

# 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

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£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



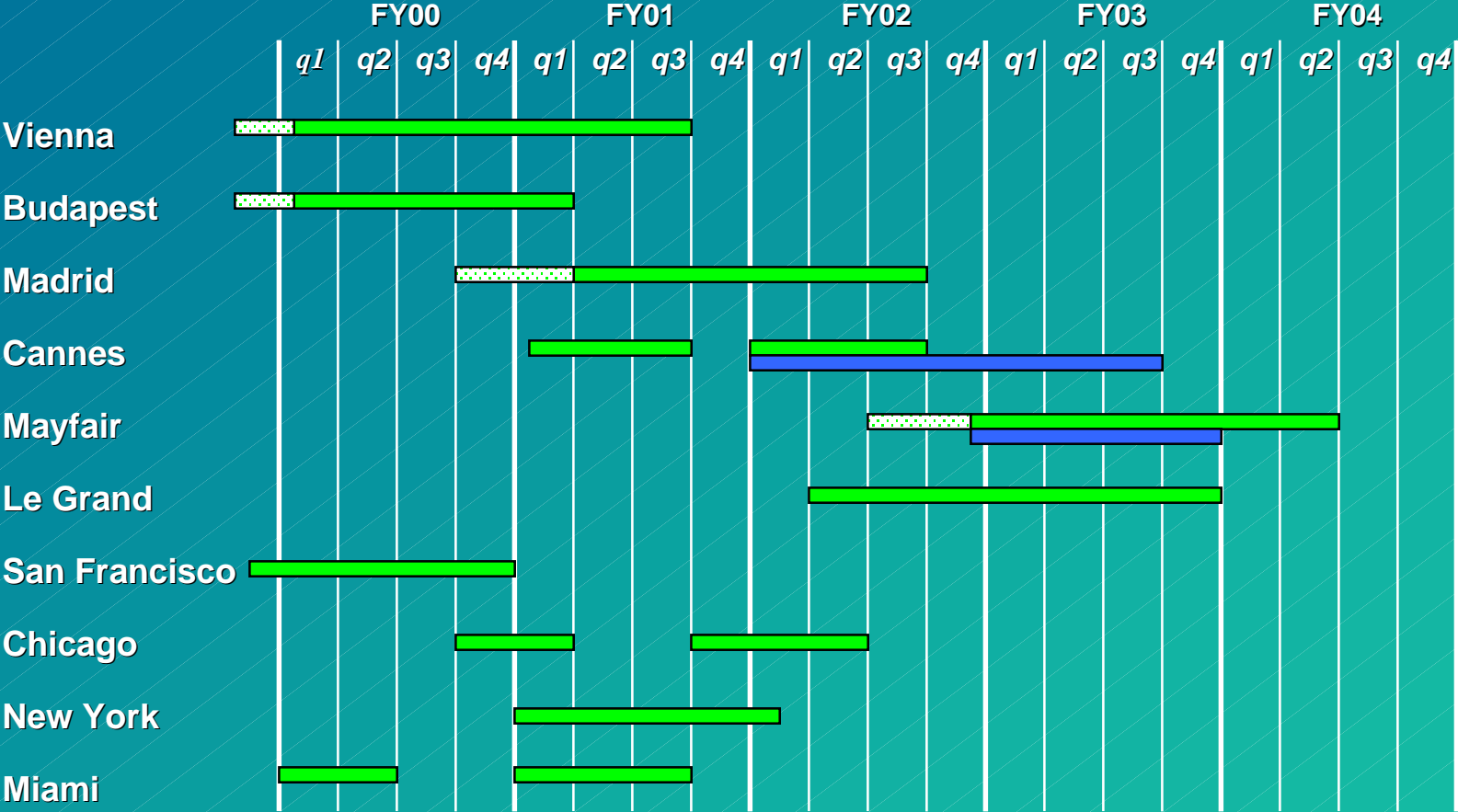


# BASS HOTELS & RESORTS

## 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>	102	28,774
<b>TOTAL</b>	<b>2,799</b>	<b>456,747</b>