

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	44	42	-	-	-	-	67	65
Managed	8	7	60	53	32	29	26	19	126	108
Franchised	23	32	37	34	7	4	-	-	67	70
Total	54	62	141	129	39	33	26	19	260	243

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	6,129	6,129	9,175	8,678	-	-	-	-	15,304	14,807
Managed	2,106	2,064	9,967	8,852	8,465	7,641	6,154	4,870	26,692	23,427
Franchised	4,135	4,963	7,485	6,152	1,258	778	-	-	12,878	11,893
Total	12,370	13,156	26,627	23,682	9,723	8,419	6,154	4,870	54,874	50,127

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	470	10	1,817	20	5,249	25	6,369	57	13,905
Park Inn	6	1,448	21	3,119	13	2,344	4	776	44	7,687
Missoni	-	-	1	136	-	-	4	839	5	975
Regent	-	-	-	-	1	130	2	798	3	928
Total	8	1,918	32	5,072	34	7,723	35	8,782	109	23,495