

## Hotel and Room Openings and Signings

	Openings				Signings			
	Hotels		Rooms		Hotels		Rooms	
	Q4 2013	Q4 2013	FY 2013	FY 2013	Q4 2013	Q4 2013	FY 2013	FY 2013
<b>By region:</b>								
Nordics	0	0	1	401	0	0	0	0
Rest of Western Europe	1	110	5	782	2	438	5	868
Eastern Europe	3	855	6	1,554	3	1,297	12	3,047
Middle East, Africa & Others	0	-19	2	521	3	413	15	2,514
<b>Total</b>	<b>4</b>	<b>946</b>	<b>14</b>	<b>3,258</b>	<b>8</b>	<b>2,148</b>	<b>32</b>	<b>6,429</b>
<b>By brand:</b>								
Radisson Blu	1	489	8	2,318	6	1,458	16	3,531
Park Inn by Radisson	3	457	6	940	2	690	16	2,898
Hotel Missoni & Others	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>946</b>	<b>14</b>	<b>3,258</b>	<b>8</b>	<b>2,148</b>	<b>32</b>	<b>6,429</b>
<b>By contract type:</b>								
Leased	0	-4	0	106	0	0	0	0
Managed	3	836	8	1,939	6	1,710	27	5,561
Franchised	1	114	6	1,213	2	438	5	868
<b>Total</b>	<b>4</b>	<b>946</b>	<b>14</b>	<b>3,258</b>	<b>8</b>	<b>2,148</b>	<b>32</b>	<b>6,429</b>

- In Q4 2013, 3 hotels and 411 rooms left the system, resulting in a net opening of 535 rooms.

## Hotels and Rooms in Operation and under Development (in Pipeline)

	In operation				Under development			
	Hotels		Rooms		Hotels		Rooms	
	2013	2012	2013	2012	2013	2012	2013	2012
<b>31-Dec</b>								
<b>By region:</b>								
Nordics	59	58	14,565	14,164	4	7	748	1,393
Rest of Western Europe	153	161	29,151	29,961	8	17	1,459	3,425
Eastern Europe	77	72	19,606	18,092	34	35	7,736	8,163
Middle East, Africa & Others	48	47	11,955	11,789	46	41	9,593	9,045
<b>Total</b>	<b>337</b>	<b>338</b>	<b>75,277</b>	<b>74,006</b>	<b>92</b>	<b>100</b>	<b>19,536</b>	<b>22,026</b>
<b>By brand:</b>								
Radisson Blu	218	218	52,838	52,012	49	47	11,606	11,326
Park Inn by Radisson	114	112	21,687	21,038	41	48	7,532	9,832
Hotel Missoni & Others	5	8	752	956	2	5	398	868
<b>Total</b>	<b>337</b>	<b>338</b>	<b>75,277</b>	<b>74,006</b>	<b>92</b>	<b>100</b>	<b>19,536</b>	<b>22,026</b>
<b>By contract type:</b>								
Leased	68	77	16,732	17,694	0	-	0	101
Managed	181	178	41,247	39,937	83	89	17,732	19,601
Franchised	88	83	17,298	16,375	9	11	1,804	2,324
<b>Total</b>	<b>337</b>	<b>338</b>	<b>75,277</b>	<b>74,006</b>	<b>92</b>	<b>100</b>	<b>19,536</b>	<b>22,026</b>