

Hotels in operation

| Contract type | Nordics | | Rest of Western Europe | | Eastern Europe | | Middle East, Africa & Others | | Total | |
|----------------|-----------|-----------|------------------------|------------|----------------|-----------|------------------------------|-----------|------------|------------|
| | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 |
| 31-Mar, | | | | | | | | | | |
| Leased | 25 | 23 | 48 | 44 | - | - | - | - | 73 | 67 |
| Managed | 7 | 8 | 64 | 60 | 38 | 32 | 35 | 26 | 144 | 126 |
| Franchised | 22 | 23 | 43 | 37 | 7 | 7 | - | - | 72 | 67 |
| Total | 54 | 54 | 155 | 141 | 45 | 39 | 35 | 26 | 289 | 260 |

Rooms in operation

| Contract type | Nordics | | Rest of Western Europe | | Eastern Europe | | Middle East, Africa & Others | | Total | |
|---------------|---------------|---------------|------------------------|---------------|----------------|--------------|------------------------------|--------------|---------------|---------------|
| | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 |
| Leased | 6,457 | 6,129 | 9,889 | 9,175 | - | - | - | - | 16,346 | 15,304 |
| Managed | 1,934 | 2,106 | 10,435 | 9,967 | 9,970 | 8,465 | 8,737 | 6,154 | 31,076 | 26,692 |
| Franchised | 4,074 | 4,135 | 8,034 | 7,485 | 1,240 | 1,258 | - | - | 13,348 | 12,878 |
| Total | 12,465 | 12,370 | 28,358 | 26,627 | 11,210 | 9,723 | 8,737 | 6,154 | 60,770 | 54,874 |

Hotels and rooms in development

| 31-Mar, 2010 | Nordics | | Rest of Western Europe | | Eastern Europe | | Middle East Africa & Others | | Total | |
|--------------|----------|--------------|------------------------|--------------|----------------|--------------|-----------------------------|--------------|------------|---------------|
| | Hotels | Rooms | Hotels | Rooms | Hotels | Rooms | Hotels | Rooms | Hotels | Rooms |
| Radisson Blu | 3 | 957 | 8 | 1,660 | 19 | 5,069 | 23 | 5,438 | 53 | 13,124 |
| Park Inn | 5 | 1,019 | 17 | 2,587 | 16 | 2,985 | 10 | 2,091 | 48 | 8,682 |
| Missoni | - | - | - | - | - | - | 4 | 696 | 4 | 696 |
| Regent | - | - | - | - | 1 | 130 | 2 | 798 | 3 | 928 |
| Total | 8 | 1,976 | 25 | 4,247 | 36 | 8,184 | 39 | 9,023 | 108 | 23,430 |