

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

	In operation				Under development			
	Hotels		Rooms		Hotels		Rooms	
30- Sep	2014	2013	2014	2013	2014	2013	2014	2013
By region:								
Nordics	60	59	14,888	14,565	1	4	215	748
Rest of Western Europe	143	155	27,633	29,452	7	11	1,620	1,900
Eastern Europe	84	74	21,348	18,751	31	35	6,822	7,483
Middle East, Africa & Others	50	48	12,200	11,974	52	47	10,766	10,042
Total	337	336	76,069	74,742	91	97	19,423	20,173
By brand:								
Radisson Blu	227	219	54,736	52,720	53	46	12,382	10,981
Park Inn by Radisson	105	111	20,581	21,230	38	48	7,031	8,524
Hotel Missoni & Others	5	6	752	792	-	3	10	668
Total	337	336	76,069	74,742	91	97	19,423	20,173
By contract type:								
Leased	70	68	17,537	16,736	-	-	-	-
Managed	181	179	41,229	40,451	79	89	17,055	18,693
Franchised	86	89	17,303	17,555	12	8	2,368	1,480
Total	337	336	76,069	74,742	91	97	19,423	20,173