

# Leisure at heart, Business in mind

MELIÃ HOTELS  
INTERNATIONAL



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## 3 Advantages for Owners & Affiliates

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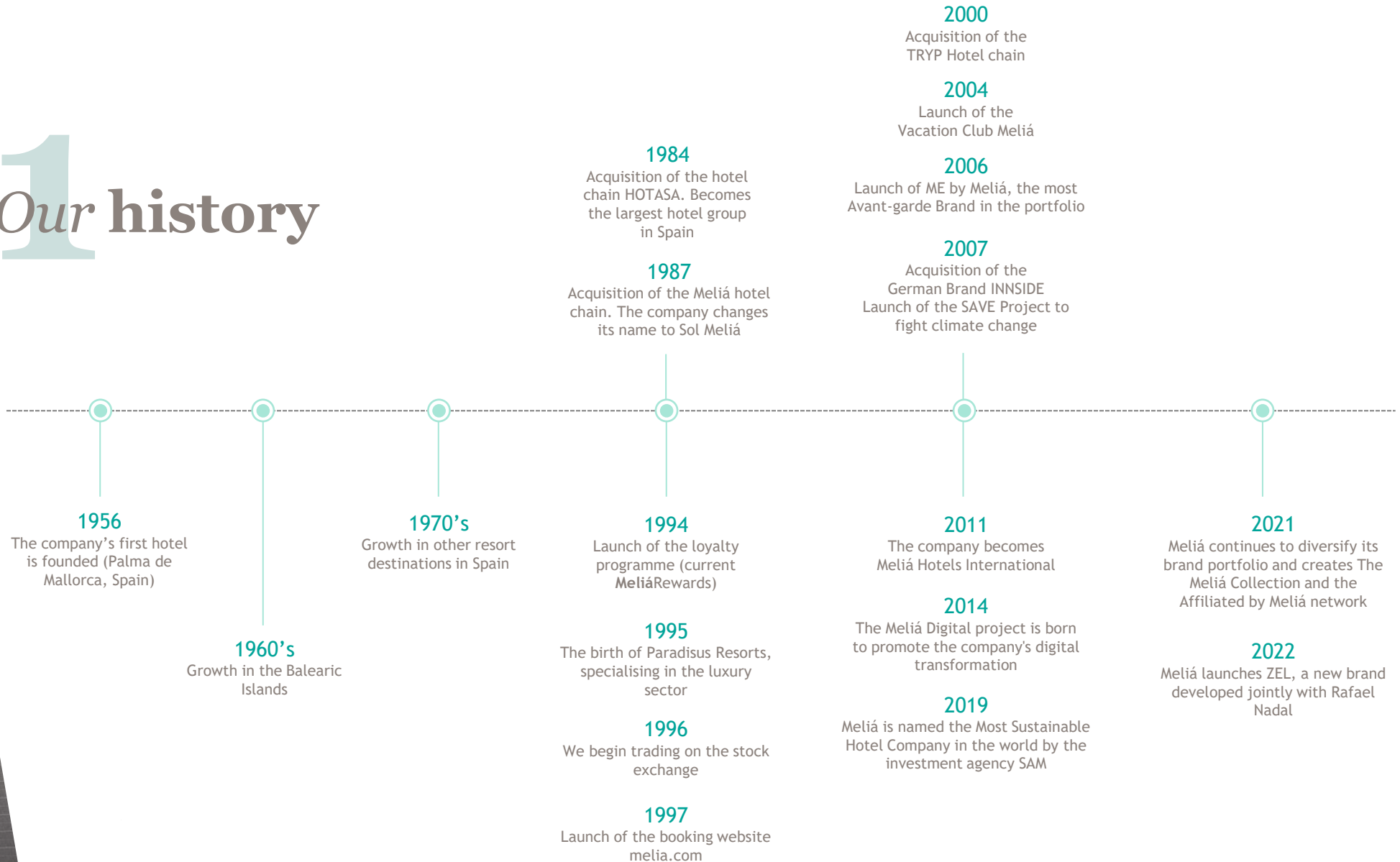
## 4 Responsible Business

- 1.Committed to environmental sustainability
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# 1 Our Brand

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

# 1 Our history



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

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

## Our Team



**+46,900**  
 Employees



**46.1%**  
 Female staff members



**87,3%**  
 Employee engagement

## Portfolio



**37**  
 Countries



**365**  
 Hotels

**+67**  
 Hotels in pipeline



**93,499**  
 Rooms

**+12,273**  
 Rooms in pipeline

# 2 Key Facts

*\*Systemwide information*

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

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

## Network

**+ 17M**

MeliáRewards  
MEMBERS

+9 % YoY



**+400,000**

Companies with access to  
MeliáPRO Corporate

## Sustainability

**40.6%**

Renewable  
energy use



**33.8%**

Recycle rate

# 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 resort 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

Public Company since 1996

## ESG Impact

Leading the transformation towards a sustainable tourism model

Sustainability Yearbook Member, 2025 by S&P Global

## Resilient business model

Increasing year on year EBITDA generation.

Increasing Management portfolio

## Towards an Asset-light model

Pipeline focused on Management and Franchising formulas generating a strong ROI

## Digitalisation

Creating a more agile company leveraging digitalisation

Leveraging Own channels with over 50% of centralized sales

## Industry Fundamentals

Tourism solid demand after the pandemic disruption

Diverse customer nationalities mix

## Unique Brand Portfolio

Highly attractive brands and a solid customer loyalty programme



Gran Meliá Torre Melina – Barcelona, Spain

# 4 Financial Snapshot

## Q1 2025 Results

**€ 444.5M**

Consolidated Revenues Q1 2025

**+1.0% vs SPLY**

**€ 97.9M**

EBITDA Q1 2025

**+0.6% vs SPLY**

**€ 0.03**

EPS Q1 2025

**+0.00€ vs SPLY**

**€ 441.1M**

Revenues

Ex Capital Gains Q1 2025

**+0.8% vs SPLY**

**€ 91.0M**

EBITDA

Ex Capital Gains Q1 2025

**-4.5% vs SPLY**

**€ (18.7)M**

Financial Result Q1 2025

**+29.7% vs SPLY**

**€6.7M**

ATTRIBUTABLE NET PROFIT 12M 2023

**-0.8M€ vs SPLY**

**+45.9%**

MELIA.COM

**Of our Centralized sales**

**+15 Mn MeliaRewards  
members**

**€ 2,275.6M**

**+39.0M€ vs Year End 2024**

**€ 792.1M**

**+19.4M€ vs Year End 2024**

Total  
NET DEBT

NET DEBT  
Excluding  
leases

## Systemwide KPI's

**€135.8**

ARR Q1 2025

**+5.2% vs SPLY**

**57.1%**

% OCCUPANCY Q1 2025

**-0.9pp vs SPLY**

**€77.5**

REVPAR Q1 2025

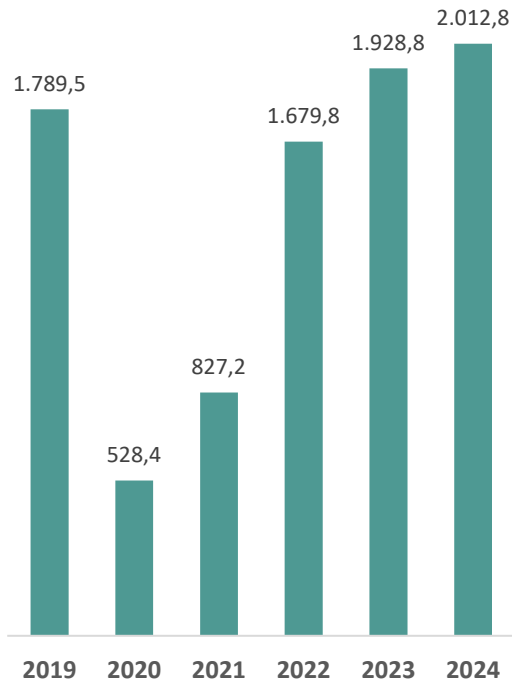
**+3.6% vs SPLY**

Melia Milan – Milan, Italy

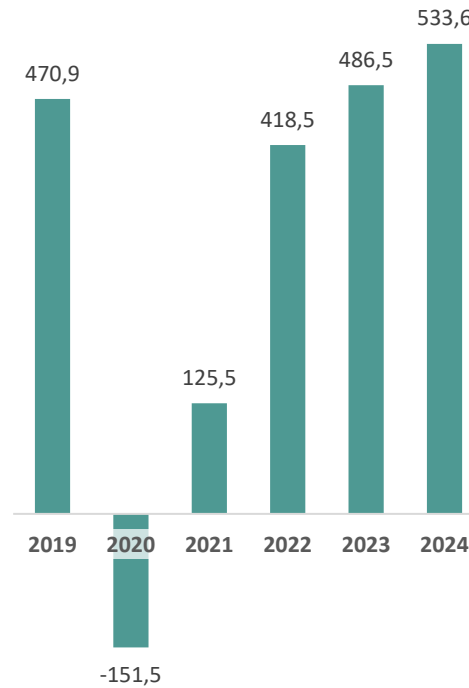
# 4 Financial Snapshot

## Yearly Results

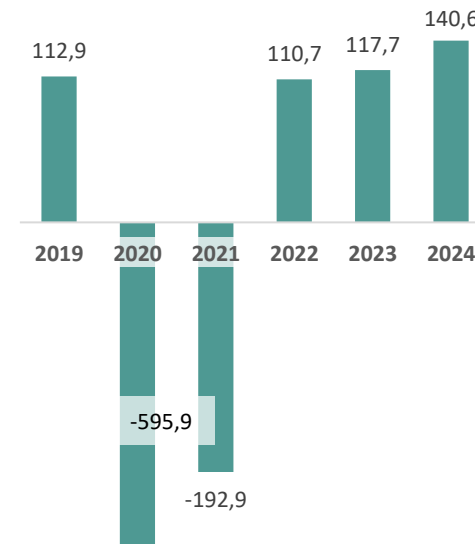
Consolidated  
Revenues M€  
*Ex Capital Gains*



EBITDA M€  
*Ex Capital Gains*

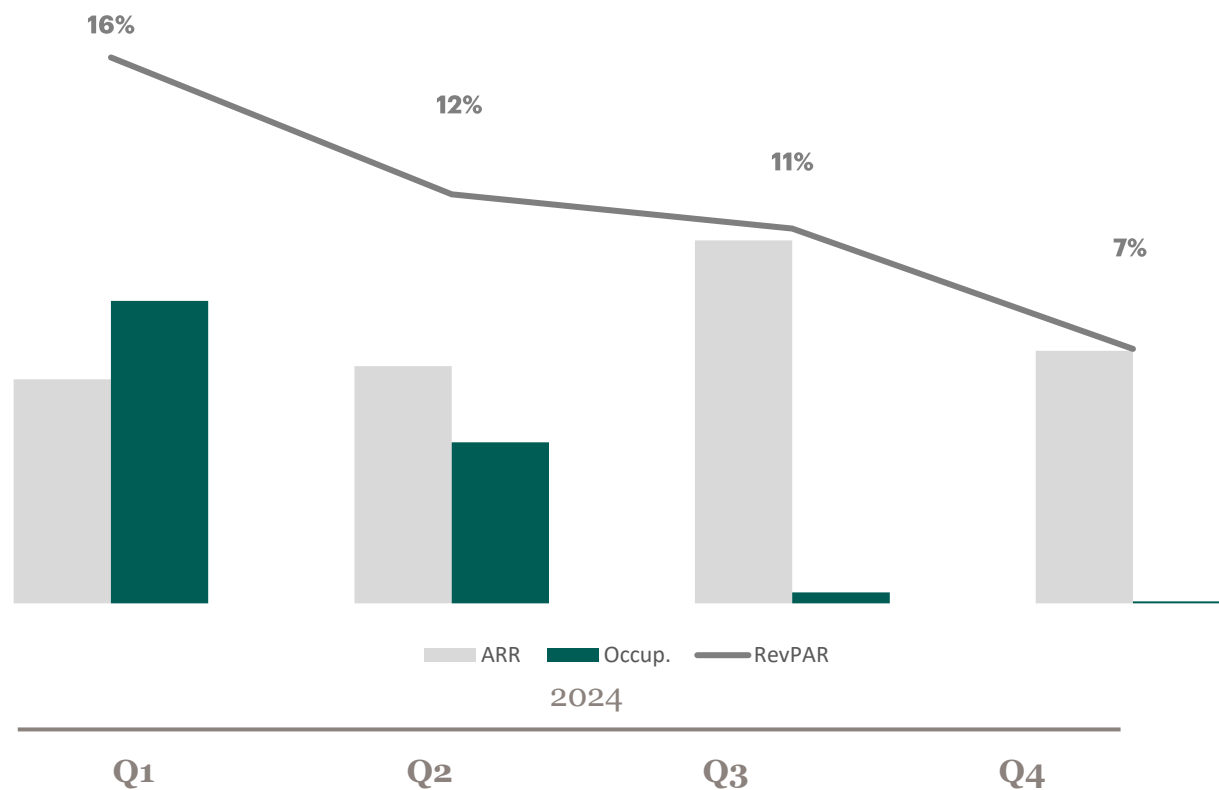


Attributable Net  
Profit M€

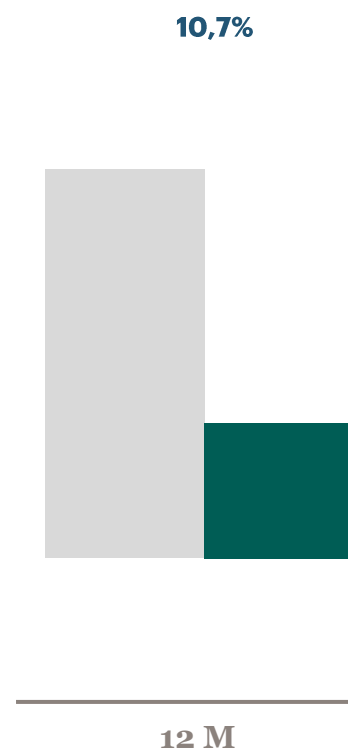


# 5 Operational Figures

## 2024 Systemwide RevPar

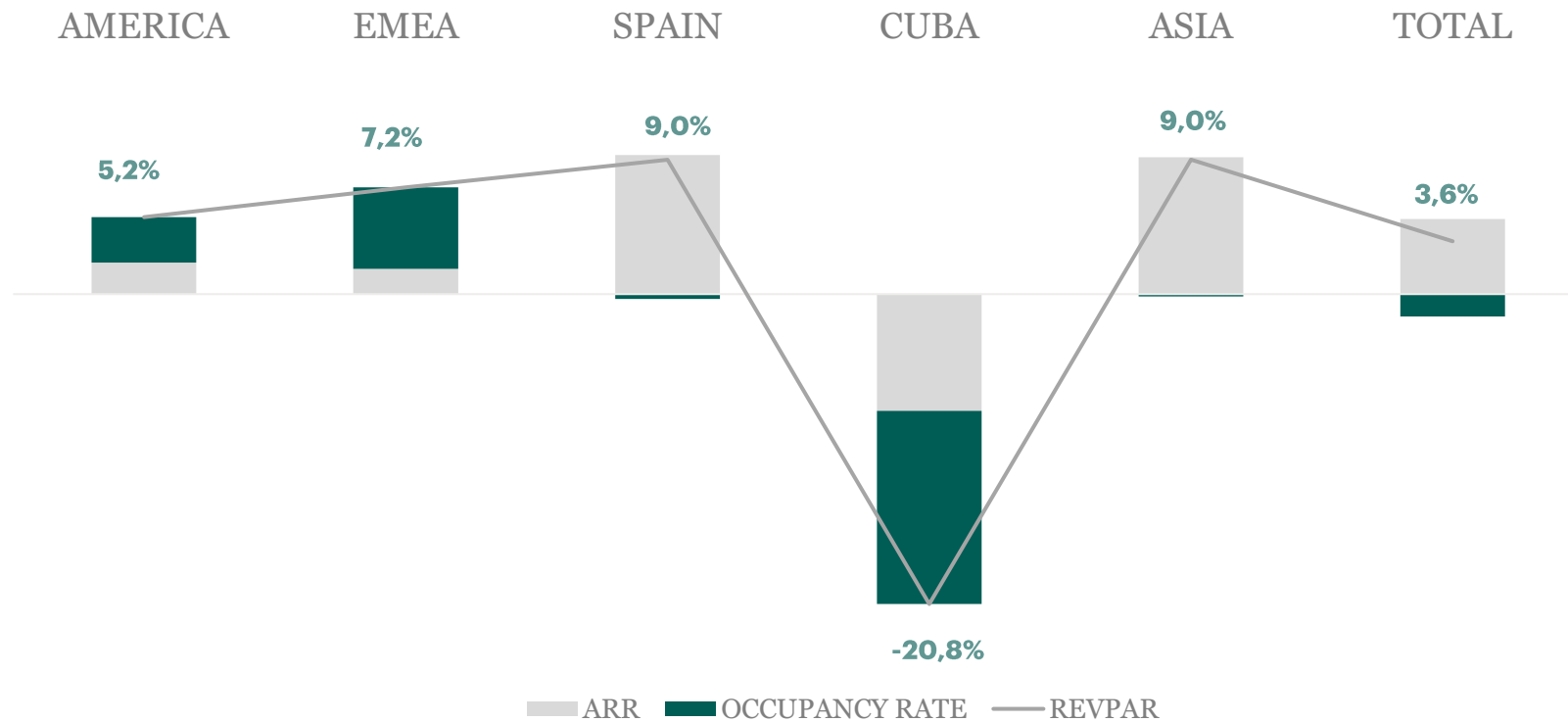


## Yearly Evolution



# 5 Operational Figures

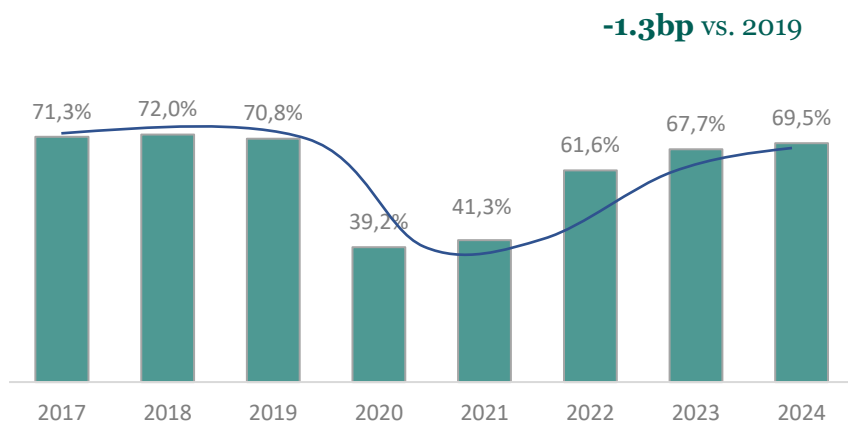
Q1 2025 Systemwide RevPar



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

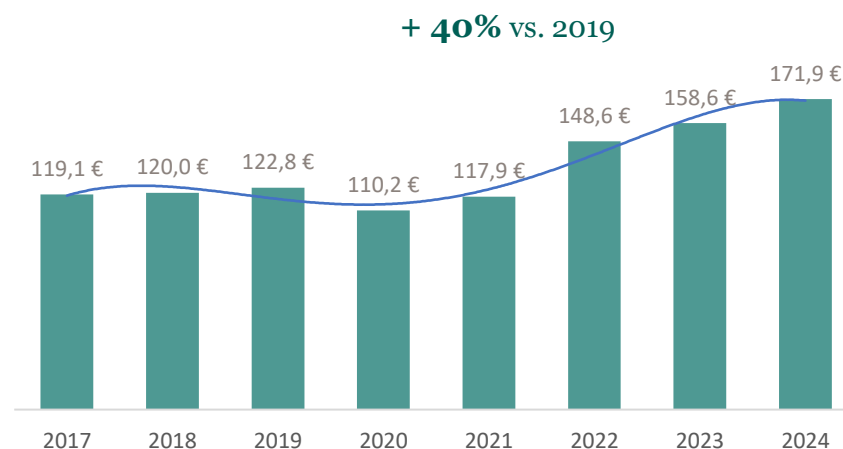
# 5 Operational Figures

Owned & Leased KPIs (12M)



## OCCUPANCY

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



## ARR (Average Room Rate)

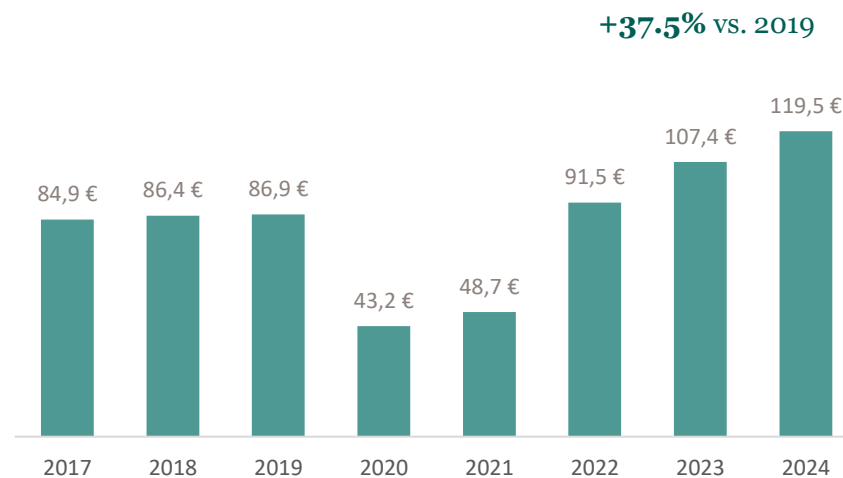
All time high ARR thanks to our luxury positioning and value proposition



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

# 5 Operational Figures

Owned & leased KPIs (12M)



## Yearly RevPar (Revenue Per Available Room)

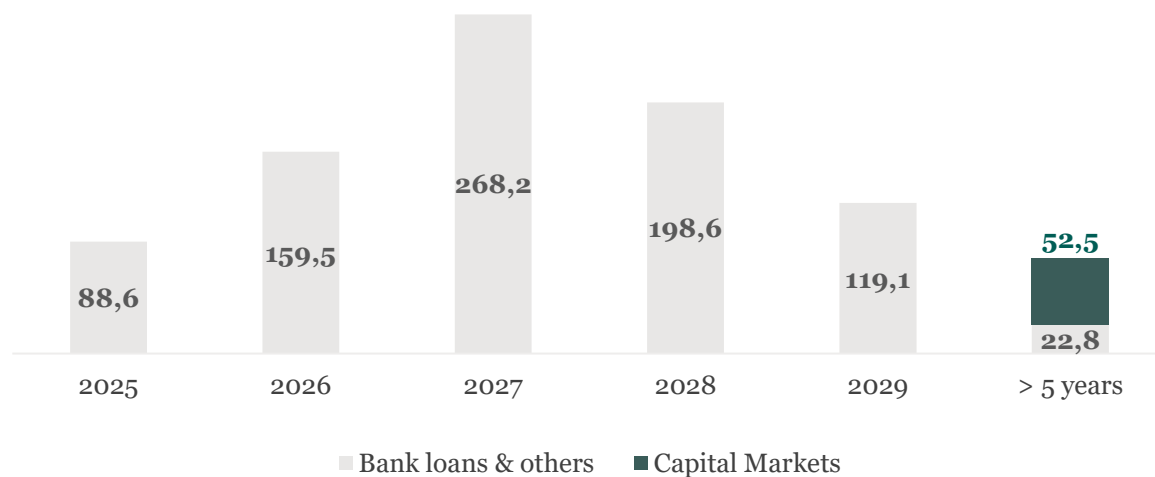
Continued yearly RevPar increase after the pandemic, thanks to our premium locations and repositioning processes carried out by the Company to focus on high end and luxury segments.

Me Cabo – Cabo San Lucas, Mexico

# 6 Financial Position

## Debt Maturity Profile (€ Millions)

2025-2029+



**Debt Split**  
49% Fixed & 51% Variable

**Financing Cost**  
5.53% - 2024  
5.16% - 2023

**Returned to Prepandemic leverage ratios in 2024**

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

Meliá Casa Maya -  
Cancún, Mexico

# Unique Brands

## Strength and diversity of our brands

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



### 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

# Unique Brands

## Luxury Brands

Distinguished & Recognized worldwide

### Portfolio



55 HOTELS



14,415 ROOMS

### Pipeline



25 HOTELS



3,856 ROOMS

Pipeline

GRAN MELIÁ  
HOTELS & RESORTS

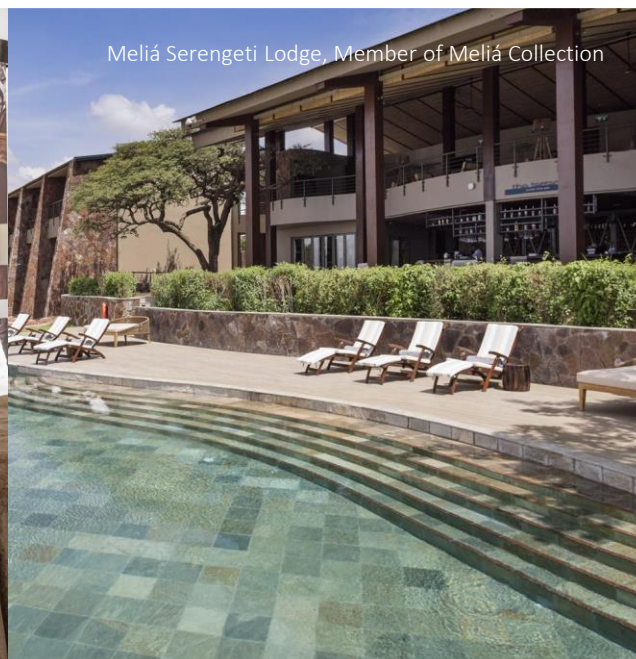
The MELIÁ  
COLLECTION

ME  
BY MELIÁ

PARADISUS  
BY MELIÁ



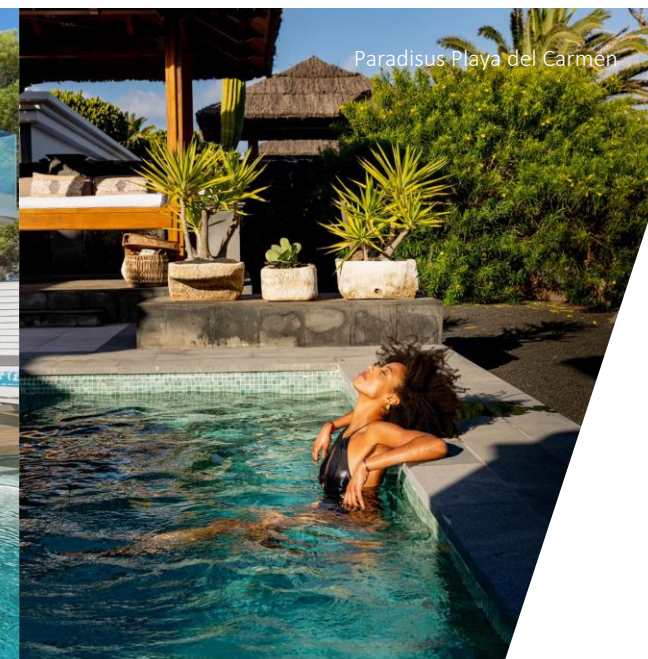
Palacio de los Duques, Gran Meliá



Meliá Serengeti Lodge, Member of Meliá Collection



ME Ibiza



Paradisus Playa del Carmen

# Unique Brands

## Premium Brands

Suitable for all distinguished travellers

### Portfolio



177 HOTELS



48,832 ROOMS

### Pipeline



27 HOTELS



6,735 ROOMS

MELIÀ  
HOTELS & RESORTS

zel

INNSIDE  
BY MELIÀ

Meliá Zahara Atlanterra



Zel Mallorca



INNSIDE Bremen



# Unique Brands

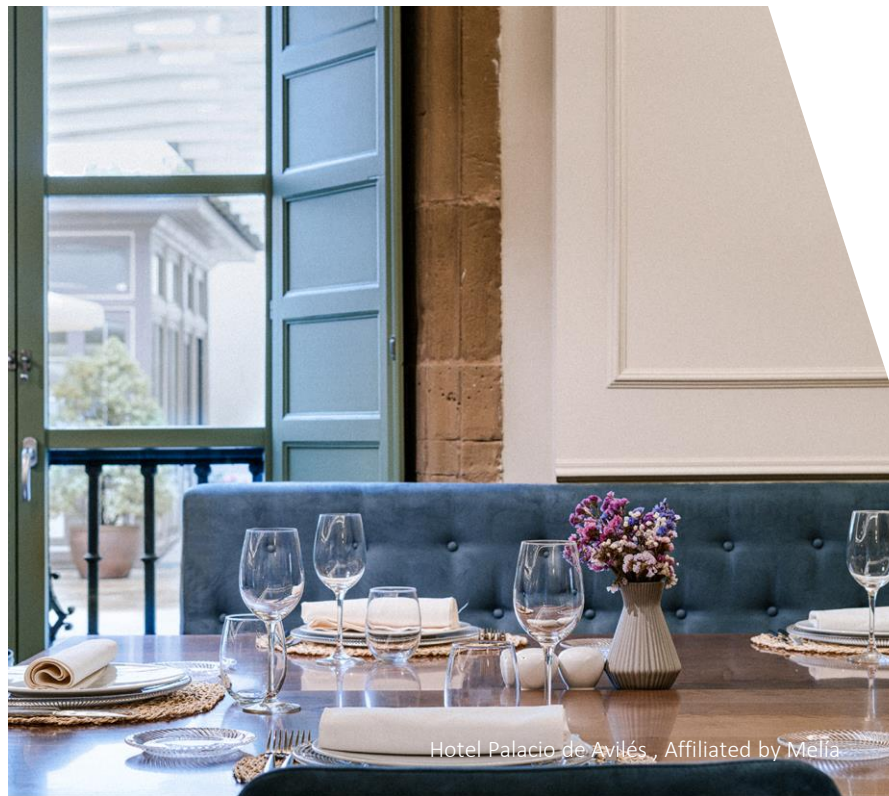
## Essential Brands

Our expertise & know-how with excellent value

**SOL**  
BY MELIÃ

**AFFILIATED**  
BY MELIÃ

Sol Fuerteventura Jandía



Hotel Palacio de Avilés , Affiliated by Meliã

### Portfolio



**133** HOTELS



**30,252** ROOMS

### Pipeline



**15** HOTELS



**1,682** 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 shows a wooden wall and a small table with books and a vase. The text "Our Portfolio" is overlaid in a large, white, serif font.

# Our Portfolio

- 
- A circular inset image showing a fire burning in a fireplace, with a white line pointing from the list below to it.
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 a clear, turquoise body of water. The water is so clear that the rocky, textured seabed is visible beneath the surface. The person is wearing a colorful one-piece swimsuit. The overall scene conveys a sense of relaxation and natural beauty.


*“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


49%\* SPAIN

HOTELS  In operation 143  
Pipeline 8


ROOMS  In operation 36,024  
Pipeline 611


27%\* AMERICAS

HOTELS  In operation 73  
Pipeline 11


ROOMS  In operation 25,375  
Pipeline 1,977


22%\* EUROPE, MIDDLE  
EAST AND AFRICA

HOTELS  In operation 104  
Pipeline 39

ROOMS  In operation 20,525  
Pipeline 5,960

2%\* ASIA-PACIFIC

HOTELS  In operation 45  
Pipeline 9

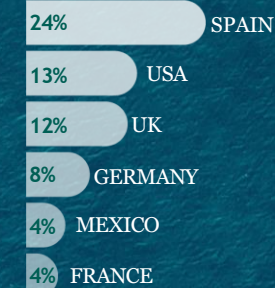
ROOMS  In operation 11,575  
Pipeline 3,725

+400 hotels / +104k rooms



## Guests main nationalities

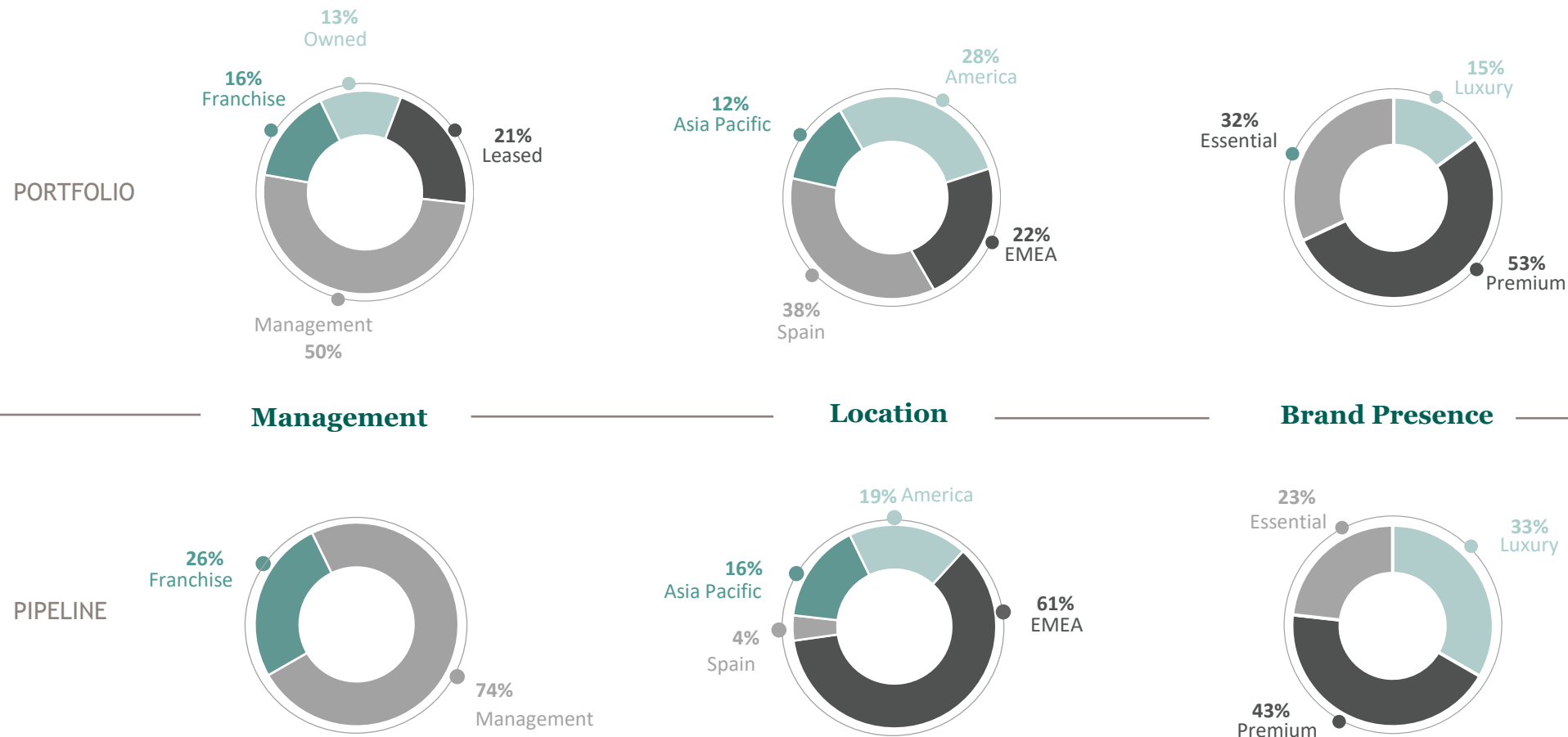
\*2024



2024 Hotel Business Operating profit contribution (EBIT + Fees)

# Our Portfolio

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



## Valuation Summary



5.285 Mn€

4.641 Mn€

**Total Valuation**

+644 Mn€ (13,88%)

91

87

**Nº. of Assets**

+4 (4,60%)

7.26%

7,19%

**Yield**

+7 bps

2024

2022

265.850 €

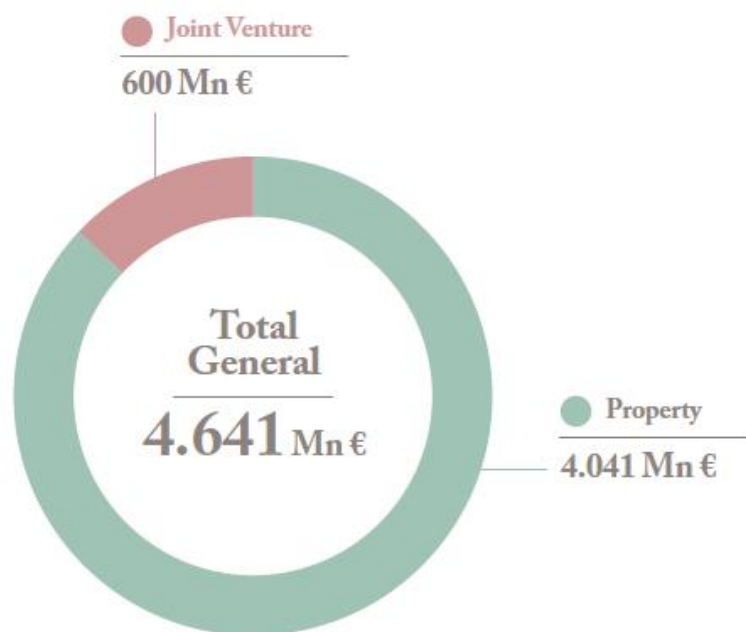
237.427€

**Average Value per Room**

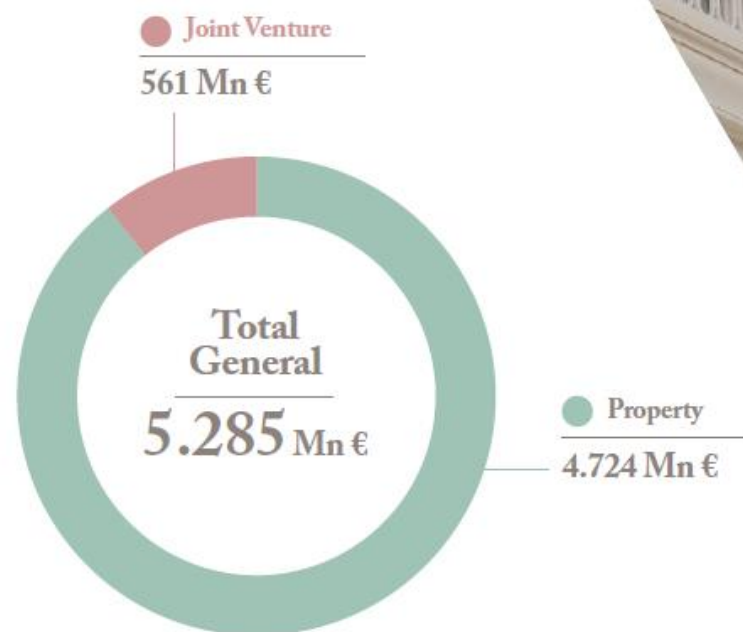
+28.423€ (11,97%)

## Valuation Summary

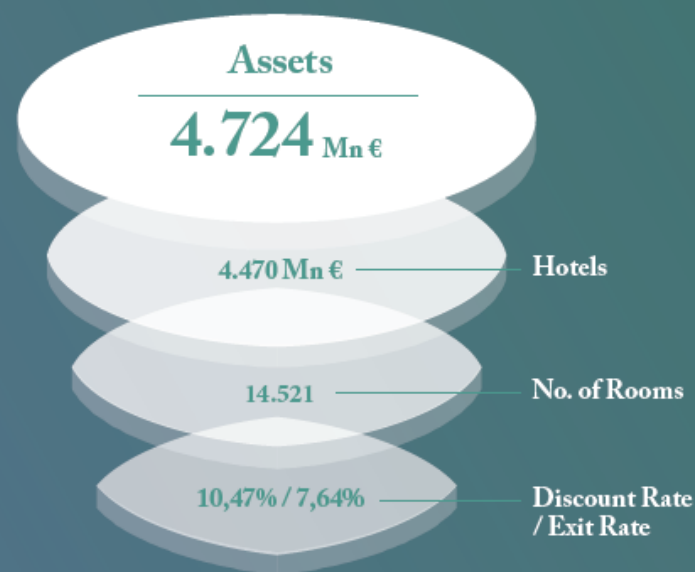
### Valuation 2022 % MHI



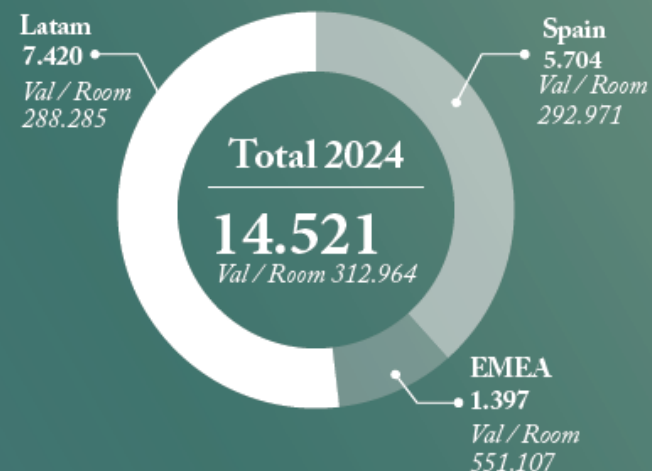
### Valuation 2024 % MHI



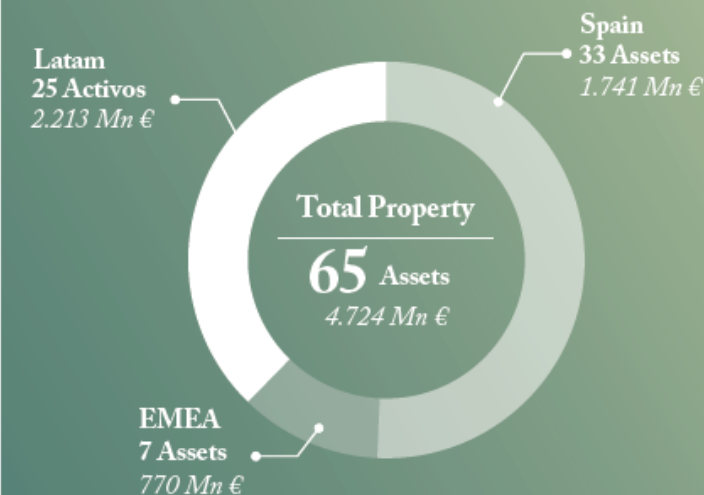
## Global Integration



### Room Distribution - Room Value



### Asset Distribution - Value

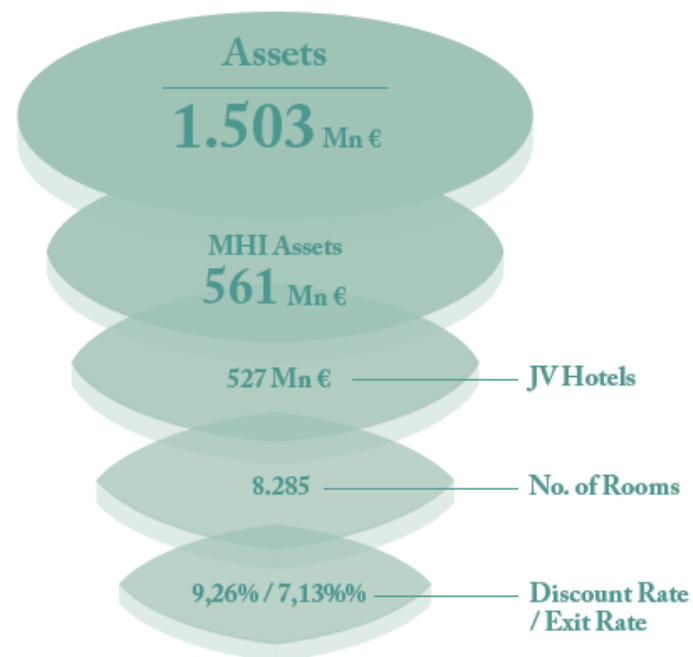


### Valuation results

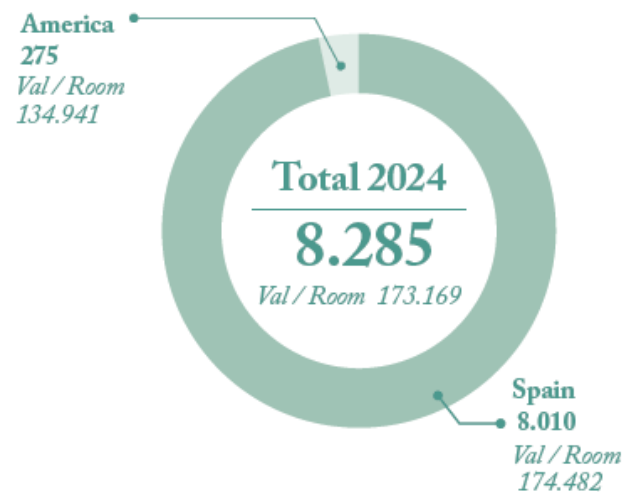
Region	Asset Type	No. of Assets	Valuation (*)
Spain	Urban Hotel	8	733
	Vacation Investment	9	828
	Real Estate Investment	5	146
	Other Assets	11	34
<b>Total Spain</b>		<b>33</b>	<b>1.741</b>
EMEA	Hotel	7	770
<b>Total EMEA</b>		<b>7</b>	<b>770</b>
Latam	Hotel	19	2.139
	Real Estate Investment	1	5
	Other Assets	5	70
<b>Total Latam</b>		<b>25</b>	<b>2.213</b>
<b>Total Owned Assets %MHI</b>		<b>65</b>	<b>4.724</b>

(\*) Figures in millions of euros

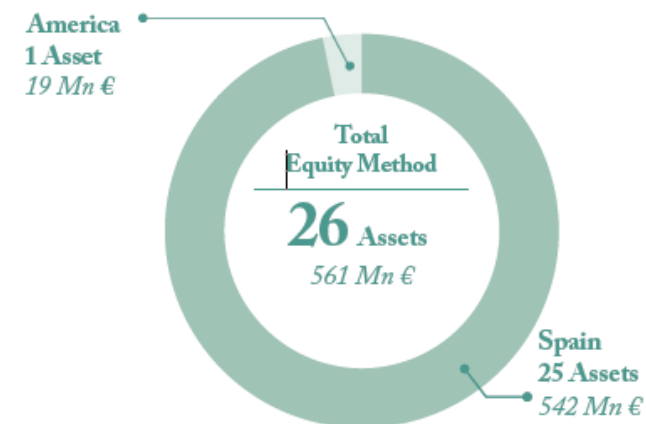
## Equity Method



## Room Distribution - Room Value



## Asset Distribution - Value



## Valuation Results

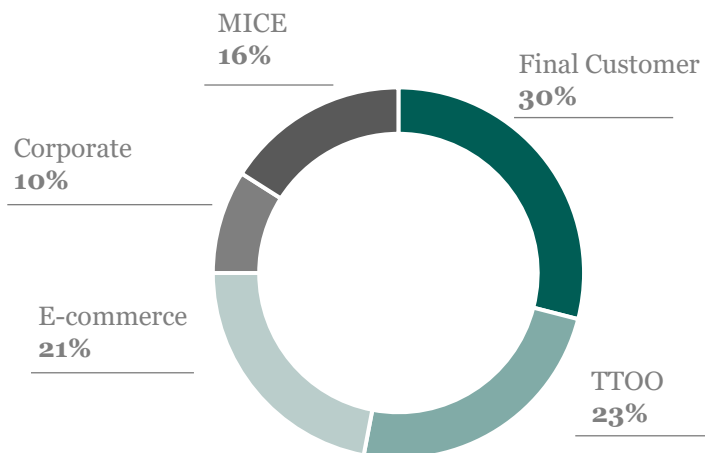
Region	Asset Type	No. of Assets	Valuation (*)
Spain	Hotel	24	508
	Other Assets	1	34
Total Spain		25	542
America	Hotel	1	19
Total America		1	19
Total Equity Method %MHI		26	561

(\*) Figures in millions of euros

# 4 Business strengths

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

## Meliá 2024 segmentation \*



\* (%) Total Revenues

## Direct channels \*\*

We generate more than 50% of our centralised sales through our direct Channels: melia.com, our contact center, Meliá app and MeliáRewards loyalty programme.

**>50%**

**MELIA.COM**  
**Of centralised sales**  
**>17 Mn MeliaRewards**  
**members**

\*\* (%) Includes clients from different segments managed through our own channels

## 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

## Increasing bleisure

Combining our leadership in resort hospitality with a growing presence in key European and Asian cities, we are ideally positioned to meet the needs of the modern bleisure traveler.

# 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

# 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





# Advantages for Owners & Affiliates

1. Business Management
2. Partners Benefits

# 1 Business Management

Next to our Owners every step of the way

## Development Stage

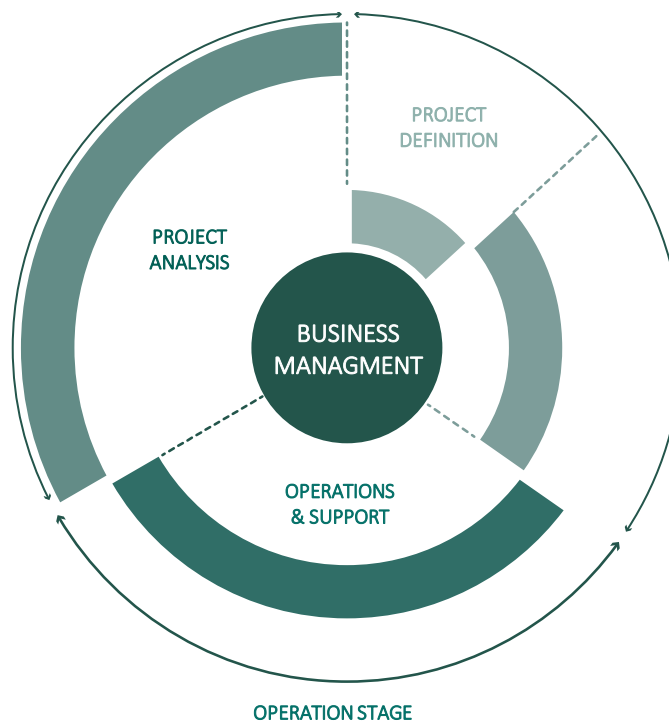
Our dedicated team of experts help our Owners define the most suitable Brand for the asset and refurbishment strategy in order to maximize their investments

## 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



Gran Meliá Villa Le Blanc

# 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



**Meliá**Rewards 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



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

Meliá Hotels International, S.A.  
Hotels, Resorts & Cruise Lines

## Sustainability Yearbook Member

S&P Global Corporate Sustainability  
Assessment (CSA) Score 2023

S&P Global CSA Score 2023: 69/100  
Score date: February 7, 2024  
The S&P Global Corporate Sustainability Assessment (CSA) Score is the S&P Global ESG Score without the inclusion of any modelling approaches.  
Position and scores are industry specific and reflect exclusion screening criteria.  
Learn more at <https://www.spglobal.com/esg/csa/yearbook/methodology/>

S&P Global

Sustainable 1

B 2023  
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



## Investments with ESG criteria

**€28.0M**  
(2018-2023)

## Science-based target Scope 1 emissions

**58.0k TCO<sub>2</sub>**  
(-30.9% vs. 2018)

Scope 2 emissions  
**299.8k TCO<sub>2</sub>**  
(-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.

A photograph of a man and a woman in a yellow swimsuit playing in clear, shallow water. The woman is standing and holding the man, who is partially submerged. They are surrounded by lush greenery and palm trees, suggesting a tropical or resort setting. The water is very clear, showing the bottom and some rocks.

## 100%

Objective for suppliers with sustainability clause signed by 2024

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