



# Supplementary Information

31 December 2019



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## Explanatory Notes – RevPAR & Pipeline

We have disclosed fee business (franchised & managed) and owned, leased & managed lease RevPAR, occupancy and ADR on a comparable basis, based on comparability as at 31 December 2019.

Fee business comparable RevPAR, occupancy and ADR reflects performance this year compared to the same period last year for hotels that have traded in both years.

Owned, leased & managed lease comparable RevPAR, occupancy and ADR reflects performance this year compared to the same period last year for owned, leased & managed 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 2019

## Fee Business and Owned, Leased & Managed Leases

Constant US\$	Fee Business							Owned, Leased & Managed Leases						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2019	%Pts	2019	Growth	2019	Growth		2019	%Pts	2019	Growth	2019	Growth
InterContinental	43	72.0%	(0.7)	218.05	0.8%	156.99	(0.2%)	1	80.0%	(2.3)	328.31	(1.0%)	262.71	(3.8%)
Kimpton	55	77.3%	0.9	240.86	(0.8%)	186.15	0.3%							
Crowne Plaza	135	62.6%	(1.9)	129.07	(0.5%)	80.74	(3.4%)							
Hotel Indigo	45	72.1%	(0.2)	161.95	(2.7%)	116.79	(2.9%)							
EVEN Hotels	4	81.1%	(0.2)	188.63	(11.3%)	152.94	(11.5%)	2	86.0%	9.2	161.32	(12.9%)	138.67	(2.4%)
Holiday Inn	650	61.9%	(0.6)	109.09	(1.0%)	67.54	(2.0%)	2	80.0%	(2.0)	175.55	4.4%	140.43	1.8%
Holiday Inn Express	2,030	65.0%	(0.5)	109.56	(0.5%)	71.25	(1.3%)							
Staybridge Suites	235	72.1%	(0.9)	117.08	0.3%	84.38	(1.0%)							
Candlewood Suites	355	68.5%	(1.1)	83.84	(1.3%)	57.46	(2.9%)							
<b>Americas</b>	<b>3,552</b>	<b>65.4%</b>	<b>(0.7)</b>	<b>118.68</b>	<b>(0.6%)</b>	<b>77.62</b>	<b>(1.6%)</b>	<b>5</b>	<b>81.2%</b>	<b>0.1</b>	<b>211.13</b>	<b>(1.3%)</b>	<b>171.40</b>	<b>(1.1%)</b>
InterContinental	90	74.4%	0.5	196.93	0.5%	146.48	1.1%	4	70.0%	1.9	231.04	7.4%	161.62	10.4%
Crowne Plaza	148	73.9%	(0.0)	119.83	(0.3%)	88.51	(0.4%)							
Hotel Indigo	26	81.6%	1.2	143.38	0.1%	117.03	1.7%							
Holiday Inn	357	73.5%	0.7	98.58	(1.4%)	72.44	(0.5%)	1	95.2%	(0.8)	139.10	1.7%	132.46	0.9%
Holiday Inn Express	269	78.5%	0.7	88.47	(0.5%)	69.47	0.4%							
Staybridge Suites	11	69.7%	(7.1)	120.95	(4.7%)	84.29	(13.6%)							
<b>EMEA</b>	<b>901</b>	<b>74.9%</b>	<b>0.4</b>	<b>117.34</b>	<b>(0.5%)</b>	<b>87.89</b>	<b>0.1%</b>	<b>5</b>	<b>73.1%</b>	<b>1.6</b>	<b>216.00</b>	<b>6.9%</b>	<b>157.96</b>	<b>9.3%</b>
InterContinental	34	66.5%	0.6	118.30	(14.0%)	78.62	(13.1%)							
HUALUXE	6	57.8%	5.3	64.42	(4.2%)	37.24	5.5%							
Crowne Plaza	71	62.9%	0.2	73.75	(8.7%)	46.38	(8.5%)							
Hotel Indigo	7	67.7%	0.7	131.17	(18.1%)	88.74	(17.3%)							
Holiday Inn	73	67.5%	0.2	63.91	(9.9%)	43.12	(9.5%)							
Holiday Inn Express	84	63.8%	1.6	44.35	(14.3%)	28.28	(12.0%)							
<b>Greater China</b>	<b>275</b>	<b>64.8%</b>	<b>0.7</b>	<b>72.55</b>	<b>(11.5%)</b>	<b>47.04</b>	<b>(10.5%)</b>	<b>-</b>	<b>0.0%</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total IHG</b>	<b>4,728</b>	<b>67.7%</b>	<b>(0.2)</b>	<b>112.87</b>	<b>(1.5%)</b>	<b>76.45</b>	<b>(1.9%)</b>	<b>10</b>	<b>77.2%</b>	<b>0.8</b>	<b>213.43</b>	<b>2.5%</b>	<b>164.69</b>	<b>3.6%</b>

# Comparable RevPAR – 3 Months to 31 December 2019 Total

Constant US\$	Total Comparable						
	Hotels	Occ %		ADR		RevPAR	
		2019	%Pts	2019	Growth	2019	Growth
InterContinental	44	72.2%	(0.8)	221.39	0.7%	159.88	(0.4%)
Kimpton	55	77.3%	0.9	240.86	(0.8%)	186.15	0.3%
Crowne Plaza	135	62.6%	(1.9)	129.07	(0.5%)	80.74	(3.4%)
Hotel Indigo	45	72.1%	(0.2)	161.95	(2.7%)	116.79	(2.9%)
EVEN Hotels	6	82.7%	3.0	179.01	(12.1%)	148.10	(8.8%)
Holiday Inn	652	62.1%	(0.6)	109.79	(1.0%)	68.14	(2.0%)
Holiday Inn Express	2,030	65.0%	(0.5)	109.56	(0.5%)	71.25	(1.3%)
Staybridge Suites	235	72.1%	(0.9)	117.08	0.3%	84.38	(1.0%)
Candlewood Suites	355	68.5%	(1.1)	83.84	(1.3%)	57.46	(2.9%)
<b>Americas</b>	<b>3,557</b>	<b>65.5%</b>	<b>(0.7)</b>	<b>119.14</b>	<b>(0.6%)</b>	<b>77.99</b>	<b>(1.6%)</b>
InterContinental	94	74.2%	0.6	198.56	0.9%	147.25	1.6%
Crowne Plaza	148	73.9%	0.0	119.83	(0.3%)	88.51	(0.4%)
Hotel Indigo	26	81.6%	1.2	143.38	0.1%	117.03	1.7%
Holiday Inn	358	73.6%	0.7	98.75	(1.4%)	72.63	(0.5%)
Holiday Inn Express	269	78.5%	0.7	88.47	(0.5%)	69.47	0.4%
Staybridge Suites	11	69.7%	(7.1)	120.95	(4.7%)	84.29	(13.6%)
<b>EMEA</b>	<b>906</b>	<b>74.9%</b>	<b>0.4</b>	<b>118.27</b>	<b>(0.4%)</b>	<b>88.56</b>	<b>0.2%</b>
InterContinental	34	66.5%	0.6	118.30	(14.0%)	78.62	(13.1%)
HUALUXE	6	57.8%	5.3	64.42	(4.2%)	37.24	5.5%
Crowne Plaza	71	62.9%	0.2	73.75	(8.7%)	46.38	(8.5%)
Hotel Indigo	7	67.7%	0.7	131.17	(18.1%)	88.74	(17.3%)
Holiday Inn	73	67.5%	0.2	63.91	(9.9%)	43.12	(9.5%)
Holiday Inn Express	84	63.8%	1.6	44.35	(14.3%)	28.28	(12.0%)
<b>Greater China</b>	<b>275</b>	<b>64.8%</b>	<b>0.7</b>	<b>72.55</b>	<b>(11.5%)</b>	<b>47.04</b>	<b>(10.5%)</b>
<b>Total IHG</b>	<b>4,738</b>	<b>67.8%</b>	<b>(0.2)</b>	<b>113.44</b>	<b>(1.5%)</b>	<b>76.89</b>	<b>(1.8%)</b>

# Comparable RevPAR – 12 Months to 31 December 2019

## Fee Business and Owned, Leased & Managed Leases

Constant US\$	Fee Business							Owned, Leased & Managed Leases						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2019	%Pts	2019	Growth	2019	Growth		2019	%Pts	2019	Growth	2019	Growth
InterContinental	43	72.4%	(1.7)	212.82	3.0%	154.00	0.7%	1	84.44%	1.5	334.81	1.1%	282.72	3.0%
Kimpton	55	79.8%	1.1	243.92	0.7%	194.62	2.2%							
Crowne Plaza	135	66.6%	(1.3)	129.08	0.3%	86.00	(1.6%)							
Hotel Indigo	45	74.7%	0.7	164.99	(0.7%)	123.20	0.2%							
EVEN Hotels	4	81.7%	2.6	174.86	(8.3%)	142.91	(5.3%)	2	81.9%	6.0	158.03	(6.5%)	129.50	0.9%
Holiday Inn	650	66.5%	(0.5)	113.65	0.1%	75.54	(0.7%)	2	83.3%	0.9	182.50	5.0%	152.10	6.2%
Holiday Inn Express	2,030	69.3%	0.2	114.01	(0.2%)	79.00	0.1%							
Staybridge Suites	235	76.5%	0.1	119.50	(0.1%)	91.47	0.1%							
Candlewood Suites	355	73.5%	(0.5)	86.04	(0.4%)	63.22	(1.1%)							
<b>Americas</b>	<b>3,552</b>	<b>69.6%</b>	<b>(0.2)</b>	<b>121.61</b>	<b>0.2%</b>	<b>84.61</b>	<b>(0.1%)</b>	<b>5</b>	<b>83.3%</b>	<b>2.1</b>	<b>217.18</b>	<b>1.5%</b>	<b>181.02</b>	<b>4.1%</b>
InterContinental	90	73.5%	0.9	202.75	0.2%	149.06	1.5%	4	66.0%	(1.2)	215.99	3.4%	142.51	1.5%
Crowne Plaza	148	74.2%	0.5	118.81	(1.2%)	88.13	(0.6%)							
Hotel Indigo	26	81.0%	1.2	143.62	0.0%	116.40	1.5%							
Holiday Inn	357	73.5%	0.3	98.11	(1.0%)	72.14	(0.5%)	1	94.1%	(1.2)	138.36	3.9%	130.22	2.6%
Holiday Inn Express	269	79.0%	1.6	88.66	(0.9%)	70.04	1.2%							
Staybridge Suites	11	74.7%	(1.1)	122.47	(2.5%)	91.48	(3.9%)							
<b>EMEA</b>	<b>901</b>	<b>75.0%</b>	<b>0.7</b>	<b>117.71</b>	<b>(0.7%)</b>	<b>88.27</b>	<b>0.3%</b>	<b>5</b>	<b>69.5%</b>	<b>(1.2)</b>	<b>202.79</b>	<b>3.5%</b>	<b>140.97</b>	<b>1.6%</b>
InterContinental	34	66.9%	1.1	123.39	(6.1%)	82.52	(4.6%)							
HUALUXE	6	51.7%	3.3	66.53	(0.3%)	34.39	6.6%							
Crowne Plaza	71	61.2%	(0.3)	76.04	(4.5%)	46.52	(4.9%)							
Hotel Indigo	7	66.6%	0.0	140.06	(8.0%)	93.23	(8.1%)							
Holiday Inn	73	65.8%	(0.1)	66.16	(3.8%)	43.52	(4.0%)							
Holiday Inn Express	84	62.8%	0.1	47.20	(4.9%)	29.66	(4.7%)							
<b>Greater China</b>	<b>275</b>	<b>63.6%</b>	<b>0.2</b>	<b>75.78</b>	<b>(4.7%)</b>	<b>48.19</b>	<b>(4.5%)</b>	<b>-</b>	<b>0.0%</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total IHG</b>	<b>4,728</b>	<b>70.2%</b>	<b>0.1</b>	<b>115.46</b>	<b>(0.4%)</b>	<b>81.06</b>	<b>(0.3%)</b>	<b>10</b>	<b>76.5%</b>	<b>0.4</b>	<b>210.65</b>	<b>2.4%</b>	<b>161.05</b>	<b>3.0%</b>

# Comparable RevPAR – 12 Months to 31 December 2019 Total

Constant US\$							
	Hotels	Occ %		ADR		RevPAR	
		2019	%Pts	2019	Growth	2019	Growth
InterContinental	44	72.7%	(1.6)	216.69	3.0%	157.52	0.8%
Kimpton	55	79.8%	1.1	243.92	0.7%	194.62	2.2%
Crowne Plaza	135	66.6%	(1.3)	129.08	0.3%	86.00	(1.6%)
Hotel Indigo	45	74.7%	0.7	164.99	(0.7%)	123.20	0.2%
EVEN Hotels	6	81.8%	3.8	169.12	(7.8%)	138.34	(3.4%)
Holiday Inn	652	66.6%	(0.5)	114.36	0.2%	76.17	(0.6%)
Holiday Inn Express	2,030	69.3%	0.2	114.01	(0.2%)	79.00	0.1%
Staybridge Suites	235	76.5%	0.1	119.50	(0.1%)	91.47	0.1%
Candlewood Suites	355	73.5%	(0.5)	86.04	(0.4%)	63.22	(1.1%)
<b>Americas</b>	<b>3,557</b>	<b>69.6%</b>	<b>(0.2)</b>	<b>122.07</b>	<b>0.2%</b>	<b>84.99</b>	<b>(0.1%)</b>
InterContinental	94	73.1%	0.8	203.35	0.4%	148.73	1.5%
Crowne Plaza	148	74.2%	0.5	118.81	(1.2%)	88.13	(0.6%)
Hotel Indigo	26	81.0%	1.2	143.62	0.0%	116.40	1.5%
Holiday Inn	358	73.6%	0.3	98.28	(1.0%)	72.33	(0.5%)
Holiday Inn Express	269	79.0%	1.6	88.66	(0.9%)	70.04	1.2%
Staybridge Suites	11	74.7%	(1.1)	122.47	(2.5%)	91.48	(3.9%)
<b>EMEA</b>	<b>906</b>	<b>74.9%</b>	<b>0.7</b>	<b>118.47</b>	<b>(0.6%)</b>	<b>88.78</b>	<b>0.3%</b>
InterContinental	34	66.9%	1.1	123.39	(6.1%)	82.52	(4.6%)
HUALUXE	6	51.7%	3.3	66.53	(0.3%)	34.39	6.6%
Crowne Plaza	71	61.2%	(0.3)	76.04	(4.5%)	46.52	(4.9%)
Hotel Indigo	7	66.6%	0.0	140.06	(8.0%)	93.23	(8.1%)
Holiday Inn	73	65.8%	(0.1)	66.16	(3.8%)	43.52	(4.0%)
Holiday Inn Express	84	62.8%	0.1	47.20	(4.9%)	29.66	(4.7%)
<b>Greater China</b>	<b>275</b>	<b>63.6%</b>	<b>0.2</b>	<b>75.78</b>	<b>(4.7%)</b>	<b>48.19</b>	<b>(4.5%)</b>
<b>Total IHG</b>	<b>4,738</b>	<b>70.2%</b>	<b>0.1</b>	<b>115.97</b>	<b>(0.4%)</b>	<b>81.45</b>	<b>(0.3%)</b>

# 2019 Current Trading

## Comparable RevPAR, ADR & Occupancy Growth

Constant US\$	Fourth Qtr			Dec YTD		
	RevPAR %	ADR %	Occupancy %pts	RevPAR %	ADR %	Occupancy %pts
Americas	(1.6%)	(0.6%)	(0.7%)	(0.1%)	0.2%	(0.2%)
EMEA	0.2%	(0.4%)	0.4%	0.3%	(0.6%)	0.7%
Greater China	(10.5%)	(11.5%)	0.7%	(4.5%)	(4.7%)	0.2%
Total IHG	(1.8%)	(1.5%)	(0.2%)	(0.3%)	(0.4%)	0.1%
<b>United States:</b>						
InterContinental	0.2%	(0.6%)	0.7%	0.4%	1.0%	(0.5%)
Kimpton	0.7%	(0.7%)	1.1%	1.5%	0.1%	1.1%
Crowne Plaza	(3.4%)	(0.5%)	(1.9%)	(1.6%)	0.3%	(1.3%)
Hotel Indigo	(3.0%)	(2.7%)	(0.2%)	0.2%	(0.6%)	0.6%
EVEN Hotels	(8.8%)	(12.1%)	3.0%	(3.4%)	(7.8%)	3.8%
Holiday Inn	(2.9%)	(1.4%)	(0.9%)	(1.1%)	(0.2%)	(0.6%)
Holiday Inn Express	(1.2%)	(0.6%)	(0.4%)	0.4%	(0.3%)	0.5%
Staybridge Suites	(0.9%)	0.4%	(0.9%)	0.1%	(0.1%)	0.2%
Candlewood Suites	(2.8%)	(1.4%)	(1.0%)	(1.2%)	(0.4%)	(0.6%)
All Brands	(1.7%)	(0.8%)	(0.7%)	0.0%	(0.1%)	0.0%



# Hotel & Room Count as at 31 December 2019

	Franchised		Managed		Owned, Leased & Managed Leases		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	25	6,972	24	10,102	2	822	51	17,896
Kimpton	4	522	57	11,475	-	-	61	11,997
Crowne Plaza	133	34,623	16	5,252	-	-	149	39,875
Hotel Indigo	59	7,135	5	1,132	-	-	64	8,267
EVEN Hotels	5	657	5	795	3	497	13	1,949
Holiday Inn	768	130,729	13	3,654	2	903	783	135,286
Holiday Inn Express	2,367	214,741	1	252	-	-	2,368	214,993
avid hotels	7	635	-	-	-	-	7	635
Staybridge Suites	257	26,911	26	3,333	-	-	283	30,244
Candlewood Suites	349	30,779	61	7,553	-	-	410	38,332
Atwell Suites	-	-	-	-	-	-	-	-
Other	34	11,561	84	13,612	-	-	118	25,173
<b>Americas</b>	<b>4,008</b>	<b>465,265</b>	<b>292</b>	<b>57,160</b>	<b>7</b>	<b>2,222</b>	<b>4,307</b>	<b>524,647</b>
Six Senses	1	196	15	1,074	1	56	17	1,326
Regent	1	440	1	136	1	195	3	771
InterContinental	16	4,950	92	26,884	5	1,681	113	33,515
Kimpton	-	-	1	274	3	646	4	920
Crowne Plaza	108	24,870	78	21,541	-	-	186	46,411
Hotel Indigo	35	3,509	6	930	-	-	41	4,439
voco Hotels	2	282	7	3,584	3	427	12	4,293
Holiday Inn	314	52,003	79	21,222	1	207	394	73,432
Holiday Inn Express	282	37,950	42	8,504	-	-	324	46,454
Staybridge Suites	12	1,656	5	733	-	-	17	2,389
Other	2	599	8	7,919	5	902	15	9,420
<b>EMEA</b>	<b>773</b>	<b>126,455</b>	<b>334</b>	<b>92,801</b>	<b>19</b>	<b>4,114</b>	<b>1,126</b>	<b>223,370</b>
Six Senses	-	-	1	122	-	-	1	122
Regent	1	538	2	694	-	-	3	1,232
InterContinental	1	570	47	19,000	-	-	48	19,570
Kimpton	-	-	1	129	-	-	1	129
HUALUXE	-	-	9	2,710	-	-	9	2,710
Crowne Plaza	5	1,754	91	32,542	-	-	96	34,296
Hotel Indigo	-	-	13	1,868	-	-	13	1,868
Holiday Inn	7	2,295	100	28,881	-	-	107	31,176
Holiday Inn Express	72	12,490	111	25,297	-	-	183	37,787
Other	3	5,607	6	1,049	-	-	9	6,656
<b>Greater China</b>	<b>89</b>	<b>23,254</b>	<b>381</b>	<b>112,292</b>	<b>-</b>	<b>-</b>	<b>470</b>	<b>135,546</b>
Six Senses	1	196	16	1,196	1	56	18	1,448
Regent	2	978	3	830	1	195	6	2,003
InterContinental	42	12,492	163	55,986	7	2,503	212	70,981
Kimpton	4	522	59	11,878	3	646	66	13,046
HUALUXE	-	-	9	2,710	-	-	9	2,710
Crowne Plaza	246	61,247	185	59,335	-	-	431	120,582
Hotel Indigo	94	10,644	24	3,930	-	-	118	14,574
EVEN Hotels	5	657	5	795	3	497	13	1,949
voco Hotels	2	282	7	3,584	3	427	12	4,293
Holiday Inn	1,089	185,027	192	53,757	3	1,110	1,284	239,894
Holiday Inn Express	2,721	265,181	154	34,053	-	-	2,875	299,234
avid hotels	7	635	-	-	-	-	7	635
Staybridge Suites	269	28,567	31	4,066	-	-	300	32,633
Candlewood Suites	349	30,779	61	7,553	-	-	410	38,332
Atwell Suites	-	-	-	-	-	-	-	-
Other	39	17,767	98	22,580	5	902	142	41,249
<b>Total System Size</b>	<b>4,870</b>	<b>614,974</b>	<b>1,007</b>	<b>262,253</b>	<b>26</b>	<b>6,336</b>	<b>5,903</b>	<b>883,563</b>

# Pipeline as at 31 December 2019

	Franchised		Managed		Owned, Leased & Managed Leases		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Six Senses	-	-	5	422	-	-	5	422
InterContinental	3	685	4	864	-	-	7	1,549
Kimpton	4	886	17	2,573	-	-	21	3,459
Crowne Plaza	5	1,093	-	-	-	-	5	1,093
Hotel Indigo	36	5,094	1	78	-	-	37	5,172
EVER Hotels	15	1,866	-	-	-	-	15	1,866
Holiday Inn	97	12,346	1	160	-	-	98	12,506
Holiday Inn Express	448	43,103	-	-	-	-	448	43,103
avid hotels	206	18,853	-	-	-	-	206	18,853
Staybridge Suites	162	16,874	-	-	-	-	162	16,874
Candlewood Suites	91	8,186	-	-	-	-	91	8,186
Atwell Suites	10	1,000	-	-	-	-	10	1,000
Other	-	-	16	2,779	-	-	16	2,779
<b>America</b>	<b>1,077</b>	<b>109,986</b>	<b>44</b>	<b>6,876</b>	<b>-</b>	<b>-</b>	<b>1,121</b>	<b>116,862</b>
Six Senses	-	-	17	1,179	-	-	17	1,179
Regent	-	-	4	664	-	-	4	664
InterContinental	3	442	28	7,065	-	-	31	7,507
Kimpton	-	-	6	1,092	1	155	7	1,247
Crowne Plaza	11	2,073	24	7,342	-	-	35	9,415
Hotel Indigo	14	1,462	26	4,190	-	-	40	5,652
voco Hotels *	8	1,464	9	4,756	-	-	17	6,220
Holiday Inn	38	7,137	81	18,799	-	-	119	25,936
Holiday Inn Express	80	12,852	32	6,197	-	-	112	19,049
avid hotels	1	215	-	-	-	-	1	215
Staybridge Suites	9	1,526	11	2,334	-	-	20	3,860
Other	1	160	-	2	-	-	1	162
<b>EMEA</b>	<b>165</b>	<b>27,331</b>	<b>238</b>	<b>53,820</b>	<b>1</b>	<b>155</b>	<b>404</b>	<b>81,106</b>
Six Senses	-	-	3	169	-	-	3	169
Regent	-	-	1	280	-	-	1	280
InterContinental	-	-	27	7,962	-	-	27	7,962
Kimpton	-	-	5	1,497	-	-	5	1,497
HUALUXE	1	220	21	5,960	-	-	22	6,180
Crowne Plaza	5	1,398	43	12,600	-	-	48	13,998
Hotel Indigo	-	-	24	4,324	-	-	24	4,324
EVER Hotels	-	-	11	2,476	-	-	11	2,476
Holiday Inn	15	3,196	43	11,271	-	-	58	14,467
Holiday Inn Express	148	24,510	46	9,212	-	-	194	33,722
<b>Greater China</b>	<b>169</b>	<b>29,324</b>	<b>224</b>	<b>55,751</b>	<b>-</b>	<b>-</b>	<b>393</b>	<b>85,075</b>
Six Senses	-	-	25	1,770	-	-	25	1,770
Regent	-	-	5	944	-	-	5	944
InterContinental	6	1,127	59	15,891	-	-	65	17,018
Kimpton	4	886	28	5,162	1	155	33	6,203
HUALUXE	1	220	21	5,960	-	-	22	6,180
Crowne Plaza	21	4,564	67	19,942	-	-	88	24,506
Hotel Indigo	50	6,556	51	8,592	-	-	101	15,148
EVER Hotels	15	1,866	11	2,476	-	-	26	4,342
voco Hotels *	8	1,464	9	4,756	-	-	17	6,220
Holiday Inn	150	22,679	125	30,230	-	-	275	52,909
Holiday Inn Express	676	80,465	78	15,409	-	-	754	95,874
avid hotels	207	19,068	-	-	-	-	207	19,068
Staybridge Suites	171	18,400	11	2,334	-	-	182	20,734
Candlewood Suites	91	8,186	-	-	-	-	91	8,186
Atwell Suites	10	1,000	-	-	-	-	10	1,000
Other	1	160	16	2,781	-	-	17	2,941
<b>Total Pipeline</b>	<b>1,411</b>	<b>166,641</b>	<b>506</b>	<b>116,247</b>	<b>1</b>	<b>155</b>	<b>1,918</b>	<b>283,043</b>

\*Does not include three open and one pipeline hotel that will be re-branded to voco.

# Americas Future Growth Drivers

Room Count	Total	Six Senses	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	avid hotels	Staybridge Suites	Candlewood Suites	Atwell Suites	Other
1 January 2019	510,129	0	17,753	12,307	41,499	7,495	1,551	134,492	206,620	87	28,032	37,210	0	23,083
Openings	26,121	0	354	342	0	690	292	5,363	10,390	548	2,395	1,635	0	4,112
Brand Conversions	0	0	0	0	(70)	72	107	319	921	0	16	0	0	(1,365)
Removals	(11,603)	0	(211)	(652)	(1,554)	10	(1)	(4,888)	(2,938)	0	(199)	(513)	0	(657)
31 December 2019	524,647	0	17,896	11,997	39,875	8,267	1,949	135,286	214,993	635	30,244	38,332	0	25,173
% Growth	3%	N/A	1%	(3%)	(4%)	10%	26%	1%	4%	630%	8%	3%	N/A	9%

  

Pipeline	Total	Six Senses	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	avid hotels	Staybridge Suites	Candlewood Suites	Atwell Suites	Other
1 January 2019	120,282	0	1,477	2,335	1,263	4,523	1,296	16,052	47,620	15,811	16,902	9,121	0	3,882
Signings	32,956	492	391	1,616	160	1,666	1,011	3,538	9,444	4,819	3,924	1,932	1,000	2,963
31 December 2019	116,862	422	1,549	3,459	1,093	5,172	1,866	12,506	43,103	18,853	16,874	8,186	1,000	2,779

# EMEA Growth Drivers

Room Count	Total	Six Senses	Regent	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	voco Hotels	avid hotels	Holiday Inn	Holiday Inn Express	Staybridge Suites	Other
1 January 2019	211,099	0	769	32,299	608	46,259	3,748	0	531	0	71,353	43,732	2,185	9,615
Openings	15,335	1,347	0	874	0	931	636	0	2,735	0	2,985	4,047	204	1,576
Brand Conversions	0	0	0	240	312	228	56	0	1,006	0	90	(161)	0	(1,771)
Removals	(3,064)	(21)	2	102	0	(1,007)	(1)	0	21	0	(996)	(1,164)	0	0
<b>31 December 2019</b>	<b>223,370</b>	<b>1,326</b>	<b>771</b>	<b>33,515</b>	<b>920</b>	<b>46,411</b>	<b>4,439</b>	<b>0</b>	<b>4,293</b>	<b>0</b>	<b>73,432</b>	<b>46,454</b>	<b>2,389</b>	<b>9,420</b>
% Growth	6%	0%	0%	4%	51%	0%	18%	N/A	708%	N/A	3%	6%	9%	(2%)

  

Pipeline	Total	Six Senses	Regent	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	voco Hotels*	avid hotels	Holiday Inn	Holiday Inn Express	Staybridge Suites	Other
1 January 2019	72,743	0	514	6,919	1,240	9,016	5,761	200	1,510	0	24,339	19,154	3,947	143
Signings	29,125	2,553	150	1,478	0	1,775	1,532	(200)	7,335	215	6,943	5,264	478	1,602
<b>31 December 2019</b>	<b>81,106</b>	<b>1,179</b>	<b>664</b>	<b>7,507</b>	<b>1,247</b>	<b>9,415</b>	<b>5,652</b>	<b>0</b>	<b>6,220</b>	<b>215</b>	<b>25,936</b>	<b>19,049</b>	<b>3,860</b>	<b>162</b>

\*Does not include three open and one pipeline hotel that will be re-branded to voco.

# Greater China Future Growth Drivers

Room Count	Total	Six Senses	Regent	InterContinental	Kimpton	HUALUXE	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	Other
1 January 2019	115,313	0	1,236	19,229	0	2,335	32,410	1,506	0	28,007	29,164	1,426
Openings	23,764	122	0	689	129	375	2,726	363	0	4,785	9,149	5,426
Brand Conversions	0	0	0	(338)	0	0	338	0	0	196	0	(196)
Removals	(3,531)	0	(4)	(10)	0	0	(1,178)	(1)	0	(1,812)	(526)	0
<b>31 December 2019</b>	<b>135,546</b>	<b>122</b>	<b>1,232</b>	<b>19,570</b>	<b>129</b>	<b>2,710</b>	<b>34,296</b>	<b>1,868</b>	<b>0</b>	<b>31,176</b>	<b>37,787</b>	<b>6,656</b>
<i>% Growth</i>	<i>18%</i>	<i>0%</i>	<i>0%</i>	<i>2%</i>	<i>N/A</i>	<i>16%</i>	<i>6%</i>	<i>24%</i>	<i>N/A</i>	<i>11%</i>	<i>30%</i>	<i>367%</i>

  

Pipeline	Total	Six Senses	Regent	InterContinental	Kimpton	HUALUXE	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	Other
1 January 2019	77,923	0	0	7,399	899	6,099	11,855	2,794	1,688	15,260	31,650	279
Signings	35,673	291	280	1,255	727	1,362	5,042	2,092	783	5,073	13,594	5,174
<b>31 December 2019</b>	<b>85,075</b>	<b>169</b>	<b>280</b>	<b>7,962</b>	<b>1,497</b>	<b>6,180</b>	<b>13,998</b>	<b>4,324</b>	<b>2,476</b>	<b>14,467</b>	<b>33,722</b>	<b>0</b>



# Revenue & Operating Profit 2018-2019

	Total Revenue		Total Operating Profit*	
	Full Year		Full Year	
	2019	2018	2019	2018**
Fee Business	853	853	663	638
Owned, Leased & Managed Leases	187	198	37	35
<b>Total Americas</b>	<b>1,040</b>	<b>1,051</b>	<b>700</b>	<b>673</b>
Fee Business	337	320	202	202
Owned, Leased & Managed Leases	386	249	15	4
<b>Total EMEAA</b>	<b>723</b>	<b>569</b>	<b>217</b>	<b>206</b>
Fee Business	135	143	73	70
<b>Total Greater China</b>	<b>135</b>	<b>143</b>	<b>73</b>	<b>70</b>
Central Results	185	170	(125)	(117)
<b>Total Reportable Segments</b>	<b>2,083</b>	<b>1,933</b>	<b>865</b>	<b>832</b>
Reimbursement of Costs	1,171	1,171	-	-
System Fund	1,373	1,233	(49)	(146)
<b>Total IHG</b>	<b>4,627</b>	<b>4,337</b>	<b>816</b>	<b>686</b>

\*Operating Profit before exceptional items.

\*\*2018 restated for IFRS 16 Leases

# Free Cash Flow Generation

\$m	12 months to 31 Dec 2019	Restated for IFRS 16 Leases 12 months to 31 Dec 2018
Operating profit from reportable segments <sup>1</sup>	865	832
System Fund result <sup>2</sup>	(21)	(99)
Depreciation & amortisation <sup>3</sup>	170	164
Working capital & other movements	(82)	4
Loyalty programme deferred revenue net movement	52	124
Equity-settled share-based cost	42	38
Retirement benefit contributions, net of cost	(3)	(12)
Purchase of shares by employee share trusts	(5)	(3)
Cash flows relating to exceptional items <sup>4</sup>	(55)	(137)
Net interest paid & similar charges	(107)	(85)
Tax paid <sup>5</sup>	(141)	(66)
Principal element of lease payments	(59)	(35)
Capital expenditure: key money (net of repayments)	(61)	(54)
Capital expenditure: maintenance	(86)	(60)
<b>Free cash flow</b>	<b>509</b>	<b>611</b>
<ol style="list-style-type: none"> <li>1. Before System Fund result and exceptional items.</li> <li>2. System Fund result stated before exceptional cost of \$28m (12 months to 31 December 2018 \$47m) in relation to efficiency programme.</li> <li>3. Includes System Fund depreciation &amp; amortisation of \$54m (12 months to 31 December 2018 \$49m).</li> <li>4. Includes \$46m (12 months to 31 December 2018 \$106m) relating to the efficiency programme (\$28m in relation to the System Fund).</li> <li>5. Excludes tax paid on disposals.</li> </ol>		

# Uses of Free Cash Flow

\$m	12 months to 31 Dec 2019	Restated for IFRS 16 Leases 12 months to 31 Dec 2018
Free cash flow	509	611
Capital expenditure: Recyclable investments	(19)	(38)
Capital expenditure: System Fund investment	(98)	(99)
Acquisitions	(292)	(34)
Payment of contingent purchase consideration	(8)	(4)
Distributions from associates and joint ventures	-	32
Disposal receipts: Other	4	8
Tax paid – disposals	-	(2)
Ordinary dividend	(211)	(199)
Special dividend	(510)	-
Dividends paid to non-controlling interests	(1)	(1)
Currency swap proceeds	-	3
Transaction costs relating to shareholder returns	(1)	-
Net cash inflow/(outflow)	(627)	277
Exchange, lease repayments & other non-cash items	(73)	11
Opening net debt	(1,965)	(2,253)
Closing net debt	(2,665)	(1,965)

# Ordinary Shares

Number of shares	At 31 December 2019	At 31 December 2018
Opening balance at 1 January	197.6	197.6
Share consolidation <sup>1</sup>	(9.9)	-
Closing balance at 31 December	187.7	197.6
Basic weighted average shares	182.5	190.5
Dilutive potential ordinary shares	1.2	1.4
Basic diluted average shares	183.7	191.9

1. The special dividend in January 2019 was accompanied by a 19 for 20 share consolidation.
2. The total number of shares held as treasury shares at 30 June 2019 was 5.7m (2018 6.9m).