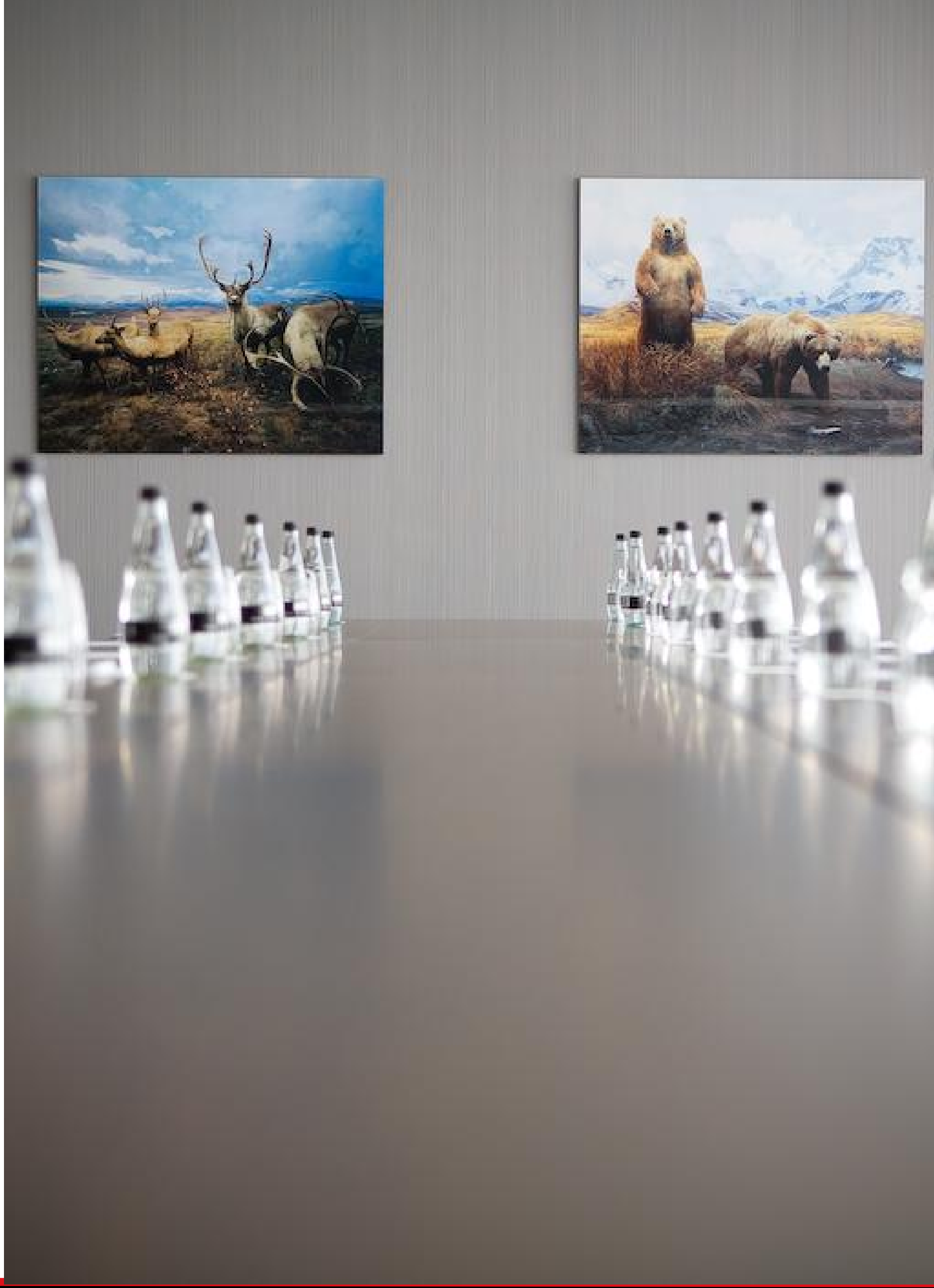
Q1-2009 RESULTS

" Continued pressure on the hotel market but still room for Rezidor's asset-light growth"

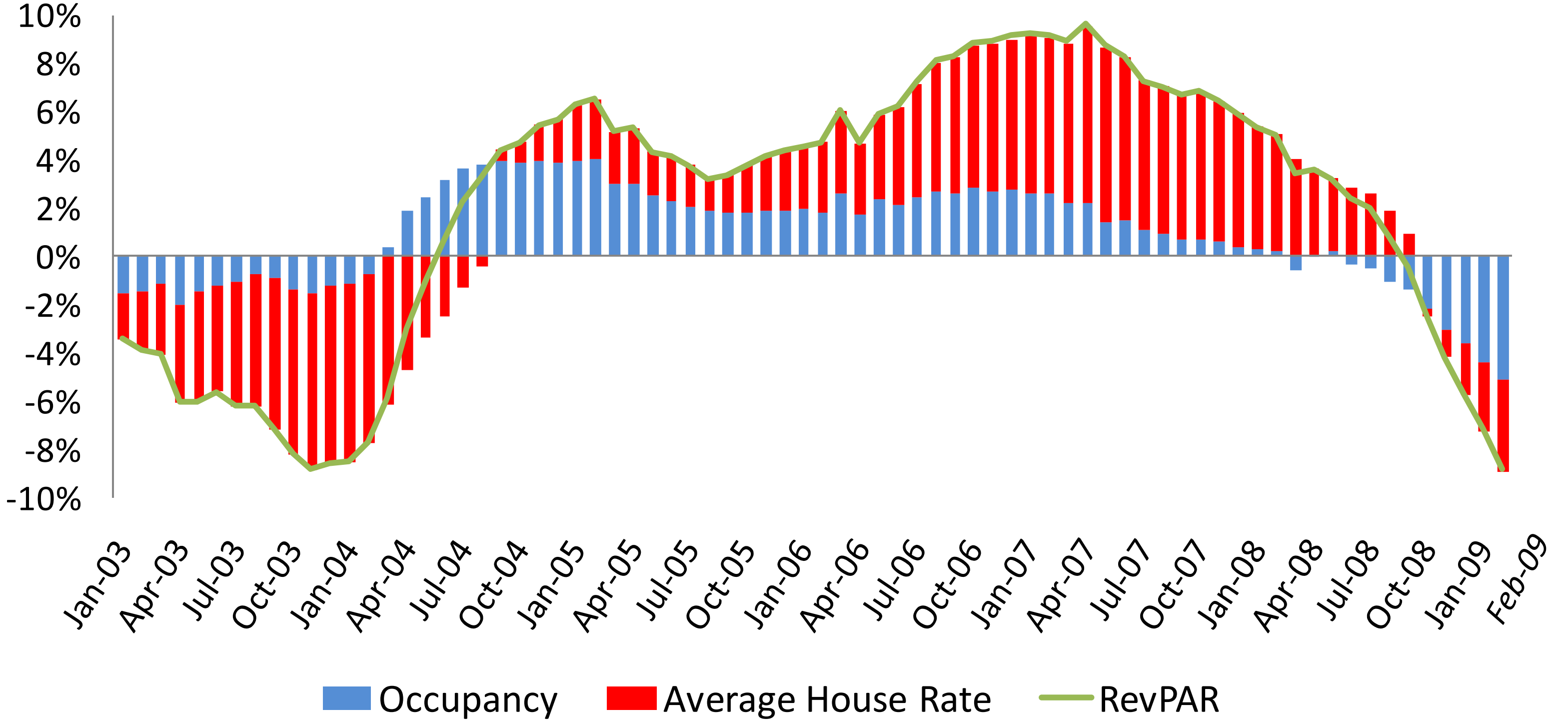
23 APRIL – STOCKHOLM

EXCEPTIONAL TIMES FOR THE GLOBAL ECONOMY

- A truly global recession
- Economic activity in US, Europe and Japan has declined at an alarming rate
- Emerging markets too are experiencing problems
- Stimulus plans
- Poor visibility



EUROPEAN REVPAR DEVELOPMENT



- The economic slowdown continues to strain the European hotel market
- Negative development in Q1 evenly distributed over the months
- Equal fall in occupancy and average room rates

SOURCE: STR Global – Seasonally adjusted RevPAR for Europe

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REZIDOR UPDATE

- Top line
- Strong focus on cost management and cash flow
- Cost cutting programme according to plan
- Capex expected to be reduced by 30-40%
- Growth strategy unchanged:
  - Profitable pipeline
  - Emerging markets
  - No committments
- Growth opportunities in a softer market

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BUSINESS DEVELOPMENT

RECENT MARKET NEWS

- Single asset transactions

- Sharp deterioration in global deal volume anticipated
  - 2009 $10bn vs $24bn in 2008 and $120bn in 2007
  - Predominantly financed by equity

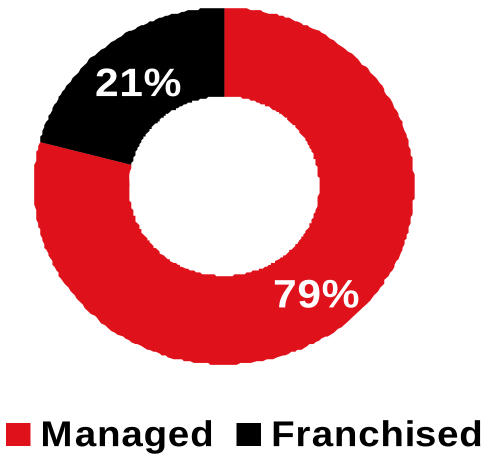
- Shrinking industry pipeline
  - 40,000 planned hotel rooms cancelled in EMEA in Q4
  - 35,000 rooms announced in Q4

BUSINESS DEVELOPMENT HIGHLIGHTS

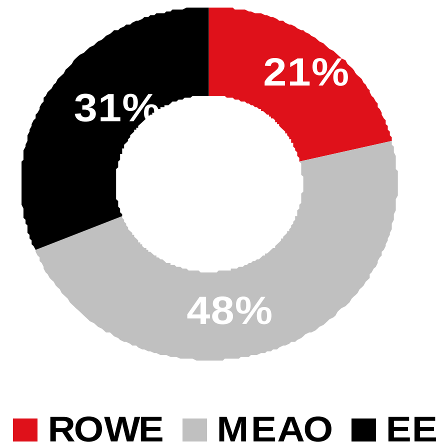
- 14 hotels signed with 2,350 (2,920) rooms
  - 6 conversions with 807 rooms, to be opened in 2009
  - 100% fee based
  - Russian Strategic Development Agreement
- 5 hotels opened with 681 (1,007) rooms
  - 100% fee based
- 5 hotels with 507 rooms left the system
- Pipeline of 100+ hotels

SIGNINGS IN Q1 2009

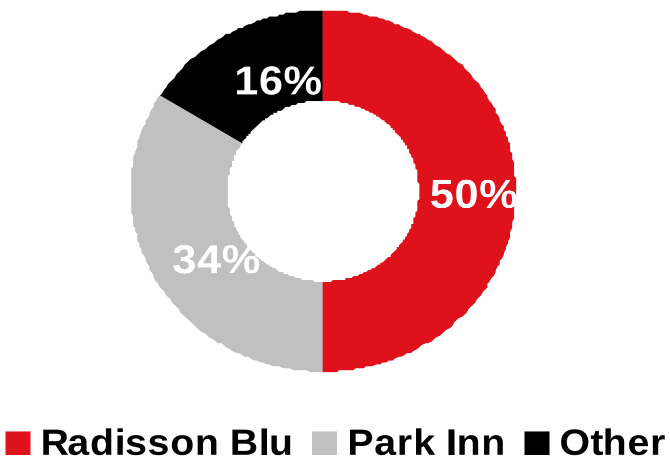
BY CONTRACT TYPE



BY REGION



BY BRAND



WHY GROW

- Change the business model and broaden the portfolio
- Opportunities for immediate EBITDA contribution through conversions
- Positioning Rezidor to benefit from market rebound

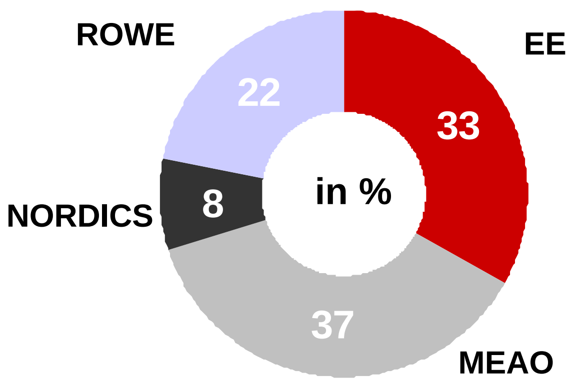
GROWING IN CHALLENGING TIMES

- Focus on emerging markets
- Distressed assets
- Franchising

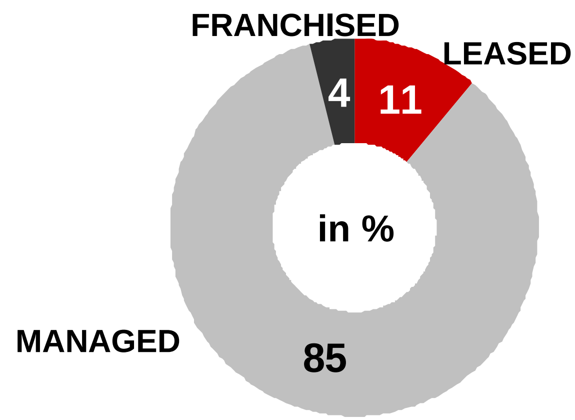
UNDERSTANDING THE PIPELINE

+20,000 ROOMS

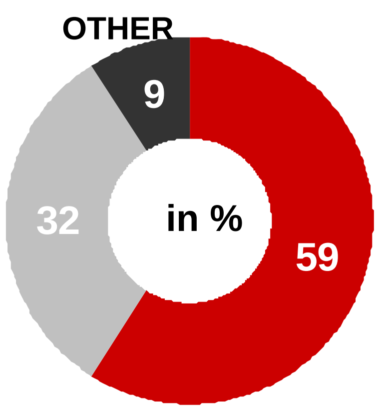
BY REGION



BY CONTRACT TYPE



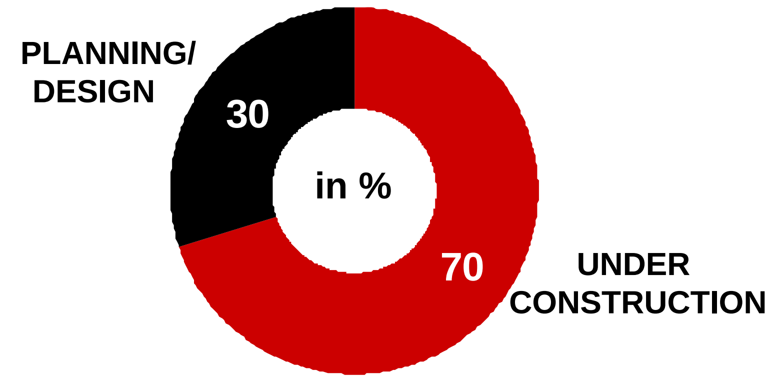
BY BRAND



park inn

Radisson BLU HOTELS & RESORTS

BY CONSTRUCTION STATUS



OPTIMISING EMERGING MARKETS' POTENTIAL

Through management agreements – no capital required

Africa

- Lack of "new breed" international-branded hotels
- Continued popularity of resorts and safari / lodge business
- High barriers to entry create severe room shortages in several markets
- 2010 World Cup in South Africa

Russia - CIS

- Numerous cities with a population of 500,000+ lacking international hotels
- Demand and supply imbalance in most markets
- Moscow AHR continues to be amongst the highest in the world
- International brands penetrating major cities only

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“ FINANCE ”

REVPAR DEVELOPMENT BY BRAND

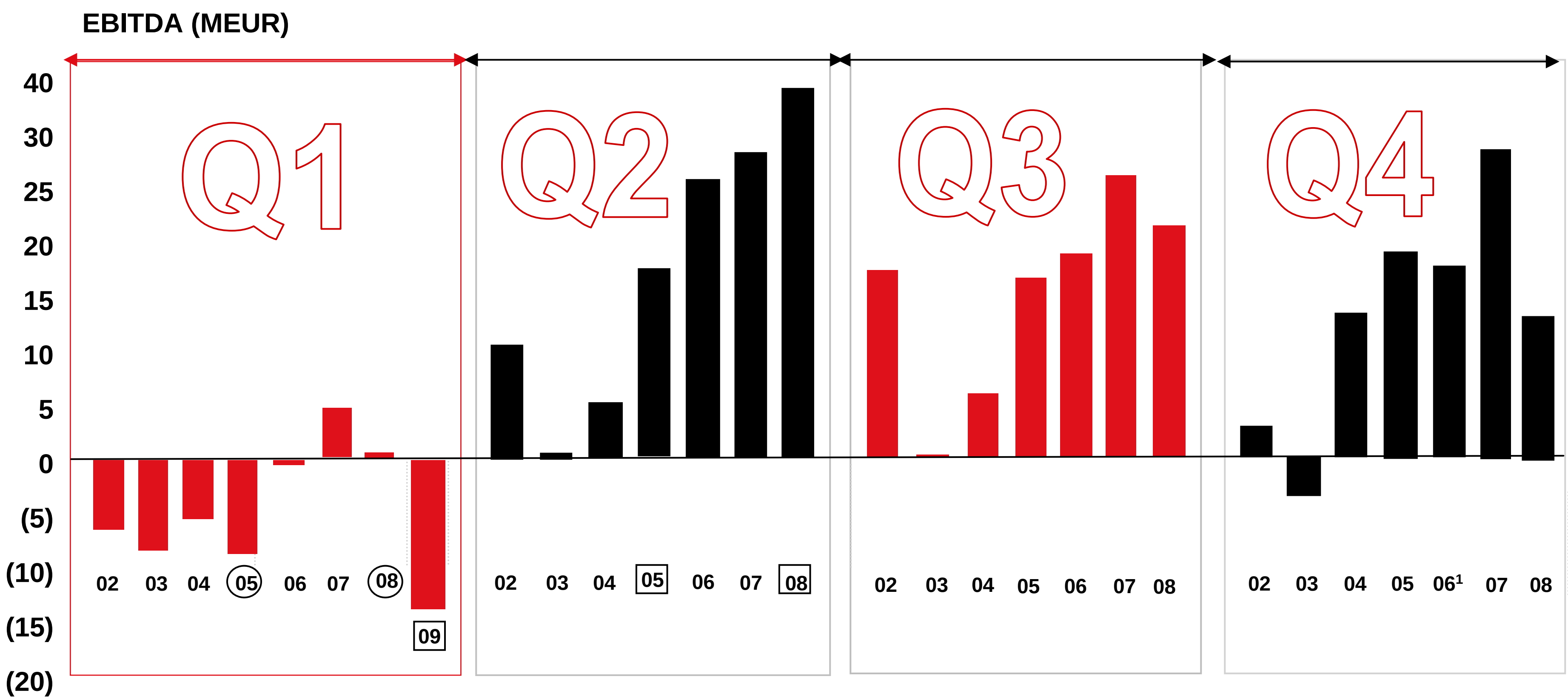
L/L REVPAR PER BRAND			
IN EUR	Q109	Q108	VAR
Radisson BLU Hotels & Resorts	66.0	76.3	-13.5%
park inn	30.4	35.3	-13.9%
The Rezidor Hotel Group	57.6	66.5	-13.4%

L/L REVPAR & REVENUE DEVELOPMENT

In %	L/L GROWTH	FX IMPACT	NEW OPENINGS	REPORTED GROWTH
REVPAR	-13.4%	-3.2%	-1.7%	-18.3%
REVENUE	-9.8%	-7.1%	3.1%	-13.8%

NOTE: Like-for-like (L/L): same hotels in operation during the previous period compared at constant exchange rates

SEASONALITY

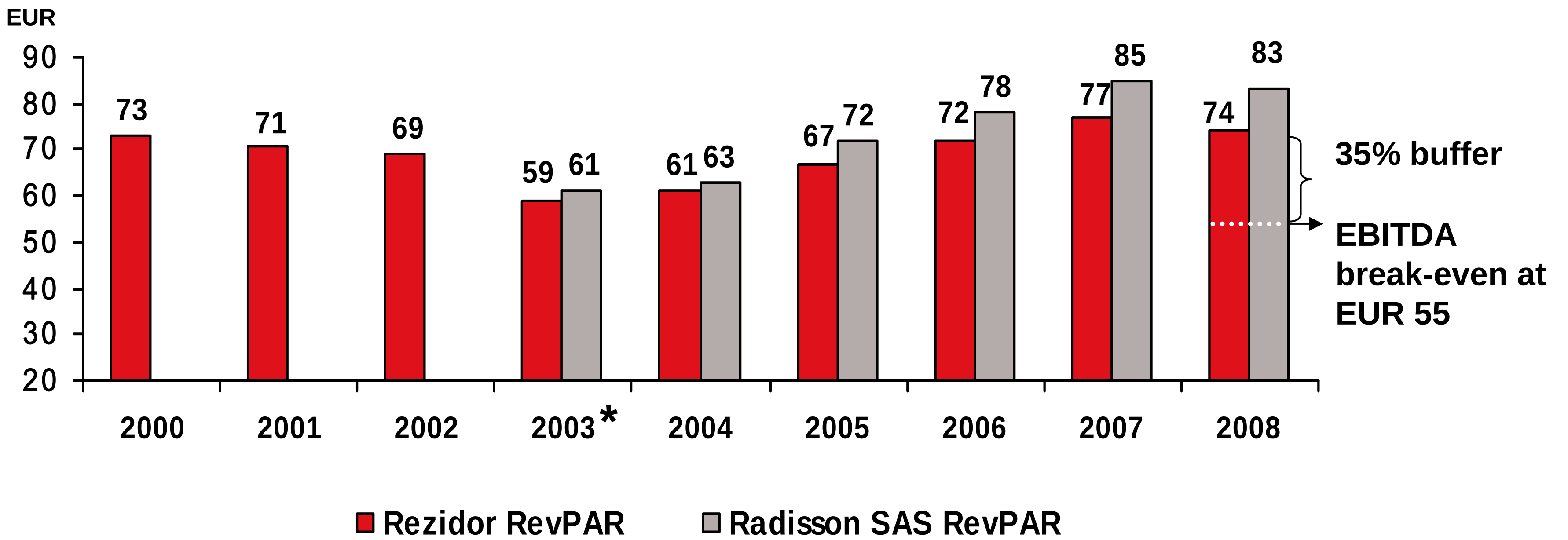


○ = Easter quarter

□ = Post-Easter quarter

NOTE 1: Excluding IPO costs

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*

 NOTE: RevPAR is for Leased and Managed hotels

INCOME STATEMENT HIGHLIGHTS

IN MEUR	Q109	Q108	CHANGE
OPERATING REVENUE	152.6	177.0	-14%
EBITDAR	37.7	51.6	-27%
EBITDA	-14.9	0.2	n/a
LOSS AFTER TAX	-19.2	-7.0	-174%
EBITDAR Margin %	25%	29%	-400 bps
EBITDA Margin %	-10%	0%	n/a
EPS (EUR)	-0.13	-0.05	-160%

COST RATIOS

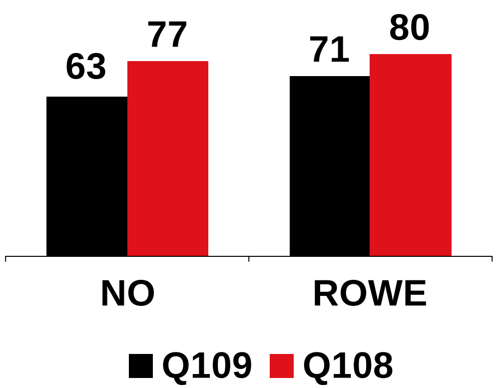
	Q109	Q108	CHANGE
F&B [1)]	26%	26%	0 bps
PERSONNEL COSTS [2)]	40%	37%	-300 bps
OTHER OPERATING EXPENSES [2)]	25%	24%	-100 bps
PROPERTY INSURANCE & TAX [3)]	2%	2%	0 bps
RENT [3)]	33%	30%	-300 bps
GUARANTEES[2)]	6%	3%	-300 bps

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

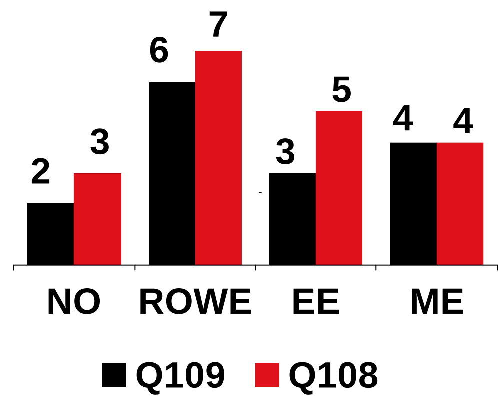
REVENUE SEGMENTATION

IN MEUR	Q109	Q108	VAR
LEASED	134.1	157.0	-15%
MANAGED & FRANCHISED (FEE)	14.2	17.6	-19%
OTHER	4.3	2.4	79%
TOTAL REVENUE	152.6	177.0	-14%

LEASED REVENUE



FEE REVENUE

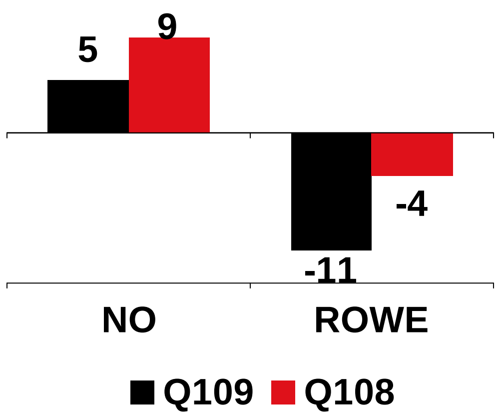


NO: Nordics; ROWE: Rest of Western Europe; EE: Eastern Europe; MEAO: Middle East, Africa and Other

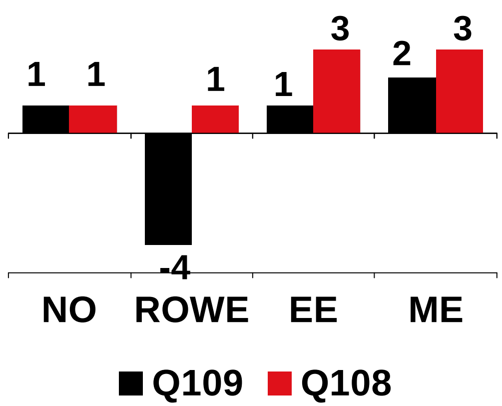
EBITDA SEGMENTATION

IN MEUR	Q109	Q108	VAR
LEASED	-6.1	4.2	-245%
MANAGED & FRANCHISED (FEE)	0.1	7.4	-99%
OTHER	2.1	-0.4	625%
EBITDA BEFORE CENTRAL COSTS	-3.9	11.2	-135%
CENTRAL COSTS	-11.0	-10.9	-1%
TOTAL EBITDA	-14.9	0.2	n/a

LEASED EBITDA



FEE EBITDA



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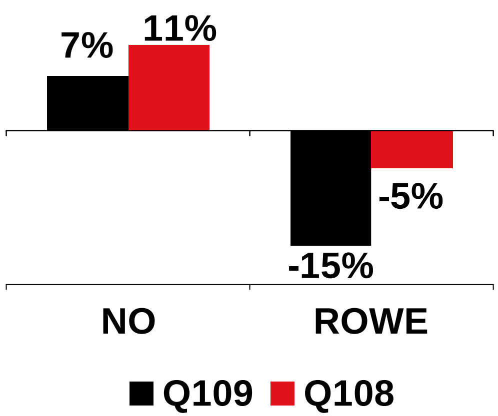
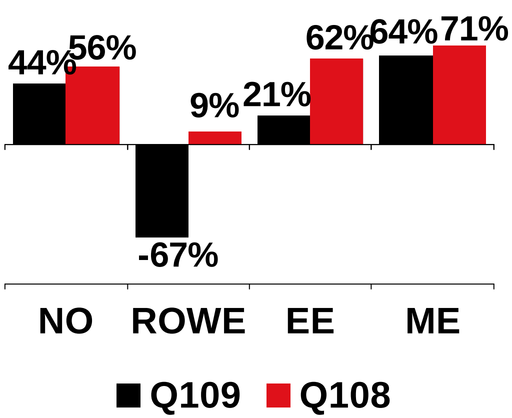
EBITDA MARGIN SEGMENTATION

IN MEUR	Q109	Q108	VAR
LEASED	-4.5%	2.7%	720 bps
MANAGED & FRANCHISED (FEE)	-0.7%	42.0%	n/a
TOTAL EBITDA MARGIN	-9.8%	0.1%	990 bps

LEASED



FEE



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LIQUIDITY HIGHLIGHTS

IN MEUR	31 MAR 2009	31 MAR 2008	31 DEC 2008
UNUTILISED OVERDRAFTS	87	97	98
CASH & EQUIVALENTS	8	44	26
TOTAL AVAILABLE LIQUIDITY	95	141	124

CASH FLOW FROM CHANGE IN WORKING CAPITAL

IN MEUR	31 MAR 2009	31 MAR 2008	31 DEC 2008
RECEIVABLES	-2.4	-2.2	5.1
INVENTORY	0.4	0.1	0.4
LIABILITIES	-2.6	9.1	-0.4
CASH FLOW FROM CHANGE IN WORKING CAPITAL	-4.6	7.0	5.1
NET WORKING CAPITAL (incl. tax receivables/liabilities	-43.2	-53.0	-55.8

INVESTMENTS

IN MEUR	31 MAR 2009	31 MAR 2008	31 DEC 2008
INVESTMENTS (TANGIBLE & TANGIBLE ASSETS)	8	9	37

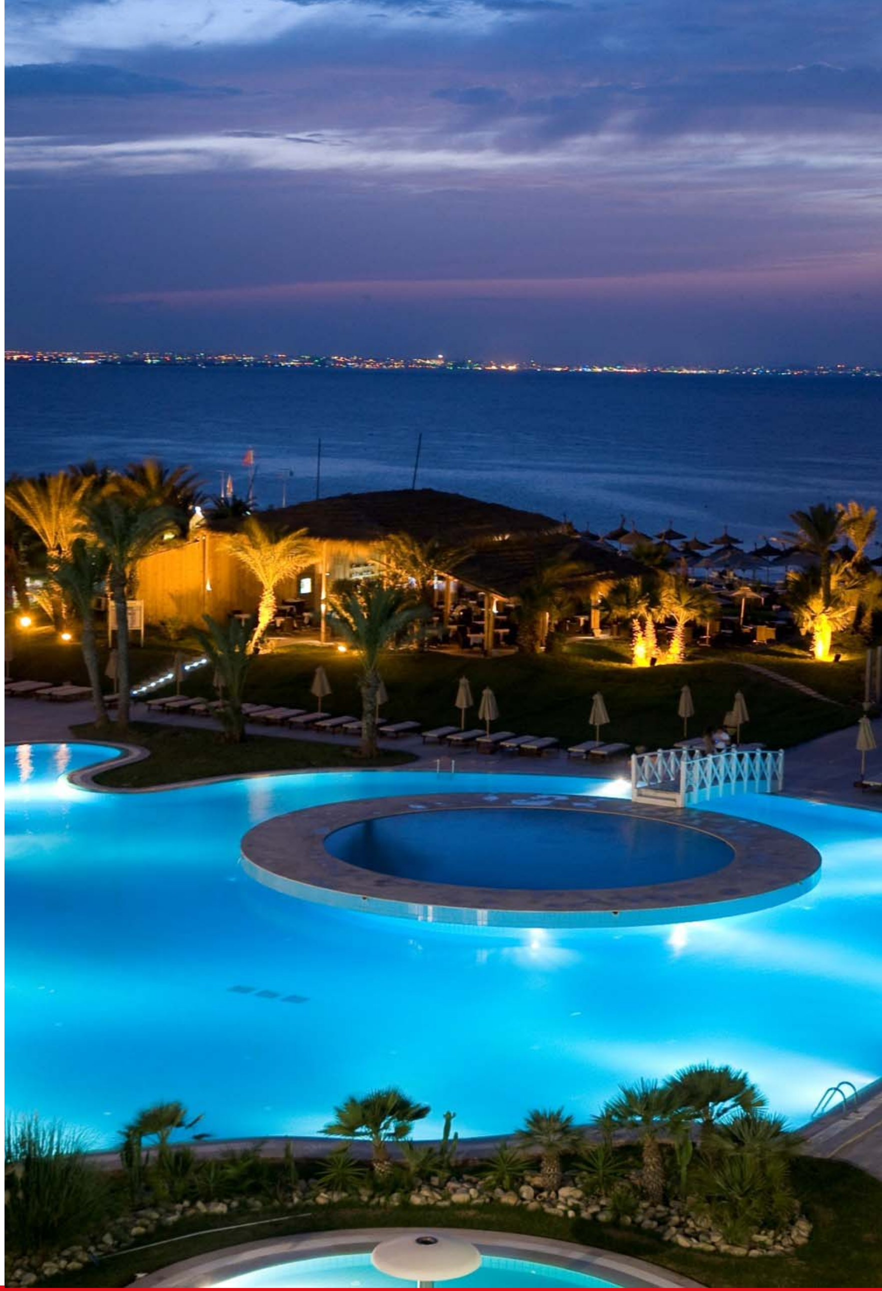
HEDGING FOR TURBULENCE

- Annual savings of MEUR 30
  - with full effect as of H209

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

- Redundancy cost of ca MEUR 1
- Programme impact in Q109:

  MEUR 4.5 – in line with plan
- Further cost reductions considered



REZIDOR Q1

- Good profitability in the Nordics
- Rest of Western Europe suffered from sharper market decline
- Continued depreciation of GBP, NOK and SEK
- Tax cost - benefited from capitalisation of tax losses
- Reduction in CAPEX
- Cost cutting according to plan

Q&A