

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

	In operation				Under development			
	Hotels		Rooms		Hotels		Rooms	
31 December	2018	2017	2018	2017	2018	2017	2018	2017
<b>By region:</b>								
Nordics	57	59	14,146	14,294	2	—	272	—
Western Europe	132	130	27,057	26,360	10	12	1,620	2,082
Eastern Europe	108	104	25,278	24,486	31	26	6,024	4,770
Middle East, Africa & Others	83	76	16,850	15,992	71	65	15,911	16,766
<b>Total</b>	<b>380</b>	<b>369</b>	<b>83,331</b>	<b>81,132</b>	<b>114</b>	<b>103</b>	<b>23,827</b>	<b>23,618</b>
<b>By brand:</b>								
Radisson Blu	247	244	57,763	57,246	59	61	11,966	12,979
Park Inn by Radisson	117	116	23,211	22,604	26	31	6,170	7,818
Others	16	9	2,357	1,282	29	11	5,691	2,821
<b>Total</b>	<b>380</b>	<b>369</b>	<b>83,331</b>	<b>81,132</b>	<b>114</b>	<b>103</b>	<b>23,827</b>	<b>23,618</b>
<b>By contract type:</b>								
Leased	55	64	15,203	16,269	8	1	1,672	250
Managed	204	196	44,988	43,584	93	91	19,724	21,808
Franchised	121	109	23,140	21,279	13	11	2,431	1,560
<b>Total</b>	<b>380</b>	<b>369</b>	<b>83,331</b>	<b>81,132</b>	<b>114</b>	<b>103</b>	<b>23,827</b>	<b>23,618</b>