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**Q1-2008**

**RESULTS**

”

**23 APRIL 2008**

# REZIDOR HIGHS **Q1 2008**

- Underlying RevPAR growth still strong
- 1,000 rooms opened (all fee based), 3,000 rooms contracted (85% fee based)
- Continued focus on fee based contracts supporting EBITDA margin
- Strengthened foothold in emerging markets
- Uncertain global economy – difficult to predict market outlook for FY08



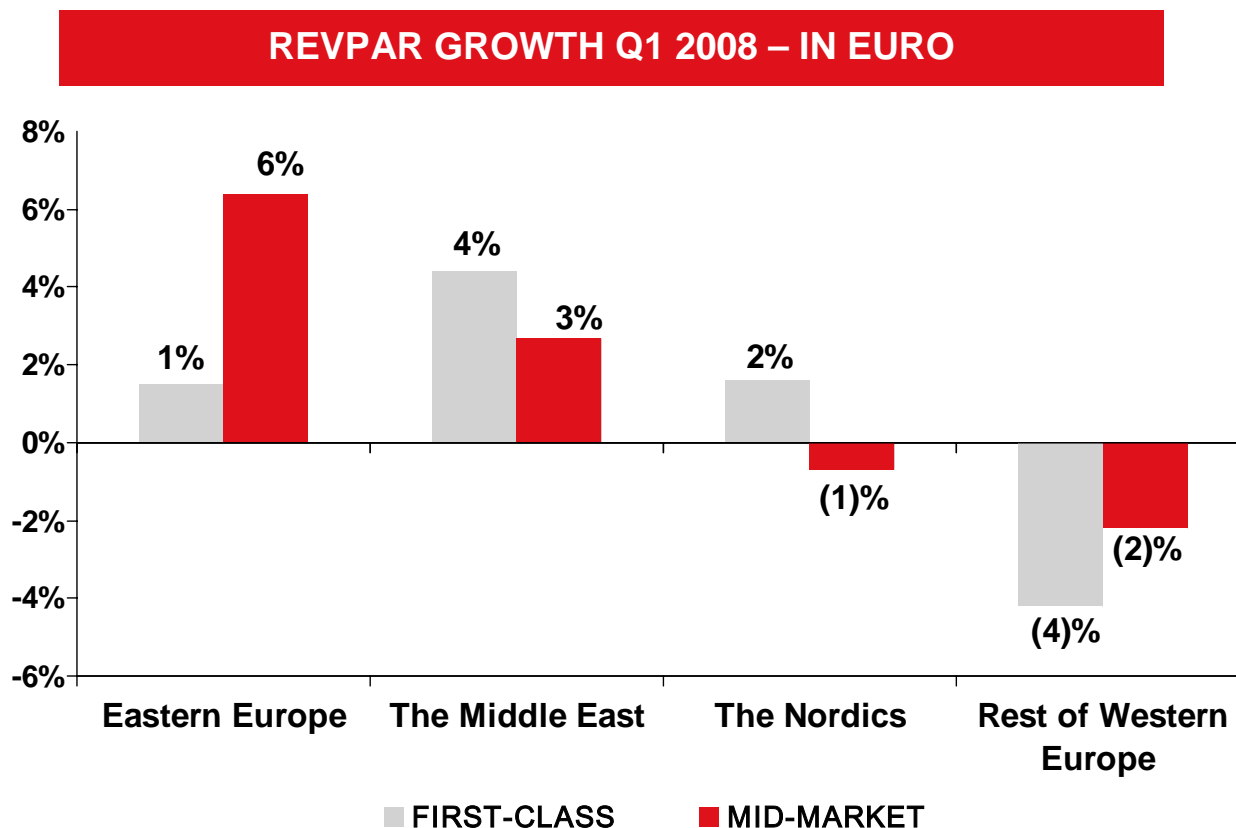
## REVPAR MARKET DEVELOPMENT\*

	YTD FEB	MARCH	YTD MARCH
NORDICS	8%	(12)%	1%
UK (GBP)	3%	(4)%	1%
UK (EUR)	(9)%	(18)%	(12)%
GERMANY	8%	(16)%	(2)%

- Big impact from Easter in key markets
- Underlying RevPAR trend still positive

# CONTINUED REVPAR GROWTH

## MARKET DATA (PRELIMINARY)



- RevPAR negatively impacted due to Easter & FX



# “BUSINESS DEVELOPMENT”



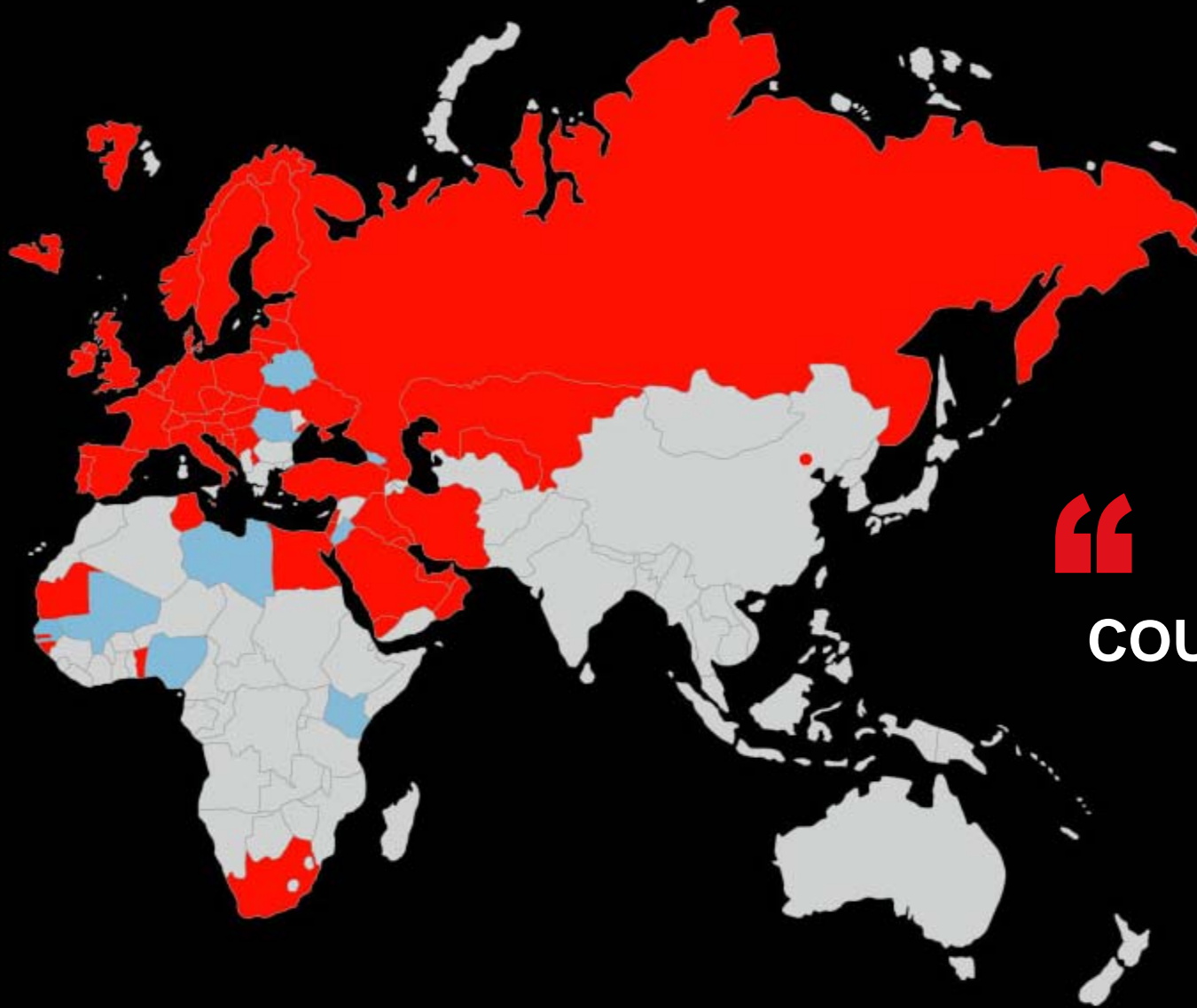
# BUSINESS DEVELOPMENT

## HIGHS Q1 2008

- **Contracts**
  - 14 new hotels representing ca 3,000 rooms
  - 77% non-committed
  - 65% new builds; 35% conversions
  - 70% of the rooms in strategic locations
- **Openings**
  - 1,007 rooms went to operation
  - 100% fee based
- **Off-Line**
  - 176 rooms left the system (franchised)



# SOLID **PRESENCE** ACROSS EMEA... 51 COUNTRIES



**3 NEW  
COUNTRIES IN  
Q1 08**



## CONTRACTS **SIGNED** IN Q1 2008

CONTRACTS SIGNED	Q1 2008	Q1 2007
HOTELS	14	12
ROOMS	2,918	2,141

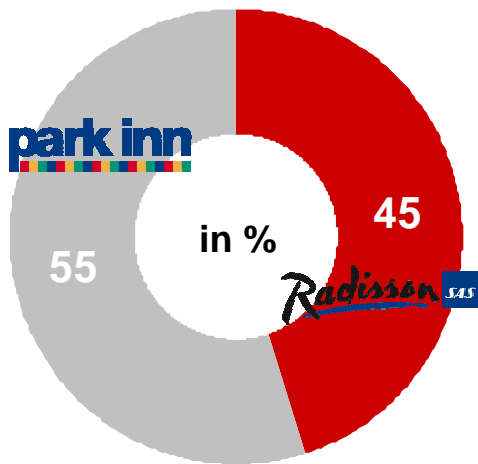
BY CONTRACT TYPE	Q1 2008	Q1 2007
MANAGED	78%	80%
FRANCHISED	7%	0%
LEASED	15%	20%



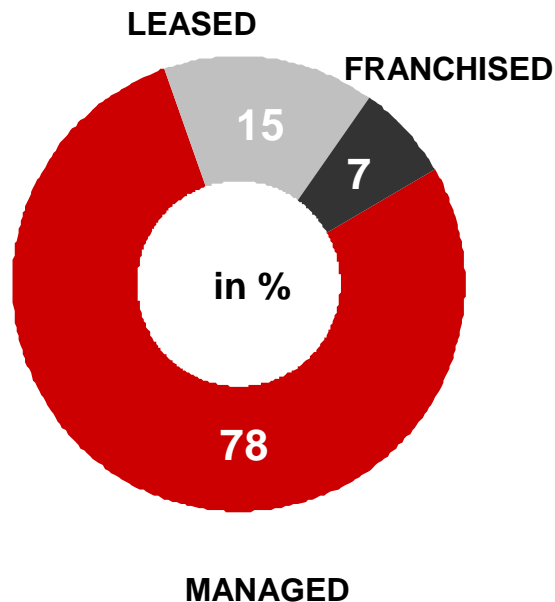
# CONTRACTS SIGNED IN Q1 2008

## 14 HOTELS ... 2,918 ROOMS

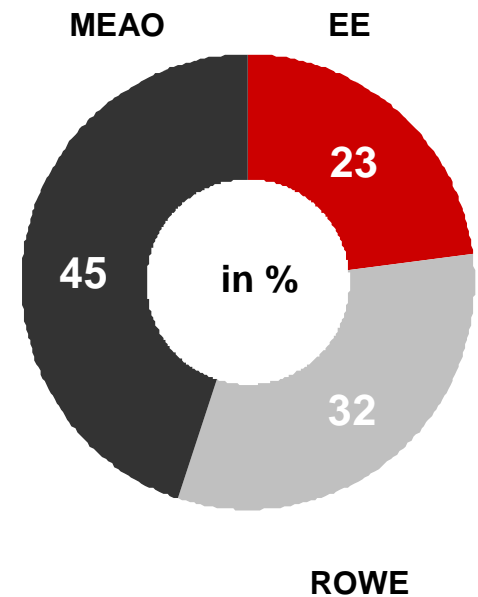
BY BRAND



BY CONTRACT TYPE



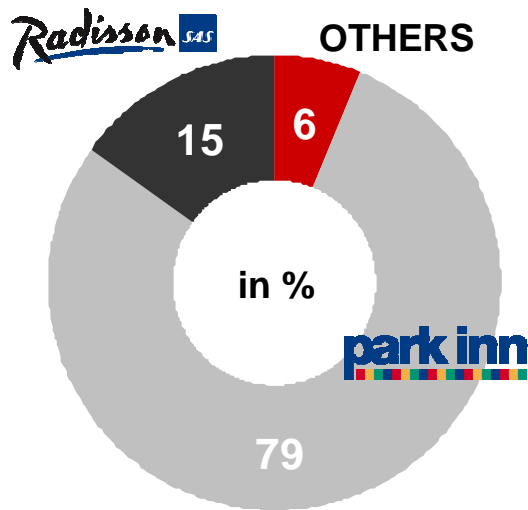
BY GEOGRAPHY



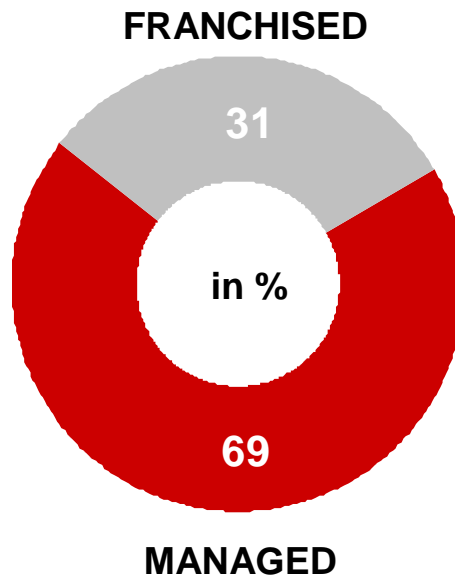
# OPENINGS IN Q1 2008

## 7 HOTELS...1,007 ROOMS

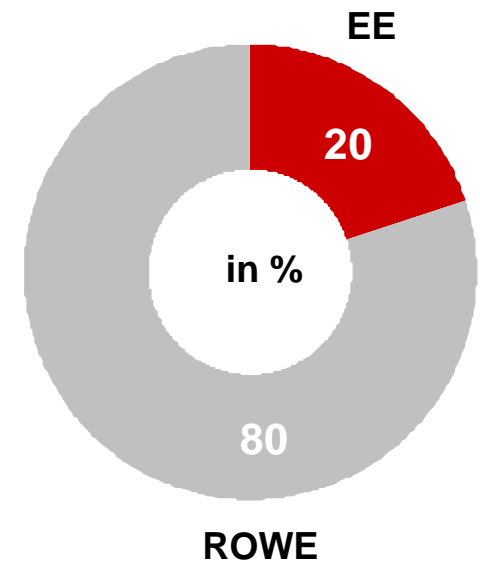
BY BRAND



BY CONTRACT TYPE



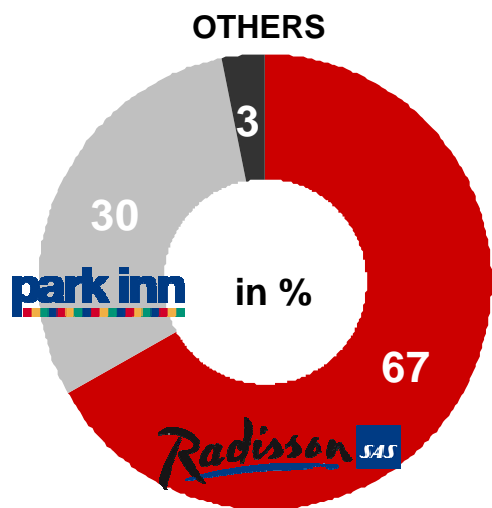
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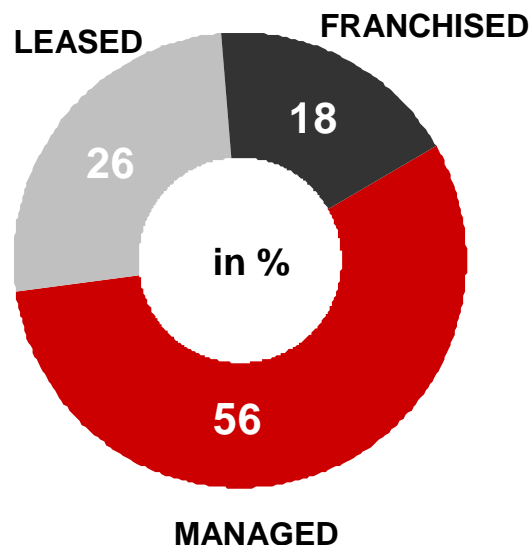
# END Q1 2008 – IN OPERATION & UNDER DEVELOPMENT

## 333 HOTELS...68,295 ROOMS

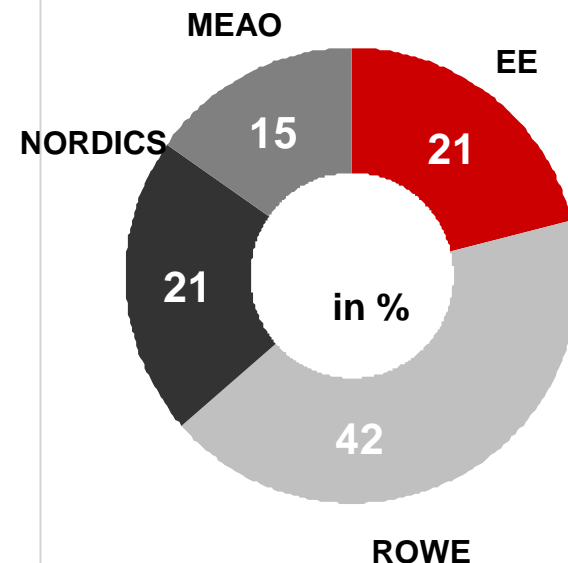
BY BRAND



BY CONTRACT TYPE



BY GEOGRAPHY



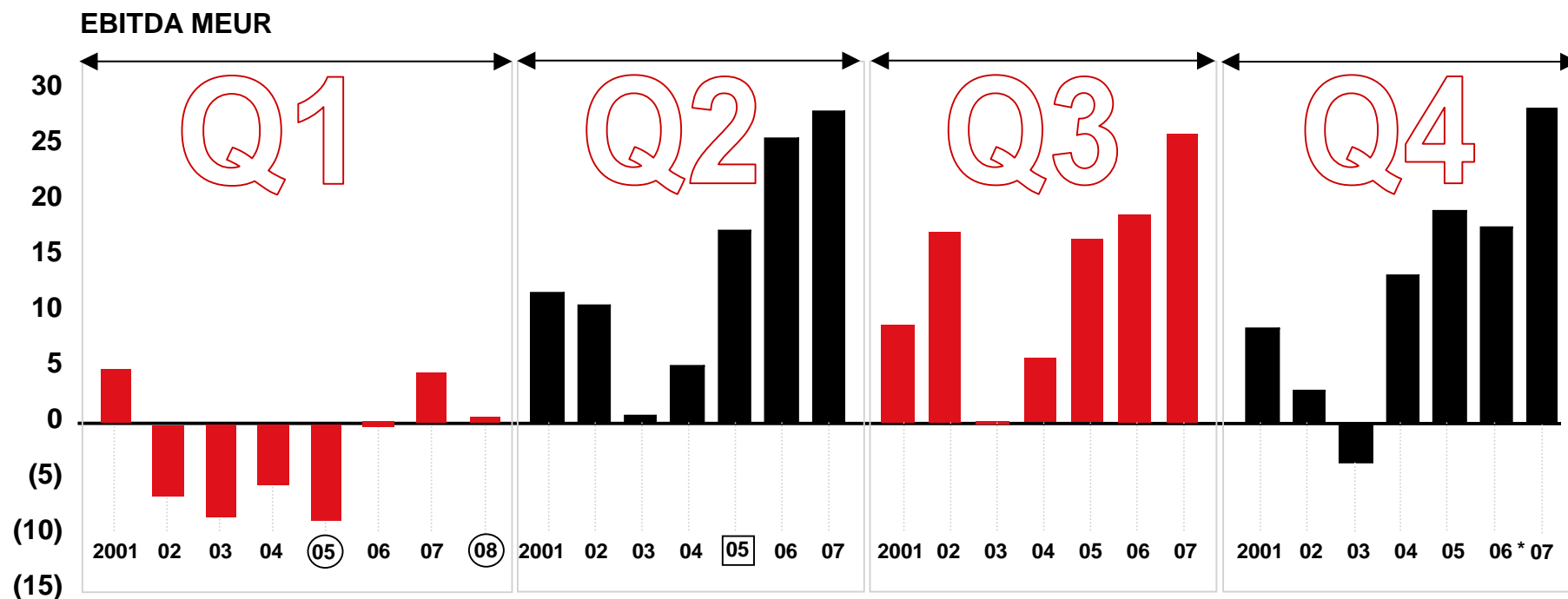


# FINANCIALS







# SEASONALITY



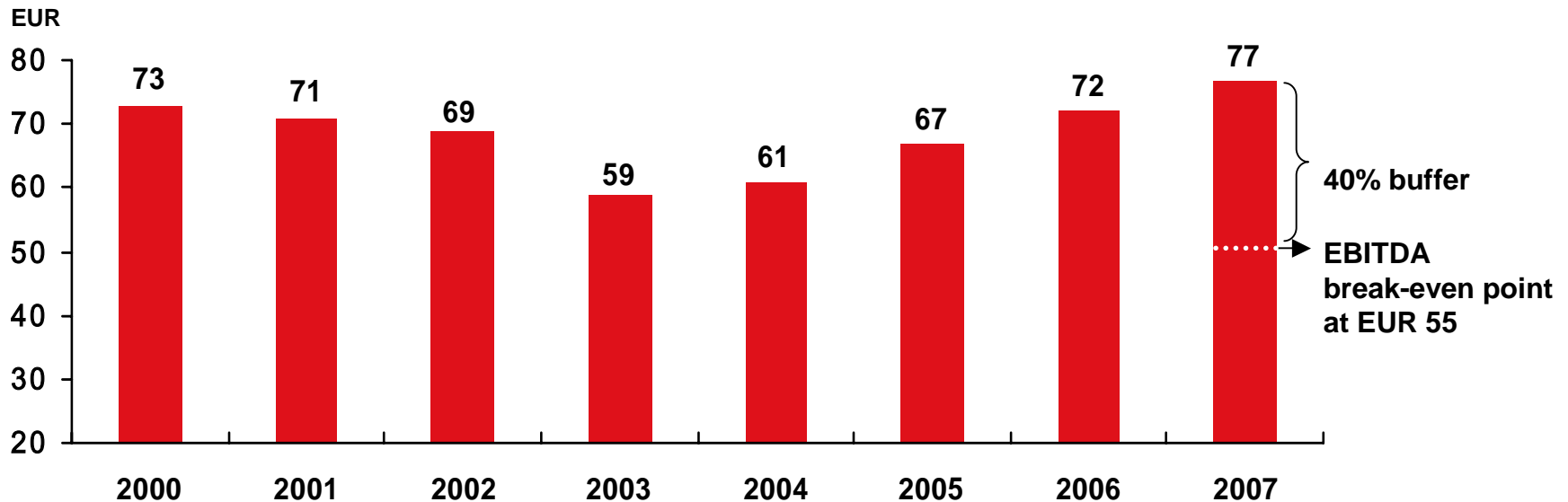
# REVPAR DEVELOPMENT **BY BRAND**

LIKE-FOR-LIKE REVPAR PER BRAND		Q1 2008	Q1 2007	VAR %
		79.5	76.0	4.6%
		37.5	36.5	2.7%
		70.2	67.4	4.2%

TOTAL REVPAR PER BRAND		Q1 2008	Q1 2007	VAR %
		75.8	75.8	0.0%
		36.5	36.5	0.0%
		66.3	67.3	(1.5)%

REVPAR ANALYSIS	
L/L GROWTH (at constant FX)	4.2%
FX IMPACT	(4.2)%
NEW OPENINGS	(1.5)%
REPORTED GROWTH	(1.5)%

# REVPAR FOR EBITDA BREAK-EVEN AND SENSITIVITY



- RevPAR for EBITDA break-even expected at ca EUR 55
- EUR 1 change in RevPAR expected to impact EBITDA by ca MEUR 5-6

# REZIDOR MARKS A STRONG START OF 2008

	ESTIMATED EASTER AND FX IMPACT IN Q1 2008			
	REPORTED Q1 2008	EASTER IMPACT	FX IMPACT	ADJUSTED Q1 2008
REVENUE IN MEUR	177	(14-16)	(4)	195-197
EBITDA IN MEUR	0	(6-7)	0	6-7
EBITDA MARGIN	0.1%	-	-	3.1-3.6%



# INCOME STATEMENT HIGHLIGHTS & COST RATIOS

IN MEUR	Q1 2008	Q1 2007	VAR %
OPERATING REVENUE	177.0	173.4	2.1%
EBITDAR	51.6	53.3	(3.2)%
EBITDA	0.2	4.5	(95.6)%
PROFIT/LOSS AFTER TAX	(7.0)	(1.1)	n/m
EBITDAR %	29.1%	30.7%	(160) bps
EBITDA %	0.1%	2.6%	(250) bps
EPS (EUR)	(0.05)	(0.01)	n/m

	Q1 2008	Q1 2007	VAR
F&B AND OTHER RELATED EXPENSES <sup>1)</sup>	25.7%	24.6%	(110) bps
PERSONNEL COSTS <sup>2)</sup>	37.4%	36.0%	(140) bps
OTHER OPERATING EXPENSES <sup>2)</sup>	23.9%	23.9%	0 bps
PROPERTY INSURANCE & TAX <sup>3)</sup>	1.9%	2.2%	30 bps
RENT <sup>3)</sup>	30.2%	29.2%	(100) bps

**NOTE 1:** % of F&B Revenue

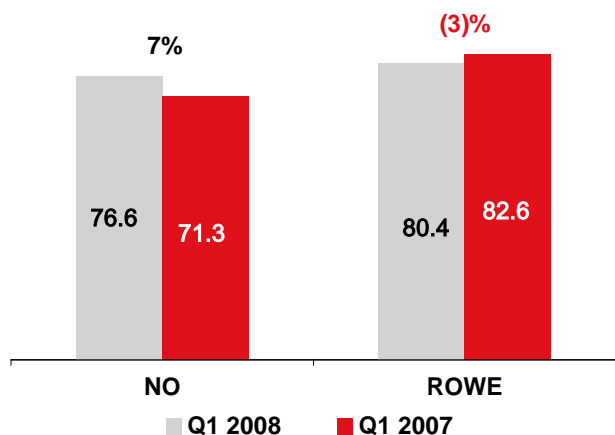
**NOTE 2:** % of Operating Revenue

**NOTE 3:** % of Leased Hotel revenue

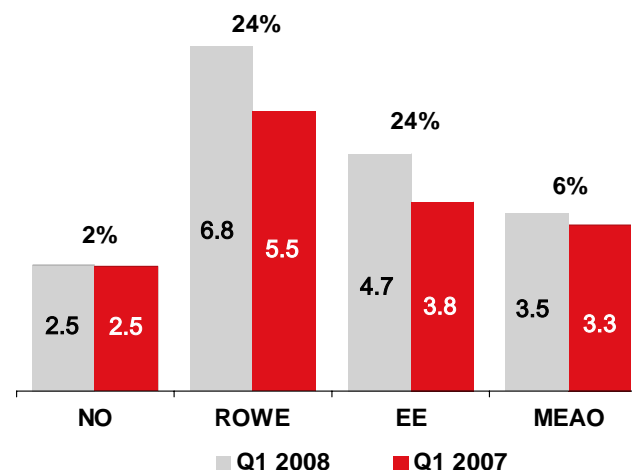
# REVENUE SEGMENTATION

IN MEUR	Q1 2008	Q1 2007	VAR %
LEASED HOTEL REVENUE	157.0	153.9	2%
FEE REVENUE	17.6	15.1	17%
OTHER REVENUE	2.4	4.4	(45)%
TOTAL REVENUE	177.0	173.4	2%

## LEASED HOTEL REVENUE IN Q1 (MEUR)



## FEE REVENUE IN Q1 (MEUR)



# EBITDA SEGMENTATION

## BY CONTRACT TYPE

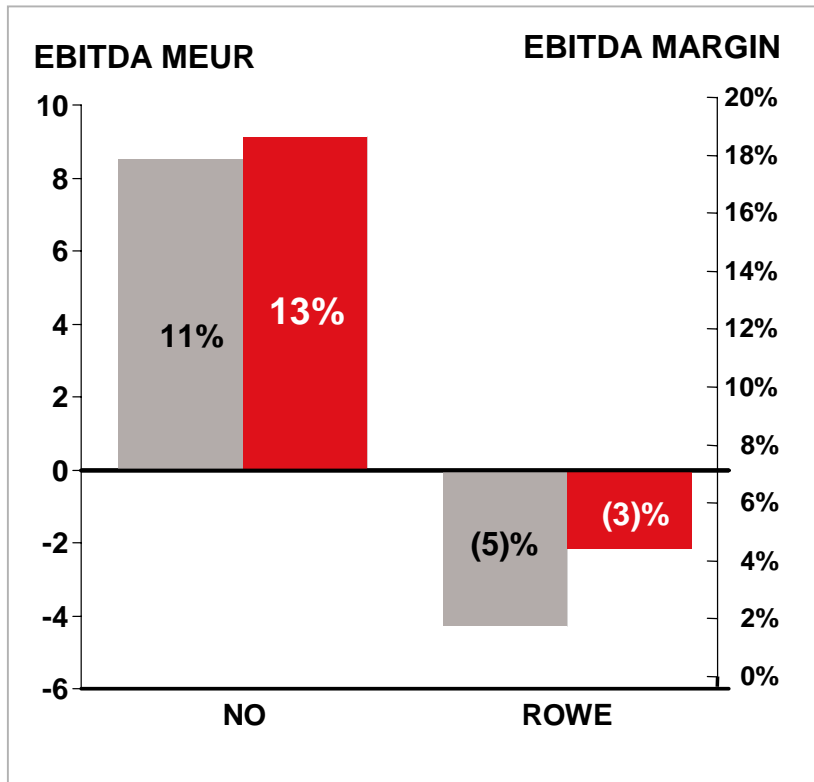
IN MEUR	Q1 2008	Q1 2007	VAR %
Leased	4.2	7.0	(40)%
Managed & Franchised	7.3	5.5	33%
Other	0.7	2.0	(65)%
TOTAL EBITDA (before central costs)	12.1	14.4	(16)%
Central Costs	(11.9)	(9.9)	(20)%
TOTAL EBITDA	0.2	4.5	(96)%

## EBITDA MARGIN

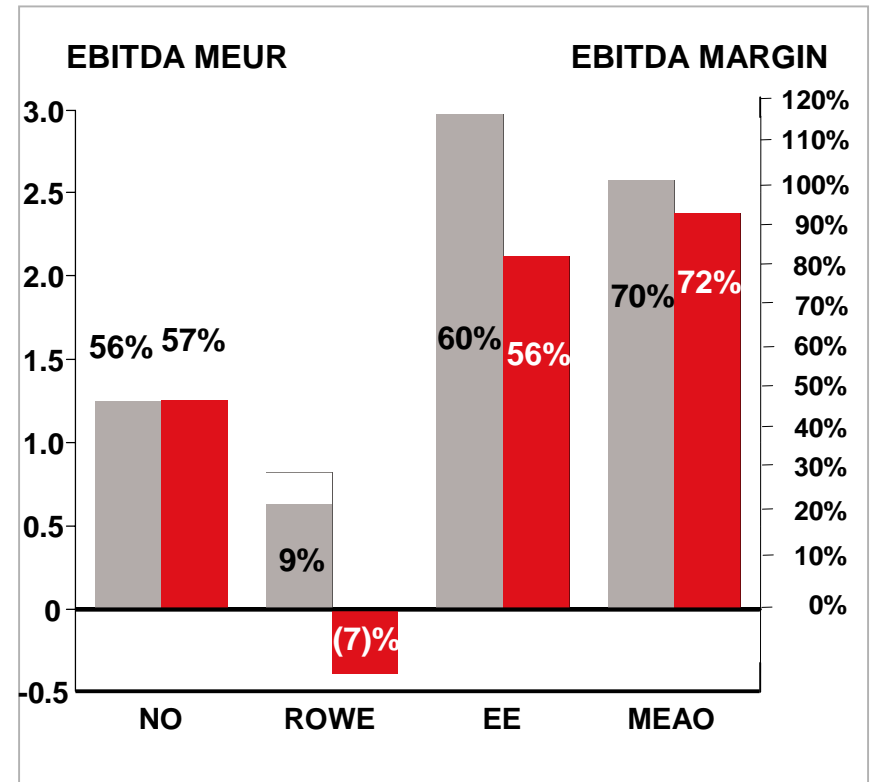
	Q1 2008	Q1 2007	VAR
Leased	2.7%	4.5%	(180) bps
Managed & Franchised	41.4%	36.5%	490 bps
Other	27.7%	45.5%	(1780) Bps
REPORTED EBITDA	0.1%	2.6%	(250) bps

# EBITDA SEGMENTATION BY REGIONAL AND CONTRACT TYPE

## LEASED



## MANAGED & FRANCHISED



■ Q1 2008 ■ Q1 2007



# BALANCE SHEET HIGHLIGHTS

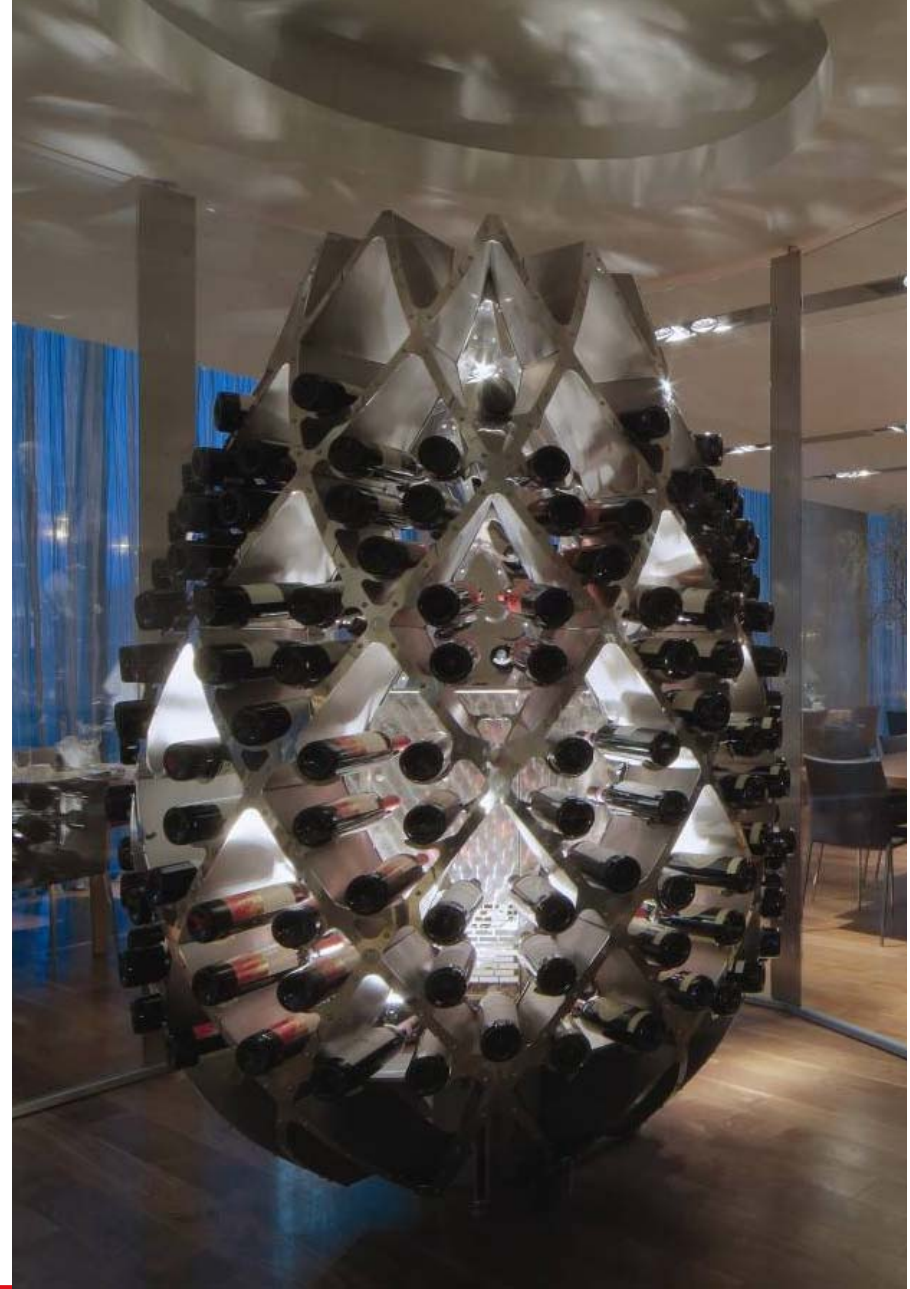
IN MEUR	31 MAR 2008	31 MAR 2007
TOTAL EQUITY	185	201
BALANCE SHEET TOTAL	407	413
INVESTMENTS IN INTANGIBLE & TANGIBLE ASSETS	(9)	(13)
NET CASH/ (NET DEBT)	44	51

# CASH FLOW HIGHLIGHTS

IN MEUR	31 MAR 2008	31 MAR 2007
FROM OPERATIONS	3	(4)
FROM INVESTING ACTIVITIES	(8)	(10)
FROM FINANCING ACTIVITIES	(2)	(7)
CASH FLOW FOR THE PERIOD	(7)	(20)

# HEDGING FOR TURBULENCE

- **Shift in business model**
  - More fee based revenue
  - Committed contracts less frequent
  - Faster ramp-ups and focus on conversions
- **Geographical spread**
  - 50+ countries YTD
  - Expansion in Emerging Markets
- **A multi-brand portfolio**
  - 200+ Radisson SAS: 100+ Park Inn
- **Downside capped**
- **Operational excellence**



# OUTLOOK & FINANCIAL TARGETS

## OUTLOOK

- Continued uncertainties surrounding the global economy; however confident of adding 20,000 rooms to operation from 2007 to end 2009.
- Rising contribution from hotels in their ramp up phase and gradual shift in business model to support our EBITDA margin target.

## FINANCIAL AND GROWTH TARGETS

<b>Profitability Target</b>	EBITDA margin of 12% over a business cycle
<b>Balance Sheet</b>	Small positive average net cash position
<b>Dividend Policy</b>	Approximately one third of annual after-tax income to be distributed to shareholders
<b>Growth Targets</b>	20,000 new hotel rooms to be opened from 2007 to 2009



Q & A