

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

	In operation				Under development			
	Hotels		Rooms		Hotels		Rooms	
31 December	2015	2014	2015	2014	2015	2014	2015	2014
By region:								
Nordics	61	60	14,895	14,890	2	1	238	215
Rest of Western Europe	136	142	26,688	27,535	13	8	2,834	1,745
Eastern Europe	95	86	23,467	21,838	26	29	4,966	5,638
Middle East, Africa & Others	63	52	13,578	12,346	61	54	13,654	11,402
Total	355	340	78,628	76,609	102	92	21,692	19,000
By brand:								
Radisson Blu	233	228	55,243	55,041	65	54	14,711	12,303
Park Inn by Radisson	116	107	22,516	20,816	35	38	6,570	6,687
Other	6	5	869	752	2	-	411	10
Total	355	340	78,628	76,609	102	92	21,692	19,000
By contract type:								
Leased	71	70	17,789	17,538	-	-	-	-
Managed	189	182	42,073	41,339	88	78	19,314	16,485
Franchised	95	88	18,766	17,732	14	14	2,378	2,515
Total	355	340	78,628	76,609	102	92	21,692	19,000