



INTERCONTINENTAL.
HOTELS & RESORTS

THE POSSIBILITIES ARE INTERCONTINENTAL.

WWW.IHGHOTELSDEV.COM



INTERCONTINENTAL.
HOTELS & RESORTS



BRAND POSITIONING

FOUR SEASONS MANDARIN RITZ CARLTON	LUXURY
INTERCONTINENTAL	UPPER UPSCALE
LUXURY COLLECTION FAIRMONT WESTIN HILTON MERIDIEN RENAISSANCE SHERATON MARRIOTT	UPSCALE

NUMBER OF IC HOTELS VS. OTHER LUXURY BRANDS

INTERCONTINENTAL	143
WESTIN	121
LUXURY COLLECTION	75
FOUR SEASONS	66
RITZ CARLTON	58
FAIRMONT	53
ST. REGIS	13

IC PERFORMANCE VS. OTHER BRAND OPTIONS IN REVPAR

SOURCE: FIS YOMONTH, STR, STARWOOD RELEASE, HILTON EARNINGS RELEASE & MARRIOTT RELEASE

INTERCONTINENTAL	\$138
WESTIN	\$120
HILTON	\$101
MARRIOTT	\$112
RENAISSANCE	\$106
FOUR SEASONS	\$106
MADARIN	\$106
RITZ CARLTON	\$106

DO YOU LIVE AN INTERCONTINENTAL LIFE? Many pursue the InterContinental life, but few live it. Here, in keeping with our brand promise, we are presenting our development partners with an opportunity that we believe will be a truly enriching experience. Consider it your personal invitation to attain all that the InterContinental life implies.



IT'S AN INTERCONTINENTAL WORLD.

1 140+ 60 111.2 27

GLOBAL DESTINATIONS



WHAT'S IN A NAME? When that name is InterContinental, it suggests a world of possibilities. Literally. Spanning six continents and sixty-five countries, we are recognized as the world's first and largest premium hotel brand. At the same time, we are one of the fastest growing. The power behind our name, and the power behind our brand is amplified by the unrivaled global reach and unmatched resources of InterContinental Hotels Group — the largest hotel company on earth. Your capabilities are enhanced exponentially by our global sales force, advanced reservation systems, revenue technology, and leadership in online booking. Not to mention our flourishing Priority Club, the largest, most successful loyalty program in the industry. Or our privileged access to members who qualify for Royal Ambassador status.



NON-STOP GROWTH.

0 1 140+ 60 111.2 2
YEARS OF SUCCESS

INTERCONTINENTAL. TODAY THE WORLD, TOMORROW, NEW WORLDS. Across the globe, our model for success has relied on embellishing each individual experience with local flair. As a result, the InterContinental brand has been famously associated with hotels that are extraordinary, even legendary. While our reputation as the world's largest luxury brand reflects our past achievements, it also implies something much more compelling – our next opportunity – creating a host of outstanding new world-class hotels and resorts, including InterContinental residences. Our stunning new InterContinental Boston is a prime example. As are our new domestic hotels in Atlanta and San Francisco, and the two newest InterContinental properties in Greater China. Right now, the power of the brand is being manifested through investors, developers and owners who recognize this unprecedented opportunity. One that leverages the cachet of the InterContinental brand, in order to realize an exceptional return on investment.



IN THE KNOW.

1 140+ 60 111.2 27,000

\$ IN RGI
(U.S. HOTELS)



INTERCONTINENTAL. THE RIGHT BRAND, THE RIGHT PLACE, THE RIGHT TIME.

Throughout more than a half century of proven performance, we have provided our guests with authentic, enriching experiences that make their world feel bigger. This ongoing relationship with our customers uniquely qualifies us to offer them meaningful new choices. Which is precisely what we're doing, with positioning that doesn't require exceedingly high capital to deliver the product benefits that matter to our guests. They expect premium quality accommodations. But what they really value, are unique experiences fostered by the staff. Consequently, cost to build can remain upper upscale, while guests pay a luxury premium for this differentiated experience.



A WORLD OF EXPERIENCE.

100,000,000 1 140+ 60 111.2 27,000,000 6

PRIORITY CLUB MEMBERS

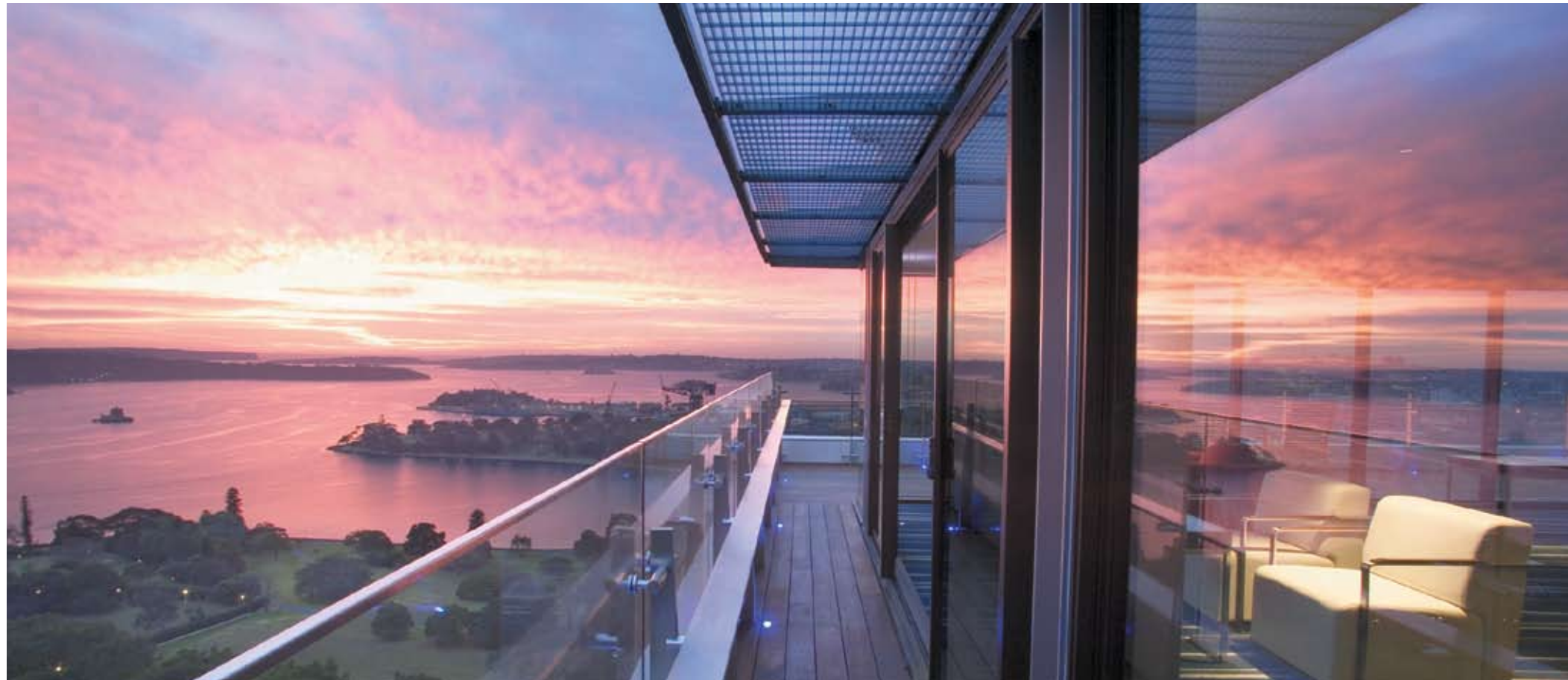
INTERCONTINENTAL. WELCOME TO OUR WORLD. It's not just what you know. It's who you know. And we know the audience for this premium hotel offering like we know our own name. Across the board, across the planet, these are successful, ambitious people, on the fast track, with higher education, higher income and higher net worth. They're in the prime of life. Worldly and independent, they're savvy investors and luxury car buyers, with sophisticated tastes in food and wine. Not by coincidence, they also respond to just what we provide for both guests and residents – a portal to a bigger world of authentic and enriching experiences. Sixty-one thousand of our most worldly, discerning guests also rate VIP Ambassador status, representing twice the room nights of average Priority Club Members.



A WORLD OF SUPPORT.

60,000,000 1 140

ANNUAL WEBSITE VISITORS



INTERCONTINENTAL. PARTNERSHIP IS OUR STRONG SUIT. The true power of the InterContinental brand is that we think and act like owners, driving revenues and profitability. Here's how: Our Holidex reservation system books 2.2 million room nights annually, generating \$446.7 million in revenue. Our HIRO yield management program maximizes profits, driving a 5% incremental lift in room revenue. Our GDS and IDS distribution channels streamline booking for our partners and guests. And we're a leader in eCommerce. Our operations planning and support offers access to proprietary software, reservation and communication systems, information resources, F&B services, sales, marketing, training, even architectural design and engineering assistance. We can also help with financial planning, risk and cash management, tax and legal advice – and as the world's largest hotel franchiser, we excel in franchise support.

AN AUTHENTIC OPPORTUNITY.

1 140+ 60 111.2 27,000,000 60,000,000

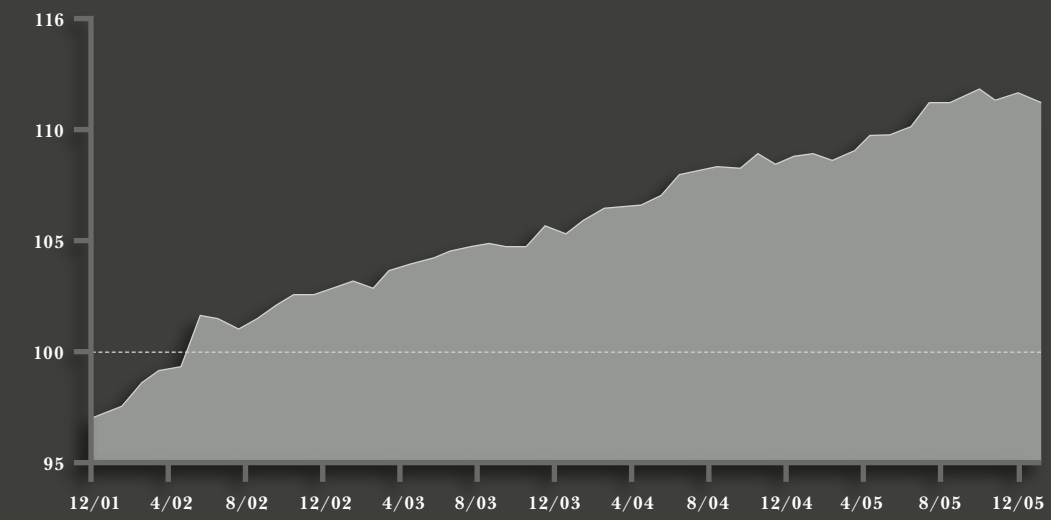
OF A KIND

DO YOU LIVE AN INTERCONTINENTAL LIFE? Think about it. Carefully consider the power of this brand, the power of this idea, and the power of this partnership. Come share the vision, come reap the rewards. Come experience InterContinental success.

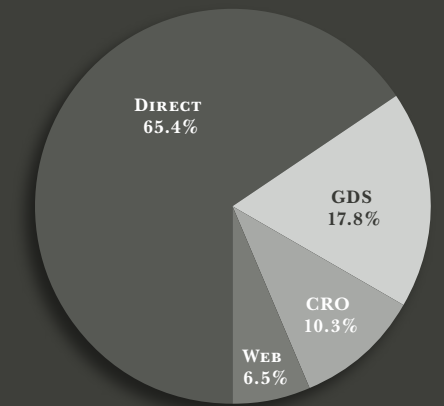


IC RevPAR INDEX

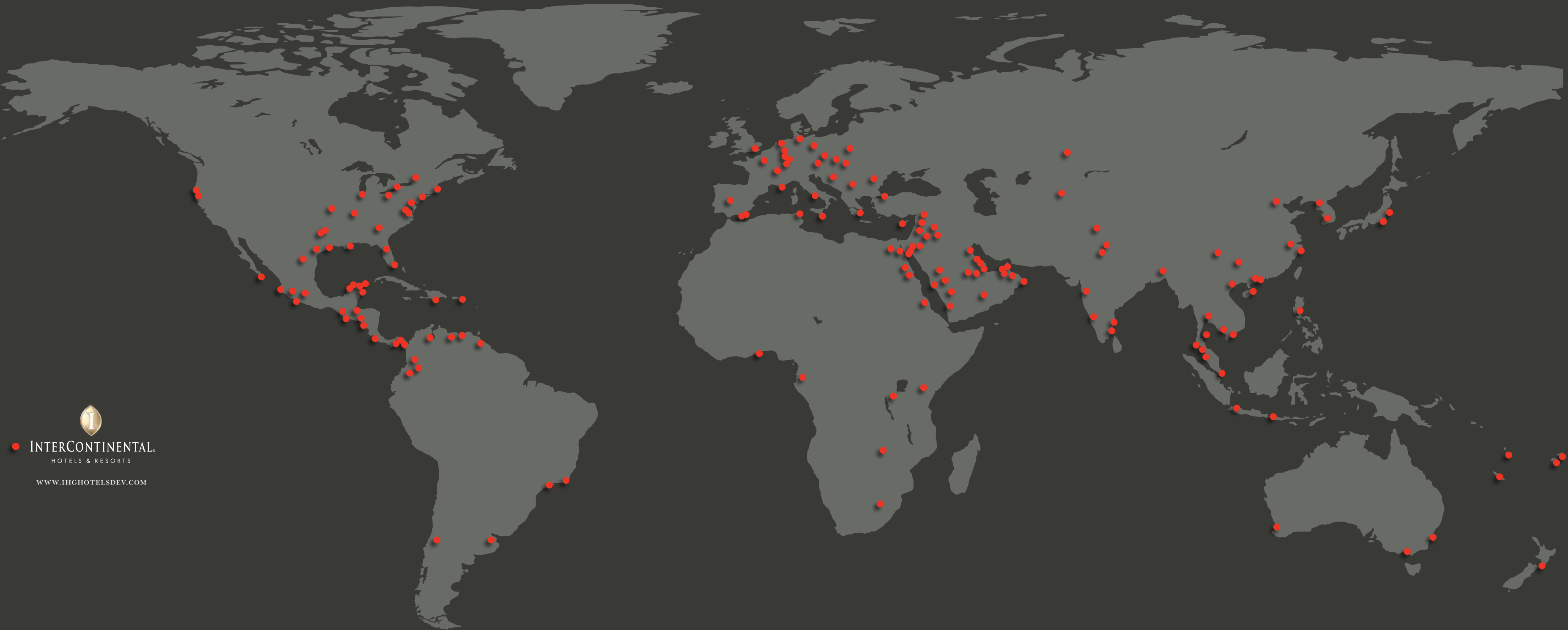
12-MONTH TRAILING RESULTS VS. COMPETITIVE SETS - COMPARABLE HOTELS



HOLIDEX GLOBAL DISTRIBUTION SYSTEM



,000,000 60,000,000 1 140+ 60 123 20




● INTERCONTINENTAL.
HOTELS & RESORTS
WWW.IHGHOTELSDEV.COM