

## Hotels in operation

Contract type	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others		Total	
	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010
30-Jun,										
Leased	29	26	49	49	-	-	-	-	78	75
Managed	6	7	61	64	56	49	39	36	162	156
Franchised	22	22	47	45	6	6	-	-	75	73
<b>Total</b>	<b>57</b>	<b>55</b>	<b>157</b>	<b>158</b>	<b>62</b>	<b>55</b>	<b>39</b>	<b>36</b>	<b>315</b>	<b>304</b>

## Rooms in operation

Contract type	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others		Total	
	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010
30-Jun,										
Leased	7,581	6,636	10,183	10,139	-	-	-	-	17,764	16,775
Managed	1,894	1,934	10,116	10,435	14,244	13,063	9,544	8,953	35,798	34,385
Franchised	4,074	4,074	8,801	8,336	1,330	1,038	-	-	14,205	13,448
<b>Total</b>	<b>13,549</b>	<b>12,644</b>	<b>29,100</b>	<b>28,910</b>	<b>15,574</b>	<b>14,101</b>	<b>9,544</b>	<b>8,953</b>	<b>67,767</b>	<b>64,608</b>

## Hotels and rooms in development

30-Jun, 2011	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Leased	-	71	-	-	-	-	-	-	-	71
Managed	2	458	17	3,208	33	7,213	38	8,618	90	19,497
Franchised	5	957	5	879	2	438	-	-	12	2,274
<b>Total</b>	<b>7</b>	<b>1,486</b>	<b>22</b>	<b>4,087</b>	<b>35</b>	<b>7,651</b>	<b>38</b>	<b>8,618</b>	<b>102</b>	<b>21,842</b>