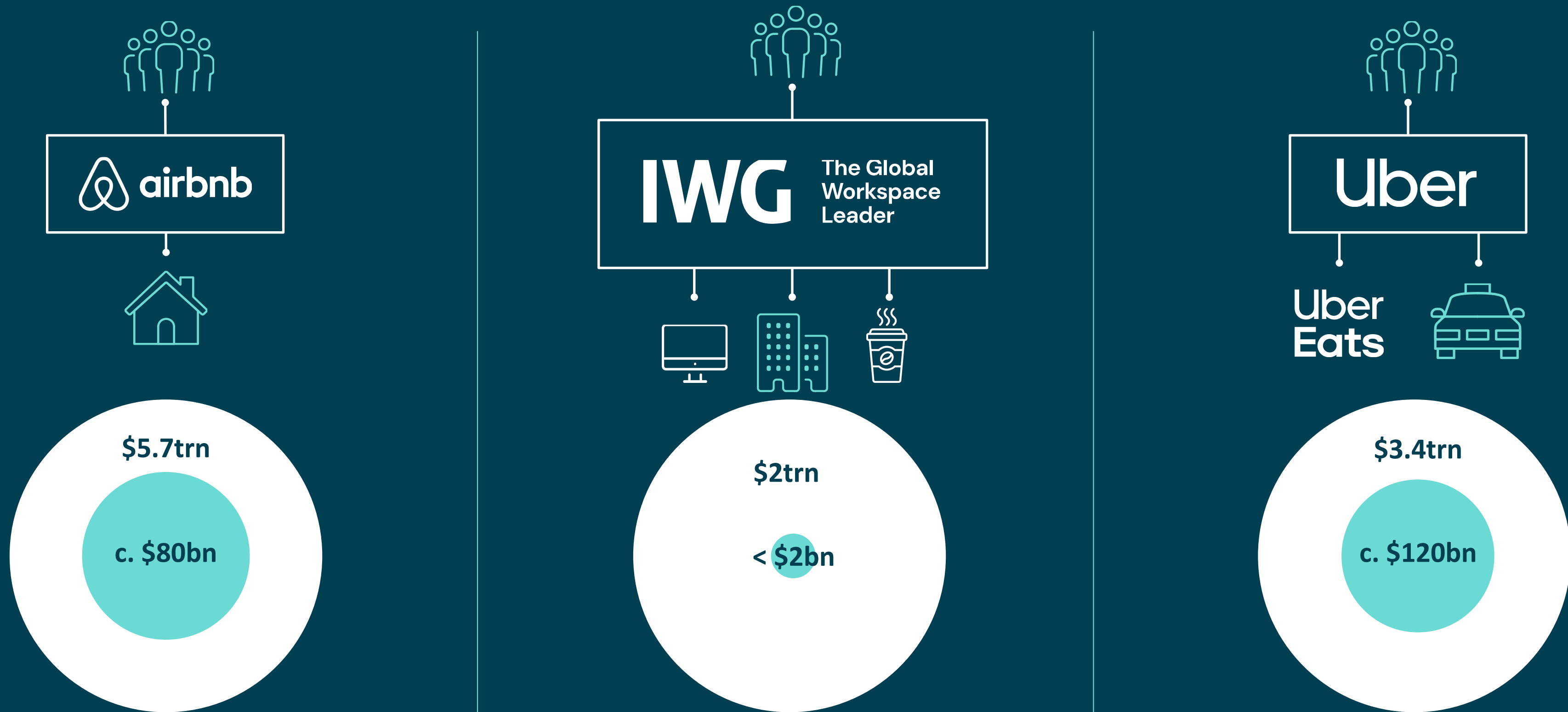




Thomas Sinclair
Chief Development
Officer

Network growth

The growth opportunity



Building a network

Customer led



“The foundation of our platform is our **massive network**, leading technology, operational excellence, and product expertise.”

Uber

Building a network

Customer led



Global networks

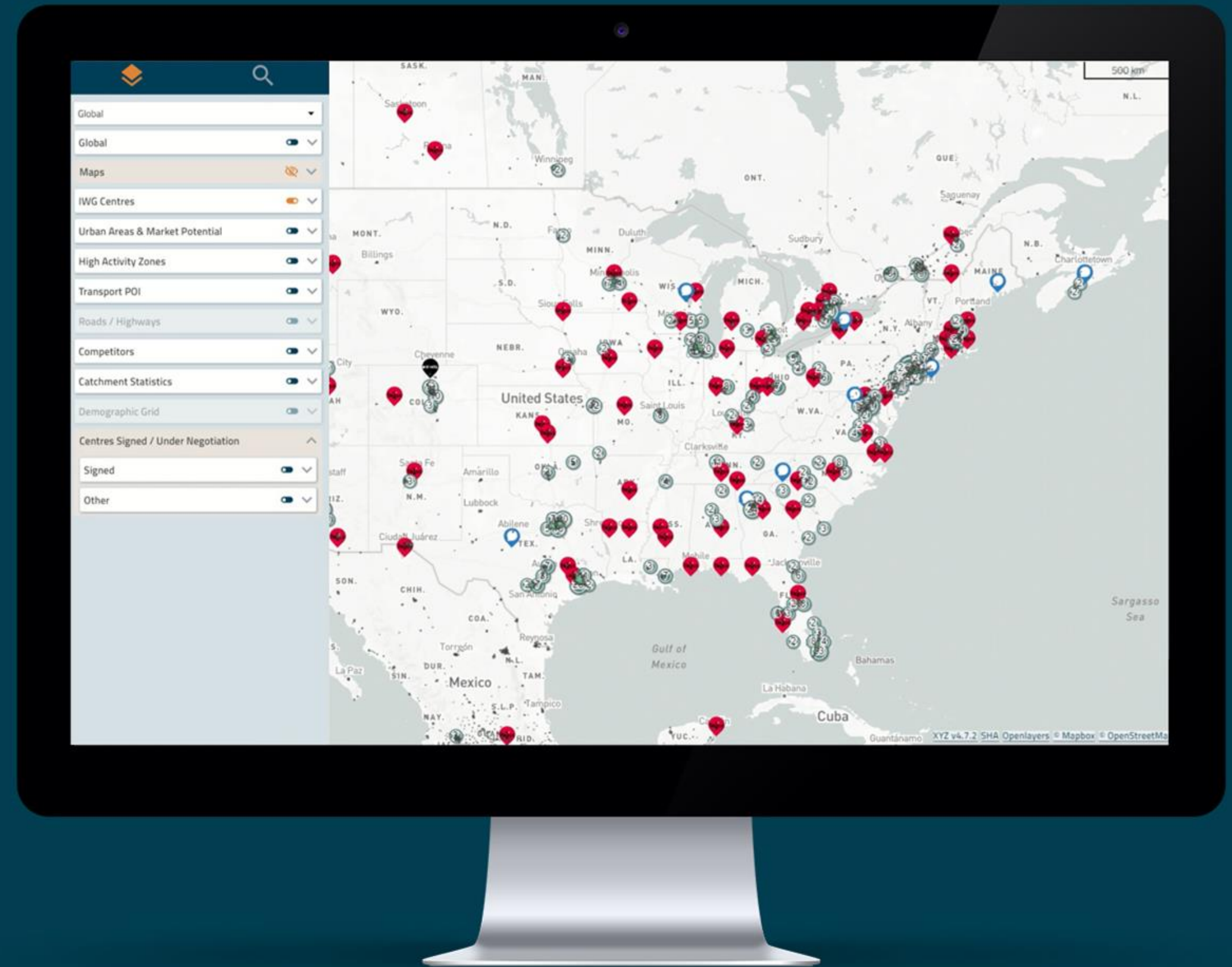


Building a network

Customer led



Global networks

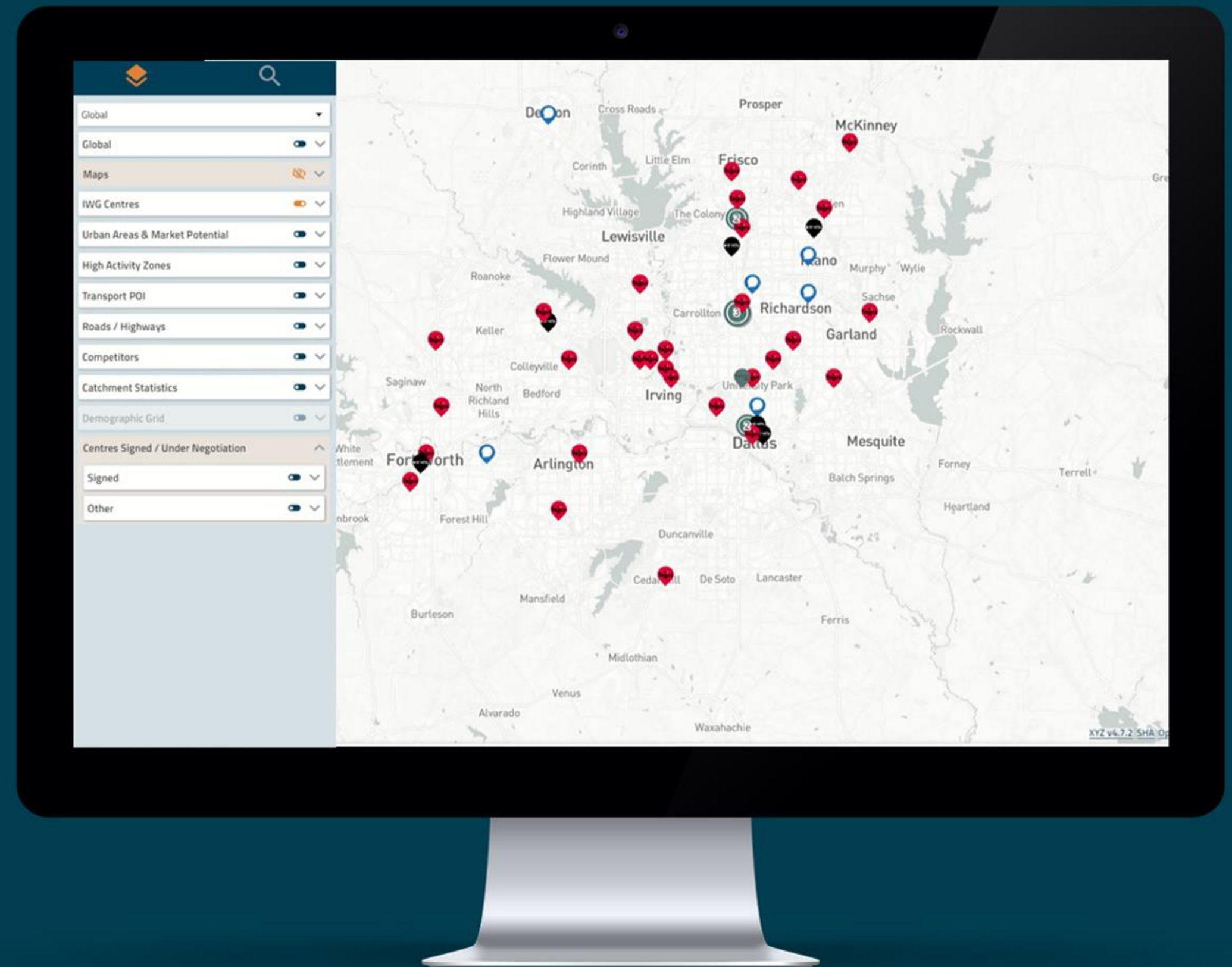


Building a network

Customer led



Global networks



Building a network

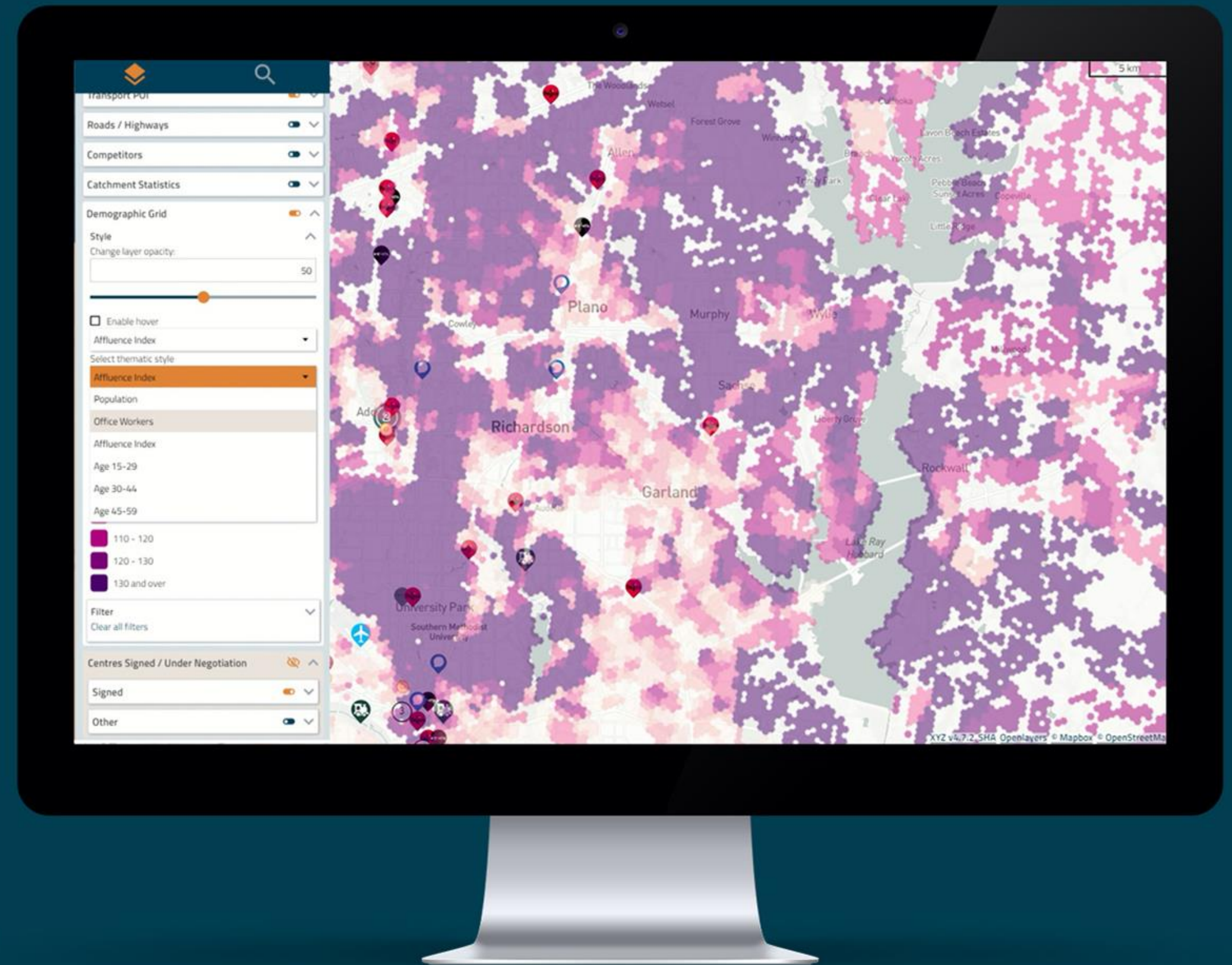
Customer led



Global networks



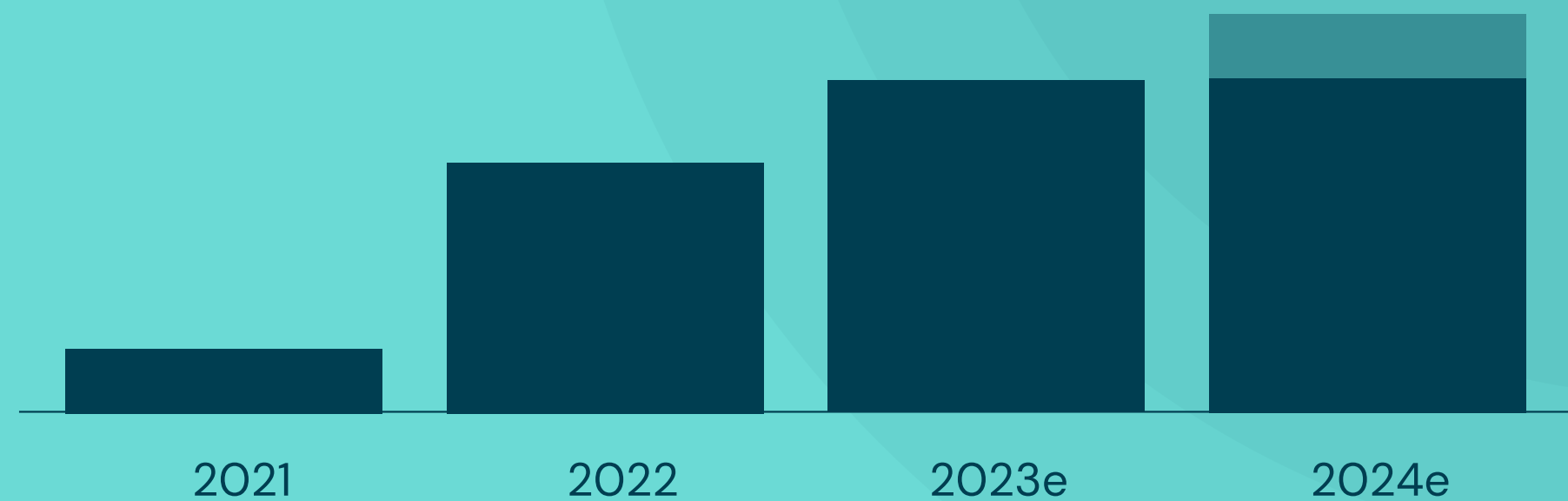
Data driven



Accelerating growth through partnerships

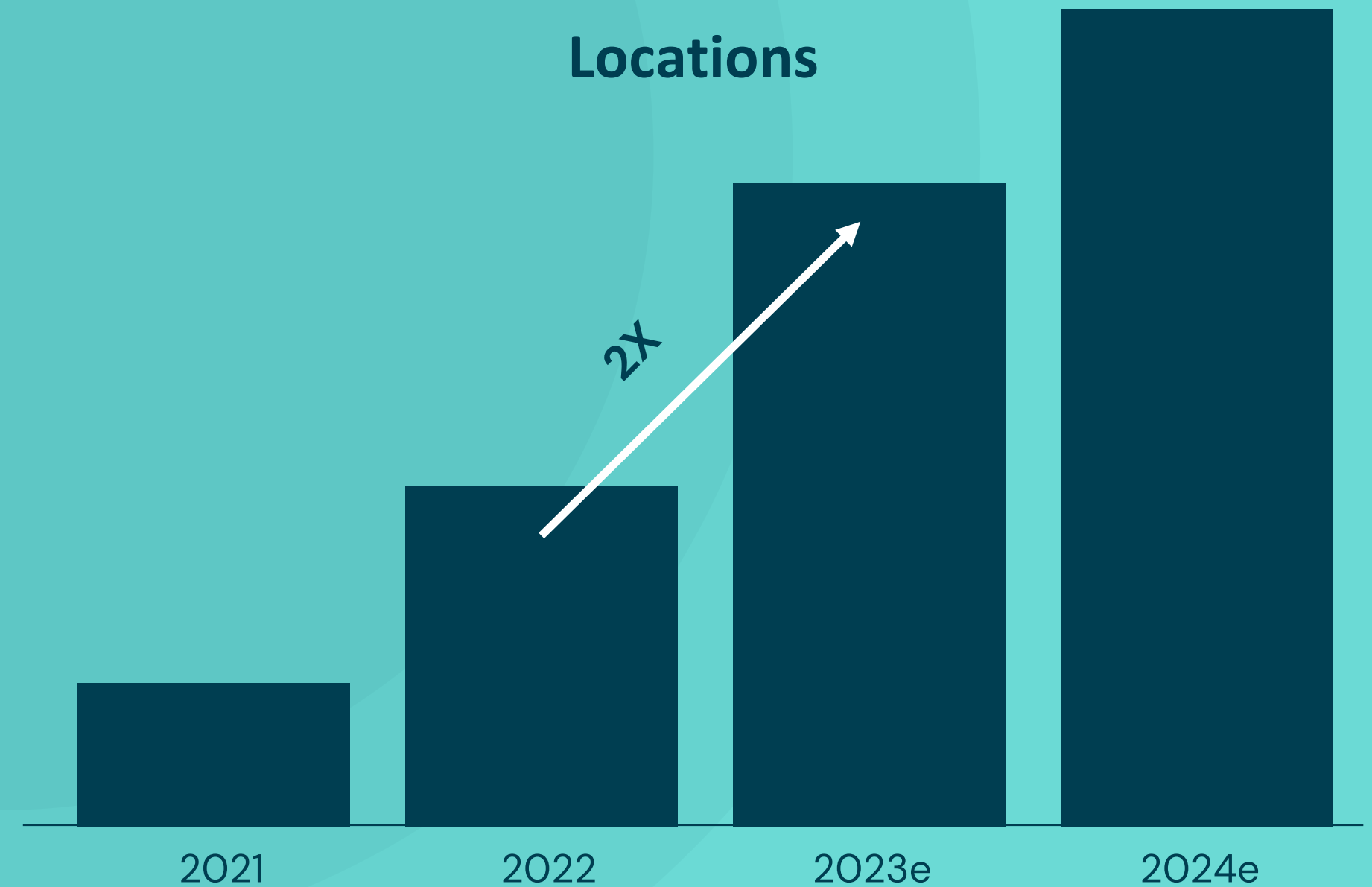
Investment in team...

FTEs



...accelerating signings

Locations



Why flex, why IWG?

Global market leader



90% of employees want flexibility in where and when they work

88% of companies are planning a full shift to flexible working

Exposure to Flex?

Yes

Outsource/
In-house

No

Outsource

"Mom & Pop"
or...

In-house

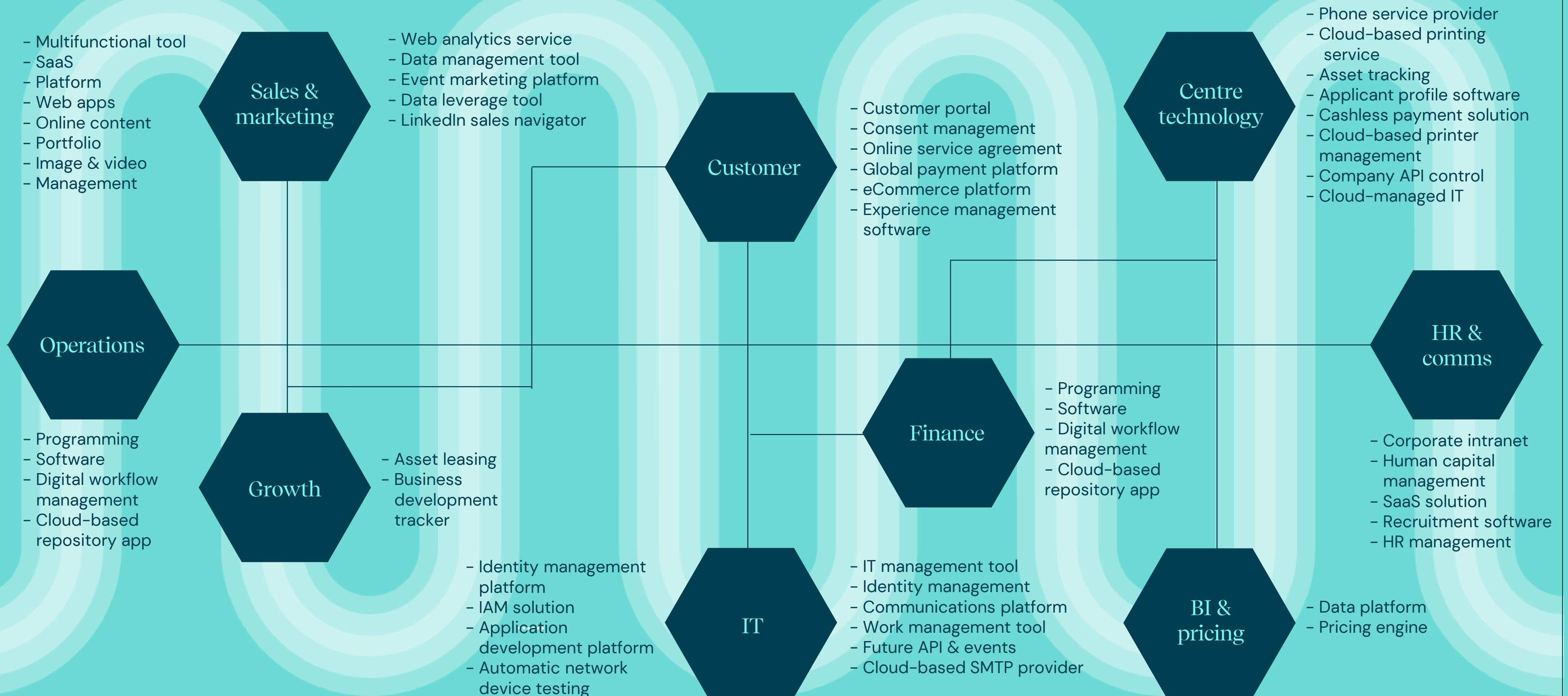
Mom & Pop

No distribution
No scale
Operationally intensive



Brands and formats

Best-in-class platform



Track record



Higher revenues

Best distribution
Yield management
Add-on services



Lower costs

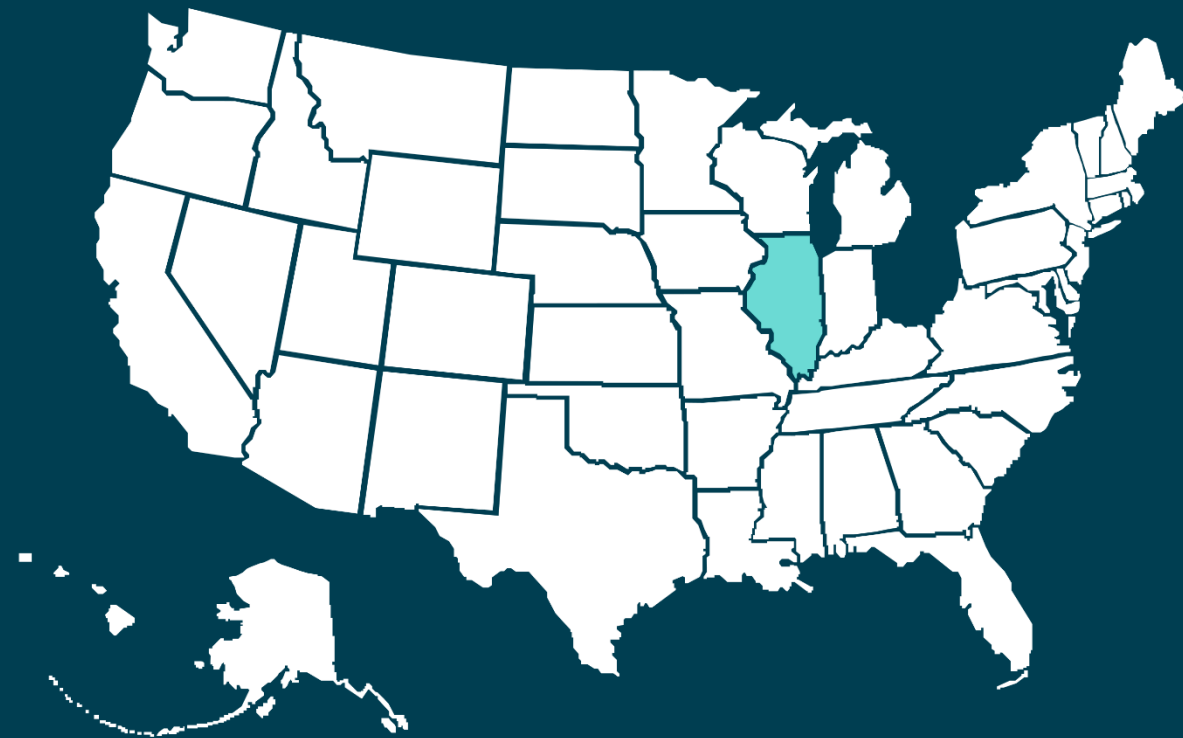
Scale
Operating platform
Supply chain



Premium income

Cover costs
Make rent
+ 20% premium (often more)

Case Study

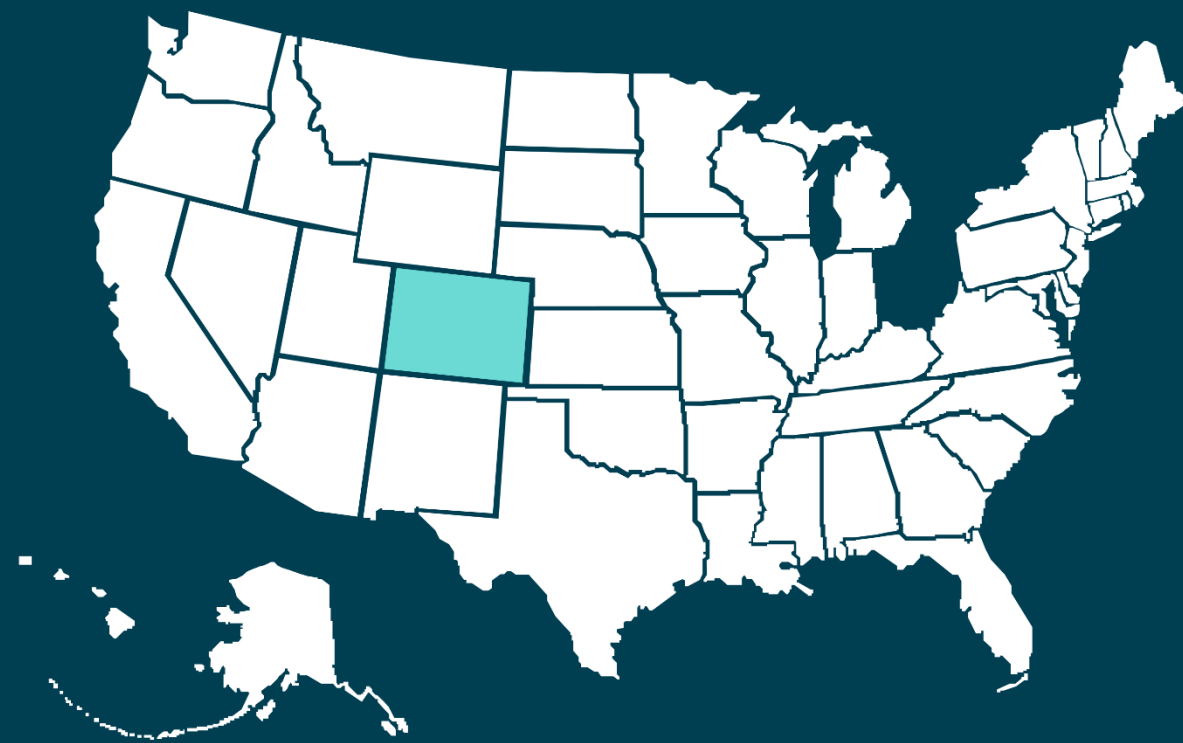


Signed
March
2023



Westmont, IL

Case Study

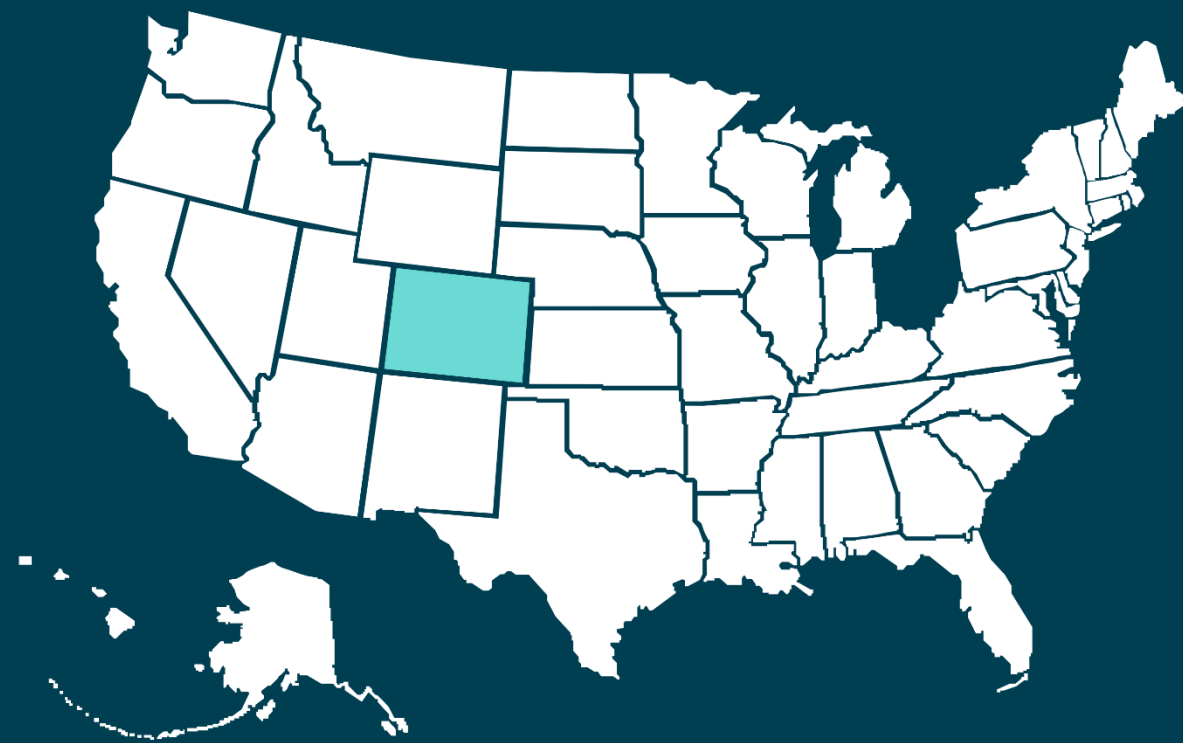


Signed
May
2023



Fort Collins, CO

Case Study

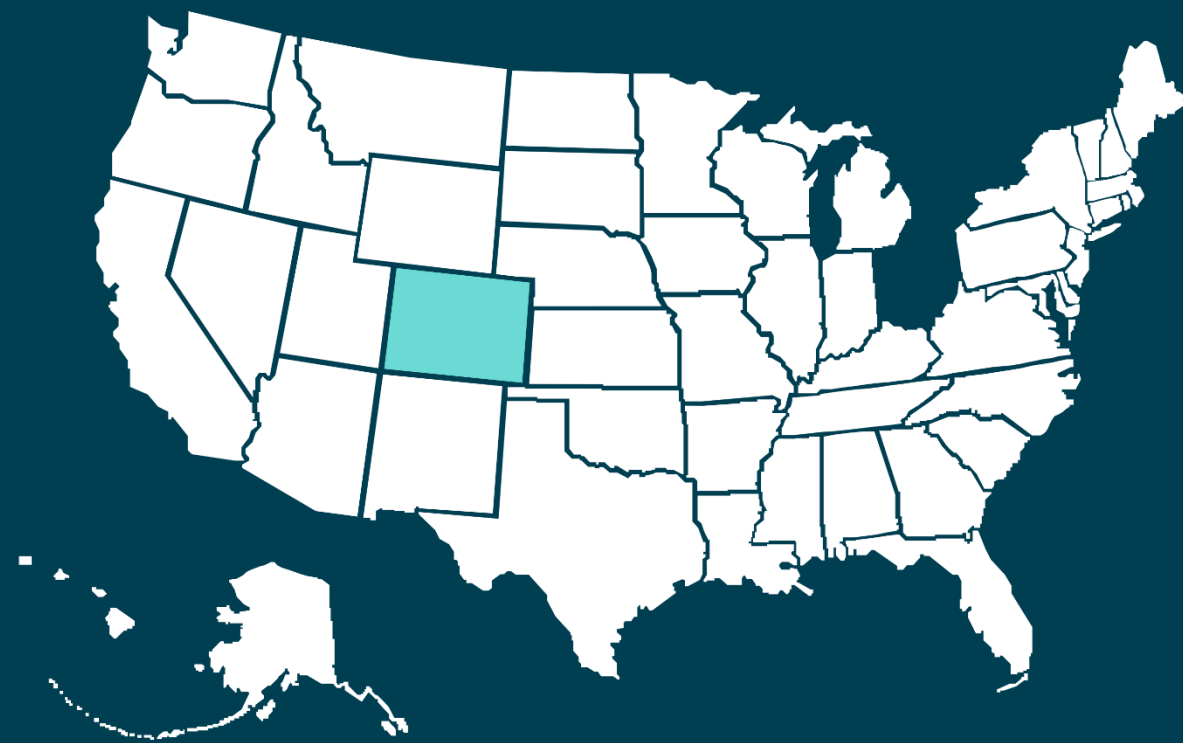


Signed
June
2023



Evergreen, CO

Case Study

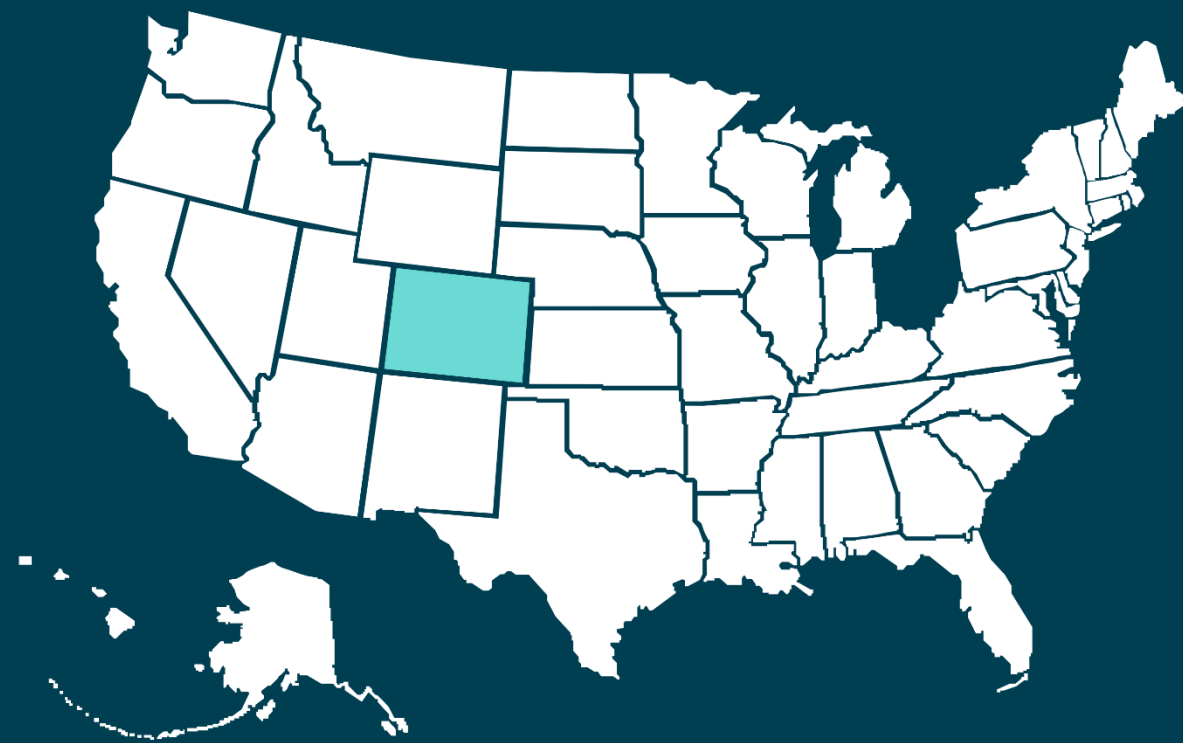


Signed
July
2023



Castle Rock, CO

Case Study

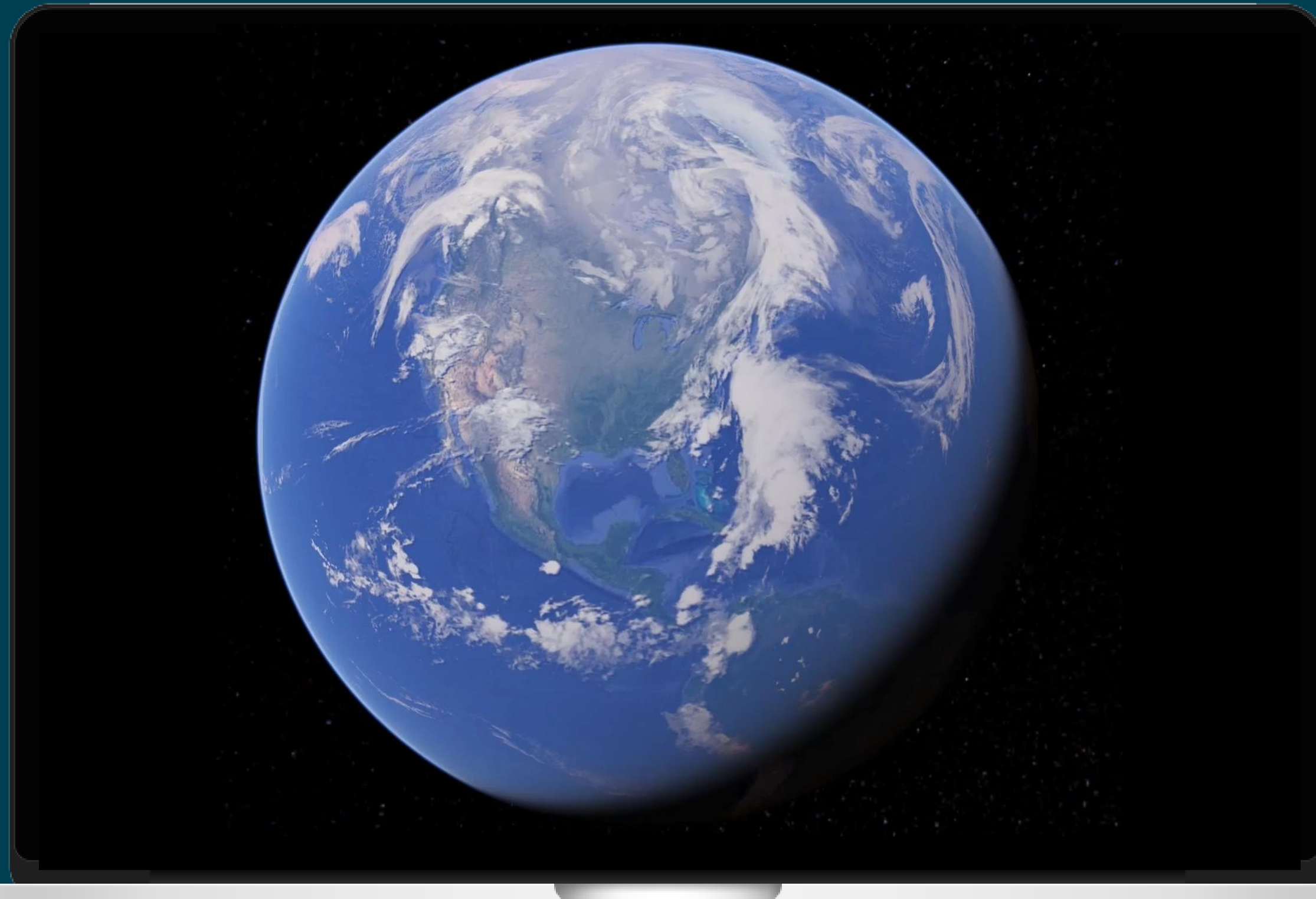


Signed
August
2023



Greenwood Village, CO

Case Study



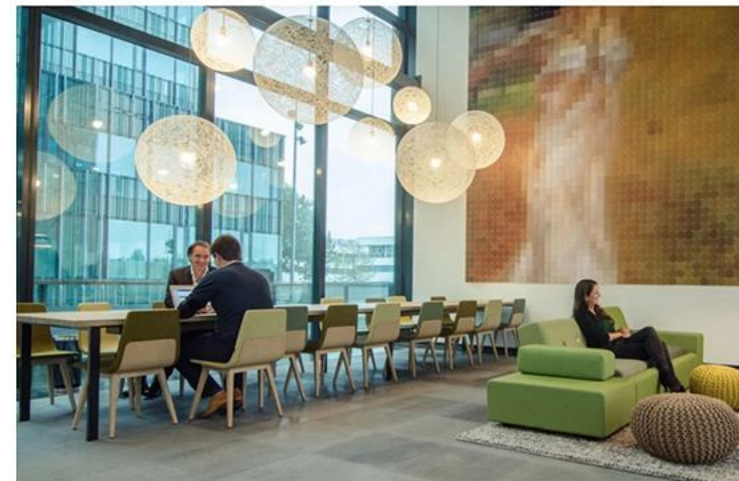
Case Study

Messenger

Business

IWG's Regus brand arrives in Altrincham to meet demand for hybrid working

By Alan Brown - April 21, 2022



DAVID PRIOR

April 20, 2022 . 11:29 AM — 2 min read

News Greater Manchester News Altrincham

World's largest flexible workspace company creating new development in Altrincham



Regus Altrincham (Image: IWG)

A flexible workspace company with brands including Spaces and Regus is expanding its footprint at a historical building in Manchester city centre.

The new Signature site to be located at Bow Chambers will provide about 8,000 sq ft of high-quality workspace and allow customers to work flexibly.

IWG to open Regus Altrincham to meet demand for flexible working

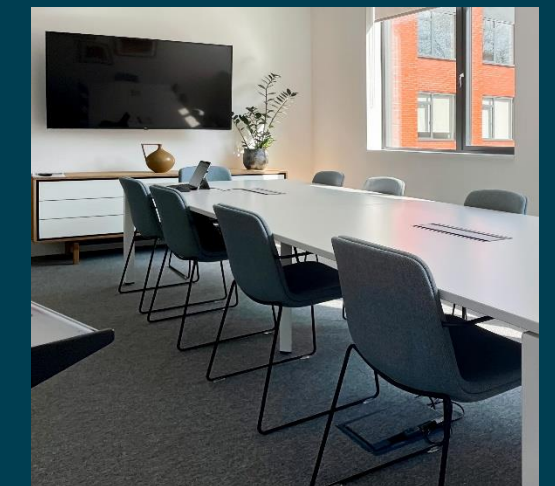
23rd April 2022



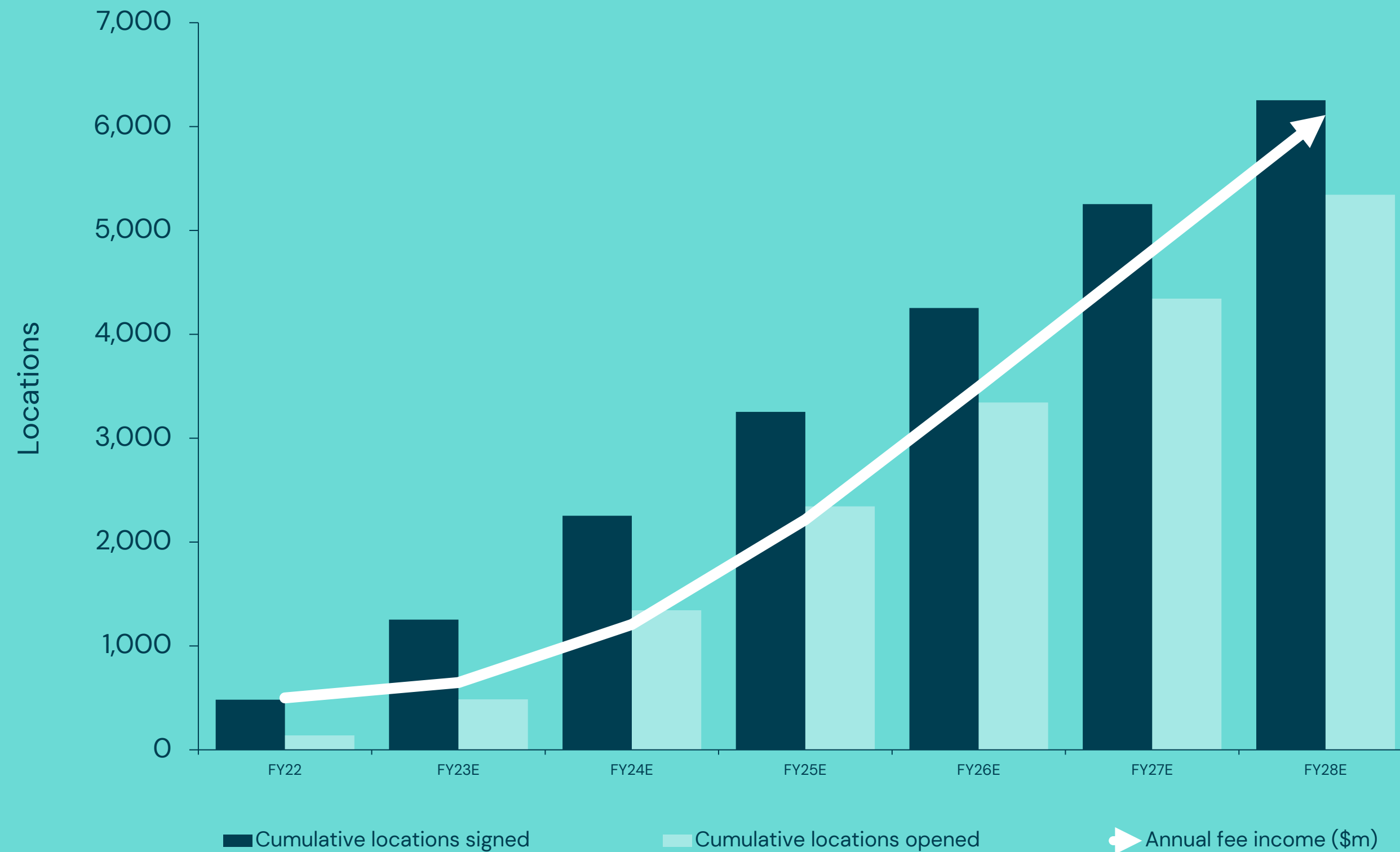
Share

No Comments

m with locations across the world is to open a site



Driving shareholder value



A framework...

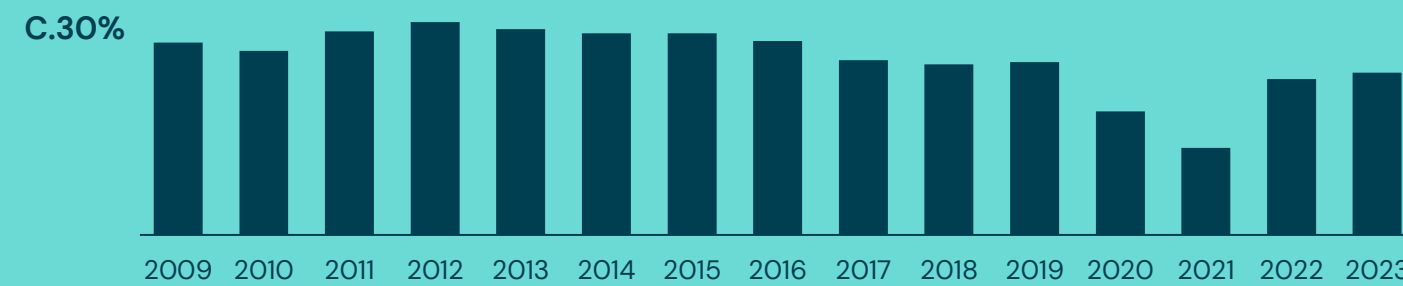
- **+1k** locations [**125k** rooms p.a.]
- **10 months** to open
- **12-18 months** to maturity
- **\$750k** revenues
- **Mid-teens** fees
- **\$100k** per location p.a.

Company owned

Stable margins, attractive returns...



Strong
historical
investment



Centre #1, Belgium



World-class
risk
management

Company owned Perception vs. reality

Perception	Reality	Comment
Asset/Liability mismatch	Diversified income, perpetuity	8m users, centre #1
High risk	World-class risk-management	SPVs, pandemic-proof
Capital-intensive	Increasingly capital-lite	High ROI
Operational leverage	Low breakeven, variable rent	Stable margin, strong returns

IWG Investor Day 2023

Company owned



The Engine Room, Battersea Power Station, UK

IWG Investor Day 2023

Company owned

The Engine Room, Battersea Power Station, UK

IWG Investor Day 2023

Company owned



1500 K Street Washington DC, US

IWG Investor Day 2023

Company owned

Spaces Lisbon Oriente, Portugal



IWG Investor Day 2023

Company owned



191 Peachtree Street Atlanta GA, US

IWG Investor Day 2023

Company owned

600 Massachusetts Avenue Washington DC,
US



IWG Investor Day 2023

Company owned



Spaces The Shake – Lille, France

Summary

1

THE biggest opportunity in real estate

2

Significant investment in strategy

3

Programme starting to deliver

4

Highly attractive model

5

Will drive shareholder value