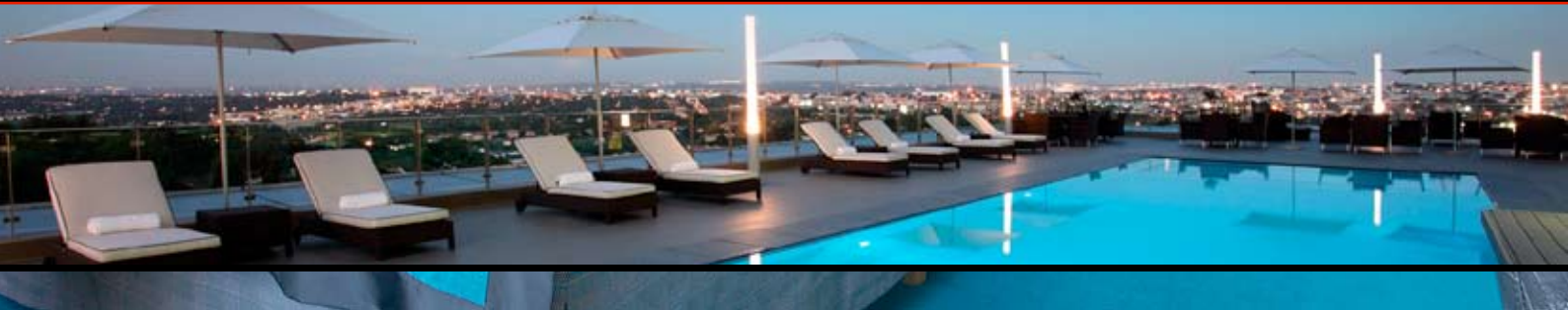


“ bespoke contract
SOLUTIONS
Securing good returns
for property owners
and business partners ”

Rezidor is one of the fastest growing, most dynamic hospitality companies in the world. During the last four years, we have grown multifold with a portfolio of more than 400 hotels in 62 countries. This growth is realised by either building a new hotel, making a comprehensive conversion or a smaller adjustment such as turning an office building to a hotel. Our robust team can spot a good deal and capitalise on it and our professional partners ensure our high standards are met. Approximately 50% of growth is achieved by new hotels buildings and the other half by re-branding, predominantly with managed and franchised contracts.

The Rezidor Hotel Group's continuous success and growth is partly due to the broad spectrum of contract types. We offer the right kind of contract and the right location to meet every hotel owner's needs. We have a clear understanding of what investors and developers want and wish - and what the market can offer.



	FRANCHISED	MANAGED	LEASED
SERVICES PROVIDED BY REZIDOR	Brand, sales & marketing support, reservation system, & purchasing network	All management services including hiring & training of staff, brand, sales & marketing, reservation system & purchasing network	All management services including hiring & training of staff, brand, sales & marketing, reservation system & purchasing network
OPERATING COMPANY	Belongs to third party	Belongs to third party	Belongs to Rezidor
EMPLOYEES	Belong to third party	Belong to third party	Belong to Rezidor
FINANCIAL COMMITMENTS BY REZIDOR	None	In some cases, performance guarantees	Rent - Fixed and/or Variable
CONSIDERATION RECEIVED BY REZIDOR	Royalty, marketing & reservation fees	Management, marketing, royalty & reservation fees	Net profits of operating company
REZIDOR'S FINANCIAL EXPOSURE	None	At times, guaranteed result, however, shortfalls capped at 2-3x annual guarantee	Often offer minimum rent + variable, shortfalls capped at 2-3x annual guarantee
PROPERTY TAXES & INSURANCE	Obligation of third party	Obligation of third party	Subject to negotiation
FF&E MAINTENANCE	Obligation of third party	Obligation of third party	Rezidor's obligation
STRUCTURAL MAINTENANCE	Obligation of third party	Obligation of third party	Normally lessor's obligation
TYPICAL CONTRACT TERM	10-20 years	15-25 years	20+ years
ACCOUNTING REVENUE FOR REZIDOR	Fees from hotel	Fees from hotel	All revenues of hotel