

IHG Supplementary Information – Q1 2026

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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 2026 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 total comparable estate 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 2026

Total comparable estate by brand:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2026	Growth	2026	Growth	2026	%Pts
InterContinental	40	156.59	9.5%	244.15	5.3%	64.1%	2.5
Kimpton	59	213.82	12.6%	304.21	6.3%	70.3%	3.9
Hotel Indigo	71	122.04	5.5%	189.38	2.5%	64.4%	1.9
Crowne Plaza	86	73.98	4.1%	133.20	0.9%	55.5%	1.7
EVEN Hotels	21	85.92	1.6%	138.17	1.8%	62.2%	(0.1)
Holiday Inn Express	2,325	82.68	2.7%	128.68	1.3%	64.3%	0.9
Holiday Inn	591	74.84	1.7%	128.21	1.5%	58.4%	0.1
avid hotels	75	59.79	3.8%	102.22	1.0%	58.5%	1.6
Atwell Suites	6	115.40	28.7%	152.85	6.0%	75.5%	13.3
Staybridge Suites	299	96.89	2.1%	133.45	1.5%	72.6%	0.5
Candlewood Suites	380	69.90	2.6%	101.22	1.0%	69.1%	1.0
Other brands	32						
Americas	3,985	86.95	3.6%	136.77	2.0%	63.6%	0.9
Six Senses	20	584.67	11.6%	1,348.54	9.6%	43.4%	0.8
InterContinental	109	171.43	5.5%	265.38	3.1%	64.6%	1.5
Hotel Indigo	63	116.49	6.9%	171.89	2.8%	67.8%	2.6
voco	50	88.67	9.5%	123.19	4.0%	72.0%	3.6
Crowne Plaza	163	91.51	5.9%	135.22	3.6%	67.7%	1.5
Holiday Inn Express	334	69.78	3.4%	96.38	0.5%	72.4%	2.0
Holiday Inn	378	70.13	3.4%	106.79	0.2%	65.7%	2.0
Staybridge Suites	19	90.68	2.2%	121.20	3.6%	74.8%	(1.0)
Other brands	46						
EMEA	1,182	96.54	5.6%	142.48	2.2%	67.8%	2.1
Regent	5	240.59	31.8%	322.65	17.1%	74.6%	8.4
InterContinental	57	69.54	4.8%	115.38	2.0%	60.3%	1.6
Hotel Indigo	28	68.75	9.5%	120.23	(1.2)%	57.2%	5.6
HUALUXE	21	41.37	4.1%	76.19	(1.2)%	54.3%	2.7
Crowne Plaza	117	42.39	4.9%	75.70	1.5%	56.0%	1.8
Holiday Inn Express	320	20.57	1.2%	40.51	(2.2)%	50.8%	1.7
Holiday Inn	126	27.99	2.3%	57.29	(0.5)%	48.8%	1.3
Other brands	38						
Greater China	712	38.66	5.7%	72.09	1.8%	53.6%	2.0
InterContinental	206	134.66	6.3%	213.49	3.4%	63.1%	1.7
Kimpton	75	211.70	12.3%	298.66	5.3%	70.9%	4.4
Hotel Indigo	162	109.32	6.5%	170.39	1.8%	64.2%	2.9
voco	87	80.54	9.0%	118.02	2.9%	68.2%	3.8
Crowne Plaza	366	68.56	5.3%	113.27	2.4%	60.5%	1.7
Holiday Inn Express	2,979	69.98	2.7%	110.70	0.8%	63.2%	1.2
Holiday Inn	1,095	65.25	2.4%	110.02	0.7%	59.3%	1.0
Staybridge Suites	318	96.40	2.1%	132.47	1.7%	72.8%	0.3
Candlewood Suites	385	69.56	2.9%	100.90	1.0%	68.9%	1.3
Other brands	206						
Global comparable estate	5,879	79.77	4.4%	127.26	2.0%	62.7%	1.5

System size: hotel and room count as at 31 March 2026

	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	22	4,682	42	7,507	-	-	64	12,189
Hotel Indigo	77	9,583	6	1,414	-	-	83	10,997
voco	31	3,701	-	-	-	-	31	3,701
Crowne Plaza	96	23,528	3	886	-	-	99	24,414
EVEN Hotels	21	2,679	5	795	-	-	26	3,474
Holiday Inn Express	2,540	232,065	1	252	-	-	2,541	232,317
Holiday Inn	643	101,239	8	2,457	2	903	653	104,599
Garner	41	3,584	-	-	-	-	41	3,584
avid hotels	87	7,677	-	-	-	-	87	7,677
Atwell Suites	8	754	-	-	-	-	8	754
Staybridge Suites	327	34,362	2	329	-	-	329	34,691
Holiday Inn Club Vacations	24	8,415	-	-	-	-	24	8,415
Candlewood Suites	422	37,385	-	-	-	-	422	37,385
Iberostar Beachfront Resorts	26	9,443	-	-	-	-	26	9,443
Other properties	38	4,470	79	12,478	-	-	117	16,948
Americas	4,433	492,715	168	34,644	4	1,337	4,605	528,696
Six Senses	-	-	23	1,853	1	56	24	1,909
Regent	-	-	4	991	-	-	4	991
InterContinental	22	5,981	102	27,899	3	1,067	127	34,947
Vignette Collection	13	3,279	9	2,251	-	-	22	5,530
Kimpton	3	595	10	2,019	5	1,071	18	3,685
Hotel Indigo	54	5,652	21	3,606	-	-	75	9,258
voco	47	7,431	23	9,792	4	660	74	17,883
Ruby	18	3,138	-	-	-	-	18	3,138
Crowne Plaza	111	24,391	79	20,210	-	-	190	44,601
Holiday Inn Express	315	44,415	50	9,429	-	-	365	53,844
Holiday Inn	326	55,401	97	22,629	-	-	423	78,030
Garner	58	5,989	1	153	-	-	59	6,142
Staybridge Suites	15	2,280	8	1,533	-	-	23	3,813
Candlewood Suites	6	631	-	-	-	-	6	631
Iberostar Beachfront Resorts	36	11,557	-	-	-	-	36	11,557
Other properties	7	885	20	13,539	-	-	27	14,424
EMEA	1,031	171,625	447	115,904	13	2,854	1,491	290,383
Six Senses	-	-	1	130	-	-	1	130
Regent	1	538	5	1,516	-	-	6	2,054
InterContinental	1	572	65	23,848	-	-	66	24,420
Vignette Collection	-	-	9	2,373	-	-	9	2,373
Kimpton	-	-	5	1,234	-	-	5	1,234
Hotel Indigo	2	322	35	5,664	-	-	37	5,986
voco	28	5,588	4	741	-	-	32	6,329
HUALUXE	1	169	26	6,986	-	-	27	7,155
Crowne Plaza	45	14,280	95	31,241	-	-	140	45,521
EVEN Hotels	6	872	15	2,713	-	-	21	3,585
Holiday Inn Express	293	44,322	105	22,548	-	-	398	66,870
Holiday Inn	71	15,997	97	27,839	-	-	168	43,836
Garner	-	-	1	106	-	-	1	106
Atwell Suites	-	-	2	342	-	-	2	342
Other properties	5	6,569	-	-	-	-	5	6,569
Greater China	453	89,229	465	127,281	-	-	918	216,510
Six Senses	-	-	25	2,054	2	66	27	2,120
Regent	1	538	10	2,674	-	-	11	3,212
InterContinental	50	14,896	187	60,035	4	1,491	241	76,422
Vignette Collection	16	4,084	18	4,624	-	-	34	8,708
Kimpton	25	5,277	57	10,760	5	1,071	87	17,108
Hotel Indigo	133	15,557	62	10,684	-	-	195	26,241
voco	106	16,720	27	10,533	4	660	137	27,913
Ruby	18	3,138	-	-	-	-	18	3,138
HUALUXE	1	169	26	6,986	-	-	27	7,155
Crowne Plaza	252	62,199	177	52,337	-	-	429	114,536
EVEN Hotels	27	3,551	20	3,508	-	-	47	7,059
Holiday Inn Express	3,148	320,802	156	32,229	-	-	3,304	353,031
Holiday Inn	1,040	172,637	202	52,925	2	903	1,244	226,465
Garner	99	9,573	2	259	-	-	101	9,832
avid hotels	87	7,677	-	-	-	-	87	7,677
Atwell Suites	8	754	2	342	-	-	10	1,096
Staybridge Suites	342	36,642	10	1,862	-	-	352	38,504
Holiday Inn Club Vacations	24	8,415	-	-	-	-	24	8,415
Candlewood Suites	428	38,016	-	-	-	-	428	38,016
Iberostar Beachfront Resorts	62	21,000	-	-	-	-	62	21,000
Other properties	50	11,924	99	26,017	-	-	149	37,941
Global system size	5,917	753,569	1,080	277,829	17	4,191	7,014	1,035,589

Pipeline: hotel and room count as at 31 March 2026

	Franchised		Managed		Owned & leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Six Senses	-	-	9	829	-	-	9	829
InterContinental	4	917	5	1,282	-	-	9	2,199
Vignette Collection	4	282	-	-	-	-	4	282
Kimpton	18	3,191	10	1,703	-	-	28	4,894
Hotel Indigo	23	3,021	-	-	-	-	23	3,021
voco	26	2,966	-	-	-	-	26	2,966
Ruby	1	412	-	-	-	-	1	412
Crowne Plaza	4	675	1	230	-	-	5	905
EVEN Hotels	3	363	1	120	-	-	4	483
Holiday Inn Express	341	31,892	-	-	-	-	341	31,892
Holiday Inn	68	7,932	1	150	-	-	69	8,082
Garner	60	4,610	-	-	-	-	60	4,610
avid hotels	117	8,731	-	-	-	-	117	8,731
Atwell Suites	52	5,134	-	-	-	-	52	5,134
Staybridge Suites	136	13,972	1	168	-	-	137	14,140
Candlewood Suites	192	13,853	-	-	-	-	192	13,853
Iberostar Beachfront Resorts	4	2,144	-	-	-	-	4	2,144
Other properties	-	-	13	1,928	-	-	13	1,928
Americas	1,053	100,095	41	6,410	-	-	1,094	106,505
Six Senses	-	-	24	2,312	-	-	24	2,312
Regent	-	-	10	1,683	-	-	10	1,683
InterContinental	9	2,101	53	13,043	-	-	62	15,144
Vignette Collection	23	2,405	11	1,824	-	-	34	4,229
Kimpton	5	788	15	2,682	-	-	20	3,470
Hotel Indigo	22	2,225	34	7,087	-	-	56	9,312
Noted Collection	1	160	-	-	-	-	1	160
voco	31	4,451	31	8,325	-	-	62	12,776
Ruby	21	4,018	-	-	-	-	21	4,018
Crowne Plaza	31	5,718	39	10,892	-	-	70	16,610
EVEN Hotels	-	-	2	555	-	-	2	555
Holiday Inn Express	48	6,801	53	9,281	-	-	101	16,082
Holiday Inn	65	10,050	72	14,652	-	-	137	24,702
Garner	29	3,070	-	34	-	-	29	3,104
Staybridge Suites	6	814	9	1,791	-	-	15	2,605
Candlewood Suites	10	1,290	-	-	-	-	10	1,290
Iberostar Beachfront Resorts	2	648	-	-	-	-	2	648
EMEA	303	44,539	353	74,161	-	-	656	118,700
Six Senses	-	-	2	147	-	-	2	147
Regent	-	-	2	527	-	-	2	527
InterContinental	-	-	32	8,973	-	-	32	8,973
Vignette Collection	-	-	7	1,808	-	-	7	1,808
Kimpton	-	-	21	4,836	-	-	21	4,836
Hotel Indigo	2	207	49	8,091	-	-	51	8,298
voco	13	2,797	12	2,917	-	-	25	5,714
HUALUXE	2	450	18	4,861	-	-	20	5,311
Crowne Plaza	41	10,464	36	9,916	-	-	77	20,380
EVEN Hotels	8	1,157	12	2,706	-	-	20	3,863
Holiday Inn Express	199	29,804	25	4,747	-	-	224	34,551
Holiday Inn	73	14,340	33	7,905	-	-	106	22,245
Garner	-	-	3	350	-	-	3	350
Atwell Suites	-	-	7	981	-	-	7	981
Greater China	338	59,219	259	58,765	-	-	597	117,984
Six Senses	-	-	35	3,288	-	-	35	3,288
Regent	-	-	12	2,210	-	-	12	2,210
InterContinental	13	3,018	90	23,298	-	-	103	26,316
Vignette Collection	27	2,687	18	3,632	-	-	45	6,319
Kimpton	23	3,979	46	9,221	-	-	69	13,200
Hotel Indigo	47	5,453	83	15,178	-	-	130	20,631
Noted Collection	1	160	-	-	-	-	1	160
voco	70	10,214	43	11,242	-	-	113	21,456
Ruby	22	4,430	-	-	-	-	22	4,430
HUALUXE	2	450	18	4,861	-	-	20	5,311
Crowne Plaza	76	16,857	76	21,038	-	-	152	37,895
EVEN Hotels	11	1,520	15	3,381	-	-	26	4,901
Holiday Inn Express	588	68,497	78	14,028	-	-	666	82,525
Holiday Inn	206	32,322	106	22,707	-	-	312	55,029
Garner	89	7,680	3	384	-	-	92	8,064
avid hotels	117	8,731	-	-	-	-	117	8,731
Atwell Suites	52	5,134	7	981	-	-	59	6,115
Staybridge Suites	142	14,786	10	1,959	-	-	152	16,745
Candlewood Suites	202	15,143	-	-	-	-	202	15,143
Iberostar Beachfront Resorts	6	2,792	-	-	-	-	6	2,792
Other properties	-	-	13	1,928	-	-	13	1,928
Global pipeline	1,694	203,853	653	139,336	-	-	2,347	343,189

System size and pipeline movement

Americas – system size (by number of rooms)

Room Count	1 January 2026	Openings	Internal Rebrand	Removals and other ¹	Net Movement	31 March 2026	% Growth
Six Senses	81	-	-	-	-	81	0%
Regent	167	-	-	-	-	167	0%
InterContinental	17,055	-	-	-	-	17,055	0%
Vignette Collection	805	-	-	-	-	805	0%
Kimpton	11,289	628	404	(132)	900	12,189	8%
Hotel Indigo	10,944	56	-	(3)	53	10,997	0%
voco	2,993	710	-	(2)	708	3,701	24%
Crowne Plaza	25,020	-	-	(606)	(606)	24,414	(2)%
EVEN Hotels	3,586	-	-	(112)	(112)	3,474	(3)%
Holiday Inn Express	232,517	632	(95)	(737)	(200)	232,317	0%
Holiday Inn	106,181	-	(27)	(1,555)	(1,582)	104,599	(1)%
Garner	2,687	536	361	-	897	3,584	33%
avid hotels	7,677	-	-	-	-	7,677	0%
Atwell Suites	754	-	-	-	-	754	0%
Staybridge Suites	34,474	211	107	(101)	217	34,691	1%
Holiday Inn Club Vacations	9,138	-	-	(723)	(723)	8,415	(8)%
Candlewood Suites	36,921	270	194	-	464	37,385	1%
Iberostar Beachfront Resorts	9,443	-	-	-	-	9,443	0%
Other properties	17,462	429	(944)	1	(514)	16,948	(3)%
Americas system size	529,194	3,472	-	(3,970)	(498)	528,696	0%

Americas – pipeline (by number of rooms)

Pipeline	1 January 2026	Signings	Openings	Terminations and other ¹	Net Movement	31 March 2026	% Growth
Six Senses	649	-	-	180	180	829	28%
InterContinental	2,229	-	-	(30)	(30)	2,199	(1)%
Vignette Collection	282	-	-	-	-	282	0%
Kimpton	5,522	-	(628)	-	(628)	4,894	(11)%
Hotel Indigo	3,071	108	(56)	(102)	(50)	3,021	(2)%
voco	3,539	137	(710)	-	(573)	2,966	(16)%
Ruby	-	412	-	-	412	412	0%
Crowne Plaza	1,127	-	-	(222)	(222)	905	(20)%
EVEN Hotels	483	-	-	-	-	483	0%
Holiday Inn Express	31,478	1,555	(632)	(509)	414	31,892	1%
Holiday Inn	7,744	636	-	(298)	338	8,082	4%
Garner	4,145	1,001	(536)	-	465	4,610	11%
avid hotels	8,676	134	-	(79)	55	8,731	1%
Atwell Suites	4,968	266	-	(100)	166	5,134	3%
Staybridge Suites	14,007	345	(211)	(1)	133	14,140	1%
Candlewood Suites	13,175	1,319	(270)	(371)	678	13,853	5%
Iberostar Beachfront Resorts	2,144	-	-	-	-	2,144	0%
Other properties	2,135	-	(429)	222	(207)	1,928	(10)%
Americas pipeline	105,374	5,913	(3,472)	(1,310)	1,131	106,505	1%

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

EMEA – system size (by number of rooms)

Room Count	1 January 2026	Openings	Internal Rebrand	Removals and other ¹	Net Movement	31 March 2026	% Growth
Six Senses	1,856	123	-	(70)	53	1,909	3%
Regent	991	-	-	-	-	991	0%
InterContinental	35,341	-	-	(394)	(394)	34,947	(1)%
Vignette Collection	4,666	448	-	416	864	5,530	19%
Kimpton	3,685	-	-	-	-	3,685	0%
Hotel Indigo	9,037	229	-	(8)	221	9,258	2%
voco	16,862	806	225	(10)	1,021	17,883	6%
Ruby	2,952	186	-	-	186	3,138	6%
Crowne Plaza	43,796	1,126	-	(321)	805	44,601	2%
Holiday Inn Express	53,601	317	-	(74)	243	53,844	0%
Holiday Inn	78,097	18	(88)	3	(67)	78,030	0%
Garner	5,814	328	-	-	328	6,142	6%
Staybridge Suites	3,813	-	-	-	-	3,813	0%
Candlewood Suites	631	-	-	-	-	631	0%
Iberostar Beachfront Resorts	11,558	-	-	(1)	(1)	11,557	0%
Other properties	14,902	280	(137)	(621)	(478)	14,424	(3)%
EMEA system size	287,602	3,861	-	(1,080)	2,781	290,383	1%

EMEA – pipeline (by number of rooms)

Pipeline	1 January 2026	Signings	Openings	Terminations and other ¹	Net Movement	31 March 2026	% Growth
Six Senses	2,225	-	(123)	210	87	2,312	4%
Regent	1,683	-	-	-	-	1,683	0%
InterContinental	15,694	-	-	(550)	(550)	15,144	(4)%
Vignette Collection	4,494	212	(448)	(29)	(265)	4,229	(6)%
Kimpton	3,550	-	-	(80)	(80)	3,470	(2)%
Hotel Indigo	9,185	351	(229)	5	127	9,312	1%
Noted Collection	-	160	-	-	160	160	0%
voco	12,463	1,242	(806)	(123)	313	12,776	3%
Ruby	3,789	415	(186)	-	229	4,018	6%
Crowne Plaza	17,202	789	(1,126)	(255)	(592)	16,610	(3)%
EVEN Hotels	555	-	-	-	-	555	0%
Holiday Inn Express	15,699	852	(317)	(152)	383	16,082	2%
Holiday Inn	23,347	1,837	(18)	(464)	1,355	24,702	6%
Garner	2,808	624	(328)	-	296	3,104	11%
Staybridge Suites	2,611	344	-	(350)	(6)	2,605	0%
Candlewood Suites	1,290	-	-	-	-	1,290	0%
Iberostar Beachfront Resorts	271	377	-	-	377	648	139%
Other properties	-	(80)	(280)	360	-	-	0%
EMEA pipeline	116,866	7,123	(3,861)	(1,428)	1,834	118,700	2%

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

Greater China – system size (by number of rooms)

Room Count	1 January 2026	Openings	Internal Rebrand	Removals and other ¹	Net Movement	31 March 2026	% Growth
Six Senses	130	-	-	-	-	130	0%
Regent	2,054	-	-	-	-	2,054	0%
InterContinental	24,631	-	203	(414)	(211)	24,420	(1)%
Vignette Collection	1,785	791	(203)	-	588	2,373	33%
Kimpton	1,234	-	-	-	-	1,234	0%
Hotel Indigo	5,695	300	-	(9)	291	5,986	5%
voco	5,372	943	-	14	957	6,329	18%
HUALUXE	6,426	729	-	-	729	7,155	11%
Crowne Plaza	45,071	446	-	4	450	45,521	1%
EVEN Hotels	3,310	276	-	(1)	275	3,585	8%
Holiday Inn Express	65,282	1,586	-	2	1,588	66,870	2%
Holiday Inn	41,648	2,189	-	(1)	2,188	43,836	5%
Garner	-	106	-	-	106	106	0%
Atwell Suites	174	168	-	-	168	342	97%
Other properties	6,569	-	-	-	-	6,569	0%
Greater China system size	209,381	7,534	-	(405)	7,129	216,510	3%

Greater China – pipeline (by number of rooms)

Pipeline	1 January 2026	Signings	Openings	Terminations and other ¹	Net Movement	31 March 2026	% Growth
Six Senses	72	75	-	-	75	147	104%
Regent	527	-	-	-	-	527	0%
InterContinental	8,811	185	-	(23)	162	8,973	2%
Vignette Collection	2,311	288	(791)	-	(503)	1,808	(22)%
Kimpton	4,216	620	-	-	620	4,836	15%
Hotel Indigo	8,629	-	(300)	(31)	(331)	8,298	(4)%
voco	5,451	1,213	(943)	(7)	263	5,714	5%
HUALUXE	6,040	-	(729)	-	(729)	5,311	(12)%
Crowne Plaza	19,903	943	(446)	(20)	477	20,380	2%
EVEN Hotels	3,823	395	(276)	(79)	40	3,863	1%
Holiday Inn Express	34,181	1,974	(1,586)	(18)	370	34,551	1%
Holiday Inn	22,468	1,951	(2,189)	15	(223)	22,245	(1)%
Garner	-	456	(106)	-	350	350	0%
Atwell Suites	854	295	(168)	-	127	981	15%
Greater China pipeline	117,286	8,395	(7,534)	(163)	698	117,984	1%

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

Global – system size (by number of rooms)

Room Count	1 January 2026	Openings	Internal Rebrand	Removals and other ¹	Net Movement	31 March 2026	% Growth
Six Senses	2,067	123	-	(70)	53	2,120	3%
Regent	3,212	-	-	-	-	3,212	0%
InterContinental	77,027	-	203	(808)	(605)	76,422	(1)%
Vignette Collection	7,256	1,239	(203)	416	1,452	8,708	20%
Kimpton	16,208	628	404	(132)	900	17,108	6%
Hotel Indigo	25,676	585	-	(20)	565	26,241	2%
voco	25,227	2,459	225	2	2,686	27,913	11%
Ruby	2,952	186	-	-	186	3,138	6%
HUALUXE	6,426	729	-	-	729	7,155	11%
Crowne Plaza	113,887	1,572	-	(923)	649	114,536	1%
EVEN Hotels	6,896	276	-	(113)	163	7,059	2%
Holiday Inn Express	351,400	2,535	(95)	(809)	1,631	353,031	0%
Holiday Inn	225,926	2,207	(115)	(1,553)	539	226,465	0%
Garner	8,501	970	361	-	1,331	9,832	16%
avid hotels	7,677	-	-	-	-	7,677	0%
Atwell Suites	928	168	-	-	168	1,096	18%
Staybridge Suites	38,287	211	107	(101)	217	38,504	1%
Holiday Inn Club Vacations	9,138	-	-	(723)	(723)	8,415	(8)%
Candlewood Suites	37,552	270	194	-	464	38,016	1%
Iberostar Beachfront Resorts	21,001	-	-	(1)	(1)	21,000	0%
Other properties	38,933	709	(1,081)	(620)	(992)	37,941	(3)%
Global system size	1,026,177	14,867	-	(5,455)	9,412	1,035,589	1%

Global – pipeline (by number of rooms)

Pipeline	1 January 2026	Signings	Openings	Terminations and other ¹	Net Movement	31 March 2026	% Growth
Six Senses	2,946	75	(123)	390	342	3,288	12%
Regent	2,210	-	-	-	-	2,210	0%
InterContinental	26,734	185	-	(603)	(418)	26,316	(2)%
Vignette Collection	7,087	500	(1,239)	(29)	(768)	6,319	(11)%
Kimpton	13,288	620	(628)	(80)	(88)	13,200	(1)%
Hotel Indigo	20,885	459	(585)	(128)	(254)	20,631	(1)%
Noted Collection	-	160	-	-	160	160	0%
voco	21,453	2,592	(2,459)	(130)	3	21,456	0%
Ruby	3,789	827	(186)	-	641	4,430	17%
HUALUXE	6,040	-	(729)	-	(729)	5,311	(12)%
Crowne Plaza	38,232	1,732	(1,572)	(497)	(337)	37,895	(1)%
EVEN Hotels	4,861	395	(276)	(79)	40	4,901	1%
Holiday Inn Express	81,358	4,381	(2,535)	(679)	1,167	82,525	1%
Holiday Inn	53,559	4,424	(2,207)	(747)	1,470	55,029	3%
Garner	6,953	2,081	(970)	-	1,111	8,064	16%
avid hotels	8,676	134	-	(79)	55	8,731	1%
Atwell Suites	5,822	561	(168)	(100)	293	6,115	5%
Staybridge Suites	16,618	689	(211)	(351)	127	16,745	1%
Candlewood Suites	14,465	1,319	(270)	(371)	678	15,143	5%
Iberostar Beachfront Resorts	2,415	377	-	-	377	2,792	16%
Other properties	2,135	(80)	(709)	582	(207)	1,928	(10)%
Global pipeline	339,526	21,431	(14,867)	(2,901)	3,663	343,189	1%

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