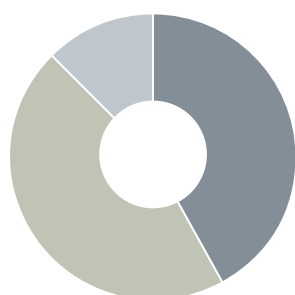


# Carlson facts and figures

More than 170,000 people work for the Carlson brands



72,000	Carlson Restaurants
78,000	Carlson Hotels
21,000	Carlson Wagonlit Travel (CWT)

As of Q4 2011

Carlson revenue	2010	2011	% change
System-wide revenue	33	38	+13%
Company revenue	4.2	4.5	+8.4%

As of Q4 2011

## Hotels facts and figures

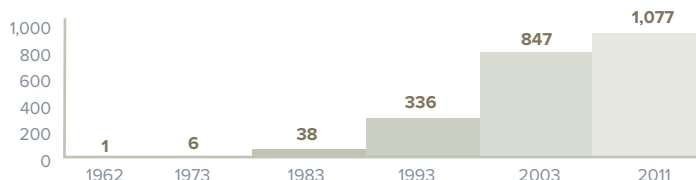
### Hotels revenue (USD billions)

as of Q4 2011, amounts subject to audit

	2010	2011	% Change
System-wide revenue	6.5	7.0	+7.3%
Company revenue	1.3	1.5	+12%

### Number of hotels in operation

as of Q4 2011



### Number of hotels by brand

as of Q4 2011

	Hotels in operation	Hotels in development	Total
Radisson Blu	229	76	305
Radisson	192	35	227
Country Inns & Suites By Carlson	484	44	528
Park Inn by Radisson	127	65	192
Park Plaza	43	18	61
Hotel Missoni	2	4	6
<b>Total</b>	<b>1,077</b>	<b>242</b>	<b>1,319</b>

### Number of rooms by brand

as of Q4 2011

	Rooms in operation	Rooms in development	Total
Radisson Blu	53,100	17,006	70,106
Radisson	41,540	6,939	48,479
Country Inns & Suites By Carlson	38,869	3,857	42,726
Park Inn by Radisson	23,834	10,952	34,786
Park Plaza	8,154	3,201	11,355
Hotel Missoni	305	791	1,096
<b>Total</b>	<b>165,802</b>	<b>42,746</b>	<b>208,548</b>

### Number of hotels by region

as of Q4 2011

	Hotels in operation	Hotels in development	Total
North America	602	38	640
Europe	317	74	391
Asia Pacific, of which:	74	82	156
India	49	48	97
China	10	22	32
Middle East and Africa	42	37	79
Latin America	42	11	53
<b>Total</b>	<b>1,077</b>	<b>242</b>	<b>1,319</b>

### Number of rooms by region

as of Q4 2011

	Rooms in operation	Rooms in development	Total
Europe	68,090	14,802	82,892
North America	68,475	3,888	72,363
Asia Pacific, of which:	11,487	14,436	25,923
India	5,155	6,090	11,245
China	3,075	5,951	9,026
Middle East and Africa	10,488	8,072	18,560
Latin America	7,262	1,548	8,810
<b>Total</b>	<b>165,802</b>	<b>42,746</b>	<b>208,548</b>

# Restaurants facts and figures

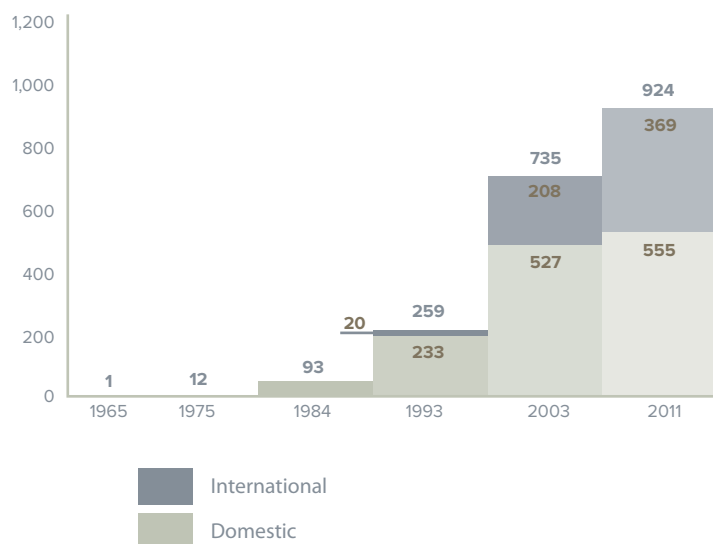
## Restaurants revenue (USD billions)

as of Q4 2011, amounts subject to audit

	2010	2011	% Change
System-wide revenue	2.5	2.6	+3.8 %
Company revenue	1.2	1.2	0.0 %

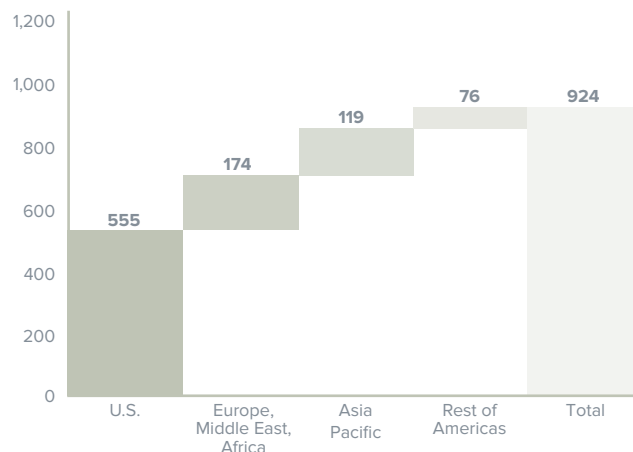
## Number of restaurants in operation

as of Q4 2011



## Number of restaurants in operation by region

as of Q4 2011



# Travel facts and figures

## CWT revenue (USD billions)

as of Q4 2011, amounts subject to audit

	2010	2011	% Change
System-wide revenue	24	28	+15 %
Company revenue	1.7	1.9	+12 %

## CWT key facts

- A global leader present in 153 countries and territories
- A diverse client portfolio of large corporations, small and mid-sized companies, government institutions and non-government organizations. Clients include one-third of the Fortune Global 100 companies
- More than 57 million on and offline transactions
- Customer satisfaction is a driving force at CWT:
  - 92% travel manager overall satisfaction rate
  - 96% client retention rate