

CORPORATE 300 RANKING

Rank 2007 2006	Company Headquarters	Rooms 2007 2006	Hotels 2007 2006	Rank 2007 2006	Company Headquarters	Rooms 2007 2006	Hotels 2007 2006
1	IHG (InterContinental Hotels Group)	585,094	3,949	31	IBEROSTAR Hotels & Resorts	31,000	97
1	Windsor, England	556,246	3,741	30	Palma de Mallorca, Spain	32,000	100
2	Wyndham Hotel Group	550,576	6,544	32	Millennium & Copthorne Hotels plc	29,987	111
2	Parsippany, N.J. USA	543,234	6,473	32	London, England	29,408	111
3	Marriott International	537,249	2,999	33	Tharaldson Lodging Cos.	28,878	372
3	Washington, D.C. USA	513,832	2,832	34	Fargo, N.D. USA	26,246	351
4	Hilton Hotels Corp.	502,116	3,000	34	Club Méditerranée	28,000	80
4	Beverly Hills, Calif. USA	501,478	2,935	33	Paris, France	28,027	80
5	Accor	461,698	3,871	35	Shangri-La Hotels and Resorts	26,434	55
5	Paris, France	486,512	4,121	35	Hong Kong, China	23,956	49
6	Choice Hotels International	452,027	5,570	36	Columbia Sussex Corp.	24,809	71
6	Silver Spring, Md. USA	435,000	5,376	29	Fort Mitchell, Ky. USA	32,265	83
7	Best Western International	308,636	4,035	37	Scandic	24,005	133
7	Phoenix, Ariz. USA	315,401	4,164	—	Stockholm, Sweden	22,808	—
8	Starwood Hotels & Resorts Worldwide	274,535	897	38	Prince Hotels	22,416*	60*
8	White Plains, N.Y. USA	265,600	871	36	Tokyo, Japan	22,416	60
9	Carlson Hotels Worldwide	146,600	969	39	Omni Hotels	20,748	37
9	Minneapolis, Minn. USA	145,331	945	47	Irving, Texas USA	14,707	38
10	Global Hyatt Corp.	135,001	721	40	JAL Hotels Co. Ltd.	20,715	64
10	Chicago, Ill. USA	140,416	749	37	Tokyo, Japan	20,776	66
11	Westmont Hospitality Group	108,503	703	41	Ocean Hospitality	19,637	133
15	Houston, Texas USA	63,380	384	39	Portsmouth, N.H. USA	18,000	121
12	Golden Tulip Hospitality Group	86,585	944	42	Grupo Posadas	18,100	101
18	Amersfoort, Netherlands	51,182	512	40	Mexico City, Mexico	18,000	96
13	TUI AG/TUI Hotels & Resorts	83,192	288	43	Four Seasons Hotels & Resorts	17,741	74
11	Hannover, Germany	82,111	279	38	Toronto, Ontario, Canada	18,052	73
14	Extended Stay Hotels	76,384	686	44	John Q. Hammons Hotels & Resorts	17,689	73
13	Spartanburg, S.C. USA	75,860	681	42	Springfield, Mo. USA	16,222	68
15	Sol Meliá SA	75,022	301	45	White Lodging Services	16,692	122
12	Palma de Mallorca, Spain	80,856	407	44	Merrillville, Ind. USA	15,314	112
16	LQ Management LLC (formerly La Quinta Corp.)	69,089	633	46	Drury Inns Inc.	15,589*	113*
14	Irving, Texas USA	64,856	582	43	St. Louis, Mo. USA	15,517	120
17	Jin Jiang International Hotels	68,797	380	47	The Procaccianti Group	15,426	59
17	Shanghai, China	53,552	277	56	Cranston, R.I. USA	12,993	50
18	The Rezidor Hotel Group	67,000	329	48	Jinling Hotels & Resorts Corp.	14,897	64
22	Brussels, Belgium	45,463	225	73	Nanjing, China	10,318	43
19	Groupe du Louvre	60,807	848	49	Hospitality International Inc.	14,482	302
16	Torcy, France	59,616	840	48	Tucker, Ga. USA	14,204	295
20	Vantage Hospitality Group	55,167	798	50	Guangdong Intl Hotel Management Holdings Ltd.	14,342	51
21	Westlake Village, Calif. USA	46,910	699	93	Hong Kong, China	8,191	31
21	NH Hoteles SA	49,677	341	51	CTS HK Metropark Hotels Management Co. Ltd.	14,096	50
20	Madrid, Spain	47,799	330	—	Shenzen, China	—	—
22	MGM MIRAGE	42,802	17	52	Steigenberger Hotels AG	14,022	83
24	Las Vegas, Nev. USA	43,785	18	49	Frankfurt am Main, Germany	14,022	82
23	Interstate Hotels & Resorts	42,620	191	53	BTG Jianguo Hotel Management Co. Ltd	14,000*	60*
19	Arlington, Va. USA	50,199	223	50	Beijing, China	14,000	52
24	Barcelo Hotels & Resorts	42,173	162	54	Tokyu Hotels	14,000	52
28	Palma de Mallorca, Spain	33,866	128	46	Tokyo, Japan	14,735	57
25	Harrah's Entertainment	38,130	34	55	Mövenpick Hotels & Resorts	13,923	61
26	Las Vegas, Nev. USA	37,315	37	51	Glattbrugg, Switzerland	13,768	58
26	Red Roof Inns	37,068	345	56	American Property Management Corp.	13,550	45
—	Columbus, Ohio USA	36,339	—	54	San Diego, Calif. USA	13,550	47
27	Riu Hotels & Resorts	36,512	102	57	Maritim Hotels	13,500	50
27	Playa de Palma, Mallorca, Spain	37,259	109	65	Bad Salzufflen, Germany	11,258	46
28	Premier Inn (part of Whitbread Hotel Co.)	36,000	530	58	Longhouse Hospitality/Park Management Group	13,369	155
31	Leagrave, Bedfordshire, England	31,000	475	52	Smyrna, Ga. USA	13,648	171
29	Walt Disney World Company	34,000	38	59	Southern Sun Hotels Pty. Ltd.	13,319	81
25	Burbank, Calif. USA	40,399	47	55	Bryanston, South Africa	13,152	79
30	Fairmont Raffles Holdings International	33,017	85	60	Kempinski Hotels	12,713	55
23	Toronto, Ont. Canada	44,149	123	57	Geneva, Switzerland	12,464	53

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61 71	HNA Hotels & Resorts Haikou, China	12,666 10,507	41 34	91 —	Value Place Wichita, Kan. USA	8,971 —	77 —
62 60	Highgate Hotels Irving, Texas USA	12,575 12,087	30 32	92 84	Danubius Hotels Group Budapest, Hungary	8,784 8,926	56 56
63 —	H10 Hotels Barcelona, Spain	12,386 —	44 —	93 62	IHG ANA Hotels Group Japan Tokyo, Japan	8,764 12,000	29 42
64 58	America's Best Franchising Inc. Atlanta, Ga. USA	12,337 12,395	188 186	94 94	Pestana Hotels & Resorts Funchal, Portugal	8,724 8,145	86 82
65 53	Husa Hotels Group Barcelona, Spain	12,174 13,630	152 172	95 87	AC Hotels Madrid, Spain	8,696 8,633	85 84
66 83	Gaviota S.A. Havana, Cuba	12,166* 9,090	38* 35	96 91	HEI Hotels & Resorts Norwalk, Conn. USA	8,632 8,260	31 27
67 63	Orbis SA Warsaw, Poland	12,000* 12,000	63* 65	97 103	Kimpton Hotel & Restaurant Group San Francisco, Calif. USA	8,497 7,386	42 40
68 64	AmericInn Chanhassen, Minn. USA	11,838 11,867	213 214	98 —	Guoman Hotel Management Ltd. London, England	8,493 —	38 —
69 —	Fiesta Hotel Group Ibiza, Spain	11,553 —	42 —	99 105	Driftwood Hospitality Management LLC Jupiter, Fla. USA	8,438 6,958	42 33
70 75	Fujita Kanko Tokyo, Japan	11,431 9,845	43 32	100 59	Lodgian Inc. Atlanta, Ga. USA	8,432 12,353	46 68
71 —	Capital Hotel Management Beverly, Mass. USA	11,347 —	17 —	101 106	Eurostars Hotels (Hotusa Group) Barcelona, Spain	8,357 6,950	77 68
72 —	Island Hospitality Management Inc. Palm Beach, Fla. USA	11,111 —	80 —	102 89	Remington Dallas, Texas USA	8,307 8,275	46 42
73 69	APA Hotel Ltd. Tokyo, Japan	10,935 10,574	49 48	103 90	Hankyu-Hanshin-Daichi Hotel Group Osaka, Japan	8,300 8,266	44 44
74 80	Solare Hotels and Resorts Co. Ltd. Tokyo, Japan	10,829 9,100	55 46	104 114	Noble Investment Group Atlanta, Ga. USA	8,125 6,523	35 25
75 107	Sokotel Oy Helsinki, Finland	10,752* 6,934	57* 38	105 100	Loews Hotels New York, N.Y. USA	8,097 7,551	18 18
76 68	Sunroute Company Ltd. Tokyo, Japan	10,726 10,716	76 77	106 99	Hoteles Hesperia SA Barcelona, Spain	7,585* 7,585	51* 51
77 78	Taj Hotels, Resorts & Palaces Mumbai, India	10,464 9,200	88 76	107 296	Kokusai Kogyo Hotel Group Tokyo, Japan	7,574 1,611	21 13
78 —	Rica Hotels Billingstad, Norway	10,441 —	81 —	108 124	Windsor Hospitality Group Santa Monica, Calif. USA	7,471 5,807	37 29
79 72	Washington Hotel Corporation Nagoya, Japan	10,290 10,395	36 35	109 102	Tishman Hotel Corp. Lake Buena Vista, Fla. USA	7,461 7,474	11 11
80 77	Pandox AB Stockholm, Sweden	10,200 9,237	44 41	110 N/A	Realstar Group Toronto, Ont. Canada	7,388 —	81 —
81 —	Vila Gale Hotels Lisbon, Portugal	10,100* —	18* —	111 —	Restel Hotel Group Helsinki, Finland	7,365 —	45 —
82 85	Sage Hospitality Resources Denver, Colo. USA	9,822 8,785	47 47	112 —	Hoteles Catalonia Barcelona, Spain	7,236 —	47 —
83 61	Outrigger Enterprises Group Honolulu, Hawaii USA	9,683 12,020	37 51	113 104	Hotel Okura Co. Ltd. Tokyo, Japan	7,207 7,358	23 24
84 82	Protea Hospitality Corp. Sea Point, South Africa	9,513 9,099	122 121	114 115	New Otani Co. Ltd. Tokyo, Japan	7,131 6,421	25 20
85 41	Occidental Hotels & Resorts Madrid, Spain	9,433 16,916	29 71	115 —	CHIP Hospitality Vancouver, B.C. Canada	7,000 —	30 —
86 74	Red Lion Hotels Corp. Spokane, Wash. USA	9,388 10,167	53 58	116 45	LTI International Hotels (REWE TOURISTIK) Cologne, Germany	6,949* 14,771	22* 50
87 79	Princess Hotels & Resorts Reus, Spain	9,300* 9,197	19* 24	117 108	GF Management LLC Philadelphia, Pa. USA	6,931 6,824	38 29
88 221	GreenTree Inns Hotel Management Group Inc. Shanghai, China	9,170 3,119	78 22	118 —	Britannia Hotels Altrincham, Cheshire United Kingdom	6,699 —	33 —
89 88	Hospitality Alliance AG Bad Arolsen, Germany	9,117 8,432	69 68	119 109	Winegardner & Hammons Inc. Cincinnati, Ohio USA	6,678 6,784	27 28
90 98	Davidson Hotel Co. Memphis, Tenn. USA	9,084 7,713	31 26	120 86	Mandarin Oriental Hotel Group Hong Kong, China	6,673 8,781	21 32

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121	Rydges Hotel Group	6,539	38	151	Budget Host International	5,354	150
123	Sydney, Australia	5,884	35	134	Arlington, Texas USA	5,497	152
122	Rim Hospitality	6,527	46	152	De Vere Group plc	5,312	39
198	Modesto, Calif. USA	3,593	21	138	Warrington, England	5,312	39
123	Alliance Hospitality Management LLC	6,450	47	153	Kintetsu Hotel Systems (Miyako Hotels)	5,285	18
132	Raleigh, N.C. USA	5,604	40	148	Osaka, Japan	5,041	16
124	Host Hoteleindom AS/First Hotels	6,420	47	154	CSM Lodging	5,273*	38*
—	Oslo, Norway	—	—	139	Minneapolis, Minn. USA	5,297	37
125	Rosen Hotel & Resorts	6,338	7	155	Louis Hotels Public Co Ltd	5,253	22
117	Orlando, Fla. USA	6,379	7	121	Nicosia, Cyprus	5,968	26
126	Swiss-Belhotel International	6,318	45	156	Marcus Hotels & Resorts	5,198	19
244	Hong Kong, China	2,607	23	169	Milwaukee, Wis. USA	4,374	16
127	Settle Inn LLC/GuestHouse International	6,248	76	157	Paradores de Turismo	5,163	92
122	Aberdeen, S.C. USA	5,947	79	140	Madrid, Spain	5,200	91
128	Aramark Harrison Lodging	6,183	50	158	Marshall Management	5,125	34
143	Philadelphia, Pa. USA	5,178	32	152	Salisbury, Md. USA	4,947	34
129	ITC - Welcomgroup Hotels, Palaces and Resorts	6,119	86	159	Grupo Cubanacan S.A.	5,112*	34*
136	Gurgaon, India	5,460	79	145	Havana, Cuba	5,112	34
130	Gaylord Entertainment	6,101	4	160	Benchmark Hospitality International	5,071	28
125	Nashville, Tenn. USA	5,798	4	170	The Woodlands, Texas USA	4,372	18
131	ATAHOTELS	6,054	25	161	Orascom Hotels & Development	5,063*	21*
155	Milan, Italy	4,798	21	174	Cairo, Egypt	4,312	19
132	Concord Hospitality Enterprises Co.	6,051	48	162	ResortQuest Hawaii	5,000	26
118	Raleigh, N.C. USA	6,184	50	116	Honolulu, Hawaii USA	6,393	26
133	Richfield Hospitality Inc.	5,902	27	163	Sandman Hotel Group	4,936	35
131	Greenwood Village, Colo. USA	5,629	24	182	Vancouver, Canada	4,033	32
134	Coast Hotels & Resorts	5,888	40	164	Tarsadia Hotels	4,907	22
—	Vancouver, B.C. Canada	—	—	173	Newport Beach, Calif. USA	4,324	21
135	Prism Hotels & Resorts	5,862	25	165	Dusit Hotels & Resorts	4,867	19
201	Dallas, Texas USA	3,534	13	151	Bangkok, Thailand	4,966	18
136	Destination Hotels & Resorts	5,811	28	166	The Silken Hotel Group	4,852*	34*
113	Englewood, Colo. USA	6,545	30	159	Barcelona, Spain	4,766	32
137	Dimension Development Co. Inc.	5,794	36	167	Austria Trend Hotels & Resorts	4,812	31
130	Natchitoches, La. USA	5,677	36	178	Vienna, Austria	4,150	27
138	Corinthia Hotels International	5,786	20	168	Langham Hotels International	4,798	8
126	Floriana, Malta	5,786	20	133	Hong Kong, China	5,580	9
139	Horizon Hotels Ltd.	5,745	26	169	Sun International	4,780	25
127	Eatontown, N.J. USA	5,780	26	189	Sandton, South Africa	3,770	22
140	Stonebridge Cos.	5,719	39	170	Othon Hotels SA	4,699*	35*
129	Englewood, Colo. USA	5,690	39	175	Rio de Janeiro, Brazil	4,288	41
141	Palace Resorts	5,706	11	171	Ramada Jarvis Hotels	4,691	41
—	Miami, Fla. USA	—	—	163	High Wycombe, England	4,574	41
142	Tianlun International Hotels	5,527	22	172	Dolce International	4,680	26
128	Beijing, China	5,725	22	149	Montvale, N.J. USA	5,028	24
143	Fattal Hotels	5,500*	20*	173	Mitsui Kanko Group	4,676	21
—	Tel Aviv, Israel	—	—	—	Tokyo, Japan	—	—
144	Hostmark Hospitality Group	5,489*	26*	174	Sunburst Hospitality Corp.	4,663	33
135	Schaumburg, Ill. USA	5,489	26	176	Silver Spring, Md. USA	4,225	27
145	Rotana Hotel Management Corp. Ltd.	5,478	24	175	Kineth Hospitality Companies	4,628	32
157	Abu Dhabi, United Arab Emirates	4,780	21	162	North Liberty, Iowa USA	4,580	32
146	Sonesta International Hotels Corp.	5,473	26	176	Gloria Hotels & Resorts	4,600	16
137	Miramar, Fla. USA	5,456	26	166	Hong Kong, China	4,500	16
147	Camino Real Hotels & Resorts	5,400*	25*	177	Ishin Hotels Group	4,591	22
150	Colonia Anzures, Mexico	5,456	26	144	Tokyo, Japan	5,170	20
148	Warwick International Hotels	5,400	41	178	The Oberoi Group	4,590	33
147	Paris, France	5,044	41	167	New Delhi, India	4,449	32
149	Mirvac Hotels & Resorts	5,378	40	179	City Lodge Hotels Ltd.	4,573*	42*
196	Sydney, Australia	3,604	31	180	Sandton, South Africa	4,051	37
150	Pan Pacific Hotels	5,366	15	180	Shilo Management Corp.	4,563	42
111	Singapore	6,749	20	160	Portland, Ore. USA	4,617	42

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2006		2006	2006	2006		2006	2006
181	Sahid Intl Hotel Management & Consultant Corp.	4,512*	20*	211	Hotel Lotte Company Ltd.	3,529	5
165	Jakarta, Indonesia	4,512	20	202	Seoul, Korea	3,527	5
182	Pacifica Host Hotels	4,485	31	212	Janus Hotels & Resorts	3,500	25
141	San Diego, Calif. USA	5,200	30	81	Boca Raton, Fla. USA	9,100	42
183	Kerzner International Ltd.	4,445	8	213	Rihga Royal Hotels	3,500	11
195	Nassau, Bahamas	3,647	8	200	Osaka, Japan	3,561	11
184	SuperClubs Super-Inclusive Resorts	4,433	16	214	B.F. Saul Company	3,450*	19*
146	Kingston, Jamaica	5,063	16	206	Bethesda, Md. USA	3,450	19
185	First Hospitality Group	4,407	31	215	Argyle Metro Hotels & Resorts	3,447	20
186	Rosemont, Ill. USA	3,900	35	—	Sydney, Australia	—	—
186	Regency Hotel Management LLC (Ramkota)	4,401	28	216	Lane Hospitality	3,435	20
153	Sioux Falls, S.D. USA	4,923	29	210	Northbrook, Ill. USA	3,407	22
187	Sandals	4,311	18	217	Wright Investment Properties	3,411	20
168	Kingston, Jamaica	4,399	18	197	Cordova, Tenn. USA	3,602	22
188	Meyer Jabara Hotels	4,302	23	218	Atlantica Hotels & Resorts	3,382	14
158	West Palm Beach, Fla. USA	4,777	26	66	São Paulo, Brazil	10,828	60
189	Cooper Hotels	4,256	22	219	Dan Hotels Corp. Ltd.	3,380	13
184	Memphis, Tenn. USA	3,948	21	209	Tel Aviv, Israel	3,420	13
190	DePalma Hotel Corp.	4,249	22	220	Morgans Hotel Group	3,378	11
—	Arlington, Texas USA	—	—	238	New York, N.Y. USA	2,736	10
191	Royal Host Hotels & Resorts	4,231	34	221	Commonwealth Hotels	3,369*	17*
—	Calgary, Alberta Canada	—	—	213	Convington, Ky. USA	3,369	17
192	Regal Hotels International	4,223	7	222	Centara Hotels & Resorts (formerly Central)	3,360	14
—	Causeway Bay, China	—	—	236	Bangkok, Thailand	2,758	11
193	The Hotel Group	4,153	28	223	Imperial London Hotels Ltd.	3,355*	6*
183	Edmonds, Wash. USA	4,005	30	214	London, England	3,355	6
194	Rendezvous Hotels (Australia) Pty Ltd.	4,073	19	224	Castle Resorts & Hotels	3,300	26
217	Sydney, Australia	3,219	15	266	Honolulu, Hawaii USA	—	—
195	Stanford Hotels Corp.	4,048	13	225	ZMC Hotels	3,269	32
179	San Francisco, Calif. USA	4,056	13	216	Duluth, Minn. USA	2,300	21
196	Grand Hotels International	4,009	21	226	Three Cities Group	3,264	48
177	Singapore	4,222	23	289	Durban, South Africa	1,765	30
197	Macdonald Hotels plc	3,986	43	227	Joie de Vivre Hospitality	3,226	26
120	West Lothian, Scotland	6,069	69	199	San Francisco, Calif. USA	3,575	34
198	AMResorts	3,951	9	228	Berjaya Hotels & Resorts	3,223	14
181	Newtown Square, Pa. USA	4,048	9	185	Kuala Lumpur, Malaysia	3,907	19
199	Hunguest Hotels	3,946	25	229	Meritus Hotels & Resorts	3,200*	6*
156	Budapest, Hungary	4,783	27	218	Singapore	3,200	6
200	Lindner Hotels AG	3,930	33	230	Quorum Hotels & Resorts	3,168	11
193	Dusseldorf, Germany	3,662	24	188	Dallas, Texas USA	3,780	13
201	Orient-Express Hotels Ltd.	3,875	40	231	Hospitality Management Corp.	3,158	23
191	London, England	3,694	39	230	Dallas, Texas USA	2,884	21
202	Rosewood Hotels & Resorts	3,809	16	232	Aqua Sol Hotels Ltd.	3,118	22
295	Dallas, Texas USA	1,619	15	192	Ayla Napa, Cyprus	3,682	31
203	Amari Hotels and Resorts	3,769	18	233	MMI Hotel Group	3,084	18
211	Bangkok, Thailand	3,378	15	223	Flowood, Miss. USA	3,084	18
204	Integral Hospitality Solutions	3,760	38	234	Imperial Hotels Group	3,079	15
207	Birmingham, Ala. USA	3,440	37	214	London, England	3,355	6
205	New Castle Hotels LLC	3,759	25	235	Leonardo Hotels	3,054	23
222	Shelton, Conn. USA	3,095	20	—	Berlin, Germany	—	—
206	Starhotels SpA	3,710	22	236	Jumeirah Group	3,023	10
212	Florence, Italy	3,375	27	227	Dubai, United Arab Emirates	3,023	10
207	Waterford Hotel Group	3,639	26	237	The Dow Hotel Company, LLC	3,021	10
190	Waterford, Conn. USA	3,734	26	240	Seattle, Wash. USA	2,701	9
208	Vagabond Franchise System Inc.	3,615	45	238	Dedeman Hotels & Resorts International	3,012*	17*
204	Los Angeles, Calif. USA	3,511	43	235	Istanbul, Turkey	2,773	15
209	Daly Seven	3,538	36	239	Nacional Inn	3,003	23
203	Danville, Va. USA	3,521	36	—	São Paulo, Brazil	—	—
210	Shaner Hotel Group	3,536	23	240	Essex Hotel Management Inc./Essex Partners	3,000*	25*
215	State College, Pa. USA	3,354	21	—	Rochester, N.Y. USA	—	—

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2006		2006	2006	2006		2006	2006
241	Orea Hotels	2,968	29	271	Banyan Tree Hotels & Resorts	2,330	23
220	Prague, Czech Republic	3,135	35	271	Singapore	2,189	20
242	Hotel Equatorial Group	2,963	7	272	Bayview International Hotels & Resorts	2,319	11
208	Kuala Lumpur, Malaysia	3,426	8	265	Singapore	2,319	11
243	MOA Hospitality	2,960*	33*	273	Tecton Hospitality	2,300	20
205	Des Plaines, Ill. USA	3,500	42	281	Miami, Fla. USA	2,000	20
244	Sunway International Hotels & Resorts	2,947*	13*	274	Shamin Hotels	2,288	23
226	Kuala Lumpur, Malaysia	3,032	13	—	Richmond, Va. USA	—	—
245	Focus Hospitality Services LLC	2,913*	31*	275	Expotel Hospitality Services LLC	2,287	12
—	Valparaiso, Ind. USA	—	—	277	Matairie, La. USA	2,054	10
246	Gal-Tex Hotel Corp. (1859 Historic Hotels)	2,853	13	276	Leisure Hotels & Resorts	2,266	26
234	Galveston, Texas USA	2,785	13	257	Leawood, Kan. USA	2,431	24
247	Newport Hospitality Group	2,843	23	277	Woodfin Suites Hotels	2,241*	17*
248	Williamsburg, Va.	2,549	22	267	San Diego, Calif. USA	2,279	16
248	Noble House Hotels & Resorts	2,839	13	278	Pacifica Hotel Co.	2,228	22
219	Bellevue, Wash. USA	3,164	13	N/A	Santa Barbara, Calif. USA	—	—
249	The North Central Group	2,813	22	279	Executive Hotels & Resorts	2,200*	17*
261	Middleton, Wis. USA	2,376	19	—	Vancouver, B.C. Canada	—	—
250	Larkspur Hospitality	2,794	23	280	Stamford Hotels and Resorts	2,186	9
259	Larkspur, Calif. USA	2,411	20	268	Rosebery, Australia	2,274	10
251	The Peninsula Hotels	2,781	8	281	Trump Entertainment Resorts	2,182	3
253	Hong Kong, China	2,466	8	228	New York, N.Y. USA	2,922	4
252	Thayer Lodging Group	2,763	13	282	Jurys Doyle Hotel Group plc	2,172	11
231	Annapolis, Md. USA	2,881	14	95	Dublin, Ireland	8,000	36
253	SREE Hotels LLC	2,727	23	283	Reval Hotels	2,148	8
229	Charlotte, N.C. USA	2,897	27	275	Tallinn, Estonia	2,062	9
254	Albeck & Zehden Hotels	2,712	11	284	HPL Hotels & Resorts	2,127	8
239	Berlin, Germany	2,712	13	273	Singapore	2,127	8
255	The Generation Companies	2,700*	20*	285	Ayres Hotel Group	2,118*	16*
242	Durham, N.C. USA	2,650	22	272	Costa Mesa, Calif. USA	2,177	16
256	KSL Resorts	2,626	6	286	Helmsley Hotels	2,102*	5*
250	La Quinta, Calif. USA	2,535	6	274	New York, N.Y. USA	2,102	5
257	Exel Inns of America	2,597*	24*	287	Campbell Lodging Inc.	2,073	17
245	Madison, Wis. USA	2,597	24	270	Brea, Calif. USA	2,191	19
258	JJW Hotels & Resorts	2,558*	55*	288	HLC Hotels Inc.	2,070	22
246	London, England	3,558	38	276	Savannah, Ga. USA	2,057	21
259	Hotels Transamerica	2,556	18	289	Lucien Barriere Hotels & Casinos	2,042	14
—	Sao Paulo, Brazil	—	—	278	Paris, France	2,046	14
260	Vista Host	2,554	22	290	Family Inns of America	2,036*	18*
263	Houston, Texas USA	2,357	20	279	Pigeon Forge, Tenn. USA	2,038	18
261	Bourbon	2,465	10	291	Furama Hotels Intl. Management	2,000*	8*
—	Brazil	—	—	297	Singapore	1,572	5
262	Denihan Hospitality Group (formerly Affinia)	2,446	10	292	Sarovar Hotels & Resorts	2,000*	31*
269	New York, N.Y. USA	2,254	10	287	Mumbai, India	1,69	28
263	H.I. Development Corp.	2,446*	13*	293	African Sun Ltd.	1,929	14
255	Tampa, Fla. USA	2,446	13	290	Harare, Zimbabwe	1,764	14
264	Raymond Management Company Inc.	2,442	18	294	Westmark Hotels	1,908	11
264	Madison, Wis. USA	2,332	17	288	Seattle, Wash. USA	1,767	10
265	Premier Resorts International	2,413	20	295	Coral Hospitality	1,893	12
247	Park City, Utah USA	2,556	24	292	Naples, Fla. USA	1,700	11
266	CUSA LLC (Cornerstone USA)	2,400	20	296	Kelly Inns, Ltd.	1,864*	19*
—	Kennesaw, Ga. USA	—	—	285	Sioux Falls, S.D. USA	1,864	19
267	Hospitality Specialists Inc.	2,360	24	297	EuroAgentur Hotels & Travel	1,797	44
—	Jacksonville, Ill. USA	—	—	—	Prague, Czech Republic	—	—
268	Hotel Equities	2,347	24	298	Hospitality Partners	1,789*	9*
—	Atlanta, Ga. USA	—	—	298	Bethesda, Md. USA	1,556	8
269	Bristol Hotelaria	2,345	19	299	Peabody Hotel Group	1,783	3
—	Brazil	—	—	225	Memphis, Tenn. USA	3,054	9
270	Legacy Hotels & Resorts International Ltd.	2,337	23	300	Kor Hotel Group	1,735	10
260	Rivonia, South Africa	2,401	21	284	Los Angeles, Calif. USA	1,894	12

*HOTELS estimate

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