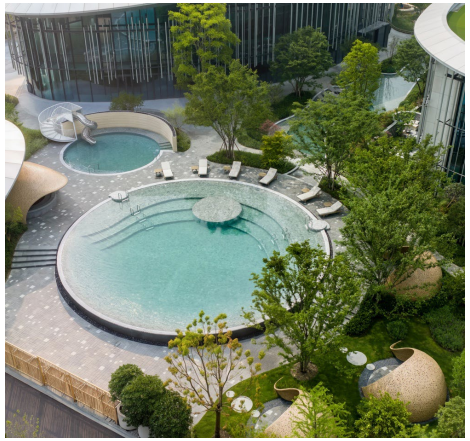
IHG
HOTELS & RESORTS



2026 Half Year Results

11 August 2026

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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HY 2026: highlights reel

Elie Maalouf

Chief Executive Officer

Agenda and speakers

Speakers

Elie Maalouf
Chief Executive Officer

Michael Glover
Chief Financial Officer

Agenda

- HY 2026 Overview
- HY 2026 Financial Review
- Progress on Strategic Priorities
- Conclusion
- Live Q&A (at 9:30am London time)

Delivering on our growth algorithm in HY 2026

Adjusted EPS growth in HY 2026 within our medium to long-term growth algorithm range, showcasing the strength and resiliency of our business model

RevPAR growth + Net system growth	Fee revenue growth	Fee margin expansion	EBIT growth[1]	Cash conversion	Adjusted EPS growth
RevPAR growth +4.1% + Net system growth +5.0%	HSD % CAGR	+100-150bps p.a.	~10% CAGR	~100%	+12-15% CAGR
	+7% YOY	+120bps YOY	+10% YOY	>100%[2]	+13% YOY

Capital allocation	HY 2026 results
#1 Growth investment	
#2 Ordinary dividends	64.5¢ interim +10% YOY
#3 Share buybacks	$950m in FY 2026 42% complete in HY

Key:

Growth algorithm component
HY 2026 results

1. EBIT is operating profit from reportable segments. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of IHG's 2025 results, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.
2. Cash conversion of 118% for trailing 12-months to 30 June 2026.

HY 2026
Financial Review

Michael Glover

Chief Financial Officer

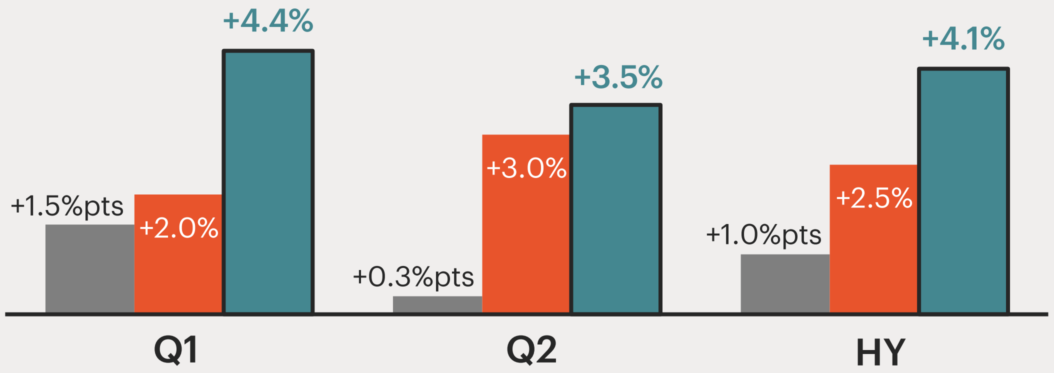
Financial performance overview

	HY 2026	HY 2025	Reported % change	Underlying % change
Revenue from reportable segments[1]	$1,255m	$1,175m	+7%	+6%
Operating profit from reportable segments[1] (EBIT)	**$665m**	**$604m**	**+10%**	**+10%**
Fee business revenue[1]	$971m	$908m	+7%	+6%
Fee business operating profit[1]	$640m	$590m	+8%	+9%
Fee margin[1]	65.9%	64.7%	+1.2%pts	
Adjusted interest[1]	$(106)m	$(91)m	+16%	
Adjusted tax rate[1]	26%	26%	-	
Adjusted EPS[1]	**274.7¢**	**242.5¢**	**+13%**	
Interim dividend	64.5¢	58.6¢	+10%	

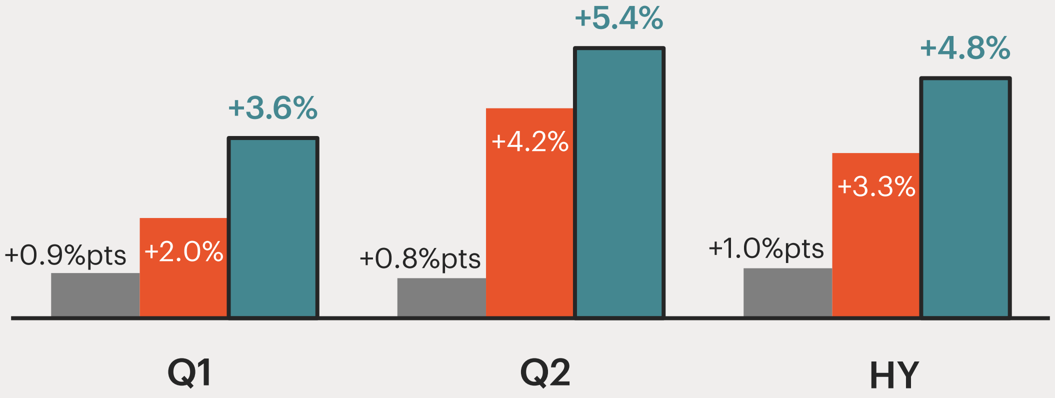
1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.

RevPAR, occupancy and ADR performance

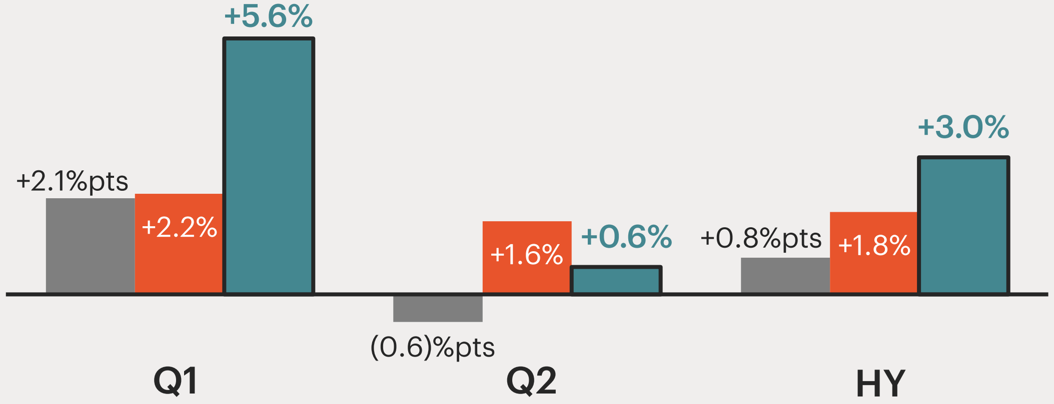
IHG Global RevPAR, Occupancy and ADR (YOY)



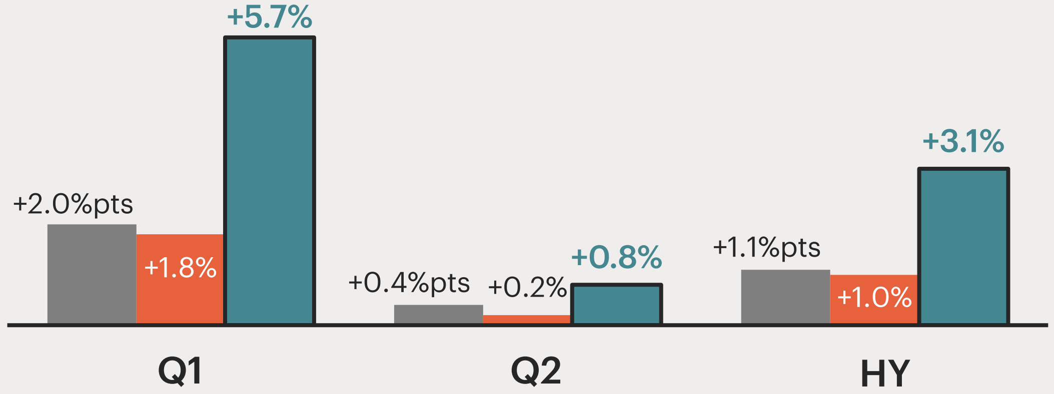
Americas RevPAR, Occupancy and ADR (YOY)



EMEAA RevPAR, Occupancy and ADR (YOY)



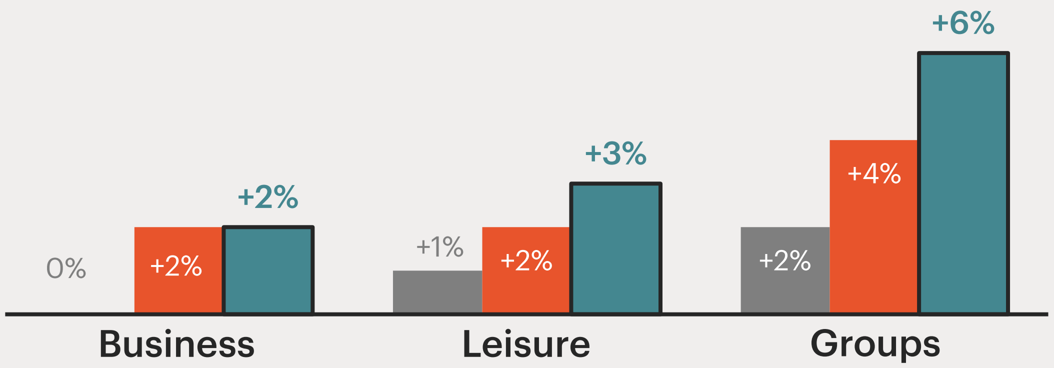
Greater China RevPAR, Occupancy and ADR (YOY)



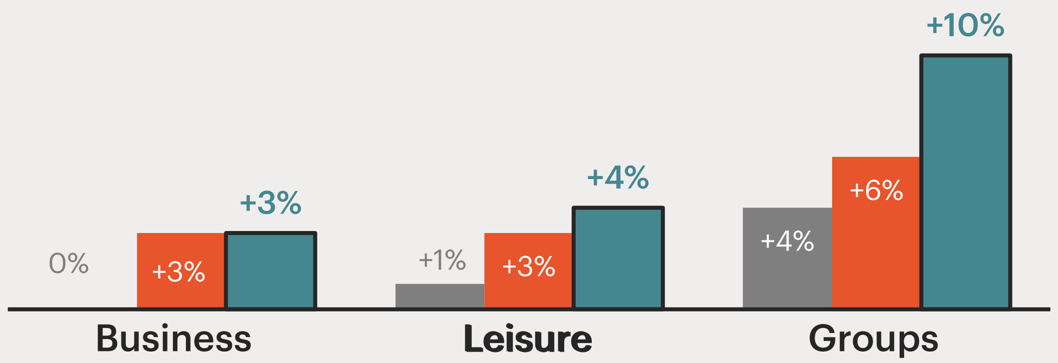
Occupancy ADR RevPAR

Demand driver performance

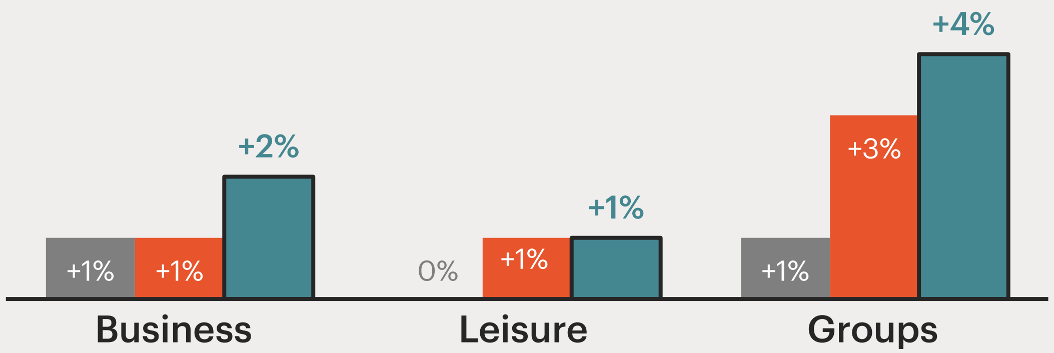
IHG Global demand drivers (HY YOY)



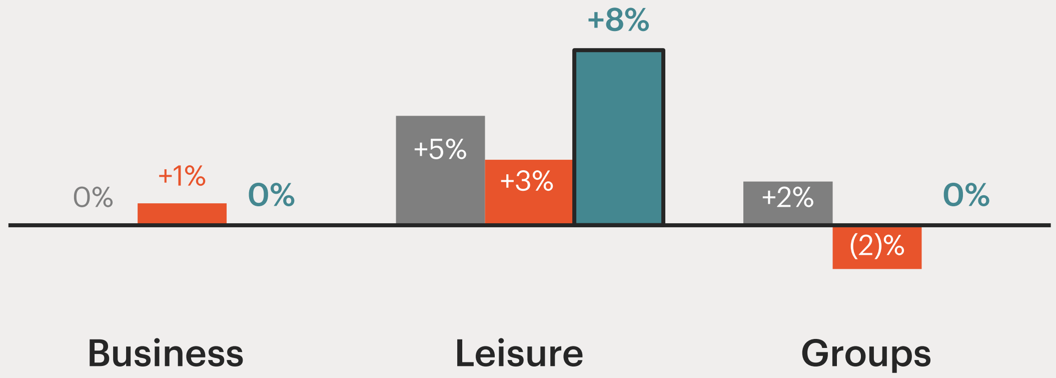
Americas demand drivers (HY YOY)



EMEAA demand drivers (HY YOY)



Greater China demand drivers (HY YOY)



Room nights ADR Rooms revenue[1]

1. Rooms revenue booking data on a comparable hotels basis

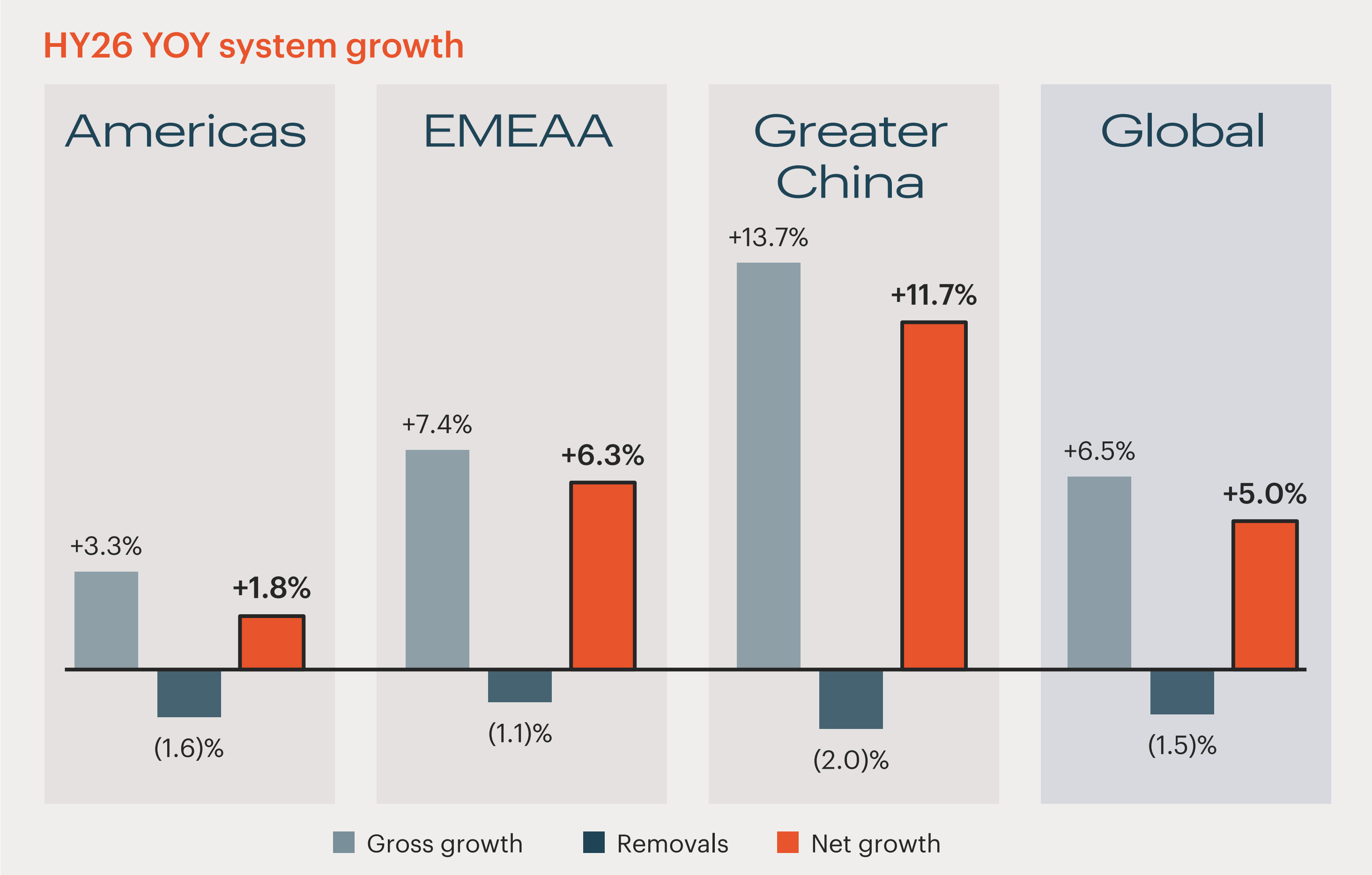
Net system growth +5.0% YOY[1]; record levels of development activity

Gross openings in HY26 of

31.5k rooms (197 hotels)

up +8% YOY[1]

Openings mix (rooms):
55% New builds
43% Conversions
2% Ruby



1. Excluding rooms associated with the Ruby acquisition (HY26: 0.6k; HY25: 2.7k)

Strong signings performance, supporting future system growth

HY26 signings

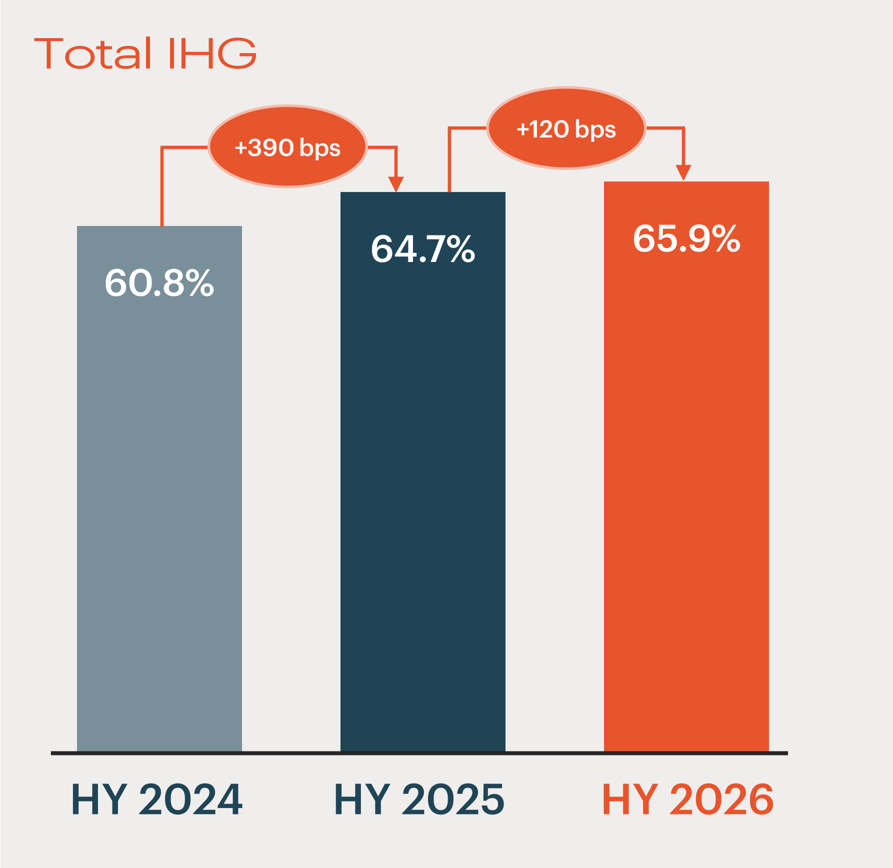
up +8% YOY[1]

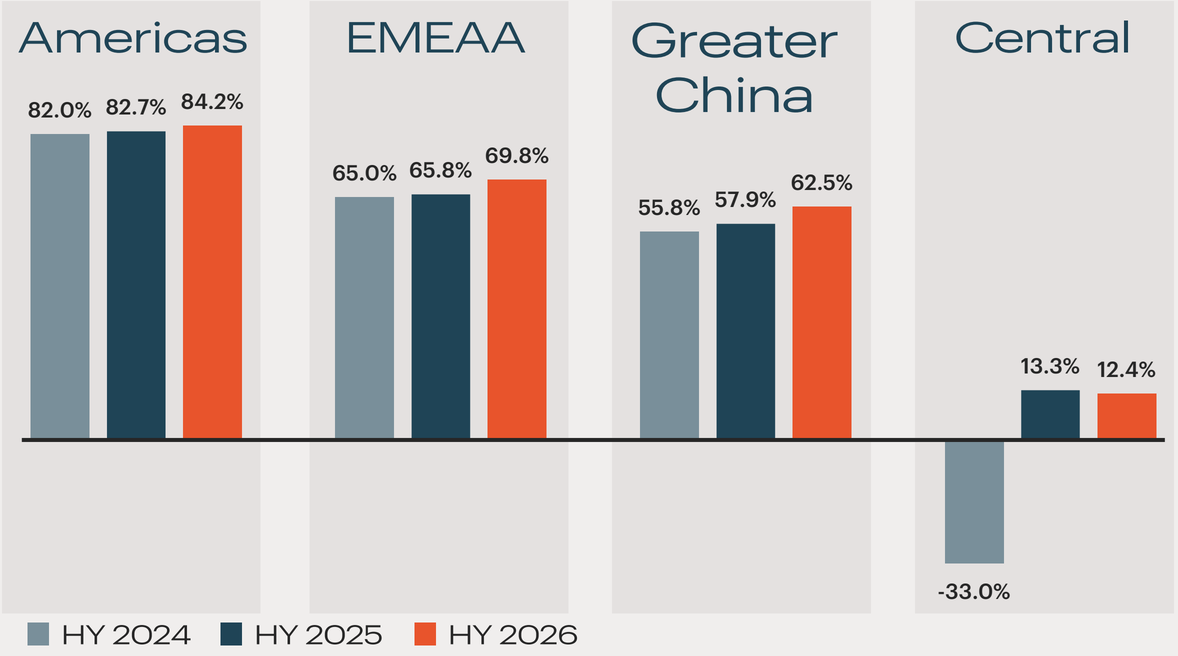
Signings mix (rooms):
51% new builds
49% conversions

	Q2 Signings (rooms)	HY Signings (rooms)	Pipeline at 30 June 2026 (rooms)
Americas	6.6k	12.5k	Americas 107.4k
EMEAA	12.4k	19.5k	EMEAA 124.5k
Greater China	8.7k	17.1k	Greater China 115.8k
TOTAL	**27.8k** (189 hotels)	**49.2k** (352 hotels)	**347.7k** (2,385 hotels)
Growth: total	+10% YOY	(4)% YOY	+3% YOY
Growth: adjusted[1]		+8% YOY	

1. Excluding signings associated with the Ruby acquisition (HY26: nil; HY25: 5.7k)

Fee margin[1] up +120bps YOY, driven by strong fee growth performance across all three regions

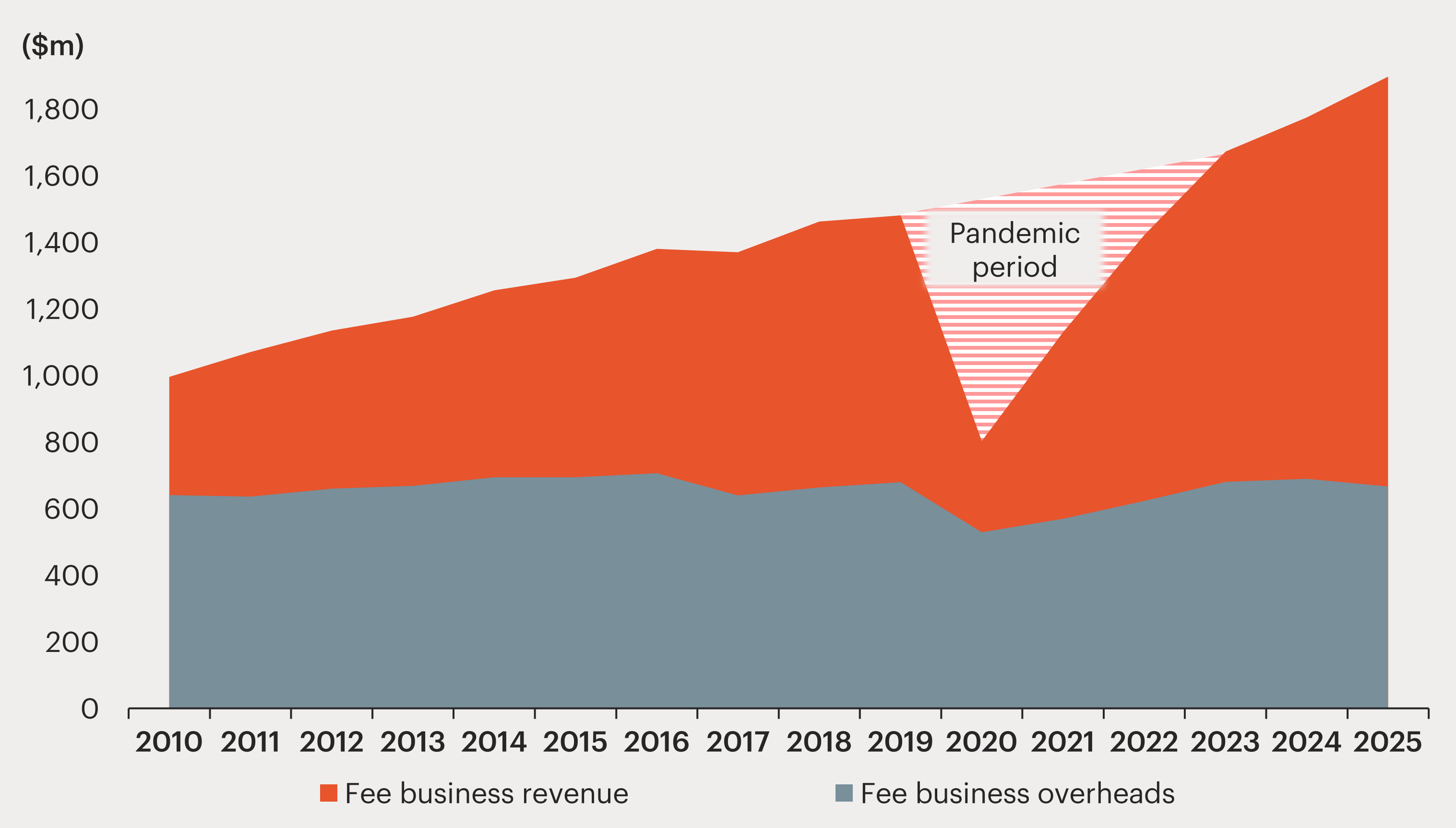




	Americas	EMEAA	Greater China	Central
Fee business operating profit growth:	Up +5% to $415m	Up +13% to $148m	Up +25% to $55m	Up +5% to $22m

1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements. Fee margin excludes owned & leased hotels, and significant liquidated damages. It is stated at AER.

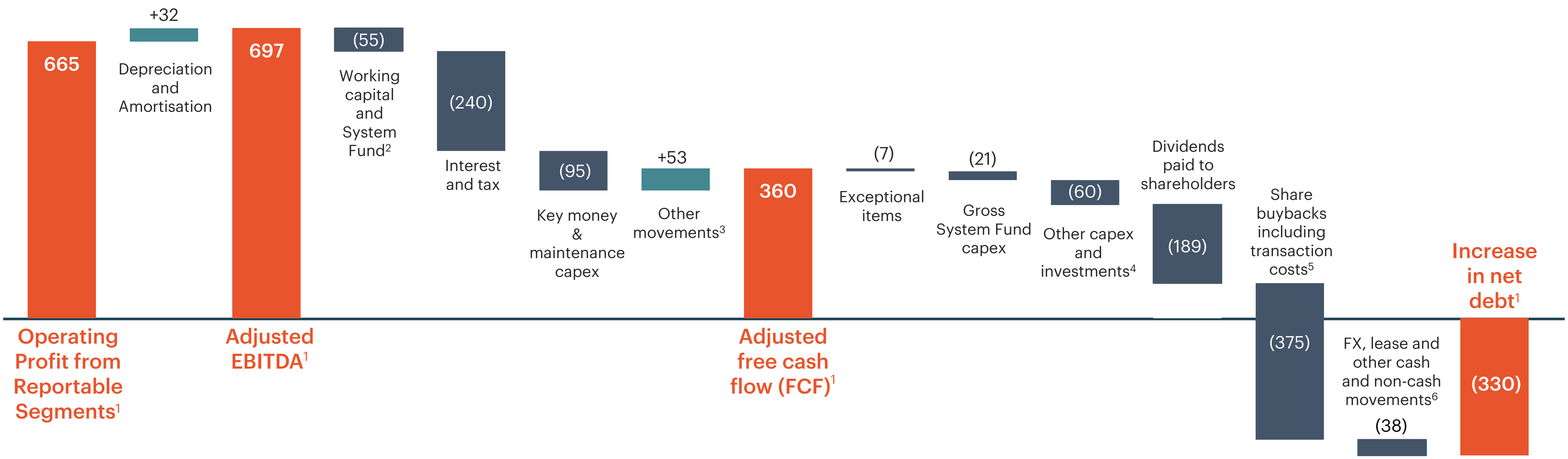
IHG has a long track record of delivering revenue growth while maintaining a highly efficient and scalable cost base



- Continuous focus on ensuring our cost base runs with maximum efficacy
- Expect overheads to continue at a lower rate of increase than revenues, driving further margin expansion
- HY26 has continued this track record, with +4% increase in fee business overheads which was lower than +7% growth fee business revenue
- FY26 overheads increase still expected to be within the 1-3% range, supporting further margin expansion

FCF[1] in-line with H1 expectations and >100% conversion of adjusted earnings[1] on a trailing 12-month basis

HY 2026 ($m)



1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.
2. Includes: $(121)m of working capital and other adjustments; $9m System Fund reported result; $33m of System Fund depreciation and amortisation; and $24m of other non-cash adjustments to System Fund result.
3. Includes: $(3)m of principal element of lease payments, net of finance lease receipts; $(3)m related to the Group's insurance activities; $(5)m purchase of EST shares; $11m impairment loss on financial assets; and $53m other non-cash adjustments to operating profit.
4. Includes: $(42)m of gross recyclable capital expenditure; $2m disposals and repayments; and $(20)m deferred and contingent purchase consideration.
5. Relating to the $950m share buyback announced in February 2026.
6. Includes: $11m net favourable exchange movements; $5m principal element of lease liabilities; $5m other movements in lease liabilities; $(55)m increase in accrued interest; $(1)m dividends paid to non-controlling interest; and $(3)m other adjustments

Targeted capital expenditure to drive growth: in line with FY guidance

$m	HY 2026	HY 2025
Key money & maintenance capex		
Key money[1]	(83)	(86)
Maintenance capex	(12)	(10)
Total	**(95)**	**(96)**
Recyclable investments		
Gross out	(42)	(9)
Gross in	2	-
Net total	**(40)**	**(9)**
System Fund capital investments		
Gross out	(21)	(19)
Gross in[2]	33	39
Net total	**12**	**20**
Total capital investments		
Gross total[3,4]	(158)	(124)
Net total[4]	**(123)**	**(85)**

- **Key money:** used to secure hotel signings
- **Maintenance:** relates to owned & leased 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 $nil in HY 2026 (HY 2025: $nil).
2. Consists of depreciation and amortisation of $33m in HY 2026 (HY 2025: $40m), adjusted to exclude depreciation for right-of-use assets of $nil (HY 2025: $1m).
3. Includes gross key money payments of $83m in HY 2026 (HY 2025: $86m).
4. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.

Continuing our capital allocation approach to routinely return surplus capital to shareholders – on track to complete $950m buyback in 2026

#1: Invest in the business to drive growth

#2: Sustainably grow the ordinary dividend

#3: Return surplus funds to shareholders

Objective of maintaining an investment grade credit rating

2.5x – 3.0x Net Debt:Adjusted EBITDA under normalised conditions

As of 30 June 2026: **Net debt[1] $3,663m / TTM Adjusted EBITDA[1] $1,392m = 2.6x**

IHG announced a $950m buyback in February 2026

As of 30 June 2026:

$397m spent (42% complete) | **2.7m shares repurchased** | **1.8% reduction in share count**

FY26: ~$285m ordinary dividends + $950m buyback = $1.2bn+ or 5.8% of opening market cap

1. Definitions for non-GAAP measures can be found in the 'Use of key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.

Modelling considerations

FY26 and near-term:

Interest expense

Adjusted interest expense[1] is expected to increase in FY26 to **$230m-$240m** (FY25: $200m), given increase in average net debt and slightly higher blended cost of borrowing

Tax rate

Adjusted tax rate[1] is expected to be **26-27%** in FY26 and for the near term (FY25: 27%), based on assumptions for geographic profit mix and corporate income tax rates currently enacted

Capital expenditure

Unchanged guidance for key money & maintenance capex of **~$200-250m** annually (FY25: $208m; FY24 $237m). Medium term guidance for gross capex still expected to be **~$350m** annually on average (FY25: $269m; FY24: $350m)

Looking ahead, IHG's growth ambitions and drivers for future shareholder value creation remain unchanged:

- **High-single digit** percentage growth in **fee revenue** annually on average over the medium to long term, driven largely by the combination of RevPAR growth and net system size growth
- **100-150bps** increase in **fee margin**[1] annually on average over the medium to long term
- **~100% conversion** of adjusted earnings into **adjusted free cash flow**
- **Sustainably growing** the **ordinary dividend**
- **Returning additional capital to shareholders**, such as through regular share buyback programmes, further enhancing EPS growth

This creates opportunity for compound growth in adjusted EPS of 12-15% annually on average over the medium to long term, driven by the combination of the above

1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.

Progress on Strategic Priorities

Elie Maalouf

Chief Executive Officer

IHG HOTELS & RESORTS

Favourable macro backdrop fuelling structural growth drivers

Further economic growth, employment and wealth creation drove incremental travel and hotel demand in the first half of 2026

Economic growth	Employment	Wealth creation	Travel mobility	Hotel demand
+2.5% Global GDP growth HY 2026 vs HY 2025 (estimate)	**~+100m** Global employment HY 2026 vs HY 2025 (estimate)	**+7%** Global household wealth 2025 vs 2024	**+1%** Global airline RPKs HY 2026 vs HY 2025	**+35m** Global room nights sold HY 2026 vs HY 2025

IHG is capturing global growth through our strategically diversified and resilient business model:

- **7,100+ hotels in 100+ countries,** and a growing presence in the world's fastest growing economies
- **21 brands** capturing guests from Midscale to Ultra Luxury, from remote resorts to major gateway cities
- **>95% of EBIT is generated from our fee business, and IMFs represent only ~10% of fee business revenue**

Sources: Oxford Economics (real GDP, employment), McKinsey Global Institute, IATA (airline RPKs), STR (hotel room nights sold)

Our five areas of focus

We made significant progress in HY 2026 against a clear strategy that is unlocking the full potential of our business for all stakeholders

01 Growing our brands

02 Expanding in key geographic markets

03 Developing our leading technology and enterprise platform

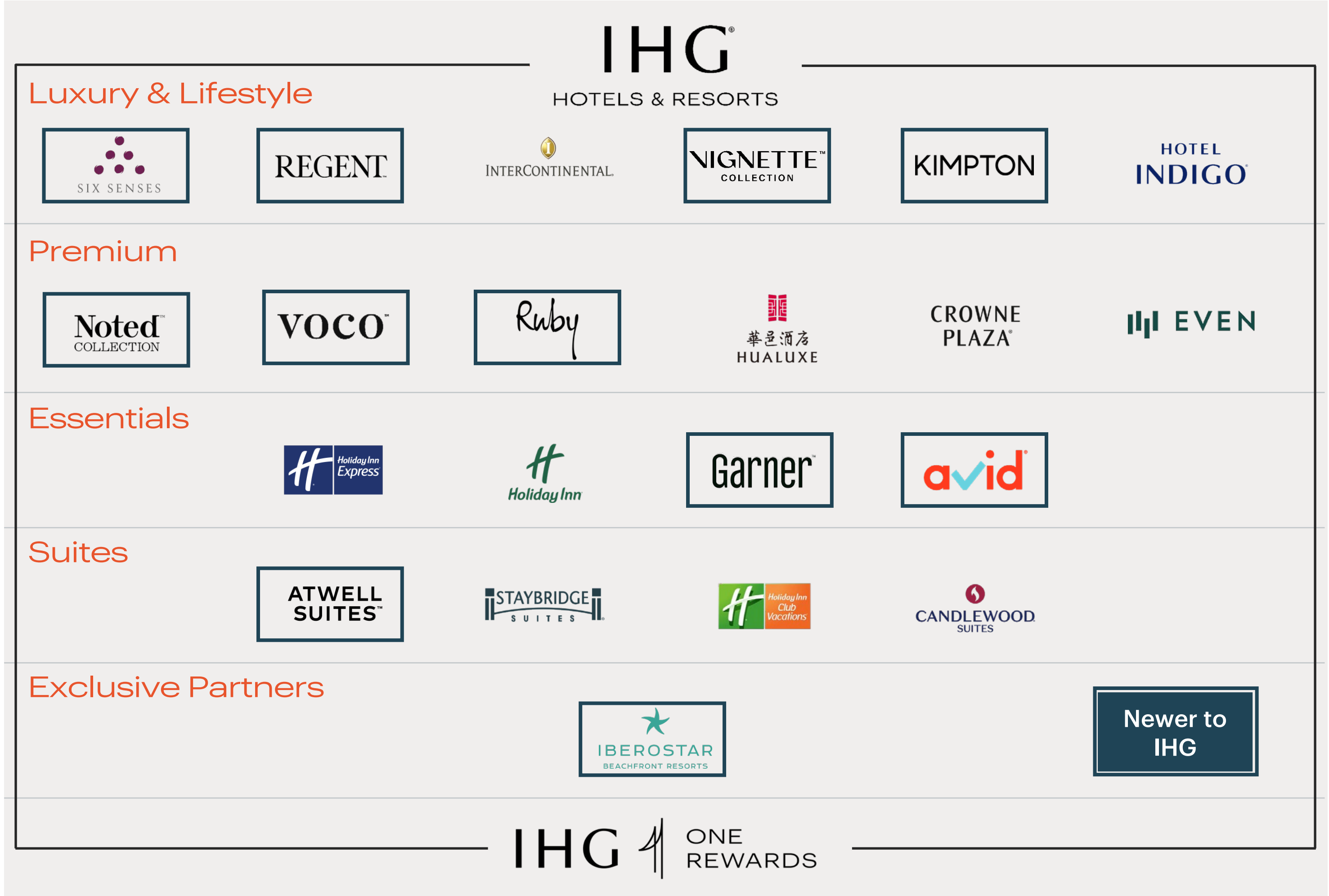
04 Driving ancillary fee streams

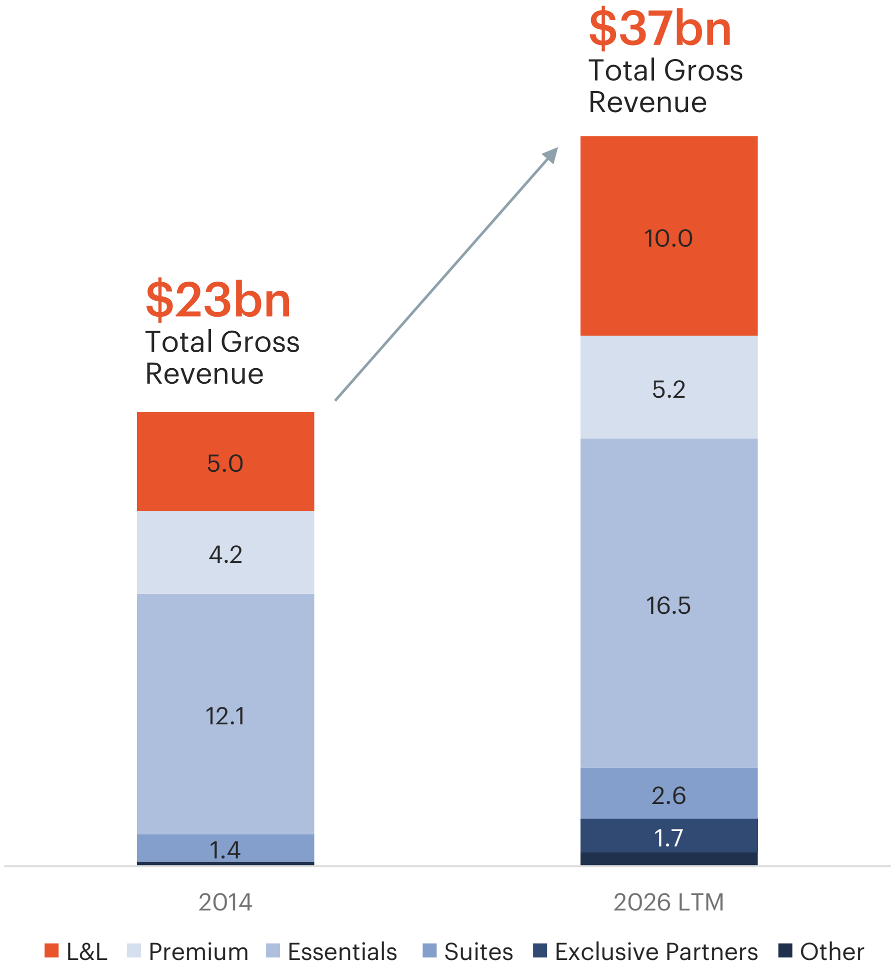
05 Delivering increased dividends and returning surplus capital to our shareholders

Growing our brands

21 brands extend our reach to more guests, owners and stay occasions

Growth in Luxury & Lifestyle, Suites and Exclusive Partners has diversified our total gross revenue mix

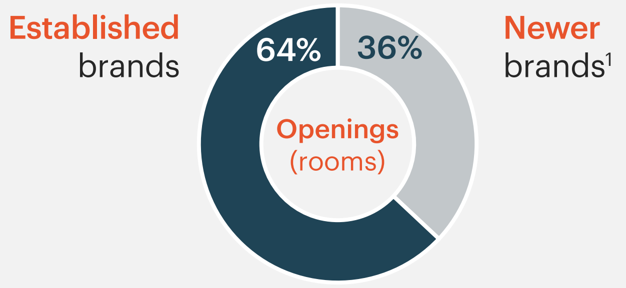




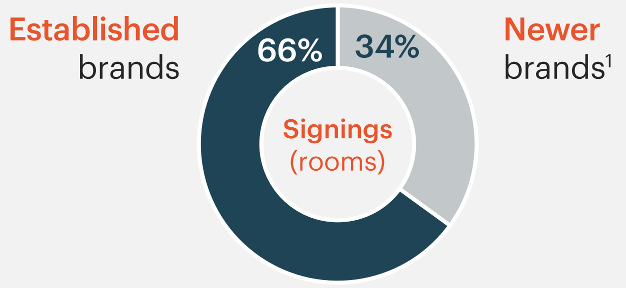
Record organic development activity in HY 2026

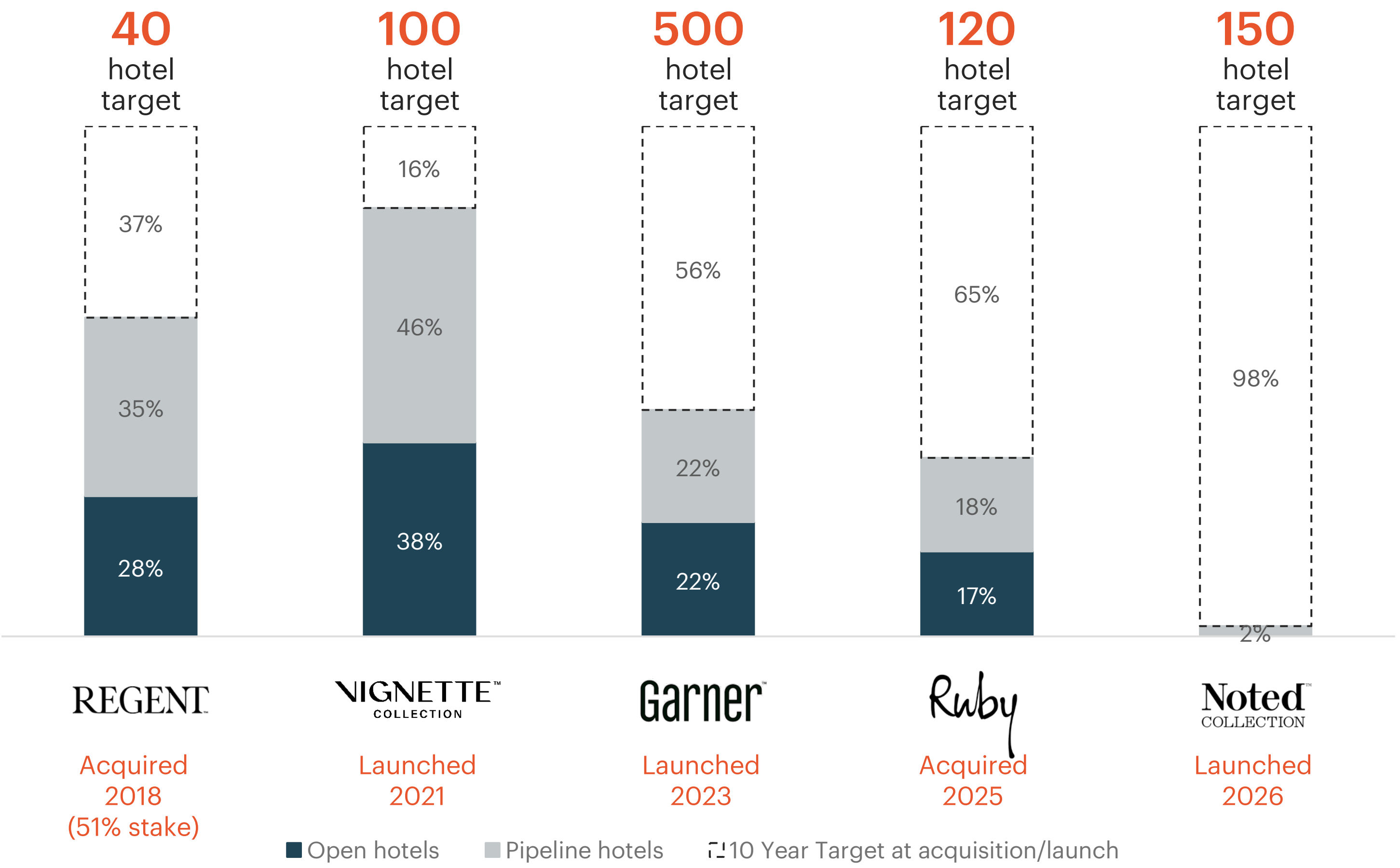
Established brands are driving ~2/3rds of openings and signings activity on a large base, while newer brands continue to scale at pace with a long runway for future growth

197 hotels and 31.5k rooms **opened** in HY 2026



352 hotels and 49.2k rooms **signed** in HY 2026





1. IHG's 11 newer brands (acquired or organically developed since 2015) are Six Senses, Regent, Vignette Collection, Kimpton, Noted Collection, voco, Ruby, Garner, avid, Atwell Suites and Iberostar.

Brand spotlight

Recently acquired and organically developed brands gaining momentum with strong development activity and trading performance

REGENT

Regent Carlton Cannes

- 25 open + pipeline hotels, up from 9 when 51% stake first acquired in 2018
- Completed next step to acquire remaining 49% stake
- Exceptional delivery recognized by both guests and industry followers

Ruby

Ruby Frida Hotel Stockholm

- 42 open + pipeline hotels, up from 30 when acquired in 2025
- First 2 signings in the US will take the brand to New York and Chicago
- Ruby now franchise-ready in EAPAC, with strong owner interest

Garner

Garner Beijing 798 Art District

- 222 open + pipeline hotels across 17 countries <3 years since launch
- First opening in China in HY 2026
- Further 22 signed in the US in HY 2026, 12 in Japan and first 5 in China

Selection for US Air Force lodging reflects strength of our enterprise

Operational transfer to begin in 2027 and is expected to initially include hotels on 23 Air Force installations

- IHG and our partner Centinel **selected by the Department of the Air Force** (DAF) as its commercial partner for **on-base lodging**
- New **50-year agreement** in progress of finalizing and at the future date of execution the hotels and rooms will be **recognized in our pipeline**
- **Operational transfer will begin later in 2027** and is expected to initially include **hotels on 23 installations** across the US and its territories
- Reflects the **strength of IHG's enterprise platform** and ongoing **success serving military communities** through the Privatization of Army Lodging (PAL) program since 2009 (40 installations, 70+ hotels, 12,000+ rooms)

Building on our success with the US Army

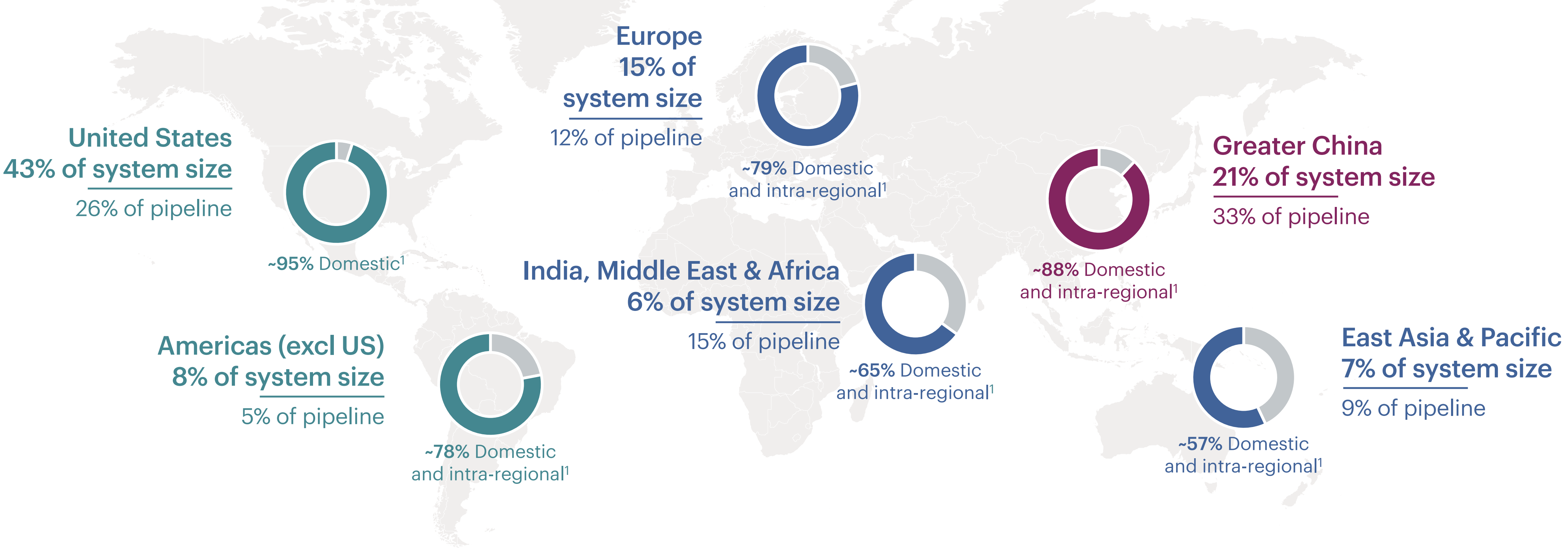
Regent Hong Kong

Expanding in key geographic markets

Diversified geographic footprint

With 7,100+ hotels in over 100 countries, we have a strong global footprint; ~60% of our pipeline is in rapidly growing economies in Asia and IMEA

- Nearly 90% of IHG's guests in the LTM ending 30 June 2026 travelled domestically or from nearby countries[1]
- GDP and the number of middle-income households are expected to grow at a +4% and +6% CAGR across Asia and IMEA vs +2% and +1%, respectively, in Europe and the Americas over the next 10 years[2]

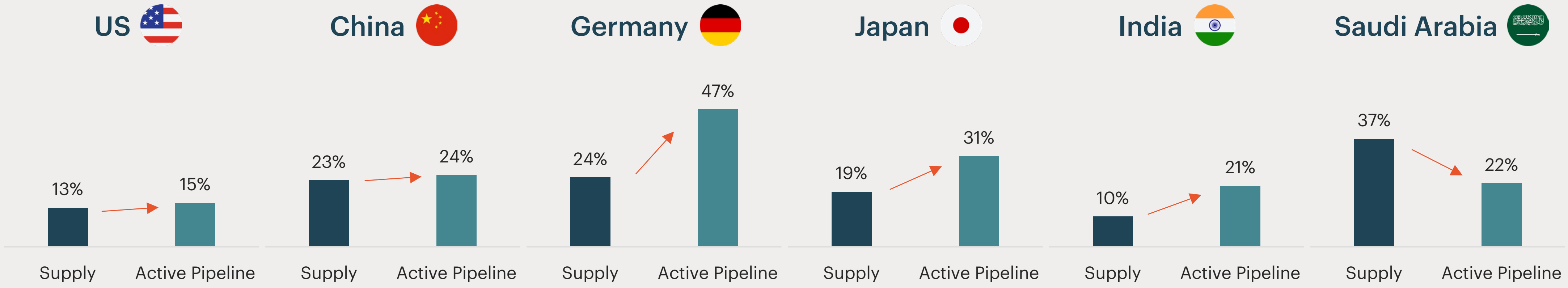


Note: 1. Based on IHG One Rewards Loyalty Data. 2. Oxford Economics, real GDP and middle-income households weighted based on IHG's open and pipeline rooms in each country, CAGR calculated between 2025 and 2035.

Taking share in key geographic markets

Strong signings activity in HY 2026 supports future market share gains across key geographic markets

We are taking share of future supply relative to our six global peers[1] in most of our key geographic markets...



... As we build from an already strong base

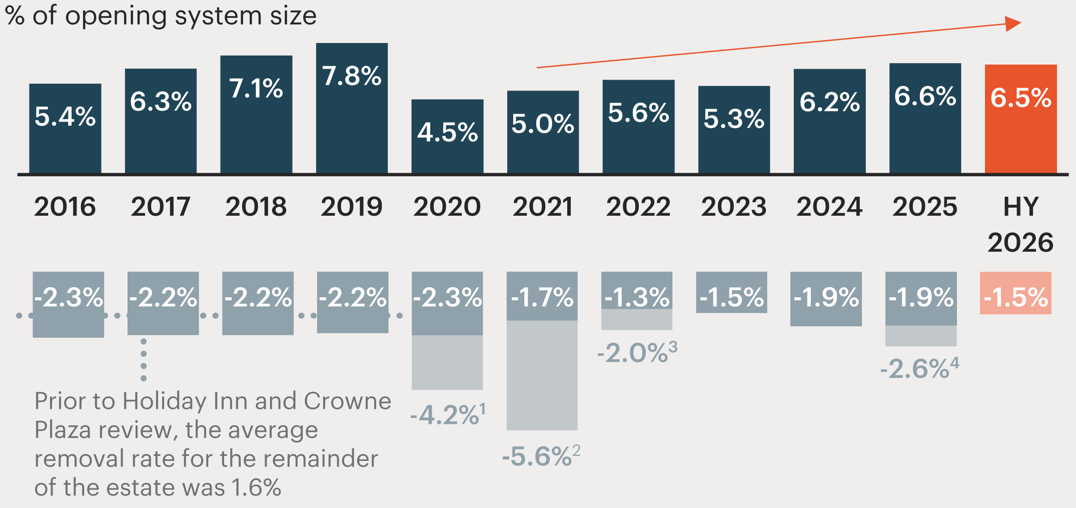
	US		China		Germany		Japan		India		Saudi Arabia	
	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels
System size	453k	4.1k	223k	957	33.0k	192	15.6k	62	8.6k	53	24.8k	48
Pipeline	90.7k	962	116k	591	10.3k	61	4.8k	34	16.9k	110	19.2k	63
Openings	6.2k	53	15.2k	79	600	4	362	3	357	2	302	1
Signings	10.6k	107	17.1k	103	2.5k	13	1.3k	14	4.4k	24	387	2

Note: 1. Peer data sourced from STR with the active pipeline defined as projects in construction, final planning and planning; includes both new builds and conversion.

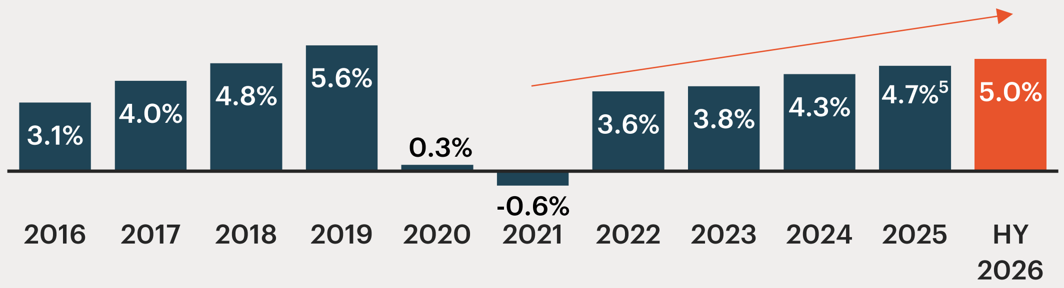
System growth

The strength of IHG's brand portfolio and expansion in priority growth geographies are fuelling strong gross openings and higher net system growth

Stronger gross openings and lower removals...



... are driving higher net system growth



Future NSSG underpinned by...

- 33% rooms growth embedded in the pipeline
- Around 50% of the pipeline under construction[6]

Notes: 1. 2.3% excluding 1.9%pt impact from termination of SVC hotels; 2. 1.7% excluding 3.9%pt impact from removal of Holiday Inn and Crowne Plaza hotels across the Group; 3. 1.3% excluding 0.7%pt impact from Russia exits; 4. 1.9% excluding 0.7%pt impact from The Venetian Las Vegas; 5. 4.7% excluding 0.7% impact from The Venetian Resort Las Vegas; 4.0% net on a reported basis. 6. The definition of under construction was changed with FY 2025 results to align with industry reporting and that of peers related to the conversion pipeline. Had this change been applied in prior years, it would have had a low single digit percentage point increase in the proportion of the global pipeline under construction.

Developing our leading technology and enterprise platform

IHG's industry-leading connected technology ecosystem

Our interconnected, cloud-based solutions deliver competitive advantages to our 7,100+ hotels

Promote hotels

Award-winning channels

- IHG One Rewards Mobile App
- IHG Web
- Reservation Centers

Content Platform
AI Enhanced
Piloting

Optimise operations

Modern, above property, efficient solutions

Guest Reservation System
Rolled-out
Takes bookings

Revenue Management System
Rolled-out
Optimizes pricing

Property Management System
Scaling
Manages check-ins/outs, room assignments, and guest data

Engage guests

Memorable experiences

IHG ONE REWARDS

Customer Relationship Management
AI Enhanced
Piloting

Underpinned by Artificial Intelligence

Artificial Intelligence

Weaving AI throughout IHG's industry-leading enterprise platform to support the delivery of our growth algorithm

Guest acquisition & loyalty

Search, discover, book, stay

Delivering 'top of funnel' visibility, driving booking conversions and deepening guest loyalty

- Content platform
- AI trip planning
- AI-powered marketing
- Guest CRM

Hotel performance

AI-powered, cloud-based solutions

Enhancing hotel profitability with industry-leading technology

- Revenue Management System
- AI language translation
- Digital assistant solutions

Corporate efficiency & innovation

Scalable, compounding growth

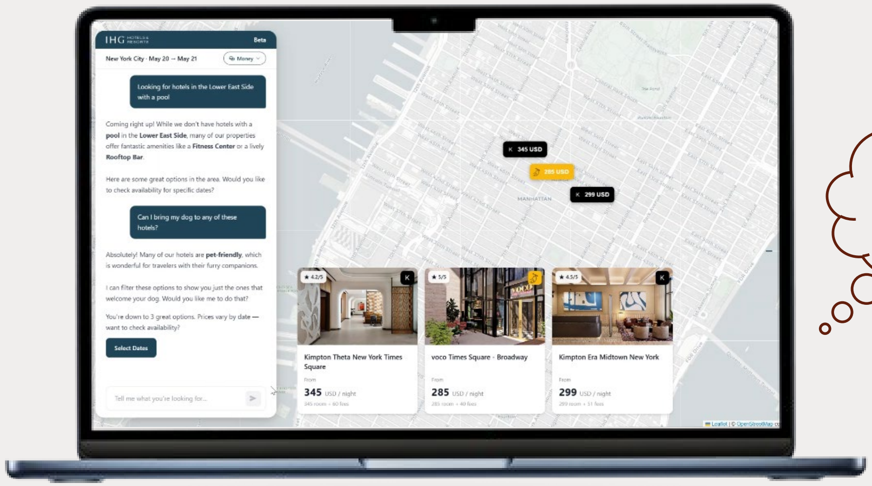
Boosting how we deliver on our growth algorithm with an even more efficient cost base

- New ways of working
- Delivering insights faster and more effectively
- Automating routine tasks

Guest Acquisition & Loyalty: AI-enabled trip planning

Creating new ways for guests to discover and book our hotels with the launch of conversational search capabilities on IHG's app and websites and a new ChatGPT plug-in

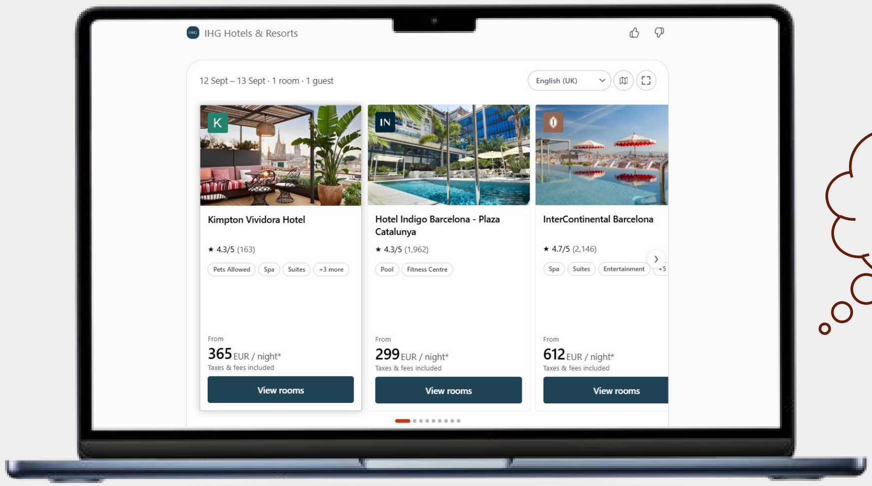
IHG app and web conversational search (in beta)



Live demo in 'IHG Checks In On...' episode

- Brings **conversational search capabilities** into IHG's digital ecosystem
- Guests can **discover hotels based on the criteria that matter most** to them
- **Scaling in the Americas and EMEAA** in coming months

ChatGPT plug-in (launched)



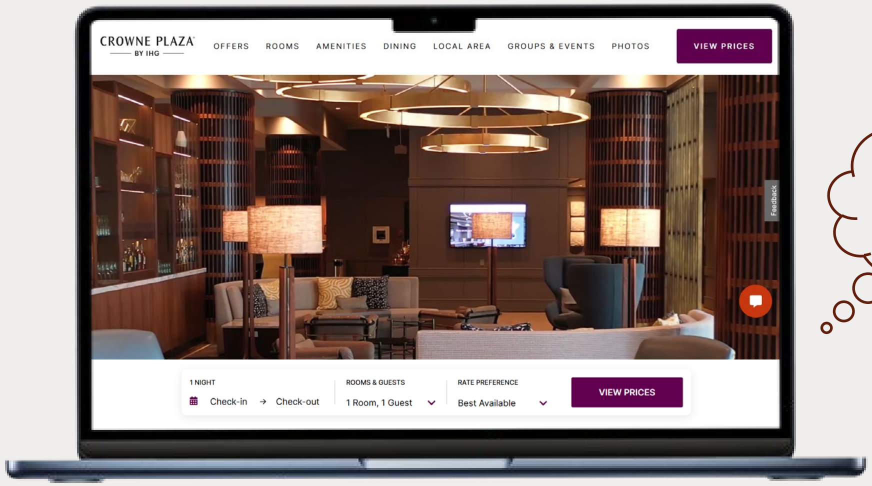
Live demo in 'IHG Checks In On...' episode

- Designed to **complement IHG's digital platforms**
- Surfaces real-time availability, pricing, interactive maps and amenities

Guest Acquisition & Loyalty: enhancing discoverability and engagement

Our new content platform ensures the right hotel is recommended to fit a guest's needs; our new CRM enables even more personalized experiences

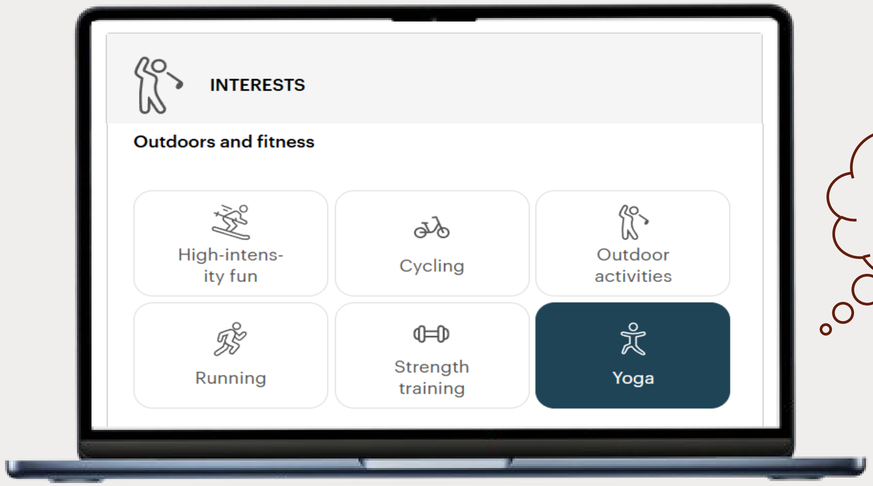
Content platform (in pilot)



Live demo in 'IHG Checks In On…' episode

- **Unlocking new ways to showcase and promote hotels**, including videos, 360-degree images and floorplans
- **Enhancing hotel search recommendations** with more granular detail on each of our properties

Guest CRM (in pilot)



Live demo in 'IHG Checks In On…' episode

- Unified cloud-based platform, delivering **more personalised experiences** and **deepening guest loyalty**
- **Improved access to guest preferences and milestone events** across our hotels and customer care centres

Powerful loyalty programme is driving enterprise contribution

IHG One Rewards has rapidly grown to >160 million loyalty members that are ~10x more likely to book direct and spend ~20% more than non-members

Loyalty highlights

Member engagement is strong and growing

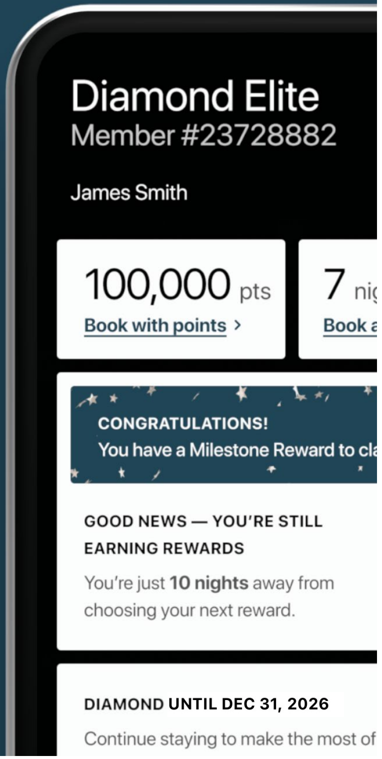
Globally (US)
~67% (~73%)
room nights
booked by members
in HY 2026

Milestone Rewards Selected
+7%
YOY in HY 2026

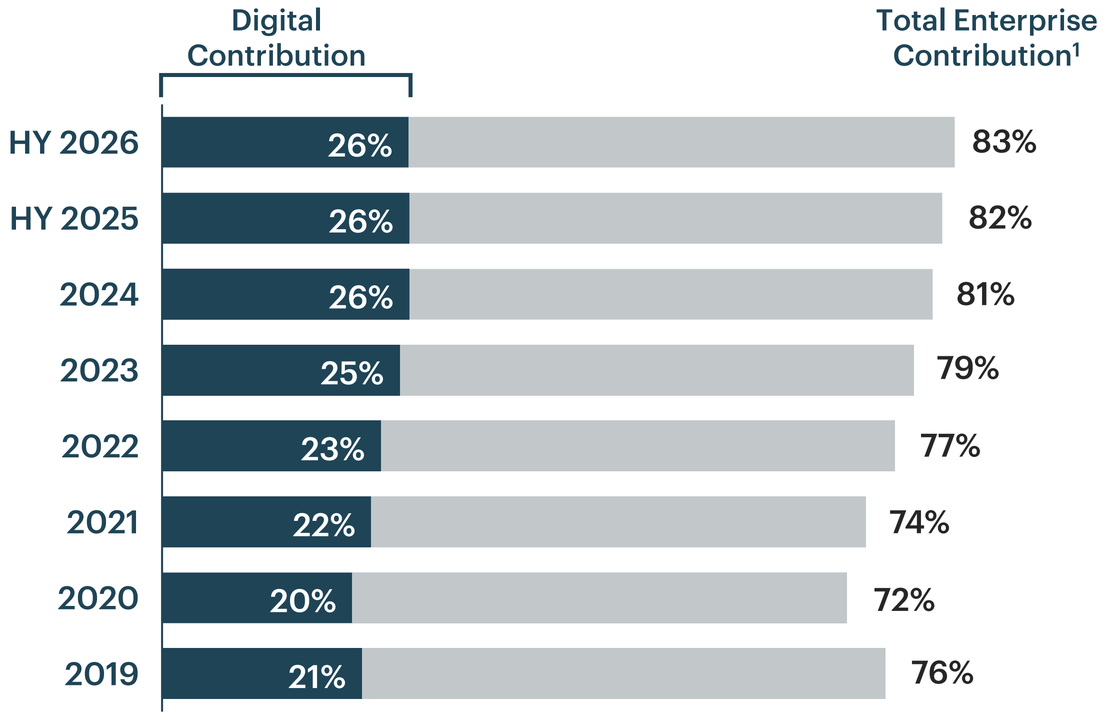
Backed by our best-in-class digital channels

App visits
+9%
YOY in HY 2026

~65%
of elite members[2] **used the app**
In the last 12 months



Enterprise contribution



Notes: 1. Enterprise Contribution: the percentage of room revenue booked through IHG managed channels and sources: direct via our websites, apps and call centres; through our interfaces with Global Distribution Systems (GDS) and agreements with Online Travel Agencies (OTAs); other distribution partners directly connected to our reservation system; and Global Sales Office business or IHG Reward members that book directly at a hotel. 2. Elite members include Silver, Gold, Platinum and Diamond members.

Holiday Inn Express Shanghai on The Bund

Driving ancillary fee streams

Ancillary fee streams

Leveraging the strength of our enterprise platform to drive high margin, high growth ancillary fees while further diversifying our revenue mix

Co-brand cards

US partnership
with Chase and Mastercard

+MSD % YOY
card member growth in HY 2026

UK partnership
with Revolut and Visa

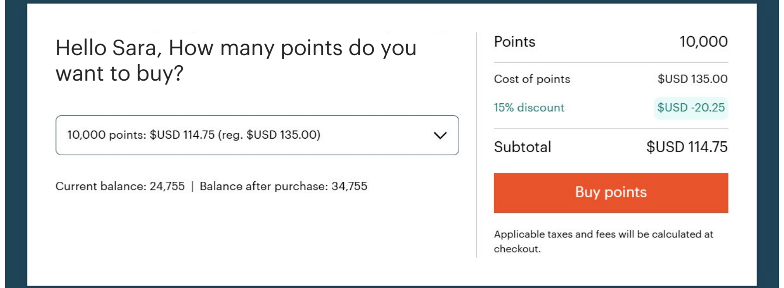
Launched in June
with card acquisitions and spend tracking ahead of expectations

Japan partnership
with Sumitomo Mitsui Card Company

On track to launch in **H1 2027**

More countries coming soon

Loyalty point sales



+LDD % YOY growth in HY 2026

Future growth driven by success and further expansion of IHG One Rewards

Branded residential

The Residences at InterContinental Phuket Resort

35 projects
open or selling across 19 countries

~2x increase
in industry segment expected by 2032[1]

1. Savills Branded Residences 2025/2026 Report


Hotel Indigo London K West Shepherd's Bush

Conclusion

Our growth algorithm

Strong track record, performance and potential; driving compounding growth and sustainable shareholder value creation

	IHG's strong track record decade to 2019	IHG's strong performance 2025 vs 2024	IHG's continued execution HY 2026 vs HY 2025	IHG's strong potential looking ahead
RevPAR	+3.9% CAGR	+1.5% YOY	+4.1% YOY	**HSD % CAGR in fee revenue** driven largely by combination of RevPAR and system growth
Net system size growth	+3.2% CAGR	+4.7% YOY	+5.0% YOY	
Fee margin expansion	+130bps p.a.	+360bps YOY	+120bps YOY	**+100-150bps p.a.** driven largely by operating leverage
Cash conversion	>100%	>100%	>100%	**~100%** adjusted earnings into adjusted free cash flow
Ordinary dividends	+11.0% CAGR	+10% YOY	+10% YOY	Continue **sustainably growing**
Total capital returned to shareholders	$13.7bn returned	>$1.1bn returned	>$1.2bn to be returned in FY 2026	Continue **returning surplus capital**, whilst targeting financial leverage 2.5-3.0x
Adjusted EPS growth	+11.4% CAGR	+16% YOY	+13% YOY	**+12-15% CAGR**

Notes: FY 2025 NSSG adjusted for the impact of removing 7,092 rooms previously affiliated with The Venetian Resort Las Vegas; +4.0% net on a reported basis. Historical track record of RevPAR, NSSG and fee margin are the average annual improvements and Adjusted EPS is the CAGR each for the decade through to 2019; cash conversion is cumulative adjusted earnings conversion into adjusted free cash flow for 2015 to 2019 and 2020 to 2024; ordinary dividends CAGR is 2003 to 2019; ordinary dividend for 2024 vs 2019 is that proposed for each year; total capital returned is cumulative for 2003 to 2019 and 2020 to 2024. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of IHG's FY25 results, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.

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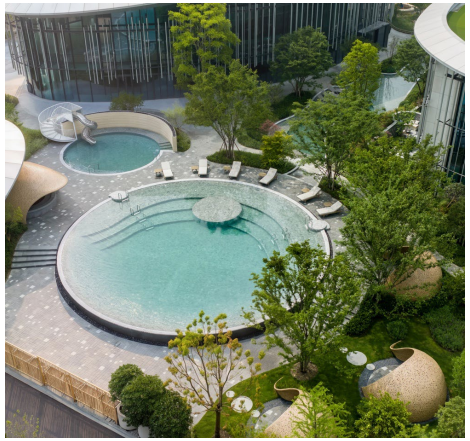


Appendices

HY 2026

Strong performance with EBIT[1] +10% and Adjusted EPS[1] +13%; record organic development activity; on track to return $1.2bn+ to shareholders; confident in long-term growth drivers

RevPAR

- **+4.1%** H1 global RevPAR
- **+2.5%** H1 global ADR
- **+1.0%pts** H1 global occupancy

System Size

- **1,049k** rooms (7,109 hotels)
- **+6.5% gross** system growth YOY; **+5.0% net** system growth YOY
- Opened **31.5k** rooms (197 hotels), **+8%**[3] YOY
- Signed **49.2k** rooms (352 hotels), **+8%**[4] YOY

Profit and Earnings

- **65.9%** fee margin[1], **+1.2%pts**
- **$697m** EBITDA[1,2], **+9%**
- **$665m** EBIT[1,2], **+10%**
- **274.7¢** Adjusted EPS[1], **+13%**

Capital Returns

- **$360m** FCF[1,2] ($302m in H1 25)
- **64.5¢** interim dividend; **+10%**
- **$950m** share buyback; share count lowered by **4.0% YOY**
- **2.6x** leverage ratio
- **$1.2bn+** total returns for 2026; **5.8%** of opening market cap

Driving future system growth

- **Pipeline 348k** rooms (2,385 hotels), **+3% YOY,** and represents **33%** of current system size
- **Strong growth in conversions**, representing 43% of all openings and 49% of all signings
- Newly launched **Noted Collection** further strengthens IHG's portfolio and growth potential with first three deals signed

1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.
2. EBIT refers to operating profit from reportable segments, with EBITDA adding back $32m of depreciation and amortisation; FCF refers to adjusted free cash flow.
3. +8% openings growth is on an organic basis, excluding the Ruby brand acquisition (0.6k rooms in H1 2026, 2.7k rooms in H1 2025).
4. +8% signings growth is on an organic basis, excluding the Ruby brand acquisition (5.7k rooms in H1 2025).

Revenue and operating profit breakdown

Results from reportable segments

	HY 2026	HY 2025	'26 vs '25 $ change	'26 vs '25 % change
Franchise and base management fees	$707m	$665m	$42m	6%
Incentive management fees	$86m	$85m	$1m	1%
Central revenue	$178m	$158m	$20m	13%
Revenue from fee business	**$971m**	**$908m**	**$63m**	**7%**
Revenue from owned & leased hotels	$270m	$255m	$15m	6%
Revenue from insurance activities	$14m	$12m	$2m	17%
Revenue from reportable segments	**$1,255m**	**$1,175m**	**$80m**	**7%**
Overheads from fee business	$(331)m	$(318)m	$(13)m	(4)%
Expenses relating to owned & leased hotels	$(250)m	$(237)m	$(13)m	(5)%
Costs relating to insurance activities	$(9)m	$(16)m	$7m	44%
Costs	**$(590)m**	**$(571)m**	**$(19)m**	**(3)%**
Operating profit from fee business	$640m	$590m	$50m	8%
Fee margin[1]	**65.9%**	**64.7%**	**-**	**1.2%pts**
Operating profit from owned & leased hotels	$20m	$18m	$2m	11%
Operating profit/(loss) from insurance activities	$5m	$(4)m	$9m	-
Operating profit from reportable segments	**$665m**	**$604m**	**$61m**	**10%**

1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.

Revenue and operating profit 2022-2026

	Total Revenue								Total Operating Profit[1]							
	H1				FY				H1				FY			
Actual US$	2026	2025	2024	2023	2025	2024	2023	2022	2026	2025	2024	2023	2025	2024	2023	2022
Franchise and Base Management Fees	486	468	471	456	943	958	936	861	-	-	-	-	-	-	-	-
Incentive Management Fees	7	7	7	7	20	21	21	18	-	-	-	-	-	-	-	-
Fee Business	493	475	478	463	963	979	957	879	415	394	392	379	804	795	787	741
Owned, Leased & Managed Lease	91	86	83	74	166	162	148	126	27	21	21	15	32	33	28	20
Total Americas	**584**	**561**	**561**	**537**	**1,129**	**1,141**	**1,105**	**1,005**	**442**	**415**	**413**	**394**	**836**	**828**	**815**	**761**
Franchise and Base Management Fees	152	137	128	118	299	277	253	215	-	-	-	-	-	-	-	-
Incentive Management Fees	60	62	55	43	134	118	101	69	-	-	-	-	-	-	-	-
Fee Business	212	199	183	161	433	395	354	284	148	131	119	92	292	258	214	153
Owned, Leased & Managed Lease	179	169	164	148	378	353	323	268	(7)	(3)	0	(3)	11	12	1	(1)
Total EMEAA	**391**	**368**	**347**	**309**	**811**	**748**	**677**	**552**	**141**	**128**	**119**	**89**	**303**	**270**	**215**	**152**
Franchise and Base Management Fees	69	60	58	51	129	122	115	71	-	-	-	-	-	-	-	-
Incentive Management Fees	19	16	19	23	36	39	46	16	-	-	-	-	-	-	-	-
Fee Business	88	76	77	74	165	161	161	87	55	44	43	43	99	98	96	23
Total Greater China	**88**	**76**	**77**	**74**	**165**	**161**	**161**	**87**	**55**	**44**	**43**	**43**	**99**	**98**	**96**	**23**
Franchise and Base Management Fees	707	665	657	625	1,371	1,357	1,304	1,147	-	-	-	-	-	-	-	-
Incentive Management Fees	86	85	81	73	190	178	168	103	-	-	-	-	-	-	-	-
Central	178	158	112	101	336	239	200	184	22	21	(37)	(44)	36	(66)	(105)	(112)
Fee Business	971	908	850	799	1,897	1,774	1,672	1,434	640	590	517	470	1,231	1,085	992	805
Owned, Leased & Managed Lease	270	255	247	222	544	515	471	394	20	18	21	12	43	45	29	19
Insurance activities	14	12	11	10	27	23	21	15	5	(4)	(3)	(3)	(9)	(6)	(2)	4
Total Reportable Segments	**1,255**	**1,175**	**1,108**	**1,031**	**2,468**	**2,312**	**2,164**	**1,843**	**665**	**604**	**535**	**479**	**1,265**	**1,124**	**1,019**	**828**
System Fund and reimbursables	1,404	1,344	1,214	1,195	2,721	2,611	2,460	2,049	9	31	(10)	87	(46)	(83)	19	(105)
Total IHG	**2,659**	**2,519**	**2,322**	**2,226**	**5,189**	**4,923**	**4,624**	**3,892**	**674**	**635**	**525**	**566**	**1,219**	**1,041**	**1,038**	**723**

1. Excludes exceptional items

HY 2026 underlying fee business revenue and operating profit non-GAAP reconciliations

$m	Americas		EMEAA		Greater China		Central		Total IHG	
	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Profit
Fee business	493	415	212	148	88	55	178	22	971	640
Owned & leased	91	27	179	(7)	-	-	-	-	270	20
Insurance activities	-	-	-	-	-	-	14	5	14	5
Per HY 2026 financial statements	**584**	**442**	**391**	**141**	**88**	**55**	**192**	**27**	**1,255**	**665**
Significant liquidated damages	-	-	-	-	-	-	-	-	-	-
Currency impact	(3)	(2)	(8)	(2)	(4)	(2)	(2)	-	(17)	(6)
Underlying revenue and underlying operating profit	581	440	383	139	84	53	190	27	1,238	659
Owned & leased / insurance activities included in the above	(91)	(27)	(175)	6	-	-	(14)	(5)	(280)	(26)
Underlying fee business	**490**	**413**	**208**	**145**	**84**	**53**	**176**	**22**	**958**	**633**

HY 2025 underlying fee business revenue and operating profit non-GAAP reconciliations

$m	Americas Revenue	Americas Operating Profit	EMEAA Revenue	EMEAA Operating Profit	Greater China Revenue	Greater China Operating Profit	Central Revenue	Central Operating Loss	Total IHG Revenue	Total IHG Operating Profit
Fee business	475	394	199	131	76	44	158	21	908	590
Owned & leased	86	21	169	(3)	-	-	-	-	255	18
Insurance activities	-	-	-	-	-	-	12	(4)	12	(4)
Per HY 2025 financial statements	**561**	**415**	**368**	**128**	**76**	**44**	**170**	**17**	**1,175**	**604**
Significant liquidated damages	(7)	(7)	-	-	-	-	-	-	(7)	(7)
Underlying revenue and underlying operating profit	554	408	368	128	76	44	170	17	1,168	597
Owned & leased / insurance activities included in the above	(86)	(21)	(169)	3	-	-	(12)	4	(267)	(14)
Underlying fee business	**468**	**387**	**199**	**131**	**76**	**44**	**158**	**21**	**901**	**583**

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Revenue growth rate analysis HY 2026 vs HY 2025

	RevPAR growth %		Net rooms growth %		Underlying fee revenue[1] growth %
	Comparable	Total	YOY	Available	
	Hotels that have traded in all months being compared (i.e. steady state)	All hotels that were open in either 2026 or 2025 (inc. new hotels that are ramping up, those under refurbishment and closed hotels)	30 Jun 2026 vs 2025 (i.e. point-to-point variance)	Aggregate number of rooms available for sale in 2026 vs 2025	
Americas	4.8%	4.5%	1.8%	1.9%	4.7%
EMEAA	3.0%	1.2%	6.3%	6.9%	4.5%
Greater China	3.1%	3.3%	11.7%	10.8%	10.5%
Regions sub-total	**4.1%**	**2.6%**	**5.0%**	**5.0%**	5.2%
Central	-	-	-	-	11.4%
Group	**4.1%**	**2.6%**	**5.0%**	**5.0%**	**6.3%**

Total RevPAR growth % + available net rooms growth % does not fully proxy to underlying fee revenue growth %, due to factors including:
- Continued acceleration in NSSG means initial fee revenues are typically lower from hotel openings not yet fully ‘ramped up’
- Middle East conflict has had an additional fee revenue impact due to lower IMFs and delayed branded residential sales
- Reduced non-room revenue streams such as lower wedding demand in Greater China
- Other impacts on fee revenue growth from mix effects

1. Underlying fee revenue is fee revenue (thereby excluding owned & leased hotels, together with System Fund results and hotel cost reimbursements), excludes significant liquidated damages and is at constant HY 2025 exchange rates (CER).

Americas highlights

Trading performance

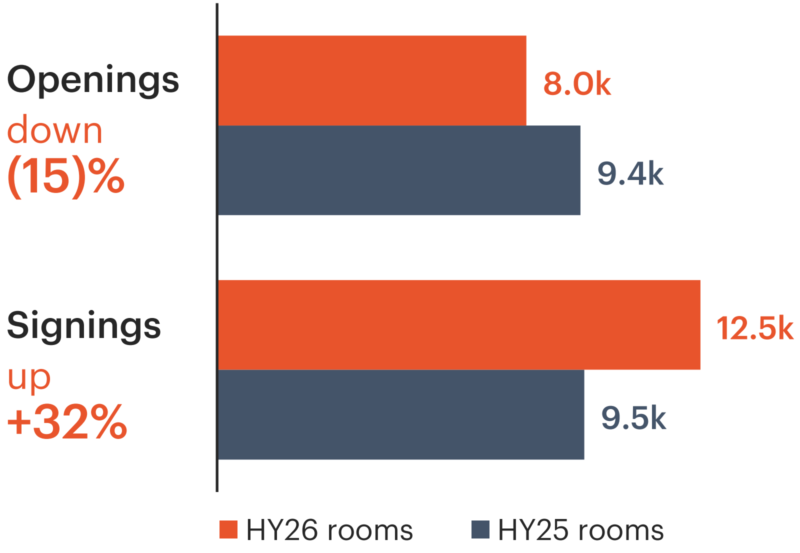
- HY RevPAR up **+4.8%**, with occupancy of 68.2% up +1.0%pts and rate +3.3% higher
- Q2 RevPAR up **+5.4%**, with occupancy of 72.4% up +0.8%pts and rate +4.2% higher
- Fee margin[1] **84.2%** (HY25: 82.7%); $7m IMFs (HY25: $7m)
- Operating profit from reportable segment[1] **$442m**, up **+6.5%** (HY25: $415m)

Openings

- **8.0k rooms (68 hotels) opened**, down **(15)%** YOY
- System size of 531k rooms (4,635 hotels), gross growth **+3.3%** YOY
- 25 openings across the Holiday Inn Brand Family
- 17 properties across the Staybridge Suites and Candlewood Suites brands
- 17 for the conversion-led Garner brand
- Conversions accounted for 42% of room openings

Signings

- **12.5k rooms (131 hotels) signed**, up **+32%** YOY
- 54 signings across the Holiday Inn Brand Family
- 38 signings across Suites brands, 22 for Garner
- Pipeline of 107k (1,103 hotels), up **+1.5%** YOY; represents **20%** of current system size



1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.

EMEAA highlights

Trading performance

- HY RevPAR up **+3.0%**, with occupancy of 69.7% up +0.8%pts and rate +1.8% higher
- Q2 RevPAR up **+0.6%**, with occupancy of 71.6% down (0.6)%pts and rate +1.6% higher
- Fee margin[1] **69.8%** (HY25: 65.8%); $60m IMFs (HY25: $62m)
- Operating profit from reportable segment[1] **$141m**, up **+10.2%** (HY25: $128m)

Openings

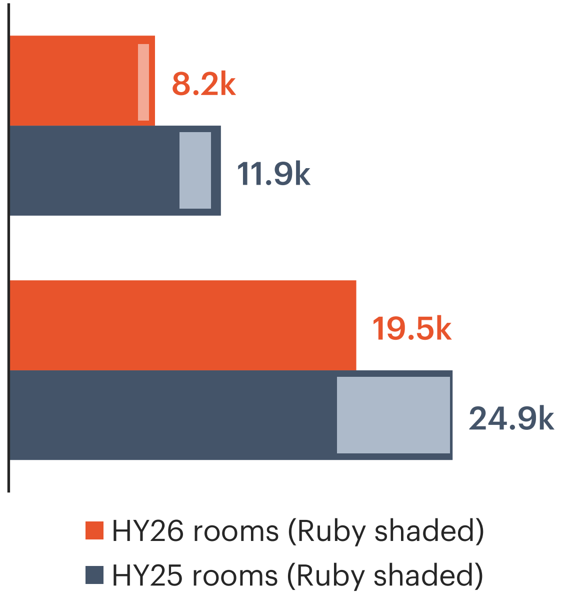
- **8.2k rooms (50 hotels) opened**, down **(18)%**[2] YOY
- System size of 294k rooms (1,517 hotels), gross growth **+7.4%** YOY
- Conversions accounted for 67% of room openings
- 11 openings for the voco brand, 9 for Crowne Plaza

Signings

- **19.5k rooms (118 hotels) signed**
- Signings up **+2%**[2] YOY (excl. hotels from initial Ruby acquisition)
- 27 Garner signings across 9 countries
- 20 signings across IHG's Luxury & Lifestyle brands
- Pipeline of 124k rooms (691 hotels) up **+8%** YOY; represents **42%** of current system size

Openings
down
(18)%[2]

Signings
up
+2%[2]



1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.
2. Growth rates exclude Ruby (openings: HY26: 0.6k, HY25: 2.7k; signings: HY26: nil, HY25: 5.7k)

Greater China highlights

Trading performance

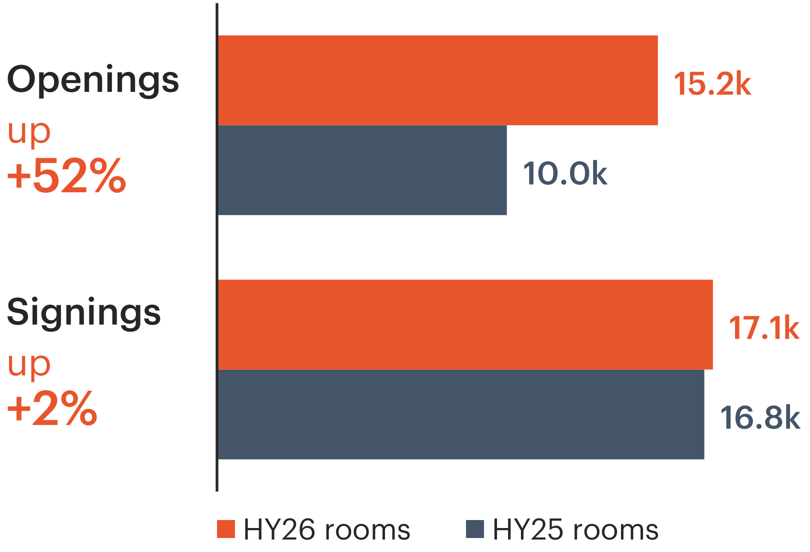
- HY RevPAR up **+3.1%**, with occupancy of 56.9% up +1.1%pts and rate +1.0% higher
- Q2 RevPAR up **+0.8%**, with occupancy of 59.9% up +0.4%pts and rate +0.2% higher
- Fee margin[1] **62.5%** (HY25: 57.9%); $19m IMFs (HY25: $16m)
- Operating profit from reportable segment[1] **$55m**, up **+25%** (HY25: $44m)

Openings

- **15.2k rooms (a H1 record 79 hotels) opened**, up **+52%** YOY
- System size of 223k rooms (957 hotels), gross growth **+13.7%** YOY
- 50 openings for Holiday Inn Brand Family
- 8 voco openings, 4 Vignette, 4 Hualuxe

Signings

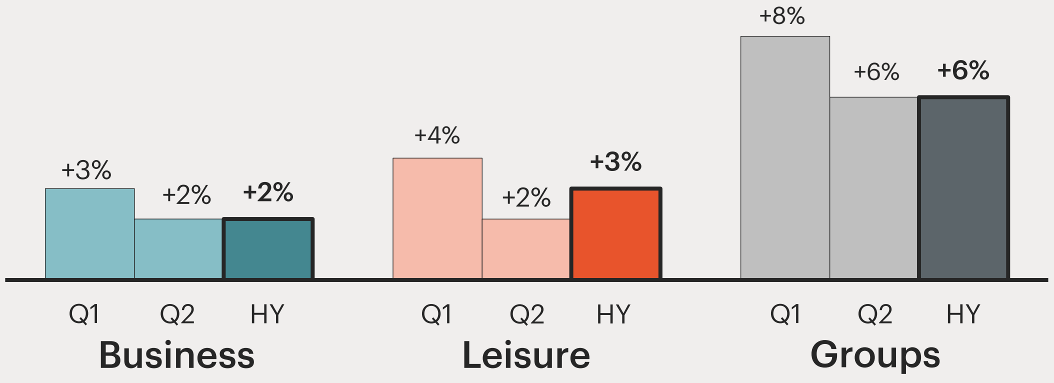
- **17.1k rooms (a H1 record 103 hotels) signed**, up **+2%** YOY
- 60 signings across the Holiday Inn Brand Family, 13 voco, first 5 Garner hotels
- 12 signings across Luxury & Lifestyle brands
- Pipeline of 116k rooms (591 hotels) represents **52%** of current system size



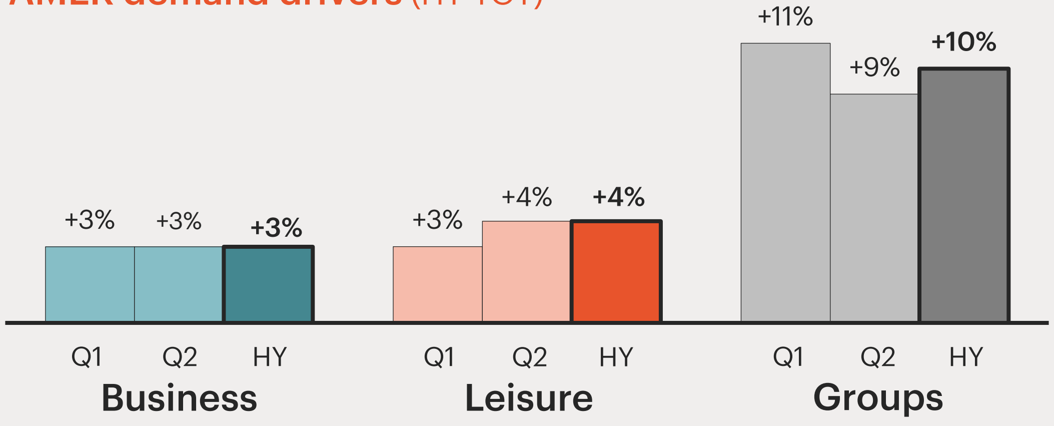
1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.

Demand drivers of rooms revenue[1] performance

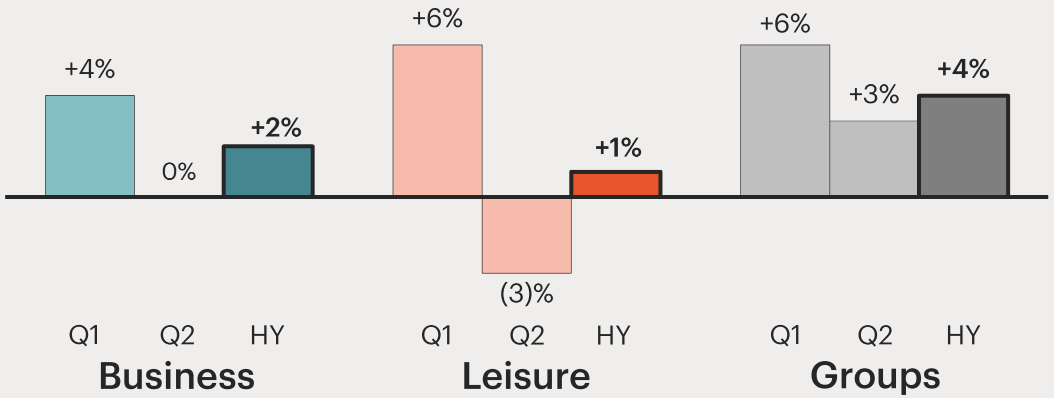
IHG Global demand drivers (HY YOY)



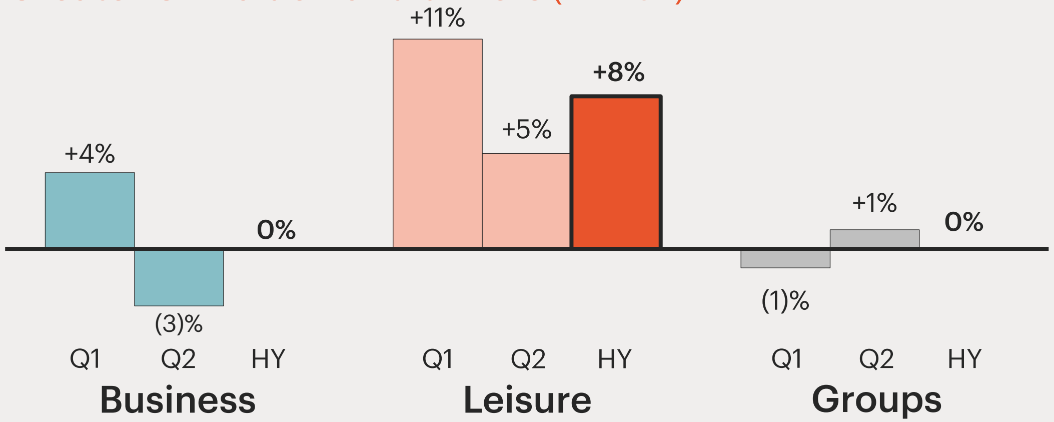
AMER demand drivers (HY YOY)



EMEAA demand drivers (HY YOY)



Greater China demand drivers (HY YOY)

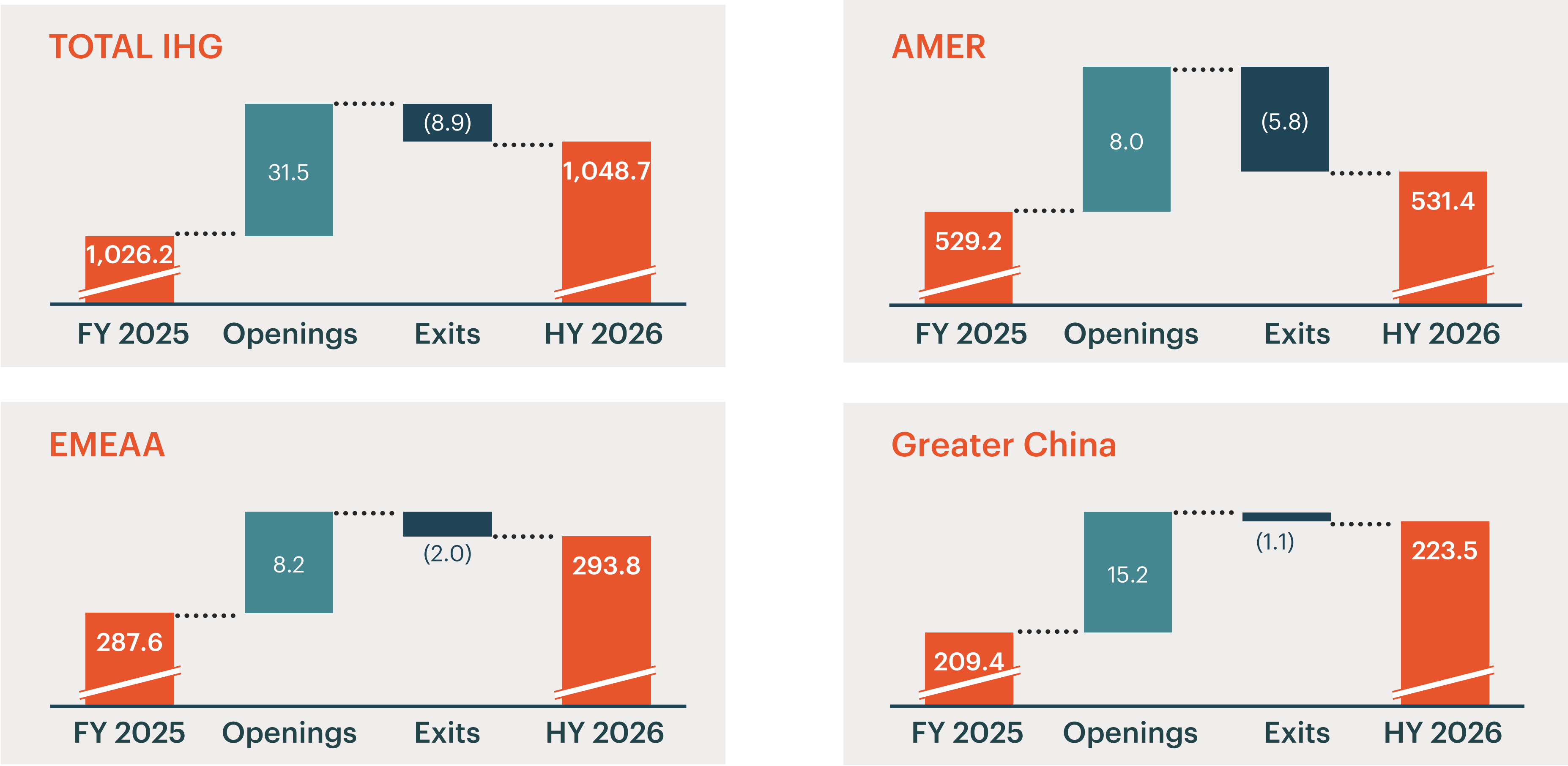


1. Rooms revenue booking data on a comparable hotel basis

IHG HOTELS & RESORTS

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

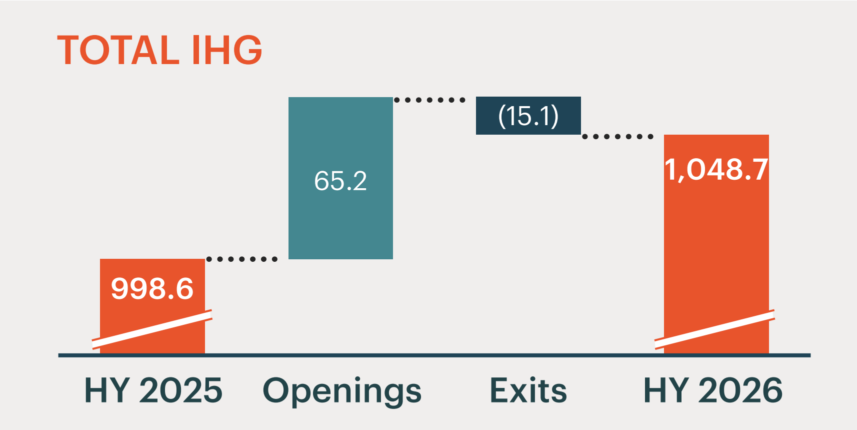
HY YTD Net System Size Growth ('000s)

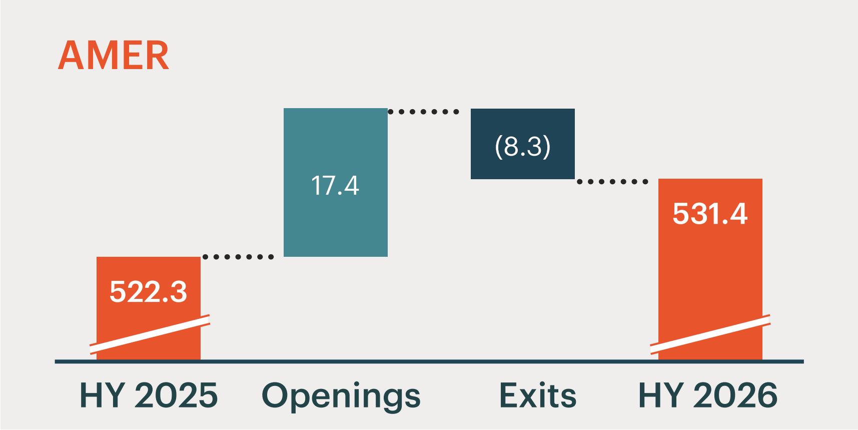


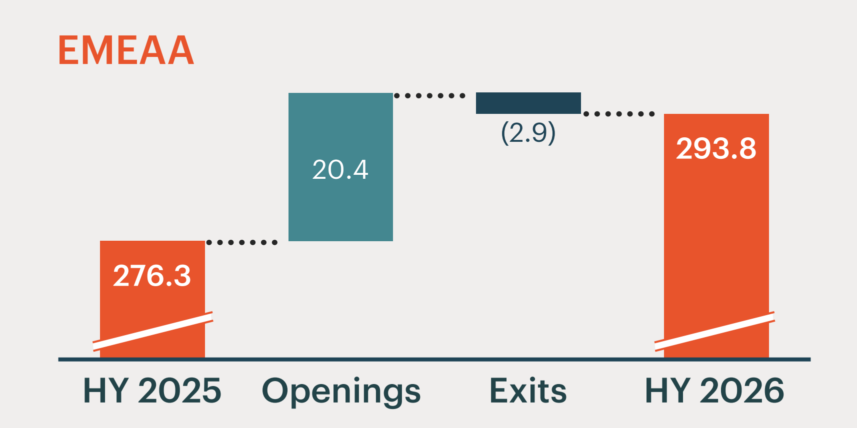
IHG HOTELS & RESORTS

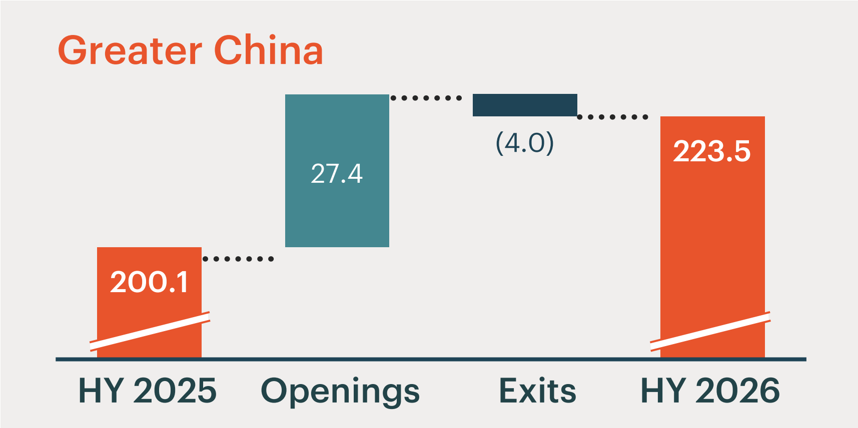
Net system size growth delivered through strength of brands and enterprise platform

HY YOY Net System Size Growth ('000s)

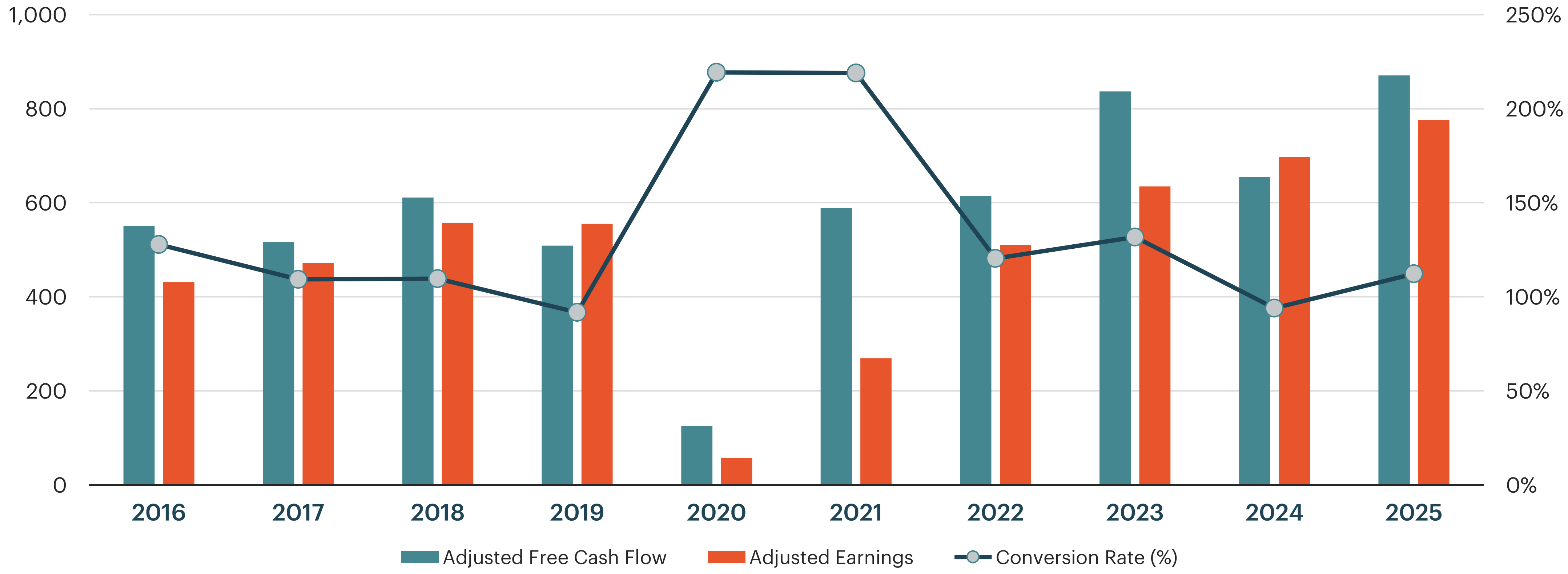








IHG typically converts ~100% of earnings into free cash

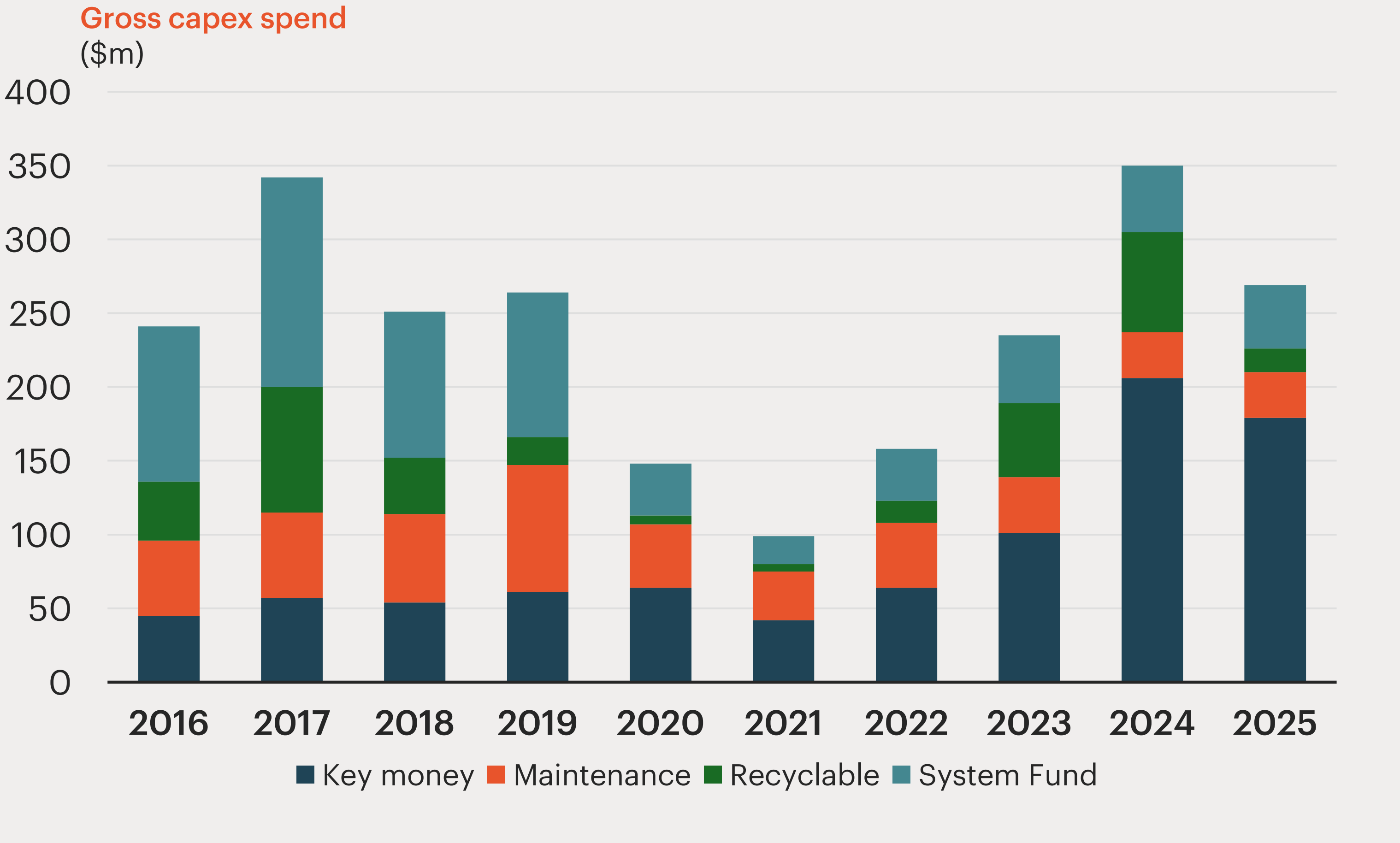


From 2016 to 2025 cumulatively, >100% of IHG's adjusted earnings were converted into adjusted free cash flow

1. Definitions for non-GAAP measures can be found in the 'Key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements. The methodology for calculating free cash flow was amended at the FY24 Results Announcement, with exceptional cash flows no longer included in the metric. FY20 – FY23 were restated under this new methodology (FY23 from $819m to $837m; FY22 from $565m to $615m; FY21 from $571m to $589m; FY20 from $29m to $125m). FY15 – FY19 were not restated.

Strategic capital expenditure deployment

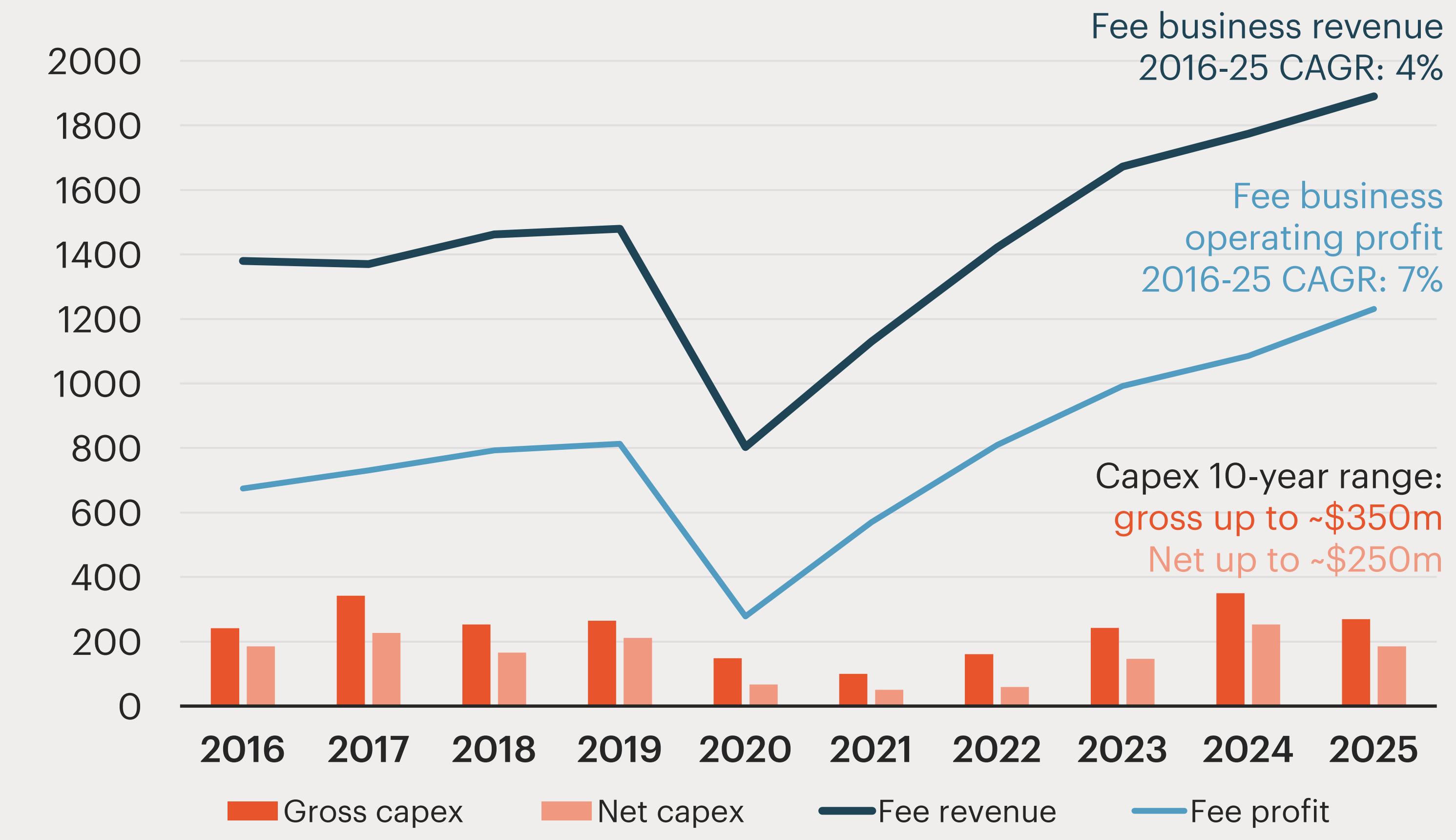
- System Fund and maintenance expenditure formed the majority of IHG's capex historically
- With the completion of GRS, the reduction in IHG's O&L estate, and the increasing utilisation of SaaS solutions, together with the substantial growth of our Premium and Luxury & Lifestyle brands, spend has transitioned to expansionary key money and recyclable capex
- 2025 capex was lower than anticipated in part due to timing; 2026 to catch-up some slippages
- IHG's guidance remains key money & maintenance capex of ~$200-250m and annual gross capex of ~$350m



IHG HOTELS & RESORTS

Our asset light business delivers compound growth that is accelerating while still requiring only limited capital expenditure

Gross and net capex versus progression of fee business revenue and profit ($m)



- IHG's asset-light model delivers growth in fee business revenue and profit that has accelerated in recent years, consistent with our medium- to long-term ambitions, while requiring only proportionally low levels of capital expenditure
- Both fee business revenue and fee business profit growth have significantly outpaced any increments in capital expenditure over the last decade
- Strong returns are being achieved on the limited amounts of capital expenditure IHG is investing

Currency impacts

($m)

Revenue[1]	Reported HY26	HY26 at HY25 AER[2,3]	Var.
Americas	584	581	3
EMEAA	391	383	8
Greater China	88	84	4
Central[4]	192	190	2
Total IHG	1,255	1,238	17

Operating Profit[1]			
Americas	442	440	2
EMEAA	141	139	2
Greater China	55	53	2
Central[4]	27	27	-
Total IHG	665	659	6

1. Revenue and operating profit from reportable segments. Definitions for non-GAAP measures can be found in the 'Use of key performance measures and non-GAAP measures' section of the results announcement, along with reconciliations of these measures to the most directly comparable line items within the Financial Statements.
2. Major non-USD currency exposure by region (**Americas**: Canadian Dollar, Mexican Peso; **EMEAA**: British Pound, Euro, Japanese Yen, Thai Baht, Australian Dollar; **Greater China**: Chinese Renminbi; **Central**: British Pound).
3. Based on average exchange rates in each period, e.g. GBP:USD HY26:$1.35 and HY25:$1.30
4. Includes insurance activities.

Ordinary shares

Number of shares (m)	HY 2026	HY 2025
Opening balance at 1 January	157.1	164.7
Closing balance at 30 June	154.4	160.9
Closing balance excluding treasury[1], ESOT and forfeitable shares	149.0	154.4
Basic weighted average shares (excluding treasury, ESOT and forfeitable shares)	150.0	156.3
Dilutive potential ordinary shares	1.1	1.5
Diluted weighted average shares	151.1	157.8

1. The total number of shares held as treasury shares at 30 June 2026 was 5.4m (30 June 2025: 6.2m).

Luxury & Lifestyle

Driving high-value growth through an industry-leading collection of six brands; 600+ open properties in the system; pipeline of 400 more represents future rooms growth of ~52%

Six Senses

Exclusive experiences in sought after destinations


Six Senses London

	Rooms	Hotels
System size	2.1k	27
Pipeline	3.2k	33
Openings	0.1k	1
Signings	0.1k	1

Pipeline as a % System Size: **149%**

Regent

Prestigious accolades reflect strength of upper-luxury brand


Regent Shanghai on the Bund

	Rooms	Hotels
System size	3.2k	11
Pipeline	2.6k	14
Openings	-	-
Signings	0.4k	2

Pipeline as a % System Size: **81%**

InterContinental

Celebrating 80 years and 100+ hotels in the pipeline


InterContinental Huzhou Taihu South

	Rooms	Hotels
System size	82.6k[1]	245[1]
Pipeline	26.3k	103
Openings	0.9k	3
Signings	1.6k	6

Pipeline as a % System Size: **32%**

Notes: data as of 30 June 2026; openings and signings 2026 YTD. 1. Includes InterContinental Alliance Resorts.

Luxury & Lifestyle

This high fee-per-key brand segment now accounts for 14% of our system size and 21% of our pipeline

Vignette Collection

Ahead of target to reach 100 hotels in 10 years of launch


Vignette Collection Resea Hotel Beidaihe

	Rooms	Hotels
System size	9.3k	38
Pipeline	6.3k	46
Openings	1.6k	7
Signings	1.1k	9

Pipeline as a % System Size: **68%**

Kimpton

Over 150 open and pipeline hotels in 25+ countries


Kimpton Era Midtown New York

	Rooms	Hotels
System size	17.6k	90
Pipeline	13.3k	69
Openings	1.6k	7
Signings	1.2k	6

Pipeline as a % System Size: **76%**

Hotel Indigo

Over 330 open and pipeline hotels in 45+ countries


Hotel Indigo London K West Shepherd's Bush

	Rooms	Hotels
System size	26.7k	198
Pipeline	21.5k	134
Openings	1.1k	7
Signings	1.9k	11

Pipeline as a % System Size: **81%**

Notes: data as of 30 June 2026; openings and signings 2026 YTD.

Premium

Uniquely tailored to target upscale customer segments; 677 open properties in the system; pipeline of 341 more represents future rooms growth of ~45%

Noted Collection

First three hotels signed within four months of launch

Noted Collection Theobalds Park (coming soon)

	Rooms	Hotels
System size	-	-
Pipeline	317	3
Openings	-	-
Signings	317	3

Pipeline as a % System Size: **n/m**

voco

Conversion friendly brand with 270 open and pipeline hotels

voco Darwin Suites

	Rooms	Hotels
System size	30.2k	148
Pipeline	22.5k	122
Openings	5.0k	24
Signings	5.2k	34

Pipeline as a % System Size: **74%**

Ruby

First two US signings take the brand to NYC and Chicago

Ruby Emma Amsterdam

	Rooms	Hotels
System size	3.6k	20
Pipeline	4.5k	22
Openings	0.6k	3
Signings	1.4k	6

Pipeline as a % System Size: **126%**

Notes: data as of 30 June 2026; openings and signings 2026 YTD.

Premium

This brand segment now accounts for 16% of our system size and 21% of our pipeline

HUALUXE

4 hotels opened in H1 and a further 19 in the pipeline

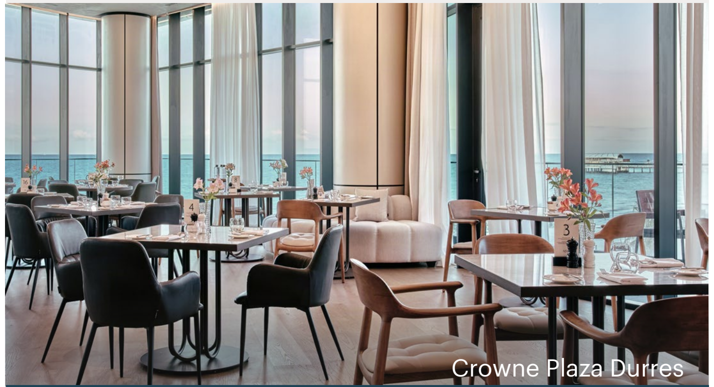
HUALUXE Zhongshan City Center

	Rooms	Hotels
System size	7.4k	28
Pipeline	5.0k	19
Openings	1.0k	4
Signings	0.2k	1

Pipeline as a % System Size: **67%**

Crowne Plaza

New visual identity and brand hallmarks landing with guests



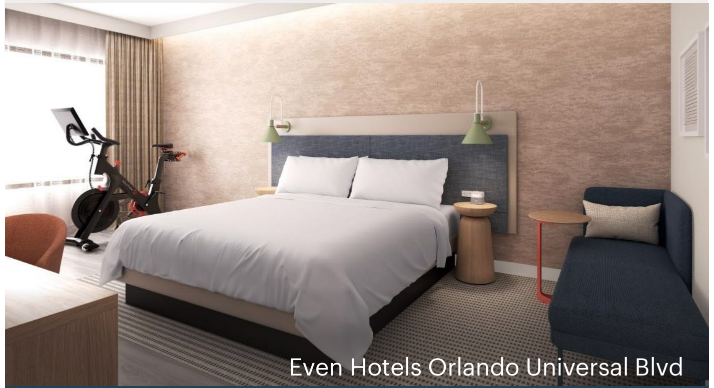
Crowne Plaza Durres

	Rooms	Hotels
System size	115.2k	433
Pipeline	37.3k	151
Openings	2.2k	12
Signings	3.5k	15

Pipeline as a % System Size: **32%**

EVEN

70+ open and pipeline hotels



Even Hotels Orlando Universal Blvd

	Rooms	Hotels
System size	7.3k	48
Pipeline	4.6k	24
Openings	0.6k	4
Signings	0.4k	2

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

Notes: data as of 30 June 2026; openings and signings 2026 YTD.

Essentials

Extending industry leadership with powerhouse brands; 4.8k open properties in the system; pipeline of 1.2k more represents future rooms growth of ~26%

Holiday Inn Express

4k hotels in system and pipeline

Holiday Inn Express San Sebastian - Errenteria

	Rooms	Hotels
System size	356.6k	3.3k
Pipeline	82.7k	664
Openings	7.0k	59
Signings	10.6k	84

Pipeline as a % System Size: **23%**

Holiday Inn

65 hotels signed in H1 driven by all 3 regions

Holiday Inn Shanghai Tourism Zone

	Rooms	Hotels
System size	228.2k	1.3k
Pipeline	56.6k	318
Openings	5.5k	29
Signings	11.0k	65

Pipeline as a % System Size: **25%**

Garner

Our fastest scaling brand globally

Garner Beijing 798 Art District

	Rooms	Hotels
System size	10.7k	112
Pipeline	9.8k	110
Openings	2.2k	23
Signings	4.8k	54

Pipeline as a % System Size: **91%**

avid

Over 200 open and pipeline hotels

avid Hotels Coralville, Iowa City

	Rooms	Hotels
System size	7.7k	87
Pipeline	8.8k	118
Openings	-	-
Signings	0.4k	5

Pipeline as a % System Size: **115%**

Notes: data as of 30 June 2026; openings and signings 2026 YTD.

Suites and Exclusive Partnerships

An expanding footprint of Suites properties across chain scales; 823 open properties in the system; pipeline of 417 more represents future rooms growth of ~44%

Staybridge Suites

Over 500 open and pipeline hotels in 20+ countries


Staybridge Suites Orlando Universal Blvd

	Rooms	Hotels
System size	38.9k	355
Pipeline	16.4k	152
Openings	0.8k	7
Signings	1.3k	13

Pipeline as a % System Size: **42%**

Atwell Suites

Four additional hotels signed in GC following 2025 debut

Atwell Suites Hefei City Center

	Rooms	Hotels
System size	1.2k	11
Pipeline	6.5k	61
Openings	0.2k	2
Signings	1.0k	8

Pipeline as a % System Size: **>5x**

Candlewood Suites

Over 630 open and pipeline hotels


Candlewood Suites Beachwood - Cleveland

	Rooms	Hotels
System size	38.4k	433
Pipeline	15.2k	204
Openings	0.8k	10
Signings	1.7k	22

Pipeline as a % System Size: **40%**

Notes: data as of 30 June 2026; openings and signings 2026 YTD.

Suites and Exclusive Partnerships

New Iberostar Beachfront Resorts properties expand IHG's presence in popular holiday destinations, including Marrakesh and Cancun

Holiday Inn Club Vacations

Vacation ownership across the US and Mexico

Holiday Inn Club Vacations Cape Canaveral Beach Resort

	Rooms	Hotels
System size	8.4k	24
Pipeline	-	-
Openings	-	-
Signings	-	-

Pipeline as a % System Size: **n/a**

Iberostar Beachfront Resorts

3 hotel openings and 3 signings in H1

Iberostar Beachfront Resorts Riviera Cancun

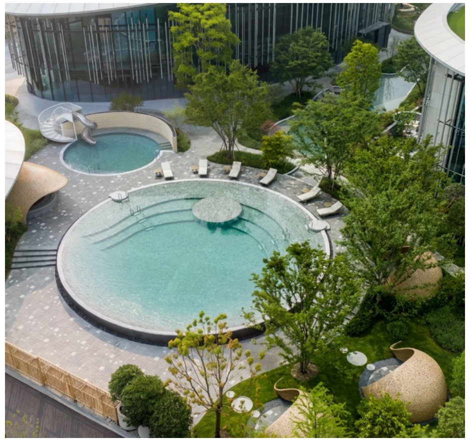
	Rooms	Hotels
System size	22.1k	65
Pipeline	2.3k	5
Openings	1.1k	3
Signings	1.0k	3

Pipeline as a % System Size: **10%**

Notes: data as of 30 June 2026; openings and signings 2026 YTD.

IHG

HOTELS & RESORTS



IHG Checks In On...
AI Guest Acquisition & Loyalty

Artificial Intelligence

Weaving AI throughout IHG's industry-leading enterprise platform to support the delivery of our growth algorithm

Guest acquisition & loyalty

Search, discover, book, stay

Delivering 'top of funnel' visibility, driving booking conversions and deepening guest loyalty

- Content platform
- AI trip planning
- AI-powered marketing
- Guest CRM

Hotel performance

AI-powered, cloud-based solutions

Enhancing hotel profitability with industry-leading technology

- Revenue Management System
- AI language translation
- Digital assistant solutions

Corporate efficiency & innovation

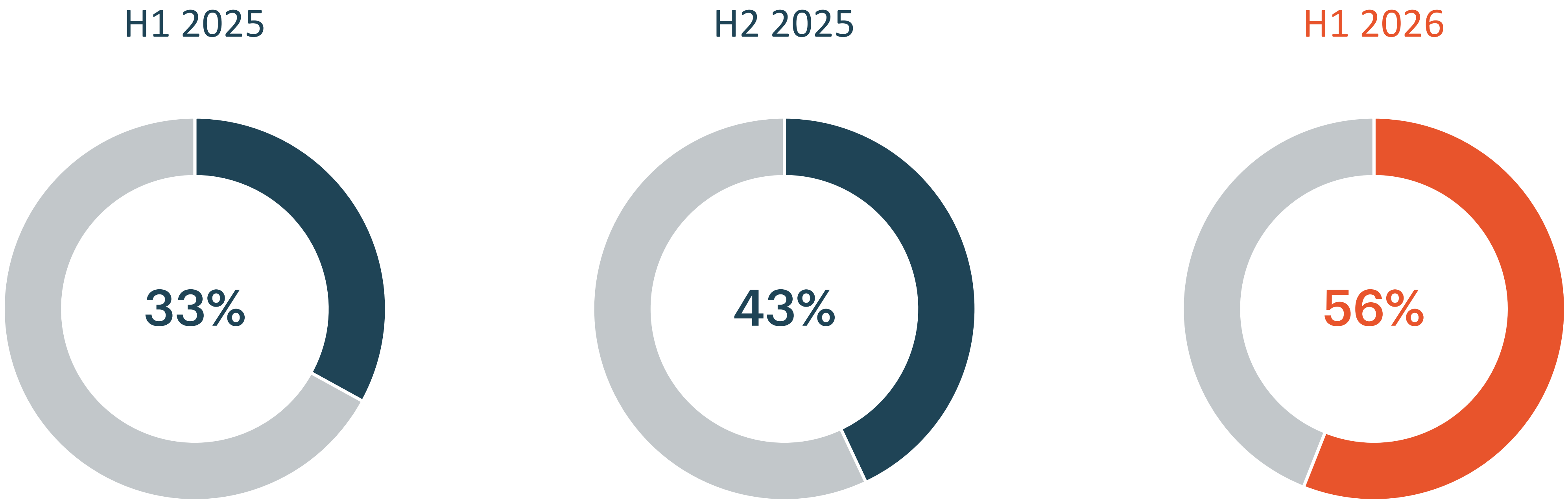
Scalable, compounding growth

Boosting how we deliver on our growth algorithm with an even more efficient cost base

- New ways of working
- Delivering insights faster and more effectively
- Automating routine tasks

Over half of active US travellers are now using AI

56% of travellers used AI for planning, booking or in-destination assistance for at least one trip in the past 12 months, up from 33% in H1 2025



Source: Phocuswright The AI Surge: Travel's Fastest Behavioral Shift in a Decade; Prior to H1 2026, the survey did not ask about AI for in-destination assistance.

Enhancing search capabilities on our app and websites

Bringing conversational search into IHG's digital channels, further enhancing the guest discovery experience

Live demo in episode

Meeting travellers needs wherever they search

Our ChatGPT plug-in surfaces real-time availability, pricing, interactive maps and amenities, helping guests move naturally from discovery to comparison

Live demo in episode

Powerful loyalty programme backed by our award-winning app

IHG One Rewards has rapidly grown to >160 million loyalty members that are ~10x more likely to book direct and spend ~20% more than non-members

160m+
loyalty members
as of FY 2025

~10x
more likely
to book direct

Spend
~20%
more at our hotels

67%
of **room nights**
booked by members
In HY 2026

Milestone Rewards Selected
+7%
YOY in HY 2026

~65%
of **elite members**[1]
used the app
In the last 12 months

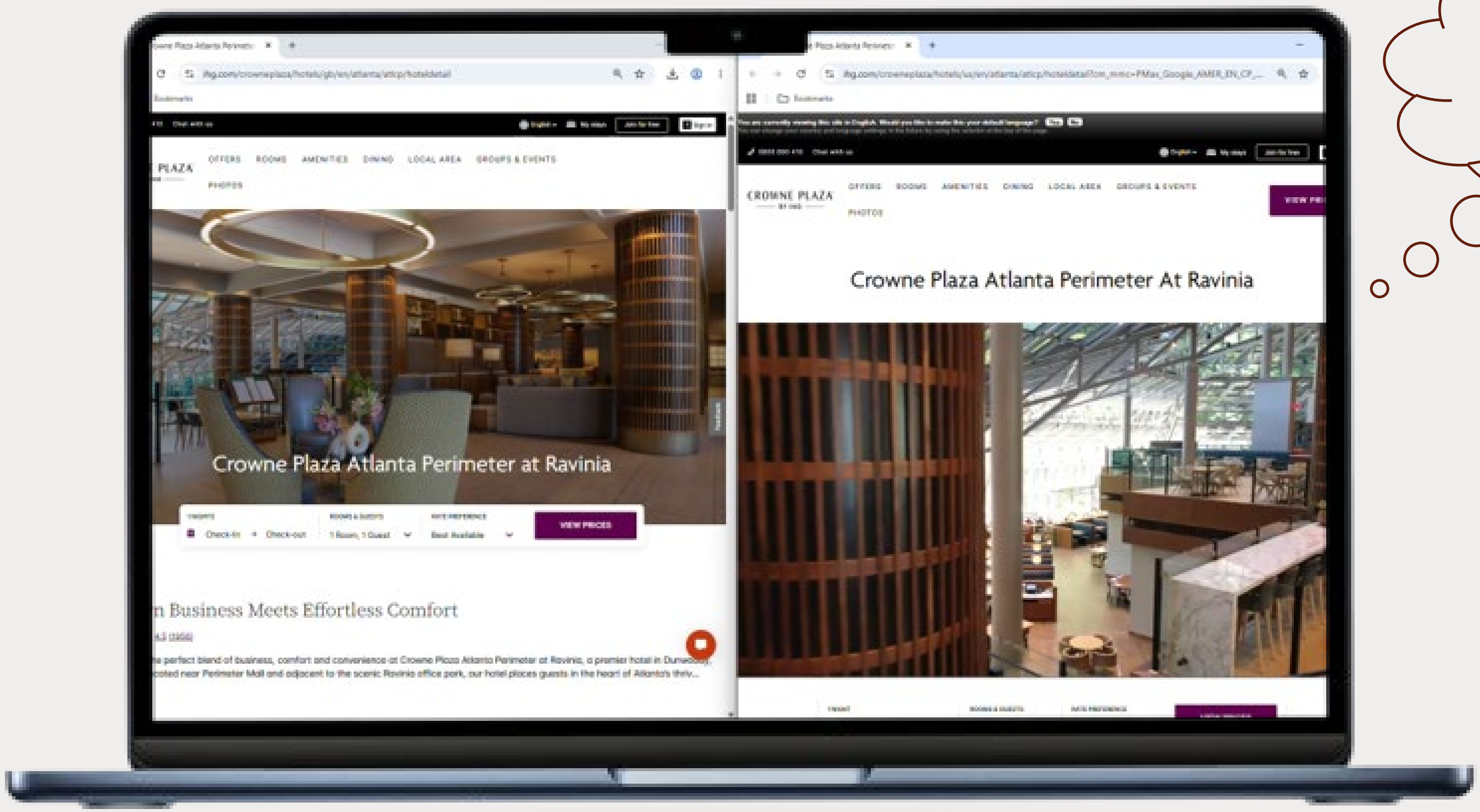
Notes: 1. Elite members include Silver, Gold, Platinum and Diamond members.

Elevating content through a new, fully AI compatible platform

Enhancing how our hotels show up across digital channels and AI-powered search with more detailed and engaging content

Previous Content

New Content



Live demo in episode

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Enhancing how our hotels show up across digital channels and AI-powered search with more detailed and engaging content

Previous Content

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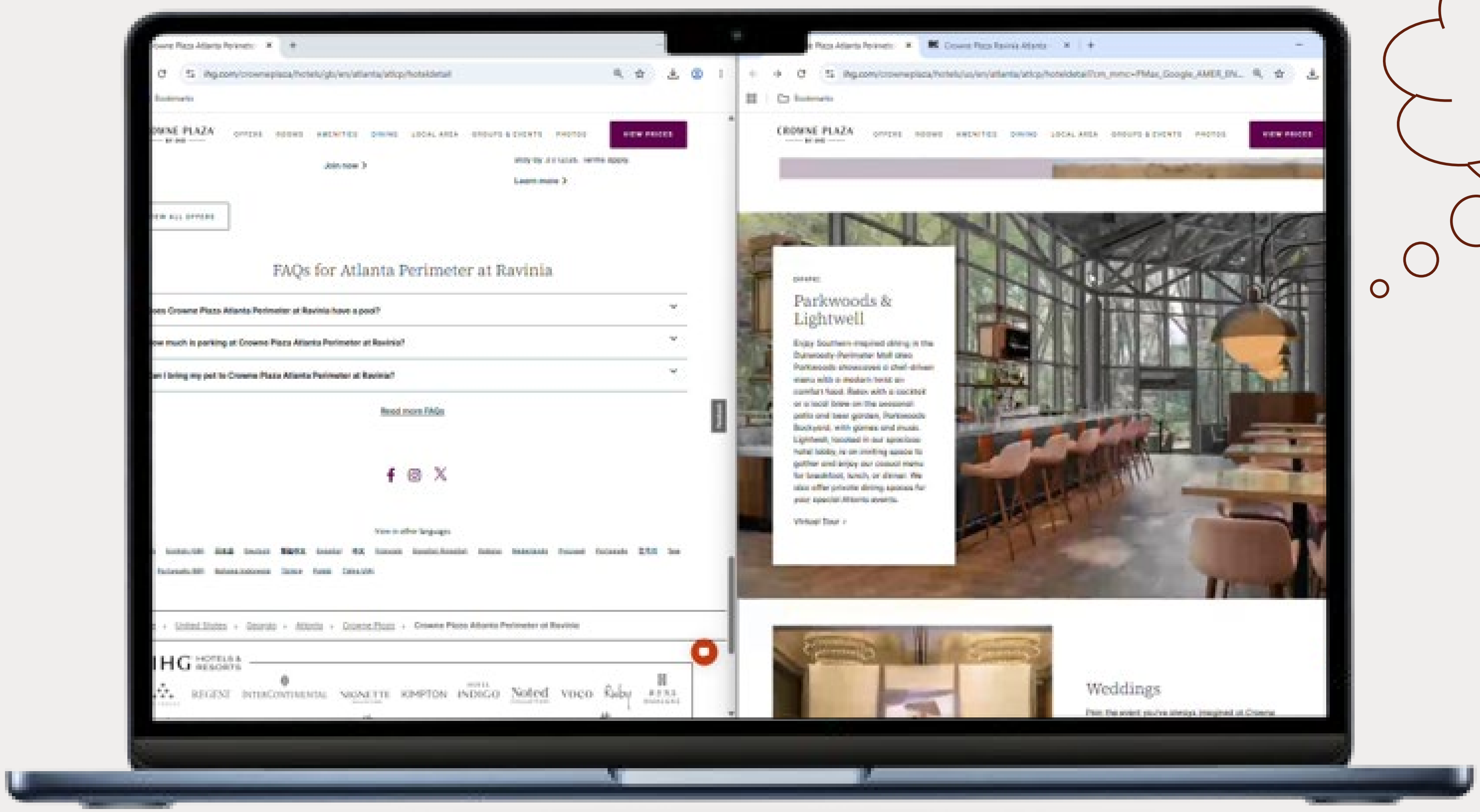
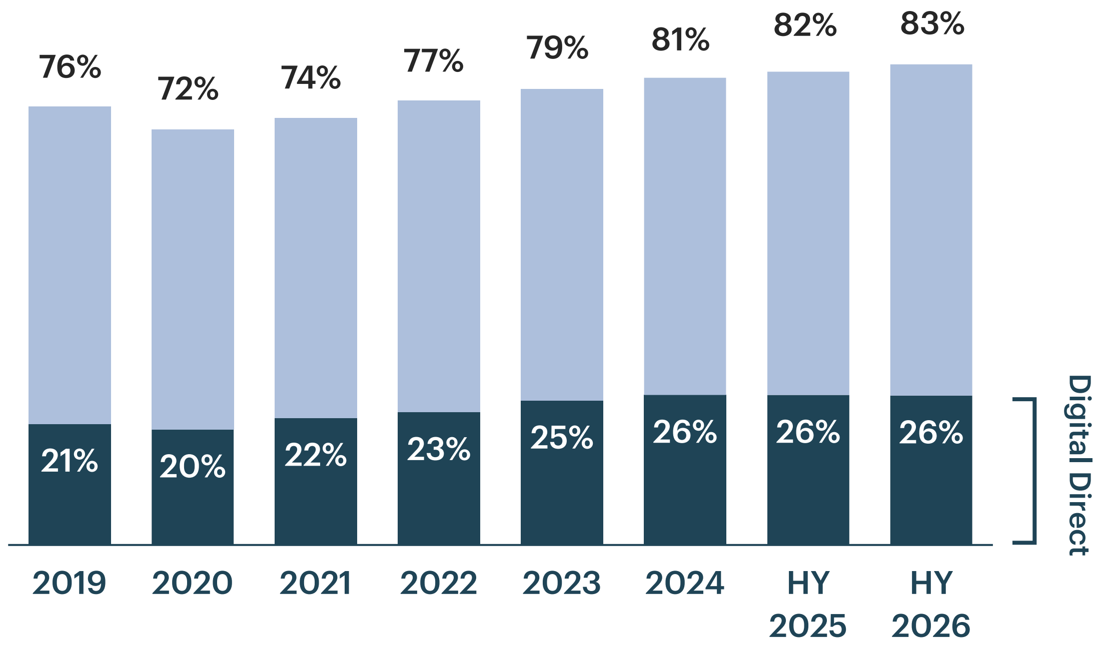


Live demo in episode

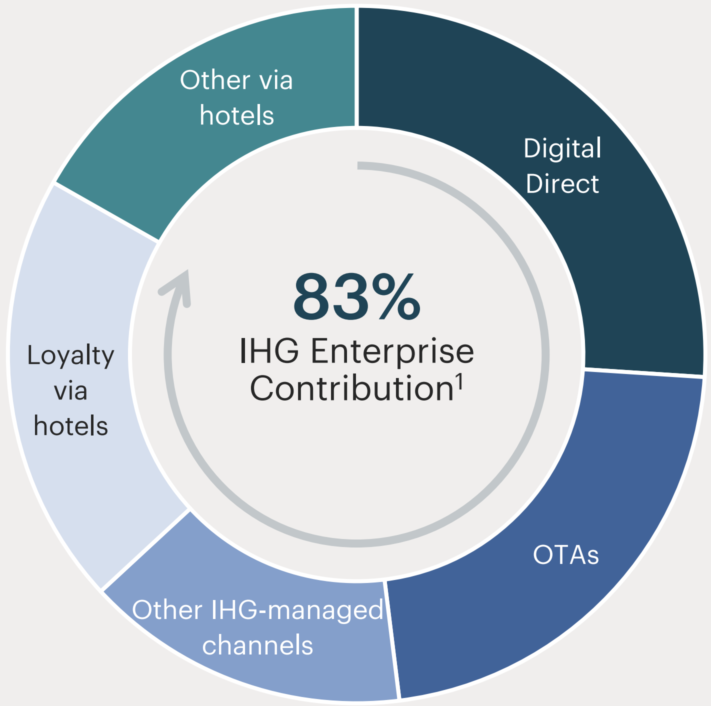
Delivering value to owners through IHG's managed channels

83% of rooms revenue booked in HY 2026 came through IHG-managed channels, including ~26% Digital Direct through our app and websites

Enterprise contribution



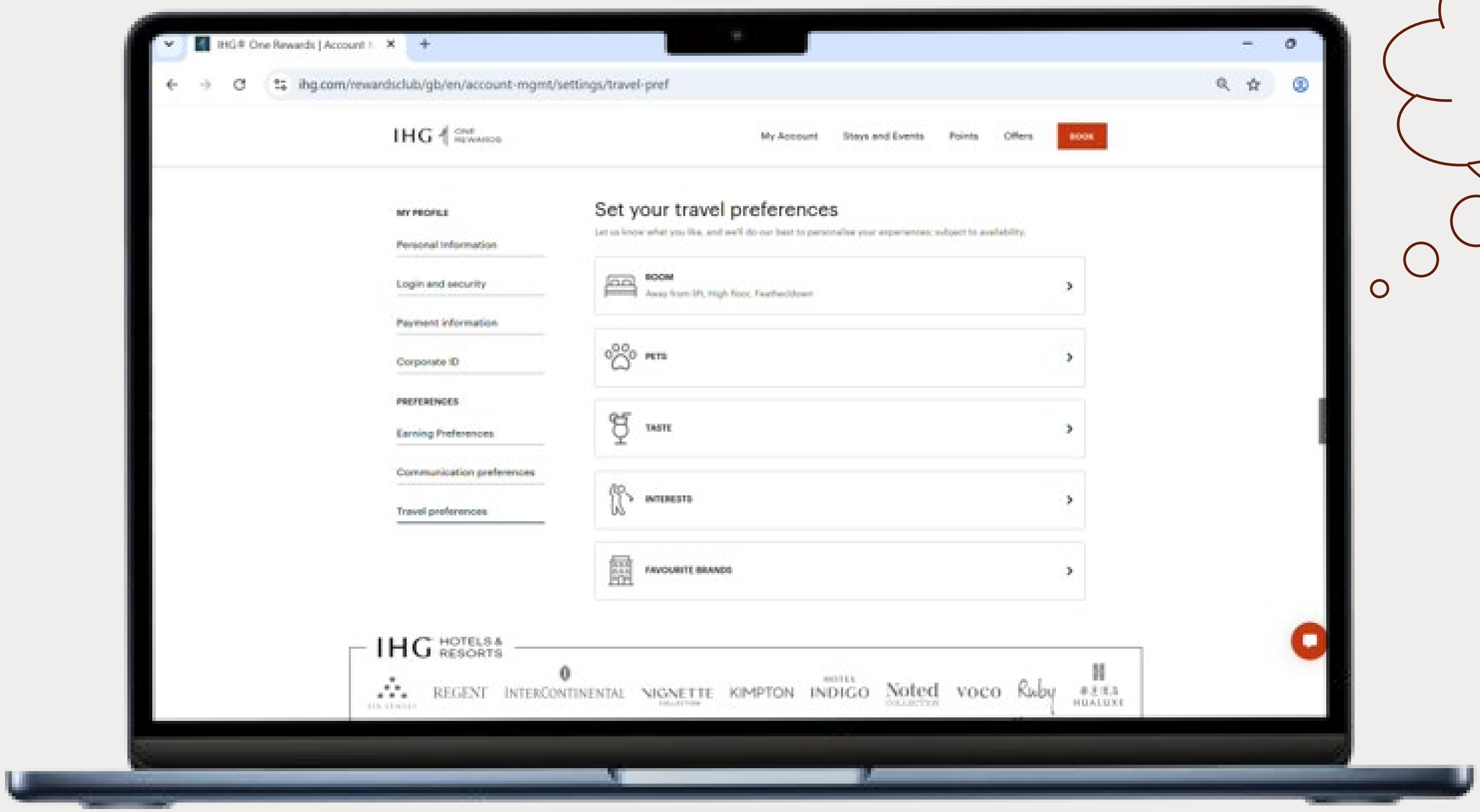
Channel mix HY 2026



Notes: 1. Enterprise Contribution: the percentage of room revenue booked through IHG managed channels and sources: direct via our websites, apps and call centres; through our interfaces with Global Distribution Systems (GDS) and agreements with Online Travel Agencies (OTAs); other distribution partners directly connected to our reservation system; and Global Sales Office business or IHG Reward members that book directly at a hotel.

Leveraging AI to deliver more personalized experiences

Guest preference data and our new CRM enable us to deliver even better guest experiences and deepen guest loyalty



Live demo in episode

Leveraging AI to deliver more personalized experiences

Guest preference data and our new CRM enable us to deliver even better guest experiences and deepen guest loyalty

Live demo in episode

Artificial Intelligence: Guest Acquisition & Loyalty

Delivering 'top of funnel' visibility, driving booking conversions and deepening guest loyalty as we deliver on our growth algorithm

Better search results	Increased revenue	Deeper loyalty
AI trip planning	**Content platform**	**Guest CRM**
Enhancing the guest search experience with **natural language search capabilities**	Ensuring **the right hotels** are recommended **at the right time** and with **more engaging content**	Deepening guest loyalty through **more personalized experiences**

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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