



Investor Presentation

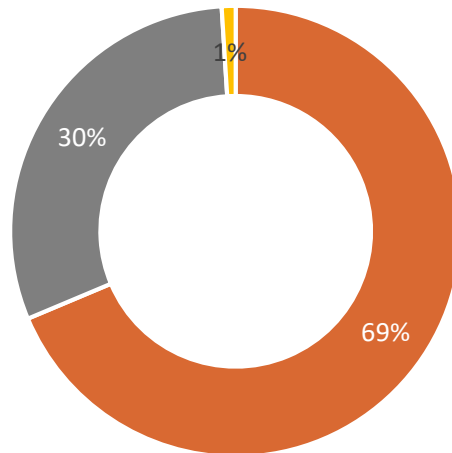
Most pure play, asset light global hotel company - highest quality of earnings

High quality revenue stream

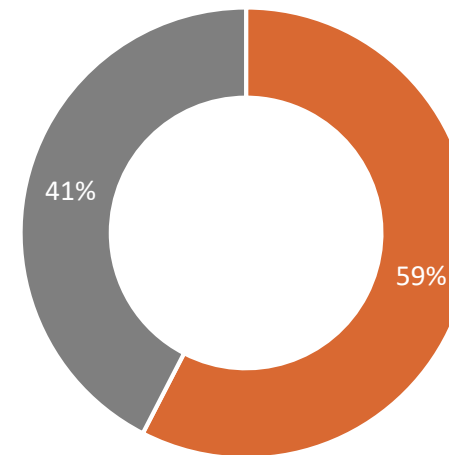
- >95% of profits from fee business following disposal of InterContinental Hong Kong
- ~80% of IHG's fee revenues linked to hotel revenues
- ~10% of IHG's fee revenues linked to hotels profits

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

Q1 2019 Open Rooms

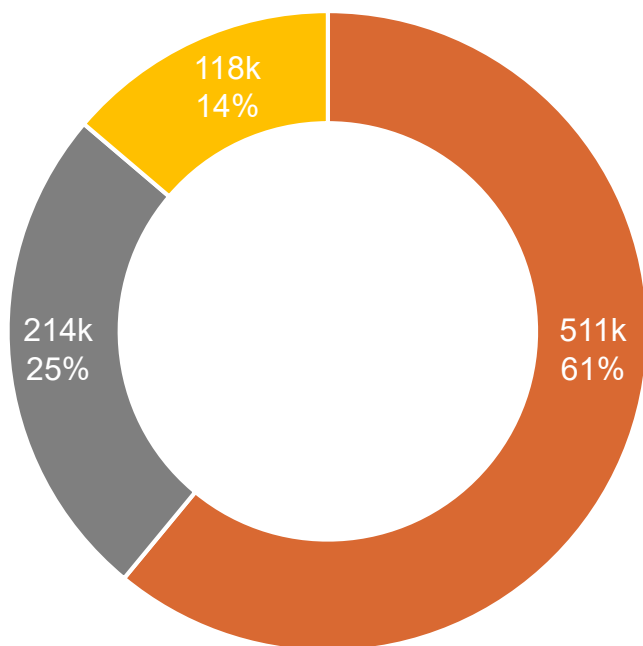


Q1 2019 Pipeline Rooms

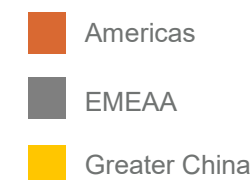
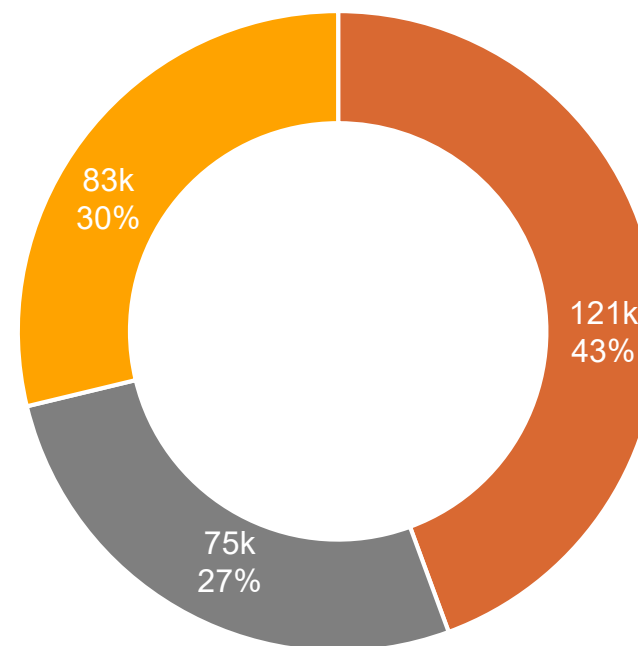


Global business with a presence in over 100 countries; concentrated in the US and China

Closing room count (k)
March 2019
(Global: 843k rooms)



Closing pipeline rooms (k)
March 2019
(Global: 279k rooms)



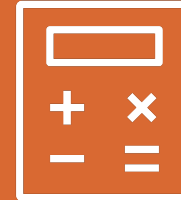
Continuing to deliver strong financial performance, whilst executing against our strategic initiatives and accelerating the growth of the business

Q1 Rooms & RevPAR



- 0.3% Global RevPAR growth
- 5.4% net rooms growth
- Highest signings and openings for a decade

FY 2018 Results



- 6% underlying operating profit growth
- 19% underlying EPS growth
- Highly cash generative business model with \$609m of free cash flow
- +10% total dividend and \$500m special dividend

Accelerating growth



- \$125m efficiency programme on track and savings fully reinvested
- New organisational structure & capabilities embedded across the business
- IHG Concerto fully rolled out

Optimising brand portfolio

- Strengthened our established brands
- Opened first avid hotel in 2018; >180 in the Pipeline
- Flagship voco hotel opened in Dubai
- Repositioned Regent, with 3 signings since acquisition
- Plan to launch a new all-suites brand in 2019
- Expanded Luxury footprint with acquisition of Six Senses

Delivering good performance across all regions

Group

- Q1 2019 RevPAR = 0.3%
- 5.4% net rooms growth
- 12k openings – up 56% YOY¹
- 24k pipeline signings – up 19% YOY² our strongest in 12 years

The Americas

- Q1 2019 RevPAR = 0.8%; US = 0.6%
- 2.9% net rooms growth
- 5k openings
- 8k pipeline signings

EMEA

- Q1 2019 RevPAR = (0.7%)
- UK = 2%; CE = 1%; ME = (4%)
- 7.5% net rooms growth
- 6k pipeline signings

Greater China

- Q1 2019 RevPAR = 0.0%
- Mainland China significantly outperformed the market
- 13.2% net rooms growth
- 10k pipeline signings

¹ including 1k rooms from the acquisition of Six Senses; ² including 2.7k rooms from the acquisition of Six Senses

Update on strategic initiatives

– on track to deliver industry leading net system size growth

5. Optimise our preferred portfolio of brands for owners & guests

- Strengthening established brands
- Enhancing position in Luxury with 2 new brands
- Capitalising on opportunities in Mainstream & Upscale with 3 new brands

4. Evolve owner proposition

- Investments in development resources driving signings pace
- Franchise Plus preferred model for Holiday Inn Express owners in Greater China
- Growing franchising for Holiday Inn and Crowne Plaza in Greater China
- Invested in Hotel Lifecycle Management



3. Enhance revenue delivery

- IHG Concerto fully rolled out across estate
- Piloting additional GRS functionality
- Digital revenue up 9%

1. Build & leverage scale

- On track with \$125m efficiency programme
- New organisational structure embedded across the business
- Savings fully reinvested in growth initiatives

2. Strengthen loyalty programme

- Enhancing programme to drive member engagement
- +4%pts contribution growth in 4 years
- Introducing variable pricing for redemption nights

New organisational structure is improving our speed to market and realising financial efficiencies to invest in growth

New organisational structure

New regional
operating
structure

Integrated
Commercial
& Technology
organisation

Global
Marketing
organisation



Supported by wider organisational changes

Q1 2019 Signings



+19%¹

New Brands

VOCO
AN IHG HOTEL

Regent
HOTELS & RESORTS


SIX SENSES
HOTELS RESORTS SPAS

¹ including 2.7k rooms from the acquisition of Six Senses

On track to deliver \$125m of savings by 2020 to reinvest in growth

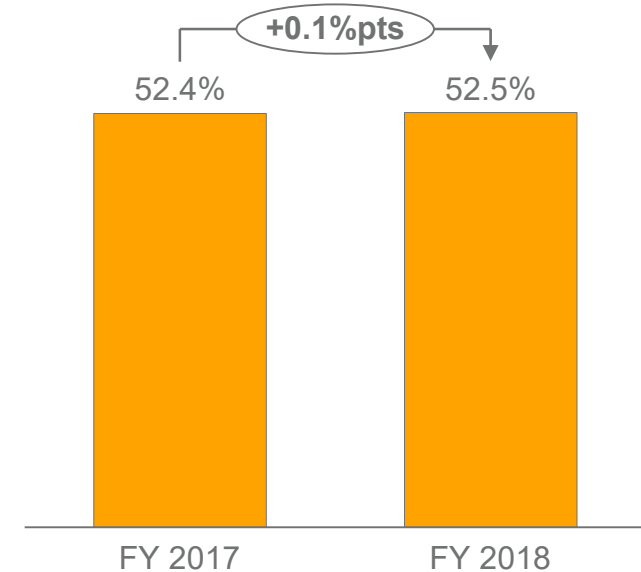
Total annual savings of \$125m by 2020

- Total annual savings of \$125m by 2020
- Phasing unchanged: 2018: 40%, 2019: 80%, 2020: 100%
- FY'18: Savings fully re-invested on an annual basis
- Continue to expect savings to be fully re-invested on an annual basis

Exceptional Cash Costs

- Unchanged at \$200m
- 2017 = \$31m; 2018 = \$108m
- Remaining amount expected to be incurred in 2019

Progression in fee margin¹



- \$5m investment in growth initiatives ahead of savings realized and \$9m one-off impact in revenue and costs related to marketing assessments reduces group margin by 30bps
- Continued strong focus on cost efficiency will result in medium term fee margin progression broadly in line with the historic average following the group's re-organisation

¹ Fee margin stated at CER

Our strategy for uses of cash remains unchanged



Invest in the
business to
drive growth



Maintain sustainable
growth in ordinary
dividend



Return surplus
funds to
shareholders

Commitment to Investment Grade Credit Rating
2.5x – 3.0x Net Debt : EBITDA¹

¹ Range represents best proxy for investment grade credit rating under accounting standard IFRS 16 – equivalent to 2.0 – 2.5x net debt: EBITDA under the previous standard

Conclusions

We have delivered a strong performance in 2018, whilst executing against our strategic initiatives

Efficiency programme on track to deliver \$125m savings by 2020; savings being reinvested behind growth

Investment in established brands delivering results, with new brands laying foundation for future growth

Disciplined approach to balance sheet unchanged, delivering high quality, sustainable growth in cash flow

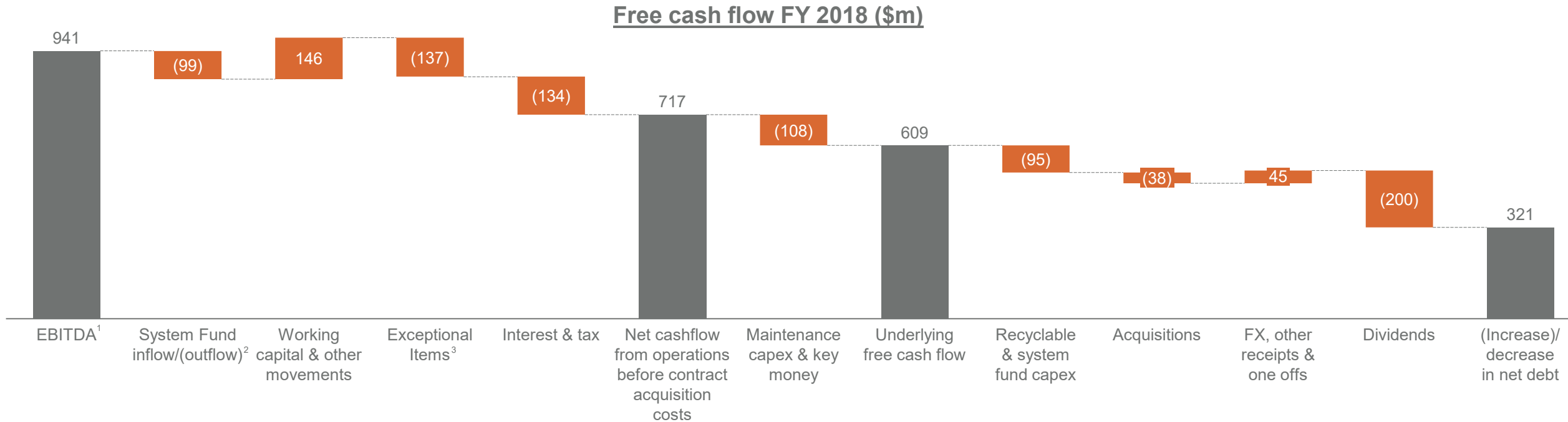
Our strategy will deliver industry-leading net rooms growth over the medium term

While there are macro-economic and geopolitical uncertainties in some markets, we are confident in the year ahead



Sources & uses of Cash

Significant cashflow from operations well above capex needs



- Underlying free cash flow up \$93m year-on-year
- Gross capital expenditure of \$245m covered 2.9x by net cashflow from operations

¹ Before exceptional items and System Fund result; ² System Fund result excludes exceptional costs of \$47m in relation to efficiency programme; ³ Includes \$106m relating to group wide efficiency programme (\$47m in relation to the System Fund)

Targeted capital expenditure to drive growth

	\$m	2017	2018
Maintenance capex, key money and selective investments	Maintenance capex	58	52
	Key money	57	56
	Total	115	108
		2017	2018
Recyclable investments	Gross out	85	38
	Gross in	(104)	(42)
	Net total	(19)	(4)
	\$m	2017	2018
System fund capital investments	Gross out	142	99
	Gross in	(36)	(45)
	Net total	106	54
Total capital investments	Gross total	342	245
	Net total	202	158

Medium term guidance:

- ~\$150m per annum
 - Key money: ~\$75m per annum
 - Maintenance capex: ~\$75m per annum

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

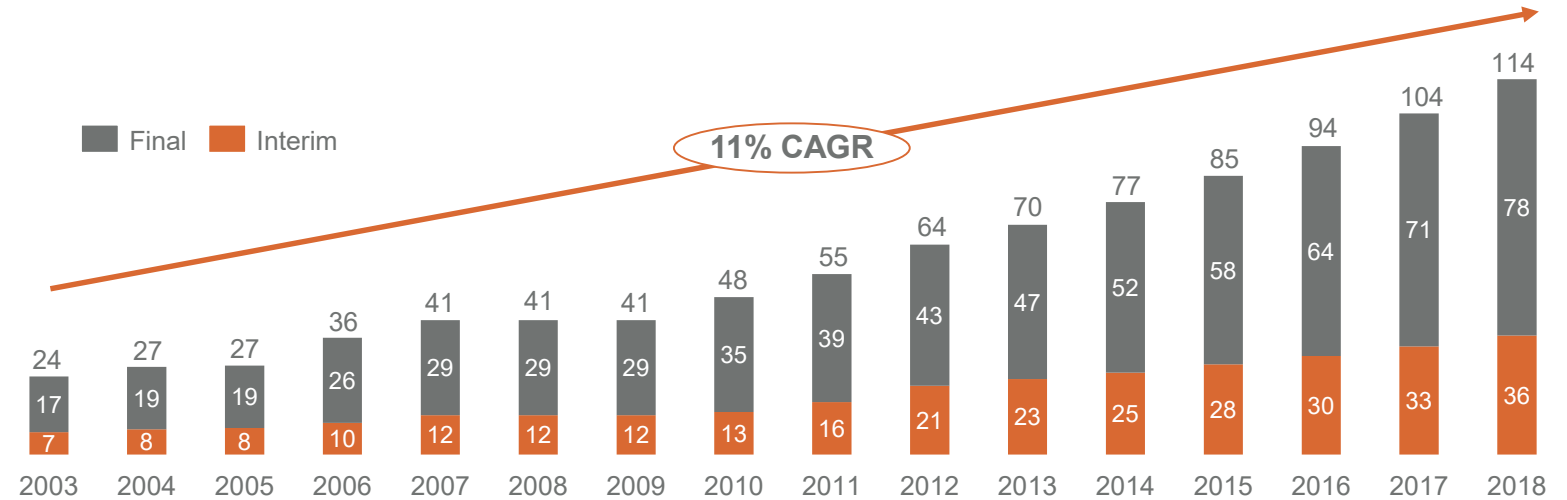
- ~\$100m per annum
- Repaid when depreciation charged to System fund
- Depreciation of GRS commenced in H2 2018

- Gross: up to \$350m per annum
- Net: ~\$150m

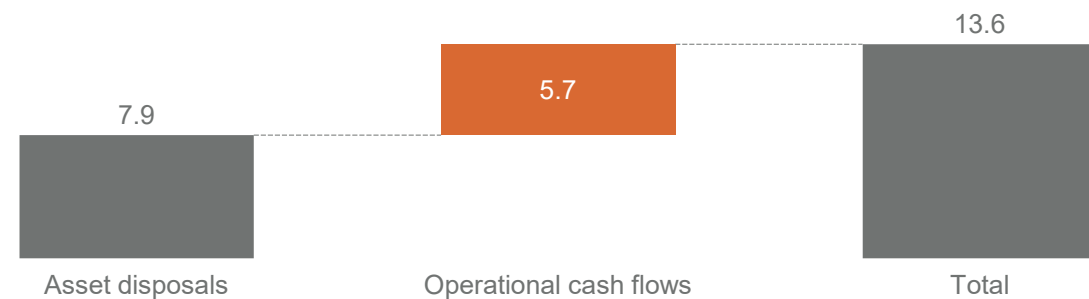
Highly cash generative business driving strong shareholder returns

- Strong cash flows driving consistent shareholder returns
- Total dividend of 114.4¢, with 11% CAGR since 2003
- \$0.5bn special dividend paid in Jan 2019
- Total returns of ~\$13.6bn since 2003, ~40% from operations
 - \$2.4bn ordinary dividend
 - \$11.1bn additional
- €500m bond issued
- Strong financial position:
 - \$1.9bn Bonds¹
 - \$1.4bn RCF² unutilised

Ordinary dividend progression 2003-2018 (¢)



Shareholder returns 2003-18³ (\$bn)



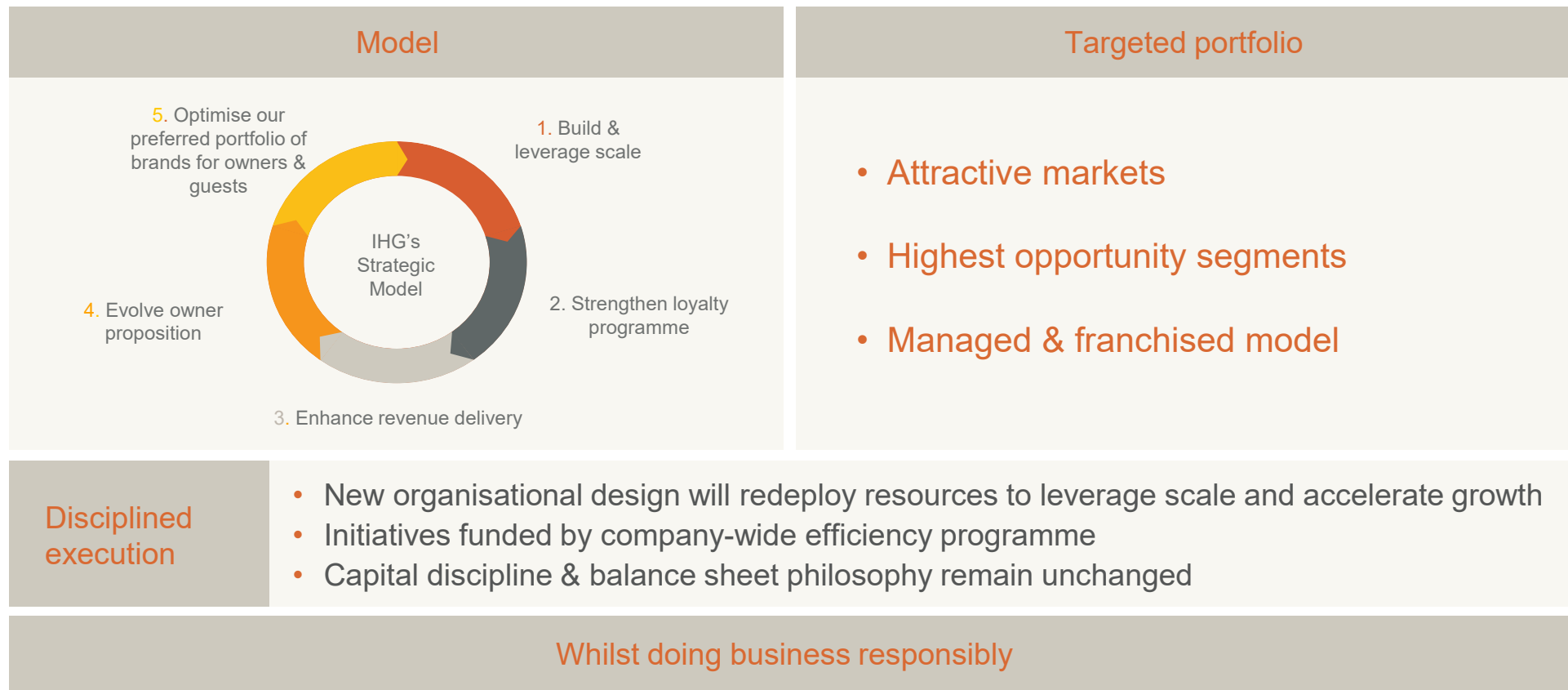
¹ First Bond (£400m) matures in November 2022; ² Revolving Credit Facilities matures in March 2022 ³ Includes special dividend announced in October 2018 and paid in January 2019



Strategic initiatives to drive industry leading rooms growth over the medium term

We have a clearly defined strategy which will continue to drive superior shareholder returns

Value creation: delivering industry-leading medium term net rooms growth



But in order to deliver industry-leading net rooms growth over the medium term, we need to make our strategic model work harder



1. Build & leverage scale

Design a new organisational structure which redeploys resources to leverage scale and accelerate growth

2. Strengthen loyalty programme

Continue to innovate IHG Rewards Club to create a more differentiated offering and leverage & expand loyalty partnerships

3. Enhance revenue delivery

Prioritise digital & technological innovation to drive increased direct revenues e.g. Guest Reservation System

4. Evolve owner proposition

Upweight owner support to accelerate growth & expand our industry leading franchise offer into new areas

5. Optimise our preferred portfolio of brands for owners and guests

- Strengthen & grow existing brands
- Augment portfolio with new brands to match identified valuable opportunities

New organisational structure which redeploys resources to leverage scale and accelerate growth

New regional operating structure



Elie Maalouf
Regional CEO, Americas



Jolyon Bulley
Regional CEO, Greater China



Kenneth Macpherson
Regional CEO, EMEA

- Directing focus and effort on those markets that matter most, whilst leveraging best practices to drive profitable growth

Integrated Commercial and Technology organisation



George Turner
Chief Commercial & Technology Officer

- Sales, Channels & Revenue Management integrated with technology to maximise delivery
- Increased speed in deploying new products and services
- Improved efficiency through removal of duplication

Global Marketing organisation



Claire Bennett
Chief Marketing Officer

- Strengthened brand, loyalty & marketing capabilities to drive agility & efficiency
- Global brand category leads introduced to drive performance & growth
- Leverage shared services to maximise scale benefits & drive effective marketing



Paul Edgecliffe-Johnson
Chief Financial Officer



Nicolette Henfrey
EVP, Business Reputation & Responsibility



Ranjay Radhakrishnan
Chief Human Resources Officer



Yasmin Diamond
EVP, Global Corporate Affairs



Optimise our preferred portfolio of brands for
owners & guests

Optimising our brand portfolio

- our established brands continue to drive the growth of our business

Established Brands

Mainstream

Segment value¹ = ~\$115bn

Growth potential = ~\$65bn



Upscale

Segment value = ~\$40bn

Growth potential = ~\$20bn



Luxury

Segment value = ~\$60bn

Growth potential = ~\$35bn



IHG Share of Industry
System / Rank²

16% / 1st

IHG Share of Industry
Pipeline / Rank²

23% / 1st

IHG Total Gross Revenue
3-year Growth

15%

5% / 4th

8% / 4th

16%

12% / 2nd

10% / 2nd

16%

Mainstream

- driving performance for Holiday Inn Express



New hotel design

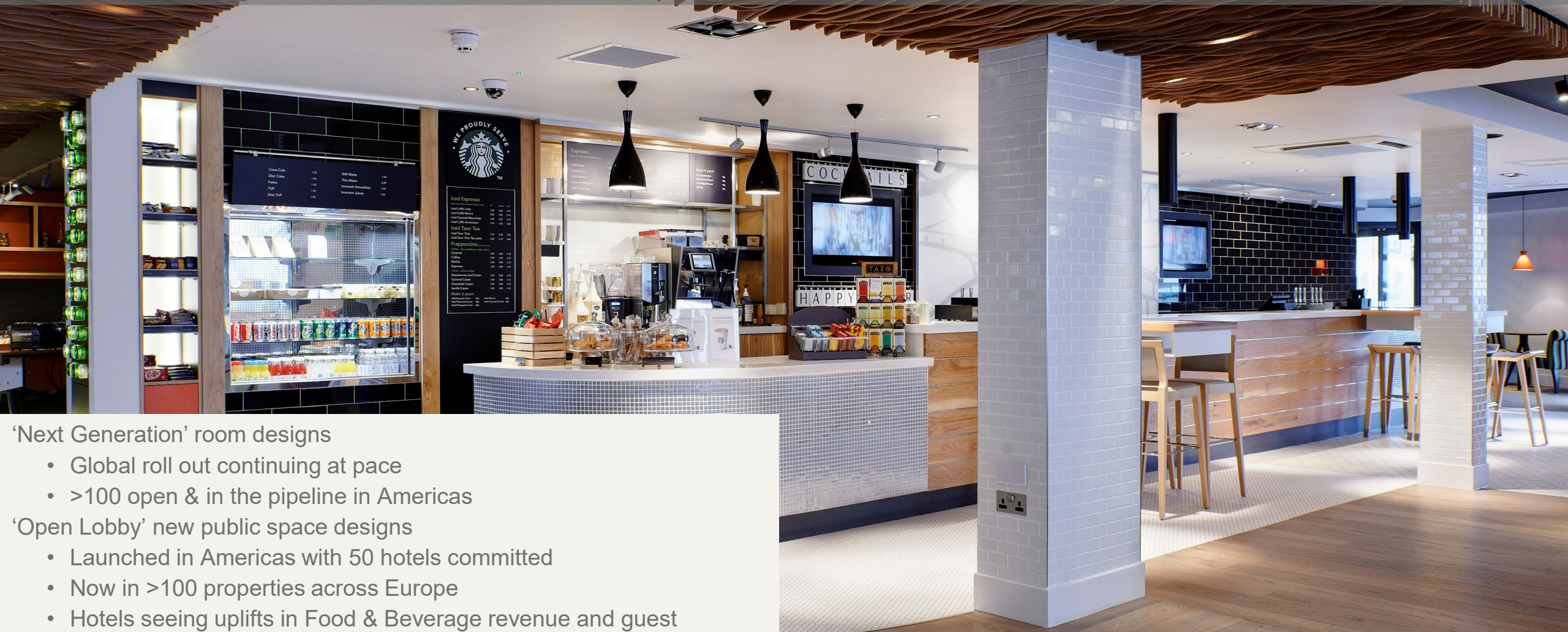
- ~1,400 open and pipeline Formula Blue hotels across the Americas
- >100 hotels with new room designs across Europe

Breakfast experience

- Transformed >1,500 hotels across the Americas in <1 year
- Driving meaningful uplifts of 3pts in Guest Love

Mainstream

- continuing to innovate across the Holiday Inn estate



‘Next Generation’ room designs

- Global roll out continuing at pace
- >100 open & in the pipeline in Americas

‘Open Lobby’ new public space designs

- Launched in Americas with 50 hotels committed
- Now in >100 properties across Europe
- Hotels seeing uplifts in Food & Beverage revenue and guest satisfaction

Upscale

- Crowne Plaza Accelerate delivering improved guest experience



- \$200m Accelerate programme driving uplifts in Guest Love
- 25 Plaza Workspaces installed
- Flagship properties in Paris, London, Hamburg & Atlanta
- Continued global growth; highest Q1 signings for the brand in 12 years

Upscale

- increased pace of Hotel Indigo openings and signings

HOTEL
INDIGO



- Opened our 100th Hotel Indigo in 2018
- Signed 8 hotels in Q1 2019
- Set to double the size of the portfolio over the next 5 years

Hotel Indigo The Hague - Palace Noordeinde, Netherlands

Luxury

- InterContinental consolidates position as world's largest luxury brand



- Opened our 200th property in 2018
- 204 open and 60 pipeline hotels
- Named 'World's Leading Hotel Brand' for the 12th time at World Travel Awards 2018

InterContinental Shanghai Wonderland, China

Optimising our brand portfolio

- we have taken a strategic approach to identify opportunities

		Categories				
		Mainstream ¹		Upscale	Luxury	
High value, high growth segment		~\$115bn global segment ~\$65bn of growth to 2025		~\$40bn global segment ~\$20bn of growth to 2025	~\$60bn global segment ~\$35bn of growth to 2025	
Criteria	IHG's New Offering	 AN IHG® HOTEL	Launching new all suites upper-midscale brand in 2019	 AN IHG® HOTEL	 HOTELS & RESORTS	 HOTELS RESORTS SPAS
	Owner Opportunity	• New build only • Select service model • Attractive returns enabled by an efficient operating model	• New build led • Focused service model • Attractive returns enabled by an efficient operating model	• Existing hotel owners • Access to IHG systems and revenue delivery • Ideal for conversions	• New build and conversions • High-end specification • Sizeable returns per asset	• New build and conversions • Premium asset locations • Sizeable returns per asset
	Guest Opportunity	• The basics done exceptionally well at a price point ~\$10-15 less than Holiday Inn Express • Streamlined and efficient design	• Stylish experiences and functional benefits at mainstream price • Options and flexibility for longer stay guests	• Hotels connected by their individual characters, making memorable travel dependable	• Top tier luxury offering catering to our most sophisticated guests	• Top tier luxury, leisure focused offering • World renowned, resort locations • Reputation for wellness and sustainability
	IHG's Competitive Offer	Industry leading midscale brand expertise	Track record of delivery with longer stay brands	Industry leading revenue management & reservation tools, strong B2B offer and loyalty programme	Operator of largest global Luxury brand ²	Operator of largest global Luxury brand ²

¹ Mainstream classified as Midscale and Upper-Midscale; ² As per STR data

Mainstream

- first avid hotel open and strong signings pace continues



- >180 signings (17k rooms) since launch, including 12 hotels in Q1
- First hotel opened in 2018 in Oklahoma City – TripAdvisor rating of 4.5
- 46 hotels with planning approved/under construction

avid Oklahoma City – Quail Springs, USA

Upscale

- strong owner interest in new upscale brand voco



- 5 voco hotels open, including flagship property in Dubai
- A further 12 hotels signed to date
- Expect to grow brand to >200 hotels in 10 years

voco St. John's Solihull, UK

Luxury - global expansion drives Kimpton growth

KIMPTON®
HOTELS & RESTAURANTS

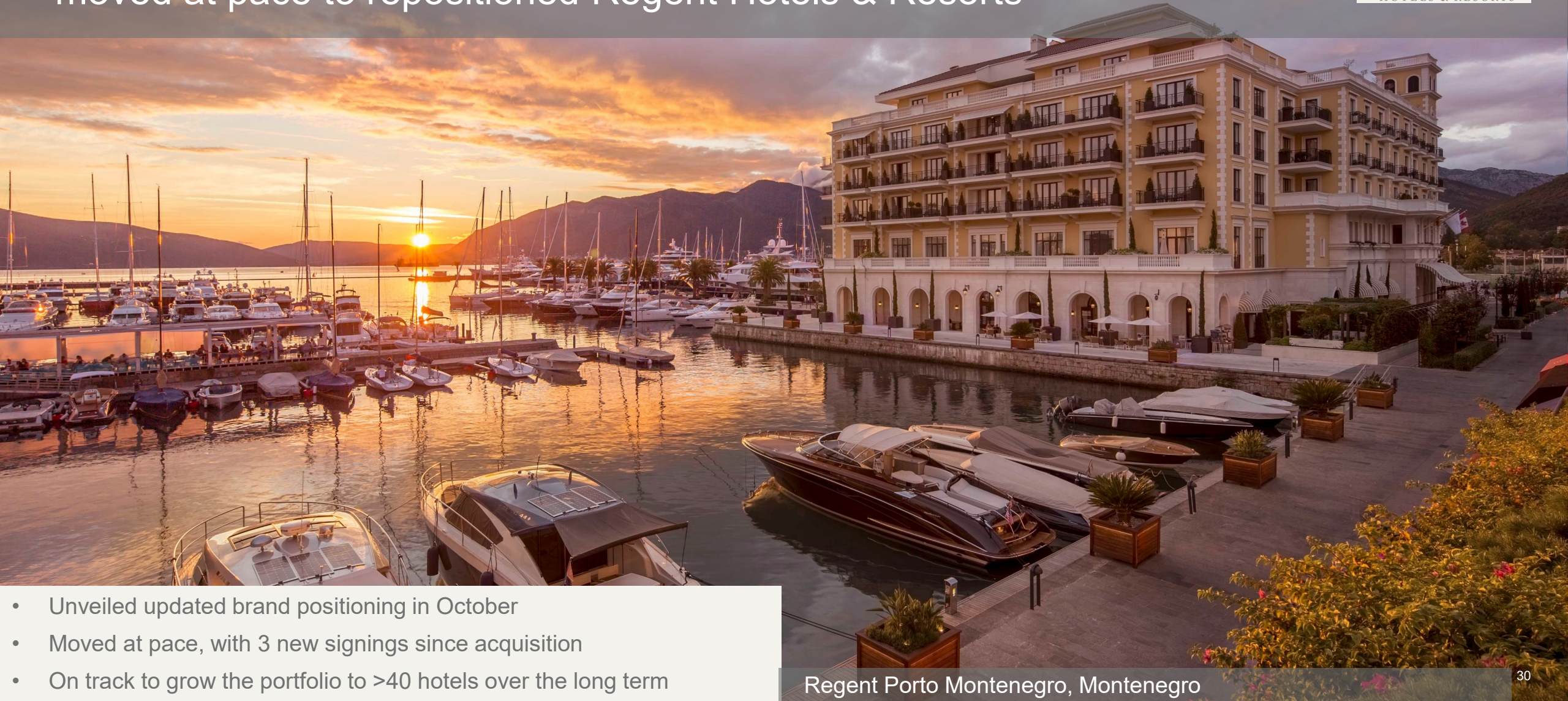


- Opened our first property in the UK – the Kimpton Fitzroy London
- First Asia-Pacific property opened – the Kimpton Da An Hotel
- Best full year signings performance since acquiring the brand
- #6 on Fortune's 100 Best Companies to Work For

Kimpton Fitzroy London, UK

Luxury

- moved at pace to repositioned Regent Hotels & Resorts



- Unveiled updated brand positioning in October
- Moved at pace, with 3 new signings since acquisition
- On track to grow the portfolio to >40 hotels over the long term

Regent Porto Montenegro, Montenegro

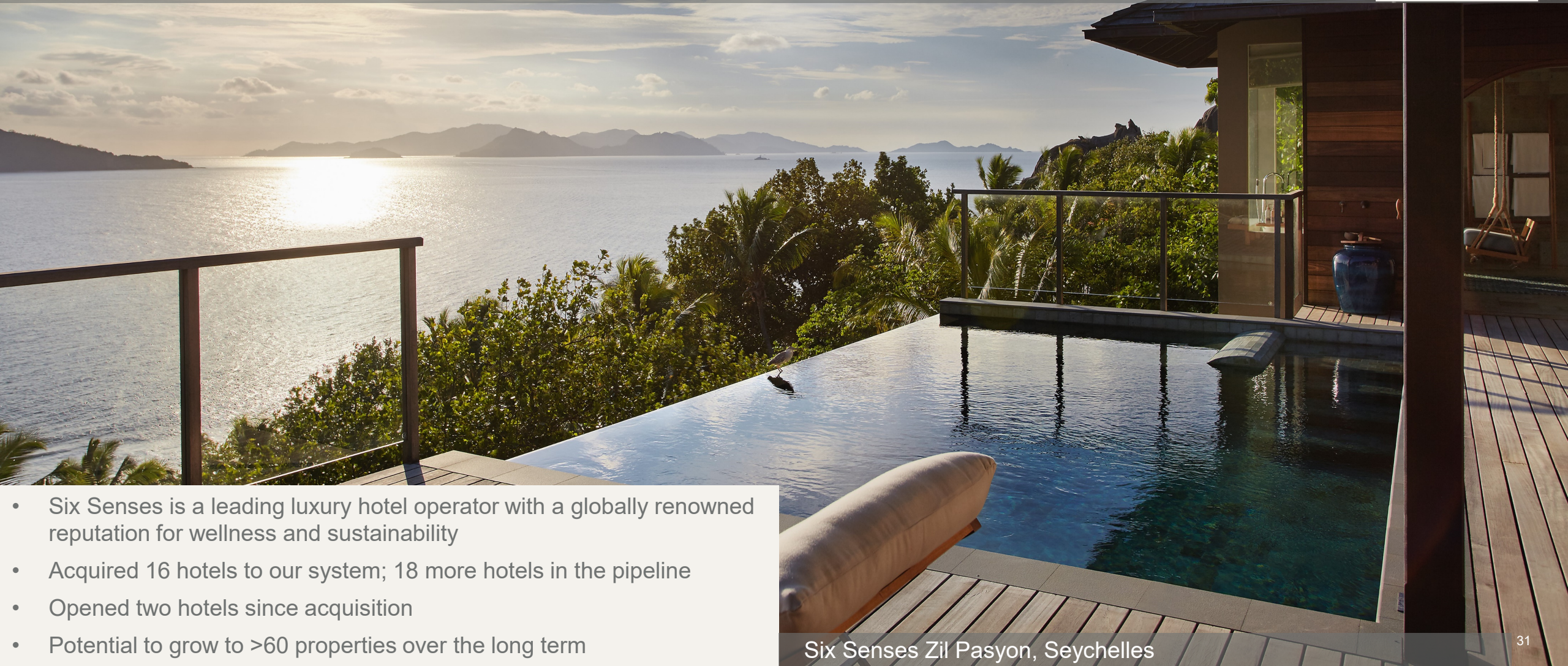
Luxury

- acquisition of Six Senses expands Luxury footprint



SIX SENSES

HOTELS RESORTS SPAS



- Six Senses is a leading luxury hotel operator with a globally renowned reputation for wellness and sustainability
- Acquired 16 hotels to our system; 18 more hotels in the pipeline
- Opened two hotels since acquisition
- Potential to grow to >60 properties over the long term

Six Senses Zil Pasyon, Seychelles

Optimising our brand portfolio

- balanced portfolio gives access to markets with high growth potential



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Strengthen Loyalty Programme & Enhance Revenue Delivery

Our loyalty programme delivers sustainable growth to IHG and our owners, and meets the needs and wants of our guests

Building Brands

IHG® Rewards Club builds relationships creating an experience that guests love, and a willingness to try new brands

~90% of qualified nights are from members who enrolled at a different hotel

Profitable Revenue

IHG® Rewards Club encourages members to spend more, through more profitable channels

Members are 7x more likely to book direct and deliver a 25% stay premium

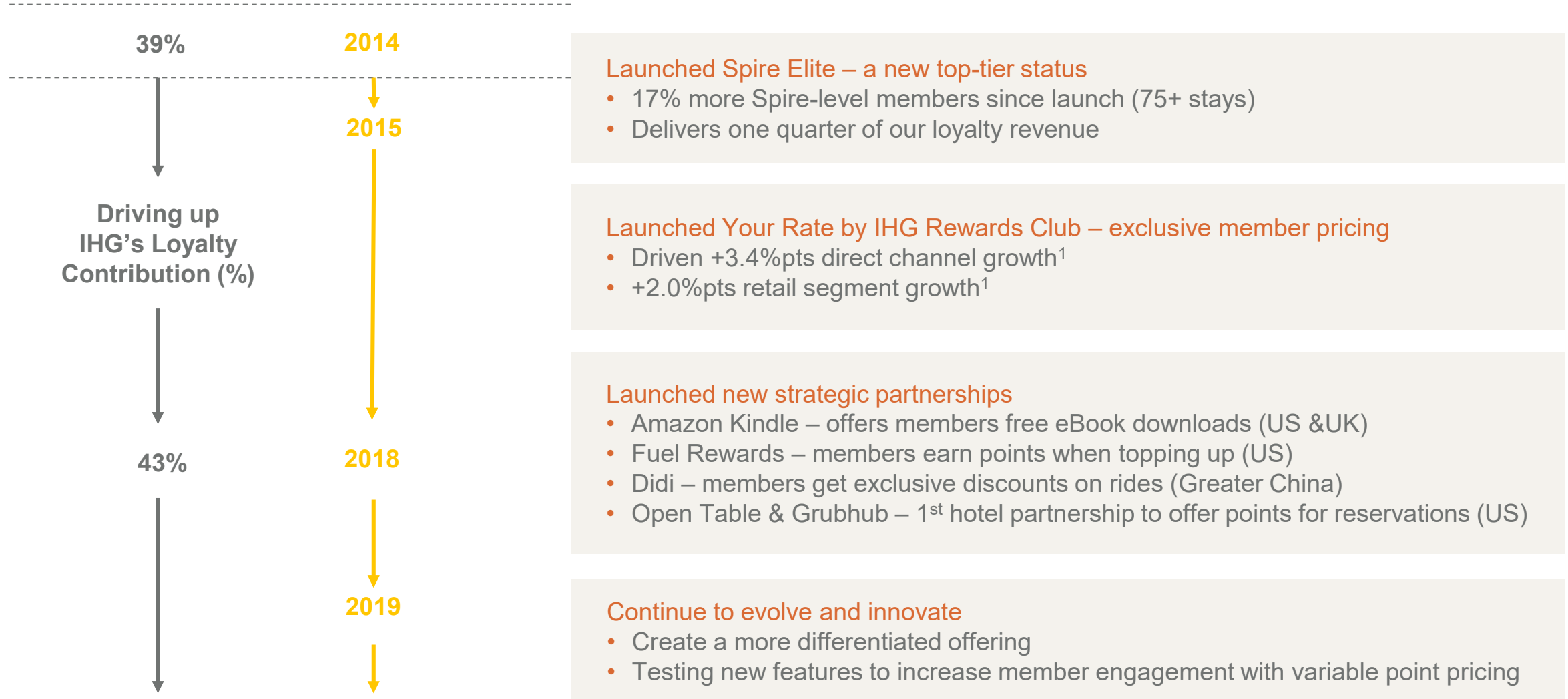


Driving Efficiency

IHG® Rewards Club creates efficiencies when talking to and targeting our customers

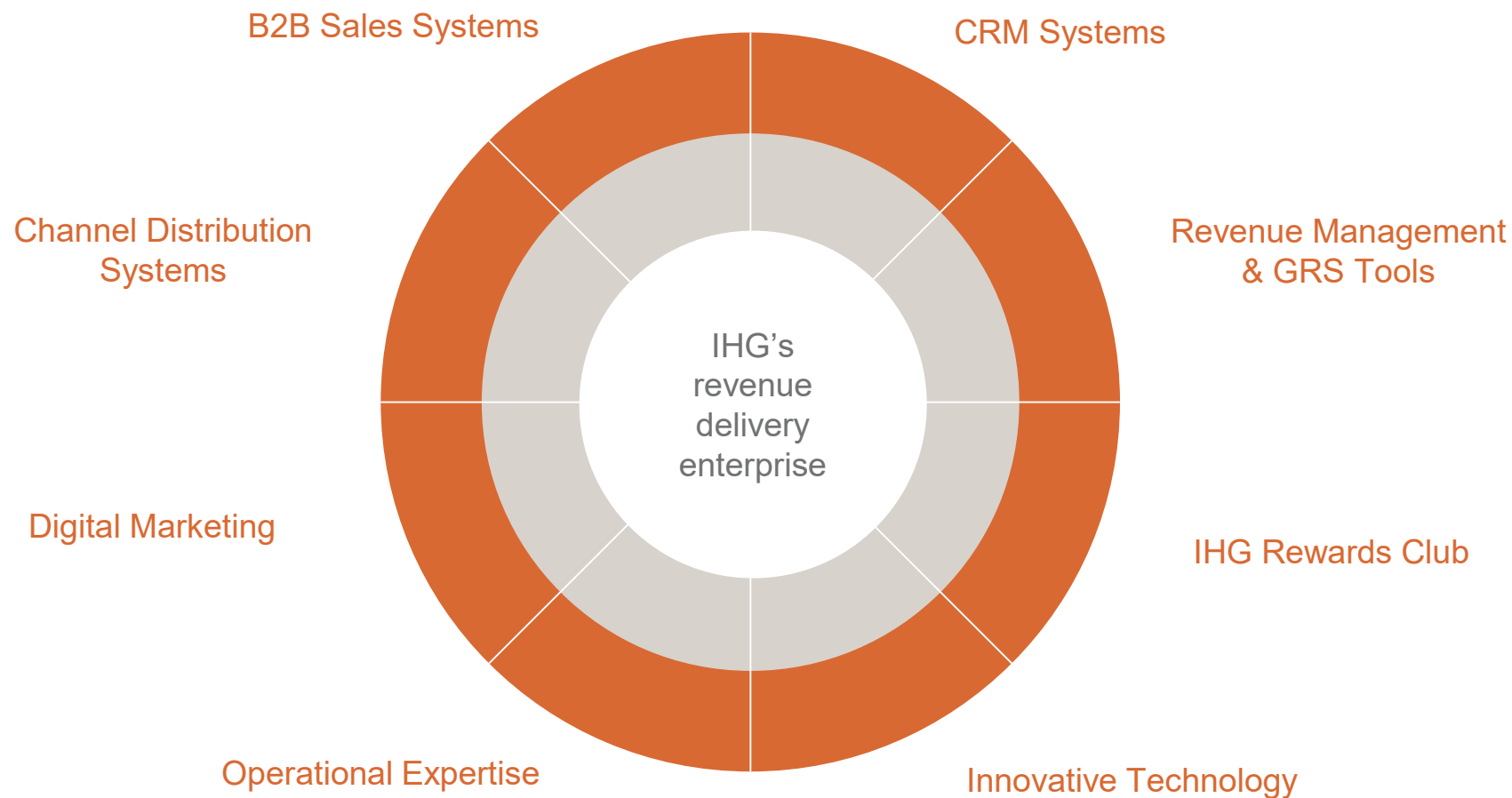
~75%% of qualified revenue is from members who opt-in to engage with us directly

We have significantly enhanced our loyalty programme in recent years and will continue to do more to drive up loyalty contribution



¹ In the 12 months post launch

The IHG revenue delivery enterprise supports 5,600+ hotels across ~100 countries and delivers some 78% of rooms revenues



Leading digital content and technology innovation drive direct channel delivery

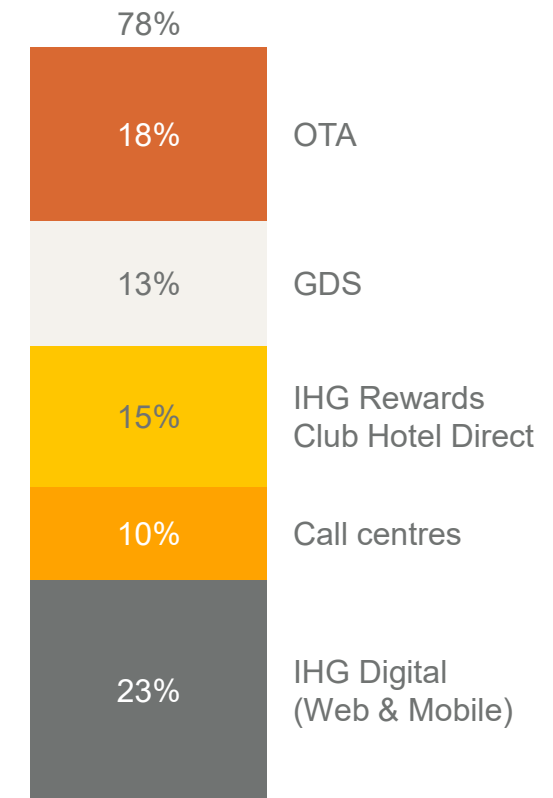
Lower cost direct channels driving delivery

- \$5.3bn of digital/mobile gross bookings p.a. in 2018, up by 13% YoY

Technology innovation provides platform for future growth

- IHG Connect seamless logon
 - Implemented/being installed in ~3,000 hotels
- Revenue Management for Hire
 - Now rolled out to over 3,300 hotels
 - Driving RGI uplift¹
- Guest Reservation System
 - Rolled-out across entire estate in 2018
 - On going development of enhanced functionality including new ways of classifying and selling room inventory

FY 2018 Channel Revenue Contribution

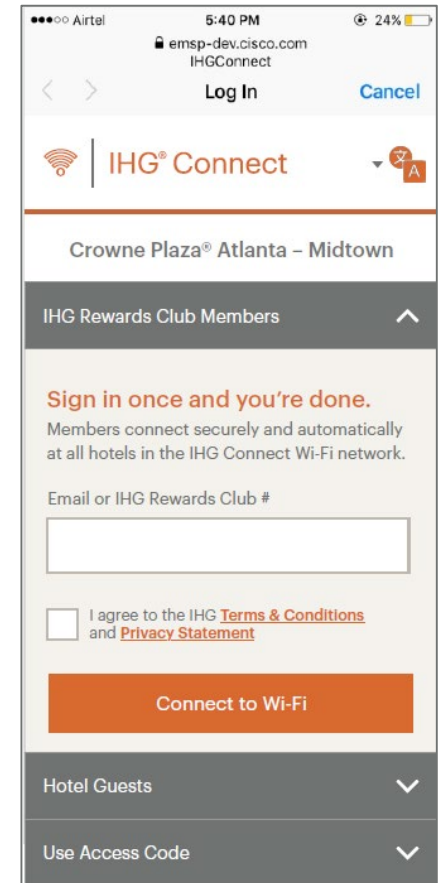


¹ Average RGI uplift for hotels joining RMH in 2017 vs 2016

Loyalty & Digital

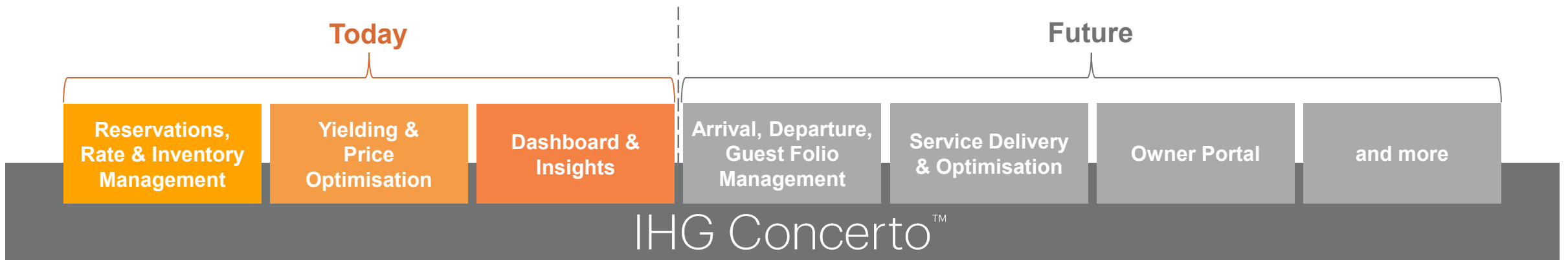
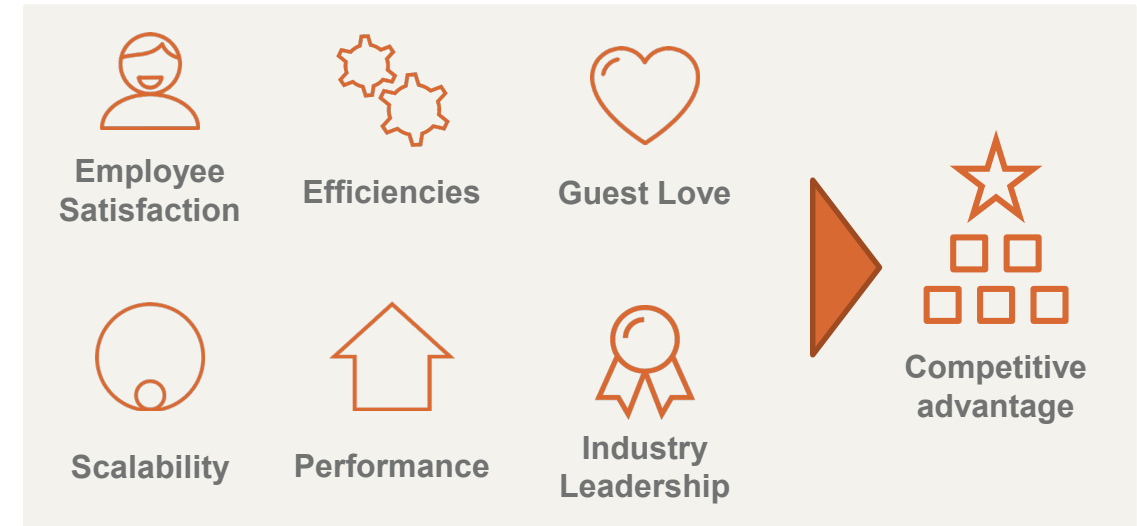
- optimising revenue delivery through loyalty and digital innovation

- We continue to strengthen our loyalty programme and digital platforms
- Loyalty contribution up **4%pts** over the last 4 years, with variable point pricing set to offer greater value to members
- IHG mobile app downloads up **21%**, with app sales up **36%**
- Digital checkout now accounts for **>\$5bn** of revenue
- IHG Connect implemented or being installed in **>4,000** hotels, driving Guest Love uplifts of **>5%pts**
- Provides a platform for the introduction of **greater connectivity** across the guest journey
- Strengthening Greater China offer through agreement with **WeChat Pay**



- initial phase of rollout now complete

- IHG Concerto is our proprietary **cloud based**, hotel technology platform
- Initial functionality is now **live** across all our **5,600+ hotels**
- Includes our new **Guest Reservations System**, developed in partnership with Amadeus
- Comprises **industry-leading**, plug and play architecture
- Gives IHG the **flexibility** to adapt to market demands



Guest Reservation System

- development of attribute pricing

- The next phase for our GRS will involve developing and piloting **attribute pricing**
- At present, guests are typically offered a choice of **room type** when making a booking
- Attribute pricing will instead allow guests to choose rooms based on specific **attribute type**
- This will give guests a much greater opportunity to **customise** their stay
- It will also give owners the ability to **unlock value** through optimising pricing for desirable attributes
- Functionality will only be available to guests who book direct through IHG channels

From:
Hidden value

Room rate: \$150

King



Illustrative only

To:
Highlighted value

Room rate: \$150+

Executive
\$\$\$

King
+\$

High floor
++

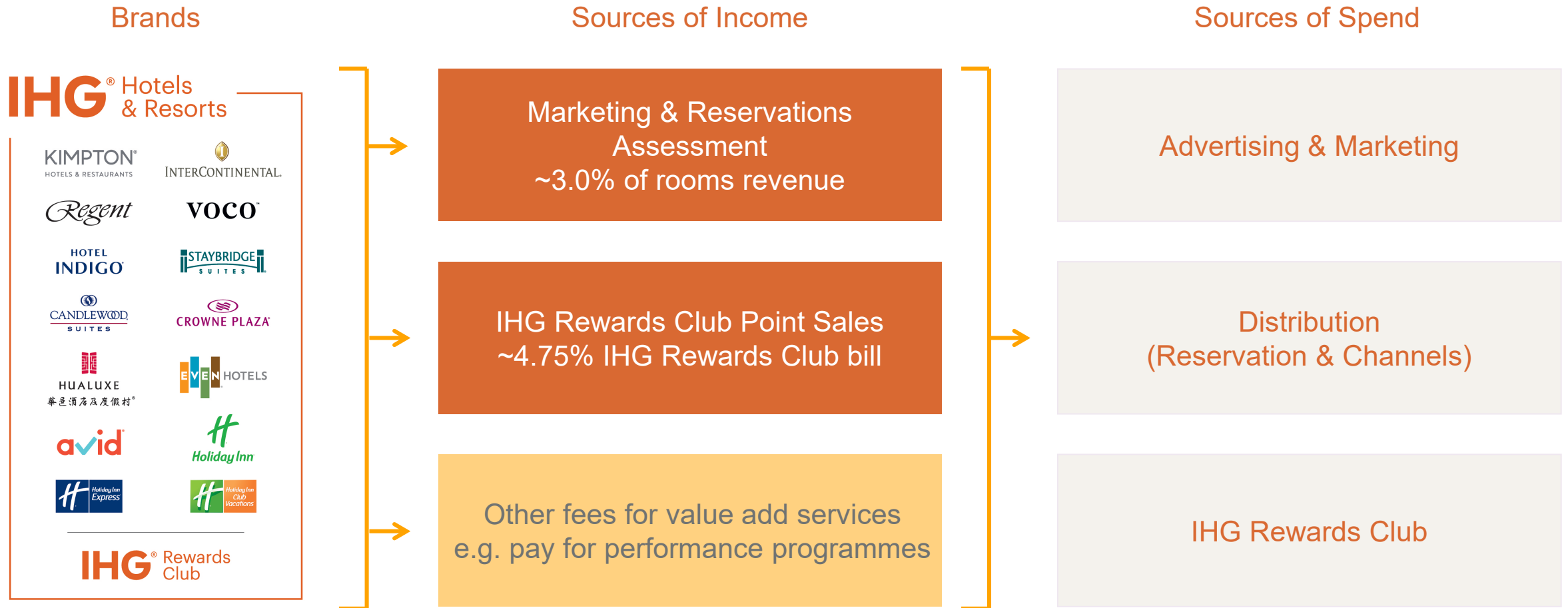
Ocean View
++\$

Quiet Zone
+\$



Illustrative only

IHG's ~\$1.2 bn¹ System Fund supports our brand marketing and our revenue delivery system



¹As at 31 December 2018

Providing True Hospitality for everyone is at the heart of everything we do

Our vision, purpose and values

Providing True Hospitality for everyone



Do the
right thing



Aim
higher



Show
we care



Work better
together



Celebrate
difference

Environmental sustainability



- **IHG Green Engage** – global standard across the Group to help hotels manage their energy, carbon, water and waste use through over 200 'Green Solutions' and implementation plans
- Drives profitability for owners whilst minimising environmental impact
- In 2018, we reduced carbon footprint per occupied room by 2.2%

Responsible procurement



- Built new responsible procurement function to drive our responsible business agenda across the supply chain
- Established Strategic Supplier Management Office to work with suppliers to maximise value and minimise risk

Key stakeholder relationships



- **Shareholders:** Regular engagement with investors and shareholders



- **Employees:** Ranked as Aon's Global best employer



- **Hotel owners:** IHG Owners Association represents interests of over 3,400 hotel owners and operators

- **Guests:** Constantly look to enhance the guest experience

- **Society:** Work with NGOs to ensure we do business responsibly



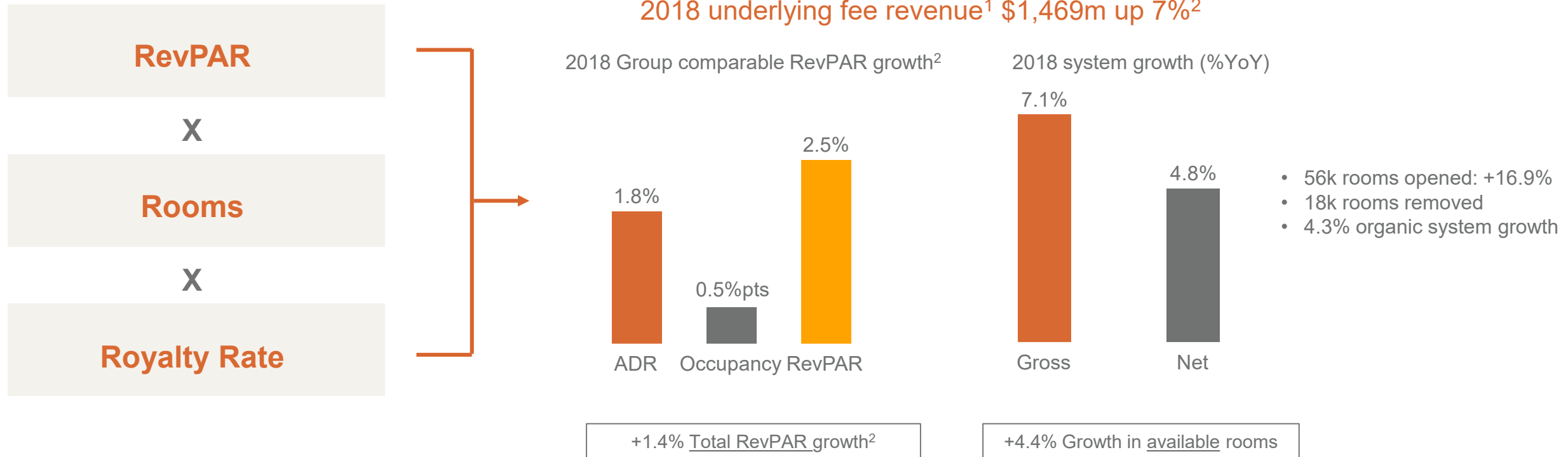
Appendices

Strong financial performance

Results from reportable segments ¹	Underlying ²			Reported
\$ million	2018	2017	% Change	2018
Revenue	\$1,828m	\$1,730m	6%	\$1,933m
Revenue from fee business	\$1,469m	\$1,379m	7%	\$1,486m
Operating profit	\$805m	\$758m	6%	\$816m
Operating profit from fee business	\$771m	\$723m	7%	\$785m
Fee-based margin ³	52.5%	52.4%	0.1%pts	52.4%
Interest ⁴	\$(100)m	\$(85)m	18%	\$(81)m
Reported tax rate	22%	29%	(7)%pts	22%
Reported basic weighted average shares	190m	193m	(2)%	190m
Adjusted EPS	290.5¢	244.6¢	19%	292.1¢
Total Dividend	114.4¢	104.0¢	10%	114.4¢

¹Reportable segments excludes system fund results, hotel cost reimbursements and exceptional items; ²Reportable segment results excluding owned asset disposals, significant liquidated damages, current year acquisitions and stated at constant FY 2017 exchange rates (CER); ³ Fee-based margin excludes owned, leased and managed lease hotels and significant liquidated damages; ⁴ Stated at actual exchange rates; Reported interest excludes \$19m of interest charges in relation to the System Fund

Resilient fee-based business model driving strong fee revenue growth



¹Underlying fee revenue excludes owned leased and managed lease hotels, significant liquidated damages, current year acquisitions and stated at constant FY 2017 exchange rates (CER) ²Growth stated at CER.

Strong penetration into developing markets continues to dilute short term RevPAR but provides a long runway for future revenue growth

FY 2018	RevPAR Growth %		Net rooms growth %		Adjusted Underlying Fee Revenue ¹ Growth %	Comments
	Comparable	Total	YoY	Available		
	Hotels that have traded in all months being compared (i.e. steady state)	All hotels that were open in FY 2018 and FY 2017 (incl hotels that are ramping up)	31st December 2018 vs 2017	Aggregate number of rooms available for sale in 2018 vs 2017	Excludes owned asset disposals, managed leases and significant liquidated damages at constant FY 2017 exchange rates	
Americas	1.9%	2.0%	2.5%	2.3%	5.4%	Broadly in line
EMEA	2.7%	1.2%	6.0%	6.0%	5.4%	- Total RevPAR impacted by openings in developing markets - Available rooms growth in the fee business: +4.6%²
Greater China	6.9%	2.0%	13.6%	11.6%	15.4%	- Total RevPAR impacted by a number of properties in ramp up and openings in less developed cities - Rooms available impacted by timing of openings and removals
Total	2.5%	1.4%	4.8%	4.4%	6.5%	Available rooms growth in the fee business: +4.1%²

¹Underlying fee revenue excludes owned, leased and managed lease hotels, significant liquidated damages, current year acquisitions, System Fund results and hotel cost reimbursements at constant FY 2017 exchange rates (CER).

²Excludes 5k rooms in Makkah, Saudi Arabia signed in 2015. Annualised fees from these rooms are ~\$1m

Americas

Good US RevPAR performance despite drag from 2017 hurricane demand

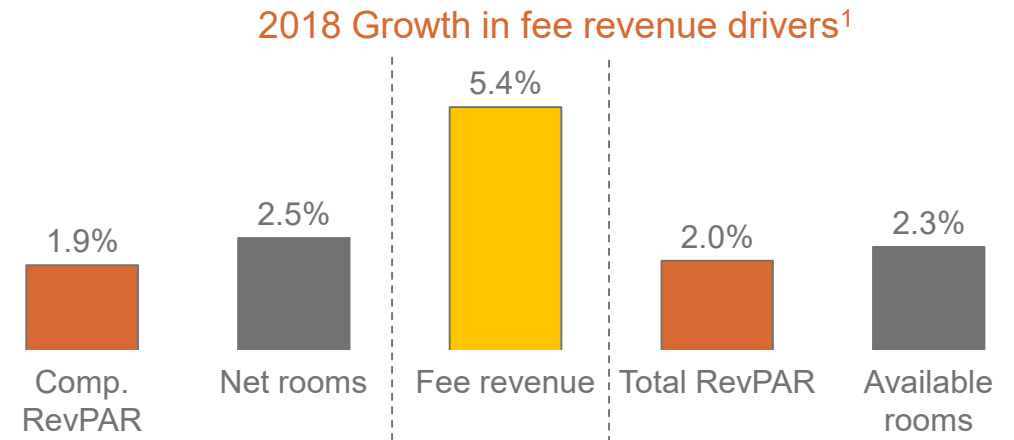
- Comparable RevPAR up 1.9%, US up 1.3%
- Q4 US RevPAR up 0.6%

- YoY net rooms growth 2.5% (Gross: up 4.5%)

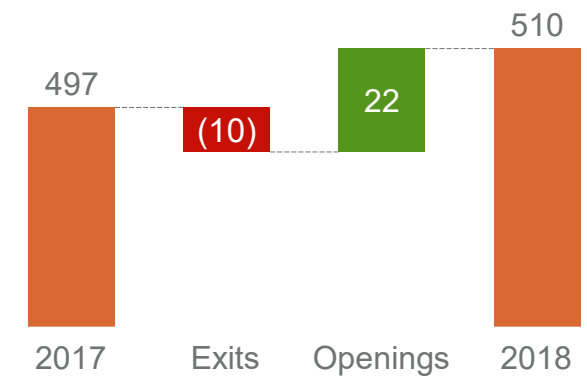
- Fee revenue¹ up 5.4%

- Underlying² revenue up 5%; underlying² operating profit up 4% impacted by:
 - + \$4m from non-recurring payroll tax credit
 - \$3m from lower hotel termination fees
 - \$3m from Crowne Plaza Accelerate owner financial incentives
- Underlying² owned, leased and managed lease profit flat due to maintenance costs at one hotel

- Q1 2019 Pipeline: 121k rooms; 8k signed
- 183 avid hotels signed since launch in September 17



2018 Net rooms growth ('000s)



¹Underlying fee revenue excludes owned, leased and managed lease hotels, significant liquidated damages, current year acquisitions and stated at constant FY 2017 exchange rates (CER)

²Underlying growth excludes owned asset disposals, owned, leased and managed lease hotels, significant liquidated damages and current year acquisitions at constant FY 2017 exchange rates (CER).

Europe, Middle East, Asia and Africa

New operating model embedded; highest signings and openings in 10 years

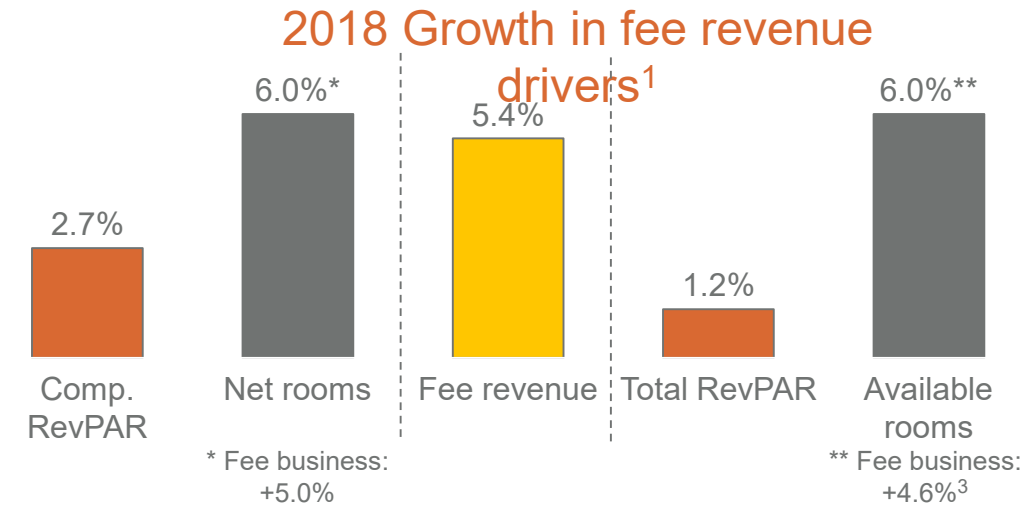
- Comparable RevPAR up 2.7% (Q4 up 2.7%)
- UK up 1.2%; London up 2.6%; Provinces flat
- Continental Europe up 5.4%; strong performance in France and Belgium
- Middle East down 6.3% due to increased supply and political unrest in key cities
- Australia and Japan up 0.8% and 3.2% respectively

- YoY net rooms growth 6.0% (Gross: up 7.7%)

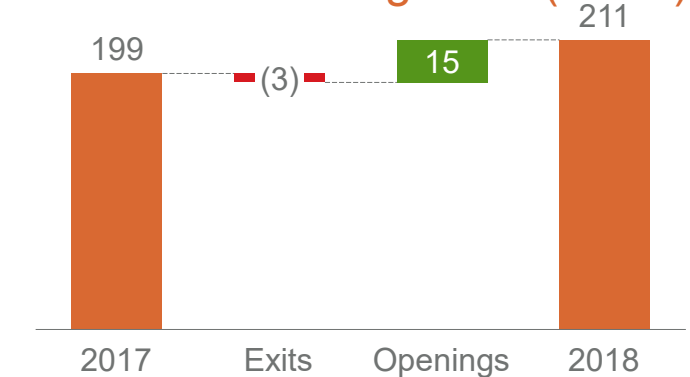
- Fee revenue¹ up 5.4%

- Underlying² revenue up 3% and underlying² operating profit up 15% includes:
 - Fee revenue up 5%
 - Fee operating profit up 16%
- Benefit from lower costs associated with group efficiency programme

- Q1 2019 Pipeline: 75k rooms; 6k signed



2018 Net rooms growth ('000s)



¹ Underlying fee revenue excludes owned, leased and managed lease hotels, significant liquidated damages, current year acquisitions and stated at constant FY 2017 exchange rates (CER)

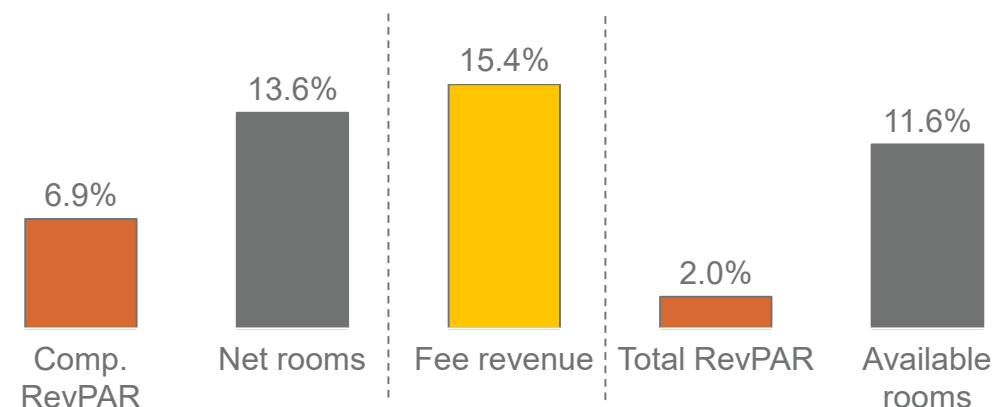
² Underlying growth excludes owned asset disposals, owned, leased and managed lease hotels, significant liquidated damages and current year acquisitions at constant FY 2017 exchange rates (CER).

³ Excludes 5k rooms in Makkah, Saudi Arabia signed in 2015. Annualised fees from these rooms are ~\$1m

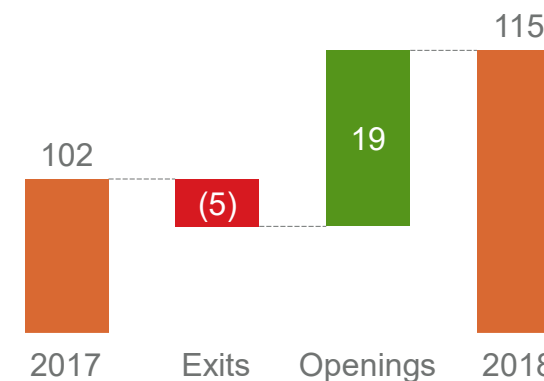
Continued industry outperformance; record rooms growth and signings

- Comparable RevPAR up 6.9% (Q4 up 3.4%)
 - Mainland China up 6.3%, Tier 1 up 7.9%; Tier 2-4 up 5.3%
 - Hong Kong up 8.9%; Macau up 8.4%
- Total RevPAR up 2.0% due to mix effect of openings in lower RevPAR cities
- YoY net rooms growth 13.6% (Gross: 18.5%)
- Record openings of 19k rooms
- Fee revenue¹ up 15.4%
- Underlying² revenue up 15% and profit² up 19%
- Q1 2019 Pipeline: 83k rooms
 - 10k rooms signed, strongest ever signings performance
 - 21 Holiday Inn Express Franchise Plus signings (>160 since May'16 launch)

2018 Growth in fee revenue drivers¹



2018 Net rooms growth ('000s)



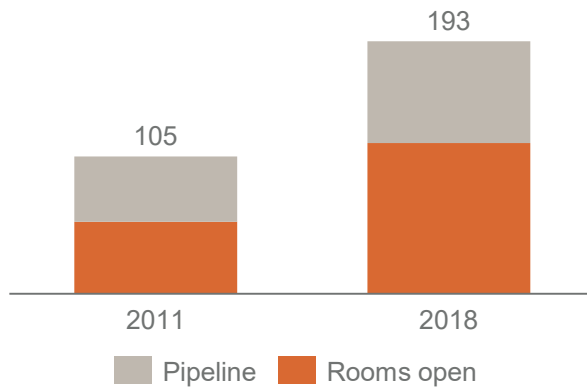
¹Underlying fee revenue excludes owned, leased and managed lease hotels, significant liquidated damages, current year acquisitions and stated at constant FY 2017 exchange rates (CER)

²Underlying growth excludes owned asset disposals, owned, leased and managed lease hotels, significant liquidated damages and current year acquisitions at constant FY 2017 exchange rates (CER).

Our leading position in Greater China

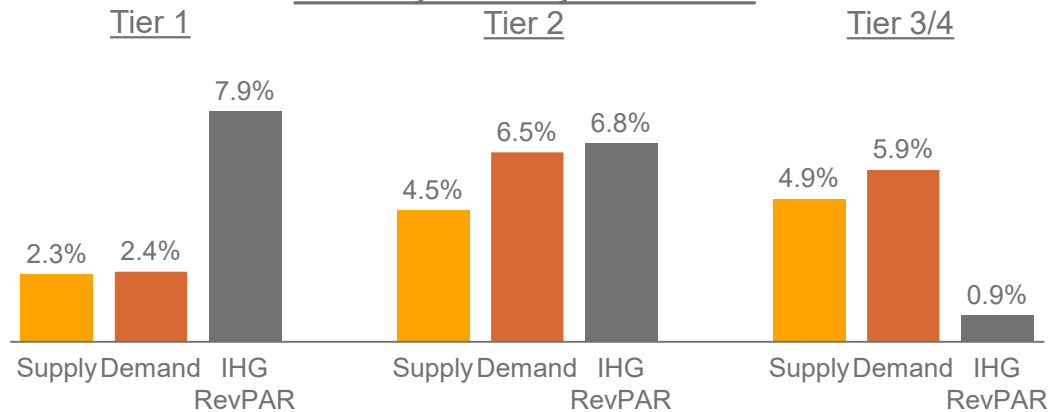
We have built a business of scale in Greater China....

China system size and pipeline ('000 rooms)



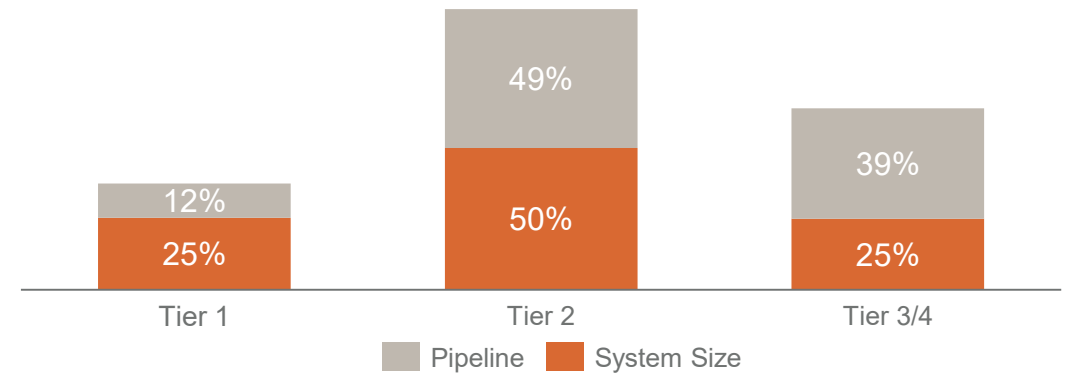
...which will support future RevPAR growth...

Market dynamics by tier: FY 2018



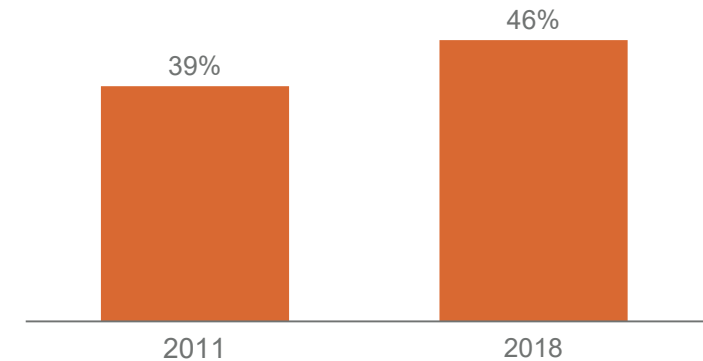
....growing in the right locations where demand drivers are being built...

FY 2018: system & pipeline distribution – all brands



...and drive continued improvement in fee margin

Greater China fee margin¹



¹ 2011 calculated as Greater China EBIT margin exc. owned and leased properties.

2018 and 2019 significant items

Significant items noted at H1 2018 results			2018	2019
Timing of tax credit benefit	Americas		+\$4m	-
Individually significant Liquidated Damages	EMEAA		+\$7m	+\$8m
Individually significant Liquidated Damages	Greater China		+\$4m	-
Flags at FY 2018 results			2018	2019
Crowne Plaza Accelerate fee incentives ¹	Americas		\$(3)m	-
US Healthcare programme ²	Central		\$(3)m	-
Reduction of joint venture income relating to one hotel in Americas	Americas		-	\$(5)m
Individually significant Liquidated Damages	Greater China		+\$2m	-

¹ First disclosed at Interims 2016: Crowne Plaza Accelerate fee incentives over the three year period starting in 2017

² Disclosed at FY 2017 as Americas impact. Costs now reported in Central

Currency translation had a negligible impact on FY 2018 group EBIT from reportable segments

Region ¹	Reportable Segments Reported FY 2018 vs FY 2018 at FY 2017 rates ²		Reportable Segments FY 2018 at average January 2019 rates vs reported FY 2018 ³	
	Revenue	EBIT	Revenue	EBIT
Americas	\$(2)m	\$(1)m	\$(1)m	\$(1)m
EMEAA	\$5m	\$1m	\$(8)m	\$(3)m
Greater China	\$2m	\$1m	\$(3)m	\$(1)m
Central Overheads	\$1m	\$(1)m	\$(1)m	\$2m
Total IHG	\$6m	-	\$(14)m	\$(3)m

¹ Major non USD currency exposure by region (**Americas**: Canadian Dollar, Mexican Peso; **EMEAA**: British Pound, Euro, Russian Rouble, Japanese Yen, Singapore Dollar; **Greater China**: Chinese Renminbi; **Central**: British Pound). ²Based on monthly average exchange rates each year. ³ Average January 2019 spot rates: 1.29 GBP:USD; 1.14 EUR:USD.

Fee margin¹ by region

Americas



* Excluding \$9m one-off impact in revenue and costs related to marketing assessments, fee margin would have been 75.2%

Greater China



Europe, Middle East, Asia and Africa



Total IHG



** Excluding the impact of investment in growth initiatives ahead of savings realised and a one-off impact in revenue and costs related to marketing assessments, fee margin would have been 53.2%

¹ Excludes owned, leased & managed lease hotel results, significant liquidated damages, current year acquisitions, System Fund results, hotel cost reimbursements and exceptional items and is stated at CER.

~70% of efficiency programme costs now recognised; majority of the remaining \$200m cost expected in 2019

	\$m	FY 2017	FY 2018	FY 2018 - Total to date
Cash costs	IHG (exceptional)	23	59	82
	System Fund (exceptional)	8	47	55
	Total	31	106	137
Book costs	IHG (exceptional)	36	55	92
	System Fund ¹	9	47	56
	Total	45	103	148

¹ Note that System Fund efficiency programme costs do not qualify as exceptional items on the income statement

Revenue and Operating Profit

	Total Revenue					Total Operating Profit				
	Half Year		Full Year			Half Year		Full Year		
	2018	2017	2018	2017	2016	2018	2017	2018	2017	2016
Fee Business	413	396	853	811	796	310	302	633	608	602
Owned, Leased & Managed Leases	101	95	198	188	173	18	16	29	29	24
Total Americas	514	491	1,051	999	969	328	318	662	637	626
Fee Business	153	136	320	294	274	94	74	200	165	148
Owned, Leased & Managed Leases	80	79	249	163	165	0	4	2	6	9
Total EMEAA	233	215	569	457	439	94	78	202	171	157
Fee Business	69	55	143	117	112	32	24	69	52	46
Total Greater China	69	55	143	117	112	32	24	69	52	46
Central Results	84	77	170	157	147	(48)	(50)	(117)	(102)	(123)
Total Reportable Segments	900	838	1,933	1,730	1,667	406	370	816	758	706
System Fund	618	592	1,233	1,242	1,199	(12)	25	(146)	(34)	35
Reimbursement of Costs	595	534	1,171	1,103	1,046	-	-	-	-	-
Total IHG	2,113	1,964	4,337	4,075	3,912	394	395	670	724	741

Free Cash Flow Generation

\$m	12 months to 31 December 2018	12 months to 31 December 2017
Operating profit from reportable segments ¹	816	758
System Fund result ²	(99)	(25)
Depreciation & amortisation ³	125	114
Working capital & other movements	(2)	(5)
Loyalty programme deferred revenue net movement	124	24
Equity-settled share-based cost	39	28
Retirement benefit contributions, net of cost	(12)	(1)
Purchase of shares by employee share trusts	(3)	(3)
Cash flows relating to exceptional items ⁴	(137)	(44)
Net interest paid & similar charges	(68)	(68)
Tax paid ⁵	(66)	(147)
Capital expenditure: key money	(56)	(57)
Capital expenditure: maintenance ⁶	(52)	(58)
Free cash flow	609	516
1. Before System Fund result and exceptional items. 2. System Fund result stated before exceptional cost of \$47m (2017 \$9m) in relation to efficiency programme. 3. Includes System Fund depreciation & amortisation of \$45m (2017 \$36m). 4. Includes \$106m (2017 \$31m) relating to the efficiency programme (\$47m (2017 \$9m) in relation to the System Fund). 5. Excludes tax paid on disposals. 6. Shown net of \$8m landlord contributions to property, plant and equipment (2018 \$14m).		

Uses of Free Cash Flow

\$m	12 months to 31 December 2018	12 months to 31 December 2017
Free cash flow	609	516
Capital expenditure: Recyclable investments	(38)	(85)
Capital expenditure: System Fund investment	(99)	(142)
Loans repaid by associates and joint ventures	-	9
Acquisitions	(38)	-
Disposal proceeds – Avendra	-	75
Distributions from associates and joint ventures	32	-
Disposal receipts: Other	10	20
Tax paid - disposals	(2)	(25)
Ordinary dividend	(199)	(189)
Special dividend	-	(404)
Dividends paid to non-controlling interests	(1)	(3)
Currency swap proceeds	3	-
Net cash inflow/(outflow)	277	(228)
Exchange & other non-cash items	44	(117)
Opening net debt	(1,851)	(1,506)
Closing net debt	(1,530)	(1,851)

Q1 2019 Trading

Comparable RevPAR, ADR & Occupancy Growth

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

Comparable RevPAR – 3 Months to 31 March 2019

Fee Business and Owned, Leased & Managed Leases

Constant US\$	Fee Business							Owned, Leased & Managed Leases						
	Hotels	Occ %		ADR		RevPAR		Hotels	Occ %		ADR		RevPAR	
		2019	%Pts	2019	Growth	2019	Growth		2019	%Pts	2019	Growth	2019	Growth
InterContinental	43	69.0%	(2.1)	207.44	6.3%	143.17	3.1%	1	80.1%	10.4	260.13	(0.4%)	208.33	14.5%
Kimpton	60	73.4%	2.7	236.78	2.3%	173.88	6.2%							
Crowne Plaza	146	62.8%	(1.7)	125.55	1.2%	78.83	(1.5%)							
Hotel Indigo	47	70.5%	0.8	156.91	1.7%	110.61	2.8%							
EVEN Hotels	4	74.6%	3.6	142.55	(5.4%)	106.40	(0.6%)	3	62.4%	(2.2)	126.52	(0.1%)	79.00	(3.6%)
Holiday Inn	706	60.8%	(0.9)	109.54	1.3%	66.59	(0.2%)	2	90.7%	3.7	217.25	0.8%	197.08	5.1%
Holiday Inn Express	2,140	63.6%	0.2	110.58	0.5%	70.35	0.8%							
Staybridge Suites	241	72.9%	0.9	118.18	(0.1%)	86.14	1.1%							
Candlewood Suites	374	68.5%	(0.4)	84.17	(0.2%)	57.63	(0.8%)							
Americas	3,761	64.3%	(0.3)	117.88	1.2%	75.75	0.8%	6	80.5%	3.7	207.96	1.6%	167.48	6.4%
InterContinental	90	70.6%	0.2	190.75	(0.7%)	134.62	(0.5%)	4	60.5%	(0.2)	215.39	0.5%	130.38	0.2%
Crowne Plaza	160	69.3%	-0.4	115.85	0.1%	80.28	(0.5%)							
Hotel Indigo	24	74.6%	0.6	131.87	1.4%	98.32	2.1%							
Holiday Inn	360	67.6%	-0.7	97.16	(1.5%)	65.68	(2.6%)	1	95.5%	(2.1)	136.55	6.5%	130.35	4.2%
Holiday Inn Express	270	72.7%	1.5	83.73	(0.7%)	60.86	1.4%							
Staybridge Suites	11	74.5%	3.0	117.74	(1.0%)	87.75	3.2%							
EMEA	915	69.7%	0.0	113.92	(0.8%)	79.42	(0.8%)	5	64.9%	(0.5)	200.83	1.4%	130.37	0.7%
InterContinental	34	61.8%	1.5	131.88	(2.2%)	81.51	0.2%							
HUALUXE	7	48.1%	3.4	75.27	1.8%	36.19	9.6%							
Crowne Plaza	73	55.4%	-0.7	79.29	(0.1%)	43.91	(1.3%)							
Hotel Indigo	7	61.2%	(0.4)	152.28	(1.8%)	93.17	(2.4%)							
Holiday Inn	75	58.7%	(0.4)	69.99	0.2%	41.07	(0.5%)							
Holiday Inn Express	88	54.1%	(0.5)	51.22	3.5%	27.69	2.5%							
Greater China	284	56.9%	-0.1	80.80	0.2%	45.96	0.0%							
Total IHG	4,960	64.7%	-0.2	112.92	0.6%	73.08	0.3%	11	73.1%	1.7	204.96	1.5%	149.87	4.0%

Comparable RevPAR – 3 Months to 31 March 2019

Total

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

System Size Count as at 31 March 2019

	Franchised		Managed		Owned, Leased & Managed Leases		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
InterContinental	25	6,972	24	10,098	2	822	51	17,892
Kimpton	0	0	64	12,421	0	0	64	12,421
Crowne Plaza	137	35,614	16	5,306	0	0	153	40,920
Hotel Indigo	53	6,435	5	1,132	0	0	58	7,567
EVEN Hotels	4	550	3	503	3	498	10	1,551
Holiday Inn	762	130,027	13	3,633	2	903	777	134,563
Holiday Inn Express	2,292	207,053	2	359	0	0	2,294	207,412
avid hotels	1	87	0	0	0	0	1	87
Staybridge Suites	238	24,987	27	3,423	0	0	265	28,410
Candlewood Suites	338	29,911	61	7,553	0	0	399	37,464
Other	17	9,778	84	13,362	0	0	101	23,140
Americas	3,867	451,414	299	57,790	7	2,223	4,173	511,427
Six Senses	1	196	15	1,095	1	56	17	1,347
Regent	1	440	1	134	1	195	3	769
InterContinental	16	4,826	87	26,121	4	1,441	107	32,388
Kimpton	0	0	1	274	2	533	3	807
Crowne Plaza	105	24,044	77	22,168	0	0	182	46,212
Hotel Indigo	29	2,826	6	930	0	0	35	3,756
voco Hotels	1	180	2	860	1	142	4	1,182
Holiday Inn	307	50,994	79	20,714	1	207	387	71,915
Holiday Inn Express	264	35,001	42	8,971	0	0	306	43,972
Staybridge Suites	11	1,492	6	897	0	0	17	2,389
Other	2	91	6	7,426	9	1,540	17	9,057
EMEA	737	120,090	322	89,590	19	4,114	1,078	213,794
Six Senses	0	0	1	122	0	0	1	122
Regent	1	538	2	698	0	0	3	1,236
InterContinental	1	570	45	18,316	0	0	46	18,886
Kimpton	0	0	1	129	0	0	1	129
HUALUXE	0	0	8	2,335	0	0	8	2,335
Crowne Plaza	2	743	90	31,766	0	0	92	32,509
Hotel Indigo	0	0	10	1,505	0	0	10	1,505
Holiday Inn	4	2,133	91	26,591	0	0	95	28,724
Holiday Inn Express	39	6,686	103	23,980	0	0	142	30,666
Other	1	433	6	993	0	0	7	1,426
Greater China	48	11,103	357	106,435	0	0	405	117,538
Six Senses	1	196	16	1,217	1	56	18	1,469
Regent	2	978	3	832	1	195	6	2,005
InterContinental	42	12,368	156	54,535	6	2,263	204	69,166
Kimpton	0	0	66	12,824	2	533	68	13,357
HUALUXE	0	0	8	2,335	0	0	8	2,335
Crowne Plaza	244	60,401	183	59,240	0	0	427	119,641
Hotel Indigo	82	9,261	21	3,567	0	0	103	12,828
EVEN Hotels	4	550	3	503	3	498	10	1,551
voco Hotels	1	180	2	860	1	142	4	1,182
Holiday Inn	1,073	183,154	183	50,938	3	1,110	1,259	235,202
Holiday Inn Express	2,595	248,740	147	33,310	0	0	2,742	282,050
avid hotels	1	87	0	0	0	0	1	87
Staybridge Suites	249	26,479	33	4,320	0	0	282	30,799
Candlewood Suites	338	29,911	61	7,553	0	0	399	37,464
Other	20	10,302	96	21,781	9	1,540	125	33,623
Total System Size	4,652	582,607	978	253,815	26	6,337	5,656	842,759

Pipeline Count as at 31 March 2019

	Franchised		Managed		Owned, Leased & Managed Leases		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Six Senses	0	0	5	462	0	0	5	462
InterContinental	3	694	2	464	0	0	5	1,158
Kimpton	3	564	13	1,685	0	0	16	2,249
Crowne Plaza	6	1,263	0	0	0	0	6	1,263
Hotel Indigo	37	5,073	1	78	0	0	38	5,151
EVEN Hotels	7	805	3	476	0	0	10	1,281
Holiday Inn	119	15,060	2	360	0	0	121	15,420
Holiday Inn Express	493	47,128	0	0	0	0	493	47,128
avid hotels	182	16,798	0	0	0	0	182	16,798
Staybridge Suites	172	17,807	0	0	0	0	172	17,807
Candlewood Suites	97	8,675	0	0	0	0	97	8,675
Other	3	424	18	3,034	0	0	21	3,458
America	1,122	114,291	44	6,559	0	0	1,166	120,850
Six Senses	0	0	10	717	0	0	10	717
Regent	0	0	4	664	0	0	4	664
InterContinental	2	177	27	6,827	0	0	29	7,004
Kimpton	0	0	6	1,085	1	155	7	1,240
HUALUXE	0	0	0	0	0	0	0	0
Crowne Plaza	9	1,853	29	7,935	0	0	38	9,788
Hotel Indigo	17	2,047	23	3,693	0	0	40	5,740
EVEN Hotels	1	200	0	0	0	0	1	200
voco Hotels	2	212	6	1,298	0	0	8	1,510
Holiday Inn	38	6,903	73	18,277	0	0	111	25,180
Holiday Inn Express	80	12,465	32	6,404	0	0	112	18,869
Staybridge Suites	8	1,469	10	2,402	0	0	18	3,871
Other	0	33	0	2	0	0	0	35
EMEA	158	25,574	220	49,304	1	155	379	75,033
Six Senses	0	0	2	129	0	0	2	129
Regent	0	0	1	280	0	0	1	280
InterContinental	0	0	26	7,709	0	0	26	7,709
Kimpton	0	0	4	1,005	0	0	4	1,005
HUALUXE	0	0	20	5,825	0	0	20	5,825
Crowne Plaza	4	1,252	40	12,344	0	0	44	13,596
Hotel Indigo	0	0	21	3,544	0	0	21	3,544
EVEN Hotels	0	0	11	2,471	0	0	11	2,471
Holiday Inn	8	1,512	48	13,211	0	0	56	14,723
Holiday Inn Express	128	21,886	57	11,382	0	0	185	33,268
Other	0	0	1	279	0	0	1	279
Greater China	140	24,650	231	58,179	0	0	371	82,829
Six Senses	0	0	17	1,308	0	0	17	1,308
Regent	0	0	5	944	0	0	5	944
InterContinental	5	871	55	15,000	0	0	60	15,871
Kimpton	3	564	23	3,775	1	155	27	4,494
HUALUXE	0	0	20	5,825	0	0	20	5,825
Crowne Plaza	19	4,368	69	20,279	0	0	88	24,647
Hotel Indigo	54	7,120	45	7,315	0	0	99	14,435
EVEN Hotels	8	1,005	14	2,947	0	0	22	3,952
voco Hotels	2	212	6	1,298	0	0	8	1,510
Holiday Inn	165	23,475	123	31,848	0	0	288	55,323
Holiday Inn Express	701	81,479	89	17,786	0	0	790	99,265
avid hotels	183	17,013	0	0	0	0	183	17,013
Staybridge Suites	180	19,276	10	2,402	0	0	190	21,678
Candlewood Suites	97	8,675	0	0	0	0	97	8,675
Other	3	457	19	3,315	0	0	22	3,772
Total Pipeline	1,420	164,515	495	114,042	1	155	1,916	278,712

Cautionary note regarding forward-looking statements

This presentation may contain projections and forward looking statements. The words “believe”, “expect”, “anticipate”, “intend” and “plan” and similar expressions identify forward-looking statements. All statements other than statements of historical facts included in this presentation, including, without limitation, those regarding the Company’s financial position, potential business strategy, potential plans and potential objectives, are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the Company’s actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company’s present and future business strategies and the environment in which the Company will operate in the future. Further, certain forward-looking statements are based upon assumptions of future events which may not prove to be accurate. The forward-looking statements in this document speak only as at the date of this presentation and the Company assumes no obligation to update or provide any additional information in relation to such forward-looking statements.

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