

HOTEL PORTFOLIO

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	23	23	46	42	-	-	-	-	69	65
Managed	8	7	60	54	35	30	29	21	132	112
Franchised	23	23	44	33	7	6	-	-	74	62
Total	54	53	150	129	42	36	29	21	275	239

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	6,139	6,129	9,564	8,679	-	-	-	-	15,703	14,808
Managed	2,106	2,064	10,106	8,981	9,063	7,944	6,769	5,054	28,044	24,043
Franchised	4,137	4,063	8,034	6,047	1,258	1,097	-	-	13,429	11,207
Total	12,382	12,256	27,704	23,707	10,321	9,041	6,769	5,054	57,176	50,058

Hotels and rooms in development

Contract type	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Radisson Blu	2	490	7	1,480	19	5,352	24	6,291	52	13,613
Park Inn	6	1,448	18	2,664	13	2,398	9	1,940	46	8,450
Missoni	-	-	-	-	-	-	4	696	4	696
Regent	-	-	-	-	1	130	2	798	3	928
Total	8	1,938	25	4,144	33	7,880	39	9,725	105	23,687