

# Second Quarter of 2025 Earnings Call

**H World Group Limited**

(NASDAQ: HTHT and HKEX: 1179)



August 20, 2025

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# AGENDA

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**25Q2 Business  
Update**

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**Appendix**

# Q2'25 Group Key Highlights

## 二季度集团业绩概览

**Hotel GMV: RMB26.9 bn**

Legacy-Huazhu RevPAR: -3.8% YoY

Legacy-DH RevPAR: +8.1% YoY

+15.0% YoY

+22.8% YoY

**M&F Revenue: RMB2.9bn**

Total Revenue: RMB6.4 bn (+4.5% YoY)

**Rooms in Operation:**  
**1,184,915**

+18.3% YoY

+23.2% YoY

**M&F Gross Operating Profit\*:** RMB1.9bn

**H Rewards Members:**  
**288mn**

+17.5% YoY

+7.5p.p YoY

**M&F Gross Operating Profit Contribution:** 64.3%

**Room Nights Booked by Members:** 60mn+

+28.8% YoY

+11.3% YoY

**Total Adj. EBITDA:** RMB2.3 bn

Adj. Diluted EPS: RMB0.42 (+9.5% YoY)

\* Except for RevPAR, all other numbers on this page refer to H World Group.

\* M&F refers to manachised and franchised business

\* Gross operating profit refers to the income after deduction of operating costs but before the allocation of D&A and SG&A expenses.

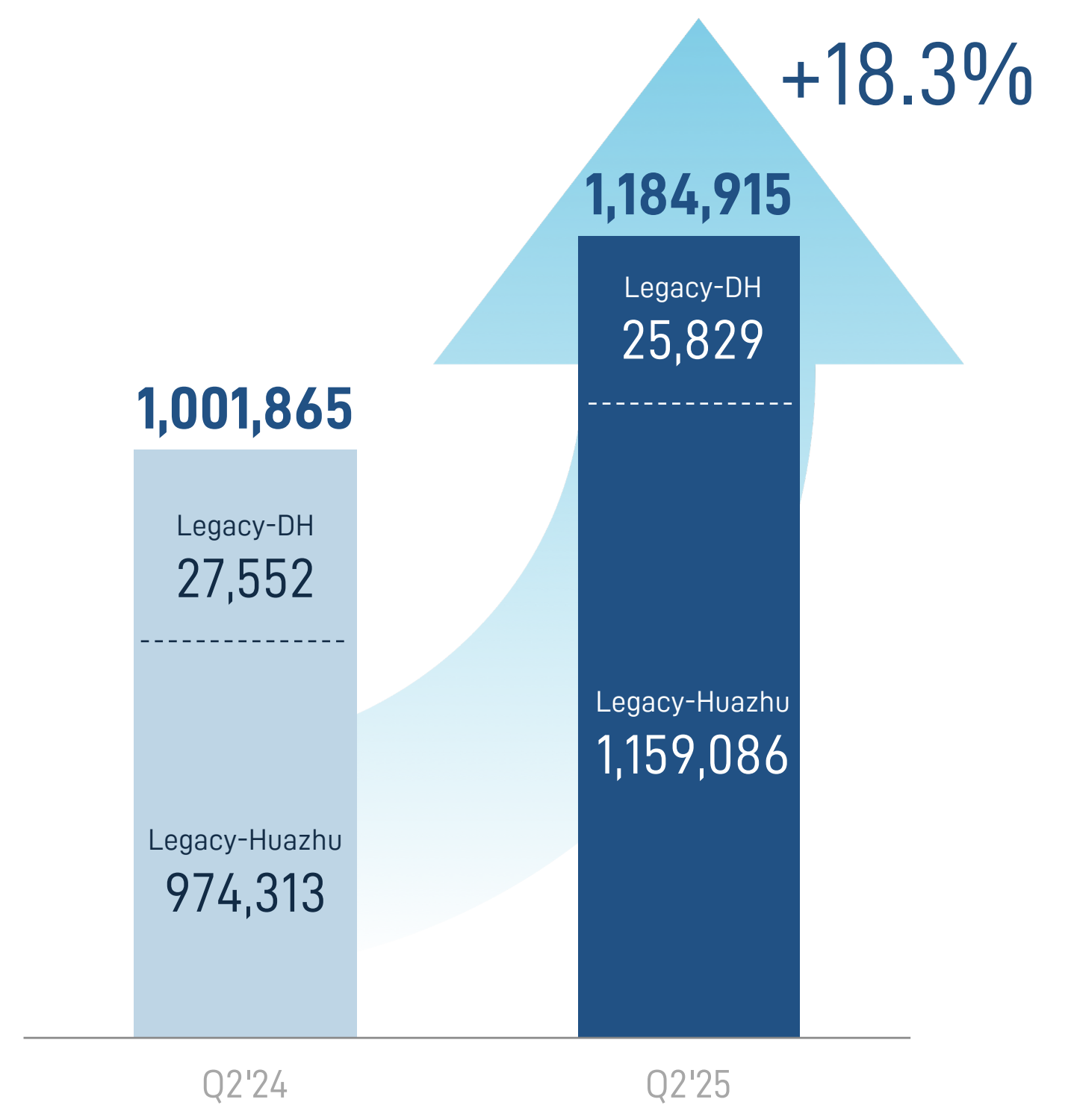
\* Adjusted EBITDA and adjusted net income excludes foreign exchange (gain) loss, net, (gain) loss on disposal of investments, gains/ (losses) from fair value changes of equity securities and share-based compensation expenses

# Solid Hotel Network and GMV Growth in Q2'25

## 二季度酒店网络和GMV快速扩张

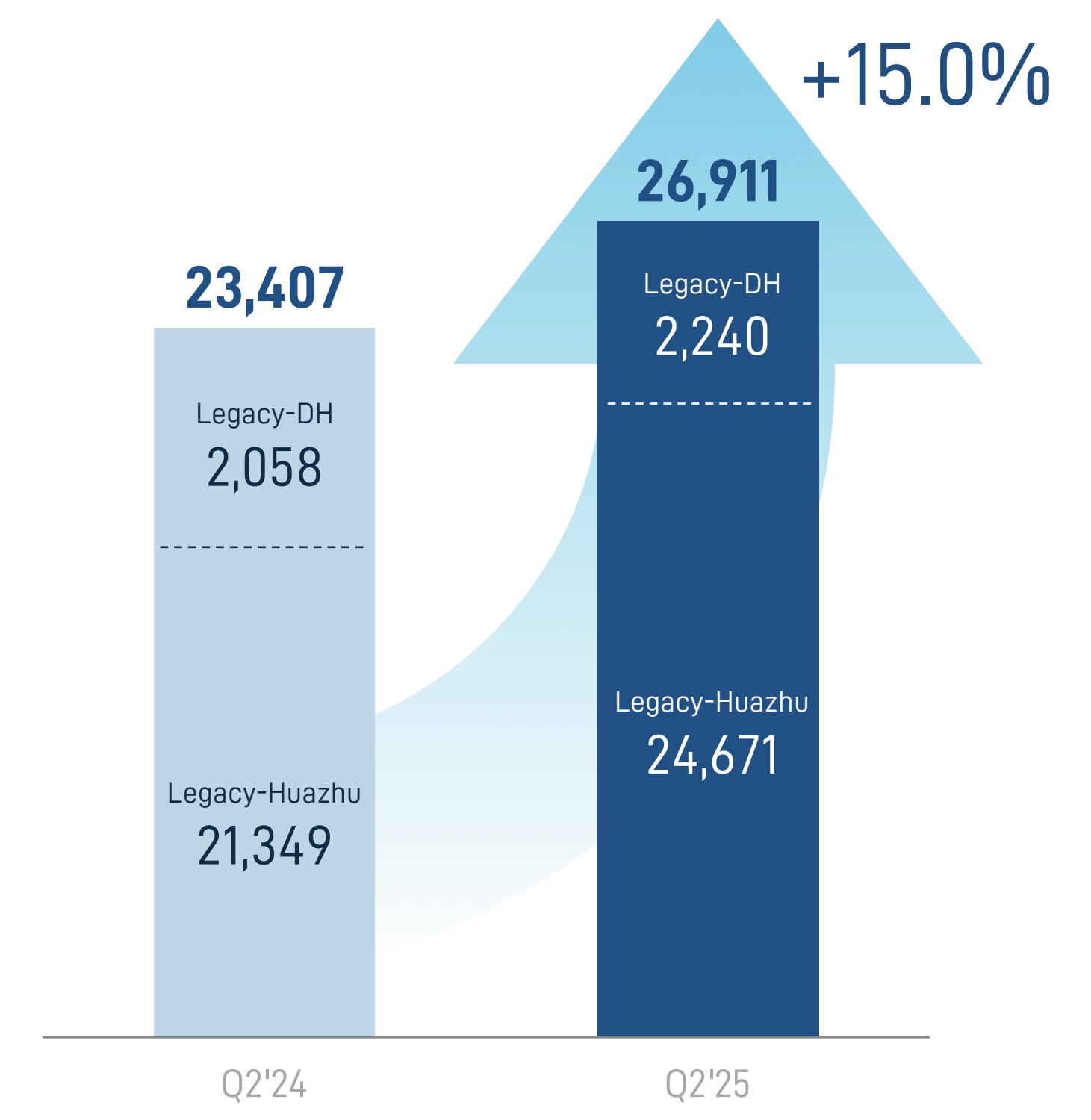
### Hotel Network Expansion

(Number of rooms in operation)



### Hotel GMV

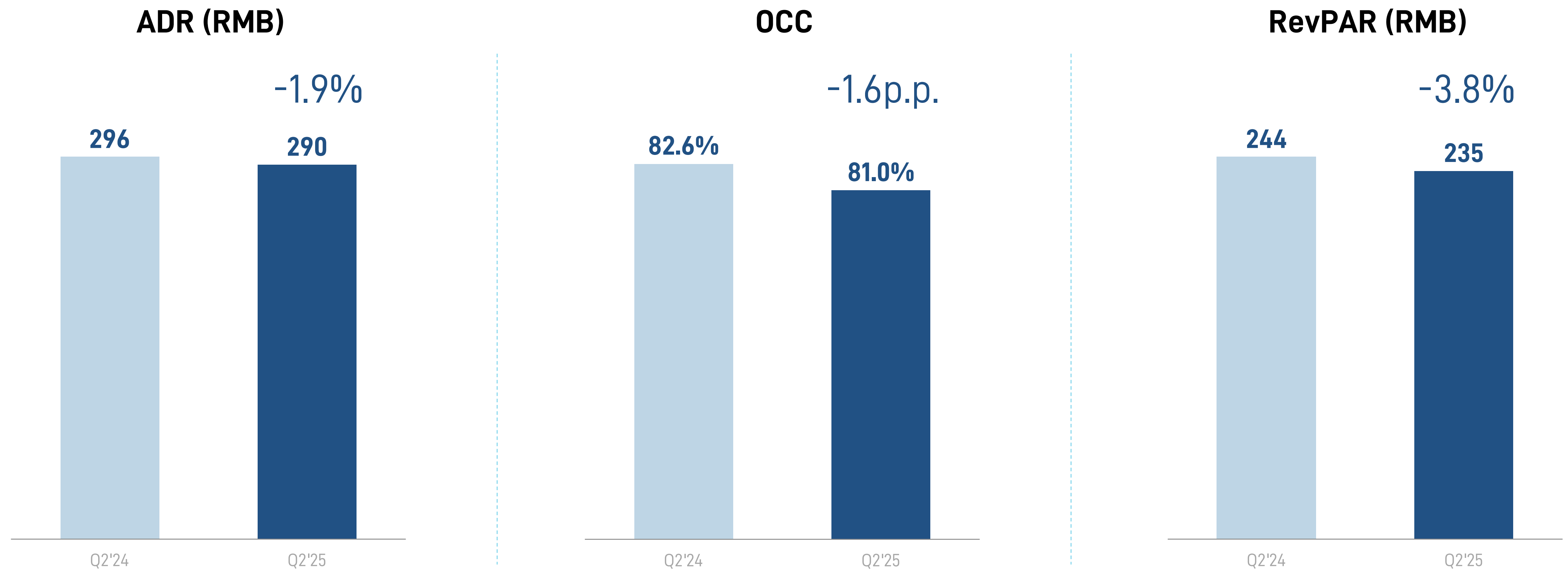
(in RMB millions)



\* Hotel GMV refers to total transaction value of room and non-room revenue from H World hotels (i.e., leased and operated, manachised and franchised hotels)

# Legacy-Huazhu RevPAR Declined 3.8% YoY

## 华住中国2025年二季度RevPAR同比下滑3.8%

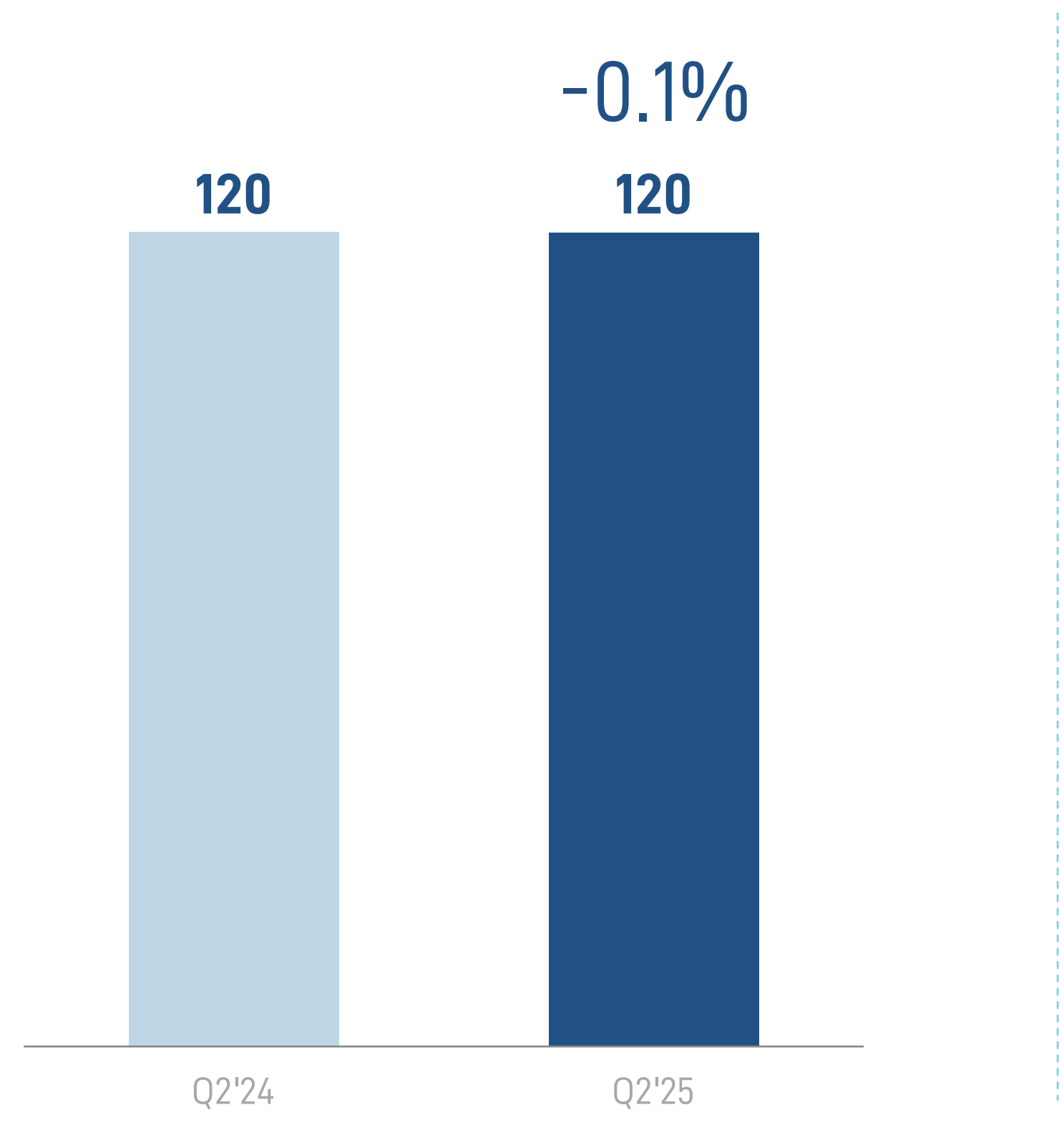


\* Numbers in this page refers to Legacy-Huazhu business

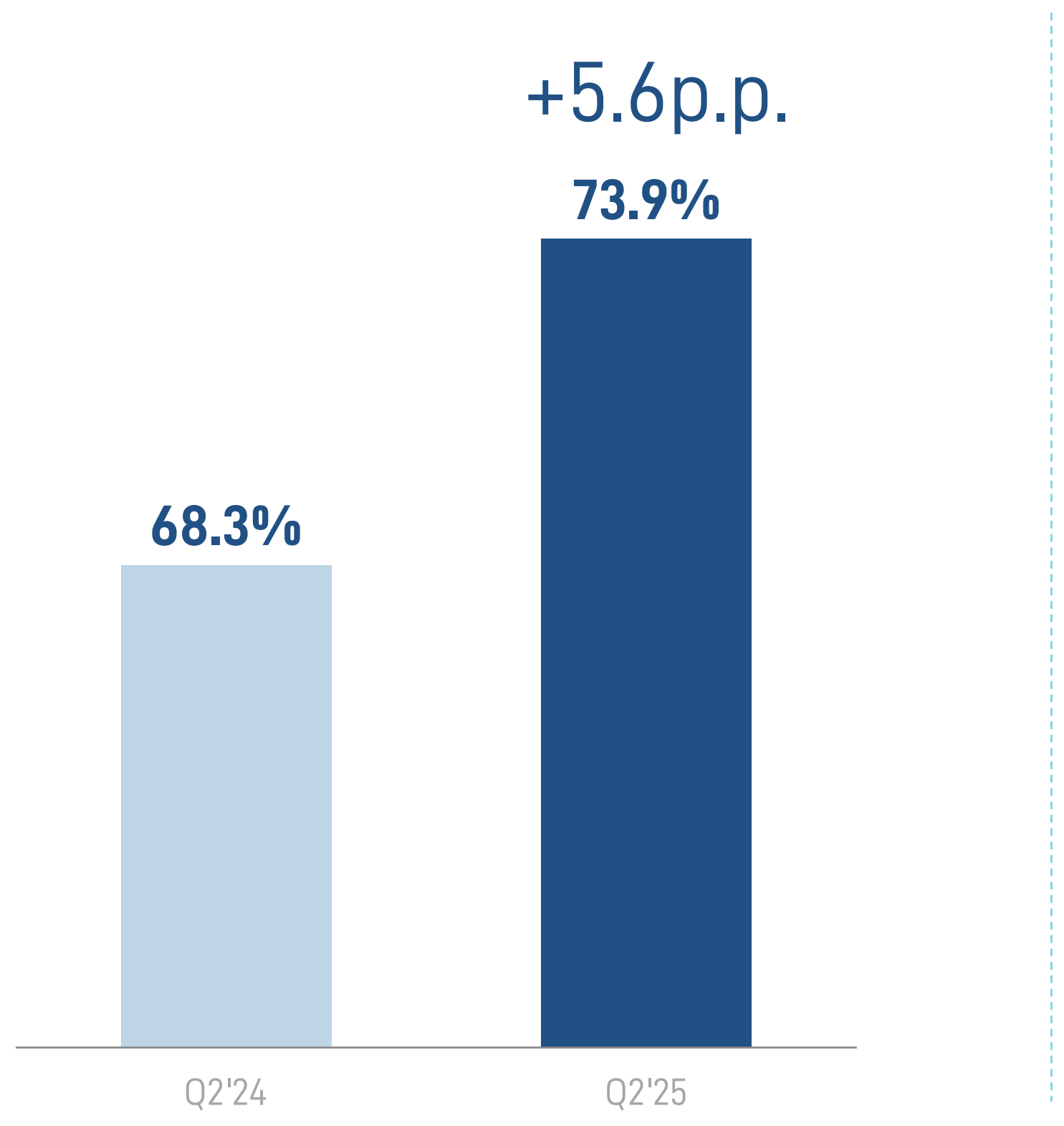
# Legacy-DH RevPAR Increased 8.1% YoY

## DH 2025年二季度RevPAR同比增长8.1%

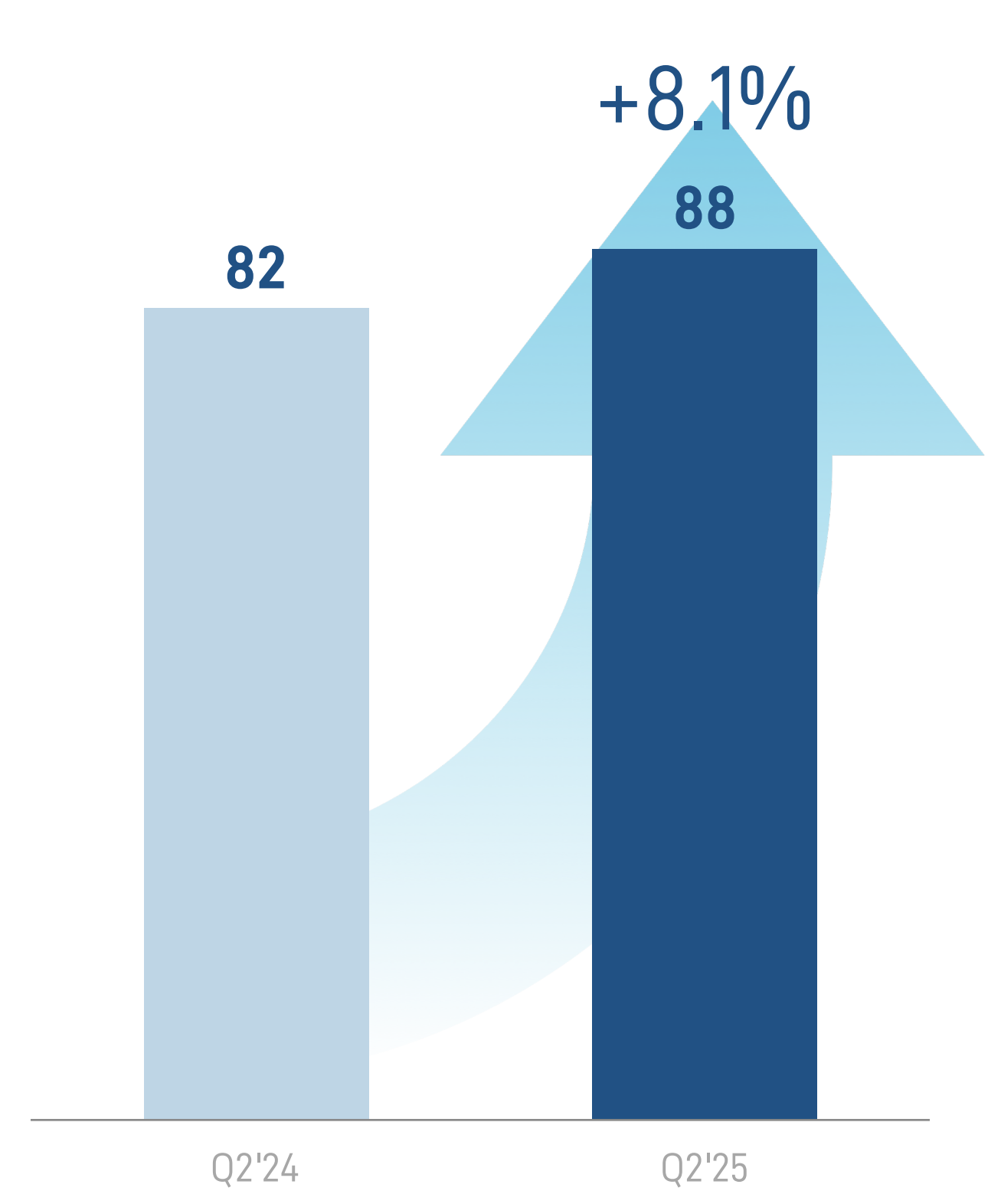
### ADR (EUR)



### OCC



### RevPAR (EUR)



\* Numbers in this page refers to Legacy-DH business

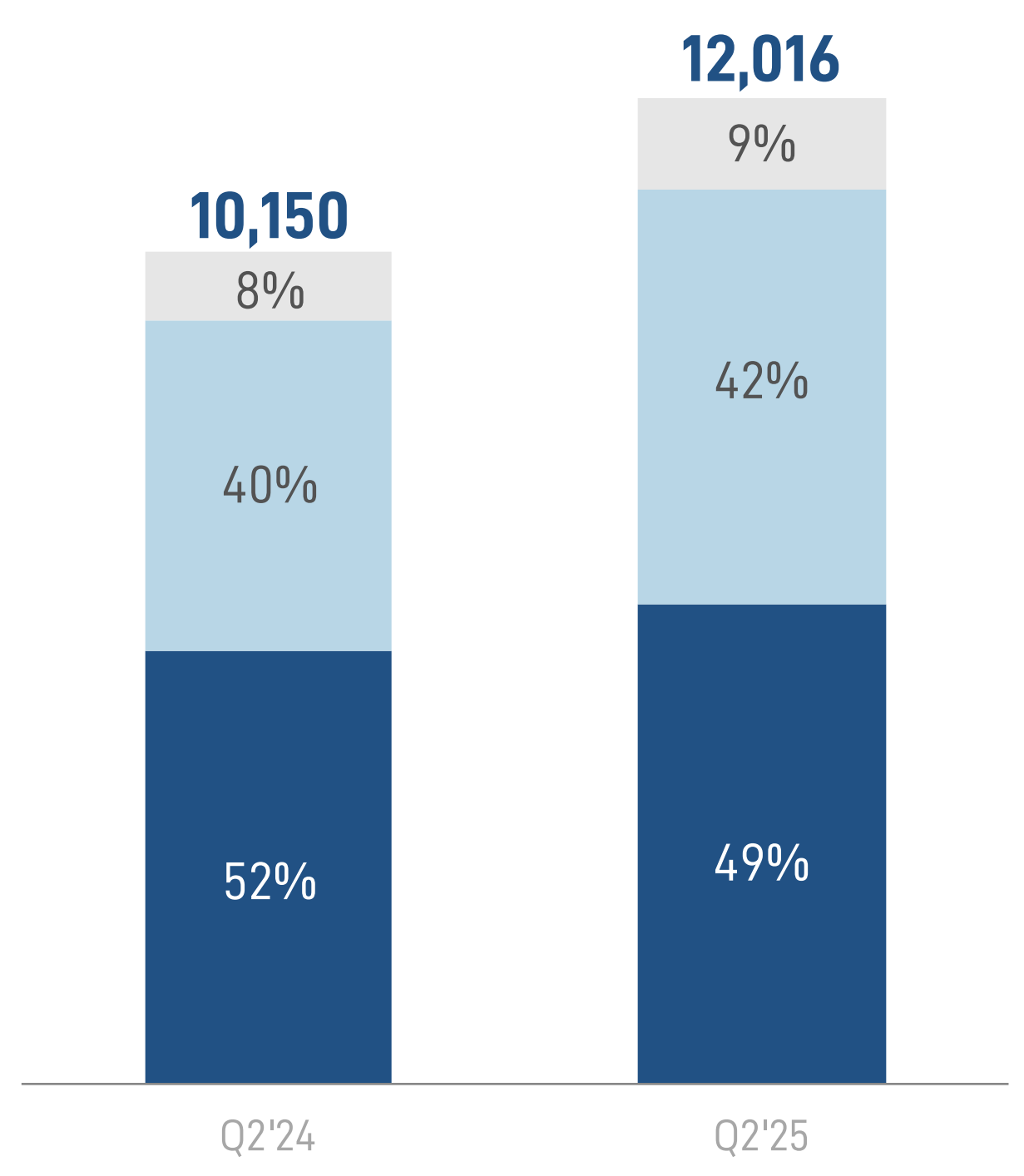
# Economy and Midscale as the Core Products Serving the Mass Market

## 经济型及中档酒店为核心，服务大众市场

### Number of Hotels in Operation

(as of Jun 30)

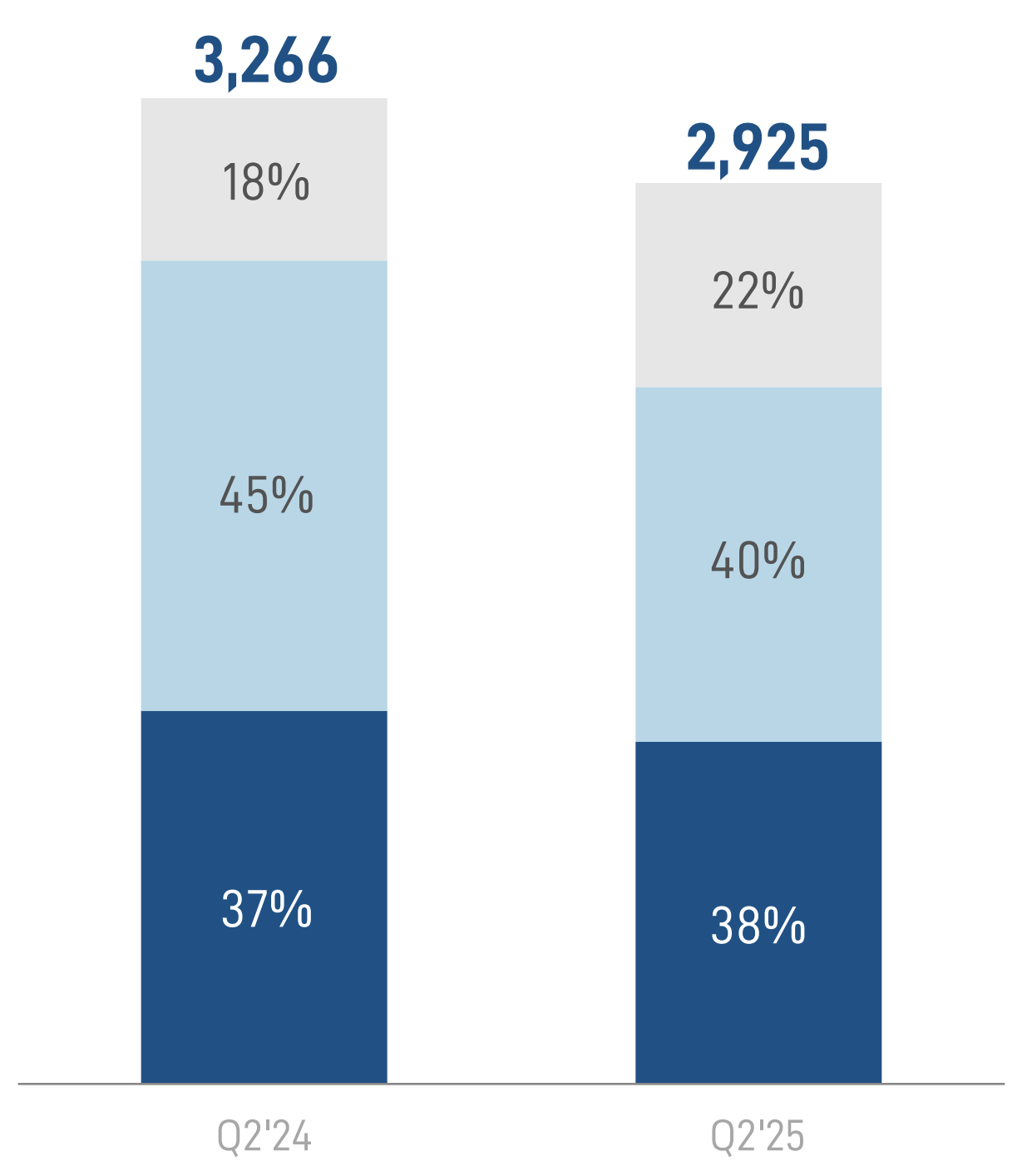
■ Economy ■ Midscale ■ Upper midscale and above



### Number of Hotels in Pipeline

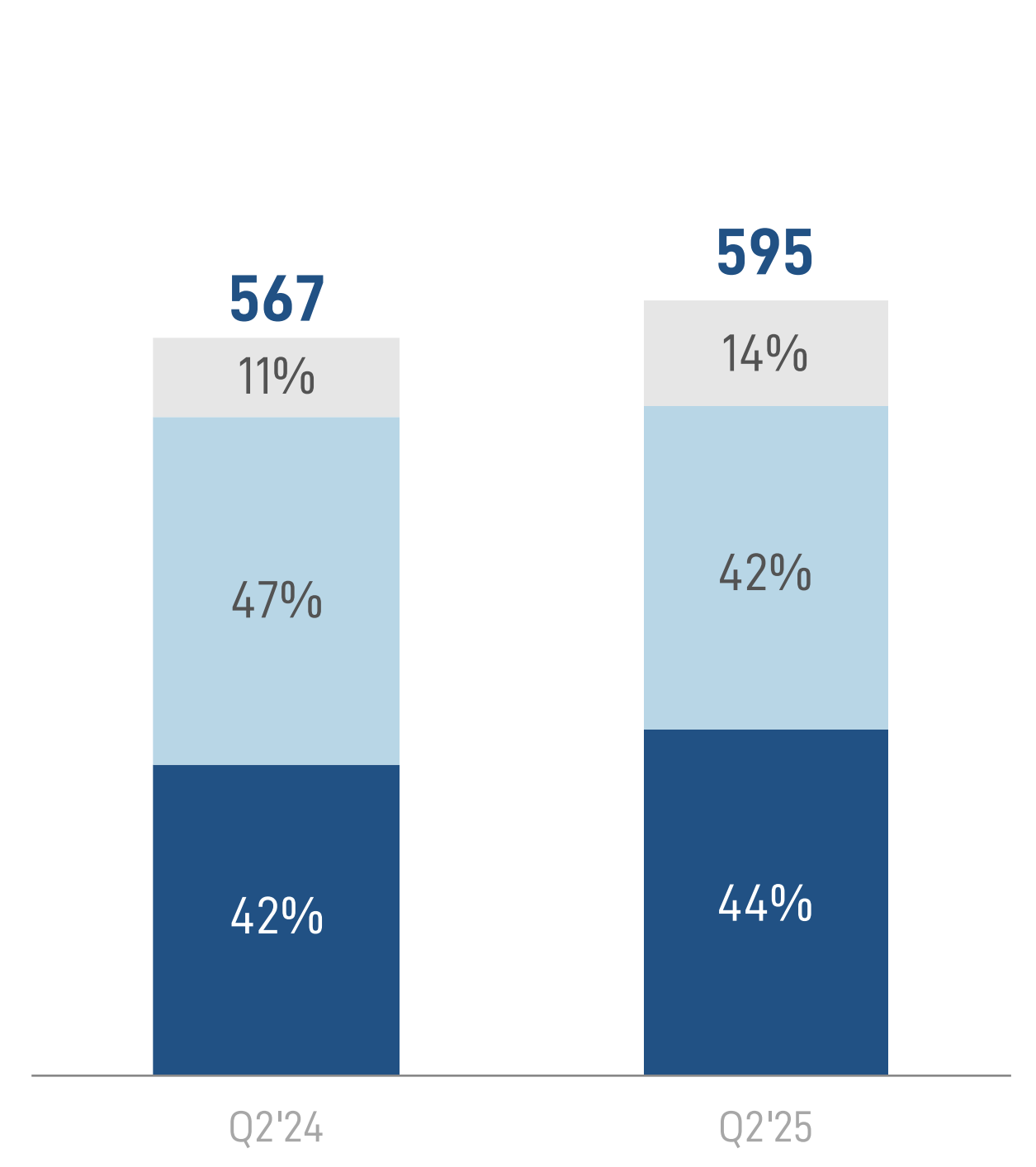
(as of Jun 30)

■ Economy ■ Midscale ■ Upper midscale and above



### Number of Hotel Opening

■ Economy ■ Midscale ■ Upper midscale and above



\* Numbers in this page refers to Legacy-Huazhu business



# Hanting Hotels Ranked No.1 on the "World's Top 50 Hotel Brands" List

汉庭荣登HOTELS杂志全球TOP50酒店品牌榜首



汉庭酒店  
HANTING HOTEL



\* Hanting ranked first with rooms in operating of 378,569, as of 30 June 2025  
\* Numbers in this page refers to Legacy-Huazhu business

# Hanting 4.0 – An Evolutionary Upgrade

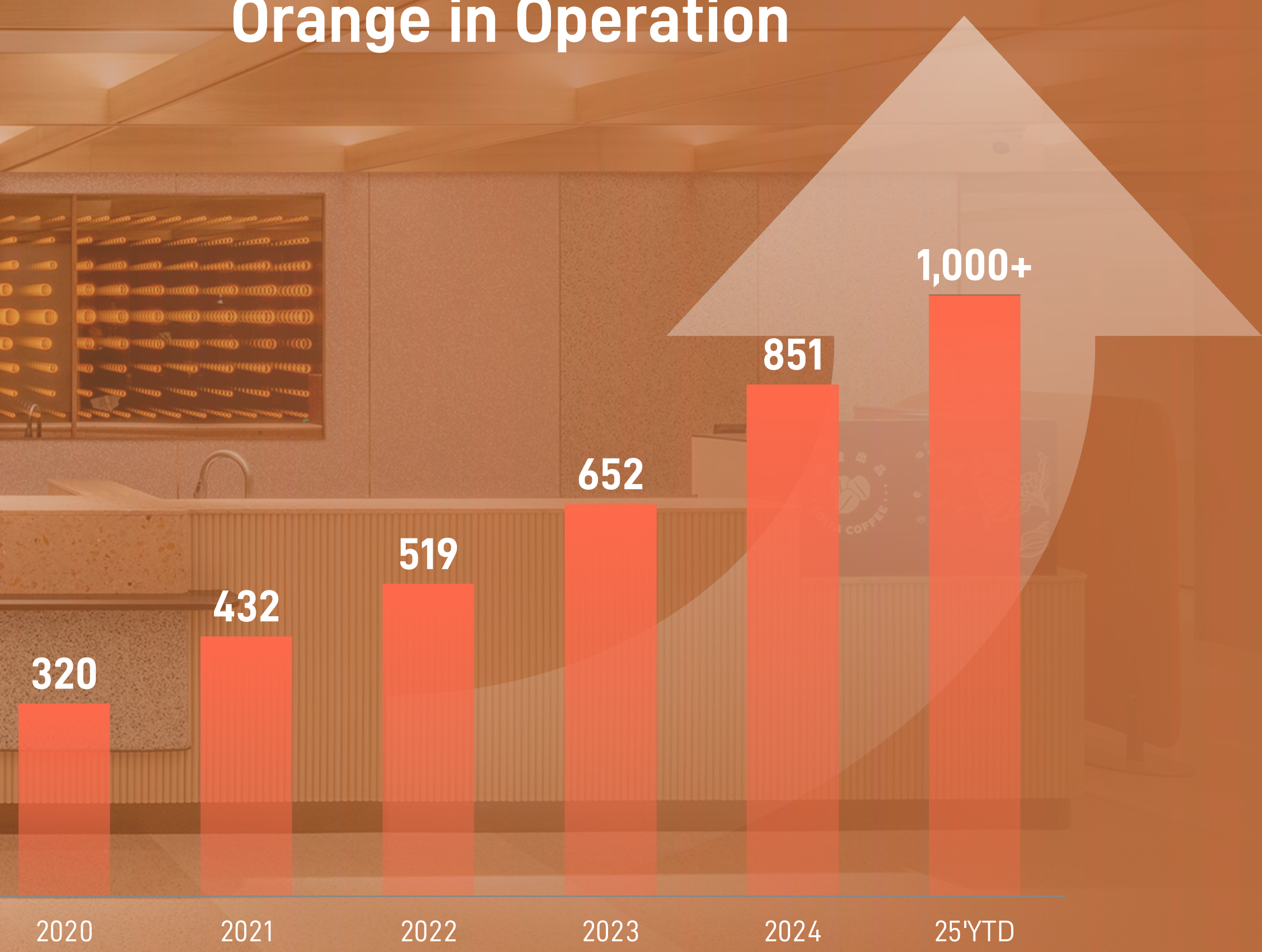
汉庭4.0 – 革新体验



# Orange Reached 1,000-Hotel Milestone

## 桔子实现千店里程碑

### Orange in Operation

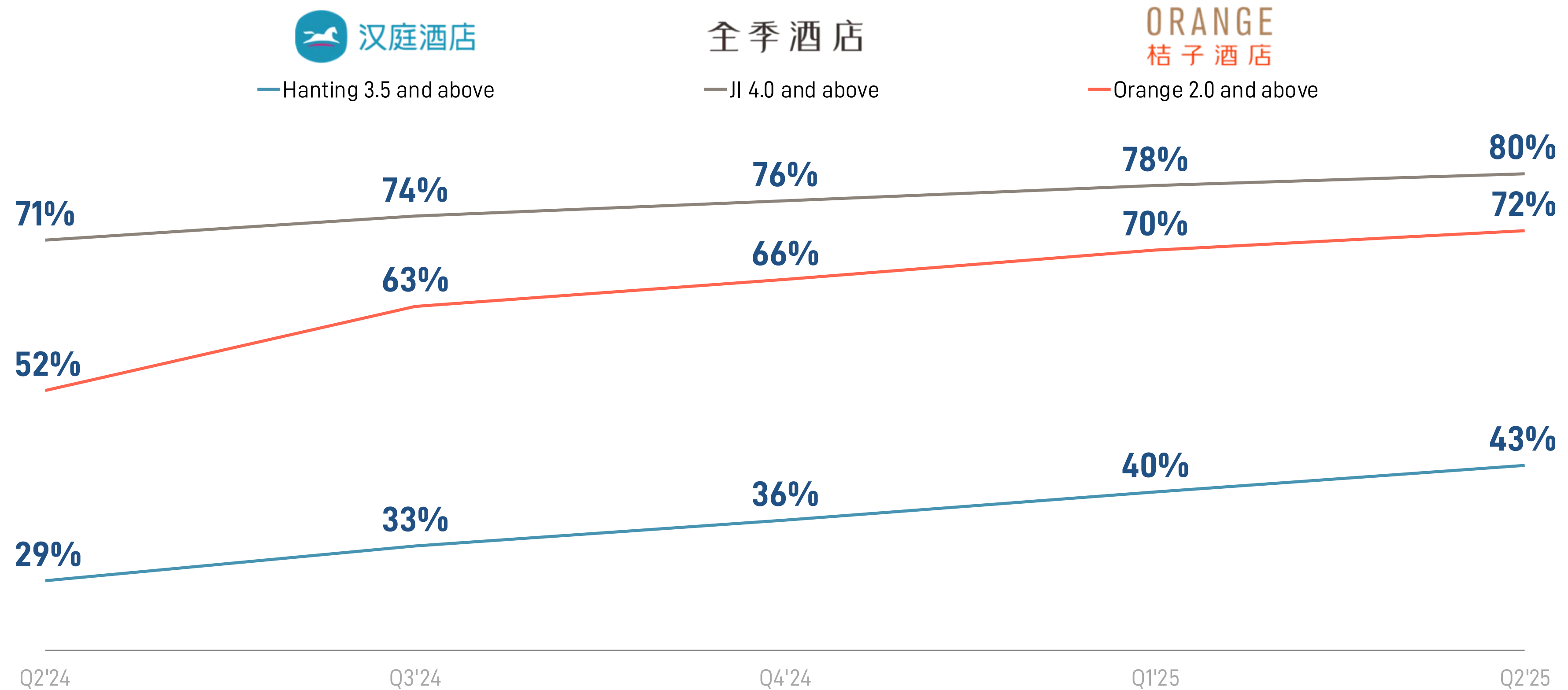


\* Numbers in this page refers to Legacy-Huazhu business

# Consistent Product Upgrade - Hanting, Ji, Orange

品牌的持续升级 - 汉庭、全季、桔子

Proportion of Hanting 3.5, Ji 4.0, Orange 2.0 and Above in Operation



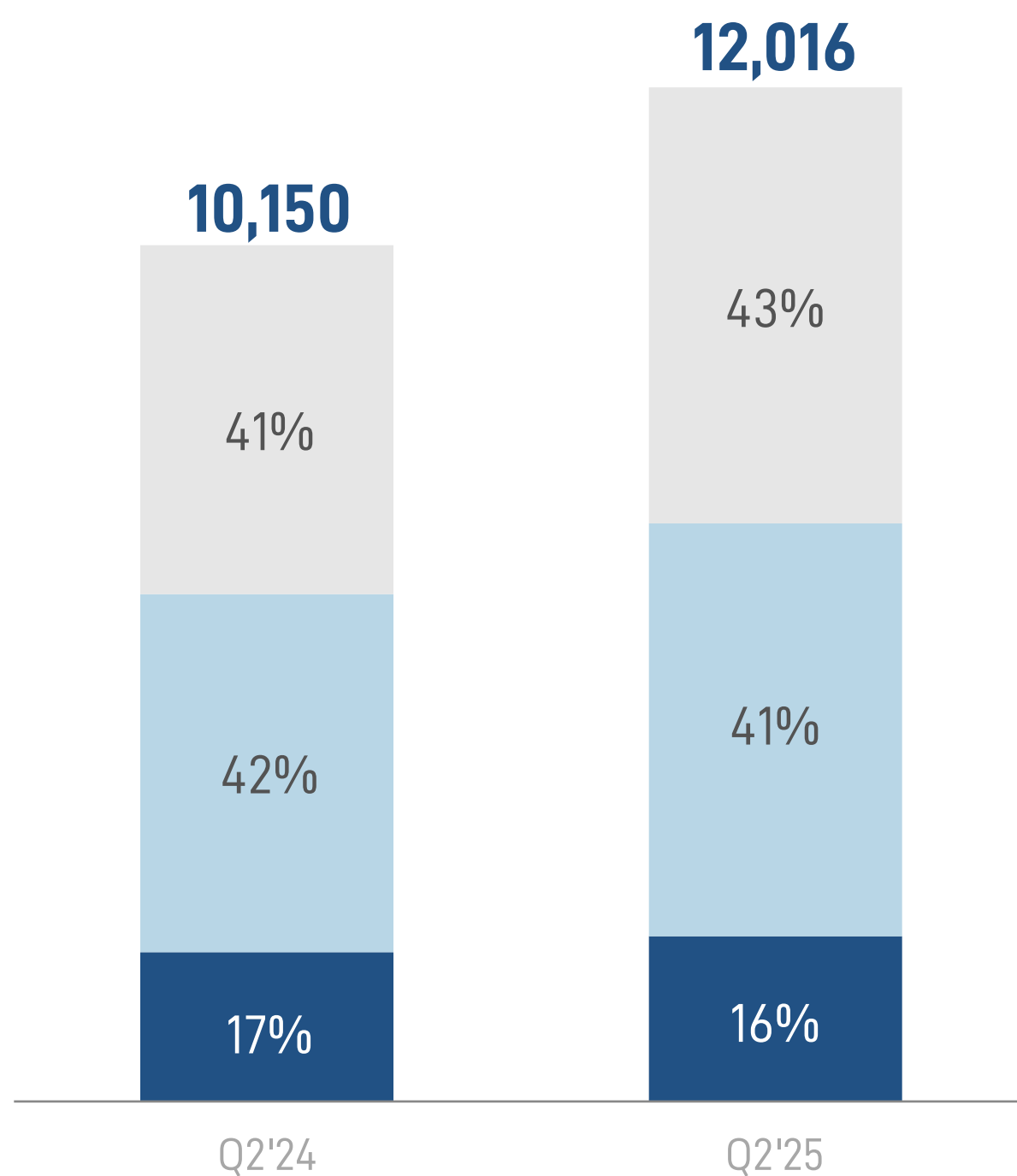
# Enhancing Presence in the Lower Tier Cities

## 加强低线城市布局

### Number of Hotels in Operation

(as of Jun 30)

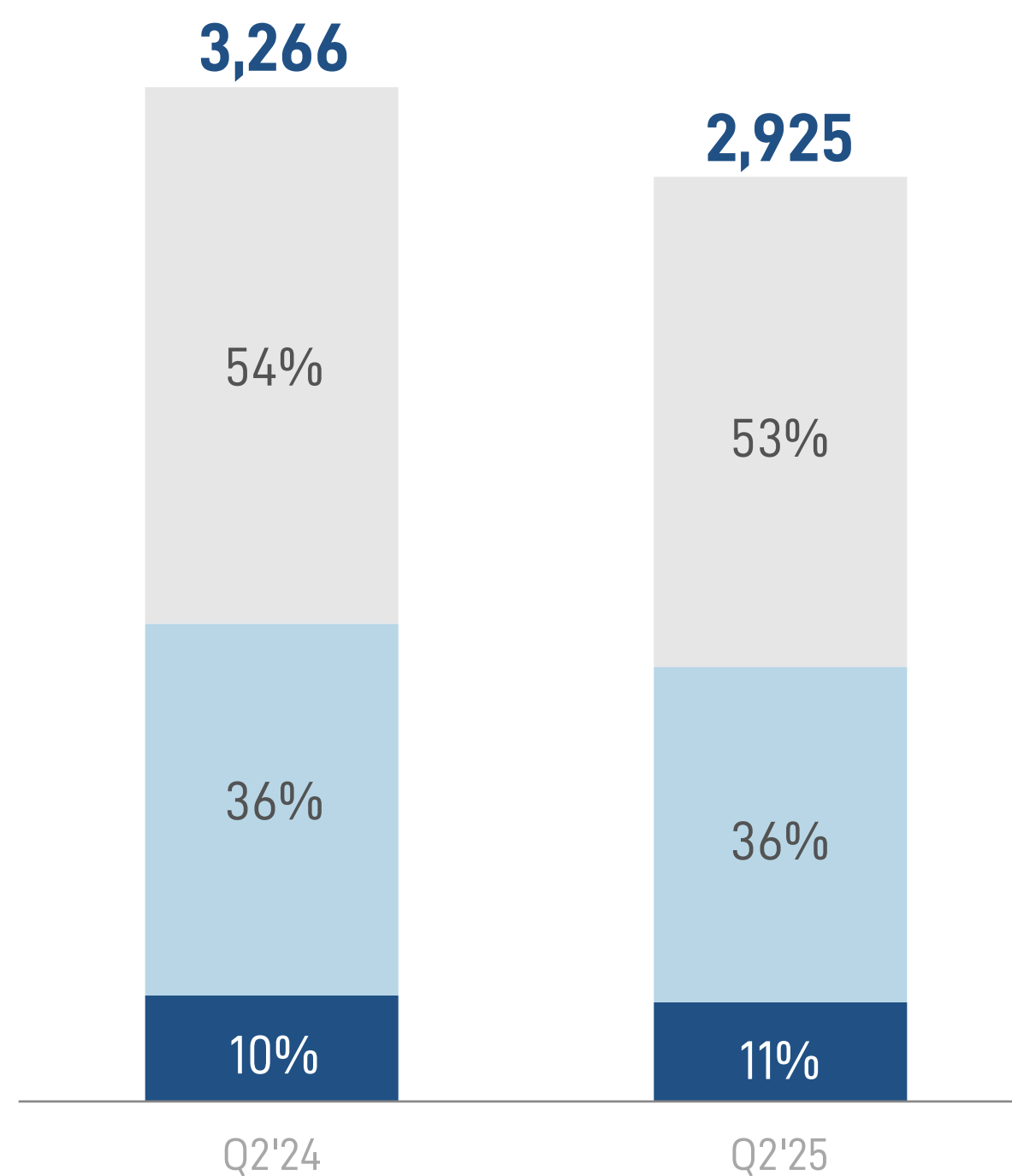
■ Tier-1    ■ Tier-2    ■ Tier-3, 4 and below



### Number of Hotels in Pipeline

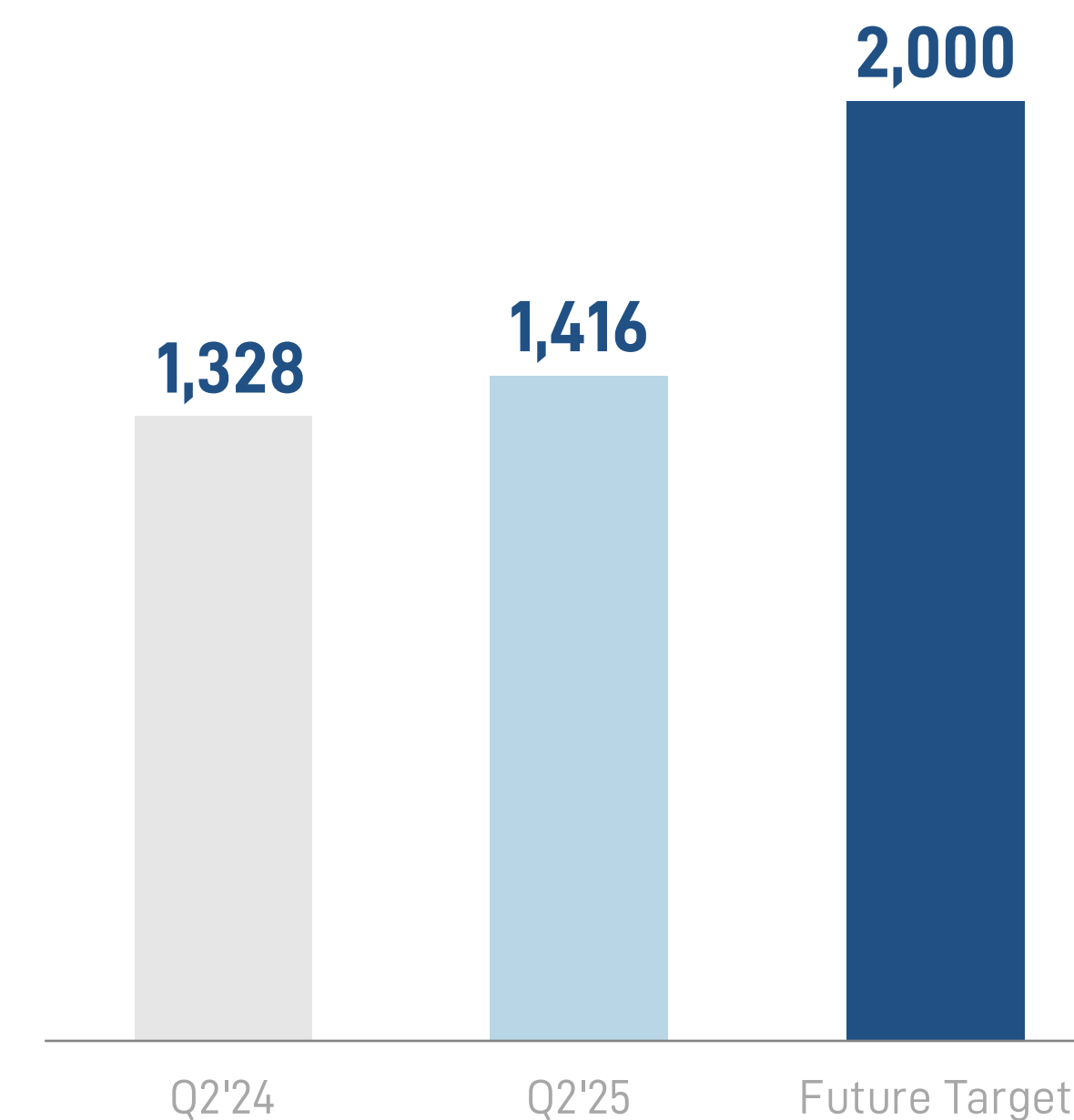
(as of Jun 30)

■ Tier-1    ■ Tier-2    ■ Tier-3, 4 and below



### City Coverage

(hotels in operation and in pipeline)

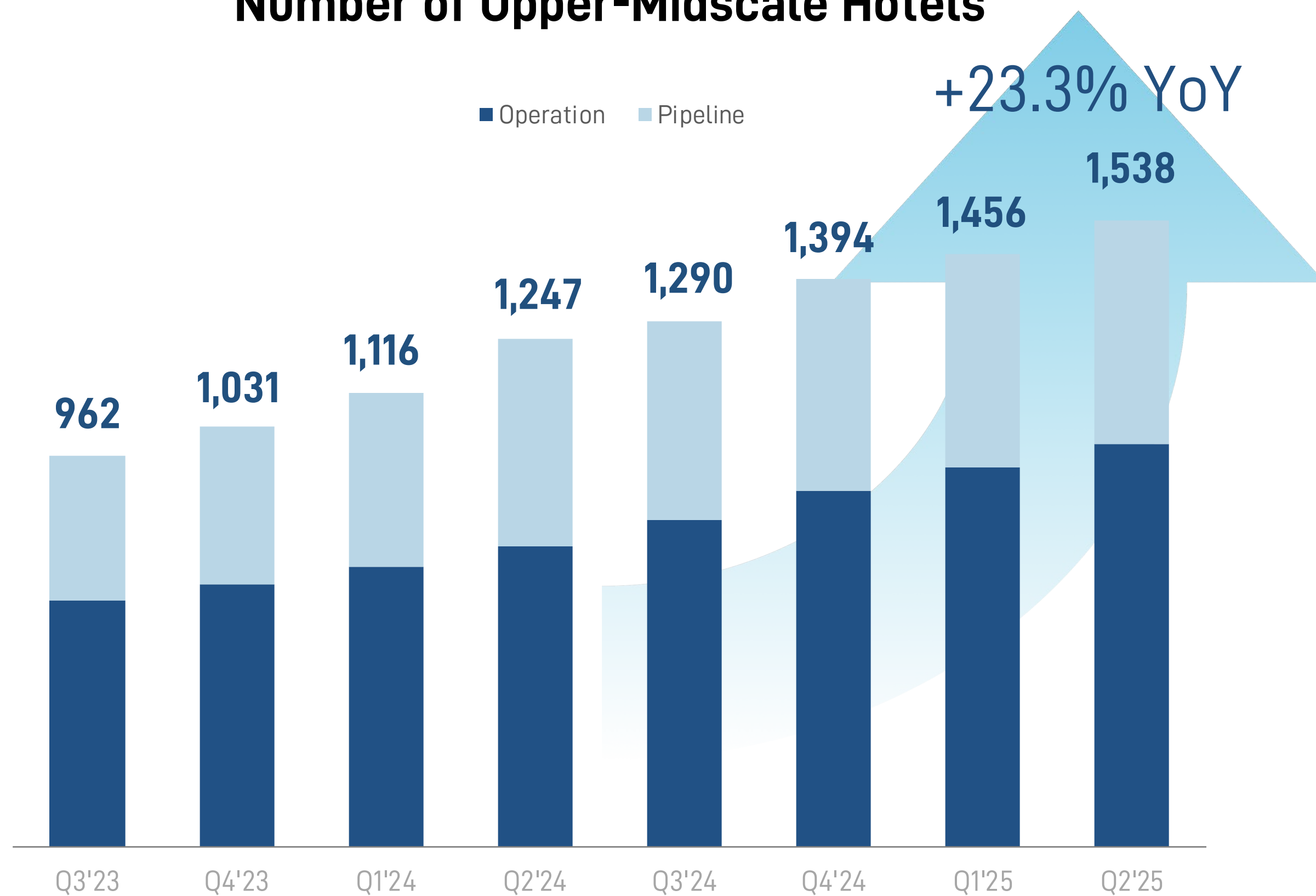


\* Numbers in this page refers to Legacy-Huazhu business

# Stepping-Up the Development of Upper-Midscale Segment

## 进一步推动中高档品牌的发展

### Number of Upper-Midscale Hotels



### Multi-brand Strategy for Upper-midscale Segment

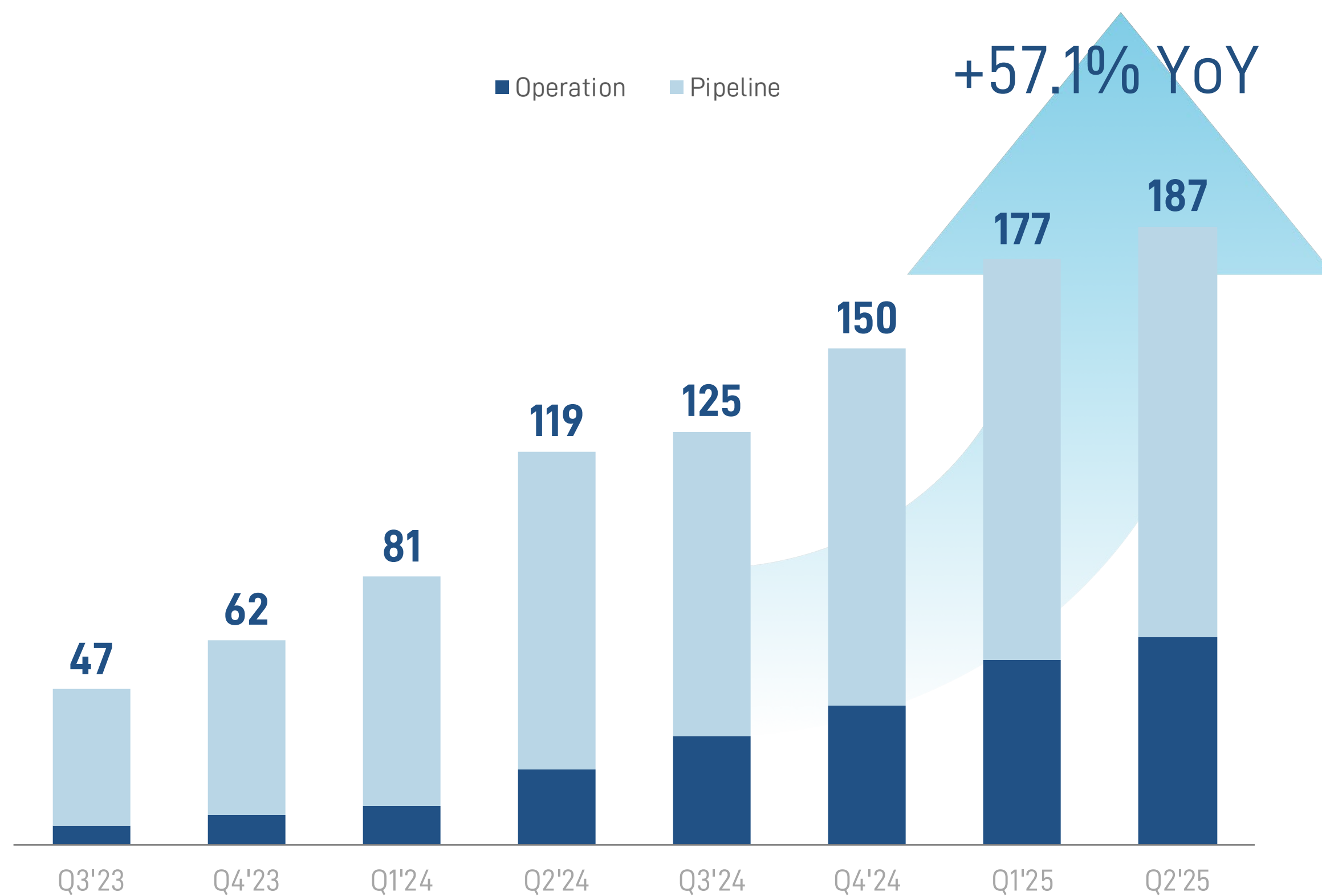


\* Numbers in this page refers to Legacy-Huazhu business

# InterCity Gaining Stronger Momentum

## 城际扩张势头持续增强

Number of InterCity Hotels



城际酒店  
*InterCity*Hotel

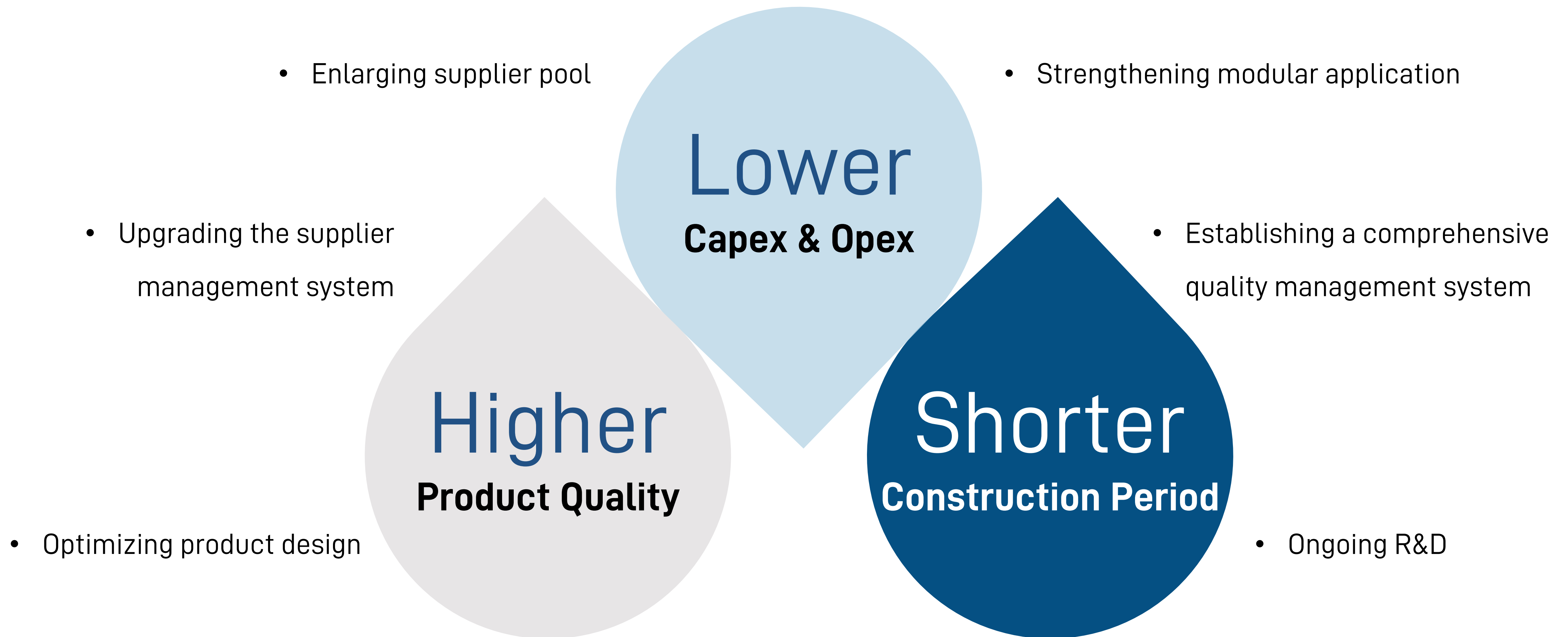
Q2'25 RevPAR

~RMB370

\* Numbers in this page refers to Legacy-Huazhu business

# Leveraging Supply Chain to Strengthen Competitiveness

## 供应链能力强化核心竞争力

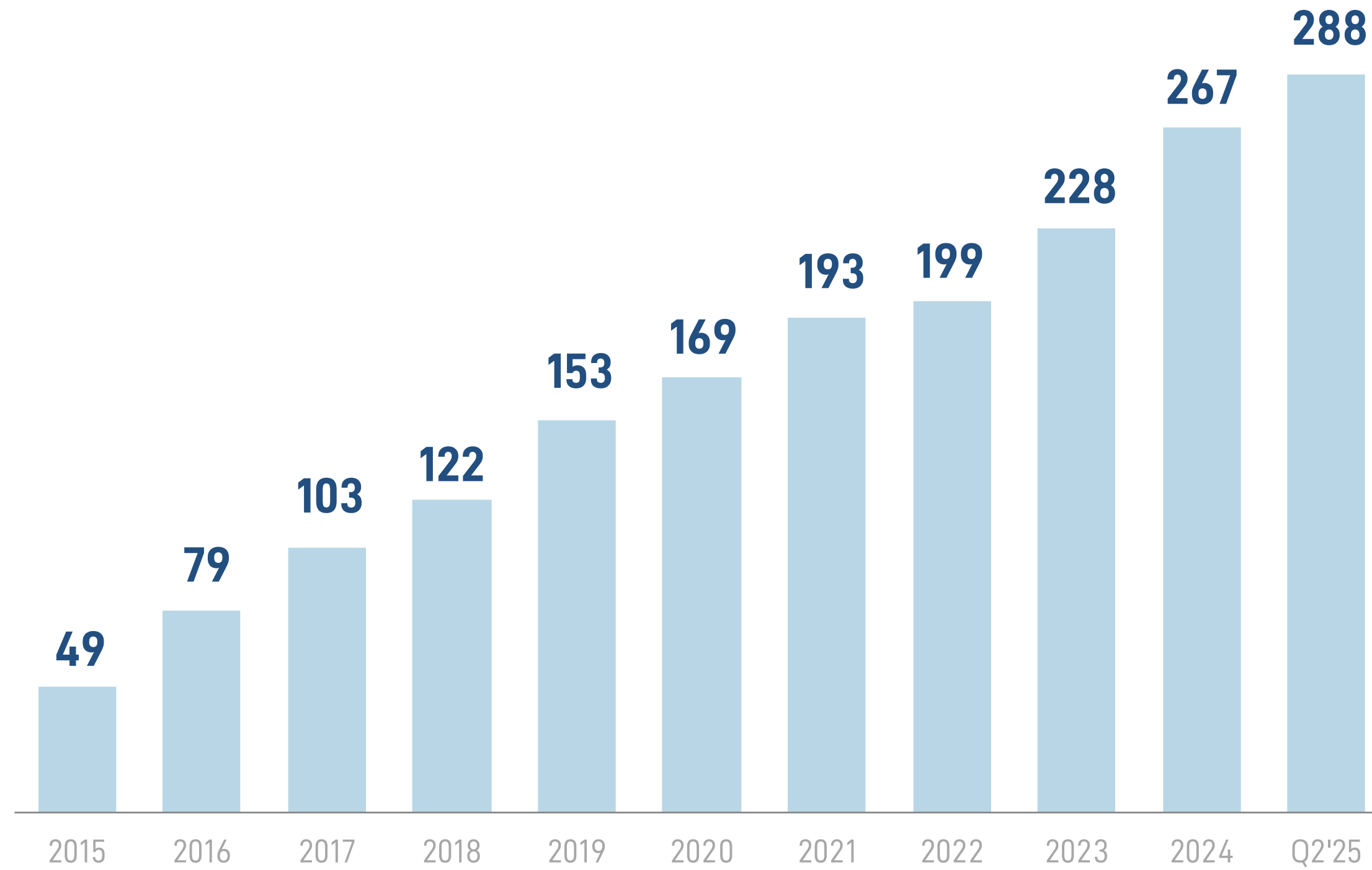




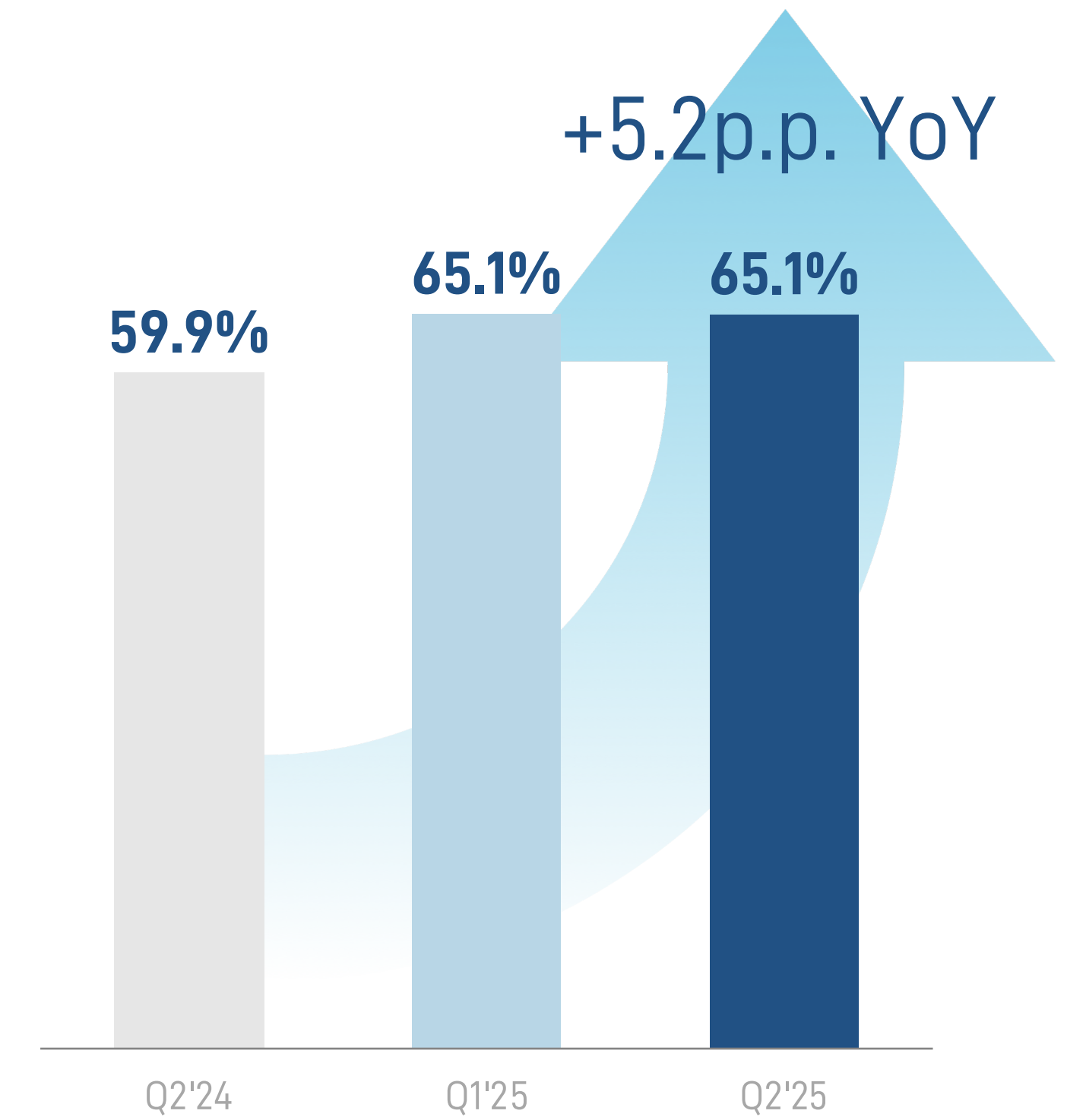
# Rising Membership and CRS Contribution

## 会员规模及中央预定占比提升

### Number of Members Continues Rising Reaching 288 million as of end-June



### Direct Booking through H World CRS



\* Numbers in this page refers to Legacy-Huazhu business

\* Includes bookings from H World's own online channels only, excludes OTAs and other third party distribution platforms

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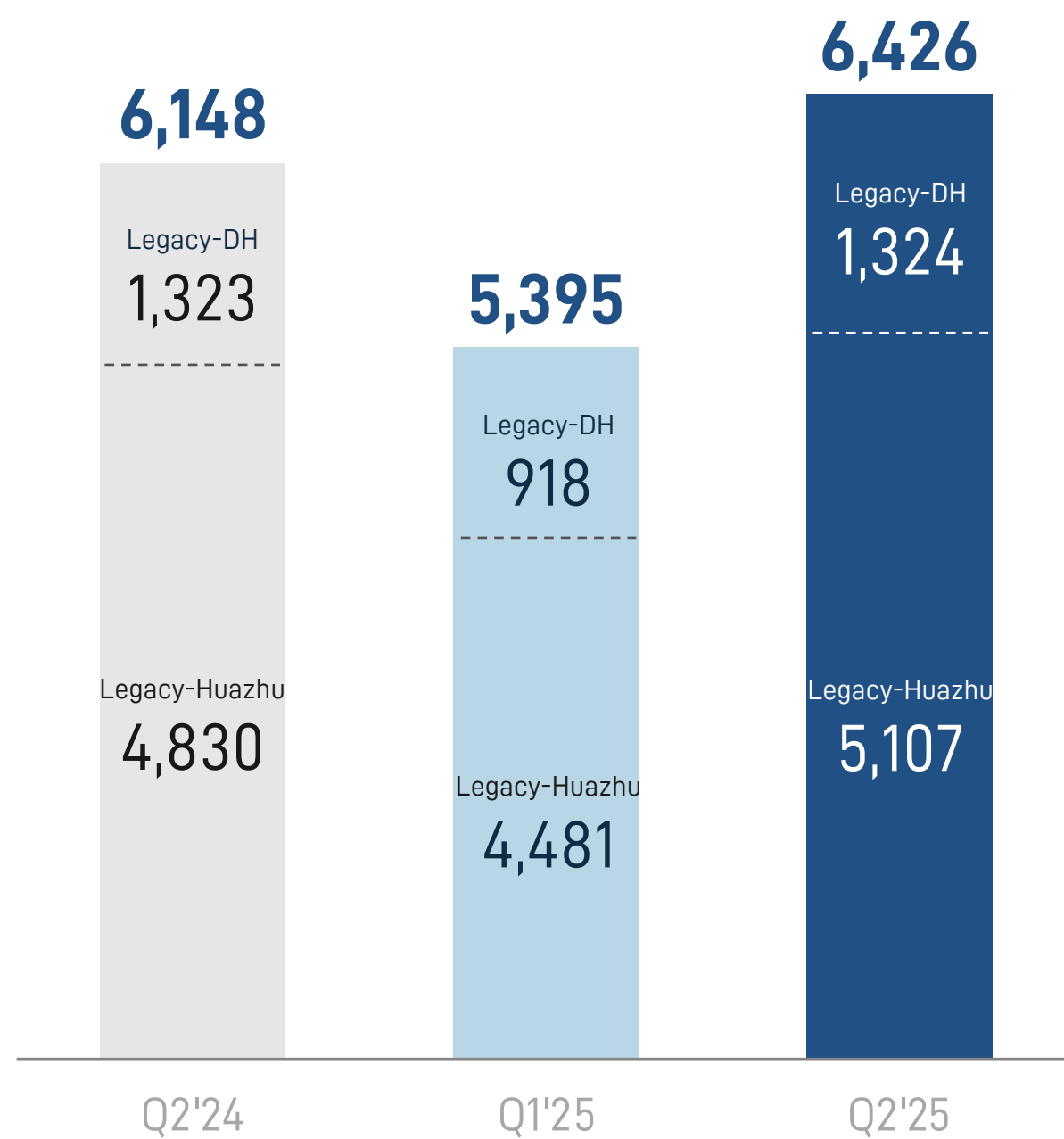
# Q2'25 Financial Highlights

## 二季度财务数据

### Revenue

(in RMB millions)

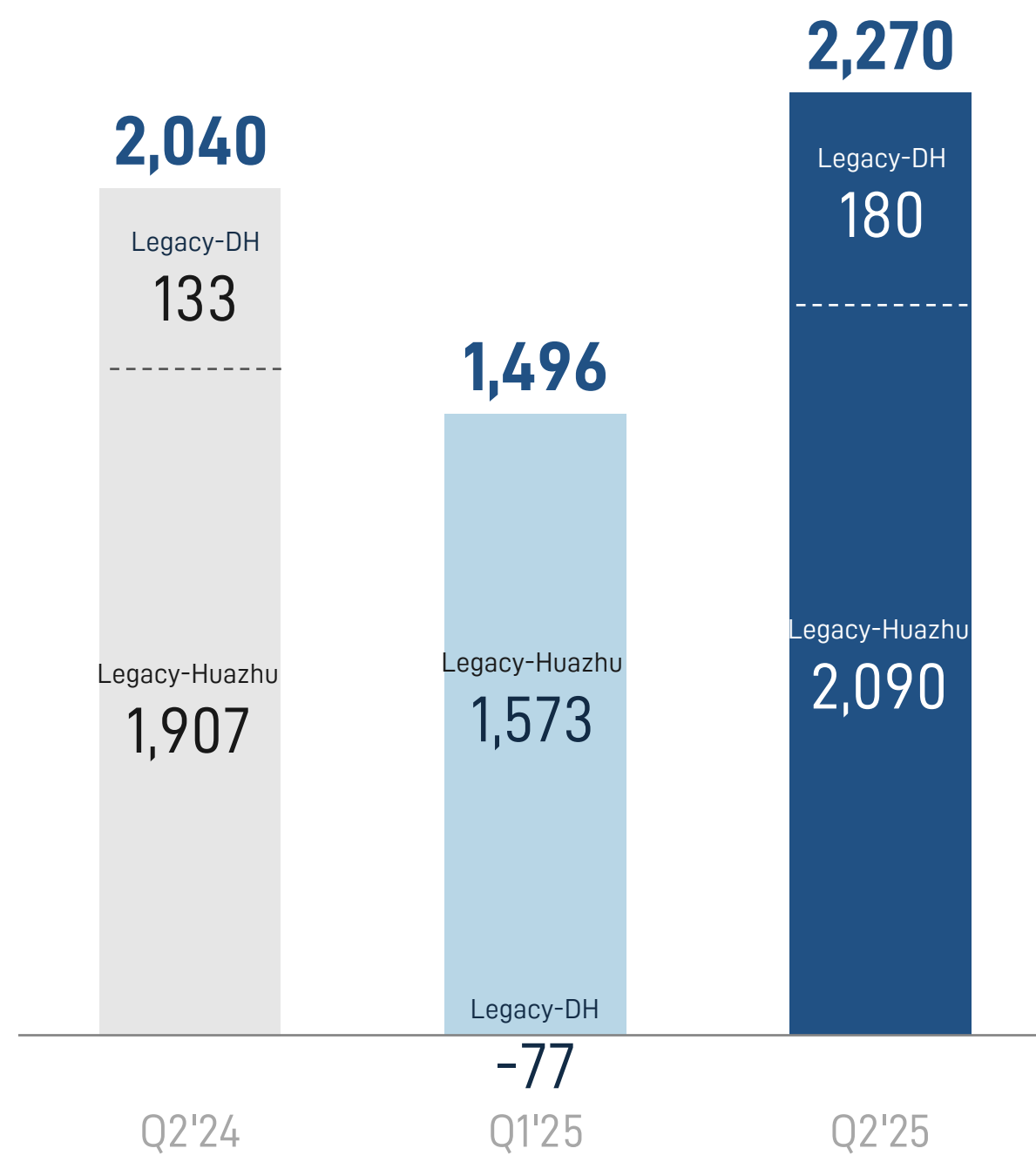
+4.5% YoY



### Adjusted EBITDA

(in RMB millions)

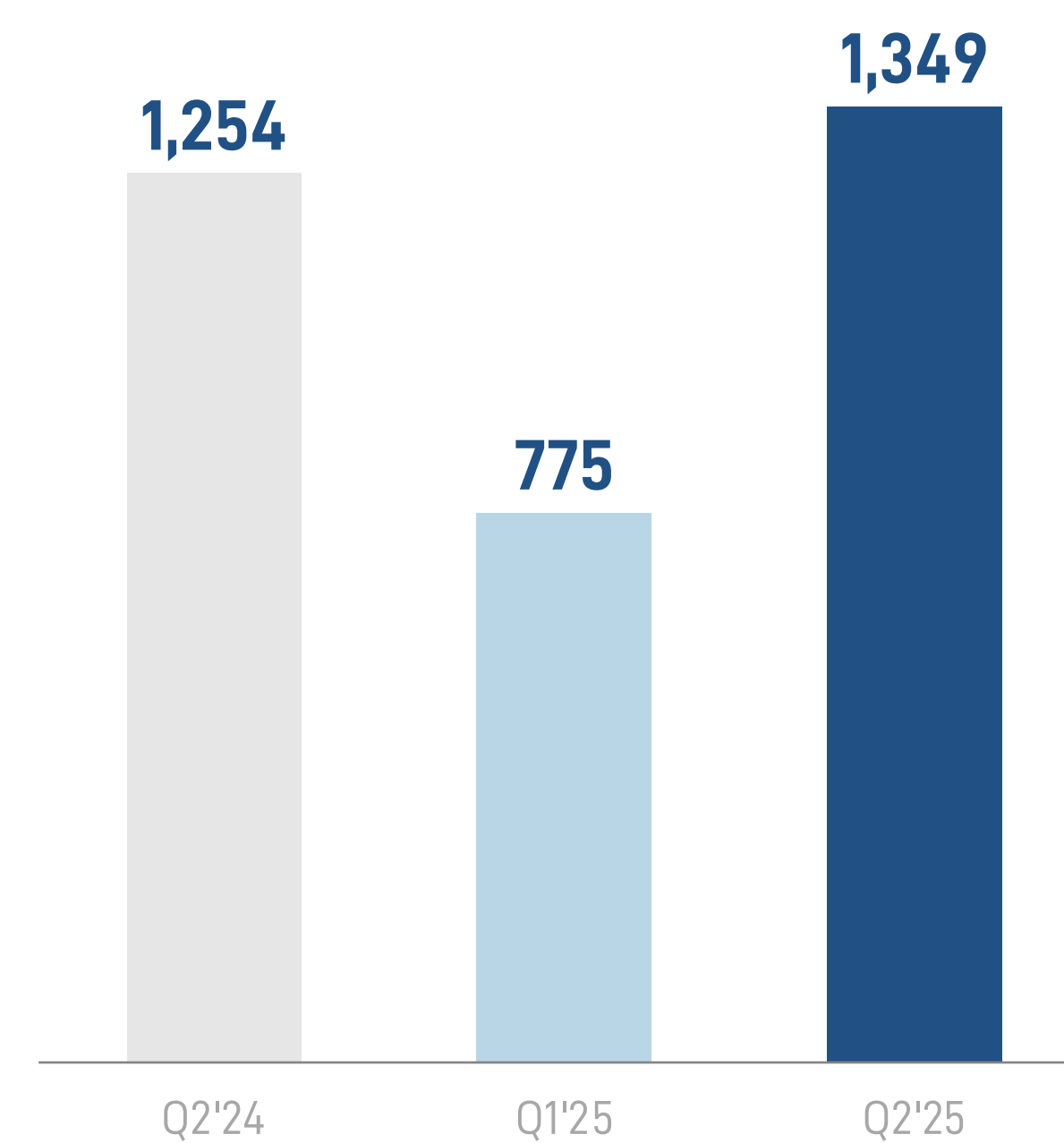
+11.3% YoY



### Adjusted Net Income

(in RMB millions)

+7.6% YoY



\* Revenue represents consolidated amount post inter-segment elimination, with eliminations of -RMB5mn (Q2'24), -RMB4mn (Q1'25), and -RMB5mn (Q2'25), respectively.

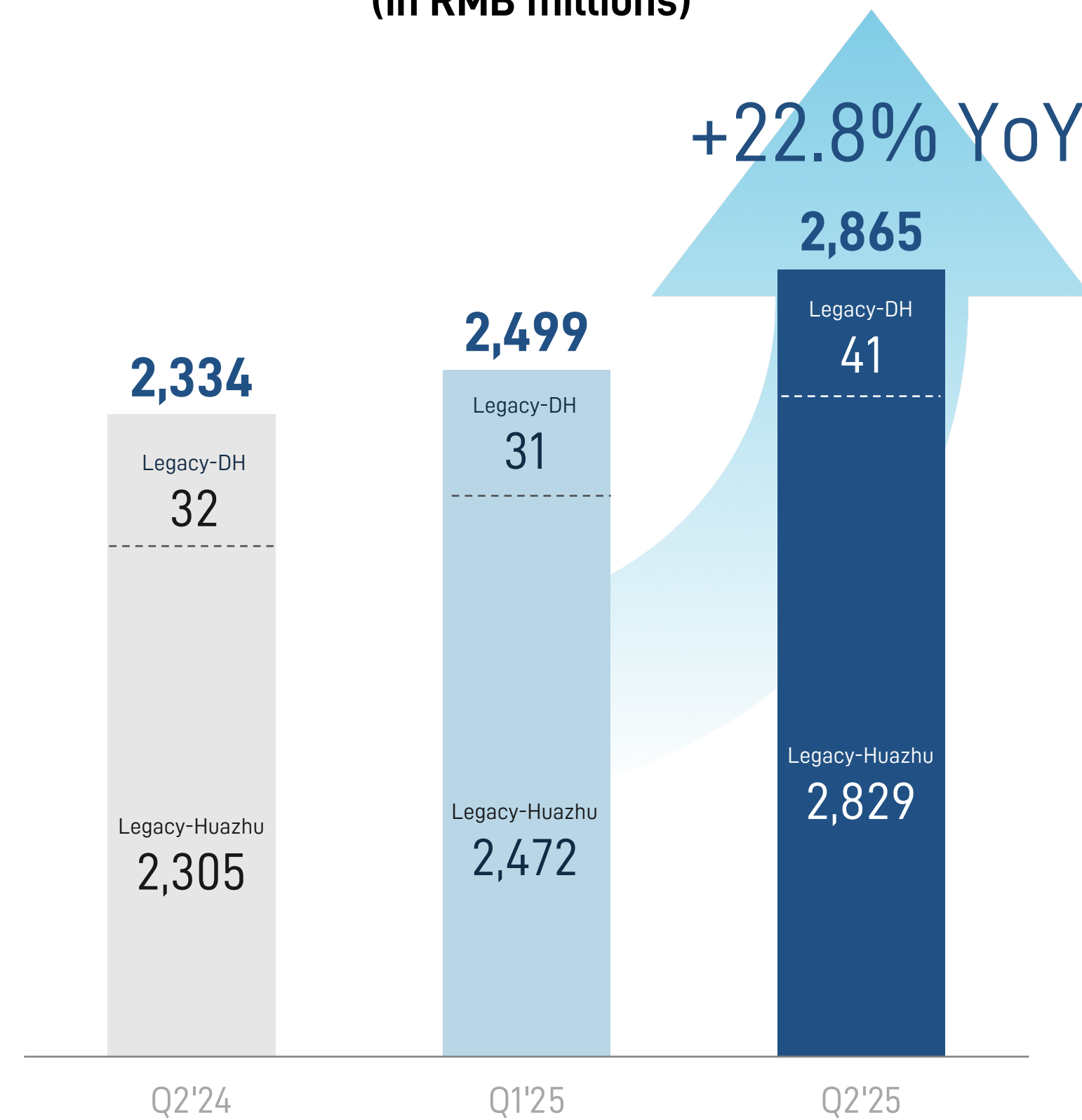
\* Adjusted EBITDA and adjusted net income excludes foreign exchange (gain) loss, net, (gain) loss on disposal of investments, gains/ (losses) from fair value changes of equity securities and share-based compensation expenses

# Asset-Light Business Achieved 20%+ YoY Growth in Q2'25

## 加盟业务实现强劲增长

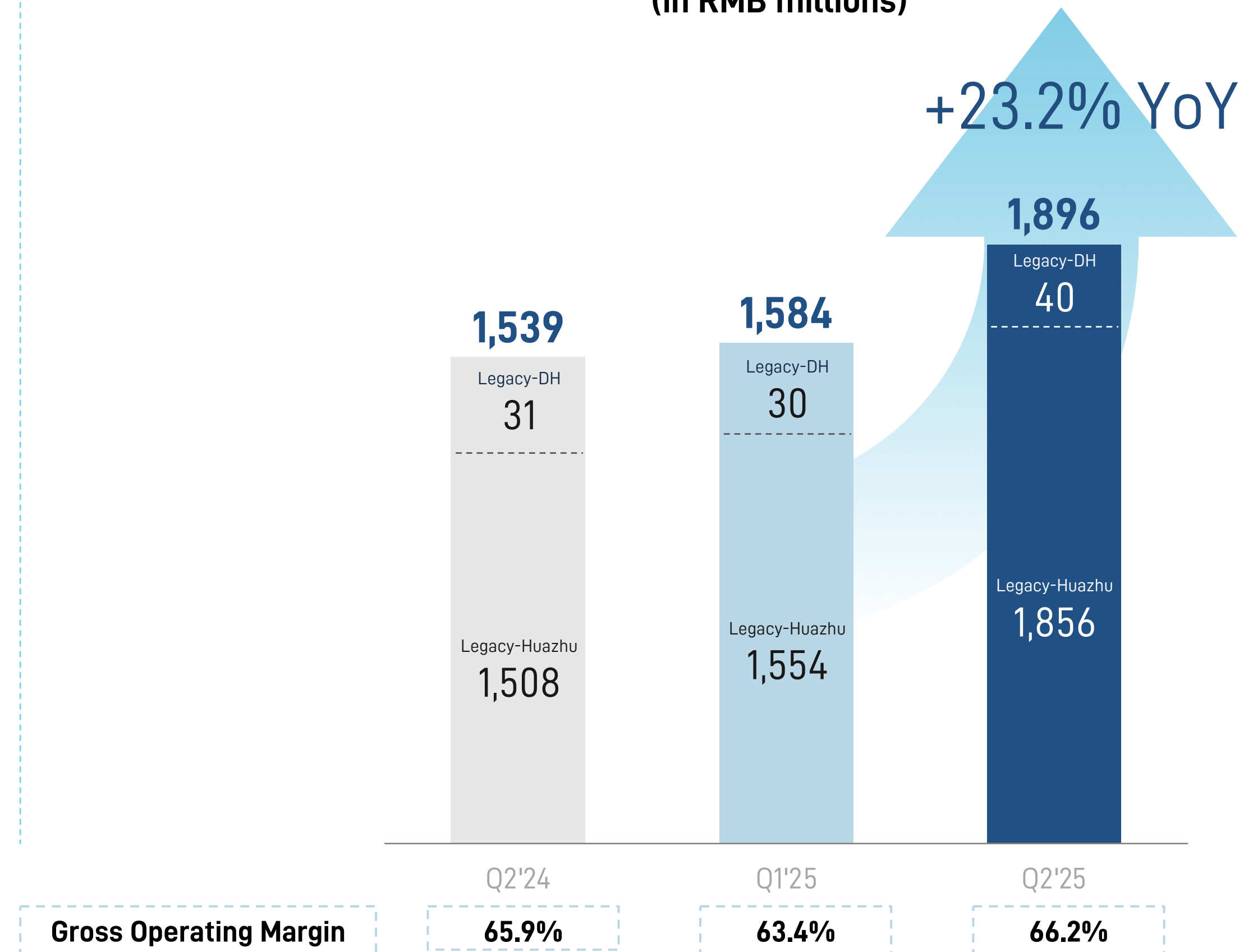
### M&F Revenue

(in RMB millions)



### M&F Gross Operating Profit

(in RMB millions)



\* M&F revenue represents consolidated amount post inter-segment elimination, with eliminations of -RMB3mn (Q2'24), -RMB4mn (Q1'25), and -RMB5mn (Q2'25), respectively.

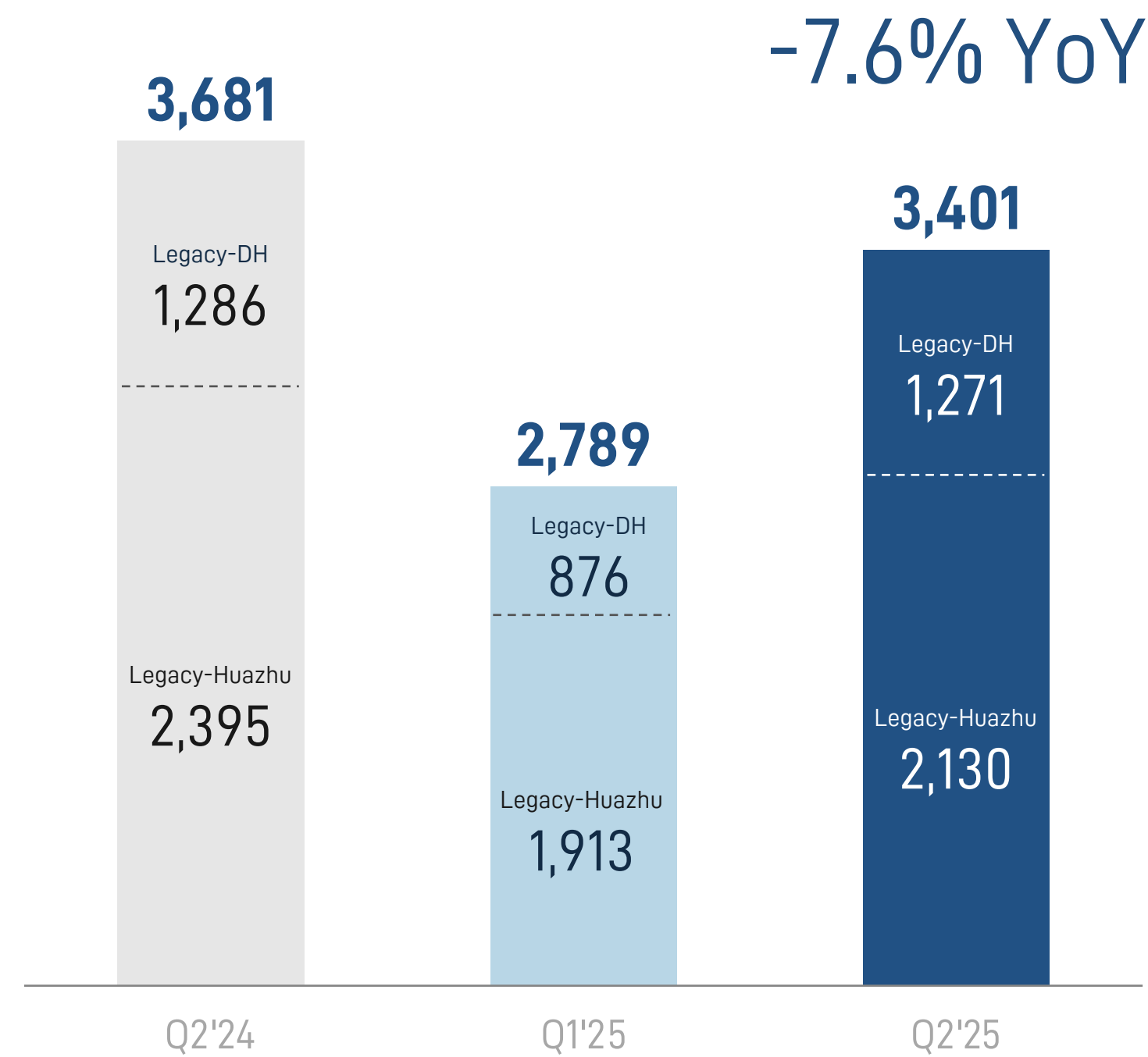
\* Gross operating profit refers to the income after deduction of operating costs but before the allocation of D&A and SG&A expenses.

# Further Decreasing Leased & Owned Hotels

## 进一步减少直营业务

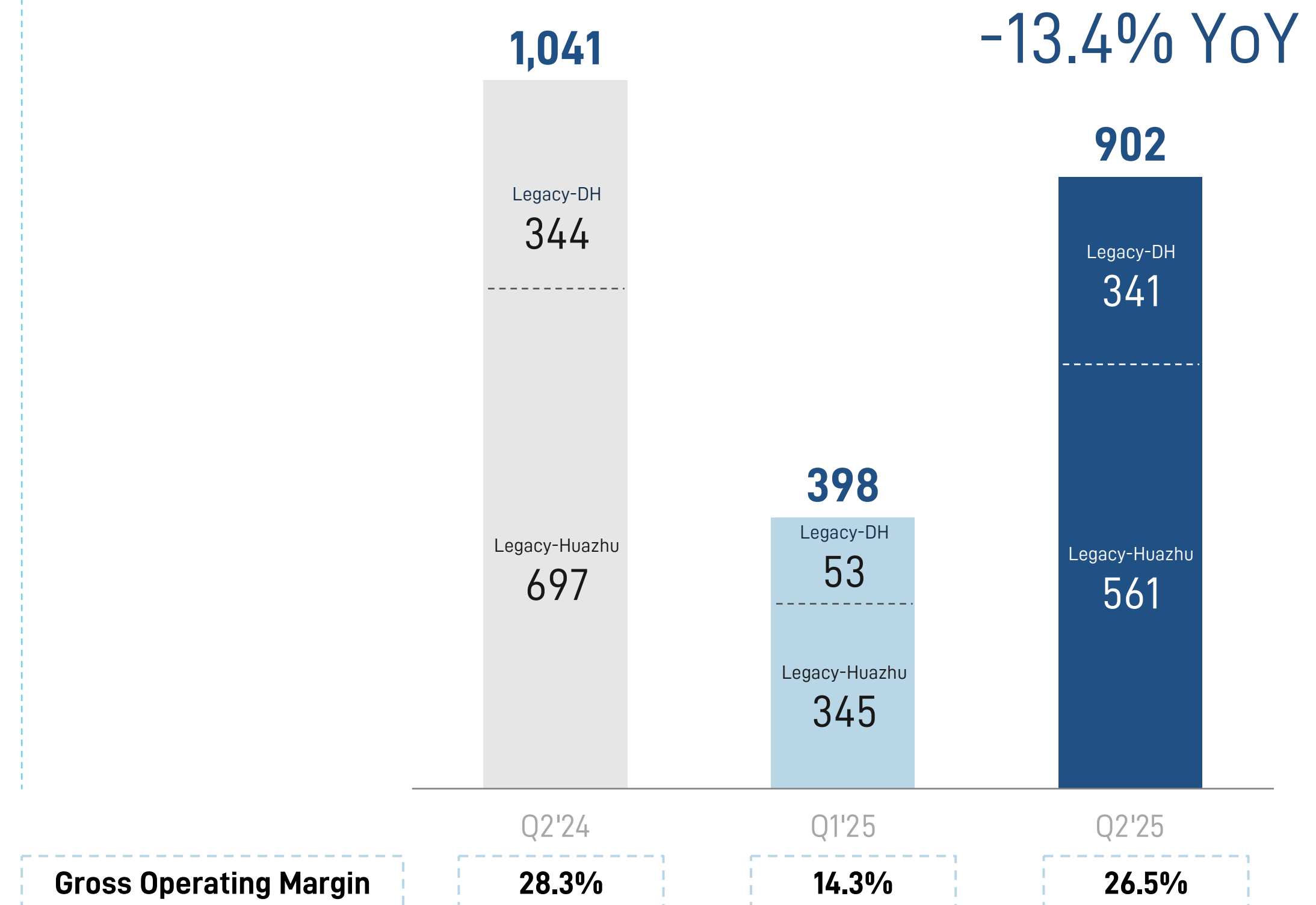
### L&O Revenue

(in RMB millions)



### L&O Gross Operating Profit

(in RMB millions)

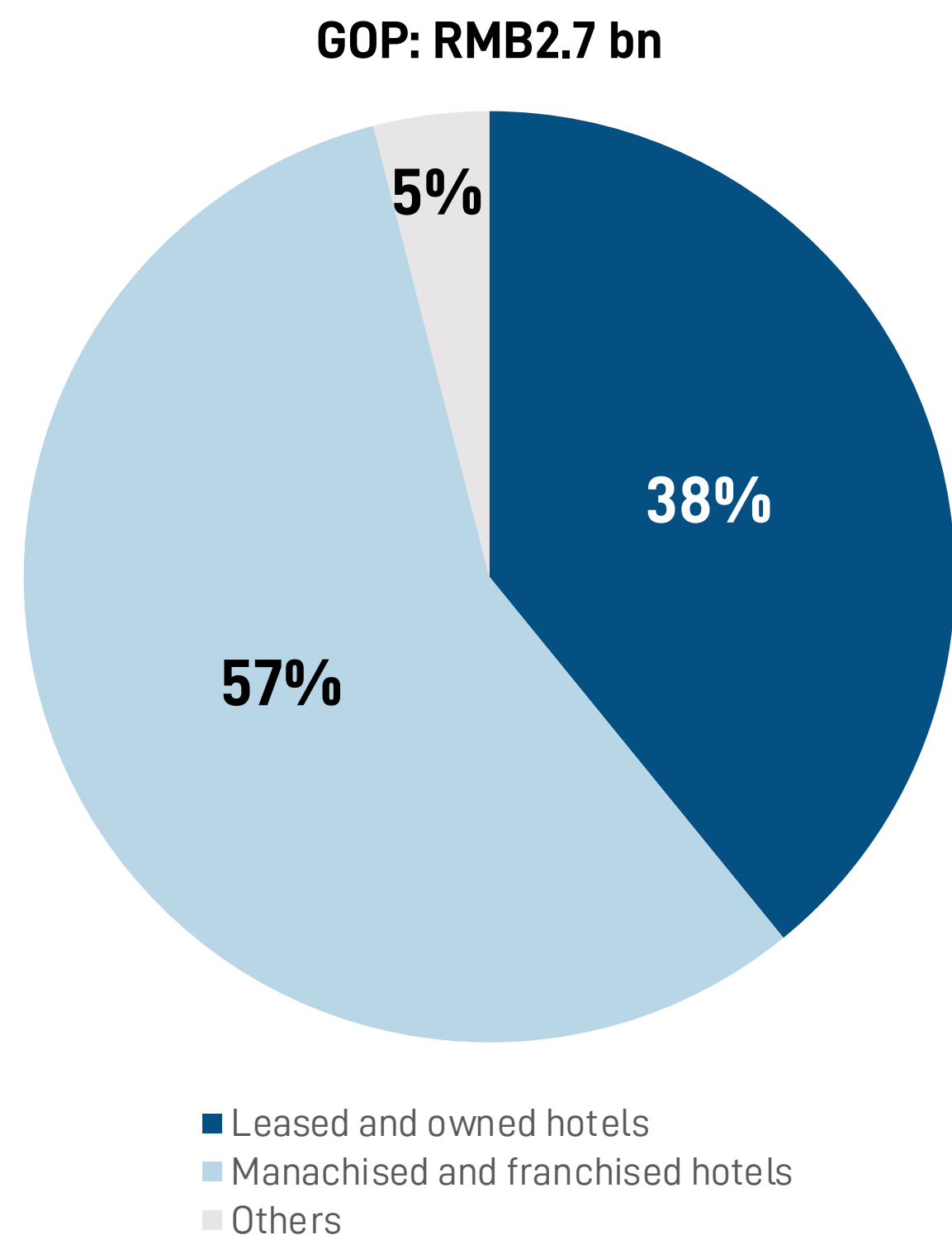


\* Gross operating profit refers to the income after deduction of operating costs but before the allocation of D&A and SG&A expenses.

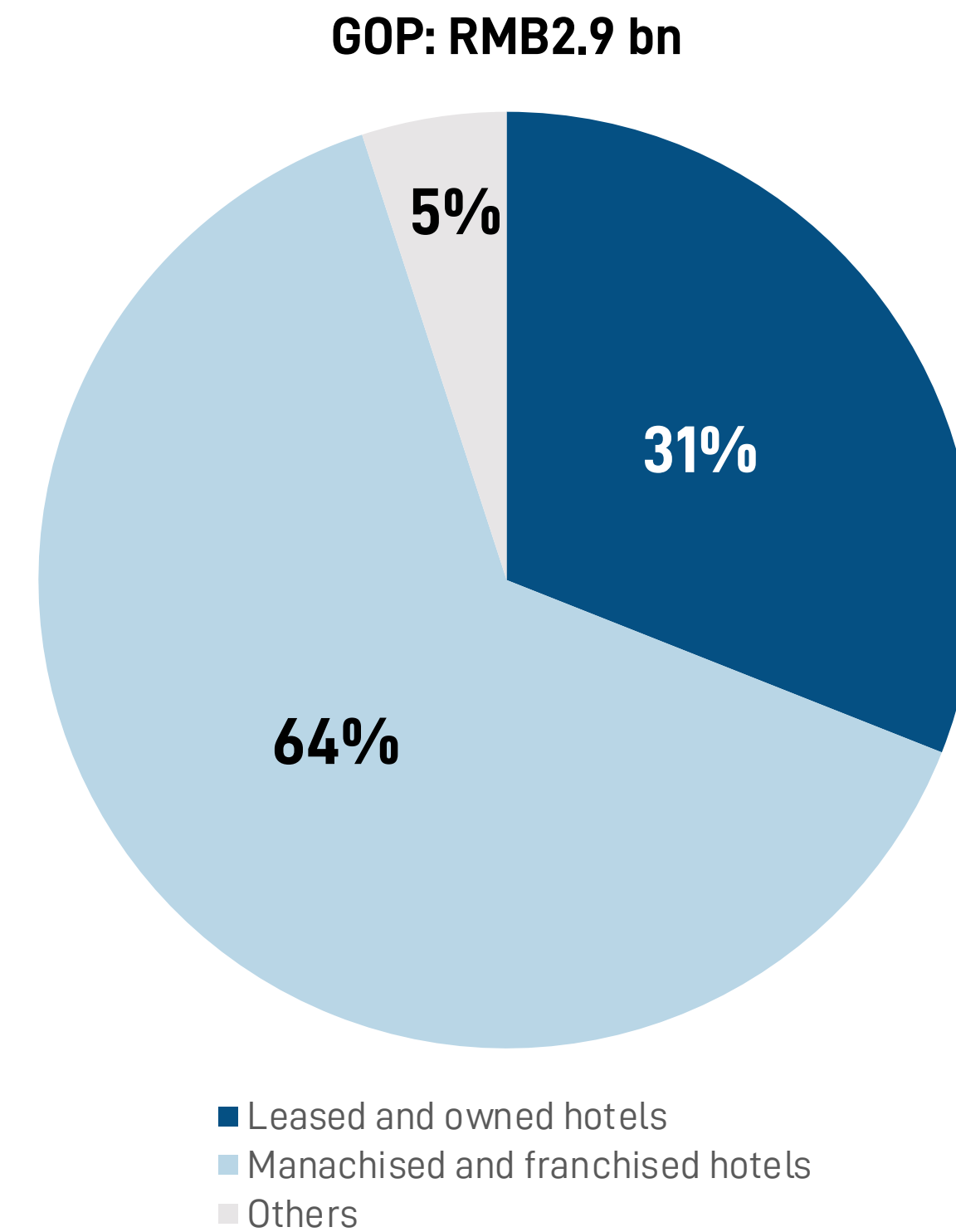
# Enlarging Profit Contribution from High-Margin Asset-Light Business

## 加盟业务利润贡献稳步提升

### Gross Operating Profit Mix in Q2'24



### Gross Operating Profit Mix in Q2'25



\* Gross operating profit (GOP) refers to the income after deduction of operating costs but before the allocation of D&A and SG&A expenses.

# Cash Flow and Liquidity Position

## 现金流及流动性情况

Operating  
Cash Flow

**RMB2.7 bn**

Cash Balance  
(incl. Time Deposits)

**RMB13.7 bn**

Net Cash  
(incl. Time Deposits)

**RMB6.2 bn**

\* As of June 30, 2025

\* Cash balance and net cash position includes RMB3.1bn time deposits and financial products

# 1H25 Shareholder Return

2025年上半年股东回报情况

Cash Dividend

**USD250 mn**

Share Repurchase

**~USD62 mn**



# Guidance

## 业绩指引

# Q3

# 2025

### Revenue vs. Q3 2024

- Grow 2%-6%
- Excluding DH - Grow 4%-8%

### M&F revenue vs. Q3 2024

- Grow 20%-24%

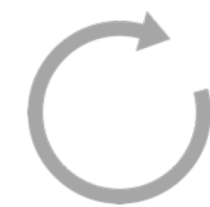
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# Same-Hotel Operational Data by Segment

## 同店经营数据

	Number of hotels in operation		Same-hotel RevPAR			Same-hotel ADR			Same-hotel Occupancy		
	As of		For the quarter ended			For the quarter ended			For the quarter ended		
	June 30,		June 30,			June 30,			June 30,		
	2024	2025	2024	2025	yoy change	2024	2025	yoy change	2024	2025	yoy change (p.p.)
<b>Economy hotels</b>	<b>3,958</b>	<b>3,958</b>	<b>194</b>	<b>178</b>	<b>-8.2%</b>	<b>227</b>	<b>216</b>	<b>-4.8%</b>	<b>85.3%</b>	<b>82.2%</b>	<b>-3.1</b>
<b>Leased and owned hotels</b>	258	258	238	215	-9.8%	270	253	-6.4%	88.1%	84.9%	-3.2
<b>Manachised and franchised hotels</b>	3,700	3,700	189	174	-8.0%	222	212	-4.6%	85.0%	82.0%	-3.0
<b>Midscale and Upper midscale hotels</b>	<b>3,832</b>	<b>3,832</b>	<b>299</b>	<b>275</b>	<b>-7.8%</b>	<b>359</b>	<b>343</b>	<b>-4.5%</b>	<b>83.1%</b>	<b>80.3%</b>	<b>-2.8</b>
<b>Leased and owned hotels</b>	251	251	391	362	-7.5%	460	440	-4.4%	85.0%	82.3%	-2.7
<b>Manachised and franchised hotels</b>	3,581	3,581	289	266	-7.9%	348	332	-4.6%	82.9%	80.0%	-2.8
<b>Total</b>	<b>7,790</b>	<b>7,790</b>	<b>253</b>	<b>233</b>	<b>-7.9%</b>	<b>300</b>	<b>287</b>	<b>-4.6%</b>	<b>84.1%</b>	<b>81.1%</b>	<b>-2.9</b>

\* Numbers in this page refers to Legacy-Huazhu business

# Number of Hotels and Rooms

## 酒店数量和房间数量

As of June 30, 2025

	Hotels	Rooms	Unopened hotels	Total
	in operation		in pipeline	
<b>Economy hotels</b>	<b>5,847</b>	<b>476,378</b>		<b>1,118</b>
HanTing Hotel	4,401	378,569		728
Ni Hao Hotel	477	36,316		114
Hi Inn	641	33,529		260
Elan Hotel	95	5,405		-
Ibis Hotel	228	21,727		8
Zleep Hotels	5	832		8
<b>Midscale hotels</b>	<b>5,055</b>	<b>541,091</b>		<b>1,157</b>
Ji Hotel	3,253	369,328		786
Orange Hotel	968	102,854		250
Starway Hotel	729	59,264		114
Ibis Styles Hotel	105	9,645		7
<b>Upper midscale hotels</b>	<b>1,050</b>	<b>139,243</b>		<b>552</b>
Crystal Orange Hotel	284	35,621		124
IntercityHotel	119	20,128		128
CitiGO Hotel	34	5,056		3
Manxin Hotel	184	16,932		60
Madison Hotel	170	19,872		124
Mercure Hotel	211	31,907		76
Novotel Hotel	38	8,119		29
MAXX	10	1,608		8
<b>Upscale hotels</b>	<b>160</b>	<b>23,471</b>		<b>111</b>
Blossom House	85	4,956		94
Joya Hotel	7	1,234		-
Grand Mercure Hotel	10	1,891		-
Steigenberger Hotels & Resorts	55	14,803		16
Jaz in the City	3	587		1
<b>Luxury hotels</b>	<b>18</b>	<b>2,722</b>		<b>4</b>
Steigenberger Icon	11	2,201		2
Song Hotels	7	521		2
<b>Others</b>	<b>7</b>	<b>2,010</b>		<b>5</b>
Other hotels	7	2,010		5
<b>Total</b>	<b>12,137</b>	<b>1,184,915</b>		<b>2,947</b>