

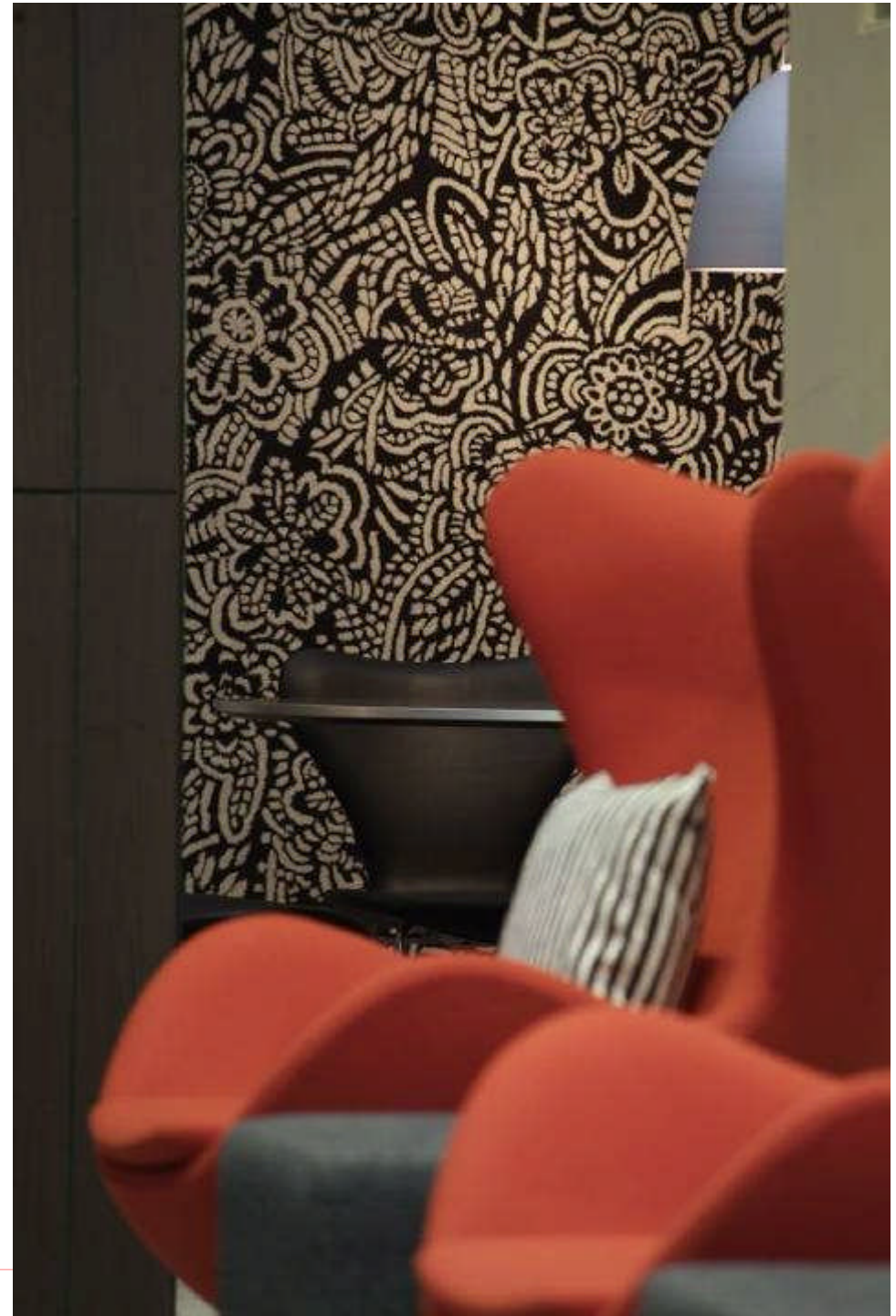
WELCOME

TO ONE OF THE
FASTEST GROWING
HOTEL COMPANIES
IN THE
WORLD



TODAY'S HIGHLIGHTS

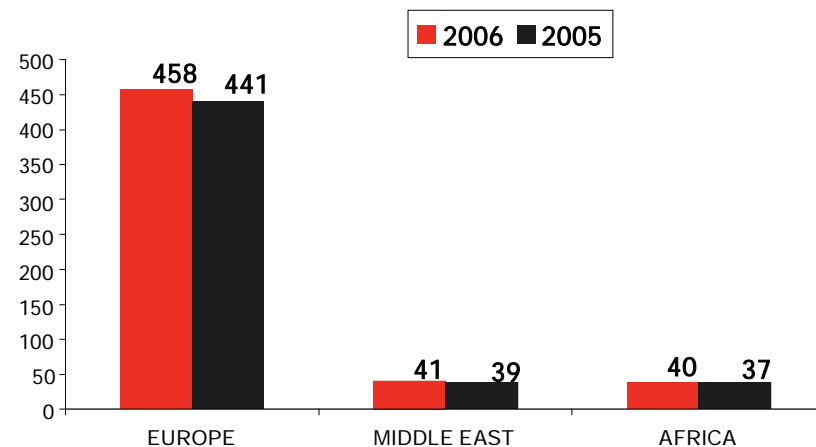
- European hotel industry
- Getting to know Rezidor
- Our brands
- Our business
- The numbers
- Where do we go from here?



OPERATING IN A VERY DYNAMIC INDUSTRY

- Strong global economy
- Travel & Tourism the largest industry in the world : 10+% of global GDP
- More than 842 million global travellers in 2006
- Increased travel especially by middle income group and Asian population
- Russia and CIS – upcoming business and tourist destinations

International Tourist Arrivals in EMEA (millions)



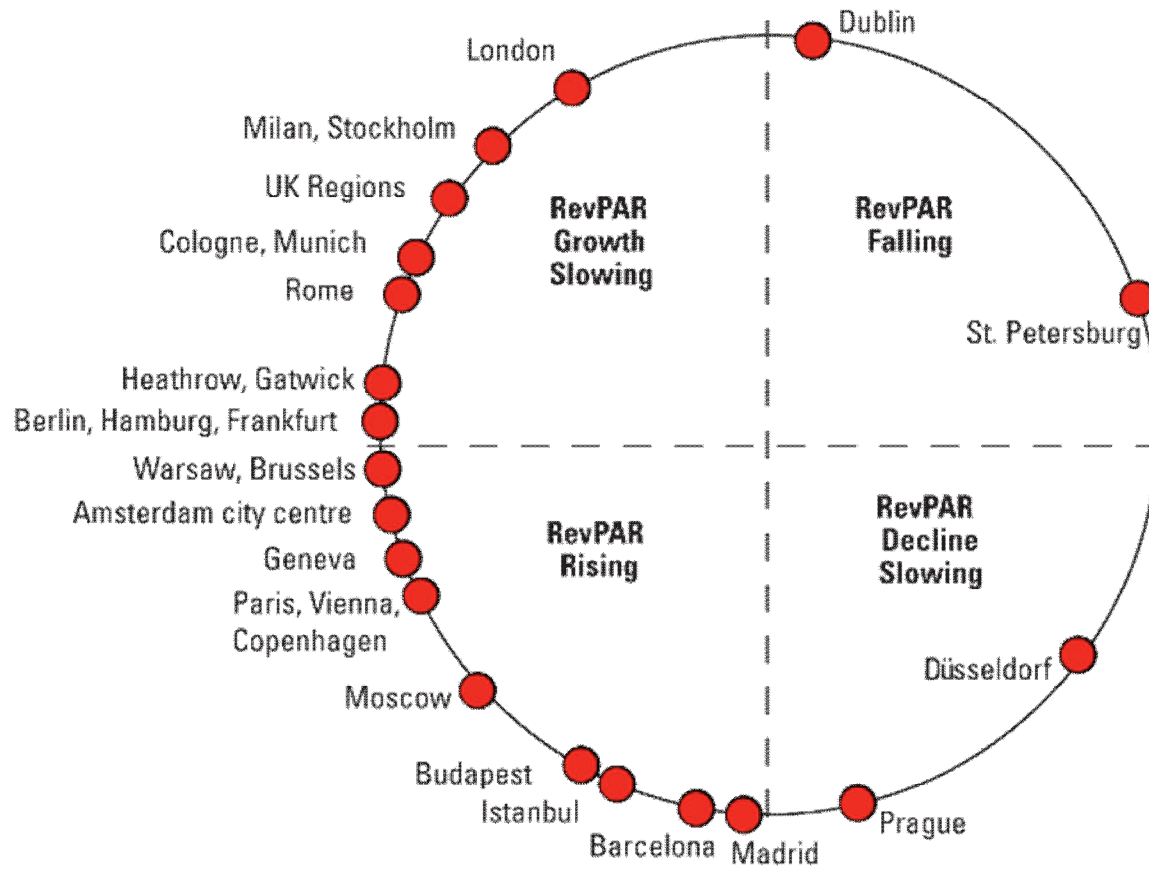
THRIVING EUROPEAN HOTEL INDUSTRY

- Fundamentals remain robust
- Europe is the largest hotel region in the world with 6.6 million rooms
- Strong hotel demand in the next 10 years
- Strongest growth forecasted in mid- and economy market

- Four record breaking years in the hotel transaction market
- Only about 30% today affiliated to major brands
- Ample liquidity in the market
- Hotel industry now recognized as an asset class for investors



HOTEL MARKET CYCLE



SOURCE: Jones Lang LaSalle Hotels
 2007 Hotel Investment Outlook



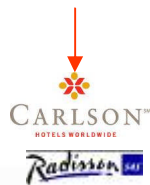
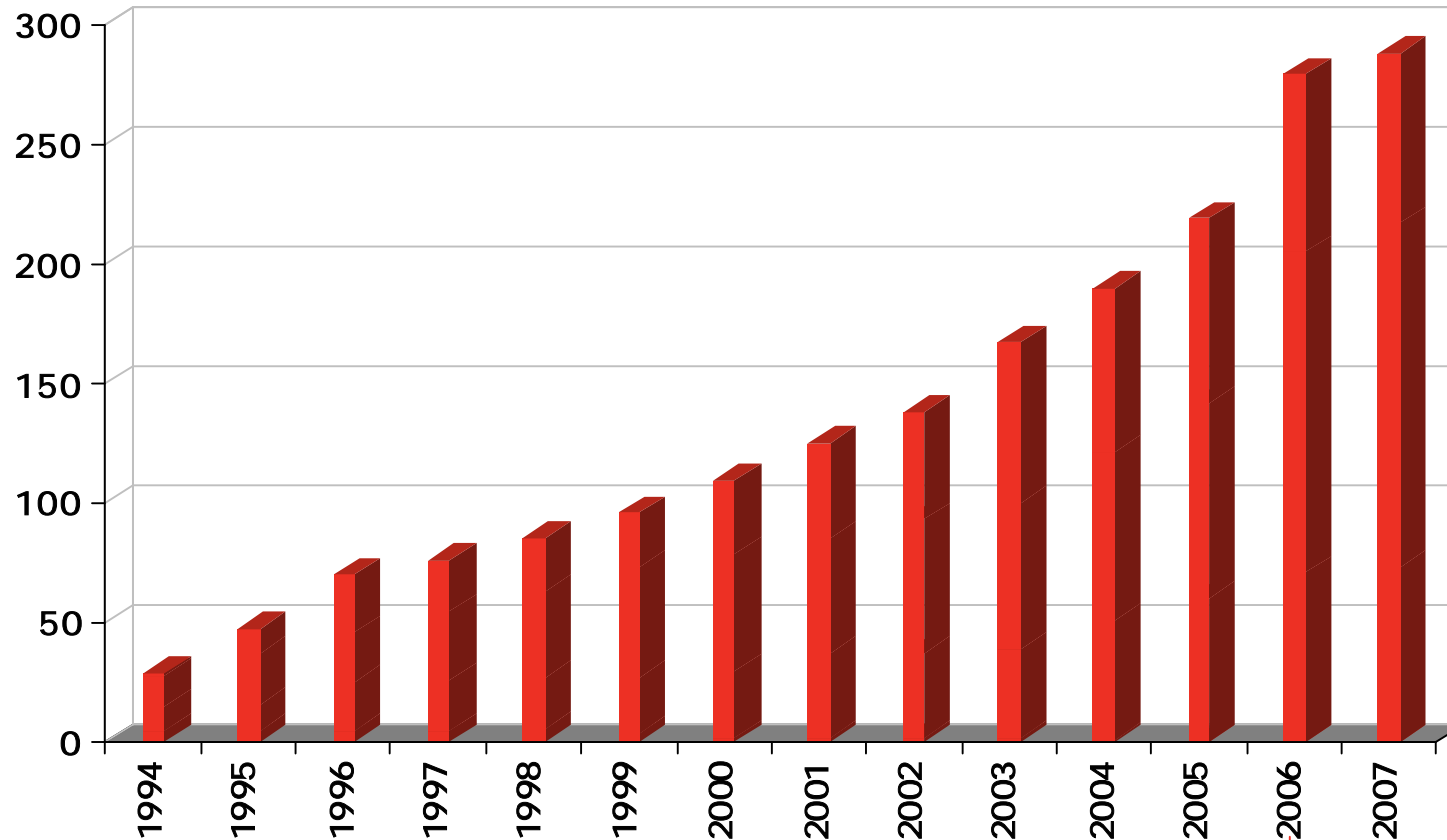
“ we

LOVE

our business

”

...AND OUR GROWTH RECORD SHOWS IT



↓
AFRICA



↓
MISSONI
↓
CARLSON
HOTELS WORLDWIDE

25%

↓
CARLSON
HOTELS WORLDWIDE

35%



NOTE: Number of hotels in operation & under development

WHY US?

- Industry challenger: we do things differently – to make a difference
 - first to go “asset light”
 - first to focus on managing other peoples’ brands
 - first to establish ambitious Responsible Business program
 - first to align “rack rate”/AHR – max 30% gap

WE PROMISE, WE DELIVER



WHY US? FOR GUESTS

- A culture of Innovative Hospitality with many many pioneering initiatives
 - first to offer Free Internet
 - first to have an award winning marketing partnership with Nespresso
 - first to offer 100% Guest Satisfaction Guarantee
- Strong service culture fuelled by Yes I Can!
- Best Price Guarantee
 - Good value for money
 - Attractive packages
 - Priced to sell, not to discount!

City breaks, Spa, Adventure Golf, Shopping and much more.

Easy booking

Sign up

Call toll-free from the listed countries

Denmark: 8888 4784	Japan: 00521 45 2445
France: 800 11 58 75	Korea: 152 1919
Germany: 800 11 58 75	Latvia: 800 661 401 (sat for 800 712 8055)
Italy: 800 11 58 75	Poland: 800 810 119 (sat for 800 712 1281)
Spain: 800 11 58 75	Russia: 800 253 1265
Sweden: 800 11 58 75	Saudi Arabia: 800 800 2222 2222
Switzerland: 800 11 58 75	Singapore: 800 214 1265
USA: 800 11 58 75	South Africa: 800 119 20
UK: 800 11 58 75	Thailand: 800 800 2222 2222
China: 800 11 58 75	Turkey: 800 253 1265
India: 800 11 58 75	United Arab Emirates: 800 253 1265
Malaysia: 800 11 58 75	USA: 800 11 58 75
Philippines: 800 11 58 75	UK: 800 11 58 75
Singapore: 800 11 58 75	China: 800 11 58 75
Taiwan: 800 11 58 75	India: 800 11 58 75
Thailand: 800 11 58 75	Malaysia: 800 11 58 75
Vietnam: 800 11 58 75	Philippines: 800 11 58 75

Important information Terms and Conditions - Radisson SAS Hotels & Resorts

shortbreaks.radissonsas.com

Radisson SAS HOTELS & RESORTS

meeting facilities directory

THE REZIDOR HOTEL GROUP



WE PROMISE, WE DELIVER

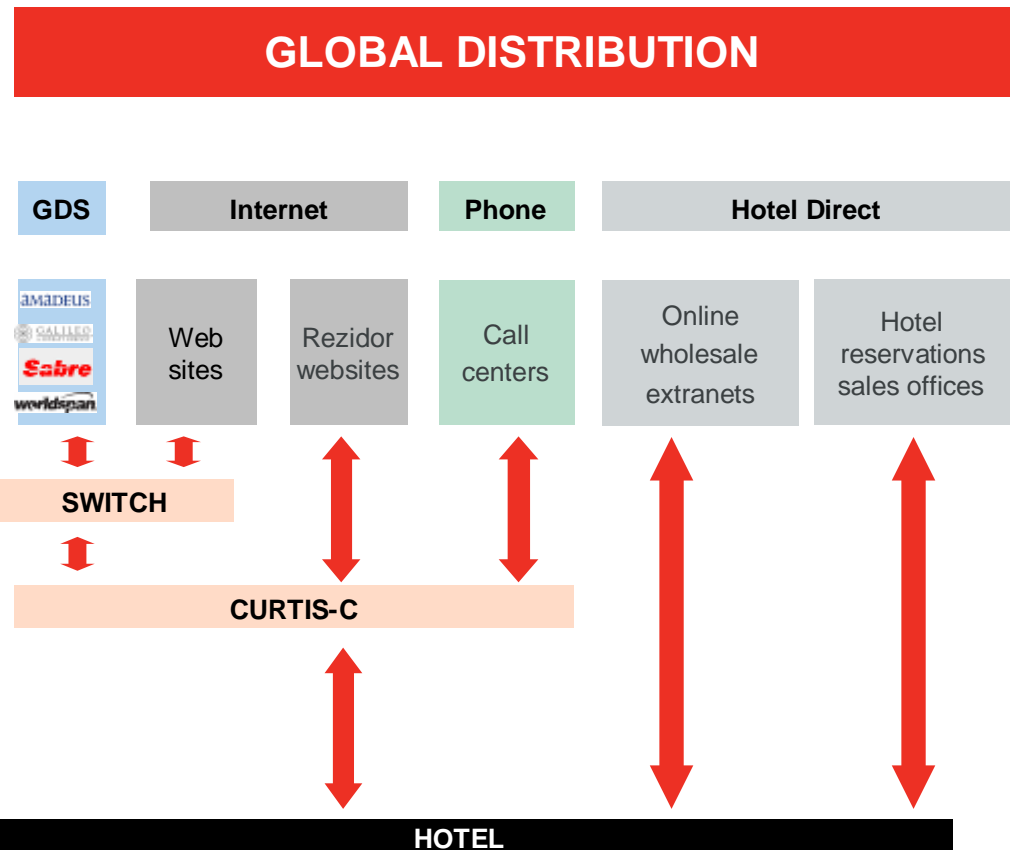


WHY US? FOR HOTEL OWNERS AND DEVELOPERS



IT'S ALL ABOUT REACH

- ONE MILLION visitors a month on brand websites
- Local language sites serving key markets
- Be with the best →



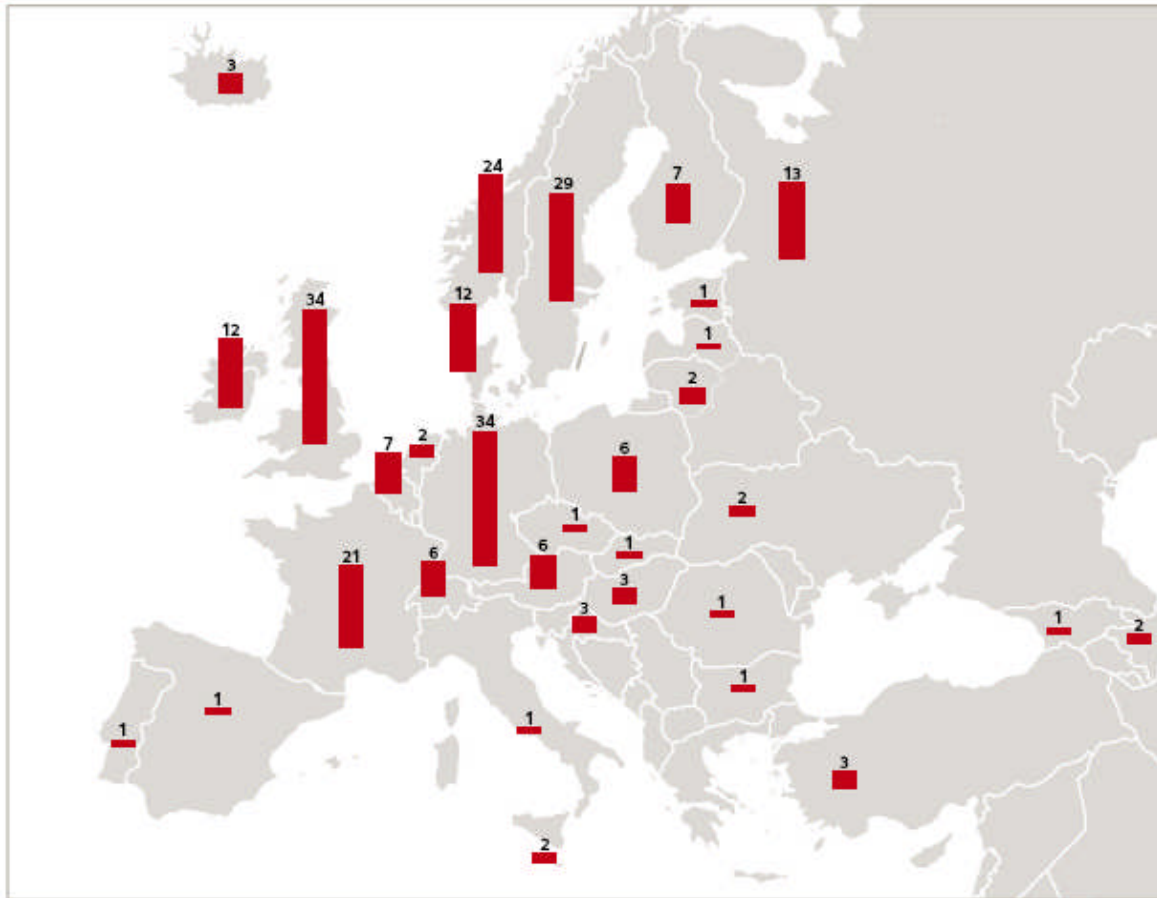
MARKET LEADERS

- Radisson SAS – 2nd largest upscale brand in EU 25
- The Nordic leaders
 - Radisson SAS the Best International Hotel Chain in Sweden and Norway by Grand Travel Awards
- Pole position in Russia & CIS
 - Rezidor awarded the Best International Hotel Group
 - Radisson SAS the largest international upscale/luxury brand
 - Park Inn the largest international mid-scale hotel brand
- Substantial presence in key markets
 - Germany, UK & Ireland, France & Benelux



OPERATING & DEVELOPING IN 47 COUNTRIES

Leading international hotel company in **Russia...** and **CIS**



ASIA



THE MIDDLE EAST



AFRICA

Expanding
Africa



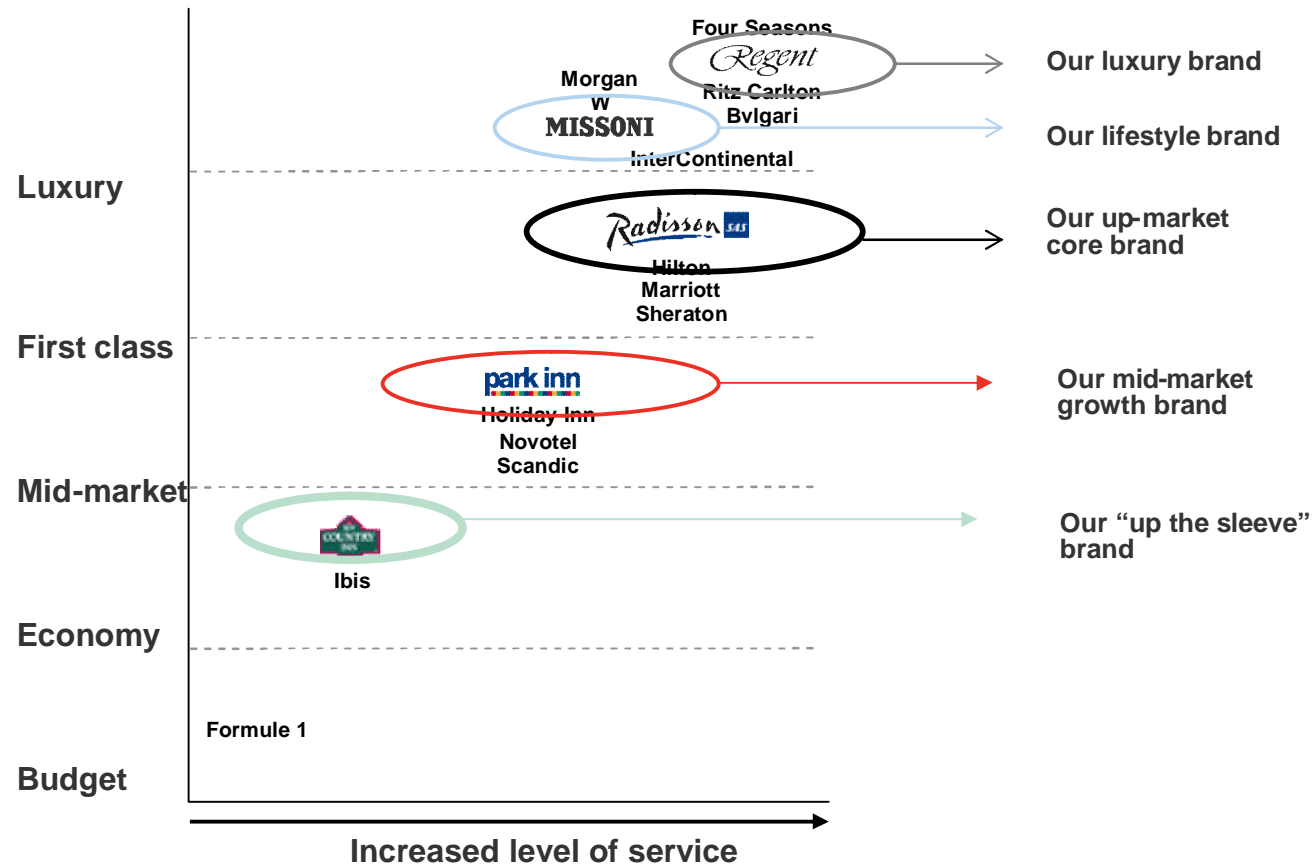
A PORTFOLIO OF GREAT **BRANDS**

from select service to ultimate luxury



WELL POSITIONED

Across the brand map



Radisson 

HOTELS THAT  TO SAY YES





THE STYLISH FOUR-STAR PLUS our vehicle to market leadership

- “New breed” – new generation 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



Vienna Style



Rome



Astana



park inn

UP & COMING





young and innovative mid-market hotels,
positioned for fast growth

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”

THE
REZIDOR
HOTEL GROUP



www.parkinn.com



Baku



Ekaterinburg



Regent

UNASHAMED LUXURY



Regent

a contemporary take on traditional luxury

THE
REZIDOR
HOTEL GROUP

Live the luxury

- A living legend
- Delivering supreme luxury for the spirit and all the senses
- Architectural excellence, complete comfort and supreme service



Berlin



Berlin



Zagreb



Berlin



MISSONI

A NEW **LIFESTYLE**



MISSONI

the next genre of lifestyle hotels
new luxury

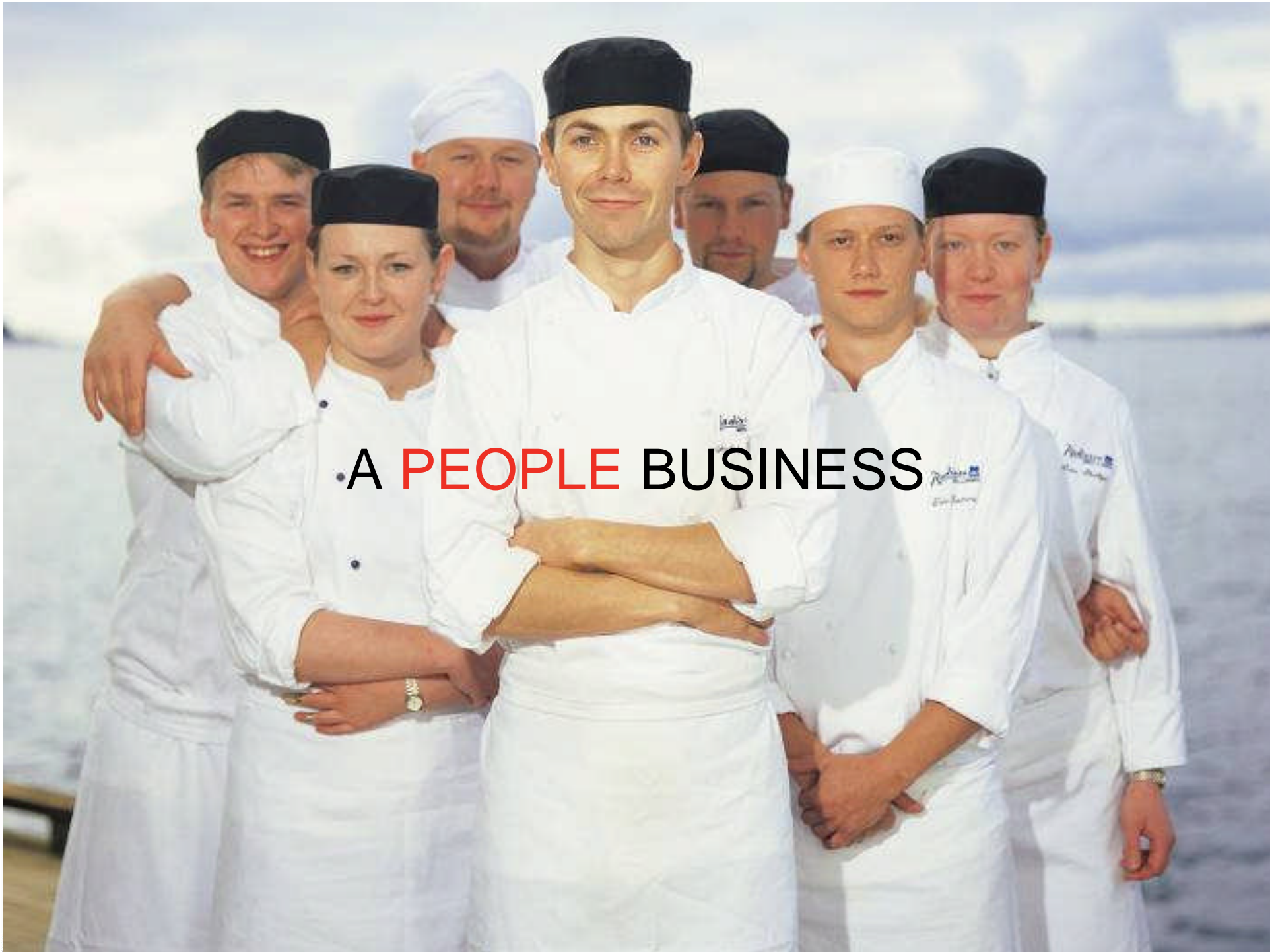
- Premium brand → premium performance
- Entering into fashion hotel segment
- Global Master License Agreement: 2005
- First Missoni hotels to debut in 2008
- Flexible brand model → Hotel, Bar, Cucina, Spa, Mocha, Restaurant











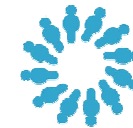
A PEOPLE BUSINESS

DEDICATED TO PEOPLE DEVELOPMENT

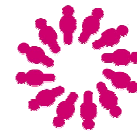
- A team of 26,000+
- Effective People Development tools
- High employee satisfaction... and growing
- 95% GMs “home grown”
- Head hunters hate us



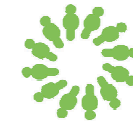
business school



mentor mentee programme



people development



centres of excellence



5-step Training Programme

1 ALL EMPLOYEES	2 SUPERVISORS	3 HEADS OF DEPARTMENT	4 GENERAL MANAGERS	5 TOP EXECUTIVES
<p>Objectives:</p> <ul style="list-style-type: none"> Develop a strong sense of ownership and responsibility for the business. Develop a strong sense of team spirit and cooperation. Develop a strong sense of customer service and quality. Develop a strong sense of financial awareness and cost control. Develop a strong sense of safety and security. <p>Topics:</p> <ul style="list-style-type: none"> Business Fundamentals Customer Service Quality Management Financial Awareness Safety and Security 	<p>Objectives:</p> <ul style="list-style-type: none"> Develop a strong sense of leadership and team management. Develop a strong sense of communication and collaboration. Develop a strong sense of problem-solving and decision-making. Develop a strong sense of time management and organization. Develop a strong sense of accountability and responsibility. <p>Topics:</p> <ul style="list-style-type: none"> Leadership Skills Team Management Communication Skills Problem Solving Time Management 	<p>Objectives:</p> <ul style="list-style-type: none"> Develop a strong sense of strategic thinking and vision. Develop a strong sense of financial management and budgeting. Develop a strong sense of operational management and efficiency. Develop a strong sense of risk management and compliance. Develop a strong sense of innovation and continuous improvement. <p>Topics:</p> <ul style="list-style-type: none"> Strategic Thinking Financial Management Operational Management Risk Management Innovation and Improvement 	<p>Objectives:</p> <ul style="list-style-type: none"> Develop a strong sense of business acumen and industry knowledge. Develop a strong sense of networking and relationship building. Develop a strong sense of negotiation and conflict resolution. Develop a strong sense of public speaking and presentation skills. Develop a strong sense of global awareness and cultural sensitivity. <p>Topics:</p> <ul style="list-style-type: none"> Business Acumen Networking Negotiation Public Speaking Global Awareness 	<p>Objectives:</p> <ul style="list-style-type: none"> Develop a strong sense of industry expertise and thought leadership. Develop a strong sense of mentorship and coaching. Develop a strong sense of philanthropy and social responsibility. Develop a strong sense of personal growth and self-awareness. Develop a strong sense of legacy and impact. <p>Topics:</p> <ul style="list-style-type: none"> Industry Expertise Mentorship Philanthropy Personal Growth Legacy and Impact



A CULTURE OF SERVICE

Yes I Can!



100% **GUEST** SATISFACTION

- **CST – Customer Service Tracking Results 2006**
 - Willingness to Return 93%
 - Overall Satisfaction Index 92%
- **goldpoints plus – Rezidor's loyalty program**
 - Going towards 350,000 members
 - Only 2 years young, already amongst Top 3 - Freddie Award Winners/Nominees



F&B CONCEPTS

- Filini rolled-out
- Coming soon
 - STEAKHOUSE
 - BRASSERIE
 - SURE
 - Exclusive rights to PAULANER Micro Brewery restaurant concept for Russia & CIS
 - ZUMA, leading Japanese restaurant, will soon be found at the Radisson Istanbul Bosphorus



SURE

THE ALLURE OF SURE

- 2004 THE BEST OF WHAT WAS SURE THERE
- 2004 SURE STYLE
- 2004 THE SURE COUNTRY
- 2004 A SURE BAR
- 2004 SUREFOOD SUREFOOD
- 2004 SURE PEOPLE
- 2004 THE SURE SOUND
- 2004 SURE BEHAVING

BEZELI BAR & RESTAURANT CONCEPT
PORTFOLIO

filini
bar and restaurant

THE ROBBIA HOTEL GROUP
AVENUE DU BOURGET 64
FR-75015 PARIS, FRANCE
T: +33 1 70 93 00
F: +33 1 70 93 00
www.robbia.com

FILINI
A CONTEMPORARY ITALIAN
BAR & RESTAURANT





A **RESPONSIBLE** BUSINESS
WE PROMISE, **WE DELIVER**



We take responsibility



Attention waterlovers!



Beware of global warming



No time to waste



Mind your health



Charity in progress

LEADING BY DESIGN



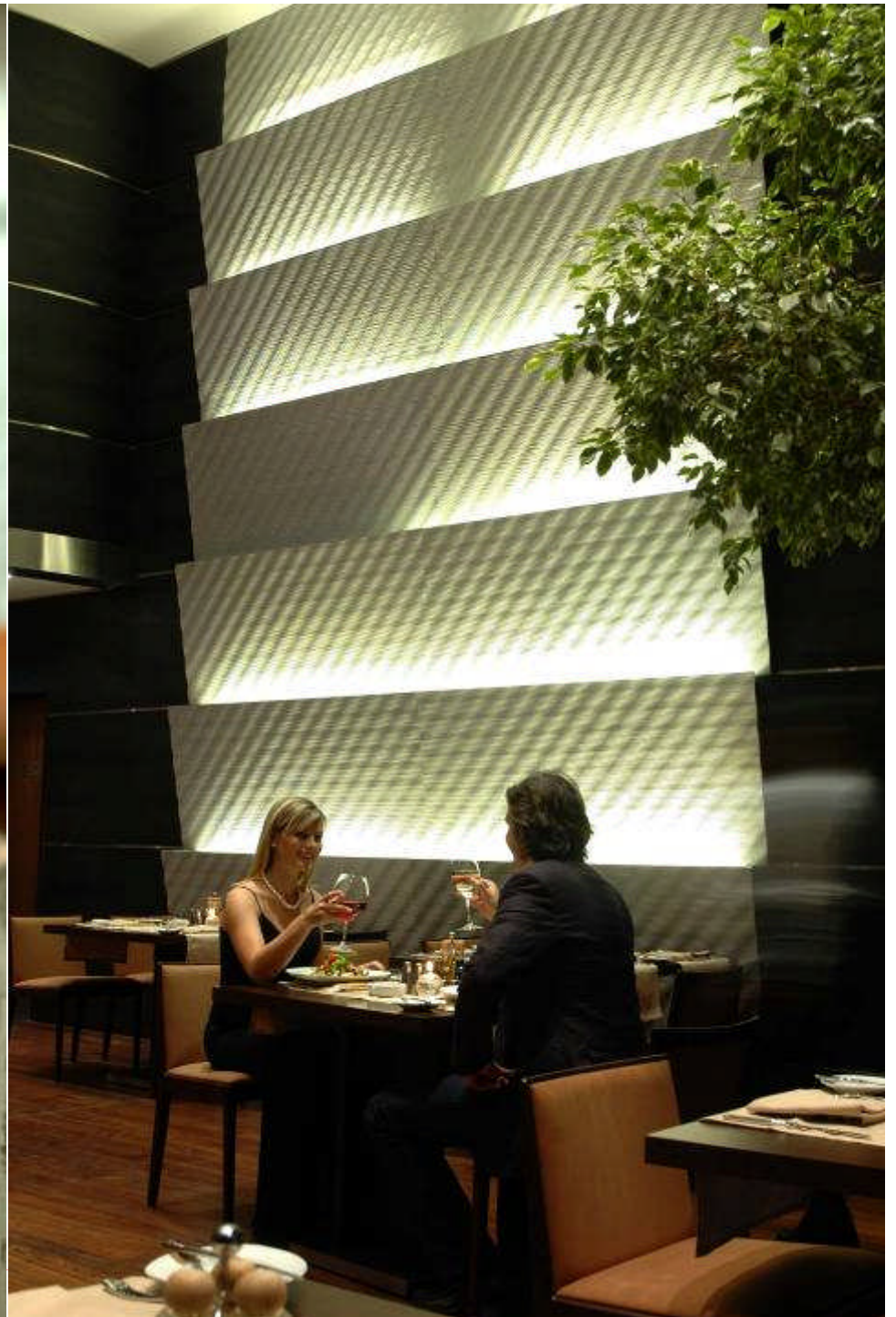
London Stansted



Djerba



Dubai



Dubai



Cavan



Cavan



Dubai



Dubai



Berlin



Berlin





STRONG YEAR-ON-YEAR
FINANCIAL
PERFORMANCE



FULL YEAR 2006 FINANCIAL HIGHLIGHTS

Strong year-on-year performance

- Revenue increased to MEUR 707.3 (587.0)
- Profit after tax of MEUR 29.0 (23.2)
- Earnings Per Share amounts to EUR 0.19 (0.15)
- EBITDA improved by 39.6% to MEUR 61.0 (43.7) and EBITDA margin increased to 8.6% (7.4%)
- RevPAR (for leased and managed hotels) up by 7.5% to EUR 72 (67)
- Occupancy increased to 69% (67%)









Q1 – 2007 MAIN HIGHLIGHTS

- Revenue increased to MEUR 173.4 (156.2)
- EBITDA improved to MEUR 4.5 (-0.5)
- EBITDA margin was 2.6% (-0.3%)
- Like-for-like RevPAR went up 11% to EUR 71 (64)
- EPS amounts to EUR -0.01 (-0.03)
- The growth story continues...
 - Over 2,300 new rooms added to operation – total 227 hotels with 47,400 rooms
 - Contracted over 2,100 new rooms during Q1 – total 61 hotels with 12,500 rooms under development
 - Well on our target towards adding 20,000 rooms to operation by end-2009



KEY PERFORMANCE INDICATORS

LIKE-FOR-LIKE REVPAR PER BRAND €		Q1-2007	Q1-2006	Growth %
		75	69	9%
		46	40	15%
		71	64	11%

TOTAL REVPAR PER BRAND €		Q1-2007	Q1-2006	Growth %
		75	69	9%
		37	40	-7.5%
		67	64	5%



Note: including Managed & Leased hotels only

WHERE DO WE GO FROM HERE?



THE **OUTLOOK** & FINANCIAL **TARGETS**

Outlook

- Market remains strong and RevPAR is expected to grow further
- Rising contribution from hotels in their ramp up phase, rate driven RevPAR growth and gradual shift in business model are expected to improve EBITDA margin

Financial and Growth targets

Growth targets	20,000 new hotel rooms to be opened from 2007 to 2009
Profitability target	EBITDA margin of 12% over a business cycle
Balance Sheet	Small positive average net cash position
Dividend Policy	Approximately one third of annual after-tax income to be distributed to shareholders



KEY GROWTH DRIVERS

REVPAR

- Continued strong economy
- Rate led RevPAR growth

EXISTING PORTFOLIO

- Optimising asset management
- Continued cost control
- Economies of scale

RAMP-UP OF RECENT OPENINGS

- Hotels opened in last years gradually achieving operational & financial maturity

MORE OPENINGS

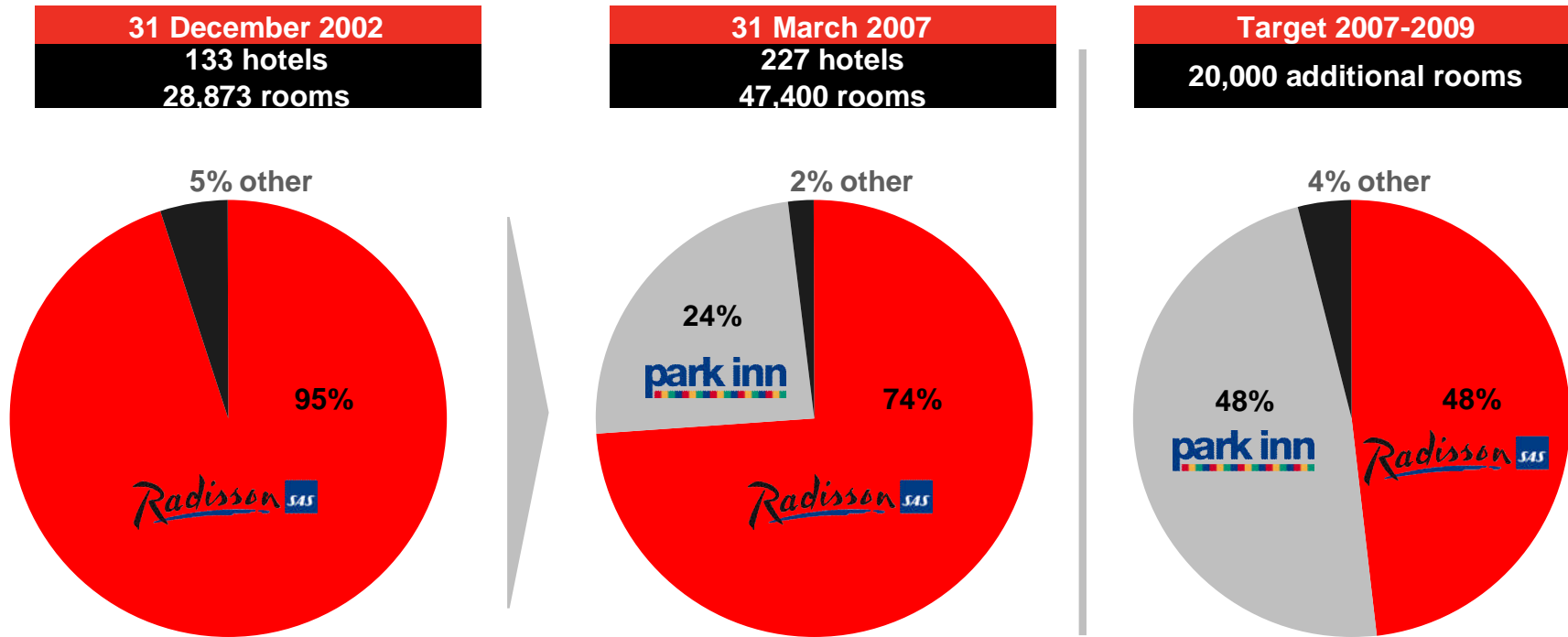
- Big pipeline of signed hotels secures growth
- Growing existing markets
- Mainly management contracts

Leading to margin expansion and continued profit growth



STRATEGIC FOCUS

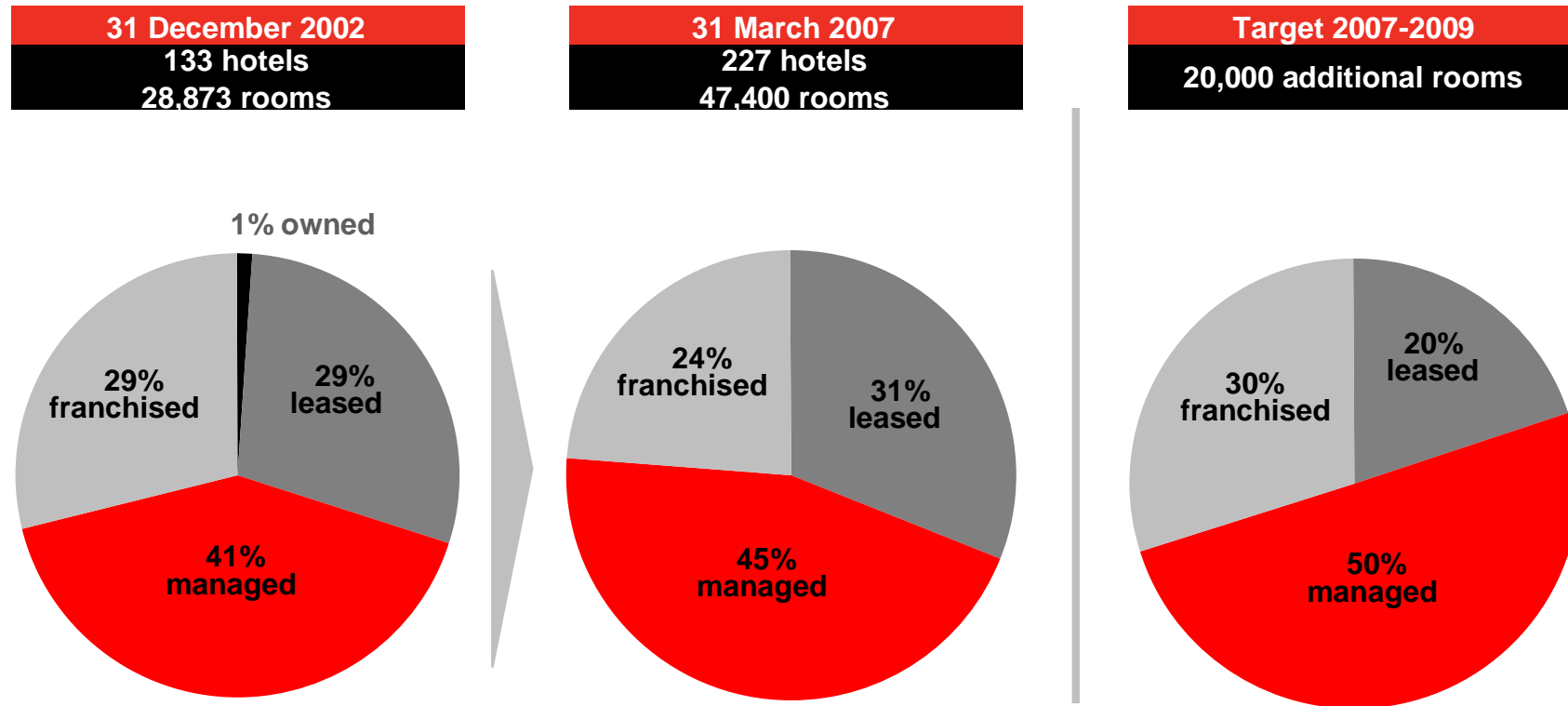
Brand – fast lane for mid-market



Note: Based on number of rooms in operation

STRATEGIC FOCUS

Contract Type – “asset light” & “asset right”

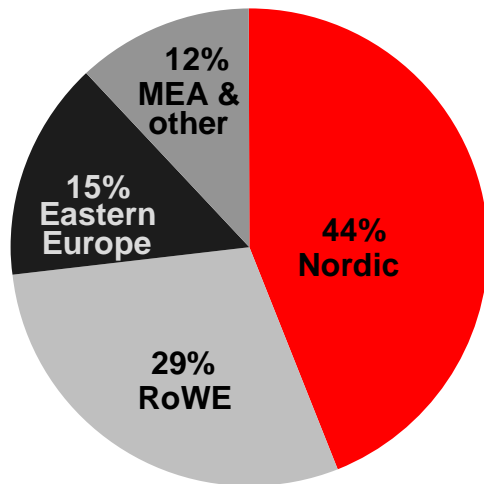


Note: Based on number of rooms in operation

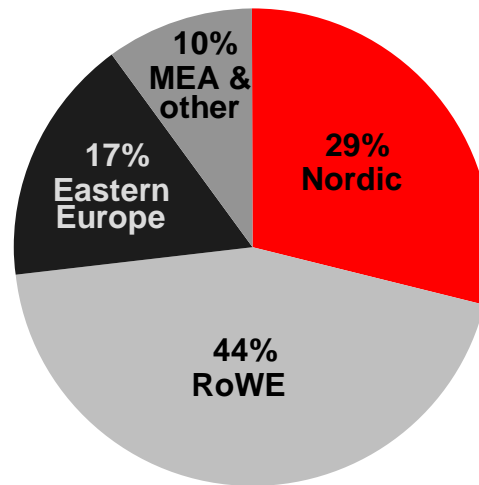
STRATEGIC FOCUS

Geography – go East, go South, 47 countries ... and counting

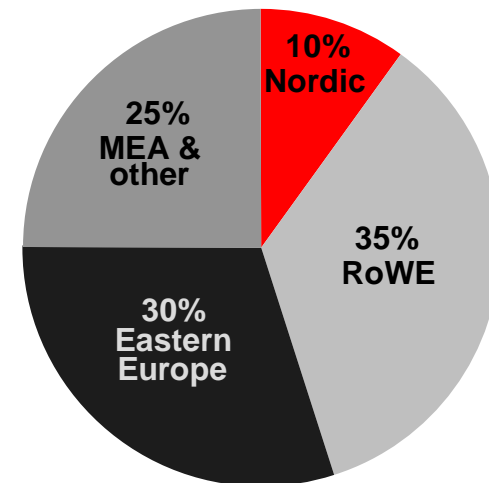
31 December 2002
133 hotels
28,873 rooms



31 March 2007
227 hotels
47,400 rooms



Target 2007-2009
20,000 additional rooms



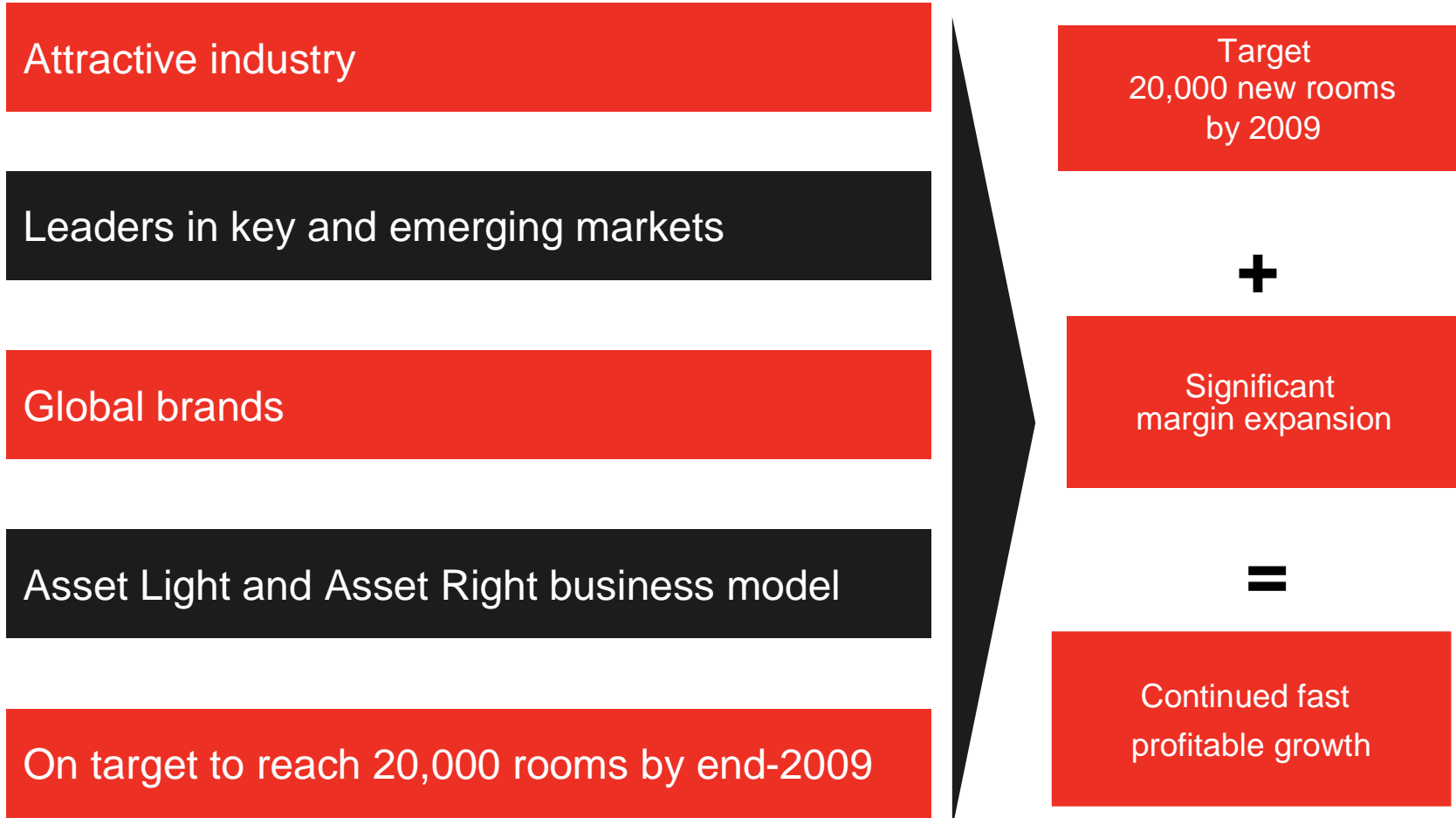
Note: Based on number of rooms in operation

PREPARED FOR RAINY DAYS

- Risk diversification
- Cost efficiency
- Cost structure lined with income
- Culture of flexibility
- Fast decision making



REZIDOR – AN EXCITING INVESTMENT CASE



“

we

LOVE

our business

”

THE
REZIDOR
HOTEL GROUP

THE
REZIDOR
HOTEL GROUP

Q & A

the business of
“ WORLD WIDE ”
world class hospitality