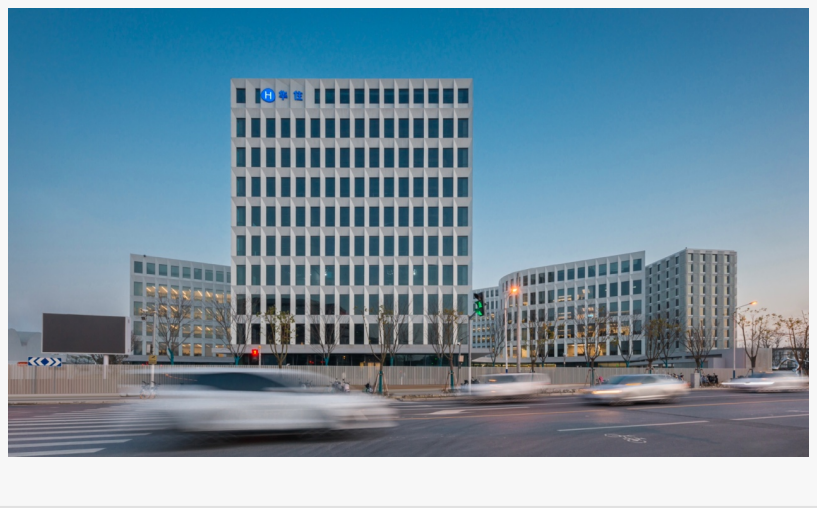


# 2024 17.8%

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HT.US 1179.HK 2024  
3031



EBITDA

2024 53 73  
17.8% Legacy-  
Huazhu 42 18.1%  
Legacy-  
DH 10 16.6% 21.1% 197

2024 100 (139) 2023 664 757  
2024 11 2023 822 821

2024 EBITDA 140 (197) 2023  
1 11

RevPAR ADR OCC

2024 RevPAR 3.1% 216  
ADR 2023 277 280 OCC 1.6  
RevPAR 4.5% ADR 0.2% OCC 2.3

2024 3031 9,817 955,657 133 2024  
5690 3,172 3,138 34

