



|                            |                                   |                      |                          |
|----------------------------|-----------------------------------|----------------------|--------------------------|
| <b>Luxury</b>              | Divani                            | JW Marriott Hotel    | Paloma                   |
| 1 Hotel                    | Dorchester Collection             | Kempinski Hotel      | Pan Pacific Hotel        |
| Alila Hotel                | Doyle Collection                  | Lake District Hotels | Paradisus by Melia       |
| Almanac Hotel              | Dreams Resort                     | Langham Hotel        | Park Hyatt               |
| Aman                       | Dusit Thani                       | Lotte Hotel & Resort | Pendry                   |
| Anantara Hotel & Resort    | Edition                           | Lungarno Hotel       | Preferred Hotel & Resort |
| Andaz                      | Emblems Collection                | LUX*                 | Radisson Collection      |
| Andrew Brownsword          | Experimental                      | Luxury Collection    | Raffles                  |
| Angsana Resort & Spa       | Faena                             | LXR Hotel & Resort   | Red Carnation            |
| Auberge Resorts Collection | Fairmont Hotel                    | Maison Albar         | Regent Hotel             |
| Baccarat Hotel             | Falkensteiner Hotels & Residences | Mandarin Oriental    | Registry Collection      |
| Baglioni Hotel             | Four Seasons                      | Mantis Collection    | Relais & Chateaux        |
| Banyan Tree                | Gran Melia                        | Marine & Lawn        | Ritz-Carlton             |
| Beachcomber Hotel          | Grand Hyatt                       | ME by Melia          | Rixos Hotel              |
| Belmond                    | Hand Picked                       | MGallery Hotel       | Rocco Forte Hotel        |
| Bvlgari                    | Harbour Hotel                     | MGM                  | Roseate Hotel & Resort   |
| Capella Hotel              | Hipotels                          | Miraval Resort & Spa | Rosewood Hotel           |
| COMO                       | Hotel du Vin                      | Mondrian             | Secrets Resort           |
| Concorde Hotel             | Iberostar Grand Collection        | Montage              | Shangri-La Hotel         |
| Conrad Hotel               | Icelandair Hotel                  | Nikki Beach Hotel    | Shaza Hotel              |
| Constance Hotel            | Ikos Resort                       | Nobu Hotel           | Signia Hilton            |
| Corinthia                  | Imperial                          | Oberoi Hotel         | Six Senses Resort & Spa  |
| Crown Hotel                | InterContinental                  | Oetker Collection    | SLH - Hilton             |
| Delano                     | Jaz Hotel & Resort                | One And Only Resort  | SLS Hotel                |
| Destination Hotel          | Jumeirah                          | Orient Express       | SO/                      |



|                                 |                                |                          |                          |
|---------------------------------|--------------------------------|--------------------------|--------------------------|
| Sofitel                         | ABode Hotels                   | Divan                    | Kimpton Hotel            |
| Sofitel Legend                  | Ace Hotel                      | Dolce by Wyndham         | Landmark Hotel           |
| St Regis                        | Adina                          | Dream Hotel              | Lapland Hotel            |
| SUNRISE                         | Altis                          | dusitD2                  | Le Meridien              |
| Taj                             | Amrath Hotel                   | Electra                  | Legacy Hotel             |
| The Address                     | Apex Hotel                     | Embassy Suites by Hilton | Leisureplex              |
| The Chedi                       | art`otel                       | Frasers Hospitality      | Limak Hotel              |
| The Peninsula Hotel             | Ascott Hotel                   | Graduate Hotel           | Louis                    |
| THE PIG                         | Atlantica                      | Grand Millennium         | Luxury Family Hotel      |
| The Unbound Collection by Hyatt | Autograph Collection           | Great Wolf Lodge         | Macdonald Hotel          |
| Thompson Hotel                  | Canopy by Hilton               | Groupe Lucien Barriere   | Malmaison                |
| Trump Hotel Collection          | Capri by Fraser                | H-TOP                    | Marriott Hotel           |
| TUI Magic Life                  | Carlton Hotel Collection       | H10 Hotel                | Melia Boutique           |
| Valamar                         | Centara Grand Hotel & Resort   | Hard Rock Hotel          | Mitsis                   |
| Viceroy                         | Cloud7                         | Hilton Hotel & Resort    | Morgans Originals        |
| Vignette Collection             | Club Med                       | Hotel Indigo             | NH Collection            |
| Virgin Hotel Collection         | Club Quarters                  | Hotels & Preference      | NHOW                     |
| W Hotel                         | Comwell Hotel                  | Hyatt Centric            | O'Callaghan Hotel        |
| Waldorf Astoria Hotel & Resort  | Cook's Club                    | Hyatt Hotel              | Octant                   |
| WorldHotel Luxury               | Curio - A Collection by Hilton | Hyatt Regency            | Okura Hotel & Resort     |
| Yadis Hotel                     | Dan Hotel                      | Hyde Hotels by Accor     | Outrigger                |
| ZEL                             | De Vere Hotel                  | Hyperion                 | Pestana Collection Hotel |
| Zoetry Wellness & Spa           | Derby Hotel                    | Janu                     | Pickalbatros             |
| <b>Upper Upscale</b>            | Design Hotel                   | JdV Hotel                | Pilot Hotel              |
| 25hours Hotel                   | Disney's Deluxe Resorts        | Jebel Ali International  | PortoBay                 |



|                        |                      |                                 |                           |
|------------------------|----------------------|---------------------------------|---------------------------|
| Pullman Hotel          | Titanic Hotel        | AMAKS Hotel                     | CenterHotel               |
| Radisson Blu           | Tivoli               | Ameron Hotel Collection         | Cham Palace               |
| Radisson Individuals   | Tribute              | Aminess                         | Chandris Hotel & Resort   |
| Radisson Red           | TUI Blue             | Arcotel Hotel                   | Charming Hotel            |
| Rayhaan Hotel & Resort | Vida Hotel & Resort  | Arjaan                          | chic&basic                |
| Renaissance Hotel      | Vincci Hotel         | Ascend Collection               | CitizenM Hotel            |
| RIU Palace             | Viva                 | Aston Hotel & Resort            | Ciutat Hotel              |
| Room Mate Hotel        | Vivanta by Taj       | Atahotel                        | Clarion Collection        |
| Rotana                 | Wanda Vista          | Atlantic Hotel                  | Clayton Hotel             |
| Royal Hideaway         | Warwick Hotel        | Aurea                           | Corus Hotel               |
| Royal Sonesta          | Westin Hotel         | AVANI                           | Courtyard by Marriott     |
| Sandman Signature      | Wilde                | Axel Hotel                      | Courtyard Hotel           |
| Senator                | WorldHotel Crafted   | Azalai                          | Cove                      |
| Serena Hotel           | WorldHotel Elite     | Barcelo                         | Crowne Plaza              |
| SH Hoteles             | Wyndham Grand        | Be Live                         | De Vere Venue             |
| Shangri-La Resort      | <b>Upscale</b>       | Best Western Premier            | Decameron Hotel           |
| Sheraton Hotel         | abba                 | Best Western Premier Collection | Delta Hotel               |
| Starhotel              | Abou Nawas           | Bilderberg                      | Disney's Moderate Resorts |
| Steigenberger Hotel    | AC Hotel by Marriott | BlueSun                         | Dorint Hotel              |
| Swissotel              | Affiliated by Melia  | BON Hotel                       | Dormero Hotel             |
| Tapestry by Hilton     | Aiden Hotel          | Break Sokos Hotel               | DoubleTree by Hilton      |
| THB                    | Alana                | Brown Hotel                     | Edge by Rotana            |
| The Hoxton             | aloft Hotel          | Catalonia                       | element                   |
| The Montcalm Hotel     | Alp'Azur Hotel       | Centara Boutique Collection     | elewana Collection        |
| The Standard           | Alua Hotel & Resort  | Centara Hotel                   | Elite Hotel               |



## Brands by Chain Scale - 2025

### Europe, Middle East, and Africa

|                     |                              |                      |                     |
|---------------------|------------------------------|----------------------|---------------------|
| EuroAgentur Hotel   | Iberostar                    | Millennium Hotel     | QHotels             |
| Europa              | Iberostar Beachfront Resorts | Millennium Place     | Radisson Hotel      |
| Eurostars Hotel     | Iberotel Hotel               | Mogador              | Residence Inn       |
| Evenia              | Imperial Hotel Group         | Motto by Hilton      | Rimonim             |
| EWA Hotel Apartment | Innside by Melia             | Movenpick            | RIU Hotel           |
| FERGUS              | Intur                        | Muthu                | Robinson Club       |
| Fleming's Hotel     | Jaz in the City              | Mysk by Shaza        | room2               |
| Four Points Hotel   | K+K Hotel                    | NH Hotel             | Ruby Hotel          |
| Fuller's Hotel      | Kenzi Hotel                  | Nordotel             | Ruby Hotel Resort   |
| Garden              | Kipriotis                    | Novotel              | Saco                |
| Globales            | Landidyll                    | numa                 | Sadie Hotel         |
| Grand Mercure       | Leonardo Boutique Hotel      | NYX                  | Safir International |
| Grange Hotel        | Leonardo Royal Hotel         | Oaks Hotel & Resort  | Sana                |
| Grecotel            | LifeClass Hotel & Resort     | OKKO Hotel           | Sarova              |
| H4 Hotels           | Locke                        | One Shot             | Scandic Hotel       |
| Hampshire           | Iti Hotel                    | Palladium Hotel      | Silken Hoteles      |
| HELIOPARK           | lyf                          | Paradores            | Solo Sokos Hotel    |
| Helnan Hotel        | Maldron Hotel                | Park Plaza           | Soluxe              |
| Hilton Garden Inn   | MaMaison                     | Pestana CR7          | Sonesta Hotel       |
| Hotel AMANO         | Manor House Hotel            | Pestana Hotel        | Southern Sun        |
| Hotel Guldsmeden    | Manotel                      | Pousadas de Portugal | Staybridge Suites   |
| Hotel Husa          | Maritim                      | Prince Hotel         | Staycity            |
| Hotel Petit Palace  | Me and All Hotel             | Protur Hotel         | Sun International   |
| Hyatt House         | Melia                        | Puro                 | Sunstar Hotel       |
| Hyatt Place         | Metro Inn                    | Pytloun Hotel        | Tempo by Hilton     |

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|                         |                                   |                                     |                        |
|-------------------------|-----------------------------------|-------------------------------------|------------------------|
| The Three Corners       | ALEGRIA                           | Cresta Hotel                        | HCC Hotel              |
| The Triton              | ANEW                              | Crystal Hotel                       | Hesperia Hoteles       |
| Thistle Hotel           | AS Hotel                          | Danubius Hotel                      | Holiday Inn            |
| Thon Hotel              | Aston                             | Dedeman Hotel                       | Holiday Inn Express    |
| Three Cities Hotel      | Atiram                            | Disney's Value Resorts              | Home2 Suites by Hilton |
| Thwaites Hotel          | Austria Trend Hotel               | Domina Hotel                        | Hotel Edda             |
| Treehouse Hotel         | Avari Hotel                       | Dorsett                             | Hotel Oceania          |
| Tsokkos                 | Azimut                            | Dusit Princess                      | Hunguest               |
| Una Hotel & Resort      | AZZ Hoteles                       | Elba                                | IFA                    |
| Van der Valk            | Bel & the Dragon                  | Embrace Hotels                      | Ilunion Hotel          |
| Vertice                 | Berjaya                           | Exe Hotel                           | Innkeepers Lodge       |
| Vib                     | Best Western Plus                 | Executive Residency by Best Western | InterCity Hotel        |
| Vienna House by Wyndham | Best Western Signature Collection | Explorer Hotel                      | Isrotel                |
| Voco                    | Blu Hotel                         | Fairfield Inn                       | Kyriad Prestige        |
| Welcome Hotel           | Brend Hotel                       | Floris                              | La Quinta by Wyndham   |
| WorldHotel Distinctive  | Britannia                         | Fosshotel                           | Legacy Hotels UK       |
| Wyndham                 | Carlton Hotel                     | Garden Court                        | Leonardo Hotel         |
| Yotel                   | Centro by Rotana                  | GHotel hotel & living               | Living Hotel           |
| Yotel Air               | Citadines Apart'Hotel             | Golden Tulip                        | Mama Shelter           |
| <b>Upper Midscale</b>   | City Lodge                        | Good Morning Hotels by Ligula       | McGettigan Hotel       |
| Abora by Lopesan        | Clarion                           | Grand Hotel                         | Medplaya               |
| acora Living the City   | Comfort Inn                       | H2 Hotels                           | MENA                   |
| Adagio City Aparthotel  | Comfort Suites                    | Hampton Inn & Suites by Hilton      | Mercure Hotel          |
| AHA                     | Copthorne Hotel                   | Hampton Inn by Hilton               | Minotel International  |
| Al Diar                 | Coral                             | Handwritten Collection              | Motel One              |



|                     |                                 |                          |                              |
|---------------------|---------------------------------|--------------------------|------------------------------|
| Moxy                | SB                              | Zenit                    | Citymax                      |
| New Hotel           | Selina                          | <b>Midscale</b>          | Cloud One                    |
| Norlandia Hotellene | Seminaris Hotel                 | 7 Days Premium           | Coast & Country Hotel        |
| Oca Hotel           | Servatur                        | ACHAT Comfort            | Coral Hotel & Resort         |
| Occidental          | Sol by Melia                    | Adagio Access Aparthotel | Crisol Hotel                 |
| Orea Hotel          | Sol Y Mar Resort                | Akena                    | Days Inn China by Wyndham    |
| Paladien            | Sorell Hotel                    | Allegro Resort           | Dragonfly Hotel              |
| Park Regis          | Sterling Hotel                  | Anemon Hotel             | El Mouradi Hotel             |
| Penta               | Sweden Hotel                    | Arche                    | Fiesta Hotel & Resort        |
| Playa Hoteles       | Swiss-Belhotel                  | Arthotel ANA             | First                        |
| Postillion          | The Melia Collection            | Aston Inn                | Fletcher                     |
| Prima Hotel         | The Originals City              | Azur                     | Four Points Flex by Sheraton |
| Princess Hotel      | The Social Hub                  | Bastion Hotel            | Garner - an IHG Hotel        |
| Protea Hotel        | TOP City & CountryLine          | Best Western             | Greet                        |
| Quality Resort      | TOP International Hotel         | Blue Sea Hotel           | Grupotel                     |
| Qubus               | Trademark Collection by Wyndham | BlueBay Resort           | H+ Hotels                    |
| Queens Hotel        | TRYP by Wyndham                 | Boutique                 | Hawthorn Suites by Wyndham   |
| Quentin             | Urban by CityBlue               | Campanile Hotel          | Holiday Inn - the niu        |
| relexa              | Valentin Hotel                  | Candlewood Suites        | Hotel Acta                   |
| Reverb by Hard Rock | Victor's Residenz Hotel         | Carris Hotel             | Hotel Gromada                |
| Ringhotel           | Vila Gale                       | Checkin                  | Hotel Inn Design             |
| Romantik Hotel      | Village Hotel                   | Citadines Connect        | Hotel RH                     |
| Roomzzz             | Warner Leisure Hotel            | Citrus                   | Ibis                         |
| Rove                | WestCord Hotel                  | CityBlue Hotel           | Ibis Styles                  |
| Royal Tulip Hotel   | Wyndham Garden                  | Citybox                  | Idea Hotels                  |



## Brands by Chain Scale - 2025

### Europe, Middle East, and Africa

|                                |                              |                           |                          |
|--------------------------------|------------------------------|---------------------------|--------------------------|
| Ikonik Hotel                   | Roc                          | B&B Hotel                 | novum hotel              |
| Imperial London Hotel          | Sarovar Portico              | Balladins                 | OYO Hotel                |
| Kingsgate Hotel                | Scandic Go                   | Best Hotel                | Premier Inn              |
| Kyriad                         | Sercotel Hotel               | CABINN                    | Premiere Classe          |
| Libertel                       | Sleep Inn                    | Centro Hotel              | RelaxInnz                |
| Magnuson                       | Smarthotel                   | City Inn                  | Road Lodge               |
| Maxx by Steigenberger Hotel    | Soho Boutique Hotel          | Days Inn by Wyndham       | Robert Parker Collection |
| Meininger Hotel                | Sorat Hotel                  | easyHotel                 | Stay Hotel               |
| nestor Hotel                   | Sorea                        | Eklo                      | Strathmore Hotel         |
| Novum Select Hotel             | Spark by Hilton              | EuroHotel                 | Sun 1                    |
| Oceania Hotel Escale           | St Giles Hotel               | Fasthotels                | Super 8 by Wyndham       |
| Omena Hotel                    | StayEasy                     | Flag Hotel                | SureStay Collection      |
| Ona                            | Surya Hotel                  | Hotel F1                  | SureStay Hotel           |
| Only You                       | Swallow Hotel                | Hotel Mister Bed          | SureStay Studio          |
| Onomo Hotel                    | Talbot Hotel                 | Howard Johnson by Wyndham | Swiss-Belinn             |
| Original Sokos Hotel           | the niu                      | hub by Premier Inn        | Toyoko Inn               |
| Palace Inn                     | Timhotel                     | Ibis budget               | Travelodge               |
| Park Inn                       | Town Lodge                   | Inter-Hotel               | Travelodge UK            |
| Point A Hotel                  | TRH Hoteles                  | Jo&Joe                    | VIP Hotel                |
| Precise House                  | Tribe by Accor               | Kyriad Direct             | Yotel Pad                |
| Premier Inn Middle East & Asia | Tulip Inn Hotel              | Lochs & Glens Holiday     | Z                        |
| Prize by Radisson              | Turim Hotel                  | LOGINN by ACHAT           | Zleep                    |
| Quality Inn & Suites           | Vienna House Easy by Wyndham | Marston's Inn             |                          |
| Ramada                         | Yggotel                      | Moov                      |                          |
| Ramada Encore by Wyndham       | <b>Economy</b>               | Nevsky                    |                          |

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