

IHG Supplementary Information – Q3 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 30 September 2026 and include 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 30 September 2026

Total comparable estate by brand:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2026	Growth	2026	Growth	2026	%Pts
InterContinental	38	161.55	7.6%	241.62	8.6%	66.9%	(0.6)
Kimpton	56	211.66	14.9%	277.95	10.1%	76.2%	3.2
Hotel Indigo	70	146.75	10.3%	201.81	6.3%	72.7%	2.6
Crowne Plaza	83	93.09	10.2%	139.63	3.6%	66.7%	4.0
EVEN Hotels	19	129.86	10.5%	174.10	6.9%	74.6%	2.4
Holiday Inn Express	2,255	106.41	5.8%	141.02	3.0%	75.5%	2.0
Holiday Inn	547	97.46	6.1%	142.15	3.9%	68.6%	1.4
avid hotels	75	79.94	8.5%	113.34	2.5%	70.5%	3.9
Staybridge Suites	293	117.75	5.8%	143.80	3.0%	81.9%	2.1
Candlewood Suites	370	85.09	6.6%	107.78	2.6%	78.9%	3.0
Other brands	38						
Americas	3,844	108.36	6.8%	146.64	3.9%	73.9%	2.1
Six Senses	20	613.38	14.9%	1,292.04	13.9%	47.5%	0.4
InterContinental	106	196.17	8.9%	272.32	6.8%	72.0%	1.4
Hotel Indigo	62	143.14	5.8%	182.50	3.1%	78.4%	2.0
voco	49	82.46	0.9%	125.54	3.8%	65.7%	(1.9)
Crowne Plaza	156	104.63	4.0%	138.21	2.7%	75.7%	0.9
Holiday Inn Express	328	91.95	2.5%	111.07	1.0%	82.8%	1.2
Holiday Inn	362	83.68	1.9%	112.95	1.9%	74.1%	0.0
Staybridge Suites	19	104.49	(3.1)%	128.87	0.9%	81.1%	(3.4)
Other brands	42						
EMEA	1,144	116.17	5.0%	153.86	4.1%	75.5%	0.6
Regent	5	219.31	11.9%	294.21	8.7%	74.5%	2.2
InterContinental	55	72.11	(0.6)%	108.25	(0.6)%	66.6%	0.0
Hotel Indigo	27	79.55	2.6%	121.16	0.9%	65.7%	1.1
HUALUXE	21	42.38	(4.6)%	71.12	0.4%	59.6%	(3.1)
Crowne Plaza	105	45.86	(5.1)%	70.64	(3.5)%	64.9%	(1.1)
Holiday Inn Express	310	23.93	(7.2)%	39.81	(2.7)%	60.1%	(2.9)
Holiday Inn	120	30.05	(6.6)%	51.42	(4.0)%	58.4%	(1.7)
Other brands	37						
Greater China	680	41.73	(3.3)%	67.00	(0.8)%	62.3%	(1.6)
InterContinental	199	148.26	6.9%	214.36	6.2%	69.2%	0.5
Kimpton	72	224.76	14.4%	290.16	9.3%	77.5%	3.5
Hotel Indigo	159	132.08	7.6%	180.08	4.5%	73.3%	2.1
voco	86	81.59	1.6%	122.48	3.1%	66.6%	(0.9)
Crowne Plaza	344	79.99	3.4%	114.81	2.1%	69.7%	0.8
Holiday Inn Express	2,893	89.98	4.7%	121.62	3.2%	74.0%	1.1
Holiday Inn	1,029	80.88	3.6%	117.61	3.0%	68.8%	0.4
Staybridge Suites	312	116.69	5.1%	142.62	2.9%	81.8%	1.7
Candlewood Suites	371	85.08	6.6%	107.77	2.6%	78.9%	3.0
Other brands	203						
Global comparable estate	5,668	97.16	5.3%	134.92	3.9%	72.0%	0.9

Comparable RevPAR – 9 months to 30 September 2026

Total comparable estate by brand:

Constant US\$	Hotels	RevPAR		ADR		Occ %	
		2026	Growth	2026	Growth	2026	%Pts
InterContinental	38	163.55	9.4%	246.67	7.6%	66.3%	1.1
Kimpton	56	222.78	15.0%	297.89	9.1%	74.8%	3.8
Hotel Indigo	70	140.58	8.2%	200.25	4.9%	70.2%	2.2
Crowne Plaza	83	88.79	9.0%	140.93	3.8%	63.0%	3.0
EVEN Hotels	19	114.33	6.0%	161.95	4.8%	70.6%	0.8
Holiday Inn Express	2,255	97.84	4.3%	137.30	2.5%	71.3%	1.2
Holiday Inn	547	89.98	4.4%	137.65	3.1%	65.4%	0.8
avid hotels	75	72.12	4.8%	110.20	1.9%	65.4%	1.8
Staybridge Suites	293	110.31	4.3%	140.52	2.5%	78.5%	1.3
Candlewood Suites	370	80.40	4.8%	106.38	2.4%	75.6%	1.8
Other brands	38						
Americas	3,844	101.46	5.6%	144.35	3.5%	70.3%	1.4
Six Senses	20	563.79	6.8%	1,281.95	9.2%	44.0%	(1.0)
InterContinental	106	183.98	5.6%	270.78	4.7%	67.9%	0.5
Hotel Indigo	62	132.82	4.5%	180.84	2.1%	73.4%	1.7
voco	49	88.90	1.8%	131.84	2.1%	67.4%	(0.2)
Crowne Plaza	156	98.03	3.2%	136.93	2.3%	71.6%	0.6
Holiday Inn Express	328	82.69	2.5%	105.74	0.8%	78.2%	1.3
Holiday Inn	362	77.69	1.6%	110.56	0.8%	70.3%	0.5
Staybridge Suites	19	95.82	(4.1)%	125.85	1.0%	76.1%	(4.0)
Other brands	42						
EMEA	1,144	107.56	3.7%	149.95	2.6%	71.7%	0.8
Regent	5	228.33	21.3%	305.80	12.5%	74.7%	5.4
InterContinental	55	71.49	2.3%	111.05	0.4%	64.4%	1.2
Hotel Indigo	27	74.52	7.1%	119.94	(0.1)%	62.1%	4.1
HUALUXE	21	42.16	0.8%	72.74	0.1%	58.0%	0.4
Crowne Plaza	105	44.55	(0.3)%	72.71	(1.1)%	61.3%	0.5
Holiday Inn Express	310	22.56	(3.9)%	40.01	(2.5)%	56.4%	(0.8)
Holiday Inn	120	29.26	(3.0)%	53.29	(2.6)%	54.9%	(0.2)
Other brands	37						
Greater China	680	40.63	1.0%	68.97	0.5%	58.9%	0.3
InterContinental	199	142.87	5.9%	215.07	4.5%	66.4%	0.9
Kimpton	72	227.97	14.3%	301.68	8.0%	75.6%	4.1
Hotel Indigo	159	124.64	6.7%	178.70	3.0%	69.7%	2.4
voco	86	84.17	2.9%	126.13	1.5%	66.7%	0.9
Crowne Plaza	344	75.88	3.8%	115.27	2.1%	65.8%	1.1
Holiday Inn Express	2,893	82.58	3.6%	118.28	2.3%	69.8%	0.9
Holiday Inn	1,029	75.07	2.8%	114.98	2.0%	65.3%	0.5
Staybridge Suites	312	109.15	3.6%	139.38	2.4%	78.3%	0.9
Candlewood Suites	371	80.36	4.9%	106.35	2.4%	75.6%	1.8
Other brands	203						
Global comparable estate	5,668	90.97	4.6%	132.98	3.0%	68.4%	1.0

System size: hotel and room count as at 30 September 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	28	8,527	20	8,288	1	424	49	17,239
Vignette Collection	4	826	-	-	-	-	4	826
Kimpton	22	4,959	42	7,456	-	-	64	12,415
Hotel Indigo	80	10,090	6	1,414	-	-	86	11,504
voco	35	4,168	-	-	-	-	35	4,168
Crowne Plaza	98	24,424	3	886	-	-	101	25,310
EVER Hotels	21	2,739	5	755	-	-	26	3,494
Holiday Inn Express	2,561	234,345	1	252	-	-	2,562	234,597
Holiday Inn	639	100,234	7	2,316	2	903	648	103,453
Garner	58	4,914	-	-	-	-	58	4,914
avid hotels	89	7,859	-	-	-	-	89	7,859
Atwell Suites	9	828	-	-	-	-	9	828
Staybridge Suites	333	35,020	3	497	-	-	336	35,517
Holiday Inn Club Vacations	24	8,422	-	-	-	-	24	8,422
Candlewood Suites	432	38,130	-	-	-	-	432	38,130
Iberostar Beachfront Resorts	27	9,886	-	-	-	-	27	9,886
Other properties	37	3,651	76	12,192	-	-	113	15,843
Americas	4,497	499,022	165	34,294	4	1,337	4,666	534,653
Six Senses	-	-	24	1,979	1	56	25	2,035
Regent	-	-	4	991	-	-	4	991
InterContinental	22	5,867	103	28,447	3	1,067	128	35,381
Vignette Collection	18	3,532	11	2,714	-	-	29	6,246
Kimpton	5	865	10	2,019	5	1,071	20	3,955
Hotel Indigo	55	5,737	21	3,606	-	-	76	9,343
voco	56	8,750	24	10,114	4	660	84	19,524
Ruby	21	3,853	-	-	-	-	21	3,853
Crowne Plaza	117	25,449	80	20,346	-	-	197	45,795
Holiday Inn Express	314	43,997	52	9,742	-	-	366	53,739
Holiday Inn	330	55,510	97	22,619	-	-	427	78,129
Garner	60	6,009	1	153	-	-	61	6,162
Staybridge Suites	15	2,280	8	1,533	-	-	23	3,813
Candlewood Suites	7	817	-	-	-	-	7	817
Iberostar Beachfront Resorts	38	12,350	-	-	-	-	38	12,350
Other properties	11	1,791	19	13,215	-	-	30	15,006
EMEA	1,069	176,807	454	117,478	13	2,854	1,536	297,139
Six Senses	-	-	1	130	-	-	1	130
Regent	1	538	5	1,516	-	-	6	2,054
InterContinental	1	572	66	24,268	-	-	67	24,840
Vignette Collection	2	443	11	2,963	-	-	13	3,406
Kimpton	-	-	6	1,463	-	-	6	1,463
Hotel Indigo	2	322	37	6,057	-	-	39	6,379
voco	31	6,503	8	1,506	-	-	39	8,009
HUALUXE	1	169	27	7,261	-	-	28	7,430
Crowne Plaza	49	15,968	93	30,196	-	-	142	46,164
EVER Hotels	7	1,071	16	2,950	-	-	23	4,021
Holiday Inn Express	319	47,546	106	22,644	-	-	425	70,190
Holiday Inn	92	20,063	96	27,217	-	-	188	47,280
Garner	-	-	1	106	-	-	1	106
Atwell Suites	-	-	2	341	-	-	2	341
Other properties	4	6,201	-	-	-	-	4	6,201
Greater China	509	99,396	475	128,618	-	-	984	228,014
Six Senses	-	-	26	2,180	2	66	28	2,246
Regent	1	538	10	2,674	-	-	11	3,212
InterContinental	51	14,966	189	61,003	4	1,491	244	77,460
Vignette Collection	24	4,801	22	5,677	-	-	46	10,478
Kimpton	27	5,824	58	10,938	5	1,071	90	17,833
Hotel Indigo	137	16,149	64	11,077	-	-	201	27,226
voco	122	19,421	32	11,620	4	660	158	31,701
Ruby	21	3,853	-	-	-	-	21	3,853
HUALUXE	1	169	27	7,261	-	-	28	7,430
Crowne Plaza	264	65,841	176	51,428	-	-	440	117,269
EVER Hotels	28	3,810	21	3,705	-	-	49	7,515
Holiday Inn Express	3,194	325,888	159	32,638	-	-	3,353	358,526
Holiday Inn	1,061	175,807	200	52,152	2	903	1,263	228,862
Garner	118	10,923	2	259	-	-	120	11,182
avid hotels	89	7,859	-	-	-	-	89	7,859
Atwell Suites	9	828	2	341	-	-	11	1,169
Staybridge Suites	348	37,300	11	2,030	-	-	359	39,330
Holiday Inn Club Vacations	24	8,422	-	-	-	-	24	8,422
Candlewood Suites	439	38,947	-	-	-	-	439	38,947
Iberostar Beachfront Resorts	65	22,236	-	-	-	-	65	22,236
Other properties	52	11,643	95	25,407	-	-	147	37,050
Global system size	6,075	775,225	1,094	280,390	17	4,191	7,186	1,059,806

Pipeline: hotel and room count as at 30 September 2026

	Franchised		Managed		Owned & leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Six Senses	-	-	8	784	-	-	8	784
InterContinental	4	947	5	1,282	-	-	9	2,229
Vignette Collection	2	169	-	-	-	-	2	169
Kimpton	18	3,066	9	1,671	-	-	27	4,737
Hotel Indigo	21	2,763	-	-	-	-	21	2,763
voco	30	3,335	-	-	-	-	30	3,335
Ruby	2	599	-	-	-	-	2	599
Crowne Plaza	4	696	1	230	-	-	5	926
EVEN Hotels	3	363	-	-	-	-	3	363
Holiday Inn Express	347	32,350	-	-	-	-	347	32,350
Holiday Inn	71	8,414	1	150	-	-	72	8,564
Garner	60	4,725	-	-	-	-	60	4,725
avid hotels	112	8,384	-	-	-	-	112	8,384
Atwell Suites	52	5,084	-	-	-	-	52	5,084
Staybridge Suites	138	13,848	-	-	-	-	138	13,848
Candlewood Suites	195	13,997	-	-	-	-	195	13,997
Iberostar Beachfront Resorts	3	1,700	-	-	-	-	3	1,700
Other properties	-	-	13	1,928	-	-	13	1,928
Americas	1,062	100,440	37	6,045	-	-	1,099	106,485
Six Senses	-	-	22	2,091	-	-	22	2,091
Regent	-	-	11	1,903	-	-	11	1,903
InterContinental	9	2,134	54	13,524	-	-	63	15,658
Vignette Collection	22	2,388	11	1,885	-	-	33	4,273
Kimpton	5	708	18	3,188	-	-	23	3,896
Hotel Indigo	23	2,458	36	7,699	-	-	59	10,157
Noted Collection	3	317	3	495	-	-	6	812
voco	31	4,499	35	8,847	-	-	66	13,346
Ruby	19	3,615	-	-	-	-	19	3,615
Crowne Plaza	28	5,183	43	10,992	-	-	71	16,175
EVEN Hotels	-	-	2	555	-	-	2	555
Holiday Inn Express	60	8,608	54	9,599	-	-	114	18,207
Holiday Inn	66	10,467	82	16,808	-	-	148	27,275
Garner	47	4,647	2	301	-	-	49	4,948
Staybridge Suites	8	1,055	9	1,802	-	-	17	2,857
Candlewood Suites	9	1,104	-	-	-	-	9	1,104
Iberostar Beachfront Resorts	2	604	-	-	-	-	2	604
EMEA	332	47,787	382	79,689	-	-	714	127,476
Six Senses	-	-	1	72	-	-	1	72
Regent	-	-	3	696	-	-	3	696
InterContinental	-	-	31	8,246	-	-	31	8,246
Vignette Collection	2	293	5	1,218	-	-	7	1,511
Kimpton	-	-	19	4,351	-	-	19	4,351
Hotel Indigo	2	207	52	8,392	-	-	54	8,599
Noted Collection	-	-	1	269	-	-	1	269
voco	18	3,616	12	2,730	-	-	30	6,346
HUALUXE	4	799	16	4,336	-	-	20	5,135
Crowne Plaza	44	11,196	35	9,528	-	-	79	20,724
EVEN Hotels	9	1,221	11	2,469	-	-	20	3,690
Holiday Inn Express	197	29,462	24	4,431	-	-	221	33,893
Holiday Inn	78	15,226	34	8,038	-	-	112	23,264
Garner	-	-	5	554	-	-	5	554
Atwell Suites	-	-	10	1,490	-	-	10	1,490
Greater China	354	62,020	259	56,820	-	-	613	118,840
Six Senses	-	-	31	2,947	-	-	31	2,947
Regent	-	-	14	2,599	-	-	14	2,599
InterContinental	13	3,081	90	23,052	-	-	103	26,133
Vignette Collection	26	2,850	16	3,103	-	-	42	5,953
Kimpton	23	3,774	46	9,210	-	-	69	12,984
Hotel Indigo	46	5,428	88	16,091	-	-	134	21,519
Noted Collection	3	317	4	764	-	-	7	1,081
voco	79	11,450	47	11,577	-	-	126	23,027
Ruby	21	4,214	-	-	-	-	21	4,214
HUALUXE	4	799	16	4,336	-	-	20	5,135
Crowne Plaza	76	17,075	79	20,750	-	-	155	37,825
EVEN Hotels	12	1,584	13	3,024	-	-	25	4,608
Holiday Inn Express	604	70,420	78	14,030	-	-	682	84,450
Holiday Inn	215	34,107	117	24,996	-	-	332	59,103
Garner	107	9,372	7	855	-	-	114	10,227
avid hotels	112	8,384	-	-	-	-	112	8,384
Atwell Suites	52	5,084	10	1,490	-	-	62	6,574
Staybridge Suites	146	14,903	9	1,802	-	-	155	16,705
Candlewood Suites	204	15,101	-	-	-	-	204	15,101
Iberostar Beachfront Resorts	5	2,304	-	-	-	-	5	2,304
Other properties	-	-	13	1,928	-	-	13	1,928
Global pipeline	1,748	210,247	678	142,554	-	-	2,426	352,801

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	30 September 2026	% Growth
Six Senses	81	-	-	-	-	81	0%
Regent	167	-	-	-	-	167	0%
InterContinental	17,055	184	-	-	184	17,239	1%
Vignette Collection	805	21	-	-	21	826	3%
Kimpton	11,289	1,017	404	(295)	1,126	12,415	10%
Hotel Indigo	10,944	359	203	(2)	560	11,504	5%
voco	2,993	924	248	3	1,175	4,168	39%
Crowne Plaza	25,020	-	896	(606)	290	25,310	1%
EVEN Hotels	3,586	120	-	(212)	(92)	3,494	(3)%
Holiday Inn Express	232,517	3,141	335	(1,396)	2,080	234,597	1%
Holiday Inn	106,181	809	(705)	(2,832)	(2,728)	103,453	(3)%
Garner	2,687	1,402	825	-	2,227	4,914	83%
avid hotels	7,677	182	-	-	182	7,859	2%
Atwell Suites	754	74	-	-	74	828	10%
Staybridge Suites	34,474	1,154	107	(218)	1,043	35,517	3%
Holiday Inn Club Vacations	9,138	-	-	(716)	(716)	8,422	(8)%
Candlewood Suites	36,921	861	348	-	1,209	38,130	3%
Iberostar Beachfront Resorts	9,443	444	-	(1)	443	9,886	5%
Other properties	17,462	1,333	(2,661)	(291)	(1,619)	15,843	(9)%
Americas system size	529,194	12,025	-	(6,566)	5,459	534,653	1%

Americas – pipeline (by number of rooms)

Pipeline	1 January 2026	Signings	Openings	Terminations and other ¹	Net Movement	30 September 2026	% Growth
Six Senses	649	-	-	135	135	784	21%
InterContinental	2,229	214	(184)	(30)	-	2,229	0%
Vignette Collection	282	-	(21)	(92)	(113)	169	(40)%
Kimpton	5,522	230	(1,017)	2	(785)	4,737	(14)%
Hotel Indigo	3,071	403	(359)	(352)	(308)	2,763	(10)%
voco	3,539	1,005	(924)	(285)	(204)	3,335	(6)%
Ruby	-	599	-	-	599	599	0%
Crowne Plaza	1,127	168	-	(369)	(201)	926	(18)%
EVEN Hotels	483	-	(120)	-	(120)	363	(25)%
Holiday Inn Express	31,478	5,724	(3,141)	(1,711)	872	32,350	3%
Holiday Inn	7,744	2,081	(809)	(452)	820	8,564	11%
Garner	4,145	2,369	(1,402)	(387)	580	4,725	14%
avid hotels	8,676	526	(182)	(636)	(292)	8,384	(3)%
Atwell Suites	4,968	489	(74)	(299)	116	5,084	2%
Staybridge Suites	14,007	1,654	(1,154)	(659)	(159)	13,848	(1)%
Candlewood Suites	13,175	2,569	(861)	(886)	822	13,997	6%
Iberostar Beachfront Resorts	2,144	-	(444)	-	(444)	1,700	(21)%
Other properties	2,135	242	(1,333)	884	(207)	1,928	(10)%
Americas pipeline	105,374	18,273	(12,025)	(5,137)	1,111	106,485	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	30 September 2026	% Growth
Six Senses	1,856	248	-	(69)	179	2,035	10%
Regent	991	-	-	-	-	991	0%
InterContinental	35,341	340	-	(300)	40	35,381	0%
Vignette Collection	4,666	866	303	411	1,580	6,246	34%
Kimpton	3,685	194	76	-	270	3,955	7%
Hotel Indigo	9,037	314	-	(8)	306	9,343	3%
voco	16,862	1,615	1,057	(10)	2,662	19,524	16%
Ruby	2,952	901	-	-	901	3,853	31%
Crowne Plaza	43,796	2,065	250	(316)	1,999	45,795	5%
Holiday Inn Express	53,601	674	(208)	(328)	138	53,739	0%
Holiday Inn	78,097	1,103	(241)	(830)	32	78,129	0%
Garner	5,814	610	-	(262)	348	6,162	6%
Staybridge Suites	3,813	-	-	-	-	3,813	0%
Candlewood Suites	631	186	-	-	186	817	29%
Iberostar Beachfront Resorts	11,558	793	-	(1)	792	12,350	7%
Other properties	14,902	1,962	(1,237)	(621)	104	15,006	1%
EMEA system size	287,602	11,871	-	(2,334)	9,537	297,139	3%

EMEA – pipeline (by number of rooms)

Pipeline	1 January 2026	Signings	Openings	Terminations and other ¹	Net Movement	30 September 2026	% Growth
Six Senses	2,225	-	(248)	114	(134)	2,091	(6)%
Regent	1,683	220	-	-	220	1,903	13%
InterContinental	15,694	1,422	(340)	(1,118)	(36)	15,658	0%
Vignette Collection	4,494	750	(866)	(105)	(221)	4,273	(5)%
Kimpton	3,550	620	(194)	(80)	346	3,896	10%
Hotel Indigo	9,185	1,257	(314)	29	972	10,157	11%
Noted Collection	-	812	-	-	812	812	0%
voco	12,463	3,473	(1,615)	(975)	883	13,346	7%
Ruby	3,789	837	(901)	(110)	(174)	3,615	(5)%
Crowne Plaza	17,202	3,011	(2,065)	(1,973)	(1,027)	16,175	(6)%
EVEN Hotels	555	-	-	-	-	555	0%
Holiday Inn Express	15,699	3,560	(674)	(378)	2,508	18,207	16%
Holiday Inn	23,347	5,812	(1,103)	(781)	3,928	27,275	17%
Garner	2,808	3,002	(610)	(252)	2,140	4,948	76%
Staybridge Suites	2,611	725	-	(479)	246	2,857	9%
Candlewood Suites	1,290	-	(186)	-	(186)	1,104	(14)%
Iberostar Beachfront Resorts	271	1,126	(793)	-	333	604	123%
Other properties	-	(83)	(1,962)	2,045	-	-	0%
EMEA pipeline	116,866	26,544	(11,871)	(4,063)	10,610	127,476	9%

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	30 September 2026	% Growth
Six Senses	130	-	-	-	-	130	0%
Regent	2,054	-	-	-	-	2,054	0%
InterContinental	24,631	684	203	(678)	209	24,840	1%
Vignette Collection	1,785	1,824	(203)	-	1,621	3,406	91%
Kimpton	1,234	229	-	-	229	1,463	19%
Hotel Indigo	5,695	693	-	(9)	684	6,379	12%
voco	5,372	2,258	368	11	2,637	8,009	49%
HUALUXE	6,426	1,004	-	-	1,004	7,430	16%
Crowne Plaza	45,071	1,395	-	(302)	1,093	46,164	2%
EVEN Hotels	3,310	692	-	19	711	4,021	21%
Holiday Inn Express	65,282	5,566	-	(658)	4,908	70,190	8%
Holiday Inn	41,648	5,924	-	(292)	5,632	47,280	14%
Garner	-	106	-	-	106	106	0%
Atwell Suites	174	168	-	(1)	167	341	96%
Other properties	6,569	-	(368)	-	(368)	6,201	(6)%
Greater China system size	209,381	20,543	-	(1,910)	18,633	228,014	9%

Greater China – pipeline (by number of rooms)

Pipeline	1 January 2026	Signings	Openings	Terminations and other ¹	Net Movement	30 September 2026	% Growth
Six Senses	72	-	-	-	-	72	0%
Regent	527	180	-	(11)	169	696	32%
InterContinental	8,811	340	(684)	(221)	(565)	8,246	(6)%
Vignette Collection	2,311	1,024	(1,824)	-	(800)	1,511	(35)%
Kimpton	4,216	351	(229)	13	135	4,351	3%
Hotel Indigo	8,629	754	(693)	(91)	(30)	8,599	0%
Noted Collection	-	269	-	-	269	269	0%
voco	5,451	3,216	(2,258)	(63)	895	6,346	16%
HUALUXE	6,040	349	(1,004)	(250)	(905)	5,135	(15)%
Crowne Plaza	19,903	2,489	(1,395)	(273)	821	20,724	4%
EVEN Hotels	3,823	625	(692)	(66)	(133)	3,690	(3)%
Holiday Inn Express	34,181	6,554	(5,566)	(1,276)	(288)	33,893	(1)%
Holiday Inn	22,468	7,843	(5,924)	(1,123)	796	23,264	4%
Garner	-	661	(106)	(1)	554	554	0%
Atwell Suites	854	806	(168)	(2)	636	1,490	74%
Greater China pipeline	117,286	25,461	(20,543)	(3,364)	1,554	118,840	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	30 September 2026	% Growth
Six Senses	2,067	248	-	(69)	179	2,246	9%
Regent	3,212	-	-	-	-	3,212	0%
InterContinental	77,027	1,208	203	(978)	433	77,460	1%
Vignette Collection	7,256	2,711	100	411	3,222	10,478	44%
Kimpton	16,208	1,440	480	(295)	1,625	17,833	10%
Hotel Indigo	25,676	1,366	203	(19)	1,550	27,226	6%
voco	25,227	4,797	1,673	4	6,474	31,701	26%
Ruby	2,952	901	-	-	901	3,853	31%
HUALUXE	6,426	1,004	-	-	1,004	7,430	16%
Crowne Plaza	113,887	3,460	1,146	(1,224)	3,382	117,269	3%
EVEN Hotels	6,896	812	-	(193)	619	7,515	9%
Holiday Inn Express	351,400	9,381	127	(2,382)	7,126	358,526	2%
Holiday Inn	225,926	7,836	(946)	(3,954)	2,936	228,862	1%
Garner	8,501	2,118	825	(262)	2,681	11,182	32%
avid hotels	7,677	182	-	-	182	7,859	2%
Atwell Suites	928	242	-	(1)	241	1,169	26%
Staybridge Suites	38,287	1,154	107	(218)	1,043	39,330	3%
Holiday Inn Club Vacations	9,138	-	-	(716)	(716)	8,422	(8)%
Candlewood Suites	37,552	1,047	348	-	1,395	38,947	4%
Iberostar Beachfront Resorts	21,001	1,237	-	(2)	1,235	22,236	6%
Other properties	38,933	3,295	(4,266)	(912)	(1,883)	37,050	(5)%
Global system size	1,026,177	44,439	-	(10,810)	33,629	1,059,806	3%

Global – pipeline (by number of rooms)

Pipeline	1 January 2026	Signings	Openings	Terminations and other ¹	Net Movement	30 September 2026	% Growth
Six Senses	2,946	-	(248)	249	1	2,947	0%
Regent	2,210	400	-	(11)	389	2,599	18%
InterContinental	26,734	1,976	(1,208)	(1,369)	(601)	26,133	(2)%
Vignette Collection	7,087	1,774	(2,711)	(197)	(1,134)	5,953	(16)%
Kimpton	13,288	1,201	(1,440)	(65)	(304)	12,984	(2)%
Hotel Indigo	20,885	2,414	(1,366)	(414)	634	21,519	3%
Noted Collection	-	1,081	-	-	1,081	1,081	0%
voco	21,453	7,694	(4,797)	(1,323)	1,574	23,027	7%
Ruby	3,789	1,436	(901)	(110)	425	4,214	11%
HUALUXE	6,040	349	(1,004)	(250)	(905)	5,135	(15)%
Crowne Plaza	38,232	5,668	(3,460)	(2,615)	(407)	37,825	(1)%
EVEN Hotels	4,861	625	(812)	(66)	(253)	4,608	(5)%
Holiday Inn Express	81,358	15,838	(9,381)	(3,365)	3,092	84,450	4%
Holiday Inn	53,559	15,736	(7,836)	(2,356)	5,544	59,103	10%
Garner	6,953	6,032	(2,118)	(640)	3,274	10,227	47%
avid hotels	8,676	526	(182)	(636)	(292)	8,384	(3)%
Atwell Suites	5,822	1,295	(242)	(301)	752	6,574	13%
Staybridge Suites	16,618	2,379	(1,154)	(1,138)	87	16,705	1%
Candlewood Suites	14,465	2,569	(1,047)	(886)	636	15,101	4%
Iberostar Beachfront Resorts	2,415	1,126	(1,237)	-	(111)	2,304	(5)%
Other properties	2,135	159	(3,295)	2,929	(207)	1,928	(10)%
Global pipeline	339,526	70,278	(44,439)	(12,564)	13,275	352,801	4%

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