

IHG at a glance

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








IHG has over
4,500 hotels...

that's more than
650,000 guest rooms...

in over **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 over 52 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.	168	57,002	62	19,682
	One of the world's fastest growing upscale brands, for business and leisure travellers who appreciate style.	376	103,678	125	38,246
	Design-led hotels for people who value design at an affordable price.	36	4,264	57	7,378
	One of the world's most recognised hotel brands, due to complete its \$1 billion relaunch, the biggest in hospitality history, in 2010.	1,315	240,025	308	55,876
	Convenience, comfort and value, ideal for people who are on the road – also part of the \$1 billion Holiday Inn relaunch.	2,101	192,264	501	52,284
	High-end residential style rooms and suites for extended stays.	184	20,323	110	11,744
	Midscale rooms and suites for extended stays of a week or longer.	273	26,996	139	12,221
TOTAL*		4,503	656,661	1,302	197,431

Figures as at 30 June 2010

*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 30% of our existing system size

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

In 2009 we opened more than 1 hotel a day



Positive long term trends

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 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 2010

1	IHG 646,679 ROOMS 4,438 HOTELS
2	Wyndham Worldwide 587,975 ROOMS
3	Hilton Hotels 582,660 ROOMS
4	Marriott International 578,914 ROOMS
5	Choice Hotels Int. 498,639 ROOMS

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	
Franchised	IHG	IHG	Third party	Third party	None	Fee % of rooms' revenue
Managed	IHG	IHG	IHG supply General Managers as a minimum	Third party	Low/none	Fee % of total revenue plus % of profit
Owned	IHG	IHG	IHG	IHG	High	All 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.

