



CARLSON

REZIDOR

HOTEL GROUP

B U S I N E S S D E V E L O P M E N T

ROCK SOLID
ENTREPRENEURIAL
Z-PIRIT
INNOVATIVE
DYNAMIC
OPPORTUNISTIC
READY TO ROAR

The Rezidor Hotel Group, one of the world's largest and most ethical hotel companies, is powering ahead with its multi-dimensional 4D strategy: Develop Talent, Delight Guests, Drive Business & Deliver Results. Top line, bottom line – whichever way you look at it – Rezidor is swiftly delivering its mission of providing unique Yes I Can! service to its guests. We are experts in managing brands, relationships and owners' assets, with the best people to drive our development. Our unique Z-factor and fighting Z-pirit means we dare to do things differently.

Our future development will continue to be strategic, profitable and asset-light, with a focus on emerging markets of Eastern Europe, Africa and the Middle East. With a robust growth strategy, a great portfolio of international hotel brands, an impressive footprint over 70 countries in EMEA and the best minds in business, we are built to be the partner of choice in the global hospitality industry.

Wolfgang M. Neumann

President & CEO



WORLDWIDE, WORLD-CLASS HOSPITALITY

..... one of the world's
MOST ETHICAL
 HOTEL COMPANIES



..... a
NETWORK
 of available
 INVESTMENT OPPORTUNITIES
 ACROSS THE WORLD

..... a
STRATEGIC
 PROCUREMENT APPROACH
 achieving



..... more than
300+
 SPECIALISTS
 WORLDWIDE
 in

- SALES**
- REVENUE OPTIMISATION
 - DISTRIBUTION
 - DIGITAL MARKETING
 - E-COMMERCE
 - CRM
 - COMMUNICATIONS & PR

..... contributing to
13 MILLION
Club Carlson
 GLOBAL LOYALTY
 PROGRAMME MEMBERS

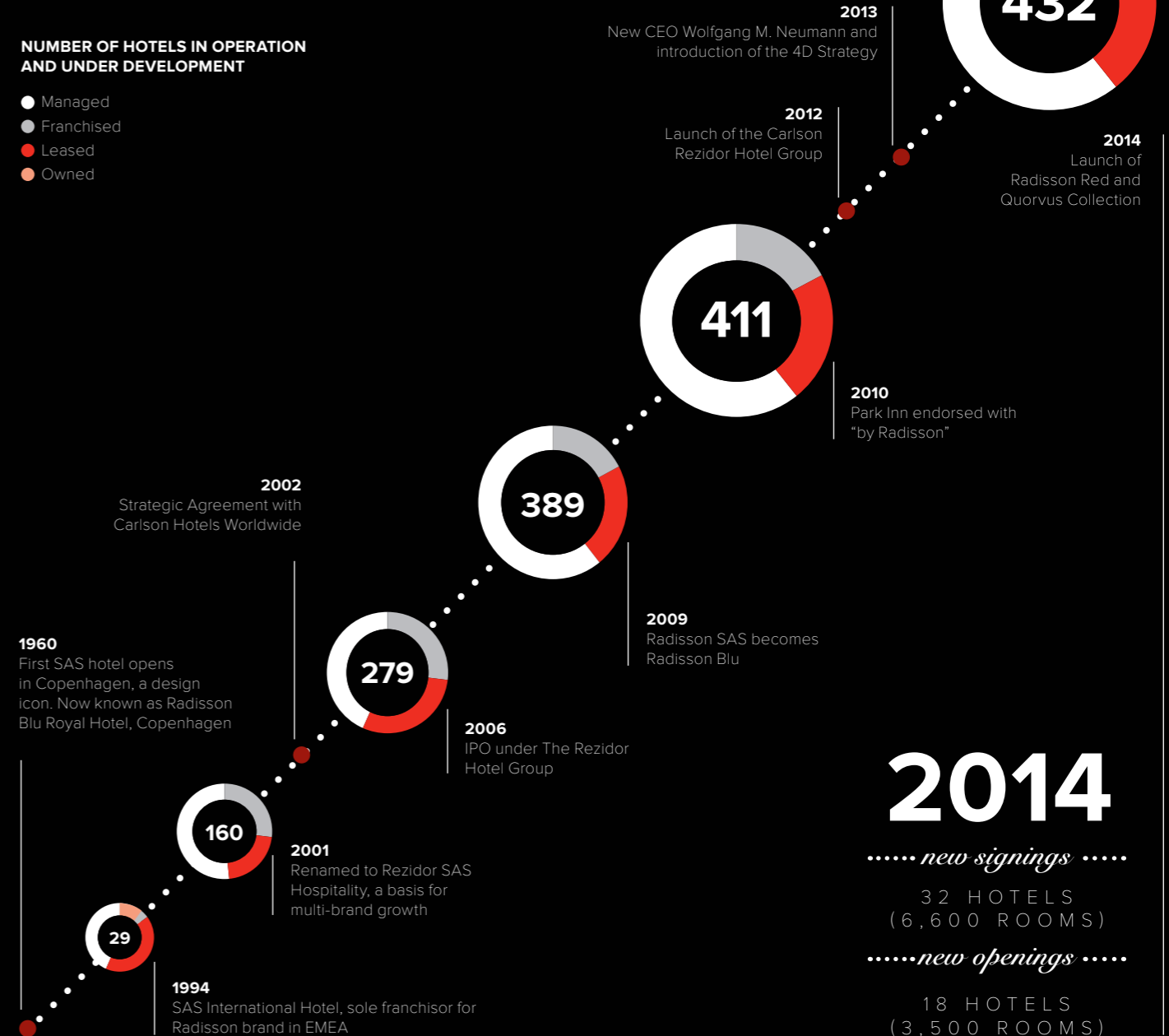


..... and
RESPONSIVE
 PRAGMATIC
 and
 RELATIONSHIP DRIVEN

..... a
PASSIONATE
 TEAM
 of
40,000
 HOTELIERS
 ACROSS EMEA

NUMBER OF HOTELS IN OPERATION AND UNDER DEVELOPMENT

- Managed
- Franchised
- Leased
- Owned



OUR VALUES

BEING HOST
 FIGHTING Z-PIRIT
 LIVING TRUST



2014

..... new signings

32 HOTELS
 (6,600 ROOMS)

..... new openings

18 HOTELS
 (3,500 ROOMS)

A DIVERSE PORTFOLIO ACROSS 70 COUNTRIES

61

NORDICS

LEADING
international
HOTEL OPERATOR

150

EUROPE

ONE OF EUROPE'S
five
LARGEST
HOTEL GROUPS

NUMBER OF HOTELS IN OPERATION
AND UNDER DEVELOPMENT

- Nordics
- Rest of Western Europe
- Eastern Europe
- Middle East, Africa & Other

115

RUSSIA, CIS AND BALTIC REGIONS

LARGEST
international
HOTEL OPERATOR

106

AFRICA

LARGEST
PIPELINE

2014 ACHIEVEMENT

GEOGRAPHIC EXPANSION

.... *across 4 new countries*

CHAD • GHANA
SOUTH SUDAN • UGANDA

430+

HOTELS

IN OPERATION
and
UNDER DEVELOPMENT

95,000+

ROOMS

70 COUNTRIES

ASSET LIGHT
DEVELOPMENT STRATEGY

..... *focusing on*
EMERGING MARKETS
..... *and*
CONVERSION OPPORTUNITIES

 | AIRPORT HOTELS

 | BUSINESS & CITY HOTELS

 | RESORT HOTELS

 | 2014 AWARD WINNERS

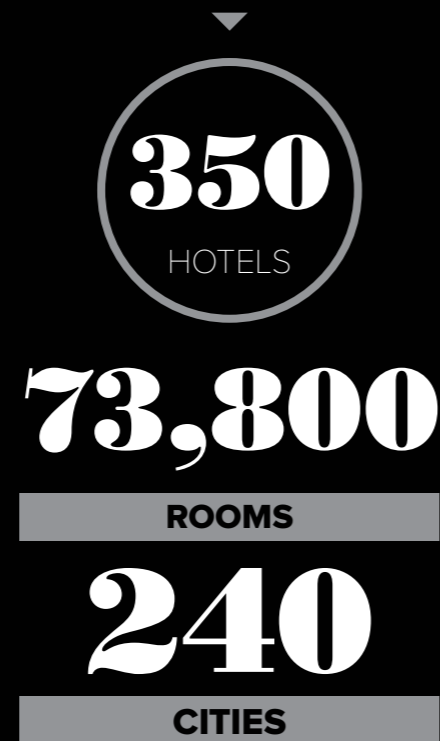


..... 2014 signings

ACCRA, GHANA

..... 2014 openings

MOSCOW SHEREMETYEVO, RUSSIA
ST PETERSBURG, RUSSIA



..... 2014 key signings

AMSTERDAM, NETHERLANDS
BORDEAUX, FRANCE
DUBAI, UAE
MINSK, BELARUS
N'DJAMENA, CHAD
RIYADH, SAUDI ARABIA
TBLISI, GEORGIA

..... 2014 key openings

BELGRADE, SERBIA
CAPE TOWN, SOUTH AFRICA
DUQM, OMAN
ISTANBUL SISLI, TURKEY
OSLO, NORWAY



..... 2014 signings

SOUSSE, TUNISIA
SWINOUJSCIE, POLAND
ZAKOPANE, POLAND

..... 2014 openings

NOORDWIJK AAN ZEE, NETHERLANDS
ZAVIDOVO, RUSSIA

WORLD'S MOST ETHICAL HOTEL COMPANY

BEST HOTELIER 2014 HOSPITALITY AWARDS

WORLD TRAVEL AWARDS

DANISH TRAVEL AWARDS

BELGIUM'S BEST BUSINESS HOTEL GROUP

RUSSIA'S BEST HOTEL GROUP FOR MICE

WORLD'S LEADING LUXURY BUSINESS HOTEL

BEST BAR EUROPEAN HOSPITALITY AWARDS

GRAND TRAVEL AWARDS SWEDEN

CONDÉ NAST TRAVELER READER'S CHOICE AWARDS

MICHELIN STAR IN PRAGUE AND BRUSSELS

75% HOTELS ECO-LABELLED

EUROPE'S LEADING MICE HOTEL

BEST EMPLOYER IN HOSPITALITY IN THE UK

GRAND TRAVEL AWARDS NORWAY

TRIPADVISOR TRAVELLER'S CHOICE

TOP HOTEL REWARDS PROGRAMME

OSLO BUSINESS FOR PEACE AWARD HONOREES



UNCOMMON LUXURY

THE BRAND

Every property is distinctive in design and ambiance. Every finish, every flourish an expression of the finest taste and craftsmanship. Nurturing an experience that's collective, convivial whilst deeply personal, tailored to fit and fulfil our guests every need. From great undertakings to small details, our dedication knows no bounds.

TARGET LOCATIONS

Urban primary markets / Resorts

MARKET POSITIONING

Luxury

DESIGN STYLE

Individual Style, Design, Heritage, History & Architecture.

NUMBER OF ROOMS

100-300

“From historic landmark properties, contemporary residences, classic boutiques and urban retreats in high profile locations.”





HOTELS DESIGNED TO SAY YES!

THE BRAND

A leading hotel brand with a range of highly individualised solutions for new build and conversions, Radisson Blu offers a unique guest experience and attractive investment proposition.

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

TARGET LOCATIONS

Urban / Airport / Resort

MARKET POSITIONING

Upper Upscale

DESIGN STYLE

Iconic, Stylish, Sophisticated.

NUMBER OF ROOMS

150-350

GROSS INTERNAL AREA PER ROOM (M²)

60-70

FF&E / OE COST PER ROOM (TEUR)

35-40

“The largest upper upscale brand in Europe with more than 180 inspirational hotels and growing fast.”





FOR THE CONFIDENT,
CURIOUS, THE CONNECTED

THE BRAND

Totally tapped into the modern, hi-octane, hi-tech global traveler, Radisson Red truly dares to be different. Tech and design savvy, pragmatic, creating an experience that is truly guest centric, from definition to delivery.

TARGET LOCATIONS

Urban / Airport

MARKET POSITIONING

Upscale Select. Lifestyle Select

DESIGN STYLE

Design savvy, Pragmatic, Connected and High tech.

NUMBER OF ROOMS

120-300

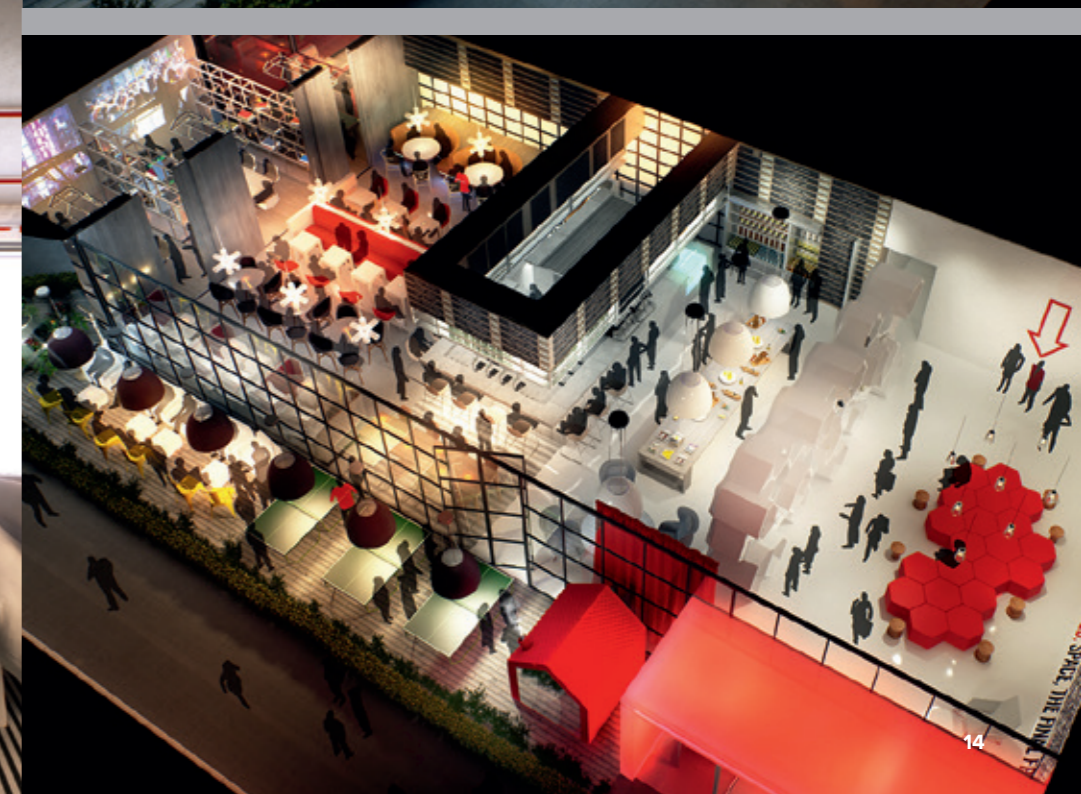
GROSS INTERNAL AREA PER ROOM (M²)

47-50

FF&E / OE COST PER ROOM (TEUR)

22-26

.....
"Growth target:
60+ hotels around the world by 2020."





ADDING COLOUR TO LIFE

THE BRAND

Park Inn by Radisson delivers an uncomplicated, colourful and friendly hotel experience, truly understanding the modern traveler – always connected, always switched on and always on the go. Designed through efficient real estate, value engineered construction and profit optimised operations maximising your return on investment.

TARGET LOCATIONS

Urban / Airport / Suburban

MARKET POSITIONING

Midscale

DESIGN STYLE

Innovative, Fresh, Efficient.

NUMBER OF ROOMS

120-250

GROSS INTERNAL AREA PER ROOM (M²)

40-50

FF&E / OE COST PER ROOM (TEUR)

20-24

“Growing fast: from 0 to 160+ hotels in less than 12 years.”



ADDING VALUE TO YOUR INVESTMENT

Carlson Rezidor Hotel Group's dedicated and experienced team of in-house architects, surveyors, engineers and functional specialists will stand by you from the concept planning throughout the construction up to the grand opening of your hotel.



PROJECT DEFINITION & SPACE PLANNING

- Advising on hotel programme and facilities, aligning the project with market demand
- Advising on design and space planning, optimising hotel efficiencies
- Securing optimal operational flow throughout the hotel
- Providing kitchen design schemes improving efficiency and energy consumption



SAFETY & SECURITY

- Comes first and brings business
- Detailed review of the Fire Life Safety concept



ENGINEERING EXPERTISE

- Advising on technical installations, focusing on energy savings, consumption, cost reduction and sustainability
- Minimising the impact on the environment
- Value engineering of technical installations - saving capital investments



CONCEPT DEVELOPMENT & INTERIOR DESIGN

- Unique, bespoke, efficient, ready available room designs (with full specs) for Radisson Blu
- A ready to build business model for Park Inn by Radisson available on demand (including room design and public areas)
- Dedicated Food & Drink experts:
 - Providing detailed concept design statements for all-day-dining restaurant concepts, to speciality trends and roof-top bars
 - Developing bespoke restaurant concepts on demand



FUTURE OPENINGS

- Dedicated pre-opening activities in order to secure business on the books prior to opening the hotel doors
- Assisting your project team in order to secure a smooth process towards hotel opening: attracting dedicated staff and providing them with relevant training programmes, assistance in obtaining the necessary operating licenses, and much more...
- Launching your business, building brand awareness and securing the commercial success of the hotel prior to the ribbon cutting and beyond



PROCUREMENT

- Improving business value by reducing unit cost and maintaining quality. Achieving savings over 20% for our hotels and partners
- Providing a detailed listing of the specific FF&E and OE needs for your project
- Focusing on a global support with local and regional know-how and expertise

REVENUE GENERATION

We believe that brand loyalty is essential to driving revenues and the commercial success of a company. In a digital world, where everyone has a point of view, we want to ensure that we communicate our brand value proposition and corporate purpose effectively, consistently and

continuously. It's all about creating a personal connection with our customers, partners, owners and team members – offline and online. Fuelled by a dynamic team of experts in Sales, Revenue Operations & Distribution, Digital Marketing, Loyalty, and PR, Brand & Marketing Communications, we are pursuing numerous initiatives and our RevGen strategy is built to maximise system contribution and to drive our/your global commercial success.

BRAND WEB DIRECT

- Innovative multi-channels campaigns with high levels of engagement
- Driving seamless engagement and ongoing rich and relevant communication across all channels
- Significant investments in web-based platforms, mobile sites and applications to drive our direct online business
- Optimising direct online revenue through increasing traffic and conversion on our brand.com sites

INDIRECT ONLINE CONTRIBUTION

- Over 15 e-Commerce Partners and Online Travel Agencies (OTA) directly connected to our Central Reservation System reducing the online distribution costs
- State of the art revenue management tools and a rate optimisation tool developed by Carlson Rezidor Hotel Group

CARLSON REZIDOR INFLUENCED BUSINESS

- Insight driven targeted communication + curated content = commercial maximisation of customer engagement
- Deliver Club Carlson benefits and recognition consistently and appropriately
- Continue supporting enrolments in Club Carlson to capture marketing opt-in and create incentive platform for repeat stays

CUSTOMER EXPERIENCE & ENGAGEMENT

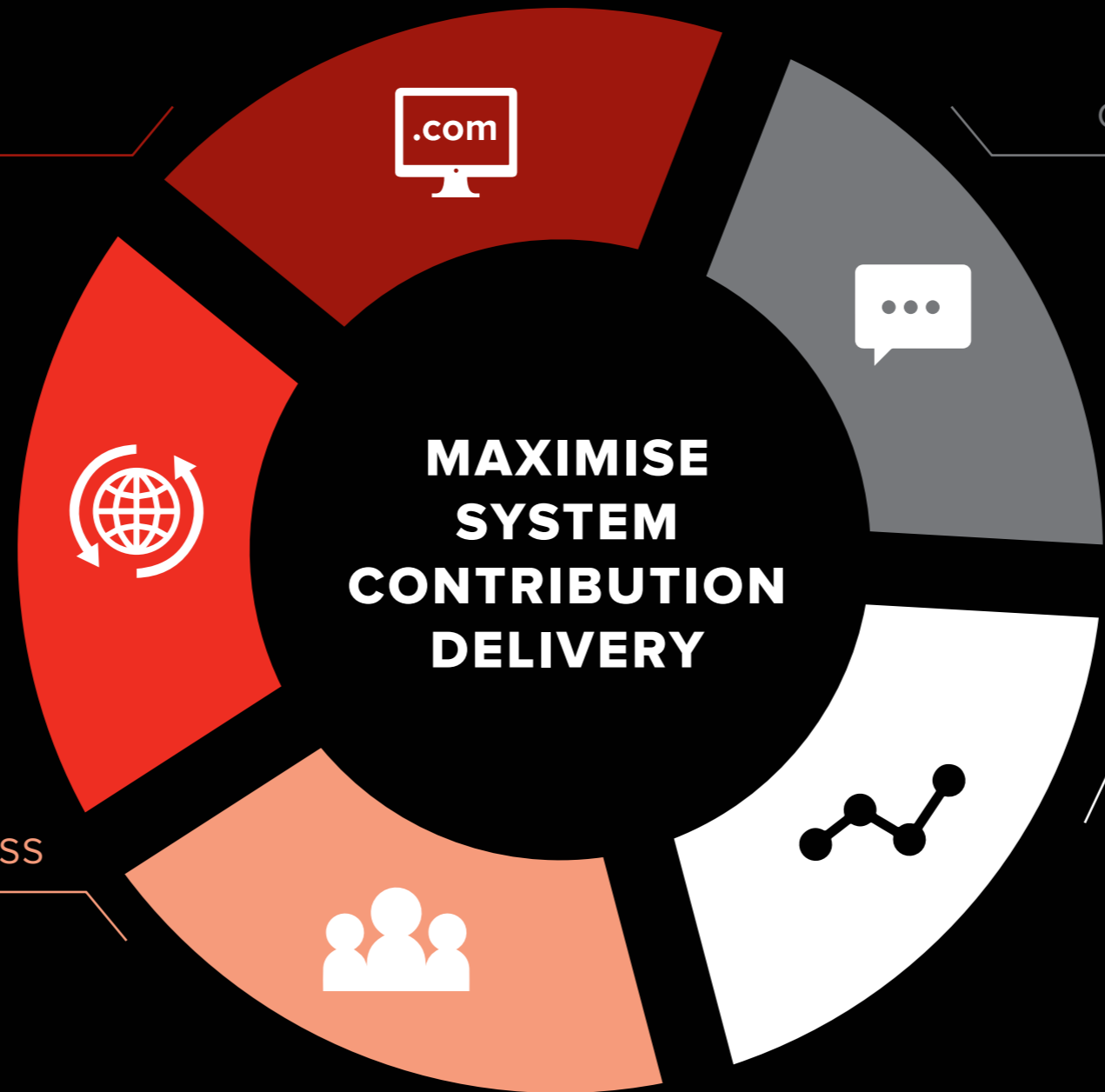
- Delivering our brand promise each and everyday
- Leveraging Customer Experience Management initiative to cultivate stronger relationships with our guests
- Delivering an integrated communication and PR strategy to serve a corporate purpose and consistent brand message

CLUB CARLSON

- One of the most valuable loyalty programmes in our industry
- 13.5+ million members worldwide – nearly doubling in the last three years
- 3.1+ million members across EMEA, with 38% active members, accounting for 23% of total room revenue
- Specific loyalty programmes for business partners and small and medium sized enterprises

BUSINESS ANALYTICS

- Business intelligence approach to monitoring and analysing data and information
- Constantly evolving our strategy and understanding of opportunities, their cost and profitability



THE BUSINESS DEVELOPMENT TEAM

- Brussels
- Cape Town
- Moscow
- Dubai

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The Rezidor Hotel Group is synonymous with creative hospitality, entrepreneurship and true pioneering spirit. Our business succeeds when we establish win-win relationships with our partners, through the optimisation of the hotel's free cash flow and the real estate value for our owners. It is achieved through our compelling brand offer, revenue generation, global distribution, cost-efficient operations, service excellence, and, vitally, through the talent and expertise of our people. Speed, agility, responsiveness and a pragmatic mind-set enables us to stand out from the crowd. We strive to achieve long-lasting relationships with our partners based on trust, transparency and responsibility.

Creative yet simple, our approach is to find the best solutions to structure successful long-term and mutual beneficial relationships with our partners. Please get in touch!

Elie Younes

Executive Vice President
& Chief Development Officer



A new generation of expertly curated luxury hotels, each individual, iconic and constantly inspiring.



A leading upper upscale, full service hotel brand offering iconic buildings with stylishly innovative interiors and an inviting, exciting ambiance.



A new lifestyle, upscale select hotel philosophy where imagination designs the experience and experience invents the future.



The most colourful midscale, full service hotel brand, Park Inn by Radisson is vibrant, friendly, positive and uncomplicated.



Radisson Blu Acqua Hotel, Chicago



Radisson Blu Resort Fiji Denarau Island

TURNING THE WORLD BLU

 QUORVUS
COLLECTION

Radisson  BLU

Radisson  RED

park inn  by Radisson