

Supplementary Information

31 March 2019



Index

- RevPAR 31 March 2019
- 2019 Current Trading RevPAR, ADR & Occupancy
- Hotel & Room Count at 31 March 2019
- Pipeline at 31 March 2019
- Room Count & Pipeline Growth Drivers

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 March 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 March 2019 Fee Business and Owned, Leased & Managed Leases

InterContinental	Constant US\$		Fee Business Owned, Leased & Managed I							_eases					
InterContinental		Hotels	Oc	c %	AE)R	Revl	PAR	Hotels	Oc	c %	ΑE)R	Revi	PAR
Kimpton 60 73.4% 2.7 236.78 2.3% 173.88 6.2% Crowne Plaza 146 62.8% (1.7) 125.55 1.2% 78.83 (1.5%) 146.61 2.8% 170.5% 0.8 156.91 1.7% 110.61 2.8% EVEN Hotels 4 74.6% 3.6 142.55 (5.4%) 106.40 (0.6%) 3 62.4% (2.2) 126.52 (0.1%) 79.00 (3.6 14.00) 1.0% 1.0% 1.0% 1.0% 1.0% 1.0% 1.0% 1.0%					2019	Growth	2019	Growth		2019	%Pts	2019	Growth	2019	Growth
Kimpton 60 73.4% 2.7 236.78 2.3% 173.88 6.2% 70.70	InterContinental	43	69.0%	(2.1)	207.44	6.3%	143.17	3.1%	1	80.1%	10.4	260.13	(0.4%)	208.33	14.5%
Hotel Indigo EVEN Hotels 4 74.6% 3.6 156.91 1.7% 110.61 2.8% 12.8%	Kimpton	60	73.4%		236.78	2.3%	173.88	6.2%					. /		
Hotel Indigo EVEN Hotels 4 7 70.5% 0.8 156.91 1.7% 110.61 2.8% EVEN Hotels 4 74.6% 3.6 142.55 (5.4%) 106.40 (0.6%) Holiday Inn 706 60.8% (0.9) 109.54 1.3% 66.59 (0.2%) Holiday Inn Express Staybridge Suites Candlewood Suites 3,761 64.3% (0.3) 117.88 1.2% 75.75 0.8% Americas 3,761 64.3% (0.3) 117.88 1.2% 75.75 0.8% InterContinental 90 70.6% 0.2 190.75 (0.7%) 134.62 (0.5%) Holiday Inn 1 360 67.6% 0.07 97.16 (1.5%) 65.68 (2.6%) Holiday Inn Express Staybridge Suites 1 1 74.5% 3.0 117.74 (1.0%) 87.75 3.2% EMEAA 915 69.7% 0.0 113.92 (0.8%) 79.42 (0.8%) EMEAA 916 69.9% 0.4 152.28 (1.8%) 93.17 (2.4%) Holiday Inn 1 360 7 61.2% (0.4) 152.28 (1.8%) 93.17 (2.4%) Holiday Inn 1 55.4 (0.4) 152.28 (1.8%) 93.17 (2.4%) Holiday Inn 1 55.5 (0.9%) 130.35 (0.5%) 1 17.3% 16.9% (0.4) 152.28 (1.8%) 93.17 (2.4%) Holiday Inn 1 55.5 (0.9%) 130.37 (0.5%) EMEAA 917 70.5% 0.8 156.91 17.74 (1.0%) 152.28 (1.8%) 93.17 (2.4%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn Express 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn Express 1 55.4 (0.4) 69.99 0.2% 41.07 (0.5%)		146	62.8%	(1.7)	125.55	1.2%	78.83	(1.5%)							
EVEN Hotels	Hotel Indigo	47	l		156.91	1.7%									
Holiday Inn Express 2,140 63.6% 0.2 110.58 0.5% 70.35 0.8% 241 72.9% 0.9 118.18 (0.1%) 86.14 1.1% 68.5% (0.4) 84.17 (0.2%) 57.63 (0.8%) Americas 3,761 64.3% (0.3) 117.88 1.2% 75.75 0.8% 6.8% (0.5%) 10.9% 118.60 0.9% 118.6	•	4	74.6%	3.6	142.55	(5.4%)	106.40	(0.6%)	3	62.4%	(2.2)	126.52	(0.1%)	79.00	(3.6%)
Staybridge Suites 241 72.9% 0.9 118.18 (0.1%) 86.14 1.1% 1.1% 68.5% (0.4) 84.17 (0.2%) 57.63 (0.8%)	Holiday Inn	706	60.8%	(0.9)	109.54	1.3%	66.59	(0.2%)	2			217.25		197.08	5.1%
Staybridge Suites Candlewood Suites 241 72.9% 68.5% (0.4) 84.17 (0.2%) 86.14 1.1% 57.63 (0.8%) 86.14 1.1% 57.6	Holiday Inn Express	2,140	63.6%	0.2	110.58	0.5%	70.35	0.8%							
Candlewood Suites 374 68.5% (0.4) 84.17 (0.2%) 57.63 (0.8%) 6 80.5% 3.7 207.96 1.6% 167.48 6.4 Americas 3,761 64.3% (0.3) 117.88 1.2% 75.75 0.8% 6 80.5% 3.7 207.96 1.6% 167.48 6.4 InterContinental Crowne Plaza 90 70.6% 0.2 190.75 (0.7%) 134.62 (0.5%) 4 60.5% (0.2) 215.39 0.5% 130.38 0.2 Crowne Plaza 160 69.3% -0.4 115.85 0.1% 80.28 (0.5%) 4 60.5% (0.2) 215.39 0.5% 130.38 0.2 Holiday Inn Express 270 72.7% 1.5 83.73 (0.7%) 60.86 (2.6%) 1 95.5% (2.1) 136.55 6.5% 130.35 4.2 Holiday Inn Express 11 74.5% 3.0 117.74 (1.0%) 87.75 3.2% </td <td></td> <td>241</td> <td>72.9%</td> <td>0.9</td> <td>118.18</td> <td>(0.1%)</td> <td>86.14</td> <td>1.1%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>		241	72.9%	0.9	118.18	(0.1%)	86.14	1.1%							
InterContinental		374	68.5%	(0.4)	84.17	(0.2%)	57.63	(0.8%)							
Crowne Plaza 160 69.3% -0.4 115.85 0.1% 80.28 (0.5%) 1 95.5% 1 1 95.5% 1 1 1 1 1 1 1 1 1	Americas	3,761	64.3%	(0.3)	117.88	1.2%	75.75	0.8%	6	80.5%	3.7	207.96	1.6%	167.48	6.4%
Crowne Plaza 160 69.3% -0.4 115.85 0.1% 80.28 (0.5%) 1 95.5% 1 1 95.5% 1 1 1 1 1 1 1 1 1							454.55				(0.0)	245.00		400.00	
Hotel Indigo Hotel Indigo Holiday Inn Hotel Indigo Holiday Inn Hol				ı					4	60.5%	(0.2)	215.39	0.5%	130.38	0.2%
Holiday Inn Express 270 72.7% 1.5 83.73 (0.7%) 60.86 1.4%															
Holiday Inn Express Staybridge Suites 270 72.7% 1.5 83.73 (0.7%) 60.86 1.4% 87.75 3.2% 87.75 3.2% 87.75 3.2% 87.75 3.2% 87.75 3.2% 87.75 3.2% 87.75 3.2% 87.75 3.2% 87.75 3.2% 87.75 3.2% 87.75 89.75										05.50/	(0.4)	400.55	0.50/	420.25	4.007
Staybridge Suites 11 74.5% 3.0 117.74 (1.0%) 87.75 3.2% EMEAA 915 69.7% 0.0 113.92 (0.8%) 79.42 (0.8%) 5 64.9% (0.5) 200.83 1.4% 130.37 0.7 InterContinental HUALUXE 34 61.8% 1.5 131.88 (2.2%) 81.51 0.2% 0.2% 81.51 0.2% <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>1</td> <td>95.5%</td> <td>(2.1)</td> <td>136.55</td> <td>0.5%</td> <td>130.35</td> <td>4.2%</td>									1	95.5%	(2.1)	136.55	0.5%	130.35	4.2%
EMEAA 915 69.7% 0.0 113.92 (0.8%) 79.42 (0.8%) 5 64.9% (0.5) 200.83 1.4% 130.37 0.7 InterContinental 34 61.8% 1.5 131.88 (2.2%) 81.51 0.2% HUALUXE 7 48.1% 3.4 75.27 1.8% 36.19 9.6% Crowne Plaza 73 55.4% -0.7 79.29 (0.1%) 43.91 (1.3%) Hotel Indigo 7 61.2% (0.4) 152.28 (1.8%) 93.17 (2.4%) Holiday Inn 75 58.7% (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn Express 88 54.1% (0.5) 51.22 3.5% 27.69 2.5%		1			1	. ,									
InterContinental 34 61.8% 1.5 131.88 (2.2%) 81.51 0.2% HUALUXE 7 48.1% 3.4 75.27 1.8% 36.19 9.6% Crowne Plaza 73 55.4% -0.7 79.29 (0.1%) 43.91 (1.3%) Hotel Indigo 7 61.2% (0.4) 152.28 (1.8%) 93.17 (2.4%) Holiday Inn 75 58.7% (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn Express 88 54.1% (0.5) 51.22 3.5% 27.69 2.5%	Staybridge Suites	11	74.5%	3.0	117.74	(1.0%)	87.75	3.2%							
HUALUXE 7 48.1% 3.4 75.27 1.8% 36.19 9.6% Crowne Plaza 73 55.4% -0.7 79.29 (0.1%) 43.91 (1.3%) Hotel Indigo 7 61.2% (0.4) 152.28 (1.8%) 93.17 (2.4%) Holiday Inn 75 58.7% (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn Express 88 54.1% (0.5) 51.22 3.5% 27.69 2.5%	EMEAA	915	69.7%	0.0	113.92	(0.8%)	79.42	(0.8%)	5	64.9%	(0.5)	200.83	1.4%	130.37	0.7%
HUALUXE 7 48.1% 3.4 75.27 1.8% 36.19 9.6% Crowne Plaza 73 55.4% -0.7 79.29 (0.1%) 43.91 (1.3%) Hotel Indigo 7 61.2% (0.4) 152.28 (1.8%) 93.17 (2.4%) Holiday Inn 75 58.7% (0.4) 69.99 0.2% 41.07 (0.5%) Holiday Inn Express 88 54.1% (0.5) 51.22 3.5% 27.69 2.5%	InterContinental	34	61.8%	1.5	131.88	(2.2%)	81.51	0.2%							
Hotel Indigo 7 61.2% (0.4) 152.28 (1.8%) 93.17 (2.4%) Holiday Inn Express 88 54.1% (0.5) 51.22 3.5% 27.69 2.5%	HUALUXE	7	48.1%	3.4	75.27	1.8%	36.19	9.6%							
Holiday Inn Express 88 54.1% (0.4) 69.99 0.2% 41.07 (0.5%) 27.69 2.5%	Crowne Plaza	73	55.4%	-0.7	79.29	(0.1%)	43.91	(1.3%)							
Holiday Inn Express 88 54.1% (0.5) 51.22 3.5% 27.69 2.5%	Hotel Indigo	7	61.2%	(0.4)	152.28	(1.8%)	93.17	(2.4%)							
Holiday Inn Express 88 54.1% (0.5) 51.22 3.5% 27.69 2.5%		75	58.7%			0.2%	41.07								
Greater China 284 56.9% -0.1 80.80 0.2% 45.96 0.0%		88	54.1%		51.22	3.5%	27.69	2.5%							
	Greater China	284	56.9%	-0.1	80.80	0.2%	45.96	0.0%							
Total IHG 4,960 64.7% -0.2 112.92 0.6% 73.08 0.3% 11 73.1% 1.7 204.96 1.5% 149.87 4.6	Total IHG	4 060	CA 70	-0.2	112.02	0.6%	72.00	0.29/	11	72 10/	17	204.00	1 50/	140.97	4.0%

Comparable RevPAR – 3 Months to 31 March 2019 Total

Constant US\$			Total	Compa	rable		
	Hotels	Oc	c %	ΑE	DR .	Revi	PAR
		2019	%Pts	2019	Growth	2019	Growth
InterContinental	44	69.3%	(1.8)	209.11	6.2%	144.95	3.5%
Kimpton	60	73.4%	2.7	236.78	2.3%	173.88	6.2%
Crowne Plaza	146	62.8%	(1.7)	125.55	1.2%	78.83	(1.5%)
Hotel Indigo	47	70.5%	0.8	156.91	1.7%	110.61	2.8%
EVEN Hotels	7	69.3%	1.0	136.23	(3.2%)	94.41	(1.7%)
Holiday Inn	708	61.0%	(0.8)	110.75	1.3%	67.57	(0.1%)
Holiday Inn Express	2,140	63.6%	0.2	110.58	0.5%	70.35	0.8%
Staybridge Suites	241	72.9%	0.9	118.18	(0.1%)	86.14	1.1%
Candlewood Suites	374	68.5%	(0.4)	84.17	(0.2%)	57.63	(0.8%)
Americas	3,767	64.3%	(0.3)	118.34	1.2%	76.13	0.8%
InterContinental	94	70.1%	0.1	191.83	(0.7%)	134.41	(0.5%)
Crowne Plaza	160	69.3%	(0.4)	115.85	0.1%	80.28	(0.5%)
Hotel Indigo	24	74.6%	0.6	131.87	1.4%	98.32	2.1%
Holiday Inn	361	67.7%	(0.7)	97.34	(1.5%)	65.89	(2.5%)
Holiday Inn Express	270	72.7%	1.5	83.73	(0.7%)	60.86	1.4%
Staybridge Suites	11	74.5%	3.0	117.74	(1.0%)	87.75	3.2%
EMEAA	920	69.7%	0.0	114.68	(0.7%)	79.90	(0.7%)
InterContinental	34	61.8%	1.5	131.88	(2.2%)	81.51	0.2%
HUALUXE	7	48.1%	3.4	75.27	1.8%	36.19	9.6%
Crowne Plaza	73	55.4%	-0.7	79.29		43.91	(1.3%)
Hotel Indigo	7	61.2%	-0.7	152.28		93.17	(2.4%)
Holiday Inn	75	58.7%	(0.4)	69.99	0.2%	41.07	(0.5%)
Holiday Inn Express	88	54.1%	(0.4)	51.22	3.5%	27.69	2.5%
Tronday IIII Express		54.170	(0.0)	51.22	3.070	21.00	2.070
Greater China	284	56.9%	-0.1	80.80	0.2%	45.96	0.0%
Total IHG	4,971	64.8%	-0.2	113.43	0.6%	73.46	0.3%

2019 Current Trading

Comparable RevPAR, ADR & Occupancy Growth

Constant US\$	RevPAR	ADR	Occupancy
	%	%	%pts
Americas	0.8%	1.2%	(0.3%)
EMEAA	(0.7%)	(0.7%)	0.0%
Greater China	(0.0%)	0.2%	(0.1%)
Total IHG	0.3%	0.6%	(0.2%)
United States:			
InterContinental	2.0%	3.1%	(0.7%)
Kimpton	5.5%	1.7%	2.6%
Crowne Plaza	(1.7%)	1.3%	(1.9%)
Hotel Indigo	2.9%	1.6%	0.9%
EVEN Hotels	(1.7%)	(3.2%)	1.0%
Holiday Inn	(0.7%)	1.0%	(1.1%)
Holiday Inn Express	1.0%	0.3%	0.4%
Staybridge Suites	1.1%	(0.1%)	0.9%
Candlewood Suites	(0.9%)	(0.1%)	(0.6%)
All Brands	0.6%	0.9%	(0.2%)

Hotel & Room Count as at 31 March 2019

	Franc	chised	Man	aged	Owned, Leased &	Managed Leases	То	ıtal
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	25	6,972	24	10,098	2	822	51	17,892
Kimpton	0	0	64	12,421	0	0	64	12,421
Crowne Plaza	137	35,614	16	5,306	0	0	153	40,920
Hotel Indigo	53	6,435	5	1,132	0	0	58	7,567
EVEN Hotels	4	550	3	503	3	498	10	1,551
Holiday Inn	762	130,027	13	3,633	2	903	777	134,563
Holiday Inn Express	2,292	207,053	2	359	0	0	2,294	207,412
avid hotels	1	87	0	0	0	0	1	87
Staybridge Suites	238	24,987	27	3,423	0	0	265	28,410
Candlewood Suites	338	29,911	61	7,553	0	0	399	37,464
Other	17	9,778	84	13,362	0	0	101	23,140
Americas	3,867	451,414	299	57,790	7	2,223	4,173	511,427
Six Senses	1	196	15	1,095	1	56	17	1,347
Regent	1	440	1	134	1	195	3	769
InterContinental	16	4,826	87	26,121	4	1,441	107	32,388
Kimpton	0	0	1	274	2	533	3	807
Crowne Plaza	105	24,044	77	22.168	0	0	182	46.212
Hotel Indigo	29	2,826	6	930	0	0	35	3,756
voco Hotels	1	180	2	860	1	142	4	1,182
Holiday Inn	307	50,994	79	20,714	1	207	387	71,915
Holiday Inn Express	264	35,001	42	8,971	0	0	306	43,972
Staybridge Suites	11	1,492	6	897	0	0	17	2,389
Other	2	91	6	7,426	9	1,540	17	9,057
EMEAA	737	120,090	322	89,590	19	4,114	1,078	213,794
		.,		,		,	,	., .
Six Senses	0	0	1	122	0	0	1	122
Regent	1	538	2	698	0	0	3	1,236
InterContinental	1	570	45	18,316	0	0	46	18,886
Kimpton	0	0	1	129	0	0	1	129
HUALUXE	0	0	8	2,335	0	0	8	2,335
Crowne Plaza	2	743	90	31,766	0	0	92	32,509
Hotel Indigo	0	0	10	1,505	0	0	10	1,505
Holiday Inn	4	2,133	91	26,591	0	0	95	28,724
Holiday Inn Express	39	6,686	103	23,980	0	0	142	30,666
Other	1	433	6	993	0	0	7	1,426
Greater China	48	11,103	357	106,435	0	0	405	117,538
Ci., C		400	40	4.047		50	40	4.400
Six Senses	1	196	16	1,217	1	56	18	1,469
Regent	2	978	3	832	1	195	6	2,005
InterContinental	42	12,368	156	54,535	6	2,263	204	69,166
Kimpton	0	0	66	12,824	2	533	68	13,357
HUALUXE	0	0	8	2,335	0	0	8	2,335
Crowne Plaza	244	60,401	183	59,240	0	0	427	119,641
Hotel Indigo	82	9,261	21	3,567	0	0	103	12,828
EVEN Hotels	4	550	3	503	3	498	10	1,551
voco Hotels	1	180	2	860	1	142	4	1,182
Holiday Inn	1,073	183,154	183	50,938	3	1,110	1,259	235,202
Holiday Inn Express	2,595	248,740	147	33,310	0	0	2,742	282,050
avid hotels	1	87	0	0	0	0	1	87
Staybridge Suites	249	26,479	33	4,320	0	0	282	30,799
Candlewood Suites	338	29,911	61	7,553	0	0	399	37,464
Other	20	10,302	96	21,781	9	1,540	125	33,623
Total System Size	4,652	582,607	978	253,815	26	6,337	5,656	842,759

Pipeline as at 31 March 2019

1,420

164,515

	Franc	chised	Man	aged	Owned, Leased &	Managed Leases	Total			
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms		
Six Senses	0	0	5	462	0	0	5	462		
InterContinental	3	694	2	464	0	0	5	1,158		
Kimpton	3	564	13	1,685	0	0	16	2,249		
Crowne Plaza	6	1,263	0	0	0	0	6	1,263		
Hotel Indigo	37	5,073	1	78	0	0	38	5,151		
EVEN Hotels	7	805	3	476	o o	o o	10	1,281		
Holiday Inn	119	15,060	2	360	0	o o	121	15,420		
Holiday Inn Express	493	47,128	0	0	0	0	493	47,128		
avid hotels	182	16,798	0	0	0	0	182	16,798		
Staybridge Suites	172	17,807	0	0	0	0	172	17,807		
Candlewood Suites	97	8,675	0	0	0	0	97	8,675		
Other	3		18	3,034	0	0	21	3,458		
		424		·						
America	1,122	114,291	44	6,559	0	0	1,166	120,850		
Six Senses	0	0	10	717	0	0	10	717		
Regent	0	0	4	664	0	0	4	664		
InterContinental	2	177	27	6,827	o o	o o	29	7,004		
Kimpton	0	0	6	1,085	1	155	7	1,240		
HUALUXE	0	0	0	0	0	0	0	0		
Crowne Plaza	9	1.853	29	7,935	0	0	38	9.788		
Hotel Indigo	17	2,047	23	3,693	0	0	40	5,740		
EVEN Hotels	1	200	0	0	0	0	1	200		
voco Hotels	2	212	6	1,298	0	0	8	1,510		
Holiday Inn	38	6,903	73	18,277	0	0	111	25,180		
	80	12,465	32	6,404	0	0	112	18,869		
Holiday Inn Express	8				0	0				
Staybridge Suites Other	8	1,469	10 0	2,402	0	0	18 0	3,871		
EMEAA	158	33 25,574	220	2 49,304	1	155	379	35 75,033		
LIVILAG	130	20,014	220	45,504		100	373	70,000		
Six Senses	0	0	2	129	0	0	2	129		
Regent	0	0	1	280	0	0	1	280		
InterContinental	0	0	26	7,709	0	0	26	7,709		
Kimpton	0	0	4	1,005	0	0	4	1,005		
HUALUXE	0	0	20	5,825	0	0	20	5,825		
Crowne Plaza	4	1,252	40	12,344	0	0	44	13,596		
Hotel Indigo	0	0	21	3,544	0	0	21	3,544		
EVEN Hotels	0	0	11	2.471	0	0	11	2.471		
Holiday Inn	8	1,512	48	13,211	0	0	56	14,723		
Holiday Inn Express	128	21,886	57	11,382	0	0	185	33,268		
Other	0	0	1	279	0	0	1	279		
Greater China	140	24,650	231	58,179	0	0	371	82,829		
Six Senses	0	0	17	1,308	0	0	17	1,308		
Regent	0	0	5	944	0	0	5	944		
InterContinental	5	871	55	15,000	0	0	60	15,871		
	3	564	23		1	155	27	4,494		
Kimpton				3,775						
HUALUXE	0	0	20	5,825	0	0	20	5,825		
Crowne Plaza	19	4,368	69	20,279	0	0	88	24,647		
Hotel Indigo	54	7,120	45	7,315	0	0	99	14,435		
EVEN Hotels	8	1,005	14	2,947	0	0	22	3,952		
voco Hotels	2	212	6	1,298	0	0	8	1,510		
Holiday Inn	165	23,475	123	31,848	0	0	288	55,323		
Holiday Inn Express	701	81,479	89	17,786	0	0	790	99,265		
avid hotels	183	17,013	0	0	0	0	183	17,013		
Staybridge Suites	180	19,276	10	2,402	0	0	190	21,678		
Candlewood Suites	97	8,675	0	0	0	0	97	8,675		
Other	3	457	19	3,315	0	0	22	3,772		

114,042

Total Pipeline

278,712

Americas Future Growth Drivers

	Total	Six Senses	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	avid hotels	Staybridge Suites	Candlewood Suites	Other
Room Count													
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	23,083
Openings	4,891	0	354	214	0	0	0	873	1,607	0	378	454	1,011
Brand Conversions	0	0	0	0	0	72	0	290	148	0	0	0	(510)
Removals	(3,593)	0	(215)	(100)	(579)	0	0	(1,092)	(963)	0	0	(200)	(444)
31 March 2019	511,427	0	17,892	12,421	40,920	7,567	1,551	134,563	207,412	87	28,410	37,464	23,140
% Growth	0%	0%	1%	1%	(1)%	1%	0%	0%	0%	0%	1%	1%	0%
Pipeline													
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	3,882
Signings	7,509	462	0	128	0	740	0	722	2,162	1,026	1,538	190	541
31 March 2019	120,850	462	1,158	2,249	1,263	5,151	1,281	15,420	47,128	16,798	17,807	8,675	3,458

EMEAA Future Growth Drivers

	Total	Six Senses	Regent	InterContinental	Kimpton	Crowne Plaza	Hotel Indigo	EVEN Hotels	voco Hotels	Holiday Inn	Holiday Inn Express	Staybridge Suites	Other
Room Count													
1 January 2019	211,099	0	769	32,299	608	46,259	3,748	0	531	71,353	43,732	2,185	9,615
Openings	3,782	1,347	0	0	0	195	7	0	0	649	931	204	449
Brand Conversions	0	0	0	0	199	107	0	0	651	50	0	0	(1,007)
Removals	(1,087)	0	0	89	0	(349)	1	0	0	(137)	(691)	0	0
31 March 2019	213,794	1,347	769	32,388	807	46,212	3,756	0	1,182	71,915	43,972	2,389	9,057
% Growth	1%	0%	0%	0%	33%	0%	0%	0%	123%	1%	1%	9%	(6)%
Pipeline													
1 January 2019	72,743	0	514	6,919	1,240	9,016	5,761	200	1,510	24,339	19,154	3,947	143
Signings	6,170	2,064	150	100	0	967	(16)	0	0	1,576	645	128	341
31 March 2019	75,033	717	664	7,004	1,240	9,788	5,740	200	1,510	25,180	18,869	3,871	35

Greater China Future Growth Drivers

	Total	Six Senses	Regent	InterContinental	Kimpton	HUALUXE	Crowne Plaza	Hotel Indigo	EVEN Hotels	Holiday Inn	Holiday Inn Express	Other
Room Count												
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	3,652	122	0	0	129	0	476	0	0	1,114	1,811	0
Brand Conversions	0	0	0	(338)	0	0	338	0	0	0	0	0
Removals	(1,427)	0	0	(5)	0	0	(715)	(1)	0	(397)	(309)	0
31 March 2019	117,538	122	1,236	18,886	129	2,335	32,509	1,505	0	28,724	30,666	1,426
% Growth	2%	0%	0%	(2)%	0%	0%	0%	0%	0%	3%	5%	0%
Pipeline												
1 January 2019	77,923	0	0	7,399	899	6,099	11,855	2,794	1,688	15,260	31,650	279
Signings	9,847	251	280	310	235	699	2,084	750	783	901	3,554	0
31 March 2019	82,829	129	280	7,709	1,005	5,825	13,596	3,544	2,471	14,723	33,268	279