

Company Registration No. 03960462

Hospitality Holdings Limited

Annual Report and Financial Statements

For the year ended 30 September 2025

Hospitality Holdings Limited

Annual report and financial statements 2025

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Hospitality Holdings Limited

Annual report and financial statements 2025

Officers and professional advisers

Directors

D W Blakemore
P Parras
A R Yapp

Secretary

Compass Secretaries Limited

Registered Office

Compass House
Guildford Street
Chertsey
Surrey
KT16 9BQ

Auditor

KPMG LLP
15 Canada Square
London,
E14 5GL

Hospitality Holdings Limited

Strategic Report

The directors, in preparing this Strategic Report, have complied with section 414C of the Companies Act 2006 (CA 2006).

Business review and principal activities

Hospitality Holdings Limited (the Company) is a wholly-owned subsidiary of Compass Group PLC. The Company acts as a holding and group financing company and the directors do not anticipate any changes in activities for the foreseeable future.

The results for the Company show a pre-tax profit for the year of £728,941,000 (2024: £1,245,269,000) and net assets at 30 September 2025 of £8,732,054,000 (2024: £8,714,167,000). During the year, the Company received dividends from its investments of £699,568,000 (2024: £1,205,210,000) and paid an interim dividend of £699,568,000 (2024: £1,306,210,000).

The Company's directors believe that analysis using key performance indicators is not necessary for an understanding of the position of the Company. The performance of Compass Group PLC (the Group) is discussed in its 2025 Annual Report (ARA) which does not form part of this Report. A copy of the Compass Group PLC ARA can be found on the Compass Group PLC website at www.compass-group.com or from the Company Secretarial Department at Compass House, Guildford Street, Chertsey, Surrey KT16 9BQ.

Principal risks and uncertainties

Hospitality Holdings Limited has intra-group investments and balances, no third-party debt and hence no external interest rate exposure. Certain investments in subsidiary undertakings and intra-group balances are denominated in foreign currency. The Company has the potential to hedge account for some of its currency borrowings against equity investments and any gain or loss associated with the translation of residual balances is taken to the profit and loss account.

From the perspective of the Company, the principal risks and uncertainties are integrated with the principal risks of the Group and are not managed separately. The principal risks of the Group are discussed in Compass Group PLC's ARA which does not form part of this Report. This document can be viewed on the Compass Group PLC website www.compass-group.com.

Section 172(1) Statement

Section 172 of the Companies Act 2006 requires a director of a company to act in the way they consider, in good faith, would most likely promote the success of the Company for the benefit of its members as a whole. In doing this, section 172 requires directors to have regard to, amongst other matters, the:

- likely consequences of any decisions in the long term;
- interests of the company's employees;
- need to foster the company's business relationships with suppliers, customers and others;
- impact of the company's operations on the community and environment;
- desirability of the company maintaining a reputation for high standards of business conduct; and
- need to act fairly as between members of the company.

In discharging their duties under section 172 the directors have regard to both the factors set out above and others that may be considered relevant to the decisions being made. The directors acknowledge that every decision made will not necessarily result in a positive outcome for all of the Company's stakeholders. By considering the Company's purpose, vision and values together with its strategic priorities and having a process in place for decision-making, the directors aim to ensure that Board decisions are consistent and predictable.

Hospitality Holdings Limited

Strategic Report (continued)

Section 172(1) Statement (continued)

As is normal for large companies, the directors delegate authority for day-to-day management of the Company to executives engaged in setting, approving and overseeing the execution of the business strategy and related policies of the Compass Group PLC group of companies. While there are cases where the Board itself judges that it should engage directly with certain stakeholder groups or on certain issues, the size and spread of both our stakeholders and the Group means that generally stakeholder engagement best takes place at an operational or Group level. The directors consider that as well as being a more efficient and effective approach, this also helps achieve a greater positive impact on environmental, social and other issues than by working alone as an individual company. How the Group engages with its stakeholders is described on pages 46 to 50 of the Compass Group PLC ARA.

As the principal activity of the Company is to act as a holding and financing company for other entities in the Group, the Company has had no commercial business, and no employees, customers or suppliers other than other Group companies during the period and as such the breadth of stakeholder and other considerations that would often apply in operating or commercial trading companies have generally not applied to the decisions made by the directors.

Going concern

After making enquiries and receiving a letter of support from the ultimate parent company, Compass Group PLC, the directors have a reasonable expectation that the Company, as part of the Compass Group, has adequate resources to continue in existence for the 12 months from the date of this Report. For this reason, the directors continue to adopt the going concern basis in preparing the accounts.

Approved by the Board of Directors and signed on behalf of the Board



P Parras
Director
27 March 2026

Hospitality Holdings Limited
Registered in England and Wales No. 03960462

Hospitality Holdings Limited

Directors' Report

The directors present their annual report and the audited financial statements for the year ended 30 September 2025.

Dividends

The Company paid an interim dividend to the parent company of £699,568,000 (2024: £1,306,210,000). The directors do not propose a final dividend for the year ended 30 September 2025 (2024: £nil).

Reduction of capital

In July 2025, the Company completed (i) a reduction in the nominal value of its ordinary shares from £1 each to £0.10 each and (ii) the cancellation of the share premium account of £5,569,791,000; in aggregate, this resulted in £8,349,445,000 being credited to the profit and loss account reserve.

Directors

The following served as directors and were in office at the date of signing the Report unless indicated otherwise:

D W Blakemore
P Parras
A R Yapp

Directors' qualifying third-party indemnity

A qualifying third-party indemnity provision as defined in section 234(2)-(6) of the CA 2006 (CA 2006) is and was in full force and effect for the benefit of each of the directors of the Company, both at the date of this Report and throughout the financial year to which this Report relates.

Employee engagement

The Company does not have employees of its own but is a parent company within a Group that has over 250 UK employees. The Company and the Group places importance on employee engagement, keeping employees regularly informed on matters of concern to them as employees, issues affecting their performance, and promoting a common awareness of the financial and economic factors affecting the performance of the Company. Feedback from employee engagement informs the directors' decision-making processes, and those decisions taken and policies made on a wider Group basis. For further information on how the Group engages with employees globally see pages 16 to 17 of the ARA.

Business relationships

The Company has limited engagement with external parties such as suppliers, clients, consumers and others. In the limited circumstances where the Company does interact with external business partners, in line with the Group's policies and procedures, the directors promote and ensure the highest standards of ethical behaviour and probity in the Company's business dealings. For further information on how the Group fosters business relationships with its business partners see pages 45 to 50 of the ARA.

Directors' disclosure of information to auditor

Each of the persons who is a director at the date of approval of this Report confirms that:

- the directors have permitted the auditor to undertake whatever inspections it considers to be appropriate for the purpose of enabling the auditor to give its audit opinion; and
- the director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information

This confirmation is given and should be interpreted in accordance with the provisions of section 418 of the CA 2006.

Hospitality Holdings Limited


Directors' Report (continued)

Auditor

In accordance with the provisions of section 485(2) of the CA 2006, the current appointment of KPMG LLP as the Company's auditor will end at the conclusion of the current period for appointing auditors.

Pursuant to Section 487 of the CA 2006, the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.

Approved by the Board of Directors and signed on behalf of the Board



P Parras
Director

27 March 2026

Hospitality Holdings Limited
Registered in England and Wales No. 03960462

Hospitality Holdings Limited

Directors' Responsibilities Statement

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 *Reduced Disclosure Framework*.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable, relevant, reliable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

On behalf of the Board



P Parras
Director

27 March 2026

Independent Auditor's Report to the Members of Hospitality Holdings Limited

Opinion

We have audited the financial statements of Hospitality Holdings Limited ("the Company") for the year ended 30 September 2025 which comprise the Profit and loss account, Balance sheet, Statement of changes in equity and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 30 September 2025 and of its profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 101 *Reduced Disclosure Framework*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with UK ethical requirements, including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease its operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the directors' conclusions, we considered the inherent risks to the Company's business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included enquiring of directors and inspection of policy documentation as to the Compass Group PLC's Group policies and procedures to prevent and detect fraud that apply to this Group company as well as enquiring whether the directors have knowledge of any actual, suspected, or alleged fraud.

As required by auditing standards we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make inappropriate accounting entries. On this audit we do not believe there is a fraud risk related to revenue recognition as the entity is non-trading and as such, there is no external revenue.

We did not identify any additional fraud risks.

Independent Auditor's Report to the Members of Hospitality Holdings Limited (continued)

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the directors and other management (as required by auditing standards), and from inspection of the Company's regulatory and legal correspondence and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

The Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation), distributable profits legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

This Company, as a holding company, is not subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Strategic report and directors' report

The directors are responsible for the strategic report and the directors' report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the strategic report and the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Independent Auditor's Report to the Members of Hospitality Holdings Limited (continued)

Directors' responsibilities

As explained more fully in their statement set out on page 6, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

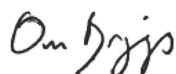
Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Oliver Briggs (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

15 Canada Square

London

E14 5GL

27 March 2026

Hospitality Holdings Limited

Profit and loss account

For the year ended 30 September 2025

	Note	2025 £'000	2024 £'000
Other operating income	4	235	310
Other operating expenses		(171)	(27)
Exchange loss		(1,617)	(3,082)
Operating profit		(1,553)	(2,799)
Income from shares in Group undertakings		699,568	1,205,210
Interest receivable and similar income	5	35,875	47,047
Interest payable and similar expenses	6	(4,949)	(4,189)
Profit before taxation		728,941	1,245,269
Tax charge on profit	7	(11,486)	(10,356)
Profit for the financial year		717,455	1,234,913

All amounts in the current and prior year relate to continuing activities.

There are no recognised gains or losses for the current year other than those dealt with in the profit and loss account. Accordingly, no separate statement of other comprehensive income has been presented.

Hospitality Holdings Limited

Balance sheet

As at 30 September 2025

	Note	2025 £'000	2024 £'000
Fixed assets			
Investment in subsidiaries	10	8,404,751	8,404,751
		8,404,751	8,404,751
Current assets			
Debtors: amounts falling due within one year	11	1,260,883	152,577
Debtors: amounts falling due after more than one year	12	510	1,031,423
Cash at bank and in hand		5	5
		1,261,398	1,184,005
Current liabilities			
Creditors: amounts falling due within one year	13	(930,129)	(871,111)
Lease liabilities		(481)	(401)
		330,788	312,493
Non-current liabilities			
Lease liabilities		(3,485)	(3,077)
Total assets less total liabilities		8,732,054	8,714,167
Capital and reserves			
Called up share capital	14	308,850	3,088,504
Share premium	14	-	5,569,791
Profit and loss account		8,423,204	55,872
Shareholders' funds		8,732,054	8,714,167

The financial statements of Hospitality Holdings Limited (registered number 03960462) were approved by the Board of Directors on 27 March 2026.

Signed on behalf of the Board of Directors.



P Parras
Director

Hospitality Holdings Limited

Statement of changes in equity For the year ended 30 September 2025

	Note	Called up share capital £'000	Share premium £'000	Profit and loss account £'000	Total £'000
At 1 October 2023		3,088,504	5,569,791	127,169	8,785,464
Profit for the financial year		-	-	1,234,913	1,234,913
Dividends paid on equity shares		-	-	(1,306,210)	(1,306,210)
At 30 September 2024		<u>3,088,504</u>	<u>5,569,791</u>	<u>55,872</u>	<u>8,714,167</u>
At 1 October 2024		3,088,504	5,569,791	55,872	8,714,167
Profit for the financial year		-	-	717,455	717,455
Dividends paid on equity shares		-	-	(699,568)	(699,568)
Reduction of capital	14	(2,779,654)	(5,569,791)	8,349,445	-
At 30 September 2025		<u>308,850</u>	<u>-</u>	<u>8,423,204</u>	<u>8,732,054</u>

Hospitality Holdings Limited

Notes to the accounts For the year ended 30 September 2025

1. Accounting policies

The material accounting policies adopted in the preparation of the financial statements of the Company are set out below.

Basis of preparation

The Company has prepared its financial statements in accordance with *Financial Reporting Standard 101 Reduced Disclosure Framework* (FRS 101) and in conformity with the requirements of the Companies Act 2006. The financial statements have been prepared under the historical cost convention. In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of UK-adopted International Accounting Standards, but makes amendments where necessary to comply with the Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

The financial statements present information about the Company as an individual undertaking, not as a Group undertaking. The Company is exempt from the requirement to prepare consolidated financial statements as a subsidiary of Compass Group PLC, a company registered in the United Kingdom and the ultimate parent which prepares consolidated financial statements (section 400 Companies Act 2006).

In these financial statements, the Company has applied the exemptions under FRS 101 in respect of the following disclosures:

- cash flow statement and related notes;
- capital management;
- transactions with wholly-owned subsidiaries;
- compensation of key management personnel; and
- the effect of new but not yet effective accounting standards.

There were no new accounting standards or amendments to existing standards effective in the current year that had a significant impact on the Company's financial statements.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Going concern

The financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the following reason:

- Compass Group PLC has indicated its intention to continue to make available funds as needed by the Company for a period of 12 months from the date of approval of the financial statements.

Consequently, the directors are confident that the Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

As with any company placing reliance on other group entities for financial support, the directors acknowledge that there can be no certainty that this support will continue although, at the date of approval of these financial statements, they have no reason to believe that it will not do so.

Taxation

Current tax is the expected tax payable on the taxable income for the period, using tax rates that have been enacted or substantively enacted at the balance sheet date.

Hospitality Holdings Limited

Notes to the accounts

For the year ended 30 September 2025 (continued)

1. Accounting policies (continued)

Taxation (continued)

Deferred tax is provided at the anticipated rates on temporary differences arising from the inclusion of items of income and expenditure in tax computations in periods different from those in which they are included in the financial statements. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered.

Dividends

Dividends paid are recognised in the Company's financial statements in the year in which they are approved in a general meeting by the Company's shareholders. Interim dividends are recognised when paid.

Dividend income is recognised in the profit and loss account when the Company's right to receive payment is established.

Investments

Investments are stated at cost less any provision for impairment.

Investment income is measured at the fair value of the consideration received or receivable. It represents dividend income which is recognised when the right to receive payment is established.

Foreign currencies

Transactions in foreign currencies are translated to the Company's functional currency (sterling) at the foreign exchange rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to sterling at the foreign exchange rates ruling at that date. Foreign exchange differences arising on translation are recognised in the profit and loss account. Non-monetary assets and liabilities that are measured in terms of the historical cost in foreign currency are translated using the exchange rate at the date of the transaction.

Financial assets and liabilities

Financial assets and liabilities are recognised on the Company's balance sheet when the Company becomes a party to the contractual provisions of the instrument, and derecognised when it ceases to be party to such provisions. Financial assets are classified as current assets. Financial liabilities are classified as current if they are legally due to be paid within 12 months of the balance sheet date.

Financial assets and liabilities are initially recorded at fair value including, where permitted by IFRS 9, any directly attributable transaction costs. For those financial assets that are not subsequently held at fair value, the carrying amounts are reduced by a provision equal to the lifetime expected credit losses using historic and forward-looking data on credit risk.

The Company classifies its financial assets and liabilities into the following categories:

- financial assets and liabilities at amortised cost; and
- financial assets and liabilities at fair value through profit or loss.

Where financial assets or liabilities are eligible to be carried at either amortised cost or fair value, the Company does not apply the fair value option.

Amounts owed by Group undertakings are initially measured at fair value and are subsequently reported at amortised cost. Provisions on intra-group receivables are calculated at an amount equal to the lifetime expected credit losses using historic and forward-looking data on credit risk.

Amounts owed to Group undertakings are initially measured at fair value and are subsequently reported at amortised cost. Non-interest-bearing payables are stated at their nominal value as they are due on demand.

Hospitality Holdings Limited

Notes to the accounts

For the year ended 30 September 2025 (continued)

1. Accounting policies (continued)

Leases

At the inception of a contract, the Company assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the Company has both the right to direct the identified asset's use and to obtain substantially all the economic benefits from that use.

The lease term is the non-cancellable period beginning at the contract commencement date plus periods covered by an option to extend the lease, if it is reasonably certain that the Company will exercise the option, and periods covered by an option to terminate the lease, if it is reasonably certain that the Company will not exercise this option.

The lease liability is measured at the present value of the lease payments that are reasonably certain and not paid at the commencement date, discounted at the incremental borrowing rate specific to the term and start date of the lease. The lease liability is subsequently measured at amortised cost using the effective interest rate method.

2. Auditor's remuneration

Fees of £3,811 (2024: £3,700) were received by the auditor in respect of the Company's statutory audit for the year. These fees were borne and not recharged by another Group company.

No fees were received by the auditor in respect of any non-statutory audit services in either the current or preceding year.

3. Directors and employees

The directors received no emoluments from the Company during the current year (2024: £nil). There are no employees of Hospitality Holdings Limited (2024: none).

4. Other operating income

	2025 £'000	2024 £'000
Rent receivable	216	285
Insurance receivable	19	25
	<u>235</u>	<u>310</u>

5. Other interest receivable and similar income

	2025 £'000	2024 £'000
Interest receivable from bank	206	-
Interest receivable from other Group companies	35,625	47,047
Finance income on investment in sublease	44	-
	<u>35,875</u>	<u>47,047</u>

Hospitality Holdings Limited

Notes to the accounts

For the year ended 30 September 2025 (continued)

6. Interest payable and similar expenses

	2025 £'000	2024 £'000
Interest payable to other Group companies	4,678	3,957
Interest payable on lease liabilities	271	232
	<u>4,949</u>	<u>4,189</u>

7. Tax charge on profit

	2025 £'000	2024 £'000
Current tax charge on profit: UK corporation tax at 25.0% (2024: 25.0%)	(8,126)	(7,331)
Adjustments in respect of prior years: UK corporation tax	(3,360)	(3,025)
Tax charge on profit	<u>(11,486)</u>	<u>(10,356)</u>

Reconciliation of the tax charge to the tax charge at the UK statutory rate

	2025 £'000	2024 £'000
Profit before tax	728,941	1,245,269
Tax charge at the UK statutory rate of 25.0% (2024: 25.0%)	(182,235)	(311,317)
Decrease/(increase) resulting from:		
Non-taxable income from shares in Group undertakings	174,892	301,302
Permanent items	-	(16)
Adjustments in respect of prior years	(3,360)	(3,025)
Transfer pricing adjustment	(783)	2,700
Tax charge on profit	<u>(11,486)</u>	<u>(10,356)</u>

8. Dividends

On 18 September 2025, the Company paid an interim dividend to its parent company of 22.65 pence per share (2024: 42.29 pence) totalling £699,568,000 (2024: £1,306,210,000).

Hospitality Holdings Limited

Notes to the accounts

For the year ended 30 September 2025 (continued)

9. Leases

The Company's lease portfolio consists of office premises. Lease terms are negotiated on an individual basis and contain a broad range of terms and conditions. Balances relate to land and buildings leases for O2 Academy in Birmingham expiring in 2034 and Coach & Horses in Cambridge expiring in 2040. The two leased properties are sub-let on the same terms as the respective headleases and, therefore, a net investment in the sublease is recognised as a financial asset. The interest expense on the lease liabilities is detailed in note 6.

	2025	2024
	£'000	£'000
Undiscounted lease liability maturity analysis		
Less than 1 year	481	418
Between 1 and 5 years	1,924	1,672
Over 5 years	3,374	3,066
Total undiscounted lease liabilities	<u>5,779</u>	<u>5,156</u>

10. Investments

	Investment in subsidiary undertakings £'000
Cost	
At 1 October 2024 and 30 September 2025	<u>8,407,271</u>
Provisions	
At 1 October 2024 and 30 September 2025	<u>(2,520)</u>
Net Book Amount	
At 1 October 2024 and 30 September 2025	<u>8,404,751</u>

Details of related undertakings of Hospitality Holdings Limited can be found in note 16, on page 19.

11. Debtors: amounts falling due within one year

	2025	2024
	£'000	£'000
Amounts owed by fellow group undertakings	1,260,861	152,577
Net investment in sublease	22	-
	<u>1,260,883</u>	<u>152,577</u>

Amounts owed by fellow group undertakings may be interest-free or interest-bearing loans, which are repayable on demand. Interest-bearing loans incur interest at a floating rate with margins ranging from -0.05% to 0.5% (2024: 0.33% to 0.5%). Of the amounts owed by subsidiary undertakings falling due within one year, approximately £1.1bn is not expected to be received during 2026.

The classification of amounts owed by fellow group undertakings between amounts falling due within one year and amounts falling due after more than one year in the prior year was based on expectation rather than due date.

Hospitality Holdings Limited

Notes to the accounts

For the year ended 30 September 2025 (continued)

12. Debtors: amounts falling due after more than one year

	2025 £'000	2024 £'000
Amounts owed by fellow group undertakings	-	1,031,423
Net investment in sublease	510	-
	<u>510</u>	<u>1,031,423</u>

Amounts owed by fellow group undertakings in the prior year were interest-free or interest-bearing loans, which were repayable on demand. The interest-bearing loan to Compass Group PLC incurred interest at a floating rate with a margin of -0.05%.

The classification of amounts owed by fellow group undertakings between amounts falling due within one year and amounts falling due after more than one year in the prior year was based on expectation rather than due date.

13. Creditors: amounts falling due within one year

	2025 £'000	2024 £'000
Amounts owed to fellow group undertakings	921,945	863,360
Corporation tax payable	8,126	7,751
Deferred income	58	-
	<u>930,129</u>	<u>871,111</u>

Amounts owed to fellow group undertakings may be interest-free or interest-bearing loans, which are repayable on demand. Interest-bearing loans incur interest at a fixed rate of 4.5% (2024: 4.5%) or various floating rates with margins ranging from -0.05% to 0% (2024: -0.05% to 0%).

14. Called up share capital

	2025 £'000	2024 £'000
Allotted, called up and fully paid		
3,088,504,211 (2024: 3,088,504,211) Ordinary shares of £0.10 (2024: £1) each	<u>308,850</u>	<u>3,088,504</u>

In July 2025, the Company completed (i) a reduction in the nominal value of its ordinary shares from £1 each to £0.10 each and (ii) the cancellation of the share premium account of £5,569,791,000; in aggregate, this resulted in £8,349,445,000 being credited to the profit and loss account reserve.

15. Ultimate parent company

The immediate and ultimate parent undertaking as at 30 September 2025 was Compass Group PLC, a company incorporated in England and Wales.

Compass Group PLC is the parent undertaking of the largest of undertakings for which Group accounts are drawn up. Copies of the Compass Group PLC financial statements are available from its registered address: Compass House, Guildford Street, Chertsey, Surrey KT16 9BQ or from the Compass Group PLC website at www.compass-group.com.

Hospitality Holdings Limited

Notes to the accounts

For the year ended 30 September 2025 (continued)

16. Details of related undertakings of Hospitality Holdings Limited

Details of Hospitality Holdings Limited's investments can be found in note 10 on page 17.

A full list of related undertakings as at 30 September 2025 is set out below. Related undertakings include: wholly-owned subsidiary undertakings, joint arrangements, memberships, associates and other significant holdings. Unless otherwise stated, Hospitality Holdings Limited shareholding represents 100% ordinary shares held indirectly by Hospitality Holdings Limited.

PRINCIPAL SUBSIDIARIES	COUNTRY OF INCORPORATION	PRINCIPAL ACTIVITIES
Australia		
Ground Floor 35 - 51 Mitchell Street, McMahon's Point, NSW 2060, Australia		
Compass Group (Australia) Pty Limited	Australia	Food and support services
Belgium		
1831 Diegem, Hermeslaan 1H, Belgium		
Compass Group Belgium NV	Belgium	Food services
Canada		
1 Prologis Boulevard, Suite 400, Mississauga, Ontario L5W 0G2, Canada		
Compass Group Canada Ltd. Groupe Compass Canada Ltée (iii)(iv)(v)(vi)(viii)	Canada	Food and support services
Denmark		
Rued Langgards Vej 8, 1. sal, 2300 København S, Denmark		
Compass Group Danmark A/S	Denmark	Food services
Finland		
P.O. Box 210, FI-00281 Helsinki, Finland		
Compass Group Finland Oy	Finland	Food services
France		
123 Avenue de la République – Hall A, 92320 Châtillon, France		
Compass Group France Holdings SAS	France	Holding company
Compass Group France SAS	France	Food and support services
Germany		
Helfmann-Park 2, 65760, Eschborn, Germany		
Compass Group Deutschland GmbH	Germany	Holding company
Eurest Deutschland GmbH	Germany	Food services to Business and Industry
Eurest Services GmbH	Germany	Support services to Business and Industry
Italy		
Via Angelo Scarsellini, 14, 20161, Milano, Italy		
Compass Group Italia S.p.A.	Italy	Food and support services
Japan		
Hamarikyu Kensetsu Plaza, 5-5-12, Tsukiji, Chuo-ku, Tokyo 104-0045, Japan		
Compass Group Japan Inc.	Japan	Food and support services
Netherlands		
Haaksbergweg 70, 1101 BZ, Amsterdam, Netherlands		
Compass Group International B.V.	Netherlands	Holding company
Compass Group Nederland B.V.	Netherlands	Food and support services
Compass Group Nederland Holding B.V.	Netherlands	Holding company

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Norway

Drengsrudbekken 12, 1383, PO Box 74, NO-1371, Asker, Norway

Compass Holding Norge AS Norway Holding company

Spain

Calle Pinar de San José 98, planta 1ª 28054 Madrid, Spain

Eurest Colectividades S.L.U. Spain Food and support services

Sweden

Box 1183, 171 23 Solna, Stockholm, Sweden

Compass Group Sweden AB Sweden Holding company

Switzerland

Oberfeldstrasse 14, 8302, Kloten, Switzerland

Compass Group (Schweiz) AG Switzerland Food and support services

Türkiye

Ünalın Mah. Libadiye Cad. Emaar Square Sit. F Blok No:82F/77 Üsküdar Istanbul, Türkiye

Sofra Yemek Üretim Ve Hizmet A.Ş. (iii) Türkiye Food and support services

United Kingdom

Parklands Court, 24 Parklands, Birmingham Great Park, Rubery, Birmingham, B45 9PZ, United Kingdom

Compass Contract Services (U.K.) Limited UK Food and support services

Compass Group, UK and Ireland Limited UK Holding company

Foodbuy Europe Limited (iii)(iv)(v) UK Client procurement services management in the UK

Compass House, Guildford Street, Chertsey, Surrey, KT16 9BQ, United Kingdom

Compass Group Holdings PLC (i)(iii) UK Holding company and corporate activities

United States

2710 Gateway Oaks Drive, Suite 150N, Sacramento, CA 95833-3505, US

Bon Appétit Management Co. (viii) USA Food services

251 Little Falls Drive, Wilmington, DE 19808, US

Compass Group USA Investments Inc. USA Holding company

Compass Group USA, Inc. (viii) USA Food and support services

Crothall Services Group USA Support services to the Healthcare market

Foodbuy, LLC USA Purchasing services in North America

Restaurant Associates Corp. USA Fine dining facilities

80 State Street, Albany, NY 12207-2543, US

Flik International Corp. USA Fine dining facilities

801 Adlai Stevenson Drive, Springfield, IL 62703, US

Levy Restaurant Limited Partnership USA Fine dining and food services at Sports and Entertainment facilities

2 Sun Court, Suite 400, Peachtree Corners, GA 30092, US

Morrison Management Specialists, Inc. (viii) USA Food service to the Healthcare and Senior Living market

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

OTHER WHOLLY OWNED SUBSIDIARIES	COUNTRY OF INCORPORATION
Algeria	
Eurojapan Résidence No.23, RN n°3 BP 398, Hassi Messaoud, Algeria	
Eurest Algérie SPA (i)	Algeria
Angola	
Condominio Dolce Vita, Via S8, Edifício 1D, Fração A & B, 2° andar, Talatona, Município de Belas, Luanda, República de Angola	
Express Support Services, Limitada (ii)	Angola
Australia	
Ground Floor 35 – 51 Mitchell Street, McMahons Point, NSW 2060, Australia	
28 Villages Pty Ltd	Australia
Compass (Australia) Catering & Services PTY Ltd (iii)(iv)	Australia
Compass Group B&I Hospitality Services PTY Ltd	Australia
Compass Group Defence Hospitality Services PTY Ltd	Australia
Compass Group Education Hospitality Services PTY Ltd	Australia
Compass Group Events Stadia Venues Hospitality Services Pty Ltd	Australia
Compass Group Healthcare Hospitality Services PTY Ltd	Australia
Compass Group Health Services Pty Ltd	Australia
Compass Group Management Services PTY Ltd	Australia
Compass Group Relief Hospitality Services PTY Ltd	Australia
Compass Group Remote Hospitality Services PTY Ltd	Australia
Delta Facilities Management PTY Ltd	Australia
Delta FM Australia PTY Ltd	Australia
Eurest (Australia) Food Services PTY Ltd	Australia
Eurest (Australia) PTY Ltd	Australia
Foodbuy Pty Ltd (iii)	Australia
HEC Hospitality Services Pty Ltd (iii)	Australia
Omega Security Services PTY Ltd	Australia
Village Hospitality Holdings Pty Ltd	Australia
Village Hospitality Services Pty Ltd	Australia
Austria	
Ignaz-Köck-Str. 8/6, 1210 Vienna, Austria	
Die Menü-Manufaktur GmbH	Austria
IZD Tower, Wagramer Strasse 19/4. Stock, 1220 Wien, Austria	
Compass Group Austria Holdings One GmbH	Austria
Compass Group Austria Holdings Two GmbH	Austria
Eurest Restaurationsbetriebsgesellschaft m.b.H	Austria
Kunz Gebäudereinigung GmbH	Austria
Belgium	
1831 Diegem, Hermeslaan 1H, Belgium	
Compass Group Service Solutions NV	Belgium
F.L.R. Holding NV (ii)	Belgium
Boomseseenweg 28, 2627 Schelle, Belgium	
J&M Catering Services NV	Belgium
Silverspoon BV	Belgium
Gemeentepark 5, 2930 Brasschaat, Belgium	
Kasteel Van Brasschaat NV (iii)(iv)	Belgium

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

British Virgin Islands

Craigmuir Chambers, PO Box 71, Roadtown, Tortola, VG1110, British Virgin Islands

Compass Group Holdings (BVI) Limited British Virgin Islands

Cambodia

c/o Action Group Ltd., No.12, Street 614, Sangkat Boeung Kok II, Khan Tuol Kork, Phnom Penh City, Cambodia

Compass Group (Cambodia) Co. Ltd. (ii) Cambodia

Cameroon

100, Rue n° 1044 Hydrocarbures, Bonapriso, BP 5767, Douala, Cameroon

Eurest Cameroun SARL (ii) Cameroon

Eurest Camp Logistics Cameroun SARL (ii) Cameroon

Canada

12 Kodiak Crescent, Toronto, Ontario, M3J 3G5, Canada

Imperial Coffee and Services Inc. (iii)(iv)(v) Canada

1 Prologis Boulevard, Suite 400, Mississauga, Ontario L5W 0G2, Canada

Canteen of Canada Limited (iii) Canada

Compass Canada Support Services Ltd (iii)(iv)(v)(vi)(viii) Canada

Compass Group Canada Operations Ltd (iii) Canada

GoJava Inc. (iii)(viii) Canada

1600-421 7 Avenue SW, Calgary, Alberta T2P 4K9, Canada

McMurray Coin Machines (1983) Ltd Canada

1969 Upper Water Street, Purdy's Wharf Tower II, Suite 1300, Halifax, Nova Scotia B3J 3R7, Canada

Crothall Services Canada Inc. (iii)(iv) Canada

5B rue De Montgolfier, Boucherville, Québec, J4B 8C4, Canada

9544-9864 Quebec Inc. (iii)(iv)(v)(vi) Canada

2900-550 Burrard Street, Vancouver, B.C. V6C 0A3, Canada

1556405 B.C. LTD. (iii) Canada

Golden Triangle Support Services Limited Partnership (x) Canada

1959 Upper Water Street, Suite 1100, Halifax, Nova Scotia, B3J 3E5, Canada

East Coast Catering (NS) Limited (iii) Canada

30 Queen's Road, St. John's, Newfoundland and Labrador, A1C 2A5, Canada

East Coast Catering Limited (iii)(iv)(v)(viii) Canada

Long Harbour Catering Limited Partnership (x) Canada

Long Harbour Catering Limited (iii)(viii) Canada

2580 Rue Dollard, Lasalle, Quebec, H8N 1T2, Canada

Groupe Compass (Québec) Ltée (iii)(iv)(v)(vi)(viii) Canada

The Republic of the Congo

Enceinte de Brometo Centre Ville, BP 5208, Pointe-Noire, The Republic of the Congo

Eurest Services Congo SARL (ii) Congo

Cyprus

195, Arch. Makariou III Avenue, Neocleous House, 3030 Limassol, Cyprus

Eurest Support Services (Cyprus) International Ltd Cyprus

France

123 Avenue de la République – Hall A, 92320 Châtillon, France

Academie Formation Groupe Compass SAS France

Caterine Restauration SAS France

Eurest Sports & Loisirs SAS France

La Puyfolaise de Restauration SAS France

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Levy Restaurants France SAS	France
Mediance SAS	France
Memonett SAS	France
Servirest SAS	France
SHRM Angola SAS (ii)	France
Société Nouvelle Lecocq SAS	France
Sud Est Traiteur SAS	France
Immeuble Le Grand Panorama 114 Boulevard Jean Labro, 13016 Marseille, France	
Multi Appros Mediterranee	France
Rue des Artisans, ZA de Bel Air, 12000 Rodez, France	
Central Restauration Martel (CRM)	France
ZA Chatenay IV 8 Rue des Internautes 37 210 Rochecorbon, France	
Holdings Restauval	France
Restauval	France
ZA Les Portes du Nord, 13 avenue Blaise Pascal, 62820 Libercourt, France	
Diane Restauration	France
DR Holding (viii)	France
Dupont Restauration	France
Normapro France	France
7 Rue des Vieilles Granges Zac des Chevries 78 410 Aubergenville, France	
Ekilibre	France
SCI des Longs Sillons	France
008 Rue Lavoisier, 93000 Bobigny, France	
Armor Cuisine	France
SCI Guynemer	France
12 Rue Clément Ader ZI le Pâtis 78 120 Rambouillet, France	
Yvelines Restauration	France
41 Rue de la Pépinière Immeuble Atea Lot N14, 97438 Sainte Marie, France	
Dupont Restauration Réunion	France
Zone Artisanale, 40500 Bas Mauco, France	
Culinaire Des Pays de L'Adour SAS	France
40, Bd de Dunkerque, 13002 Marseille, France	
Société Internationale D'Assistance SA (ii)	France
Lieu Dit la Prade, 81580 Soual, France	
Occitanie Restauration SAS	France
3 rue Camille Claudel Atlanparc Bat.M, Zone Kerluherne, CS 20043, 56890 Plescop, France	
Océane de Restauration SAS	France
Rue Eugène Sué, Zone Industrielle de Blanzat, 03100 Montluçon, France	
Sogirest SAS	France
Gabon	
ZONE OPRAg, (Face à Bernabé Nouveau Port), BP 1292, Port Gentil, Gabon	
Eurest Support Services Gabon SA (ii)	Gabon
Germany	
Adelbert-Hofmann-Straße 6, 97944 Boxberg, Germany	
Hofmann Catering-Service GmbH	Germany
Hofmann-Menü Holdings GmbH	Germany
Hofmann Menü-Manufaktur GmbH	Germany

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Adolphsplatz 1, 20457 Hamburg, Germany	
Maison van den Boer Deutschland GmbH (ii)	Germany
Helfmann-Park 2, 65760, Eschborn, Germany	
Compass Group GmbH	Germany
Eurest Süd GmbH	Germany
Food affairs GmbH	Germany
Kanne Café GmbH	Germany
Medirest GmbH	Germany
MU Catering Bremen GmbH (ii)	Germany
Konrad-Zuse-Platz 2, 81829 München, Germany	
Leonardi HPM GmbH	Germany
Leonardi SVM GmbH	Germany
Levy Restaurants GmbH	Germany
Sankt-Florian-Weg 1, 30880, Laatzen, Germany	
orgaMed Betriebsgesellschaft für Zentralsterilisationen GmbH	Germany
PLURAL Gebäudemanagement GmbH	Germany
PLURAL Personalservice GmbH	Germany
PLURAL Servicepool GmbH	Germany
Guernsey	
Plaza House, Third Floor, Elizabeth Avenue, St. Peter Port, Guernsey GY1 2HU	
Compass Group Finance Ltd	Guernsey
Hong Kong	
Unit 1102B-1104A, 11/F, Tower B, Manulife Financial Centre, 223-231 Wai Yip Street, Kwun Tong, Kowloon, Hong Kong	
Compass Group Hong Kong Ltd	Hong Kong
Encore Catering Ltd	Hong Kong
Shing Hin Catering Group Ltd	Hong Kong
India	
7th Floor, Tower B, Spaze I - Tech Park, Sector 49, Sohna Road, Gurgaon – 122018, India	
Compass Group (India) Private Limited	India
Compass India Food Services Private Limited	India
Ireland	
3rd Floor, 43a, Yeats Way, Parkwest Business Park, Dublin 12, Ireland	
Amstel Limited (ii)	Ireland
Catering Management Ireland Limited (ii)	Ireland
Cheyenne Limited (ii)	Ireland
Compass Catering Services, Ireland Limited	Ireland
COH Ireland Investments Unlimited Company (i)(viii)(ix)	Ireland
Drumburgh Limited (ii)	Ireland
Fitzers Catering Events, Venue & Location Catering Limited	Ireland
Management Catering Services Limited	Ireland
National Catering Limited (ii)	Ireland
Rushmore Investment Company Limited (ii)(viii)	Ireland
Sutcliffe Ireland Limited	Ireland
Zadca Limited (i)(ii)	Ireland
Unit 3, 2050 Orchard Avenue, Cooldown Commons, Dublin, Ireland	
Levy Ireland Limited	Ireland

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Unit 3, Northwest Business Park, Blanchardstown, Dublin 15, Ireland	
Glanmore Foods Limited	Ireland
79 Fitzwilliam Lane, Dublin 2, Dublin, D02 V567, Ireland	
Gather & Gather International Limited	Ireland
Gather & Gather Ireland Limited	Ireland
Isle of Man	
Tower House, Loch Promenade, Douglas, IM1 2LZ, Isle of Man	
Queen's Wharf Insurance Services Limited (viii)	Isle of Man
Japan	
Hamarikyu Kensetsu Plaza, 5-5-12, Tsukiji, Chuo-ku, Tokyo 104-0045, Japan	
Fuyo, Inc.	Japan
Kazakhstan	
060011, Atyrauskaya Oblast, Atyrau City, Beibarys Sultan Avenue 506, Kazakhstan	
Eurest Support Services Kazakhstan LLP (ii)	Kazakhstan
Kenya	
209/8919 Sigma Road Off Enterprises Road, PO BOX 14 662, Nairobi, Kenya	
Kenya Oilfield Services Ltd (ii)	Kenya
Luxembourg	
1-5 rue de l'Innovation, L-1896 Kockelscheuer, Luxembourg	
Eurest Luxembourg S.A.	Luxembourg
IMMO Capellen S.A.	Luxembourg
Innoclean S.A.	Luxembourg
Camille Healthcare Services S.A.	Luxembourg
Malaysia	
Level 21, Suite 21.01, The Gardens South Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia	
Compass Group Malaysia Sdn Bhd	Malaysia
Mexico	
251 Little Falls Drive, Wilmington, DE 19808, USA	
Food Works of Mexico, S. de R.L. de C.V. (ii)(iii)(iv)	Mexico
Food Works Services of Mexico, S. de R.L. De C.V. (ii)(iii)(iv)	Mexico
Netherlands	
Haaksbergweg 70, 1101 BZ, Amsterdam, Netherlands	
CGI Holdings (2) B.V.	Netherlands
Compass Group Finance Netherlands B.V.	Netherlands
Compass Group Holding B.V.	Netherlands
Compass Group International 2 B.V.	Netherlands
Compass Group International 3 B.V.	Netherlands
Compass Group International 4 B.V.	Netherlands
Compass Group International 5 B.V.	Netherlands
Compass Group International 9 B.V.	Netherlands
Compass Group International Finance 1 B.V.	Netherlands
Compass Group International Finance 2 B.V.	Netherlands
Compass Group Vending Holding B.V.	Netherlands
Compass Hotels Chertsey B.V.	Netherlands
Eurest Services B.V.	Netherlands
Famous Flavours B.V. (viii)	Netherlands

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Julianaplein 34B, 1781 HC Den Helder, Netherlands	
Eurest Support Services (ESS) B.V.	Netherlands
De Amert 207, 5462GH, Veghel, Netherlands	
Maison van den Boer B.V.	Netherlands
Stationsweg 95, 6711 PM Ede, Netherlands	
Xandrion B.V.	Netherlands
New Caledonia	
85 Avenue du Général de Gaulle, Immeuble Carcopino 3000, BP 2353, 98846 Nouméa Cedex, New Caledonia	
Eurest Caledonie SARL (ii)	New Caledonia
New Zealand	
Level 3, 7-11 Kenwyn Street, Parnell, Auckland, 1052, New Zealand	
Compass Group New Zealand Limited	New Zealand
Crothall Services Group Limited (ii)	New Zealand
Eurest NZ Limited (ii)	New Zealand
Norway	
Drengsrudbekken 12, 1383, PO Box 74, NO-1371, Asker, Norway	
Compass Group Norge AS (iii)	Norway
Forusparken 2, 4031 Stavanger, Postboks 8083 Stavanger Postterminal, 4068, Stavanger, Norway	
ESS Mobile Offshore Units AS	Norway
ESS Support Services AS	Norway
Brynsalléen 4, 0667 Oslo, Postboks 6489 Etterstad, 0606 Oslo, Norway	
4Service AS	Norway
4Service Eir Renhold AS	Norway
4Service Facility AS	Norway
4Service Gruppen AS	Norway
4Service Holding AS	Norway
4Service Landanlegg AS	Norway
4Service Offshore AS	Norway
4Service Offshore Hotels AS	Norway
Lahaugmoen Innkvartering AS	Norway
Ren Pluss Eiendom AS	Norway
Nordbøgata 10, 4006 Stavanger, Norway	
Sirkus Renaa AS	Norway
Sirkus Renaa Fabrikken AS	Norway
Papua New Guinea	
c/o Warner Shand Lawyers Waigani, Level 1 RH Hypermarket, Allotment 1 Section 479 (off Kennedy Road), Gordons NCD, Papua New Guinea	
Eurest (PNG) Catering & Services Ltd (ii)	Papua New Guinea
Poland	
Ul. Olbrachta 94, 01-102 Warszawa, Poland	
Compass Group Poland Sp. Z o.o.	Poland
Portugal	
Rua Miguel Serrano n° 9, 4° Piso 1495-173 Miraflores, Algés, Portugal	
Eurest (Portugal) – Sociedade Europeia de Restaurantes, Lda.	Portugal
Eurest Catering & Services Group Portugal, Lda.	Portugal

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Singapore

82 Ubi Avenue 4, #07-03 Edward Boustead Centre, 408832, Singapore Compass Group (Singapore) PTE Ltd (iii)(iv)	Singapore
38 Beach Road #23-11, South Beach Tower, 189767, Singapore Compass Group Asia Pacific PTE. Ltd (viii)	Singapore

Spain

Calle Frederic Mompou 5, planta 5a, Edificio Euro 3, 08960, San Just Desvern, Barcelona, Spain Asistentes Escolares, S.L.	Spain
Eurest Catalunya, S.L.U.	Spain
Medirest Social Residencias, S.L.U.	Spain
Calle Castilla 8-10 – C.P. 50.009, Zaragoza, Spain Servicios Renovados de Alimentacion, S.A.U.	Spain
Calle Pinar de San José 98, Planta 1a, 28054, Madrid, Spain Eurest Parques, S.L.U.	Spain
Eurest Servicios FERIALES, S.L.U.	Spain
Poligono Ugaldeguren 1, Parcela 7, 48160 Derio (Vizcaya), Spain Eurest Euskadi S.L.U.	Spain
Calle R, s/n, Mercapalma, 07007 Palma de Mallorca, Baleares, Spain Compass Group Holdings Spain, S.L.U.	Spain
Levy Compass Group Holdings, S.L. (ii)	Spain

Sweden

Box 1183, 171 23 Solna, Stockholm, Sweden Compass Group AB	Sweden
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Switzerland

c/o BDO AG, Industriestrasse 53, 6312 Steinhausen, Switzerland Creative New Food Dream Steam GmbH	Switzerland
c/o Buchhaltungs- und Revisions - AG, Bundesstrasse 3, 6302 Zug, Switzerland Hofmann Swiss Prime Menue AG (ii)	Switzerland
Gwattstrasse 8, 3185 Schmitten FR, Switzerland Sevita Group GmbH (ii)	Switzerland
Oberfeldstrasse 14, 8302, Kloten, Switzerland Restorama AG	Switzerland

Türkiye

Ünalın Mah. Libadiye Cad. Emaar Square Sit. F Blok No:82F/73 Üsküdar İstanbul, Türkiye Euroserve Güvenlik A.Ş.	Türkiye
Ünalın Mah. Libadiye Cad. Emaar Square Sit. F Blok No:82F/78 Üsküdar İstanbul, Türkiye Euroserve Hizmet ve İşletmecilik A.Ş.	Türkiye

United Kingdom

Parklands Court, 24 Parklands, Birmingham Great Park, Rubery, Birmingham, B45 9PZ, United Kingdom 14Forty Limited (ii)	UK
3 Gates Services Limited (ii)	UK
20 Studio Limited	UK
20/20 Limited (iii)	UK
Absolutely Catering Limited	UK
Air Publishing Limited	UK
Bateman Catering Limited (ii)(vii)	UK
Bateman Healthcare Services Limited (ii)	UK

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Baxter and Platts Limited (iii)(iv)(v)	UK
Blue Apple Catering Holdings Limited (iii)(iv)	UK
Blue Apple Contract Catering Limited (iii)(iv)	UK
Business Clean Limited (ii)	UK
Capitol Catering Management Services Limited	UK
Carlton Catering Partnership Limited (ii)(iii)	UK
Castle Independent Limited (ii)	UK
Cataforce Limited (ii)	UK
Caterexchange Limited (i)(ii)	UK
Caterskill Group Limited (ii)	UK
Caterskill Management Limited (ii)	UK
CH & Co Catering Group (Holdings) Limited	UK
CH & Co Catering Group Limited	UK
CH & CO Catering Limited (iii)	UK
Chalk Catering Ltd (ii)	UK
Chartwells Hounslow (Feeding Futures) Limited (iii)(iv)	UK
Chartwells Limited (ii)(iii)(vii)	UK
Citrea Catering Limited (ii)(iii)	UK
Citrea Limited	UK
Cleaning Support Services Limited (ii)	UK
Company of Cooks Ltd	UK
Compass Catering Services Limited (i)(ii)	UK
Compass Cleaning Services Limited (i)(ii)(iii)(viii)	UK
Compass Contract Services Limited (i)(ii)	UK
Compass Contracts UK Limited (ii)(viii)	UK
Compass Experience Limited (ii)(vii)	UK
Compass Food Services Limited	UK
Compass Mobile Catering Limited (ii)	UK
Compass Office Cleaning Services Limited (ii)	UK
Compass Planning and Design Limited (i)(ii)	UK
Compass Purchasing Limited	UK
Compass Road Services Limited (ii)	UK
Compass Security Limited (ii)(vii)	UK
Compass Security Oldco Group Limited (ii)	UK
Compass Security Oldco Holdings Limited (ii)	UK
Compass Security Oldco Investments Limited (ii)	UK
Compass Services (Midlands) Limited (ii)	UK
Compass Services for Hospitals Limited (ii)(viii)	UK
Compass Services Group Limited (i)(ii)	UK
Compass Services Limited (ii)	UK
Compass Services Trading Limited (i)(ii)	UK
Compass Services, UK and Ireland Limited	UK
Compass Services (U.K.) Limited	UK
Compass Staff Services Limited (ii)	UK
Concerto Group Holdings Limited (ii)	UK
Cookie Jar Limited (i)(ii)	UK
CRN 1990 (Four) Limited (i)(ii)	UK
Cygnets Foods Holdings Limited (ii)	UK

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Cygnets Foods Limited	UK
Dine Contract Catering Limited	UK
DRE Developments Limited (i)(ii)	UK
E-Foods Limited	UK
Eat Dot Limited (ii)(iii)	UK
Eaton Catering Limited (ii)	UK
Eaton Wine Bars Limited (ii)	UK
EF Group Ltd (iii)(iv)	UK
Elvendon Restaurants Limited	UK
Equinox Solutions Limited	UK
Eurest Airport Services Limited (ii)	UK
Eurest Defence Support Services Limited (i)(ii)	UK
Eurest Offshore Support Services Limited (ii)(viii)	UK
Eurest Prison Support Services Limited (ii)	UK
Eurest UK Limited (i)(ii)	UK
Events International Limited	UK
Everson Hewett Limited (ii)(iii)(iv)	UK
Facilities Management Catering Limited (ii)	UK
Fads Catering Limited (i)(ii)	UK
Fairfield Catering Company Limited (ii)	UK
Fingerprint Managed Services Limited (ii)	UK
Funpark Caterers Limited (i)(ii)(iii)	UK
Gather & Gather Limited (iii)(iv)(v)(vi)	UK
Goodfellows Catering Management Services Limited (ii)(iii)	UK
Gruppo Events Limited (ii)	UK
Gullivers Sports Travel Limited	UK
Hallmark Vending Limited	UK
Hamard Catering Management Services Limited (ii)(vii)	UK
Hamard Group Limited (ii)	UK
Henry Higgins Limited (i)(ii)	UK
Hospital Hygiene Services Limited (ii)	UK
Integrated Cleaning Management Limited	UK
Integrated Cleaning Management Support Services Limited	UK
Keith Prowse Limited (ii)	UK
Kennedy Brookes Finance Limited (i)(ii)	UK
Knott Hotels Company of London (ii)	UK
Langston Scott Limited (ii)	UK
Leisure Support Services Limited (iii)(iv)	UK
Leith's Limited (ii)	UK
Letheby & Christopher Limited (ii)	UK
Meal Service Company Limited (ii)	UK
Milburns Limited (ii)(iii)	UK
Milburns Restaurants Limited (ii)(iii)	UK
Morvend Limited	UK
National Leisure Catering Limited (ii)	UK
NLC (Holdings) Limited (ii)	UK
NLC (Wembley) Limited (ii)	UK
Northbridge Vending Company Limited	UK

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Orchestra Bidco Limited	UK
Orchestra Holdco Limited	UK
Orchestra Midco Limited	UK
Orchestra Topco Limited (iii)(iv)(v)	UK
P & C Morris (Catering) Ltd (i)(ii)(vii)	UK
P & C Morris Catering Group Limited (ii)	UK
Pabulum Catering Limited (ii)	UK
Pabulum Limited	UK
Payne & Gunter Limited (ii)	UK
Peabodys Coffee Limited	UK
Pennine Services Limited (ii)	UK
Peter Parfitt Leisure Overseas Travel Limited (ii)	UK
Peter Parfitt Sport Limited (ii)(vii)	UK
PPP Infrastructure Management Limited	UK
Prideoak Limited (i)(ii)	UK
Principal Catering Consultants Limited (iii)(iv)	UK
Public Restaurant Partner Limited (iii)(iv)	UK
QCL Limited (ii)	UK
Regency Purchasing Group Limited (iii)(iv)(v)(vi)	UK
Regency Technologies Ltd (iii)(iv)	UK
Reliable Refreshments Limited	UK
Rhine Four Limited (ii)(vii)	UK
Rocket Food Ltd (iii)	UK
Roux Fine Dining Limited (ii)	UK
Scolarest Limited (ii)	UK
Security Office Cleaners Limited (ii)	UK
Selkirk House (CVH) Limited (i)(ii)	UK
Selkirk House (FP) Limited (i)(ii)(iii)(iv)(v)	UK
Selkirk House (GHPL) Limited (i)(ii)(viii)	UK
Selkirk House (GTP) Limited (i)(ii)	UK
Selkirk House (WBRK) Limited (i)	UK
Shaw Catering Company Limited	UK
Ski Class Limited (ii)	UK
Solutions on Systems Ltd (ii)	UK
Summit Catering Limited (ii)	UK
Sunway Contract Services Limited	UK
Sutcliffe Catering South East Limited (ii)	UK
Sycamore Newco Limited (ii)	UK
The Bateman Catering Organization Limited (ii)(viii)	UK
The Cuisine Centre Limited (ii)	UK
TheProcurementCo Limited	UK
THF Oil Limited (i)(ii)	UK
To Go Group Limited	UK
To Go Limited	UK
To Go Micro Kitchens Limited	UK
Tunco (1999) 103 Limited (i)(ii)	UK
Ultimate Experience Limited (ii)	UK
V H Graddon & Sons Vending Limited	UK

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Vacherin Limited	UK
Vendepac Holdings Limited (viii)	UK
Vending Enterprises Limited	UK
Vivo Markets Ltd	UK
Waseley Fifteen Limited (i)(ii)	UK
Waseley Nominees Limited (i)(ii)	UK
Wheeler's Restaurants Limited (i)(ii)(vii)	UK
Woodin & Johns Limited (ii)	UK
Zero Procure Limited	UK
Compass House, Guildford Street, Chertsey, Surrey, KT16 9BQ, United Kingdom	
Audrey (London) Limited (ii)	UK
Audrey Investments Limited (ii)	UK
Bateman Services Limited (ii)	UK
Compass Group Finance No.3 Limited	UK
Compass Group North America Investments No.2	UK
Compass Group North America Investments Limited	UK
Compass Group Pension Trustee Company Limited (ii)	UK
Compass Group Procurement Limited	UK
Compass Group Trustees Limited (ii)	UK
Compass Healthcare Group Limited (ii)(viii)	UK
Compass Hotels Chertsey (iii)	UK
Compass Nominee Company Number Fourteen Limited (ii)	UK
Compass Overseas Holdings Limited	UK
Compass Overseas Holdings No.2 Limited	UK
Compass Overseas Services Limited (ii)	UK
Compass Pension Trustees Limited (ii)	UK
Compass Quest Limited (ii)	UK
Compass Secretaries Limited (ii)	UK
Compass Site Services Limited (ii)(vii)	UK
Compass UK Pension Trustee Co Limited (ii)	UK
CRISP Trustees Limited (ii)	UK
Meritglen Limited (ii)(vii)(viii)	UK
Nextonline Limited (iii)(iv)	UK
Sevita (UK) Limited	UK
The Compass Group Foundation	UK
The Excelsior Insurance Company Limited (i)	UK
Suite D, Pavilion 7 Kingshill Park, Venture Drive, Arnhill Business Park, Westhill, Aberdeenshire, AB32 6FL, United Kingdom	
CCG (UK) Ltd (ii)	UK
Coffee Partners Limited (ii)	UK
Compass Offshore Catering Limited (ii)(viii)	UK
Compass Scottish Site Services Limited (ii)	UK
Excel Vending Limited	UK
Inspire Catering Scotland LLP	UK
Waseley (CVI) Limited (ii)	UK
Waseley (CVS) Limited (ii)	UK
1st Floor, 12 Cromac Quay, Cromac Wood, Belfast, Northern Ireland, BT7 2JD, United Kingdom	
Lough Erne Holiday Village Limited (i)(ii)	UK

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

C/O RRS, S&W PARTNERS LLP, 4th Floor, Cumberland House, 15-17 Cumberland Place, Southampton, SO15 2BG, United Kingdom

Catermasters Contract Catering Limited (ii)	UK
Catermasters Contract Catering (Holding) Company Limited (ii)	UK
Concerto Group Limited (ii)(iii)	UK
Create Food Limited (ii)	UK
Creativevents Limited (ii)	UK
Ensemble Combined Services Limited (ii)	UK
Harbour and Jones Limited (ii)(iii)	UK
Host Management Limited (ii)(iii)	UK
The Brookwood Partnership Limited (ii)(iii)(iv)(v)(vi)	UK

37 Albyn Place, Aberdeen, Scotland, AB10 1JB, United Kingdom

4Service International Limited	UK
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United States

2710 Gateway Oaks Drive, Suite 150N, Sacramento, CA 95833-3505, US

Bon Appétit Management Company Foundation	USA
C&B Holdings, LLC	USA
Cosmopolitan Catering, LLC	USA
H&H Catering, L.P.	USA

211 E. 7th Street, Suite 620, Austin, TX 78701-3218, US

Bamco Restaurants of Texas LLC	USA
Culinaire International, LLC	USA
Culinaire of Florida, LLC	USA
Milan Ventures, LLC	USA
Levy Premium Foodservice, L.L.C. (ii)	USA
Levy Texas Beverages, LLC	USA
University Food Services, Inc.	USA
Wolfgang Puck Catering & Events of Texas, LLC	USA

2345 Rice Street, Suite 230, Roseville, MN 55113, US

Canteen One, LLC	USA
Street Eats Limited	USA

7 St. Paul Street, Suite 820, Baltimore, MD 21202, US

Culinary Services Group, LLC	USA
Levy Baltimore Convention Center, LLC	USA

251 Little Falls Drive, Wilmington, DE 19808, US

A.Anthony, LLC	USA
BenchWorks, Inc.	USA
BlueStar Refreshment Services, LLC	USA
Catering by Design	USA
CCL Hospitality Group, LLC	USA
CG Analytics and Consulting, LLC	USA
CLS Par, LLC	USA
Compass LCS, LLC	USA
Compass LV, LLC	USA
Compass Paramount, LLC	USA
Conterra, LLC	USA
Convenience Foods International, Inc.	USA
Coreworks, LLC	USA

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

Corporate Essentials LLC	USA
Crothall Healthcare Inc.	USA
CSM Cost Solutions, LLC	USA
Eat Cloud LLC	USA
Epicurean Group, LLC	USA
Epicurean Federal, LLC	USA
Eurest Services, Inc.	USA
Facilities Holdings, LLC	USA
Flik One, LLC	USA
Fresh & Ready Foods LLC	USA
HC Foods, LLC	USA
Levy Oklahoma, Inc.	USA
Levy Prom Golf, LLC	USA
Morrison Investment Company, Inc.	USA
MMS JV Holdings, LLC	USA
National Produce Consultants, LLC	USA
Parlay Solutions, LLC	USA
RAC Holdings Corp. (iii)	USA
Rank + Rally, LLC	USA
Restaurant Services I, LLC	USA
Spendifference LLC	USA
The HUB Design Innovation & Hospitality Services, LLC	USA
Touchpoint Support Services, LLC	USA
Unidine Corporation	USA
Unidine Lifestyles, LLC	USA
Unidine Nevada, LLC	USA
University Food Services, LLC	USA
Wolfgang Puck Catering and Events, LLC	USA
WPL, LLC	USA
801 Adlai Stevenson Drive, Springfield, IL 62703, US	
E15, LLC	USA
Levy (Events) Limited Partnership	USA
Levy (IP), LLC	USA
Levy Food Service, LLC	USA
Levy GP Corporation	USA
Levy Holdings GP, Inc.	USA
Levy Illinois Limited Partnership	USA
Levy Premium Foodservice Limited Partnership	USA
Levy R&H Limited Partnership	USA
Levy World Limited Partnership	USA
Professional Sports Catering, LLC	USA
Restaurant One, LLC	USA
RT Wholesale, LLC	USA
Superior Limited Partnership	USA
508 Meeting Street, West Columbia, SC 29169, US	
CGSC Capital, Inc.	USA

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

450 Laurel Street, 8th Floor, Baton Rouge, LA 70801, US	
Coastal Food Service, Inc.	USA
S.H.R.M. Catering Services, Inc.	USA
80 State Street, Albany, NY 12207-2543, US	
CulinArt, Inc.	USA
Hudson Yards Catering, LLC	USA
Hudson Yards Enterprises LLC	USA
Hudson Yards Sports & Entertainment LLC	USA
Mazzone Hospitality, LLC	USA
NYMM F&B Management, LLC	USA
Quality Food Management, Inc.	USA
RA Tennis Corp.	USA
RANYST, Inc.	USA
Restaurant Associates LLC	USA
Restaurant Associates, Inc.	USA
Restaurant Services Inc.	USA
USE LI F&B Management, LLC	USA
USE 1V F&B Management, LLC	USA
USE 520 5th F&B Management, LLC	USA
545 West 30th Street F&B Management, LLC	USA
2626 Glenwood Avenue, Suite 550, Raleigh, NC 27608, US	
Compass 2K12 Services, LLC	USA
Compass HE Services, LLC	USA
Compass One, LLC	USA
Compass Two, LLC	USA
Strategic Dining Services, LLC	USA
Waveguide LLC	USA
2595 Interstate Drive, Suite 103, Harrisburg, PA 17110, US	
Intelas Health, Inc.	USA
Newport Food Service, Inc.	USA
40 Technology Pkwy South, #300, Norcross, GA 30092, US	
Compass Cares Foundation, Inc.	USA
Food Services Management By Mgr, LLC	USA
Morrison Alumni Association, Inc.	USA
221 Bolivar Street, Jefferson City, MO 65101, US	
Fresh Ideas Management, LLC	USA
PO Box 1409, Lakeville, CT 06039, US	
Tory Hill, LLC	USA
Princeton South Corporate Ctr, Suite 160, 100 Charles Ewing Blvd, Ewing, NJ 08628, US	
Gourmet Dining, LLC	USA
2900 SW Wanamaker Drive, Suite 204, Topeka, KS 66614, US	
Levy Kansas, LLC	USA
Myron Green Corporation	USA
PFM Kansas, Inc.	USA
2908 Poston Avenue, Nashville, TN 37203, US	
Southeast Service Corporation	USA
8585 Old Dairy Road, Suite 208, Juneau, AK 99801, US	
Statewide Services, Inc.	USA

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

600 S, 2nd Street, Suite 155, Bismarck, ND 58504, US	
Compass ND, LLC	USA
2 Sun Court, Suite 400, Peachtree Corners, GA 30092, US	
Eversource LLC	USA

OTHER SUBSIDIARIES, JOINT ARRANGEMENTS, MEMBERSHIPS, ASSOCIATES AND OTHER SIGNIFICANT HOLDINGS	COUNTRY OF INCORPORATION OR ESTABLISHMENT
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Australia

Ground Floor 35 – 51 Mitchell Street, McMahons Point, NSW 2060, Australia

Applejack Hospitality Management Services Pty Ltd (70%)	Australia
Applejack Hospitality Services Pty Ltd (70%)	Australia
Applejack North Sydney Pty Limited (70%)	Australia
Applejack Urbnsurf Pty Limited (70%)	Australia
Applejack Wynyard Pty Limited (70%)	Australia
Forresters Applejack Pty Limited (70%)	Australia
Old Palace Darlinghurst Pty Ltd (70%)	Australia
Socal Hospitality Pty Limited (70%)	Australia
The Botanist Kirribilli Pty Limited (70%)	Australia
The Butler Potts Point Pty Limited (70%)	Australia

Level 3, 12 Newcastle Street, Perth 6000, Australia

ESS Thalanyji PTY Ltd (60%)	Australia
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Canada

1 Prologis Boulevard, Suite 400, Mississauga, Ontario, L5W 0G2, Canada

Chef's Hall Inc. (iii) (67%)	Canada
Compass Group Sports and Entertainment – (Quebec) (x) (67%)	Canada
Mercatino Foods Inc. (iii)(iv) (60%)	Canada
2455624 Ontario Inc. (iii) (51%)	Canada
2686613 Ontario Inc. (iii) (51%)	Canada
Ace Kosher Inc. (iii)(iv)(v) (51%)	Canada
Bluff FD Inc. (iii) (51%)	Canada
FDX Inc. (iii) (51%)	Canada
Food Dudes Restaurant Group Inc. (iii)(iv)(v)(51%)	Canada
The Food Dudes Inc. (iii)(iv)(v)(vi)(51%)	Canada
ECC – ESS Support Services (x) (50%)	Canada
2265668 Ontario Limited (iii)(iv)(v)(vi)(viii) (49%)	Canada
Amik Catering LP (x) (49%)	Canada
Dease River – ESS Support Services (x) (49%)	Canada
Dene West Limited Partnership (x) (49%)	Canada
ESS – East Arm Camp Services (x) (49%)	Canada
ESS – Kaatodh Camp Services (x) (49%)	Canada
ESS – Loon River Support Services (x) (49%)	Canada
ESS – Mi'kmaq Support Services (x) (49%)	Canada
ESS – Missanabie Cree Support Services (x) (49%)	Canada
ESS – Na Cho Nyak Dun Camp Services (x) (49%)	Canada
ESS - N'deh Support Services (x) (49%)	Canada
ESS – Ochapowace Support Services (x) (49%)	Canada
ESS – Pessamit Camp Services (x) (49%)	Canada
ESS - Wapachee Support Services (x) (49%)	Canada

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

ESS – Wapan Manawan Services de Soutien (x) (49%)	Canada
ESS-CreeQuest Support Services (49%)	Canada
ESS-Nuvumiut Support Services (x) (49%)	Canada
Services de Soutien ESS-SDEUM (x) (49%)	Canada
ESS-White River Support Services (49%)	Canada
ESS Haisla Support Services (x) (49%)	Canada
ESS HLFN Support Services (x) (49%)	Canada
ESS KNRA Support Services (x) (49%)	Canada
ESS Komatik Support Services (x) (49%)	Canada
ESS Liard First Nation Support Services (x) (49%)	Canada
ESS McKenzie Support Services (x) (49%)	Canada
ESS Okanagan Indian Band Support Services (x) (49%)	Canada
ESS Tataskweyak Camp Services (x) (49%)	Canada
ESS/Bushmaster Camp Services (x) (49%)	Canada
ESS/McLeod Lake Indian Band Support Services (x) (49%)	Canada
ESS/Mosakahiken Cree Nation Support Services (x) (49%)	Canada
ESS/Takla Lake Support Services (x) (49%)	Canada
ESS/WEDC Support Services (x) (49%)	Canada
First North Catering (x) (49%)	Canada
Hill Plain - ESS Support Services (x) (49%)	Canada
HLCS-ESS Support Services (x) (49%)	Canada
JCP - ESS Support Services (x) (49%)	Canada
KDM – ESS Support Services (x) (49%)	Canada
Metis Infinity – ESS Support Services (49%)	Canada
Mi'kma'ki Domiculture (49%)	Canada
Mi'Kmaq-ECC Nova Scotia Support Services (x) (49%)	Canada
Nisga'a Village - ESS Support Services (x) (49%)	Canada
Nuvumiut-ESS Support Services (x) (49%)	Canada
Poplar Point Catering (x) (49%)	Canada
Songhees Nation Support Services (x) (49%)	Canada
30 Queen's Road, St. John's, Newfoundland and Labrador, A1C 2A5, Canada	
Labrador Catering Inc. (iii) (49%)	Canada
Labrador Catering LP (x) (49%)	Canada
Clearwater River Dene Nation Reserve No. 222, P.O. Box 5050, Clearwater, Saskatchewan, S0M 3H0, Canada	
Clearwater Catering Limited (iii)(iv)(v)(vi) (49%)	Canada
77 King Street West, No. 400, Toronto, Ontario, M5K 0A1, Canada	
O&B Yonge Richmond LP (33.4%)	Canada
1600-421 7 AVE SW, Calgary, Alberta T2P 4K9, Canada	
Komplete Modular Solutions Ltd. (iii) (iv) (51%)	Canada
Rimfire Solutions Ltd. (40%)	Canada
Finland	
Linnankatu 26 A 41, 20100, Turku, Finland	
Unica Oy (49%)	Finland
Keskussairaalan tie Opinkivi 2, 40600 Jyväskylä, Finland	
Semma Oy (45%)	Finland

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

France

Le Puy Du Fou, 85590 Les Epesses, France

Puy Du Fou Restauration SAS (99.8%) France

India

1st Floor, VK Kalyani Commercial Complex, Sankey Rd, Opp: BDA Head Office, Bengaluru, Karnataka, 560020, India

Bottle Lab Technologies Private Limited (79.55%) India

Innov8 Raj Vilas, Lower Ground Floor, Salcon Ras Vilas, D-1 Saket District Centre, Saket (South Delhi), South Delhi, New Delhi-110017, India

I.C.S Foods Private Limited (70%) India

Japan

Hamarikyu Kensetsu Plaza, 5-5-12, Tsukiji, Chuo-ku, Tokyo 104-0045, Japan

Chiyoda Kyushoku Services Co., Ltd (90%) Japan

5-7-5, Chiyoda, Naka-ku, Nagoya-City, Aichi-Prefecture, 460-0012, Japan

Seiyo General Food Co., Ltd (50%) Japan

Luxembourg

39 Boulevard Joseph, II L-1840, Luxembourg

Geria SA (25%) Luxembourg

Monaco

30, Boulevard Princesse Charlotte Le Labor - RDC, 98000 MC, Monaco

Eurest Monaco S.A. (99.99%) Monaco

Netherlands

Haaksbergweg 70, 1101 BZ, Amsterdam, Netherlands

Compass Group International Finance C.V. (x) (100%) Netherlands

Norway

Okesnoyveien 16, 1366, Lysaker, 1366, Norway

Forpleiningstjenester AS (33.33%) Norway

Harbitzalléen 2A, 0275 Oslo, PÅ Box 4148, Sjølyst, 0217 Oslo, Norway

Gress Gruppen AS (33.33%) Norway

Brynsalléen 4, 0667 Oslo, Postboks 6489 Etterstad, 0606 Oslo

Viken Innkvartering AS (50%) Norway

Flesland Innkvartering AS (33.33%) Norway

Neptunvegen 4, 7652 Verdal, Postboks 6489 Etterstad, 0606 Oslo

Ørin Overnatting AS (33.85%) Norway

Papua New Guinea

c/o Warner Shand Lawyers Waigani, Level 1 RH Hypermarket, Allotment 1 Section 479 (off Kennedy Road), Gordons NCD, Papua New Guinea

Eurest OKAS Catering Ltd (ii) (55%) Papua New Guinea

Eurest Lotic (PNG) JV Ltd (ii) (50%) Papua New Guinea

Qatar

2 Floor, Al Mana Commercial Tower, C-Ring road, Doha, PO BOX 22481, Qatar

Compass Catering Services WLL (20%) Qatar

Spain

Calle Pinar de San José 98, Planta 1a, 28054, Madrid, Spain

Eurest Servicios, S.L (99%) Spain

United Kingdom

Parklands Court, 24 Parklands, Birmingham Great Park, Rubery, Birmingham, B45 9PZ, United Kingdom

Quaglino's Limited (i)(99%) UK

Mother Group Limited (iii)(iv) (92.48%) UK

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

County Ground, Edgbaston, Birmingham, B5 7QU, United Kingdom	
Edgbaston Experience Limited (iii)(iv) (25%)	UK
67 Shrivenham Hundred Business Park Majors Road, Watchfield, Swindon, Oxfordshire, SN6 8TY, United Kingdom	
Benchmark Designs Limited (iii) (50%)	UK
Lower Ground 04 Edinburgh House, 154-182 Kennington Lane, London, SE11 5DP, United Kingdom	
Peppermint Events Limited (50%)	UK
POP (Purveyors of Plenty) Collective Limited (50%)	UK
2nd Floor, Fourways House, 57 Hilton Street, Manchester, M1 2EJ, United Kingdom	
FC Sportswear and Retail Services Limited (iii)(iv) (45%)	UK
The O2, Peninsula Square, London, SE10 0DX	
EdiPark Holdco Limited (37.5%)	UK
EdiPark Arena Limited (37.5%)	UK
The Oval, Kennington, London, SE11 5SS, United Kingdom	
Oval Events Holdings Limited (iii)(iv)(v)(vi) (37.5%)	UK
Oval Events Limited (iii)(iv)(v)(vi) (37.5%)	UK
1st Floor 4 Tabernacle Street, London, EC2A 4LU, United Kingdom	
Cucumber Holdings Limited (iii) (33.9%)	UK
Kerb Berlin Limited (ii)(iii) (33.9%)	UK
Kerb Events Limited (iii)(iv) (33.9%)	UK
Kerb Group Limited (iii)(v)(vi) (33.9%)	UK
Kerb Seven Dials Limited (iii) (33.9%)	UK
Kerb Ventures Limited (iii)(iv) (33.9%)	UK
Rugby House, Allianz Stadium, 200 Whitton Road, Twickenham, Middlesex, TW2 7BA, United Kingdom	
Twickenham Experience Limited (iii)(iv) (15.53%) ¹	UK
United States	
251 Little Falls Drive, Wilmington, DE 19808, US	
HHP-Partner COL, LLC (90%)	USA
HHP-Partner, LLC (90%)	USA
BAMJoy LLC (60%)	USA
HBGALA Holdings, LLC (50.1%)	USA
Hanna Brothers Enterprises, LLC (50.1%)	USA
Hanna Brothers Georgia, LLC (50.1%)	USA
Learfield Levy Foodservice, LLC (50%)	USA
DIOSS LLC (49%)	USA
Pure Solutions, LLC (49%)	USA
Thompson Facilities Services LLC (49%)	USA
Thompson Hospitality Services, LLC (49%)	USA
Two Tree Management, LLC (30%)	USA
8585 Old Dairy Road, Suite 208, Juneau, AK 99801, US	
KIJK/ESS, LLC (80%)	USA
Statewide/GanaAYoo JV (50%)	USA

¹ As a percentage of nominal value of total share capital in issue.

Hospitality Holdings Limited

Notes to the accounts (continued) For the year ended 30 September 2025

16. Details of related undertakings of Hospitality Holdings Limited (continued)

980 N. Michigan Ave., Suite 400, Chicago, IL 60611, US	
Convention Hospitality Partners (75%)	USA
Atlanta Sports Catering (50%)	USA
Orlando Foodservice Partners (50%)	USA
84 State Street, Boston, MA 02109, US	
Levy Maryland, LLC (74%)	USA
5001 Blue Mound Rd. Fort Worth, TX 76106	
Quantum North America, LLC (70%)	USA
7 St. Paul Street, Suite 820, Baltimore, MD 21202, US	
Levy Baltimore, LLC (70%)	USA
2 Sun Court, Suite 400, Peachtree Corners, GA 30092, US	
Production Propane LLC (50.1%)	USA
1090 Vermont Ave N.W., Washington, DC 20005, US	
Seasons Culinary Services, Inc (50.1%)	USA
4605 Duke Drive, Suite 110, Mason, OH 45040, US	
Linkage Solutions, LLC (49%)	USA
3903 Volunteer Drive, Suite 200, Chattanooga, TN 37416, US	
Sifted, LLC (40%)	USA
1209 Orange Street, Wilmington, DE 19801, US	
AEG Venue Management Holdings, LLC (38%)	USA
Link-Age Launch, LLC (30%)	USA
945 Market Street, San Francisco, CA 94103, US	
Saluhall SF Inc. (33.9%)	USA
1201 Hays Street, Tallahassee, FL 32301, US	
Food Fleet Inc. (25%)	USA

Notes

1. Unless otherwise stated, indirectly owned by Hospitality Holdings Limited, active status and ordinary shares issued.
2. Unless stated otherwise, 100% owned.
3. In some of the jurisdictions where we operate, share classes are not defined and in these instances, for the purposes of disclosure, we have classified these holdings as ordinary.
4. A number of the companies listed are legacy companies which no longer serve any operational purpose.

Classifications Key

- (i) Directly owned by Hospitality Holdings Limited
- (ii) Dormant/non-trading
- (iii) A Ordinary shares
- (iv) B Ordinary shares
- (v) C Ordinary and/or Special shares
- (vi) D, E and/or F Ordinary shares
- (vii) Deferred shares
- (viii) Preference including cumulative, non-cumulative and redeemable shares
- (ix) Redeemable shares
- (x) No share capital, share of profits
- (xi) Limited by guarantee