

MINOR  
HOTELS

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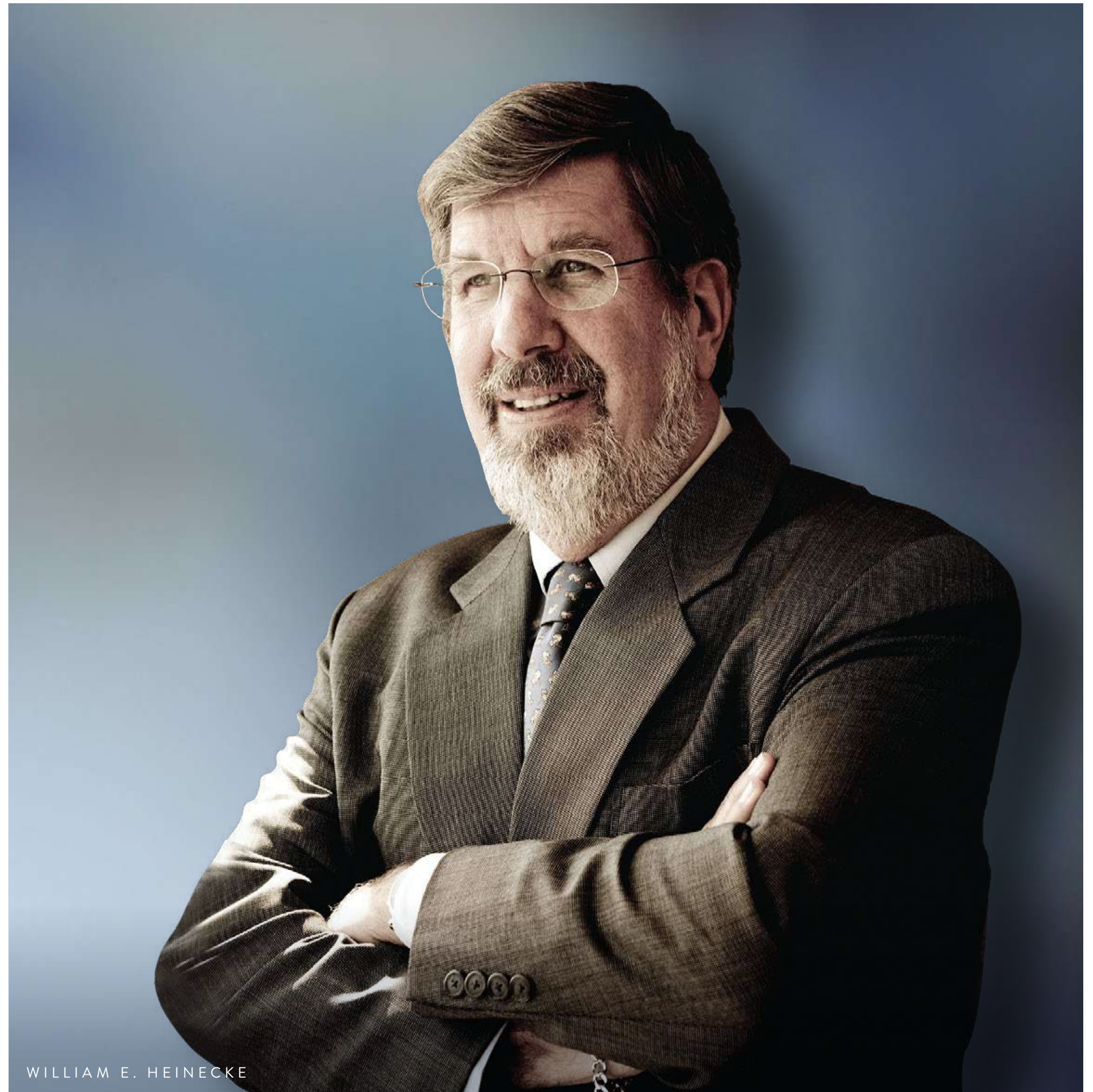
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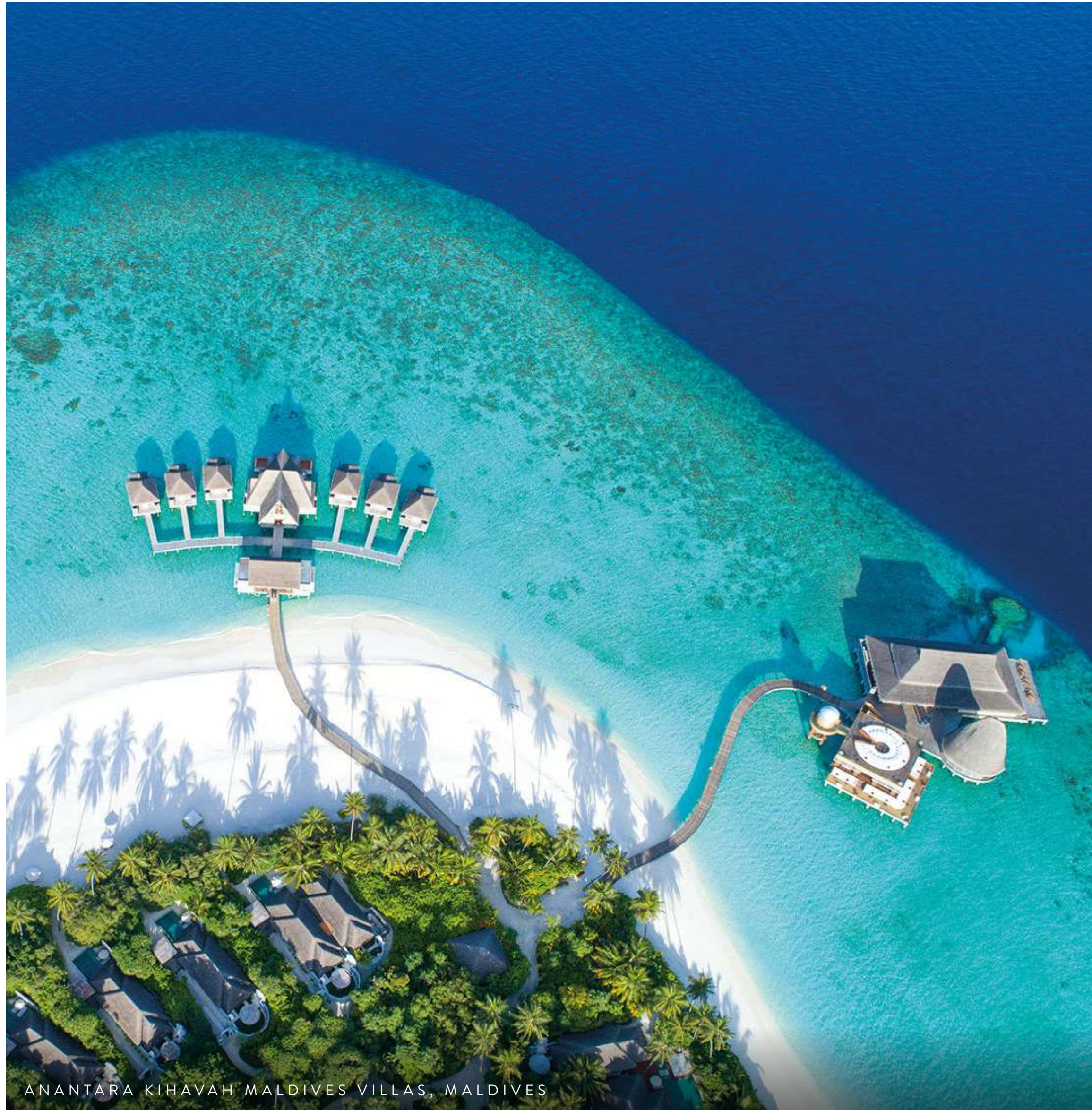
## FOUR DECADES OF SUCCESS

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

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

MORE THAN 520 HOTELS, WITH OVER  
75,000 ROOMS, ACROSS 54 COUNTRIES

ANANTARA  
HOTELS, RESORTS  
& SPAS



45 PROPERTIES  
22 COUNTRIES

TIVOLI  
HOTELS &  
RESORTS



15 PROPERTIES  
3 COUNTRIES

AVANI  
HOTELS &  
RESORTS



36 PROPERTIES  
19 COUNTRIES

NH  
HOTELS



234 PROPERTIES  
25 COUNTRIES

NH  
COLLECTION



92 PROPERTIES  
17 COUNTRIES

NHOW  
HOTELS



7 PROPERTIES  
6 COUNTRIES

OAKS HOTELS,  
RESORTS  
& SUITES



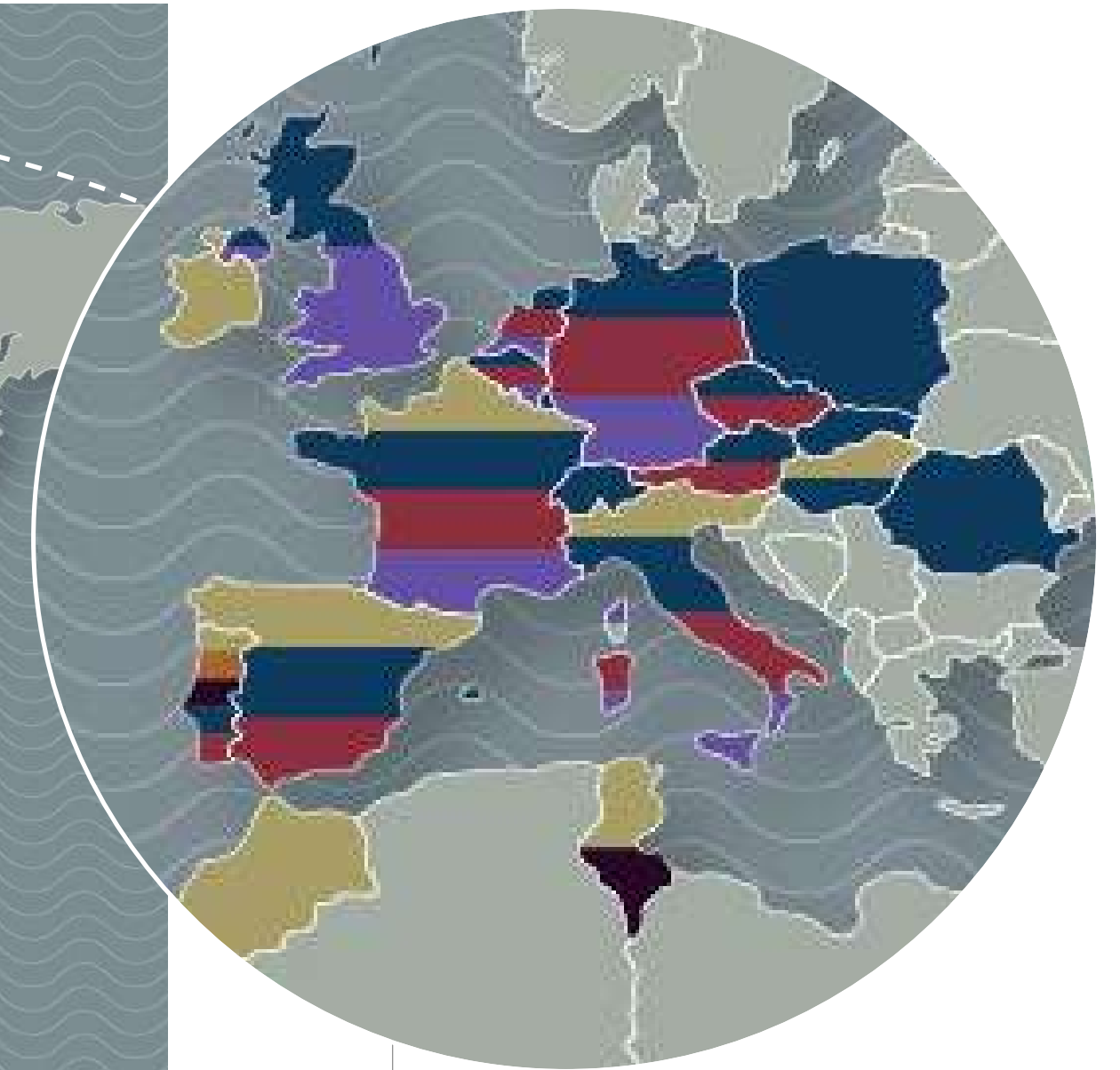
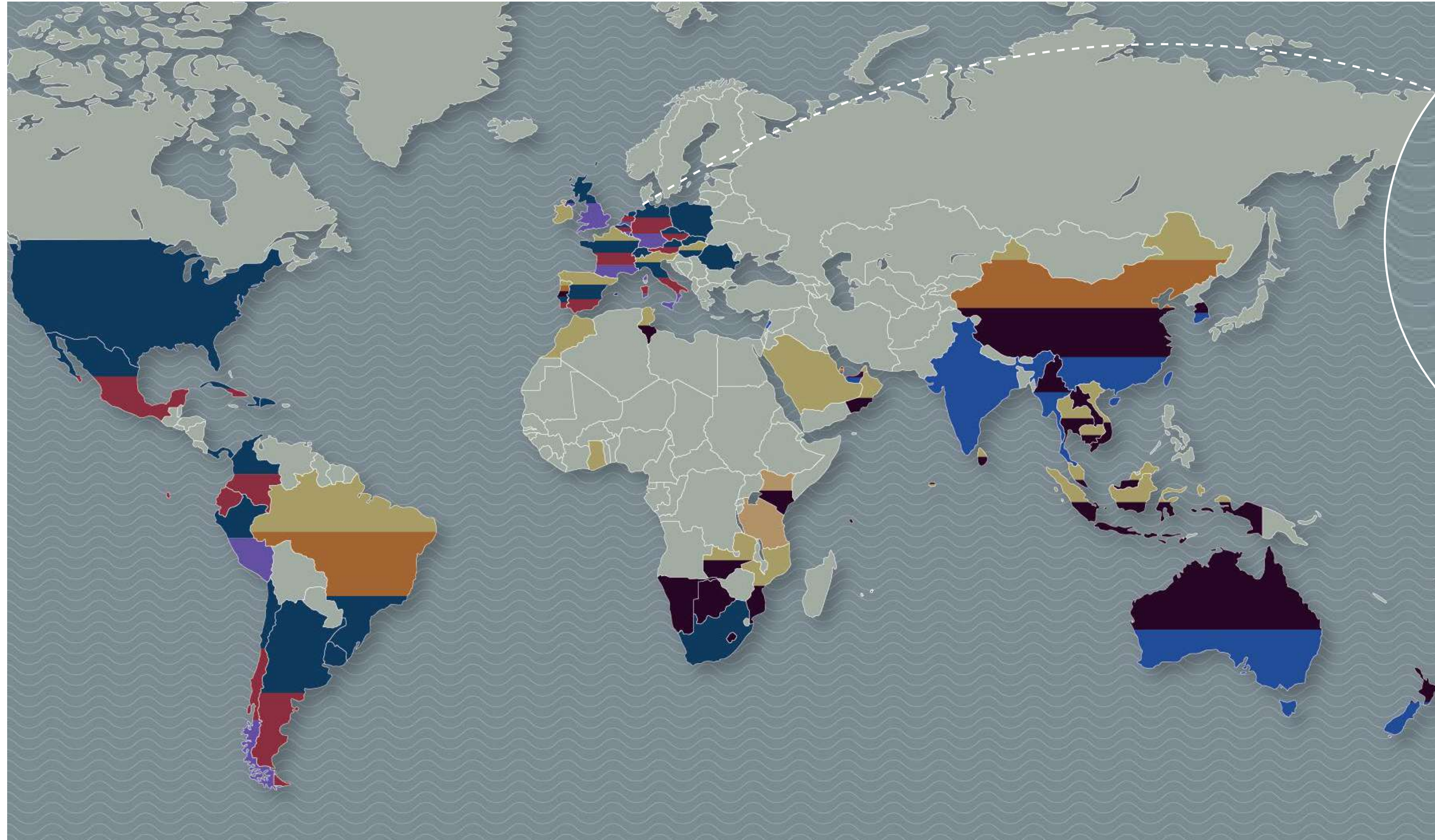
60 PROPERTIES  
5 COUNTRIES

ELEWANA  
COLLECTION











16 PROPERTIES  
2 COUNTRIES

# MINOR HOTELS & RESORTS BY REGION



EUROPE  
ZOOMED IN

- |   |  |
|---|--|
|  ANANTARA  |  NH COLLECTION      |
|  TIVOLI    |  NHOW               |
|  AVANI     |  OAKS               |
|  NH HOTELS |  ELEWANA COLLECTION |



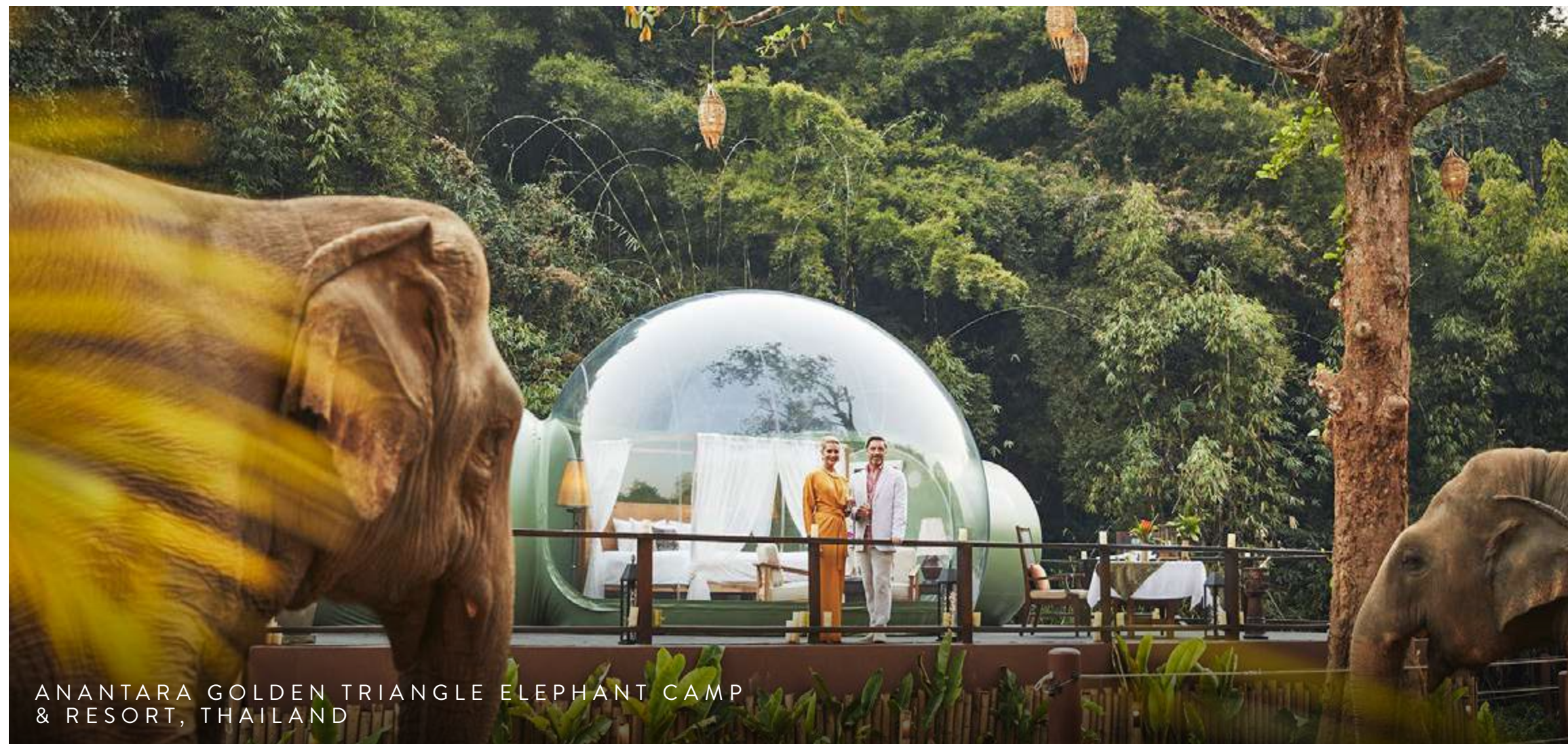
TIVOLI AVENIDA LIBERDADE LISBOA, PORTUGAL



AVANI+ HUA HIN RESORT, THAILAND



ANANTARA NEW YORK PALACE BUDAPEST HOTEL, HUNGARY



ANANTARA GOLDEN TRIANGLE ELEPHANT CAMP & RESORT, THAILAND

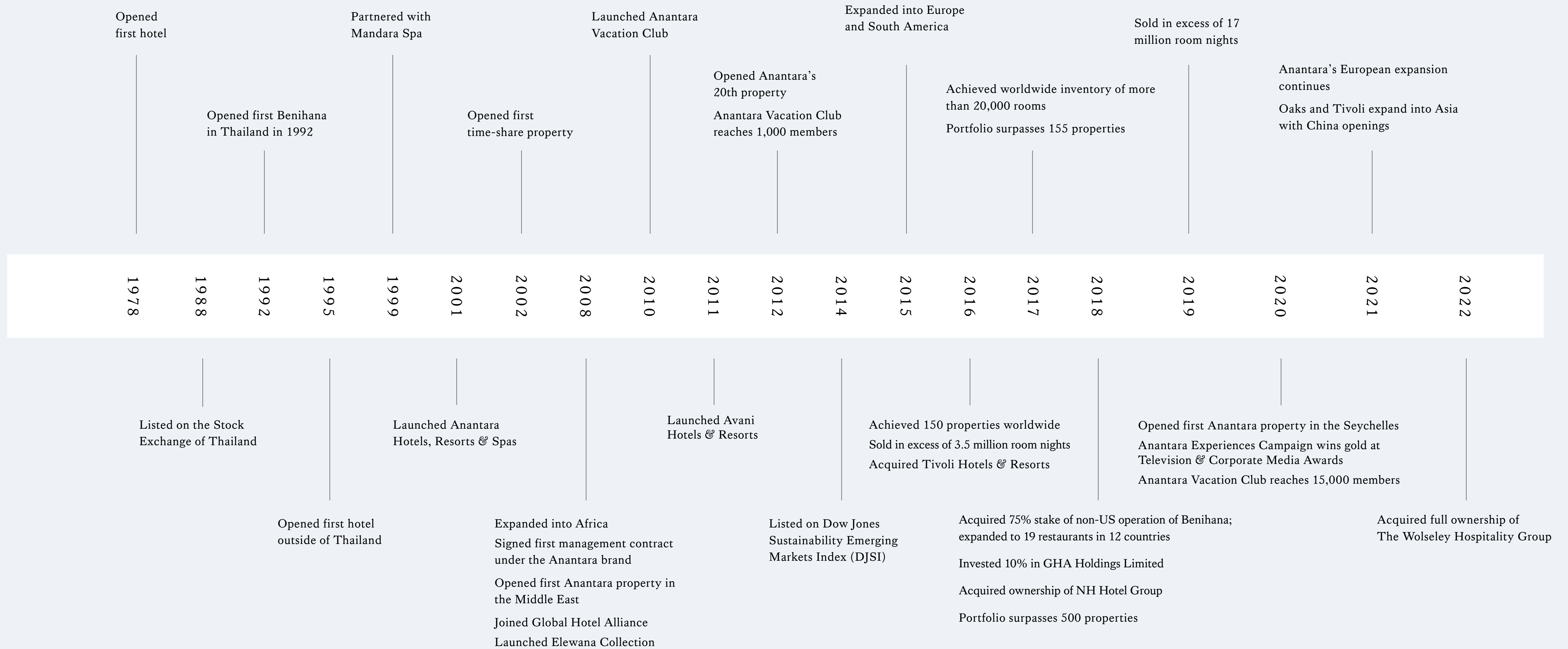


NH NACIONAL MADRID, SPAIN



NH COLLECTION BARCELONA GRAN HOTEL CALDERÓN, SPAIN

# MINOR HOTELS MILESTONES





## WHY MINOR?

- We think like an owner and execute as a management company
- More than 40 years of hotel ownership, development and operational experience
- More than 520 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 15,000 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 12 million existing GHA members
- Represented on the Dow Jones Sustainability Emerging Markets Index
- Consistent system charges apply to all of our properties, including owned hotels

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

ABDULLA BIN SULAYEM  
CEO, Seven Tides Dubai UAE



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

*Life is a journey*



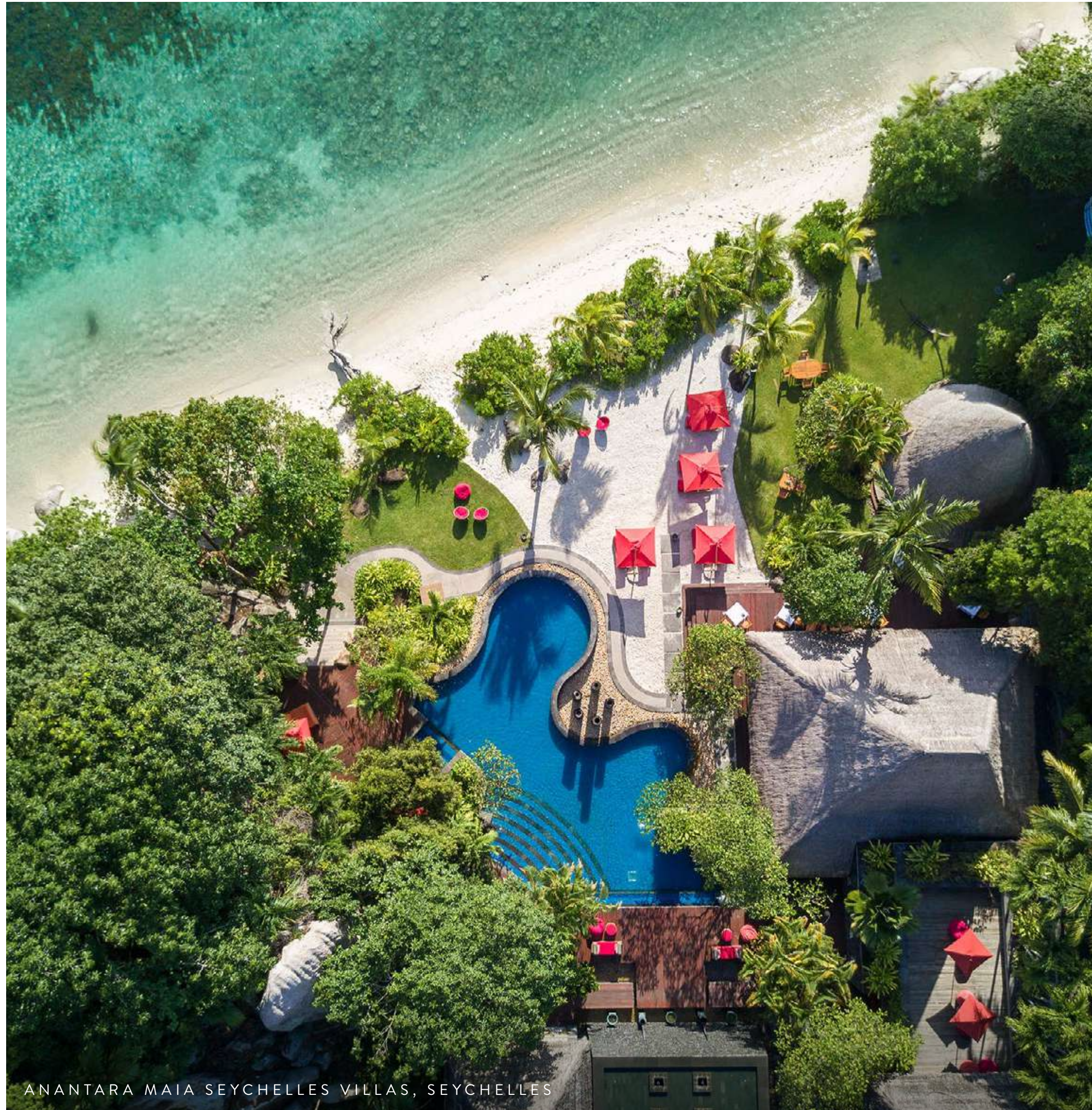
ANANTARA PALAZZO NAIADI ROME HOTEL, ITALY

## ABOUT ANANTARA

Anantara Hotels, Resorts & Spas brings authentic luxury to more than 40 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:

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

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

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

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



ANANTARA EASTERN MANGROVES ABU DHABI HOTEL, UNITED ARAB EMIRATES



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 VILLA PADIERNA PALACE BENAHAVIS MARBELLA RESORT, SPAIN

## ANANTARA LOCATIONS

### CAMBODIA

- Angkor, Siem Reap

### CHINA

- Anji – coming soon
- Chengdu – coming soon
- Guiyang
- Nanjing – coming soon
- Xishuangbanna

### FRANCE

- Nice

### GHANA

- Accra – coming soon

### HUNGARY

- Budapest

### INDONESIA

- Bali, Seminyak
- Bali, Ubud
- Bali, Uluwatu

### IRELAND

- Dublin

### ITALY

- Rome

### MALAYSIA

- Desaru

### MALDIVES

- Dhigufinolhu
- Kihavah
- Veligandu

### MAURITIUS

- Le Chaland

### MOZAMBIQUE

- Bazaruto Island
- Matemo Island
- Medjumbe Island

### NETHERLANDS

- Amsterdam

### OMAN

- Al Jabal Al Akhdar
- Salalah

### PORTUGAL

- Vilamoura

### QATAR

- Doha, Banana Island
- Doha, The Plaza

### SAUDI ARABIA

- Jeddah – coming soon
- Riyadh – coming soon

### SEYCHELLES

- Mahé

### SPAIN

- Marbella

### SRI LANKA

- Kalutara
- Tangalle

### THAILAND

- Bangkok, Riverside
- Bangkok, Siam
- Chiang Mai
- Golden Triangle
- Hua Hin
- Koh Phangan
- Koh Phi Phi – coming soon
- 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, Eastern Mangroves
- Abu Dhabi, Qasr Al Sarab
- Dubai, The Palm
- Dubai, World Islands
- Ras Al Khaimah, Mina Al Arab

### VIETNAM

- Hoi An
- Mui Ne
- Quy Nhon

### ZAMBIA

- Victoria Falls

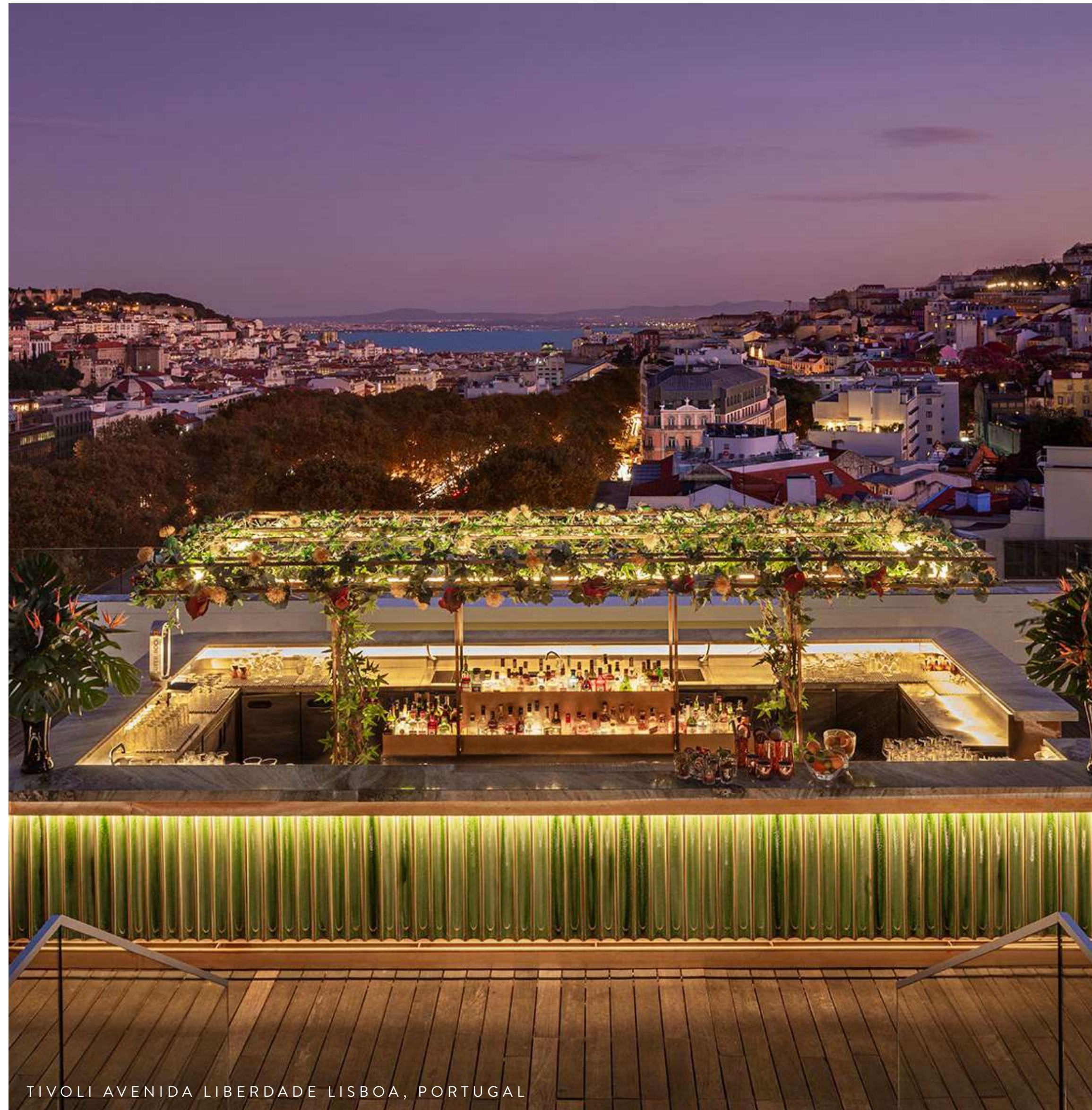




Tivoli Hotels & Resorts is a collection of upscale and deluxe properties, a unique eclectic brand encompassing the idyllic beaches of Brazil, Europe's cosmopolitan cities and luxurious destinations in the Middle East and China.

*Stay in the moment*

*Since 1933*

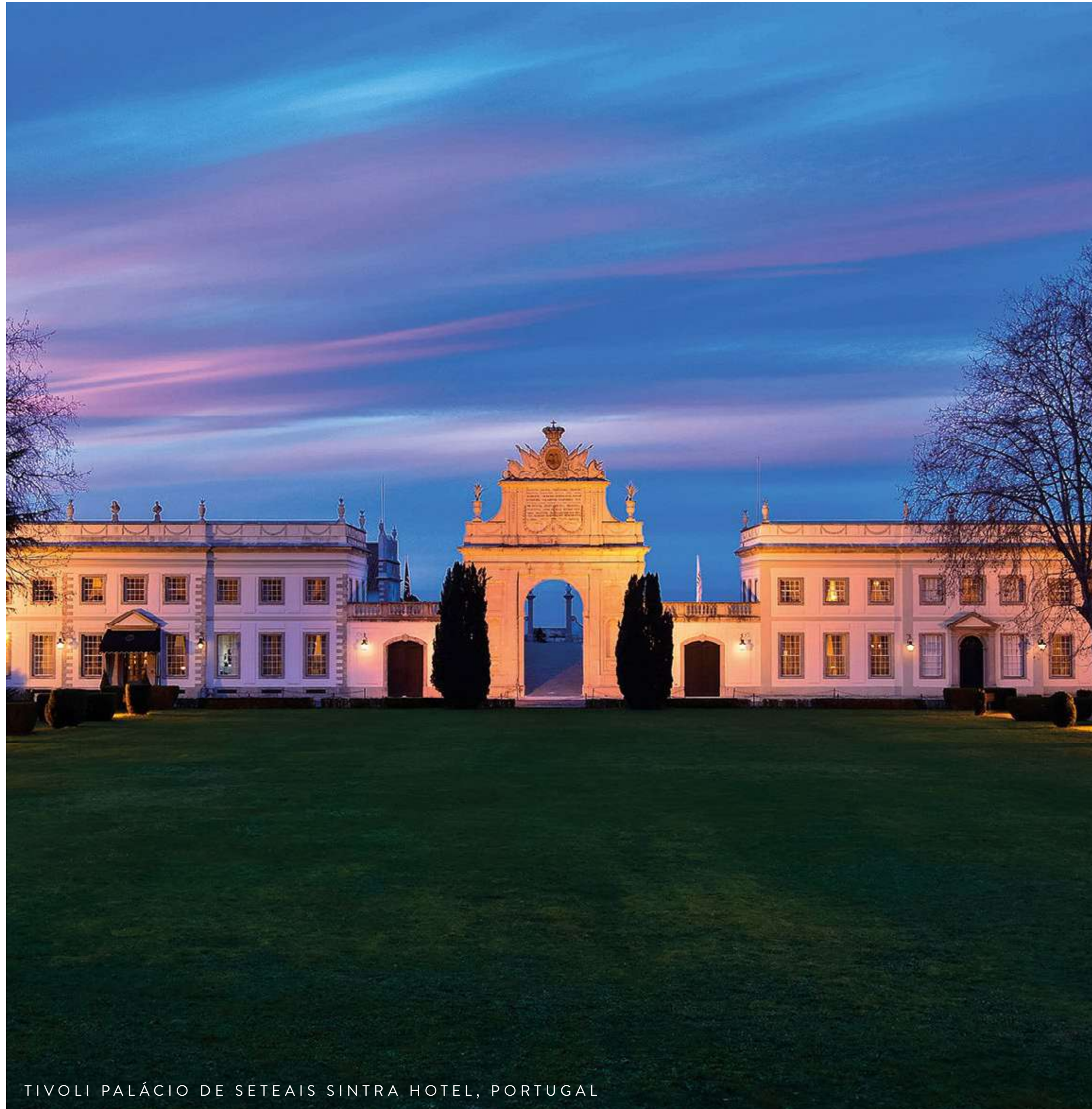


## ABOUT TIVOLI

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

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

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



TIVOLI PALÁCIO DE SETEAIS SINTRA HOTEL, PORTUGAL

## TIVOLI BRAND PILLARS

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

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

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



TIVOLI 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 AVENIDA LIBERDADE LISBOA, PORTUGAL

## TIVOLI LOCATIONS

### BRAZIL

- Tivoli Bahia
- Tivoli Ecoresort Praia do Forte
- Tivoli Fortaleza – coming soon
- Tivoli Mofarrej São Paulo
- Tivoli Recife – coming soon

### CHINA

- Tivoli Chengdu
- Tivoli Hangzhou – coming soon

### PORTUGAL

#### Algarve

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

#### Centro

- Tivoli Coimbra

#### Évora

- Tivoli Evora

#### Lisbon

- Tivoli Avenida Liberdade
- Tivoli Oriente

#### Sintra

- Tivoli Palácio de Seteais
- Tivoli Sintra

### QATAR

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

# AVANI

Hotels & Resorts

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





AVANI+ SAMUI RESORT, THAILAND

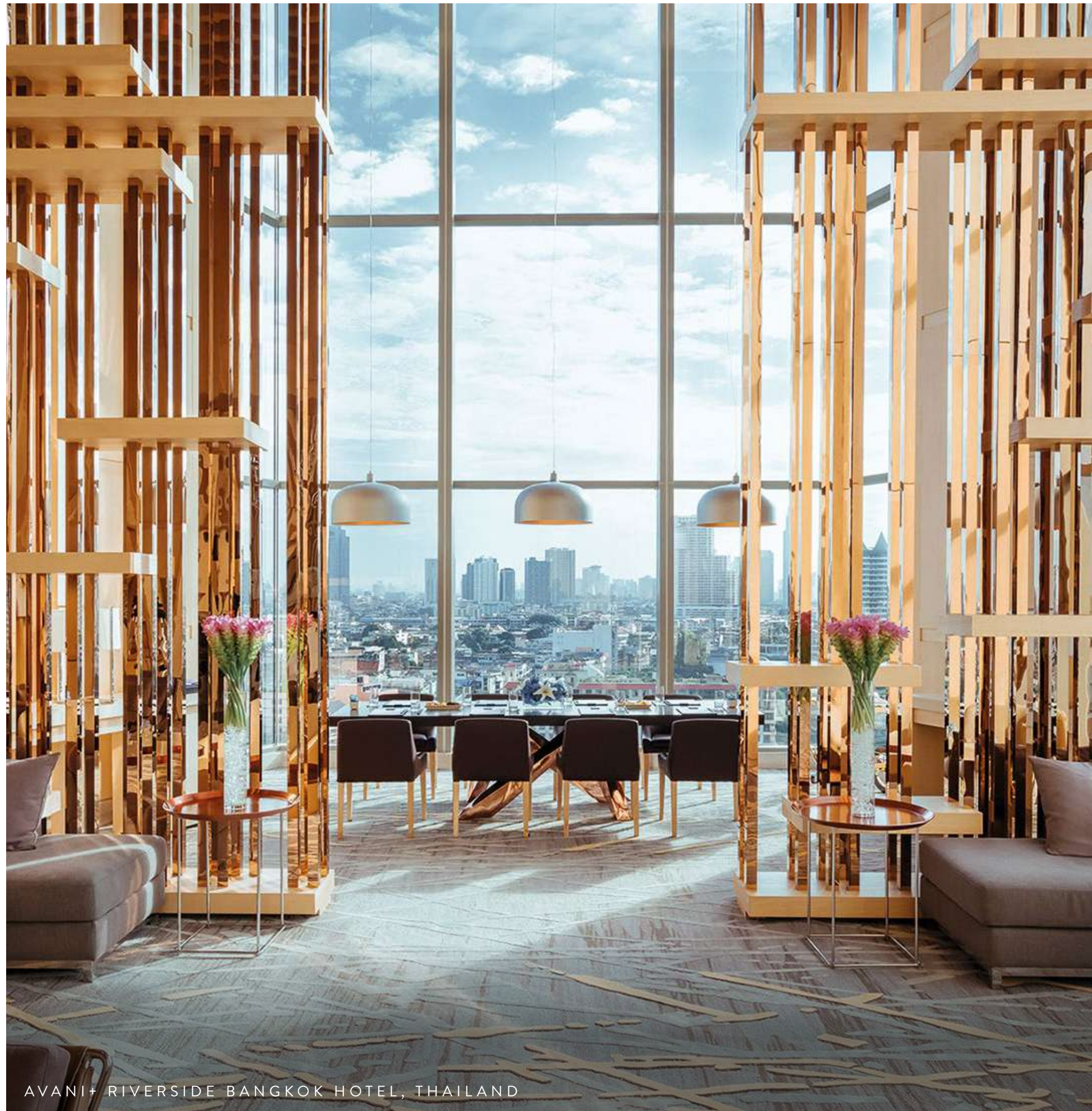
## ABOUT AVANI

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+ RIVERSIDE BANGKOK HOTEL, THAILAND

## AVANI BRAND PROMISES

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

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

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

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



AVANI PALM VIEW DUBAI HOTEL & SUITES, UNITED ARAB EMIRATES



AVANI VICTORIA FALLS RESORT, ZAMBIA



AVANI+ HUA HIN RESORT, THAILAND

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

HENRY ZONG

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





AVANI+ LUANG PRABANG HOTEL, LAOS

## AVANI LOCATIONS

### AUSTRALIA

- Adelaide
- Box Hill
- Broadbeach
- Central Melbourne

### BAHRAIN

- Bilaj Al Jazayer – coming soon

### BOTSWANA

- Gaborone

### CAMBODIA

- Phnom Penh – coming soon
- Siem Reap

### INDONESIA

- Seminyak Bali

### KOREA

- Central Busan
- East Busan – coming soon

### LAOS

- Luang Prabang

### LESOTHO

- Lesotho
- Maseru

### MALAYSIA

- Kota Kinabalu – coming soon
- Sepang Goldcoast

### MALDIVES

- Fares

### MAURITIUS

- Bel Ombre – coming soon

### MOZAMBIQUE

- Pemba Beach

### MYANMAR

- Yangon – coming soon

### NAMIBIA

- Windhoek

### NEW ZEALAND

- Auckland

### OMAN

- Muscat
- Sifah – coming soon

### PORTUGAL

- Lisbon

### SEYCHELLES

- Barbarons Seychelles

### SRI LANKA

- Bentota
- Kalutara

### THAILAND

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

### UNITED ARAB EMIRATES

- Al Marjan Island – coming soon
- Dubai, Al Sufouh – coming soon
- Dubai, Deira
- Dubai, Ibn Battuta
- Dubai, Palm View

### VIETNAM

- Cam Ranh – coming soon
- Doc Let – coming soon
- Hai Phong
- Ho Chi Minh – coming soon
- Ho Tram – coming soon
- Hoi An – coming soon
- Phan Thiet – coming soon
- Quy Nhon

### ZAMBIA

- Victoria Falls

# **nh** | HOTEL GROUP

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



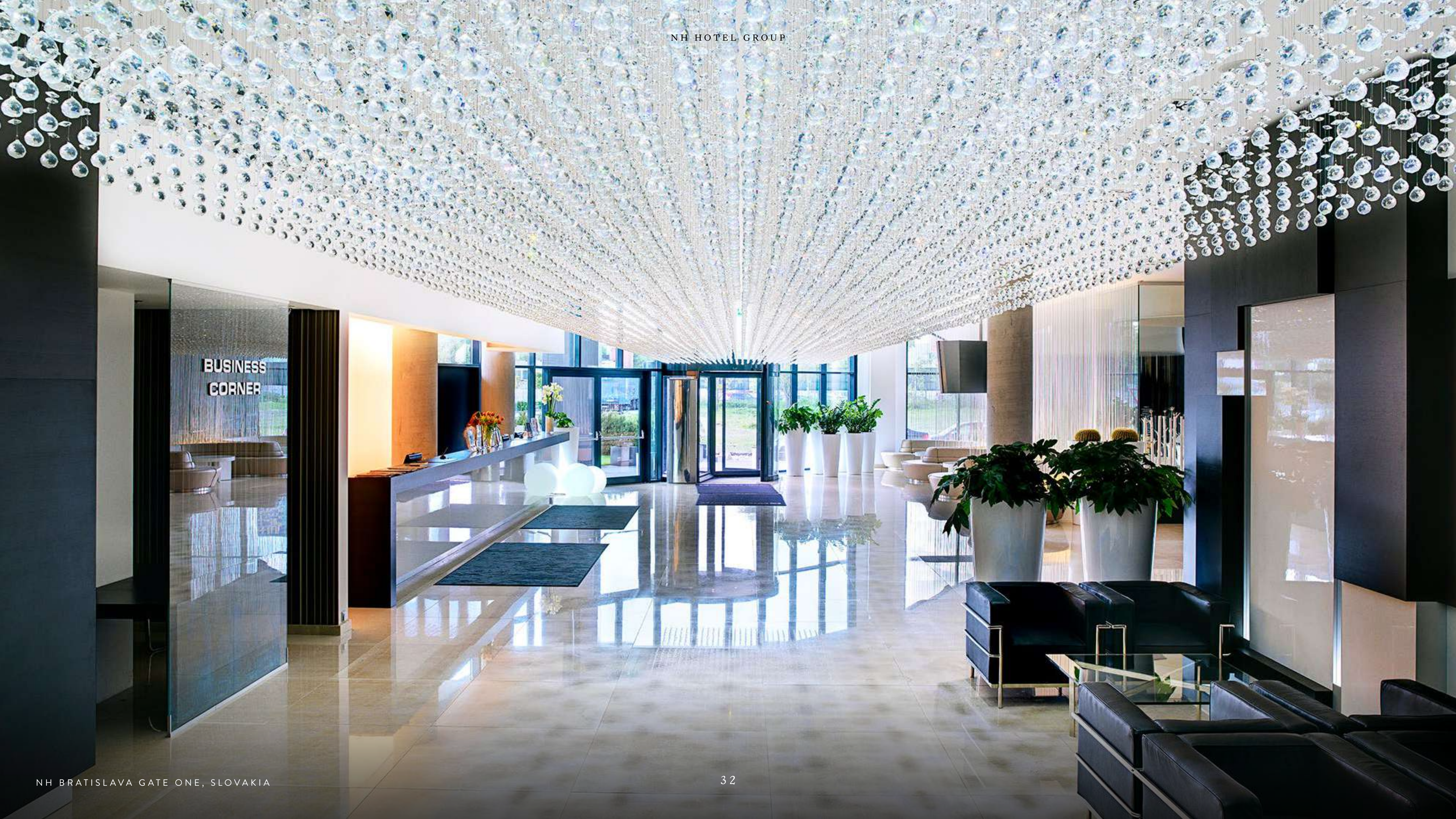
NH COLLECTION MONTERREY SAN PEDRO, MEXICO

## ABOUT NH HOTEL GROUP

With more than 330 hotels worldwide, NH Hotel Group offers a comprehensive range of contemporary properties under three forward-thinking brands: the upscale and midscale NH Hotels, the iconic NH Collection, and the lifestyle design brand, nhow.

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

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



BUSINESS  
CORNER





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

*Always a pleasure*



NH MILANO PALAZZO MOSCOVA, ITALY

## ABOUT NH HOTELS

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

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

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



NH TRENTO, ITALY

## NH HOTELS BRAND PILLARS

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

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

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

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



NH MADRID NACIONAL, SPAIN

## NH HOTELS BRAND HALLMARKS

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

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

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

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



NH CENTRE UTRECHT, NETHERLANDS

## BENEFITS FOR THE INVESTOR

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

## NH HOTELS LOCATIONS

### ANDORRA

- NH Andorra La Vella

### ARGENTINA

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

### AUSTRIA

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

### BELGIUM

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

### BRAZIL

- NH Curitiba The Five

### CHILE

- NH Antofagasta
- NH Ciudad de Santiago
- NH Heroes de la Concepción Iquique – coming soon
- NH Iquique

### COLOMBIA

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

### CUBA

- NH Capri La Habana

### CZECH REPUBLIC

- NH Prague City

### FRANCE

- NH Lyon Airport
- NH Nice
- NH Toulouse Airport

### GERMANY

- NH Berlin Alexanderplatz
- NH Berlin City Ost
- NH Berlin Kurfürstendamm
- NH Berlin Potsdamer Platz
- NH Bingen
- NH Dortmund
- NH Dresden Neustadt

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

- NH Stuttgart Sindelfingen
- NH Weinheim
- NH Wiesbaden

### HAITI

- NH Haiti El Rancho

### HUNGARY

- NH Budapest City

### ITALY

- NH Ancona
- NH Bergamo
- NH Bologna de la Gare
- NH Bologna Villanova
- NH Buenos Aires Milano – coming soon
- NH Caltagirone Villa San Mauro
- NH Catania Centro
- NH Catania Parco Degli Aragonesi
- NH Firenze
- NH Genova Centro
- NH La Spezia
- NH Lecco Pontevecchio
- NH Linate
- NH Milano 2
- NH Milano 2 Residence
- NH Milano Concordia
- NH Milano Congress Centre
- NH Milano Fiera
- NH Milano Machiavelli
- NH Milano Palazzo Moscova
- NH Milano Touring
- NH Napoli Panorama
- NH Orio al Serio
- NH Padova
- NH Palermo
- NH Parma



NH CALI ROYAL, COLOMBIA

## NH HOTELS LOCATIONS *Cont.*

- NH Pisa
- NH Ravenna
- NH Roma Villa Carpegna
- NH Savona Darsena
- NH Siena
- NH Torino Centro
- NH Torino Lingotto Congress
- NH Torino Santo Stefano
- NH Trento
- NH Trieste
- NH Venezia Laguna Palace
- NH Venezia Rio Novo
- NH Venezia Santa Lucia

### LUXEMBOURG

- NH Luxembourg

### MEXICO

- NH Aguascalientes – coming soon
- NH Cancún Airport
- NH Coatzacoalcos
- NH Guadalajara Expo – coming soon
- NH Mexico City Valle Dorado
- NH Monterrey La Fe
- NH Puebla Centro Histórico
- NH Puebla Finsa
- NH Queretaro
- NH San Luis Potosí

### NETHERLANDS

- NH Amersfoort
- NH Amsterdam Caransa
- NH Amsterdam Centre
- NH Amsterdam Museum Quarter
- NH Amsterdam Noord
- NH Amsterdam Schiller
- NH Amsterdam Schiphol Airport

- NH Amsterdam Zuid
- NH Arnhem Rijnhotel
- NH Atlanta Rotterdam
- NH Atlantic Den Haag
- NH Bussum Jan Tabak
- NH Capelle
- NH Centre Utrecht
- NH City Centre Amsterdam
- NH Den Haag
- NH Eindhoven Conference Centre Koningshof
- NH Groningen
- NH Groningen Hotel de Ville
- NH Maastricht
- NH Naarden
- NH Noordwijk Conference Centre Leeuwenhorst
- NH Utrecht
- NH Veluwe Sparrenhorst
- NH Waalwijk
- NH Zandvoort
- NH Zoetermeer

### PANAMA

- NH Urban Royal Panamá – coming soon

### PERU

- NH Parque Kennedy – coming soon

### POLAND

- NH Poznan

### PORTUGAL

- NH Lisboa Campo Grande
- NH Porto Jardim

### ROMANIA

- NH Bucharest
- NH Timisoara

### SLOVAKIA

- NH Bratislava Gate One

### SPAIN

- NH Alcorcón
- NH Alicante
- NH Amistad Murcia
- NH Avenida Jerez
- NH Barcelona Diagonal Center
- NH Barcelona Eixample
- NH Barcelona Entenza
- NH Barcelona Les Corts
- NH Barcelona Stadium
- NH Bilbao Deusto
- NH Campo Cartagena
- NH Campo de Gibraltar
- NH Canciller Ayala Vitoria
- NH Cartagena
- NH Castellón Mindoro
- NH Castellón Turcosa
- NH Ciudad de Cuenca
- NH Ciudad de Santander
- NH Ciudad de Valencia
- NH Ciudad de Valladolid
- NH Ciudad de Zaragoza
- NH Ciudad Real
- NH Ciutat de Reus
- NH Córdoba Califa
- NH Gijón
- NH Gran Hotel Casino de Extremadura
- NH Imperial Playa
- NH La Avanzada
- NH Las Palmas Playa las Canteras

- NH Leganes
- NH Lleida Pirineos
- NH Logroño
- NH Logroño Herencia Rioja
- NH Luz Huelva
- NH Madrid Alonso Martínez
- NH Madrid Atocha
- NH Madrid Balboa
- NH Madrid Barajas Airport
- NH Madrid Chamberí
- NH Madrid Lagasca
- NH Madrid Las Tablas
- NH Madrid Nacional
- NH Madrid Paseo de la Habana
- NH Madrid Príncipe de Vergara
- NH Madrid Ribera del Manzanares
- NH Madrid Sur
- NH Madrid Ventas
- NH Madrid Zurbano
- NH Málaga
- NH Marbella
- NH Ourense
- NH Oviedo Principado
- NH Pamplona Iruña Park
- NH Porta Barcelona
- NH Pozuelo Ciudad de la Imagen
- NH Salamanca Puerta de la Catedral
- NH San Pedro de Alcántara
- NH Sant Boi
- NH Sants Barcelona
- NH Sevilla Plaza de Armas
- NH Sport
- NH Tenerife
- NH Valencia Center
- NH Valencia Las Artes
- NH Valencia Las Ciencias
- NH Valladolid Bálago

- NH Villa de Coslada
- NH Zamora Palacio del Duero

### SWITZERLAND

- NH Geneva Airport
- NH Geneva City

### UNITED KINGDOM

- NH London Kensington

### URUGUAY

- NH Montevideo Columbia



NH COLLECTION  
HOTELS

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

*Feel the extraordinary*





NH COLLECTION AMSTERDAM DOELEN, NETHERLANDS

## ABOUT NH COLLECTION

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

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

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

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



NH COLLECTION 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 hotel, guests discover exceptional locations and surroundings in destinations with a history.

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

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



NH COLLECTION ROMA PALAZZO CINQUECENTO, ITALY

## NH COLLECTION BRAND HALLMARKS

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

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

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

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

## BENEFITS FOR THE INVESTOR

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



## NH COLLECTION LOCATIONS

### ARGENTINA

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

### AUSTRIA

- NH Collection Wien Zentrum

### BELGIUM

- NH Collection Brussels Centre
- NH Collection Grand Sablon

### CHILE

- NH Collection Plaza Santiago
- NH Collection Santiago Casacostanera

### COLOMBIA

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

### CUBA

- NH Collection Victoria La Habana

### CZECH REPUBLIC

- NH Collection Olomouc Congress
- NH Collection Prague

### ECUADOR

- NH Collection Quito Royal

### FRANCE

- NH Collection Marseille

### GERMANY

- NH Collection Berlin Mitte am Checkpoint Charlie
- NH Collection Berlin Mitte Friedrichstrasse
- NH Collection Dresden Altmarkt
- NH Collection Frankfurt City
- NH Collection Frankfurt Spin Tower – coming soon
- NH Collection Hamburg City
- NH Collection Köln Mediapark
- NH Collection München Bavaria
- NH Collection Nürnberg City

### HUNGARY

- NH Collection Budapest City Center

### ITALY

- NH Collection Firenze Porta Rossa
- NH Collection Genova Marina
- NH Collection Grand Hotel Convento di Amalfi
- NH Collection Milano City Life – coming soon
- NH Collection Milano Porta Nuova
- NH Collection Milano President
- NH Collection Murano – coming soon
- NH Collection Roma Centro
- NH Collection Roma Giustiniano
- NH Collection Roma Palazzo Cinquecento
- NH Collection Roma Vittorio Veneto
- NH Collection Taormina
- NH Collection Torino Piazza Carlina

### MEXICO

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

### NETHERLANDS

- NH Collection Amsterdam Barbizon Palace
- NH Collection Amsterdam Doelen
- NH Collection Amsterdam Flower Market
- NH Collection Eindhoven Centre

### PORTUGAL

- NH Collection Lisboa Liberdade
- NH Collection Porto Batalha

### QATAR

- The Vyra Suites NH Collection Doha

### SPAIN

- NH Collection A Coruña Finisterre
- NH Collection Amistad Córdoba
- NH Collection Barcelona Constanza
- NH Collection Barcelona Gran Hotel Calderón
- NH Collection Barcelona Pódium
- NH Collection Cáceres Palacio de Oquendo
- NH Collection Gran Hotel de Zaragoza
- NH Collection Granada Victoria
- NH Collection León Plaza Mayor
- NH Collection Madrid Abascal
- NH Collection Madrid Colón

- NH Collection Madrid Eurobuilding
- NH Collection Madrid Gran Vía
- NH Collection Madrid Palacio de Tepa
- NH Collection Madrid Paseo del Prado
- NH Collection Madrid Suecia
- NH Collection Palacio de Aranjuez
- NH Collection Palacio de Avilés
- NH Collection Palacio de Burgos
- NH Collection Salamanca Palacio de Castellanos
- NH Collection San Sebastián Aránzazu
- NH Collection Santander – coming soon
- NH Collection Santiago de Compostela
- NH Collection Sevilla
- NH Collection Valencia Colón
- NH Collection Vigo
- NH Collection Villa de Bilbao

### UNITED STATES

- NH Collection New York Madison Avenue

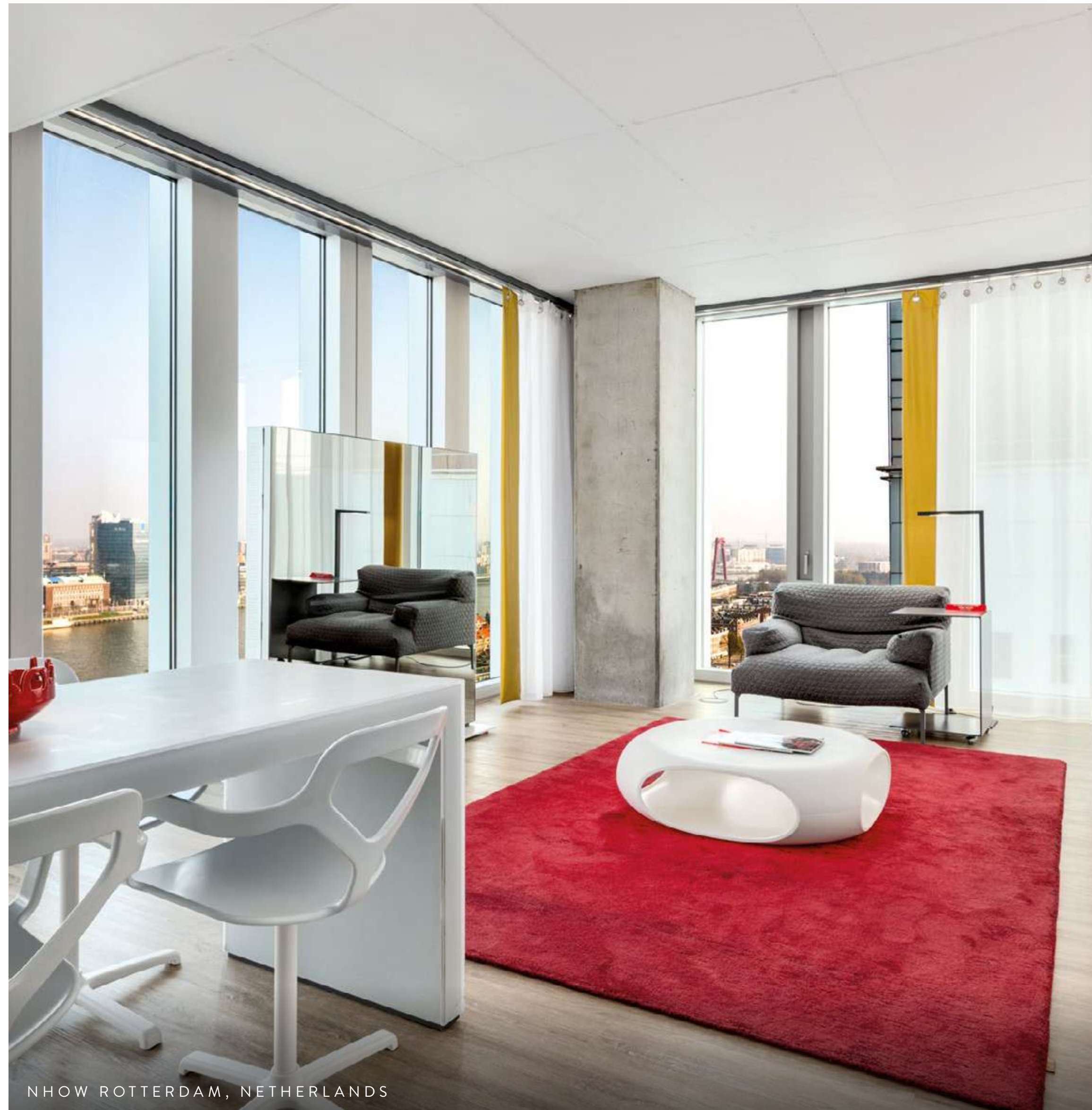


NH COLLECTION ROMA PALAZZO CINQUECENTO, ITALY

**nhow**  
HOTELS

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

*Elevate your stay*



NHOW ROTTERDAM, NETHERLANDS

## ABOUT NHOW HOTELS

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

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

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



NHOW BERLIN, GERMANY

## NHOW BRAND PILLARS

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

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

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

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

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

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





NHOW LONDON, UNITED KINGDOM

## NHOW BRAND HALLMARKS

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

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

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

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

## BENEFITS FOR THE INVESTOR

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





NHOW BERLIN, GERMANY

## NHOW HOTELS LOCATIONS

### BELGIUM

- nhow Brussels – coming soon

### CHILE

- nhow Santiago de Chile – coming soon

### FRANCE

- nhow Marseille

### GERMANY

- nhow Berlin
- nhow Frankfurt – coming soon
- nhow Hamburg – coming soon

### ITALY

- nhow Milano
- nhow Roma – coming soon

### NETHERLANDS

- nhow Amsterdam RAI
- nhow Rotterdam

### PERU

- nhow Lima – coming soon

### UNITED KINGDOM

- nhow London

## NH REWARDS

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

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

### EASY & TRANSPARENT

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

### ASPIRATIONAL

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

### INTERNATIONAL

- Present in 28 countries, with more than 350 hotels

### THE RENEWED PROGRAMME IS BASED ON THESE CORE MESSAGES

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

### BENEFITS

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



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



OAKS SEAFORTH RESORT, AUSTRALIA

## ABOUT OAKS

Founded in Australia in 1991, Oaks is Australasia's largest apartment-style accommodation provider, with more than 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 CHARLOTTE TOWERS, AUSTRALIA



## OAKS DEVELOPMENT MODELS

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

### BUILD-AND-HOLD

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

### BUILD-AND-SELL WITH RENTAL POOL

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

### PARTIAL SALE-AND-RETAIN

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

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

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

### OUTSOURCED FOOD-AND- BEVERAGE OUTLETS

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







OAKS CALYPSO PLAZA, AUSTRALIA

## OAKS LOCATIONS

### AUSTRALIA

#### Adelaide

- Oaks Horizons
- Oaks Embassy
- iStay Precinct

#### Brisbane

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

#### Broome

- Oaks Broome
- Oaks Cable Beach Sanctuary

#### Cairns

- Oaks Cairns

#### Darwin

- Oaks Elan Darwin

#### Gladstone

- Oaks Grand Gladstone

#### Glenelg

- Oaks Liberty Towers
- Oaks Plaza Pier

#### Gold Coast

- Oaks Calypso Plaza
- Oaks Gold Coast

#### Hervey Bay

- Oaks Hervey Bay

#### Hunter Region

- Oaks Cypress Lakes

#### Ipswich

- Oaks Aspire

#### Issac Region

- Oaks Middlemount
- Oaks Moranbah

#### Kingscliff

- Oaks Santai Casuarina

#### Mackay

- Oaks Carlyle
- Oaks Rivermarque

#### Melbourne

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

#### Port Douglas

- Oaks Lagoons
- Oaks Port Douglas

#### Port Stephens

- Oaks Lure
- Oaks Pacific Blue

#### Redcliffe

- Oaks Mon Komo

#### Sunshine Coast

- Oaks Oasis
- Oaks Seaforth

#### Sydney

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

#### The Entrance

- Oaks Waterfront

#### Toowoomba

- Oaks Toowoomba

#### Townsville

- Oaks Gateway
- Oaks Metropole

#### CHINA

- Oaks Chengdu
- Oaks Hangzhou – coming soon

#### EGYPT

- Oaks Egypt – coming soon

#### INDIA

- Oaks Bodhgaya

#### KENYA

- Oaks Nairobi

#### MYANMAR

- Oaks Yangon – coming soon

#### NEW ZEALAND

- Oaks Auckland Harbour
- Oaks Queenstown Club
- Oaks Queenstown Shores
- Oaks Wellington

#### QATAR

- Al Najada Doha

#### THAILAND

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

#### UNITED ARAB EMIRATES

- Abu Dhabi, Oaks Liwa
- Dubai, Oaks Ibn Battuta
- Dubai, Oaks Liwa Heights



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

*In harmony with Africa*



ARUSHA COFFEE LODGE, TANZANIA

## ABOUT ELEWANA

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

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



KILINDI ZANZIBAR, TANZANIA



SAND RIVER MASAI MARA, KENYA



LOISABA TENTED CAMP, KENYA



SKY SAFARI





KILINDI ZANZIBAR, TANZANIA

## ELEWANA LOCATIONS

### KENYA

#### **Amboseli Eco-System**

- Elewana Tortilis Camp

#### **Diani Beach**

- Elewana AfroChic Diani

#### **Laikipia Plateau**

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

#### **Masai Mara**

- Elewana Elephant Pepper Camp
- Elewana Sand River Masai Mara

#### **Meru National Park**

- Elewana Elsa's Kopje Meru

### TANZANIA

#### **Arusha**

- Elewana Arusha Coffee Lodge

#### **Ngorongoro**

- Elewana The Manor At Ngorongoro

#### **Serengeti Eco-System**

- Elewana Serengeti Pioneer Camp
- Elewana Serengeti Migration Camp

#### **Tarangire Eco-System**

- Elewana Tarangire Treetops

#### **Zanzibar**

- Elewana Kilindi Zanzibar

## 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.

## 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.



SEEN RESTAURANT & BAR BANGKOK, THAILAND



SEEN BEACH CLUB SAMUI, THAILAND



MEKONG KINGDOMS, LAOS AND THAILAND



LOY PELA VOYAGES, THAILAND

## 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.



THE VIETAGE, VIETNAM



A LUXURIOUS RAILWAY ADVENTURE, VIETNAM

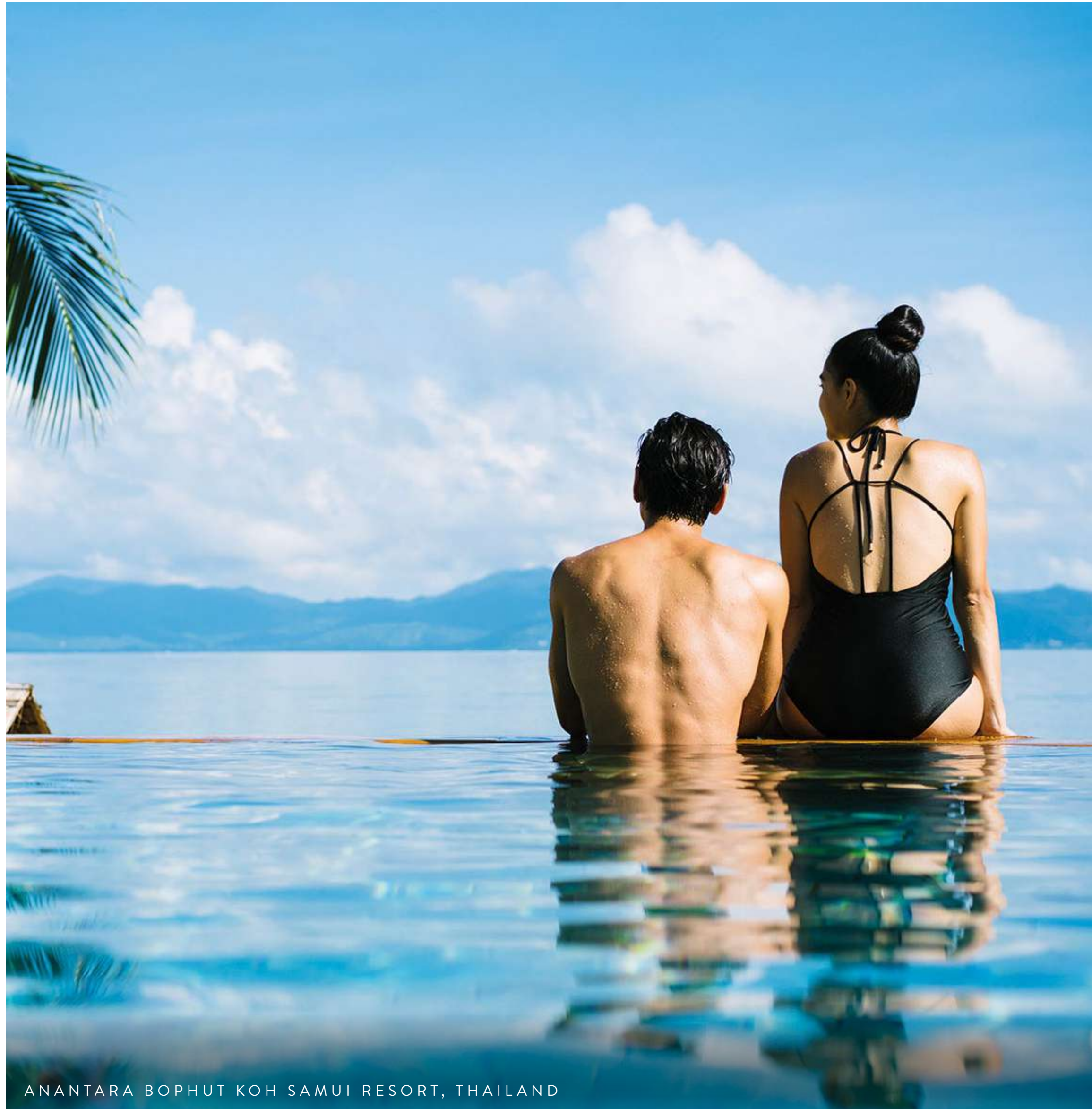


EXQUISITE DINING, VIETNAM



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 15,000 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](http://www.coperama.com)

## PROFIT BY DESIGN

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

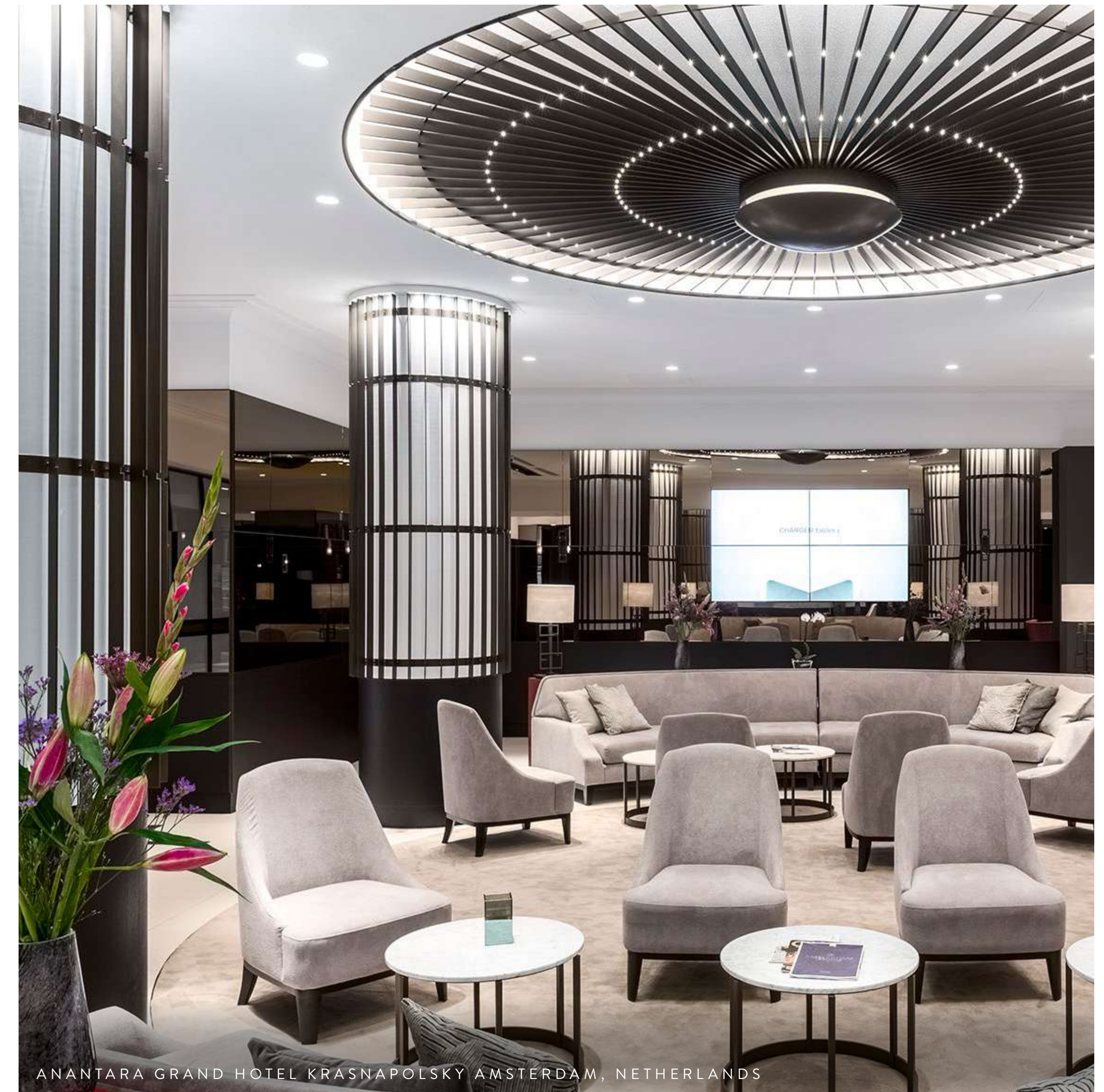
Profit by Design ensures that profit is gained from the outset through an operationally efficient, market-driven hotel design. We work closely with owners and their consultants to optimise the use of space and ensure a cost-effective design approach to guestrooms and facilities, specific to each hotel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

## OUR IN-HOUSE TEAM OF EXPERTS PROVIDES

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

## TYPICAL PROJECT ROLL-OUT

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





## GLOBAL SALES NETWORK

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

### OFFICE LOCATIONS

- |   |   |  |   |   |
|---|---|--|---|---|
| 1 <b>Australia &amp; New Zealand</b><br>Melbourne | 5 <b>Germany</b><br>Berlin: representing<br>Austria, Germany<br>and Switzerland | 9 <b>Mexico</b><br>Mexico City:<br>representing Argentina,<br>Chile and Mexico | 12 <b>Saudi Arabia</b><br>Riyadh<br>Jeddah      | 16 <b>Spain &amp; Italy</b><br>Madrid   |
| 2 <b>Brazil</b><br>São Paulo                      | 6 <b>India</b><br>Delhi   | 10 <b>North America</b><br>Los Angeles<br>New York                             | 13 <b>Singapore &amp; Malaysia</b><br>Singapore | 17 <b>United Arab Emirates</b><br>Dubai   |
| 3 <b>China</b><br>Shanghai                        | 7 <b>Japan</b><br>Tokyo   | 11 <b>Russia &amp; CIS countries</b><br>Moscow                                 | 14 <b>Taiwan &amp; Hong Kong</b><br>Taipei      | 18 <b>United Kingdom</b><br>London: representing<br>Denmark, Finland,<br>Ireland, Norway,<br>Sweden and United<br>Kingdom |
| 4 <b>Egypt</b><br>Cairo                           | 8 <b>Korea</b><br>Seoul   |  | 15 <b>Thailand</b><br>Bangkok                   |   |

## 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 12 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



## 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.





## 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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