



IN REMEMBRANCE OF
HIS MAJESTY KING BHUMIBOL ADULYADEJ
1927 - 2016

**A statement from our Founder & Chairman on the passing of
His Majesty King Bhumibol Adulyadej**

Dear Friends and Colleagues,

On behalf of Minor International, the Board of Directors, our management team and all of our employees, I am writing to express our deepest sorrow on the passing of His Majesty King Bhumibol Adulyadej. His Majesty was the greatest source of strength and inspiration to all Thais, to countless others around the world and to me and my family personally. His Majesty led by unparalleled example, vision and sacrifice to work for the prosperity of the nation and all Thai people. His Majesty's humanity and gentle wisdom has touched us all in a way that we cannot express in words. His Majesty will continue to inspire for many generations to come...

...At this sad time, it is important that we pull together to support each other and act for the greater good of the country. One of His Majesty's enduring aspirations is the sustainable development of Thailand and Thai people. I am proud of Minor for the part that we play in this and have no doubt that we will all continue to work closely together to honor the legacy and memory of His Majesty King Bhumibol Adulyadej.

William E. Heinecke

MINOR
HOTELS

ANANTARA

AVANI
HOTELS & RESORTS

elewana
COLLECTION

OAKS
HOTELS & RESORTS

PER AQUUM
HOTELS & RESORTS

TIVOLI
HOTELS & RESORTS

AVANI:
FIVE INCREDIBLE
YEARS

ANANTARA:
EXPANDING OUR
FOOTPRINT

WINNING THE WAR
FOR TALENT

BEING A
RESPONSIBLE BUSINESS

THE BIG PICTURE

ISSUE | Q4 2016

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5 MINUTES WITH:
SOMSAK
TANRUENGSR

RECOGNISING
EXCELLENCE

ANANTARA
AL JARAI AL AKHDAR
RESORT
THE TO A JOURNEY

MINOR
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TIVOLI
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A Dash of Inspiration

Six brands, one passion for perfection.

What a busy few months we have had at Minor Hotels!

In this issue, we celebrate AVANI's fifth anniversary and the opening of three Anantara properties: Anantara Kalutara in Sri Lanka, and our first properties in Oman - Anantara Al Jabal Al Akhdar and Al Baleed Resort Salalah by Anantara. I have been lucky enough to visit all three properties, and what a wonderful addition they are to our portfolio.

These milestones speak as much of Minor Hotels' success as they are of the hard work and dedication of our team members. Find out what we are doing to recruit and retain people who share our passion, and how leaders like Khun Somsak Tanruengsri inspire this in our properties.



Caroline

Caroline Stevens
Chief People Officer
Minor Hotels

In addition, read about how we are bringing our commitment to corporate social responsibility to life, and share in our pride of the prestigious media coverage, awards and accolades that we received so far.

As we head into the end of the year, I hope we can all take time to reflect on our own achievements and how we can build on them to truly 'unlock the impossibilities'.

Thank you for what you have done to get us to this point. Here's to closing 2016 on a high note.

AS OF NOVEMBER 2016,
WE HAVE



23,535 TEAM MEMBERS



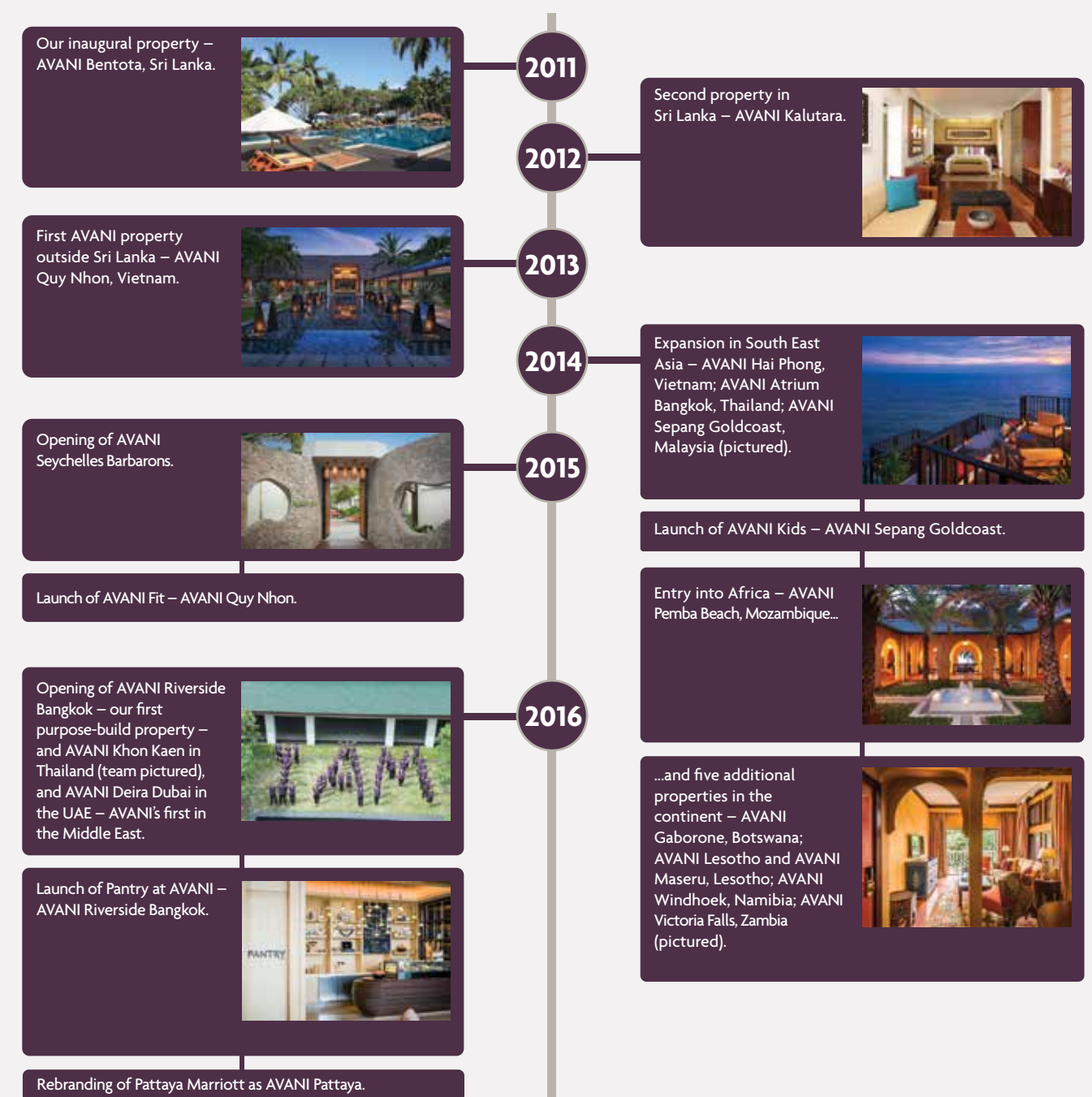
155 PROPERTIES



23 COUNTRIES

AVANI turns five!

With 17 properties now open in 11 countries, the AVANI story is one of rapid growth in some of the world's most exciting city and resort destinations. As the brand celebrates its fifth anniversary, we look back at some of its milestones so far.



With a number of new properties and an evolution of the brand in the horizon, the AVANI story continues. Watch this space for more.

ANANTARA:

Expanding our footprint

Anantara Kalutara is now welcoming guests in Sri Lanka's beautiful southwest coast, and **Anantara Al Jabal Al Akhdar** and **Al Baleed Resort Salalah by Anantara** are now open as our first properties in Oman. Find out more, and meet the people who have made these openings a success.

ANOTHER GEM IN SRI LANKA

With the Indian Ocean on one side and the Kalu River on the other, Anantara Kalutara boasts two views of paradise. The elegance of the property's 141 guest rooms, suites and pool villas is inspired by the architectural vision of the late Geoffrey Bawa, Sri Lanka's most renowned architect.

For the team at Anantara Kalutara, their journey has just begun. "We have spent many months crafting every detail of the guest experience and hand-picking the best talents to deliver it," said **Edoardo Giuntoli, General Manager**. "It feels great to finally be able to welcome our first guests on 1 September."



As completion works are carried out on parts of the property, the team is looking forward to the road ahead. Their focus for the next few months will be on fine-tuning all of the different touch points of the guest experience – and making sure they are all fully trained to deliver them consistently.

"We are very proud of being part of the Anantara family in Sri Lanka, and our sights are set on becoming a leading resort in the country," said Edoardo. "With so much creativity and innovative spirit in our team, I am confident we will get there!"



... growing our footprint:

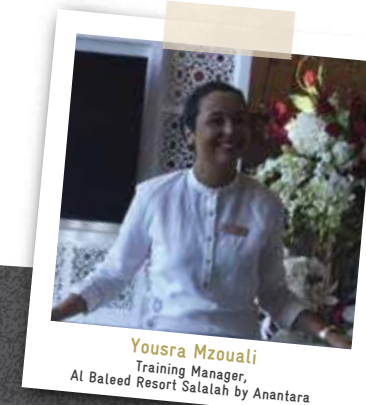
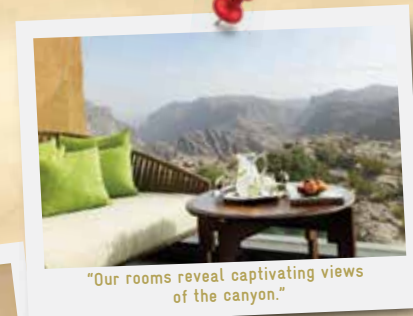
"I am excited to hear about Minor Hotels' expansion plans in the Middle East and North Africa – a region I call home. It suits my own growth plans as an ambitious hotelier."

... what they love about their property:

"Anantara Kalutara feels like home to me. I love that I get to live and work alongside fantastic colleagues."

CELEBRATING OUR DEBUT IN OMAN

Famed for its spectacular mountains, awe-inspiring deserts and pristine coastline, Oman offers modern travellers an abundance of natural treasures in the heart of the Arabian Peninsula. **Anantara Al Jabal Al Akhdar** and **Al Baleed Resort Salalah by Anantara** lead our debut in this exciting market.



... being part of a pre-opening team:

"You are constantly learning from others, coming up with your own ideas and putting them into action in a fast-paced environment."

... the best part of their job:

"At the end of every brand orientation session, seeing new joiners go back to their day jobs with hearts full of gratitude and appreciation... that makes my day every time!"

Imran, Mehdi, Ramesh and Yousra were featured as part of the My Journey With Anantara series. Read the full series in our internal blog, [Latest and Greatest](#).*

*Accessible via SharePoint

MINOR HOTELS

Winning the war for talent

Minor Hotels is a great place to work - but so are many of our competitors out there. Attracting great people who will thrive in our culture and have the right combination of skills, experience and passion - and keeping them for many more years to come - are a key priority. Find out some of the ways we are doing this.

A STRONG START

Grow With Us, our new Talent campaign, features a series of inspirational stories of team members and their career journeys with Minor Hotels so far. Follow the series in our internal blog, [Latest and Greatest](#).*

*Accessible via SharePoint

Our **internship** programme gives highly-motivated graduates from leading hotel schools around the world a strong start to their career with Minor Hotels. It is also an excellent source of high-potential talent to support our ongoing growth.



Arnaud Béril, F&B Manager, Anantara Sathorn Bangkok, joined Minor Hotels as an intern. He has since progressed his F&B career in five different Anantara properties. Watch his video [here](#).

The **Revenue Management On-boarding Journey** has been designed to strengthen the competence and confidence of new revenue managers. The nine-month programme includes interactive online training and face-to-face workshop, individual and team projects, and monthly coaching calls with the corporate team.

"The Revenue Management On-boarding Journey is a truly one of a kind. It allowed me to focus on each aspect of revenue management and e-commerce in detail and work through my challenges with constant support and guidance from the corporate team. At the end of the programme, we all met in Bangkok for a three-day workshop - an invaluable opportunity to deepen our relationship and share best practices with the people that we are going to be working closely with."

Rishab Sahney
Cluster Director of Revenue
Banana Island Resort Doha by Anantara and Souq Waqif Hotel Doha



Rishab (pictured here with fellow revenue managers, back row, first from left) joined Minor Hotels in 2015 and completed the programme earlier this year. He is now helping non-revenue managers complete the six-month Revenue Management Development Programme as a 'buddy'.

HARNESSING PERFORMANCE AND POTENTIAL

Endeavour and Horizon take a select group of high-performing, high-potential Department Head- and Director-level team members on a journey into the next stage of their career with us. The programme enables us to identify, develop and retain the right talents for Minor Hotels, and to empower our future leaders.

"The Endeavour programme has been beneficial in helping me move to the next step of my career journey and in giving me exposure at the corporate level. It has also allowed me to develop my leadership and people management competence."

Pierre-Antoine Jullien
Director of F&B
Al Baleed Resort Salalah by Anantara



Read Pierre-Antoine's story [here](#)

"The Horizon experience gave me the opportunity to meet all the other people on the journey, and learn from their experiences. It's taught me how to sell and get other people to buy into my ideas, and how I can improve on my time management skills."

Carla Puverel
Executive Assistant Manager
Anantara Layan Phuket



Read Carla's story [here](#)

Taskforce assignments are another way in which we recognise our team members for their performance and potential.



Chef Theerapol Phosrimueang (fourth from left) has recently returned to Anantara Riverside Bangkok from his taskforce assignment. He spent two months sharing his culinary expertise with the Tivoli Marina Vilamoura team.

Explorer allows school leavers to combine international hospitality certification with remunerated work experience in Minor Hotels properties in Thailand and the Maldives. The programme demonstrates our commitment to the youth and contributes to developing a well-trained workforce in our local communities.



Explorer Maldives class of 2015/2016



Explorer Thailand class of 2015/2016

MINOR HOTELS

Being a responsible business

Our commitment to Corporate Social Responsibility is integral to how we do business. Over the past few months, teams at Elewana Collection, Oaks, PER AQUUM and Tivoli have been bringing this commitment to life.



The PER AQUUM Huvafe Fushi team organised a beach clean-up in commemoration of World Environment Day.



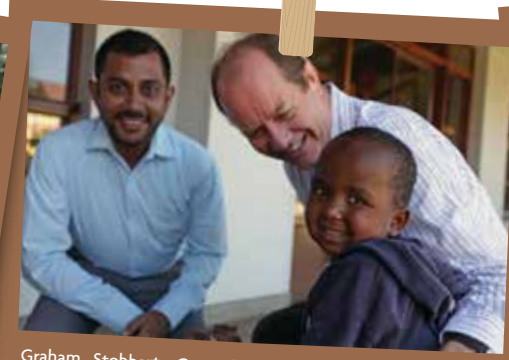
In partnership with Elewana Collection, the newly-launched Land & Life Foundation (formerly Cheli & Peacock Trust) performs conservation and community work in the areas surrounding our properties.



David Mbugua, Project Coordinator, Land & Life Foundation (front row, first from right) welcomes the foundation's Wildlife Warrior Program scholars to Lewa Safari Camp.



David (fourth from right) and Chania Frost, CEO, Land & Life Foundation (second from right) at Embiti Primary School – the latest participant of the foundation's scholarship programme.



Graham Stobart, General Manager, Arusha Coffee Lodge (middle) visits Plaster House, which houses disadvantaged children for their pre- and post-operative care.



Patrick Dessy, General Manager, Elephant Pepper Camp (in khaki) presents a donation of desks to Ololomei Primary School.



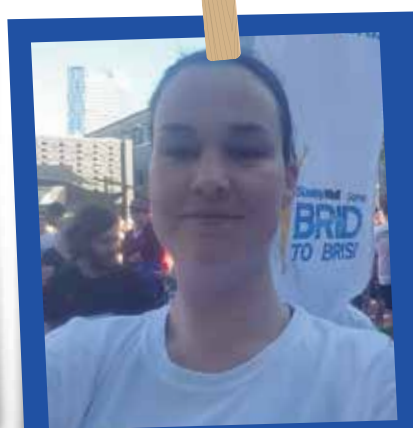
Mike Sanders, Director of Projects and Development, Elewana Collection (right) delivers a cheque donation to the Honeyguide Foundation in support of its conservation work.



Raj Balaguru (General Manager, IT), Darren Goodall (Training Specialist), Scott Cunningham (Manager, Owner Contacts) and Dan Hastings (Chief Financial Officer) completed a 96-kilometre endurance hike through the Gold Coast hinterland as part of the 2016 Kokoda Challenge, which raises funds for the Kokoda Youth Foundation.



The team was supported by colleagues Jason Daniels, Anthony Jayasekera, Lachlan Rentell and Alison Cunningham.



Samantha Duffy, Groups Coordinator, raced in the 2016 Bridge to Brisbane Day in aid of Alzheimer's research.



Michael Harrison, Executive Hotel Manager Regional Queensland (right) with his son Xavier at a fund-raising event for Down Syndrome Association Queensland.



Mike Anderson, Chief Operating Officer, with an Oaks Wishing Tree in aid of Children's Hospital Foundation.



The Tivoli team participated in B2RUN – an annual 6km race for employee health and well-being in Lisbon.



5 MINUTES WITH:

Somsak Tanruengsri

General Manager, AVANI Pattaya

As we celebrate the re-birth of Pattaya Marriott as AVANI Pattaya on 1 November, we catch up with its General Manager, Khun **Somsak Tanruengsri**, on the re-branding journey, and on inspiring his team in a time of change.

What excites you the most about the re-branding?

Being part of Minor Hotels 'proper' is exciting – and so is the feel of a fresh, new hotel and all the potential it has to exceed our guests' expectations. We are very proud to have the AVANI brand displayed on our wonderful property.

What would you say are the most important elements of a successful re-brand?

A successful re-brand needs to convince our guests that it is a change for good. A strong marketing programme will keep our loyal guests coming, and the contemporary look that we will have as an AVANI property will be appealing to the younger generation of travellers.

How have you been able to bring your team along on this journey?

Being able to assure them of their job security has given my team members a great confidence boost. The fact that Minor Hotels is investing so much on the refurbishment shows our commitment to the success of this property. It also helps to instill their belief in the change ahead, and keep them with us for many more years to come.

What has been the most important lesson you learnt in your career with Minor Hotels so far?



Khun Somsak when he first joined Minor Hotels, 31 years ago. Happy 31st anniversary, Khun Somsak!

The importance of supporting each other, and of friendliness and professionalism. They make an unbeatable combination in our quest to deliver the best to our guests.

What are some of your 'top tips' to other leaders who may be faced with the prospect of change in the near future?

Embrace innovation. Look at what needs to change in the 'big picture', and pay attention to detail in key areas. Things don't always work out, but more often than not, they will. Most importantly, always keep a positive mindset.



Khun Somsak (back row standing, fourth from right) with his team after an AVANI Brand Workshop, just before their re-brand



"Over the years I've been blessed with the best, most loyal team members. I feel very lucky for the opportunity to work with such a respectful, wonderful team."

MINOR HOTELS

Recognising excellence

From the innovative design of our properties to our unique F&B and wellness offering, we take pride in the accolades our teams have received from some of the world's top travel awards. Amongst our most recent accolades, The 2016 Condé Nast Traveler USA Readers' Choice Awards - the longest-running recognition of excellence in our industry - saw 12 Minor Hotels properties named the very best in the world.

BEST RESORTS IN THE WORLD



#2 / ANANTARA KIHAVAH MALDIVES VILLAS



#36 / ANANTARA GOLDEN TRIANGLE ELEPHANT CAMP & RESORT



#44 / ANANTARA PEACE HAVEN TANGALLE RESORT

TOP RESORTS IN THE INDIAN OCEAN



#1 / ANANTARA KIHAVAH MALDIVES VILLAS



#5 / PER AQUUM NIYAMA



#8 / ANANTARA VELI MALDIVES RESORT

TOP RESORTS IN THE MIDDLE EAST



#2 / QASR AL SARAB DESERT RESORT BY ANANTARA



#3 / ANANTARA THE PALM DUBAI RESORT

TOP HOTELS IN SOUTHERN ASIA



#17 / ANANTARA SIAM BANGKOK HOTEL

TOP RESORTS IN ASIA



#6 / ANANTARA GOLDEN TRIANGLE ELEPHANT CAMP & RESORT



#9 / ANANTARA PEACE HAVEN TANGALLE RESORT



#10 / ANANTARA HUA HIN RESORT



#22 / ANANTARA ULUWATU BALI RESORT



#23 / ANANTARA SI KAO RESORT



#30 / ANANTARA CHIANG MAI RESORT



WE'D LOVE TO HEAR FROM YOU!

Get in touch with your feedback and stories at
comms.minorhotels@minor.com

