2018 FULL YEAR RESULTS

6 March 2019

IWG International Workplace Group

Caution statement

No representations or warranties, express or implied are given in, or in respect of, this presentation or any further information supplied. In no circumstances, to the fullest extent permitted by law, will the Company, or any of its respective subsidiaries, shareholders, affiliates, representatives, partners, directors, officers, employees, advisers or agents (collectively "the Relevant Parties") be responsible or liable for any direct, indirect or consequential loss or loss of profit arising from the use of this presentation, its contents (including the management presentations and details on the market), its omissions, reliance on the information contained herein, or on opinions communicated in relation thereto or otherwise arising in connection therewith. The presentation is supplied as a guide only, has not been independently verified and does not purport to contain all the information that you may require.

This presentation may contain forward-looking statements that are based on current expectations or beliefs, as well as assumptions about future events. Although we believe our expectations, beliefs and assumptions are reasonable, reliance should not be placed on any such statements because, by their very nature, they are subject to known and unknown risks and uncertainties and can be affected by other factors that could cause actual results, and our plans and objectives, to differ materially from those expressed or implied in the forward-looking statements. You are cautioned not to place undue reliance on any forward-looking statements, which speak only as of the date hereof. The Company undertakes no obligation to revise or update any forward-looking statement contained within this presentation, regardless of whether those statements are affected as a result of new information, further events or otherwise.

This presentation, including this disclaimer, shall be governed by and construed in accordance with English law and any claims or disputes, whether contractual or non-contractual, arising out of, or in connection with, this presentation, including this disclaimer, shall be subject to the exclusive jurisdiction of the English Courts.

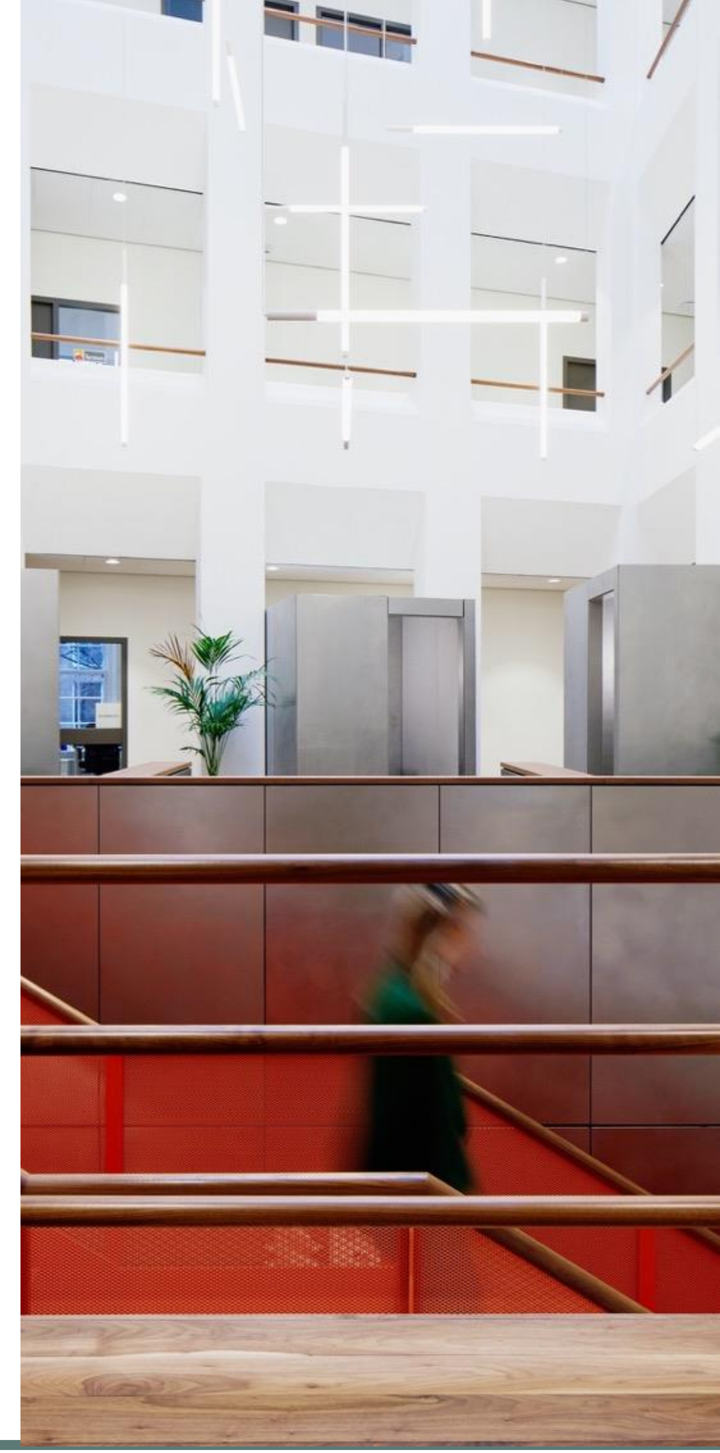
Agenda

1	**Group review**	**Mark Dixon**
2	The market opportunity	Mark Dixon
3	Group financial review	Eric Hageman
4	Outlook	Mark Dixon
5	Q&A	Mark Dixon & Eric Hageman

Highlights

Strong trends

- Open centre revenue up 13.3%* to £2,483.1m, with strong sequential improvement
- EBITDA improved £71.2m to £447.4m on pre-18 centres
- £40.5m EBITDA investment in New 18 and New 19 centres
- One-off EBITDA cost of £16.0m for closures
- Group EBITDA up 4%* to £389.9m
- Operating profit of £154.1m, in line with management's expectations
- Excellent cash generation up £43.7m to £259.2m**, £93.9m returned to shareholders
  - Dividend up 11% to 6.3p
  - £40.2m share repurchase
- Record organic expansion: 6.8m sq. ft., invested £332.0m
- Strong balance sheet
  - Net debt £460.8m (1.2x net debt to EBITDA ratio)
  - RCF increased to £950m and maturity improved to 2024



* at constant currency. ** Before net growth capital expenditure, share repurchases and dividends.

Good momentum in business

Strong second half performance, momentum continues to accelerate

- Strong end to 2018 provides good platform for 2019
- Record organic network growth
- Third of network additions from partnering - now a major part of growth strategy
- Older estate repositioned, performance improving
- Increasing traction on enterprise accounts – record sales
- Strengthened management team

Regional review 2018

	Open centre Revenue - £m	% of Group	Growth at constant currency	Highlights
GROUP	2,483.1*	100.0%*	13.3%	Record revenues. Quarterly sequential growth. Strong exit. Good cash generation
AMERICAS	1,030.1	41.5%	12.8%	Very strong revenue and profit performance from the US and Canada. Latam challenged
EMEA	617.9	24.9%	20.7%	Good revenue and profit performance. Strong H2. Continental Europe key driver
APAC	404.6	16.3%	13.3%	Strong performance in Japan and Philippines. Good recovery in Hong Kong
UK	425.6	17.1%	5.2%	Actions focused on revitalising performance. 27 openings, 9 refurbs and 14 closures

* Includes 'Other revenues' of £4.9m, 0.2% of Group

The UK turnaround

Investment in people and network improving financial performance

2019+

Improve profitability and cash generation

- Good performance
- Employee & select centre investment delivering
- Performance of new centres demonstrates market demand in London

2018/19

Investment in people

2018/19

Reposition existing estate

2018/19

Grow estate with quality centres

- Increased investment in people & increased sales focus
- Selective investment in optimisation of existing estate, 9 refurbs and 14 closures
- Added new inventory, 27 openings

2017

Underperforming business

- Q3 sales improvement weaker than anticipated
- Resultant pause in recovery of mature business
- Mixed performance

Opening new locations across the world

UK

No.18 Battersea Power Station, London

Very high profile deal at iconic development

"IWG, the world's largest serviced office group, is to launch a private members' club in London's Battersea Power Station development as the company strikes out into new lines of business."

Financial Times

France

Spaces La Défense, Paris

c. 194,000 sq. ft.
Largest location opened Jan'19

"This huge centre breaks records in this area. With its ten floors and 18,000sqm, Spaces is supplanting its competitors ….. at La Défense."

Bloomberg

USA

Spaces Hudson Yards, New York

>100,000 sq. ft.

"Among all its high-profile office tenants, the Hudson Yards District had not yet gotten in on the coworking trend sweeping the city — until now."

BizNow

Canada

Spaces The Well, Toronto / West Georgia St, Vancouver

250,000 sq. ft. combined

"Spaces is making its biggest expansion in North America with deals to rent large chunks of office space in Toronto and Vancouver."

Bloomberg

Enterprise account case studies

– more companies than ever turning to IWG

Small office migration from traditional lease to flexible workspace

- Major internal restructure consolidating business support functions
- Right-size space to reduce spend and increase in employee efficiency by enabling employees to work more flexibly and not be tied to one location
- 40+ global branch locations from traditional leases to a Regus "hub and spoke" model
- IWG's extensive global footprint was crucial in partner selection

Preferred partner status for all Deloitte's flexible workspace requirement in Europe

- Intensive RFP process in 2018 covering Ad-hoc flexible space, Managed Office Solutions (MOS) and monetisation of surplus space
- IWG won all three elements of the contract
- IWG detailed, transparent approach and professionalism secured its appointment
- Partnership now rolled out across the rest of Europe

Supporting the US government with the next decennial Census

- Telos is responsible for screening and finger-printing candidates
- Co-ordinating this activity from 100+ Regus centres throughout the USA
- Proof of Concept started in November 2018 (30 locations) after extensive negotiation with advisors and Telos, with another 100 due to be rolled out March/April 2019

Adoption of flexible workspace as a core building block of the Real Estate Strategy

- Tasked with moving 5 – 10% of its global portfolio per annum from traditional lease to flexible workspace
- Reduce the long term commercial risk associated by long-term traditional leases and mitigate the impact of IFRS 16
- Great opportunity for cost savings through improving workspace efficiency
- Generally requirements are for custom-build solution for 100+ workstations

Agenda

1	Group review	Mark Dixon
2	**The market opportunity**	**Mark Dixon**
3	Group financial review	Eric Hageman
4	Outlook	Mark Dixon
5	Questions	Mark Dixon & Eric Hageman

The commercial property industry

c. $29 trillion market[1]

- Huge opportunity
- Highly fragmented
- c. 30m office workers in US[2]
- c. 8m office workers in the UK[3]
- Ripe for disruption in a digital world

1 – Savills Commercial Research
2 – Henry J Kaiser Foundation – State Health Facts
3 – Office for National Statistics (ONS)

The strategy

People

- Strengthened management team
- Significant growth in enterprise team
- Improved reporting
- Constant innovation in sales process

Technology

- 3 new apps added
- Improved community app added
- Substantial help desk improvement
- Upgrading bandwidth complete
- Partnership with Hewlett Packard

Estate

- Repositioning older centres
- Selected closures and moves
- Constant market rent testing
- Improved planning and execution
- Cost control version 2.0 in place

Products

- Strong growth in our meeting rooms
- New focus on home work segment
- Membership revenues up c.18%
- Workplace recovery revenue up almost 50%

Network

- Step change in type and volume of network growth
- Great momentum in partnering approach
- Company owned locations still growing, but starting to reduce

Platform development

- World leading industry operating platform
- Continue to invest in platform, services and products
- Investment into shared service centres
- Support scalability, providing real competitive advantage

A balanced approach

Macro-economic backdrop

- Generally cautious outlook
- Positioning business accordingly
- Increased investment discipline
- Strong focus on partnering
- Cash and Balance Sheet focus

Structural growth industry

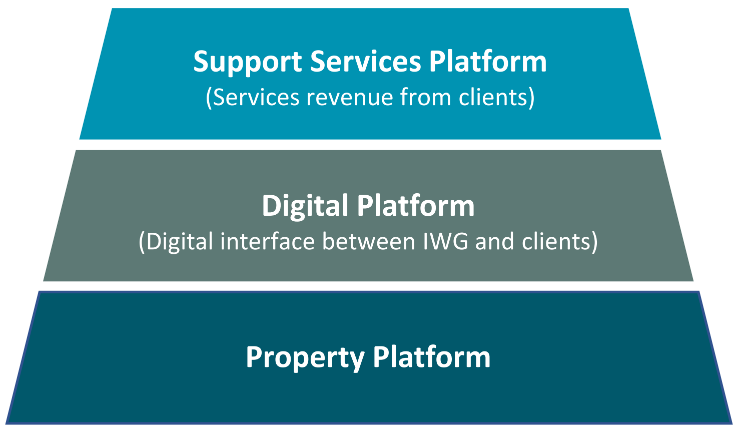
- Fast track growth industry
- Co-working/flexible working gaining popularity
- Increasingly mainstream with significant enterprise take up
- Much more demand creating even greater opportunity globally

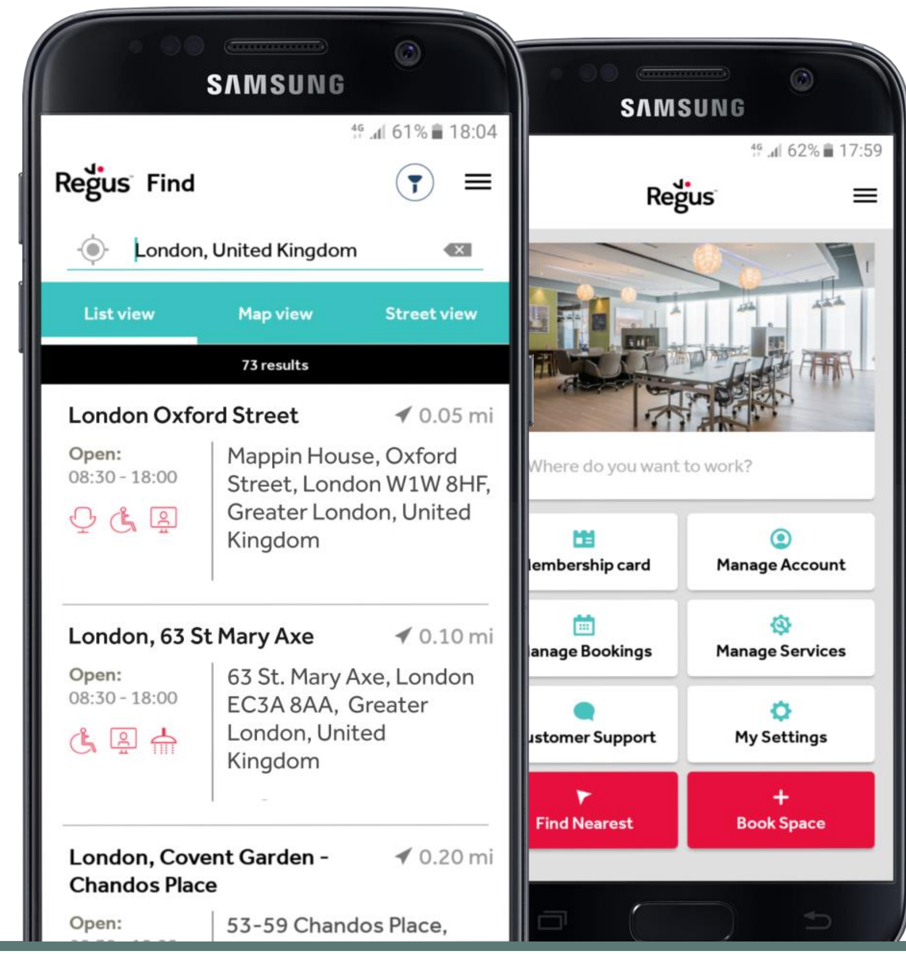
Marketplace

- Many lack scale
- Most are unprofitable
- Possible consolidation opportunities
- Disciplined approach required

Integrated platform creates competitive advantage

- Property platform with unrivalled choice
- Supported with a digital platform – more apps
- Support services platform – Industry leading service revenue – 29%





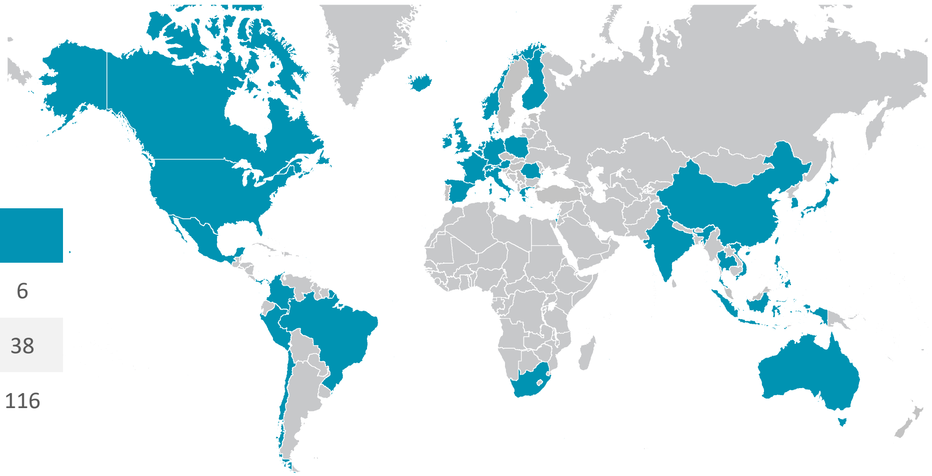
Spaces overview

SPACES.

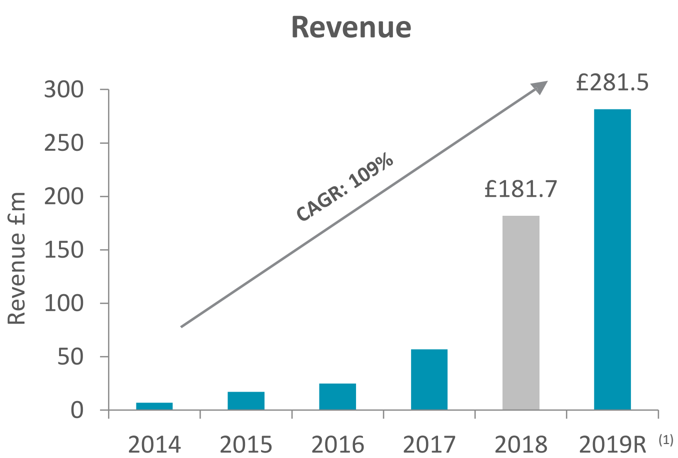
- Founded in 2008
- Acquired by IWG in 2014
- Premium co-working brand focused on building creative workspaces with a unique entrepreneurial spirit
- Emphasis placed on building out brand from 2017 with very strong growth in run rate revenues and the number of open locations achieved since then
- Proven ability to leverage its core competencies in real estate procurement, design technology, and hospitality services to scale up rapidly and offer professionally designed workspaces for companies of varying sizes

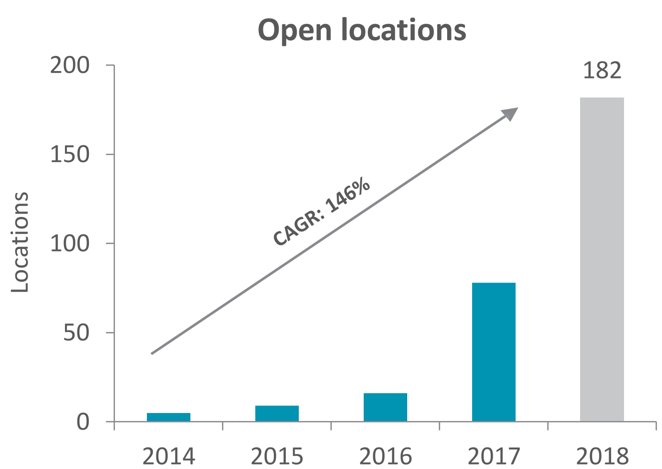
SPACES global footprint

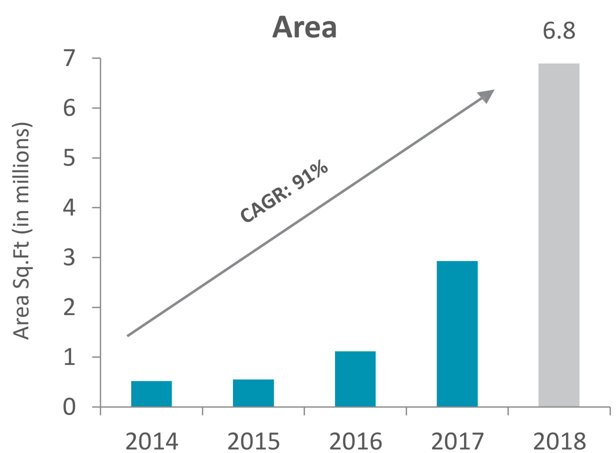
Spaces Footprint	
Continents	6
Countries	38
Cities	116



SPACES key performance metrics from operational centres







1) Run-rate January 2019

Agenda

1	Group review	Mark Dixon
2	The market opportunity	Mark Dixon
3	**Group financial review**	**Eric Hageman**
4	Outlook	Mark Dixon
5	Q&A	Mark Dixon & Eric Hageman

Group results

Strong and improving growth trends, profitability in-line with expectations

Group income statement

£ million	2017 Group	2018 Openings	2018*	2017	% change constant currency	% change actual currency
Revenue	**2,417.7**	**65.4**	**2,535.4**	**2,352.3**	**9.7%**	**7.8%**
Gross profit***	459.9	(32.4)	409.2	401.6	3%	2%
Gross profit margin	*19.0%*		*16.1%*	*17.1%*		
Overheads	(227.8)	(21.7)	(253.7)	(237.6)	10%	7%
Operating profit******	**230.7**	**(54.1)**	**154.1**	**163.2**	**(8)%**	**(6)%**
Operating profit margin	*9.5%*		*6.1%*	*6.9%*		
Net finance expense			(15.4)	(13.8)		
Profit before tax			**138.7**	**149.4**		**(7)%**
Taxation			(33.0)	(35.4)		
Profit after tax			**105.7**	**114.0**		**(7)%**
EPS (p)			**11.7**	**12.4**		**(6)%**
EBITDA	**447.4**	**(40.5)**	**389.9**	**376.2**	**4%**	**4%**
EBITDA margin	*18.5%*		*15.4%*	*16.0%*		

* Including closures **At constant currency. ***Centre contribution. ****Including contribution from joint ventures.

- Total revenue up 9.7%** to £2,535.4m
- Accelerating in Q4 to 14.3%** (Q1: 6.7%; Q2: 7.6%; Q3: 10.2%**)
- Pre-18 EBITDA improved £71.2m to £447.4m, up 19%
- £40.5m EBITDA investment in New 18 and New 19 centres
- One-off EBITDA cost for closures of £16.0m
- Group EBITDA up 4%
- Overheads down 10bp to 10.0% as a percentage of revenue
    - Investment in people to support growth
    - Investment in marketing
    - Fees related to M&A process
- Operating profit of £154.1m, in line with expectations
- Effective tax rate of 23.8%
- EPS of 11.7p

Group cash flow

Strong cash generation

£ million	Pre-2018	2018	2017	% change Actual currency
EBITDA	**447.4**	**389.9**	**376.2**	**4%**
Working capital		166.4	44.2	276%
Less growth related partner contributions		(144.8)	(80.6)	80%
Cash generation before investment		**411.5**	**339.8**	**21%**
Maintenance capital expenditure - Gross		(112.0)	(95.6)	17%
Taxation		(37.1)	(22.4)	68%
Finance costs		(15.7)	(11.9)	32%
Other items		12.5	5.6	127%
Cash flow before net growth capital expenditure, share repurchases and dividends		**259.2**	**215.5**	**20%**
Cash flow before growth capex per share (p)		**28.6**	**23.5**	**22%**
Net growth capital expenditure		(332.0)	(272.5)	22%
Cash return to shareholder		(93.9)	(99.6)	(6)%
Corporate financing activities		1.9	4.2	
Opening net debt		(296.4)	(151.3)	
Exchange movements		0.4	7.3	
Closing net debt		**(460.8)**	**(296.4)**	**56%**

- Cash flow before net growth capital expenditure of £259.2m, up 20%
  - Positively impacted by:
    - EBITDA growth
    - Increase in working capital inflow
  - Partly offset by:
    - Increased maintenance capital expenditure
    - Increase in taxation and finance costs
- Cash flow before growth capex per share up 22% to 28.6p
- Net growth capital expenditure up 22% to £332.0m
  - 299 vs 275 locations
  - Strong 2019 pipeline
- Net debt up to £460.8m
  - Net debt to EBITDA ratio of 1.2x
  - Freehold property of c. £140m
- Revolving Credit Facility increased from £750m to £950m and maturity extended to 2024

Corporate finance principles

Continued commitment to investing in growth,
improving shareholder remuneration and prudent financial policies

Capital Allocation

- Disciplined processes
- Focused on profitable growth – Post-tax cash return > WACC

Financial Policy

- Net debt/EBITDA ratio of 1.2x
- Headroom within the range 0.75x and 1.5x

Financing

- Revolving Credit Facility £950m with 2024 maturity
- Financial covenants unchanged

Dividend Policy

- Sustainable and progressive
- £38.9m final dividend to be paid in May 2019

Share Repurchases

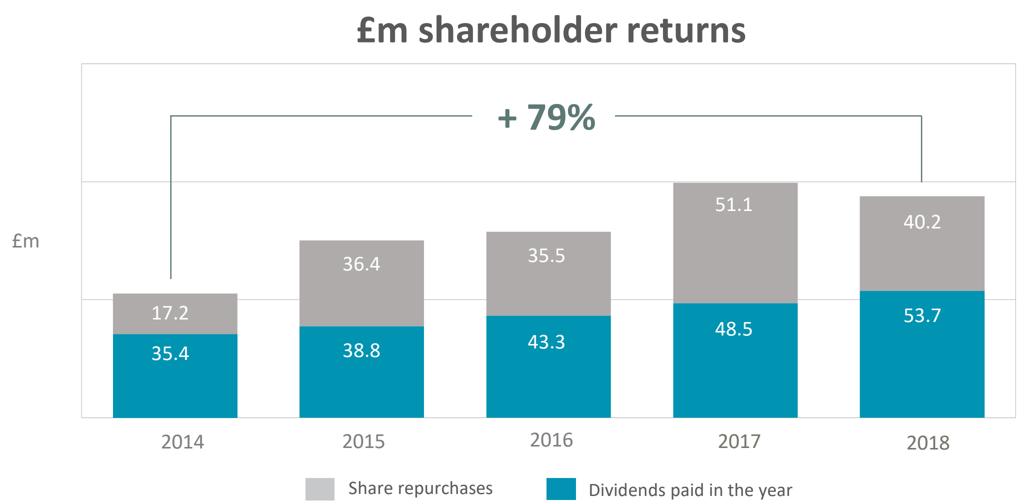
- Return excess cash to shareholders
- £40.2m returned in 2018

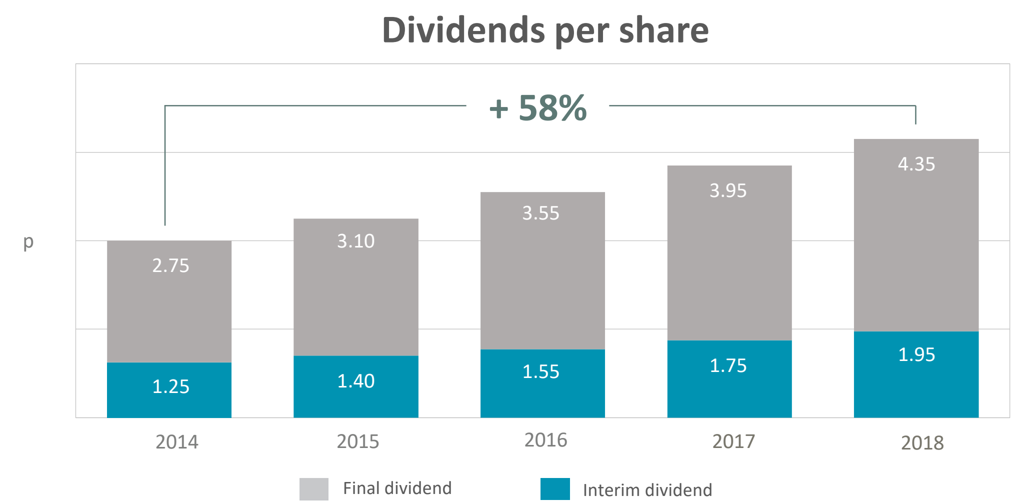
Selective M&A

- Focus on value creation, right asset at right price
- Needs to compare to returns in core business and be accretive

Shareholder returns

£93.9m returned to shareholders in 2018





Total shareholder returns

- £93.9m returned to shareholders in 2018
  - £53.7m paid in dividends
  - £40.2m of shares repurchased

Progressive dividend

- Dividend proposal: 6.30p per share for 2018
  - 11% increase vs. 2017
  - Interim dividend of 1.95p, paid in October 2018
  - Final dividend of 4.35p, payable May 2019

IFRS 16 Key messages

No impact on our plans and ambitions

No impact on	Our economics	Cash	How we run the business
Significant impact on financial reporting	Leases brought on to our balance sheet	Operating profit increases	Unaudited pro-forma balance sheet and income statement illustrating the IFRS 16 impact to be included as an addendum to 2018 Annual Report & Accounts
Applies to	All annual reporting periods beginning on or after 1 January 2019	Profit before tax and EPS decrease, due to relative immaturity of lease portfolio	2019 interim results will be reported on IFRS 16 basis (plus supplemental reporting on pre-IFRS 16 basis)

IFRS 16 background

- IFRS 16 is the new lease accounting standard, effective from 1 January 2019, replacing IAS 17 Leases
- IFRS 16 requires lessees to recognise most leases on their balance sheet
- The majority of IWG's leases fall within scope of IFRS 16, no impact on the flexibility of our leases *
- IWG plans to internally manage the company and have internal and supplemental external reporting on the pre IFRS 16 basis
- We have adopted the 'modified retrospective' approach
    - Most comprehensive and representative view
- Balance sheet
    - Creation of a right-of-use asset and
    - A lease liability
- Income statement
    - Rent replaced by depreciation charge and;
    - Finance cost of lease liability

* IWG Annual Report & Accounts 2018, p.35, 'flexible' meaning that they are either terminable at our option within six months and / or located in or assignable to a stand alone legal entity, which is not fully cross-guaranteed

IFRS16 implications for IWG

All figures are based on IWG's Annual Report & Accounts 2018

IAS 17 figures can be traced directly to the AR&A 2018

KPI	IAS 17*
Creation of a Right-of-use-Asset and a Lease liability on the balance sheet	Rent replaced by Depreciation charge and Finance expense
Right-of-Use Asset Dec-18 c.£5.6bn*	2018 Depreciation – £866.1m Finance expense – £225.0m
Lease Liability Dec-18 c.£6.2bn*	Operating Profit* £182.2m
	Profit Before Tax* £42.8m

KPI	IAS 17 **	IFRS 16*
Cashflow Per Share	28.6p	28.6p
EBITDA	£389.9m	£1.4bn
EBIT	£154.1m	£336.3m
PBT	£138.7m	£95.9m
EPS	11.7p	7.0p
Net Debt	£460.8m	£6.7bn

* IFRS 16 figures are **unaudited**

**As reported in IWG Annual Report & Accounts December 2018

IFRS16 in summary

No impact on revenue	Cash flows are unaffected
Post-tax cash return on net investment is a cash-on-cash measure and therefore adjusted for depreciation as a non-cash item	Dividend policy will not be impacted by IFRS 16
Banking covenants are based on 'pre IFRS 16 GAAP'	Customers will not be impacted by the transition to IFRS 16 They may however be prompted to review their own corporate real-estate needs and look to use workspace providers more
The majority of IWG's leases fall within scope of IFRS 16 No impact on the flexibility of our leases As at 31 December 2018, 97% of IWG's leases are 'flexible' *	IWG plans to continue to manage the company and have internal and supplemental external reporting on the pre-IFRS 16 basis

* IWG Annual Report & Accounts 2018, p.35

Agenda

1	Group review	Mark Dixon
2	The market opportunity	Mark Dixon
3	Group financial review	Eric Hageman
4	**Outlook**	**Mark Dixon**
5	Q&A	Mark Dixon & Eric Hageman

Outlook for 2019

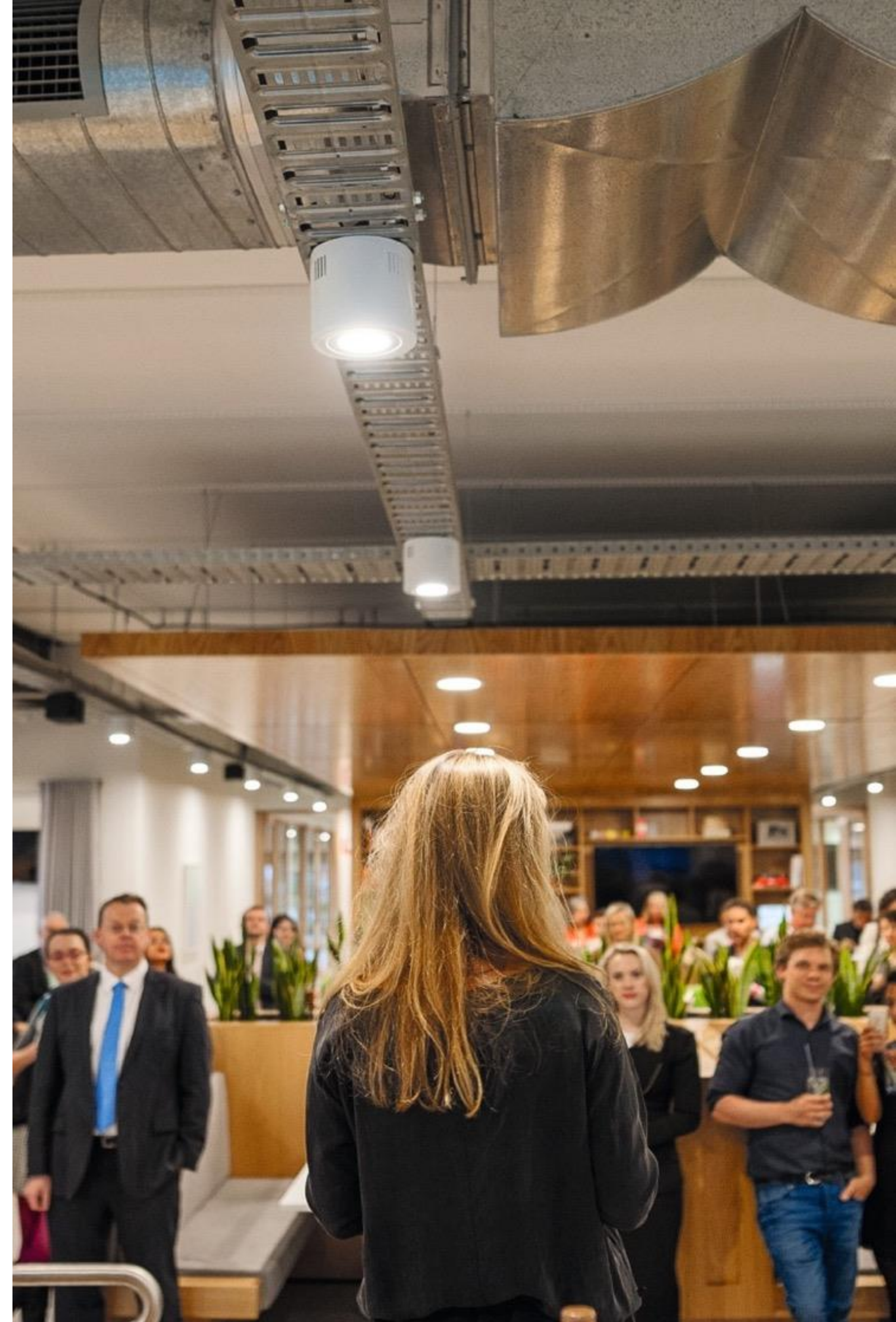
Strong recovery in second half and into 2019

- Current trading providing a good start to 2019
- Strong focus on margin improvement
- Continue to invest in our network in a disciplined manner
- Excellent momentum in partnering approach, with counterparties wanting to operate our brands across a wide geographic spectrum
- Pipeline visibility
    - c.£200m net investment; c.190 locations; c.5.2m sq. ft.
- Well placed to take advantage of the growth in our industry
- Focused on delivering profitable growth, attractive returns and monetising our leading network
- Sales activity trends remain good and we anticipate improved revenue growth in 2019

Agenda

1	Group review	Mark Dixon
2	The market, the opportunity	Mark Dixon
3	Group financial review	Eric Hageman
4	Outlook and concluding remarks	Mark Dixon
5	**Q&A**	**Mark Dixon & Eric Hageman**

Q&A?



Thank you

IWG International Workplace Group

iwgplc.com

Contact details

Wayne Gerry

- Group Investor Relations Director
- wayne.gerry@iwgplc.com

Appendix

1. Mature performance by geography
2. Group revenue development
3. Gross profit margin development
4. Post-tax returns development

Appendix 1 - Mature performance by geography

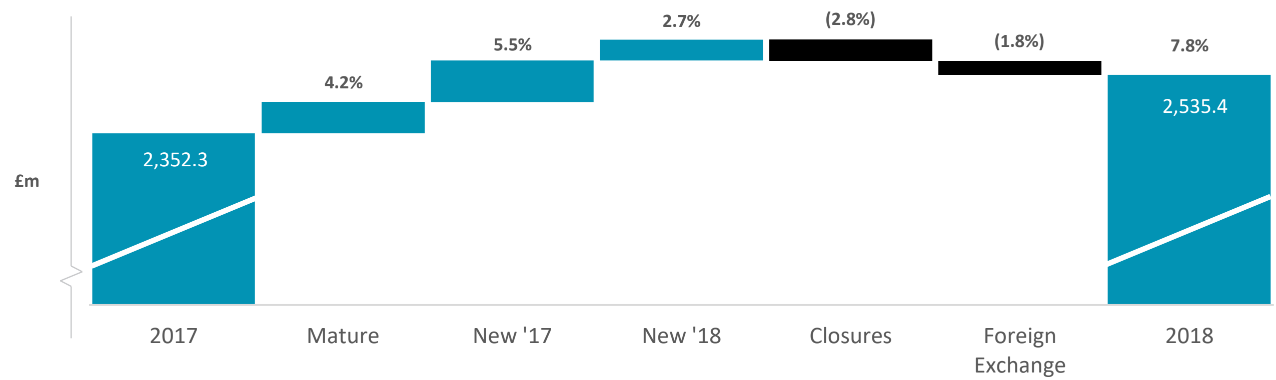
- Mature revenue growth improved through the year
- Primarily driven by the Americas and EMEA and to a slightly lesser extent EMEA
- Strong margin improvement in Americas and EMEA
- Stronger sequential performance increased second half margin to 21.5%, with all regions contributing

	Revenue				Centre Contribution		Gross Margin (%)	
			% Change at Actual Currency	% Change at Constant Currency				
£m	**2018**	**2017**			**2018**	**2017**	**2018**	**2017**
Americas	961.7	930.3	3.4%	6.6%	207.6	162.3	21.6%	17.4%
EMEA	527.1	493.7	6.8%	7.2%	128.0	105.9	24.3%	21.5%
Asia Pacific	368.0	361.1	1.9%	4.5%	76.2	71.4	20.7%	19.8%
UK	376.5	390.3	(3.5)%	(3.5)%	49.3	75.2	13.1%	19.3%
Other	4.5	3.3			(0.2)	(1.2)		
Total	**2,237.8**	**2,178.7**	**2.7%**	**4.6%**	**460.9**	**413.6**	**20.6%**	**19.0%**

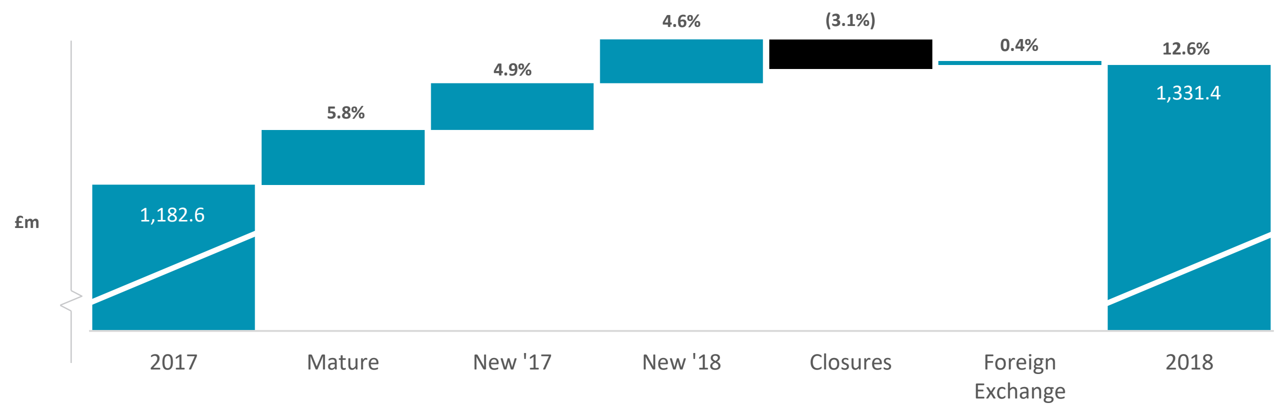
* Mature centres open on or before 31 December 2016

Appendix 2 - Group revenue development

Full year 2018

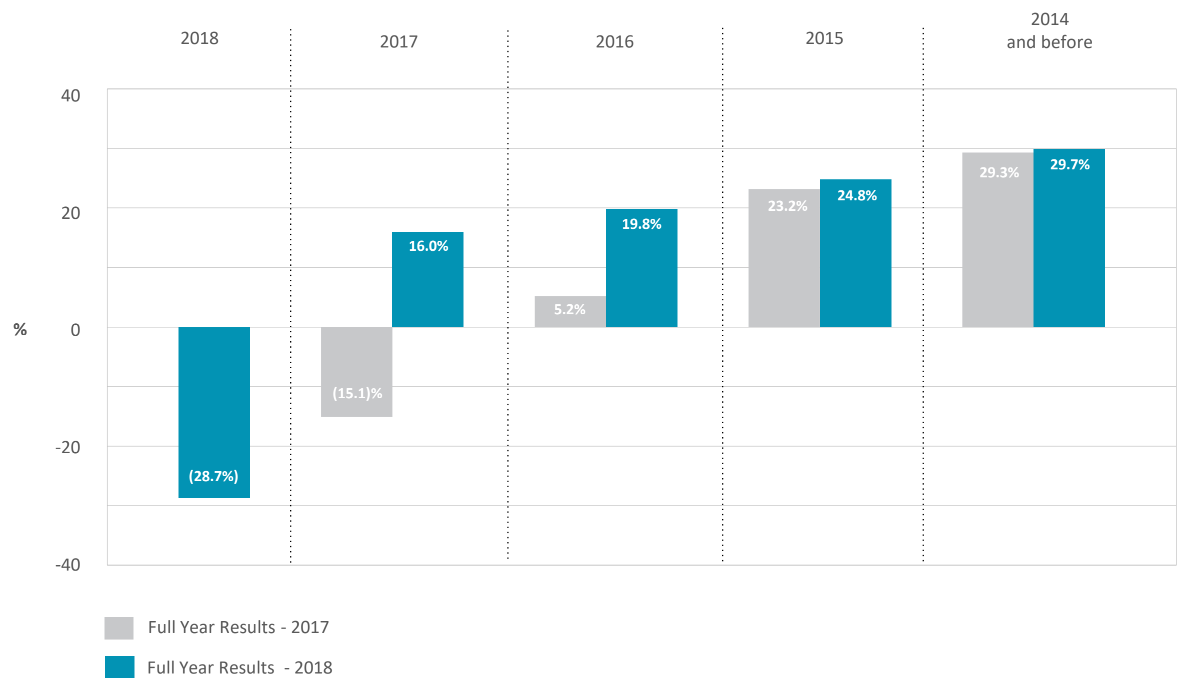


Second half 2018



Appendix 3 - Gross profit margin development

Year group by vintage

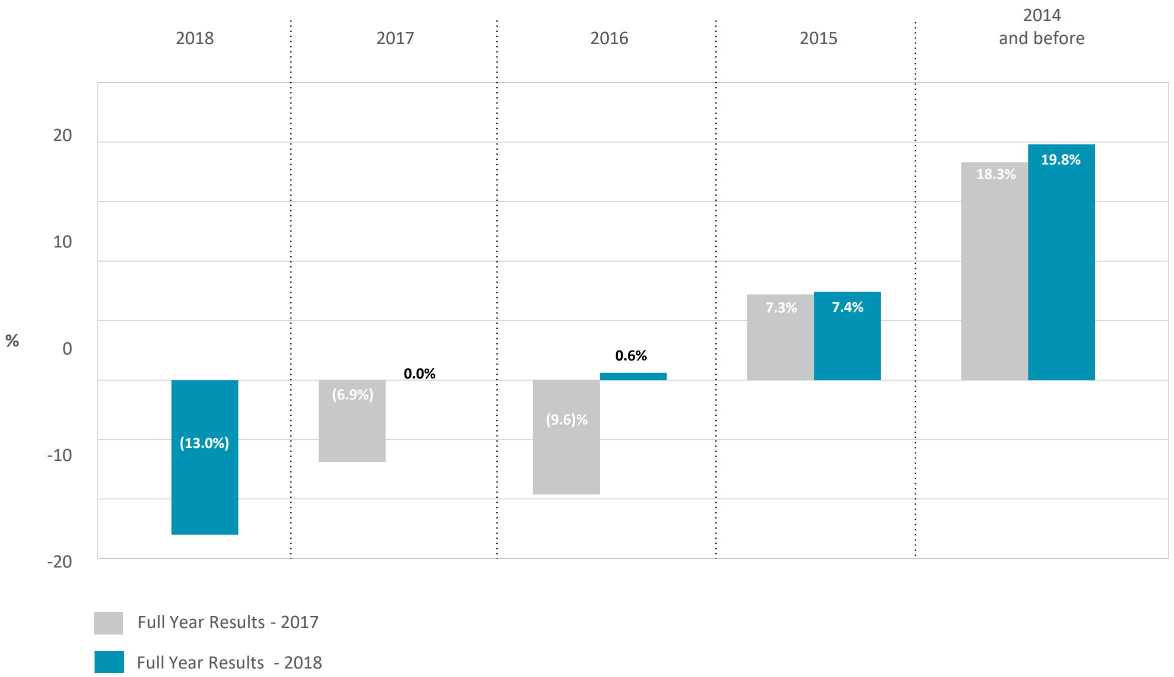


Gross profit margin

- Before depreciation and amortisation
- Excellent 2017 and 2016 year group performances
- Good 2015 year group progression
- 2014 and before openings reflect the improved Mature performance

Appendix 4 – Post-tax returns development

Year group by vintage



Post-tax return on net investment

- We continue to make attractive returns
- Benefiting from operational leverage and capital efficiency
- After increased investment in maintenance capital expenditure