



Annual General Meeting

4th May 2018



Patrick Cescau

Chairman





Keith Barr

Chief Executive Officer



Q1 trading update

- early progress in 2018

Strong Q1 performance

- 3.5% RevPAR growth
- 4.3% net system size growth year-on-year, taking our system to 800k rooms
- 8k rooms opened, up 16% on Q1 last year
- 20k rooms signed – our strongest Q1 pace for 11 years

Optimising our brand portfolio

- **Luxury**: expanding our footprint through acquisition of Regent Hotels & Resorts and a portfolio deal launching Kimpton Hotels & Restaurants in the UK
- **Upscale**: UK portfolio deal will establish position for new upscale brand
- **Mainstream**: continued strong signings pace for avid hotels with over 100 hotels signed to date

Efficiency programme on target

- Well underway to delivering \$125m of annual savings by 2020 for reinvestment
- Continue to expect \$200m of exceptional cash costs to achieve

2017 Highlights

- delivered a strong performance

Solid financial delivery

- 2.7% RevPAR growth
- 5% underlying fee revenue growth
- 8% underlying operating profit growth

Accelerating scale growth

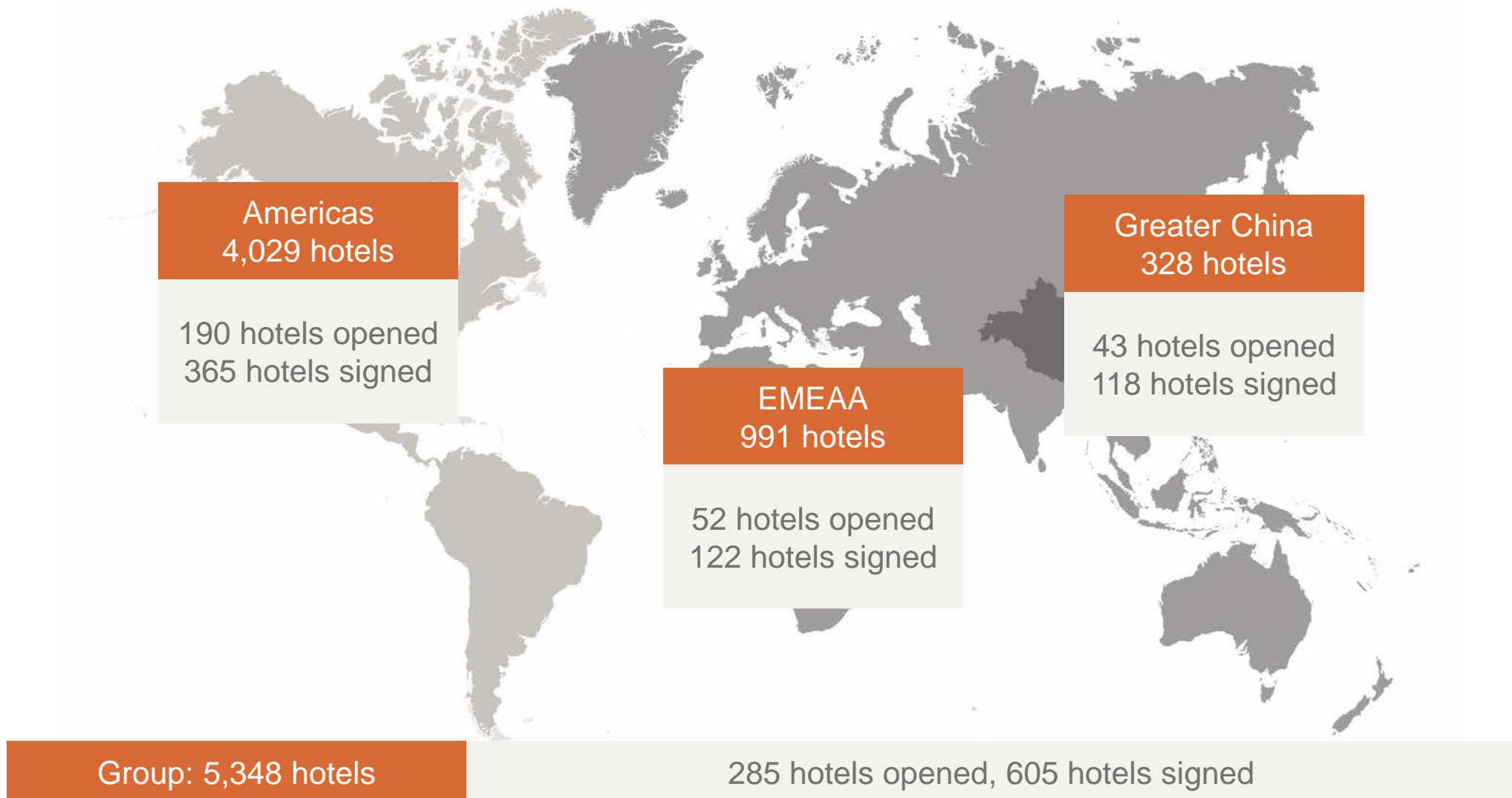
- 4.0% net system size growth - highest organic growth since 2009
- 83k rooms signed, taking pipeline to 244k

Strengthening our enterprise

- Launched **avid hotels** in September – targeting the \$20bn US midscale segment
- Commenced **IHG Concerto** roll out, which incorporates our new **Guest Reservation System**
- Strengthened our existing brands, including:
 - **Crowne Plaza Accelerate** programme
 - New room & public space designs for **Holiday Inn Brand Family**

2017 Highlights

- highest number of signings for 9 years



Responsible business and diversity - at the heart of everything we do

Responsible Business Awards

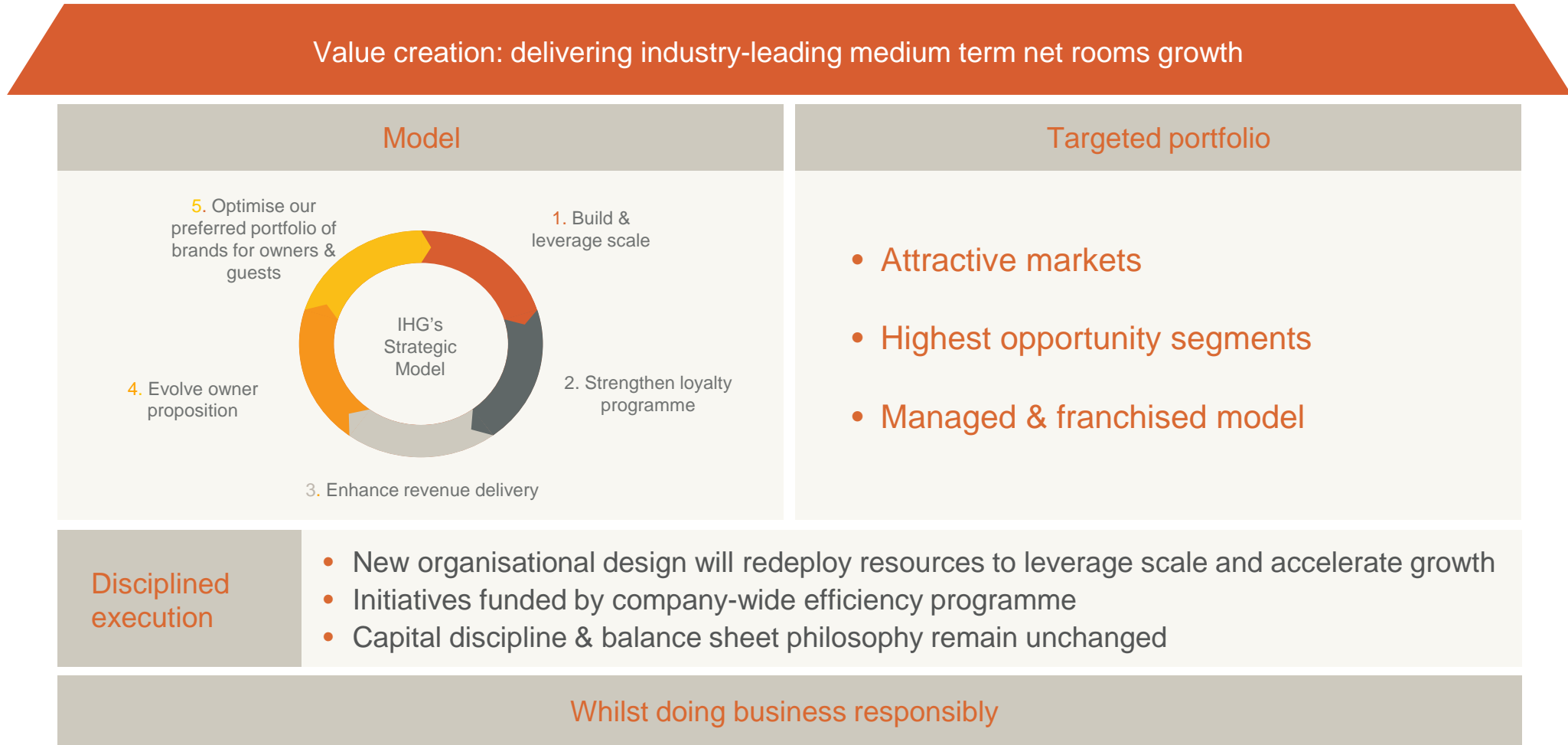


MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM

Hotel Indigo Pride Event



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



IHG has consistently delivered a strong performance against all key metrics

Net Rooms Growth 2014-17



IHG
+12.4%
Market¹
+6.3%

Fee Revenue Growth² 2014-17



+14.5%

Adjusted EPS Growth 2014-17



+54.5%

Guest Love Growth 2014-17



+3.0%pts

IHG Rewards Club Member contribution growth 2014-17



+3.5%pts

System Contribution Growth 2014-17



+5.2%pts

¹ Source: STR; ² Fee revenue excludes revenue from owned and leased hotels, managed lease hotels, and significant liquidated damages receipts;

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

Integrated Commercial and Technology organisation



Eric Pearson
Chief Commercial & Technology Officer

- Increased speed in deploying new products and services

Global Marketing organisation



Claire Bennett
Chief Marketing Officer

- Strengthened brand, loyalty & marketing capabilities to drive agility & efficiency



Paul Edgecliffe-Johnson
Chief Financial Officer



George Turner
EVP, Business Reputation & Responsibility



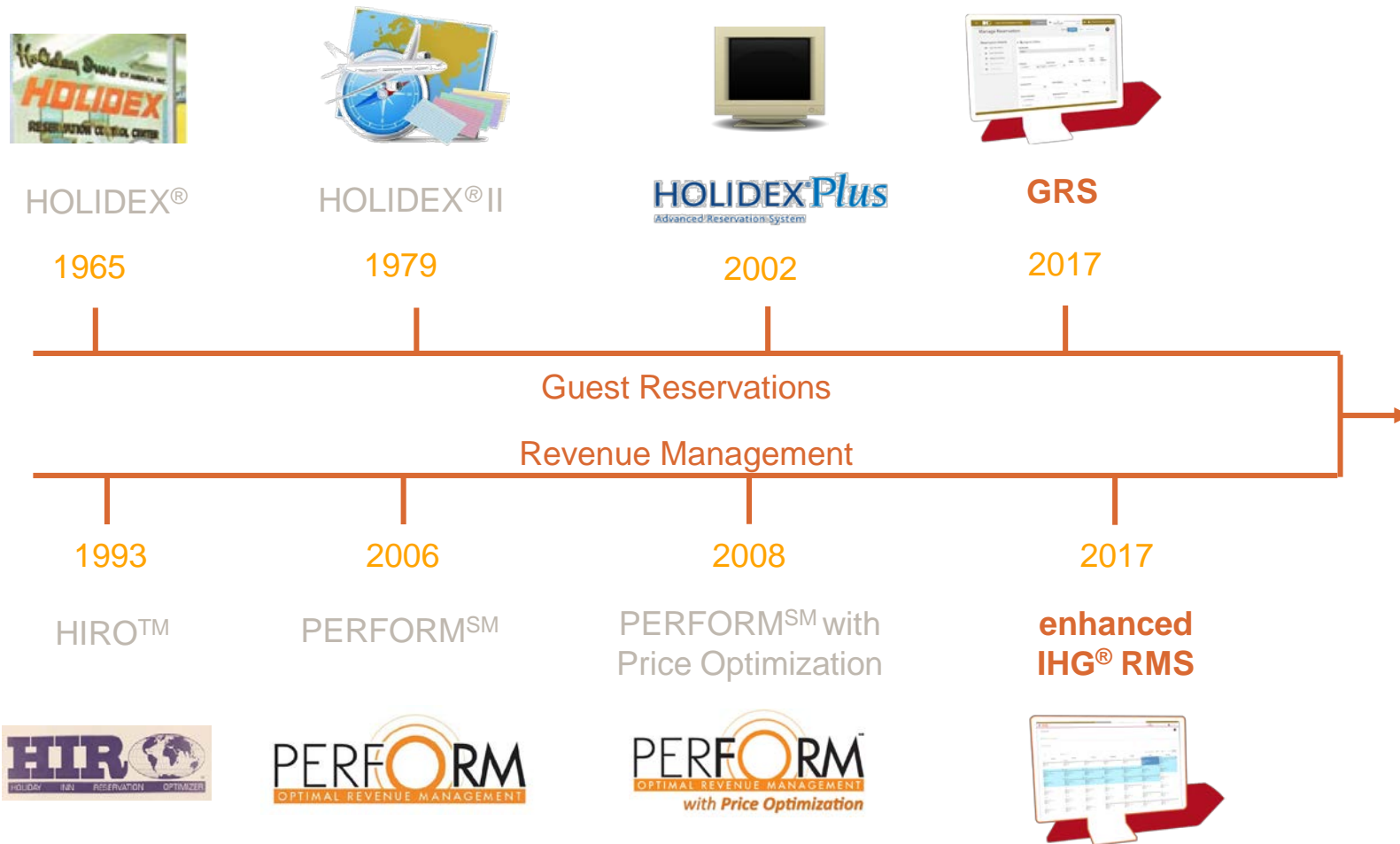
Ranjay Radhakrishnan
Chief Human Resources Officer



Yasmin Diamond
EVP, Global Corporate Affairs

IHG has a long history of Digital & Technological innovation

- leading the industry in revenue management and guest reservation technology



2017+
IHG Concerto™



Along with a new user interface, revenue and reservation functionality combine to form the first phase of **IHG Concerto**.

Brand organisation restructured into categories to maximise synergies & efficiencies and to drive performance



Mainstream

Logos for Mainstream brands: Holiday Inn, Holiday Inn Express, Holiday Inn Club Vacations, Holiday Inn Resort, Staybridge Suites, Candlewood Suites, and Avid.

552k rooms open
184k pipeline rooms

Upscale

Logos for Upscale brands: Crowne Plaza Hotels & Resorts, Hualuxe Hotels and Resorts, Even Hotels, and Hotel Indigo.

130k rooms open
45k pipeline rooms

Luxury

Logos for Luxury brands: InterContinental Hotels & Resorts, Kimpton Hotels & Restaurants, and Regent Hotels & Resorts.

78k rooms open
20k pipeline rooms



Elevating design to drive consistency and distinctiveness for guests

Launching F&B solutions to enhance guest experience and owner returns

Introducing new Brand Identity and Global Marketing to drive performance and maintain relevance with customers

Mainstream

– continuing to innovate to stay fresh and relevant

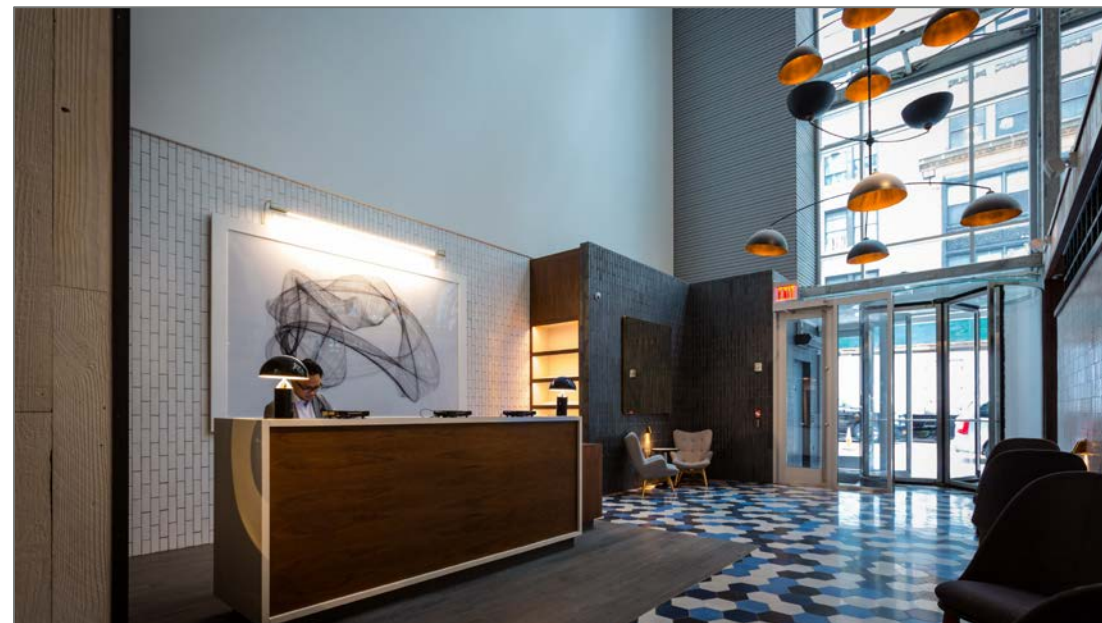


Fresh design to drive consistency and distinctiveness for guest

Elevating breakfast to amplify leadership position for key guest moment

Introducing new Brand Identity and Global Marketing to drive performance and distinctiveness in a crowded marketplace

Upscale – laying the foundations for future growth



Crowne Plaza has a **leading position** in many markets

We have been working to **strengthen the brand in the Americas**

We are working to **transform the guest experience** globally

Upscale

– expanding our presence with boutique brands



Hotel Indigo is expanding its footprint across all regions

- **Highest level of openings** in 5 years
- Accessing **key “neighbourhood” locations**, with new signings

Luxury

– building on the opportunity for the world’s largest global Luxury brand



InterContinental continues to **lead the global Luxury segment**, with industry accolades including:

- “World’s Leading Hotel Brand” by the World Travel Awards for the 9th consecutive year
- 3rd Place in KPMG/Nunwood customer experience US ranking

We are **building on this strong position** with an enhanced Club InterContinental experience and our multi-year global marketing campaign, ‘Live the InterContinental Life.’



Driving **global growth for Kimpton:**

- Opened first property outside of the Americas – the Kimpton De Witt in Amsterdam
- Announced debuts for the brand in Greater China and South East Asia.

Leveraging the benefits of Kimpton’s unique offer:

- Kimpton Karma fully integrated into IHG Rewards Club

Augment portfolio with new brands

- we have identified opportunities in each brand category



Mainstream	Upscale	Luxury
	<p>\$40bn segment</p> <p>50% growth</p>	
<p>IHG has industry leading midscale brand expertise</p>	<p>Utilising IHG's revenue management & reservation tools, strong B2B offer and loyalty programme</p>	<p>IHG is the largest global Luxury brand operator</p>

Augment portfolio with new brands

- we have identified opportunities in each brand category



Mainstream	Upscale	Luxury
	<p>\$40bn segment</p> <p>50% growth</p>	
<p>IHG has industry leading midscale brand expertise</p>	<p>Utilising IHG's revenue management & reservation tools, strong B2B offer and loyalty programme</p>	<p>IHG is the largest global Luxury brand operator</p>



Regent Porto Montenegro



Regent Beijing



Regent Chongqing

Conclusions

We are continuing to deliver high quality growth

We have the right strategy and we are committed to making it work harder

Our new strategic priorities will drive industry leading net rooms' growth over the medium term

We remain committed to returning surplus funds to shareholders



Annual General Meeting

4th May 2018

Resolutions

1. Report and Accounts 2017
2. Directors' Remuneration Report 2017
3. Declaration of final dividend
4. Election and re-election of Directors
5. Reappointment of Auditor
6. Remuneration of Auditor
7. Political donations
8. Allotment of shares
9. Disapplication of pre-emption rights
10. Further disapplication of pre-emption rights
11. Authority to purchase own shares
12. Notice of General Meetings
13. Adoption of the new Articles of Association



Annual General Meeting

4th May 2018