

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

	In operation				Under development			
	Hotels		Rooms		Hotels		Rooms	
31-Dec	2014	2013	2014	2013	2014	2013	2014	2013
By region:								
Nordics	60	59	14,890	14,565	1	4	215	748
Rest of Western Europe	142	153	27,535	29,151	8	8	1,745	1,459
Eastern Europe	86	77	21,838	19,606	29	34	5,638	7,736
Middle East, Africa & Others	52	48	12,346	11,955	54	46	11,402	9,593
Total	340	337	76,609	75,277	92	92	19,000	19,536
By brand:								
Radisson Blu	228	218	55,041	52,838	54	49	12,303	11,606
Park Inn by Radisson	107	114	20,816	21,687	38	41	6,687	7,532
Others	5	5	752	752	-	2	10	398
Total	340	337	76,609	75,277	92	92	19,000	19,536
By contract type:								
Leased	70	68	17,538	16,732	-	-	-	-
Managed	182	181	41,339	41,247	78	83	16,485	17,732
Franchised	88	88	17,732	17,298	14	9	2,515	1,804
Total	340	337	76,609	75,277	92	92	19,000	19,536