

HOTEL PORTFOLIO

HOTELS IN OPERATION

CONTRACT TYPE	NORDICS		REST OF WESTERN EUROPE		EASTERN EUROPE		MIDDLE EAST, AFRICA & OTHERS		TOTAL	
	31-Dec-08	31-Dec-07	31-Dec-08	31-Dec-07	31-Dec-08	31-Dec-07	31-Dec-08	31-Dec-07	31-Dec-08	31-Dec-07
Leased	23	23	44	42	-	-	-	-	67	65
Managed	8	7	61	51	32	27	24	19	125	104
Franchised	24	33	37	31	7	4	-	-	68	68
TOTAL	55	63	142	124	39	31	24	19	260	237

ROOMS IN OPERATION

CONTRACT TYPE	NORDICS		REST OF WESTERN EUROPE		EASTERN EUROPE		MIDDLE EAST, AFRICA & OTHERS		TOTAL	
	31-Dec-08	31-Dec-07	31-Dec-08	31-Dec-07	31-Dec-08	31-Dec-07	31-Dec-08	31-Dec-07	31-Dec-08	31-Dec-07
Leased	6,129	6,129	9,161	8,678	-	-	-	-	15,290	14,807
Managed	2,106	2,064	10,106	8,480	8,386	7,444	5,832	4,870	26,430	22,858
Franchised	4,272	5,139	7,450	5,714	1,258	778	-	-	12,980	11,631
TOTAL	12,507	13,332	26,717	22,872	9,644	8,222	5,832	4,870	54,700	49,296

HOTELS & ROOMS IN PIPELINE

31st DECEMBER 2008

	NORDICS		REST OF WESTERN EUROPE		EASTERN EUROPE		MIDDLE EAST, AFRICA & OTHERS		TOTAL	
	HOTELS	ROOMS	HOTELS	ROOMS	HOTELS	ROOMS	HOTELS	ROOMS	HOTELS	ROOMS
Radisson SAS	2	470	9	1,651	20	5,289	22	5,591	53	13,001
Park Inn	6	1,448	19	2,942	11	2,026	5	898	41	7,314
Missoni/ Lifestyle	-	-	1	136	-	-	3	661	4	797
Regent	-	-	-	-	1	130	2	798	3	928
TOTAL	8	1,918	29	4,729	32	7,445	32	7,948	101	22,040