

Manchester Operating Company Limited

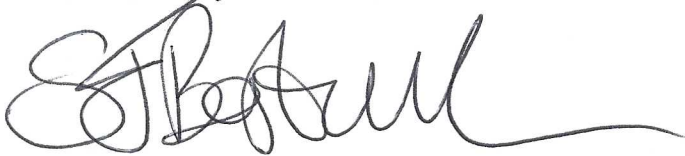
Manchester Operating Company Ltd

Registered Office - The Station Masters' House
168 Thornbury Road
Osterley Village
Isleworth. TW7 4QE

To whom it may concern,

"Manchester Operating Company commits to actively working with Manchester Airport and its Transport Forum to improve the range of alternative modes of transport to access the airport site and drive down the reliance of staff driving to the airport site. By working with the Airport and the Forum to deliver the Airport Travel Plan, a far greater range of alternatives will be deliverable as the critical mass of combined staff numbers will assist in the collective negotiation of travel discounts and in making the business case for other travel interventions. Manchester Operating Company will conduct annual staff travel surveys and share that data (subject to GDP Regulations) with MAG's Surface Access Strategy Manager. Staff parking will be kept to a minimum on the hotels' car parks and Manchester Operating Company will positively discourage staff from parking in adjoining residential areas. Guest and staff parking will be subject to a commercial agreement with MAG and/or Airport City JV LP to utilise existing parking spaces."

Yours Sincerely



Sarah J Bestwick
Cluster General Manager
Holiday Inn & ibis budget hotel Manchester Airport

Signed on behalf of Manchester Operating Company Limited

Manchester Airport Operating Company Limited, The Station Masters' House,
168 Thornbury Road, Osterley Village, Isleworth. TW7 4QE
Company Number 11738632
VAT Number 331829013