

AMBITION 2015

First 100 day update



100 days in...
USD 350 million committed

100 days in...

the commitment to Radisson has doubled

100 days in...*USD 500 million committed*

- 50% of the existing U.S. Radisson portfolio is committed to property improvements, up from 25% in March 2010
- Acquisition in key U.S. mega city, Radisson Blu Aqua Hotel, Chicago

Radisson Blu is now a
global brand

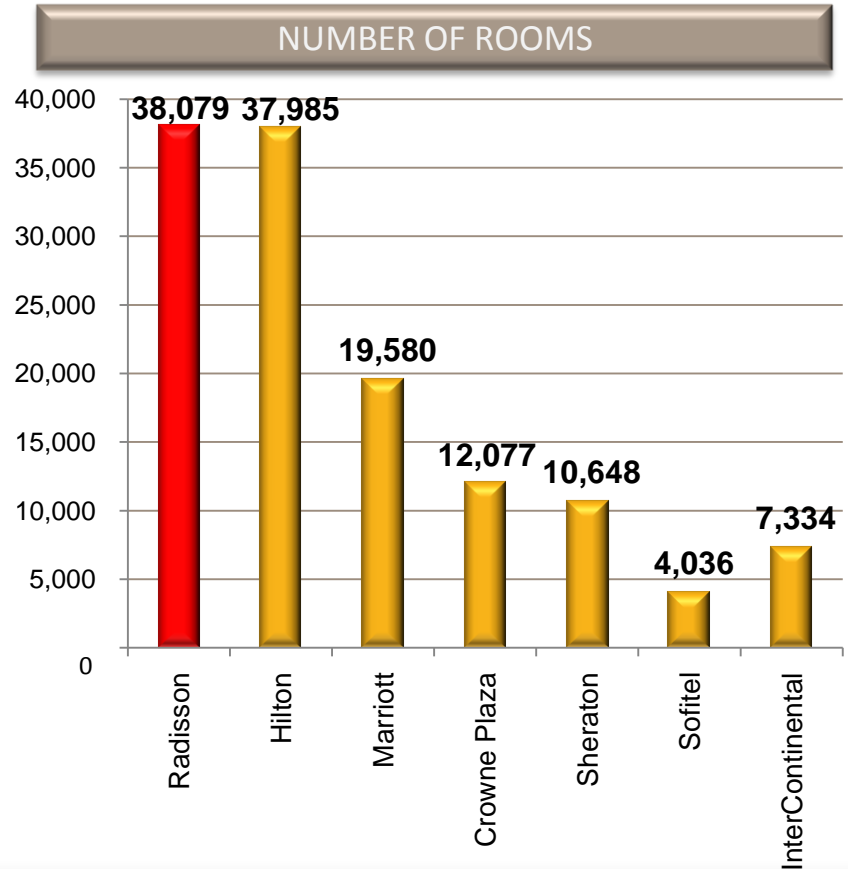
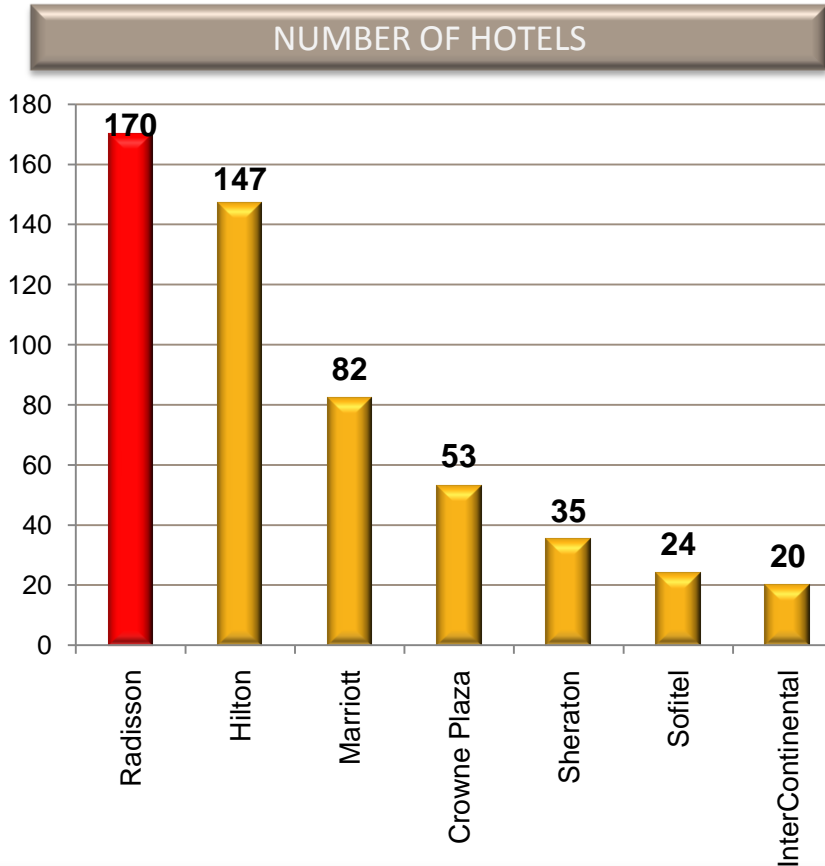
Radisson Blu is now a *global brand*

- Aqua Hotel, Chicago – contract signed on May 7
- St. Martin Resort, Marina & Spa – flag up on June 1
- Cebu, Philippines – announced on May 21, opening in September 2010



Radisson is Europe's
largest upscale brand

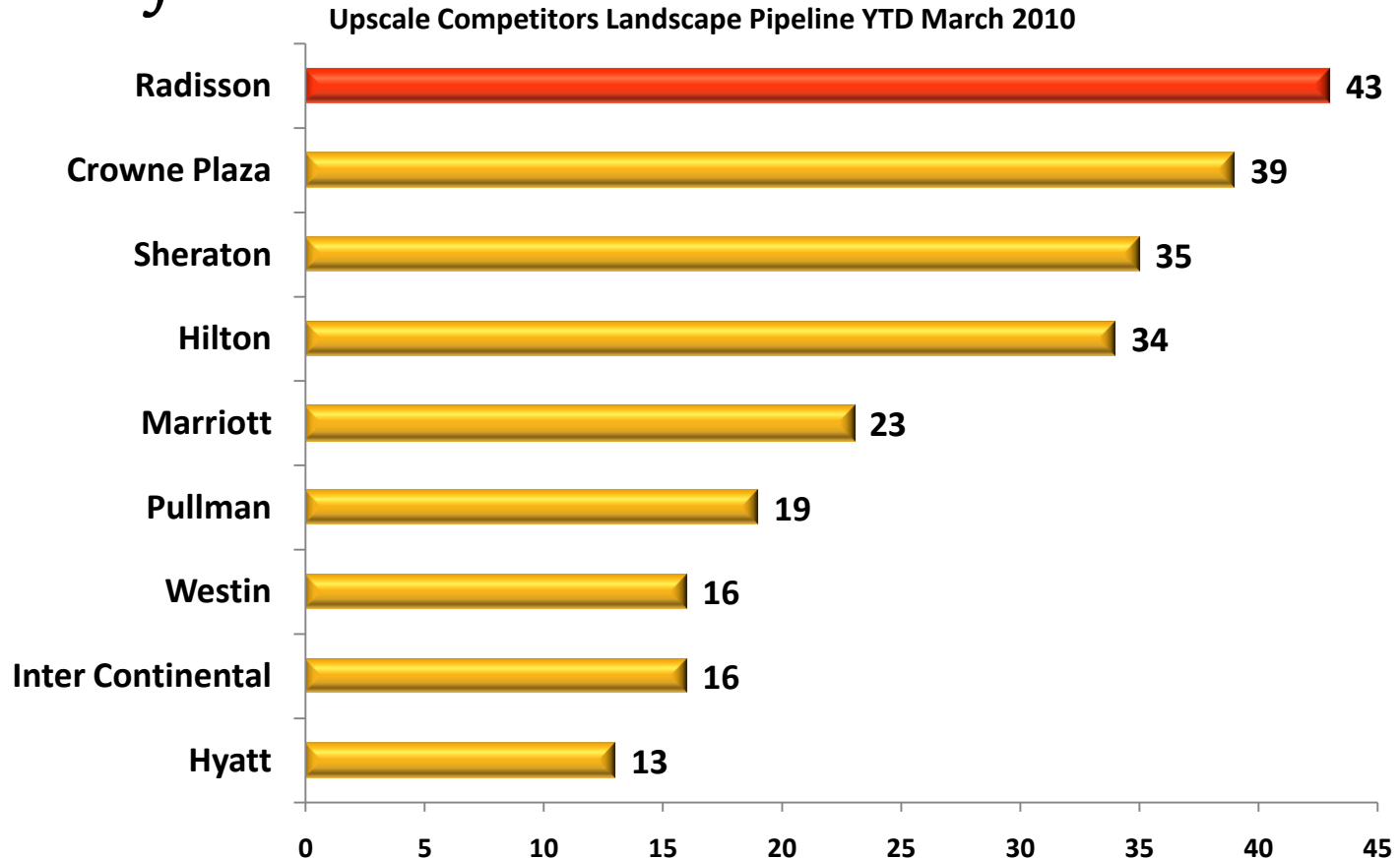
In April 2010, MKG/HTR announced that Radisson became Europe's *largest upscale brand in 2009*



Source: MKG/HTR European Ranking March 2010

Radisson is the
*fastest growing upscale brand
in Asia Pacific*

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Source: STR Asia Pacific Pipeline, March 2010. Radisson figures as of May 2010.

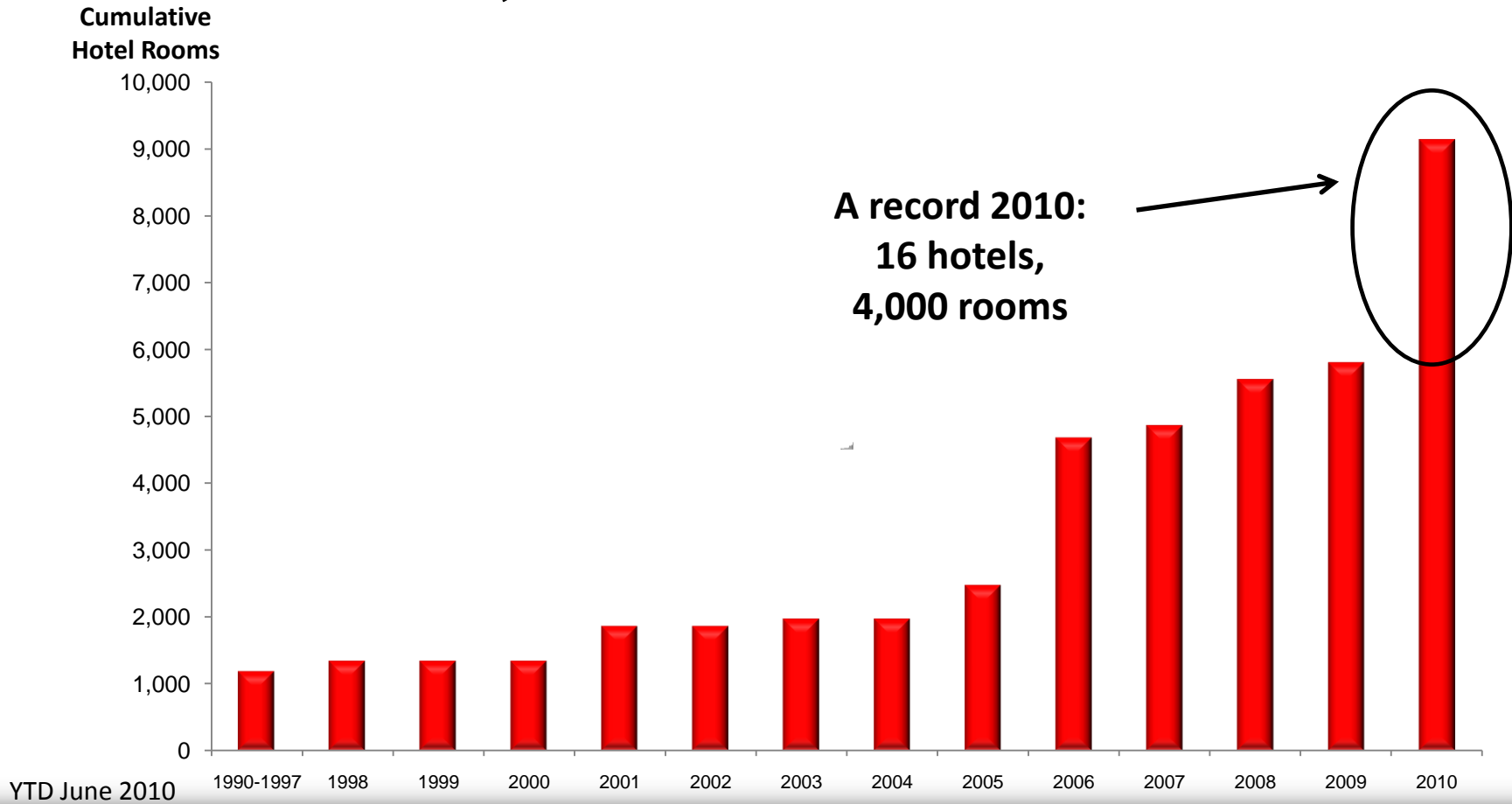
Carlson Hotels is experiencing
accelerated global growth

Carlson Hotels is experiencing *accelerated global growth*

- Carlson Hotels has opened 40 hotels and has signed 37 contracts through June 3, 2010
- By year end, Carlson Hotels intends to open a total of 90 new hotels and sign over 100 new contracts

Carlson Hotels' brands
have experienced
*rapid and sustained growth in
Russia, CIS & the Baltics*

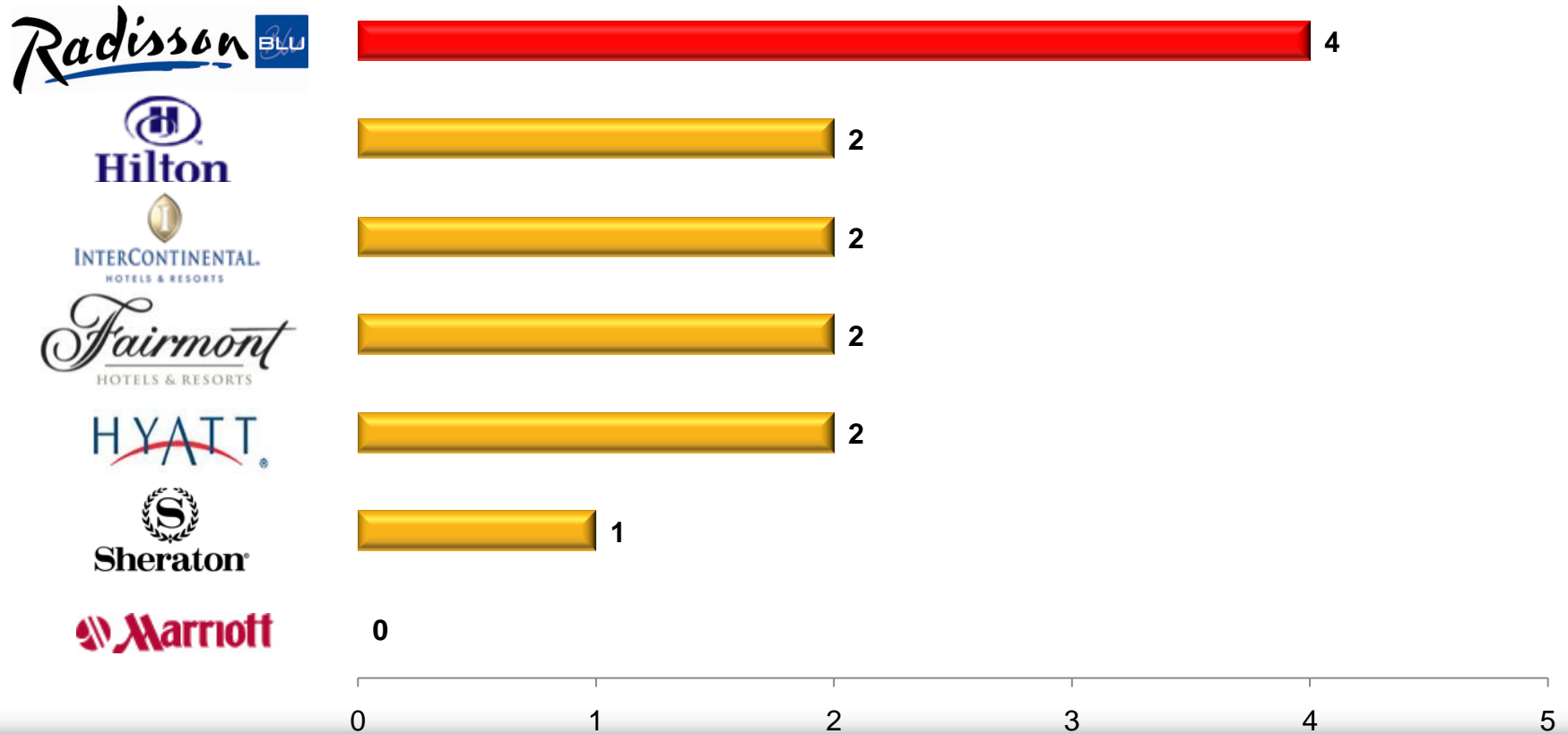
So far this year, Carlson Hotels *has opened 16 new hotels in Russia, CIS & the Baltics*



Radisson has
*leading international brand presence
in South Africa*

Radisson has *leading international brand presence* in South Africa

Number of Hotels



Carlson Hotels has become the
majority stakeholder in
The Rezidor Hotel Group

On May 19, 2010, Carlson Hotels became the *majority stakeholder in The Rezidor Hotel Group*

- Total ownership of outstanding shares is now 50.1 percent.
- The Rezidor Hotel Group has a master franchise agreement of the four Carlson Hotels brands.
- The Rezidor portfolio has grown to more than 400 hotels with more than 84,000 rooms in operation and under development in more than 60 countries in Europe, the Middle East and Africa.

Carlson Hotels continues to
build its global sales capabilities

Carlson Hotels continues to *build its global sales capabilities*

