

Madrid, 31st July 2012

H1 2012 PRELIMINARY SALES AND RESULTS

Highlights

- **The uncertainty plaguing Europe continues to stall recovery within the sector**, yet despite this, we are witnessing **two clearly contrasting trends**: on the one hand, Central European economies (Benelux, Central Europe) and the Americas, and, on the other, the economies of southern Europe (Spain and Italy).
- From September last year, the company focused on the definition of the two main pillars of its strategy for the coming years: The **reinforcement of its Sales and Distribution capabilities** and the **creation of a more powerful and customizable IT platform open to the electronic distribution**.
- Cumulative **LFL RevPar** as of June shed **-1.44%**, triggered by a -1.45% drop in the occupancy rate, with **average prices remaining flat with** those for the previous year (+0.02%) thanks to a greater number (relatively speaking) of higher-price rates due to a commercial model which is now more focused on electronic distribution.
- The **slowdown in sales has been more pronounced in the MICE and F&B businesses** (with a -8.1% drop), both yielding smaller margins than the room sales business.
- Despite the loss of income (-3.7%), **on-going efforts to increase efficiency have enabled the company to lower operating costs by a greater proportion** (-4.2%), thus absorbing 76% of the drop in income at GOP level and 78% in terms of EBITDA. This is achieved despite the increased investment and cost due to the objective of reinforcing the company's technical, sales and distribution capabilities.
- **Personnel costs fell -5.6%** in comparison to the first half of 2011, **despite operating at similar occupancy levels** (62.36% occupancy in 2012 vs. 63.28% for last year).
- Looking ahead to the latter half of the year, the group will focus on **personnel costs in Spain and Italy** (where personnel costs to sales is far greater compared to other business units) and **the income** that these particular business units generate.
- **Revenue growth has exceeded expectations in the real estate division**, climbing **+55.7%**. The last quarter of 2011 witnessed certain structural changes to the division, incorporating the various departments within NH Hoteles' corporate structure with a view to boosting efficiency and control, which has since helped **to lower personnel costs by -17.8%**.
- **2012 outlook**: we expect RevPar for the second half of the year to improve upon the same figure for the first six months. However, as the macroeconomic outlook for the first half of 2012 turned out significantly worse than envisaged, the new RevPar growth target adjusted to reflect prevailing conditions is a maximum growth of 1% for the full year. Furthermore, the group remains firmly committed to improving efficiency, which will continue to help offset the general slump in demand and enable the company to report a similar recurring EBITDA compared to last year.
- The **sale of Jolly Madison (NY) is in its final stage**: a limited number of offers have been selected (short list). The evolution of exchange rates (US\$/€) is currently having a positive effect on the proceeds of the eventual sale.

On the other hand, the sale of a **portfolio of 12 assets in the Netherlands** has been assigned to a well-known international consulting group. Both formulas of Sale & Variable Lease Back and Sale & Management Back are under study.

With these two transactions, the group would widely meet its financial obligations according to the terms of the recent refinancing which stipulates the repayment of a tranche of €250 million in three years' time.

RECURRING CONSOLIDATED RESULTS 2012

(€ million)	2012 Q2	2011 Q2	% var	2012 6 months	2011 6 months	% var
REVENUE	367.3	379.9	(3.3%)	651.8	676.9	(3.7%)
Rooms	239.8	245.3	(2.2%)	421.6	432.0	(2.4%)
F&B	113.0	121.0	(6.6%)	205.0	223.2	(8.1%)
Other	14.5	13.6	6.6%	25.2	21.7	15.8%
OPERATING EXPENSES	230.6	238.4	(3.3%)	439.4	458.5	(4.2%)
GOP	136.7	141.5	(3.4%)	212.4	218.4	(2.7%)
LEASES	72.8	71.3	2.1%	145.0	145.4	(0.3%)
EBITDA	64.0	70.2	(9.0%)	67.5	73.0	(7.7%)
Spain	7.3	12.2	(39.9%)	1.2	10.7	(88.6%)
Italy	10.0	11.8	(14.8%)	7.8	10.3	(24.0%)
Benelux	22.1	23.8	(7.3%)	29.3	30.3	(3.3%)
Central Europe	12.3	9.6	28.5%	14.6	7.1	106.3%
Latin America	5.2	5.5	(6.4%)	8.6	8.3	3.0%
Openings/closings, refurb.& other	7.0	6.4	9.6%	6.2	6.2	0.9%
Real Estate	0.0	0.9	(97.9%)	(0.3)	0.2	(288.9%)
NET INCOME	14.1	17.2	(18.4%)	(12.6)	(10.5)	(19.9%)

RevPar

Europe's uncertainty is undermining recovery within the sector, affecting not only corporate business and events but also leisure. However, we continue to witness two clearly contrasting trends: on the one hand, Central European economies (Benelux, Central Europe) and the Americas, and, on the other, the economies of southern Europe (Spain and Italy). The drop in RevPar seen in the first quarter of 2012 slowed down in the second quarter on the back of an improved performance of Benelux (Q1 -3.63% and Q2 -0.25%) and Central Europe (Q1 +1.62% and Q2 +6.92%). Cumulative LFL RevPar at June shed -1.44%, triggered by a -1.45% drop in the occupancy rate, with average prices remaining flat with those for the previous year (+0.02%).

Nevertheless, the company continues to report significant levels of activity (occupancy of 62.36% in 2012 vs. 63.28% for 2011 in LFL terms), with the Americas and Central Europe remaining the key performers.

- **B.U. Spain:** the second quarter fared worse than the first (Q1 -5.72% and Q2 -6.18%), with cumulative LFL RevPar for the first six months totalling -6.05% owing to the drop in both occupancy and prices. The decline in occupancy has been more pronounced within the corporate segment, prompting a drop in prices, particularly midweek prices. Barcelona is outperforming other cities, with the stable occupancy rate and increased prices helping to boost RevPar by +2.2%. While we expect this pattern of frail domestic demand from the corporate segment and lower prices to continue into the third quarter, with a negative impact in Madrid and secondary destinations, we are confident of a positive showing from Barcelona and the holiday segment.
- **B.U. Italy:** The Italian business unit has been the worst performer in terms of RevPar for the second quarter, reporting -7.99%. LFL RevPar for the first six months reflected an overall reduction of -6.02%, due largely to a -4.52% drop in occupancy and a -1.57% decline in average prices, with the business segment

the hardest hit. Milan reported the best performance in terms of prices. Although the outlook for Italy in the third quarter is similar to Spain's, we expect certain Italian cities to perform better in September.

- **B.U. Benelux:** the second quarter outperformed the first in terms of results (Q1 -3.63% and Q2 -0.25%), reporting a 2.14% increase in occupancy in comparison to the -3.76% drop seen in the first quarter. B.U. Benelux reported a cumulative RevPar reduction up to June of -1.76%, with similar occupancy rates with those for 2011 (-0.52%) and a slight drop in average prices (-1.25%). Amsterdam outperformed Belgium. We would also highlight the sharp RevPar growth for hotels located in the UK, Luxembourg and France. We are confident that LFL RevPar for the Benelux Business Unit will be positive for the second half of the year.
- **B.U. Central Europe:** the business unit continues to perform positively and was the group's star performer in the second quarter, with LFL RevPar gains of +6.92%, owing largely to the +6.47% price increase. Cumulative LFL RevPar up to June is +4.39%, with growth in both occupancy (+2.09%) and average prices (+2.26%). In general, all German cities registered sharp increases in both occupancy and prices, with Munich faring admirably with +10% increases. However, Austria and Switzerland witnessed a fall in occupancy during the first half of the year, although this slump was partly offset by the increased prices in both countries. The positive trend seen in the first half of the year should continue over the rest of the year.
- **B.U. Americas:** the second quarter continued to show positive gains of +3.93%, albeit below the +5.99% gain seen in the first quarter. LFL RevPar grew by +5.10% up to June, spurred on by growth in average prices (+8.43%), which more than offset the occupancy drop of -3.07%. Falling occupancy in Mercosur was also offset by the sharp growth in prices, leading RevPar to show modest year-on-year growth of +1.14%. In Mexico, the company's strategy focused on increasing the customer base in hotels, with the resulting surge in occupancy driving RevPar forward by +9.7%, despite a slight drop in average prices. Mexico is expected to continue with its impressive RevPar growth over the second half of the year, while Argentina is likely to be dragged back by lower demand from its two main feeder markets (Brazil and Spain), in turn due to rising prices in Argentina and the downturn in the Spanish economy.

	NH HOTELES KPI UP TO JUNE 2012										
	AVERAGE ROOMS		OCCUPANCY %			ADR			REVPAR		
" Like for like"	2012	2011	2012	2011	% Var	2012	2011	% Var	2012	2011	% Var
Spain & Portugal	11,790	11,791	61.35%	63.69%	-3.68%	69.87	71.63	-2.46%	42.86	45.62	-6.05%
Italy	6,576	6,546	60.30%	63.15%	-4.52%	92.77	94.25	-1.57%	55.94	59.52	-6.02%
Benelux	8,428	8,428	63.99%	64.33%	-0.52%	91.34	92.50	-1.25%	58.45	59.50	-1.76%
Central europe	12,535	12,537	63.91%	62.60%	2.09%	77.66	75.94	2.26%	49.63	47.54	4.39%
Total Europe	39,329	39,301	62.55%	63.39%	-1.32%	80.80	81.28	-0.59%	50.55	51.53	-1.90%
Latin America	3,393	3,394	60.14%	62.04%	-3.07%	73.95	68.20	8.43%	44.47	42.31	5.10%
NH HOTELES "LIKE FOR LIKE"	42,722	42,695	62.36%	63.28%	-1.45%	80.28	80.26	0.02%	50.06	50.79	-1.44%
TOTAL CONSOLIDATED	46,106	46,515	61.70%	62.90%	-1.92%	81.55	81.62	-0.08%	50.31	51.34	-2.00%

Reinforcement of Sales and Distribution Capabilities

From September last year, the company focused on the definition of the two main pillars of its strategy for the coming years:

- The reinforcement of its Sales and Distribution capabilities.
- The creation of a more powerful and customizable IT platform open to the electronic distribution.

Along the year 2012, NH Hoteles is working hard on the replacement of the decrease in Business Travel with other segments (Leisure Groups, Crews, FIT-Free Independent Traveler, Standard BAR); process that is improving rapidly.

The group is strengthening its sales platform, through a strategy that includes:

- Focus on the electronic distribution, where the Webpage must reach a leading position (an increase of +47% in number of Web accesses was achieved vs last year). This objective has also led us to reach +17% growth in the volume of sales through virtual channels (vs traditional).
- Increasing the loyalty of our guests NH World (+21% growth in the number of members vs last year) as well as email marketing (this source of revenue represented up to June 4 times the level reached last year).
- Empowering of cross-selling between the different Business Units.
- Enlargement of the business originated in feeder markets where NH has no presence (ISOS – International Sales Offices).
- Massive implementation of pricing tools (EZ RMS) in order to improve profitability (202 hotels currently equipped with this tool. Most hotels to be armed with this software before year end)

Migration of a larger number of hotels to the Central Reservations Office (CRO). This resulted in greater direct call sales – best conversion rate to sales so far reaching 40% in June (15% increase vs June 2011). Additionally, the “upselling strategy” generated extra revenues of 12% in June.

Consolidated recurring results

Despite the drop in revenues during the first half of the year (-3.7%), works initiated at the start of 2011 to make the company more efficient have allowed the company to cut operating costs by a greater proportion (-4.2%), thus absorbing 76% of the lost income at GOP level (drop of -2.7%) and 78% in terms of EBITDA (drop of -7.7%).

In general, the slowdown in sales has been more pronounced in the MICE and F&B businesses (with a -8.1% drop), both yielding smaller margins than the room sales business. Between markets, this trend is opposite in the case of Latin America (+6.4%), while Central Europe has managed to more or less match sales of last year (-0.3%). Spain, on the other hand, was harder hit (-16.2%).

In addition, Spain and Italy both accounted for less in terms of cross-selling towards other business units.

Personnel costs were trimmed by -5.6% over the first half of 2011, despite the challenge in cost management associated with operating at similar occupancy levels (62.36% occupancy for 2012 vs. 63.28% for last year) and also the inflation adjustments related to most of the staff payroll. These efficiency improvements are likewise reflected in the employees per occupied room ratio, which fell from 0.51 to 0.49, and in the employees per available room ratio, which dropped from 0.32 to 0.31.

The same can be said for other operating costs, which fell by -4.0% despite levels of business remaining unchanged. If we factor out the non-recurring effect of the costs incurred from improving the IT platform and reinforcing the sales and distribution capabilities, this drop would be -5.0%.

Looking ahead to the latter half of the year, the group will focus on personnel costs in Spain and Italy (where staff costs to sales is far greater compared to other business units) as well as on the lease costs of these business units.

By market (hotel activity):

As of 30th of June, Central Europe and the Americas were the only business units to report year-on-year growth in sales, GOP and EBITDA. Despite this, the cost-cutting policy will enable the entire group to absorb 85% of the drop in hotel sales at GOP level, while pushing up the operating margin from 32.5% to 33.1%.

- We would highlight the excellent performance of **Central Europe**, where sales growth of 3.8% has triggered a +106.3% leap in EBITDA compared to 2011, with a conversion ratio of the sales increase of 123%.
- **The Americas** performed well in terms of sales (+8.3%, largely via ADR), with the key players being the Mexican hotels. Argentina, on the other hand, has suffered the consequences of spiralling inflation, which has pushed up costs. As a result, the degree of revenue conversion in GOP terms stood at 24% (+6.8% GOP growth year-on-year) and 8% in terms of EBITDA (+3% growth in EBITDA).
- In **Benelux**, despite the -3.2% drop in sales, on-going efforts to curb costs have allowed the company to absorb 86% of the sales losses at GOP level and 79% at EBITDA level, with EBITDA slightly down on the same figure for 2011.
- **Spain** is the business unit to have seen the sharpest drop in income (-9.3% or €-15 million). The worsening of the Spanish market has accounted for more than half of the drop in group income. Cutting operating costs (-6.0%) has enabled the group to absorb 43% of the fall in income in GOP terms. Nevertheless, EBITDA up to June dropped considerably year-on-year (€-9.5 million or -88.6%).
- **Italy** witnessed the second largest drop in income (-4.8%) and in profit. The loss absorption ratio stood at 58% in terms of GOP. EBITDA shed 24% year-on-year.

NH HOTELES, S.A. P&L ACCOUNT						
(€ million)	Q2 2012	Q1 2011	2012/2011	6 M 2012	6M 2011	2012/2011
Hotel Revenues	361.0	376.2	(4.0%)	642.2	670.7	(4.2%)
Real estate sales and other	6.3	3.7	71.2%	9.6	6.2	55.7%
TOTAL REVENUES	367.3	379.9	(3.3%)	651.8	676.9	(3.7%)
Real estate cost of sales	3.1	0.1	6140.0%	4.0	0.6	538.1%
Staff Cost	118.1	125.5	(5.9%)	231.7	245.6	(5.6%)
Operating expenses	109.5	112.9	(3.0%)	203.7	212.3	(4.0%)
GROSS OPERATING PROFIT	136.7	141.5	(3.4%)	212.4	218.4	(2.7%)
Lease payments and property taxes	72.8	71.3	2.1%	145.0	145.4	(0.3%)
EBITDA	64.0	70.2	(9.0%)	67.5	73.0	(7.7%)
Depreciation	28.7	30.6	(6.3%)	56.2	59.5	(5.6%)
EBIT	35.3	39.7	(11.0%)	11.2	13.5	(16.8%)
Interest expense	11.9	11.7	1.6%	24.7	22.0	12.1%
Income from minority equity interests	(0.4)	(1.1)	61.9%	(0.4)	(1.1)	67.5%
EBT	23.0	26.8	(14.4%)	(13.8)	(9.7)	(43.1%)
Corporate income tax	7.3	6.4	14.6%	2.7	2.7	1.5%
NET INCOME before minorities	15.7	20.5	(23.5%)	(16.5)	(12.3)	(34.1%)
Minority interests	1.6	3.2	(50.8%)	(3.9)	(1.8)	(118.0%)
NET INCOME	14.1	17.2	(18.4%)	(12.6)	(10.5)	(19.9%)
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Non Recurring EBITDA	(4.2)	(0.6)	(585.2%)	(7.7)	19.8	(138.9%)
Other Non Recurring items	5.5	(4.5)	222.9%	7.3	(13.2)	155.0%
NET INCOME including Non-Recurring activ	4.4	21.1	(79.0%)	(27.6)	22.5	(223.0%)

Income statement and financial performance

- **Recurring activity:** despite the more testing situation seen in the second quarter in relation to cost management (owing to occupancy level significantly higher than in Q1), absorption ratios at recurring GOP level exceeded 60%. As of 30th of June, therefore, the €-25.0 million drop in consolidated income was partially offset by €-19.1 million in cost savings. This translates into a GOP absorption ratio of over 75% up to June. This includes the effect of the sale of the Lotti hotel in Paris, which reported income of €7.0 million for the first six months of 2011. Without factoring in the sale, the income reduction would be -2.8%.
- **Non-recurring activity:** non-recurring expenses mainly involve compensation stemming from workforce restructuring plans incurred within the framework of the company's efficiency plan, which will continue throughout the year. The company has set itself the target of reducing existing staff spending differences in Spain and Italy, compared to other more efficient business units (Benelux and Central Europe).
- **Leases:** spending on recurring leases fell by -0.3% year-on-year, offsetting the increases resulting from negotiations from previous years, CPI updates and new hotels. This result is therefore in line with the company's target of zero growth in lease costs.
- **Net debt:** stood at €982.3 million at 30th of June 2012, down from the €1,080 million reported at 30th of June 2011.

- **Impairment:** as announced in the first quarter, the group is continuing to report a quarterly provision to mirror the possible impairment of certain assets in Spain and Italy. As of 30th of June, this totalled €9.7 million, and the company is currently analysing the possibility of increasing this amount over the second half of the year to reflect a more conservative criteria.
- **Market value derivatives:** includes the increased provision (€2.33 million) of the Equity Swap covering the Stock Options Plan approved in 2007, as a result of the negative share performance since the closing of 2011 (from €2.18 to €2.05). This provision is reversible, as long as the share price recovers, until the plan expires in 2013, and does not constitute a cash outflow.
- **Financial expenses:** the increase in financial expenses is due to the terms of the new financing agreement, with the increase in spreads exceeding the drop in the Euribor rate.
- **Minority interests:** essentially shows the losses attributable to NH Hoteles' partner in the Italian business unit.

Real Estate Activity

- Real estate business amounted to €9.64 million, in comparison to the €6.19 million reported for the same period of 2011. A total of 11 properties were sold for a combined total of €4.49 million, compared to the 2 properties and 1 plot of land sold in the same period of 2011 for a total value of €1.30 million.
- The last quarter of 2011 witnessed certain structural changes to the division, incorporating the various departments within NH Hoteles' corporate structure with a view to boosting efficiency and control, having brought about a 17.8% reduction in personnel costs.
- EBITDA stood at €-0.34 million, vs. the €0.18 million earned in the same period of 2011. Net profit came in at €-6.02 million, compared to the €-3.26 million seen last year. The reason behind this deterioration is the fact that in June 2012, anticipating possible valuation problems, the company created a provision of €3.0 million to cover inventory write-downs, and moreover had to honour severance pay commitments amounting to €0.56 million. Much of the drop in net profit is due to the redundancy plan rolled out, along with the change in accounting policy regulating the creation of provisions (last year provisions were created at year-end).
- As of 30th of June 2012, Sotogrande had committed sales not yet on the books for a total of €6.49 million, corresponding largely to the Ribera del Marlin (€2.48 million) and Cimas de Almenara II (€1.83 million) products, for which the deal has yet to be formalised by the buyers, and the rest to the La Marina berth sales (€2.18 million).

New Agreements and Openings

Between 1st January 2012 and 30th June 2012, NH Hoteles has signed 4 management contracts with 466 rooms:

- 1 hotel in Orense, Spain, with 48 rooms, opening in April 2012.
- 1 hotel in Punta Cana, Dominican Republic, with 66 rooms, opening in March 2012.
- 1 hotel in Puerto Principe, Haiti, with 72 rooms in a first phase (in a second phase the hotel will have 140 rooms more), opening in December 2012.
- 1 hotel in Rotterdam, Holland, with 280 rooms, expected opening in November 2013.

New Hotel Agreements from January 1st to June 30th 2012

City	Contract	# Rooms	Opening
Orense, Spain	Management	48	2012
Punta Cana, Dominican Republic	Management	66	2012
Puerto Principe, Haiti	Management	72	2012
Rotterdam, Holland	Management	280	2013
		466	

New Openings

During the first six months of 2012, three new hotels with 231 rooms and one hotel extension with 180 rooms were added to the portfolio.

New Hotel Openings from January 1st to June 30th 2012

Hotels	City	Contract	# Rooms
NH Gate One	Bratislava, Slovakia	Management	117
NH Punta Cana	Punta Cana, Dominican Republic	Management	66
NH Orense	Orense, Spain	Management	48
NOW Larimar Garden View	Punta Cana, Dominican Republic	Management	180
Total New Openings			411

In January we highlight the opening of the first NH hotel in Bratislava, Slovakia, with 117 rooms.

In March the first urban hotel of the Group in Dominican Republic (Punta Cana) with 66 rooms opened its doors.

The first NH hotel in the city of Orense, Spain, opened in April, with 48 rooms and the hotel Now Larimar in Punta Cana opened 180 additional rooms and currently has 822 rooms.

Asset Management

Hotels that left the Group since January 1st to June 30th 2012

Hotels	City	Contract	# Rooms
Hesperia Sport Barcelona	Barcelona, Spain	Management	63
Hesperia London Victoria	London, UK	Franchise	212
NH Condor	Barcelona, Spain	Lease	78
NH Radlicka	Prague, Czech Rep.	Lease	134
NH Mercader	Madrid, Spain	Lease	124
Total Exits			611

As of January 2012, two projects (lease contracts) have been cancelled: a 99-room hotel in Budapest, Hungary, with a planned investment of 1.8 million euros, and a 72-room hotel in Madrid, Spain, with a planned investment of 0.4 million euros.

The lease contract of the hotel NH Condor (Barcelona, Spain) was not renewed. This hotel contributed with a negative result, and no longer belongs to the NH Group since 1st April.

In addition, there are two Hesperia hotels that no longer belong to the NH Group, one was located in Barcelona and the other in London.

The cancellation of the lease contract of NH Prague Radickla hotel was agreed in March 2012. This hotel was closed in September 2011.

The hotel NH Mercader that contributed with a negative result no longer belongs to the NH Group since April.

Customer Satisfaction

The survey (from 0 to 10) measures various customer satisfaction categories: reservations, check-in and check-out, room and common area cleaning, equipment and maintenance, breakfast, room service and hotel staff. As can be seen in the following table, both the number of surveys received and the global ratings equalled those of the previous period.

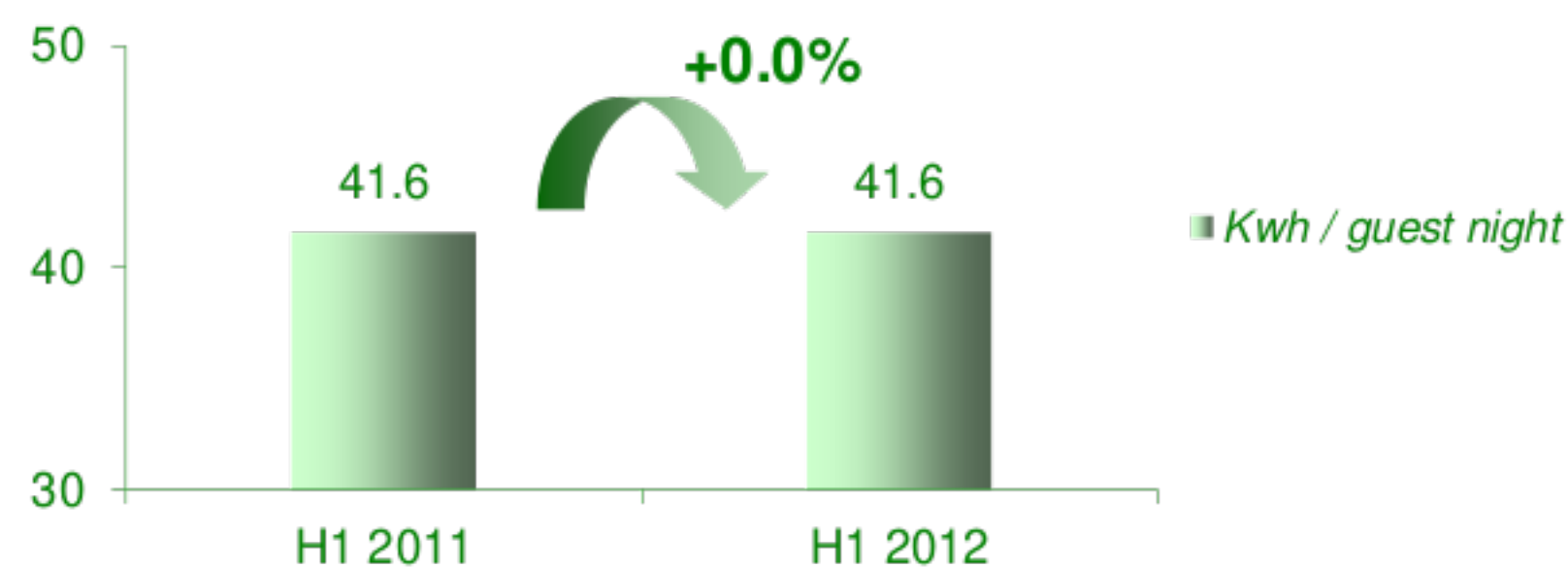
	6M 2012	6M 2011
Submitted Surveys	92,058	93,265
Total score NH Hoteles	8.0	8.0

Environmental Metrics

In 2011 the objectives of the Strategic Environmental Plan launched in 2009 were achieved. This Plan expected a **decrease of CO2 emission, waste production and water and energy consumption of 20%.**

*CONSUMPTIONS AND EMISSIONS

ENERGY CONSUMPTION



WATER CONSUMPTION



CO2 EMISSIONS



**Comparable urban hotels*

The environmental ratios of water consumption per customer and night show a drop of 9% in the period. Identical ratios were achieved vs last year for energy and CO2 emissions due to adverse weather conditions in the European markets.

The efforts made in reduction of consumptions contribute to cost containment and operating efficiency.

APPENDIX:

CLOSING 2012 VS 2011 HOTEL RECURRENT ACTIVITY

(€million)	2012 Q2	2011 Q2	DIF.12/11	%DIF	2012 6 months	2011 6 months	DIFF.12/11	%VAR
SPAIN	81.93	89.87	(7.93)	(8.8%)	145.40	160.33	(14.93)	(9.3%)
ITALY	56.70	61.01	(4.32)	(7.1%)	97.28	102.15	(4.88)	(4.8%)
BENELUX	80.90	82.94	(2.04)	(2.5%)	141.66	146.41	(4.75)	(3.2%)
CENTRAL EUROPE	89.30	85.75	3.54	4.1%	167.68	161.55	6.13	3.8%
AMERICA	21.20	19.59	1.61	8.2%	39.46	36.42	3.04	8.3%
REVENUE LIKE FOR LIKE HOTELS	330.03	339.16	(9.13)	(2.7%)	591.48	606.86	(15.38)	(2.5%)
OPENINGS, CLOSINGS, REFURBISHMENTS & OTHER 12/11	31.01	37.05	(6.04)	(16.3%)	50.72	63.83	(13.11)	(20.5%)
TOTAL REVENUE	361.04	376.21	(15.17)	(4.0%)	642.20	670.69	(28.49)	(4.2%)
SPAIN	52.61	56.37	(3.75)	(6.7%)	100.70	107.17	(6.47)	(6.0%)
ITALY	36.55	39.62	(3.07)	(7.7%)	69.58	72.42	(2.85)	(3.9%)
BENELUX	47.62	48.51	(0.89)	(1.8%)	90.42	94.50	(4.08)	(4.3%)
CENTRAL EUROPE	51.65	52.83	(1.18)	(2.2%)	102.48	104.43	(1.95)	(1.9%)
AMERICA	14.41	12.77	1.64	12.8%	27.82	25.53	2.30	9.0%
OPEX LIKE FOR LIKE HOTELS	202.84	210.09	(7.25)	(3.4%)	391.00	404.06	(13.05)	(3.2%)
OPENINGS, CLOSINGS, REFURBISHMENTS & OTHER 12/11	21.60	25.78	(4.18)	(16.2%)	38.78	48.71	(9.94)	(20.4%)
TOTAL OPERATING EXPENSES	224.44	235.87	(11.43)	(4.8%)	429.78	452.77	(22.99)	(5.1%)
SPAIN	29.32	33.50	(4.18)	(12.5%)	44.70	53.16	(8.45)	(15.9%)
ITALY	20.15	21.40	(1.25)	(5.8%)	27.70	29.73	(2.03)	(6.8%)
BENELUX	33.28	34.43	(1.15)	(3.3%)	51.23	51.90	(0.67)	(1.3%)
CENTRAL EUROPE	37.64	32.92	4.72	14.3%	65.20	57.12	8.08	14.1%
AMERICA	6.79	6.82	(0.03)	(0.4%)	11.63	10.89	0.74	6.8%
GOP LIKE FOR LIKE HOTELS	127.19	129.07	(1.88)	(1.5%)	200.48	202.80	(2.33)	(1.1%)
OPENINGS, CLOSINGS, REFURBISHMENTS & OTHER 12/11	9.41	11.27	(1.86)	(16.5%)	11.94	15.12	(3.17)	(21.0%)
TOTAL GOP	136.60	140.34	(3.74)	(2.7%)	212.42	217.92	(5.50)	(2.5%)
LEASES&PT LIKE FOR LIKE HOTELS	70.23	67.84	2.39	3.5%	138.91	136.09	2.82	2.1%
OPENINGS, CLOSINGS, REFURBISHMENTS & OTHER 12/11	2.44	3.20	(0.76)	(23.8%)	5.72	8.95	(3.23)	(36.1%)
TOTAL LEASES & PROPERTY TAXES	72.67	71.04	1.63	2.3%	144.63	145.04	(0.41)	(0.3%)
SPAIN	7.34	12.21	(4.87)	(39.9%)	1.21	10.68	(9.46)	(88.6%)
ITALY	10.02	11.76	(1.74)	(14.8%)	7.84	10.31	(2.48)	(24.0%)
BENELUX	22.08	23.82	(1.74)	(7.3%)	29.31	30.30	(0.99)	(3.3%)
CENTRAL EUROPE	12.34	9.60	2.73	28.4%	14.61	7.08	7.53	106.3%
AMERICA	5.19	5.54	(0.35)	(6.4%)	8.59	8.34	0.25	3.0%
EBITDA LIKE FOR LIKE HOTELS	56.96	62.94	(5.98)	(9.5%)	61.56	66.71	(5.15)	(7.7%)
OPENINGS, CLOSINGS, REFURBISHMENTS & OTHER 12/11	6.97	6.36	0.61	9.6%	6.23	6.17	0.06	0.9%
TOTAL EBITDA	63.93	69.30	(5.37)	(7.7%)	67.79	72.88	(5.09)	(7.0%)

HOTELS ON OPERATION BY COUNTRIES AS OF JUNE 30TH 2012

BUSINESS UNIT	COUNTRY	TOTAL		LEASED			OWNED		MANAGED		FRANCHISE	
		Hotels	Rooms	Call Option	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
B.U. SPAIN	SPAIN	174	20.902	3	94	10.793	15	2.229	60	7.529	5	351
B.U. SPAIN	PORTUGAL	2	165	-	2	165	-	-	-	-	-	-
B.U. SPAIN	ANDORRA	1	60	-	-	-	-	-	1	60	-	-
B.U. ITALY	ITALY	53	8.298	1	32	5.300	15	2.280	5	659	1	59
B.U. BENELUX	HOLLAND	35	6.509	4	16	2.441	18	3.988	1	80	-	-
B.U. BENELUX	BELGIUM	10	1.550	-	2	434	8	1.116	-	-	-	-
B.U. BENELUX	FRANCE	3	556	-	2	397	-	-	1	159	-	-
B.U. BENELUX	ENGLAND	2	321	-	1	121	-	-	1	200	-	-
B.U. BENELUX	SOUTH AFRICA	2	242	-	1	198	1	44	-	-	-	-
B.U. BENELUX	LUXEMBOURG	1	148	1	1	148	-	-	-	-	-	-
B.U. CENTRAL EUROPE	GERMANY	60	10.651	10	55	9.651	5	1.000	-	-	-	-
B.U. CENTRAL EUROPE	AUSTRIA	6	1.183	1	6	1.183	-	-	-	-	-	-
B.U. CENTRAL EUROPE	SWITZERLAND	4	522	-	3	400	1	122	-	-	-	-
B.U. CENTRAL EUROPE	CZECH REPUBLIC	1	137	-	-	-	-	-	1	137	-	-
B.U. CENTRAL EUROPE	ROMANIA	2	161	-	1	83	-	-	1	78	-	-
B.U. CENTRAL EUROPE	HUNGARY	1	160	-	1	160	-	-	-	-	-	-
B.U. CENTRAL EUROPE	SLOVAQUIA	1	117	-	-	-	-	-	1	117	-	-
B.U. CENTRAL EUROPE	POLAND	1	93	-	-	-	-	-	-	-	1	93
B.U. LAS AMERICAS	MEXICO	13	2.040	-	5	689	4	681	4	670	-	-
B.U. LAS AMERICAS	ARGENTINA	13	2.049	-	-	-	11	1.524	2	525	-	-
B.U. LAS AMERICAS	DOMINICAN REPUBLIC	3	1.261	-	-	-	-	-	3	1.261	-	-
B.U. LAS AMERICAS	VENEZUELA	3	1.094	-	-	-	-	-	3	1.094	-	-
B.U. LAS AMERICAS	UNITED STATES	1	242	-	-	-	1	242	-	-	-	-
B.U. LAS AMERICAS	URUGUAY	1	136	-	-	-	1	136	-	-	-	-
B.U. LAS AMERICAS	COLOMBIA	1	137	-	-	-	1	137	-	-	-	-
B.U. LAS AMERICAS	CHILE	1	122	-	-	-	1	122	-	-	-	-
OPEN HOTELS		395	58.856	20	222	32.163	82	13.621	84	12.569	7	503

NH HOTELES AGREED PROJECTS AS OF JUNE 30TH 2012

Following the latest negotiations and after the cancellation of several signed projects, the number of hotels and rooms pending to be opened would be the following.

BUSINESS UNIT	COUNTRY	TOTAL		LEASED			OWNED		MANAGED	
		Hotels	Rooms	Call Option	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
B.U SPAIN	SPAIN	7	564	-	3	222	-	-	4	342
B.U ITALY	ITALY	6	919	-	3	515	-	-	3	404
B.U BENELUX	HOLLAND	1	280	-	-	-	-	-	1	280
B.U CENTRAL EUROPE	HUNGARY	2	145	-	1	93	-	-	1	52
B.U CENTRAL EUROPE	CZECH REPUBLIC	1	236	-	1	236	-	-	-	-
B.U THE AMERICAS	HAITI	1	72	-	-	-	-	-	1	72
B.U THE AMERICAS	VENEZUELA	-	134	-	-	-	-	-	-	134
B.U THE AMERICAS	PANAMA	1	200	-	-	-	1	200	-	-
B.U THE AMERICAS	MEXICO	1	135	-	-	-	-	-	1	135
TOTAL PROJECTS		20	2.685	-	8	1.066	1	200	11	1.419

Committed investment corresponding to the aforementioned hotels by year of execution:

	2012	2013	2014	2015
Expected Investment (€ million)	0.8	3.4	5.7	1.8