

MINOR  
HOTELS

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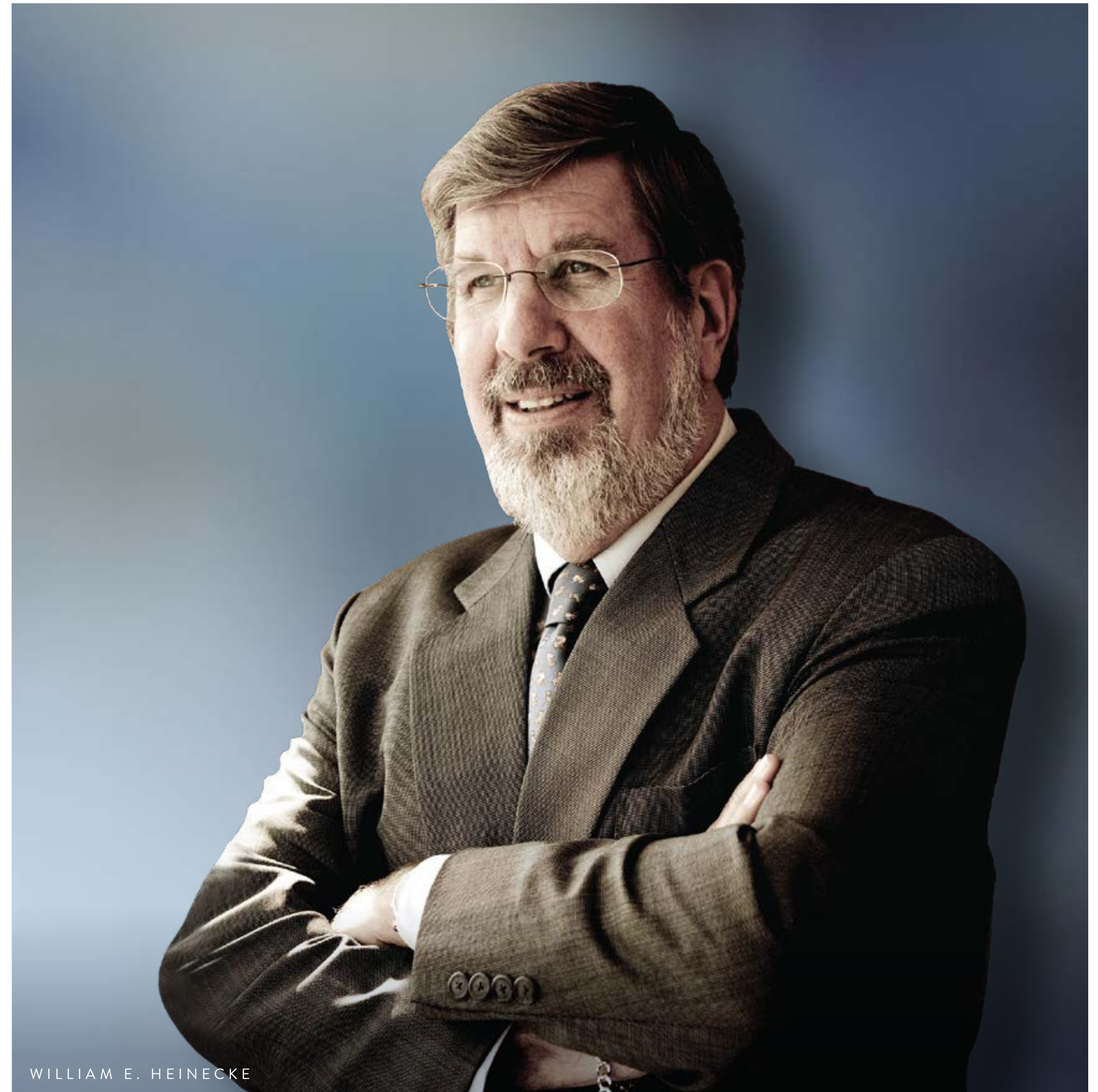
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## FOUR DECADES OF SUCCESS

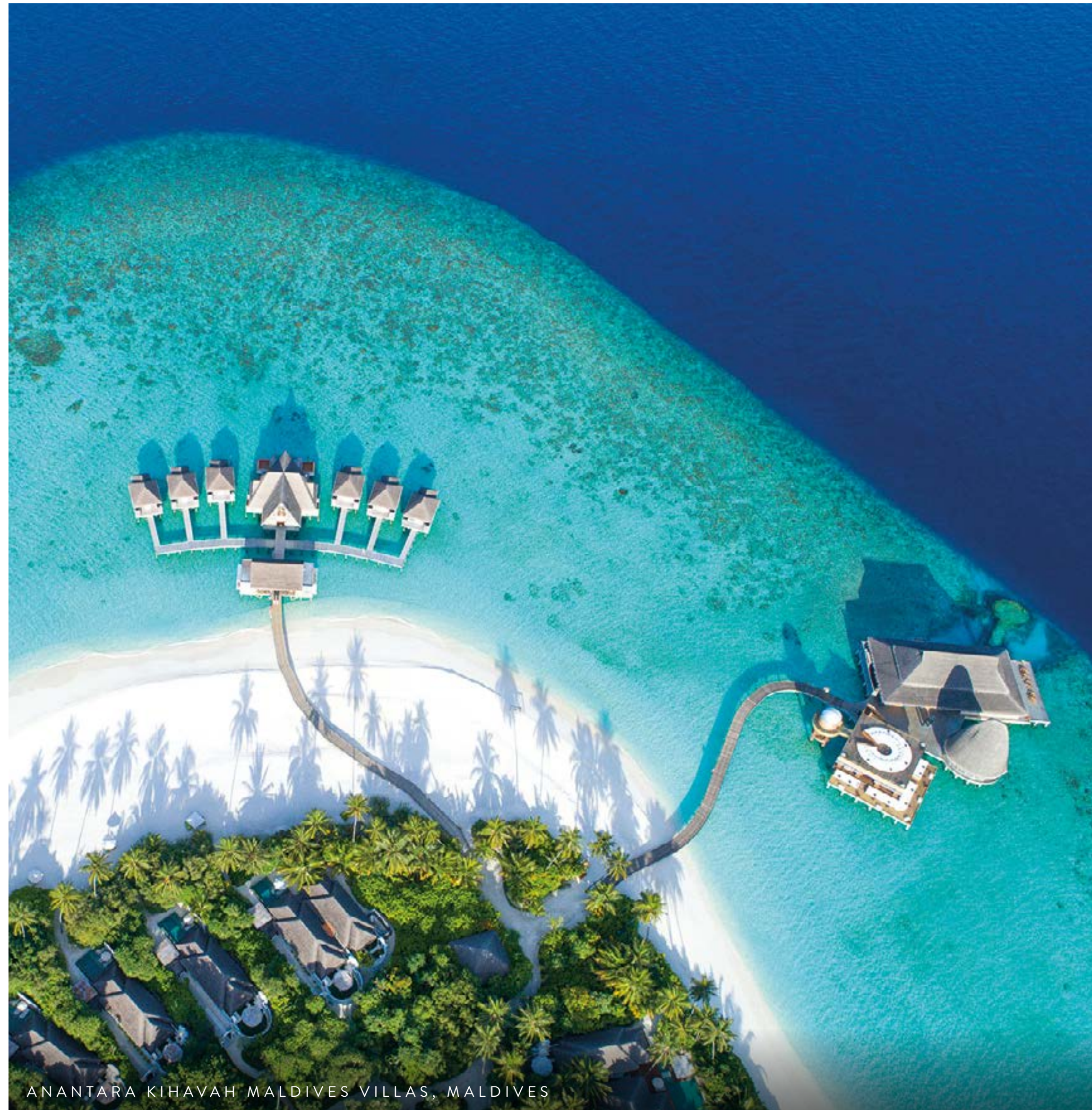
Minor Hotels is built on a passion for perfection. Proactive and performance-driven, we are one of the world's fastest-growing hospitality groups, with a diverse portfolio of brands and an international network of hotels in the world's most exciting destinations. As owner-operators, we understand both the challenges and opportunities hotel owners face, and while we have enjoyed global expansion over the years, we have not forgotten our origins. Big enough to offer the scale and resources of an international group, yet nimble enough to provide dedicated focus, we are balanced both with size and agility, offering our owners flexibility, creativity and support, backed by decades of expertise.

*“Minor Hotels’ successful track record and global brand recognition are built upon the passion of our people who create award-winning hotels that deliver memorable guest experiences and drive sustainable financial returns to our owners and shareholders.”*

WILLIAM E. HEINECKE  
Founder & Chairman  
Minor International















Minor Hotels manages a diverse portfolio of more than 530 hotels, resorts and branded residences across six continents. Flexible and adaptive to market trends, we drive growth through our eight hotel brands, alongside a collection of related hospitality businesses and strategic partnerships with other leading hotel brands worldwide.

Minor Hotels is a part of publicly listed Minor International (MINT) – one of the largest hospitality and leisure companies in the Asia Pacific region. MINT is also well known for its international retail and lifestyle brands, and its subsidiary, Minor Food Group, is one of world's largest restaurant companies with more than 2,300 outlets in 27 countries.

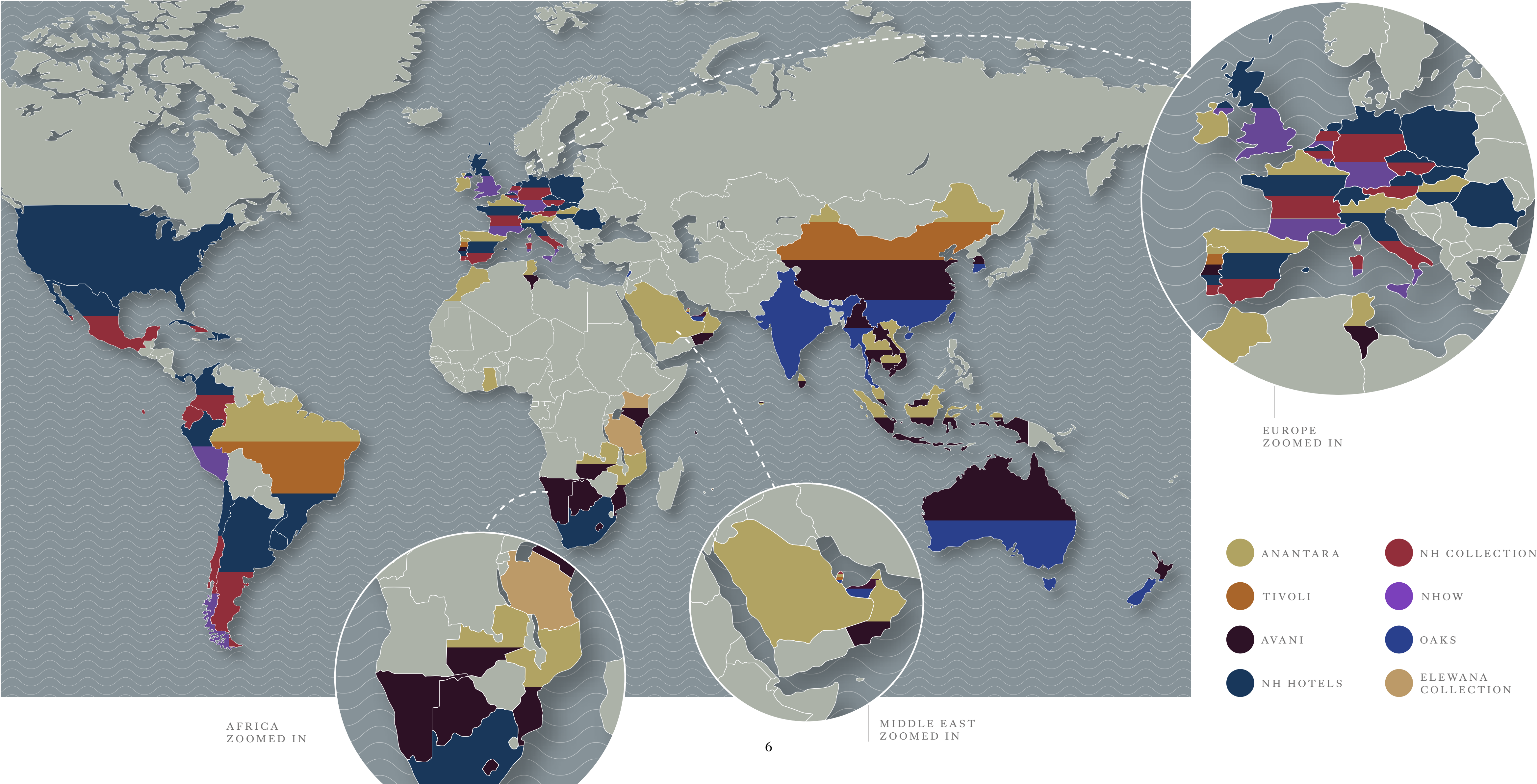


MORE THAN 530 HOTELS, WITH OVER  
80,000 ROOMS, ACROSS 55 COUNTRIES

<p>ANANTARA HOTELS, RESORTS &amp; SPAS</p> <p></p> <p>OVER 40 PROPERTIES 17 COUNTRIES</p>	<p>TIVOLI HOTELS &amp; RESORTS</p> <p></p> <p>OVER 15 PROPERTIES 3 COUNTRIES</p>	<p>AVANI HOTELS &amp; RESORTS</p> <p></p> <p>OVER 30 PROPERTIES 19 COUNTRIES</p>	<p>NH HOTELS</p> <p></p> <p>OVER 265 PROPERTIES 29 COUNTRIES</p>	<p>NH COLLECTION</p> <p></p> <p>OVER 90 PROPERTIES 15 COUNTRIES</p>	<p>NHOW HOTELS</p> <p></p> <p>OVER 10 PROPERTIES 8 COUNTRIES</p>	<p>OAKS HOTELS, RESORTS &amp; SUITES</p> <p></p> <p>OVER 60 PROPERTIES 5 COUNTRIES</p>	<p>ELEWANA COLLECTION</p> <p></p> <p>OVER 15 PROPERTIES 2 COUNTRIES</p>
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MINOR HOTELS & RESORTS BY REGION





MINOR HOTELS AROUND THE WORLD



TIVOLI AVENIDA LIBERDADE LISBOA,  
PORTUGAL



AVANI+ HUA HIN RESORT, THAILAND



ANANTARA SIAM BANGKOK HOTEL, THAILAND



ANANTARA GOLDEN TRIANGLE ELEPHANT CAMP  
& RESORT, THAILAND



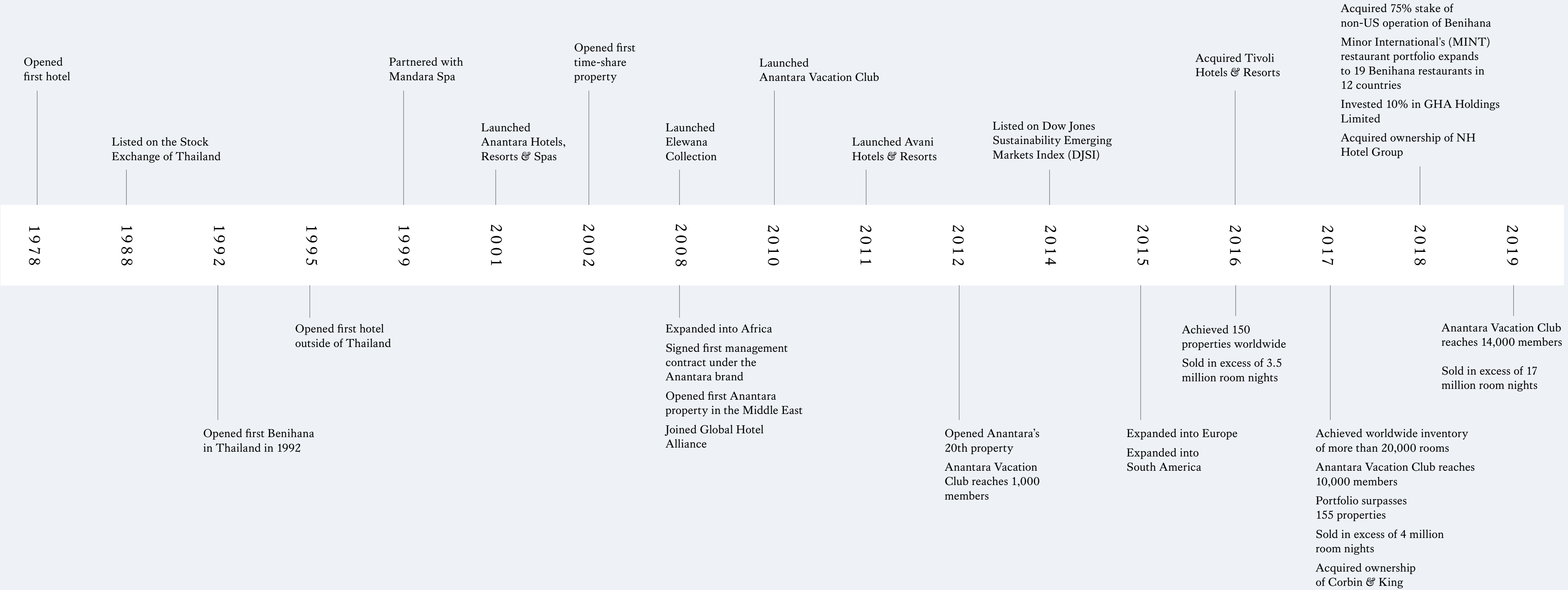
NH NACIONAL MADRID, SPAIN



NH COLLECTION MADRID SUECIA, SPAIN



MINOR HOTELS MILESTONES





## WHY MINOR?

- We think like an owner and execute as a management company
- More than 40 years of hotel ownership, development and operational experience
- More than 530 hotels across six continents
- One of the top 20 largest hospitality companies in the world
- ‘Right-sized’ company: nimble yet with scale, responsive and able to adapt to technological and operational changes faster than larger hotel management companies
- We are an owner of luxury hotels managed by third-party operators such as Four Seasons and St. Regis, aligning us with our owners and their financial interests
- Minor achieved a compounded annual growth rate of net profit of 20% over the last decade
- Accountability and performance are cornerstones of our corporate culture – we hold rigorous quarterly financial reviews for both owned and managed hotels
- We are hotel owner-operators with a Profit by Design philosophy
- Practical and flexible market-driven brand standards
- A team of more than 100 in-house technical support professionals
- An established global sales and marketing network
- We have successfully re-positioned and re-branded over 30 existing hospitality assets
- Extensive range of corporate support services and in-house expertise
- Branded residential services to help developers unlock the value of their real estate and enhance potential sales velocity
- Anantara Vacation Club (over 14,000 members) enables developers to maximise guest offerings, monetise real estate and leverage operational synergies with the hotel
- Member of the Global Hotel Alliance (GHA) with access to over 16 million existing GHA members
- Represented on the Dow Jones Sustainability Emerging Markets Index
- Consistent system charges apply to all of our properties, including owned hotels



*“ We have been partners with Minor Hotels for almost a decade and have expanded our relationship to include multiple hotels. We like working with Minor, as the executive team is always available and ready to offer support when needed. The company is also financially savvy and the hotel management teams work hard to deliver consistent owner returns.”*

ABDULLA BIN SULAYEM  
CEO, Seven Tides Dubai UAE





Anantara Hotels, Resorts & Spas offers  
indulgent luxury with indigenous charm,  
connecting guests to places, people and stories  
through genuine personal experiences.

*Life is a journey*





## ABOUT ANANTARA

Anantara combines luxury with indigenous discovery, aiming to bring back the sense of excitement that was once inherent to international travel. Positioned in key markets around the globe, Anantara hotels, resorts and spas open up a window to the modern character of their destination, upholding world-class operational standards to make every stay uniquely personal. Genuine luxury, hospitality, authentic guided experiences, enriching cultural encounters and stunning locations in exotic locales are all part of what makes this brand distinct.

Anantara is an award-winning and world-renowned Asian luxury brand offering both design and service-led timeless experiences with a proven track record of driving spa, food and beverage and premium branded residential sales to enhance owner returns above and beyond traditional rooms revenue. Anantara urban and resort hotels are often cited as a 'value catalyst', particularly when used to open up new destinations.

Minor works closely with owners to make each Anantara property a success. We provide assistance in designing hotels and products that reflect the destination, and offer the unique travel experiences for which the Anantara brand is renowned. Minor has also developed a unique signature wellness programme for Anantara that generates year-round revenue from in-house guests and local residents. Furthermore, we own luxury F&B brands, such as The Wolseley and Brasserie Zédel, whose presence at an Anantara property can attract additional revenue from a discerning local clientele.





## ANANTARA BRAND VALUES

Anantara creates experiences for all kinds of modern travel, from leisure to business, from mega cities to beach resorts. To achieve a consistent offering across all properties, Anantara is underpinned by three brand pillars:

**Indigenous.** Anantara immerses guests in the locale to create truly authentic and original experiences that connect them to local culture.

*Connecting travellers to the natural beauty  
and cultural charm of the world's most  
extraordinary destinations.*

**Expertise.** Anantara combines local expertise with premium luxury standards to instil in guests a sense of true excitement and delight them with unexpected discoveries.

**Authentic Luxury.** Anantara believes that modern luxury should feel natural and unpretentious - always organic, non-formulaic, accessible and intuitive.







*“Kajima recently established a partnership with Minor Hotels to develop luxury residences in Phuket at the Anantara Layan Resort. Based on our favorable experience with Minor Hotels, supported by their flexible approach to solutions and personal approach to doing business, we have expanded our relationship to include additional hotels and resorts in the Asia Pacific region.”*

SHUICHI OISHI

CEO/Kajima Development Pte Ltd. Singapore

Executive Officer/Kajima Corporation Japan





ANANTARA VILLA PADIERNA PALACE BENAHAVIS MARBELLA RESORT, SPAIN

# ANANTARA LOCATIONS

**CAMBODIA**

- ♦ Angkor, Siem Reap

**CHINA**

- ♦ Chengdu (2022)
- ♦ Guiyang
- ♦ Libo (2021)
- ♦ Nanjing (2021)
- ♦ Xishuangbanna

**FRANCE**

- ♦ Nice (2020)

**GHANA**

- ♦ Accra (2023)

**HUNGARY**

- ♦ Budapest (2020)

**INDONESIA**

- ♦ Bali, Seminyak
- ♦ Bali, Ubud (2020)
- ♦ Bali, Uluwatu

**IRELAND**

- ♦ Dublin (2020)

**ITALY**

- ♦ Rome (2020)

**MALAYSIA**

- ♦ Desaru

**MALDIVES**

- ♦ Dhigufinolhu
- ♦ Kihavah
- ♦ Veligandu

**MAURITIUS**

- ♦ Le Chaland

**MOZAMBIQUE**

- ♦ Bazaruto Island
- ♦ Matemo Island
- ♦ Medjumbe Island

**OMAN**

- ♦ Al Jabal Al Akhdar
- ♦ Salalah

**PORTUGAL**

- ♦ Vilamoura

**QATAR**

- ♦ Banana Island, Doha
- ♦ The Plaza Doha (2020)

**SPAIN**

- ♦ Marbella

**SRI LANKA**

- ♦ Kalutara
- ♦ Tangalle

**SAUDI ARABIA**

- ♦ Riyadh (2023)

**THAILAND**

- ♦ Bangkok, Riverside
- ♦ Bangkok, Siam
- ♦ Bangkok, Sathorn
- ♦ Bophut, Koh Samui
- ♦ Chiang Mai
- ♦ Golden Triangle
- ♦ Hua Hin
- ♦ Lawana, Koh Samui
- ♦ Phi Phi Island (2021)
- ♦ Phuket, Layan
- ♦ Phuket Villas
- ♦ Rasananda Koh Phangan

**TUNISIA**

- ♦ Tozeur

**UNITED ARAB EMIRATES**

**Abu Dhabi**

- ♦ Al Sahel
- ♦ Al Yamm
- ♦ Desert Islands
- ♦ Eastern Mangroves
- ♦ Qasr Al Sarab

**Dubai**

- ♦ Dubai The Palm

**Ras Al Khaimah**

- ♦ Mina Al Arab (2021)

**VIETNAM**

- ♦ Hoi An
- ♦ Mui Ne
- ♦ Quy Nhon

**ZAMBIA**

- ♦ Royal Livingstone





Tivoli Hotels & Resorts is a collection of upscale and deluxe properties, a unique eclectic brand encompassing the idyllic beaches of Brazil, Europe's cosmopolitan cities and luxurious destinations in the Middle East.

*Stay in the moment*

*Since 1933*





## ABOUT TIVOLI

Tivoli evokes a time when hotel stays were grand experiences and travel meant life slowed down for a while. We are passionate about bringing this timeless charm to a new generation of travellers. Tivoli guests long for destinations where they can relax and be the best version of themselves. It's the small things that make a difference, moments filled with happiness, the beauty of a detail, or a meaningful gesture.

Our first hotel, Tivoli Avenida Liberdade Lisboa, Portugal opened its doors in 1933. It has remained a landmark property in European hospitality, and the grande dame that inspired the story behind this distinctive brand. Every Tivoli hotel is unique, some are inspired by exotic surroundings, others offer a touch of metropolitan luxury. Each one delivers consistent premium service combined with high standards of taste and comfort.

Tivoli's philosophy and long-lasting heritage makes the brand stand out in either mature or new emerging markets. The local spirit of the brand can be adapted to both urban or resort environments. Minor works closely with owners, designing for profitability to achieve the maximum yield against construction expenditure, and supporting hotels through proven marketing initiatives.





TIVOLI AVENIDA LIBERDADE LISBOA, PORTUGAL

## TIVOLI BRAND PILLARS

**Timeless.** Each with its own story, Tivoli destinations encourage guests to be present in whatever moment they find themselves in. In this way, brand experiences are truly timeless. Tivoli's heritage and high standards exist outside of passing trends. Guests return because hotels are authentic, effortlessly stylish, and locations never lose their intrigue.

**Dedicated.** Each of our hotels are curated to deliver a unique experience, with distinctive design and atmospheres inspired by their location. What ties them all together is the promise of quality and comfort. We take pride in our creativity, applied to food, beverage and in-hotel experiences that we hope will stay with guests long after they leave.

**Distinctive.** Drawing on our 85-year heritage, we keep the tradition of classic hospitality and personal service alive. At Tivoli, we are dedicated to ensuring that each and every guest feels at the centre of our thoughts. We provide local insight, confidently pointing our guests towards the attractions and services of the area that suit their needs and interests. Premium amenities, intuitive team members and an innate understanding of our local and international client base means we deliver a considered stay for every guest, every time.





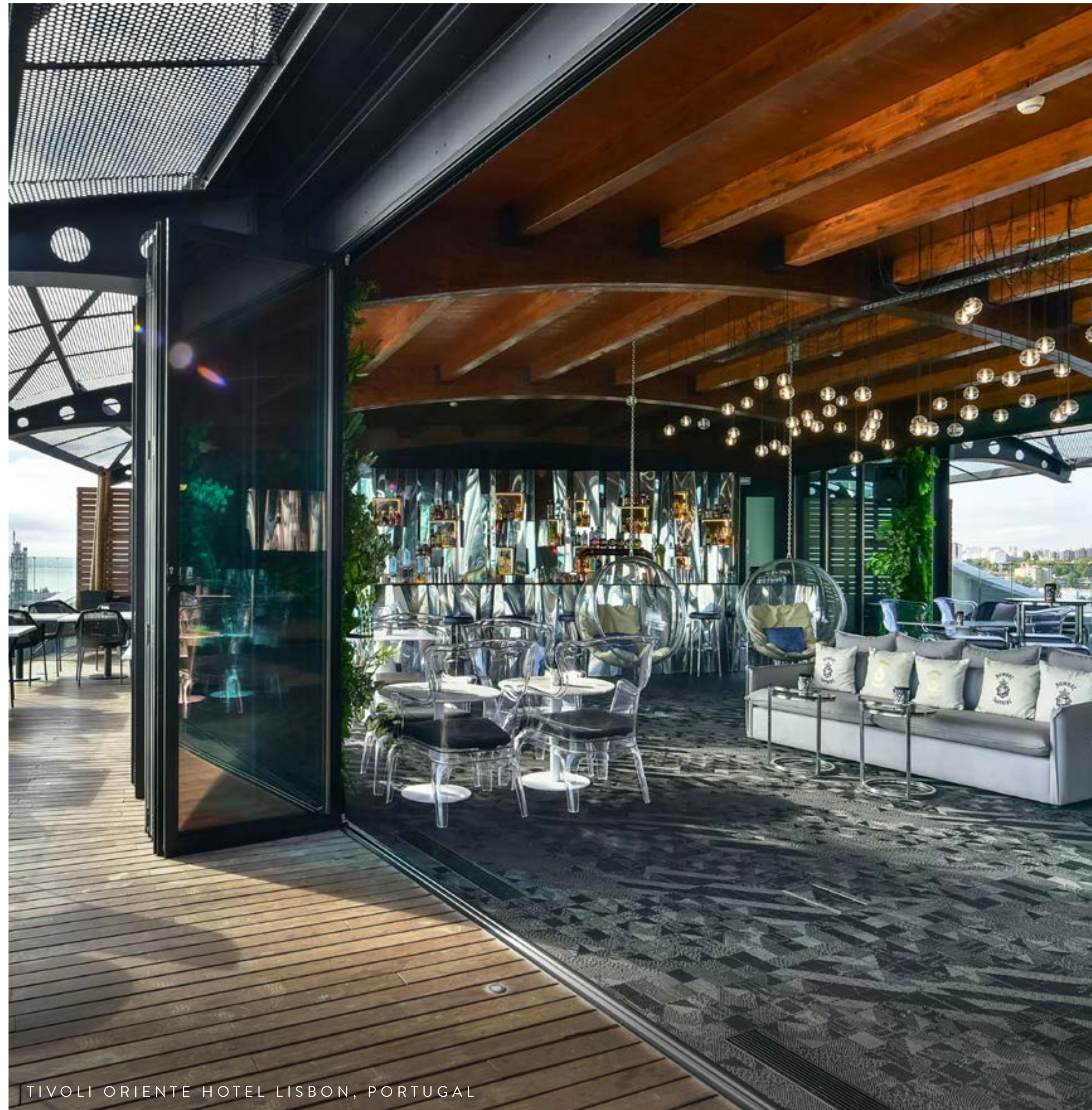
## TIVOLI BRAND PROMISES

**Culture Scouts.** Well connected, up to date, and with privileged access to the cities they call home, a Culture Scout is more than just a concierge. Every guest has different interests and motivations, and Culture Scouts ensure every experience is perfectly tailored. Hot new restaurants? Last-minute concert tickets? Underground art shows? We've got it covered.

**Extraordinary F&B.** Dining is a unique experience at every Tivoli hotel. Speciality restaurants, a concept with the signature of a famous chef, an eclectic bar. These make our hotels a destination for locals as well as guests, which creates connections with our communities.

**Aperitivo.** We are proud of our European heritage, so we have brought the concept of aperitivo cocktails into all our hotels. We gather our guests for a pause at the end of the day, and a moment to anticipate the night ahead. A warm show of our hospitality.





TIVOLI ORIENTE HOTEL LISBON, PORTUGAL

## TIVOLI BRAND HALLMARKS

**Locale** is the platform from which Tivoli provides guests with insider knowledge and connections in the local area, allowing them to discover with greater confidence.

**Society** is a regular programme of thoughtfully curated experiences, hosted at the social spaces in our hotels, where guests are encouraged to enjoy their surroundings and simple entertainment.

**Gusto** represents Tivoli's passion for providing an exciting food and beverage experience, adapting with seasons and trends to provide something that's always fresh.

**Reserve**, whenever cultural nuances would allow, represents the passion for fine wine culture in the regions surrounding our hotels, and connects our guests to the traditions and tastes of each location.

**Wellbeing Essentials** capture the care for creating settings with a relaxing and refreshing atmosphere, always conscious about wellness, with relaxing spas and energising fitness spaces.





SOUQ AL WAKRA HOTEL BY TIVOLI, QATAR



TIVOLI MOFARREJ SÃO PAULO HOTEL, BRAZIL



TIVOLI MARINA VILAMOURA ALGARVE RESORT, PORTUGAL



TIVOLI PALÁCIO DE SETEAIS SINTRA HOTEL, PORTUGAL



## TIVOLI LOCATIONS

### BRAZIL

- ♦ Tivoli Bahia (2020)
- ♦ Tivoli Ecoresort Praia do Forte
- ♦ Tivoli Fortaleza (2021)
- ♦ Tivoli Mofarrej São Paulo
- ♦ Tivoli Recife (2021)

### CHINA

- ♦ Tivoli Chengdu (2020)
- ♦ Tivoli Hangzhou (2021)

### PORTUGAL

#### Algarve

- ♦ The Residences at Victoria
- ♦ Tivoli Carvoeiro
- ♦ Tivoli Lagos
- ♦ Tivoli Marina Portimão
- ♦ Tivoli Marina Vilamoura

#### Centro

- ♦ Tivoli Coimbra

#### Évora

- ♦ Tivoli Evora

#### Lisboa

- ♦ Tivoli Avenida Liberdade
- ♦ Tivoli Oriente

#### Sintra

- ♦ Tivoli Palácio de Seteais
- ♦ Tivoli Sintra

### QATAR

- ♦ Al Najada Doha Hotel by Tivoli
- ♦ Souq Al Wakra Hotel Qatar by Tivoli
- ♦ Souq Waqif Boutique Hotels by Tivoli



TIVOLI AVENIDA LIBERDADE LISBOA, PORTUGAL





Avani Hotels & Resorts is a youthful, contemporary brand.  
Designed for discerning and influential world travellers,  
this exciting upscale brand pairs sleek design  
with excellent service and honest food, putting  
extra effort into the details that matter.





AVANI QUY NHON RESORT, VIETNAM

## ABOUT AVANI

Avani hotels are designed for the way we travel now. And we think it's all about balance.

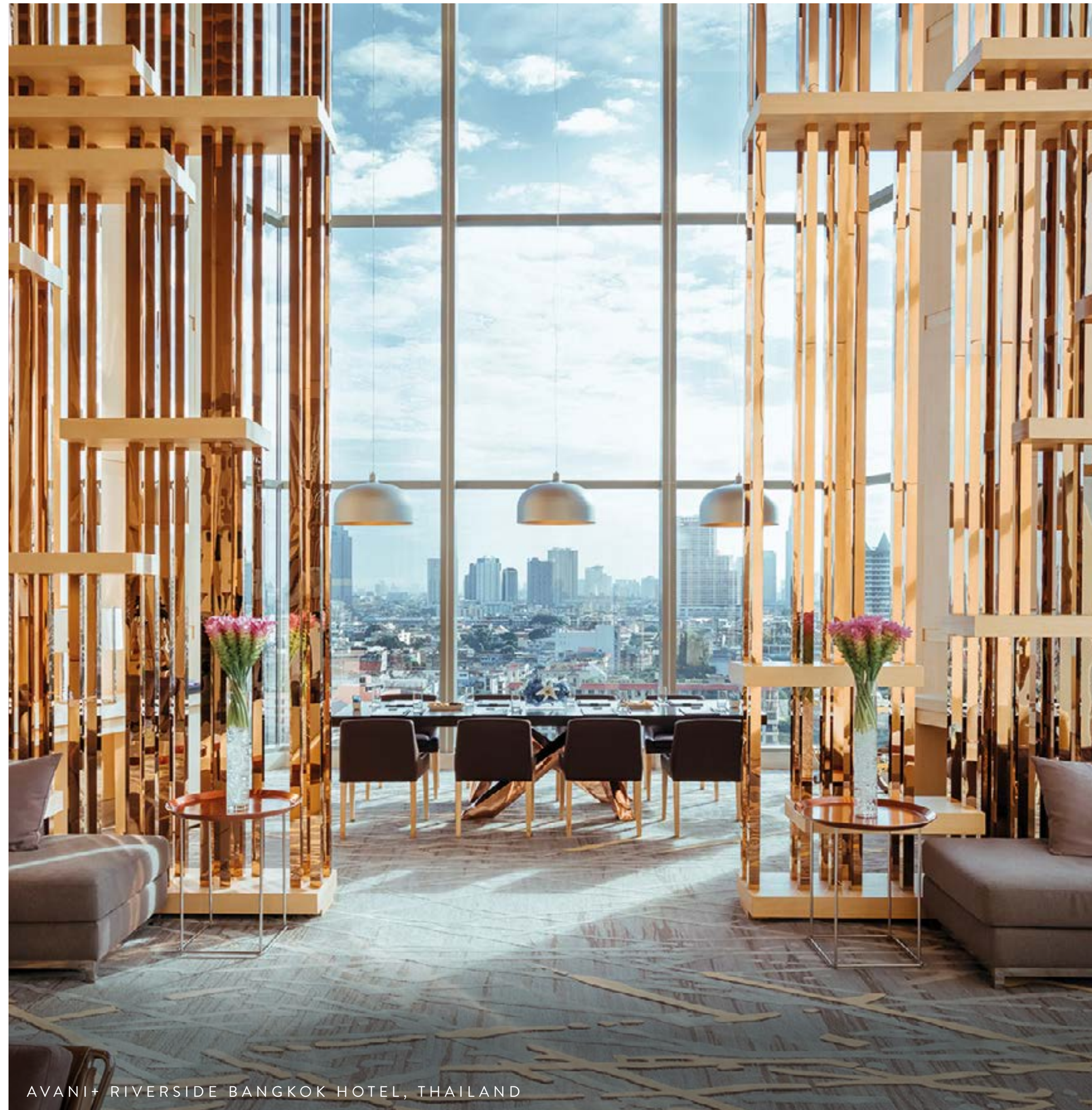
Balance between coolness and kindness, between design and function, and between service and privacy. After all, what good is a cool bar that serves a bad Martini? Who wants a beautiful guestroom with a broken air conditioner? What's worse than being pestered by a waiter after a long trip to find peace and quiet?

Avani is a lifestyle brand adaptable across global markets which consistently delivers financial returns in urban and resort destinations. Development costs are financially driven and the product is tailored to individual markets. Avani properties often feature as an integral part of mixed-use city-centre developments.

Life in an Avani hotel reflects this balance. Buzzy social spaces that flow with the mood of the day. Stylish guestrooms that simply work. Honest, fresh, locally inspired food. An upbeat service culture rooted in the traditions of hospitality. These experiences are what Avani delivers. To every guest, every day. These are details that matter.

With properties in Europe, the Middle East, Asia, Africa and Australia, the Avani portfolio is rapidly growing. No matter where in the world a guest discovers Avani, they will find a hotel that understands the importance of balance. We are assured of repeat guests by delivering a seamless stay, from warm welcome to fond farewell.





AVANI+ RIVERSIDE BANGKOK HOTEL, THAILAND

## AVANI BRAND PROMISES

**Sleep.** At Avani we take sleep seriously. More than just good-looking, our guest rooms have comfortable beds, sound, scent and lighting all geared toward a restful stay. Literally, this is where dreams are made.

**Space.** Our buzzy social spaces are at the heart of our hotels. Cool, connected, comfortable and ambient, they're a place for our guests to hang whether they're working, playing or doing a bit of both. We keep our finger on the pulse of the day, which means lowering the lights at cocktail hour and avoiding techno at breakfast.

**Sustenance.** Our guests are passionate about where their food comes from and so are we. So, our menus are locally sourced, sustainable and organic. Regional flavours served by knowledgeable staff makes eating here honest and authentic. This means we look after the environment too, leaving it in a better state than how we find it, thinking carefully about the impact we have as a brand both today and tomorrow.

**Service.** We call it common sense service: friendly team members who are always on hand to help, yet also know when to disappear. Our service culture is rooted in the traditions of hospitality, and then updated to reflect the intuitive service our guests really want.

## AT THE HEART OF EVERYTHING WE DO IS BALANCE

To us that means giving our guests all the things they want, in the right proportion. A bit of luxury, a bit of fun, a bit of privacy, a bit of service. All the little details that happen in our hotels happen in just the right measure. Balance is in the DNA of everything we do.





AVANI+ LUANG PRABANG HOTEL, LAOS



AVANI VICTORIA FALLS RESORT, ZAMBIA



AVANI+ SAMUI RESORT, THAILAND



*“China is an important market for Minor Hotels, and we at China Railway Culture & Tourism Group are pleased to be part of the Minor success story in China. The relationship we have with Minor and the management team was enhanced by the support we received to design, build and commission our hotel. We look forward to working with Minor Hotels on many more hotels in China.”*

HENRY ZONG

Owner Representative of Anantara Guiyang Resort  
CREC Guizhou Tourism & Culture Development





# AVANI LOCATIONS

**AUSTRALIA**

- ♦ Broadbeach
- ♦ Central Melbourne
- ♦ Adelaide Residences
- ♦ Box Hill Melbourne

**BOTSWANA**

- ♦ Gaborone

**CAMBODIA**

- ♦ Siem Reap
- ♦ Phnom Penh (2021)

**INDONESIA**

- ♦ Seminyak Bali

**KENYA**

- ♦ Nairobi (2021)

**LAOS**

- ♦ Luang Prabang

**LESOTHO**

- ♦ Lesotho
- ♦ Maseru

**MALAYSIA**

- ♦ Sepang Goldcoast
- ♦ Kota Kinabalu (2022)

**MALDIVES**

- ♦ Fares (2021)

**MAURITIUS**

- ♦ Bel Ombre (2022)

**MOZAMBIQUE**

- ♦ Pemba Beach

**MYANMAR**

- ♦ Yangon (2024)

**NAMIBIA**

- ♦ Windhoek

**NEW ZEALAND**

- ♦ Auckland

**OMAN**

- ♦ Muscat (2021)
- ♦ Sifah (2022)

**PORTUGAL**

- ♦ Lisbon

**SEYCHELLES**

- ♦ Seychelles Barbarons

**SOUTH KOREA**

- ♦ Central Busan
- ♦ East Busan (2021)

**SRI LANKA**

- ♦ Bentota
- ♦ Kalutara

**THAILAND**

- ♦ Ao Nang
- ♦ Atrium Bangkok
- ♦ Hua Hin
- ♦ Khao Lak (2020)
- ♦ Khon Kaen
- ♦ Koh Lanta (2020)
- ♦ Koh Samui
- ♦ Pattaya
- ♦ Riverside Bangkok
- ♦ Sukhumvit Bangkok

**UNITED ARAB EMIRATES**

- ♦ Al Marjan Island (2023)
- ♦ Al Sufouh (2021)
- ♦ Deira Dubai
- ♦ Ibn Battuta

**VIETNAM**

- ♦ Cam Ranh (2022)
- ♦ Doc Let (2020)
- ♦ Hai Phong
- ♦ Ho Tram (2024)
- ♦ Phan Thiet (2023)
- ♦ Saigon (2022)
- ♦ Quy Nhon

**ZAMBIA**

- ♦ Victoria Falls



# nh | HOTEL GROUP

A longtime trusted leading hotel company in Europe and Latin America, offering brands with some of the highest awareness and premium perception in its segments, for both the urban business and leisure traveller.





## ABOUT NH HOTEL GROUP

With more than 370 hotels worldwide, NH Hotel Group offers a comprehensive range of contemporary properties under three forward-thinking brands: the upscale and midscale NH Hotels, the iconic NH Collection, and the lifestyle design brand, nhow.

Backed by over 40 years of experience and properties across 30 countries, mainly in Europe and Latin America, NH Hotel Group's brands offer guests memorable experiences by conveying confidence, based on both service innovation and true comfort embedded in a modern-day design.

Truly customer centric, only the highest standards of quality and attention to detail are good enough for our hotels. Enjoying a relaxing leisure break or staying as part of a business trip, it's our privilege to make every guest feel that extra bit special in every single destination.









NH Hotels provides trustworthy, upscale, urban hotels  
offering the best value for money in the best locations  
in Europe and Latin America.

*Always a pleasure*





NH MILANO PALAZZO MOSCOVA, ITALY

## ABOUT NH HOTELS

NH Hotels is an upscale and midscale brand that stands out for its quality of service and facilities, both for business and leisure travellers. Each NH hotel is thoroughly designed to deliver a trustworthy experience based on three main pillars: value for money, the best location to connect with the city, and service with a human touch.

We believe that our guests' experience is of utmost importance, and that's why we choose to incorporate the latest innovations and take care of the smallest details, making every day easier and more flexible while catering to all lifestyles.

NH Hotels provides functional hotels with an easy-going, urban and fresh style that makes them a landmark of life, work and pleasant interaction away from home.





NH TRENTO, ITALY

## NH HOTELS BRAND PILLARS

**Always Convenient.** We offer our guests the best locations, which easily connect with the city and neighbourhoods.

**Always Trustworthy.** We provide a value-for-money experience that meets guest expectations. Every person that stays with NH Hotels is guaranteed our brilliant basics, along with other best-in-class services and facilities. We deliver our promise with an easy-going style to accommodate how guests live, work and interact.

*Always a pleasure. It is not something that we say.  
It is something that our guests say for us.*

**Always Fulfilling.** At NH Hotels, our team members will always provide guests with outstanding service and a heartfelt smile. We are ready to meet guest needs suitably, happy to go an extra mile.





NH MADRID NACIONAL, SPAIN

## NH HOTELS BRAND HALLMARKS

**Stay in Power.** We use technology smartly to enhance the guest experience. Our hotels are equipped with free and easy technology, allowing travellers to create a truly personalised stay.

**Work, Play, Rest.** As natural hosts, we take care of what our guests need throughout their stay and beyond, allowing them to engage in what is significant for them. Thanks to our hotel standards, there is no better place to stay and relax.

**Keep Your Lifestyle.** There is no need to put healthy habits on hold while away from home. Guests can rely on a wide range of healthy meals any time of day, and exercise in our fitness spaces.

**Urban Base Camp.** Maximum comfort and service meet convenient locations to create your urban base camp, a home away from home in the heart of your destination. From our hotels, exploring the destination is always a true pleasure.

## BENEFITS FOR THE INVESTOR

Through NH Hotels, the properties will be completely integrated under a solid international brand, benefitting from proven experience delivering one of the best operational and efficiency ratios in the industry, as well as flexible financial and technical conditions adapted to each particular case.









## NH HOTELS LOCATIONS

### ANDORRA

- ♦ NH Andorra La Vella

### ARGENTINA

- ♦ NH Bariloche Edelweiss
- ♦ NH Buenos Aires 9 de Julio
- ♦ NH Buenos Aires City
- ♦ NH Buenos Aires Florida
- ♦ NH Buenos Aires Latino
- ♦ NH Buenos Aires Tango
- ♦ NH Córdoba Panorama
- ♦ NH Córdoba Urbano
- ♦ NH Gran Hotel Provincial
- ♦ NH Hotel Casino
- ♦ NH Mendoza Cordillera

### AUSTRIA

- ♦ NH Danube City
- ♦ NH Graz City
- ♦ NH Salzburg City
- ♦ NH Vienna Airport Conference Center
- ♦ NH Wien Belvedere
- ♦ NH Wien City

### BELGIUM

- ♦ NH Brugge
- ♦ NH Brussels Airport
- ♦ NH Brussels Carrefour de l'Europe
- ♦ NH Brussels EU Berlaymont
- ♦ NH Brussels Grand Place Arenberg
- ♦ NH Brussels Louise
- ♦ NH Brussels Stéphanie
- ♦ NH Gent Belfort
- ♦ NH Gent Sint Pieters
- ♦ NH Mechelen

### BRAZIL

- ♦ NH Curitiba The Five

### CHILE

- ♦ NH Antofagasta
- ♦ NH Ciudad de Santiago
- ♦ NH Heroes de la Concepción Iquique (2021)
- ♦ NH Iquique

### COLOMBIA

- ♦ NH Bogotá Boheme Royal
- ♦ NH Bogotá Pavillon Royal
- ♦ NH Bogotá Urban 26 Royal
- ♦ NH Bogotá Urban 93 Royal
- ♦ NH Cali Royal
- ♦ NH Cartagena Urban Royal

### CUBA

- ♦ NH Capri La Habana

### CZECH REPUBLIC

- ♦ NH Prague City

### DOMINICAN REPUBLIC

- ♦ NH Punta Cana

### FRANCE

- ♦ NH Lyon Airport
- ♦ NH Nice
- ♦ NH Toulouse Airport

### GERMANY

- ♦ NH Berlin Alexanderplatz
- ♦ NH Berlin City Ost
- ♦ NH Berlin City West
- ♦ NH Berlin Kurfürstendamm
- ♦ NH Berlin Potsdam Conference Center

- ♦ NH Berlin Potsdamer Platz
- ♦ NH Bingen
- ♦ NH Dortmund
- ♦ NH Dresden Neustadt
- ♦ NH Düsseldorf City
- ♦ NH Düsseldorf City Nord
- ♦ NH Düsseldorf Königsallee
- ♦ NH Erlangen
- ♦ NH Essen
- ♦ NH Frankfurt Airport
- ♦ NH Frankfurt Airport West
- ♦ NH Frankfurt Messe
- ♦ NH Frankfurt Mörfelden Conference Center
- ♦ NH Frankfurt Niederrad
- ♦ NH Frankfurt Villa
- ♦ NH Fürth Nürnberg
- ♦ NH Hamburg Altona
- ♦ NH Hamburg Horner Rennbahn
- ♦ NH Hamburg Mitte
- ♦ NH Hamburg Zentrum (2021)
- ♦ NH Hannover (2020)
- ♦ NH Heidelberg
- ♦ NH Hirschberg Heidelberg
- ♦ NH Ingolstadt
- ♦ NH Klösterle Nördlingen
- ♦ NH Köln Altstadt
- ♦ NH Leipzig Messe
- ♦ NH Leipzig Zentrum
- ♦ NH Ludwigsburg
- ♦ NH Magdeburg
- ♦ NH Mannheim
- ♦ NH Mannheim Viernheim
- ♦ NH München Airport
- ♦ NH München City Süd
- ♦ NH München Messe
- ♦ NH München Ost Conference Center
- ♦ NH München Unterhaching

- ♦ NH Oberhausen
- ♦ NH Potsdam
- ♦ NH Schwerin
- ♦ NH Stuttgart Airport
- ♦ NH Stuttgart Sindelfingen
- ♦ NH Weinheim
- ♦ NH Wiesbaden

### HAITI

- ♦ NH Haiti El Rancho

### HUNGARY

- ♦ NH Budapest City

### ITALY

- ♦ NH Ancona
- ♦ NH Bergamo
- ♦ NH Bologna de la Gare
- ♦ NH Bologna Villanova
- ♦ NH Buenos Aires Milano (2020)
- ♦ NH Caltagirone Villa San Mauro
- ♦ NH Catania Centro
- ♦ NH Catania Parco Degli Aragonesi
- ♦ NH Firenze
- ♦ NH Firenze Anglo American
- ♦ NH Genova Centro
- ♦ NH La Spezia
- ♦ NH Lecco Pontevecchio
- ♦ NH Linate
- ♦ NH Milano 2
- ♦ NH Milano 2 Residence
- ♦ NH Milano Concordia
- ♦ NH Milano Congress Centre
- ♦ NH Milano Fiera
- ♦ NH Milano Machiavelli
- ♦ NH Milano Palazzo Moscova
- ♦ NH Milano Touring
- ♦ NH Napoli Panorama



NH HOTELS LOCATIONS *Cont.*

- ♦ NH Orio al Serio
- ♦ NH Padova
- ♦ NH Palermo
- ♦ NH Parma
- ♦ NH Pisa
- ♦ NH Ravenna
- ♦ NH Roma Villa Carpegna
- ♦ NH Savona Darsena
- ♦ NH Siena
- ♦ NH Torino Centro
- ♦ NH Torino Lingotto Congress
- ♦ NH Torino Santo Stefano
- ♦ NH Trento
- ♦ NH Trieste
- ♦ NH Venezia Laguna Palace
- ♦ NH Venezia Rio Novo

LUXEMBOURG

- ♦ NH Luxembourg

MEXICO

- ♦ NH Aguascalientes (2022)
- ♦ NH Cancún Airport
- ♦ NH Coatzacoalcos
- ♦ NH Guadalajara Expo (2022)
- ♦ NH Mexico City Centro Histórico
- ♦ NH Mexico City Reforma Centro (2020)
- ♦ NH Mexico City Valle Dorado
- ♦ NH Monterrey La Fe
- ♦ NH Puebla Centro Histórico
- ♦ NH Puebla Finsa
- ♦ NH Queretaro
- ♦ NH San Luis Potosí

PANAMA

- ♦ NH Urban Royal Panamá (2021)

PERU

- ♦ NH Parque Kennedy (2021)

POLAND

- ♦ NH Poznan

PORTUGAL

- ♦ NH Lisboa Campo Grande
- ♦ NH Porto Jardim

ROMANIA

- ♦ NH Bucharest
- ♦ NH Timisoara

SLOVAKIA

- ♦ NH Bratislava Gate One

SOUTH AFRICA

- ♦ NH Cape Town The Lord Charles

SPAIN

- ♦ NH Alcorcón
- ♦ NH Alicante
- ♦ NH Amistad Murcia
- ♦ NH Avenida Jerez
- ♦ NH Barcelona Campus
- ♦ NH Barcelona Diagonal Center
- ♦ NH Barcelona Eixample
- ♦ NH Barcelona Entenza
- ♦ NH Barcelona La Maquinista
- ♦ NH Barcelona Les Corts
- ♦ NH Barcelona Stadium
- ♦ NH Bilbao Deusto
- ♦ NH Campo Cartagena
- ♦ NH Campo de Gibraltar
- ♦ NH Canciller Ayala Vitoria
- ♦ NH Cartagena
- ♦ NH Castellón Mindoro
- ♦ NH Castellón Turcosa

- ♦ NH Ciudad de Almeria
- ♦ NH Ciudad de Cuenca
- ♦ NH Ciudad de Santander
- ♦ NH Ciudad de Valencia
- ♦ NH Ciudad de Valladolid
- ♦ NH Ciudad de Zaragoza
- ♦ NH Ciudad Real
- ♦ NH Ciutat de Reus
- ♦ NH Córdoba Califa
- ♦ NH Cornella
- ♦ NH Gijon
- ♦ NH Gran Hotel Casino de Extremadura
- ♦ NH Imperial Playa
- ♦ NH La Avanzada
- ♦ NH Las Palmas Playa las Canteras
- ♦ NH Leganes
- ♦ NH Lleida Pirineos
- ♦ NH Logroño
- ♦ NH Logroño Herencia Rioja
- ♦ NH Luz Huelva
- ♦ NH Madrid Alonso Martínez
- ♦ NH Madrid Atocha
- ♦ NH Madrid Balboa
- ♦ NH Madrid Barajas Airport
- ♦ NH Madrid Chamberí
- ♦ NH Madrid Lagasca
- ♦ NH Madrid Las Tablas
- ♦ NH Madrid Nacional
- ♦ NH Madrid Paseo de la Habana
- ♦ NH Madrid Príncipe de Vergara
- ♦ NH Madrid Ribera del Manzanares
- ♦ NH Madrid Sur
- ♦ NH Madrid Ventas
- ♦ NH Madrid Zurbano
- ♦ NH Málaga
- ♦ NH Marbella
- ♦ NH Ourense

- ♦ NH Oviedo Principado
- ♦ NH Pamplona Iruña Park
- ♦ NH Parla
- ♦ NH Porta Barcelona
- ♦ NH Pozuelo Ciudad de la Imagen
- ♦ NH Salamanca Puerta de la Catedral
- ♦ NH San Pedro de Alcántara
- ♦ NH Sant Boi
- ♦ NH Sants Barcelona
- ♦ NH Sevilla Plaza de Armas
- ♦ NH Sevilla Viapol
- ♦ NH Sport
- ♦ NH Tenerife
- ♦ NH Valencia Center
- ♦ NH Valencia Las Artes
- ♦ NH Valencia Las Ciencias
- ♦ NH Valladolid Bálago
- ♦ NH Villa de Coslada
- ♦ NH Zamora Palacio del Duero

SWITZERLAND

- ♦ NH Fribourg
- ♦ NH Geneva Airport
- ♦ NH Geneva City

THE NETHERLANDS

- ♦ NH Amersfoort
- ♦ NH Amsterdam Caransa
- ♦ NH Amsterdam Centre
- ♦ NH Amsterdam Museum Quarter
- ♦ NH Amsterdam Noord
- ♦ NH Amsterdam Schiller
- ♦ NH Amsterdam Schiphol Airport
- ♦ NH Amsterdam Zuid
- ♦ NH Arnhem Rijnhotel
- ♦ NH Atlanta Rotterdam
- ♦ NH Atlantic Den Haag
- ♦ NH Best

- ♦ NH Bussum Jan Tabak
- ♦ NH Capelle
- ♦ NH Centre Utrecht
- ♦ NH City Centre Amsterdam
- ♦ NH Den Haag
- ♦ NH Eindhoven Conference Centre Koningshof
- ♦ NH Geldrop
- ♦ NH Groningen
- ♦ NH Groningen Hotel de Ville
- ♦ NH Maastricht
- ♦ NH Naarden
- ♦ NH Noordwijk Conference Centre Leeuwenhorst
- ♦ NH Utrecht
- ♦ NH Veluwe Sparrenhorst
- ♦ NH Waalwijk
- ♦ NH Zandvoort
- ♦ NH Zoetermeer

UNITED KINGDOM

- ♦ NH London Kensington

URUGUAY

- ♦ NH Montevideo Columbia



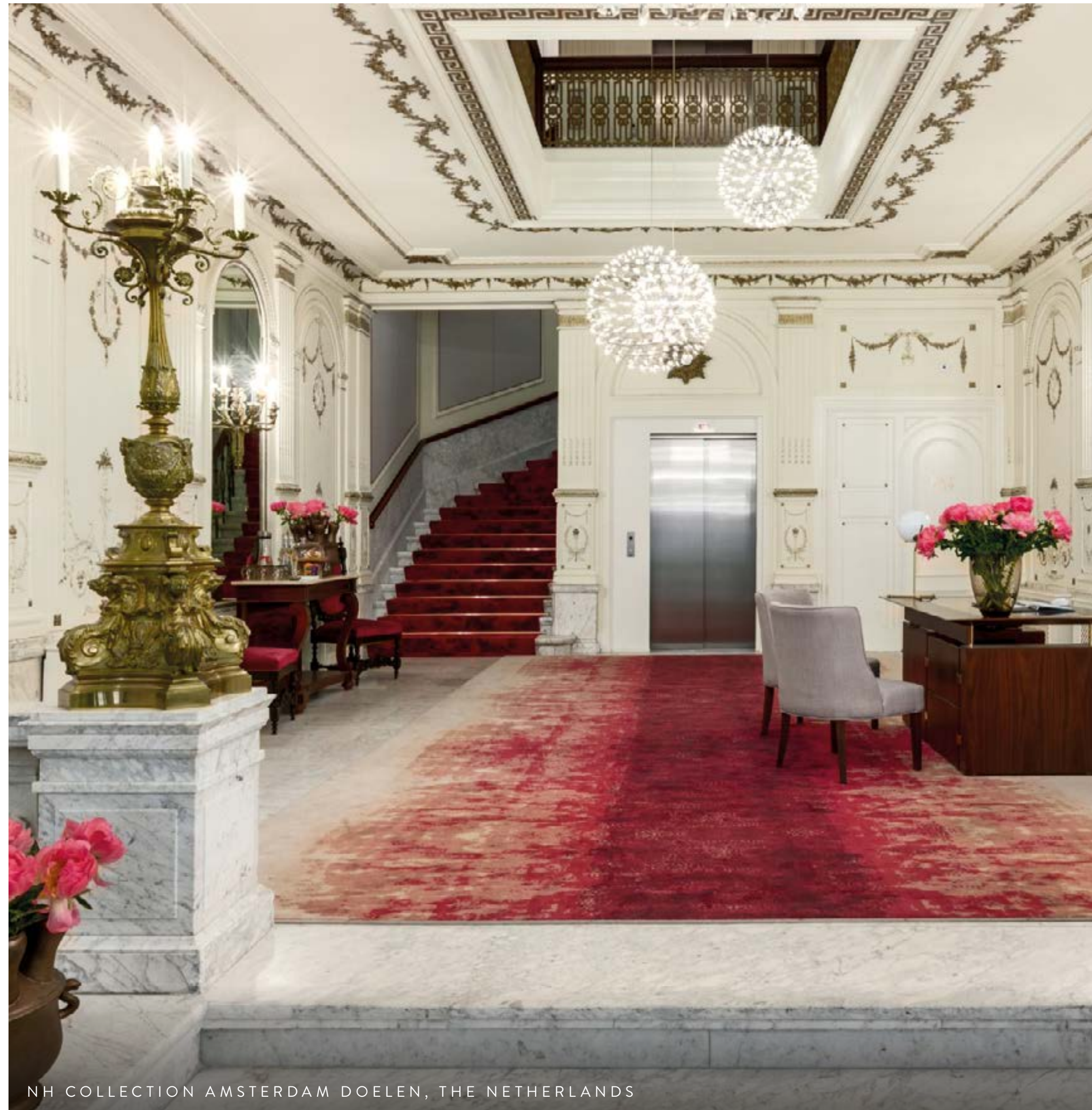


NH COLLECTION  
HOTELS

Premium upper-upscale hotels in iconic  
buildings located in the major capitals  
of Europe and Latin America.

*Feel the extraordinary*





NH COLLECTION AMSTERDAM DOELEN, THE NETHERLANDS

## ABOUT NH COLLECTION

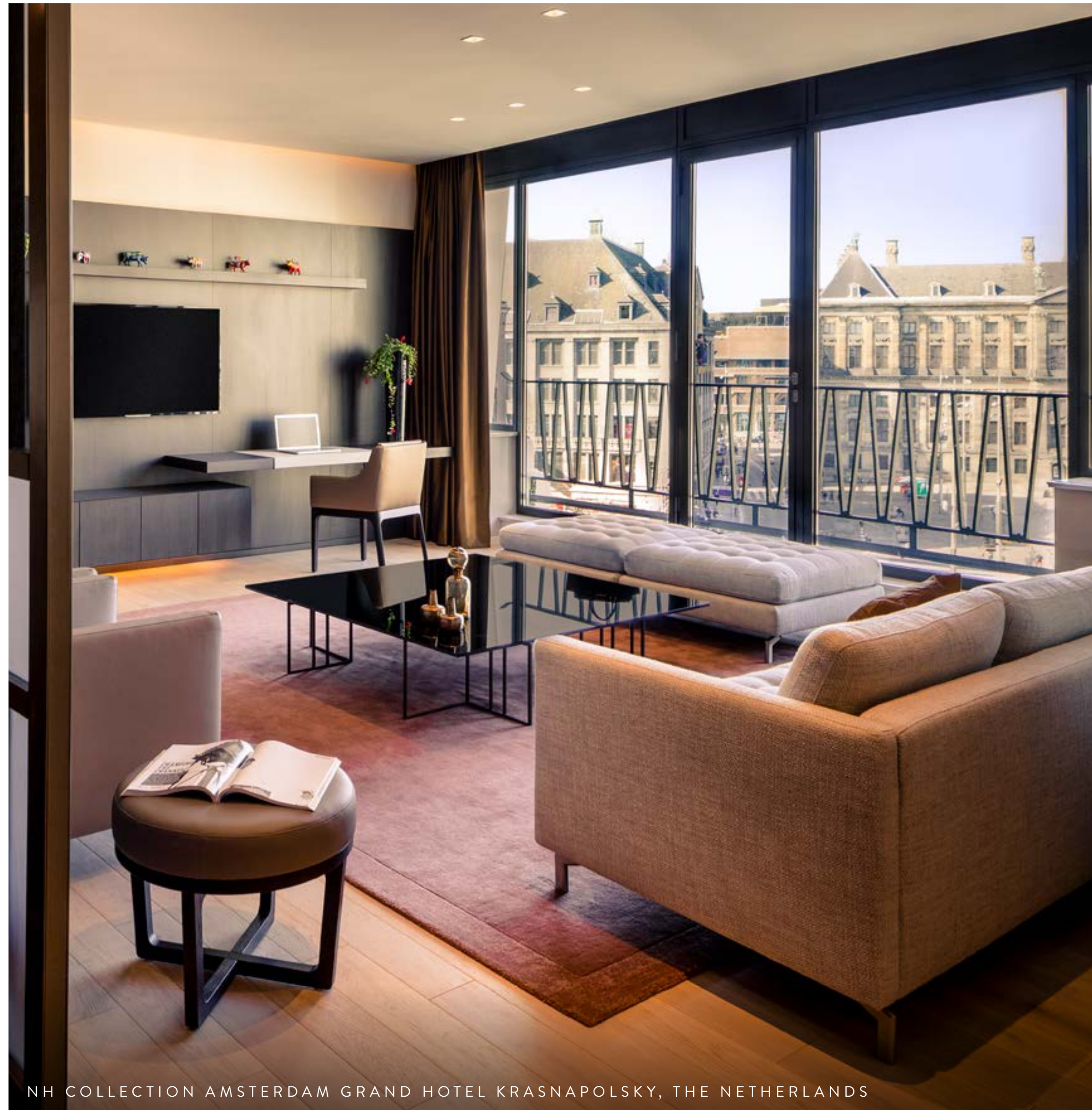
Part of the upper-upscale segment, our NH Collection brand showcases captivating hotels housed in authentic and unique landmark buildings in key cities of Europe and Latin America.

Always determined to go one step beyond our guests' expectations, hotels are carefully conceived with an eclectic-elegant atmosphere for those who want to make the most of their trip.

To create a stay driven by extraordinary feelings, our hotel teams pay great attention to authentic and stimulating details, creating memorable experiences, where small unexpected touches make the difference.

Singular venues coupled with our bespoke expertise also guarantees the success of memorable meetings and events.





NH COLLECTION AMSTERDAM GRAND HOTEL KRASNAPOLSKY, THE NETHERLANDS

## NH COLLECTION BRAND PILLARS

At the beating heart of the NH Collection experience, feel is the main idea and it guides all we do.

**Feel the Place.** It relates to connecting with the city's soul. When staying in an NH Collection hotel, guests discover exceptional locations and surroundings in destinations with a history.

**Feel Inspired.** It is linked to the eclectic-elegant atmosphere of NH Collection hotels. Guests immerse in iconic buildings and contemporary architecture influenced by local art and culture, with singular art expressions from all ages.

**Feel Unique.** It is about rejoicing in outstanding service, with teams that go beyond spoken needs and wants, behind the scenes, creating a unique experience where small unexpected touches make the difference.





NH COLLECTION ROMA PALAZZO CINQUECENTO, ITALY

## NH COLLECTION BRAND HALLMARKS

**Art Expressions.** The NH Collection offers historical background through architecture, sculpture and painting. Art is showcased as an expression of human creativity through time.

**Gastronomy.** Life is a set of sensations that finds in gastronomy the perfect medium to amaze us. Each region has a history, and NH Collection delivers it with each bite.

**Cultural Heritage.** When staying in an NH Collection, guests immerse in the character conveyed by the city where the hotel is located, in the historical legacy and cultural heritage of its building.

**Technology.** A leitmotif of our most avant-garde hotels, meant to transform the guest journey into an easy, positive and enriching experience.

## BENEFITS FOR THE INVESTOR

Our partners are making the right choice with the NH Collection brand: they benefit from our maximum dedication and effort in offering guests a differentiated upper-upscale product, based on premium standards of quality and service, all without losing the advantages of flexibility and efficiency that characterise the NH Hotel Group.









# NH COLLECTION LOCATIONS

## ARGENTINA

- ♦ NH Collection Buenos Aires Centro Histórico
- ♦ NH Collection Buenos Aires Crillon
- ♦ NH Collection Buenos Aires Jousten
- ♦ NH Collection Buenos Aires Lancaster

## AUSTRIA

- ♦ NH Collection Wien Zentrum

## BELGIUM

- ♦ NH Collection Antwerp Centre
- ♦ NH Collection Brussels Centre
- ♦ NH Collection Grand Sablon

## CHILE

- ♦ NH Collection Plaza Santiago
- ♦ NH Collection Santiago Casacostanera

## COLOMBIA

- ♦ NH Collection Barranquilla Smartsuites Royal
- ♦ NH Collection Bogatá Andino Royal
- ♦ NH Collection Bogatá Hacienda Royal
- ♦ NH Collection Bogatá Teleport Royal
- ♦ NH Collection Bogatá Terra 100 Royal
- ♦ NH Collection Bogotá WTC Royal
- ♦ NH Collection Medellín Royal

## CUBA

- ♦ NH Collection Victoria La Habana

## CZECH REPUBLIC

- ♦ NH Collection Olomouc Congress
- ♦ NH Collection Prague

## ECUADOR

- ♦ NH Collection Quito Royal

## FRANCE

- ♦ NH Collection Marseille

## GERMANY

- ♦ NH Collection Berlin Mitte am Checkpoint Charlie
- ♦ NH Collection Berlin Mitte Friedrichstrasse
- ♦ NH Collection Dresden Altmarkt
- ♦ NH Collection Frankfurt City
- ♦ NH Collection Frankfurt Spin Tower (2021)
- ♦ NH Collection Hamburg City
- ♦ NH Collection Köln Mediapark
- ♦ NH Collection München Bavaria
- ♦ NH Collection Nürnberg City

## ITALY

- ♦ NH Collection Firenze Porta Rossa
- ♦ NH Collection Genova Marina
- ♦ NH Collection Grand Hotel Convento di Amalfi
- ♦ NH Collection Milano City Life (2020)
- ♦ NH Collection Milano Porta Nuova
- ♦ NH Collection Milano President
- ♦ NH Collection Murano (2020)
- ♦ NH Collection Roma Centro
- ♦ NH Collection Roma Fori Imperiali
- ♦ NH Collection Roma Giustiniano
- ♦ NH Collection Roma Palazzo Cinquecento
- ♦ NH Collection Roma Vittorio Veneto
- ♦ NH Collection Taormina
- ♦ NH Collection Torino Piazza Carlina
- ♦ NH Collection Venezia Palazzo Barocci

## MEXICO

- ♦ NH Collection Guadalajara Centro Histórico
- ♦ NH Collection Guadalajara Providencia
- ♦ NH Collection León Expo
- ♦ NH Collection Mérida Paseo Montejo
- ♦ NH Collection Mexico City Aeropuerto T2
- ♦ NH Collection Mexico City Reforma
- ♦ NH Collection Mexico City Santa Fe
- ♦ NH Collection Monterrey La Esfera (2020)
- ♦ NH Collection Monterrey San Pedro

## PORTUGAL

- ♦ NH Collection Lisboa Liberdade
- ♦ NH Collection Porto Batalha

## QATAR

- ♦ The Vyra Suites NH Collection Doha (2020)

## SPAIN

- ♦ NH Collection A Coruña Finisterre
- ♦ NH Collection Amistad Córdoba
- ♦ NH Collection Barcelona Constanza
- ♦ NH Collection Barcelona Gran Hotel Calderón
- ♦ NH Collection Barcelona Pódium
- ♦ NH Collection Cáceres Palacio de Oquendo
- ♦ NH Collection Gran Hotel de Zaragoza
- ♦ NH Collection Granada Victoria
- ♦ NH Collection León Plaza Mayor
- ♦ NH Collection Madrid Abascal
- ♦ NH Collection Madrid Colón
- ♦ NH Collection Madrid Eurobuilding
- ♦ NH Collection Madrid Gran Vía
- ♦ NH Collection Madrid Palacio de Tepas
- ♦ NH Collection Madrid Paseo del Prado
- ♦ NH Collection Madrid Suecia

- ♦ NH Collection Palacio de Aranjuez
- ♦ NH Collection Palacio de Avilés
- ♦ NH Collection Palacio de Burgos
- ♦ NH Collection Salamanca Palacio de Castellanos
- ♦ NH Collection San Sebastián Aránzazu
- ♦ NH Collection Santander (2020)
- ♦ NH Collection Santiago de Compostela
- ♦ NH Collection Sevilla
- ♦ NH Collection Valencia Colón
- ♦ NH Collection Vigo
- ♦ NH Collection Villa de Bilbao

## THE NETHERLANDS

- ♦ NH Collection Amsterdam Barbizon Palace
- ♦ NH Collection Amsterdam Doelen
- ♦ NH Collection Amsterdam Flower Market
- ♦ NH Collection Amsterdam Grand Hotel Krasnapolsky
- ♦ NH Collection Eindhoven Centre





Upper-upscale, unconventional and  
cosmopolitan designer hotels with unique  
personalities inspired by the vibe of their host city.

*Elevate your stay*





NHOW ROTTERDAM, THE NETHERLANDS

## ABOUT NHOW HOTELS

From day one, nhow Hotels has challenged traditional hospitality industry standards and expanded the meaning of travel. We have created a fresh, thought-provoking universe for today's more discerning travellers in the form of awakening experiences conceived to stimulate the senses and pave the way for once-in-a-lifetime moments in spectacular, avant-garde surroundings.

Designed by the creative minds of our time, nhow hotels are a catalyst for elevating the guest experience and transforming the purpose and meaning of a hotel stay. nhow is a call to action, a desire to evoke new sensations and emotions that are capable of triggering life-changing decisions.

Located in key urban gentrifying districts, every nhow hotel is a social and creative hub for residents and out-of-towners at which unique experiences are lived and shared





## NHOW BRAND PILLARS

**Iconic.** Each nhow hotel is a landmark in the city located in key urban districts under transformation.

**Sense of Arrival.** Walking into a nhow hotel means entering a completely different world. Continuous disruption and constant change ensure that nobody is indifferent.

**Awakening the Senses.** At nhow Hotels, all physical senses – sight, smell, taste, touch, hearing – are under constant stimulation.

**Inclusive.** Everybody is welcome at nhow Hotels, no matter their walk of life. Unique experiences are lived and shared.

**Colourful.** Stimulating spaces, bold and intense. Unique environments breathing creativity.

**Spotlight on M&E.** Singular, out-of-the-box spaces for all types of innovative meetings and events are part of nhow's DNA.





NHOW LONDON, UNITED KINGDOM

## NHOW HOTELS BRAND HALLMARKS

**Art & Architecture.** Each of our hotels are a destination in themselves, anything but passive, with attitude, expression, purpose, activism.

**Food.** A ground-breaking gastronomical offer for every occasion. A true feast for the eyes and palate.

**Music & Entertainment.** The place to be, there's always something going on at the nhow. Our clients always find new excitement and happenings that trigger and stimulate their imagination.

**Fashion & Design.** nhow is both a hotel and an explosion of inventiveness occupying one single space. The brand's expressiveness knows no bounds.

## BENEFITS FOR THE INVESTOR

A unique brand with landmark hotels in trendsetting cities such as London, Amsterdam, Milan, Berlin, Rotterdam and Marseille, with more coming in Brussels, Rome, Santiago de Chile, Lima and Frankfurt. The brand development is always based on iconic projects, superb locations in fashionable neighbourhoods around the world, and strong meeting and events offerings. An investment with a future-oriented mindset, which brings together two essential factors: daring differential design and strong operational efficiency.









NHOW BERLIN, GERMANY

# NHOW HOTELS LOCATIONS

**BELGIUM**  
♦ nhow Brussels (2020)

**CHILE**  
♦ nhow Santiago de Chile (2020)

**FRANCE**  
♦ nhow Marseille

**GERMANY**  
♦ nhow Berlin  
♦ nhow Frankfurt (2022)  
♦ nhow Hamburg (2021)

**ITALY**  
♦ nhow Milano  
♦ nhow Roma (2020)

**PERU**  
♦ nhow Lima (2022)

**THE NETHERLANDS**  
♦ nhow Amsterdam RAI  
♦ nhow Rotterdam

**UNITED KINGDOM**  
♦ nhow London



# NH REWARDS

NH Rewards is NH Hotel Group's loyalty programme, which was recently renewed to become one of the most generous programmes in the industry, delivering more benefits to its guests.

More than 9 million members already receive and use their points to obtain free nights, room upgrades and hotel services according to their level. NH Rewards members contribute 78% of NH Hotel Group web revenue, with a recurrence rate of 60% above that of non-members.



## EASY & TRANSPARENT

- ♦ Easy to understand
- ♦ Points accrual as percentage of net invoice amount
- ♦ 1 point = € 1

## ASPIRATIONAL

- ♦ There are 4 categories based on consumption
- ♦ The higher the category, the more benefits you get

## INTERNATIONAL

- ♦ Present in 28 countries, with more than 350 hotels

## THE RENEWED PROGRAMME IS BASED ON THESE CORE MESSAGES

- ♦ Get enough points for a free night for every 10 stays booked through nh-hotels.com
- ♦ Easier to become a premium member
- ♦ No blackout dates when redeeming points
- ♦ Accumulate extra points for all direct bookings through the NH website and app

## BENEFITS

- ♦ 5-point welcome gift
- ♦ 5.5% of your reservation in points
- ♦ 5 nights to upgrade from Blue to Silver
- ♦ 5 points guaranteed in NH Collection and nhow hotels
- ♦ 5% discount for booking direct
- ♦ 5 extra points per booking through the NH website and app





Oaks Hotels, Resorts & Suites is a collection of mid-scale accommodation that offers freedom of choice to independent modern travellers by providing space, location and convenience.





OAKS SEAFORTH RESORT, AUSTRALIA

## ABOUT OAKS

Founded in Australia in 1991, Oaks is Australasia's largest apartment-style accommodation provider, with more than 61 properties worldwide. Oaks properties are conveniently located in resort and urban environments, ideal for independent business travellers and families seeking a flexible and contemporary space. Each Oaks property is designed to reflect the local market.





## OAKS BRAND HALLMARKS

From hotel rooms and studios to four-bedroom apartments, Oaks accommodation is underpinned by four brand hallmarks:

**Great spaces.** Oaks rooms are intuitively designed to provide travellers with space and flexibility.

**Essential comforts.** Longer-stay guests feel at home with a fully equipped kitchen and in-room laundry facilities.

*Intuitively designed accommodation built  
to suit the lifestyle of the modern traveller.*

**Personal service.** Oaks provides genuine, down-to-earth service where guests feel welcome to be as social or independent as they please.

**Local connections.** Oaks connects guests to the neighbourhood by recommending authentic experiences and supporting local businesses.





OAKS ON MARKET, AUSTRALIA

# OAKS DEVELOPMENT MODELS

Minor offers a range of development models that capitalise on our experience and leverage our global network. These development models are available for Oaks properties in urban, resort and economic zone locations.

## BUILD-AND-HOLD

The developer retains ownership of the entire property as a long-term investment with recurring income.

## BUILD-AND-SELL WITH RENTAL POOL

The developer sells the entire inventory of units, which are immediately returned to the developer through a long-term lease agreement, and entered into a rental pool.

## PARTIAL SALE-AND-RETAIN

Owners can offset the development cost of a new hotel by selling a portion of the units and retaining the balance. Sold units are entered into a rental pool.

## MANAGEMENT-LETTING RIGHTS (AUSTRALIA & NEW ZEALAND)

The developer facilitates the appointment of Oaks to manage the building and be the exclusive onsite letting agent for investment owners. This model exists only in Australia and New Zealand.

## OUTSOURCED FOOD-AND-BEVERAGE OUTLETS

A Minor International restaurant brand can lease on-site premises and serve as the property's F&B outlet. This is typically done with The Coffee Club, a Minor-owned coffeehouse-style café and restaurant concept.









## OAKS LOCATIONS

### AUSTRALIA

#### Adelaide

- Oaks Horizons
- Oaks Embassy
- iStay Precinct

#### Brisbane

- Oaks 212 Margaret
- Oaks Aurora Tower
- Oaks Casino Towers
- Oaks Charlotte Towers
- Oaks Felix
- Oaks Festival Towers
- Oaks Lexicon Apartments
- Oaks Mews
- Oaks Woolloongabba
- iStay River City
- The Milton Brisbane

#### Broome

- Oaks Broome
- Oaks Cable Beach Sanctuary

#### Cairns

- Oaks Cairns (2020)

#### Darwin

- Oaks Elan Darwin

#### Gladstone

- Oaks Grand Gladstone

#### Glenelg

- Oaks Liberty Towers
- Oaks Plaza Pier

#### Gold Coast

- Oaks Calypso Plaza
- Oaks Gold Coast

#### Hervey Bay

- Oaks Resort & Spa Hervey Bay

#### Hunter Region

- Oaks Cypress Lakes Resort

#### Ipswich

- Oaks Aspire

#### Issac Region

- Oaks Middlemount
- Oaks Moranbah

#### Kingscliff

- Oaks Santai Resort Casuarina

#### Mackay

- Oaks Carlyle
- Oaks Rivermarque

#### Melbourne

- Oaks on Collins
- Oaks on Lonsdale
- Oaks on Market
- Oaks on William
- Oaks Southbank
- Oaks South Yarra
- WRAP on Southbank

#### Port Douglas

- Oaks Lagoons
- Oaks Resort Port Douglas

#### Port Stephens

- Oaks Lure
- Oaks Pacific Blue Resort

#### Redcliffe

- Oaks Mon Komo

#### Sunshine Coast

- Oaks Oasis Resort
- Oaks Seaforth Resort

#### Sydney

- Oaks Goldsbrough Apartments
- Oaks Hyde Park Plaza
- Oaks Trafalgar
- Oaks on Castlereagh

#### The Entrance

- Oaks Waterfront Resort

#### Toowoomba

- Oaks Toowoomba (2020)

#### Townsville

- Oaks Gateway Suites
- Oaks Metropole Hotel

### CHINA

- Oaks Chengdu (2021)
- Oaks Hangzhou (2020)

### INDIA

- Oaks Bodhgaya

### MYANMAR

- Oaks Yangon (2024)

### NEW ZEALAND

- Oaks Auckland Harbour
- Oaks Club Resort
- Oaks Shores
- Oaks Wellington

### QATAR

- Al Najada Doha Hotel  
Apartments by Oaks

### THAILAND

- Oaks Khon Kaen (2020)
- Oaks Phuket Airport (2021)

### UNITED ARAB EMIRATES

#### Abu Dhabi

- Oaks Liwa Executive Suites

#### Dubai

- Oaks Liwa Heights





Elewana Collection offers lodges, camps and hotels carefully selected for their unique accommodations and iconic locations in Tanzania and Kenya.

*In harmony with Africa*





ARUSHA COFFEE LODGE, TANZANIA

## ABOUT ELEWANA

Elewana Collection provides exceptional African game-viewing opportunities in comfort and style, offering superior interior design and unrivalled levels of service. Elewana properties are chosen for their inspiring and distinctive characters, aiming to provide guests with an enriching encounter while operating in perfect harmony with their surroundings. Elewana's ambassadors are committed to providing experiences that are exemplary, relevant and straight from the heart.

Many of the Elewana properties are connected by dedicated sky safari access, affording our guests the opportunity to visit multiple destinations in a single vacation.





KILINDI ZANZIBAR, TANZANIA



SAND RIVER MASAI MARA, KENYA



LOISABA TENTED CAMP, KENYA



SKY SAFARI







# ELEWANA LOCATIONS

## KENYA

### Amboseli Eco-System

- Elewana Tortilis Camp

### Meru National Park

- Elewana Elsa’s Kopje

### Laikipia

- Elewana Loisaba Tented Camp
- Elewana Loisaba Star Beds
- Elewana Loisaba Lodo Springs

### Lewa Wildlife Conservancy

- Elewana Kifaru House
- Elewana Lewa Safari Camp

### The Masai Mara

- Elewana Elephant Pepper Camp
- Elewana Sand River Masai Mara

### Kenyan Coast

- Elewana Afrochic Diani Beach

## TANZANIA

### Arusha

- Elewana Arusha Coffee Lodge

### Tarangire Eco-System

- Elewana Taragire Treetops

### Ngorongoro Conservation Area

- Elewana The Manor At Ngorongoro

### Serengeti Eco-System

- Elewana Serengeti Pioneer Camp
- Elewana Serengeti Migration Camp

### Zanzibar

- Elewana Kilindi Zanzibar



KILINDI ZANZIBAR, TANZANIA





## BRANDED RESIDENCES

Minor Hotels can help developers unlock residential real estate value by leveraging the reputation and expertise of an established hospitality brand. By introducing a branded residential component to a hospitality asset, developers not only enjoy the added value of an established brand, but also benefit from operational synergies that can drive additional revenues to the hotel.

Anantara, Avani, Oaks and Tivoli can support the creation of individual and exclusive residential products through their unique characteristics that encompass a range of aspirational lifestyles, tastes and designs. Attaching these brands to a residential product can create a price premium and enhance the velocity of unit sales. As part of a hotel management agreement, our experienced teams provide guidance with ownership structures and support with marketing, sales and rental pool set-up and management.

Minor Hotels has built and sold numerous branded residential projects, including Anantara Chiang Mai Serviced Suites in Thailand, which sold multiple units at prices 50% above market for comparable properties. Layan Residences by Anantara, Thailand is a collection of uniquely designed luxury residences, which have achieved sale prices in excess of US \$14 million.

Our track record also includes the successful development and management of mixed-use real estate assets, and the management of multiple third-party-owned branded residential assets.





# CORBIN & KING

## WORLD-CLASS RESTAURANTS

In 2017, Minor Hotels acquired an ownership interest in Corbin & King restaurant group, enabling us to bring unique signature restaurant concepts to our hotels, driving revenue and increasing visibility. Considered the leading restaurateurs in London, Corbin & King’s upmarket brasserie-style outlets bring additional brand recognition to our hotels, leveraging the group’s iconic reputation to attract year-round revenue from local clientele. Corbin & King’s portfolio of restaurants includes The Wolseley, The Delaunay, Brasserie Zédel, Café Colbert, Fischer’s, The Colony and Bellanger.

“ *As owners of significant brands in London, including The Wolseley, The Delaunay and Café Colbert, in our recent search for a new partner it was crucial that we found the right one to enable our expansion. We were fortunate to be faced with some excellent candidates, but none better than Minor, who have continued to demonstrate not only their understanding of hospitality on every level, but also the demands of taking luxury brands worldwide. Entering into this partnership was one of my better decisions and I am immensely enjoying not only the collaboration, but also the guidance and support I’ve received as we increase Corbin & King brand awareness across multiple markets.* ”

JEREMY KING  
CEO, Corbin & King London









## BENIHANA

### WORLD-CLASS RESTAURANTS

The story of Benihana begins in Tokyo, where Yunosuke Aoki, a samurai descendant and popular Japanese entertainer, together with his wife Katsu, opened a small coffee shop. A red safflower found in the neighbourhood streets gave the Aokis the inspiration for the restaurant's name: 'Benihana', meaning 'red flower' in Japanese.

In 1960, Rocky Aoki, Yunosuke's son, brought Benihana to New York City after competing on the 1960 Olympic wrestling team. By bringing the original inspiration of his parents' Tokyo restaurant to the United States he successfully introduced Japanese food into the mainstream American dining scene.

He not only pioneered Benihana's entertaining style of presentation but paved the way for the popularity of other Japanese cooking styles around the world. Today Minor Hotels proudly carries on the Benihana tradition and incorporates Benihana restaurants into selected food and beverage offerings at our hotels.







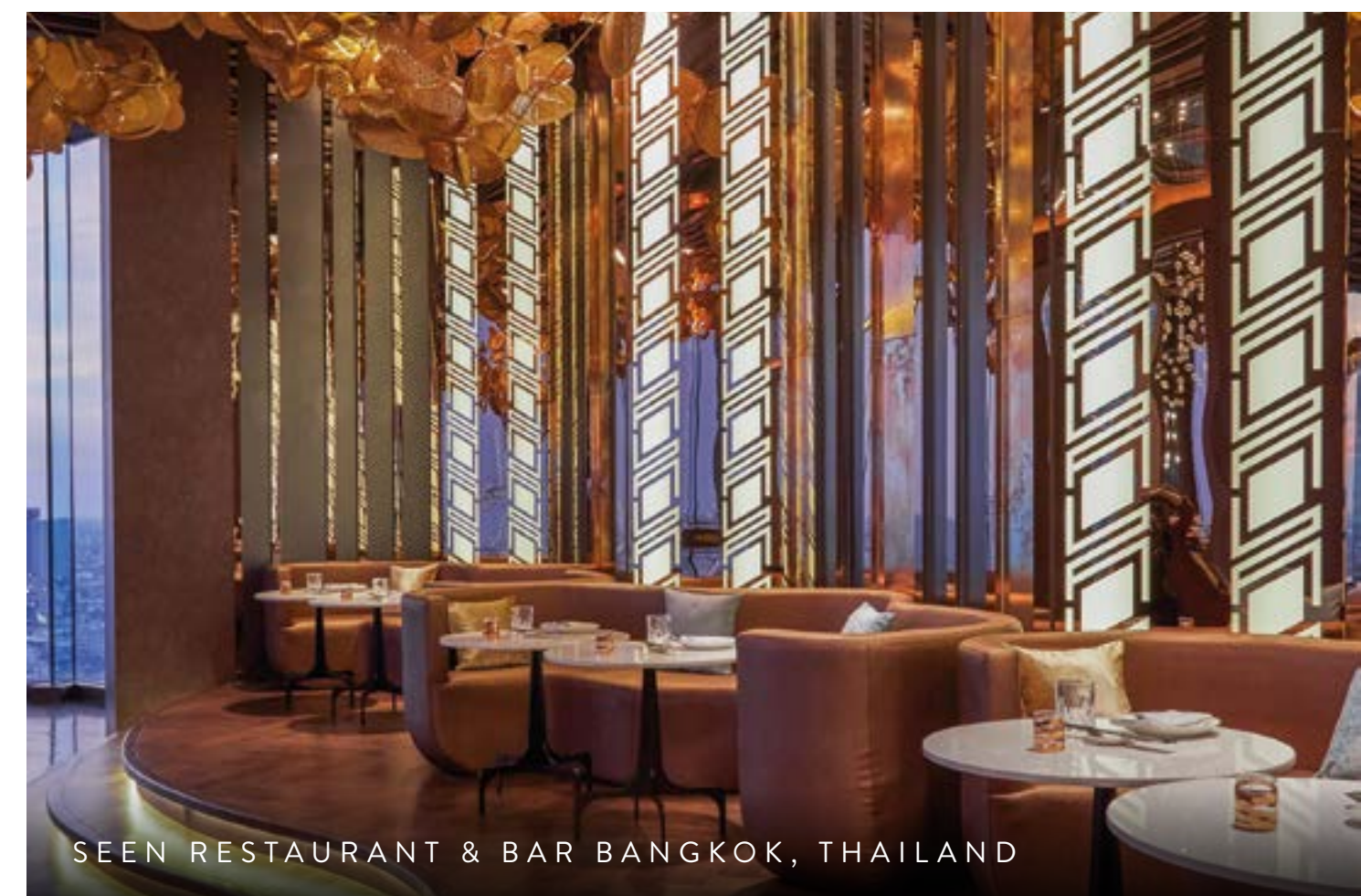


## SOCIAL AND F&B

Minor Hotels leverages expertise and experience in world-class F&B to offer innovative restaurant, bar and club concepts to customers. Combining cutting-edge design with a cosmopolitan ambience, these buzz-worthy venues attract local and foreign guests, driving revenue and creating multiple opportunities for marketing, special events and cross-selling.

The beach-club concept has evolved in recent years, driven by customer demand for better entertainment and exciting social experiences. Beach clubs are high-revenue, high-profit businesses that not only add to the appeal of a destination and the resort, but also generate attractive financial returns.

Minor Hotels currently manages numerous M Beach Clubs as ancillary facilities to our resorts, as well as urban dining and bar concepts under the name SEEN.









# RIVERBOAT CRUISES

Minor Hotels operates luxury river cruise experiences along the Mekong and Chao Praya rivers offering guests memorable experiences as they cruise along some of Asia's mightiest waterways.

## Mekong Kingdoms

Luxury overnight riverboat cruises on the Mekong River between Laos and Thailand, as well as day cruises in and around Luang Prabang, Laos.

## Manohra Cruises

Cruise up the Chao Praya River from Bangkok to the ancient Thai capital of Ayutthaya on two- or three-day excursions or enjoy a sunset dinner cruise in Bangkok.

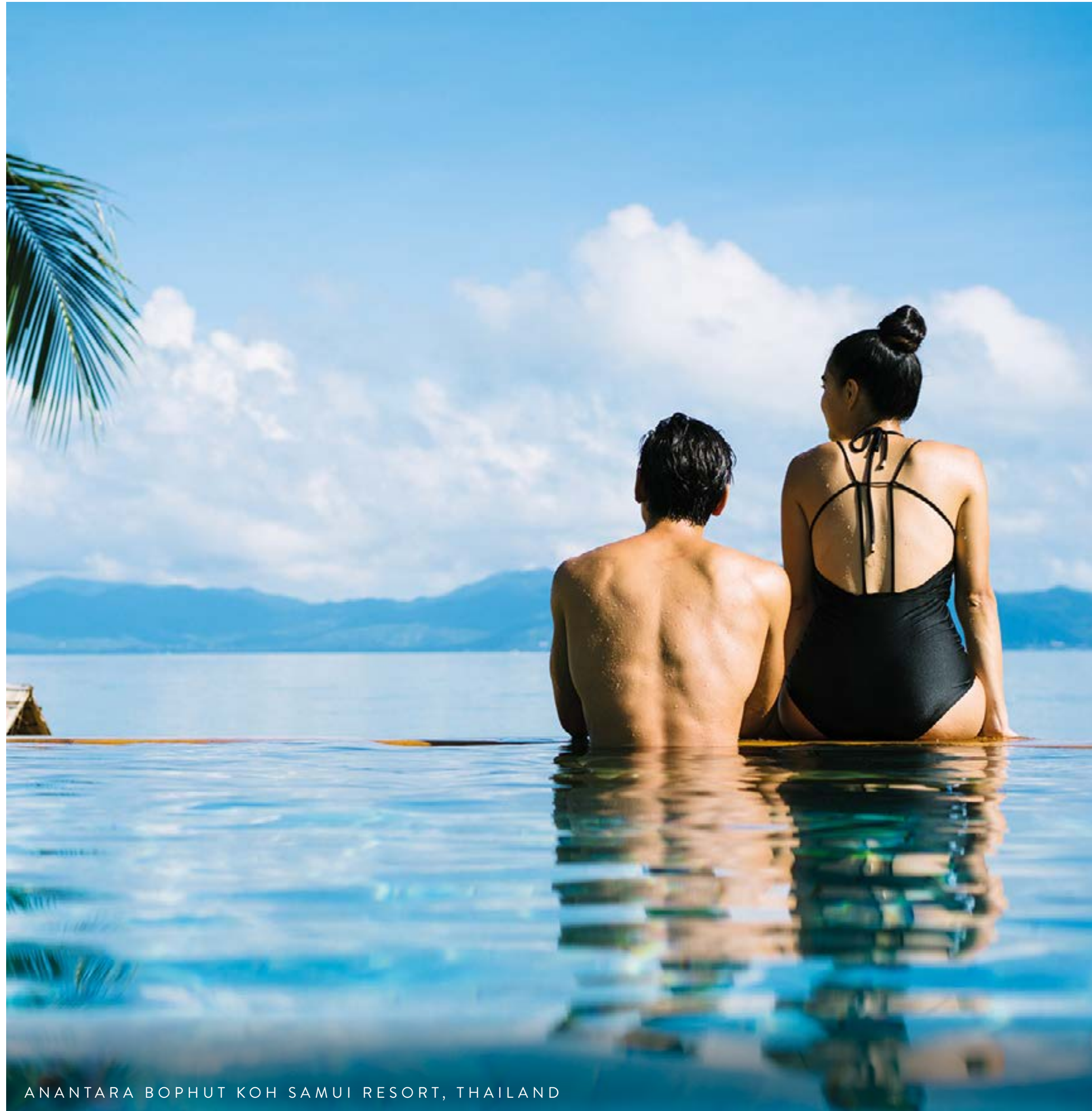


MANOHRA CRUISES, THAILAND









ANANTARA BOPHUT KOH SAMUI RESORT, THAILAND

## ANANTARA VACATION CLUB

Anantara Vacation Club (AVC) is a collection of luxury villas and suites located in key urban and resort destinations around the world. Offering an alternative to holiday-home ownership, AVC allows members the flexibility to purchase Club Points to determine the length of stay, the timing of their visit, and the size and type of unit they will occupy. The club currently has more than 14,000 members.

### HOW AVC BENEFITS DEVELOPERS

- ♦ AVC promotional bookings boost occupancy, especially during soft periods.
- ♦ AVC purchases villas and puts them in club inventory, affording the developer immediate monetisation of their real estate.
- ♦ AVC generates incremental revenue from members who want to experience the Anantara brand and the resorts' spa and F&B facilities.
- ♦ Costs for services, such as housekeeping and engineering, are allocated from the hotel to AVC, thereby boosting the gross operating profit of the hotel.
- ♦ AVC inventory can be utilised as part of a mixed-use property, delivering operational efficiencies to the overall development.
- ♦ AVC offers worldwide marketing through Minor.





AVANI+ RIVERSIDE BANGKOK HOTEL, THAILAND

## CORPORATE SUPPORT

Minor Hotels owners enjoy the support of a ‘right-sized’ hospitality group with a lean corporate and regional infrastructure that ensures efficiency and agility. Our teams work collaboratively toward the shared goal of creating value for all stakeholders, offering in-house expertise and support services in the following areas:

- ♦ OPERATIONS
- ♦ DEVELOPMENT
- ♦ FINANCE
- ♦ E-COMMERCE
- ♦ HUMAN RESOURCES
- ♦ PR, SALES & MARKETING
- ♦ IT AND TECHNOLOGY
- ♦ FOOD & BEVERAGE
- ♦ SPA & WELLNESS



## TECHNICAL SERVICES

As an experienced real estate developer and hotel owner, Minor Hotels provides owners with substantial in-house resources, with more than 100 technical advisors to assist at every stage of development, from the design process to hotel opening.

Our Technical Services team provides expert guidance on hotel development concepts, brand design and construction standards, life safety requirements, use of local materials and continuous support from design concept review to project handover.

We bring forth experience from our owned hotels and align this with the needs of owners of our managed hotels to deliver owner-centric programming and design solutions that maximise operational efficiency, lower build costs, and optimise design functionality.

At any one time, Minor Hotels' Technical Services team oversees more than 40 projects across Australia, Southeast Asia, China, the Indian Ocean, Europe, South America, Africa and the Middle East.

## PROCUREMENT

NH Hotels owns Coperama, an integrated procurement platform supporting procurement services to both Minor Hotels and external customers with over 130,000 rooms in its procurement system. Coperama is increasing its sourcing capability and customer reach by expanding its digital marketplace platform and e-commerce capabilities to attract a greater number of external customers with lower-priced items. Typical savings to owners is approximately 7%. See [www.coperama.com](http://www.coperama.com)

## PROFIT BY DESIGN

Our Technical Services teams ensure that hotels are designed and built with value engineering in mind, to create sustainable and profitable hotels. We call this 'Profit by Design'.

Profit by Design ensures that profit is gained from the outset through an operationally efficient, market-driven hotel design. We work closely with owners and their consultants to optimise the use of space and ensure a cost-effective design approach to guestrooms and facilities, specific to each hotel brand and market. We also provide procurement services aligned with our Profit by Design philosophy.



## OUR IN-HOUSE TEAM OF EXPERTS PROVIDES

- ♦ Engineering support
- ♦ Project procurement services
- ♦ Project management services
- ♦ Architectural and interior design support
- ♦ Environmental and energy sustainability recommendations
- ♦ Other functional expertise including property improvement plans, property condition evaluations, energy conservation and sustainable design assessments.

## TYPICAL PROJECT ROLL-OUT

1. Programming and property assessment
2. Design management
3. Furniture, fixtures and equipment
4. Site visits
5. Finalising construction and installation
6. Pre-opening transition



MEKONG KINGDOMS





## GLOBAL SALES NETWORK

Our expansive network of sales and marketing professionals is strategically located across key global source markets. Drawing on our in-depth understanding of pricing, distribution and revenue optimisation, we utilise international PR and marketing agencies to create targeted strategies for our properties, thereby boosting room sales around the globe.

OFFICE LOCATIONS		Chengdu	Guangzhou	7 Germany	Berlin	12 North America	New York	17 Singapore & Malaysia	Singapore
1 Australia	Melbourne	5 Colombia	Bogota	8 India	Mumbai	13 The Netherlands	Amsterdam	18 Southeast Asia	Bangkok
2 Belgium	Brussels	6 Denmark	Copenhagen:	9 Japan	Tokyo	14 Portugal & France	Lisbon	19 Spain & Italy	Madrid
3 Brazil	São Paulo	Denmark, Finland,	Iceland, Norway	10 Mexico	Mexico City	15 Russia & CIS countries	Moscow	20 UK & Ireland	London
4 China	Shanghai	and Sweden are	all represented	11 Middle East	Dubai	16 Saudi Arabia	Riyadh	Edinburgh	
	Beijing	in Copenhagen				Jeddah			



## GLOBAL HOTEL ALLIANCE

Minor Hotels is a member of the Global Hotel Alliance (GHA), the world's largest alliance of independent hotel brands encompassing:

- MORE THAN 35 UNIQUE BRANDS
- LOCATIONS ACROSS 78 COUNTRIES
- OVER 570 HOTELS

Through GHA, member hotels have access to a loyalty programme that is unlike anything else currently in the marketplace.

### DISCOVERY

#### **GHA's new breed of loyalty programme**

DISCOVERY is one of the most talked-about loyalty programmes in operation and is only available to GHA members. Rather than a points-based system, it offers guests experiential benefits – room upgrades, preferential treatment during check-in and check-out, and the opportunity to book experience packages developed by member hotels with the local destination in mind.

### DISCOVERY PROVIDES

- Access to over 16 million members
- 9.3 million room nights per year across all member hotels
- US \$1.64 billion in annual room revenue across all member hotels

During 2019, Minor Hotels sold more than 1 million room nights through Discovery and generated more than US \$237 million in room revenue.

This award-winning loyalty programme drives business to our hotels, and generates incremental revenue to make our properties more competitive without compromising individual brand image.



ANANTARA HOI AN RESORT, VIETNAM



## CENTRAL SYSTEMS

Minor Hotels offers comprehensive technological support to its hotels by leveraging some of the industry's top state-of-the-art systems. We offer centralised IT support to owners, providing access to more than 100 online travel agents, and direct connectivity to major global distribution systems, with bookings sent directly to the property management systems. Our Central Systems account for as much as 20% of total room revenue across our portfolio of hotels.

- CENTRAL RESERVATIONS SYSTEMS
- OPERA CUSTOMER INFORMATION
- SALES FORCE AUTOMATION
- BOOKING ENGINES
- GLOBAL DISTRIBUTION SYSTEMS
- RESPONSIVE MOBILE SITES
- HANDHELD DEVICES
- AI AND 'BIG DATA'
- DISTRIBUTION TO METASEARCH ENGINES
- PROPERTY WEBSITES WITH CLICK-TO-CHAT FUNCTIONALITY
- CUSTOMER RELATIONSHIP MANAGEMENT SOFTWARE
- PROPERTY MANAGEMENT SYSTEMS





## LOCALLY MINDED, ACTIVELY ENGAGED

Minor Hotels is an agent of positive change. We drive hotel development in emerging markets around the world, which uniquely positions us to develop local infrastructure, empower future generations and promote environmentally friendly programmes in the communities where we operate.

Our CSR programmes focus on engaging and supporting local communities, promoting animal and human coexistence, and preserving resources. In recognition of our initiatives, we are listed on the Dow Jones Sustainability Emerging Markets Index and the FTSE4Good Emerging Index.

## AWARDS & RECOGNITION

- ♦ Included in Dow Jones Sustainability Emerging Markets Index (DJSI) 2017 in Hotels, Resorts and Cruise Lines Industry (fourth consecutive year).
- ♦ Included in FTSE4GOOD Index Series 2017 (second consecutive year).
- ♦ Green Growth 2050 Members: Total of 51 Certification Member Hotels, 32 of which were awarded Gold Certification.
- ♦ Outstanding Sustainability Awards 2017 SET Market Capitalisation of over THB 100bn The Stock Exchange of Thailand.
- ♦ Included in FTSE4GOOD 2018, an index created by the London Stock Exchange to help investors include environmental, social and corporate governance (ESG) factors in making investment decisions. NH Hotel Group became part of this index in 2013 thanks to responsible management of the business and the improvements made.
- ♦ Included in Carbon Disclosure Project (CDP Climate Change): NH Hotel Group achieved the highest score in the 2018 (A-) edition of the CDP's Climate Change Programme. This programme acknowledges the work done by the world's leading companies to help tackle climate change.
- ♦ Green Key: A leading standard of excellence in the field of environmental responsibility and sustainable operations within the tourism industry. Recognised by the Global Sustainable Tourism Council. 46 NH Hotel Group properties have been awarded with this certification.



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