

# *Supplementary Information*

## *30 September 2015*



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- RevPAR - 3 and 9 months to 30 September 2015
- 2015 Current Trading – RevPAR, ADR & Occupancy
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## ***Explanatory Notes – RevPAR & Pipeline***

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We have disclosed franchised, managed, owned and leased RevPAR, occupancy and ADR on a comparable basis, based on comparability as at 30 September 2015.

Franchised and Managed comparable RevPAR, occupancy and ADR reflects performance this year compared to the same period last year for hotels that have traded in both years. Results for 2015 and 2014 include hotels that were previously franchised, managed or owned and have been transferred to either managed or franchised and included as comparable.

Owned and leased comparable RevPAR, occupancy and ADR reflects performance this year compared to the same period last year for owned and leased hotels that have traded in both years. This excludes new builds, brand changes, properties closed for major refurbishment and completed disposals.

All RevPAR and ADR data is quoted at a constant US dollar conversion rate to avoid distortions created by the fluctuations in the year on year exchange rate.

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 2015 Franchised and Managed

Constant US\$	Franchised Comparable							Managed Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2015	Pts	2015	Growth	2015	Growth		2015	Pts	2015	Growth	2015	Growth
InterContinental	25	66.0%	3.1%	134.26	4.5%	88.66	9.7%	19	82.9%	0.5%	226.54	2.1%	187.84	2.8%
Kimpton								41	85.1%	(0.6%)	236.13	3.1%	200.91	2.3%
Crowne Plaza	150	70.8%	1.5%	119.22	4.9%	84.40	7.2%	11	82.9%	0.4%	139.50	11.1%	115.66	11.7%
Hotel Indigo	32	72.9%	0.2%	148.52	6.2%	108.30	6.4%	3	87.3%	(2.1%)	172.30	8.2%	150.40	5.7%
Holiday Inn	657	72.4%	(0.0%)	116.24	4.2%	84.21	4.2%	16	74.9%	(1.5%)	144.96	5.8%	108.63	3.7%
Holiday Inn Express	1,867	74.9%	0.3%	116.36	3.3%	87.19	3.7%	1	92.1%	(1.5%)	271.81	5.3%	250.23	3.5%
Staybridge Suites	159	82.2%	0.4%	112.83	3.7%	92.77	4.2%	26	83.5%	(3.3%)	136.00	5.9%	113.62	1.9%
Candlewood Suites	245	78.4%	(0.2%)	82.51	3.0%	64.71	2.7%	60	86.3%	0.8%	81.80	7.4%	70.56	8.4%
<b>Americas</b>	<b>3,135</b>	<b>74.1%</b>	<b>0.3%</b>	<b>114.89</b>	<b>3.8%</b>	<b>85.12</b>	<b>4.3%</b>	<b>177</b>	<b>83.2%</b>	<b>(0.4%)</b>	<b>168.43</b>	<b>4.4%</b>	<b>140.07</b>	<b>4.0%</b>
InterContinental	6	74.9%	3.5%	235.93	3.7%	176.66	8.8%	20	79.7%	5.2%	272.85	8.2%	217.54	15.7%
Crowne Plaza	69	78.1%	3.4%	130.93	6.5%	102.26	11.4%	6	91.2%	4.9%	180.37	7.0%	164.49	13.0%
Hotel Indigo	11	85.1%	5.4%	153.03	(1.7%)	130.17	5.0%	1	85.3%	(6.7%)	202.12	5.5%	172.50	(2.2%)
Holiday Inn	253	79.3%	1.5%	111.49	2.8%	88.36	4.7%	6	70.0%	6.0%	80.45	(9.1%)	56.31	(0.6%)
Holiday Inn Express	201	83.5%	0.7%	103.07	4.4%	86.10	5.3%	1	53.6%	4.0%	62.71	1.7%	33.62	9.9%
Staybridge Suites	4	88.9%	(4.0%)	128.30	9.7%	114.11	5.0%							
<b>Europe</b>	<b>544</b>	<b>80.3%</b>	<b>1.7%</b>	<b>115.36</b>	<b>4.2%</b>	<b>92.65</b>	<b>6.4%</b>	<b>34</b>	<b>79.6%</b>	<b>5.1%</b>	<b>231.51</b>	<b>7.0%</b>	<b>184.22</b>	<b>14.3%</b>
InterContinental	7	71.3%	(4.1%)	189.67	1.2%	135.22	(4.3%)	49	69.3%	2.1%	233.65	6.1%	161.82	9.3%
Crowne Plaza	8	77.8%	4.8%	102.67	6.1%	79.92	13.2%	53	72.7%	3.8%	130.08	5.9%	94.59	11.8%
Holiday Inn	17	64.6%	(2.1%)	109.37	(1.2%)	70.67	(4.3%)	44	71.4%	2.2%	104.87	(2.2%)	74.90	0.9%
Holiday Inn Express	8	62.5%	3.7%	61.90	(7.1%)	38.68	(1.3%)	5	74.6%	8.0%	72.13	(1.5%)	53.79	10.4%
Staybridge Suites								3	79.9%	(4.6%)	167.81	11.7%	134.02	5.6%
Other	2	85.9%	(0.6%)	70.39	2.3%	60.47	1.6%	1	95.9%	3.8%	117.13	20.7%	112.36	25.6%
<b>AMEA</b>	<b>42</b>	<b>69.1%</b>	<b>(0.3%)</b>	<b>118.52</b>	<b>(0.9%)</b>	<b>81.86</b>	<b>(1.4%)</b>	<b>155</b>	<b>71.5%</b>	<b>2.8%</b>	<b>158.06</b>	<b>4.4%</b>	<b>113.04</b>	<b>8.7%</b>
InterContinental	1	87.5%	1.3%	191.52	(15.2%)	167.52	(13.9%)	24	67.1%	3.9%	132.78	(1.9%)	89.08	4.1%
Crowne Plaza								57	60.5%	2.4%	88.63	(4.1%)	53.61	(0.1%)
Hotel Indigo								5	72.8%	1.1%	173.67	(4.7%)	126.42	(3.2%)
Holiday Inn	2	83.3%	2.5%	118.11	(11.0%)	98.43	(8.3%)	59	67.0%	0.9%	77.81	(3.4%)	52.10	(2.1%)
Holiday Inn Express	1	78.5%	(4.7%)	35.36	16.8%	27.75	10.2%	38	73.4%	(0.8%)	55.15	(1.4%)	40.47	(2.5%)
<b>Greater China</b>	<b>4</b>	<b>84.1%</b>	<b>1.8%</b>	<b>133.15</b>	<b>(10.8%)</b>	<b>112.00</b>	<b>(8.8%)</b>	<b>183</b>	<b>65.9%</b>	<b>1.6%</b>	<b>87.29</b>	<b>(2.3%)</b>	<b>57.50</b>	<b>0.1%</b>
<b>Total IHG</b>	<b>3,725</b>	<b>75.2%</b>	<b>0.6%</b>	<b>115.16</b>	<b>3.7%</b>	<b>86.56</b>	<b>4.5%</b>	<b>549</b>	<b>72.5%</b>	<b>1.7%</b>	<b>140.41</b>	<b>3.2%</b>	<b>101.81</b>	<b>5.8%</b>

# Comparable RevPAR – 3 Months to 30 September 2015

## Owned & Leased and Total

Constant US\$	Owned & Leased Comparable							Total Comparable					
	Hotels	Occ %		ADR		RevPAR		Occ %		ADR		RevPAR	
		2015	Pts	2015	Growth	2015	Growth	2015	Pts	2015	Growth	2015	Growth
InterContinental Kimpton Crowne Plaza Hotel Indigo Holiday Inn Holiday Inn Express Staybridge Suites Candlewood Suites	1    2    	89.5%    72.6%    	0.5%    0.3%    	333.78    136.15    	5.0%    (0.9%)    	298.62    98.83    	5.6%    (0.4%)    	75.5% 85.1% 71.8% 74.7% 72.6% 75.0% 82.4% 80.4%	1.8% (0.6%) 1.4% (0.1%) (0.1%) 0.3% (0.2%) 0.1%	193.65 236.13 121.12 152.00 117.64 116.66 116.61 82.32	2.5% 3.1% 5.5% 6.4% 4.2% 3.3% 4.0% 4.1%	146.12 200.91 86.93 113.56 85.35 87.44 96.13 66.20	4.9% 2.3% 7.7% 6.3% 4.1% 3.7% 3.8% 4.2%
<b>Americas</b>	<b>3</b>	<b>78.0%</b>	<b>0.4%</b>	<b>208.24</b>	<b>2.5%</b>	<b>162.33</b>	<b>3.0%</b>	<b>74.9%</b>	<b>0.3%</b>	<b>120.40</b>	<b>3.9%</b>	<b>90.17</b>	<b>4.3%</b>
InterContinental Crowne Plaza Hotel Indigo Holiday Inn Holiday Inn Express Staybridge Suites								78.9% 79.1% 85.1% 78.9% 83.4% 88.9%	4.9% 3.5% 4.3% 1.6% 0.7% (4.0%)	266.69 135.27 157.44 110.53 102.94 128.30	7.6% 6.6% (1.2%) 2.5% 4.4% 9.7%	210.35 107.00 133.96 87.24 85.84 114.11	14.6% 11.6% 4.1% 4.6% 5.3% 5.0%
<b>Europe</b>								<b>80.2%</b>	<b>2.0%</b>	<b>127.62</b>	<b>5.1%</b>	<b>102.40</b>	<b>7.8%</b>
InterContinental Crowne Plaza Holiday Inn Holiday Inn Express Staybridge Suites Other	1  1   	59.4%  96.1%   	3.6%  3.1%   	131.31  127.54   	10.5%  2.9%   	77.93  122.55   	17.6%  6.2%   	69.3% 73.2% 70.1% 67.2% 79.9% 90.6%	1.3% 3.9% 1.1% 5.3% (4.6%) 1.5%	225.71 127.20 106.35 66.29 167.81 93.66	5.7% 5.9% (1.9%) (4.4%) 11.7% 13.5%	156.49 93.15 74.51 44.52 134.02 84.88	7.6% 11.9% (0.3%) 3.8% 5.6% 15.3%
<b>AMEA</b>	<b>2</b>	<b>72.3%</b>	<b>3.4%</b>	<b>129.54</b>	<b>6.8%</b>	<b>93.67</b>	<b>12.1%</b>	<b>71.1%</b>	<b>2.2%</b>	<b>150.60</b>	<b>3.7%</b>	<b>107.03</b>	<b>7.1%</b>
InterContinental Crowne Plaza Hotel Indigo Holiday Inn Holiday Inn Express	1    	85.1%    	2.0%    	310.44    	(10.1%)    	264.10    	(7.9%)    	69.0% 60.5% 72.8% 68.2% 73.4%	3.8% 2.4% 1.1% 1.0% (0.8%)	146.65 88.63 173.67 81.49 54.87	(4.3%) (4.1%) (4.7%) (4.4%) (1.3%)	101.15 53.61 126.42 55.56 40.30	1.2% (0.1%) (3.2%) (3.0%) (2.4%)
<b>Greater China</b>	<b>1</b>	<b>85.1%</b>	<b>2.0%</b>	<b>310.44</b>	<b>(10.1%)</b>	<b>264.10</b>	<b>(7.9%)</b>	<b>66.7%</b>	<b>1.6%</b>	<b>91.58</b>	<b>(3.2%)</b>	<b>61.06</b>	<b>(0.7%)</b>
<b>Total IHG</b>	<b>6</b>	<b>78.0%</b>	<b>1.4%</b>	<b>213.48</b>	<b>(1.8%)</b>	<b>166.62</b>	<b>0.1%</b>	<b>74.5%</b>	<b>0.9%</b>	<b>121.56</b>	<b>3.6%</b>	<b>90.60</b>	<b>4.8%</b>

# Comparable RevPAR – 9 Months to 30 September 2015 Franchised and Managed

Constant US\$	Franchised Comparable							Managed Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2015	Pts	2015	Growth	2015	Growth		2015	Pts	2015	Growth	2015	Growth
InterContinental	25	66.4%	2.1%	136.30	5.5%	90.51	8.8%	19	79.5%	(0.7%)	229.28	3.8%	182.32	2.9%
Kimpton								41	83.2%	0.5%	236.01	4.2%	196.48	4.8%
Crowne Plaza	150	68.5%	1.9%	118.15	4.4%	80.97	7.4%	11	81.1%	(0.1%)	138.04	9.5%	111.95	9.4%
Hotel Indigo	32	73.1%	0.6%	146.71	6.1%	107.17	7.0%	3	84.3%	(0.1%)	164.64	11.9%	138.80	11.8%
Holiday Inn	657	68.2%	0.4%	111.55	4.3%	76.03	4.9%	16	74.0%	(0.0%)	137.67	6.5%	101.88	6.5%
Holiday Inn Express	1,867	70.6%	0.7%	112.49	3.6%	79.47	4.6%	1	88.5%	5.5%	234.93	8.7%	207.94	15.9%
Staybridge Suites	159	78.3%	(0.1%)	111.00	3.9%	86.91	3.7%	26	82.7%	(2.1%)	134.75	6.9%	111.44	4.3%
Candlewood Suites	245	75.5%	0.3%	81.40	3.6%	61.47	4.1%	60	82.5%	0.1%	80.61	7.2%	66.53	7.3%
<b>Americas</b>	<b>3,135</b>	<b>70.2%</b>	<b>0.7%</b>	<b>111.49</b>	<b>4.0%</b>	<b>78.32</b>	<b>5.1%</b>	<b>177</b>	<b>80.8%</b>	<b>(0.2%)</b>	<b>167.20</b>	<b>5.5%</b>	<b>135.06</b>	<b>5.2%</b>
InterContinental	6	71.3%	2.8%	231.71	(0.8%)	165.24	3.3%	20	72.2%	2.3%	255.25	6.0%	184.26	9.5%
Crowne Plaza	69	73.2%	2.2%	129.64	5.1%	94.83	8.4%	6	83.0%	1.1%	176.94	4.3%	146.80	5.8%
Hotel Indigo	11	79.6%	3.0%	150.18	2.7%	119.56	6.8%	1	82.6%	0.9%	187.66	1.9%	154.92	3.1%
Holiday Inn	253	72.1%	1.0%	110.62	3.1%	79.77	4.6%	6	62.1%	2.0%	87.34	(6.3%)	54.20	(3.1%)
Holiday Inn Express	201	77.3%	1.3%	99.10	4.4%	76.61	6.3%	1	60.5%	10.1%	60.56	2.0%	36.66	22.3%
Staybridge Suites	4	86.0%	(2.1%)	124.42	8.9%	107.04	6.3%							
<b>Europe</b>	<b>544</b>	<b>74.0%</b>	<b>1.4%</b>	<b>113.50</b>	<b>3.9%</b>	<b>83.96</b>	<b>5.8%</b>	<b>34</b>	<b>72.1%</b>	<b>2.2%</b>	<b>218.86</b>	<b>4.7%</b>	<b>157.80</b>	<b>8.0%</b>
InterContinental	7	72.4%	(2.0%)	190.29	1.7%	137.80	(1.1%)	49	70.0%	2.5%	215.81	5.6%	151.14	9.6%
Crowne Plaza	8	73.3%	3.8%	99.48	4.4%	72.97	10.2%	53	74.6%	3.3%	130.65	2.5%	97.46	7.2%
Holiday Inn	17	66.0%	(1.7%)	112.30	(0.4%)	74.13	(2.8%)	44	73.1%	2.1%	111.02	(2.1%)	81.21	0.7%
Holiday Inn Express	8	66.6%	1.1%	73.19	(5.5%)	48.77	(3.9%)	5	74.1%	12.4%	74.73	(3.8%)	55.38	15.6%
Staybridge Suites								3	78.5%	1.2%	159.57	9.9%	125.33	11.6%
Other	2	82.6%	1.7%	68.78	1.4%	56.80	3.5%	1	90.9%	4.2%	88.83	18.2%	80.73	24.0%
<b>AMEA</b>	<b>42</b>	<b>69.7%</b>	<b>(0.2%)</b>	<b>120.86</b>	<b>(0.1%)</b>	<b>84.23</b>	<b>(0.3%)</b>	<b>155</b>	<b>72.8%</b>	<b>3.0%</b>	<b>153.08</b>	<b>2.9%</b>	<b>111.46</b>	<b>7.3%</b>
InterContinental	1	84.6%	(0.0%)	208.42	(10.4%)	176.25	(10.4%)	24	61.8%	4.6%	131.74	(1.4%)	81.47	6.5%
Crowne Plaza								57	57.1%	3.5%	89.62	(4.4%)	51.20	1.8%
Hotel Indigo								5	69.0%	1.5%	180.04	(2.5%)	124.20	(0.4%)
Holiday Inn	2	78.5%	(0.9%)	122.22	(8.2%)	95.91	(9.2%)	59	62.4%	1.5%	78.85	(3.6%)	49.17	(1.3%)
Holiday Inn Express	1	80.8%	(5.5%)	32.97	9.2%	26.63	2.2%	38	70.2%	(0.2%)	55.60	(1.1%)	39.04	(1.4%)
<b>Greater China</b>	<b>4</b>	<b>80.2%</b>	<b>(0.9%)</b>	<b>140.26</b>	<b>(8.0%)</b>	<b>112.50</b>	<b>(9.0%)</b>	<b>183</b>	<b>61.8%</b>	<b>2.4%</b>	<b>87.85</b>	<b>(2.2%)</b>	<b>54.31</b>	<b>1.7%</b>
<b>Total IHG</b>	<b>3,725</b>	<b>71.0%</b>	<b>0.8%</b>	<b>112.24</b>	<b>3.8%</b>	<b>79.65</b>	<b>5.0%</b>	<b>549</b>	<b>70.2%</b>	<b>1.9%</b>	<b>138.32</b>	<b>2.5%</b>	<b>97.13</b>	<b>5.4%</b>

# Comparable RevPAR – 9 Months to 30 September 2015

## Owned & Leased and Total

Constant US\$	Owned & Leased Comparable							Total Comparable					
	Hotels	Occ %		ADR		RevPAR		Occ %		ADR		RevPAR	
		2015	Pts	2015	Growth	2015	Growth	2015	Pts	2015	Growth	2015	Growth
InterContinental	1	81.5%	2.5%	310.65	3.7%	253.23	7.0%	73.6%	0.7%	193.81	3.9%	142.68	4.8%
Kimpton								83.2%	0.5%	236.01	4.2%	196.48	4.8%
Crowne Plaza								69.5%	1.8%	120.03	4.9%	83.47	7.6%
Hotel Indigo								74.5%	0.6%	149.25	6.9%	111.14	7.7%
Holiday Inn	2	71.6%	1.1%	159.88	5.1%	114.56	6.7%	68.4%	0.4%	113.14	4.4%	77.42	5.0%
Holiday Inn Express								70.7%	0.7%	112.72	3.6%	79.67	4.7%
Staybridge Suites								79.0%	(0.4%)	115.01	4.4%	90.86	3.8%
Candlewood Suites								77.3%	0.3%	81.18	4.6%	62.76	4.9%
<b>Americas</b>	<b>3</b>	<b>74.8%</b>	<b>1.5%</b>	<b>212.11</b>	<b>4.7%</b>	<b>158.63</b>	<b>6.9%</b>	<b>71.2%</b>	<b>0.6%</b>	<b>117.36</b>	<b>4.2%</b>	<b>83.54</b>	<b>5.1%</b>
InterContinental								72.0%	2.4%	251.08	4.8%	180.86	8.4%
Crowne Plaza								73.9%	2.1%	133.68	5.0%	98.79	8.1%
Hotel Indigo								79.9%	2.8%	153.65	2.6%	122.72	6.3%
Holiday Inn								71.8%	1.1%	109.92	2.8%	78.88	4.4%
Holiday Inn Express								77.2%	1.4%	98.95	4.4%	76.42	6.3%
Staybridge Suites								86.0%	(2.1%)	124.42	8.9%	107.04	6.3%
<b>Europe</b>								<b>73.8%</b>	<b>1.5%</b>	<b>124.33</b>	<b>4.0%</b>	<b>91.73</b>	<b>6.1%</b>
InterContinental	1	54.9%	2.0%	127.54	3.0%	70.03	6.8%	70.0%	1.9%	210.80	5.1%	147.66	8.0%
Crowne Plaza								74.5%	3.3%	127.62	2.6%	95.04	7.4%
Holiday Inn	1	92.8%	1.5%	126.56	4.8%	117.49	6.4%	71.6%	1.1%	111.60	(1.6%)	79.94	(0.0%)
Holiday Inn Express								69.5%	5.5%	73.83	(4.8%)	51.33	3.4%
Staybridge Suites								78.5%	1.2%	159.57	9.9%	125.33	11.6%
Other								86.5%	2.9%	78.69	10.2%	68.05	14.0%
<b>AMEA</b>	<b>2</b>	<b>68.3%</b>	<b>1.8%</b>	<b>127.07</b>	<b>3.9%</b>	<b>86.77</b>	<b>6.6%</b>	<b>72.2%</b>	<b>2.4%</b>	<b>147.03</b>	<b>2.6%</b>	<b>106.13</b>	<b>6.1%</b>
InterContinental	1	83.1%	4.4%	337.83	(9.9%)	280.69	(4.9%)	64.0%	4.4%	149.25	(4.0%)	95.51	3.1%
Crowne Plaza								57.1%	3.5%	89.62	(4.4%)	51.20	1.8%
Hotel Indigo								69.0%	1.5%	180.04	(2.5%)	124.20	(0.4%)
Holiday Inn								63.6%	1.3%	82.86	(4.4%)	52.66	(2.5%)
Holiday Inn Express								70.4%	(0.3%)	55.24	(1.0%)	38.87	(1.4%)
<b>Greater China</b>	<b>1</b>	<b>83.1%</b>	<b>4.4%</b>	<b>337.83</b>	<b>(9.9%)</b>	<b>280.69</b>	<b>(4.9%)</b>	<b>62.6%</b>	<b>2.3%</b>	<b>92.87</b>	<b>(3.0%)</b>	<b>58.18</b>	<b>0.7%</b>
<b>Total IHG</b>	<b>6</b>	<b>74.9%</b>	<b>2.2%</b>	<b>222.13</b>	<b>(0.7%)</b>	<b>166.43</b>	<b>2.3%</b>	<b>70.8%</b>	<b>1.1%</b>	<b>119.00</b>	<b>3.4%</b>	<b>84.25</b>	<b>5.1%</b>

## 2015 Current Trading Comparable RevPAR, ADR & Occupancy Growth

Constant US\$	Quarter 3			Sept YTD		
	RevPAR %	ADR %	Occupancy %pts	RevPAR %	ADR %	Occupancy %pts
Total Americas	4.3%	3.9%	0.3%	5.1%	4.2%	0.6%
Total Europe	7.8%	5.1%	2.0%	6.1%	4.0%	1.5%
Total AMEA	7.1%	3.7%	2.2%	6.1%	2.6%	2.4%
Total Greater China	(0.7%)	(3.2%)	1.6%	0.7%	(3.0%)	2.3%
Total IHG	4.8%	3.6%	0.9%	5.1%	3.4%	1.1%
United States:						
InterContinental	4.3%	1.1%	2.6%	4.2%	3.2%	0.7%
Kimpton	2.3%	3.1%	(0.6%)	4.8%	4.2%	0.5%
Crowne Plaza	7.2%	5.2%	1.4%	7.5%	4.6%	1.9%
Hotel Indigo	6.4%	6.8%	(0.2%)	7.7%	7.2%	0.3%
Holiday Inn	4.1%	4.1%	0.0%	5.4%	4.5%	0.6%
Holiday Inn Express	3.7%	3.3%	0.3%	4.9%	3.8%	0.7%
Staybridge Suites	4.0%	4.1%	(0.1%)	4.3%	4.4%	(0.1%)
Candlewood Suites	4.3%	4.2%	0.0%	4.9%	4.6%	0.2%
All Brands	4.2%	3.8%	0.3%	5.2%	4.2%	0.7%



# Hotel & Room Count as at 30 September 2015

	Franchised		Managed		Owned & Leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	27	7,564	23	9,226	1	424	51	17,214
Kimpton	0	0	59	10,672	0	0	59	10,672
Crowne Plaza	164	43,503	12	3,855	0	0	176	47,358
Hotel Indigo	35	3,958	4	650	0	0	39	4,608
EVEN Hotels	0	0	0	0	2	296	2	296
Holiday Inn	742	127,411	17	5,105	2	910	761	133,426
Holiday Inn Express	2,094	185,874	1	252	0	0	2,095	186,126
Staybridge Suites	184	19,348	26	3,216	0	0	210	22,564
Candlewood Suites	272	24,125	61	7,553	0	0	333	31,678
Other	2	6,986	76	12,132	0	0	78	19,118
<b>Americas</b>	<b>3,520</b>	<b>418,769</b>	<b>279</b>	<b>52,661</b>	<b>5</b>	<b>1,630</b>	<b>3,804</b>	<b>473,060</b>
InterContinental	7	1,688	23	7,605	0	0	30	9,293
Crowne Plaza	75	17,290	11	2,565	0	0	86	19,855
Hotel Indigo	17	1,632	2	157	0	0	19	1,789
Holiday Inn	275	44,095	7	1,716	0	0	282	45,811
Holiday Inn Express	226	27,327	1	118	0	0	227	27,445
Staybridge Suites	6	877	0	0	0	0	6	877
Other	1	119	0	0	0	0	1	119
<b>Europe</b>	<b>607</b>	<b>93,028</b>	<b>44</b>	<b>12,161</b>	<b>0</b>	<b>0</b>	<b>651</b>	<b>105,189</b>
InterContinental	7	2,521	59	18,137	1	380	67	21,038
Crowne Plaza	10	2,067	60	17,755	0	0	70	19,822
Hotel Indigo	0	0	1	192	0	0	1	192
Holiday Inn	24	4,793	65	15,678	1	207	90	20,678
Holiday Inn Express	9	2,076	17	3,682	0	0	26	5,758
Staybridge Suites	0	0	3	425	0	0	3	425
Other	2	464	1	412	0	0	3	876
<b>AMEA</b>	<b>52</b>	<b>11,921</b>	<b>206</b>	<b>56,281</b>	<b>2</b>	<b>587</b>	<b>260</b>	<b>68,789</b>
InterContinental	1	570	32	12,722	1	498	34	13,790
HUALUXE	0	0	2	562	0	0	2	562
Crowne Plaza	0	0	71	25,371	0	0	71	25,371
Hotel Indigo	0	0	5	611	0	0	5	611
Holiday Inn	2	1,476	73	22,868	0	0	75	24,344
Holiday Inn Express	1	138	57	14,493	0	0	58	14,631
Other	0	0	3	529	0	0	3	529
<b>Greater China</b>	<b>4</b>	<b>2,184</b>	<b>243</b>	<b>77,156</b>	<b>1</b>	<b>498</b>	<b>248</b>	<b>79,838</b>
InterContinental	42	12,343	137	47,690	3	1,302	182	61,335
Kimpton	0	0	59	10,672	0	0	59	10,672
HUALUXE	0	0	2	562	0	0	2	562
Crowne Plaza	249	62,860	154	49,546	0	0	403	112,406
Hotel Indigo	52	5,590	12	1,610	0	0	64	7,200
EVEN Hotels	0	0	0	0	2	296	2	296
Holiday Inn	1,043	177,775	162	45,367	3	1,117	1,208	224,259
Holiday Inn Express	2,330	215,415	76	18,545	0	0	2,406	233,960
Staybridge Suites	190	20,225	29	3,641	0	0	219	23,866
Candlewood Suites	272	24,125	61	7,553	0	0	333	31,678
Other	5	7,569	80	13,073	0	0	85	20,642
<b>Total System Size</b>	<b>4,183</b>	<b>525,902</b>	<b>772</b>	<b>198,259</b>	<b>8</b>	<b>2,715</b>	<b>4,963</b>	<b>726,876</b>

# Pipeline as at 30 September 2015

	Franchised		Managed		Owned & Leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	1	227	4	1,603	0	0	5	1,830
Kimpton	0	0	16	3,200	0	0	16	3,200
Crowne Plaza	10	1,661	3	519	0	0	13	2,180
Hotel Indigo	22	2,834	7	1,422	0	0	29	4,256
EVEN Hotels	2	312	2	380	1	202	5	894
Holiday Inn	129	18,907	5	1,221	0	0	134	20,128
Holiday Inn Express	427	41,069	1	350	0	0	428	41,419
Staybridge Suites	102	10,702	1	197	0	0	103	10,899
Candlewood Suites	99	8,775	0	0	0	0	99	8,775
Other	0	0	19	4,074	0	0	19	4,074
<b>America</b>	<b>792</b>	<b>84,487</b>	<b>58</b>	<b>12,966</b>	<b>1</b>	<b>202</b>	<b>851</b>	<b>97,655</b>
InterContinental	2	615	3	503	0	0	5	1,118
Crowne Plaza	7	1,235	3	937	0	0	10	2,172
Hotel Indigo	10	1,229	1	220	0	0	11	1,449
Holiday Inn	28	4,389	9	3,042	0	0	37	7,431
Holiday Inn Express	36	5,243	5	930	0	0	41	6,173
Staybridge Suites	2	239	1	82	0	0	3	321
Other	0	31	0	0	0	0	0	31
<b>Europe</b>	<b>85</b>	<b>12,981</b>	<b>22</b>	<b>5,714</b>	<b>0</b>	<b>0</b>	<b>107</b>	<b>18,695</b>
InterContinental	0	0	23	6,009	0	0	23	6,009
Crowne Plaza	1	320	17	4,465	0	0	18	4,785
Hotel Indigo	0	0	12	2,101	0	0	12	2,101
Holiday Inn	2	610	50	18,276	0	0	52	18,886
Holiday Inn Express	3	660	39	8,224	0	0	42	8,884
Staybridge Suites	1	250	4	650	0	0	5	900
<b>AMEA</b>	<b>7</b>	<b>1,840</b>	<b>145</b>	<b>39,725</b>	<b>0</b>	<b>0</b>	<b>152</b>	<b>41,565</b>
InterContinental	0	0	20	7,700	0	0	20	7,700
HUALUXE	0	0	22	6,877	0	0	22	6,877
Crowne Plaza	0	0	43	13,979	0	0	43	13,979
Hotel Indigo	0	0	9	1,500	0	0	9	1,500
Holiday Inn	0	0	52	15,238	0	0	52	15,238
Holiday Inn Express	0	0	62	14,221	0	0	62	14,221
Other	0	0	1	279	0	0	1	279
<b>Greater China</b>	<b>0</b>	<b>0</b>	<b>209</b>	<b>59,794</b>	<b>0</b>	<b>0</b>	<b>209</b>	<b>59,794</b>
InterContinental	3	842	50	15,815	0	0	53	16,657
Kimpton	0	0	16	3,200	0	0	16	3,200
HUALUXE	0	0	22	6,877	0	0	22	6,877
Crowne Plaza	18	3,216	66	19,900	0	0	84	23,116
Hotel Indigo	32	4,063	29	5,243	0	0	61	9,306
EVEN Hotels	2	312	2	380	1	202	5	894
Holiday Inn	159	23,906	116	37,777	0	0	275	61,683
Holiday Inn Express	466	46,972	107	23,725	0	0	573	70,697
Staybridge Suites	105	11,191	6	929	0	0	111	12,120
Candlewood Suites	99	8,775	0	0	0	0	99	8,775
Other	0	31	20	4,353	0	0	20	4,384
<b>Total Pipeline</b>	<b>884</b>	<b>99,308</b>	<b>434</b>	<b>118,199</b>	<b>1</b>	<b>202</b>	<b>1,319</b>	<b>217,709</b>

## Americas Future Growth Drivers

	Total	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	Staybridge Suites	Candlewood Suites	Other
<b>Room Count</b>											
1 January 2015	460,017	16,897	0	48,366	4,551	296	136,280	182,601	21,200	30,708	19,118
Openings	25,363	287	12,178	340	297	0	3,065	6,783	1,364	1,049	0
Brand Conversions	0	0	0	0	0	0	(40)	40	0	0	0
Removals	(12,320)	30	(1,506)	(1,348)	(240)	0	(5,879)	(3,298)	0	(79)	0
<b>30 September 2015</b>	<b>473,060</b>	<b>17,214</b>	<b>10,672</b>	<b>47,358</b>	<b>4,608</b>	<b>296</b>	<b>133,426</b>	<b>186,126</b>	<b>22,564</b>	<b>31,678</b>	<b>19,118</b>
<i>% Growth</i>	3%	2%	-	(2)%	1%	0%	(2)%	2%	6%	3%	-
<b>Pipeline</b>											
1 January 2015	86,195	2,337	0	3,206	4,259	584	20,155	37,125	9,594	7,717	1,218
Signings	31,103	0	3,665	468	828	312	4,499	12,469	3,429	2,597	2,836
<b>30 September 2015</b>	<b>97,655</b>	<b>1,830</b>	<b>3,200</b>	<b>2,180</b>	<b>4,256</b>	<b>894</b>	<b>20,128</b>	<b>41,419</b>	<b>10,899</b>	<b>8,775</b>	<b>4,074</b>

## Europe Future Growth Drivers

	Total	InterContinental	Crowne Plaza	Hotel Indigo	Holiday Inn	Holiday Inn Express	Staybridge Suites	Other
<b>Room Count</b>								
1 January 2015	104,208	9,372	19,395	1,568	45,722	27,138	784	229
Openings	4,022	59	888	221	1,668	1,093	93	0
Brand Conversions	0	0	0	0	0	110	0	(110)
Removals	(3,041)	(138)	(428)	0	(1,579)	(896)	0	0
<b>30 September 2015</b>	<b>105,189</b>	<b>9,293</b>	<b>19,855</b>	<b>1,789</b>	<b>45,811</b>	<b>27,445</b>	<b>877</b>	<b>119</b>
% Growth	1%	(1)%	2%	14%	0%	1%	12%	(48)%
<b>Pipeline</b>								
1 January 2015	18,893	845	2,917	1,368	6,944	6,374	414	31
Signings	4,543	332	144	433	2,159	1,475	0	0
<b>30 September 2015</b>	<b>18,695</b>	<b>1,118</b>	<b>2,172</b>	<b>1,449</b>	<b>7,431</b>	<b>6,173</b>	<b>321</b>	<b>31</b>

## AMEA Future Growth Drivers

	Total	InterContinental	Crowne Plaza	Hotel Indigo	Holiday Inn	Holiday Inn Express	Staybridge Suites	Other
<b>Room Count</b>								
1 January 2015	67,876	21,424	19,688	0	19,750	5,295	425	1,294
Openings	2,928	423	268	192	1,029	730	0	286
Brand Conversions	0	227	505	0	0	0	0	(732)
Removals	(2,015)	(1,036)	(639)	0	(101)	(267)	0	28
<b>30 September 2015</b>	<b>68,789</b>	<b>21,038</b>	<b>19,822</b>	<b>192</b>	<b>20,678</b>	<b>5,758</b>	<b>425</b>	<b>876</b>
% Growth	1%	(2)%	1%	-	5%	9%	0%	(32)%
<b>Pipeline</b>								
1 January 2015	34,346	5,804	4,412	1,823	13,230	8,177	900	0
Signings	10,185	626	639	470	6,710	1,454	0	286
<b>30 September 2015</b>	<b>41,565</b>	<b>6,009</b>	<b>4,785</b>	<b>2,101</b>	<b>18,886</b>	<b>8,884</b>	<b>900</b>	<b>0</b>

## Greater China Future Growth Drivers

	Total	InterContinental	HUALUXE	Crowne Plaza	Hotel Indigo	Holiday Inn	Holiday Inn Express	Other
<b>Room Count</b>								
1 January 2015	78,194	13,542	0	26,113	612	23,407	14,076	444
Openings	3,826	0	563	554	0	1,645	979	85
Brand Conversions	0	270	0	(270)	0	0	0	0
Removals	(2,182)	(22)	(1)	(1,026)	(1)	(708)	(424)	0
<b>30 September 2015</b>	<b>79,838</b>	<b>13,790</b>	<b>562</b>	<b>25,371</b>	<b>611</b>	<b>24,344</b>	<b>14,631</b>	<b>529</b>
% Growth	2%	2%	-	(3)%	(0)%	4%	4%	19%
<b>Pipeline</b>								
1 January 2015	54,338	6,678	7,551	14,801	1,646	12,384	11,278	0
Signings	13,413	1,033	265	1,682	0	5,660	4,409	364
<b>30 September 2015</b>	<b>59,794</b>	<b>7,700</b>	<b>6,877</b>	<b>13,979</b>	<b>1,500</b>	<b>15,238</b>	<b>14,221</b>	<b>279</b>