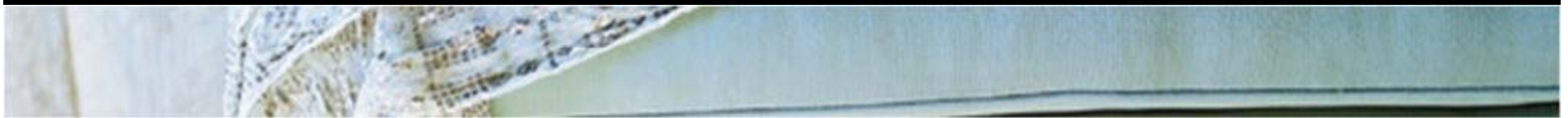


INTERIM RESULTS Q2-2010



23 July 2010
Brussels Headquarters

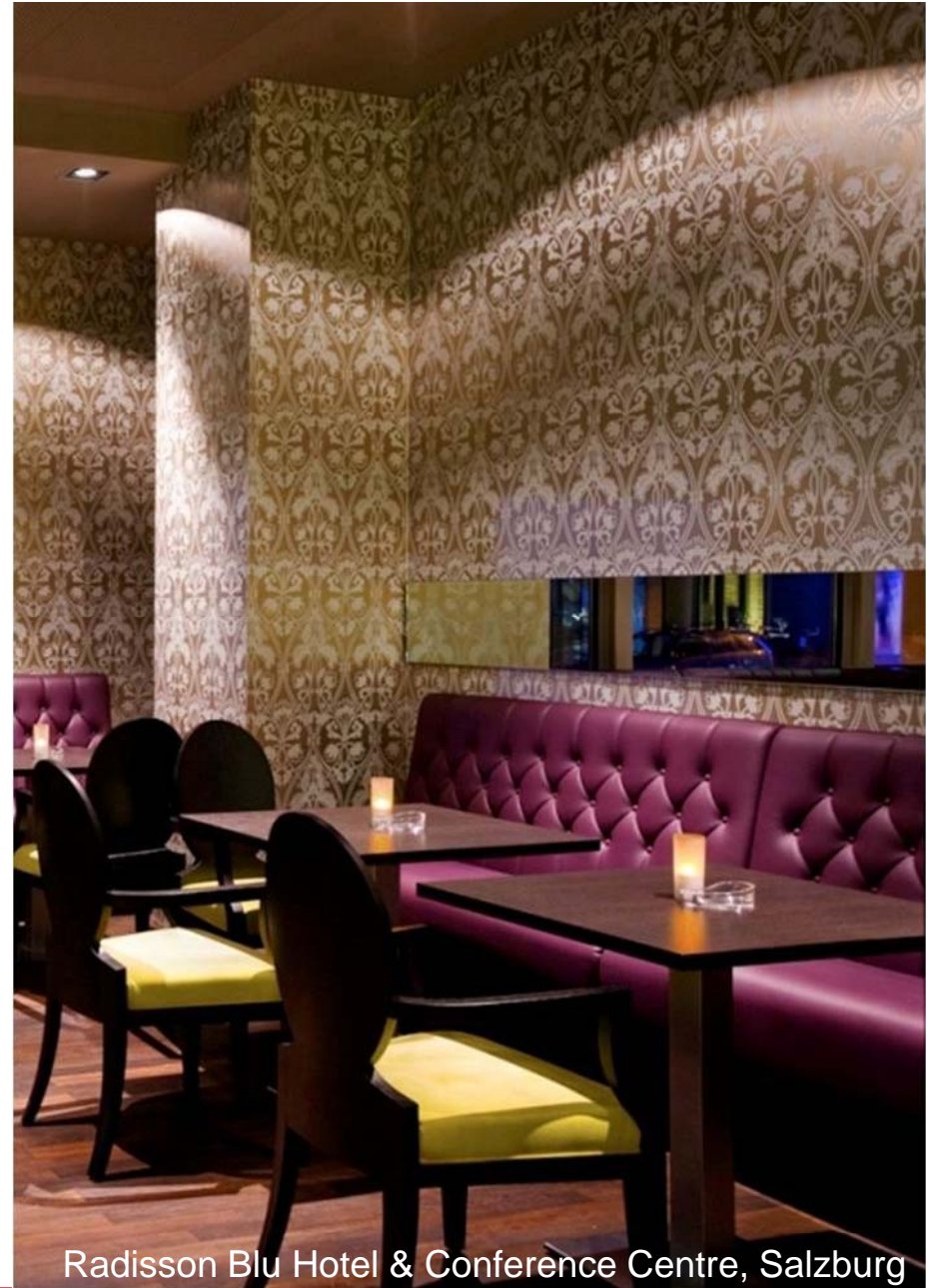


HOTELMISSONI



MARKET DEVELOPMENT

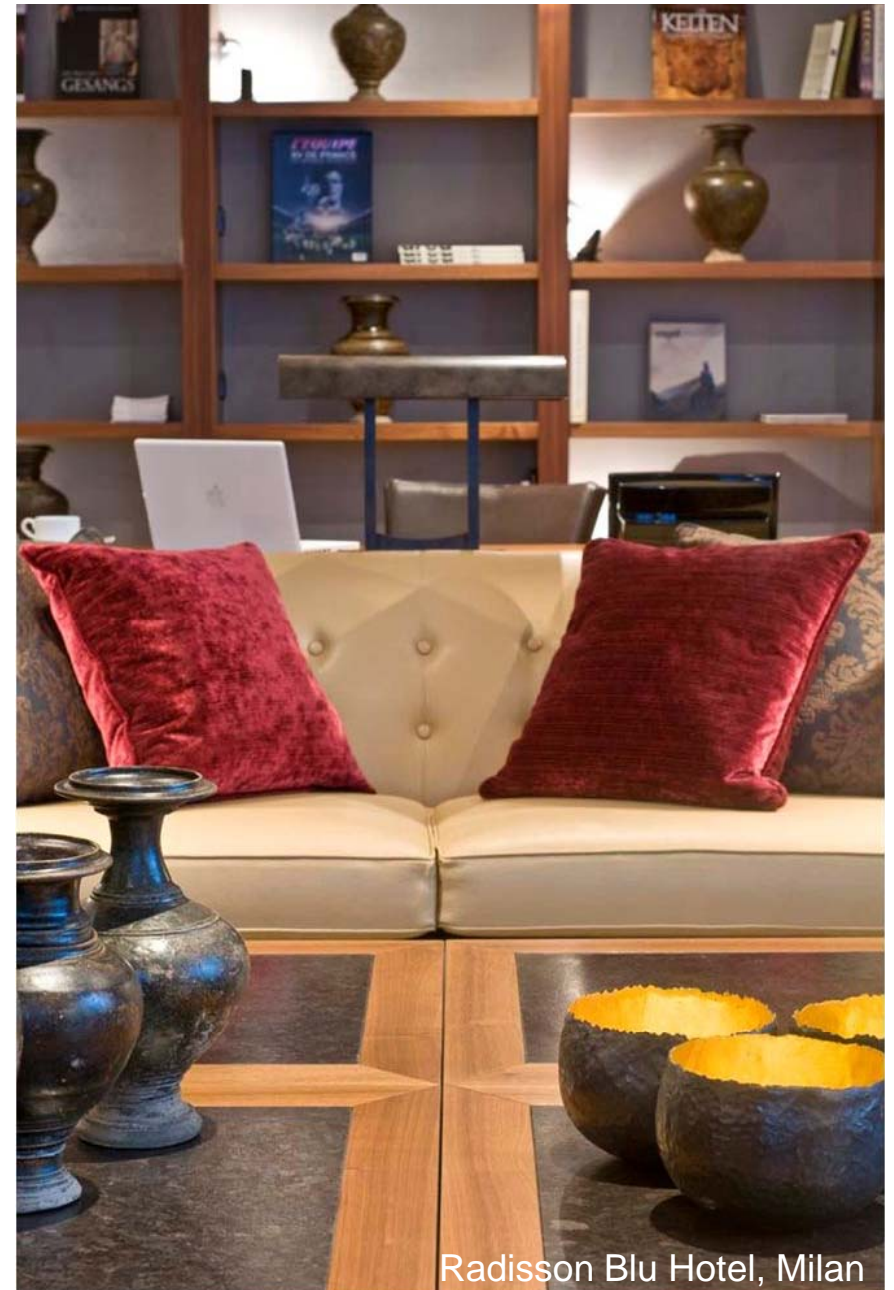
- Continued positive RevPAR trend, driven by higher occupancy
- Rate decline flattening out
- Significant rebound in Germany, Benelux, UK and France
- Absolute RevPAR still at a low level
- European pipeline continue to shrink



Radisson Blu Hotel & Conference Centre, Salzburg

REZIDOR HIGHLIGHTS Q2-2010

- All regions reported RevPAR growth
- Occupancy was still the main driver
- Improving rate trend
- Strong recovery in Germany, France, Benelux, Norway and Switzerland
- Increased margins; driven by Western Europe
- Strong improvement in cash flow
- Continued momentum of openings and signings



Radisson Blu Hotel, Milan

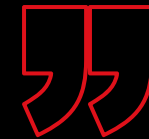
STRATEGIC MOVES

- Sale of Regent completed
 - Focus on Radisson Blu, Park Inn & Hotel Missoni
- Park Inn becomes “Park Inn by Radisson”
 - Reinforcing brand awareness
- Takeover of managed portfolio in the Baltics
 - Another leading position
- Asset-light pipeline
 - No leases after 2010
- Focus on emerging markets
 - Management contracts, high margin



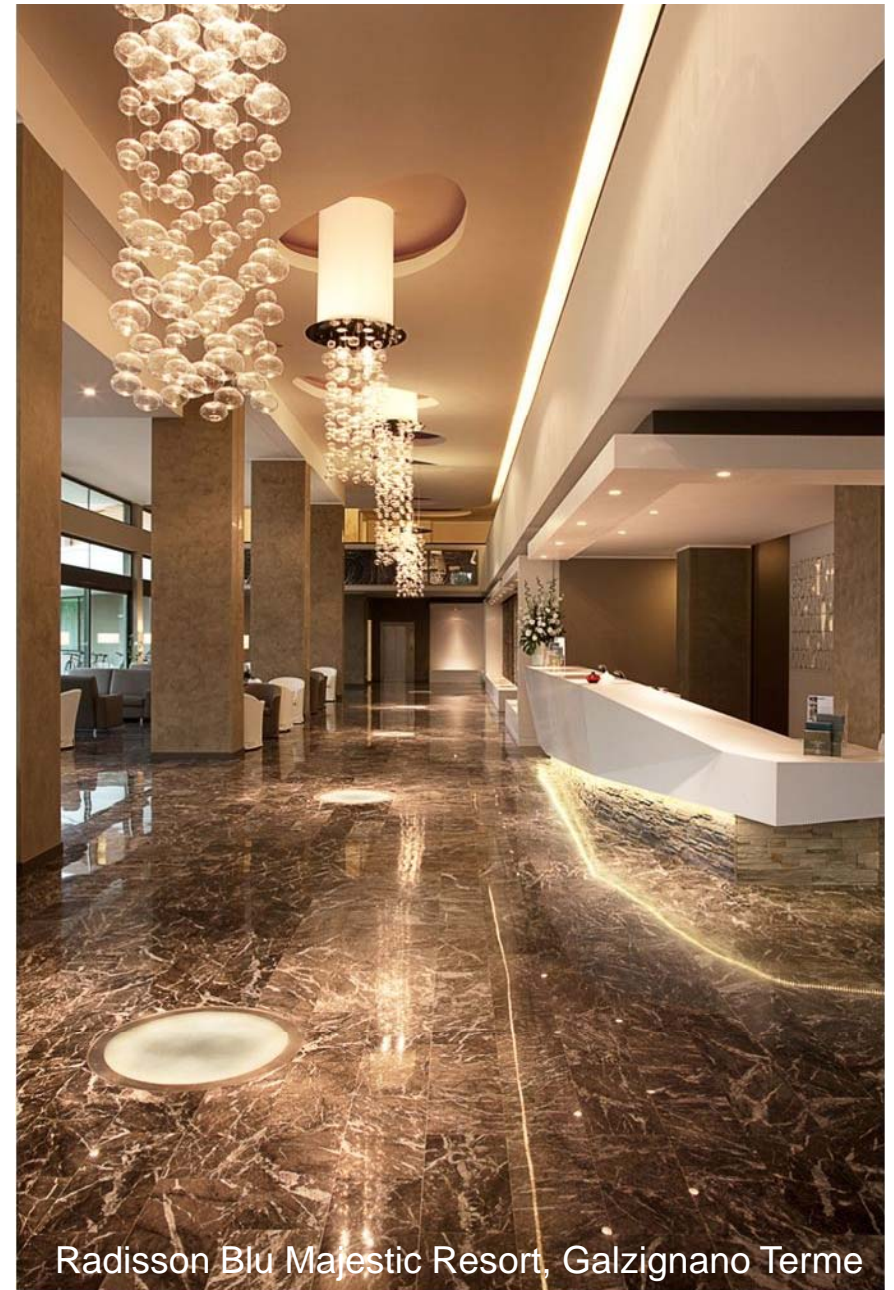


BUSINESS DEVELOPMENT



MARKET UPDATE

- Steady recovery of investment market
- Banks more willing to fund new assets and sell distressed assets
- Pipelines contracting
- Development focus in Eastern Europe shifting to mid-market



Radisson Blu Majestic Resort, Galzignano Terme

EMERGING MARKETS FOCUS

The Opportunity

- Growing share of global GDP, less exposed to financial crisis
- Supply / demand imbalance in many markets
- High operating margins due to asset-light growth

Emerging Markets Strategy

- Maintain pole position in Russia/CIS/Baltics
- Operate the most innovative, contemporary hotel portfolio in Africa
- Continue to grow Middle East portfolio following 2009's record year for openings

BALTIC HOTEL PORTFOLIO

- 10 hotels – ca 2,400 rooms (former Reval Hotels)
- Takeover in Q2-2010
- No financial commitment from Rezidor
- Owner: Linstow AS, one of Norway's leading property developers
- 8 hotels in primary markets:
 - Riga (3)
 - Tallinn (2)
 - Vilnius (2)
 - St. Petersburg (1)



OPENED Q2 & H1-2010

NEW OPENINGS	Q2 10	H1 10	H1 09
Hotels	16	20	20
Rooms	4,000	4,700	3,100
% Rooms Fee Based	90%	90%	90%
% Rooms Emerging Markets	80%	75%	55%

Key markets in H1-2010:
Moscow (2), Milan, Oslo, Stockholm, Johannesburg

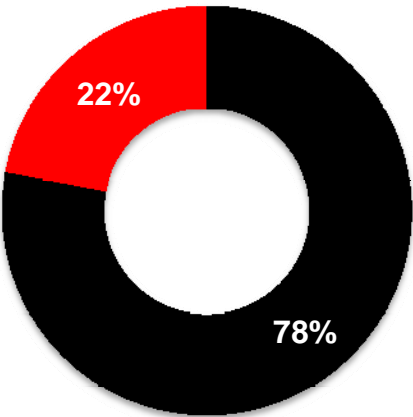
SIGNED Q2 & H1-2010

SIGNINGS	Q2 10	H1 10	H1 09
Hotels	16	24	25
Rooms	3,500	5,100	5,000
% Rooms Fee Based	100%	100%	100%
% Rooms Emerging Markets	80%	70%	85%

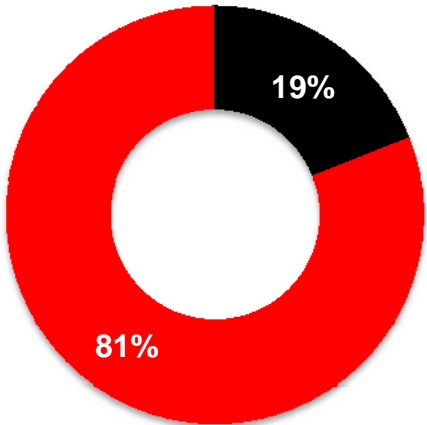
Sustained fee based growth

ROOMS SIGNED H1-2010

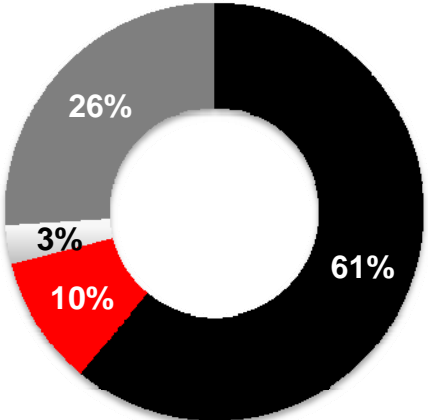
■ Radisson Blu ■ Park Inn



■ Franchised ■ Managed



■ EE ■ MEAO ■ NORD ■ ROWE

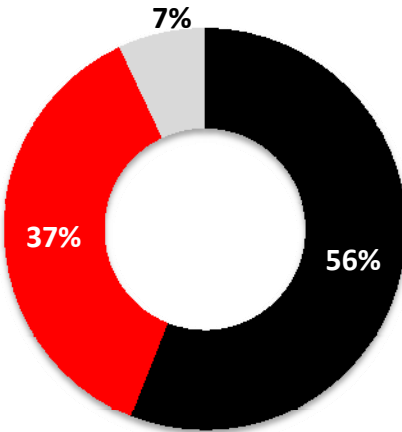


Continued rapid growth in Eastern Europe

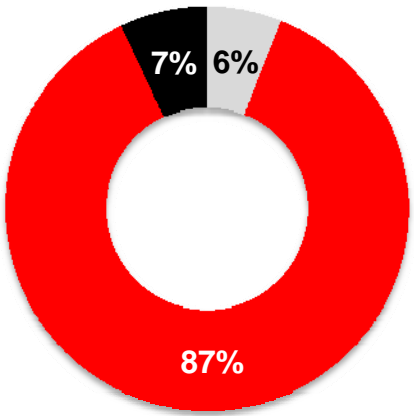
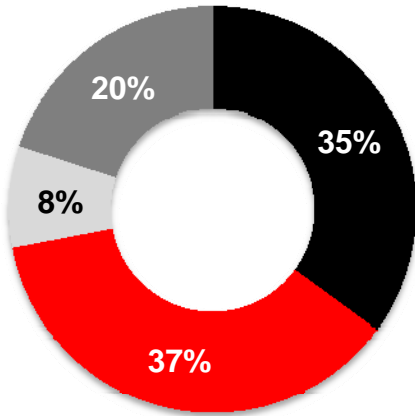
PIPELINE

100+ HOTELS, 20,000+ ROOMS

■ Radisson Blu ■ Park Inn ■ Other



■ Franchised ■ Managed ■ Leased

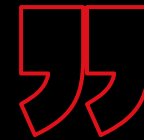


■ EE ■ MEAO ■ NORD ■ ROWE

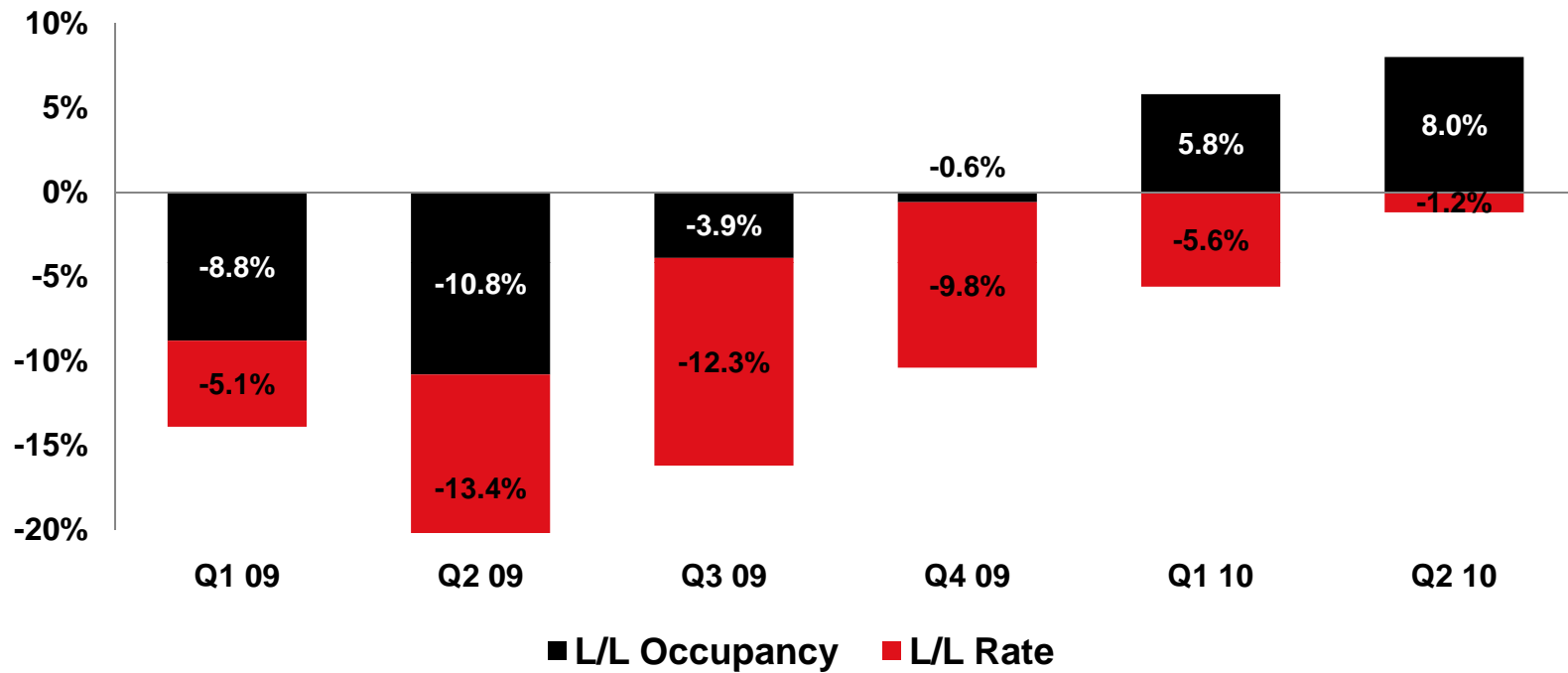
Pipeline is 25% of total portfolio and over 90% is fee based



FINANCIALS






L/L OCCUPANCY & RATE TREND



RevPAR recovery in Q2 driven by occupancy

L/L REVPAR BY BRAND & REGION

L/L REVPAR BY BRAND		
% CHANGE	Q2 10	YTD 10
	6.0%	2.0%
	8.4%	2.2%
	6.8%	2.4%

L/L REVPAR BY REGION		
% CHANGE	Q2 10	YTD 10
NO	2.4%	-0.1%
ROWE	10.4%	6.2%
EE	3.5%	-3.2%
MEAO	6.9%	2.6%

Strong occupancy development in key Park Inn markets

FROM L/L TO REPORTED

REVPAR		
% CHANGE	Q2 10	YTD 10
L/L GROWTH	6.8%	2.4%
FX	6.0%	4.2%
NEW OPENINGS	-1.5%	-2.8%
REPORTED	11.3%	3.8%

REVENUE		
% CHANGE	Q2 10	YTD 10
L/L GROWTH	5.3%	2.9%
FX	6.0%	5.3%
NEW OPENINGS	5.9%	5.0%
REPORTED	17.2%	13.2%

Large positive FX impact of NOK, SEK, GBP & USD

OTHER FINANCIAL HIGHLIGHTS

TAX

- Positive one-offs from capitalisation of deferred tax assets
- A more efficient tax structure going forward will lower the effective tax rate

SALE OF REGENT

- Positive cash inflow of ca MEUR 10
- Capital gain of ca MEUR 4
- Positive effect on Depreciation of ca MEUR 2
- Annual positive effect of ca MEUR 2-3 on EBITDA

INCOME STATEMENT HIGHLIGHTS

IN MEUR	Q2 10	Q2 09	VAR	YTD 10	YTD 09	VAR
REVENUE	203	173	17%	369	326	13%
EBITDAR	71	57	24%	116	95	22%
% EBITDAR Margin	35%	33%	2pp	31%	29%	2pp
EBITDA	18	7	157%	6	-8	n/m
% EBITDA Margin	9%	4%	5pp	2%	-2%	4pp
CAPITAL GAIN	4	-	-	4	-	-
D&A + FIN ITEMS	-7	-8	n/m	-16	-14	n/m
TAX	2	-2	n/m	5	0	n/m
NET RESULT	17	-3	n/m	-1	-22	n/m

Improved margins due to positive market development and tight cost control

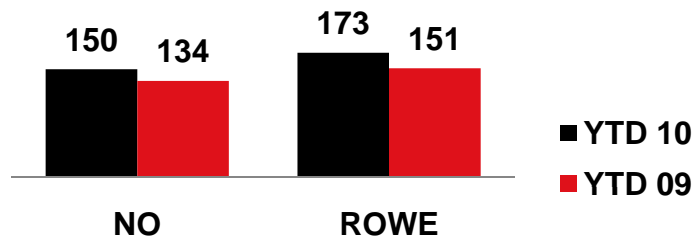
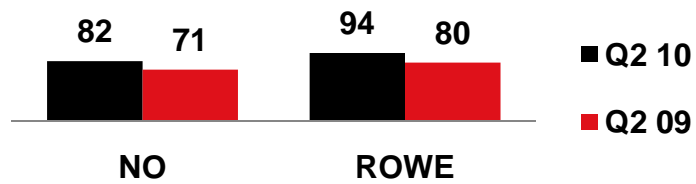
COST RATIOS

IN %	Q2 10	Q2 09	VAR	YTD 10	YTD 09	VAR
COGS ¹⁾	26%	26%	0 pp	25%	26%	1 pp
PERSONNEL ²⁾	35%	34%	-1 pp	36%	37%	1 pp
OTHER OPERATING EXPENSES ²⁾	22%	24%	2 pp	23%	25%	2 pp
RENT ³⁾	29%	31%	2 pp	31%	32%	1 pp
GUARANTEES ²⁾	1%	2%	1 pp	3%	4%	1 pp
TOTAL COSTS²⁾	90%	94%	4 pp	97%	101%	4 pp

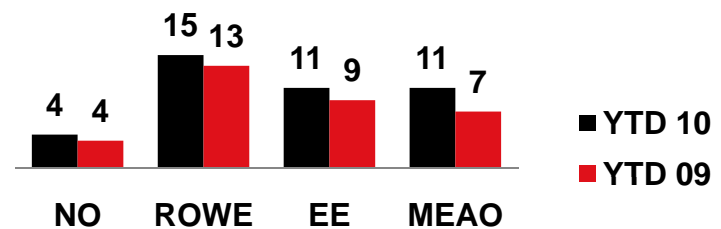
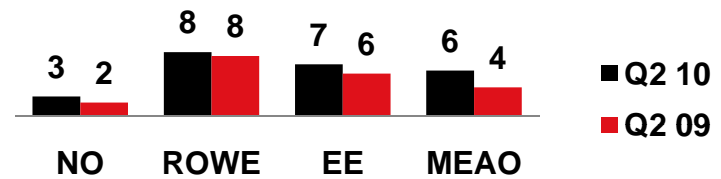
Effective cost control despite rising occupancy

REVENUE SEGMENTATION

LEASED REVENUE – IN MEUR



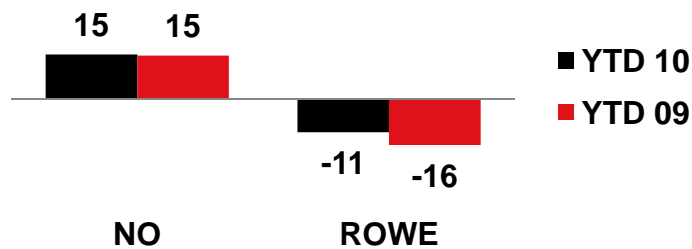
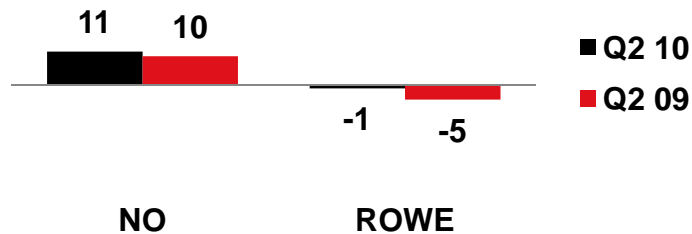
FEE REVENUE – IN MEUR



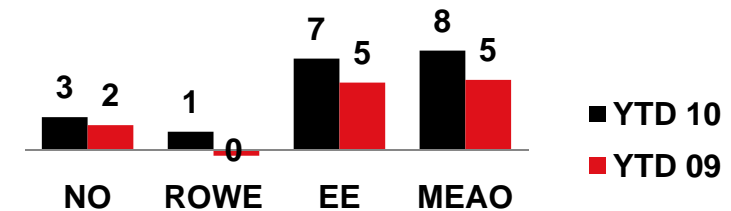
Revenue grew in all regions – positive impact from increase in occupancy and weakening of EUR

EBITDA SEGMENTATION

LEASED EBITDA – IN MEUR



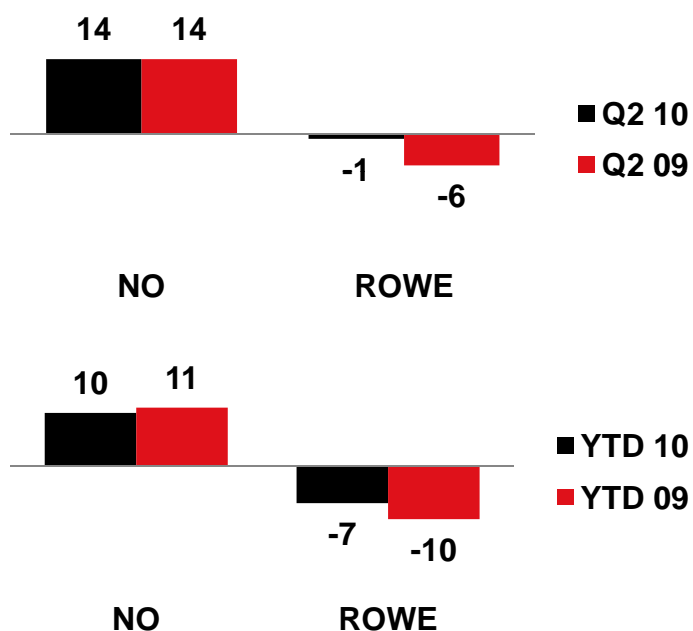
FEE EBITDA – IN MEUR



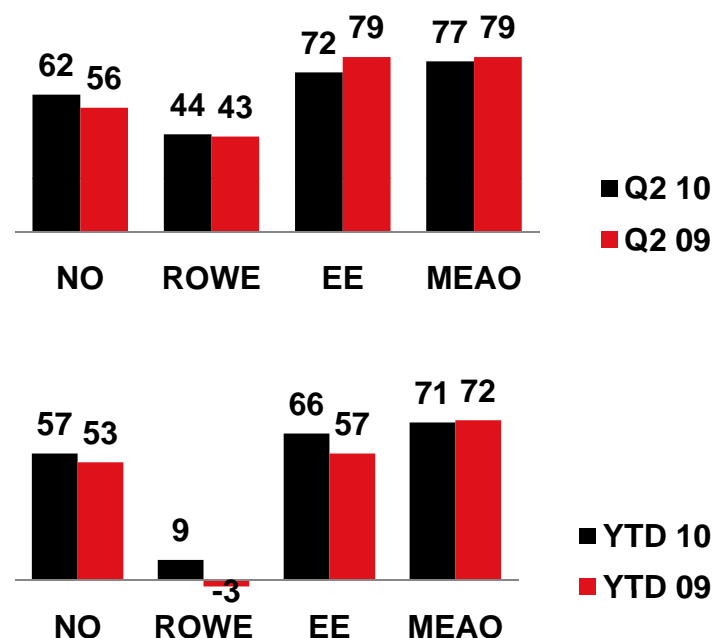
RevPAR recovery and operational gearing

EBITDA MARGIN SEGMENTATION

LEASED EBITDA MARGIN – IN %



FEE EBITDA MARGIN – IN %



Strong margin improvement in ROWE

LIQUIDITY POSITION

- MEUR 12 in cash and MEUR 84 in unused overdrafts/credit lines

IN MEUR	H1 2010	H1 2009
CASH FLOW FROM OPERATIONS	3.1	-11.6
CHANGE IN WORKING CAPITAL	-3.1	-7.5
INVESTMENTS	2.9	-16.3
CAPEX	-8.8	-16.4
SALE OF REGENT ¹⁾	10.1	-
OTHER FINANCIAL ITEMS	1.6	0.1
FREE CASH FLOW	2.9	-35.4

Substantial improvement in free cash flow

FOCUS AREAS & FINANCIAL TARGETS

FOCUS AREAS

- Better contract mix
- Geographic diversification
- Focus on core brands
 - Leverage the Radisson brand endorsement
- Maintain the new fixed cost base
- Synergies from the size of the business
- Current pipeline to generate 2-2.5% pts on EBITDA margin



FINANCIAL TARGETS

Profitability Target	EBITDA margin of 12% over a business cycle
Balance Sheet	Small positive average net cash position
Dividend Policy	Approximately one third of annual after-tax income to be distributed to shareholders

Q&A

HOTEL MISSONI, KUWAIT