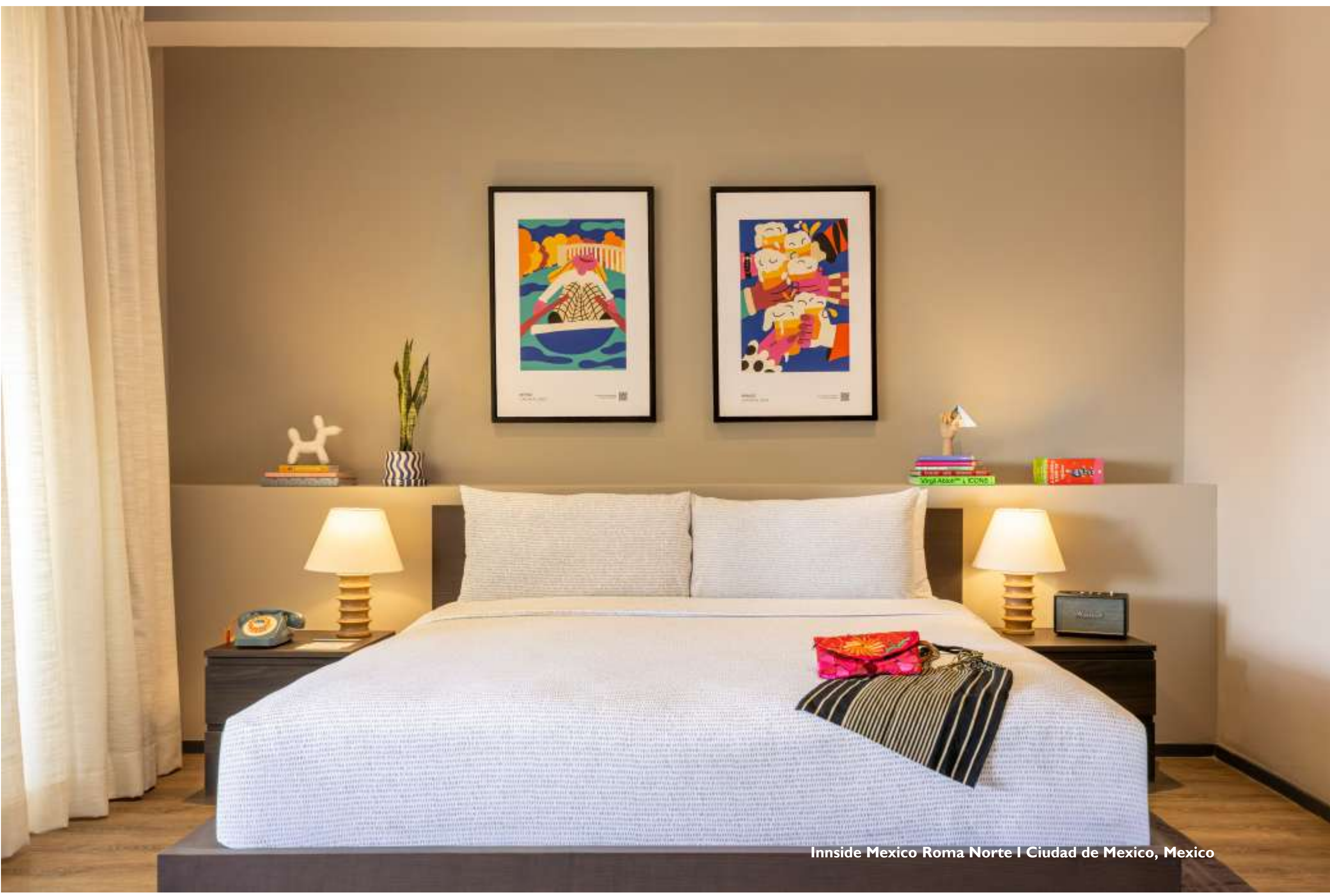
FIRST HALF RESULTS

2026



FIRST HALF RESULTS 2026

Gabriel Escarrer, President and CEO of Meliá said:

"The first half of 2026 was marked by a complex geopolitical environment and rising international uncertainty, which significantly influenced global travel patterns. Despite these challenges, the tourism industry once again demonstrated remarkable resilience, supported by robust leisure demand and an increasing preference among travellers for destinations perceived as safe, accessible and stable.

Against this backdrop, Meliá successfully capitalised on the strength of its core markets, particularly Spain, Southern Europe and the Caribbean, regions that benefited from a reallocation of tourism flows towards destinations viewed as safe havens amid instability elsewhere. Across all of these markets—with the exception of Mexico, which continues to face certain challenges stemming from security-related incidents that occurred during the first half of the year—Meliá further strengthened its resilience through the positioning of its brands, the quality of its assets, and a commercial and distribution strategy focused on value rather than volume. This is underpinned by an increasingly valuable and repositioned portfolio, with greater exposure to the Premium and Luxury segments, and quality indicators that consistently outperform global industry averages.

The results for the first half therefore confirm Meliá's positive momentum, with revenues and EBITDA excluding capital gains increasing by 7.1% and 2.5%, respectively, driven by the strong performance of the underlying business. This growth was achieved despite the temporary closure for repositioning of two key assets: Paradisus Cancún, which is currently in its ramp-up phase following its reopening in April, and Gran Meliá Don Pepe, which is scheduled to reopen later this year fully renovated and more exclusive than ever. The 14.2% increase in Revenue per Available Room (RevPAR) during the second quarter, together with the positive evolution of occupancy levels, reflects the effectiveness of our commercial strategy. Direct Customer sales increased by 12%, a channel that also delivers average rates 26% higher than those generated through other distribution channels. From a financial perspective, we remain comfortable with both the level and structure of our debt, which provides the flexibility required to undertake investments such as those completed during the period to acquire and increase stakes in hotels already operated by the Group. In parallel, the Company is evaluating the potential rotation of selected non-core assets with limited cash-generation capacity, with the objective of further optimising capital allocation.

The Group's strong recurring business performance was, however, impacted by the one-off and exceptional effect—unprecedented in the Company's history—arising from the cessation of all operations in Cuba conducted through our subsidiary Ilha Bela. This decision reflects the evolution of an operating environment characterised by elevated regulatory, financial, reputational and operational risks. In light of these circumstances, and in accordance with the principles of financial prudence, transparency and responsibility that guide our actions, Ilha Bela decided between June and July of this year to cease all activities in the country. The decision has been classified by the Group as a 'discontinued operation' for accounting purposes, with the estimated impact appropriately recognised through the corresponding provisions. The Board of Directors and management team have taken this decision with the clear objective of protecting the interests of the Company and its shareholders, preserving our access to international financial markets, and safeguarding the Group's future growth opportunities. At the same time, we would like to express our deepest respect, gratitude and appreciation to all colleagues and teams who have been part of this long journey in Cuba, with whom we have shared more than three decades of history, commitment and collaboration.

While this prudent financial decision has a significant impact on this year's reported results, the strong performance of the underlying business reinforces our conviction that this is a one-off event with no impact on cash generation. The strength of our operations, the potential of our business model, and the sustained growth in recurring earnings provide the strongest foundation to offset this extraordinary effect over time and continue creating value for our shareholders."

Yours Sincerely,

Gabriel Escarrer, President & CEO

MELIÃ HOTELS INTERNATIONAL

SECOND QUARTER & FIRST HALF RESULTS 2026

€ 588.0M	€ 157.1M	-€ 0.03
REVENUES Ex Capital Gains Q2 *+8.4% vs SPLY*	EBITDA Ex Capital Gains Q2 *+4,0% vs SPLY*	EPS Q2 *-€0.34 vs SPLY*

€ 1,047.4M	€ 244.8M	-€ 0.03
REVENUES Ex Capital Gains H1 *+7.1% vs SPLY*	EBITDA Ex Capital Gains H1 *+2.5% vs SPLY*	EPS H1 *-€0.38 vs SPLY*

€ 93.5	47.9%	€ 2,149.2M NET DEBT *-51.7M vs year end 2025*
REVPAR OL&M H1 *+11.7% vs SPLY*	MELIA.COM* *Of centralized sales* *Considering all own channels	€ 843.7M NET DEBT Excluding leases *+65.1M vs year end 2025*

BUSINESS PERFORMANCE

- Our subsidiary, Ilha Bela Gestão e Turismo Lda, has decided to cease all of its operations in Cuba, and accordingly, the Group has reclassified its business in the country as a discontinued operation.
- Consolidated Revenues excluding capital gains increased by 7.1% in the first half of the year, driven by the positive performance of our key regions, which were unaffected by recent geopolitical developments and by the increase in available rooms within the Owned and Leased portfolio (+6.1%).
- EBITDA excluding capital gains reached €244.8 M (+2.5% vs. 2025). We should highlight that first-half performance was impacted by the unavailability of two very relevant hotels, Paradisus Cancún and Gran Meliá Don Pepe, both of which were affected by renovations. On the other hand, lease expenses increased by €10.4 million following the addition of new hotels under variable lease agreements.

LIQUIDITY AND DEBT MANAGEMENT

- As of the end of June, Net Debt stood at €2,149.2M, representing a reduction of €51.7M during the first half of the year. Over the same period, Net Debt excluding leases increased by €65.1M, reaching €843.7M. During the period, the Group completed acquisitions and increased its stakes in hotels already operated by the Group, resulting in higher investment levels during the period.
- The Company remains committed to maintaining a stable level of leverage *(2x-2.5x)* in order to preserve the flexibility required to pursue growth opportunities and the repositioning of its hotel portfolio.
- The Group is currently evaluating asset rotation opportunities involving non strategic assets with limited cash generation, thereby optimizing capital allocation.

DEVELOPMENT

- The Company aims to sign at least 40 new hotels, representing approximately 8,400 rooms, and to open at least 30 hotels, adding around 3,500 rooms.
- Meliá signed 17 new hotels year-to-date (+3,800 rooms) and opened 14 new hotels year-to-date with more than 2,000 rooms.

OUTLOOK

- The summer season continues to develop positively, particularly across our resort portfolio. Our on-the-books position is currently running at double-digit growth versus last year, reinforcing our confidence in the resilience of travel demand.
- As long as current market conditions remain unchanged, we expect to lead the industry with a high single-digit Systemwide RevPAR growth in constant currency for 2026, while improving operational margins by 200 bps on a like-for-like basis. As communicated at our General Shareholders' Meeting, we are targeting at least €565m in EBITDA.

HOTEL BUSINESS

MAIN STATISTICS OWNED, LEASED & MANAGED

€153.5	66.6%	€102.3
ARR Q2	% OCCUPANCY Q2	REVPAR Q2
+7.3% vs SPLY	***+0.6pp vs SPLY***	***+14.2% vs SPLY***
€148.8	**62.9%**	**€93.5**
ARR H1	% OCCUPANCY H1	REVPAR H1
+6.5% vs SPLY	***+2.9pp vs SPLY***	***+11.7% vs SPLY***

Q2 PERFORMANCE

During the second quarter of 2026, our business continued to evolve positively, despite an environment still shaped by geopolitical uncertainty and tensions stemming from the conflict in the Middle East. By the end of the period, progress towards normalization helped ease pressures on fuel prices and reduce tension in the region. Nevertheless, the environment continues to require some degree of caution regarding the evolution of the sector's operating costs and air capacity, which is nonetheless expected to remain stable in the short term.

Thanks to its presence in established destinations away from areas of geopolitical tension, Meliá continued to capitalize on its strength in key leisure markets such as Spain, Europe and the Caribbean, with the exception of Mexico and Cuba. The quarter confirmed the Group's operational resilience, supported by the favorable evolution of On the Books bookings observed since the beginning of the period. We highlight that Systemwide RevPar includes an uplift effect derived from less available rooms in Cuba. Excluding this effect, Systemwide RevPAR growth would have been 5.8% in Q2 and 5.6% for the first half.

By region, performance was as follows:

- In **Spain**, our city hotels delivered strong qualitative growth, primarily supported by higher rates driven by product optimization, new openings, and the consolidation of repositioned assets. April stood out in particular, benefiting from the calendar effect of Easter and the shift of events compared to the previous year. By segments, rate performance was positive across the board, led by Corporate and agencies, followed by Direct Customers, which recorded the strongest growth during the quarter. As a result, RevPAR increased by 8.7%, with rate growth contributing more significantly than occupancy growth. Our resort hotels also posted a positive performance, with improvements in both rates and occupancy. By destination, the Canary Islands delivered solid results, although influenced by the comparison effect of assets that were not operational in the prior year, with a greater share of board-related revenue over room revenues. The Balearic Islands also recorded favorable results, with Menorca standing out thanks to the strong combination of domestic and British demand. Overall, growth was supported by the solid performance of British tour operators, as well as by the customer base generated through Direct Customer promotional campaigns such as Black Friday and Wonder Week.
- In **EMEA,** Germany performed broadly in line with the events calendar and group business generation. Destinations benefiting from a more favorable event schedule delivered stronger performance, while cities more reliant on OTAs or with a weaker events base faced greater pressure. This dynamic resulted in a stronger performance from eastern German cities, supported by rate increases linked to trade fairs, compared to Frankfurt and Munich, which were impacted by the absence of major events and trade fairs that had taken place in the prior year. In France, Paris delivered a quarter marked by continuity, albeit with greater demand volatility, which overall remained favorable. In this environment, volumes remained broadly in line with the previous year, although rates came under increased pressure due to a more active promotional environment aimed at capturing last-minute demand. Demand from Middle Eastern guests was affected, prompting a strategic shift towards attracting business from alternative source markets.

HOTEL BUSINESS

Q2 PERFORMANCE

By segments, the trends observed in previous quarters remained unchanged, with U.S. tour operators continuing to be one of the main drivers of performance despite some moderation, alongside an improvement in the Corporate segment and weaker performance from OTAs. The MICE segment, meanwhile, was affected by lower activity levels compared to the previous year, which limited growth during certain periods. Italy experienced a market environment partly affected by the decline in demand from the Middle East, which weighed on average rates. By city, Milan faced a softer events calendar following the Winter Olympics period. In Rome, rates increased, supported by the greater resilience of the U.S. market. In the United Kingdom, performance was mixed across regions. On the one hand, London and cities in the south benefited from stronger last-minute demand at higher rates, generating positive results. Conversely, the north of the country performed below the previous year, impacted by weaker demand, particularly in April and May, due to the end of the football season and the absence of major events, affecting both volumes and rates.

- In **America**, Mexico faced a particularly challenging quarter, with a more demanding environment than in the previous year. Security-related developments in certain areas progressively affected international demand, primarily reflected in lower booking volumes, although without a significant increase in cancellations. In this context, the commercial strategy focused on strengthening the Direct Channel through active inventory and rate management. A positive highlight of the period was the reopening of the renovated Paradisus Cancún in April. In the Dominican Republic, occupancy continued to improve, supported by the strong performance of tour operators and solid growth from OTAs. Demand was underpinned by a well-balanced mix of source markets, with the United States and Canada remaining the main feeders, complemented by contributions from European markets. In this environment, Paradisus Palma Real and Meliá Caribe Beach stood out, recording the strongest growth during the period. In the United States, New York delivered a solid start to the quarter, supported by group demand, which strengthened the occupancy base and enabled higher rates. Towards the end of the quarter, the commercial strategy shifted towards Direct Customers and leisure demand amid temporary pressure on volumes. It is worth noting that during the period, the operating structure of Innside New York Nomad changed from lease to management effective during the month of may. As for Orlando, second-quarter performance remained highly challenging. In addition to the structural weakness of the MICE segment, softer Corporate demand further weighed on results and could not be offset by other demand sources.

- In **Asia,** China continued its recovery compared to the previous year, with performance primarily driven by higher occupancy amid ongoing pressure on rates. Results remained uneven across destinations and segments. On the positive side, Chengdu and Shanghai stood out, while less dynamic cities such as Xi'an weighed on overall performance due to lower rates. Regarding the conflict involving Iran, the impact was limited given the generally low exposure to European source markets. In Southeast Asia, performance remained very strong, supported by solid domestic and international leisure demand. Improved connectivity and a more diversified base of source markets underpinned strength in both occupancy and rates. By country, Vietnam led growth, delivering outstanding performance across its key destinations, while Thailand posted positive year-on-year results despite some temporary pressure on occupancy, and Indonesia continued its operational normalization process with growth in rates. From a segment perspective, Direct Customers and OTAs further strengthened their contribution, while the Tour Operator segment delivered a more moderate performance.

HOTEL BUSINESS

Q2 PERFORMANCE

- **Cuba** continued to operate in an exceptionally challenging environment, marked by a high degree of geopolitical and macroeconomic complexity. The market was affected by significant energy supply constraints, disruptions in the supply chain, and a substantial reduction in international air connectivity to the island, partly resulting from the decision of several airlines to suspend or scale back their operations. During the month of June, the Group's subsidiaries associated with its Cuban operations initiated a plan to conclude the provision of services across all hotels located in the country.


Gran Meliá Palacio de Isora I Tenerife, Spain

OUTLOOK

The summer season is once again shaping up positively. To some extent, the market has adapted to the evolving international conflicts. Although tensions have eased recently, geopolitical hotspots remain unresolved and continue to pose some degree of uncertainty. In this context, Meliá's positioning in established destinations continues to capture summer demand. Our On the Books bookings are currently running up by double digit ahead of last year, confirming both the strength of demand and the positive perception of our portfolio among customers.

The strength of our bookings, together with a favorable events calendar and the presence of last-minute demand, points to a positive performance for the quarter across our markets.

HOTEL BUSINESS

OUTLOOK

By regions, the outlook is as follows:

- In **Spain**, our resort hotels are entering the quarter with a positive outlook, combining strong On the Books demand with growing last-minute bookings. In the Canary Islands, performance at Paradisus Fuerteventura and Palacio de Isora continues to be positive, further supported by the recently opened Zel Fuerteventura, highlighting our commitment to enhancing both our portfolio and value proposition in the region. The Balearic Islands are also recording growth in both rates and occupancy. Finally, the temporary closure of Gran Meliá Don Pepe for renovation will impact performance in Andalusia, with the hotel expected to reopen in October this year. By source market, the domestic market continues to consolidate its position as the main demand driver, with particularly strong performance from the Direct Customer segment. The United Kingdom remains a key contributor in both the Balearic and Canary Islands, subject to available air capacity. Germany remains stable, although constrained by lower air connectivity to the Canary Islands. With regard to our city hotels, the quarter presents a solid outlook, mainly supported by recent additions to the portfolio and further rate improvement. All destinations are evolving positively, with certain hotels standing out following refurbishment projects and inventory expansions. By segment, Direct Customers continue to lead growth. The only segment performing below last year is MICE, due to a particularly demanding comparison base in August, when Madrid hosted a large-scale cardiology congress in 2025.
- In **EMEA** Germany is expected to deliver moderate growth, supported in particular by a strong start to September, underpinned by a solid Corporate and MICE events calendar featuring several key dates. Automotive-related conventions in Frankfurt and strong activity in Berlin and Hamburg are expected to be the main highlights. In Munich, a softer events calendar is being offset by positive leisure and group demand. In France, trading continues at a more moderate pace than in the previous year, in line with recent trends, reflecting weaker demand from Middle Eastern markets and lower levels of group business typically seen during this period. Demand from Asian markets and Australia continues to be affected by flight cancellations, higher travel costs, and reduced availability of alternative routes. The commercial strategy is focused on offsetting this impact by attracting demand from nearby European markets, as well as through agencies in the United States and Canada. Looking ahead to September, the beginning of the Corporate season is expected to support a rebound in demand, driven by the coincidence of several major events and concerts in the city. In the United Kingdom performance is expected to remain positive, although with a greater reliance on last-minute demand. In London, the Wimbledon Championships, together with group demand, are expected to support performance. For hotels in the north of the country, the quarter will benefit from the hosting of golf tournaments, enabling rate growth and providing particular support to the MICE and Corporate segments. In Italy, growth prospects remain positive, with Milan standing out thanks to its strong events calendar. The hosting of major sporting events and conventions is expected to create additional upside potential. In Rome, positive momentum is expected to continue both in terms of rates and luxury positioning, supported by the ability to capture demand from high-spending international travellers.
- In the **Americas** region, Mexico continues to be affected by the reputational impact of security-related incidents in the destination, resulting in greater demand volatility. Bookings remain predominantly last-minute in nature, with increased price sensitivity and intensified rate competition across the market. Our focus will remain on capturing demand through our direct channels, supported by digital campaigns and active inventory management, seeking the optimal balance between volumes and rates. In the Dominican Republic, the recovery in occupancy levels achieved to date is expected to remain strong. This performance is primarily supported by a solid occupancy base from the British, U.S., and Canadian markets. All segments are showing positive momentum, with Direct Customers and Tour Operators standing out, while the majority of demand is concentrated in July and August.

HOTEL BUSINESS

OUTLOOK

In the United States, New York is expected to deliver an exceptionally strong July, driven by the FIFA World Cup, as the city will host both a knockout-stage match and the tournament final. In addition, the celebrations surrounding the 250th anniversary of U.S. Independence Day are creating a significant booking window that we expect to capitalize on. Outside these event-driven periods, the commercial focus will shift towards leisure customers, with greater emphasis on volume than on rate. In Orlando, the outlook is positive, supported by group demand, with potential to capture additional business related to the World Cup, given the city's location between two host venues, Atlanta and Miami.

- In **Asia,** China is showing a more positive outlook, with growth compared to the previous year, supported by improving domestic demand and the early stages of a recovery in rates. Performance is being driven by key destinations such as Shanghai and Chengdu, although challenges remain in Xi'an and in segments such as MICE, with the focus continuing to be on rate recovery and the optimization of the remaining segments. In Southeast Asia, prospects remain positive, supported by the European summer season, which is increasing direct connectivity with several destinations across the region and boosting leisure demand. Paradisus Bali stands out following its first summer season after its repositioning. By destination, Vietnam and Thailand, together with Indonesia, continue to lead growth. Overall, the region maintains a favorable momentum, supported by a diversified mix of source markets and international demand that continues to show signs of strength.

Meliá Collection Ngorongoro Lodge I Ngorongoro, Tanzania

OTHER NON HOTEL BUSINESSES

REAL ESTATE BUSINESS

During the first half of the year, net capital gains of €2.3 M were recorded, primarily related to the completion of successive phases of the sale of land plots and other non-hotel assets. Last year, the amount recognized under the same concept during the same period of the previous year totaled €4.5 M.

During the period, the Company completed corporate transactions involving the acquisition or undertaking of equity stakes in hotels. The following were noteworthy:

1. Meliá Genova Acquisition: In May 2026, the Group acquired the Meliá Genova hotel, located in Italy, for an amount of €19 million. The hotel, which comprises 99 rooms, had previously been operated under a lease agreement. As a result of the acquisition, the lease contract was terminated and the asset became owned by the Group.
2. 20% Stake in Innside New York NoMad: Also in May 2026, the Group, together with a partner, completed a corporate transaction through a subsidiary involving the acquisition of the hotel. The Group's effective contribution amounted to €35.2 million, resulting in the recognition of a 20% retained equity stake. The property, which comprises 313 rooms, had previously been operated under a lease agreement. Likewise, as a result of the acquisition, the lease contract was terminated and the hotel began operating under a management agreement.
3. 31% Stake in Meliá Benidorm: In April 2026, the Group acquired a 31% stake in a hotel located in Spain for €26.1 million. The property comprises 526 rooms. As of the reporting date, 50% of the purchase price had been paid, with the remaining balance still outstanding.

It is worth noting that the assets acquired are in an optimal condition and do not require any significant additional investment or major refurbishment works. These projects are expected to generate double-digit cash-on-cash returns.

With regard to renovation projects, the refurbishment of Paradisus Cancún was completed during the period, with operations resuming in April. Meanwhile, the renovation of Gran Meliá Don Pepe remains on schedule, both in terms of timing and budget.

As part of our active portfolio management strategy, we are evaluating potential asset rotation opportunities involving assets with limited cash generation, with the aim of prioritizing value creation and achieving a more efficient allocation of capital.

INCOME STATEMENT

€1,049.7M
CONSOLIDATED REVENUES
H1
+6.8% vs SPLY

€(772.9)M
OPERATING EXPENSES
H1
-7.4% vs SPLY

€247.1M
EBITDA
H1
+1.5% vs SPLY

€125.0M
EBIT
H1
+3.1% vs SPLY

€(31.5)M
FINANCIAL RESULT
H1
+11.8% vs SPLY

€(7.5)M
ATTRIBUTABLE NET PROFIT
H1
-110.0% vs SPLY

REVENUES AND OPERATING EXPENSES:

During the first half of 2026, our subsidiary, Ilha Bela Gestão e Turismo Lda, decided to discontinue its operations in Cuba as a result of the country's challenging geopolitical, regulatory, and operating environment, characterized by supply chain disruptions, energy constraints, reduced air connectivity, and a high degree of regulatory uncertainty.

As a result, the business in Cuba has been classified as a discontinued operation in accordance with IFRS 5. Consequently, the Income Statement for the first half of 2025 has been restated for comparative purposes, with the results of this activity presented separately from continuing operations. Accordingly, the following commentaries refer to the figures reported in the restated consolidated income statement.

Consolidated revenues excluding capital gains increased by 7.1% compared to the first half of 2025. This performance was driven by the strong results delivered across our key destinations, together with the incorporation of additional hotels within the Owned and Leased portfolio, despite the fact that two of the Company's most significant owned assets were closed or partially closed for renovation. In this context, the number of available rooms within this portfolio increased by 6.1% during the period.

Operating Expenses increased by 7.4% compared to the first half of the previous year. This increase was primarily driven by the incorporation of new hotels within the leased portfolio, resulting in the consolidation of their full operating cost base. In addition, lease expenses increased by €10.4 million due to the greater proportion of variable lease agreements associated with the new additions to the portfolio. In this context, EBITDA margins excluding capital gains declined by 106 basis points during the first half of the year.

EBITDA excluding capital gains stood at €244.8M compared to €238.9M in 2025 (+2.5%). This was achieved despite the fact that, during the period, key owned assets such as Paradisus Cancún and Gran Meliá Don Pepe remained closed for renovation works, resulting in an estimated EBITDA impact of approximately €20 million.

"Depreciation and Amortization" remained in line compared to the same period of the previous year. This performance reflects, on the one hand, an increase in depreciation of property, plant and equipment resulting from the addition of new hotels, and, on the other hand, a reduction in depreciation of right-of-use assets, mainly driven by the reversal of an impairment loss amounting to €1.7 million.

Operating Profit (**EBIT**) reached €125.0M vs €121.3M in 2025 (+3,1%).

INCOME STATEMENT

Profit & Loss from JV's amounted to €5.1 M compared to €28.9 M in the first half of 2025. For comparative purposes, the result recorded in the first half of 2025 included a capital gain of €23.9 M arising from the sale of an equity stake in a company owning an asset located in the Canary Islands.

In accordance with IFRS 5, the Group's business in Cuba has been classified as a discontinued operation following the decision to progressively cease its operations in the country. As a result, its results are presented in a single line item under "Result from discontinued operations", and the Income Statement for the first half of 2025 has been restated for comparative purposes. The comparative balance sheet has not been restated.

The breakdown of results from discontinued operations are:

(Thousand €)	H1 2026	H2 2025
Result from continuing operations	83,501	85,165
Result from discontinued operations	(79,399)	3,384
Consolidated result	**4,102**	**88,549**

The main impacts recognized as a result of the discontinued operations included in the table above are as follows::

- Impairments associated with hotel management activity: €15.5 M
- Impairments related to supply chain activity: €20.6 M
- Impairments related to the tour operating business: €1.6 M
- Impairment of the remaining interest in Homasi, S.A: €41.3 M

The impairment losses reflect the application of the prudence principle fully writing down the carrying value of the assets associated with the operations in Cuba

Taking into account the impacts detailed above, Group Net Profit amounted to €4.1 M, compared to €88.5 M in the same period of the previous year.

El **ATTRIBUTED NET PROFIT** stood at -€7.5M as a result of the impairments and adjustments related with the cease of operations in Cuba.

INCOME STATEMENT

% growth Q2 26 vs Q2 25	Q2 2026	Q2 2025	INCOME STATEMENT (Million Euros)	H1 2026	H1 2025	% growth H1 26 vs H1 25
			Revenues split			
	654.5	645.7	Total HOTELS	1,200.8	1,153.9	
	108.1	141.0	Management Model	228.3	241.3	
	520.6	482.7	Hotel Business Owned & Leased	921.7	866.8	
	25.7	22.1	Other Hotel Business	50.8	45.8	
	5.2	3.7	Real Estate Revenues	9.3	13.0	
	46.0	33.5	Overheads	75.3	60.8	
	705.6	682.9	Total Revenues Aggregated	1,285.3	1,227.7	
	-116.4	-139.7	Eliminations on consolidation	-235.6	-245.2	
8.5%	**589.2**	**543.3**	**Total Consolidate Revenues**	**1,049.7**	**982.5**	**6.8%**
	-54.2	-46.1	Raw Materials	-96.2	-92.6	
	-180.6	-159.5	Personnel expenses	-331.3	-296.6	
	-177.8	-172.0	Other operating expenses	-345.4	-330.6	
-9.3%	**-412.6**	**-377.6**	**Total Operating Expenses**	**-772.9**	**-719.8**	**-7.4%**
6.6%	**176.6**	**165.7**	**EBITDAR**	**276.8**	**262.7**	**5.4%**
	-18.2	-13.5	Rental expenses	-29.7	-19.3	
4.1%	**158.4**	**152.2**	**EBITDA**	**247.1**	**243.4**	**1.5%**
	-26.3	-23.9	Depreciation and amortisation	-52.8	-48.3	
	-30.9	-37.5	Depreciation and amortisation (ROU)	-69.2	-73.8	
11.5%	**101.2**	**90.7**	**EBIT (OPERATING PROFIT)**	**125.0**	**121.3**	**3.1%**
	-10.3	-10.8	Financial Expense	-22.6	-21.6	
	-10.1	-9.9	Rental Financial Expense	-19.9	-20.2	
	5.5	10.0	Other Financial Results	6.8	13.8	
	-0.1	-5.2	Exchange Rate Differences	4.1	-7.8	
5.5%	**-15.0**	**-15.8**	**Total financial profit/(loss)**	**-31.5**	**-35.8**	**11.8%**
	6.4	30.1	Profit / (loss) from Associates and JV	5.1	28.9	
-11.8%	**92.6**	**105.0**	**Profit before taxes and minorities**	**98.6**	**114.4**	**-13.9%**
	-13.6	-26.9	Taxes	-15.1	-29.3	
1.2%	**79.0**	**78.1**	**Profit/(loss) from continuing operations**	**83.5**	**85.2**	**-2.0%**
	-78.3	-0.1	Profit/(loss) from discontinued operations	-79.4	3.4	
-99.0%	**0.8**	**78.0**	**Group net profit/(loss)**	**4.1**	**88.5**	**-95.4%**
	8.3	9.2	Minorities	11.6	13.1	
-111.0%	**-7.6**	**68.8**	**Profit/(loss) of the parent company**	**-7.5**	**75.4**	**-110.0%**

FINANCIAL RESULTS

€ (22.6)M	€ 6.8M	€ (19.9)M	€4.1M	=	€ (31,5)M
FINANCIAL EXPENSE H1	OTHER FINANCIAL RESULTS H1	RENTAL FINANCIAL EXPENSES H1	EXCHANGE RATES DIFFERENCES H1		FINANCIAL RESULT 1H
-€1,0M vs SPLY	*-€7.0M vs SPLY*	*+0.3M vs SPLY*	*+€11.9M vs SPLY*		*+€4,2M vs AA*

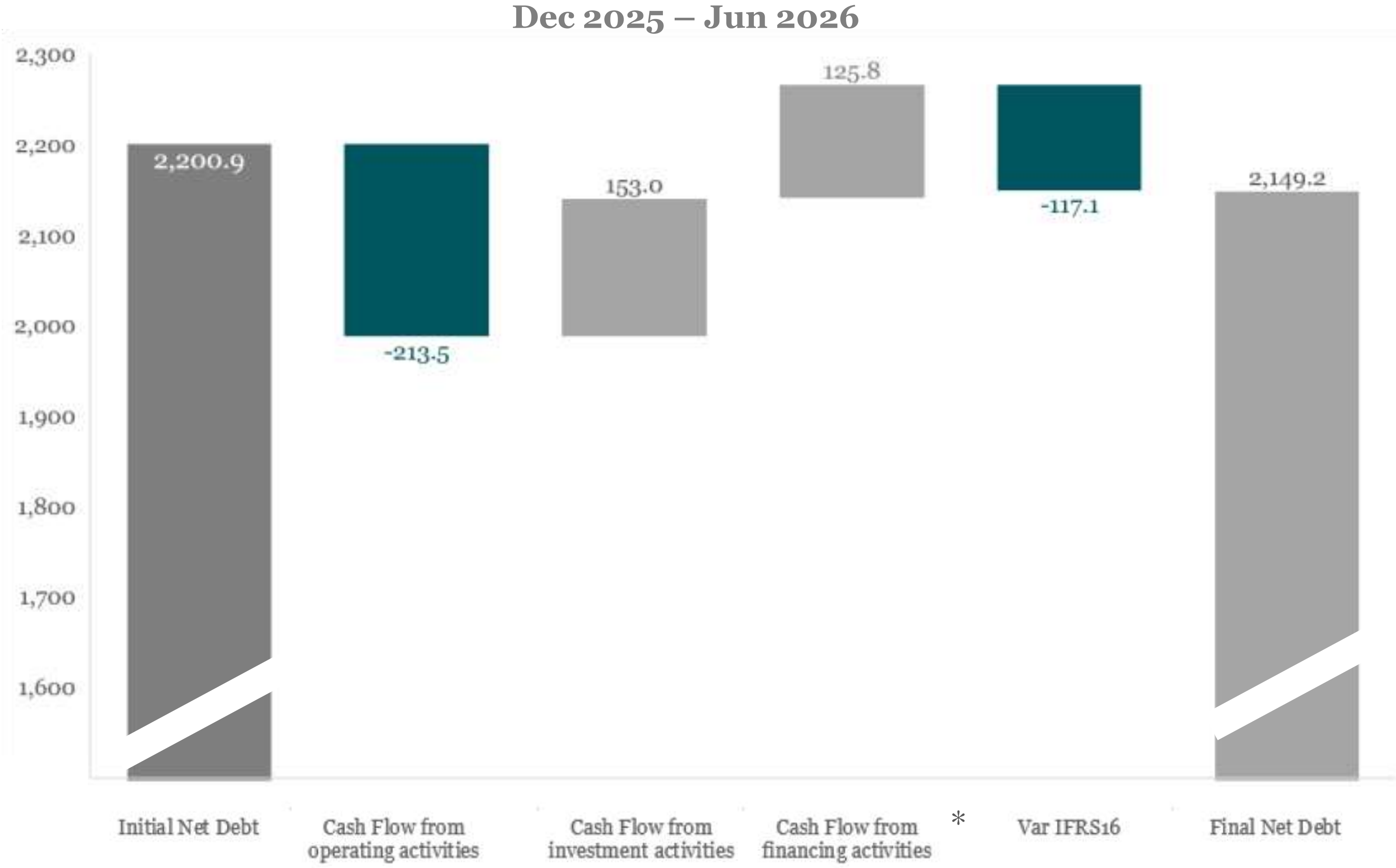
Net Financial Result improved by €4.2 M compared to the first half of 2025. The main improvement was recorded in Exchange Rate Differences, which increased by €11.9 M, driven by the performance of the various currencies to which the Group is exposed. Other Financial Results decreased by €7.0 M, mainly due to the impact of the consolidation of a new subsidiary operating a theme park located in the Dominican Republic, amounting to €10.7 million, which took place during the first half of 2025.

LIQUIDITY & DEBT

€ (51.7)M	€ 65.1M
NET DEBT DECREASE H1	NET DEBT *Ex. leases* INCREASE H1

NET DEBT	NET DEBT *Excluding leases*
€2,149.2M	€ 843.7M

NET DEBT
Dec 2025 – Jun 2026



Cash Flow statement based on inderect method as reported in the consolidated interim financial statements

** Cash Flow from financing activities exclude debt emission and debt repayment*

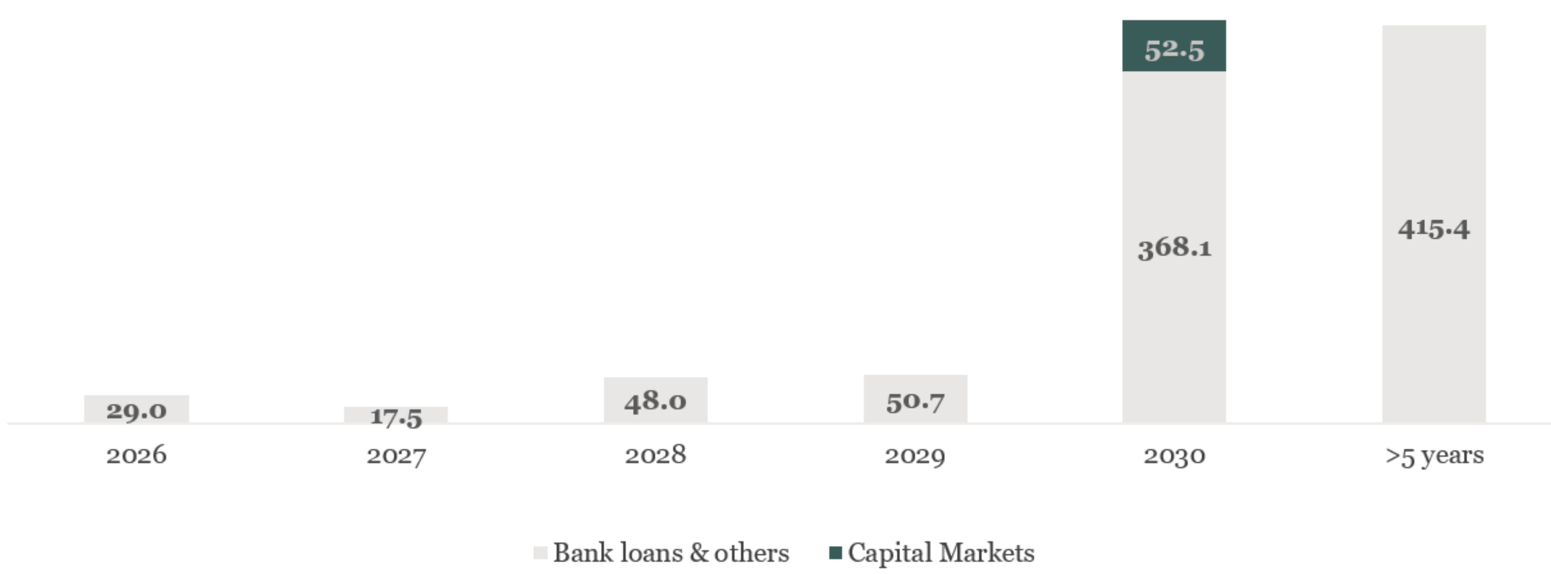
FINANCIAL RESULTS, LIQUIDITY & DEBT

At the end of June, Net Debt stood at €2,149.2M, which represents a reduction of €51.7M in the first half of the year. During this same period, the Net Financial Debt excluding leases increased by €65.1M, reaching €843.7M. During the first half of the year, acquisitions and equity stake undertakings were carried out involving several hotel assets of operational relevance to the Company. These transactions are detailed in the "Real Estate Business" section. Additionally, the refurbishment and repositioning of Paradisus Cancún were completed during the period, while renovation works commenced at Gran Meliá Don Pepe, altogether leading to an increase in investments.

The Company remains committed to maintaining a stable level of leverage in order to preserve the flexibility required to pursue growth opportunities and the repositioning of its hotel portfolio.

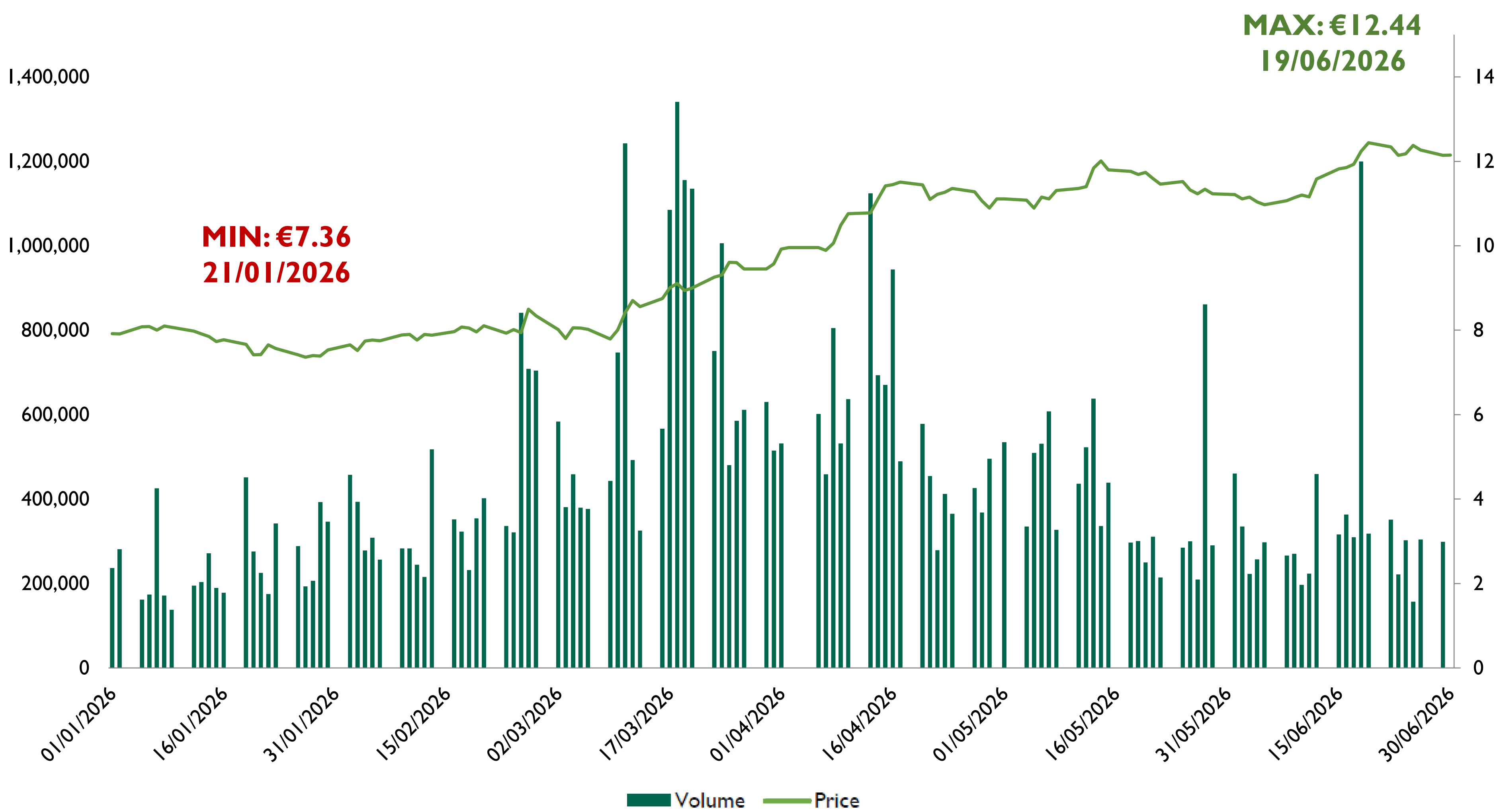
The maturity profile of current debt is shown below:

DEBT MATURITY PROFILE (€ millions):



Excluding comercial papers and credit lines.

MELIÁ IN THE STOCK MARKET



STOCK MARKET

+53.41%
MHI Performance H1

+12.50%
IBEX-35 Performance H1

+3.84%
Stoxx Europe 600 Travel & Leisure Evolución H1

	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026
Average daily volume (thousand shares)	446.33	436.29			**441.35**
Meliá Performance	20.83%	26.96%			**53.41%**
Ibex 35 Performance	-1.49%	14.21%			**12.50%**

	jun-26	jun-25
Number of shares (*million*)	**220,4**	**220,4**
Average daily volume (*thousands shares*)	**441,4**	**307,3**
Maximum share price (*euros*)	**12,44**	**7,48**
Minimum share price (*euros*)	**7,36**	**6,34**
Last price (*euros*)	**12,15**	**6,34**
Market capitalization (million euros)	**2.677,9**	**1.397,30**
Dividend (*euros*)	**-**	**-**

* On July 8, 2026, a gross dividend of €0.1736 per share was paid (Payout ratio: 22.5%)

Source: Factset

Note: Meliá shares are listed on the Ibex Medium Cap and FTSE4Good Ibex.

Travel for Good 2025-2027

"We are advancing toward a hospitality model that minimizes impacts and actively contributes to creating economic, social, and environmental value in the destinations where we operate.

The Company is entering the second year of its 2025-2027 sustainability strategy, articulated through Travel for Good as a framework for generating sustainable value for the business, people, destinations, and the value chain.

GOOD GOVERNANCE

- **Update of global corporate policies:** Stakeholder Engagement, Information Security, and the Responsible Use of Artificial Intelligence Tools.
- **Revision of the Supplier Code of Ethics:** which has been renamed the Business Partners Code of Ethics, expanding its scope across the value chain and strengthening the assessment and monitoring of business partners.
- **Strengthening of sustainability information control mechanisms** through SAVE and the annual update of the Internal Control System for Sustainability Information (ICSI), with approximately 50% of the updates planned for 2026 completed during the first half of the year.

GOOD FOR THE PLANET

- Progress in the development of the **Decarbonization Plan**, integrating energy efficiency, electrification, and thermal equipment replacement initiatives within Scope 1 and Scope 2 emissions, while laying the groundwork for extending the analysis to Scope 3. In Spain, an initial portfolio of **24 initiatives** has been identified, with an estimated investment of approximately **€2 million**.
- **Specific biodiversity and natural capital assessments** carried out in Mexico and the Dominican Republic, alongside the continuation of actions under environmental management plans.
- **85% coverage under the waste monitoring and control system**, and the recovery of 54,329 litres of used vegetable oil in Spain.

GOOD FOR THE PEOPLE

- **Further development of the Very Inspiring People employer brand**, with a new identity scheduled to be rolled out in the third quarter of 2026.
- **Opening of the Gabriel Escarrer Juliá School of Hospitality and Tourism** in Punta Cana, delivering more than 7,800 training hours, with 492 employees and 141 members of the local community participating during the first half of the year.
- **Progress in partnerships with Les Roches and Nebrija University**, including a scholarship programme and a Master's in International Hotel Management, scheduled to commence in September 2026.

The first half of the year showed progress in emissions intensity, the share of renewable energy, training, and management diversity, while water, waste, and absenteeism remain areas requiring continued monitoring.

INDICATOR	UNIT	2026	2025	Var. % / pbs
GOOD Governance				
Board members	#	11	10	10,0%
Gender diversity - Female/Male ratio	%	45,5	50,0	-4,5
Independent Directors	%	45,5	50,0	-4,5
GOOD for the Planet				
GHG emissions Scope 1 y 2 (market based)	TnCO2e	65.963	64.911	1,6%
GHG intensity emissions Scope 1 y 2 (market based)	TnCO2e per stay	0,010	0,011	-7,7%
Renewable source energy	%	33,4	30,5	2,9
Water intensity per Stay	m3 per stay	0,831	0,813	2,2%
Water intensity per stay - Urban	m3 per stay	0,251	0,228	10,1%
Water intensity per stay - Resort	m3 per stay	1,047	1,038	0,9%
Separation rate (*)	%	27,6	35,7	-8,1
GOOD for the People				
Total Workforce	FTEs	19.648	18.648	5,4%
Women in management positions (Management)	%	42,9	42,3	0,6
Women in junior management positions (Junior management)	%	45,1	44,6	0,5
Internal coverage direction Hotel positions	%	87,0		
Internal coverage direction Corporate positions	%	100,0		
Training per employee	Hours	7,2	6,0	20,0%
Absenteeism rate (**)	%	6,3	5,9	0,4

(*) The separation rate measures the percentage of waste sorted into the glass, paper, packaging, and organic fractions relative to the total volume of waste generated, including residual waste. This indicator makes it possible to assess the degree of source segregation and to monitor the management of recoverable waste streams in relation to the total waste reported.
(**) Absenteeism rate: (Hours lost * 100)/Hours worked.

MELIÃ HOTELS INTERNATIONAL


Casa de las Artes Meliá Collection I Madrid, Spain

APPENDIX

GRAN MELIÁ HOTELS & RESORTS · The MELIÁ COLLECTION · ME BY MELIÃ · PARADISUS BY MELIÃ · MELIÃ HOTELS & RESORTS · ZEL · INNSiDE BY MELIÃ · SOL BY MELIÃ · AFFILIATED BY MELIÃ

HOTEL BUSINESS H1 2026

FINANCIAL INDICATORS (million €)

OWNED & LEASED HOTELS	H1 2026 €M	H1 2025 €M	% change
Total aggregated Revenues	**921.7**	**866.8**	**6.3%**
Owned	447.1	439.4	1.8%
Leased	474.6	427.4	11.0%
Of which Room Revenues	**626.6**	**583.0**	**7.5%**
Owned	257.9	257.8	0.0%
Leased	368.7	325.2	13.4%
EBITDAR Split	**231.3**	**222.9**	**3.8%**
Owned	103.3	111.9	-7.7%
Leased	128.0	110.9	15.4%
EBITDA Split	**201.8**	**203.7**	**-0.9%**
Owned	103.3	111.9	-7.7%
Leased	98.5	91.8	7.3%
EBIT Split	**92.2**	**93.0**	**-0.9%**
Owned	67.7	79.3	-14.6%
Leased	24.5	13.7	78.5%

MANAGEMENT MODEL	H1 2026 €M	H1 2025 €M	% change
Total Management Model Revenues	**228.3**	**241.3**	**-5.4%**
Third Parties Fees	28.0	24.2	15.5%
Owned & Leased Fees	50.8	48.1	5.7%
Other Revenues	149.5	169.0	-11.5%
Total EBITDA Management Model	**58.6**	**64.3**	**-8.9%**
Total EBIT Management Model	**57.5**	**62.4**	**-7.9%**

OTHER HOTEL BUSINESS	H1 2026 €M	H1 2025 €M	% change
Revenues	**50.8**	**45.8**	**10.8%**
EBITDAR	1.9	1.6	14.3%
EBITDA	1.7	1.5	11.4%
EBIT	1.0	1.0	4.9%

MAIN STATISTICS

	OWNED & LEASED						OWNED, LEASED & MANAGED					
	Occup.		ARR		RevPAR		Occup.		ARR		RevPAR	
	%	Chg pts.	€	Chg %	€	Chg %	%	Chg pts.	€	Chg %	€	Chg %
TOTAL HOTELS	**70.4%**	**0.8**	**171.2**	**0.1%**	**120.5**	**1.3%**	**62.9%**	**2.9**	**148.8**	**6.5%**	**93.5**	**11.7%**
América	67.6%	1.6	152.2	-10.0%	102.8	-7.8%	63.0%	1.5	153.5	-3.8%	96.7	-1.4%
EMEA	70.8%	1.2	187.1	5.5%	132.4	7.3%	67.0%	0.6	190.7	5.6%	127.9	6.6%
Spain	71.4%	0.0	170.3	1.5%	121.7	1.5%	71.7%	0.6	159.7	3.8%	114.5	4.7%
Cuba							28.8%	-10.7	102.1	27.0%	29.4	-7.3%
Asia							59.7%	7.3	86.6	5.3%	51.6	20.0%

*Rooms Available H1: 5,200.2k (vs 4,902.8k in H1 2025) in O & L // 11,755.0k H1 2026 (vs 12,371.7k in H1 2025) in O, L & M.

*Rooms Available in Cuba H1: 1.263,0k (vs 2.338,3k en H1 2025) en O, L & M.

FINANCIAL INDICATORS BY AREA H1 2026

FINANCIAL INDICATORS BY AREA (million €)

	OWNED & LEASED HOTELS										MANAGEMENT MODEL					
	Total aggregated Revenues		Of which Room Revenues		EBITDAR		EBITDA		EBIT		Third Parties Fees		Owned & Leased Fees		Other Revenues	
	€	% change	€	% change	€	% change	€	% change	€	% change	€	% change	€	% change	€	% change
AMERICA	240.6	-9.5%	119.0	-9.8%	51.6	-23.1%	50.0	-23.7%	31.9	-29.9%	3.8	27.5%	12.9	-11.8%	1.8	-6.1%
Owned	234.2	-5.1%	104.9	-9.4%	49.3	-18.0%	49.3	-17.9%	31.4	-29.7%						
Leased	6.5	-66.3%	14.1	-13.1%	2.2	-67.7%	0.6	-88.2%	0.6	-39.8%						
EMEA	246.6	5.6%	193.7	6.0%	64.7	14.0%	62.1	12.9%	24.5	159.2%	2.5	29.3%	13.9	8.4%	1.0	-53.6%
Owned	60.6	8.8%	50.1	10.7%	17.3	16.7%	17.3	16.7%	9.4	46.4%						
Leased	186.0	4.6%	143.6	4.4%	47.4	13.1%	44.9	11.4%	15.1	395.9%						
SPAIN	434.5	18.3%	313.9	17.0%	115.1	16.2%	89.7	7.8%	35.7	-6.0%	15.3	3.4%	24.0	16.3%	1.1	-63.0%
Owned	152.3	11.3%	102.9	6.3%	36.7	-0.8%	36.7	-0.8%	27.0	-4.7%						
Leased	282.2	22.5%	211.0	23.0%	78.4	26.3%	53.0	14.7%	8.8	-9.8%						
CUBA											0.0				0.0	-100.0%
ASIA											6.4	0.0%		0.0%	1.3	482.3%
TOTAL	**921.7**	**6.3%**	**626.6**	**7.5%**	**231.3**	**3.8%**	**201.8**	**-0.9%**	**92.2**	**-0.9%**	**28.0**	**15.5%**	**50.8**	**5.7%**	**5.2**	**-26.1%**

AVAILABLE ROOMS (thousands)

	OWNED & LEASED		OWNED, LEASED & MANAGEMENT	
	H1 2026	H1 2025	H1 2026	H1 2025
AMERICA	1,157.4	1,183.7	1,821.6	1,817.8
EMEA	1,462.7	1,481.5	1,853.7	1,800.0
SPAIN	2,580.1	2,237.6	4,727.5	4,396.3
CUBA	0.0	0.0	1,263.0	2,338.3
ASIA	0.0	0.0	2,089.1	2,019.2
TOTAL	**5,200.2**	4,902.8	**11,755.0**	12,371.7

BUSINESS SEGMENTATION & EXCHANGE RATES

SEGMENTATION (Million €)

H1 2026	Total Hotels	Real Estate	Overheads	Total Aggregated	Eliminations on Consolidation	Total Consolidated
Revenues	**1,200.8**	**9.3**	**75.3**	**1,285.3**	**(235.6)**	**1,049.7**
Expenses	909.0	6.5	93.1	1,008.5	(235.6)	772.9
EBITDAR	291.8	2.8	(17.8)	276.8	0.0	276.8
Rentals	29.7	0.0	0.0	29.7	0.0	29.7
EBITDA	**262.0**	**2.8**	**(17.8)**	**247.1**	**0.0**	**247.1**
D&A	42.4	1.7	8.7	52.8	0.0	52.8
D&A (ROU)	68.9	0.2	0.1	69.2	0.0	69.2
EBIT	**150.7**	**0.9**	**(26.6)**	**125.0**	**0.0**	**125.0**

H1 2025	Total Hotels	Real Estate	Overheads	Total Aggregated	Eliminations on Consolidation	Total Consolidated
Revenues	**1,153.9**	**13.0**	**60.8**	**1,227.7**	**(245.2)**	**982.5**
Expenses	865.1	9.1	90.8	965.0	(245.2)	719.8
EBITDAR	288.8	3.9	(30.0)	262.7	0.0	262.7
Rentals	19.3	0.0	0.0	19.3	0.0	19.3
EBITDA	**269.5**	**3.9**	**(30.0)**	**243.4**	**0.0**	**243.4**
D&A	39.6	0.3	8.4	48.3	0.0	48.3
D&A (ROU)	73.4	0.2	0.1	73.8	0.0	73.8
EBIT	**156.4**	**3.3**	**(38.5)**	**121.3**	**0.0**	**121.3**

H1 2026 EXCHANGE RATES

	H1 2026	H1 2025	H1 2026 VS H1 2025
1 foreign currency = X€	Average Rate	Average Rate	% change
Sterling (GBP)	1.153	1.187	-2.89%
American Dollar (USD)	0.857	0.916	-6.42%

Q2 2026 EXCHANGE RATES

	Q2 2026	Q2 2025	Q2 2026 VS Q2 2025
1 foreign currency = X€	Average Rate	Average Rate	% change
Sterling (GBP)	1.154	1.178	-2.04%
American Dollar (USD)	0.860	0.883	-2.63%

MAIN STATISTICS BY BRAND & COUNTRY H1 2026

MAIN STATISTICS BY BRAND

	OWNED & LEASED						OWNED, LEASED & MANAGED					
	Occup.		ARR		RevPAR		Occup.		ARR		RevPAR	
	%	Chg pts.	€	Chg %	€	Chg %	%	Chg pts.	€	Chg %	€	Chg %
Paradisus	67.6%	-1.6	188.9	-4.7%	127.6	-6.9%	54.0%	4.3	183.9	1.5%	99.3	10.3%
ME by Melia	62.4%	3.8	420.4	0.6%	262.2	7.1%	55.5%	-1.1	342.0	4.0%	189.9	2.0%
The Meliá Collection	65.4%	-3.4	283.9	-14.0%	185.5	-18.3%	57.8%	1.1	296.7	-7.7%	171.4	-5.9%
Gran Meliá	67.9%	1.8	411.6	8.5%	279.6	11.5%	58.0%	0.4	300.6	4.2%	174.3	4.8%
Meliá	69.1%	1.8	168.4	1.7%	116.3	4.5%	61.7%	5.3	144.1	10.0%	88.9	20.3%
Innside	74.3%	0.5	145.8	1.5%	108.3	2.3%	72.0%	1.9	136.0	3.0%	98.0	5.7%
Sol	75.1%	-4.0	85.8	3.1%	64.5	-2.1%	69.6%	-1.6	91.6	7.1%	63.7	4.6%
Affiliated by Meliá	68.2%	1.5	124.3	-1.7%	84.7	0.4%	60.9%	-2.7	97.7	-10.9%	59.5	-14.7%
Total	**70.4%**	**0.8**	**171.2**	**0.1%**	**120.5**	**1.3%**	**62.9%**	**2.9**	**148.8**	**6.5%**	**93.5**	**11.7%**

MAIN STATISTICS BY MAIN COUNTRIES

	OWNED & LEASED						OWNED, LEASED & MANAGED					
	Occup.		ARR		RevPAR		Occup.		ARR		RevPAR	
	%	Chg pts.	€	Chg %	€	Chg %	%	Chg pts.	€	Chg %	€	Chg %
AMERICA	**67.6%**	**1.6**	**152.2**	**-10.0%**	**102.8**	**-7.8%**	**49.0%**	**-0.1**	**141.2**	**14.1%**	**69.1**	**13.8%**
Dominican Republic	85.0%	12.5	152.3	-7.7%	129.5	8.2%	85.0%	12.5	152.3	-7.7%	129.5	8.2%
Mexico	62.8%	-6.3	163.4	-7.8%	102.6	-16.1%	62.6%	-5.2	160.5	-7.8%	100.5	-14.9%
USA	84.7%	-1.7	160.0	-9.6%	135.6	-11.4%	85.7%	-0.6	172.4	-2.7%	147.8	-3.4%
Venezuela	15.4%	0.1	94.7	-26.4%	14.6	-26.0%	15.4%	0.1	94.7	-26.4%	14.6	-26.0%
Cuba							28.8%	-10.7	102.1	27.0%	29.4	-7.3%
Brazil							51.7%	-1.2	125.2	10.0%	64.8	7.5%
ASIA							**59.4%**	7.0	**90.5**	**5.5%**	**53.8**	**19.5%**
Indonesia							50.8%	3.4	82.5	43.2%	41.9	53.4%
China							60.2%	-0.5	70.2	-0.9%	42.3	-1.7%
Vietnam							59.1%	9.5	84.4	5.6%	49.8	25.8%
EUROPE	**71.2%**	**0.5**	**176.3**	**2.8%**	**125.5**	**3.5%**	**70.8%**	**0.9**	**167.0**	**4.3%**	**118.3**	**5.5%**
Austria	68.8%	0.6	187.5	-4.6%	129.1	-3.7%	68.8%	0.6	187.5	-4.6%	129.1	-3.7%
Germany	67.8%	0.2	130.5	1.1%	88.5	1.4%	67.8%	0.2	130.5	1.1%	88.5	1.4%
France	77.9%	1.3	211.5	-1.0%	164.7	0.7%	77.9%	1.3	211.5	-1.0%	164.7	0.7%
United Kingdom	74.2%	2.4	190.7	0.8%	141.5	4.3%	74.2%	2.9	192.6	0.8%	142.9	4.9%
Italy	69.3%	2.3	413.1	23.9%	286.4	28.2%	67.6%	1.6	395.2	19.5%	267.0	22.4%
SPAIN	**71.5%**	**0.0**	**170.2**	**1.4%**	**121.7**	**1.5%**	**71.7%**	**0.7**	**160.5**	**3.6%**	**115.1**	**4.7%**
Urban	70.7%	0.6	197.2	4.1%	139.5	4.9%	70.5%	1.1	187.9	5.0%	132.4	6.7%
Resorts	72.2%	-0.7	144.4	0.5%	104.3	-0.5%	72.6%	0.2	140.6	4.4%	102.1	4.6%
TOTAL	**70.4%**	**0.8**	**171.2**	**0.1%**	**120.5**	**1.3%**	**62.9%**	**2.9**	**148.8**	**6.5%**	**93.5**	**11.7%**

BALANCE SHEET

BALANCE SHEET

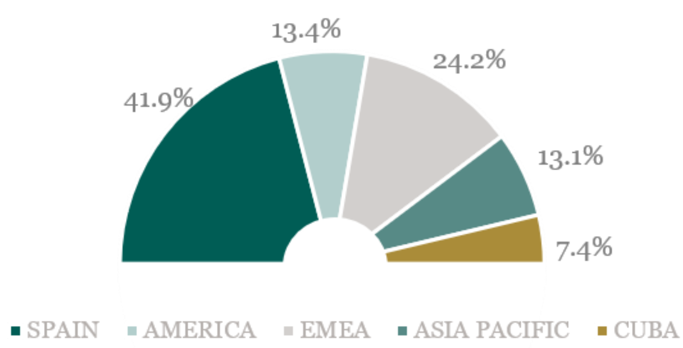
(Million Euros)	30/06/2026	31/12/2025	% change
ASSETS			
NON-CURRENT ASSETS			
Goodwill	27.9	28.8	-3.1%
Other Intangibles	89.8	89.1	0.9%
Tangible Assets	1,731.4	1,661.3	4.2%
Rights of Use (ROU)	1,382.6	1,475.7	-6.3%
Investment Properties	169.7	169.0	0.4%
Investment in Associates	282.0	253.9	11.1%
Other Non-Current Financial Assets	127.3	132.6	-4.0%
Deferred Tax Assets	264.5	259.9	1.8%
TOTAL NON-CURRENT ASSETS	**4,075.2**	**4,070.2**	**0.1%**
CURRENT ASSETS			
Inventories	24.0	29.8	-19.4%
Trade and Other receivables	283.5	249.2	13.8%
Tax Assets on Current Gains	32.0	22.4	43.0%
Other Current Financial Assets	51.7	51.0	1.5%
Cash and Cash Equivalents	186.4	232.5	-19.8%
TOTAL CURRENT ASSETS	**577.6**	**584.8**	**-1.2%**
TOTAL ASSETS	**4,652.9**	**4,655.0**	**0.0%**
EQUITY			
Issued Capital	44.1	44.1	0.0%
Share Premium	1,079.1	1,079.1	0.0%
Reserves	381.2	379.9	0.3%
Treasury Shares	-0.9	-1.6	43.9%
Results From Prior Years	-404.5	-572.4	29.3%
Translation Differences	-239.0	-254.0	5.9%
Other Adjustments for Changes in Value	3.0	-1.4	318.2%
Profit Attributable to Parent Company	-7.5	170.1	-104.4%
EQUITY ATTRIBUTABLE TO THE PARENT CO.	**855.4**	**843.7**	**1.4%**
Minority Interests	345.9	336.7	2.7%
TOTAL NET EQUITY	**1,201.3**	**1,180.4**	**1.8%**
LIABILITIES			
NON-CURRENT LIABILITIES			
Issue of Debentures and Other Marketable Securities	52.2	52.2	0.1%
Bank Debt	885.5	789.7	12.1%
Present Value of Long Term Debt (Rentals)	1,168.1	1,279.5	-8.7%
Other Non-Current Liabilities	42.6	38.3	11.1%
Capital Grants and Other Deferred Income	191.0	188.3	1.4%
Provisions	36.0	38.0	-5.4%
Deferred Tax Liabilities	191.2	212.0	-9.8%
TOTAL NON-CURRENT LIABILITIES	**2,566.6**	**2,598.0**	**-1.2%**
CURRENT LIABILITIES			
Issue of Debentures and Other Marketable Securities	50.3	0.2	100.0%
Bank Debt	42.1	168.9	-75.1%
Present Value of Short Term Debt (Rentals)	137.4	142.8	-3.8%
Trade and Other Payables	573.6	523.4	9.6%
Liabilities for Current Income Tax	47.2	10.2	362.2%
Other Current Liabilities	34.5	31.0	11.2%
TOTAL CURRENT LIABILITIES	**885.0**	**876.6**	**1.0%**
TOTAL LIABILITIES	**3,451.6**	**3,474.6**	**-0.7%**
TOTAL LIABILITIES AND EQUITY	**4,652.9**	**4,655.0**	**0.0%**

PORTFOLIO & PIPELINE

PORTFOLIO

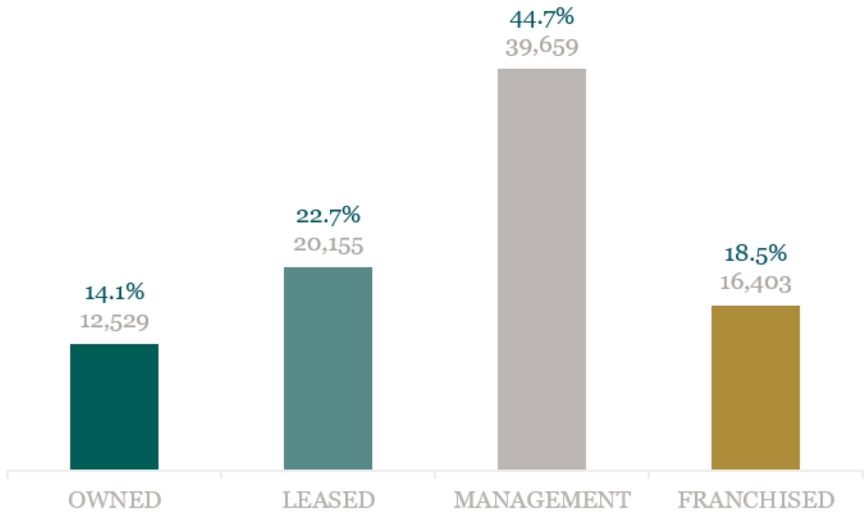
375
Hotels

Portfolio by area (% rooms)



88,746
Rooms

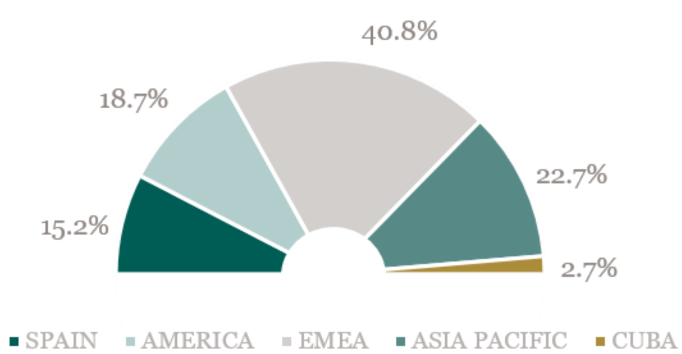
Portfolio by contract (% rooms)



PIPELINE

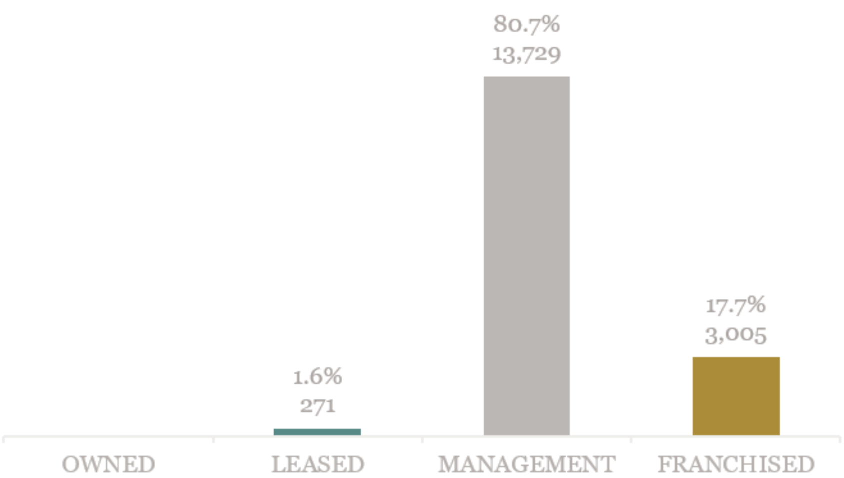
+79
New Hotels

Pipeline by area (% rooms)



+17,005
Rooms
+19.2% *

Pipeline by contracts (% rooms)



** % of Pipeline openings over operative portfolio*


Gran Meliá Arusha| Arusha, Tanzania

FUTURE DEVELOPMENT

Openings between 01/01/2026 – 30/06/2026

HOTEL	COUNTRY/ CITY	CONTRACT	ROOMS	REGION
CUSCO LA PACCHA	Peru / Cuzco	Leased	167	AMERICA
GRANADA PALACE	Spain / Granada	Franchise	107	SPAIN
PRESIDENT BUDAPEST	Hungary / Budapest	Franchise	152	EMEA
HOLIDAY WORLD VILLAGE	Spain / Málaga -Benalmádena	Management	360	SPAIN
HOLIDAY WORLD POLYNESIA	Spain / Málaga -Benalmádena	Management	328	SPAIN
HOLIDAY WORLD RIWO	Spain / Málaga -Benalmádena	Management	148	SPAIN
CASAMAÏA APARTMENTS	Spain / Málaga -Benalmádena	Management	28	SPAIN
CRETE ELOUNDA	Greece / Crete - Elounda	Franchise	85	EMEA
AURONZO DOLOMITES	Italy / Auronzo di Cadore	Franchise	53	EMEA
MÉXICO ROMA NORTE	Mexico / Mexico City	Management	91	AMERICA
EL MANSOUR MAHDIA	Tunisia / Mahdia	Management	307	SPAIN

Disaffiliations between 01/01/2026 – 30/06/2026

HOTEL	COUNTRY/CITY	CONTRACT	ROOMS	REGION
MELILLA PUERTO	Spain / Melilla	Management	139	SPAIN
OCEAN HOUSE COSTA DEL SOL	Spain / Torremolinos - Malaga	Franchise	373	ANDALUCIA
CAYO SANTA MARIA	Cuba / Caibarien	Management	300	CUBA
BUENAVISTA	Cuba / Caibarien	Management	105	CUBA
LAS DUNAS	Cuba / Caibarien	Management	925	CUBA
M. CAYO SANTA MARIA	Cuba / Caibarien	Management	358	CUBA
PRINCESA DEL MAR	Cuba / Varadero	Management	630	CUBA
RIO DE ORO	Cuba / Holguin	Management	354	CUBA
VARADERO	Cuba / Varadero	Management	806	CUBA
SOL VARADERO BEACH	Cuba / Varadero	Management	356	CUBA
CARIBE BEACH	Cuba / Varadero	Management	391	CUBA
RIO DE LUNA Y MARES	Cuba / Holguin	Management	464	CUBA
PENINSULA VARADERO	Cuba / Varadero	Management	581	CUBA
JARDINES DEL REY	Cuba / Cayo Coco	Management	1176	CUBA
LOS CAYOS	Cuba / Caibarien	Management	802	CUBA
HABANA CATEDRAL	Cuba / Havana	Management	50	CUBA
BRISTOL HABANA VIEJA	Cuba / Havana	Management	162	CUBA
SAPA MOUNTAIN RESORT	Vietnam / Sapa	Management	77	ASIA PACIFIC

FUTURE DEVELOPMENT

CURRENT PORTFOLIO & PIPELINE

	CURRENT PORTFOLIO				PIPELINE											
	YTD 2026		2025		2026		2027		2028		Onwards		Pipeline		TOTAL	
	H	R	H	R	H	R	H	R	H	R	H	R	H	R	H	R
AMERICA	**42**	**11,873**	**40**	**11,405**			**6**	**1,025**	**6**	**1,534**	**1**	**614**	**13**	**3,173**	**55**	**15,046**
Owned	16	6,784	16	6,577											16	6,784
Leased	2	440	2	586											2	440
Management	20	4,224	18	3,819			2	291	4	866	1	614	7	1,771	27	5,995
Franchised	4	425	4	423			4	734	2	668			6	1,402	10	1,827
CUBA *	**18**	**6,593**	**34**	**14,053**	**2**	**456**							**2**	**456**	**20**	**7,049**
Management	18	6,593	34	14,053	2	456							2	456	20	7,049
EMEA	**113**	**21,441**	**110**	**21,127**	**7**	**458**	**18**	**2,595**	**5**	**1,122**	**12**	**2,765**	**42**	**6,940**	**155**	**28,381**
Owned	8	1,495	7	1,396											8	1,495
Leased	35	6,634	36	6,736											35	6,634
Management	19	2,302	19	2,280	6	397	11	1,544	4	926	11	2,585	32	5,452	51	7,754
Franchised	51	11,010	48	10,715	1	61	7	1,051	1	196	1	180	10	1,488	61	12,498
SPAIN	**157**	**37,228**	**153**	**36,638**	**2**	**119**	**5**	**914**	**2**	**808**	**2**	**743**	**11**	**2,584**	**168**	**39,812**
Owned	16	4,250	16	4,258											16	4,250
Leased	54	13,081	54	13,079	1	80	1	191					2	271	56	13,352
Management	59	14,929	55	13,895	1	39	2	608	2	808	2	743	7	2,198	66	17,127
Franchised	28	4,968	28	5,406			2	115					2	115	30	5,083
ASIA PACIFIC	**45**	**11,611**	**46**	**11,689**	**2**	**471**			**2**	**424**	**7**	**2,957**	**11**	**3,852**	**56**	**15,463**
Management	45	11,611	46	11,689	2	471			2	424	7	2,957	11	3,852	56	15,463
TOTAL OWNED HOTELS	40	12,529	39	12,231											40	12,529
TOTAL LEASED HOTELS	91	20,155	92	20,401	1	80	1	191					2	271	93	20,426
TOTAL MANAGEMENT HOTELS	161	39,659	172	45,736	11	1,363	15	2,443	12	3,024	21	6,899	59	13,729	220	53,388
TOTAL FRANCHISED HOTELS	83	16,403	80	16,544	1	61	13	1,900	3	864	1	180	18	3,005	101	19,408
TOTAL MELIÁ HOTELS INT.	**375**	**88,746**	**383**	**94,912**	**13**	**1,504**	**29**	**4,534**	**15**	**3,888**	**22**	**7,079**	**79**	**17,005**	**454**	**105,751**

**As of the date of this report, all remaining hotels in Cuba are no longer part of the portfolio of hotels managed by Meliá's subsidiary, Ilha Bela Gestão e Turismo Lda*

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GLOSSARY

EBITDA and EBITDAR

EBITDA (Earnings Before Interest expense, Taxes and Depreciation and Amortization): Earnings before interest, taxes, depreciation and amortization. Its usefulness is to provide an estimate of the net cash flow from operating activities.

EBITDAR (Earnings Before Interest, Tax, Depreciation, Amortization, and Rent): Earnings before interest, taxes, depreciation, amortization and hotel rent. Its usefulness lies in allowing comparability between the hotel business units operated by the Group, regardless of the structure through which the operating rights have been acquired (ownership or rental).

EBITDA and EBITDAR ex capital gains margins

EBITDA and EBITDAR excluding capital gains: The purpose of this indicator is to provide a measure of the Company's operating results that does not include certain results of the real estate segment, mainly related to changes in the fair value of real estate investments and asset turnover. For the calculation of EBITDA and EBITDAR excluding capital gains, both revenues and expenses related to these activities are excluded, resulting in Income excluding capital gains, a measure used for the calculation of margins excluding capital gains.

EBITDA and EBITDAR margins excluding capital gains

The EBITDAR margin is obtained dividing EBITDAR by total revenues, excluding any capital gains that may have been generated by asset sales at the revenue level.

On the other hand, the EBITDA margin excluding capital gains is obtained dividing EBITDA excluding capital gains by total revenues, excluding any capital gains that may have been generated at the revenue level from asset sales.

Net Debt

Net Debt, presented herein, is a financial measure that the Company uses to evaluate its financial leverage. Net Debt is calculated as long-term debt, including current maturities, plus short-term debt; reduced by cash and cash equivalents. Net Debt may not be comparable to a similarly titled measure of other companies.

Net Debt to EBITDA Ratio

Net debt to EBITDA ratio, presented herein, is a financial measure and is included as it is frequently used by securities analysts, investors and other interested parties to compare the financial condition of companies. Net Debt to EBITDA ratio may not be comparable to a similarly titled measure of other companies.

Occupancy

Occupancy represents the total number of room nights sold divided by the total number of room nights available at a hotel or group of hotels for a given period. It measures the utilization of the hotels' available capacity. Management uses occupancy to gauge demand at a specific hotel or group of hotels in a given period. Occupancy levels also help management determine achievable average daily rate levels as demand for hotel rooms increases or decreases.

Average Room Rate (ARR)

ARR represents hotel room revenue divided by total number of room nights sold for a given period. It measures average room price attained by a hotel, and ARR trends provide useful information concerning the pricing environment and the nature of the customer base of a hotel or group of hotels. ARR is a commonly used performance measure in the industry, and management uses ARR to assess pricing levels that the Company is able to generate by type of customer, as changes in rates have a different effect on overall revenues and incremental profitability than changes in occupancy, as described above.

Revenue per Available Room (RevPAR)

RevPAR is calculated by dividing hotel room revenue by total number of room nights available to guests for a given period.
Management considers RevPAR to be a meaningful indicator of the Company's performance as it provides a metric correlated to two primary and key drivers of operations at a hotel or group of hotels: occupancy and ARR. RevPAR is also a useful indicator in measuring performance over comparable periods for comparable hotels.

Flow Through

Flow Through is a financial measure calculated by dividing EBITDA changes by Revenues changes for a given period. Flow Through is an indicator related with margins and indicates, in percentage, the portion of the increase in income flows to EBITDA.