

Palma de Mallorca, 8 May 2025

General Shareholders' Meeting 2025 - Meliá Hotels International

Speech by Gabriel Escarrer Jaume, Chairman & CEO

Dear Shareholders, Board Members, Employees and Friends,

Thank you for attending, both those who are here with us today at the Gran Meliá Victoria hotel in Palma, and those who are following us through the enabled electronic means.

Before I begin, I would like to ask you to stand in silence for one minute to share this short video tribute to our beloved Honorary Chairman, may he rest in peace, at this the first General Shareholders' Meeting in which he will not be with us. We hope to continue to honour his memory, year after year, with our excellence and commitment.

I would like to take this opportunity to thank my mother for her strength over the past few months and for the steadfastness with which she upholds and implements the values of our founder, ensuring that his legacy lives on. I am sure that my father, wherever he may be, is also very proud of her.

It is an honour for Meliá to welcome you once again to present the excellent balance of our activity in 2024, the strategy that has allowed us to achieve these results, as well as a summary of the most important milestones and achievements. I will also share with all of you our vision and outlook for the new financial year 2025, a year for which we see a pattern of performance very similar to that of last year and which we also believe will be positive, with the caution dictated by the geopolitical uncertainty and market volatility we have been experiencing for some years now, exacerbated by the tariff tensions in the United States.

I am delighted to inform you that in 2024, the tourism sector has been one of the major beneficiaries of the social transformation brought about by Covid: since 2022, when the last really aggressive variant of the virus was overcome, our industry has witnessed a real boom in demand, to which the recovery of Asian markets in recent months has been added, the last ones to lift restrictions. A global response of individuals and families who initially sought to 'make up' for the pain experienced and the harshness of the lockdowns, and which has gradually become a structural trend in demand: that of prioritising travel and experiences over other consumer goods or even saving money.

Thus, after recovering its overall activity figures according to UN Tourism, the sector has embarked on a new phase of 'restored' prosperity, in which the rapid increase in demand has given rise to healthy growth in a stabilised environment, albeit at a level much higher than that of the world's Gross Domestic Product. An environment in which we feel very comfortable to continue to optimise our management and create value.

I am pleased to confirm that, over the last few years, our Company has been able to capitalise on this boom and use it to drive a strong qualitative change that is reflected in our strategy and results, both financial and in terms of quality and positioning, and of course, in our commitments to our shareholders, our people, society and the environment. As I will try to explain during this Meeting, all of this gives us greater resilience, a quality that will be essential to face the uncertain global environment that seems to be emerging today.

Before moving on to the items, according to recommendation number 3 of the Good Governance Code for Listed Companies, [and as Chairman and CEO of the Board of Directors], I would like to inform you of the most relevant aspects in terms of Corporate Governance since the previous General Shareholders' Meeting, summarised as follows:

1. In relation to recommendation number 15 of the Good Governance Code, regarding diversity on the Board of Directors, (I am pleased) to inform you that, with the appointment of Ms Mercedes Escarrer Jaume in June 2024 (whose ratification and re-election is submitted for approval at this Meeting), we have reached 50% of women on the Board of Directors, thereby complying not only with the aforementioned recommendation (of the Good Governance Code), but also with the regulations on parity and with our Diversity Policy.
2. On the other hand, in relation to recommendation number 34 of the Good Governance Code, in addition to having appointed Ms Cristina Henríquez de Luna Basagoiti as Lead Director in 2024, on 3 April the Board appointed Ms Montserrat Trapé Viladomat as First Vice-Chairwoman and Ms Cristina Aldámiz-Echevarría González de Durana as Second Vice-Chairman, thus continuing with the good governance principle of separation of duties.

In view of the above, I would like to highlight the strength and consolidation of our Good Governance system, which has been recognized by different institutions. The Company currently complies with 98.1% of the total Good Governance recommendations applicable to it, the highest level reached in the last 8 years.

Likewise, with regard to the recommendations whose level of compliance we must improve, I would like to point out that, as mentioned in the Annual Corporate Governance Report available on our corporate website, the only recommendation that the Company does not currently comply with is number 61, relating to variable remuneration linked to the award of shares. Given my relationship with the most significant shareholder of the Company, both the Board and the Appointments, Remuneration and Sustainability Committee consider that it is not necessary to include the award of shares in my remuneration scheme.

Now, I will summarise our management and results for 2024, a year in which I would like to highlight the fulfilment of the commitments I made a year ago at our previous General Shareholders' Meeting.

2024 has been a very positive year for Meliá, again exceeding the revenue and profit levels registered in 2019. Our results reflect the consolidation of the general growth environment in the industry that I mentioned at the beginning of my speech, with a healthy trend towards normalisation after two years of accelerated growth. In the case of Meliá, this trend was reflected in a 4.4% increase in revenue excluding capital gains (€2,013 million) and a 10.7% improvement in Average Revenue Per Available Room (RevPAR), 75% of which was also attributed to the improvement in the average rate during the year, while occupancy levels remain slightly below those registered in 2019, leaving reasonable room for further growth. We are pleased to confirm the fulfilment of our commitment of double-digit increase in our RevPAR, nearly doubling the industry average.

The Group's EBITDA excluding capital gains also exceeded expectations and the commitment made at the last General Shareholders' Meeting (set, as you already know, with the objective of exceeding €525 million), reaching €533.6 million, and the Consolidated Profit (€162 million) also improved by 24.5% compared to 2023. The Company also managed to improve the EBITDA margin on revenues to 26.5% (+129 basis points) thanks to improvements in the average rate, efficiency and cost control, meeting the objective of recovering the pre-pandemic EBITDA margin. In addition, this improvement was achieved while enhancing

customer satisfaction, as the Group achieved an excellent NPS across its entire hotel portfolio, improving by 6 points compared to the previous year, and well above the industry average.

The progress made towards our financial objectives has been very important, in which Meliá managed to reduce its Net Financial Debt by nearly one third (about €400 million), which stands at €772.7 million, thanks to the generation of approximately €100 million in cash - after paying €21 million in dividends - and the two asset rotation transactions carried out for a net value of approximately €300 million. We also met our commitment to keep the Net Financial Debt/ EBITDA ratio below 2.5x, reaching 2.2x, a level similar to that of 2019.

I am especially pleased to report the achievement of other important objectives, because for Meliá it is not only important to create value for our shareholders, but to do so while creating value for society and all our stakeholders. In this regard, our Company was once again recognised by the prestigious Standard & Poor's Global Sustainability Yearbook as the most sustainable hotel company in Europe, and the third most sustainable tourism company in the world.

I must admit that, despite having received many other important awards and recognitions in 2024, such as Best Resort Group in the World and Best Hotel Chain in the Caribbean according to the Leisure Lifestyle Awards, without a doubt, I am especially proud of the one that accredits us as 'Top Employers' in the 10 countries that account for more than 95% of our workforce. This degree of internationalisation of our commitment as 'employers' has enabled MHI to obtain the Top Employer Enterprise category, which certifies that our practices regarding people are aligned with the main markets where we operate, and highlights our commitment to employability. Likewise, Meliá was once again recognised as the best employer in the Spanish tourism sector by the Merco Talento index.

In a world where trust is increasingly valuable, I am proud that we have been recognised by Newsweek magazine and the consulting firm Statista as 'the most trustworthy company in the tourism sector' and that we have won two categories of the Expansión Awards in the important field of COMPLIANCE: 'Best Practices' and 'Most Innovative Company'. The improvement in the positioning of our Brand, Meliá Hotels International, is also very satisfactory, which, in 2024, was included in the Top 30 Best Spanish Brands by the consulting firm Interbrand, and has just been included in Kantar's Top 30 Best Brands, or our selection in the Spanish Innovation Index (prepared by the Carlos III University of Madrid) as the Best Spanish Company in Social and Environmental Innovation. This is a great honour, as this recognition is based on an extensive and rigorous opinion poll conducted among Spanish consumers.

All these awards endorse our commitment to responsible tourism and reinforce Meliá's track record of leadership and success in creating a more sustainable tourism model that generates long-term value in destinations.

The fact that our Company's RevPAR has nearly doubled, as I mentioned, the average increase in the sector in 2024, is no coincidence. On the contrary, as I will explain later on, it is a result of our consolidated strengths and, of course, our winning strategy.

This strategy has enabled our Group to capitalise on the momentum of travel demand, strengthening our balance sheet, growing and increasing the value and category of our hotel portfolio. It focused primarily on brands and genuine experiences, digitalisation, commitment to talent, environmental and social sustainability, and international growth and diversification.

I would like to highlight two commitments that have been key to Meliá's major qualitative leap since 2019, not only to overcome the disruption suffered, but also to embark on a new era of strengthening and value creation: Our Luxury strategy and, linked to it, our hotel repositioning and rebranding strategy, which has enabled us to renovate and reposition more than 40 hotels in the last two years, with an investment of more than €400 million together with our partners.

This has enabled us to renew our portfolio with higher value and quality hotels to capitalise on the growing demand for premium and luxury products and attract more profitable and resilient customer segments that are less price sensitive.

At the end of 2024, 64% of the Group's hotels in operation and 78% of future hotels included in our pipeline are premium and luxury brand establishments, and one out of every three future openings will carry one of our luxury brands. The benefits of this commitment are significant, both in terms of revenue (since with 15% of rooms, luxury hotels contributed 30% to operating income) and customer segmentation, as they attract high-value, less price-sensitive markets. In 2024, our luxury hotels generated 42% of revenue from high-value markets such as North America, LATAM and the Middle East, and we are also the Company with more hotels belonging to the most exclusive luxury association such as Leading Hotels of the World. Total revenue per room (or TREVPAR) for luxury brand hotels exceeded that of premium brands by 84% and that of essential brands by 120%.

This performance, which has had a clear impact on the Group's positioning and profitability, is part of the 'qualitative leap' which I have mentioned in my presentation and will continue to be a priority in our roadmap for the coming years.

If we look at the changes in average rates, the impact of the repositioning is reflected in a higher rate of around +70% for resorts and around +40% for repositioned urban hotels in Spain. In addition, our priority focus on the upper and luxury segments, as well as the repositioning of our hotels, has also significantly boosted the value of our assets as at 31 December 2024, as reflected in the recent valuation carried out by Richard Ellis. Thus, the value of the Group's owned assets stands at €4,724 million, plus €561 million for the Company's interests in other assets held in joint ventures. The sum of both items (€5,285 million) exceeds by 13.88% the asset portfolio value in 2022 (€4,641 million), and the average value per room, now estimated at €265,850, which represents an increase of 11.9% compared to the 2022 valuation.

Our 22-24 Roadmap set out the objectives of building a bigger, more management-oriented, more efficient and more sustainable and, consequently, more profitable company. We have made progress in all of these areas.

We are bigger: We know that only through qualitative growth of our portfolio and by improving our performance as managers will we be able to improve our operating results. In terms of figures, in 2024 Meliá signed 34 new hotels with more than 5,000 rooms, all under asset-light formulas, and opened another 19 establishments with 3,000 rooms, all under management except for one lease (our recently opened INNSiDE Valdebebas in Madrid). Today, our operating portfolio, plus hotels in the pipeline, total 431 establishments, with a total of 105,661 rooms.

The quality and strategic nature of this growth are even more important and, as leaders in the holiday tourism segment, our Group maintained a priority focus on the destinations that make up what we call the 'holiday axis', from the Caribbean and Latin America to Southeast Asia, including the Mediterranean and the Middle East, where we have a renewed focus and great potential in Saudi Arabia. In 2024, our growth in emerging European destinations such as Albania and Malta was particularly noteworthy, and we continued to grow in Southeast Asia in the most sought-after destinations such as Thailand and Vietnam, a country where, with more than 8,000 rooms, Meliá is already the leading hotel operator. In the Caribbean, we are growing once again with new openings in Mexico and the Dominican Republic, a destination where we have just opened the first hotel in the Americas for the ZEL brand, created together with our dear partner Rafael Nadal, and we have signed two hotels that will carry our versatile Inside by Meliá brand.

We are also 'more and better managers': This objective involves optimising our total revenue, while ensuring the quality and satisfaction of our customers. In 2024, we achieved the objective we set in 2022 of channelling 50% of total sales centralised through our direct channels, recording an outstanding increase of 21% in sales at MeliaPro, the B2B sales platform for professionals, travel agencies, etc., and a 19% increase at melia.com. As for the management fees contribution, they are currently distributed equally between the company's own hotels and those of third parties.

Our loyalty programme, MeliáRewards, which accounts for 85% of our direct channel contribution, continued to grow, now with more than 17 million members, which represents a significant competitive advantage, as does Club Meliá, with 30,000 members who, as I always say, are Meliá's most 'valuable' customers with the longest-term relationship.

We have also achieved, as I mentioned, our objective of being 'more efficient', by deploying our Be Digital 360 strategy, with advances in technology, analytical capabilities and the efficiency of our processes, fully implementing our new operating model and maintaining strict cost control to mitigate the impact of the inflationary spiral of recent years.

Finally, we are also very pleased to say that we are now 'more sustainable', another of our key strategic objectives. Since my father, with his proverbial visionary spirit, defined tourism back in 1980 as 'a weapon for peace and brotherhood among peoples, and a driver of social and economic development for communities', sustainability has been part of our DNA. Tourism companies play a fundamental role in society, especially in less developed destinations and Communities most in need of support and inclusion. Today, we all understand that tourism 'will be sustainable, or it will not be', and Meliá, as a family-owned and responsible hotel group, is redoubling its focus on the three key dimensions: environmental, social and governance, under our programme 'Travel For Good' and its three main headings: Good for the Planet, Good for People and Communities, and Good Governance.

As I mentioned earlier, Meliá Hotels International has once again been ranked as the most sustainable hotel chain in Europe, leading the global hotel sector in the 2025 Sustainability Yearbook of S&P Global, with milestones that position us as leaders in criteria such as Transparency and Reporting, also standing out in areas such as business ethics and tax strategy, as well as in the section on 'climate strategy and environmental management'.

I won't go into the details of our sustainability strategy, since it is very broad, but as 'a picture is worth a thousand words,' I would like to share with you a summary of what we call 'Meliá's social cash flow', because our ability to generate shared social value for society as a whole, in addition to benefiting our customers and shareholders, is reflected in how we allocate our revenue:

At an aggregate level, MHI's revenue in 2024 amounted to €3,363 million, which were distributed as follows: €25.6 million for shareholders, €689.7 million for employees, €370.5 million for hotel owners, €1,389 million to pay our suppliers, €304.3 million for the payment of taxes to Public Administrations, €254 million for the payment of rent and €118.8 million was allocated to investments.

As you can see, the figures speak for themselves and demonstrate how our activity has a very positive impact on our entire value chain, particularly on the local economies of the destinations where we operate, of which we are immensely proud.

After reviewing the achievements of 2024, it is time to look ahead. After having completed this excellent 2022-2024 strategic cycle, we have continued to work on perfecting our strategy for the new period ahead, and I can tell in advance that it will focus on the following priorities:

- Maximising the Company's total revenue by ensuring efficiency and excellence, as well as the financial and operating performance of our hotel portfolio, where we still see room for improvement.
- Increasing the return and value of our customers through customisation, and continuing to evolve our processes and operating model towards a more efficient and resilient model in the face of prevailing volatility.
- Enhancing the experience and development of our people to offer better service and a positive social impact.
- Accelerating our expansion through asset-light growth models that leverage our strengths as managers to boost the Group's strength and positioning

Because the resilience we have built up over the years now allows us to focus all our strategic efforts on growth, expanding our portfolio, improving our profitability and the value we offer to our Stakeholders. Thus, our motto for the 2025-2027 strategic period, 'Driving Growth, Delivering Value', defines a strategy that should lead us, above all, to 'create value for our shareholders'.

We are committed to this with all of you for the coming years, leveraging the most resilient business model we have built and, very importantly, as I said, our growth, because 2025 will be the first of a three-year period of strong growth for our portfolio.

Thus, Meliá plans to sign at least 30 hotels this year and open a minimum of another 25 establishments (approximately one every two weeks), of which we have already opened 6. As I said before, our growth is focused on the entire holiday axis, from the Caribbean to Asia:

- Thus, in the Caribbean and Latin America, we have not only strengthened our portfolio in traditional destinations, but we have also started the year with new momentum in Argentina, where, after signing two Affiliated by Meliá hotels in Buenos Aires and a magnificent Gran Meliá in Ushuaia, we have just added a The Meliá Collection hotel in Buenos Aires, the Casa Lucía, which will follow in the footsteps of the acclaimed Gran Meliá Iguazú, voted the best resort in Argentina for the third consecutive year.
- In the Mediterranean basin, we have just opened a new hotel in Albania, in addition to our first hotel in Formentera, the Five Flowers Meliá Collection, making us the only hotel company with a presence in our four beloved Balearic Islands. This year, we also plan to open our first hotel in Venice and expand in Malta and Crete with the INNSiDE by Meliá brand. In addition, we will complete our urban luxury showroom in Milan with the opening of the Residenza Cardinale, Member of Meliá Collection. Very soon we will also welcome, among others, the long-awaited ME by Meliá in Lisbon and Malaga, which will bring our most avant-garde luxury to two of Europe's trendiest cities.
- The next focus on our growth map will be emerging holiday destinations in the Middle East and the Indian Ocean, where we will soon be opening our first hotel in the dream destination of the Maldives.
- Finally, Southeast Asia, where we have opened two hotels in Vietnam so far this year, in addition to the amazing Meliá Pattaya in Thailand.

This is a summary of our projected growth in 2025, although our total pipeline of hotels signed through 2029 currently stands at 66 establishments, with more than 12,200 rooms.

Furthermore, in 2025, we will also continue to promote the repositioning of some of our most iconic hotels, such as Paradisus Bali, Paradisus Fuerteventura and ZEL Fuerteventura, among others, as well as the Gran Meliá Don Pepe, Meliá Sitges and Sol Principe hotels, all of which have great potential to keep adding value. Overall, hotel renovations and repositioning to be completed between 2025 and 2026 will be carried out in more than thirty establishments, with an investment of more than €350 million, mostly contributed by the owners of hotels under management and lease, or with our partners in the case of Joint Ventures.

This qualitative leap, with a portfolio that has been renewed and repositioned – or is in the process of being repositioned – in its entirety, is also possible because at Meliá we strategically prioritise asset-right growth. This is how we refer to growth through low capital-intensive formulas such as management, franchise and, to a lesser extent, lease, which helps us to grow strategically and with a limited level of leverage, hand in hand with major first-tier partners.

As for new developments, in 2024 we closed two important transactions: on the one hand, the transaction signed with Santander in February, whereby the bank acquired a minority stake in three properties belonging to our Group for the amount of €300 million; and the Agreement signed in December with Grupo Popular, whereby they acquired 25% of two establishments of Meliá in Punta Cana; both of them strategic transactions.

All forecasts suggest that in 2025 the global economy will continue to grow, although during the first months of 2025, we have seen an increase in geopolitical uncertainty and high volatility in markets around the world. As Oxford Economics indicates, global conditions for the hotel industry remain favourable for continued growth, with an increasing prioritisation of travel expenditure in household budgets and a gradual increase in corporate and business travel, with annual growth in hotel stays estimated at +3.6% until 2034.

Therefore, 2025 starts from a clearly favourable situation for the industry and for our Company, but it will have to navigate a highly volatile and increasingly competitive environment, subject to the potential impact of new protectionist measures triggered by the US on tourist flows, and the evolution of prices and economies in our main source markets. Likewise, given Spain's significant weight in our portfolio and our results, I think it is necessary to highlight here the importance of this industry, which has represented 26% of national GDP growth, and the need to define a genuine 'country strategy' that brings together the public and private sectors and tackles the huge challenges ahead, allowing us to consolidate our strengths and competitive advantages in the medium and long term.

The current 'Spanish tourism miracle', although benefiting from our country's "safe destination" condition, is not indestructible and is now clearly threatened by the deterioration of the model, the result of a chronic lack of investment (exemplified by the failure to allocate a large "PERTE" with European Next Generation Funds to this priority industry), and of policies that seek easy and demagogic solutions such as 'limiting' tourist arrivals or imposing so-called eco-taxes that not only lack dissuasive effect, but are used for issues that have nothing to do with the environment or responsible tourism.

We are also deeply concerned about the authorities' permissiveness toward illegal offerings – both in terms of accommodation and other complementary tourism services– particularly holiday rentals, which seem to operate with impunity due to the lack of accountability imposed on the platforms that promote them.

An offering which add no value, drive residents and workers away from destinations and progressively deteriorate them, damaging their reputation.

As a global company, but with a strong commitment to Spain, I once again call on the national and regional governments to be guided by rigour and the best interests of the general public,

and not by mere electoral calculations, as we are unfortunately witnessing on many occasions, even in our beloved Balearic Islands.

In the favourable context I have described, I am pleased to share with you that on the books position allow us to anticipate a positive first quarter, especially in the Canary Islands and Spanish urban hotels, with increases in all segments and improvements forecast in all our European markets. The results for Easter week in Spain show double-digit increases in occupancy and average rates, both in urban hotels and resorts, in all destinations compared to the previous year, also benefiting from the later date of this holiday.

As for the rest of the year, to date, our sales for the summer in resorts in Spain are also higher than those registered on the same date last year, with a very positive trend in rates. All regions of Spain are performing similarly to last year (which was an excellent season), with the Balearic Islands slightly above. By source market, the most important are the UK, Spain, Germany, USA and France. This will allow us to maintain our estimate of a mid-single-digit increase in RevPAR. In this regard, I am pleased to announce that, despite the caution we must maintain in the face of turbulence, we continue to see no signs of a slowdown in reservations for 2025.

This afternoon, we will present our first quarter results to the market, which will give us an initial idea of business trends in our main markets, as well as the expected performance in a key period for some strategic destinations such as the Canary Islands and the Caribbean, and a snapshot of our on the books position for the rest of the year.

Exactly one year ago, I concluded my speech to this Board with the hope that 2024 would be the last year in which we would discuss the effects of the pandemic, and I am pleased to confirm that our wish has come true. Tourism has recovered worldwide, and Meliá has been able to capitalise on this recovery to become more resilient and make the qualitative leap that I have been explaining, receiving any potential impact of the tariff crisis on our industry from a stronger position.

Next, I would like to outline the three key pillars on which we base our greater strength and resilience today:

1. **PRODUCT:** We have better and more renovated hotels than ever before, with a 14% higher valuation that supports the Company's value
2. **SOLVENCY:** In addition, we have done our homework and maintained strict financial discipline, which means that we currently have a healthy balance sheet, having significantly reduced our debt and returned to a healthy leverage ratio, allowing us to remain open to growth opportunities.
3. **STRATEGY:** We have accumulated competitive advantages thanks to our strategy over the years, such as:
 - Our powerful and differentiated brands that make us more attractive and allow us to increase our value
 - The positioning achieved in the most profitable and less inflation-sensitive segments, such as Luxury & Premium and the MICE segment, for conferences and events
 - The high level of digitalisation, which places us at the forefront of 'customisation' and allows us to optimise our revenue, grow and maximise efficiency in our processes

- The working environment and commitment of our employees (and our positioning as employers), as a guarantee against job volatility
- Our leadership in sustainability and reputation as a trusted, responsible and innovative company

Well, alongside our proven resilience and thanks to these advantages, consolidated through rigour and strategy, I am pleased to confirm that today we also have three powerful levers that will preserve and further boost our competitiveness in the complex environment that lies ahead in the coming years:

1. An IMPROVED REVENUE STRUCTURE, with increasingly qualitative RevPAR, driven by average rates rather than occupancy
2. A more management-oriented, diversified and asset-right BUSINESS MODEL that will enable us to improve our margins as we expand our portfolio
3. A successful MODEL FOR strategic and qualitative GROWTH, that will allow us to incorporate at least 30 new hotels this year.

We hope that these competitive strengths that will help us to grow will also allow us to continue to enjoy the confidence of the market, which, as we will see, has maintained majority support for our management in recent years.

To this end, we have the full commitment of our Senior Executive Team, which is more united than ever and proud of the excellent position our Company has consolidated to address the strong growth we need, increase our revenues in some key destinations, and improve our margins. I would like to take this opportunity to reaffirm my full confidence in the management team and the rest of its collaborators and thank them for their commitment and dedication to the project and to the Company.

We also have the commitment and solvency, which are outstanding if I may say so, of our beloved members of the Board of Directors. A body made up of 50% independent directors, as I mentioned, which, far from being intimidated by difficult times, always represents a guarantee for our decision-making, and whose attitude is an unquestionable support for our work. I can tell you that they are also, indisputably, part of our strengthening and the 'competitive leap' we have made in recent years.

I would particularly like to highlight the exceptional dedication and excellence of the two Directors who chair the Board Committees: Montserrat Trapé, First Vice-Chairwoman of the Board, who chairs the Auditing and Compliance Committee, and Cristina Aldamiz, Second Vice-Chairwoman of the Board, who chairs the Appointments, Remuneration and Sustainability Committee. I would also like to thank our Lead Director, Cristina Henriquez de Luna, for her remarkable professionalism and dedication, who together with the other members, represent a clear competitive advantage and a key pillar of our corporate governance.

My special thanks to all of them for their loyalty and commitment during the difficult transition of succession following the passing away of my father. Both myself and my entire family, whose support has also been essential during this difficult time, as well as my management team, are aware that our founding chairman was very proud of you until the end, and he was able to pass away in peace, confident in the soundness of the decisions taken. We will always be grateful to you for that.

I have left until last the market's view of our financial performance, a market that has welcomed with confidence the Results I have presented, despite the obvious volatility we have already mentioned.

The performance of Meliá's share price during 2024 has been positive, with a price increase in the year of more than 23.5%, ending the year at 7.37 euros per share. This performance exceeded the increase in the Ibex 35, which rose by 14.8%, and the main benchmark index for the sector, the Stoxx Europe 600 Travel & Leisure, which rose by 14.4%.

However, we are aware that the beginning of 2025 has been turbulent for the markets in general, with increased volatility and uncertainty derived from growing tensions arising from the tariff dispute between the United States and the rest of the world. The stock market performance of our sector has thus undergone a decline in the share prices of the world's leading companies as a result of this scenario. However, the market's support for our Company continues to be evident, with 15 out of 18 analysts (84% of those who keep) recommending buying shares in the Company, with an average target price of 8.84 euros per share, which represents an upward potential of 38% from yesterday's closing price.

The work we have been doing is reflected not only in these results, but also in the positive perception that the market has of Meliá Hotels International's financial rigour. Based on this rigour, we continue to make progress in restoring dividends, and I am pleased to announce today that we have proposed to the Board a total dividend payment of €31.64 million (53.6% more than last year), with a pay-out of 22.5%, compared to 17.5% in 2024. The dividend yield based on yesterday's closing price would be 2.24%, exceeding the average among publicly listed hotel companies.

At this point, I would like to thank all of you, our valued shareholders, for the trust you have once again placed in our Company during times that have not always been easy, and assure you that we will continue to respond to this trust by creating value and increasing the value of your shares, which we hope will continue to approach the Company's real value.

With your unconditional support, the talent and commitment of our great team, together with our winning strategy and the tailwinds that clearly seem set to continue driving global tourism demand, we will achieve the objectives we have set.

Thank you all.

And as my father always liked to remind you: you are invited to a cocktail reception in the beautifully renovated lobby terrace of this Gran Meliá Victoria.