



View from the Golden Tulip Frankfurt Offenbach

Annual Report 2005



GOLDEN TULIP
HOSPITALITY GROUP

International standards, local flavours

GOLDEN TULIP HOSPITALITY GROUP



The Golden Tulip Hospitality Group

Golden Tulip Hotels, Inns & Resorts

Tourism Hotels & Leisure

TOP International

B&B Hotels


GOLDEN TULIP


TULIP INN


GOLDEN TULIP RESORT


Dipacific
INTERNATIONAL
SUITES, APARTMENTS, RESORTS


PLAZA HOTELS


TOP
CITY&COUNTRYLINE


TOP INTERNATIONAL
CITY&COUNTRY LINE HOTELS


B&B
HOTELS

**The entire portfolio comprises 500 hotels
with more than 47,000 rooms.**

The Golden Tulip Hospitality Group is a brand company exporting its brands through the following channels:

1. Hotel franchising (Individual hotels and hotel groups)
2. Hotel management (Management, lease and joint venture agreements)



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GOLDEN TULIP HOSPITALITY GROUP



Mission

“To be the **leading multi-branded hotel chain**, with an **excellent care** for customers and staff, in those markets where we have **chosen** to operate.”

The group’s common objective is to **maximise revenues and profits** by utilising all opportunities and synergies the chain offers, whilst implementing **international standards and maintaining local flavours**”

Vision

Golden Tulip aims to reach a combined **multi-branded** portfolio of **1,000 hotels** with an excellent **global coverage** by the **year 2010**. Growth is aimed to be achieved organically through franchising, management and leasing of individual hotels and strategically via alliances, joint ventures, mergers or acquisitions of existing hotel groups.

Growth

Growth is envisaged to stem from franchising and increased operational control of hotels via management contracts. New markets will be entered into through the management model, after which franchising may follow. This will enable Golden Tulip to establish a stronger foothold in all markets it desires to operate in, as well as strengthening the Golden Tulip brands internationally.

Brand Performance Impact

Through continuous enhancement of the Golden Tulip Formula and a strong emphasis on the implementation thereof, the company aims to create a higher level of brand recognition in all regions. After having introduced the BPI (Brand/Franchise Performance Impact) strategy in 2004, Golden Tulip aims for its hotels to realise an average Brand Performance Impact in the range of 25-30% by the year 2008.

Quality

Golden Tulip aims to maintain its position of a quality brand provider by rationalising its brand standards, enforcing conformity and ensuring high levels of service.

LETTER FROM THE C.E.O.

Dear Readers,

Each year, since the management buy-out of Golden Tulip Hotels, Inns & Resorts in 2002, has been noteworthy and remarkable in its own right. In 2004, Golden Tulip was still a newcomer in the hotel management business, with a mere share of 30% in the EuroTulip Hospitality Management (EuroTulip) group. In 2005, full control was assumed over this group of seven hotels in the Netherlands. Not only did Golden Tulip become the sole shareholder of EuroTulip; but Golden Tulip also transformed the entire business into a much more profitable operation.

The further takeover of the Golden Tulip Frankfurt Offenbach (previous Scandic Hotel Frankfurt) marks Golden Tulip's entry into the international hotel management market.

ENTERING A NEW PHASE

The redefinition of the company described in the Annual Report 2004, was further strengthened in 2005 when a number of transactions and objectives were completed and achieved.

Being a long-standing European company with extensive experience in different cultural approaches and the ways of the world, Golden Tulip strongly believes that joining forces with local partners not only creates a platform for a better understanding of these markets but also enhances communication, best practices and of course cost savings.

As such, a unanimous decision was taken to make use of this experience and the opportunities at hand by entering into partnerships with hospitality professionals in different geographic regions as a tool for expansion.

PERFORMANCE

In 2005, the company turned around the group business through redefining and the implementation strategies, values, objectives and concepts.

It is not by chance that Golden Tulip was quoted as "a brand to watch" in Hotels Magazine. The takeover of a number of very strategically important hotels, such as the Golden Tulip Frankfurt Offenbach and the Golden Tulip Bahrain mark only the beginning of Golden Tulip establishing flagships in key destinations.

Revenue wise, 2005 was a positive year for Golden Tulip Hotels, Inns & Resorts when the Brand Performance Impact increased to 16.3%. This increase can be attributed to various factors, such as the implementation of the Best Available Rate structure, the new hotel websites and naturally the full support of the hotels. Furthermore, all hotels operated by Golden Tulip were transformed into profitable operations.



Both Top International and B & B achieved improved results in 2005 and the Pacific International brand of THL, which migrated to Goldres (Golden Tulip's central reservation system) in June 2005, showed healthy reservation numbers.

NEWCOMERS

In 2005, Golden Tulip concluded nine management and lease hotel agreements with over 900 rooms in The Netherlands and Germany. In addition to the existing seven EuroTulip hotels in the Netherlands, Golden Tulip welcomed the Golden Tulip Frankfurt Offenbach in Germany and the Wageningen Hotel in the Netherlands (expected to be launched under the Golden Tulip brand by the end of 2006). Furthermore, the company signed over 31 franchise agreements with over 4,600 rooms in existing destinations as well as in new destinations such as Bahrain, Ireland, Morocco, Romania and Yemen.

During the last quarter of 2005, the number of hotels in the Golden Tulip Hotels, Inns & Resorts portfolio showed a decrease. This decrease was due to agreements being discontinued as a result of different views or reluctance to comply with the full implementation of the brand and value driver standards.

THE NEAR FUTURE

In line with our mission statement Golden Tulip strives to be "The LEADING MULTI-BRANDED HOTEL CHAIN, with an EXCELLENT CARE for customers and staff, in those markets where we have CHOSEN to operate." All efforts are geared towards achieving this mission, which as a result has led to the introduction of new programmes, such as Golden Tulip's new guest loyalty programme named Flavours and the upgrading of the existing Golden Tulip value drivers.

The operations in the hotels are constantly being reassessed and evaluated with the aim to implement new concepts both around the rooms and the food and beverage areas. The ultimate goal is to improve the overall guest experience and profitability.

In closing, I would like to thank our management and staff for their excellent performance in 2005. I would also like to praise our hoteliers for their hard work and support to deliver positive results in 2005 and wish all our stakeholders a very successful 2006.

Thank you,

Hans W.R. Kennedie

THE GROUP

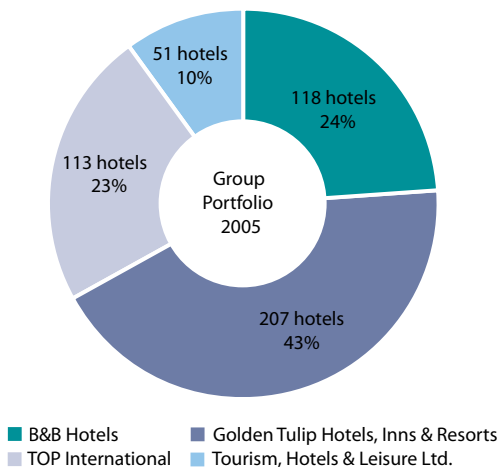




Golden Tulip Hospitality Group

The Golden Tulip Hospitality Group is an international multi-brand group offering a scope of brands ranging from two to five-star in traditional hotels, suites and long-stay accommodation

At the end of 2005, the portfolio comprised 500 hotels in 47 countries with over 47,000 rooms. The Golden Tulip Hospitality Group consists of a family of eight brands that are owned and managed by four different entities.



Golden Tulip Hotels, Inns & Resorts

Golden Tulip Hotels, Inns & Resorts franchises 207 hotels worldwide and manages 9 hotels in the three and four-star categories located in the Benelux and Germany. The majority of the franchised hotels are situated in Europe followed by the Middle East and the Americas.

In the course of 2005, Golden Tulip Hotels, Inns & Resorts welcomed 31 hotels with over 4,600 rooms.

Golden Tulip Hotels, Inns & Resorts is the largest hotel chain in the Netherlands by number of establishments with over 80 hotels. Golden Tulip Hospitality owns the intellectual property rights of the brands Golden Tulip, Tulip Inn and Golden Tulip Resorts.

THL – Tourism Hotels Leisure

THL is the owner of: Pacific International Suites Apartments & Resorts and Plaza Hotels. With 51 hotels in its portfolio, THL ranks as one of Australia's largest hotel companies.

In 2005, THL became a strategic partner and cross-shareholder of Golden Tulip, through which THL acquired 30% of Golden Tulip's shares and Golden Tulip obtained a 19.9% stake in THL.

Commercial Alliances

Golden Tulip enjoys two important commercial partnerships with TOP International Hotels and B&B Hotels. These commercial alliances provide the unique benefits of cross marketing and economies of scale to all parties involved.

TOP International Hotels

Top International Hotels was founded in 1982 in Germany and has been a commercial partner of Golden Tulip since 2002. The company profiles itself as a hotel membership association for independent three to five-star hotels in Europe. Today, the portfolio counts some 113 hotels in 67 destinations with a strong concentration in German-speaking Europe. TOP International Hotels is also the owner of the TOP Country and City Line brand.

B&B Hotels

B&B Hotels and Golden Tulip have been alliance partners since 2004. B&B Hotels is a chain of 118 two-star hotels in France and Germany. Founded only in 1990 in Brest, France, B&B rapidly developed its portfolio to cover an extensive range of destinations in France and a growing number of hotels in Germany. B&B ranks as the third largest operator in the French budget hotel market.



A Strong Multi-brand Group

Through its eight brands, the Golden Tulip Hospitality Group aims to provide a wide-ranging spectrum of services, benefits and facilities from the budget to the luxury category. The different brands are segmented by internationally set hotel classification standards, which have been translated into star ratings.

The combination of these eight brands provides the group a competitive edge in the hospitality industry. The group represents an unique and extensive portfolio generating the necessary market dynamics to be a global player in the multi-segment hospitality market.

Brand Positioning



B&B Hotels are comfortable two-star hotels in France and Germany offering large air-conditioned and fully equipped rooms with ensuite bathroom and full continental buffet breakfast at affordable rates.



Tulip Inns offer comfortable three-star accommodation conveniently located in city centres or at major access routes. All hotels offer good value for money accommodation for both business and leisure.



Golden Tulip Hotels are superior first class four-star hotels with international standards in terms of comfort, service and facilities. All hotels are individual properties that reflect the local character of their destinations.



GOLDEN TULIP RESORT

Golden Tulip Resorts are superior first class four-star hotels in leisure destinations. Whether close to the beach or in the countryside, all Golden Tulip Resorts offer a range of recreational facilities in a relaxing environment.



Pacific International Suites, Apartments & Resorts offer a range of three to five-star suites, apartments and hotels in Australia and Asia catering for both business and leisure guests.



PLAZA HOTELS

Plaza Hotels offer quality accommodation in a range of destinations across Australia in the three and four-star segment.



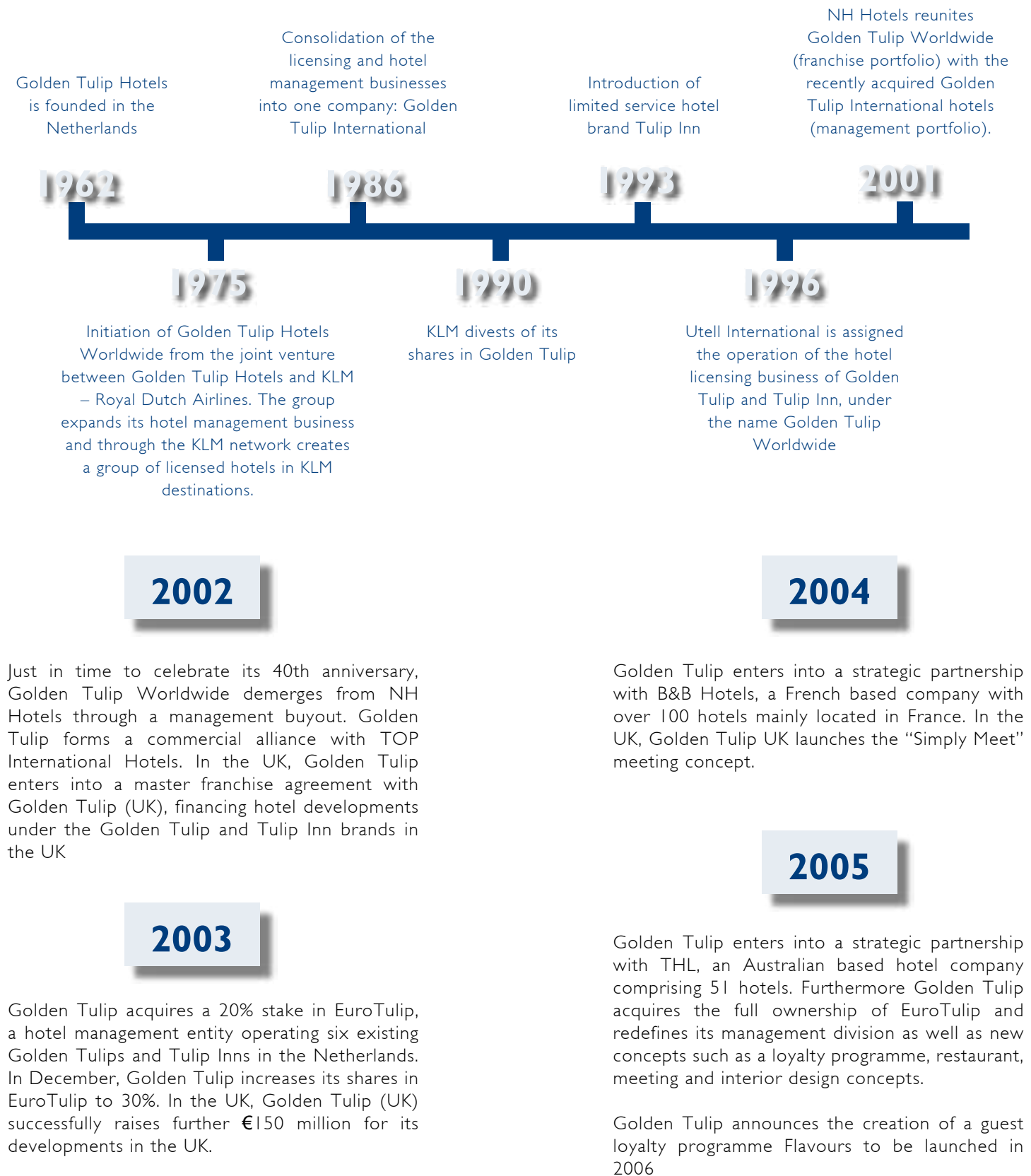
TOP INTERNATIONAL
CITY&COUNTRY LINE HOTELS

TOP International Hotels combine a range of hotels in the three to five-star categories. The TOP International Hotels are unique hotels, which complement each other in location, size and tradition.



TOP City & Country Line is home to a range of private first class and luxury hotels in Germany and in neighbouring countries.

History





Golden Tulip Airport Hotel Dortmund



Golden Tulip Opera de Noailles

The Strategy

Golden Tulip's core strategy is to realise growth organically and strategically. Organic growth is achieved through franchising, managing and leasing individual hotels. On the other hand, strategic growth is achieved via alliances, joint ventures, mergers or acquisitions of existing hotel groups.

The strategy for entering into new markets is to work initially with Golden Tulip's hotel management model. By doing so, Golden Tulip aims to establish a stronger foothold in the markets it desires to operate in, whilst strengthening the Golden Tulip brands internationally. Once a new market has been successfully penetrated, the hotel franchising system may be launched.

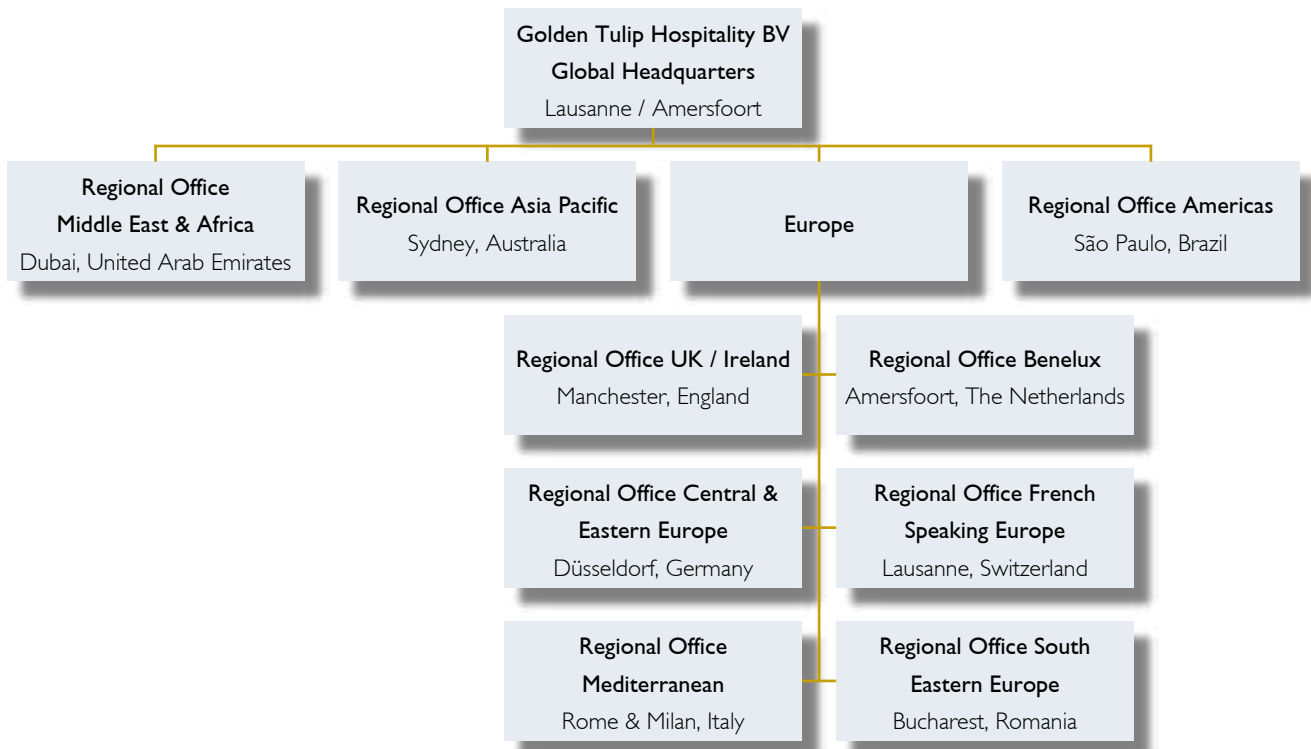
Golden Tulip set this brand extension strategy with an objective to offer a range of hotel brands with complementary products and services, each with the prospect of becoming a leader in its own segment. Each hotel brand targets a specific market.

Organisation

Golden Tulip's headquarters are based in Amersfoort, the Netherlands and in Lausanne, Switzerland.

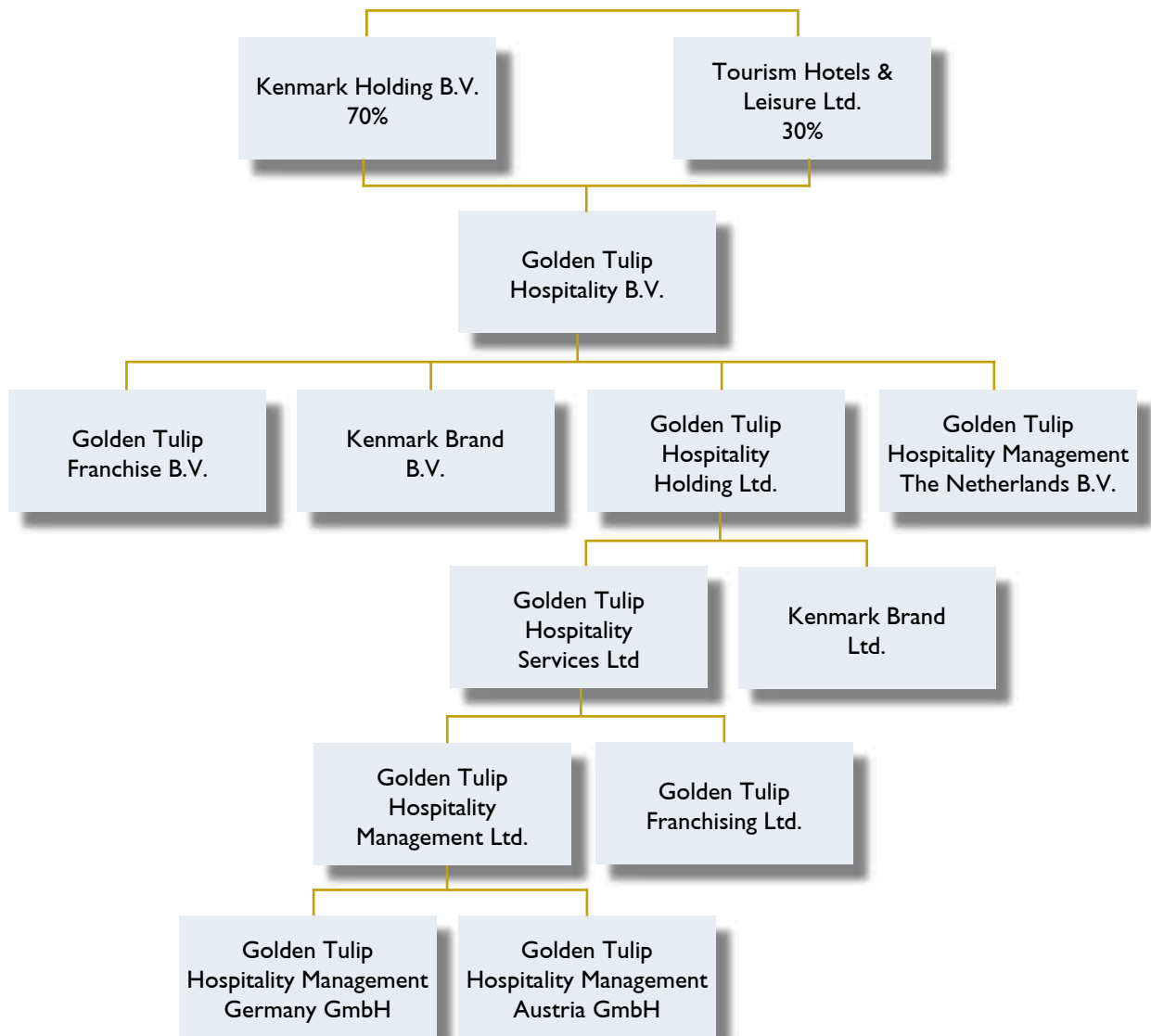
The regional offices operated by Golden Tulip are led by a regional director managing a team of brand performance and sales support managers

Golden Tulip's regional offices are located in areas where a large cluster of hotels are present. These offices are situated in the following locations:





Legal Organisational Structure





ACHIEVEMENTS
AND
DEVELOPMENTS
2005

ACHIEVEMENTS AND DEVELOPMENTS 2005



Achievements 2005

January 2005

- Tourism, Hotels & Leisure and Golden Tulip enter into a strategic partnership involving a cross shareholding structure.
- Golden Tulip obtains full ownership of EuroTulip Hospitality Management.

February 2005

- Golden Tulip invests in a substantial upgrade and facelift of all individual hotel websites

March 2005

- Best Available Rate structure is implemented in Golden Tulip's reservation system (Goldres)
- Golden Tulip attends the ITB
- Golden Tulip's CEO Hans Kennedie is approached by the Dutch Minister of Health to develop an improvement plan for the Dutch government regarding the Elderly Care segment

April 2005

- Golden Tulip signs Best Available Rate Partnership with Galileo International.

May 2005

- Czech Airlines and Oman Air are included as a partner of Golden Tulip's Frequent Flyer programme "Connections"
- The first Golden Tulip Annual Sales Conference is held with 60 participants from 45 hotels.

June 2005

- Goldres becomes the reservation platform for the Pacific International brand in all distribution channels

July 2005

- Golden Tulip implements a new e-newsletter system

September 2005

- Goldres launches a new PMS interface becoming the first central reservations system interfacing to Hotel Concepts IDPMS worldwide
- Golden Tulip Hospitality signs global agreement with Expedia and Hotels.com
- Golden Tulip announces the decision to implement a guest loyalty programme named "Flavours"

October 2005

- Golden Tulip launches mobile booking facility (M-Service), powered by Goldres
- Golden Tulip attends the World Travel Market (WTM)
- Upgrade of online brochure development tool
- Golden Tulip introduces the "Energetic Golden Tulip" concept in all operated hotels.

November 2005

- www.goldentulip.com launches RSS feed service, a revolutionary technology that allows users of the website to stay up to date on the latest news, offers and information.
- Hotels Magazine ranks the Golden Tulip Hospitality Group as 18th largest hotel chain worldwide.

December 2005

- Golden Tulip achieves GDS "Total Pricing" functionality with Amadeus, Galileo, and Worldspan
- Golden Tulip presents the "2006 Hotel of the Year" awards
- Pilot launch of Goldnet, Golden Tulip's Enterprise Resource Planning Application
- Launch of new Golden Tulip gift certificates

ACHIEVEMENTS AND DEVELOPMENTS 2005

New Hotels and Destinations 2005

A total of 31 new hotels (4,600 rooms) joined the Golden Tulip portfolio in 2005, with the majority of the hotels being located in the Benelux, Central Europe and the Middle East & Africa. By the end of 2005, the Golden Tulip Hospitality Group's portfolio comprised 500 hotels and 47,000 rooms in 47 countries.

The new additions to the portfolio have brought Golden Tulip to: Bahrain, Ireland, Morocco, Romania and Yemen.

Area	Country	City	Hotel Name	number of rooms		
Americas	Brazil	Fortaleza	Tulip Inn Saint Martin	190		
		Recife	Golden Tulip Golden Beach	304		
Europe	England	Castleford	Tulip Inn Leeds Castleford	119		
		Germany	Berlin	Golden Tulip Berlin Hamburg	191	
	Neuruppin		Golden Tulip Fontane Neuruppin	140		
	Offenbach		Golden Tulip Frankfurt Offenbach	251		
	Stockelsdorf		Golden Tulip Lübecker Hof	113		
	Wolfenbüttel		Golden Tulip Wolfenbüttel	48		
	Ireland		Dublin	Tulip Inn Dublin Airport	155	
	Italy		Rome	Golden Tulip Bellambriana	91	
		Valenza	Golden Tulip Ianua	120		
	Netherlands	Amsterdam	Tulip Amsterdam Riverside	192		
			Arnhem	Golden Tulip Arnhem – Velp	74	
			Hulshorts	Golden Tulip De Beyaerd	95	
			Leiderdorp	Tulip Inn Leiderdorp	60	
			Wageningen	Hotel Wageningen*	91	
			Zoetermeer	Golden Tulip Zoetermeer Centre	86	
			Romania	Bucharest	Golden Tulip Sky Gate Bucharest	108
	Middle East & Africa	Bahrain	Manama	Golden Tulip Bahrain	250	
			Egypt	Ras Sudr	Golden Tulip Resort & Spa Amira	250
				Israel	Eilat	Golden Tulip Eilat
		Morocco	Fez	Golden Tulip Vizir - Fez	120	
Oman		Mirbat	Golden Tulip Mirbat – Oman	177		
			Golden Tulip Resort & Spa Mirbat Salalah	250		
			Nizwa	Golden Tulip Nizwa	120	
Saudi Arabia		Al Khobar	Tulip Inn Andalusia	85		
U.A.E.		Dubai	Tulip Inn Knowledge Village	40		
		Sharjah	Golden Tulip Sharjah	272		
Yemen		Aden	Golden Tulip Aden	186		

* Operated by Golden Tulip and will become a Golden Tulip end of 2006



Golden Tulip Wolfenbüttel



Tulip Inn Andalusia - Al Khobar



Tulip Inn Leiderdorp

ACHIEVEMENTS AND DEVELOPMENTS 2005



Hotel of the Year 2006

The Hotel of the Year is awarded to a Golden Tulip Hotel or Resort and Tulip Inn in a specific geographic region and is based on a combination of the annual quality assurance inspection results and the usage of Golden Tulip's products and services, measured by the Brand Performance Impact.

Golden Tulip awarded the following fourteen hotels:



Benelux

Golden Tulip Jan van Scorel
Tulip Inn Amsterdam-Centre

Central Europe

Golden Tulip Airport Dortmund
Tulip Inn Hamburg Hanseport

France & Monaco

Golden Tulip Opera de Noailles
Tulip Inn Monaco Terminus

Mediterranean

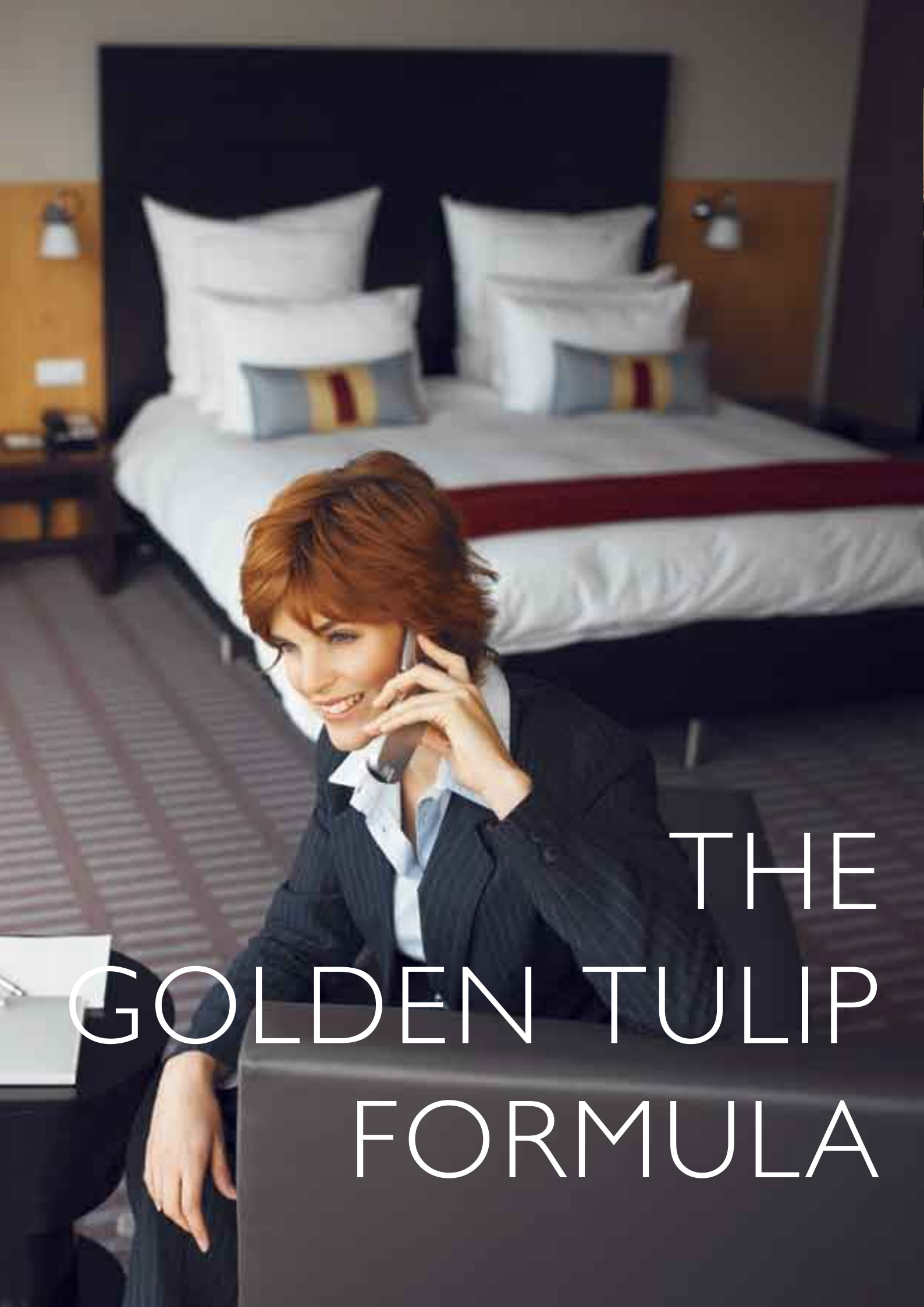
Golden Tulip Aemilia
Tulip Inn Mirage Florence

Middle East & Africa

Golden Tulip Al Jazira Hotel & Resort
Golden Tulip Al Hamra
Golden Tulip Seeb Muscat
Golden Tulip Resort Khasab

United Kingdom & Ireland

Golden Tulip Manchester
Tulip Inn Leeds Castleford



THE
GOLDEN TULIP
FORMULA

THE GOLDEN TULIP FORMULA

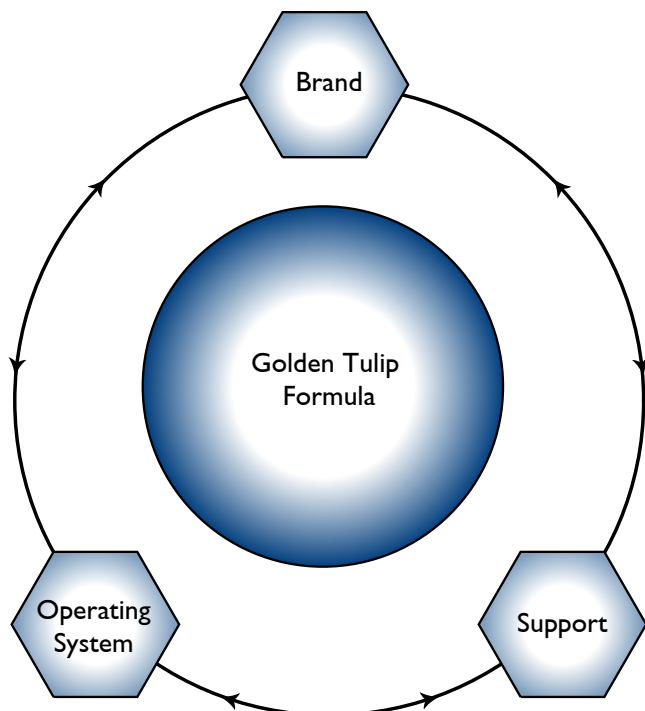


Golden Tulip Business Structure

Partnership and mutual benefits are two of the values that Golden Tulip has based its business philosophy on. To fulfil this philosophy in its day-to-day business, Golden Tulip developed a range of tools and services that are made available to the group's hotels ensuring maximum profitability. The success of the company revolves around the correct usage of these tools, which are also together known as the Golden Tulip Formula.

The Golden Tulip Formula is a trinity of the following elements: The Brand, the Operating System and the Support System. All three elements are interdependent to the effect that a successful brand performance impact can only be achieved when all three elements are fully integrated into the hotels' daily operation.

The success of the formula is measured through the Brand Performance Impact (BPI). The BPI measures the added value a hotel gains by capitalising on Golden Tulip's Formula.



The Brand

Golden Tulip owns and markets the following brands:

- **Golden Tulip**
- **Golden Tulip Resort**
- **Tulip Inn**

The Operating System

The aim of the operating system is to provide hotels the necessary tools and services guaranteeing a maximum return on investment. Since the positive effect of these tools and services is a return on investment, Golden Tulip has defined them as value drivers.

The operating system comprises of six commercial and four operational value drivers.

Commercial Value Drivers:

- Goldres
- Ambassador Club
- Central Meeting Line
- Connections
- Leisure Marketing
- E-commerce

Operational Value Drivers:

- Golden Tulip Enterprise - Training Academy
- System Technology
- Financial Services
- Quality Assurance

THE GOLDEN TULIP FORMULA

Commercial Value Drivers

The commercial value drivers are defined as Golden Tulip's range of sales and marketing products and services created to target the defined guest segments: Individual business travellers, meeting and conference groups and individual leisure guests.

GOLDEN TULIPS *Goldres*

Goldres is Golden Tulip's Central Reservation System for all distribution channels: Global Distribution Systems (GDS), call centres and the Internet. Through Goldres, all hotels are exposed to over 500,000 travel agent terminals, 1,200 Internet sites and travel agency portals, 700 partner websites and 45 call centres around the world. Every year Goldres evolves to maintain its market leading position in terms of distribution technology. In 2005 Goldres added numerous new benefits which included GDS-Total Pricing, the Best Available Rates through all distribution channels and a direct interface with the Expedia Reservation System.

GOLDEN TULIPS *Ambassador Club*

Golden Tulip's Ambassador Club is a unique concept developed to reward the loyal bookers of Golden Tulip Hotels, Inns & Resorts. The programme is specially designed to communicate and reward the real decision makers of hotel and meeting room accommodation. Members are rewarded points per stay or meeting booked at any Golden Tulip Hotel, Golden Tulip Resort and Tulip Inn worldwide.

GOLDEN TULIPS *Central Meeting Line*

Golden Tulip's Central Meeting Line is a reservation service designed to facilitate the booking of meeting facilities at hotels. Specialised booking agents provide personalised and dedicated assistance identifying the hotel facilities that best meet the needs and criteria of the individual or company booker. The special needs per booker are registered and stored to simplify future bookings.

GOLDEN TULIPS *Connections*

Golden Tulip's Connections combines 17 frequent flyer programmes awarding frequent flyer miles per stay at any Golden Tulip or Tulip Inn.

In 2005, Golden Tulip welcomed Czech Airlines and Oman Air to the existing group of partners, which includes among others Flying Blue (KLM-Air France), AAdvantage (American Airlines), Miles & More (Lufthansa), and Worldperks (NorthWest Airlines).

GOLDEN TULIPS *Leisure Marketing*

Golden Tulip's leisure marketing develops and launches promotional packages aimed at the leisure guest. These include products such as seasonal offers, weekend breaks and last minute promotions. The packages are promoted through the Golden Tulip websites, e-newsletters, advertisements and seasonal brochures.

GOLDEN TULIPS *E-commerce*

Golden Tulip's E-commerce programme consists of a network of country, regional and city websites all equipped with real-time on-line availability and booking options in multiple languages. Furthermore, Golden Tulip provides individual Golden Tulip hotel websites with real-time on-line booking engines to all its hoteliers. The corporate websites are available in nine languages and the hotel websites can be made available in up to seventeen different languages. In 2005, Golden Tulip added extra features to the hotel websites, such as local weather information and virtual tours. The corporate website (www.goldentulip.com) was equipped with RSS (Real System Syndication) technology and a special version of www.goldentulip.com designed for the mobile internet market was launched.

Brand Performance Impact

The Brand Performance Impact (BPI) was developed to add a dimension of tangibility to the otherwise intangible value of a brand.

The BPI is an index that measures the added-value a hotel gains by capitalising on Golden Tulip's Commercial Value Drivers. The BPI is expressed as a percentage of net room revenue and provides a basis for analysing trends and creating benchmarks, in addition to its primary goal of being a measurement of brand performance.

$$\text{BPI \%} = \frac{\text{Sum of Value Drivers}}{\text{Net Room Revenue}}$$

THE GOLDEN TULIP FORMULA

Operational Value Drivers

The operational value drivers are defined as Golden Tulip's additional benefits and services made available to the hotels, which assist both in achieving high quality and standards as well as reducing costs.



The Golden Tulip Enterprise – Training Academy, established in 1996, offers a large range of courses and workshops destined to improve the professional and personal development of all management and staff of the hotels, as well as the employees of the corporate organisation.

GOLDEN TULIPS *System Technology*

Golden Tulip is firmly committed to providing hotels with extensive hospitality technology solutions and recommendations to simplify procedures and increase the effectiveness of operations. Technological developments made available to hotels include:

- Revenue management systems
- Property management systems
- Rate comparison systems (Internet Rate Tracking Software)
- Search engine optimisation
- Brochure production software

GOLDEN TULIPS *Financial Services*

Golden Tulip offers a number of financial services that provide hoteliers with various cost saving possibilities. These include agreements with credit card and insurance companies as well as a central procurement system that offers competitive prices for food and non-food items from global suppliers through chain-wide collective agreements.

GOLDEN TULIPS *Quality Assurance*

Each hotel is evaluated on the level of service and products offered by an independent mystery guest on an annual basis. This evaluation is based on the quality of the hotel and its compliance with Golden Tulip's corporate identity standards.

In addition, hotels are offered the possibility to participate in a guest satisfaction programme obtaining detailed information on guest experiences of service and facilities, guest demographics and guest loyalty. Through this Golden Tulip and the hotels are able to benchmark results on an individual hotel, regional and chain-wide level.

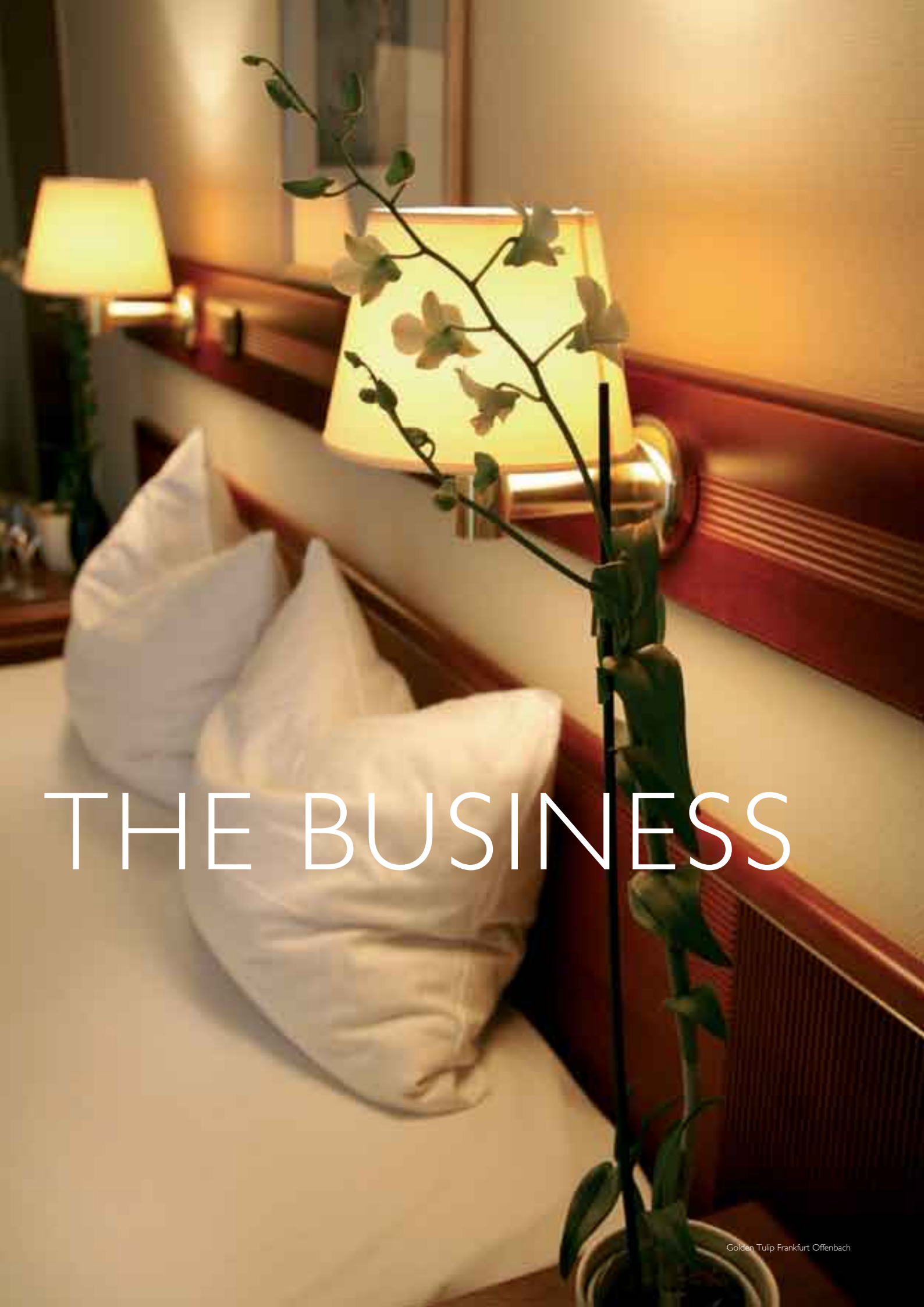
Support System

Support is the third pillar of the Golden Tulip Formula. It provides an extensive support system for hotels ensuring the successful implementation of the Golden Tulip Formula in each property thus allowing both parties the full benefits of the co-operation.

The main objectives of the Support System are

- To achieve maximum profitability for hotels and Golden Tulip through the full implementation of the Golden Tulip Formula.
- To achieve maximum compliance of Golden Tulip's corporate identity and branding requirements.
- To increase hotel satisfaction by building and maintaining a professional and mutually-beneficial relationship with the hotels.





THE BUSINESS



Tulip Inn Amersfoort



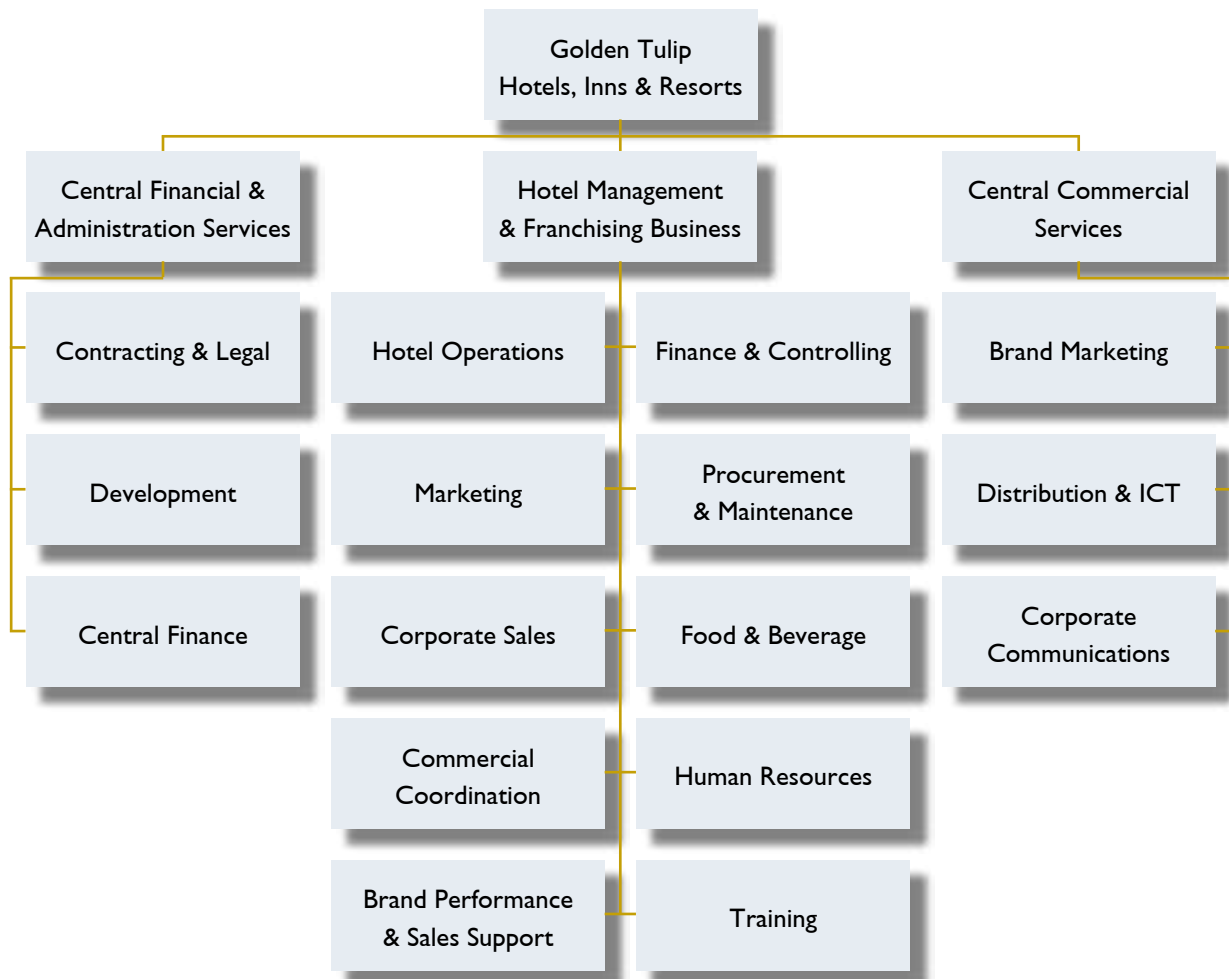
Golden Tulip Epe



Tulip Inn de Hoge Veluwe

Golden Tulip's Business Structure

Golden Tulip is a quality brand provider exporting its brands to the global hotel market. Whether via franchising or operational control of hotels via management, all businesses are operated under one umbrella. The organisation is divided into three divisions: Central Financial and Administration Services, Hotel Management and Franchising and Central Commercial Services Divisions.





Hotel Management & Franchising Business

The Hotel Management and Franchising Business division was recently brought together under one umbrella to further emphasize the fact that no difference is made between hotel management and franchising. All procedures, concepts and models developed for management operations are made available to the franchisees.

Hotel Operations

The Hotel Operations department is responsible for the overall profitability of each hotel operated by Golden Tulip (under a management or lease agreement) and focuses on the entire guest experience, whilst implementing the Golden Tulip Formula.

Optimal guest satisfaction, high standards with regard to the hotel product and maintenance and a good working environment are the key objectives of the Hotel Operations division.

As a large amount of disciplines are centralised at the head office, the hotels are responsible for the functioning of the front desk, reservations, housekeeping and food and beverage, further ensuring that the focus is on hospitality.



The management approach of Golden Tulip is based on the following principles:

- Guest focus
- Management through strict benchmarking
- Streamlining of operational procedures
- Introduction of concepts for meeting rooms, restaurants, bars and bedrooms
- Total quality through training of staff, adherence to standard operating procedures, feedback through guest and staff satisfaction surveys and external quality assurance inspections.
- Commercial initiatives
- Centralised operations, revenue management and financial administration
- Guest experience
- Optimal Guest Satisfaction

Marketing

Through its commercial value drivers; Ambassador Club, Central Meeting Line, Connections, E-commerce and Leisure marketing, Golden Tulip provides a unified and centrally coordinated system that facilitates a high Brand Performance Impact and consequently a high return on investment for each hotel.

Marketing is centralised for all hotels through which a correct brand exposure and effective use of resources is guaranteed.

The marketing efforts include managing the Ambassador Club reward scheme, the exposure of hotels in the frequent flyer programmes, on the Internet and through other traditional promotional channels.

The different geographic areas have separate marketing plans and budgets, to which all hotels contribute.



Corporate Sales

Sales is a centralised discipline where the focus is in ensuring the highest occupancies at the best possible rates chain-wide.

Golden Tulip provides an international sales network of regional offices in the Netherlands, Switzerland, Germany, Italy, UK, Romania, United Arab Emirates, Australia and Brazil.

These offices are managed by regional directors and managers who are experienced in the business dynamics of their respective region.

Responsibilities

- To manage the top producing global corporate, travel trade, conference and incentive accounts on behalf of the hotels.
- Solicit new business in their respective location
- Attend the local fairs and tradeshows
- Negotiate rate contracts with key travel buyers

Brand Performance and Sales Support

Communication and coaching form the basis for the successful implementation of a licensed business concept. The brand performance & sales support managers work closely with each hotel, together formulating the sales and marketing plan, emphasising on the Golden Tulip Formula.

The hotel performance is measured through the Brand Performance Impact. Golden Tulip facilitates the hotel's business analyses by providing extensive reports, benchmarks and quantitative analyses of key performance indicators. In addition, commercial business support sessions take place as a platform for identifying training needs within the hotel and updating the hotel staff on the latest chain developments.

The brand performance & sales support managers centrally coordinate joint sales activities per country or region. Furthermore, they organise the participation of hotels at major trade shows, sales blitzes and international travel fairs.

General Franchise Council - an open forum

The General Franchise Council (GFC) was founded in 2002 with the objective to improve open communication between Golden Tulip and its franchisees.

The council is constituted of Golden Tulip, the franchisor and franchisee representatives from each geographic region and acts as an open forum. The representatives have voting rights in reference to the contents of the franchise and brand standards. The council meets on a regular basis to review the strategic direction of the brands providing input on brand-related decisions.

In 2005, the most important decisions made by the GFC concerned guest loyalty and included:

- The implementation of a guest loyalty programme, Flavours.
- A face lift of the Ambassador Club – loyalty programme for bookers



THE BUSINESS



Finance & Controlling

The finance & controlling department coordinates and controls the accounting discipline of the hotel operations, as well as providing management information for reporting purposes.

Procurement

Procurement has a major impact on a hotel's success. Golden Tulip's central procurement department provides all hotels the necessary tools and services to purchase the best quality products from partner suppliers guaranteeing cost savings. The variety of products offered, ranging in food and non-food items, enable hotels potential savings of up to 30% on the cost of sales.

Maintenance

The maintenance department ensures that each operated hotel is in perfect state of repair and that all machinery and equipment are in good working order. The centralisation of the maintenance department allows Golden Tulip to ensure uniformity in operations and standards and to achieve economies of scale.

Food & Beverage

The food & beverage team manages the restaurant, bar and banquet facilities offering high standards of services while maximising profit.

In 2006, Golden Tulip will be launching a new F&B concept which includes the integration of a restaurant, bar and lounge in one, aiming at a come back of hotel restaurants in Europe.

Human Resources

The Human Resources management of Golden Tulip is centralised and is responsible for a multitude of disciplines ranging from salary administration and recruitment to career pathing and pensions.

Responsibilities:

- Staff satisfaction programme
- Career planning
- Accelerator programme (post-graduate or graduate traineeships)
- Employee of the month
- Job descriptions
- Evaluation procedures
- Employee Code of Conduct & Practice



THE BUSINESS



In 2005, Golden Tulip introduced a programme with a focus on guest satisfaction based on a form of thinking and working to further enhance its corporate culture.

The main objectives are to increase revenues and profitability through delivering outstanding services and setting high standards that meet and surpass the guests' expectations. This concept is named Energetic Golden Tulip and is based on the following 12 core values.



Open

Be honest, accessible and show interest. Look for the best alternatives to satisfy the guests' needs.

Young at heart

Be lively and energetic

Friendly

Create a friendly relationship and atmosphere

Innovative

Think "out of the box"

Service minded

Let service be the number one priority

Revenue & profit oriented

Ensure that revenue and profit are a top concern in every front and back house activity.

Environmentally conscious

Respect the environment

Respectful

Acknowledge the feelings and interests of third parties

Service with a smile

Be fun, show pleasure in what you do, smile

Pro-Active

Always act in advance, anticipating needs and situations

Helpful

Provide the necessary assistance

Empowered

Always provide a solution with confidence and assurance



Training

In order to strengthen a brand be it through franchising or hotel management, extensive training is required for hotel as well as corporate staff.

The Golden Tulip Enterprise - Training Academy offers a large number of courses optimising the brand performance as well as guaranteeing high standards in services aiming at increased guest satisfaction.

To optimise further understanding and positive results, the Golden Tulip Enterprise – Training Academy offers training courses in many languages.

The Golden Tulip Enterprise – Training Academy aims to continuously improve its trainings through the close analysis of the content and the quality of the trainings offered. In 2006, the Golden Tulip – Training Academy will offer the following new courses:

Golden Tulip Next Generation General Manager Course

This course will offer the latest leadership & team building tools, techniques & strategies for general managers to manage their hotels even more successfully.

Golden Tulip's Value Drivers Course

This course will provide tips and tools on how to increase the Brand Performance by implementing the Golden Tulip Formula more effectively.

“Power of One” Training

The aim of this course is to bring any team together as one, creating urgency among employees to align towards company goals and translate company values into day-to-day activities

Goldnet

Goldnet is Golden Tulip's own Enterprise Resource Planning Application. It is based on the award winning application developed by Exact Software.

It is an Internet-based application customised by Golden Tulip to cater for the specific needs of a hospitality group. Goldnet provides one central database for all business information and processes:

1. Customer Relations Management
2. Human Resources Management
3. Documents
4. Sales
5. Workflow

Goldnet combines business intelligence and communication history from all types of accounts into one central database

- Hotels
- Development Prospects
- Sales Accounts
- Suppliers
- Business Associates

The benefits from the introduction of Goldnet are numerous and include:

- Simplified communication as all information is digital
- Information only needs to be entered once
- Information is always accurate and up to date
- Each member of staff can access the same updated information regardless of time and location
- High increase in efficiency and transparency through automated business processes
- Easy collection and reporting of indispensable management information

THE BUSINESS



Central Administration Services

Contracting & Legal

Contracting & Legal's main activities include the management of Golden Tulip's trademark portfolio and management, franchise and lease agreements. Further activities relate to the preparation and review of all commercial agreements with partners and suppliers.

Development

Business Development

Business Development's primary concern is to expand the Hotel Management Business of Golden Tulip either through conversion of existing hotels or the development of new build projects.

Franchise Development

The Franchise Development is undertaken by the brand performance & sales support department. The team engages in the development of the franchise to individual hotels in the regions they operate in.

Central Finance

The central finance department is responsible for the financial household of Golden Tulip. All fully-owned group companies are consolidated and managed from the head offices.

Central Commercial Services

Brand Marketing

Brand Marketing, or the Marketing Laboratory, involves the positioning of the brands, the growth in global recognition and enforcement of the correct brand application. Furthermore this department is in charge of designing new concepts, brand marketing strategies and marketing products.

Distribution & IT

The Distribution & IT department ensures that all Golden Tulip Hotels, Inns & Resorts and partners are properly represented through all available distribution channels. This department keeps the group updated with the latest systems in distribution and e-commerce technology. The department furthermore offers Property and Revenue Management Systems solutions through leading international supplier partnerships, and maintains data hosting locations at strategic Internet locations.

Corporate Communications

The Corporate Communications department is responsible for all internal and external communication released by Golden Tulip. This includes press releases, hotel ranking surveys, annual reports, website information and any other communications of corporate concern.





STATISTICS 2005



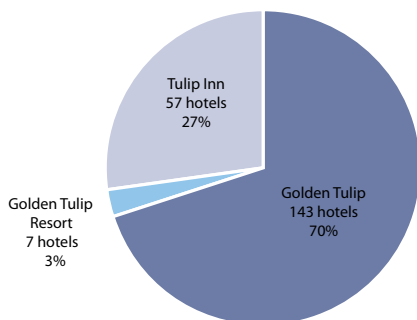


Room Portfolio Development 2005

Golden Tulip Hotels, Inns & Resorts' portfolio comprised 207 hotels in 2005 with over 28,000 rooms. Of the 207 hotels, 70% were flagged under the Golden Tulip brand, 27% under the Tulip Inn brand and three percent under the Golden Tulip Resort brand.

Compared to 2004, Golden Tulip Hotels, Inns & Resorts recorded a decrease in overall number of hotels (-18%) and rooms (-22%) in 2005. The regions mainly responsible for this decrease were Scandinavia, France & Monaco and the Mediterranean. The prime cause for the substantial decrease is directly related to the ongoing brand enforcement policies that Golden Tulip has been applying. As a result, the agreements with hotels unwilling to comply with the required brand standards were discontinued. On the other hand, ongoing growth was witnessed in the UK & Ireland, Central Europe and in the Middle East & Africa.

Golden Tulip and Tulip Inn Rationale 2005



Number of Hotels	Golden Tulip Hotels	Golden Tulip Resorts	Tulip Inns	Total 2005	Total 2004	% Change
Americas	11	1	6	18	20	-10%
Middle East & Africa	16	1	3	20	17	18%
Europe	116	5	48	169	216	-22%
Benelux	55	5	23	83	82	1%
Central Europe	30	-	8	38	31	23%
France & Monaco	5	-	8	13	24	-46%
Mediterranean	24	-	3	27	31	-13%
Scandinavia	1	-	-	1	43	-98%
UK & Ireland	1	-	6	7	5	40%
Total	143	7	57	207	253	-18%

In 2005, the total number of rooms in the portfolio amounted to 22,242. Of these, 76% corresponded to the Golden Tulip brand and 22% to the Tulip Inn brand. The Golden Tulip Resorts combined 570 rooms, two percent of the total. The average number of rooms per hotel increased to 133.

Number of Rooms	Golden Tulip Hotels	Golden Tulip Resorts	Tulip Inns	Total 2005	Total 2004	% Change
Americas	2,026	63	508	2,597	2,525	3%
Middle East & Africa	2,203	60	261	2,524	3,087	-18%
Europe	12,325	447	4,349	17,121	22,947	-25%
Benelux	4,888	447	2,086	7,432	6,669	11%
Central Europe	3,166	-	673	3,839	3,140	22%
France & Monaco	272	-	563	835	2,204	-62%
Mediterranean	3,756	-	295	4,051	4,819	-15%
Scandinavia	83	-	-	83	5,607	-98%
UK & Ireland	160	-	732	892	508	75%
Total	16,554	570	5,118	22,242	28,559	-22%



Golden Tulip Al Jazira Hotel & Resort



Golden Tulip Opera de Noailles



Golden Tulip Times

Overall Brand Performance Impact 2005

The Brand Performance Impact (BPI) percentage increased by six percent from 15.3% in 2004 to 16.3% in 2005.

The better usage of the Golden Tulip Formula and the slow recovery of the international hotel market due to a slightly improved economic climate has led to an increase in the BPI.

In certain areas, such as Central Europe, the addition of new hotels in the portfolio during the course of the year have led to a slight decrease in the BPI. The full benefits of the Golden Tulip Formula will be more visible in 2006.

Brand Performance Impact 2005

	Net Room Revenue 2005*	Value drive Revenue 2005	BPI % 2005	BPI % 2004
	€ millions	€ millions		
Americas	22.0	2.5	11.4%	13.2%
Middle East & Africa	30.5	2.8	9.0%	10.0%
Europe	306.5	53.4	17.4%	15.8%
Benelux	99.5	24.0	24.1%	22.8%
Central Europe	44.0	5.5	12.5%	13.4%
France & Monaco	19.0	5.1	26.8%	16.2%
Mediterranean	66.5	6.5	9.8%	9.8%
Scandinavia	63.5	8.0	12.6%	13.0%
UK & Ireland	14.0	4.3	30.4%	29.7%
Total	359.0	58.6	16.3%	15.3%

* Including value added tax (VAT), excluding food & beverage

In 2005, the Golden Tulip's Value Driver Revenues amounted to Euro 58.6 million. Although this was slightly less than 2004 (1%), the BPI per room increased by 32% reaching Euro 2,222 per room.

Value Driver Revenue 2005

€ millions	2005	% of Total	2004	% of Total	% Change
Goldres	40.6	69%	41.9	71%	-3%
Leisure*	18.3	45%	18.0	31%	2%
E-commerce/Internet*	10.0	25%	7.0	12%	43%
Ambassador Club	11.3	19%	9.0	15%	26%
Central Meeting Line	1.7	3%	3.0	5%	-43%
Connections	5.0	9%	5.0	8%	0%
BPI (€ millions)	58.6	100%	58.9	100%	-1%
BPI per room (€)	2,222		1,686		32%

* Included in Goldres



Goldres

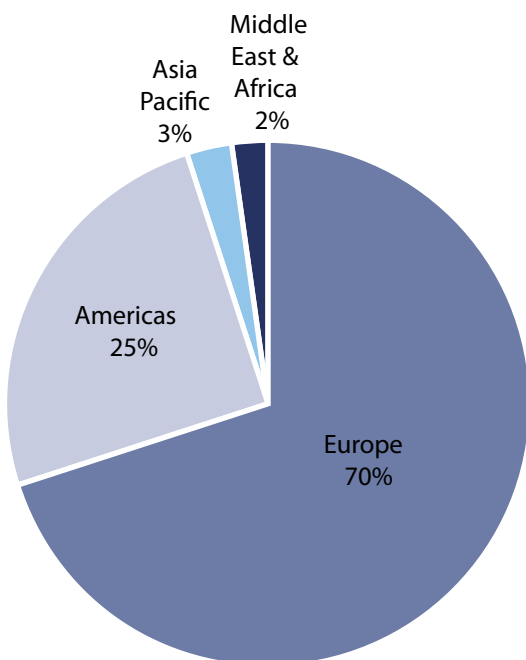
Goldres accounts for 69% of the total Brand Performance Impact in 2005. Although the Global Distribution Systems (GDS) still represent the largest channel of distribution with 59%, this source has decreased in comparison to 2004. The decrease is a result of an ongoing shift in booking habits, which is illustrated by the substantial increase in bookings made through Internet channels, representing almost 25% of Goldres revenue, compared to only 13% in 2004.

Bookings made through call centres account for 16% of total bookings and as such call centres are now the least producing channel. Year after year voice reservations have been on the decline in line with international trends.

The 25% share booked through the Internet can be further attributed to Golden Tulip's own websites, which accounted for almost 15% of the overall Goldres revenues, making them the major source of Internet reservations while third party websites were the source of just under ten percent of the bookings made through Goldres.

In terms of the origin of the bookings, 70% of all business generated through Goldres originated from Europe. The second largest source of revenue stems from the Americas, accounting for 25% of total revenue through Goldres. Both Asia Pacific and the Middle East & Africa currently hold a market share of three and two percent respectively. Due to the development of the portfolio in these regions, these percentage shares are foreseen to grow in the medium to long term.

Goldres - Origin of Revenue 2005



Goldres - Channel of Bookings

	2005	2004
GDS	59%	69%
Call Centres	16%	18%
Internet	25%	13%

In comparison to the previous year, the origin of bookings shows an identical picture.

Goldres - Origin of Bookings

	2005	2004
Europe	70%	70%
Americas	25%	25%
Asia Pacific	3%	3%
Middle East & Africa	2%	2%



Golden Tulip Amsterdam Art



View from Golden Tulip Altis



Golden Tulip and Tulip Inn Leiden Centre

Connections

Golden Tulip welcomed in 2005 Oman Air's Sindbad Miles and Czech Airlines' OK Plus programmes to its Connection's programme. Due to the merger of Air France and KLM Royal Dutch Airlines the total number of frequent flyer programmes remained at 17. Furthermore, in the course of 2005 Pacific International Suites, Apartments & Resorts successfully joined Golden Tulip's Connections programme.

In 2005 the 17 frequent flyer programmes generated Euro 5 million worth of business into Golden Tulip Hotels, Inns and Resorts.

KLM and Air France's Flying Blue programme generated over Euro 2.1 million in revenue at Golden Tulip Hotels, Inns & Resorts remaining as the most significant airline partner accounting for 44% of total revenues.

In its second year as one of Golden Tulip's partners, Lufthansa's Miles and More programme increased its revenues by 50% to over Euro 1.4 million. With this performance Lufthansa is now ranked the second largest airline partner for Golden Tulip.

In 2005, Golden Tulip has created many opportunities for new partnerships that are due to materialise in 2006 following its ambition to have an excellent coverage of main destinations in the world.

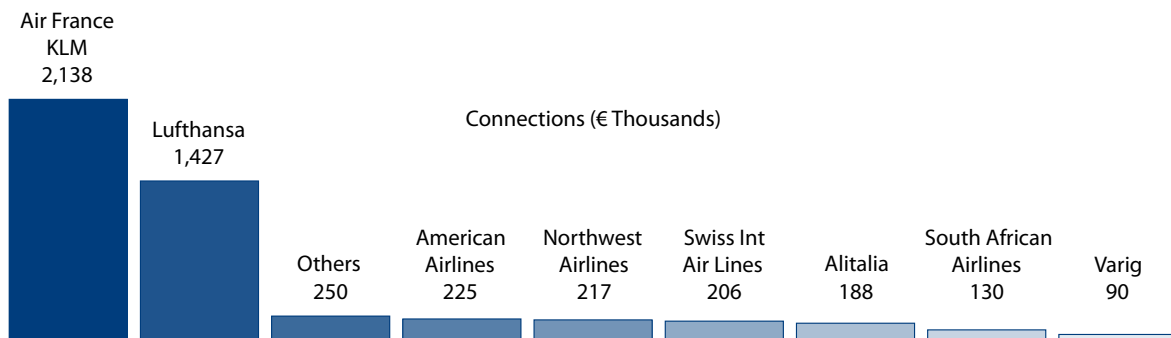
Central Meeting Line

Golden Tulip operates Central Meeting Lines in the Benelux, Central Europe, France, Mediterranean, Middle East & Africa and the UK.

The total revenue produced by the Golden Tulip Central Meeting Line amounted to Euro 1.7 million in 2005. This is a significant decrease compared to 2004. Following the necessary analysis and investigation, it has been concluded that the actual business generated through meetings has remained at the same levels as 2004. The business, however, has been channelled either through the hotels directly or through other suppliers, as companies have outsourced their meeting planning to third parties.

The Ambassador Club

The Ambassador Club is Golden Tulip's loyalty programme especially designed for bookers of hotel and/or meeting rooms. In 2005, through effective marketing the total revenue increased by almost 26% from Euro 9 million in 2004 to Euro 11.3 million in 2005. The largest revenue growth areas were the UK, France & Monaco and the Benelux. The Ambassador Club presently counts over 5,500 active members.



Hotel Management Performance

Golden Tulip's hotel management business in 2005 comprised the operations of eight hotels in the Netherlands and one in Germany.

The hotels operated by Golden Tulip are:

Name	Location	Rooms	Star Category
Tulip Inn Amersfoort	Amersfoort	74	3
Tulip Inn De Hoge Veluwe	Beekbergen	78	3
Golden Tulip de Wippselberg	Beekbergen	90	4
Golden Tulip Doorwerth	Doorwerth	120	4
Golden Tulip Epe	Epe	138	4
Golden Tulip Loosdrecht	Loosdrecht	68	4
Golden Tulip Victoria	Hoenderloo	109	4
Hotel Wageningen*	Wageningen	54	4
Golden Tulip Frankfurt Offenbach	Frankfurt	251	4

* Operated by Golden Tulip, will become a Golden Tulip end of 2006

All hotels are located in convention and recreational locations and are strong players on the Meetings, Incentive, Conference and Events (MICE) market.

On average, the total room revenue generated by the hotels in the Netherlands accounted for 40% of the total while F&B revenue including meeting rooms and facilities accounted for 56% of total revenue.

The management of the Golden Tulip Frankfurt Offenbach was assumed in November 2005 and as such has not yet been added to the statistics for 2005.

In 2005, the combined portfolio of hotels operated by Golden Tulip achieved a five percent increase in occupancy amounting to an average of 65% for the year.

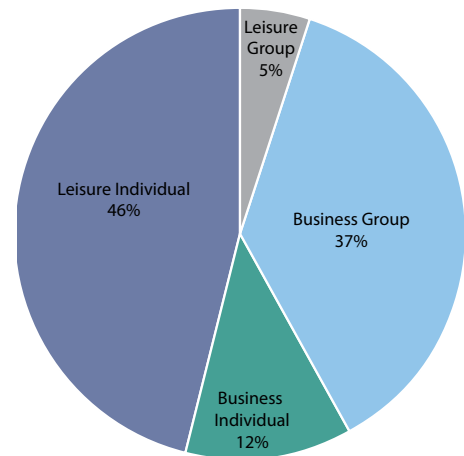
Golden Tulip Hotel Management Division - Key performance Indicators 2005

	Occupancy	Average Rate (€)	RevPar (€)
Total Portfolio 2005	65%	72.1	41.4
Total Portfolio 2004	62%	62.9	39.2
% change vs 2004	4%	15%	6%

The group's average rate increased in 2005 to reach Euro 72.1 up 15% from 2004, whilst occupancy rates grew by 4% to reach 65% in 2005. Together, the increases in rate resulted in the group RevPar increasing by 6% compared to the previous year.

The overall increase in RevPar for the group is mainly attributed to a turnaround management style and the effect of the Golden Tulip brand and franchise.

Target Market Share 2005



The overall Brand Performance Impact of the hotel management division portfolio reflects a stable 23% as in 2004. The best performing hotel was the Tulip Inn Amersfoort with a 40% BPI. Nevertheless the largest increase in BPI was achieved by the Golden Tulip Epe, which increased from 17% in 2004 to 24% in 2005. This mainly resulted from an increased implementation of the Golden Tulip Formula.

Brand Performance Impact 2005	Net Room Revenue	BPI Revenue	BPI %
Tulip Inn Amersfoort	€ 1,341,212	€ 541,464	40%
Tulip Inn de Hoge Veluwe	€ 988,779	€ 333,323	34%
Golden Tulip de Wippselberg	€ 1,466,863	€ 392,322	27%
Golden Tulip Doorwerth	€ 1,895,237	€ 173,931	9%
Golden Tulip Epe	€ 1,978,732	€ 475,633	24%
Golden Tulip Loosdrecht	€ 1,004,518	€ 249,159	25%
Golden Tulip Victoria	€ 1,854,769	€ 249,363	13%
Total	€ 10,530,110	€ 2,415,195	23%



SETTING THE
PACE FOR
2006

SETTING THE PACE FOR 2006



In 2005, Golden Tulip presented new concepts, ideas, strategies and programmes. These new advances have set the pace for 2006 and are pivotal for the future of the Golden Tulip Hospitality Group.

New website

Golden Tulip continually strives to be in line with the latest technology. The Internet presence of Golden Tulip plays an extremely important role and consequently a great emphasis is placed on the corporate website www.goldentulip.com. The design for the new look of the website, making use of flash technology, was agreed upon in 2005 and will be launched during the second quarter of 2006.

Flavours

In the course of 2005, Golden Tulip appointed a marketing consultancy agency to analyse the existing loyalty programme for bookers and to produce recommendations for improvement. The outcome of this research also confirmed the need for a guest loyalty program. With the consent and support of the General Franchise Council, this new programme is named "Flavours", corresponding to Golden Tulip's promise "International Standards, Local Flavours".

The programme is designed to reward frequent guests, by giving them the opportunity to save points based on the monetary value of their bookings. Points can be redeemed for hotel stays, exchanged for frequent flyer miles of partner airlines or for gifts through the Flavours gift shop.

Flavours is aimed at providing a better insight into who Golden Tulip's guests are, thus facilitating a better understanding of the guest's needs and allowing more effective communication.

In addition to Golden Tulip Hotels, Inns & Resorts, Pacific International Suites, Apartments and Resorts will be participating in Flavours. The programme will be launched worldwide in June 2006.

Flavours will provide the following benefits:

- Saving points for the monetary value of the reservation
- Redeeming Flavours points for free room nights, gifts and donating to charity.
- Converting Flavours points into frequent flyer miles
- Enjoying great extra benefits during hotel stays



SETTING THE PACE FOR 2006

New Concepts

In its effort to increase the group's overall brand recognition, Golden Tulip has set its goal to create unity in style by the year 2010. Each individual area of concept would have a multi-level range, adaptable to the hotel category and style. The concepts are currently in a development phase and are due to be implemented in the medium term. The underlying guidelines for each concept are functionality, contemporary design and efficient use of resources and space.

Lobby



Inviting, personal and efficient

Wellness



Relaxing, therapeutic and healthy

Rooms



Basic, functional and chic

Bathrooms



Simple, functional and natural

Banquet and Conference



Pleasant, functional and complete

SETTING THE PACE FOR 2006



Meeting Concepts

Golden Tulip's strategy is to position the meeting products in Golden Tulip Hotels and Resorts and in Tulip Inns, in such a way so as to clearly differentiate the four-star and three-star products and services.

To achieve this, Golden Tulip has developed two new meeting concepts which will be introduced in 2006.

- **'Let's Meet Again'** for Golden Tulip Hotels and Resorts
- **'Simply Meet'** for Tulip Inns

Both concepts are transparent for the customer, offering a total product at good value for money. Simply Meet was introduced in the UK in 2004 and has proven to be very successful both commercially and operationally.

The introduction of the meeting concepts is foreseen to increase the competitive advantage of the hotels by providing a unique meeting opportunity at each Golden Tulip Hotel, Inn & Resort, making the chain's venues preferred meeting conferences.

From an operational point of view, clear concepts simplify and therefore streamline the operations based on standards and standard operating procedures to increase productivity and departmental transparency.





EXPANSION

EXPANSION



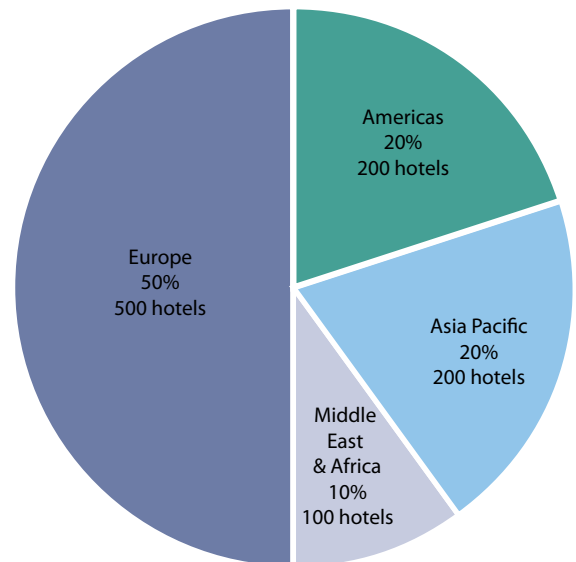
2006 is destined to be another very important year in the development of Golden Tulip. The imminent strategy of entering into lease and management agreements in new markets will be one of the many activities that will strengthen the brand and company presence in the international market.

Golden Tulip has forecasted 15 additional hotels per quarter to the Golden Tulip Hotels, Inns & Resorts portfolio. The first developments are expected to take place in the Middle East and Africa.

Golden Tulip aims to reach a combined multi-branded portfolio of 1,000 hotels with an excellent global coverage by the year 2010. Growth is aimed to be achieved organically through franchising, management and leasing of individual hotels and strategically via alliances, joint ventures, mergers or acquisitions of existing hotel groups.

The Golden Tulip Hospitality Group has a very strong presence in Europe, the area representing 80% of the entire portfolio. Over the next five years, the portfolio is expected to increase to 1,000 hotels, where the share of Europe will be 50%, Asia Pacific and Americas 20% respectively and the Middle East and Africa 10%.

Golden Tulip Hospitality Group Portfolio 2010





EXECUTIVE MANAGEMENT BOARD

EXECUTIVE MANAGEMENT BOARD



Executive Management Board

The Executive Management Board of Golden Tulip is composed of two Managing Directors who are responsible and accountable for the Golden Tulip group companies' business. The Executive Management Board consists of the Chief Executive Officer and the Chief Financial Officer. The role of the Executive Management Board is to execute the business plan of the company whilst safeguarding the continuity of the brand.

The members of the Executive Management Board are:

Henri (Hans) W.R. Kennedie (CEO) - Hans Kennedie joined Golden Tulip in 1983 working in a range of different positions across New York, London and Hilversum/Amersfoort (The Netherlands). Hans Kennedie is a graduate from the Hotelschool of The Hague and became the Managing Director of Golden Tulip in May 2000. In January 2002, Hans initiated the management buy out of Golden Tulip from NH Hotels thereafter becoming President and CEO of the group. He is the owner of Kenmark Holding and a member of the Board of THL in Australia.



Alex D. Kompier (CFO) - Alex Kompier joined Golden Tulip in early 2002 from his previous position as Controller with the Dutch based Continuity Company. Prior to this, he spent several years working for KPMG in a number of Controller positions in the Netherlands. Alex is responsible for the finance, accounting and human resources administration of the company and was appointed Chief Financial Officer in January 2005.



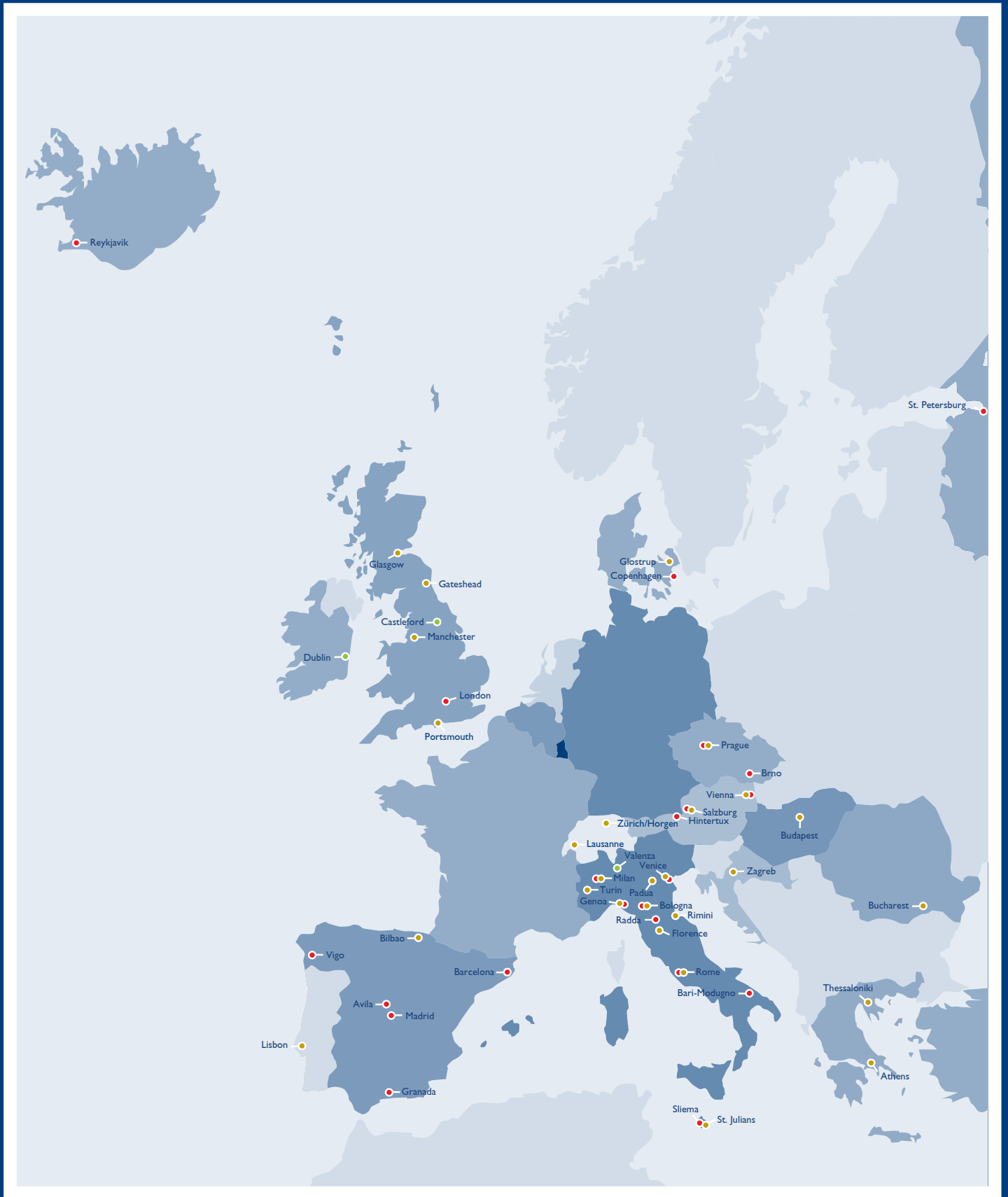
GOLDEN TULIP PORTFOLIO 2005



- Golden Tulip Hotels, Inns & Resorts
- Top International Hotels
- B&B Hotels
- Pacific International Suites, Apartments & Resorts and Plaza Hotels
- New destinations

500 hotels comprising 47,000 rooms in 46

GOLDEN TULIP PORTFOLIO 2005



countries representing 368 destinations



GOLDEN TULIP

HOTELS • INNS • RESORTS

International standards
Local flavours

www.goldentuliptop.com



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HOSPITALITY GROUP

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International standards, local flavours