

Hotel and room openings and signings

	Openings				Signings			
	Hotels		Rooms		Hotels		Rooms	
	Q4 2012	Q4 2012	FY 2012	FY 2012	Q4 2012	Q4 2012	FY 2012	FY 2012
By region:								
Nordics	-	-	1	193	-	-	-	30
Rest of Western Europe	2	268	4	620	3	903	6	1,376
Eastern Europe	3	803	9	1,999	1	240	11	2,762
Middle East, Africa & Others	-	-	4	1,146	-	122	13	2,956
Total	5	1,071	18	3,958	4	1,265	30	7,124
By brand:								
Radisson Blu	3	808	11	2,757	3	787	13	2,930
Park Inn by Radisson	2	263	6	881	1	478	16	3,864
Hotel Missoni & Others	-	-	1	320	-	-	1	330
Total	5	1,071	18	3,958	4	1,265	30	7,124
By contract type:								
Leased	-	-	-	8	-	-	-	30
Managed	5	1,071	14	3,232	1	600	25	6,068
Franchised	-	-	4	718	3	665	5	1,026
Total	5	1,071	18	3,958	4	1,265	30	7,124

- In Q4 2012, 2 hotel and 249 rooms left the system, resulting in a net opening of 822 rooms.

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

31-Dec,	In operation				Under development			
	Hotels		Rooms		Hotels		Rooms	
	2012	2011	2012	2011	2012	2011	2012	2011
By region:								
Nordics	58	57	14,164	13,971	7	8	1,393	1,539
Rest of Western Europe	161	162	29,961	29,940	17	18	3,425	3,536
Eastern Europe	72	63	18,092	16,093	35	36	8,163	7,894
Middle East, Africa & Others	47	43	11,789	10,762	41	38	9,045	9,070
Total	338	325	74,006	70,766	100	100	22,026	22,039
By brand:								
Radisson Blu	218	209	52,012	49,590	47	52	11,326	13,244
Park Inn by Radisson	112	109	21,038	20,540	48	43	9,832	7,937
Hotel Missoni & Others	8	7	956	636	5	5	868	858
Total	338	325	74,006	70,766	100	100	22,026	22,039
By contract type:								
Leased	77	77	17,694	17,686	-	-	101	71
Managed	178	169	39,937	37,696	89	89	19,601	19,706
Franchised	83	79	16,375	15,384	11	11	2,324	2,262
Total	338	325	74,006	70,766	100	100	22,026	22,039