Q1-2010

INTERIM RESULTS

16th April 2010 15:30 CET

MARKET DEVELOPMENT

- Improving occupancy levels – continued pressure on room rates
- Strong RevPAR recovery in Germany
- Limited visibility
- Substantial drop in industry pipelines
- Still lack of project funding in certain markets

Radisson Blu Hotel, Milan

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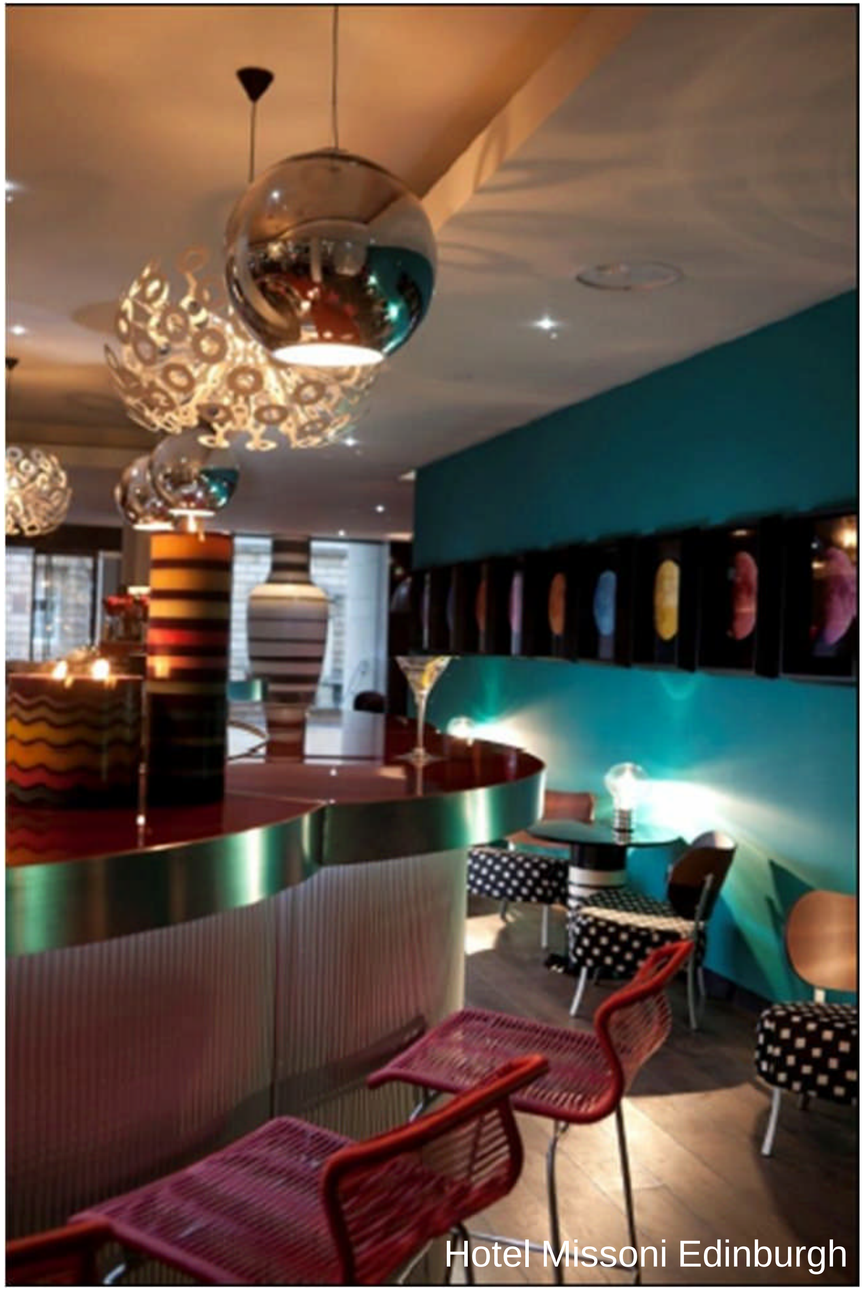
HIGHLIGHTS Q1 2010

- Flat like-for-like RevPAR with an increase in occupancy offset by a decrease in room rate
- 2010 bookings ahead of last year
- Cost savings - full effect in Q1
- Cash flow and EBITDA improvement
- Focused brand strategy


Hotel Missoni Edinburgh

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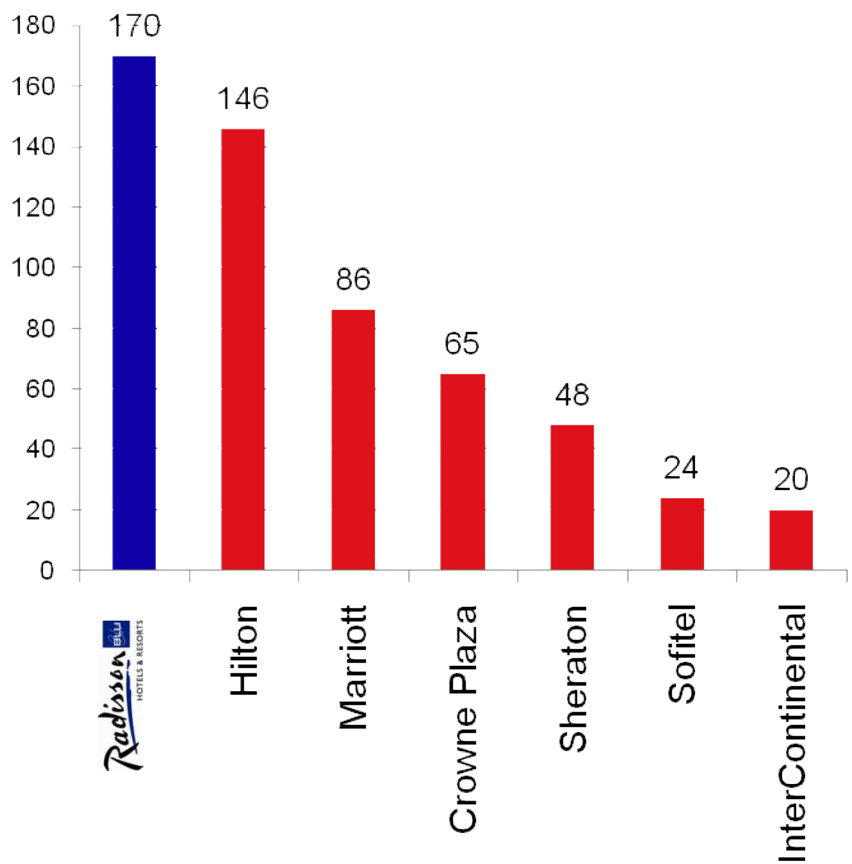
SALE OF REGENT

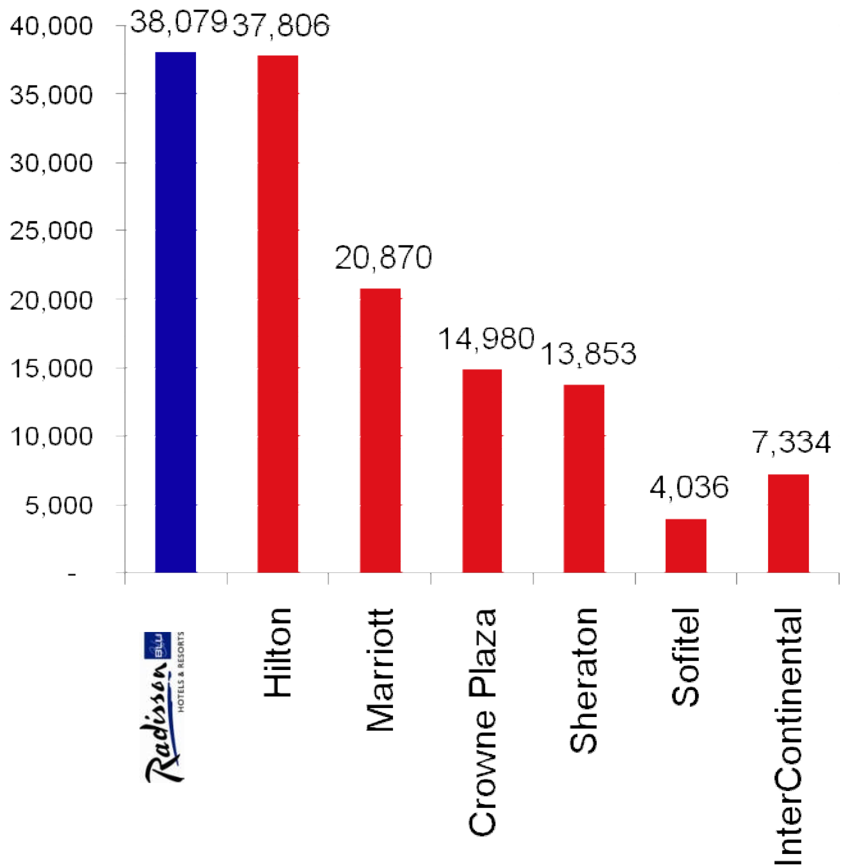
- Carlson and Rezidor sell the Regent brand and related operating contracts
- Buyer is Formosa International Hotels Corporation, Taiwan
- Rezidor will continue to provide management services within EMEA
- Transaction to provide a positive impact on Rezidor cash flow and profit
  - Annual positive effect on Rezidor's EBITDA of MEUR 2 – 3
  - Estimated proceeds for Rezidor MEUR 9.5
- Free resources to improve operations and accelerate expansion of Rezidor's core brands

RADISSON IS EUROPE'S LARGEST UPSCALE BRAND

NUMBER OF HOTELS



NUMBER OF ROOMS



Source: MKG/HTR European Ranking

FOCUS 2010

- Cash protection
- Maintain fixed cost level
- Portfolio management
- Profitable fee based growth & conversions
- Capturing revenue

Park Inn Oslo, Norway

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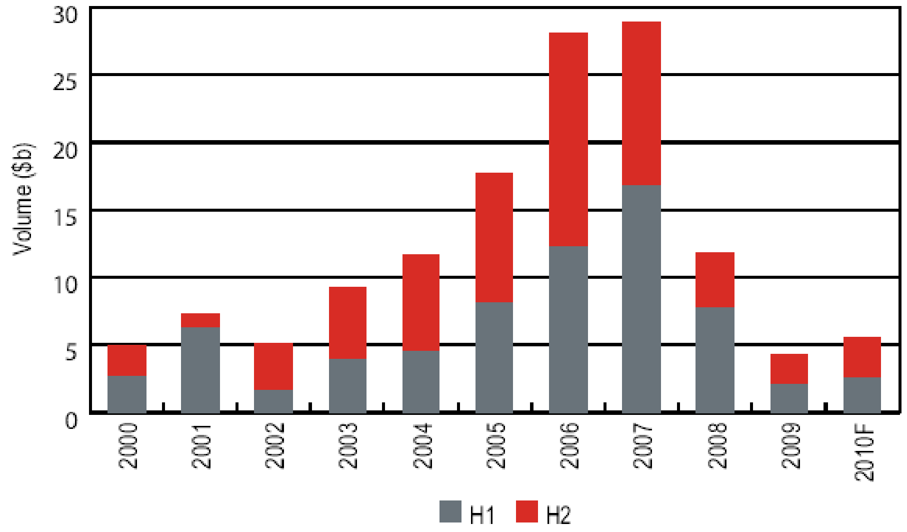
BUSINESS DEVELOPMENT

ECONOMIC OVERVIEW
Investor Sentiment Outlook 2010



- Leveraged IRR’s and initial yields contracted
- Clearing balance sheets ➔ increasing distressed assets
- Widening buyer base ➔ Institutional Investors and HNWI’s

BUSINESS DEVELOPMENT Q1 SUMMARY

- 8 hotels (1,540 rooms) signed
  - 100% fee based
  - Key markets: Istanbul, Canary Islands, Kigali and Sochi

- 4 hotels (630 rooms) opened
  - 78% fee based
  - Key markets: Moscow Airport, Oslo and Dresden

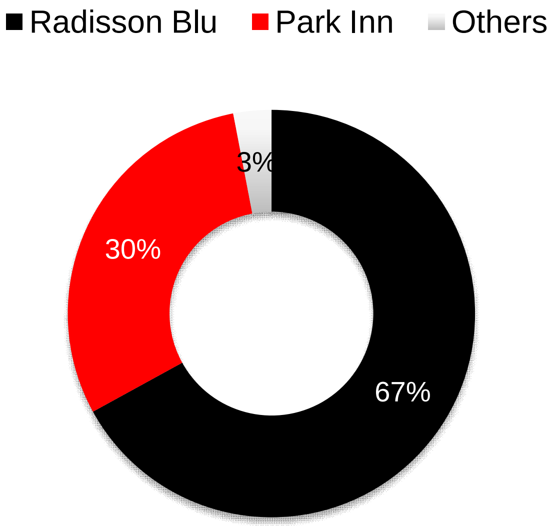
- 510 rooms offline

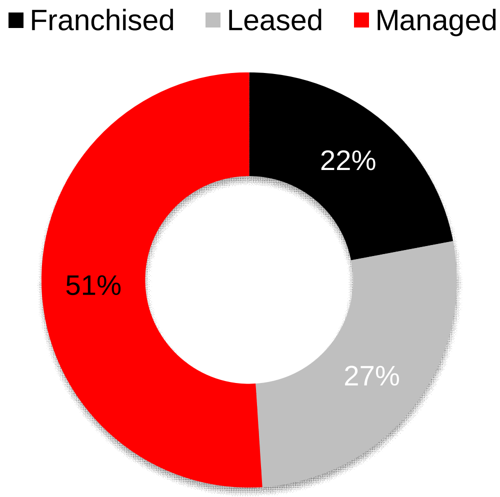
Continued profitable fee-based growth

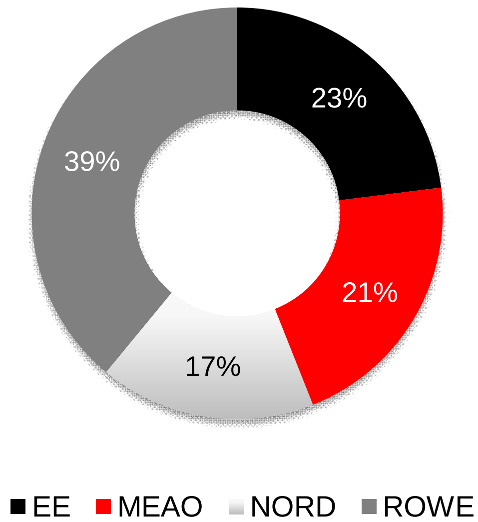
PORTFOLIO SNAPSHOT

In operation and under development

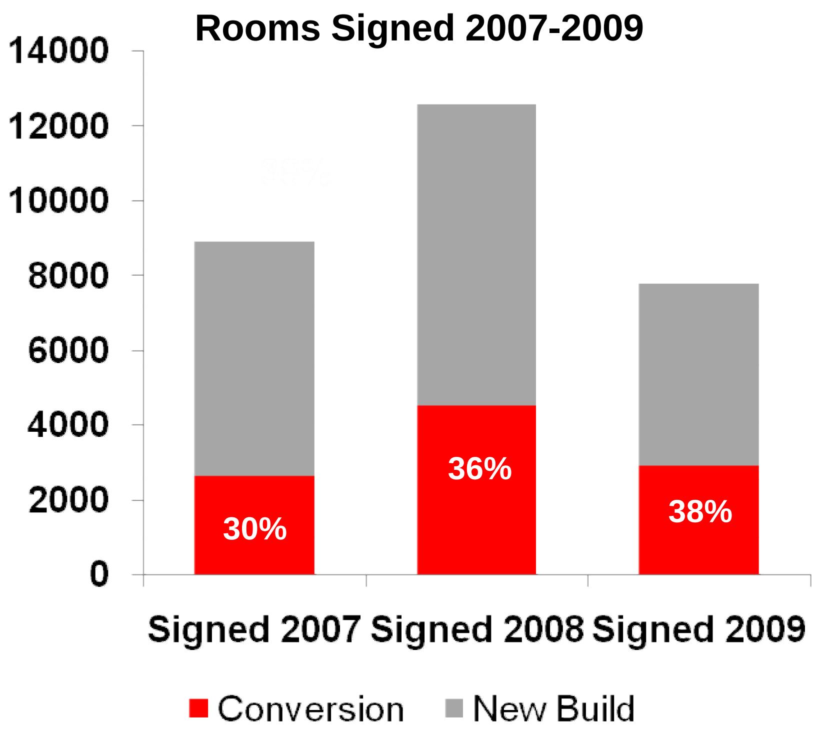
396 Hotels / 84,200 Rooms







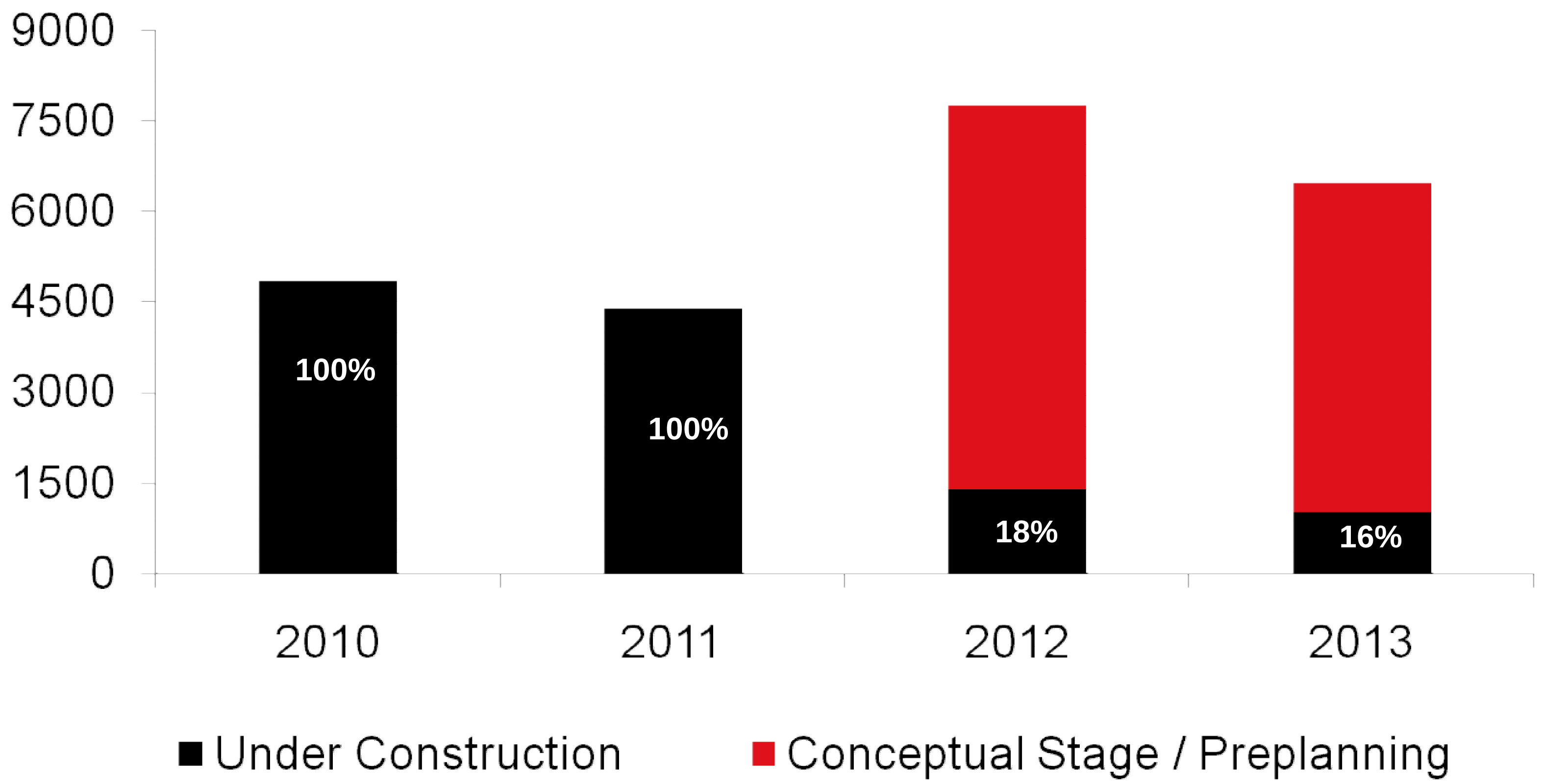
CONVERSIONS BACKGROUND



- Over 10,000 rooms of conversions signed since 2007
- 94% Fee Based
- Included hotels in major markets such as London, Milan, Paris, Moscow and Cairo

A track record of fee-based growth through conversions

UNDERSTANDING THE PIPELINE



Ca 50% under construction

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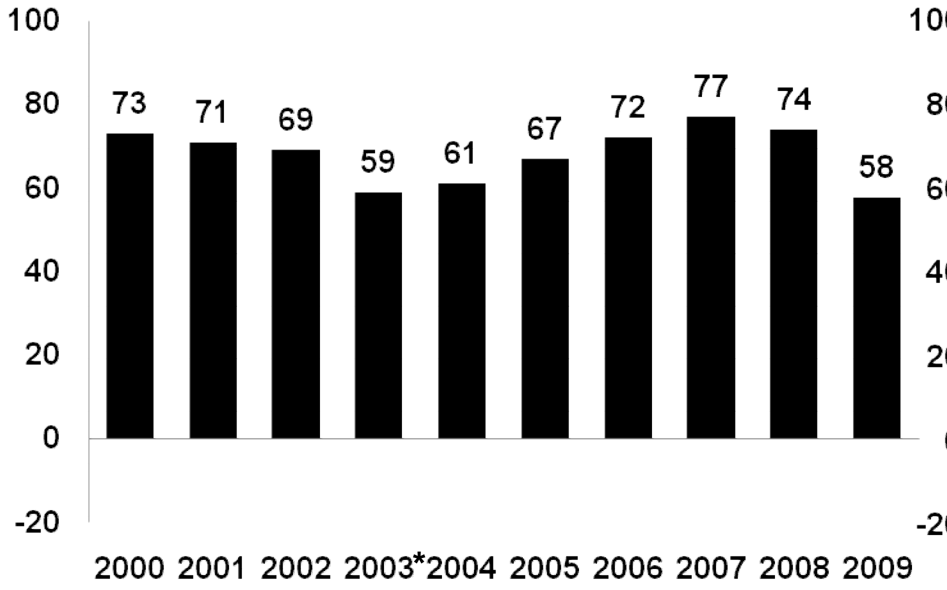
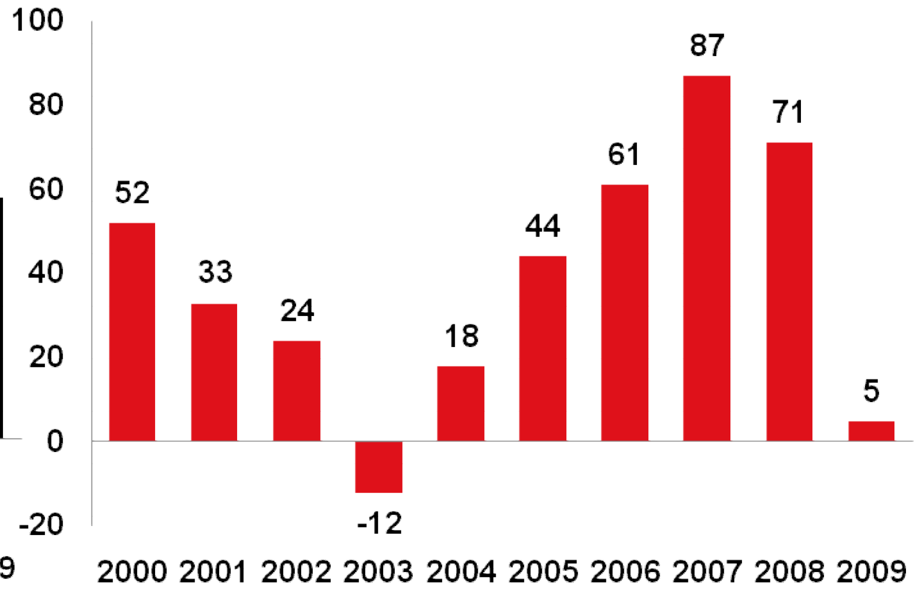
FINANCE

REVPAR & EBITDA BREAK-EVEN



REVPAR (EUR)



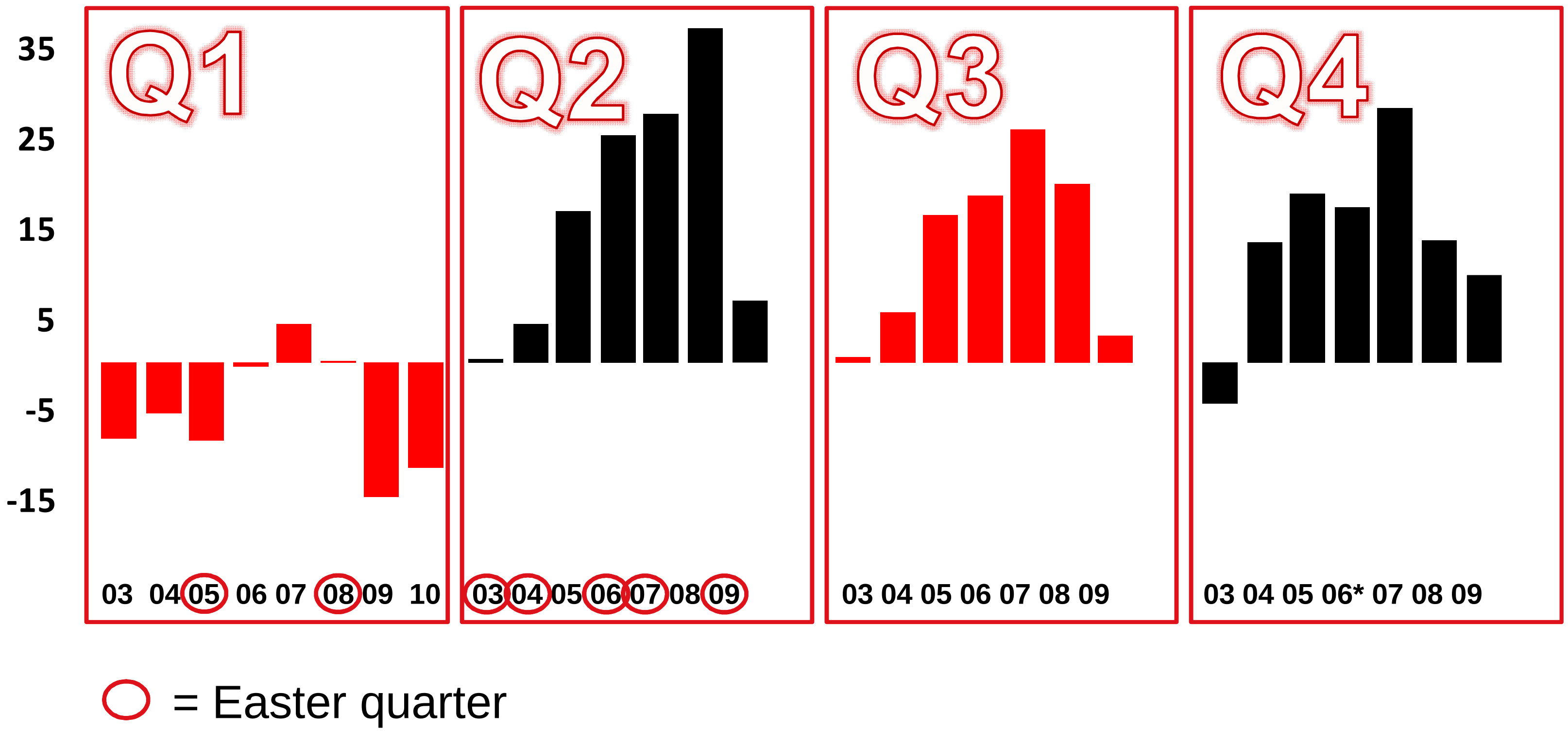
EBITDA (MEUR)

Break-even improved from EUR 60 in 2003 to EUR 57 in 2009

NOTE: Rezidor introduced the Park Inn brand in Europe in January 2003

SEASONALITY

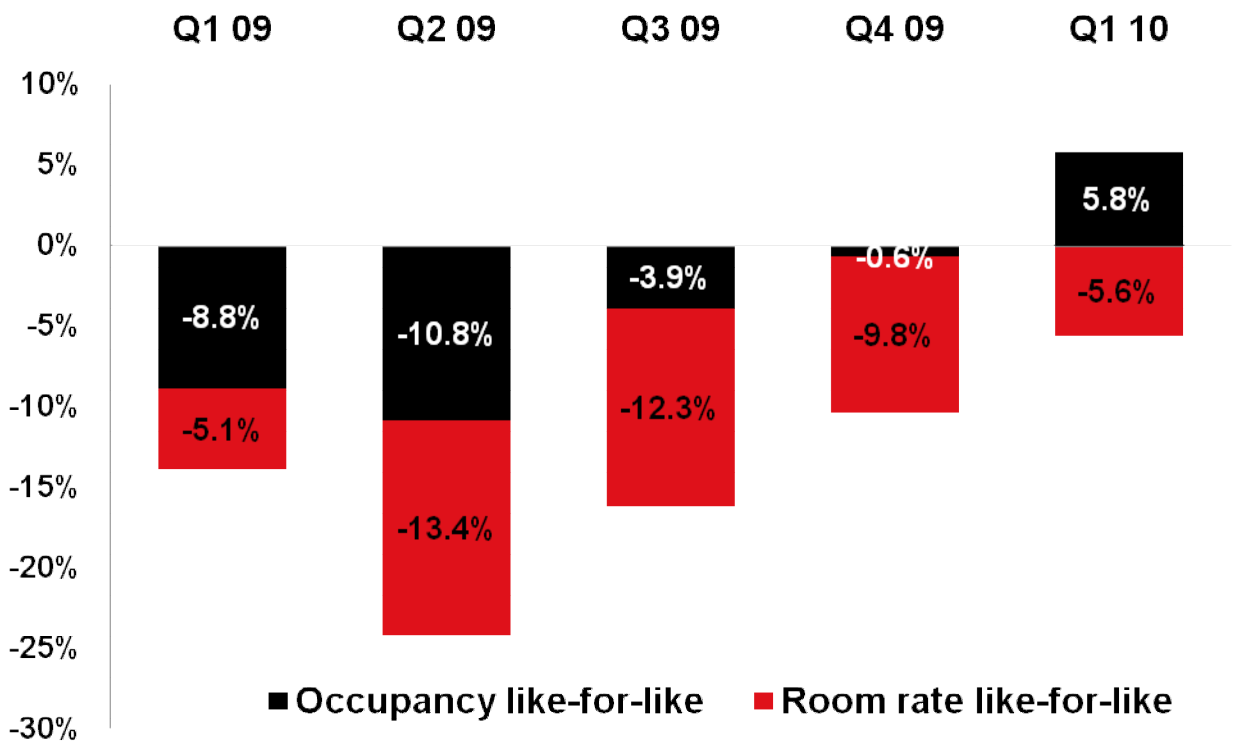
EBITDA (MEUR)



Q1 is the weakest quarter

NOTE: **Excluding IPO costs**

L/L REVPAR ANALYSES



Flat RevPAR in Q1 2010

FLAT REVPAR IN Q1 2010

L/L REVPAR BY BRAND	
% CHANGE	Q1 2010
Radisson Blu Hotels & Resorts	-0.3%
park inn	-1.1%
The Rezidor Hotel Group	-0.2%

L/L REVPAR BY REGION	
% CHANGE	Q1 2010
NO	-5.1%
ROWE	6.1%
EE	-7.8%
MEAO	-2.1%

Strong RevPAR recovery in Germany

NO: Nordics; ROWE: Rest of Western Europe; EE: Eastern Europe; MEAO: Middle East, Africa and Other

FROM L/L TO REPORTED REVPAR & REVENUE

REVPAR	
% CHANGE	Q1 2010
L/L GROWTH	-0.1%
FX IMPACT	2.2%
NEW OPENINGS	-6.6%
REPORTED	-4.5%

REVENUE	
% CHANGE	Q1 2010
L/L GROWTH	0.0%
FX IMPACT	4.6%
NEW OPENINGS	4.0%
REPORTED	8.6%

Positive impact from FX

NOTE: (L/L) : RevPAR for like-for-like hotels at constant exchange rates

INCOME STATEMENT HIGHLIGHTS

IN MEUR	Q1 2010	Q1 2009	VAR
REVENUE	165.7	152.6	9%
EBITDAR	45.1	37.7	20%
% EBITDAR Margin	*27%*	*25%*	*2 pp*
EBITDA	-11.5	-14.9	23%
% EBITDA Margin	*-7%*	*-10%*	*3 pp*
NET RESULT	-17.7	-19.2	8%

Improved EBITDAR and EBITDAR margin due to cost savings

COST RATIOS

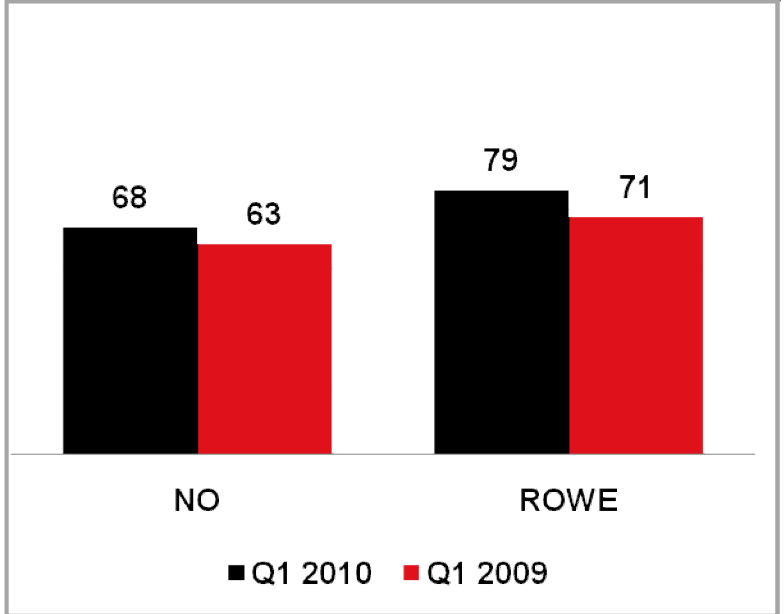
IN MEUR	Q1 2010	Q1 2009	VAR
COGS[1)]	25%	26%	1 pp
PERSONNEL[2)]	38%	39%	1 pp
OTHER OPERATING EXPENSES[2)]	25%	26%	1 pp
RENT[3)]	34%	33%	-1 pp
GUARANTEES[2)]	4%	6%	2 pp

All cost ratios improved
The weakening of the EUR had a negative effect on rent

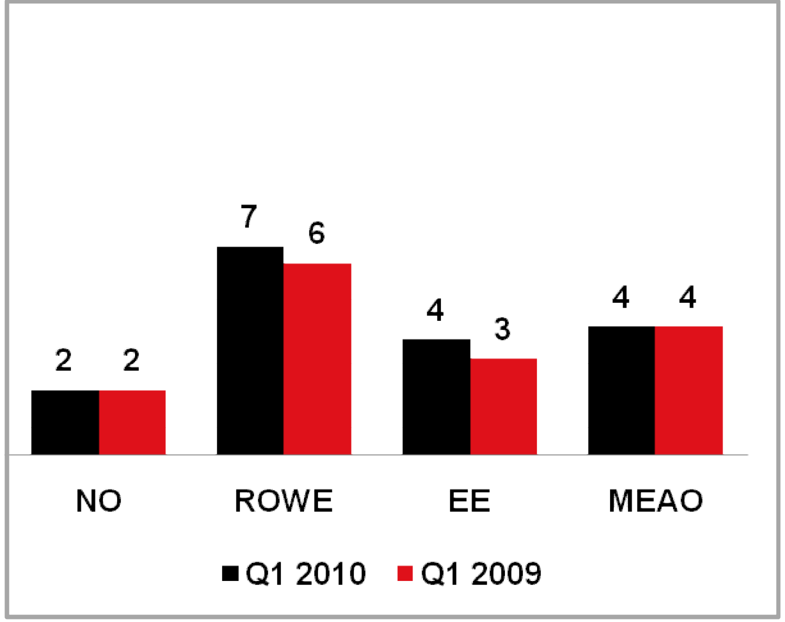
NOTE 1: % of F&B Revenue
NOTE 2: % of Operating Revenue
NOTE 3: % of Leased Hotel revenue

REVENUE SEGMENTATION

LEASED REVENUE – IN MEUR



FEE REVENUE – IN MEUR

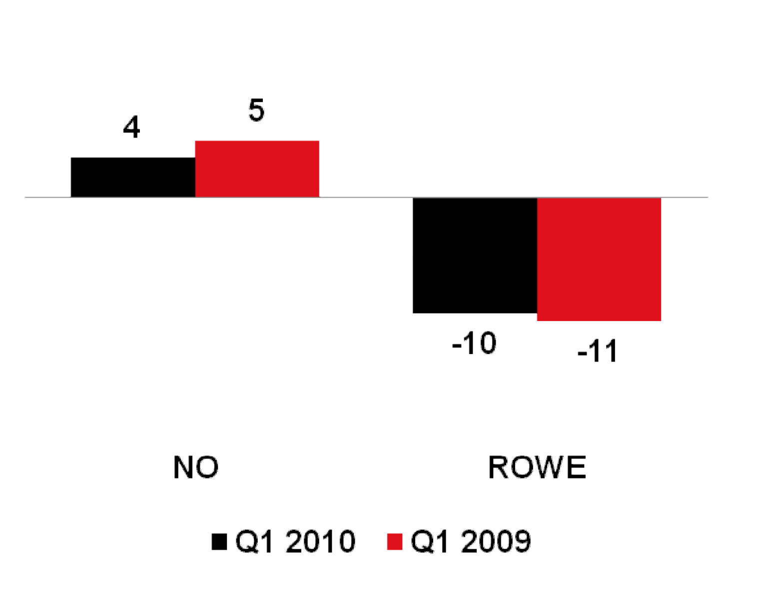


New openings and a weaker euro had positive impact on revenue

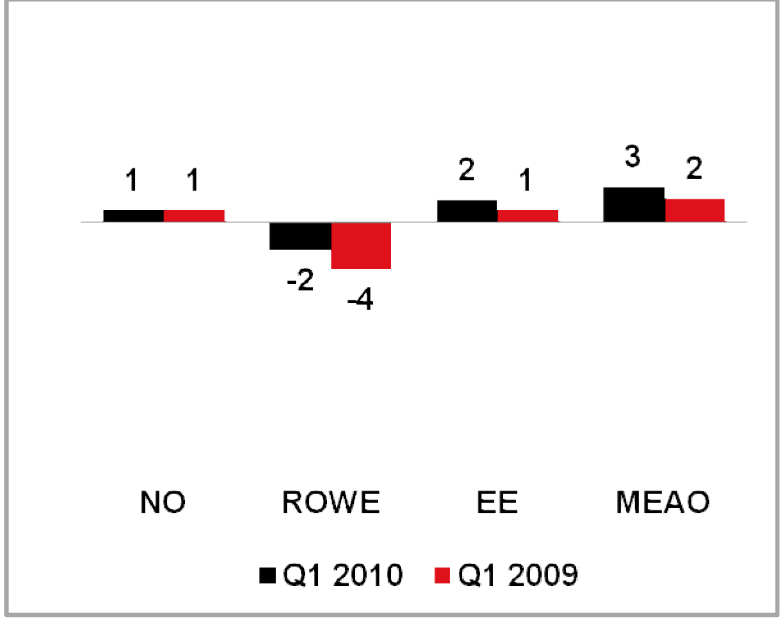
NO: Nordics; ROWE: Rest of Western Europe; EE: Eastern Europe; MEAO: Middle East, Africa and Other

EBITDA SEGMENTATION

LEASED EBITDA – IN MEUR



FEE EBITDA – IN MEUR

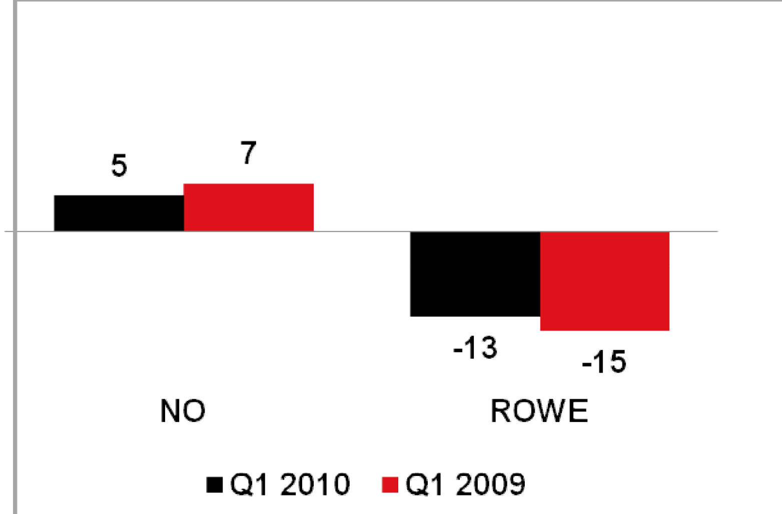


Recovery in ROWE better than other markets

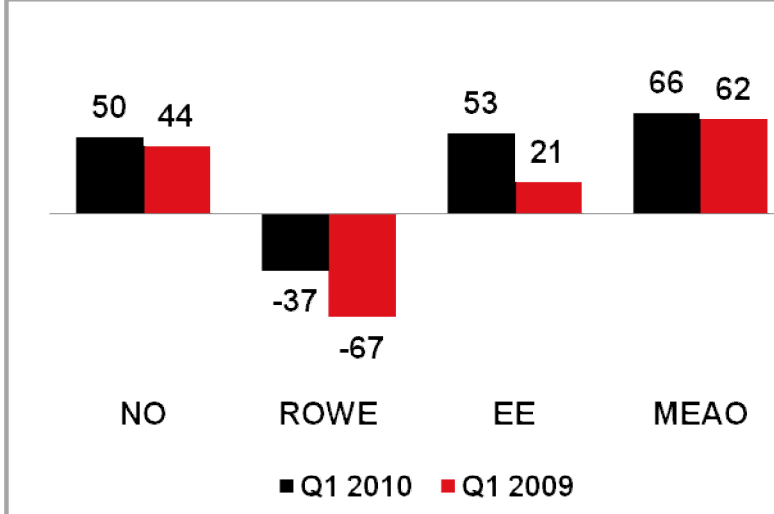
NO: Nordics; ROWE: Rest of Western Europe; EE: Eastern Europe; MEAO: Middle East, Africa and Other

EBITDA MARGIN SEGMENTATION

LEASED EBITDA MARGIN – IN %



FEE EBITDA MARGIN – IN %



Margins in fee business remain high

NO: Nordics; ROWE: Rest of Western Europe; EE: Eastern Europe; MEAO: Middle East, Africa and Other

FINANCIAL POSITION

- MEUR 7 in cash and MEUR 66 in unused overdrafts/credit lines
- Secured long term financing

IN MEUR	Q1 2010	Q1 2009
CASH FLOW FROM OPERATIONS	-14.1	-16.7
CHANGE IN WORKING CAPITAL	-3.4	-4.6
INVESTMENTS	-2.1	-8.1
FREE CASH FLOW	-19.6	-29.4

Tight control on working capital and CAPEX

CURRENT FINANCIAL PRIORITIES

- Maintain new level of fixed costs
- Working capital
- CAPEX
- Central costs
- Portfolio management
- Asset-light pipeline
- RevPAR relative to competition

Margin Improvement

&

Cash Protection

Q&A

Park Inn Dresden, Germany

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