

IHG[®]

HOTELS & RESORTS



Investor Presentation

March 2023

A global hospitality leader with **6,000+ open hotels**
and a further **1,800+ in the pipeline;**
driven by clear purpose, ambition, strategy and priorities

Our Purpose

True Hospitality for Good.

Our Ambition

To deliver industry-leading growth in our scale, enterprise platform and performance, doing so sustainably for all stakeholders including our hotel owners, guests and society as a whole.

Our Strategy

Use our scale and expertise to create the exceptional guest experiences and owner returns needed to grow our brands in the industry's most valuable markets and segments.
Delivered through a culture that retains and attracts the best people and embraces opportunities to positively impact the world around us.

Our Priorities



Build loved
and trusted
BRANDS



CUSTOMER
centric in all
we do

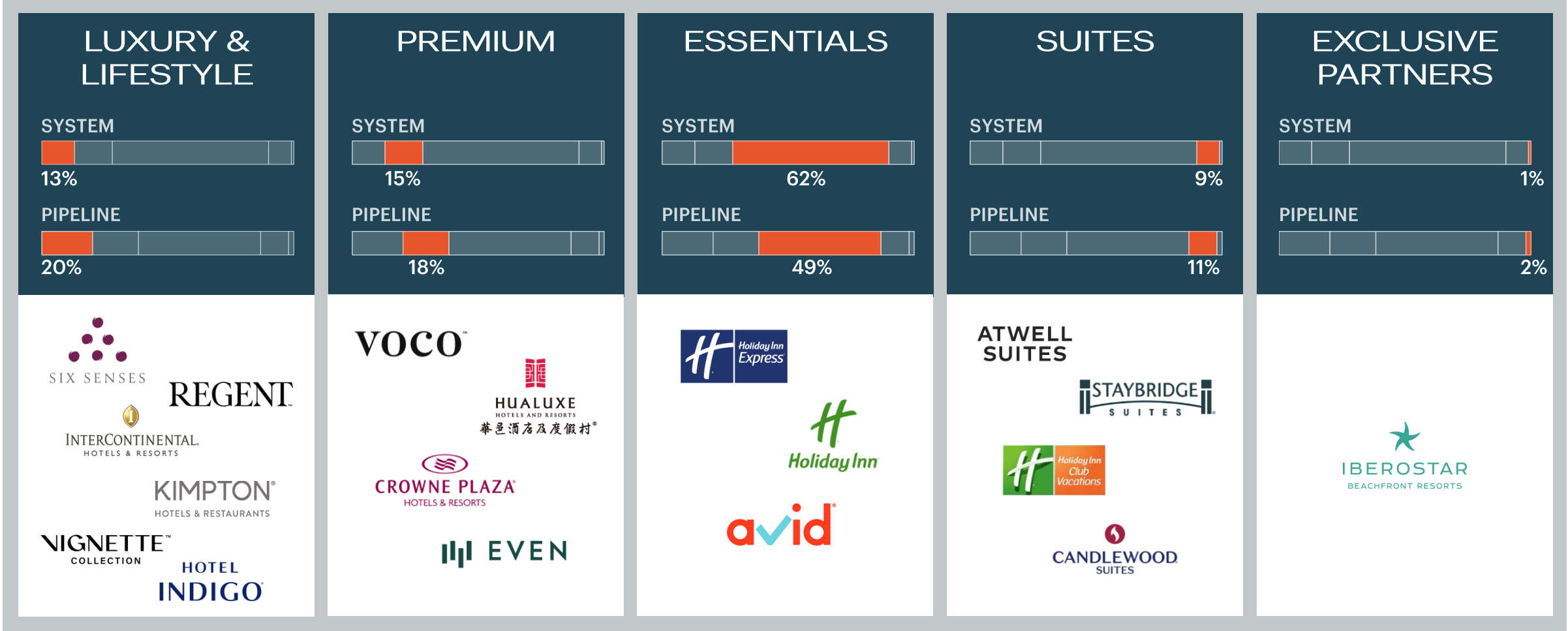


Create
DIGITAL
advantage



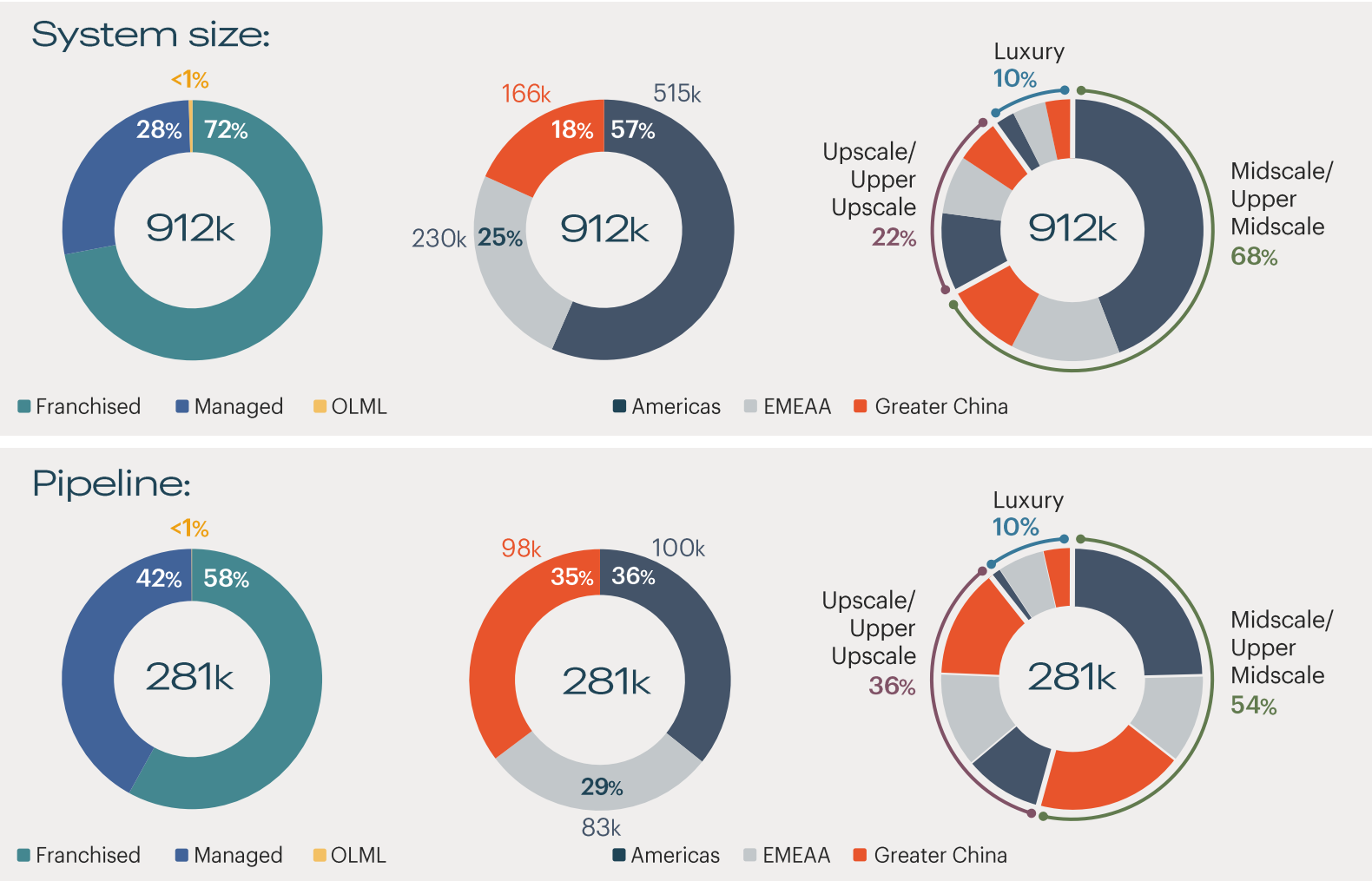
CARE for
our people,
communities
and planet

Strong portfolio of preferred brands across segments

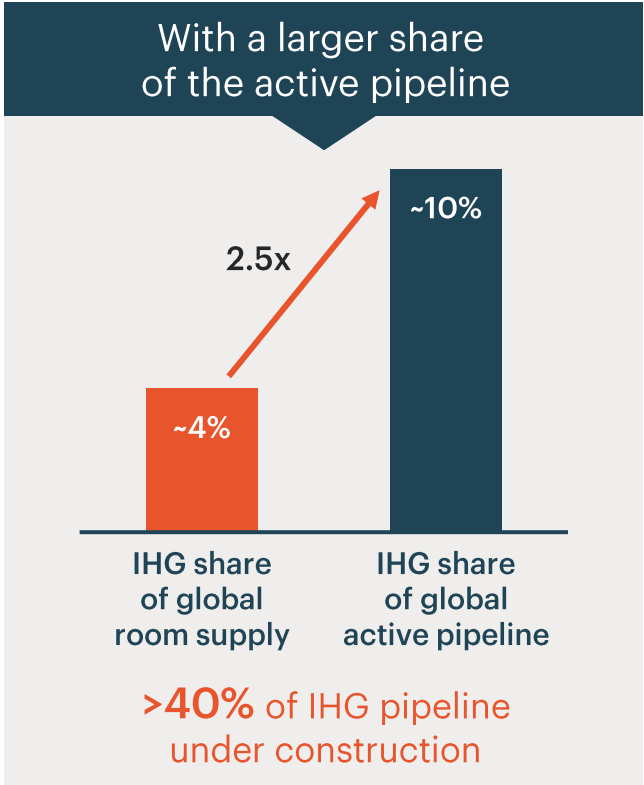


Asset light, mainly franchised, and geographically diverse

System size and pipeline



Strong competitive position in an industry where branded players are gaining market share



Our asset light business model

Franchised
72%

Fee revenue:

Royalty Fee:
fixed percentage of rooms revenue

Managed
28%

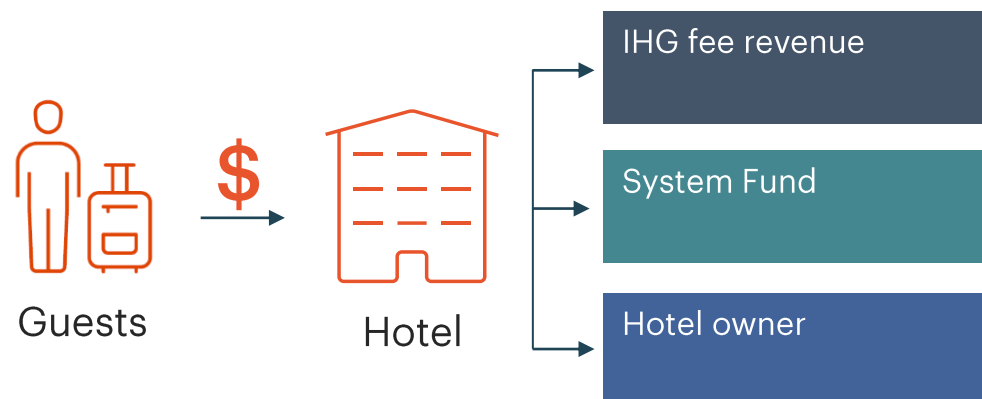
Fee revenue:

Base Management Fee:
fixed percentage of total hotel revenue

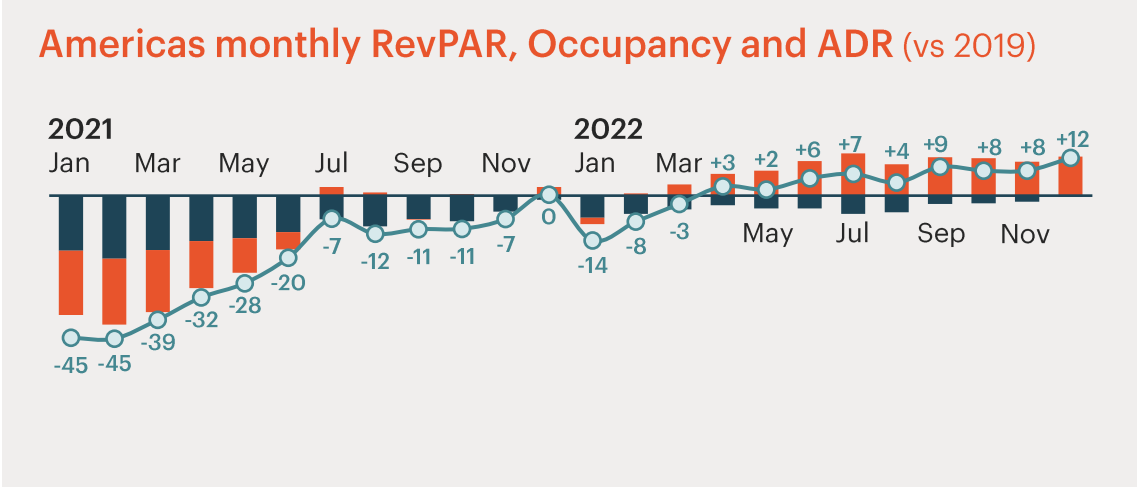
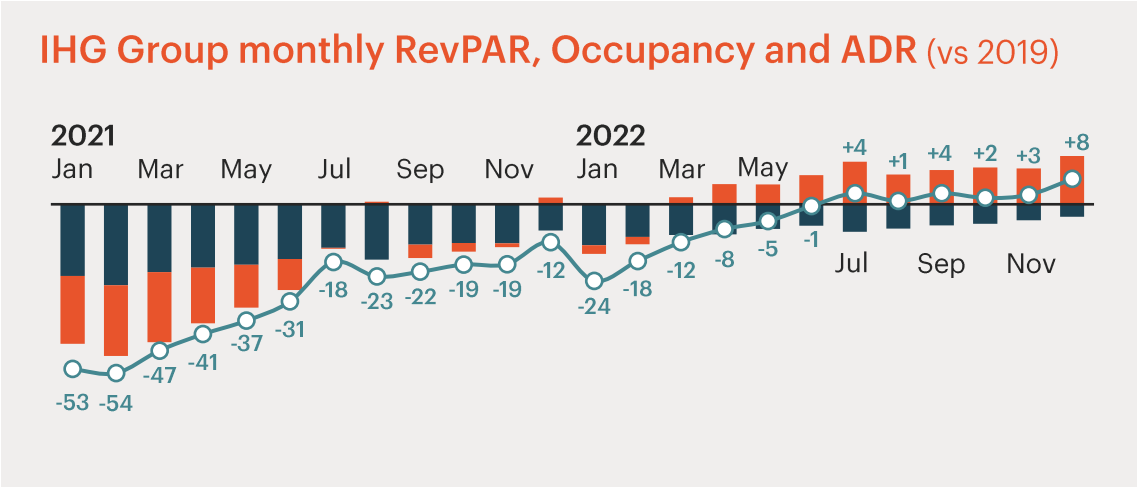
Incentive Management Fee:
based on hotel's profitability or cash flows

Owned, Leased & Managed Lease
<1%

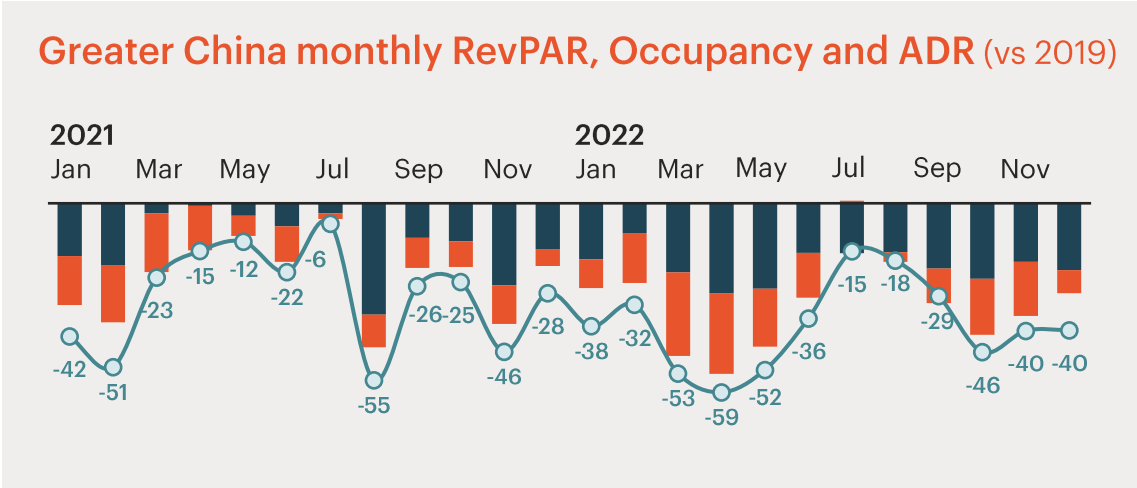
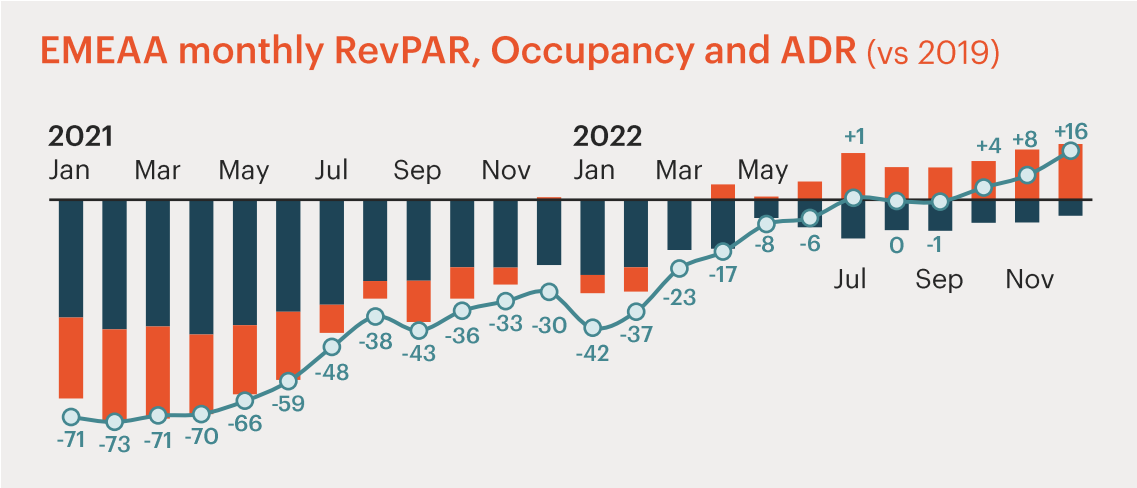
We record the entire revenue and profit of the hotel in our financial statements. This 'asset heavy' element of IHG's estate has reduced from >180 hotels 20 years ago, to 16 hotels as of 31 Dec 2022.



RevPAR, Occupancy and ADR recovery across regions

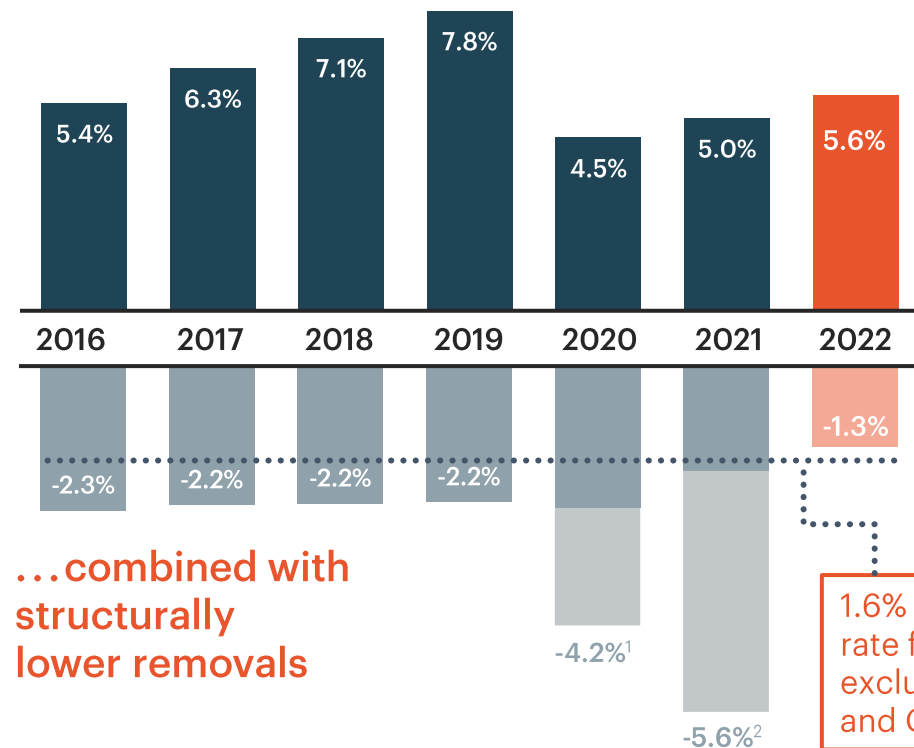


— RevPAR (%) ■ Occupancy (% Pts) ■ ADR (%)



Net system size growth delivered through strength of brands and enterprise platform

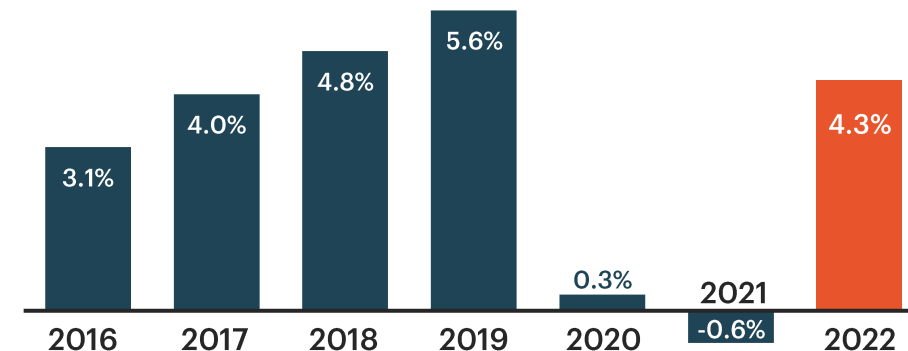
Improvement in gross openings ...



1. 2.3% excluding 1.9pt impact from termination of SVC hotels.

2. 1.7% excluding 3.9pt impact from removal of Holiday Inn and Crowne Plaza hotels across the Group.

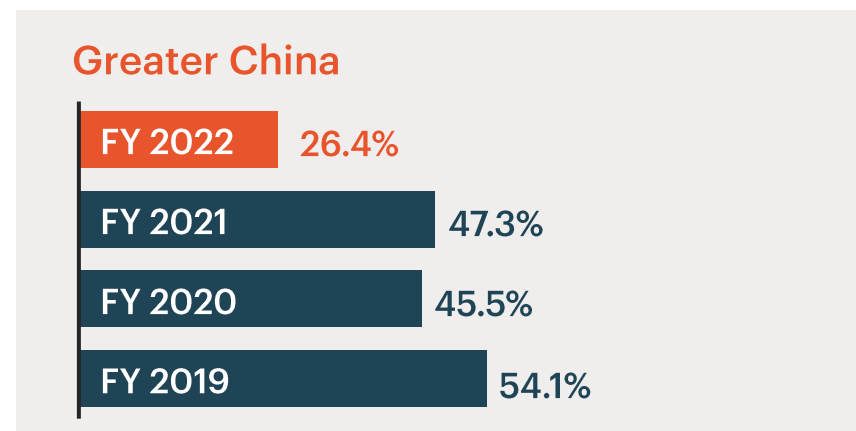
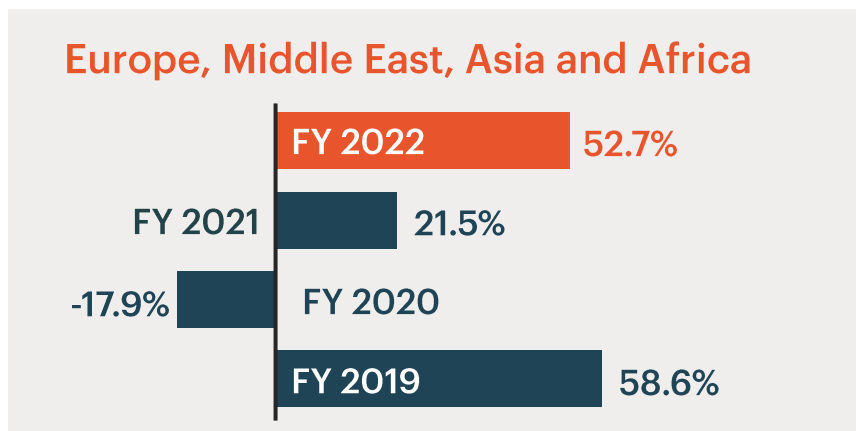
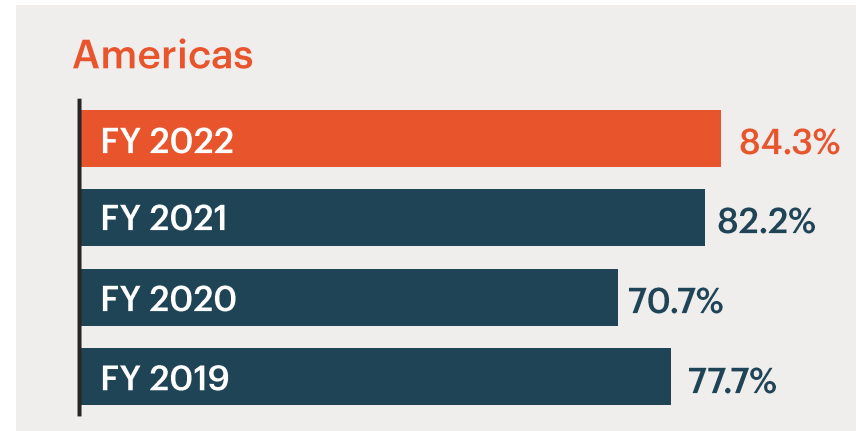
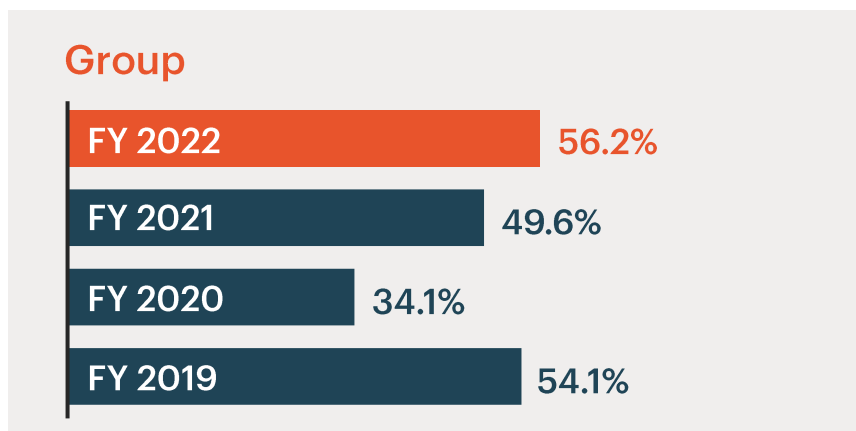
...resulting in stronger net system size growth



Future growth underpinned by:

- >40% pipeline under construction
- Healthy volume of deal discussions across regions
- Compelling owner offer with a complete brand portfolio across chainscales and global reach
- Strength of enterprise platform accelerating conversion opportunities and Exclusive Partner discussions to add further high-quality fee streams

Fee margin¹ 210bps ahead of FY 2019, driven by Americas



1. Fee margin excludes owned, leased and managed lease hotels, significant liquidated damages and, for total IHG, excludes the results of the Group's captive insurance company. It is stated at AER.

2. Americas consists of fee business revenue and operating profit of \$879m (FY 2021: \$691m; FY 2020: \$457m; FY 2019: \$853m) and \$741m (FY 2021: \$568m; FY 2020: \$323m; FY 2019: \$663m), respectively. Europe, Middle East, Asia and Africa consists of fee business revenue and operating profit of \$277m (FY 2021: \$149m; FY 2020: \$106m; FY 2019: \$326m) and \$146m (FY 2021: \$32m; 2020: \$(19)m; 2019: \$191m) respectively, which excludes significant liquidated damages of \$7m (FY 2021: \$nil; FY 2020: \$1m; FY 2019 \$11m). Greater China consists of fee business revenue and operating profit of \$87m (FY 2021: \$110m; FY 2020: \$77m; FY 2019: \$135m) and \$23m (FY 2021 \$52m; FY 2020: \$35m; FY 2019: \$73m) respectively, which excludes significant liquidated damages of \$nil (FY 2021 \$6m; FY 2020: \$nil; FY 2019 \$nil).

FY 2022

strong trading, profitability and returns;
excellent further progress strengthening our enterprise platform

RevPAR & rooms



- FY global RevPAR +37% vs 2021; (3.3)% vs 2019; Q4 global RevPAR +4.1% vs 2019, +9.0% in Americas
- FY ADR +18% vs 2021, +8% vs 2019; Occupancy +9%pts vs 2021, (7)%pts vs 2019
- System 912k rooms (6,164 hotels); +5.6% gross system growth YoY; +4.3% adjusted net YoY (+2.9% excl. Iberostar)
- Opened 269 hotels (49k rooms); signed 467 hotels (80k rooms)

Profit & returns



- \$828m operating profit from reportable segments, +55% vs 2021
- \$565m adjusted free cash flow (\$571m in 2021)
- Net debt:adjusted EBITDA reduced to 2.1x
- Proposed final dividend of 94.5¢, +10% vs 2021; total dividend for the year of 138.4¢
- Further \$750m share buyback programme to return additional surplus capital in 2023

Foundations for future growth



- A well-invested business and enterprise platform
- Transforming loyalty – IHG One Rewards; delivering significant improvements across key metrics
- Digital-first approach coupled with continuous innovation and developments to stay ahead – new mobile app, new websites, booking experience improvements
- Delivering on our 2030 Journey to Tomorrow responsible business commitments by caring for our people, communities and planet

Further brand expansion



- Iberostar Beachfront Resorts adds 18th brand and up to 70 resort and all-inclusive hotels in the Caribbean, Americas, Southern Europe and North Africa
- Conversions around a quarter of signings and a third of openings (excluding Iberostar); voco and Vignette Collection accelerating their global rollout
- Luxury & Lifestyle portfolio now 13% of our estate and 20% of pipeline, approaching twice the size of five years earlier
- Pipeline +4% YoY and represents >30% of current system size

Strongly positioned to drive growth and shareholder value

Asset light, fee-based, mainly franchised

~70% franchised, ~30% managed,
<1% owned/leased
~80% of revenue from fee business
linked to hotel revenues

Geographic and chain scale diversification

100+ countries
Exposure to resilient and
high growth segments

Well-invested portfolio and enterprise platform

18 market leading brands
6,000+ hotels
900,000+ rooms

Robust pipeline delivering multi-year growth

>30% of system size
1,800+ hotels
280,000+ rooms

Long-term structural growth in both demand and supply

IHG's average annual growth
over the decade to 2019:
+3.9% RevPAR
+3.2% Net System Size

Efficient cost base, increasing margins, growing earnings

IHG 2010-2019:
~130bps avg. annual fee margin
improvement
+11.4% CAGR in Adjusted EPS

Strong cash generation and capital allocation

>\$14bn returned to
shareholders since 2003:
\$2.6bn ordinary dividends
\$11.7bn additional returns

High barriers to entry

Decades of brand heritage
>\$1bn+ System Fund
115m+ loyalty members
Leading tech, procurement, sales

Having returned \$14.3bn to shareholders since 2003, our strategy for uses of cash remains unchanged

Invest in the business

to drive growth



Sustainably grow

the ordinary dividend



Return surplus funds

to shareholders



Objective of maintaining an investment grade credit rating
2.5x – 3.0x Net Debt: Adjusted EBITDA under normalised conditions

Adjusted FY22 EBITDA \$896m | 31 December 2022 Net Debt \$1,851m | Leverage ratio reduced to 2.1x
\$750m buyback increases leverage by 0.8x on a pro forma basis

FY 2022 – Conclusions

a well-invested, high-performing business

- **RevPAR growth has returned strongly**
 - In Americas and EMEAA, Q4 RevPAR +9% vs pre-pandemic levels; Greater China set to significantly improve in 2023
 - Demand recovery initially led by leisure, with business and groups following well
 - Pricing power clearly demonstrated and expected to be sustained
- **Adjusted net system growth of +4.3%; pipeline growth of +3.9%**
 - Attraction of joining IHG's enterprise platform further demonstrated with Exclusive Partners
- **\$828m operating profit from reportable segments, +55% vs 2021**
 - Fee margin sustainably higher than 2019; business model supports further margin accretion
- **Strength of cash generation funding growth investment, ordinary dividends and additional returns to shareholders**
 - Major strategic initiatives delivered; well-invested technology infrastructure
 - +10% growth in final dividend, totalling ~\$250m; further buyback of \$750m in 2023

IHG is a stronger and more resilient company today, made possible by the investments we have made in our enterprise platform and the execution of our strategic priorities

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Additional Information

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Update on Our Industry and IHG's Positioning

Current industry forces

Tailwinds

Further recovery in international, corporate and group travel



China re-opening: domestic, inbound, and outbound travel



Trends in working practices: hybrid working, bleisure travel, digital nomads



Full employment; household incomes and savings remain healthy



Lower oil & gas prices, easing supply chain challenges, fading inflation



Supply & demand dynamics support RevPAR growth



Headwinds



Reduced air travel capacity and high pricing



Macro-economic uncertainties



Availability and cost of financing impacting new hotel development

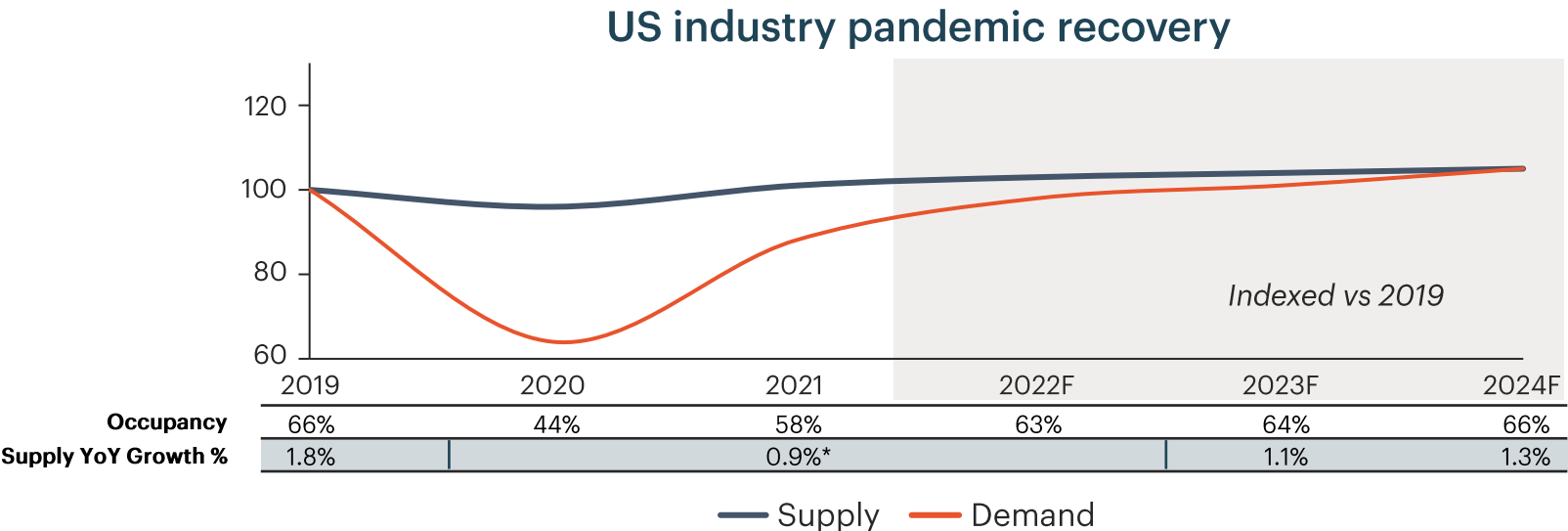
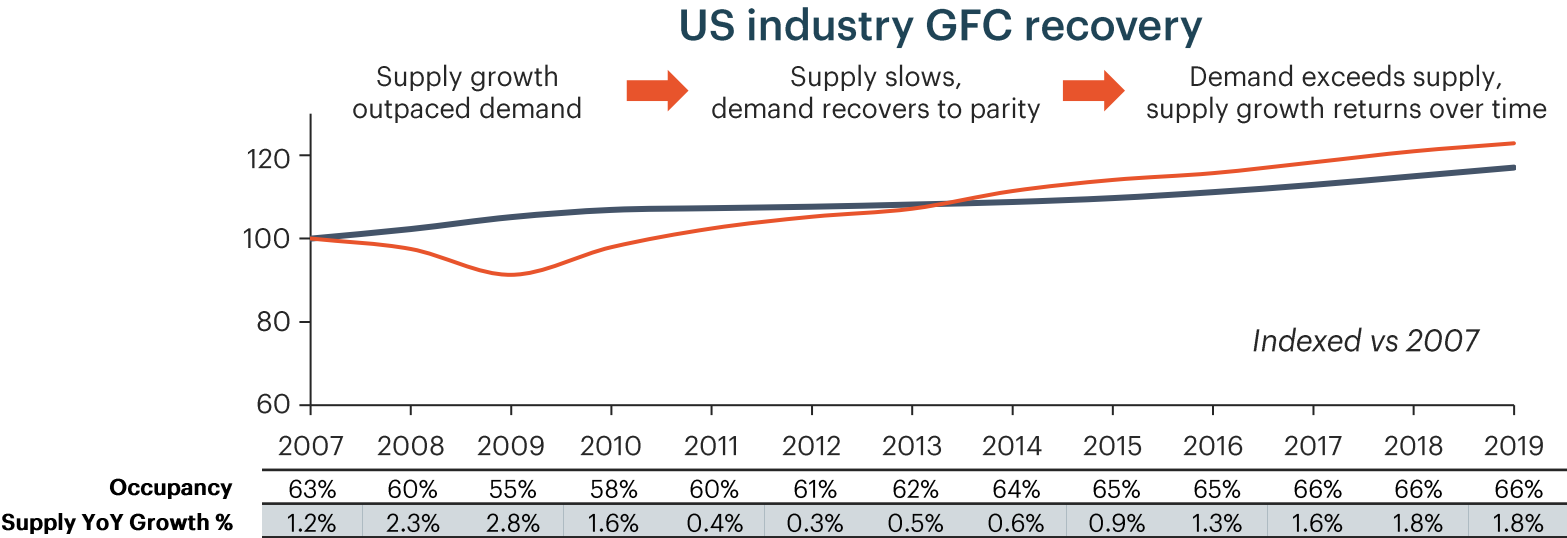


Availability and cost of labour impacting both development and operations

Attractive long-term industry growth drivers

- **Demand resiliency** is well proven
 - Industry revenue CAGR of +3.3% from 2000 to 2022
 - Outpaced global economic growth in 18 of last 23 years
- Further **new hotel supply supported** by both **healthy asset returns** and **long-term structural growth drivers**
 - Global net new supply growth CAGR of +2.0% over last decade
- **Leading global hotels brands** expected to continue their long-term trend of **taking market share**
 - Leading 3 have increased combined share of global rooms inventory from ~15% to ~17% over last 5 years
- Improvements in industry demand **volume and pricing expected to be sustained**
 - STR forecast US industry RevPAR +12% ahead of 2019 levels in 2023, +25% ahead by 2025
 - Occupancy over 96% of 2019 levels by 2023, fully recovered by 2025
 - ADR flat in real terms by 2025, with RevPAR growth driven by nominal ADR

Two structural growth drivers: demand and supply



Sources: STR; total includes Economy and Independents; *3-year CAGR used for 2020/2021/2022 given impact of temporary hotel closures during Covid.

Investing for performance, growth and competitive advantage

enabling us to deliver on our strategic priorities

System Fund

- Leveraging scale efficiencies across:
 - ~\$1bn+ of Opex annually
 - ~\$0.3bn of Capex investment over the past 5 years
- Key projects include:
 - industry-leading **Global Reservations System**
 - transformed loyalty programme – **IHG One Rewards**
 - new mobile **app**
 - revamped **web** presence
 - **largest global media campaign** in a decade

IHG

- Key Money and Maintenance Capex of ~\$150m p.a. that further strengthens the enterprise platform
- Highly efficient fee business overhead base of ~\$0.6bn p.a. which enables further Opex investment
- Key projects include:
 - launching and refreshing **brands**
 - modernising **our technology infrastructure**
 - advanced **data analytics capabilities**

These investments have laid excellent foundations for future growth and enabled us to:

- ✓ drive owner performance and returns
- ✓ deepen the relationship with our customers
- ✓ innovate our technology and distribution platforms

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Update on Strategic Priorities



CUSTOMERS

Being customer centric in all we do

IHG Hotels & Resorts Masterbrand

strengthening the bond between our masterbrand and our individual hotel brands

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Driving uplifts in perception and engagement

+6 pts

Aided Awareness

+7 pts

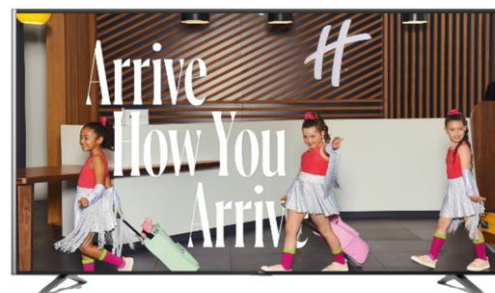
Brand Favourability



Guest how you guest



MLS Partnership



Lollapalooza



IHG One Rewards

our biggest transformation and investment;
delivering significant improvements across key metrics



Faster Earn

More bonus points across tiers
+ more valuable points



Exceptional Choice

Unique options to personalise
that put the member in control



Richer Benefits

New, customer-preferred
benefits that members value

The scale and
importance of loyalty:

115m+

members
and growing

~50%

of room nights
booked by members

9x

more likely
to book direct

Points

+25%

more valuable with
Dynamic Pricing

20%

more spend
than non-members

Highlights in
2022:

+11% points redeemed

vs 2019

+16% reward nights booked

vs 2019

+27% enrolments

YoY

+12 million loyalty members added

YoY

>1 million Milestone Rewards

selected since launch of new Rewards Wallet

**Best Hotel Rewards
Program in the World**

Global Traveler
'21-22

**Best Hotel Loyalty
Investment**

The Points Guy
Awards '22

**Most Inspiring Loyalty
Program**

GO TRAVEL
Awards '22

"This next evolution of the loyalty program, makes **IHG One Rewards competitive in areas that really matter** to the guest...
The **timing could not be better** for our recovery"

– IHG Owner

Lowering costs and driving efficiencies for our owners

supporting performance and returns



Cost to build & renovate

- Deployed **value engineering** to mitigate the impact of **inflation by 10-20%** across furniture, fixtures and equipment (**FF&E**) categories
- **Lowered build costs by 3-5% per key** for prototypes through architectural improvements and FF&E updates for **Atwell Suites, Staybridge Suites, and Candlewood Suites**
- More countries piloting our **procurement service** to help **lower construction costs**
- **Supply chain financing** programme in Greater China connecting owners to specialist financiers



Cost to operate

- Relaunched **lighter touch Daily Room Refresh** housekeeping to streamline operations and lower costs, while driving up guest satisfaction
- 20% more US hotels joined **F&B purchasing programme**; now covering **~4,100 properties** in Americas region; savings of **up to 15%** generated for owners
- **Mitigating energy cost increases** and **shifting to cleaner fuels**: more energy-efficient formats; community solar; green energy tariffs; owner groups benefitting from scale access to low carbon projects and lower-cost energy
- **Reduced operating cost of Staybridge Suites Social Hour by 35%** through shortened service hours and optimised F&B offering, while improving guest satisfaction



BRANDS

Building loved and trusted brands

18 hotel brands | 6,000+ destinations | One loyalty programme

IHG[®]
HOTELS & RESORTS

IHG  ONE
REWARDS

LUXURY & LIFESTYLE



EXCLUSIVE PARTNERS



PREMIUM



ESSENTIALS



SUITES



LEGEND:



Iberostar Beachfront Resorts

long term-commercial agreement for up to 70 hotels (24.3k rooms)



Adding **Exclusive Partners** demonstrates **strength of IHG Enterprise Platform** and desire for strategic partners to join the IHG system



48 hotels (18.5k rooms) signed into pipeline (43 open + 5 new build opportunities); **33 hotels (12.4k rooms)** already added to IHG's system in 2022; **remaining 27 open hotels** require third-party approvals



\$40m+ Annual fee revenue by 2027 from current portfolio, plus broadly similar amount into System Fund; **fees per key more than 10% higher** than IHG's average; further **pipeline and fee growth expected**



Our **18th brand** substantially **grows our resort and all-inclusive presence**

IHG now has around **300 resorts** across our

Iberostar Beachfront Resorts, Six Senses, Regent, InterContinental, Kimpton, Hotel Indigo, Crowne Plaza, voco, and Holiday Inn brands in highly sought after destinations

Luxury & Lifestyle

an industry-leading collection; now 13% of our system and 20% of our pipeline

Six Senses

In 4 years
since acquisition, hotel system
growth of approx. 20% and
pipeline more than doubled



Six Senses Shaharut – Israel

System Size: **1,366 rooms** (19 hotels)
Pipeline: **2,631 rooms** (38 hotels)
Pipeline as % of System Size: **193%**

Regent

In 5 years
since acquisition, hotel system
growth of 50% and pipeline
more than tripled

REGENT



Regent Cannes – France

System Size: **3,028 rooms** (9 hotels)
Pipeline: **2,310 rooms** (10 hotels)
Pipeline as % of System Size: **76%**

InterContinental

World's largest luxury hotel brand
with more than **200 open**
hotels and a further
90 in the pipeline



InterContinental Ras al Khaimah – UAE

System Size: **69,806 rooms** (207 hotels)
Pipeline: **22,581 rooms** (90 hotels)
Pipeline as % of System Size: **32%**

Luxury & Lifestyle

an industry-leading collection; now 13% of our system and 20% of our pipeline

Hotel Indigo

System size accelerating to **200 hotels** in **next 3 years**, doubling in half the time it took to open the first 100

HOTEL
INDIGO



Hotel Indigo Exeter – UK

System Size: **18,454 rooms** (143 hotels)

Pipeline: **19,851 rooms** (119 hotels)

Pipeline as % of System Size: **108%**

Kimpton

The boutique luxury lifestyle brand continues its **global expansion**; expected to be in **20 countries** by 2025

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HOTELS & RESTAURANTS



Kimpton Aysla Mallorca – Spain

System Size: **13,308 rooms** (76 hotels)

Pipeline: **8,443 rooms** (41 hotels)

Pipeline as % of System Size: **63%**

Vignette Collection

First three hotels now open, **14 in the pipeline**, and sizeable market opportunity

VIGNETTE[™]
COLLECTION



Vignette Collection Sindhorn Midtown Bangkok – Thailand

System Size: **579 rooms** (3 hotels)

Pipeline: **1,768 rooms** (14 hotels)

Pipeline as % of System Size: **305%**

Premium

uniquely tailored to target upscale customer segments

EVEN

The premium wellness-focused brand now has over **50 open and pipeline properties**



EVEN Hotel Chengdu Jinniu – China

System Size: **3,180 rooms** (22 hotels)
Pipeline: **5,279 rooms** (31 hotels)
Pipeline as % of System Size: **166%**

HUALUXE

Our premium brand, designed with the Chinese guest in mind, reaches milestone of **>20 open hotels**

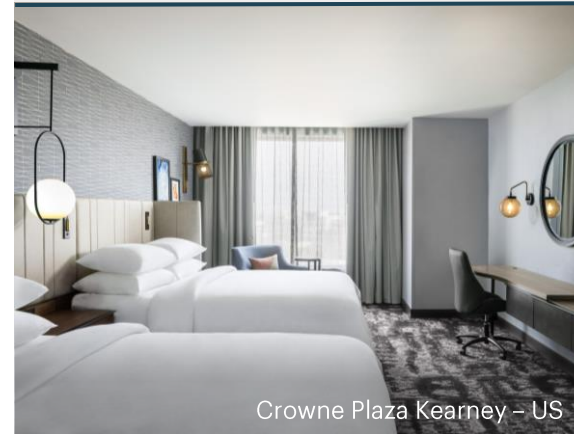


HUALUXE Kunshan Huaqiao – China

System Size: **5,983 rooms** (21 hotels)
Pipeline: **5,350 rooms** (21 hotels)
Pipeline as % of System Size: **89%**

Crowne Plaza

Our refreshed premium brand; three-quarters of the Americas estate will have been updated by 2025



Crowne Plaza Kearney – US

System Size: **110,419 rooms** (403 hotels)
Pipeline: **28,950 rooms** (111 hotels)
Pipeline as % of System Size: **26%**

voco

Our conversion-focused premium brand has opened **>10,000 rooms** in <5 years since launch



voco Auckland City Centre – New Zealand

System Size: **10,424 rooms** (45 hotels)
Pipeline: **12,358 rooms** (53 hotels)
Pipeline as % of System Size: **119%**

Essentials

driving growth at scale

Holiday Inn Express

The world's largest hotel brand, continuing its category leadership and strong growth



Holiday Inn Express Cambridge West - Cambourne – UK

System Size: **326,902k rooms** (3,091 hotels)
Pipeline: **76,735k rooms** (617 hotels)
Pipeline as % of System Size: **23%**

Holiday Inn

Refreshed estate with a further evolved **design and format**, and a new **premium breakfast offering**

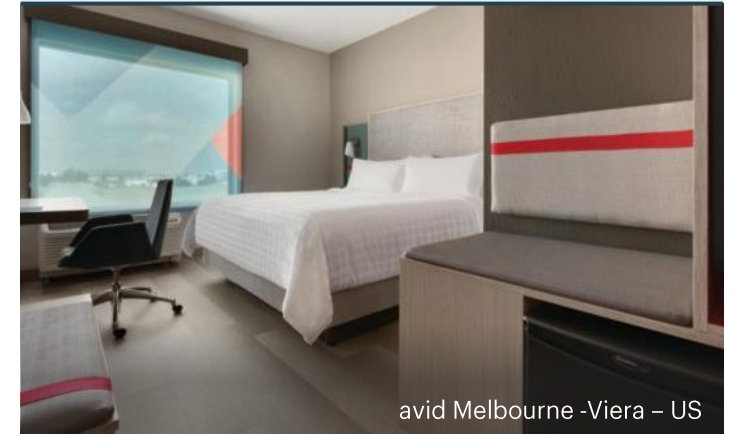


Holiday Inn & Suites Dubai Science Park – UAE

System Size: **224,381 rooms** (1,226 hotels)
Pipeline: **44,242 rooms** (230 hotels)
Pipeline as % of System Size: **20%**

avid

>200 open and pipeline properties; strong guest satisfaction and owner returns



avid Melbourne -Viera – US

System Size: **5,353k rooms** (59 hotels)
Pipeline: **12,385k rooms** (145 hotels)
Pipeline as % of System Size: **231%**

avid

a brand of scale; an engine of future growth



Launched in
September 2017

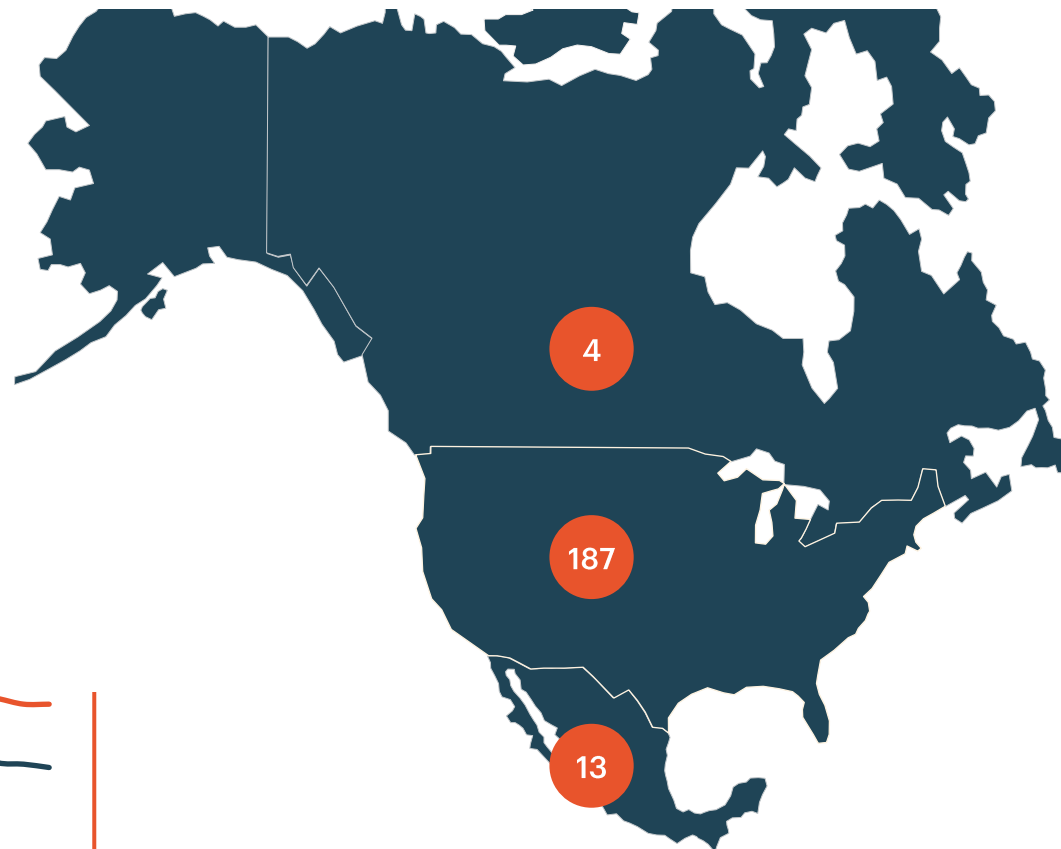
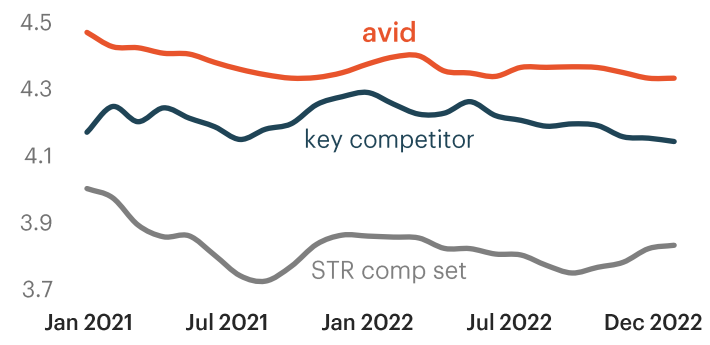
Today, present in

24 US states

and will be in

34 by 2025

2021-2022 social review scores



Total open and pipeline hotels

Americas rooms



5,353
open



12,385
pipeline

Americas hotels



59
open



145
pipeline

US
55/132

Canada
1/3

Mexico
3/10

Suites

an expanding portfolio across chainscales, in a segment with notable growth potential

Candlewood Suites

Our Americas-focused midscale extended stay brand with over **365** open hotels



Candlewood Suites Nashville South – US

System Size: **32,753 rooms** (368 hotels)
Pipeline: **10,268 rooms** (124 hotels)
Pipeline as % of System Size: **31%**

Staybridge Suites

Our premium extended stay brand with a **growing global footprint**



Staybridge Suites Al Khobar City – KSA

System Size: **33,961 rooms** (314 hotels)
Pipeline: **17,995 rooms** (162 hotels)
Pipeline as % of System Size: **53%**

Atwell Suites

Our **newest extended stay brand** with significant interest and an accelerating pipeline



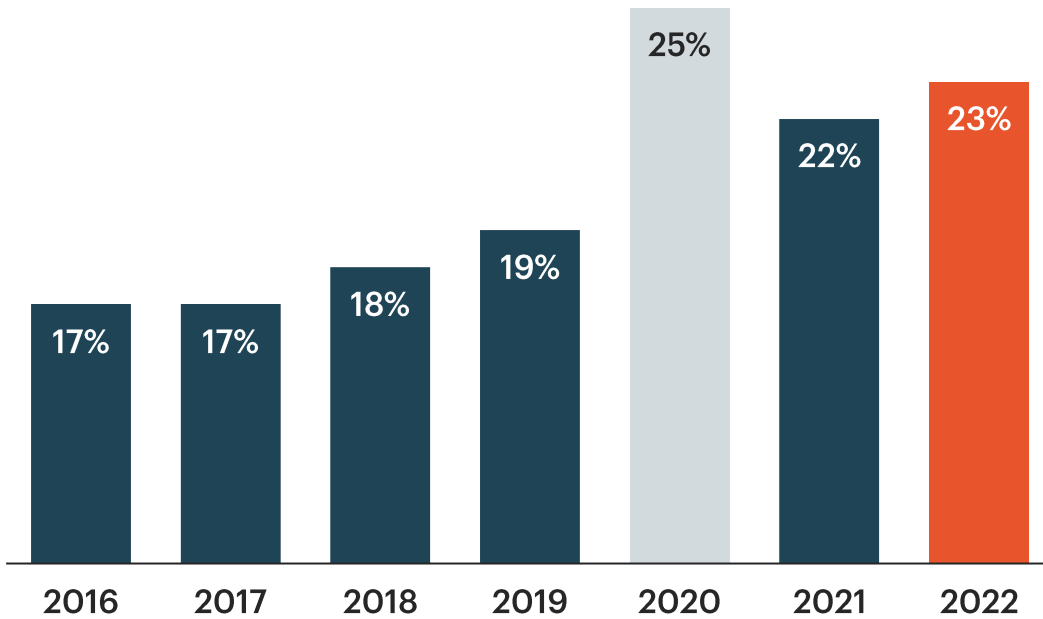
Atwell Suites Miami Brickell – US

System Size: **186 rooms** (2 hotels)
Pipeline: **3,001 rooms** (30 hotels)
Pipeline as % of System Size: **16x**

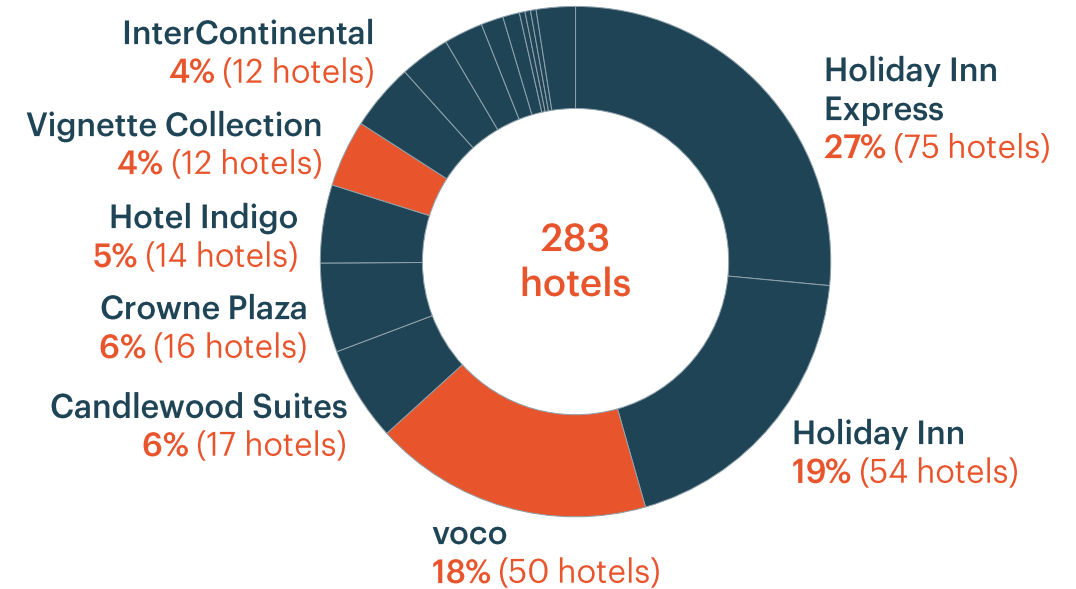
Conversions

growing in importance and future opportunity

2016-2022 share of conversion signings across all IHG brands (excluding Iberostar)



2020-2022 conversion signings by brand



Notes: hotels added through acquisitions of Regent in 2018 and Six Senses in 2019 are excluded from the share of signings analysis; conversions include the rebranding of non-IHG hotels and adaptive-reuse properties.



DIGITAL

Creating digital advantage

Innovating our technology and distribution platforms

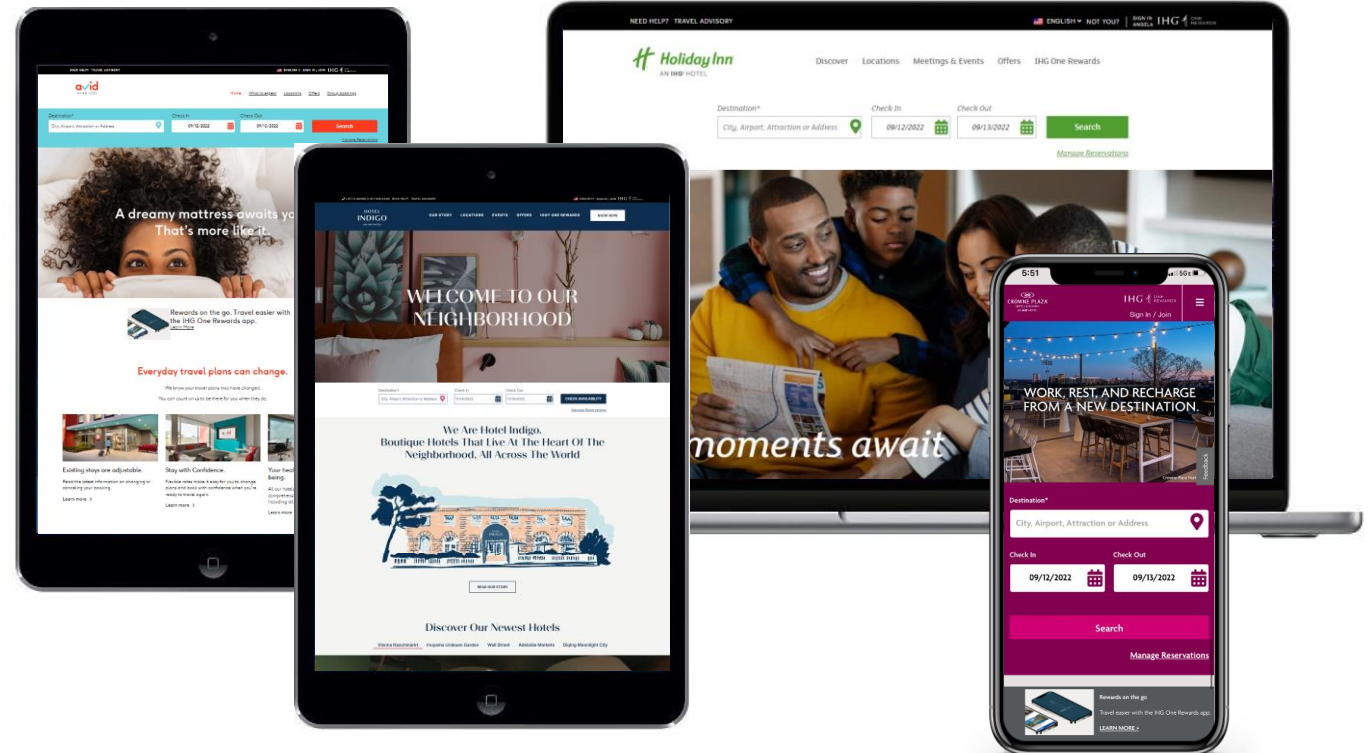
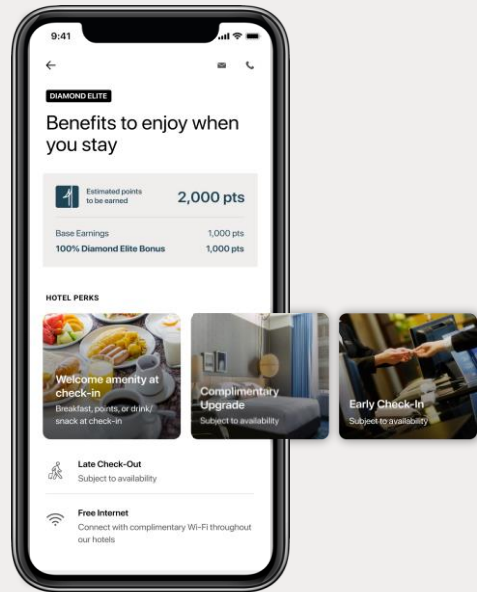
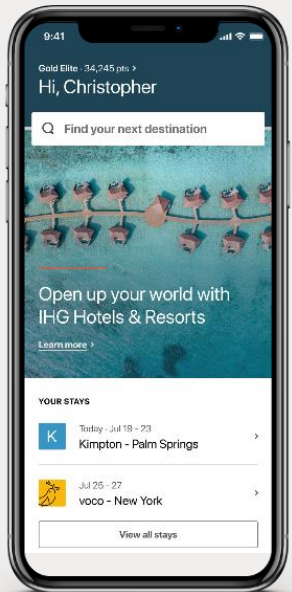
ongoing, agile and rapid development

Mobile accounts for
58%
of all digital bookings

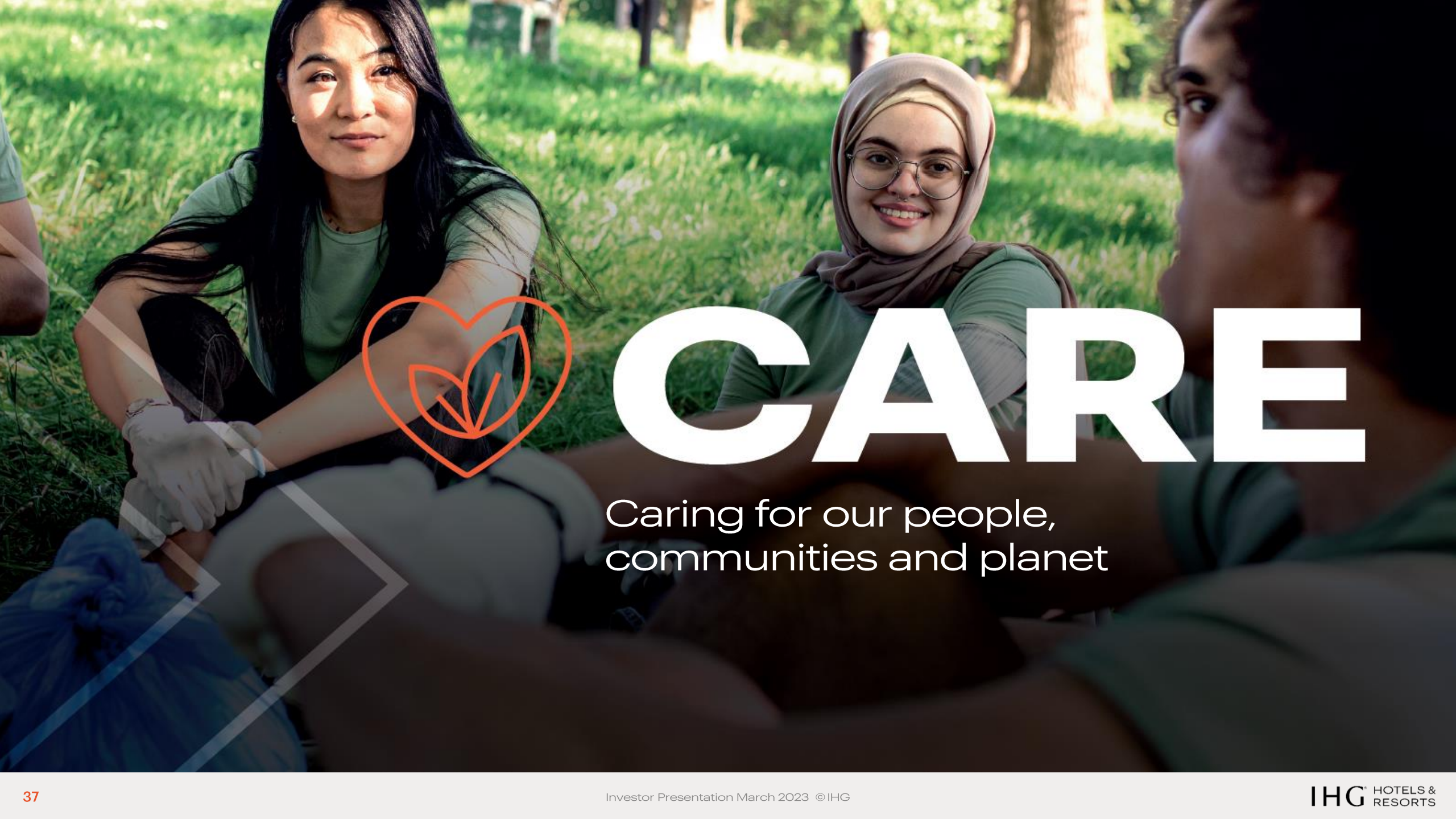
Mobile app revenue¹
+30%
vs 2019

New IHG.com &
brand.com websites

Ongoing improvements
to a revamped
digital customer experience



¹ in Americas and EMEA regions.



CARE

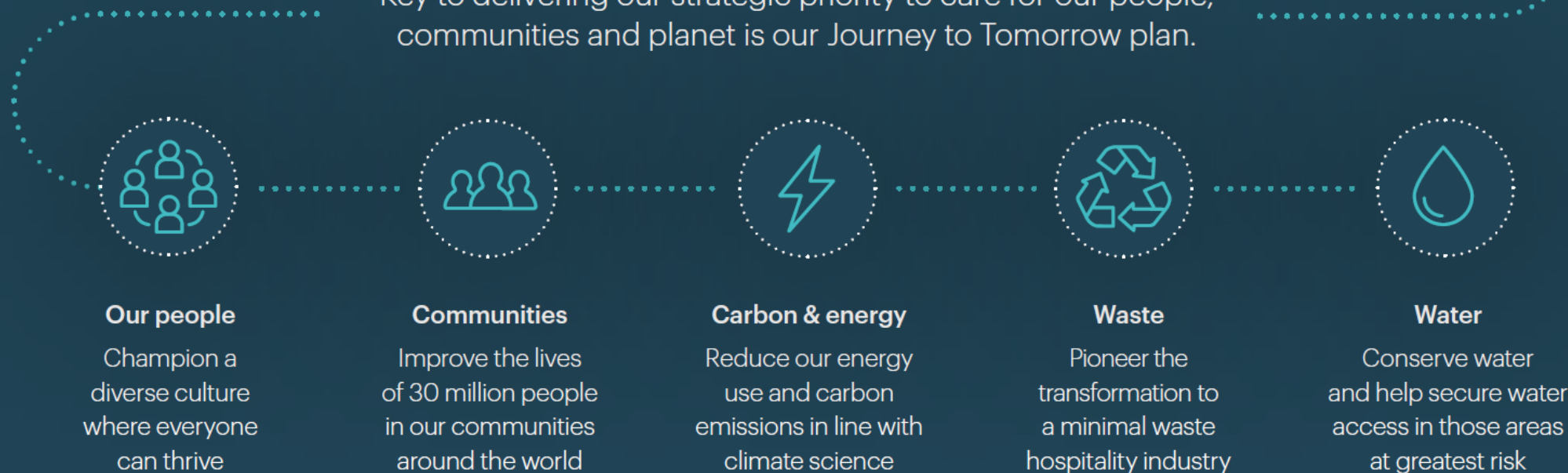
Caring for our people,
communities and planet

Our actions as a responsible business are shaped by a culture of strong governance, clear policies and a series of ambitious commitments set out in our Journey to Tomorrow 2030 responsible business plan.

Our 2030 Journey to Tomorrow plan

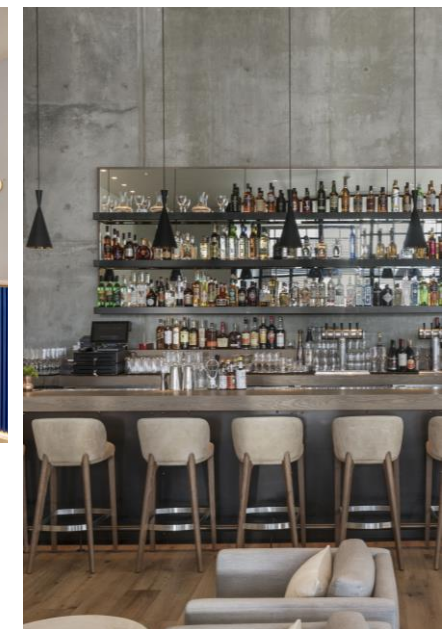
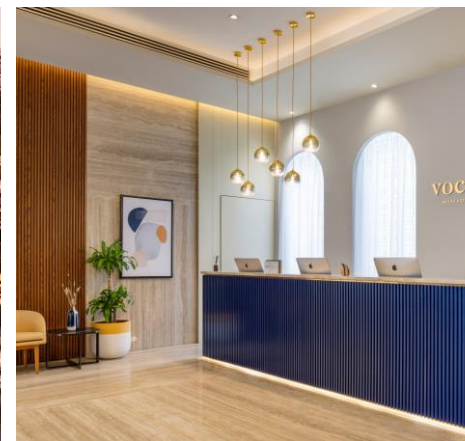


Key to delivering our strategic priority to care for our people, communities and planet is our Journey to Tomorrow plan.



IHG[®]

HOTELS & RESORTS



FY 2022 Financial Review

Financial performance overview

results from reportable segments¹

	Reported				Underlying ²	
	FY 2022	FY 2021		FY 2019	FY 2021	FY 2019
			% change	% change	% change	% change
Revenue ³	\$1,843m	\$1,390m	+33%	\$2,083m	+39%	(5)% ⁸
Operating profit	\$828m	\$534m	+55%	\$865m	+53%	(1)%⁸
Revenue from fee business	\$1,449m	\$1,153m	+26%	\$1,510m	+28%	(2)% ⁸
Operating profit from fee business	\$809m	\$570m	+42%	\$813m	+43%	2% ⁸
Fee margin ⁴	56.2%	49.6%	+6.6%pts	54.1%		
Adjusted interest ⁵	\$(122)m	\$(142)m	(14)%	\$(133)m		
Effective tax rate ⁶	(27)%	(31)%	(4)%pts	(24)%		
Adjusted EPS⁷	282.3¢	147.0¢	+92%	303.3¢		
Dividend for the year	138.4¢	85.9¢	+61%	39.9¢		

1. Reportable segments excludes System Fund results, hotel cost reimbursements and exceptional items.

2. Reportable segment results excluding significant liquidated damages, current and prior year owned asset disposals and stated at FY 2022 constant exchange rates (CER).

3. Comprises the Group's fee business and owned, leased and managed lease hotels.

4. Excludes owned, leased and managed lease hotels, significant liquidated damages and the results of the Group's captive insurance company.

5. Adjusted interest adds back \$16m (FY 2021: \$3m; FY 2019: \$13m) of interest charges relating to the System Fund and excludes exceptional items and foreign exchange gains/losses primarily related to the Group's internal funding structure.

6. The Group's effective tax rate on profit before exceptional items, foreign exchange gains/losses and System Fund results.

7. Calculated using results from Reportable Segments and Adjusted interest, and related tax, and excluding changes in fair value of contingent purchase consideration.

8. Calculations changed from those initially presented on 21 February 2023 in order to correctly state at FY 2022 CER (the initial calculations were stated at FY 2020 CER).

Revenue and operating profit 2019-2022

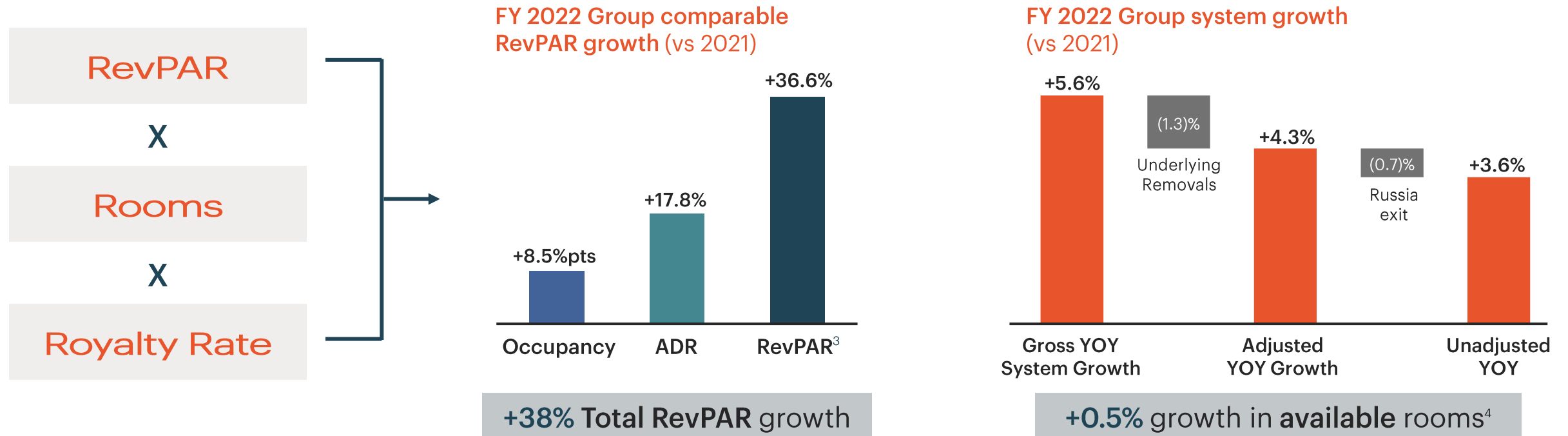
Actual US\$	Total Revenue				Total Operating Profit ¹			
	FY				FY			
	2022	2021	2020	2019	2022	2021	2020	2019
Franchise and Base Management Fees	861	683	452	840	-	-	-	-
Incentive Management Fees	18	8	5	13	-	-	-	-
Fee Business	879	691	457	853	741	568	323	663
Owned, Leased & Managed Lease	126	83	55	187	20	(9)	(27)	37
Total Americas	1,005	774	512	1,040	761	559	296	700
Franchise and Base Management Fees	215	120	93	247	-	-	-	-
Incentive Management Fees	69	29	14	90	-	-	-	-
Fee Business	284	149	107	337	153	32	(18)	202
Owned, Leased & Managed Lease	268	154	114	386	(1)	(27)	(32)	15
Total EMEAA	552	303	221	723	152	5	(50)	217
Franchise and Base Management Fees	71	91	61	87	-	-	-	-
Incentive Management Fees	16	25	16	48	-	-	-	-
Fee Business	87	116	77	135	23	58	35	73
Total Greater China	87	116	77	135	23	58	35	73
Central Results	199	197	182	185	(108)	(88)	(62)	(125)
Total Reportable Segments	1,843	1,390	992	2,083	828	534	219	865
Reimbursement of Costs	832	589	637	1,171	-	-	-	-
System Fund	1,217	928	765	1,373	(105)	(11)	(102)	(49)
Total IHG	3,892	2,907	2,394	4,627	723	523	117	816

1. Excludes exceptional items

Fee-based business model shows strength as demand recovers

FY 2022 fee revenue:

\$1,449m, up +26%¹ and +28% underlying² (vs 2021)



1. Growth stated at actual exchange rates (AER).

2. Underlying fee revenue excludes significant liquidated damages and is stated at FY 2022 CER.

3. RevPAR in comparable estate vs 2021, at CER.

4. Growth in available fee business rooms.

Fee business growth rate analysis vs 2021

FY 2022	RevPAR growth %		Net rooms growth %		Underlying Fee Revenue ¹ Growth %	Comments
	Comparable	Total ²	YoY	Available ²		
	Hotels that have traded in all months being compared (i.e. steady state)	All hotels that were open in FY 2022 and FY 2021 (incl. hotels that are ramping up)	31 December 2022 vs 2021	Aggregate number of rooms available for sale in FY 2022 vs FY 2021		
Americas	28.5%	30.1%	3.3%	(1.1)%	27.4%	
EMEA	93.2%	97.8%	2.4%	(0.3)%	102.2%	
Greater China	(13.5)%	(14.0)%	6.0%	7.3%	(17.9)%	• Fee revenue growth impacted by lower levels of incentive management fee income
Group	36.6%	37.9%	3.6%	0.5%	28.2%	• Also impacted by lower growth in non-RevPAR related fee streams within Central revenues

1. Underlying fee revenue excludes significant liquidated damages and is stated at constant FY 2022 exchange rates (CER).

2. Underlying fee business Total RevPAR and available rooms.

Fee business growth rate analysis vs 2019

FY 2022	RevPAR growth %		Net rooms growth %		Underlying Fee Revenue ¹ Growth %	Comments
	Comparable	Total ²	YoY	Available ²		
	Hotels that have traded in all months being compared (i.e. steady state)	All hotels that were open in FY 2022 and FY 2019 (incl. hotels that are ramping up)	31 December 2022 vs 2019	Aggregate number of rooms available for sale in FY 2022 vs FY 2019		
Americas	3.3%	3.4%	(1.7)%	1.5%	3.4% ³	
EMEA	(7.5)%	(7.0)%	2.8%	4.5%	(9.5)% ³	• Fee revenue growth impacted by lower levels of incentive management fee income
Greater China	(38.1)%	(42.2)%	22.8%	29.3%	(37.0)% ³	• Fee revenue growth impacted by lower levels of incentive management fee income
Group	(3.3)%	(6.3)%	3.2%	6.3%	(2.4)% ³	• Fee revenue growth impacted by lower levels of incentive management fee income

1. Underlying fee revenue excludes significant liquidated damages and is stated at constant FY 2022 exchange rates (CER).

2. Underlying fee business Total RevPAR and available rooms excluding the SVC portfolio termination of 16.7k rooms (102 hotels) in Q4 2020.

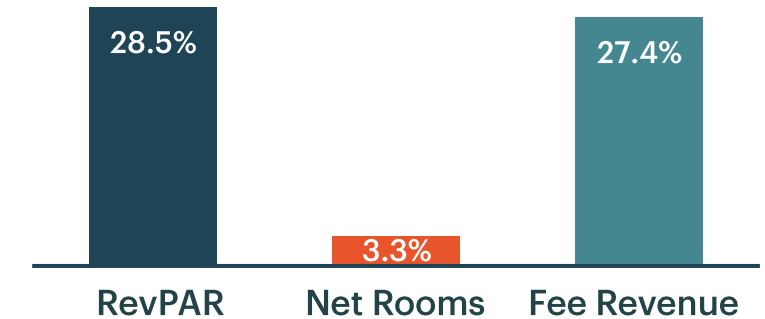
3. Calculations changed from those initially presented on 21 February 2023 in order to correctly state at FY 2022 CER (the initial calculations were stated at FY 2020 CER).

Americas

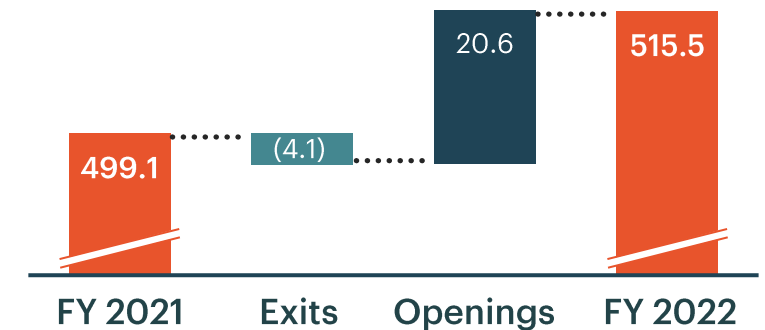
record rates; sequential improvement in RevPAR throughout 2022

- FY RevPAR up +29% (up +3.3% vs 2019); US up +25% (up +3.5% vs 2019)
- Q4 US RevPAR up +13% (up +7.8% vs 2019)
 - Leisure demand continued to be strongest, with business demand strengthening as the year went on with more corporate bookings and group activity and events returning
 - Across our US franchised estate, which is weighted to upper midscale hotels, Q4 RevPAR increased by +9% vs 2019. The US managed estate, weighted to upscale and luxury hotels in urban locations, increased by +1% vs 2019
- YoY net rooms up +3.3%; gross up +4.1%
- Underlying fee revenue¹ up +27% to \$879m (up +3% vs 2019)
- Underlying fee operating profit¹ up +31% to \$741m (up +12% vs 2019):
 - vs 2021: driven by improved trading
 - vs 2019: benefiting also from the prior delivery of sustainable fee business cost savings
- Owned, leased and managed lease profit of \$20m compared to a loss of \$(9)m in 2021
- Pipeline: 100k rooms; 32.5k signed in year (including 11.4k Iberostar Beachfront Resorts)
- Signings include 60 Holiday Inn Express, 44 Candlewood Suites and 14 avid hotels

FY 2022 growth in fee revenue drivers¹ (vs 2021)



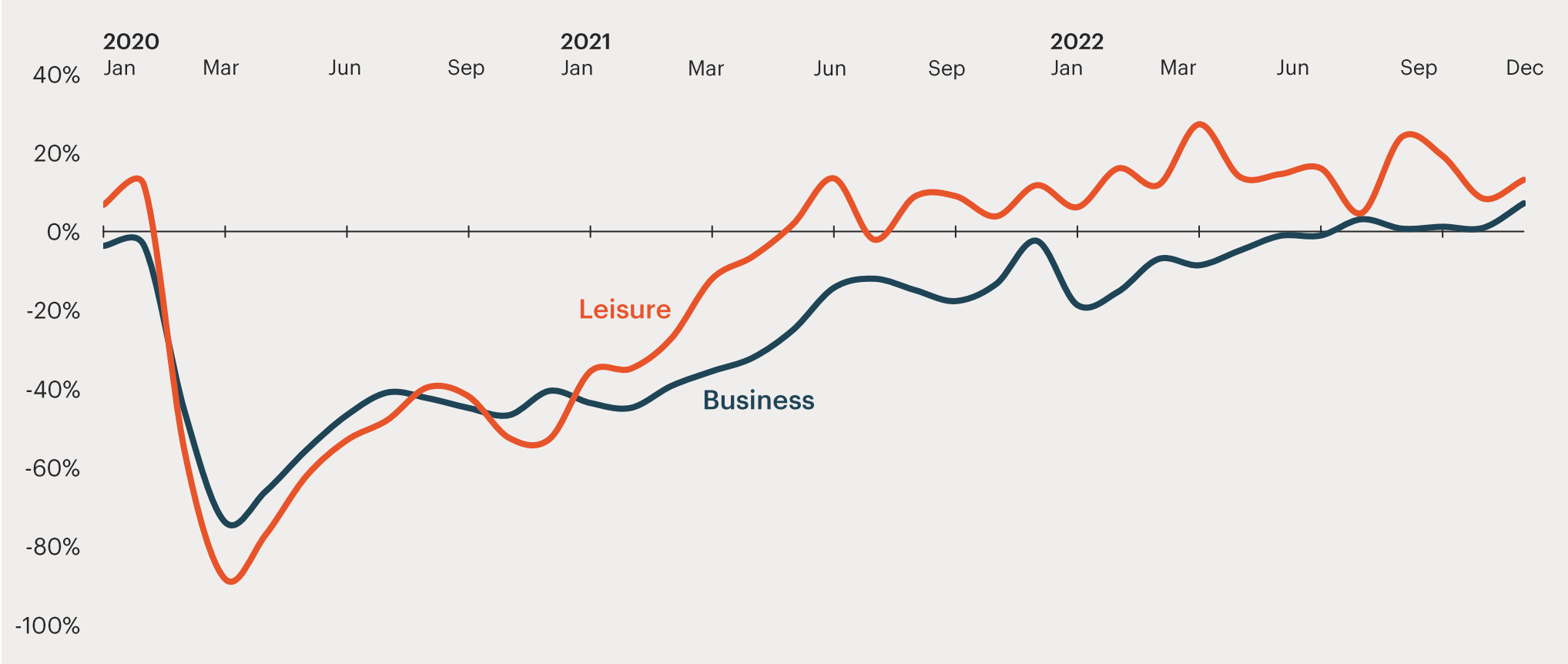
FY 2022 net rooms growth ('000s) (vs 2021)



1. Underlying fee revenue and underlying fee operating profit exclude significant liquidated damages and is stated at FY 2022 CER.

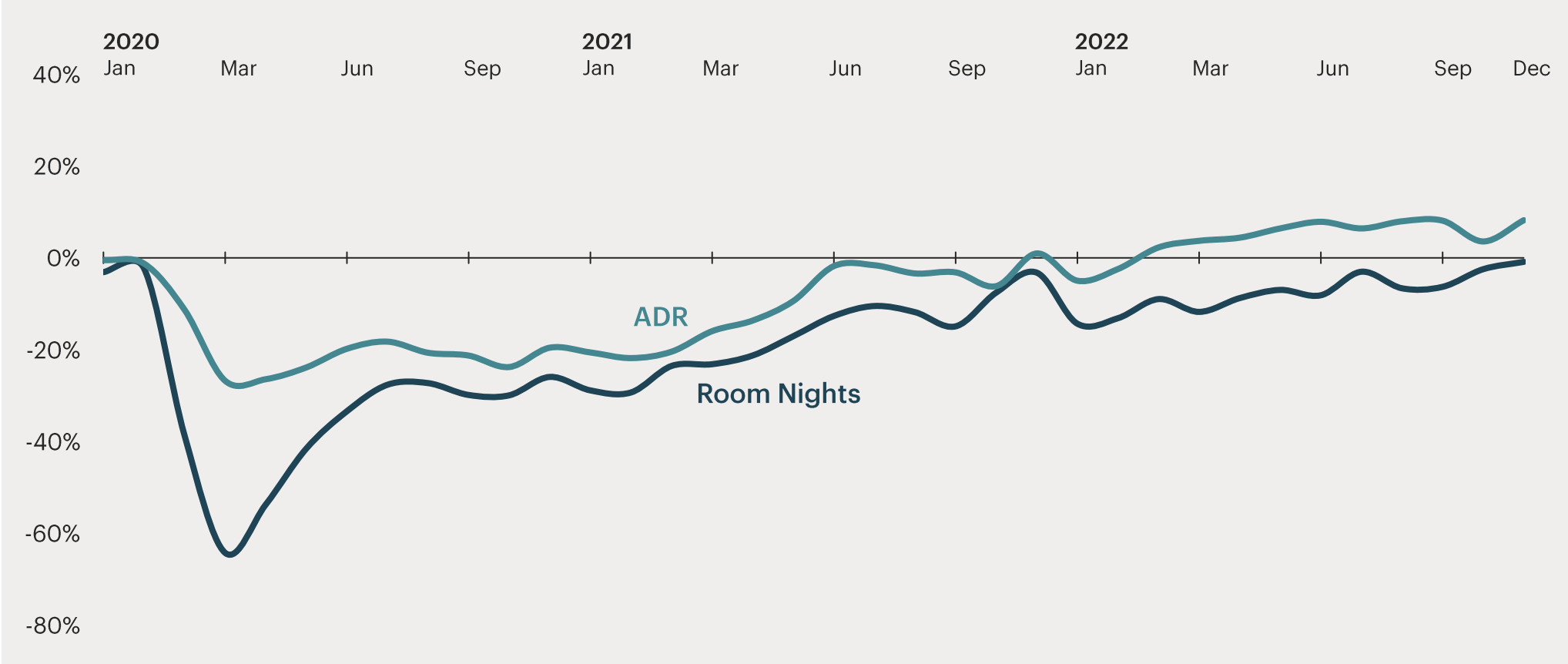
US Leisure strength of demand has sustained; recovery of Business demand has continued

IHG US estate Business and Leisure revenue (vs 2019)



US Business ADR has sustained above pre-Covid levels; occupancy near fully recovered

IHG US estate Business revenue (vs 2019) – split of rooms nights and ADR



US Leisure rates have consistently outpaced 2019 levels for 18 months; occupancy has recovered

IHG US estate Leisure revenue (vs 2019) – split of rooms nights and ADR

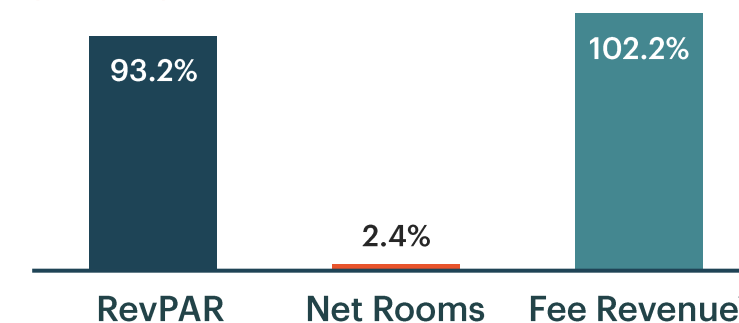


Europe, Middle East, Asia & Africa

trading has recovered strongly as travel restrictions lifted

- FY RevPAR up +93% (down (7.5)% vs 2019); Q4 up +65% (up +8.8% vs 2019)
- Variance in performance within the region continued to predominantly reflect the timing of easing of restrictions
- YoY net rooms up +2.4% (up +5.5% on an adjusted basis); gross up +7.2%
- 6.5k rooms exited the system following the ceasing of all operations in Russia
- Underlying fee revenue¹ up +102% to \$277m (down (9)%² vs 2019)
- Underlying fee operating profit¹ up \$119m to \$146m (down (18)%² vs 2019):
 - vs 2021: driven by improved YoY trading, including +\$41m more IMFs
 - vs 2019: impacted by \$(20)m lower IMFs
- Owned, leased and managed lease revenue up \$114m to \$268m; operating loss decreased to just \$1m (from \$27m loss in 2021)
- Pipeline: 83k rooms; 25.8k signed (including 7.0k Iberostar Beachfront Resorts)
- Signings include 14 InterContinental, 16 voco, 12 Crowne Plaza and 6 Six Senses

FY 2022 growth in fee revenue drivers¹ (vs 2021)



FY 2022 net rooms growth ('000s) (vs 2021)



1. Underlying fee revenue and underlying fee operating profit exclude significant liquidated damages and is stated at FY 2022 CER.

2. Calculations changed from those initially presented on 21 February 2023 in order to correctly state at FY 2022 CER (the initial calculations were stated at FY 2020 CER).

Greater China

travel substantially impacted by Covid restrictions

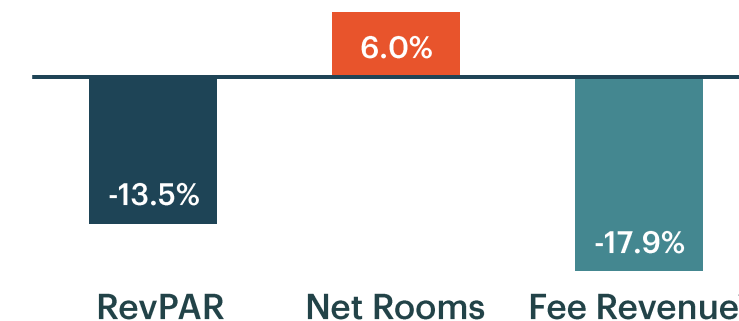
- FY RevPAR down (14)% (down (38)% vs 2019); Q4 down (13)% (down (42)% vs 2019)
 - FY Mainland China down (17)% (down (38)% vs 2019); Q4 down (15)% (down (45)% vs 2019)
 - FY Tier 1 RevPAR down (24)% (down (53)% vs 2019); Q4 down (21)% (down (55)% vs 2019)
 - FY Tiers 2-4 down (15)% (down (30)% vs 2019); Q4 down (13)% (down (38)% vs 2019)

- YoY net rooms up +6.0%; gross up +8.1%

- Underlying fee revenue¹ down (18)% to \$87m (down (37)%² vs 2019)
- Underlying fee operating profit¹ down \$(27)m to \$23m (down \$(51)m² vs 2019):
 - Impacted by Covid restrictions throughout the year, though particularly in Q2 and Q4
 - vs 2021: impacted by \$10m lower IMFs
 - vs 2019: impacted by \$32m lower IMFs

- Pipeline: 98k rooms; 22k rooms signed
- Signings include 34 Holiday Inn Express, 23 Crowne Plaza and 19 Holiday Inn

FY 2022 growth in fee revenue drivers¹ (vs 2021)



FY 2022 net rooms growth ('000s) (vs 2021)



1. Underlying fee revenue and underlying fee operating profit exclude significant liquidated damages and is stated at FY 2022 CER.

2. Calculations changed from those initially presented on 21 February 2023 in order to correctly state at FY 2022 CER (the initial calculations were stated at FY 2020 CER).

Targeted capital expenditure to drive growth

\$m	FY 2022	FY 2021
Key money and maintenance capex		
Key money ¹	(64)	(42)
Maintenance capex	(44)	(33)
Total	(108)	(75)
Recyclable investments		
Gross out	(15)	(5)
Gross in	16	58
Net total	1	53
System Fund capital investments		
Gross out	(35)	(19)
Gross in ²	83	91
Net total	48	72
Total capital investments		
Gross total ³	(161)	(100)
Net total	(59)	50

- **Key money:** used to secure hotel signings
- **Maintenance:** relates to owned, leased and managed lease hotels and corporate infrastructure

- Investment behind growth initiatives
- Profile can vary year to year, but expected to be broadly neutral over time

- Invested into projects that benefit our hotel network
- Repaid when depreciation charged to System Fund e.g. GRS

1. Key money presented net of repayments of \$3m in FY 2022 (FY 2021: \$1m).

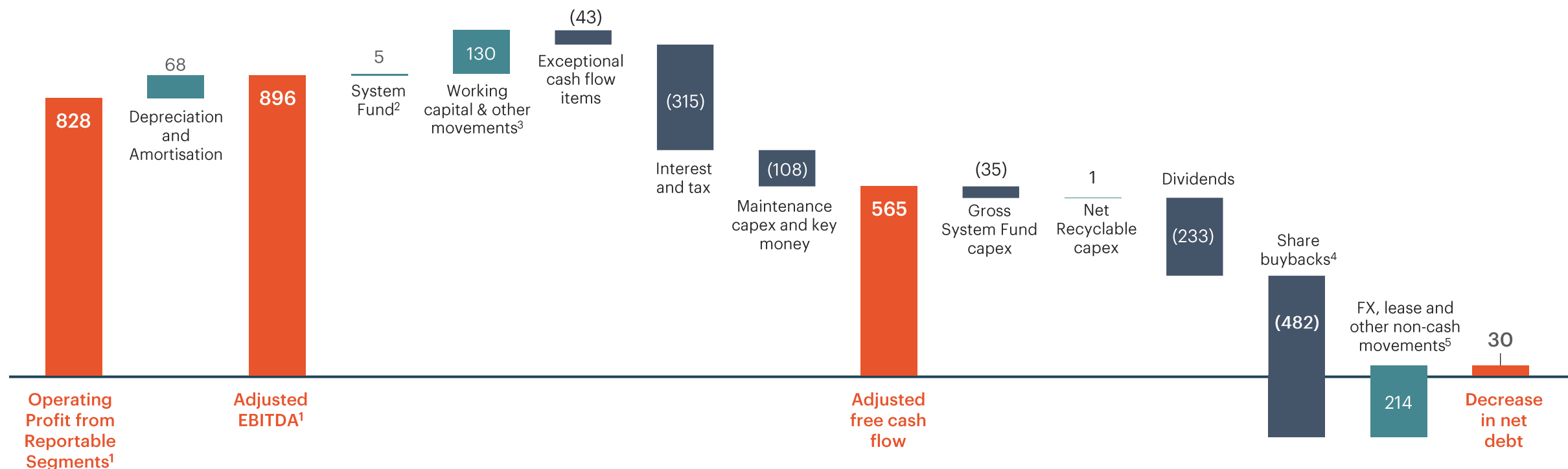
2. Consists of depreciation and amortisation of \$86m in FY 2022 (FY 2021: \$94m), adjusted to exclude depreciation for right of use assets of \$3m (FY 2021: \$3m).

3. Includes gross key money payments of \$67m in FY 2022 (FY 2021: \$43m).

Cash flow

FY 2022

(\$m)



1. Before exceptional items and System Fund result.

2. System Fund inflow reflects \$(105)m reported result for the year, adding back \$86m of depreciation and amortisation and \$24m of other non-cash adjustments to System Fund result; working capital movements related to the System Fund, including movements in deferred revenue, are included within the Group's overall working capital & other movements.

3. Includes \$101m of working capital and other adjustments, \$61m of other non-cash adjustments to operating profit/loss, \$5m of impairment loss on financial assets, less \$(36)m of principal element of lease payments, together with \$(1)m purchase of own shares by employee trusts.

4. Includes \$(2)m of transaction costs relating to share buybacks.

5. Includes \$230m of net favourable exchange movements, \$(48)m movement in lease liabilities, \$36m principal element of lease repayments and \$(1)m increase in accrued interest, together with \$(3)m of other non-cash movements.

FY 2019 underlying fee business revenue and operating profit non-GAAP reconciliations

	Americas		EMEA		Greater China		Central		Total IHG	
\$m	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Loss	Revenue	Operating Profit
Fee business	853	663	337	202	135	73	185	(125)	1,510	813
Owned, leased and managed lease	187	37	386	15	-	-	-	-	573	52
Per FY 2019 financial statements	1,040	700	723	217	135	73	185	(125)	2,083	865
Significant liquidated damages	-	-	(11)	(11)	-	-	-	-	(11)	(11)
Owned asset disposal ¹	(41)	(7)	(67)	(4)	-	-	-	-	(108)	(11)
Currency impact ²	(4) ³	(3) ³	(44) ³	(17) ³	3 ³	1 ³	(1) ³	(4) ³	(46) ³	(15) ³
Underlying revenue and underlying operating profit	995 ³	690 ³	601 ³	185 ³	138 ³	74 ³	184 ³	(121) ³	1,918 ³	828 ³
Owned, leased and managed lease included in the above	(145) ³	(30) ³	(295) ³	(8) ³	-	-	-	-	(440) ³	(38) ³
Underlying fee business	850³	660³	306³	177³	138³	74³	184³	(121)³	1,478³	790³

1. Americas: the results of one InterContinental hotel have been removed (disposed in 2020) along with the results of three EVEN hotels (disposed in 2021) to determine underlying performance. EMEA: the results of one Holiday Inn hotel (disposed 2020), one InterContinental hotel (disposed 2021), along with the results of three UK Portfolio hotels and one other InterContinental hotel (disposed 2022) have been removed to determine underlying performance.

2. Stated at FY 2022 CER.

3. Calculations changed from those initially presented on 21 February 2023 in order to correctly state at FY 2022 CER (the initial calculations were stated at FY 2020 CER).

FY 2021 underlying fee business revenue and operating profit non-GAAP reconciliations

	Americas		EMEA		Greater China		Central		Total IHG	
\$m	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Loss	Revenue	Operating Profit
Fee business	691	568	149	32	116	58	197	(88)	1,153	570
Owned, leased and managed lease	83	(9)	154	(27)	-	-	-	-	237	(36)
Per FY 2021 financial statements	774	559	303	5	116	58	197	(88)	1,390	534
Significant liquidated damages	-	-	-	-	(6)	(6)	-	-	(6)	(6)
Owned asset disposal ¹	(11)	3	(25)	5	-	-	-	-	(36)	8
Currency impact ²	(1)	(1)	(30)	(2)	(4)	(2)	(5)	6	(40)	1
Underlying revenue and underlying operating profit	762	561	248	8	106	50	192	(82)	1,308	537
Owned, leased and managed lease included in the above	(72)	6	(111)	19	-	-	-	-	(183)	25
Underlying fee business	690	567	137	27	106	50	192	(82)	1,125	562

1. Americas: the results of three EVEN hotels (disposed in 2021) have been removed to determine underlying performance. EMEA: the results of one InterContinental hotel (disposed 2021), along with the results of three UK Portfolio hotels and one other InterContinental hotel (disposed 2022) have been removed to determine underlying performance.

2. Stated at FY 2022 CER.

FY 2022 underlying fee business revenue and operating profit non-GAAP reconciliations

	Americas		EMEA		Greater China		Central		Total IHG	
\$m	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Loss	Revenue	Operating Profit
Fee business	879	741	284	153	87	23	199	(108)	1,449	809
Owned, leased and managed lease	126	20	268	(1)	-	-	-	-	394	19
Per FY 2022 financial statements	1,005	761	552	152	87	23	199	(108)	1,843	828
Significant liquidated damages	-	-	(7)	(7)	-	-	-	-	(7)	(7)
Owned asset disposal ¹	-	-	(19)	(2)	-	-	-	-	(19)	(2)
Currency impact ²	-	-	-	-	-	-	-	-	-	-
Underlying revenue and underlying operating profit	1,005	761	526	143	87	23	199	(108)	1,817	819
Owned, leased and managed lease included in the above	(126)	(20)	(249)	3	-	-	-	-	(375)	(17)
Underlying fee business	879	741	277	146	87	23	199	(108)	1,442	802

1. The results of three UK Portfolio hotels and one InterContinental hotel have been removed to determine underlying performance.

2. Stated at FY 2022 CER.

Ordinary shares

Number of shares (m)	2022	2021
Opening balance at 1 January	187.7	187.7
Closing balance at 31 December	183.1	187.7
Closing balance excluding treasury shares ¹	175.6	184.0
Basic weighted average shares (excluding treasury shares)	181.4	183.0
Dilutive potential ordinary shares	1.3	1.1
Basic diluted average shares	182.7	184.1

1. The total number of shares held as treasury shares at 31 December 2022 was 7.5m (2021: 3.7m).

2022 and 2023 notable items

Notable items		FY 2022	FY 2023
Payroll tax credits	Americas	\$4m	-
Individually significant Liquidated Damages	EMEA	\$7m	-
Iberostar related costs	Central	\$(5)m	\$(10-15)m

Currency impacts

(\$m)

	Reported FY21	FY21 at FY22 AER ²	Var.	Reported FY22	FY22 at FY21 AER ²	Var.	Reported FY22	FY22 at Jan 2023 AER ³	Var.
Revenue									
Americas	774	773	1	1,005	1,008	(3)	1,005	1,005	0
EMEA	304	271	33	552	618	(66)	552	519	32
Greater China	116	112	5	86	90	(4)	86	86	0
Central Overheads	196	193	3	199	203	(4)	199	200	(1)
Total IHG	1,390	1,348	42	1,843	1,919	(77)	1,843	1,811	32

Operating Profit

Americas	559	558	1	762	764	(2)	762	761	1
EMEA	5	2	3	152	174	(22)	152	142	9
Greater China	58	56	2	23	24	(1)	23	23	(0)
Central Overheads	(88)	(82)	(7)	(108)	(117)	9	(108)	(107)	(1)
Total IHG	534	534	0	828	845	(17)	828	819	(9)

1. Major non-USD currency exposure by region (Americas: Canadian Dollar, Mexican Peso; EMEA: British Pound, Euro, Russian Rouble, Japanese Yen, Singapore Dollar; Greater China: Chinese Renminbi; Central: British Pound).

2. Includes the impact from the movement in the average GBP/USD exchange rates which were FY21 \$1.38 and FY22 \$1.24.

3. Includes the impact from the movement in the average GBP/USD exchange rate which for January 2023 was \$1.22.

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.

The merits or suitability of investing in any securities previously issued or issued in future by the Company for any investor’s particular situation should be independently determined by such investor. Any such determination should involve, inter alia, an assessment of the legal, tax, accounting, regulatory, financial, credit and other related aspects of the transaction in question.

IHG[®] HOTELS & RESORTS



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