Welcome to the EXCEPTIONAL

A COLLECTION OF OUR FINEST HOTELS
radissoncollection.com
An introduction to
RADISSON COLLECTION

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An emerging opportunity space
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An emerging OPPORTUNITY SPACE
Exploring the opportunity for hotel collections in premium market categories

Connecting with HIGH VALUE AUDIENCES
The challenges and opportunities in capturing the Mass Affluent Traveler

The implications for HOSPITALITY
Creating a collection that responds to the individuality and an aspirational lifestyle sought by our core guest segments
Guests increasingly value hotel stays as an expression of their individuality. This is especially true of 'Mass Affluents', whose common travel priorities are:

01
New experiences and cultures

02
Personalized treatment and individual recognition

72% of travelers prefer to spend their money on 'experiences' rather than 'things'

81% of affluent travelers ranked personalized experiences as their top itinerary priority

34% of travelers are specifically looking to 'immerse themselves in the destination' and to 'travel like a local'

73% of affluent travelers would exceed their budget to afford a unique local experience

Over half of affluent travelers would spend more to enjoy local cuisine whilst away

72% of affluent travelers rank personalized experiences as their top itinerary priority.
INTRODUCING RADISSON COLLECTION
The Radisson Collection brand and the value each of our properties offers to guests

OUR COMPETITIVE CONTEXT
Defining Radisson Collections market positioning and immediate competitive set

THE PILLARS OF OUR GUEST EXPERIENCE
The unique experience that our brand delivers to distinguish our properties from other collections
An experience of the outstanding
Of something incomparable
A special case

Inspiring those rare occasions
when the emotion holds sway

Moments of such singularity that,
once felt, can never be forgotten

These are the qualities which
make for an exception
The qualities that set our hotels
apart
No two Radisson Collection properties are ever the same. Each member hotel is a local icon in its own right, combining unique design features with authentic touches that reflect its destination.

All Radisson Collection hotels enable guests to enjoy the benefits of an aspirational lifestyle. Through exceptional property and service standards, each hotel provides access to a common experience of effortless contemporary living.
Introducing RADISSON COLLECTION

Allows individuality of design execution, relative to its location
Access to our Global Reservation and Corporate Support Offices
€25M+ Investment planned for Sales and Marketing the Radisson family of Brands, Globally
Existing strong brand recognition in our Radisson Brand – compared to other competitor brands
Adjustable concept for Serviced Apartments
Flexible framework of Brand Endorsement
OUR COLLECTION POSITIONING

Positioned between the Upper Upscale and Luxury categories Radisson Collection is ‘Affordable Luxury’ within the Premium Lifestyle Collection.

For members, Radisson Collection offers the best of both worlds. It provides greater operational support than a hotel consortium, together with the direction and autonomy needed to build an individual identity, not found at hotel chains.

OUR COMPETITIVE SET

CURIO

AUTOPHROGRAPH COLLECTION HOTELS

MONDRIAN

THE LUXURY COLLECTION
In style and setting, each of our properties is a true individual. However, what truly separates our collection from the competition is a combination of three essential qualities, common to all our hotels.

**OUR BRAND PILLARS**

**AUTHENTIC LOCAL INFLUENCE**
Delivering a unique experience, executed through individual design of your property, reflecting your location and culture.

**LIVING DESIGN**
Blending elegance in form and function – Increasing dwell time for guests and therefore opportunity for incremental income.

**VIBRANT SOCIAL SCENES**
Designing spaces to appeal to external guests and opportunity for increased F&D revenue.
AN INVITATION FOR ASPIRATIONAL LIVING
The property and service standards that create an exceptional experience of contemporary living

A COLLECTION OF EXCEPTIONAL PROPERTIES
An overview of our portfolio, highlighting what marks each of our properties out as unique

A FLEXIBLE SYSTEM OF ENDORSEMENT
The Visual Identity we have developed to support each property in the most impactful way
Extraordinary LIVING

A MODEL FOR EFFORTLESS CONTEMPORARY LIVING

PROPERTY ELEMENTS
- Impressive first impressions
- Magnetic social spaces
- Exceptional guest rooms
Radisson Collection hotels are natural centers of attention. Bringing distinctive, modern design to unique, central locations, we create a buzz around each property.

A SENSE OF ARRIVAL
- Thrilling arrival experiences
- Impressive architecture
- Inviting interior design

EXCEPTIONAL LOCATIONS
- Prestigious addresses
- Close to prime leisure attractions

STANDOUT M&E SPACES
- Statement design and furniture icons
- Versatile configurations
- Sophisticated styling and technology
Magnetic social SPACES

Whether for drinking or dining, working or working-out, Radisson Collection social spaces are characterized by vibrant atmosphere and the sensation of joining an aspirational community.

ENGAGING SOCIAL SPACES
• Multi-functional (suited to both work and socializing)
• Space design that brings people together

MEMORABLE DINING
• Restaurants, cafes and bars that are destinations in their own right

TOTAL WELLBEING
• Exceptional fitness studios and wellness facilities
Never just a room and bed for the night, each of our guest rooms evokes the impression of the ultimate apartment, a space that guests can make their own and truly 'live in.'

**EXCEPTIONAL ROOMS**
- RC Sleep Experience
- Warm, residential touches
- Bespoke suite design (select hotels)

**BRILLIANT BASICS**
- Professional hairdryers
- Capsule coffee machines
- Free garment pressing (& express laundry)
- 24/7 room service

**ELEGANT BATHROOMS**
- Spacious environments
- High-specification fittings
- Premium guest amenities
- Exceptional shower experience
A collection of EXCEPTIONAL PROPERTIES

Introducing our iconic collection of exceptional, individual hotels
The world’s Original Design Hotel, The Royal is the only hotel designed entirely by Arne Jacobson.

- Home of the iconic Swan and Egg chairs
- Unique location opposite Tivoli Gardens
- Interior design by contemporary greats
With a ring and storied heritage spanning over 100 years, The Strand is a legendary address that continues to excite.

- A central, waterfront location
- An illustrious guest list of dignitaries and film stars
- A restaurant renowned for its fine dining
Uniquely situated at the intersection of the city’s most historic streets, This hotel brings contemporary styling to a timeless location.

- Bold, contemporary architecture in a prestigious Old-Town location
- Bespoke suite designs by leading Scottish creatives
- Destination bar and restaurant
- F&B partnerships with Scottish distillers
- Uniforms designed by Scottish Fashion Designer of the Year
With palatial looks – inside and out – the world’s former tallest building is a masterpiece of imperial opulence and modern smart design.

- The second-tallest of Moscow’s neoclassical ‘Seven Sisters’
- Prime central location with excellent transport connections
- A stunning bar on the 31st-floor
- A full leisure experience, with an art gallery, 26 shops and 11 restaurants and bars
- On-site ‘Congress Park’ with meeting facilities for up to 1,000 people
- A private flotilla of yachts, offering cruises on the Moskva River
- A heated, indoor Olympic Pool

497 rooms and serviced apartments
In a prime, central London location, Mayfair’s eponymous hotel is the winner of Conde Nast Johansen’s prestigious ‘Best Urban Hotel’ award.

- A glamorous heritage of bold design
- One of the capital’s largest and most diverse choice of rooms
- The official sponsor of LFW and BFI Film festival
- Home to the world’s largest Baccarat chandelier
- Exclusive retail experience partnership with the Burlington Arcade
- Theatre with Italian leather trim and state of the art AV equipment

400 rooms | 37 suites
Commanding the finest views of Kuwait’s bay — Symphony Style offers an oasis of calm amidst the city’s vibrant energy.

- Interiors that reflect the hues of Kuwait’s golden sands and turquoise waters
- A Six Senses spa, with exclusive treatments
- Authentic Arabian coffee ritual
- Uniforms: traditional Dishdasha
- Official venue of Kuwait Fashion Week
Named after the historic conduit between East and West. The Hormuz Grand connects rich tradition with modern living.

- Stunning central water courtyard
- Locally-inspired interior design
- Artist retreats
- Unique location in the city’s development hotspot
OLD MILL BELGRADE
A RADISSON COLLECTION HOTEL

The city’s first designer hotel, that preserves the heritage of the 19th-century Old Mill and mixes it with an industrial-chic aesthetic.

- Rooms designed by the popular Graft Architects
- Floor-to-ceiling-windows and paintings by the Strauss & Hillegaart
- Authentic Serbian dishes are both fresh and sustainable at the uniquely designed OMB Larder + Lounge
Radisson Collection provides a flexible framework for affiliation. We offer members the choice in which the collection can lead (to build market recognition) or the hotel can lead (to reinforce market recognition).
THE POWER OF RADISSON HOTEL GROUP
A strategic market positioning with the expertise and scale of a global brand

ADDING VALUE TO YOUR INVESTMENT
Services, support, infrastructure and loyalty to optimize return on investment

DEVELOPMENT PARAMETERS
Registration, PIP and new build requirements
Since our very first opening, the Radisson Hotel Group has endeavored to bring guests a world of truly remarkable stays.

Yet, even within an outstanding portfolio, we have brought together a select few properties with stand apart still further.

With Radisson Collection, we’re providing these properties with the platform they finally deserve.
As the world’s 10th largest hotel operator, Radisson Hotel Group offers the expertise of an established, global brand.

Europe’s largest upper-upscale portfolio

5th largest international operator in Europe

Largest international operator in the Nordics, Russia, CIS & The Baltics

A global distribution network

Largest hotel pipeline in Africa

Asian footprint to double
Our brand portfolio provides market coverage in every category from economy through to affordable luxury.

Within the Radisson Hotel Group portfolio, the Radisson brand family commands exceptional global awareness. For Radisson Collection, we will leverage the equity in our name, and its reputation for great hotel design to drive stronger performance and ADR for a new, premium collection.
Infrastructure to ensure

GLOBAL REACH

INTEGRATED SALES PLATFORM
• Global distribution platform
• 33 global offices & over 400 reservation agents

DEDICATED MARKETING PLATFORM
• Omnichannel awareness strategy:
  • Online
  • Social media
  • SEO
  • Brand partnerships
GLOBAL
1,423 HOTELS
224,428 ROOMS

AMERICAS
719 HOTELS
79,973 ROOMS

EMEA
504 HOTELS
113,263 ROOMS

ASIA PACIFIC
200 HOTELS
31,192 ROOMS
NORDICS
60 HOTELS
14,459 ROOMS

THE REST OF WESTERN EUROPE
149 HOTELS
29,493 ROOMS

EASTERN EUROPE
131 HOTELS
29,888 ROOMS

MIDDLE EAST & AFRICA
143 HOTELS
31,319 ROOMS
The rewards of a
GROWING LOYALTY SCHEME

With over 15 million members Radisson Rewards offers guests a “faster way to a free night’s stay.”

HIGH MARKET APPEAL
Ranked in the Top 3 hotel reward programs (US News & World Report)

RAPIDLY EXPANDING MEMBERSHIP
Consistently amongst the world's fastest growing loyalty schemes

A RELIABLE REVENUE STREAM
Drives 25% of guest revenue in EMEA

ACCESS TO OUR MOST VALUABLE GUESTS
Access to 15m members who stay longer and spend more than the average guest
INVESTMENT

The conversion cost of your hotel to a Radisson Collection can be less than Eur 20,000*

PROPERTY SIGNAGE
Minimum requirement: plaque & flag
€2,300

STAFF TRAINING
Brand and service experience training
(provided by Radisson Hotel Group specialists) (variable cost by market)

COLLATERAL DEVELOPMENT
Design of proprietary hotel identity and production of associated collateral
€8,000

WEBSITE DEVELOPMENT
Website design, set up and content creation
€5,000

* Property dependent and RHG determine the investment required
Property dependent or

NEW-BUILD COSTS

- PIP dependent (executed & approved by brand & technical teams)

**PROPERTY PHOTOGRAPHY**
High quality photography of hotel grounds, rooms, amenities and facilities
(variable cost)

**IT SYSTEMS**
Integration with Radisson Hotel Group backend IT systems (pricing, reservations, distribution & marketing)
(variable cost)

**PROPERTY IMPROVEMENT**
Property improvement plan to ensure hotel meets product standards
(variable cost)

**F&D CONCEPT DEVELOPMENT**
Concept development (brand technical teams to handle approval and implementation)
€50,000 - €70,000
New-build development
PARAMETERS

For new-build properties we have outlined set parameters which ensure all development lives up to our baseline in each market type.

<table>
<thead>
<tr>
<th>NUMBER OF KEYS</th>
<th>CITY (MATURE)</th>
<th>CITY (EMERGING)</th>
<th>RESORTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100-400</td>
<td>100-400</td>
<td>100-400</td>
</tr>
<tr>
<td>COST PER KEY (EXCL LAND &amp; DEVELOPER FEES)</td>
<td>170K-190K</td>
<td>170K-190K</td>
<td>170K-190K</td>
</tr>
<tr>
<td>STANDARD ROOM SIZE</td>
<td>28-35M²</td>
<td>28-35M²</td>
<td>35M²</td>
</tr>
<tr>
<td>AVERAGE GIA KEY</td>
<td>55-85M²</td>
<td>55-85M²</td>
<td>85M²</td>
</tr>
<tr>
<td>SUITES (% KEYS)</td>
<td>5% (MINI)</td>
<td>5% (MINI)</td>
<td>5% (MINI)</td>
</tr>
<tr>
<td>BATHROOM FIXTURES</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>F&amp;D CONCEPT</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>WELLNESS</td>
<td>Optional</td>
<td>Optional</td>
<td>Yes</td>
</tr>
<tr>
<td>FITNESS</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
### Product & Service Requirements

To deliver an experience consistent with the wider collection, each hotel must meet these minimum standards.

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>INVITING ARRIVALS</td>
<td>Porter service</td>
</tr>
<tr>
<td>RC Senses (hotel scent, music moods and locally-inspired uniforms)</td>
<td>Concierge</td>
</tr>
<tr>
<td></td>
<td>Doormen</td>
</tr>
<tr>
<td></td>
<td>Guest services manager at peak times</td>
</tr>
<tr>
<td></td>
<td>Valet parking</td>
</tr>
<tr>
<td>ENGAGING SOCIAL SPACES</td>
<td>Locally curated art</td>
</tr>
<tr>
<td>EXCEPTIONAL ROOMS</td>
<td>Turndown, all rooms (on-demand)</td>
</tr>
<tr>
<td>RC Sleep experience (mattress, duvet, pillow &amp; linen specification; pillow menu &amp; sleep spray)</td>
<td>Premium minibar offer</td>
</tr>
<tr>
<td></td>
<td>24hr room service</td>
</tr>
<tr>
<td></td>
<td>2 (high-quality) monthly magazines per room (4 magazines and a daily newspaper for superior categories)</td>
</tr>
<tr>
<td>BRILLIANT BASICS</td>
<td>3hr express laundry</td>
</tr>
<tr>
<td>Professional hairdryer</td>
<td>Free garment pressing (x1 item)</td>
</tr>
<tr>
<td>Capsule coffee machines, all rooms</td>
<td>Express check-in &amp; check-out</td>
</tr>
<tr>
<td>50” (min) smart TV with next-generation USB ports</td>
<td>Multi-sockets with next-generation USB ports</td>
</tr>
<tr>
<td>EXCEPTIONAL BATHROOMS</td>
<td>Magnifying mirrors with integrated LED lighting</td>
</tr>
<tr>
<td>Rain shower with separate massage hand-held shower head</td>
<td>Bespoke branded robes, Slippers/flip-flops (market dependent)</td>
</tr>
<tr>
<td>Deluxe amenities</td>
<td>Toweling (bath and hand towel, wash cloth and bath mat specification)</td>
</tr>
<tr>
<td>MEMORABLE BREAKFASTS</td>
<td>Breakfast theatre (food personalized by chefs in an open-kitchen)</td>
</tr>
<tr>
<td>Exceptional breakfast (buffet)</td>
<td>F&amp;D Concept</td>
</tr>
<tr>
<td>TOTAL WELLBEING</td>
<td>RC Wellbeing (fitness and wellness facility separation)</td>
</tr>
<tr>
<td>Running collections</td>
<td>F&amp;D Concept</td>
</tr>
</tbody>
</table>
Value in the Independent and Hotel Collection categories is growing rapidly, as guests look beyond conventional formats.

1. CONTRACTUAL AGREEMENT & REGISTRATION
   Agreement of contract type and terms
   Registration of property name

2. PROPERTY REVIEW
   Property improvement plan and product integration plan to be approved and signed off by Radisson Hotel Group and investor/owner

3. TECHNICAL INTEGRATION
   Integration of hotel into Radisson Hotel Group systems and support
   (To include booking engine, sales partners, loyalty scheme, etc)

4. STAFF & SERVICE ENGAGEMENT
   3-day staff immersion in Radisson Collection service style and culture

5. COMMUNICATION STRATEGY LAUNCH
   Development of multi-channel media plan and all associated creative assets
   Targeting B2C and B2B audiences by key market
Welcome to an

EXCEPTIONAL WORLD

It can take as little as 45 days to convert your hotel to a Radisson Collection*

A COLLECTION OF OUR FINEST HOTELS
radissoncollection.com

* Property dependant