

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

	In operation				Under development			
	Hotels		Rooms		Hotels		Rooms	
<b>31 March</b>	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>
<b>By region:</b>								
Nordics	62	60	14,830	14,890	-	1	-	215
Rest of Western Europe	137	137	26,795	26,877	15	10	3,057	2,385
Eastern Europe	97	85	23,616	21,523	25	31	4,537	5,908
Middle East, Africa & Others	65	55	14,025	12,679	64	55	14,210	12,057
<b>Total</b>	<b>361</b>	<b>337</b>	<b>79,266</b>	<b>75,969</b>	<b>104</b>	<b>97</b>	<b>21,804</b>	<b>20,565</b>
<b>By brand:</b>								
Radisson Blu	237	226	55,763	54,604	61	58	13,856	13,378
Park Inn by Radisson	117	106	22,574	20,613	38	39	7,029	7,177
Other	7	5	929	752	5	-	919	10
<b>Total</b>	<b>361</b>	<b>337</b>	<b>79,266</b>	<b>75,969</b>	<b>104</b>	<b>97</b>	<b>21,804</b>	<b>20,565</b>
<b>By contract type:</b>								
Leased	70	71	17,440	17,789	-	-	-	-
Managed	189	178	41,676	40,459	89	82	19,264	17,880
Franchised	102	88	20,150	17,721	15	15	2,540	2,685
<b>Total</b>	<b>361</b>	<b>337</b>	<b>79,266</b>	<b>75,969</b>	<b>104</b>	<b>97</b>	<b>21,804</b>	<b>20,565</b>