

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 |
| 31-Dec, | | | | | | | | | | |
| Leased | 28 | 27 | 49 | 50 | - | - | - | - | 77 | 77 |
| Managed | 6 | 7 | 63 | 64 | 57 | 55 | 43 | 36 | 169 | 162 |
| Franchised | 23 | 22 | 50 | 46 | 6 | 5 | - | - | 79 | 73 |
| Total | 57 | 56 | 162 | 160 | 63 | 60 | 43 | 36 | 325 | 312 |

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 |
| 31-Dec, | | | | | | | | | | |
| Leased | 7,498 | 6,936 | 10,188 | 10,335 | - | - | - | - | 17,686 | 17,271 |
| Managed | 1,894 | 1,934 | 10,278 | 10,499 | 14,762 | 14,149 | 10,762 | 8,953 | 37,696 | 35,535 |
| Franchised | 4,579 | 4,075 | 9,474 | 8,572 | 1,331 | 922 | - | - | 15,384 | 13,569 |
| Total | 13,971 | 12,945 | 29,940 | 29,406 | 16,093 | 15,071 | 10,762 | 8,953 | 70,766 | 66,375 |

Hotels and rooms in development

| 31-Dec, 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 | 3 | 511 | 15 | 2,915 | 33 | 7,210 | 38 | 9,070 | 89 | 19,706 |
| Franchised | 5 | 957 | 3 | 621 | 3 | 684 | - | - | 11 | 2,262 |
| Total | 8 | 1,539 | 18 | 3,536 | 36 | 7,894 | 38 | 9,070 | 100 | 22,039 |