

## 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-Sep,										
Leased	28	27	49	50	-	-	-	-	77	77
Managed	6	7	62	63	57	53	41	36	166	159
Franchised	22	22	48	47	6	6	-	-	76	75
<b>Total</b>	<b>56</b>	<b>56</b>	<b>159</b>	<b>160</b>	<b>63</b>	<b>59</b>	<b>41</b>	<b>36</b>	<b>319</b>	<b>311</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-Sep,										
Leased	7,489	6,936	10,183	10,348	-	-	-	-	17,672	17,284
Managed	1,894	1,934	10,156	10,304	14,766	13,825	10,391	8,952	37,207	35,015
Franchised	4,173	4,075	8,900	8,720	1,330	1,038	-	-	14,403	13,833
<b>Total</b>	<b>13,556</b>	<b>12,945</b>	<b>29,239</b>	<b>29,372</b>	<b>16,096</b>	<b>14,863</b>	<b>10,391</b>	<b>8,952</b>	<b>69,282</b>	<b>66,132</b>

## Hotels and rooms in development

30-Sep, 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	1	168	17	3,208	31	6,544	38	8,618	87	18,538
Franchised	6	1,326	4	780	3	684	-	-	13	2,790
<b>Total</b>	<b>7</b>	<b>1,565</b>	<b>21</b>	<b>3,988</b>	<b>34</b>	<b>7,228</b>	<b>38</b>	<b>8,618</b>	<b>100</b>	<b>21,399</b>