

Hotel Inventory as at 31 December 2008

Hotel	Town/City	Country	Geographic Region	Reporting Region	Rooms	Open	Opened / Rebranded	Brand
Copthorne Hotel Qingdao	Qingdao	China	Asia	Asia	455	YES		Copthorne
Grand Millennium Beijing	Beijing	China	Asia	Asia	521	YES		Grand Millennium
Millennium Chengdu	Chengdu	China	Asia	Asia	363	NO	2009	Millennium
Millennium Hongqiao Hotel Shanghai	Shanghai	China	Asia	Asia	369	YES		Millennium
Millennium Harbourview Hotel Xiamen	Xiamen	China	Asia	Asia	352	YES		Millennium
Millennium Wuxi	Wuxi	China	Asia	Asia	307	NO	2009	Millennium
JW Marriott Hotel Hong Kong	Hong Kong	Hong Kong	Asia	Asia	602	YES		Third Party
Hotel Nikko Hong Kong	Hong Kong	Hong Kong	Asia	Asia	463	YES		Third Party
Chennai	Chennai	India	Asia	Asia	120	NO	2010	New Brand
Millennium Hotel Sirih Jakarta	Jakarta	Indonesia	Asia	Asia	390	YES		Millennium
Millennium Seoul Hilton	Seoul	Korea	Asia	Asia	681	YES		Millennium
Copthorne Orchid Hotel Penang	Penang	Malaysia	Asia	Asia	318	YES		Copthorne
Grand Millennium Kuala Lumpur	Kuala Lumpur	Malaysia	Asia	Asia	468	YES		Grand Millennium
The Heritage Hotel Manila	Manila	Philippines	Asia	Asia	450	YES		Other M&C
Copthorne King's Hotel Singapore	Singapore	Singapore	Asia	Asia	310	YES		Copthorne
Copthorne Orchid Hotel Singapore	Singapore	Singapore	Asia	Asia	440	YES		Copthorne
Grand Copthorne Waterfront Hotel Singapore	Singapore	Singapore	Asia	Asia	574	YES		Copthorne
M Hotel Singapore	Singapore	Singapore	Asia	Asia	413	YES		Millennium
Orchard Hotel Singapore	Singapore	Singapore	Asia	Asia	653	YES		Other M&C
Unnamed Hotel	Singapore	Singapore	Asia	Asia	370	NO	2009	New Brand
Grand Hyatt Taipei	Taipei	Taiwan	Asia	Asia	856	YES		Third Party
Grand Millennium Sukhumvit Bangkok	Bangkok	Thailand	Asia	Asia	325	YES		Grand Millennium
Millennium Resort Patong, Phuket	Patong	Thailand	Asia	Asia	421	YES		Millennium
Copthorne Hotel Christchurch Durham Street	Christchurch	New Zealand	Australasia	Australasia	161	YES		Copthorne
Copthorne Hotel Christchurch Central	Christchurch	New Zealand	Australasia	Australasia	142	YES		Copthorne
Copthorne Hotel & Resort Queenstown Lakefront	Queenstown	New Zealand	Australasia	Australasia	241	YES		Copthorne
Copthorne Hotel & Resort Solway Park Wairarapa	Masterton	New Zealand	Australasia	Australasia	107	YES		Copthorne
Copthorne Hotel & Resort Bay of Islands	Bay of Islands	New Zealand	Australasia	Australasia	180	YES		Copthorne
Copthorne Hotel Auckland Anzac Avenue	Auckland	New Zealand	Australasia	Australasia	110	YES		Copthorne
Copthorne Hotel Auckland Harbour City	Auckland	New Zealand	Australasia	Australasia	187	YES		Copthorne
Copthorne Hotel Commodore Christchurch Airport	Christchurch	New Zealand	Australasia	Australasia	105	YES		Copthorne
Copthorne Hotel Grand Central New Plymouth	New Plymouth	New Zealand	Australasia	Australasia	67	YES		Copthorne
Copthorne Hotel and Resort Hokianga	Hokianga	New Zealand	Australasia	Australasia	37	YES		Copthorne
Copthorne Hotel Marlborough	Marlborough	New Zealand	Australasia	Australasia	28	YES		Copthorne
Copthorne Hotel Taupo	Taupo	New Zealand	Australasia	Australasia	50	YES		Copthorne
Copthorne Hotel Wellington Oriental Bay	Wellington	New Zealand	Australasia	Australasia	118	YES		Copthorne
Kingsgate Hotel Greymouth	Greymouth	New Zealand	Australasia	Australasia	102	YES		Kingsgate
Kingsgate Hotel Autolodge Paihia	Bay of Islands	New Zealand	Australasia	Australasia	77	YES		Kingsgate

Kingsgate Hotel Brydone Oamaru	Oamaru	New Zealand	Australasia	Australasia	50	YES		Kingsgate
Kingsgate Hotel Dunedin	Dunedin	New Zealand	Australasia	Australasia	55	YES		Kingsgate
Kingsgate Hotel Hamilton	Hamilton	New Zealand	Australasia	Australasia	147	YES		Kingsgate
Kingsgate Hotel Palmerston North	Palmerston North	New Zealand	Australasia	Australasia	151	YES		Kingsgate
Kingsgate Hotel Parnell Auckland	Auckland	New Zealand	Australasia	Australasia	114	YES		Kingsgate
Kingsgate Hotel Portland Wellington	Wellington	New Zealand	Australasia	Australasia	108	YES		Kingsgate
Kingsgate Hotel Rotorua	Rotorua	New Zealand	Australasia	Australasia	136	YES		Kingsgate
Kingsgate Hotel Te Anau	Te Anau	New Zealand	Australasia	Australasia	94	YES		Kingsgate
Kingsgate Hotel Terraces Queenstown	Queenstown	New Zealand	Australasia	Australasia	85	YES		Kingsgate
Kingsgate Hotel The Avenue Wanganui	Wanganui	New Zealand	Australasia	Australasia	53	YES		Kingsgate
Kingsgate Hotel Whangarei	Whangarei	New Zealand	Australasia	Australasia	95	YES		Kingsgate
Millennium Hotel Christchurch	Christchurch	New Zealand	Australasia	Australasia	179	YES		Millennium
Millennium Hotel Queenstown	Queenstown	New Zealand	Australasia	Australasia	220	YES		Millennium
Millennium Hotel Rotorua	Rotorua	New Zealand	Australasia	Australasia	227	YES		Millennium
Millennium Hotel & Resort Manuels Taupo	Taupo	New Zealand	Australasia	Australasia	51	YES		Millennium
Millennium Hotel & Resort, Montazah, Sharm el Sheikh	Sharm el Sheikh	Egypt	MEA	Europe	341	NO	2010	Millennium
Millennium Oy Oun Hotel, Sharm el Sheikh	Sharm el Sheikh	Egypt	MEA	Europe	298	YES		Millennium
Millennium Hotel Paris Charles de Gaulle	Paris	France	Rest of Europe	Europe	239	YES		Millennium
Millennium Hotel Paris Opéra	Paris	France	Rest of Europe	Europe	163	YES		Millennium
Copthorne Hotel Hannover	Hannover	Germany	Rest of Europe	Europe	222	YES		Copthorne
Millennium Hotel & Resort Stuttgart	Stuttgart	Germany	Rest of Europe	Europe	451	YES		Millennium
The Biltmore Abu Dhabi	Abu Dhabi	UAE	MEA	Europe	255	NO	2010	New Brand
Kingsgate Abu Dhabi	Abu Dhabi	UAE	MEA	Europe	108	YES		Kingsgate
Millennium Hotel Abu Dhabi	Abu Dhabi	UAE	MEA	Europe	305	YES		Millennium
Millennium Executive Suites Abu Dhabi	Abu Dhabi	UAE	MEA	Europe	198	NO	2009	Millennium
Al Wahda Millennium Hotel	Abu Dhabi	UAE	MEA	Europe	850	NO	2011	Millennium
Copthorne Hotel Dubai	Dubai	UAE	MEA	Europe	163	YES		Copthorne
Grand Millennium Dubai	Dubai	UAE	MEA	Europe	352	YES		Grand Millennium
Kingsgate Hotel Media City	Dubai	UAE	MEA	Europe	250	NO	2011	Kingsgate
Kingsgate Hotel, Dubai Investment Park	Dubai	UAE	MEA	Europe	228	NO	2010	Kingsgate
Millennium Airport Hotel Dubai	Dubai	UAE	MEA	Europe	716	YES		Millennium
Millennium Port Rashid Hotel (Customs)	Dubai	UAE	MEA	Europe	330	NO	2011	Millennium
Al Attar Tower, Shk Zayed Road, Dubai	Dubai	UAE	MEA	Europe	416	NO	2009	Millennium
Millennium Ras Al Khaimah	Ras Al Khaimah	UAE	MEA	Europe	400	NO	2012	Millennium
Millennium Hotel Sharjah	Sharjah	UAE	MEA	Europe	259	YES		Millennium
Al-Jahra Copthorne Hotel & Resort	Kuwait	Kuwait	MEA	Europe	262	YES		Copthorne
Millennium Tennis Hotel	Kuwait	Kuwait	MEA	Europe	150	NO	2010	Millennium
Millennium Hotel Doha	Doha	Qatar	MEA	Europe	226	YES		Millennium
Copthorne Hotel & Resort, Effingham Park, London Gatwick	Gatwick	UK	Rest of Europe	Europe	122	YES		Copthorne
Copthorne Hotel Aberdeen	Aberdeen	UK	Rest of Europe	Europe	89	YES		Copthorne
Copthorne Hotel Birmingham	Birmingham	UK	Rest of Europe	Europe	212	YES		Copthorne
Copthorne Hotel Cardiff-Caerdydd	Cardiff	UK	Rest of Europe	Europe	135	YES		Copthorne
Copthorne Hotel London Gatwick	Gatwick	UK	Rest of Europe	Europe	227	YES		Copthorne
Copthorne Hotel Manchester	Manchester	UK	Rest of Europe	Europe	166	YES		Copthorne
Copthorne Hotel Merry Hill-Dudley	Merry Hill Dudley	UK	Rest of Europe	Europe	138	YES		Copthorne

Copthorne Hotel Newcastle	Newcastle	UK	Rest of Europe	Europe	156	YES		Copthorne
Copthorne Hotel Plymouth	Plymouth	UK	Rest of Europe	Europe	135	YES		Copthorne
Copthorne Hotel Slough-Windsor	Slough	UK	Rest of Europe	Europe	219	YES		Copthorne
Copthorne Hotel Reading	Reading	UK	Rest of Europe	Europe	81	YES		Copthorne
Copthorne Hotel Sheffield	Sheffield	UK	Rest of Europe	Europe	140	NO	2009	Copthorne
Copthorne Hotel at Chelsea Football Club	London	UK	London	Europe	160	YES		Copthorne
Copthorne Tara Hotel London Kensington	London	UK	London	Europe	833	YES		Copthorne
Millennium Bailey's Hotel London Kensington	London	UK	London	Europe	211	YES		Millennium
Millennium Gloucester Hotel & Conference Centre London Kensington	London	UK	London	Europe	610	YES		Millennium
Millennium Hotel Glasgow	Glasgow	UK	Rest of Europe	Europe	117	YES		Millennium
Millennium Hotel London Knightsbridge	London	UK	London	Europe	222	YES		Millennium
Millennium Hotel London Mayfair	London	UK	London	Europe	336	YES		Millennium
Millennium Hotel at Chelsea Football Club	London	UK	London	Europe	115	YES		Millennium
Millennium Madejski Hotel Reading	Reading	UK	Rest of Europe	Europe	201	YES		Millennium
Millennium Hotel Southampton Ocean Village	Southampton	UK	Rest of Europe	Europe	200	NO	2011	Millennium
Comfort Inn Beaver Creek	Avon	United States	Rest of US	US	146	YES		Third Party
Eldorado Hotel & Spa	Santa Fe	United States	Rest of US	US	219	YES		Third Party
Millennium Hilton	New York	United States	New York	US	569	YES		Millennium
Millennium Biltmore Hotel Los Angeles	Los Angeles	United States	Rest of US	US	683	YES		Millennium
Millennium Bostonian Hotel Boston	Boston	United States	Rest of US	US	201	YES		Millennium
Millennium Alaskan Hotel Anchorage	Anchorage	United States	Rest of US	US	248	YES		Millennium
Millennium Harvest House Boulder	Boulder	United States	Rest of US	US	269	YES		Millennium
Millennium Hotel Cincinnati	Cincinnati	United States	Rest of US	US	872	YES		Millennium
Millennium Hotel Durham	Durham	United States	Rest of US	US	313	YES		Millennium
Millennium Hotel Minneapolis	Minneapolis	United States	Rest of US	US	321	YES		Millennium
Millennium Broadway Hotel New York	New York	United States	New York	US	750	YES		Millennium
Millennium UN Plaza Hotel New York	New York	United States	New York	US	427	YES		Millennium
Millennium Hotel St. Louis	St Louis	United States	Rest of US	US	780	YES		Millennium
Millennium Knickerbocker Hotel Chicago	Chicago	United States	Rest of US	US	305	YES		Millennium
Millennium Maxwell House Nashville	Nashville	United States	Rest of US	US	287	YES		Millennium
Millennium Resort Scottsdale McCormick Ranch	Scottsdale	United States	Rest of US	US	125	YES		Millennium
Sunnyvale	Sunnyvale	United States	Rest of US	US	250	NO	2011	Other M&C
Pine Lake Trout Club	Chagrin Falls	United States	Rest of US	US	6	YES		Other M&C
Millennium Airport Hotel Buffalo	Buffalo	United States	Rest of US	US	300	YES		Millennium
Wynfield Inn Orlando Convention Center	Orlando	United States	Rest of US	US	299	YES		Third Party
Best Western Lakeside	Kissimmee	United States	Rest of US	US	651	YES		Third Party