



# BUSINESS DEVELOPMENT

# WELCOME TO OUR WORLD!



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The Rezidor Hotel Group is one of the most dynamic hotel companies worldwide. Our first hotel opened in 1960 in Copenhagen – our current portfolio features more than 430 hotels with 96,000 rooms in operation and under development in more than 70 countries across Europe, the Middle East and Africa. Together with our partner Carlson we reach more than 1,300 hotels with 200,000 rooms around the globe. The Carlson Rezidor Hotel Group was launched in January 2012, and has established itself as a successful strategic alliance targeting joint global Revenue Generation, Branding, and Human Resources initiatives that add value for all our stakeholders.

Rezidor's carefully selected brand portfolio is clearly differentiated and offers excellent investment opportunities: Radisson Blu is Europe's largest upper upscale brand, and comprises stylish properties and extra services like free high speed internet access. Park Inn by Radisson, our fresh mid-market brand, is just being re-launched as a compelling and competitive product for the growing Gen X and Gen Y clientele. Hotel Missoni is our fashionable lifestyle brand, and Regent one of the leading luxury brands of the world. Besides a genuine support in operational strategies, all our hotels



benefit from state-of-the-art sales & marketing tools with global reach and a re-defined procurement offer that aims to make us best in class.

Rezidor's future growth will be based on our asset-light business model; we will further grow in a strategic and profitable way, and strongly focus on the emerging markets of Russia/CIS and Africa. In our European home markets, we will add selected prime locations to our map, and build on the strong portfolio of our existing properties. All across Europe, the Middle East and Africa we enjoy close relationships with our owners and developers – our executive team at the Corporate Support Office in Brussels and our dedicated Area Offices are always at our partners' disposal. We are known for our open, flexible hands-on approach and quick decision making. We also ensure that our business is sustainable: our Responsible Business Programme is industry-leading and award-winning – in 2013, we were named one of the world's

most ethical companies for the fourth consecutive year.

Rezidor manages brands, people, relationships and owners' assets. We have the best people to drive our development and growth, we think out of the box: our Z-factor and fighting Z-pirrit make us approach things differently and reach our goals. And last but not least, our unique service philosophy Yes I Can! motivates each of our 35,000+ employees to go the extra mile each and every day for you and all our stakeholders.

Thank you for your interest in our group, for your trust and for doing business with us. Welcome to our world!

Yours sincerely,

Wolfgang M. Neumann  
President & CEO

# A DIVERSE PORTFOLIO PRESENT IN OVER 70 COUNTRIES

“Welcome to our portfolio of over 430 hotels and 96,000 rooms in operation and under development in EMEA”

A PORTFOLIO OF OVER 1,300 HOTELS IN OPERATION AND UNDER DEVELOPMENT WORLDWIDE, INCLUDING OVER 430 HOTELS IN EMEA

FOUR DISTINCTIVE HOTEL BRANDS - RADISSON BLU, PARK INN BY RADISSON, HOTEL MISSONI AND REGENT

A PRESENCE IN OVER 70 COUNTRIES ACROSS EUROPE, MIDDLE EAST AND AFRICA

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“Creative yet simple, our approach is to find the best solutions to structure enduring businesses with our partners”

Welcome to our world!

The Rezidor Hotel Group is a name which is synonymous with creative hospitality, entrepreneurship and pioneering spirit.

Our business succeeds when we establish win-win relationships with our partners. Such success materialises through the optimisation of the hotel's free cash flow and real estate value.

This is executed through our compelling brands, global distribution, revenue generation, service excellence, cost-efficient operations and, most importantly, with the talent of our associates across the globe.

Our speed, responsiveness and pragmatic mindset enable us to stand out from the crowd. Creative yet simple, our approach is to find the best solutions to structure enduring businesses with our partners.

Our business development team consists of dedicated, knowledgeable and proactive industry experts across all regions. Our aim is to help our partners expand locally or globally with the most suitable hotel products. Our brands cover the luxury, lifestyle, upper upscale and midscale hotel sectors. An array of development

tools, value-engineering techniques, local know-how, design solutions and procurement expertise help our owners deliver balanced hotel real estate developments.

Today, Rezidor operates 338 hotels in 56 countries within EMEA and has 100 hotels under development. Worldwide, Carlson Rezidor has a portfolio of over 1,300 hotels in operation and under development across the five continents. Our most prominent brand – Radisson Blu – holds the position of the largest upper upscale brand in Europe. The return of the bespoke luxury brand Regent to our portfolio reflects our target of providing luxury experiences to our guests and optimising investments for iconic hotels.

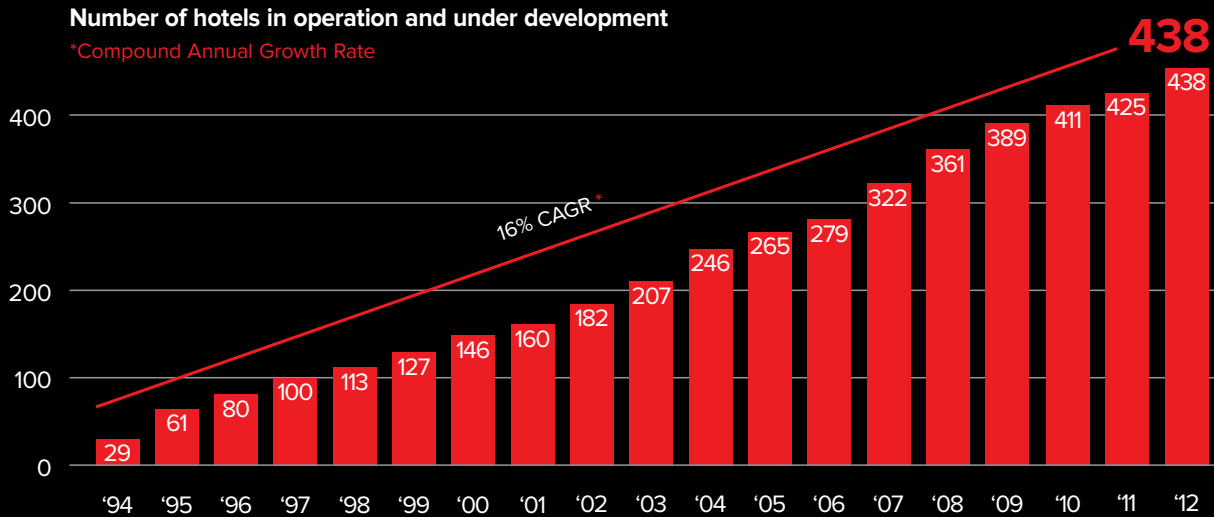
As we continue to grow, we strive to achieve successful, long-term relationships which are based on trust, delivery, transparency and responsibility.

Please do get in touch and join us on our exciting journey.

A stylized, handwritten signature in black ink, appearing to read 'Elie Younes'.

Elie Younes  
Senior Vice President,  
Head of Group Development

# THE AMBITIOUS GROWTH CONTINUES



## BRAND DEVELOPMENT PARAMETERS

	RADISSON BLU	PARK INN BY RADISSON	HOTEL MISSONI	REGENT
<b>Target Location</b>	Urban / Airport / Resort	Urban / Suburban	Urban / Resort	Urban / Resort
<b>Market Positioning</b>	Upper Upscale	Midscale	Upper Upscale, Lifestyle	Luxury
<b>Design Style</b>	Contemporary, distinctive, local	Innovative, fresh, efficient	Cutting edge, unique, vibrant	Bespoke, timeless, elegant
<b>Number of Rooms</b>	150 - 350	120 - 250	120 - 200	100 - 250
<b>Gross Internal Area per Room (m<sup>2</sup>)</b>	60 - 70	40 - 50	60 - 70	90 - 110
<b>FF&amp;E / OE Cost per Room (TEUR)*</b>	35 - 40	20 - 24	42 - 46	70 - 90

Note: The above brand parameters are indicative only and may vary with the market and product characteristics

\* Furniture, Fixtures & Equipment / Operating Equipment

# A SPECIFIC BRAND FOR A SPECIFIC MARKET



## RADISSON BLU

Hotels that love to say Yes

One of the world's leading hotel brands, Radisson Blu creates iconic buildings with contemporary interiors invoking an inviting, exciting ambiance. Pioneering bold and innovative lobbies, guest rooms and public spaces with the latest technology and a range of highly individualized solutions, Radisson Blu offers a guest experience that is truly unique in the world of hotels today.

While design might be the statement for Radisson Blu, it is the culture that remains king and the people everything.

At Radisson Blu, Yes I Can! is the only attitude. It is both the foundation and the driving force of the brand's culture. It is the basis of our commitment to building one-on-one relationships with guests, it is our service ethic, it is the very heart of Radisson Blu.

The world of Radisson Blu product and service concepts have made Radisson Blu one of the world's leading, full-service hotel brands. Passionate about innovation and attention to detail, Radisson Blu's unique range of service concepts are designed to drive what guests desire. With services like Free Internet, 3-Hour Express Laundry, Grab & Run, Business Class, Express Checkout, and of course the brand's 100% Guest Satisfaction Guarantee, Radisson Blu makes the essentials fast and easy.

Radisson Blu also has a number of distinctive room styles and restaurant concepts to suit every space, market location and budget. From "Naturally Cool" with its contemporary, stylized and sleek design, to "Mansion House", characterized by strong lines, deep rich timber finishes and its avant-garde feel, each room style is unique and impressive. The brand's restaurant concepts include Filini, a contemporary, Italian restaurant and bar, Fire Lake Grill House & Cocktail Bar, and Verres en Vers, a modern interpretation of a French Brasserie.

Radisson Blu has over 260 hotels operating throughout the world with nearly 61,000 rooms and 90 hotels in the development pipeline. Flagship properties can be found in prime locations, including major cities, airport gateways, and leisure destinations around the world. The brand's growth strategy includes the development of flagship properties in top global cities and adding key hotels in prime locations, with plans to grow the portfolio to 490 hotels in operation and development by 2015.

[www.radissonblu.com](http://www.radissonblu.com)

## PARK INN BY RADISSON

Adding Color to Life<sup>SM</sup>

A youthful new hotel brand that's so NOW; so You & I; and so Gen Y. Designed to meet all modern expectations of an international hotel experience, and yet so fabulously and universally inclusive.

A smart investment. A smart consumer choice. A smart alternative in full-service, mid-scale arena. A global name that you can rely on wherever you go.

Choice, Connectivity and Community – the colourful Park Inn by Radisson adorns all the brilliant essentials – giving you total control of your choices: Business or Pleasure. Sleep Well, Live Well. Network. And always stay connected to your inner self enabled by our legendary Yes I Can! service spirit.

From advanced Online Check-In, Self-Service Check-In/Check-Out Kiosks; to the inspirationally designed The Living Room, a buzzing social hub to connect and interact. WiFi for free and entertainment on large TV. Take your pick from The Kiosk with 24/7 access to drinks and refreshments. Come and experience a new kind of hotel stay.

Brimming with life, soul, heart and personality and creating a dramatic sense of welcome, Park Inn by Radisson can now be found all across EMEA – in capital cities and economic hubs and



## HOTEL **MISSONI**

## *Regent*

always close to city centers, airports and railway stations. Our portfolio is growing faster than ever with 160 hotels and 31,000 rooms in operation or under development in 35 countries across Europe, the Middle East and Africa.

Park Inn by Radisson represents one of the hotel industry's best investments, offering excellent returns for hotel owners and developers. Our highly skilled team of advisors stand ready to infallibly achieve every milestone from the Ground Breaking to the Grand Opening, while our Global Sales Organization roars to make enough noise to boost the top line.

Our current prime competitors include Aloft, Hilton Garden Inn, Holiday Inn, Novotel and Ramada. But Park Inn by Radisson is destined to soon become THE favourite choice for Gen-Y travellers around the globe.

Park Inn by Radisson - adding colour to life. Every day. Every stay.

### HOTEL **MISSONI**

**Bold. Passionate. Fashionable. Uniquely Missoni.**

Hotel Missoni, born through a license agreement with the iconic global fashion brand of the same name, saw its debut in 2009 with the opening of Hotel Missoni Edinburgh, followed by the Hotel Missoni Kuwait in 2011. A new and distinctively different kind of hotel, Hotel Missoni has quite unashamedly set itself out to capture the increasingly important lifestyle sector of the hospitality market. Values that on the surface include: a strong interest in design, an appreciation of detail, an understanding of food and wine, a belief in authenticity, a cognizance of culture from a contemporary point of view, and a strong and equitable set of social values. Each hotel is individually designed yet reflects the same inherent Missoni brand personality. The development of Hotel Missoni targets both city centres and resort opportunities, dynamic locations that are further defined as cities that are ahead, resorts that turn heads. With the primary geographical focus concentrating on the Rezidor home markets of Europe and the Middle East, with a further opportunistic growth expected in the major mega markets of the world. The hotels range in size from 120 to 200 rooms, depending on the market, the location and the architecture.

Today, we have Hotel Missoni properties under development in Oman, Qatar, Mauritius, Turkey and Brazil.

### REGENT

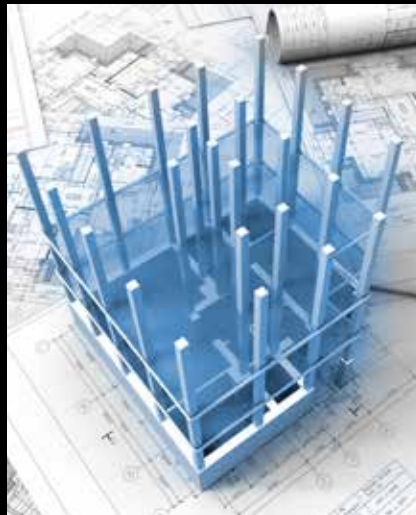
**Elegant luxury with style**

Regent Hotels & Resorts was founded over 40 years ago and remains a global luxury hospitality brand encompassing hotels, resorts, residences and cruises. The Regent brand is owned by Formosa International Hotels Corporation (FIH), based in Taiwan. Rezidor entered in to an agreement with FIH in 2012 under which Rezidor is responsible for developing and operating new Regent Hotels in Europe, the Middle East and Africa.

The Regent experience combines Eastern simplicity and Western elegance with a delightful blend of intuitive Asian service and bespoke design and amenities associated with the ethos of the West. As stated in the Tao of Regent service: *To serve as we would like to be served. To hear without being told. To see without being shown. To know without being asked.*

Regent Hotels & Resorts can be currently found in truly world-class destinations like Berlin, Beijing, Singapore, Turks & Caicos, Taipei, Phuket. Upcoming portfolio includes Bali, Abu Dhabi, Doha, Montenegro and Kuala Lumpur.

# THE RIGHT SUPPORT FOR YOUR SUCCESS



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## TECHNICAL DEVELOPMENT

- Our team consists of experienced architects, surveyors and engineers offering multi-disciplinary and multi-lingual expertise. Our three pillars support strong growth via **Technical Services**, strong performance via **Portfolio Asset Management** and industry leading **Innovation** by developing new concepts and initiatives.
- Throughout the design phase, we advise on design and space planning to optimise the hotel efficiency and brand integrity. Our Project Manager coordinates with other departments, such as Operations, Food & Beverage, Kitchen Planning, IT, Signage, Safety & Security and Purchasing Services. During the construction and pre-opening phase, periodic site visits and project meetings are held with the owner's consultants to ensure an efficient build process.
- Portfolio Asset Management for our hotels in operation is as important as growth and positively impacts the financial, operational and environmental performance of each hotel. In order to retain our status as the European hotel company with the freshest room inventory, we provide assistance with long to short range planning for renovations and refurbishments.
- Innovation is delivered through value driven hotel solutions, such as Room

Styles, Food and Beverage concepts and technology systems i.e. Park Inn by Radisson NexGen prototype and "Think Planet", to reduce energy consumption and costs.

## PROCUREMENT

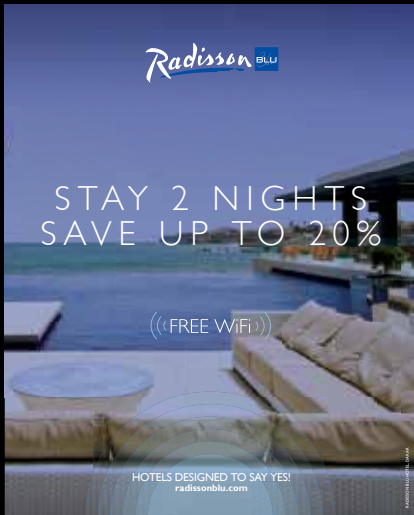
- Our team serves internal customers (hotels, owners, functions and brands) by aligning with suppliers to deliver products and services to meet our strict quality standards, responsible business practices, and innovation needs in a cost effective manner.
- By focusing on spend categories, Procurement engages with suppliers on an appropriate local, regional, and/or cross regional basis, leverage spend against specific core products. Moreover, logistics solutions are explored to provide the most cost effective and sustainable means to deliver products from manufacturer to hotel back door on a consolidated basis.
- Our well balanced supplier network has helped hotel owners save 20% and more on their total procurement costs.
- rezPIN, our e-procurement platform is a custom-made spend management system which caters to the business needs of each hotel, allowing users to easily find and procure products and services from authorized / preferred suppliers at negotiated prices, all in one platform.

- Our strategic partnership with the Carlson Group gives us the power to leverage our spend and to implement the best business terms with hundreds of international suppliers.

## CORPORATE COMMUNICATION & INVESTOR RELATIONS

- Rezidor's Corporate Communication and Investor Relations teams work pro-actively to keep partners, shareholders, owners, analysts, media and the employees informed about the group's development.
- Our corporate website [www.rezidor.com](http://www.rezidor.com) is yet again ranked 2nd Best Website in Europe for publicly listed companies by KWD WebRanking.
- Rezidor remains Top 5 on the 2012 European Corporate Governance Report by HVS.
- Hotline, Rezidor's quarterly group magazine has a readership of over 20,000 in 75 countries. It offers Rezidor's stakeholders in-depth views of the group's development, achievements, performance and strategies for growth every quarter.
- Our Regional PR Managers and PR agencies support the hotels in initiating, planning, and monitoring media activities, and optimising communication and PR opportunities.

For more details, visit [www.rezidor.com](http://www.rezidor.com)



## REVENUE GENERATION

Carlson Rezidor's worldwide Revenue Generation team accounts for 300+ specialists in Sales, Revenue Optimization, e-Commerce, Marketing & CRM and Communications. On a global level, as part of its "Ambition 2015" strategy and "Route 2015" programme, Carlson Rezidor will continue to focus on generating over USD 400 million in incremental revenue and a Revenue Generation Index (RGI) increase of more than nine points by 2015, through a focus on 5 key pillars of activity: Brand Websites, Revenue Optimization, Travel Intermediaries, Loyalty and Sales.

## SALES

We have deployed one of the strongest sales forces across EMEA. Each region is equipped with an Area Sales support team consisting of segment specialists tailored to match the revenue generation needs of the hotels. In all, we are +170 people geared to perform and drive revenue. Rezidor was present at over 300 events throughout EMEA during 2012, and has the largest ever calendar planned for 2013.

## MARKETING

Our marketing strategy is supported by advertising, integrated marketing campaigns, the web, direct marketing and strategic partnerships with over

40 companies.

- Carlson Rezidor targets specific customer segments with an online Meeting Facilities Directory and regular Radisson Blu and Park Inn by Radisson e-newsletters.
- We focus on converting our in-house business travellers and meeting delegates to leisure prospects, through marketing campaigns, our guest loyalty programme and destination marketing.

## E-DISTRIBUTION, WEB MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT

- [www.radissonblu.com](http://www.radissonblu.com) and [www.parkinn.com](http://www.parkinn.com) offer global domains (.com) and national domains to increase the regional brand awareness and support regional specific content. The brand web objective is to maximum the direct online revenue via search engine optimization (SEO), search engine marketing (SEM), affiliate marketing and pay per click (PPC) networks.
- Agreements with online travel agents (OTAs) and other E-commerce partners (global and regional) further increase the online revenue potential.
- Our ClubCarlson™ loyalty programme ([www.clubcarlson.com](http://www.clubcarlson.com)) has over 8 million members worldwide and over one million in Europe, the Middle East and Africa.
- Medallia guest satisfaction tracking gives us up-to-date feedback on guest

satisfaction and the ability to resolve any issues prompt.

## RESPONSIBLE BUSINESS

- Rezidor has been a Responsible Business and Sustainability pioneer since we launched our first environmental policy in 1989.
- In an open and constructive dialogue with our property owners we strive to use best available technologies and to build energy smart from the inception. This has proven to significantly reduce both the operating costs and environmental impact of our hotel buildings.
- In 2012, Rezidor launched "Think Planet", an initiative to save 25% on our per m<sup>2</sup> energy consumption by 2016.
- Rezidor was one of the first hotel groups to sign the United National Global Compact and for the last 3 years was named as one of the 'World's Most Ethical Companies'.

For more information on our Responsible Business programme, go to [www.responsiblebusiness.rezidor.com](http://www.responsiblebusiness.rezidor.com)



RADISSON BLU HOTEL, DUBAI DOWNTOWN



THE REGENT BALI



HOTEL MISSONI, KUWAIT

## MIDDLE EAST AND AFRICA

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Rezidor's presence in the Middle East dates back to 1980. It is here where we opened our first hotel outside Scandinavia, thus embarking on a journey that would take us global. In the past decade, the Middle East market has experienced considerable growth and it is recognised as one of the fastest growing tourism markets in the world.

Major cities in the Middle East offer great opportunities for Radisson Blu and Park Inn by Radisson growth. Radisson Blu is already one of the most recognised brands in the region recently joined by two new flagship properties, the Radisson Royal Hotel Dubai and the Radisson Blu Hotel Doha. Park Inn by Radisson is present in Abu Dhabi, Muscat and Al Khobar, Sharm El Sheikh and Djerba, and is poised to benefit from the region's acute lack of branded mid-market hotels of an international standing.

The Middle East's vibrant hotel markets and appetite for contemporary, luxury properties make it also ideal for growing our Hotel Missoni brand. The opening of our flagship Hotel Missoni Kuwait City in 2011 created a showcase for further development across the region. With the return of the Regent

brand, some of the major cities of the region have been identified as suitable for the expansion of such classic luxury. Overall, we currently have over 35 hotels (9,000 rooms) in operation and under development in the Middle East region.

Recognising Africa's growing potential and the drastic lack of quality hotels in many countries, this emerging market is one of Rezidor's key focus areas for future growth. We are expanding aggressively across the continent and since 2007 we have grown our portfolio from 8 hotels open or under development in 5 countries to almost 50 hotels open or under development in 21 countries with almost 11,000 rooms. Rezidor's pipeline in Sub-Saharan Africa is the largest of the hospitality industry. Building on our unparalleled success in Europe and the Middle East, we are taking our development plans in Africa & Indian Ocean Islands to a new height with a focus on both business and leisure destinations across all four brands.

In addition, Rezidor has signed a 35 million EUR financial Joint Venture Agreement with four Nordic Government Funds to expand our presence in Africa. The partners have teamed-up their intelligence and financial resources to set up AfriNord to provide mezzanine financing to companies owning and developing hotel and resort projects in Africa. This partnership is an asset to our growth strategy as it greatly assists our owners in realising their hotel projects.



RADISSON BLU HOTEL, BUCHAREST



RADISSON BLU HOTEL, BUKOVEL



PARK INN BY RADISSON, DONETSK

## EASTERN EUROPE

Eastern Europe today is home to some of the most exciting and untapped hospitality markets in the world with scope for development in all segments and opportunities to reap strong investment returns. Rezidor has developed into the leading international hotel operator in Russia, CIS and Baltic's. Radisson was the first international hotel brand to venture into both Russia and Ukraine. Park Inn by Radisson has been established as the leading mid-market brand in Russia and CIS, with over 4,500 rooms open across the region, while Radisson Blu is a close second with over 4,000 rooms.

In total, Radisson and Park Inn by Radisson represent over 70 hotels and more than 18,000 rooms in operation or under development. As the only international hotel group to have invested in a full development, technical and operational support office in the region (located in Moscow), Rezidor holds the pole position in Russia and CIS countries.

We are targeting over 60 cities in the region with limited or no branded supply and welcome partnership with owners, developers or investors to construct or to convert properties to our international standards in these cities.

In the rest of Central Eastern and Eastern Europe, Rezidor holds a strong presence with Radisson Blu in key locations such as Prague, Budapest, Bucharest, Bratislava, Sofia, Warsaw, Krakow, Split and Dubrovnik and Belgrade (under development). Radisson Blu is one of the most highly recognised brands present throughout the region.

We aim to sustain our position while growing and increasing brand awareness of our successful mid-market brand, Park Inn by Radisson. Today, we have successfully established Park Inn by Radisson properties in Prague, Bratislava, Ostrava, Krakow, Budapest and Sofia, and strive to strategically grow Park Inn by Radisson across key focus markets, such as Poland, Czech Republic or Hungary.

An important and growing market for all our brands is Turkey. We currently operate four Radisson Blu properties in Istanbul, Ankara and Cesme, with four more hotels in the pipeline.



RADISSON BLU WATERFRONT HOTEL, STOCKHOLM



PARK INN BY RADISSON, OSLO AIRPORT

# NORDICS

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We take pride in being an international company with Scandinavian roots. The Nordic region is our homeland, where we began our incredible journey in 1960, opening our first hotel: the Radisson Blu Royal Hotel in Copenhagen, the first design hotel in the world, where some of Arne Jacobsen's masterpieces came to life.

Many of our hotels in Scandinavia are centrally located landmarks and have individually won numerous awards during the past 50 years. We have been recognised as the Number 1 Hotel Chain in the Nordic countries (BDRC) for several consecutive years. Radisson Blu is also the strongest brand in the Nordic hotel market, while our new, fresh and energetic Park Inn by Radisson brand continues to gain recognition. Leading brands and a strong regional network of sales

professionals make us a well recognised business partner within the meetings market, corporate travel and leisure sectors.

We aim to maintain our position as the leading first-class brand with Radisson Blu while growing our mid-market brand Park Inn by Radisson. In the Nordic region, hotel markets are mature and Radisson Blu enjoys its leader position with unrivalled brand awareness and a substantial RevPAR premium. We have opened purpose-built Park Inn by Radisson hotels in prominent locations in Oslo city centre, Oslo Airport, Stockholm, and several are under construction, which will further strengthen the regional brand awareness.

We will continue to improve the quality of our existing hotels as well as fuel the growth of our brands in key locations. Both brands are set to grow through new projects and conversions focusing on primary cities, resorts and airports.



RADISSON BLU HOTEL, NANTES



PARK INN BY RADISSON LEUVEN



RADISSON BLU ROYAL HOTEL, DUBLIN



RADISSON BLU STYLE HOTEL, VIENNA

# REST OF WESTERN EUROPE

Rezidor has a well-established portfolio in the Rest of Western Europe, with over 160 hotels and over 30,000 rooms in operation in 14 countries. Building on a strong brand recognition, Rezidor strives to grow further into the depth of the market. Our strong portfolio ranges from business hotels to urban resorts, from airport properties to beach resorts and includes a stunning selection of “new breed” hotels.

Our French portfolio, which accounts for more than 20 hotels in top locations such as Paris, Nice and Marseille, has experienced progressive growth in the last few years. The prestigious 1835 White Palm Hotel in Cannes was rebranded Radisson Blu in 2011 and the Radisson Blu Resort and Spa Ajaccio Bay in Corsica opened its doors mid-2012. Together with the opening of the Radisson Blu Hotel, Nantes, these hotels help to secure Radisson Blu’s leading position in the French upper upscale market.

Germany is a strong home market, with more than 50 hotels in operation and under development. We count 26 Radisson Blu hotels in Germany in operation and under development, including amazing properties in Berlin, Frankfurt and Düsseldorf.

Thanks to a solid relationship with key franchise partners, we have established a strong presence with our successful mid-market brand, Park Inn by Radisson. The brand portfolio in Germany includes the 37-storey Park Inn Berlin Alexanderplatz and many other hotels in key markets like Stuttgart, Frankfurt Airport and Hamburg. Rezidor has also a good presence in Switzerland and Austria, with remarkable properties in Zurich, Basel, Lucerne, Vienna and Salzburg.

Additionally, Rezidor significantly strengthened its Park Inn by Radisson Benelux portfolio with the opening of Park Inn by Radisson in Brussels Midi (2010), Leuven (2010), Luxembourg (2011), and Amsterdam Schiphol (2013). The group recently announced the development of a new Park Inn by Radisson in Amsterdam, offering almost 4,000m<sup>2</sup> of meeting facilities.

The United Kingdom and Republic of Ireland remain crucial regions for Rezidor. Radisson Blu is one of the strongest upper upscale brands in the market place, comprising 25 hotels with almost 5,000 rooms located in key city centre and airport locations. Recent enhancements to the Park Inn by Radisson brand have enabled the 22 properties with 3,900 rooms to establish a solid position in the full-service, mid-market segment. With four new hotels under development, Park Inn by Radisson is set to continue its strong record of growth for the foreseeable future. The Hotel Missoni Edinburgh remains the flagship of the lifestyle brand.

Furthermore, Rezidor has a strong development strategy for Southern Europe, in countries such as Spain, Portugal, Italy and Greece, targeting primary cities and well-established resort destinations. Today, the group operates hotels in Athens, Rome, Milan, Madrid, Gran Canaria, Malta and Lisbon.

# THE BUSINESS DEVELOPMENT TEAM

## HEAD OFFICE – BRUSSELS

Avenue du Bourget 44  
B-1130 Brussels  
Belgium  
Tel: +32 2 702 9200  
Fax: +32 2 702 9320



**Elie Younes**  
Senior Vice President,  
Head of Group Development  
+32 2 702 9200  
elie.younes@carlsonrezidor.com



**Karin Vonck**  
PA to the Senior Vice President,  
Head of Group Development  
+32 2 702 9234  
karin.vonck@carlsonrezidor.com



**Romain Avril**  
Vice President  
France, Southern Europe and  
Northern Africa  
+32 2 702 9236  
romain.avril@carlsonrezidor.com



**Pedro Raposo**  
Senior Director, Asset & Portfolio  
Management  
+32 2 702 9226  
pedro.raposo@carlsonrezidor.com



**Susanne Friedrich**  
Director  
Central and Eastern Europe  
+32 2 702 9346  
susanne.friedrich@carlsonrezidor.com



**Andrea Brandenberger**  
Director, Business Development,  
Analysis and Strategic Planning  
+32 2 702 9237  
andrea.brandenberger@carlsonrezidor.com



**Valerie Schuermans**  
Manager  
Benelux  
+32 2 702 9232  
valerie.schuermans@carlsonrezidor.com



**Peter Till**  
Head of Development  
UK & Ireland  
+44 776 770 3449  
peter.till@carlsonrezidor.com



**Carl Gunnar Cronholm**  
Head of Development  
Nordics  
+46 7 036 85 315  
carl.cronholm@carlsonrezidor.com



**Karl Foerster**  
Advisor Owner Relations  
+49 172 548 5640  
karl.foerster@carlsonrezidor.com



**AFRICA & INDIAN OCEAN ISLANDS OFFICE – CAPE TOWN**  
Sandton Isle, 7<sup>th</sup> floor Cnr Rivonia Road and Daisy Street Beach Road, V&A Waterfront 2146, Cape Town, South Africa  
Tel: + 27 11 685 0400  
Fax: + 27 11 685 0417



**Andrew McLachlan**  
Vice President  
Africa & Indian Ocean Islands  
+27 823130503  
andrew.mclachlan@carlsonrezidor.com



### RUSSIA & CIS OFFICE – MOSCOW

Trade & Office Center Nikol'skaya Plaza, 3<sup>rd</sup> floor  
109012, Moscow, Russia

Tel: + 7 495 9612200

Fax: + 7 495 9610200



**Arild Hovland**

Senior Vice President

Russia & CIS

+7 495 662 7501

arild.hovland@carlsonrezidor.com



**Darren Blanchard**

Senior Director

Russia & CIS

+7 495 662 7503

darren.blanchard@carlsonrezidor.com



**Maria Znova**

Director

Russia & CIS

+7 495 662 7504

maria.znova@carlsonrezidor.com



**Evgenia Vlasova**

Co-ordinator

Russia & CIS

+7 495 662 7518

evgenia.vlasova@carlsonrezidor.com

### MIDDLE EAST OFFICE – DUBAI

Dubai Media City, Bldg #7, 3<sup>rd</sup> floor Office #331

P.O. Box 72331, Dubai, United Arab Emirates

Tel: + 971 4 390 0070

Fax: + 971 4 390 8171



**Elie Milky**

Director

Middle East and Africa

+971 4 3900083

elie.milky@carlsonrezidor.com



**Neil Hughes**

Manager

Africa & Indian Ocean Islands

+27 21 4312900

neil.hughes@carlsonrezidor.com



**Simone Kuhn**

Co-ordinator

Africa & Indian Ocean Islands

+27 21 4312914

simone.kuhn@carlsonrezidor.com

Note: In addition to the above portfolio of hotels, a Missoni branded property is under development in Brazil.



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Carlson Rezidor Hotel Group  
Avenue du Bourget 44  
B-1130 Brussels  
Tel: +32 2 702 9200  
Fax: +32 2 702 9300

[www.carlsonrezidor.com](http://www.carlsonrezidor.com)