



BRAND OVERVIEW



CONTENTS

03

EXECUTIVE SUMMARY

05

INTERCONTINENTAL®
HOTELS & RESORTS

13

THE INTERCONTINENTAL®
PORTFOLIO

18

THE INTERCONTINENTAL®
BRAND

30

INTERCONTINENTAL®
BRANDED RESIDENCES

36

THE INTERCONTINENTAL®
HERO PHOTOGRAPHY

EXECUTIVE SUMMARY



INTERCONTINENTAL® DELIVERS FOR OWNERS

1

RICH HERITAGE

Building on the brand's rich heritage, we are dedicated to those who appreciate and enjoy the glamour of the InterContinental Life. As the largest luxury hotel brand with over seven decades of amassed experience pioneering new international urban and resort destinations, we have the knowledge and the confidence to deliver international luxury travel as it should be. Our brand is located in the 'best destinations' across the globe, with key hotels and resorts in major cities and destinations.

206

Open hotels

73

Pipeline hotels

2

HEIGHTENED AND CONSISTENT LUXURY GUEST EXPERIENCES

- Personalised service delivered by a dedicated Club InterContinental Team
- Exclusive Club InterContinental Lounge
- Club InterContinental Rooms and Suites
- Curated Culinary Experiences
- Global network of destination restaurants led by notable chefs

3

POWER OF IHG'S GLOBAL & COMMERCIAL ENTERPRISE

- Strong heritage & expertise in luxury with a portfolio of over 308 open & 138 pipeline luxury hotels across the globe
- Dedicated luxury sales and service team to support your hotels and drive returns
- Support by IHG's best-in-class systems and technology
- 100+m Loyalty members with dedicated programmes for luxury
- US\$1.4b system fund to maintain and enhance marketing and commercial systems

86.6

Guest Love

58%

System
Contribution

4

SERIOUS ABOUT PERFORMANCE

- IHG® is serious about becoming the undisputed world leader in unforgettable luxury experiences and is making significant investments towards this goal
- Continuous optimisation of our luxury enterprise capabilities to elevate our luxury brands and drive performance
- Highly committed to delivering long-term high-quality, sustainable growth and profits

108.3

RGI

71.5%

OCC

INTERCONTINENTAL[®] HOTELS & RESORTS





EXHILARATING THE MIND WITH A WORLDLY
PERSPECTIVE GAINED FROM CONTINUOUSLY
PIONEERING LUXURY TRAVEL FOR MORE
THAN SEVENTY YEARS

THE PIONEER IN INTERNATIONAL LUXURY TRAVEL

“In one fell swoop, we have shrunk the earth” – Juan Trippe

In 1946, Juan Trippe, founder of Pan American Airways, established InterContinental® Hotels & Resorts with one vision:
to bring luxury travel to all corners of the globe.

As the world's first international luxury hotel brand, we were at the forefront of the emerging jet-setting generation,
making it possible to retreat, relax and conduct business in exotic locations.

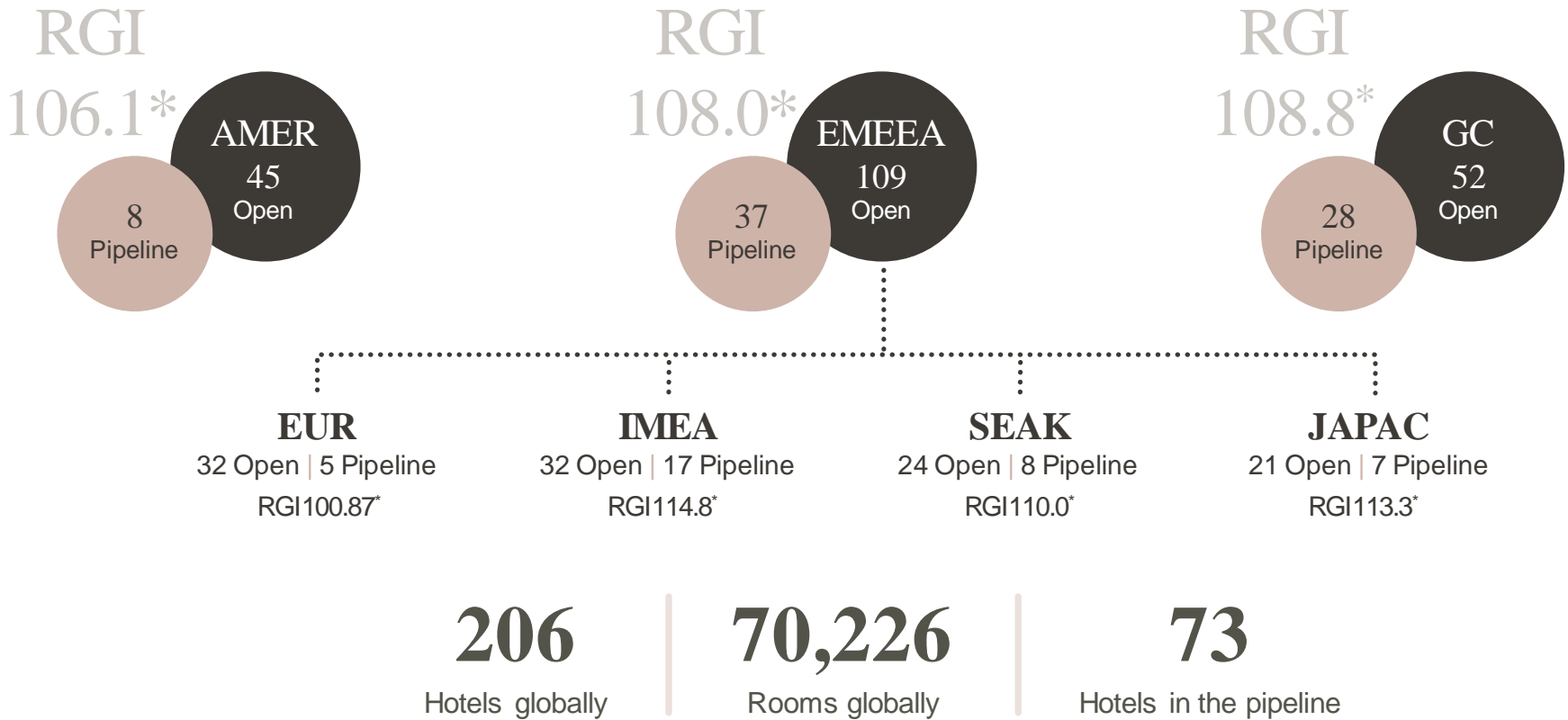
Today, with over 70 years of pioneering luxury travel across the globe, we have proudly become an iconic symbol of
sophistication and glamour.



1. Juan Trippe and Charles Lindbergh in the 1930s. 2. Boeing's Bill Allen and Juan Trippe, 1966. 3. Hotel Grande, Belém, c. 1950. 4. Hotel Carrera, Santiago, c. 1950. 5. Hotel Tamanaco, Caracas, 1954

DELIVERING INTERNATIONAL LUXURY WHILST OUTPERFORMING COMPETITION ON AN UNRIVALLED GLOBAL SCALE

From iconic buildings to stunning resorts, we are the largest global luxury brand in the world with over 200 hotels. Our global reach allows guests to experience the uniqueness of each property in the most sought-after destinations.

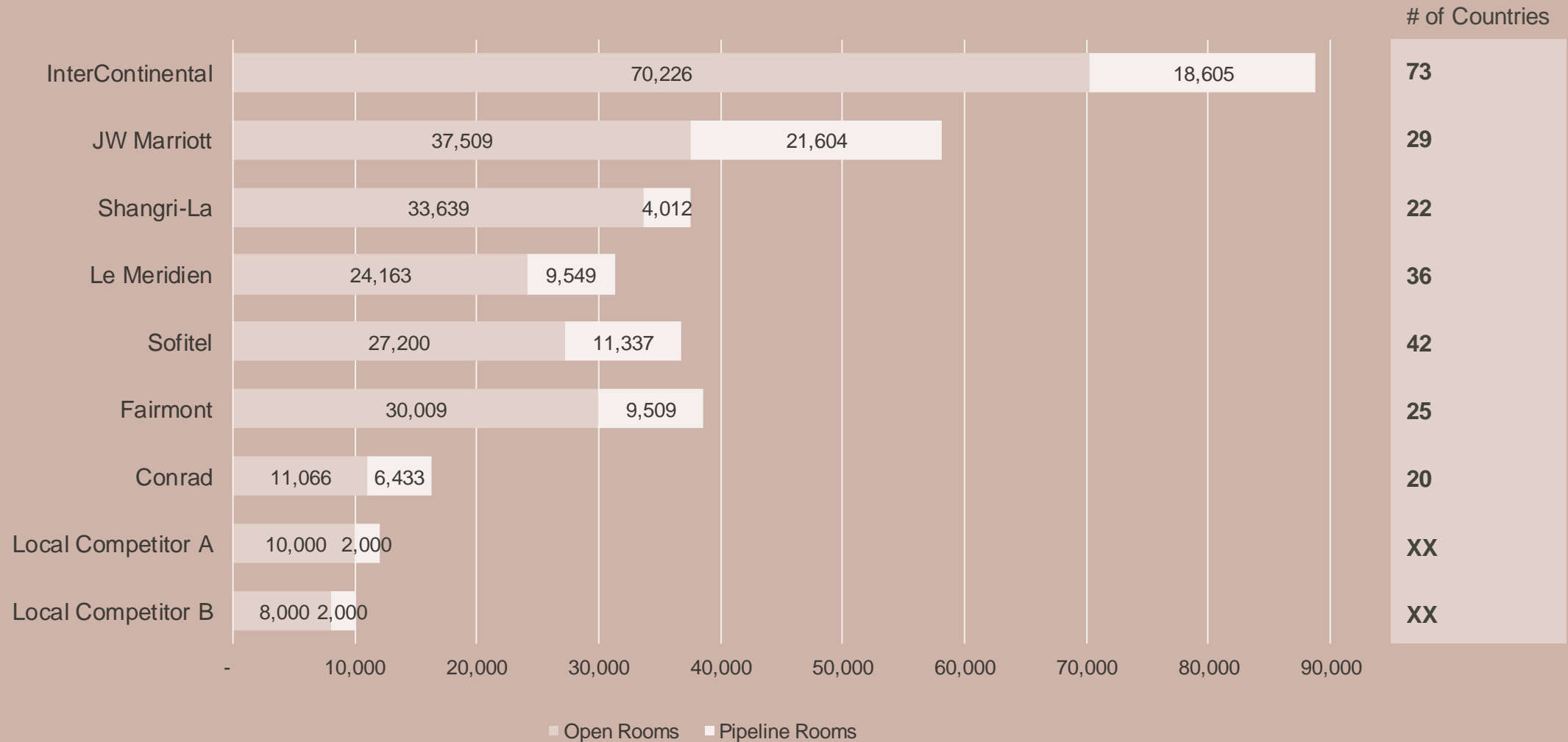


EMEA – Middle East, Asia and Africa | AMER – Americas | GC – Greater China | EUR – Europe | IMEA – India, Middle East & Africa | SEAK – Southeast Asia & Korea | JAPAC – Australasia & Japan

Figures updated per 30 June 2021

*Figures updated per 31 December 2019







DELIVERING LUXURY ON AN UNRIVALLED SCALE, WITH A REACH THAT ALLOWS OUR GUESTS TO EXPERIENCE THE MOST SOUGHT-AFTER DESTINATIONS



Data as of 30 June 2021

INTERCONTINENTAL® HAS ABOVE AVERAGE AIDED AWARENESS AMONGST LUXURY STAYERS AND IS A CONSISTENT LEADER IN CONSIDERATION AND PREFERENCE



- #1  In America for category awareness
- #1  In Australia for serious consideration
- #1  In Japan for Brand preference – first choice
- #1  In the UK for Brand preference – first choice
- #1  In China for Brand preference – first choice
- #1  In the Middle East for Brand preference – first choice

InterContinental® New York Barclay

KANTAR MILLWARD BROWN

Global Bi-Annual Update on InterContinental
Data: Jul-Dec 2019

_____ GLOBALLY, INTERCONTINENTAL® IS HIGHLY DEFINED FOR _____ HAVING THE ‘BEST DESTINATIONS ACROSS THE GLOBE’



Highly defined for being ‘Worldly’ which ties in with our ‘best destinations’ positioning



Have convenient locations globally



‘One of the best for business guests’



China and Australia also show strength for ‘Sophisticated’

KANTAR MillWARD BROWN

Global Bi-Annual Update on InterContinental
Data: Jul-Dec 2019

InterContinental® New York Times Square

WIDELY RECOGNIZED AS THE WORLD LEADER IN LUXURY HOTELS AND RESORTS



InterContinental® – ANA InterContinental Ishigaki Resort



World's Leading Hotel Brand 2019
InterContinental® Hotels & Resorts
World Travel Awards



#1 Best Business Hotel Chain in Europe
InterContinental Geneva Business Traveller Awards



#1 Best Business Hotel Chain Worldwide
InterContinental Hotels & Resorts
Business Traveller Awards



InterContinental Fiji Golf Resort and Spa 2019
Trip Advisor Travelers Choice Top 10 Hotels



Readers' Choice Awards, Top Hotels in Paris
InterContinental Paris Le Grand
Condé Nast Traveler



Ranked Third in The KPMG 2017 US Customer
Experience Excellence Analysis and Listed
in Hotels Hall of Fame in UK 2019 Report

THE INTERCONTINENTAL® PORTFOLIO



STRATEGICALLY LOCATED IN HIGHLY SOUGHT AFTER LUXURY GATEWAY CITIES



InterContinental® London Park Lane



InterContinental® New York Barclay



InterContinental® Dubai Marina



InterContinental® Paris Le Grand

THOUGHTFULLY BLENDING WORLDLINESS WITH THE LOCAL ENVIRONMENT



InterContinental® Shanghai Wonderland



InterContinental® Bora Bora

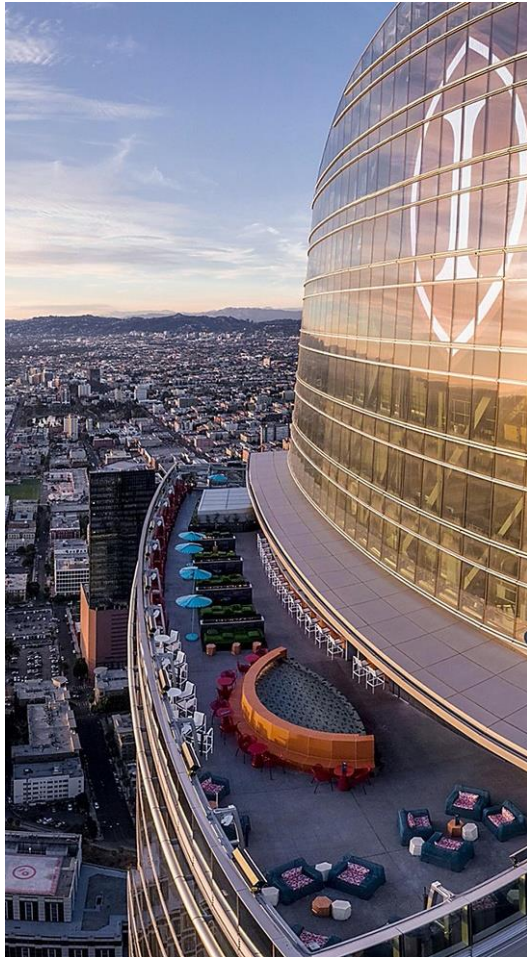


InterContinental® Marseille Hotel Dieu



InterContinental® Melbourne

AWARD WINNING NEW OPENINGS THAT ASSERT OUR DESIGN LEADERSHIP



InterContinental® Los Angeles Downtown



InterContinental® Sofia

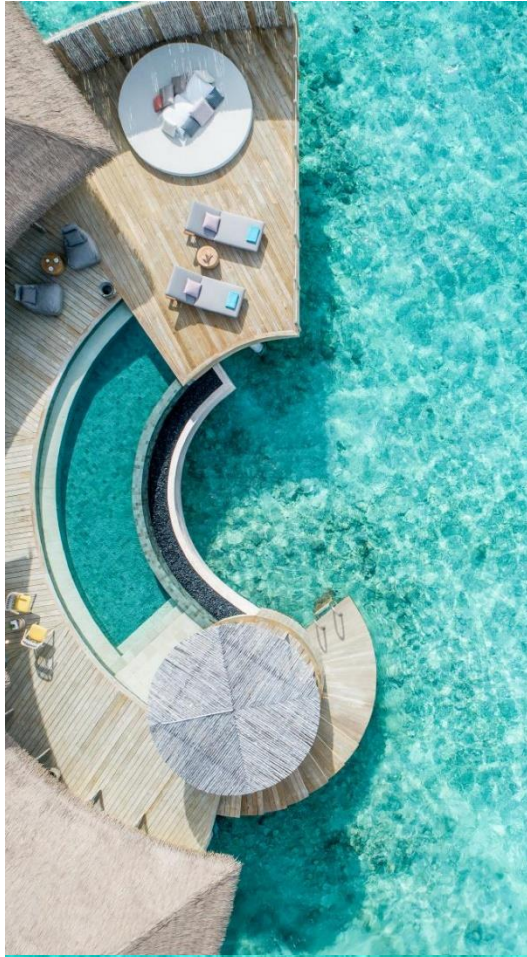


InterContinental® Lyon – Hotel Dieu



InterContinental® Chongqing Raffles City

ICONIC RESORT OPENINGS OFFERING TRULY IMMERSIVE LUXURY



InterContinental® Maldives Maamunagau
Resort



ANA InterContinental® Beppu Resort



InterContinental® Hayman Island Resort



InterContinental® Phuket Resort

THE INTERCONTINENTAL® BRAND





THE AFFLUENT EXPERIENCED TRAVELLER


Guest Profile

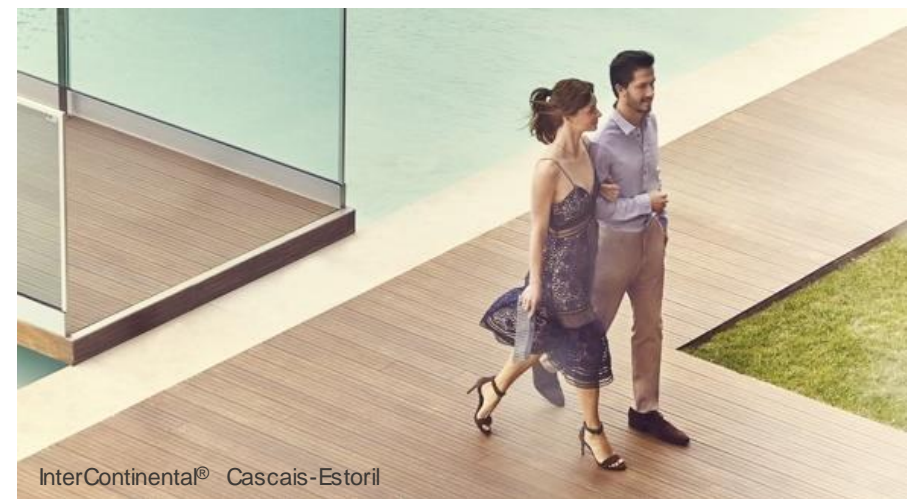
- Value luxury that is discreet in nature
- Appreciate cultural discovery and knowledge
- Possess a 'joie' de vivre' and value discernment
- Welcomes challenges and is fascinated by the world
- Enjoy international travel and the lifestyle that it brings
- Like to balance worldly experience with a sense of the familiar

Target demographic


Ages 35-49
41%


Female
45%


Male
55%



CÉLINE

MONT
BLANC

BREITLING
1884

BAZAAR



STRATEGIC BRAND PILLARS AND RICH GLOBAL EXPERIENCE



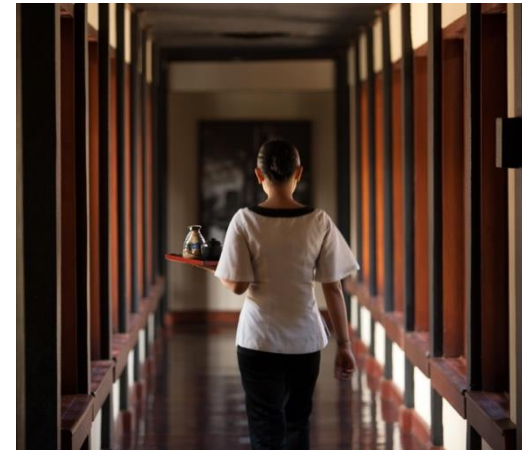
Discreet Luxury

Knowing rather than showing defines our delivery of luxury, informing a subtle yet consistent first class experience.



Brilliantly Cosmopolitan

At InterContinental® Hotels and Resorts, we have a passion for travel, and for sharing this worldly fascination with our well-travelled guests.



Global Etiquette

Across all our hotels, we maintain service of the highest standards, nuanced with both local cultural wisdom and international know-how.



Strong Heritage

With 70 years of heritage, we have the credibility to deliver a glamorous luxury travel experience like no other.

DEFINING BRAND HALLMARKS THAT BRING WORLDLINESS TO LIFE



Concierge

An elite network of Brilliant Concierges who are internationally acclaimed for their local knowledge and insider access.



InterContinental® Ambassador

It's our pleasure to provide V.I.P. treatment that reflects our guests' status, such as increased levels of recognition, superb tailored experiences and higher levels of personalisation and privacy.



Club InterContinental®

An end-to-end heightened guest experience combining personal service with exclusive privileges, designed to make a guest's stay extra special.



Worldly Classics

We are passionate about our culinary and cocktail mixology expertise, which ensures that our signature restaurants, destination bars and ballrooms are the backdrop to some of our guests' most iconic and celebrated moments in time.

A DESIGN PHILOSOPHY FOR THE NEXT GENERATION OF LUXURY TRAVELLERS

Developed in collaboration with highly regarded British interior designer Tara Bernerd

Base Layer Understated Lux



Understated luxurious essentials, attuned service, first class amenities and perfectly executed food and drink within a familiar setting.

Contrast Layer Discovery



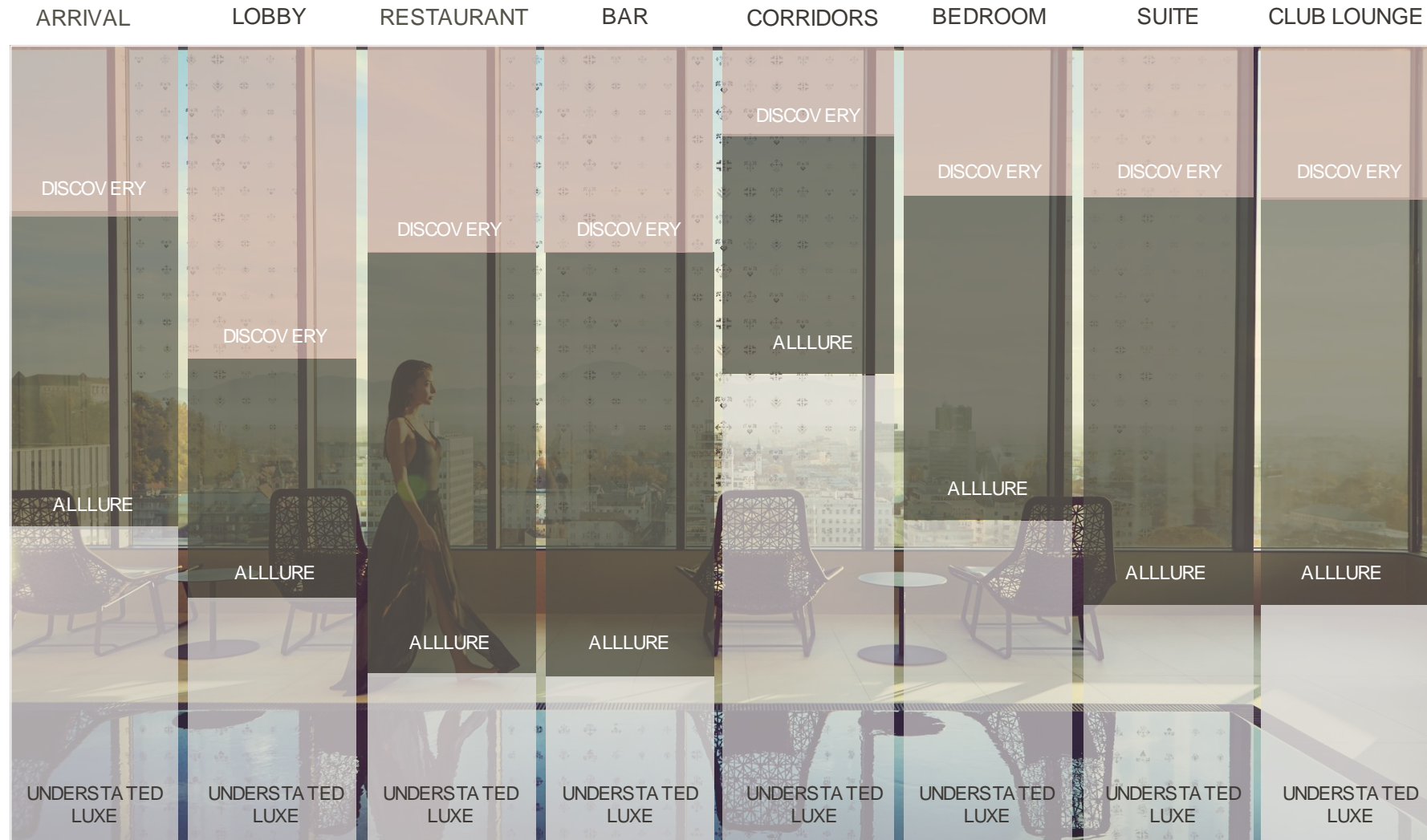
Informed cultural etiquette, refined international service and discerning worldly experiences fulfil a desire for exploration.

Dynamic Layer Allure



Magnetic, elegant and nuanced destinations that intrigue, surprise and delight.

TAILORED THROUGHOUT THE GUEST JOURNEY



SUBTLE LAYERS OF WARMTH AND TEXTURE THAT WELCOME AND CAPTIVATE



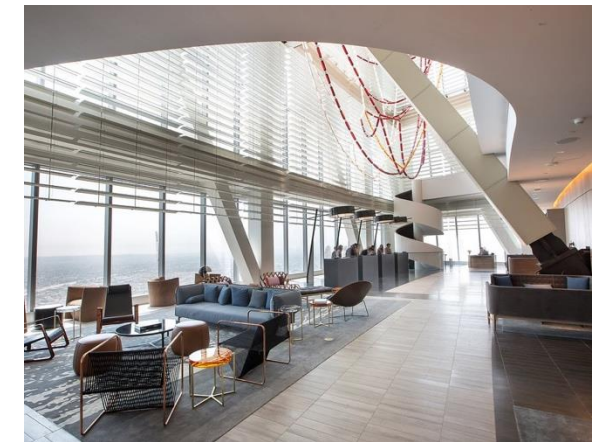
InterContinental® Lyon – Hotel Dieu



InterContinental® London Park Lane



InterContinental® Perth



InterContinental® Los Angeles Downtown

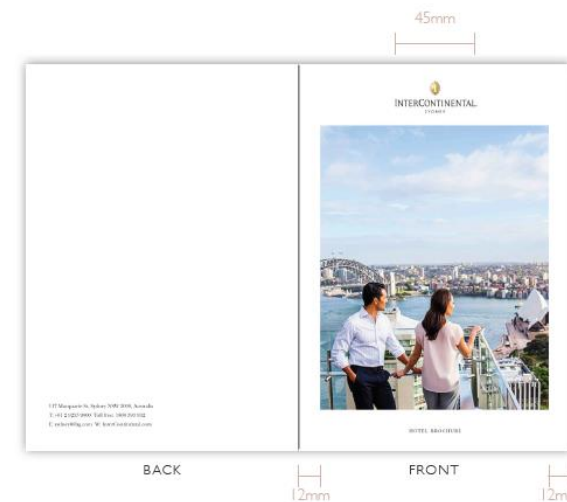
EXECUTED THROUGH A SOPHISTICATED BRAND VISUAL IDENTITY



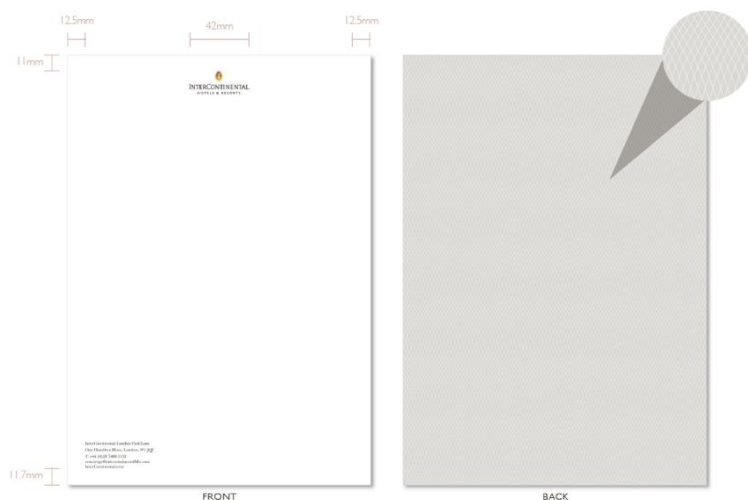
Business Card



Carrier Bag



Hotel Brochure



Premium Letterhead



Envelope



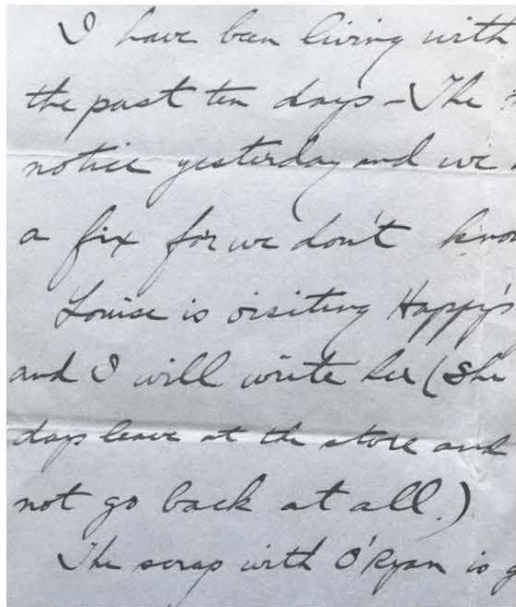
Name Badge

A NOD TO OUR RICH HERITAGE WITH A BESPOKE FONT INSPIRED BY OUR FOUNDER

The pioneering spirit and vision of Juan Trippe is reflected in the InterContinental[®] brand through a truly unique digitised version of his handwriting.

Working directly with his Grandson, we were able to obtain handwritten letters sent from Juan to his wife, “Betty”.

Reflecting the allure of the brand, the Trippe typeface is an opportunity for a curated story to be told and create genuine, meaningful moments with our guests that are rooted in authenticity and heritage.



Juan Trippe's handwriting

a b c d e f g h i j k l m n o p q r s t u v w x y z
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0 ? ! " # \$ % & ' () * + , - . /
: ; < = > « » 1 / 2 3 4 5 6 7 8 9 0

Primary Typeface



Bespoke font welcome sign

CLUB INTERCONTINENTAL® EXCLUSIVE PRIVILEGES AND THOUGHTFUL BENEFITS



Personalised service
delivered by a dedicated
Club InterContinental Team



Exclusive Club
InterContinental Lounge



Club InterContinental
Rooms and Suites



Curated Culinary
Experiences

CLUB INTERCONTINENTAL® UNLOCKS STRONG COMMERCIAL OPPORTUNITY

27.7%

Club Rooms Rev
% Share

53.8%

Club ADR vs Non Club
ADR % Premium

8.3%

GOP % pts Premium
Club Vs Non Club

7.6%

Discretionary Upgrades To Club
Rooms % Revenue Share

9.53%

Club Upsell Revenue
% Share

EVOLVING CLUB INTERCONTINENTAL® TO SEAMLESSLY BLEND EXCLUSIVE WORK AND LEISURE SPACES



Dining pre renovation



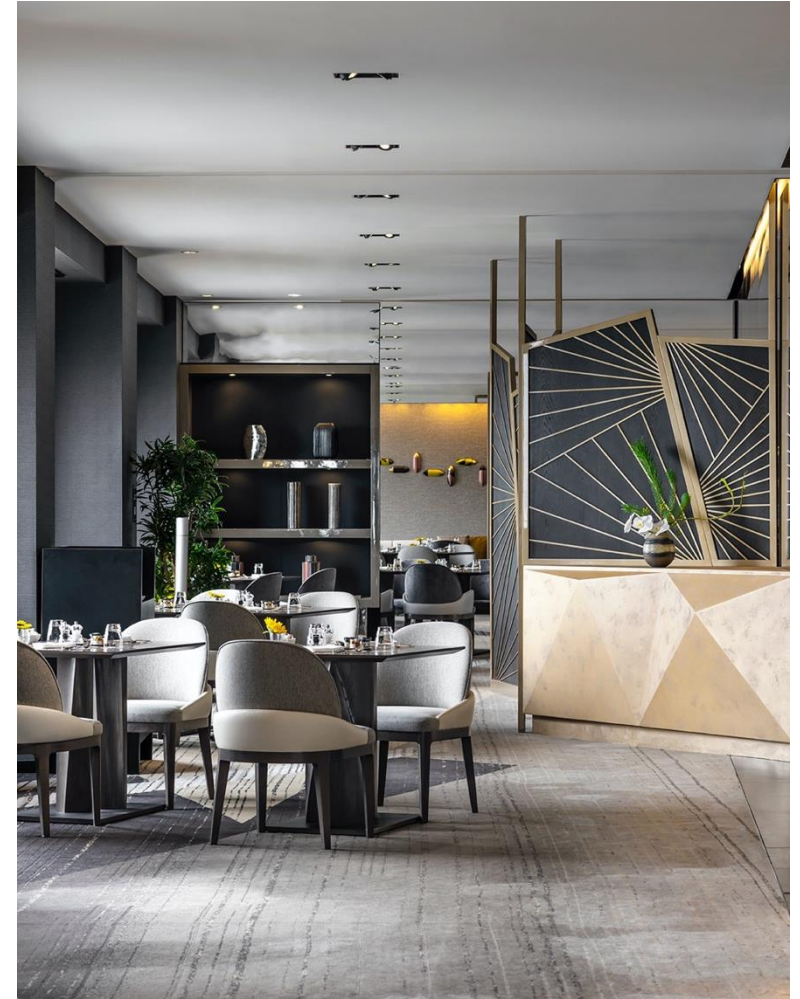
Lounge post renovation



Arrival pre renovation



Arrival and welcome post renovation



Dining post renovation

INTERCONTINENTAL BRANDED RESIDENCES



YOUR INTERCONTINENTAL RESIDENCES TEAM

BRAND



Jane Mackie

Senior Vice President
Global Luxury Brands (London)

Jane is a recognised leader in marketing with over 20 years of luxury hospitality and residential sales and marketing experience. Most recently Jane served as Chief Marketing Officer of Aman resorts.



Tom Rowntree

Vice President
Global Luxury Brands (London)

Tom has been with IHG for almost 20 years in key roles across Europe, the Middle East and Africa. With on-property and corporate experience, Tom has led IHG's Luxury & Boutique, commercial, quality, brand standards, business performance and sales and marketing functions.



Indre Riley

Director
Southeast Asia & Korea Luxury Brands (Singapore)

Indre looks after the three IHG Luxury Brands and has Global and Regional responsibilities as part of her role, including building long-term brand strategy and performance, driving guest experience initiatives, product innovation, brand development, repositioning and new market entries. Before joining IHG, Indre worked in brand & marketing roles across various industries, including MICE, FMCG, Media and Healthcare in Asia and Europe.

REAL ESTATE AND TRANSACTIONS



Ananth Ramchandran

Vice President
Head of Branded Residential (Singapore)

Ananth has 15 years of experience across hospitality and investments. Ananth is responsible for IHG's branded residential business globally and is also involved in M&A, strategic investments and asset management across Asia as part of the CIT team. He is based in Singapore.



Duta Alamsyah

Manager
Branded Residential (Singapore)

Duta joined IHG in 2021 and is part of the Branded Residential team based in Singapore. He has an extensive experience in operations, performance, and hotel openings. Prior to IHG Duta worked with Four Seasons Hotels & Resorts Asia Pacific.

THE IHG® GLOBAL RESIDENCES PORTFOLIO



CURRENT RESIDENCES

MALOLO, FIJI
COURCHEVEL, FRANCE
ZIL PASYON, SEYCHELLES
IBIZA, SPAIN
KAPLANKAYA, TURKEY
CON DAO, VIETNAM

FUTURE OPENINGS

KITZBUEHEL, AUSTRIA
CAYO ROSARIO, BELIZE
MANTIQUEIRA MOUNTAINS, BRAZIL
GUANACASTE, COSTA RICA
GALAPAGOS ISLANDS, ECUADOR
LOIRE VALLEY, FRANCE
LA SAGESSE, GRANADA
OSSURA VALLEY, ICELAND
UMBRIA, ITALY
PALAWAN, PHILIPPINES
CRANS MONTANA, SWITZERLAND
FORESTIAS BANGKOK, THAILAND
LONDON, UK
NEW YORK CITY, USA



CURRENT RESIDENCES

SHANGHAI, CHINA
JAKARTA, INDONESIA
PORTO MONTENEGRO, MONTENEGRO
BOSTON, USA

FUTURE OPENINGS

PHU QUOC, VIETNAM



INTERCONTINENTAL
HOTELS & RESORTS

CURRENT RESIDENCES

TIANJIN, CHINA**
CHENGDU, CHINA**
CAIRO, EGYPT**
JAKARTA, INDONESIA**
BEIRUT, LEBANON**
WARSAW, POLAND**
DOHA, QATAR**
DUBAI, UAE**
BOSTON, USA
HANOI, VIETNAM**
PHU QUOC, VIETNAM
SAIGON, VIETNAM**

FUTURE OPENINGS

NANJING, CHINA
XI'AN, CHINA
HUA HIN, THAILAND
ABU DHABI, UAE**
DUBAI, UAE**
HALONG BAY, VIETNAM



CURRENT RESIDENCES

BANGKOK, THAILAND**
CAYMAN ISLANDS*
CLEVELAND, USA*
MIAMI, USA*
NASHVILLE, USA*
SACRAMENTO, USA*

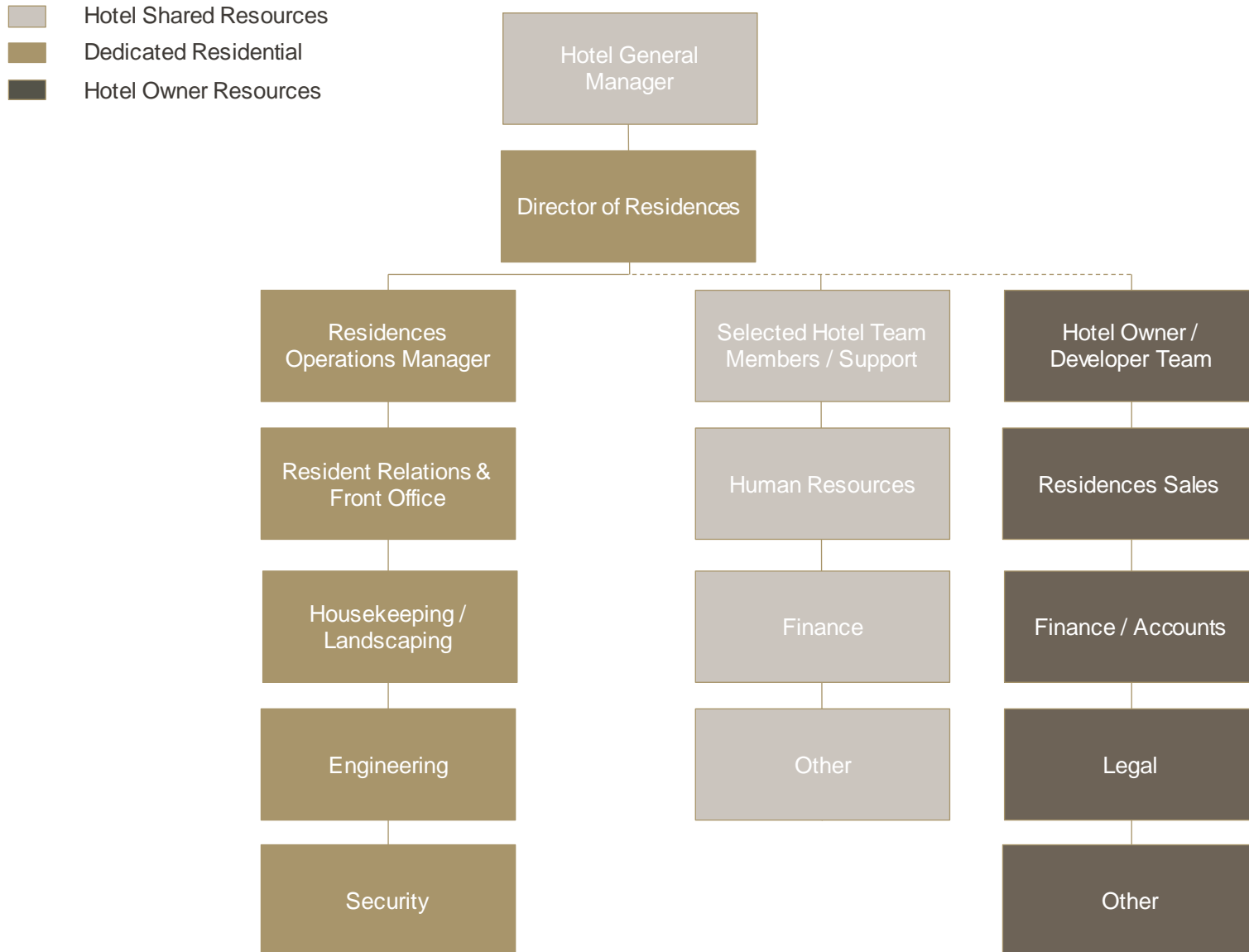
FUTURE OPENINGS

KAWANA BAY, GRENADA

*The list of Kimpton residences projects may not be branded by IHG however are part of the same development as the hotel, and reflect marketing license agreements and shared facilities and service agreements between IHG and developer/unit owner

**Denotes serviced apartment project i.e. residence units are not sold to individual purchasers

POTENTIAL OPERATING STRUCTURE







Comments:




- IHG GM to also be GM of residences – ensures senior oversight and seamless operations
- Director of Residences to have full responsibility for all operating elements of residences
- Operations looking after rental program to directly report into Director of Residences
- Selected Hotel teams and functions to support Director of Residences (as needed, with allocation of shared costs)
- Hotel Owner / Developer to be fully responsible for all unit sales, and all management of accounts and contracts with unit buyer / owner

IHG FOR-SALE RESIDENCES EXPERIENCE

INTERCONTINENTAL TRACK RECORD

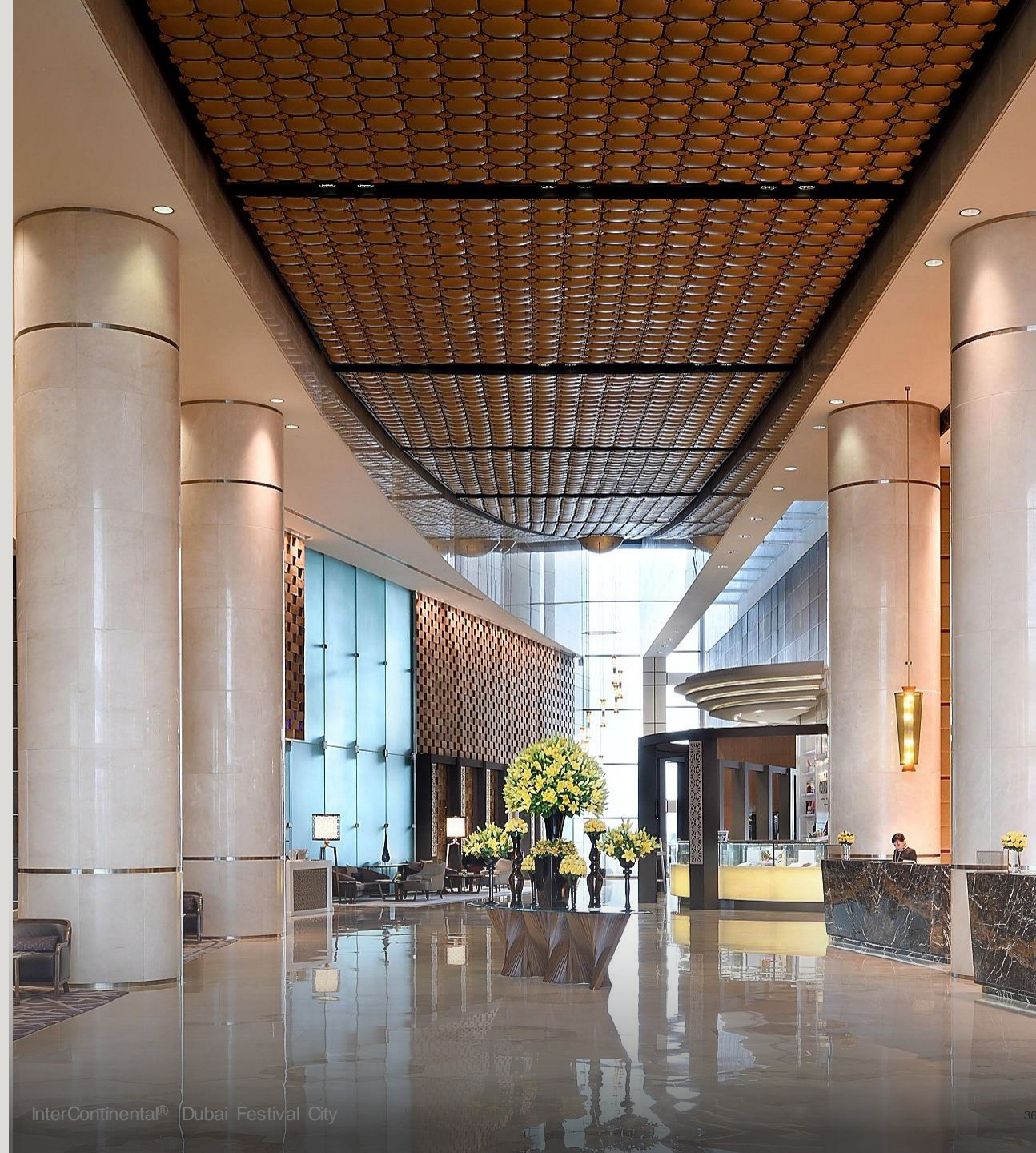
Project	InterContinental Residences Boston	InterContinental Residences Phu Quoc	InterContinental Residences Halong Bay	InterContinental Residences Hua Hin
				
	<ul style="list-style-type: none"> Constructed in 2006, the development has 130 condos which occupy floors 14-20 Condos range in size from studios with 40 sqm to 430+ sqm penthouses with roof decks and views overlooking Boston Harbor and The Seaport District 	<ul style="list-style-type: none"> 115 resort apartments and 5 exclusive villas with access to state-of-the-art facilities of the accompanying 339-room InterContinental Resort 	<ul style="list-style-type: none"> Slated to open in 2023, InterContinental Halong Bay will feature a 175 key resort, 60 1-3BR apartments, and 41 villas with access to four pools, fitness, kids club and spa facilities 	<ul style="list-style-type: none"> This 238 units luxury branded residence offers highest level of living privacy with limited 1-13 units per floor on the last beachfront site in Hua Hin.
	<ul style="list-style-type: none"> The project has fully sold out with units only available in re-sale markets at indicative prices of US\$720k, US\$1.2m and US\$2.5m for 1, 2 and 3 bedroom units respectively 	<ul style="list-style-type: none"> 95%+ of the 115 units sold within 2 years of the launch date Unique sales initiatives include promotional pricing for early buyers, complementary luxury cruise packages and annual fitness club memberships, among other benefits 	<ul style="list-style-type: none"> Successfully launched sales on time and per plan, despite Covid-19 disruption Expect to receive commitments for 90%+ of the ~20 units released for sale as part of phase 1 launch 	<ul style="list-style-type: none"> Currently ~70% sold, on target, despite Covid-19 disruption to sales process

IHG FOR-SALE RESIDENCES EXPERIENCE ACROSS BRANDS AND REGIONS

Brand	Project Name	Country	# Units	% Sold	Launch Year	Rental Program
	Six Senses Residences Con Dao	Vietnam	16	100%	2006	Yes – Mandatory
	Six Senses Residences Courchevel	France	51	~80%	2016	Yes* - Optional
	Six Senses Residences Fiji	Fiji	65	~60%	2017	Yes – Optional
	Zil Pasyon Residences (Six Senses Seychelles)	Seychelles	17	~25%	2017	Yes – Optional
	Six Senses Residences Kaplankaya (Phase 1)	Turkey	76	~90%	2017	Yes – Optional
	The XI, New York (Six Senses New York)	USA	236	~30%	2018	No
	Six Senses Crans Montana	Switzerland	17	N/A	2020	Yes – Optional
	Six Senses Kitzbuehel Alps	Austria	60	N/A	2020	Yes – Optional
	Six Senses Ibiza	Spain	21	N/A	2021E	Yes – Optional
	Six Senses Forestias Bangkok	Thailand	27	N/A	2021E	No
	Regent Porto Montenegro Residences	Montenegro	184	~70%	2012	Yes - Optional
	Regent Residences Phu Quoc	Vietnam	118	~95%+	2018	Yes – Optional
	133 & 135 Seaport, A Regent Collection	USA	447	N/A	2018	No
	Regent Residences Mangkuluhur City	Indonesia	130	N/A	2019	No
	Residences at the InterContinental Boston	USA	130	~100%	2006	No
	InterContinental Phu Quoc Residences	Vietnam	118	~95%+	2017	Yes - Mandatory
	InterContinental Residences Hua Hin	Thailand	236	~65%	2020	No
	InterContinental Residences Ha Long	Vietnam	101	N/A	2021E	Yes – Mandatory
	Shimao Mansion at InterContinental	China	600	N/A	2021E+	No

**Unit owners may elect to enter into short-term lease agreements with Six Senses each season (Dec to April)*

HERO PHOTOGRAPHY



INTERCONTINENTAL® SEOUL PARNAS

INTERCONTINENTAL® LOS ANGELES DOWNTOWN

INTERCONTINENTAL® PERTH CITY CENTRE



INTERCONTINENTAL® SHANGHAI WONDERLAND



INTERCONTINENTAL® DANANG SUN PENINSULA



INTERCONTINENTAL® SINGAPORE ROBERTSON QUAY



INTERCONTINENTAL® BEIJING SANLITUN





INTERCONTINENTAL®
HOTELS & RESORTS

Thank you

IHG® HOTELS &
RESORTS

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