

IHG Supplementary Information – Q1 2024

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Definitions and notes

RevPAR (revenue per available room), ADR (average daily rate) and occupancy are on a comparable basis, based on comparability as at 31 March 2024 and includes hotels that have traded in all months in both the current and prior year. The principal exclusions in deriving these measures are new openings, properties under major refurbishment and removals.

All RevPAR and ADR data is quoted at US dollar constant exchange rates.

Analysis for the Fee Business is provided by major brand in each region.

IHG's pipeline comprises hotels in planning and under construction but not yet opened; a contract for these has been signed and the appropriate fees paid.

Comparable RevPAR - 3 months to 31 March 2024

Fee Business by brand:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2024	Growth	2024	Growth	2024	%Pts
InterContinental	37	144.90	5.1%	225.44	2.8%	64.3%	1.4
Kimpton	51	195.75	5.7%	287.04	0.3%	68.2%	3.5
Hotel Indigo	66	106.19	2.1%	168.65	0.3%	63.0%	1.1
Crowne Plaza	92	74.50	3.7%	135.39	2.6%	55.0%	0.6
EVEN Hotels	19	84.77	(1.0%)	138.43	(0.7%)	61.2%	(0.2)
Holiday Inn Express	2155	79.76	(1.8%)	124.73	0.6%	63.9%	(1.6)
Holiday Inn	582	71.49	(1.0%)	122.90	0.8%	58.2%	(1.1)
avid hotels	56	60.07	0.1%	100.88	0.2%	59.5%	(0.1)
Staybridge Suites	267	94.07	(0.4%)	130.40	1.9%	72.1%	(1.6)
Candlewood Suites	311	67.80	(3.5%)	97.99	1.3%	69.2%	(3.5)
Americas	3645	82.83	(0.5%)	131.38	1.4%	63.0%	(1.2)
Six Senses	17	392.93	9.3%	1,168.95	12.6%	33.6%	(1.0)
InterContinental	107	143.72	8.8%	229.05	5.2%	62.7%	2.1
Hotel Indigo	51	108.74	8.6%	159.48	2.8%	68.2%	3.6
voco Hotels	26	109.83	12.0%	155.06	4.1%	70.8%	5.0
Crowne Plaza	162	85.62	8.1%	129.68	3.2%	66.0%	3.0
Holiday Inn Express	313	67.12	7.1%	93.85	2.6%	71.5%	3.0
Holiday Inn	345	68.95	7.7%	105.36	4.7%	65.4%	1.8
Staybridge Suites	17	104.23	13.6%	128.35	7.9%	81.2%	4.1
EMEA	1051	89.56	8.7%	134.04	4.4%	66.8%	2.6
InterContinental	49	73.94	(1.0%)	122.61	1.2%	60.3%	(1.3)
Hotel Indigo	17	66.47	(7.4%)	130.84	(7.6%)	50.8%	0.1
HUALUXE	19	38.49	5.1%	75.84	1.5%	50.7%	1.7
Crowne Plaza	102	44.99	2.4%	81.71	1.4%	55.1%	0.5
Holiday Inn Express	237	22.18	4.8%	43.24	2.8%	51.3%	1.0
Holiday Inn	108	30.33	7.4%	60.32	4.4%	50.3%	1.4
Greater China	549	39.77	2.5%	74.28	1.3%	53.5%	0.7
Total IHG	5245	76.65	2.4%	123.06	2.2%	62.3%	0.2

Owned, Leased and Managed Leases:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2024	Growth	2024	Growth	2024	%Pts
Americas	3	229.15	16.7%	292.82	7.5%	78.3%	6.2
EMEA	13	155.98	17.4%	256.86	2.1%	60.7%	7.9
Total IHG	16	178.98	17.1%	270.21	4.1%	66.2%	7.4

Total comparable estate:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2024	Growth	2024	Growth	2024	%Pts
Americas	3648	83.30	(0.3%)	132.02	1.5%	63.1%	(1.1)
EMEA	1064	90.53	8.9%	135.67	4.5%	66.7%	2.7
Greater China	549	39.77	2.5%	74.28	1.3%	53.5%	0.7
Total IHG	5261	77.23	2.6%	123.95	2.3%	62.3%	0.2

System size: hotel and room count as at 31 March 2024

	Franchised		Managed		Owned, Leased & Managed Leases		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Six Senses	-	-	-	-	1	10	1	10
Regent	-	-	-	-	-	-	-	-
InterContinental	22	6,557	20	8,693	1	424	43	15,674
Vignette Collection	1	355	-	-	-	-	1	355
Kimpton	14	2,521	46	8,297	-	-	60	10,818
Hotel Indigo	67	8,446	5	1,132	-	-	72	9,578
voco hotels	12	1,299	-	-	-	-	12	1,299
Crowne Plaza	103	26,258	3	886	-	-	106	27,144
EVEN Hotels	16	2,207	5	795	-	-	21	3,002
Holiday Inn Express	2,505	228,264	1	252	-	-	2,506	228,516
Holiday Inn	673	107,446	9	2,657	2	903	684	111,006
Garner	4	297	-	-	-	-	4	297
avid hotels	70	6,297	-	-	-	-	70	6,297
Atwell Suites	3	266	-	-	-	-	3	266
Staybridge Suites	300	31,253	2	329	-	-	302	31,582
Holiday Inn Club Vacations	29	9,396	-	-	-	-	29	9,396
Candlewood Suites	377	33,553	-	-	-	-	377	33,553
Iberostar Beachfront Resorts ¹	23	9,027	-	-	-	-	23	9,027
Other ²	19	9,425	79	12,521	-	-	98	21,946
Americas	4,238	482,867	170	35,562	4	1,337	4,412	519,766
Six Senses	-	-	22	1,587	1	56	23	1,643
Regent	-	-	3	841	1	195	4	1,036
InterContinental	21	6,098	96	27,417	3	1,067	120	34,582
Vignette Collection	6	704	2	567	-	-	8	1,271
Kimpton	2	446	6	1,009	4	916	12	2,371
Hotel Indigo	45	4,879	14	2,251	-	-	59	7,130
voco hotels	23	3,739	12	7,622	4	660	39	12,021
Crowne Plaza	103	22,743	74	20,150	-	-	177	42,893
Holiday Inn Express	307	43,092	45	8,700	-	-	352	51,792
Holiday Inn	290	47,602	89	20,943	-	-	379	68,545
Garner	-	-	-	-	-	-	-	-
Staybridge Suites	14	2,174	8	1,471	-	-	22	3,645
Iberostar Beachfront Resorts ¹	26	8,573	-	-	-	-	26	8,573
Other ²	6	797	14	10,596	-	-	20	11,393
EMEA	843	140,847	385	103,154	13	2,894	1,241	246,895
Six Senses	-	-	1	130	-	-	1	130
Regent	1	538	5	1,516	-	-	6	2,054
InterContinental	1	572	58	22,522	-	-	59	23,094
Vignette Collection	-	-	3	718	-	-	3	718
Kimpton	-	-	3	450	-	-	3	450
Hotel Indigo	2	322	21	3,289	-	-	23	3,611
voco hotels	11	2,410	2	377	-	-	13	2,787
HUALUXE	1	169	19	5,360	-	-	20	5,529
Crowne Plaza	28	9,438	98	32,991	-	-	126	42,429
EVEN Hotels	1	198	6	989	-	-	7	1,187
Holiday Inn Express	203	31,677	111	24,121	-	-	314	55,798
Holiday Inn	33	7,826	99	26,953	-	-	132	34,779
Other ²	5	6,569	3	586	-	-	8	7,155
Greater China	286	59,719	429	120,002	-	-	715	179,721
Six Senses	-	-	23	1,717	2	66	25	1,783
Regent	1	538	8	2,357	1	195	10	3,090
InterContinental	44	13,227	174	58,632	4	1,491	222	73,350
Vignette Collection	7	1,059	5	1,285	-	-	12	2,344
Kimpton	16	2,967	55	9,756	4	916	75	13,639
Hotel Indigo	114	13,647	40	6,672	-	-	154	20,319
voco hotels	46	7,448	14	7,999	4	660	64	16,107
HUALUXE	1	169	19	5,360	-	-	20	5,529
Crowne Plaza	234	58,439	175	54,027	-	-	409	112,466
EVEN Hotels	17	2,405	11	1,784	-	-	28	4,189
Holiday Inn Express	3,015	303,033	157	33,073	-	-	3,172	336,106
Holiday Inn	996	162,874	197	50,553	2	903	1,195	214,330
Garner	4	297	-	-	-	-	4	297
avid hotels	70	6,297	-	-	-	-	70	6,297
Atwell Suites	3	266	-	-	-	-	3	266
Staybridge Suites	314	33,427	10	1,800	-	-	324	35,227
Holiday Inn Club Vacations	29	9,396	-	-	-	-	29	9,396
Candlewood Suites	377	33,553	-	-	-	-	377	33,553
Iberostar Beachfront Resorts ¹	49	17,600	-	-	-	-	49	17,600
Other ²	30	16,791	96	23,703	-	-	126	40,494
Total System Size	5,367	683,433	984	258,718	17	4,231	6,368	946,382

¹ Iberostar Beachfront Resorts joined IHG's system as part of a long-term commercial agreement.

² Includes nine open hotels that will be re-branded to voco (four Americas, four EMEA and one Greater China) and includes five open hotels that will be re-branded to Vignette Collection (five EMEA).

Pipeline: hotel and room count as at 31 March 2024

	Franchised		Managed		Owned, Leased & Managed Leases		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Six Senses	-	-	9	618	-	-	9	618
Regent	-	-	1	167	-	-	1	167
InterContinental	6	1,512	6	1,172	-	-	12	2,684
Vignette Collection	4	359	-	-	-	-	4	359
Kimpton	15	3,442	13	2,110	-	-	28	5,552
Hotel Indigo	30	3,941	1	282	-	-	31	4,223
voco Hotels	14	1,488	-	-	-	-	14	1,488
Crowne Plaza	6	1,145	1	230	-	-	7	1,375
EVEN Hotels	8	907	-	-	-	-	8	907
Holiday Inn Express	345	33,019	-	-	-	-	345	33,019
Holiday Inn	69	8,259	1	150	-	-	70	8,409
Garner	12	996	-	-	-	-	12	996
avid hotels	145	11,656	-	-	-	-	145	11,656
Atwell Suites	43	4,300	-	-	-	-	43	4,300
Staybridge Suites	154	16,187	-	-	-	-	154	16,187
Holiday Inn Club Vacations	2	832	-	-	-	-	2	832
Candlewood Suites	162	12,670	-	-	-	-	162	12,670
Iberostar Beachfront Resorts ¹	5	2,240	-	-	-	-	5	2,240
Other	-	-	14	2,352	-	-	14	2,352
Americas	1,020	102,953	46	7,081	-	-	1,066	110,034
Six Senses	-	-	30	2,331	-	-	30	2,331
Regent	-	-	7	1,468	-	-	7	1,468
InterContinental	8	1,705	46	11,278	-	-	54	12,983
Vignette Collection	8	962	8	995	-	-	16	1,957
Kimpton	3	370	11	1,840	1	155	15	2,365
Hotel Indigo	20	1,989	31	5,992	-	-	51	7,981
voco Hotels	24	3,445	29	6,894	-	-	53	10,339
Crowne Plaza	20	3,676	32	8,370	-	-	52	12,046
Holiday Inn Express	54	7,680	34	5,746	-	-	88	13,426
Holiday Inn	31	4,448	59	12,307	-	-	90	16,755
Garner	3	517	-	-	-	-	3	517
Staybridge Suites	7	903	10	1,611	-	-	17	2,514
EMEAA	178	25,695	297	58,832	1	155	476	84,682
Six Senses	-	-	4	233	-	-	4	233
Regent	-	-	3	807	-	-	3	807
InterContinental	-	-	32	9,051	-	-	32	9,051
Vignette Collection	-	-	3	802	-	-	3	802
Kimpton	-	-	13	3,388	-	-	13	3,388
Hotel Indigo	-	-	49	8,488	-	-	49	8,488
voco Hotels	7	1,394	6	1,123	-	-	13	2,517
HUALUXE	2	450	25	6,464	-	-	27	6,914
Crowne Plaza	34	9,134	37	10,364	-	-	71	19,498
EVEN Hotels	5	635	17	3,502	-	-	22	4,137
Holiday Inn Express	178	27,347	30	5,590	-	-	208	32,937
Holiday Inn	51	11,213	41	10,704	-	-	92	21,917
Greater China	277	50,173	260	60,516	-	-	537	110,689
Six Senses	-	-	43	3,182	-	-	43	3,182
Regent	-	-	11	2,442	-	-	11	2,442
InterContinental	14	3,217	84	21,501	-	-	98	24,718
Vignette Collection	12	1,321	11	1,797	-	-	23	3,118
Kimpton	18	3,812	37	7,338	1	155	56	11,305
Hotel Indigo	50	5,930	81	14,762	-	-	131	20,692
voco Hotels	45	6,327	35	8,017	-	-	80	14,344
HUALUXE	2	450	25	6,464	-	-	27	6,914
Crowne Plaza	60	13,955	70	18,964	-	-	130	32,919
EVEN Hotels	13	1,542	17	3,502	-	-	30	5,044
Holiday Inn Express	577	68,046	64	11,336	-	-	641	79,382
Holiday Inn	151	23,920	101	23,161	-	-	252	47,081
Garner	15	1,513	-	-	-	-	15	1,513
avid hotels	145	11,656	-	-	-	-	145	11,656
Atwell Suites	43	4,300	-	-	-	-	43	4,300
Staybridge Suites	161	17,090	10	1,611	-	-	171	18,701
Holiday Inn Club Vacations	2	832	-	-	-	-	2	832
Candlewood Suites	162	12,670	-	-	-	-	162	12,670
Iberostar Beachfront Resorts ¹	5	2,240	-	-	-	-	5	2,240
Other	-	-	14	2,352	-	-	14	2,352
Total Pipeline	1,475	178,821	603	126,429	1	155	2,079	305,405

¹ Iberostar Beachfront Resorts joined IHG's system as part of a long-term commercial agreement.

System size and pipeline movement

Americas – system size (by number of rooms)

Room Count	1 January 2024	Openings	Internal Rebrand	Removals	Net Movement	31 March 2024	% Growth
Six Senses	10	0	0	0	0	10	0%
Regent	0	0	0	0	0	0	N/A
InterContinental	15,674	0	0	0	0	15,674	0%
Vignette Collection	355	0	0	0	0	355	0%
Kimpton	10,895	142	0	(219)	(77)	10,818	(1%)
Hotel Indigo	9,578	0	0	0	0	9,578	0%
voco Hotels	1,299	0	0	0	0	1,299	0%
Crowne Plaza	27,142	0	0	2	2	27,144	0%
EVEN Hotels	2,744	258	0	0	258	3,002	9%
Holiday Inn Express	228,753	846	77	(1,160)	(237)	228,516	(0%)
Holiday Inn	111,754	217	236	(1,201)	(748)	111,006	(1%)
Garner	158	139	0	0	139	297	88%
avid hotels	6,027	270	0	0	270	6,297	4%
Atwell Suites	186	0	80	0	80	266	43%
Staybridge Suites	31,675	0	0	(93)	(93)	31,582	(0%)
Holiday Inn Club Vacations	9,526	0	0	(130)	(130)	9,396	(1%)
Candlewood Suites	33,497	59	0	(3)	56	33,553	0%
Iberostar Beachfront Resorts	9,027	0	0	0	0	9,027	0%
Other ¹	21,294	1,170	(393)	(125)	652	21,946	3%
All Brands	519,594	3,101	0	(2,929)	172	519,766	0%

¹ Includes four open hotels that will be re-branded to voco.

Americas – pipeline (by number of rooms)

Pipeline	1 January 2024	Signings	Openings	Terminations	Net Movement	31 March 2024	% Growth
Six Senses	474	144	0	0	144	618	30%
Regent	167	0	0	0	0	167	0%
InterContinental	2,708	0	0	(24)	(24)	2,684	(1%)
Vignette Collection	261	98	0	0	98	359	38%
Kimpton	5,518	176	(142)	0	34	5,552	1%
Hotel Indigo	4,337	41	0	(155)	(114)	4,223	(3%)
voco Hotels	1,383	105	0	0	105	1,488	8%
Crowne Plaza	2,210	0	0	(835)	(835)	1,375	(38%)
EVEN Hotels	1,239	0	(258)	(74)	(332)	907	(27%)
Holiday Inn Express	33,463	815	(846)	(413)	(444)	33,019	(1%)
Holiday Inn	8,639	255	(217)	(268)	(230)	8,409	(3%)
Garner	332	803	(139)	0	664	996	200%
avid hotels	11,577	449	(270)	(100)	79	11,656	1%
Atwell Suites	4,124	179	0	(3)	176	4,300	4%
Staybridge Suites	15,351	858	0	(22)	836	16,187	5%
Holiday Inn Club Vacations	832	0	0	0	0	832	0%
Candlewood Suites	11,957	944	(59)	(172)	713	12,670	6%
Iberostar Beachfront Resorts	2,240	0	0	0	0	2,240	0%
Other	2,352	205	(1,170)	965	0	2,352	0%
All Brands	109,164	5,072	(3,101)	(1,101)	870	110,034	1%

EMEA – system size (by number of rooms)

Room Count	1 January 2024	Openings	Internal Rebrand	Removals	Net Movement	31 March 2024	% Growth
Six Senses	1,621	19	0	3	22	1,643	1%
Regent	1,036	0	0	0	0	1,036	0%
InterContinental	34,443	139	0	0	139	34,582	0%
Vignette Collection	1,206	65	0	0	65	1,271	5%
Kimpton	2,376	0	0	(5)	(5)	2,371	(0%)
Hotel Indigo	7,029	101	0	0	101	7,130	1%
voco Hotels	11,791	0	188	42	230	12,021	2%
Crowne Plaza	43,285	100	0	(492)	(392)	42,893	(1%)
Holiday Inn Express	51,488	304	0	0	304	51,792	1%
Holiday Inn	69,330	115	0	(900)	(785)	68,545	(1%)
Garner	0	0	0	0	0	0	N/A
Staybridge Suites	3,645	0	0	0	0	3,645	0%
Iberostar Beachfront Resorts	8,573	0	0	0	0	8,573	0%
Other ¹	11,444	199	(188)	(62)	(51)	11,393	(0%)
All Brands	247,267	1,042	0	(1,414)	(372)	246,895	(0%)

¹ Includes four open hotels that will be re-branded to voco and five open hotels that will be re-branded to Vignette Collection.

EMEA – pipeline (by number of rooms)

Pipeline	1 January 2024	Signings	Openings	Terminations	Net Movement	31 March 2024	% Growth
Six Senses	2,350	0	(19)	0	(19)	2,331	(1%)
Regent	1,468	0	0	0	0	1,468	0%
InterContinental	13,510	250	(139)	(638)	(527)	12,983	(4%)
Vignette Collection	1,523	268	(65)	231	434	1,957	28%
Kimpton	2,365	0	0	0	0	2,365	0%
Hotel Indigo	8,309	82	(101)	(309)	(328)	7,981	(4%)
voco Hotels	8,907	1,727	0	(295)	1,432	10,339	16%
Crowne Plaza	11,529	609	(100)	8	517	12,046	4%
Holiday Inn Express	13,309	1,013	(304)	(592)	117	13,426	1%
Holiday Inn	16,122	905	(115)	(157)	633	16,755	4%
Garner	0	517	0	0	517	517	0%
Staybridge Suites	2,834	0	0	(320)	(320)	2,514	(11%)
Iberostar Beachfront Resorts	0	0	0	0	0	0	N/A
Other	0	0	(199)	199	0	0	N/A
All Brands	82,226	5,371	(1,042)	(1,873)	2,456	84,682	3%

Greater China – system size (by number of rooms)

Room Count	1 January 2024	Openings	Internal Rebrand	Removals	Net Movement	31 March 2024	% Growth
Six Senses	130	0	0	0	0	130	0%
Regent	2,051	0	0	3	3	2,054	0%
InterContinental	23,383	0	0	(289)	(289)	23,094	(1%)
Vignette Collection	722	0	0	(4)	(4)	718	(1%)
Kimpton	450	0	0	0	0	450	0%
Hotel Indigo	3,611	0	0	0	0	3,611	0%
voco Hotels	2,417	370	0	0	370	2,787	15%
HUALUXE	5,529	0	0	0	0	5,529	0%
Crowne Plaza	41,805	625	0	(1)	624	42,429	1%
EVEN Hotels	1,187	0	0	0	0	1,187	0%
Holiday Inn Express	56,076	936	0	(1,214)	(278)	55,798	(0%)
Holiday Inn	34,826	201	0	(248)	(47)	34,779	(0%)
Other ¹	7,155	0	0	0	0	7,155	0%
All Brands	179,342	2,132	0	(1,753)	379	179,721	0%

¹ Includes one open hotel that will be re-branded to voco.

Greater China – pipeline (by number of rooms)

Pipeline	1 January 2024	Signings	Openings	Terminations	Net Movement	31 March 2024	% Growth
Six Senses	233	0	0	0	0	233	0%
Regent	807	0	0	0	0	807	0%
InterContinental	9,053	0	0	(2)	(2)	9,051	(0%)
Vignette Collection	272	530	0	0	530	802	195%
Kimpton	2,878	510	0	0	510	3,388	18%
Hotel Indigo	8,293	195	0	0	195	8,488	2%
voco Hotels	2,451	436	(370)	0	66	2,517	3%
HUALUXE	6,343	605	0	(34)	571	6,914	9%
Crowne Plaza	18,703	1,333	(625)	87	795	19,498	4%
EVEN Hotels	4,144	0	0	(7)	(7)	4,137	(0%)
Holiday Inn Express	31,247	2,609	(936)	17	1,690	32,937	5%
Holiday Inn	21,140	1,005	(201)	(27)	777	21,917	4%
Other	0	0	0	0	0	0	N/A
All Brands	105,564	7,223	(2,132)	34	5,125	110,689	5%

Group – system size (by number of rooms)

Room Count	1 January 2024	Openings	Internal Rebrand	Removals	Net Movement	31 March 2024	% Growth
Six Senses	1,761	19	0	3	22	1,783	1%
Regent	3,087	0	0	3	3	3,090	0%
InterContinental	73,500	139	0	(289)	(150)	73,350	(0%)
Vignette Collection	2,283	65	0	(4)	61	2,344	3%
Kimpton	13,721	142	0	(224)	(82)	13,639	(1%)
Hotel Indigo	20,218	101	0	0	101	20,319	0%
voco Hotels	15,507	370	188	42	600	16,107	4%
HUALUXE	5,529	0	0	0	0	5,529	0%
Crowne Plaza	112,232	725	0	(491)	234	112,466	0%
EVEN Hotels	3,931	258	0	0	258	4,189	7%
Holiday Inn Express	336,317	2,086	77	(2,374)	(211)	336,106	(0%)
Holiday Inn	215,910	533	236	(2,349)	(1,580)	214,330	(1%)
Garner	158	139	0	0	139	297	88%
avid hotels	6,027	270	0	0	270	6,297	4%
Atwell Suites	186	0	80	0	80	266	43%
Staybridge Suites	35,320	0	0	(93)	(93)	35,227	(0%)
Holiday Inn Club Vacations	9,526	0	0	(130)	(130)	9,396	(1%)
Candlewood Suites	33,497	59	0	(3)	56	33,553	0%
Iberostar Beachfront Resorts	17,600	0	0	0	0	17,600	0%
Other ¹	39,893	1,369	(581)	(187)	601	40,494	2%
All Brands	946,203	6,275	0	(6,096)	179	946,382	0%

¹ Includes nine open hotels that will be re-branded to voco (four Americas, four EMEA and one Greater China) and includes five open hotels that will be re-branded to Vignette Collection (five EMEA).

Group – pipeline (by number of rooms)

Pipeline	1 January 2024	Signings	Openings	Terminations	Net Movement	31 March 2024	% Growth
Six Senses	3,057	144	(19)	0	125	3,182	4%
Regent	2,442	0	0	0	0	2,442	0%
InterContinental	25,271	250	(139)	(664)	(553)	24,718	(2%)
Vignette Collection	2,056	896	(65)	231	1,062	3,118	52%
Kimpton	10,761	686	(142)	0	544	11,305	5%
Hotel Indigo	20,939	318	(101)	(464)	(247)	20,692	(1%)
voco Hotels	12,741	2,268	(370)	(295)	1,603	14,344	13%
HUALUXE	6,343	605	0	(34)	571	6,914	9%
Crowne Plaza	32,442	1,942	(725)	(740)	477	32,919	1%
EVEN Hotels	5,383	0	(258)	(81)	(339)	5,044	(6%)
Holiday Inn Express	78,019	4,437	(2,086)	(988)	1,363	79,382	2%
Holiday Inn	45,901	2,165	(533)	(452)	1,180	47,081	3%
Garner	332	1,320	(139)	0	1,181	1,513	356%
avid hotels	11,577	449	(270)	(100)	79	11,656	1%
Atwell Suites	4,124	179	0	(3)	176	4,300	4%
Staybridge Suites	18,185	858	0	(342)	516	18,701	3%
Holiday Inn Club Vacations	832	0	0	0	0	832	0%
Candlewood Suites	11,957	944	(59)	(172)	713	12,670	6%
Iberostar Beachfront Resorts	2,240	0	0	0	0	2,240	0%
Other	2,352	205	(1,369)	1,164	0	2,352	0%
All Brands	296,954	17,666	(6,275)	(2,940)	8,451	305,405	3%