



Supplementary information

2020 Full Year Results

31 December 2020

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- 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

Constant US\$	Fee Business							Owned, Leased & Managed Leases						
	Hotels	RevPAR		ADR		Occ %		Hotels	RevPAR		ADR		Occ %	
		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)	2	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)							
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	3,621	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%)	59.3%	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	4,892	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

Constant US\$	Total Comparable						
	Hotels	RevPAR		ADR		Occ %	
		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)
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)
EMEA	940	25.15	(70.5%)	87.75	(24.4%)	28.7%	(44.9)
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

Constant US\$	Fee Business							Owned, Leased & Managed Leases						
	Hotels	RevPAR		ADR		Occ %		Hotels	RevPAR		ADR		Occ %	
		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)	2	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)							
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	3,621	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)							
EMEA	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

Constant US\$	Total Comparable						
	Hotels	RevPAR		ADR		Occ %	
		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	10	35.18	(70.5%)	104.43	(33.7%)	33.7%	(42.0)
Holiday Inn	656	36.07	(52.2%)	98.80	(13.4%)	36.5%	(29.6)
Holiday Inn Express	2,139	45.81	(41.6%)	100.19	(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)
EMEA	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

Constant US\$	Fourth Qtr			Full Year		
	RevPAR %	ADR %	Occupancy %pts	RevPAR %	ADR %	Occupancy %pts
Americas	(49.5%)	(21.5%)	(23.1%)	(48.5%)	(16.2%)	(26.5%)
EMEA	(70.5%)	(24.4%)	(44.9%)	(64.8%)	(18.4%)	(41.9%)
Greater China	(18.2%)	(8.6%)	(6.7%)	(40.5%)	(13.3%)	(19.2%)
Total IHG	(53.2%)	(22.4%)	(26.5%)	(52.5%)	(17.0%)	(29.5%)
United States:						
InterContinental	(82.7%)	(36.5%)	(56.5%)	(71.4%)	(19.9%)	(50.0%)
Kimpton	(76.9%)	(29.2%)	(52.8%)	(70.0%)	(16.8%)	(51.1%)
Crowne Plaza	(72.2%)	(30.2%)	(36.7%)	(64.6%)	(20.0%)	(36.4%)
Hotel Indigo	(57.6%)	(26.3%)	(29.7%)	(57.0%)	(20.6%)	(33.1%)
EVEN Hotels	(80.3%)	(48.1%)	(48.2%)	(70.5%)	(33.7%)	(42.0%)
Holiday Inn	(51.4%)	(20.6%)	(23.7%)	(50.0%)	(14.8%)	(27.4%)
Holiday Inn Express	(37.3%)	(15.0%)	(17.0%)	(40.3%)	(12.7%)	(21.9%)
Staybridge Suites	(33.0%)	(17.5%)	(13.4%)	(35.5%)	(14.1%)	(18.8%)
Candlewood Suites	(15.6%)	(10.5%)	(3.8%)	(22.6%)	(9.9%)	(10.2%)
All Brands	(47.4%)	(22.2%)	(21.1%)	(46.9%)	(17.2%)	(24.9%)

Hotel & room count as at 31 December 2020

	Franchised		Managed		Owned, Leased & Managed Leases		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	23	6,665	22	9,700	1	424	46	16,789
Kimpton	6	805	58	10,292	-	-	64	11,097
Crowne Plaza	130	33,799	6	1,606	-	-	136	35,405
Hotel Indigo	62	7,661	5	1,132	-	-	67	8,793
EVEN Hotels	7	952	5	795	3	492	15	2,239
voco Hotels	1	49	-	-	-	-	1	49
Holiday Inn	755	127,382	9	2,657	2	903	766	130,942
Holiday Inn Express	2,424	220,090	1	252	-	-	2,425	220,342
avid hotels	24	2,156	-	-	-	-	24	2,156
Staybridge Suites	280	29,319	5	738	-	-	285	30,057
Candlewood Suites	366	32,435	-	-	-	-	366	32,435
Other*	27	10,489	76	13,219	-	-	103	23,708
Americas	4,105	471,802	187	40,391	6	1,819	4,298	514,012
Six Senses	-	-	14	951	1	56	15	1,007
Regent	1	440	1	136	1	195	3	771
InterContinental	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	-	-	188	46,524
Hotel Indigo	38	3,769	8	1,297	-	-	46	5,066
voco Hotels	5	639	7	3,584	4	657	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
Staybridge Suites	12	1,802	6	1,036	-	-	18	2,838
Other*	3	770	11	8,918	3	402	17	10,090
EMEA	774	125,720	358	98,548	17	3,581	1,149	227,849
Six Senses	-	-	1	122	-	-	1	122
Regent	1	538	3	881	-	-	4	1,419
InterContinental	1	572	50	20,106	-	-	51	20,678
Kimpton	-	-	1	129	-	-	1	129
HUALUXE	-	-	12	3,433	-	-	12	3,433
Crowne Plaza	10	3,465	95	33,485	-	-	105	36,950
Hotel Indigo	-	-	12	1,745	-	-	12	1,745
EVEN Hotels	-	-	1	171	-	-	1	171
voco 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	-	-	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	118,879
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
Other*	34	17,460	91	22,899	3	402	128	40,761
Total System Size	5,005	627,348	936	253,288	23	5,400	5,964	886,036

Pipeline as at 31 December 2020

	Franchised		Managed		Owned, Leased & Managed Leases		Total	
	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	-	-	-	-	6	1,250
Hotel Indigo	30	4,077	1	78	-	-	31	4,155
EVEN Hotels	15	1,791	1	184	-	-	16	1,975
voco Hotels	2	274	-	-	-	-	2	274
Holiday Inn	78	10,100	2	346	-	-	80	10,446
Holiday Inn Express	386	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	-	-	5	973	1	155	6	1,128
Crowne Plaza	14	2,880	21	6,221	-	-	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
Holiday Inn	29	5,431	79	17,123	-	-	108	22,554
Holiday Inn Express	68	10,798	24	4,435	-	-	92	15,233
avid hotels	1	215	-	-	-	-	1	215
Staybridge Suites	9	1,395	11	2,034	-	-	20	3,429
Other	-	-	1	348	-	-	1	348
EMEA	155	25,652	233	50,313	1	155	389	76,120
Six Senses	-	-	3	169	-	-	3	169
Regent	-	-	1	280	-	-	1	280
InterContinental	-	-	29	8,565	-	-	29	8,565
Kimpton	-	-	6	1,654	-	-	6	1,654
HUALUXE	1	220	24	6,687	-	-	25	6,907
Crowne Plaza	10	2,869	38	11,008	-	-	48	13,877
Hotel Indigo	-	-	32	5,502	-	-	32	5,502
EVEN Hotels	-	-	15	3,071	-	-	15	3,071
voco Hotels	-	-	1	131	-	-	1	131
Holiday Inn	27	5,813	47	12,350	-	-	74	18,163
Holiday Inn Express	173	27,986	32	6,578	-	-	205	34,564
Other*	-	-	1	297	-	-	1	297
Greater China	211	36,888	229	56,292	-	-	440	93,180
Six Senses	-	-	31	2,239	-	-	31	2,239
Regent	-	-	6	1,535	-	-	6	1,535
InterContinental	7	1,565	62	16,209	-	-	69	17,774
Kimpton	6	1,221	25	4,889	1	155	32	6,265
HUALUXE	1	220	24	6,687	-	-	25	6,907
Crowne Plaza	30	6,999	59	17,229	-	-	89	24,228
Hotel Indigo	46	5,952	58	9,752	-	-	104	15,704
EVEN Hotels	15	1,791	16	3,255	-	-	31	5,046
voco Hotels	16	2,637	13	5,542	-	-	29	8,179
Holiday Inn	134	21,344	128	29,819	-	-	262	51,163
Holiday Inn Express	627	76,139	56	11,013	-	-	683	87,152
avid hotels	192	17,526	-	-	-	-	192	17,526
Staybridge Suites	144	15,456	11	2,034	-	-	155	17,490
Candlewood Suites	73	6,369	-	-	-	-	73	6,369
Atwell Suites	19	1,849	-	-	-	-	19	1,849
Other*	-	-	15	2,631	-	-	15	2,631
Total Pipeline	1,310	159,068	504	112,834	1	155	1,815	272,057

Americas future growth drivers

Room Count	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*
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%)

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
1 January 2020	116,862	422	1,549	3,459	1,093	5,172	1,866	0	12,506	43,103	18,853	16,874	8,186	1,000	2,779
Signings	14,039	97	356	847	322	423	233	324	1,381	4,848	1,651	788	1,176	813	780
Terminations	(11,398)	0	(181)	(157)	(165)	(1,072)	(124)	(1)	(1,670)	(3,414)	(1,674)	(1,488)	(1,178)	36	(310)
Openings	(16,746)	0	0	(666)	0	(368)	0	(49)	(1,771)	(7,182)	(1,519)	(2,113)	(1,815)	0	(1,263)
31 December 2020	102,757	519	1,724	3,483	1,250	4,155	1,975	274	10,446	37,355	17,311	14,061	6,369	1,849	1,986

11 *Includes one open hotels that will be re-branded to voco.

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
Terminations	(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

12 *Includes two open hotels 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	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
Terminations	(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

13 *Includes one voco Pipeline hotel.

