

Chair's statement

Celebrating progress, shaping what's next



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Deanna Oppenheimer
Non-Executive Chair

Important strategic progress was made in 2025, with the power of IHG® Hotels & Resorts' global scale, resilient business model and talented colleagues driving a strong financial performance, system size growth and further enterprise-wide enhancements.

These achievements, made against the backdrop of a challenging economic and geopolitical environment, underline the success of IHG's long-standing strategy to develop a broad portfolio of distinct brands that deliver great guest experiences and strong owner returns, allied to a resilient, asset-light, fee-based, predominantly franchised business model. This approach forms a strong base from which to build global scale, attract millions of guests, form enduring relationships with thousands of owners, and continually invest in core aspects of our offer.

Importantly, it is a model that is highly cash generative and enables reinvestment in critical areas. This has further strengthened IHG in 2025, enhancing performance, efficiency, competitiveness and growth, alongside creating surplus funds to return to shareholders. This includes elevating the quality and operation of existing brands, such as our Holiday Inn® Brand Family, and meeting the evolving needs of guests and owners with the acquisition of Ruby™ and the development of Noted Collection™, our new premium collection brand, which we recently launched to build on the successes of our other collection and conversion brands. The ability to properly harness transformational technological change is also essential in driving competitive advantage and remains a key focus in our efforts to deliver richer guest experiences and stronger owner returns.

Critical to our progress is close collaboration and regular dialogue throughout the year with our thousands of owners and through the IHG Owners Association.

As we grow, we place great importance on ensuring we do so sustainably, reflecting our values as a business and those of our stakeholders. I was pleased to see further progress made during the year on our Journey to Tomorrow responsible business plan, guided by our purpose of providing True Hospitality for Good – a commitment to care for our people and the world around us that helps ensure our hotels not only bring prosperity to thousands of communities but also care where it is needed most. Equally, it is also important we acknowledge areas where we can drive even greater impact, and we will be reviewing and updating our plans and approach in 2026.

Colleague engagement

IHG's overall progress is a testament to the in-depth, shared understanding colleagues have of the Company's strategic direction and focus areas, which was reflected in various feedback forums, including the work of our designated Voice of the Employee Non-Executive Director and IHG's Colleague HeartBeat survey.

I saw the impact of this alignment throughout the year, including when visiting Dubai in the United Arab Emirates, where the Board and I toured several of IHG's world-class properties, and assessed plans to capitalise on the wider region's significant growth opportunities. This is echoed across high-value markets globally and during my time spent with our many stakeholders in 2025, I heard first-hand about the impact of our work and can see how this translates into a strong track record of trust and long-term value creation for investors and all other IHG stakeholders. On behalf of the Board, I would like to congratulate Elie and his executive team for delivering success across so many fronts this year.

The role of the Board

Amid a shifting global landscape, strong governance is fundamental to the success of any business, as is the flexibility to adapt thinking and plans while progressing towards longer-term ambitions. The Board's role is to support and constructively challenge the Executive Committee on how we prioritise, manage risk, grow and generate future value. Focus areas in 2025 spanned brand growth; the effective and responsible use of artificial intelligence; in-depth analysis of our operations and performance across our three regions; talent attraction and Company culture; and our approach to cybersecurity risk management, including assessing threats and recovery plans.

A key aspect of my role as Chair is to encourage the Board's ongoing development and to oversee changes that bring new expertise and insights, reflecting the evolving nature of the business and stakeholder expectations. During the year, we appointed Nicholas Cadbury as Non-Executive Director, who will join the Board on 1 March 2026. Nicholas brings extensive experience in global hospitality and the travel sector, alongside expertise in finance, technology, sustainability and commercial property.

125.9¢

Final dividend proposed for 2025 (2024: 114.4¢).

184.5¢

Total dividend proposed for 2025 (2024: 167.6¢).

>\$1.1bn

returned to shareholders through share buyback programme (completed in December 2025) and ordinary dividends.

\$950m

share buyback programme approved for 2026.

As part of a sustained focus on talent within the business, IHG revised its Directors' Remuneration Policy during 2025 following a comprehensive review of arrangements for Executive Directors and other senior roles. This was a priority to help secure talent that has been highly effective in advancing strategic priorities and creating shareholder value. We undertook several rounds of shareholder consultation and carefully considered feedback before presenting resolutions for our report and revised policy at the 2025 AGM. We were pleased with shareholders' support of these resolutions, which provide a robust framework for attracting and retaining senior talent in the future.

We also announced one leadership change during the year, with Tejas Katre succeeding Wayne Hoare as Chief Human Resources Officer, following Wayne's retirement at the end of 2025. I would like to thank Wayne for his tremendous contribution, particularly for his role in enriching IHG's culture to position the Company for long-term success. I would also like to congratulate Tejas on his appointment. Succession planning and talent development have been hallmarks of IHG for many years and Tejas brings substantial experience to the role, including a strong track record of excellent results during his eight years with IHG in global and EMEA-based HR positions.

Shareholder returns

Following a strong financial performance this year, I am pleased to announce the Board is recommending a final dividend of 125.9 cents per ordinary share, an increase of 10% on the final dividend for 2024. An interim dividend of 58.6 cents was paid in October 2025, taking the total dividend for the year to 184.5 cents, representing a year-on-year increase of 10% for the fourth consecutive year. We continued our strong track record of delivering shareholder returns by successfully completing a \$900m share buyback programme in December 2025, taking the total returns for the year to over \$1.1bn. The Board has approved a further share buyback of \$950m over the course of 2026, which will result in cumulative returns of more than \$5bn over five years. The Board expects IHG's business model to continue its long-term track record of generating substantial capacity to enable investment plans that drive growth, fund a sustainably growing ordinary dividend, and return surplus capital to our shareholders.

Looking ahead, we must remain alive to a shifting global landscape shaped by macro-economic and geopolitical uncertainty and conflict in parts of the world. What remain unchanged, however, are the industry's long-term growth drivers, such as people's enduring desire to travel, rising GDP in emerging markets and increasing appetite for branded hotel players, all of which are contributing to record levels of travel. We have strategically positioned the business to capture this demand, with investment across our enterprise designed to drive both guest and owner preference for IHG and, in turn, the responsible growth of our brands in key markets and segments.

As ever, our success has been driven by dedicated, passionate colleagues throughout our hotels and offices, who put guests and owners at the heart of our plans. I would like to thank them for all their hard work and commitment and our owners for their continued confidence in IHG.



Deanna Oppenheimer
Non-Executive Chair