

# HOTEL INVENTORY

## HOTELS IN OPERATION

CONTRACT TYPE	NORDICS		REST OF WESTERN EUROPE		EASTERN EUROPE		MIDDLE EAST, AFRICA & OTHERS		TOTAL	
	31-MAR 2007	31-MAR 2006	31-MAR 2007	31-MAR 2006	31-MAR 2007	31-MAR 2006	31-MAR 2007	31-MAR 2006	31-MAR 2007	31-MAR 2006
Leased	22	22	42	40	-	-	-	-	64	62
Managed	8	8	42	39	26	22	19	17	95	86
Franchised	38	42	25	25	4	6	1	1	68	74
<b>TOTAL REZIDOR</b>	<b>68</b>	<b>72</b>	<b>109</b>	<b>104</b>	<b>30</b>	<b>28</b>	<b>20</b>	<b>18</b>	<b>227</b>	<b>222</b>

## ROOMS IN OPERATION

CONTRACT TYPE	NORDICS		REST OF WESTERN EUROPE		EASTERN EUROPE		MIDDLE EAST, AFRICA & OTHERS		TOTAL	
	31-MAR 2007	31-MAR 2006	31-MAR 2007	31-MAR 2006	31-MAR 2007	31-MAR 2006	31-MAR 2007	31-MAR 2006	31-MAR 2007	31-MAR 2006
Leased	5,964	5,812	8,679	8,283	-	-	-	-	14,643	14,095
Managed	2,209	2,108	7,228	6,776	7,182	4,662	4,672	3,968	21,291	17,514
Franchised	5,618	6,179	4,854	4,665	711	1,448	282	282	11,465	12,574
<b>TOTAL REZIDOR</b>	<b>13,791</b>	<b>14,099</b>	<b>20,761</b>	<b>19,724</b>	<b>7,893</b>	<b>6,110</b>	<b>4,954</b>	<b>4,250</b>	<b>47,399</b>	<b>44,183</b>

## HOTELS & ROOMS UNDER DEVELOPMENT DEVELOPMENT

AS AT MARCH 31, 2007

	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	344	13	2,342	12	2,989	9	2,096	36	7,771
Park Inn	2	597	12	1,600	2	384	3	629	19	3,210
Missoni/Lifestyle	-	-	2	222	-	-	1	205	3	427
Regent	-	-	-	-	1	128	2	937	3	1,065
<b>TOTAL Rezidor</b>	<b>4</b>	<b>941</b>	<b>27</b>	<b>4,164</b>	<b>15</b>	<b>3,501</b>	<b>15</b>	<b>3,867</b>	<b>61</b>	<b>12,473</b>