

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
30-Sep,										
Leased	27	24	50	46	-	-	-	-	77	70
Managed	7	8	63	59	53	37	36	31	159	135
Franchised	22	23	47	45	6	7	-	-	75	75
Total	56	55	160	150	59	44	36	31	311	280

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
30-Sep,										
Leased	6,936	6,319	10,348	9,564	-	-	-	-	17,284	15,883
Managed	1,934	2,106	10,304	9,911	13,825	9,720	8,952	7,427	35,015	29,164
Franchised	4,075	4,137	8,720	8,353	1,038	1,258	-	-	13,833	13,748
Total	12,945	12,562	29,372	27,828	14,863	10,978	8,952	7,427	66,132	58,795

Hotels and rooms in development

30-Sep, 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	1	331	-	-	-	-	3	1,042
Managed	2	530	15	2,626	32	7,002	35	7,841	84	17,999
Franchised	2	286	4	800	-	-	-	-	6	1,086
Total	6	1,527	20	3,757	32	7,002	35	7,841	93	20,127