

IHG Supplementary Information – Q4 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 31 December 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 31 December 2025

Fee Business by brand:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
InterContinental	38	168.60	5.9%	246.00	3.0%	68.5%	1.8
Kimpton	50	210.41	3.8%	288.11	1.2%	73.0%	1.9
Hotel Indigo	65	127.20	0.3%	193.13	(0.1)%	65.9%	0.3
Crowne Plaza	82	76.83	(0.5)%	136.31	(1.3)%	56.4%	0.4
EVEN Hotels	18	122.44	(2.4)%	178.49	1.7%	68.6%	(2.9)
Holiday Inn Express	2,144	83.39	(2.4)%	127.68	(1.0)%	65.3%	(0.9)
Holiday Inn	549	72.92	(2.9)%	124.32	(0.4)%	58.7%	(1.5)
avid hotels	66	64.15	(5.2)%	105.03	(1.6)%	61.1%	(2.3)
Staybridge Suites	276	94.10	(1.9)%	130.87	(0.3)%	71.9%	(1.2)
Candlewood Suites	343	68.29	(3.1)%	100.81	(0.7)%	67.7%	(1.6)
Americas	3,649	87.38	(1.5)%	135.75	(0.1)%	64.4%	(0.9)
Six Senses	19	491.17	21.9%	1,113.72	8.1%	44.1%	5.0
InterContinental	102	191.98	9.3%	261.18	3.8%	73.5%	3.7
Hotel Indigo	58	146.78	5.8%	186.34	2.8%	78.8%	2.2
voco	33	90.55	11.7%	112.28	(1.5)%	80.6%	9.5
Crowne Plaza	153	102.05	8.2%	137.18	4.8%	74.4%	2.3
Holiday Inn Express	311	80.66	5.3%	101.77	1.9%	79.3%	2.5
Holiday Inn	333	80.52	3.4%	110.85	1.6%	72.6%	1.2
Staybridge Suites	18	102.51	5.4%	126.46	3.3%	81.1%	1.6
EMEAA	1,042	108.38	7.1%	144.16	3.3%	75.2%	2.7
Regent	6	222.29	23.2%	283.99	13.9%	78.3%	5.9
InterContinental	54	70.68	1.6%	107.18	(2.8)%	65.9%	2.9
Hotel Indigo	22	87.20	11.1%	128.80	0.0%	67.7%	6.8
HUALUXE	18	45.81	(0.1)%	72.17	(0.8)%	63.5%	0.4
Crowne Plaza	104	44.16	(0.7)%	70.84	(1.4)%	62.3%	0.4
Holiday Inn Express	265	22.24	(5.0)%	39.90	(2.9)%	55.7%	(1.3)
Holiday Inn	102	31.85	(3.4)%	54.66	(3.2)%	58.3%	(0.1)
Greater China	597	42.77	1.1%	70.53	0.3%	60.6%	0.5
Total IHG	5,288	84.25	1.6%	126.71	1.1%	66.5%	0.3

Owned & leased:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
Americas	3	210.23	3.7%	296.41	4.0%	70.9%	(0.2)
EMEAA	12	225.56	5.8%	289.89	2.9%	77.8%	2.1
Total IHG	15	220.51	5.1%	291.91	3.3%	75.5%	1.3

Total comparable estate:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
Americas	3,652	87.79	(1.4)%	136.33	(0.1)%	64.4%	(0.9)
EMEAA	1,054	109.97	7.1%	146.20	3.3%	75.2%	2.7
Greater China	597	42.77	1.1%	70.53	0.3%	60.6%	0.5
Total IHG	5,303	84.98	1.6%	127.71	1.1%	66.5%	0.3

Comparable RevPAR – 12 months to 31 December 2025

Fee Business by brand:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
InterContinental	38	160.08	4.6%	237.26	3.4%	67.5%	0.8
Kimpton	50	207.64	1.3%	281.48	0.1%	73.8%	0.8
Hotel Indigo	65	127.41	0.3%	186.96	(0.6)%	68.1%	0.6
Crowne Plaza	82	80.57	0.5%	136.67	(0.2)%	59.0%	0.4
EVEN Hotels	18	115.10	(1.2)%	162.19	(0.7)%	71.0%	(0.4)
Holiday Inn Express	2,144	91.41	0.2%	132.23	0.2%	69.1%	0.0
Holiday Inn	549	80.98	(0.7)%	129.06	0.5%	62.7%	(0.8)
avid hotels	66	69.04	(1.2)%	106.91	(0.7)%	64.6%	(0.4)
Staybridge Suites	276	102.52	0.3%	134.45	0.2%	76.3%	0.1
Candlewood Suites	343	74.83	(0.6)%	102.77	(0.1)%	72.8%	(0.4)
Americas	3,649	93.92	0.3%	138.09	0.5%	68.0%	(0.1)
Six Senses	19	485.05	16.4%	1,087.65	2.2%	44.6%	5.5
InterContinental	102	175.59	7.0%	254.09	2.9%	69.1%	2.7
Hotel Indigo	58	134.66	3.4%	177.38	1.0%	75.9%	1.8
voco	33	85.33	6.7%	120.40	2.1%	70.9%	3.0
Crowne Plaza	153	95.05	5.4%	132.62	3.0%	71.7%	1.7
Holiday Inn Express	311	78.74	1.4%	100.86	0.1%	78.1%	1.1
Holiday Inn	333	77.32	2.4%	108.58	1.0%	71.2%	1.0
Staybridge Suites	18	100.94	3.3%	124.87	1.1%	80.8%	1.7
EMEAA	1,042	103.26	4.7%	142.10	2.4%	72.7%	1.6
Regent	6	180.55	19.1%	246.06	10.2%	73.4%	5.5
InterContinental	54	69.04	(2.0)%	107.36	(5.0)%	64.3%	2.0
Hotel Indigo	22	78.86	5.1%	124.23	(3.1)%	63.5%	5.0
HUALUXE	18	45.03	(1.6)%	72.52	(5.4)%	62.1%	2.3
Crowne Plaza	104	43.69	(2.9)%	71.60	(3.5)%	61.0%	0.4
Holiday Inn Express	265	22.49	(6.5)%	39.83	(4.7)%	56.5%	(1.1)
Holiday Inn	102	30.72	(4.9)%	54.05	(4.6)%	56.8%	(0.2)
Greater China	597	41.31	(1.6)%	69.17	(2.4)%	59.7%	0.5
Total IHG	5,288	86.16	1.5%	127.40	0.8%	67.6%	0.5

Owned & leased:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
Americas	3	222.76	1.6%	304.71	3.6%	73.1%	(1.4)
EMEAA	12	214.28	2.1%	284.93	0.8%	75.2%	1.0
Total IHG	15	217.08	1.9%	291.33	1.7%	74.5%	0.2

Total comparable estate:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2025	Growth	2025	Growth	2025	%Pts
Americas	3,652	94.34	0.3%	138.67	0.5%	68.0%	(0.1)
EMEAA	1,054	104.77	4.6%	144.11	2.4%	72.7%	1.6
Greater China	597	41.31	(1.6)%	69.17	(2.4)%	59.7%	0.5
Total IHG	5,303	86.86	1.5%	128.37	0.8%	67.7%	0.5

System size: hotel and room count as at 31 December 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	27	8,343	20	8,288	1	424	48	17,055
Vignette Collection	3	805	-	-	-	-	3	805
Kimpton	20	3,749	42	7,540	-	-	62	11,289
Hotel Indigo	76	9,531	6	1,413	-	-	82	10,944
voco	28	2,993	-	-	-	-	28	2,993
Crowne Plaza	98	24,134	3	886	-	-	101	25,020
EVEN Hotels	22	2,791	5	795	-	-	27	3,586
Holiday Inn Express	2,541	232,265	1	252	-	-	2,542	232,517
Holiday Inn	651	102,821	8	2,457	2	903	661	106,181
Garner	33	2,687	-	-	-	-	33	2,687
avid hotels	87	7,677	-	-	-	-	87	7,677
Atwell Suites	8	754	-	-	-	-	8	754
Staybridge Suites	325	34,146	2	328	-	-	327	34,474
Holiday Inn Club Vacations	26	9,138	-	-	-	-	26	9,138
Candlewood Suites	417	36,921	-	-	-	-	417	36,921
Iberostar Beachfront Resorts ¹	26	9,443	-	-	-	-	26	9,443
Other	44	5,191	78	12,271	-	-	122	17,462
Americas	4,432	493,389	167	34,468	4	1,337	4,603	529,194
Six Senses	-	-	23	1,800	1	56	24	1,856
Regent	-	-	4	991	-	-	4	991
InterContinental	21	5,808	104	28,466	3	1,067	128	35,341
Vignette Collection	12	2,415	9	2,251	-	-	21	4,666
Kimpton	3	595	10	2,019	5	1,071	18	3,685
Hotel Indigo	54	5,552	20	3,485	-	-	74	9,037
voco	44	7,050	20	9,152	4	660	68	16,862
Ruby	17	2,952	-	-	-	-	17	2,952
Crowne Plaza	109	24,156	76	19,640	-	-	185	43,796
Holiday Inn Express	314	44,280	49	9,321	-	-	363	53,601
Holiday Inn	329	55,468	97	22,629	-	-	426	78,097
Garner	55	5,661	1	153	-	-	56	5,814
Staybridge Suites	15	2,280	8	1,533	-	-	23	3,813
Candlewood Suites	6	631	-	-	-	-	6	631
Iberostar Beachfront Resorts ¹	36	11,558	-	-	-	-	36	11,558
Other	10	1,643	19	13,259	-	-	29	14,902
EMEA	1,025	170,049	440	114,699	13	2,854	1,478	287,602
Six Senses	-	-	1	130	-	-	1	130
Regent	1	538	5	1,516	-	-	6	2,054
InterContinental	1	572	65	24,059	-	-	66	24,631
Vignette Collection	-	-	7	1,785	-	-	7	1,785
Kimpton	-	-	5	1,234	-	-	5	1,234
Hotel Indigo	2	322	33	5,373	-	-	35	5,695
voco	24	4,676	4	696	-	-	28	5,372
HUALUXE	1	169	23	6,257	-	-	24	6,426
Crowne Plaza	43	13,834	95	31,237	-	-	138	45,071
EVEN Hotels	5	756	14	2,554	-	-	19	3,310
Holiday Inn Express	282	42,710	105	22,572	-	-	387	65,282
Holiday Inn	65	14,594	95	27,054	-	-	160	41,648
Atwell Suites	-	-	1	174	-	-	1	174
Other	5	6,569	-	-	-	-	5	6,569
Greater China	429	84,740	453	124,641	-	-	882	209,381
Six Senses	-	-	25	2,001	2	66	27	2,067
Regent	1	538	10	2,674	-	-	11	3,212
InterContinental	49	14,723	189	60,813	4	1,491	242	77,027
Vignette Collection	15	3,220	16	4,036	-	-	31	7,256
Kimpton	23	4,344	57	10,793	5	1,071	85	16,208
Hotel Indigo	132	15,405	59	10,271	-	-	191	25,676
voco	96	14,719	24	9,848	4	660	124	25,227
Ruby	17	2,952	-	-	-	-	17	2,952
HUALUXE	1	169	23	6,257	-	-	24	6,426
Crowne Plaza	250	62,124	174	51,763	-	-	424	113,887
EVEN Hotels	27	3,547	19	3,349	-	-	46	6,896
Holiday Inn Express	3,137	319,255	155	32,145	-	-	3,292	351,400
Holiday Inn	1,045	172,883	200	52,140	2	903	1,247	225,926
Garner	88	8,348	1	153	-	-	89	8,501
avid hotels	87	7,677	-	-	-	-	87	7,677
Atwell Suites	8	754	1	174	-	-	9	928
Staybridge Suites	340	36,426	10	1,861	-	-	350	38,287
Holiday Inn Club Vacations	26	9,138	-	-	-	-	26	9,138
Candlewood Suites	423	37,552	-	-	-	-	423	37,552
Iberostar Beachfront Resorts ¹	62	21,001	-	-	-	-	62	21,001
Other	59	13,403	97	25,530	-	-	156	38,933
Total System Size	5,886	748,178	1,060	273,808	17	4,191	6,963	1,026,177

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

Pipeline: hotel and room count as at 31 December 2025

	Franchised		Managed		Owned & leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Six Senses	-	-	9	649	-	-	9	649
InterContinental	4	917	5	1,312	-	-	9	2,229
Vignette Collection	4	282	-	-	-	-	4	282
Kimpton	18	3,510	12	2,012	-	-	30	5,522
Hotel Indigo	24	3,071	-	-	-	-	24	3,071
voco	27	3,539	-	-	-	-	27	3,539
Crowne Plaza	5	897	1	230	-	-	6	1,127
EVEN Hotels	3	363	1	120	-	-	4	483
Holiday Inn Express	336	31,478	-	-	-	-	336	31,478
Holiday Inn	64	7,594	1	150	-	-	65	7,744
Garner	50	4,145	-	-	-	-	50	4,145
avid hotels	116	8,676	-	-	-	-	116	8,676
Atwell Suites	50	4,968	-	-	-	-	50	4,968
Staybridge Suites	134	13,839	1	168	-	-	135	14,007
Candlewood Suites	184	13,175	-	-	-	-	184	13,175
Iberostar Beachfront Resorts ¹	4	2,144	-	-	-	-	4	2,144
Other	-	-	14	2,135	-	-	14	2,135
Americas	1,023	98,598	44	6,776	-	-	1,067	105,374
Six Senses	-	-	29	2,225	-	-	29	2,225
Regent	-	-	10	1,683	-	-	10	1,683
InterContinental	9	2,101	55	13,593	-	-	64	15,694
Vignette Collection	21	2,640	11	1,854	-	-	32	4,494
Kimpton	6	868	15	2,682	-	-	21	3,550
Hotel Indigo	21	2,284	33	6,901	-	-	54	9,185
voco	27	3,940	32	8,523	-	-	59	12,463
Ruby	19	3,789	-	-	-	-	19	3,789
Crowne Plaza	32	5,715	41	11,487	-	-	73	17,202
EVEN Hotels	-	-	2	555	-	-	2	555
Holiday Inn Express	48	6,629	52	9,070	-	-	100	15,699
Holiday Inn	62	9,615	65	13,732	-	-	127	23,347
Garner	27	2,774	-	34	-	-	27	2,808
Staybridge Suites	6	814	9	1,797	-	-	15	2,611
Candlewood Suites	10	1,290	-	-	-	-	10	1,290
Iberostar Beachfront Resorts ¹	1	271	-	-	-	-	1	271
EMEA	289	42,730	354	74,136	-	-	643	116,866
Six Senses	-	-	1	72	-	-	1	72
Regent	-	-	2	527	-	-	2	527
InterContinental	-	-	31	8,811	-	-	31	8,811
Vignette Collection	-	-	9	2,311	-	-	9	2,311
Kimpton	-	-	18	4,216	-	-	18	4,216
Hotel Indigo	2	207	51	8,422	-	-	53	8,629
voco	11	2,676	11	2,775	-	-	22	5,451
HUALUXE	2	450	21	5,590	-	-	23	6,040
Crowne Plaza	38	9,689	37	10,214	-	-	75	19,903
EVEN Hotels	8	1,138	12	2,685	-	-	20	3,823
Holiday Inn Express	193	29,245	26	4,936	-	-	219	34,181
Holiday Inn	69	13,890	34	8,578	-	-	103	22,468
Atwell Suites	-	-	6	854	-	-	6	854
Greater China	323	57,295	259	59,991	-	-	582	117,286
Six Senses	-	-	39	2,946	-	-	39	2,946
Regent	-	-	12	2,210	-	-	12	2,210
InterContinental	13	3,018	91	23,716	-	-	104	26,734
Vignette Collection	25	2,922	20	4,165	-	-	45	7,087
Kimpton	24	4,378	45	8,910	-	-	69	13,288
Hotel Indigo	47	5,562	84	15,323	-	-	131	20,885
voco	65	10,155	43	11,298	-	-	108	21,453
Ruby	19	3,789	-	-	-	-	19	3,789
HUALUXE	2	450	21	5,590	-	-	23	6,040
Crowne Plaza	75	16,301	79	21,931	-	-	154	38,232
EVEN Hotels	11	1,501	15	3,360	-	-	26	4,861
Holiday Inn Express	577	67,352	78	14,006	-	-	655	81,358
Holiday Inn	195	31,099	100	22,460	-	-	295	53,559
Garner	77	6,919	-	34	-	-	77	6,953
avid hotels	116	8,676	-	-	-	-	116	8,676
Atwell Suites	50	4,968	6	854	-	-	56	5,822
Staybridge Suites	140	14,653	10	1,965	-	-	150	16,618
Candlewood Suites	194	14,465	-	-	-	-	194	14,465
Iberostar Beachfront Resorts ¹	5	2,415	-	-	-	-	5	2,415
Other	-	-	14	2,135	-	-	14	2,135
Total Pipeline	1,635	198,623	657	140,903	-	-	2,292	339,526

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	31 December 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	-	205	1	206	11,289	2%
Hotel Indigo	10,128	497	267	52	816	10,944	8%
voco	2,065	762	166	-	928	2,993	45%
Crowne Plaza	26,356	651	-	(1,987)	(1,336)	25,020	(5)%
EVEN Hotels	3,122	386	76	2	464	3,586	15%
Holiday Inn Express	230,749	3,784	306	(2,322)	1,768	232,517	1%
Holiday Inn	109,526	1,427	394	(5,166)	(3,345)	106,181	(3)%
Garner	755	1,724	209	(1)	1,932	2,687	256%
avid hotels	6,802	877	-	(2)	875	7,677	13%
Atwell Suites	556	198	-	-	198	754	36%
Staybridge Suites	32,773	1,785	-	(84)	1,701	34,474	5%
Holiday Inn Club Vacations	9,868	-	-	(730)	(730)	9,138	(7)%
Candlewood Suites	34,817	1,837	351	(84)	2,104	36,921	6%
Iberostar Beachfront Resorts	9,267	176	-	-	176	9,443	2%
Other	23,016	3,674	(1,974)	(7,254)	(5,554)	17,462	(24)%
All Brands	527,994	18,776	-	(17,576)	1,200	529,194	0%

Americas – pipeline (by number of rooms)

Pipeline	1 January 2025	Signings	Openings	Terminations and other ¹	Net Movement	31 December 2025	% Growth
Six Senses	660	50	-	(61)	(11)	649	(2)%
InterContinental	2,786	584	(784)	(357)	(557)	2,229	(20)%
Vignette Collection	475	121	(214)	(100)	(193)	282	(41)%
Kimpton	5,685	527	-	(690)	(163)	5,522	(3)%
Hotel Indigo	3,238	652	(497)	(322)	(167)	3,071	(5)%
voco	2,612	2,205	(762)	(516)	927	3,539	35%
Crowne Plaza	1,044	1,034	(651)	(300)	83	1,127	8%
EVEN Hotels	949	88	(386)	(168)	(466)	483	(49)%
Holiday Inn Express	32,028	6,447	(3,784)	(3,213)	(550)	31,478	(2)%
Holiday Inn	7,790	2,575	(1,427)	(1,194)	(46)	7,744	(1)%
Garner	3,495	2,773	(1,724)	(399)	650	4,145	19%
avid hotels	10,649	754	(877)	(1,850)	(1,973)	8,676	(19)%
Atwell Suites	5,222	379	(198)	(435)	(254)	4,968	(5)%
Staybridge Suites	14,974	3,127	(1,785)	(2,309)	(967)	14,007	(6)%
Candlewood Suites	13,199	2,881	(1,837)	(1,068)	(24)	13,175	0%
Iberostar Beachfront Resorts	2,176	444	(176)	(300)	(32)	2,144	(1)%
Other	2,352	1,985	(3,674)	1,472	(217)	2,135	(9)%
All Brands	109,334	26,626	(18,776)	(11,810)	(3,960)	105,374	(4)%

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	31 December 2025	% Growth
Six Senses	1,739	-	-	117	117	1,856	7%
Regent	991	37	-	(37)	-	991	0%
InterContinental	33,945	1,258	198	(60)	1,396	35,341	4%
Vignette Collection	2,109	1,316	1,245	(4)	2,557	4,666	121%
Kimpton	2,498	1,177	-	10	1,187	3,685	48%
Hotel Indigo	8,204	833	-	-	833	9,037	10%
voco	14,608	1,648	626	(20)	2,254	16,862	15%
Ruby	-	2,952	-	-	2,952	2,952	0%
Crowne Plaza	43,890	1,474	(198)	(1,370)	(94)	43,796	0%
Holiday Inn Express	52,835	1,071	-	(305)	766	53,601	1%
Holiday Inn	77,395	2,517	(847)	(968)	702	78,097	1%
Garner	1,645	4,169	-	-	4,169	5,814	253%
Staybridge Suites	3,750	62	-	1	63	3,813	2%
Candlewood Suites	-	53	578	-	631	631	0%
Iberostar Beachfront Resorts	10,319	1,239	-	-	1,239	11,558	12%
Other	12,546	4,301	(1,602)	(343)	2,356	14,902	19%
All Brands	266,474	24,107	-	(2,979)	21,128	287,602	8%

EMEA – pipeline (by number of rooms)

Pipeline	1 January 2025	Signings	Openings	Terminations and other ¹	Net Movement	31 December 2025	% Growth
Six Senses	2,181	174	-	(130)	44	2,225	2%
Regent	1,460	623	(37)	(363)	223	1,683	15%
InterContinental	14,526	3,127	(1,258)	(701)	1,168	15,694	8%
Vignette Collection	4,379	2,098	(1,316)	(667)	115	4,494	3%
Kimpton	2,254	2,801	(1,177)	(328)	1,296	3,550	57%
Hotel Indigo	7,208	3,133	(833)	(323)	1,977	9,185	27%
voco	9,416	4,860	(1,648)	(165)	3,047	12,463	32%
Ruby	-	6,741	(2,952)	-	3,789	3,789	0%
Crowne Plaza	14,021	4,646	(1,474)	9	3,181	17,202	23%
EVEN Hotels	-	555	-	-	555	555	0%
Holiday Inn Express	14,339	4,149	(1,071)	(1,718)	1,360	15,699	9%
Holiday Inn	22,819	6,201	(2,517)	(3,156)	528	23,347	2%
Garner	5,272	1,727	(4,169)	(22)	(2,464)	2,808	(47)%
Staybridge Suites	2,341	596	(62)	(264)	270	2,611	12%
Candlewood Suites	1,100	291	(53)	(48)	190	1,290	17%
Iberostar Beachfront Resorts	271	1,239	(1,239)	-	-	271	0%
Other	1,780	448	(4,301)	2,073	(1,780)	-	(100)%
All Brands	103,367	43,409	(24,107)	(5,803)	13,499	116,866	13%

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	31 December 2025	% Growth
Six Senses	130	-	-	-	-	130	0%
Regent	2,054	-	-	-	-	2,054	0%
InterContinental	23,567	1,384	(319)	(1)	1,064	24,631	5%
Vignette Collection	1,265	202	319	(1)	520	1,785	41%
Kimpton	450	784	-	-	784	1,234	174%
Hotel Indigo	4,461	1,234	-	-	1,234	5,695	28%
voco	3,703	1,649	-	20	1,669	5,372	45%
HUALUXE	6,002	705	-	(281)	424	6,426	7%
Crowne Plaza	43,378	3,027	-	(1,334)	1,693	45,071	4%
EVEN Hotels	1,960	1,350	-	-	1,350	3,310	69%
Holiday Inn Express	60,373	6,759	-	(1,850)	4,909	65,282	8%
Holiday Inn	38,411	4,927	-	(1,690)	3,237	41,648	8%
Atwell Suites	-	174	-	-	174	174	0%
Other	6,903	-	-	(334)	(334)	6,569	(5)%
All Brands	192,657	22,195	-	(5,471)	16,724	209,381	9%

Greater China – pipeline (by number of rooms)

Pipeline	1 January 2025	Signings	Openings	Terminations and other ¹	Net Movement	31 December 2025	% Growth
Six Senses	54	-	-	18	18	72	33%
Regent	527	-	-	-	-	527	0%
InterContinental	8,380	1,944	(1,384)	(129)	431	8,811	5%
Vignette Collection	1,535	977	(202)	1	776	2,311	51%
Kimpton	4,194	812	(784)	(6)	22	4,216	1%
Hotel Indigo	8,985	1,012	(1,234)	(134)	(356)	8,629	(4)%
voco	3,600	3,498	(1,649)	2	1,851	5,451	51%
HUALUXE	6,293	679	(705)	(227)	(253)	6,040	(4)%
Crowne Plaza	20,204	3,109	(3,027)	(383)	(301)	19,903	(1)%
EVEN Hotels	4,618	753	(1,350)	(198)	(795)	3,823	(17)%
Holiday Inn Express	32,855	10,596	(6,759)	(2,511)	1,326	34,181	4%
Holiday Inn	21,068	7,841	(4,927)	(1,514)	1,400	22,468	7%
Atwell Suites	238	798	(174)	(8)	616	854	259%
All Brands	112,551	32,019	(22,195)	(5,089)	4,735	117,286	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	31 December 2025	% Growth
Six Senses	1,950	-	-	117	117	2,067	6%
Regent	3,212	37	-	(37)	-	3,212	0%
InterContinental	73,784	3,426	(121)	(62)	3,243	77,027	4%
Vignette Collection	3,965	1,732	1,564	(5)	3,291	7,256	83%
Kimpton	14,031	1,961	205	11	2,177	16,208	16%
Hotel Indigo	22,793	2,564	267	52	2,883	25,676	13%
voco	20,376	4,059	792	-	4,851	25,227	24%
Ruby	-	2,952	-	-	2,952	2,952	0%
HUALUXE	6,002	705	-	(281)	424	6,426	7%
Crowne Plaza	113,624	5,152	(198)	(4,691)	263	113,887	0%
EVEN Hotels	5,082	1,736	76	2	1,814	6,896	36%
Holiday Inn Express	343,957	11,614	306	(4,477)	7,443	351,400	2%
Holiday Inn	225,332	8,871	(453)	(7,824)	594	225,926	0%
Garner	2,400	5,893	209	(1)	6,101	8,501	254%
avid hotels	6,802	877	-	(2)	875	7,677	13%
Atwell Suites	556	372	-	-	372	928	67%
Staybridge Suites	36,523	1,847	-	(83)	1,764	38,287	5%
Holiday Inn Club Vacations	9,868	-	-	(730)	(730)	9,138	(7)%
Candlewood Suites	34,817	1,890	929	(84)	2,735	37,552	8%
Iberostar Beachfront Resorts	19,586	1,415	-	-	1,415	21,001	7%
Other	42,465	7,975	(3,576)	(7,931)	(3,532)	38,933	(8)%
All Brands	987,125	65,078	-	(26,026)	39,052	1,026,177	4%

Group – pipeline (by number of rooms)

Pipeline	1 January 2025	Signings	Openings	Terminations and other ¹	Net Movement	31 December 2025	% Growth
Six Senses	2,895	224	-	(173)	51	2,946	2%
Regent	1,987	623	(37)	(363)	223	2,210	11%
InterContinental	25,692	5,655	(3,426)	(1,187)	1,042	26,734	4%
Vignette Collection	6,389	3,196	(1,732)	(766)	698	7,087	11%
Kimpton	12,133	4,140	(1,961)	(1,024)	1,155	13,288	10%
Hotel Indigo	19,431	4,797	(2,564)	(779)	1,454	20,885	7%
voco	15,628	10,563	(4,059)	(679)	5,825	21,453	37%
Ruby	-	6,741	(2,952)	-	3,789	3,789	0%
HUALUXE	6,293	679	(705)	(227)	(253)	6,040	(4)%
Crowne Plaza	35,269	8,789	(5,152)	(674)	2,963	38,232	8%
EVEN Hotels	5,567	1,396	(1,736)	(366)	(706)	4,861	(13)%
Holiday Inn Express	79,222	21,192	(11,614)	(7,442)	2,136	81,358	3%
Holiday Inn	51,677	16,617	(8,871)	(5,864)	1,882	53,559	4%
Garner	8,767	4,500	(5,893)	(421)	(1,814)	6,953	(21)%
avid hotels	10,649	754	(877)	(1,850)	(1,973)	8,676	(19)%
Atwell Suites	5,460	1,177	(372)	(443)	362	5,822	7%
Staybridge Suites	17,315	3,723	(1,847)	(2,573)	(697)	16,618	(4)%
Candlewood Suites	14,299	3,172	(1,890)	(1,116)	166	14,465	1%
Iberostar Beachfront Resorts	2,447	1,683	(1,415)	(300)	(32)	2,415	(1)%
Other	4,132	2,433	(7,975)	3,545	(1,997)	2,135	(48)%
All Brands	325,252	102,054	(65,078)	(22,702)	14,274	339,526	4%

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