Hotel Indigo, Tianjin, Greater China

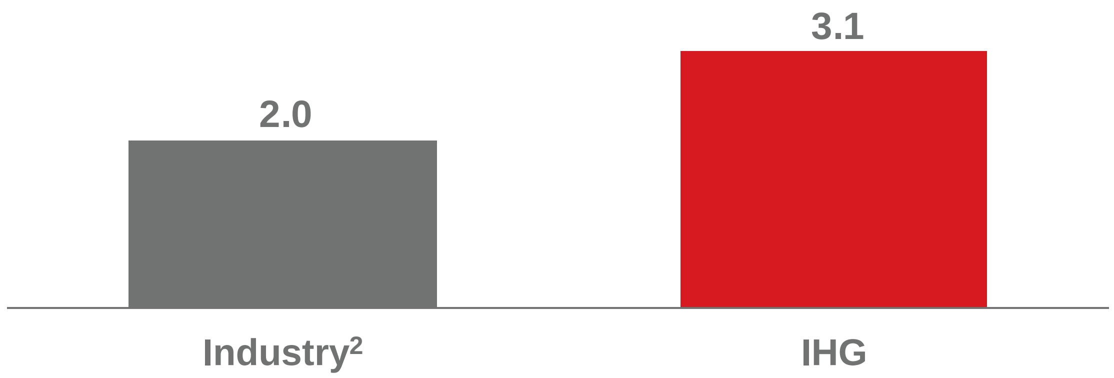
Investor Presentation

April 2017

IHG®

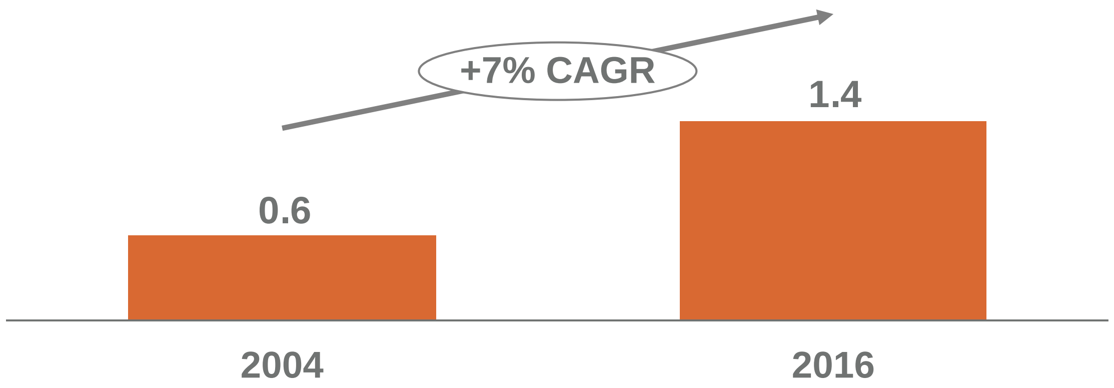
Clearly defined and consistently executed strategy has driven market outperformance

Rooms growth % ('04 – '16 CAGR)

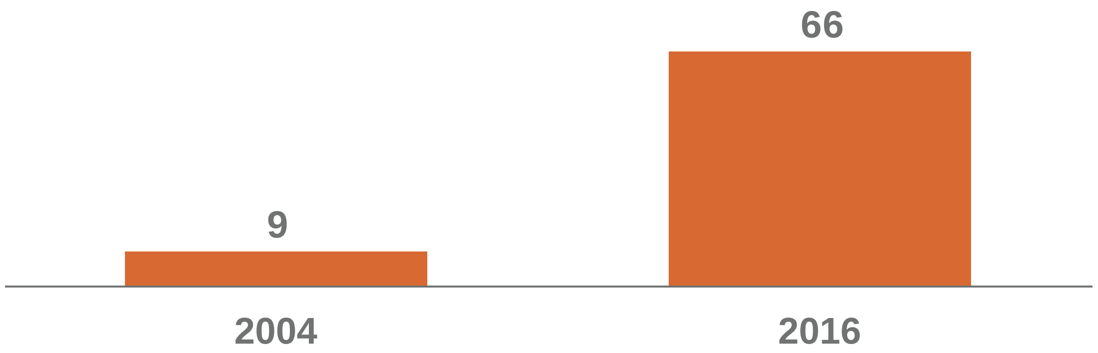


Room revenue growth % ('04 – '16 CAGR)

Fee revenues[1] ($bn)



Return on Capital Employed[3] (%)



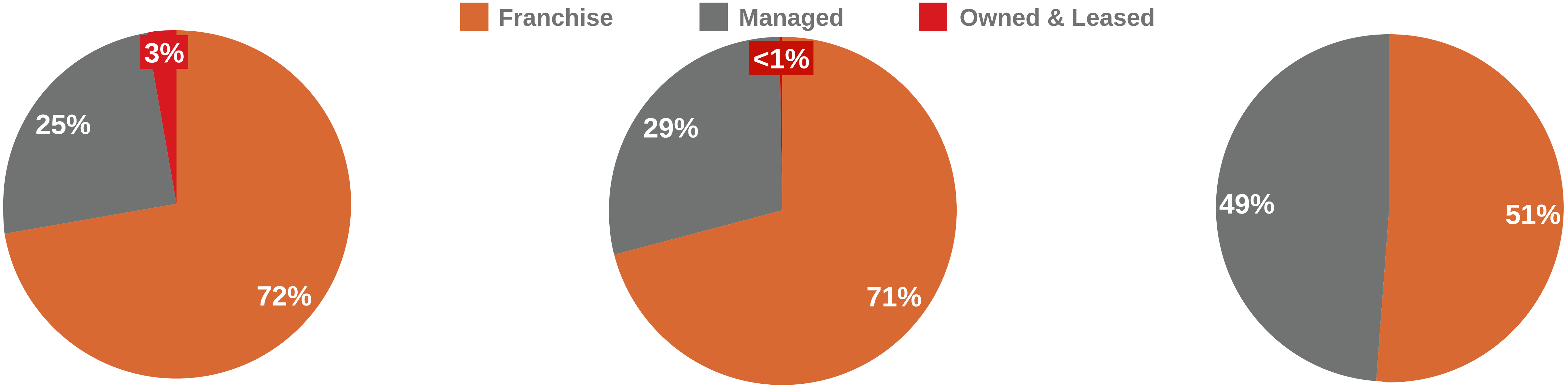
[1]Group revenues excluding owned and leased hotels, managed leases, and significant liquidated damages.
[2]Source: Smith Travel Research.
[3]ROCE calculation = NOPAT / (total equity + net debt).

Most pure play, asset light global hotel company – highest quality of earnings

Highest quality revenue stream

- >95% of profits from fee business following disposal of InterContinental Hong Kong
- ~85% of IHG's fee revenues linked to hotel revenues
- ~15% linked to hotel profits

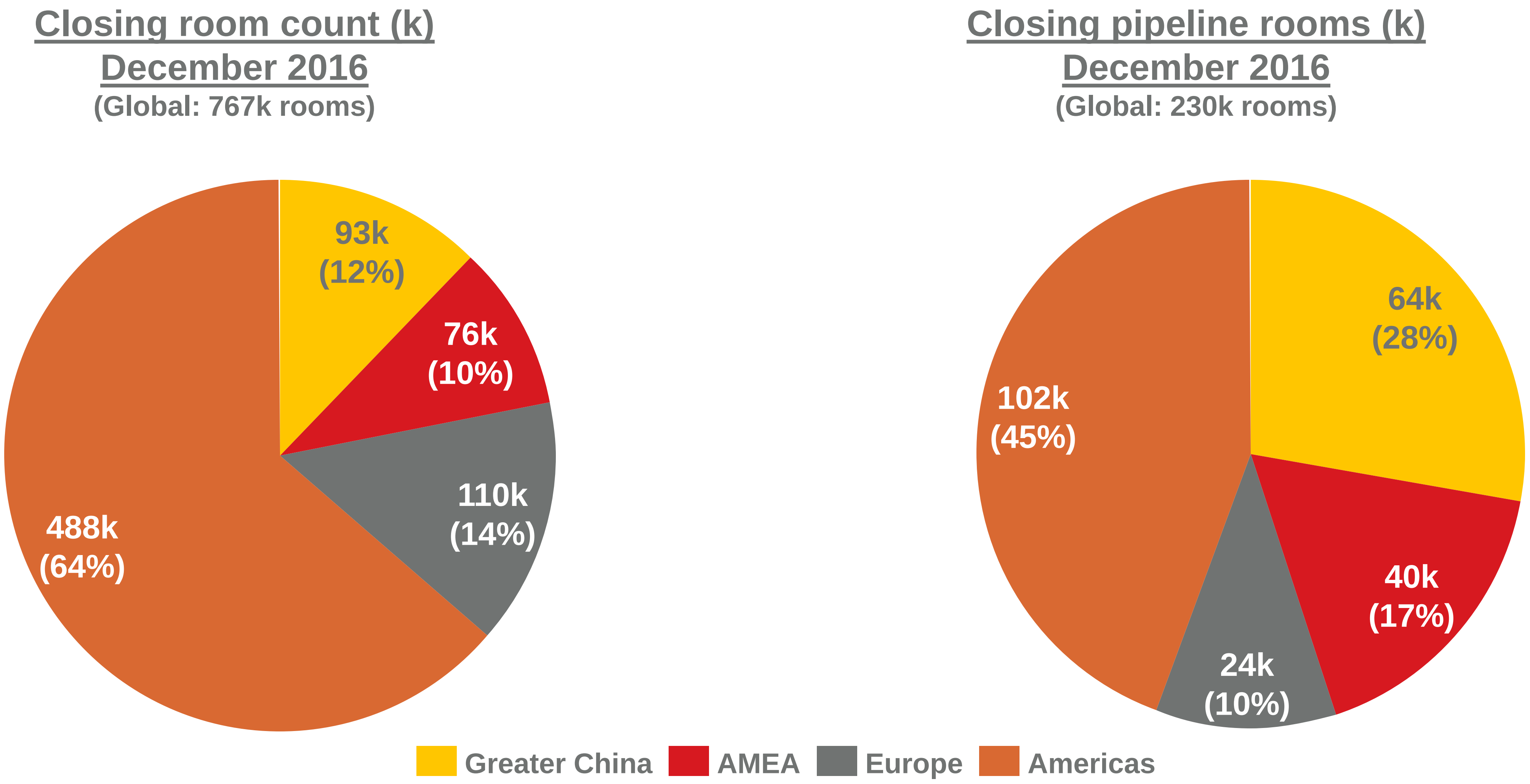
IHG benefits from industry upside, but more resilient in a downturn



2016 Operating Profit* | 2016 Open Rooms | 2016 Pipeline Rooms

* 2016 operating profit before regional and central overheads and excluding individually significant liquidated damages.

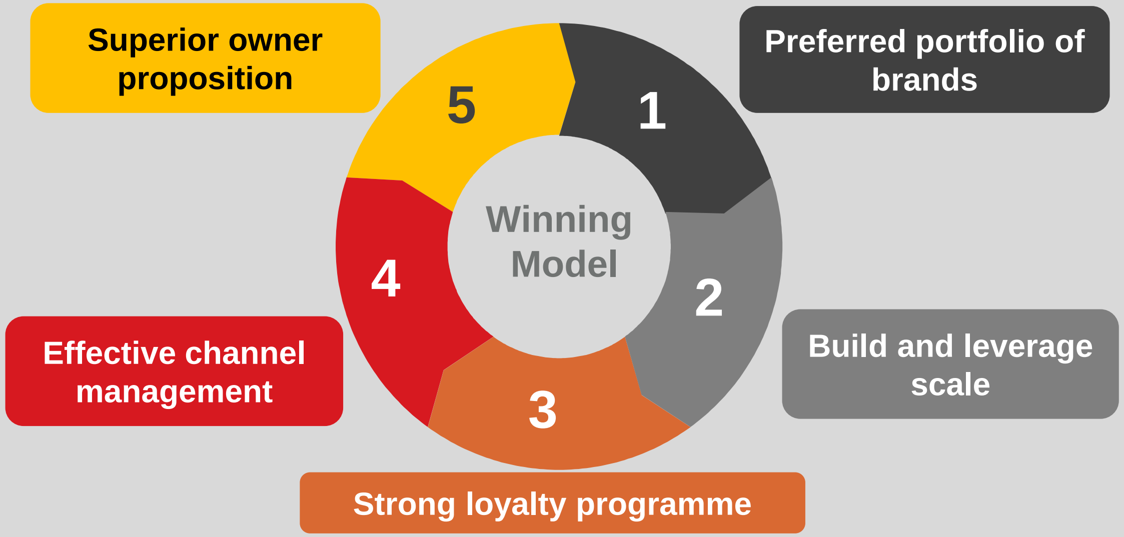
Global business with a presence in nearly 100 countries; concentrated in the US and China



IHG: Consistently executed, winning strategy for driving high quality growth

Value creation: Superior shareholder returns

Winning Model



Targeted Portfolio

- Attractive markets
- Highest opportunity segments
- Managed & franchise model

Disciplined execution

- Scale and efficiency of operations
- Investment in developing great talent and technology platforms
- Commitment to responsible business practices

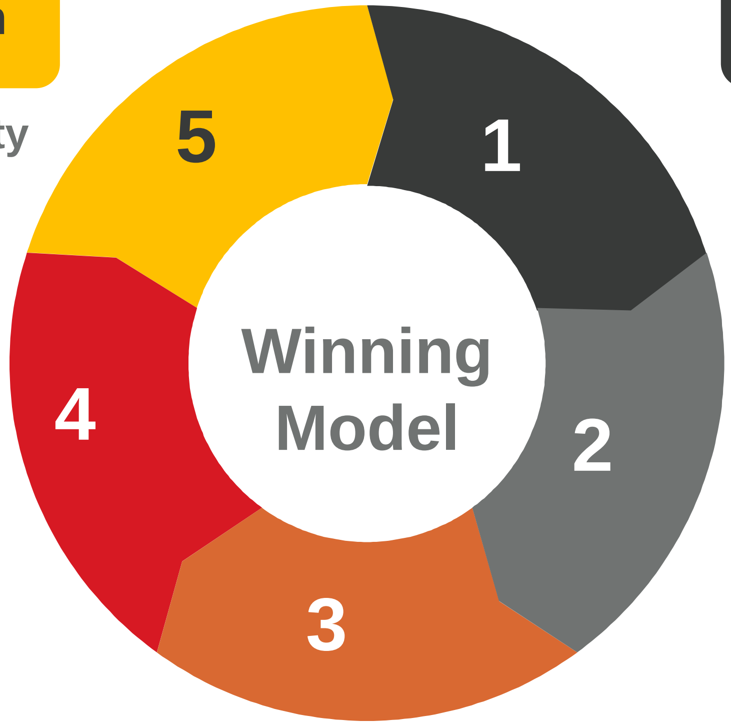
Our Winning Model has consistently guided our targeted investments…

Superior owner proposition

- Revenue management capability
- Leading franchise support
- Kimpton acquisition

Preferred guest experiences delivered through people

- Holiday Inn relaunch
- Crowne Plaza refresh
- Brand portfolio expansion



Effective channel management

- Innovative digital marketing
- Web & mobile technology
- Dynamic corporate rate pricing

Build & leverage scale

- Asset-light restructuring
- Target attractive markets
- Early investment in China

Strong brand portfolio & loyalty programme

- Rebrand IHG Rewards Club
- Enhanced points flexibility

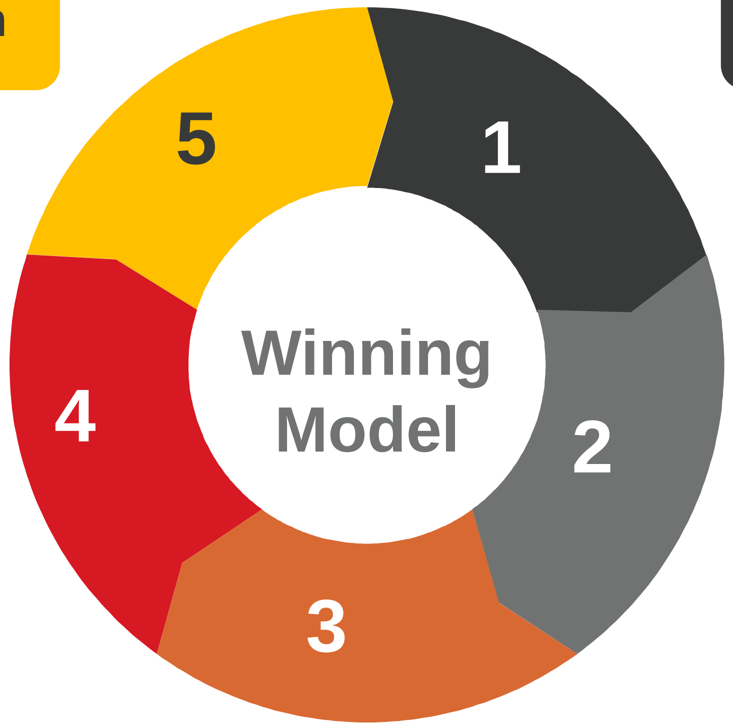
…and we continued to build on these in 2016

Superior owner proposition

- World-class restaurants & bar expertise
- Leading revenue management capability & tools

Preferred guest experiences delivered through people

- InterContinental global luxury
- Crowne Plaza 'Accelerate'
- Holiday Inn Brand Family designs
- New brand portfolio expansion



Effective channel management

- Investment in GRS
- Direct digital channels

Build & leverage scale

- China outperformance
- Tailored China franchise offer

Strong brand portfolio & loyalty programme

- Enhancing our loyalty offering with Your Rate
- Embedding Spire Elite top membership tier

IHG's portfolio of preferred brands, supported by consumer insight, is at the heart of our strategy

	Luxury		Price Point		*Midscale*
Wellbeing		KIMPTON hotels & restaurants	EVEN HOTELS		
Family Time				Holiday Inn	
Romantic Getaway		KIMPTON hotels & restaurants	hotel INDIGO		
Short Break Experience	INTERCONTINENTAL HOTELS & RESORTS	KIMPTON hotels & restaurants	hotel INDIGO		
Rest & Go				Holiday Inn Express	
Mixing Business with Pleasure	INTERCONTINENTAL HOTELS & RESORTS	KIMPTON hotels & restaurants	hotel INDIGO STAYBRIDGE SUITES	Holiday Inn	
Business Productivity		KIMPTON hotels & restaurants	CROWNE PLAZA HOTELS & RESORTS STAYBRIDGE SUITES		CANDLEWOOD SUITES
Building Business Interactions	INTERCONTINENTAL HOTELS & RESORTS HUALUXE HOTELS AND RESORTS 華邑酒店及度假村			Holiday Inn	
Social Identity	INTERCONTINENTAL HOTELS & RESORTS HUALUXE HOTELS AND RESORTS 華邑酒店及度假村			Holiday Inn	

IHG has a broad but targeted brand portfolio

Leading scale in targeted segments

- Holiday Inn Brand Family largest brand in the world by 2x
- InterContinental Hotels & Resorts largest luxury hotel brand
- Leading global boutique hotel business

Evolve existing brands

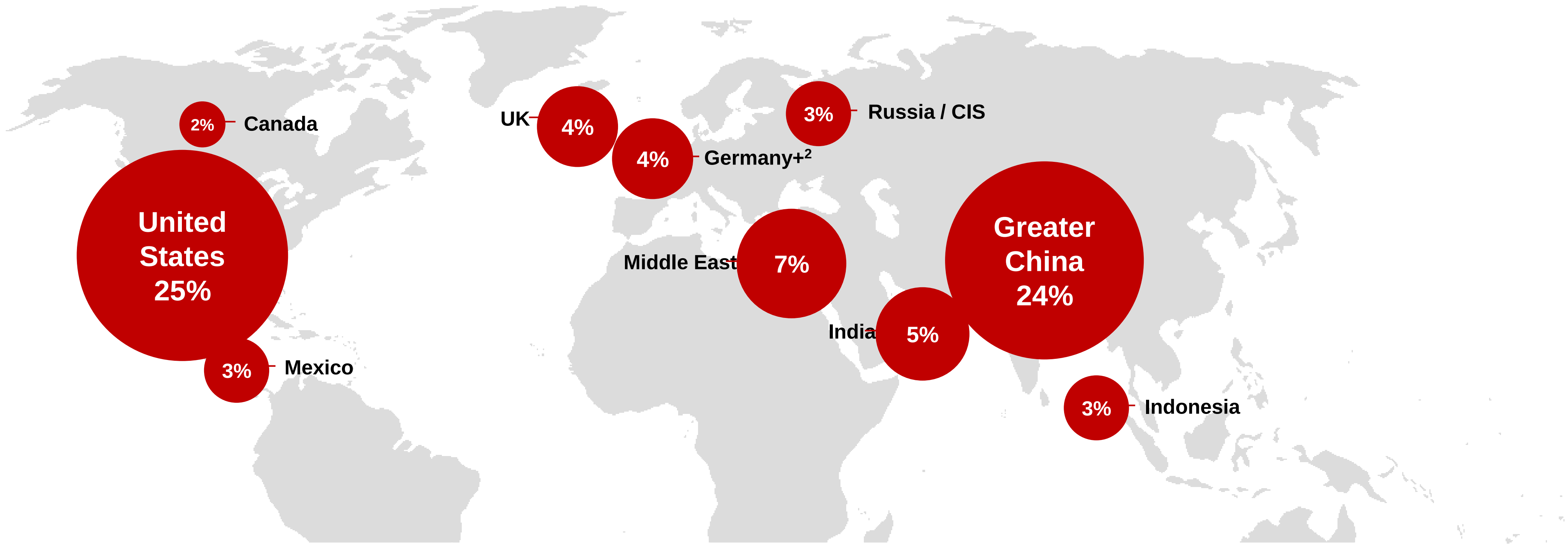
- InterContinental: highest signings since 2008 (4.5k rooms)
- Crowne Plaza: $200m multi-year investment in the US
- Holiday Inn and Holiday Inn Express: new design innovation

Organic growth from new brands

- EVEN: 6 hotels: open, ~15 hotels pipeline or active negotiations
- HUALUXE: 4 hotels open, 22 in pipeline
- Kimpton: First European signings in Amsterdam and Paris; first opening outside US in Grand Cayman

IHG is focused on the hotel markets where 80% of room revenue growth is forecast

IHG's priority markets: forecast share of hotel industry rooms revenue growth to 2025[1]

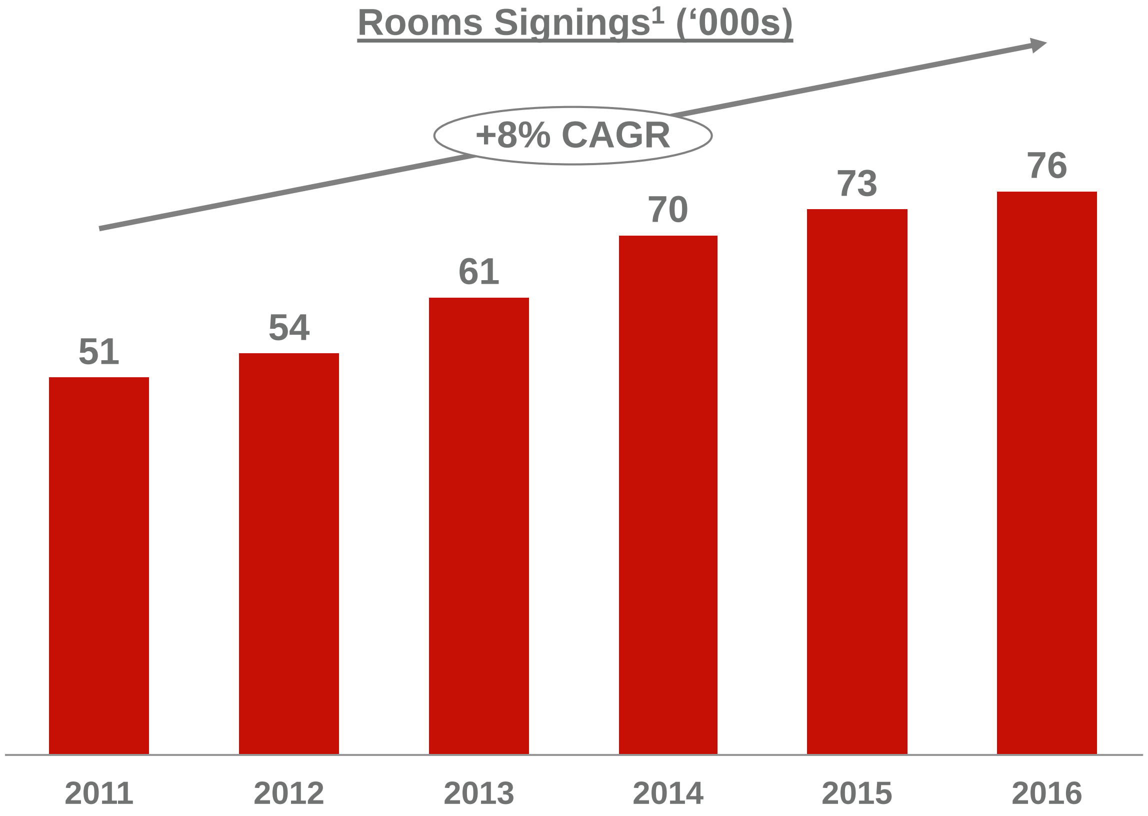


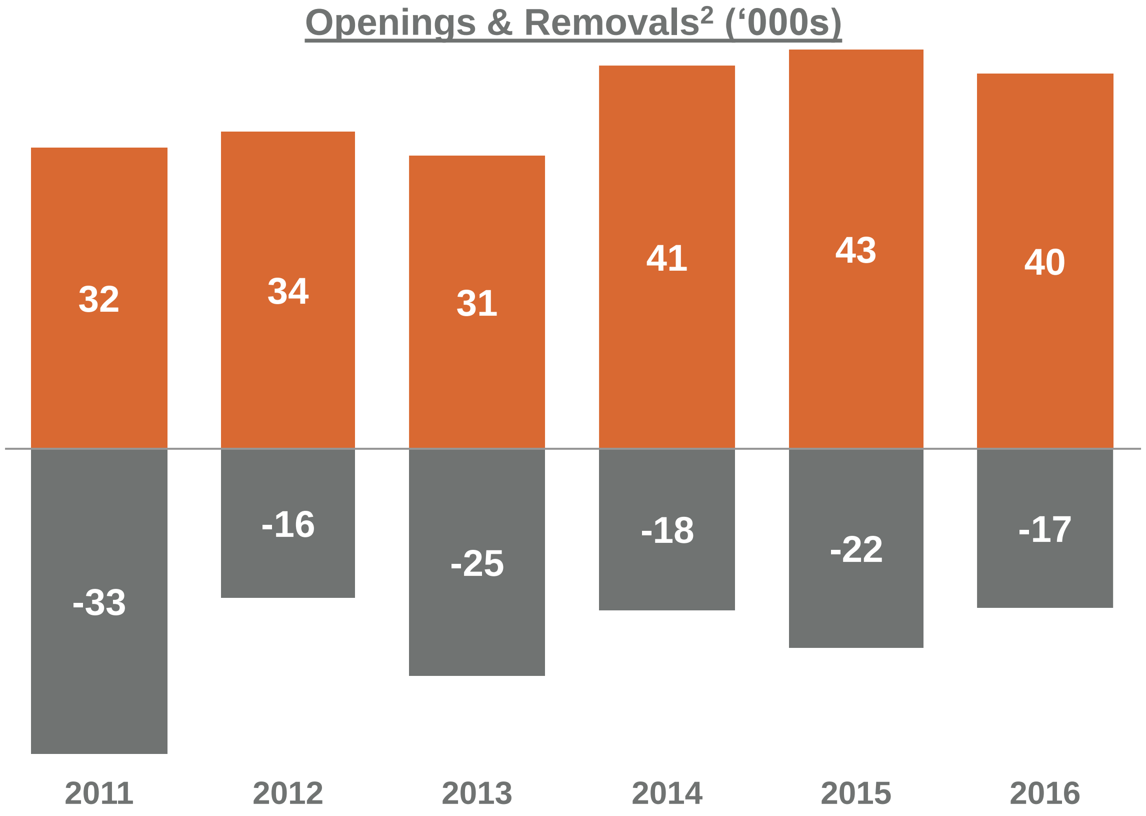
IHG Priority markets	= >$140bn forecast industry rooms revenue growth by 2025 = 80% of forecast global growth
	= 87% of IHG open rooms; 90% of IHG pipeline rooms

[1]Sources: Smith Travel Research, Oxford Economics, McKinsey and IHG estimates.
[2]Includes Germany, Austria and Switzerland.

High quality signings and rigorous removals drive long-term sustainability

- Material step up in openings and signings in the last three years
- Accelerating growth with a focus on quality (over 130k rooms removed in 6 years





5 April 2017

[1]Signings exclude IHG Army Hotels (4,796 rooms in 2011 and 4,118 rooms in 2013) and one Holiday Inn hotel in Makkah (5,154 rooms in 2015).
[2]Openings exclude IHG Army Hotels (4,796 rooms in 2011 and 4,061 rooms in 2013), InterContinental Alliance Resorts (7,279 rooms in 2011), Kimpton Hotels & Restaurants (11,325 rooms acquired in 2015), and one Holiday Inn hotel in Makkah (1,642 rooms in 2015).

Leading digital content and technology innovation drive direct channel delivery

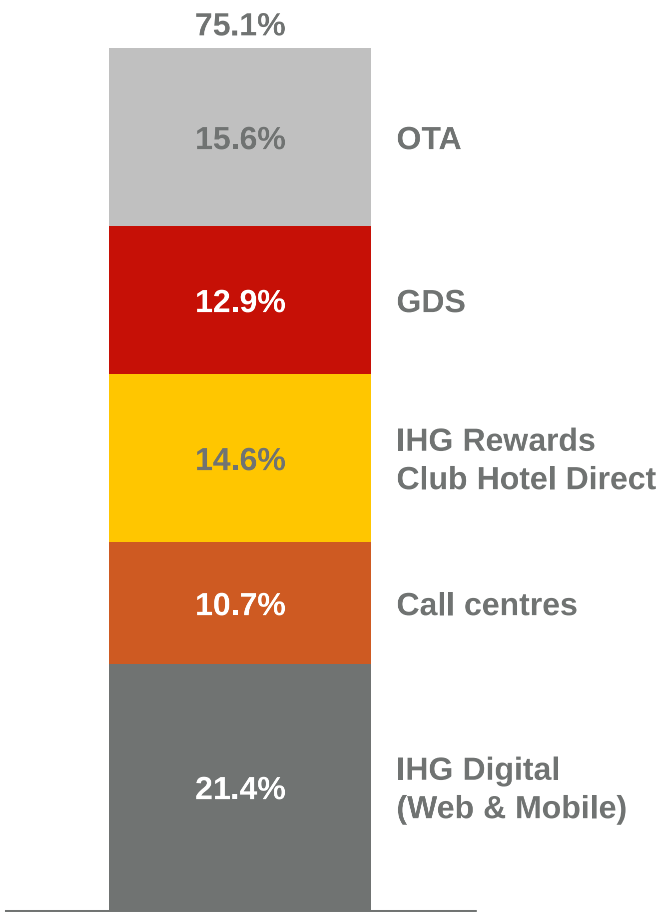
Lower cost direct channels driving delivery[1]

- $1.6n of mobile gross bookings p.a., up by 33% and up from <$50m in 2012

Technology innovation provides platform for future growth

- IHG Connect seamless logon
  - Implemented/being installed in ~1,800 hotels
  - Guest Love[2] up +5pts
- Revenue Management for Hire
  - Now mandatory in US[3]
  - Driving 6pt year-on-year RGI uplift[4]
- Guest Reservation System
  - On-track & on-budget for roll-out in H2 ‘17

2016 Channel Revenue Contribution



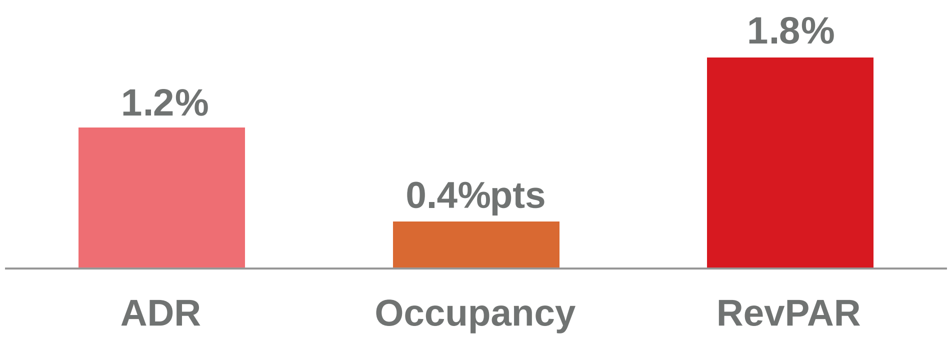
[1]Results relate to FY 2016; [2]‘Overall Internet’ score, pre vs. post-implementation; [3]Unless a full-time, certified revenue manager is employed at the property; [4]Average RGI uplift for hotels joining RMH in 2016.

Resilient fee-based business model

RevPAR X **Rooms** X **Royalty Rate**

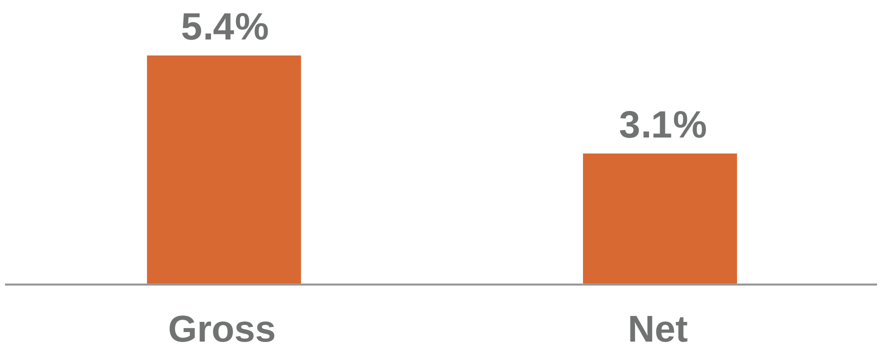
2016 underlying fee revenue[1] $1,409m up 4.4%[2]

2016 Group RevPAR growth[2]



2016: 1.2% Total RevPAR growth[2]

2016 system growth (%YoY)



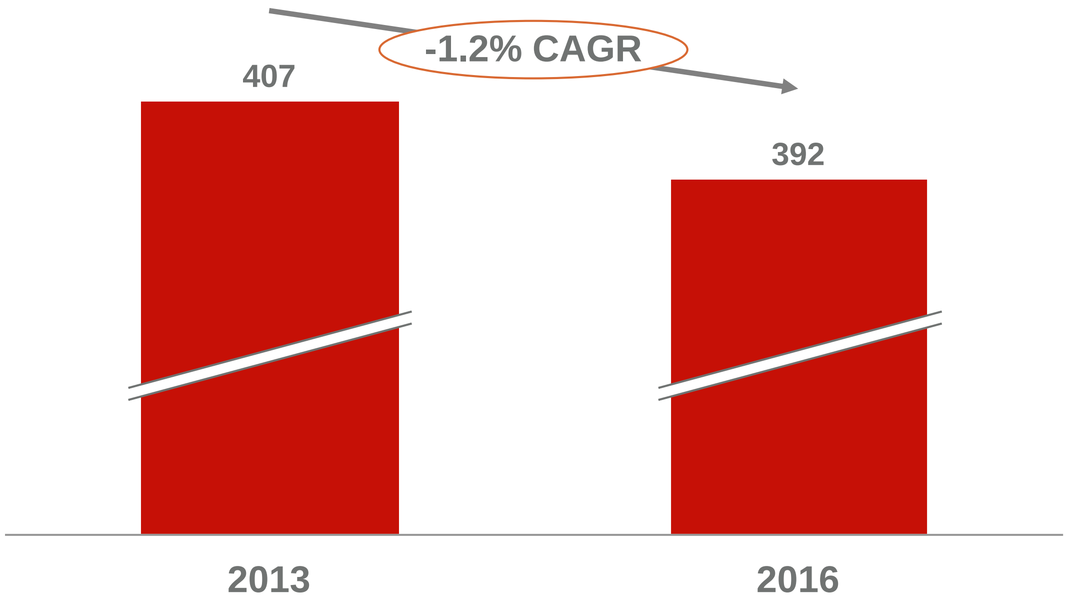
2016: 40k rooms opened, 17k rooms removed

[1]Underlying fee revenue excludes owned and leased hotels, managed leases and significant liquidated damages at constant FY15 exchange rates (CER).
[2]Growth stated at CER.

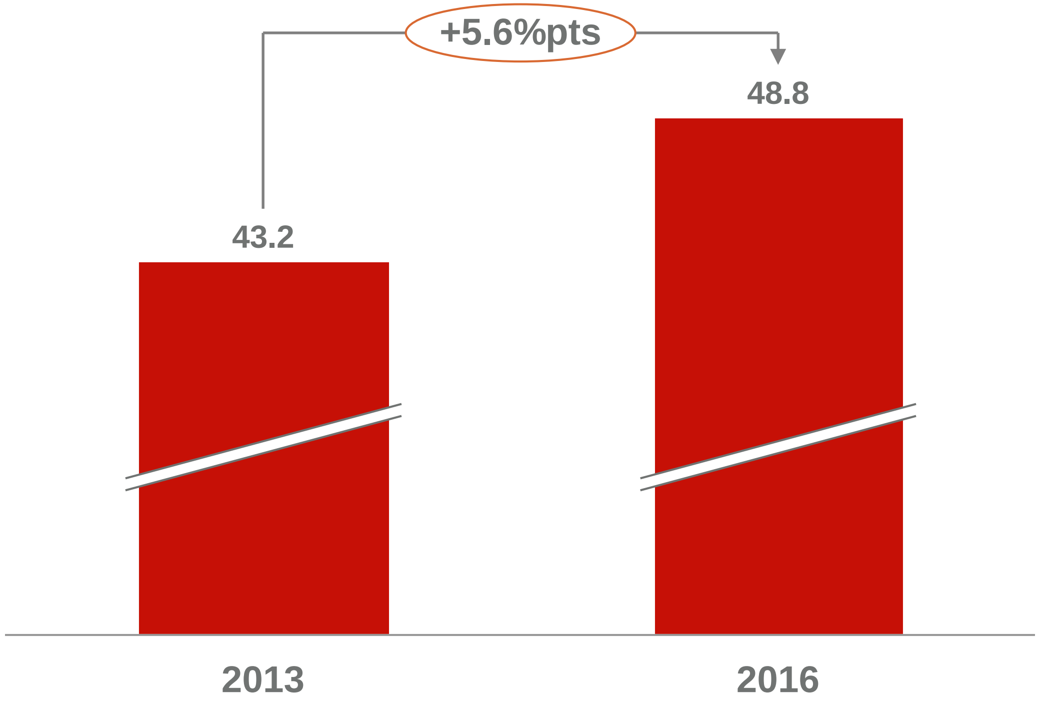
Group fee margin growth through scale benefits and cost efficiencies

We have kept gross overheads[1] broadly flat since 2013…

(USD Millions)



…to support margin growth of 5.6%pts over that period



- Scale benefits and cost efficiencies balanced with investing for growth
- Expect to grow margin in 2017 – albeit at a slower rate than the last few years

[1]Gross overheads includes regional and central costs and excludes central revenues.
All numbers are at AER.

Targeted capital expenditure to drive growth

Maintenance capex & key money

$m	2014	2015	2016
Maintenance capex	101	56	51
Key money	53	59	45
Total	154	115	96

- Medium term guidance $150m per annum
  - Key money: $75m per annum
  - Guidance includes ~$100m for Crowne Plaza in next few years

Recyclable investments

$m	2014	2015	2016
Gross out [1]	60	78	40
Gross in	(48)	(17)	(25)
Net total	12	61	15

- Up to $100m per annum but expected to be broadly neutral over time

System fund capital investments

$m	2014	2015	2016
Gross out	57	71	105
Gross in	(20)	(21)	(31)
Net total	37	50	74

- Medium term guidance $100m
- Repaid when depreciation charged to System Fund

Total capital investments

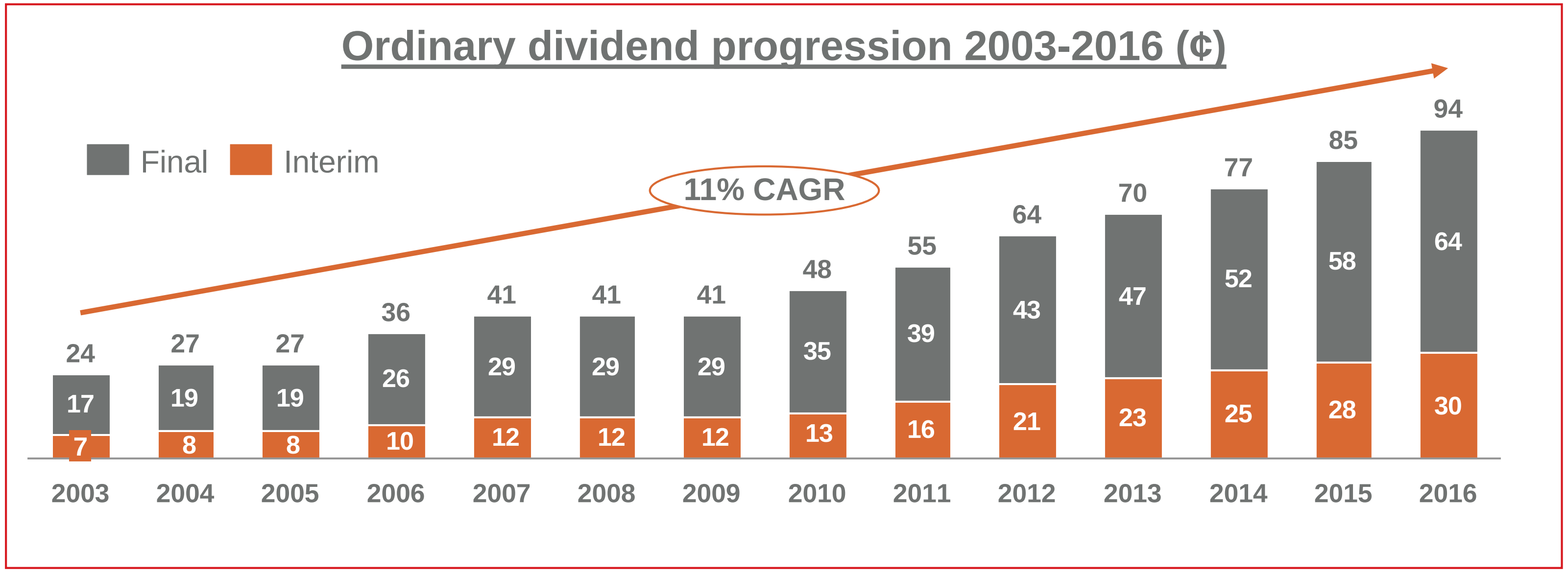
Gross total	271	264	241
Net total	203	226	185

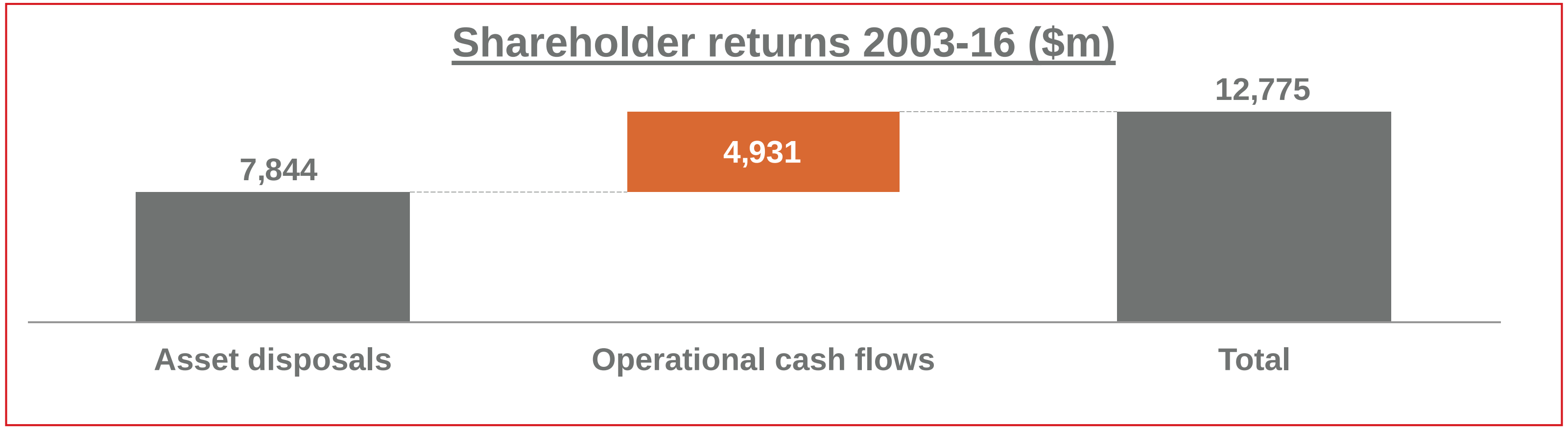
- Medium term per annum guidance
  - Gross: up to $350m
  - Net ~$150m

[1]Gross investment for the InterContinental New York The Barclay was $10m in 2016, $24m in 2015, and $18m in 2014.

Highly cash generative business driving strong shareholder returns

- Strong cash flows driving consistent shareholder returns
  - Total dividend of 94¢, with 11% CAGR since 2003
  - $400m proposed special dividend in May 2017
  - Total returns of $12.8bn since 2003, ~40% from operations
- Efficient balance sheet with ongoing commitment to investment grade credit rating
  - 2.0x to 2.5x net debt / EBITDA
  - Current S&P Rating: BBB (Stable)





2016 trading update
– confident in the outlook for 2017

Solid 2016 performance	• 1.8% RevPAR growth globally • 40k rooms opened; 3.1% net system growth year on year • 76k rooms signed, taking pipeline to 230k rooms
Enhancing portfolio of preferred brands	• Best ever signings in Greater China (19k rooms, 82 hotels) • 18 InterContinental properties signed • Holiday Inn and Holiday Inn Express: new design rollout • Crowne Plaza: $200m multi-year investment in the US • Signed a deal to develop EVEN Hotels in Australia and NZ
Driving direct revenues	• Introduced Your Rate by IHG Rewards Club® • 2m app downloads; bookings up 50% • Signed a global partnership with Alipay • New Guest Reservation System on target for 2017 roll-out

Conclusion

Targeted, long-term investments to drive sustainable growth

Consistently executed strategy, focussed on operational excellence

Expanding and innovating across our brands and technology

Cash generative model driving superior shareholder returns

Despite uncertainty, we are confident in the future growth of the business

Crowne Plaza, Cochin, India

The travel and tourism industry

IHG®

Powerful tailwinds will continue to drive growth for the hotel industry

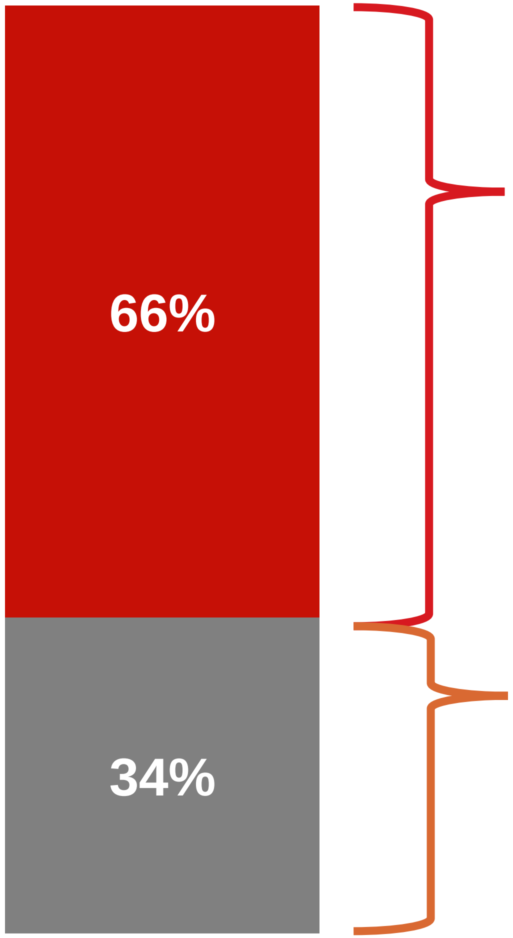
Rising GDP	Growing disposable income	Ageing population	Globalisation of travel

IHG is focused on the hotel markets where 80% of room revenue growth to 2025 is forecast

[1]Sources: Smith Travel Research, Oxford Economics, McKinsey and IHG estimates.

In a diverse accommodation landscape the branded hotel segment is the fastest growing…

Accommodation market rooms revenue share and growth



Hotel accommodation	Market share (%)[1]	’02 – ’14 CAGR (%)[1]
Branded hotels	32	5.1
Unbranded hotels	34	2.9

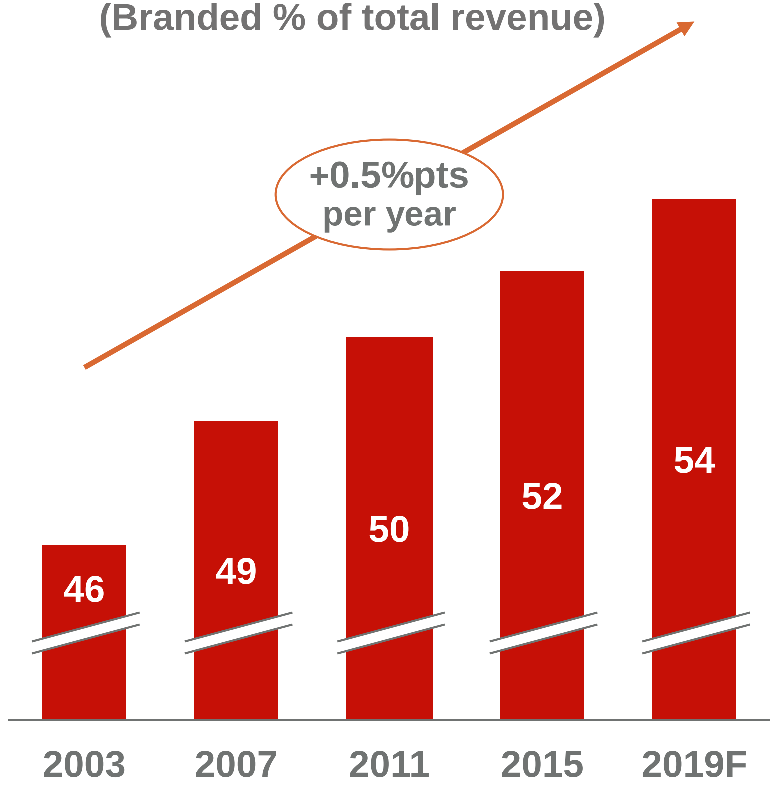
Non-hotel accommodation	Market share (%)[2]	’02 – ’14 CAGR (%)[2]
Short term home rental	17	4.1
Cruises	10	4.0
Timeshare / Vacation ownership	2	3.7
Serviced Apartments	2	
Other[3]	3	

[1]Source: Smith Travel Research.; [2]Sources: Euromonitor, IHG estimates and company reports; [3]Predominantly hostels and campsites.

…with the large, branded players taking an increasing share of the industry

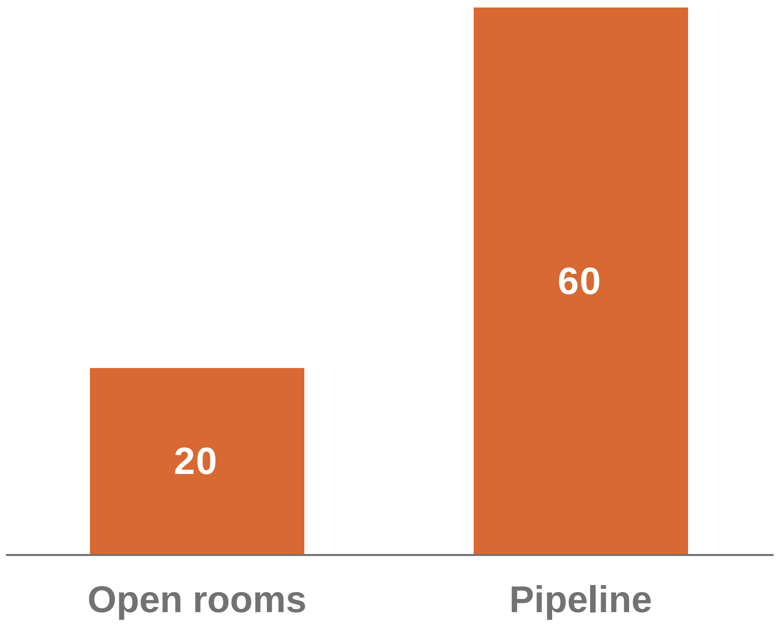
Branded hotels are gaining share of the total industry . . .

(Branded % of total revenue)



…with the top 4 int'l players set to grow disproportionately

(Top 4 global branded players, % of total, 2016)



Source: Branded % of total revenue from Euromonitor; open rooms and pipeline data from STR

In the US, the mainstream segment – where IHG is the leader – will capture a large share of this growth

~45%[1] of US industry growth will be in the mainstream[2] segment

Wide business & leisure appeal

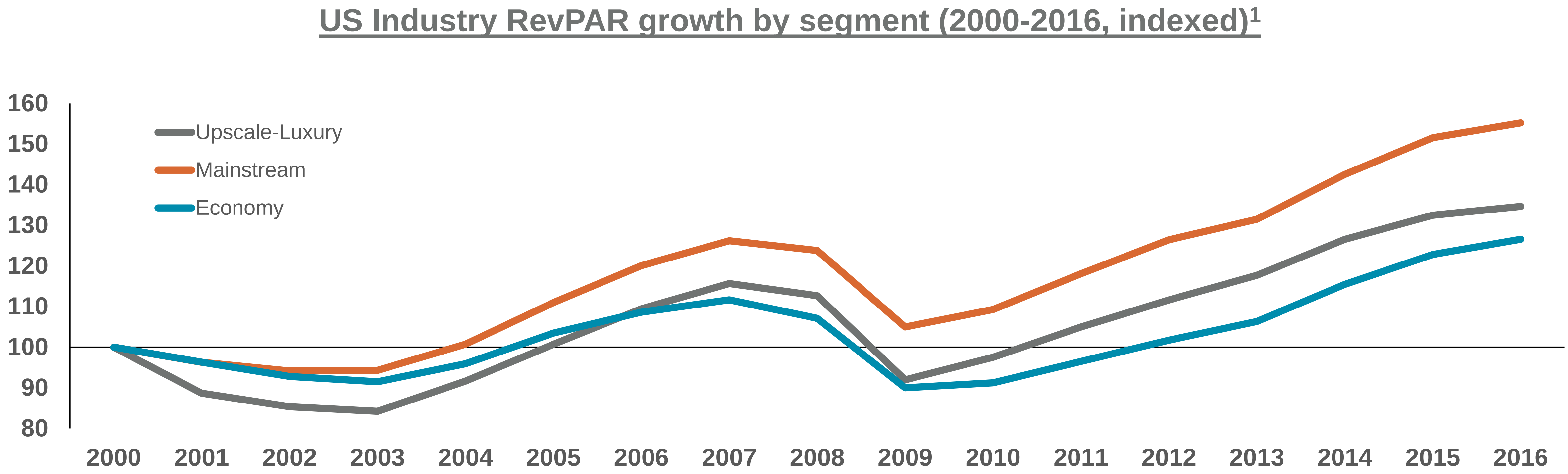
Approachable & accessible environment

Value for money
- Service
- Design
- Amenities

IHG's leading mainstream position:
- 22% share of rooms[3]
- 25% share of active pipeline[3]

[1]Source: Smith Travel Research, Oxford Economics, McKinsey and IHG Estimates.
[2]Midscale & upper midscale segments.
[3] Source: Smith Travel Research.

The mainstream segment is also the most resilient in a downturn



- Between 2000-16 the mainstream segment:
  - Grew RevPAR by 55%, vs. 35% for Upscale-Luxury
  - Experienced the highest RevPAR peak and lowest decline through the cycle

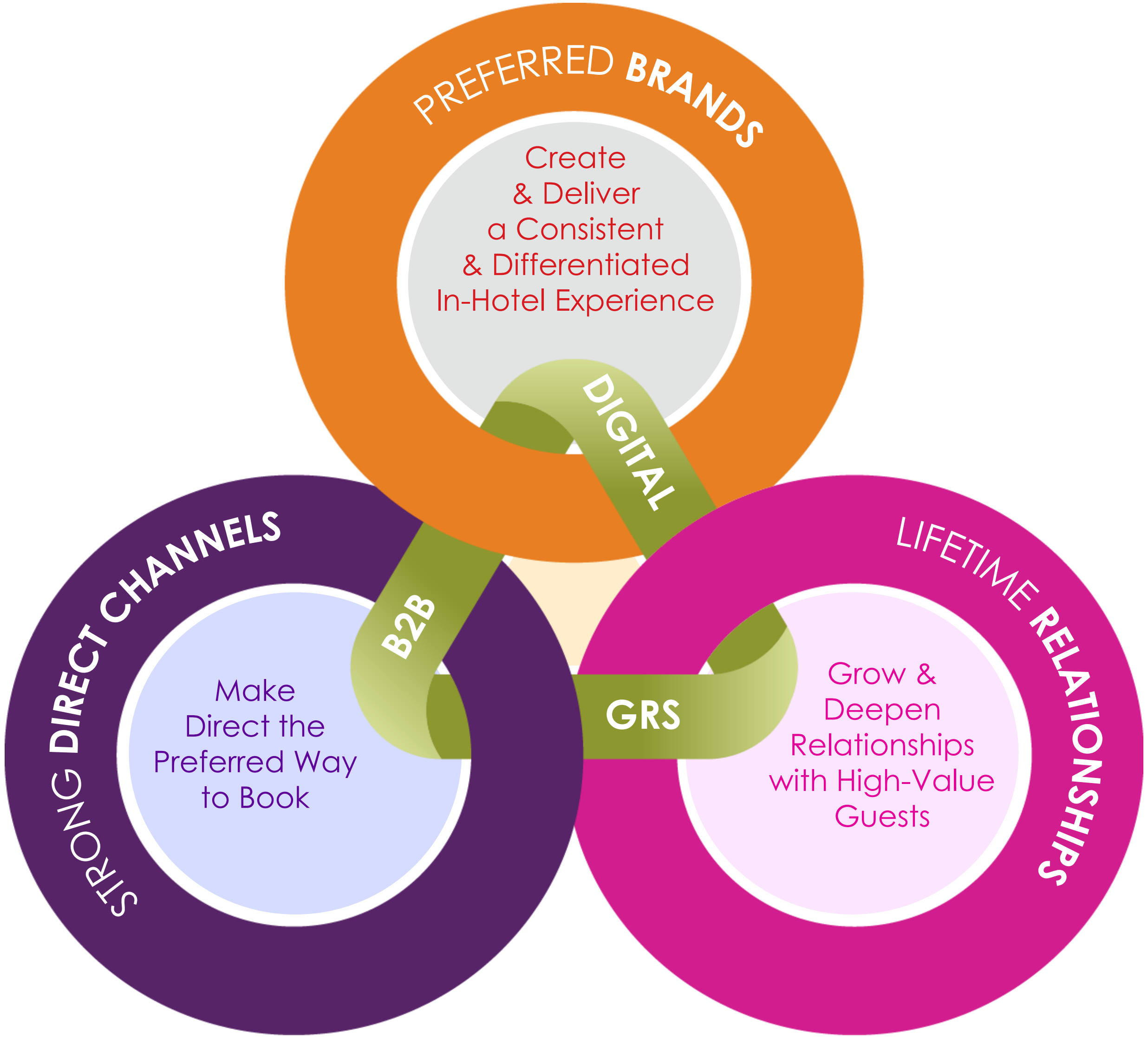
[1]Source: Smith Travel Research.

InterContinental Bordeaux – Le Grand, France

Commercial Strategy

IHG®

Our commercial strategy supports the Winning Model to deliver a leading guest experience



IHG's digital strategy spans the whole Guest Journey, and is underpinned by a data-driven focus

Continuous engagement and dialogue

DREAM | PLAN | BOOK | STAY

SHARE

DATA – DRIVEN

IHG's $1.7 bn[1] System Fund supports our brand marketing and our revenue delivery system

Brands

IHG Rewards Club*

*IHG® Rewards Club not applicable to Kimpton® Hotels & Restaurants; to be included at a future date.

Sources of Income

Marketing & Reservations Assessment
~3.0% of rooms revenue

IHG Rewards Club Point Sales
~4.75% IHG Rewards Club bill

Other fees for value add services e.g. pay for performance programmes

$1.7 bn

Sources of Spend

Advertising & Marketing ~30%

Distribution ~40% (Reservation & Channels)

IHG Rewards Club 30%

[1]As at 31 December 2016.

Holiday Inn Club Vacations, Cape Canaveral, Florida

Preferred Brands

IHG®

Holiday Inn Brand Family
– the leading global mainstream brand

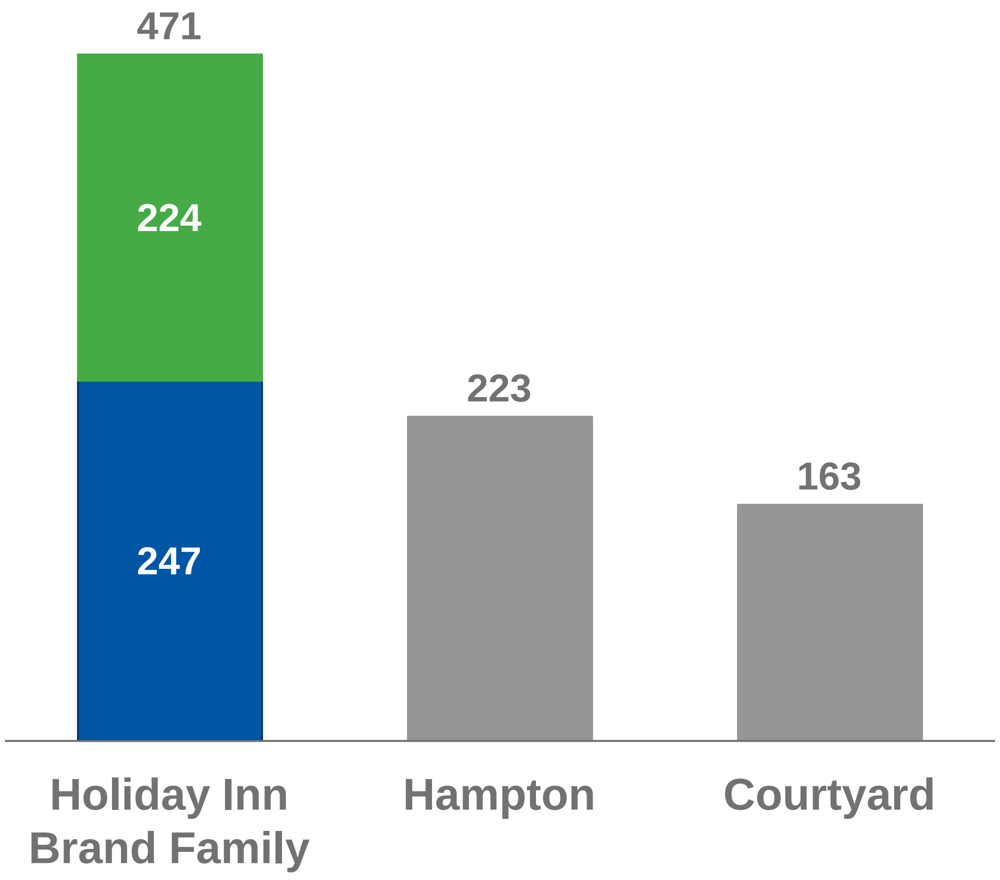
5-year[1] Holiday Inn Brand Family metrics (global)

+3.7pt *Guest Love*

+13% *System size*

+30% *Total Gross Revenue*

Mainstream open rooms[2] (global, 000s)



Brand Family remains the engine of our business

- System revenues up +30%, or nearly $3bn
- Holiday Inn Brand Family represents over 1/3 of global upper midscale pipeline rooms[2]
- ~45%[3] of US industry growth expected to be in the mainstream[4] segment over the next decade

[1]2011-2016. Guest Love = overall HeartBeat full year score; Total Gross Revenue = total rooms revenue from franchise hotels and total hotel revenue from managed, owned and managed lease hotels;
[2]STR census and active pipeline data, 7 January 2017. IHG FY 2016 actuals; [3] Source: STR, Oxford Economics, McKinsey and IHG Estimates; [4] Midscale & upper midscale segments.

Holiday Inn Brand Family
– evolving the brand experience to drive guest and owner preference

2003-2015

- Holiday Inn relaunch (2007-2011):
  - $1bn brand refresh (2007)
  - Relaunched 3,300 hotels, opened 1,500, and removed 1,100 since programme started[1]
- Holiday Inn Club Vacations (2008)
- Design concept launches:
  - Formula Blue (US)
  - Open Lobby (Europe)

2016

- Design philosophy:
  - Contemporary room designs
  - Flexible public spaces
- Creative brand platforms:
  - Localised campaigns
  - Social media utilisation
- Sharpened guest experience:
  - Breakfast offering
  - Restaurant & bar concepts

2017+

- Global roll-out of new designs
- Franchise Plus roll-out in China

[1]As at December 31st 2016

Holiday Inn Brand Family
– guest experience innovations and brand extensions

Holiday Inn open lobby	• Next generation public area which offers unmatched solution for guest's business and leisure needs • 50 open across 8 markets in Europe; 100 by end of '17; delivering improvements across key metrics including • Likelihood to return (+ 7pts)1 and Guest Love (+8pts)1
Holiday Inn Express new design	• New smart design developed in conjunction with insight from guests and owners; tailored to each region • ~175 US hotels already adopted 'Formula Blue' design[1] driving improvements in guest satisfaction (+4pts)[2] and RevPAR (+4%) [3] • ~2/3 adoption for both designs by end of 2020
Holiday Inn Club Vacations	• Asset light time share business launched in 2008 • 26 resorts, almost 8k villas • 340k owners, over 2x more likely to stay at IHG brands

[1]Average Heartbeat change, post-implementation of the Open Lobby; [2]Overall Guest Love score for Formula Blue hotels versus Brand average; [3] Formula Blue hotel outperformance versus local upper midscale was +4pts greater than non-Formula Blue hotel outperformance.

Holiday Inn Brand Family
– global growth and design innovation


Holiday Inn Liverpool City Centre – Open Lobby


Holiday Inn, Manhattan Financial District


Holiday Inn Express, Omaha Airport
Formula Blue Public Area


Holiday Inn Express Wahid Hasyim, Jakarta

InterContinental Hotels & Resorts
– strong position as the leading luxury hotel brand

2003-2015

- Sold assets & retained management contracts
- Expansion into emerging markets
- Brand evolution to affirm our leadership in global luxury

2016

- Embedding "True Luxury":
  - Operational service excellence
  - Enhancing Club InterContinental
- Multiple flagship openings
- Building & leveraging scale
- Signature culinary experiences

2017+

- Flagship openings (2017+)
- Club InterContinental scale & regionalisation

InterContinental Hotels & Resorts
– growing scale and guest preference, winning multiple accolades

5-year[1] InterContinental metrics (global)

+7.3pt *Guest Love*

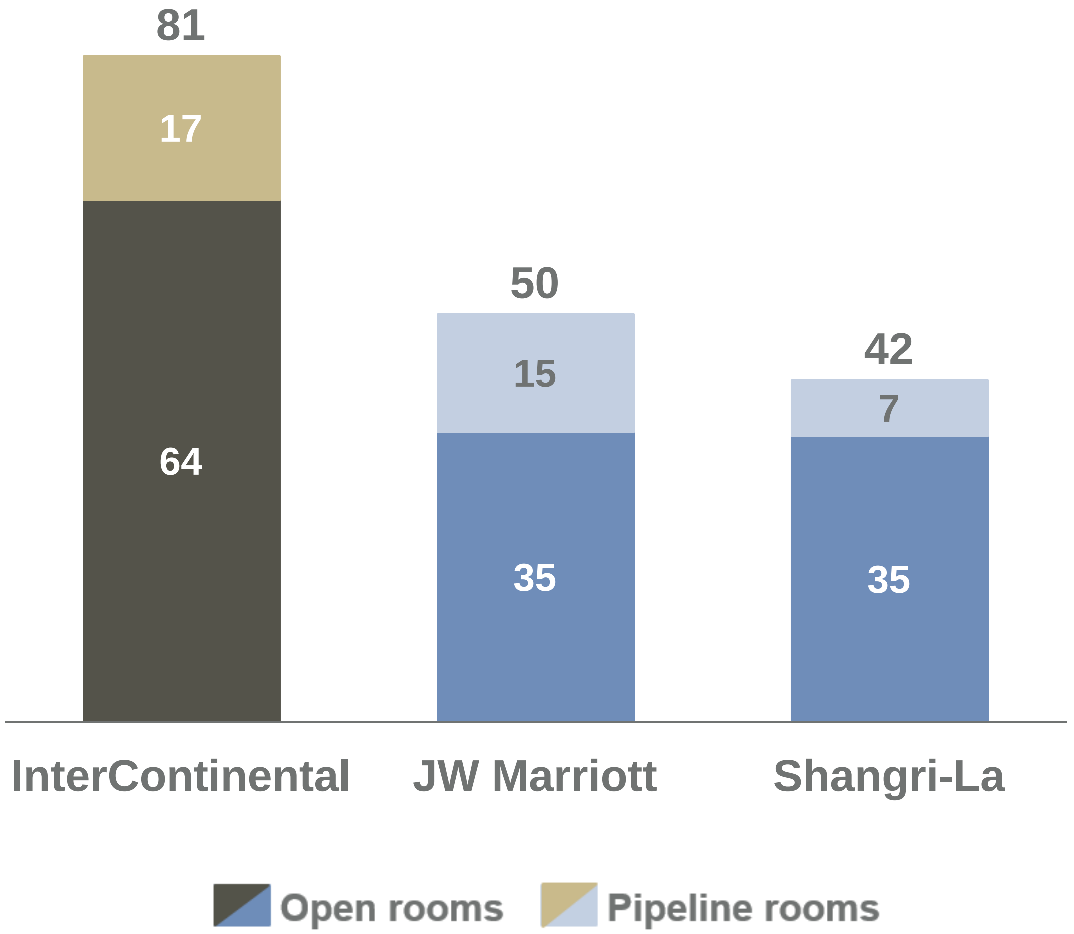
+4.4pt *RevPAR outperformance*

+22% *Total Gross Revenue*

2016 awards

- Leading Hotel Brand (8th consecutive year)
  - World Traveller Awards
- Best Business Hotel Chain Worldwide
  - Business Traveller Awards
- 10 individual hotel Condé Nast Traveller Readers' Choice Awards

Luxury brands open rooms[2] (global, 000s)



[1]2011-2016. Guest Love =overall HeartBeat full year score; RevPAR outperformance = RGI versus GM comp set (excluding subject property); Total Gross Revenue = total rooms revenue from franchise hotels and total hotel revenue from managed, owned and managed lease hotels; [2] STR census and active pipeline data, 7 January 2017. IHG FY 2016 actuals.

InterContinental Hotels & Resorts
– recent landmark openings and signings

INTERCONTINENTAL.
HOTELS & RESORTS

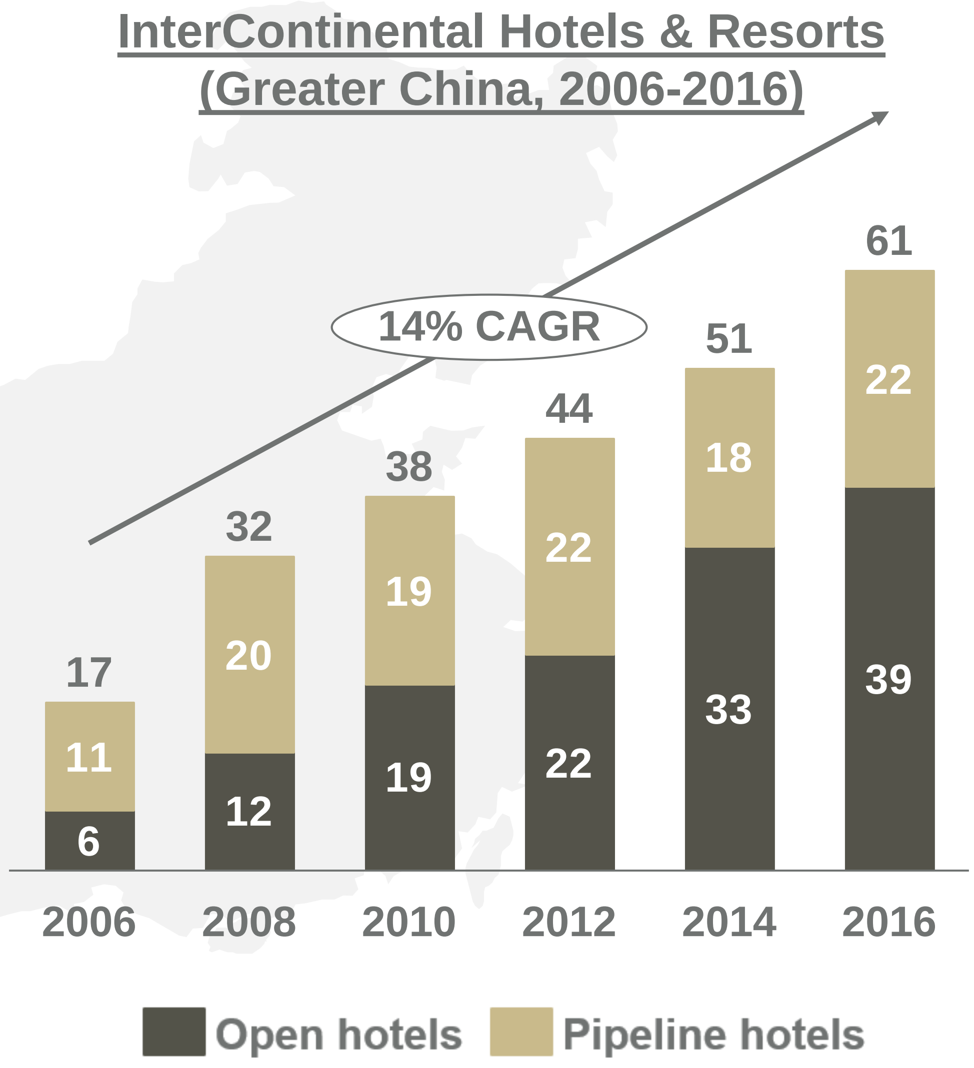
- 18 signings in 2016, best in 8 years, including four in the Americas
- ~12 openings in 2017, strengthening position as a leading luxury brand

InterContinental Washington DC – The Wharf (rendering)

InterContinental Hotels & Resorts in Greater China – rapid system growth with rising brand preference

Largest InterContinental market globally

- 5th opening in Shanghai in 2016
- Multiple 2016 accolades
  - #1 Luxury hotel brand in China[1]
  - Best Hotel Brand (Hurun Report)
- Effective localised campaigns
- Celebrity social media endorsement reaching 50m Sina Weibo followers
- Strong growth in China for past decade:
  - Open and pipeline rooms CAGR of 14%
  - Total Gross Revenues[2] up ~5x to $840m



[1] Preference score, Millward Brown data, Nov 2016, and 2016 Baidu brand equity awards; [2] 2006-2016, calculated at actual currency.

Crowne Plaza
– regional approaches driving global growth

CROWNE PLAZA HOTELS & RESORTS

Global – strengthening leadership position

- Best Hotel Chain in Europe
  - Guardian Travel Awards 2016
- World's Best Airport Hotel
  - Crowne Plaza Changi Airport, Singapore
- Brand awareness increased +4pts yoy[1]:
  - Business productivity campaigns driving significant Guest Love uplifts

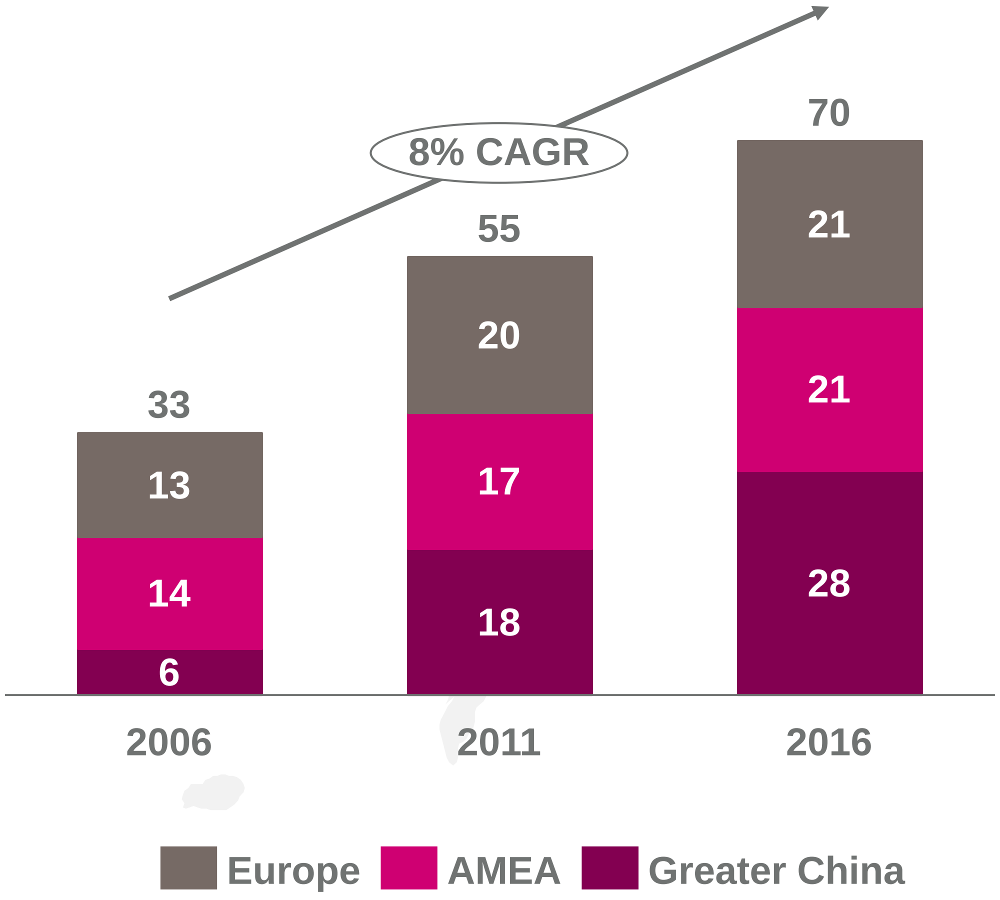
5-year[2] Crowne Plaza metrics (Global ex-Americas)

+6pt *Guest Love*

+28% *Total Gross Revenue*

+26% *System Size*

Open Crowne Plaza rooms (Global ex-Americas, 000s)



[1] Millward Brown, November 2016.
[2] 2011-2016. Guest Love = overall HeartBeat full year score; Total Gross Revenue = total rooms revenue from franchise hotels and total hotel revenue from managed, owned and managed lease hotels.

Crowne Plaza
– regional approaches driving global growth

CROWNE PLAZA®
HOTELS & RESORTS

US - Crowne Plaza Accelerate plan…

- Driving quality improvements:
  - Guest Love up 4pts since 2012
  - Minimum quality threshold +4pts by 2019
- $100m marketing spend over 3 years:
  - 200% increase by 2018 (v 2015)[1]
  - Dedicated commercial team
- $100m investment to drive refurbishments & halo signings – within capex guidance
- Initiatives for rapid adoption of new brand essentials

…already driving improvements

- Awarded "Best Upscale Hotel Brand" by Business Travel News, up from 8th in 2015

[1] Average forecast Crowne Plaza system fund spend, 2015 v 2018.

Accelerating the growth of our luxury, boutique and lifestyle brands

2003-2015

- Hotel Indigo (2004)
- EVEN Hotels (2012)
- HUALUXE (2012)
- Kimpton acquisition (2015)

2016

- Established scale with Hotel Indigo:
  - 150 open and pipeline hotels
- EVEN Hotels traction:
  - Doubled US open portfolio
- Kimpton international growth:
  - 1st opening outside N. America
- HUALUXE: 4th opening; 3 signings in 2016

2017+

- 1st Hotel Indigo Resort Opening (Q2)
- Kimpton expansion into Europe & Asia
- 3 HUALUXE openings in 2017

Hotel Indigo
– expanding IHG's boutique position

- 14% CAGR in rooms since 2011
- Opened 75th Hotel Indigo in 2016; 75 in pipeline
- Our first signings in Australia and Japan
- Expect to open our first Hotel Indigo Resort property in Bali in 2017

Hotel Indigo Bangkok - Thailand

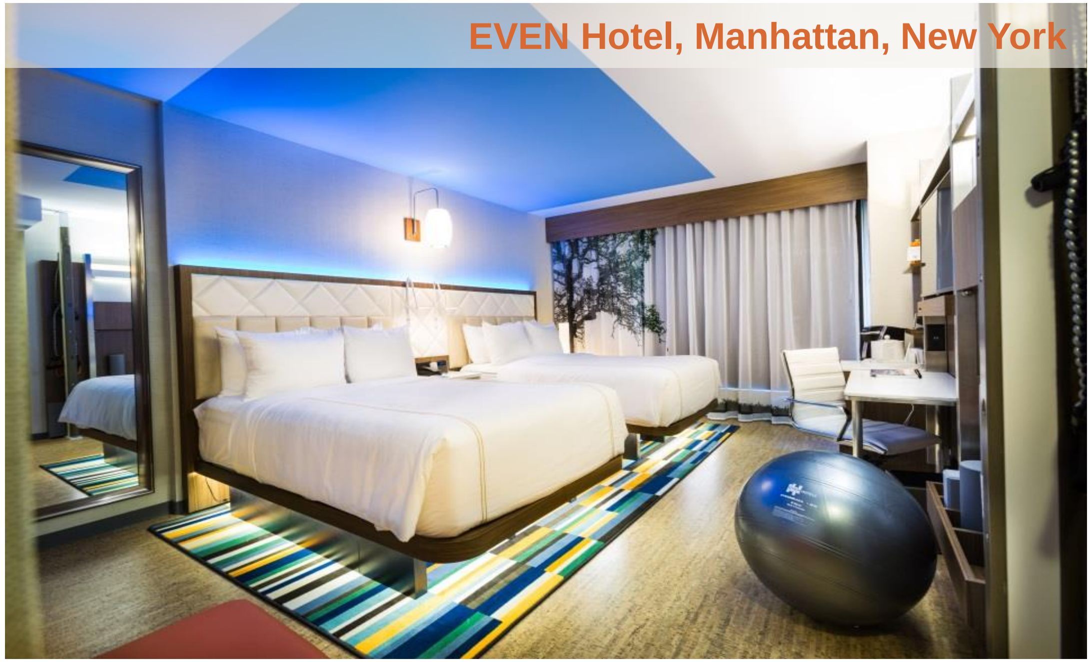
Kimpton
– expanding IHG's boutique position

- Kimpton Amsterdam signed in Jan, Paris in July
- Opened 1st hotel outside of the US, Kimpton Seafire Spa & Resort, Grand Cayman
- Leveraging Restaurant & Bar expertise
- Over 10k referrals per day via IHG channels
- Other deals under discussion in all regions

Kimpton Seafire Resort & Spa, Grand Cayman

EVEN Hotels
– addressing an unmet need

- Six open properties; three owned
- First franchise property in 2016
- Times Square property named in TripAdvisor Top 25 US hotels in 2016
- Signed deal to develop the brand in Australia & New Zealand
- ~15 hotels pipeline or active negotiations


EVEN Hotel, Manhattan, New York

EVEN Hotel / Staybridge Suites, Seattle

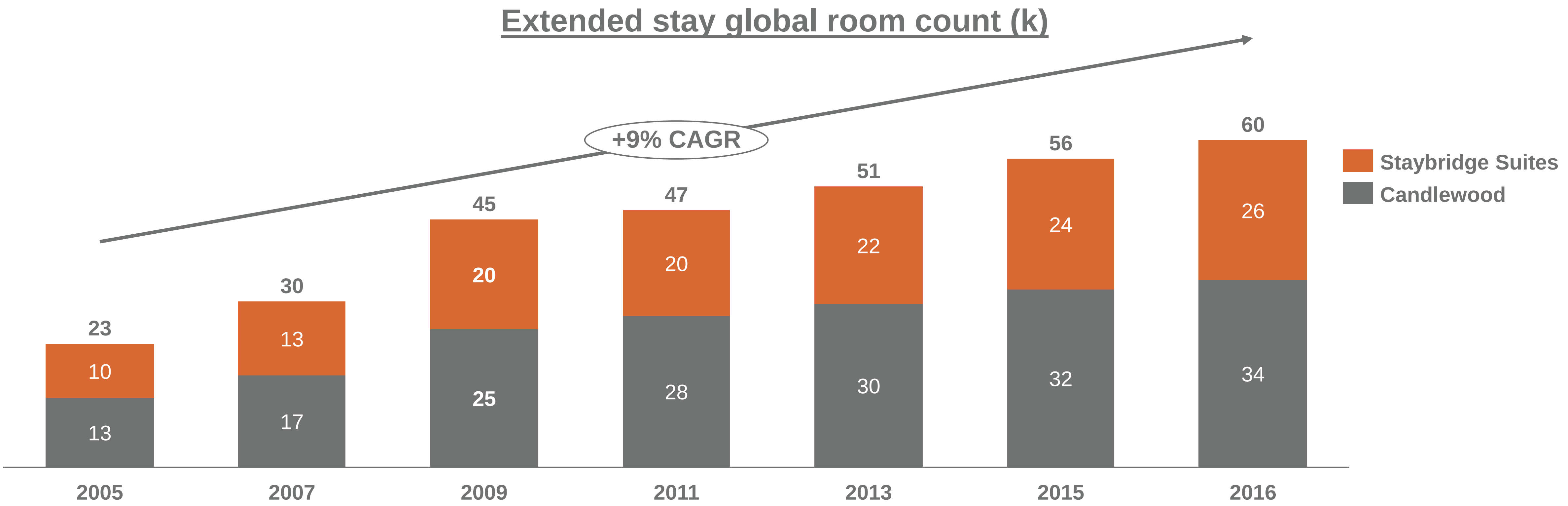
HUALUXE Hotels and Resorts
– industry first in an untapped market

HUALUXE
HOTELS AND RESORTS
華邑酒店及度假村

Innovative brand developed for Chinese guest	• First global hotel brand designed specifically for Chinese guest • Based on four Chinese guest priorities 1) Tradition 2) Rejuvenation 3) Status recognition 4) Enabling spaces • Developed in China by our leading China management team
Opening in heart of China	• Four hotels open - First three hotels opened 2015; one in 2016 • All hotels top 10 on TripAdvisor1 • Three key openings in 2017; 22 pipeline hotels (7k rooms) • Targeting 100 cities in Greater China in 15 to 20 years • 160 cities in China with population greater than 1 million
Chinese outbound opportunity	• 150 million outbound visitors by 2020 • Future plans to introduce brand in key international destinations

[1]As at 17 January 2017, no score available for Kunming

Extended Stay
– rapid growth of both new and acquired brands



- Staybridge Suites launched in 1997; Candlewood acquired in 2003
- Average 9% annual extended stay rooms growth since 2005
- Demand for longer stay, branded product meets both corporate and leisure needs

Restaurant & Bar offering driving owner profit and guest satisfaction

Tailored approach to Luxury & Lifestyle

- Targeted celebrity chef partnerships
- Destination restaurants in key gateway locations creates halo effect
- Enhances the brand story

Creating a library of franchise concepts

- Offers owners a variety of options to fit physical product and micro-market
- Driving owner ROI and guest heartbeat
- Significant IHG branding opportunity

Leveraging world-class R&B expertise from Kimpton

- Authentic restauranteur mindset
- Specialist restaurant design capabilities

EVEN Hotels, Norwalk, USA

Strong Direct Channels

IHG®

IHG has a long history of technology innovation

- 1st computerised reservation system
- 1st and largest hotel rewards programme
- 1st online bookings
- 1st best price guarantee
- 1st to have apps on all mobile phone platforms
- 1st Facebook price comparison ads & trial of customer service ‘bot’

IHG™ Rewards Club

Best Price Guarantee
or your first night is free
BOOK WITH US ADVANTAGE

facebook

Our business is built around data and technology; they are at the core of IHG's capabilities

Sales & Marketing

- Programmatic marketing
- 1-to-1 marketing
- Social media

Direct Channels

- www.ihg.com
- Mobile apps
- Automated web chat

Loyalty & Lifetime Relationships

- Personal relationship
- Stay preferences
- Guest arrivals reports

Guest Innovation & Experience

- Mobile Check-Out
- IHG Connect
- IHG Guest reviews

Underpinned by reservation, pricing and data storage technologies

We execute our digital marketing strategy by leveraging multiple touchpoints on the Guest Journey

Performance Marketing

Email marketing
- Targeted promotions and loyalty lifecycle marketing

Social marketing
- Proactive marketing campaigns and reactive response

Paid search
- Advert placement in response to search queries

Metasearch
- Promotion of properties on hotel metamediary sites

Affiliate listings
- Strategic deployment of “pay for performance” advertising

Programmatic marketing
- Data-driven marketing targeting customer segments

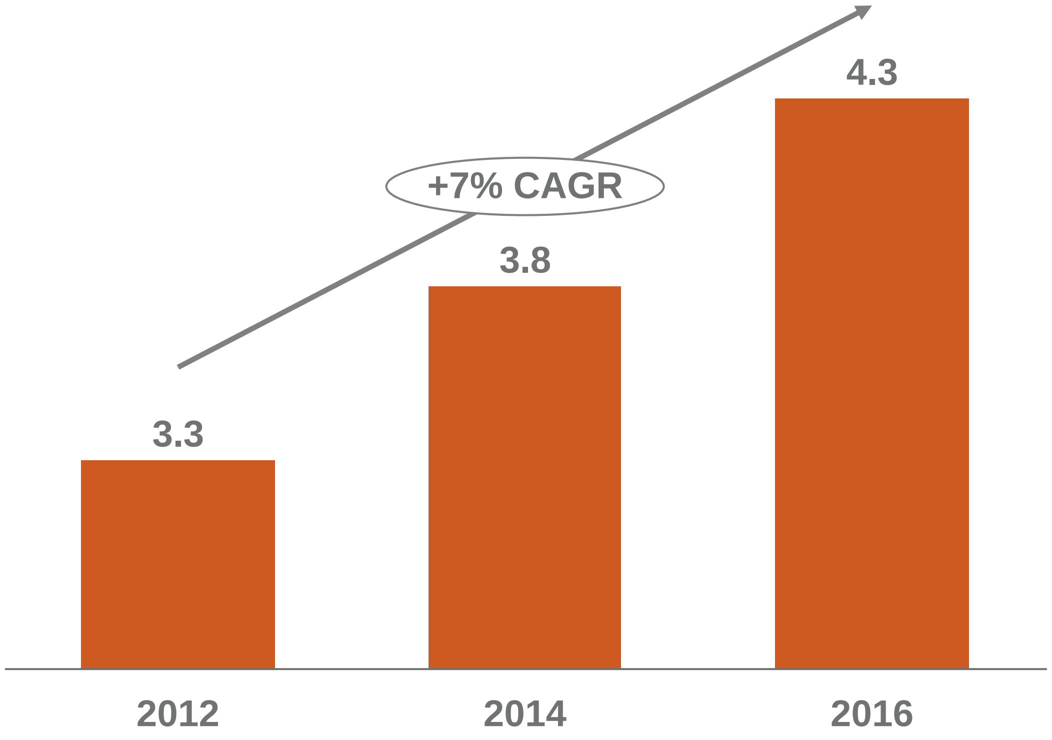
Accelerating digital revenue growth – our lowest cost distribution channel

DREAM | PLAN | **BOOK** | STAY

Direct digital[1] = IHG's largest channel

- **>20% of rooms revenue**
- **Supported by fast mobile growth**
  - **$1.6bn revenue per annum vs. <$50m in 2010**
  - **Drives >50% of web traffic**
  - **Growth of 33% YoY**

IHG annual digital revenue ($bn)[1]

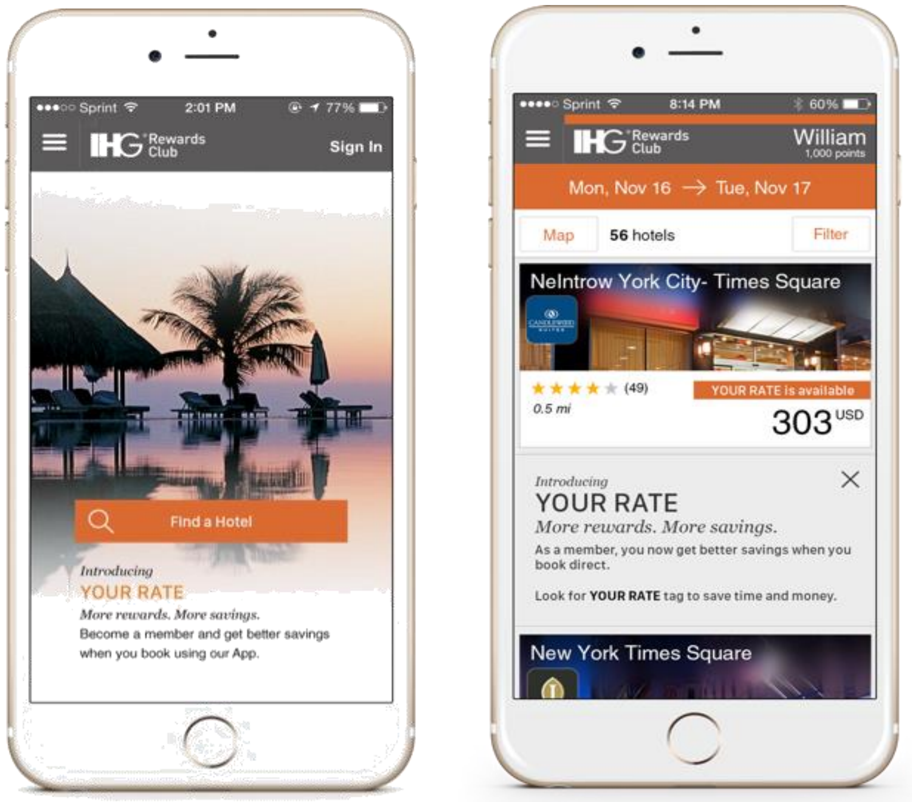


[1]Includes web and mobile checkout revenue. At AER.

Majority of this growth is from mobile, particularly our award-winning app

DREAM | PLAN | **BOOK** | STAY

- Multi award-winning App, rated ★★★★½
- Invested early: 1st to have apps on all major platforms
- 2 million downloads, with App bookings up 50% year on year
- Most in-app loyalty offerings in the industry
- Significant concentration of loyalty members using App
  - 55% of Spire Elite members
  - 36% of Platinum Elite members



Enhancements to IHG Rewards Club drive member contribution and advocacy

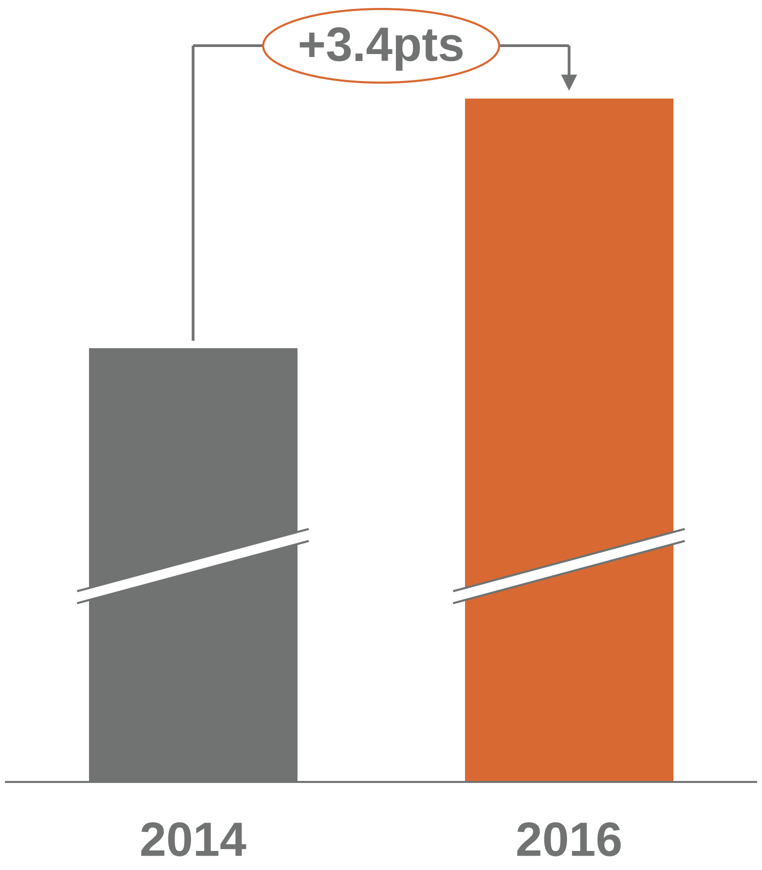
Your Rate by IHG Rewards Club ®

Direct retail channel growth rates — 5pts YoY

Member Enrolments — 16% YoY

Engaged Members (6+ stays YTD) — 7% YoY

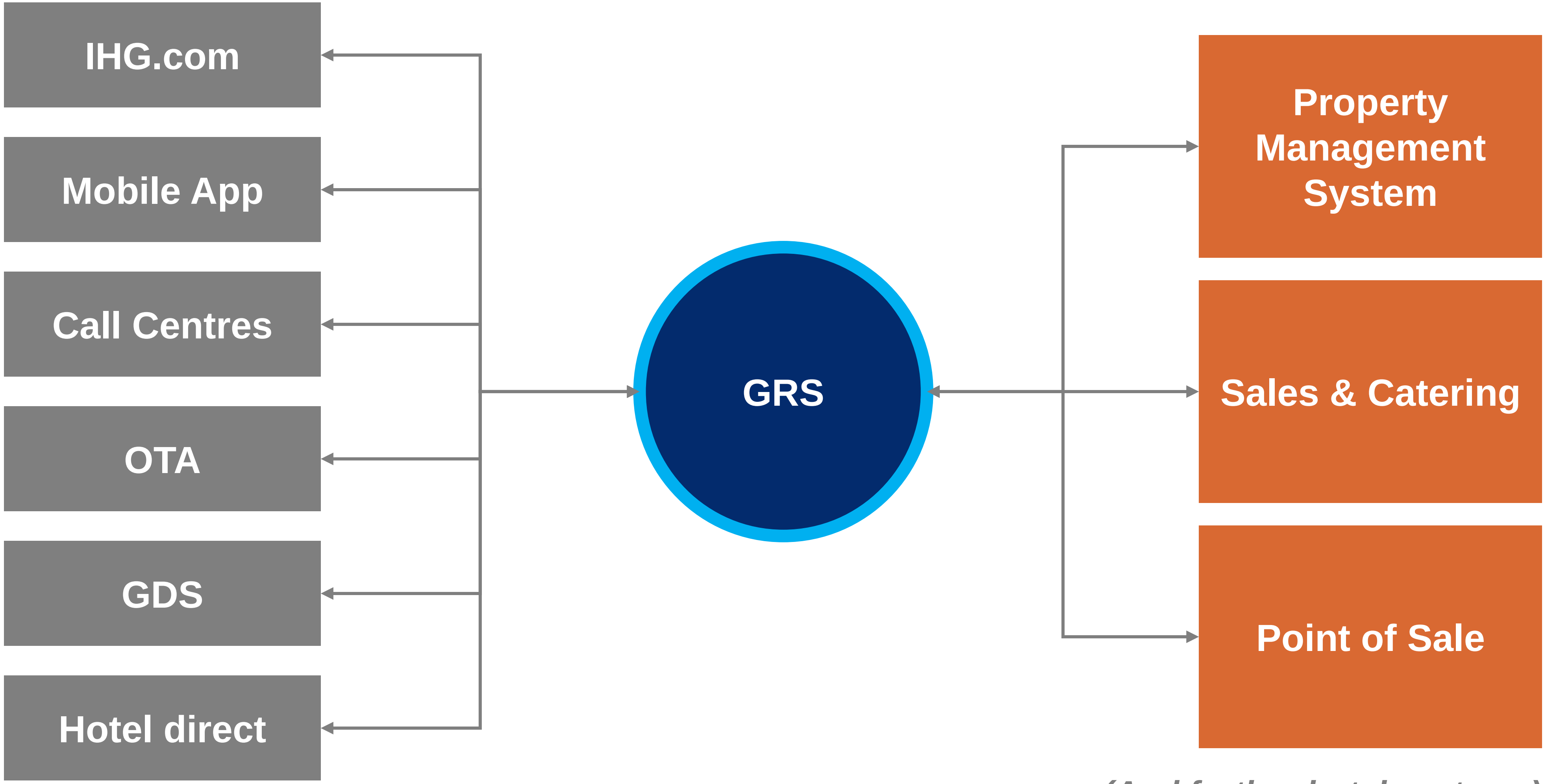
Loyalty Contribution (%)



5 April 2017

[1]Includes web and mobile checkout revenue. At AER.

Guest Reservation System provides availability and pricing from hotel systems to booking channels



(And further hotel systems)

GRS will enhance our offer across the Guest Journey

DREAM → PLAN → BOOK → STAY

SHARE

New Capabilities / **Enhanced Guest Experience**

DREAM	PLAN	BOOK	STAY
One-to-one marketing	**Customer Centric Shopping**	**Room & Non-Room Sales**	**Personalised Guest Data**
• Tailored offers based on past bookings and stay preferences	• Advanced search: • Hotels near beach • Theatre package availability • Rooms below a certain cost	• Top floor, corner room • Late check-out • Restaurant, spa • Meetings rooms • Lounge access	• Customised offers during stay: • Dinner for two • Tickets to a show • Golf tee times

Operational Advantages → Greater yield maximisation, cross-sell and usability

IHG Benefits → Higher revenues, more granular guest data, more agile systems

GRS offers significant benefits for IHG, given our advanced, proprietary systems

amadeus → GRS

- Categorise inventory better & display additional room types

IHG®

- CRM systems
- Revenue Management
- Channel distribution
- B2B sales systems

- Greater personalisation of offers and upgrades
- Enables upselling at various points in Guest Journey
- Better yield management capabilities

2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 H1	2018 H2	2019	2020+

Testing & integration | Alpha, Beta, Pilot | Rollout | Ongoing updates

Growing sophistication and benefits

HUALUXE, Haikou, Greater China

Appendix

IHG®

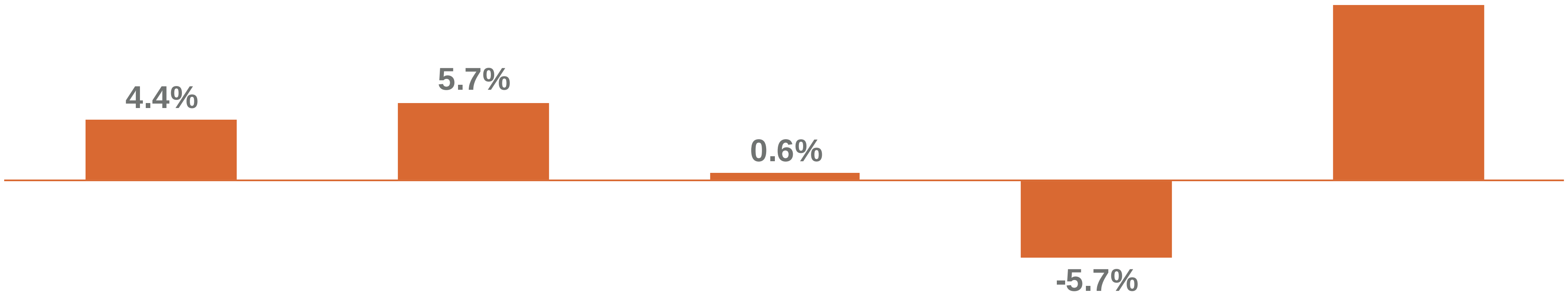
Franchise & Managed business models – the details

Franchise	Managed
One of largest franchisers	One of largest operators
543k franchise rooms	222k managed rooms
Typically owner operators	Typically institutional owners
Standard contract	Tailored contracts
20 year agreements in US	20+ year agreements
Royalty fee: c. 5% room revenue	Base fee: 1-3% total revenues
No incentive fees	Incentive fee – c. 5-7% of GOP
Relatively fixed overhead base	Higher overhead base

Business model drives strong fee revenue growth

RevPAR X **Rooms** X **Royalty Rate**

2016 underlying fee revenue[1] $1,409m up 4.4%[2]



	Group[3]	Americas	Europe	AMEA	Greater China
2016 underlying fee revenue (CER)[1]	$1,409m	$831m	$161m	$150m	$123m
Absolute change vs. 2015 (CER)[1]	$60m	$45m	$1m	$(9)m	$14m

[1]Underlying fee revenue excludes owned and leased hotels, managed leases and significant liquidated damages at constant FY15 exchange rates (CER).
[2]Growth stated at CER.
[3]Group fee revenue includes $144m of central revenue.

Americas
– rate increases driving strong fee revenue and profit growth

- Comparable RevPAR up 2.1%; US up 1.8%
- Q4 US RevPAR up 1.3%
  - Non-oil markets up 2.2%; oil markets down 6.1%

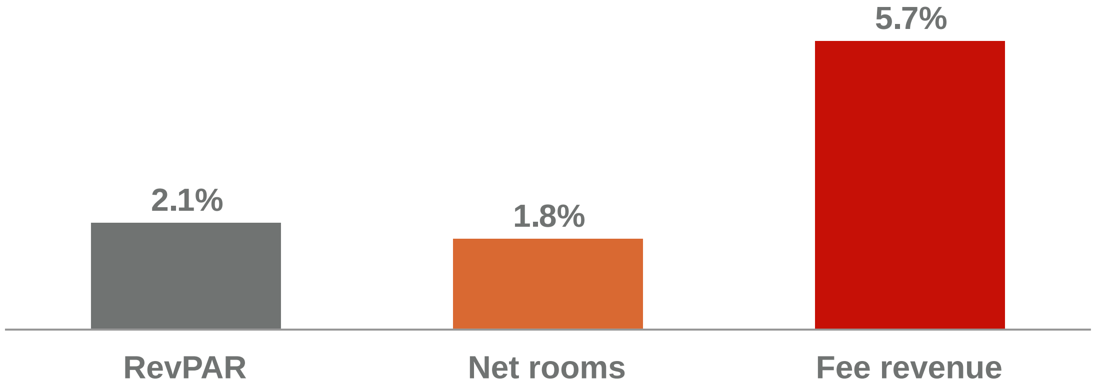
- YoY net rooms growth 1.8% (Gross: 4.9%)

- Fee revenue[1] up 5.7%

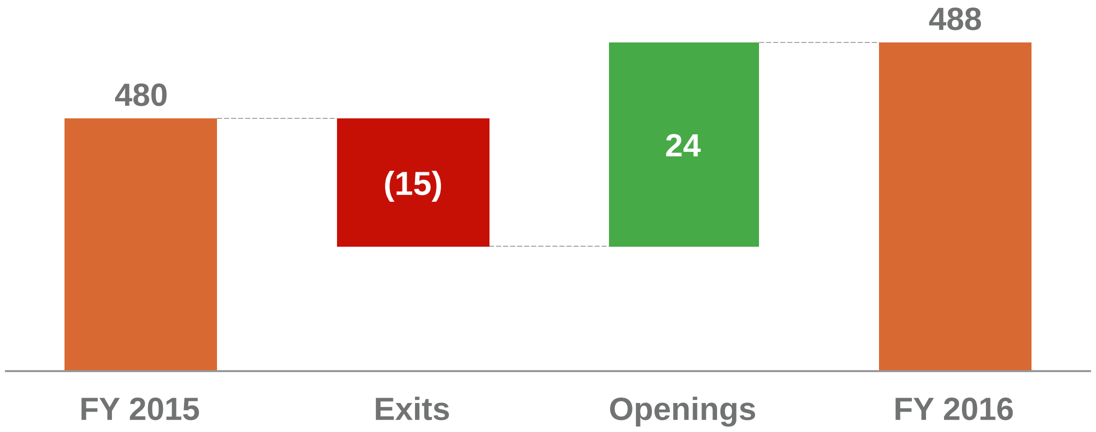
- Underlying[2] revenue up 6% ($53m) and profit[2] up 8% ($46m) including:
  - $4m in liquidated damages in managed estate in H2 2016
  - $(8)m relating to InterContinental Barclay
  - $10m benefit from lower US healthcare costs
- 2017: InterContinental Barclay management fees expected to offset costs of JV

- Pipeline: 102k rooms; 37k rooms signed in 2016

2016 Growth in fee revenue drivers[1]

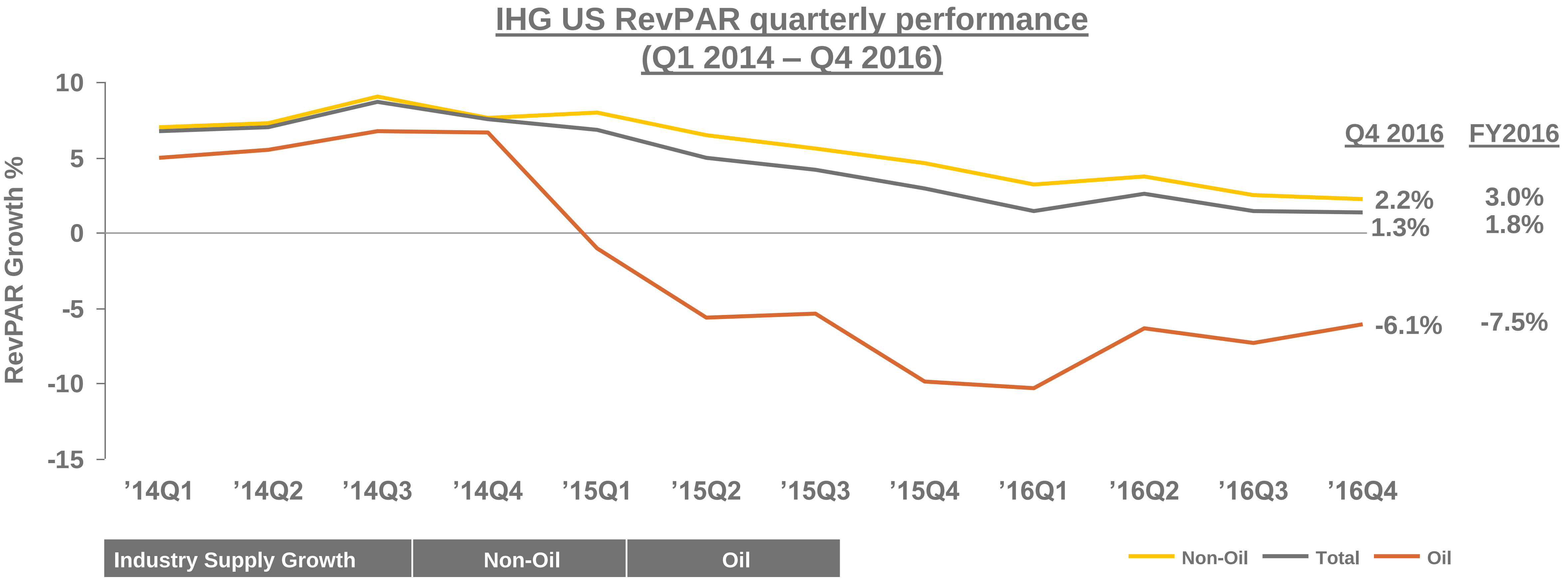


2016 Net rooms growth ('000s)



[1]Underlying fee revenue excludes owned and leased hotels, managed leases and significant liquidated damages at constant FY15 exchange rates (CER).
[2]Underlying growth excludes owned asset disposals, managed leases and significant liquidated damages at constant FY15 exchange rates (CER).

Americas
– US oil market performance impacted by high supply growth



Industry Supply Growth	Non-Oil	Oil
FY 2014	0.5%	2.2%
FY 2015	0.8%	3.0%
FY 2016	1.4%	3.1%

Source: Industry Supply Growth data: Smith Travel Research – US only.

Europe
– outperformance in priority markets, highest signings since 2007

- Comparable RevPAR up 1.7% (Q4 up 3.1%)
  - UK: +2.6%; provinces: +4.5%; London: -0.6%
  - Germany up 6.8%
  - Europe excl. markets impacted by security concerns[4] up 4% (Q4 up 4.5%)

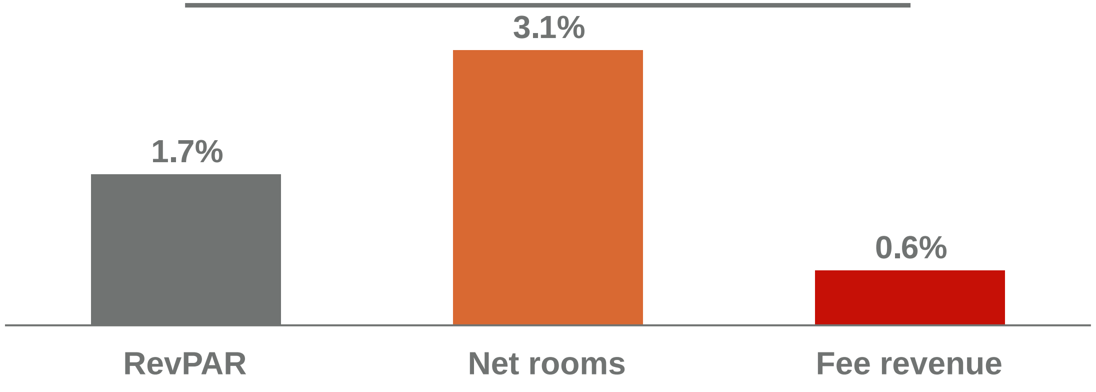
- YoY net rooms growth 3.1% (Gross: 3.9%)

- Fee revenue[1] up 0.6%

- Underlying[2] revenue up 1%; underlying[2] profit flat, with managed profit declining due to:
  - Impact of three hotels[3] in key cities
  - Difficult trading conditions in Paris

- Pipeline: 24k rooms
  - 10k rooms signed in 2016, highest since 2007

2016 Growth in fee revenue drivers[1]



2016 Net rooms growth ('000s)

[1]Underlying fee revenue excludes owned and leased hotels, managed leases and significant liquidated damages at constant FY15 exchange rates (CER); [2]Underlying growth excludes owned asset disposals, managed leases and significant liquidated damages at constant FY15 exchange rates (CER); [3]As per H1 2016 results, $2m revenue reduction in relation to three managed hotels; two of which have exited the system and one of which is undergoing a major refurbishment; [4]Markets impacted by security concerns: France, Belgium, Turkey.

Asia, Middle East & Africa
– solid trading offset by weakness in oil markets

- Comparable RevPAR down 0.2% (Q4 flat)
  - 3.7% growth ex Middle East (down 7.0%)
  - Japan 3.6%; Australia 2.9%; S.E Asia 2.0%
- Total RevPAR down 2.0% due to proportion of hotel openings in developing markets

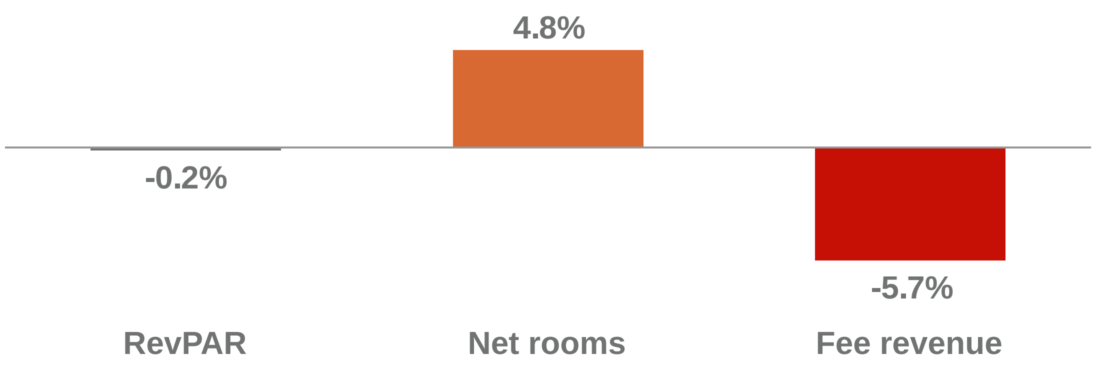
- YoY net rooms growth 4.8% (Gross 6.2%)

- Fee revenue[1] down 5.7%

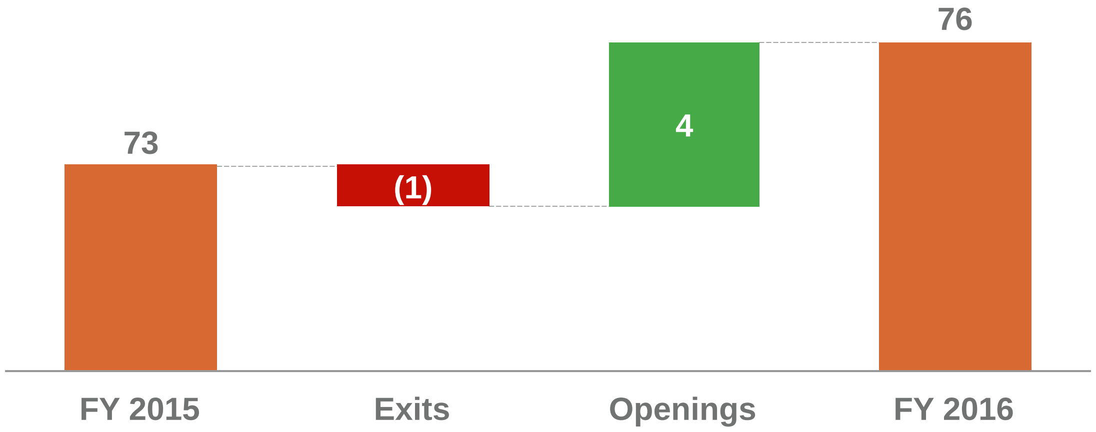
- Underlying[2] revenue down 4% ($8m)
- Underlying[2] profit down 4% ($3m):
  - Managed profit up 8% excluding four hotels[3]
  - Managed profit in 2017 expected to be in line with 2016

- Pipeline: 40k rooms; 11k rooms signed in 2016

2016 Growth in fee revenue drivers[1]



2016 Net rooms growth ('000s)



[1]Underlying fee revenue excludes owned and leased hotels, managed leases and significant liquidated damages at constant FY15 exchange rates (CER); [2]Underlying growth excludes owned asset disposals, managed leases and significant liquidated damages at constant FY15 exchange rates (CER); [3]Growth in managed profit was offset by a $7m reduction in relation to four hotels (previously flagged): three long-standing contracts being renewed onto standard market terms and one equity stake disposal.

Greater China
– RevPAR and net rooms growth driving double digit profit growth

- Comparable RevPAR up 2.2% (Q4 3.2%)
  - Mainland China up 3.9%, Tier 1 up 6.3%
  - Hong Kong down 2.3%; Macau down 13.8%
- Total RevPAR down 3.1%

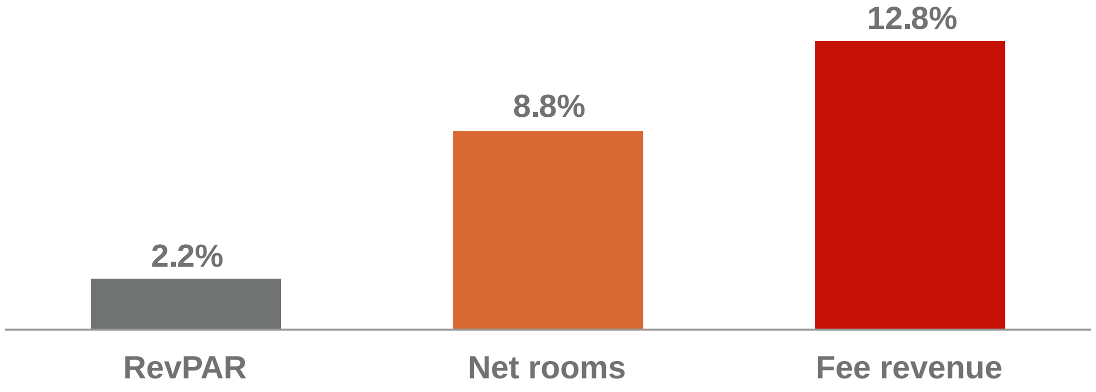
- YoY net rooms growth 8.8% (Gross: 9.3%)

- Fee revenue[1] up 12.8%

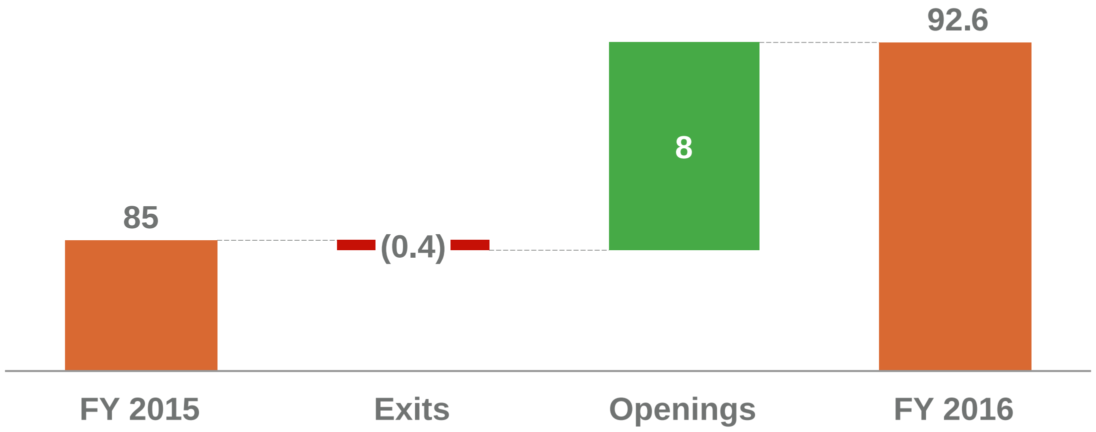
- Underlying[2] revenue up 13% and profit[2] up 15%
  - Investment in growth more than offset by scale benefits and cost efficiencies

- Pipeline: 64k rooms
  - 19k rooms signed in 2016 (82 hotels)
  - 20 Franchise Plus hotel signings

2016 Growth in fee revenue drivers[1]



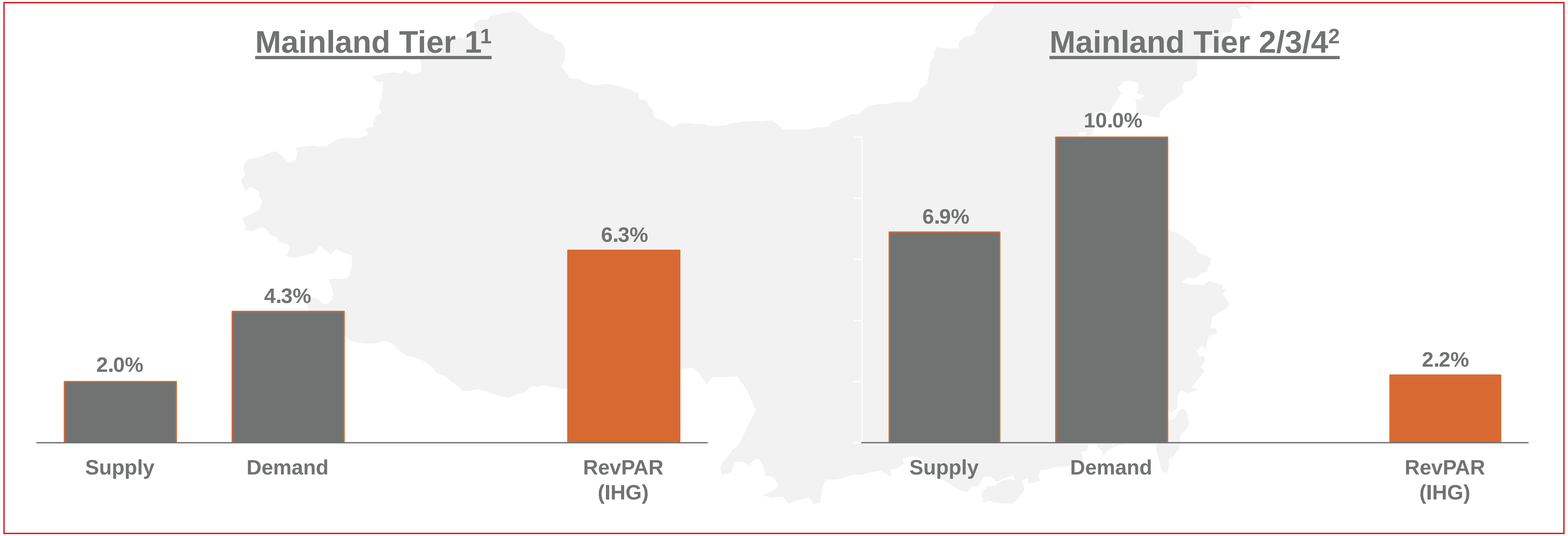
2016 Net rooms growth ('000s)



[1]Underlying fee revenue excludes owned and leased hotels, managed leases and significant liquidated damages at constant FY15 exchange rates (CER).
[2]Underlying growth excludes owned asset disposals, managed leases and significant liquidated damages at constant FY15 exchange rates (CER).

Greater China
– regional RevPAR performance driven by market specific dynamics

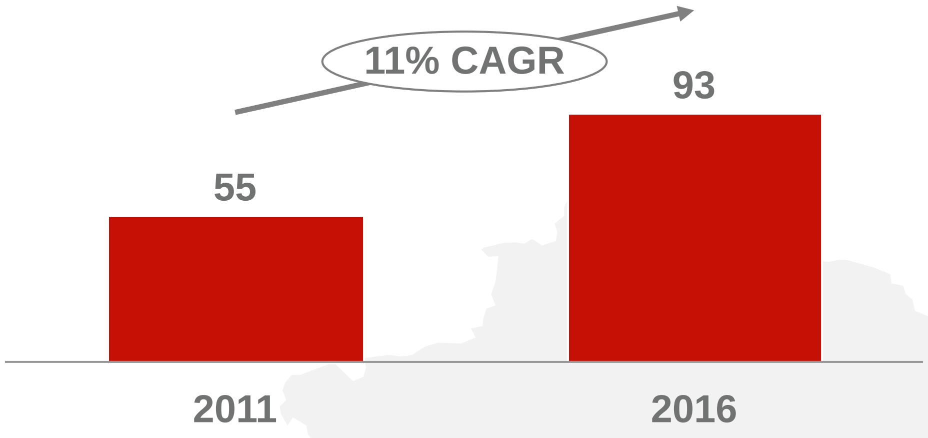
- Tier 1 city demand remains good, with supply growth now moderated
- In Tier 2/3/4 strong demand matched by fast supply growth from a low base



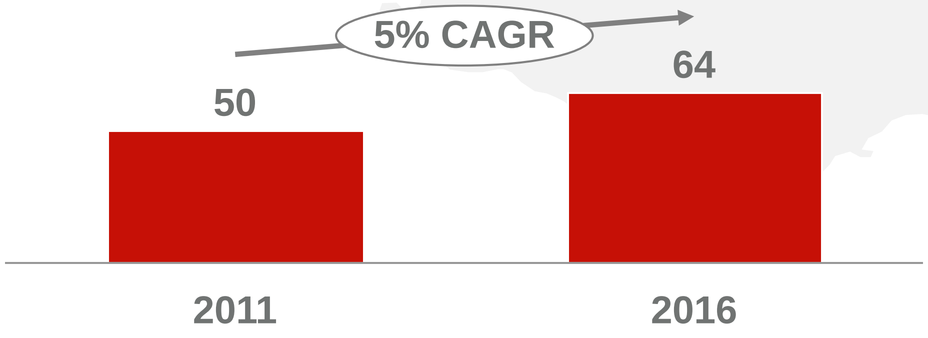
All data for FY 2016; [1] Mainland Tier 1 excludes Hong Kong and Taiwan. [2] Mainland Tier 2/3/4 is the remainder of Greater China excluding Macau.

Greater China
– significant early investment accelerating growth

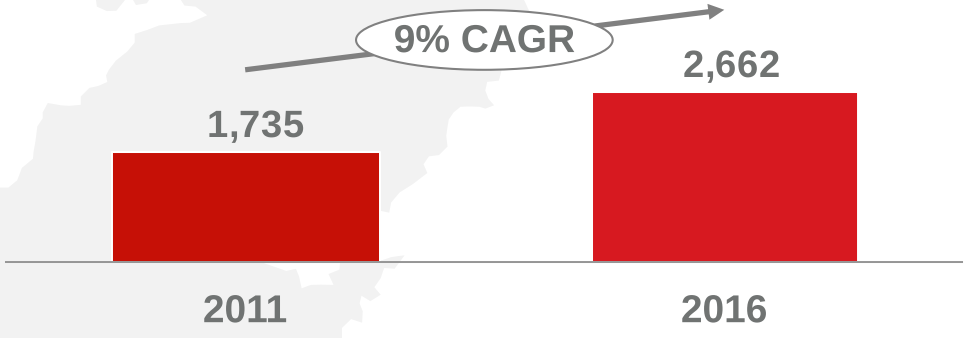
Open rooms (‘000s)



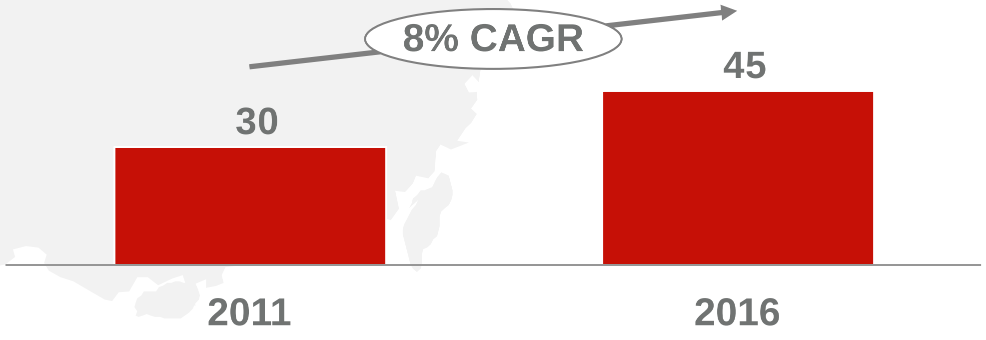
Rooms Pipeline (‘000s)



Gross Revenues excl. Owned & Leased[1] (USD $m)



EBIT excl. Owned & Leased[1] (USD millions)



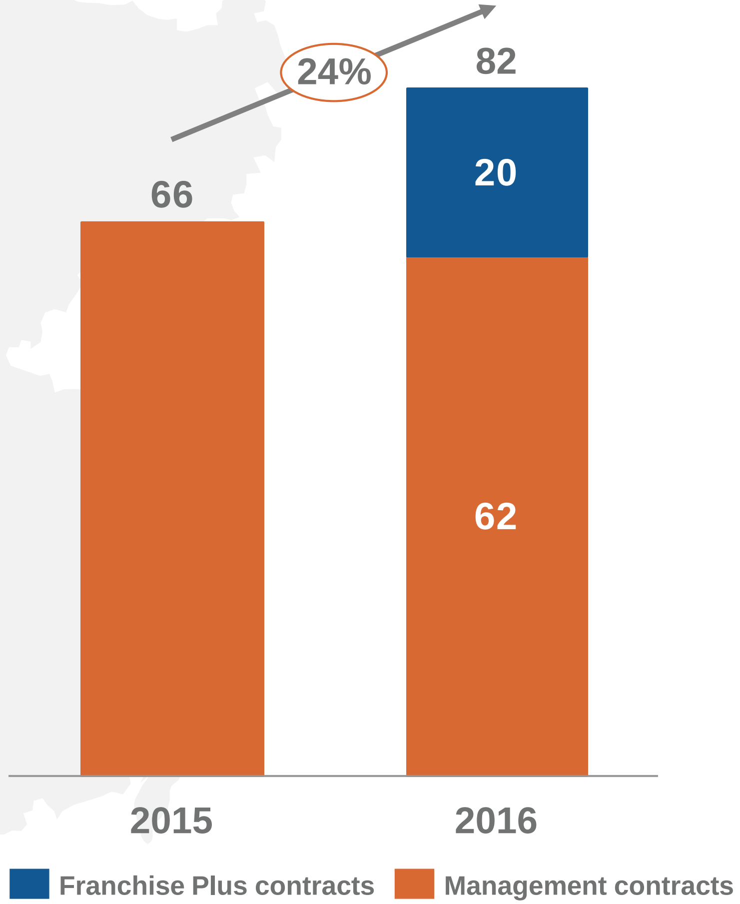
[1]At AER.

Greater China
– tailored franchising solution to drive growth

Franchise Plus model accelerating growth

- 20 franchise hotel signings since May 2016
- Mix of locations: ~80% outside Tier 1 cities
- New model brings significant benefits:
  - Allows IHG to control brand standards
  - Similar economics to existing franchise contracts
  - Opportunity for rapid growth into untapped markets
  - Meets owner demand for those wanting franchise offer

Total Greater China hotel signings



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Currency translation reduced reported EBIT by $1m in the year

- $(1)m EBIT impact from currency translation in FY 2016
- Based on 2016 financials and 30th December exchange rates, we would expect a small negative impact in H1 2017

Region	Reported EBIT ($m)	Foreign exchange impact ($m)[3]	
	FY 2016	*Reported FY 2016 vs. FY 2016 at 2015 rates[1]*	*H1 2016 at Dec 30th rates vs. reported H1 2016[2]*
Americas	633	*(7)*	*(2)*
Europe	75	*(3)*	*(1)*
AMEA	82	-	*(2)*
Greater China	45	*(2)*	*(1)*
Central	(128)	*11*	*5*
Total	**707**	***(1)***	***(1)***

[1]Based on average monthly exchange rates in each year; [2]Estimated based on 30 Dec 2016 spot rate; [3]Major non USD currency exposure by region (Americas: Canadian Dollar, Mexican Peso; Europe: GB Pound, Euro, Russian Rouble; AMEA: Japanese Yen, Australian Dollar, Singapore Dollar; Greater China: Chinese Renminbi; Central: GB Pound).

2017 significant items

Flags at H1 2016 results		H1 2016	H2 2016	2017
• Favourable phasing of costs	Americas franchise	$5m	$(5)m	-
• Investment in development resources	Americas franchise	-	$(4)m	$(3m)
• Annualization of 2015 Kimpton exits	Americas managed	$(3)m	-	-
• InterContinental New York Barclay costs*	Americas managed	$(4)m	$(4)m	*
• US Healthcare**	Americas regional costs	$4m	$6m	-
• Revenue reduction at 3 hotels	Europe managed	$(2)m	-	-
• Revenue reduction at 4 hotels	AMEA managed	$(4)m	$(3)m	-
Additional flags at FY 2016 results				
• Liquidated damages	Americas managed	-	$4m	-
• Number of small items and developing market expansion	AMEA managed	-	-	Profits flat on 2016

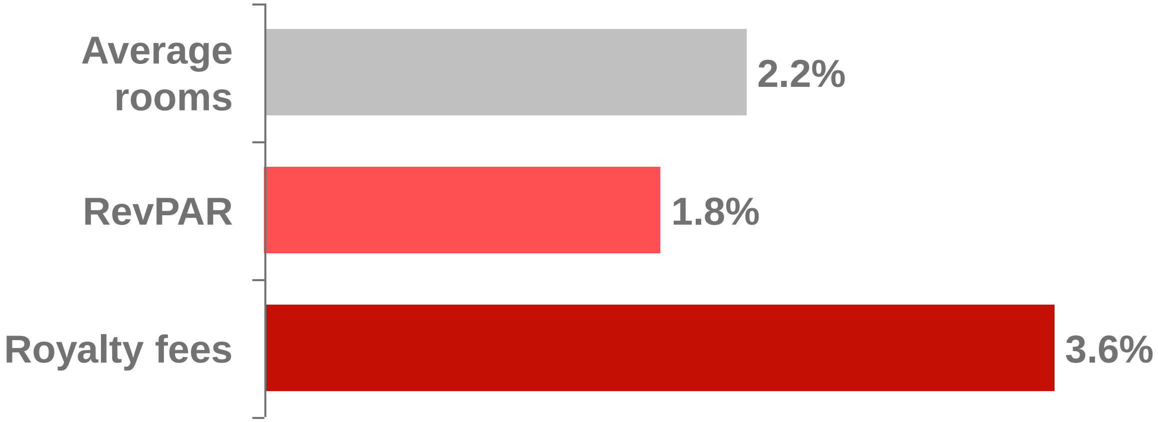
* Since guidance provided at H1 2016 results, costs increased from $6m to $8m for FY 2016 due to impact of high supply growth on New York trading which is expected to continue to affect the results of our joint venture interest in 2017. We will also continue to incur joint venture costs as the hotel ramps up post repositioning, although these will largely be offset by related management fees.

**Since guidance provided at H1 2016 results, increased from $4m to $10m for FY 2016 due to lower than expected costs.

Hotel franchising

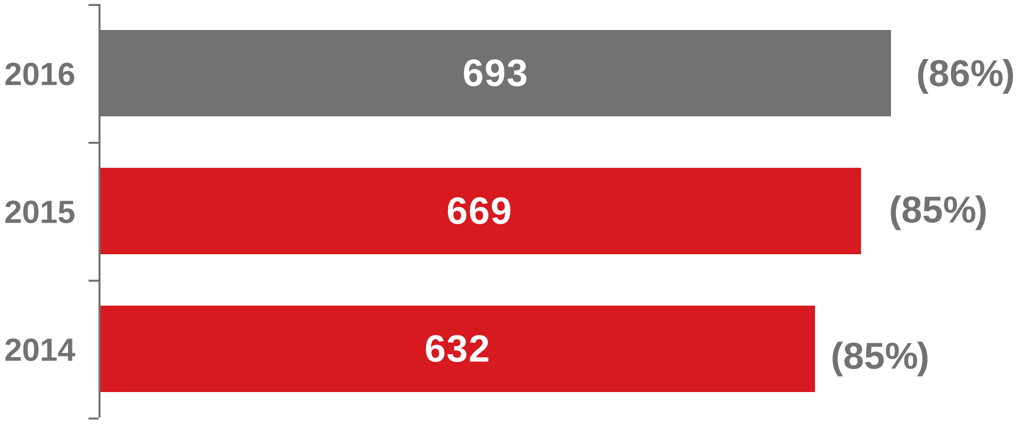
Total gross revenue $bn[1](rooms only)

Group royalty drivers 2016 YoY



Franchise Fees[2] ($m)

Franchise EBIT $m (margin %)



Based on actual USD with the exception of group royalty drivers which are calculated at constant exchange rates.
[1]Total gross revenue is defined as total room revenue from franchise hotels, it is not revenue attributable to IHG; [2]Franchise fees and EBIT exclude individually significant liquidated damages of $7m in Americas in 2014.

Hotel management

Total gross revenue $bn[1](total hotel)

Management Fees[2] ($m)

Managed EBIT $m (margin %)

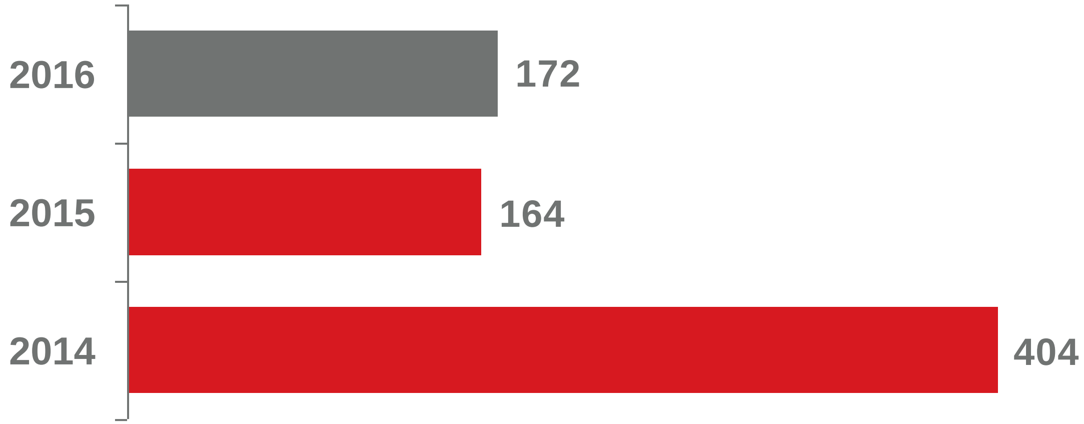
Reported managed lease revenue and EBIT ($m)

$m	2016	2015
Americas revenue	34	38
Americas EBIT	0	0
Europe revenue	77	75
Europe EBIT	2	1
AMEA revenue	51	46
AMEA EBIT	5	5

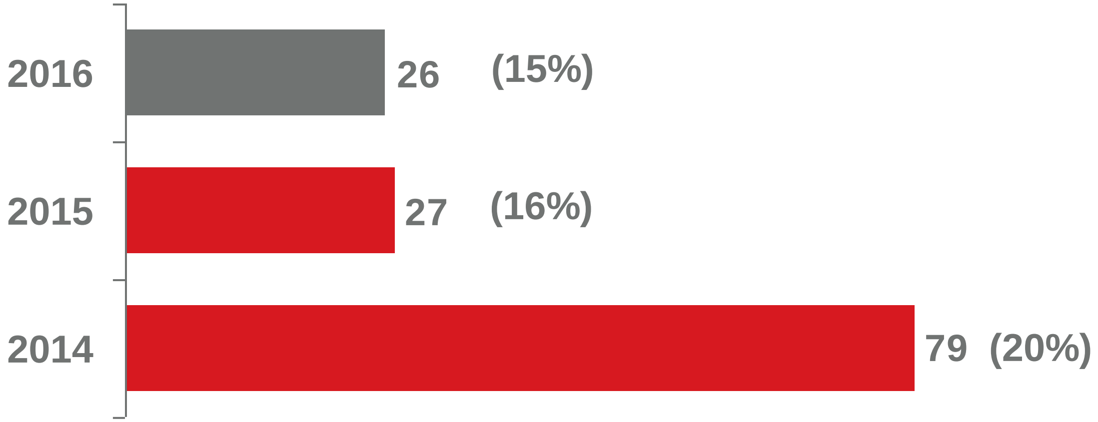
Based on actual USD with the exception of group royalty drivers which are calculated at constant exchange rates.
[1]Total gross revenue is defined as total hotel revenue from managed hotels, it is not revenue attributable to IHG; [2]Hotel management fees and EBIT exclude the results of leased properties and individually significant liquidated damages of $3m in 2015, along with a high number of small liquidated damages receipts totalling $4m.

Hotel owned & leased

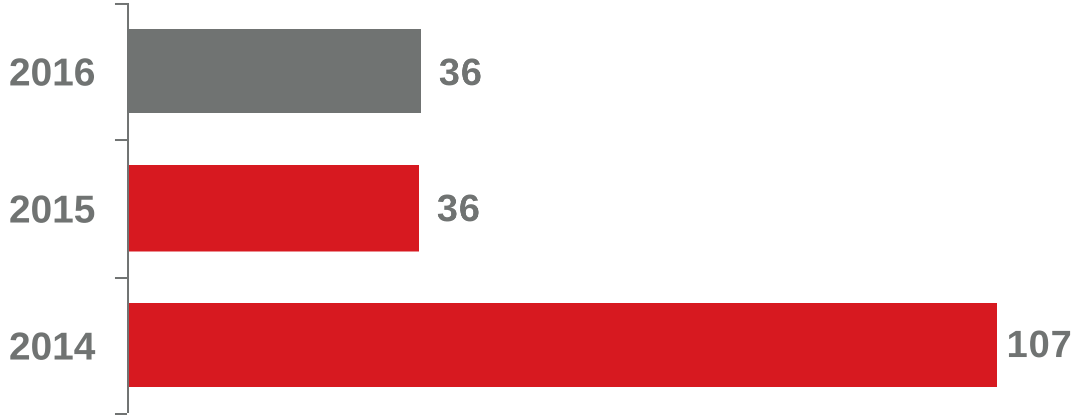
Owned & Leased Revenue $m



Owned & Leased EBIT $m (margin %)



Owned & Leased EBITDA $m



Reported O&L revenue and EBIT from disposals ($m)

$m	2016	2015
InterContinental Paris Revenue	-	30
InterContinental Paris EBIT	-	1
InterContinental Hong Kong Revenue	-	98
InterContinental Hong Kong EBIT	-	29

All charts exclude results from disposed assets: InterContinental New York Barclay (sold 2014), InterContinental Mark Hopkins San Francisco (sold 2014), InterContinental – Le Grand (sold 2015) and InterContinental Hong Kong (sold 2015).

Revenue & Operating Profit

	Total Revenue						Total Operating Profit					
	Half Year			Full Year			Half Year			Full Year		
	2016	2015	2014	2016	2015	2014	2016	2015	2014	2016	2015	2014
Franchised	338	323	305	685	661	630	295	279	263	600	575	544
Managed	86	85	52	172	166	103	32	36	25	64	64	47
Owned & Leased	66	63	78	136	128	138	12	12	8	24	24	18
	490	471	435	993	955	871	339	327	296	688	663	609
Regional Overhead							(26)	(32)	(28)	(55)	(66)	(65)
Total Americas	**490**	**471**	**435**	**993**	**955**	**871**	**313**	**295**	**268**	**633**	**597**	**544**
Franchised	49	50	49	102	104	104	37	37	36	78	77	78
Managed	60	64	81	125	131	159	10	13	15	22	28	30
Owned & Leased	-	30	52	-	30	111	-	1	2	-	1	14
	109	144	182	227	265	374	47	51	53	100	106	122
Regional Overhead							(13)	(15)	(15)	(25)	(28)	(33)
Total Europe	**109**	**144**	**182**	**227**	**265**	**374**	**34**	**36**	**38**	**75**	**78**	**89**
Franchised	8	8	8	16	16	16	6	6	6	12	12	12
Managed	90	91	90	184	189	187	42	42	42	89	90	88
Owned & Leased	17	17	19	37	36	39	1	1	1	2	3	3
	115	116	117	237	241	242	49	49	49	103	105	103
Regional Overhead							(10)	(9)	(11)	(21)	(19)	(19)
Total AMEA	**115**	**116**	**117**	**237**	**241**	**242**	**39**	**40**	**38**	**82**	**86**	**84**
Franchised	2	2	2	3	4	4	2	2	2	3	5	5
Managed	53	49	44	114	105	99	29	25	25	64	59	63
Owned & Leased	-	67	66	-	98	139	-	18	19	-	29	42
	55	118	112	117	207	242	31	45	46	67	93	110
Regional Overhead							(11)	(11)	(10)	(22)	(23)	(21)
Total Greater China	**55**	**118**	**112**	**117**	**207**	**242**	**20**	**34**	**36**	**45**	**70**	**89**
Central Overheads	69	66	62	141	135	129	(62)	(68)	(70)	(128)	(151)	(155)
Total IHG	**838**	**915**	**908**	**1,715**	**1,803**	**1,858**	**344**	**337**	**310**	**707**	**680**	**651**

Free Cash Flow Generation

$m	12 months to 31 December 2016	12 months to 31 December 2015
Operating profit[1]	707	680
Depreciation & amortisation	96	96
Working capital & other movements[2]	123	22
Movement in loyalty programme liability and System Fund surplus	65	42
Utilisation of provisions, net of insurance recovery	(4)	-
Equity-settled share-based cost	17	19
Retirement benefit contributions, net of cost	(32)	(4)
Purchase of shares by employee share trusts	(10)	(47)
Cash flows relating to exceptional items	(19)	(45)
Net interest paid & similar charges	(71)	(73)
Tax paid[3]	(130)	(109)
Capital expenditure: key money	(45)	(59)
Capital expenditure: maintenance	(51)	(56)
Free cash flow	**646**	**466**

1. Before exceptional items.
2. Includes cash receipts on behalf of the System Fund of approximately $95m from renegotiation of long-term partnership agreements and System Fund depreciation and amortisation inflow to IHG of $31m in the 12 months to 31 December 2016 and $21m in the 12 months to 31 December 2015.
3. Excludes tax paid on disposals.

Uses of Free Cash Flow

$m	12 months to 31 December 2016	12 months to 31 December 2015
Free cash flow	646	466
Capital expenditure: Recyclable investments	(38)	(75)
Capital expenditure: System Fund investments	(105)	(71)
Capital expenditure: Acquisition of business	-	(438)
Loans advances to Associates and Joint Ventures net of repayment	(2)	(3)
Disposal receipts: Other	25	17
Disposal receipts: InterContinental assets	-	1,275
Tax paid on disposals	-	(1)
Ordinary dividend	(193)	(188)
Special dividend	(1,500)	-
Transaction costs relating to shareholder returns	(1)	-
Proceeds from foreign exchange swaps	-	22
Dividends paid to non-controlling interests	(5)	-
Net cash (outflow)/inflow	(1,173)	1,004
Exchange & other non-cash items	196	-
Opening net debt	(529)	(1,533)
Closing net debt	(1,506)	(529)

2016 Current Trading
Comparable RevPAR, ADR & Occupancy Growth

Constant US$	Qtr 4			Dec Ytd		
	RevPAR %	ADR %	Occupancy %pts	RevPAR %	ADR %	Occupancy %pts
Total Americas	1.5%	1.6%	(0.1%)	2.1%	2.0%	0.1%
Total Europe	3.1%	1.1%	1.4%	1.7%	1.4%	0.2%
Total AMEA	0.0%	(0.4%)	0.3%	(0.2%)	(0.8%)	0.5%
Total Greater China	3.2%	(0.7%)	2.5%	2.2%	(2.2%)	2.7%
Total IHG	1.7%	1.0%	0.5%	1.8%	1.2%	0.4%
United States:						
InterContinental	0.2%	1.3%	(0.9%)	1.6%	2.1%	(0.4%)
Kimpton	1.7%	0.4%	1.0%	2.9%	0.8%	1.7%
Crowne Plaza	(0.0%)	2.0%	(1.3%)	1.6%	2.4%	(0.5%)
Hotel Indigo	(3.3%)	(0.1%)	(2.3%)	(0.9%)	(0.1%)	(0.6%)
EVEN Hotels	14.2%	(1.5%)	9.0%	15.5%	0.5%	9.0%
Holiday Inn	1.8%	1.7%	0.1%	2.5%	2.3%	0.1%
Holiday Inn Express	1.5%	1.1%	0.2%	1.5%	1.4%	0.1%
Staybridge Suites	1.2%	1.8%	(0.4%)	1.9%	2.4%	(0.3%)
Candlewood Suites	1.6%	1.7%	(0.1%)	0.5%	1.1%	(0.4%)
All Brands	1.3%	1.3%	(0.0%)	1.8%	1.8%	(0.0%)

Comparable RevPAR – 3 Months to 31 December 2016
Franchise and Managed

Constant US$	Franchised Comparable							Managed Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2016	Pts	2016	Growth	2016	Growth		2016	Pts	2016	Growth	2016	Growth
InterContinental	22	69.8%	1.6%	145.58	2.2%	101.69	4.5%	18	74.5%	(3.0%)	235.46	4.1%	175.37	0.0%
Kimpton								45	78.8%	1.0%	231.14	0.4%	182.16	1.7%
Crowne Plaza	143	62.7%	(0.9%)	120.11	1.8%	75.30	0.3%	8	76.8%	(1.1%)	137.94	2.9%	105.99	1.4%
Hotel Indigo	33	67.8%	(3.1%)	143.64	0.6%	97.32	(3.8%)	1	84.5%	(0.5%)	179.85	1.8%	151.96	1.3%
EVEN Hotels														
Holiday Inn	661	61.0%	(0.3%)	107.65	2.2%	65.65	1.7%	13	68.8%	2.9%	130.17	0.9%	89.55	5.3%
Holiday Inn Express	1,943	63.9%	0.3%	107.92	1.2%	68.94	1.6%							
Staybridge Suites	167	70.3%	(0.6%)	112.02	1.5%	78.80	0.7%	25	78.2%	0.6%	133.73	2.3%	104.61	3.2%
Candlewood Suites	260	67.1%	0.5%	81.45	1.4%	54.65	2.2%	61	75.0%	(1.7%)	81.52	2.4%	61.11	0.2%
Americas	**3,229**	**63.5%**	**(0.0%)**	**108.61**	**1.6%**	**69.00**	**1.5%**	**171**	**75.6%**	**(0.5%)**	**169.44**	**2.0%**	**128.11**	**1.4%**
InterContinental	6	65.6%	(3.4%)	175.32	(1.2%)	115.00	(6.1%)	20	67.9%	1.7%	210.03	(1.0%)	142.58	1.6%
Crowne Plaza	73	68.4%	(0.1%)	119.89	(0.0%)	81.99	(0.2%)	7	77.9%	5.5%	136.74	(5.2%)	106.57	1.9%
Hotel Indigo	14	77.4%	2.4%	148.64	0.6%	115.05	3.8%	3	78.6%	4.3%	170.88	(9.0%)	134.33	(3.7%)
Holiday Inn	257	69.9%	1.1%	104.46	2.0%	73.03	3.7%	6	70.4%	7.9%	74.04	(1.4%)	52.09	11.0%
Holiday Inn Express	216	76.1%	2.2%	97.17	3.2%	73.91	6.3%	1	67.1%	7.4%	56.68	(8.2%)	38.04	3.2%
Staybridge Suites	5	80.4%	(2.3%)	126.17	7.6%	101.39	4.7%							
Europe	**571**	**71.6%**	**1.1%**	**107.05**	**1.7%**	**76.61**	**3.3%**	**37**	**70.1%**	**3.2%**	**175.28**	**(2.4%)**	**122.93**	**2.3%**
InterContinental	7	79.0%	(1.5%)	186.73	1.6%	147.58	(0.4%)	48	70.5%	0.1%	205.72	3.3%	145.11	3.4%
Crowne Plaza	8	74.2%	(4.8%)	96.06	4.7%	71.29	(1.7%)	55	73.8%	0.6%	121.67	(3.1%)	89.82	(2.3%)
Holiday Inn	18	70.6%	0.6%	103.70	(5.0%)	73.25	(4.2%)	50	75.7%	(0.4%)	100.68	(1.6%)	76.19	(2.1%)
Holiday Inn Express	8	73.8%	3.0%	67.18	(10.2%)	49.61	(6.4%)	15	73.3%	4.9%	63.07	(7.6%)	46.25	(1.0%)
Staybridge Suites								3	74.6%	6.2%	170.93	5.1%	127.44	14.5%
Other	2	83.9%	0.4%	68.80	0.3%	57.70	0.8%	1	88.2%	0.1%	79.42	9.4%	70.04	9.5%
AMEA	**43**	**74.4%**	**(0.4%)**	**115.63**	**(1.8%)**	**86.06**	**(2.4%)**	**172**	**73.4%**	**0.5%**	**137.91**	**(0.1%)**	**101.15**	**0.5%**
InterContinental	1	86.1%	3.2%	233.60	(1.4%)	201.09	2.3%	31	63.7%	2.6%	135.55	(1.4%)	86.28	2.8%
Crowne Plaza								67	62.4%	3.4%	85.43	(1.1%)	53.33	4.7%
Hotel Indigo								5	70.3%	(3.4%)	185.39	2.5%	130.31	(2.2%)
Holiday Inn	2	77.5%	(7.8%)	109.53	(9.7%)	84.93	(17.9%)	61	69.4%	4.0%	75.17	(1.1%)	52.14	4.9%
Holiday Inn Express	1	64.5%	(23.5%)	38.74	17.8%	24.98	(13.7%)	48	74.9%	0.2%	53.00	3.9%	39.69	4.1%
Greater China	**4**	**78.9%**	**(5.9%)**	**141.19**	**(2.6%)**	**111.46**	**(9.4%)**	**212**	**66.8%**	**2.8%**	**86.47**	**(0.3%)**	**57.72**	**4.1%**
Total IHG	**3,847**	**65.3%**	**0.1%**	**108.65**	**1.4%**	**70.99**	**1.6%**	**592**	**70.8%**	**1.5%**	**126.74**	**(0.2%)**	**89.73**	**1.9%**

Comparable RevPAR – 3 Months to 31 December 2016
Owned & Leased and Total

Constant US$	Owned & Leased Comparable							Total Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2016	Pts	2016	Growth	2016	Growth		2016	Pts	2016	Growth	2016	Growth
InterContinental	1	77.0%	*(0.7%)*	322.15	*1.7%*	247.92	*0.8%*	41	72.5%	*(1.0%)*	200.34	*2.7%*	145.30	*1.4%*
Kimpton								45	78.8%	*1.0%*	231.14	*0.4%*	182.16	*1.7%*
Crowne Plaza								151	63.7%	*(1.0%)*	121.62	*1.9%*	77.46	*0.4%*
Hotel Indigo								34	68.6%	*(2.9%)*	146.01	*0.7%*	100.22	*(3.4%)*
EVEN Hotels	2	65.2%	*9.0%*	126.15	*(1.5%)*	82.21	*14.2%*	2	65.2%	*9.0%*	126.15	*(1.5%)*	82.21	*14.2%*
Holiday Inn	2	68.1%	*(1.3%)*	154.49	*1.7%*	105.20	*(0.2%)*	676	61.3%	*(0.2%)*	108.90	*2.2%*	66.76	*1.9%*
Holiday Inn Express								1,943	63.9%	*0.3%*	107.92	*1.2%*	68.94	*1.6%*
Staybridge Suites								192	71.5%	*(0.4%)*	115.59	*1.7%*	82.68	*1.1%*
Candlewood Suites								321	69.0%	*(0.0%)*	81.47	*1.7%*	56.24	*1.6%*
Americas	**5**	**69.9%**	***0.7%***	**197.91**	***0.7%***	**138.29**	***1.8%***	**3,405**	**64.5%**	***(0.1%)***	**114.81**	***1.6%***	**74.10**	***1.5%***
InterContinental								26	67.5%	*0.8%*	204.21	*(0.8%)*	137.83	*0.4%*
Crowne Plaza								80	69.3%	*0.4%*	121.70	*(0.7%)*	84.35	*(0.1%)*
Hotel Indigo								17	77.6%	*2.7%*	152.06	*(1.1%)*	117.98	*2.4%*
Holiday Inn								263	69.9%	*1.4%*	103.42	*1.8%*	72.31	*3.8%*
Holiday Inn Express								217	76.0%	*2.2%*	97.01	*3.2%*	73.74	*6.3%*
Staybridge Suites								5	80.4%	*(2.3%)*	126.17	*7.6%*	101.39	*4.7%*
Europe								**608**	**71.4%**	***1.4%***	**114.35**	***1.1%***	**81.66**	***3.1%***
InterContinental	1	51.4%	*(2.4%)*	115.67	*(9.8%)*	59.42	*(13.9%)*	56	71.3%	*(0.2%)*	201.47	*3.0%*	143.67	*2.7%*
Crowne Plaza								63	73.9%	*0.1%*	119.21	*(2.4%)*	88.05	*(2.2%)*
Holiday Inn	1	97.1%	*(0.2%)*	116.99	*5.9%*	113.59	*5.7%*	69	74.8%	*(0.2%)*	101.61	*(2.2%)*	75.98	*(2.5%)*
Holiday Inn Express								23	73.5%	*4.2%*	64.57	*(8.6%)*	47.47	*(3.1%)*
Staybridge Suites								3	74.6%	*6.2%*	170.93	*5.1%*	127.44	*14.5%*
Other								3	85.9%	*0.3%*	73.93	*4.8%*	63.50	*5.2%*
AMEA	**2**	**67.5%**	***(1.6%)***	**116.34**	***(2.6%)***	**78.52**	***(4.9%)***	**217**	**73.5%**	***0.3%***	**133.75**	***(0.4%)***	**98.28**	***0.0%***
InterContinental								32	64.6%	*2.6%*	140.97	*(1.4%)*	91.04	*2.7%*
Crowne Plaza								67	62.4%	*3.4%*	85.43	*(1.1%)*	53.33	*4.7%*
Hotel Indigo								5	70.3%	*(3.4%)*	185.39	*2.5%*	130.31	*(2.2%)*
Holiday Inn								63	70.0%	*3.1%*	77.97	*(2.8%)*	54.55	*1.7%*
Holiday Inn Express								49	74.8%	*(0.1%)*	52.85	*4.1%*	39.52	*4.0%*
Greater China								**216**	**67.1%**	***2.5%***	**88.47**	***(0.7%)***	**59.39**	***3.2%***
Total IHG	**7**	**69.2%**	***0.1%***	**176.79**	***0.4%***	**122.42**	***0.5%***	**4,446**	**66.7%**	***0.5%***	**113.74**	***1.0%***	**75.90**	***1.7%***

Comparable RevPAR – 12 Months to 31 December 2016
Franchise and Managed

Constant US$	Franchised Comparable							Managed Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2016	Pts	2016	Growth	2016	Growth		2016	Pts	2016	Growth	2016	Growth
InterContinental	22	68.7%	(0.0%)	147.42	6.3%	101.32	6.3%	18	78.1%	(1.3%)	232.80	4.4%	181.81	2.7%
Kimpton								45	82.4%	1.7%	233.90	0.8%	192.85	2.9%
Crowne Plaza	143	68.0%	(0.2%)	119.91	1.9%	81.56	1.5%	8	80.7%	(0.5%)	140.52	6.4%	113.46	5.7%
Hotel Indigo	33	71.6%	(0.9%)	143.44	0.4%	102.76	(0.8%)	1	86.0%	(0.3%)	192.70	(1.0%)	165.74	(1.3%)
EVEN Hotels														
Holiday Inn	661	66.5%	0.1%	111.59	2.5%	74.25	2.6%	13	72.8%	1.9%	134.89	2.1%	98.25	4.9%
Holiday Inn Express	1,943	68.8%	0.2%	111.52	1.4%	76.74	1.7%							
Staybridge Suites	167	75.9%	(0.3%)	112.37	1.7%	85.26	1.2%	25	82.3%	0.8%	137.74	4.2%	113.38	5.3%
Candlewood Suites	260	72.4%	(0.3%)	82.25	0.8%	59.53	0.3%	61	80.4%	(0.6%)	81.74	2.0%	65.69	1.2%
Americas	**3,229**	**68.6%**	**0.0%**	**111.44**	**1.9%**	**76.48**	**1.9%**	**171**	**79.7%**	**0.2%**	**170.31**	**2.9%**	**135.81**	**3.2%**
InterContinental	6	66.4%	(4.3%)	189.65	(0.5%)	125.93	(6.6%)	20	69.6%	(1.0%)	217.49	(0.9%)	151.33	(2.4%)
Crowne Plaza	73	69.9%	(1.7%)	121.67	2.2%	85.06	(0.2%)	7	78.0%	3.7%	142.41	1.0%	111.09	6.1%
Hotel Indigo	14	78.1%	1.0%	148.81	2.9%	116.21	4.2%	3	75.7%	(2.5%)	171.48	(5.5%)	129.77	(8.6%)
Holiday Inn	257	71.5%	0.3%	103.16	1.7%	73.79	2.1%	6	70.3%	8.1%	69.27	(1.4%)	48.71	11.5%
Holiday Inn Express	216	77.3%	1.2%	95.94	2.6%	74.14	4.3%	1	61.9%	1.5%	56.22	1.4%	34.78	4.0%
Staybridge Suites	5	81.8%	(1.6%)	124.47	7.2%	101.77	5.2%							
Europe	**571**	**73.0%**	**0.1%**	**106.60**	**1.9%**	**77.84**	**2.0%**	**37**	**71.2%**	**1.0%**	**180.64**	**(1.8%)**	**128.66**	**(0.3%)**
InterContinental	7	76.9%	2.4%	178.97	0.2%	137.55	3.4%	48	70.0%	0.4%	204.64	0.5%	143.20	1.0%
Crowne Plaza	8	73.6%	(2.3%)	93.39	4.8%	68.78	1.5%	55	72.4%	(0.2%)	120.03	(1.0%)	86.95	(1.3%)
Holiday Inn	18	67.6%	0.6%	102.73	(3.2%)	69.40	(2.4%)	50	74.0%	0.7%	98.26	(2.8%)	72.68	(1.9%)
Holiday Inn Express	8	66.8%	(1.0%)	64.37	(6.6%)	42.97	(7.9%)	15	70.6%	5.8%	64.64	(6.1%)	45.63	2.3%
Staybridge Suites								3	71.8%	(4.2%)	162.21	3.3%	116.41	(2.4%)
Other	2	79.5%	(3.3%)	68.07	0.6%	54.12	(3.4%)	1	88.9%	(1.3%)	93.69	12.3%	83.28	10.7%
AMEA	**43**	**71.2%**	**0.1%**	**112.97**	**(0.3%)**	**80.45**	**(0.1%)**	**172**	**72.1%**	**0.6%**	**136.87**	**(1.0%)**	**98.63**	**(0.2%)**
InterContinental	1	83.6%	(0.6%)	206.81	(4.1%)	172.80	(4.7%)	31	60.5%	1.8%	132.63	(1.3%)	80.19	1.7%
Crowne Plaza								67	59.9%	3.4%	84.36	(1.5%)	50.53	4.5%
Hotel Indigo								5	67.9%	(2.3%)	178.21	0.9%	120.95	(2.4%)
Holiday Inn	2	75.2%	(5.0%)	111.48	(8.5%)	83.82	(14.2%)	61	66.4%	3.9%	73.75	(3.2%)	48.93	2.9%
Holiday Inn Express	1	72.1%	(10.5%)	36.15	13.5%	26.06	(1.0%)	48	72.7%	2.1%	51.24	0.6%	37.26	3.5%
Greater China	**4**	**77.2%**	**(4.2%)**	**133.97**	**(5.2%)**	**103.40**	**(10.1%)**	**212**	**64.0%**	**3.0%**	**84.57**	**(1.7%)**	**54.16**	**3.0%**
Total IHG	**3,847**	**69.5%**	**0.0%**	**110.64**	**1.8%**	**76.95**	**1.8%**	**592**	**70.2%**	**1.6%**	**127.44**	**(0.5%)**	**89.44**	**1.7%**

Comparable RevPAR – 12 Months to 31 December 2016
Owned & Leased and Total

Constant US$	Owned & Leased Comparable							Total Comparable						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2016	Pts	2016	Growth	2016	Growth		2016	Pts	2016	Growth	2016	Growth
InterContinental	1	81.5%	1.0%	319.06	2.2%	260.05	3.4%	41	74.1%	(0.7%)	201.00	4.6%	148.94	3.6%
Kimpton								45	82.4%	1.7%	233.90	0.8%	192.85	2.9%
Crowne Plaza								151	68.9%	(0.3%)	121.61	2.3%	83.81	1.9%
Hotel Indigo								34	72.4%	(0.8%)	146.55	0.3%	106.10	(0.8%)
EVEN Hotels	2	69.5%	9.0%	130.02	0.5%	90.34	15.5%	2	69.5%	9.0%	130.02	0.5%	90.34	15.5%
Holiday Inn	2	73.2%	2.1%	155.99	(1.2%)	114.18	1.7%	676	66.8%	0.1%	112.82	2.5%	75.36	2.7%
Holiday Inn Express								1,943	68.8%	0.2%	111.52	1.4%	76.74	1.7%
Staybridge Suites								192	76.8%	(0.2%)	116.46	2.2%	89.49	2.0%
Candlewood Suites								321	74.3%	(0.4%)	82.12	1.1%	61.05	0.5%
Americas	**5**	**74.7%**	**3.1%**	**198.05**	**(0.3%)**	**147.92**	**4.0%**	**3,405**	**69.6%**	**0.1%**	**117.31**	**2.0%**	**81.60**	**2.1%**
InterContinental								26	69.0%	(1.6%)	212.87	(0.7%)	146.95	(3.0%)
Crowne Plaza								80	70.7%	(1.1%)	124.01	2.1%	87.72	0.5%
Hotel Indigo								17	77.7%	0.5%	152.16	1.2%	118.27	1.8%
Holiday Inn								263	71.5%	0.6%	102.01	1.5%	72.93	2.3%
Holiday Inn Express								217	77.2%	1.2%	95.80	2.6%	73.97	4.3%
Staybridge Suites								5	81.8%	(1.6%)	124.47	7.2%	101.77	5.2%
Europe								**608**	**72.8%**	**0.2%**	**114.58**	**1.4%**	**83.44**	**1.7%**
InterContinental	1	53.4%	(1.3%)	118.79	1.8%	63.38	(0.6%)	56	70.6%	0.6%	199.43	0.4%	140.76	1.3%
Crowne Plaza								63	72.6%	(0.4%)	117.45	(0.5%)	85.21	(1.1%)
Holiday Inn	1	95.5%	1.5%	114.04	2.8%	108.90	4.5%	69	72.8%	0.7%	99.48	(2.8%)	72.37	(1.9%)
Holiday Inn Express								23	69.2%	3.3%	64.55	(6.2%)	44.66	(1.5%)
Staybridge Suites								3	71.8%	(4.2%)	162.21	3.3%	116.41	(2.4%)
Other								3	83.9%	(2.3%)	80.83	7.2%	67.84	4.3%
AMEA	**2**	**68.2%**	**(0.3%)**	**116.44**	**2.2%**	**79.44**	**1.8%**	**217**	**71.9%**	**0.5%**	**132.52**	**(0.8%)**	**95.25**	**(0.2%)**
InterContinental								32	61.4%	1.7%	136.81	(1.7%)	84.03	1.1%
Crowne Plaza								67	59.9%	3.4%	84.36	(1.5%)	50.53	4.5%
Hotel Indigo								5	67.9%	(2.3%)	178.21	0.9%	120.95	(2.4%)
Holiday Inn								63	67.0%	3.3%	76.85	(4.4%)	51.49	0.5%
Holiday Inn Express								49	72.7%	1.9%	51.07	0.7%	37.13	3.5%
Greater China								**216**	**64.4%**	**2.7%**	**86.40**	**(2.2%)**	**55.68**	**2.2%**
Total IHG	**7**	**73.0%**	**2.2%**	**177.80**	**0.5%**	**129.74**	**3.6%**	**4,446**	**69.7%**	**0.4%**	**115.16**	**1.2%**	**80.28**	**1.8%**

Hotel & Room Count as at 31 December 2016

	Franchised		Managed		Owned & Leased		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	25	6,901	22	9,083	1	424	48	16,408
Kimpton	0	0	61	11,238	0	0	61	11,238
Crowne Plaza	152	40,286	12	3,830	0	0	164	44,116
Hotel Indigo	41	4,884	5	1,048	0	0	46	5,932
EVEN Hotels	1	132	2	380	3	498	6	1,010
Holiday Inn	757	131,339	15	4,502	2	903	774	136,744
Holiday Inn Express	2,153	192,119	1	252	0	0	2,154	192,371
Staybridge Suites	200	20,984	26	3,201	0	0	226	24,185
Candlewood Suites	301	26,639	61	7,553	0	0	362	34,192
Other	3	7,582	81	14,215	0	0	84	21,797
Americas	**3,633**	**430,866**	**286**	**55,302**	**6**	**1,825**	**3,925**	**487,993**
InterContinental	8	2,141	23	7,583	0	0	31	9,724
Crowne Plaza	80	18,006	12	2,881	0	0	92	20,887
Hotel Indigo	18	1,672	3	238	0	0	21	1,910
Holiday Inn	283	45,912	8	1,917	0	0	291	47,829
Holiday Inn Express	232	28,158	2	420	0	0	234	28,578
Staybridge Suites	7	1,000	0	0	0	0	7	1,000
Other	1	141	0	0	0	0	1	141
Europe	**629**	**97,030**	**48**	**13,039**	0	0	**677**	**110,069**
InterContinental	7	2,520	61	18,303	1	380	69	21,203
Crowne Plaza	10	2,131	63	18,618	0	0	73	20,749
Hotel Indigo	0	0	2	323	0	0	2	323
Holiday Inn	26	5,187	66	15,918	1	207	93	21,312
Holiday Inn Express	10	2,268	24	5,315	0	0	34	7,583
Staybridge Suites	0	0	3	425	0	0	3	425
Other	2	464	4	3,992	0	0	6	4,456
AMEA	**55**	**12,570**	**223**	**62,894**	**2**	**587**	**280**	**76,051**
InterContinental	1	570	38	15,745	0	0	39	16,315
HUALUXE	0	0	4	1,096	0	0	4	1,096
Crowne Plaza	0	0	79	28,051	0	0	79	28,051
Hotel Indigo	0	0	6	740	0	0	6	740
Holiday Inn	2	1,476	81	24,395	0	0	83	25,871
Holiday Inn Express	1	138	74	18,339	0	0	75	18,477
Other	0	0	6	2,472	0	0	6	2,472
Greater China	**4**	**2,184**	**288**	**90,838**	0	0	**292**	**93,022**
InterContinental	41	12,132	144	50,714	2	804	187	63,650
Kimpton	0	0	61	11,238	0	0	61	11,238
HUALUXE	0	0	4	1,096	0	0	4	1,096
Crowne Plaza	242	60,423	166	53,380	0	0	408	113,803
Hotel Indigo	59	6,556	16	2,349	0	0	75	8,905
EVEN Hotels	1	132	2	380	3	498	6	1,010
Holiday Inn	1,068	183,914	170	46,732	3	1,110	1,241	231,756
Holiday Inn Express	2,396	222,683	101	24,326	0	0	2,497	247,009
Staybridge Suites	207	21,984	29	3,626	0	0	236	25,610
Candlewood Suites	301	26,639	61	7,553	0	0	362	34,192
Other	6	8,187	91	20,679	0	0	97	28,866
Total System Size	**4,321**	**542,650**	**845**	**222,073**	8	2,412	**5,174**	**767,135**

Pipeline as at 31 December 2016

	Franchised		Managed		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	2	471	5	2,061	7	2,532
Kimpton	0	0	17	2,949	17	2,949
Crowne Plaza	15	2,885	2	401	17	3,286
Hotel Indigo	28	3,250	4	715	32	3,965
EVEN Hotels	4	497	2	283	6	780
Holiday Inn	125	16,662	3	642	128	17,304
Holiday Inn Express	486	46,339	2	457	488	46,796
Staybridge Suites	129	13,587	2	309	131	13,896
Candlewood Suites	108	9,604	0	0	108	9,604
Other	0	0	11	1,339	11	1,339
America	**897**	**93,295**	**48**	**9,156**	**945**	**102,451**
InterContinental	2	213	4	600	6	813
Kimpton	0	0	1	149	1	149
Crowne Plaza	10	2,164	4	1,021	14	3,185
Hotel Indigo	16	1,999	2	265	18	2,264
Holiday Inn	26	4,432	9	3,079	35	7,511
Holiday Inn Express	53	8,545	5	850	58	9,395
Staybridge Suites	4	555	1	82	5	637
Europe	**111**	**17,908**	**26**	**6,046**	**137**	**23,954**
InterContinental	0	0	27	6,681	27	6,681
Crowne Plaza	0	0	21	5,554	21	5,554
Hotel Indigo	0	0	14	2,582	14	2,582
Holiday Inn	4	829	44	12,193	48	13,022
Holiday Inn Express	6	1,327	29	6,159	35	7,486
Staybridge Suites	1	250	3	538	4	788
Other	0	0	0	3,530	0	3,530
AMEA	**11**	**2,406**	**138**	**37,237**	**149**	**39,643**
InterContinental	0	0	22	7,454	22	7,454
HUALUXE	0	0	22	6,956	22	6,956
Crowne Plaza	0	0	38	12,511	38	12,511
Hotel Indigo	0	0	11	1,782	11	1,782
Holiday Inn	0	0	50	14,841	50	14,841
Holiday Inn Express	20	4,085	75	16,120	95	20,205
Other	0	0	1	279	1	279
Greater China	20	4,085	**219**	**59,943**	**239**	**64,028**
InterContinental	4	684	58	16,796	62	17,480
Kimpton	0	0	18	3,098	18	3,098
HUALUXE	0	0	22	6,956	22	6,956
Crowne Plaza	25	5,049	65	19,487	90	24,536
Hotel Indigo	44	5,249	31	5,344	75	10,593
EVEN Hotels	4	497	2	283	6	780
Holiday Inn	155	21,923	106	30,755	261	52,678
Holiday Inn Express	565	60,296	111	23,586	676	83,882
Staybridge Suites	134	14,392	6	929	140	15,321
Candlewood Suites	108	9,604	0	0	108	9,604
Other	0	0	12	5,148	12	5,148
Total Pipeline	**1,039**	**117,694**	**431**	**112,382**	**1,470**	**230,076**

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