

MINOR
HOTELS

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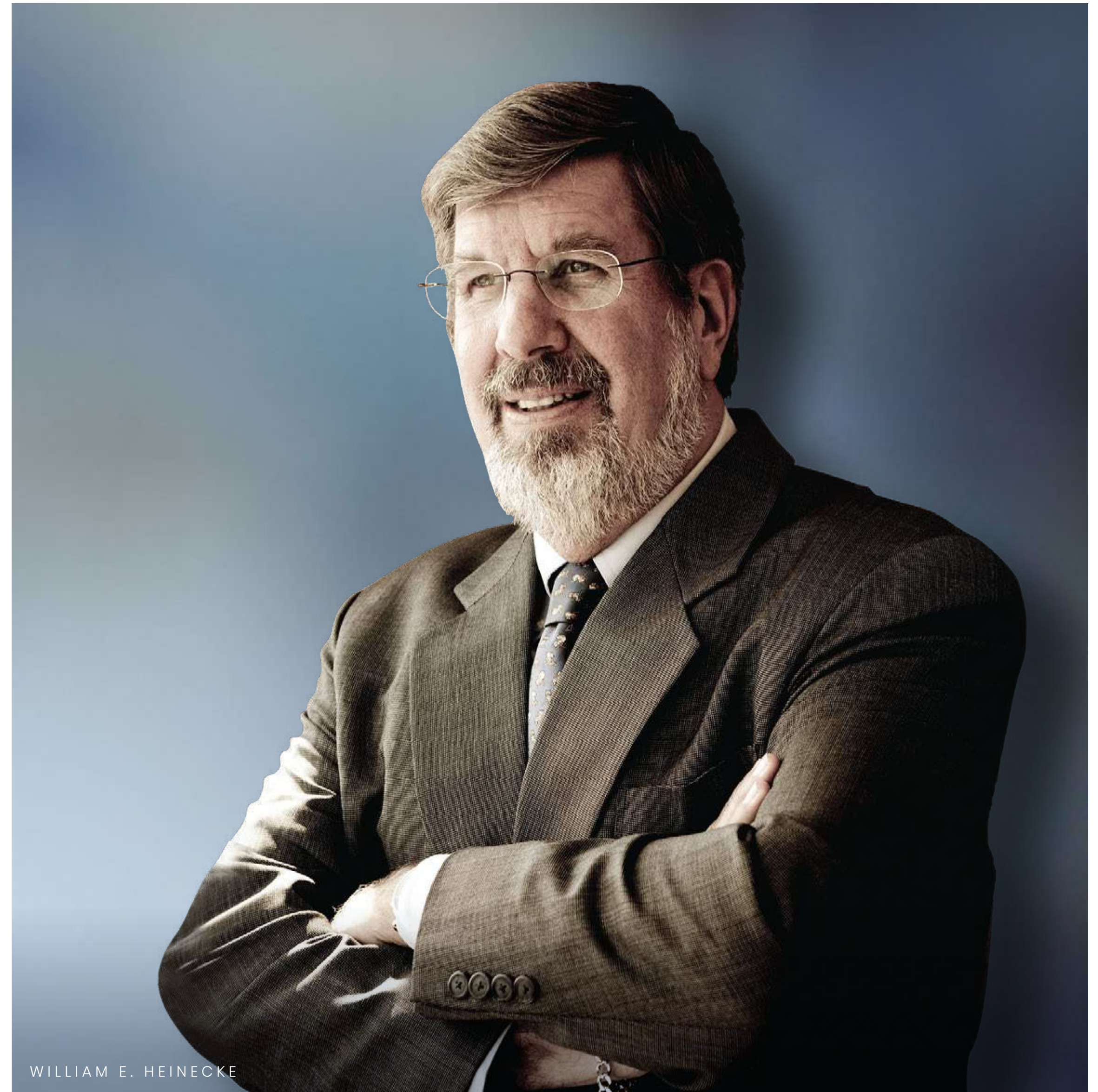
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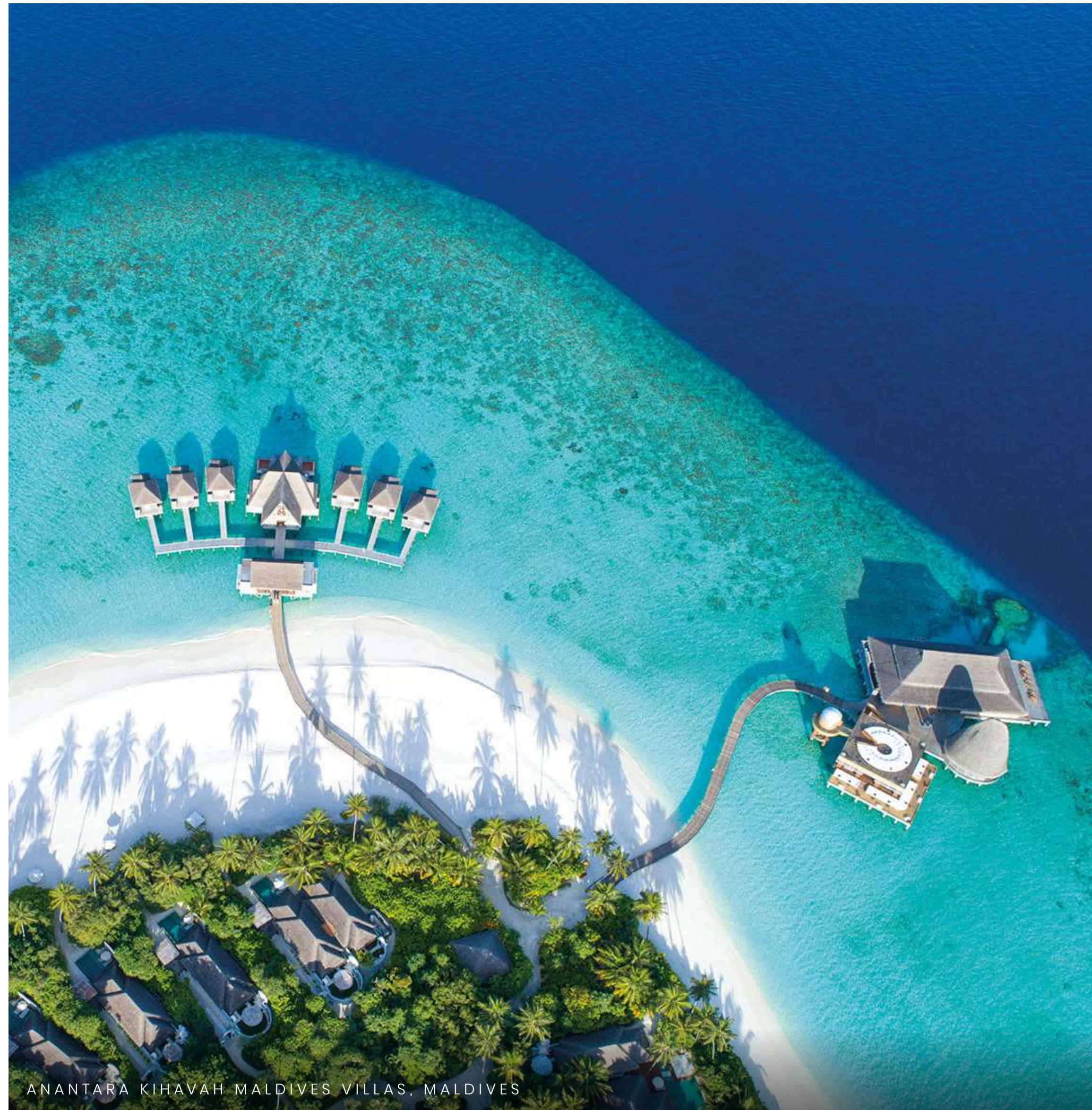
FOUR DECADES OF SUCCESS

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













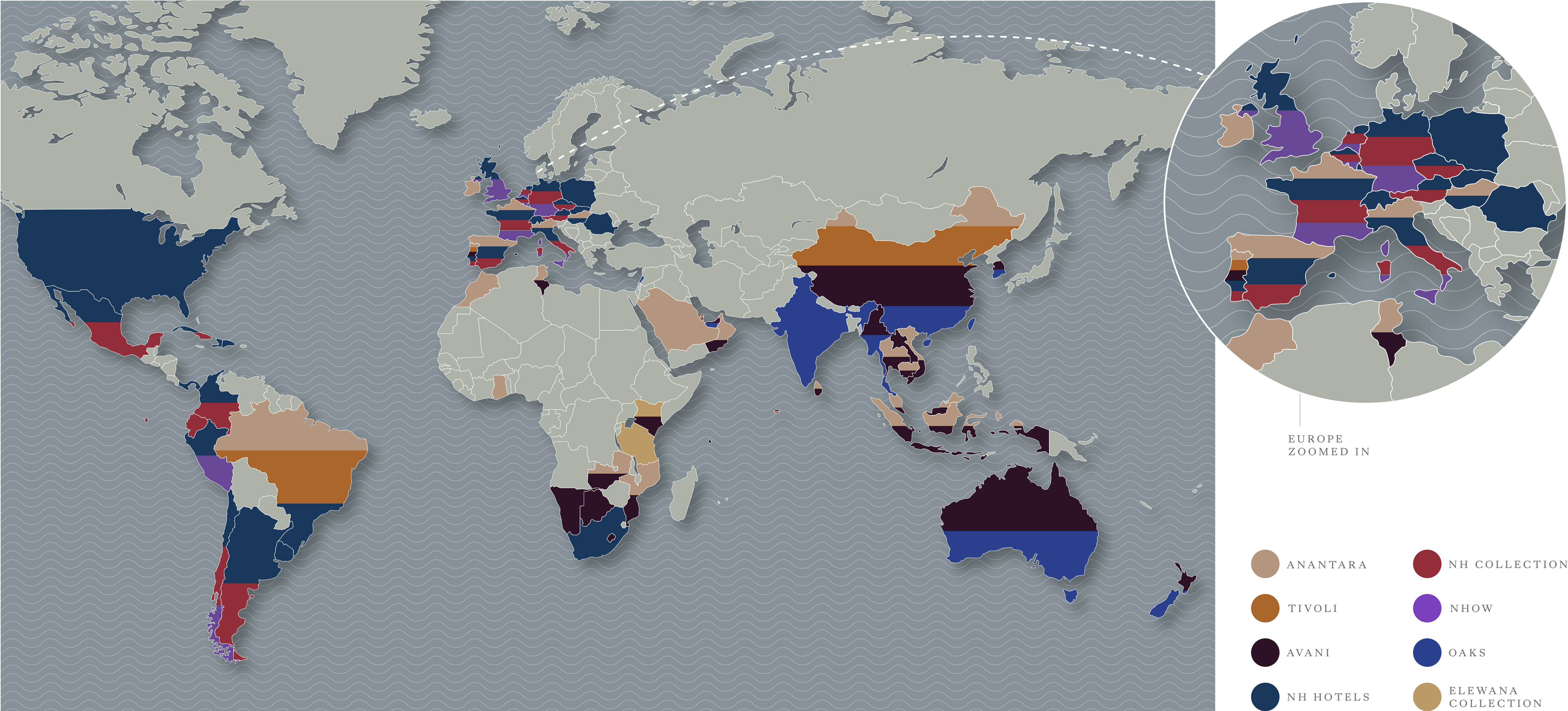
Minor Hotels owns, manages or operates a diverse portfolio of more than 540 hotels, resorts and branded residences across six continents. Flexible and adaptive to market trends, we drive growth through our eight hotel brands, alongside a collection of related hospitality businesses and strategic partnerships 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 2,500 outlets in 23 countries.

MORE THAN 540 HOTELS, WITH OVER
79,000 ROOMS, ACROSS 56 COUNTRIES

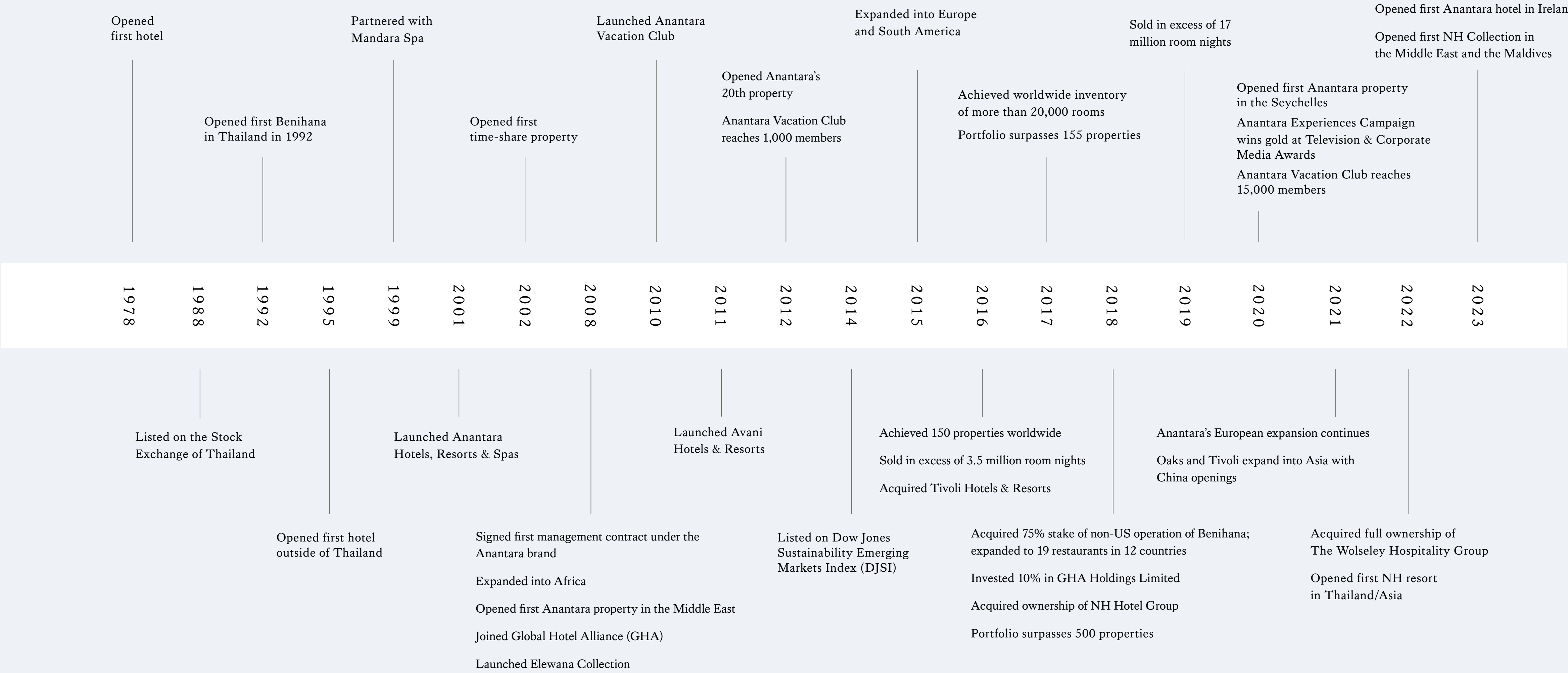
ANANTARA HOTELS & RESORTS	TIVOLI HOTELS & RESORTS	AVANI HOTELS & RESORTS	NH HOTELS & RESORTS	NH COLLECTION HOTELS & RESORTS	NHOW HOTELS & RESORTS	OAKS HOTELS, RESORTS & SUITES	ELEWANA COLLECTION
							
52 PROPERTIES 24 COUNTRIES	17 PROPERTIES 7 COUNTRIES	42 PROPERTIES 24 COUNTRIES	224 PROPERTIES 26 COUNTRIES	96 PROPERTIES 22 COUNTRIES	8 PROPERTIES 6 COUNTRIES	69 PROPERTIES 6 COUNTRIES	16 PROPERTIES 2 COUNTRIES

MINOR HOTELS & RESORTS BY REGION





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 540 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 18,000 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 25 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

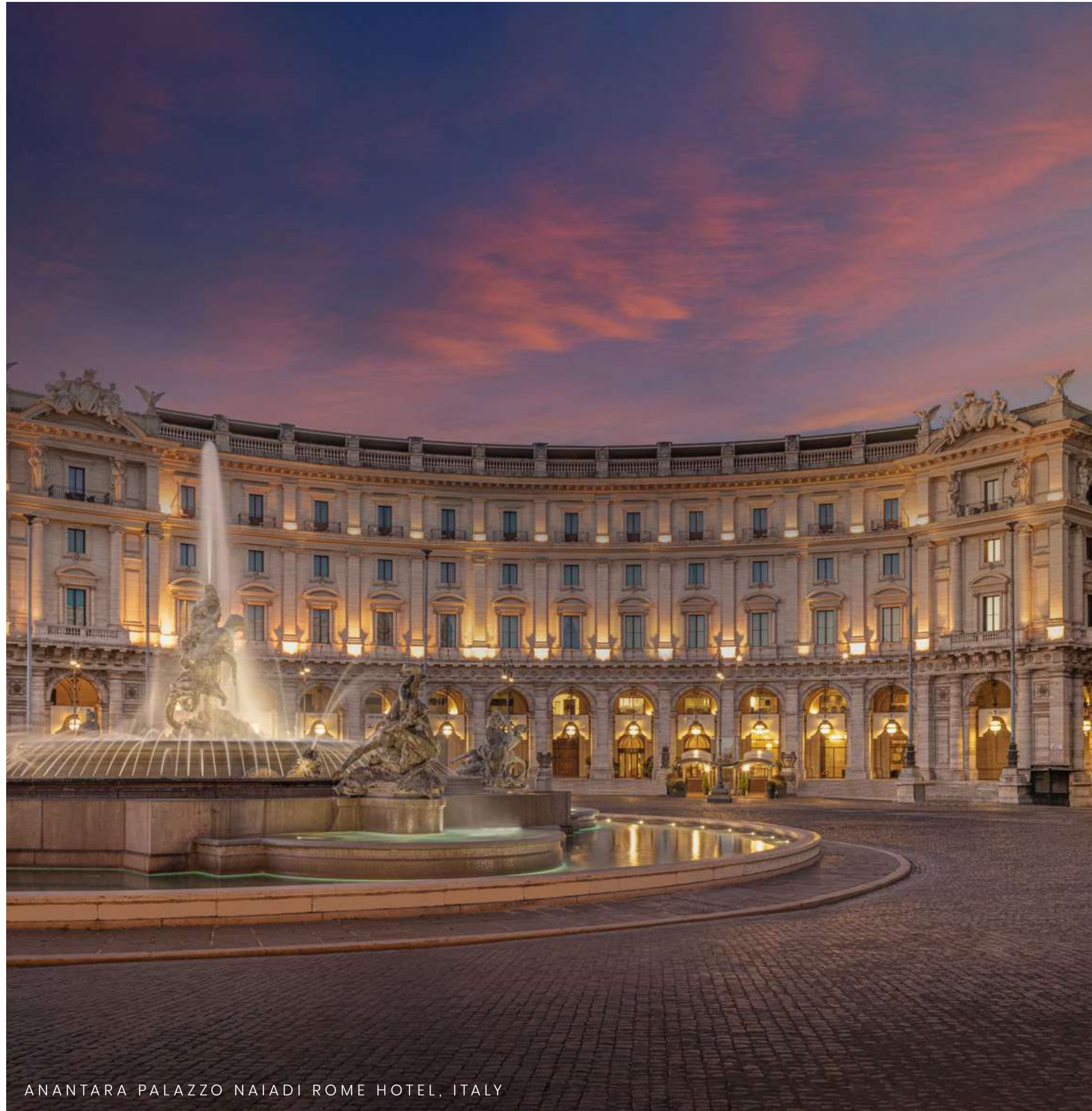
“ We have been partners with Minor Hotels for almost a decade and have expanded our relationship to include multiple hotels. We like working with Minor, as the executive team is always available and ready to offer support when needed. The company is also financially savvy and the hotel management teams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

ABDULLA BIN SULAYEM
CEO, Seven Tides Dubai UAE



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

Unforgettable journeys



ANANTARA PALAZZO NAIADI ROME HOTEL, ITALY

ABOUT ANANTARA

Anantara Hotels & Resorts brings authentic luxury to more than 50 destinations across Asia, the Middle East, the Indian Ocean, Africa and Europe. From bustling urban centres to remote island sanctuaries, Anantara enables journeys of adventure and indulgence, connecting its guests to diverse people, places and stories around the world. 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 luxury brand 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. With new hotels opening in the Seychelles, Budapest, Nice, Dublin and Amsterdam, Anantara is building an ever-growing presence in the world's most desirable urban and resort locales, driving its reputation 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 MAIA SEYCHELLES VILLAS, SEYCHELLES

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:

Authentic. Luxury at Anantara happens organically and unpretentious — always organic, non-formulaic, accessible and intuitive.

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

Immersive. From the moment of arrival to the fondest farewells, we immerse guests in the enchanting world of Anantara during every moment of their stay.

Local. We deliver truly authentic and original guest experiences by immersing ourselves and our guests in the locale to provide encounters that are distinctive and locally infused.



ANANTARA CONVENTO DI AMALFI GRAND HOTEL, ITALY



ANANTARA AL JABAL AL AKHDAR RESORT, OMAN



ANANTARA KIHAVAH MALDIVES VILLAS, MALDIVES



ANANTARA THE MARKER DUBLIN HOTEL, IRELAND

“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 LOCATIONS

AUSTRIA

- Vienna

BRAZIL

- Bahia – coming soon
- Ceara – coming soon

CAMBODIA

- Siem Reap

CHINA

- Anji – coming soon
- Guiyang
- Shaoxing – coming soon
- Xishuangbanna

FRANCE

- Nice

HUNGARY

- Budapest

INDIA

- Jaipur – coming soon

INDONESIA

- Bali, Ubud
- Bali, Uluwatu

IRELAND

- Dublin

ITALY

- Amalfi
- Rome

MALAYSIA

- Desaru

MALDIVES

- Dhigu
- Kihavah
- Naladhu
- Niyama
- Veli

MAURITIUS

- Le Chaland

MOZAMBIQUE

- Bazaruto Island
- Medjumbe Island

NETHERLANDS

- Amsterdam

OMAN

- Al Jabal Al Akhdar
- Salalah

PORTUGAL

- Vila Viçosa – coming soon
- Vilamoura

QATAR

- Doha, Banana Island

SAUDI ARABIA

- Neom, Trojena – coming soon

SEYCHELLES

- Mahé

SPAIN

- Marbella

SRI LANKA

- Kalutara
- Tangalle

THAILAND

- Bangkok, Riverside
- Bangkok, Siam
- Chiang Mai
- Golden Triangle
- Hua Hin
- Koh Phangan
- Koh Samui, Bophut
- Koh Samui, Lawana
- Koh Yao Yai

- Phuket, Layan
- Phuket, Mai Khao

TUNISIA

- Tozeur

UNITED ARAB EMIRATES

- Abu Dhabi, Al Sahel
- Abu Dhabi, Al Yamm
- Abu Dhabi, Desert Islands
- Abu Dhabi, Qasr Al Sarab
- Abu Dhabi, Santorini
- Dubai, Downtown
- Dubai, The Palm
- Dubai, World Islands
- Ras Al Khaimah, Mina Al Arab
- Sharjah – coming soon

VIETNAM

- Hoi An
- Mui Ne
- Quy Nhon

ZAMBIA

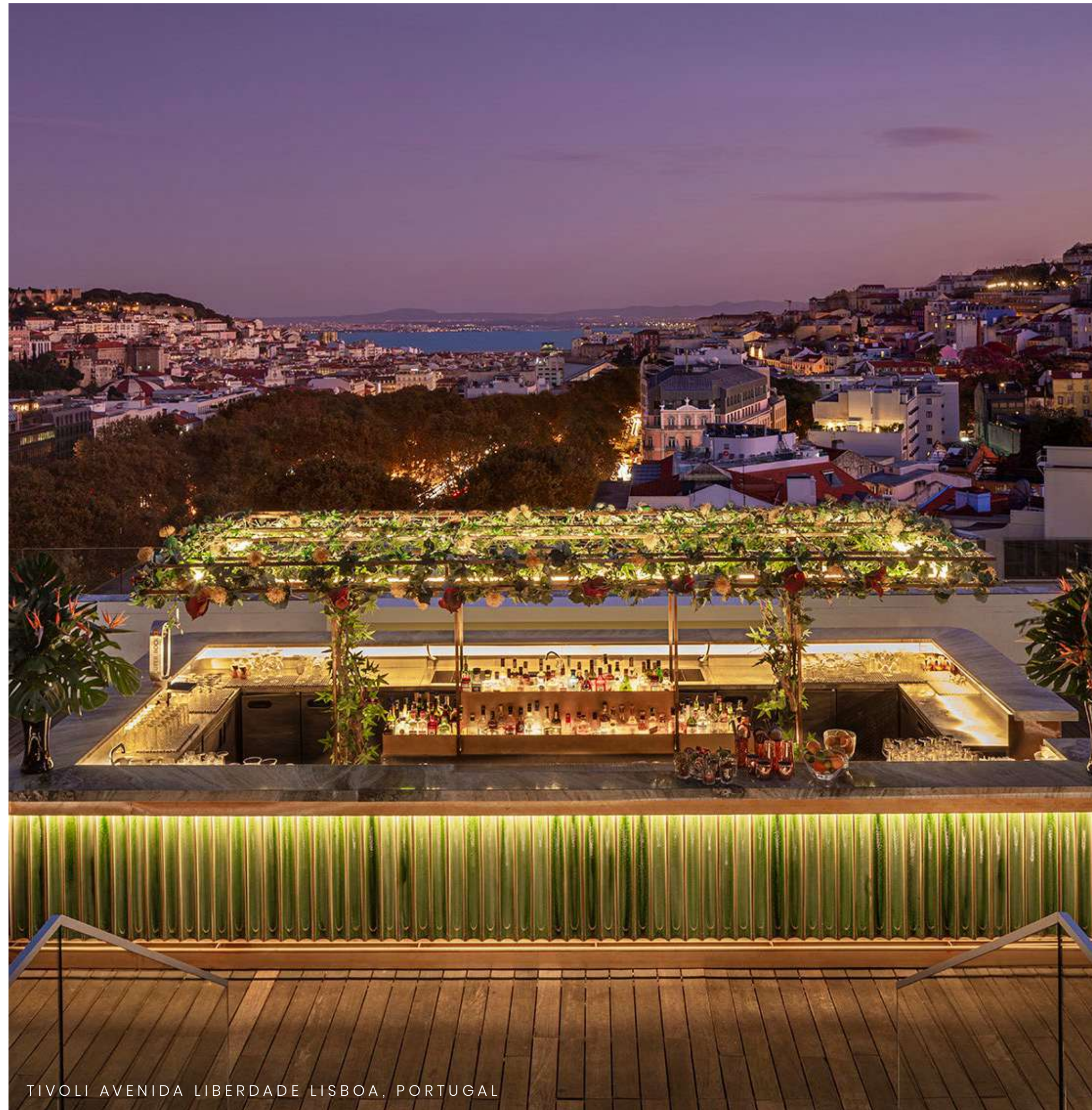
- Kafue River – coming soon
- Victoria Falls



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 and China.

Stay in the moment

Since 1933



TIVOLI AVENIDA LIBERDADE LISBOA, PORTUGAL

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.



AL NAJADA DOHA HOTEL BY TIVOLI, DOHA

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 CARVOEIRO ALGARVE RESORT, PORTUGAL

TIVOLI BRAND PROMISES

Culture Scouts. Well connected, up to date, and with privileged access to the cities they call home, Culture Scouts are 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 AVENIDA LIBERDADE LISBOA, 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.

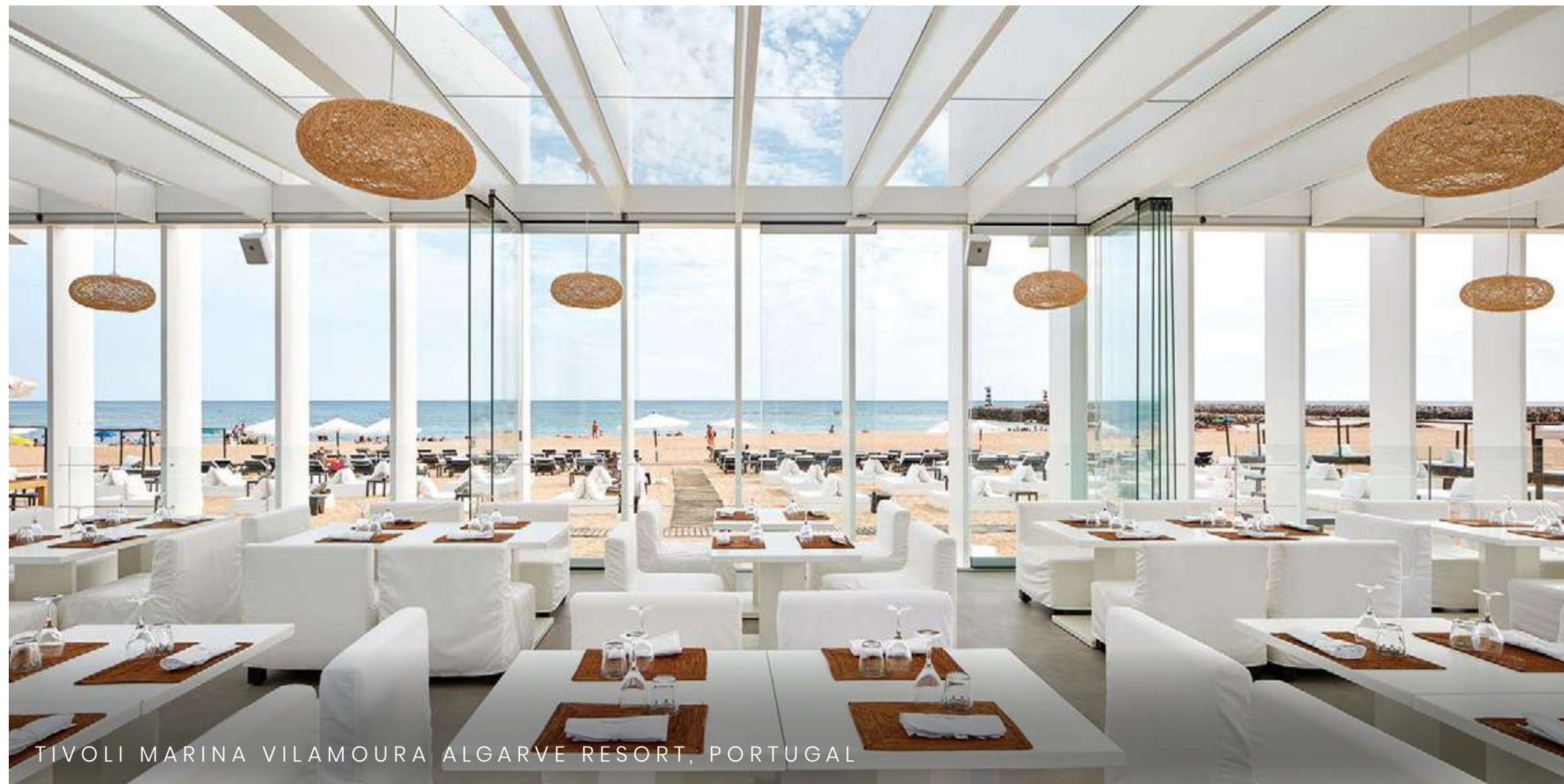
Wellbeing Essentials capture the care for creating settings with a relaxing and refreshing atmosphere, always conscious about wellness, with relaxing spas and energising fitness spaces.



SOUQ AL WAKRA HOTEL QATAR BY TIVOLI, QATAR



TIVOLI MOFARREJ SÃO PAULO HOTEL, BRAZIL



TIVOLI MARINA VILAMOURA ALGARVE RESORT, PORTUGAL



AL NAJADA DOHA HOTEL BY TIVOLI, QATAR

TIVOLI LOCATIONS

BAHRAIN

- Bilaj Al Jazayer – coming soon

BRAZIL

- Bahia, Ecoresort
- Fortaleza – coming soon
- Recife – coming soon
- Sao Paulo, Mofarrej

CHINA

- Chengdu
- Hangzhou – coming soon

ITALY

- Portopiccino

NETHERLANDS

- Amsterdam

PORTUGAL

Algarve

- Alvor
- Carvoeiro
- Lagos
- Marina Vilamoura
- The Residences at Victoria

Coimbra

- Coimbra

Lisbon

- Avenida Liberdade
- Oriente

QATAR

- Al Wakra
- Doha, Al Najada
- Doha, Souq Waqif

SPAIN

- Tenerife

TIVOLI AVENIDA LIBERDADE LISBOA, PORTUGAL



Avani Hotels & Resorts offers style-savvy
stays designed for the modern traveller,
promising well-balanced urban
and resort stays.



AVANI+ SAMUI RESORT, THAILAND

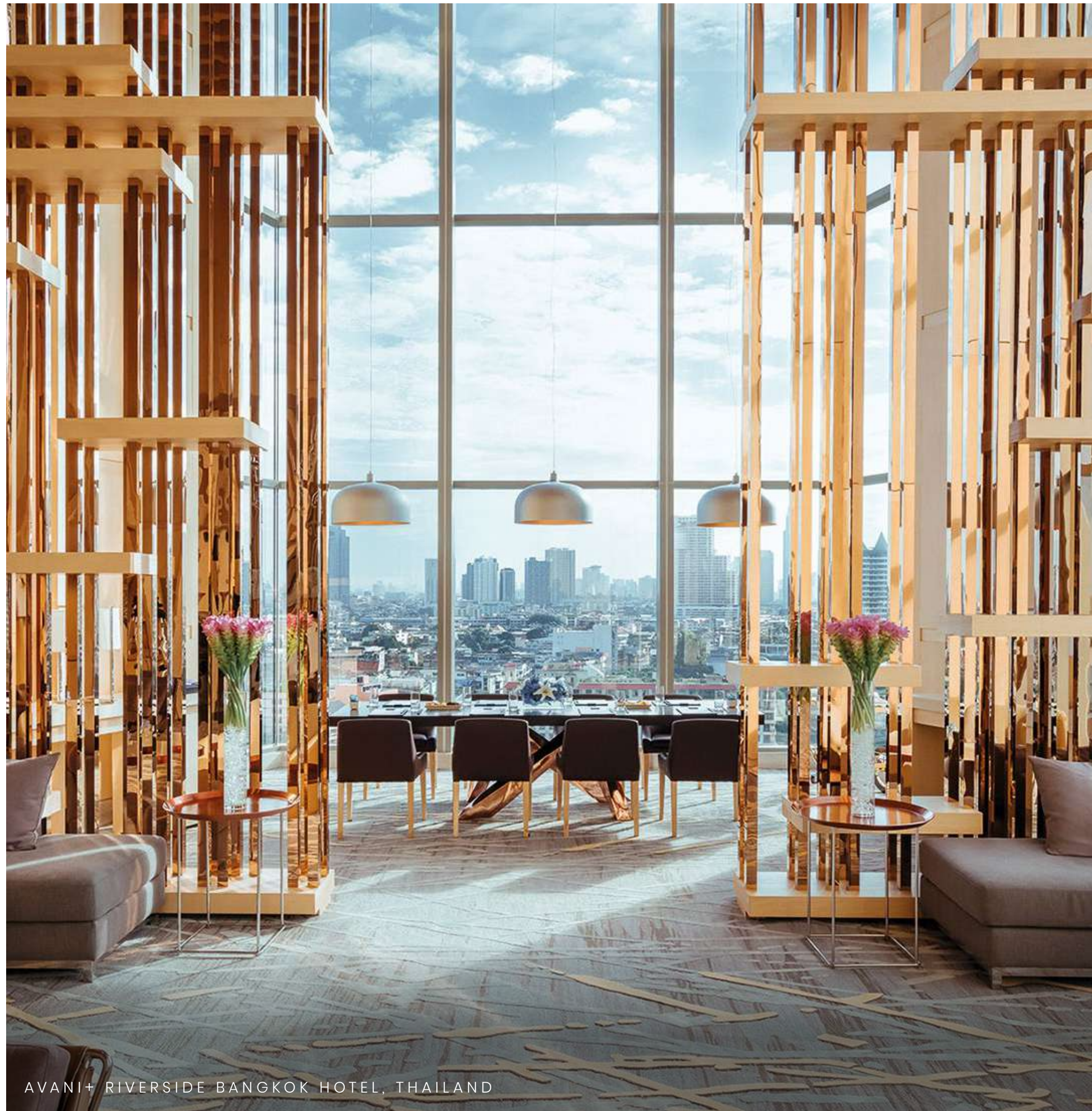
ABOUT AVANI

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.



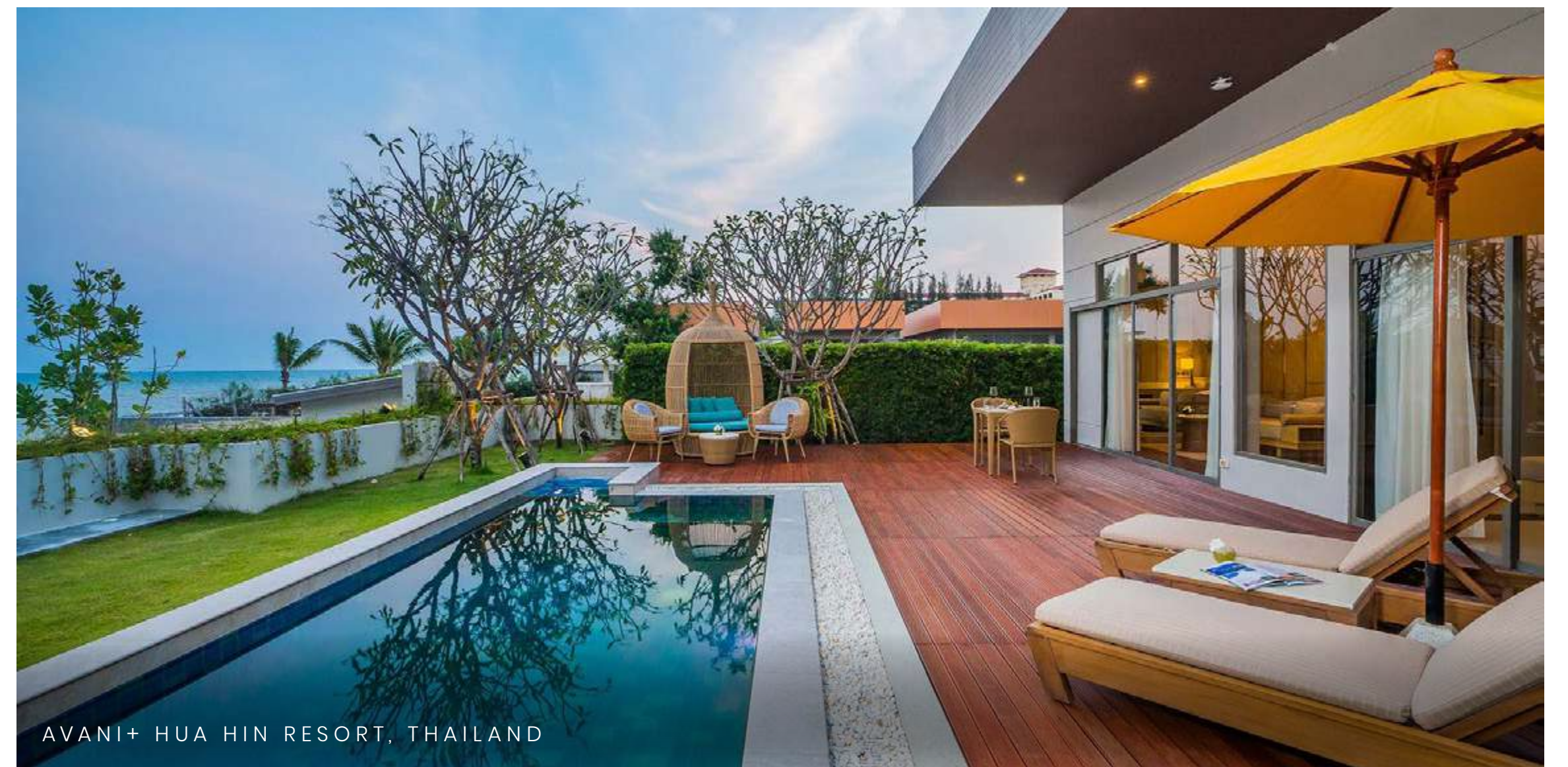
AVANI BRAND PROMISES

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.



“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+ LUANG PRABANG HOTEL, LAOS

AVANI LOCATIONS

AUSTRALIA

- Adelaide
- Box Hill
- Broadbeach
- Central Melbourne
- Mooloolaba – coming soon

BOTSWANA

- Gaborone

CAMBODIA

- Phnom Penh – coming soon
- Siem Reap

CHINA

- Guangdong, Xinyi – coming soon
- Guangdong, Huajian Xinyi – coming soon

COLOMBIA

- Bogota

GERMANY

- Frankfurt

INDONESIA

- Seminyak Bali

ITALY

- Milan
- Venice

KOREA

- Central Busan

LAOS

- Luang Prabang

LESOTHO

- Lesotho
- Maseru

MALAYSIA

- Kota Kinabalu – coming soon
- Sepang Goldcoast

MALDIVES

- Fares

MEXICO

- Cancun

MOZAMBIQUE

- Pemba Beach

MYANMAR

- Yangon – coming soon

NAMIBIA

- Windhoek

NETHERLANDS

- Amsterdam – coming soon

NEW ZEALAND

- Auckland

PORTUGAL

- Lisbon

SEYCHELLES

- Barbarons Seychelles

SPAIN

- Madrid

SRI LANKA

- Kalutara

THAILAND

- Bangkok, Riverside
- Bangkok, Sukhumvit
- Hua Hin
- Khon Kaen
- Krabi, Ao Nang Cliff
- Krabi, Koh Lanta
- Pattaya
- Phang Nga, Khao Lak
- Phuket, Mai Khao
- Samui, Chaweng
- Samui, Taling Ngam

UNITED ARAB EMIRATES

- Dubai, Deira
- Dubai, Ibn Battuta
- Dubai, Palm View

VIETNAM

- Hai Phong
- Quy Nhon

ZAMBIA

- Victoria Falls



A wide network of upscale hotels and
resorts across Europe, Asia and the Americas,
offering a fresh, natural style and friendly service
for business and leisure travellers.

Always a pleasure



NH WEINHEIM, GERMANY

ABOUT NH

NH Hotels & Resorts is an upscale and midscale brand that stands out for its quality of service and facilities, both for business and leisure travellers. Each NH hotels and resorts 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 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 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, 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 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.



NH CENTRE UTRECHT, NETHERLANDS

BENEFITS FOR THE INVESTOR

Through NH Hotels & Resorts, 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 LOCATIONS

ANDORRA

- Andorra La Vella

ARGENTINA

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

AUSTRIA

- Danube City
- Graz City
- Vienna Airport Conference Center
- Wien Belvedere
- Wien City

BELGIUM

- Brugge
- Brussels Airport
- Brussels Carrefour de l'Europe
- Brussels EU Berlaymont
- Brussels Grand Place Arenberg
- Brussels Stéphanie
- Gent Belfort
- Mechelen

BRAZIL

- Curitiba The Five
- Feira de Santana

CHILE

- Antofagasta
- Ciudad de Santiago
- Iquique Costa
- Iquique Pacífico

CHINA

- Zhengzhou

COLOMBIA

- Bogotá Bohème Royal
- Bogotá Pavillon Royal
- Bogotá Urban 26 Royal
- Bogotá Urban 93 Royal
- Cali Boulevard del Río
- Cali Royal
- Cartagena Urban Royal

CUBA

- Capri La Habana

CZECH REPUBLIC

- Prague City

FRANCE

- Lyon Airport
- Nice
- Toulouse Airport

GERMANY

- Berlin Alexanderplatz
- Berlin City Ost
- Berlin Kurfürstendamm
- Berlin Potsdamer Platz
- Bingen
- Dortmund

- Dresden Neustadt
- Düsseldorf City
- Düsseldorf City Nord
- Düsseldorf Königsallee
- Erlangen
- Essen
- Frankfurt Airport
- Frankfurt Airport West
- Frankfurt Messe
- Frankfurt Niederrad
- Fürth Nürnberg
- Hamburg Altona
- Hamburg Horner Rennbahn
- Hamburg Mitte
- Hamburg Zentrum – coming soon
- Hannover
- Hirschberg Heidelberg
- Ingolstadt
- Klösterle Nördlingen
- Köln Altstadt
- Leipzig Messe
- Leipzig Zentrum
- Ludwigsburg
- Mannheim
- Mannheim Viernheim
- München Airport
- München City Süd
- München Messe
- München Ost Conference Center
- München Unterhaching
- Oberhausen
- Potsdam
- Stuttgart Airport
- Stuttgart Sindelfingen
- Weinheim

HAITI

- Haiti El Rancho

HUNGARY

- Budapest City

ITALY

- Ancona
- Bergamo
- Bologna de la Gare
- Bologna Villanova
- Caltagirone Villa San Mauro
- Catania Centro
- Catania Parco Degli Aragonesi
- Firenze
- Genova Centro
- La Spezia
- Lecco Pontevocchio
- Linate
- Milano 2
- Milano 2 Residence
- Milano Congress Centre
- Milano Corso Buenos Aires
- Milano Fiera
- Milano Machiavelli
- Napoli Panorama
- Orio al Serio
- Padova
- Palermo
- Parma
- Pisa
- Ravenna
- Roma Villa Carpegna
- Savona Darsena
- Siena
- Torino Centro
- Torino Lingotto Congress
- Trento
- Trieste
- Venezia Laguna Palace
- Venezia Rio Novo
- Venezia Santa Lucia



NH PARMA HOTEL, ITALY

NH LOCATIONS *Cont.*

LUXEMBOURG

- Luxembourg

MEXICO

- Cancún Airport
- Coatzacoalcos
- Mexico City Valle Dorado
- Monterrey La Fe
- Puebla Centro Histórico
- Puebla Finsa
- Queretaro
- San Luis Potosí

NETHERLANDS

- Amersfoort
- Amsterdam Caransa
- Amsterdam City Centre
- Amsterdam Leidseplein
- Amsterdam Museum Quarter
- Amsterdam Noord
- Amsterdam Schiller
- Amsterdam Schiphol Airport
- Amsterdam Zuid
- Arnhem Rijnhotel
- Atlanta Rotterdam
- Atlantic Den Haag
- Bussum Jan Tabak
- Capelle
- Centre Utrecht
- Den Haag
- Eindhoven Conference Centre Koningshof
- Groningen
- Maastricht
- Noordwijk Conference Centre Leeuwenhorst
- Utrecht
- Veluwe Sparrenhorst
- Zandvoort
- Zoetermeer

PANAMA

- Urban Royal Panamá – coming soon

POLAND

- Poznan

PORTUGAL

- Coimbra Dona Inês
- Lisboa Campo Grande
- Marina Portimão Resort
- Porto Jardim
- Sintra Centro

ROMANIA

- Timisoara

SLOVAKIA

- Bratislava Gate One

SPAIN

- Alcorcón
- Alicante
- Barcelona Diagonal Center
- Barcelona Eixample
- Barcelona Entenza
- Barcelona Les Corts
- Barcelona Stadium
- Bilbao Deusto
- Campo Cartagena
- Campo de Gibraltar
- Canciller Ayala Vitoria
- Cartagena
- Castellón Mindoro
- Castellón Turcosa
- Ciudad de Cuenca
- Ciudad de Santander
- Ciudad de Valencia
- Ciudad de Valladolid
- Ciudad de Zaragoza

- Ciudad Real
- Ciutat de Reus
- Córdoba Califa
- Gijon
- Gran Hotel Casino de Extremadura
- Imperial Playa
- La Avanzada
- Las Palmas Playa las Canteras
- Leganes
- Lleida Pirineos
- Logroño Herencia Rioja
- Luz Huelva
- Madrid Alonso Martínez
- Madrid Atocha
- Madrid Balboa
- Madrid Barajas Airport
- Madrid Chamberí
- Madrid Lagasca
- Madrid Las Tablas
- Madrid Nacional
- Madrid Paseo de la Habana
- Madrid Príncipe de Vergara
- Madrid Ribera del Manzanares
- Madrid Ventas
- Madrid Zurbano
- Málaga
- Marbella
- Ourense
- Oviedo Principado
- Pamplona Iruña Park
- Pozuelo Ciudad de la Imagen
- San Pedro de Alcántara
- Sants Barcelona
- Sevilla Plaza de Armas
- Sport
- Tenerife
- Valencia Center
- Valencia Las Artes
- Valencia Las Ciencias
- Valladolid Bálago
- Zamora Palacio del Duero

SWITZERLAND

- Bern The Bristol
- Geneva Airport
- Geneva City

THAILAND

- Boat Lagoon Phuket

URUGUAY

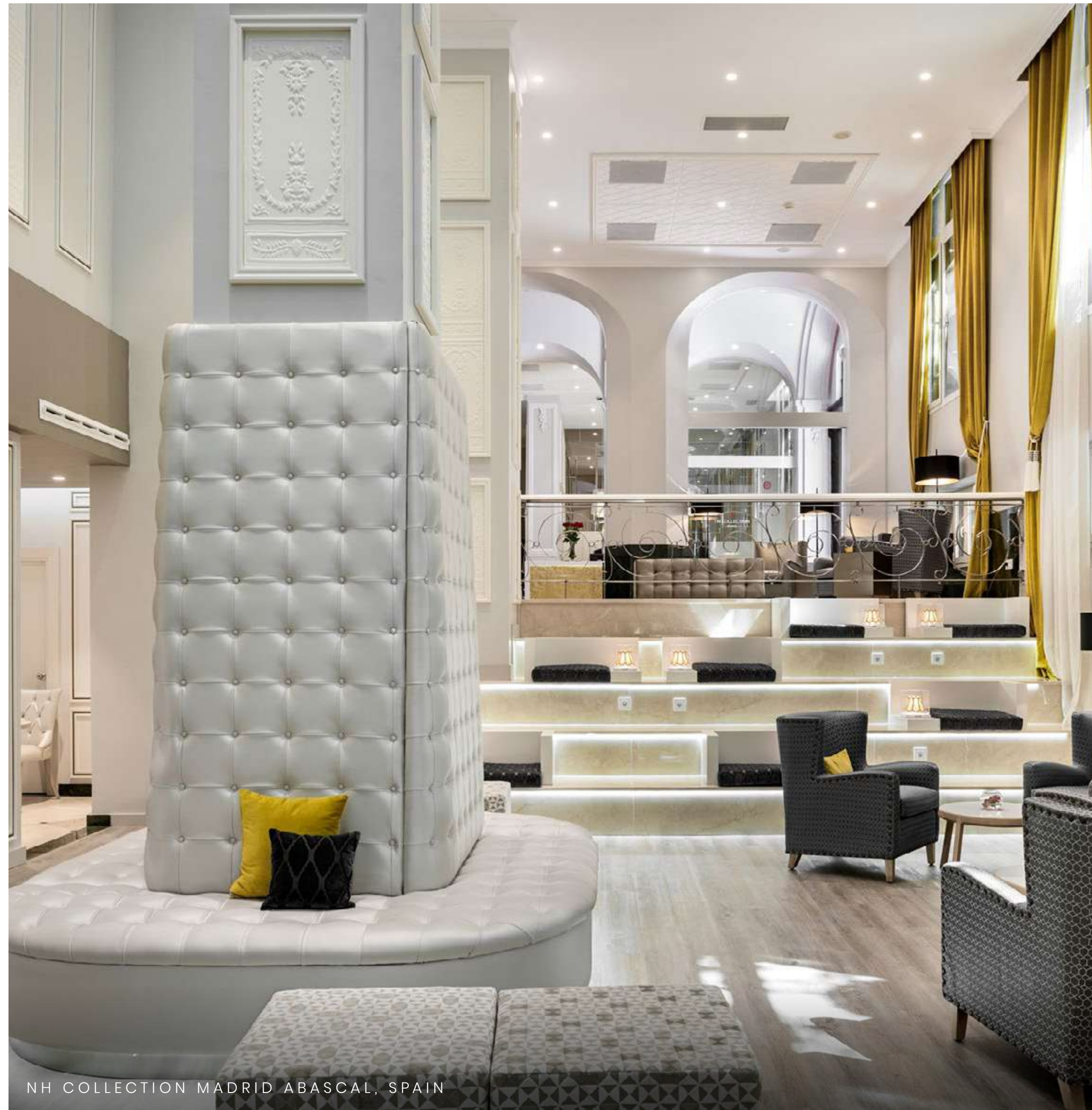
- Montevideo Columbia



NH COLLECTION
HOTELS & RESORTS

An eclectic series of elegant
urban hotels and inspiring resorts in the
best destinations across the world.

Feel the extraordinary



NH COLLECTION MADRID ABASCAL, SPAIN

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 SAN SEBASTIÁN ARÁNZA, SPAIN

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 hotels and resorts, 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 & Resorts. 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 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 ROMA PALAZZO
CINQUECENTO, ITALY

NH COLLECTION LOCATIONS

ANDORRA

- Andorra Palomé

ARGENTINA

- Buenos Aires Centro Histórico
- Buenos Aires Crillon
- Buenos Aires Jousten
- Buenos Aires Lancaster

AUSTRIA

- Salzburg City
- Wien Zentrum

BELGIUM

- Antwerp Centre
- Brussels Centre
- Grand Sablon

CHILE

- Plaza Santiago
- Santiago Casacostanera

COLOMBIA

- Barranquilla Smartsuites Royal
- Bogotá Andino Royal
- Bogotá Hacienda Royal
- Bogotá Teleport Royal
- Bogotá Terra 100 Royal
- Bogotá WTC Royal
- Medellín Royal

CUBA

- Victoria La Habana

CZECH REPUBLIC

- Olomouc Congress
- Prague
- Prague Carlo IV

DENMARK

- Copenhagen

ECUADOR

- Quito Royal

FRANCE

- Marseille

GERMANY

- Berlin Mitte am Checkpoint Charlie
- Berlin Mitte Friedrichstrasse
- Dresden Altmarkt
- Frankfurt City
- Frankfurt Spin Tower
- Hamburg City
- Heidelberg
- Köln Mediapark
- München Bavaria
- Nürnberg City

HUNGARY

- Budapest City Center

ITALY

- Firenze Palazzo Gaddi
- Firenze Porta Rossa
- Genova Marina
- Milano City Life
- Milano Porta Nuova
- Milano President
- Milano Touring
- Murano – coming soon
- Palazzo Verona
- Roma Centro
- Roma Fori Imperiali
- Roma Giustiniano
- Roma Palazzo Cinquecento
- Roma Vittorio Veneto

- Taormina
- Torino Piazza Carlina
- Torino Santo Stefano
- Venezia Grand Hotel Palazzo Dei Dogi
- Venezia Murano Villa

MALDIVES

- Havodda

MEXICO

- Guadalajara Providencia
- Mérida Paseo Montejo
- Mexico City Airport T2
- Mexico City Centro Histórico
- Mexico City Reforma
- Mexico City Santa Fe
- Monterrey La Esfera – coming soon
- Monterrey San Pedro

NETHERLANDS

- Amsterdam Barbizon Palace
- Amsterdam Flower Market
- Eindhoven Centre

PORTUGAL

- Lisboa Grand Hotel Chiado – coming soon
- Lisboa Liberdade
- Porto Batalha
- Porto Kopke – coming soon

QATAR

- Doha Oasis – coming soon

SPAIN

- A Coruña Finisterre
- Amistad Córdoba
- Barcelona Constanza
- Barcelona Gran Hotel Calderón
- Barcelona Pódium

- Cáceres Palacio de Oquendo
- Gran Hotel de Zaragoza
- Granada Victoria
- León Plaza Mayor
- Madrid Abascal
- Madrid Colón
- Madrid Eurobuilding
- Madrid Gran Vía
- Madrid Palacio de Tepa
- Madrid Paseo del Prado
- Madrid Suecia
- Palacio de Aranjuez
- Palacio de Burgos
- Salamanca Palacio de Castellanos
- San Sebastián Aránzazu
- Santiago de Compostela
- Sevilla
- Valencia Colón
- Vigo
- Villa de Bilbao

THAILAND

- Chiang Mai Ping River – coming soon

UNITED ARAB EMIRATES

- Dubai La Suite – coming soon
- Dubai The Palm

UNITED STATES

- New York Madison Avenue



Bold and distinctive lifestyle hotels and resorts, each designed by a renowned architect. Each hotel is daringly different, featuring elements inspired by the locale.

Elevate your stay



NHOW AMSTERDAM RAI, NETHERLANDS

ABOUT NHOW

From day one, nhow 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 MARSEILLE, FRANCE

NHOW 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 LOCATIONS

BELGIUM

- Brussels

CHILE

- Santiago de Chile – coming soon

FRANCE

- Marseille

GERMANY

- Berlin
- Frankfurt

ITALY

- Milano
- Roma – coming soon

NETHERLANDS

- Amsterdam
- Rotterdam

PERU

- Lima – coming soon

UNITED KINGDOM

- London



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 60 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 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 ON MARKET, AUSTRALIA





OAKS LOCATIONS

AUSTRALIA

Adelaide

- Embassy
- Horizons
- iStay Precinct

Brisbane

- Aurora
- Casino Tower
- Charlotte
- Felix
- Festival
- Lexicon
- Margaret
- Mews
- Woolloongabba
- iStay River City
- The Milton

Broome

- Broome
- Cable Beach

Cairns

- Cairns

Darwin

- Elan Darwin

Gladstone

- Gladstone

Glenelg

- Liberty
- Plaza Pier

Gold Coast

- Calypso Plaza
- Gold Coast

Hervey Bay

- Hervey Bay

Hunter Region

- Cypress Lakes
- Elysia Wellness Retreat

Ipswich

- Aspire

Isaac Region

- Middlemount
- Moranbah

Kingscliff

- Casuarina Santai

Mackay

- Carlyle
- Rivermarque

Melbourne

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

Port Douglas

- Port Douglas

Port Stephens

- Nelson Bay Lure
- Pacific Blue

Redcliffe

- Mon Komo

Sunshine Coast

- Oasis
- Seaforth

Sydney

- Castlereagh
- Goldsbrough
- Hyde Park
- North Ryde

The Entrance

- Waterfront

Toowoomba

- Toowoomba

Townsville

- Gateway
- Metropole

CHINA

- Chengdu
- Hangzhou – coming soon

EGYPT

- New Capital Cairo – coming soon

INDIA

- Bodhgaya

KENYA

- Nairobi – coming soon

MYANMAR

- Yangon – coming soon

NEW ZEALAND

- Auckland Harbour
- Queenstown Club
- Queenstown Shores
- Wellington

QATAR

- Al Najada Doha

THAILAND

- Khon Kaen – coming soon
- Phuket Airport – coming soon

UNITED ARAB EMIRATES

Abu Dhabi

- Liwa

Dubai

- Ibn Battuta
- 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

- Tortilis Camp

Diani Beach

- AfroChic Diani

Laikipia Plateau

- Kifaru House Lewa
- Lewa Safari Camp
- Loisaba Tented Camp
- Loisaba Star Beds
- Loisaba Lodo Springs

Masai Mara

- Elephant Pepper Camp
- Sand River Masai Mara

Meru National Park

- Elsa's Kopje Meru

TANZANIA

Arusha

- Arusha Coffee Lodge

Ngorongoro

- The Manor at Ngorongoro

Serengeti Eco-System

- Serengeti Pioneer Camp
- Serengeti Migration Camp

Tarangire Eco-System

- Tarangire Treetops

Zanzibar

- 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.



LAYAN RESIDENCES BY ANANTARA, THAILAND



WORLD-CLASS RESTAURANTS – THE WOLSELEY HOSPITALITY GROUP

In 2022, Minor Hotels acquired full ownership of The Wolseley Hospitality Group, giving our hotel owners access to unique, signature restaurant concepts that drive revenue and increase visibility. Considered the leading restaurateurs in London, The Wolseley Hospitality Group's upmarket, brasserie-style outlets bring additional brand recognition to our hotels and resorts, leveraging the group's iconic reputation to attract year-round revenue from local clientele.

THE WOLSELEY HOSPITALITY GROUP PORTFOLIO

The Wolseley

Immaculate presentation and seamless service combine with British heritage and European culinary traditions in one of London's most iconic all-day café-restaurants.

The Delaunay

Another iconic London café-restaurant, The Delaunay is inspired by the grand cafés of Mittel-Europe. Its Covent Garden location makes it ideal for pre- or post-theatre dining.

The Delaunay Counter

Renowned for its simple but exceptional food, this Vienna-inspired café offers soups, sandwiches, salads, pastries and cakes to eat in or to take away.

Brasserie Zédel

Located in bustling Piccadilly, this Parisian-style restaurant serves classic brasserie fare in eye-catching Art Deco surrounds.

Colbert

This charming, Paris-inspired café-restaurant offers a relaxed setting for all-day dining, from breakfast until late, seven days a week.

Fischer's

Warm and informal, Fischer's serves up Viennese café favourites such as schnitzels, brötchen, strudels, biscuits and hot chocolate.

Café Wolseley

The Wolseley's first venture outside London draws inspiration from the iconic restaurant's classic menu while adding some touches of its own.

Soutine

Inspired by the arts and the grand boulevard cafés of Paris, Soutine offers delightful all-day dining in an elegant yet informal setting.

Bellanger

With a relaxed ambiance, live music and an Alsace-inspired menu steeped in French and German influences, Bellanger is the perfect venue for informal all-day dining.



FOOD WITH FLAIR – BENIHANA

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. 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 Anantara proudly carries on the Benihana tradition and incorporates Benihana restaurants into selected food and beverage offerings at our hotels.



BENIHANA BANGKOK, THAILAND



SINGULAR DINING EXPERIENCES – JUNGLE BUBBLES

The Jungle Bubble dining experience at Anantara Golden Triangle Elephant Camp & Resort epitomises our commitment to offering truly unique dining experiences to our guests. Nestled amid lush jungle and overlooking free-roaming elephants in their natural habitat, the Jungle Bubbles' extraordinary location is matched only by the tantalising scents and flavours of the cuisine.

Guests are invited to tailor their dining experience with the help of their personal chef and butler, crafting incredible culinary moments to be savoured as the sun sinks below the horizon and the stars light up the night sky. Afterwards, a restful night in a luxurious Jungle Bubble caps a truly inspirational experience.

ANANTARA GOLDEN TRIANGLE ELEPHANT CAMP & RESORT, THAILAND

BARS & BEACH CLUBS

Minor Hotels leverages its expertise and experience in world-class dining and entertainment to offer innovative bar and beach club concepts in its destinations worldwide.

SEEN Beach Club Samui

Perfectly located on the idyllic tropical Thai island of Koh Samui, the first SEEN Beach Club combines a fun retro concept with live DJs, dining, cocktails and more in a stunning seaside location.

SEEN Restaurant & Bar Bangkok

This chic and stylish indoor-outdoor rooftop venue offers glittering views of Bangkok's skyline and the Chao Phraya River, along with delicious dining, award-winning cocktails and music from live DJs.





RIVERBOAT CRUISES

Minor Hotels' luxury cruises offer guests unforgettable experiences on some of Asia's mightiest waterways.

Loy Pela Voyages

Plying the Chao Phraya between Bangkok and Ayutthaya, Loy Pela's luxurious converted rice barges offer inspirational voyages on Thailand's most vibrant waterway.

Mekong Kingdoms

Guests can enjoy luxury overnight riverboat cruises on the Mekong River between Laos and Thailand, or day cruises in and around Luang Prabang, Laos.

Manohra Dining Cruises

Blending breathtaking views of Bangkok's glittering skyline and exquisite culinary experiences, Manohra Cruises treats every guest to captivating voyages of discovery.



LUXURIOUS RAIL JOURNEYS – THE VIETAGE

The Vietage offers inspirational railway adventures through the lush landscapes and spectacular coastlines of Central Vietnam. Linking the timeless heritage charm of Hoi An and the sparkling shores of Quy Nhon, this beautifully appointed carriage revives the romance of rail travel with old-world comforts, breathtaking views and gourmet dining to leave guests inspired, refreshed and ready for their next destination.

The Vietage departs Da Nang Railway Station near Hoi An each morning and makes the return journey from Quy Nhon every evening.

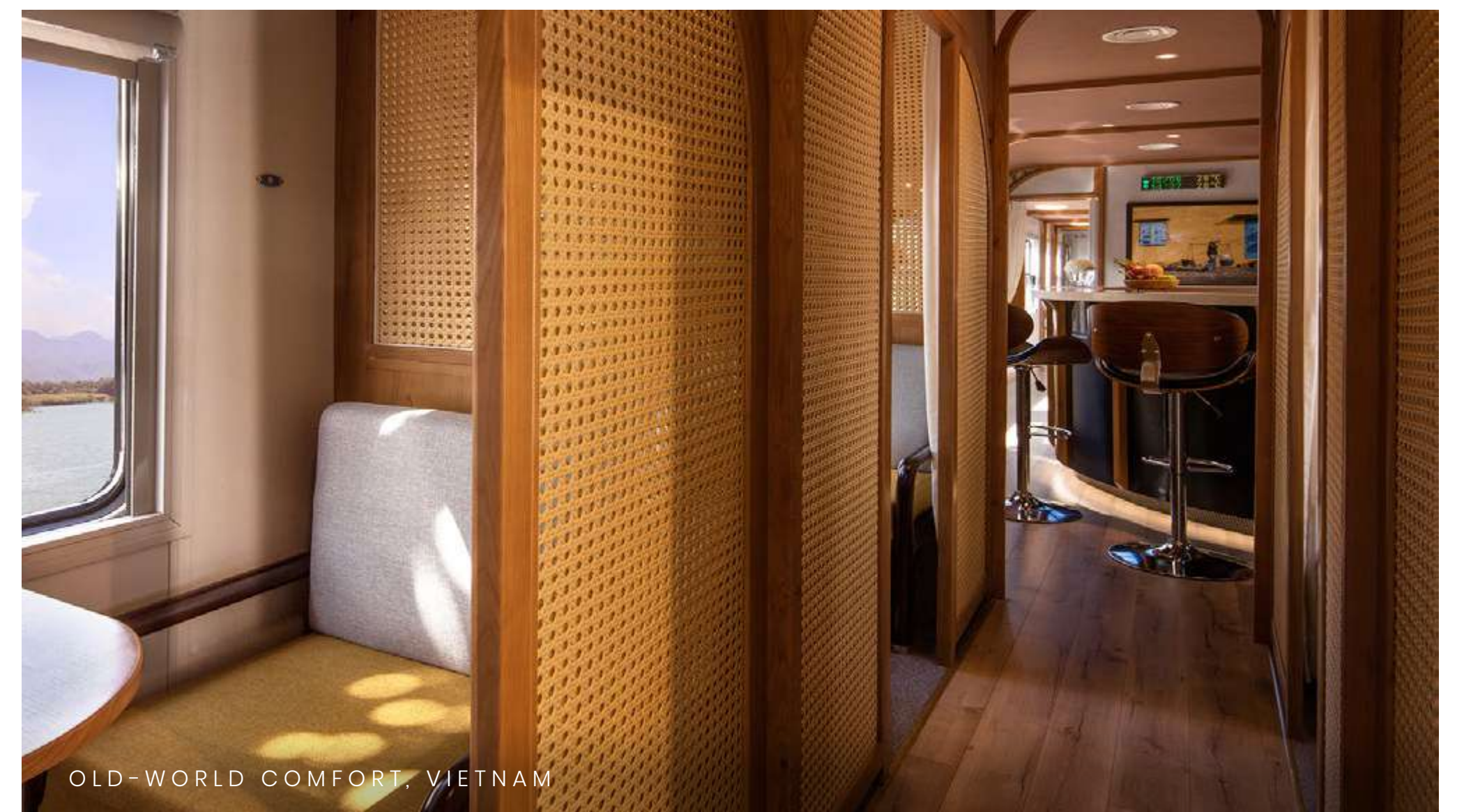




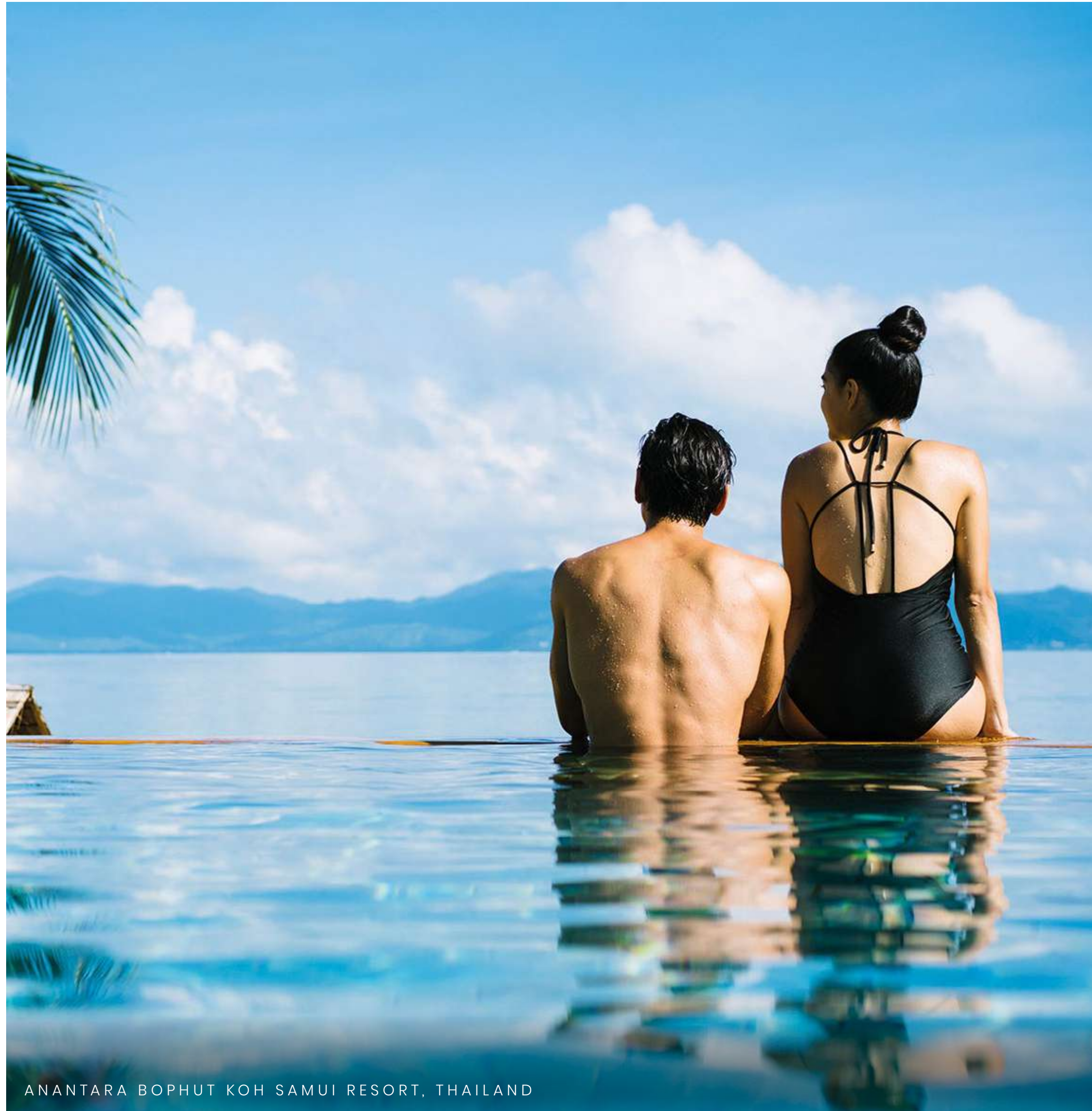
A LUXURIOUS RAILWAY ADVENTURE, VIETNAM



EXQUISITE DINING, VIETNAM



OLD-WORLD COMFORT, VIETNAM



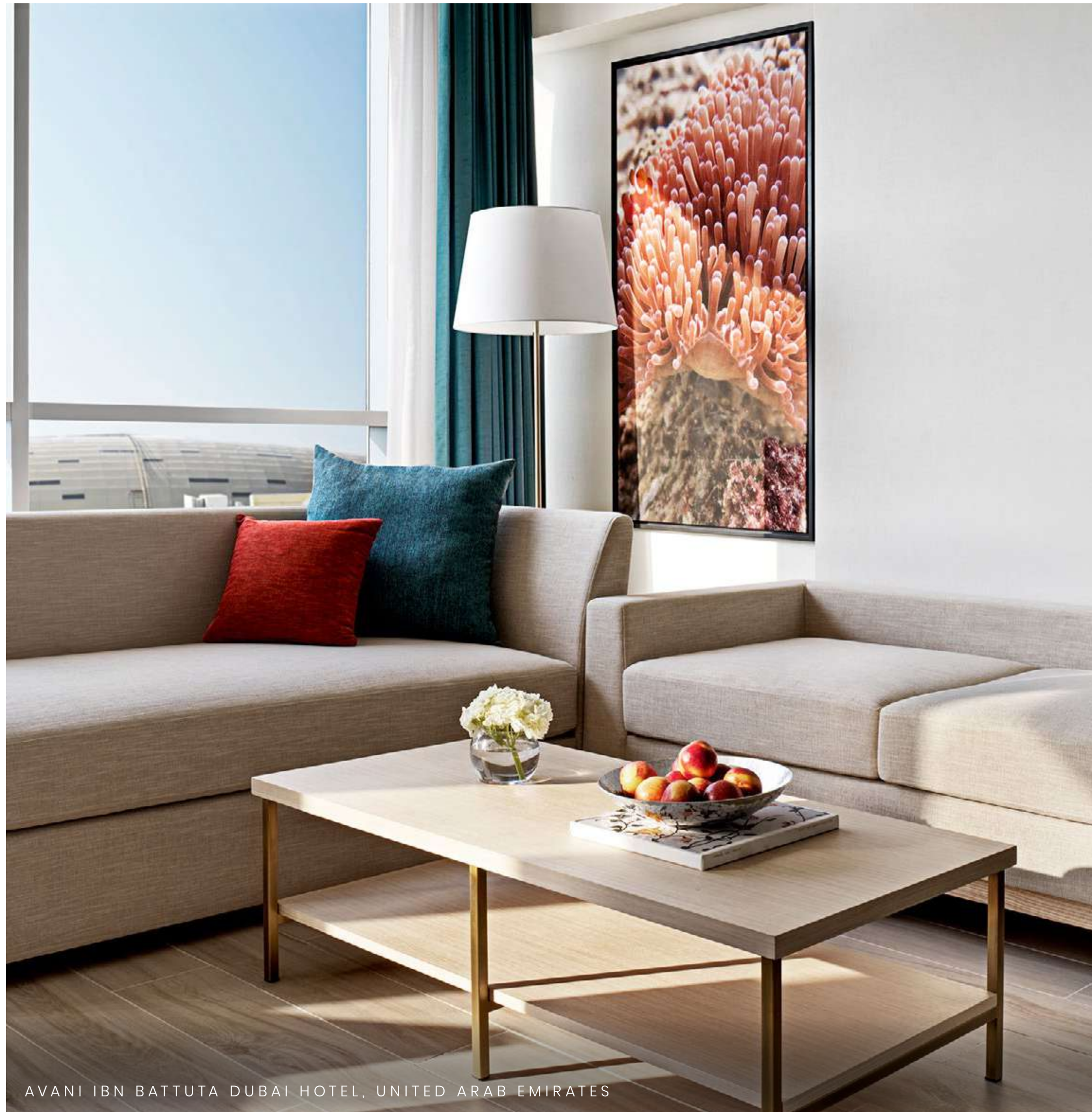
ANANTARA BOPHUT KOH SAMUI RESORT, THAILAND

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 18,000 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 IBN BATTUTA DUBAI HOTEL, UNITED ARAB EMIRATES

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

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



ANANTARA NEW YORK PALACE BUDAPEST HOTEL, HUNGARY



REGIONAL HEADQUARTERS & GLOBAL SALES NETWORK

REGIONAL HEADQUARTERS

Africa Johannesburg	Spain Madrid	United Arab Emirates Dubai
Australia Melbourne	Thailand Bangkok	

OFFICE LOCATIONS

1 Australia & New Zealand Melbourne	8 Korea Seoul	15 Taiwan & Hong Kong Taipei
2 Brazil, Argentina & Chile São Paulo	9 Mexico, Colombia, Costa Rica, Guatemala, Panama & Venezuela Mexico City	16 Thailand Bangkok
3 China Shanghai Beijing	10 Russia, CIS & CEE countries Moscow	17 United Arab Emirates Dubai
4 Germany, Austria & Switzerland Munich	11 Saudi Arabia, Bahrain, Egypt & Turkey Riyadh	18 United Kingdom, Ireland & Scandinavia London
5 India Delhi Mumbai	12 Singapore & Malaysia Singapore	19 USA, Canada, Barbados, Bermuda, Dominican Republic, Jamaica & Puerto Rico New York Ontario
6 Israel Tel Aviv	13 Spain, Italy & Portugal Madrid	
7 Japan Tokyo	14 South Africa Johannesburg	

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 40 UNIQUE BRANDS
- LOCATIONS ACROSS 100 COUNTRIES
- OVER 800 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 25 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.



AVANI SUKHUMVIT BANGKOK HOTEL, THAILAND

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.

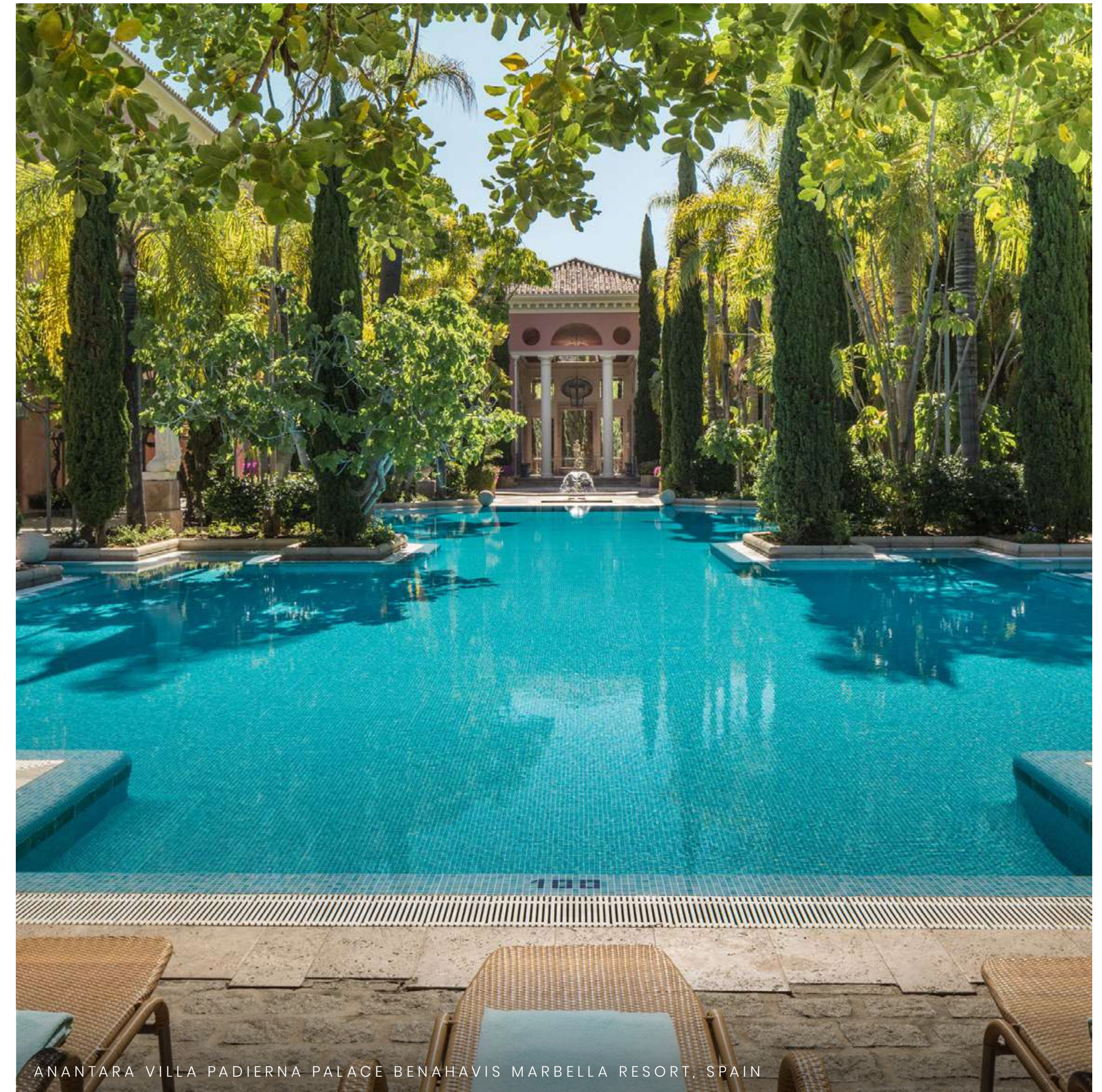
- CENTRAL RESERVATIONS SYSTEMS
- OPERA CUSTOMER INFORMATION
- SALES FORCE AUTOMATION
- BOOKING ENGINES
- GLOBAL DISTRIBUTION SYSTEMS
- RESPONSIVE MOBILE SITES
- HANDHELD DEVICES
- AI AND 'BIG DATA'
- DISTRIBUTION TO METASEARCH ENGINES
- PROPERTY WEBSITES WITH CLICK-TO-CHAT FUNCTIONALITY
- CUSTOMER RELATIONSHIP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



ANANTARA QUY NHON VILLAS, VIETNAM

POWERFUL WEBSITE & CRM SUPPORT

- More than 48 million visits to corporate, brand and property websites every year.
- Conversion rate 2.5 times higher than industry average in midscale and upscale sectors. (Source: Qubit 2015, Google Analytics Premium)
- Conversion rate up to 1.4% higher than industry average for the luxury sector. (Source: 2019 Google Analytics 360)
- Multimedia enriched web pages customised to the needs of each individual hotel.
- Guaranteed high visibility in search engines, metasearch, price comparison and other platforms.
- A state-of-the-art E-Commerce Platform including iOS and Android apps.
- Brand and cross-brand CRM systems deliver over 168 million emails per year to the B2B and B2C customer segments across more than 250 nationalities.



ANANTARA VILLA PADIERNA PALACE BENAHAVIS MARBELLA RESORT, SPAIN

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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