



Supplementary Information

31 December 2017



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Explanatory Notes – RevPAR & Pipeline

We have disclosed franchised, managed, owned and leased RevPAR, occupancy and ADR on a comparable basis, based on comparability as at 31 December 2017.

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 2017 and 2016 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 31 December 2017

Franchised and Managed

Constant US\$	Franchised Comparable							Managed Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2017	Pts	2017	Growth	2017	Growth		2017	Pts	2017	Growth	2017	Growth
InterContinental	24	68.3%	1.3%	140.13	1.6%	95.75	3.6%	18	77.8%	2.6%	238.46	0.3%	185.46	3.7%
Kimpton								47	78.4%	0.3%	229.34	0.5%	179.82	0.8%
Crowne Plaza	129	64.0%	1.2%	123.39	3.3%	78.94	5.3%	10	73.5%	(1.0%)	138.45	2.4%	101.80	1.0%
Hotel Indigo	35	69.1%	2.9%	144.14	0.2%	99.57	4.5%	2	81.7%	3.2%	248.64	1.8%	203.06	6.0%
EVEN Hotels								1	90.6%	(2.5%)	269.20	(3.1%)	243.78	(5.7%)
Holiday Inn	672	61.8%	0.6%	108.09	2.2%	66.77	3.3%	12	67.6%	0.6%	129.65	3.1%	87.58	4.0%
Holiday Inn Express	1,987	64.6%	0.9%	109.63	1.9%	70.81	3.4%							
Staybridge Suites	182	71.4%	1.1%	114.14	2.0%	81.49	3.6%	25	77.7%	(0.5%)	138.23	2.7%	107.43	2.1%
Candlewood Suites	277	68.1%	1.4%	84.71	3.6%	57.70	5.9%	61	75.1%	0.1%	83.56	2.5%	62.74	2.7%
Americas	3,306	64.4%	0.9%	109.95	2.2%	70.79	3.7%	176	75.9%	0.6%	173.14	1.5%	131.50	2.2%
InterContinental	6	75.2%	3.0%	163.35	13.0%	122.83	17.7%	22	69.0%	2.4%	215.52	5.6%	148.78	9.4%
Crowne Plaza	71	72.4%	2.9%	112.69	3.1%	81.54	7.3%	13	70.1%	0.2%	131.97	3.7%	92.56	3.9%
Hotel Indigo	16	78.0%	0.5%	133.94	(0.0%)	104.51	0.6%	3	79.6%	1.0%	168.91	9.3%	134.45	10.7%
Holiday Inn	254	71.2%	1.6%	94.95	1.8%	67.63	4.2%	7	75.5%	5.2%	87.34	6.4%	65.93	14.3%
Holiday Inn Express	224	76.1%	0.5%	87.46	2.8%	66.57	3.5%	1	66.2%	(0.9%)	61.89	12.4%	40.98	10.9%
Staybridge Suites	6	81.4%	(0.2%)	117.56	1.0%	95.66	0.8%							
Europe	577	73.2%	1.5%	97.83	2.7%	71.64	4.8%	46	70.3%	2.1%	173.62	5.4%	122.12	8.7%
InterContinental	7	81.6%	2.6%	187.70	(2.0%)	153.16	1.2%	52	73.7%	3.1%	194.77	(1.4%)	143.52	3.0%
Crowne Plaza	7	78.2%	3.2%	104.09	1.8%	81.36	6.2%	54	74.6%	1.1%	122.90	0.2%	91.70	1.7%
Hotel Indigo								1	70.7%	1.0%	111.11	17.6%	78.61	19.3%
Holiday Inn	22	68.0%	0.4%	107.28	(2.9%)	72.99	(2.3%)	51	77.6%	1.7%	98.24	2.1%	76.24	4.4%
Holiday Inn Express	9	77.4%	1.9%	66.35	(3.9%)	51.37	(1.5%)	17	76.2%	4.8%	68.22	3.7%	52.00	10.7%
Staybridge Suites								3	74.8%	0.2%	132.79	5.0%	99.27	5.3%
Other	1	87.5%	4.6%	82.41	8.6%	72.14	14.6%	1	85.4%	(2.8%)	92.53	11.0%	79.03	7.5%
AMEA	46	75.0%	1.7%	118.15	(1.7%)	88.56	0.6%	179	75.3%	2.2%	134.79	0.2%	101.48	3.1%
InterContinental	1	91.3%	5.2%	245.42	5.2%	224.14	11.6%	31	67.7%	3.1%	129.56	(0.0%)	87.75	4.7%
HUALUXE								2	60.0%	11.9%	52.62	3.0%	31.58	28.4%
Crowne Plaza								71	65.9%	4.1%	81.30	2.3%	53.59	9.1%
Hotel Indigo								4	78.5%	4.3%	188.79	0.5%	148.27	6.4%
Holiday Inn	2	89.4%	11.9%	118.43	8.0%	105.90	24.6%	63	70.4%	2.4%	71.39	2.4%	50.26	5.9%
Holiday Inn Express	2	57.8%	(10.3%)	31.52	14.2%	18.23	(3.0%)	60	70.1%	0.4%	51.74	4.4%	36.26	5.0%
Greater China	5	83.7%	6.1%	138.02	9.1%	115.58	17.7%	231	68.3%	2.8%	81.29	2.3%	55.53	6.6%
Total IHG	3,934	66.3%	1.1%	107.90	2.2%	71.58	3.9%	632	72.0%	2.1%	124.08	1.2%	89.40	4.3%

Comparable RevPAR – 3 Months to 31 December 2017

Owned & Leased and Total

Constant US\$	Owned & Leased Comparable							Total Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2017	Pts	2017	Growth	2017	Growth		2017	Pts	2017	Growth	2017	Growth
InterContinental	1	82.6%	5.6%	325.24	1.0%	268.63	8.4%	43	73.4%	2.1%	197.17	1.0%	144.65	3.9%
Kimpton								47	78.4%	0.3%	229.34	0.5%	179.82	0.8%
Crowne Plaza								139	64.9%	1.0%	125.04	3.2%	81.16	4.8%
Hotel Indigo								37	70.4%	2.9%	156.99	0.5%	110.54	4.8%
EVEN Hotels	2	64.3%	(0.8%)	130.15	3.2%	83.73	1.9%	3	73.2%	(1.4%)	188.04	(0.9%)	137.56	(2.8%)
Holiday Inn	2	79.6%	11.5%	153.32	(0.8%)	121.98	16.0%	686	62.1%	0.7%	109.24	2.2%	67.82	3.4%
Holiday Inn Express								1,987	64.6%	0.9%	109.63	1.9%	70.81	3.4%
Staybridge Suites								207	72.3%	0.9%	117.77	2.0%	85.12	3.3%
Candlewood Suites								338	69.8%	1.1%	84.42	3.4%	58.89	5.1%
Americas	5	77.6%	7.7%	197.64	(0.1%)	153.31	10.9%	3,487	65.4%	0.9%	116.41	2.1%	76.12	3.5%
InterContinental								28	70.0%	2.5%	207.01	6.5%	144.84	10.4%
Crowne Plaza								84	72.0%	2.4%	115.91	3.1%	83.43	6.7%
Hotel Indigo								19	78.2%	0.5%	138.65	1.4%	108.48	2.1%
Holiday Inn								261	71.4%	1.8%	94.63	2.0%	67.56	4.6%
Holiday Inn Express								225	76.1%	0.5%	87.36	2.8%	66.46	3.5%
Staybridge Suites								6	81.4%	(0.2%)	117.56	1.0%	95.66	0.8%
Europe								623	72.9%	1.6%	107.25	3.3%	78.15	5.6%
InterContinental	1	38.7%	(12.6%)	105.38	(8.9%)	40.80	(31.3%)	60	74.1%	2.8%	192.94	(1.3%)	143.03	2.6%
Crowne Plaza								61	74.9%	1.3%	121.20	0.3%	90.80	2.1%
Hotel Indigo								1	70.7%	1.0%	111.11	17.6%	78.61	19.3%
Holiday Inn	1	96.4%	(0.7%)	128.30	8.1%	123.65	7.3%	74	75.4%	1.3%	100.76	0.9%	75.97	2.7%
Holiday Inn Express								26	76.7%	3.8%	67.55	0.8%	51.78	6.1%
Staybridge Suites								3	74.8%	0.2%	132.79	5.0%	99.27	5.3%
Other								2	86.4%	0.5%	87.97	9.7%	75.97	10.4%
AMEA	2	61.1%	(6.4%)	119.42	1.9%	72.98	(7.8%)	227	75.1%	2.0%	131.72	(0.1%)	98.93	2.6%
InterContinental								32	68.8%	3.2%	136.30	0.5%	93.72	5.4%
HUALUXE								2	60.0%	11.9%	52.62	3.0%	31.58	28.4%
Crowne Plaza								71	65.9%	4.1%	81.30	2.3%	53.59	9.1%
Hotel Indigo								4	78.5%	4.3%	188.79	0.5%	148.27	6.4%
Holiday Inn								65	71.8%	3.1%	75.60	3.6%	54.25	8.2%
Holiday Inn Express								62	69.7%	0.1%	51.21	4.8%	35.69	4.9%
Greater China								236	68.8%	2.9%	83.62	2.8%	57.55	7.3%
Total IHG	7	73.5%	4.3%	181.56	2.6%	133.45	8.9%	4,573	67.9%	1.4%	112.64	2.0%	76.43	4.0%

Comparable RevPAR – 12 Months to 31 December 2017

Franchised and Managed

Constant US\$	Franchised Comparable							Managed Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2017	Pts	2017	Growth	2017	Growth		2017	Pts	2017	Growth	2017	Growth
InterContinental	24	68.8%	1.6%	138.68	(0.7%)	95.41	1.6%	18	78.6%	0.4%	233.31	(1.3%)	183.35	(0.9%)
Kimpton								47	81.9%	0.2%	231.43	0.2%	189.46	0.4%
Crowne Plaza	129	67.8%	(0.2%)	121.65	2.2%	82.42	1.9%	10	79.0%	0.3%	138.22	0.9%	109.20	1.2%
Hotel Indigo	35	70.5%	1.5%	144.37	(0.8%)	101.75	1.3%	2	83.7%	7.7%	235.89	1.4%	197.33	11.6%
EVERN Hotels								1	91.0%	4.8%	236.20	(5.0%)	215.03	0.4%
Holiday Inn	672	66.6%	0.2%	111.58	1.5%	74.29	1.9%	12	71.3%	0.3%	129.74	(0.4%)	92.54	(0.0%)
Holiday Inn Express	1,987	68.7%	0.3%	112.64	1.3%	77.43	1.7%							
Staybridge Suites	182	75.7%	0.1%	114.40	1.5%	86.60	1.7%	25	81.6%	(0.7%)	138.75	0.1%	113.28	(0.7%)
Candlewood Suites	277	72.6%	1.0%	84.31	2.2%	61.25	3.6%	61	79.8%	(0.5%)	82.63	1.1%	65.98	0.4%
Americas	3,306	68.6%	0.3%	112.12	1.4%	76.94	1.8%	176	79.4%	0.1%	171.06	0.0%	135.82	0.2%
InterContinental	6	73.3%	1.5%	163.80	10.6%	120.00	12.9%	22	70.6%	1.9%	220.38	3.3%	155.60	6.2%
Crowne Plaza	71	73.5%	3.1%	113.16	2.0%	83.20	6.6%	13	74.1%	3.0%	135.86	4.1%	100.72	8.5%
Hotel Indigo	16	79.0%	1.8%	136.97	1.2%	108.26	3.6%	3	78.2%	2.5%	170.82	9.8%	133.52	13.4%
Holiday Inn	254	73.1%	2.0%	95.04	2.8%	69.52	5.6%	7	74.7%	4.7%	82.81	4.7%	61.89	11.7%
Holiday Inn Express	224	78.1%	1.3%	88.49	4.5%	69.09	6.3%	1	68.0%	6.2%	57.71	5.7%	39.26	16.2%
Staybridge Suites	6	81.1%	(1.6%)	120.21	4.4%	97.53	2.3%							
Europe	577	74.9%	1.9%	98.29	3.3%	73.65	6.1%	46	72.2%	2.6%	176.83	3.3%	127.63	7.2%
InterContinental	7	78.4%	1.6%	180.20	(1.9%)	141.31	0.1%	52	72.2%	2.0%	198.85	(0.1%)	143.57	2.8%
Crowne Plaza	7	75.4%	(0.1%)	100.87	1.5%	76.00	1.4%	54	72.7%	1.1%	119.24	(1.5%)	86.68	0.1%
Hotel Indigo								1	73.8%	(2.9%)	101.26	13.0%	74.78	8.7%
Holiday Inn	22	67.2%	0.9%	107.44	(5.9%)	72.18	(4.7%)	51	75.7%	2.1%	94.03	(0.6%)	71.18	2.3%
Holiday Inn Express	9	71.1%	2.3%	62.38	(6.2%)	44.36	(3.0%)	17	72.3%	4.4%	67.36	0.6%	48.66	7.1%
Staybridge Suites								3	73.8%	2.0%	133.08	4.8%	98.18	7.7%
Other	1	83.6%	4.7%	77.71	3.9%	64.98	10.1%	1	88.6%	(0.3%)	104.80	6.6%	92.87	6.2%
AMEA	46	72.2%	1.3%	115.29	(3.4%)	83.19	(1.6%)	179	73.4%	1.9%	134.16	(0.5%)	98.50	2.1%
InterContinental	1	86.8%	3.3%	212.78	3.0%	184.79	7.0%	31	65.7%	3.2%	125.25	(1.2%)	82.29	3.9%
HUALUXE								2	49.2%	8.3%	51.61	0.8%	25.41	21.2%
Crowne Plaza								71	63.2%	4.7%	79.03	0.4%	49.98	8.5%
Hotel Indigo								4	74.7%	3.2%	175.48	(2.5%)	131.02	1.8%
Holiday Inn	2	83.4%	8.2%	107.95	(3.3%)	90.01	7.3%	63	68.2%	3.2%	69.27	0.7%	47.21	5.7%
Holiday Inn Express	2	56.8%	(13.0%)	29.46	8.0%	16.74	(12.1%)	60	70.3%	2.0%	49.53	2.7%	34.82	5.7%
Greater China	5	78.9%	2.9%	121.49	1.2%	95.86	5.0%	231	66.4%	3.5%	78.55	0.5%	52.13	6.1%
Total IHG	3,934	69.9%	0.6%	109.54	1.6%	76.58	2.5%	632	71.5%	2.3%	123.67	(0.3%)	88.44	3.0%

Comparable RevPAR – 12 Months to 31 December 2017

Owned & Leased and Total

Constant US\$	Owned & Leased Comparable							Total Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2017	Pts	2017	Growth	2017	Growth		2017	Pts	2017	Growth	2017	Growth
InterContinental	1	83.0%	1.4%	324.33	1.7%	269.05	3.5%	43	74.0%	1.0%	193.86	(1.2%)	143.45	0.1%
Kimpton								47	81.9%	0.2%	231.43	0.2%	189.46	0.4%
Crowne Plaza								139	68.8%	(0.2%)	123.49	2.0%	85.02	1.8%
Hotel Indigo								37	71.9%	2.1%	155.66	0.0%	111.88	3.1%
EVEN Hotels	2	66.4%	(3.1%)	132.10	1.6%	87.74	(2.9%)	3	74.7%	(0.4%)	174.77	(0.6%)	130.55	(1.1%)
Holiday Inn	2	80.1%	6.9%	160.26	2.7%	128.39	12.4%	686	66.8%	0.3%	112.61	1.5%	75.25	1.9%
Holiday Inn Express								1,987	68.7%	0.3%	112.64	1.3%	77.43	1.7%
Staybridge Suites								207	76.5%	0.0%	118.03	1.2%	90.33	1.2%
Candlewood Suites								338	74.3%	0.6%	83.89	2.0%	62.36	2.8%
Americas	5	78.4%	3.7%	201.29	1.6%	157.72	6.6%	3,487	69.6%	0.3%	118.06	1.2%	82.12	1.6%
InterContinental								28	71.0%	1.9%	211.51	4.2%	150.19	7.0%
Crowne Plaza								84	73.6%	3.1%	117.09	2.4%	86.21	6.9%
Hotel Indigo								19	78.9%	1.9%	141.42	2.5%	111.62	5.0%
Holiday Inn								261	73.2%	2.1%	94.54	2.8%	69.21	5.8%
Holiday Inn Express								225	78.0%	1.4%	88.38	4.5%	68.96	6.4%
Staybridge Suites								6	81.1%	(1.6%)	120.21	4.4%	97.53	2.3%
Europe								623	74.6%	2.0%	108.09	3.4%	80.60	6.3%
InterContinental	1	47.4%	(5.9%)	114.41	(3.7%)	54.26	(14.4%)	60	72.6%	1.8%	195.18	(0.2%)	141.63	2.4%
Crowne Plaza								61	72.9%	1.0%	117.60	(1.2%)	85.75	0.2%
Hotel Indigo								1	73.8%	(2.9%)	101.26	13.0%	74.78	8.7%
Holiday Inn	1	97.1%	1.6%	125.25	8.2%	121.58	10.0%	74	73.8%	1.8%	97.61	(1.9%)	72.02	0.5%
Holiday Inn Express								26	71.8%	3.7%	65.60	(1.8%)	47.13	3.5%
Staybridge Suites								3	73.8%	2.0%	133.08	4.8%	98.18	7.7%
Other								2	86.4%	1.9%	93.14	5.2%	80.47	7.6%
AMEA	2	65.8%	(2.4%)	120.33	2.6%	79.15	(1.1%)	227	73.1%	1.7%	130.73	(0.9%)	95.60	1.5%
InterContinental								32	66.6%	3.2%	129.94	(1.1%)	86.50	3.8%
HUALUXE								2	49.2%	8.3%	51.61	0.8%	25.41	21.2%
Crowne Plaza								71	63.2%	4.7%	79.03	0.4%	49.98	8.5%
Hotel Indigo								4	74.7%	3.2%	175.48	(2.5%)	131.02	1.8%
Holiday Inn								65	69.3%	3.6%	72.62	0.4%	50.29	5.9%
Holiday Inn Express								62	69.9%	1.5%	49.01	3.1%	34.23	5.4%
Greater China								236	66.8%	3.5%	80.25	0.4%	53.59	6.0%
Total IHG	7	75.1%	2.2%	183.11	2.9%	137.57	5.9%	4,573	70.3%	1.1%	113.54	1.1%	79.87	2.7%

2017 Current Trading Comparable RevPAR, ADR & Occupancy Growth

Constant US\$	Qtr 4			Dec YTD		
	RevPAR	ADR	Occupancy	RevPAR	ADR	Occupancy
	%	%	%pts	%	%	%pts
Total Americas	3.5%	2.1%	0.9%	1.6%	1.2%	0.3%
Total Europe	5.6%	3.3%	1.6%	6.3%	3.4%	2.0%
Total AMEA	2.6%	(0.1%)	2.0%	1.5%	(0.9%)	1.7%
Total Greater China	7.3%	2.8%	2.9%	6.0%	0.4%	3.5%
Total IHG	4.0%	2.0%	1.4%	2.7%	1.1%	1.1%
United States:						
InterContinental	1.2%	2.4%	(0.9%)	(1.6%)	(0.2%)	(1.1%)
Kimpton	0.8%	0.5%	0.3%	0.4%	0.2%	0.2%
Crowne Plaza	5.0%	3.2%	1.1%	1.5%	1.9%	(0.3%)
Hotel Indigo	4.9%	0.3%	3.1%	3.2%	(0.2%)	2.4%
EVEN Hotels	(2.8%)	(0.9%)	(1.4%)	(1.1%)	(0.6%)	(0.4%)
Holiday Inn	2.3%	1.9%	0.2%	1.0%	1.0%	0.0%
Holiday Inn Express	3.1%	1.6%	0.9%	1.4%	1.0%	0.2%
Staybridge Suites	3.1%	2.1%	0.7%	1.1%	1.3%	(0.2%)
Candlewood Suites	5.0%	3.3%	1.1%	2.8%	2.0%	0.6%
All Brands	3.0%	1.8%	0.7%	1.2%	1.0%	0.1%

Hotel & Room Count as at 31 December 2017

	Franchised		Managed		Owned & Leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	26	7,432	23	9,722	1	424	50	17,578
Kimpton	0	0	65	12,242	0	0	65	12,242
Crowne Plaza	140	36,014	16	5,264	0	0	156	41,278
Hotel Indigo	45	5,444	6	1,384	0	0	51	6,828
EVEN Hotels	3	360	2	380	3	498	8	1,238
Holiday Inn	756	130,199	15	4,502	2	903	773	135,604
Holiday Inn Express	2,216	199,158	1	252	0	0	2,217	199,410
Staybridge Suites	217	22,758	27	3,398	0	0	244	26,156
Candlewood Suites	315	27,871	61	7,553	0	0	376	35,424
Other	9	8,056	80	13,646	0	0	89	21,702
Americas	3,727	437,292	296	58,343	6	1,825	4,029	497,460
InterContinental	7	1,808	25	8,081	0	0	32	9,889
Kimpton	0	0	1	274	0	0	1	274
Crowne Plaza	83	18,854	14	3,623	0	0	97	22,477
Hotel Indigo	21	1,944	3	238	0	0	24	2,182
Holiday Inn	277	44,755	9	2,173	0	0	286	46,928
Holiday Inn Express	240	29,784	4	724	0	0	244	30,508
Staybridge Suites	7	1,000	0	0	0	0	7	1,000
Other	1	157	0	0	0	0	1	157
Europe	636	98,302	56	15,113	0	0	692	113,415
InterContinental	7	2,522	64	19,054	1	326	72	21,902
Crowne Plaza	12	2,489	67	19,608	0	0	79	22,097
Hotel Indigo	0	0	3	612	0	0	3	612
Holiday Inn	27	5,397	69	17,898	1	207	97	23,502
Holiday Inn Express	12	2,738	26	5,929	0	0	38	8,667
Staybridge Suites	0	0	4	589	0	0	4	589
Other	1	330	5	7,962	0	0	6	8,292
AMEA	59	13,476	238	71,652	2	533	299	85,661
InterContinental	1	570	39	16,059	0	0	40	16,629
HUALUXE	0	0	7	2,089	0	0	7	2,089
Crowne Plaza	0	0	82	28,948	0	0	82	28,948
Hotel Indigo	0	0	7	1,023	0	0	7	1,023
Holiday Inn	2	1,476	84	25,183	0	0	86	26,659
Holiday Inn Express	7	1,285	94	22,528	0	0	101	23,813
Other	1	433	4	1,945	0	0	5	2,378
Greater China	11	3,764	317	97,775	0	0	328	101,539
InterContinental	41	12,332	151	52,916	2	750	194	65,998
Kimpton	0	0	66	12,516	0	0	66	12,516
HUALUXE	0	0	7	2,089	0	0	7	2,089
Crowne Plaza	235	57,357	179	57,443	0	0	414	114,800
Hotel Indigo	66	7,388	19	3,257	0	0	85	10,645
EVEN Hotels	3	360	2	380	3	498	8	1,238
Holiday Inn	1,062	181,827	177	49,756	3	1,110	1,242	232,693
Holiday Inn Express	2,475	232,965	125	29,433	0	0	2,600	262,398
Staybridge Suites	224	23,758	31	3,987	0	0	255	27,745
Candlewood Suites	315	27,871	61	7,553	0	0	376	35,424
Other	12	8,976	89	23,553	0	0	101	32,529
Total System Size	4,433	552,834	907	242,883	8	2,358	5,348	798,075

Pipeline as at 31 December 2017

	Franchised		Managed		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	3	711	4	1,182	7	1,893
Kimpton	0	0	14	2,238	14	2,238
Crowne Plaza	13	2,569	1	150	14	2,719
Hotel Indigo	31	3,853	2	173	33	4,026
EVERN Hotels	4	515	4	599	8	1,114
Holiday Inn	126	16,015	2	360	128	16,375
Holiday Inn Express	523	49,500	1	107	524	49,607
avid hotels	44	4,043	0	0	44	4,043
Staybridge Suites	145	15,320	1	112	146	15,432
Candlewood Suites	112	10,009	0	0	112	10,009
Other	1	309	11	1,339	12	1,648
America	1,002	102,844	40	6,260	1,042	109,104
InterContinental	2	213	3	566	5	779
Kimpton	0	0	1	149	1	149
Crowne Plaza	11	1,988	5	1,211	16	3,199
Hotel Indigo	19	2,308	1	45	20	2,353
Holiday Inn	31	5,198	7	2,583	38	7,781
Holiday Inn Express	64	9,750	3	660	67	10,410
Staybridge Suites	7	921	0	0	7	921
Other	1	396	0	0	1	396
Europe	135	20,774	20	5,214	155	25,988
InterContinental	0	0	23	5,701	23	5,701
Kimpton	0	0	1	50	1	50
Crowne Plaza	2	604	18	4,852	20	5,456
Hotel Indigo	0	0	14	2,387	14	2,387
EVERN Hotels	1	200	0	0	1	200
Holiday Inn	7	1,251	50	13,033	57	14,284
Holiday Inn Express	7	1,749	34	5,937	41	7,686
Staybridge Suites	1	250	6	1,338	7	1,588
Other	0	0	0	18	0	18
AMEA	18	4,054	146	33,316	164	37,370
InterContinental	0	0	28	8,980	28	8,980
Kimpton	0	0	2	359	2	359
HUALUXE	0	0	21	6,289	21	6,289
Crowne Plaza	0	0	36	11,673	36	11,673
Hotel Indigo	0	0	15	2,535	15	2,535
EVERN Hotels	0	0	3	796	3	796
Holiday Inn	0	0	54	15,116	54	15,116
Holiday Inn Express	68	11,676	66	13,981	134	25,657
Other	0	0	1	279	1	279
Greater China	68	11,676	226	60,008	294	71,684
InterContinental	5	924	58	16,429	63	17,353
Kimpton	0	0	18	2,796	18	2,796
HUALUXE	0	0	21	6,289	21	6,289
Crowne Plaza	26	5,161	60	17,886	86	23,047
Hotel Indigo	50	6,161	32	5,140	82	11,301
EVERN Hotels	5	715	7	1,395	12	2,110
Holiday Inn	164	22,464	113	31,092	277	53,556
Holiday Inn Express	662	72,675	104	20,685	766	93,360
avid hotels	44	4,043	0	0	44	4,043
Staybridge Suites	153	16,491	7	1,450	160	17,941
Candlewood Suites	112	10,009	0	0	112	10,009
Other	2	705	12	1,636	14	2,341
Total Pipeline	1,223	139,348	432	104,798	1,655	244,146

Americas Future Growth Drivers

	Total	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	avid hotels	Staybridge Suites	Candlewood Suites	Other
Room Count												
1 January 2017	487,993	16,408	11,238	44,116	5,932	1,010	136,744	192,371	0	24,185	34,192	21,797
Openings	21,615	1,167	1,321	812	1,055	100	2,986	9,653	0	2,127	1,386	1,008
Brand Conversions	0	0	0	0	158	128	(216)	526	0	0	0	(596)
Removals	(12,148)	3	(317)	(3,650)	(317)	0	(3,910)	(3,140)	0	(156)	(154)	(507)
31 December 2017	497,460	17,578	12,242	41,278	6,828	1,238	135,604	199,410	0	26,156	35,424	21,702
<i>% Growth</i>	2%	7%	9%	(6)%	15%	23%	(1)%	4%	0%	8%	4%	(0)%
Pipeline												
1 January 2017	102,451	2,532	2,949	3,286	3,965	780	17,304	46,796	0	13,896	9,604	1,339
Signings	37,419	529	866	241	1,178	439	5,883	15,946	4,043	4,436	2,541	1,317
31 December 2017	109,104	1,893	2,238	2,719	4,026	1,114	16,375	49,607	4,043	15,432	10,009	1,648

Europe Future Growth Drivers

Total	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	Holiday Inn	Holiday Inn Express	Staybridge Suites	Other
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Room Count
1 January 2017
Openings
Brand Conversions
Removals
31 December 2017
<i>% Growth</i>

110,069	9,724	0	20,887	1,910	47,829	28,578	1,000	141
4,917	165	0	982	264	1,377	1,972	0	157
0	0	274	720	0	(854)	0	0	(140)
(1,571)	0	0	(112)	8	(1,424)	(42)	0	(1)
113,415	9,889	274	22,477	2,182	46,928	30,508	1,000	157
3%	2%	-	8%	14%	(2)%	7%	0%	11%

Pipeline
1 January 2017
Signings
31 December 2017

23,712	813	149	3,185	2,264	7,269	9,395	637	0
9,241	229	0	1,317	704	2,244	3,828	366	553
25,988	779	149	3,199	2,353	7,781	10,410	921	396

AMEA Future Growth Drivers

Total	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	Staybridge Suites	Other
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Room Count

1 January 2017	76,051	21,203	0	20,749	323	0	21,312	7,583	425	4,456
Openings	11,085	1,134	0	1,117	289	0	1,573	1,200	164	5,608
Brand Conversions	0	0	0	546	0	0	1,226	0	0	(1,772)
Removals	(1,475)	(435)	0	(315)	0	0	(609)	(116)	0	0
31 December 2017	85,661	21,902	0	22,097	612	0	23,502	8,667	589	8,292
<i>% Growth</i>	13%	3%	0%	6%	89%	0%	10%	14%	39%	86%

Pipeline

1 January 2017	39,885	6,681	0	5,554	2,582	0	13,264	7,486	788	3,530
Signings	12,620	730	50	1,713	520	200	4,471	3,316	969	651
31 December 2017	37,370	5,701	50	5,456	2,387	200	14,284	7,686	1,588	18

Greater China Future Growth Drivers

Total	InterContinental	Kimpton	HUALUXE	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	Other
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Room Count

1 January 2017	93,022	16,315	0	1,096	28,051	740	0	25,871	18,477	2,472
Openings	10,570	0	0	993	1,960	0	0	1,866	5,318	433
Brand Conversions	0	370	0	0	(370)	259	0	0	0	(259)
Removals	(2,053)	(56)	0	0	(693)	24	0	(1,078)	18	(268)
31 December 2017	101,539	16,629	0	2,089	28,948	1,023	0	26,659	23,813	2,378
% Growth	9%	2%	-	91%	3%	38%	0%	3%	29%	(4)%

Pipeline

1 January 2017	64,028	7,454	0	6,956	12,511	1,782	0	14,841	20,205	279
Signings	24,201	1,565	359	808	2,508	828	796	4,111	12,793	433
31 December 2017	71,684	8,980	359	6,289	11,673	2,535	796	15,116	25,657	279

Revenue & Operating Profit

	Total Revenue						Total Operating Profit					
	Half Year			Full Year			Half Year			Full Year		
	2017	2016	2015	2017	2016	2015	2017	2016	2015	2017	2016	2015
Franchised	343	338	323	703	685	661	298	295	279	606	600	575
Managed	82	86	85	172	172	166	33	32	36	65	64	64
Owned & Leased	74	66	63	150	136	128	15	12	12	29	24	24
Regional Overhead	499	490	471	1,025	993	955	346	339	327	700	688	663
Total Americas	499	490	471	1,025	993	955	(25)	(26)	(32)	(56)	(55)	(66)
Franchised	50	49	50	109	102	104	37	37	37	85	78	77
Managed	63	60	64	132	125	131	12	10	13	26	22	28
Owned & Leased	-	-	30	-	-	30	-	-	1	-	-	1
Regional Overhead	113	109	144	241	227	265	49	47	51	111	100	106
Total Europe	113	109	144	241	227	265	(11)	(13)	(15)	(25)	(25)	(28)
Franchised	8	8	8	17	16	16	7	6	6	14	12	12
Managed	90	90	91	193	184	189	43	42	42	91	89	90
Owned & Leased	17	17	17	34	37	36	1	1	1	2	2	3
Regional Overhead	115	115	116	244	237	241	51	49	49	107	103	105
Total AMEA	115	115	116	244	237	241	(10)	(10)	(9)	(20)	(21)	(19)
Franchised	2	2	2	4	3	4	1	2	2	2	3	5
Managed	56	53	49	122	114	105	32	29	25	73	64	59
Owned & Leased	-	-	67	-	-	98	-	-	18	-	-	29
Regional Overhead	58	55	118	126	117	207	33	31	45	75	67	93
Total Greater China	58	55	118	126	117	207	(10)	(11)	(11)	(23)	(22)	(23)
Central Overheads	72	69	66	148	141	135	(53)	(62)	(68)	(110)	(128)	(151)
Total IHG	857	838	915	1,784	1,715	1,803	370	344	337	759	707	680

Free Cash Flow Generation

\$m	12 months to 31 December 2017	12 months to 31 December 2016
Operating profit ¹	759	707
Depreciation & amortisation	103	96
Working capital & other movements ²	10	28
Movement in loyalty programme liability	75	36
Movement in System Fund surplus	(67)	29
Utilisation of provisions, net of insurance recovery	-	(4)
Equity-settled share-based cost	21	17
Retirement benefit contributions, net of cost	(1)	(32)
Purchase of shares by employee share trusts	(3)	(10)
Cash flows relating to exceptional items ³	(44)	(19)
Net interest paid & similar charges	(75)	(71)
Tax paid ⁴	(147)	(130)
Capital expenditure: key money	(57)	(45)
Capital expenditure: maintenance ⁵	(58)	(51)
Free cash flow before significant one-off item ⁶	516	551
Cash receipt from renegotiation of long-term partnership agreements	-	95
Free cash flow after significant one-off item ⁶	516	646
<p>1. Before exceptional items.</p> <p>2. Includes System Fund depreciation and amortisation inflow to IHG of \$36m in the 12 months to 31 December 2017 and \$31m in the 12 months to 31 December 2016.</p> <p>3. Includes \$31m relating to the efficiency programme in the 12 months to 31 December 2017. 4. Excludes tax paid on disposals.</p> <p>5. Shown net of \$14m landlord contributions to property, plant and equipment in the 12 months to 31 December 2017.</p> <p>6. Significant one-off item relates to the cash receipt from renegotiation of long-term partnership agreements.</p>		

Uses of Free Cash Flow

\$m	12 months to 31 December 2017	12 months to 31 December 2016
Free cash flow after significant one-off items ¹	516	646
Capital expenditure: Recyclable investments	(85)	(38)
Capital expenditure: System Fund investments	(142)	(105)
Loans advances repaid from/(to) Associates and Joint Ventures	9	(2)
Disposal proceeds: Avendra	75	-
Disposal receipts: Other	20	25
Tax paid on disposals	(25)	-
Ordinary dividend	(189)	(193)
Special dividend	(404)	(1,500)
Transaction costs relating to shareholder returns	-	(1)
Dividends paid to non-controlling interests	(3)	(5)
Net cash outflow	(228)	(1,173)
Exchange & other non-cash items	(117)	196
Opening net debt	(1,506)	(529)
Closing net debt	(1,851)	(1,506)
1. Significant one-off item relates to the cash receipt from renegotiation of long-term partnership agreements.		

Ordinary Shares

Number of shares	At 31 December 2017	At 31 December 2016
Opening balance at 1 January	206.4	247.7
Share consolidation ¹	(8.8)	(41.3)
Closing balance at 31 December ²	197.6	206.4
Basic weighted average shares	192.9	212.5
Dilutive potential ordinary shares	1.5	1.6
Basic diluted average shares	194.4	214.1

1. The special dividend in May 2017 was accompanied by a 45 for 47 share consolidation. The special dividend paid in May 2016 was accompanied by a 5 for 6 share consolidation.
2. The total number of shares held as treasury shares at 31 December 2017 was 7.6m (2016 8.9m).