

Q1 – 2011

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
Leased	29	25	49	48	-	-	-	-	78	73
Managed	7	7	64	64	55	38	37	35	163	144
Franchised	22	22	47	43	6	7	-	-	75	72
Total	58	54	160	155	61	45	37	35	316	289

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
Leased	7,581	6,457	10,183	9,889	-	-	-	-	17,746	16,346
Managed	1,936	1,934	10,496	10,435	14,047	9,970	9,122	8,737	35,601	31,076
Franchised	4,074	4,074	8,598	8,034	1,330	1,240	-	-	14,002	13,348
Total	13,591	12,465	29,277	28,358	15,377	11,210	9,122	8,737	67,367	60,770

Hotels and rooms in development

31-Mar, 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	3,070	34	7,473	37	8,146	90	19,147
Franchised	5	957	4	1,001	1	305	-	-	10	2,263
Total	7	1,486	21	4,071	35	7,778	37	8,146	100	21,481