

## THE REZIDOR JOURNEY

Kurt Ritter

President & Chief Executive Officer

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**WELCOME** TO ONE OF THE FASTEST  
GROWING HOTEL COMPANIES IN THE  
WORLD



THE **REZIDOR HOTEL** GROUP:

309 HOTELS  
WITH MORE THAN 63,000 ROOMS  
IN 48 COUNTRIES



## HOW IT BEGAN – the **Journey**

1960 First hotel:  
Radisson SAS Royal Hotel Copenhagen

1978 SAS International Hotels:  
10 hotels in Norway, Sweden & Denmark

1980 First hotel outside Scandinavia:  
Radisson SAS Hotel Kuwait

1989 19 hotels in 5 countries  
Average growth: less than 1 hotel per year

**The turning point : SAS buys 40% stakes in InterContinental**



# HOW IT BEGAN

– the **Journey**

1992-94 Most challenging years

1994 Partnership with Carlson Hotels Worldwide

2001 SAS International Hotels is renamed:  
Rezidor SAS Hospitality

2002 Introduction of a multi-brand portfolio:  
Regent, Park Inn & Country Inn

2005 Carlson becomes 25% shareholder of Rezidor SAS  
Hospitality.  
A new lifestyle hotel brand is launched: Hotel Missoni



## THE **STORY** SINCE YOU KNOW IT

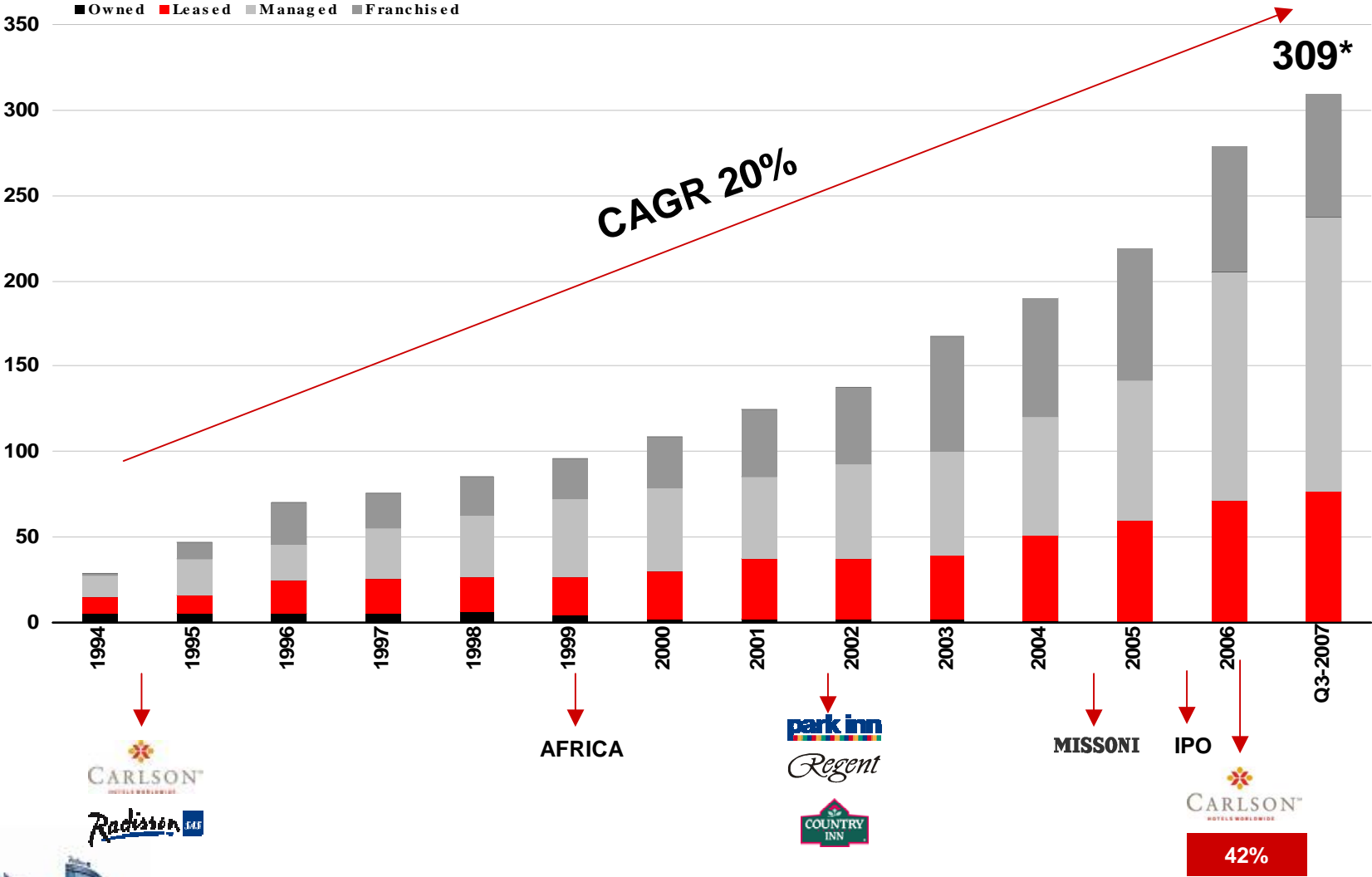
Nov 2006 Listed on the Stockholm Stock Exchange  
A new name marking the start of a new era:  
The Rezidor Hotel Group

May 2007 Carlson becomes the largest shareholder

Dec 2007 One of the world's fastest growing hotel companies,  
309 hotels in operation and under development in 48  
EMEA-countries, encompassing over 63,000 rooms

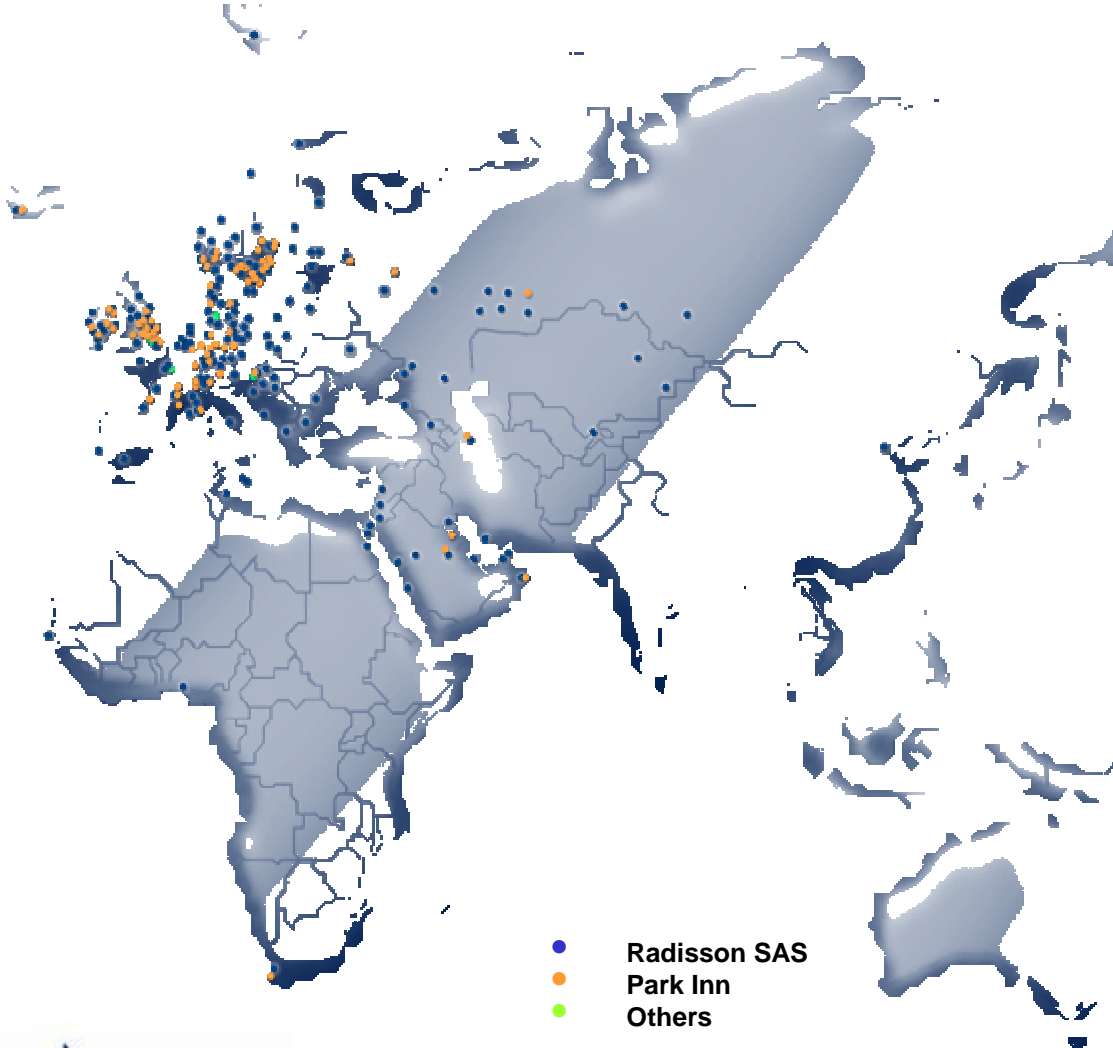


# THE GROWTH



NOTE \* Number of hotels in operation & under development dated 30-Sep-2007

# THE GLOBAL POWER OF OUR BRANDS






- EMEA
  - 48 countries
  - 309 hotels
  - Over 63,000 rooms
  - Over 25,000 employees
  
- Worldwide
  - Long-term MFAs with Carlson
  - 965 hotels
  - One of the world's largest companies in travel, cruise, hotel, restaurant & marketing arenas

**NOTE** Map based on rooms in operation and under development dated 30-Sep-2007  
MFAs = Master Franchise Agreements





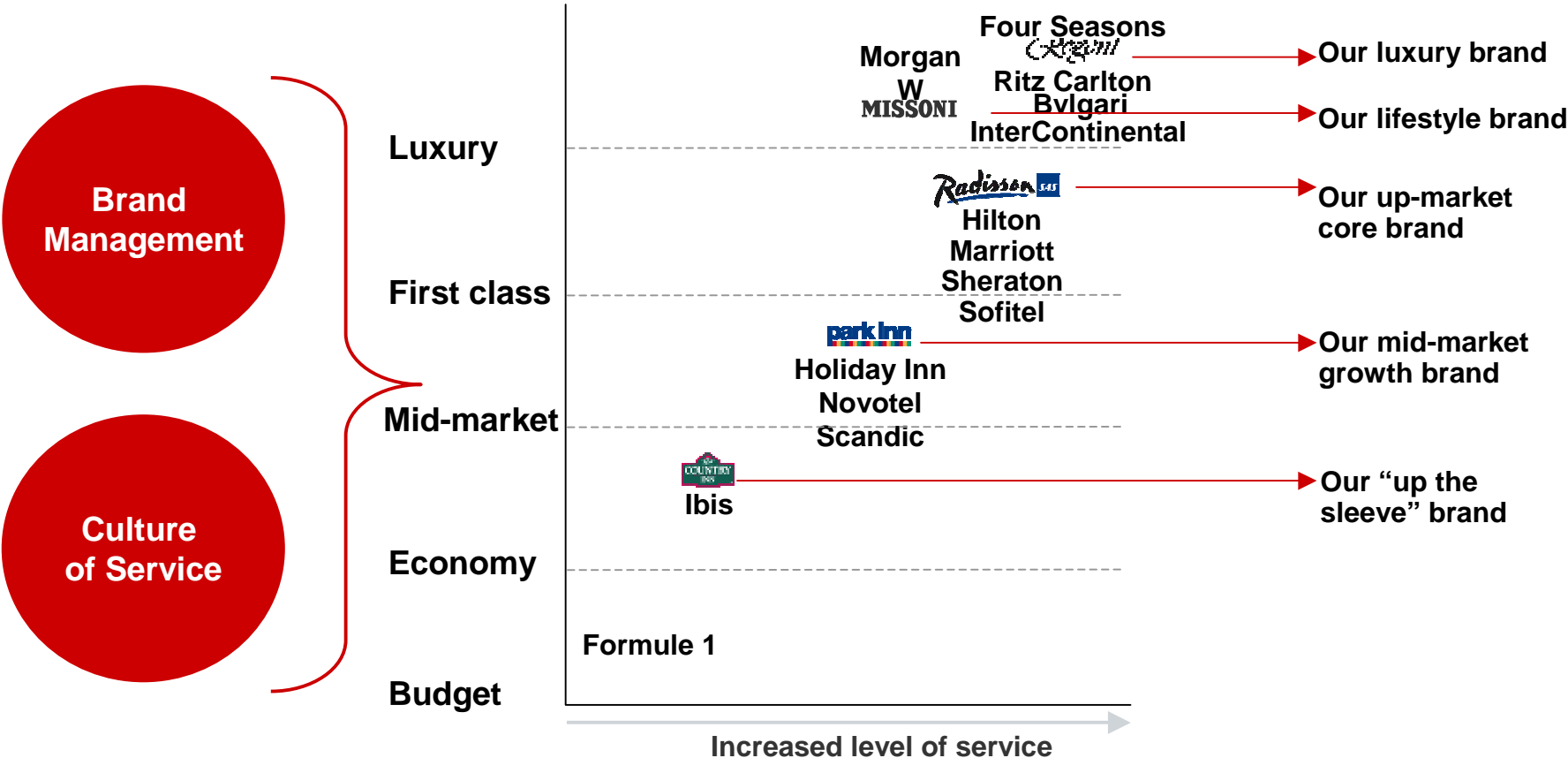
# SUMMARY / HOTEL INTENTORY

Brand	Segment	Hotels		Rooms	
		Operation	Development	Operation	Development
	Upscale	157	38	35,169	8,404
	Mid-market	68	32	12,227	5,228
<i>Regent</i>	Luxury	2	2	404	563
<b>MISSONI</b>	Luxury / Lifestyle	-	3	-	427
	Economy	3	-	169	-
<b>UNBRANDED</b>	-	4	-	480	-
<b>TOTAL</b>			<b>309</b>		<b>63,071</b>



NOTE Dated 30-Sep-2007

# THE PORTFOLIO OF BRANDS



Source HVS International



## THE STYLISH FOUR-STAR PLUS

Our vehicle to market leadership

- “New breed” hotels
- Spectacular architecture and interior design – creating “wow!”
- Responding to emerging demand for lifestyle hotels from a broader target audience
- With massive fresh inventory we have a strong competitive advantage
- Portfolio has reached 200 hotels
- Awarded by J.D. Power as the leading European hotel brand in the upper upscale segment 2007









*Radisson* 



## YOUNG & INNOVATIVE HOTELS

Sleep well. Live well.

- Young, fresh and full of energy
- Mastering the essentials
- Warm and casual service
- Spotlessly clean, easy to use, safe and fun
- Aim to provide, quite simply, the “Best Sleep in Town”
- More than 100 hotels – and more flagships to come
  - Park Inn Stockholm Waterfront 2010
- Awarded by J.D. Power as the leading European hotel brand in the economy segment











# *Regent*

**LUXURY FOR ALL SENSES**  
A legend of hospitality

- The TAO of Regent
- Supreme luxury
- Personalized service
- Architectural excellence
- Traditional values,  
a modern touch
- Established hotels in Berlin and  
Zagreb
- New properties to be opened in  
Bordeaux and Dubrovnik







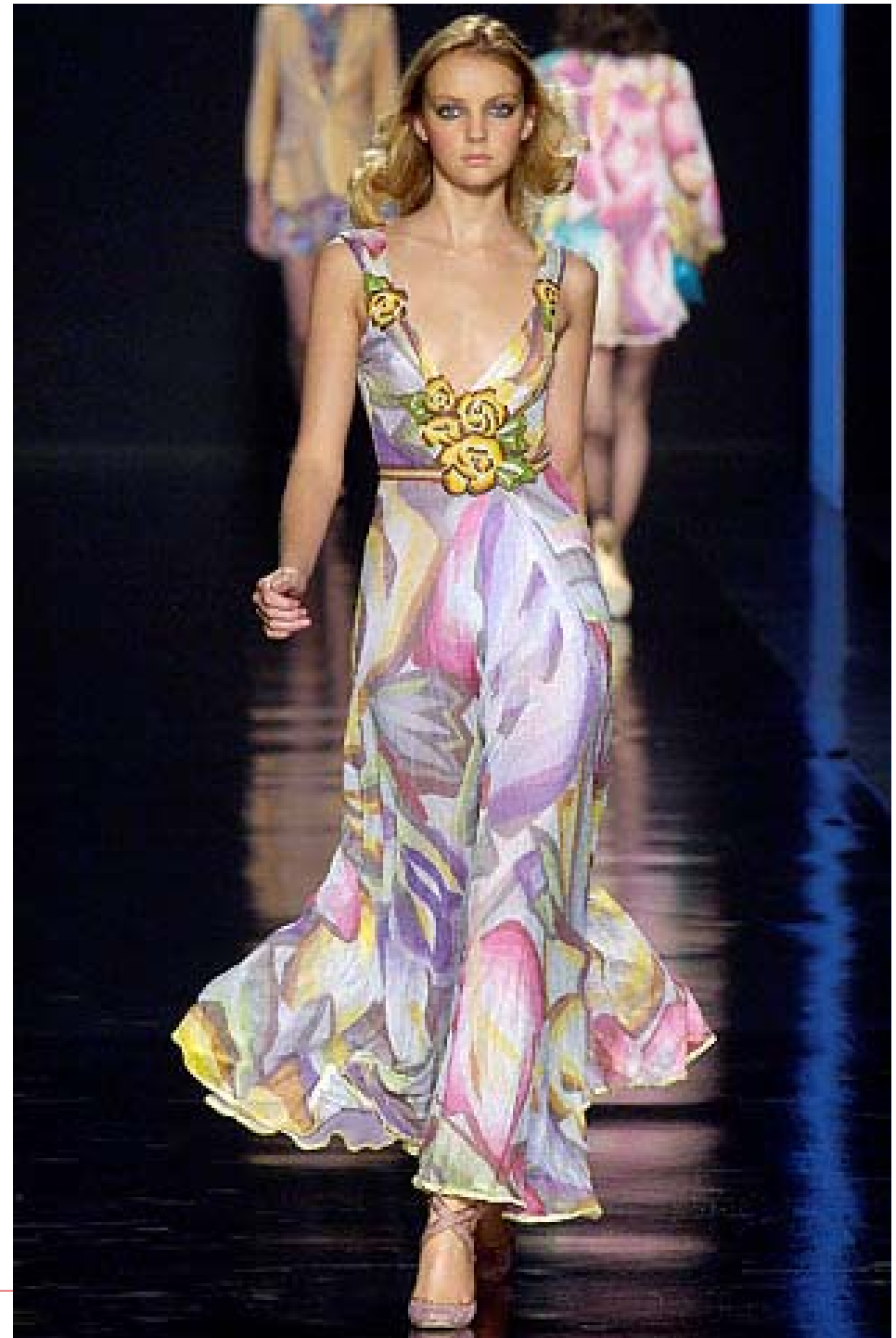


*photo : Alain Garitani - Alban Gilbert*

# MISSONI

## THE NEXT GENRE OF LIFESTYLE New luxury

- Premium brand → premium performance
- Entering into fashion hotel segment
- Global Master License Agreement: 2005
- First Missoni hotel to debut in 2008
- Flexible brand model  
→ Hotel, Bar, Cucina, Spa, Mocha, Restaurant





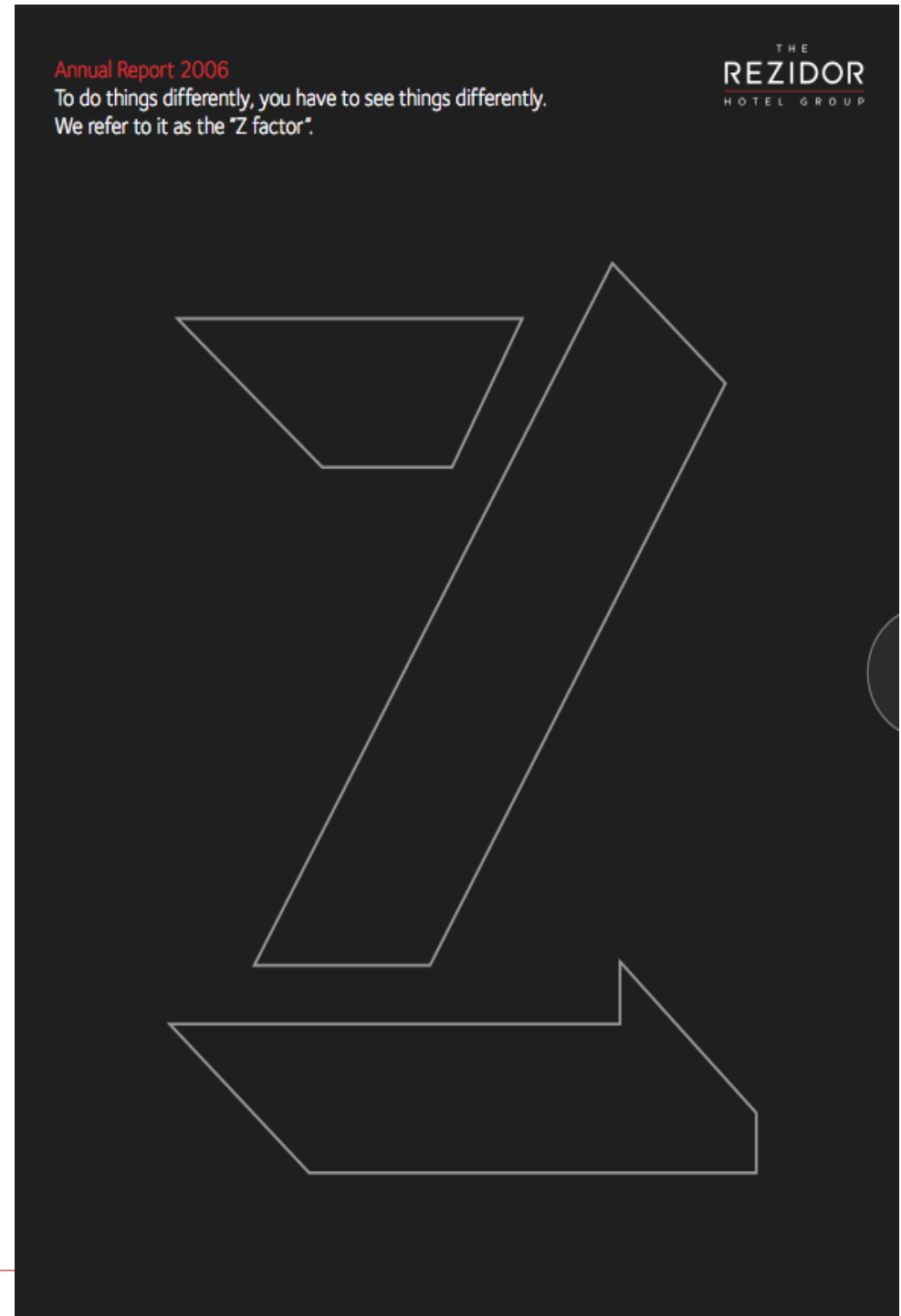




# WHO WE ARE

## Our USPs

- Living the Z-factor:  
Do things differently –  
Make difference!
- A spirit of pioneering:
  - first to go “asset light”
  - first to focus on managing other peoples’ brands
  - first to establish Responsible Business program
  - first to arrive in emerging markets such as Russia

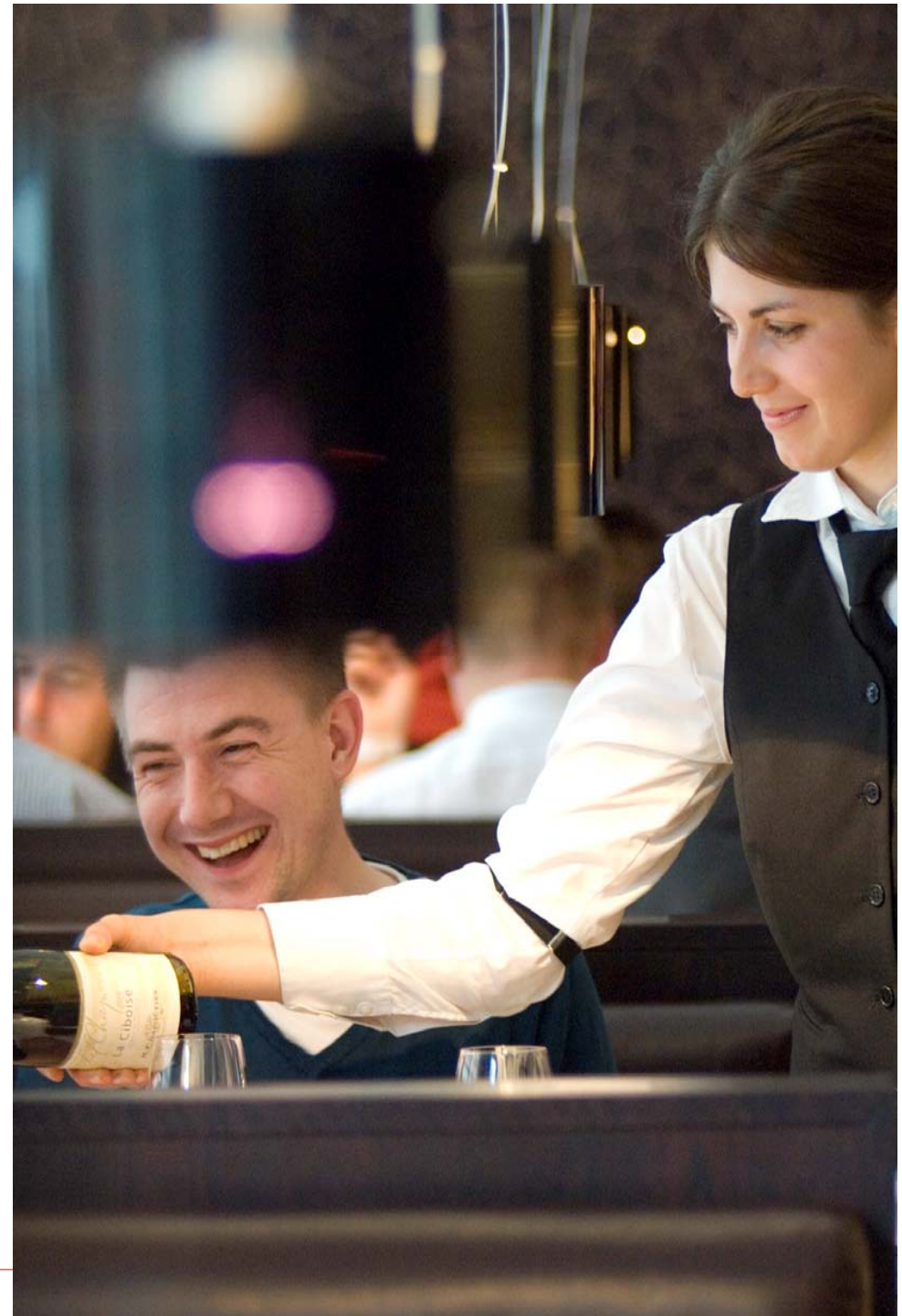


# WHO WE ARE

## Our USPs

Yes! Can!

- Unique culture of service
- Re-inventing genuine hospitality
- A fun & rewarding environment
- Always going the extra mile





WE ARE A PEOPLE COMPANY

## OUR EMPLOYEES

- 25,000+
- We focus on individuality & personality
- We hire attitude and train for skills
- We promote from within
  - 95% of our GMs are “home grown”
- We offer ongoing training
  - Rezidor Business School
- We build loyalty



# OUR GUESTS

- Benefit from a culture of innovative hospitality and pioneering initiatives
  - first to offer Free Internet
  - first to have a marketing partnership with Nespresso
  - first to offer 100% Guest Satisfaction Guarantee
- Experience a strong service culture fuelled by Yes I Can!
- Experience new F&B concepts
  - Filini, Verres en Vers, Sure
- Get Best Price Guarantee
  - Good value for money
  - Attractive packages
  - Priced to sell, not to discount



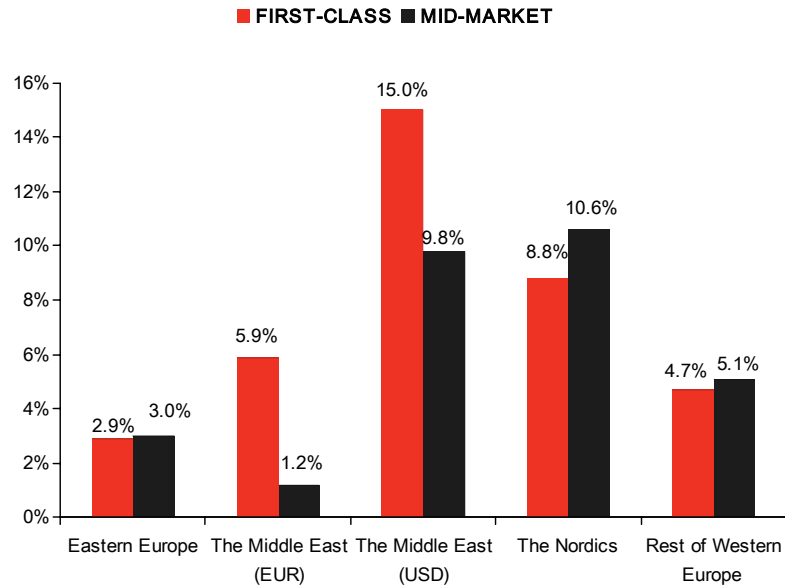
# OUR OWNERS & DEVELOPERS



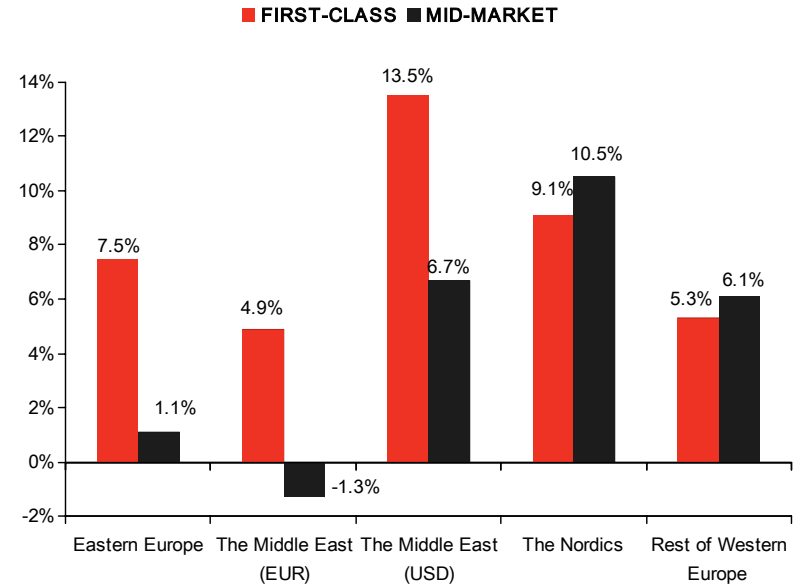


# A DYNAMIC INDUSTRY

## REVPAR GROWTH IN Q3-2007



## REVPAR GROWTH YTD-2007






- 4 years of positive RevPAR growth
- Strong market development in EMEA
- Continued RevPAR growth in the Nordics






**NOTE** Eastern Europe Mid-Market excludes Russia & CIS (no data available)

**SOURCE** HotelBenchmark™ Survey by Deloitte

# CONTINUED **REVPAR** GROWTH

LIKE-FOR-LIKE REVPAR PER BRAND		Q3-2007	Q3-2006	VAR %	JAN-SEP 2007	JAN-SEP 2006	VAR %
		88.1	79.9	10.3%	84.4	77.8	8.5%
		57.5	51.5	11.7%	51.3	47.2	8.7%
		82.6	74.5	10.9%	79.6	73.3	8.6%

TOTAL REVPAR PER BRAND		Q3-2007	Q3-2006	VAR %	JAN-SEP 2007	JAN-SEP 2006	VAR %
		87.8	79.7	10.2%	83.9	77.5	8.3%
		56.6	51.5	9.9%	49.2	48.1	2.3%
		81.3	74.4	9.3%	76.7*	72.5	5.8%

**NOTE**

\* Negative impact of 1.1% due to foreign exchange  
Including Managed & Leased hotels only

Like-for-like: same hotels in operation during the previous period compared



# REZIDOR HOTEL GROUP

## What we stand for

- Our business is all about trust & loyalty
- We create value for all stakeholders
- We keep changing the game
- We are opportunity-driven and not afraid of the new
- We offer an entrepreneurial flair & a unique culture

**WE PROMISE ... WE DELIVER**



**WE PROMISE... WE DELIVER**

**12%**

EBITDA margin over business cycle

**20,000**

New hotel rooms  
to be opened by end 2009

