



**Preliminary Results  
for the year ended  
30th September 2000**

**SIR IAN PROSSER**

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**CHAIRMAN**

# BASS PLC

## Divisional Results

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### Operating Profit (£m)\*

<b>Bass Hotels &amp; Resorts</b>	<b>376</b>	<b>Up</b>	<b>23.7%</b>
<b>Bass Leisure Retail</b>	<b>346</b>	<b>Up</b>	<b>25.8%</b>
<b>Britvic Soft Drinks</b>	<b>46</b>	<b>Up</b>	<b>9.5%</b>

**\*All figures on a 52 week basis and on an equivalent post FRS15 basis**

# BASS PLC Highlights

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- **Turnover \*** **+22.8%**
- **Operating profit \*** **+24.8%**
- **Earnings per share\*\*** **+8.9%**
- **Dividend per share** **+3.1%**

All figures on a 52 week basis and on an equivalent post FRS15 basis

\* continuing operations

\*\* adjusted to exclude major exceptional items

# BASS PLC

## Key Events - 2000

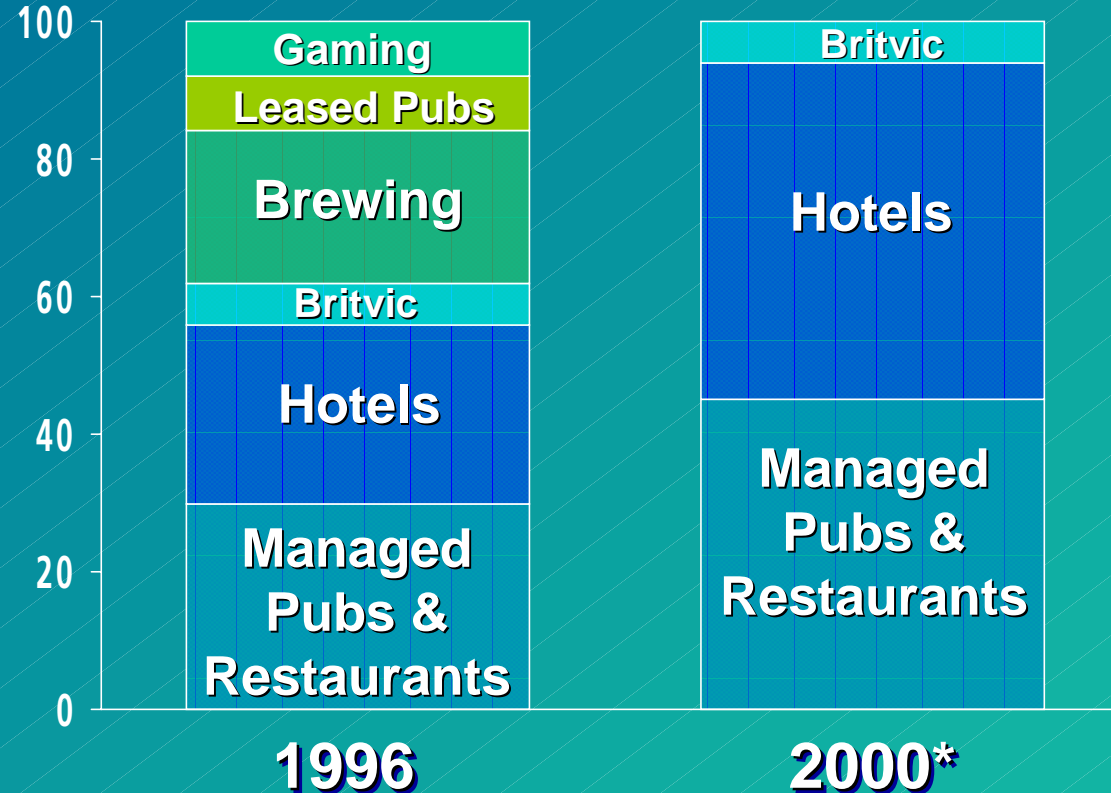
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<b>Sale of Bass Brewers</b>	<b>£2.3bn</b>
<b>Acquisition of SPHC</b>	<b>£92m</b>
<b>Acquisition of Bristol</b>	<b>£104m</b>
<b>Completion of acquisition of 550 ex-ADR pubs</b>	<b>£179m +79m shares</b>

# BASS PLC

## Group Business Focus

### Share of Group Operating Profit



\* continuing operations

- £4.3 billion of disposals
- £2.9 billion of acquisitions
- £1.7 billion of expansionary capex
- £0.8 bn returned to shareholders

# BASS PLC

## Positioned for the Future

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- **Two core businesses**
  - focused on strong brands
  - market leaders
  - good growth potential
  
- **Financially strong**

**RICHARD NORTH**

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**FINANCE DIRECTOR**



# BASS PLC

## Reporting Formats

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- All Post FRS 15
- UITF 24 - pre-opening costs treatment
- 52 weeks (comparisons adjusted to 52 weeks)
- Bass Brewers included in discontinued business

# BASS HOTELS & RESORTS

## Operating Profit - Old Format

<u>US \$m</u>	<u>99/00</u>	<u>*98/99</u>	<u>Growth</u>
Americas	252	199	26.6%
EMEA	68	63	7.9%
Asia Pacific	16	5	-
<b>Sub Total</b>	<b>336</b>	<b>267</b>	<b>25.8%</b>
<b>Inter-Continental</b>	<b>223</b>	<b>200</b>	<b>11.5%</b>
One Offs	4	6	-
FelCor	21	21	-
<b>Operating Profit</b>	<b>584</b>	<b>494</b>	<b>18.2%</b>
<b>Average Exchange Rates \$:£</b>	<b>1.55</b>	<b>1.63</b>	

\* adjusted for FRS15



# BASS HOTEL & RESORTS

## Operating Profit - New Format

<u>\$m</u>	<u>99/00</u>	<u>*98/99</u>	<u>Growth</u>
<u>Americas</u>			
Owned and leased hotels	91	76	20%
Managed & Upscale franchise	43	22	95%
NA Midscale franchise	194	168	15%
<b>Sub Total</b>	<b>328</b>	<b>266</b>	<b>23%</b>
<u>EMEA</u>			
Owned and leased hotels	191	177	8%
Managed & franchised hotels	25	18	39%
<b>Sub Total</b>	<b>216</b>	<b>195</b>	<b>11%</b>
<u>Asia Pacific</u>	23	6	283%
FelCor and others	25	27	-7%
<b>Sub Total</b>	<b>592</b>	<b>494</b>	<b>20%</b>
<b>Goodwill Amortisation</b>	<b>(8)</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>**584</b>	<b>494</b>	<b>**18%</b>

\* adjusted for FRS15

\*\*at constant exchange rate \$606m and 23%



# BASS HOTELS & RESORTS

## Americas- Owned and Leased

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- Operating profit up 20%
- Acquisitions net of disposals contribute \$12m
- San Francisco modernisation costs reduce profit by \$8m
- UITF24 reduces profit by \$6m
- Strong RevPAR performances from comparable hotels

ICH	up 8%
Crowne Plaza	up 9%
Holiday Inn	up 12%

# BASS HOTELS & RESORTS

## Americas - Managed and Upscale Franchise

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- Overall operating profit up 23% (pre Bristol)
- Six months contribution from Bristol - \$16m before goodwill amortisation of \$4m
- Strong RevPAR performances in North America
  - ICH up 5%
  - Crowne Plaza up 9%

# BASS HOTELS & RESORTS

## NA Midscale Franchise

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	<b>Holiday Inn</b>	<b>Holiday Inn Express</b>
<b>Change in number of rooms</b>	<b>-0.5%</b>	<b>+14.4%</b>
<b>Increase in RevPAR</b>	<b>+4.9%</b>	<b>+6.6%</b>
<b>Increase in Royalty Rates</b>	<b>+0.15% pts</b>	<b>+0.01% pts</b>

# BASS HOTELS & RESORTS

## EMEA - Owned and Leased

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- Overall operating profit up 8%
- Acquisitions contribute \$7m to profit
- Modernisation reduces profit by \$3m
- Strong RevPAR performances
  - ICH up 10%
  - Crowne Plaza up 5%
  - Holiday Inn up 9%
- At constant exchange rates profits up by 19%

# BASS HOTELS & RESORTS

## EMEA - Managed and Franchised

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- Overall operating profit up by 39%
- Management / Franchise system increased by 32 properties
- Strong RevPAR performances

ICH	up 8%
Crowne Plaza	up 12%
Holiday Inn	up 6%



# BASS HOTELS & RESORTS

## Asia Pacific

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- Operating profit up by \$7m pre SPHC
- 9 months contribution from SPHC - \$10m before goodwill amortisation of \$4m
- RevPAR

ICH	up	8%
Other Brands	down	0-2%

# BASS HOTELS & RESORTS

## Inter-Continental - Results

<u>US \$m</u>	99/00	*98/99	Growth
Operating profit - actual	223	200	12%
Operating profit constant exchange rates	237	200	19%
RevPAR (\$)	88.43	83.90	5.4%

- Refurbishment reduces profit by \$11m
- Since acquisition profits up by 69%

\* adjusted for FRS15

# BASS HOTEL & RESORTS

## Operating Profit

<u>\$m</u>	<u>99/00</u>	<u>*98/99</u>	<u>Growth</u>
<u>Americas</u>			
Owned and leased hotels	91	76	20%
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<b>Total</b>	<b>**584</b>	<b>494</b>	<b>**18%</b>

\* adjusted for FRS15

\*\* at constant exchange rate \$606m and 23%



# BASS LEISURE RETAIL

## Summary Results

<u>£m</u>	<u>99/00</u>	<u>98/99</u>	<u>Growth</u>
Ongoing pub business	277	269	3.3%
Ex-Allied pubs	73	-	-
Profit from prior year disposals	-	6	-
<b>Total</b>	<b>350</b>	<b>275</b>	<b>27.3%</b>
53rd week	-	6	-
FRS15 adjustment	-	17	-
UITF24 adjustment	(4)	-	-
<b>Reported managed pubs business</b>	<b>346</b>	<b>298</b>	<b>16.1%</b>

# BASS LEISURE RETAIL

## Results

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	<u>Growth on LY</u> <u>*Ongoing</u>
Outlets (ave.)	2.7%
Sales per outlet	1.1%
Drinks sales	1.8%
Food sales	10.7%
Like for like sales - invested	(1.0%)
- uninvested	(2.8%)
Operating profit	3.3%

\* excludes Development Estate

# BASS LEISURE RETAIL

## Ongoing Business \*

	Pub Level Returns** Overall	Pub Level Returns** 99/00 New Sites
Restaurants	14.8%	17.3%
Branded Bars	16.8%	26.2%
Unbranded Pubs	15.5%	-
<b>Total</b>	<b>15.3%</b>	<b>19.4%</b>

\* excludes Development Estate

\*\* defined as profit before interest, central overhead and tax as a % of book value (excluding incremental revaluations since 1992)

# BASS LEISURE RETAIL Development Estate

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- 53 conversions complete at year end
- 78 now complete; 60 'on site'
- £34m Capex in 1999/2000  
(of which £15m for openings in 99/00)
- Over 40% sales uplift on conversions
- -7.4% LFL sales on unconverted estate
- 600 trading weeks lost to closure during conversion programme

# BRITVIC SOFT DRINKS

## Results

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- **Competitive market**
- **Volumes up 2.7%**
- **Turnover up 0.9%**
- **Profits up 9.5% to £46 million**
- **Acquisition of Orchid**

all figures on 52 week basis



# BASS BREWERS

## Sale

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- **Sale completed unconditionally in August for £2.3 billion**
- **£129m in operating profit in discontinued business**
- **Profit on sale of £1.23 billion included in exceptional items**

# BASS PLC

## Year Ended 30 September 2000

<u>£m</u>	<u>99/00</u>	<u>98/99</u>	<u>Growth</u>
Operating profit	905	778	16.3%
Exceptional items	1,234	(112)	
PBIT	2,139	666	
Interest	(152)	(140)	
Tax	(287)	(173)	
Minority Interest	(16)	(8)	
Earnings	1,684	345	
Earnings per share *	62.2p	57.1p	8.9%
Interest cover **	6.0x	5.5x	

\* adjusted for major exceptional items

\*\* all figures on a 52 week basis and on an equivalent post FRS15 basis

# BASS PLC

## Net Cash Flow 99/00

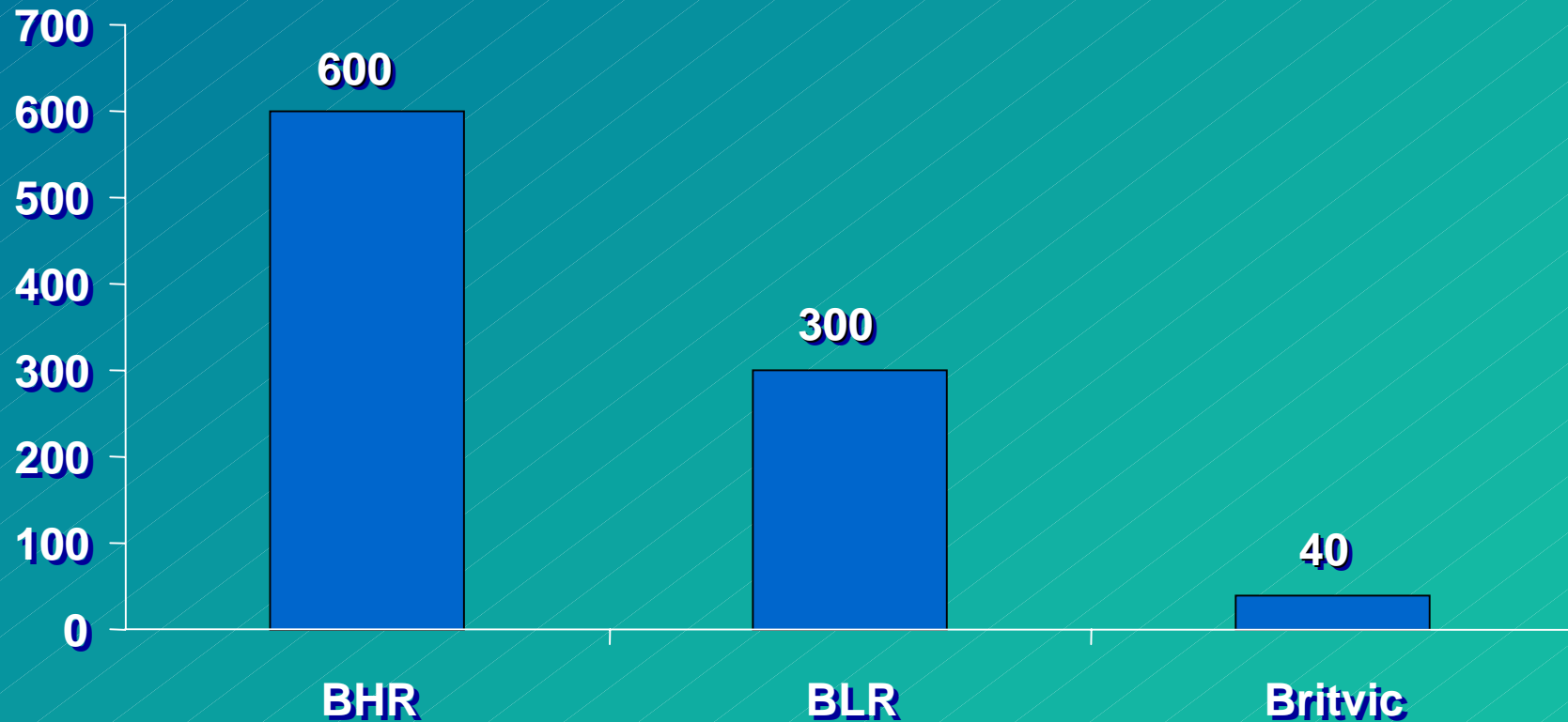
<u>£m</u>	<u>99/00</u>	<u>98/99</u>
Operating profit	905	824
Depreciation	289	237
Working capital/Other	(69)	(49)
Profit from Associates	(11)	(16)
Trade loans	23	32
Capital expenditure (net)	(654)	(501)
Operating cash flow	483	527
Interest	(137)	(130)
Taxation	(158)	(174)
Dividends	(290)	(250)
Normal cash flow	(102)	(27)
Major acquisitions/disposals	1,834	-
Net Cash Flow	1,732	(27)

# BASS PLC

## 2001 Capex Allocation - £940m

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£m



# BASS PLC

## Balance Sheet

<u>£m</u>	<u>Sept 00</u>	<u>Sept 99</u>
Net debt	345	1,995
Shareholder equity	5,379	3,313
Market-cap gearing	6%	32%
Interest cover (adjusted)	6.0x	5.5x

**TIM CLARKE**

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**C.E.O.**

# BASS PLC

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- **Powerful brands**
- **Market leading positions**
- **Strong growth prospects**

# BASS PLC

## Creating Shareholder Value

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- **Concentrating on:-**
  - high growth hotels
  - high return branded retail
- **Build brand scale in global hotels**
- **Drive growth opportunity from retail conversion pipeline**
- **Improving balance sheet efficiency**



# BASS HOTELS & RESORTS

## Platform for Growth



491,064 rooms  
3,063 hotels  
92 countries

### Central Reservations

32m calls p.a.  
\$1.4bn revenues p.a.

### Priority Club

10m members  
21m room nights p.a.

### E-Commerce

1.4m room nights p.a.  
\$500,000 per day

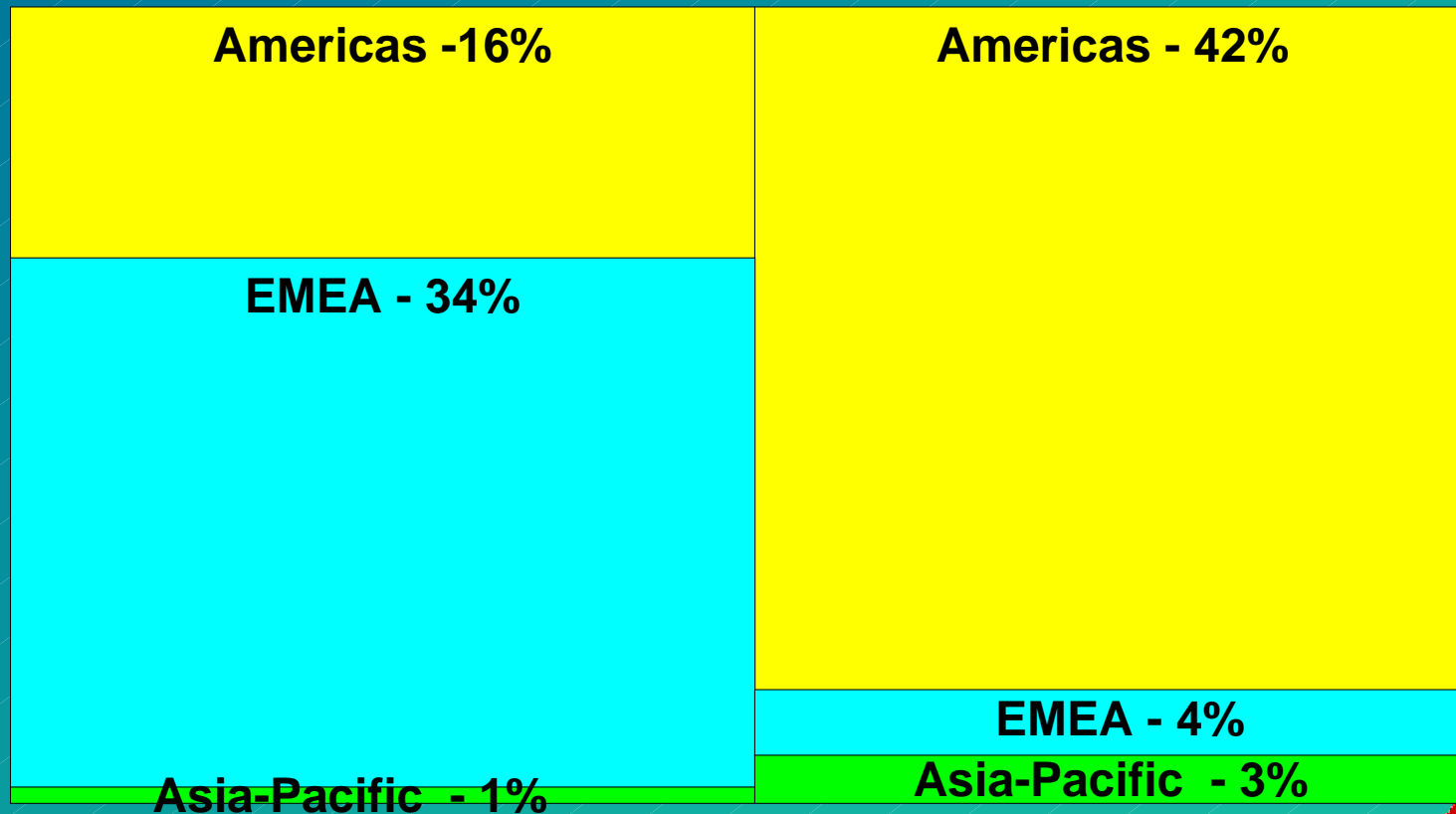
# BASS HOTELS & RESORTS

## Profit Mix

**% of Profits 1999/2000 - Total = \$567m\***

**Owned and Leased**

**Managed & Franchised**

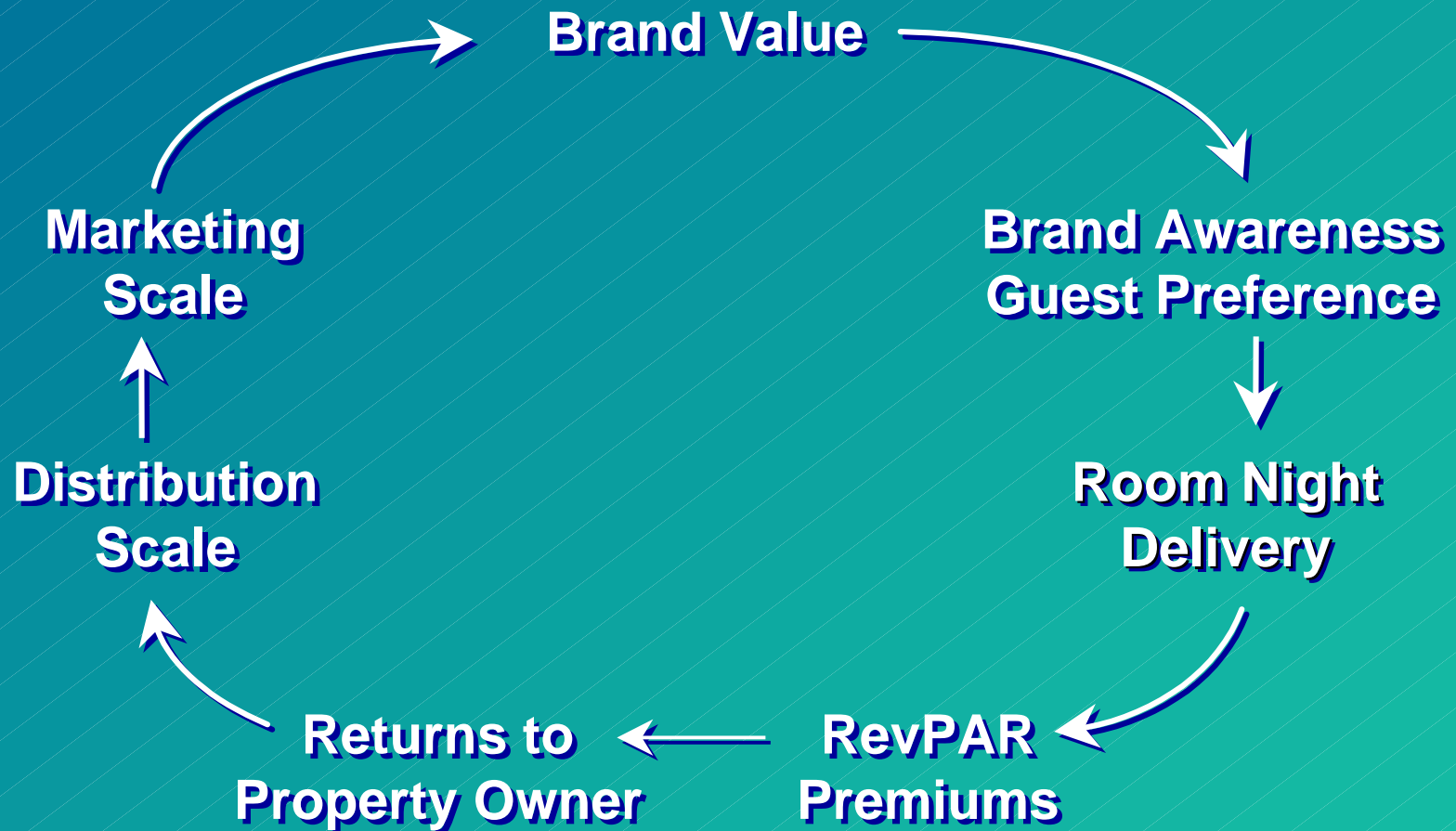


\* excludes FelCor, others and goodwill amortisation

# BASS HOTELS & RESORTS

## Brand Power Virtuous Circle

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# BASS HOTELS & RESORTS

## Hotel Industry Growth Potential

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- Superior growth potential of global brands
  - Faster growth of international travel
- Scope for branded conversions, by region\*
  - Over 75% of rooms in EMEA/Asia Pacific unbranded
- Consolidation opportunities

\* Source Arthur Andersen, WTO, Bass estimates

# BASS HOTELS & RESORTS

## Key Levers for Growth

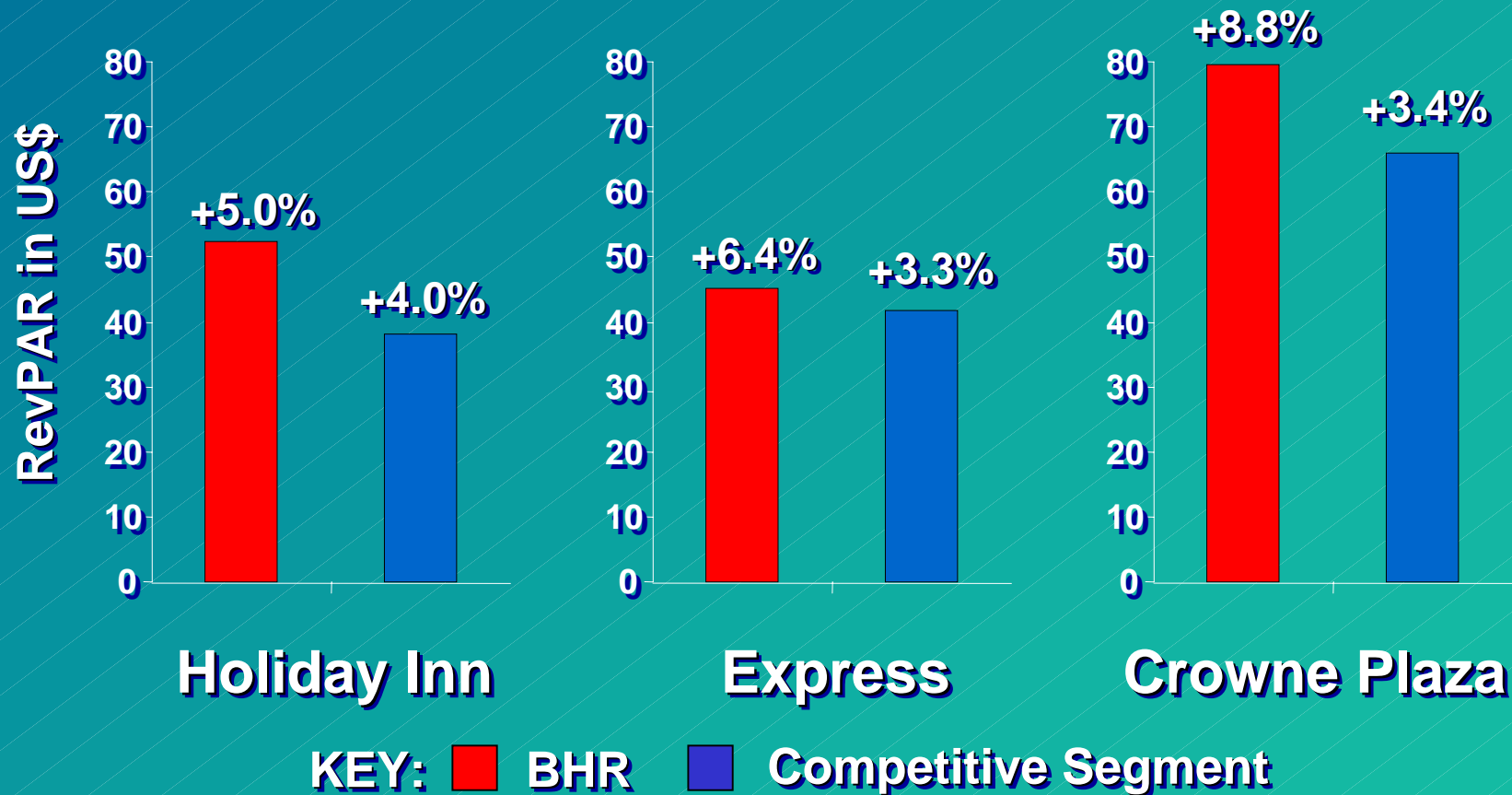
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- **Organic growth from RevPAR outperformance**
  - Reservations systems, loyalty programmes
- **Management contracts/Franchises**
- **Utilisation of capital**
  - Asset acquisitions
  - Sliver equity/joint ventures
  - Modernisation of existing owned hotels

# BASS HOTELS & RESORTS

## Brand Outperformance

### US RevPAR and RevPAR Growth - Oct 99 to Sep 00



Source: STR



# BASS HOTELS & RESORTS

## Distribution Growth

**Net Increase in  
System Size**

**264 Hotels  
34,000 Rooms  
(net)**

	<b>Hotels</b>
<b>Inter-Continental</b>	<b>+11</b>
<b>Crowne Plaza</b>	<b>+3</b>
<b>Holiday Inn</b>	<b>+20</b>
<b>Express</b>	<b>+131</b>
<b>Staybridge</b>	<b>+18</b>
<b>SPHC</b>	<b>+57</b>
<b>Bristol</b>	<b>+28</b>
<b>Forum</b>	<b>-4</b>

# BASS HOTELS & RESORTS

## Current Pipeline

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### Signed Deals

**596 Deals**  
**75,314 Rooms**

	Deals
Inter-Continental	24
Crowne Plaza	45
Holiday Inn	131
Express	343
Staybridge	53



# BASS HOTELS & RESORTS

## Key Strategic Distribution Priorities

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- Extend global representation of Inter-Continental and Crowne Plaza across key cities and resorts
- Build domestic positions for Holiday Inn and Express in Western Europe
- Leverage US midscale franchise infrastructure

*Primary focus to accelerate distribution of existing brands*

# BASS HOTELS & RESORTS

## Investment Criteria

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- NPV positive
- Above WACC returns by Year 3
- Earnings enhancing in first full year of ownership
- Price takes account of cycle

# **BASS HOTELS & RESORTS**

## **Modernisation Programme**

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- **San Francisco, Budapest, Vienna almost completed**
- **Miami, Chicago, New York, Madrid under way**
- **New opportunities identified at Paris Le Grand, Cannes, Mayfair**
- **Overall investment now estimated at \$450m**

# BASS HOTELS & RESORTS

## Big 10 - Current Plans

### DIRECTIONAL

Projected Movement in profit* (\$m)	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>
Americas	-	-5	+10	+15	+21	+25
EMEA	-	+10	-30	-24	+41	+81
Total	-	+5	-20	-9	+62	+106
Strategic Capital	76	135	90	133	16	-

Assumes current exchange rates

\* hotel level profit before allocation of central overheads

# BASS HOTELS & RESORTS

## Summary

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- Increase organic pipeline of new hotels
- Acquire assets to add value by brand conversion
- Complete Big 10 modernisation programme
- Sustain brand out-performance through marketing, sales, e-commerce
- Maintain focus on product quality/brand innovation/service delivery

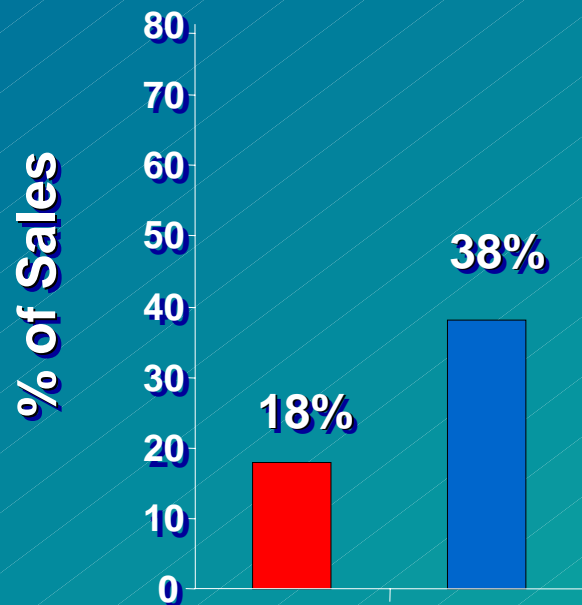
# BASS LEISURE RETAIL

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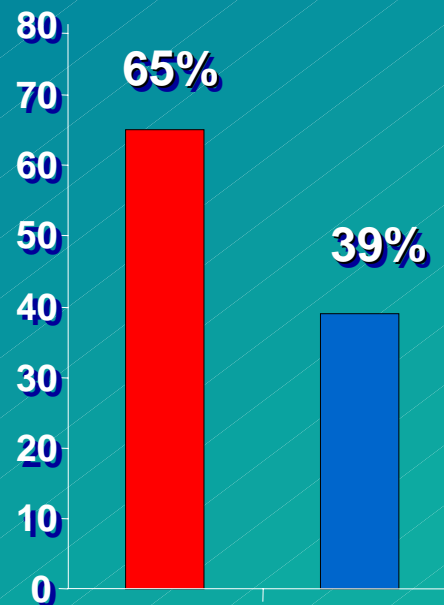
- **3,000 outlets - AWT £10.7k, of which:**
  - 800 branded outlets - AWT £16.7k
  - accounting for over 40% of sales
- **Strong portfolio of brands adding value to sites**
- **Selected pipeline of sites for conversion**
- **High incremental returns being achieved**

# BASS LEISURE RETAIL

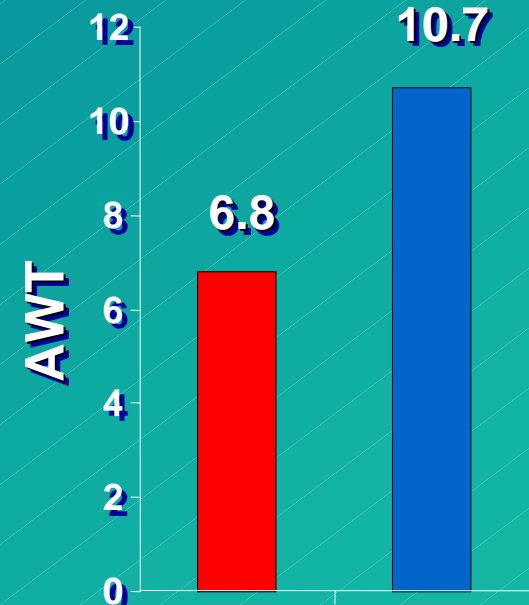
## Estate Repositioning



**South East**



**Draught Beer**



**Average Weekly Take**

**KEY:** ■ 1994 ■ 2000

# **BASS LEISURE RETAIL**

## **Market Conditions**

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- **Decline in on-trade beer volumes**
- **Exacerbated by new supply outstripping demand**
- **Over-capacity impact on existing asset base**
- **Demand for genuine amenity or value**
- **High returns generated**



# BASS LEISURE RETAIL

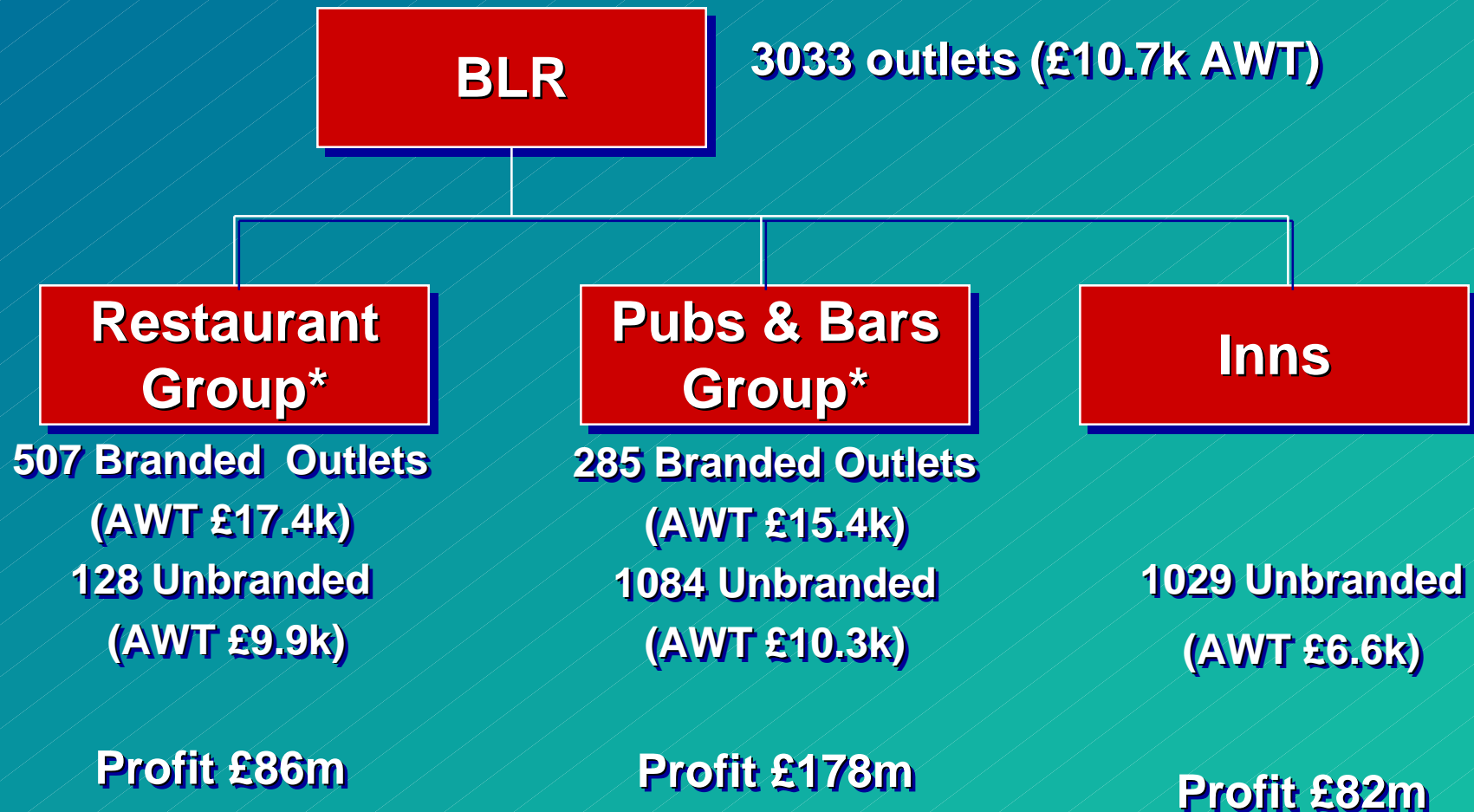
## Market Prospects

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- **Withdrawal of some major players**
- **Growth in eating and drinking-out market of 4% p.a.**
- **Improving supply and demand balance**
- **Industry continuing to polarise:**
  - **proven high take brands with high returns**
  - **smaller, assets run for cash**

# BASS LEISURE RETAIL

## New Organisation Structure



\* Includes former Allied pubs

# BASS LEISURE RETAIL

## Restaurants Group

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- **Suburban pub restaurant market estimated at £2.5bn with demand growing faster than supply**
- **Demonstrable chain and unit economies of scale**
  - brand marketing
  - food supply chain
  - operating systems
- **BLR well-positioned: Harvester, Toby Carvery, Vintage Inn**
- **Strong pipeline of sites from ex-Allied conversions**

# BASS LEISURE RETAIL

## Restaurants Group

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- LFL sales growth of suburban brands: 3.4%
- New sites AWT £24.5k
- Uplift on new upgrades:
  - Toby Carvery £21k AWT
  - New Harvester template £24k AWT
- Food gross margin up by 1 percentage point
- Returns continue to build

# BASS LEISURE RETAIL

## Pubs and Bars - Market

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- **High Street in growth at expense of Locals**
- **New supply on High Street causing pressure on LFL sales**
- **Successful brands earning high returns**
- **Locals:**
  - **Traditional Community pubs facing declining demand and cash extraction**
  - **Quality suburban offers gaining customers**

# BASS LEISURE RETAIL

## Pubs and Bars - Branded Performance

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- **New sites: £27.5k AWT**
- **High Street premium brands: high returns**
  - 18% returns on capital invested in last 4 years
  - 29% returns on new acquisitions in 99/00
- **Goose: attractive returns and strong LFLs**
  - 15% returns on new acquisitions in 99/00
  - +12% LFL sales growth
- **Ember: attractive returns**
  - 17% incremental return on average

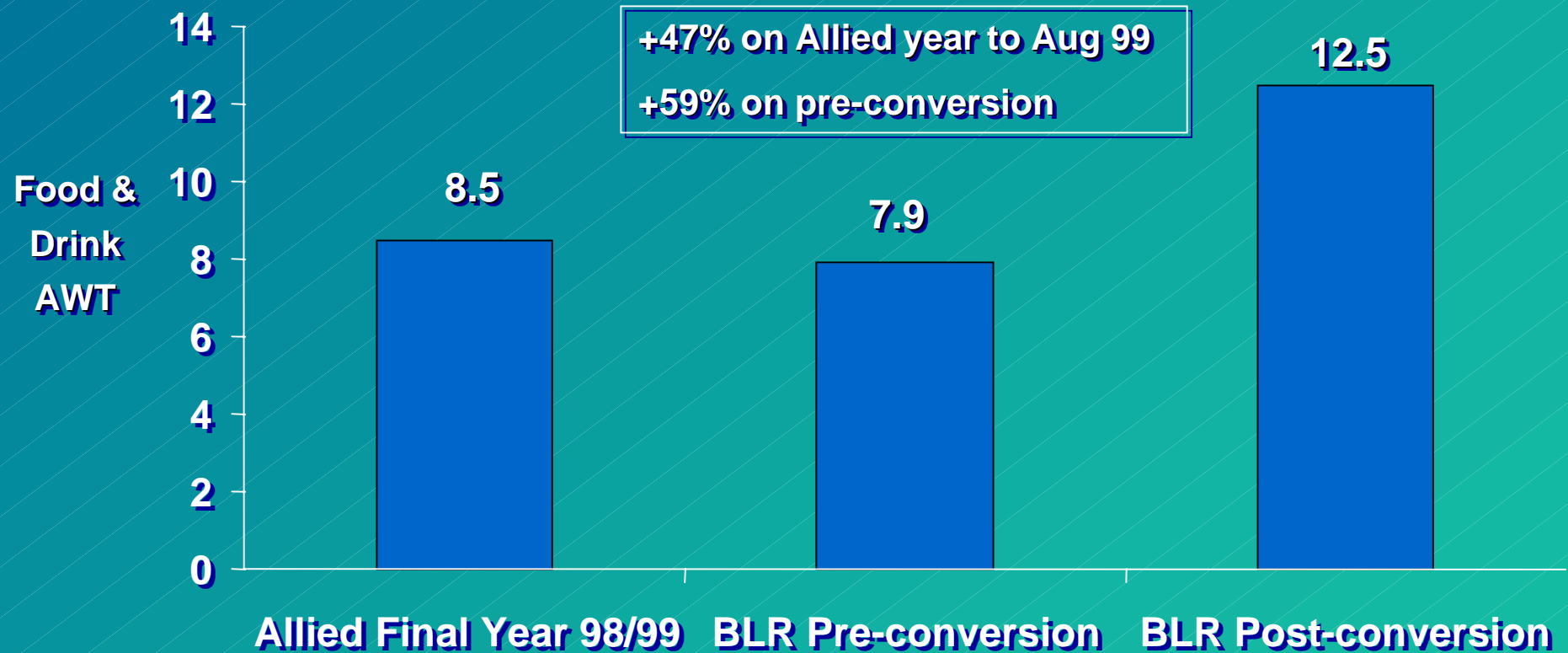
# **BASS LEISURE RETAIL Development Estate - Plan**

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- **Expect to have 300 open by end Sept 2001**
- **Closure and pre-opening costs up c. £10m**
- **Overall plan to complete conversions by September 2002**

# BASS LEISURE RETAIL Development Estate

All 78 converted outlets, average



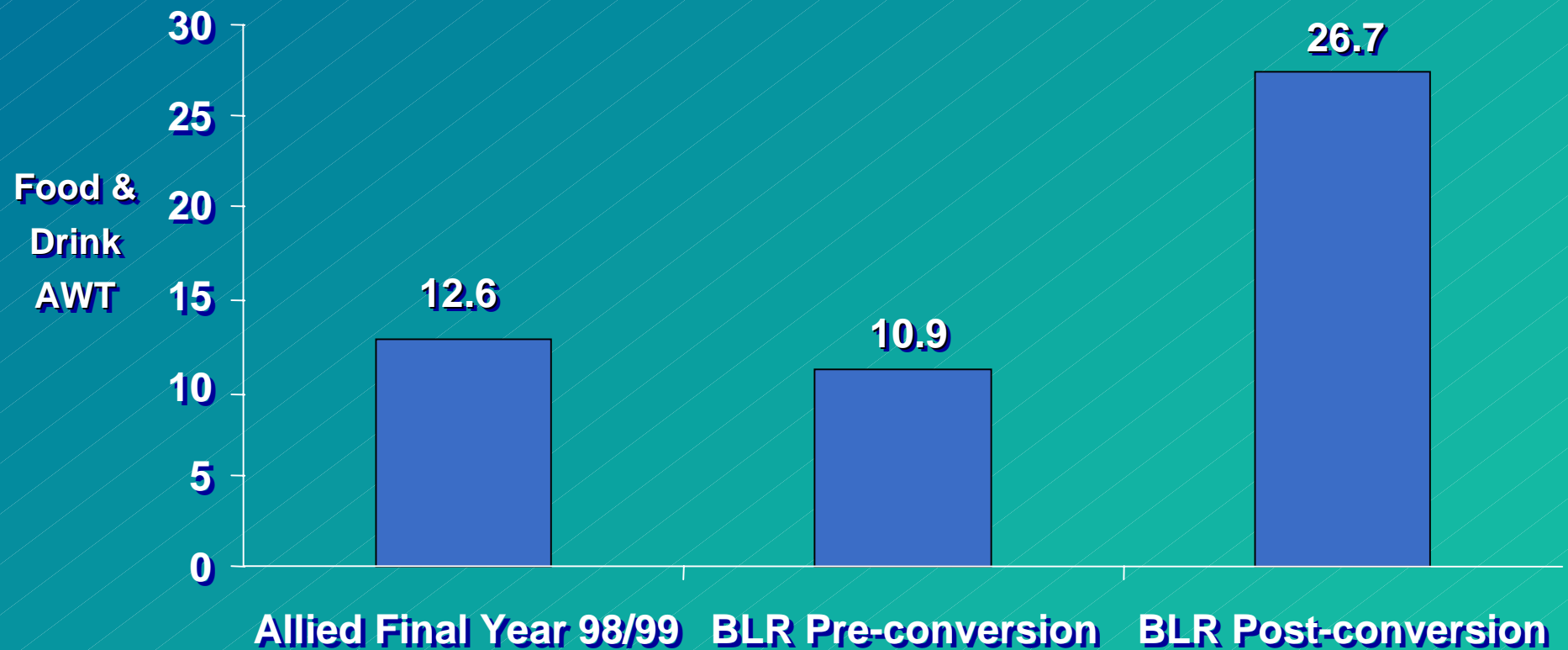


# BASS LEISURE RETAIL

## Development Estate - Examples

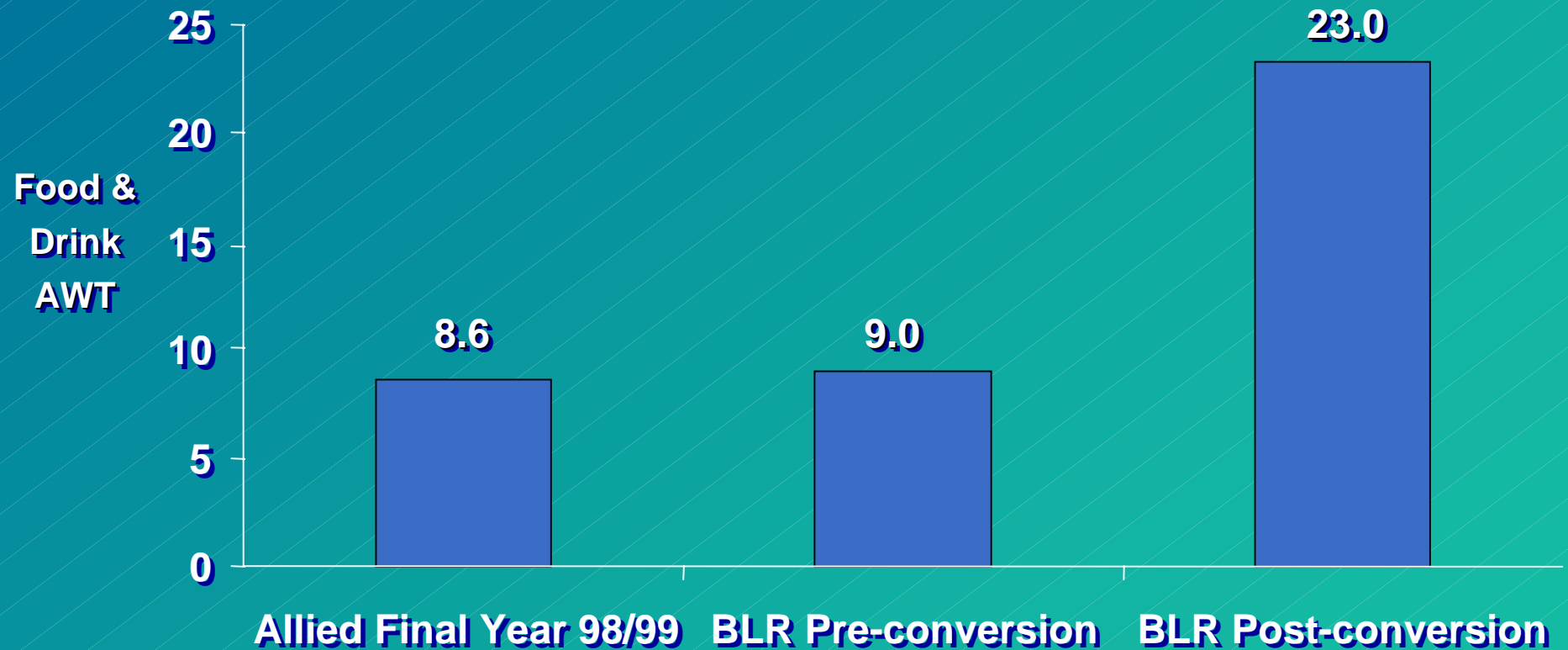
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### O'Neills Shepherds Bush



# BASS LEISURE RETAIL Development Estate - Examples

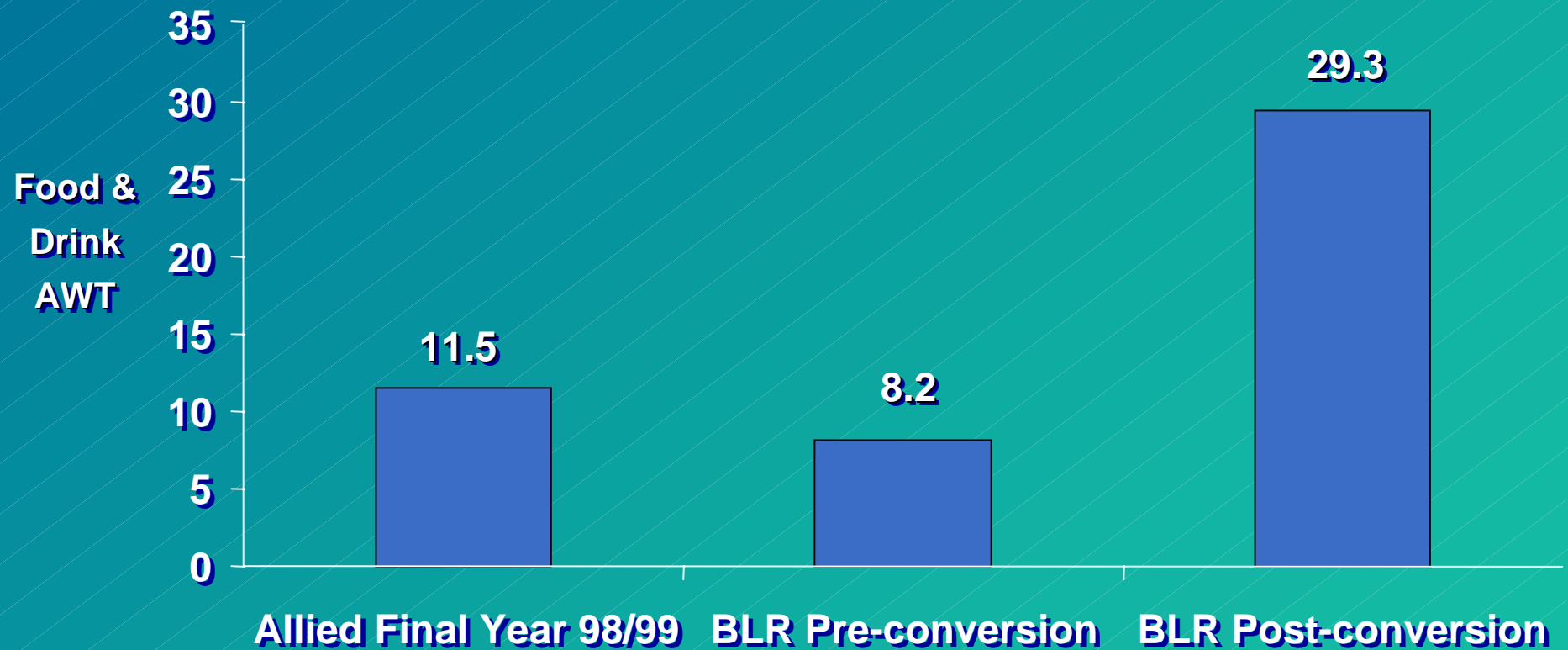
## Goose, Selly Oak



# BASS LEISURE RETAIL

## Development Estate - Examples

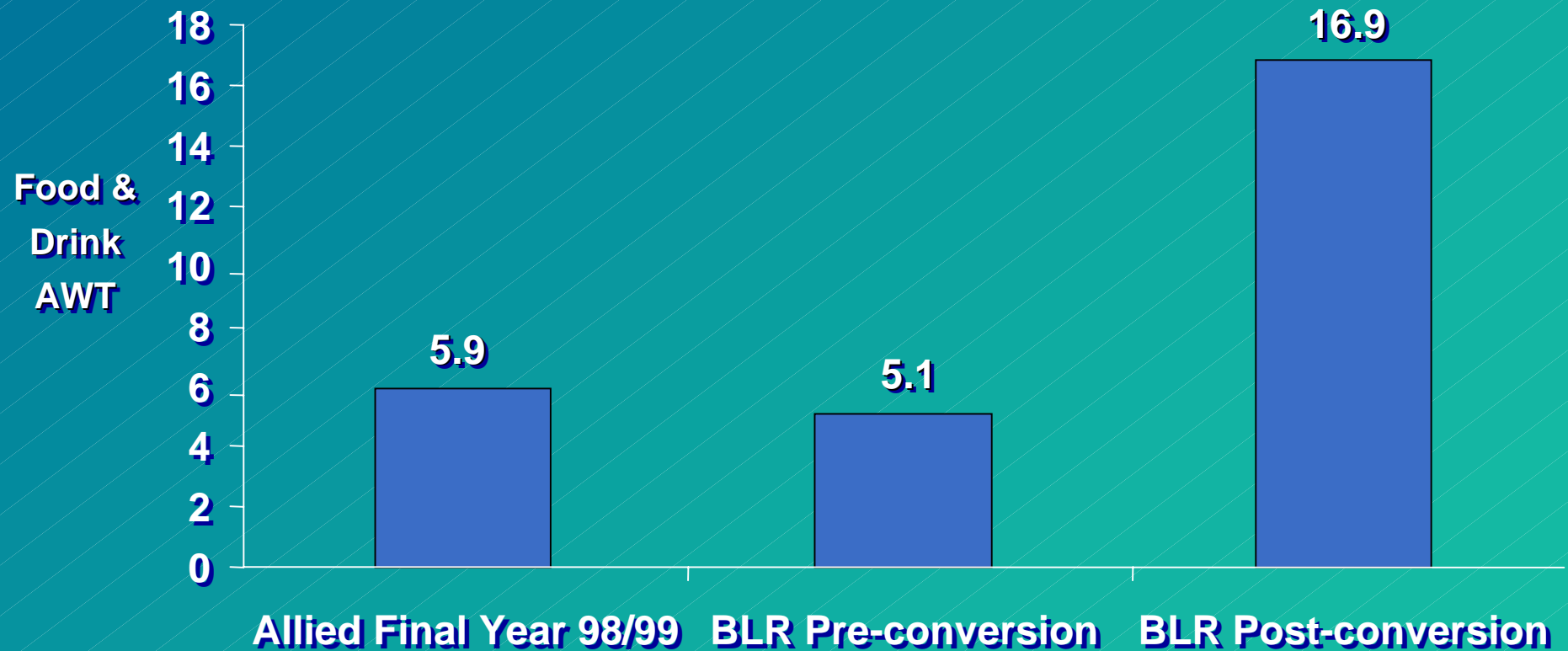
### Toby Carvery, Aldenham



# BASS LEISURE RETAIL

## Development Estate - Examples

### Prince of Wales (Ember Inns), Sheffield



# BASS LEISURE RETAIL

## Driving Scale Economies

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- Further purchasing and supply chain gains anticipated
- Further £15m of overhead reduction over next 2 years
- Productivity and training: staff take per hour increased 3% in 99/00
- Increasing focus on brand marketing to drive LFL profits
  - 25% increase in spend in 00/01

# **BASS LEISURE RETAIL**

## **Summary**

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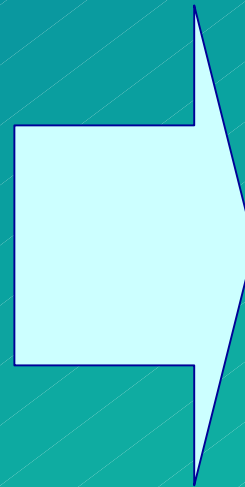
- **Build on proven brands**
- **Two stage investment strategy**
  - **Growth from conversions of Development Estate**
  - **Reduced investment focused on restaurants, Goose and Ember**
- **Exploit scale economies to drive LFL profit**

# BASS PLC Outlook

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**Strong Brands**

**Leadership Positions**



**Growth  
and  
Returns**

 Bass

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# BASS PLC

## 1999 Restatement

£m	As Published	53rd Week	FRS 15	Equivalent Basis
Turnover	4,686	(69)	-	4,617
Operating Profit				
BHR \$m	521	-	(27)	494
BHR	321	-	(17)	304
BLR	298	(6)	(17)	275
Britvic	44	(2)	-	42
Other	1	-	-	1
Continuing	664	(8)	(34)	622
Discontinued	160	(4)	-	156
Total	824	(12)	(34)	778
Profit before tax*	682	(12)	(34)	636
Earnings per share*	62.3p	(1.0)p	(4.2)p	57.1p

\*excluding major exceptional items



# BASS PLC

## Investment

S2

£m	99/00			98/99		
	Gross	Disposals	Net	Gross	Disposals	Net
Hotels & Resorts	342	(16)	326	285	(15)	270
Leisure Retail	250	(46)	204	241	(101)	140
Soft Drinks	55	(7)	48	39	(5)	34
Other	25	(6)	19	27	(19)	8
Continuing Ops	672	(75)	597	592	(140)	452
Discontinued	61	(4)	57	103	(54)	49
Group	733	(79)	654	695	(194)	501
Trade Loans	39	(62)	(23)	60	(92)	(32)

# BASS HOTELS & RESORTS

## Occupancy, Rate and RevPAR

	Occupancy %		Rate \$		RevPAR \$		
	99/00	98/99	99/00	98/99	99/00	98/99	Growth
<b>AMERICAS*</b>							
- Inter-Continental	68.8	71.4	167.66	155.27	115.38	110.87	4.1%
- Crowne Plaza	70.9	69.0	108.11	103.21	76.60	71.19	7.6%
- Holiday Inn	65.8	65.9	79.37	75.54	52.20	49.75	4.9%
- Express	65.1	64.8	69.27	65.32	45.09	42.31	6.6%
<b>EMEA</b>							
- Inter-Continental	63.7	62.7	131.99	123.91	84.13	77.72	8.2%
- Crowne Plaza	71.3	71.4	105.78	95.47	75.38	68.17	10.6%
- Holiday Inn	65.0	65.0	71.45	66.33	46.45	43.10	7.8%
- Express	66.2	65.2	64.04	58.35	42.36	37.99	11.5%
<b>Asia Pacific</b>							
- Inter-Continental	68.2	67.7	131.73	123.04	89.86	83.29	7.9%
- Crowne Plaza	71.0	69.0	70.27	72.36	49.88	49.89	-
- Holiday Inn	65.0	62.9	57.23	60.34	37.21	37.95	(1.9)%

\* North Americas only



# BASS HOTELS & RESORTS

## Geographic Distribution - 99/00

	Americas	EMEA	Asia Pacific	Total
<b>Hotels @ 30.9.99</b>	<b>2,244</b>	<b>453</b>	<b>102</b>	<b>2,799</b>
<b>Additions</b>	<b>241</b>	<b>55</b>	<b>69</b>	<b>365</b>
<b>Removals*</b>	<b>(71)</b>	<b>(22)</b>	<b>(8)</b>	<b>(101)</b>
<b>Hotels @ 30.9.00</b>	<b>2,414</b>	<b>486</b>	<b>163</b>	<b>3,063</b>

\*net of reinstatements

# BASS HOTELS & RESORTS

## Geographic Distribution - 99/00

	Americas	EMEA	Asia Pacific	Total
<b>Rooms @ 30.9.99</b>	<b>340,191</b>	<b>87,782</b>	<b>28,774</b>	<b>456,747</b>
<b>Additions</b>	<b>26,551</b>	<b>8,159</b>	<b>15,873</b>	<b>50,583</b>
<b>Removals*</b>	<b>(9,385)</b>	<b>(3,636)</b>	<b>(3,245)</b>	<b>(16,266)</b>
<b>Rooms @ 30.9.00</b>	<b>357,357</b>	<b>92,305</b>	<b>41,402</b>	<b>491,064</b>

\* net of reinstatements

# BASS HOTELS & RESORTS

## System Size

Room Numbers	Americas	EMEA	Asia Pacific	Total
Owned/Leased	10,419	14,674	2,823	27,916
Mgmt Contract	36,304	25,131	29,684	91,119
Franchised	310,634	52,500	8,895	372,029
<b>Total</b>	<b>357,357</b>	<b>92,305</b>	<b>41,402</b>	<b>491,064</b>

# BASS HOTELS & RESORTS

## Inter-Continental Distribution

	Inter-Continental	Forum	Total
<b>Hotels @ 30.9.99</b>	121	20	141
<b>Additions</b>	16	0	16
<b>Removals</b>	(5)	(4)	(9)
<b>Hotels @ 30.9.00</b>	132	16	148
<b>Rooms @ 30.9.00</b>	44,537	6,019	50,556

# BASS HOTELS & RESORTS

## Americas System Size - Hotels

	Inter Continental	Crowne Plaza	Holiday Inn*	Holiday Inn Express*	Staybridge Suites
Opening balance	35	82	1,198	926	2
Movement	5	7	(5)	118	18
Closing balance	40	89	1,193	1,044	20
Royalty Rates	-	-	4.5%	4.86%	4.60%

\* Royalty figures - North Americas Only



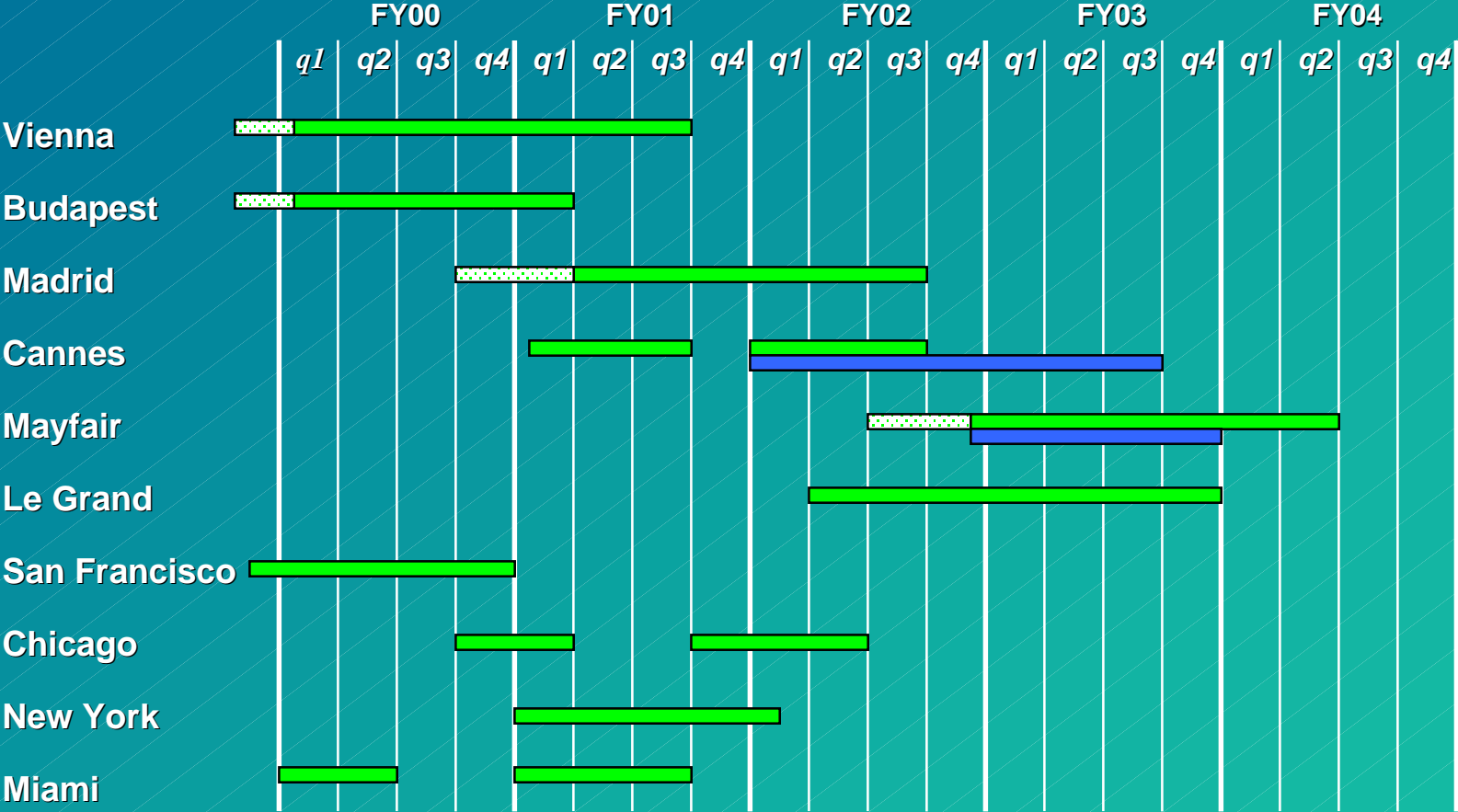


# BASS HOTELS & RESORTS

## Americas System Size - Rooms

	Inter Continental	Crowne Plaza	Holiday Inn	Holiday Inn Express	Staybridge Suites
Opening balance	12,518	25,282	228,893	73,114	236
Movement	366	1,587	(1,374)	9,196	2,114
Closing balance	12,884	26,869	227,519	82,310	2,350

# BASS HOTELS & RESORTS Modernisation Programme



Enabling work
  Refurbishment
  New Rooms



# BASS LEISURE RETAIL

## Managed Outlet Numbers - 99/00

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<b>Outlet Numbers</b>	<b>Managed</b>
<b>Outlets @ 30.9.99</b>	<b>2,496</b>
<b>Outlets disposed</b>	<b>(54)</b>
<b>Outlets acquired/built</b>	<b>591</b>
<b>Outlets @ 30.9.00</b>	<b>3,033</b>

# BASS LEISURE RETAIL

## Branded Outlets

Restaurants	Sept 00	Sept 99	Increase
Harvester	130	130	-
Toby Carvery	39	28	+11
Vintage Inns	151	132	+19
Innkeeper's Fayre	16	18	-2
All Bar One	54	49	+5
Browns	11	10	+1
Holiday Inn Express	16	13	+3
Alex (Managed)	19	12	+7
Other	71	82	-11
<b>Total Restaurants</b>	<b>507</b>	<b>474</b>	<b>+33</b>

# BASS LEISURE RETAIL

## Branded Outlets (continued)

<b>Pubs &amp; Bars</b>	<b>Sept 00</b>	<b>Sept 99</b>	<b>Increase</b>
<b>O'Neills</b>	<b>70</b>	<b>107</b>	<b>-37</b>
<b>Edwards</b>	<b>26</b>	<b>32</b>	<b>-6</b>
<b>It's A Scream</b>	<b>71</b>	<b>66</b>	<b>+5</b>
<b>Goose</b>	<b>14</b>	<b>15</b>	<b>-1</b>
<b>Hollywood Bowl</b>	<b>21</b>	<b>19</b>	<b>+2</b>
<b>Ember Inns</b>	<b>52</b>	<b>26</b>	<b>+26</b>
<b>Other</b>	<b>31</b>	<b>15</b>	<b>+16</b>
<b>Total Pubs &amp; Bars</b>	<b>285</b>	<b>280</b>	<b>+5</b>
<b>Total of branded outlets</b>	<b>792</b>	<b>754</b>	<b>+38</b>

# BASS LEISURE RETAIL

## Total Managed Estate at 30 Sept 00

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	<u>Outlet Numbers</u>
Restaurants	507
Pubs & Bars	285
Total Branded	792
Unbranded*	2,241
Total	3,033

\*includes unconverted Development Estate

# BASS HOTELS & RESORTS

## Distribution - 2000

	Number of Hotels	Number of Rooms
<b>Americas</b>		
Owned & Leased	34	10,419
Managed & Upscale Franchise	225	59,292
NA Midscale Franchise	2,155	287,646
<b>EMEA</b>		
Owned & Leased	56	14,674
Managed and Franchised	430	77,631
<b>Asia Pacific</b>	163	41,402
<b>TOTAL</b>	<b>3,063</b>	<b>491,064</b>

# BASS HOTELS & RESORTS

## Distribution - 1999 Year End

	Number of Hotels	Number of Rooms
<b>Americas</b>		
Owned & Leased	23	8,938
Managed & Upscale Franchise	115	32,630
NA Midscale Franchise	2,106	298,623
<b>EMEA</b>		
Owned & Leased	55	14,847
Managed and Franchised	398	72,935
<b>Asia Pacific</b>	<b>102</b>	<b>28,774</b>
<b>TOTAL</b>	<b>2,799</b>	<b>456,747</b>