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RADISSON
MEETINGS



Radisson Collection Hotel
Royal Copenhagen

Contents

Introduction	04
Global & growing	06
Our brand portfolio	10
Global reach	12
Jin Jiang Global Network	16
Our brands	
Radisson Collection	18
Radisson Blu	20
Radisson RED	22
Park Plaza	24
Radisson	26
Park Inn by Radisson	28
Country Inn & Suites by Radisson	30
Grow with us	32
Revenue generation	34
The best partner during each phase of your investment	38
Pragmatic, responsive & nimble	44
Your Business Support team	46

At Radisson Hotel Group, we strive to make Every Moment Matter by being a true host and best partner

Since the successful launch of Radisson Hotel Group with our five-year operating plan, and now being part of Jin Jiang International, the second largest hospitality group in the world in terms of number of rooms, our vision hasn't changed. We still aim to continue our global transformation to be recognized as one of the top three hotel brands in the world and the brand of choice for guests, owners and talent.

We provide meaningful and memorable experiences for our guests, and insightful and responsive client support for our owners and business partners. We've aligned around the power of the Radisson brand and our service philosophy Every Moment Matters to bring even more to our partnership including flexibility and approachability that you will not find with other brands.

We are experts in managing relationships, brands and owners' assets, with the best people in the business to drive our development. With a robust and successful rewards program, meetings & events' offering, recognizable and distinct brands, strong IT capabilities and a passionate team of experts, the possibilities for growth together are endless.



Federico J. González
President & CEO, Radisson Hospitality AB
Chairman, Global Steering Committee, Radisson Hotel Group





Global & growing

Radisson Blu Hotel,
Amsterdam City Center

01

True operators

Radisson Hotel Group is a unique company run by true operators, offering the right ownership and management services for each unique situation

- Our experience includes managed, franchised, leased and owned
- Personalized owners value proposition
- Pragmatic win-win solutions
- Highly cost-efficient

02

Global portfolio of brands

We have engineered our global portfolio of brands to meet the needs of the changing travel sector

- Clear brand segmentation with no overlapping
- New business lines such as serviced apartments
- \$400 million investment in our brands and hotels

03

Significant investments in revenue optimization

We are making significant investments in marketing, data intelligence and revenue management

- Increase marketing investment by 30%
- Guest and market intelligence hub
- Focus on pricing, forecasting and revenue management system

04

Significant investments in information technology

We are also making significant investments in our platforms and technology

- Comprehensive and step change IT program for integration
- Capex and Opex in new Property Management and Distribution Systems
- Platform for CRM, loyalty platforms and campaign management

05

Powerful commercial drivers

Our commercial drivers will drive revenue across the system

- Multi-brand direct booking platform
- Refreshed rewards program
- Strong meetings and conference offering
- Aim to influence 70% of your business

06

Pragmatic and approachable

Our solutions for owners and developers are unique and customized to fit your needs

- Personalized approach
- Bespoke solutions
- Exceptional “glocal” support team

07

Responsible Business

We believe in a thriving, sustainable and responsible business model that supports our people, communities and the planet

- Ethical business practices
- Carbon reduction and sustainability practices
- Employee programs to build Better Futures

08

Team with a common goal

Our team is aligned around a common goal to be a top three hotel company in the world

- Obsessed with making Every Moment Matter
- Aligned culture and talent management strategy
- Recruiting top talent for your hotels

09

Creating a value proposition in everything we do

We transform all we do into a value proposition to our owners

- Ensuring our brands are relevant to owners
- Creating a revenue advantage
- Creating a cost advantage
- Engaging with our owners



Our brand portfolio

Radisson Hotel Group is one of the world’s largest and most dynamic hotel groups with seven distinctive hotel brands, made up of more than 1,450 hotels in destinations around the world.

Our brands are engineered to be relevant to both our guests & owners

From Radisson Collection to Park Inn by Radisson, the Radisson Hotel Group is proud to offer hotel brands that fit a wide range of travelers and budgets. We focus our work on delivering Memorable Moments, acting as a true host and being the best partner.



PREMIUM LIFESTYLE / AFFORDABLE LUXURY

- WELCOME TO THE EXCEPTIONAL**
- A collection of our finest hotels
 - Local lifestyle, extraordinary living
 - Development mainly by conversion



UPPER UPSCALE

- FEEL THE DIFFERENCE**
- Europe’s largest upper upscale brand
 - Memorable, stylish and purposeful
 - New build and conversions in major cities and higher end markets



UPSCALE / UPPER UPSCALE

- FEEL THE AUTHENTIC**
- Authentic service in contemporary spaces
 - Genuine experiences in a vibrant social atmosphere
 - Mainly conversions in major cities



UPSCALE / UPPER UPSCALE

- ENJOY IT!**
- Our lifestyle brand standing out from the crowd
 - Connected, style-savvy and sociable
 - Mainly new constructions in main cities and/or secondary markets



UPSCALE

- SIMPLY DELIGHTFUL**
- Our new upscale brand
 - Balanced, natural and delightful
 - New build and conversion in city centers around the world



UPPER MIDSCALE

- FEEL GOOD**
- Delivering stress-free experiences
 - Mastering the essentials
 - Uncomplicated, vibrant, friendly and fresh



UPPER MIDSCALE

- I LOVE THIS COUNTRY**
- Delivering a heartfelt experience
 - Inspiring a sense of belonging
 - New build and conversions in urban and suburban markets

Global reach



GLOBAL

1,469 HOTELS
233,523 Rooms



AMERICAS

680 Hotels
75,898 Rooms



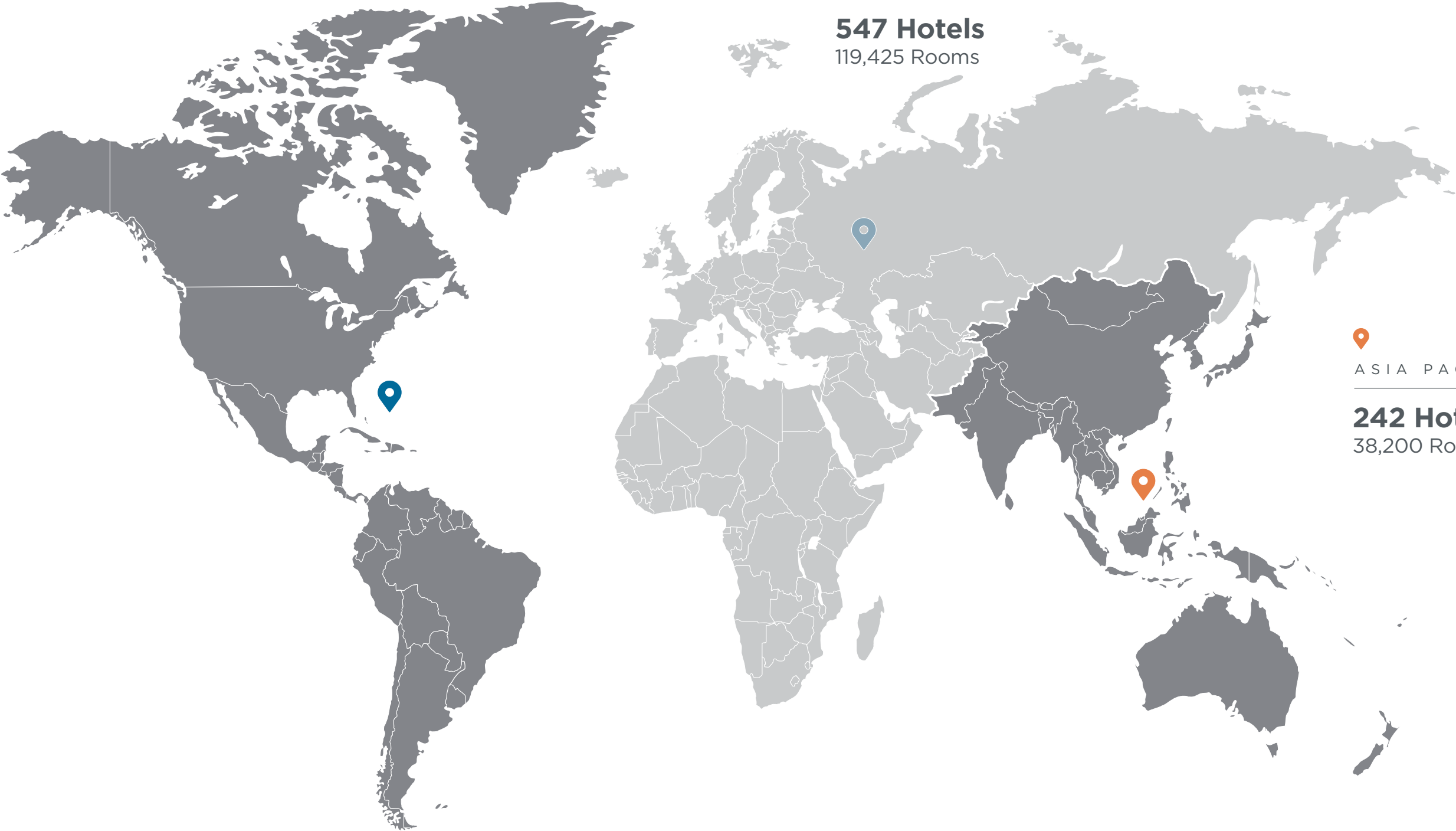
EMEA

547 Hotels
119,425 Rooms



ASIA PACIFIC

242 Hotels
38,200 Rooms



*In operation and under development as of Year End 2019
**EMEA numbers are reflective of the following hotel portfolios: Radisson Hospitality AB; Edwardian Hotels London; PPHE Hotel Group



N O R D I C S

58 Hotels
14,313 Rooms

In the Nordics, we continue to be the largest international operator. Moving forward, we will introduce our lifestyle brand Radisson RED and entry-luxury brand, Radisson Collection, in capital cities. We adopt an asset-right model on this continent, including management contracts, franchises, leases and industrial investments.



R E S T O F W E S T E R N
E U R O P E

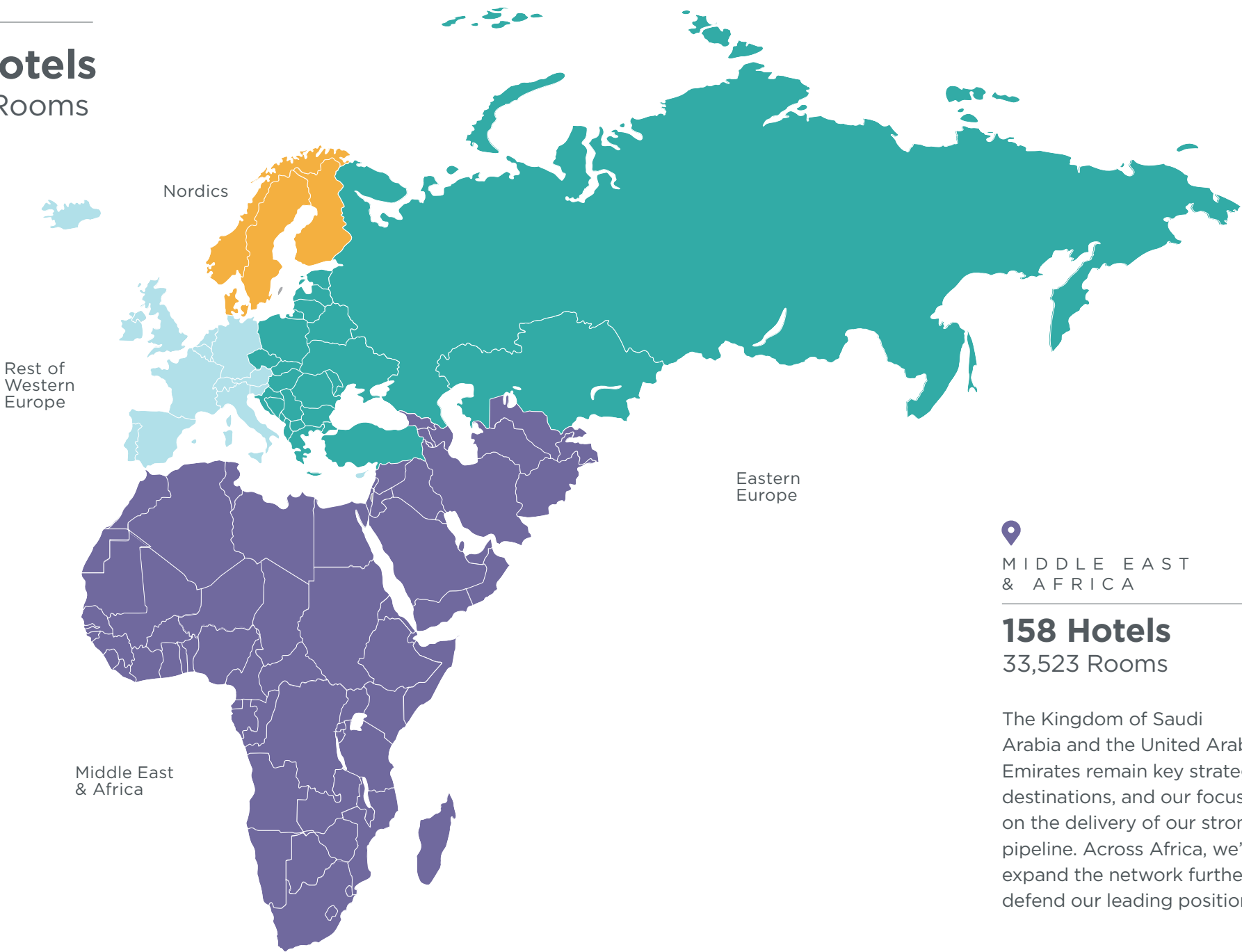
182 Hotels
38,234 Rooms

With a clear asset-right model, we identified around 50 cities in Western Europe where we would commit. Our new focus countries are the UK, Germany and Italy – and our expansion is predominantly through organic growth. Our new brand architecture offers various opportunities for investors – notably the Radisson Collection, Radisson RED and Radisson brands.



E M E A

547 Hotels
119,425 Rooms



E A S T E R N E U R O P E

149 Hotels
33,355 Rooms

We are by far the largest hotel company in Eastern Europe. Poland continues to be a key focus country. Our growth plan for the region is based on an asset-light model, with selective commitments and a focus on leveraging our new brand architecture across the region.



M I D D L E E A S T
& A F R I C A

158 Hotels
33,523 Rooms

The Kingdom of Saudi Arabia and the United Arab Emirates remain key strategic destinations, and our focus is on the delivery of our strong pipeline. Across Africa, we'll expand the network further to defend our leading position.

*In operation and under development as of Year End 2019

Jin Jiang Global Network

Second largest hotel company
in the world

Radisson Hotel Group is now part of Jin Jiang International, the second largest hotel group in the world by number of rooms and number of hotels. We embark on a significant new phase of our development strategy, with a fresh business model that will continue to drive our forward momentum.

- More than
12,300 hotels
- And over
1,350,000 rooms*
- 150,000,000**
Loyalty Program
members
unlocking the global
Chinese opportunity



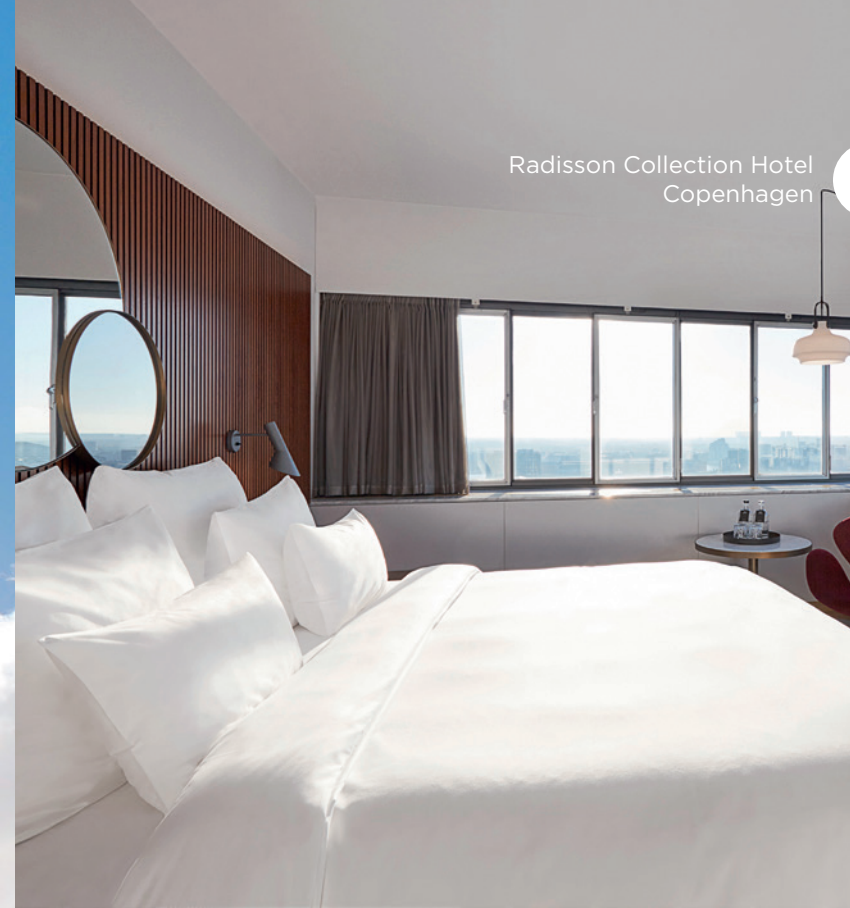
*in operation and under
development as of October 2019



Radisson Blu
Frankfurt



Radisson Collection Hotel
Moscow



Radisson Collection Hotel
Copenhagen



Radisson Collection Hotel
Tsinandali Estate Georgia



WELCOME TO THE EXCEPTIONAL

Radisson Collection is a unique collection of iconic properties. While the character of each hotel feels authentic to its locality, all offer the ultimate template for contemporary living; united by bespoke design and a collection of exceptional experiences across dining, fitness, wellness and sustainability.

OWNER VALUE PROPOSITION

Allows individual identity, limited conversion costs, flexible contracts

NUMBER OF KEYS

100 - 400

POSITIONING

Premium lifestyle / affordable luxury

LOCATIONS

High profile locations in major, capital cities and exclusive leisure destinations

PRODUCT

Urban / resorts

DESIGN STYLE

Authentic local influence / living design / vibrant social scene

GROSS INTERNAL AREA PER KEY

55 sqm - 85 sqm

COST PER KEY

EUR 146.5K - 196.5K

(excluding land and developer's fees)

FF&E COST PER KEY

EUR 25.5K - 34.0K

OS&E COST PER KEY

EUR 3.0K - 6.0K

(costs may vary depending on location, hotel type and size)

 **31 HOTELS » 6,101 ROOMS**

In operation and under development worldwide as of Year End 2019



Radisson Blu Hotel
Shanghai New World



Radisson Blu Hotel
Stavanger



Radisson Blu Hotel
Andermatt



FEEL THE DIFFERENCE

Radisson Blu delivers a positive and personalized service in stylish spaces. By paying close attention to the small details that make a big difference, we inspire unforgettable experiences with every stay.

OWNER VALUE PROPOSITION

Largest upper upscale brand in Europe, lower cost of development than competition

NUMBER OF KEYS

150+

POSITIONING

Upper Upscale

LOCATIONS

Key locations in capital cities, airport gateways and major leisure destinations

PRODUCT

Urban / airport / resorts / serviced apartments

DESIGN STYLE

Memorable / stylish / purposeful

GROSS INTERNAL AREA PER KEY

55 sqm – 75 sqm

COST PER KEY

EUR 144.5k – 171.5k

(excluding land and developer's fees)

FF&E COST PER KEY

EUR 23.5K – 30.5K

OS&E COST PER KEY

EUR 3.0K – 4.0K

(costs may vary depending on location, hotel type and size)



397 HOTELS » 89,434 ROOMS

In operation and under development worldwide as of Year End 2019



Radisson RED
Madrid



Radisson RED
Cape Town



Radisson RED
London Greenwich The O2



ENJOY IT!

Radisson RED presents a playful twist on conventional hotel stays, offering hangouts with a casual feel, buzzing social scenes and bold design personality.

OWNER VALUE PROPOSITION

Stands out of the crowd, efficient operating model and simple design turnaround

NUMBER OF KEYS

100 - 250

POSITIONING

Upscale select service

LOCATIONS

Central and gentrified new-build locations in vibrant, urban destinations

PRODUCT

Urban (select service)

DESIGN STYLE

Boldly playful / confidently simple / naturally casual

GROSS INTERNAL AREA PER KEY

38 sqm - 42 sqm

COST PER KEY

EUR 101.3K - 128.5K

(excluding land and developer's fees)

FF&E COST PER KEY

EUR 15.9K - 20.0K

OS&E COST PER KEY

EUR 1.9K - 3.0K

(costs may vary depending on location, hotel type and size)



42 HOTELS » 7,811 ROOMS

In operation and under development worldwide as of Year End 2019



Park Plaza
Nuremberg



Park Plaza
Westminster Bridge London



PARK
PLAZA

FEEL THE AUTHENTIC

Park Plaza hotels' trend-setting designs capture the energy and style of each individual location. An upscale hotel brand for business and leisure travelers, offering stylish guest rooms, outstanding meeting spaces and dedicated staff who offer reliable service that is flawlessly delivered.

OWNER VALUE PROPOSITION

Recognized as the third largest international upscale/upper upscale brand in London

NUMBER OF KEYS

200+

POSITIONING

Upscale, upper upscale

LOCATIONS

Capital cities and key business and leisure destinations

PRODUCT

Urban / resorts / airport

DESIGN STYLE

Unique / cosmopolitan

43 HOTELS » 8,850 ROOMS

In operation and under development worldwide as of Year End 2019
Park Plaza development in EMEA under PPHE Hotel Group



Radisson Hotel
Vancouver Airport



Radisson Hotel
Zurich Airport



Radisson Hotel & Suites
Gdansk



SIMPLY DELIGHTFUL

Radisson enables guests to find balance in their hotel experience - with relaxing spaces, thoughtfully considered details and unexpected delights.

OWNER VALUE PROPOSITION

An efficient business model, simple to build and conversion friendly

NUMBER OF KEYS

150 - 200

POSITIONING

Upscale

LOCATIONS

Locations in capital and secondary cities, with a mix of airport, urban, suburban and convention locations

PRODUCT

Urban / Suburban / Airports

DESIGN STYLE

Modern and timeless design with a Scandinavian influence

STANDARD MODEL / URBAN EUROPEAN

ROOM SIZE

21 sqm - 22 sqm / 16 sqm - 18 sqm

GROSS INTERNAL AREA PER KEY

37 sqm - 45 sqm / 31 sqm - 35 sqm

TOTAL COST PER KEY

EUR 118.5K - 148.5K / EUR 88.5K - 106.5K

(excluding land and developer's fees)

FF&E COST PER KEY

EUR 15K - 18K / EUR 14K - 17K

OS&E COST PER KEY

EUR 2K - 3K / EUR 2K - 3K

(costs may vary depending on location, hotel type and size)



255 HOTELS » 48,044 ROOMS

In operation and under development worldwide as of Year End 2019



FEEL GOOD

Park Inn by Radisson delivers stress-free experiences, good food and upbeat environments. We positively lift our guests' moods for a happy stay – with clever use of color, inspired, contemporary design, and friendly, personalized service with surprising, feel-good extras.

OWNER VALUE PROPOSITION

A cost-effective brand with lower capital investment translating higher returns

NUMBER OF KEYS

150 - 350

POSITIONING

Upper Midscale

LOCATIONS

Conveniently located in capital and secondary cities, near airports and railway stations

PRODUCT

Urban / airport / suburban / serviced apartments

DESIGN STYLE

Connected / positive / contemporary

GROSS INTERNAL AREA PER KEY

40 sqm – 45 sqm

COST PER KEY

EUR 92.9K – 110.0K

(excluding land and developer's fees)

FF&E COST PER KEY

EUR 12.5K – 16.0K

OS&E COST PER KEY

EUR 1.9K – 2.5K

(costs may vary depending on location, hotel type and size)



184 HOTELS » 31,819 ROOMS

In operation and under development worldwide as of Year End 2019

Country Inn & Suites by Radisson
Asheville Westgate, NC



Country Inn & Suites by Radisson
Bozeman, MT



I LOVE THIS COUNTRY

Inspired by a sense of belonging, community and shared experiences, Country Inn & Suites by Radisson delivers a heartfelt experience through inviting design, products and services so that all guests feel like they are welcome and that they matter.

OWNER VALUE PROPOSITION

A modern and adaptable prototype with broad consumer appeal

NUMBER OF KEYS

80 - 120

POSITIONING

Upper Midscale
Limited Service

LOCATIONS

Primarily suburban, rural markets with limited urban and airport locations

PRODUCT

Suburban

DESIGN STYLE

Contemporary architecture /
warm / approachable

COST PER KEY

Starting at EUR 62K

(excluding land and developer's fees)

(costs may vary depending on location, hotel type and size)

 **517 HOTELS » 41,464 ROOMS**

In operation and under development worldwide as of Year End 2019
Country Inn & Suites by Radisson not yet available for development in EMEA

Grow with us

creating owner
value through
everything we do

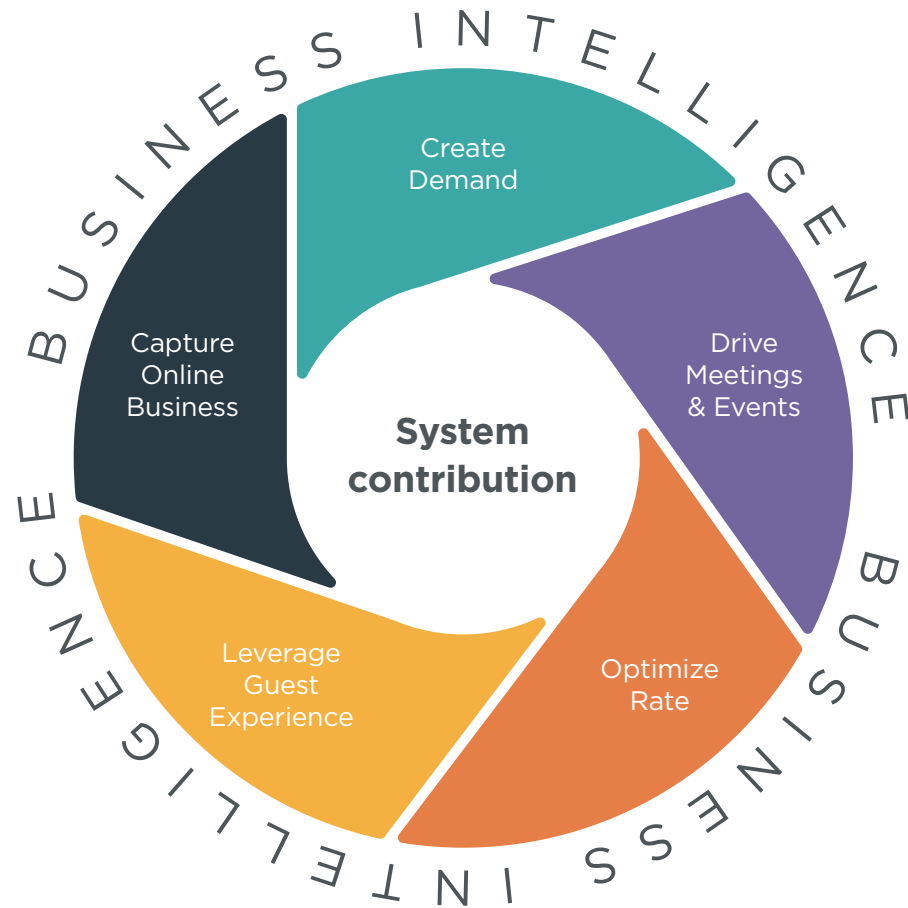
Radisson Collection Hotel
Tsinandali Estate Georgia



Revenue generation

Our goal: Bring more customers to our properties who spend more but cost less to acquire.

Driving profitable total revenue growth, targeting a **70%** system contribution by **2020**



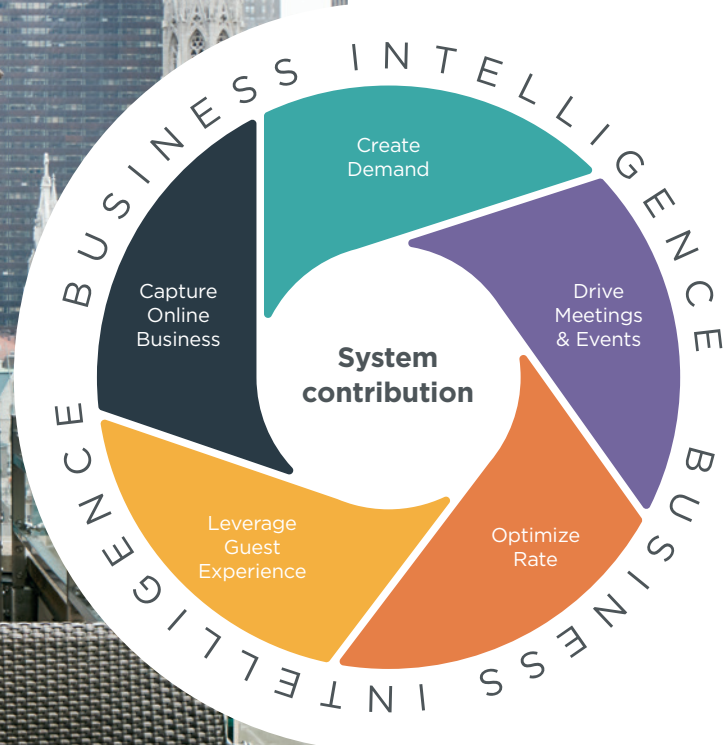
Create Demand

We help to increase our hotels' reach and total profitable revenue by globally partnering with online travel agencies and other third parties. With redefined global brands, a relaunched rewards program, comprehensive meetings offerings and true expert teams, the possibilities of growth are great! We're here to support our owners in creating memorable moments for our guests and driving loyalty for our products and services.

Drive Meetings & Events

Our new global concept, Radisson Meetings, is designed to offer personal and professional experiences to our customers and their attendees. To deliver on our brand promise, we are enhancing our meeting venues at our 1,100+ hotels worldwide, the training of our teams and our facilities: A state-of-the-art IT infrastructure plays an integral role for success, so we invest in technology and our distribution platforms to better support our clients. In June 2019 we have also introduced our new website, radissonhotels.com, which offers a holistic customer experience. With the launch of Radisson Meetings, we're proud to be the only hotel group that automatically offsets the carbon footprint for every single meeting and event at any of our hotels worldwide, at no cost to delegates or organizers.

Radisson Hotel
New York Midtown
Fifth Avenue



Optimize Rate

As the world of data analytics evolves, we're continuing to drive initiatives that optimize rate - including the IDaaS G3 revenue management system, dynamic and open pricing, a new room type architecture and a new pricing model. We're also excited to roll out our future IT system EMMA that will step change the way we - and our owners - can interact with customers and benefit from a 360° guest view.

Leverage Guest Experience

To make every moment matter for our guests, each of our seven unique brands constantly delivers on its promise to form stronger customer relationships. We provide clearly defined global brand profiles, distinct value propositions and detailed service manuals - and monitor alignment across all brands and hotels through a refined quality management. Our offer equally comprises an integrated marketing, communications and PR strategy to consistently tell our story across all media and social channels. Multi-platform campaigns drive stakeholder engagement, brand awareness and industry-leading positions for our hotels.

Capture Online Business

Our new website radissonhotels.com and Radisson Hotels app renew the online presence of the company - providing for the first time a consolidated global digital approach. Both website and app serve as unique points of sales of all our brands. These innovative tools have been engineered to attract new guests and loyal members, generate incremental demand, deliver a better ROI, optimize acquisition spent and increase cross-selling possibilities between the different brands. The digital transformation of Radisson Hotels is just the beginning!

The best partner during each phase of your investment

Like any real estate investment, a hotel venture has three main phases:



Radisson Hotel Group is here to support you every step of the way, from concept planning until the opening/operation and even throughout the exit phase (if any).

01 Development phase

We have a full team of specialists available to optimize the space utilization and minimize your development risk. From new build to conversion hotels, our team is experienced in finding the best solutions for your asset to maximize the efficiency of the development and to minimize the initial investment cost. We work in parallel with you and external consultants to bring to life the vision of each project with clear innovative technical solutions and in-house expertise.

02 Operating the hotel

As the operation phase starts, we will allocate the best talent and resources to manage your hotel. From an early stage, our commercial team ensures that the hotel produces the necessary income as quickly as possible. With daily support from key experts in revenue management, online distribution, marketing and sales, our team stands ready to make sure your hotel is at its best performance. We also have a unique ability to reduce costs and improve bottom line, thanks to our operational efficiencies.

03 Recycling capital

While we wish for you to remain an eternal partner, at times, investments need to be optimized and sold. We have a dedicated team and platform that can help you connect with our pool of investors, but also support you on any transfer or assignment.

Our strength lies in our ability to accompany our partners at each stage of the investment cycle.

Over
60%
of our owners
have more than
one hotel with us

The best partner during each phase of your investment



Our Behavior

This is how we stand out of the crowd. Radisson Hotel Group is a relationship company that is pragmatic, nimble and solution driven with our business partners. We believe in long lasting relationships based on trust, responsibility and accountability.



Project definition & space planning

Not every hotel is the same and we embrace that by providing tailored guidance on hotel facilities to align with market demand and the brand standards. We're here to advise you on design and space planning to optimize operational flow throughout the hotel, which would result in a better bottom line.



Safety & Security

Safety is a global priority to everyone. Our focus on safety and security also helps drive bottom line performance by proactively working with hotels to build awareness and capabilities. A universally applied self-assessment program supported by a library of best practice guidance is verified through independent certification and helps ensure both regulatory compliance and that corporate client expectations are met.



Project management

Our team of engineers will advise you on technical installations that minimize environmental impact by focusing on cost reduction and sustainability. We will be there every step of the way to help recommend ways to reduce future maintenance costs and prolong the lifespan of your investment.

We will also support the design planning and execution of the hotel. This ensures that it eventually creates the necessary experiences that are relevant to the guests and within the business environment in which it operates. There is a big difference between how a hotel should look, and how it actually looks. We bridge that gap for our owners!



Future openings

We know that a successful launch is the key to a profitable and successful hotel. To secure business on the books prior to opening, we have a variety of dedicated pre-opening activities that will provide excitement around your opening.



Radisson Collection Muscat, Hormuz Grand

The best partner during each phase of your investment



Procurement

Our partners have access to a comprehensive list of furniture, fixtures, equipment and operating supply products and services under a negotiated corporate agreement. You will benefit from Radisson Hotel Group's managed supply network built to service markets across the world.

Our dedicated and professional supply chain management team are here to assist hotels in sourcing needs and you'll have the opportunity to utilize a world-class e-procurement platform that helps simplify the whole procurement process, reduce cost and create value.



Owner Privileges

Owners have access to all of our properties at preferential rates and you'll have access to Radisson Rewards exceptional benefits, including special discounts, accelerated earnings, premier customer service benefits and more. We believe in accessibility so any member of the team is always reachable.



Our people

We know that people are at the heart of a successful hospitality business. Our people are committed to extra thoughtful care and are obsessed with delivering an amazing hotel experience. While each of our 95,000 team members at Radisson Hotel Group play a unique role, they all serve as brand ambassadors working to turn guests into passionate brand advocates.



Pragmatic, responsive & nimble

Our business has two customers, the guest and the owner, and we aim to be relevant to both.

The past two years registered a record for Radisson Hotel Group in terms of brand awareness, real estate transformation, management efficiencies and network expansion. We delivered the highest profit in the history of the company and a record growth of quality hotels.

Such results were due to the relevance of our brands and business approach to our guests and owners.

As we move into the third year of our ambitious five-year plan, we will continue to adapt our strategy and business models to increasingly align with our owners, business partners and our guests.

A brand is a promise. And we promise our investors and owners to provide brands with a compelling experience to the guest within a meaningful real estate approach and through an efficient operational and commercial model.

Our key strength is our behavior - we have a proactive, pragmatic and engaging approach with our partners and believe in long-standing relationships based on trust, responsibility and accountability.

We strive to deliver unforgettable experiences and memorable moments for our guests, which is also how we approach our relationships with owners and investors. We value open interactions and aim to be many minds with one mindset, believing anything is possible and having fun along the way.

Please get in touch!

A handwritten signature in black ink, appearing to read 'Elie Younes'.

Elie Younes
Executive Vice President &
Chief Development Officer

Your business support team

Corporate support office, Brussels



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Every Moment Matters

radissonhotels.com

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