

IHG Supplementary Information – Q3 2025

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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 30 September 2025 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 30 September 2025

Fee Business by brand:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
InterContinental	39	164.87	2.6%	235.00	0.2%	70.2%	1.6
Kimpton	51	190.92	(0.7)%	253.53	(1.6)%	75.3%	0.7
Hotel Indigo	65	135.47	(1.6)%	189.24	(2.2)%	71.6%	0.5
Crowne Plaza	83	84.89	(1.0)%	136.31	(0.8)%	62.3%	(0.1)
EVEN Hotels	19	119.76	(4.2)%	162.12	(1.4)%	73.9%	(2.1)
Holiday Inn Express	2,201	100.49	(0.5)%	136.61	(0.7)%	73.6%	0.1
Holiday Inn	560	88.51	(2.4)%	134.04	(0.1)%	66.0%	(1.6)
avid hotels	66	73.84	(3.3)%	108.99	(1.5)%	67.7%	(1.3)
Staybridge Suites	280	109.46	(1.0)%	137.42	(0.5)%	79.7%	(0.4)
Candlewood Suites	345	79.77	(2.2)%	104.52	(1.3)%	76.3%	(0.7)
Americas	3,727	101.18	(0.9)%	140.88	(0.5)%	71.8%	(0.3)
Six Senses	19	531.55	10.5%	1,097.75	(2.1)%	48.4%	5.5
InterContinental	104	174.27	3.9%	247.45	0.0%	70.4%	2.7
Hotel Indigo	58	138.38	0.5%	174.27	(1.7)%	79.4%	1.7
voco	33	71.91	5.1%	109.35	0.0%	65.8%	3.2
Crowne Plaza	157	96.90	4.2%	131.08	1.5%	73.9%	1.9
Holiday Inn Express	314	86.31	0.7%	105.49	(0.1)%	81.8%	0.7
Holiday Inn	336	81.69	0.4%	109.06	(1.3)%	74.9%	1.3
Staybridge Suites	19	104.82	4.4%	127.50	1.2%	82.2%	2.5
EMEAA	1,056	107.62	2.9%	143.03	0.7%	75.2%	1.6
InterContinental	54	72.22	(1.5)%	106.53	(4.4)%	67.8%	2.0
Hotel Indigo	22	82.67	2.7%	121.24	(4.3)%	68.2%	4.6
HUALUXE	18	46.77	(2.7)%	70.88	(6.0)%	66.0%	2.3
Crowne Plaza	109	46.43	(3.0)%	70.97	(3.8)%	65.4%	0.5
Holiday Inn Express	270	24.68	(6.3)%	39.59	(5.3)%	62.3%	(0.7)
Holiday Inn	102	32.32	(4.4)%	52.81	(3.9)%	61.2%	(0.3)
Greater China	607	43.57	(1.8)%	67.65	(2.7)%	64.4%	0.6
Total IHG	5,390	91.71	0.1%	128.66	(0.4)%	71.3%	0.4

Owned & leased:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
Americas	3	210.31	0.6%	300.13	1.2%	70.1%	(0.4)
EMEAA	12	240.49	0.5%	294.36	(1.8)%	81.7%	1.9
Total IHG	15	230.55	0.5%	296.07	(0.9)%	77.9%	1.1

Total comparable estate:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
Americas	3,730	101.53	(0.9)%	141.37	(0.5)%	71.8%	(0.3)
EMEAA	1,068	109.40	2.8%	145.23	0.6%	75.3%	1.6
Greater China	607	43.57	(1.8)%	67.65	(2.7)%	64.4%	0.6
Total IHG	5,405	92.44	0.1%	129.62	(0.4)%	71.3%	0.4

Comparable RevPAR – 9 months to 30 September 2025

Fee Business by brand:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
InterContinental	39	162.83	4.3%	238.92	3.6%	68.2%	0.5
Kimpton	51	205.67	0.3%	278.01	(0.1)%	74.0%	0.3
Hotel Indigo	65	127.37	0.2%	184.84	(0.8)%	68.9%	0.7
Crowne Plaza	83	81.83	0.5%	136.64	0.0%	59.9%	0.3
EVEN Hotels	19	110.80	(0.9)%	154.98	(1.6)%	71.5%	0.5
Holiday Inn Express	2,201	93.92	0.9%	133.54	0.6%	70.3%	0.2
Holiday Inn	560	83.44	(0.1)%	130.41	0.8%	64.0%	(0.6)
avid hotels	66	70.67	0.0%	107.47	(0.4)%	65.8%	0.3
Staybridge Suites	280	104.88	0.8%	135.08	0.2%	77.6%	0.4
Candlewood Suites	345	76.84	(0.1)%	103.39	0.1%	74.3%	(0.1)
Americas	3,727	96.17	0.8%	138.99	0.7%	69.2%	0.1
Six Senses	19	483.06	14.6%	1,079.31	0.3%	44.8%	5.6
InterContinental	104	169.24	6.0%	251.57	2.5%	67.3%	2.2
Hotel Indigo	58	130.56	2.5%	174.20	0.3%	74.9%	1.6
voco	33	83.52	4.9%	123.65	3.6%	67.5%	0.8
Crowne Plaza	157	92.72	4.3%	131.01	2.5%	70.8%	1.3
Holiday Inn Express	314	78.06	0.5%	100.72	(0.4)%	77.5%	0.7
Holiday Inn	336	76.16	2.0%	107.72	0.7%	70.7%	0.9
Staybridge Suites	19	103.34	2.6%	128.02	1.1%	80.7%	1.2
EMEA	1,056	101.46	3.9%	141.44	2.2%	71.7%	1.2
InterContinental	54	68.49	(3.2)%	107.43	(5.7)%	63.8%	1.7
Hotel Indigo	22	76.05	3.0%	122.55	(4.3)%	62.1%	4.4
HUALUXE	18	44.77	(2.1)%	72.64	(6.9)%	61.6%	3.0
Crowne Plaza	109	43.22	(3.7)%	72.04	(4.1)%	60.0%	0.3
Holiday Inn Express	270	22.54	(7.0)%	39.82	(5.3)%	56.6%	(1.1)
Holiday Inn	102	30.34	(5.4)%	53.84	(5.1)%	56.3%	(0.2)
Greater China	607	40.76	(2.6)%	68.78	(3.3)%	59.3%	0.4
Total IHG	5,390	86.83	1.4%	127.82	0.8%	67.9%	0.4

Owned & leased:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
Americas	3	226.98	0.9%	307.40	3.5%	73.8%	(1.9)
EMEA	12	210.48	0.8%	283.18	0.0%	74.3%	0.6
Total IHG	15	215.92	0.8%	291.13	1.1%	74.2%	(0.2)

Total comparable estate:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
Americas	3,730	96.59	0.8%	139.57	0.7%	69.2%	0.1
EMEA	1,068	102.92	3.8%	143.41	2.1%	71.8%	1.2
Greater China	607	40.76	(2.6)%	68.78	(3.3)%	59.3%	0.4
Total IHG	5,405	87.51	1.4%	128.76	0.8%	68.0%	0.4

System size: hotel and room count as at 30 September 2025

	Franchised		Managed		Owned & leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Six Senses	-	-	1	71	1	10	2	81
Regent	-	-	1	167	-	-	1	167
InterContinental	26	7,736	21	8,895	1	424	48	17,055
Vignette Collection	3	805	-	-	-	-	3	805
Kimpton	20	3,749	41	7,335	-	-	61	11,084
Hotel Indigo	72	9,106	6	1,413	-	-	78	10,519
voco	27	2,924	-	-	-	-	27	2,924
Crowne Plaza	97	23,729	3	886	-	-	100	24,615
EVEN Hotels	21	2,713	5	795	-	-	26	3,508
Holiday Inn Express	2,527	230,997	1	252	-	-	2,528	231,249
Holiday Inn	652	102,880	8	2,457	2	903	662	106,240
Garner	25	1,950	-	-	-	-	25	1,950
avid hotels	82	7,302	-	-	-	-	82	7,302
Atwell Suites	6	556	-	-	-	-	6	556
Staybridge Suites	318	33,407	2	328	-	-	320	33,735
Holiday Inn Club Vacations	30	9,812	-	-	-	-	30	9,812
Candlewood Suites	408	36,244	-	-	-	-	408	36,244
Iberostar Beachfront Resorts ¹	26	9,443	-	-	-	-	26	9,443
Other	26	3,860	79	12,476	-	-	105	16,336
Americas	4,366	487,213	168	35,075	4	1,337	4,538	523,625
Six Senses	-	-	23	1,684	1	56	24	1,740
Regent	-	-	4	947	-	-	4	947
InterContinental	21	5,675	101	27,869	3	1,067	125	34,611
Vignette Collection	10	1,312	7	2,054	-	-	17	3,366
Kimpton	3	595	9	1,553	5	1,071	17	3,219
Hotel Indigo	52	5,421	19	3,332	-	-	71	8,753
voco	40	6,402	19	8,973	4	660	63	16,035
Ruby	16	2,673	-	-	-	-	16	2,673
Crowne Plaza	108	23,960	74	19,633	-	-	182	43,593
Holiday Inn Express	314	44,240	49	9,243	-	-	363	53,483
Holiday Inn	332	55,838	96	22,418	-	-	428	78,256
Garner	47	4,950	-	-	-	-	47	4,950
Staybridge Suites	15	2,280	8	1,533	-	-	23	3,813
Candlewood Suites	5	578	-	-	-	-	5	578
Iberostar Beachfront Resorts ¹	31	10,319	-	-	-	-	31	10,319
Other	8	1,102	17	12,942	-	-	25	14,044
EMEA	1,002	165,345	426	112,181	13	2,854	1,441	280,380
Six Senses	-	-	1	130	-	-	1	130
Regent	1	538	5	1,516	-	-	6	2,054
InterContinental	1	572	63	23,658	-	-	64	24,230
Vignette Collection	-	-	7	1,785	-	-	7	1,785
Kimpton	-	-	5	1,234	-	-	5	1,234
Hotel Indigo	2	322	32	5,175	-	-	34	5,497
voco	23	4,501	4	696	-	-	27	5,197
HUALUXE	1	169	22	6,071	-	-	23	6,240
Crowne Plaza	40	13,135	97	31,846	-	-	137	44,981
EVEN Hotels	5	756	14	2,554	-	-	19	3,310
Holiday Inn Express	278	42,213	106	22,754	-	-	384	64,967
Holiday Inn	58	13,265	94	26,893	-	-	152	40,158
Atwell Suites	-	-	1	174	-	-	1	174
Other	5	6,569	1	225	-	-	6	6,794
Greater China	414	82,040	452	124,711	-	-	866	206,751
Six Senses	-	-	25	1,885	2	66	27	1,951
Regent	1	538	10	2,630	-	-	11	3,168
InterContinental	48	13,983	185	60,422	4	1,491	237	75,896
Vignette Collection	13	2,117	14	3,839	-	-	27	5,956
Kimpton	23	4,344	55	10,122	5	1,071	83	15,537
Hotel Indigo	126	14,849	57	9,920	-	-	183	24,769
voco	90	13,827	23	9,669	4	660	117	24,156
Ruby	16	2,673	-	-	-	-	16	2,673
HUALUXE	1	169	22	6,071	-	-	23	6,240
Crowne Plaza	245	60,824	174	52,365	-	-	419	113,189
EVEN Hotels	26	3,469	19	3,349	-	-	45	6,818
Holiday Inn Express	3,119	317,450	156	32,249	-	-	3,275	349,699
Holiday Inn	1,042	171,983	198	51,768	2	903	1,242	224,654
Garner	72	6,900	-	-	-	-	72	6,900
avid hotels	82	7,302	-	-	-	-	82	7,302
Atwell Suites	6	556	1	174	-	-	7	730
Staybridge Suites	333	35,687	10	1,861	-	-	343	37,548
Holiday Inn Club Vacations	30	9,812	-	-	-	-	30	9,812
Candlewood Suites	413	36,822	-	-	-	-	413	36,822
Iberostar Beachfront Resorts ¹	57	19,762	-	-	-	-	57	19,762
Other	39	11,531	97	25,643	-	-	136	37,174
Total System Size	5,782	734,598	1,046	271,967	17	4,191	6,845	1,010,756

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

Pipeline: hotel and room count as at 30 September 2025

	Franchised		Managed		Owned & leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Six Senses	-	-	9	660	-	-	9	660
InterContinental	4	1,089	5	1,312	-	-	9	2,401
Vignette Collection	4	282	-	-	-	-	4	282
Kimpton	18	3,510	12	2,015	-	-	30	5,525
Hotel Indigo	25	3,086	-	-	-	-	25	3,086
voco	27	3,541	-	-	-	-	27	3,541
Crowne Plaza	4	704	1	230	-	-	5	934
EVEN Hotels	3	401	1	120	-	-	4	521
Holiday Inn Express	345	32,476	-	-	-	-	345	32,476
Holiday Inn	64	7,575	1	150	-	-	65	7,725
Garner	49	3,783	-	-	-	-	49	3,783
avid hotels	132	10,108	-	-	-	-	132	10,108
Atwell Suites	54	5,395	-	-	-	-	54	5,395
Staybridge Suites	141	14,562	1	168	-	-	142	14,730
Candlewood Suites	190	13,611	-	-	-	-	190	13,611
Iberostar Beachfront Resorts ¹	4	2,000	-	-	-	-	4	2,000
Other	-	-	15	2,367	-	-	15	2,367
Americas	1,064	102,123	45	7,022	-	-	1,109	109,145
Six Senses	-	-	28	2,172	-	-	28	2,172
Regent	-	-	9	1,562	-	-	9	1,562
InterContinental	9	2,147	54	13,536	-	-	63	15,683
Vignette Collection	21	3,780	9	1,617	-	-	30	5,397
Kimpton	4	686	15	2,656	-	-	19	3,342
Hotel Indigo	22	2,255	30	6,082	-	-	52	8,337
voco	27	4,083	31	8,064	-	-	58	12,147
Ruby	19	3,984	-	-	-	-	19	3,984
Crowne Plaza	28	4,960	41	11,292	-	-	69	16,252
EVEN Hotels	-	-	2	555	-	-	2	555
Holiday Inn Express	44	6,153	51	9,048	-	-	95	15,201
Holiday Inn	60	9,654	62	13,888	-	-	122	23,542
Garner	30	3,080	1	187	-	-	31	3,267
Staybridge Suites	6	814	8	1,359	-	-	14	2,173
Candlewood Suites	11	1,343	-	-	-	-	11	1,343
Iberostar Beachfront Resorts ¹	1	271	-	-	-	-	1	271
EMEA	282	43,210	341	72,018	-	-	623	115,228
Six Senses	-	-	1	54	-	-	1	54
Regent	-	-	2	527	-	-	2	527
InterContinental	-	-	30	8,297	-	-	30	8,297
Vignette Collection	-	-	7	1,739	-	-	7	1,739
Kimpton	-	-	16	3,917	-	-	16	3,917
Hotel Indigo	2	207	53	8,777	-	-	55	8,984
voco	12	2,835	11	2,783	-	-	23	5,618
HUALUXE	2	450	21	5,592	-	-	23	6,042
Crowne Plaza	36	9,367	37	10,249	-	-	73	19,616
EVEN Hotels	8	1,159	12	2,685	-	-	20	3,844
Holiday Inn Express	196	29,719	28	5,102	-	-	224	34,821
Holiday Inn	69	14,242	35	8,830	-	-	104	23,072
Atwell Suites	-	-	6	854	-	-	6	854
Greater China	325	57,979	259	59,406	-	-	584	117,385
Six Senses	-	-	38	2,886	-	-	38	2,886
Regent	-	-	11	2,089	-	-	11	2,089
InterContinental	13	3,236	89	23,145	-	-	102	26,381
Vignette Collection	25	4,062	16	3,356	-	-	41	7,418
Kimpton	22	4,196	43	8,588	-	-	65	12,784
Hotel Indigo	49	5,548	83	14,859	-	-	132	20,407
voco	66	10,459	42	10,847	-	-	108	21,306
Ruby	19	3,984	-	-	-	-	19	3,984
HUALUXE	2	450	21	5,592	-	-	23	6,042
Crowne Plaza	68	15,031	79	21,771	-	-	147	36,802
EVEN Hotels	11	1,560	15	3,360	-	-	26	4,920
Holiday Inn Express	585	68,348	79	14,150	-	-	664	82,498
Holiday Inn	193	31,471	98	22,868	-	-	291	54,339
Garner	79	6,863	1	187	-	-	80	7,050
avid hotels	132	10,108	-	-	-	-	132	10,108
Atwell Suites	54	5,395	6	854	-	-	60	6,249
Staybridge Suites	147	15,376	9	1,527	-	-	156	16,903
Candlewood Suites	201	14,954	-	-	-	-	201	14,954
Iberostar Beachfront Resorts ¹	5	2,271	-	-	-	-	5	2,271
Other	-	-	15	2,367	-	-	15	2,367
Total Pipeline	1,671	203,312	645	138,446	-	-	2,316	341,758

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 2025	Openings	Internal Rebrand	Removals and other ¹	Net Movement	30 September 2025	% Growth
Six Senses	81	-	-	-	-	81	0%
Regent	167	-	-	-	-	167	0%
InterContinental	16,272	784	-	(1)	783	17,055	5%
Vignette Collection	591	214	-	-	214	805	36%
Kimpton	11,083	-	-	1	1	11,084	0%
Hotel Indigo	10,128	212	127	52	391	10,519	4%
voco	2,065	693	166	-	859	2,924	42%
Crowne Plaza	26,356	246	-	(1,987)	(1,741)	24,615	(7)%
EVEN Hotels	3,122	386	-	-	386	3,508	12%
Holiday Inn Express	230,749	2,286	256	(2,042)	500	231,249	0%
Holiday Inn	109,526	1,427	228	(4,941)	(3,286)	106,240	(3)%
Garner	755	1,044	152	(1)	1,195	1,950	158%
avid hotels	6,802	502	-	(2)	500	7,302	7%
Atwell Suites	556	-	-	-	-	556	0%
Staybridge Suites	32,773	1,046	-	(84)	962	33,735	3%
Holiday Inn Club Vacations	9,868	-	-	(56)	(56)	9,812	(1)%
Candlewood Suites	34,817	1,378	193	(144)	1,427	36,244	4%
Iberostar Beachfront Resorts	9,267	176	-	-	176	9,443	2%
Other	23,016	1,701	(1,122)	(7,259)	(6,680)	16,336	(29)%
All Brands	527,994	12,095	-	(16,464)	(4,369)	523,625	(1)%

Americas – pipeline (by number of rooms)

Pipeline	1 January 2025	Signings	Openings	Terminations and other ¹	Net Movement	30 September 2025	% Growth
Six Senses	660	-	-	-	-	660	0%
InterContinental	2,786	400	(784)	(1)	(385)	2,401	(14)%
Vignette Collection	475	21	(214)	-	(193)	282	(41)%
Kimpton	5,685	527	-	(687)	(160)	5,525	(3)%
Hotel Indigo	3,238	396	(212)	(336)	(152)	3,086	(5)%
voco	2,612	2,017	(693)	(395)	929	3,541	36%
Crowne Plaza	1,044	136	(246)	-	(110)	934	(11)%
EVEN Hotels	949	-	(386)	(42)	(428)	521	(45)%
Holiday Inn Express	32,028	4,720	(2,286)	(1,986)	448	32,476	1%
Holiday Inn	7,790	1,919	(1,427)	(557)	(65)	7,725	(1)%
Garner	3,495	1,588	(1,044)	(256)	288	3,783	8%
avid hotels	10,649	554	(502)	(593)	(541)	10,108	(5)%
Atwell Suites	5,222	284	-	(111)	173	5,395	3%
Staybridge Suites	14,974	1,728	(1,046)	(926)	(244)	14,730	(2)%
Candlewood Suites	13,199	2,122	(1,378)	(332)	412	13,611	3%
Iberostar Beachfront Resorts	2,176	-	(176)	-	(176)	2,000	(8)%
Other	2,352	702	(1,701)	1,014	15	2,367	1%
All Brands	109,334	17,114	(12,095)	(5,208)	(189)	109,145	0%

¹ Adjustments in room counts or movements between unbranded and branded status.

EMEA – system size (by number of rooms)

Room Count	1 January 2025	Openings	Internal Rebrand	Removals and other ¹	Net Movement	30 September 2025	% Growth
Six Senses	1,739	-	-	1	1	1,740	0%
Regent	991	-	-	(44)	(44)	947	(4)%
InterContinental	33,945	532	198	(64)	666	34,611	2%
Vignette Collection	2,109	260	1,001	(4)	1,257	3,366	60%
Kimpton	2,498	711	-	10	721	3,219	29%
Hotel Indigo	8,204	549	-	-	549	8,753	7%
voco	14,608	951	496	(20)	1,427	16,035	10%
Ruby	-	2,673	-	-	2,673	2,673	0%
Crowne Plaza	43,890	799	(198)	(898)	(297)	43,593	(1)%
Holiday Inn Express	52,835	953	-	(305)	648	53,483	1%
Holiday Inn	77,395	1,956	(572)	(523)	861	78,256	1%
Garner	1,645	3,305	-	-	3,305	4,950	201%
Staybridge Suites	3,750	62	-	1	63	3,813	2%
Candlewood Suites	-	-	578	-	578	578	0%
Iberostar Beachfront Resorts	10,319	-	-	-	-	10,319	0%
Other	12,546	3,344	(1,503)	(343)	1,498	14,044	12%
All Brands	266,474	16,095	-	(2,189)	13,906	280,380	5%

EMEA – pipeline (by number of rooms)

Pipeline	1 January 2025	Signings	Openings	Terminations and other ¹	Net Movement	30 September 2025	% Growth
Six Senses	2,181	101	-	(110)	(9)	2,172	0%
Regent	1,460	462	-	(360)	102	1,562	7%
InterContinental	14,526	2,689	(532)	(1,000)	1,157	15,683	8%
Vignette Collection	4,379	1,531	(260)	(253)	1,018	5,397	23%
Kimpton	2,254	1,982	(711)	(183)	1,088	3,342	48%
Hotel Indigo	7,208	1,682	(549)	(4)	1,129	8,337	16%
voco	9,416	3,832	(951)	(150)	2,731	12,147	29%
Ruby	-	6,657	(2,673)	-	3,984	3,984	0%
Crowne Plaza	14,021	3,012	(799)	18	2,231	16,252	16%
EVEN Hotels	-	555	-	-	555	555	0%
Holiday Inn Express	14,339	3,193	(953)	(1,378)	862	15,201	6%
Holiday Inn	22,819	4,597	(1,956)	(1,918)	723	23,542	3%
Garner	5,272	1,452	(3,305)	(152)	(2,005)	3,267	(38)%
Staybridge Suites	2,341	158	(62)	(264)	(168)	2,173	(7)%
Candlewood Suites	1,100	291	-	(48)	243	1,343	22%
Iberostar Beachfront Resorts	271	-	-	-	-	271	0%
Other	1,780	(251)	(3,344)	1,815	(1,780)	-	(100)%
All Brands	103,367	31,943	(16,095)	(3,987)	11,861	115,228	11%

¹ Adjustments in room counts or movements between unbranded and branded status.

Greater China – system size (by number of rooms)

Room Count	1 January 2025	Openings	Internal Rebrand	Removals and other ¹	Net Movement	30 September 2025	% Growth
Six Senses	130	-	-	-	-	130	0%
Regent	2,054	-	-	-	-	2,054	0%
InterContinental	23,567	981	(319)	1	663	24,230	3%
Vignette Collection	1,265	202	319	(1)	520	1,785	41%
Kimpton	450	784	-	-	784	1,234	174%
Hotel Indigo	4,461	1,036	-	-	1,036	5,497	23%
voco	3,703	1,490	-	4	1,494	5,197	40%
HUALUXE	6,002	519	-	(281)	238	6,240	4%
Crowne Plaza	43,378	2,297	-	(694)	1,603	44,981	4%
EVEN Hotels	1,960	1,350	-	-	1,350	3,310	69%
Holiday Inn Express	60,373	5,412	-	(818)	4,594	64,967	8%
Holiday Inn	38,411	3,437	-	(1,690)	1,747	40,158	5%
Atwell Suites	-	174	-	-	174	174	0%
Other	6,903	-	-	(109)	(109)	6,794	(2)%
All Brands	192,657	17,682	-	(3,588)	14,094	206,751	7%

Greater China – pipeline (by number of rooms)

Pipeline	1 January 2025	Signings	Openings	Terminations and other ¹	Net Movement	30 September 2025	% Growth
Six Senses	54	-	-	-	-	54	0%
Regent	527	-	-	-	-	527	0%
InterContinental	8,380	1,026	(981)	(128)	(83)	8,297	(1)%
Vignette Collection	1,535	398	(202)	8	204	1,739	13%
Kimpton	4,194	493	(784)	14	(277)	3,917	(7)%
Hotel Indigo	8,985	1,012	(1,036)	23	(1)	8,984	0%
voco	3,600	3,498	(1,490)	10	2,018	5,618	56%
HUALUXE	6,293	499	(519)	(231)	(251)	6,042	(4)%
Crowne Plaza	20,204	1,782	(2,297)	(73)	(588)	19,616	(3)%
EVEN Hotels	4,618	753	(1,350)	(177)	(774)	3,844	(17)%
Holiday Inn Express	32,855	8,411	(5,412)	(1,033)	1,966	34,821	6%
Holiday Inn	21,068	6,003	(3,437)	(562)	2,004	23,072	10%
Atwell Suites	238	798	(174)	(8)	616	854	259%
All Brands	112,551	24,673	(17,682)	(2,157)	4,834	117,385	4%

¹ Adjustments in room counts or movements between unbranded and branded status.

Group – system size (by number of rooms)

Room Count	1 January 2025	Openings	Internal Rebrand	Removals and other ¹	Net Movement	30 September 2025	% Growth
Six Senses	1,950	-	-	1	1	1,951	0%
Regent	3,212	-	-	(44)	(44)	3,168	(1)%
InterContinental	73,784	2,297	(121)	(64)	2,112	75,896	3%
Vignette Collection	3,965	676	1,320	(5)	1,991	5,956	50%
Kimpton	14,031	1,495	-	11	1,506	15,537	11%
Hotel Indigo	22,793	1,797	127	52	1,976	24,769	9%
voco	20,376	3,134	662	(16)	3,780	24,156	19%
Ruby	-	2,673	-	-	2,673	2,673	0%
HUALUXE	6,002	519	-	(281)	238	6,240	4%
Crowne Plaza	113,624	3,342	(198)	(3,579)	(435)	113,189	0%
EVEN Hotels	5,082	1,736	-	-	1,736	6,818	34%
Holiday Inn Express	343,957	8,651	256	(3,165)	5,742	349,699	2%
Holiday Inn	225,332	6,820	(344)	(7,154)	(678)	224,654	0%
Garner	2,400	4,349	152	(1)	4,500	6,900	188%
avid hotels	6,802	502	-	(2)	500	7,302	7%
Atwell Suites	556	174	-	-	174	730	31%
Staybridge Suites	36,523	1,108	-	(83)	1,025	37,548	3%
Holiday Inn Club Vacations	9,868	-	-	(56)	(56)	9,812	(1)%
Candlewood Suites	34,817	1,378	771	(144)	2,005	36,822	6%
Iberostar Beachfront Resorts	19,586	176	-	-	176	19,762	1%
Other	42,465	5,045	(2,625)	(7,711)	(5,291)	37,174	(12)%
All Brands	987,125	45,872	-	(22,241)	23,631	1,010,756	2%

Group – pipeline (by number of rooms)

Pipeline	1 January 2025	Signings	Openings	Terminations and other ¹	Net Movement	30 September 2025	% Growth
Six Senses	2,895	101	-	(110)	(9)	2,886	0%
Regent	1,987	462	-	(360)	102	2,089	5%
InterContinental	25,692	4,115	(2,297)	(1,129)	689	26,381	3%
Vignette Collection	6,389	1,950	(676)	(245)	1,029	7,418	16%
Kimpton	12,133	3,002	(1,495)	(856)	651	12,784	5%
Hotel Indigo	19,431	3,090	(1,797)	(317)	976	20,407	5%
voco	15,628	9,347	(3,134)	(535)	5,678	21,306	36%
Ruby	-	6,657	(2,673)	-	3,984	3,984	0%
HUALUXE	6,293	499	(519)	(231)	(251)	6,042	(4)%
Crowne Plaza	35,269	4,930	(3,342)	(55)	1,533	36,802	4%
EVEN Hotels	5,567	1,308	(1,736)	(219)	(647)	4,920	(12)%
Holiday Inn Express	79,222	16,324	(8,651)	(4,397)	3,276	82,498	4%
Holiday Inn	51,677	12,519	(6,820)	(3,037)	2,662	54,339	5%
Garner	8,767	3,040	(4,349)	(408)	(1,717)	7,050	(20)%
avid hotels	10,649	554	(502)	(593)	(541)	10,108	(5)%
Atwell Suites	5,460	1,082	(174)	(119)	789	6,249	14%
Staybridge Suites	17,315	1,886	(1,108)	(1,190)	(412)	16,903	(2)%
Candlewood Suites	14,299	2,413	(1,378)	(380)	655	14,954	5%
Iberostar Beachfront Resorts	2,447	-	(176)	-	(176)	2,271	(7)%
Other	4,132	451	(5,045)	2,829	(1,765)	2,367	(43)%
All Brands	325,252	73,730	(45,872)	(11,352)	16,506	341,758	5%

¹ Adjustments in room counts or movements between unbranded and branded status.