



Hotel Indigo Lower East Side, New York

Annual General Meeting

6 May 2016



Hotel Indigo Tel Aviv – Diamond District, Israel

Patrick Cescau
Chairman



Hotel Monaco, a Kimpton Hotel, Philadelphia

Richard Solomons

Chief Executive Officer

Q1 trading update – confident in the outlook for 2016

Solid Q1 performance

- 1.5% RevPAR growth
- 5k rooms opened, 2.7% net system growth year-on-year
- 15k rooms signed, taking pipeline to 220k rooms

Enhancing portfolio of preferred brands

- Signed a record 10k Holiday Inn Brand Family rooms
- 5 new signings for InterContinental Hotels & Resorts
- Secured 1st Kimpton signing outside the US (Amsterdam)

Driving direct revenues

- Rolling out “*Your Rate by IHG Rewards Club*” globally
- New Guest Reservation System on target for 2017 roll-out

2015 highlights – disciplined execution of our winning strategy

Excellent financial performance

- RevPAR up 4.4%; Fee revenue up 7%
- Underlying operating profit up 11%

Built and leveraged our scale

- 4.8% net system growth (3.2% exc. Kimpton)
- Fee margins up 1.6%pts to 46.3%

Evolution of brand portfolio

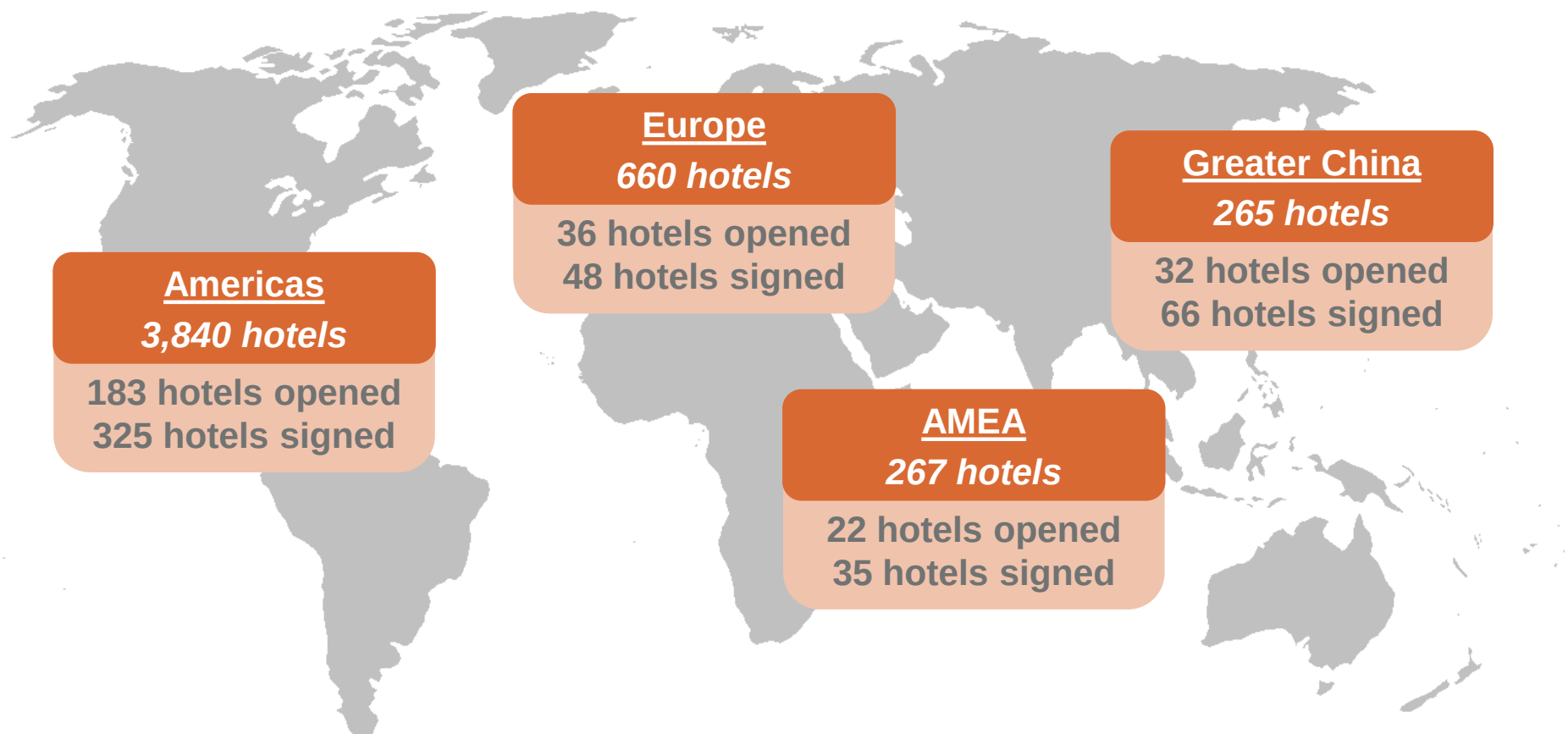
- Strengthened existing brands
- Good momentum with new brands
- Record year of signings and openings for Kimpton

Disciplined capital allocation

- Asset disposal programme complete; proceeds of \$1.3bn
- Announced \$1.5bn special dividend with share consolidation
- 10% increase in ordinary dividend

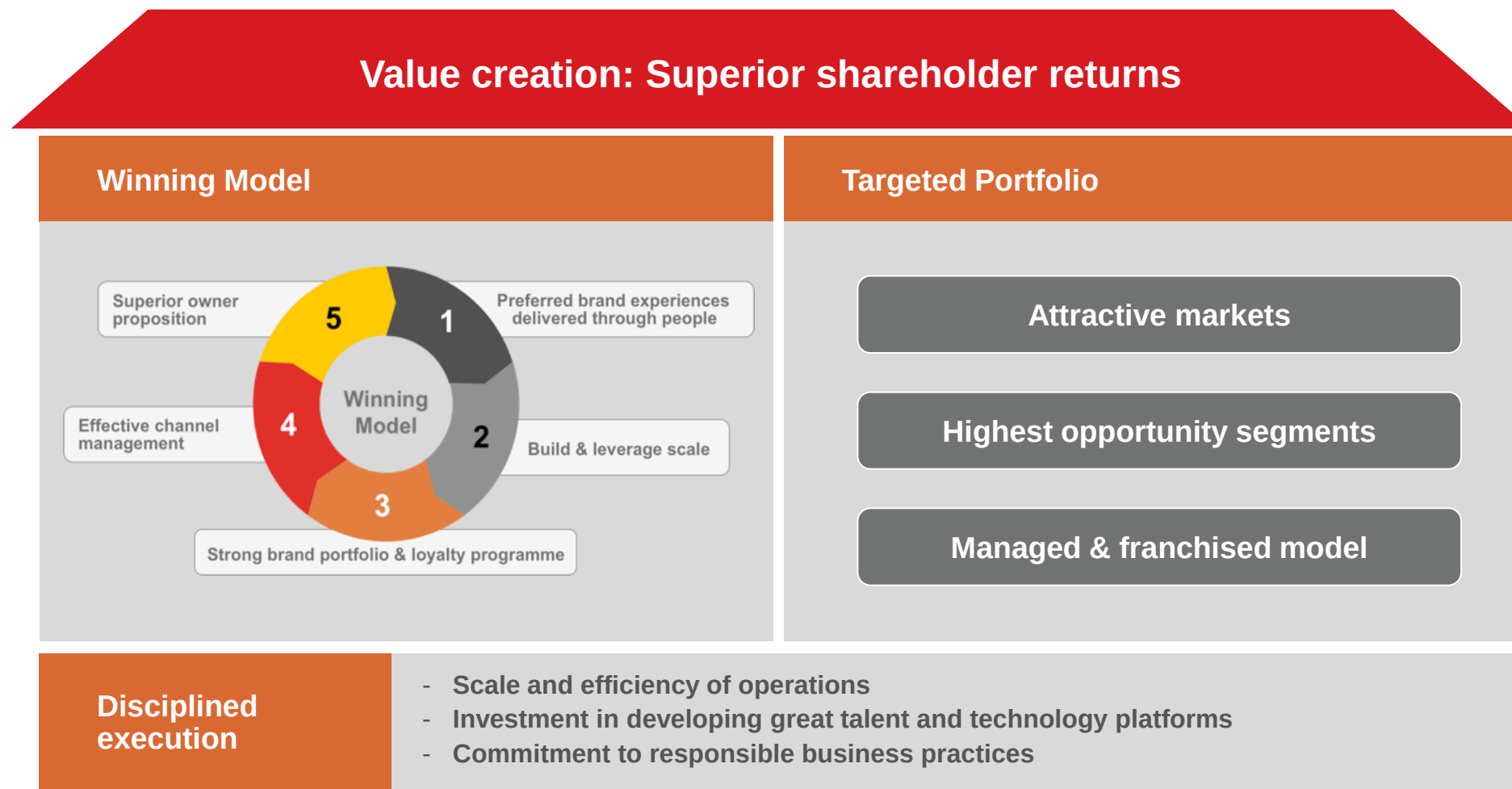
2015 highlights – targeted growth

Highest openings since 2009; best signings since 2008



Group 5,032 hotels : 273 hotels opened, 474 hotels signed

Consistent delivery of IHG strategy



Constantly evolving guest needs

- IHG has a broad but targeted brand portfolio

Needs based segments

IHG brands

- Romantic getaway
- Short break experience



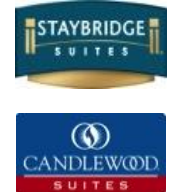
- Rest and go



- Well-being
- Family time



- Mixing business with pleasure
- Business productivity



- Business interactions
- Social identity



InterContinental Hotels & Resorts

– Celebrating 70th anniversary in 2016

- Largest brand in luxury segment; presence in 60+ countries
- 9 iconic openings and 13 signings in 2015
- 52 pipeline hotels with 40+ in Greater China and Asia, Middle East & Africa



InterContinental Danang Sun Peninsula Resort, Vietnam



InterContinental Chennai Mahabalipuram Resort, India

Kimpton Hotels & Restaurants

- Delivering unique guest experiences

KIMPTON[®]
HOTELS & RESTAURANTS

- Leveraging the IHG system to accelerate footprint
- 7 openings and 10 signings in 2015; a record year
- Integration progressing well



The Brice, a Kimpton Hotel, Savannah, GA



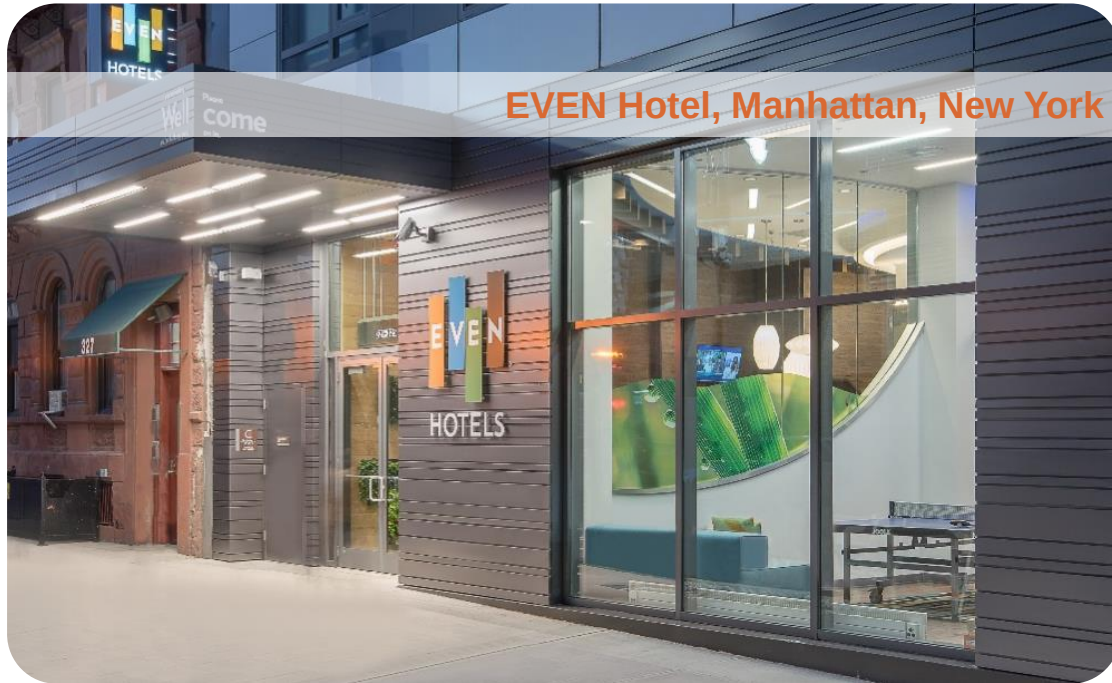
Hotel Van Zandt, a Kimpton Hotel, Austin, TX



Atwood at Hotel Burnham, a Kimpton Hotel, Chicago, IL

EVEN Hotels

- Growth through fantastic new signings



EVEN Hotel, Manhattan, New York



EVEN Hotel / Staybridge Suites, Seattle

- Six asset-light signings in 2015, total pipeline of 8 hotels
- Included flagship dual-branded EVEN and Staybridge Suites in Seattle
- 3rd owned hotel will open in Brooklyn, NY in 2016



EVEN Hotel, Manhattan, New York

HUALUXE Hotels and Resorts

- First brand specifically for Chinese guests

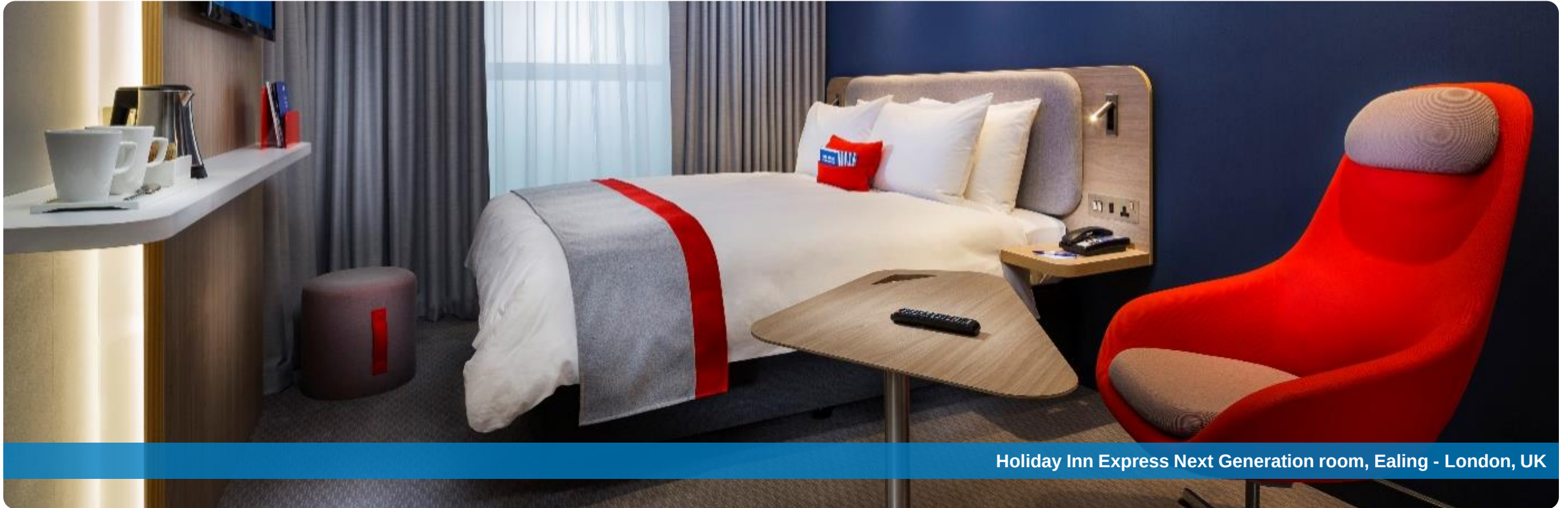
- First three hotels opened in 2015
- Further 21 hotels in the pipeline in key cities
- Celebrating Chinese hospitality with IHG's renowned consistency



HUALUXE Nanchang High Tech Zone, China

Holiday Inn® Brand Family

– Guest experience innovations



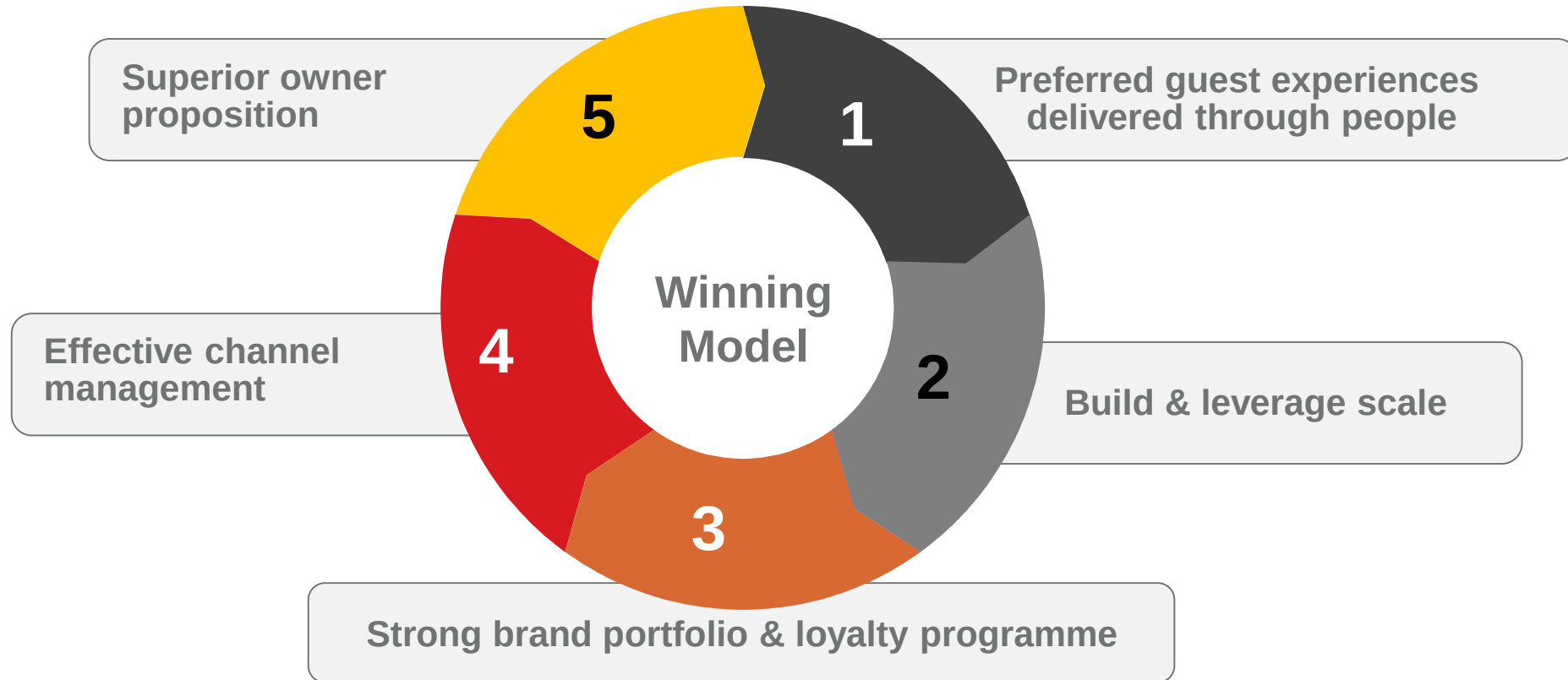
Holiday Inn Express Next Generation room, Ealing - London, UK

- **Holiday Inn – next generation public area**
- **Holiday Inn Express – new smart design for US and Europe**
- **Both driving significant uplifts in guest satisfaction scores**

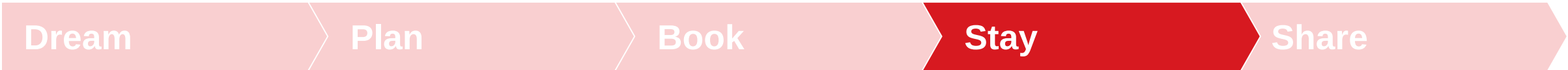


Holiday Inn Frankfurt Oper, Germany

Innovative technology and enhancing the guest journey is critical to delivering our winning model



IHGConnect building on member loyalty





Connect Faster

It is now easier than ever to connect and stay connected using IHG Internet. Our guests can now enjoy quicker, more reliable internet. Plus, IHG Rewards Club® members only have to login once and are automatically connected in the future at all participating IHG hotels.

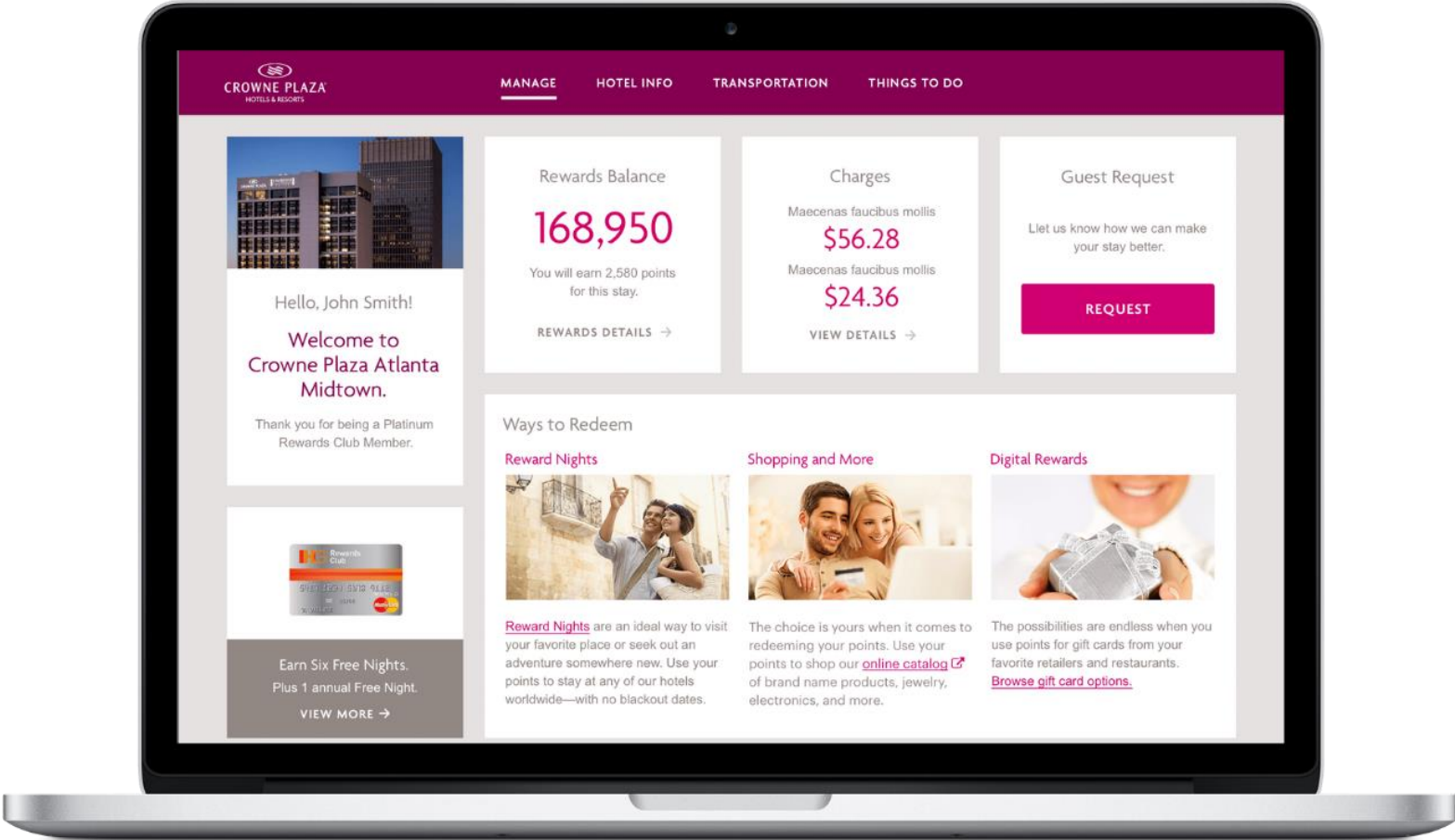
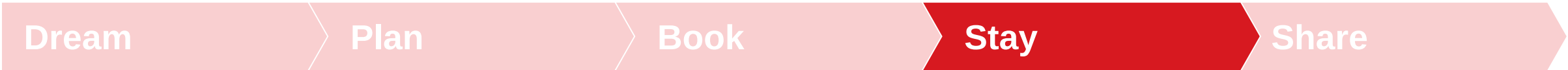


Welcome to IHG Connect

Select an option below to connect to the Internet:

- CONNECT AS MEMBER (+)
- ENROLL AND CONNECT (+)
- CONNECT AS GUEST (+)

IHGConnect building on member loyalty



Innovative new Guest Reservation System will enhance the guest experience

Dream

Plan

Book

Stay

Share



- Leading provider of advanced technology solutions for the global travel industry
- Amadeus will create the back-end mainframe booking system



InterContinental Hotels Group

- IHG will continue to own and develop the value-add customer facing technology

2015 awards

People



Brands



Responsible Business



Female FTSE 100 Award 2015



Top 50 Green Brands 2015

Most Reputable Companies 2015

Conclusion

- Hotel industry has huge growth opportunities
- Clear strategy is continuing to drive outperformance
- Established and enhanced brands meeting guest needs
- Utilising technology to gain revenue and build relationships
- Highly cash generative business model



HUALUXE Nanchang High Tech Zone, China

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Resolutions

1. Report and Accounts 2015
2. Directors' Remuneration Report 2015
3. Declaration of final dividend
4. Re-election of Directors
5. Reappointment of Auditor
6. Remuneration of Auditor
7. Political donations
8. Share consolidation
9. Allotment of shares
10. Disapplication of pre-emption rights
11. Authority to purchase own shares
12. Notice of General Meetings



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