



THE
REZIDOR
HOTEL GROUP

INTERIM RESULTS PRESENTATION JANUARY – SEPTEMBER 2007

MONDAY, 29TH OCTOBER 2007

REZIDOR AN EXCITING INVESTMENT

Dynamic industry

Asset light business model

Attractive contract types

Global brands and “New Breed” hotels

Leading company in Russia & CIS

Pole Position in the Nordics

**Target
20,000 new rooms
by 2009**

+

**Significant
margin expansion**

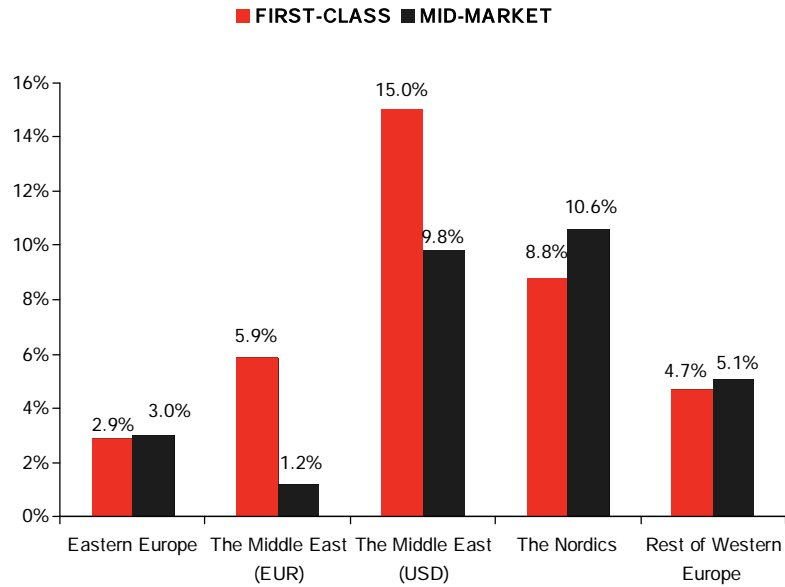
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**Continued fast
profitable growth**

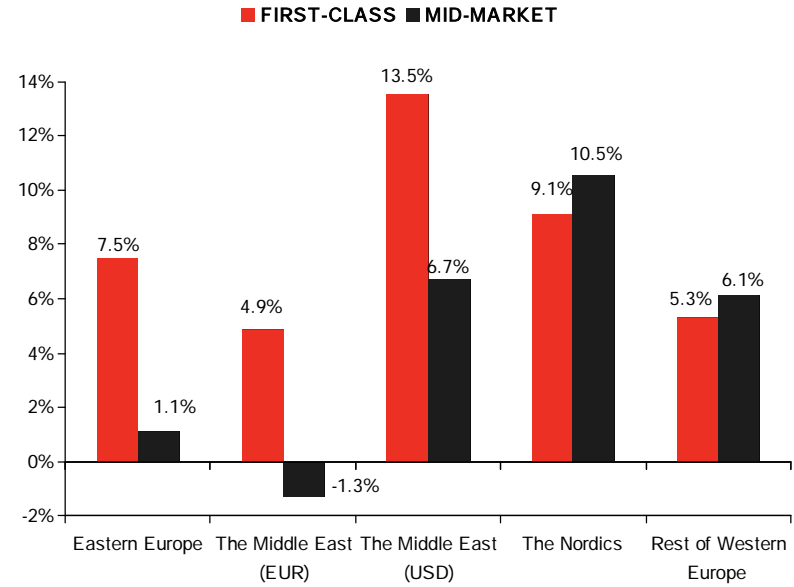


A DYNAMIC INDUSTRY

REVPAR GROWTH IN Q3-2007



REVPAR GROWTH YTD-2007



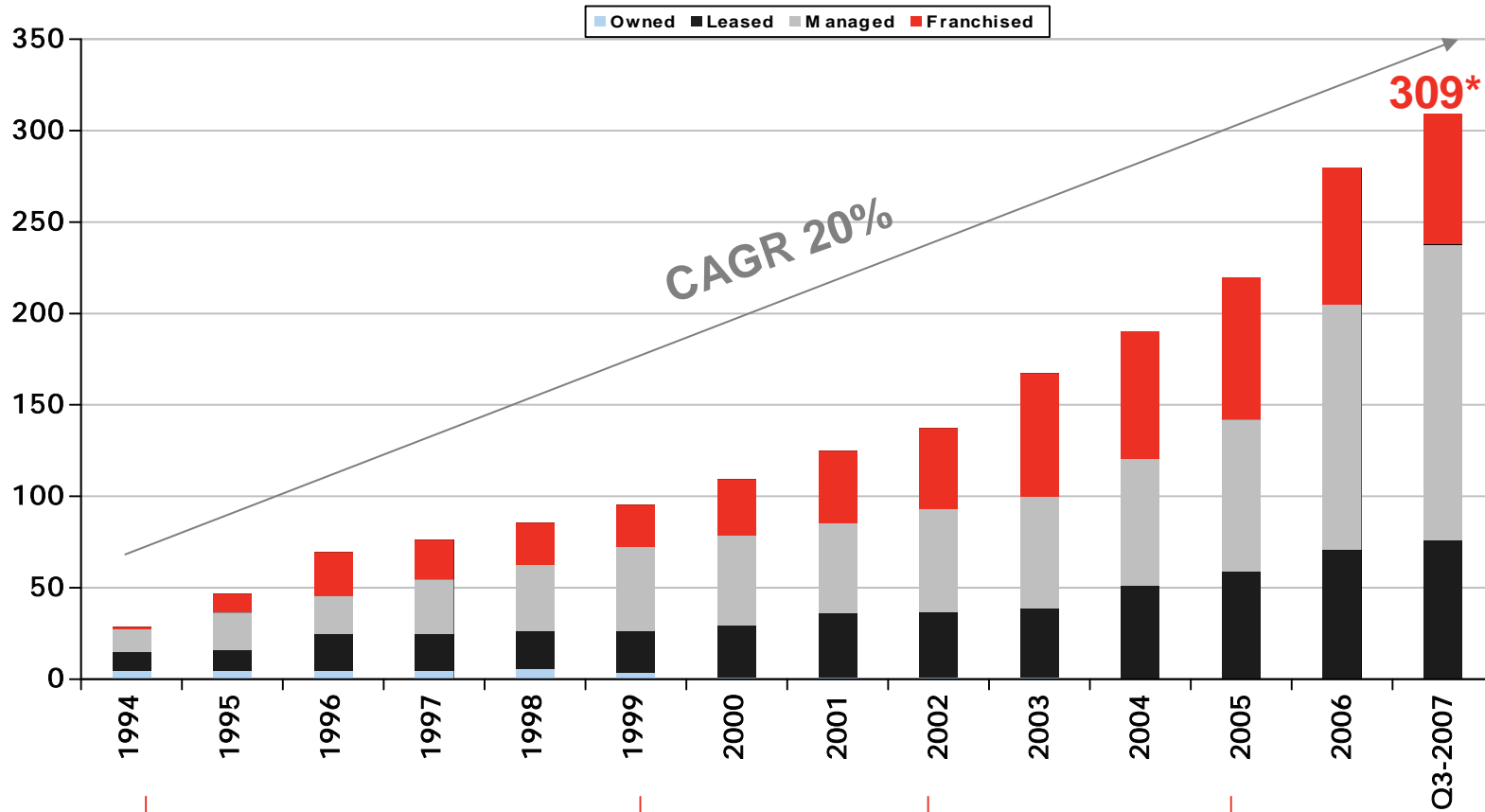
- 4 years of positive RevPAR growth
- Strong market development in EMEA
- Continued RevPAR growth in the Nordics



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

SOURCE HotelBenchmark™ Survey by Deloitte

ONE OF THE WORLD'S FASTEST GROWING HOTEL COMPANIES



↓
AFRICA



↓
MISSONI



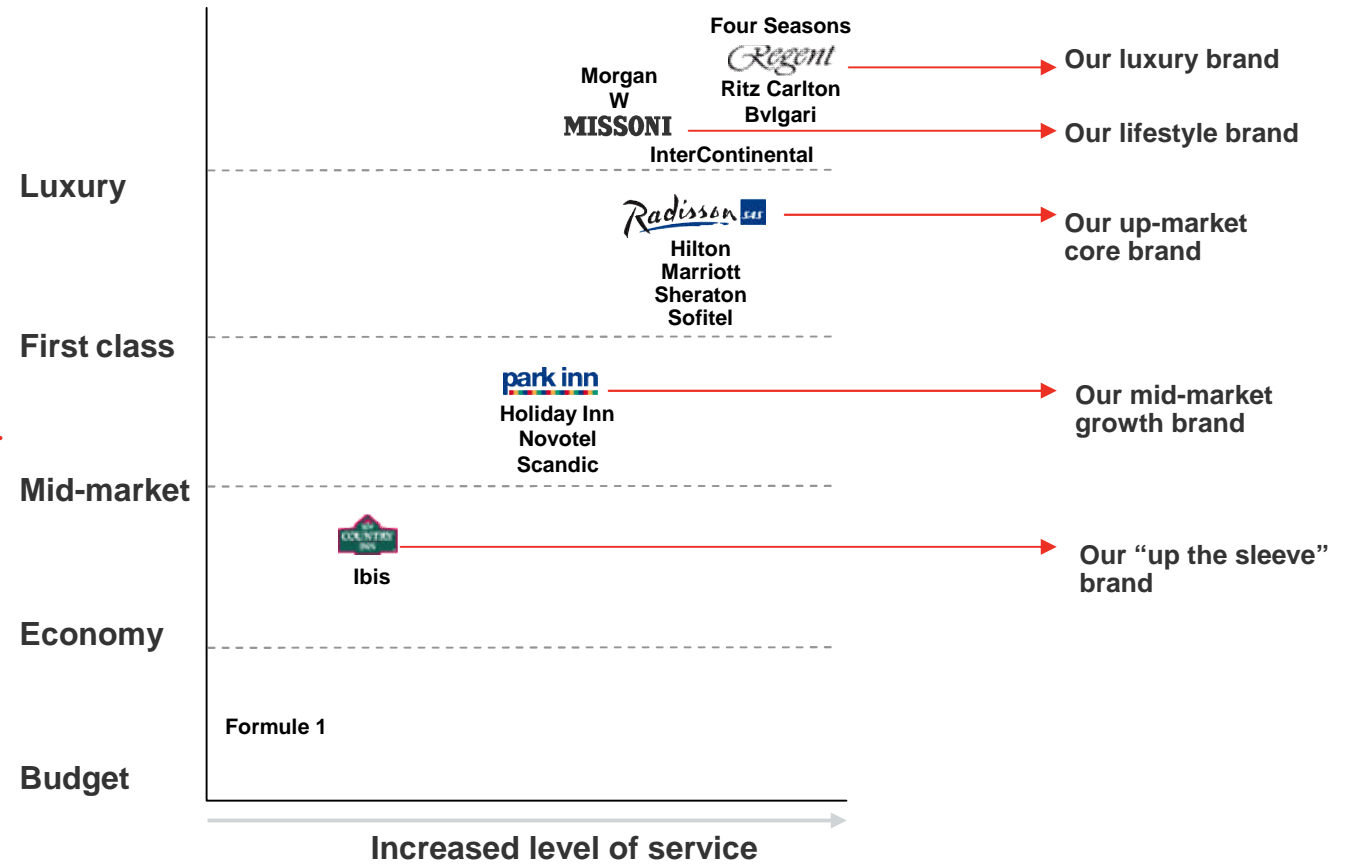
NOTE

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

FEATURING A PORTFOLIO OF GREAT INTERNATIONAL BRANDS

Brand Management

Culture of Service



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

- Radisson SAS
- Park Inn
- Others

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

KEY COMMENTS

Q3 & 9 MONTHS 2007

- Rezidor's Like-for-Like RevPAR in Q3 went up by a strong 11%
- Rezidor grew RevPAR in all geographic segments
- EBITDA margin grew by 2.5pp to 12.9% in Q3 and by 1.8pp to 10.2% YTD
- Pipeline growing, predominantly with management contracts
- Park Inn continues to grow
- 85% of the targeted 20,000 new rooms already opened &/or contracted



KEY MANAGEMENT **APPOINTMENT**

Mr. Puneet Chhatwal

- Senior Vice President & Chief Development Officer
- 2004 – Appointed Vice President Business Development
- 2002 – Joined Rezidor as Director Business Development
- 1998-2002 – Director of Development for EMEA for Carlson Hotels Worldwide
- 25 years of experience in the hotel industry
- Member of the Advisory Board of IHIF-Berlin and AHIC-Dubai



BUSINESS

DEVELOPMENT



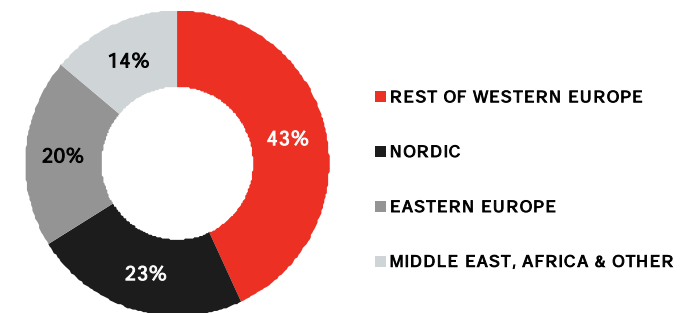
BUSINESS DEVELOPMENT

Q3 HIGHLIGHTS

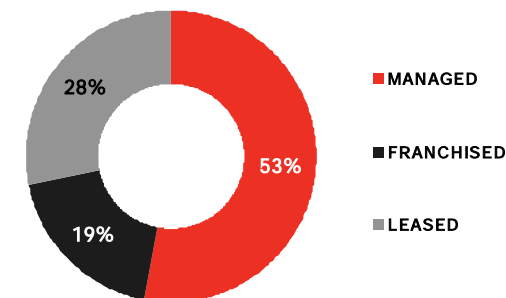
- **Park Inn adds the 100th hotel in portfolio**
 - 68 Park Inns in operation
 - 32 Park Inns under development
 - 17,455 rooms in operation & under development
- **New rooms into operations**
 - 544 in Q3-2007
 - 4,053 YTD-2007
 - YTD 70% under management contracts
- **New signings**
 - Added 1,600 new rooms to pipeline
 - 87% under management contracts
 - Added a new country – Mali (West Africa)
- **YTD – 1,083 rooms went offline (all franchised)**

TOTAL PORTFOLIO DATED 30-SEP-2007

FEATURING 48 COUNTRIES



LEADING BY ASSET LIGHT

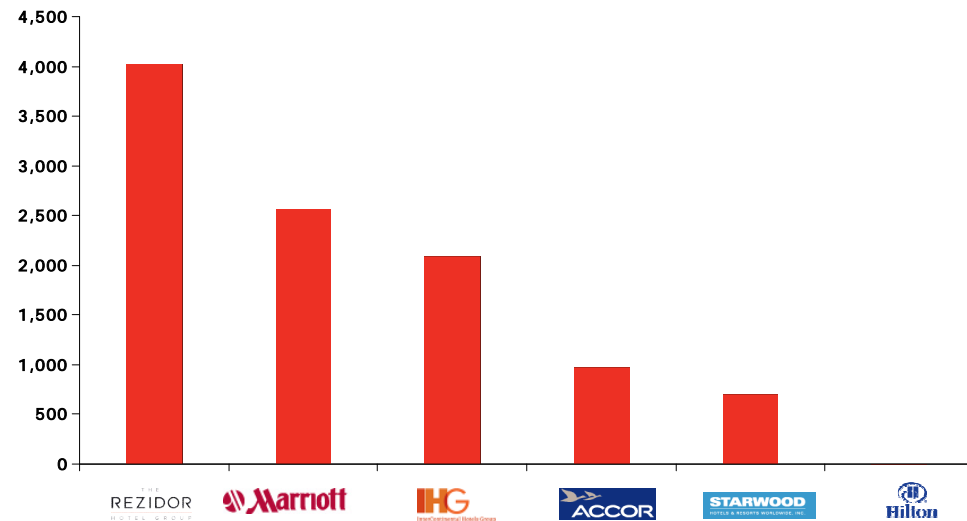


NOTE By rooms in operation and under development dated 30-Sep-2007

CONTINUED FOCUS ON **RUSSIA** & CIS

- Leading position
 - 23 hotels in operation and under development
 - With almost 6,500 rooms
- Solid RevPAR growth of 7.5% YTD-2007 in first-class segment *
- Rezidor targeting 50 cities with limited or no branded supply

NUMBER OF ROOMS IN OPERATION



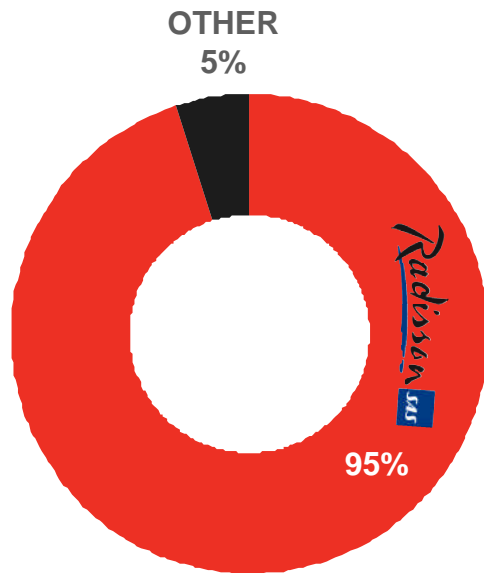
NOTE: Info from company Websites dated 22-Sep-07



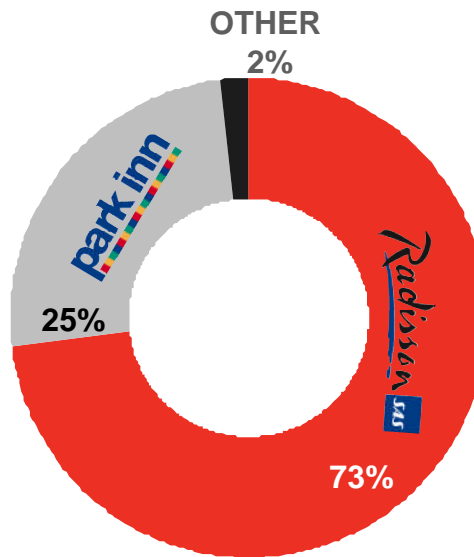
STRATEGIC FOCUS

Radisson SAS & Park Inn

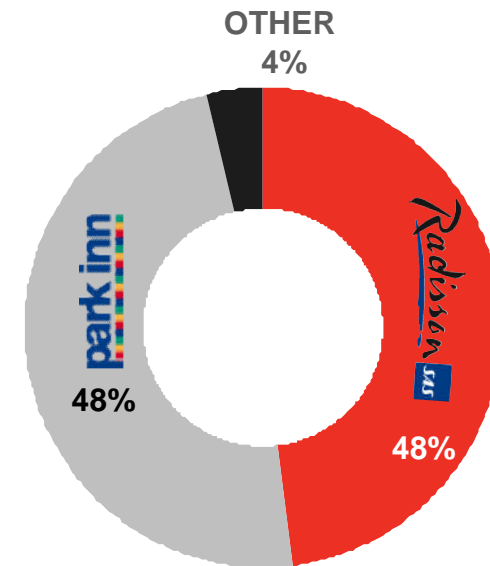
31 December 2002
 133 hotels
 28,873 rooms



30 September 2007
 234 hotels
 48,449 rooms



Target 2007-2009
 20,000 additional rooms



NOTE Based on number of rooms in operation

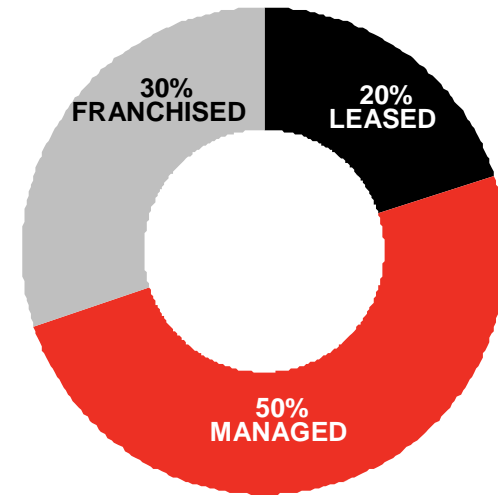
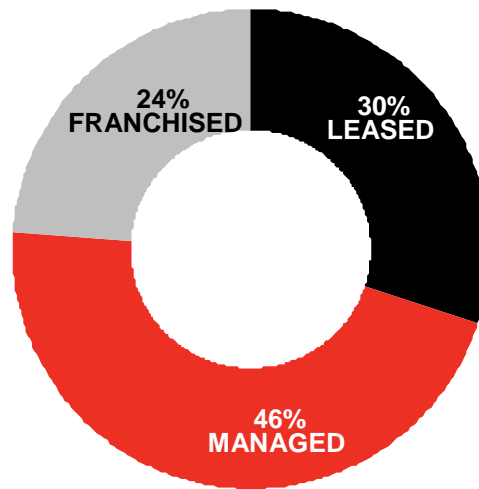
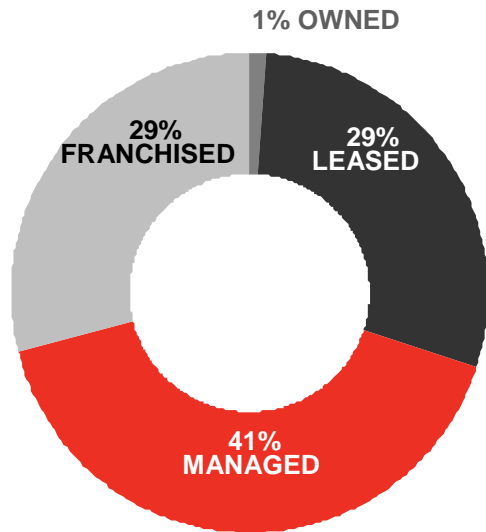
STRATEGIC FOCUS

Contract Type – building on asset light

31 December 2002
 133 hotels
 28,873 rooms

30 September 2007
 234 hotels
 48,449 rooms

Target 2007-2009
 20,000 additional rooms



NOTE Based on number of rooms in operation

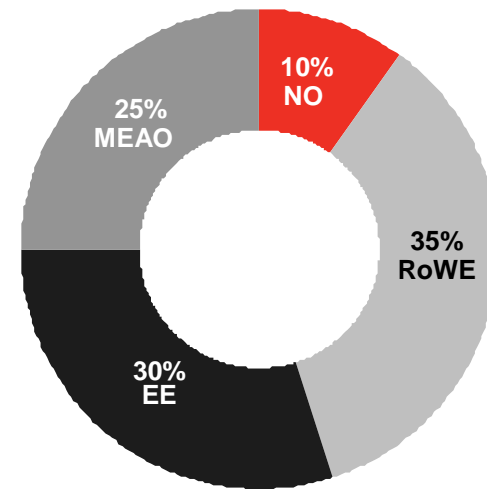
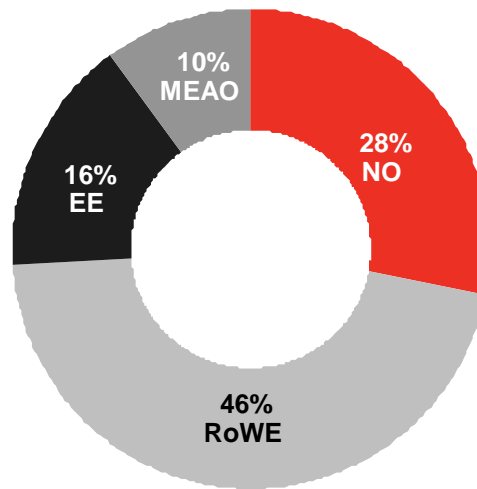
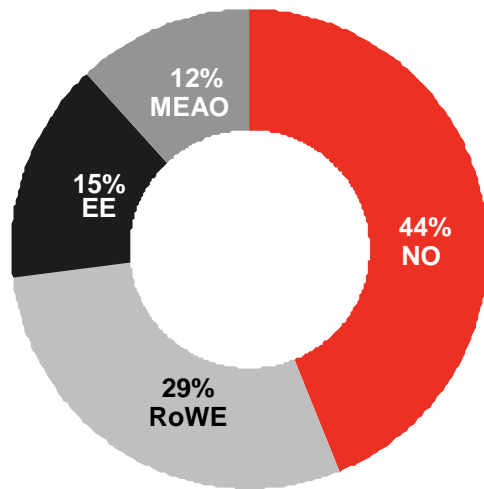
STRATEGIC FOCUS

Geography – in depth of markets versus width of markets

31 December 2002
133 hotels
28,873 rooms

30 September 2007
234 hotels
48,449 rooms

Target 2007-2009
20,000 additional rooms



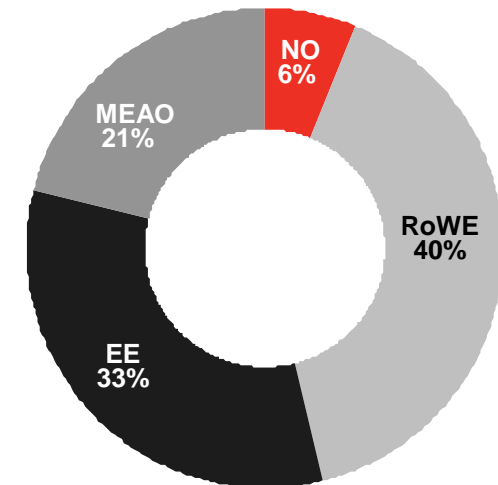
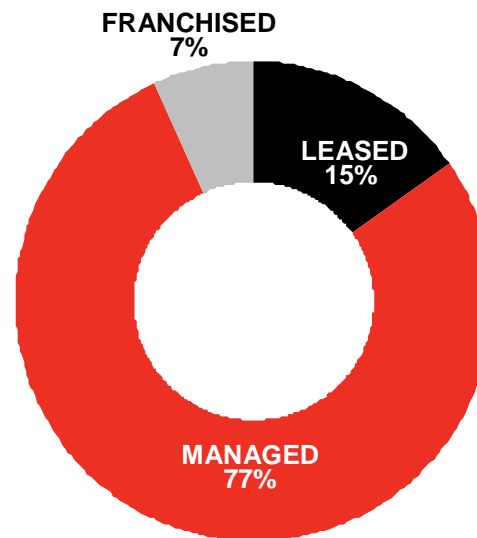
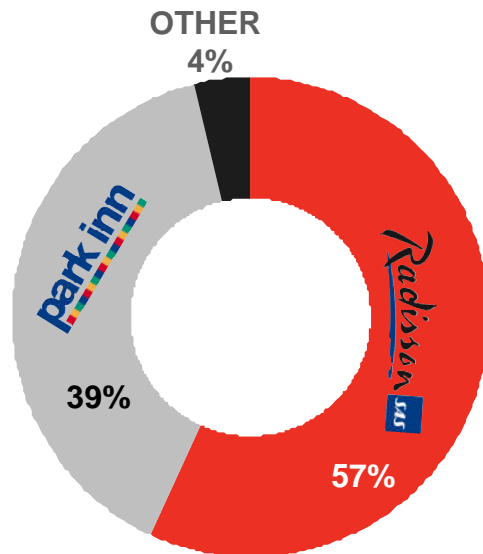
NOTE Based on number of rooms in operation

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

SECURED PIPELINE 2007-2009

17,005 rooms of which 4,053 have already been opened

1,670 rooms secured that are scheduled to open after 2009






NOTE Based on number of rooms opened until 30-Sep-07 and rooms in development which are scheduled to open before 31-Dec-2009




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

FINANCIAL PERFORMANCE



STRONG OCCUPANCY LEVELS

LIKE-FOR-LIKE OCCUPANCY PER BRAND		Q3-2007	Q3-2006	CHANGE pp	JAN-SEP 2007	JAN-SEP 2006	CHANGE pp
		77.1%	75.7%	1.4%	72.4%	71.2%	1.2%
		72.1%	70.8%	1.3%	64.4%	63.6%	0.8%
		76.0%	74.5%	1.5%	71.1%	69.8%	1.3%

TOTAL OCCUPANCY PER BRAND		Q3-2007	Q3-2006	CHANGE pp	JAN-SEP 2007	JAN-SEP 2006	CHANGE pp
		76.6%	75.5%	1.1%	71.9%	71.1%	0.8%
		74.3%	70.8%	3.5%	65.9%	65.1%	0.8%
		76.0%	74.4%	1.6%	70.5%	69.8%	0.7%









NOTE

Including Managed & Leased hotels only

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

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

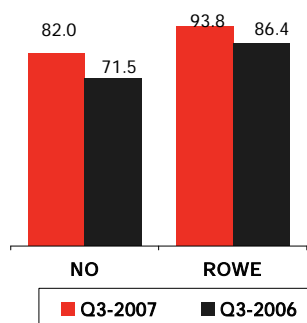
Like-for-like: same hotels in operation during the previous period compared



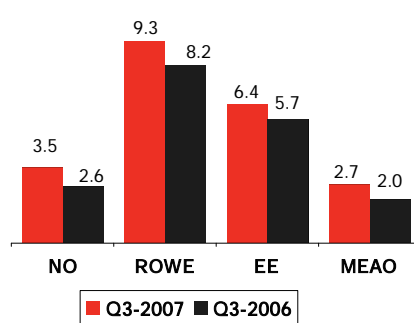
REVENUE SEGMENTATION (MEUR)

	Q3-2007	Q3-2006	VAR %	JAN-SEP 2007	JAN-SEP 2006	VAR %
LEASED HOTEL REVENUE	175.8	157.9	11.3%	503.7	464.4	8.5%
FEE REVENUE	21.9	18.5	18.4%	57.7	47.8	20.7%
OTHER REVENUE	3.3	3.6	(8.3)%	10.5	9.7	8.2%
TOTAL REVENUE	201.0	180.0	11.7%	571.9	521.9	9.6%

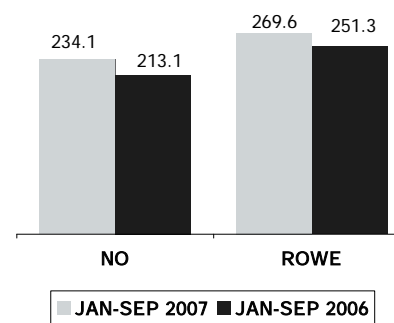
LEASED HOTEL REVENUE Q3



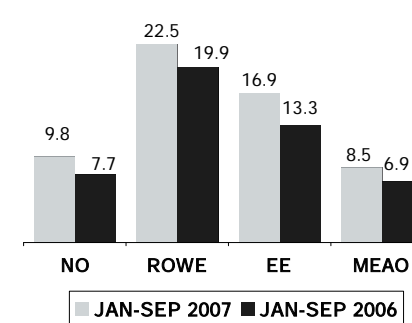
FEE REVENUE Q3



LEASED HOTEL REVENUE JAN-SEP



FEE REVENUE JAN-SEP



INCOME STATEMENT HIGHLIGHTS & COST RATIOS

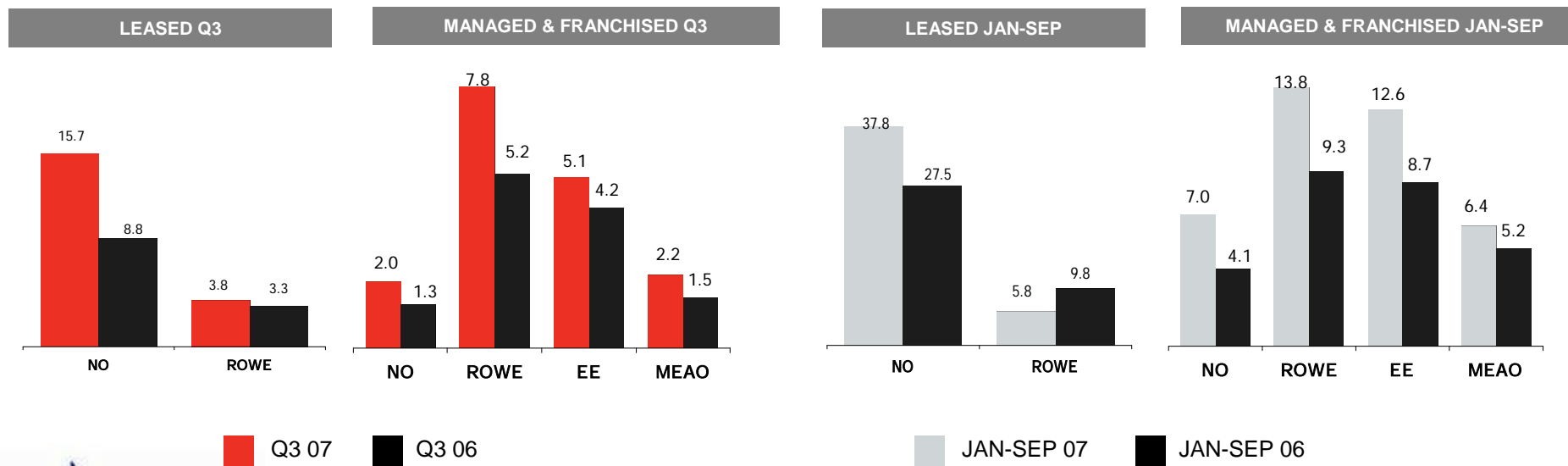
IN MEUR (EXCEPT STATED OTHERWISE)	Q3-2007	Q3-2006	VAR %	JAN-SEP 2007	JAN-SEP 2006	VAR %
OPERATING REVENUE	201.0	180.0	11.7%	571.9	521.9	9.6%
EBITDAR	74.9	62.9	19.1%	203.7	174.1	17.0%
EBITDA	25.9	18.6	39.2%	58.1	43.6	33.3%
PROFIT/LOSS AFTER TAX	15.1	9.8	54.1%	29.0	20.2	43.6%
EBITDAR %	37.3%	35.0%	230 bps	35.6%	33.4%	220 bps
EBITDA %	12.9%	10.4%	250 bps	10.2%	8.4%	180 bps
EPS (EUR)	0.10	0.07	42.9%	0.19	0.13	46.2%

	Q3-2007	Q3-2006	VAR	JAN-SEP 2007	JAN-SEP 2006	VAR
F&B AND OTHER RELATED EXPENSES	8.0%	7.2%	80 bps	7.5%	7.5%	0 bps
PERSONNEL COSTS	32.7%	35.4%	(270) bps	33.8%	35.3%	(150) bps
OTHER OPERATING EXPENSES	20.4%	20.4%	0 bps	21.4%	22.1%	(70) Bps
PROPERTY INSURANCE & TAX	1.7%	2.0%	(30) bps	1.6%	1.7%	(10) bps
RENT (% OF LEASED HOTEL REVENUE)	28.5%	28.9%	(40) bps	29.6%	28.9%	70 bps



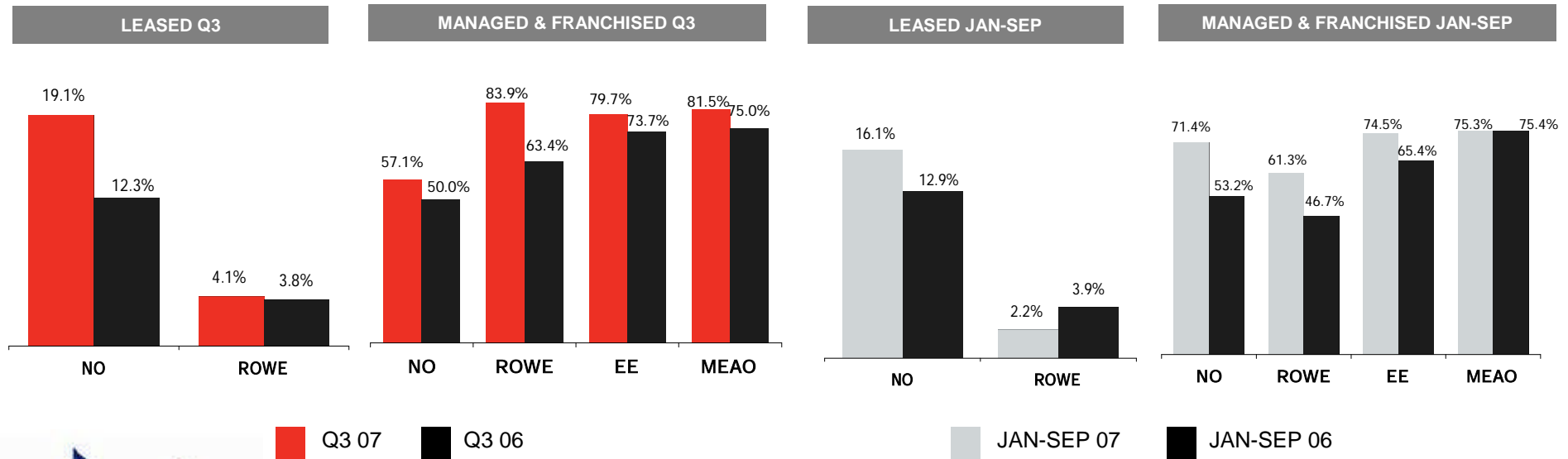
EBITDA SEGMENTATION (MEUR)

	Q3-2007	Q3-2006	VAR%	JAN-SEP 2007	JAN-SEP 2006	VAR %
Leased Hotels	19.5	12.1	61.2%	43.6	37.3	16.9%
Managed & Franchised	17.1	12.2	40.6%	39.8	27.3	45.8%
Other	1.3	2.8	(53.6)%	4.3	3.9	10.3%
TOTAL EBITDA (before central costs)	37.9	27.1	39.9%	87.7	68.5	28.0%
Central Costs	(12.0)	(8.5)	41.2%	(29.6)	(24.9)	18.9%
TOTAL EBITDA	25.9	18.6	39.2%	58.1	43.6	33.3%



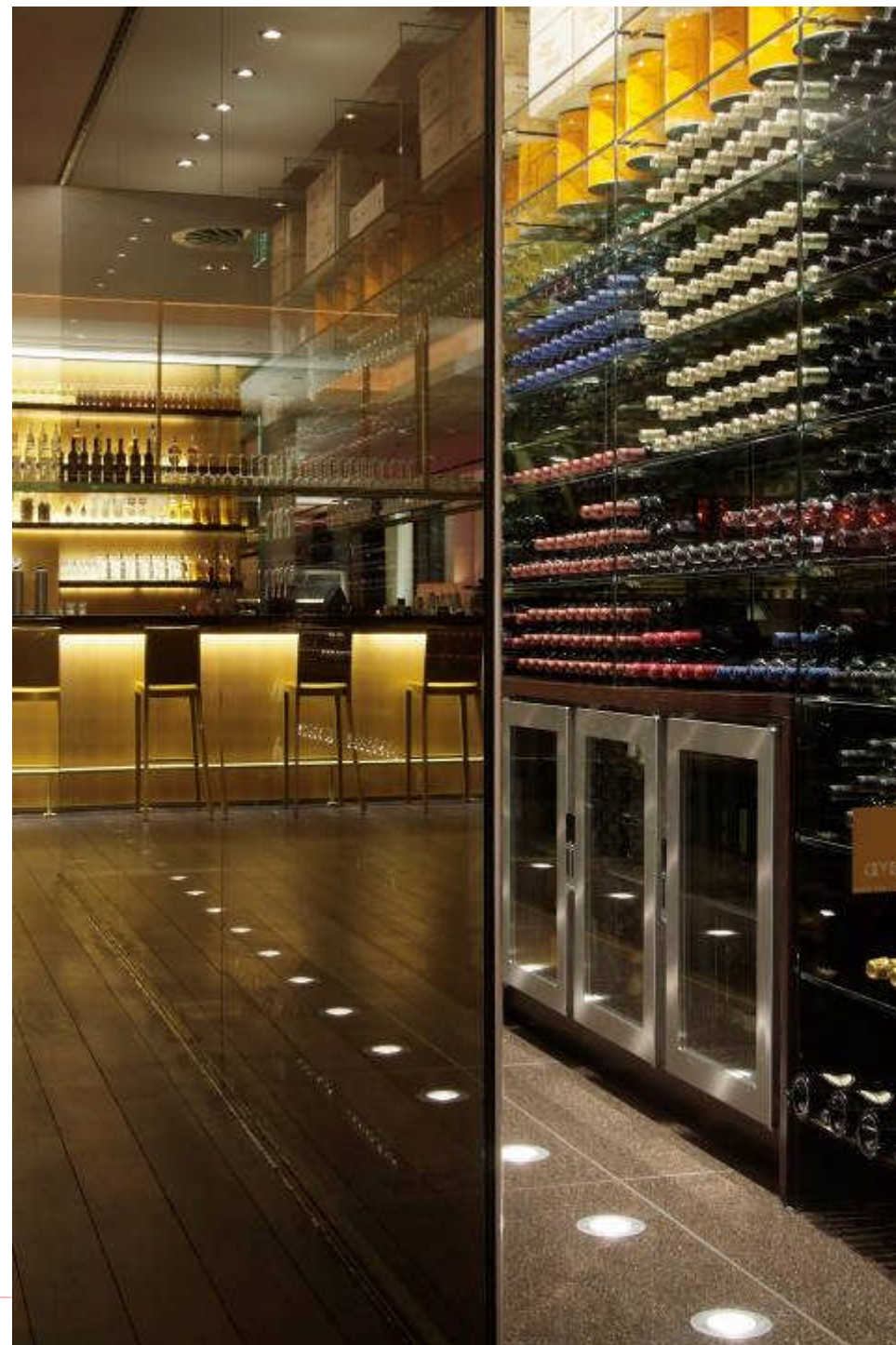
EBITDA MARGIN SEGMENTATION

	Q3-2007	Q3-2006	VAR%	JAN-SEP 2007	JAN-SEP 2006	VAR%
Leased Hotels	11.1%	7.7%	340 bps	8.7%	8.0%	70 bps
Managed & Franchised	78.1%	65.9%	1,220 bps	69.0%	57.1%	1,190 bps
Other	39.4%	77.8%	(3,840) bps	41.0%	40.2%	80 bps
REPORTED EBITDA	12.9%	10.4%	250 bps	10.2%	8.4%	180 bps



BALANCE SHEET HIGHLIGHTS

IN TEUR	30 SEP 2007	31 DEC 2006
TOTAL EQUITY	195,701	176,380
BALANCE SHEET TOTAL	420,114	402,623
TOTAL INVESTMENTS YTD	33,831	32,617
(NET DEBT) / NET CASH	19,153	15,717
EQUITY PER SHARE (EUR)	1.30	1.18



KEY GROWTH DRIVERS

REVPAR

- Rate led RevPAR growth
- Focus on relative RevPAR
- Continued strong economic condition

EXISTING PORTFOLIO

- Optimising existing portfolio through asset management
- Continued focus on cost controls
- Economies of scale

RAMP-UP OF RECENT OPENINGS

- Hotels opened in last three years yet to achieve full operational performance

NEW OPENINGS

- Pipeline of signed hotels secures growth
- Growth focused on existing markets
- Mainly constituted of managed contracts

Leading to margin expansion and continued profit growth



OUTLOOK AND 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

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
Growth Targets	20,000 new hotel rooms to be opened from 2007 to 2009



IN SUMMARY

- On target of opening 20,000 new rooms during 2007 – 2009
- Growing EBITDA
- Strong footprints in home market, growing in emerging markets
- Focus on non-committed contracts and conversion opportunities
- Further drive Park Inn's growth



CELEBRATING ACHIEVEMENTS

- Delivering 100% Guest Satisfaction
 - Radisson SAS awarded the Best Hotel Chain in Nordics for the 4th consecutive year by BDRC
 - Radisson SAS is winner of JD Powers Awards (Guest Satisfaction Index) in Upper Upscale Segment in Europe
 - Park Inn is winner of JD Powers Awards (Guest Satisfaction Index) in Economy Segment in Europe









Q&A

APPENDIX

HOTEL INVENTORY

BRAND	SEGMENT	HOTELS		ROOMS	
		OPERATION	DEVELOPMENT	OPERATION	DEVELOPMENT
 Radisson	Upscale	157	38	35,169	8,404
 park inn	Mid-market	68	32	12,227	5,228
 Regent	Luxury	2	2	404	563
MISSONI	Luxury / Lifestyle	-	3	-	427
 COUNTRY INN	Economy	3	-	169	-
UNBRANDED	-	4	-	480	-
TOTAL		309		63,071	



APPENDIX

CONTRACT TYPES

	FRANCHISED	MANAGED	LEASED
SERVICES PROVIDED BY REZIDOR	Brand, sales & marketing support, reservation system, & purchasing network	All management services including hiring & training of staff, brand, sales & marketing, reservation system & purchasing network	All management services including hiring & training of staff, brand, sales & marketing, reservation system & purchasing network
OPERATING COMPANY	Belongs to third party	Belongs to third party	Belongs to Rezidor
EMPLOYEES	Belong to third party	Belong to third party	Belong to Rezidor
FINANCIAL COMMITMENTS BY REZIDOR	None	In some cases, performance guarantees	Rent - Fixed and/or Variable
CONSIDERATION RECEIVED BY REZIDOR	Royalty, marketing & reservation fees	Management, marketing, royalty & reservation fees	Net profits of operating company
REZIDOR'S FINANCIAL EXPOSURE	None	At times, guaranteed result, however, shortfalls capped at 2-3x annual guarantee	Often offer minimum rent + variable, shortfalls capped at 2-3x annual guarantee
PROPERTY TAXES & INSURANCE	Obligation of third party	Obligation of third party	Subject to negotiation
FF&E MAINTENANCE	Obligation of third party	Obligation of third party	Rezidor's obligation
STRUCTURAL MAINTENANCE	Obligation of third party	Obligation of third party	Normally lessor's obligation
TYPICAL CONTRACT TERM	10 years	15-20 years	20+ years
ACCOUNTING REVENUE FOR REZIDOR	Fees from hotel	Fees from hotel	All revenues of hotel

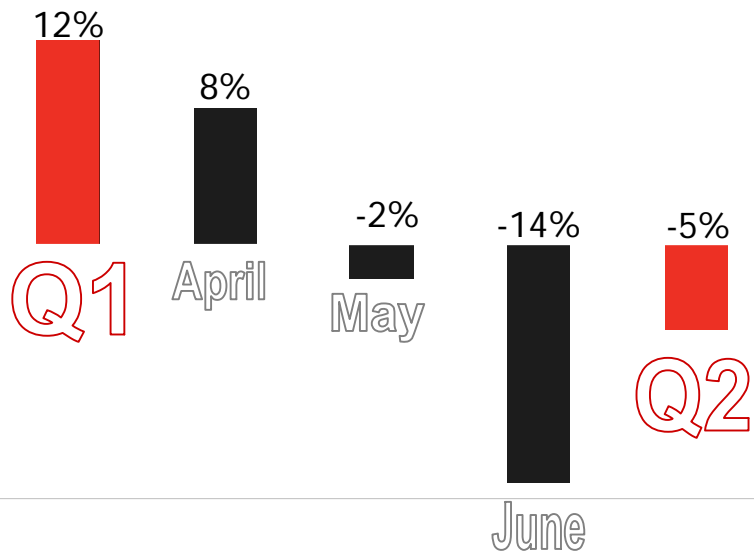


APPENDIX

Q2 – Rest of Western Europe

World Cup Effect

- Revenue -3.5 MEUR
→ 1.8% of Total Revenue



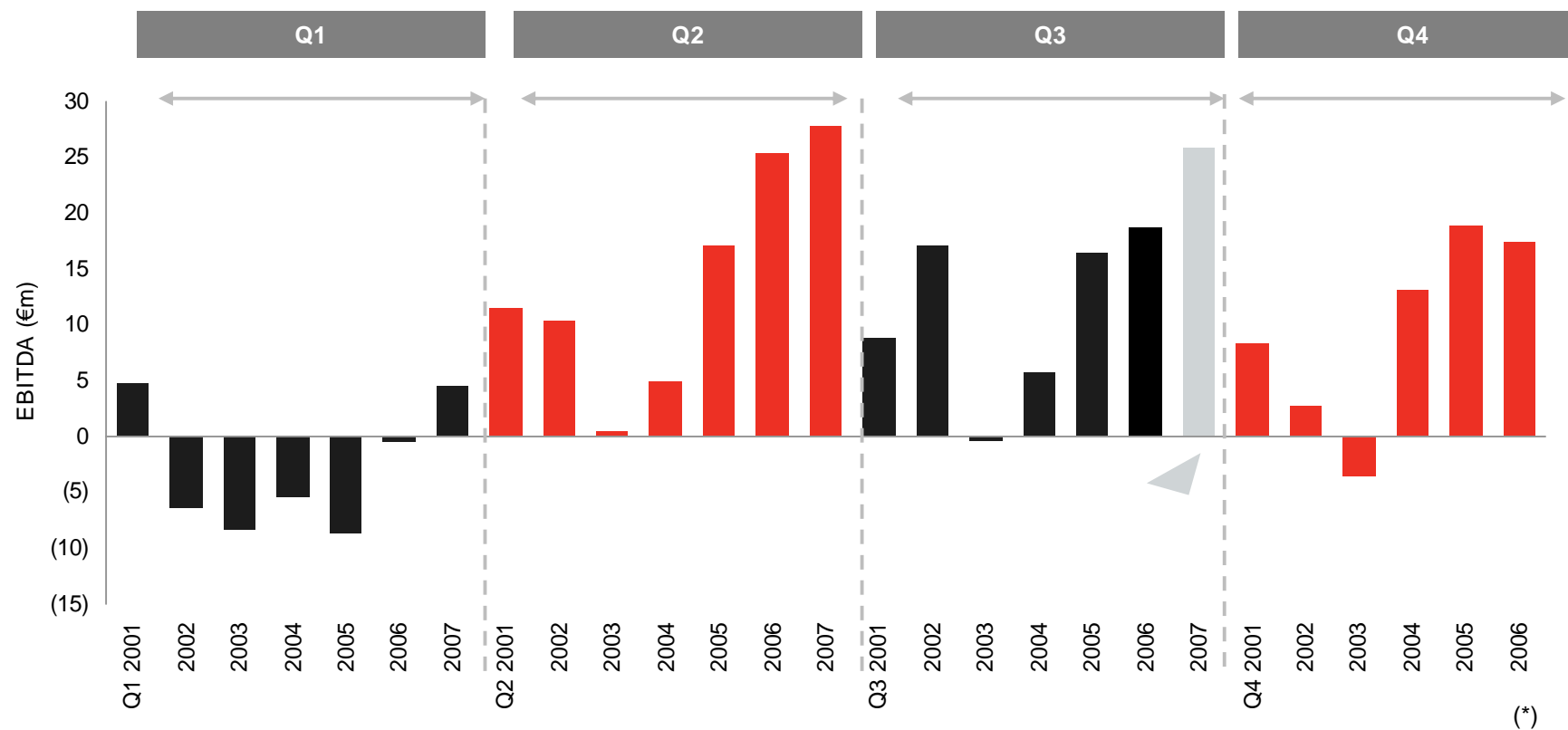
REVPAR IN GERMANY YTD



NEGATIVE EBITDA IMPACT	
World-Cup – Germany	MEUR 2.5
Start-up cost new leased hotels – France	MEUR 1.0
Expansion & renovation – UK	MEUR 2.1
TOTAL	MEUR 5.6

APPENDIX

SEASONALITY – QUARTERLY EBITDA SWINGS



(*) Excluding IPO costs

