

Hotel and room openings and signings

	Openings				Signings			
	Hotels		Rooms		Hotels		Rooms	
	Q3 2012	Q3 2012	Jan-Sep 2012	Jan-Sep 2012	Q3 2012	Q3 2012	Jan-Sep 2012	Jan-Sep 2012
By region:								
Nordics	-		1	193	-	30	-	30
Rest of Western Europe	-	4	2	352	-	-	3	473
Eastern Europe	2	376	6	1,196	4	1,114	10	2,521
Middle East, Africa & Others	2	259	4	1,146	5	857	13	2,834
Total	4	639	13	2,887	9	2,001	26	5,858
By brand:								
Radisson Blu	2	402	8	1,949	5	1,020	10	2,142
Park Inn by Radisson	2	237	4	618	4	981	15	3,386
Hotel Missoni & Others	-	-	1	320	-	-	1	330
Total	4	639	13	2,887	9	2,001	26	5,858
By contract type:								
Leased	-	4	-	8	-	30	-	30
Managed	3	514	9	2,161	8	1,731	24	5,467
Franchised	1	121	4	718	1	240	2	361
Total	4	639	13	2,887	9	2,001	26	5,858

- In Q3 2012, 1 hotel and 249 rooms left the system, resulting in net openings of 390 rooms. YTD, 3 hotel and 469 rooms left the system, resulting in net openings of 2,418 rooms.

Hotels and rooms in operation and under development (in pipeline)

	In operation				Under development			
	Hotels		Rooms		Hotels		Rooms	
	2012	2011	2012	2011	2012	2011	2012	2011
30-Sep,								
By region:								
Nordics	58	56	14,164	13,556	7	7	1,393	1,565
Rest of Western Europe	161	159	29,942	29,239	16	21	2,791	3,988
Eastern Europe	69	63	17,289	16,096	37	34	8,722	7,228
Middle East, Africa & Others	47	41	11,789	10,391	41	38	8,923	8,618
Total	335	319	73,184	69,282	101	100	21,829	21,399
By brand:								
Radisson Blu	215	207	51,204	49,072	47	52	11,344	12,617
Park Inn by Radisson	112	104	21,024	19,534	49	45	9,617	8,274
Hotel Missoni & Others	8	8	956	676	5	3	868	508
Total	335	319	73,184	69,282	101	100	21,829	21,399
By contract type:								
Leased	77	77	17,694	17,672	-	-	101	71
Managed	175	166	39,257	37,207	93	87	20,069	18,538
Franchised	83	76	16,233	14,403	8	13	1,659	2,790
Total	335	319	73,184	69,282	101	100	21,829	21,399