



**Annual
Hospitality
Conference**

Post Show Report

29–30 September 2025
Manchester, UK

AN EXPERIENCE FROM
Questex



AHC is where UK hospitality unites to unlock investment, insight and opportunity.

As the UK's leading event for hospitality dealmakers and decision-makers, the AHC brings together hotels, hybrid concepts, pubs, F&B, and more. Returning at a pivotal moment for the sector, this year's AHC explored bold strategies, fresh thinking and new partnerships shaping the future of UK hospitality.

80%

of attendees
plan to attend
next year

IMMERSE YOURSELF IN THE AHC EXPERIENCE, WATCH THE HIGHLIGHTS VIDEO HERE



AHC in Numbers



1,100+
Delegates



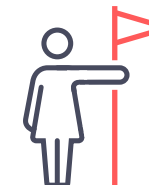
17%
Investors & Owners



26%
New investors



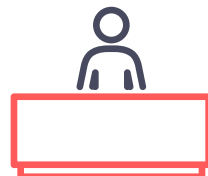
\$111bn+
AUM



27%
Female audience
participation



113
Speakers



64
Sponsors



Advisory	33%
Design, Building & Construction	19%
Investor/Owner	17%
Hotel brand/company	15%
Operator	5%
Other	11%

Hear directly from the AHC community



AHC is the right place to dive deeper into the latest trends and understand how the market is evolving - especially in the UK.

LAURENT TURPAULT

SVP Group Communications and Public Affairs,
Essendi



Connection and collaboration are everything. I've met so many people here who are driven to succeed in the hospitality market.

JODIE TATE

Managing Director, Destination Brands
and Ventures, Greene King



With so many professionals from across the sector gathered here, if you're not at AHC, you're missing a huge opportunity to connect.

EMMA YOUNG

Head of Syndication Finance, AIB



AHC feels like a true community - everyone's here to learn from each other. It's such a welcoming atmosphere.

DANNY WILSON

Managing Director, Manchester City Operations,
City Football Club



Learn

Hear from leading speakers, investors, and hospitality experts as they share insights on collaboration, innovation, and proactive strategies that drive growth and shape the industry's future.



Network

Connect with leading hospitality businesses on the exhibition floor and through curated experiences – from evening receptions to Power Hour matchmaking – designed to spark valuable partnerships and conversations.



Be Inspired

Meet market leaders, deal-makers, and influential businesses driving growth, setting new standards, and shaping the evolving landscape of UK hospitality through ambition, innovation, and shared success.



2025 Theme: Reset. Rebuild. Rise

In 2025, the theme reflected an industry adapting to economic, political, and societal change. With strong fundamentals and investor confidence, UK hospitality embraced not just recovery but reinvention. Across hotels, restaurants, bars, and alternative living, the programme explored new strategies and structures driving transformation. The event championed resilience, purpose, and vision - proving hospitality's future isn't inherited but engineered.

5 Things we learned from AHC 2025

1 Debt availability sparks deal flow

The UK hotel transactions market is displaying a return to liquidity, with debt increasingly available although deals remain largely granular. The trend across 2024 was for bigger portfolio transactions but so far this has been replaced by single asset sales.

2 Supply chains really matter

"Whenever we see an industry under pressure - we need to understand the deeper partnerships throughout the value chain. In a crisis, businesses that understand the whole value chain are the ones that prosper," said Leon co-founder John Vincent.

3 Agentic AI is the next big tech leap

This is AI that doesn't just generate content - it acts, adapts, and collaborates. It can monitor news, compile insights, draft reports, and autonomously schedule meetings, handling tasks end-to-end without human intervention.

4 UK remains attractive to Asian capital

Asian capital continues to bet on hospitality investment in the UK, drawn by interesting opportunities, the rule of law and diversification strategies. And it is not just London attracting attention, assets today in regional cities including Edinburgh, Leeds, Liverpool and Manchester are also prized.

5 Good relationships with lenders are key

"People will tell you that lenders will never stand by you in difficult times. But that's not been my experience," said Surinder Arora, founder and chairman, The Arora Group, demonstrating the importance of strong lender relationships, especially in today's higher-cost borrowing environment.

[VIEW AHC DIGITAL](#)





Our Speakers

An impressive line up of 110+ industry leaders and experts

Olga Andreevskikh Senior Conference Producer Questex

Phil Andreopoulos CEO Yotel

Rachel Andvig Director, Core Analytics WTW

Surinder Arora Founder and Chairman The Arora Group

Maria Ashton Vice President, Development, Luxury Brands, Europe Accor

Jon Asumendi Senior Vice President, Acquisitions Starwood Capital

Jules Barker Associate Partner, Real Estate McKinsey & Company

Matthew Bell Managing Director Mollie's

Lionel Benjamin Co Founder go2 Hotels

Judi Blakeburn Chief Commercial Officer Watgate Bay Hotel, Another Place hotels and SeaSpace

Jens Blomdahl Principal KSL Capital Partners

Andreea Bodea Investment Director Pygmalion Capital

Carine Bonnejean Managing Director - Hotels Christie & Co

Victoria Braddock Managing Director Marketing Manchester

Saurabh Chawla Vice President Transactions Westmont Hospitality

Gilles Clavie Chief Executive Officer Essendi

Benjamin Curtis Managing Director EMEA Agilysys

Joanna Demkow-Bartlome COO CREE Buildings

Carlos Escoda Chief Executive Officer SmartRental Group

Yuan Fang Senior Vice President Development Minor Hotels

Gerard Forde Founder Bizimply

Alicia Goya ESG Manager Essendi

Devin Grosse Chief Executive Officer Focus Hotels

Michael Grove CEO Hotstats

Neil Hall CEO Focus Group

Chris Hare Economist HSBC Global Banking and Markets

Paul Harnedy Executive Vice President Cedar Capital Partners

Dave Hart Chief Executive Officer RBH Hospitality Management

Andy Illingworth Head of Interior Design HLM Architects

Nathan Jackson Director LaSalle Investment Management

Erik Jacobs Partner Vertiq Capital

Zain Kajani Director JMK Group

Rebecca Kane Burton EVP, Venue Management, International Oak View Group

Puneet Kanuga Chief Investment Officer EQ Group

Louis Keighley Director, Head of Global Residential Development Consultancy Savills

Niall Kelly Head of Business Development Aimbridge EMEA

Alexi Khajavi Group President Questex

Laureline Klijnsma Sr Business Development Executive Norton

Ellina Kraynik Associate Director, Hotels Capital Markets CBRE

David Laycock CEO Altius Real Estate

Robin Leahy Director of Mergers and Acquisitions Village Hotels

JJ Lenhart Managing Director The Baupost Group

Flavio Leoni Regional Director Global Accounts Booking.com

Alessandra Leoni Head of Hospitality Focus on Hospitality Powered by Focus Group

Morgann Lesne Partner Cambon Partners

Lyslee Li Vice President Klarent Hospitality

Marcel Lindt Director of Development The Ascott

Edwin Liu Chief Investment Officer & Managing Director, UK & Europe Heeton Holdings Limited

Simon Lousada Owner voco Zeal Exeter Science Park

Al Malik Chairman Oxsana Hospitality

Dimitris Manikis President Wyndham Hotels & Resorts EMEA

Sinead Marron Director of Growth UK Alkimii



Our Speakers

An impressive line up of 110+ industry leaders and experts

Gwen Martignoni Vice President Amante Capital

Wayne McMullan Technical Director GDC Interiors

Anand Menon Director UK in a Changing Europe

Patrick Meutzner Founder & CPO Trengo

Katie Morton Lee Head of Hotels Barclays

Paul Nash Construction Consultant Jansons Property

Ronen Nissenbaum CEO UK/Ireland, Benelux, Spain, Portugal and US Leonardo Hotels

Sebastian Nohse Senior Director of Culinary EMEA & F&D Development, Openings and Operations UK&I Hilton Worldwide

Anthony Nutkins Head of Hotels & Healthcare Coutts

Ross O'Loughlin Director Global HSE Group

Leeny Oberg Chief Financial Officer and Executive Vice President, Development Marriott International

David Orr CEO Resident Hotels

John Paul Nichols CEO Club Quarters dba Altus Hospitality

Chris Penny Managing Director Starwood Capital Group

Uli Pillau CEO & Founder Apaleo

Vincent Purino Director - Business Development Verdant by Copeland

Jacob Rasin Senior Vice President Transactions Pandox AB

Vedrana Riley CEO Ciel Capital

Aoife Roche Regional Vice President, Sales - EMEA STR

Tim Rumney Chief Executive Officer BWH Hotels GB

Dr. Sabine Schaffer Co-Founder & Managing Partner Pro-invest Group

Soraiya Salemhamed ESG Director 4C Group

Georgina Selfe Development Director Accor

Jason Simpson CEO RAW Charging

Nick Smart VP Development, UK, Ireland & Nordics Hilton Worldwide

Hussein Sunderji Managing Director and Partner EQ Group

Jodie Tate Managing Director, Destination Brands and Ventures Greene King

John Vincent Co Founder & Former CEO LEON Restaurants

John Welsh Managing Director Hickory's Smokehouse

Peter Werhahn Managing Director Blackstone

Matt Williams Director of Hotels Dominus

Danny Wilson Managing Director, Manchester City Operations City Football Group

Elie Younes Global Chief Development Officer Radisson Hotel Group

Emma Young Head of Syndication Finance AIB

Li Zhang Senior Vice President Brookfield Asset Management

To find out more about our 2025 speakers [click here](#).

VIEW PROGRAMME 

Investors & Owners

In attendance

1912 Hotels GmbH	Cedar Capital Partners	Generator Hotels
4C Group	Ciel Capital	GHE Multi Family Office
Ag Hotels Group	Clanbury Ltd	Greene King Pub Co
Ajlan & Brothers Group	Clermont Hotel Group	Heeton Holdings Limited
Align Partners Limited	Concrete Ventures/ Urban Rest	Ica
Alpha Real Capital	CP Holdings Ltd	Independent Hospitality Owner
Amante Capital	Crafted	Jansons Property
Andras Hotels	Crimson Hotels	JDP Hotels Holdings Limited
Aroundtown SA	Crowne Plaza Hotel - Newcastle	JLH Consulting Ltd
Artfarm	Dean Street Developments Ltd	Kabannas
Aspire Hospitality GmbH	Dominus	Kaleidoscopehotels
Barnsdales Group	Edgeman Ltd	Kasaka Hotels Partnership
Blackfinch Investments	Edwardian Hotels London	Kaz Hotels
Blackstone	EQ Group	KSL Capital Partners
Borealis Hotel Group	Essendi	Lamington Group
Brookfield Asset Management	Esteema Capital Partner	LaSalle Investment Management
Brookvest Property Partners	Eurostars Hotels	Legal & General Asset Management
C1 Capital	Fattal Hotels	Leonardo Hotels (Fattal Group)
Cairn Group	First Inn Group	LGH Hotels Management
Cantley House Hotel	Fluent2 Projects	LHC
CapitaLand Investment, Lodging	Formby Invest Limited	London & Regional
Castleforge	Fragrance Group	London Town Group



Investors & Owners

In attendance

Lotus Property	Sarr hotels noke ltd	VIVE Capital Partners
Lowy Group Limited	Sebba (holding vehicle under structuring)	voco Zeal Exeter Science Park
Lyell Leisure	Sircle Collection	West HQ
Mactaggart Family and Partners	Splendid Hospitality Group	West Midlands Convenience Stores Limited
Manchester City FC	Starboard Hotels Ltd	Westcombe Group
Maya Capital LLP	Starwood Capital Group	Westmont Hospitality
Minor Hotels	Supercity Aparthotels	Westpoint hotel
Mollies Motels	Switch Bournemouth Limited	Wirefox
Montcalm Collection and Park Grand Hotels	TASB Investments Ltd	Worq group Ltd
Motel One	TFE UK Hotel Management Limited	Zeal Hotels
Nestor Group	THAT Group	
New World Hospitality	THAT Topco Limited	
OKKO HOTELS	The Arora Group	
One Ada	The Baupost Group	
OPREIM	The Byron Hotel	
Pandox AB	The Kaleidoscope Town House Limited	
Principal Asset Management	The Plough Coddington	
Pro Invest Group	Trident Hotels (South Lakes) Investments LLP	
Pygmalion Capital	Tristan Capital Partners	
Queensway	Tudor Hotels Collection	
Resident Hotels Limited	Vertiq Capital	
Revcap		



Activations and experiences to re-energise and inspire



Curated Networking

The Power Hour and Capital Meets spark valuable connections, meaningful partnerships, and high-impact 1-1 conversations.



TrUCK INn

Breakaway from the exhibition floor and recharge at TrUCK INn.

Evening Receptions

Networking socials to take you from the event to the city.



F&B Safari

Exploring Manchester's vibrant food, drink, and F&B innovations.



Connecting a thriving online community

SOCIAL (LINKEDIN)



3,979

Page views



1,841

Unique visitors



6,615

Followers



3,278

Reactions



83

Comments



64

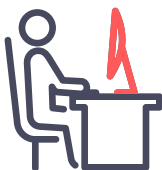
Reposts



193,365

Impressions

WEB



58,522

Web visitors



376,237

Interactions

APP



888

Active app users



4,106

Connections made



569

Accepted meetings

PRESS COVERAGE



1.42k

Mentions



309

Reach

Our Sponsors

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Get in touch

To learn how you and your company can be part of the industry's leading hospitality investment conference.

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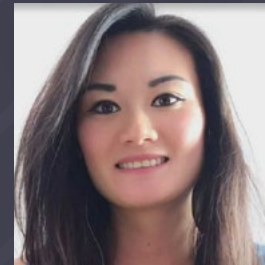
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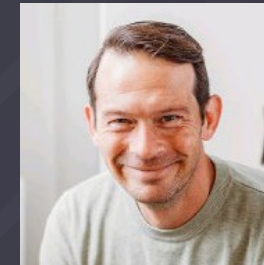
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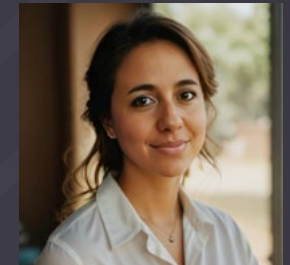
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