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The images in this brochure represent a depiction of the current Radisson Hotel Group portfolio and are provided for illustration purposes only.

At Radisson Hotel Group, we support owners and investors at all times, so we continue being the best partner and making Every Moment Matter

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

Less than three years ago, we launched our new brand architecture under the Radisson Hotel Group umbrella. Our aim was to introduce a select number of relevant and compelling brands to our owners and guests alike. Since then, we have witnessed a number of key milestones for our brand awareness, real estate transformation, management efficiencies, network expansion and record growth of quality hotels.

In that period, investors have signed 100 hotels with us focusing on our upscale, lifestyle and luxury segments with the newly launched brands Radisson, Radisson RED and Radisson Collection. This is thanks to the trust of our partners, the relevance of our brands, our results, as well as our business relationship approach.

In 2020, we all faced adversity. COVID-19 is having a devastating impact on our industry, but with adversity comes the opportunity to learn, grow, adjust and improve. Our inner need and purpose to progress means that we will continue to travel so we explore and expand. This means that our industry has strong long term fundamentals.

As we progress in our journey and in response to the evolving environment, we recently designed Radisson Individuals which we believe brings value to both our guests and owners. It offers independent hotels the opportunity to capitalize on the global platform and awareness of Radisson Hotels as well as the prominent network of Radisson Blu as the largest upper upscale brand in Europe.

Radisson Individuals represents an exceptional opportunity for every affiliated property to enhance its visibility, create customer

confidence, and access a wider audience through multiple distribution channels and a global sales structure. These hotels will also benefit from the contracting power and economies of scale that come from a brand that is trusted by millions of guests across the globe.

We strongly believe in longstanding relationships based on trust, responsibility and accountability. We value open interactions and aim to be many minds with one mindset, believing anything is possible, despite the surrounding climate.

Thank you for your trust.



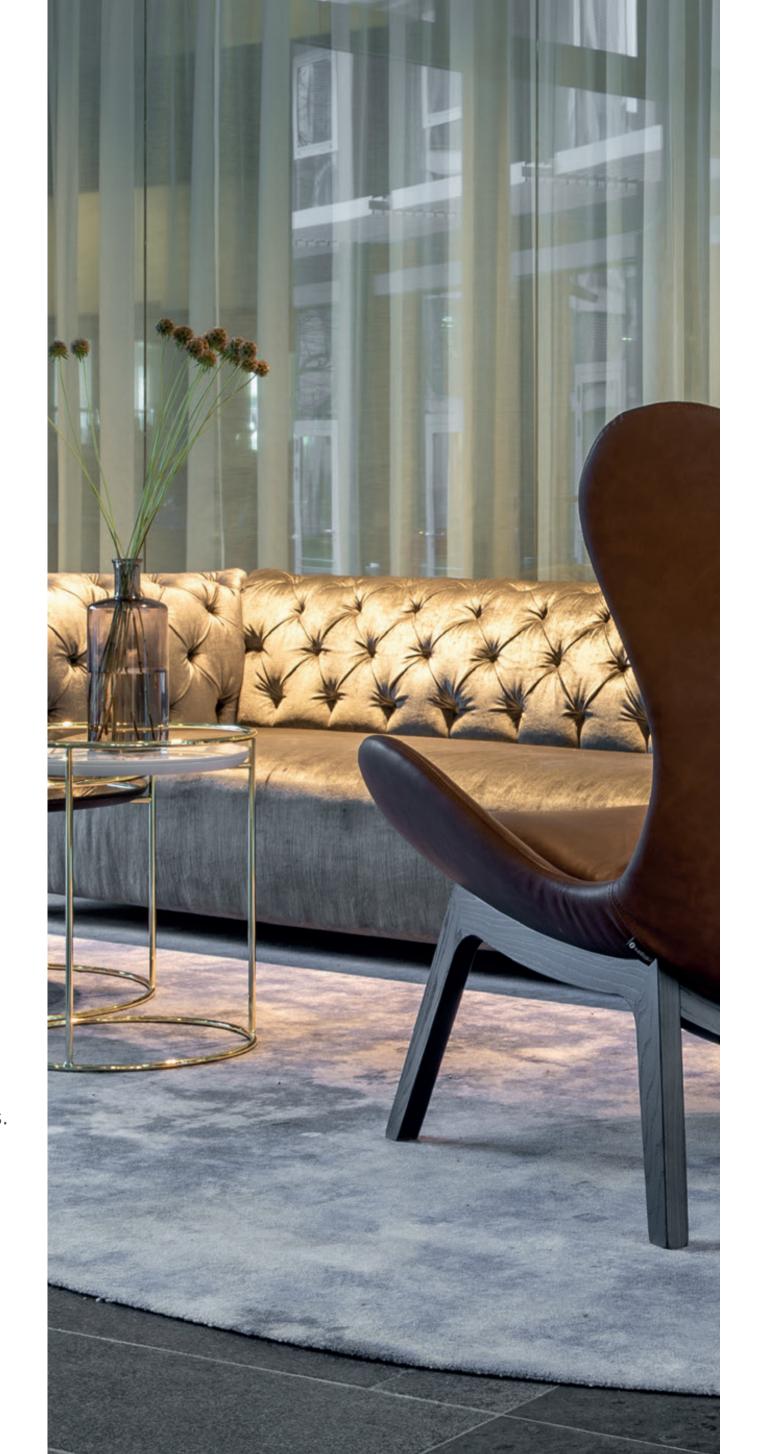


Our brand portfolio

Radisson Hotel Group is one of the world's largest and most dynamic hotel groups with nine 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, Radisson Hotel Group is proud to offer hotel brands that fit a wide range of travelers needs 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

- Since launch in 2018 already 14 properties open
- Major cities Moscow, Rome, Copenhagen, Stockholm and more coming
- Affordable luxury brand
- Opportunity to have endorsement, example Palazzo Montemartini, a Radisson Collection Hotel



UPPER UPSCALE

FEEL THE DIFFERENCE

- Largest upper upscale brand in Europe
- Key city locations
- Astounding designs
- Great meeting facilities



UPSCALE / **UPPER UPSCALE**

FEEL THE AUTHENTIC

- Authentic service in contemporary spaces
- Genuine experiences in a vibrant social atmosphere
- Mainly conversions in major cities (development in EMEA is under PPHE Hotel Group)



UPSCALE / **UPPER UPSCALE**

ENJOY IT!

- New upscale funky limited service brand
- All new properties
- New openings coming up, Aarhus, Madrid, Vienna, London O2,
- Porto, Lisbon, Oslo and many more
- Some great rooftop bars



UPSCALE

SELECTED FOR YOU

- Newest upscale affiliation brand
- Hotels that have unique characteristics and personalities
- Conversions from independent and unbranded hotels





SIMPLY DELIGHTFUL

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





I LOVE THIS COUNTRY

- Delivering a heartfelt experience
- Inspiring a sense of belonging
- New build and conversions in urban and suburban markets (not yet available for development in EMEA)



MIDSCALE **UPPER MIDSCALE**

FEEL GOOD

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





AFFORDABLE HIGH DESIGN

- Lifestyle-minded, tech savvy, out-of- box and affordable high design
- Lease driven brand with limited investment and unique design



RADISSON

Introducing Radisson Individuals



Upscale hotels.



Located in renowned cities, airports and key business and leisure destinations around the world.



Freedom to maintain and promote hotel uniqueness.



Benefit from the experience and infrastructure of the Radisson Hotel Group.



Multiple profiles including family, resorts, city breaks or business hotels.

We offer owners the flexibility they need to shape their new future and ensure their success by joining Radisson Hotel Group.

How Radisson Individuals adds value

There are numerous benefits for an individual hotel or a small chain to become a member of Radisson Individuals.



Radisson Hotel Group distribution power.



Halo effect stemming from Radisson Blu Europe's largest upper upscale brand.



Significant Loyalty programs with over 140 million members*.



Strong Pan-European customer pool.



One-stop shop website.



Simple but impactful brand standards.



Cost-efficient concept.



Unique and independent, maintaining your operational efficiency.



Global corporate sales.



MICE opportunities.



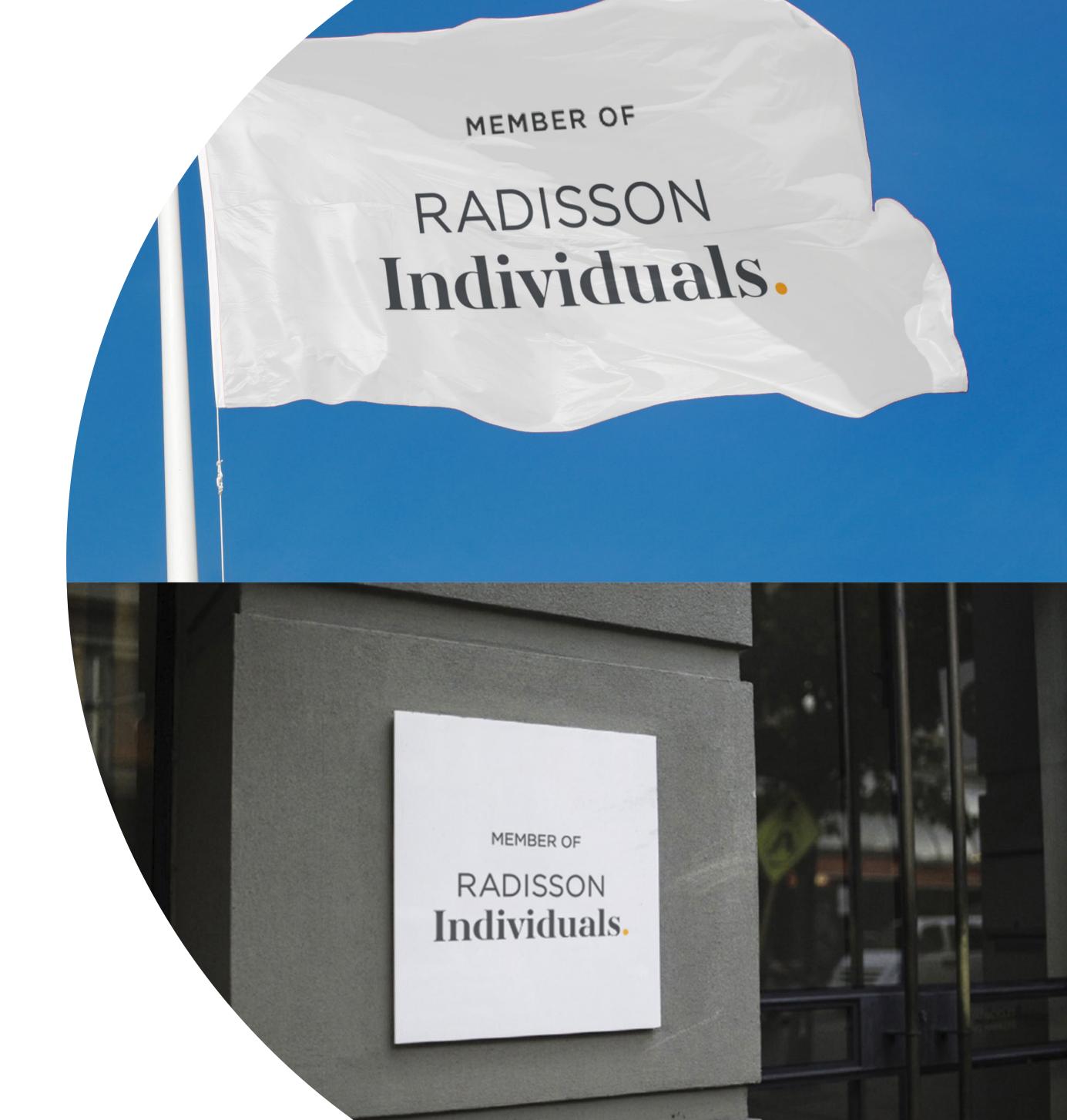
International health & safety protocols.



Access to procurement platform.

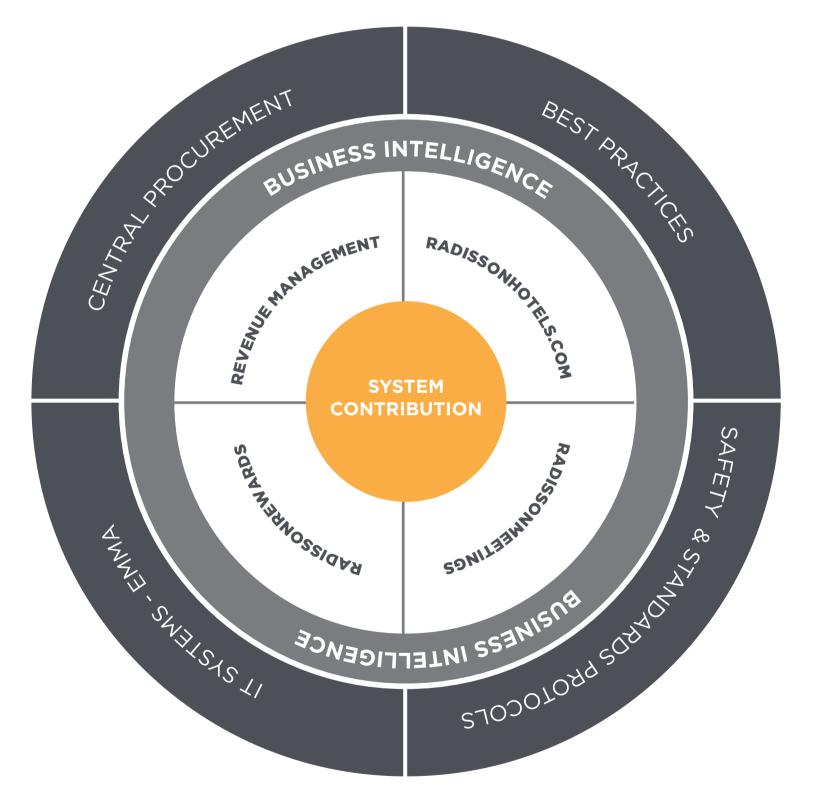


Global Communications Network



Driving revenue & optimizing costs

As a member of
Radisson Individuals,
you will benefit from
both commercial drivers
and cost optimization
strategies operated by
Radisson Hotel Group
across all our brands.



Revenue generation



RadissonHotels.com - a one stop shop

- New website radissonhotels.com and Radisson Hotels app serve as unique points of sales of all our brands
- Specifically designed to attract new guests and loyal members, generate incremental demand, deliver a better ROI, optimize acquisition spend and increase cross-selling possibilities between the different brands
- Our integrated marketing, communications, and PR strategy is delivered across all media and social channels and is designed to drive traffic to radissonhotels.com
- Our multi-platform campaigns create stakeholder engagement, brand awareness and industry-leading positions for our hotels



Radisson Rewards - a business driver

- Hotels achieve extra visibility with Radisson Rewards members
- Our Radisson Rewards campaigns increase visibility and bookings
- Radisson Individuals hotels are bookable with points, increasing visibility within the wide Radisson Hotel Group portfolio
- Subject only to the fees associated with guests staying overnight at the hotel (5% of total revenue, not exempt with groups)



Radisson Meetings - a new global concept

- Only applicable to hotels complying to the Radisson Meetings brand standards and brilliant basics
- Offering personal and professional experiences to our customers and their attendees.
- 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
- Dedicated marketing activity to attract MICE customers
- Insights and research that add value and build long term relationships with our corporate customers
- Dedicated professional sales team operating from different offices around the globe



Revenue Management - a valued à la carte service

- We help to increase our hotels' reach and total profitable revenue by globally partnering with online travel agencies and other third parties
- Our agile and flexible Revenue Management team provides support with detailed data analysis, day-to-day and case-to-case guidance

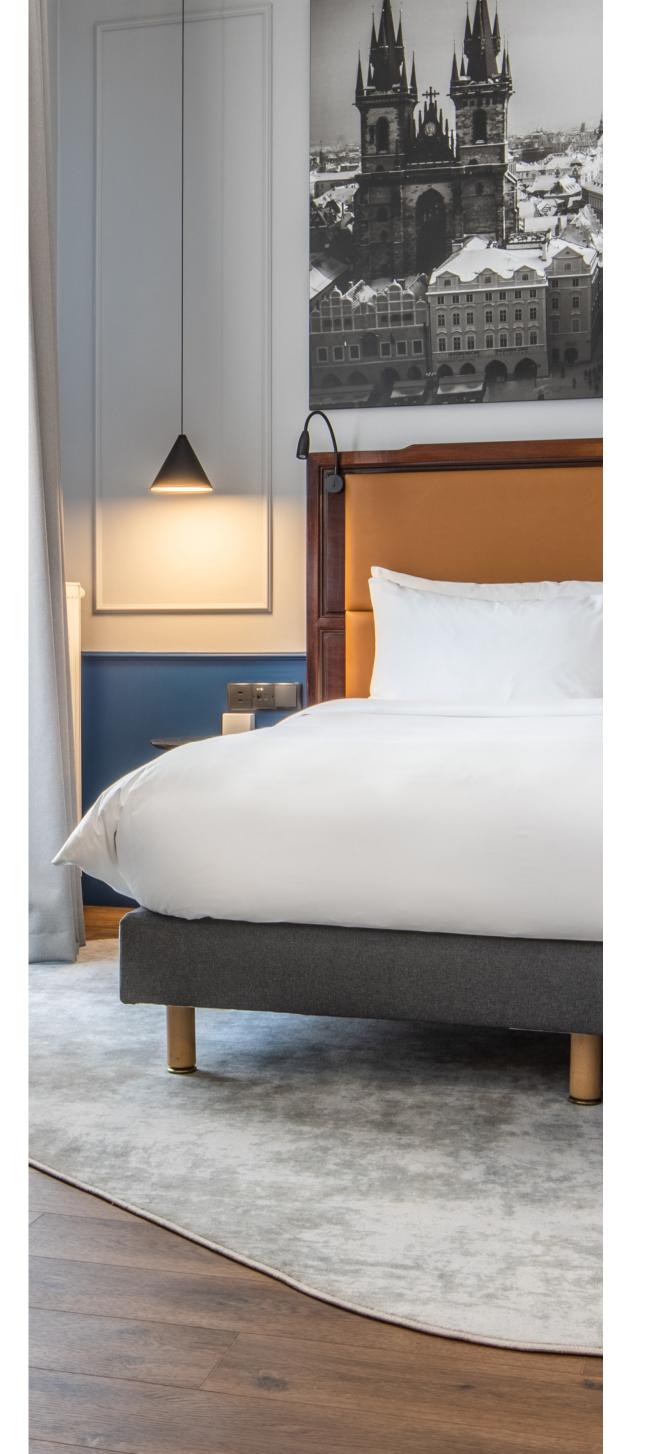
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Who fits Radisson Individuals

Becoming a member of Radisson Individuals is an attractive option for a wide range of existing hotels.

It is an ideal first step into the Radisson Hotel Group family for individual hotels with great service scores who wish to remain independent or may be considering or have the potential to transition to one of company's successful core brands such as Radisson or Radisson Blu.

Radisson Individuals can also work effectively for local, regional hotel brands which are seeking to explore additional distribution channels and/or co-branding options.



Criteria to become a Radisson Individuals hotel

We will undertake a simple compliance assessment focusing on 3 key parameters: quality, Fire & Life Safety and IT:

KPI's

WHAT IS MEASURED

HOW TO READ IT

MIN. RHG REQUIREMENT

1. GRIGlobal Review Index

algo qua

Online reputation – our algorithm will summarize the quality score trends from all the on-line review channels (Booking. com, Google, etc.)

Min. 0% (very poor online reputation)
Max 100% (max high scores in all the channels)

We require a score of above 80%

2. FLS

Fire & Life Safety

Compliance with local regulations & RHG safety protocol (incl. SGS certification)

We require full compliance, 100%

3. IT

Ability to connect with RHG systems and security

OPTION 1: E M M A
(RHG cloud-based PMS)
OPTION 2: Opera installed,
two way interface possible
OPTION 3: local PMS, one
way interface connection

We require one of these options to be implemented

Global & growing

01

True operators

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

- Our experience includes managed, franchised, leased and owned properties
- Personalized owners value proposition

03

Information technology

We are also making significant investments in our platforms and technology

- Comprehensive and step change IT program for integration
- Management and Distribution Systems
- Platform for CRM, loyalty platforms and campaign management

05

Pragmatic & approachable

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

- Personalized approach
- Bespoke solutions
- Exceptional "glocal" support team

07

Shared goals

Our team is aligned around a common goal to be one of the top of mind hotel companies in the world

- Committed to making Every Moment Matter
- Aligned culture and talent management strategy

02

Revenue optimization

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

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

04

Commercial drivers

Our commercial drivers will generate revenue across the system

- Multi-brand direct booking platform
- Refreshed rewards program
- Strong meetings and conference offering

06

Responsible business

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

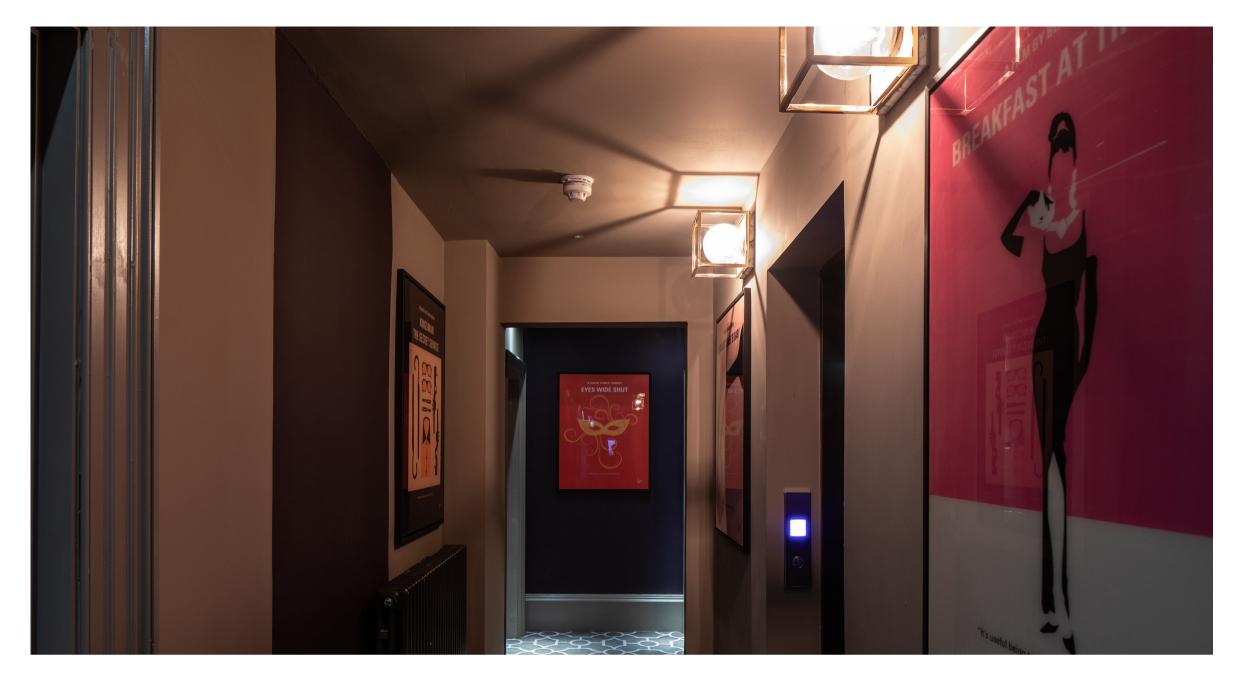
- Ethical business practices
- Carbon reduction and sustainability practices
- Employee development programs

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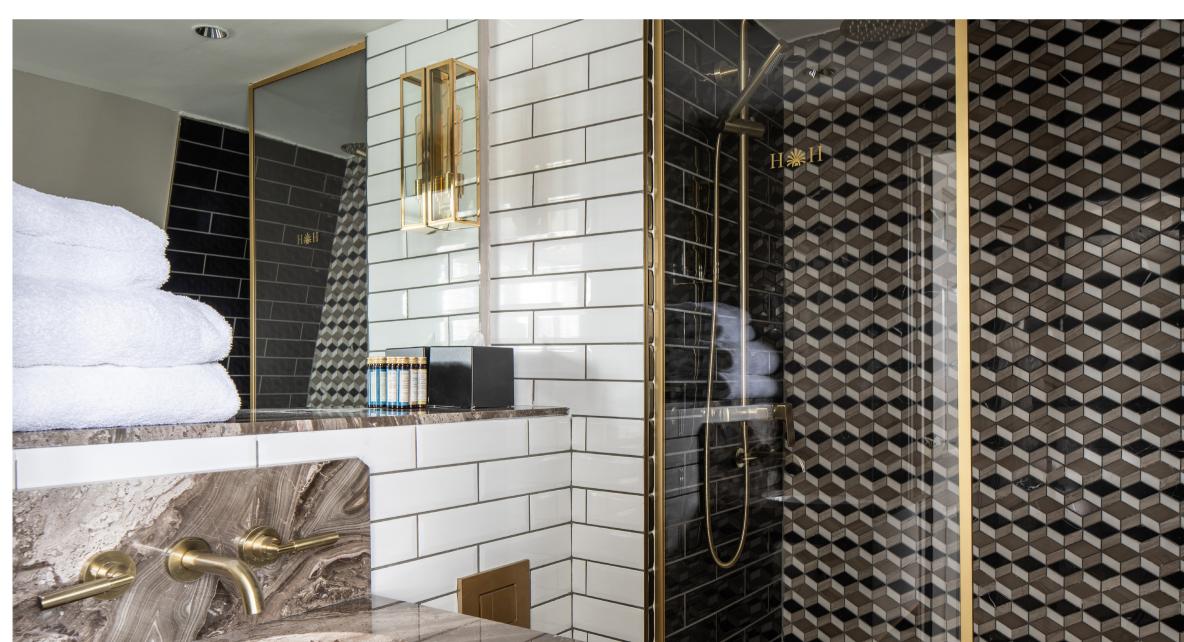
Value proposition

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

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









Your business support team

Corporate support office, Brussels



Valerie Schuermans Vice President, Western & Central Europe (excl. DACH, UK)



Joep Peeters Senior Vice President, Franchise & Owner Relations joep.peeters@radissonhotels.com

European offices



Arild Hovland Senior Vice President, Nordics arild.hovland@radissonhotels.com

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Senior Director,

UK & Ireland



Nacho Aranguren Senior Advisor to CDO



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Selected for you

























