

OUR GROWTH STRATEGY

# OUR PORTFOLIO

80,000+  
ROOMS  
IN OPERATION

25,000  
ROOMS  
UNDER  
DEVELOPMENT

105,000+  
TOTAL  
ROOMS

BY  
CONTRACT  
TYPE

- 52% MANAGED
- 27% FRANCHISED
- 21% LEASED

BY  
CONTRACT  
TYPE

- 91% MANAGED
- 9% FRANCHISED
- 0% LEASED

BY  
CONTRACT  
TYPE

- 61% MANAGED
- 23% FRANCHISED
- 16% LEASED

BY  
REGION

- 18% NORDICS
- 34% REST OF WESTERN EUROPE
- 30% EASTERN EUROPE
- 18% MIDDLE EAST, AFRICA & OTHERS

BY  
REGION

- 10% REST OF WESTERN EUROPE
- 23% EASTERN EUROPE
- 68% MIDDLE EAST, AFRICA & OTHERS

BY  
REGION

- 14% NORDICS
- 28% REST OF WESTERN EUROPE
- 28% EASTERN EUROPE
- 30% MIDDLE EAST, AFRICA & OTHERS

BY  
BRAND

- 71% RADISSON BLU
- 28% PARK INN BY RADISSON
- 1% OTHERS

BY  
BRAND

- 61% RADISSON BLU
- 33% PARK INN BY RADISSON
- 6% OTHERS

BY  
BRAND

- 69% RADISSON BLU
- 29% PARK INN BY RADISSON
- 2% OTHERS

# OUR CONTRACT TYPES

	Management contracts	Franchise contracts	Lease contracts
Brand, marketing, distribution, reservation	Rezidor	Rezidor	Rezidor
Rezidor financial commitment	In some cases, performance guarantees	None	Rent – fixed or variable 4–5% of leased revenue in maintenance investments
Revenue for Rezidor	Fee % of total revenue plus % of profit	Fee % of room revenue	All revenues
Expected EBITDA margin for Rezidor	70–80%	50%	50%

\* Number of hotels and rooms operated and developed by The Rezidor Hotel Group across EMEA