



International
Hospitality
Investment Forum

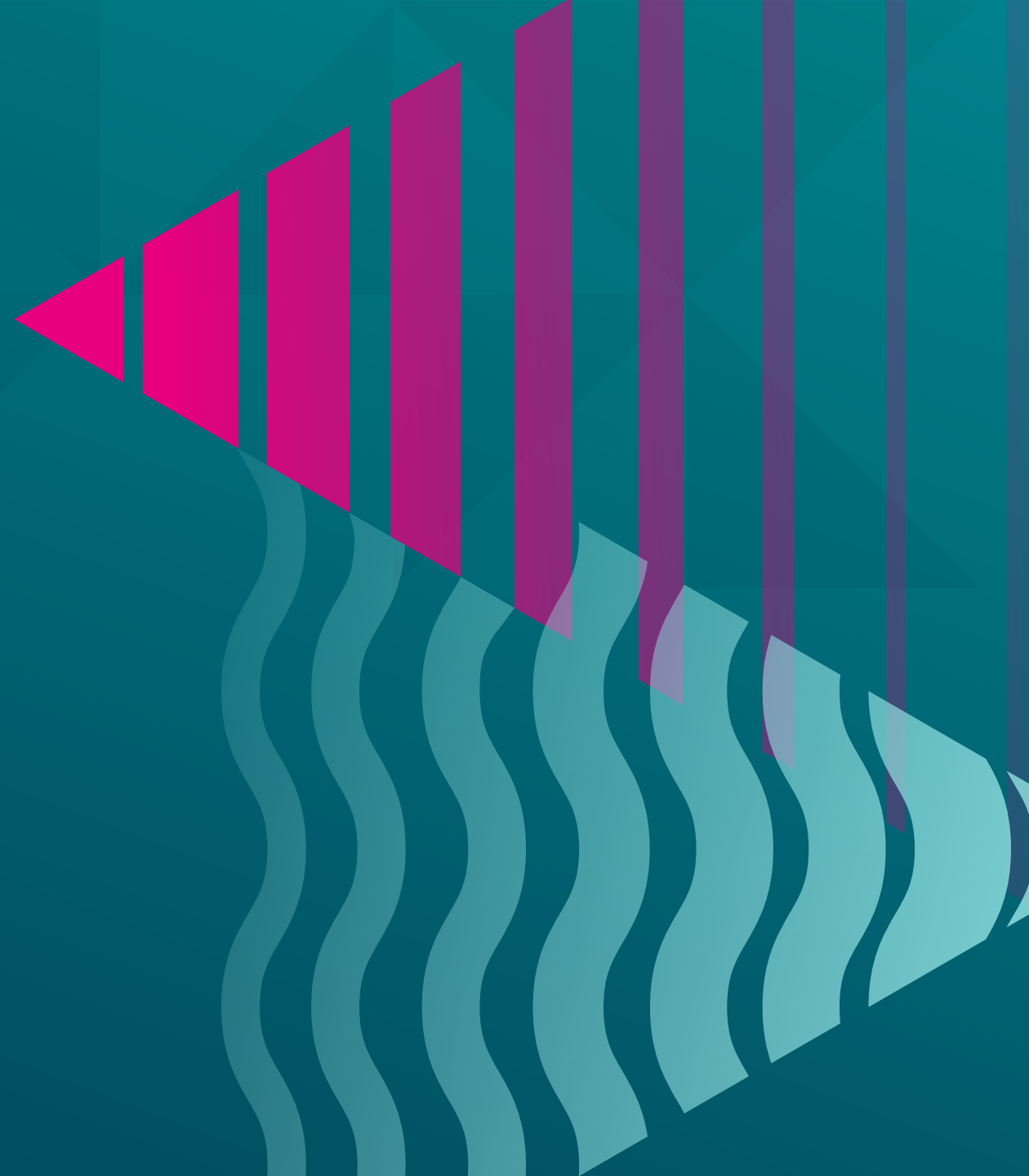
EMEA

Post Show Report

23–25 March 2026 | Berlin, Germany

ihifemea.com

AN EXPERIENCE FROM
Questex



IHIF EMEA connects global capital to opportunity across EMEA's hospitality market

Building on its impressive 25+ year history, IHIF EMEA consistently sets new standards by attracting leading investors, brands, and industry experts across 3 days, cementing its position as Europe's top hospitality investment conference.

As the hospitality industry faces a rapidly evolving landscape, IHIF EMEA 2026 focuses on equipping attendees with the insights and connections needed to navigate these shifts.

84%
of attendees
left feeling
satisfied



THE DEALS, THE IDEAS AND THE ENERGY – WATCH THE HIGHLIGHTS



IHIF EMEA in numbers



2,500+
Attendees



700+
Investors



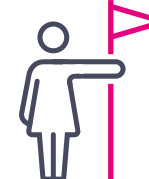
\$581bn
AUM



38%
New Investors



220+
Speakers



30%
Female Speaker
Representation



90+
Sponsors



- Investor (incl. owner/operator and developers) **25%**
- Advisory **25%**
- Hotel Brand/Company **24%**
- Design, Building and Construction **6%**
- Operator (excl. owner/operators) **5%**
- Other **15%**

Top investor profiles attending IHIF EMEA:



Developer



Private
Equity



Owner
Operator



Investment
Manager

The verdict from Berlin



At IHIF EMEA you have more serendipitous moments where you meet an old friend, meet an old colleague, and you're able to reconnect on a human level that you wouldn't have the opportunity to in a business setting or on a panel.

LILY WECKER
CEO Aethos



There were plenty of sessions I wanted to attend. I wanted to learn and I wanted to hear how people approached certain ideas and concepts - having people agree and conflict, for me that's intelligence.

LOUIS KEIGHLEY
Head of Savills Global Residential Development Consultancy



It's important to gather every year because our industry evolves immensely. People come to this conference because IHIF EMEA is so prominent and has such a targeted audience.

LAURA BRINKMANN
Managing Director, Effzia Strategic Partners



The ability to meet such a diverse group of people and compress that into a short time period - the pipeline of opportunities to look at new potential partners, is tremendous.

HUSSEIN SUNDERJI
Managing Director & Partner, EQ Group



Networking around shared interests

New content-fuelled networking formats brought delegates together around shared topics and ideas, making it easier to connect with the right people.

Sessions like Meeting of Minds, Lunch time Capital Meets – LPs and GPs and Off-stage Chats created space for open, honest discussion helping conversations start naturally and continue throughout the show.

Two passes, one community

For the first time, IHIF EMEA introduced a streamlined ticket structure built around delegate objectives. The All Access Pass served those focused on thought leadership, trends and curated networking. The Explorer Pass opened the door for deal-focused attendees prioritising access and connections across the full three days.

Investing in the next generation

IHIF EMEA 2026 expanded its commitment to rising talent. The Under-30 Hangout with Smack Hospitality, a conference speaking clinic designed to build confidence and communication skills and a dedicated Under-30 reception, gave emerging professionals the platform and the tools to accelerate their careers.



2026 Theme: Returns Redefined. Value Reimagined.

The 2026 theme highlighted a turning point in the industry. Hospitality is no longer simply an asset class, it is a force reshaping how capital thinks about value, performance and long-term growth. As the sector earns its place as a truly institutional-grade investment, the conversation has shifted from whether hospitality delivers, to how far it can go. Investors, developers, brands and advisors gathered in Berlin not just to exchange ideas but to redefine returns, reimagine value and unlock the next wave of opportunity together.

5 big trends from IHIF EMEA

1 Cautiously optimistic, eyes wide open

Geopolitical volatility and inflation risks kept delegates alert, not alarmed. Long-term demand fundamentals remain compelling, and Europe stays one of the world's most sought-after destinations for travellers and capital.

2 Capital is in the room, but it's being selective

Deals are getting done through structured and off-market transactions, but investors have raised the bar. Proven operators, scalable platforms and operational value creation are now the price of entry.

3 Experience is the new infrastructure

Hotels are evolving into lifestyle platforms as design, wellness, F&B and cultural programming become core to the investment thesis. Operators are shifting focus from RevPAR to total guest monetisation.

4 Costs are the industry's defining challenge

Labour, energy, insurance and technology costs are compressing margins from every direction. Disciplined cost control and revenue optimisation are no longer competitive advantages. Driving alpha is a survival requirement.

5 AI is the fourth industrial revolution

AI will transform productivity, personalisation and efficiency across hospitality. The bigger disruption, through new business models and disintermediation, is still taking shape but is coming fast.

SEE MORE ON IHIF EMEA DIGITAL



BxR EMEA - Iconic brands meet landmark residences

280+
attendees

Making its debut at IHIF EMEA 2026, BxR EMEA gave voice to one of real estate's most dynamic sectors bringing the conversations, deals and big thinking behind branded residential into the heart of Europe's premier hospitality investment forum. No longer an emerging market, branded residential is a mature, high-performance asset class redefining how people live, invest and experience the world.

“It's obviously on fire. People were standing — there wasn't enough space to sit down. Clearly there's a lot of interest, and in Europe right now I think there's a lot of space to grow in the next years

MITRA GHAMSARI
Founder & CEO, Persepolis Investments

“Anybody thinking about moving into this space, come here, all the brands are here - all under one roof. It's the best place to be

JENNY NAYLOR
Managing Director Advisory, Brand Atlas



BxR EMEA - What the market is saying

1 No longer niche - now a core strategy

Branded residences have firmly entered the mainstream. Developers are no longer asking if - they are asking how to do it right, how to choose the right brand, and how to structure deals that deliver long-term value for all parties.

2 Developers are driving the market

This is a developer-led asset class. They control the concept, brand selection, sales and ultimately the risk - and they know it. Understanding what developers need from a brand partnership has never been more important.

3 It's not just about price premium anymore

The real value of a brand today is faster sales velocity, stronger market positioning and better access to buyers and capital. The conversation has matured significantly and the most sophisticated developers are already thinking well beyond the premium.

4 Standalone is gaining real momentum

A clear shift is underway beyond hotel-led schemes into standalone and more flexible models opening new markets. But with that comes a new challenge: defining who operates these assets and how brand consistency and quality is maintained over the long term.

5 Buyers are smarter and expectations are higher

Today's buyers can instantly tell the difference between a logo on the door and a true branded lifestyle experience. The bar has been raised significantly and it is not coming back down, which means the pressure on brands and developers to deliver has never been greater.

To delve deeper into the world of branded residences, visit Brand x Residential, a dedicated event for the sector held alongside NYU IHIF, taking place in New York on 2 June 2026.

[FIND OUT MORE](#)



Our Speakers

A programme featuring 220+ experts from across the industry

Carla Alamán SVP Portfolio Management
Minor Hotels Europe & Americas

Hilda Alisandrato Director Investment Promotion
Enterprise Greece

Roger Allen Group CEO RLA Global

Helena Amaral Neto Managing Partner Luxulting

Luis Amézola Associate Director Meridia Capital

David Anderson President Aimbridge EMEA

Fredrik Andersson Vice President Mohari Hospitality

Olga Andreevskikh Sr Conference Producer Questex

Phil Andreopoulos CEO YOTEL

Rolf Arndt Managing Director Fairmas Services GmbH

Anne Marie Auriault Director Roundshield

Philip Bacon Senior Director Horwath HTL

Navneet Bali CEO LyvInn Hotels

Imad Barrakad CEO & Chairman
Moroccan Agency for Tourism Development

Alfredo Bataller Pineda CEO
AB Living Group & SHA Wellness

Sébastien Bazin CEO & Chairman Accor

Marjie Bekker COO Hotel Division Aroundtown

Andrea Belfanti CEO ISHC

Olaf Belgraver Head of Chains Booking.com

Enrique Benjumea COO & Founding Partner
Blasson Iberia S.L.

Franck Bermond VP Construction and ESG Essendi

Brian Betel Head of Direct Real Estate Transactions
Activum SG

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Carine Bonnejean Managing Director - Hotels & International
Christie & Co

Luc Boschmans Director, Asset Management
Red Sea Global

Andrew Boshoff Chief Financial Officer Global Hotel Alliance

Luca Bovone CEO & Founder Habyt

Cody Bradshaw Group CEO Hotels London + Regional

Coley Brenan Hospitality Advisor GIC

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Officer Marjan

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Services Colliers

Claudio Ceccherelli Director of Operations Le Graal

Francesco Cefalu Chief Development Officer
Mandarin Oriental

Eva Chan Head of Strategic Development and Growth EMEA
Wyndham Hotels And Resorts

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Christian Charnaux EVP, Chief Development Officer Hilton

Karl Chehab COO Hospitality Kourtidis Group AE

Gilles Clavié CEO Essendi

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Arsenale Group

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Development Nobu Hospitality

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Architecture & Product Design Pininfarina

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Ryan Donn Managing Partner & Principal Trinity Investments

Thomas Douzis CEO ERGON House

Matthieu Dracs CEO EXTENDAM

Jo Dreyfus Partner Deloitte

Will Duffey Managing Director JLL

Harriet Durbin Managing Director Panorama Hospitality

Eduard Elias COO M&L Group

Shachar Elkanati VP Development & Asset Management
Aroundtown

Damon Embling Director
Headline Media UK Training and Consultancy

Enrico Erba Springorum Armani/Casa Key Clients Manager
Giorgio Armani

Arthur Espada Sales & Marketing Propriétés & Co

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Keith Evans Founder, CEO LHC Group

Yuan Fang Senior VP Development
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Fattal & Leonardo Hotels

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Head of Living, Europe Hines

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Accor Luxury & Lifestyle

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Fabio Guerra Expert Real Estate and Tourism Invitalia

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Andreas Löcher Head of Department Investment
Management Operational (Hotel | Retail) **Union Investment
Real Estate GmbH**

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BNP Paribas AM

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Portugal and US development **Leonardo Hotels**

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managing lyf partner **The Ascott Limited**

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Global Asset Solutions

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Aoife Roche Regional Vice President, Sales - EMEA

STR, a CoStar Group Company

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Partnerships **Hilton**

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Room Mate Hotels

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Coldwell Banker Commercial Italy

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Marriott International

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BNP Paribas Real Estate GmbH

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Collection Growth and Owner Relations **Hyatt**

Tim Zeichhardt Vice President **Marriott International**

VIEW PROGRAMME



Investors & Owners

The investors bringing capital to the market

VIEW FULL COMPANY LIST



1 Asset Management
4c Group
Aareal Bank
Activum SG
ADHARIA
Aion Capital Group
Albergo Hotel GmbH
Alboran
Aleph Hospitality
Almanac Hotels GmbH
Alpine Grove Partners
Amundi
Annexum Invest
Another Star
Apex Alliance Hotel Management
Apollo Management International
Arbireo Capital AG
Arcano Partners
Archer Hotel Capital
Arena
Ares Management
Arion Invest
Aroundtown
Arrow Global
ASG Iberia Advisors, S.L.
Aspire Hotel GmbH
Atalante Hotels Investment
Ateam
Aware Super
AXA Investment Managers Deutschland GmbH
Axiom Hospitality

Azora
Azure Hotels Ltd
Bain Capital
Banque Pictet
Barceló Hotel Group
BC Partners
BDPST Real Estate Development
Beaumier
Belmond
Bigio Capital
Black Label Hotels
Blackfinch Investments
BlackRock Inc.
Blackstone
Blassion
Bluespot Capital
BNPP Asset Management
BobW
Bohobo
Borealis Hotel group
Brightstar Hospitality
Brisen Development GmbH
Brook Lane Capital
Brookfield Asset Management
C1 Capital Partners
Cairn Group
Caixabank
Cale Street Partners
Capital Hospitality Europe
Capitaland Investment
Castello Sgr
Castlelake

Catalonia Hotels & Resorts
Cedar Capital Partners
Cells Property Investors
Cerberus
Champalimaud
Chateau Guetsch AG
Ciel Capital
Cle International DMCC
Coima
Colony Hospitality Partners
Compagnie des Alpes
Copelouzos Group
Courbet SA
Covivio
Cresco real estate
Crimson Hotels
Crown Fund SICAV RAIF
Crownway Investments
Davidson Hospitality Group
De Vere Hotels
Dean Street Developments Ltd
Dedeman Hospitality
Deka Immobilien Investment GmbH
Dekus
Derby Hotels Collection
Deyaar Development PJSC
Dilmon
DIMAND
Diriyah Company
Dobry Hotel
Dolphin Capital Partners
Domaine & Demeure

Domes Resorts
Dominus
Dubai Holding
ECE Real Estate Partners GmbH
Edgar Suites
Edwardian Hotels London
Egnazia
EHL Investment Consulting GmbH
Elliott
Emerald Pine Capital LTD
EQ Group
Ess Group
Essendi
Esteema Capital Partners
Eternam
Eurazeo
Eurobank SA
Europa Center Holding Inmobiliario Iberia, sl
Eurostars Hotel Company
Event Hotels
Evergreen Capital
Everland SRL
Experimental
EXTENDAM
Family Office Hospitality - Hotel Fritz Consulting
FBD Hotels & Resorts
Finanzbau-Maritim Konzern
Flakk Group / 62°Nord
Fleissner + Partner
FMTG Development GmbH
Fortress Investment Group

Fortvny D.O.O
Foruminvest
Frasers Hospitality
G&W Invest Srl
Garbe Commercial Living
GCP Hospitality
GEM Real Estate Partners
Gemini Grupe
Generator Hotels
Genesis Hospitality Partners GmbH
GIC Private Markets Pte. Ltd.
Glastad AS
Goldman Sachs
Grafton
Grand hotel via Veneto S.p.A. / Nobu Hotel Roma
Gruppo UNA S.p.A.
Harris Associates
Heeton Holdings Limited
Hellenic Properties
Hesperia World
Hetherley Capital Partners
Highgate Hotels International
Hines
HIP
HNH Hospitality
Honotel
Hotel Investments Partners
Hotelworld AI LTD
Hotusa
Houlihan Lokey
Hova Hospitality

“LPs are most focused on funnelling their capital through to managers that have a clear operating strategy and a proven track record.”

– Lauren Okada Young,
Managing Director
| Investments Real
Estate, Brookfield Asset
Management



HPS Invest
 Hveraberg
 I.G.S. Ingenieros, S.L.
 IBCOL Real Estate
 Ibervalles Capital
 IFC (World Bank Group)
 IHA
 IHSP
 InnVest Hotels
 International Hotel Capital Partners
 Invel Real Estate Partners
 Invesco Real Estate
 IREMIS
 Isanor Capital AS
 ISWM Group
 Italy Access Advisory
 JMK Group UK Ltd
 JPI Hospitality Advisory GmbH
 Kasada Capital Management
 KE Hotels
 Kervis SGR S.p.A.
 Kerzner International
 KKR
 Klarent Hospitality
 Klarent Hospitality (owned by Henderson Park)
 Kohana Group
 Komorebi Alpine Properties
 KOURTIDIS GROUP
 Kreissparkasse Heilbronn
 KSL Capital Partners
 Lanthorn
 LaSalle
 LGH HM
 LHA - Luxury Hospitality Advisory
 LHC Group
 Lifestyle Hospitality Capital (LHC) Group
 Limestone Capital
 Lionheart Capital

Lombard Estate Capital GmbH
 Lone Star Funds
 Longbridge
 Lore Group
 Lowy Group Limited
 LRO Hospitality
 LUMI Asset Management
 M&G Real Estate
 Maderna Service Provider Spain SL
 Magna Asset Management AG
 Maus Freres
 Maya Capital LLP
 Meridia Capital
 Metaxa Hospitality Group
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 Modon Hospitality
 Mohari Hospitality
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 Northwood Investors
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 Numa
 Okko Hotels
 Omnam Investment Group
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 Ott Heritage
 Pandex AB
 Panoram Hotel Management
 Panta Holdings
 ParkProperty Europe GmbH & Co. KG
 Partners Group
 Patron Capital
 Pelagos Investments LLC FZ

Pesqueira Global Luxury Hospitality
 Real Estate Consulting & Management
 Pestana Hotel Group
 Petra
 Pggm
 PGIM Real Estate Germany AG
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 Pinebridge Benson Elliot
 Polski Holding Hotelowy sp. z o.o.
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 PRISM Life
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 Propreal Capital Partners S.a.
 Prospect Hotel Advisors LLC.
 Puro Hotels
 Pygmalion Capital
 QuinSpark
 Remarkable Hotels UK LTD
 Renard Vastgoed
 Resident Hotels Ltd
 Revantage (Blackstone RE)
 Rocco Forte Hotels
 Roundshield
 Roundstone Real Estate Group
 Salter Brothers
 Schörghuber Stiftung & Co. Holding KG
 Schroders Capital
 Schulte Hospitality
 Sculptor Capital Management
 SICORE Real Assets GmbH
 Silk Hospitality
 Smartotels Group Holdings
 SOHOMA
 Solida Capital Europe
 Soravia
 Sostate
 Splendid Hospitality Group

Spring House Srl
 Stanhope Capital LLP
 Starboard Hotels Ltd
 Starwood Capital Europe
 Step Partners Europe GmbH
 Stoneweg Hospitality
 STRABAG Real Estate GmbH
 Swiss Life Asset Managers France
 Synergy Comfort Hotels
 Talasur Group
 Tarafo Bay Resort
 Tech-stone Development Services
 Tetrarch Capital
 THAT Group
 The Baupost Group
 The July
 The Social Club
 Tikehau Capital
 TPG Angelo Gordon
 Trinity Investments
 Tristan Capital Partners
 Tristar Austria GmbH
 Turning Point Capital Advisory / GRE Family Office
 Twentytwo Real Estate Ltd
 UBS Fund Management (Switzerland) AG
 Union Investment Real Estate GmbH
 Urban Partners
 Van Deursen Vastgoed BV
 Vastint Holding BV
 Veltaro Hospitality by Blasson Property Industries
 Verdi Invest
 Veritas
 Verkehrsbüro Hotellerie GmbH
 Vertell Asset Management
 Vertiq Capital
 Victory Group
 Viewss

Village Hotels
 VINCI Immobilier
 VKL Zweite Hotel Betriebs GmbH & Co. KG
 Voara Resorts - Limestone Capital
 Warimpex Finanz- und Beteiligungs AG
 Westmont Hospitality
 Whitebridge Ventures - Kabannas
 Wisdomrock Holdings Ltd
 YE Holding
 Yellow Tree Group
 Yooma Urban Lodge by Euragone IM

“ The more capital there is that understands the power of these businesses, sectors and real estate, the better off we are and more straight forward the investments can be. ”

– Coley Brennan, Hospitality Advisor, GIC



More than an event, a year-round community

SOCIAL (LINKEDIN)



426k

Impressions



14.6k

Followers



6.3k

Page views



4.2k

Reactions



3.6k

Unique visitors



153

Comments



106

Reposts

WEB



159k

Web visitors



819k

Interactions

APP



1.8k

Active app users



75%

made at least 1 connection



7.2k

Connections made



1.7k

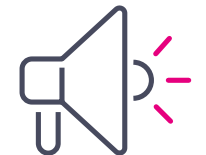
Accepted meetings

PRESS COVERAGE



392m

Reach



2.7k

Mentions

The headlines from IHIF EMEA



BWH Hotels Central Europe welcomed 18 new properties in 2025 - a 38% increase on the prior year, with comparable growth targeted across the EMEA region in 2026, signalling strong momentum for the group's expansion strategy.

[\[Read more\]](#)



Morocco's tourism investment agency SMIT outlined an ambitious strategy to position the kingdom as a leading hospitality investment hub across Africa and the Mediterranean, presenting a structured pipeline of bankable projects underpinned by new risk mitigation frameworks and public-private partnerships.

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B&B Hotels and GARBE Commercial Living announced a strategic partnership to jointly develop 30 new hotels across Germany and five additional European markets, establishing one of the most significant economy hotel investment platforms in Europe.

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Radisson Hotel Group announced the global rollout of its Verified Net Zero Hotels programme, targeting 100 certified properties by 2030. The phased expansion spans Norway, Denmark, Sweden, the UK and South Africa, with independent verification by TÜV Rheinland.

[\[Read more\]](#)



Marriott International announced the launch of Series by Marriott in Europe, accelerating its midscale growth strategy across the continent and expanding the brand's footprint in one of hospitality's most competitive segments.

[\[Read more\]](#)



Wyndham Hotels & Resorts and Mogotel Hotel Group announced a landmark dual-branded development in Berlin-Reinickendorf, marking the debut of Ramada Residences by Wyndham in Germany alongside a new Ramada Encore. Both properties are expected to open in 2028.

[\[Read more\]](#)



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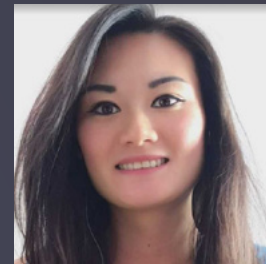


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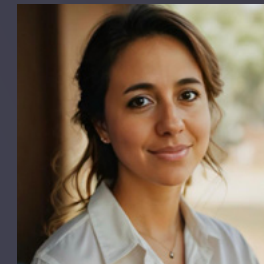


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