

## 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
Leased	27	24	50	48	-	-	-	-	77	72
Managed	7	7	64	61	55	37	36	35	162	140
Franchised	22	23	46	44	5	7	-	-	73	74
<b>Total</b>	<b>56</b>	<b>54</b>	<b>160</b>	<b>153</b>	<b>60</b>	<b>44</b>	<b>36</b>	<b>35</b>	<b>312</b>	<b>286</b>

## 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	6,936	6,319	10,335	9,889	-	-	-	-	17,271	16,208
Managed	1,934	1,934	10,499	10,217	14,149	9,720	8,953	8,829	35,535	30,700
Franchised	4,075	4,172	8,572	8,308	922	1,258	-	-	13,569	13,738
<b>Total</b>	<b>12,945</b>	<b>12,425</b>	<b>29,406</b>	<b>28,414</b>	<b>15,071</b>	<b>10,978</b>	<b>8,953</b>	<b>8,829</b>	<b>66,375</b>	<b>60,646</b>

## Hotels and rooms in development

31-Dec, 2010	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Leased	2	711	-	150	-	-	-	-	2	861
Managed	2	530	18	3,102	32	7,227	37	8,081	89	18,940
Franchised	4	691	4	1,001	-	-	-	-	8	1,692
<b>Total</b>	<b>8</b>	<b>1,932</b>	<b>22</b>	<b>4,253</b>	<b>32</b>	<b>7,227</b>	<b>37</b>	<b>8,081</b>	<b>99</b>	<b>21,493</b>