



### TRAVEL & TOURISM REMAINS ONE OF THE FASTEST GROWING ECONOMIC SECTORS

INDUSTRY FUNDAMENTALS INTACT WITH GROWING NUMBERS OF INTERNATIONAL TOURIST ARRIVALS.



International arrivals up 3.9% to 1.235 million



**4**<sup>th</sup> Largest Global industry



jobs Worldwide is in Travel & Tourism



Travel & Tourism contribution to global GDP is 10%



Forecast of
1.8 billion
Tourist arrivals by



Demand growth outpaces supply growth in most markets

# FROM A SMALL SCANDINAVIAN HOTEL GROUP TO A LEADING INTERNATIONAL PLAYER



364

HOTELS IN OPERATION

**43,700**+ COLLEAGUES



116



HOTELS UNDER DEVELOPMENT

106,000+

ROOMS IN OPERATION & UNDER DEVELOPMENT



Dated: 31 July 2017

### A NEW ERA FOR THE REZIDOR HOTEL GROUP

NEW OWNERSHIP BENEFITS CLOSER COOPERATION BETWEEN CARLSON REZIDOR

TOURISM

100%

51.3%\*

A global footprint of 1,400+ hotels with ca 230,000 rooms

Carlson Rezidor collaboration framework:

Master Franchise Agreement for EMEA

- HNA is Rezidor's majority shareholder (51.3%)
- Carlson & Rezidor jointly pursue a strategic partnership focusing on global revenue generation and branding



HOTEL GROU

Brand Owner (Quorvus Collection, Radisson Blu, Radisson, Radisson RED, Park Inn by Radisson, Park Plaza, Country Inns & Suites) Owner of distribution platform / reservation system Operation of hotels under above brands in Americas and Asia Pacific

CARLSON

- Master Franchise Agreement for Radisson Blu, Park Inn by Radisson, Radisson RED and Quorvus Collection in EMEA
- 49% stakeholder in prizeotel (prize Holding GmbH)



AMERICAS
730 HOTELS
83,000 ROOMS

0

ASIA PACIFIC 190 HOTELS 31,000+ ROOMS STRATEGIC PARTNERSHIP

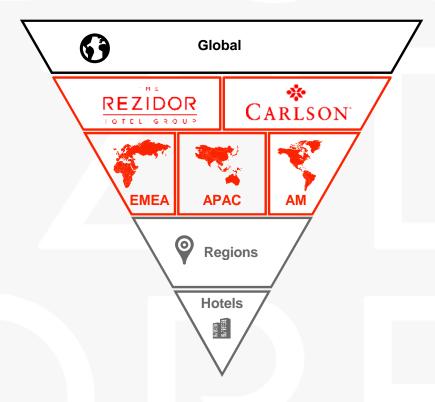


\*Mandatory tender offer resulted in 19.1% of shares tendered which is still subject to settlement:

- Offer is unconditional but settlement requires regulatory approval to transfer funds out of China
- Postponed to on or around 29/09/2017; settlement may be postponed in total up to nine months (03/11/2017 the latest)

#### TWO INDEPENDENT ENTITIES WITH A COMBINED GLOBAL VISION

- Global Steering Committee established
  - Provide guidance and strategic counsel to both management teams
  - Fostering deeper level of collaboration & communication
  - Ensure both companies are aligned on important matters like partnership & global growth
- Rezidor & Carlson representation:
  - Federico J. González (Chair), CEO & President The Rezidor Hotel Group
  - John Kidd, CEO & Chief Operating Officer Carlson Hotels
  - Knut Kleiven, Deputy President & Chief Financial Officer The Rezidor Hotel Group
  - Eric de Neef, Executive Vice President & Global Chief Branding and Commercial Officer, Carlson Rezidor Hotel Group
  - Iñigo Capell, Executive Vice President & Global Chief Resources Officer,
     Carlson Rezidor Hotel Group
  - Kevin Carl, Executive Vice President & Chief Information Officer Carlson Hotels



**NEW VISION** 

To be one of the top 3 hotel companies in the world and the company of choice for Guests, Owners & Talent

And if we are successful... one day...

whenever a **guest** plans a trip



whenever an investor or owner thinks of a partner



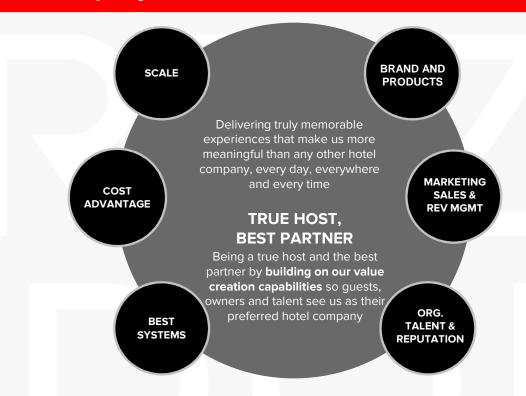
whenever a **person wants to work** in hospitality



...they will always think of Carlson Rezidor first

**KEY DELIVERABLES** 

## To be one of the top 3 hotel companies in the world and the company of choice for Guests, Owners & Talent



Vision

Deliverables/

**Key levers** 

Commitments

#### 5-YEAR STRATEGIC PLAN DEVELOPMENT



### Rezidor needs to review its strategy to get a sustainable profit in line with the market

#### **KEY STRENGTHS**

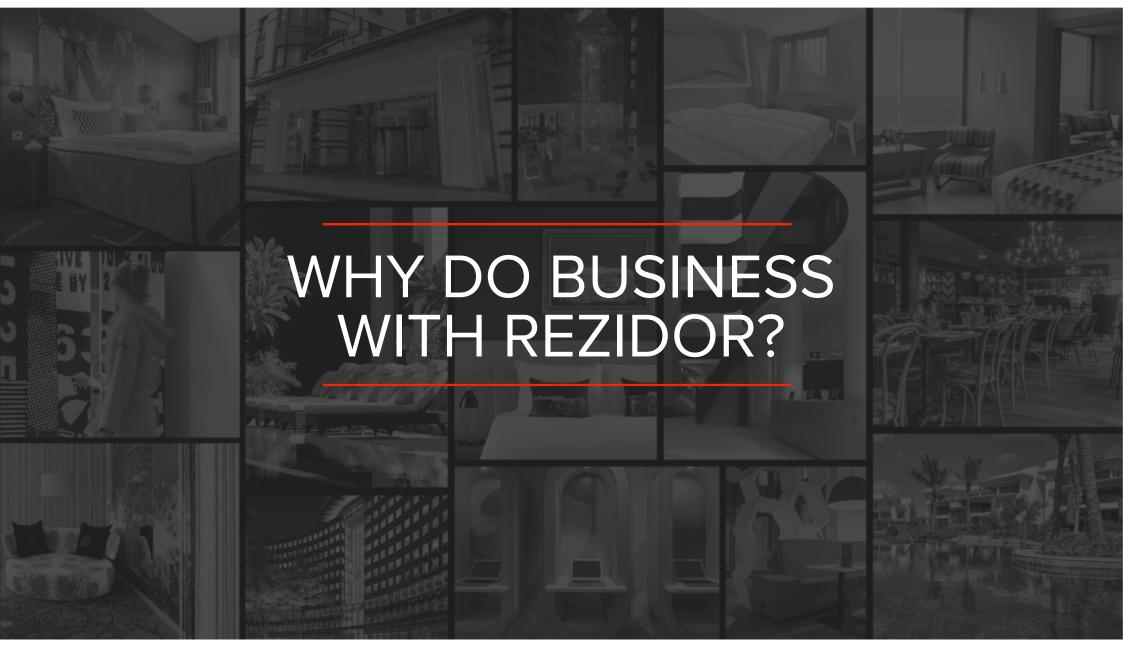
Rezidor has developed strong fundamentals to build on for the future and focusing on the areas of opportunity:

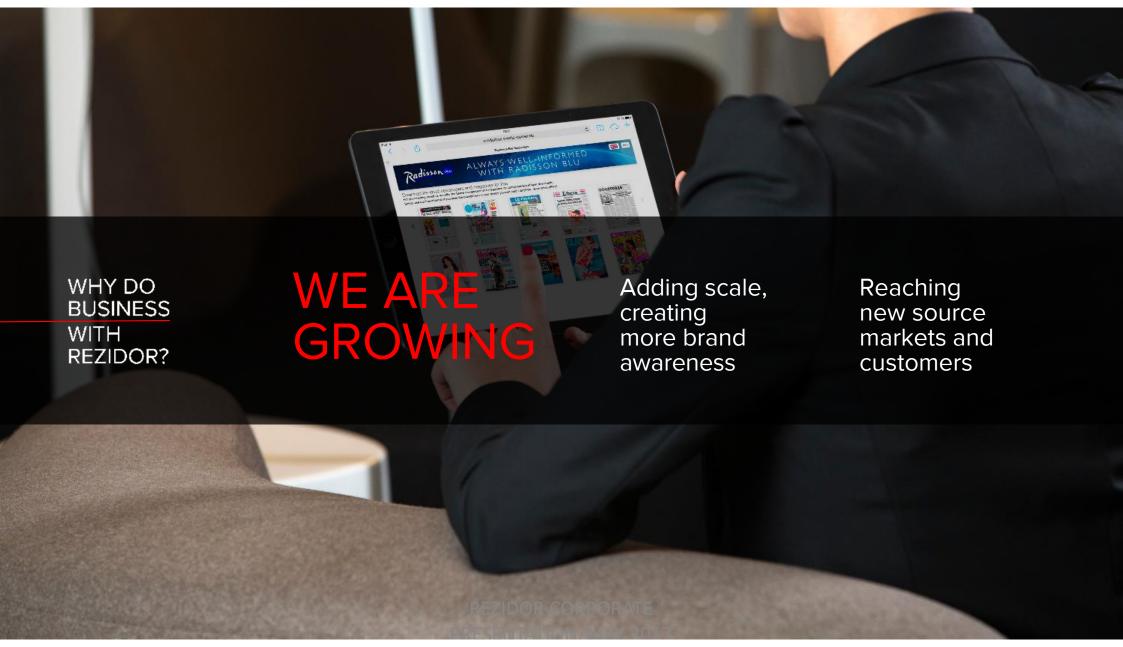
- Recognized upper-upscale brand building on strong Radisson brand awareness
- Significant presence in EMEA and 6<sup>th</sup> largest hotel group in Europe:
  - Largest upper-upscale presence in Europe
  - Largest international operator in Russia / CIS / Baltics
  - 2<sup>nd</sup> largest pipeline in Africa
- Strong growth in Emerging Markets, purely organic and asset-light
- **Pruned portfolio** through our **Asset Management activities**, reducing the leased estate by 25% over the last 5 years
- Widespread portfolio operating in 80+ countries in EMEA with 14 more in pipeline
- Strong organization to build on:
  - Unique company culture based on engagement and empowerment with leading employee satisfaction score
  - Agility, flexibility and creative approach in dealing with owners & business partners
- Debt-free balance sheet with a net cash policy

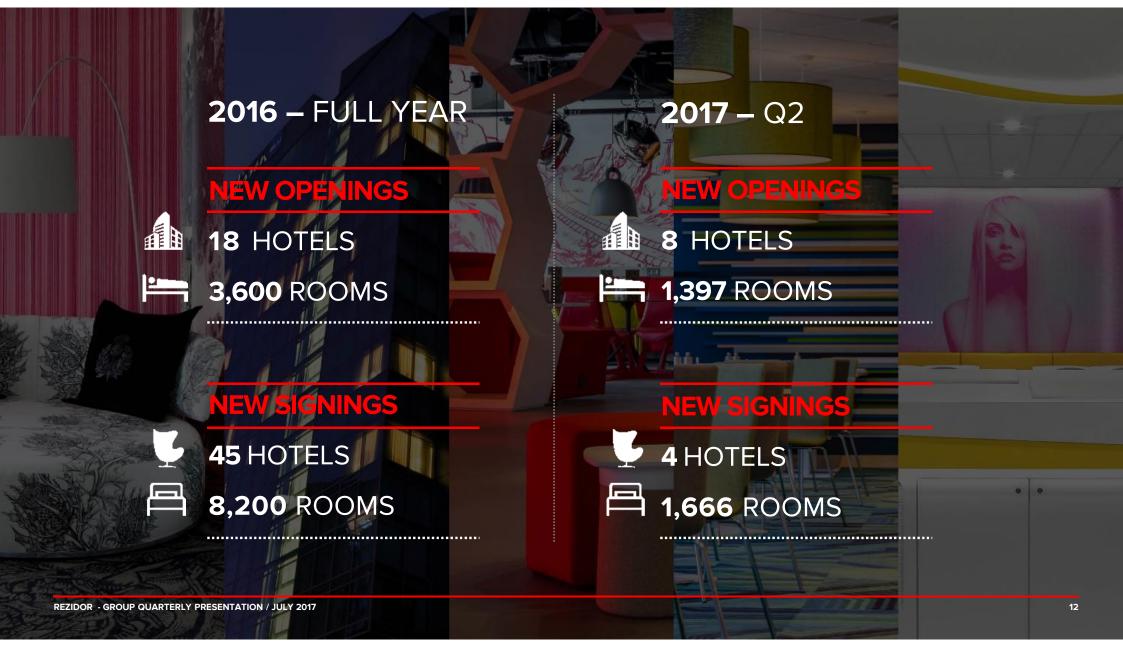
### **VALUE DRIVER LEVERS** New brand architecture & experience New pricing strategy and increased investment in marketing **Revenue Increase** Capex investment for repositioning Exit hotels not fitting product / brand strategy Reduction of intermediation costs Lowering cost of indirect channels **Margin Increase** Optimization of support functions, purchases, Organic expansion strengthening presence in Growth mature and emerging countries IT. Human Resources and sustainability **Enablers** initiatives Key initiatives to position us as company of TOTAL choice for quests, owners and talent

REZIDOR - GROUP QUATERLY PRESENTATION / JULY 2017

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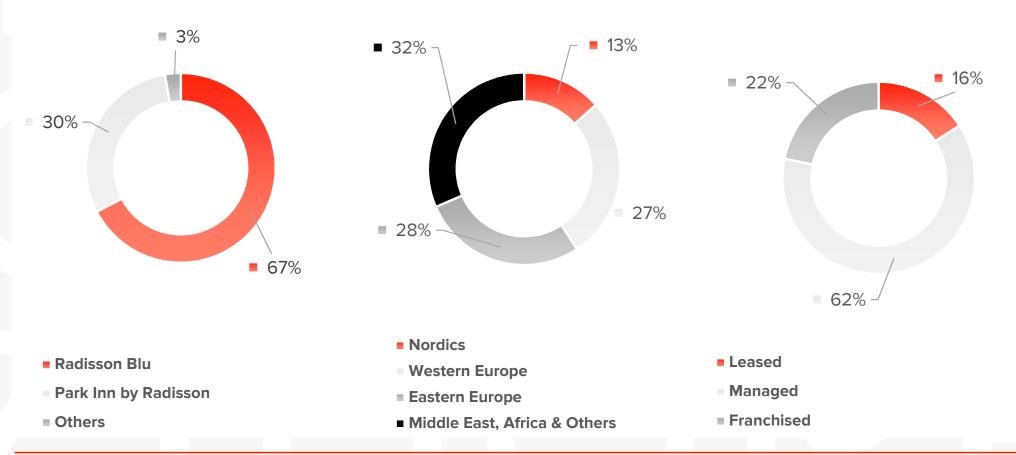






### ASSET-LIGHT AND SUSTAINABLE GROWTH WITH A FOCUS ON EMERGING MARKETS

TOTAL PORTFOLIO JUNE 2017: 480+ hotels; 106,000+ rooms in operation and pipeline, 80+ countries

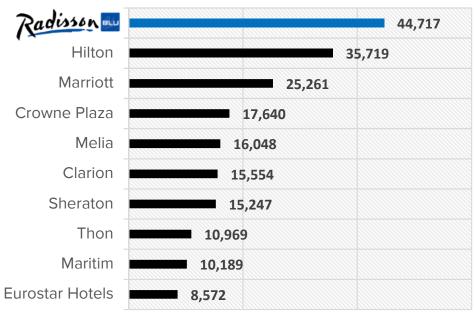


### **RADISSON BLU**

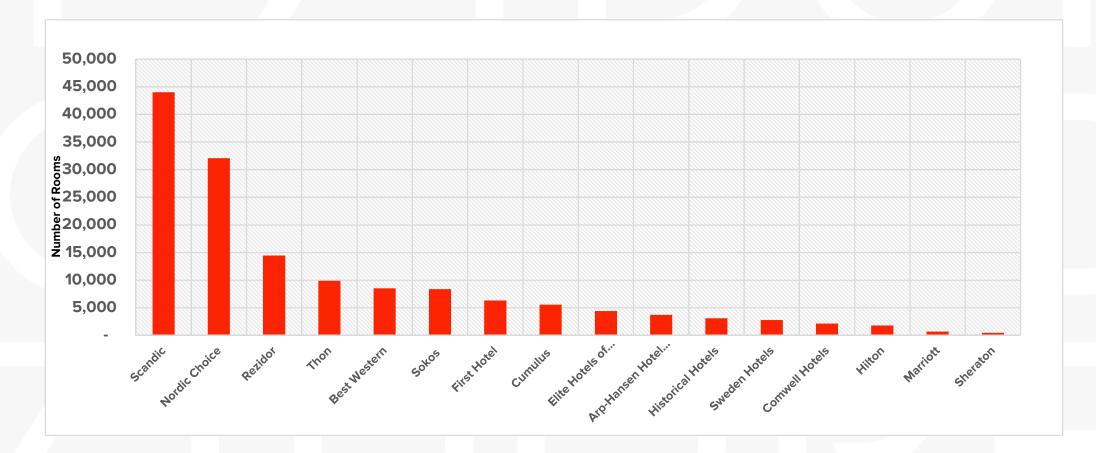
### EUROPE'S LARGEST UPPER-UPSCALE HOTEL BRAND



### **Number of Rooms**

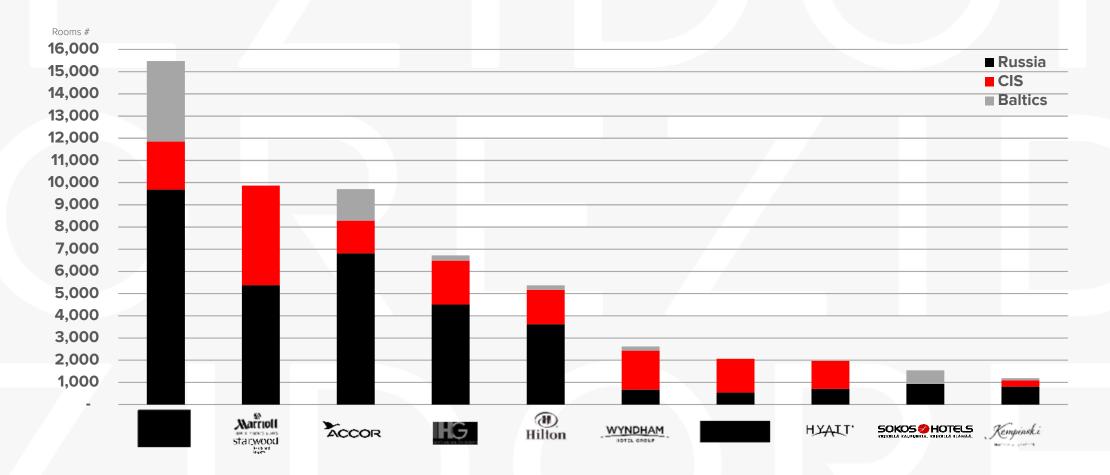


## LARGEST HOTEL OPERATOR IN NORDICS

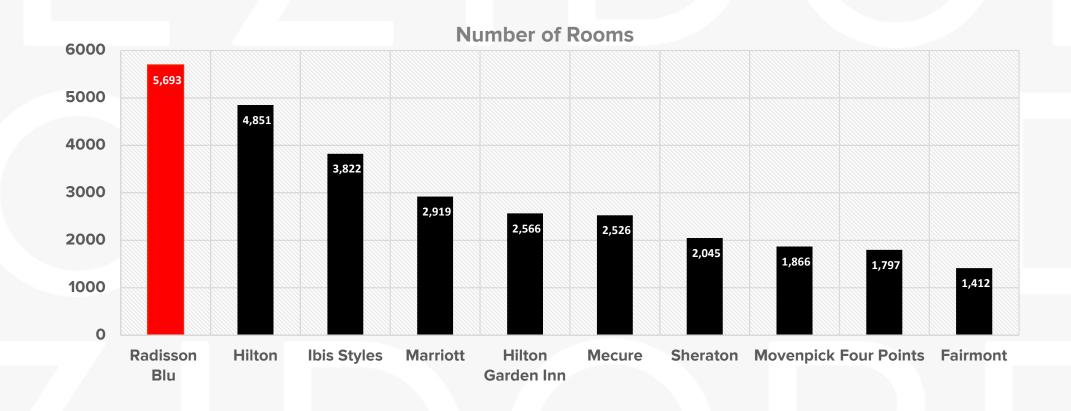


### LARGEST INTERNATIONAL HOTEL OPERATOR IN

### **RUSSIA/CIS & BALTICS**



## TOP 10 BRANDS BY NUMBER OF PLANNED ROOMS AFRICA



### 2017 NEW SIGNINGS & OPENINGS (Q2)

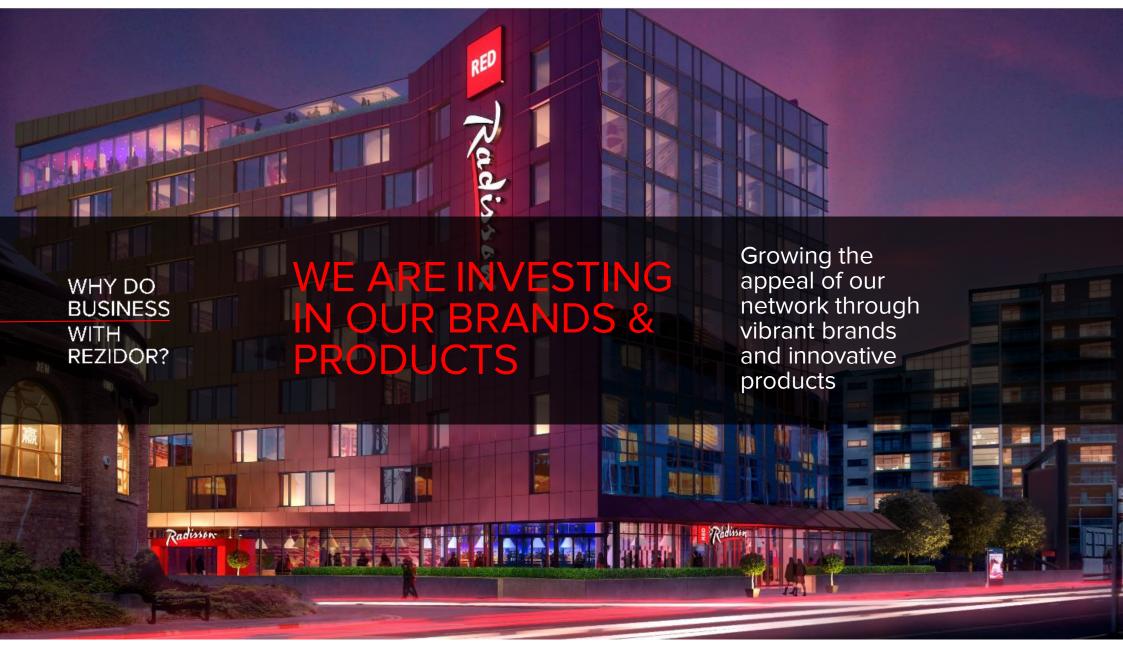
### STRONG DEVELOPMENT MOMENTUM CONTINUES

SIGNINGS	Q2 2017	Q2 2016	YTD 2017	YTD 2016
Hotels	4	11	12	24
Rooms	1,666	2,565	4,844	4,532

- World's largest Radisson Blu Hotel, Al Hidaya Makkah
  - 10 towers with total 4,500 rooms
  - 2 towers to be renovated / converted to Radisson Blu (1,250 rooms)
  - Remaining towers operated unbranded during Hajj / Umrah pilgrimage (not counted as rooms)
- Creating scale in Belgium: 9<sup>th</sup> Park Inn by Radisson hotel signed (Park Inn by Radisson Liege)
- 100% asset-light

OPENINGS	Q2 2017	Q2 2016	YTD 2017	YTD 2016
Hotels	8	6	13	13
Rooms	1,397	1,419	2,322	2,386

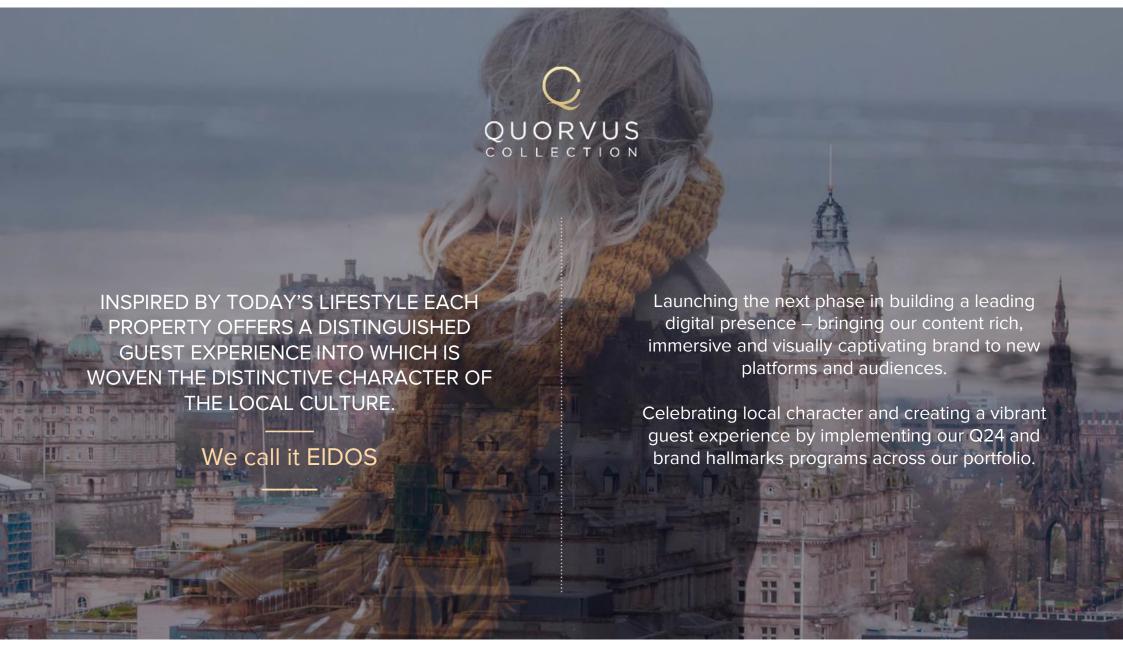
- 3 hotels opened in Turkey: Izmir, Samsun, Diyarbakir
- 1st hotel opened in Makkah Park Inn by Radisson Makkah Al Naseem
- 2 additions in Africa: Park Inn by Radisson Nairobi Westlands and Park Inn by Radisson Kigali
- 12<sup>th</sup> hotel in opened in Belgium, 6<sup>th</sup> Park Inn by Radisson
- >60% managed, remainder franchised
- Continuous strong openings moment expected in Q3



# A COMPELLING AND FOCUSED BRAND ARCHITECTURE RANGING FROM ECONOMY TO LUXURY

QUORVUS Luxury **Quorvus Collection** – our collection of luxury hotels Radisson Upper Upscale **Radisson Blu** – our upper-upscale full-service brand Radisson RED Radisson RED – our lifestyle select brand Upscale park inn Midscale Park Inn by Radisson – our mid-scale brand Budget prizeotel – our new economy brand prizeotel











- Adding Color to Life<sup>SM</sup>
- Signature interior design serving midscale, full-service
- Smart Meetings & Events
- Meet Inn by the Hour program
- Happiness Guaranteed
- Food & Drink Concepts
- Multi-sensory Breakfast
- Happy People, Happy Planet
- Social community (Park Innsiders)







- Design hotel experience in budget
- Resilience to economic cycles
- Increasing demand
- Value for money
- Real estate efficiency
- A business of scale

- Design: Karim Rashid
- <€50,000 per key
- 16 sqm rooms
- Construction solution
- Leased and managed
- Focus on Germany & Benelux

## FOOD & DRINK CONCEPTS AT RADISSON BLU

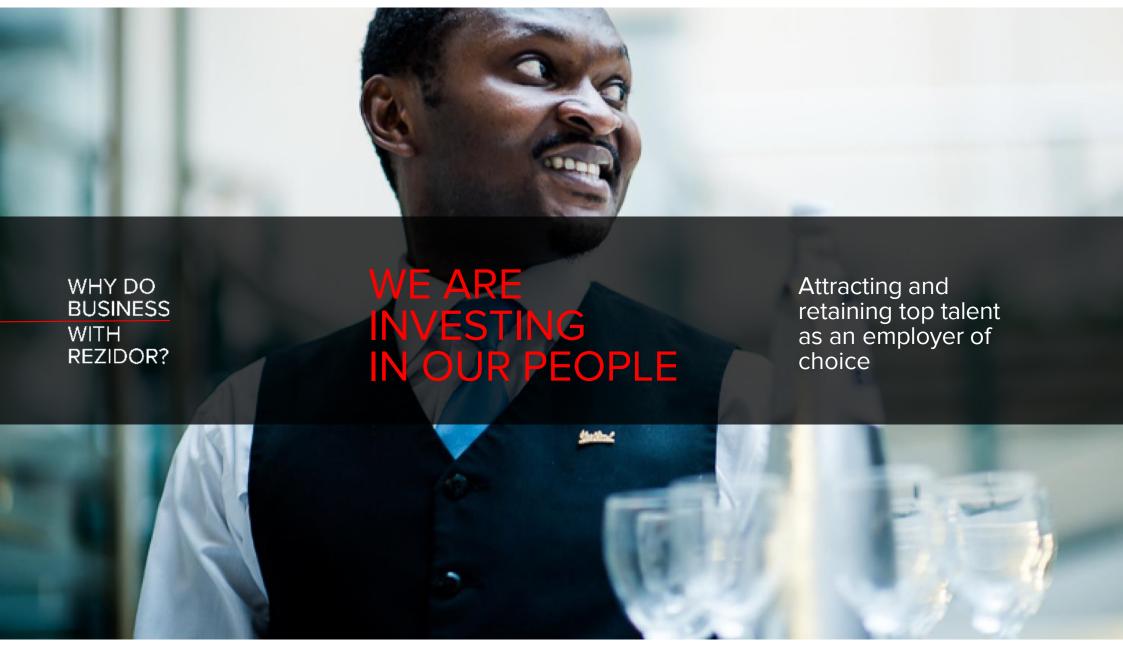


CONCEPT	NAME	LOGO
ALL DAY DINING	THE LARDER	THE LARDER
LOBBY BAR	THE LOUNGE	THE LOUNGE
ITALIAN CASUAL DINING	FILINI	filini
FRENCH BRASSERIE	VERRES EN VERS	V GREATH-rown
ASIAN GRILL	OCHAYA ASIAN GRILL BY YVES MATTAGNE	
AMERICAN GRILL AND COCKTAIL BAR	FIRELAKE GRILL HOUSE &COCKTAIL BAR	FIRE
CONTEMPORARY IRISH BAR	SURE BAR	sure
COFFEE AND MUSIC BAR	VASCOBELO	VALCORECO

## FOOD & DRINK CONCEPTS AT PARK INN BY RADISSON



CONCEPT	NAME	LOGO
LOBBY, LOUNGE & DINING	LIVE-INN ROOM	live-inn room
ITALIAN CASUAL DINING	BOCCA BUONA	BOCCA BUONA Plancatoria
BARVARIAN BRÄUHAUS	PAULANER BRÄUHAUS*	
BAVARIAN WIRTSHAUS	PAULANER RESTAURANT*	
BAR & GRILL	RBG	rbg





### INVESTMENT IN OUR TALENT

### REZIDOR'S PERFORMANCE MANAGEMENT CULTURE IS EMBRACED AT ALL LEVELS

Assessment Development Centers

Competency Based Interview Guides

Talent Review & Succession Management Process

Performance Management System

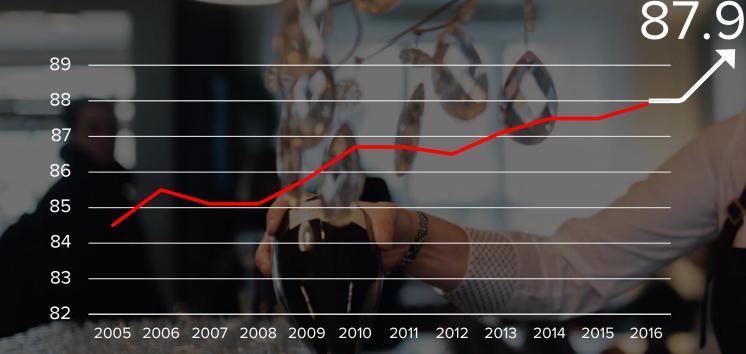
Leadership & Management development programs

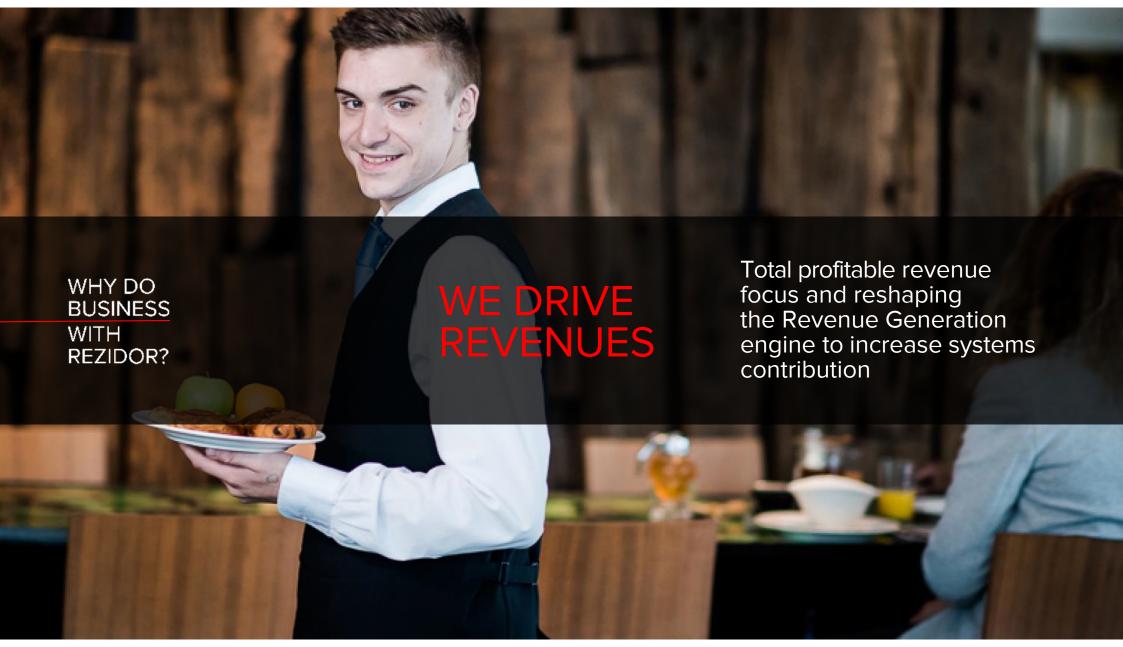
Three Rezidor Profiles

Performance Management Process

# TARGETED PEOPLE DEVELOPMENT INITIATIVES TO ATTRACT, RETAIN AND GROW THE BEST TALENT

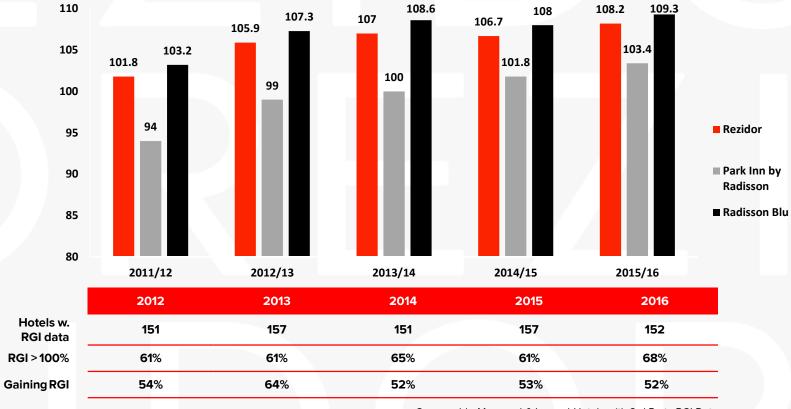
Rezidor's Employee Loyalty Score is constantly rising and at industry-leading level (in average 6 points above average score of other sectors)





## STRATEGIC REVENUE INITIATIVES DELIVER FIFTH CONSECUTIVE YEAR OF RGI GROWTH

REZIDOR'S 2016 ABSOLUTE RGI REACHES 108.2



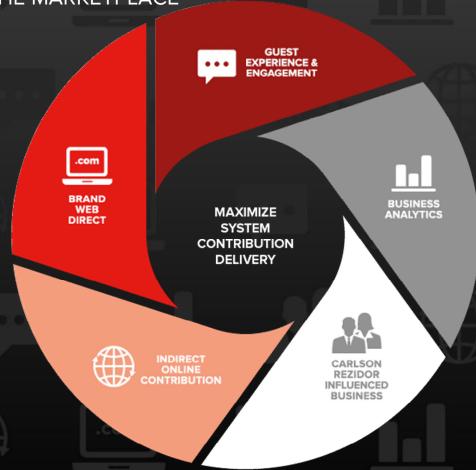
Comparable Managed & Leased Hotels with 3rd Party RGI Data RGI Year from Dec-to-Nov

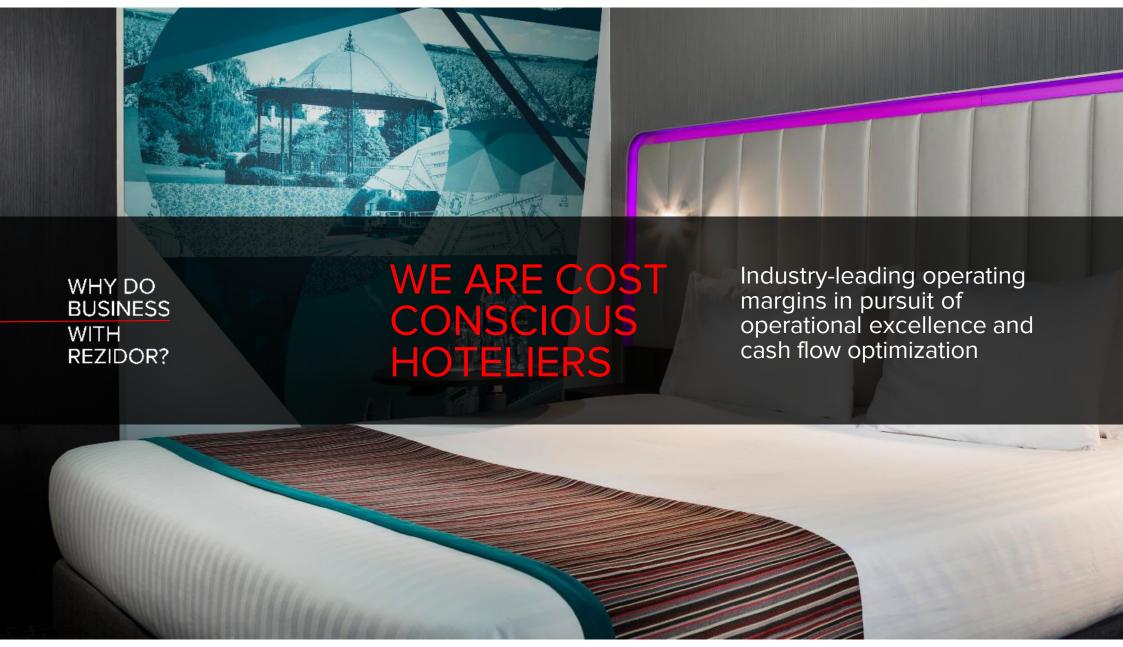
### REZIDOR'S REVGEN ENGINE

TO EMBRACE THE SHIFTING DYNAMICS OF THE MARKETPLACE

Targeting a 70% system contribution by 2020

(system contribution: revenue and room nights via Brand Web, Internet, Voice, GDS and Carlson Rezidor influenced (Sales & Loyalty) hotel direct business)





# 2016 STRATEGIC INITIATIVES DRIVE PROFITABILITY AND COST REDUCTIONS IN OPERATIONS

- Asset Management delivered exits from 10 lease agreements and extended 3 profitable lease agreements, in 2016
  - Over the past five years, the lease portfolio has been reduced by 25% and optimization initiatives have yielded
     EBITDA contribution and approx. 2 percentage point uplift in EBITDA margin
- Procurement serving as a key driver to improved profitability
  - Souring Value contribution of over ca. 69m
  - In 2016 alone, procurement helped generate 65.7m savings through cost avoidance and reductions
- Significant "Think Planet" energy savings following investments:
  - **€5m** utility cost savings in leased hotels
- Super Breakfast reduced food waste on average by 25%
  - Area-based food waste reduction program in Central & Southern Europe by 40%
  - Deep-dive hotel commercial reviews increased hotel profitability by 1-pc point



#### THINK POSITIVE CHANGE

# 2020 PLAN – LET'S FOCUS TOGETHER ON OUR COMMON NORTH FOR RESPONSIBLE BUSINESS



- The foremost way to be a responsible company is to provide meaningful employment.
   We believe in developing our team's talents and increasing young people's employability.
- In our hotels around the world, our business network and our supply chain, we promote human rights, business ethics and diversity



 We believe in being a force for good in both the local and global communities, creating a ripple effect of positive change through meaningful joint projects, donations and community action



 We share one earth. When it comes to protecting our natural resources, we believe we can be more than just aware – we can be part of the solution by reducing our Carbon & Water footprints by 10% and by increasing recycling



#### THE FUNDAMENTAL IMPORTANCE OF SAFETY AND SECURITY

#### SELF-ACTUALIZATION

MORALITY. CREATIVITY.
SPONTANEITY. ACCEPTANCE
EXPERIENCE PURPOSE
MEANING & INNER POTENTIA

#### **SELF-ESTEEM**

RESPECT OF OTHERS. CONFIDENCE. ACHIEVEMEN
THE NEED TO BE A UNIQUE INDIVIDUAL.

#### LOVE & BELONGING

FRIENDSHIP, FAMILY, INTIMACY, SENSE OF CONNECTION.

#### **SAFETY & SECURITY**

HEALTH, EMPLOYMENT, PROPERTY, FAMILY, SOCIAL ABILITY.

#### **PSYCHOLOGICAL NEEDS**

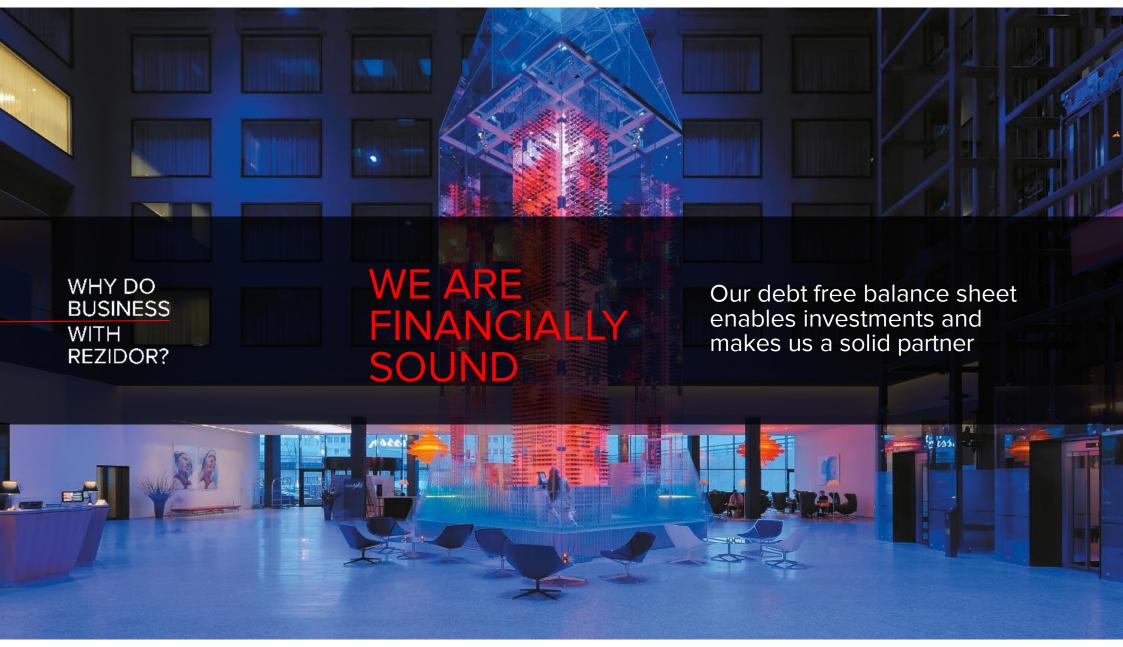
BREATHING. FOOD. WATER. SHELTER. CLOTHING. SLEEP.



165+ hotels certified

And the foundation for a stable, successful and sustainable business





#### GOOD L/L PERFORMANCE BUT ONE-OFF ITEMS IN CENTRAL COSTS IMPACT PROFIT

#### Q2-2017 FINANCIAL RESULTS AT A GLANCE



#### Revenue

- €6.7m L/L Revenue increase (+2.6%)
- €254.1m Reported Revenue, -€5.7m (-2.2%)
- Exit 4 leased hotels & 1 under renovation, strengthening of Euro only partly offset by RevPAR improvement



#### **RevPAR**

- L/L RevPAR €78.1 (+4.0%)
- ADR €112.2 (+2.3%)
- Occupancy 69.7% (+1.2pp)



#### **EBITDA**

- €34.3m L/L EBITDA (-€2.1m), impacted by weak conversion in leased portfolio
- €28.4m Reported EBITDA (-€8.0m)
- 11.2% EBITDA margin (-2.8pp)
- Higher central costs and bad debts



# **Net profit**

- €13.8m L/L net profit
- €3.6m down €12.6m
- 1.4% net profit margin



## **Signings**

- 1,666 rooms
- 4 hotels



# **Openings**

- 1,397 rooms
- 8 hotels

# 2016 RESULTS IMPACTED BY ONE-OFFS; 5<sup>TH</sup> YEAR OF CONSECUTIVE MARKET SHARE GAIN

2016 FULL YEAR FINANCIAL RESULTS AT A GLANCE



#### Revenue

- €961.2m Reported Revenue
- €38.1m L/L Revenue increase
- Exit of 4 leases & 1 temporary closure



#### **EBITDA**

- €79.3m EBITDA
- 8.3% EBITDA margin
- Incl. €5m restructuring costs



# **Signings**

- 45 hotels
- 8,200 rooms



# **RevPAR**

- L/L RevPAR €75.8
- ADR €111.6
- Occupancy 68%
- 5<sup>th</sup> consecutive year of RGI improvement



# **Net profit**

- €26.4m
- 2.7% net profit margin
- Positive impact from recognition of tax assets (€22.3m)
- Board proposes a dividend of € 0.05/share



# **Openings**

- 18 hotels
- 3,600 rooms
- 1,900 rooms net opening

#### Q2 – SOFT LIKE-FOR-LIKE FLOW THROUGH COMPARED TO LAST YEAR

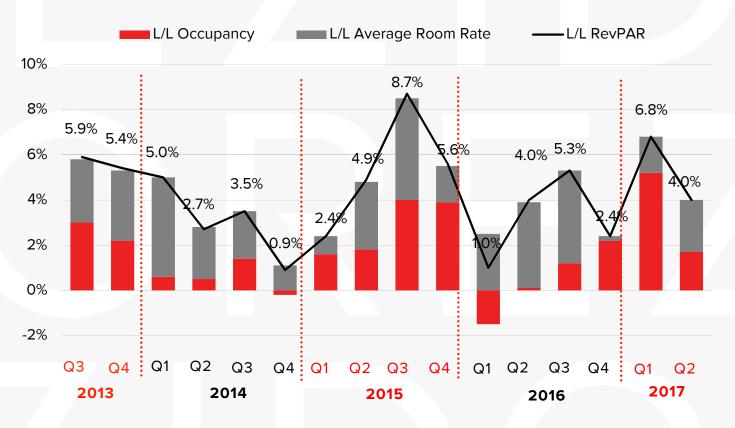
	Q2 2017	Q2 2016	Change
Revenue	254.1	259.8	-5.7
EBITDAR	88.4	-98.1	-9.7
EBITDA	28.4	36.4	-8.0
EBIT	6.3	22.0	-15.7

FX	Hotel Exits	New Hotels	Change in Central Costs	Change in Write- downs	Other one-offs	LFL
-5.1	-12.4	5.1	_	_	_	6.7
-1.8	-4.1	2.0	-4.7	_	-0.4	-0.7
-0.5	-1.4	1.4	-4.6	_	-0.8	-2.1
-0.1	-1.2	0.9	-4.6	-8.6	0.8	-2.9

- · Negative FX impact on Revenue (weakening of GBP and SEK), but limited impact on results
- Exit of leased hotels had negative impact of €10.1m on revenue, but slight positive on EBIT; Exit of managed and franchised hotels had negative impact of €2.3m on revenue and €1.4m on EBIT
- New hotels include the renovated leased hotels Radisson RED Brussels and Radisson Blu Lyon
- Increase in central costs mainly of a one-off nature
- Significant write-downs of fixed assets during the quarter
- Other one-offs had a positive impact on EBIT of €0.8m (mainly termination costs of €2.6 in 2016 vs. €1.0 in 2017)
- LFL EBITDA includes €1.2m higher bad debt provisions and share of income in associates is €0.8m below last year. Earnings negatively impacted by softer conversion in the leased portfolio estimated to ca €3.5m

#### Q2 L/L REVPAR INCREASE OF 4.0% VIA RATE AND OCCUPANCY

#### REZIDOR REVPAR DEVELOPMENT



- 3 out of 4 regions reported L/L RevPAR growth
- Leased portfolio up 4.5% vs. 4.0% leased & managed
- Negative Easter effect in April (vs. March last year)
- All 3 months of the quarter showed positive development
- RGI YTD (May) 111.4 (+0.7%)

**NOTE**: Like-for-like: same hotels in operation during same period last year compared at constant exchange rates

# Q2 2017 – LIKE-FOR-LIKE REVENUE UP 2.6%; REPORTED RESULTS BELOW LAST YEAR MAINLY DUE TO ONE-OFF COSTS

	Q2 2017	vs LY
LFL RevPAR (L&M)	78.1	4.0%
Revenue	254.1	-5.7
EBITDAR	88.4	-9.7
EBITDAR Margin %	34.8%	-3.0 pp
EBITDA	28.4	-8.0
EBITDA Margin %	11.2%	-2.8 pp
EBIT	6.3	−15.7
EBIT Margin %	2.5%	-6.0 pp
NET INCOME	3.6	-12.6

**LFL Revenue** up €6.7m (2.6%)

Reported Revenue down 2.2% due to

- Exit of four leased hotels and one leased hotel closed for renovation
- Strengthening of the Euro

Decrease partly offset by

- Positive LFL RevPAR development, though negatively impacted by the timing of Easter
- Re-opening of two leased hotels after renovation

**EBITDA** decreased due to higher central costs of €4.6m (mainly of a one-off nature), higher bad debts provisions of €1.2m (4.4% of fee revenue), and softer conversion in L/L portfolio. Timing of Easter effect estimated at ca. -€2m

**EBIT** down €15.7m mainly due to negative EBITDA development and €8.6m higher costs for write-downs of fixed assets

#### YTD 2017 – LIKE-FOR-LIKE REVENUE UP 5.4%; RESULTS AHEAD OF LAST YEAR

In €m	YTD June 2017	vs LY
LFL RevPAR (L&M)	73.3	5.4%
Revenue	476.6	9.8
EBITDAR	150.1	1.5
EBITDAR Margin %	31.5%	-0.3 pp
EBITDA	30.9	3.7
EBITDA Margin %	6.5%	0.7 pp
EBIT	-1.9	1.1
EBIT Margin %	-0.4%	0.2 pp
NET INCOME	-4.0	1.4

**LFL Revenue** up €25.1m (5.4%)

Reported Revenue up 2.1% due to

- Good LFL RevPAR development
- Re-opening of two leased hotels after renovation
   Increase partly offset by
- Exit of four leased hotels and one leased hotel closed for renovation
- Strengthening of the Euro

**EBITDA** increased due to higher revenue, partly offset by higher central costs of €6.7m (mainly of a one-off nature) and higher costs for bad debts of €1.3m

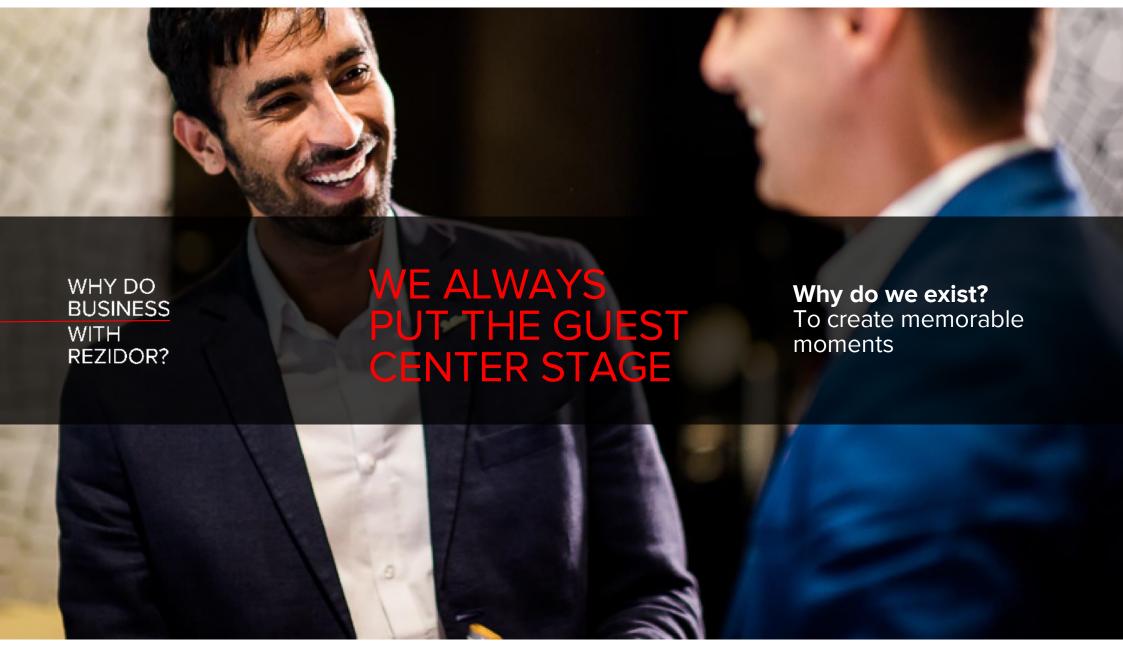
**EBIT** up €1.1m mainly due to EBITDA improvement and €9.6m lower costs for termination of lease contracts, partly offset by higher costs for write-downs of fixed assets (€8.4m) and depreciation (€1.8m). Last year's EBIT positively impacted by gain on sale of shares in subsidiaries of €1.9m.

#### FREE CASH FLOW IMPROVED BY €33.0M

H1 2017 vs H1 2016	2017	2016
Cash flow before working capital changes	22.9	9.0
Change in working capital	1.2	7.8
Cash flow from operating activities	24.1	16.8
Investments	-23.4	-49.1
Free Cash Flow	0.7	-32.3

MEUR	Jun 30, 2017	Dec 31, 2016
Total assets	508.8	502.5
Net working capital	-40.0	-38.4
Net cash (net debt)	-28.8	-20.9
Equity	247.8	265.7

- Improved cash flow before working capital due to increase in EBIT adjusted for non-cash items
- Change in working capital is lower mainly due to decrease in current liabilities
- Less cash used in investing activities due to less investments in the leased portfolio, partly due to timing of renovation works. Also, in Q2 last year €14.7m was invested in prizeotel holding GmbH
- Net cash position is negative
   (€–28.8m) by the end of the quarter





WHY WE EXIST **CREATING MEMORABLE MOMENTS** 

> WHO WE ARE **TRUE HOSTS**

HOW WE DELIVER LIVING THE BRAND PROMISE

WHAT CONNECTS US **OUR VALUES BEING HOST / LIVING TRUST / FIGHTING Z-PIRIT** 













## **EXECUTIVE COMMITTEE**

#### A DIVERSE AND EXPERIENCED EXECUTIVE TEAM



Federico J. González President & CEO









**Knut Kleiven** Deputy President & Chief Financial Officer





**Eric De Neef** Executive Vice President, Global Chief Branding & Commercial Officer











Chema **Basterrechea Executive Vice President** & Chief Operating Officer





**Elie Younes Executive Vice President** & Chief Development Officer









## **BOARD OF DIRECTORS**

#### A BOARD OF EXPERIENCED PROFESSIONALS



Xin Di Chairman



Liu Daoqi Vice Chairman



Lo Kin Ching Board Member



Charles B. Mobus **Board Member** 





Wolfgang M. Neumann **Board Member** 



**Andreas Schmid Board Member** 



**Thomas** Staehelin **Board Member** 



**Song Xiang Board Member** 











**Ulf Petersson Board Member** (Employee Rep.)



**REZIDOR - GROUP QUARTERLY PRESENTATION / JULY 2017** 

# QUORVUS Radisson Radisson RD park inn Porizeotel