

Our brands - Great hotels guests love

InterContinental Hotels Group PLC of the United Kingdom [LON:IHG, NYSE:IHG (ADRs)] is the world's largest hotel group by number of rooms. IHG owns, manages, leases or franchises, through various subsidiaries, almost 4,000 hotels and more than 585,000 guest rooms in nearly 100 countries and territories around the world. The Group owns a portfolio of well recognised and respected hotel brands including InterContinental® Hotels & Resorts, Crowne Plaza® Hotels & Resorts, Holiday Inn® Hotels & Resorts, Holiday Inn Express®, Staybridge Suites®, Candlewood Suites® and Hotel Indigo®, and also manages the world's largest hotel loyalty programme, Priority Club® Rewards with over 37 million members worldwide.

	<p>Following a refresh in 2006 this upscale brand is seeing record growth, with new signings in Fiji, San Francisco and Milan.</p>	<p>Hotels by Region</p> <p>Asia Pacific 37 hotels 25%</p> <p>Americas 50 hotels 34%</p> <p>EMEA 62 hotels 41%</p>	<p>Globally</p> <p>149 hotels</p> <p>50,762 rooms</p> <p>62 hotels in the pipeline</p> <p>33 hotels signed to Dec 31st 2007</p>	<table border="1"> <thead> <tr> <th>Key destinations</th> <th>Hotels</th> </tr> </thead> <tbody> <tr> <td>USA</td> <td>19</td> </tr> <tr> <td>Saudi Arabia</td> <td>10</td> </tr> <tr> <td>Greater China</td> <td>9</td> </tr> <tr> <td>Japan</td> <td>6</td> </tr> </tbody> </table>	Key destinations	Hotels	USA	19	Saudi Arabia	10	Greater China	9	Japan	6
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	<p>Fastest growing upscale brand in the US and Asia, offering business travellers high levels of comfort, service and amenities.</p>	<p>Asia Pacific 56 hotels 19%</p> <p>Americas 172 hotels 57%</p> <p>EMEA 72 hotels 24%</p>	<p>Globally</p> <p>300 hotels</p> <p>83,661 rooms</p> <p>117 hotels in the pipeline</p> <p>■ 41 in Greater China</p>	<table border="1"> <thead> <tr> <th>Key destinations</th> <th>Hotels</th> </tr> </thead> <tbody> <tr> <td>USA</td> <td>136</td> </tr> <tr> <td>UK</td> <td>17</td> </tr> <tr> <td>Greater China</td> <td>21</td> </tr> <tr> <td>Japan</td> <td>10</td> </tr> </tbody> </table>	Key destinations	Hotels	USA	136	UK	17	Greater China	21	Japan	10
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	<p>Industry's first branded boutique hotel experience, for style savvy guests who desire affordable luxury and genuine service.</p>		<p>Americas</p> <p>11 hotels</p> <p>1,501 rooms</p> <p>52 hotels in the pipeline</p> <p>■ 50 - USA</p> <p>■ 1 - Mexico</p> <p>■ 1 - Canada</p>	<table border="1"> <thead> <tr> <th>Key destinations</th> <th>Hotels</th> </tr> </thead> <tbody> <tr> <td>USA</td> <td>9</td> </tr> <tr> <td>Canada</td> <td>1</td> </tr> </tbody> </table>	Key destinations	Hotels	USA	9	Canada	1				
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	<p>The powerhouse of the group, this is one of the world's most recognised hotel brands and was relaunched in 2007 with a new identity.</p>	<p>Asia Pacific 95 hotels 7%</p> <p>Americas 952 hotels 69%</p> <p>EMEA 335 hotels 24%</p>	<p>Globally</p> <p>1,382 hotels</p> <p>256,775 rooms</p> <p>364 hotels in the pipeline</p>	<table border="1"> <thead> <tr> <th>Key destinations</th> <th>Hotels</th> </tr> </thead> <tbody> <tr> <td>USA</td> <td>815</td> </tr> <tr> <td>UK</td> <td>117</td> </tr> <tr> <td>Canada</td> <td>63</td> </tr> <tr> <td>Germany</td> <td>41</td> </tr> </tbody> </table>	Key destinations	Hotels	USA	815	UK	117	Canada	63	Germany	41
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	<p>A fresh, clean, uncomplicated hotel choice offering comfort, convenience and good value. Was also relaunched in 2007.</p>	<p>Asia Pacific 11 hotels 1%</p> <p>Americas 1,615 hotels 89%</p> <p>EMEA 182 hotels 10%</p>	<p>Globally</p> <p>1,808 hotels</p> <p>156,531 rooms</p> <p>712 hotels in the pipeline</p>	<table border="1"> <thead> <tr> <th>Key destinations</th> <th>Hotels</th> </tr> </thead> <tbody> <tr> <td>USA</td> <td>1,533</td> </tr> <tr> <td>UK</td> <td>113</td> </tr> <tr> <td>Canada</td> <td>45</td> </tr> <tr> <td>Mexico</td> <td>22</td> </tr> </tbody> </table>	Key destinations	Hotels	USA	1,533	UK	113	Canada	45	Mexico	22
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	<p>An established US extended stay hotel brand offering comfortable and stylish accommodation. Recently launched in the UK and EMEA.</p>	<p>Under construction in: London, Dubai, Glasgow, Liverpool, Birmingham, Newcastle and Cardiff.</p>	<p>Americas and EMEA</p> <p>122 hotels</p> <p>13,466 rooms</p> <p>157 hotels in the pipeline</p> <p>■ 139 - USA</p> <p>■ 8 - UK</p> <p>■ 2 - UAE</p>	<table border="1"> <thead> <tr> <th>Key destinations</th> <th>Hotels</th> </tr> </thead> <tbody> <tr> <td>USA</td> <td>115</td> </tr> <tr> <td>Canada</td> <td>5</td> </tr> </tbody> </table>	Key destinations	Hotels	USA	115	Canada	5				
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	<p>A clean, uncomplicated extended-stay hotel choice offering convenience and good value.</p>		<p>Americas</p> <p>157 hotels</p> <p>16,687 rooms</p> <p>207 hotels in the pipeline</p> <p>■ 204 - USA</p> <p>■ 2 - Canada</p> <p>■ 1 - Mexico</p>	<table border="1"> <thead> <tr> <th>Key destinations</th> <th>Hotels</th> </tr> </thead> <tbody> <tr> <td>USA</td> <td>157</td> </tr> <tr> <td>Canada</td> <td>1</td> </tr> </tbody> </table>	Key destinations	Hotels	USA	157	Canada	1				
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InterContinental Hotels Group

Our business

Our Goal

Faster growth by making IHG brands the first choice for guests & hotel owners

Our Target

By end 2008: Net organic growth of 50,000 – 60,000 rooms

Our Strategy

Build the industry's strongest operating system focused on the biggest markets and segments where scale really counts

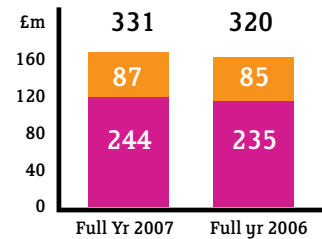
Our Priorities

- Brand performance
- Excellent hotel returns
- Market scale/knowledge
- Aligned organisation

Owning, Managing and Franchising - How it works

	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

Managed & Franchised Operating Profit*
12 months to Dec 31 2007, £m



Owning, Managing and Franchising

What's good about managing and franchising?

- Strong and robust revenue stream
- Less volatile profits
- Low capital expenditure
- High return on capital employed
- Significant growth potential and opportunities for IHG

	Hotels	Rooms	% of Rooms	% of Profit
Franchised	3,392	443,815	76%	63%
Managed	539	134,883	22%	23%
Owned & Leased	18	6,396	2%	14%
Total	3,949	585,094		

Continuing Operating profit before regional and central overheads (IFRS) As at Dec 31st 2007

The industry is well-placed for growth

- Global internet users expected to rise from 870m to 1.4bn by 2010
- More low-cost airlines mean more people are travelling
- Strong global demand for rooms and low new supply is driving room rate increases
- Branded hotels are growing at three times the rate of unbranded*

*Source: Mintel/ Travel & Tourism Intelligence/IHG analysis



Priority Club Rewards

- Biggest hotel loyalty programme in the world, over 37 million members

IHG is the world's largest hotel operator by number of rooms

Source:	01/01/07
InterContinental Hotels Group	558,153*
Wyndham Worldwide (Formerly Cendant Hotel Group)	543,234
Mariott International	502,089
Hilton Hotels Corp.	497,738
Accor	486,512
Choice	429,401
Best Western International	315,401
Starwood Hotels and Resorts Worldwide	265,598
Carlson Hospitality Worldwide	145,933
Global Hyatt Corp	141,011

Key Financials

Increase in system and pipeline size: as at 31st Dec 2007

- 1,674 hotels (with 225,872 rooms) are now in the pipeline, up 43% since the start of the year
- Pipeline represents £6bn of 'other people's money' invested in hotels under our brands.
- On track to exceed 50,000 to 60,000 net organic room growth target by end of 2008.
- Opening one hotel a day and signing two

Continuing Group Results:

12 months to 31st Dec 2007

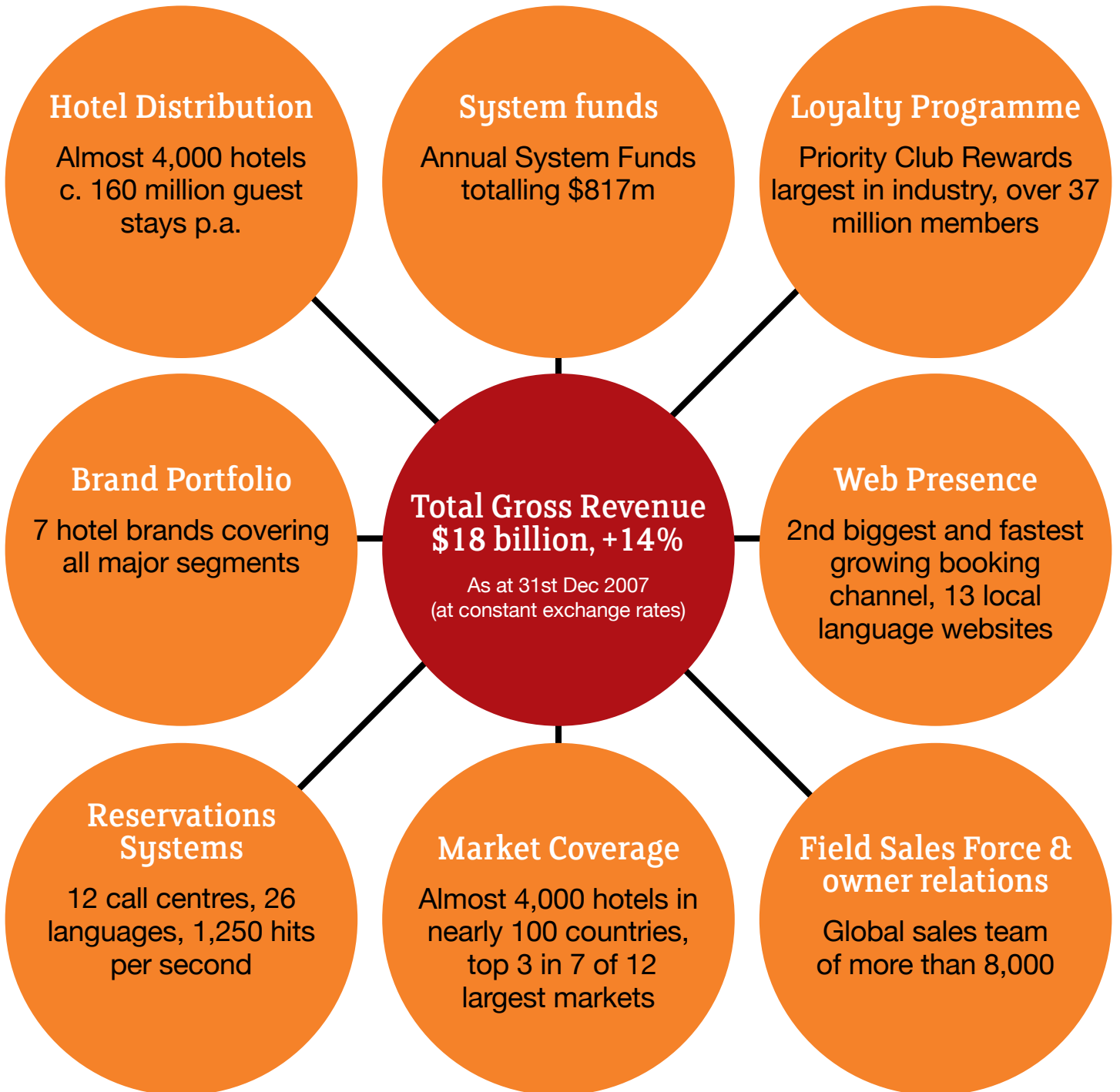
Total Gross Revenue	£18bn
Operating Profit	£237m
Adjusted earnings per share	46.9p





InterContinental Hotels Group

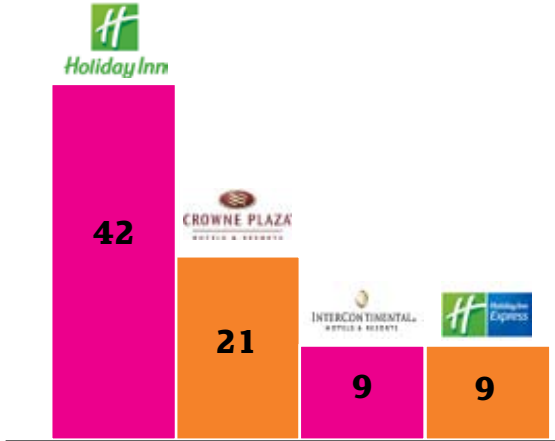
IHG's Operating System



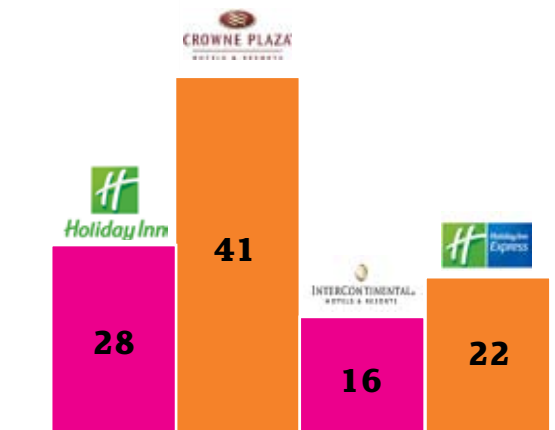


IHG in China

81 hotels open in China



107 in development



- Where there are roads, people travel and need hotels and Holiday Inn grew up as a result of the highway development in the USA. In China, there is 85,000km of highway under construction linking major cities much like Eisenhower implemented in the USA in the fifties.
- The major difference between the USA of the fifties and today's China is there were only 44 cities with a million plus population at that time in the USA, whereas China currently has more than 166 cities with more than a million people.

Did you know...?

- IHG is the largest international hotel management company in Greater China
- IHG has been operating in China for 24 years
- Holiday Inn is the No. 1 hotel brand in China – it's the most widely recognised international hotel brand and more than 90% of its customers are Chinese
- IHG's new hotel development pipeline is the industry's largest at 1,674 hotels, and 107 of these are in China
- Crowne Plaza is the fastest growing upscale hotel brand in Asia Pacific
- IHG plans to double the number of employees in China to around 50,000 to support growth over the next 3-5 years.



IHG will manage one of the world's tallest hotels, the InterContinental Nanjing, due to open in 2009. The hotel will be 432 metres high.

- China plans to invest US \$63bn building 97 new airports, taking the total number of civilian airports from 147 to 244 by 2020.
- When expansion is complete, 82% of China's population – expected to hit 1.45 billion people by 2020 – will be living within 100km of an airport.
- China will become the world's number one inbound tourist destination in the next 10 to 15 years with 183 million trip nights taken.
- Outbound trips taken by Chinese travellers will grow from 10 million to more than 100 million by 2020.

Guanxi describes the basic dynamic in personalised networks of influence. The Pinyin romanization of this Chinese word is becoming more widely used instead of the two common translations — “connections” and “relationships” — as neither of those terms sufficiently reflect the wide cultural implications that guanxi describes.