



2008 RESULTS



Radisson Ambassador Hotel Paris Opéra

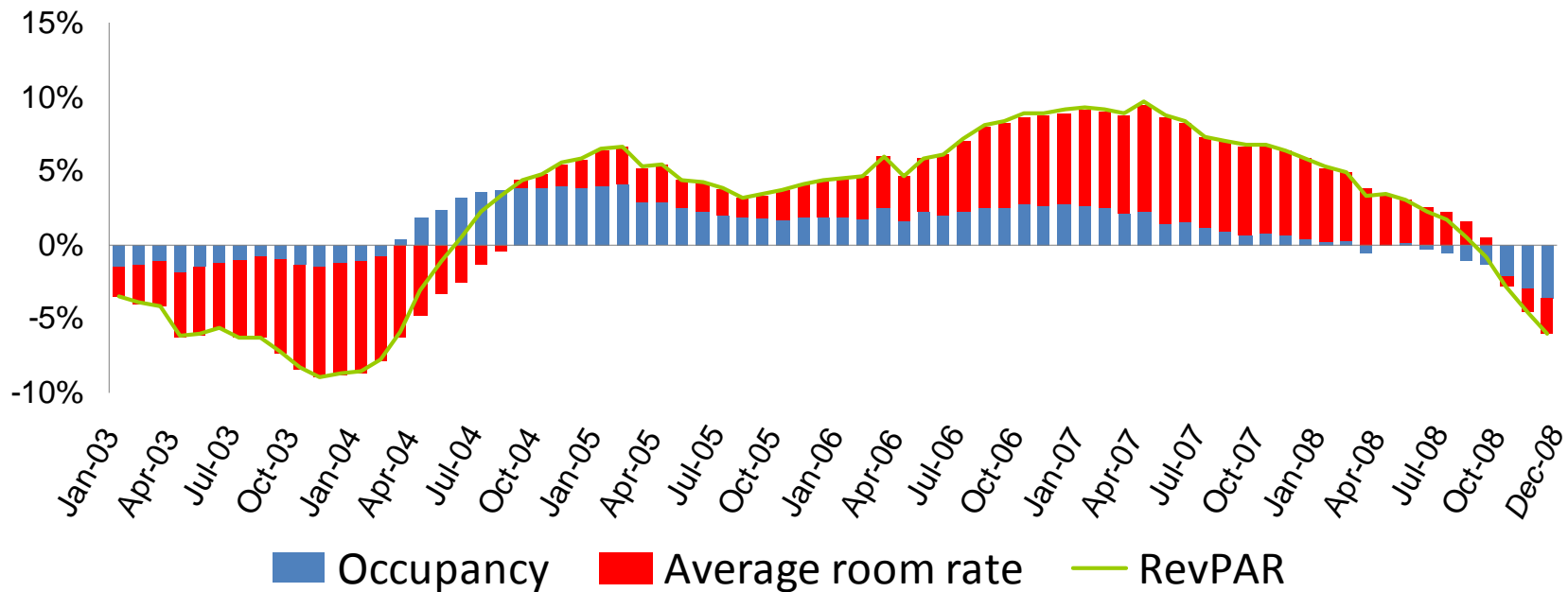
11 FEBRUARY 2009 – BRUSSELS

Kurt Ritter, President & CEO
Knut Kleiven, Deputy President & CFO
Puneet Chhatwal, Chief Development Officer

DETERIORATING GLOBAL MARKETS

REVPAR DEVELOPMENT EUROPE

- The impact of the economic slowdown escalated during Q4



DETERIORATING GLOBAL MARKETS

- Sharp deterioration in all markets except the Middle East
- Negative FX effects in the Nordics and the UK
- Mid-market segment - more resilient

MARKET REVPAR DEVELOPMENT – FIRST CLASS SEGMENT				
EUR	H108	Q308	Q408	FY08
NORDICS	7.1%	-1.0%	-9.5%	1.5%
REST OF WESTERN EUROPE	-2.0%	-6.7%	-15.7%	-16.2%
EASTERN EUROPE	5.6%	1.6%	-9.1%	0.5%
MIDDLE EAST	9.4%	11.3%	23.3%	13.4%

MARKET IMPACT

- Industry pipeline stagnant
- Continued bank crisis – limited or no financing available
- Industry RevPAR expected to decline further in 2009
- Easier to access talented labour
- Growth opportunities in a softer market



Radisson Blu Hotel, Zurich Airport

REZIDOR UPDATE

- Cost cutting programme increased to MEUR 30
- Dividend suspended due to market uncertainties
- Growth strategy unchanged – focus on a profitable pipeline
- 6,500 rooms opened and 12,600 new rooms contracted in 2008
 - More than 90% of openings and signings – managed or franchised
- Fast growing brand awareness of Radisson supports RevPAR
- Park Inn more resilient

A NEW BEGINNING

RADISSON SAS IS BECOMING RADISSON BLU

- Marking the end of the brand affiliation with SAS
- All hotels across EMEA to be renamed
- To be implemented over the next two years



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BUSINESS DEVELOPMENT

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Europe's Largest Wine Tower at Radisson Blu Hotel, Zurich Airport

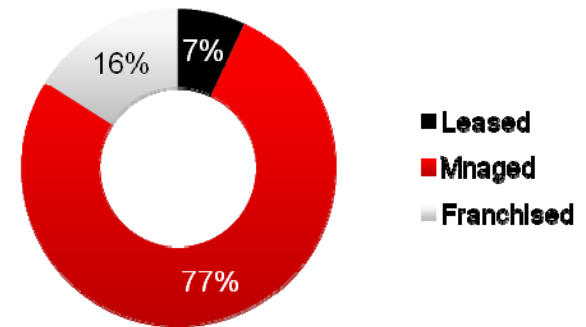
BUSINESS DEVELOPMENT HIGHLIGHTS

2008

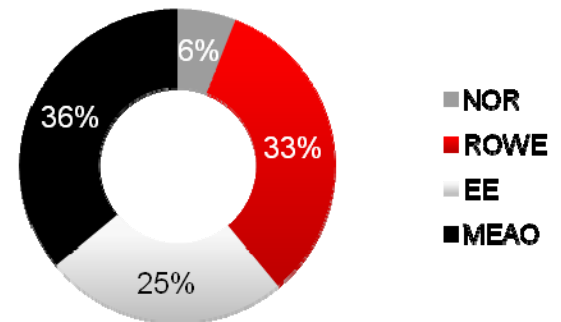
A Record Year for Signings and Openings

- 54 hotels signed, 12,601 rooms
- 33 hotels opened, 6,485 rooms
- Nearing 77,000 rooms in operation or under development
- 360+ hotels in operation or under development

SIGNINGS 2008 – BY CONTRACT TYPE



SIGNINGS 2008 – BY REGION



NOTE: % based on number of rooms

NOR: Nordics; ROWE: Rest of Western Europe; EE: Eastern Europe; MEAO: Middle East, Africa and Other

OPENINGS

SURPASSING 2007

OPENINGS	Q408	Q407	2008	2007
ROOMS	3,083	974	6,485	5,027
MANAGED	48%	77%	59%	71%
LEASED	0%	0%	7%	10%
FRANCHISED	52%	23%	34%	19%

Key 2008 Openings

- Radisson: Paris, Dubai, Bucharest, Zurich Airport
- Park Inn: London, Moscow, Belfast, Antwerp

EUROPEAN PIPELINE

STR GLOBAL

TOTAL PIPELINE DECEMBER 2008: 83,871

Stagnant growth since October report

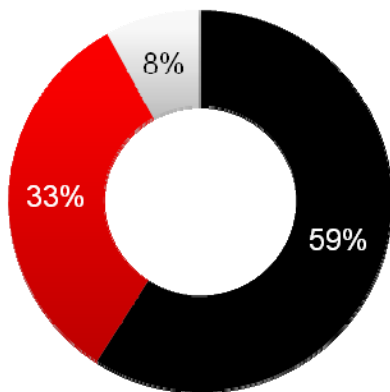
SEGMENT	% OF PIPELINE	COUNTRY	ROOMS
LUXURY	11	UK	19,289
UPPER UPSCALE	17	GERMANY	14,756
UPSCALE	25	RUSSIA	10,451
MIDSCALE W/F&B	15	ITALY	5,172
MIDSCALE W/OUT F&B	7	SPAIN	5,004
ECONOMY	10	FRANCE	2,734
UNAFFILIATED	15	AUSTRIA	2,494

- Rezidor's pipeline 2nd largest in Europe; 11.8% of total
- Park Inn: largest pipeline of any brand (5,639 rooms)
- Radisson and Park Inn #1 in respective segments

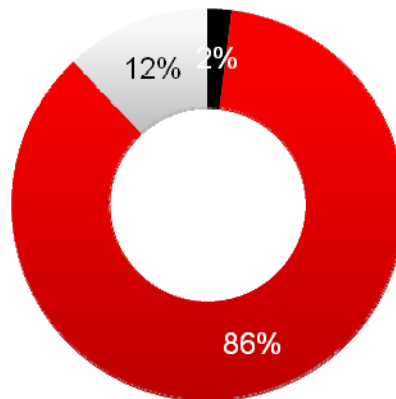
UNDERSTANDING THE PIPELINE

22,000 ROOMS

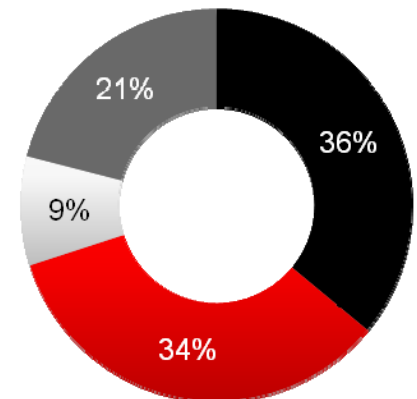
■ Radisson Blu ■ Park Inn ■ Other



■ Franchised ■ Managed ■ Leased



■ MEAO ■ EE ■ NOR ■ ROWE



- 2009 to be another strong year for openings
- 100% of 2009 pipeline under construction



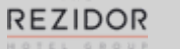




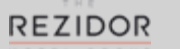
FINANCE



Radisson La Dokhan Hotel, Paris Trocadéro

REVPAR DEVELOPMENT BY BRAND

L/L REVPAR PER BRAND						
IN EUR	Q408	Q407	VAR	FY08	FY07	VAR
	81.8	86.8	-5.8%	87.9	85.3	3.0%
	42.4	42.5	-0.2%	48.0	46.2	3.9%
	72.8	76.9	-5.3%	79.0	76.9	2.7%

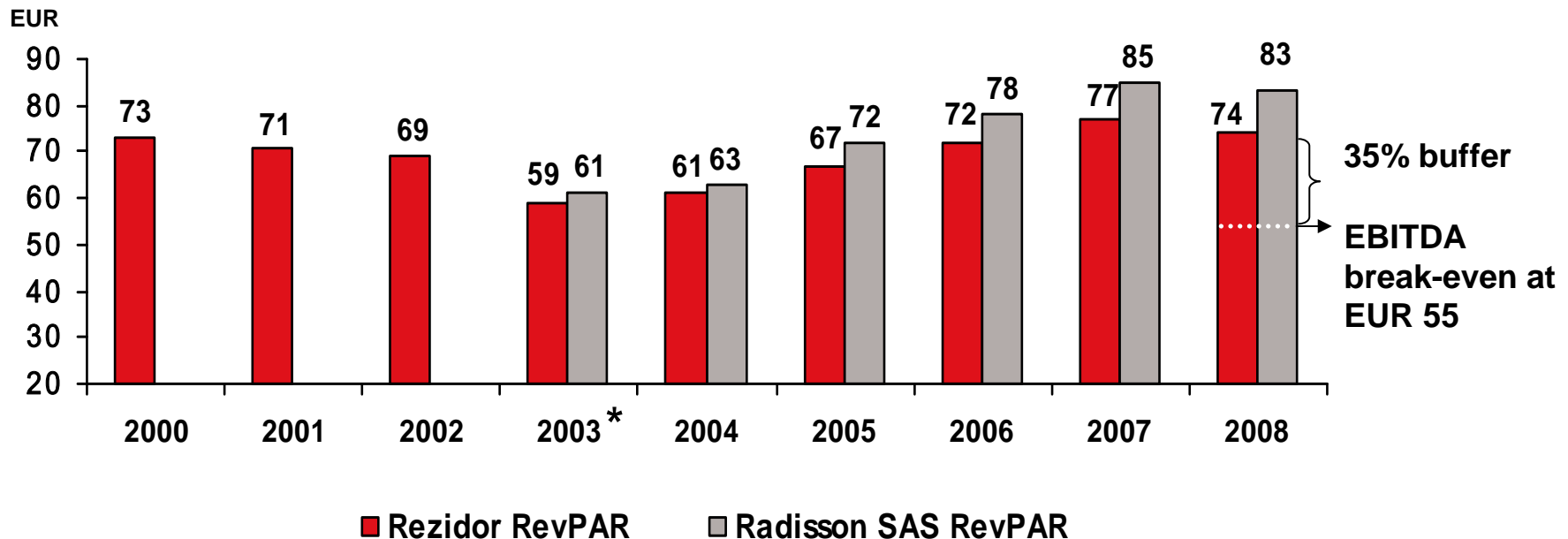
TOTAL REVPAR PER BRAND						
IN EUR	Q408	Q407	VAR	FY08	FY07	VAR
	76.6	86.0	-10.9%	82.9	84.9	-2.4%
	39.2	42.5	-7.8%	45.1	46.7	-3.4%
	67.8	76.4	-11.3%	73.9	76.6	-3.5%

L/L REVPAR & REVENUE DEVELOPMENT

REVPAR ANALYSIS	Q408	FY08
L/L GROWTH	-5.3%	2.7%
FX IMPACT	-3.6%	-3.7%
NEW OPENINGS	-2.4%	-2.5%
REPORTED REVPAR GROWTH	-11.3%	-3.5%

REVENUE ANALYSIS	Q408	FY08
L/L REVENUE	-4.8%	2.2%
FX IMPACT	-6.8%	-3.6%
NEW OPENINGS	2.4%	1.4%
REPORTED REVENUE GROWTH	-9.2%	-0.1%

REVPAR FOR EBITDA BREAK-EVEN & 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 p.a.

* *Rezidor introduced the Park Inn brand in Europe in January 2003*

INCOME STATEMENT HIGHLIGHTS

IN MEUR	Q408	Q407	VAR	FY08	FY07	VAR
OPERATING REVENUE	193.6	213.3	-9%	784.8	785.2	0%
EBITDAR	64.1	76.8	-17%	275.7	280.5	-2%
EBITDA	13.6	28.4	-52%	70.9	86.5	-18%
PROFIT AFTER TAX	1.3	16.7	-92%	26.1	45.7	-43%
EBITDAR Margin %	33.1%	36.0%	-290 bps	35.1%	35.7%	-60 bps
EBITDA Margin %	7.0%	13.3%	-630 bps	9.0%	11.0%	-200 bps
EPS (EUR)	0.01	0.11	-91%	0.18	0.31	-42%

COST RATIOS

	Q408	Q407	VAR	FY08	FY07	VAR
F&B ¹⁾	25.9%	25.4%	-50 bps	26.3%	26.4%	10 bps
PERSONNEL COSTS ²⁾	35.8%	33.9%	-190 bps	35.2%	33.8%	-140 bps
OTHER OPERATING EXPENSES ²⁾	21.7%	20.4%	-130 bps	20.5%	21.1%	60 bps
PROPERTY INSURANCE & TAX ³⁾	1.0%	1.4%	40 bps	1.6%	1.7%	10 bps
RENT ³⁾	30.5%	27.0%	-350 bps	30.2%	28.9%	-130 bps

NOTE 1: % of F&B Revenue

NOTE 2: % of Operating Revenue

NOTE 3: % of Leased Hotel revenue

ILLUSTRATIVE TAX EXAMPLE

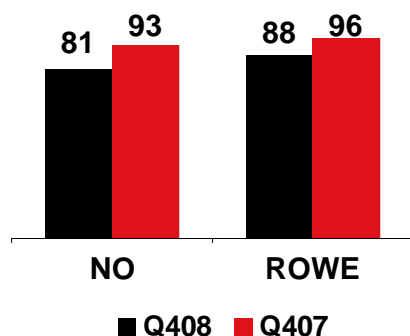
CAPITALIZING TAX LOSSES	COUNTRY A	COUNTRY B	TOTAL
PROFIT/LOSS BEFORE TAX	100	-30	70
TAX 30%	-30	9	-21
AVERAGE TAX RATE	-30%	-30%	-30%

NOT CAPITALISING TAX LOSSES	COUNTRY A	COUNTRY B	TOTAL
PROFIT/LOSS BEFORE TAX	100	-30	70
TAX 30%	-30	0	-30
AVERAGE TAX RATE	-30%	0%	-43%

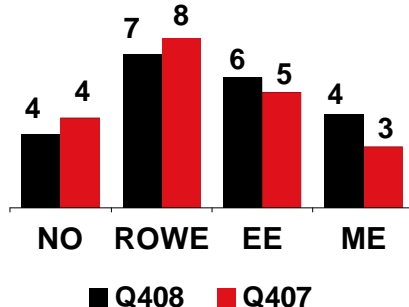
REVENUE SEGMENTATION

IN MEUR	Q408	Q407	VAR	FY08	FY07	VAR
LEASED	169.0	189.1	-11%	690.8	692.8	0%
MANAGED & FRANCHISED (FEE)	21.4	20.7	3%	83.2	78.4	6%
OTHER	3.1	3.5	-11%	10.8	14.0	-23%
TOTAL REVENUE	193.6	213.3	-9%	784.8	785.2	0%

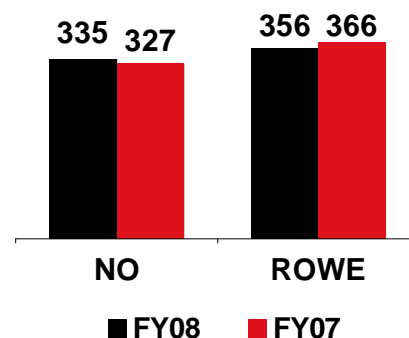
LEASED Q408



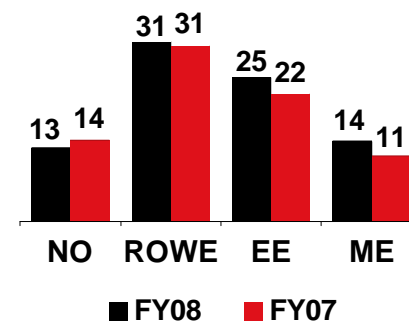
FEE Q408



LEASED FY08



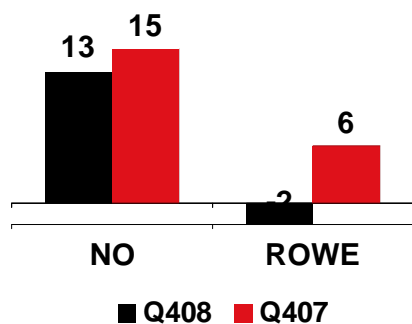
FEE FY08



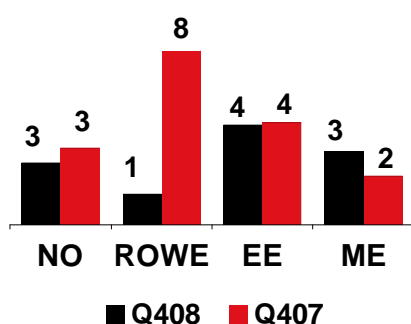
EBITDA SEGMENTATION

IN MEUR	Q408	Q407	VAR	FY08	FY07	VAR
LEASED	9.9	20.4	-51%	55.3	64.0	-14%
MANAGED & FRANCHISED (FEE)	11.5	17.4	-34%	51.6	57.2	-10%
OTHER	1.9	3.1	-39%	6.6	9.1	-27%
EBITDA BEFORE CENTRAL COSTS	23.3	40.9	-43%	113.5	130.3	-13%
CENTRAL COSTS	-9.6	-12.4	23%	-42.6	-43.7	3%
TOTAL EBITDA	13.6	28.4	-52%	70.9	86.5	-18%

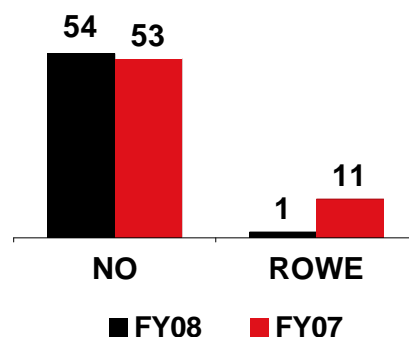
LEASED Q408



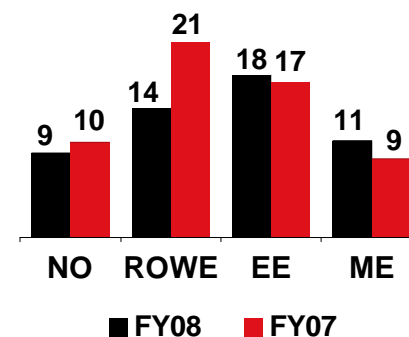
FEE Q408



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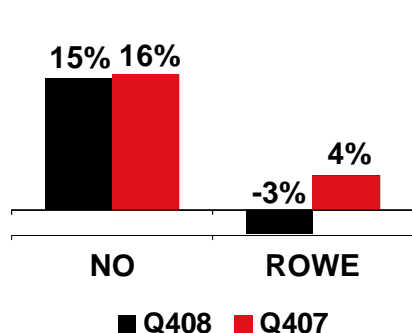
FEE FY08



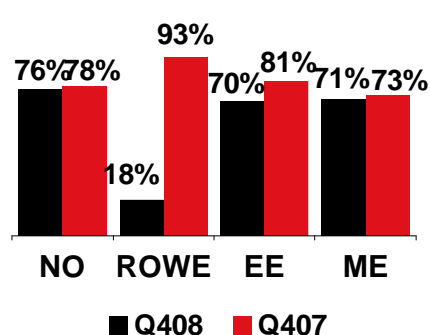
EBITDA MARGIN SEGMENTATION

IN MEUR	Q408	Q407	VAR	FY08	FY07	VAR
LEASED	5.8%	10.8%	-500 bps	8.0%	9.2%	-120 bps
MANAGED & FRANCHISED (FEE)	53.6%	83.8%	-3020 bps	62.0%	72.8%	-1080 bps
TOTAL EBITDA MARGIN	7.0%	13.3%	-630 bps	9.0%	11.0%	-200 bps

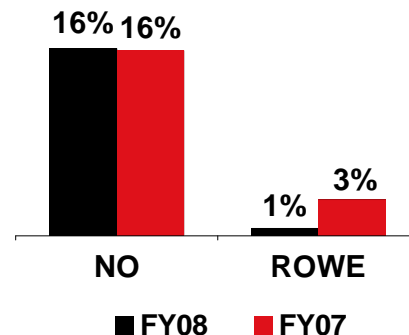
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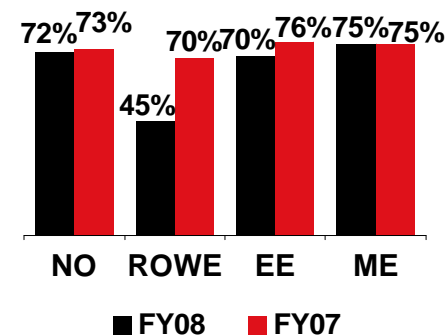
FEE Q408



LEASED FY08



FEE FY08



LIQUIDITY HIGHLIGHTS

IN MEUR	31 DEC 2008	31 DEC 2007
UNUTILISED OVERDRAFTS	97	96
CASH & EQUIVALENTS	27	51
TOTAL AVAILABLE LIQUIDITY	124	147

WORKING CAPITAL

IN MEUR	31 DEC 2008	31 DEC 2007
RECEIVABLES	5.1	-2.4
INVENTORY	0.4	-0.4
LIABILITIES	-0.4	8.4
CHANGES IN WORKING CAPITAL	5.1	5.6
NET WORKING CAPITAL (EXCL CASH)	-56	-46

INVESTMENTS

IN MEUR	31 DEC 2008	31 DEC 2007
INVESTMENTS (TANGIBLE & TANGIBLE ASSETS)	37	46

HEDGING FOR TURBULENCE

- Further cost cutting – from 20 to 30 MEUR of annual savings
 - with full effect as of H209

COST SAVINGS	MEUR
PURCHASING CONTRACTS	13
FIXED COSTS REDUCTION	17
TOTAL	30

- Cost cutting according to plan
- Constantly monitoring the need for additional reductions



Radisson SAS Style Hotel, Vienna

REZIDOR Q4

- Overall performance in line with market
- Strong profitability in the Nordics
- Rest of Western Europe suffer from sharper market decline
- Significant depreciation of GBP, NOK and SEK
- Restructuring costs of MEUR 1.4
- High tax rate following the negative market development
- Reduction in CAPEX and Improved Working Capital



Radisson SAS Hotel, Toulouse Airport

“ Q&A ”