

Hotels in operation

Contract type	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others		Total	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Leased	24	23	48	44	-	-	-	-	72	67
Managed	7	8	61	61	37	32	35	24	140	125
Franchised	23	24	44	37	7	7	-	-	74	68
Total	54	55	153	142	44	39	35	24	286	260

Rooms in operation

Contract type	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others		Total	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Leased	6,319	6,129	9,889	9,161	-	-	-	-	16,208	15,290
Managed	1,934	2,106	10,217	10,106	9,720	8,386	8,829	5,832	30,700	26,430
Franchised	4,172	4,272	8,308	7,450	1,258	1,258	-	-	13,738	12,980
Total	12,425	12,507	28,414	26,717	10,978	9,644	8,829	5,832	60,646	54,700

Hotels and rooms in development

31-Dec, 2009	Nordics		Rest of Western Europe		Eastern Europe		Middle East Africa & Others		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Radisson Blu	1	381	5	1,299	17	4,695	22	5,146	45	11,521
Park Inn	7	1,558	18	2,724	16	3,035	10	2,091	51	9,408
Missoni	-	-	-	-	-	-	4	696	4	696
Regent	-	-	-	-	1	130	2	798	3	928
Total	8	1,939	23	4,023	34	7,860	38	8,731	103	22,553