

HOTEL INVENTORY

30TH SEPTEMBER 2009

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 | 46 | 44 | - | - | - | - | 70 | 67 |
| Managed | 8 | 8 | 59 | 55 | 37 | 31 | 31 | 23 | 135 | 117 |
| Franchised | 23 | 23 | 45 | 33 | 7 | 7 | - | - | 75 | 63 |
| Total | 55 | 54 | 150 | 132 | 44 | 38 | 31 | 23 | 280 | 247 |

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 | 6,128 | 9,564 | 9,161 | - | - | - | - | 15,883 | 15,289 |
| Managed | 2,106 | 2,106 | 9,911 | 9,198 | 9,720 | 8,119 | 7,427 | 5,542 | 29,164 | 24,965 |
| Franchised | 4,137 | 4,063 | 8,353 | 6,047 | 1,258 | 1,258 | - | - | 13,748 | 11,368 |
| Total | 12,562 | 12,297 | 27,828 | 24,406 | 10,978 | 9,377 | 7,427 | 5,542 | 58,795 | 51,622 |

Hotels and rooms under development

| 30-Sep, 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 | 310 | 6 | 1,341 | 17 | 4,695 | 24 | 6,068 | 48 | 12,414 |
| Park Inn | 7 | 1,558 | 17 | 2,534 | 13 | 2,398 | 11 | 2,377 | 48 | 8,867 |
| Missoni | - | - | - | - | - | - | 4 | 696 | 4 | 696 |
| Regent | - | - | - | - | 1 | 130 | 2 | 798 | 3 | 928 |
| Total | 8 | 1,868 | 23 | 3,875 | 31 | 7,223 | 41 | 9,939 | 103 | 22,905 |