

**STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

OMB APPROVAL	
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Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. See instruction 1(b).

Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan for the purchase or sale of equity securities of the issuer that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

1. Name and Address of Reporting Person* <u>Cao Lei</u>  (Last) (First) (Middle) NO. 1299 FENGHUA ROAD  (Street) SHANGHAI F4 201803  (City) (State) (Zip)	2. Issuer Name and Ticker or Trading Symbol <u>H World Group Ltd [ HTHT ]</u>	5. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input checked="" type="checkbox"/> Director 10% Owner Officer (give title below) Other (specify below)
	3. Date of Earliest Transaction (Month/Day/Year) 06/28/2026	
4. If Amendment, Date of Original Filed (Month/Day/Year)		

**Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned**

1. Title of Security (Instr. 3)	2. Transaction Date (Month/Day/Year)	2A. Deemed Execution Date, if any (Month/Day/Year)	3. Transaction Code (Instr. 8)		4. Securities Acquired (A) or Disposed Of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			
Ordinary Shares	06/28/2026		M		30,010	A	(1)	100,050	D	
Ordinary Shares	06/28/2026		M		30,750	A	(1)	130,800	D	
Ordinary Shares	06/30/2026		F		11,320	D	\$43.27	119,480	D	
Ordinary Shares	06/30/2026		F		6,260	D	\$43.27	113,220	D	

**Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Year)	3A. Deemed Execution Date, if any (Month/Day/Year)	4. Transaction Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)		6. Date Exercisable and Expiration Date (Month/Day/Year)		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)	8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)	
				Code	V	(A)	(D)	Date Exercisable	Expiration Date						Title
Restricted Share Units	(2)	06/28/2026		M			30,010	(3)	(3)	Ordinary Shares	30,010	\$0	60,020	D	
Restricted Share Units	(2)	06/28/2026		M			30,750	(4)	(4)	Ordinary Shares	30,750	\$0	65,620	D	

**Explanation of Responses:**

1. Reflects restricted share units that vested and settled into ordinary shares.
2. Each restricted share unit represents the right to receive one ordinary share.
3. These restricted share units were granted on June 28, 2024 and vested on June 28, 2026. These Restricted share units were previously reported on the Form 3 filed by the Reporting Person on March 13, 2026.
4. These restricted share units were granted on August 5, 2025 and vested on June 28, 2026. These Restricted share units were previously reported on the Form 3 filed by the Reporting Person on March 13, 2026.

/s/ Fan You, Attorney-in-Fact 06/30/2026  
for Lei Cao

\*\* Signature of Reporting Person Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

\* If the form is filed by more than one reporting person, see Instruction 4 (b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, see Instruction 6 for procedure.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB Number.