

Supplementary Information

30 June 2016



*IHG® Rewards Club not applicable to Kimpton® Hotels & Restaurants; to be included at a future date.

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Comparable RevPAR – 3 Months to 30 June 2016

Franchised and Managed

Constant US\$	Franchised Comparable							Managed Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2016	Pts	2016	Growth	2016	Growth		2016	Pts	2016	Growth	2016	Growth
InterContinental	24	69.1%	(0.1%)	152.15	9.4%	105.15	9.3%	18	81.5%	(1.1%)	238.10	4.7%	194.10	3.3%
Kimpton								49	86.2%	1.2%	246.60	0.7%	212.65	2.1%
Crowne Plaza	148	72.9%	0.6%	121.91	2.0%	88.83	2.8%	10	81.3%	(3.0%)	142.20	7.7%	115.55	3.9%
Hotel Indigo	32	74.6%	(0.1%)	146.76	0.4%	109.53	0.2%	2	84.8%	(6.1%)	183.29	(3.5%)	155.41	(10.0%)
EVERN Hotels														
Holiday Inn	669	70.9%	0.3%	113.05	2.4%	80.13	2.8%	17	77.2%	1.7%	134.79	2.9%	104.09	5.2%
Holiday Inn Express	1,968	73.3%	0.7%	113.44	1.7%	83.11	2.7%	1	87.8%	(3.2%)	237.33	3.7%	208.33	0.0%
Staybridge Suites	167	80.7%	0.7%	113.53	1.4%	91.67	2.3%	25	84.3%	(0.5%)	137.96	4.1%	116.32	3.5%
Candlewood Suites	260	77.4%	0.2%	83.67	0.6%	64.75	0.9%	61	86.3%	1.3%	81.87	1.8%	70.67	3.4%
Americas	3,268	73.0%	0.5%	113.24	2.0%	82.72	2.7%	183	83.4%	0.2%	174.91	2.7%	145.85	2.9%
InterContinental	6	70.0%	(5.8%)	203.84	3.2%	142.69	(4.6%)	20	75.0%	(1.6%)	227.55	1.0%	170.70	(1.2%)
Crowne Plaza	73	74.0%	(2.3%)	126.03	3.4%	93.22	0.2%	8	81.6%	2.0%	155.90	6.0%	127.22	8.7%
Hotel Indigo	14	81.2%	0.9%	156.09	3.7%	126.70	4.8%	3	78.6%	(5.3%)	176.02	(7.5%)	138.38	(13.3%)
Holiday Inn	259	75.8%	0.6%	105.36	2.7%	79.88	3.5%	6	73.8%	9.9%	70.47	0.3%	52.00	15.9%
Holiday Inn Express	216	80.5%	0.9%	97.78	3.5%	78.74	4.7%	1	68.5%	(4.1%)	57.57	6.2%	39.46	0.2%
Staybridge Suites	5	83.3%	1.4%	130.25	7.9%	108.44	9.7%							
Europe	573	76.9%	0.0%	109.40	2.9%	84.12	3.0%	38	76.1%	0.5%	190.42	0.2%	144.82	0.8%
InterContinental	7	77.2%	2.8%	184.53	1.6%	142.44	5.5%	48	67.8%	(1.6%)	205.87	5.2%	139.58	2.8%
Crowne Plaza	8	71.6%	(3.8%)	95.51	6.3%	68.38	0.9%	55	70.4%	(1.7%)	116.67	1.4%	82.14	(0.9%)
Holiday Inn	18	63.3%	(0.4%)	98.16	(2.7%)	62.13	(3.3%)	51	69.9%	(0.6%)	94.75	(2.4%)	66.25	(3.2%)
Holiday Inn Express	8	57.8%	(7.1%)	57.58	(3.8%)	33.28	(14.3%)	15	68.5%	3.8%	62.21	(5.1%)	42.61	0.5%
Staybridge Suites								3	68.2%	(5.8%)	152.87	1.4%	104.30	(6.5%)
Other	2	77.6%	(6.2%)	68.06	2.0%	52.82	(5.6%)	1	85.2%	(2.7%)	85.85	12.9%	73.18	9.5%
AMEA	43	67.7%	(1.7%)	113.90	2.4%	77.11	(0.1%)	173	69.4%	(1.0%)	134.87	2.0%	93.64	0.5%
InterContinental	1	80.5%	(2.7%)	198.68	(1.4%)	159.85	(4.6%)	32	59.3%	1.7%	127.78	(1.6%)	75.73	1.2%
Crowne Plaza								67	60.9%	3.2%	86.12	(0.8%)	52.49	4.8%
Hotel Indigo								5	69.3%	(1.4%)	179.44	1.9%	124.30	(0.1%)
Holiday Inn	2	75.8%	(2.9%)	111.84	(3.5%)	84.72	(7.0%)	61	66.5%	4.5%	71.79	(4.6%)	47.75	2.3%
Holiday Inn Express	1	76.4%	(5.9%)	34.99	17.9%	26.72	9.5%	48	74.8%	2.9%	51.12	0.6%	38.26	4.7%
Greater China	4	77.0%	(3.0%)	130.70	(2.1%)	100.67	(5.8%)	213	64.6%	3.2%	83.45	(2.0%)	53.91	3.1%
Total IHG	3,888	73.7%	0.3%	112.59	2.2%	82.94	2.7%	607	70.9%	1.1%	129.66	0.4%	91.96	2.0%

Comparable RevPAR – 3 Months to 30 June 2016

Owned & Leased and Total

Constant US\$	Owned & Leased Comparable							Total Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2016	Pts	2016	Growth	2016	Growth		2016	Pts	2016	Growth	2016	Growth
InterContinental	1	85.4%	0.2%	350.70	6.0%	299.59	6.3%	43	76.0%	(0.6%)	206.15	6.1%	156.61	5.2%
Kimpton								49	86.2%	1.2%	246.60	0.7%	212.65	2.1%
Crowne Plaza								158	73.5%	0.3%	123.70	2.5%	90.96	2.9%
Hotel Indigo								34	75.6%	(0.7%)	150.65	(0.3%)	113.89	(1.3%)
EVEN Hotels	2	82.1%	10.4%	138.46	1.8%	113.61	16.5%	2	82.1%	10.4%	138.46	1.8%	113.61	16.5%
Holiday Inn	2	73.7%	5.2%	139.32	(3.6%)	102.63	3.8%	688	71.2%	0.4%	114.27	2.4%	81.33	2.9%
Holiday Inn Express								1,969	73.3%	0.7%	113.66	1.7%	83.29	2.7%
Staybridge Suites								192	81.3%	0.5%	117.35	1.8%	95.38	2.5%
Candlewood Suites								321	79.6%	0.5%	83.19	0.9%	66.21	1.6%
Americas	5	78.3%	4.9%	199.43	0.1%	156.09	6.8%	3,456	74.0%	0.5%	119.65	2.1%	88.51	2.8%
InterContinental								26	74.2%	(2.3%)	223.69	1.4%	165.87	(1.7%)
Crowne Plaza								81	74.8%	(1.9%)	129.44	3.8%	96.77	1.3%
Hotel Indigo								17	80.8%	(0.0%)	159.03	1.4%	128.47	1.4%
Holiday Inn								265	75.7%	0.9%	104.21	2.5%	78.94	3.7%
Holiday Inn Express								217	80.5%	0.9%	97.63	3.6%	78.56	4.7%
Staybridge Suites								5	83.3%	1.4%	130.25	7.9%	108.44	9.7%
Europe								611	76.8%	0.1%	118.23	2.5%	90.80	2.6%
InterContinental	1	55.0%	(4.3%)	113.05	6.5%	62.14	(1.3%)	56	68.8%	(1.0%)	201.02	4.7%	138.37	3.2%
Crowne Plaza								63	70.5%	(1.9%)	114.61	1.9%	80.82	(0.7%)
Holiday Inn	1	94.5%	2.1%	112.75	6.0%	106.58	8.4%	70	68.7%	(0.5%)	95.77	(2.3%)	65.81	(3.0%)
Holiday Inn Express								23	64.6%	(0.2%)	60.71	(4.3%)	39.22	(4.6%)
Staybridge Suites								3	68.2%	(5.8%)	152.87	1.4%	104.30	(6.5%)
Other								3	81.2%	(4.5%)	76.84	7.9%	62.40	2.2%
AMEA	2	68.9%	(2.0%)	112.90	6.3%	77.81	3.2%	218	69.1%	(1.1%)	131.06	2.1%	90.60	0.4%
InterContinental								33	60.1%	1.5%	131.68	(1.8%)	79.19	0.7%
Crowne Plaza								67	60.9%	3.2%	86.12	(0.8%)	52.49	4.8%
Hotel Indigo								5	69.3%	(1.4%)	179.44	1.9%	124.30	(0.1%)
Holiday Inn								63	67.2%	4.0%	75.09	(4.9%)	50.46	1.1%
Holiday Inn Express								49	74.9%	2.8%	50.93	0.8%	38.12	4.7%
Greater China								217	65.0%	3.0%	85.18	(2.2%)	55.35	2.5%
Total IHG	7	75.8%	3.0%	178.53	1.9%	135.30	6.1%	4,502	73.0%	0.5%	117.05	1.7%	85.42	2.5%

Comparable RevPAR – 6 Months to 30 June 2016

Franchised and Managed

Constant US\$	Franchised Comparable							Managed Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2016	Pts	2016	Growth	2016	Growth		2016	Pts	2016	Growth	2016	Growth
InterContinental	24	68.4%	(0.4%)	152.23	9.4%	104.09	8.8%	18	77.7%	(0.5%)	235.09	5.1%	182.68	4.4%
Kimpton								49	81.4%	1.7%	232.02	0.3%	188.84	2.5%
Crowne Plaza	148	68.1%	(0.2%)	118.80	1.9%	80.87	1.7%	10	76.7%	(3.4%)	141.52	8.8%	108.52	4.1%
Hotel Indigo	32	72.0%	0.2%	142.55	1.3%	102.61	1.5%	2	78.1%	(6.3%)	168.43	(3.0%)	131.50	(10.2%)
EVEN Hotels														
Holiday Inn	669	66.0%	0.2%	109.82	2.5%	72.47	2.8%	17	73.7%	0.9%	131.48	4.8%	96.94	6.1%
Holiday Inn Express	1,968	68.3%	0.3%	110.51	1.6%	75.51	2.0%	1	85.8%	(0.9%)	227.83	6.0%	195.47	4.8%
Staybridge Suites	167	76.3%	0.3%	111.48	1.6%	85.01	1.9%	25	82.3%	(0.3%)	139.21	5.6%	114.51	5.2%
Candlewood Suites	260	72.5%	(0.7%)	81.84	0.5%	59.31	(0.4%)	61	80.8%	0.2%	81.05	1.7%	65.49	1.9%
Americas	3,268	68.3%	0.1%	110.41	2.0%	75.36	2.2%	183	79.1%	0.1%	169.88	3.4%	134.32	3.5%
InterContinental	6	65.6%	(3.9%)	198.78	2.3%	130.35	(3.4%)	20	66.7%	(1.4%)	211.27	(0.7%)	140.94	(2.8%)
Crowne Plaza	73	68.3%	(1.8%)	121.76	3.2%	83.13	0.5%	8	74.7%	3.9%	145.31	4.6%	108.47	10.4%
Hotel Indigo	14	75.5%	1.0%	145.16	1.8%	109.54	3.2%	3	72.4%	(4.1%)	168.11	(4.0%)	121.68	(9.1%)
Holiday Inn	259	69.1%	0.7%	101.91	1.2%	70.45	2.2%	6	66.8%	8.8%	68.93	(3.9%)	46.03	10.6%
Holiday Inn Express	216	74.6%	1.1%	93.54	2.7%	69.78	4.3%	1	61.4%	(2.6%)	56.45	7.4%	34.67	3.0%
Staybridge Suites	5	79.5%	(2.2%)	123.26	8.0%	98.01	5.0%							
Europe	573	70.7%	0.2%	105.41	1.9%	74.52	2.3%	38	68.2%	0.9%	177.05	(1.2%)	120.79	0.1%
InterContinental	7	74.1%	1.1%	176.89	0.0%	131.13	1.6%	48	69.7%	(0.0%)	200.71	1.6%	139.84	1.6%
Crowne Plaza	8	71.5%	(0.3%)	89.87	5.3%	64.24	5.0%	55	72.2%	(1.3%)	120.20	0.1%	86.73	(1.7%)
Holiday Inn	18	66.0%	(0.6%)	104.29	(2.2%)	68.83	(3.1%)	51	73.0%	0.5%	100.03	(2.8%)	73.01	(2.2%)
Holiday Inn Express	8	63.3%	(5.5%)	68.86	(4.8%)	43.57	(12.4%)	15	68.6%	4.8%	65.87	(4.7%)	45.20	2.4%
Staybridge Suites								3	68.6%	(9.3%)	155.15	2.6%	106.45	(9.6%)
Other	2	75.5%	(5.4%)	67.23	1.1%	50.75	(5.6%)	1	87.8%	(0.5%)	84.06	17.3%	73.81	16.6%
AMEA	43	68.8%	(1.2%)	113.18	0.4%	77.89	(1.4%)	173	71.5%	(0.1%)	136.09	(0.1%)	97.24	(0.2%)
InterContinental	1	81.2%	(1.9%)	204.40	(6.1%)	165.90	(8.2%)	32	56.4%	1.7%	133.03	(0.8%)	75.06	2.2%
Crowne Plaza								67	57.0%	3.4%	84.76	(1.2%)	48.33	5.1%
Hotel Indigo								5	67.6%	0.5%	177.39	(0.6%)	119.87	0.1%
Holiday Inn	2	74.6%	(1.4%)	112.96	(9.1%)	84.27	(10.8%)	61	63.0%	4.1%	73.78	(4.6%)	46.50	2.0%
Holiday Inn Express	1	81.1%	(0.8%)	35.20	15.9%	28.55	14.7%	48	69.7%	3.0%	51.00	(1.0%)	35.57	3.4%
Greater China	4	76.7%	(1.5%)	133.01	(7.6%)	102.05	(9.4%)	213	60.8%	3.2%	84.61	(2.2%)	51.46	3.2%
Total IHG	3,888	68.8%	0.1%	109.63	1.9%	75.38	2.1%	607	68.5%	1.4%	128.30	(0.1%)	87.85	2.0%

Comparable RevPAR – 6 Months to 30 June 2016

Owned & Leased and Total

Constant US\$	Owned & Leased Comparable							Total Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2016	Pts	2016	Growth	2016	Growth		2016	Pts	2016	Growth	2016	Growth
InterContinental	1	79.5%	2.0%	305.59	2.9%	242.92	5.5%	43	73.5%	(0.4%)	202.03	6.3%	148.46	5.8%
Kimpton								49	81.4%	1.7%	232.02	0.3%	188.84	2.5%
Crowne Plaza								158	68.8%	(0.4%)	120.81	2.5%	83.07	1.9%
Hotel Indigo								34	72.6%	(0.5%)	145.19	0.6%	105.35	(0.1%)
EVEN Hotels	2	69.9%	9.2%	133.82	0.3%	93.52	15.5%	2	69.9%	9.2%	133.82	0.3%	93.52	15.5%
Holiday Inn	2	74.0%	2.8%	165.81	(3.7%)	122.62	0.1%	688	66.4%	0.2%	111.33	2.6%	73.90	2.9%
Holiday Inn Express								1,969	68.4%	0.3%	110.72	1.6%	75.68	2.0%
Staybridge Suites								192	77.2%	0.2%	115.93	2.3%	89.45	2.6%
Candlewood Suites								321	74.5%	(0.4%)	81.63	0.8%	60.83	0.2%
Americas	5	74.7%	3.8%	199.20	(1.2%)	148.72	4.0%	3,456	69.2%	0.1%	116.70	2.2%	80.78	2.4%
InterContinental								26	66.5%	(1.9%)	209.14	(0.1%)	139.11	(2.9%)
Crowne Plaza								81	68.9%	(1.2%)	124.42	3.5%	85.77	1.7%
Hotel Indigo								17	75.0%	0.2%	148.52	0.6%	111.38	0.9%
Holiday Inn								265	69.0%	0.9%	100.83	1.0%	69.62	2.4%
Holiday Inn Express								217	74.5%	1.1%	93.40	2.8%	69.62	4.3%
Staybridge Suites								5	79.5%	(2.2%)	123.26	8.0%	98.01	5.0%
Europe								611	70.4%	0.3%	113.05	1.6%	79.62	2.0%
InterContinental	1	52.7%	0.0%	113.15	1.9%	59.62	2.0%	56	69.9%	0.1%	195.85	1.4%	136.97	1.6%
Crowne Plaza								63	72.1%	(1.2%)	117.32	0.4%	84.57	(1.2%)
Holiday Inn	1	94.8%	3.6%	112.25	1.5%	106.38	5.5%	70	71.7%	0.2%	101.13	(2.6%)	72.47	(2.3%)
Holiday Inn Express								23	66.7%	1.0%	66.91	(4.9%)	44.61	(3.5%)
Staybridge Suites								3	68.6%	(9.3%)	155.15	2.6%	106.45	(9.6%)
Other								3	81.3%	(3.1%)	75.78	9.8%	61.60	5.7%
AMEA	2	67.5%	1.3%	112.71	1.7%	76.11	3.7%	218	71.0%	(0.3%)	131.99	0.0%	93.65	(0.4%)
InterContinental								33	57.4%	1.5%	137.18	(1.5%)	78.79	1.2%
Crowne Plaza								67	57.0%	3.4%	84.76	(1.2%)	48.33	5.1%
Hotel Indigo								5	67.6%	0.5%	177.39	(0.6%)	119.87	0.1%
Holiday Inn								63	63.9%	3.7%	77.13	(5.6%)	49.27	0.2%
Holiday Inn Express								49	69.9%	2.9%	50.78	(0.8%)	35.49	3.5%
Greater China								217	61.3%	3.0%	86.48	(2.7%)	53.02	2.4%
Total IHG	7	72.8%	3.1%	177.89	(0.5%)	129.45	3.9%	4,502	68.7%	0.4%	114.62	1.4%	78.74	2.0%

2016 Current Trading Comparable RevPAR, ADR & Occupancy Growth

Constant US\$	Qtr 2			Jun YTD		
	RevPAR %	ADR %	Occupancy %pts	RevPAR %	ADR %	Occupancy %pts
Total Americas	2.8%	2.1%	0.5%	2.4%	2.2%	0.1%
Total Europe	2.6%	2.5%	0.1%	2.0%	1.6%	0.3%
Total AMEA	0.4%	2.1%	(1.1%)	(0.4%)	0.0%	(0.3%)
Total Greater China	2.5%	(2.2%)	3.0%	2.4%	(2.7%)	3.0%
Total IHG	2.5%	1.7%	0.5%	2.0%	1.4%	0.4%
United States:						
InterContinental	3.4%	3.5%	(0.1%)	3.3%	3.3%	0.0%
Kimpton	2.1%	0.7%	1.2%	2.5%	0.3%	1.7%
Crowne Plaza	2.8%	2.5%	0.2%	1.6%	2.6%	(0.7%)
Hotel Indigo	(1.3%)	(0.6%)	(0.6%)	(0.2%)	0.4%	(0.5%)
EVEN Hotels	16.5%	1.8%	10.4%	15.5%	0.3%	9.2%
Holiday Inn	2.8%	2.4%	0.3%	2.8%	2.6%	0.1%
Holiday Inn Express	2.6%	1.9%	0.5%	1.9%	1.7%	0.2%
Staybridge Suites	2.6%	2.0%	0.5%	2.6%	2.4%	0.1%
Candlewood Suites	1.6%	1.0%	0.5%	0.2%	0.8%	(0.5%)
All Brands	2.6%	2.0%	0.4%	2.1%	2.0%	0.0%

Hotel & Room Count as at 30 June 2016

	Franchised		Managed		Owned & Leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	25	6,993	22	9,084	1	424	48	16,501
Kimpton	0	0	62	11,076	0	0	62	11,076
Crowne Plaza	158	41,467	12	3,832	0	0	170	45,299
Hotel Indigo	39	4,628	5	1,055	0	0	44	5,683
EVEN Hotels	0	0	1	150	2	296	3	446
Holiday Inn	746	130,024	18	5,386	2	903	766	136,313
Holiday Inn Express	2,129	189,593	1	252	0	0	2,130	189,845
Staybridge Suites	191	20,079	26	3,201	0	0	217	23,280
Candlewood Suites	286	25,260	61	7,553	0	0	347	32,813
Other	2	6,986	82	14,166	0	0	84	21,152
Americas	3,576	425,030	290	55,755	5	1,623	3,871	482,408
InterContinental	8	2,141	23	7,553	0	0	31	9,694
Crowne Plaza	77	17,704	11	2,566	0	0	88	20,270
Hotel Indigo	16	1,552	3	238	0	0	19	1,790
Holiday Inn	276	44,302	8	1,917	0	0	284	46,219
Holiday Inn Express	227	27,465	1	118	0	0	228	27,583
Staybridge Suites	6	877	0	0	0	0	6	877
Other	1	141	0	0	0	0	1	141
Europe	611	94,182	46	12,392	0	0	657	106,574
InterContinental	7	2,521	60	18,200	1	380	68	21,101
Crowne Plaza	9	1,882	62	18,155	0	0	71	20,037
Hotel Indigo	0	0	2	323	0	0	2	323
Holiday Inn	24	4,798	65	15,633	1	207	90	20,638
Holiday Inn Express	10	2,268	22	4,873	0	0	32	7,141
Staybridge Suites	0	0	3	425	0	0	3	425
Other	2	464	3	3,280	0	0	5	3,744
AMEA	52	11,933	217	60,889	2	587	271	73,409
InterContinental	1	570	35	14,540	0	0	36	15,110
HUALUXE	0	0	3	798	0	0	3	798
Crowne Plaza	0	0	76	27,041	0	0	76	27,041
Hotel Indigo	0	0	5	611	0	0	5	611
Holiday Inn	2	1,476	78	23,589	0	0	80	25,065
Holiday Inn Express	1	138	65	16,354	0	0	66	16,492
Other	0	0	5	2,213	0	0	5	2,213
Greater China	4	2,184	267	85,146	0	0	271	87,330
InterContinental	41	12,225	140	49,377	2	804	183	62,406
Kimpton	0	0	62	11,076	0	0	62	11,076
HUALUXE	0	0	3	798	0	0	3	798
Crowne Plaza	244	61,053	161	51,594	0	0	405	112,647
Hotel Indigo	55	6,180	15	2,227	0	0	70	8,407
EVEN Hotels	0	0	1	150	2	296	3	446
Holiday Inn	1,048	180,600	169	46,525	3	1,110	1,220	228,235
Holiday Inn Express	2,367	219,464	89	21,597	0	0	2,456	241,061
Staybridge Suites	197	20,956	29	3,626	0	0	226	24,582
Candlewood Suites	286	25,260	61	7,553	0	0	347	32,813
Other	5	7,591	90	19,659	0	0	95	27,250
Total System Size	4,243	533,329	820	214,182	7	2,210	5,070	749,721

Pipeline as at 30 June 2016

	Franchised		Managed		Owned & Leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	2	407	4	1,718	0	0	6	2,125
Kimpton	0	0	16	3,128	0	0	16	3,128
Crowne Plaza	11	2,040	2	401	0	0	13	2,441
Hotel Indigo	23	2,672	5	873	0	0	28	3,545
EVEN Hotels	4	552	3	508	1	202	8	1,262
Holiday Inn	124	16,480	2	442	0	0	126	16,922
Holiday Inn Express	478	46,045	2	457	0	0	480	46,502
Staybridge Suites	118	12,495	2	309	0	0	120	12,804
Candlewood Suites	103	9,215	0	0	0	0	103	9,215
Other	0	0	12	1,506	0	0	12	1,506
America	863	89,906	48	9,342	1	202	912	99,450
InterContinental	2	213	4	720	0	0	6	933
Crowne Plaza	10	1,823	5	1,375	0	0	15	3,198
Hotel Indigo	13	1,538	1	220	0	0	14	1,758
Holiday Inn	30	5,382	9	3,081	0	0	39	8,463
Holiday Inn Express	48	7,475	6	1,060	0	0	54	8,535
Staybridge Suites	3	429	1	82	0	0	4	511
Europe	106	16,860	26	6,538	0	0	132	23,398
InterContinental	0	0	23	5,643	0	0	23	5,643
Crowne Plaza	0	0	19	5,112	0	0	19	5,112
Hotel Indigo	0	0	11	2,049	0	0	11	2,049
Holiday Inn	2	610	42	11,203	0	0	44	11,813
Holiday Inn Express	5	1,097	35	7,186	0	0	40	8,283
Staybridge Suites	1	250	3	538	0	0	4	788
Other	0	0	0	3,512	0	0	0	3,512
AMEA	8	1,957	133	35,243	0	0	141	37,200
InterContinental	0	0	22	7,606	0	0	22	7,606
HUALUXE	0	0	21	6,657	0	0	21	6,657
Crowne Plaza	0	0	40	13,179	0	0	40	13,179
Hotel Indigo	0	0	10	1,577	0	0	10	1,577
Holiday Inn	0	0	51	15,279	0	0	51	15,279
Holiday Inn Express	2	482	75	17,126	0	0	77	17,608
Other	0	0	1	279	0	0	1	279
Greater China	2	482	220	61,703	0	0	222	62,185
InterContinental	4	620	53	15,687	0	0	57	16,307
Kimpton	0	0	16	3,128	0	0	16	3,128
HUALUXE	0	0	21	6,657	0	0	21	6,657
Crowne Plaza	21	3,863	66	20,067	0	0	87	23,930
Hotel Indigo	36	4,210	27	4,719	0	0	63	8,929
EVEN Hotels	4	552	3	508	1	202	8	1,262
Holiday Inn	156	22,472	104	30,005	0	0	260	52,477
Holiday Inn Express	533	55,099	118	25,829	0	0	651	80,928
Staybridge Suites	122	13,174	6	929	0	0	128	14,103
Candlewood Suites	103	9,215	0	0	0	0	103	9,215
Other	0	0	13	5,297	0	0	13	5,297
Total Pipeline	979	109,205	427	112,826	1	202	1,407	222,233

Americas Future Growth Drivers

	Total	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	Staybridge Suites	Candlewood Suites	Other
Room Count											
1 January 2016	479,575	17,109	10,976	46,316	5,071	446	135,995	186,972	22,662	32,328	21,700
Openings	12,843	0	619	380	612	0	4,426	5,170	824	486	326
Brand Conversions	0	0	0	0	0	0	(122)	122	0	0	0
Removals	(10,010)	(608)	(519)	(1,397)	0	0	(3,986)	(2,419)	(206)	(1)	(874)
30 June 2016	482,408	16,501	11,076	45,299	5,683	446	136,313	189,845	23,280	32,813	21,152
% Growth	1%	(4)%	1%	(2)%	12%	0%	0%	2%	3%	2%	(3)%
Pipeline											
1 January 2016	96,384	1,545	3,366	2,490	4,024	1,262	18,203	43,945	11,230	8,720	1,599
Signings	20,039	580	370	744	647	0	4,652	8,213	3,207	1,517	109
30 June 2016	99,450	2,125	3,128	2,441	3,545	1,262	16,922	46,502	12,804	9,215	1,506

Europe Future Growth Drivers

	Total	InterContinental	Crowne Plaza	Hotel Indigo	Holiday Inn	Holiday Inn Express	Staybridge Suites	Other
Room Count								
1 January 2016	106,711	9,886	20,269	1,790	46,150	27,525	877	214
Openings	640	0	0	0	499	0	0	141
Brand Conversions	0	0	0	0	95	119	0	(214)
Removals	(777)	(192)	1	0	(525)	(61)	0	0
30 June 2016	106,574	9,694	20,270	1,790	46,219	27,583	877	141
% Growth	(0)%	(2)%	0%	0%	0%	0%	0%	(34)%
Pipeline								
1 January 2016	20,532	882	2,673	1,403	7,834	7,198	511	31
Signings	3,744	51	525	301	1,432	1,294	0	141
30 June 2016	23,398	933	3,198	1,758	8,463	8,535	511	0

AMEA Future Growth Drivers

	Total	InterContinental	Crowne Plaza	Hotel Indigo	Holiday Inn	Holiday Inn Express	Staybridge Suites	Other
Room Count								
1 January 2016	72,573	21,238	20,011	192	20,984	5,886	425	3,837
Openings	1,854	172	213	131	176	1,162	0	0
Brand Conversions	0	0	0	0	0	93	0	(93)
Removals	(1,018)	(309)	(187)	0	(522)	0	0	0
30 June 2016	73,409	21,101	20,037	323	20,638	7,141	425	3,744
% Growth	1%	(1)%	0%	68%	(2)%	21%	0%	(2)%
Pipeline								
1 January 2016	38,216	5,349	5,301	2,281	11,529	9,344	900	3,512
Signings	2,659	706	348	0	1,150	455	0	0
30 June 2016	37,200	5,643	5,112	2,049	11,813	8,283	788	3,512

Greater China Future Growth Drivers

	Total	InterContinental	HUALUXE	Crowne Plaza	Hotel Indigo	Holiday Inn	Holiday Inn Express	Other
Room Count								
1 January 2016	85,509	13,807	798	26,688	611	24,971	16,023	2,611
Openings	2,099	831	0	0	0	785	483	0
Brand Conversions	0	512	0	286	0	(415)	0	(383)
Removals	(278)	(40)	0	67	0	(276)	(14)	(15)
30 June 2016	87,330	15,110	798	27,041	611	25,065	16,492	2,213
% Growth	2%	9%	0%	1%	0%	0%	3%	(15)%
Pipeline								
1 January 2016	58,784	7,900	6,632	12,717	1,500	14,638	15,118	279
Signings	8,070	1,035	260	1,092	257	2,022	3,404	0
30 June 2016	62,185	7,606	6,657	13,179	1,577	15,279	17,608	279

Revenue & Operating Profit

	Total Revenue					Total Operating Profit				
	Half Year			Full Year		Half Year			Full Year	
	2016	2015	2014	2015	2014	2016	2015	2014	2015	2014
Franchised	338	323	305	661	630	295	279	263	575	544
Managed	86	85	52	166	103	32	36	25	64	47
Owned & Leased	66	63	78	128	138	12	12	8	24	18
	490	471	435	955	871	339	327	296	663	609
Regional Overhead						(26)	(32)	(28)	(66)	(65)
Total Americas	490	471	435	955	871	313	295	268	597	544
Franchised	49	50	49	104	104	37	37	36	77	78
Managed	60	64	81	131	159	10	13	15	28	30
Owned & Leased	-	30	52	30	111	-	1	2	1	14
	109	144	182	265	374	47	51	53	106	122
Regional Overhead						(13)	(15)	(15)	(28)	(33)
Total Europe	109	144	182	265	374	34	36	38	78	89
Franchised	8	8	8	16	16	6	6	6	12	12
Managed	90	91	90	189	187	42	42	42	90	88
Owned & Leased	17	17	19	36	39	1	1	1	3	3
	115	116	117	241	242	49	49	49	105	103
Regional Overhead						(10)	(9)	(11)	(19)	(19)
Total AMEA	115	116	117	241	242	39	40	38	86	84
Franchised	2	2	2	4	4	2	2	2	5	5
Managed	53	49	44	105	99	29	25	25	59	63
Owned & Leased	-	67	66	98	139	-	18	19	29	42
	55	118	112	207	242	31	45	46	93	110
Regional Overhead						(11)	(11)	(10)	(23)	(21)
Total Greater China	55	118	112	207	242	20	34	36	70	89
Central Overheads	69	66	62	135	129	(62)	(68)	(70)	(151)	(155)
Total IHG	838	915	908	1,803	1,858	344	337	310	680	651

Free Cash Flow Generation

\$m	6 months to 30 June 2016	6 months to 30 June 2015
Operating profit ¹	344	337
Depreciation & amortisation	48	49
Working capital & other movements ²	(77)	(157)
Movement in loyalty programme liability and System Fund surplus	110	107
Utilisation of provisions	(4)	-
Equity-settled share-based cost	11	11
Retirement benefit contributions, net of cost	-	(1)
Net purchase of shares by employee share trusts	(10)	(47)
Cash flows relating to exceptional operating items	(10)	(33)
Net interest paid & similar charges	(8)	(14)
Tax paid ³	(32)	(72)
Capital expenditure: key money	(18)	(19)
Capital expenditure: maintenance	(18)	(27)
Free cash flow	336	134
<p>1. Before exceptional items</p> <p>2. Includes cash receipts on behalf of the System Fund of approximately \$95m from renegotiation of long-term partnership agreements and System Fund depreciation and amortisation inflow to IHG of \$14m in the six months to 30 June 2016 and \$10m in the six months to 30 June 2015</p> <p>3. Excludes tax paid on disposals</p>		

Uses of Free Cash Flow

\$m	6 months to 30 June 2016	6 months to 30 June 2015
Free cash flow	336	134
Capital expenditure: Recyclable investments	(25)	(49)
Capital expenditure: System Fund investments	(47)	(30)
Capital expenditure: Acquisition of business	-	(438)
Disposal receipts: Other	11	6
Disposal receipts: InterContinental assets	-	363
Ordinary dividend	(137)	(125)
Special dividend	(1,500)	-
Transaction costs relating to shareholder returns	(1)	-
Proceeds from foreign exchange swaps	-	22
Dividends paid to non-controlling interests	(5)	-
Net cash outflow	(1,368)	(117)
Exchange & other non-cash items	68	(60)
Opening net debt	(529)	(1,533)
Closing net debt	(1,829)	(1,710)

Ordinary Shares

Number of shares	At 30 June 2016	At 30 June 2015
Opening balance at 1 January	247.7	247.7
Share consolidation ¹	(41.3)	-
Closing balance at 30 June ²	206.4	247.7
Basic weighted average shares	227.9	235.3
Dilutive potential ordinary shares	0.8	2.3
Basic diluted average shares	228.7	237.6

1. 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 30 June 2016 was 8.9m (2015 11.5m).