

THE BIG PICTURE

ISSUE | Q1-2 2017

MINOR HOTELS'
ROADMAP TO SUCCESS

CELEBRATING OUR FIRSTS:
ANANTARA VILAMOURA ALGARVE RESORT
AVANI AVENIDA LIBERDADE LISBON HOTEL
OAKS BODHGAYA

5 MINUTES WITH:
ALEJANDRO BERNABÉ

BEING A
RESPONSIBLE BUSINESS

+

GROW WITH US

MINOR AWARDS
2016

CEO'S MAJOR
MINOR AWARDS

MINOR
HOTELS

ANANTARA

AVANI
HOTELS & RESORTS

elewana
COLLECTION

OAKS
HOTELS & RESORTS

TIVOLI
HOTELS & RESORTS

A dash of inspiration

Five brands, one passion for perfection.

I'm proud to celebrate the many 'firsts' for Minor Hotels with you.

The openings of Anantara Vilamoura Algarve Resort and AVANI Avenida Liberdade Lisbon Hotel mark the debut of these brands in Europe, and the launch of Oaks Bodhgaya signals our entry in India. We also celebrate the re-opening of Tivoli Carvoeiro Algarve Resort in Portugal after its major refurbishment.

These are great achievements in a short space of time, but our work doesn't stop here. We're just getting warmed up! Together with the rest of our senior leadership team, I've offered my thoughts on what we want to achieve in the next five years – and how we can do it together – in the Roadmap to Success series.

In addition, be inspired by some of the team members whose stories we featured in our Grow with Us series, get to know Alejandro Bernabé – our new Group Director for AVANI Hotels & Resorts, and celebrate with the winners of Tiger Award, Minor Sustainability Awards and Minor Awards of Excellence in their moment to shine.

I hope you're ready for another exciting year for Minor Hotels. Thank you for the part you play in our roadmap to success. Here's to a fruitful and rewarding journey together.



Caroline

Caroline Stevens
Chief People Officer
Minor Hotels

AS OF MAY 2017,
WE HAVE



23,845 TEAM MEMBERS



154 PROPERTIES



24 COUNTRIES

MINOR HOTELS:

What does our Roadmap to Success look like?

Over the past three months, our senior leaders have weighed in on our Roadmap to Success: what we want to achieve in the next five years, and how we can do it together. This is what they have to say about:

Growing strategically

"Either you grow strategically or you just grow for the sake of growing. We've adopted a very strategic view to grow with a geographic focus, to leverage off where our customers want to be, and to leverage off of our brands."

James Kaplan, Senior Vice President, Development

Taking our brands to the next level

"We'll focus on strengthening each hotel brand's positioning, clarity, value and role within the Minor Hotels portfolio, and also on benchmarking them to further increase customer loyalty."

Michael Marshall, Chief Commercial Officer

Going far, together

"I want to end with an African saying that I once read in Johannesburg airport: 'If you want to go fast, go alone, but if you want to go far, go together.'"

Rajiv Puri, Senior Vice President, Projects & Development

Delivering the best to our guests

"Our customers are at the heart of everything that we do, so naturally our first focus is to embed a guest centric culture across all of our properties."

Robert Kunkler, Chief Operating Officer

Winning the war for talent

"Be authentic and truthful, and share your experience others can relate to. By talking about your work with pride, with passion ... you open the door for future team members."

Caroline Stevens, Chief People Officer

How our culture fuels our success

"The company has a proven track record of financial performance, [but] this hasn't just happened by luck. Not only are we results oriented, the company strives to seek niche opportunities, react quickly, have an attention to detail and deliver on our targets."

Wayne Williams, Senior Vice President, Finance



MINOR HOTELS:

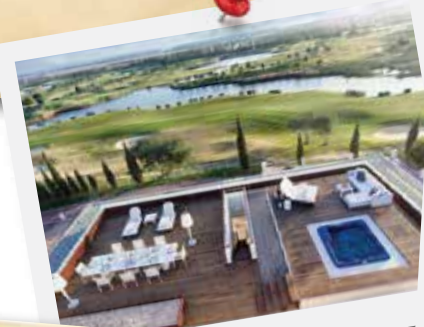
Celebrating our firsts

We are proud to launch our inaugural Anantara and AVANI Hotels & Resorts properties in Europe, and debut the Oaks Hotels & Resorts brand in India. We catch up with the property teams on their journey so far.

Greetings from Anantara Vilamoura Algarve Resort!

My team and I are proud to launch Anantara Vilamoura Algarve Resort to mark Anantara's debut in Europe. Every aspect of our newly-refurbished property combines Anantara's authentic luxury with the indigenous flavours of the Algarve... all against the stunning backdrop of the Arnold Palmer-designed Oceanico golf course. From visiting the region's famed wineries and olive groves to sampling the best of Portugal's culinary traditions and playing on one of the many championship golf courses at our doorstep, we can't wait to share a wealth of experiences with our guests!

Tamir Kobrin
General Manager
Anantara Vilamoura Algarve Resort



Hello from AVANI Avenida Liberdade Lisbon Hotel!

Our beautifully-renovated property is perfect for modern travellers wishing to explore the sights, sounds and taste of Lisbon. We're situated just off Avenida da Liberdade and its luxury fashion stores, theatres and intimate restaurants – and only a stone's throw from Chiado (the capital's cultural hub), the charming leafy neighbourhood of Príncipe Real, and Bairro Alto's vibrant nightlife.

I'm proud of what my team has achieved so far. As we continue on our re-branding journey, I know this is going to be a great year for us.

Rui de Sousa
Regional Director of Operations
Lisbon



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OAKS BODHGAYA:

Our first in India

General Manager Dnyaneshwar Kakade (Dino) came to Oaks Bodhgaya after a decade in Oaks Hotels & Resorts properties in New Zealand and Australia. Like many others in his team, this is his first pre-opening experience.

"I'm grateful for each and every single member of my pre-opening team, others who have joined us in a task-force capacity, and my corporate colleagues for their tremendous support. We all had our doubts about whether or not we were able to open on 1 January, but we did it – by thinking positively, keeping the momentum going and working together."

Dnyaneshwar Kakade
General Manager



"Once we got through the hurdle of the initial set-up, our biggest challenge was to attract the right team members to work in this remote location. We eventually overcome this through referrals from our own network, and advertising," said Dino. "Being the first branded property in Bodhgaya, everyone has very high expectations on our hotel, so it's crucial that we build a solid, well-trained team who can deliver the standards that our guests expect from us."

"Our focus right now is to complete the hand-over of the remaining guest rooms, the terrace and the meditation lounge, before commencing construction of an additional 60 rooms," Dino added. "I'm looking forward to the future of Oaks Bodhgaya. We have a great opportunity to build awareness about Minor Hotels, and be at the forefront of religious tourism in India."



Naushad Ansari
Assistant Front Office Manager

"The best part of the pre-opening experience is the bond that we form as the team. Working in a property during its pre-opening phase is stressful, and many would say it's easier to work in a fully-operational hotel. But where is the fun if everything was easy?"



Surya Kant Nirala
Sous Chef

"From sourcing meal options for my pre-opening colleagues before our canteen was operational to learning about and sourcing Thai ingredients in our local markets, the challenges were many! I'm proud that guests can now enjoy the fruits of our labour."



Ritesh Kumar Sinha
Assistant Human Resources Manager

"I've witnessed every single step of growth that we've taken in Oaks Bodhgaya, and seen it bloom from a mere construction site into the property that it is now. In that time, I've also grown as a professional. The learning opportunities are endless."



5 MINUTES WITH:

Alejandro Bernabé

Group Director, AVANI Hotels & Resorts

With a hospitality career spanning over two decades in Europe, Asia and the Middle East, **Alejandro Bernabé** joined us in January to lead AVANI Hotels & Resorts. He shares his impressions as a new joiner to Minor Hotels, and his thoughts on the AVANI Hotels & Resorts brand's journey of growth.

What surprises you the most about Minor Hotels?

Prior to joining Minor Hotels I had heard about the infamous Quarterly Reviews, and how terrifying they could be. Well, it's a myth. I found our senior leadership team receptive, supportive and knowledgeable about the properties – though they do ask difficult questions to challenge our thinking.

I'm also impressed by Minor Hotels' passion. It's remarkable that Mr. Heinecke remembers the names of team members on the ground, the F&B outlets that we have in each property – which ones are performing and which ones are not... he's very approachable and continues to push everyone to deliver more.

How would you explain Minor Hotels' culture to others in the industry?

Minor Hotels is 'performance driven': every team member is expected to contribute to the success of the company, and you're empowered and expected to deliver results. At the same time, the company cares for its team members, and invests a lot of resources to retain and develop them. It's extremely dynamic so flexibility is a must: if you're looking for a company where every day is the same, Minor Hotels is not for you.

What excites you about the AVANI Hotels & Resorts brand?

AVANI Hotels & Resorts is still at a point where we're shaping our future – we can break boundaries and are not restricted by hospitality 'norms'. It's a fast-growing brand with great potential. I love its simplicity and passion.

How will you be taking your team members along on AVANI Hotels & Resorts' brand journey?

I couldn't agree more with Mr. Heinecke when he says "people create brands" – not the other way around. We can create a great concept but if our team members don't buy into it, embrace it and implement it, it just wouldn't work.



I'm looking for people who are creative, want to have fun and are willing to take risks. I've always been very approachable, and I intend to continue listening to our team members, encouraging them to come with new ideas and supporting them in making them a reality.

What's the one leadership principle that you live by?

I always try to remain humble, to never forget how fortunate I am and how I would never be here without the people around me. I always try to give people a chance and encourage them to continue learning and developing – and importantly, to work hard, and supplement passion with an equal amount of dedication.

MINOR HOTELS:

Passion for people

The **Grow with Us** talent campaign features inspirational stories of team members' career journeys with Minor Hotels, and brings our passion for people to life. Catch up on these stories in our internal blog, [Latest and Greatest](#).



Baihe Huang completed the Ascent Graduate Journey in 2016. She is now Spa Manager, AVANI Quy Nhon Resort & Spa.

Why did you choose to join Minor Hotels?

I was attracted by the sense of empowerment in our company's culture. It makes me feel that my ideas are respected and valued.



Farah Jaber Jaber joined Minor Hotels in 2013 as Executive Assistant Manager, Operations at Anantara Rasananda Koh Phangan Resort before being promoted to Resident Manager, Anantara Sathorn Bangkok Hotel and Oaks Bangkok Sathorn. At the time of writing, he is on taskforce as General Manager, Anantara Mui Ne Resort.

What do you love about working for Minor Hotels?

It's good to know that you're developing yourself alongside high performing individuals in property or beyond, because you'll always be looking for ways to leave your own mark on the success of the company.



Khun Saranrat Thongparn (Ae) joined Anantara Hua Hin Resort's engineering team in 2009 as an administrative assistant and worked her way up to Assistant Chief Engineer in just six short years.

As a female leader in a traditionally male role, what has been some of the challenges you faced and how did you overcome them?

I work with a large team of male colleagues with varying aptitudes. It's important that I get to know them – and where their strengths lie – so that I can put 'the right man for the job'. To do this, I give them the respect they deserve, trust them and listen to their opinions, look after their welfare and make sure I practice what I preach.



Nitin Bapna joined the Bangkok corporate office in 2012 as Director of Finance, before being promoted to Group Director of Finance - Corporate.

What would be your message to Minor Hotels team members who would like to grow their career further?

At Minor Hotels, everyone contributes to the bottom line. Make your team and property shine, and you will be recognised for your contribution to our success!



Don't miss a chance to grow with us, and help others do so as well. Register for vacancy alerts at [minorhotels.com/careers](#), and follow us on LinkedIn.

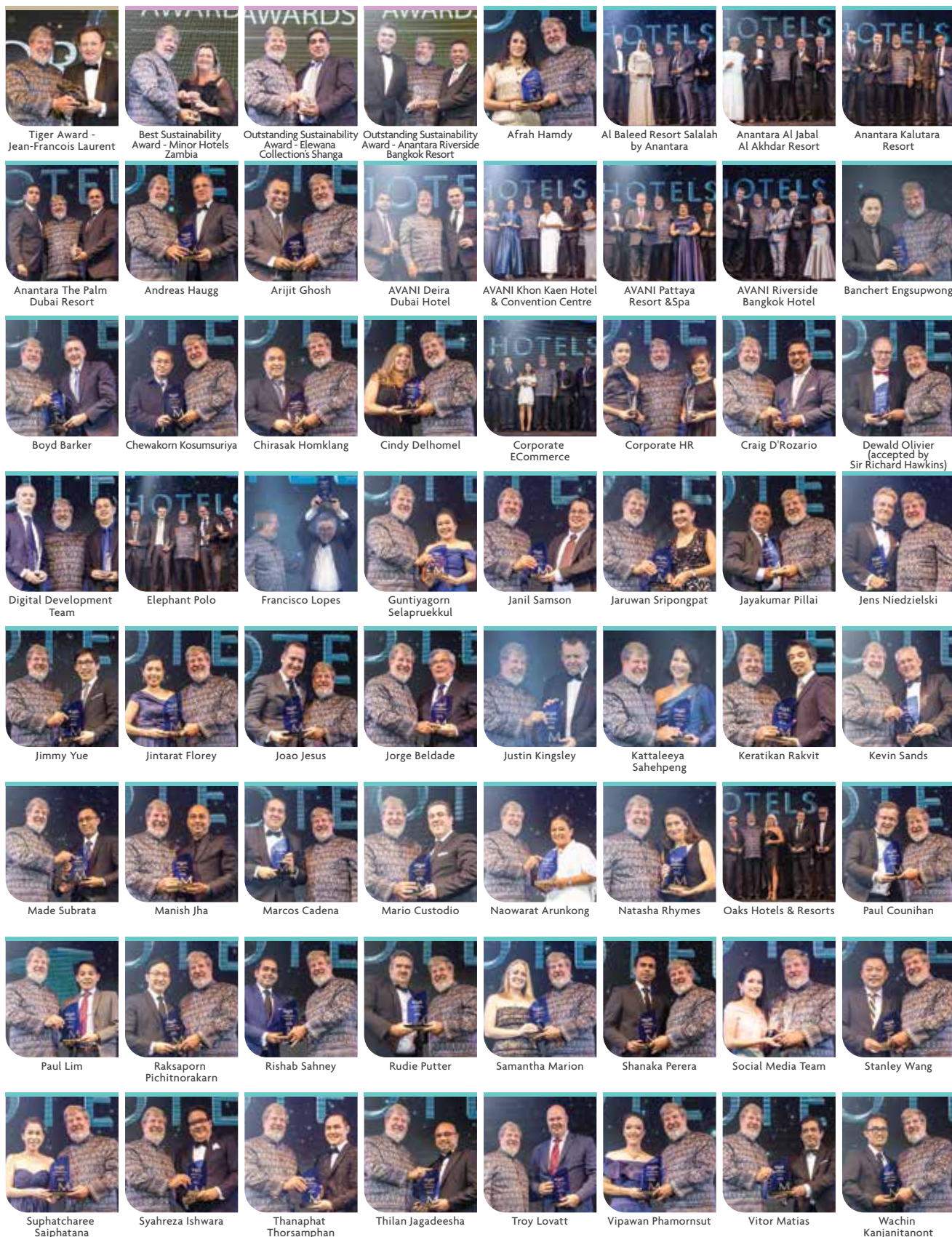
MINOR AWARDS 2016:

Celebrating excellence

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Congratulations to all of our Tiger Award, Minor Sustainability Awards and Minor Awards of Excellence winners.



ALSO RECEIVING THE AWARD IS: Jane Warburton, PR Director, AVANI Hotels & Resorts



CEO MAJOR MINOR STORIES AWARD:

Celebrating inspirational stories

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Every quarter, we go to great lengths in search of team members who have gone beyond the call of duty for our guests and local communities. The CEO Major Minor Stories Award commends those who have done something truly amazing, and demonstrate the values of Minor Hotels.

Q3 2016 winner:

Khun Duangdee Jupiti
Boat Captain, Anantara Riverside Bangkok Resort

One evening, the propeller of the boat Khun Duangdee was driving caught a water hyacinth floating down the Chao Phraya river. Despite the danger due to low visibility, Khun Duangdee did not hesitate to jump into the river to free the propeller so that the boat could continue its journey and arrive on schedule.

Guests who witnessed the heroic act were quick to praise Khun Duangdee. One guest wrote, "Boat driver thumbs up x 100, guy who drove the boat on 20th August evening we experienced a technical problem with the boat, the driver was so brave, dived into the water and made the boat moving again, I truly appreciate his hard work and dedication. Please send my kindest regards to him!"



Q4 2016 winner:

Khun Sarawut Somsawat (Wut)
Gardener, Anantara Bophut Koh Samui Resort

Khun Wut found a bag in front of a picture of His Majesty King Bhumibol Adulyadej on the side of the road. The bag, belonging to a Swiss tourist, contained THB 16,000 (USD 450) in cash, credit cards, an iPhone and a passport. Khun Wut took the bag to a nearby police station and even posted on Facebook in search of the bag's owner.



When asked why he did not keep the money for himself, he said it would be wrong to take it – the owner of the bag would have been upset to lose the money. "I also felt like I did it for my King, as I found the bag in front of his portrait," added Khun Wut.

The owner of the bag was ecstatic to have been reunited with his bag, and promptly posted his story on social media. It has since made its rounds in local media outlets.

Don't miss a chance to recognise your team members: send in your stories of excellence to ceomajorstories@minor.com

MINOR HOTELS

Being a responsible business

Check out what some of our teams have been doing to bring our CSR commitment to life.

The **Niyama Maldives** team hosted a children's evening at Maaenboodoo, their local island. After yoga and Zumba sessions, football coaching and face and hand painting, a healthy buffet spread was served for the community.



Together with **AfroChic Diani Beach**, Land & Life Foundation supports Diani Turtle Watch in providing a safe nesting site for sea turtles. In February, a nest of eggs was successfully relocated to a dedicated hatchery.



Shanga supports the livelihoods of people with disabilities by training them in crafts-making skills. Visitors to Shanga's workshop at **Arusha Coffee Lodge** in Tanzania can witness first-hand how they create these beautiful clothing, jewellery and glassware for sale.



Celebrating International Women's Day at **Tivoli Lagos Algarve Resort**.



Team members from **Tivoli Avenida Liberdade Lisboa Hotel** and **Tivoli Jardim Lisboa Hotel** (now **AVANI Avenida Liberdade Lisbon Hotel**) ran the Montepio race...



...and held their annual charity Christmas bazaar.



Blood donation at **Tivoli Marina Vilamoura Algarve Resort**.



Tivoli Carveiro Algarve Resort presents their contribution to a children's charity.



WE'D LOVE TO HEAR FROM YOU!

Get in touch with your feedback and stories at
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