From the Chair

I was honored to be elected Chair of the Carlson Board of Directors in 2013 and to have begun work with the Carlson Board of Directors and management team to increase shareholder value through robust corporate governance and support for management’s focus on operational excellence.

2013 marked the 75th anniversary of CarlsonSM, an occasion that was commemorated by Carlsonians around the globe. This milestone of corporate longevity underscores the tremendous legacy of our founder and subsequent leaders of Carlson. It is also a tribute to our governance model that engages independent directors working in cooperation with family directors to support sustained success. Above all, our 75th year was characterized as looking forward. The Carlson Board and management launched a collaborative process to build a strong foundation for the Company’s future success.

Of primary importance for the Board of Directors was effecting closer alignment of business performance with shareholder expectations. This objective was expressed in a stronger focus on the return on invested capital deployed within our existing businesses and also in a strategic review process that evaluated each of Carlson’s underlying businesses to determine their long-term fit with shareholder targets for return and risk.

As a result of this undertaking, in the third quarter, the Board articulated a vision to explore strategic options for the hotel business. These include the company’s legendary Yes I Can!SM service philosophy, acclaimed ethics and integrity standards, and fighting Z-spirit.

Bradley Hall, appointed CFO and treasurer. Hall has been with Carlson for 15 years and prior to assuming the interim CFO duties was responsible for the Company’s treasury, strategic planning and investment analysis and risk management activities. He has consistently demonstrated his ability to lead and manage the finances for Carlson’s global hospitality and travel businesses. He has been instrumental to the CWT acquisition during his brief tenure in this role.

The Board also welcomed a new member in May: Michael Sweeney, president and CEO of Steinway Musical Instruments, Inc. and CEO, Steinway & Sons. Mr. Sweeney brings both strong management experience and broad investment experience to the Carlson Board. Mr. Sweeney has already made meaningful contributions to Board deliberations.

Looking ahead, the Board will continue its focus on creating shareholder value and the implementation of Carlson’s new long-term strategy. The newly focused portfolio provides a significant opportunity to enhance profitability and to reduce cost and complexity. The Board and management team have already begun initiatives to align governance, corporate structure and compensation in support of these outcomes. While challenges will inevitably arise as we move forward in this ambitious undertaking, we will meet them with the Carlson spirit of never, ever give up. I am truly optimistic that we are entering our fourth quarter century positioned for great success.

Diana L. Nelson
Chair, Carlson
2013 Contents

04 Carlson™ Overview

A timeline of the major events in Carlson’s businesses and a look at the company’s global reach.

10 2013 Highlights

The key achievements for Carlson during 2013 and the transformative path ahead with Vision 20/20.

16 Carlson Wagonlit Travel

The long-term growth in the travel market is favorable as Carlson Wagonlit Travel builds on a strong 2013.

22 Carlson Rezidor Hotel Group

New signings and program introductions distinguished a year of momentum and revenue gains.

40 TGI Fridays™

A re-imaging campaign and global growth keeps the casual dining brand relevant for guests.

46 Responsible Business

Carlson’s 2013 initiatives continue the company’s leadership and commitment to operating responsibly.

52 Glossary and 2014 Events

A glossary of industry-specific terminology and subsequent event highlights for 2014.

58 Company Leadership

Learn more about Carlson’s management team and Carlson’s Board of Directors.

On the Cover: Carlson’s Vision 20/20 core values are Caring Spirit, Service Heart and a commitment to creating a Lasting Legacy.
1938
Carlson was the first North American company to sign the Code of Conduct for the protection of children from sexual exploitation in travel and tourism.

1938
Curtis L. Carlson founded the Gold Bond Stamp Company. By 1953, Gold Bond Stamps had become a household name in the United States.

1962
Carlson acquired its first Radisson® hotel located in Minneapolis, Minnesota. Today, there are more than 550 Radisson® and Radisson Blu® hotels globally.

1975
Carlson acquired TGI Fridays Inc. with 12 restaurants in nine states, marking the company’s entrance into the restaurant business. Today, there are more than 930 TGI Fridays™ restaurants operating in more than 60 countries and territories.

1979
Carlson acquired Ask Mr. Foster Travel, a travel agency chain that would be rebranded as Carlson Travel Group.

1983
TGI Fridays celebrates an initial public offering on December 8, 1983, and sold out its first day.

1986
Carlson and the Radisson brand entered into an international partnership agreement with SAS International Hotels. SAS International Hotels would later become The Rezidor Hotel Group.

1989
Edwin C. Gage is named chief executive officer.

1989
Carlson opened its world headquarters in Minnetonka, Minnesota—the home to the offices of more than 1,000 employees.

1994
Carlson and the Accor Group combined business travel interests to form Carlson Wagonlit Travel (CWT), which has become a global leader in business travel management.

1998
Marilyn Carlson Nelson, daughter of founder Curtis L. Carlson, is named president and chief executive officer.

1998
The 100th international TGI Fridays debuted in Edinburgh, Scotland, and the 500th opened in Plymouth, Minnesota.

1998
Carlson acquired TGI Fridays Inc. with 12 restaurants in nine states, marking the company’s entrance into the restaurant business. Today, there are more than 930 TGI Fridays™ restaurants operating in more than 60 countries and territories.

1998
Marilyn Carlson Nelson, daughter of founder Curtis L. Carlson, is named president and chief executive officer.

1998
Carlson acquired TGI Fridays Inc. with 12 restaurants in nine states, marking the company’s entrance into the restaurant business. Today, there are more than 930 TGI Fridays™ restaurants operating in more than 60 countries and territories.

2004
Hubert Joly was named president and chief executive officer, becoming the first non-family chief executive officer.

2004
Carlson was the first North American company to sign the Code of Conduct for the protection of children from sexual exploitation in travel and tourism.

2008
Carlson celebrated its 75th anniversary. With hotels and restaurants around the world and the premier business travel management company, Carlson is a global leader in the hospitality and travel industries.

2012
Trudy Rautio is elected president and chief executive officer of Carlson.

2012
Carlson celebrated its 75th anniversary. With hotels and restaurants around the world and the premier business travel management company, Carlson is a global leader in the hospitality and travel industries.

2013
Diana Nelson became chairman of the board, the third in the company’s history, preceded by her grandfather, Curtis L. Carlson, and her mother, Marilyn Carlson Nelson.

2013
Nearing achievement of the goals set forth by Ambition 2015, Trudy Rautio unveiled Vision 20/20, a strategy that renews the company’s focus on the guest experience.
Carlson History

1938 Founded the Radisson Hotel Company. Curtis L. Carlson founded the Gold Bond Stamp Company. By 1952, Gold Bond Stamps had become a household name in the United States.

1953 Gold Bond trading stamps are introduced in Canada and eventually become the largest trading stamp company in the country.

1955 Carlson acquired the Park Plaza brand.

1960 Carlson acquired Ask Mr. Foster Travel, a travel agency chain that would become Carlson Travel Group.

1961 The Minnesuming Acres Training Facility is opened in Lake Minneusing in Wisconsin.

1962 Carlson opened its first hotel in South America, the Radisson in Rio de Janeiro.

1968 Carlson purchased 25 percent of the Park Plaza brand. The brand now operates more than 470 hotels worldwide.

1975 The Curtis L. Carlson School of Management is dedicated. Curtis L. Carlson, is named president and chief executive officer of the company in the United States.

1977 Carlson acquired The Radisson Blu brand.

1979 Carlson acquired the Park Plaza brand.

1980 Carlson acquired the Park Plaza brand.

1983 Carlson announced the United States' first international partnership agreement with SAS International Hotels.

1984 Carlson signed an agreement with Commonwealth Hospitality to develop the Radisson brand.

1985 Carlson acquired the Park Plaza brand.

1986 Carlson opened its first hotel in South America, the Radisson in Rio de Janeiro.

1988 Carlson acquired the Park Plaza brand.

1989 Carlson acquired the Park Plaza brand.

1991 Carlson acquired the Park Plaza brand.

1992 Carlson acquired the Park Plaza brand.

1994 Carlson signed an international partnership agreement with SARS International Hotels.

1995 Carlson acquired the Park Plaza brand.

1996 Carlson acquired the Park Plaza brand.

1997 Carlson acquired the Park Plaza brand.

1998 Carlson acquired the Park Plaza brand.

2000 Carlson acquired the Park Plaza brand.

2001 Carlson opened its first hotel in China, the Radisson in Beijing.

2002 Carlson announced the launch of Club Carlson, the worldwide loyalty program of the Carlson Rezidor Hotel Group.

2003 Carlson acquired the Park Plaza brand.

2004 Carlson acquired the Park Plaza brand.

2005 Carlson acquired the Park Plaza brand.

2006 Carlson acquired the Park Plaza brand.

2007 Carlson acquired the Park Plaza brand.

2008 Carlson acquired the Park Plaza brand.

2009 Carlson acquired the Park Plaza brand.

2010 Carlson acquired the Park Plaza brand.

2011 Carlson acquired the Park Plaza brand.

2012 Carlson acquired the Park Plaza brand.

2013 Carlson acquired the Park Plaza brand.

2014 Carlson acquired the Park Plaza brand.

2015 Carlson acquired the Park Plaza brand.
At-A-Glance

With some of the world’s most recognizable hotel, restaurant and travel management brands, CarlsonSM is a global leader in the hospitality and travel industry. Family-owned Carlson is one of the largest private companies in the U.S.

Global Locations

**+150 Countries**

**+178,000 Employees**

**+37 Billion Global Sales, USD**

**+1,340 Hotels in Operation & Under Development**

**+930 Restaurants**

#1 Ranked Business Travel Management Company

Company Structure

Carlson’s three business units are among the world leaders in their respective industries.

Carlson Rezidor Hotel Group is one of the world’s largest and most dynamic hotel companies with a fantastic portfolio of extraordinary brands.

As the original casual dining bar and grill, TGI FridaysSM offers authentic American food and legendary drinks, served with genuine personal service.

Carlson Wagonlit Travel is the world’s leading business travel management company. The company has been innovating travel management since the 19th century.

Employees by Business Unit

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlson Rezidor</td>
<td>150,000</td>
</tr>
<tr>
<td>TGI Fridays</td>
<td>178,000</td>
</tr>
<tr>
<td>Carlson Wagonlit Travel</td>
<td>37 Billion</td>
</tr>
</tbody>
</table>

System-wide Sales

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlson Rezidor</td>
<td>$7.5 Billion</td>
</tr>
<tr>
<td>TGI Fridays</td>
<td>$2.7 Billion</td>
</tr>
<tr>
<td>Carlson Wagonlit Travel</td>
<td>$26.9 Billion</td>
</tr>
</tbody>
</table>

Notes: All figures are based on 2013 data. System-wide revenue is total sales figure for all transactions occurring under one of Carlson’s brands whether owned, managed or franchised, as well as all CWT traffic. Carlson Rezidor Hotel Group hotel counts include hotels in operation and under development.
With the achievement of a number of milestones and key leadership appointments, Carlson continued its momentum in its 75th year as the company’s businesses shifted to the transformative objectives of Carlson’s Vision 20/20 strategy.

For 2013, Carlson saw development and sales growth in key regions around the globe. Critical acclaim for its business units and employees, and significant contributions to the communities in which it does business. Overall, Carlson’s 2013 sales performance of $371 billion was stable, down slightly from 2012’s sales of $376 billion. Managed revenues ticked up slightly, increasing 0.4 percent for 2013. Carlson also continued strengthening its leadership team in 2013 to solidify the company’s overall direction, guide strategic growth and accelerate the organization toward its Vision 20/20 goals.

“Last year we celebrated Carlson’s 75th anniversary, and we have many highlights to recognize,” says Trudy Rautio, president and chief executive officer, Carlson. “As we near the end of our foundational Ambition 2015 strategy, we begin to look ahead toward our new transformational strategy, Vision 20/20.”

BREAKDOWN BY BUSINESS

Carlson Wagonlit Travel (CWT), the world’s largest business travel management company, reported strong performance for its business travel activities in 2013. The company recorded key growth of $1.9 billion in new business sales and the company’s specialist business divisions. Overall sales volume decreased by 2.7 percent to $26.9 billion—compared with $27.7 billion in 2012—due to the continuing variable global economic climate and sequestration efforts in the U.S. that have led to a reduced demand for military and government travel. CWT grew most in Asia Pacific, where transactions increased by 4.5 percent year over year, enhanced by operations in China and Japan. (See page 19.)

Carlson Rezidor Hotel Group reported system-wide sales of $7.5 billion, a 4 percent increase over 2012. The hotel group drove a strong increase in new hotel signings versus the previous year, and 2013 was the group’s most successful year for development globally since 2008. Overall signings increased by 43 percent from 2012, with 66 percent of new hotel signings and 44 percent of all new hotel openings in rapidly growing and emerging markets, including Brazil, China, India, Indonesia and Russia. (See page 22.)

TGI Fridays, with 933 restaurants in operation globally, reported system-wide sales of $2.7 billion, which was flat in comparison with 2012. Worldwide, Fridays opened 39 new restaurants, with continued momentum internationally, specifically in Shanghai and the U.K. The company saw 5.4 percent revenue growth versus 2012 in the U.K., as well as local comparable sales growth of 3.6 percent, improved guest counts and five store openings. The brand also completed 38 restaurant re-images in the U.S. (See page 40.)

A NEW VISION

In another 75th Anniversary milestone, Carlson began deploying Vision 20/20, an evolution of the company’s Ambition 2010 growth strategy. Under Ambition 2010, Carlson concentrated on business fundamentals and building core competencies, creating a strong foundation for new, dynamic growth. Carlson’s leadership created Vision 20/20 to take the company to the next level.

“Our success securely positioned us to achieve our Ambition 2010 goals,” Rautio explains. “Having just completed 75 years in operation, Carlson is looking back to its heritage of innovation as we forge a strategy dedicated to the delivery of exceptional customer experiences. The strategy will drive development, deliver value to owners and operators, and better align our resources.”

Under Vision 20/20, Carlson’s core values remain the same: a caring spirit, a service heart and a dedication to creating a lasting legacy with a business that stands the test of time. Carlson’s long-term goals also remain the same: to create sustainable businesses, build shareholder wealth and drive business growth.

Vision 20/20, however, imagines a new, transformational way forward by putting Carlson’s people at the center of its success and four strategic objectives: developing talent, fostering a culture of innovation and collaboration, being the bright spot for customers and delivering great results. (See page 15.)

LEGACY OF LEADERSHIP

In 2013, Carlson also made a number of key appointments to the company’s leadership teams. On Dec. 18, 2012, Carlson’s board of directors elected Diana Nelson as incoming chair, and she officially assumed the position in May 2013. Diana, who has served on the board for nearly 10 years, became only the third chair of the board, preceded by Marilyn Carlson Nelson and the company’s founder, Curt Carlson. As leadership of the company passes to the third generation, I’m honored to continue the legacy started by my grandfather,” says Diana Nelson. “Carlson continues to be a very strong company. We have the best leadership team we’ve ever had, and there’s an incredible amount of momentum in all of our businesses. It’s an exciting time to work with our board and management team to realize our ambitions for growth and performance.”

In addition to her role on the Carlson board, Diana serves on the board of Governors of Carlson Holdings Inc. and the board of directors for the Carlson Family Foundation and The World Childhood Foundation. She is also a member of the Harvard University Board of Overseers where she sits on the Executive Committee.

Marilyn Carlson Nelson, who continues to serve on the Carlson board, says that her daughter’s significant governance experience made her the ideal fit to continue providing the steady leadership that has guided Carlson’s success for the past two generations.

NEW FINANCE APPOINTMENT

In September, the board of directors announced that they elected Brad Hall to Carlson’s management team as chief financial officer and treasurer, reporting to Rautio.

Brad had been serving as interim chief financial officer since August 2012. “Brad has consistently demonstrated his ability to lead and manage the finances for Carlson’s global hospitality and travel businesses,” says Rautio. “His long tenure with Carlson and keen understanding of the financial complexities of our businesses uniquely qualify him for this key leadership position.”

Hall has been with Carlson since 1998. Prior to assuming the interim chief financial officer duties, he was responsible for the company’s treasury, strategic planning and investment analysis and risk management activities. In this capacity, he directly led and advised on loan transactions totaling more than $2.5 billion, including securing the debt financing for Carlson’s first two Radisson Blu® hotels in the U.S. Hall also oversaw the share purchases that secured Carlson’s majority interest in The Rezidor Hotel Group.
CORPORATE DEVELOPMENT

In December, Carlson appointed Tony Pellegrin as senior vice president of Corporate Development. Pellegrin reports to Rautio and is tasked with leading corporate development efforts as well as leading the strategic planning process. Pellegrin joined Carlson from Supervalu Inc., where he served as vice president of Corporate Development.

"Tony brings us broad experience in strategic, financial, operational and legal matters and experience driving a broad range of strategic transactions and other high-impact initiatives," says Rautio.

Pellegrin will source and analyze potential acquisitions, partnerships and joint ventures that align with Carlson’s strategies and seek investment opportunities that support shareholder objectives. He also will be instrumental in formulating long-range strategic plans for the company.

STECTRIC GROWTH

Carlson also tapped David P. Berg as chief operating officer for the company in December. Most recently, Berg served as chief executive officer and chief customer service officer for Z Wireless, the fastest-growing reseller of Verizon services. Previously, he worked as executive vice president and president of Outback Steakhouse International, with full profit and loss responsibility for more than 200 restaurants, generating international system-wide revenues of more than $700 million. In addition, Berg served as chief operating officer of GNC with 7200 retail locations around the world and revenues of $1.8 billion. Prior to that, he was executive vice president and chief operating officer of Best Buy International, leading the company’s $13 billion international division.

"David brings to Carlson an impressive set of leadership capabilities, including growing businesses and leading organizations through strategic change to deliver results and build long-term shareholder value," says Rautio.

Reporting to Rautio, Berg is responsible for leading and managing the global hotel business. He also participates in other strategic initiatives for the company, including working with key leaders to develop and implement their initiatives for growth.

FORCE FOR GOOD

Carlson also made further strides as a leader in the hospitality and travel industry category.

Carlson was the unanimous choice for the award, based on its significant actions to ensure that women and girls have the chance to lead, and its dedication to building women’s leadership in the workplace.

"Carlson’s consistent and long-standing efforts to combat human trafficking have made our company a pioneer in this area," says Marilyn Carlson Nelson.

In March, Carlson received the Champion for Equality Award from the Women’s Foundation of Minnesota, a community foundation that invests in social change to achieve equality for all women and girls in the state. Carlson was the unanimous choice for the award, based on its significant number of women in upper management, its actions to ensure that women and girls have the chance to lead, and its dedication to building women’s leadership in the workplace.

Carlson was named one of America’s top 100 adoption-friendly companies, winning a spot on the 2013 Best Adoption-Friendly Workplaces list by the Dave Thomas Foundation for Adoption. Carlson again earned the number one ranking in the hospitality and travel industry category—another example of Carlson demonstrating its leadership in combining a powerful business sense and a strong social responsibility.

SYSTEM-WIDE SALES

Carlson 2013 Performance

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>2012</th>
<th>2013</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlson Wagoner Travel</td>
<td>277</td>
<td>26.9</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Carlson Rezidor Hotel</td>
<td>7.2</td>
<td>7.5</td>
<td>-4%</td>
</tr>
<tr>
<td>TGI Fridays</td>
<td>2.7</td>
<td>2.7</td>
<td>-1.2%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>37.6</td>
<td>37.1</td>
<td>-1.3%</td>
</tr>
</tbody>
</table>

Notes: Sales as of Q4 2013. System-wide revenue represents total figure for all transactions occurring under one of Carlson’s brands, whether owned, managed or franchised, as well as CWT traffic.

Dynamic New Direction

Vision 20/20 builds on the company’s foundational success with a new way forward. The four strategic pillars of Vision 2020 are developing talent, fostering a culture of innovation and collaboration, being the bright spot for customers and delivering great results.

Pillar I

Developing Talent

In a competitive market for the best talent, Carlson is finding, keeping and growing the people who have the potential to make exceptional achievements. This includes fostering the growth of internal talent by taking full advantage of Carlson’s strong culture of monitoring and robust educational opportunities.

Pillar II

Fostering a Culture of Innovation and Collaboration

Carlson is building a culture that is open to new ideas and systematically identifies and capitalizes on the best emerging concepts. In addition, with effective collaboration a recognized accelerator of the innovation process, the company is enhancing collaboration among employees and teams.

Pillar IV

Delivering Great Results

Achieving its other Vision 20/20 objective allows Carlson to deliver a unique, positive customer experience that differentiates the company from competitors. This will enable the organization to deliver strong financial results—meeting or exceeding return on equity targets—with strong earnings and revenue growth.
Carlson Wagonlit Travel

Best in Class

New tools and initiatives highlight Carlson Wagonlit Travel’s 2013 successes as the company leverages its leadership in a growing global travel market.

Carlson Wagonlit Travel reported a strong performance in 2013. Key growth of $1.9 billion was recorded in new business sales and the company’s specialist business divisions, including CWT Energy, Resources & Marine. The company’s consulting arm CWT Solutions Group also reported significant growth.

Among the highlights for the year, CWT’s client satisfaction scores were particularly strong with a 98 percent retention rate combined with 91 percent satisfaction rate from travel managers, as well as an 88 percent satisfaction rating from travelers themselves.

As the global business travel management leader, CWT is poised to capitalize on improving markets for business travel, and it’s maintaining that leadership pace through a series of innovations and forward-thinking initiatives.

**Prime Position**

CWT’s overall sales volume decreased in 2013 by 2.7 percent due to soft spots in the global economic climate and reduced U.S. military and government travel spending.

Longer term, however, the global business travel market outlook is favorable. In late 2013, the Global Business Travel Association (GBTA) estimated that the size of the global business travel market was projected to reach $1.12 trillion for the year and would increase by approximately $1.12 trillion by 2017.

**BIG DATA TOOLS**

To position itself for further growth in this climate, CWT continued in 2013 to build on its core strengths:

- **Market leadership**
- **A global presence with geographic diversity**
- **A high-quality and diverse client base with high retention rates**
- **Online and mobile booking**

Milestones for 2013 included the April launch of the CWT Travel Stress Index, which uses big data to measure the financial impact of lost productivity incurred through trip-related stress. The tool shows that traveler-focused travel policies, instead of ‘one size fits all’ policies, can drive down trip-related stress and improve productivity by up to 32 percent. The CWT Travel Stress Index is still receiving steady press coverage—recently appearing in Harvard Business Review and TIME magazine.

**Innovation in Action**

In May 2013, CWT To Go, CWT’s award-winning app, transitioned to the WorldMobi platform. Since then, the company has added new functionalities, including an enhanced mobile check-in wizard that allows the user to drag and drop information into the airline’s mobile check-in site and an improved share trip functionality that allows users to share as much or as little of their trip via email as they like—from the whole trip to individual components or developments related to a specific trip. In 2013, the CWT To Go app reached its goal of 158,000 downloads.

In August, CWT announced it had strengthened its reseller agreement with KDS—a leading international provider for business travel and expenses claims management software—offering the ability to resell KDS’ complete, bookable itineraries and predicts related expenses. In addition to KDS Neo, CWT now provides KDS Expense Management around the world. Building on CWT and KDS’s successful relationship in Europe, the Middle East and Africa, CWT will work with KDS to help strengthen its capabilities in the North American and Asia Pacific markets and will explore integration opportunities with other CWT products and services like CWT To Go.

The CWT Solutions Group also announced it was building a platform to engage and recognize business travelers for making decisions that support their corporate travel programs. CWT Traveler Gamification uses customized, competitive, game-style elements to influence desired traveler behaviors.

**Employee Engagement**

There was also a number of successful initiatives in 2013 aimed at employees. Nearly 90 percent of employees took the CWT Employee Engagement Survey. Against an overall engagement score goal of 88 percent, scores decreased slightly by 1 percentage point to 79 percent, but ‘commitment to customers’ was rated very highly, as was employee sense of accomplishment. Areas for improvement primarily involved performance management and career development. CWT is creating robust action plans to improve key engagement drivers.

CWT has also established robust proactive and reactive compliance controls and protocols, which are constantly monitored to ensure ongoing compliance. In 2013, the company enhanced its employee training and communications available for all employees. CWT also has a proactive and reactive compliance team and special helpline that offer 24/7 support to address any questions or concerns that staff may have.

To support CWT’s efforts in driving an ethical culture, the company created a number of tools for CWT staff, including Web-based training for employees and Compliance Minis—short, focused training programs provided to managers to help them continue to drive the ethical tone and compliance culture at CWT.

**Service First Culture**

Carlson Wagonlit Travel

At-A-Glance

CWT is the world’s largest travel management company, with several specialty divisions.

| +150 Countries | +19,500 Employees |
| +60 Million Transactions | +$26.9 Billion Traffic |
| #1 Ranked Travel Management Company |

Notes: 1 Employees in CWT’s wholly owned operations. 2 Including A&A, 3 Year-end results for 2013.
Delivering Travel Solutions

Organizations use CWT’s professional services to manage corporate travel programs, design programs and policies to meet client needs, reduce spending, negotiate with preferred partners and enhance safety and security.

Business Travel Industry Value Chain

1. Clients pay TMCs fees
2. GDSs pay fees to TMCs
3. Suppliers pay fees to GDSs

CWT Revenue Generation Model

- **Clients**: 58% 2013 Revenues
  - Stable relationships
  - Management fee contracts:
    - Include both reimbursement of certain direct costs as well as an additional charge covering indirect costs and margin
  - Transaction fee contracts: per transaction basis

- **Suppliers**: 33% 2013 Revenues
  - Value-added contracts (fees for certain marketing-related services)
  - Commissions

- **GDSs**: 9% 2013 Revenues
  - Revenues primarily based on booking transactions on GDS platform
  - CWT has ability to move booking between GDSs

CWT Executive Team

- **Douglas Anderson**: President and Chief Executive Officer
- **Jerry Hogan**: Executive Vice President and General Counsel
- **Jean-Luc Duchemin**: Executive Vice President, Global Human Resources
- **Cathy Voss**: Executive Vice President, Global Program Solutions and Meetings and Events
- **Andrew Waller**: President, EMEA and Global Partners Network
- **Patrick Andersen**: President, Americas
- **Kelly Kuhn**: President, Asia Pacific
- **Berthold Trenkel**: Executive Vice President, Traveler Services
- **Kevin O’Connor**: Executive Vice President and Chief Information Officer
- **David Moran**: Executive Vice President, Marketing and Enterprise Strategy
- **Martine Gerow**: Executive Vice President and Chief Financial Officer

Notes: 1. Appointment as of July 8, 2014.
Carlson Rezidor Hotel Group
Carlson Rezidor Hotel Group: Overview

Coming on Strong

Carlson Rezidor continues its momentum, with gains in revenue, development and global initiatives designed to enhance the guest experience.

**Carlson Rezidor Hotel Group At-A-Glance**

With its leading brands and extensive portfolio, Carlson Rezidor is one of the world’s largest hotel groups.

- **105 Countries**
- **1,340 Hotels** in operation and under development
- **$1.6 Billion Managed Revenue**
- **88,000 Employees** as of Q4 2013
- **66% Signings in Emerging Markets**
- **12 Million Members of Club CarlsonSM**
- **10th Largest Global Hotel Company**

In doing so, Carlson Rezidor became the first hotel group to offer or to pilot test all of the Google technologies at once.

Since the launch of the company’s online strategy four years ago, Carlson Rezidor has driven global Web revenue increases of 26 percent—in 2013, Web revenue increased 4 percent. Mobile revenue continued its strong trajectory with 68 percent growth in 2013 year over year.

In 2013, the award-winning Club CarlsonSM loyalty program grew to nearly 12 million members, more than doubling in size in the last four years. The Club Carlson mobile app saw a 171 percent increase in traffic and a 62 percent growth in revenue year over year.

Overall, Carlson Rezidor drove 65 percent of room revenue to its brands via direct booking, digital channels and the Global Distribution System (GDS); this represents an increase of 4 percent over 2012.

In addition, 2013 saw the launch of one of Carlson Rezidor’s most exciting initiatives in the Customer Experience Project. As part of the project, Carlson Rezidor partnered with leading consumer research firm GfK to better understand the overall guest experience by conducting extensive qualitative and quantitative research and analysis. The objective is to gain insights on the rapidly changing preferences of guests and define crucial touchpoints along the guest journey where properties can enhance guest stays and create unique, memorable experiences.

**YEAR OF GROWTH**

Overall, Carlson Rezidor’s signnings increased by 43 percent from 2012, with 66 percent of new hotel signings and 44 percent of all new hotel openings in emerging and rapidly growing markets in countries that included Brazil, China, India, Indonesia and Russia. The Americas and Asia Pacific in particular saw dramatic signings growth, with increases of 111 percent and 71 percent, respectively. In Europe, the Middle East and Africa, the group signed 33 new hotels, adding more than 6,900 rooms; 35 percent of those rooms will open by the end of 2015.

Boosting revenue totals, Carlson Rezidor also made a number of strides forward with progressive revenue-generation initiatives.

In one such effort, Carlson Rezidor introduced a loyalty program and opened its hotel industry’s efforts to enhance the guest experience while boosting productivity through e-commerce innovation. In December, Carlson Rezidor partnered with Google to launch pilot programs for its full portfolio of travel applications, including Google Hotel Finder, Google Business Photos, Google Wallet, Google Indoor Maps and Google Mobile Click-to-Call.

**RADISSON BLU®**

In 2013, Radisson Blu added another chapter to its phenomenal growth story, maintaining its position as Europe’s largest upper-upscale hotel brand and opening another round of properties in key global markets, including the Radisson Blu Resort & Congress Centre Sochi, a hotel of the 2014 Winter Olympics. In other key openings, Carlson Rezidor also unveiled the Radisson Blu Hotel, Kuwait, the Radisson Blu Hotel, Maputo/Mozambique and the Radisson Blu Chongqing Shapingba, China.

In March 2013, the brand established a presence near its world headquarters with the Radisson Blu Mall of America in Bloomington, Minnesota. Later in the year, the $20 million renovation and conversion of the Radisson Blu Warwick Hotel, Philadelphia in November marked the third Radisson Blu hotel in the United States, continuing the expansion of the brand’s footprint in the Americas. Radisson Blu also revealed its new global Experience Meetings concept at the 2013 IMEX show, one of the largest global conferences for meetings and events professionals. Developed as a means to improve the effectiveness of meetings, Experience Meetings places a strong emphasis on innovations in food and beverage and changes to the spatial environment as well as advancements in meeting technology.

**Brain Food**, the culinary component of the program, offers an elevated catering menu that increases concentration and reduces fatigue through food. Brain Box, the environmental

**Snapshots: Surge in Signings**

Compared with the previous year, Carlson Rezidor drove a strong increase in new hotel signnings, making 2013 the most successful year for development globally since 2008.

**Global Distribution System (GDS)**

A network used as a global point of access to reserve hotel rooms, airline tickets, rental cars and other travel-related items by travel agents, online travel agents (OTAs) and other organizations. GDSs allow users to purchase tickets from multiple providers. Examples of major GDSs include Sabre and Amadeus.

**Global Hotel Overview**
component, boosts creativity and inspires active engagement based on different learning styles. The program has been recognized and certified by the Green Meetings Industry Council (GMIC) and features the Meetings Minus Carbon program, which provides automatic CO2 offset benefits to event planners.

RADISSON®

Additionally in 2013, the Radisson brand’s major property improvement, renovation and investment strategy, as well as its overall brand repositioning for hotels in the U.S. and Canada, continued space with a majority of its hotels renovated and the remaining properties on track for completion by the end of 2014. The brand also undertook a significant pilot project to explore opportunities to innovate many touch points of the guest experience. Called Radisson Re-Imagined, the national pilot evaluated new ways to enhance the guest experience, highlighted by establishing a new mobile and online check-in option; launching the Radisson iConcierge, an on-property concierge smartphone application; and the launch of an in-hotel charity program and new bath amenities, among additional enhancements. Radisson began rolling out the new program elements in October.

Significant openings for the brand included the new Radisson Hotel & Conference Centre Calgary Airport East with 120 spacious, urban chic-styled guest rooms and views of the Canadian Rockies. The new Radisson Hotel JFK Airport provided the brand with a key location near New York City.

PARK PLAZA®

Carlson Rezidor Hotel Group’s upscale full-service brand, Park Plaza, continued its development plans in China, Germany, India and the U.K. More than $22 million has been allocated to improve and renovate hotels in the U.K. and the Netherlands. The brand is growing its footprint significantly in Asia with 10 hotels under development. Five of those hotels are in India and five are in China. Three are slated to open in 2014.

PARK INN® BY RADISSON

Carlson Rezidor’s fresh and energetic upper midscale hotel brand created for fast and flexible growth, Park Inn by Radisson, opened its first hotel in the Philippines, the Park Inn by Radisson Davao was the first to feature the brand’s “next generation” design in Asia Pacific. In Europe, the Middle East and Africa, 41 percent of the 6,900 rooms signed in 2013 were under the Park Inn by Radisson brand.

The brand also launched Smart Meetings & Events, a concept designed to deliver smart food, drinks, event spaces and technology to support guests’ life and work styles and ensure meeting planners a successful event.

COUNTRY INNS & SUITES BY CARLSON®

Country Inns & Suites By Carlson unveiled an entirely new look in 2013 when it launched a new brand identity and a new generation hotel prototype. This was the first time in the brand’s 25-year history that it has been completely redesigned to include new architecture, interior aesthetics and visual identity.

The brand implemented its new logo at the 2013 Country Inns & Suites Business Conference and began rolling out new elements of the brand identity across the entire portfolio. In November, the updated hotel architecture and interiors made their debut in a new Gen4 opening in Springfield, Illinois. The new prototypes feature a clean, contemporary look combined with the iconic design elements of Country Inns & Suites. The new architectural design will allow the brand to expand in a greater variety of areas and locations, including more urban markets, and it’s intended to resonate with loyal guests as well as today’s younger, technology-focused business travelers.
On the Upswing

In the Americas, Carlson Rezidor is primed for continued momentum following a successful year.

For 2013, the story of Carlson Rezidor Hotel Group, Americas, was one of strong turnaround growth. At the same time, the theater made significant progress with several initiatives to increase guest satisfaction metrics and establish a compelling positioning for each brand.

ACCELERATING DEVELOPMENT

After clawing back from the economy’s extended recovery from the 2008/2009 recession, the Americas theater saw strong growth for the year with 4,200 rooms opened, 5,400 rooms signed and 6,400 under development. The signings represented a 111 percent increase from 2012. The group continued to expand into new markets with openings in new and exciting destinations, including Barbados and Grenada.

In October, Carlson Rezidor became Brazil’s largest international upscale operator with the addition of the Radisson Hotel Rio de Janeiro and the Radisson Hotel São Paulo Vila Olimpia. The hotels brought the group to 10 hotels and more than 1,800 rooms in operation in this rapidly growing market.

In March 2013, the brand made a big impact in its own backyard with the Radisson Blu Mall of America in Bloomington, Minnesota. The 100-room upper-upscale hotel houses the FireLake Grill House & Cocktail Bar, which features regional cuisine. The hotel offers the only accommodations directly connected to Mall of America®, the U.S.’s largest indoor entertainment center and shopping mall.

Later in the year, the $20 million renovation and conversion of the Radisson Blu Warwick Hotel, Philadelphia in November marked the opening of the fourth Radisson Blu® hotel in the Americas, joining the Radisson Blu Mall of America, the Radisson Blu Aqua Hotel, Chicago, and the Radisson Blu Resort Marina & Spa, St. Martin.

The company also announced a conversion of the Radisson Plaza Hotel Minneapolis to its upper-upscale brand. Carlson Real Estate solidified an arrangement with Chartres Lodging Group LLC to acquire the hotel, with Carlson Rezidor entering into a long-term management contract. The renovation was completed in 2014, continuing the brand’s significant momentum.

RENOVATION PROGRESS

The Radisson® revitalization strategy, aimed primarily at Radisson hotels in North America to reposition the brand for growth and global alignment, continued on track in 2013, nearing completion with 75 percent of hotels renovated since 2010 and the remaining 25 percent on track for completion by the end of 2014. Reflecting this progress, Radisson received the most improved J.D. Power ranking in the upscale hotel segment, gaining 34 points in overall guest satisfaction. In addition, in the 2013 Business Travel News Hotel Chain Survey, Radisson saw the biggest increase in the upscale tier and led in the Meetings Facility category.

MIDSCALE SUCCESS

For Country Inns & Suites By CarlsonSM, the unveiling of a dramatic new brand identity and the launch of a new Gen4 hotel prototype designed to appeal to modern travelers was a key highlight of 2013. The first new prototype opened in Springfield, Illinois, later in the year, and a number of new hotels are under development. More than 75 hotels are either actively renovating or in the planning stage for Gen4 renovations.

In addition, the brand continued its progress toward revenue objectives. Boosting midweek Revenue Generation Index (RGI) was a 2012 goal, and the metric sharply increased for 2013. Carlson Rezidor’s sales teams also drove impressive revenue growth for Country Inns & Suites. In addition, email revenue grew 533 percent between 2009 and 2013, while the brand website’s revenue delivery grew 60 percent. The progress has not gone unnoticed: In the 2013 Business Travel News Hotel Chain Survey, Country Inns & Suites moved from the number eight ranking up to fourth in the competitive midprice category.

“We must always keep the guest at the center of our decisions.”

—David P. Berg, Chief Operating Officer, Carlson

Opposite Page, The $20 million renovation and conversion of the Radisson Blu Warwick Hotel, Philadelphia in November 2013 marked the fourth Radisson Blu® hotel in the Americas. The stylish, historic hotel is located in Rittenhouse Square in the heart of downtown Philadelphia.
At-A-Glance

Carlson Rezidor, Americas is positioned to build on a successful 2013 as hotel demand is forecasted to continue outpacing available supply. The favorable economics set the stage for continued strong growth in 2014 and beyond.

U.S. lodging industry 20-year change in supply and demand

$2.3 Billion System-wide Revenue

615 Hotels in Operation

53 Hotels under Development

38 Hotel Signings 2013

75% Radisson Hotels Renovated Since 2010

+4 Rankings, Country Inns & Suites by CarlsonSM, 2013 Business Travel News

Notes: 1 Americas excludes Asia Pacific and Europe, the Middle East and Africa; all snapshot figures based on 2013 data and dollar amounts in USD. 2 U.S. lodging industry 20-year change in supply and demand chart data sourced from Smith Travel Research; recessions indicated in gray shading are March 2001 through June 2002 and December 2007 to June 2009.

Executive Team

Carlson Rezidor Hotel Group is led by a proven management team.

David P. Berg
Chief Operating Officer, Carlson

Thorsten Kirschke
President, Asia Pacific

Javier Rosenberg
Chief Operating Officer, Radisson, Americas, and Executive Vice President, Managed Hotels

Gordon McKinnon
Chief Branding Officer

Bob Kleinschmidt
Executive Vice President, Strategic Initiatives and Investments

Mike Andrew
Executive Vice President, General Counsel

Cindy Rodahl
Executive Vice President, Human Resources and Communications

Suzy Riesterer
Chief Commercial and Financial Officer

Javier Rosenberg
Chief Operating Officer, Radisson, Americas, and Executive Vice President, Managed Hotels

Business Travel News
On the Rise

In rapidly growing Asia Pacific, Carlson Rezidor continued its strong momentum.

Carlson Rezidor opened five hotels in India in 2013, and the company expects further additions of new hotels as a result of its partnership with Bestech Hospitality. As part of this partnership to develop 49 Park Inn by Radisson hotels, six management agreements were executed in 2013.

**Revenue Generation**

Carlson Rezidor was also successful in driving more business into existing hotels despite an economic slowdown in India and China. The company saw revenue gains, increases in room nights and strong Revenue Generation Index (RGI) performance of 103.4% in 2013. Throughout the year, various platforms were developed for hotels to optimize their revenue-generation activities. These included new partnerships, the execution of tactical and cross-regional promotions, digital media and e-commerce campaigns and the continuous drive to grow the loyalty program in Asia Pacific.

Highlights from the theater also included the celebration of Radisson Blu Day in September; the launch of Radisson Re-Imagined, Park Inn by Radisson NexGen and the Country Inns & Suites By Carlson™ brand’s new visual identity; and driving in-market localization for Park Plaza, X-Mark Matti’s ranking of the top 10 Asia Pacific hotel brands. Radisson won the number one spot for satisfaction.

**People Development**

As part of the focus to develop the capability of its people, Carlson Rezidor Asia Pacific equipped its hotel commercial and finance leads with the right tools and skills to succeed through the launch of the Revenue Generation Academy and Finance Academy in India and China in 2013. The theater also made strides with its HiPotential Program for future general managers. The HiPotential program creates an infrastructure to grow the company’s leadership talent base and develop succession plans at the hotel executive level, ensuring that our leadership talent base grows in tandem as the company continues its growth in Asia Pacific.

At the same time, it fulfills the company’s commitment to employees to develop and retain talent.

Leadership

Thorsten Kirschke
President, Asia Pacific, Carlson Rezidor Hotel Group

On March 17, 2014, Carlson Rezidor Hotel Group appointed Thorsten Kirschke to the role of president of the group’s Asia Pacific region. He reports to David P. Berg, chief operating officer, Carlson. For the four years prior to his Asia Pacific appointment, Kirschke led Carlson Rezidor as president of the Americas. Kirschke’s achievements included the articulation and successful execution of the long-term turnaround strategy under Ambition 2015.

Kirschke, born in Hannover, Germany, is a hospitality veteran with more than 25 years of experience in various positions around the world. Prior to joining Carlson in 2009, Kirschke was executive vice president and chief operating officer for The Rezidor Hotel Group based in Brussels, Belgium.

Carlson Rezidor Hotel Group, Asia Pacific, celebrated a number of 2013 milestones under Carlson’s Ambition 2015 strategy. The company’s strategy in Asia Pacific concentrated on three pillars: accelerated and profitable development, winning the revenue battle and building organizational capabilities.

**Driving Development**

Capitalizing on rapidly growing market opportunities in the theater, Carlson Rezidor opened seven new Asia Pacific hotels in 2013, including the Radisson Blu Chongqing Shapingba in China and the Park Inn by Radisson Davao in the Philippines.

By the end of the year, Carlson Rezidor had expanded its total to more than 90 hotels in Asia Pacific, including 40 Radisson Blu® hotels. The group also continued its strong development momentum with 29 signings—including 15 in India and five in China.

Carlson Rezidor formed new strategic partnerships in 2013 and continues to build strong platforms for multiple hotel growth. These relationships are accelerating the company’s development plan and putting it on track to double its portfolio in the next seven years.

In March, the company signed a joint venture agreement with Panorama Group to develop 20 Radisson® and Park Inn® by Radisson hotels in Indonesia over the next seven years. In October, Asia Pacific announced a new development agreement with SM Hotels and Conventions Corporation for the Park Inn by Radisson Clark in Pampanga, Philippines, and an additional five locations in the future.

Building on its strength across India, Carlson Rezidor has established a presence in most capital cities across the country. In 2013, the company continued to cement its leadership position in this important market.

**People Development**

As part of a focus to develop the capability of its people, Carlson Rezidor Asia Pacific equipped its hotel commercial and finance leads with the right tools and skills to succeed through the launch of the Revenue Generation Academy and Finance Academy in India and China in 2013.

The theater also made strides with its HiPotential Program for future general managers. The HiPotential program creates an infrastructure to grow the company’s leadership talent base and develop succession plans at the hotel executive level, ensuring that our leadership talent base grows in tandem as the company continues its growth in Asia Pacific. At the same time, it fulfills the company’s commitment to employees to develop and retain talent.

Opposite: Radisson Blu Hotel Pudong Century Park, is located in the heart of Pudong, in Shanghai, China, and features easy access to the Shanghai New International Expo Center, Pudong Airport and the Pudong Lu Ji Zui Finance and Trade Zone.
At-A-Glance
Carlson Rezidor, Asia Pacific is driving steady development in high-growth markets such as China, India, Indonesia and Thailand. In India, Carlson Rezidor is the leading international hotel group in the country.

Planned Development
Carlson Rezidor in Asia Pacific has been achieving strong growth momentum through strategic alliances. In 2013, the company created partnerships with Bestech Hospitalities in India, Panorama Group in Indonesia and SM Group in the Philippines to develop nearly 100 hotels in these three markets. These partnerships resulted in 13 signed deals in 2013.

Executive Team
A seasoned international team leads Carlson Rezidor’s growth in Asia Pacific.

Thorsten Kirschke
President, Asia Pacific

David Berg
Chief Operating Officer, Carlson

Joanna Ong
Director, Public Relations and Communications

Andreas Flaig
Executive Vice President, Development

Franck Courmont
General Counsel

Scott Bryce
Vice President, Corporate and Hotel Finance

Winston Chien
Vice President, China

K.B. Kachru
Chairman, South Asia

Raj Rana
Chief Executive Officer, South Asia

André de Jong
Vice President, Operations, South East Asia

Peter Tudehope
Regional Manager, Australia/Pacific/Japan

Andreas Flagg
Executive Vice President, Development

Thomas Hagemann
Vice President, Future Openings and Special Projects

Notes: 1 Asia Pacific excludes the Americas and Europe, the Middle East and Africa; all snapshot figures based on 2013 data and dollar amounts in USD.

91 Hotels in Operation
93 Hotels under Development
29 Hotel Signings 2013

91
93
29
Global Leader

Building on a strong legacy, The Rezidor Hotel Group is set to further drive its business and deliver on targets.

Leadership

Wolfgang M. Neumann
President and Chief Executive Officer
The Rezidor Hotel Group

Wolfgang M. Neumann was appointed to lead The Rezidor Hotel Group as president and chief executive officer in 2013.

Prior to his work at Carlson Rezidor Hotel Group, Neumann spent more than 20 years with Hilton International, building his career from general manager positions at Hilton hotels in Brussels, London, Paris andFrankfurt to serving as vice president Western and Northern Europe. He also served as senior vice presidentScandinavia/Nordic Region, presidentUK, andIreland, and president, Hilton Europe and Africa.

Before joining Rezidor in May 2011 as chief operating officer, he served as chief executive officerforArabella Hospitality and was a member of the supervisory board of Schoenhauser Holding Group in Munich, Germany.

CarlsonSM is the owner of The Rezidor Hotel Group’s core brands and is also its majority shareholder with 51.3 percent of ownership. Rezidor, which trades on the Swedish stock exchange, is recognized throughout Europe, the Middle East and Africa (EMEA) for its unique Yes I Can!SM guest service philosophy.

Building on this strong legacy, the company is now focusing on improved profitability. Through asset-light, fee-based and sustainable growth, Rezidor aims to increase earnings before interest, taxes, depreciation and amortization (EBITDA) margin by 6 to 8 percent by 2015. The company is well on track with progress under its Route 2015 turnaround program.

GAINING MOMENTUM

For 2013, Rezidor’s EBITDA margin increased by 3.3 percentage points to 8.8 percent, and all Route 2015 areas delivered on or above target. Company efforts in revenue generation resulted in a strong market share increase for Radisson BLU® and Park Inn® by Radisson. Rezidor also achieved revenue per available room (RevPAR) growth across all geographic regions, and it reported the highest increase among all its peers.

Rezidor’s growth continues to concentrate on the emerging markets of Russia/CIS and Africa, and the company defines Russia, Nigeria, Saudi Arabia and Turkey as its key focus countries. More than 90 percent of Rezidor signings last year represented projects in emerging markets, and 60 percent of all projects are located in its key focus countries.

Although the number of hotels opened lagged slightly behind due to the focus on emerging markets where delays occur more often than in mature markets, an accelerated conversion strategy and a re-defined management process from hotel signing to opening helped Rezidor to cover and minimize such risks. The company’s organization optimization process is delivering clear results and Rezidor is in line to deliver the targeted cost reductions of EUR 13 to 15 million through a streamlined and decentralized business model.

Asset Management became a crucial contributor to the company’s turnaround. The newly created department is optimizing the lease portfolio in the Nordics and Rest of Western Europe and reported an EBITDA margin impact of 1 percentage point through the exits from unprofitable leases and the restructuring of profitable leases over the past two years.

LAUNCH OF 4D

Building on the principles of Route 2015 and Rezidor’s mission of providing unique Yes I Can!SM service, in 2013 the company also launched its 4D Strategy, which has four fundamental pillars: Develop Talent, Delight Guests, Drive the Business and Deliver Results.

The strategy clearly outlines Rezidor’s priorities and defines specific focus areas in pursuit of the company’s vision to be perceived as the most passionate team of hoteliers, the most innovative and responsible organization, the most dynamic and profitable hotel company in EMEA, and the preferred hotel company to invest in and to do business with.

4D is designed as an engaging and empowering business approach where every team member at hotel, area and corporate levels plays a role in bringing 4D to life and in working towards the company’s objectives.

Other Rezidor highlights include the launch of the company’s first employee value proposition, Our Promise, and the announcement of the Women in Leadership project, targeting having 30 percent female representation among company leaders by 2016.

Rezidor’s total signings were in line with the previous year and on target. The number of hotels opened lagged slightly behind due to the focus on emerging markets where delays occur more often than in mature markets.

An accelerated conversion strategy and a re-defined management process from hotel signing to opening helped Rezidor to cover and minimize such risks.

The company’s organization optimization process is delivering clear results and Rezidor is in line to deliver the targeted cost reductions of EUR 13 to 15 million through a streamlined and decentralized business model.

Asset Management became a crucial contributor to the company’s turnaround. The newly created department is optimizing the lease portfolio in the Nordics and Rest of Western Europe and reported an EBITDA margin impact of 1 percentage point through the exits from unprofitable leases and the restructuring of profitable leases over the past two years.

LAUNCH OF 4D

Building on the principles of Route 2015 and Rezidor’s mission of providing unique Yes I Can!SM service, in 2013 the company also launched its 4D Strategy, which has four fundamental pillars: Develop Talent, Delight Guests, Drive the Business and Deliver Results.

The strategy clearly outlines Rezidor’s priorities and defines specific focus areas in pursuit of the company’s vision to be perceived as the most passionate team of hoteliers, the most innovative and responsible organization, the most dynamic and profitable hotel company in EMEA, and the preferred hotel company to invest in and to do business with.

4D is designed as an engaging and empowering business approach where every team member at hotel, area and corporate levels plays a role in bringing 4D to life and in working towards the company’s objectives.

Other Rezidor highlights include the launch of the company’s first employee value proposition, Our Promise, and the announcement of the Women in Leadership project, targeting having 30 percent female representation among company leaders by 2016.

Rezidor’s total signings were in line with the previous year and on target. The number of hotels opened lagged slightly behind due to the focus on emerging markets where delays occur more often than in mature markets.
At-A-Glance
The Rezidor Hotel Group is one of the fastest growing hotel companies in the world and a member of the Carlson Rezidor Hotel Group. Rezidor operates the core brands Radisson Blu® and Park Inn® by Radisson in Europe, the Middle East and Africa.

Targeted Growth Strategy
Rezidor growth continued to concentrate on the emerging markets of Russia/CIS and Africa, and the company’s key focus countries of Russia, Nigeria, Saudi Arabia and Turkey. More than 90 percent of Rezidor signings last year represented projects in emerging markets, and 60 percent of all projects are located in key focus countries.

€919.5 Million
Managed Revenue
+5.8%
Like for like
RevPAR Growth
337
Hotels in
Operation
92
Hotels under
Development
32
Hotel Signings
2013
€80.7 Million
EBITDA

Signings by Brand
Radisson Blu
55%
Park Inn
45%

Signings by Region
Eastern Europe
47%
Rest of Western Europe
14%
Middle East and Africa
39%

Notes: All snapshot figures based on 2013 data.

Executive Team
The Rezidor Hotel Group’s leadership team has extensive experience in global hospitality.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wolfgang M. Neumann</td>
<td>President and Chief Executive Officer</td>
</tr>
<tr>
<td>Knut Kleiven</td>
<td>Deputy President and Chief Financial Officer</td>
</tr>
<tr>
<td>Olivier Harnisch</td>
<td>Executive Vice President and Chief Operating Officer</td>
</tr>
<tr>
<td>Eric De Heef</td>
<td>Executive Vice President and Chief Commercial Officer</td>
</tr>
<tr>
<td>Eugene Staal</td>
<td>Senior Vice President and Head of Group Development</td>
</tr>
<tr>
<td>Marianne Ruhngaard</td>
<td>Senior Vice President, General Counsel</td>
</tr>
<tr>
<td>Richard Moore</td>
<td>Area Vice President, U.K. and Ireland</td>
</tr>
<tr>
<td>Thomas Engelhart</td>
<td>Area Vice President, Nordic</td>
</tr>
<tr>
<td>Michel Staaport</td>
<td>Area Vice President, Western Europe and Northwest Africa</td>
</tr>
<tr>
<td>Willem van der Zee</td>
<td>Area Vice President, Central Europe</td>
</tr>
<tr>
<td>Tom Flanagan</td>
<td>Area Vice President, Eastern Europe and Russia</td>
</tr>
<tr>
<td>Mark Willis</td>
<td>Area Vice President, Middle East and Sub Saharan Africa</td>
</tr>
</tbody>
</table>

Wolfgang M. Neumann
President and Chief Executive Officer
TGI FridaysSM continues moving ahead—by keeping the brand relevant for guests, maintaining its employee focus and expanding into untapped markets.

Despite a casual dining industry still facing challenging economic headwinds stemming from the 2008/2009 recession, TGI Fridays maintained stable sales performance in 2013. The brand continued introducing dynamic programs and delivering key metrics that are evolving the brand and positioning the company for future growth. In 2013, Carlson’s restaurant business reported system-wide sales were down slightly at $2.7 billion year over year. At the same time, the company drove its restaurant re-imaging program and international growth, introduced a new, refreshed logo, continued to refocus the menu with new offerings; and continued initiatives to maintain a leadership position in employee development.

NEW LOOKS
TGI Fridays remains a well-established brand presence as one of the United States’ top 10 casual dining chains. The number of U.S. units declined slightly in 2013 and average unit volume (AUV) remained flat. U.S. comparable sales and average unit volume (AUV) and net revenue. TGI Fridays also continued to outperform the industry in the UK, in same store sales. In addition, TGI Fridays continued to leverage its brand equity as a licensor of retail food and beverage products. In the frozen snack category, Fridays remains the largest brand. Licensing revenue was relatively flat in 2013 but continues to provide the company with a high-margin revenue stream.

GUEST FOCUS
In 2013, TGI Fridays also embarked on a journey to evolve and customize the brand through the launch of its new logo. The new Fridays logo is based on the premise of using only the very best ingredients in a simple recipe for maximum taste and presentation, and the contemporary design complements the brand’s growth and energetic vibe.

TGI Fridays also continued rolling out its Best Corner Bar In Town concept via a focus on great People, Place, Product and Promotions. In addition to Place-focused initiatives with restaurant re-images and Promotion initiatives that reduce discounting combined with more effective value offerings, the brand continued to develop its People in 2013 with employee training initiatives created to help team members deliver unique experiences tailored to each guest’s needs. The Fridays Service Style program—conducted through Stripes U, the company’s online university—is elevating team capabilities and driving increased guest engagement.

The brand is also enhancing its Product by re-focusing its menu on handcrafted, fresh food offerings that provide good value for customers and are profitable for the company. New menu items for 2013 included the Taste & Share Menu and Stacked Burgers and Wine Menus. Introduced in October, the burger menu includes a trio of Stacked Burgers, showcasing two fresh, 100-percent USDA Choice beef burger patties served with freshly biased.
brioche-style buns. The Stacked Burgers feature premium ingredients such as peppered bacon and house-made onion bacon jam as well as vine-ripened tomatoes.

Earlier in April, the brand introduced its new Taste & Share menu featuring seven smaller-sized, lower-priced selections, allowing customers to sample multiple dishes and share. The Taste & Share menu emphasizes hand-prepared dishes with bold, fresh ingredients and sauces like sriracha aioli, wasabi ranch and craft beer cheese. The menu is complemented by a new selection of regional craft beers and three new innovative scratch-made cocktails featuring premium liquors and unique, fresh ingredients.

Proving that the Fridays brand’s focus is resonating with customers, 2013 guest satisfaction scores increased—achieving a record net promoter score in the U.S. Same-store sales also exceeded the U.S. casual dining segment in eight of the 12 months in 2013. Best Corin Bar In Town activations are also driving increases in liquor, beer and wine (LBW) sales.

FRIDAYS TEAM

With team members serving as the critical element in bringing the Fridays experience to life, the brand continued its emphasis on providing industry-leading benefit programs to employees in 2013, and Fridays improved its employee engagement scores by four points for the year. Among other initiatives, Fridays introduced Hot Schedules, which lets team members conveniently create schedules via smartphone, and its internal employee portal Stripes Nation on Yammer. These innovations are giving its team members the tools they need to succeed in their jobs and creating an enhanced sense of community for all Fridays locations.

Fridays also continued its unique Have a Heart program. For more than a decade, Fridays has managed its own internal foundation, the Have a Heart fund, which provides financial assistance to team members who experience a tragedy, natural disaster or unforeseen emergency. More than half of Have a Heart program funds come through generous payroll contributions from thousands of Fridays team members. The Fridays Have a Heart fund reached new heights in 2013 by launching its Life Changer program, which provides grants to Fridays team members so they can pursue life-changing dreams. In 2013, the brand gave more than 250 Fridays team members in-need grants totaling more than $760,000.

Above, TGI Fridays restaurant re-imaging program is driving a 50 percent improvement in sales in the locations that have been re-imaged compared with those restaurants’ sales prior to the re-imaging.

<table>
<thead>
<tr>
<th>Geographic Location</th>
<th>Contribution Mix</th>
<th>Franchise Mix</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>55%</td>
<td>64%</td>
</tr>
<tr>
<td>International</td>
<td>45%</td>
<td>36%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>United States</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>International</td>
<td>37%</td>
<td></td>
</tr>
</tbody>
</table>

**Snapshot: Store Unit and Contribution Mix**

With a truly global footprint, TGI Fridays enjoys a strong U.S. presence as well as the strongest international presence among U.S. casual dining brands.
Responsible Business
Responsible Business

Greater Good

With the company’s values as its guide, Carlson is committed to operating its businesses and delivering results in a responsible manner.

Carlson is a responsible business in practice as well as in theory and aims to be among the leaders in the industry.

An important milestone year for responsible business efforts at Carlson, 2013 marked the 75th anniversary of Carlson and the 10th anniversary of Responsible Business Action Month in September, which originated in The Rezidor Hotel Group and has since spread across all of Carlson.

As part of Carlson’s 75th anniversary celebration, Carlson planted 7500 trees in the Americas, another 7500 in Asia Pacific and 7500 in Europe, Middle East and Africa—a total of 22,500. Departments and teams across the company worked on local community service projects that range in scope from stuffing school backpacks with supplies to building houses for needy families to organizing environmental cleanups and blood drives.

Here’s a look at just a few highlights of the company’s responsible business efforts over the year.

CWT AMBITION TO LEAD

In 2013, Carlson Wagonlit Travel released its first Responsible Business report, outlining the company’s 15 long-term business commitments, and its Responsible Business Ambition for 2015, outlining its plans for future responsible business initiatives.

In addition, EcoVadis, a reputable corporate social responsibility monitoring organization covering ethics, social, environment and responsible purchasing, granted CWT a Silver Recognition Level. CWT’s Silver rating is recognition of the responsible business progress CWT made in recent years.

HOTELS AMERICAS

The Carlson Rezidor Hotel Group took action in its local communities by organizing social and environmental activities. Hotels from Barbados to New Orleans participated in World Clean Up Day, while other properties chose to donate their time to local food charities such as Second Harvest.

At Carlson’s world headquarters, Carlson Rezidor Americas employees joined corporate center employees and colleagues from CWT to participate in their fourth annual consecutive Habitat for Humanity project in north Minneapolis, collectively donating more than 10,000 hours and helping to build four houses for families in need.

CARLSON REZIDOR ASIA PACIFIC

On Earth Day, the hotel group in Asia Pacific invited hotels to focus on water conservation for the day. More than 95 percent of hotels participated, conducting efficiency reviews and checking systems for leaks.

On World Clean Up Day, more than 2800 employees took part and collected 8.8 tons of trash and recycled 4.7 tons of waste. During Responsible Business Action Month, 100 percent of hotels participated. Asia Pacific employees, taking part in various activities across the theater, collectively donated more than 1400 units of blood, collected 2.8 tons of trash, and raised or donated $101,000 and collected $72,000 in in-kind donations. The Radisson Blu Plaza Sydney alone hosted a gala dinner for World Childhood Foundation raising more than $30,000.

RESPONSIBLE REZIDORIANS

Carlson’s hotels across Europe, the Middle East and Africa organized almost 700 activities and raised EUR 240,000 for Carlson Rezidor’s charity partner World Childhood Foundation.

Childhood is an organization founded by Queen Silvia of Sweden that focuses on aiding children at risk for abuse and exploitation. Another EUR 133,000 was collected for local charities in more than 260 communities in 70 countries.

FRIDAYS MAKING A DIFFERENCE

TGI Fridays partnered with Feeding America through its World Bartender Championship competitions and presented a check to Feeding America at the company’s championship event for EUR 250,000.

Fridays also made a EUR 133,000 donation to Mifnil’s Food Pantry and was recognized with an award from Mirvise’s at its annual gala for the number of Fridays team members who have volunteered.

Fridays celebrated Carlson’s 75th Anniversary by planting a tree at the Fridays Support Center to commemorate the 22,500 trees Carlson planted around the world. The brand also applied a Carlson Family Foundation grant to helping Feeding America with the organization’s Community Kitchens program.

Above: A team member at the Radisson Hotel Cebu in the Philippines tends to plants on the hotel’s unique rooftop herb garden.

Snapshot: Club Carlson

Carlson Rezidor Hotel Group leads the industry by being the first loyalty program to launch a global meetings and events carbon offsetting initiative. Club Carlson™, the hotel rewards program for Carlson Rezidor Hotel Group, announced on 2013’s Earth Day that it became the first hotel loyalty program to commit to a global meetings and events carbon offsetting initiative. Club Carlson will purchase carbon credits to offset the estimated Carlson footprint of 100 percent of Club Carlson for Planners meetings and events globally, across the group’s hotels in operation worldwide.

The carbon offsetting, a free service for the meeting planners, will be managed through Carlson Rezidor’s partner, Carbon Footprint Ltd. Carbon credits are purchased and invested in renewable energy in India and with the planting of one tree for every ton of carbon offset in the Great Rift Valley in Kenya. Any of the millions of Club Carlson members globally will also have the opportunity to redeem their Gold Points®, in various increments, to these projects on an ad-hoc basis.
Responsibility in Action
CarlsonSM takes its commitment to leadership in responsible business activities seriously. For the company, responsible business means taking care of people, the communities in which it conducts operations and the environment.

Responsible Business Practice

People + Community + Environment

Taking responsibility for diversity and inclusion, and the health and safety of employees and customers.

Showing social and ethical leadership within the company, as well as in the community.

Reducing negative impact on the earth.

Hotel Participation Abroad

Asia Pacific

- 95% of hotels participated on Earth Day.
- 2,800 employees participated on World Clean Up Day.
- 11.4 tons of trash collected.
- 4.6 tons of waste recycled.
- 1,400 units of blood donated.
- $10,100 raised or donated.
- $172,000 in-kind donations.
- $30,000 raised for World Childhood Foundation.
- 100% of hotels participated during Responsible Business Action Month.

Europe, Middle East and Africa

- 700 activities.
- 107,000 EUR raised for World Childhood Foundation.
- 133,000 EUR raised for local charities.
- 260 communities involved.
- 70 countries participated.

22,500 Trees Planted Worldwide

1st CWT Responsible Business Report

$250,000 TGI Fridays Donation to Feeding America

$35,000 Fridays Donation to Minnie’s Food Pantry

10 Years of Responsible Business Action Month

100% Participation in Club Carlson Carbon Offsetting Initiative
Glossary

ACT | Actual (historical) financial results

ADJUSTED NET INCOME | Net income excluding asset impairments and gains and losses on material and non-recurring transactions. Consolidated Adjusted Net Income includes CHREC and CWT’s equity earnings.

ADR | Average Daily Rate: hotel industry measure of daily room rate trends

AFE | Authorization For Expenditure: Capital expenditure approval process

AGM | Annual General Meeting

ALIS | Americas Lodging Investment Summit

AMEX | American Express

AOP | Annual Operating Plan (Plan or Budget) 12 calendar month bottom-up operating budget

APAC | Asia Pacific theater

AVU | Average Unit Volume

AVAILABLE CREDIT | Committed and uncommitted lines of credit arranged and available for use by Carlson®

BDC TRAVEL | Global travel management company competing with CWT

BDT & COMPANY | Merchant bank that provides advice and capital to family-owned companies. Founded by Byron D. Trott

BLS | U.S. Bureau of Labor Statistics

BPS | Basis points: 100 basis points equal 1 percentage point

CAGR | Compound Average Growth Rate: geometric growth rate over a specified period of time

CAPM | Capital Assets Pricing Model: a model that describes the relationship between risk and expected return and that is commonly used to determine cost of capital and to price securities.

CBOE | Chicago Board Options Exchange

CODAR | Casual Dining Restaurant concept with an enhanced emphasis on the bar

CIO | Chief Information Officer

CIS | Casual Dining Restaurant

CHI | Carlson Holdings, Inc.

CHREC | Carlson Hotel Real Estate Company

CIM | Confidential Information Memorandum

DAM | Designated Marketing Area

DR | Disaster Recovery

EBIT | Earnings Before Interest and Taxes: excludes extraordinary asset impairments, gains and losses on material and non-recurring transactions, and discontinued operations

EBITDA | Earnings Before Interest, Taxes, Depreciation and Amortization: commonly used as a surrogate for cash flow

EBITDAR | Earnings Before Interest, Taxes, Depreciation, Amortization and Rents

INTERCOMPANY ELIMINATION | Sales between Carlson entities that are eliminated at consolidation to properly report total Carlson Net Revenues

.rx | TGI FridaysSM

FDD | Franchise Disclosure Document

FCF | Free Cash Flow: cash generated through operations less cash used for investments

FCST | Forecast: annual quarterly Forecast that includes year-to-date actual results and forecasted financial performance for the remainder of the year. E.g., Q1 Forecast includes January–March actual financial results and nine months of projections.

GAAP | Generally Accepted Accounting Principles

GBC | Global Business Conference

GBTA | Global Business Travel Association

GDS | Global Distribution System

GERM | Guest Experience Monitor: Carlson Restaurant’s customer feedback process/metric

GMMS | Give Me More Stripes®

FBO | Foreign Exchange rate

FY | Fiscal Year

G&A | General and Administrative

IFRS | International Financial Reporting Standards

IG | Investment Grade

INTERCOMPANY ELIMINATION | Maximum amount of incremental debt permitted under the Carlson debt covenants

LEVERAGE RATIO | Total interest bearing indebtedness divided by EBITDA

L/C | Intercompany

LMM | Gross Domestic Product

L&M | General and Administrative

L&M | Food and Beverage

LEVERAGE RATIO | Total interest bearing indebtedness divided by EBITDA

L&M | Corporate responsibility

L&M | Information Technology

LEVERAGE RATIO | Total interest bearing indebtedness divided by EBITDA

L&M | Jack Daniel’s

LEVERAGE RATIO | Total interest bearing indebtedness divided by EBITDA

L&M | Joint Venture

LEVERAGE RATIO | Total interest bearing indebtedness divided by EBITDA

L&M | Krohnberg Kravis Roberts: a private equity firm

LEVERAGE RATIO | Total interest bearing indebtedness divided by EBITDA

L&M | Leased and Managed

LEVERAGE RATIO | Total interest bearing indebtedness divided by EBITDA

L&M | Latin America theater

LEVERAGE RATIO | Total interest bearing indebtedness divided by EBITDA
NEW HOTEL BRANDS
February 18, 2014
Carlson Rezidor Hotel Group launched two new global hotel brands with Radisson Red and Quorvus Collection. Carlson Rezidor aims to have more than 60 Radisson Red hotels and 20 hotels in the Quorvus Collection by 2020.

With the introduction of Radisson Red, Carlson Rezidor seeks to create a new industry category, “Lifestyle Select.” This upscale, select service concept that boasts a forward-thinking focus on design and detail, the customer experience, and the increasingly important role that technology plays in everyday life. Radisson Red will launch simultaneously in 2015 in urban centers in the Americas, Asia Pacific, and Europe, the Middle East and Africa.

Quorvus Collection is a new generation of expertly curated luxury, five-star hotels that offer a truly distinctive experience for contemporary global travelers. Each is individual in design, history, heritage and architecture. The future Quorvo portfolio will include historic properties, contemporary residences, classic boutiques and urban retreats.

FIRST HOTELS JOIN QUORVUS
May 5, 2014
Carlson Rezidor Hotel Group announced the first membar hotels of its luxury brand Quorvus Collection: The May Fair Hotel London, the G&V Royal Mile Hotel Edinburgh, and the Symphony Style Hotel Kuwait. Each property has its own heritage and provides a five-star luxury hotel experience.

The May Fair Hotel London, owned and operated by Eidwardian Group London, is an icon of expressive contemporary design and grand hotel service. The May Fair Hotel was first opened by King George V in 1927 and offers 404 bedrooms.

The G&V Royal Mile Hotel Edinburgh enjoys a prime location in the heart of Edinburgh. Each of the 166 rooms and suites feature designer Rosita Missoni’s aesthetic look combined with the latest technology.

The Symphony Style Hotel Kuwait is part of the Symphony complex in Salmiya, the main shopping and entertainment district of Kuwait City. All 18 floors high, the hotel has 169 rooms and offers views of the Arabian Gulf. The hotel features interiors designed by Rosita Missoni, state-of-the-art technology, three restaurants, six event spaces and a signature spa.

TGI FRIDAYS® SALE
May 20, 2014
Carlson announced that it had entered into a definitive agreement for the sale of TGI Fridays to Sentinel Capital Partners.

For Carlson, the transaction frees up resources that the company can deploy to accelerate the growth of its hotel and travel businesses, at a time when significant opportunities exist in those markets.

This transaction represents the conclusion of a thorough and exhaustive strategic alternatives process initiated by Carlson for TGI Fridays in November of 2013. TGI Fridays will continue to be run by its proven management team, led by President and Chief Executive Officer Nick Shepherd.

Sentinel, who will be TGI Fridays’ majority shareholder, has extensive restaurant and franchising investment experience and a demonstrated ability to create successful independent businesses through complex corporate carve outs. Sentinel has completed numerous acquisitions of both franchisors and franchisees, including Checkers/Rally’s, the largest franchisor and operator of dual drive-through hamburger quick service restauraunt in the U.S.; Falcon Holdings, the largest franchisor of Church’s Chicken restaurants; Huddle House, a leading franchisor of family dining restaurants in the Southeast; and Southern California Pizza Company, a 223-unit Pizza Hut franchisee operating in the greater Los Angeles market.

REZIZDOR RIGHTS ISSUE
June 5, 2014
The final result of Rezidor Hotel Group AB’s (publ) “Rezidor” rights issue show that 24,250,597 shares, representing approximately 99.4 percent of the offered shares, were subscribed for by the exercise of subscription rights.

Carlson subscribed for and received 12,507,654 shares at a cost of €42.7 million. The 11,742,943 shares that were not subscribed for with subscription rights have been allocated to persons in accordance with the principles outlined in the prospectus. Notification regarding allocation based on subscription without preferential rights is only sent to those who have been allocated shares.

Through the rights issue, Rezidor will receive gross proceeds amounting to approximately SEK 544 million (corresponding to approximately EUR 60 million) before transaction costs. The proceeds will allow Rezidor to capture additional opportunities within asset management, continue to invest in the leased hotels at an accelerated rate and further drive focused growth in emerging markets.

Through the rights issue, Rezidor’s share capital increases by approximately 125,576 EUR to approximately 1,062,766 EUR.

The total number of shares increases by 2,386,877 to 174,388,857.

The new shares subscribed for with subscription rights were registered with the Swedish Companies Registration Office on June 5, 2014, and started trading on NASDAQ OMX Stockholm on June 6, 2014.

1. Based on the Swedish kronenalu exchange rate of 9.1036 as published by the Central Bank of Sweden (Sw. Riksbanken) April 17, 2014
2. Rezidor’s shares are denominated in EUR
3. Includes the 3,480,528 treasury shares held by Rezidor

FULL OWNERSHIP OF CWT
June 23, 2014
Carlson announced that it had entered into a definitive agreement to acquire from JPMorgan Chase & Co. (JPMC) the 45 percent equity interest JPMC indirectly holds in Carlson Wagonlit Travel (CWT).

As a result of this acquisition, Carlson will own 100 percent of CWT. The transaction was expected to close in July 2014, subject to customary closing conditions.

Based on the momentum, growth and results realized by the management team at CWT, the acquisition—along with the ongoing investment in Carlson Rezidor Hotel Group, and its family of brands—solidifies the long-term direction for the company.
“There’s an incredible amount of momentum in all of our businesses. It’s an exciting time to work with our teams to realize our ambitions for growth and performance.” Diana Nelson, chair, Carlson
Management Team

Carlson’s experienced management executives are leaders in their respective fields.

DOUGLAS ANDERSON
President and Chief Executive Officer, Carlson Wagonlit Travel
Anderson was named president and chief executive officer of Carlson Wagonlit Travel (CWT) by the company’s board of directors in April 2008 after joining CWT as executive vice president and chief financial officer one year earlier. Anderson reports to CWT’s board of directors. He also serves on the board of directors for The Rezidor Hotel Group. Currently based in Paris, Anderson has also worked in Geneva as senior vice president and chief financial officer for the STA Group, the information technology and telecommunications service provider to the air transport industry. Before joining CWT, Anderson was director of Finance and Business Transformation for the Consumer Digital and Film Products Group of the Eastman Kodak Company. Anderson is a certified public accountant with a degree in business administration from the University of Nebraska.

BRAD HALL
Executive Vice President, Chief Financial Officer and Treasurer, Carlson
Hall has been with Carlson since 1998, and prior to assuming the chief financial officer role, was responsible for the company’s treasury, strategic planning, investment analysis and risk management activities. In this capacity, he directly led and advised on loan transactions totaling more than $2.5 billion. Hall also oversees the share purchases that secured Carlson’s majority interest in the Rezidor Hotel Group. Hall holds a master’s degree in business administration with Finance and Strategic Management concentrations from the University of Minnesota’s Carlson School of Management. He participates in several finance-related organizations, including the American Institute of Certified Public Accounts and the Association for Financial Professionals. He is also a Certified Public Accountant (inactive).

TRUZY RAUTO
President and Chief Executive Officer, Carlson
Rautio provides over Carlson’s three businesses: Carlson Rezidor Hotel Group, TGI Fridays® and Carlson Wagonlit Travel (CWT). Rautio has been a senior executive with Carlson since 1997 and has served as executive vice president and chief financial officer of Carlson Rezidor Hotel Group, Americas. Previously, Rautio served in a dual role as executive vice president and chief financial officer of Carlson Consumer Group, plus chief administrative officer of Carlson Hotels Worldwide. Prior to joining Carlson, Rautio was senior vice president and chief financial officer of JoS. A. Bank Clothiers, Inc. He also served as vice president of Finance for TGI Fridays Co. Rautio also serves as chairman of the board for both Carlson Wagonlit Travel and The Rezidor Hotel Group. A graduate of Bemidji State University in Bemidji, Minnesota, she holds a Master of Business Administration degree from the University of St. Thomas, Twin Cities. In addition, she is a Certified Public Accountant and a Certified Management Accountant.

CYNTHIA RODAHL
Executive Vice President, Human Resources and Communications, Carlson
Rothal is serving as executive vice president and chief human resource officer for Carlson. Rodahl previously served as divisional vice president within Carlson’s Hotels and Travel divisions. In her more than 20 years of strategic human resources experience, Rodahl has substantially increased the credibility and influence of the human resources function within the company. Prior to joining Carlson, Rodahl served as BUCA Inc.’s chief family resource officer. Rodahl also held senior executive roles with The Pillsbury Company and Transport for America. Rodahl is also a founding partner of Terra Consulting, which is dedicated to helping companies strengthen the links between strategy, organizational effectiveness and governance. She holds a Bachelor of Science degree in business from the University of Minnesota. She recently completed a term as a member of the Citizen’s Finance Committee for the State of Minnesota.

NICK SHEPHERD
President and Chief Executive Officer, TGI Fridays
Shepherd was named president and chief executive officer of TGI Fridays, in February 2009. Shepherd began his career in restaurant operations, and he has more than 25 years of leadership experience in global operations, development, franchise, marketing and brand management.

After starting his career with Whitbread PLC, Allied Lyons PLC and London-based Grand Metropolitan PLC, Shepherd established his own successful service management consulting business and then served at Blockbuster Inc. as global chief operating officer. Prior to joining Carlson and TGI Fridays, Shepherd served as the chairman and chief executive officer of Sagittarius Brands Inc., a private-equity-owned restaurant holding company that owns and operated the Del Taco and Captain D’s restaurants. Shepherd earned his bachelor’s degree in Catering Systems from Sheffield City Polytechnic in England.

WILLIAM A. VAN BRUNT
Executive Vice President and General Counsel, Carlson
Van Brunt joined Carlson as senior vice president and general counsel in February 2000. Since February 2006, Van Brunt has served as executive vice president and general counsel. Prior to joining Carlson, Van Brunt served as vice president and associate general counsel for General Mills and as senior associate counsel for the Hershey Foods Corporation. Before this, he was in private practice, specializing in business/corporate law, patent law and trade regulation. Van Brunt earned a Bachelor of Science degree at Pennsylvania State University, a Master of Science degree at Massachusetts Institute of Technology, a Juris Doctor degree at Boston University School of Law and a Master of Laws degree at Harvard University. He also studied in the Advanced Management Program at Harvard Business School. Van Brunt is admitted to the bar in the states of Massachusetts, Pennsylvania and Minnesota. He is a member of the State Bar Association for each of those three states, as well as the American Bar Association.

Carlson Leadership | 63

62 | Carlson Annual Report 2013
Our Purpose

Serve millions of guests and travelers in a way that positively influences their lives.

Provide tens of thousands of jobs and help our employees grow and achieve their potential.

Contribute to the common good through our commitment to social responsibility.

Generate attractive financial returns for our shareholders and business partners.

Carlson Credo

Whatever you do, do with Integrity.

Wherever you go, go as a Leader.

Whomever you serve, serve with Caring.

Whenever you dream, dream with your All.

And never, ever give up.