January–December 2018

Fourth Quarter 2018

- **Revenue increased by MEUR 4.4 (1.8%) to MEUR 246.0.** The increase is mainly due to strong performance in the like-for-like hotel portfolio, partly offset by the exit of eight leases at the end of last year and two leases this year (in total MEUR –7.4) as well as the strengthening of the Euro (MEUR –2.4). On a like-for-like basis, including hotels under renovation ("LFL&R"), Revenue increased by MEUR 12.3 (5.4%).
- **Reported RevPAR for leased and managed hotels increased by 2.9%.** RevPAR LFL&R increased by 3.3%, with significant contribution from leased hotels (5.4%).
- **EBITDA increased by MEUR 0.2 (1.2%) to MEUR 17.0 and the EBITDA margin decreased 0.1 pp to 6.9%.** The increase is mainly due to the like-for-like revenue growth and reduction in operating costs in leased hotels, offset by an increase in one-off costs for restructuring and IT transformation of MEUR 6.0. Adjusted EBITDA increased by MEUR 8.3 (32.9%) to MEUR 33.5.
- **EBIT decreased by MEUR 6.2 (–147.6%) to MEUR –10.4 and the EBIT margin decreased 2.5 pp to –4.2%.** The decrease is mainly due to higher costs for write-downs of fixed assets of MEUR 7.8. Adjusted EBIT increased by MEUR 6.9 (48.3%) to MEUR 21.2.
- **Profit/loss for the period decreased by MEUR 15.0 (–250.0%) to MEUR –21.0.** Profit/loss for the period is impacted by higher financial expenses due to of the bond issuance in July and write-downs of financial investments. Also, MEUR 6.5 has been provided for a tax case in one of the Swedish subsidiaries.
- **Basic and diluted earnings per share were EUR –0.12 (–0.04).**
- **1,505 (752) rooms were contracted, 950 (1,144) rooms opened and 1,399 (1,347) rooms left the system.**

Twelve months ended December 2018

- **Revenue decreased by MEUR 8.1 (–0.8%) to MEUR 959.2.** Revenue LFL&R increased by MEUR 41.5 (4.5%).
- **Reported RevPAR for leased and managed hotels increased by 1.8%.** RevPAR LFL&R increased by 5.8%.
- **EBITDA increased by MEUR 21.6 (26.3%) to MEUR 103.7 and the EBITDA margin increased 2.3 pp to 10.8%.** Adjusted EBITDA increased by MEUR 22.8 (23.2%) to MEUR 121.0.
- **EBIT increased by MEUR 17.0 (115.6%) to MEUR 31.7 and the EBIT margin increased 1.8 pp to 3.3%.** Adjusted EBIT increased by MEUR 17.9 (32.0%) to MEUR 73.9.
- **Profit/loss for the period decreased by MEUR 0.8 (–18.2%) to MEUR 3.6**.
- **Basic and diluted earnings per share were EUR 0.02 (0.03).**
- **Cash flow from operating activities amounted to MEUR 119.5 (72.4).**
- **7,196 (7,476) rooms were contracted, 4,083 (5,039) rooms opened and 2,003 (4,195) rooms left the system.**
- **The Board of Directors proposes that no dividend is to be paid for the financial year 2018.**

MEUR	Q4 2018	Q4 2017	Change	%	FY 2018	FY 2017	Change	%
Revenue	246.0	241.6	4.4	1.8%	959.2	967.3	–8.1	–0.8%
EBITDA	17.0	16.8	0.2	1.2%	103.7	82.1	21.6	26.3%
EBIT	–10.4	–4.2	–6.2	–147.6%	31.7	14.7	17.0	115.6%
Profit/loss for the period	–21.0	–6.0	–15.0	–250.0%	3.6	4.4	–0.8	–18.2%
EBITDA margin	6.9%	7.0%	–0.1 pp		10.8%	8.5%	2.3 pp	
EBIT margin	–4.2%	–1.7%	–2.5 pp		3.3%	1.5%	1.8 pp	

RADISSON HOTEL GROUP

RADISSON REWARDS RADISSONHOTELS.COM RADISSON MEETINGS

Comments from the CEO

Financial results in line with the 5-year operating plan

On a like-for-like basis, including hotels under renovation, revenue grew by 5.4% in the fourth quarter, which was slightly higher than in the full year 2018 (4.5%). This is in line with guidance provided in the Q3 report.

As mentioned in our Q3 report, operating costs in Q4 were higher than in previous quarters – in line with the 5-year operating plan. Despite this, the EBITDA-margin was in line with Q4 2017. The margin for the full year of 10.8% is in line with the guidance.

During the quarter 1,505 rooms were contracted, 950 rooms opened, and 1,399 rooms left the system.

In a press release on January 25 this year, we announced our financial targets for 2019. Again, in line with the 5-year operating plan, we expect like-for-like revenue, including hotels under renovation, to increase by 4.5 – 5.0% and that we will reach an EBITDA-margin between 12.0 and 12.5%.

On February 5, a consortium led by Jin Jiang International Holdings Co., Ltd., including SINO-CEE Fund, through Aplite Holdings AB, announced that they had acquired 94.1% of the shares and votes in Radisson Hospitality AB (publ). Since Aplite holds more than 90 percent of the shares in Radisson, Aplite intends to commence a squeeze-out procedure under the Swedish Companies Act to acquire also the remaining shares. Aplite also intends to request that the Board of Radisson applies for de-listing of Radisson's shares from Nasdaq Stockholm.

Federico J. González, President & CEO

RevPAR Development Q4

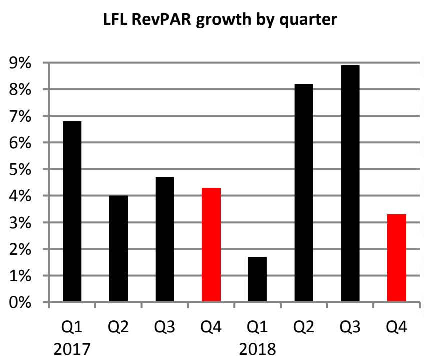
On a like-for-like basis, including hotels under renovation ("LFL&R"), RevPAR increased by 3.3%. The growth was mainly driven by occupancy (2.3%), readapting the strategy to improve occupancy in constrained days without losing on room rates (1.1%). The ramp up of hotels that were under renovation 2017 had a very positive impact on the numbers. Reported RevPAR for leased and managed hotels was 2.9% above last year, being the second strongest quarter in 2018, despite the negative impact of FX.

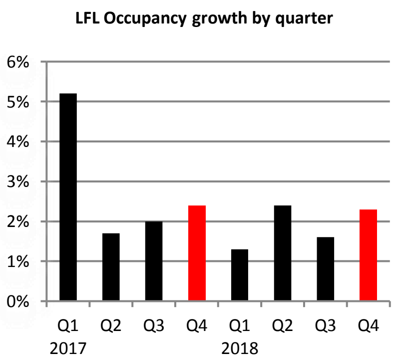
The RevPAR LFL&R performance was strong also compared to the competitors with the highest RGI increase of the last two years (2.7%).

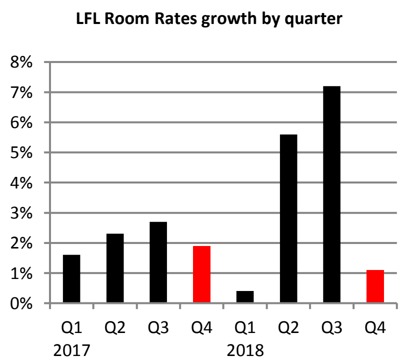
The growth was supported by the initial effects of the 5-year operating plan initiatives and mainly by the new revenue management system which enables us to capture volumes in constrained demand. In addition, the new room type structure in place in more than 200 hotels supports the average rate increase together with the new public pricing structure and the public promo calendar. The segmentation strategy, with a clean-up of low profitable business, supported a positive shift in the fourth quarter. We have also created a fourth revenue management cluster to better support the hotels in Southern Europe.

All four regions reported RevPAR LFL&R growth over last year, with the strongest development in Nordics (8.3%).

RevPAR LFL&R for leased hotels increased by 5.4%, mainly driven by occupancy (4.2%). Reported RevPAR for leased hotels was 8.8% above last year.







Income Statement

Fourth Quarter 2018

MEUR	Q4 2018	Q4 2017	Change	%
Revenue	246.0	241.6	4.4	1.8%
EBITDA	17.0	16.8	0.2	1.2%
EBITDA margin	*6.9%*	*7.0%*	*–0.1 pp*	
EBIT	–10.4	–4.2	–6.2	–147.6%
EBIT margin	*–4.2%*	*–1.7%*	*–2.5 pp*	
Profit/loss for the period	–21.0	–6.0	–15.0	–250.0%

Revenue increased by MEUR 4.4 (1.8%) to MEUR 246.0. The increase is mainly due to strong performance in the like-for-like hotel portfolio, including hotels under renovation, partly offset by the exit of eight leases at the end of last year and two leases this year (MEUR –7.4), as well as the strengthening of the Euro (MEUR –2.4).

On a like-for-like basis, including hotels under renovation (“LFL&R”), revenue increased by MEUR 12.3 (5.4%), The change in revenue compared to the same period last year is presented in the table below.

MEUR	LFL&R	Openings	Exits	FX	Change
Rooms revenue	6.7	—	–4.7	–1.2	0.8
F&B revenue	0.4	—	–2.4	–0.7	–2.7
Other hotel revenue	0.1	—	–0.3	0.0	–0.2
Total leased revenue	**7.2**	**—**	**–7.4**	**–1.9**	**–2.1**
Fee revenue	2.4	3.4	–1.5	–0.5	3.8
Other revenue	2.7	—	—	–0.0	2.7
Total revenue	**12.3**	**3.4**	**–8.9**	**–2.4**	**4.4**

EBITDA increased by MEUR 0.2 (1.2%) to MEUR 17.0. The increase is mainly due to the like-for-like revenue growth and reduction in operating costs in leased hotels, supported by the cost advantage initiatives in the 5-year operating plan as well as three lease agreements converting from fixed to variable rent. Rent as a percentage of leased hotel revenue decreased from 28.5% to 28.0%. The increase due to the above-mentioned factors is offset by an increase in costs for restructuring and IT transformation of MEUR 6.0 as well as other items of one-off nature.

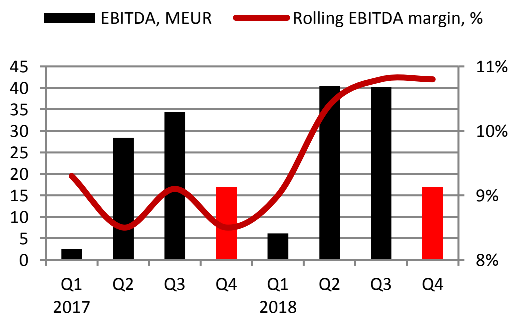
The EBITDA margin decreased 0.1 pp to 6.9%.

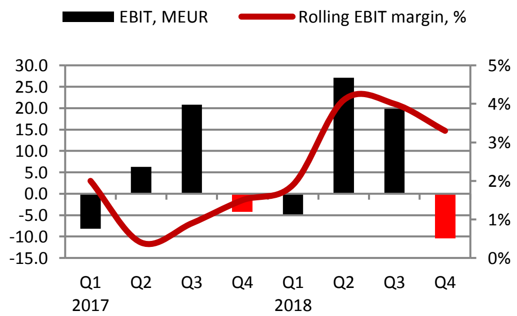
Adjusted EBITDA increased by MEUR 8.3 (32.9%) to MEUR 33.5.

EBIT decreased by MEUR 6.2 (–147.6%) to MEUR –10.4. The decrease is mainly due to higher costs for write-downs of fixed assets of MEUR 7.8.

Adjusted EBIT increased by MEUR 6.9 (48.3%) to MEUR 21.2.

Profit/loss for the period decreased by MEUR 15.0 (–250.0%) to MEUR –21.0. In addition to the decrease in EBIT, the profit/loss for the period is impacted by MEUR 6.5 higher financial expenses, which is a consequence of the bond issuance in July (MEUR 4.9) and write-downs of financial investments (MEUR 1.2). Furthermore, MEUR 6.5 has been provided for an ongoing tax case regarding interest deduction in one of the Swedish subsidiaries. Please see section “Other Events” for further details.





Twelve months ended December 2018

MEUR	FY 2018	FY 2017	Change	%
Revenue	959.2	967.3	–8.1	–0.8%
EBITDA	103.7	82.1	21.6	26.3%
EBITDA margin	*10.8%*	8.5%	*2.3 pp*	
EBIT	31.7	14.7	17.0	15.6%
EBIT margin	*3.3%*	1.5%	*1.8 pp*	
Profit/loss for the period	3.6	4.4	–0.8	–18.2%

Revenue decreased by MEUR 8.1 (–0.8%) to MEUR 959.2. The decrease is mainly due to the exit of eight leases at the end of 2017 and two leases in 2018 (MEUR –29.0) and the strengthening of the Euro (MEUR –22.7).

On a like-for-like basis, including hotels under renovation (“LFL&R”), revenue increased by MEUR 41.5 (4.5%). The change in revenue compared to the same period last year is presented in the table below.

MEUR	LFL&R	Openings	Exits	FX	Change
Rooms revenue	22.7	—	–18.8	–11.4	–7.5
F&B revenue	4.2	—	–8.7	–5.5	–10.0
Other hotel revenue	0.0	—	–1.5	–0.4	–1.9
Total leased revenue	**26.9**	**—**	**–29.0**	**–17.3**	**–19.4**
Fee revenue	7.5	9.3	–7.2	–5.2	4.4
Other revenue	7.1	—	—	–0.2	6.9
Total revenue	**41.5**	**9.3**	**–36.2**	**–22.7**	**–8.1**

EBITDA increased by MEUR 21.6 (26.3%) to MEUR 103.7. The increase is mainly due to the like-for-like revenue growth and reduction in operating costs in leased hotels, partly offset by higher costs for central activities due to the 5-year operating plan initiatives.

The contribution from the fee business to EBITDA increased by MEUR 4.9 due to revenue growth as well as lower costs for bad debts.

The EBITDA margin increased 2.3 pp to 10.8%.

Adjusted EBITDA increased by MEUR 22.8 (23.2%) to MEUR 121.0.

EBIT increased by MEUR 17.0 (115.6%) to MEUR 31.7. The increase in EBITDA is partly offset by higher depreciation costs due to the increase in capex.

Adjusted EBIT increased by MEUR 17.9 (32.0%) to MEUR 73.9.

Profit/loss for the period decreased by MEUR 0.8 (–18.2%) to MEUR 3.6. The increase in EBIT is offset by MEUR 11.5 higher financial expenses, which is mainly due to the bond issuance in July and the consent solicitation process in September. In addition, MEUR 6.5 has been provided for an ongoing tax case regarding interest deduction in one of the Swedish subsidiaries. Please see section “Other Events” for further details.

Q4 Comments by Region[1, 2]

Nordics

MEUR	Q4 2018	Q4 2017	Change	%
Revenue	101.2	98.1	3.1	3.2%
RevPAR LFL&R [EUR]	95.0	87.7	7.3	8.3%
EBITDA	15.6	11.8	3.8	32.2%
EBITDA margin	*15.4%*	*12.0%*	*3.4 pp*	
EBIT	11.1	2.0	9.1	455.0%
EBIT margin	*11.0%*	*2.0%*	*9.0 pp*	

Revenue increased by MEUR 3.1 (3.2%) to MEUR 101.2. The increase is mainly due to strong revenue development LFL&R in the lease portfolio (MEUR 5.6), partly offset by the strengthening of the Euro (MEUR –2.2) and the exit of one lease end of August (MEUR –0.6).

Reported RevPAR was 6.9% above last year due to RevPAR LFL&R growth of 8.3%, partly offset by the negative impact of FX. Strong contribution from the ramp up of hotels which were under renovation 2017.

EBITDA increased by MEUR 3.8 (32.2%) to MEUR 15.6 due to the like-for-like revenue growth and reduction in operating costs in leased hotels. In addition, three lease agreements have converted from fixed to variable rent.

EBIT increased by MEUR 9.1 (455.0%) to MEUR 11.1. In addition to the EBITDA development, EBIT is positively impacted by MEUR 6.3 lower costs for write-downs of fixed assets.

Rest of Western Europe

MEUR	Q4 2018	Q4 2017	Change	%
Revenue	115.1	119.3	–4.2	–3.5%
RevPAR LFL&R [EUR]	89.4	87.6	1.8	2.1%
EBITDA	18.1	14.5	3.6	24.8%
EBITDA margin	*15.7%*	*12.2%*	*3.5 pp*	
EBIT	–4.2	3.9	–8.1	N/A
EBIT margin	*–3.6%*	*3.3%*	*N/A*	

Revenue decreased by MEUR 4.2 (–3.5%) to MEUR 115.1. The decrease is mainly due to the exit of eight leases at the end of 2017 and one lease this year (MEUR –6.8), partly offset by positive revenue development LFL&R in the lease portfolio (MEUR 1.6).

Reported RevPAR was 1.5% above last year with a RevPAR LFL&R growth of 2.1%. The positive contribution from the ramp up of hotels which were under renovation in 2017, and the double-digit growth in Belgium and Austria, is partly offset by the negative impact of major renovations of two large German properties in 2018.

EBITDA increased by MEUR 3.6 (24.8%) to MEUR 18.1, mainly due to the like-for-like revenue development, reduction in operating costs and MEUR 1.5 lower restructuring costs.

EBIT decreased by MEUR 8.1 to MEUR –4.2. The increase in EBITDA of MEUR 3.6 and the lower costs for termination of lease contracts of MEUR 2.9 is offset by MEUR 14.1 higher costs for write-downs of fixed assets.

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[1] In Nordics, the business is predominantly leased contracts. In Rest of Western Europe, the business is a mix of leased, managed and franchise contracts. In Easter Europe and Middle East, Africa and Others, the business is mainly management contracts.

[2] Please note that the segmentation has been further developed to better illustrate how the business is operated. The numbers for the comparative period have been restated.

Eastern Europe

MEUR	Q4 2018	Q4 2017	Change	%
Revenue	11.6	11.3	0.3	2.7%
RevPAR LFL&R [EUR]	47.1	45.7	1.4	3.1%
EBITDA	7.4	7.3	0.1	1.4%
EBITDA margin	*63.8%*	*64.6%*	*–0.8 pp*	
EBIT	7.3	7.2	0.1	1.4%
EBIT margin	*62.9%*	*63.7%*	*–0.8 pp*	

Revenue increased by MEUR 0.3 (2.7%) to MEUR 11.6 due to the LFL RevPAR development, however partly offset by the strengthening of the Euro versus the Russian Rouble and the Turkish Lira.

Reported RevPAR was 1.9% below last year, negatively impacted by FX. RevPAR LFL&R grew 3.1%. Russia, our key market in the region with ca 35% of revenue, reported a growth of 1.0% only after the two very strong quarters supported by the World Cup. The strong growth in Turkey continues (36.5%), driven by room rates.

EBITDA increased by MEUR 0.1 (1.4%) to MEUR 7.4. The positive impact from the slight increase in revenue and lower costs for bad debts is offset by exceptional marketing costs of MEUR 2.1.

Middle East, Africa and Others

MEUR	Q4 2018	Q4 2017	Change	%
Revenue	9.8	8.0	1.8	22.5%
RevPAR LFL&R [EUR]	66.7	65.1	1.6	2.5%
EBITDA	6.8	5.1	1.7	33.3%
EBITDA margin	*69.4%*	*63.8%*	*5.6 pp*	
EBIT	6.7	5.0	1.7	34.0%
EBIT margin	*68.4%*	*62.5%*	*5.9 pp*	

Revenue increased by MEUR 1.8 (22.5%) to MEUR 9.8, mainly due to new openings (MEUR 1.3).

Reported RevPAR was 10.6% above last year, supported by the positive impact of new openings. RevPAR LFL&R grew 2.5%. RevPAR LFL&R per market remains mixed, with strong growth in Tunisia, Egypt, Kenya and Morocco, but challenges in the key markets UAE and Saudi Arabia.

EBITDA increased by MEUR 1.7 (33.3%) to MEUR 6.8, due to the increase in revenue.

Central Activities

EBIT for Central Management decreased by MEUR 8.8 to MEUR –29.7. The decrease is related to different initiatives in the 5-year operating plan. EBIT for Central Marketing decreased by MEUR 1.1 to MEUR –2.5. EBIT for Other Central Activities increased by MEUR 0.9 to MEUR 0.9, mainly related to procurement.

Comments to the Balance Sheet

Non-current assets increased by MEUR 20.8 from year-end 2017 and amounted to MEUR 371.9. The increase is mainly due to investments in tangible fixed assets and capitalised deferred tax assets.

Net working capital, excluding cash and cash equivalents, but including current tax assets and liabilities, was MEUR –84.2 at the end of the period, compared to MEUR –48.6 at year-end 2017. The change is mainly related to tax balances and accrued expenses.

Compared to year-end 2017, equity increased by MEUR 2.3 to MEUR 256.0, which is mainly due to the profit for the period of MEUR 3.6.

MEUR	**31 Dec 18**	**31 Dec 17**
Total assets	751.5	513.4
Net working capital	–84.2	–48.6
Net cash (debt)	–0.5	–31.7
Equity	256.0	253.7

Cash Flow and Liquidity

MEUR	**FY 2018**	**FY 2017**
Cash flow before working capital changes	90.8	54.1
Change in working capital	28.7	18.3
Cash flow from investing activities	–86.4	–73.7
Free cash flow	**33.1**	**–1.3**
Cash flow from financing activities	209.6	0.8
Cash flow for the period	**242.7**	**–0.5**

Cash flow from operations, before change in working capital, amounted to MEUR 90.8, an increase of MEUR 36.7 and mainly due to the increase in EBITDA and less tax paid. Cash flow from change in working capital amounted to MEUR 28.7, compared to MEUR 18.3 last year. The positive change is mainly due to higher accrued expenses per end of 2018.

Cash flow used in investing activities was MEUR 12.7 higher compared to last year and amounted to MEUR –86.4, reflecting the increased capex spend in the leased portfolio.

Cash flow from financing activities was MEUR 208.8 higher compared to last year and amounted to MEUR 209.6. Proceeds from the bond issuance of net MEUR 240.5 is partly offset by settlement of liabilities to financial institutions.

At the end of the period, the company had MEUR 249.9 (7.4) in cash and cash equivalents. The total credit facilities amounted to MEUR 25.0 (200.0). MEUR 0.3 (2.6) was used for bank guarantees and MEUR 0 (30.4) was used for overdrafts, leaving MEUR 24.7 (167.0) in available credit for use.

Net interest-bearing assets amounted to MEUR 5.2 (–17.3 at year-end 2017). Net cash (debt) amounted to MEUR –0.5 (–31.7 at year-end 2017).

Other Events

On October 19, 2018, the company has been notified that its appeal against the notice of amendment regarding interest deductions made in one of its Swedish subsidiaries during financial year 2013 has been negatively ruled (see note 37 of the 2017 Annual Report for further details). The company has appealed the decision, however, due to the uncertainty of the outcome of the appeal, a provision of MEUR 6.5 has been recognised in order to cover the exposure for financial years 2013-2015.

Subsequent Events

On November 13, 2018, a consortium led by Jin Jiang International Holdings Co., Ltd., including SINO-CEE Fund (the “Consortium”), announced that the Consortium, through Aplite Holdings AB (”Aplite”), had completed the acquisition of 87,552,187 shares in Radisson Hospitality AB (publ) (”Radisson AB”) from HNA Tourism.

On December 11, 2018, the Consoritum, through Aplite, announced a mandatory public offer to the shareholders of Radisson AB to sell all of their shares in Radisson AB to the Consortium for a consideration of SEK 40 in cash per share (before dividends).

On January 4, 2019, the Consortium announced that the offer price had been increased by SEK 2.50 to a total of SEK 42.50 in cash per share. The acceptance period of the offer commenced on January 7 and expired on Feburary 4, 2019.

On February 5, 2019, the Consortium announced that at the end of the acceptance period the offer had been accepted by shareholders representing a total of 76,581,841 shares in Radisson AB. This means that together with the acceptances received in the offer, Aplite holds a total of 164,134,028 shares, corresponding to 94.12 percent of the registered shares and votes in Radisson AB.

Since Aplite, following the offer, holds more than 90 percent of the shares in Radisson AB, Aplite intends to commence a squeeze-out procedure under the Swedish Companies Act (*Sw. aktiebolagslagen (2005:551)*) to acquire all remaining shares in Radisson AB.

Aplite also intends to request that the board of directors of Radisson AB applies for de-listing of Radisson AB's shares from Nasdaq Stockholm.

Material Risks and Uncertainties

No material changes have taken place during the period and reference is therefore made to the detailed description provided in the annual report for 2017. The general market, economic and financial conditions as well as the development of RevPAR in various countries where Radisson operates, continue to be the most important factors influencing the company's earnings. To reduce the risks associated with operating in Emerging Markets, Radisson applies an asset light business model.

Management is continuously analysing ways to improve the performance of the hotel portfolio. Future cash flow projections related to leases or management agreements with performance guarantees are sensitive to changes in discount rate, occupancy and room rate assumptions. Changes in such assumptions may lead to a renewed assessment of the value of certain assets and the risk for loss making contracts.

The financial impact of exiting contracts is uncertain, and it cannot be ruled out that an exit could lead to a cash outflow which is currently not fully reflected in the reported liabilities of the Group.

Deferred tax is recognised on temporary differences between stated and taxable income and on unutilised tax losses carried forward. In addition to changes to future cash flow projections, deferred tax assets are also sensitive to changes in tax rules and regulations.

The Parent Company performs services of a common Group character. The risks for the Parent Company are the same as for the Group.

Seasonal Effects

Radisson is active in an industry with seasonal variations. Sales and profits vary by quarter and the first quarter is generally the weakest. The timing of Easter can have a significant impact on Earnings when comparing to the equivalent period for the previous year. For quarterly revenue and margins, see table on page 23.

Sensitivity Analysis

With the current business model and portfolio mix Radisson estimates that a EUR 1 RevPAR variation would result in a MEUR 6–8 change in LFL EBITDA. Future cash flow projections related to leases or management agreements with performance guarantees are sensitive to changes in discount rates, occupancy and room rate assumptions. Changes in such assumptions may lead to a renewed assessment of the value of certain assets and the risk for loss making contracts.

Auditor's Review

The report has not been subject to review by the auditor.

Presentation of the Q4 Results

On February 22, 2019 at 10:00 CET, a combined telephone conference and live webcast (in English) concerning the report will be presented by the President & CEO, Federico J. González and Deputy President & CFO, Knut Kleiven. To follow the webcast, please visit https://www.radissonhospitalityab.com/investors.

To access the telephone conference, please dial:

Belgium, Local	+32 (0)2 400 9874
Belgium, Free	0800 48740
France, Local:	+33 (0)1 76 70 07 94

France, Free:	0805 103 028
Norway, Local:	+47 2396 0264
Norway, Free:	800 51874
Spain, Local:	+34 91 414 6280
Spain, Free	800 098 826
Sweden, Local:	+46 (0)8 5069 2180
Sweden, Free:	0200 125 581
UK, Local:	+44 (0)844 571 8892
UK, Free:	0800 376 7922
USA, Local:	+1 631 510 7495
USA, Free:	1 866 966 1396
Standard international	+44 (0)2 207 192 8000

Confirmation code: 2609538. For a replay of the conference call please visit https://www.radissonhospitalityab.com/investors.

Financial Calendar

Q1 2019 results: April 30, 2019
AGM 2019: April 30, 2019
Q2 2019 results: July 26, 2019
Q3 2019 results: October 25, 2019

Annual General Meeting 2019

The Annual General Meeting of Radisson Hospitality AB (publ) will take place on April 30, 2019 at 11.00 CET at the Radisson Blu Waterfront Hotel in Stockholm.

For Further Information, Contact

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About Radisson Hospitality AB (publ)

Radisson Hospitality AB (publ) is focused on hotel management and operates the core brands Radisson Blu and Park Inn by Radisson, as well as Radisson RED, an upscale “lifestyle select” brand inspired by the millennial lifestyle, and Radisson Collection, a premium lifestyle collection of exceptional hotels located in unique locations. Radisson also holds 49% in prizeotel, a young hotel chain in the economy segment.

The portfolio consists of 380 hotels, with 83,331 rooms, in operation and 114 hotels, with 23,827 rooms, under development in 79 countries across Europe, the Middle East and Africa.

Radisson’s strategy is to grow with an asset-right approach, balancing management and franchise contracts with selected lease contracts. Management and franchise contracts offer a higher profit margin and more stable income streams and lease contracts allow Radisson to complete their presence in Mature markets.

Radisson is a member of Radisson Hotel Group. For more information, visit www.radissonhospitalityab.com.

This year-end report comprises information which Radisson Hospitality AB (publ) is required to disclose under the Securities Markets Act and/or the Financial Instruments Trading Act. It was released for publication at 07:30 CET on February 22, 2019.

Stockholm, February 22, 2019

The Board of Directors

Radisson Hospitality AB (publ)

Condensed Consolidated Statement of Operations

MEUR	Q4 2018	Q4 2017	FY 2018	FY 2017
Revenue	246.0	241.6	959.2	967.3
Costs of goods sold for Food & Beverage and other related expenses	–9.7	–13.3	–45.7	–51.0
Personnel cost and contract labour	–85.9	–93.2	–322.2	–347.8
Other operating expenses	–76.2	–59.2	–251.5	–239.4
Insurance of properties and property tax	–3.8	–3.5	–14.4	–14.5
Operating profit before rental expense, share of income in associates and joint ventures, depreciation and amortisation, costs due to termination of contracts, gain/loss on sale of fixed assets, net financial items and income tax (EBITDAR)	**70.4**	**72.4**	**325.4**	**314.6**
Rental expense	–54.0	–55.7	–222.4	–231.7
Share of income in associates and joint ventures	0.6	0.1	0.7	–0.8
Operating profit before depreciation and amortisation, costs due to termination of contracts, gain/loss on sale of fixed assets, net financial items and income tax (EBITDA)	**17.0**	**16.8**	**103.7**	**82.1**
Depreciation and amortisation	–12.2	–10.9	–47.0	–42.2
Write-downs and reversals of write-downs	–15.1	–7.3	–23.9	–21.0
Costs due to termination of contracts	—	–2.8	–1.0	–4.2
Gain/loss on sale of shares, intangible and tangible assets	–0.1	–0.0	–0.1	–0.0
Operating profit/loss (EBIT)	**–10.4**	**–4.2**	**31.7**	**14.7**
Financial income	0.1	0.1	1.8	1.2
Financial expense	–6.7	–0.2	–14.7	–3.2
Profit/loss before tax	**–17.0**	**–4.3**	**18.8**	**12.7**
Income tax	–4.0	–1.7	–15.2	–8.3
Profit/loss for the period	**–21.0**	**–6.0**	**3.6**	**4.4**
Attributable to:				
Owners of the parent company	–21.0	–6.0	3.6	4.4
Non-controlling interests	—	—	—	—
Profit/loss for the period	**–21.0**	**–6.0**	**3.6**	**4.4**
Basic average no. of shares outstanding	171,856,301	171,166,316	171,395,525	170,952,649
Diluted average no. of shares outstanding	172,502,226	172,423,273	172,345,494	172,653,954
Earnings per share, in EUR				
Basic	–0.12	–0.04	0.02	0.03
Diluted	–0.12	–0.04	0.02	0.03

Consolidated Statement of Comprehensive Income

MEUR	Q4 2018	Q4 2017	FY 2018	FY 2017
Profit/loss for the period	**–21.0**	**–6.0**	**3.6**	**4.4**
Other comprehensive income:				
Items that will not be reclassified subsequently to profit or loss:				
Actuarial gains and losses	–0.1	0.6	–0.1	0.6
Tax on actuarial gains and losses	0.0	–0.2	0.0	–0.2
Items that may be reclassified subsequently to profit or loss:				
Exchange differences on translation of foreign operations	–0.3	–2.9	–1.3	–9.2
Tax on exchange differences	–0.1	0.3	–0.5	–0.3
Fair value gains and losses on cash flow hedges	0.2	0.2	–0.1	0.3
Tax on fair value gains and losses on cash flow hedges	–0.1	–0.1	0.0	–0.1
Other comprehensive income for the period, net of tax	**–0.4**	**–2.1**	**–2.0**	**–8.9**
Total comprehensive income for the period	**–21.4**	**–8.1**	**1.6**	**–4.5**
Attributable to:				
Owners of the parent company	–21.4	–8.1	1.6	–4.5
Non-controlling interests	—	—	—	—

Condensed Consolidated Balance Sheet Statements

MEUR	31 Dec 2018	31 Dec 2017
ASSETS		
Intangible assets	58.5	61.5
Tangible assets	209.1	193.0
Investments in associated companies and joint ventures	16.3	16.2
Other shares and participations	5.5	5.7
Other long-term receivables	16.8	14.2
Deferred tax assets	65.7	60.5
Total non-current assets	**371.9**	**351.1**
Inventories	4.1	4.3
Other current receivables	123.0	137.0
Derivative financial instruments	0.2	0.2
Other short-term investments	2.4	—
Cash and cash equivalents	249.9	7.4
Assets classified as held for sale	—	13.4
Total current assets	**379.6**	**162.3**
TOTAL ASSETS	**751.5**	**513.4**
EQUITY AND LIABILITIES		
Equity attributable to equity holders of the parent	256.0	253.7
Non-controlling interests	0.0	0.0
Total equity	**256.0**	**253.7**
Bond	241.6	—
Deferred tax liabilities	16.6	15.6
Retirement benefit obligations	3.4	3.3
Other long-term liabilities	24.0	23.9
Total non-current liabilities	**285.6**	**42.8**
Liabilities to financial institutions	—	30.4
Derivative financial instruments	0.1	0.0
Other current liabilities	209.8	186.5
Total current liabilities	**209.9**	**216.9**
TOTAL EQUITY AND LIABILITIES	**751.5**	**513.4**
Number of ordinary shares outstanding at the end of the period	171,856,301	171,166,316
Number of ordinary shares held by the company	2,532,556	3,222,541
Number of registered ordinary shares at the end of the period	174,388,857	174,388,857

Consolidated Statement of Changes in Equity

MEUR	Share capital	Other paid in capital	Other reserves	Retained earnings incl. net profit/loss for the period	**Attributable to equity holders of the parent**	Non-controlling interests	**Total equity**
Opening balance as of January 1, 2017	**11.6**	**177.1**	**4.2**	**72.8**	**265.7**	**0.0**	**265.7**
Profit for the period	—	—	—	4.4	**4.4**	—	**4.4**
Other comprehensive income:							
Actuarial gains and losses on defined benefit plans	—	—	—	0.6	**0.6**	—	**0.6**
Tax on actuarial gains and losses on defined benefit plans	—	—	—	–0.2	**–0.2**	—	**–0.2**
Currency differences on translation of foreign operations	—	—	–9.1	—	**–9.1**	—	**–9.1**
Tax on exchange differences recognised in other comprehensive income	—	—	–0.3	—	**–0.3**	—	**–0.3**
Cash flow hedges	—	—	0.3	—	**0.3**	—	**0.3**
Tax on cash flow hedges	—	—	–0.1	—	**–0.1**	—	**–0.1**
Total comprehensive income for the period	—	—	**–9.2**	**4.8**	**–4.5**	**—**	**–4.5**
Transactions with owners:							
Dividend	—	—	—	–8.5	**–8.5**	—	**–8.5**
Long term incentive programmes	—	—	—	0.9	**0.9**	—	**0.9**
Ending balance as of December 31, 2017	**11.6**	**177.1**	**–5.0**	**70.0**	**253.7**	**0.0**	**253.7**
Opening balance as of January 1, 2018	**11.6**	**177.1**	**–5.0**	**70.0**	**253.7**	**0.0**	**253.7**
Profit for the period	—	—	—	3.6	**3.6**	—	**3.6**
Other comprehensive income:							
Actuarial gains and losses on defined benefit plans	—	—	—	–0.1	**–0.1**	—	**–0.1**
Tax on actuarial gains and losses on defined benefit plans	—	—	—	0.0	**0.0**	—	**0.0**
Currency differences on translation of foreign operations	—	—	–1.3	—	**–1.3**	—	**–1.3**
Tax on exchange differences recognised in other comprehensive income	—	—	–0.5	—	**–0.5**	—	**–0.5**
Cash flow hedges	—	—	–0.1	—	**–0.1**	—	**–0.1**
Tax on cash flow hedges	—	—	0.0	—	**0.0**	—	**0.0**
Total comprehensive income for the period	**—**	**—**	**–1.9**	**3.5**	**1.6**	**—**	**1.6**
Transactions with owners:							
Long term incentive programmes	—	—	—	0.7	**0.7**	—	**0.7**
Ending balance as of December 31, 2018	**11.6**	**177.1**	**–6.9**	**74.2**	**256.0**	**0.0**	**256.0**

Condensed Consolidated Statement of Cash Flow

MEUR	Q4 2018	Q4 2017	FY 2018	FY 2017
Operating profit (EBIT)	**–10.4**	**–4.2**	**31.7**	**14.7**
Non-cash items	26.8	17.2	70.8	64.4
Interest, taxes paid and other cash items	–6.7	–11.5	–11.7	–25.0
Change in working capital	29.0	15.9	28.7	18.3
Cash flow from operating activities	**38.7**	**17.4**	**119.5**	**72.4**
Purchase of intangible assets	–1.1	–2.0	–1.7	–7.6
Purchase of tangible assets	–36.1	–26.4	–83.5	–66.2
Other investments/divestments	1.5	0.2	–1.2	0.1
Cash flow from investing activities	**–35.7**	**–28.2**	**–86.4**	**–73.7**
Dividend	—	—	—	–8.5
Proceeds from bond issuance	—	—	250.0	—
Transaction costs related to bond issuance	—	—	–9.5	—
External financing, net	–0.1	10.7	–30.9	9.3
Cash flow from financing activities	**–0.1**	**10.7**	**209.6**	**0.8**
Cash flow for the period	**2.9**	**–0.1**	**242.7**	**–0.5**
Effects of exchange rate changes on cash and cash equivalents	0.0	0.1	–0.2	–0.1
Cash and cash equivalents at beginning of the period	**247.0**	**7.4**	**7.4**	**8.0**
Cash and cash equivalents at end of the period	**249.9**	**7.4**	**249.9**	**7.4**

Parent Company, Condensed Statement of Operations

MEUR	Q4 2018	Q4 2017	FY 2018	FY 2017
Revenue	3.3	3.5	13.9	14.5
Personnel cost and contract labour	–1.7	–1.8	–6.4	–7.0
Other operating expenses	–2.5	–7.3	–8.5	–20.7
Operating profit/loss before depreciation and amortization (EBITDA)	**–0.9**	**–5.6**	**–1.0**	**–13.2**
Depreciation and amortization	–0.0	–0.0	–0.1	–0.1
Operating profit/loss (EBIT)	**–0.9**	**–5.6**	**–1.1**	**–13.3**
Financial income	1.3	13.1	1.4	13.2
Financial expense	–0.3	0.0	0.0	–0.0
Profit/loss before tax	**0.1**	**7.5**	**0.3**	**–0.1**
Income tax	–0.0	–1.6	0.0	0.0
Profit/loss for the period	**0.1**	**5.9**	**0.3**	**–0.1**

Parent Company, Statement of Comprehensive Income

MEUR	Q4 2018	Q4 2017	FY 2018	FY 2017
Profit/loss for the period	**0.1**	**5.9**	**0.3**	**–0.1**
Other comprehensive income	—	—	—	—
Total comprehensive income for the period	**0.1**	**5.9**	**0.3**	**–0.1**

Parent Company, Condensed Balance Sheet Statements

MEUR	31 Dec 2018	31 Dec 2017
ASSETS		
Intangible assets	0.0	0.0
Tangible assets	0.2	0.2
Shares in subsidiaries	237.2	236.9
Total non-current assets	**237.4**	**237.1**
Current receivables	32.7	36.5
Total current assets	**32.7**	**36.5**
TOTAL ASSETS	**270.1**	**273.6**
EQUITY AND LIABILITIES		
Equity	**266.0**	**265.1**
Current liabilities	4.1	8.5
Total current liabilities	**4.1**	**8.5**
TOTAL EQUITY AND LIABILITIES	**270.1**	**273.6**

Parent Company, Statement of Changes in Equity

MEUR	Share capital	Share premium reserve	Retained earnings incl. net profit/loss for the period	Total equity
Opening balance as of January 1, 2017	**11.6**	**254.2**	**7.0**	**272.8**
Total comprehensive income for the period	—	—	–0.1	**–0.1**
Transactions with owners:				
Dividend	—	—	–8.5	**–8.5**
Long term incentive programmes	—	—	0.9	**0.9**
Ending balance as of December 31, 2017	**11.6**	**254.2**	**–0.7**	**265.1**
Opening balance as of January 1, 2018	**11.6**	**254.2**	**–0.7**	**265.1**
Total comprehensive income for the period	—	—	0.2	**0.2**
Transactions with owners:				
Long term incentive programmes	—	—	0.7	**0.7**
Ending balance as of December 31, 2018	**11.6**	**254.2**	**0.2**	**266.0**

Comments on the Income Statement

The primary purpose of the Parent Company is to act as a holding company for the Group's investments in hotel operating subsidiaries in various countries. In addition to this main activity, the Parent Company also serves as a Shared Service Centre.

The main revenue of the company is internal fees charged to hotels for the services provided by the Shared Service Centre. In Q4 2018 and YTD 2018 the intercompany revenue of the Parent Company amounted to MEUR 2.9 (2.8) and MEUR 12.2 (12.7), respectively. The intercompany costs in Q4 2018 and YTD 2018 amounted to MEUR 1.4 (6.5) and MEUR 4.5 (14.7), respectively.

The decrease in profit/loss before tax of MEUR 6.4 in Q4 is mainly due to a decrease in received group contributions by MEUR 12.0, partly offset by a decrease in intercompany costs by MEUR 6.8.

Comments on the Balance Sheet

The decrease in current assets and liabilities since year end 2017 is mainly due to changes in intercompany balances. At the end of the period the intercompany receivables amounted to MEUR 31.0 (35.5) and the intercompany liabilities amounted to MEUR 0.6 (5.1).

Notes to Condensed Consolidated Financial Statements

Basis of preparation

The report has been prepared in accordance with the Swedish Annual Accounts Act and International Accounting Standard (IAS) 34 Interim Financial Reporting. The report has been prepared using accounting principles consistent with International Financial Reporting Standards (IFRS). Disclosures in accordance with IAS 34 Interim Financial Reporting are presented either in notes or elsewhere in the report.

The report for the Parent Company has been prepared in accordance with Swedish Annual Accounts Act and Recommendation RFR 2, Accounting for Legal Entities, issued by Swedish Financial Accounting Standards Council.

The same accounting policies, presentation and methods of computation have been followed in this report as were applied in the company's 2017 Annual Report, except for the application of two new standards as from January 1, 2018; IFRS 9 *Financial Instruments* and IFRS 15 *Revenue from Contracts with Customers.* The effect from the transition to the two new standards is minor.

IFRS 16 *Leases*

The new standard IFRS 16 *Leases* is effective January 1, 2019. IFRS 16 introduces a single lessee accounting model and requires recognition of right-of-use assets and lease liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value (below USD 5,000 as new). For Radisson this implies a change in accounting of lease contracts for hotel properties, offices, company cars and a few other leased items.

Per January 1, 2019, Radisson has 55 leased hotels in operation. Most of the main lease contracts for the 55 properties include a so-called CAP mechanism. In these contracts Radisson pays the higher of (1) a stipulated minimum rent amount and (2) a variable amount calculated as a percentage of revenue and/or profit. If the calculated variable amount is lower than the minimum rent, the minimum rent is paid. Such difference is aggregated over time and as from the moment the aggregated amount reaches an amount stipulated in the lease contract, only variable lease is paid.

Radisson has assessed the appropriate accounting for lease contracts with CAP mechanism under IFRS 16. Based on this assessment, Radisson has concluded that the amount of the CAP is to be recognised as a lease liability on the balance sheet. The subsequent accounting for this liability will depend on management's expected usage of the CAP for each hotel. This effectively means that the lease liability will be reduced in line with the usage of the CAP.

Radisson has chosen to implement the new standard in line with the cumulative catch-up approach and has applied the expedient to not restate any comparative information. Lease liabilities are recognised at the present value of future fixed lease payments, calculated using discount rates applicable at the transition date and depending on country and lease terms. Right-of-use assets have been determined, lease-by-lease, as either (1) an amount equal to the lease liability as identified at transition, or (2) an amount calculated as if IFRS 16 always applied. Based on updated impairment tests, the values of the right-of-use assets have been adjusted.

Hindsight has been used to determine the lease terms when an option to terminate or extend is available. Lease contracts shorter than 12 months or ending within 12 months at the date of transition are considered short-term and hence not recognised on the balance sheet. Also, low value contracts are excluded.

The implementation of IFRS 16 is estimated to have the following impact on the opening balance per January 1, 2019, excluding impact of deferred tax:

MEUR	Closing balance December 31, 2018 before transition to IFRS 16 *Leases*	Estimated adjustments due to transition to IFRS 16 *Leases*	Estimated adjusted opening balance January 1, 2019
Right-of-use assets	–	330 – 340	330 – 340
Lease liabilities	–	410 – 420	410 – 420

Radisson's initial assessment is that the implementation of IFRS 16 will, based on the current portfolio of lease contracts, have a slight positive impact on EBIT, since lower rental expenses are partly offset by higher depreciation costs. Due to higher interest costs, EBT is estimated to be negatively impacted by between MEUR 15 and MEUR 20 in 2019.

Incentive programmes

In 2015 and 2016 the AGM's have approved long-term equity settled performance-based incentive programmes to be offered to executives within Radisson. The structure of the programmes is similar. The programmes are comprised of both matching shares and performance shares. The President and CEO and other members of the Executive Committee have been offered the opportunity to participate in the performance share part as well as the matching share part of the programmes. Other key executives have been offered to participate in the performance share part of the programmes.

To qualify for matching shares, each participant shall meet certain requirements, including a shareholding requirement of at least three years and continuing employment with the company during the vesting period. Exemptions may be prescribed in specific cases. To qualify for performance shares, each participant must, in addition to the requirement regarding continuing employment during the vesting period, meet a performance target based on cumulative earnings per share for three consecutive financial years, starting as from the year the programme has been approved by the AGM.

The qualification period for the 2015 programme ended on June 29, 2018. The performance target based on cumulative earnings per share for three consecutive financial years was met at the maximum level of EUR 0.38. Consequently, the participants offered to participate in the 2015 programme have been awarded shares. Four members of the Executive Committee have been awarded in total 292,586 shares and 20 other members of management have been awarded in total 307,935 shares.

Four members of the Executive Committee participate in the 2016 programme entitling them to a total maximum of 325,885 shares. 22 other members of management participate in the programme, entitling them to a maximum of 320,040 shares.

The total value of the 2016 programme at grant date, based on 40 participants and including social security costs, amounted to MEUR 5.4.

The net costs recognised in the income statement during Q4 2018 and YTD 2018 in accordance with IFRS 2 for the incentive programmes amounted to MEUR 0.0 (–0.2) and MEUR 0.5 (0.9) respectively.

Share buy-back

The number of treasury shares held by the company at the end of the quarter was 2,541,992, corresponding to 1.5% of all registered shares. The average number of its own shares held by the company during Q4 2018 was

2,532,556 (3,222,541). The shares have been bought back in 2007 and 2008 following authorisations at the AGMs in the same years. Part of the shares bought back are held to secure delivery of shares in the incentive programmes and the related social security costs.

Financial instruments measured at fair value

On December 31, 2018, Radisson had financial instruments measured at fair value amounting to MEUR 5.5 (5.7).

Related party transactions

Radisson Hospitality, Inc. is a significant related party.

On December 31, 2018 Radisson had receivables of MEUR 3.1 (1.3 on December 31, 2017) related to Radisson Hospitality, Inc. and current liabilities of MEUR 5.3 (1.0).

The business relationship with Radisson Hospitality, Inc. mainly consisted of operating costs related to the use of the brands and the use of Radisson Hospitality, Inc.'s reservation system. During Q4 2018 and YTD 2018 Radisson had operating costs towards Radisson Hospitality, Inc. of MEUR 4.6 (4.1) and MEUR 19.6 (18.1) respectively.

Radisson Hospitality, Inc. also charged MEUR 1.5 (1.5) and MEUR 4.8 (5.5), respectively, for points earned in the Radisson Rewards loyalty programme and reimbursed MEUR 0.7 (0.7) and MEUR 2.7 (2.9), respectively, for points redeemed. Furthermore, Radisson Hospitality, Inc. recharged MEUR 0.7 (1.3) and MEUR 2.3 (5.4), respectively, of costs incurred from third parties, mainly internet-based reservation channels.

Radisson Hospitality, Inc. and Radisson are also cooperating in various other areas, such as global sales, brand websites, revenue optimisation tools and purchasing. During Q4 2018 and YTD 2018 Radisson had revenue towards Radisson Hospitality, Inc. of MEUR 3.3 (1.0) and MEUR 8.9 (1.8), respectively, and costs of MEUR 0.0 (0.2) and MEUR 1.7 (1.2) related to these cost sharing arrangements.

The two companies also collaborate on several IT projects. During Q4 2018 and YTD 2018, Radisson had costs of MEUR 5.1 related to these projects (none in 2017).

Except for the above-mentioned transactions with Radisson Hospitality, Inc., there are no material transactions with HNA Group Co. Ltd. and its affiliates or with Jin Jiang International Holdings Co., Ltd. and its affiliates.

Pledged assets and contingent liabilities

Pledged assets, MEUR	**31 Dec 2018**	**31 Dec 2017**
Pledged assets	2.4	—

Contingent liabilities, MEUR	**31 Dec 2018**	**31 Dec 2017**
Tax claim interest deduction Sweden	—	6.3
Guarantees provided	0.3	2.6

RevPAR Development by Brand (Leased & Managed Hotels)

	Occupancy LFL&R		**Av. Room Rates LFL&R**		**RevPAR LFL&R**		**Reported RevPAR**	
In EUR	**Q4 2018**	**vs. 2017**	**Q4 2018**	**vs. 2017**	**Q4 2018**	**vs. 2017**	**Q4 2018**	**vs. 2017**
Radisson[3]	66.0%	1.6 pp	117.3	0.7%	77.4	3.2%	75.3	2.2%
Park Inn by Radisson	67.6%	1.2 pp	72.3	0.9%	48.9	2.7%	46.1	7.2%
Group	**66.4%**	**1.5 pp**	**107.0**	**1.1%**	**71.0**	**3.3%**	**67.6**	**2.9%**

	Occupancy LFL&R		**Av. Room Rates LFL&R**		**RevPAR LFL&R**		**Reported RevPAR**	
In EUR	**FY 2018**	**vs. 2017**	**FY 2018**	**vs. 2017**	**FY 2018**	**vs. 2017**	**FY 2018**	**vs. 2017**
Radisson	67.7%	1.6 pp	123.6	3.2%	83.7	5.7%	78.6	1.5%
Park Inn by Radisson	70.1%	0.3 pp	77.7	4.6%	54.4	5.0%	48.7	2.9%
Group	**68.2%**	**1.3 pp**	**113.3**	**3.8%**	**77.1**	**5.8%**	**70.9**	**1.8%**

[3] Includes Radisson Collection, Radisson Blu and Radisson RED

RevPAR Development by Region (Leased & Managed Hotels)

In EUR	Occupancy LFL&R		Av. Room Rates LFL&R		RevPAR LFL&R		Reported RevPAR	
	Q4 2018	vs. 2017	Q4 2018	vs. 2017	Q4 2018	vs. 2017	Q4 2018	vs. 2017
Nordics	72.4%	4.7 pp	131.1	1.3%	95.0	8.3%	92.8	6.9%
Rest of Western Europe	75.3%	1.4 pp	118.8	0.3%	89.4	2.1%	86.5	1.5%
Eastern Europe	57.9%	–0.6 pp	81.3	4.1%	47.1	3.1%	43.3	–1.9%
Middle East, Africa & Others	63.4%	2.6 pp	105.1	–1.8%	66.7	2.5%	63.9	10.6%
Group	**66.4%**	**1.5 pp**	**107.0**	**1.1%**	**71.0**	**3.3%**	**67.6**	**2.9%**

In EUR	Occupancy LFL&R		Av. Room Rates LFL&R		RevPAR LFL&R		Reported RevPAR	
	FY 2018	vs. 2017	FY 2018	vs. 2017	FY 2018	vs. 2017	FY 2018	vs. 2017
Nordics	75.0%	2.7 pp	136.0	3.7%	102.0	7.6%	98.1	4.1%
Rest of Western Europe	76.5%	0.3 pp	122.7	1.9%	93.8	2.3%	89.6	0.9%
Eastern Europe	63.4%	0.3 pp	95.9	13.9%	60.8	14.4%	54.7	6.5%
Middle East, Africa & Others	60.5%	3.0 pp	104.6	–4.5%	63.4	0.5%	56.9	0.3%
Group	**68.2%**	**1.3 pp**	**113.0**	**3.8%**	**77.1**	**5.8%**	**70.9**	**1.8%**

RevPAR Development by Region (Leased Hotels)

In EUR	Occupancy LFL&R		Av. Room Rates LFL&R		RevPAR LFL&R		Reported RevPAR	
	Q4 2018	vs. 2017	Q4 2018	vs. 2017	Q4 2018	vs. 2017	Q4 2018	vs. 2017
Nordics	71.9%	4.9 pp	128.9	1.8%	92.7	9.2%	90.5	7.9%
Rest of Western Europe	75.4%	1.3 pp	122.1	0.6%	92.1	2.4%	92.2	9.6%
Group	**73.8%**	**2.9 pp**	**125.2**	**1.2%**	**92.4**	**5.4%**	**91.4**	**8.8%**

In EUR	Occupancy LFL&R		Av. Room Rates LFL&R		RevPAR LFL&R		Reported RevPAR	
	FY 2018	vs. 2017	FY 2018	vs. 2017	FY 2018	vs. 2017	FY 2018	vs. 2017
Nordics	75.1%	2.8 pp	133.2	3.7%	100.0	7.8%	96.1	4.3%
Rest of Western Europe	76.4%	–0.4 pp	126.7	1.9%	96.8	1.5%	95.6	7.5%
Group	**75.8%**	**1.1 pp**	**129.7**	**2.8%**	**98.3**	**4.3%**	**95.8**	**6.1%**

Revenue per Area of Operation

MEUR	Q4 2018	Q4 2017	Change %	FY 2018	FY 2017	Change %
Rooms revenue	128.0	127.2	0.6%	536.8	544.3	–1.4%
F&B revenue	65.2	67.9	–4.0%	231.6	241.6	–4.1%
Other hotel revenue	5.8	6.0	–3.3%	22.5	24.4	–7.8%
Total hotel revenue (leased)	**199.0**	**201.1**	**–1.0%**	**790.9**	**810.3**	**–2.4%**
Fee revenue (managed & franchised)	36.4	32.6	11.7%	133.8	129.4	3.4%
Other revenue	10.6	7.9	34.2%	34.5	27.6	25.0%
Total revenue	**246.0**	**241.6**	**1.8%**	**959.2**	**967.3**	**–0.8%**

Total Fee Revenue

MEUR	Q4 2018	Q4 2017	Change %	FY 2018	FY 2017	Change %
Management fees	9.0	8.8	2.3%	33.8	35.4	–4.5%
Incentive fees	11.5	9.9	16.2%	36.0	32.7	10.1%
Franchise fees	3.6	3.1	16.1%	14.5	13.3	9.0%
Other fees (incl. marketing, reservation fee etc.)	12.3	10.8	13.9%	49.5	48.0	3.1%
Total fee revenue	**36.4**	**32.6**	**11.7%**	**133.8**	**129.4**	**3.4%**

Revenue per Segment

	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others	
Q4	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**
Leased	96.5	93.7	102.7	107.6	—	—	—	—
Managed	2.0	1.0	7.2	7.3	10.0	9.8	9.7	8.0
Franchised	2.2	2.1	3.6	2.9	1.6	1.5	0.1	0.0
Other	0.5	1.3	1.6	1.5	—	—	—	—
Total	**101.2**	**98.1**	**115.1**	**119.3**	**11.6**	**11.3**	**9.8**	**8.0**

	Central Management		Central Marketing		Other Central Activities		Intra Segment Eliminations		Total	
Q4	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**
Leased	—	—	—	—	—	—	–0.2	–0.2	199.0	201.1
Managed	—	—	—	—	—	—	—	—	28.9	26.1
Franchised	—	—	—	—	—	—	—	—	7.5	6.5
Other	—	—	—	—	—	—	–0.3	–0.3	1.8	2.5
Central Activities	1.4	2.6	17.0	13.4	3.3	1.5	–12.9	–12.1	8.8	5.4
Total	**1.4**	**2.6**	**17.0**	**13.4**	**3.3**	**1.5**	**–13.4**	**–12.6**	**246.0**	**241.6**

	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others	
FY	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**
Leased	379.1	370.9	413.0	440.6	—	—	—	—
Managed	4.2	3.1	27.2	28.0	41.0	38.3	31.4	30.4
Franchised	9.7	9.4	14.4	12.1	5.6	7.8	0.3	0.3
Other	1.8	1.9	6.6	6.2	—	—	—	—
Total	**394.8**	**385.3**	**461.2**	**486.9**	**46.6**	**46.1**	**31.7**	**30.7**

	Central Management		Central Marketing		Other Central Activities		Intra Segment Eliminations		Total	
FY	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**
Leased	—	—	—	—	—	—	–1.2	–1.2	790.9	810.3
Managed	—	—	—	—	—	—	—	—	103.8	99.8
Franchised	—	—	—	—	—	—	—	—	30.0	29.6
Other	—	—	—	—	—	—	–1.0	–1.0	7.4	7.1
Central Activities	4.1	6.6	64.6	54.2	8.8	7.4	–50.4	–47.7	27.1	20.5
Total	**4.1**	**6.6**	**64.6**	**54.2**	**8.8**	**7.4**	**–52.6**	**–49.9**	**959.2**	**967.3**

Please note that the segmentation has been further developed to better illustrate how the business is operated. The numbers for the comparative period have been restated.

Rental Expenses

MEUR	Q4 2018	Q4 2017	Change %	FY 2018	FY 2017	Change %
Fixed rent	43.8	45.4	–3.5%	176.7	182.8	–3.3%
Variable rent	10.2	10.7	–4.7%	45.1	48.0	–6.0%
Rent	**54.0**	**56.1**	**–3.7%**	**221.8**	**230.8**	**–3.9%**
Rent as % of leased hotel revenue	27.1%	27.9%	–0.8 pp	28.0%	28.5%	–0.5 pp
Shortfall guarantees	–0.0	–0.4	–100.0%	0.6	0.9	–33.3%
Rental expense	**54.0**	**55.7**	**–3.1%**	**222.4**	**231.7**	**–4.0%**

EBITDA per Segment

	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others	
Q4	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**
Leased	12.7	10.4	10.5	7.7	—	—	—	—
Managed	1.6	0.7	4.5	5.5	6.2	7.4	7.1	5.2
Franchised	1.2	1.0	2.0	1.3	1.2	–0.1	0.0	0.1
Other	0.1	–0.3	1.1	0.0	–	0.0	–0.3	–0.2
Total	**15.6**	**11.8**	**18.1**	**14.5**	**7.4**	**7.3**	**6.8**	**5.1**

	Central Management		Central Marketing		Other Central Activities		Total	
Q4	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**
Leased	—	—	—	—	—	—	23.2	18.1
Managed	—	—	—	—	—	—	19.4	18.8
Franchised	—	—	—	—	—	—	4.4	2.3
Other	—	—	—	—	—	—	0.9	–0.5
Central Activities	–29.4	–20.6	–2.4	–1.3	0.9	0.0	–30.9	–21.9
Total	**–29.4**	**–20.6**	**–2.4**	**–1.3**	**0.9**	**0.0**	**17.0**	**16.8**

	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others	
FY	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**
Leased	48.1	37.4	42.8	33.9	—	—	—	—
Managed	2.8	1.8	17.8	18.2	28.5	28.2	22.9	19.3
Franchised	4.9	4.6	7.8	6.4	4.7	4.7	0.1	0.2
Other	1.5	0.9	1.6	0.5	—	—	0.4	–0.5
Total	**57.3**	**44.7**	**70.0**	**59.0**	**33.2**	**32.9**	**23.4**	**19.0**

	Central Management		Central Marketing		Other Central Activities		Total	
FY	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**
Leased	—	—	—	—	—	—	90.9	71.3
Managed	—	—	—	—	—	—	72.0	67.5
Franchised	—	—	—	—	—	—	17.5	15.9
Other	—	—	—	—	—	—	3.5	0.9
Central Activities	–81.0	–71.4	–2.3	–1.6	3.1	–0.5	–80.2	–73.5
Total	**–81.0**	**–71.4**	**–2.3**	**–1.6**	**3.1**	**–0.5**	**103.7**	**82.1**

EBIT per Segment

Q4	Nordics 2018	Nordics 2017	Rest of Western Europe 2018	Rest of Western Europe 2017	Eastern Europe 2018	Eastern Europe 2017	Middle East, Africa & Others 2018	Middle East, Africa & Others 2017
Leased	8.2	0.5	–11.3	–2.3	—	—	—	—
Managed	1.7	0.8	4.3	4.9	6.1	7.4	6.9	5.2
Franchised	1.1	1.0	2.0	1.4	1.2	–0.2	0.1	0.0
Other	0.1	–0.3	0.8	–0.1	–	0.0	–0.3	–0.2
Total	**11.1**	**2.0**	**–4.2**	**3.9**	**7.3**	**7.2**	**6.7**	**5.0**

Q4	Central Management 2018	Central Management 2017	Central Marketing 2018	Central Marketing 2017	Other Central Activities 2018	Other Central Activities 2017	Total 2018	Total 2017
Leased	—	—	—	—	—	—	–3.1	–1.8
Managed	—	—	—	—	—	—	19.0	18.3
Franchised	—	—	—	—	—	—	4.4	2.2
Other	—	—	—	—	—	—	0.6	–0.6
Central Activities	–29.7	–20.9	–2.5	–1.4	0.9	0.0	–31.3	–22.3
Total	**–29.7**	**–20.9**	**–2.5**	**–1.4**	**0.9**	**0.0**	**–10.4**	**–4.2**

FY	Nordics 2018	Nordics 2017	Rest of Western Europe 2018	Rest of Western Europe 2017	Eastern Europe 2018	Eastern Europe 2017	Middle East, Africa & Others 2018	Middle East, Africa & Others 2017
Leased	29.8	8.8	–6.5	1.1	—	—	—	—
Managed	2.8	1.8	16.8	16.5	28.2	28.0	22.4	18.3
Franchised	4.6	4.3	7.6	6.3	4.7	4.6	0.2	0.1
Other	1.4	0.7	1.1	0.2	—	—	0.4	–0.5
Total	**38.6**	**15.6**	**19.0**	**24.1**	**32.9**	**32.6**	**23.0**	**17.9**

FY	Central Management 2018	Central Management 2017	Central Marketing 2018	Central Marketing 2017	Other Central Activities 2018	Other Central Activities 2017	Total 2018	Total 2017
Leased	—	—	—	—	—	—	23.3	9.9
Managed	—	—	—	—	—	—	70.2	64.6
Franchised	—	—	—	—	—	—	17.1	15.3
Other	—	—	—	—	—	—	2.9	0.4
Central Activities	–82.4	–73.2	–2.5	–1.8	3.1	–0.5	–81.8	–75.5
Total	**–82.4**	**–73.2**	**–2.5**	**–1.8**	**3.1**	**–0.5**	**31.7**	**14.7**

Please note that the segmentation has been further developed to better illustrate how the business is operated. The numbers for the comparative period have been restated.

Reconciliation of Profit/Loss for the Period

MEUR	Q4 2018	Q4 2017	FY 2018	FY 2017
Total operating profit/loss (EBIT) for reportable segments	**–10.4**	**–4.2**	**31.7**	**14.7**
Financial income	0.1	0.1	1.8	1.2
Financial expense	–6.7	–0.2	–14.7	–3.2
Group's total profit/loss before tax	**–17.0**	**–4.3**	**18.8**	**12.7**

Balance Sheet and Investments

	Nordics		Rest of Western Europe		Eastern Europe		Middle East, Africa & Others		Total	
MEUR	31 Dec 2018	31 Dec 2017	31 Dec 2018	31 Dec 2017	31 Dec 2018	31 Dec 2017	31 Dec 2018	31 Dec 2017	31 Dec 2018	31 Dec 2017
Assets	194.3	191.7	526.6	278.0	14.6	16.2	16.0	27.5	751.5	513.4
Investments (tangible & intangible assets)	38.0	48.6	47.2	24.3	0.0	0.2	0.1	0.7	85.3	73.8

Quarterly Key Figures

MEUR	Q4 2018	Q4 2017	Q4 2016	Q4 2015	Q4 2014
RevPAR	67.6	65.7	66.2	67.9	65.4
Revenue	246.0	241.6	243.1	255.4	238.0
EBITDAR	70.4	72.4	78.7	87.7	71.4
EBITDA	17.0	16.8	23.1	32.5	14.8
EBIT	–10.4	–4.2	–10.3	22.3	0.5
Profit/loss for the period	–21.0	–6.0	16.9	14.3	–0.9
EBITDAR margin, %	28.6	30.0	32.4	34.3	30.0
EBITDA margin, %	6.9	7.0	9.5	12.7	6.2
EBIT margin, %	–4.2	–1.7	–4.2	8.7	0.2

	2018				2017				2016
MEUR	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4
RevPAR	67.6	78.0	76.0	61.7	65.7	73.9	74.9	64.0	66.2
Revenue	246.0	253.3	253.7	206.2	241.6	249.1	254.1	222.5	243.1
EBITDAR	70.4	96.7	95.6	62.7	72.4	92.1	88.4	61.7	78.7
EBITDA	17.0	40.2	40.4	6.1	16.8	34.4	28.4	2.5	23.1
EBIT	–10.4	19.8	27.1	–4.8	–4.2	20.8	6.3	–8.2	–10.3
Profit/loss for the period	–21.0	9.1	20.5	–5.0	–6.0	14.4	3.6	–7.6	16.9
EBITDAR margin, %	28.6	38.2	37.7	30.4	30.0	37.0	34.8	27.7	32.4
EBITDA margin, %	6.9	15.9	15.9	3.0	7.0	13.8	11.2	1.1	9.5
EBIT margin, %	–4.2	7.8	10.7	–2.3	–1.7	8.4	2.5	–3.7	–4.2

Hotel and room openings and signings

	Openings				Signings			
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
	Q4 2018	Q4 2018	2018	2018	Q4 2018	Q4 2018	2018	2018
By region:								
Nordics	1	233	1	233	—	—	3	505
Western Europe	1	179	7	1,378	1	179	7	1,310
Eastern Europe	2	328	6	945	2	338	12	2,343
Middle East, Africa & Others	3	210	9	1,527	5	988	18	3,038
Total	**7**	**950**	**23**	**4,083**	**8**	**1,505**	**40**	**7,196**
By brand:								
Radisson Blu	2	345	10	1,902	3	652	13	2,746
Park Inn by Radisson	3	454	9	1,774	—	—	6	769
Other	2	151	4	407	5	853	21	3,681
Total	**7**	**950**	**23**	**4,083**	**8**	**1,505**	**40**	**7,196**
By contract type:								
Leased	—	—	—	—	2	446	7	1,422
Managed	4	376	14	2,757	3	359	22	3,525
Franchised	3	574	9	1,326	3	700	11	2,249
Total	**7**	**950**	**23**	**4,083**	**8**	**1,505**	**40**	**7,196**

In Q4 2018, seven hotels and 1,399 rooms left the system, resulting in a net closing of 449 rooms.

Hotels and rooms in operation and under development (in pipeline)

	In operation				Under development			
	Hotels		Rooms		Hotels		Rooms	
31 December	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**	**2018**	**2017**
By region:								
Nordics	57	59	14,146	14,294	2	-	272	-
Western Europe	132	130	27,057	26,360	10	12	1,620	2,082
Eastern Europe	108	104	25,278	24,486	31	26	6,024	4,770
Middle East, Africa & Others	83	76	16,850	15,992	71	65	15,911	16,766
Total	**380**	**369**	**83,331**	**81,132**	**114**	**103**	**23,827**	**23,618**
By brand:								
Radisson Blu	247	244	57,763	57,246	59	61	11,966	12,979
Park Inn by Radisson	117	116	23,211	22,604	26	31	6,170	7,818
Others	16	9	2,357	1,282	29	11	5,691	2,821
Total	**380**	**369**	**83,331**	**81,132**	**114**	**103**	**23,827**	**23,618**
By contract type:								
Leased	55	64	15,203	16,269	8	1	1,672	250
Managed	204	196	44,988	43,584	93	91	19,724	21,808
Franchised	121	109	23,140	21,279	13	11	2,431	1,560
Total	**380**	**369**	**83,331**	**81,132**	**114**	**103**	**23,827**	**23,618**

Definitions

The company presents certain financial measures in this interim report that are not defined under IFRS. The company believes that these measures provide useful supplemental information to investors and the company's management as they allow evaluation of the company's performance. Because not all companies calculate these financial measures similarly, these are not always comparable to measures used by other companies. These financial measures should not be considered a substitute for measures defined under IFRS.

IFRS Measures

Revenue

All related business revenue (including rooms revenue, food & beverage revenue, other hotel revenue, fee revenue and other non-hotel revenue from administration units).

Earnings per Share

Profit for the period, before allocation to non-controlling interests, divided by the weighted average number of shares outstanding.

Basic Average Number of Shares

Weighted average number of ordinary shares outstanding during the period.

Non-IFRS Measures – Alternative Performance Measures

EBIT

Profit before net financial items and tax.

EBIT Margin

EBIT as a percentage of Revenue.

EBITDA

Operating profit before depreciation and amortisation, costs due to termination of contracts, gain/loss on sale of fixed assets, net financial items and income tax.

EBITDA Margin

EBITDA as a percentage of Revenue.

EBITDAR

Operating profit before rental expense, share of income in associates and joint ventures, depreciation and amortisation, costs due to termination of contracts, gain/loss on sale of fixed assets, net financial items and income tax.

EBITDAR Margin

EBITDAR as a percentage of Revenue.

Adjusted EBITDA

EBITDA adjusted for items of one-off nature.

MEUR	Q4 2018	Q4 2017
EBITDA	17.0	16.8
Restructurings & IT transformation	14.0	8.0
Retention bonus	2.1	0.4
Financial advisor fees incurred in connection with public offers on the shares of the company	0.4	—
Adjusted EBITDA	**33.5**	**25.2**

MEUR	FY 2018	FY 2017
EBITDA	103.7	82.1
Restructurings & IT transformation	14.6	10.5
Retention bonus	2.3	1.4
Financial advisor fees incurred in connection with public offers on the shares of the company	0.4	2.2
Costs incurred in connection with the resignation of the former CEO	—	2.0
Adjusted EBITDA	**121.0**	**98.2**

Adjusted EBIT

EBIT adjusted for items of one-off nature.

MEUR	Q4 2018	Q4 2017
EBIT	–10.4	–4.2
Restructurings & IT transformation	14.0	8.0
Retention bonus	2.1	0.4
Financial advisor fees incurred in connection with public offers on the shares of the company	0.4	—
Write-downs and reversal of write-downs	15.1	7.3
Costs due to termination of contracts	—	2.8
Adjusted EBIT	**21.2**	**14.3**

MEUR	FY 2018	FY 2017
EBIT	31.7	14.7
Restructurings & IT transformation	14.6	10.5
Retention bonus	2.3	1.4
Financial advisor fees incurred in connection with public offers on the shares of the company	0.4	2.2
Costs incurred in connection with the resignation of the former CEO	—	2.0
Write-downs and reversal of write-downs	23.9	21.0
Costs due to termination of contracts	1.0	4.2
Adjusted EBIT	**73.9**	**56.0**

Net Cash (Debt)

Cash & cash equivalents plus short-term interest-bearing assets (with maturity within three months) minus interest-bearing liabilities (short-term & long-term), excluding retirement benefit obligations as well as liabilities related to investments in hotels under management contracts, for which repayments are linked to fees collected.

	31 Dec 2018	31 Dec 2017
Cash & cash equivalents [A]	249.9	7.4
Interest-bearing liabilities [B]	258.5	47.4
Retirement benefit obligations [C]	3.4	3.3
Liabilities related to investments in hotels under management contracts [D]	4.7	5.0
Net cash (debt) [A–B+C+D]	**–0.5**	**–31.7**

Net Interest-bearing Assets/Liabilities

Interest-bearing assets minus interest-bearing liabilities.

MEUR	31 Dec 2018	31 Dec 2017
Interest-bearing assets [A]	263.7	30.1
Interest-bearing liabilities [B]	258.5	47.4
Net interest-bearing assets/liabilities [A–B]	**5.2**	**–17.3**

Free Cash Flow

Total cash flow from operating activities and investing activities.

MEUR	FY 2018	FY 2017
Cash flow from operating activities [A]	119.5	72.4
Cash flow from investing activities [B]	–86.4	–73.7
Free cash flow [A+B]	**33.1**	**–1.3**

Rent as Percentage of Leased Hotel Revenue

Rental expense minus shortfall guarantees as percentage of total hotel revenue (leased portfolio).

MEUR	FY 2018	FY 2017
Rental expense [A]	222.4	231.7
Where of shortfall guarantees [B]	0.6	0.9
Total hotel revenue [C]	790.9	810.3
Rent as percentage of leased hotel revenue [(A–B)/C]	**28.0%**	**28.5%**

Net Working Capital

Inventory plus current non-interest-bearing receivables minus current non-interest-bearing liabilities.

MEUR	31 Dec 2018	31 Dec 2017
Inventories [A]	4.1	4.3
Current non-interest-bearing receivables [B]	121.5	133.7
Current non-interest-bearing liabilities [C]	209.9	186.3
Net working capital [A+B–C]	**–84.3**	**–48.6**

RevPAR

Rooms revenue in relation to available rooms, whereas available rooms is defined as total rooms inventory less rooms not available for sale.

Leased portfolio	FY 2018	FY 2017
Rooms revenue (MEUR) [A]	536.8	544.3
Number of available rooms (thousands) [B]	5,603	6,028
RevPAR [A/B]	**95.8**	**90.3**

Operating Measures

Average Room Rate

Average Room Rate – Rooms revenue in relation to number of rooms sold. This is also referred to as ARR (Average Room Rate), ADR (Average Daily Rate) or AHR (Average House Rate) in the hotel industry.

F&B

Food and Beverage.

FF&E

Furniture, Fittings and Equipment.

Like-for-like Hotels (“LFL”)

Hotels that have been in operation during all months within the current and previous financial year compared. No new hotels exited hotels or hotels under renovation are included.

Like-for-like hotels including renovation (“LFL&R”)

Like-for-like hotels plus hotels under renovation during the current and/or previous financial year compared.

Occupancy (%)

Number of rooms sold in relation to the number of rooms available for sale.

Revenue Generation Index ("RGI")

RGI measures a hotel's RevPAR performance relative to an aggregated grouping of hotels (i.e. competitive set, market or submarket). If all things are equal, a property's RevPAR index, or RGI, is 100, compared to the aggregated group of hotels.

Revenue LFL

Revenue for LFL hotels at constant exchange rates.

Revenue LFL&R

Revenue for LFL&R hotels at constant exchange rates.

RevPAR LFL

RevPAR for LFL hotels at constant exchange rates.

RevPAR LFL&R

RevPAR for LFL&R hotels at constant exchange rates.

Geographic Regions/Segments

Nordics

Denmark, Finland, Iceland, Norway and Sweden.

Rest of Western Europe

Austria, Belgium, France, Germany, Greece, Ireland, Italy, Luxembourg, Malta, the Netherlands, Portugal, Spain, Switzerland and the United Kingdom.

Eastern Europe (incl. CIS countries)

Armenia, Azerbaijan, Belarus, Croatia, Cyprus, the Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Turkey, Ukraine and Uzbekistan.

Middle East, Africa & Others

Algeria, Angola, Bahrain, Cameroon, Cape Verde, Chad, Congo, Egypt, Ethiopia, Gabon, Ghana, Guinea, Iraq, Ivory Coast, Kenya, Kuwait, Lebanon, Libya, Mali, Mauritius, Morocco, Mozambique, Niger, Nigeria, Oman, Qatar, Rwanda, Saudi Arabia, Senegal, Sierra Leone, South Africa, South Sudan, Tunisia, Uganda, the United Arab Emirates, Zambia and Zimbabwe.

Forward looking statements

This document contains forward looking statements relating to the prospects and growth strategy of Radisson. These forward-looking statements generally can be identified by reference to future periods or by phrases such as Radisson or its management "believes," "expects," "anticipates," "foresees," "forecasts," "estimates" or other words or phrases of similar meaning. Similarly, statements in this document that describe Radisson's business strategy, outlook, objectives, plans, intentions, scenarios or goals are also forward-looking statements. We may also make forward-looking statements in other reports, in presentations, in material delivered to shareholders and in press releases. In addition, our representatives may from time to time make oral forward-looking statements. All such information and forecasts involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future and should therefore not be interpreted as guarantees of the future occurrence of such facts and data. Although we believe the expectations reflected in such forward-looking statements are based upon reasonable assumptions, there are a number of factors that could cause actual results or developments to differ materially from those expressed or implied by these forward-looking statements and Radisson can give no assurance that our expectations will be attained or that results will not materially differ. The data, assumptions and estimates may change as a result of uncertainties related to the economic, financial, competitive or regulatory environment. Furthermore, past performance is no guide to future performance and persons needing advice should consult an independent financial adviser.

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