Q3-2009

INTERIM RESULTS

30th October 2009 15:30 CET

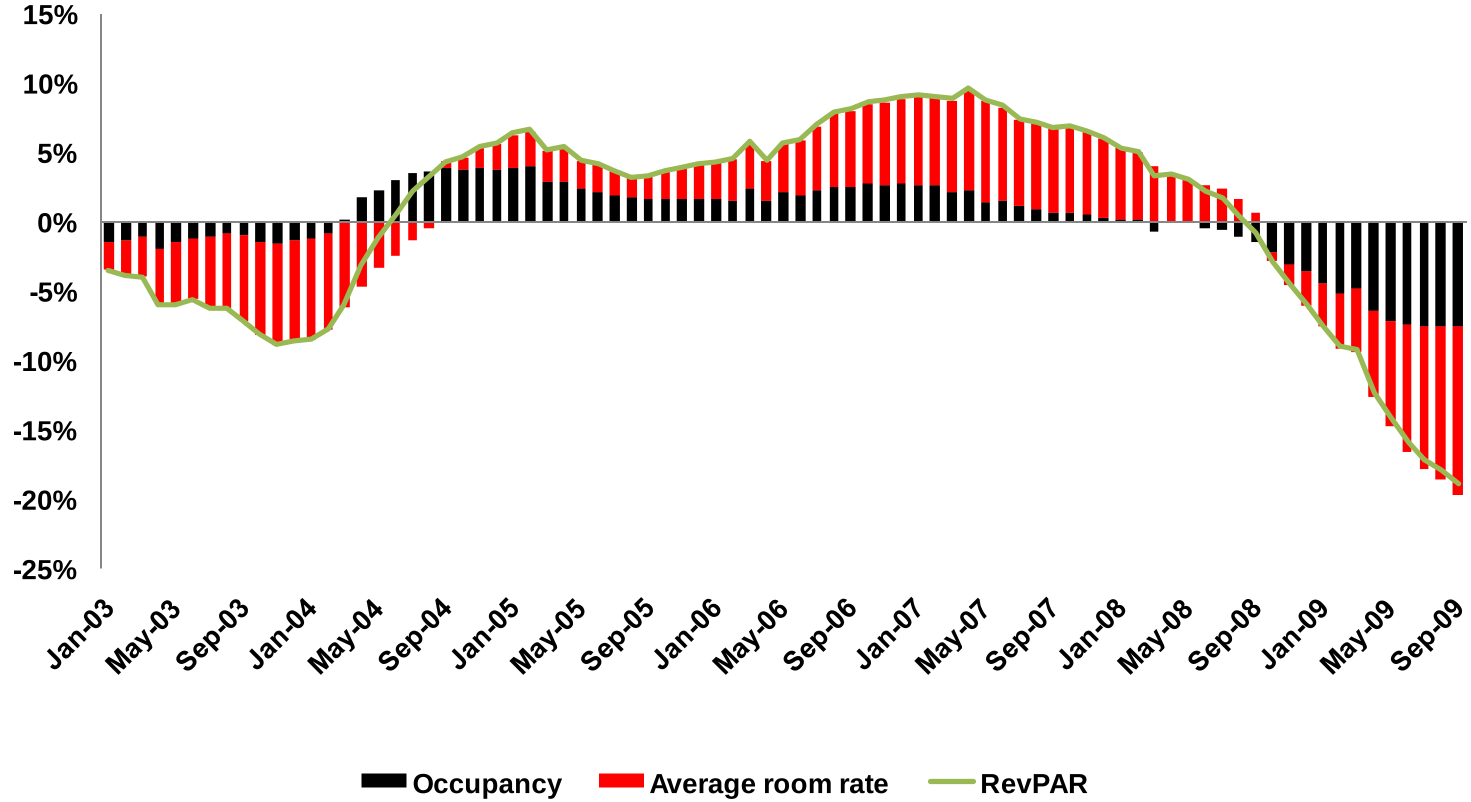
MARKET DEVELOPMENT

- Weak business travel demand
- Increased leisure travel during the summer
- RevPAR drop now mainly attributed to declining room rates
- Still limited visibility
- Easier comparison base going forward

Trading remains weak

EUROPEAN REVPAR DEVELOPMENT

MARKET DATA



Occupancy decline flattening out

SOURCE: STR Global. 12-months rolling RevPAR. % change in Euros

REZIDOR'S FOCUS

- Cash protection and cost savings
- Fee based growth in emerging markets and strategic locations
- Portfolio management
- Conversions

Radisson Blu Hotel, Tbilisi, Georgia

OTHER REZIDOR HIGHLIGHTS

- BDRC - Radisson Blu most preferred hotel chain in the Nordics
- J.D. Power - Park Inn ranks highest in guest satisfaction
- HVS - Rezidor's European Corporate Governance No. 1
- E&Y - Rezidor No. 1 in Russia

  (in operation & under development)

Radisson Blu Hotel, Dubrovnik, Croatia

THE REZIDOR HOTEL GROUP

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BUSINESS DEVELOPMENT

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INDUSTRY UPDATES

- Lack of financing
- Shrinking industry pipeline
- Independent hotels looking for brands, but difficult to finance renovations or rebranding
- Emerging markets offering the best opportunities for asset light growth

BUSINESS DEVELOPMENT HIGHLIGHTS

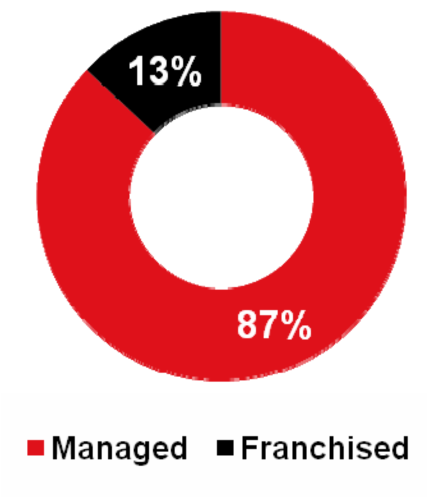
Q3 2009	YTD 2009
▪ 5 hotels (ca 1,000 rooms) signed - 100% fee based	▪ 30 hotels (ca 6,000 rooms) signed - 10 conversions (ca 2,100 rooms) - 100% fee based
▪ 7 hotels (ca 1,800 rooms) opened - 90% fee based	▪ 27 hotels (ca 4,900 rooms) opened - 88% fee based

Openings to surpass last year's record

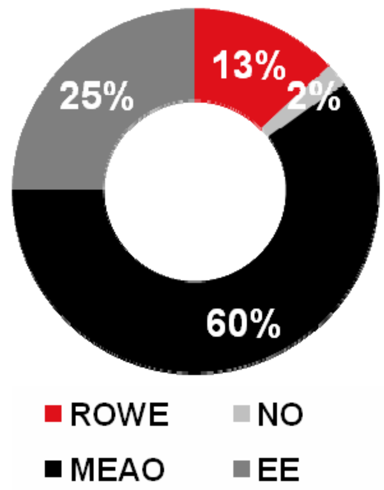
SIGNINGS YTD 2009

6,000 ROOMS

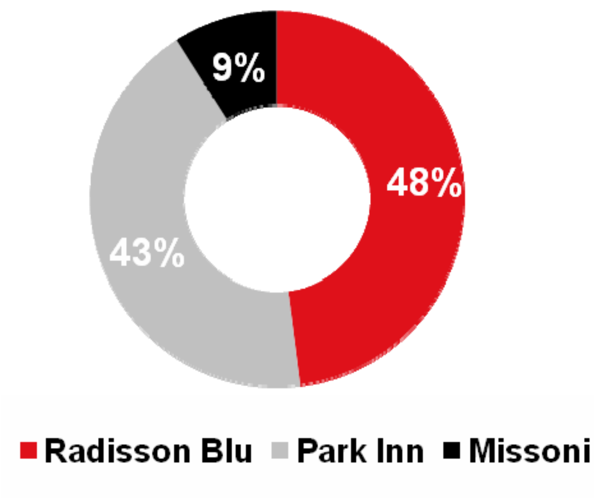
BY CONTRACT TYPE



BY REGION



BY BRAND



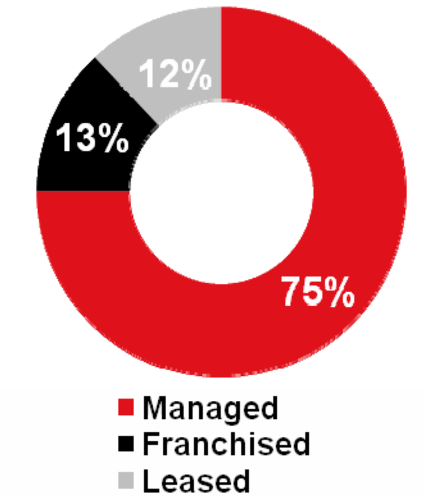
Growth continues despite tough times

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

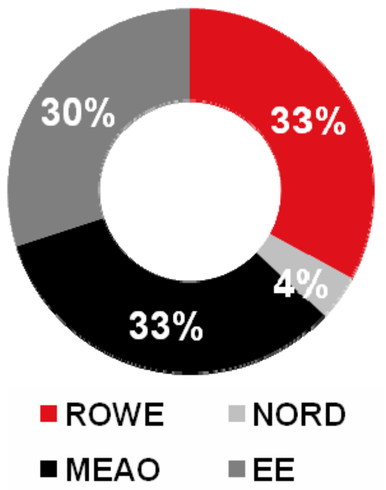
OPENINGS YTD 2009

4,900 ROOMS

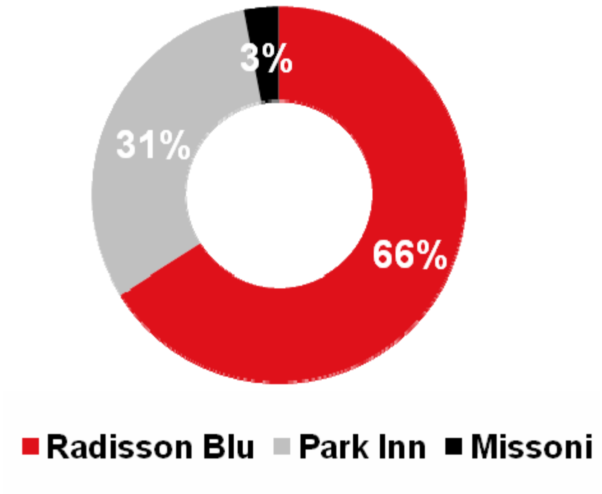
BY CONTRACT TYPE



BY REGION



BY BRAND



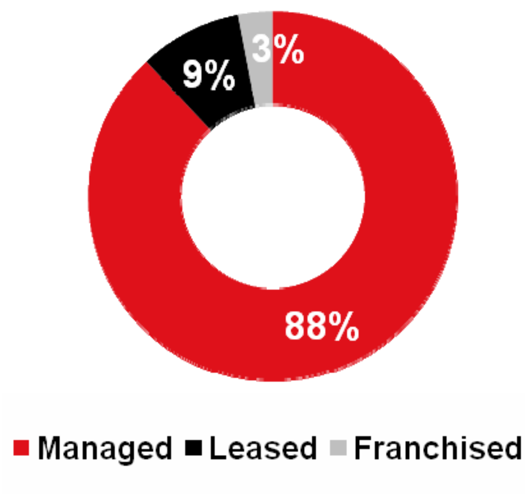
Fee based, high margin growth

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

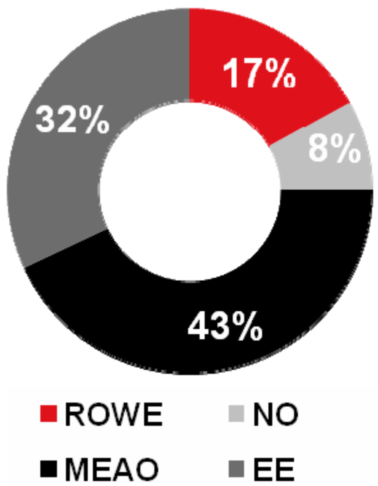
UNDERSTANDING THE PIPELINE

23,000 ROOMS

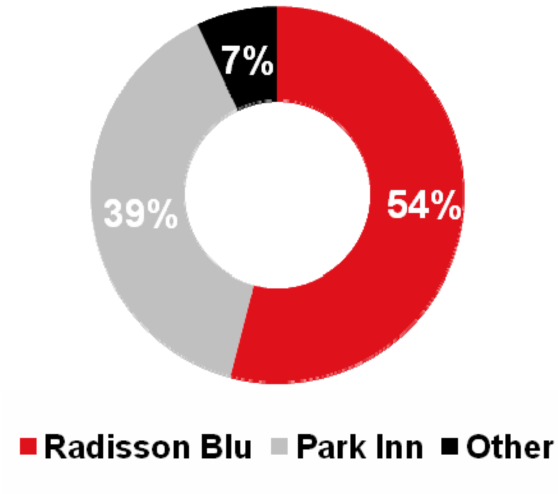
BY CONTRACT TYPE



BY REGION



BY BRAND



50% of pipeline under construction

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FINANCE

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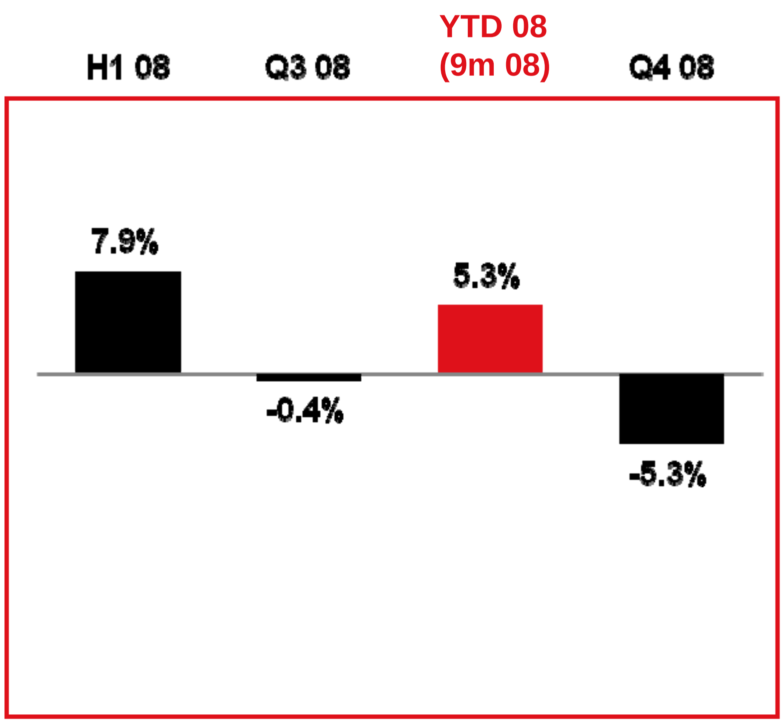
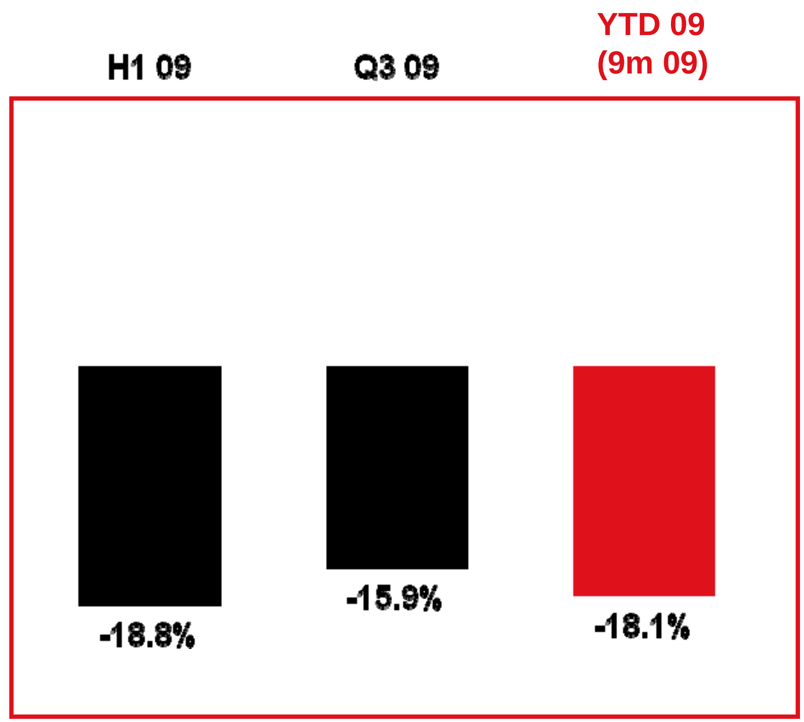
L/L REVPAR ANALYSES





RevPAR in Q3 09 positively impacted by leisure travel and easier comparison base

REVPAR STILL WEAK

L/L REVPAR BY BRAND		
% CHANGE	Q3 09	YTD 09
Radisson BLU Hotels & Resorts	-15%	-18%
park inn	-21%	-21%
The Rezidor Hotel Group	-16%	-18%

L/L REVPAR BY REGION		
% CHANGE	Q3 09	YTD 09
NO	-14%	-14%
ROWE	-13%	-17%
EE	-30%	-32%
MEAO	-9%	-15%

Less decline in the UK, Germany and Sweden

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

A CLOSER LOOK AT REPORTED REVPAR & REVENUE

L/L REVPAR		
% CHANGE	Q3 09	YTD 09
L/L GROWTH	-16%	-18%
CURRENCY	-4%	-3%
NEW OPENINGS	-2%	-2%
REPORTED	-22%	-23%

L/L REVENUE		
% CHANGE	Q3 09	YTD 09
L/L GROWTH	-13%	-15%
CURRENCY	-4%	-5%
NEW OPENINGS	3%	3%
REPORTED	-14%	-17%

Depreciation of SEK, NOK and GBP
Appreciation of USD and CHF

NOTE: (L/L) : RevPAR for like-for-like hotels at constant exchange rates

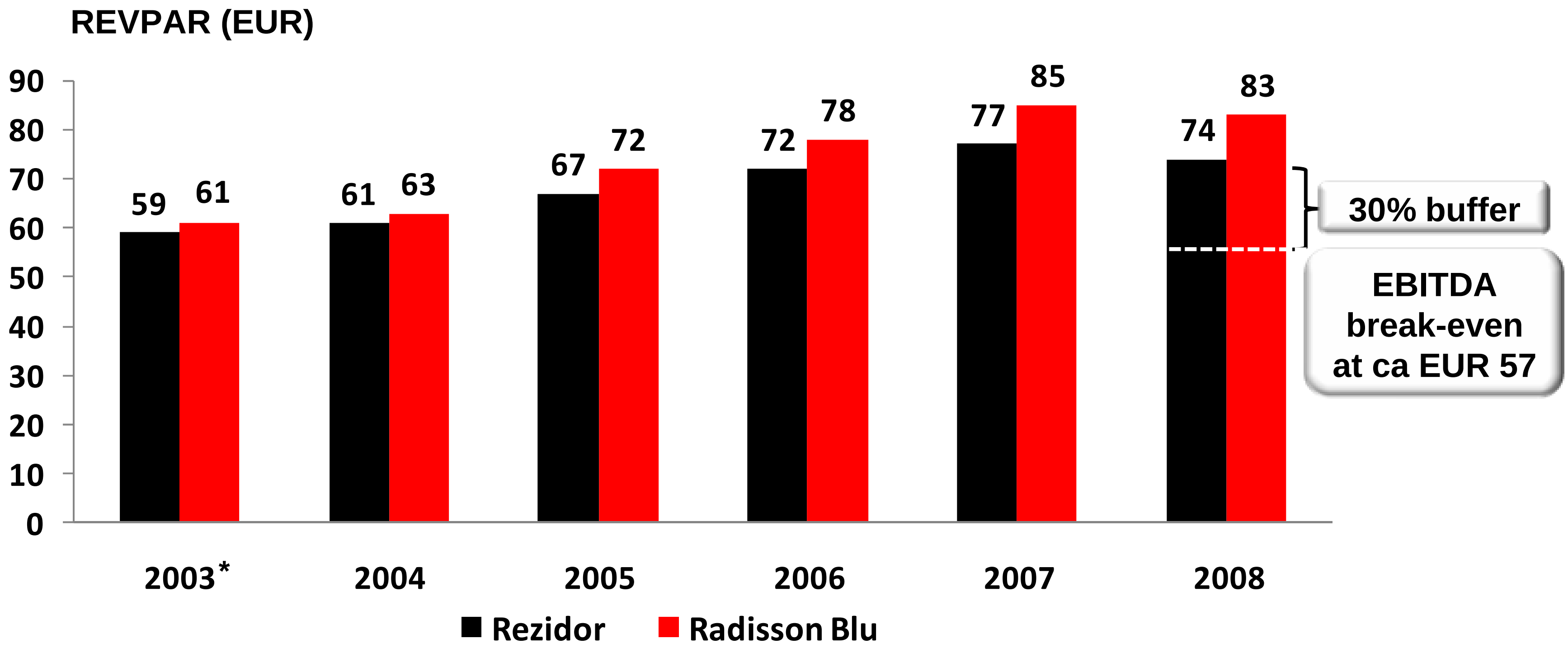
KEY FINANCIAL DEVELOPMENTS

IN MEUR	Q1 09	Q2 09	H1 09	Q3 09	YTD 09
REVENUE	153	173	326	165	491
EBITDA	-15	7	-8	3	-5
CASH FLOW FROM OPERATIONS	-21	2	-19	8	-11
INVESTMENTS	-8	-8	-16	-5	-21
FREE CASH FLOW	-29	-6	-35	3	-32
NET SAVINGS	5	8	13	9	22

Improving cash flow trend and cost savings on target

NOTE: Easter effects in Q1 and Q2 2009

REVPAR SENSITIVITY AND EBITDA BREAK-EVEN



EUR 1 change in RevPAR expected to impact EBITDA by MEUR 5-6

NOTE: Rezidor introduced the Park Inn brand in Europe in January 2003

INCOME STATEMENT HIGHLIGHTS

IN MEUR	Q3 09	Q3 08	VAR	YTD 09	YTD 08	VAR
REVENUE	165	193	-14%	491	591	-17%
EBITDAR	54	71	-23%	149	212	-30%
% EBITDAR Margin	*32.7%*	*36.8%*	*-4.1pp*	*30.3%*	*35.8%*	*-5.5pp*
EBITDA	3	20	-85%	-5	57	-108%
% EBITDA Margin	*1.9%*	*10.4%*	*-8.5pp*	*-1.0%*	*9.7%*	*-10.7pp*
NET RESULT	-6	10	-160%	-28	25	-212%

EBITDAR and EBITDA negatively affected by RevPAR drop however partly offset due to cost savings

COST RATIOS

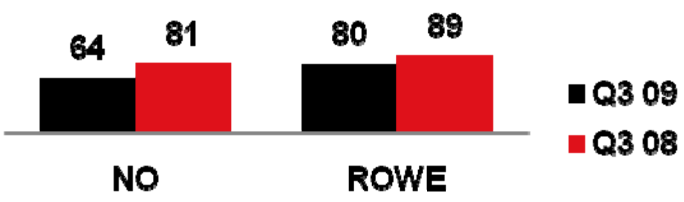
IN MEUR	Q3 09	Q3 08	VAR	YTD 09	YTD 08	VAR
COGS[1)]	29.1%	28.7%	-0.4pp	27.0%	26.4%	-0.6pp
PERSONNEL[2)]	35.5%	35.4%	-0.1pp	37.1%	35.0%	-2.1pp
OTHER OPERATING EXPENSES[2)]	22.6%	18.8%	-3.8pp	23.2%	20.1%	-3.1pp
RENT[3)]	33.1%	29.6%	-3.5pp	32.5%	28.8%	-3.7pp
GUARANTEES[2)]	2.5%	0.9%	-1.6pp	3.2%	1.2%	-2.0pp

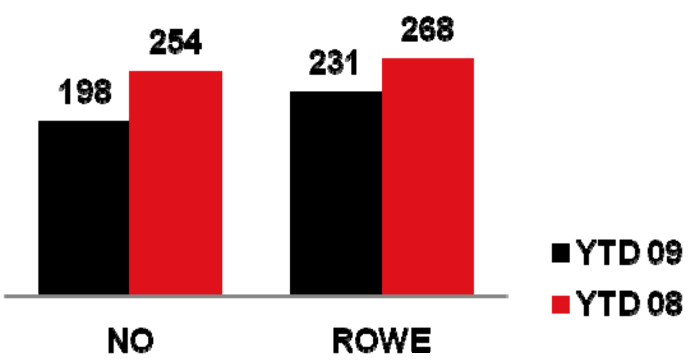
Positive impact from savings on cost ratios

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

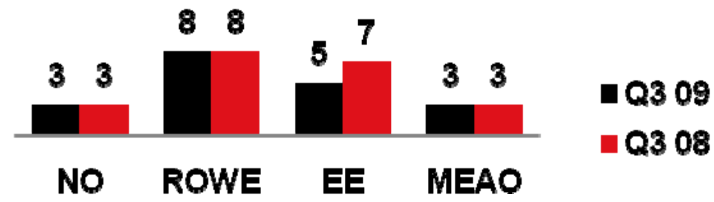
REVENUE SEGMENTATION

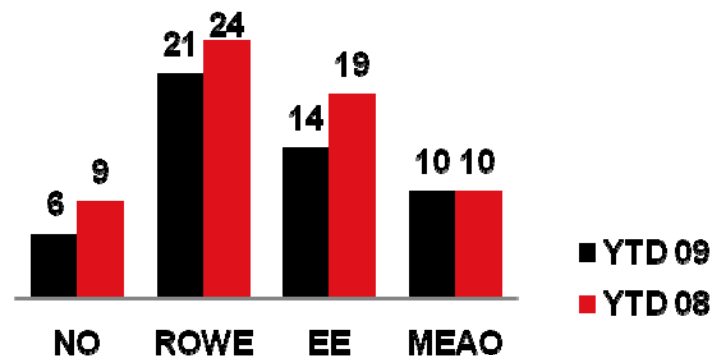
LEASED REVENUE – IN MEUR





FEE REVENUE – IN MEUR



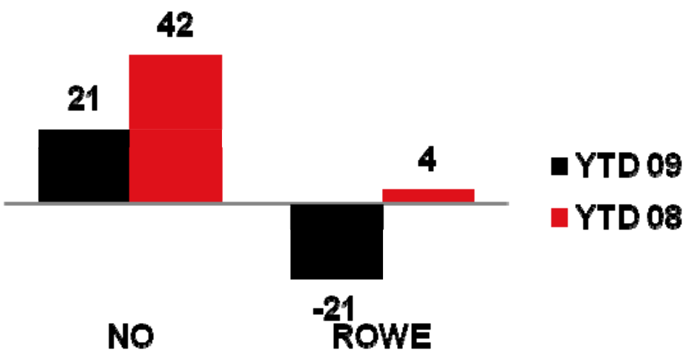


Fee revenue more resilient and postively impacted by ramp-ups and new openings

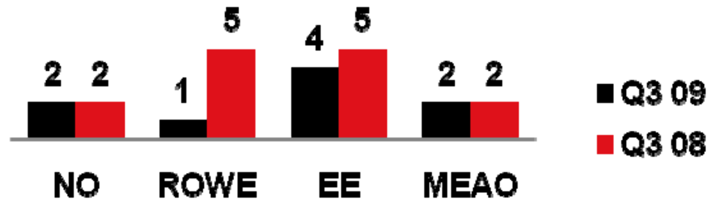
NO: Nordics; ROWE: Rest of Western Europe; EE: Eastern Europe; MEAO: Middle East, Africa and Other

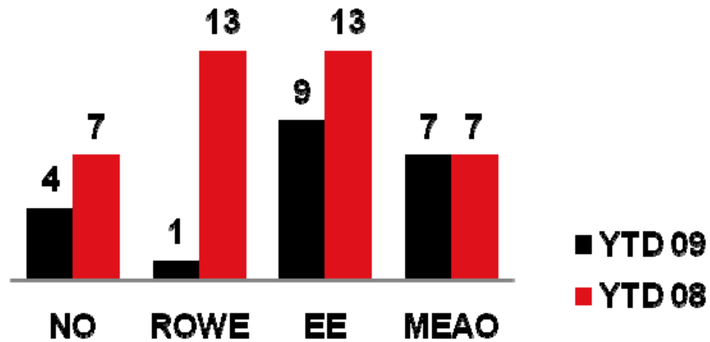
EBITDA SEGMENTATION

LEASED EBITDA – IN MEUR



FEE EBITDA – IN MEUR





Fee revenue more resilient and postively impacted by ramp-ups and new openings

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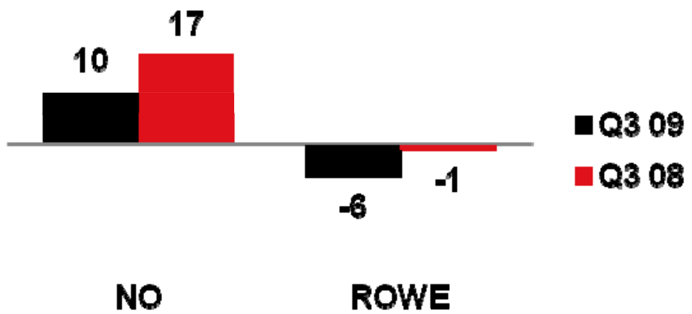
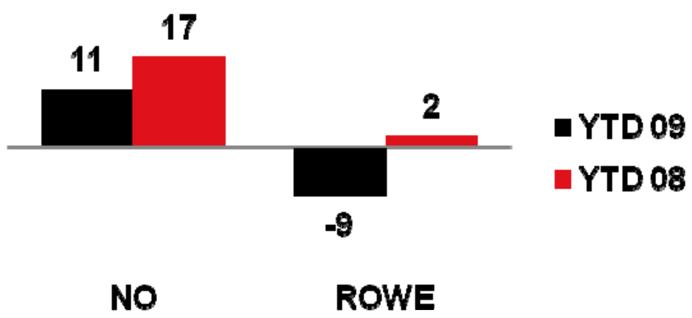
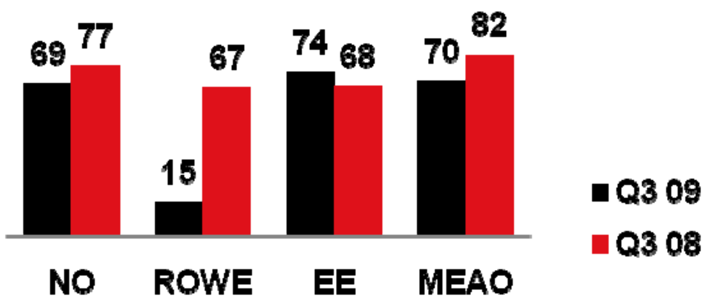
EBITDA MARGIN SEGMENTATION

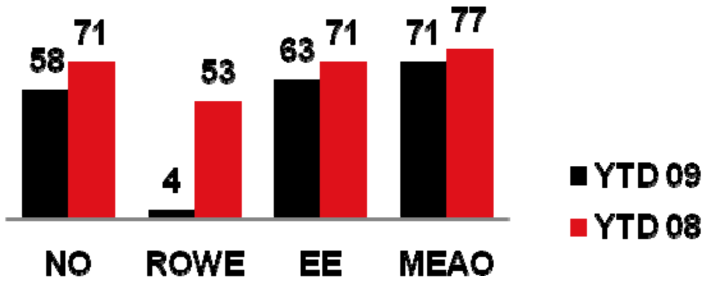
LEASED EBITDA MARGIN – IN %





FEE EBITDA MARGIN – IN %





Margins in fee business remains high

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FINANCIAL POSITION

- MEUR 10 in cash and MEUR 83 in unused overdrafts/credit lines
- Asset light balance sheet

IN MEUR	YTD 2009	YTD 2008
CASH FLOW FROM OPERATIONS	-10.2	48.6
CHANGE IN WORKING CAPITAL	0.5	0.5
INVESTMENTS	-20.8	-26.3
FREE CASH FLOW	-30.5	22.8

Tight control on working capital and CAPEX

MAJOR CASH PROTECTION INITIATIVES

OPERATIONAL SAVINGS

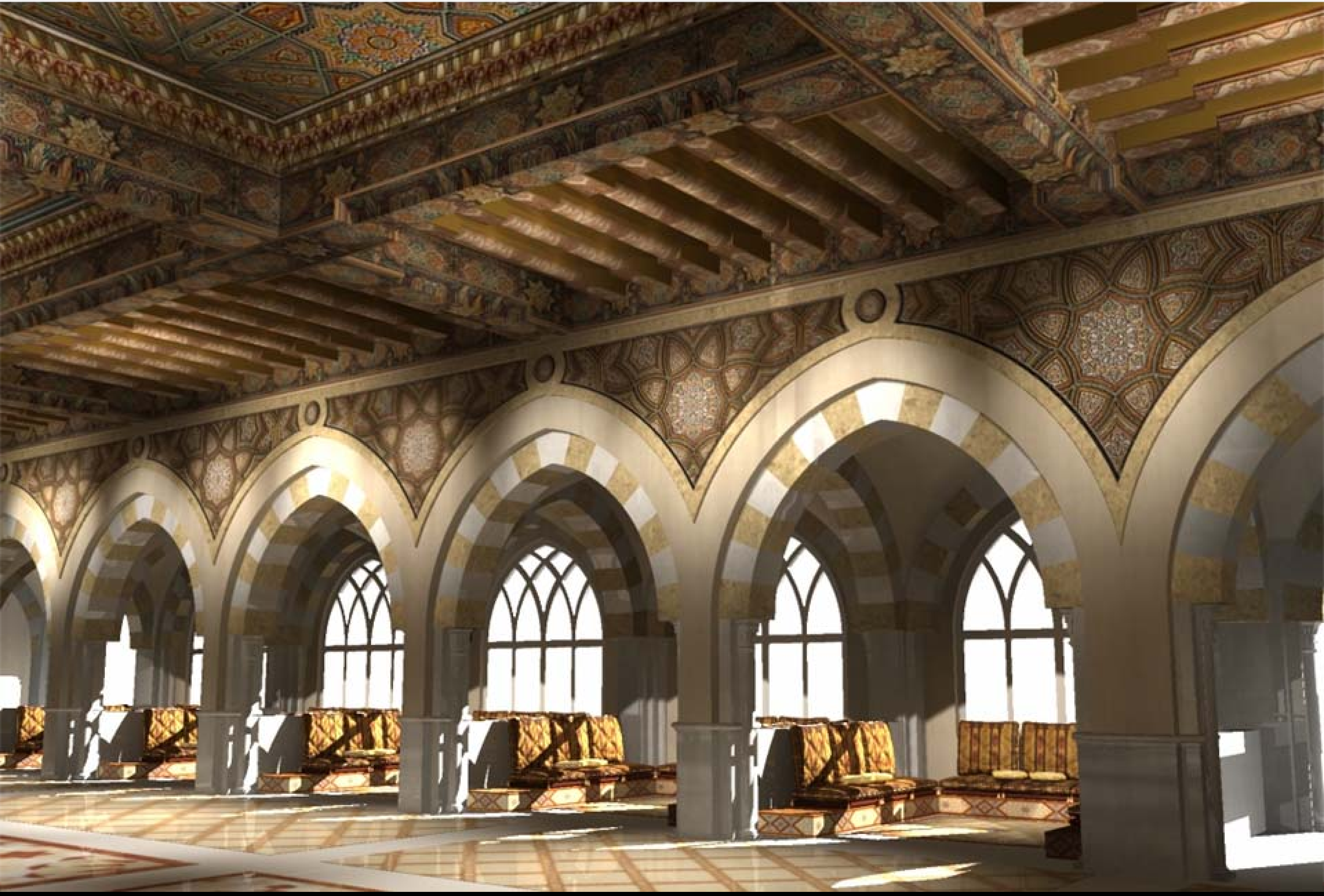
- Fixed costs – mainly labour
- Purchasing negotiations

2009				
Q1	Q2	Q3	Q4E	FYE
4.5	8.0	9.2	7.5	29.2

Confident in achieving saving target

OTHER INITIATIVES

- Central costs –10% reduction
- Re-negotiation of hotel contracts
- CAPEX
- Working capital



Q&A