

INTERIM RESULTS PRESENTATION

JANUARY – JUNE 2007

TODAY'S AGENDA

WELCOME TO REZIDOR

BUSINESS DEVELOPMENT

FINANCIAL PERFORMANCE

OUTLOOK

Q & A



REZIDOR – AN EXCITING INVESTMENT CASE

Attractive industry

Asset light and Asset right business model

Global brands and “New Breed” hotels

Leading company in Russia & CIS countries

On target to open 20,000 rooms by end 2009

Target
20,000 new rooms
by 2009

+

Significant
margin expansion

=

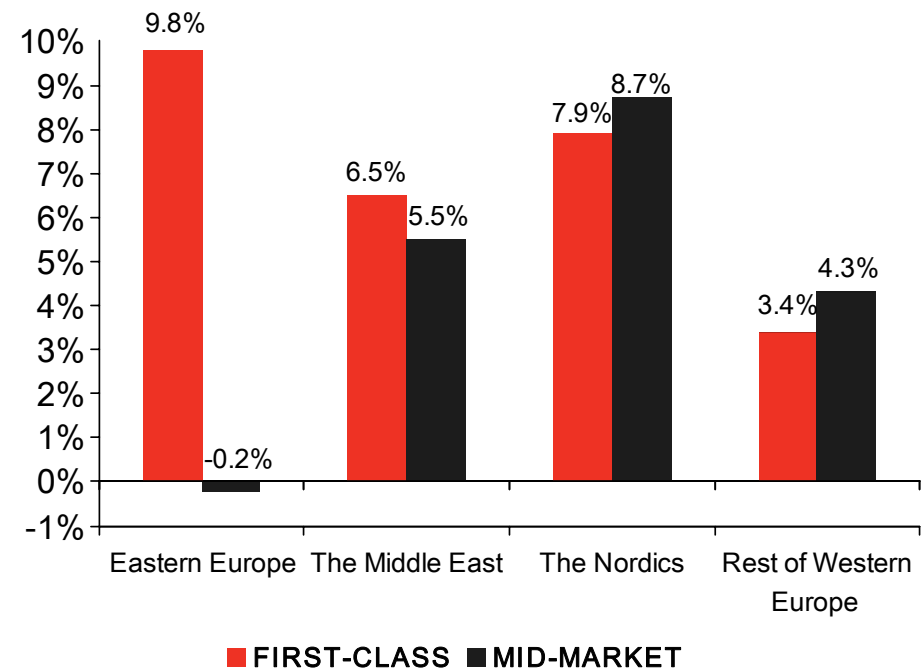
Continued fast
profitable growth



A DYNAMIC **INDUSTRY**

- 3 years of positive growth in RevPAR
- Growth driven by rates
- Only 30% affiliated to major brands in Europe
- Strongest growth forecast in mid and economy market

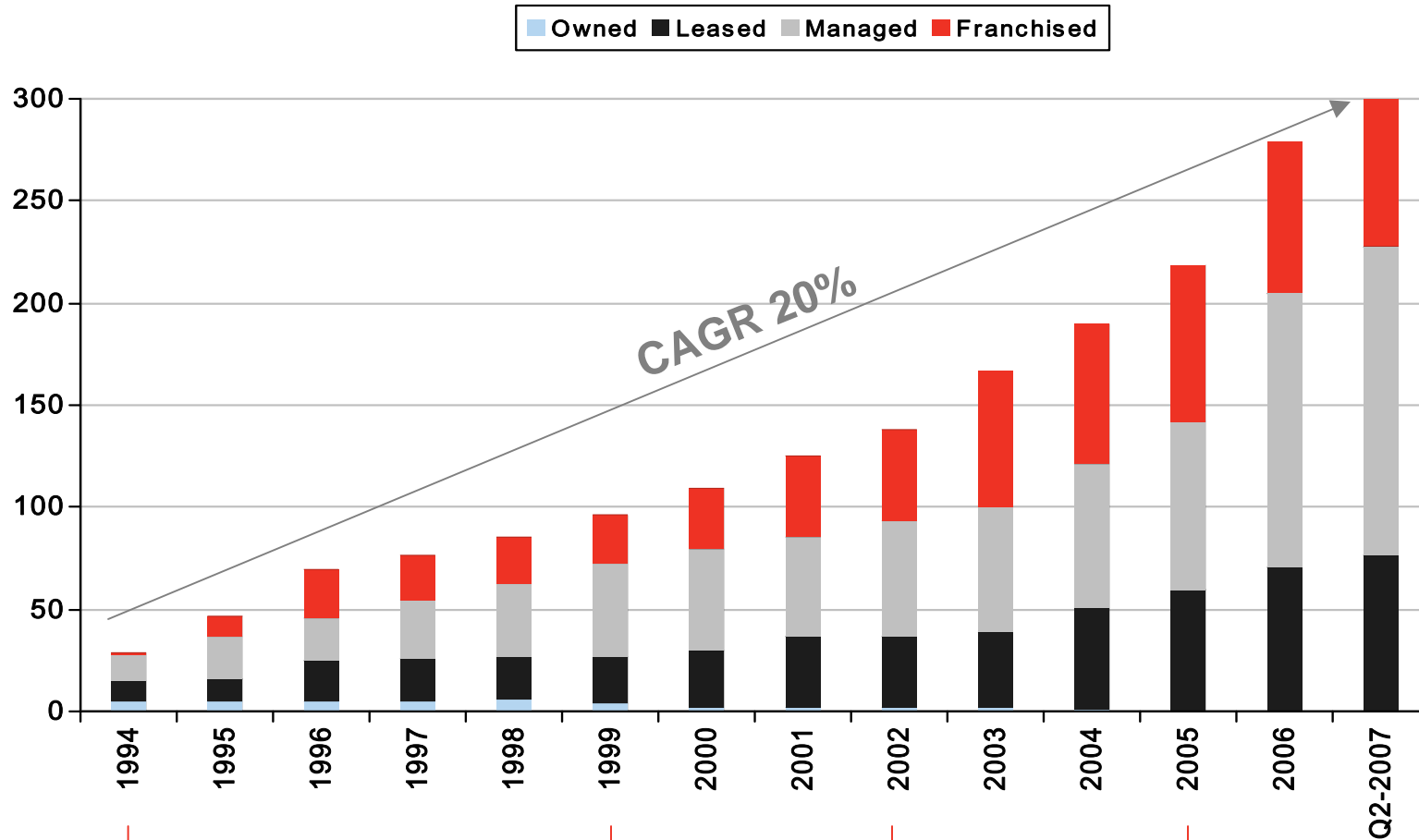
REVPAR GROWTH IN Q2-2007



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



OUR GROWTH RECORD



↓
AFRICA



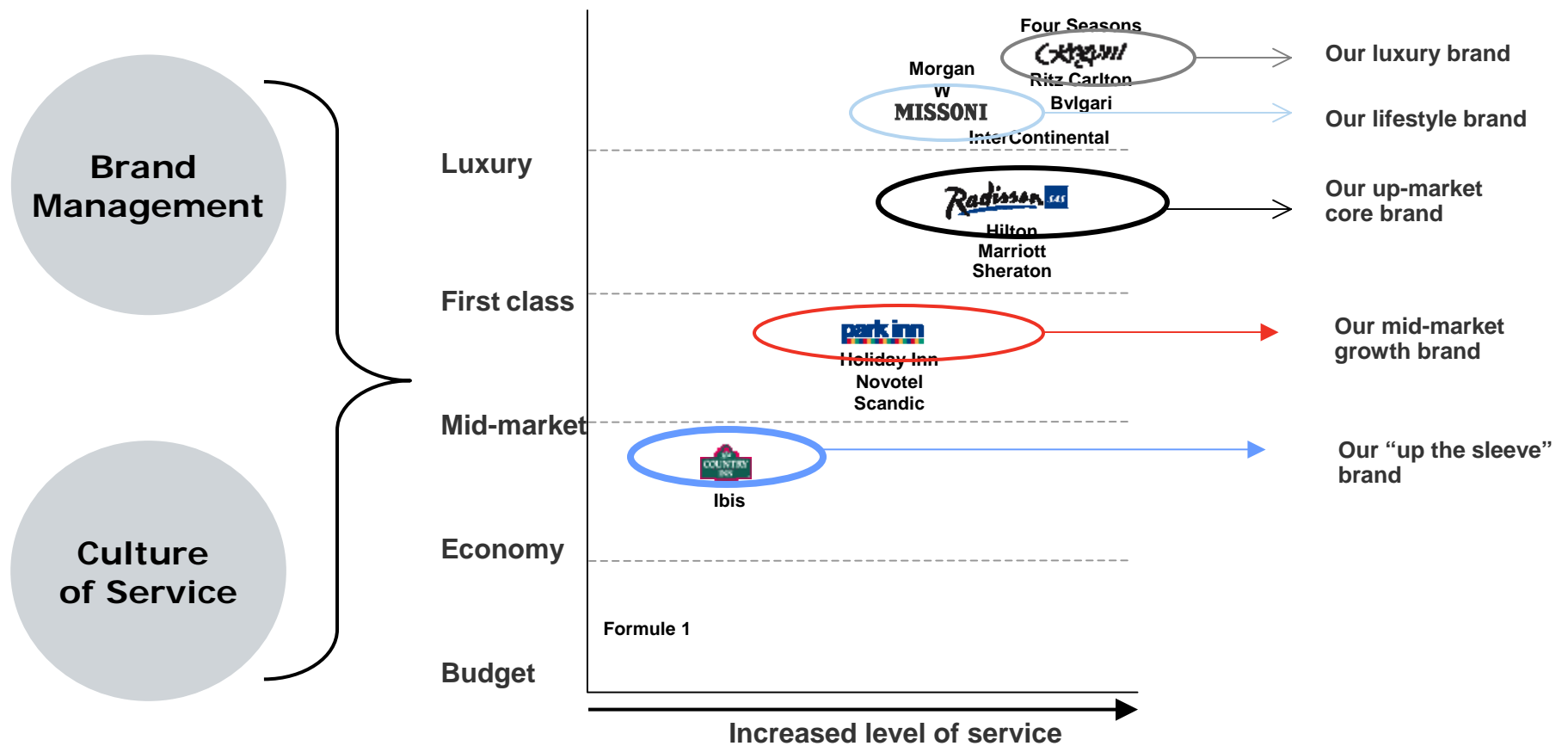
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MISSONI



NOTE: Number of hotels in operation & under development

PORTFOLIO OF GREAT INTERNATIONAL BRANDS

Growing importance of brands



Q2 – 2007

FINANCIAL HIGHLIGHTS

- Revenue increased to MEUR 197.6 (185.7)
- EBITDA improved to MEUR 27.7 (25.4)
- EBITDA margin was 14.0% (13.7%)
- Like-for-like RevPAR went up 6.5% to EUR 83.5 (78.4)
- EPS amounts to EUR 0.10 (0.10)



H1 – 2007

FINANCIAL HIGHLIGHTS

- Revenue increased to MEUR 371.0 (341.9)
- EBITDA improved to MEUR 32.3 (25.0)
- EBITDA margin was 8.7% (7.3%)
- Profit after tax of MEUR 13.9 (10.3)
- Like-for-like RevPAR went up 7.8% to EUR 77.5 (71.9)
- EPS amounts to EUR 0.09 (0.07)





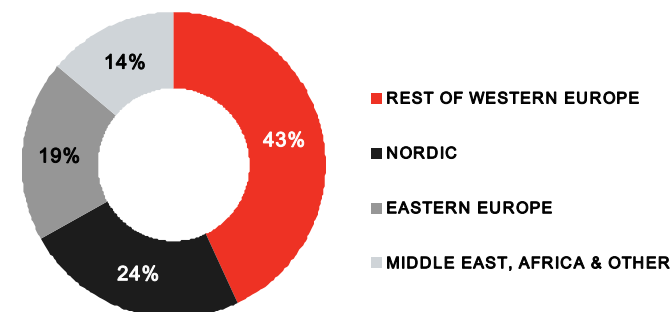
BUSINESS
DEVELOPMENT

H1 – 2007

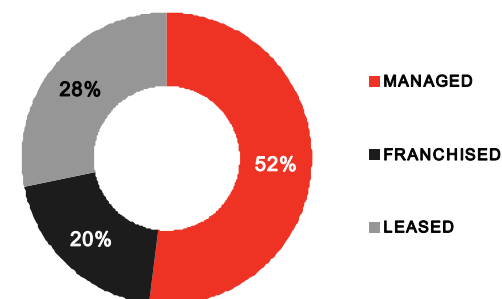
BUSINESS DEVELOPMENT HIGHLIGHTS

- **Milestone of 300 hotels in operations & development**
- **Added 3,509 new rooms to operations**
 - 44% Radisson SAS
 - 53% Park Inn
 - 73% under management contracts
- **Added 4,605 new rooms to the pipeline – 851 straight into operations**
 - 35% Radisson SAS
 - 55% Park Inn
 - 62% under management contracts
 - 5 new Park Inns as a portfolio deal
- **947 rooms went offline – all franchised**

FEATURING 47 COUNTRIES



LEADING BY ASSET LIGHT



Note: By rooms in operation and under development dated 30 June 2007

OPERATING & DEVELOPING IN 47 COUNTRIES



- **Leading international hotel company in Russia & CIS**
→ Almost 6,500 rooms
- **Gaining strength in Middle East & Africa**
→ Almost 8,500 rooms
- **Pole position in the Nordics**
→ Almost 15,000 rooms
- **Strong footprints in Rest of Western Europe**
→ Over 26,500 rooms

- Radisson SAS
- Park Inn
- Others

Note: Based on rooms in operation and under development dated 30 June 2007

FOCUS ON **RUSSIA** & CIS

- Clearly “**No.1**” with 23 hotels and almost 6,500 rooms
 - 4,046 rooms (12 hotels) in operation
 - 2,408 rooms (11 hotels) under development
- Strong RevPAR growth of 15% YTD-2007 in first-class segment *
- Rezidor targeting 50 cities with limited or no branded supply



* **Source:** HotelBenchmark™ Survey by Deloitte

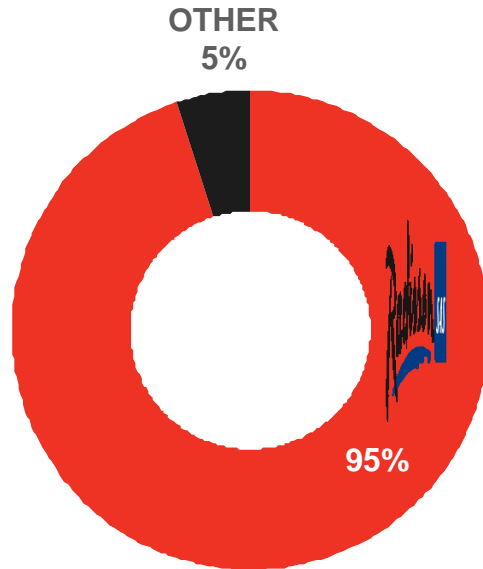
STRATEGIC FOCUS

Brand – fast lane for mid-market

31 December 2002

133 hotels

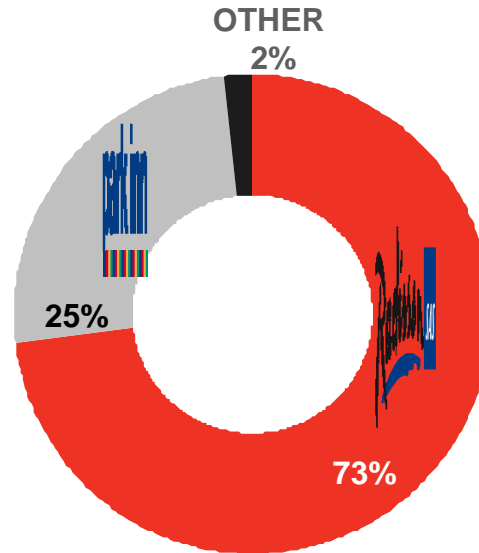
28,873 rooms



30 June 2007

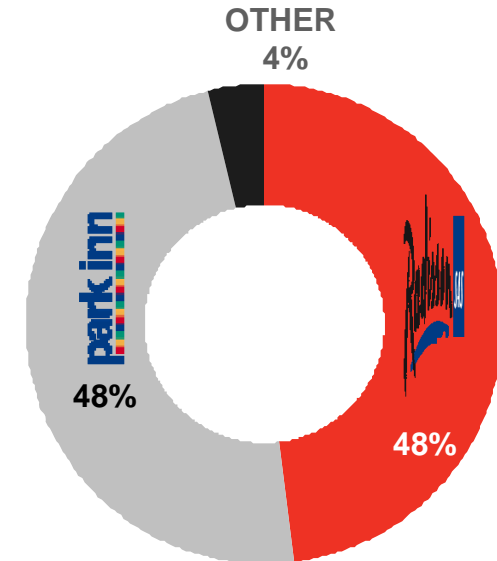
231 hotels

48,065 rooms



Target 2007-2009

20,000 additional rooms



Note: Based on number of rooms in operation

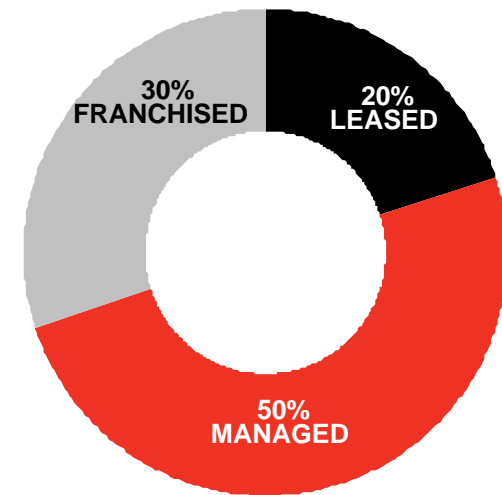
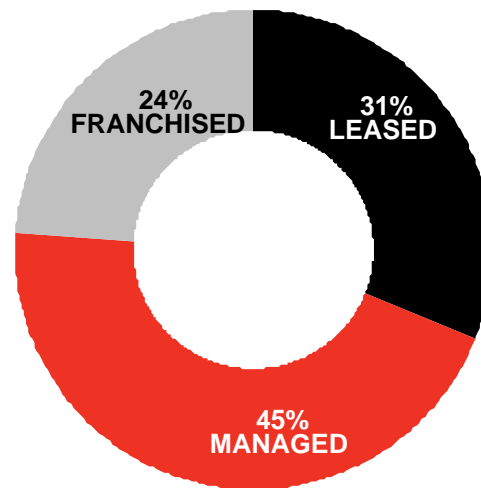
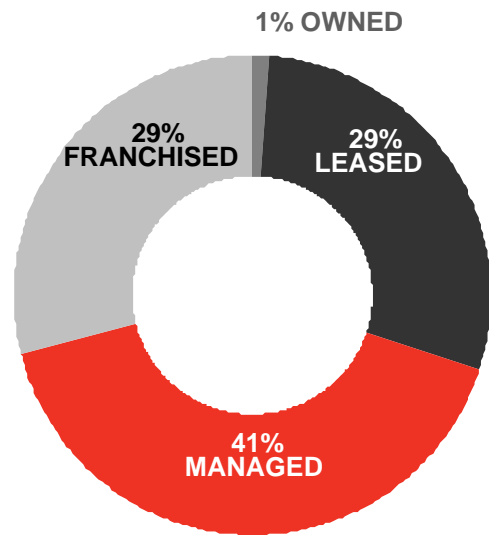
STRATEGIC FOCUS

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

31 December 2002
133 hotels
28,873 rooms

30 June 2007
231 hotels
48,065 rooms

Target 2007-2009
20,000 additional rooms



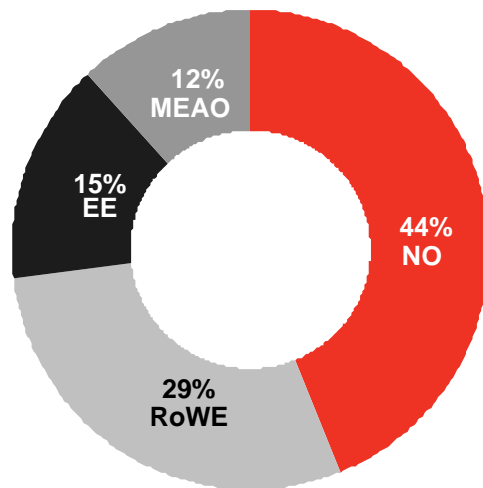
Note: Based on number of rooms in operation

STRATEGIC FOCUS

Geography – go East, go South, 47 countries

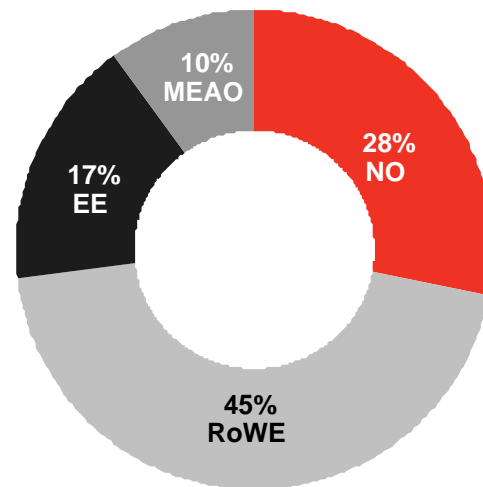
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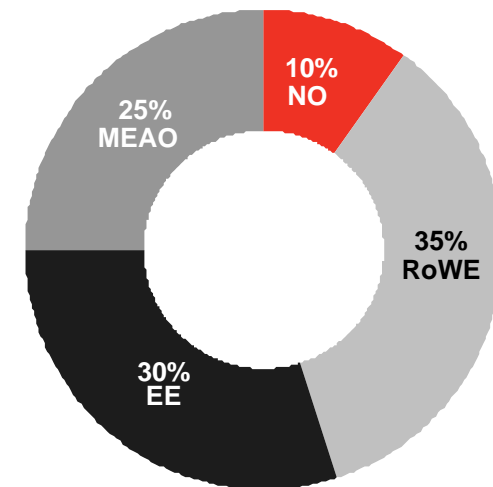
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Target 2007-2009

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Note: Based on number of rooms in operation

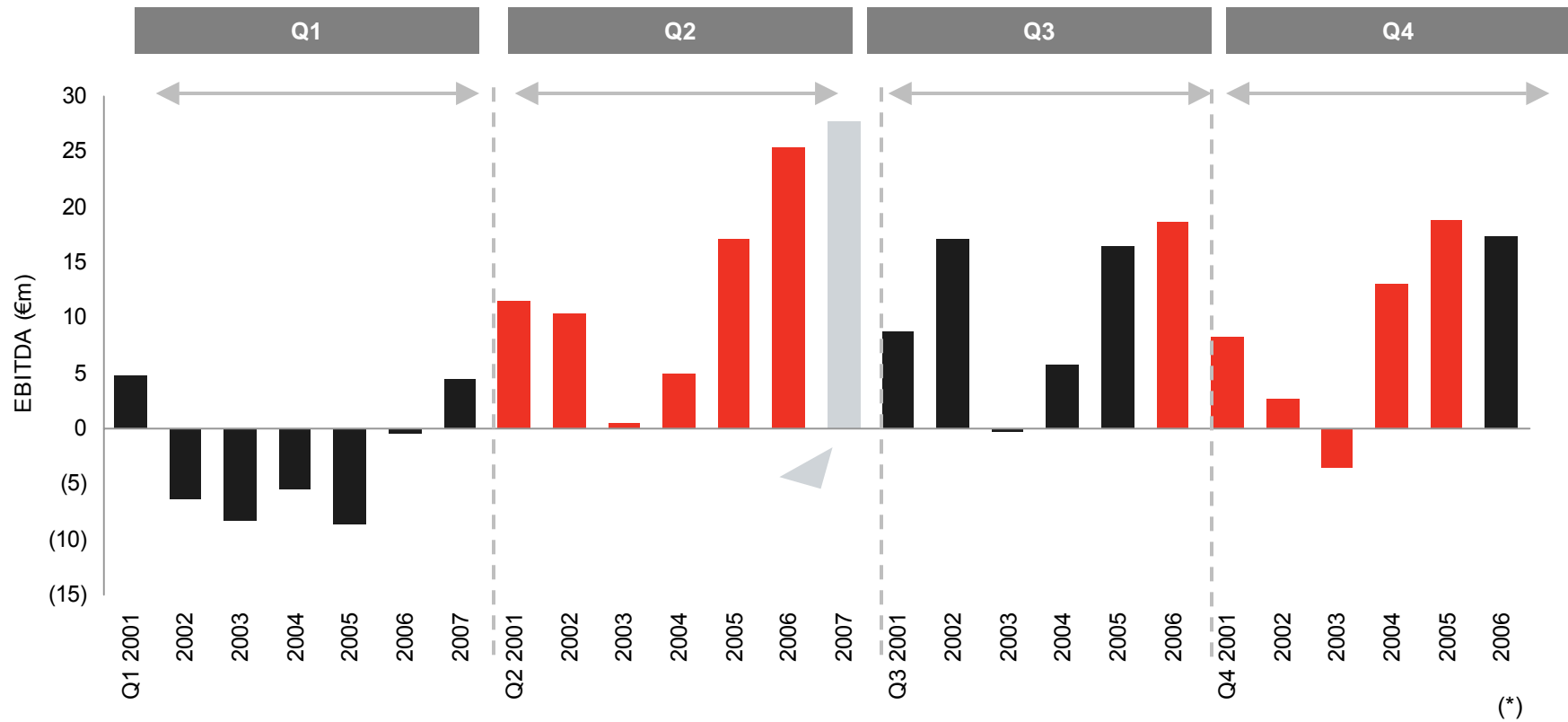
NO: Nordics; RoWE: Rest of Western Europe; EE: Eastern Europe; MEAO: Middle East, Africa and Other

STRONG YEAR-ON-YEAR
FINANCIAL PERFORMANCE



SEASONALITY




Quarterly EBITDA Swings






(*) Excluding IPO costs



REVPAR GROWTH

LIKE-FOR-LIKE REVPAR PER BRAND €	  	Q2-2007	Q2-2006	VAR %	H1-2007	H1-2006	VAR %
		88.8	83.5	6.3%	82.3	76.3	7.9%
53.6	49.6	8.1%	48.0	45.0	6.7%		
83.5	78.4	6.5%	77.5	71.9	7.8%		

TOTAL REVPAR PER BRAND €	  	Q2-2007	Q2-2006	VAR %	H1-2007	H1-2006	VAR %
		88.0	83.2	5.8%	81.8	76.2	7.3%
53.0	51.3	3.3%	45.2	45.9	(1.5%)		
80.7	78.1	3.3%	74.1	71.3	3.9%		



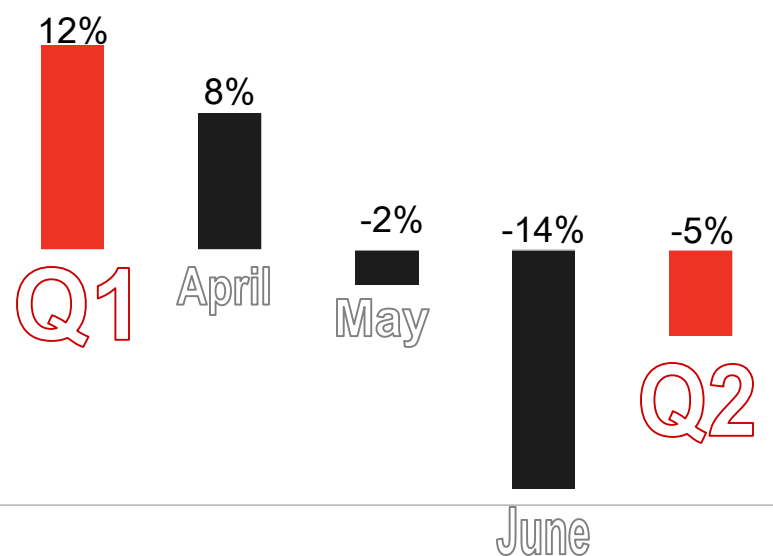
Note: including Managed & Leased hotels only

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

Q2 – Rest of Western Europe

World Cup Effect

- Revenue -3.5 MEUR
→ 1.8% of Total Revenue



REVPAR IN GERMANY YTD

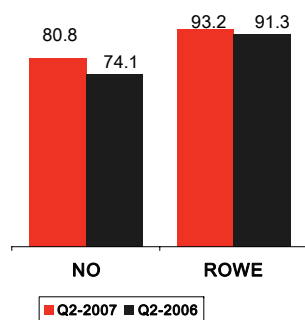
NEGATIVE EBITDA IMPACT	
World-Cup – Germany	MEUR 2.5
Start-up cost new leased hotels – France	MEUR 1.0
Expansion & renovation – UK	MEUR 2.1
TOTAL	MEUR 5.6



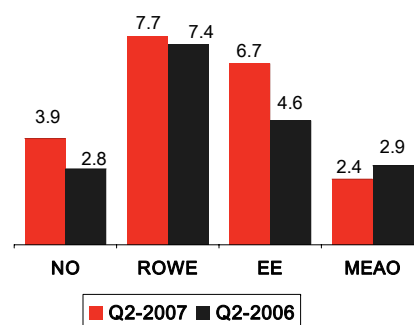
REVENUE SEGMENTATION (MEUR)

	Q2-2007	Q2-2006	VAR %	H1-2007	H1-2006	VAR %
LEASED HOTEL REVENUE	174.0	165.4	5.2%	328.0	306.5	7.0%
FEE REVENUE	20.8	17.7	17.5%	35.8	29.3	22.2%
OTHER REVENUE	2.8	2.6	7.7%	7.2	6.1	18.0%
TOTAL REVENUE	197.6	185.7	6.4%	371.0	341.9	8.5%

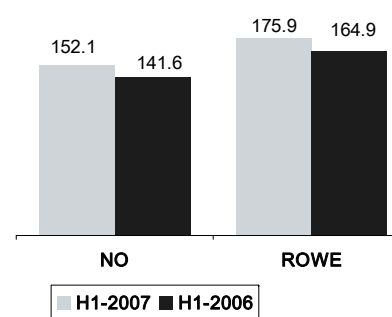
LEASED HOTEL REVENUE Q2



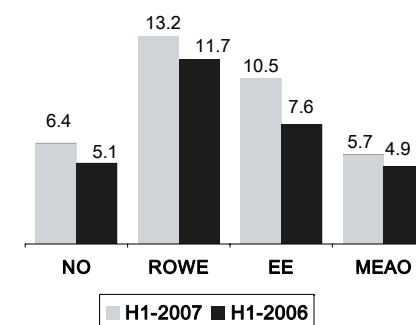
FEE REVENUE Q2



LEASED HOTEL REVENUE H1



FEE REVENUE H1



INCOME STATEMENT HIGHLIGHTS & COST RATIOS

IN MEUR (EXCEPT STATED OTHERWISE)	Q2-2007	Q2-2006	VAR %	H1-2007	H1-2006	VAR %
OPERATING REVENUE	197.6	185.7	6.4%	371.0	341.9	8.5%
EBITDAR	75.5	67.5	11.9%	128.8	111.2	15.8%
EBITDA	27.7	25.4	9.0%	32.3	25.0	29.2%
PROFIT/LOSS AFTER TAX	15.0	15.0	0.0%	13.9	10.3	35.0%
EBITDAR %	38.2%	36.4%	180bps	34.7	32.5	220 bps
EBITDA %	14.0%	13.7%	30 bps	8.7	7.3	140 bps
EPS (EUR)	0.10	0.10	0.0%	0.09	0.07	28.6%

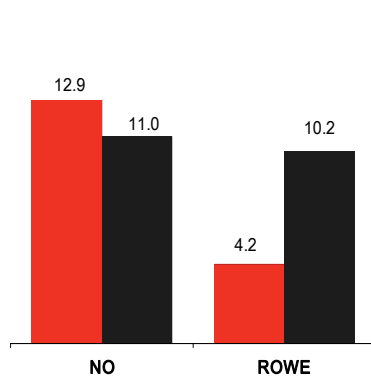
	Q2-2007	Q2-2006	VAR	H1-2007	H1-2006	VAR
F&B AND OTHER RELATED EXPENSES	7.1%	7.3%	(20) bps	7.3%	7.7%	(40) bps
PERSONNEL COSTS	33.1%	33.8%	(70) bps	34.3%	35.3%	(100) bps
OTHER OPERATING EXPENSES	20.3%	21.2%	(90) bps	22.0%	23.0%	(100) Bps
PROPERTY INSURANCE & TAX	1.2%	1.4%	(20) bps	1.6%	1.6%	0 bps
RENT (% OF LEASED HOTEL REVENUE)	28.3%	26.3%	200 bps	30.2%	28.9%	130 bps



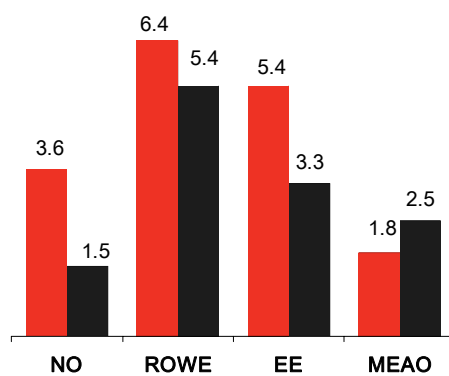
EBITDA SEGMENTATION (MEUR)

	Q2-2007	Q2-2006	VAR%	H1-2007	H1-2006	VAR %
Leased Hotels	17.2	21.2	(18.9)%	24.1	25.2	(4.4)%
Managed & Franchised	17.1	12.7	34.7%	22.7	15.1	50.3%
Other	1.1	(0.2)	n/m	3.1	1.1	181.8%
TOTAL EBITDA (before central costs)	35.4	33.7	5.0%	49.9	41.4	20.5%
Central Costs	(7.7)	(8.3)	n/m	(17.6)	(16.4)	n/m
TOTAL EBITDA	27.7	25.4	9.0%	32.3	25.0	29.2%

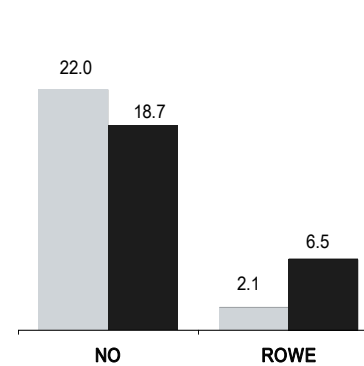
LEASED Q2



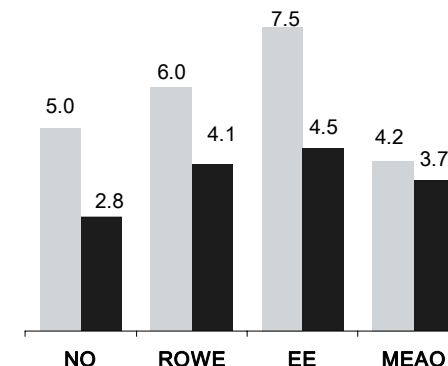
MANAGED & FRANCHISED Q2



LEASED H1



MANAGED & FRANCHISED H1



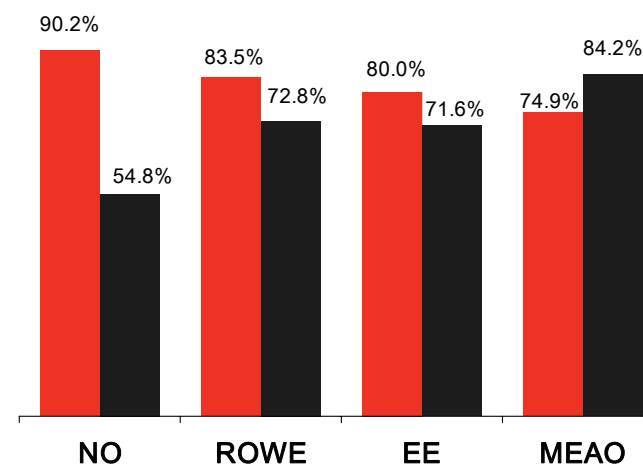
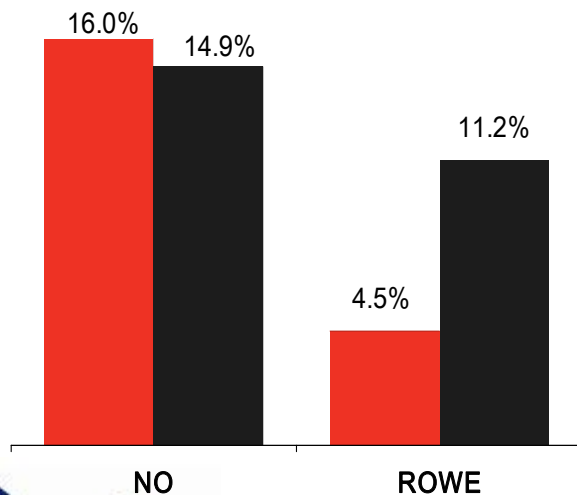
EBITDA MARGIN SEGMENTATION

	<u>Q2-2007</u>	<u>Q2-2006</u>	<u>VAR%</u>	<u>H1-2007</u>	<u>H1-2006</u>	<u>VAR%</u>
Leased Hotels	9.9%	12.8%	(290) bps	7.3%	8.2%	(90) bps
Managed & Franchised	82.2%	71.8%	1,040 bps	63.4%	51.5%	1,190 bps
Other	39.3%	(7.7)%	4,700 bps	43.1%	18%	2,510 bps
TOTAL EBITDA (before central costs)	17.9%	18.1%	(20) bps	13.5%	12.1%	140 bps

LEASED

■ Q2 07 ■ Q2 06

MANAGED & FRANCHISED



BALANCE SHEET HIGHLIGHTS

IN TEUR	30 JUN 2007	31 DEC 2006
TOTAL EQUITY	179,653	176,380
BALANCE SHEET TOTAL	423,398	402,623
TOTAL INVESTMENTS YTD	27,563	32,617
NET DEBT	(1,851)	15,717
EQUITY PER SHARE (EUR)	1.20	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



GOING FOR MORE

- On target of opening 20,000 new rooms during 2007 – 2009
 - Over 75% opened &/or contracted
- “New breed” Radisson SAS – featuring the youngest and freshest portfolio of hotels in Europe
- Leading company in Russia & CIS
- Further fuel the growth in Southern Europe, Africa & Middle East
- Strong footprints in Rest of Western Europe & Nordics
- Portfolio deals for faster growth
- Focus on non-committed contracts and conversion opportunities
- Park Inn – the front runner








Q&A

APPENDIX 1

HOTEL INVENTORY

BRAND	SEGMENT	HOTELS		ROOMS	
		OPS	DEV	OPS	DEV
 Radisson	Upscale	157	37	35,135	8,250
 park inn	Mid-market	66	27	11,988	4,194
<i>Regent</i>	Luxury	2	2	404	563
MISSONI	Luxury / Lifestyle	-	3	-	427
 COUNTRY INN	Economy	3	-	169	-
UNBRANDED	-	3	-	369	-
TOTAL		300		61,499	



NOTE: Number of hotels and rooms in operation

APPENDIX 2

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

