

EUROPE & AMERICAS RESORTS GROWTH STRATEGY

MINOR
HOTELS



MINOR HOTELS

RESORTS GROWTH STRATEGY

Leveraging Minor Hotels' and NH Hotel Group's
Leadership in Europe & Americas

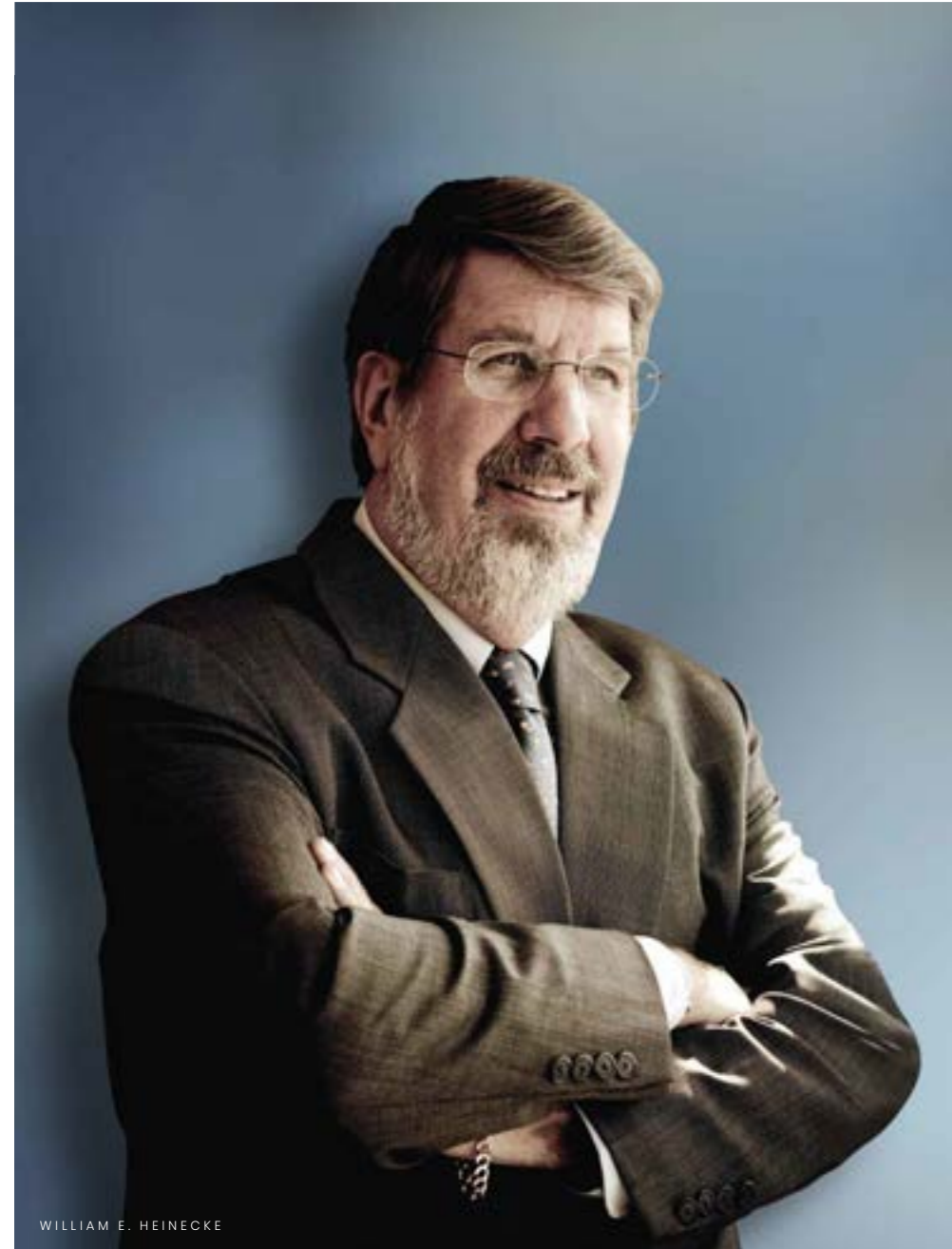




Table of Contents

INTRODUCTION	06
ABOUT MINOR HOTELS	07
MINOR HOTELS TIMELINE	10
NH HOTEL GROUP, PART OF MINOR HOTELS	11
NH HOTEL GROUP TIMELINE	12
RESORTS SEGMENT GROWTH	15
WHY MINOR IN EUROPE & AMERICAS	17
TOP-OF-MIND BRAND AWARENESS	19
STRONG BRAND ARCHITECTURE	23
GLOBAL LOYALTY PROGRAMME	33
SOLID COMMERCIAL MODEL	36
OPERATIONAL EXCELLENCE	38
CREATIVE BUSINESS APPROACH	53
FLEXIBILITY	55
RESORTS EXPERTISE	56
MINOR BRANDED RESIDENCES	57
AWARD WINNING HOSPITALITY BRANDS	58
LOCALLY MINDED, ACTIVELY ENGAGED	60





WILLIAM E. HEINECKE

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. We 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


About Minor Hotels

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

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



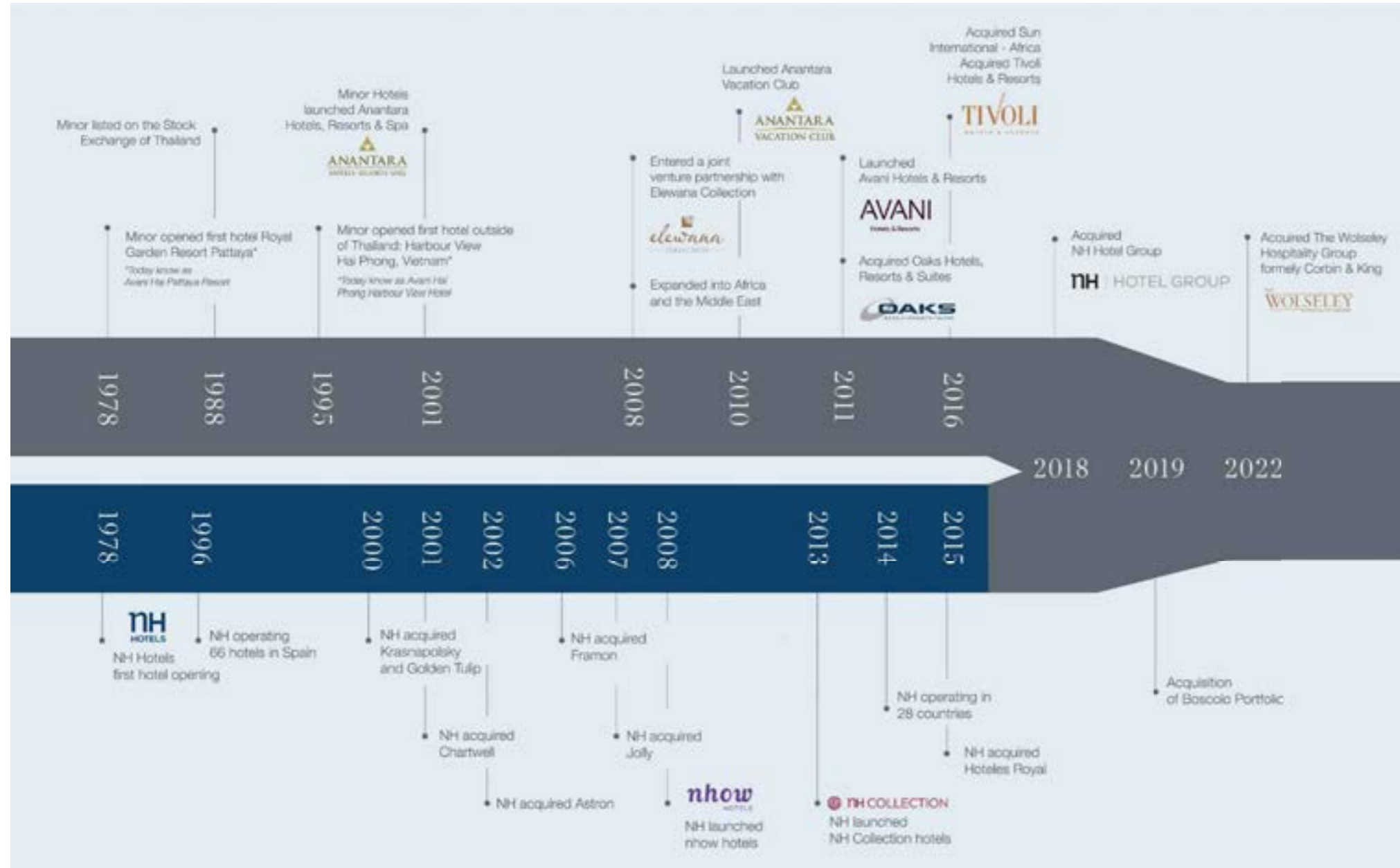
ANANTARA DUBAI RESORT, UNITED ARAB EMIRATES

ANANTARA HOTELS, RESORTS & SPAS	AVANI HOTELS & RESORTS	ELEWANA COLLECTION	OAKS HOTELS, RESORTS & SUITES	NH HOTELS & RESORTS	NH COLLECTION HOTELS & RESORTS	NHOW HOTELS & RESORTS	TIVOLI HOTELS & RESORTS
							
OVER 49 PROPERTIES 23 COUNTRIES 6.812 ROOMS	OVER 37 PROPERTIES 18 COUNTRIES 6.699 ROOMS	OVER 16 PROPERTIES 2 COUNTRIES 224 ROOMS	OVER 62 PROPERTIES 6 COUNTRIES 8.200 ROOMS	OVER 231 PROPERTIES 25 COUNTRIES 34.696 ROOMS	OVER 93 PROPERTIES 20 COUNTRIES 15.016 ROOMS	OVER 8 PROPERTIES 6 COUNTRIES 2.494 ROOMS	OVER 16 PROPERTIES 5 COUNTRIES 3.415 ROOMS



ANANTARA CONVENTO DI AMALFI GRAND HOTEL, ITALY

Our Milestones



NH Hotel Group became part of Minor Hotels in 2018, enhancing our global presence under a single umbrella.

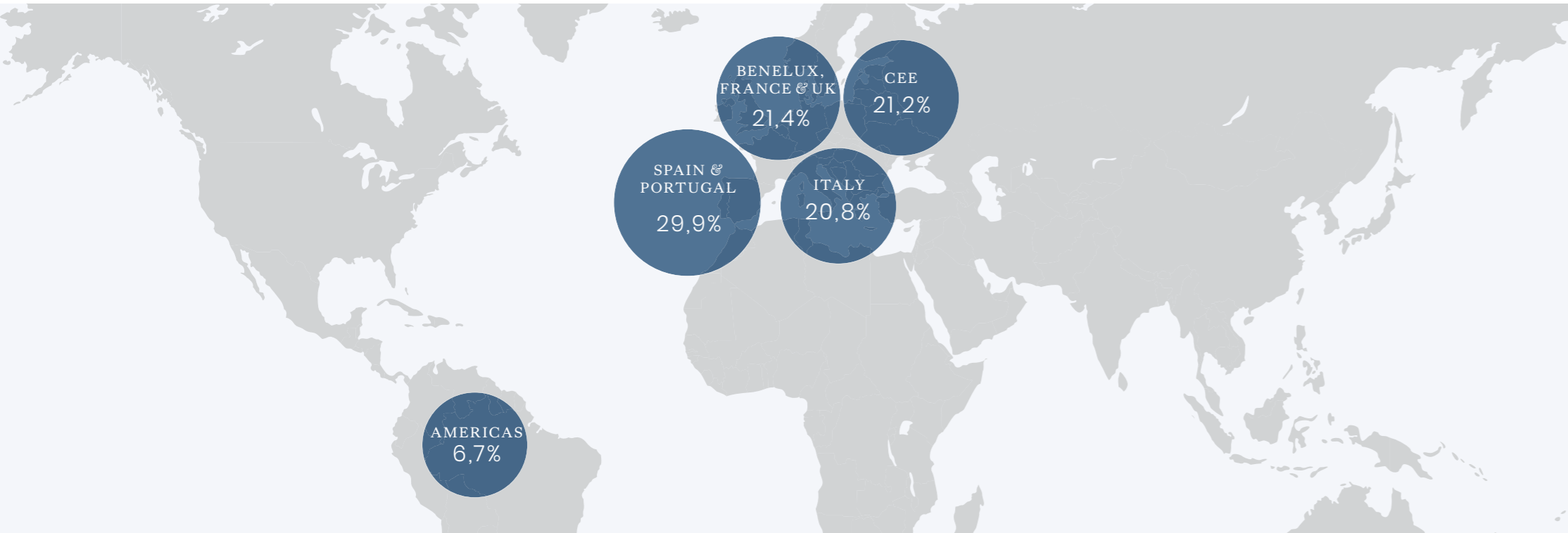


NH Hotel Group: Leading the Way in Europe & Americas

NH Hotel Group is the fifth largest hotel chain in Europe and within the top 30 largest hotel chains worldwide.

The story of NH Hotel Group began 45 years ago, and we now operate almost 348 hotels and resorts in 30 countries, with a latest record turnover of EUR 1.76 billion in 2022.

We are a market leader for both business and leisure urban travellers, hosting at peak performance more than 16 million guests a year and operating nearly 55,000 rooms. These achievements are based on strong experience as hotel operators, the flexibility of our business model, and our full commitment to quality and service.



NH PARMA, ITALY



ANANTARA BAZARUTO ISLAND RESORT, MOZAMBIQUE

A Vision for Success

In only a short period of time, Minor Hotels has become one of the top 20 hotel chains in the world – but we are not resting on our laurels. We intend to continue on a path of expansion, strengthening our leadership in the urban sector and cementing our position as a resort operator of choice.

Between 2016 and 2018, Minor Hotels acquired the already established Tivoli and NH brands, accelerating our international presence and expanding our luxury and resort segments. Our new European and American brand portfolio and strong regional presence are complemented by Minor Hotels' Asian footprint and decades of operational expertise.

In line with our growth strategy, Minor Hotels looks for resort projects that will allow us to expand our activities, mainly in Europe and America, with a focus on Spain, Italy, Portugal, France and Caribbean, as well as selectively in Croatia, Greece and North Africa.





ANANTARA VILLA PADIERNA PALACE BENAHAVIS MARBELLA RESORT, SPAIN

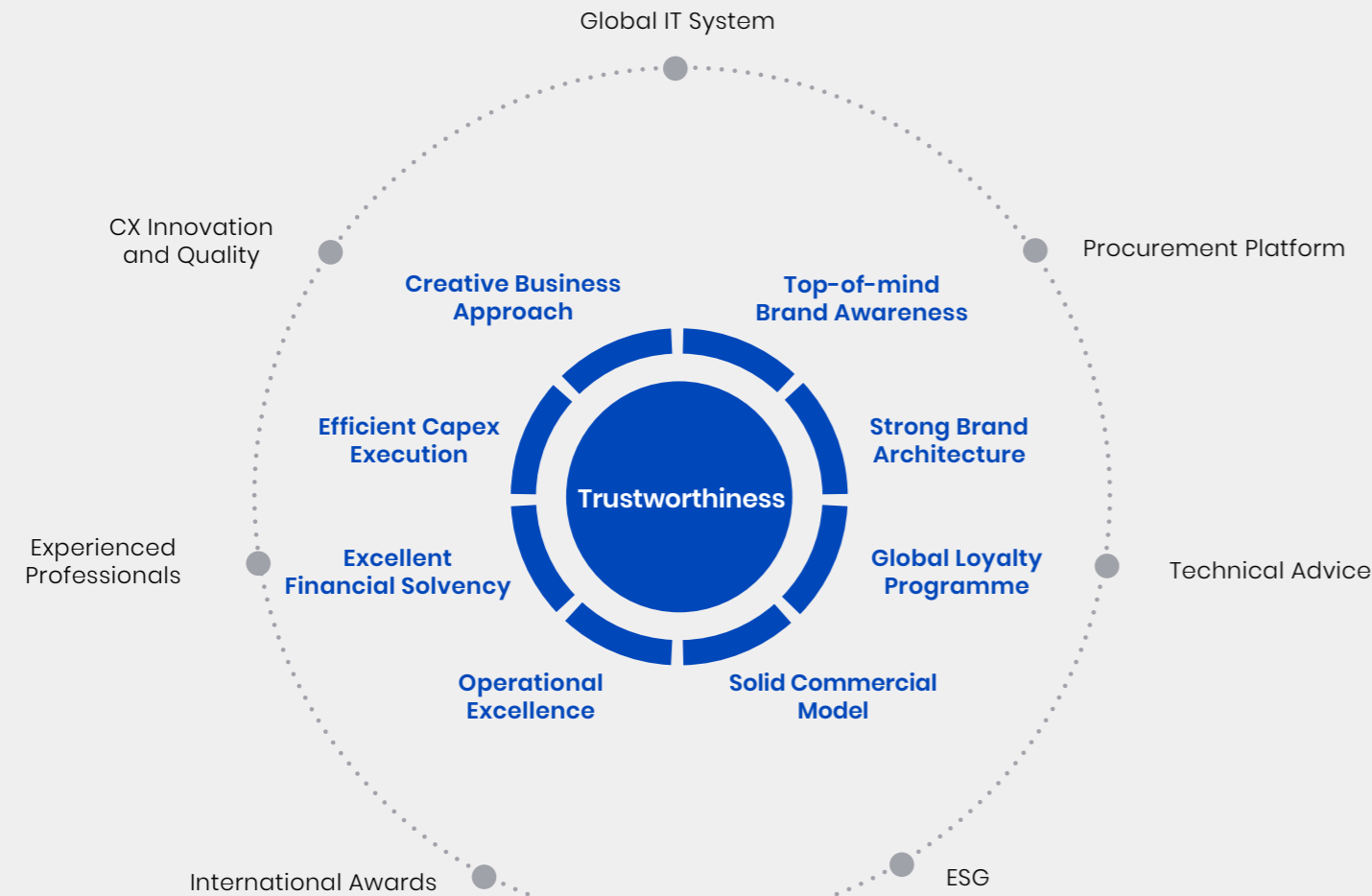


ANANTARA VILAMOURA ALGARVE RESORT, PORTUGAL

Why Minor in Europe & Americas

- I. **Top-of-mind brand awareness** of NH Hotels, NH Collection, Tivoli and Anantara in the main feeder markets of southern Europe.
- II. **Strong brand architecture** offering everything from **absolute** luxury to midscale, from universal appeal to lifestyle.
- III. **Global loyalty programme**, part of the Global Hotel Alliance (GHA) with 23 million members.
- IV. **Solid commercial model** with a powerful online focus, an established international network, best-in-class revenue management and proven resorts sector know-how.
- V. **Operational excellence**, combining operational margins above the market average and consistent guest satisfaction.
- VI. **Creative business approach**, guiding owners from the development phase until any potential exit.
- VII. **Flexibility** is what makes us unique, meeting financial and operational requirements with tailored solutions.

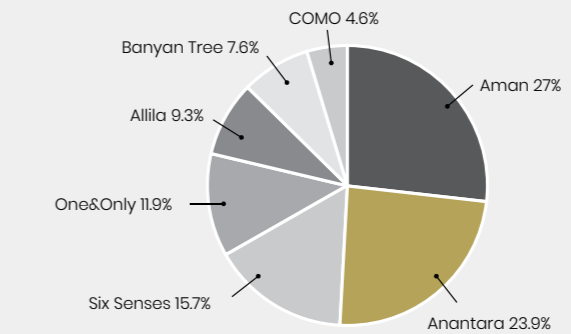
A Winning Choice for Owners



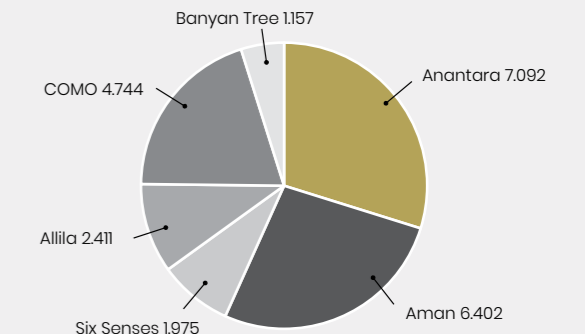
Top-of-mind Brand Awareness INTERNATIONAL RECOGNITION

- One out of every two tourists in the world visits Europe.
- 80% of Europe's tourists are European, and Minor brands such as NH Hotels, NH Collection and Tivoli, amongst others, have a large footprint on the continent.
- Over 68 million travellers* know Minor Hotels brands.
- Anantara Hotels, Resorts & Spas continues to maintain the largest online share of voice amongst competitor brands in 2022**.

OVERVIEW SHARE OF VOICE

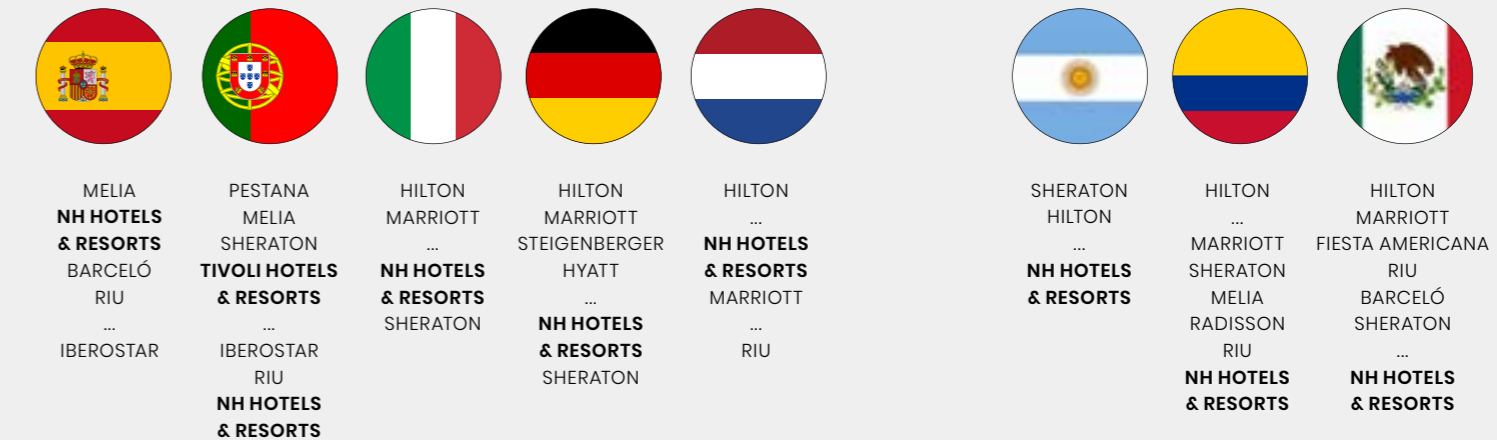


AVERAGE ENGAGEMENT



AWARENESS RANKING IN MAIN EUROPEAN & AMERICAN MARKETS

Top upscale/upper-upscale international resorts brands.



* Source: GfK Brand Tracking Study 2022.

** Source: Synthesio 2022, AI-enabled Consumer Intelligence Social Listening. Incomplete data for 2020 due to COVID-19 restrictions on operations.

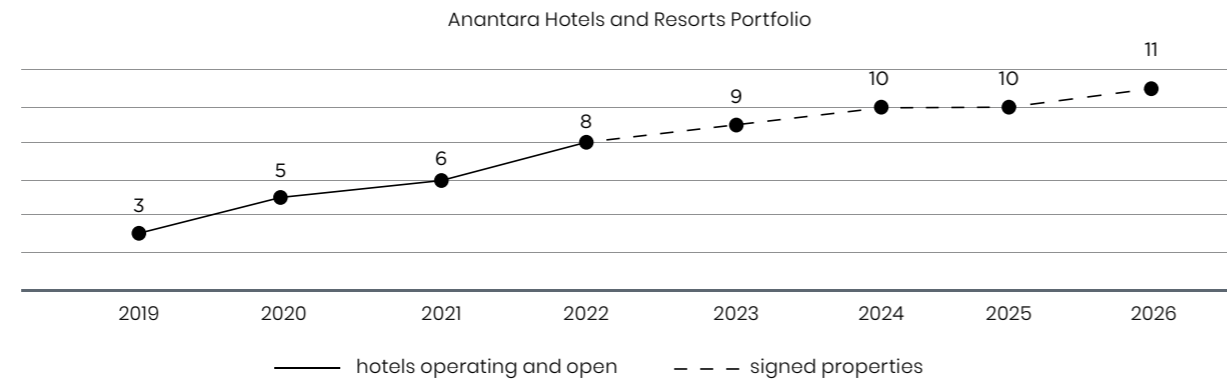
Anantara, one of the highest brand awareness in Europe

1. RITZ CARLTON
2. FOUR SEASONS
3. KEMPINSKI / SHANGRI-LA
4. MANDARIN ORIENTAL
5. ANANTARA
6. JUMEIRAH
7. SIX SENSES
8. ST. REGIS
9. RAFFLES
10. ROSEWOOD
11. ONE & ONLY
12. AMAN
13. BANYAN TREE

Source: GfK Brand Tracking Study 2022.



The Anantara brand has managed to position itself in Europe as one of the luxury brands with the highest brand awareness compared to the major competitors in the market.





Brand Matrix: Architecture and positioning

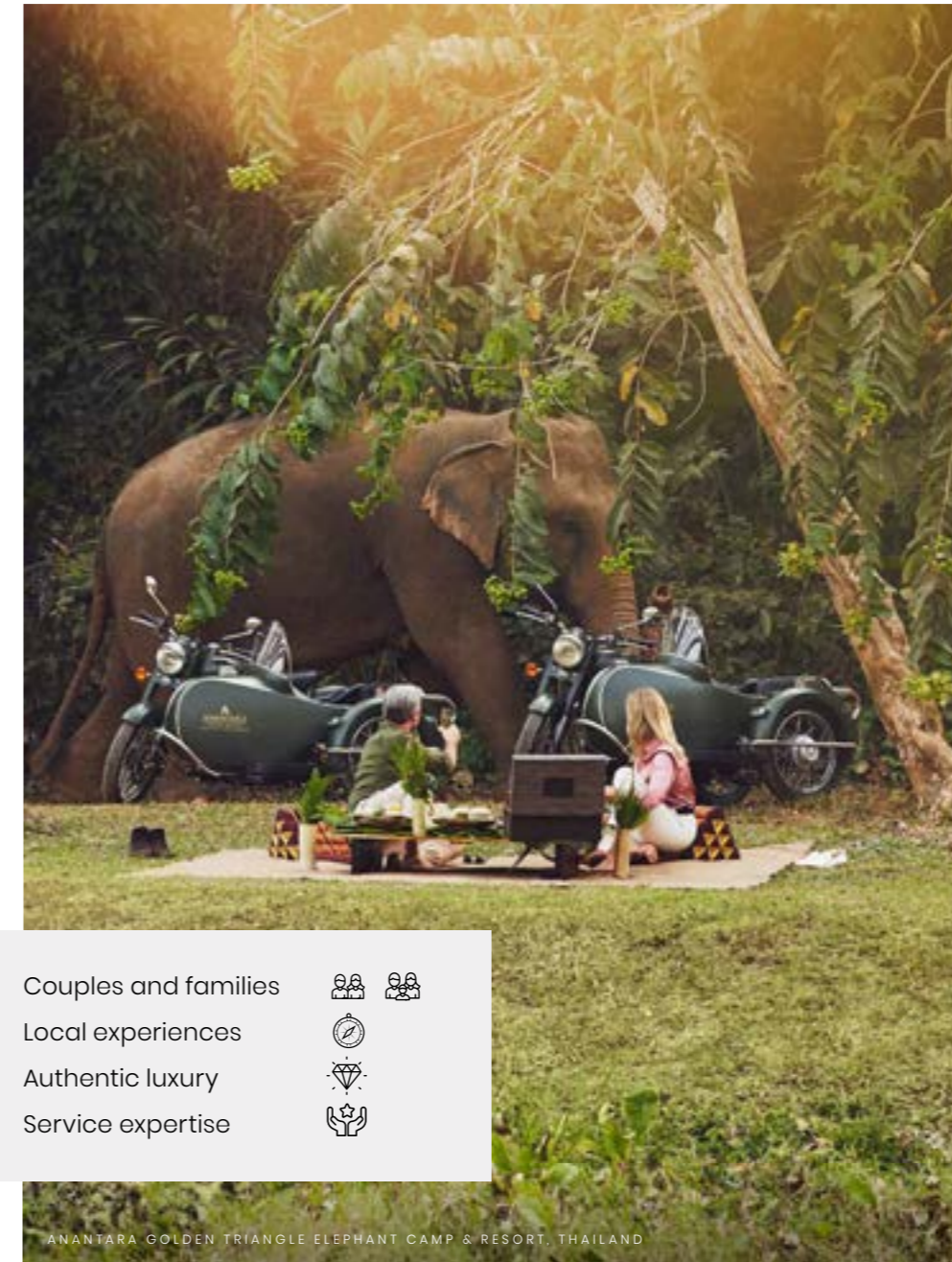
PREMIUMNESS



DISTINCTIVENESS

			COMPETITIVE SET							
			Marriott	Hilton	IHG	Hyatt	Accor	Radisson	Melia	Others
Universal	ANANTARA HOTELS-RESORTS-SPAS	Luxury	THE RITZ-CARLTON ST REGIS THE LUXURY COLLECTION	W WINDSOR ADORE L X R	SIX SENSES RESORTS & SPAS REGENT	PARK HYATT™	RAFFLES SHERATON			Four Seasons Rosewood Jumeirah Ondu AMANI RESORTS IF
		Premium / Luxury	JW MARRIOTT™ EDITION	CONRAD	INTERCONTINENTAL KIMPTON HOTELS & RESTAURANTS NIGNETTE COLLECTION	GRAND HYATT ULTRA LUXURY HOTELS	Four Seasons SOFITEL RIXOS		GRAN MELIÁ HOTELS & RESORTS	Kempinski VICEROY
	TIVOLI HOTELS & RESORTS	Premium / Upper-upscale	HYATT WESTIN	Hilton	SHERATON WESTIN	HYATT HYATT	M GALLERY	artotel RADISSON COLLECTION PARK PLAZA	The MELIÁ COLLECTION MELIÁ HOTELS & RESORTS	OMNI® HOTELS & RESORTS VICEROY Scandic
		Select / Upscale	DELTA HOTELS AC HOTELS	EXCELLENT by Hilton	VOCO CROWNE PLAZA HOTELS & RESORTS	HYATT HYATT PLACE	MÖVENPICK NOVOTEL Mercure swissôtel MORGANS ORIGINALS SO	Radisson		OMNI® HOTELS & RESORTS VICEROY Scandic GreenTree HOTEL
Distinct /Lifestyle	nhov HOTELS & RESORTS	Premium / Upper-upscale	W HOTELS WORLDWIDE	conopy	ANDAZ HOTELS & RESORTS	ANDAZ HOTELS & RESORTS	MONDRIAN SLS the hoxton 25hours hotels	Radisson	MELIÁ HOTELS & RESORTS ME BY MELIÁ	ACE HOTEL
		Premium/ Upper-upscale & Upscale	TRIBUTE PORTFOLIO	TAPESTRY COLLECTION by Hilton	HOTEL INDIGO	HYATT CENTRIC Caption	MAMA SHELTER TRIBE	RED by Radisson	INNSIDE BY MELIÁ	citizen M
	AVANI Hotels & Resorts									

*Mainly Europe & Latam. Middle East & Asia may vary (brand stretch). Proposal based on STR ChainScales 2022 Report; GFK brand tracking historical data 2013 - 2022 in Europe & Latam; Qualitative brands analysis on positioning, USPs, footprint & pipeline.



- Couples and families
- Local experiences
- Authentic luxury
- Service expertise

ANANTARA GOLDEN TRIANGLE ELEPHANT CAMP & RESORT, THAILAND

Anantara Hotels, Resorts & Spas

Segments & Features: Authentic luxury in the most unique and exciting settings in the world, from the buzz of Bangkok to the expanse of the Arabian desert or the sparkling Indian Ocean.

Concept: Anantara enables journeys of adventure and indulgence, connecting its guests to diverse people, places and stories around the world. Genuine luxury, authentic guided experiences, enriching cultural encounters, and stunning locations in exotic locales are all part of what makes this brand distinct.

Target: Anantara attracts a multi-generational class of modern-day travellers united by a thirst for life and discovery and the appreciation of the exceptional.

Guest Experience: Modern and luxurious but without pretension. An authentic immersion in each destination, with original experiences that connect guests with local people and culture.

Life is a journey

Avani Hotels & Resorts






Segments & Features: A youthful, contemporary and exciting upscale brand that pairs sleek design with service that goes beyond, putting extra effort into the details that matter.

Concept: 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.

Target: Style-savvy, modern travellers looking for fresh experiences, who naturally expect the basics done well.

Guest Experience: Stylish guest rooms designed for the deepest of sleeps. Buzzy social spaces that flow with the mood of the day. Honest, fresh, locally inspired food. Intuitive, common-sense service.



- Couples and families  
- Stylish architecture 
- Fresh food concepts 
- Intuitive service culture 

Details that matter

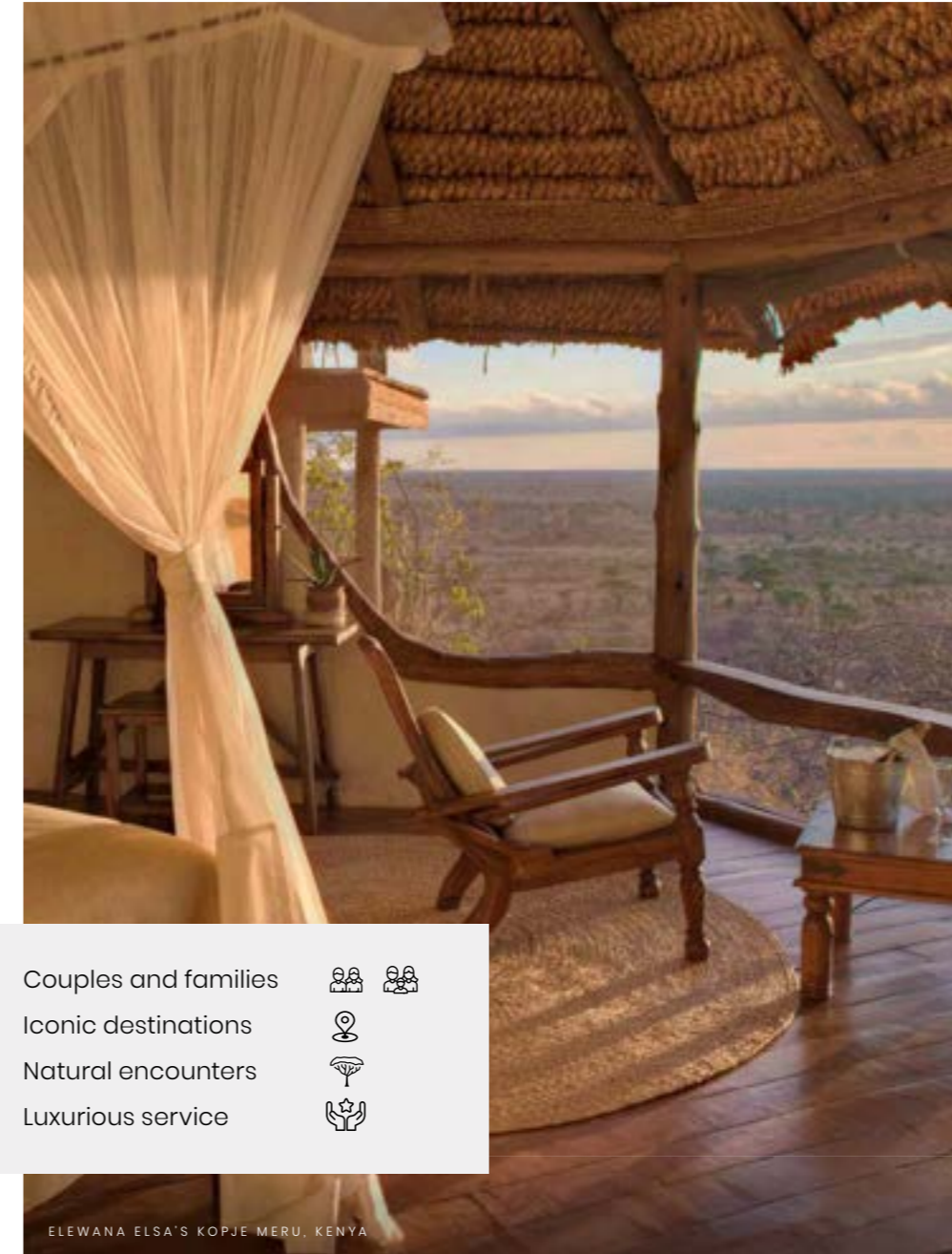
Elewana Collection






Segments & Features: Exceptional African game-viewing opportunities in luxurious comfort and style, with superior interior design and unrivalled levels of service in stunning natural surrounds.

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

Target: Couples and families who seek luxurious experiences and adventure amid Africa's natural beauty.

Guest Experience: Elewana properties are chosen for their inspiring and distinctive characters, aiming to provide guests with enriching encounters while operating in perfect harmony with their surroundings.



- Couples and families  
- Iconic destinations 
- Natural encounters 
- Luxurious service 

In Harmony with Africa

Oaks Hotels, Resorts & Suites

Segments & Features: A collection of midscale accommodations that offer freedom of choice, space, location and convenience.

Concept: Apartment-style accommodation ideal for long stays and families. Spaces are flexible and contemporary, and each property is designed to reflect the local market and neighbourhood.

Target: Independent business travellers and families seeking essential comforts and down-to-earth service.

Guest Experience: Rooms are intuitively designed to provide space and flexibility. Long-stay guests feel at home with a fully equipped kitchen and in-room laundry facilities. Guests are welcome to be as social or independent as they please.



OAKS QUEENSTOWN SHORES RESORT, NEW ZEALAND

- Families and long-stay guests
- Comfortable large spaces
- Personal service
- Local connections

Intuitively designed to suit the modern lifestyle

NH Hotels & Resorts

Segments & Features: NH Hotels & Resorts is an upscale & midscale brand that stands out for its quality of service and facilities, offering trustworthy experiences based on three main pillars: value for money, the best locations in main leisure destinations, and service with a human touch.

Concept: Maximize the value of a holiday by creating a more intimate and enriching resort experience that helps build bonds between families' members.

Target: Focus on families – parents with children, tweens and teens. Busy couples.

Guest Experience: The Family Hub & Club, Family Rooms, dedicated Arrival and Lobbies with family setups, creative Buffets & Takeaway concepts, Local crafts activities.



NH TRENTO, ITALY

- Families and couples
- Family club
- Family hub
- Buffets | F&B

Always a pleasure

NH Collection Hotels & Resorts

Segments & Features: Part of the upper-upscale segment, NH Collection brand showcases captivating resorts housed in authentic and unique landmark buildings in key destinations. Resorts are carefully conceived with a nature inspired, eclectic-elegant atmosphere to create a stay driven by extraordinary feelings, paying great attention to authentic and stimulating details, creating memorable wellbeing experiences.





Concept: To create a resort experience that places holistic wellbeing at the heart of everything the brand does.

Target: Focus on couples, mid-age, urban pressured lifestyle.

Guest Experience: Feel the place gastronomy & local concepts. Feel unique rooms & secluded spaces to unfold. Feel indulged by Wellbeing activities and partnerships.

Feel the extraordinary



- Couples and families 
- Cultural heritage 
- Gastronomy 
- Cosmopolitan wellbeing 

nhow Hotels & Resorts

Segments & Features: Upper-upscale unconventional lifestyle resorts with unique design inspired by the vibe of its destination. The nhow hotels and resorts all have a different and daring personality. Each one becomes a distinctive landmark, iconic, yet also inclusive and with a flexible individuality.





Concept: A fresh, thought-provoking universe for today's more discerning travelers 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...

Target: Focus on young adults looking for story-worthy holidays.

Guest Experience: Awakening the senses, colorful, art and designer touches in all spaces and interactions. Music, entertainment, fashion inspired events and creative, innovative street fooding concepts.

Elevate your stay



- Friends and couples 
- Art & design 
- Music & entertainment 
- Gourmet street food 

Tivoli Hotels & Resorts

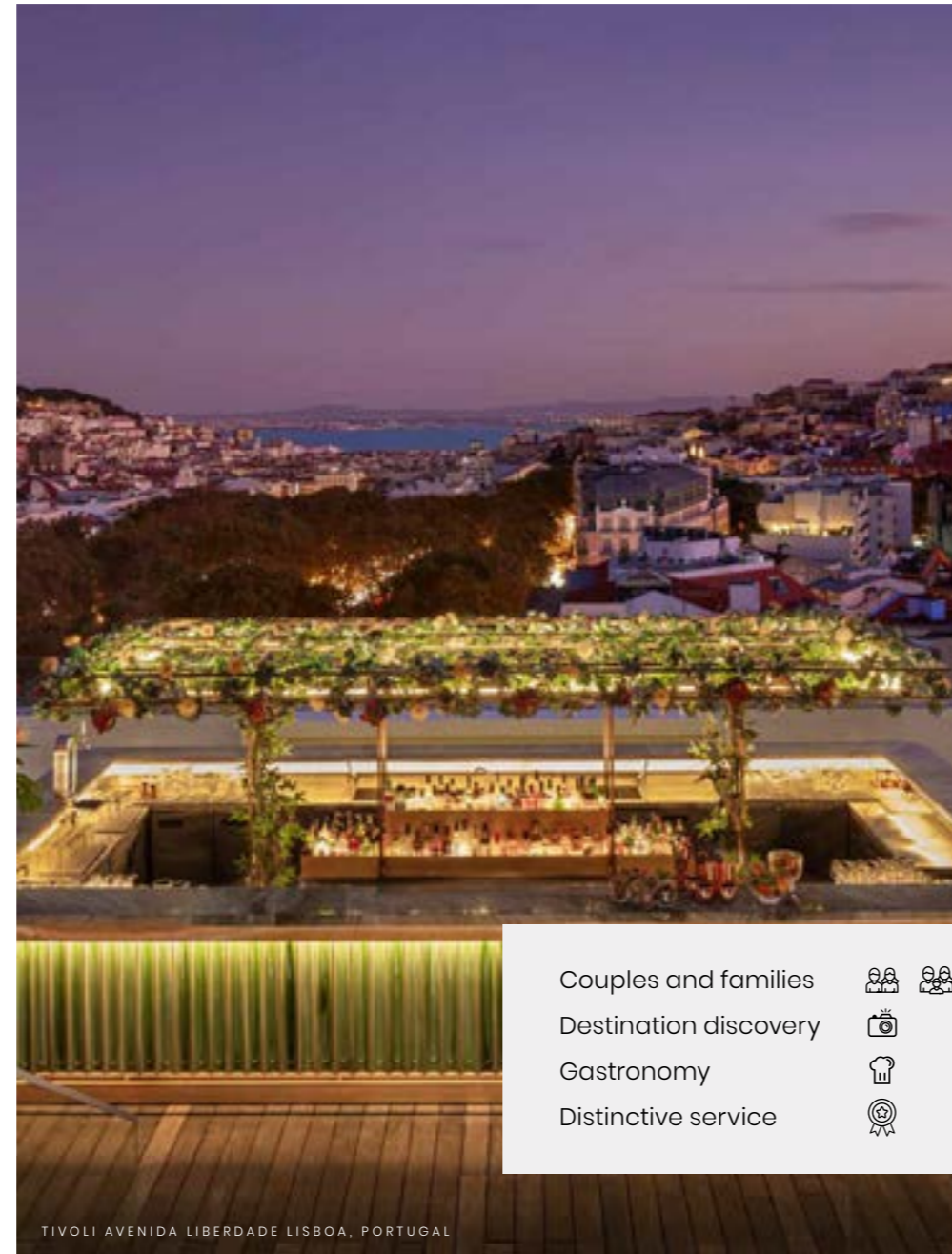
Segments & Features: Tivoli Hotels & Resorts is a collection of upper-upscale and deluxe properties, a unique eclectic brand encompassing idyllic beaches, cosmopolitan locations, and luxurious destinations. Tivoli's philosophy and long lasting heritage makes the brand stand out in either mature or new emerging markets.





Concept: Timeless, dedicated, distinctive. Tivoli evokes a time when hotel stays were grand experiences and travel meant life slowed down for a while.

Target: Couples and families who long for destinations where they can relax and be the best version of themselves.

Guest Experience: Unique experiences inspired by timeless hospitality, inviting guests to live in the moment, encompassing extraordinary F&B and providing with insider destination knowledge.

*Stay in the moment
Since 1933*



- Couples and families 
- Destination discovery 
- Gastronomy 
- Distinctive service 

Global Loyalty Programme

GLOBAL HOTEL ALLIANCE DISCOVERY LOYALTY PROGRAMME INCLUDING MINOR HOTELS BRANDS

40+
BRANDS

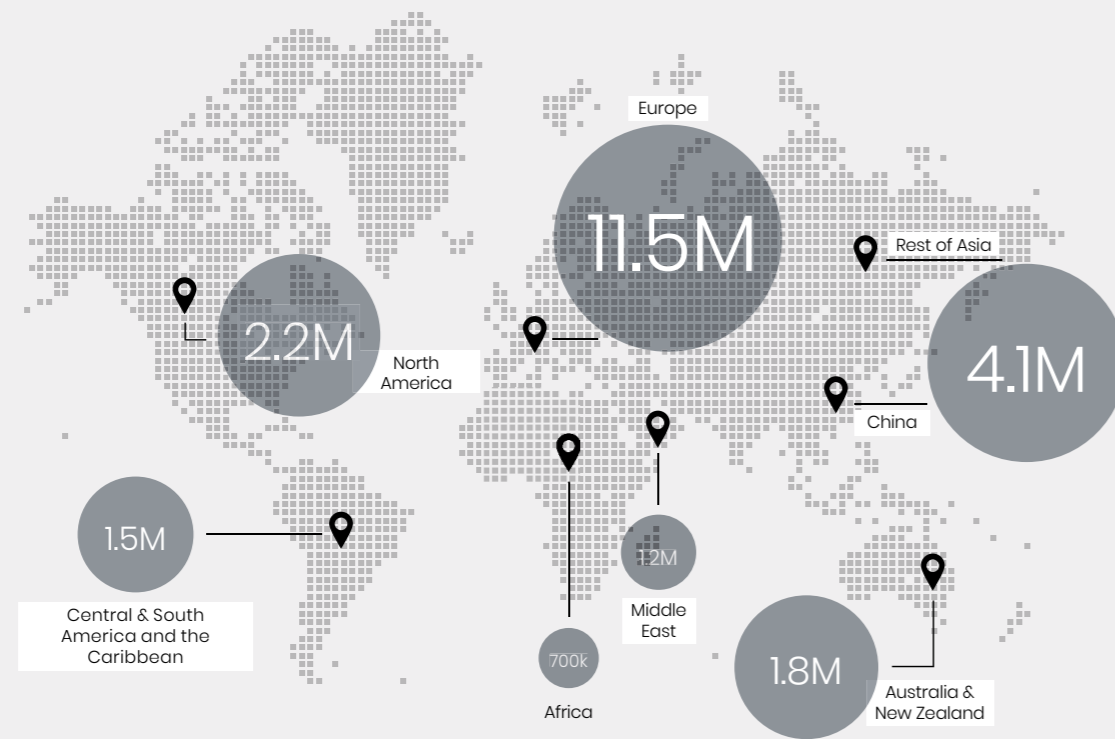
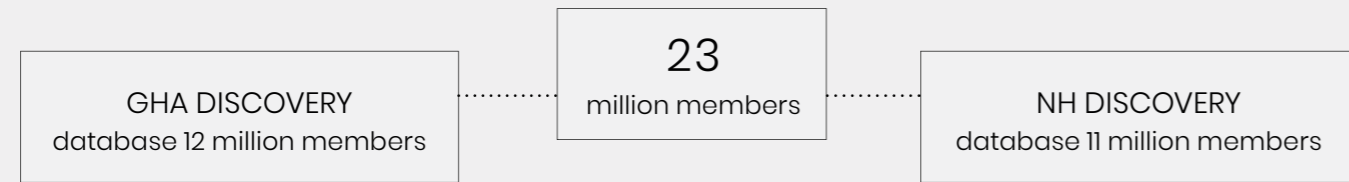
800+
HOTELS&RESORTS

100+
COUNTRIES

Global Loyalty Programme

GLOBAL HOTEL ALLIANCE DISCOVERY LOYALTY PROGRAMME

Minor brands joins Global Hotel Alliance, increasing brand visibility and adding new customer database that will generate incremental revenue.



Source: NH CRM, GHA



GHA DISCOVERY

MEMBER BENEFITS

Points Collection

- Eligible channels and rates*
- From first stay
- Earning rate on eligible spend by category

Points Redemption

- Eligible channels and rates*
- 1 Discovery Dollar (D\$) = USD 1
- Minimum DD 10 to redeem mixed payment

*Taxes excluded

OWNER BENEFITS

Fees

- Eligible channels and rates, net of taxes, tips and points redeemed
- From second stay
- Payment in dollars

Points Redemption

- Eligible channels and rates
- Flat model reimbursement
- Grant promotional points

GHA Discovery has now reached a critical mass and is constantly leveraging their portfolio of assets better. As one of the largest hospitality loyalty programs, GHA DISCOVERY is also one of the most efficient relative to its size.

Global international coverage positions our loyalty programme as a clear leader compared to resort competitors in target growth markets.

	NH DISCOVERY	MARRIOTT BONVOY	IHG	Hilton HONORS	WYNDHAM REWARDS	WORLD OF HYATT	All ACCOR LIVE LIMITLESS
€ LOYALTY FEES*	1.90%	4.20%	4.80%	4.30%	X%	4.50%	4.50%
MEMBERS/HOTELS	25,000	15,900	17,800	13,000	6,200	12,300	5,500

*GHA DISCOVERY does not charge fees on enrollment stays, GHA DISCOVERY only charges fees on total revenue on repeat stays. Key loyalty performance metrics in Europe and Latin America: **38% total room nights are generated by loyalty programme members and members spend 4% more in rooms compared to other guests.** The numbers reflecting other market players' loyalty programs are from publicly available sources and their accuracy may vary in time.

Solid Commercial Model

AN ESTABLISHED DISTRIBUTION CHANNEL

SALES FORCE PRESENCE IN EUROPE, THE AMERICAS AND ASIA

- More than 300 dedicated sales professionals present in 34 countries and the main source markets for Europe & Americas.
- Optimised global distribution model in one single system.
- Leaders in European and American inbound and outbound markets.
- Specialists in marketing luxury resorts and lifestyle properties.
- Focus on customer life cycle using prime 360° sales methodology.
- Presence in the fastest-growing markets such as the US, Middle East and Asia.
- Strategic partnerships with top OTAs, wholesalers and TMCs.

OUTSTANDING REVENUE MANAGEMENT

- Leaders in the application of total resort revenue management, maximising hotel revenue and overall profitability.
- Passionate revenue management team led by international professionals with a clear strategic mindset and strong technical knowledge.
- State-of-the-art Revenue Academy Cutting-Edge Systems & Tools.
- Game-changing centralised pricing automation through our tailored RMS extending to different distribution channels.
- Short, mid and long-term forecasting processes per market segment, with an average of 98% accuracy.
- Competitive benchmarking, automatically monitoring competitors' pricing strategies.
- Data analytics platform with all revenue information (internal and external) in one data lake.



ANANTARA RASANANDA KOH PHANGAN VILLAS, THAILAND

GLOBAL RESERVATIONS CENTRE

- Best conversion, satisfaction and turnover ratios.
- Awarded and recognised as the best call centre among several industries.
- Operates in seven languages.

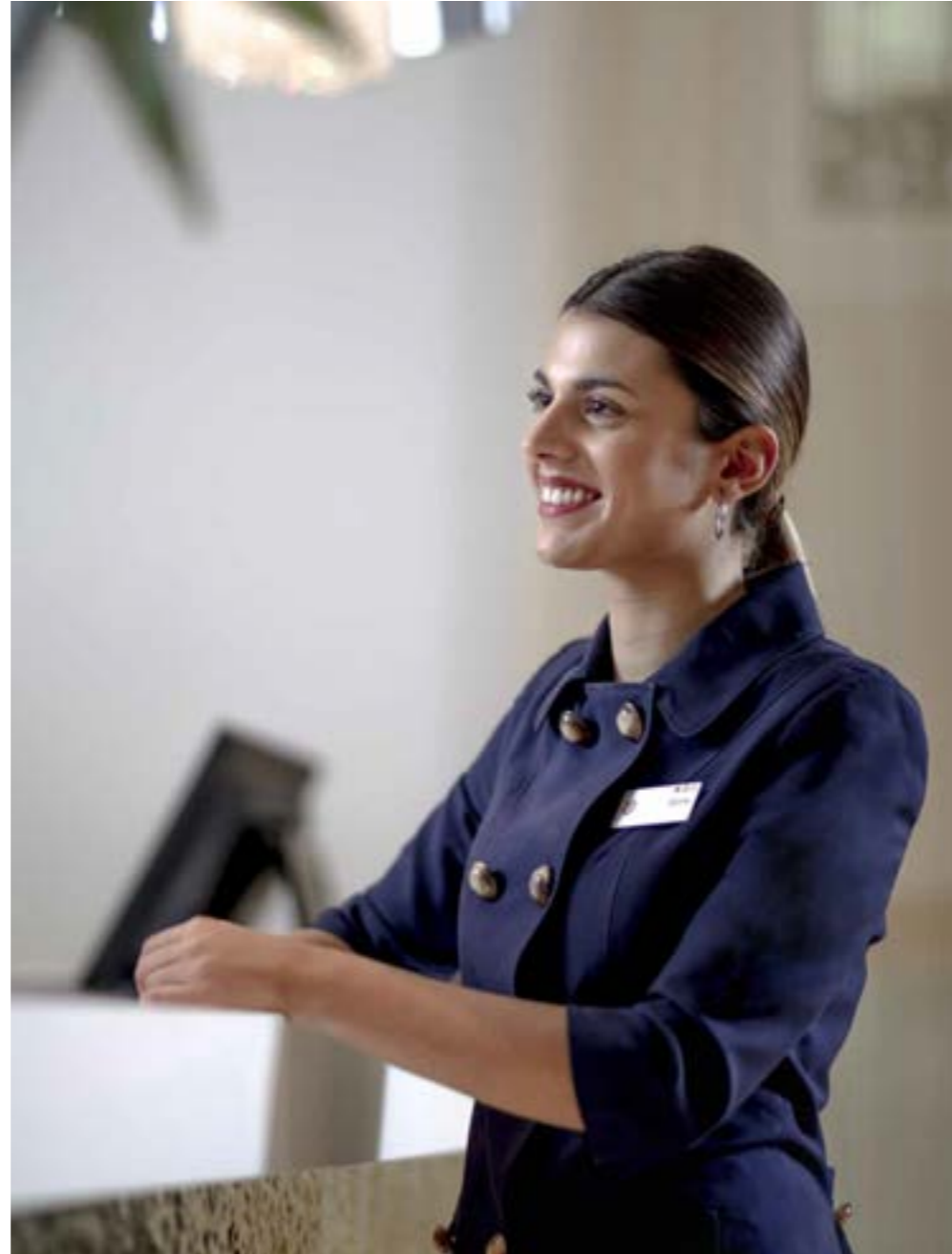
POWERFUL WEBSITE & CRM SYSTEM

- Close to 44 million visited to corporate, brand and property websites in year 2022 (35% growth over 2021).
- 15% improvement in Conversion rate vs 2019 with a conversion rate up to 2.5 times higher than industry average in midscale and upscale sectors (Source: Qubit, Google Analytics Premium).
- Conversion rate up to 1.4% higher than industry average for the luxury sector (Source: 2022 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 158 million emails per year to the B2B and B2C customer segments across more than 250 nationalities (pre-pandemic performance).

Operational Excellence

ABILITY TO SECURE THE RIGHT PEOPLE

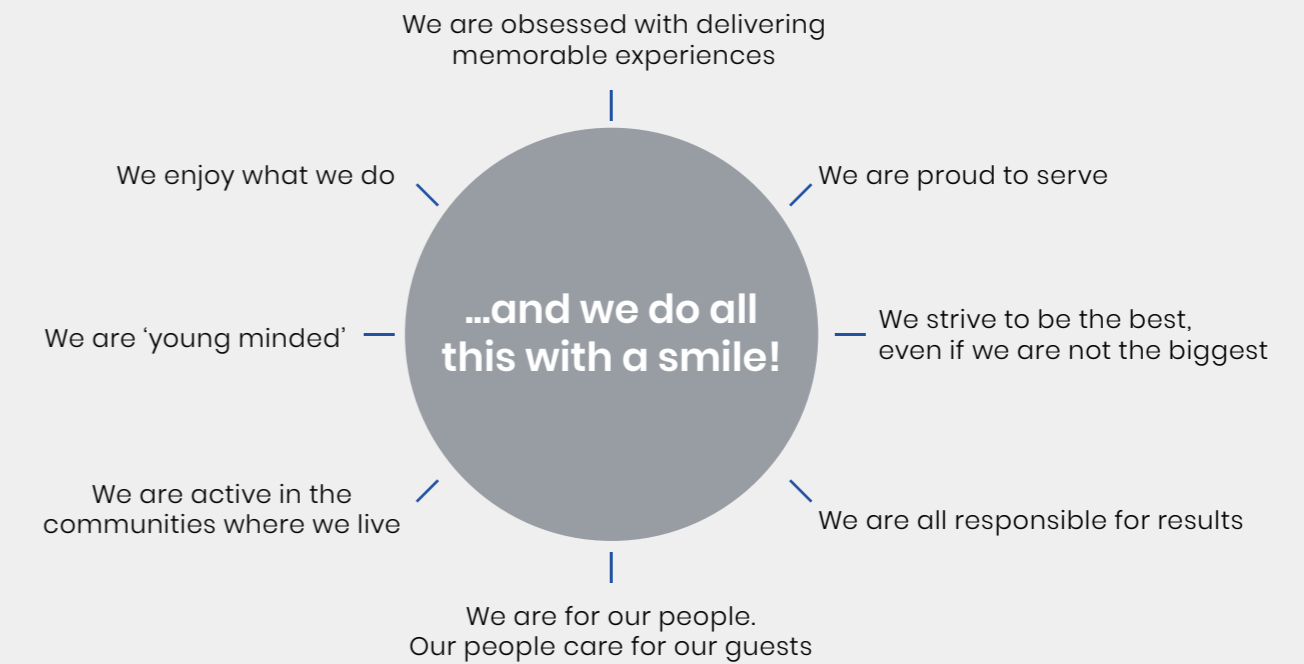
- Transversal staff training to comprehend the brand, its requirements and correct implementation at an operation level.
- All teams have been trained to secure the correct implementation of the brand essence in the different properties.
- We enhance our teams with internal tools for Talent and performance⁽²⁾ such as NH Talent or NH Careers, amongst others.



⁽²⁾ DID YOU KNOW THAT: Approximately **12.700 team members** benefited from our training programmes worldwide in 2022, with more than **157.400 training hours** and **950 programs**?

Operational Excellence

OUR BELIEFS THAT MAKE US UNIQUE



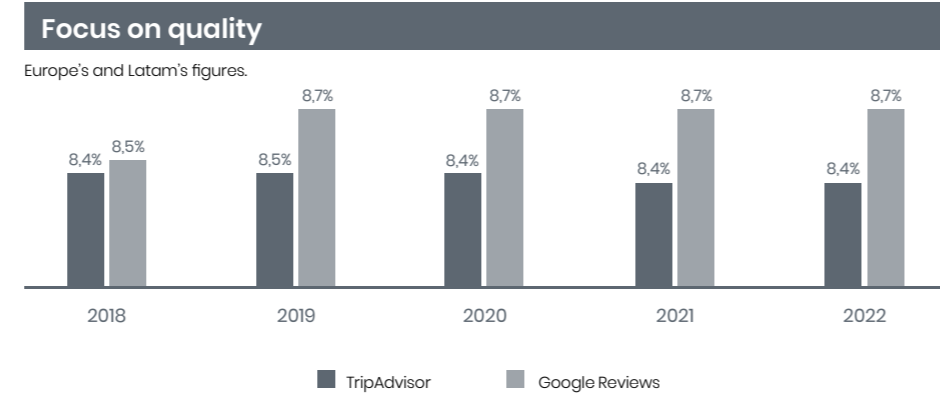


AVANI AO NANG CLIFF KRABI RESORT, THAILAND

Operational Excellence

A PASSION FOR EXCELLENCE

Minor Hotels' operations are efficient, flexible and customer focused. Excellence in customer service translates into superior service ratings. Passion is reflected in the fact that Minor Hotels is listed as one of the best companies to work for. We recruit from around the world and enhance skills annually with training programmes for all employees.



* The overall quality perception was still under pressure, continuing to be affected by the pandemic and the constant restrictions per country. The year 2021 closed with a shrinking in some overall scores, with constant efforts being made to recover and overcome the pre-pandemic performance.

Minor has focused its efforts on measuring quality using new sources of information and surveys with an important increase of both the volume of reviews and evaluations received.



ANANTARA KIHAVAH, MALDIVES

Operational Excellence

Food With Flair

- Commitment to high-quality gastronomy in line with the latest trends in the sector.
- Maximising profitability by choosing the right model every time, whether in-house or outsourced.
- External gastronomy: More than 65 gastronomic spaces and concepts developed with external operators in Europe.



+350
BUFFETS

+295
RESTAURANTS

+7.0M
BANQUETING EVENTS

+295
CONCEPT BARS

BEACH BAR
CONCEPTS

8 MICHELIN STARS IN EUROPE



BUFFETS

Experience with standardised offer with added local flavour. Quality and diverse breakfasts, lunches and dinners with live cooking and themes.



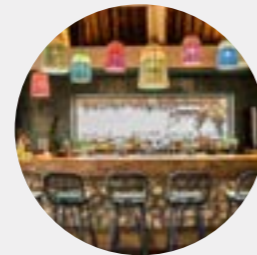
RESTAURANTS

Successful proprietary concepts or collaborations with external partners to produce innovative gastronomic experiences.



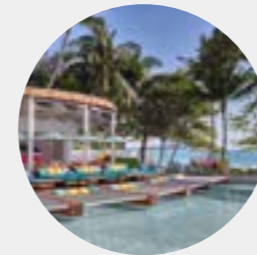
MEETINGS & EVENTS

Specialists in meetings and events, F&B management for corporate and private clients.



BARs

Bars, rooftops, terraces and nightlife concepts with high-level service components. From classic to innovative, concepts depend on the characteristics of the hotel.



BEACH CLUBs

A long history of operating luxury beach clubs worldwide, from Marbella to the Maldives.



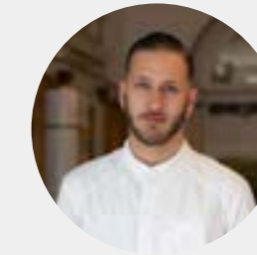
DABIZ MUÑOZ
Goxo Barcelona
NH Collection Barcelona
Coonstanz, Spain

Diverxo
NH Collection Madrid
Eurobuilding, Spain



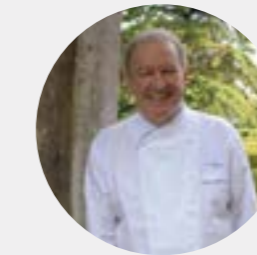
PACO RONCERO

NH Collection Casino
de Madrid, Spain



THE WHITE ROOM BY TRISTAN DE BOER

Anantara Grand
Hotel Krasnapolsky
Amsterdam,
Netherlands



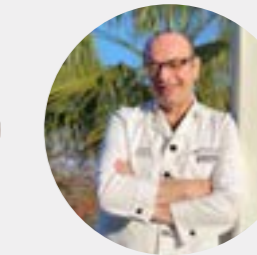
SETEAIS BY JOACHIM KOERPER

Tivoli Palácio de
Seteais, Portugal



HISPANIA BRASSERIE BY MARCOS MORÁN

NH Collection Brussels
Grand Sablon,
Belgium



ANDREA TUMBARELLO

NH Barcelona Stadium,
Spain



SEEN BY OLIVIER DA COSTA

Tivoli Avenida
Liberdade, Portugal

Anantara Plaza Nice,
France

Operational Excellence

The Wolseley Hospitality Group

Considered the leading restaurateurs in London, the upmarket brasserie-style outlets, The Wolseley Hospitality Group brings additional brand recognition, leveraging the group's reputation to attract year-round revenue from local clientele. The Wolseley Hospitality Group portfolio of restaurants includes The Wolseley, The Delaunay, Brasserie Zédel, Café Colbert, Fischer's, The Colony and Bellanger.



THE WOLSELEY, UNITED KINGDOM

Operational Excellence

Benihana

In 1960, Rocky Aoki brought Benihana to New York City, drawing inspiration from his parents' restaurant in Tokyo to successfully introduce Japanese food into the mainstream American dining scene. He not only pioneered Benihana's entertaining style of presentation but paved the way for the popularity of other Japanese cooking styles around the world. Today, Minor Hotels proudly carries on the Benihana tradition and incorporates Benihana restaurants into food and beverage offerings at select hotels.



BENIHANA BANGKOK, THAILAND

Operational Excellence

A Selection of Our Successful F&B Concepts

- THE SERVICE 1921
Anantara Chiang Mai Resort, Thailand
- AGE RESTAURANT
Anantara Layan Phuket Resort, Thailand
- THE TREE HOUSE
Anantara Mai Khao Phuket Villas, Thailand
- TREE TOPS SKY DINING & BAR
Anantara Lawana Koh Samui Resort, Thailand
- BISCOTTI
Anantara Siam Bangkok Hotel, Thailand
- SEA
Anantara Kihavah Maldives Villas, Maldives
- IL MARE
Anantara Peace Haven Tangalle Resort, Sri Lanka
- LOST & FOUND
Avani+ Riverside Bangkok Hotel, Thailand
- SEEN RESTAURANT & BAR BANGKOK
Avani+ Riverside Bangkok Hotel, Thailand
- SPICE & BARLEY
Avani+ Bangkok Riverside Hotel, Thailand
- SEEN BEACH CLUB SAMUI
Koh Samui, Thailand
- SUSHI 99
Anantara Villa Padierna, Marbella, Spain
- PURO BEACH CLUB
Tivoli Marina Vilamoura, Vilamoura, Portugal



TREE TOPS SKY DINING & BAR, THAILAND



SEEN BEACH CLUB SAMUI, THAILAND



ANANTARA VILAMOURA ALGARVE RESORT, PORTUGAL



Operational Excellence

Award-winning Spa & Wellness

Anantara Spa has attracted a worldwide following. Rooted in the traditions of Thai wellness, we bring luxury Asian hospitality and Ayurvedic wisdom to every spa facility, adding to local healing traditions. Anantara Spa offers a bespoke journey in every property, lengthening the average stay and increasing revenue potential for owners.

Recent spa developments include new non-invasive wellness programmes designed to capture the rapidly expanding market of guests who seek to improve their health and wellbeing.



Anantara Spa Brand Recognitions

The Anantara Spa brand and its outlets around the world have received dozens of awards from the most respected names in the luxury Spa industry, including being named the World's Best Hotel Spa Brand at the World Spa Awards.

RECENT AWARDS:

- **2018 World Spa Awards:** 8 top accolades
- **2019 World Spa Awards:** 8 top accolades
- **2020 World Spa Awards:** 11 top accolades
- **2021 World Spa Awards:** 9 top accolades
- **2022 World Spa Awards:** 13 top accolades



Operational Excellence AN INNOVATIVE MINDSET

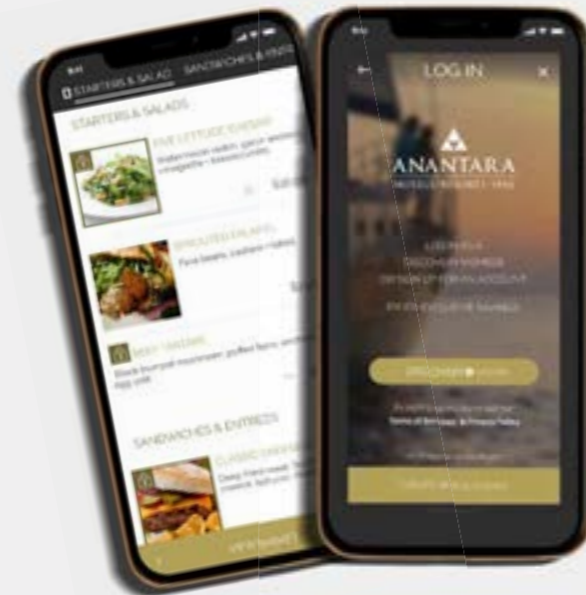
TECHNOLOGICAL INNOVATIONS



FASTPASS

Smart solutions for a hassle-free stay: fast arrival, fast departure and choice of rooms.

DIGITAL SOLUTIONS



MOBILE GUEST EXPERIENCE

Digitalised room service, minibar, breakfast orders and guest services.

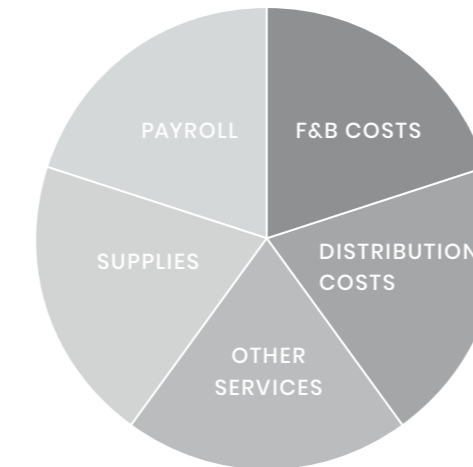
Operational Excellence

EXCELLENT OPERATING RATIOS

How do we increase the margins at hotel level?

1. Strategic and versatile management.
2. New technologies and processes, sizing and shifting tools.
3. Coperama purchasing network.
4. F&B strategy with the right concepts, pricing, tools and resources.
5. Iterative process of cost variabilisation.

DIRECT IMPACT IN MARGINS INCREASE
FOR CRITICAL AREAS:



Highlight that from Minor's perspective, these excellent operating margins have to mandatorily go along with a solid operational promise of quality in our services and great guest's satisfaction. Thus, this efficiency is complemented with exceptional quality.



ANANTARA BOPHUT KOH SAMUI, THAILAND



SOUQ AL WAKRA TIVOLI HOTEL, QATAR

Operational Excellence

UNRIVALLED OPERATING MARGINS

HIGHER GOP MARGINS THAN THE INDUSTRY AVERAGE SETS MINOR HOTELS APART.

Benefit from our extensive know-how and excellence in maximising return on investment.

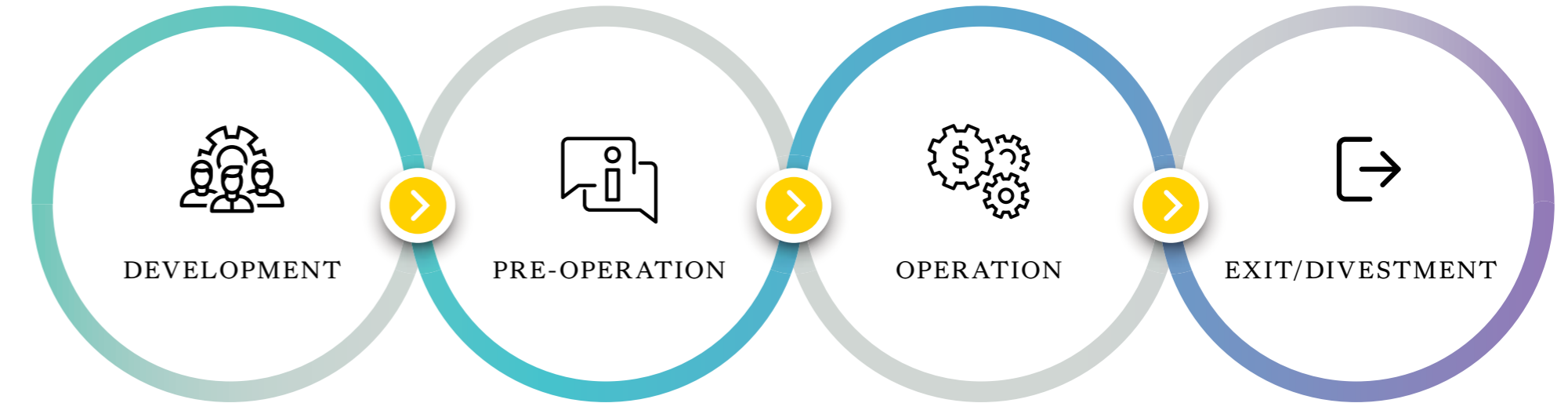
> 40% GOP MARGIN IN EUROPE

SPAIN	45-50%
ITALY	50-55%
BENELUX, UK AND FRANCE	40-45%
CENTRAL EUROPE	40-45%
AMERICAS	40-45%

Europe's Gross Operating Profit (GOP) 2022. Q1 excluded due to Omnicron impact.

Creative business approach

WE PARTNER WITH YOU THROUGHOUT THE INVESTMENT CYCLE



Our dedicated team of experts help owners decide the most suitable brand for the asset, for both greenfield development or refurbishment strategy, in order to maximise their investment.

Upon signing, we provide owners with advice for the phases of design, construction, project definition and pre-opening, taking into consideration efficiency, cost reduction and sustainability.

As experienced hotel operators aligned with the needs of investors, we take care of delivering the agreed returns during the asset's lifecycle, from purchase to exit.

We fully understand the investment cycle and that the exit is as important as all the previous steps. Consequently, we support owners with our vast experience during the divestment process.



TIVOLI MARINA VILAMOURA ALGARVE RESORT, PORTUGAL

Flexibility

FLEXIBILITY IS OUR COMPETITIVE ADVANTAGE

To adapt to each partner's needs with unique, tailored solutions, we have developed a flexible business model for financial and operational requirements.

Type of contract is flexible, from the various formats such as leases, management agreements and franchises. We are fully aware of the opportunities and special requirements of each partnership.

Minor's worldwide presence means that we can successfully operate in a wide variety of business and cultural environments. Our organisational structure ensures that your hotel is fully integrated into our network of systems and centralised procedures, and coordinated by our business units.

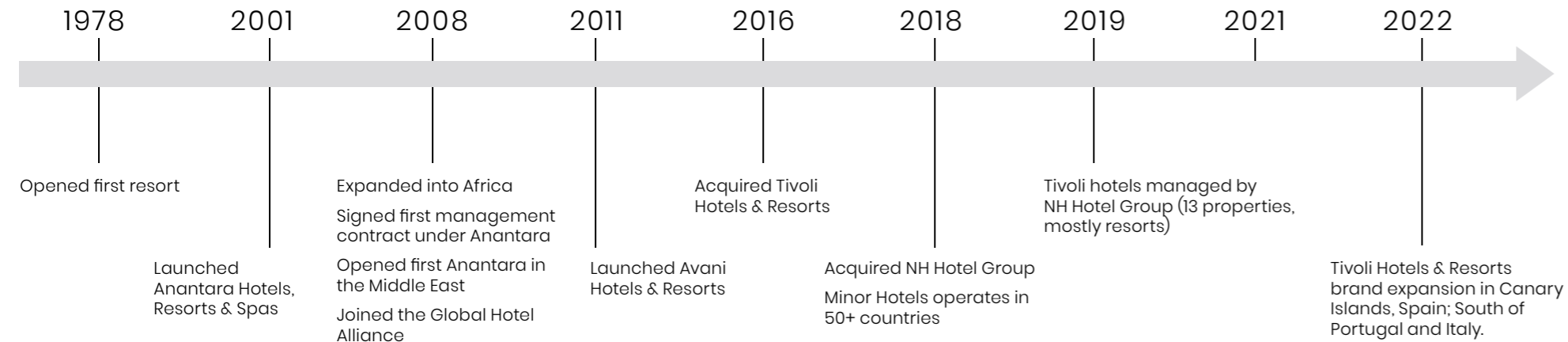
Our **diversity of brands** means you will find the identity that your project needs to succeed.



AVANI QUY NHON RESORT, VIETNAM

Resorts Expertise

A SUCCESSFUL TRACK RECORD OF RESORT MANAGEMENT



Minor Branded Residences

Our track record also includes the successful development and or management of over 14 award-winning mixed-use real estate projects, all having achieved significant premium prices over the market. Minor Hotels can help developers unlock residential real estate value by leveraging the reputation of our hotel brands and our unique expertise as a both operator and a developer of branded residences.

Projects Include:

- Phuket: Layan Residences and Avadina Hills by Anantara
- Malaysia: Anantara Residences Desaru
- Bali: Anantara Residences Ubud
- Chiang Mai: Anantara Residences
- Dubai: Anantara Residences The Palm
- Bangkok: St Regis Residences
- Koh Samui: The Estates at Four Seasons Samui
- Chiang Mai: Residences at Four Seasons Chiang Mai
- Portugal: Anantara Royal Vila Viçosa Resort



INTERNATIONAL AWARDS AND RECOGNITIONS EUROPE FOCUS AND BEYOND



CONDE NAST TRAVELER SPAIN GOLD LIST (SPAIN)

- Anantara Villa Padierna (Marbella): Best New Hotel in Spain.



CONDE NAST TRAVELLER READERS' CHOICE (USA AND UK):

- Tivoli Palacio De Setais Sintra (TOP 5 in Europe)
- Tivoli Lagos Algarve Resort (TOP 20 in Europe)
- Anantara Vilamoura Algarve Resort (TOP 25 in Europe)
- Tivoli Marina Vilamoura Algarve Resort (TOP 25 in Europe)



CONDÉ NAST READERS' CHOICE AWARDS

26 NH Hotel Group properties were shortlisted in the 35th edition of these awards that capture the travel experiences of Condé Nast readers who choose hotels independently without any editorial interference.



HOSPITALITY AWARDS

In November 2022, Hospitality Awards, which recognize the best corporate initiatives in the tourism sector at global and local level, have awarded NH Hotel Group for 'Hotels with a Heart', as the best global social action, and 'NH Hiring Toolkit', as the best global recruitment program.

GASTRONOMIC AWARDS AND RECOGNITIONS



WINE SPECTATOR (WORLDWIDE)

- EMO Restaurant- Anantara Vilamoura Algarve Resort

WINE SPECTATOR (NETHERLANDS)

- The White Room (NH Collection Grand Hotel Krasnapolsky): Award for Excellence



- Anantara Best Luxury brand
- Between the Top 25 Hotel Brands in the World Travel + Leisure World's Best Awards.



TRAVEL + LEISURE WORLD'S BEST AWARDS: (USA)

- Anantara Hotels, Resorts & Spas- Best Hotel Brands in the World (TOP 15)



ANANTARA PALAZZO NAIADI ROME HOTEL, ITALY

Outstanding luxury. Outstanding awards.

ACCEPTED HOTELS IN FINE HOTELS & RESORTS

- Anantara Plaza Niza
- Anantara Palazzo Naidi
- Anantara Villa Padierna
- Anantara The Marker
- Tivoli Seteais

IN THE HOTEL COLLECTION AMERICAN EXPRESS

- (Programme dedicated to Tier AMEX Platinum & Gold)
- NH Collection Murano Vila
 - NH Collection Colón Valencia

HOTELS BELONGING TO LEADING HOTELS OF THE WORLD

- Anantara New York Palace Budapest
- Anantara Plaza Nice
- Anantara The Marker
- Tivoli Avenida Liberdade
- Anantara Palazzo Naiadi Rome
- Tivoli Palácio de Seteais
- Anantara Villa Padierna
- Tivoli Mofarrej São Paulo



A Sustainable Company

Sustainability is a strategic lever for us; therefore, we continue to focus on innovation and ways to offer sustainable options, under the umbrella of **UP FOR PLANET & PEOPLE**.

MAIN PILLARS: PLANET & PEOPLE

PLANET

- 01. PRODUCTS – HOTEL BUILDINGS**
Battle against climate change and progress towards decarbonization, minimizing our environmental footprint while developing more sustainable hotels through buildings renovation.
- 02. PROCESSES – OPERATIONAL STANDARDS**
Manage resources carefully with a '4R' approach: Reduce – Reuse – Recycle – Replace, while offsetting residual footprint.
- 03. PURCHASING**
Strengthen our sustainable value chain, prioritizing key partnerships, local suppliers and responsible organizations.

PEOPLE

- 04. EMPLOYEES**
Promote a responsible culture for our teams, fostering diversity, ethics and wellbeing.
- 05. CUSTOMERS**
Provide excellent service through innovative sustainable solutions, while educating and actively involving customers in our projects and commitments.
- 06. COMMUNITIES**
Support our key partners, creating positive social and environmental impact on the local communities where we are present.



OUR ENABLERS

PERFORMANCE

- 07. COMPLIANCE**
Leading position in industry standards (TCFD, SBT, S&P...) and actively communicate with stakeholders, disclosing information swiftly and transparently.
- 08. CERTIFICATIONS & ENDORSEMENTS**
Transformative ESG experiences and solutions endorsed by leading independent expert partners, relevant for our stakeholders.

PARTNERSHIPS

- 09. INDUSTRY, GOVERNMENTAL & NGOs**
Leading role fostering partnerships and hospitality networks.
- 10. EDUCATION & MEDIA**
Supportive role for universities & mass-media, providing educational content and nurturing key partnerships.



Minimizing impact of our presence to the environment and the surrounding communities, from design, construction, operations, and renovation.

Driving our efforts through the reduction, reuse, and recycle of natural resources such as water and energy, as well as discharges such as greenhouse gas, and replacement of existing materials with more environmental-friendly, sustainable and innovative alternatives.

PRODUCTS – HOTEL BUILDINGS

- 50%** of portfolio with individual sustainability certificate
- 64%** of electricity consumed worldwide comes from renewable energy sources
- 100%** of green electricity in hotels of Southern Europe
- 69** hotels with bicycle rental service
- 64** hotels provided with electric car chargers

PROCESSES - OPERATIONAL STANDARDS

- 35%** energy consumption per RN (vs last year)
- 24%** water consumption per RN (vs last year)
- 20%** carbon emissions per RN (vs last year)
- 15 million** single-use plastic amenities eliminated a year

SUSTAINABLE PURCHASING

- 72%** certified purchases (vol. of purchases from certified suppliers)
- 89%** local purchases



UP FOR PEOPLE

Promoting the professional development of our people, but also to create positive impact in those locations and communities where we are present, to offer our clients the best experience involving them in our sustainable commitments.

EMPLOYEES

- +147% training investment (vs last year)
- +111% training hours (vs last year)
- 44% Women in management positions
- 51% Women in the workforce

CUSTOMERS

- 8.5/10 Customer Reviews - Internal survey
- 8.4/10 Customer Reviews - Online surveys
- 99% hotels with elements adapted to special needs

COMMUNITIES

- +708% Employees volunteers (vs last year)
- 60,728 beneficiaries of solidarity programs
- +68% contribution in solidarity programs (vs last year)

Our enablers: Performance Endorsers & Partnerships

WE SUPPORT:



ENDORSED BY:



International Awards & Recognition Europe & Americas

S&P GLOBAL YEARBOOK
NH Hotel Group part of Minor Hotels has been included in "The Sustainability Yearbook 2023", published by S&P Global every year, as the Top 10% most sustainable within the hotel sector.

BLOOMBERG GENDER EQUALITY 2023
NH Hotel Group part of Minor Hotels has been included for the fourth time in the Bloomberg Gender Equality Index 2023, being the only Spanish hotel company among the 484 companies included in the index.

HOSPITALITY AWARDS
The Hotels with a Heart program has been awarded as Best Global Social Responsibility Action. NH Hotel Group Hiring Toolkit (Best talent acquisition program).

BRAND FINANCE 2022
The only Spanish company to be recognized within the 25 most valued brands in the hospitality industry.

CONDE NAST TRAVELER 2022 READERS CHOICE AWARDS
26 NH Hotel Group properties were shorted listed in the 35th edition.

FORBES'S 75 TOP EMPLOYERS 2022
NH Hotel Group (TOP 75 Best Employers in Spain).



Contact Minor Hotels

YUAN FANG
*SVP Development Europe
and Americas*

T +34 913 960 543 | M +34 670 571 941
E y.fang@nh-hotels.com

EDDY TIFTIK
*Vice President of Development
Asia Pacific & China*

T +66 854 848 784
E i.cumella@nh-hotels.com

YASIN MUNSHI
*Associate Vice President
Development - Asia*

T +66 811 072 476
E ymunshi@minor.com

RAMINE BEHNAM
*Vice President of Development Europe,
Middle East & Africa*

T +34 914 519 718
E rbehnam@minor.com

LACHLAN HOSWELL
*General Counsel and Commercial
Officer Australia & New Zealand*

M +61 (0)75 458 9261
E lachlanh@minorhotels.com.au

Our contact development@minor.com

MINOR
HOTELS

MINOR
HOTELS

ANANTARA
HOTELS • RESORTS • SPAS

AVANI
Hotels & Resorts

elewana
COLLECTION

DAKS
HOTELS • RESORTS • SUITES

NH
HOTELS & RESORTS

NH COLLECTION
HOTELS & RESORTS

nhow
HOTELS & RESORTS

TIVOLI
HOTELS & RESORTS

MINORHOTELS.COM