

HIGHLIGHTS

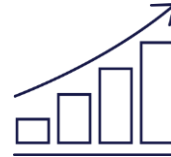


2022 HALF-YEAR RESULTS

STRONG REBOUND IN ACTIVITY CONFIRMED IN H1 2022



REVPAR ON STRONG UPWARD TREND BACK TO 2019 LEVELS



Q2 REVPAR ABOVE 2019 LEVELS

STRONG PRICING POWER

CONTINUING NETWORK EXPANSION



85

HOTEL OPENINGS IN H1

+1,200

HOTELS IN PIPELINE

SIGNIFICANT REBOUND IN KEY FINANCIAL INDICATORS



€1.7BN

**GROUP REVENUE
+109% VS H1 2021**

€205M

EBITDA

BUILDING ON KEY STRENGTHS & GROWTH LEVERS



POWERFUL HOSPITALITY ECOSYSTEM

OUR TEAMS AND PARTNERS



SUSTAINABLE GROWTH

DRIVING A NEW PHASE IN THE GROUP'S TRANSFORMATION

CREATION OF

**ECONOMY
MIDSCALE
PREMIUM**

2

**LUXURY
LIFESTYLE**

EMPOWERED DIVISIONS

FOCUS OUR EXPERTISE, OFFERS & SERVICES



TO ACCELERATE PROFITABLE GROWTH

PURSUING OUR 2022 PRIORITIES & STRATEGIC FOCUS



1. BUILD ON THE REBOUND FOR H2 & BEYOND
2. ACCELERATE OUR DEVELOPMENT
3. PURSUE ACTIONS TO ATTRACT & GROW TALENT
4. CONTINUE ROLL-OUT OF OUR ESG STRATEGY
5. IMPLEMENT ORGANIZATIONAL EVOLUTION

CONFIDENCE IN OUR FUTURE CAPITALIZING ON OUR LEADERSHIP & STRENGTHS

