



2009 YEAR-END RESULTS

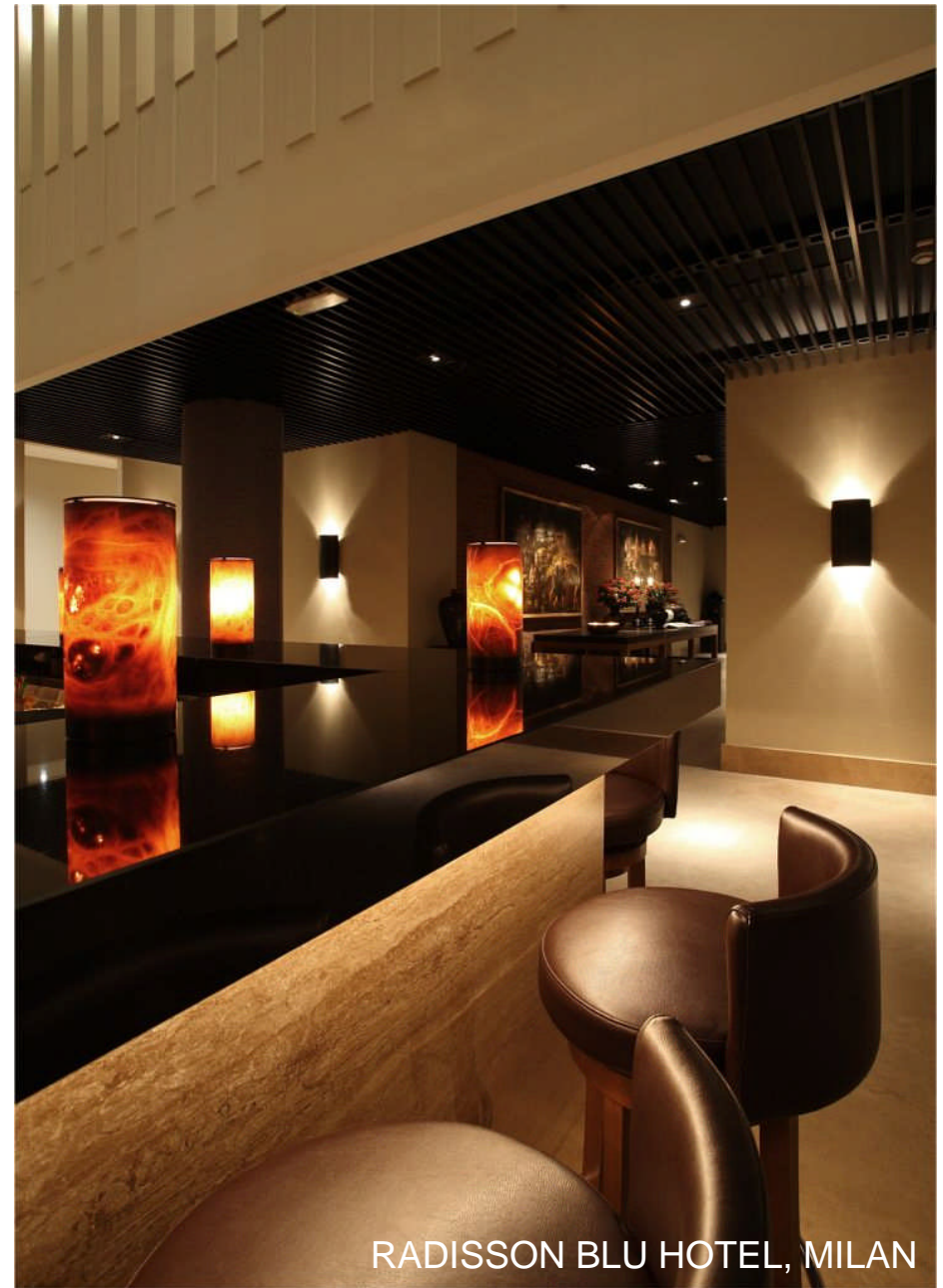
11th February 2010

15:30 CET

MARKET DEVELOPMENT

- Occupancy bottomed out in Q4
- Still pressure on room rates
- 2010 bookings ahead of last year
- Limited visibility
- Easier comparison base
- Substantial drop in industry pipeline

Early signs of occupancy recovery
Continued pressure on rates



RADISSON BLU HOTEL, MILAN

HIGHLIGHTS 2009

- L/L RevPAR down by 16% and revenue by 14% to MEUR 677
- EBITDA dropped to MEUR 5
- Cost savings ahead of plan
- Record breaking year of openings
- Room growth target achieved
- From SAS to Blu
- Hotel Missoni debut
- Awards and recognitions

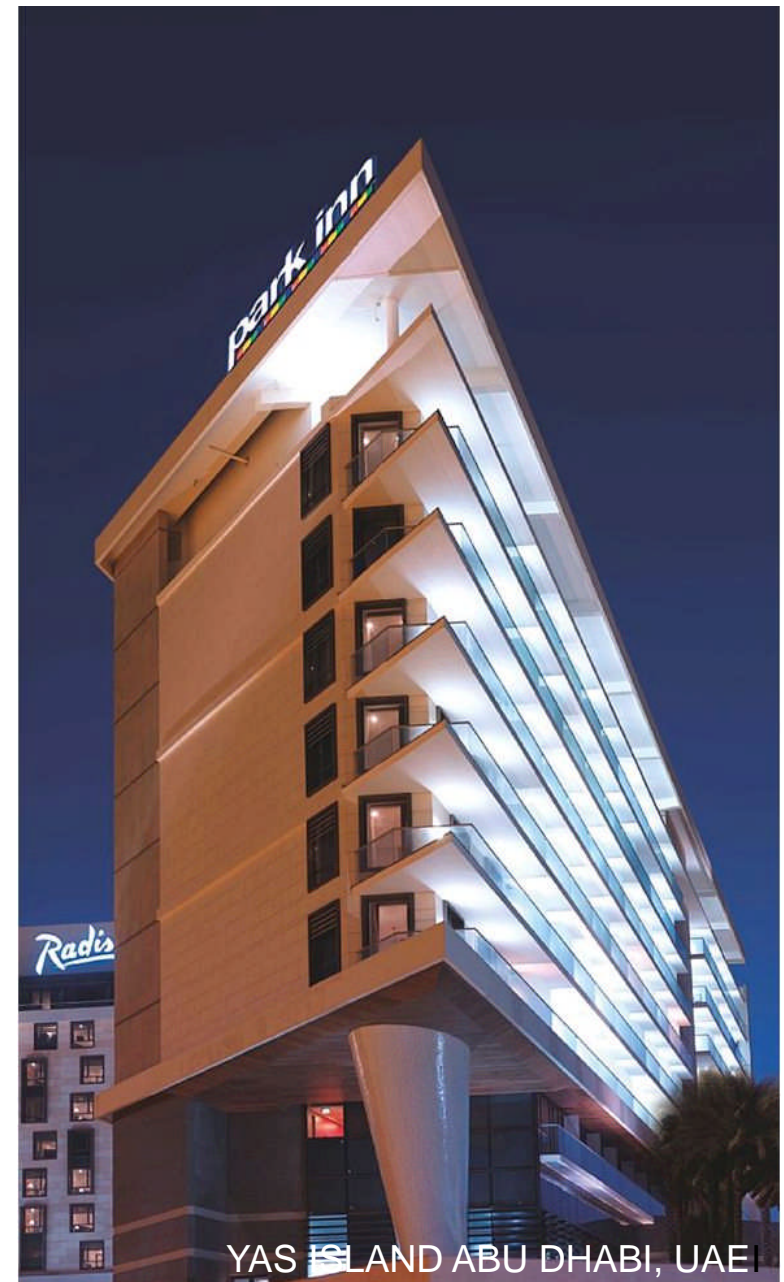


HOTEL **MISSONI**



FOCUS IN 2010

- Cash protection
- Maintain fixed cost level
- Portfolio management
- Profitable fee based growth & conversions
- Capturing revenue



YAS ISLAND ABU DHABI, UAE



BUSINESS DEVELOPMENT



RADISSON BLU HOTEL; MADRID PRADO

INDUSTRY UPDATES

- Shrinking industry pipeline
- Transaction volume at extremely low level
- Limited additions of hotel supply
- Focus on conversions
- Brands more in demand



BUSINESS DEVELOPMENT HIGHLIGHTS

Q4 2009

- 9 hotels (1,900 rooms) signed
 - 83% fee based

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- 9 hotels (2,200 rooms) opened
 - 85% fee based

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- 3 hotels (370 rooms) offline

FULL YEAR 2009

- 39 hotels (7,800 rooms) signed
 - 14 conversions with 2,900 rooms
 - 95% fee based
 - 15 primary/mega markets

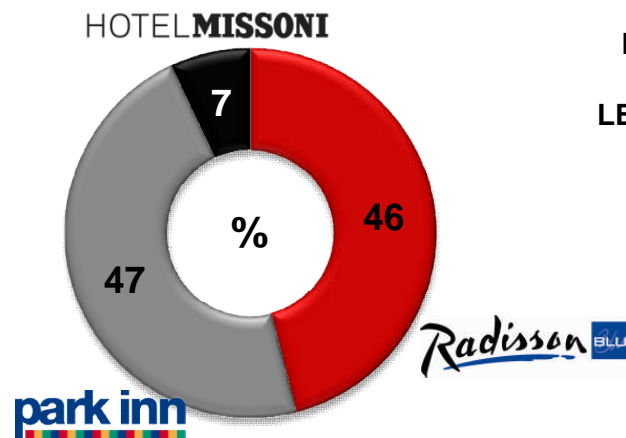
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- 36 hotels (7,100 rooms) opened
 - 87% fee based

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- 10 hotels (1,100 rooms) offline

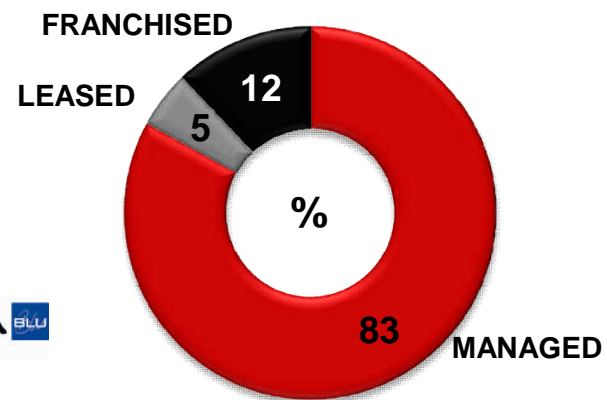
Second consecutive record year of openings

2009 SIGNINGS

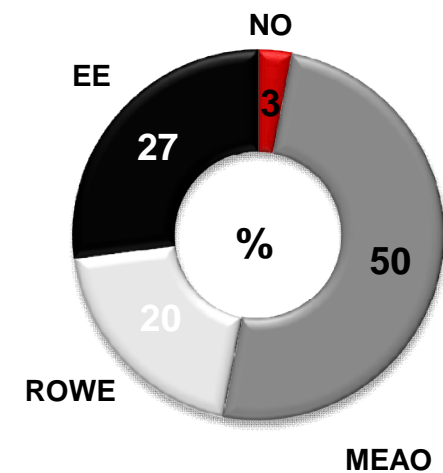
By brand



By contract type

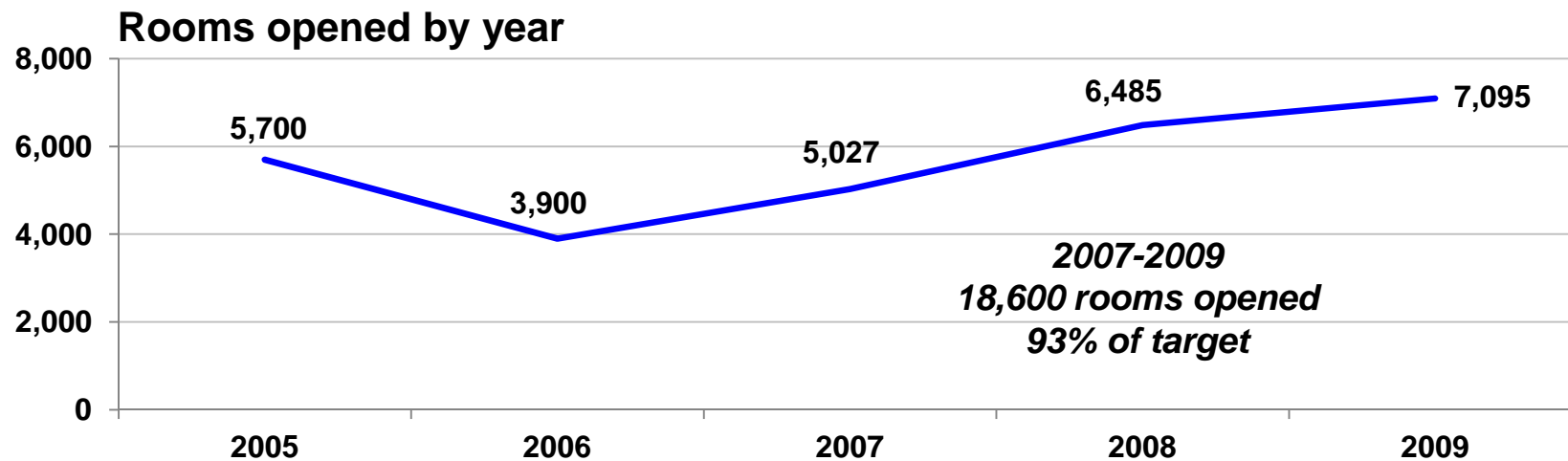
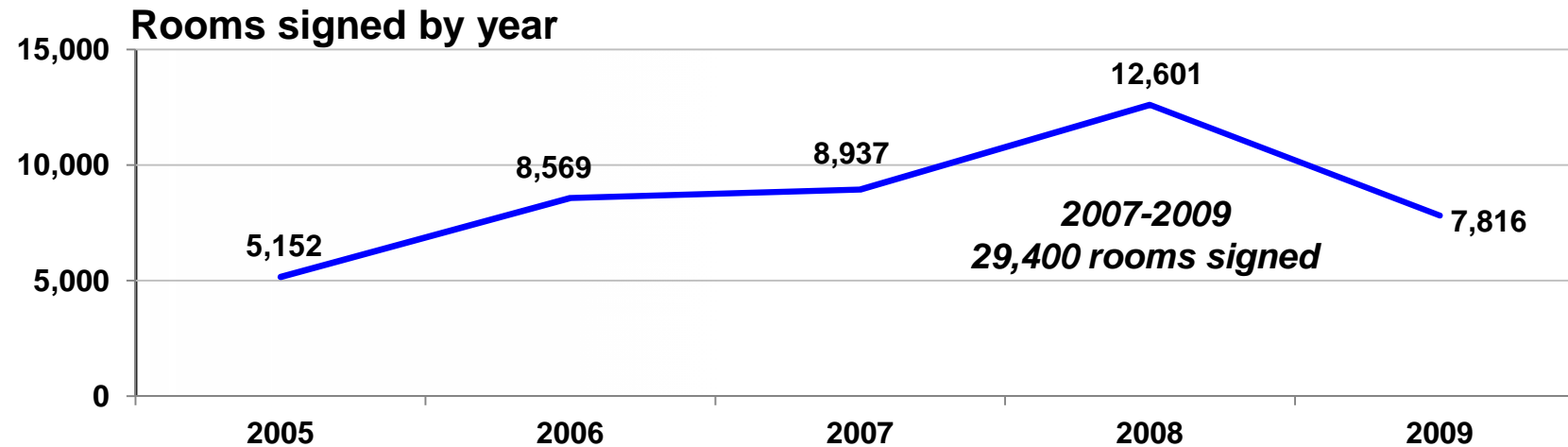


By region



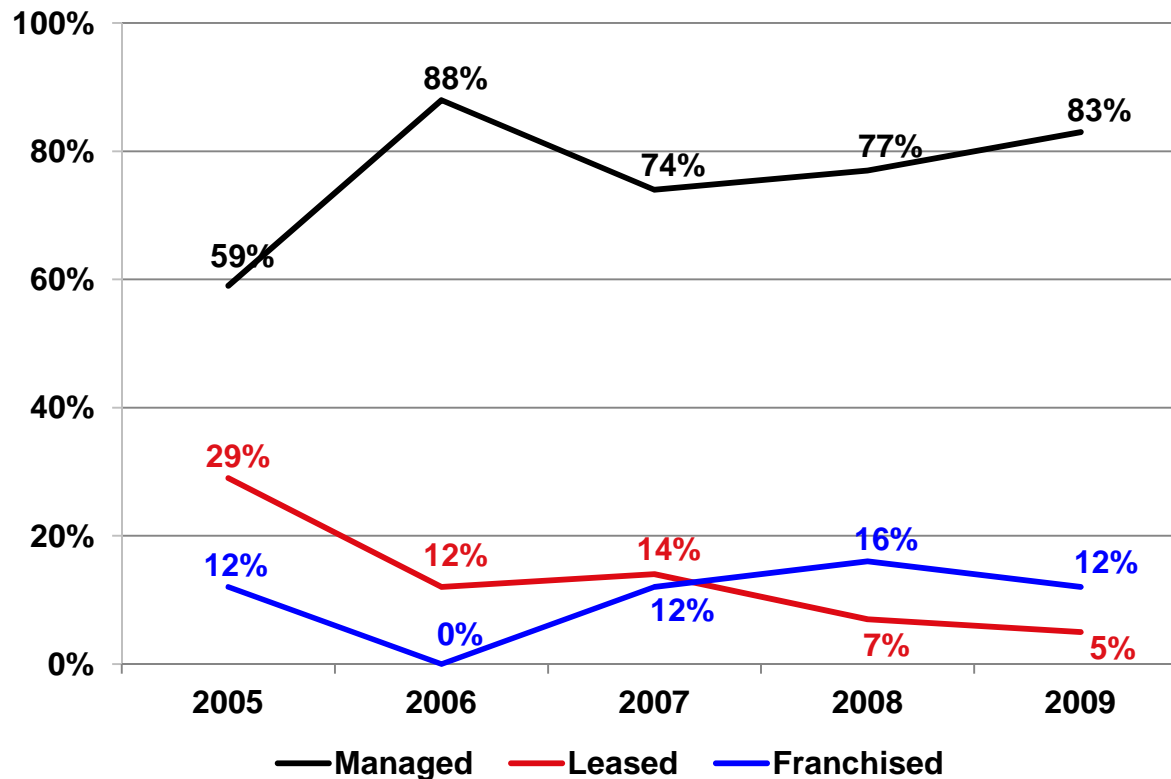
Continued focus on fee based growth

PERFORMANCE TREND



PERFORMANCE TREND

Rooms signed by contract type



Result of:

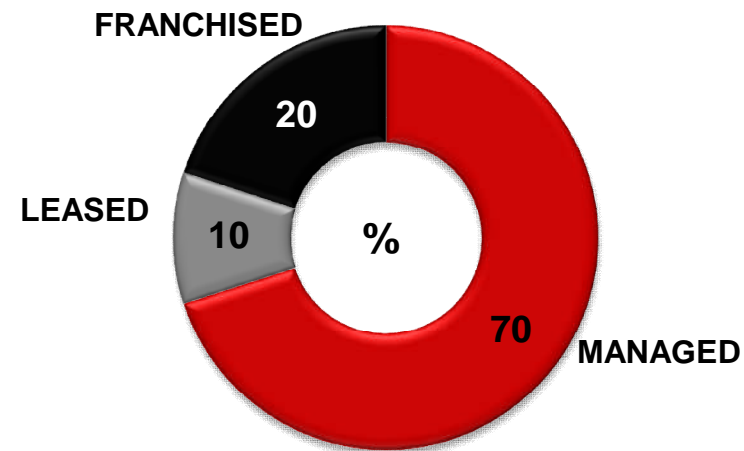
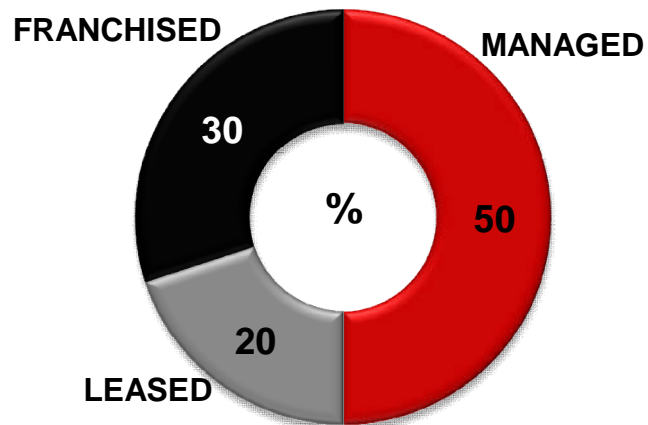
- Focus on management agreements
- Growth through franchising, rather than leases, in Central Europe
- Emphasis on emerging markets

Successful growth in line with contracting strategy

IPO GROWTH TARGET VS ACTUAL

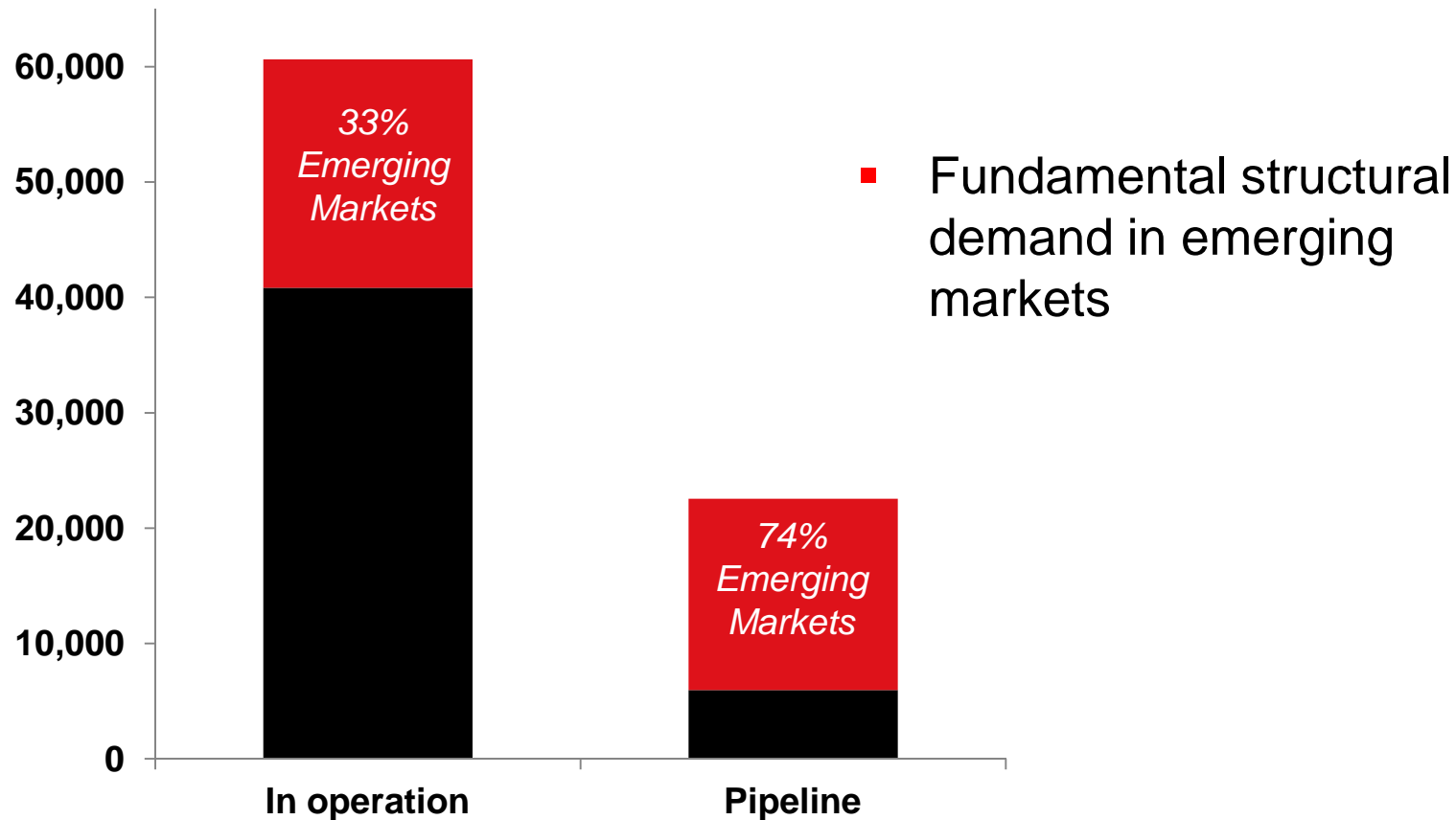
IPO 2006 goals
20,000 Rooms

Opened 2007- 2009
18,600 Rooms



Surpassing asset-light goal

UNDERSTANDING THE PIPELINE

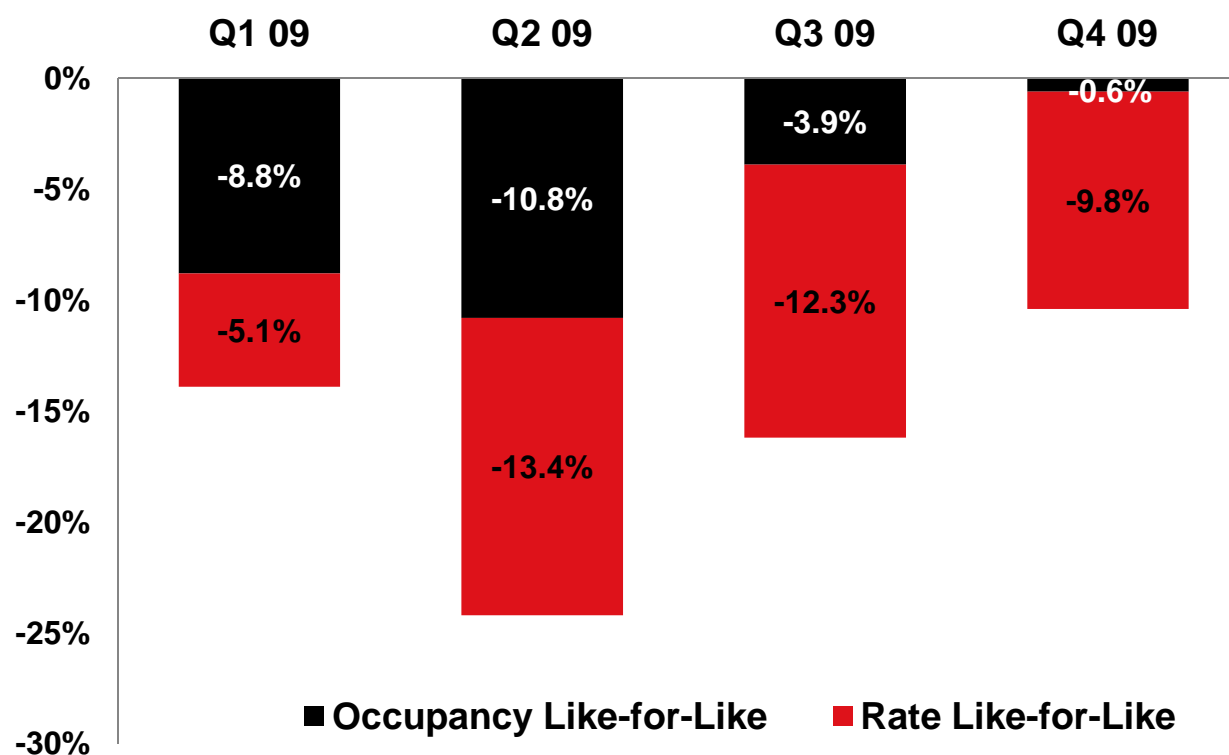


Emerging markets offer opportunity for profitable, fee-based growth






“ FINANCIAL PERFORMANCE ”

L/L REVPAR ANALYSES



Occupancy flat in the fourth quarter

STILL NEGATIVE REVPAR

L/L REVPAR BY BRAND		
% CHANGE	Q4 09	FY 09
	-10%	-16%
	-15%	-20%
	-11%	-16%

L/L REVPAR BY REGION		
% CHANGE	Q4 09	FY 09
NO	-5%	-11%
ROWE	-9%	-15%
EE	-19%	-29%
MEAO	-15%	-16%

Less decline in the UK, Germany and Sweden

FROM L/L TO REPORTED REVPAR & REVENUE

REVPAR		
% CHANGE	Q4 09	FY 09
L/L GROWTH	-10.6%	-16.4%
FX	-3.1%	-3.1%
NEW OPENINGS	-2.8%	-2.2%
REPORTED	-16.5%	-21.7%

REVENUE		
% CHANGE	Q4 09	FY 09
L/L GROWTH	-7.2%	-13.6%
FX	0.3%	-3.7%
NEW OPENINGS	3.0%	3.6%
REPORTED	-3.9%	-13.7%

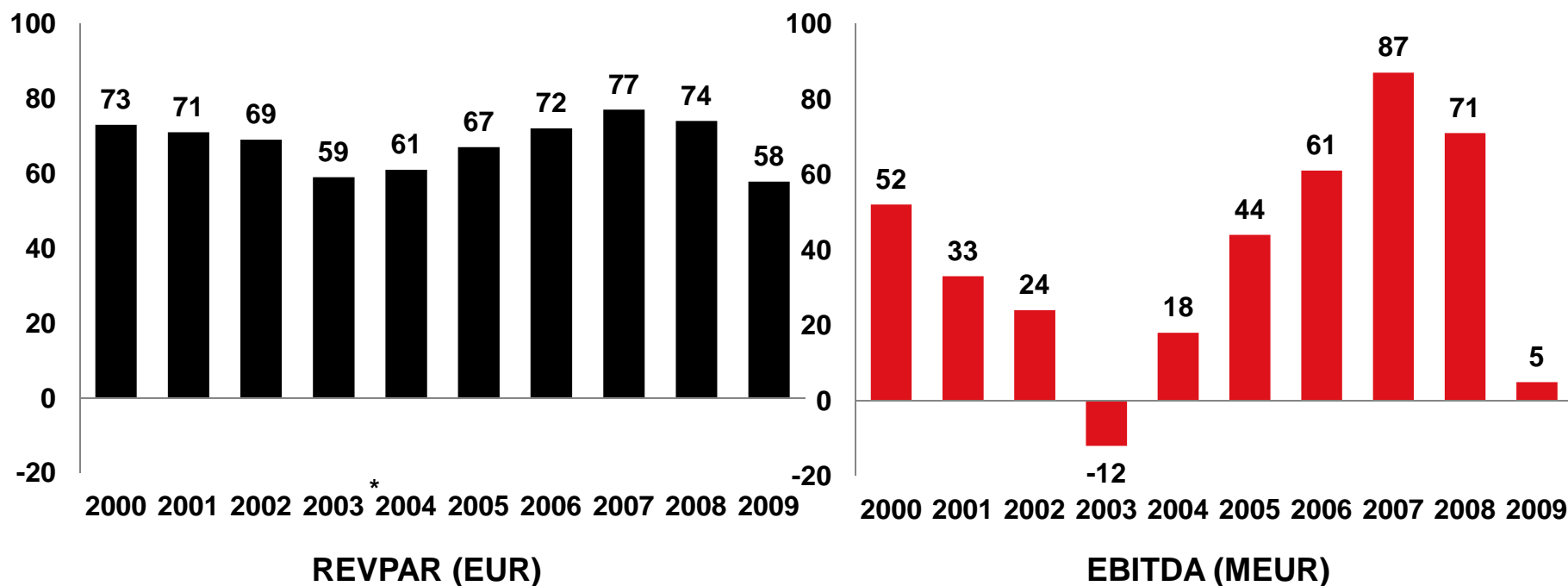
Depreciation of USD, GBP and SEK
Appreciation of NOK and CHF

KEY FINANCIAL DEVELOPMENTS

IN MEUR	Q1 09	Q2 09	Q3 09	Q4 09	FY 09
REVENUE	153	173	165	186	677
EBITDA	-15	7	3	10	5
C/F FROM OPERATIONS INCL WC	-21	2	8	5	-6
INVESTMENTS	-8	-8	-5	-3	-24
FREE CASH FLOW	-29	-6	3	2	-30
NET OPERATIONAL SAVINGS	5	8	9	10	32
NET CENTRAL COSTS SAVINGS	0	1	2	2	5

Improving cash flow trend and cost savings ahead of target

REVPAR & EBITDA BREAK-EVEN



Break-even improved from EUR 60 in 2003 to EUR 57 in 2009

INCOME STATEMENT HIGHLIGHTS

IN MEUR	Q4 09	Q4 08	VAR	FY 09	FY 08	VAR
REVENUE	186	194	-4%	677	785	-14%
EBITDAR	61	64	-5%	210	276	-24%
<i>% EBITDAR Margin</i>	33%	33%	<i>0 pp</i>	31%	35%	<i>-4 pp</i>
EBITDA	10	14	-29%	5	71	-93%
<i>% EBITDA Margin</i>	5%	7%	<i>-2 pp</i>	1%	9%	<i>-8 pp</i>
NET RESULT	0	1	-100%	-28	26	-208%

Tight cost control mitigated the negative effects on EBITDAR margin

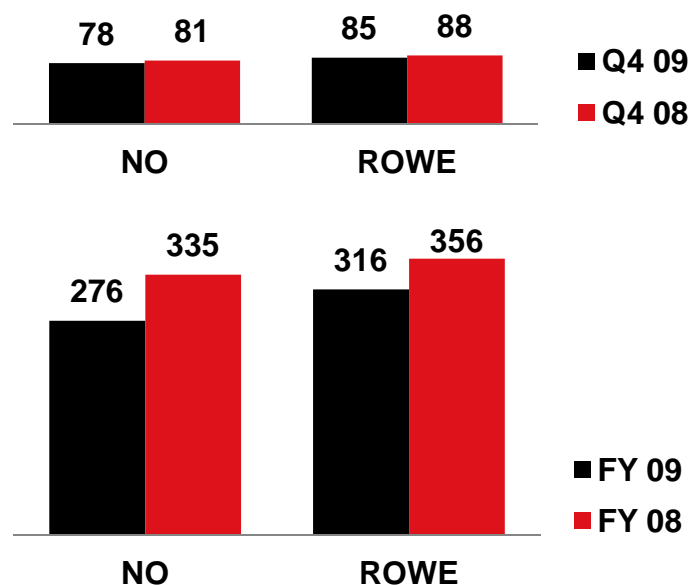
COST RATIOS

IN MEUR	Q4 09	Q4 08	VAR	FY 09	FY 08	VAR
COGS ¹⁾	25.2%	25.9%	0.7pp	26.5%	26.2%	-0.3pp
PERSONNEL ²⁾	34.6%	34.6%	0.0pp	36.4%	34.1%	-2.3pp
OTHER OPERATING EXPENSES ²⁾	22.5%	23.0%	0.5pp	23.0%	21.6%	-1.4pp
RENT ³⁾	29.9%	28.2%	-1.7pp	31.7%	28.7%	-3.0pp
GUARANTEES ²⁾	2.0%	2.0%	0.0pp	2.9%	1.4%	-1.5pp

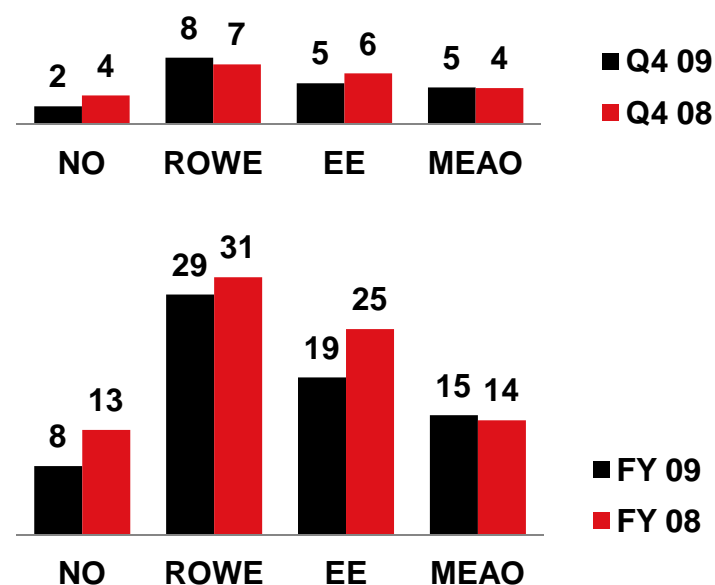
Cost ratios maintained despite 11% RevPAR drop

REVENUE SEGMENTATION

LEASED REVENUE – IN MEUR



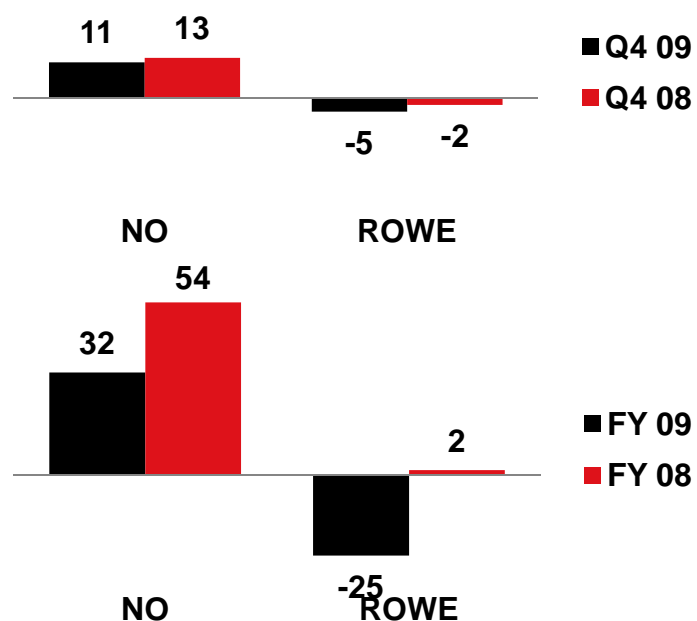
FEE REVENUE – IN MEUR



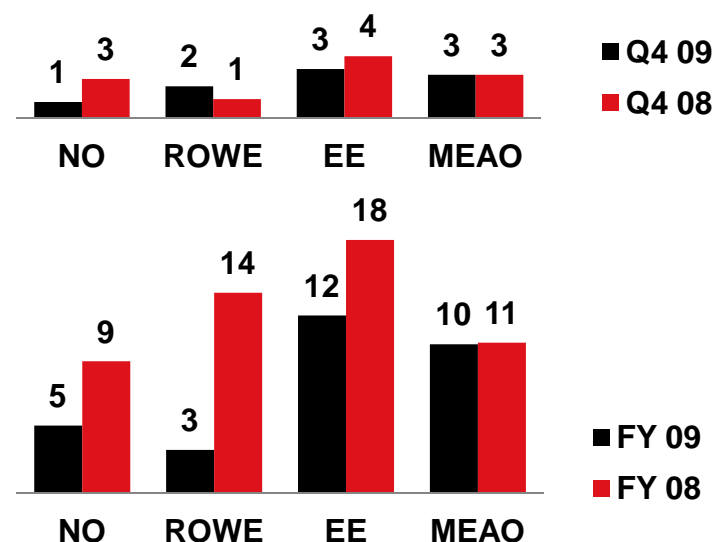
Fee revenue more resilient and positively impacted by ramp-ups and new openings

EBITDA SEGMENTATION

LEASED EBITDA – IN MEUR



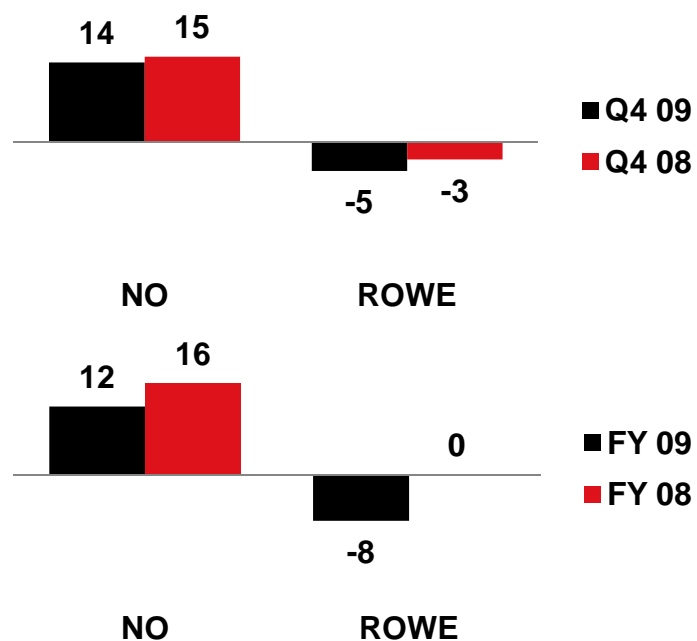
FEE EBITDA – IN MEUR



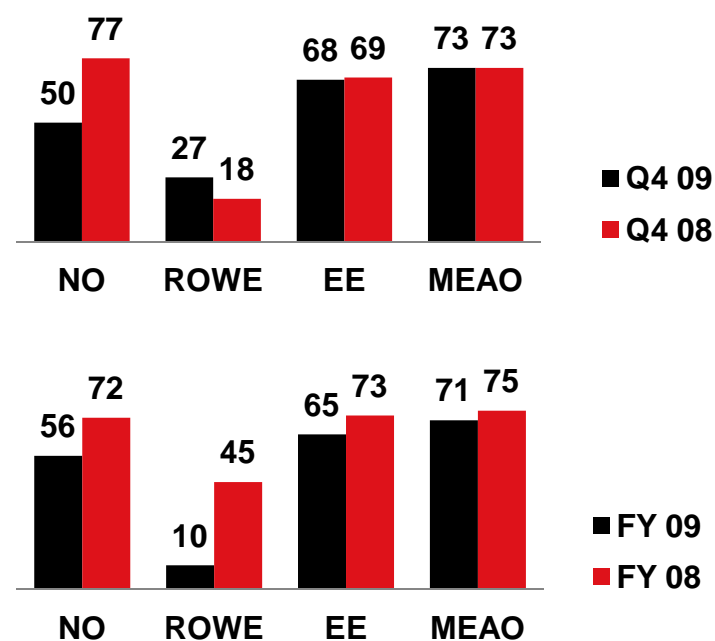
Fee revenue more resilient and positively impacted by ramp-ups and new openings

EBITDA MARGIN SEGMENTATION

LEASED EBITDA MARGIN – IN %



FEE EBITDA MARGIN – IN %



Margins in fee business remain high


FINANCIAL POSITION

- MEUR 5 in cash and MEUR 92 in unused overdrafts/credit lines

IN MEUR	2009	2008
CASH FLOW FROM OPERATIONS	-5.4	56.8
CHANGE IN WORKING CAPITAL	-0.7	5.1
INVESTMENTS	-23.5	-36.4
FREE CASH FLOW	-29.6	25.5

Tight control on working capital and CAPEX

CURRENT FINANCIAL PRIORITIES

- Maintain new level of fixed costs
 - Working capital
 - CAPEX
 - Central costs
 - Portfolio management
 - Asset-light pipeline
 - RevPAR relative to competition
- 
- Margin & cash protection



Q&A

THE
REZIDOR
HOTEL GROUP