

# Notes to the Group Financial Statements

## 1. Exchange rates

	2025		2024		2023	
	Average	Closing	Average	Closing	Average	Closing
\$1 equivalent						
Sterling	£0.76	£0.74	£0.78	£0.80	£0.80	£0.78
Euro	€0.89	€0.85	€0.92	€0.96	€0.92	€0.90

## 2. Segmental information

### Revenue

	2025	2024	2023
Year ended 31 December	\$m	\$m	\$m
Americas	1,129	1,141	1,105
EMEA	811	748	677
Greater China	165	161	161
Central	363	262	221
<b>Revenue from reportable segments</b>	<b>2,468</b>	2,312	2,164
System Fund and reimbursable revenues	2,721	2,611	2,460
<b>Total revenue</b>	<b>5,189</b>	4,923	4,624

### Profit

	2025	2024	2023
Year ended 31 December	\$m	\$m	\$m
Americas	836	828	815
EMEA	303	270	215
Greater China	99	98	96
Central	27	(72)	(107)
<b>Operating profit from reportable segments</b>	<b>1,265</b>	1,124	1,019
System Fund and reimbursable result	(46)	(83)	19
Operating exceptional items (note 6)	(21)	-	28
<b>Operating profit</b>	<b>1,198</b>	1,041	1,066
Net financial expenses	(153)	(115)	(87)
Foreign exchange gains/(losses)	37	(25)	35
Remeasurement of contingent purchase consideration	(8)	(4)	(4)
<b>Profit before tax</b>	<b>1,074</b>	897	1,010
Tax	(315)	(269)	(260)
<b>Profit for the year</b>	<b>759</b>	628	750

## Notes to the Group Financial Statements continued

## 2. Segmental information continued

## Non-cash items included within operating profit from reportable segments

	Americas \$m	EMEA \$m	Greater China \$m	Central \$m	Group \$m
Year ended 31 December 2025					
Depreciation and amortisation <sup>a</sup>	25	13	3	26	67
Contract assets deduction in revenue	30	21	1	-	52
Equity-settled share-based payments cost	13	7	4	18	42
Share of profit of associates and joint ventures	-	(6)	-	-	(6)
Year ended 31 December 2024					
Depreciation and amortisation <sup>a</sup>	24	12	3	26	65
Contract assets deduction in revenue	24	18	1	-	43
Equity-settled share-based payments cost	10	5	3	19	37
Share of profit of associates and joint ventures	(4)	(6)	-	-	(10)
Year ended 31 December 2023					
Depreciation and amortisation <sup>a</sup>	24	12	4	27	67
Contract assets deduction in revenue	21	15	1	-	37
Equity-settled share-based payments cost	9	4	2	16	31
Share of profit of associates (excluding exceptional items)	(5)	(8)	-	-	(13)

a. Includes \$18m (2024: \$16m, 2023: \$17m) relating to cost of sales in owned & leased hotels and \$49m (2024: \$49m, 2023: \$50m) relating to other assets. A further \$79m (2024: \$80m, 2023: \$83m) was recorded within System Fund and reimbursable expenses.

## Geographical information

Year ended 31 December	2025 \$m	2024 \$m	2023 \$m
<b>Revenue</b>			
United Kingdom	312	291	263
United States	1,965	1,902	1,777
Rest of World	1,195	1,119	1,020
	3,472	3,312	3,060
System Fund revenues (note 31)	1,717	1,611	1,564
	5,189	4,923	4,624

For the purposes of the above table, fee business, owned & leased and reimbursable revenues are determined according to the location of the hotel and other revenue is attributed to the country of origin. In addition to the United Kingdom, revenue relating to an individual country is separately disclosed when it represents 10% or more of total revenue. System Fund revenues are not included in the geographical analysis as the Group does not monitor the Fund's revenue by location of the hotel or, in the case of the loyalty programme, according to the location where members consume their rewards.

31 December	2025 \$m	2024 <sup>a</sup> \$m
<b>Non-current assets</b>		
United Kingdom	152	125
United States	1,107	1,110
Rest of World	1,241	1,017
	2,500	2,252

a. The Group has revised the methodology used to allocate brands and software to individual countries to better reflect how intangible corporate assets are deployed globally at each reporting date. The assets were previously allocated based on the location of the owning entity or based on long-term trading expectations at the time the asset was acquired. They are now allocated based on the most relevant distribution of open and pipeline rooms at the reporting date. The change in policy reduced the United States total by \$280m (2024: \$260m) and increased the United Kingdom and Rest of World by \$35m (2024: \$21m) and \$245m (2024: \$239m), respectively. No additional countries exceeded 10% of total non-current assets.

For the purposes of the above table, non-current assets comprise goodwill and other intangible assets, property, plant and equipment, right-of-use assets, investments in associates and joint ventures, non-current other receivables, non-current contract costs and non-current contract assets. In addition to the United Kingdom, non-current assets relating to an individual country are separately disclosed when they represent 10% or more of total non-current assets, as defined above.

\$294m (2024: \$307m) of tangible fixed assets are located in the United States, of which \$93m (2024: \$99m) relates to property, plant and equipment and \$201m (2024: \$208m) relates to right-of-use assets.