



Innovation Policy

ILUNION Hotels

V3 – Apr 2026

1. INTRODUCTION

The Management Committee of ILUNION Hotels S.A. ("ILUNION Hotels" or the "Company"), within the framework of its general and non-delegable authority to determine the general policies and strategies of the Company, and following a review and proposal by the Management Committee, has approved this Innovation Policy (hereinafter, the "Policy") on April 13, 2023, reviewed on November 15, 2024.

The **objective of this Policy** is define and establish the principles and criteria that govern actions in the field of Innovation in accordance with the vision and strategy, in order to "**Build a better world with everyone included**".

2. PURPOSE OF THE POLICY

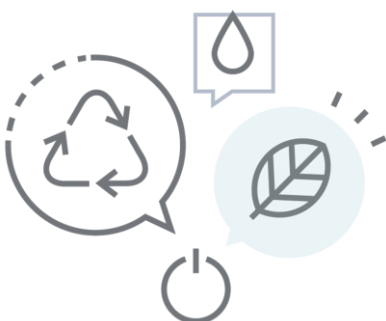
This Innovation Policy aims to **define and disseminate ILUNION Hotels' Innovation strategy**, with priority being given to position the Company as a unique inspiring model for all companies and stakeholders who want to build a better world. Thus contributing to the achievement of the Sustainable Development Goals (SDGs) approved by the United Nations.

The Company's commitment to Innovation is one of the strategic pillars to **inspire change through business and social transformation**, encouraging creative thinking in a diverse and inclusive environment.

The role of Innovation is to **support ILUNION Hotels' purpose** through the successful and significant transformation of the company, using **technology** as an enabler to deliver new solutions in an incremental, disruptive, and sustainable way, that add value to stakeholders.

This Policy promotes the **call to action to innovate (#InnovACTION)**, based on the concept of co-creation, and therefore, the entire company and its stakeholders are part of the Innovation process.

Our Company understands **Innovation as a decentralized and open process**. Decentralised, because it is carried out proactively in each area, empowering them, but in a coherent way, thanks to the support and coordination of the Innovation Area. Open, because the Company has a clear vocation to involve all its stakeholders in its Innovation process.



3. SCOPE OF APPLICATION

This Policy **applies to ILUNION Hotels and to all entities belonging to the Company**, regardless of their geographical location.

In addition, this Policy is also applicable, as it applies to joint ventures or spin-offs, when the Company holds a majority stake or assumes its management.

4. BASIC PRINCIPLES OF THE POLICY

To achieve the objectives indicated, the Company assumes and promotes the following principles of action in relation to its innovation strategy:

1. **Drive Business Transformation.**
2. To develop an Innovation that allows **multiplying impacts in the ILUNION Group.**
3. **To promote a culture of Innovation** by stimulating creative thinking internally by involving the entire team of the Company in the process.
4. **Promote the development of an innovative experience** for the customer and for the Company's human team.
5. **Promote Innovation in all areas of the Company** to increase its transformation, competitiveness and continuous improvement, supported by the innovation system implemented.
6. Carry out innovative projects to **develop new strategies, management and organizational systems, processes, operating systems, products and services.**
7. **Apply technology ethically and responsibly**, as a tool to serve our stakeholders' needs and drive innovation.
8. **Encourage an open innovation ecosystem**, promoting innovation in collaboration with stakeholders (customers, employees, suppliers, investors, regulators and society).
9. To promote **collaborations and alliances with external entities** with the aim of seeking synergies and contributing to the purpose of the Company.
10. **Develop new business models** that enable the long-term sustainability of the Company.
11. **Define the internal processes and structures of Innovation** and ensure compliance and correct functioning of these.
12. Continue to increase the **commitment and promotion of Innovation** by the Company's Management.
13. **To promote a competitive intelligence system** to learn about initiatives external to the Company, including those implemented in other similar sectors, and to be able to apply any disruptive or incremental alternative within ILUNION Hotels.
14. **Communicate internally and externally**, offering visibility and notoriety to Innovation initiatives.
15. **Monitor Innovation actions**, studying their impact, follow-up and results.
16. To **protect the Industrial Property generated**, as well as the commitment to **respect and comply with all applicable legislation on the protection of third-party assets.**