

HOTEL PORTFOLIO

HOTELS IN OPERATION

| CONTRACT TYPE | NORDICS | | REST OF WESTERN EUROPE | | EASTERN EUROPE | | MIDDLE EAST, AFRICA & OTHERS | | TOTAL | |
|---------------|-----------|-----------|------------------------|------------|----------------|-----------|------------------------------|-----------|------------|------------|
| | 31-Mar-08 | 31-Mar-07 | 31-Mar-08 | 31-Mar-07 | 31-Mar-08 | 31-Mar-07 | 31-Mar-08 | 31-Mar-07 | 31-Mar-08 | 31-Mar-07 |
| Leased | 23 | 22 | 42 | 42 | - | - | - | - | 65 | 64 |
| Managed | 7 | 8 | 53 | 42 | 29 | 26 | 19 | 19 | 108 | 95 |
| Franchised | 32 | 38 | 34 | 25 | 4 | 4 | - | 1 | 70 | 68 |
| TOTAL | 62 | 68 | 129 | 109 | 33 | 30 | 19 | 20 | 243 | 227 |

ROOMS IN OPERATION

| CONTRACT TYPE | NORDICS | | REST OF WESTERN EUROPE | | EASTERN EUROPE | | MIDDLE EAST, AFRICA & OTHERS | | TOTAL | |
|---------------|---------------|---------------|------------------------|---------------|----------------|--------------|------------------------------|--------------|---------------|---------------|
| | 31-Mar-08 | 31-Mar-07 | 31-Mar-08 | 31-Mar-07 | 31-Mar-08 | 31-Mar-07 | 31-Mar-08 | 31-Mar-07 | 31-Mar-08 | 31-Mar-07 |
| Leased | 6,129 | 5,964 | 8,678 | 8,679 | - | - | - | - | 14,807 | 14,643 |
| Managed | 2,064 | 2,209 | 8,852 | 7,228 | 7,641 | 7,182 | 4,870 | 4,672 | 23,427 | 21,291 |
| Franchised | 4,963 | 5,618 | 6,152 | 4,854 | 778 | 711 | - | 282 | 11,893 | 11,465 |
| TOTAL | 13,156 | 13,791 | 23,682 | 20,761 | 8,419 | 7,893 | 4,870 | 4,954 | 50,127 | 47,399 |

HOTELS & ROOMS IN DEVELOPMENT

31st MARCH 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 | 389 | 11 | 1,932 | 18 | 4,631 | 16 | 3,592 | 47 | 10,544 |
| Park Inn | 5 | 1,076 | 19 | 2,815 | 8 | 1,444 | 7 | 1,390 | 39 | 6,725 |
| Missoni/Lifestyle | - | - | 1 | 136 | - | - | 1 | 200 | 2 | 336 |
| Regent | - | - | - | - | 1 | 130 | 1 | 433 | 2 | 563 |
| TOTAL | 7 | 1,465 | 31 | 4,883 | 27 | 6,205 | 25 | 5,615 | 90 | 18,168 |