









Supplementary information

2020 Full Year Results

Index

- RevPAR 31 December 2020
- 2020 current trading RevPAR, ADR & Occupancy
- Hotel & room count at 31 December 2020
- Pipeline at 31 December 2020
- Room count & pipeline growth drivers

Explanatory notes – RevPAR & Pipeline

RevPAR, occupancy and ADR are on a comparable basis, based on comparability as at 31 December 2020 and hotels that have traded in all months in both the current and prior year. The principal exclusions in deriving these measures are new openings, properties under major refurbishment and removals. These measures include the adverse impact of hotels temporarily closed as a result of Covid-19.

All RevPAR and ADR data is quoted at US dollar constant exchange rates.

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 2020 Fee business and owned, leased & managed leases

			Fee	e Busin	ess				Own	ed, Lease	ed & Man	aged Lea	ises	
Constant US\$	Hotels	Rev	PAR	ΑI	OR .	Oco	c %	Hotels	Rev	PAR	Al	DR .	Oco	c %
		2020	Growth	2020	Growth	2020	%Pts		2020	Growth	2020	Growth	2020	%Pts
InterContinental	42	29.32	(81.1%)	151.24	(30.1%)	19.4%	(52.2)							
Kimpton	48	42.43	(77.8%)	170.45	(31.1%)	24.9%	(52.5)							
Crowne Plaza	127	21.40	(72.5%)	91.87	(28.4%)	23.3%	(37.4)							
Hotel Indigo	53	47.51	(57.5%)	116.77	(26.8%)	40.7%	(29.3)							
EVEN Hotels	7	20.39	(83.9%)	80.05	(51.2%)	25.5%	(51.7)	3	33.24	(72.3%)	87.98	(42.5%)	37.8%	(40.8)
Holiday Inn	654	30.87	(53.9%)	87.88	(19.1%)	35.1%	(26.5)		41.49	(70.5%)	136.01	(22.5%)	30.5%	(49.5)
Holiday Inn Express	2,139	43.29	(39.0%)	93.68	(14.5%)	46.2%	(18.5)	-		(10.070)	100.01	(22.070)	00.070	(10.0)
Staybridge Suites	235	53.28	(33.4%)	94.27	(17.1%)	56.5%	(13.9)							
Candlewood Suites	315	47.79	(16.2%)	75.91	(10.5%)	63.0%	(4.3)							
			(10.270)		(10.070)	00.070	()							
Americas	3,621	38.73	(49.4%)	92.91	(21.4%)	41.7%	(23.0)	5	38.58	(71.0%)	116.65	(30.4%)	33.1%	(46.4)
InterContinental	84	47.54	(66.9%)	149.91	(23.2%)	31.7%	(41.9)	2	60.20	(76.9%)	369.60	12.1%	16.3%	(62.7)
Crowne Plaza	160	29.24	(67.6%)	100.12	(18.3%)	29.2%	(44.5)							
Hotel Indigo	33	14.29	(87.6%)	80.61	(43.9%)	17.7%	(62.7)							
Holiday Inn	362	19.54	(73.1%)	69.92	(29.1%)	27.9%	(45.6)							
Holiday Inn Express	275	17.87	(72.8%)	56.51	(33.8%)	31.6%	(45.5)							
Staybridge Suites	13	45.32	(47.2%)	124.55	2.4%	36.4%	(34.2)							
EMEAA	935	25.06	(70.3%)	87.13	(24.1%)	28.8%	(44.8)	5	38.00	(83.1%)	287.82	(0.2%)	13.2%	(65.0)
InterContinental	42	63.79	(14.0%)	107.87	(5.0%)	59.1%	(6.2)							
HUALUXE	7	34.44	(5.2%)	58.10	(6.3%)	59.1%	0.7							
Crowne Plaza	78	38.19	(14.7%)	69.41	(5.6%)	55.0%	(5.9)							
Hotel Indigo	10	64.68	(24.7%)	115.56	(9.8%)	56.0%	(3.9)							
Holiday Inn	75	29.15	(25.3%)	53.75	(10.8%)	54.2%	(10.6)							
Holiday Inn Express	121	29.15	(17.2%)	37.81	(10.6%)	54.2% 58.9%	(4.4)							
I lollday IIII Express	121	22.23	(17.270)	37.01	(11.070)	JU. J /0	(7.7)							
Greater China	336	37.01	(18.2%)	65.18	(8.6%)	56.8%	(6.7)							
					(22		(0.5.1)			(ma		(0=		(===
Total IHG	4,892	34.94	(52.9%)	86.43	(22.2%)	40.4%	(26.4)	10	38.31	(78.3%)	161.17	(27.9%)	23.8%	(55.1)

Comparable RevPAR – 3 months to 31 December 2020 total

			Total	Compa	rable		
Constant US\$	Hotels	Rev	PAR	ΑI	DR .	Oc	c %
		2020	Growth	2020	Growth	2020	%Pts
InterContinental	42	29.32	(81.1%)	151.24	(30.1%)	19.4%	(52.2)
Kimpton	48	42.43	(77.8%)	170.45	(31.1%)	24.9%	(52.5)
Crowne Plaza	127	21.40	(72.5%)	91.87	(28.4%)	23.3%	(37.4)
Hotel Indigo	53	47.51	(57.5%)	116.77	(26.8%)	40.7%	(29.3)
EVEN Hotels	10	24.48	(80.3%)	83.30	(48.1%)	29.4%	(48.2)
Holiday Inn	656	30.96	(54.2%)	88.22	(19.4%)	35.1%	(26.6)
Holiday Inn Express	2,139	43.29	(39.0%)	93.68	(14.5%)	46.2%	(18.5)
Staybridge Suites	235	53.28	(33.4%)	94.27	(17.1%)	56.5%	(13.9)
Candlewood Suites	315	47.79	(16.2%)	75.91	(10.5%)	63.0%	(4.3)
Americas	3,626	38.73	(49.5%)	92.97	(21.5%)	41.7%	(23.1)
Americas	3,020	30.73	(49.570)	32.31	(21.570)	41.770	(23.1)
InterContinental	86	47.81	(67.3%)	152.34	(23.1%)	31.4%	(42.4)
Crowne Plaza	160	29.24	(67.6%)	100.12	(18.3%)	29.2%	(44.5)
Hotel Indigo	33	14.29	(87.6%)	80.61	(43.9%)	17.7%	(62.7)
Holiday Inn	362	19.54	(73.1%)	69.92	(29.1%)	27.9%	(45.6)
Holiday Inn Express	275	17.87	(72.8%)	56.51	(33.8%)	31.6%	(45.5)
Staybridge Suites	13	45.32	(47.2%)	124.55	2.4%	36.4%	(34.2)
EMEAA	940	25.15	(70.5%)	87.75	(24.4%)	28.7%	(44.9)
LINEAR	0.0		(101070)		(=,0)		(1110)
InterContinental	42	63.79	(14.0%)	107.87	(5.0%)	59.1%	(6.2)
HUALUXE	7	34.44	(5.2%)	58.10	(6.3%)	59.3%	0.7
Crowne Plaza	78	38.19	(14.7%)	69.41	(5.6%)	55.0%	(5.9)
Hotel Indigo	10	64.68	(24.7%)	115.56	(9.8%)	56.0%	(11.0)
Holiday Inn	75	29.15	(25.3%)	53.75	(10.8%)	54.2%	(10.6)
Holiday Inn Express	121	22.25	(17.2%)	37.81	(11.0%)	58.9%	(4.4)
Greater China	336	37.01	(18.2%)	65.18	(8.6%)	56.8%	(6.7)
Total IHG	4,902	34.96	(53.2%)	86.59	(22.4%)	40.4%	(26.5)

Comparable RevPAR – 12 months to 31 December 2020 Fee business and owned, leased & managed leases

			Fee	e Busin	ess				Own	ed, Lease	ed & Man	aged Lea	ises	
Constant US\$	Hotels	Rev	/PAR	Α[DR	Oc	c %	Hotels	Rev	PAR	ΑI	DR .	Oc	c %
		2020	Growth	2020	Growth	2020	%Pts		2020	Growth	2020	Growth	2020	%Pts
InterContinental	42	44.46	(71.0%)	178.70	(16.0%)	24.9%	(47.2)							
Kimpton	48	60.31	(69.7%)	212.25	(15.5%)	28.4%	(50.9)							
Crowne Plaza	127	28.76	(65.1%)	104.03	(18.6%)	27.6%	(36.8)							
Hotel Indigo	53	50.46	(57.0%)	129.15	(20.6%)	39.1%	(33.0)							
EVEN Hotels	7	31.42	(74.2%)	104.18	(35.4%)	30.2%	(45.4)	3	43.21	(62.0%)	104.80	(29.9%)	41.2%	(34.8)
Holiday Inn	654	35.90	(52.0%)	98.21	(13.4%)	36.5%	(29.4)		57.56	(62.2%)	179.34	(1.7%)	32.1%	(51.3)
Holiday Inn Express	2,139	45.81	(41.6%)	100.19	(12.1%)	45.7%	(23.1)	_	07.00	(02.270)	170.01	(,0)	02.170	(01.0)
Staybridge Suites	235	55.69	(36.0%)	100.48	(13.7%)	55.4%	(19.3)							
Candlewood Suites	315	48.74	(23.0%)	78.97	(9.8%)	61.7%	(10.6)							
Canalon Canalon	0.0		(20.070)		(0.070)	· · · · · · ·	(1010)							
Americas	3,621	42.98	(48.5%)	101.66	(16.2%)	42.3%	(26.4)	5	52.50	(62.1%)	148.65	(13.3%)	35.3%	(45.4)
InterContinental	84	50.34	(64.8%)	157.63	(20.2%)	31.9%	(40.5)	2	74.65	(66.7%)	304.25	0.6%	24.5%	(49.7)
Crowne Plaza	160	31.72	(64.5%)	105.13	(13.4%)	30.2%	(43.5)							
Hotel Indigo	33	29.90	(73.7%)	107.49	(25.3%)	27.8%	(51.1)							
Holiday Inn	362	25.80	(64.3%)	80.88	(17.8%)	31.9%	(41.6)							
Holiday Inn Express	275	23.85	(64.5%)	67.29	(22.4%)	35.4%	(41.9)							
Staybridge Suites	13	47.61	(46.6%)	114.94	(7.7%)	41.4%	(30.2)							
EMEAA	935	29.95	(64.6%)	94.06	(18.3%)	31.8%	(41.8)	5	52.80	(74.2%)	265.90	(2.3%)	19.9%	(55.3)
InterContinental	42	46.64	(36.8%)	103.33	(10.6%)	45.1%	(18.7)							
HUALUXE	7	26.24	(20.4%)	58.78	(8.2%)	44.6%	(6.8)							
Crowne Plaza	78	27.54	(38.4%)	67.84	(10.7%)	40.6%	(18.3)							
Hotel Indigo	10	46.34	(44.0%)	108.63	(17.8%)	42.7%	(19.9)							
Holiday Inn	75	20.80	(46.9%)	52.50	(16.4%)	39.6%	(22.8)							
Holiday Inn Express	121	16.14	(40.6%)	37.18	(16.5%)	43.4%	(17.7)							
Greater China	336	26.82	(40.5%)	63.76	(13.3%)	42.1%	(19.2)							
Total IHG	4,892	37.35	(52.4%)	94.47	(16.9%)	39.5%	(29.4)	10	52.64	(68.9%)	187.47	(13.4%)	28.1%	(50.1)

Comparable RevPAR – 12 months to 31 December 2020 total

			Total	Compa	arable		
Constant US\$	Hotels	Rev	PAR	ΑI	DR	Oc	c %
		2020	Growth	2020	Growth	2020	%Pts
lata nO a utin a utal	40	44.40	(74.00()	470.70	(4.0, 00()	04.00/	(47.0)
InterContinental	42	44.46	(71.0%)	178.70	(16.0%)	24.9%	(47.2)
Kimpton Crowne Plaza	48 127	60.31 28.76	(69.7%)	212.25	(15.5%)	28.4%	(50.9)
			(65.1%)	104.03	(18.6%)	27.6%	(36.8)
Hotel Indigo EVEN Hotels	53 10	50.46 35.18	(57.0%)	129.15	(20.6%)	39.1%	(33.0)
	656		(70.5%)	104.43	(33.7%)	33.7%	(42.0)
Holiday Inn		36.07	(52.2%)	98.80 100.19	(13.4%)	36.5%	(29.6)
Holiday Inn Express	2,139	45.81 55.60	(41.6%)		(12.1%)	45.7%	(23.1)
Staybridge Suites	235	55.69	(36.0%)	100.48	(13.7%)	55.4%	(19.3)
Candlewood Suites	315	48.74	(23.0%)	78.97	(9.8%)	61.7%	(10.6)
Americas	3,626	43.01	(48.5%)	101.79	(16.2%)	42.3%	(26.5)
InterContinental	86	50.86	(64.9%)	160.04	(19.9%)	31.8%	(40.7)
Crowne Plaza	160	31.72	(64.5%)	105.13	(13.4%)	30.2%	(43.5)
Hotel Indigo	33	29.90	(73.7%)	107.49	(25.3%)	27.8%	(51.1)
Holiday Inn	362	25.80	(64.3%)	80.88	(17.8%)	31.9%	(41.6)
Holiday Inn Express	275	23.85	(64.5%)	67.29	(22.4%)	35.4%	(41.9)
Staybridge Suites	13	47.61	(46.6%)	114.94	(7.7%)	41.4%	(30.2)
EMEAA	940	30.10	(64.8%)	94.78	(18.4%)	31.8%	(41.9)
InterContinental	42	46.64	(36.8%)	103.33	(10.6%)	45.1%	(18.7)
HUALUXE	7	26.24	(20.4%)	58.78	(8.2%)	44.6%	(6.8)
Crowne Plaza	78	27.54	(38.4%)	67.84	(10.7%)	40.6%	(18.3)
Hotel Indigo	10	46.34	(44.0%)	108.63	(17.8%)	42.7%	(19.9)
Holiday Inn	75	20.80	(46.9%)	52.50	(16.4%)	39.6%	(22.8)
Holiday Inn Express	121	16.14	(40.6%)	37.18	(16.5%)	43.4%	(17.7)
Greater China	336	26.82	(40.5%)	63.76	(13.3%)	42.1%	(19.2)
Total IHG	4,902	37.41	(52.5%)	94.72	(17.0%)	39.5%	(29.5)

2020 current trading Comparable RevPAR, ADR & occupancy growth

		Fourth Qtr	
Constant US\$	RevPAR %	ADR %	Occupancy %pts
Americas	(49.5%)	(21.5%)	(23.1%)
EMEAA	(70.5%)	(24.4%)	(44.9%)
Greater China	(18.2%)	(8.6%)	(6.7%)
Total IHG	(53.2%)	(22.4%)	(26.5%)

Full Year										
RevPAR	ADR	Occupancy								
%	%	%pts								
(48.5%)	(16.2%)	(26.5%)								
(64.8%)	(18.4%)	(41.9%)								
(40.5%)	(13.3%)	(19.2%)								
(52.5%)	(17.0%)	(29.5%)								

United States:												
InterContinental	(82.7%)	(36.5%)	(56.5%)									
Kimpton	(76.9%)	(29.2%)	(52.8%)									
Crowne Plaza	(72.2%)	(30.2%)	(36.7%)									
Hotel Indigo	(57.6%)	(26.3%)	(29.7%)									
EVEN Hotels	(80.3%)	(48.1%)	(48.2%)									
Holiday Inn	(51.4%)	(20.6%)	(23.7%)									
Holiday Inn Express	(37.3%)	(15.0%)	(17.0%)									
Staybridge Suites	(33.0%)	(17.5%)	(13.4%)									
Candlewood Suites	(15.6%)	(10.5%)	(3.8%)									
All Brands	(47.4%)	(22.2%)	(21.1%)									

(71.4%)	(19.9%)	(50.0%)
(70.0%)	(16.8%)	(51.1%)
(64.6%)	(20.0%)	(36.4%)
(57.0%)	(20.6%)	(33.1%)
(70.5%)	(33.7%)	(42.0%)
(50.0%)	(14.8%)	(27.4%)
(40.3%)	(12.7%)	(21.9%)
(35.5%)	(14.1%)	(18.8%)
(22.6%)	(9.9%)	(10.2%)
(46.9%)	(17.2%)	(24.9%)

Hotel & room count as at 31 December 2020

Hotels		Franchised		M	anaged	Owned Leased a	& Managed Leases	Total	
Inter-Continental 23		-				· · · · · · · · · · · · · · · · · · ·			1
Compon 6		Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Kompton 6	InterContinental	23	6.665	22	9.700	1	424	46	16.789
Crowner Parax 130 33,799 6 1,006 - 136 35,406 1401						_	-		
hitele Indigo						_	_		
EVEN brokes						_	_		
voco bitoles 1 49 - - - - - - - - - - - - - - - - 130,445 20,060 1 2,267 2 9.93 766 130,445 20,000 1 2,267 2 9.93 766 130,445 2 2,000 1 2,267 2 - - 2,425 20,203,45 -						3	492		
Holdsy In Holdsy In Propess						9			
Holdsy in Express				۵	2 657	2	903		
and hotels 24 2,156 24 2,156 Cardiewood Sules 366 32,435 5 778 366 32,435 366 366 32,435 366 32,435 366						_	-		
Suphrings Sultes 280 29,319 5 738 - - 285 30,057 Candlewood Sultes 366 32,435 - - - - 366 32,435 - - - - 366 32,435 - - - 366 32,435 - - - 366 32,435 - - - - 366 32,435 - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - -						1 2			
Cardlewood States						1 2			
Other					730	_	-		
Americas					12 210	-	-		
Six Serieses - - 14 951 1 56 15 1,007 Regent									
Regent (interContinatal) 1 440 1 136 1 195 3 771 Kimpton 1 274 3 669 4 1916 8 1,859 Crowne Pleza 105 24,014 83 22,510 - - 46 5,066 Holiday Im 317 52,157 84 22,827 - - 46 5,066 Holiday Im 317 52,157 84 22,827 - - 401 74,984 Holiday Im 31 52,157 84 22,827 - - 401 74,984 Holiday Im 31 770 11 5,918 3 402 17 3029 47,358 Staybridg-Sutes 12 1,802 6 1,036 - - 18 2,838 Other 3 774 125,720 358 95,548 17 3,581 EMEAA 774 125,720 368	Americas	4,105	4/1,802	187	40,391	6	1,819	4,298	514,012
Regent 1 440 1 136 1 195 3 771 InterContinerial 15 4.492 89 26.627 4 1,355 108 32,474 Kimpton 1 274 3 669 4 916 8 1,859 Crowne Plaza 105 24,014 83 22,510 - - 46 5,666 Holiday Im 317 52,157 84 22,827 - - 401 74,984 Holiday Im 317 52,157 84 22,827 - - 401 74,984 Holiday Im 317 52,157 84 22,827 - - 401 74,984 Holiday Im 317 52,157 84 22,827 - - 16 2,838 Other 3 770 11 6,918 3 402 17 10.00 EMEAA 774 125,720 358	Six Senses	-	-	14	951	1	56	15	1,007
Inter-Corniented 15	Regent	1	440	1	136	1	195		771
Kimpton						4			
Crowner Plaza						4			
bitel Indigio 38 3,769 8 1,297 - - - - - 46 5,086 bididay Im 317 52,157 84 22,827 - - - - - - - - -						-			
voor blotels 5 639 7 3,584 4 667 16 4,880 Holiday Inn 317 52,157 84 22,827 - - 401 74,984 Holiday Inn Express 277 37,363 52 9,993 - - 329 47,356 Other 3 770 11 8,918 3 402 17 10,090 EMEAA 774 125,720 358 98,548 17 3,581 1,149 227,848 EMEAA 774 125,720 358 98,548 17 3,581 1,149 227,848 Regent 1 538 3 881 - - 1 1,22 - - 1 1,22 - - 1 1,22 - - 1 1,22 - - 1 1,22 - - - - 1 1,149 227,348 - - - -						_	-		
Holiday Inn Holiday Inn Holiday Inn Express 277 37,363 52 29,993 329 47,356 51aybridge Suttes 12 1,802 6 1,036 18 2,838 17 1,009 17 10,009 17 10,009 18 18 2,838 18 18 18 18 18 18 18						4	657		
Holiday Inn Express 277 37,363 52 9,993 . . 329 47,356 Staybridge Suties 12 1,802 6 6 1,036 . . 18 2,838 Chter 3 770 11 8,918 3 402 17 10,090 Cheese 1 1 122 . . 1 10,090 Cheese 1 1 122 . . 1 14 14 14 14 14				84		1	-		
StayDridge Suities						_	_		
Other						_	_		
Six Senses						3	402		
Six Senses									
Regent 1 538 3 881 - - 4 1,419 InterContinental 1 572 50 20,106 - - 51 20,678 Kimpton - - 1 129 - - 11 129 - - 11 120,678 4 1,419 120,678 4 1,419 1,419 - - 11 1,208 - - 11 1,208 - - 12 3,433 - - 12 3,433 - - 105 36,350 105 36,835 105 36,835 105 36,835 105 36,835 105 105 36,835 105 105 36,835 105 105 36,835 105 105 36,835 105 105 36,835 105 105 36,835 105 105 36,835 105 105 105 36,835 105 105 105 105 </td <td></td> <td></td> <td>120,120</td> <td></td> <td>00,010</td> <td></td> <td>0,001</td> <td>1,1.10</td> <td>22.,0.10</td>			120,120		00,010		0,001	1,1.10	22.,0.10
InterContinental	Six Senses	-	-	1	122	-	-	1	122
InterContinental	Regent	1	538	3	881	-	-	4	1,419
HUALUXE	InterContinental	1	572	50	20,106	-	-	51	20,678
Crowne Plaza	Kimpton	-	-	1	129	-	-	1	129
Crowne Plaza	HUALUXE	-		12	3.433	_	-	12	3.433
Hotel Indigo	Crowne Plaza	10	3.465	95	33.485	_	-	105	36.950
EVEN Hotels - - 1 171 - - 1 171 voc Hotels - - 1 148 - - 1 148 Holiday Inn 10 2,308 99 28,320 - - 109 30,628 Holiday Inn Express 100 16,742 112 25,047 - - 212 41,789 Other 4 6,201 4 762 - - 212 41,789 Greater China 126 29,826 391 114,349 - - 517 144,178 Six Senses - - 15 1,073 1 56 16 1,129 Six Senses - - 15 1,073 1 56 16 1,129 Six Senses - - 15 1,073 1 56 16 1,129 Six Senses - - - 15 1,			-			_	-		
voco Hotels - 1 148 - - 1 148 Holiday Inn 10 2,308 99 28,320 - - - 109 30,628 Other 4 6,201 4 762 - - 212 41,789 Other 4 6,201 4 762 - - - 8 6,963 Greater China 126 29,826 391 114,349 - - - - 8 6,963 Six Senses - - - 15 1,073 1 56 16 1,129 Regent 2 978 4 1,017 1 195 7 2,190 InterContinental 39 11,729 161 56,433 5 1,779 205 69,941 InterContinental 39 10,729 162 11,090 4 916 73 13,085 HUALUXE		-	-	1	171	_	_	1	171
Holiday Inn		_				_	-		
Holiday Inn Express 100 16,742 112 25,047 - - 212 41,789 Cher 4 6,201 4 762 - - 8 6,963 Street China 126 29,826 391 114,349 - - 517 144,175 Six Senses - - 15 1,073 1 56 16 1,129 161 56,433 5 1,779 205 69,941 Kimpton 7 1,079 62 11,090 4 916 73 13,085 Kimpton 7 1,079 62 11,090 4 916 73 13,085 Kimpton 7 1,079 62 11,090 4 916 73 13,085 Kimpton 7 1,079 62 11,090 4 916 73 13,085 Kimpton 7 1,079 62 11,090 4 916 73 13,085 Kimpton 7 1,079 62 11,090 4 916 73 13,085 Kimpton 7 1,079 62 11,090 4 916 73 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085 13,085 Kimpton 7 1,079 62 1,090 4 916 73 13,085		10	2.308			1 -			
Other 4 6,201 4 762 - - 8 6,963 Greater China 126 29,826 391 114,349 - - - 517 144,175 Six Senses - - - 15 1,073 1 56 16 1,129 Regent 2 978 4 1,017 1 195 7 2,190 InterContinental 39 11,729 161 56,433 5 1,779 205 69,941 Kimpton 7 1,079 62 11,090 4 916 73 13,085 HUALUXE - - 12 3,433 - - 12 3,433 Crowne Plaza 245 61,278 184 57,601 - - 429 118,875 Hotel Indigo 100 11,430 25 4,174 - - 125 15,604 EVEN Hotels 7 <td< td=""><td></td><td></td><td></td><td></td><td></td><td>_</td><td></td><td></td><td></td></td<>						_			
Six Senses - - 15 1,073 1 156 16 1,129 18,439 - - 18,4178 1,073 1 1,073 1 1,073 1 1,073 1 1,074 1 1,075 1,075 1,079						_			
Six Senses		126	· · · · · · · · · · · · · · · · · · ·	391		-	-	517	144,175
Regent 2 978 4 1,017 1 195 7 2,190 InterContinental 39 11,729 161 56,433 5 1,779 205 69,941 Kimpton 7 1,079 62 11,090 4 916 73 13,085 HUALUXE - - 12 3,433 - - 12 3,433 Crowne Plaza 245 61,278 184 57,601 - - 429 118,875 Hotlel Indigo 100 11,430 25 4,174 - - 125 15,604 EVEN Hotels 7 952 6 966 3 492 16 2,410 voco Hotels 6 688 8 3,732 4 657 18 5,077 Holiday Inn 1,082 181,847 192 53,804 2 903 1,276 236,554 Holiday Inn Express 2,801 274,195 <td></td> <td>-</td> <td>-,-</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>·</td>		-	-,-						·
InterContinental 39	Six Senses		-	15		1			
Kimpton 7 1,079 62 11,090 4 916 73 13,085 HUALUXE - - - 12 3,433 - - - 12 3,433 Crowne Plaza 245 61,278 184 57,601 - - 429 118,875 Hotel Indigo 100 11,430 25 4,174 - - - 125 15,604 EVEN Hotels 7 952 6 966 3 492 16 2,410 voc Hotels 6 688 8 3,732 4 657 18 5,077 Holiday Inn 1,082 181,847 192 53,804 2 903 1,276 236,55 Holiday Inn Express 2,801 274,195 165 35,292 - - - 2,966 309,487 avid hotels 24 2,156 - - - - - 2 2						· ·			
HUÁLUXE - 12 3,433 - - 12 3,433 Crowne Plaza 245 61,278 184 57,601 - - - 429 118,875 Hotel Indigo 100 11,430 25 4,174 - - - 125 15,604 EVEN Hotels 7 952 6 966 3 492 16 2,410 voco Hotels 6 688 8 3,732 4 657 18 5,077 Holiday Inn 1,082 181,847 192 53,804 2 903 1,276 236,554 Holiday Inn Express 2,801 274,195 165 35,292 - - - 2,966 39,485 Otal Division 24 2,156 - - - - 2 2 4 2,156 Candlewood Suites 292 31,121 11 1,774 - - - 2 2						5	1,779		
Crowne Plaza 245 61,278 184 57,601 - - 429 118,879 Hotel Indigo 100 11,430 25 4,174 - - 125 15,604 EVEN Hotels 7 952 6 966 3 492 16 2,410 voco Hotels 6 688 8 3,732 4 657 18 5,077 Holiday Inn 1,082 181,847 192 53,804 2 903 1,276 236,554 Holiday Inn Express 2,801 274,195 165 35,292 - - 2,966 309,487 avid hotels 24 2,156 - - - - 24 2,156 Staybridge Suites 292 31,121 11 1,774 - - 303 32,895 Candlewood Suites 366 32,435 - - - - - 366 32,435		7	1,079	62	11,090	4	916		13,085
Hotel Indigo	HUALUXE	-	-	12	3,433	-	-	12	3,433
Hotel Indigo	Crowne Plaza	245		184	57,601	-	-	429	118,879
EVEN Hotels 7 952 6 966 3 492 16 2,410 voc Hotels 6 688 8 3,732 4 657 18 5,077 Holiday Inn 1,082 181,847 192 53,804 2 903 1,276 236,554 Holiday Inn Express 2,801 274,195 165 35,292 - - - 2,966 309,487 avid hotels 24 2,156 - - - - 24 2,156 Staybridge Suites 292 31,121 11 1,774 - - 303 32,895 Candlewood Suites 366 32,435 - - - - - 366 32,435						-	-		15,604
voco Hotels 6 688 8 3,732 4 657 18 5,077 Holiday Inn 1,082 181,847 192 53,804 2 903 1,276 236,554 Holiday Inn Express 2,801 274,195 165 35,292 - - 2,966 309,487 avid hotels 24 2,156 - - - - 24 2,156 Staybridge Suites 292 31,121 11 1,774 - - 303 32,895 Candlewood Suites 366 32,435 - - - - - 366 32,435		7		6		3	492	16	
Holiday Inn Express 2,801 274,195 165 35,292 - - - 2,966 309,487 avid hotels 24 2,156 - - - - - 24 2,156 Staybridge Suites 292 31,121 11 1,774 - - - 303 32,895 Candlewood Suites 366 32,435 - - - - 366 32,435	voco Hotels	6	688	8	3,732	4	657	18	5,077
Holiday Inn Express 2,801 274,195 165 35,292 - - - 2,966 309,487 avid hotels 24 2,156 - - - - - 24 2,156 Staybridge Suites 292 31,121 11 1,774 - - - 303 32,895 Candlewood Suites 366 32,435 - - - - 366 32,435						2			236,554
avid hotels 24 2,156 - - - - - 24 2,156 Staybridge Suites 292 31,121 11 1,774 - - - 303 32,895 Candlewood Suites 366 32,435 - - - - 366 32,435						-			309,487
Staybridge Suites 292 31,121 11 1,774 - - 303 32,895 Candlewood Suites 366 32,435 - - - - 366 32,435						-	-		
Candlewood Suites 366 32,435 366 32,435				11	1.774	_			32,895
					-,,	1 -			
					22 899	3	402		
		-	<u> </u>	-					886,036



Pipeline as at 31 December 2020

	Fran	chised	Mar	naged	Owned Leased	& Managed Leases	Total		
				<u>, </u>					
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	
Six Senses	_	_	7	519	_	_	7	519	
InterContinental	3	870	4	854	_	-	7	1,724	
Kimpton	6	1,221	14	2,262	_	_	20	3,483	
Crowne Plaza	6	1,250	17	2,202	_	_	6	1,250	
Hotel Indigo	30	4,077	1	78	_	_	31	4,155	
EVEN Hotels	15	1,791		184			16	1,975	
voco Hotels	2	274	'	104	-	-	2	274	
Holiday Inn	78	10,100	2	346	-	-	80	10,446	
	386		2	346	-	-			
Holiday Inn Express		37,355	-	-	-	-	386	37,355	
avid hotels	191	17,311	-	-	-	-	191	17,311	
Staybridge Suites	135	14,061	-	-	-	-	135	14,061	
Candlewood Suites	73	6,369	-	•	-	-	73	6,369	
Atwell Suites	19	1,849	-		-	-	19	1,849	
Other	-	-	13	1,986	-	-	13	1,986	
America	944	96,528	42	6,229	-	-	986	102,757	
Six Senses	-	-	21	1,551	-	-	21	1,551	
Regent	_	-	5	1,255	_	-	5	1,255	
InterContinental	4	695	29	6,790	_	_	33	7,485	
Kimpton	1 1	-	5	973	1	155	6	1,128	
Crowne Plaza	14	2.880	21	6,221		155	35	9,101	
Hotel Indigo	16	1,875	25	4,172			41	6,047	
voco Hotels	14	2,363	12	5,411	-	-	26	7,774	
	29				_	-			
Holiday Inn		5,431	79	17,123	-	-	108	22,554	
Holiday Inn Express	68	10,798	24	4,435	-	-	92	15,233	
avid hotels	1 1	215		-	-	-	1	215	
Staybridge Suites	9	1,395	11	2,034	-	-	20	3,429	
Other	-	<u> </u>	1	348	-	-	1	348	
EMEAA	155	25,652	233	50,313	1	155	389	76,120	
Six Senses	-	-	3	169	-	-	3	169	
Six Senses Regent	-	-	3	280	-	-	3	169 280	
	- -	-				-			
Regent	- - - -	- - -	1	280	- - - -	-	1	280	
Regent InterContinental	- - - - 1	- - - - 220	1 29	280 8,565 1,654	- - - -	-	1 29	280 8,565 1,654	
Regent InterContinental Kimpton HUALUXE		- - 220	1 29 6 24	280 8,565 1,654 6,687	- - - - -	-	1 29 6 25	280 8,565 1,654 6,907	
Regent InterContinental Kimpton HUALUXE Crowne Plaza	- - - - 1 10	-	1 29 6 24 38	280 8,565 1,654 6,687 11,008			1 29 6 25 48	280 8,565 1,654 6,907 13,877	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo	10	- 220 2,869	1 29 6 24 38 32	280 8,565 1,654 6,687 11,008 5,502			1 29 6 25 48 32	280 8,565 1,654 6,907 13,877 5,502	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels	10	- - 220 2,869 -	1 29 6 24 38 32 15	280 8,565 1,654 6,687 11,008 5,502 3,071	- - - - - - -		1 29 6 25 48 32 15	280 8,565 1,654 6,907 13,877 5,502 3,071	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo Level Notels voco Hotels	10 - - -	220 2,869 - -	1 29 6 24 38 32 15	280 8,565 1,654 6,687 11,008 5,502 3,071 131		-	1 29 6 25 48 32 15	280 8,565 1,654 6,907 13,877 5,502 3,071 131	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn	10 - - - 27	- 220 2,869 - - - 5,813	1 29 6 24 38 32 15 1	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350	- - - - - - - - - - - - - - - - - - -		1 29 6 25 48 32 15 1	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels vloco Hotels Holiday Inn Holiday Inn Express	10 - - -	220 2,869 - -	1 29 6 24 38 32 15 1 47	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578			1 29 6 25 48 32 15 1 74 205	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other*	10 - - - 27 173	220 2,869 - - - 5,813 27,986	1 29 6 24 38 32 15 1 47 32	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297	- - - - - - - - - - - - - - - - - - -	- - - - - - - - -	1 29 6 25 48 32 15 1 74 205	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels vloco Hotels Holiday Inn Holiday Inn Express	10 - - - 27 173	- - 220 2,869 - - - 5,813 27,986	1 29 6 24 38 32 15 1 47	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - -	1 29 6 25 48 32 15 1 74 205	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater China	10 - - - 27 173	220 2,869 - - - 5,813 27,986	1 29 6 24 38 32 15 1 47 32 1 229	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292		-	1 29 6 25 48 32 15 1 74 205	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater China Six Senses	10 - - - 27 173	220 2,869 - - - 5,813 27,986	1 29 6 6 24 38 32 15 1 47 32 1 229 31	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	1 29 6 6 25 48 32 15 1 74 205 1 440	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater China Six Senses Regent	10 - - - 27 173 - - 211	220 2,869 - - - 5,813 27,986 - - 36,888	1 29 6 6 24 38 32 15 1 1 47 32 1 229 31 6	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292		-	1 29 6 25 48 32 15 1 74 205 1 440	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater China Six Senses Regent InterContinental	10 - - - 27 173 - 211	220 2,869 - - - 5,813 27,986 - - 36,888	1 29 6 6 24 38 32 15 1 47 32 1 229 31 6 62	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209		- - -	1 29 6 25 48 32 15 1 74 205 1 440 31 6 69	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other' Greater China Six Senses Regent InterContinental Kimpton	10 - - - 27 173 - - 211	220 2,869 - - 5,813 27,986 - 36,888	1 29 6 6 24 38 32 15 1 1 47 32 1 1 229 31 6 62 25	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292		- - - - - - - - - - - - - - - - - - -	1 29 6 25 48 32 15 1 74 205 1 440 31 6 69 32	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater China Six Senses Regent InterContinental	10 - - - 27 173 - 211	220 2,869 - - - 5,813 27,986 - - 36,888	1 29 6 6 24 38 32 15 1 47 32 1 229 31 6 62	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209	:	- - -	1 29 6 25 48 32 15 1 74 205 1 440 31 6 69	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other' Greater China Six Senses Regent InterContinental Kimpton	10 - - - 27 173 - 211	220 2,869 - - 5,813 27,986 - 36,888	1 29 6 6 24 38 32 15 1 1 47 32 1 1 229 31 6 62 25	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292	:	- - -	1 29 6 25 48 32 15 1 74 205 1 440 31 6 69 32	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Express Other* Greater China Six Senses Regent InterContinental Kimpton HUALUXE	10 - - - 27 173 - - 211	220 2,869 - - - 5,813 27,986 - - 36,888	1 29 6 6 24 38 32 15 1 1 47 32 1 1 229 31 6 62 25 24	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 6 6 69 32 25	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater China Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza	10 - - - 27 173 - 211 - - 7 6 1 30	220 2,869 - - - 5,813 27,986 - 36,888 - 1,565 1,221 220 6,999	1 29 6 6 24 38 32 15 1 47 32 1 229 31 6 62 25 24 59	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 6 69 32 25 89	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater China Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo	10 - - 27 173 - 211 - - 7 6 1 30 46	220 2,869 - - 5,813 27,986 - - 36,888 - 1,565 1,221 220 6,999 5,952	1 29 6 6 24 38 32 15 1 1 47 32 1 1 229 31 6 6 62 25 24 59 58	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229 9,752	:	- - -	1 29 6 25 48 32 15 1 74 205 1 440 31 6 6 9 32 25 89 104	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228 15,704	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other' Greater China Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels	10 - - 27 173 - 211 - 7 6 1 30 46 15	220 2,869 - - 5,813 27,986 - 36,888 - 1,565 1,221 220 6,999 5,952 1,791 2,637	1 29 6 6 24 38 32 15 1 47 32 1 1 229 31 6 62 25 52 58 16	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229 9,752 3,255	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 6 69 32 25 89 104 31	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228 15,704 5,046 8,179	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Express Other' Greater China Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn	10 - - 27 173 - 211 - - 7 6 1 30 46 15 16 134	220 2,869 - - 5,813 27,986 - - 36,888 - 1,565 1,221 220 6,999 5,952 1,791 2,637 21,344	1 29 6 6 24 38 32 15 1 1 47 32 1 1 229 31 6 6 62 25 24 59 58 16 13 128	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229 9,752 3,255 5,542 29,819	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 6 6 69 32 25 89 104 31 29 262	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228 15,704 5,046 8,179 51,163	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater Chima Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Express	10 - - - 27 173 - 211 - - 7 6 1 30 46 15 16 134 627	220 2,869 - - - 5,813 27,986 - 36,888 - 1,565 1,221 220 6,999 5,952 1,791 2,637 21,344 76,139	1 29 6 6 24 38 32 15 1 47 32 1 229 31 6 62 25 24 59 58 16 13	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229 9,752 3,255 5,542	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 6 69 32 255 89 104 31 29 262 683	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228 15,704 5,046 8,179 51,163 87,152	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other' Greater China Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Express Augusta InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels Holiday Inn Holiday Inn Express Avid hotels	10 - - 27 173 - 211 - - 7 6 1 30 46 15 16 134 627 192	220 2,869 - - 5,813 27,986 - 36,888 - 1,565 1,221 220 6,999 5,952 1,791 2,637 21,344 76,139 17,526	1 29 6 6 24 38 32 15 1 47 32 1 229 31 6 6 62 25 24 59 58 16 13 128 56 -	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229 9,752 3,255 5,542 29,819 11,013	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 6 69 32 25 89 104 31 29 262 683 192	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228 15,704 5,046 8,179 51,163 87,152 17,526	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Express Other' Greater China Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Ho	10 - - - 27 173 - 211 - 7 6 1 30 46 15 16 134 627 192 144	220 2,869 - - - 5,813 27,986 - 36,888 - 1,565 1,221 220 6,999 5,952 1,791 2,637 21,344 76,139 17,526	1 29 6 6 24 38 32 15 1 1 47 32 1 1 229 31 6 6 62 25 24 59 58 16 13 128 56 6 11	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229 9,752 3,255 5,542 29,819 11,013	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 29 262 683 192 155	280 8,565 1,654 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228 15,704 5,046 8,179 51,163 87,152 17,526 17,490	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater China Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Express Aud hotels Six Senses	10 - - - 27 173 - 211 - - 7 6 1 30 46 15 16 134 627 192 144 73	220 2,869 - - - 5,813 27,986 - - 36,888 - 1,565 1,221 220 6,999 5,952 1,791 2,637 21,344 76,139 17,526 15,456 6,369	1 29 6 6 24 38 32 15 1 47 32 1 229 31 6 6 62 25 24 59 58 16 13 128 56 -	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229 9,752 3,255 5,542 29,819 11,013	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 6 69 32 25 89 104 31 29 262 683 192 155 73	280 8,565 1,664 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228 15,704 5,046 8,179 51,163 87,152 17,526 17,490 6,369	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels Voco Hotels Holiday Inn Express Other' Greater China Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels Hotel Indigo EVEN Hotels Hotel Indigo EVEN Hotels Hotel Indigo EVEN Hotels Hotels Hotels Hotels Hotels Hotels Staybridge Suites Candlewood Suites Candlewood Suites Candlewood Suites	10 - - - 27 173 - 211 - 7 6 1 30 46 15 16 134 627 192 144	220 2,869 - - - 5,813 27,986 - 36,888 - 1,565 1,221 220 6,999 5,952 1,791 2,637 21,344 76,139 17,526	1 29 6 6 24 38 32 15 1 1 47 32 1 1 229 31 6 6 62 25 24 59 58 16 13 128 56 - 11	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229 9,752 3,255 5,542 29,819 11,013 	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 6 6 9 32 25 89 104 31 29 262 683 192 155 73 19	280 8,565 1,664 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228 15,704 5,046 8,179 51,163 87,152 17,526 17,490 6,369 1,849	
Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Holiday Inn Express Other* Greater China Six Senses Regent InterContinental Kimpton HUALUXE Crowne Plaza Hotel Indigo EVEN Hotels voco Hotels Holiday Inn Express Aud hotels Six Senses	10 - - - 27 173 - 211 - - 7 6 1 30 46 15 16 134 627 192 144 73	220 2,869 - - - 5,813 27,986 - - 36,888 - 1,565 1,221 220 6,999 5,952 1,791 2,637 21,344 76,139 17,526 15,456 6,369	1 29 6 6 24 38 32 15 1 1 47 32 1 1 229 31 6 6 62 25 24 59 58 16 13 128 56 6 11	280 8,565 1,654 6,687 11,008 5,502 3,071 131 12,350 6,578 297 56,292 2,239 1,535 16,209 4,889 6,687 17,229 9,752 3,255 5,542 29,819 11,013	:	- - -	1 29 6 25 48 32 15 1 74 205 1 1 440 31 6 69 32 25 89 104 31 29 262 683 192 155 73	280 8,565 1,664 6,907 13,877 5,502 3,071 131 18,163 34,564 297 93,180 2,239 1,535 17,774 6,265 6,907 24,228 15,704 5,046 8,179 51,163 87,152 17,526 17,490 6,369	



Americas future growth drivers

Room Count	Total	Six Senses	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	voco Hotels	Holiday Inn	Express	avid hotels	Suites	Suites	Suites	Other*
1 January 2020	524,647	0	17,896	11,997	39,875	8,267	1,949	0	135,286	214,993	635	30,244	38,332	0	25,173
Openings	16,746	0	0	666	0	368	0	49	1,771	7,182	1,519	2,113	1,815	0	1,263
Brand Conversions	0	0	0	663	387	383	294	0	(349)	341	0	184	93	0	(1,996)
Removals	(27,381)	0	(1,107)	(2,229)	(4,857)	(225)	(4)	0	(5,766)	(2,174)	2	(2,484)	(7,805)	0	(732)
31 December 2020	514,012	0	16,789	11,097	35,405	8,793	2,239	49	130,942	220,342	2,156	30,057	32,435	0	23,708
% Growth	(2%)	N/A	(6%)	(8%)	(11%)	6%	15%	N/A	(3%)	2%	240%	(1%)	(15%)	N/A	(6%)
% Growth Pipeline	(2%)	N/A Six Senses	(6%) InterContinental	(8%) Kimpton	(11%) Crowne Plaza		15% EVEN Hotels	N/A voco Hotels	(3%) Holiday Inn	2% Holiday Inn Express	avid hotels	(1%) Staybridge Suites	Candlewood Suites	N/A Atwell Suites	(6%) Other
	, ,								, ,	Holiday Inn		Staybridge	Candlewood		
Pipeline	Total	Six Senses	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	voco Hotels	Holiday Inn	Holiday Inn Express	avid hotels	Staybridge Suites	Candlewood Suites	Atwell Suites	Other
Pipeline 1 January 2020	Total 116,862	Six Senses	InterContinental	Kimpton 3,459	Crowne Plaza	Hotel Indigo	EVEN Hotels	voco Hotels	Holiday Inn 12,506	Holiday Inn Express 43,103	avid hotels	Staybridge Suites 16,874	Candlewood Suites 8,186	Atwell Suites	Other 2,779
Pipeline 1 January 2020 Signings	Total 116,862 14,039	Six Senses 422 97	InterContinental 1,549 356	Kimpton 3,459 847	Crowne Plaza 1,093 322	Hotel Indigo 5,172 423	EVEN Hotels 1,866 233	voco Hotels 0 324	Holiday Inn 12,506 1,381	Holiday Inn Express 43,103 4,848	avid hotels 18,853 1,651	Staybridge Suites 16,874 788	Candlewood Suites 8,186 1,176	Atwell Suites 1,000 813	Other 2,779 780

1,975

274

10,446

37,355

17,311

14,061

1,986

Staybridge Candlewood Atwell

6,369

1,849

102,757

519

1,724

3,483

1,250

4,155

31 December 2020

EMEAA future 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 2020	223,370	1,326	771	33,515	920	46,411	4,439	0	4,293	0	73,432	46,454	2,389	9,420
Openings	11,288	45	0	396	669	1,400	627	0	120	0	2,488	3,654	565	1,324
Brand Conversions	0	0	0	0	270	0	0	0	465	0	105	(272)	0	(568)
Removals	(6,809)	(364)	0	(1,437)	0	(1,287)	0	0	2	0	(1,041)	(2,480)	(116)	(86)
31 December 2020	227,849	1,007	771	32,474	1,859	46,524	5,066	0	4,880	0	74,984	47,356	2,838	10,090
% Growth	2%	(24%)	0%	(3%)	102%	0%	14%	N/A	14%	N/A	2%	2%	19%	7%

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 2020	81,106	1,179	664	7,507	1,247	9,415	5,652	0	6,220	215	25,936	19,049	3,860	162
Signings	13,903	417	360	1,490	550	2,360	1,584	0	1,681	0	1,786	1,893	272	1,510
Teminations	(7,601)	0	231	(1,116)	0	(1,274)	(562)	0	(7)	0	(2,680)	(2,055)	(138)	0
Openings	(11,288)	(45)	0	(396)	(669)	(1,400)	(627)	0	(120)	0	(2,488)	(3,654)	(565)	(1,324)
31 December 2020	76,120	1,551	1,255	7,485	1,128	9,101	6,047	0	7,774	215	22,554	15,233	3,429	348



Greater China future growth drivers

Room Count	Total	Six Senses	Regent	InterContinental	Kimpton	HUALUXE	Crowne Plaza	Hotel Indigo	EVEN Hotels	voco Hotels	Holiday Inn	Holiday Inn Express	Other
1 January 2020	135,546	122	1,232	19,570	129	2,710	34,296	1,868	0	0	31,176	37,787	6,656
Openings	11,358	0	187	1,097	0	564	2,742	0	172	148	1,198	5,081	169
Brand Conversions	0	0	0	0	0	169	163	0	0	0	(499)	0	167
Removals	(2,729)	0	0	11	0	(10)	(251)	(123)	(1)	0	(1,247)	(1,079)	(29)
31 December 2020	144,175	122	1,419	20,678	129	3,433	36,950	1,745	171	148	30,628	41,789	6,963
% Growth	6%	0%	15%	6%	0%	27%	8%	(7%)	N/A	N/A	(2%)	11%	5%

Pipeline	Total	Six Senses	Regent	InterContinental	Kimpton	HUALUXE	Crowne Plaza	Hotel Indigo	EVEN Hotels	voco Hotels	Holiday Inn	Holiday Inn Express	Other*
1 January 2020	85,075	169	280	7,962	1,497	6,180	13,998	4,324	2,476	0	14,467	33,722	0
Signings	28,204	0	187	2,483	157	1,630	4,252	1,312	744	279	5,734	10,958	468
Teminations	(8,741)	0	0	(783)	0	(339)	(1,631)	(134)	23	0	(840)	(5,035)	(2)
Openings	(11,358)	0	(187)	(1,097)	0	(564)	(2,742)	0	(172)	(148)	(1,198)	(5,081)	(169)
31 December 2020	93,180	169	280	8,565	1,654	6,907	13,877	5,502	3,071	131	18,163	34,564	297



