



Hotel Indigo Venice - Sant'Elena, Italy

## Supplementary information

30 September 2020

# Index

- RevPAR – 30 September 2020
- 2020 current trading – RevPAR, ADR & Occupancy
- Hotel & room count – at 30 September 2020
- Pipeline – at 30 September 2020
- Room count & pipeline growth drivers

## Explanatory notes – RevPAR & Pipeline

RevPAR, occupancy and ADR are on a comparable basis, based on comparability as at 30 September 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 30 September 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     | 44           | 28.07        | (81.8%)        | 160.54       | (23.3%)        | 17.5%        | (56.4)        |                                |              |                |               |                |              |               |
| Kimpton              | 52           | 39.60        | (79.5%)        | 173.82       | (26.1%)        | 22.8%        | (59.5)        |                                |              |                |               |                |              |               |
| Crowne Plaza         | 136          | 24.49        | (72.4%)        | 95.47        | (26.0%)        | 25.7%        | (43.2)        |                                |              |                |               |                |              |               |
| Hotel Indigo         | 55           | 51.52        | (58.2%)        | 124.44       | (24.5%)        | 41.4%        | (33.4)        |                                |              |                |               |                |              |               |
| EVEN Hotels          | 7            | 19.10        | (85.5%)        | 87.76        | (45.7%)        | 21.8%        | (59.8)        | 3                              | 44.00        | (63.5%)        | 99.52         | (34.9%)        | 44.2%        | (34.6)        |
| Holiday Inn          | 663          | 38.62        | (53.5%)        | 100.01       | (14.8%)        | 38.6%        | (32.2)        | 2                              | 25.27        | (80.8%)        | 120.22        | (26.5%)        | 21.0%        | (59.3)        |
| Holiday Inn Express  | 2,146        | 52.31        | (40.3%)        | 101.19       | (14.0%)        | 51.7%        | (22.7)        |                                |              |                |               |                |              |               |
| Staybridge Suites    | 255          | 61.46        | (36.6%)        | 99.10        | (18.5%)        | 62.0%        | (17.6)        |                                |              |                |               |                |              |               |
| Candlewood Suites    | 375          | 52.61        | (23.4%)        | 76.08        | (13.1%)        | 69.2%        | (9.3)         |                                |              |                |               |                |              |               |
| <b>Americas</b>      | <b>3,734</b> | <b>45.87</b> | <b>(49.7%)</b> | <b>99.44</b> | <b>(19.4%)</b> | <b>46.1%</b> | <b>(27.8)</b> | <b>5</b>                       | <b>31.87</b> | <b>(75.0%)</b> | <b>109.17</b> | <b>(31.7%)</b> | <b>29.2%</b> | <b>(50.5)</b> |
| InterContinental     | 85           | 40.14        | (73.1%)        | 143.71       | (28.4%)        | 27.9%        | (46.5)        | 3                              | 41.50        | (73.0%)        | 255.28        | 7.8%           | 16.3%        | -48.6         |
| Crowne Plaza         | 161          | 26.77        | (71.2%)        | 99.85        | (17.7%)        | 26.8%        | (49.8)        |                                |              |                |               |                |              |               |
| Hotel Indigo         | 33           | 30.17        | (75.9%)        | 94.52        | (35.6%)        | 31.9%        | (53.3)        |                                |              |                |               |                |              |               |
| Holiday Inn          | 362          | 23.82        | (68.6%)        | 76.68        | (21.6%)        | 31.1%        | (46.6)        |                                |              |                |               |                |              |               |
| Holiday Inn Express  | 277          | 25.70        | (65.2%)        | 65.10        | (27.1%)        | 39.5%        | (43.2)        |                                |              |                |               |                |              |               |
| Staybridge Suites    | 13           | 49.79        | (48.4%)        | 118.11       | (6.2%)         | 42.2%        | (34.5)        |                                |              |                |               |                |              |               |
| <b>EMEA</b>          | <b>940</b>   | <b>27.05</b> | <b>(70.1%)</b> | <b>87.81</b> | <b>(24.1%)</b> | <b>30.8%</b> | <b>(47.5)</b> | <b>6</b>                       | <b>28.07</b> | <b>(84.1%)</b> | <b>236.49</b> | <b>(3.4%)</b>  | <b>11.9%</b> | <b>(60.4)</b> |
| InterContinental     | 42           | 65.76        | (14.8%)        | 104.53       | (8.3%)         | 62.9%        | (4.8)         |                                |              |                |               |                |              |               |
| HUALUXE              | 7            | 38.02        | 3.1%           | 58.92        | (7.8%)         | 64.5%        | 6.8           |                                |              |                |               |                |              |               |
| Crowne Plaza         | 78           | 37.38        | (20.2%)        | 67.62        | (9.1%)         | 55.3%        | (7.7)         |                                |              |                |               |                |              |               |
| Hotel Indigo         | 10           | 64.75        | (23.2%)        | 107.32       | (14.7%)        | 60.3%        | (6.6)         |                                |              |                |               |                |              |               |
| Holiday Inn          | 75           | 26.24        | (33.8%)        | 50.36        | (17.0%)        | 52.1%        | (13.3)        |                                |              |                |               |                |              |               |
| Holiday Inn Express  | 122          | 21.01        | (26.7%)        | 35.96        | (17.4%)        | 58.4%        | (7.5)         |                                |              |                |               |                |              |               |
| <b>Greater China</b> | <b>337</b>   | <b>36.04</b> | <b>(23.0%)</b> | <b>63.28</b> | <b>(11.8%)</b> | <b>56.9%</b> | <b>(8.3)</b>  |                                |              |                |               |                |              |               |
| <b>Total IHG</b>     | <b>5,011</b> | <b>39.75</b> | <b>(53.2%)</b> | <b>90.97</b> | <b>(21.0%)</b> | <b>43.7%</b> | <b>(30.1)</b> | <b>11</b>                      | <b>29.87</b> | <b>(80.5%)</b> | <b>148.85</b> | <b>(26.4%)</b> | <b>20.1%</b> | <b>(55.7)</b> |

# Comparable RevPAR – 3 months to 30 September 2020 total

| Constant US\$        | Total Comparable |              |                |              |                |              |               |
|----------------------|------------------|--------------|----------------|--------------|----------------|--------------|---------------|
|                      | Hotels           | RevPAR       |                | ADR          |                | Occ %        |               |
|                      |                  | 2020         | Growth         | 2020         | Growth         | 2020         | %Pts          |
| InterContinental     | 44               | 28.07        | (81.8%)        | 160.54       | (23.3%)        | 17.5%        | (56.4)        |
| Kimpton              | 52               | 39.60        | (79.5%)        | 173.82       | (26.1%)        | 22.8%        | (59.5)        |
| Crowne Plaza         | 136              | 24.49        | (72.4%)        | 95.47        | (26.0%)        | 25.7%        | (43.2)        |
| Hotel Indigo         | 55               | 51.52        | (58.2%)        | 124.44       | (24.5%)        | 41.4%        | (33.4)        |
| EVEN Hotels          | 10               | 27.03        | (78.9%)        | 93.49        | (41.2%)        | 28.9%        | (51.7)        |
| Holiday Inn          | 665              | 38.51        | (53.9%)        | 100.10       | (15.0%)        | 38.5%        | (32.4)        |
| Holiday Inn Express  | 2,146            | 52.31        | (40.3%)        | 101.19       | (14.0%)        | 51.7%        | (22.7)        |
| Staybridge Suites    | 255              | 61.46        | (36.6%)        | 99.10        | (18.5%)        | 62.0%        | (17.6)        |
| Candlewood Suites    | 375              | 52.61        | (23.4%)        | 76.08        | (13.1%)        | 69.2%        | (9.3)         |
| <b>Americas</b>      | <b>3,739</b>     | <b>45.83</b> | <b>(49.8%)</b> | <b>99.46</b> | <b>(19.5%)</b> | <b>46.1%</b> | <b>(27.8)</b> |
| InterContinental     | 88               | 40.19        | (73.1%)        | 145.90       | (27.7%)        | 27.5%        | (46.5)        |
| Crowne Plaza         | 161              | 26.77        | (71.2%)        | 99.85        | (17.7%)        | 26.8%        | (49.8)        |
| Hotel Indigo         | 33               | 30.17        | (75.9%)        | 94.52        | (35.6%)        | 31.9%        | (53.3)        |
| Holiday Inn          | 362              | 23.82        | (68.6%)        | 76.68        | (21.6%)        | 31.1%        | (46.6)        |
| Holiday Inn Express  | 277              | 25.70        | (65.2%)        | 65.10        | (27.1%)        | 39.5%        | (43.2)        |
| Staybridge Suites    | 13               | 49.79        | (48.4%)        | 118.11       | (6.2%)         | 42.2%        | (34.5)        |
| <b>EMEAA</b>         | <b>946</b>       | <b>27.06</b> | <b>(70.4%)</b> | <b>88.29</b> | <b>(24.3%)</b> | <b>30.7%</b> | <b>(47.6)</b> |
| InterContinental     | 42               | 65.76        | (14.8%)        | 104.53       | (8.3%)         | 62.9%        | (4.8)         |
| HUALUXE              | 7                | 38.02        | 3.1%           | 58.92        | (7.8%)         | 64.5%        | 6.8           |
| Crowne Plaza         | 78               | 37.38        | (20.2%)        | 67.62        | (9.1%)         | 55.3%        | (7.7)         |
| Hotel Indigo         | 10               | 64.75        | (23.2%)        | 107.32       | (14.7%)        | 60.3%        | (6.6)         |
| Holiday Inn          | 75               | 26.24        | (33.8%)        | 50.36        | (17.0%)        | 52.1%        | (13.3)        |
| Holiday Inn Express  | 122              | 21.01        | (26.7%)        | 35.96        | (17.4%)        | 58.4%        | (7.5)         |
| <b>Greater China</b> | <b>337</b>       | <b>36.04</b> | <b>(23.0%)</b> | <b>63.28</b> | <b>(11.8%)</b> | <b>56.9%</b> | <b>(8.3)</b>  |
| <b>Total IHG</b>     | <b>5,022</b>     | <b>39.71</b> | <b>(53.4%)</b> | <b>91.07</b> | <b>(21.2%)</b> | <b>43.6%</b> | <b>(30.2)</b> |

# Comparable RevPAR – 9 months to 30 September 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     | 44           | 49.87        | (67.5%)        | 185.09        | (12.8%)        | 26.9%        | (45.3)        |                                |              |                |               |               |              |               |
| Kimpton              | 52           | 61.95        | (68.4%)        | 215.59        | (12.1%)        | 28.7%        | (51.1)        |                                |              |                |               |               |              |               |
| Crowne Plaza         | 136          | 33.05        | (61.9%)        | 109.40        | (15.6%)        | 30.2%        | (36.8)        |                                |              |                |               |               |              |               |
| Hotel Indigo         | 55           | 50.79        | (57.1%)        | 132.15        | (18.8%)        | 38.4%        | (34.3)        |                                |              |                |               |               |              |               |
| EVEN Hotels          | 7            | 35.11        | (70.8%)        | 110.65        | (30.9%)        | 31.7%        | (43.3)        | 3                              | 46.56        | (58.3%)        | 109.84        | (25.9%)       | 42.4%        | (32.8)        |
| Holiday Inn          | 663          | 37.47        | (51.7%)        | 101.30        | (11.8%)        | 37.0%        | (30.5)        | 2                              | 62.95        | (59.7%)        | 192.95        | 4.5%          | 32.6%        | (51.8)        |
| Holiday Inn Express  | 2,146        | 46.64        | (42.5%)        | 102.45        | (11.3%)        | 45.5%        | (24.7)        |                                |              |                |               |               |              |               |
| Staybridge Suites    | 255          | 57.91        | (37.7%)        | 103.85        | (14.0%)        | 55.8%        | (21.2)        |                                |              |                |               |               |              |               |
| Candlewood Suites    | 375          | 48.26        | (26.1%)        | 77.58         | (10.8%)        | 62.2%        | (12.9)        |                                |              |                |               |               |              |               |
| <b>Americas</b>      | <b>3,734</b> | <b>44.55</b> | <b>(48.3%)</b> | <b>103.91</b> | <b>(15.0%)</b> | <b>42.9%</b> | <b>(27.6)</b> | <b>5</b>                       | <b>57.17</b> | <b>(59.2%)</b> | <b>158.49</b> | <b>(8.2%)</b> | <b>36.1%</b> | <b>(45.1)</b> |
| InterContinental     | 85           | 51.27        | (64.2%)        | 160.40        | (19.3%)        | 32.0%        | (40.0)        | 3                              | 53.77        | (64.1%)        | 252.13        | 3.7%          | 21.3%        | (40.4)        |
| Crowne Plaza         | 161          | 32.60        | (63.5%)        | 106.85        | (11.7%)        | 30.5%        | (43.2)        |                                |              |                |               |               |              |               |
| Hotel Indigo         | 33           | 35.07        | (69.0%)        | 112.65        | (21.7%)        | 31.1%        | (47.3)        |                                |              |                |               |               |              |               |
| Holiday Inn          | 362          | 27.89        | (61.3%)        | 83.96         | (14.6%)        | 33.2%        | (40.2)        |                                |              |                |               |               |              |               |
| Holiday Inn Express  | 277          | 25.92        | (61.8%)        | 70.30         | (19.6%)        | 36.9%        | (40.6)        |                                |              |                |               |               |              |               |
| Staybridge Suites    | 13           | 48.32        | (46.5%)        | 112.38        | (10.5%)        | 43.0%        | (29.0)        |                                |              |                |               |               |              |               |
| <b>EMEA</b>          | <b>940</b>   | <b>31.60</b> | <b>(62.8%)</b> | <b>96.09</b>  | <b>(16.7%)</b> | <b>32.9%</b> | <b>(40.8)</b> | <b>6</b>                       | <b>47.71</b> | <b>(71.0%)</b> | <b>241.09</b> | <b>(1.1%)</b> | <b>19.8%</b> | <b>(47.8)</b> |
| InterContinental     | 42           | 40.87        | (44.5%)        | 101.10        | (13.0%)        | 40.4%        | (22.9)        |                                |              |                |               |               |              |               |
| HUALUXE              | 7            | 23.49        | (26.2%)        | 59.12         | (8.8%)         | 39.7%        | (9.3)         |                                |              |                |               |               |              |               |
| Crowne Plaza         | 78           | 23.96        | (46.4%)        | 67.02         | (12.7%)        | 35.8%        | (22.4)        |                                |              |                |               |               |              |               |
| Hotel Indigo         | 10           | 40.18        | (50.8%)        | 105.23        | (21.3%)        | 38.2%        | (22.8)        |                                |              |                |               |               |              |               |
| Holiday Inn          | 75           | 17.98        | (54.2%)        | 51.85         | (18.6%)        | 34.7%        | (26.9)        |                                |              |                |               |               |              |               |
| Holiday Inn Express  | 122          | 14.10        | (48.4%)        | 36.86         | (18.5%)        | 38.3%        | (22.1)        |                                |              |                |               |               |              |               |
| <b>Greater China</b> | <b>337</b>   | <b>23.39</b> | <b>(48.0%)</b> | <b>63.03</b>  | <b>(15.2%)</b> | <b>37.1%</b> | <b>(23.4)</b> |                                |              |                |               |               |              |               |
| <b>Total IHG</b>     | <b>5,011</b> | <b>38.39</b> | <b>(52.2%)</b> | <b>97.06</b>  | <b>(15.4%)</b> | <b>39.5%</b> | <b>(30.4)</b> | <b>11</b>                      | <b>52.19</b> | <b>(65.9%)</b> | <b>189.82</b> | <b>(8.1%)</b> | <b>27.5%</b> | <b>(46.6)</b> |

# Comparable RevPAR – 9 months to 30 September 2020 total

| Constant US\$        | Total Comparable |              |                |               |                |              |               |
|----------------------|------------------|--------------|----------------|---------------|----------------|--------------|---------------|
|                      | Hotels           | RevPAR       |                | ADR           |                | Occ %        |               |
|                      |                  | 2020         | Growth         | 2020          | Growth         | 2020         | %Pts          |
| InterContinental     | 44               | 49.87        | (67.5%)        | 185.09        | (12.8%)        | 26.9%        | (45.3)        |
| Kimpton              | 52               | 61.95        | (68.4%)        | 215.59        | (12.1%)        | 28.7%        | (51.1)        |
| Crowne Plaza         | 136              | 33.05        | (61.9%)        | 109.40        | (15.6%)        | 30.2%        | (36.8)        |
| Hotel Indigo         | 55               | 50.79        | (57.1%)        | 132.15        | (18.8%)        | 38.4%        | (34.3)        |
| EVEN Hotels          | 10               | 38.76        | (67.0%)        | 110.34        | (29.4%)        | 35.1%        | (40.0)        |
| Holiday Inn          | 665              | 37.68        | (51.8%)        | 101.96        | (11.7%)        | 37.0%        | (30.7)        |
| Holiday Inn Express  | 2,146            | 46.64        | (42.5%)        | 102.45        | (11.3%)        | 45.5%        | (24.7)        |
| Staybridge Suites    | 255              | 57.91        | (37.7%)        | 103.85        | (14.0%)        | 55.8%        | (21.2)        |
| Candlewood Suites    | 375              | 48.26        | (26.1%)        | 77.58         | (10.8%)        | 62.2%        | (12.9)        |
| <b>Americas</b>      | <b>3,739</b>     | <b>44.59</b> | <b>(48.3%)</b> | <b>104.06</b> | <b>(15.0%)</b> | <b>42.9%</b> | <b>(27.6)</b> |
| InterContinental     | 88               | 51.35        | (64.2%)        | 162.46        | (18.7%)        | 31.6%        | (40.0)        |
| Crowne Plaza         | 161              | 32.60        | (63.5%)        | 106.85        | (11.7%)        | 30.5%        | (43.2)        |
| Hotel Indigo         | 33               | 35.07        | (69.0%)        | 112.65        | (21.7%)        | 31.1%        | (47.3)        |
| Holiday Inn          | 362              | 27.89        | (61.3%)        | 83.96         | (14.6%)        | 33.2%        | (40.2)        |
| Holiday Inn Express  | 277              | 25.92        | (61.8%)        | 70.30         | (19.6%)        | 36.9%        | (40.6)        |
| Staybridge Suites    | 13               | 48.32        | (46.5%)        | 112.38        | (10.5%)        | 43.0%        | (29.0)        |
| <b>EMEA</b>          | <b>946</b>       | <b>31.73</b> | <b>(62.9%)</b> | <b>96.83</b>  | <b>(16.8%)</b> | <b>32.8%</b> | <b>(40.8)</b> |
| InterContinental     | 42               | 40.87        | (44.5%)        | 101.10        | (13.0%)        | 40.4%        | (22.9)        |
| HUALUXE              | 7                | 23.49        | (26.2%)        | 59.12         | (8.8%)         | 39.7%        | (9.3)         |
| Crowne Plaza         | 78               | 23.96        | (46.4%)        | 67.02         | (12.7%)        | 35.8%        | (22.4)        |
| Hotel Indigo         | 10               | 40.18        | (50.8%)        | 105.23        | (21.3%)        | 38.2%        | (22.8)        |
| Holiday Inn          | 75               | 17.98        | (54.2%)        | 51.85         | (18.6%)        | 34.7%        | (26.9)        |
| Holiday Inn Express  | 122              | 14.10        | (48.4%)        | 36.86         | (18.5%)        | 38.3%        | (22.1)        |
| <b>Greater China</b> | <b>337</b>       | <b>23.39</b> | <b>(48.0%)</b> | <b>63.03</b>  | <b>(15.2%)</b> | <b>37.1%</b> | <b>(23.4)</b> |
| <b>Total IHG</b>     | <b>5,022</b>     | <b>38.44</b> | <b>(52.3%)</b> | <b>97.33</b>  | <b>(15.5%)</b> | <b>39.5%</b> | <b>(30.4)</b> |

# 2020 current trading

## Comparable RevPAR, ADR & occupancy growth

|                     | Third Qtr |         |                | Sep YTD  |         |                |
|---------------------|-----------|---------|----------------|----------|---------|----------------|
| Constant US\$       | RevPAR %  | ADR %   | Occupancy %pts | RevPAR % | ADR %   | Occupancy %pts |
| Americas            | (49.8%)   | (19.5%) | (27.8%)        | (48.3%)  | (15.0%) | (27.6%)        |
| EMEAA               | (70.4%)   | (24.3%) | (47.6%)        | (62.9%)  | (16.8%) | (40.8%)        |
| Greater China       | (23.0%)   | (11.8%) | (8.3%)         | (48.0%)  | (15.2%) | (23.4%)        |
| Total IHG           | (53.4%)   | (21.2%) | (30.2%)        | (52.3%)  | (15.5%) | (30.4%)        |
| United States:      |           |         |                |          |         |                |
| InterContinental    | (80.2%)   | (30.2%) | (57.5%)        | (67.6%)  | (15.8%) | (47.9%)        |
| Kimpton             | (79.2%)   | (25.6%) | (59.8%)        | (69.0%)  | (14.2%) | (51.3%)        |
| Crowne Plaza        | (71.3%)   | (27.3%) | (42.4%)        | (61.4%)  | (16.7%) | (36.5%)        |
| Hotel Indigo        | (58.2%)   | (24.6%) | (33.4%)        | (57.1%)  | (19.0%) | (34.3%)        |
| EVEN Hotels         | (78.9%)   | (41.2%) | (51.7%)        | (67.0%)  | (29.4%) | (40.0%)        |
| Holiday Inn         | (50.0%)   | (16.3%) | (28.7%)        | (49.9%)  | (13.0%) | (28.8%)        |
| Holiday Inn Express | (38.3%)   | (14.7%) | (20.7%)        | (41.3%)  | (11.9%) | (23.6%)        |
| Staybridge Suites   | (35.8%)   | (19.0%) | (16.7%)        | (37.2%)  | (14.4%) | (20.8%)        |
| Candlewood Suites   | (23.0%)   | (13.0%) | (9.1%)         | (25.8%)  | (10.9%) | (12.6%)        |
| All Brands          | (47.3%)   | (20.3%) | (25.3%)        | (46.9%)  | (16.0%) | (26.2%)        |



# Hotel & room count as at 30 September 2020

|                          | Franchised   |                | Managed      |                | Owned, Leased & Managed Leases |              | Total        |                |
|--------------------------|--------------|----------------|--------------|----------------|--------------------------------|--------------|--------------|----------------|
|                          | Hotels       | Rooms          | Hotels       | Rooms          | Hotels                         | Rooms        | Hotels       | Rooms          |
| InterContinental         | 23           | 6,665          | 24           | 10,102         | 2                              | 822          | 49           | 17,589         |
| Kimpton                  | 4            | 522            | 64           | 11,871         | -                              | -            | 68           | 12,393         |
| Crowne Plaza             | 129          | 33,649         | 16           | 5,251          | -                              | -            | 145          | 38,900         |
| Hotel Indigo             | 63           | 7,768          | 5            | 1,132          | -                              | -            | 68           | 8,900          |
| EVEN Hotels              | 6            | 750            | 5            | 795            | 3                              | 492          | 14           | 2,037          |
| Holiday Inn              | 755          | 127,658        | 12           | 3,411          | 2                              | 903          | 769          | 131,972        |
| Holiday Inn Express      | 2,404        | 218,177        | 1            | 252            | -                              | -            | 2,405        | 218,429        |
| avid hotels              | 16           | 1,433          | -            | -              | -                              | -            | 16           | 1,433          |
| Staybridge Suites        | 276          | 28,887         | 25           | 3,219          | -                              | -            | 301          | 32,106         |
| Candlewood Suites        | 360          | 31,845         | 61           | 7,553          | -                              | -            | 421          | 39,398         |
| Other                    | 26           | 10,419         | 75           | 13,048         | -                              | -            | 101          | 23,467         |
| <b>Americas</b>          | <b>4,062</b> | <b>467,773</b> | <b>288</b>   | <b>56,634</b>  | <b>7</b>                       | <b>2,217</b> | <b>4,357</b> | <b>526,624</b> |
| Six Senses               | -            | -              | 14           | 948            | 1                              | 56           | 15           | 1,004          |
| Regent                   | 1            | 440            | 1            | 136            | 1                              | 195          | 3            | 771            |
| InterContinental         | 15           | 4,460          | 91           | 26,922         | 5                              | 1,681        | 111          | 33,063         |
| Kimpton                  | 1            | 274            | 1            | 156            | 4                              | 916          | 6            | 1,346          |
| Crowne Plaza             | 105          | 24,024         | 79           | 21,541         | -                              | -            | 184          | 45,565         |
| Hotel Indigo             | 38           | 3,769          | 7            | 1,028          | -                              | -            | 45           | 4,797          |
| voco Hotels*             | 4            | 519            | 7            | 3,584          | 3                              | 427          | 14           | 4,530          |
| Holiday Inn              | 309          | 50,815         | 83           | 22,491         | -                              | -            | 392          | 73,306         |
| Holiday Inn Express      | 271          | 36,322         | 50           | 9,525          | -                              | -            | 321          | 45,847         |
| Staybridge Suites        | 11           | 1,540          | 6            | 1,036          | -                              | -            | 17           | 2,576          |
| Other                    | 2            | 599            | 10           | 8,450          | 4                              | 632          | 16           | 9,681          |
| <b>EMEA</b>              | <b>757</b>   | <b>122,762</b> | <b>349</b>   | <b>95,817</b>  | <b>18</b>                      | <b>3,907</b> | <b>1,124</b> | <b>222,486</b> |
| Six Senses               | -            | -              | 1            | 122            | -                              | -            | 1            | 122            |
| Regent                   | 1            | 538            | 3            | 881            | -                              | -            | 4            | 1,419          |
| InterContinental         | 1            | 572            | 49           | 19,821         | -                              | -            | 50           | 20,393         |
| Kimpton                  | -            | -              | 1            | 129            | -                              | -            | 1            | 129            |
| HUALUXE                  | -            | -              | 12           | 3,433          | -                              | -            | 12           | 3,433          |
| Crowne Plaza             | 10           | 3,432          | 90           | 31,907         | -                              | -            | 100          | 35,339         |
| Hotel Indigo             | -            | -              | 13           | 1,868          | -                              | -            | 13           | 1,868          |
| EVEN Hotels              | -            | -              | 1            | 171            | -                              | -            | 1            | 171            |
| voco Hotels              | -            | -              | 1            | 148            | -                              | -            | 1            | 148            |
| Holiday Inn              | 7            | 1,657          | 100          | 28,691         | -                              | -            | 107          | 30,348         |
| Holiday Inn Express      | 86           | 14,848         | 111          | 25,196         | -                              | -            | 197          | 40,044         |
| Other                    | 4            | 6,201          | 5            | 857            | -                              | -            | 9            | 7,058          |
| <b>Greater China</b>     | <b>110</b>   | <b>27,396</b>  | <b>386</b>   | <b>113,076</b> | <b>-</b>                       | <b>-</b>     | <b>496</b>   | <b>140,472</b> |
| Six Senses               | -            | -              | 15           | 1,070          | 1                              | 56           | 16           | 1,126          |
| Regent                   | 2            | 978            | 4            | 1,017          | 1                              | 195          | 7            | 2,190          |
| InterContinental         | 39           | 11,697         | 164          | 56,845         | 7                              | 2,503        | 210          | 71,045         |
| Kimpton                  | 5            | 796            | 66           | 12,156         | 4                              | 916          | 75           | 13,868         |
| HUALUXE                  | -            | -              | 12           | 3,433          | -                              | -            | 12           | 3,433          |
| Crowne Plaza             | 244          | 61,105         | 185          | 58,699         | -                              | -            | 429          | 119,804        |
| Hotel Indigo             | 101          | 11,537         | 25           | 4,028          | -                              | -            | 126          | 15,565         |
| EVEN Hotels              | 6            | 750            | 6            | 966            | 3                              | 492          | 15           | 2,208          |
| voco Hotels*             | 4            | 519            | 8            | 3,732          | 3                              | 427          | 15           | 4,678          |
| Holiday Inn              | 1,071        | 180,130        | 195          | 54,593         | 2                              | 903          | 1,268        | 235,626        |
| Holiday Inn Express      | 2,761        | 269,347        | 162          | 34,973         | -                              | -            | 2,923        | 304,320        |
| avid hotels              | 16           | 1,433          | -            | -              | -                              | -            | 16           | 1,433          |
| Staybridge Suites        | 287          | 30,427         | 31           | 4,255          | -                              | -            | 318          | 34,682         |
| Candlewood Suites        | 360          | 31,845         | 61           | 7,553          | -                              | -            | 421          | 39,398         |
| Other                    | 32           | 17,219         | 90           | 22,355         | 4                              | 632          | 126          | 40,206         |
| <b>Total System Size</b> | <b>4,929</b> | <b>617,931</b> | <b>1,023</b> | <b>265,527</b> | <b>25</b>                      | <b>6,124</b> | <b>5,977</b> | <b>889,582</b> |

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

# Pipeline as at 30 September 2020

|                       | Franchised   |                | Managed    |                | Owned, Leased & Managed Leases |            | Total        |                |
|-----------------------|--------------|----------------|------------|----------------|--------------------------------|------------|--------------|----------------|
|                       | Hotels       | Rooms          | Hotels     | Rooms          | Hotels                         | Rooms      | Hotels       | Rooms          |
| Six Senses            | -            | -              | 6          | 502            | -                              | -          | 6            | 502            |
| InterContinental      | 4            | 1,041          | 4          | 854            | -                              | -          | 8            | 1,895          |
| Kimpton               | 6            | 1,330          | 13         | 2,033          | -                              | -          | 19           | 3,363          |
| Crowne Plaza          | 6            | 1,250          | -          | -              | -                              | -          | 6            | 1,250          |
| Hotel Indigo          | 32           | 4,491          | 1          | 78             | -                              | -          | 33           | 4,569          |
| EVER Hotels           | 16           | 1,908          | 1          | 184            | -                              | -          | 17           | 2,092          |
| voco Hotels           | 3            | 162            | -          | -              | -                              | -          | 3            | 162            |
| Holiday Inn           | 89           | 11,486         | 2          | 346            | -                              | -          | 91           | 11,832         |
| Holiday Inn Express   | 412          | 39,855         | -          | -              | -                              | -          | 412          | 39,855         |
| avid hotels           | 203          | 18,374         | -          | -              | -                              | -          | 203          | 18,374         |
| Staybridge Suites     | 140          | 14,618         | -          | -              | -                              | -          | 140          | 14,618         |
| Candlewood Suites     | 77           | 6,727          | -          | -              | -                              | -          | 77           | 6,727          |
| Atwell Suites         | 19           | 1,849          | -          | -              | -                              | -          | 19           | 1,849          |
| Other                 | -            | -              | 14         | 2,157          | -                              | -          | 14           | 2,157          |
| <b>America</b>        | <b>1,007</b> | <b>103,091</b> | <b>41</b>  | <b>6,154</b>   | <b>-</b>                       | <b>-</b>   | <b>1,048</b> | <b>109,245</b> |
| Six Senses            | -            | -              | 19         | 1,386          | -                              | -          | 19           | 1,386          |
| Regent                | -            | -              | 4          | 895            | -                              | -          | 4            | 895            |
| InterContinental      | 3            | 539            | 31         | 7,463          | -                              | -          | 34           | 8,002          |
| Kimpton               | -            | -              | 6          | 1,407          | 1                              | 155        | 7            | 1,562          |
| Crowne Plaza          | 12           | 2,511          | 24         | 7,118          | -                              | -          | 36           | 9,629          |
| Hotel Indigo          | 14           | 1,547          | 24         | 3,995          | -                              | -          | 38           | 5,542          |
| voco Hotels           | 11           | 1,703          | 9          | 4,749          | -                              | -          | 20           | 6,452          |
| Holiday Inn           | 36           | 7,092          | 79         | 18,132         | -                              | -          | 115          | 25,224         |
| Holiday Inn Express   | 71           | 11,458         | 29         | 5,717          | -                              | -          | 100          | 17,175         |
| avid hotels           | 1            | 215            | -          | -              | -                              | -          | 1            | 215            |
| Staybridge Suites     | 10           | 1,657          | 9          | 1,881          | -                              | -          | 19           | 3,538          |
| Other                 | 2            | 239            | 3          | 631            | -                              | -          | 5            | 870            |
| <b>EMEA</b>           | <b>160</b>   | <b>26,961</b>  | <b>237</b> | <b>53,374</b>  | <b>1</b>                       | <b>155</b> | <b>398</b>   | <b>80,490</b>  |
| Six Senses            | -            | -              | 3          | 169            | -                              | -          | 3            | 169            |
| Regent                | -            | -              | 1          | 280            | -                              | -          | 1            | 280            |
| InterContinental      | -            | -              | 31         | 8,910          | -                              | -          | 31           | 8,910          |
| Kimpton               | -            | -              | 6          | 1,654          | -                              | -          | 6            | 1,654          |
| HUALUXE               | 1            | 220            | 23         | 6,387          | -                              | -          | 24           | 6,607          |
| Crowne Plaza          | 9            | 2,566          | 42         | 12,300         | -                              | -          | 51           | 14,866         |
| Hotel Indigo          | -            | -              | 28         | 4,832          | -                              | -          | 28           | 4,832          |
| EVER Hotels           | -            | -              | 14         | 2,921          | -                              | -          | 14           | 2,921          |
| Holiday Inn           | 27           | 5,656          | 45         | 12,093         | -                              | -          | 72           | 17,749         |
| Holiday Inn Express   | 181          | 29,213         | 41         | 8,275          | -                              | -          | 222          | 37,488         |
| Other                 | -            | -              | 1          | 297            | -                              | -          | 1            | 297            |
| <b>Greater China</b>  | <b>218</b>   | <b>37,655</b>  | <b>235</b> | <b>58,118</b>  | <b>-</b>                       | <b>-</b>   | <b>453</b>   | <b>95,773</b>  |
| Six Senses            | -            | -              | 28         | 2,057          | -                              | -          | 28           | 2,057          |
| Regent                | -            | -              | 5          | 1,175          | -                              | -          | 5            | 1,175          |
| InterContinental      | 7            | 1,580          | 66         | 17,227         | -                              | -          | 73           | 18,807         |
| Kimpton               | 6            | 1,330          | 25         | 5,094          | 1                              | 155        | 32           | 6,579          |
| HUALUXE               | 1            | 220            | 23         | 6,387          | -                              | -          | 24           | 6,607          |
| Crowne Plaza          | 27           | 6,327          | 66         | 19,418         | -                              | -          | 93           | 25,745         |
| Hotel Indigo          | 46           | 6,038          | 53         | 8,905          | -                              | -          | 99           | 14,943         |
| EVER Hotels           | 16           | 1,908          | 15         | 3,105          | -                              | -          | 31           | 5,013          |
| voco Hotels           | 14           | 1,865          | 9          | 4,749          | -                              | -          | 23           | 6,614          |
| Holiday Inn           | 152          | 24,234         | 126        | 30,571         | -                              | -          | 278          | 54,805         |
| Holiday Inn Express   | 664          | 80,526         | 70         | 13,992         | -                              | -          | 734          | 94,518         |
| avid hotels           | 204          | 18,589         | -          | -              | -                              | -          | 204          | 18,589         |
| Staybridge Suites     | 150          | 16,275         | 9          | 1,881          | -                              | -          | 159          | 18,156         |
| Candlewood Suites     | 77           | 6,727          | -          | -              | -                              | -          | 77           | 6,727          |
| Atwell Suites         | 19           | 1,849          | -          | -              | -                              | -          | 19           | 1,849          |
| Other                 | 2            | 239            | 18         | 3,085          | -                              | -          | 20           | 3,324          |
| <b>Total Pipeline</b> | <b>1,385</b> | <b>167,707</b> | <b>513</b> | <b>117,646</b> | <b>1</b>                       | <b>155</b> | <b>1,899</b> | <b>285,508</b> |

\*Does not include one pipeline hotel that will be re-branded to voco. \*\*Includes one voco Pipeline hotel

# 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          | 11,018  | 0          | 0                | 383     | 0            | 368          | 0           | 0           | 1,007       | 4,813               | 798         | 1,681             | 1,255             | 0             | 713     |
| Brand Conversions | 0       | 0          | 0                | 663     | 235          | 383          | 92          | 0           | (145)       | 275                 | 0           | 184               | 0                 | 0             | (1,687) |
| Removals          | (9,041) | 0          | (307)            | (650)   | (1,210)      | (118)        | (4)         | 0           | (4,176)     | (1,652)             | 0           | (3)               | (189)             | 0             | (732)   |
| 30 September 2020 | 526,624 | 0          | 17,589           | 12,393  | 38,900       | 8,900        | 2,037       | 0           | 131,972     | 218,429             | 1,433       | 32,106            | 39,398            | 0             | 23,467  |
| % Growth          | 0%      | N/A        | (2%)             | 3%      | (2%)         | 8%           | 5%          | N/A         | (2%)        | 2%                  | 126%        | 6%                | 3%                | N/A           | (7%)    |

  

| 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          | 11,670   | 80         | 356              | 444     | 322          | 299          | 233         | 162         | 1,470       | 4,074               | 1,556       | 594               | 866               | 813           | 401   |
| Terminations      | (8,269)  | 0          | (10)             | (157)   | (165)        | (534)        | (7)         | 0           | (1,137)     | (2,509)             | (1,237)     | (1,169)           | (1,070)           | 36            | (310) |
| Openings          | (11,018) | 0          | 0                | (383)   | 0            | (368)        | 0           | 0           | (1,007)     | (4,813)             | (798)       | (1,681)           | (1,255)           | 0             | (713) |
| 30 September 2020 | 109,245  | 502        | 1,895            | 3,363   | 1,250        | 4,569        | 2,092       | 162         | 11,832      | 39,855              | 18,374      | 14,618            | 6,727             | 1,849         | 2,157 |

# 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          | 5,190   | 45         | 0      | 396              | 156     | 379          | 358          | 0           | 0            | 0           | 877         | 2,145               | 303               | 531   |
| Brand Conversions | 0       | 0          | 0      | 0                | 270     | 0            | 0            | 0           | 235          | 0           | 37          | (272)               | 0                 | (270) |
| Removals          | (6,074) | (367)      | 0      | (848)            | 0       | (1,225)      | 0            | 0           | 2            | 0           | (1,040)     | (2,480)             | (116)             | 0     |
| 30 September 2020 | 222,486 | 1,004      | 771    | 33,063           | 1,346   | 45,565       | 4,797        | 0           | 4,530        | 0           | 73,306      | 45,847              | 2,576             | 9,681 |
| % Growth          | 0%      | (24%)      | 0%     | (1%)             | 46%     | (2%)         | 8%           | N/A         | 6%           | N/A         | 0%          | (1%)                | 8%                | 3%    |

  

| 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          | 7,370   | 252        | 0      | 1,184            | 471     | 1,340        | 675          | 0           | 239          | 0           | 734         | 1,117               | 119               | 1,239 |
| Terminations      | (2,796) | 0          | 231    | (293)            | 0       | (747)        | (427)        | 0           | (7)          | 0           | (569)       | (846)               | (138)             | 0     |
| Openings          | (5,190) | (45)       | 0      | (396)            | (156)   | (379)        | (358)        | 0           | 0            | 0           | (877)       | (2,145)             | (303)             | (531) |
| 30 September 2020 | 80,490  | 1,386      | 895    | 8,002            | 1,562   | 9,629        | 5,542        | 0           | 6,452        | 215         | 25,224      | 17,175              | 3,538             | 870   |

\*Does not include one 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 | 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          | 6,527   | 0          | 187    | 812              | 0       | 564     | 1,162        | 0            | 172         | 148         | 528         | 2,785               | 169   |
| Brand Conversions | 0       | 0          | 0      | 0                | 0       | 169     | 163          | 0            | 0           | 0           | (594)       | 0                   | 262   |
| Removals          | (1,601) | 0          | 0      | 11               | 0       | (10)    | (282)        | 0            | (1)         | 0           | (762)       | (528)               | (29)  |
| 30 September 2020 | 140,472 | 122        | 1,419  | 20,393           | 129     | 3,433   | 35,339       | 1,868        | 171         | 148         | 30,348      | 40,044              | 7,058 |
| % Growth          | 4%      | 0%         | 15%    | 4%               | N/A     | 27%     | 3%           | 0%           | N/A         | N/A         | (3%)        | 6%                  | 6%    |

  

| 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          | 20,792  | 0          | 187    | 1,748            | 157     | 1,330   | 2,968        | 642          | 594         | 148         | 4,113       | 8,437               | 468     |
| Terminations      | (3,567) | 0          | 0      | 12               | 0       | (339)   | (938)        | (134)        | 23          | 0           | (303)       | (1,886)             | (2)     |
| Openings          | (6,527) | 0          | (187)  | (812)            | 0       | (564)   | (1,162)      | 0            | (172)       | (148)       | (528)       | (2,785)             | (169)   |
| 30 September 2020 | 95,773  | 169        | 280    | 8,910            | 1,654   | 6,607   | 14,866       | 4,832        | 2,921       | 0           | 17,749      | 37,488              | 297     |

\* Includes one voco Pipeline hotel