

NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

Madrid, 31 October 2007

### IMPORTANT NOTE:

In the application of IFRS, the first date of consolidation of Jolly Hotels in the result of NH Hoteles was 1 February 2007, the date on which NH Hoteles took control of Jolly Hotels, with the approval of the Italian antitrust authorities.

### **9M 2007 SALES AND RESULTS**

9m 2007 SALES AND RESU	9m 2007 SALES AND RESULTS SUMMARY									
REVENUE	9m 2007	9m 2006	%DIF							
TOTAL REVENUE HOTEL REVENUE EX -NON RECURRING- HOTEL REVENUE EX -NON RECURRING AND EXPANSION- TOTAL REVENUE REAL ESTATE ACTIVITY	1,098.4 1,012.0 784.4 60.4	764.0 738.9 738.9 19.9	44% 37% 6% 203%							
EBITDA	9m 2007	9m 2006	%DIF							
TOTAL EBITDA  HOTEL EBITDA EX- NON RECURRING- HOTEL EBITDA EX -NON RECURRING AND EXPANSION- TOTAL EBITDA REAL ESTATE ACTIVITY	197.8 163.2 131.7 12.3	119.5 108.9 108.9 7.8	65% 50% 21% 58%							

### **Important Events**

- In the first nine months of 2007, growth in RevPar in Europe (excluding expansion) accelerated to 5.2% vs. 4.4% in H1. ADR increased 6.54% at the expense of 1.27% erosion in occupancy.
- In Spain, in nine months, RevPar grew 6%; Benelux made up the ground lost in Q2 and improved 5.4%; in Germany there was a gain of 0.27% (Sales +2%), due to negative comparisons in June and July; Switzerland, Austria and other countries rose 7.8% and America 1.63% (+25.5% in Argentina and 2.08% in Mexico in local currency terms).
- EBITDA and Earnings: The growth in earnings (6%) was reflected in much stronger growth at the EBITDA level (21%, excluding expansion and non-recurrent items), thanks to higher prices and efficiency improvements.
- In Germany, the World Cup football generated very high levels of ADR in the first nine months of 2006, which has resulted in negative RevPar comparisons. Nevertheless, during the summer this business unit grew 4% both in terms of earnings and RevPar (even including 15 days of the World Cup in July 2006), taking the cumulative growth for the year to 2% in terms of earnings and 0.3% in terms of RevPar.
- Debt refinancing: At the end of July, NH Hoteles signed a new syndicated loan for €650m with 34 financial institutions. The terms and conditions of the loan are designed to fit the company's strategic plan, and 95% of the repayment will not take place until year four (25%) and year five (70%).



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

### **Hotel Business**

### RevPar and Sales

- Spain and Portugal: +6% in RevPar and +7% in sales excluding new openings, reflecting solid business
  growth in the third quarter of 5% at the sales level. This growth was mainly driven by higher prices, and
  supported by a strong performance from the most important cities, particularly Barcelona, and the boost
  given by weekend business.
- Italia and Jolly Hotels: The newly-opened hotels are still in the very early stages and there is still no
  meaningful analysis of RevPar trends available. The Italian market felt the lack of support from the
  pharmaceutical industry for seven months due to a tax regulation which prevented deductions for
  Meetings, conventions and incentives expenses. At Jolly Hotels, RevPar slipped 1.47% between February
  and September, compared with 2.6% between February and June.
- Benelux and other countries: So far, this summer has been the best quarter in 2007, helped by very strong sales growth in Brussels and Amsterdam. RevPar increased 7.17% and sales 10%, which accelerated the growth rate of RevPar and earnings in the first nine months to 5.4% and 5.0% respectively.
- Germany: The 4% growth in RevPar and Sales in the third quarter improves the difficult comparison for this
  business unit of the first six months due to the 2006 World Cup. In the year to September, business growth
  was very positive and it is to be hoped that the rest of the year will see a recovery in the trend, helped by a
  more favourable comparison.
- Austria, Switzerland and Hungary: In the summer, RevPar rose 13.12%, mainly boosted by an excellent performance in Vienna. The cumulative growth for the first nine months of the year was 7.8% for RevPar and 7.0% for sales.
- America: At constant exchange rates, RevPar in Argentina and Mexico grew 25.05% and 2.08% respectively. In the other Mercosur countries, RevPar gained 14.4%.

### Results

- Spain and Portugal: RevPar growth via prices was reflected in EBITDA growth of 25%, excluding new openings. The GOP margin increased 1.97 percentage points.
- Italy and Jolly Hotels: The results from the newly-opened hotels excluding acquisitions do not yet present
  a trend which can be meaningfully analysed. The results of Jolly Hotels were affected by the Winter Olympics
  held in Turin in February 2006 and by the measure imposed on the pharmaceuticals industry in the first half
  of the year to disallow tax deductions for Meetings, conventions and incentives expenses. This restriction has
  not applied since July.
- Benelux and other countries: The strong performance in the third quarter has been reflected in EBITDA growth excluding new openings of 10% in the first nine months of the year. The GOP margin gained 1.32 percentage points in the nine months.
- Germany: The negative comparison with 2006 had an impact on margins due to the replacement of very high prices and occupancy levels with a more balanced business including restaurant and other earnings, which generate more modest margins. Even so, EBITDA excluding new openings was positive in the third quarter at €3.05m, or €3.56m more than in the same period in 2006. In the year to September, excluding new openings, EBITDA reached €2.82m, €2.9m more than in the previous year.
- Austria, Switzerland and Hungary: In the first nine months of the year, excluding new openings, EBITDA reached €2.17m, €1.49m more than in the same period in 2006.
- America: Higher sales translated into EBITDA growth of 11%, which in local currency terms exceeded 20%.



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

### **Real Estate Activity**

- The Real Estate business posted earnings of €60.36m, 206% higher than in the same period last year. The sale of a plot in Puerto Morelos in Mexico in the second quarter was reflected in earnings of €34.75m.
- EBITDA at the Real Estate division reached €12.29m, 58% more than in 2006.
- At 30 September 2007, Sotogrande had confirmed sales not reflected in the accounts amounting to €76.7m, with an estimated margin of €26.8m. The majority of these sales were from the residential development of Ribera del Marlin and berths in the Marina. The comparable figure at the end of September 2006 was €41m.
- SOTOGRANDE S.A., the management company of Ribera del Marlin S.L. (owned 50/50 by SOTOGRANDE and Ponte Gadea S.L.), has signed an agreement to sell the 35 remaining sites in the Ribera del Marlin development.
- The deal is worth more than €37m (€37,167,000) and is the largest deal in the history of SOTOGRANDE S.A.
   The agreed price per m² is more than €6,000. The price per m² for a product of this type is at the same levels as prime commercial properties in Madrid or Barcelona.
- In addition, the purchasing consortium has agreed to lease for five years, with an option to buy, the public parking at the complex which has more than 300 parking spaces.
- The purchasing consortium has committed to dynamic development of the commercial zone of Ribera del Marlin with an ambitious communications and marketing plan which has been designed in collaboration with Synapsis, using the BLUE SOTOGRANDE brand. The objective is to create a top class shopping and restaurant locale at SOTOGRANDE.
- It is important to bear in mind that this sale will not have any impact on the profit and loss account until 2008, when the commercial premises start to be handed over and paid for.

Actividad Inmobiliaria - Desglose de Ingresos	9m 2007		9m 2006			
Actividad illillobillaria - Desglose de lliglesos	Mn Euros	% total	Mn Euros	% total		
Amarres y Garajes	0,86	1%	1,97	9,9%		
Apartamentos	10,22	17%	5,23	26,3%		
Parcelas	41,87	69%	7,14	35,9%		
Ingresos Inmobiliarios	52,95	88%	14,3	72,1%		
Otros ingresos	7,41	12%	5,54	27,9%		
Total ingresos	60,36	100,0%	19,9	100,0%		



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

NH HOTELES, S.	A. AS OF SEPTEMBER	R 30 <sup>TH</sup> 2007 P&	L ACCOUNT		
	9M	2007	9M 2	2006	2007/2006
	M Eur.	%	M. Eur	%	Var. %
Room Revenues	1012.0	92%	738.9	97%	37.0%
Real estate sales and other	60.3	5%	19.7	3%	206.6%
Non-recurring Revenues	26.1	3%	5.5	1%	376.3%
TOTAL REVENUES	1098.4	100%	764.0	100%	43.8%
Cost of real estate sales	-38.3	-3%	-4.0	-1%	868.6%
Staff Cost	-353.7	-32%	-257.1	-34%	37.6%
Operating expenses	-326.2	-30%	-242.9	-32%	34.3%
Other Non-recurring expenses	-3.8	0%	-2.5	0%	53.5%
GROSS OPERATING PROFIT	376.4	34%	257.7	34%	46.1%
Lease payments and property taxes	-178.7	-16%	-138.2	-18%	29.3%
EBITDA	197.8	18%	119.5	16%	65.5%
Depreciation	-78.6	-7%	-57.7	-8%	36.2%
EBIT	119.2	11%	61.8	8%	92.9%
Interest income (expense)	-37.6	-3%	-20.0	-3%	88.3%
Income from minority equity interests	-0.2	0%	0.3	0%	-162.5%
EBT	81.4	7%	42.2	6%	93.1%
Corporate income tax	-16.1	-1%	-12.7	-2%	27.6%
NET INCOME before minorities	65.3	6%	29.5	4%	121.2%
Minority interests	-15.4	-1%	-0.5	0%	3104.2%
NET INCOME	49.9	5%	29.0	4%	71.9%



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

#### UP TO SEPTEMBER 2007 REVPAR NH HOTELES

	AVERAG	E ROOMS	OCCUPANCY %			ADR			REVPAR		
	2,007	2,006	2,007	2,006	% Var	2,007	2,006	% Var	2,007	2,006	% Var
TOTAL SPAIN	11,690	11,657	64.82%	65.57%	-1.14%	91.04	84.91	7.21%	59.01	55.67	5.99%
TOTAL ITALY	621	376	63.21%	74.07%	-14.67%	119.49	87.98	35.82%	75.53	65.17	15.90%
TOTAL BENELUX	7,004	6,900	70.72%	71.73%	-1.41%	96.17	89.94	6.93%	68.01	64.51	5.42%
TOTAL SWITZ&AUST&HUNG& ROM	1,773	1,761	74.22%	74.85%	-0.84%	78.89	72.56	8.72%	58.55	54.31	7.80%
TOTAL GERMANY	8,942	8,953	61.98%	62.45%	-0.75%	65.18	64.51	1.03%	40.39	40.29	0.27%
TOTAL EUROPE	30,031	29,646	65.87%	66.72%	-1.27%	84.83	79.63	6.54%	55.88	53.12	5.19%
TOTAL LAS AMÉRICAS	3,107	3,053	66.13%	67.33%	-1.78%	62.03	59.95	3.47%	41.02	40.36	1.63%
TOTAL NH WORLD	33,137	32,700	65.90%	66.77%	-1.32%	82.69	77.77	6.32%	54.49	51.93	4.92%
TOTAL OPENINGS	2,576		54.24%			91.97			49.88		
TOTAL ACQUISITIONS (JOLLY)	6,032	0	67.83%			109.63			74.36		
TOTAL CONSOLIDATED	41,745	32,700	65.45%	66.77%	-1.98%	87.20	77.77	12.12%	57.08	51.93	9.90%
REVPAR JOLLY HOTELS (FEB-SEPT)											
	2,007	2,006	% Var								
PROFORMA JOLLY HOTELS 8 MESES	71.90	72.97	-1.47%								



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

### CLOSING AS OF SEPT 2007 VS SEPT 2006 HOTEL ACTIVITY

SAMI BECUTION.   19.64   79.65.28   11.14   20.15		2007 SEPT	2006 SEPT	DIFER.07/06	%DIF
TIALY	SPAIN &PORTUGAL	305.22	285.38	19.84	7%
BERLEMONDES					
SYZEALSPROPRIES					
MERICA OTHERS B.U.  1074 PR. 1	SWIZ&AUSTRY60THERS	40.22	37.49	2.73	7%
NOTAL REVIEWER OTHERS BL.	GERMANY	158.0	154.78	3.22	2%
SARI REPORTUGE.    9.6   20.73   20.73   20.73   20.75	AMERICA	49.06	48.32	0.74	2%
TRAY			738.88		6%
BENELLYANT NON-RECURRING REV.   10.22   1.02   1.02   1.03   1.					
SWIZEALIST WOPENING  SERVING PRINTS OF TAXABLE PROPERTY TAXES  SWIZEALIST WOPENING  SWIZEALIS					
Separation   Sep					
1.75					
NEW OPENINGOT/OS					
RELEVANT NON-RECURRING REV.   26.04   5.36   20.78   395%					
RELEVANT NON-RECURRING REV.   26.04   5.36   20.78   395%	ACOUISITIONS	173.11		173.11	
SANIA SPORTUGAL  17AY 17AY 17AY 115,77 115,9		26.04	5.26	20.78	395%
TIALY	TOTAL REVENUE	1038.06	744.14	293.92	39%
TIALY			100.01		
BENELIZACITIES   13.91   128.67   3.24   3%   3%   3%   3%   3%   3%   3%   3					
SWIZEALER TWO OPENS SEX LUDING NEW OPENINGS  GERNAN  GERNAN  GERNAN  105.1  105					
195.1   104.07   104   114					
33.22   33.27   3.49   491.81   7.768   496.81   7.768   7.768   496.81   7.768   7.					
SANIA BRORTUCAL    TITALY					
BENELLYADTHES					
SWIZEALSTRYOTHES	ITALY	15.09		15.09	
SERNANY   1.03					
ALERICA   40.44   40.44   40.44   40.44   40.44   40.44   40.44   40.44   40.44   40.44   40.44   40.44   40.44   40.44   40.45   40					
Acquisitions					
SPAIN RPORTUGAL   1.31   53 %   1.31   53 %   1.31   53 %   1.31   53 %   1.31   53 %   1.31   53 %   1.31   53 %   1.31   1.3					
SPAIN REPORTUGAL   119.66   36%	ACQUISITIONS	120.23		120.23	
SPAIN RPORTUGAL   108.03   4.42   12.58   13%   17ALY   4.42   0.73   3.69   50.4%   17ALY   1.70   5.90   50.4%   1.70   5.90   50.4%   1.70   5.90   50.4%   1.70   5.90   50.4%   1.70   5.90   50.4%   1.70   5.90   50.71   2.18   4.4%   1.70	RELEVANT NON-RECURRING REV.	3.76	2.45	1.31	53%
ITALY	TOTAL OPERATING EXPENSES	673.92	494.26	179.66	36%
ITALY					
BENELLYMOTHES					
SWZBALSTRYGOTHERS   13,73   12,13   1,99   13%					
SEPAIMY					
AMERICA   16.24   15.05   1.19   8%   60   60   60   60   60   60   60   6					
COP BUSINESS UNIT EXCLUDING NEW OPENINGS   274.89   247.07   27.82   11%					
SPAIN RPORTUGAL					
BENELLYROTHERS   3.06   3.05	SPAIN &PORTUGAL	2.29		2.29	
1.72   1.72   0.66   0.66   0.66   0.66   0.66   0.72	ITALY	5.64		5.64	
CERMANY					
AMERICA GOP NEW OPENING  ACQUISITIONS  COP NON RECURRING  22.28  28.1  19.47  693%  TOTAL GOP  364.14  249.88  114.26  46%  143.21  17.18  18.28  18.28  17.18  18.28  19.67  138.15  18.28  18					
14.1   14.1					
Spain & Principal   Spain &					
COP NON RECURRING   22.28   2.81   19.47   693%					
TOTAL GOP   364.14   249.88   114.26   46%			2 91		6030%
LEASES&PT EXCLUDING NEW OPENINGS LEASES & P.T. NEW OPENINGS 17.18 18.28  TOTAL LEASES & PROPERTY TAXES 178.67  138.15  17.18 18.28  178.67  138.15  179.69  SPAIN & PORTUGAL  171.19					
17.18	TOTAL GOP	364.14	249.88	114.26	46%
18.28   18.28   178.67   138.15   138			138.15		4%
SPAIN &PORTUGAL   50.07   40.18   9.89   25%     ITALY   0.11   -1.42   1.53   108%     BENELUX&OTHERS   62.58   57.01   5.58   10%     GERMANY   2.82   -0.08   2.91   3477%     AMERICA   13.92   12.56   1.36   11%     EBITDA BUSINESS UNIT EXCLUDING NEW OPENINGS   131.68   108.92   22.76   21%     SPAIN &PORTUGAL   -1.94   -1.94     ITALY   -0.62   -1.94     ITALY   -0.62   -1.94     ITALY   -0.62   -1.94     ITALY   -0.62   -1.37     SWIZ&AUSTRYGOTHERS   -1.37   -1.37     AMERICA   -1.37   -1.37     AMERICA   -3.08   -3.08     ACQUISITIONS   34.59   34.59     EBITDA NON RECURRING   22.28   2.81   19.47   693%					
TALY	TOTAL LEASES & PROPERTY TAXES	178.67	138.15	40.52	29%
TALY	COLUM ADADTUCA	F0.07	****	2.00	0.000
BENELUX&OTHERS   62.58   57.01   5.58   10%					
SWIZ&AUSTRY6OTHERS   2.17   0.68   1.49   220%					
SERMANY   2.82   -0.08   2.91   3477%					
EBIT DA BUSINESS UNIT EXCLUDING NEW OPENINGS   131.68   108.92   22.76   21%	GERMANY		-0.08		3477%
SPAIN &PORTUGAL   -1.94   -1.94					
TALY			108.92		21%
BENELUX&OTHERS   0.17   0.17     SWIZ&AUSTRY6OTHERS   0.01   -0.01   -0.01     -0.01     -1.37					
SWIZ&AUSTRY6OTHERS					
GERMANY					
AMERICA       0.68       0.68         EBIT DA NEW OPENING       -3.08       -3.08         ACQUISITIONS       34.59       34.59         EBIT DA NON RECURRING       22.28       2.81       19.47       693%					
### Companies ### ### ### ### ### #### #### ########					
EBITDA NON RECURRING 22.28 2.81 19.47 693%	EBITDA NEW OPENING	-3.08		-3.08	
	ACQUISITIONS	34.59		34.59	
TOTAL EBITDA 185.46 111.73 73.74 66%	EBITDA NON RECURRING	22.28	2.81	19.47	693%
	TOTAL EBITDA	185.46	111.73	73.74	66%



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

### Financial performance and other relevant information

- Net profits: these reached €49.9m. Adjusted for the number of shares in circulation at 30 September 2007 (143,112,840), earnings per share increased by 43.6% to €0.35, from €0.24 in the first nine months of 2006.
- Net debt: this amounted to €1,045.9m compared with €791.24m at the end of the first six months of 2007.
  The big jump in the level of net debt reflected the fact that Joker exercised two put options which it owned for 50% of Jolly Hotels. In addition, NH Hoteles bought out more than 13% of the minority shareholders in Jolly Hotels.
- Minorities: this element reflects the increased weighting of the business unit in which NH Hoteles has an interest (NH Italia).
- Non-recurrent items: The €26.1m of non-recurrent earnings is broken down as follows: €20.14m is
  accounted for by the consolidation of Jolly Hotels, being the difference between the estimated fair value on
  the basis of the last provisional tax assessment and the acquisition price; and €5.96m of other items.
- Debt refinancing: at the end of July, NH Hoteles signed a new syndicated loan for €650m with 34 financial institutions. The terms and conditions of the loan are designed to suit the company's strategic plan, and 95% of the loan repayment will not take place until year four (25%) and year five (75%).

### **Jolly Hotels**

- At the end of January, the "Autoritá garante della concorrenza e del mercado" (the Italian anti-trust authority) gave the green light to the transactions to the agreement signed by NH Italia Srl, Joker Partecipazioni Srl and Intesa Sanpaolo Spa on 11 November 2006. This is why the consolidation of Jolly Hotels into NH Hotels starts in February 2007.
- On 30 June 2007, Grande Jolly SpA (93% NH Italia 7% Banca Intesa) owned 83.7% of Jolly Hotels, of which 54.9% directly and 28.8% through put and call options.
- During the third quarter, Joker exercised its option over 24.35% of Jolly Hotels SpA, at a cost of €122m.
- In addition, Grande Jolly acquired 13.18% of Jolly Hotels SpA by buying shares in the open market, all of which at a cost of less than €25 per share.
- On 30 September 2007, in the wake of the above, Grande Jolly owned 96.86% of Jolly Hotels SpA, of which 92.44% directly and 4.42% through and put and call option with Banca Intesa.



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

### **New Hotels**

### Expansion

- Since the beginning of the year, NH Hoteles has made a very significant quantitative and qualitative leap in terms of the geographical distribution of its activities, thanks to the incorporation of 72 hotels with more than 10,500 rooms. Much of this growth is due to the agreement reached to take control of two Italian chains, Jolly Hotels and Framon:
- From Jolly Hotels:
  - 46 hotels with 7,555: 39 Jolly hotels with 5,993 rooms in Italy, one 275-room hotel in London, one 218-room hotel in Amsterdam, two hotels with 472 rooms in Germany, one 162-room hotel in Paris and one 242-room hotel in New York.
- From Framon:
  - 15 Framon hotels with 1,254 rooms in Italy.
- In addition, NH Hoteles has posted organic growth of 1,800 rooms in 11 hotels which considerably strengthens its presence in important European cities:
  - In Barcelona, a convention hotel in the L'illa area with 308 rooms, which reinforces the group's presence in Barcelona and makes it once again the leading hotel group in the city, a position lost with the sale of the Hotel Princesa Sofia four years ago.
  - In Vienna, with the opening of the 252-room NH Danube City, NH Hoteles now has five hotels and more than 1,000 rooms in this growth city, characterised by a very well-balanced mix of corporate and tourist business.
  - NH opened its second hotel in France, with a business hotel in the centre of Nice joining the Jolly Lotti in Paris. NH Hoteles also has two projects underway in Strasbourg and Lyon.
  - NH has acquired two Sofitel hotels in Bruges and Ghent which will be rebranded as NH hotels in November 2007.

### Evolution on the Expansion Plan (18,000 new rooms in 2007-2009)

- At 22 October 2007, 5,290 new rooms had been signed for, more than 9% ahead of the target calculated on a linear basis of 18,000 rooms between 2007 and 2009.
- Geographical distribution in the first nine months of the expansion plan:
  - Central and Eastern Europe: 54%, Germany, the Netherlands, Switzerland, Austria, the Czech Republic and France.
  - Southern Europe: 30% Italy and Spain.
  - Latin America and others: 16%



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

## Contracts signed for new hotels between 1 January and 22 October 2007

Peoyects	City	Contract	# Rooms	Opening
1	Prague	Leased	237	2009
2	Prague	Leased	135	2009
3	Milano	Leased	148	2009
4	Milano	Leased	250	2009
5	Milano	Leased	200	2009
6	Madrid	Leased	308	2010
7	Madrid	Leased	92	2009
8	Wien	Leased	300	2011
9	Savona	Owned	92	2007
10	Bari	Management	160	2009
11	Cape Town	Management	190	2009
12	Frankfurt	Leased	209	2009
13	Algeciras, Spain	Leased	100	2008
14	Strasbourg	Leased	243	2009 / 2010
15	Amersfoort	Leased with C.Option	114	2008
16	Buenos Aires	Owned 100%	115	2009
17	Playa Bavaro, Rep. Dom.	Owned 5% + Management	375	2008
18	Bogotá, Colombia	Management	140	2009
19	Palacio Mejia Lequerica, Madrid	Leased	86	2010
20	Berlin, Germany	Leased	385	2010
21	Amsterdam, Holland	Leased	213	2008
22	Gdansk, Poland	Leased	119	2009
23	Cuenca, Spain	Leased	90	2009
Running Hotels	City	Contract	# Rooms	Opening
24	Waalwick, Holanda	Leased with C.Option	120	Feb-07
25	Wien	Leased with C.Option	252	Ene-07
26	Nice, France	Leased	152	2007
27	Florence, Italy	Leased	72	2009
28	Geneva, Switzerland	Leased	70	2007
29	Bruges, Belgium	Owned	149	Sep-07
30	Gent, Belgium	Owned	174	Sep-07
Total New Openings	1		5290	· ·



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com - investor.relations@nh-hotels.com

## BREAKDOWN OF HOTELS OPENED BY THE NH HOTELES GROUP BY COUNTRY

R= ROOMS; H= HOTELS; CO= CALL OPTION; L= LEASED; O= OWNED; M= MANAGED; F= FRANCHISE

	R	Н	со	L	R	0	R	М	R	F
ARGENTINA	1,243	9	I 0	0	0	9	1,243	0	I 0 I	0
URUGUAY	136	1	0	0	0	1	136	0	0	0
MEXICO	3,004	15	0	4	462	6	1,261	5	1,281	0
BRASIL	135	1	0	0	0	1	135	0	0	0
CHILE	122	1	0	0	0	1	122	0	0	0
CUBA	968	2	0	0	0	0	0	2	968	0
PORTUGAL	313	3	0	3	313	0	0	0	0	0
SPAIN	14,006	125	0	83	9,514	17	2,504	25	1,988	0
ITALY	8,187	58	0	28	4,440	16	2,448	6	525	8
ENGLAND	596	3	0	1	121	1	275	1	200	0
HOLLAND	5,935	32	2	12	1,669	19	4,186	1	80	0
BELGIUM	1,632	11	0	2	434	9	1,198	0	0	0
GERMANY	10,092	58	17	58	10,092	0	0	0	0	0
SWITSERLAND	632	5	0	3	400	2	232	0	0	0
AUSTRIA	1,225	7	4	7	1,225	0	0	0	0	0
HUNGRIA	160	1	0	1	160	0	0	0	0	0
RUMANIA	161	2	0	1	83	0	0	1	78	0
POLONIA	0	0	0	0	0	0	0	0	0	0
CZECH REPUBLIC	0	0	0	0	0	0	0	0	0	0
LUXEMBURGO	148	1	1	1	148	0	0	0	0	0
SOUTH AFRICA	240	2	0	1	198	1	42	0	0	0
REP. SENEGAL	0	0	0	0	0	0	0	0	0	0
REP. DOMINICANA	0	0	0	0	0	0	0	0	0	0
COLOMBIA	0	0	0	0	0	0	0	0	0	0
UNITED STATES	242	1	0	0	0	1	242	0	0	0
FRANCE	314	2	0	1	152	1	162	0	0	0
TOTAL HOTELS OPERATED	49,491	340	24	206	29,411	85	14,186	41	5,120	8



NH HOTELES
Santa Engracia. 120, 28003 Madrid
T: +34 91 451 97 24 - F: +34 91 451 97 30
www.nh-hotels.com = investor.relations@nh-hotels.com

## PROJECTS SIGNED BY NH HOTELES GROUP

R= ROOMS; H= HOTELS; CO= CALL OPTION; L= LEASED; O= OWNED; M= MANAGED; F= FRANCHISE

	R	Н	Гсо	П	R	0	R	М	R	F	R
							- ''			•	<del></del>
ARGENTINA	221	2	0	0	0	2	221	0	0	0	0
MEXICO	1,345	5	0	1	220	1	140	3	985	0	0
CUBA	150	0	0	0	0	0	0	0	150	0	0
SPAIN	1,203	9	0	8	1,138	1	65	0	0	0	0
ITALY	1,785	13	0	9	1,228	2	309	2	248	0	0
HOLLAND	327	2	1	2	327	0	0	0	0	0	0
GERMANY	594	2	1	2	594	0	0	0	0	0	0
AUSRIA	300	0	0	0	300	0	0	0	0	0	0
POLAND	213	2	0	1	119	0	0	1	94	0	0
CZECH REPUBLIC	372	2	0	2	372	0	0	0	0	0	0
SOUTH AFRICA	190	1	0	0	0	0	0	1	190	0	0
REP. SENEGAL	310	2	0	0	0	0	0	2	310	0	0
REP. DOMINICANA	1,235	2	0	0	0	0	0	2	1,235	0	0
COLOMBIA	140	1	0	0	0	0	0	1	140	0	0
FRANCE	488	2	0	2	488	0	0	0	0	0	0
TOTAL SIGNED DEALS	8,873	45	2	27	4,786	6	735	12	3,352	0	I 0