

Paris, 29 June 2006

Dear Ejnar,

It was our great pleasure to welcome you to the IH&RA 60<sup>th</sup> Anniversary Celebration and dinner that took place in Berlin last March where we recognized Officers of the "*Confrérie Internationale des Amis de l'Hôtellerie et de la Restauration*" and our long-time members and supporters, like you, that made this 60<sup>th</sup> year possible for our global hotel and restaurant association.

Your discreet announcement at the March dinner that you will be retiring from your long -time position as a Trustee of the IH&RA Foundation for the Future touched us all very much, including Jeff Weinstein, Editor, *Hotels Magazine*. You so inspired Jeff that he dedicated his Editor's note in the April edition of *Hotels* to the IH&RA Foundation for the Future and cited your discussion of "the art of great hotel keeping," and our work furthering educational opportunities for the industry, as a reminder of the 'true reason why he loves the hotel industry.'

We couldn't agree more. On behalf of all IH&RA members worldwide, fellow Trustees of the IH&RA Foundation for the Future and the many students that have benefited from the Foundation over the years, we thank you for your many contributions and tireless dedication to the cause. As a past IH&RA President, you have given wonderful support to the Association and, above all, the Foundation - from participating and hosting Trustees' meetings to ensuring a close link between the Foundation and the Swedish Hotel Association. IH&RA could not have reached a milestone like its 60<sup>th</sup> Anniversary without you and we would like formally to express our sincere gratitude.

Ejnar, alongside all that you have contributed to IH&RA and the Foundation, you've also succeeded as one of the most innovative and creative hoteliers in the industry. The man who brought Scandic Hotels to the world also continues to invent and inspire with Nordic Hotels Stockholm exemplifying cutting edge design, as recognized by the exclusive Design Hotels, and your "Ice Bar" ... the hottest place in Stockholm !

We will greatly miss your active involvement in the IH&RA Foundation for the Future as a Trustee but know that you will go on and continue to do great things for the industry that you love. We hope that you will do us the great honour of joining us at the IH&RA Congress in Buenos Aires , Argentina, 26-29 October 2006, where we will pay tribute to you before your peers and IH&RA Congress delegates. Please join us.

Until then, please accept our best wishes for the future. We are honoured and proud to have worked with you over all these years. Thank you.

Best regards,



Dieter Huckestein  
President  
IH&RA



David McMillan  
CEO  
IH&RA

Dries De Vaal  
Chairman  
Foundation for the Future