

# IHG at a glance

InterContinental Hotels Group PLC is the world's largest hotel group by number of rooms.








IHG has over **4,300** hotels...

that's more than **640,000** guest rooms...

in nearly **100** countries & territories worldwide.

## OUR BRANDS

IHG owns a portfolio of seven hotel brands and manages the world's largest hotel loyalty programme, Priority Club Rewards, with 47 million members worldwide.

	OVERVIEW	HOTELS OPEN		PIPELINE SIZE	
		HOTELS	ROOMS	HOTELS	ROOMS
	High-class facilities and services aimed at the discerning business and leisure traveller.	164	55,995	63	20,055
	One of the world's fastest growing upscale brands, for business and leisure travellers who appreciate style.	360	99,092	128	38,475
	Design-led hotels for people who value design at an affordable price.	31	3,751	59	7,370
	One of the world's most recognised hotel brands, which is undergoing a \$1 billion relaunch announced in October 2007.	1,321	241,410	352	61,177
	Convenience, comfort and value, ideal for people who are on the road – also part of the \$1 billion Holiday Inn relaunch.	2,047	185,692	586	59,603
	High-end residential style rooms and suites for extended stays.	174	19,008	137	14,875
	Midscale rooms and suites for extended stays of a week or longer.	244	24,368	187	16,536
<b>TOTAL*</b>		<b>4,390</b>	<b>641,086</b>	<b>1,513</b>	<b>218,181</b>

Figures as at 30 September 2009

\*Includes other IHG branded hotels e.g. ANA Crowne Plaza, Holiday Inn Club Vacations and other IHG branded hotels

## IHG'S HOTEL DEVELOPMENT PIPELINE...

Equates to over 40% of our existing system size

Our development pipeline alone would make the 9th largest hotel company in the world

Represents \$15 billion of other people's money invested in developing our brands

This quarter we're currently signing 1 hotel a day



## Positive long term trends

The long term travel industry trends indicate continued growth, which IHG is well placed to take advantage of:

- Increasing popularity of low cost airlines.
- Growth in internet usage is making travel more accessible.
- New markets travelling e.g. China and Russia.
- Across the industry 1 million additional rooms required by 2012.
- Branded hotels growing at three times the pace of non-branded hotel.

## Recent IHG activities

Over the past 3 years we have undertaken a number of activities to help position us for sustained growth and solid business delivery.

- Substantial investment in our technology and web capabilities.
- Market research to better inform and shape brand development.
- Continued disposal of our assets in line with our franchising and managing strategy.
- Successful refinancing.

## Market leading

**IHG IS THE WORLD'S LARGEST HOTEL OPERATOR BY NUMBER OF ROOMS**

Source: Smith Travel Research.  
As at 1 January 2009

<b>1</b>	<b>IHG</b> 641,086 ROOMS 4,390 HOTELS
<b>2</b>	Wyndham Worldwide 585,189 ROOMS 6,976 HOTELS
<b>3</b>	Mariott International 543,505 ROOMS 3,077 HOTELS
<b>4</b>	Hilton Hotels 543,327 ROOMS 3,253 HOTELS
<b>5</b>	Accor 459,859 ROOMS 3,851 HOTELS



## IHG'S BUSINESS MODEL

- Predominantly franchised and managed hotels – generating 85% of our profits.
- Fee-based model gives us a higher quality, more predictable income stream.
- Growth is funded by 3rd party investment.
- Our system fund of \$1bn is used on brand development and marketing activity to drive guests to our hotels.

### OWNING, MANAGING AND FRANCHISING – HOW DOES IT WORK?

	Brand	Marketing & Distribution	Staff	Ownership	Capital	IHG income
Owned	IHG	IHG	IHG	IHG	High	All Revenue
Managed	IHG	IHG	IHG supply General Managers as a minimum	Third party	Low/none	Fee% of total revenue plus % of profit
Franchised	IHG	IHG	Third party	Third party	None	Fee % of rooms' revenue

## THE IHG 'SYSTEM'

One great advantage of our size and growth rate is the funds generated to support our brand development and tactical marketing. The IHG system is our engine room – driving reservations into our hotels to support our owners in generating revenue.

