5.8
Luxury	68.3	2.8	263	5.1	179	9.4
Lifestyle	67.3	1.7	229	7.3	154	9.9
Luxury & Lifestyle	67.9	2.5	252	5.6	171	9.5
Total	68.0	0.7	116	5.9	79	7.0