

Madrid, 27<sup>th</sup> October 2010

## 9M 2010 SALES AND RESULTS

### Highlights

- **Positive** increase in **LFL ADR** of the group (+1.0% ) in the **third quarter (first positive variation in the last seven quarters)**. **LFL RevPar** in the quarter increased **14.1%** whereas **LFL revenues 12.0%**.
- The **sales conversion ratio LFL** reached **62% and 71% at GOP and EBITDA respectively** (compared to 56% and 68% in H1) and continued to absorb a big part of the increase in activity.
- **Recurring EBITDA** corresponding to the hotel activity more than doubled in 9M 2010 (+110.4% ), totalling **€93.9 million**.
- During the third quarter of 2010 divestments of assets have not taken place. However, **several assets** in the euro zone have been **committed and signaled**. Such transactions are expected to be completed during the last quarter of the year and would **represent an amount close to €60M**.
- **Recurring Net Income** continues to be **negatively affected by non recurring provisions** of different nature **and by exchange rate differences** that resulted from the sale of assets in the first semester.

### Consolidated Hotel Activity

CONSOLIDATED FIGURES AS OF SEPTEMBER 30TH 2010 VS 2009 HOTEL ACTIVITY					
(€ million)		9M 2010	9M 2009	DIF.10/ 09	% DIF
REVENUE		971.94	881.39	90.55	10.3%
OPERATING EXPENSES		666.86	632.15	34.71	5.5%
GOP		305.08	249.24	55.84	22.4%
EBITDA		103.57	42.70	60.87	142.6%

### RevPar

For the first time in the last seven quarters, LFL ADR growth for the group is positive in Q3, while occupancy rates continue to improve (Q3 LFL RevPar up 14%). During the first nine months RevPar has experienced an increase of 9.7% in LFL terms.

- **Spain and Portugal:** Occupancy rates showed even further increases (vs increase seen in H1) and ADR decrease seems to be bottoming out. Positive results in occupancy are explained by an aggressive commercial strategy focused on the summer season. Madrid, Barcelona and Valencia performed better than the rest of the cities, with increase in occupancy of more than 20%, and thus indicating a gain in market share respect to our competitors.
- **Italy:** ADR decrease slowed down, although the growth in occupancy rates is lower compared to the first six months of the year. Altogether, RevPar increased by 6.0% in the first nine months of 2010. Demand during the weekdays tends to be less volatile. Additionally, a higher demand of the leisure component is perceived.
- **Benelux and other:** significant improvement in Q3 compared to the first six months of the year. Positive ADR growth and double digit growth in occupancy during Q3. RevPar growth during the first nine months of



the year reached almost 7%. Amsterdam, London and Paris stood out as best performers while secondary cities showed a weaker trend.

- **Germany:** Germany continued to outperform the rest of business units, with both strong ADR and occupancy increase. In the first nine months of the year ADR growth was close to 10% and occupancy increased by almost 8%. Increase in activity for both the leisure and corporate segments together with a stronger demand in the MICE segment have accelerated ADR growth in Q3 (double digits growth). It is worth mentioning that Munich exceptionally enjoyed a more favourable trade fair calendar this year.
- **Central and Eastern Europe:** Significant increase both in ADR and occupancy thanks to a successful revenue management implementation in high season weeks. It is especially remarkable the double digit growth in Switzerland (close to 20%) and the high occupancy rate in Austria due to a robust leisure demand in Q3. Budapest and Timisoara on the other hand also continued to improve.
- **The Americas:** In the first nine months of 2010 Argentina and Mexico experienced an increase in occupancy of 30.6% and 15.6% respectively (this latter also due to a more favourable comparison given the swine flue influence in figures for H1 2009). The business unit Las Americas reports LFL RevPar growth in the first nine months of 22.3% (15.8% in local currency). There is a greater component of corporate guests in Q3, especially in Guadalajara and Monterrey. Security continues to be a major concern in Mexico while Chile recovers quickly from the earthquake that struck the city in February this year.

NH HOTELES KPI UP TO SEPTEMBER 2010											
	AVERAGE ROOMS		OCCUPANCY %			ADR			REVPAR		
	2010	2009	2010	2009	% Var	2010	2009	% Var	2010	2009	% Var
Spain & Portugal "Like for like"	12,142	12,143	62.80%	52.23%	20.24%	71.34	80.42	-11.30%	44.80	42.00	6.66%
B.U. SPAIN	13,021	13,018	61.03%	51.51%	18.48%	71.22	80.25	-11.25%	43.47	41.34	5.15%
Italy "Like for like"	6,028	6,065	63.80%	57.92%	10.14%	87.10	90.51	-3.77%	55.57	52.42	5.99%
B.U. ITALY	7,644	7,531	61.56%	56.97%	8.06%	89.94	91.48	-1.68%	55.37	52.12	6.24%
Benelux "Like for like"	8,330	8,322	65.75%	60.12%	9.38%	87.48	89.58	-2.34%	57.52	53.85	6.81%
B.U. BENELUX	9,206	8,834	66.00%	62.38%	5.80%	89.74	90.69	-1.05%	59.22	56.57	4.69%
Central & Eastern Europe "Like for like"	2,056	2,055	73.77%	68.22%	8.13%	78.11	77.65	0.60%	57.62	52.97	8.78%
B.U. CENTRAL & EASTERN EUROPE	2,143	2,095	72.24%	68.14%	6.02%	77.38	77.49	-0.14%	55.90	52.80	5.87%
Germany "Like for like"	9,941	9,930	60.78%	56.33%	7.91%	70.10	64.17	9.25%	42.61	36.14	17.89%
B.U. GERMANY	10,308	10,050	59.98%	56.04%	7.04%	70.76	64.84	9.13%	42.44	36.33	16.81%
EUROPE "LIKE FOR LIKE"	38,497	38,515	63.66%	56.74%	12.19%	77.53	79.80	-2.84%	49.36	45.28	9.01%
TOTAL EUROPE CONSOLIDATED	42,323	41,527	62.52%	56.75%	10.17%	79.05	80.89	-2.26%	49.43	45.90	7.68%
Las Americas "Like for like"	2,840	2,840	63.43%	53.53%	18.50%	68.61	66.45	3.25%	43.52	35.57	22.34%
LATINAMERICA CONSOLIDATED	3,318	3,680	61.53%	53.53%	14.95%	68.08	63.92	6.50%	41.89	34.22	22.42%
NH HOTELES "LIKE FOR LIKE"	41,337	41,355	63.64%	56.52%	12.60%	76.92	78.93	-2.55%	48.96	44.61	9.74%
TOTAL CONSOLIDATED	45,641	45,207	62.45%	56.49%	10.56%	78.27	79.58	-1.65%	48.88	44.95	8.74%

## Results

LFL hotel revenues of the first nine months increased €67.70M (or +8.4%) while operating expenses only increased 4.4%, despite the remarkable grow in LFL activity (+12.6% occupancy).

This improvement in productivity resulted in an increase in LFL GOP of €42.29 M (+18.4%) and in LFL EBITDA of €47.85M (+121.8%). Consequently, the sales conversion ratio for the first nine months reached 62% in LFL GOP and 71% in LFL EBITDA.



In this sense, we must highlight the performance of the Italian Business Unit, with a GOP/ Sales conversion ratio of 75%, followed by Spain (74%), Benelux (70%) and Germany (62%). Out of these four business units, only Germany has a positive evolution in prices for the 9 month period.

CLOSING AS OF SEPTEMBER 30TH 2010 VS 2009 HOTEL ACTIVITY				
(€ million)	9M 2010	9M 2009	DIF.10/ 09	% DIF
SPAIN & PORTUGAL	246.85	227.97	18.88	8.3%
ITALY	133.83	129.66	4.16	3.2%
BENELUX	213.09	204.24	8.84	4.3%
CENTRAL & EASTERN EUROPE	47.13	43.06	4.07	9.5%
GERMANY	177.96	156.72	21.24	13.6%
AMERICA	50.12	39.62	10.50	26.5%
<b>REVENUE LIKE FOR LIKE HOTELS</b>	<b>868.99</b>	<b>801.29</b>	<b>67.70</b>	<b>8.4%</b>
<b>OPENINGS, CLOSINGS, REFURBISHMENTS &amp; OTHER 10/ 09</b>	<b>79.90</b>	<b>77.13</b>	<b>2.77</b>	<b>3.6%</b>
<b>TOTAL RECURRING REVENUE</b>	<b>948.89</b>	<b>878.42</b>	<b>70.47</b>	<b>8.02%</b>
<b>RELEVANT NON-RECURRING REVENUE</b>	<b>23.05</b>	<b>2.97</b>	<b>20.08</b>	<b>676.09%</b>
<b>TOTAL REVENUE</b>	<b>971.94</b>	<b>881.39</b>	<b>90.55</b>	<b>10.3%</b>
SPAIN & PORTUGAL	171.21	166.26	4.95	3.0%
ITALY	101.11	100.05	1.06	1.1%
BENELUX	141.60	138.95	2.65	1.9%
CENTRAL & EASTERN EUROPE	32.75	30.38	2.37	7.8%
GERMANY	114.52	106.53	7.99	7.5%
AMERICA	35.92	29.53	6.38	21.6%
<b>OPEX LIKE FOR LIKE HOTELS</b>	<b>597.10</b>	<b>571.69</b>	<b>25.41</b>	<b>4.4%</b>
<b>OPENINGS, CLOSINGS, REFURBISHMENTS &amp; OTHER 10/ 09</b>	<b>56.40</b>	<b>55.56</b>	<b>0.84</b>	<b>1.5%</b>
<b>TOTAL RECURRING OPEX</b>	<b>653.50</b>	<b>627.25</b>	<b>26.25</b>	<b>4.18%</b>
<b>RELEVANT NON - RECURRING OPEX</b>	<b>13.36</b>	<b>4.90</b>	<b>8.46</b>	<b>172.65%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>666.86</b>	<b>632.15</b>	<b>34.71</b>	<b>5.5%</b>
SPAIN & PORTUGAL	75.64	61.72	13.93	22.6%
ITALY	32.72	29.61	3.10	10.5%
BENELUX	71.49	65.30	6.19	9.5%
CENTRAL & EASTERN EUROPE	14.38	12.68	1.70	13.4%
GERMANY	63.45	50.19	13.25	26.4%
AMERICA	14.20	10.09	4.11	40.7%
<b>GOP LIKE FOR LIKE HOTELS</b>	<b>271.88</b>	<b>229.60</b>	<b>42.29</b>	<b>18.4%</b>
<b>OPENINGS, CLOSINGS, REFURBISHMENTS &amp; OTHER 10/ 09</b>	<b>23.51</b>	<b>21.57</b>	<b>1.93</b>	<b>8.9%</b>
<b>TOTAL RECURRING GOP</b>	<b>295.39</b>	<b>251.17</b>	<b>44.22</b>	<b>17.61%</b>
<b>RELEVANT NON - RECURRING GOP</b>	<b>9.69</b>	<b>-1.93</b>	<b>11.62</b>	<b>602.07%</b>
<b>TOTAL GOP</b>	<b>305.08</b>	<b>249.24</b>	<b>55.84</b>	<b>22.4%</b>
<b>LEASES&amp;PT LIKE FOR LIKE HOTELS</b>	<b>184.76</b>	<b>190.32</b>	<b>-5.56</b>	<b>-2.9%</b>
<b>OPENINGS, CLOSINGS, REFURBISHMENTS &amp; OTHER 10/ 09</b>	<b>16.74</b>	<b>16.22</b>	<b>0.53</b>	<b>3.3%</b>
<b>TOTAL LEASES &amp; PROPERTY TAXES</b>	<b>201.51</b>	<b>206.54</b>	<b>-5.03</b>	<b>-2.4%</b>
SPAIN & PORTUGAL	13.83	-2.85	16.68	585.1%
ITALY	8.46	3.78	4.68	124.0%
BENELUX	45.20	38.97	6.23	16.0%
CENTRAL & EASTERN EUROPE	0.01	-1.44	1.45	100.5%
GERMANY	8.79	-6.39	15.18	237.5%
AMERICA	10.84	7.21	3.63	50.4%
<b>EBITDA LIKE FOR LIKE HOTELS</b>	<b>87.12</b>	<b>39.27</b>	<b>47.85</b>	<b>121.8%</b>
<b>OPENINGS, CLOSINGS, REFURBISHMENTS &amp; OTHER 10/ 09</b>	<b>6.76</b>	<b>5.36</b>	<b>1.40</b>	<b>26.2%</b>
<b>TOTAL RECURRING EBITDA</b>	<b>93.88</b>	<b>44.63</b>	<b>49.25</b>	<b>110.36%</b>
<b>EBITDA NON RECURRING</b>	<b>9.69</b>	<b>-1.93</b>	<b>11.62</b>	<b>602.07%</b>
<b>TOTAL EBITDA</b>	<b>103.57</b>	<b>42.70</b>	<b>60.87</b>	<b>142.6%</b>



**NH HOTELES, S.A. AS OF SEPTEMBER 30th 2010 P&L ACCOUNT**

(€ million)	9M 2010		9M 2009		2010/ 2009
Room Revenues	948.9	97%	878.4	98%	8.0%
Real estate sales and other	8.6	1%	15.1	2%	(43.5%)
Non-recurring Revenues	23.1	2%	3.1	0%	-
<b>TOTAL REVENUES</b>	<b>980.5</b>	<b>100%</b>	<b>896.6</b>	<b>100%</b>	<b>9.4%</b>
Real estate cost of sales	1.9	0%	7.2	1%	(73.7%)
Staff Cost	357.1	36%	343.9	38%	3.8%
Operating expenses	304.2	31%	291.5	33%	4.3%
Other Non-recurring expenses	13.4	1%	4.9	1%	174.1%
<b>GROSS OPERATING PROFIT</b>	<b>303.9</b>	<b>31%</b>	<b>249.1</b>	<b>28%</b>	<b>22.0%</b>
Lease payments and property taxes	201.7	21%	206.5	23%	(2.3%)
<b>EBITDA</b>	<b>102.2</b>	<b>10%</b>	<b>42.6</b>	<b>5%</b>	<b>140.0%</b>
Impairment	9.0	1%	27.0	3%	(66.7%)
Depreciation	91.8	9%	89.8	10%	2.3%
<b>EBIT</b>	<b>1.3</b>	<b>0%</b>	<b>(74.2)</b>	<b>(8%)</b>	<b>101.8%</b>
Market value derivatives	1.1	0%	(6.6)	(1%)	117.4%
Interest expense	28.8	3%	35.6	4%	(19.2%)
Exchange rate difference	24.2	2%	0.0	0%	-
Income from minority equity interests	0.5	0%	2.3	0%	(78.5%)
<b>EBT</b>	<b>(53.2)</b>	<b>(5%)</b>	<b>(105.5)</b>	<b>(12%)</b>	<b>49.6%</b>
Corporate income tax	3.2	0%	(23.3)	(3%)	113.7%
<b>NET INCOME before minorities</b>	<b>(56.4)</b>	<b>(6%)</b>	<b>(82.2)</b>	<b>(9%)</b>	<b>31.4%</b>
Minority interests	(11.2)	(1%)	(17.1)	(2%)	34.8%
<b>NET INCOME</b>	<b>(45.2)</b>	<b>(5%)</b>	<b>(65.1)</b>	<b>(7%)</b>	<b>30.5%</b>

**Financial performance and other key events**

- **Non recurring activity:** Mainly composed of the sale of three hotels in Mexico, one in London and the exchange of a minority stake in two managed hotels in the Caribbean area. These transactions had an impact of €23.1M at revenue level as capital gains and €-24.2M as net exchange rate differences after EBIT. Non recurrent expenses gather among other redemptions, the ones suffered by the cancellation of a lease contract in Germany contributing with negative EBITDA, as well as the non-payment provision of the Marsans group.
- **Leases:** slightly lower expenditure compared to previous year due to the renegotiation and cancellation of certain contracts, compensating the negative effect of new openings and the inflation increase in the majority of current contracts.
- **Net Debt:** decreased to €1,082.1M as of September 30th 2010 from €1,118.7M as of December 31st 2009.
- **Impairment:** Due to the low stock turnover in Sotogrande, the company has decided to register a provision that amounts to €1M per month. This accounting adjustment is reversible and does not represent a cash outflow. Therefore, the last quarter will include €3 additional millions due to this concept.
- **Market value derivatives:** mainly due to the provision from the Equity Swap, which reflects in this case the decrease in NH Hoteles' share price since the beginning of the year, linked to the equity swap that covers the stock option plan implemented in 2007. This provision is reversible (until its maturity in 2013) and does not represent a cash outflow. Market value of interest-rate derivatives of the group are also included under this item.



- **Financial expenses:** decrease in financial expenses vs 2009 mainly driven by the decrease in average net debt vs same period last year due to the capital increase obtained in 2009 and the recent sale of assets.
- **Minority interests:** show mainly the losses attributable to NH's partner in the Italian business unit, which are reduced in 3Q as a result of better results of the business unit.

### Real Estate Activity

Real Estate Activity - Revenue Breakdown	9M 2010		9M 2009	
	Mn Euros	% total	Mn Euros	% total
Apartments	2.28	27%	9.53	63%
Mooring Points	0.32	4%	0.49	3%
Water and Community	4.91	57%	4.16	27%
Plots	-	0%	-	0%
Other Revenue	1.05	12%	0.96	6%
<b>Total Revenue</b>	<b>8.56</b>	<b>100%</b>	<b>15.14</b>	<b>100%</b>
<b>Committed Sales</b>	<b>7.44</b>		<b>32.96</b>	

- Real estate activity generated sales of €8.56M in the first nine months of the year, down from €15.14M in the same period of last year.
  - The reduction in sales is explained by the fact that less housing units were deeded in the nine months of 2010. During this period, deeds for a total of 6 housing units have been obtained for a total of €2.28M (vs. 20 housing units for a total of €9.53M in 9M'09).
- EBITDA amounted to €-1.38M, vs. €-0.12M in the same period of last year. The activity's Net Income is €-8.71M, vs. €-2.49M of last year. This decrease is mainly explained by provisions amounting to €9.00M.
- As of September 30th 2010, Sotogrande had committed sales not yet accounted for on the books for a total of €7.44M, mainly attributable to the Ribera del Marlin development, pending receipt of the deeds from the buyers (€3.94M) and the rest to docks in La Marina (€3.50M). The decrease in the committed sales is attributable to sales accounted for from year-end 2008 (moment of delivery) up to September 2010.

### New Agreements and Openings

From January the 1st 2010 until September the 30th 2010, NH Hoteles has signed one management contract with 210 rooms in Taormina, Sicily (already running property), two lease contracts with 193 and 52 rooms in Milan and Barcelona respectively (both with a variable component in the lease structure), and finally three management contracts in Budapest (Hungary), Capena (Italia) and Algeciras (Spain) adding 200 rooms.



### New Hotel Agreements from January 1<sup>st</sup> to September 30<sup>th</sup> 2010

City	Contract	# Rooms	Opening
Taormina (Sicily), Italy	Management	210	2010
Milan, Italy	Lease	193	2011
Budapest, Hungary	Management	52	2012
Capena, Italy	Management	75	2011
Barcelona, Spain	Lease	52	2012
Algeciras, Spain	Management	73	2011
<b>655</b>			

### New Openings

During the first 9 months of 2010, 8 new hotels with 1,225 rooms and two hotel extension with 64 additional rooms were opened.

### New Hotel Openings from January 1<sup>st</sup> to September 30<sup>th</sup> 2010

Hotels	City	Contract	# Rooms
<b>NH Porta Rossa</b>	Florence, Italy	Lease	72
<b>NH Central Station (Ext.)</b>	Amsterdam, Holland	Lease	20
<b>NH Ludwigsburg</b>	Ludwigsburg, Germany	Lease	130
<b>NH Capo dei Greci</b>	Taormina (Sicily), Italy	Management	210
<b>NH Praha Radlicka</b>	Prague, Czech Republic	Lease	134
<b>NH Olomuc Congress</b>	Olomuc, Czech Republic	Management	137
<b>Hesperia Cordoba (Ext.)</b>	Cordoba, Spain	Management	44
<b>NH Valle Dorado</b>	Mexico FD, Mexico	Lease	130
<b>Donnafugata Golf Resort &amp; Spa</b>	Ragusa (Sicily), Italy	Ownership	202
<b>NH Dresden Altmärkt</b>	Dresden, Germany	Lease	240
<b>Total New Openings</b>			<b>1,319</b>

We highlight the opening of the third NH hotel in Florence and the opening of the hotel-resort NH Capo dei Greci in Taormina. This last hotel comes to replace the two hotels that NH Hoteles had previously in the city and that were cancelled recently.

Additionally, NH Hoteles enters for the first time the Czech market with two hotels with 137 and 134 rooms in Olomuc and Prague respectively.

Finally, remarkable is the opening of one hotel in Mexico D.F., and the opening of the luxurious hotel Resort Donnafugata in Sicily.

### Asset Management

#### Sale of non strategic assets

NH Hoteles reaffirms its commitment to sell non strategic assets amounting to €300 million, which after the recent divestures in Mexico and in the UK (€117M) would total €183M.

Although during the third quarter of 2010 divestments of assets have not taken place, several assets in the euro zone have been committed and signalized. Such transactions are expected to be completed during the last quarter of the year and would represent an amount close to €60M.

The company estimates that the plan should be completed during the first months of 2011.



### Hotels that left the Group since January 1st 2010

14 contracts have been cancelled as part of the asset rationalisation strategy implemented by the Company.

Hotels	City	Contract	# Rooms
<b>Framon Gran hotel Timeo</b>	Taormina, Italy	Management	83
<b>Framon Villa Sant Andrea</b>	Taormina, Italy	Management	79
<b>NH Riviera Cancun</b>	Cancun, Mexico	Management	550
<b>Hilton Guadalajara</b>	Guadalajara, Mexico	Ownership	450
<b>Hilton Garden Inn Monterrey</b>	Monterrey, Mexico	Ownership	150
<b>Hilton Garden Inn Ciudad Juarez</b>	Ciudad Juarez, Mexico	Ownership	120
<b>NH Krystal Ixtapa</b>	Ixtapa, Mexico	Management	255
<b>NH Krystal Puerto Vallarta</b>	Puerto Vallarta, Mexico	Management	680
<b>NH Krystal Cancun</b>	Cancun, Mexico	Management	453
<b>NH Carlton</b>	Salzburg, Austria	Lease	40
<b>NH Jolly St. Ermin's</b>	London, United Kingdom	Ownership	275
<b>Hesperia Balneario Guitiriz</b>	Lugo, Spain	Management	107
<b>Schlosshotel Bühlerhöhe</b>	Baden Baden, Germany	Lease	90
<b>Hesperia Alicante Golf</b>	Alicante, Spain	Management	156
<b>Total Exits</b>			<b>3,488</b>

In January 2010 three management contracts were cancelled: two hotels in Sicily (Italy), with a total of 162 rooms and one hotel in Mexico with 550 rooms.

In February 2010 NH Hoteles signed an agreement for the sale of three assets in Mexico. The transaction contemplated the sale of 3 owned hotels operated under franchise agreements with the Hilton brand (Hilton Guadalajara with 450 rooms, the Hilton Garden Inn Monterrey with 150 rooms and the Hilton Garden Inn Ciudad Juarez, with 120 rooms) and the cancelation of the management contracts for the Krystal vacation hotels operated by the company in Cancun (453 rooms), Puerto Vallarta (680 rooms) and Ixtapa (255 rooms).

In March 2010 a lease contract with call option was cancelled in Salzburg, Austria. Such contract contributed with negative EBITDA to the group.

In April, NH Hoteles closed the sale of its St Ermin's hotel in London (275 rooms).

In June, the exit of the hotel Hesperia Balneario Guitiriz (107 rooms) took place and will thus not be managed by NH Hoteles any longer.

Finally, the Schlosshotel Bühlerhöhe's leased contract has been cancelled in Germany due to its negative EBITDA contribution.

### Customer Satisfaction

The customer survey (score from 0 to 10) measures different categories of the client satisfaction: reservations, check in, room & bathroom cleanness, common area cleanness, room equipment, room maintenance, breakfast, check out, room service and hotel staff. As shown in the table below, the number of surveys received increased 60% while the overall rating rose slightly compared to the previous period last year.

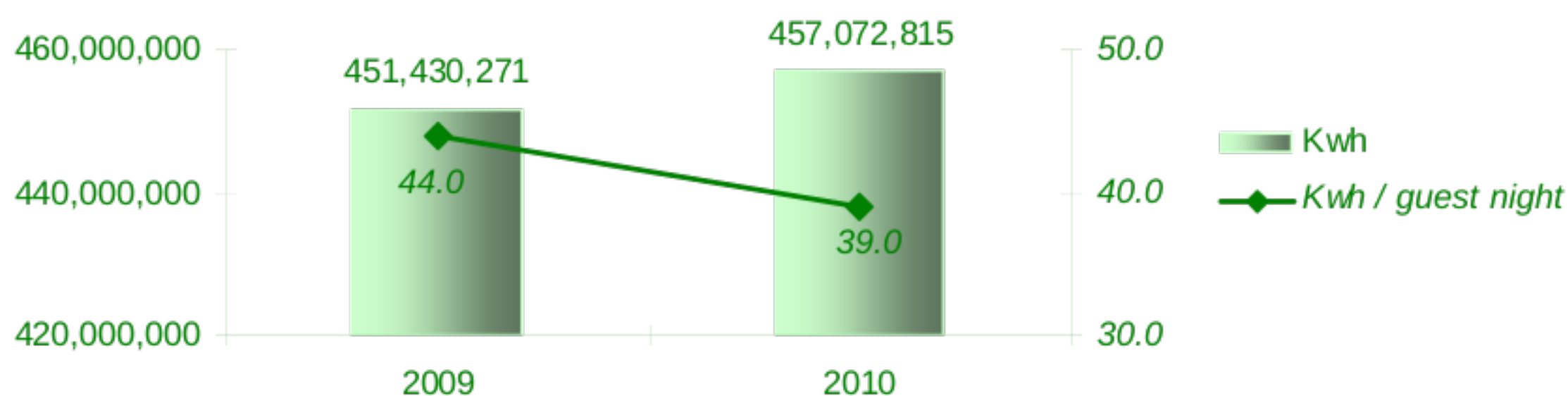
	9M 2010	9M 2009
Submitted Surveys	47,045	29,480
Total score NH Hoteles	8.42	8.37

## Environmental Metrics

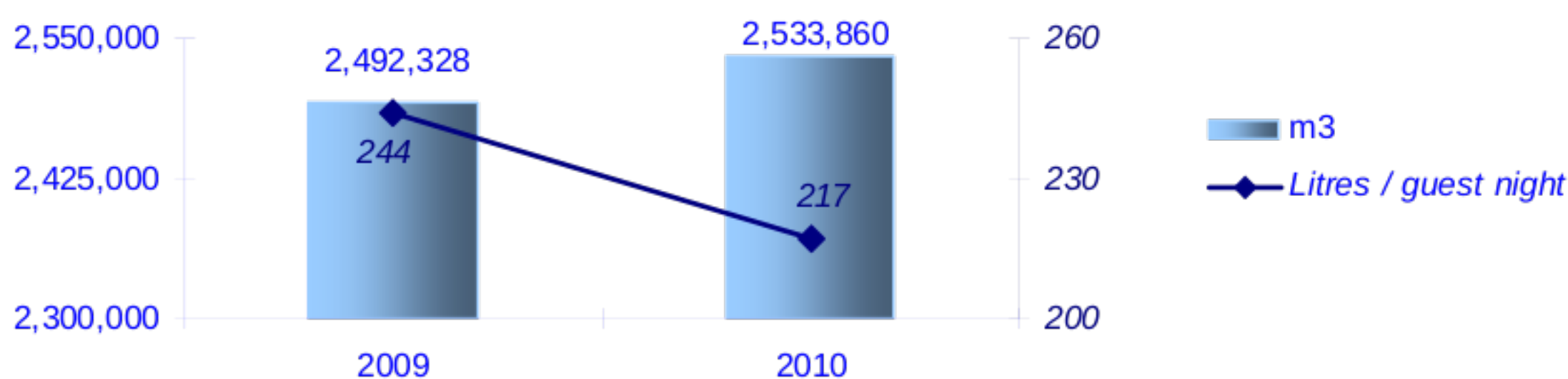
The Environmental Plan of NH Hoteles, which includes energy efficiency, eco-design and waste management as priorities, will lead the Company to **reduce 20% its CO2 emissions, waste production and consumption of water and energy.**

### \*CONSUMPTIONS AND EMISSIONS

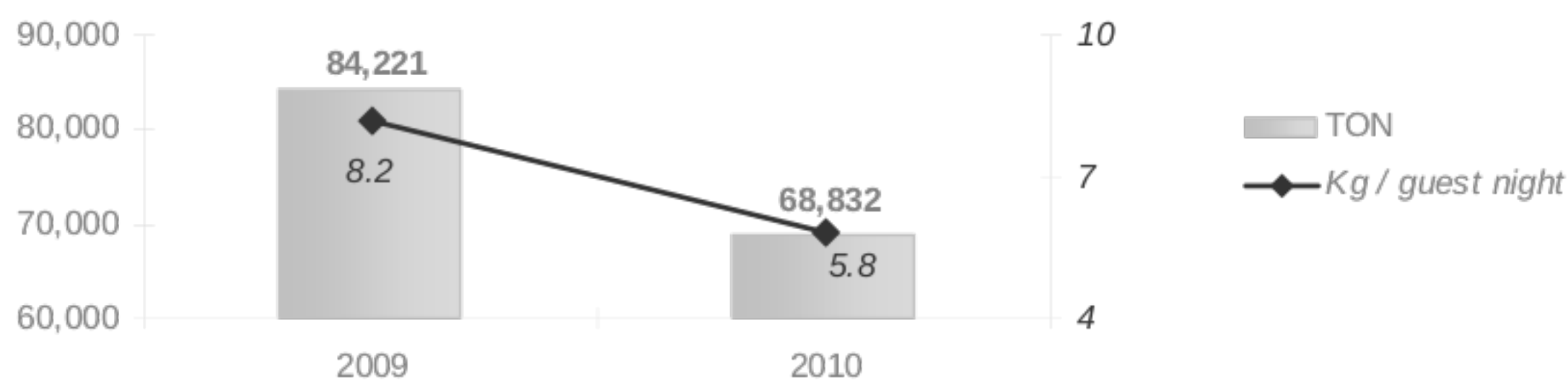
#### ENERGY CONSUMPTION (+1.2%)



#### WATER CONSUMPTION (+1.7%)



#### CO2 EMISSIONS (-18.3%)



\*Comparable urban hotels

Overall consumption results increased significantly below occupancy growth (which increased 12.6%). CO2 emissions decrease by 18%. On the other hand, consumption and emissions per guest and night showed a significant decrease as a result of saving initiatives implemented during 2009.



## HOTELS ON OPERATION BY COUNTRIES AS OF SEPTEMBER 30TH 2010

	TOTAL		LEASED			OWNED		MANAGED	
	Hotels	Rooms	Call Option	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
ANDORRA	1	60	0	0	0	0	0	1	60
ARGENTINA	12	1,822	0	0	0	11	1,524	1	298
AUSTRIA	6	1,180	3	6	1,180	0	0	0	0
BELGIUM	11	1,632	0	2	434	9	1,198	0	0
CHILE	1	122	0	0	0	1	122	0	0
CUBA	2	968	0	0	0	0	0	2	968
CZECH REPUBLIC	2	271	0	1	134	0	0	1	137
DOMINICAN REPUBLIC	2	1,015	0	0	0	0	0	2	1,015
ENGLAND	3	533	0	1	121	0	0	2	412
FRANCE	3	559	0	2	397	1	162	0	0
GERMANY	59	10,428	18	59	10,428	0	0	0	0
HOLLAND	35	6,504	4	16	2,441	18	3,983	1	80
HUNGARY	1	160	0	1	160	0	0	0	0
ITALY	54	8,488	1	33	5,349	17	2,651	4	488
LUXEMBOURG	1	148	1	1	148	0	0	0	0
MEXICO	12	1,900	0	5	689	3	541	4	670
POLAND	1	93	0	0	0	0	0	1	93
PORTUGAL	2	165	0	2	165	0	0	0	0
ROMANIA	2	161	0	1	83	0	0	1	78
SOUTH AFRICA	2	240	0	1	198	1	42	0	0
SPAIN	173	20,738	3	91	10,347	15	2,219	67	8,172
SWITZERLAND	5	632	0	3	400	2	232	0	0
UNITED STATES	1	242	0	0	0	1	242	0	0
URUGUAY	1	136	0	0	0	1	136	0	0
VENEZUELA	2	892	0	0	0	0	0	2	892
<b>OPEN HOTELS</b>	<b>394</b>	<b>59,089</b>	<b>30</b>	<b>225</b>	<b>32,674</b>	<b>80</b>	<b>13,052</b>	<b>89</b>	<b>13,363</b>



## NH HOTELES AGREED PROJECTS AS OF SEPTEMBER 30TH 2010

After different negotiations and cancellation of various agreed projects, the current number of rooms and hotels to be opened is as follows.

	TOTAL		LEASED			OWNED		MANAGED	
	Hotels	Rooms	Call Option	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
ARGENTINA	0	275	0	0	0	0	0	0	275
COLOMBIA	1	140	0	0	0	1	140	0	0
CUBA	0	150	0	0	0	0	0	0	150
CZECH REPUBLIC	1	236	0	1	236	0	0	0	0
GERMANY	2	372	0	2	372	0	0	0	0
HUNGARY	3	244	0	2	192	0	0	1	52
ITALY	6	942	0	4	697	0	0	2	245
MEXICO	1	142	0	0	0	1	142	0	0
PANAMA	1	180	0	0	0	1	180	0	0
SPAIN	13	1,312	0	9	953	0	0	4	359
VENEZUELA	1	323	0	0	0	0	0	1	323
<b>TOTAL PROJECTS</b>	<b>29</b>	<b>4,316</b>	<b>0</b>	<b>18</b>	<b>2,450</b>	<b>3</b>	<b>462</b>	<b>8</b>	<b>1,404</b>

Committed CAPEX corresponding to the abovementioned projects per year of execution:

	2010	2011	2012	2013
Expected Investment (€ million)	9.9	7.3	5.7	5.5