



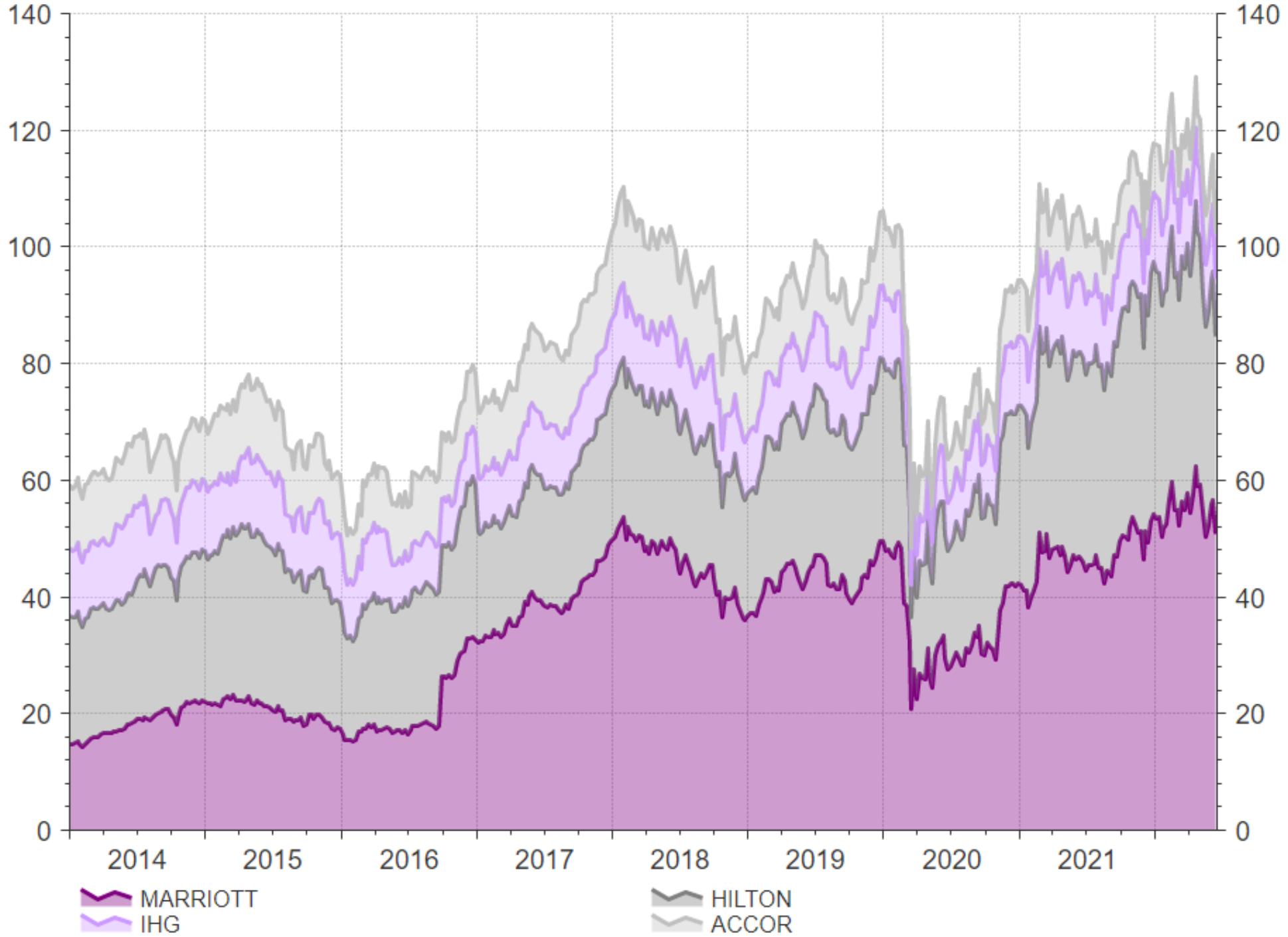
- Its the person from the investment bank

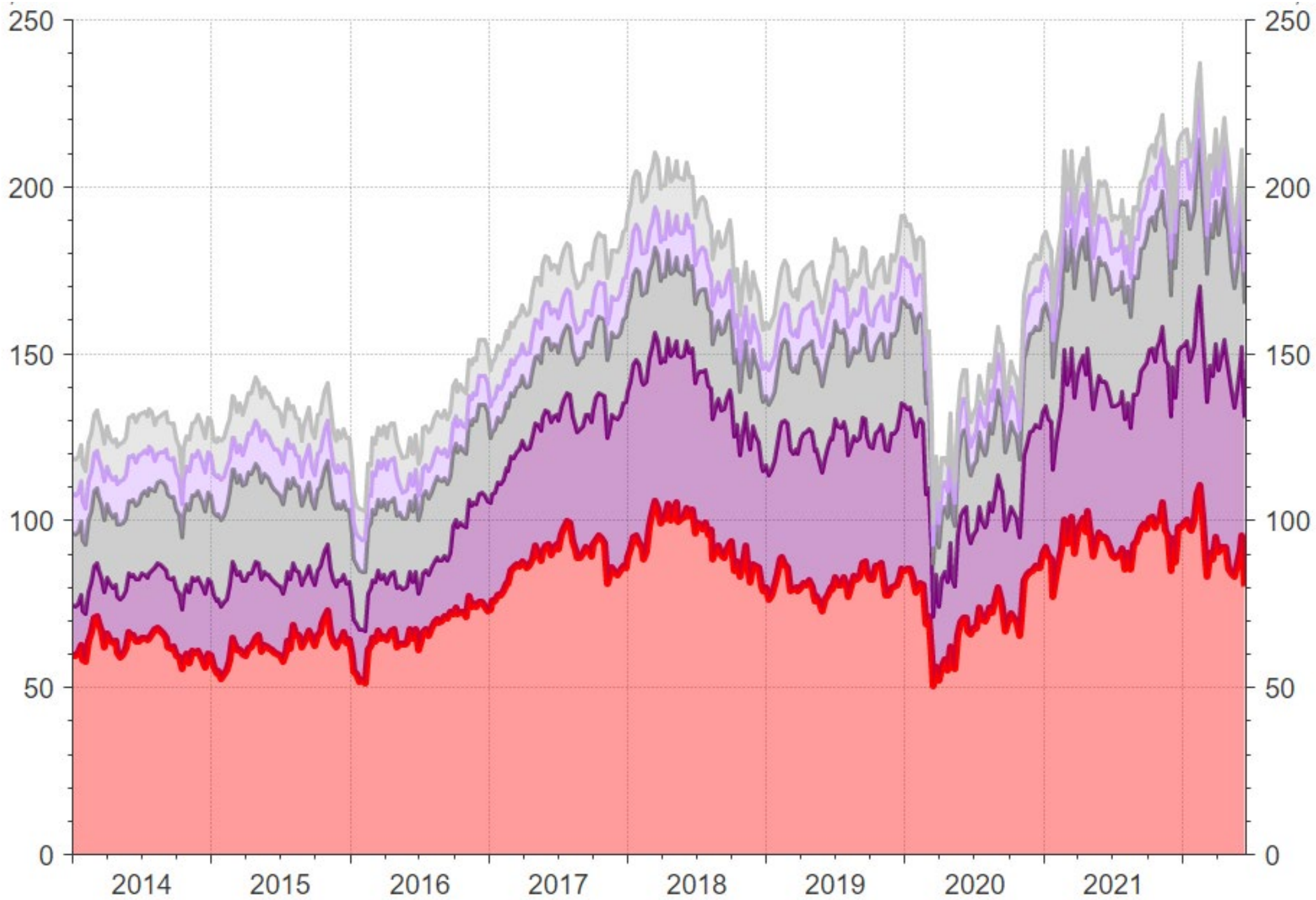
- Its the person from the investment bank
- I might as well catch up on email

- Its the person from the investment bank
- I might as well catch up on email
- **I wonder what's for lunch**











# Create digital advantage

## - Leveraging technology to drive profits and performance

- Completed **room inventory reset** across ~95%<sup>1</sup> hotels
- Carried out **rate simplification** and **rate parity** initiatives, including centralisation of wholesale distribution
- Enables the ability of **attribute pricing**, allowing guests to choose rooms based on specific characteristics
- Addition of non-room **stay enhancements** gives even greater opportunity for **upsell and cross-sell**
- Owners can **unlock value** through optimising dynamic pricing for most desirable attributes and enhancements
- Guests fully able to **customise their stay**
- **Initial results from our pilot have been positive** in delivering improved guest experience and bringing valuable hotel stay options to life
- Full options only available to guests who book **direct through IHG channels**
- Further functionality to be rolled out in 2022 with **launch of next generation IHG mobile app**

Attribute choice

ROOM NO.	ATTRIBUTE							INV. TYPE
	●	●	●	●	●	●	●	
901	✓	✓	✓				✓	H45L
902	✓		✓	✓	✓	✓	✓	P84C
903		✓	✓	✓		✓	✓	N76U
201	✓	✓	✓					R12K
202	✓		✓	✓	✓	✓		B76T
203	✓		✓	✓	✓	✓		B76T
204	✓	✓		✓	✓	✓		X89R

Stay enhancements

F&B



Parking



Late/early check-in/out



Amenities in room



Bonus points



Other examples

- Rollaway beds
- Club access
- Spa offers
- Attractions
- Local curated experiences

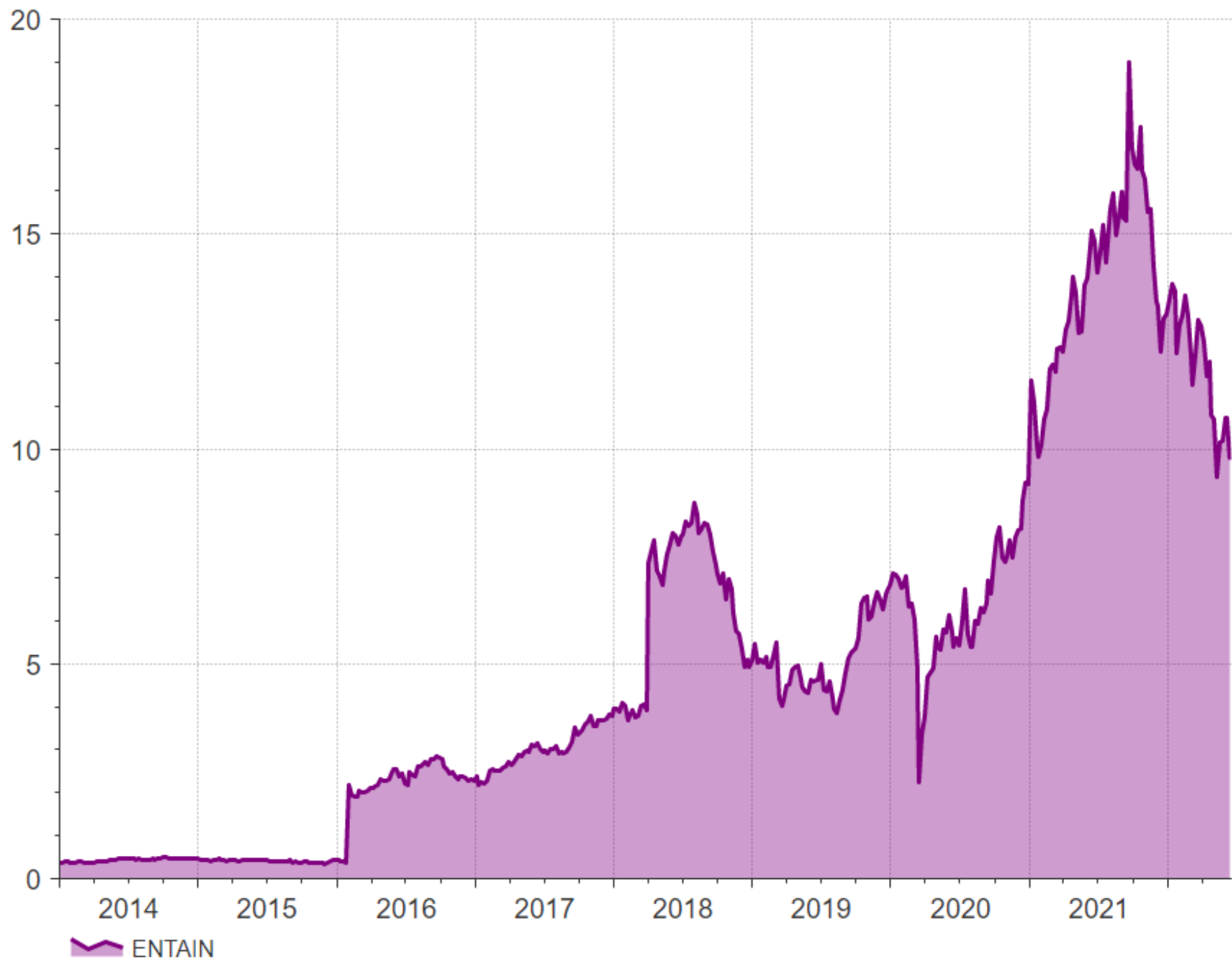
<sup>1</sup>: As at February 2022

# SIMPLE CUSTOMER JOURNEY

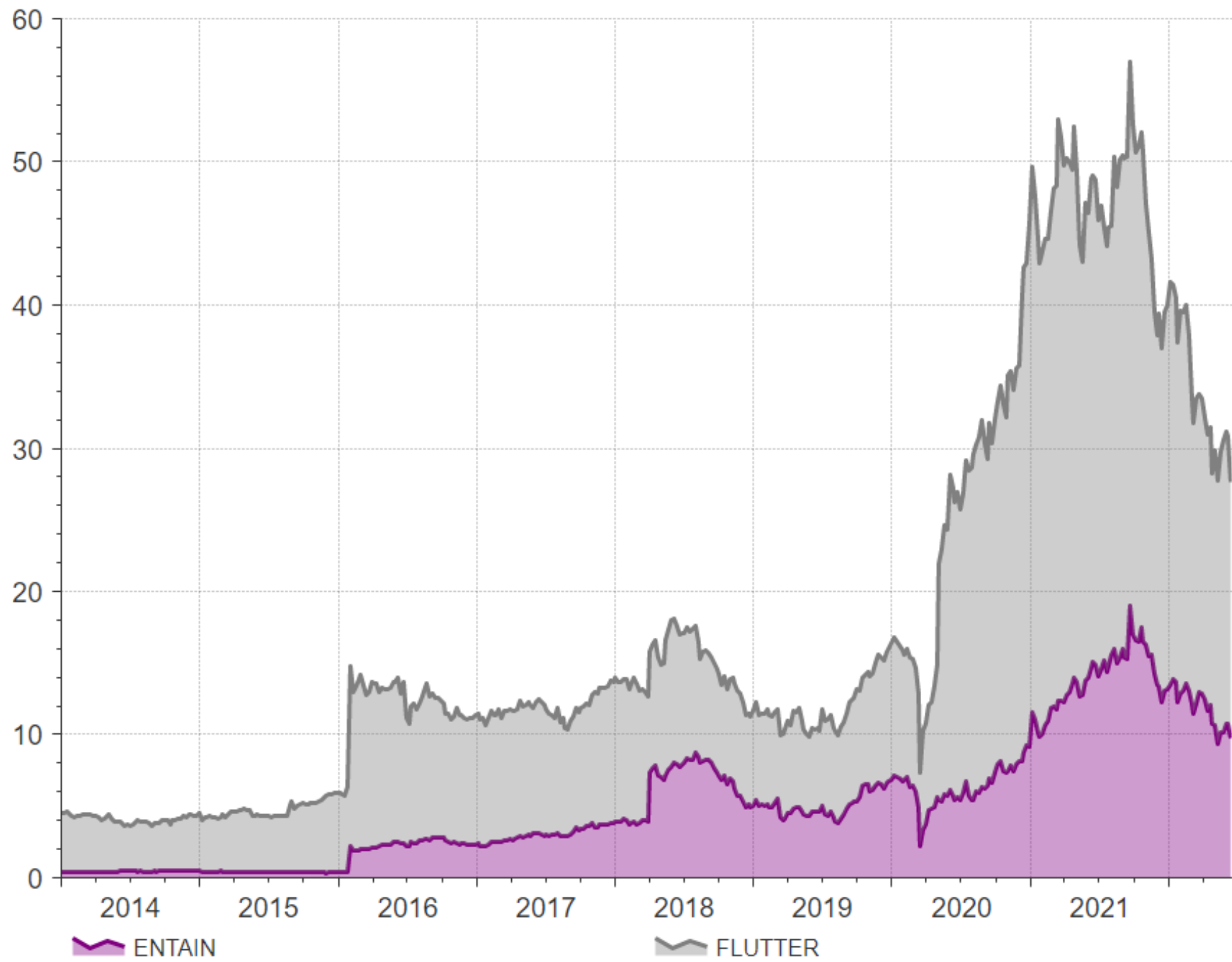
Market leading direct distribution

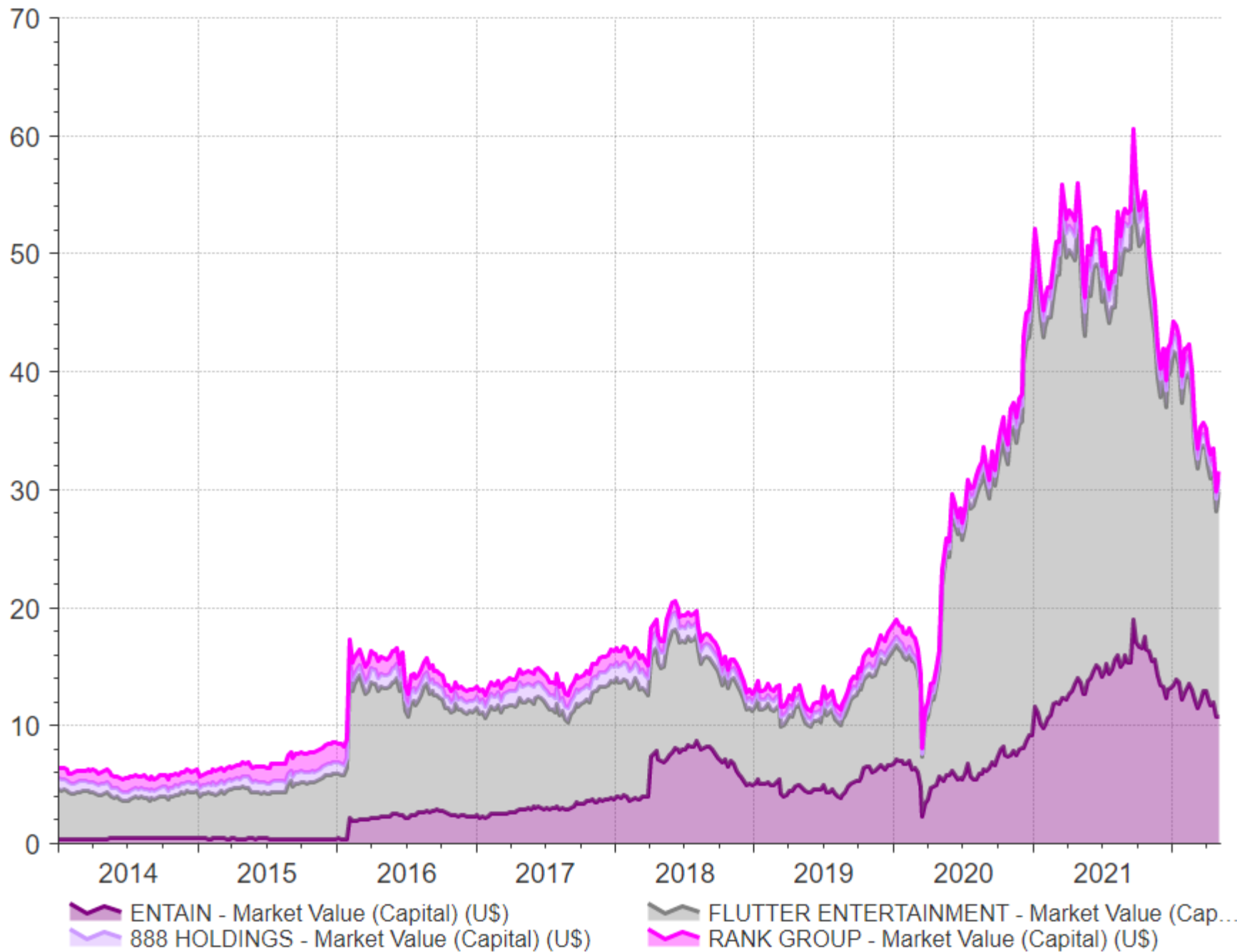


Only 1% distribution through OTAs

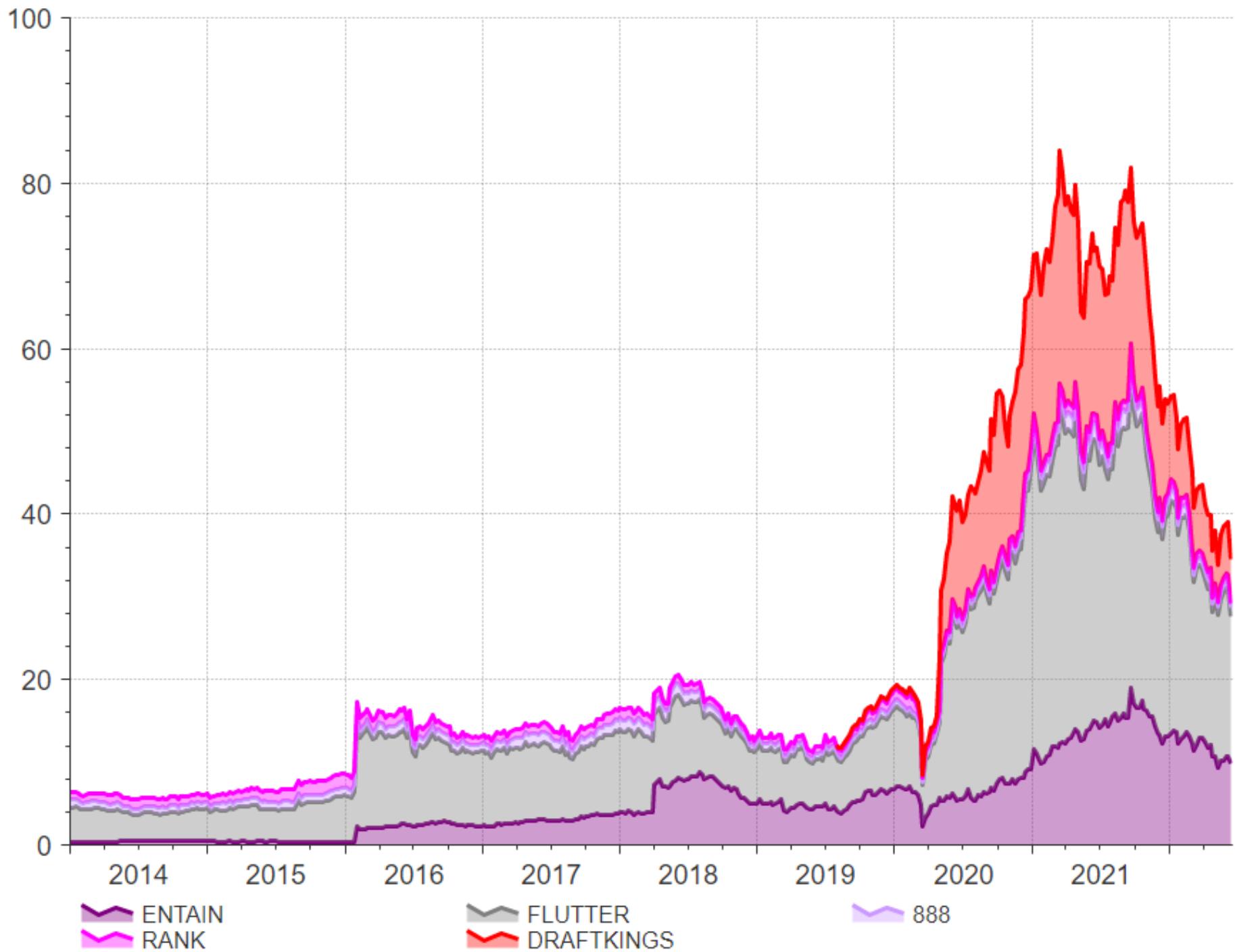


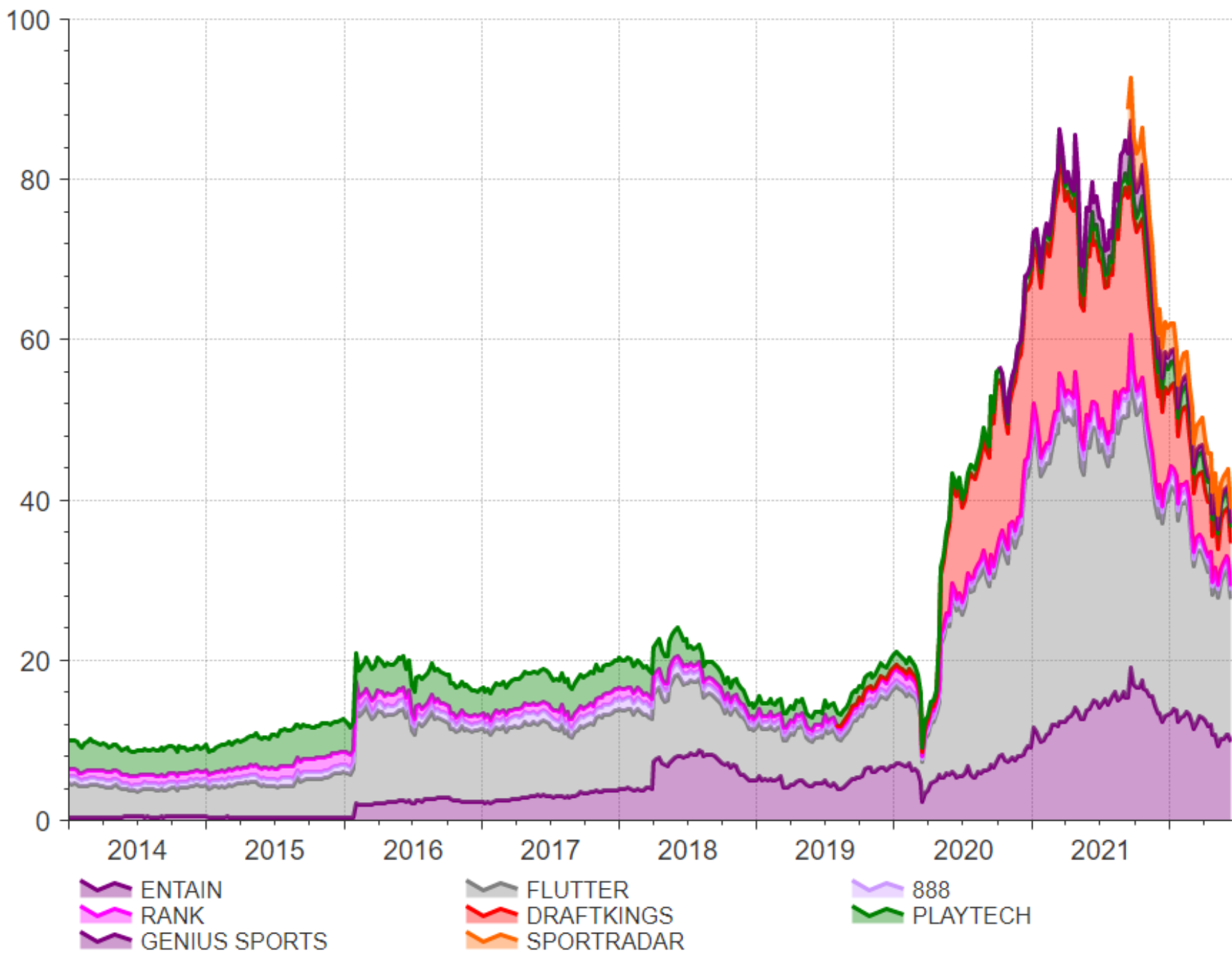
ENTAIN

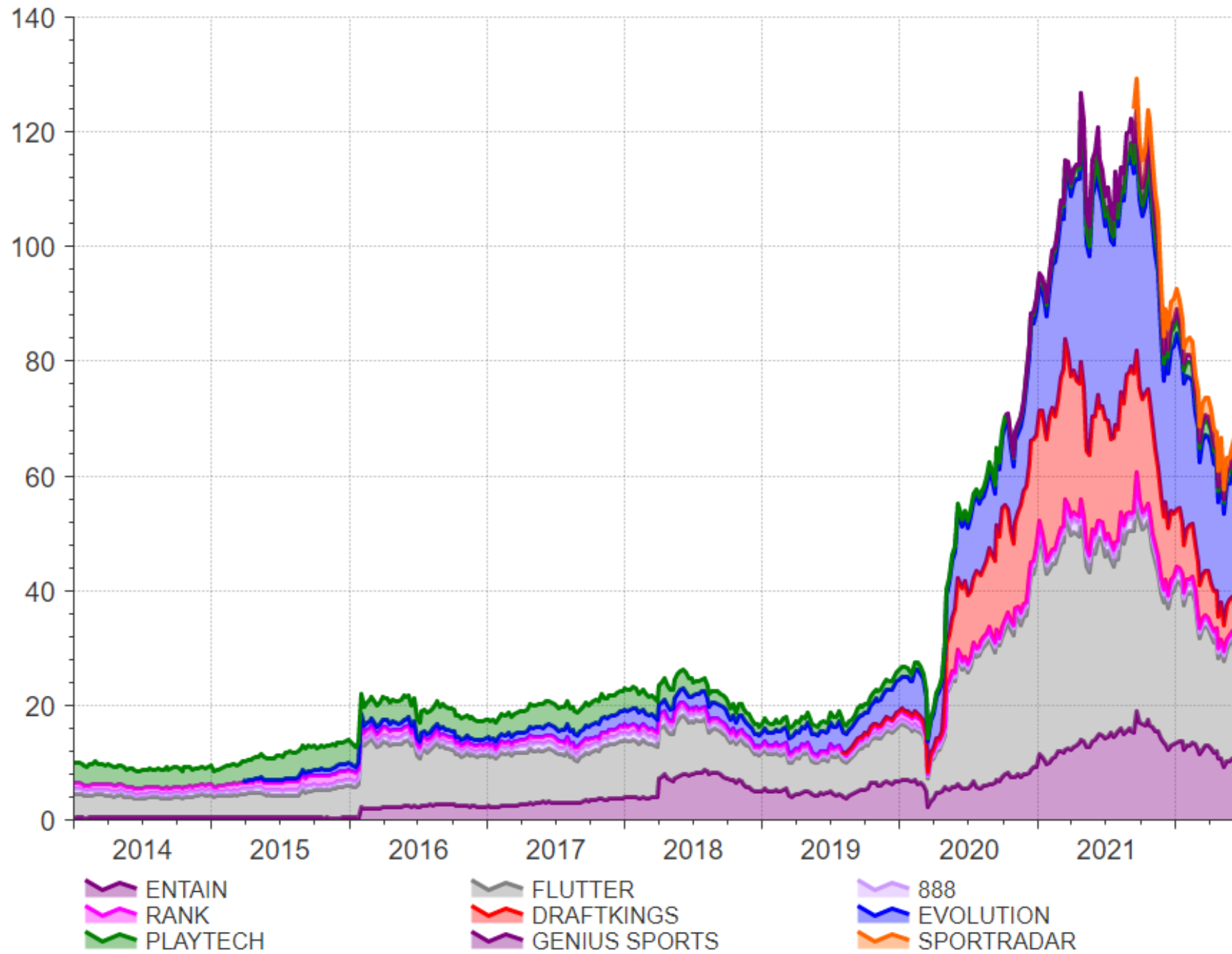




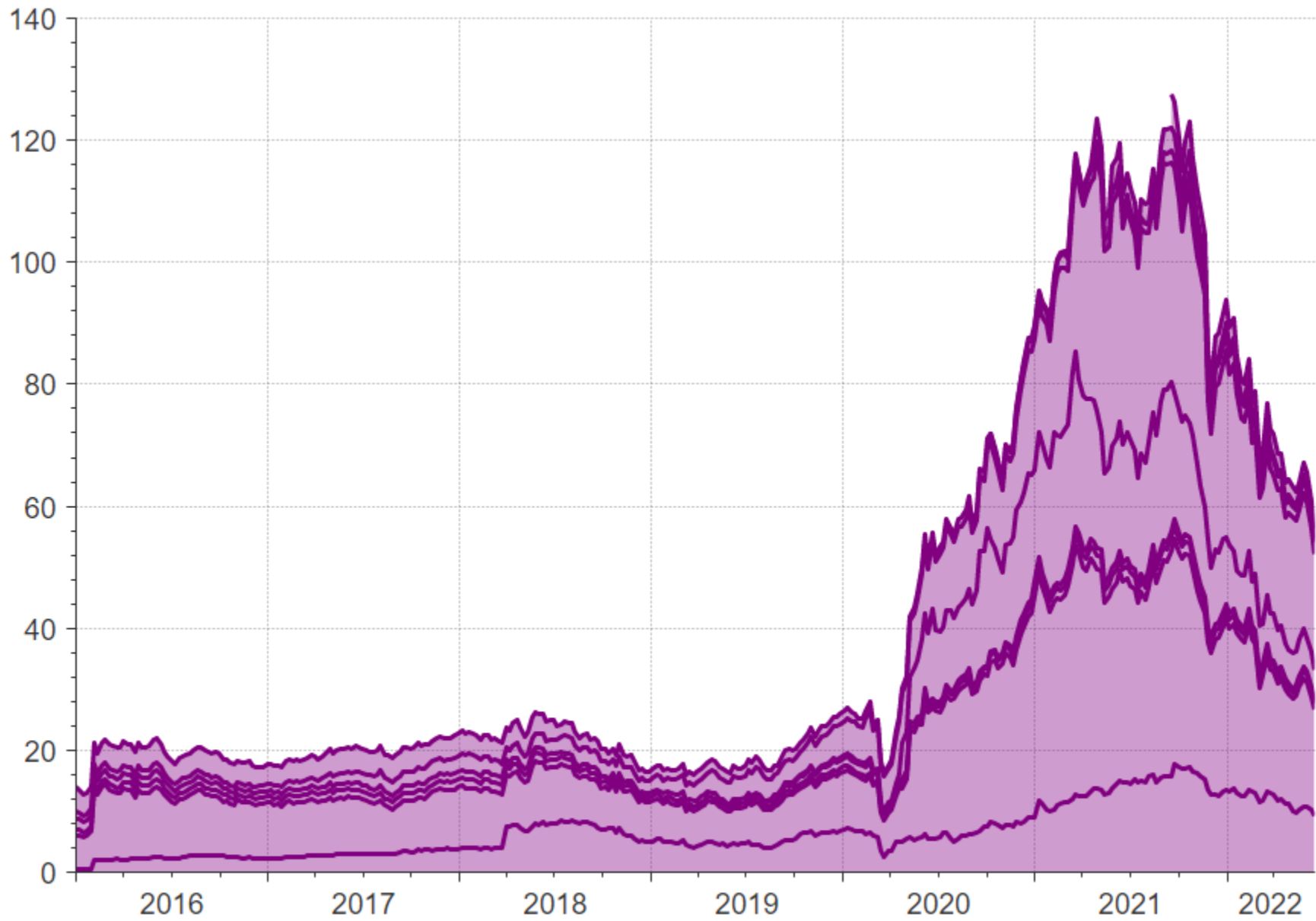
Source: Refinitiv Datastream



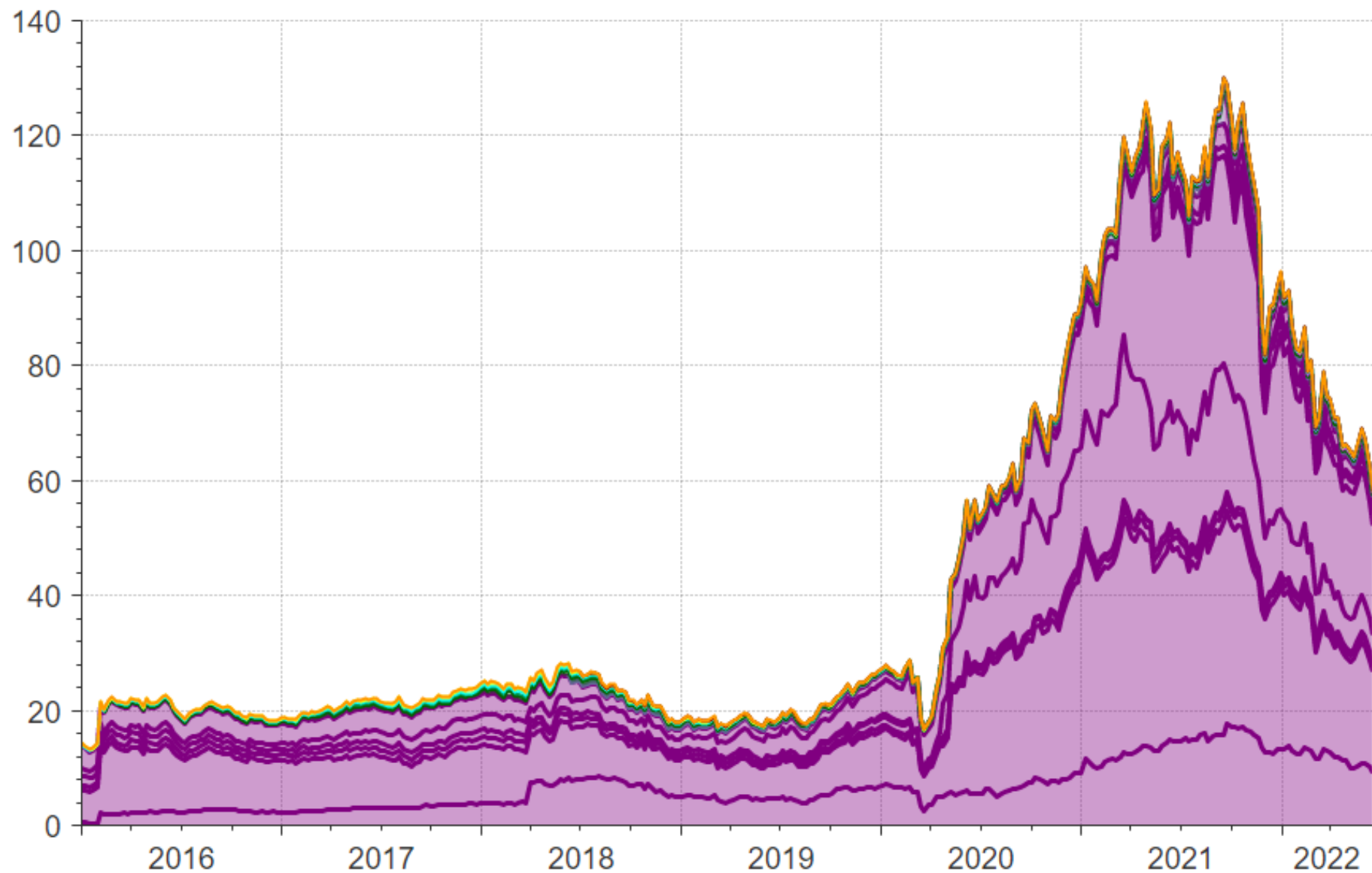








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- RANK
- DRAFTKINGS
- EVOLUTION
- PLAYTECH - Market Value (C...
- GENIUS SPORTS - Market Va..
- SPORTRADAR



- ENTAIN
- RANK
- PLAYTECH
- BETTER COLLECTIVE
- GIG
- FANSUNITE
- FLUTTER
- DRAFTKINGS
- GENIUS SPORTS
- CATENA
- XLMEDIA
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Innovating the licensed sports industry

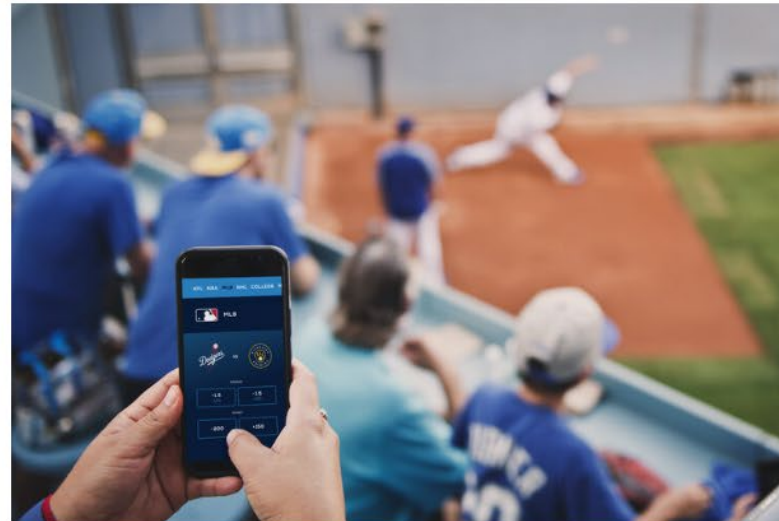
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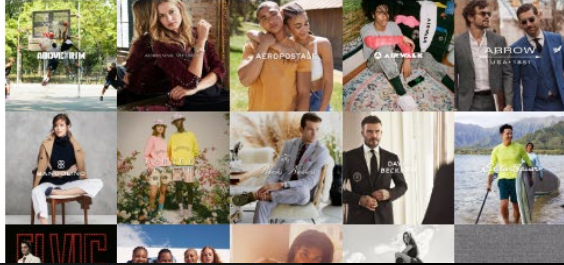
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Our global portfolio spans the media, entertainment, law, fashion, smart, wellness, home, active and outdoor lifestyle sectors.

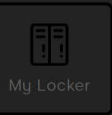


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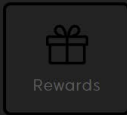
**SI** SPORTS ILLUSTRATED  
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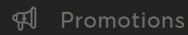
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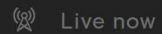
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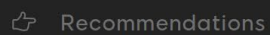
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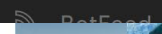
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