

Leisure at heart, Business in mind

MELIÃ HOTELS
INTERNATIONAL



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- 2.Committed to our people
- 3.Governance
- 4.Responsible supply chain

1 Our Brand

*“From Mallorca to the world, our history
is an exciting journey that began more
than six decades ago”*

1 Our history

1956
The company's first hotel is founded (Palma de Mallorca, Spain)

1960's
Growth in the Balearic Islands

1970's
Growth in other resort destinations in Spain

1984
Launch of the loyalty programme (current MeliáRewards)

1994
The birth of Paradisus Resorts, specialising in the luxury sector

1995
We begin trading on the stock exchange

1996
Launch of the booking website melia.com

1984
Acquisition of the hotel chain HOTASA. Becomes the largest hotel group in Spain

1987
Acquisition of the Meliá hotel chain. The company changes its name to Sol Meliá

2000
Acquisition of the TRYP Hotel chain

2004
Launch of the Vacation Club Meliá

2006
Launch of ME by Meliá, the most Avant-garde Brand in the portfolio

2007
Acquisition of the German Brand INNSIDE
Launch of the SAVE Project to fight climate change

2011
The company becomes Meliá Hotels International

2014
The Meliá Digital project is born to promote the company's digital transformation

2019
Meliá is named the Most Sustainable Hotel Company in the world by the investment agency SAM

2021
Meliá continues to diversify its brand portfolio and creates The Meliá Collection and the Affiliated by Meliá network

2022
Meliá launches Falcon's resorts by Meliá and Zel, two new brands together with new strategic partners

#1 Leisure group worldwide
 #1 Hotel group in Spain
 #3rd in Europe
 #19th worldwide*
 Sustainability Yearbook Member, 2024

**Source: Hotelsmag Rank 2021, by number of rooms*

Our Team



+45,000
Employees



46.6%
Female staff members



+12.7
Training hours per employee

Portfolio



38
Countries



350
Hotels

+64
Hotels in pipeline



92,057
Rooms

+13,500
Rooms in pipeline

2 Key Facts

**Consolidated and managed hotels data*

#1 Leisure group worldwide
 #1 Hotel group in Spain
 #3rd in Europe
 #19th worldwide*
 Sustainability Yearbook Member, 2024

**Source: Hotelsmag Rank 2021, by number of rooms*

Network

+15,6M

MeliáRewards
MEMBERS

+5% YoY



+400,000

Companies with access to
MeliáPRO Corporate

Sustainability

40.6%

Renewable
energy use



€28.0M (2018-2023)

Investments with ESG criteria

2 Key Facts

3 Investment Thesis

World leader in resorts and bleisure

Market leader in the Caribbean and resorts segment

Proven Expertise

Over 65 years of experience starting as a resorts specialist company

Leading international Pipeline

Focusing on Tier 1 cities and dynamic destinations

Targeting high-end resorts and bleisure segments

Shareholder Value

Hybrid positioning between a REIT and hospitality company
High liquidity Stock - Ibex 35 member

ESG Impact

Leading the transformation towards a sustainable tourism model

Sustainability Yearbook Member, 2024 by S&P Global

Resilient business model

Already generating positive EBITDA after Covid-19 crisis

Towards an Asset-light model

Pipeline focused on Management and Franchising formulas generating a strong ROI

Digitalisation

Creating a more agile company leveraging digitalisation

Industry Fundamentals

Tourism rebounding after Covid-19 crisis while customers search for better services

Unique Brand Portfolio

Highly attractive brands and a solid customer loyalty programme



Maison Colbert – Paris, France

4

Financial Snapshot

12M & Q4 2023 Results

€ 453.9M

Consolidated Revenues Q4 2023

+8.4% vs SPLY

€ 102.9M

EBITDA Q4 2023

+0.6% vs SPLY

€ 0.10

EPS Q4 2023

-0.16€ vs SPLY

€ 1,932.2M

Consolidated Revenues 12M 2023

+14.2% vs SPLY

€ 489.8M

EBITDA 12M 2023

+13.7% vs SPLY

€ 0.53

EPS 12M 2023

+0.03 € vs SPLY

€117.7M

ATTRIBUTABLE NET PROFIT 12M 2023

+6.4% vs SPLY

+46%

MELIA.COM

Of our Centralized sales

**+15 Mn MeliaRewards
members**

€ 2,613.1M

NET DEBT

-59.9M€ vs Year End 2022

Systemwide KPI's

€127.9

ARR Q4 2023

-1.4% vs SPLY

€130.7

ARR 12M 2023

+0.0% vs SPLY

57.4%

% OCCUPANCY Q4 2023

+4.3pp vs SPLY

58.7%

% OCCUPANCY 12M 2023

+5.3pp vs SPLY

€73.4

REVPAR Q4 2023

+6.6% vs SPLY

€76.8

REVPAR 12M 2023

+10.0% vs SPLY

MELIÁ HOTELS
INTERNATIONAL

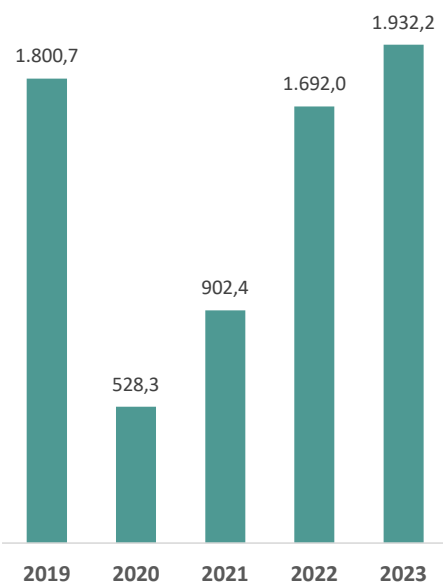
Me Dubai – Dubai, UAE

4

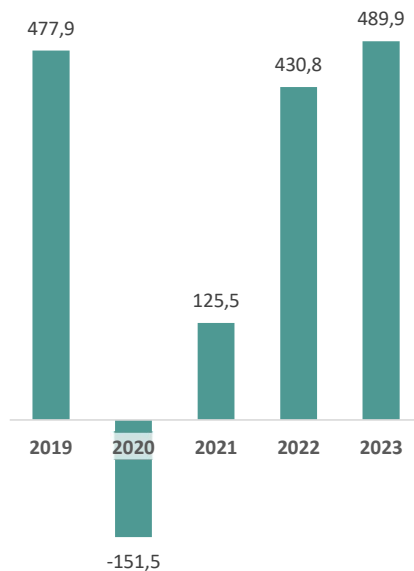
Financial Snapshot

Yearly Results

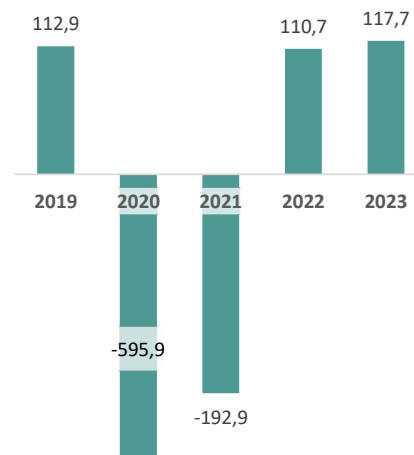
Consolidated
Revenues M€



EBITDA M€

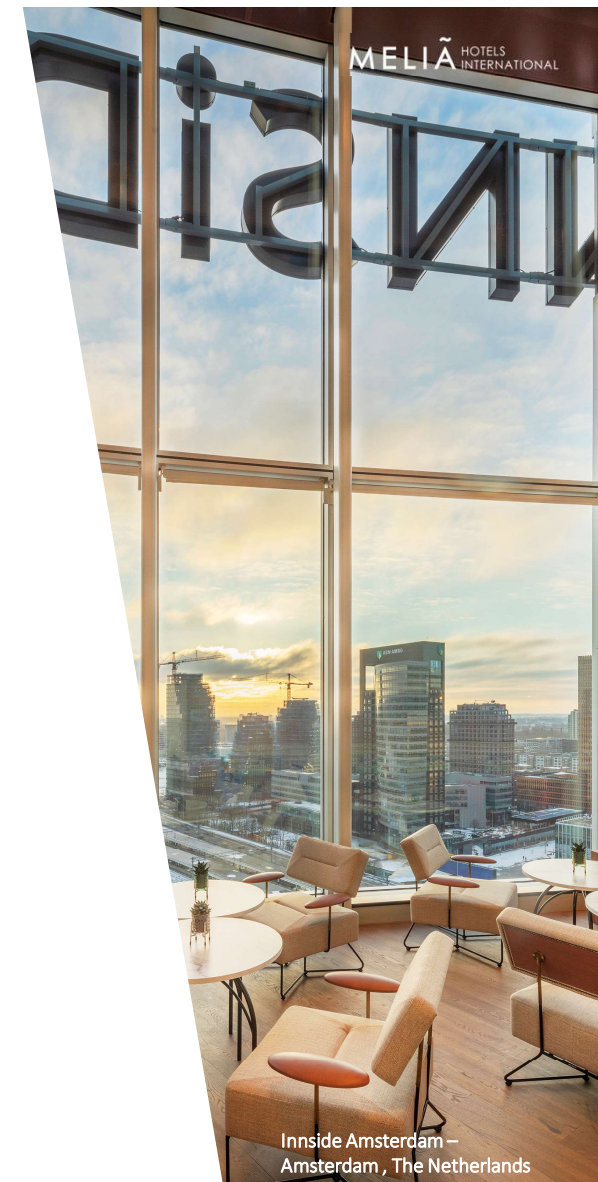
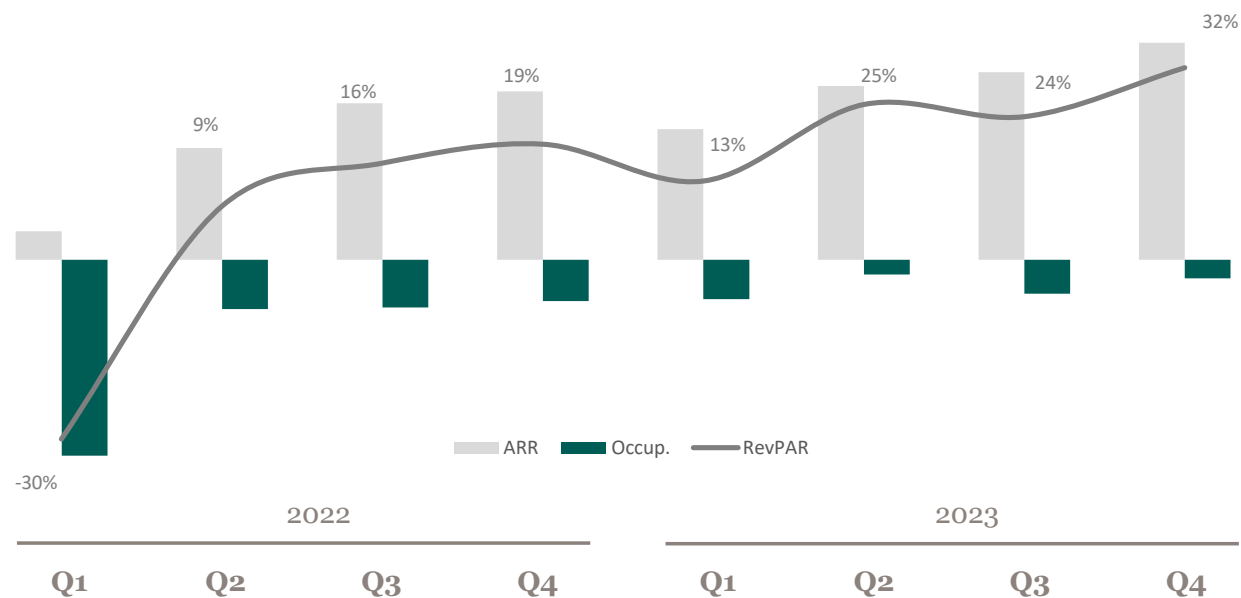


Attributable Net
Profit M€



5 Operational Figures

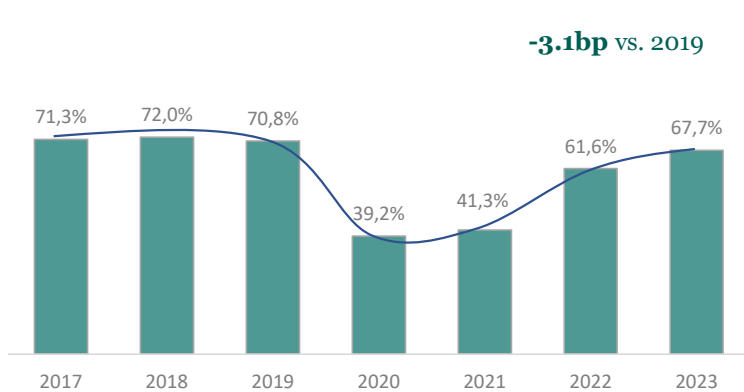
Owned & Leased RevPar vs. 2019



Inside Amsterdam –
Amsterdam, The Netherlands

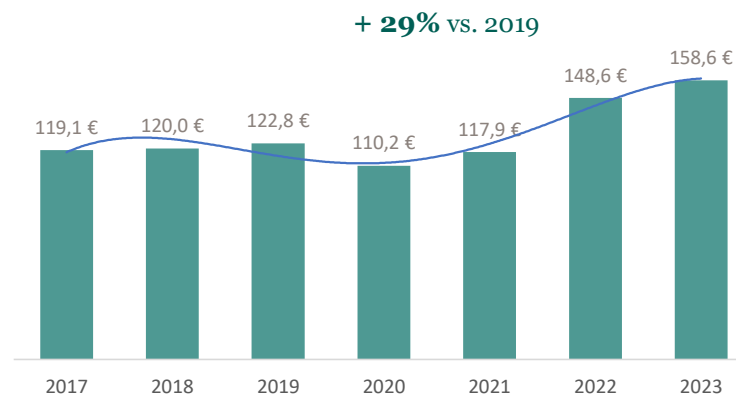
5 Operational Figures

Owned & Leased KPIs (12M)



OCCUPANCY

Occupancy showing a great Recovery, with still margin to grow compared to Pre-pandemic



ARR (Average Room Rate)

All time high ARR thanks to our luxury positioning and value proposition

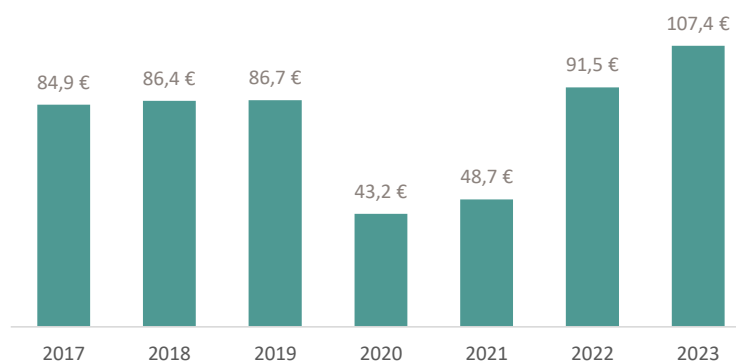


Gran Meliá Palacio de Isora –
Santa Cruz de Tenerife, Spain

5 Operational Figures

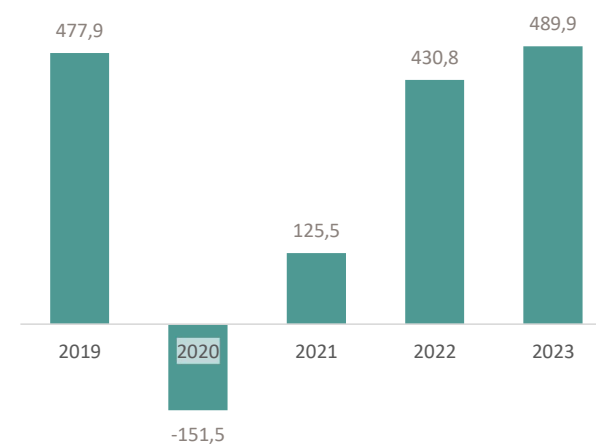
Consolidated KPIs (12M)

+23,% vs. 2019



Yearly RevPar (Revenue Per Available Room)

RevPar surpassing 2019 figures boosted by improvements in prices with still occupancy to be recovered showing a great upward potential.



EBITDA (M€)

Already surpassing 2019 figures, showing the great recovery of the industry

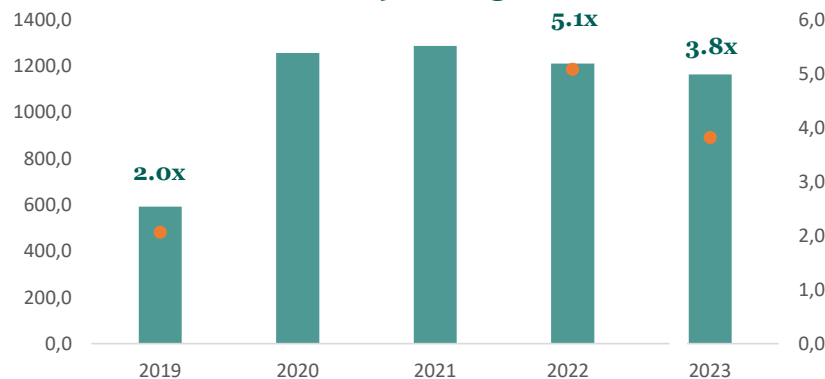


Me Cabo – Cabo San Lucas, Mexico

6 Financial Position

Net Debt/EBITDA*

2019-2023

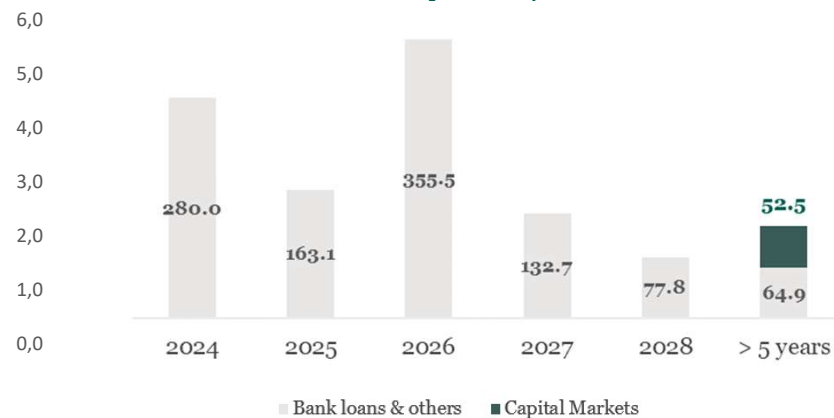


Focus on reducing Net Debt/EBITDA to Pre-Covid levels

* Net debt and EBITDA are considered without the impacts of IFRS 16

Debt Maturity Profile**

2024-2027+



Debt Split
35% Fixed & 65% Variable

Liquidity
€330,1M

** Excludes credit facilities / As of Year End 2023

Commitment to return to Pre-Covid Net Debt/EBITDA of 2.5x by Year End 2024

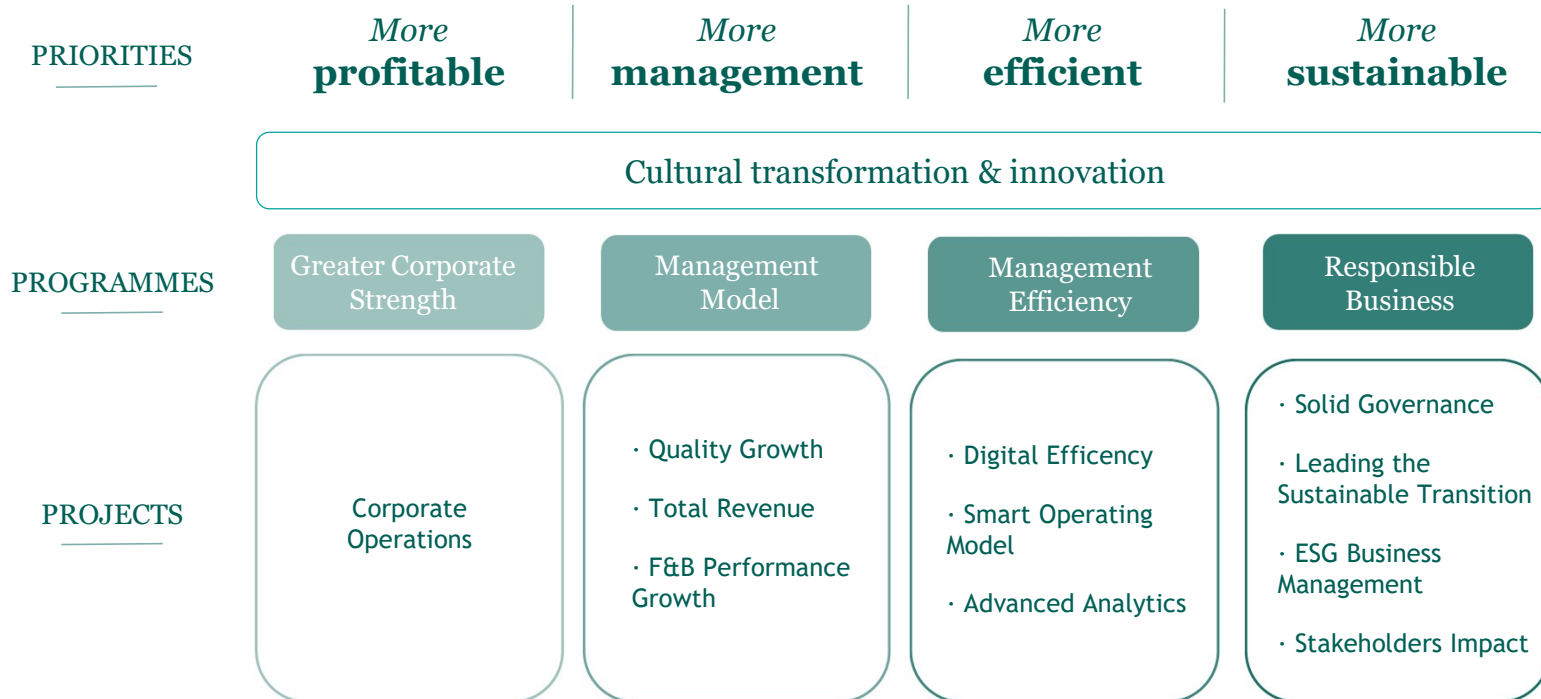
Focus on operational Cash Flow generation, selective asset rotation and cost efficiency through digitalization

Our Brand / Operational Figures



7 Strategic focus

The lessons learned and our strategic priorities will allow us to return our balance sheet to pre-Covid levels and also increase efficiency and competitiveness, all accompanied by a cultural transformation as the basis for our resilience and future leadership.



Inside New York NoMad – New York, USA

ROAD TO 2024

8 Unique Brands

Strength and diversity of our brands

Our hotel brands reflect the company's growth strategy focused on the premium and upscale segments.

MELIÁ
REWARDS
BELONGING MEANS MORE

Luxury Brands

GRAN MELIÁ
HOTELS & RESORTS

The MELIÁ
COLLECTION

ME
BY MELIÁ

PARADISUS
BY MELIÁ

Premium Brands

MELIÁ
HOTELS & RESORTS

ZEL

INNSiDE
BY MELIÁ

Essential Brands

SOL
BY MELIÁ

AFFILIATED
BY MELIÁ

Portfolio Distribution (Total rooms)

13%

4% Gran Meliá Hotels & Resorts
1% The Meliá Collection
7% Paradisus by Meliá
1% ME by Meliá

52%

43% Meliá Hotels & Resorts
8% INNSiDE by Meliá
1% ZEL

35%

19% Sol by Meliá
16% Affiliated by Meliá

8 Unique Brands

Luxury Brands

Distinguished & Recognized worldwide

Pipeline

Portfolio



45 HOTELS



12,059 ROOMS

MELIÁ HOTELS INTERNATIONAL

Pipeline



21 HOTELS



3,494 ROOMS

GRAN MELIÁ
HOTELS & RESORTS

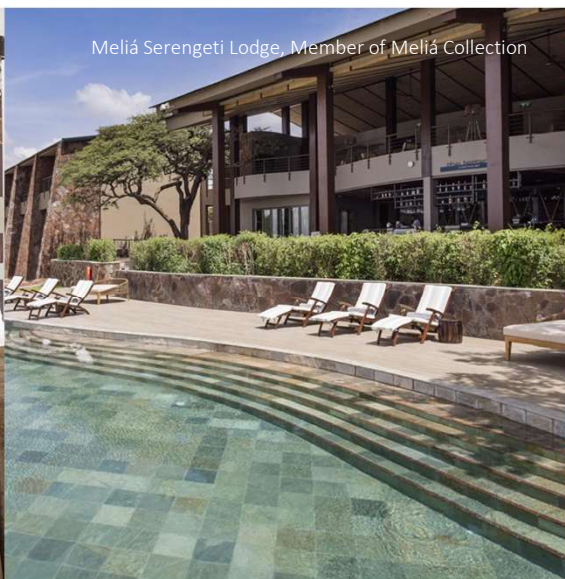
The MELIÁ
COLLECTION

ME
BY MELIÁ

PARADISUS
BY MELIÁ



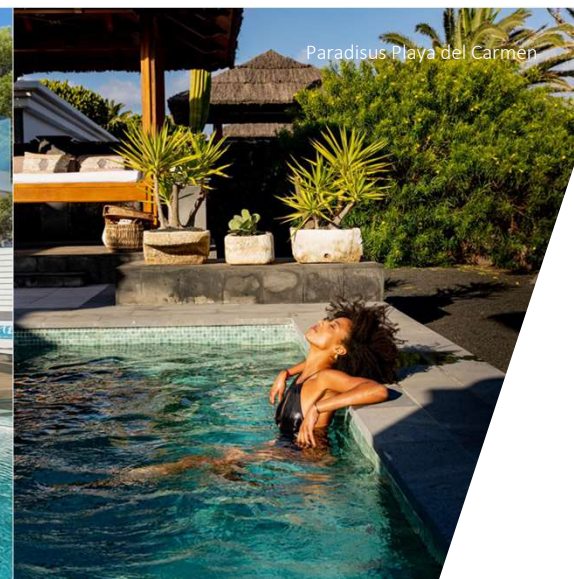
Palacio de los Duques, Gran Meliá



Meliá Serengeti Lodge, Member of Meliá Collection



ME Ibiza



Paradisus Playa del Carmen

Our Brand / Unique brands / *Luxury Brands*

Unique Brands

Premium Brands

Suitable for all distinguished travellers

Portfolio



167 HOTELS



47,741 ROOMS

Pipeline



34 HOTELS



7,903 ROOMS

MELIÀ
HOTELS & RESORTS

zel

INNSiDE
BY MELIÀ



Melià Zahara Atlántica



Zel Mallorca



INNSiDE Bremen

Unique Brands

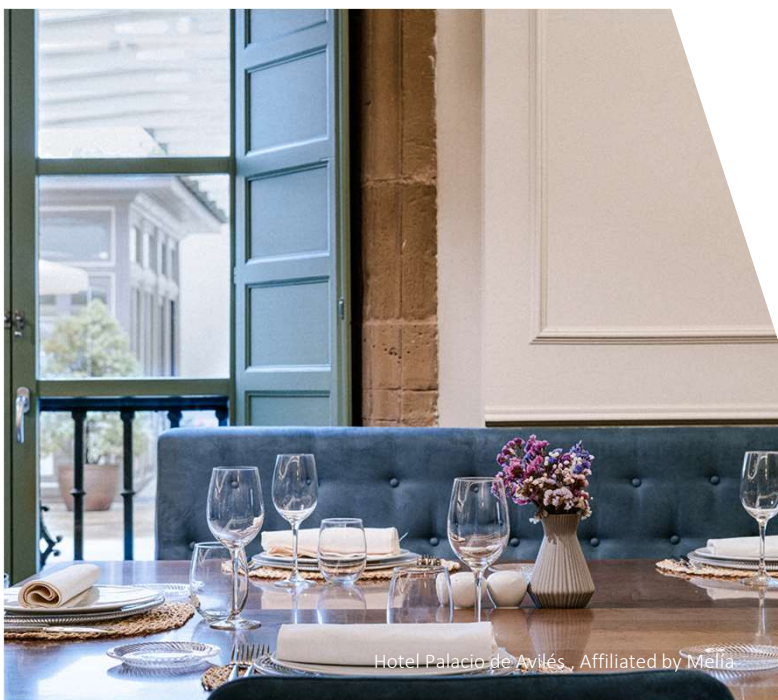
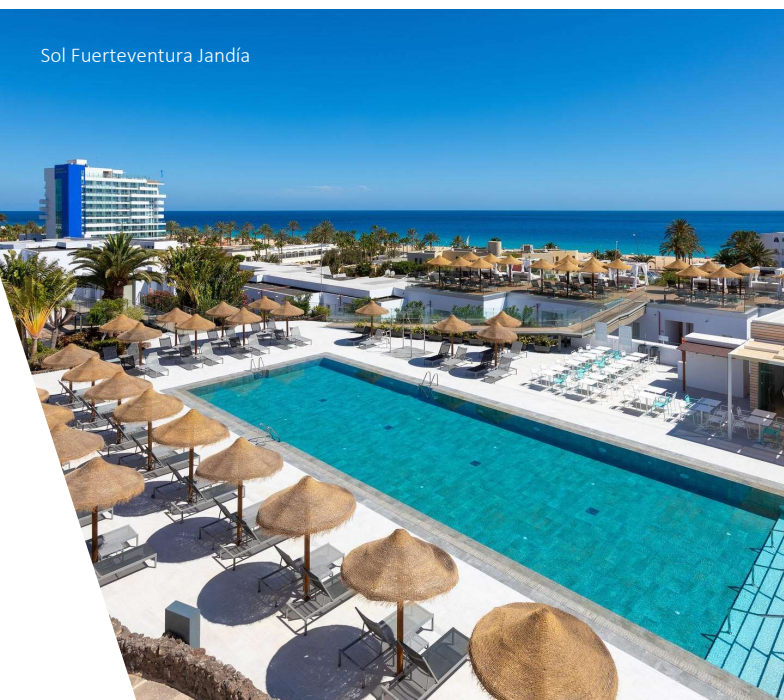
Essential Brands

Our expertise & know-how with excellent value

SOL
BY MELIÄ

AFFILIATED
BY MELIÄ

Sol Fuerteventura Jandía



Hotel Palacio de Avilés, Affiliated by Meliä

Brand / Unique brands / Essential Brands

Portfolio



138 HOTELS



32,257 ROOMS

Pipeline



9 HOTELS



2,127 ROOMS

A woman with curly hair, wearing a light green blazer and matching trousers, stands in a modern interior. She is looking out a large window. In the foreground, there is a green velvet armchair. The background features a wooden wall and a dark console table with some decorative items. A large, semi-transparent white circle is overlaid on the left side of the image, containing the text 'Our Portfolio'.

Our Portfolio

- 
- A circular inset image showing a fire burning in a fireplace, with a dark, curved object (possibly a fireplace mantel or a piece of furniture) in the foreground.
- 1. Our properties
 - 2. Consolidation Method
 - 3. Equity Method
 - 4. Business strengths
 - 5. Meliá Rewards and Meliá PRO
 - 6. Holistic approach of Meetings & Events
 - 7. F&B Experiences


An aerial photograph of a person floating on their back in clear, turquoise water. The water is so clear that the rocky seabed and coral reefs are visible beneath the surface. The person is wearing a colorful one-piece swimsuit. The image is split vertically by a diagonal line, with the left side being a solid dark grey and the right side showing the water and seabed.


“Right from the start, at Meliá Hotels International we have managed to build a successful business based on our unique approach to hospitality”

Our Portfolio


Locations


41%* SPAIN

HOTELS  In operation 139
Pipeline 11

ROOMS  In operation 35,269
Pipeline 2,463


34%* AMERICAS

HOTELS  In operation 71
Pipeline 11


ROOMS  In operation 25,546
Pipeline 2,430


23%* EUROPE, MIDDLE
EAST AND AFRICA

HOTELS  In operation 98
Pipeline 35

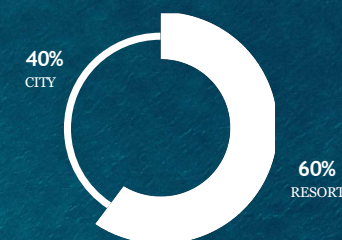
ROOMS  In operation 19,996
Pipeline 6,377

2%* ASIA-PACIFIC

HOTELS  In operation 42
Pipeline 7

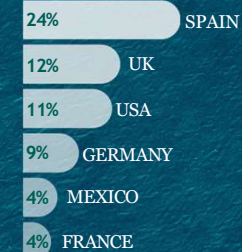
ROOMS  In operation 11,246
Pipeline 2,254

+400 hotels / +104k rooms



Guests main nationalities

*2023

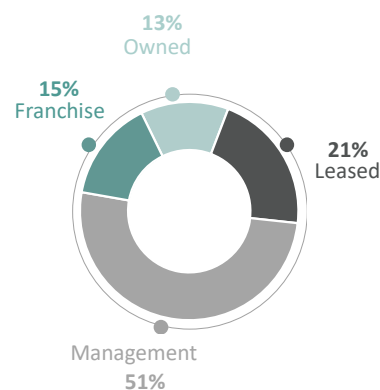


*Operating profit contribution: (2023)

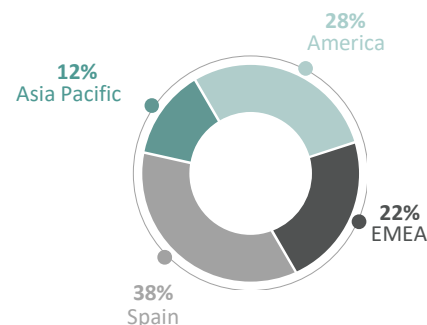
Our Portfolio

Diverse Management systems and strong Brand presence & Growth into key destination and holiday areas in the Mediterranean, Caribbean and Southeast Asia

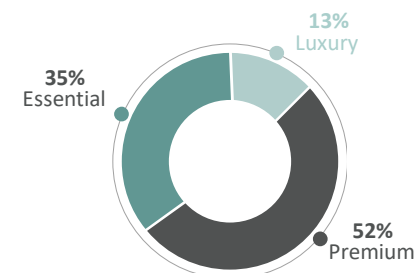
PORTFOLIO



Management

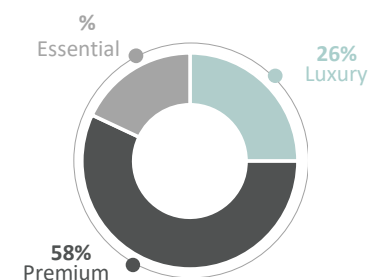
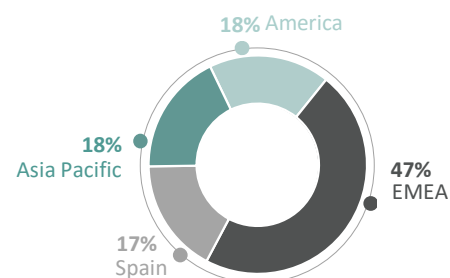
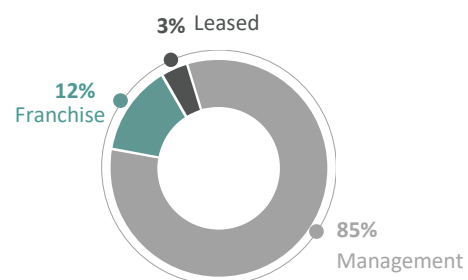


Location



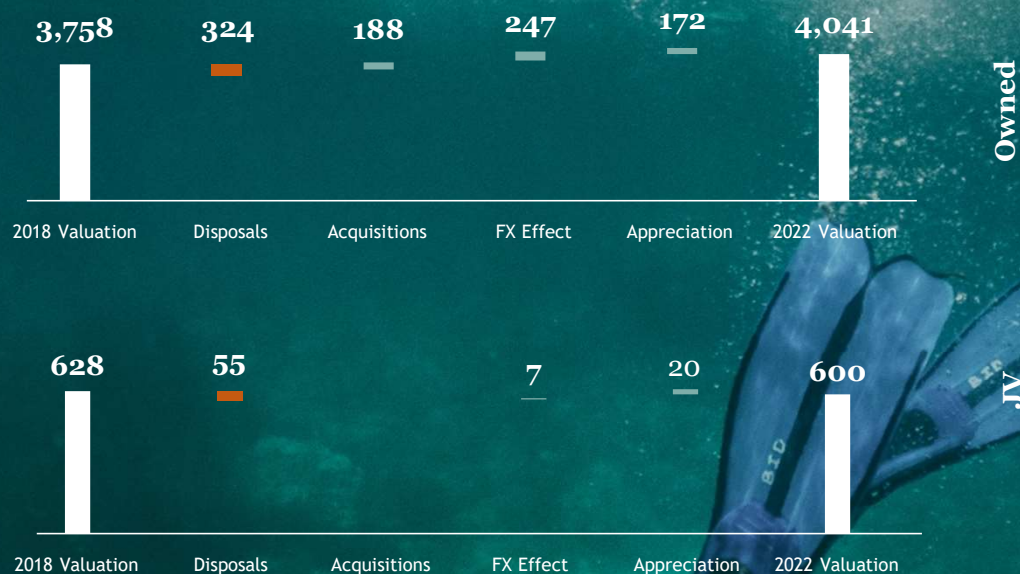
Brand Presence

PIPELINE



1 Our Properties

Through direct ownership or participating in Joint Ventures with selected partners, our asset portfolio is located in premium and highly dynamic cities.



* All amounts in M`€

+11.6%
6.8% Fx Effect
4.8% Asset Appreciation

+10.6%
6.1% Fx Effect
4.5% Asset Appreciation

+4.6%
1.2% Fx Effect
3.4% Asset Appreciation

Current Assets Evolution
(excluding assets sold)

+7.5%

+5.8%

-4.4%

Total Portfolio Evolution
2018 - 2022

2 Consolidation Method

MEXICO

2022	
VALUATION	€990M
Nº OF ASSETS	9
TOTAL ROOM Nº	2,570
% VALUE OVER TOTAL	24.5%

DOMINICAN REPUBLIC

2022	
VALUATION	€884M
Nº OF ASSETS	8
TOTAL ROOM Nº	3,101
% VALUE OVER TOTAL	21.9%

SOUTHER CONE

2022	
VALUATION	€115M
Nº OF ASSETS	5
TOTAL ROOM Nº	846
% VALUE OVER TOTAL	2.9%

SPAIN

2022	
VALUATION	€1,286M
Nº OF ASSETS	27
TOTAL ROOM Nº	4,747
% VALUE OVER TOTAL	31.8%

REST OF EUROPE

(Milan, London & Paris)

2022	
VALUATION	€766M
Nº OF ASSETS	8
TOTAL ROOM Nº	1,458
% VALUE OVER TOTAL	18.9%



3 Equity Method

UNITED STATES

2022	
VALUATION	€15.2M
Nº OF ASSETS	1
TOTAL ROOM N°	284
% VALUE OVER TOTAL	2.5%

DOMINICAN REPUBLIC

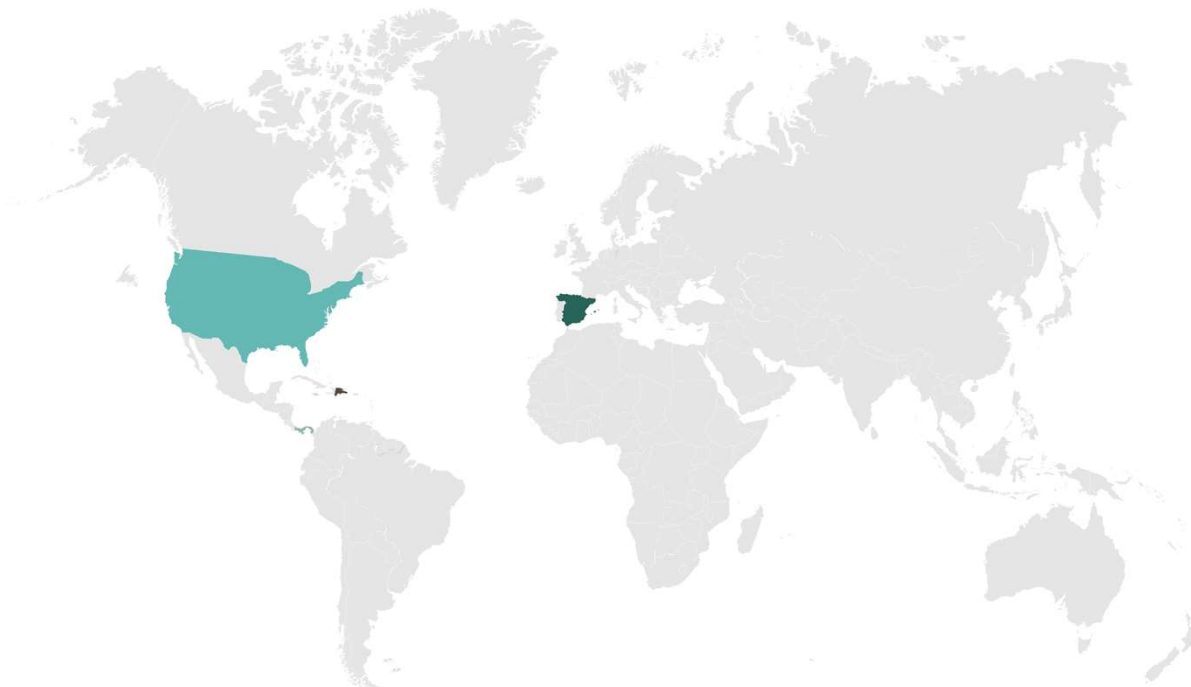
2022	
VALUATION	€32.3M
Nº OF ASSETS	1
TOTAL ROOM N°	5.4%
% VALUE OVER TOTAL	

PANAMA

2022	
VALUATION	€3.8M
Nº OF ASSETS	1
TOTAL ROOM N°	200
% VALUE OVER TOTAL	0.6%

SPAIN

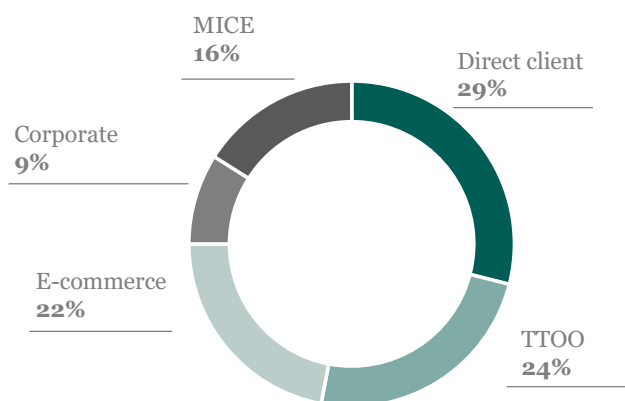
2022	
VALUATION	€549M
Nº OF ASSETS	27
TOTAL ROOM N°	9,250
% VALUE OVER TOTAL	91.5



4 Business strengths

Together with the value of our strong brands, our distribution model and loyalty programme are our key levers of success

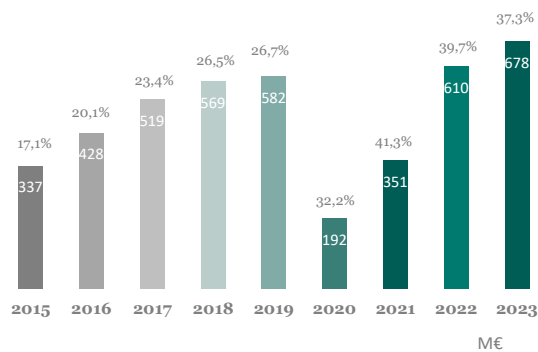
Meliá 2023 segmentation *



* (%) Total Revenues

Direct channels **

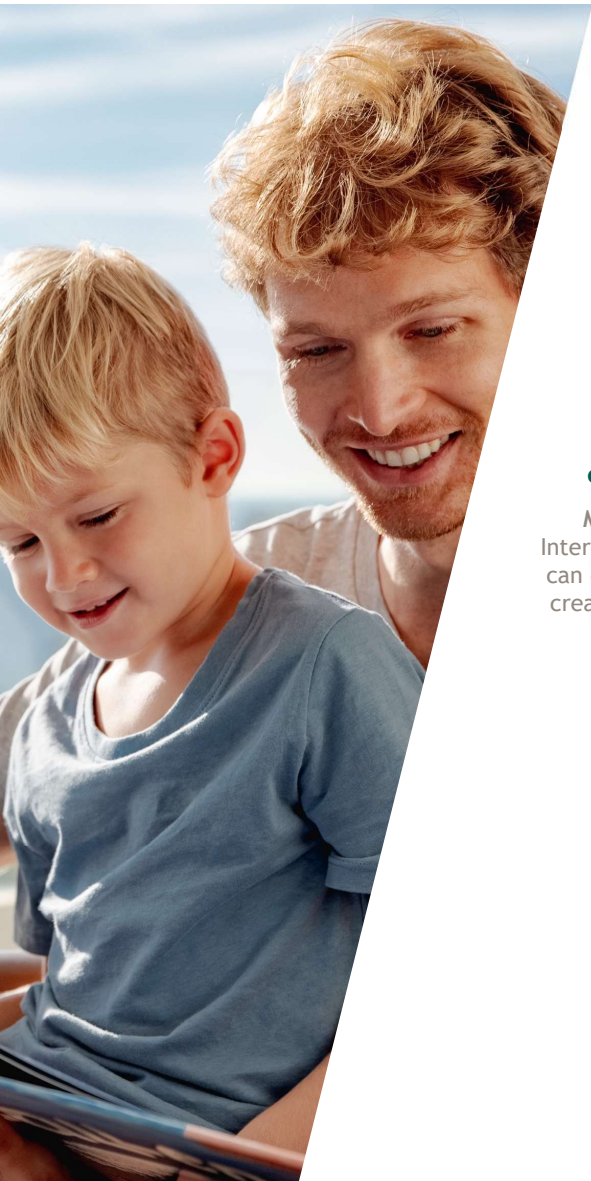
We generate more than 40% of our centralised sales through our direct Channels: melia.com, our contact center, Meliá app and MeliáRewards loyalty programme.



** (%) Centralised Sales Revenue

Leaders in leisure

We are the largest resort hotel company in the World, allowing us to capitalize on a Unique Selling Proposition for our guests



5 Our loyalty programs

MELIÁ
REWARDS
BELONGING MEANS MORE

Belonging keeps our customers coming back

MeliáRewards is the Meliá Hotels International loyalty program, where you can enjoy benefits and exclusive offers, creating a powerful value creation tool

81%

direct sales bookings
done by MR Members

+15.6 million

members

40

partners

MELIÁ pro

Our professional customers are equally important to us

Melia PRO is the umbrella brand for all professional segments: corporate travellers, Meetings & Events, travel agencies and tour operators. Our corporate client enjoys flexibility and benefits, along with special rates.

+400,000

companies with access to
Meliá PRO Corporate

+130,000

travel agents members
of MeliáRewards

+55,000

registered travel
agencies



MELIÁ HOTELS
INTERNATIONAL

6 *Holistic approach* of Meetings & Events

City & Resort locations
F&B integrated into MICE events

Our Portfolio provides world class lounges to provide unforgettable meetings & venues, offering complete solutions



Meliá Palma Bay

7 F&B Experiences

Our guests enjoy our exceptional cuisine both managed by Meliá and external partners, bringing closer local tastes and memorable tastes



+27.0 M
Meals Served



1,139
Outlets



13,600
F&B Staff



MELIÁ HOTELS INTERNATIONAL

A wide-angle photograph of an outdoor dining terrace at Gran Meliá Villa le Blanc. The terrace is covered by a wooden pergola with a slatted roof. Several large, spherical, woven pendant lights hang from the ceiling. The floor is made of large, light-colored stone tiles. In the foreground and middle ground, there are several long wooden tables set with white linens, glassware, and small lamps. Some tables have wooden chairs, while others have cushioned sofas. A thick, cylindrical pillar wrapped in rope stands on the right. In the background, a glass railing separates the terrace from a view of the ocean and some coastal vegetation. The sky is a soft, hazy blue, suggesting dusk or dawn.

*“We are driven by the trust
that others place in us”*



Advantages for Owners & Affiliates

1. Business Management
2. Partners Benefits

1 Business Management

Next to our Owners every step of the way

Development Stage

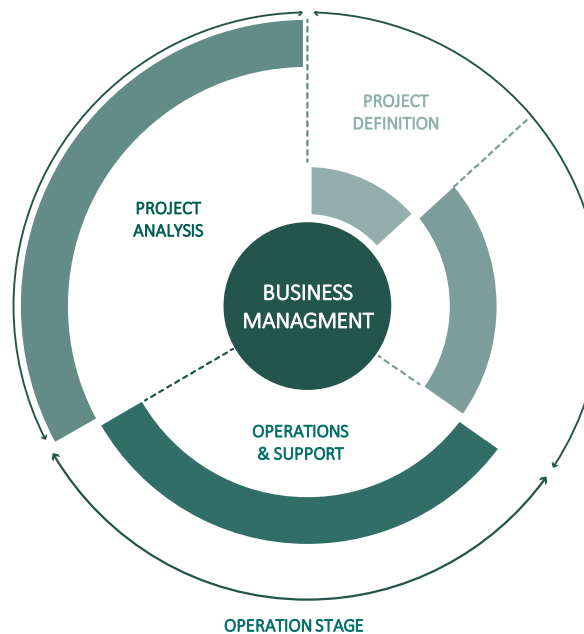
Our dedicated team of experts help our Owners define the most suitable Brand for the asset and refurbishment strategy in order to maximize their investments

Pre-Operation Stage

Upon signature we provide our Owners with tailor-made advice for the phases of Design, Construction, Project Definition and Pre-opening, taking into consideration efficiency, sustainability and cost-reduction criteria

Operation Stage

On We pursue long-term relationships with all of our Owners thanks to our close day-to-day collaboration with an agile, trustworthy and transparent communication.



OPERATION STAGE



2 Partner benefits

We are committed to offering the most comprehensive quality services to make profitable business, operating with professionalism, seriousness and the confidence of a major brand portfolio with international prestige.



Efficient
distribution model
and strong direct
sales channels



MeliáRewards
Loyalty Program



MHI expertise
in digitization
and computing
excellence.



Stay Safe with
Meliá Program



Global revenue
management and
B2B strategy



Firm commitment
to sustainability
and responsibility



Meliá Hotels
International “à la
carte” operational
services



“Expertise in
digitalization and
IT excellence



Meliá Bali

*“Working towards a
sustainable future from a
responsible present”*

Responsible Business

1. Committed to environmental sustainability
2. Committed to our people
3. Governance
4. Responsible supply chain

Responsible Business

At Meliá we defined our own global CR model, aligned with United Nations' Sustainable Development Goals, in order to generate shared value and benefits in the destinations in which we are an active player.

This commitment has led the group to become the Most Sustainable Hotel Company in Spain and third in the world, according to the last S&P Global Corporate Sustainability Assessment

Sustainability Award
Silver Class 2022
S&P Global



We integrate the Sustainable Development Goals into our business model

1 Committed to environmental sustainability

We promote a business model that contributes to the fight against climate change and minimizes our environmental footprint


MHI Meliá Hotels International
Hotels, Resorts & Cruise Lines

S&P Global ESG Score 2022

74 /100

As of February 7, 2023
Position and Score are industry specific and reflect exclusion
screening criteria. Learn more at spglobal.com/esg/yearbook

S&P Global

 Sustainable1

B 2022
CDP Climate

1 Committed to environmental sustainability

- Hotel company signatory to the Paris Agreements (COP21)
- Pioneer in the application of environmental blockchain
- Recognized by world leader ESG monitors



MELIÀ HOTELS INTERNATIONAL

Responsible Business / Committed to environmental sustainability

Investments with ESG criteria

€28.0M
(2018-2023)

Science-based target
Scope 1 emissions

58.0k TCO₂
(-30.9% vs. 2018)

Scope 2 emissions

299.8k TCO₂
(-17,0% vs. 2018)

Renewable energy use
owned & leased hotels

40,6%

2 *Committed to our people*

First Spanish travel company to sign the ECPAT Code (2006)
Awarded Best Place to Work in Spain, Mexico and Dominican Republic
Corporate member of the UNWTO International Code of Ethics (2011)
Signatory member of the Global Compact (2008)

Our Commitments

- Providing equal opportunities
- Promoting diversity among our teams
- Developing new skills for the age of digitalisation
- Offering safe and healthy work environments



2 Committed to our people

The future of our company is with our people. Our employees all around the world are the **heart of our business** and drive our efforts to become a better company every day



Female staff members



Women in Management positions



Training hours per
employee



Social organisations
supported since 2019

3 Governance

Ethics, integrity and responsibility are the essence of our governance

As a family-owned company, we have a long-term view and commitment to our business vision based on our **corporate values** and **Code of Ethics**, both of which we have bolstered with the creation of a solid management structure and regulatory body based on principles of transparency and the best practices in corporate governance.

Our governance model has integrated ESG criteria to drive improvements in our management and ensure compliance with our commitments to all of our stakeholders.

78%

Compliance with recommendations of the Good Governance Code of the Spanish CNMV

4

Responsible supply chain

We continue to make progress in ethical management in our supply chain, working together with suppliers who share our values and commitments

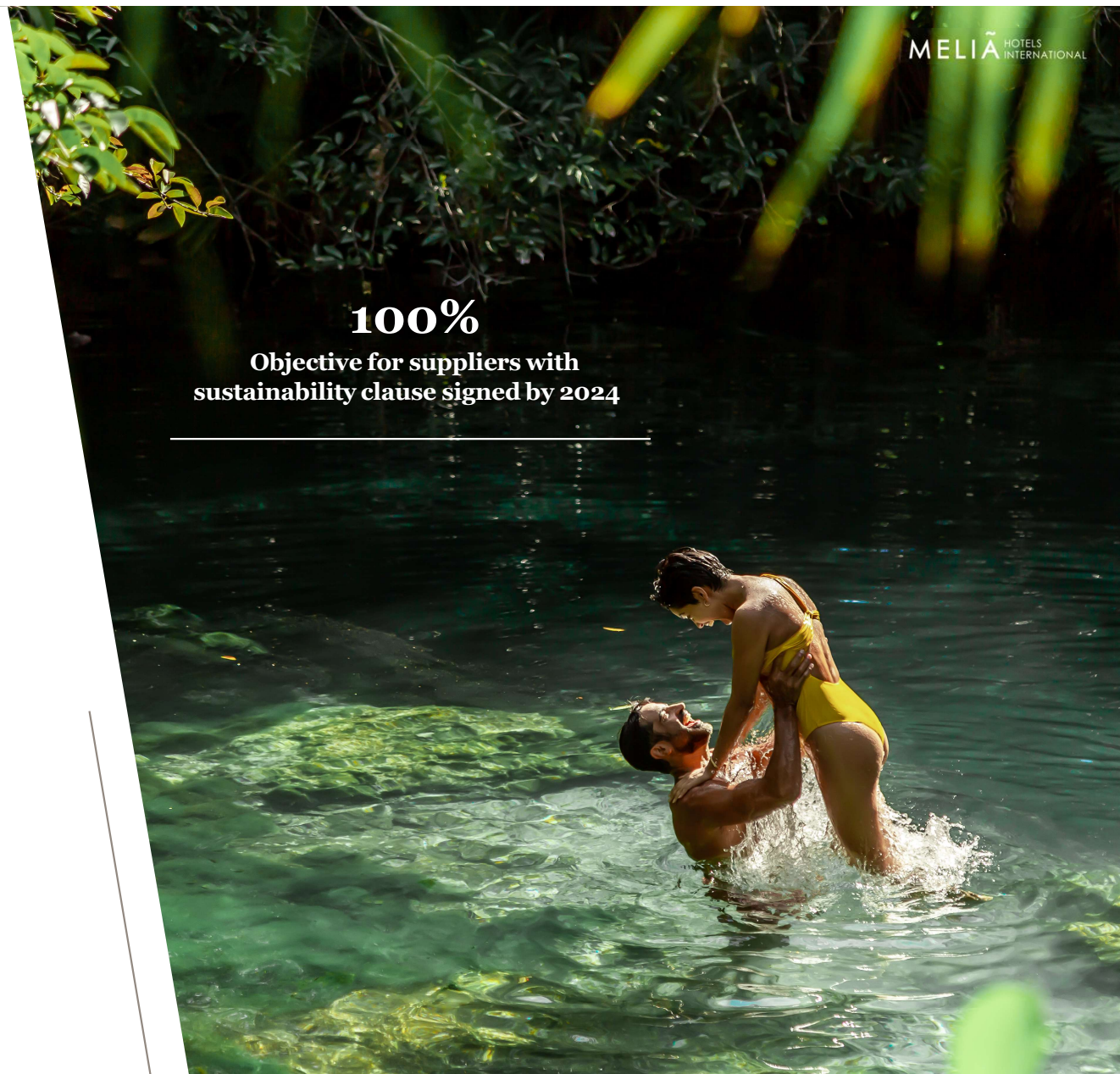
The success of the responsible hotel model we pursue requires the involvement of every link in our value chain. None of the actions we take to move towards a low-carbon economy would be possible if we do not get our suppliers involved in our projects and commitments.

We have made progress in a supplier selection model which is based not only on technical, quality and economic criteria, but also on sustainability. We also seek active cooperation and partnerships with suppliers to support our shared commitment to sustainability.

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100%

Objective for suppliers with sustainability clause signed by 2024



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Leisure at heart,
business in mind