

EUROPE & AMERICAS GROWTH STRATEGY

MINOR
HOTELS





nhow Brussels, Belgium



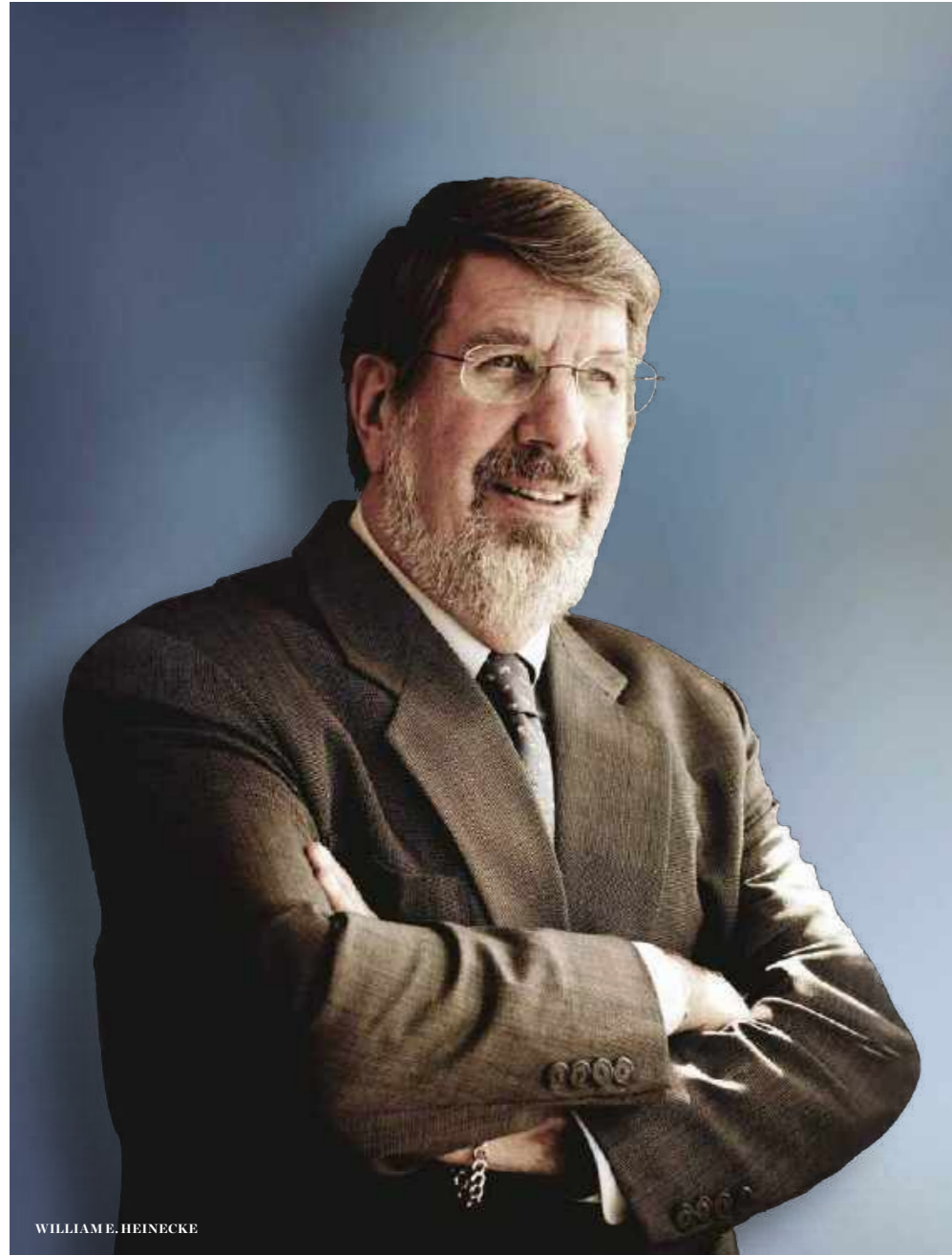
Anantara Palazzo Naiadi Rome, Italy

Table of Contents

INTRODUCTION	04
ABOUT MINOR HOTELS	05
MINOR HOTELS TIMELINE	08
NH HOTEL GROUP, PART OF MINOR HOTELS	10
WHY MINOR IN EUROPE & AMERICAS	13
TOP-OF-MIND BRAND AWARENESS	15
STRONG BRAND ARCHITECTURE	19
GLOBAL LOYALTY PROGRAMME	29
SOLID COMMERCIAL MODEL	32
OPERATIONAL EXCELLENCE	34
CREATIVE BUSINESS APPROACH	47
FLEXIBILITY	49
AWARD WINNING HOSPITALITY BRANDS	50
LOCALLY MINDED, ACTIVELY ENGAGED	52



NH Collection Roma Palazzo Cinquecento, Italy



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.

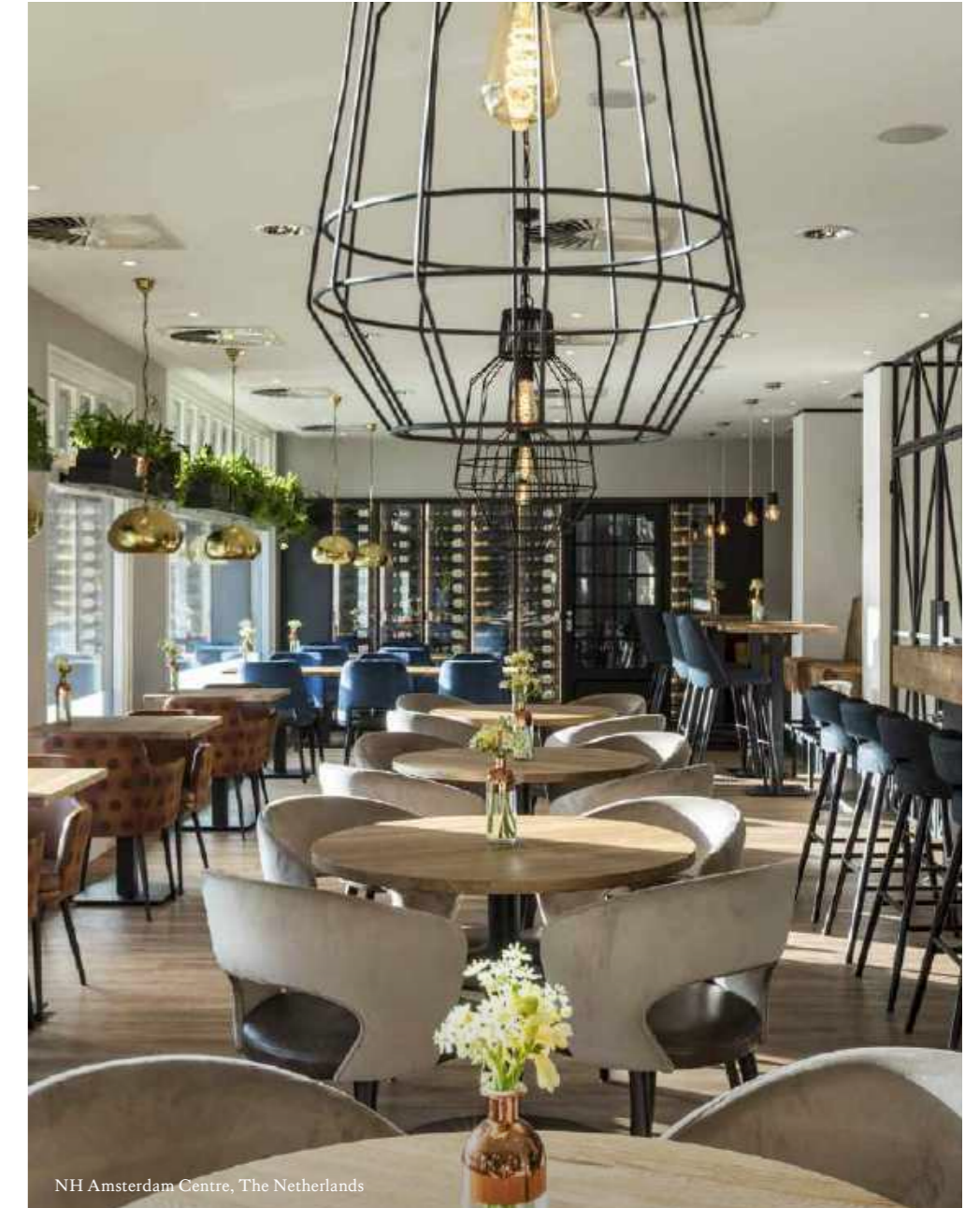
“Minor Hotels’ successful track record and global brand recognition are built upon the passion of our people. We create award-winning hotels that deliver memorable guest experiences and drive sustainable financial returns to our owners and shareholders.”

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.



NH Amsterdam Centre, The Netherlands

ANANTARA
HOTELS, RESORTS
& SPAS



OVER 49 PROPERTIES
23 COUNTRIES
6.812 ROOMS

AVANI
HOTELS & RESORTS



OVER 37 PROPERTIES
18 COUNTRIES
6.699 ROOMS

ELEWANA
COLLECTION



OVER 16 PROPERTIES
2 COUNTRIES
224 ROOMS

OAKS HOTELS,
RESORTS & SUITES



OVER 62 PROPERTIES
6 COUNTRIES
8.200 ROOMS

NH HOTELS
& RESORTS



OVER 231 PROPERTIES
25 COUNTRIES
34.696 ROOMS

NH COLLECTION
HOTELS & RESORTS



OVER 92 PROPERTIES
20 COUNTRIES
15.016 ROOMS

NHOW
HOTELS & RESORTS



OVER 8 PROPERTIES
6 COUNTRIES
2.494 ROOMS

TIVOLI
HOTELS & RESORTS

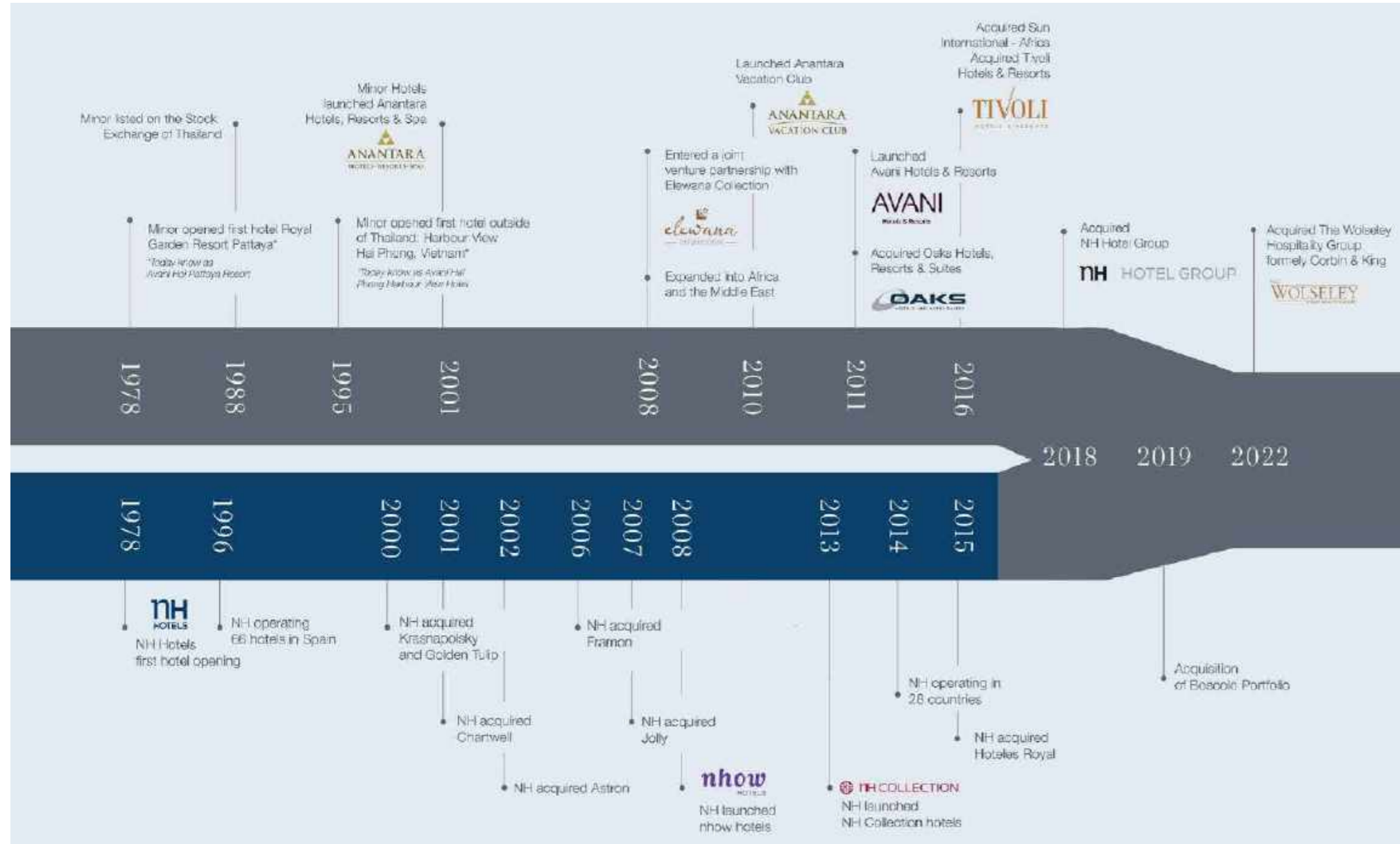


OVER 16 PROPERTIES
5 COUNTRIES
3.415 ROOMS



Anantara Convento di Amalfi, Grand Hotel, Italy

OUR MILESTONES



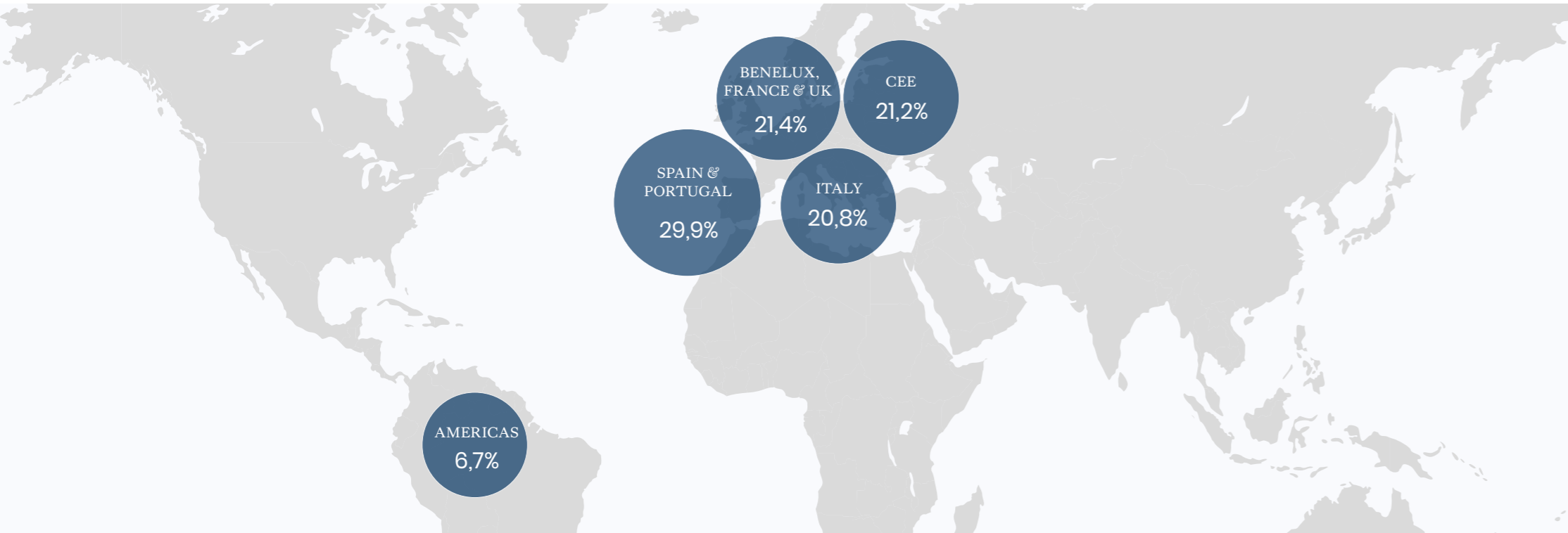
NH Hotel Group became part of Minor Hotels in 2018, enhancing our global presence under a single umbrella.

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 Minor 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.



Anantara New York Palace Budapest, Hungary



Anantara Villa Padierna Marbella, Spain

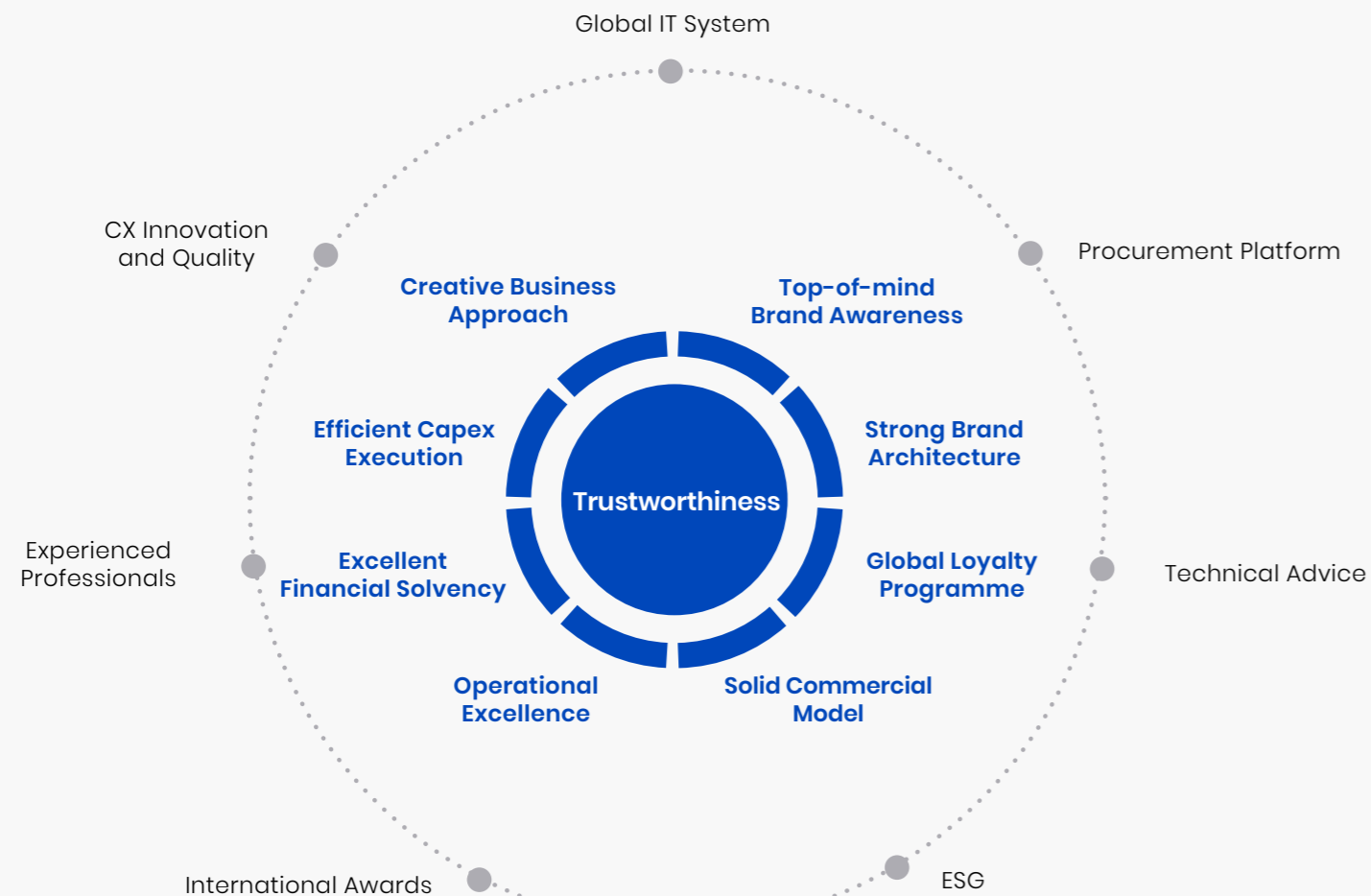


Tivoli Doelen Amsterdam, The Netherlands

Why Minor Hotels 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

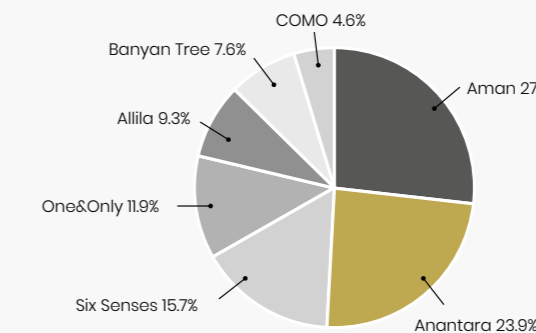


Top-of-mind Brand Awareness

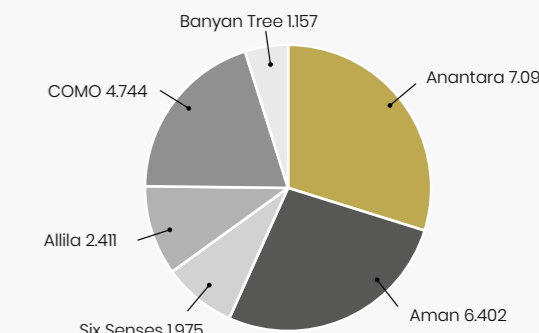
INTERNATIONAL RECOGNITION

- 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

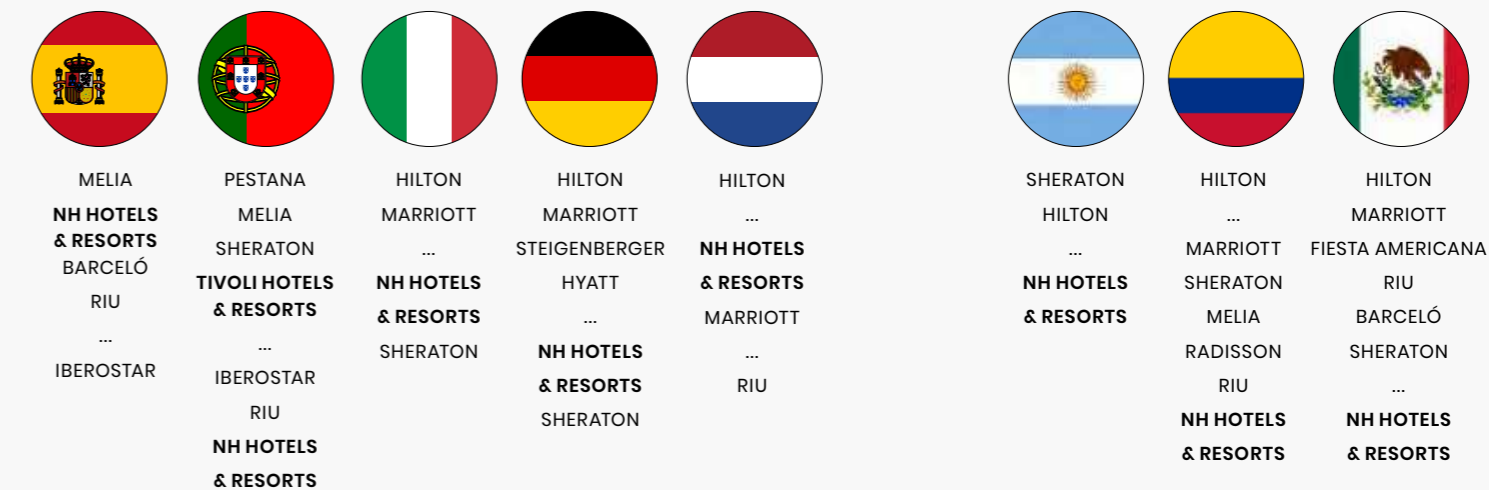


AVERAGE ENGAGEMENT



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.

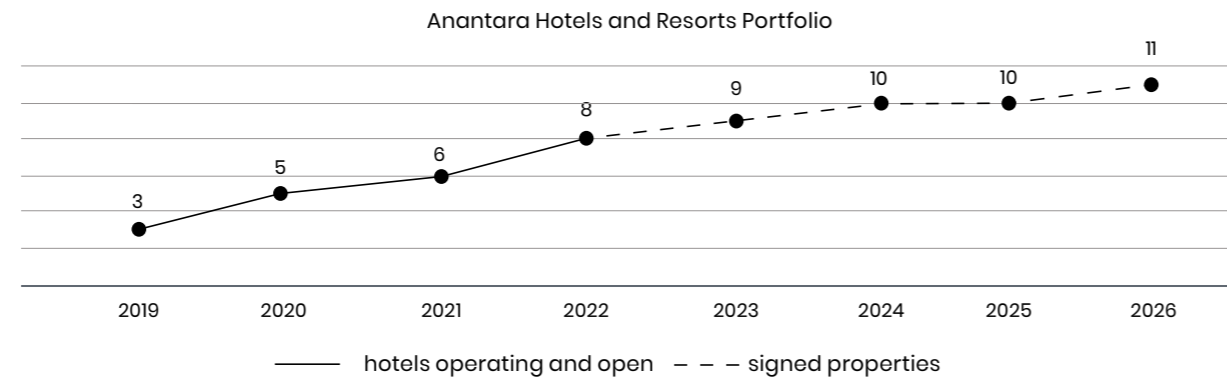
Anantara, one of the highest brand awareness in Europe

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.

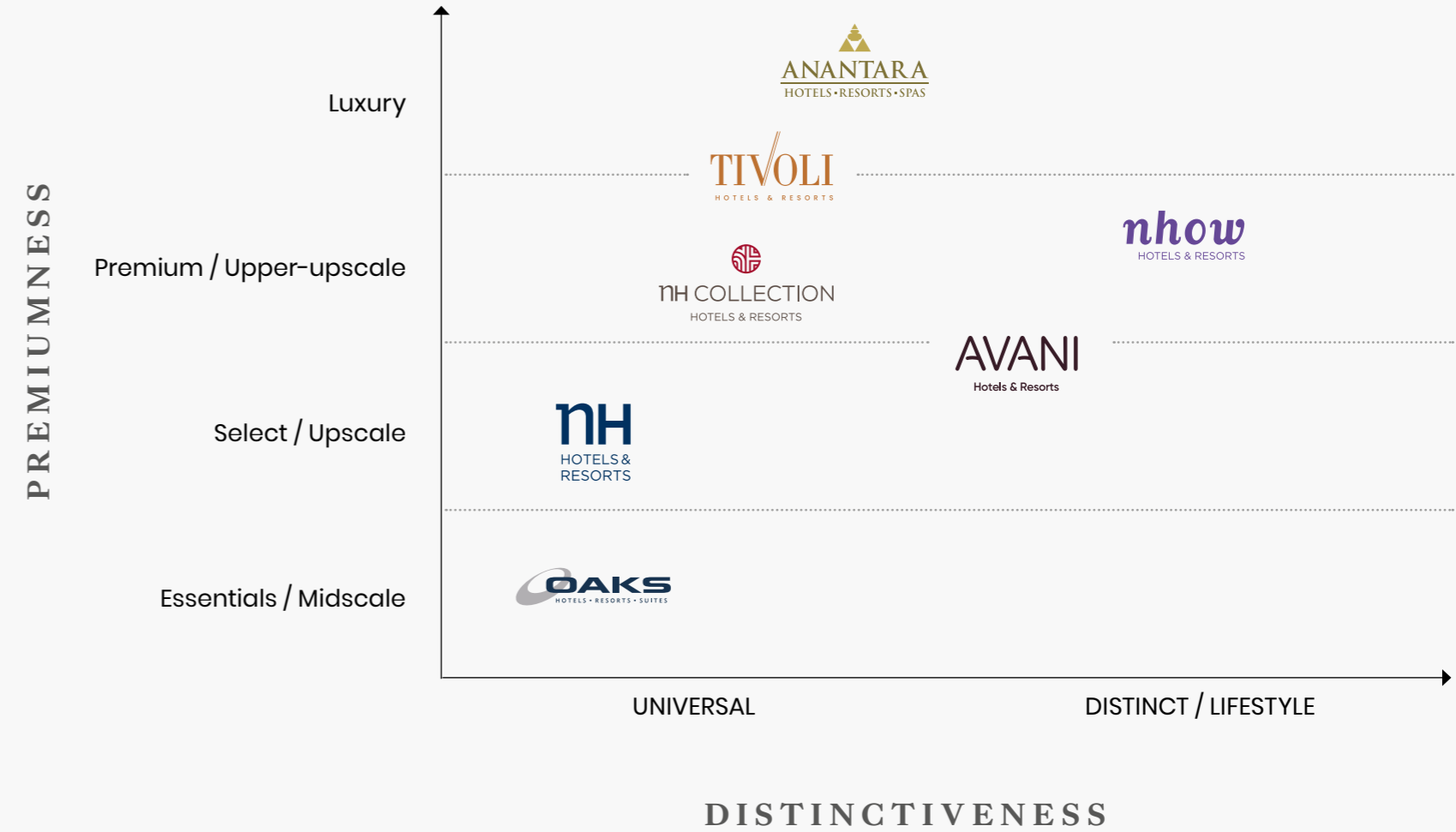


The Anantara brand has managed to position itself in Europe as one of the luxury brands with the highest brand awareness compared to the major competitors in the market.





Brand Matrix: Architecture and positioning



			COMPETITIVE SET							
			Marriott	Hilton	IHG	Hyatt	Accor	Radisson	Melia	Others
Universal	ANANTARA HOTELS-RESORTS-SPAS	Luxury	THE RITZ-CARLTON STREGIS THE LUXURY COLLECTION	WALDORF ASTORIA LXR CONRAD CURIO COLLECTION	SIX SENSES RESORTS & SPAS REGENT INTERCONTINENTAL KIMPTON NIGNETTE COLLECTION	PARK HYATT GRAND HYATT UNION HYATT	RAFFLES Fairmont SOFITEL MUS GALLERY			ROSEWOOD Jumeirah One&Only SHANGRI-LA AMAN RESORTS JF
		Premium / Luxury	JW MARRIOTT EDITION	Hilton	VOCO CROWNE PLAZA	HYATT PLACE	MÖVENPICK MERCURE MORGAN'S ORIGINALS	art'otel PARK PLAZA Radisson	GRAN MELIÀ The MELIÀ COLLECTION MELIÀ	Kempinski VICEROY OMNI HOTELS & RESORTS
		Premium / Upper-upscale	SHERATON WESTIN	Delta AC HOTELS	DOUBLE TREE	HYATT TRUMP HYATT PLACE	NOVOTEL swissôtel SO			Scandic
		Select / Upscale								
Distinct / Lifestyle	nhow HOTELS & RESORTS	Premium / Upper-upscale	W HOTELS WORLDWIDE	canopy	ANDAZ HYATT CENTRIC	MONDRIAN SLS the hoxton 25hours hotels				ACE HOTEL
		Premium / Upper-upscale & Upscale	TRIBUTE PORTFOLIO	TAPESTRY COLLECTION	HOTEL INDIGO Caption	MAMA SHELTER TRIBE	RED	INNSIDE		citizen

*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.



Anantara Plaza Nice, France

Anantara Hotels, Resorts & Spas

Authentic luxury in the most unique and exciting settings in the world, from the buzz of Bangkok to the expanse of the Arabian desert, the sparkling Indian Ocean, or the cultural heritage of Europe. Anantara hotels and resorts opens-up a window to the modern character of their destination, upholding world-class operational standards to make every stay uniquely personal.

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

Target: Anantara attracts a multi-generational class of modern-day travelers united by a thirst for life, 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

A youthful, contemporary, and exciting upscale brand that pairs sleek design with service that goes beyond, putting extra effort into the details that matter. With properties in Europe, Middle East, Asia, Africa and Australia, the Avani portfolio is growing all the time.

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 travelers 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.



Avani Avenida Liberdade Lisbon, Portugal

Details that matter

Elewana Collection

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 accommodation 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.



Elewana Arusha, Tanzania

In Harmony with Africa

Oaks Hotels, Resorts & Suites

A collection of midscale accommodation 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 locality and vicinity.

Target: Independent business travelers 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.



Intuitively designed to suit the modern lifestyle

NH Hotels & Resorts

NH Hotels & Resorts is a worldwide renowned 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 destinations, and service with a human touch. With a strong footprint in Europe & Americas, the brand is currently expanding in Asia and soon in Greater China.

Concept: Maximize the value of a hotel stay by offering remarkable products and services that meet the expectations of guests looking for functional hotels & resorts with a natural and fresh style doubled by a friendly service. Leisure experiences create enriching stays that help build bonds between family members.

Target: Multi-target travelers, busy couples and friends looking for a getaway. Families – parents with children, tweens, and teens.

Guest Experience: Functional, natural and down-to-earth, innovative, reliable and friendly. We incorporate the latest innovations and take care of the smallest details making every day easier and more flexible, while catering to all lifestyles. For leisure stays guests enjoy The Family Hub & Zone, Family Rooms, creative F&B offerings, and locally inspired activities.



Always a pleasure

NH Collection Hotels & Resorts

Part of the upper-upscale segment, NH Collection brand showcases captivating hotels & resorts housed in authentic landmark buildings in key destinations across Europe, Latin America, Middle East, Asia, and soon coming to Greater China. Properties are carefully conceived with an eclectic-elegant atmosphere to offer stays driven by extraordinary feelings, paying great attention to stimulating details, to create memorable moments.

Concept: Create experiences that place extraordinary feelings at the heart of everything the brand does.

Target: Individual travelers, couples, mid-age, urban-pressured lifestyle, looking for premium service hotels.

Guest Experience: Feel inspired by the destination and gastronomic experiences featuring chef signature concepts. Feel unique with elegant spaces and rooms to unfold. Feel indulged by outstanding service.



NH Collection Taormina Sicily, Italy

Feel the extraordinary

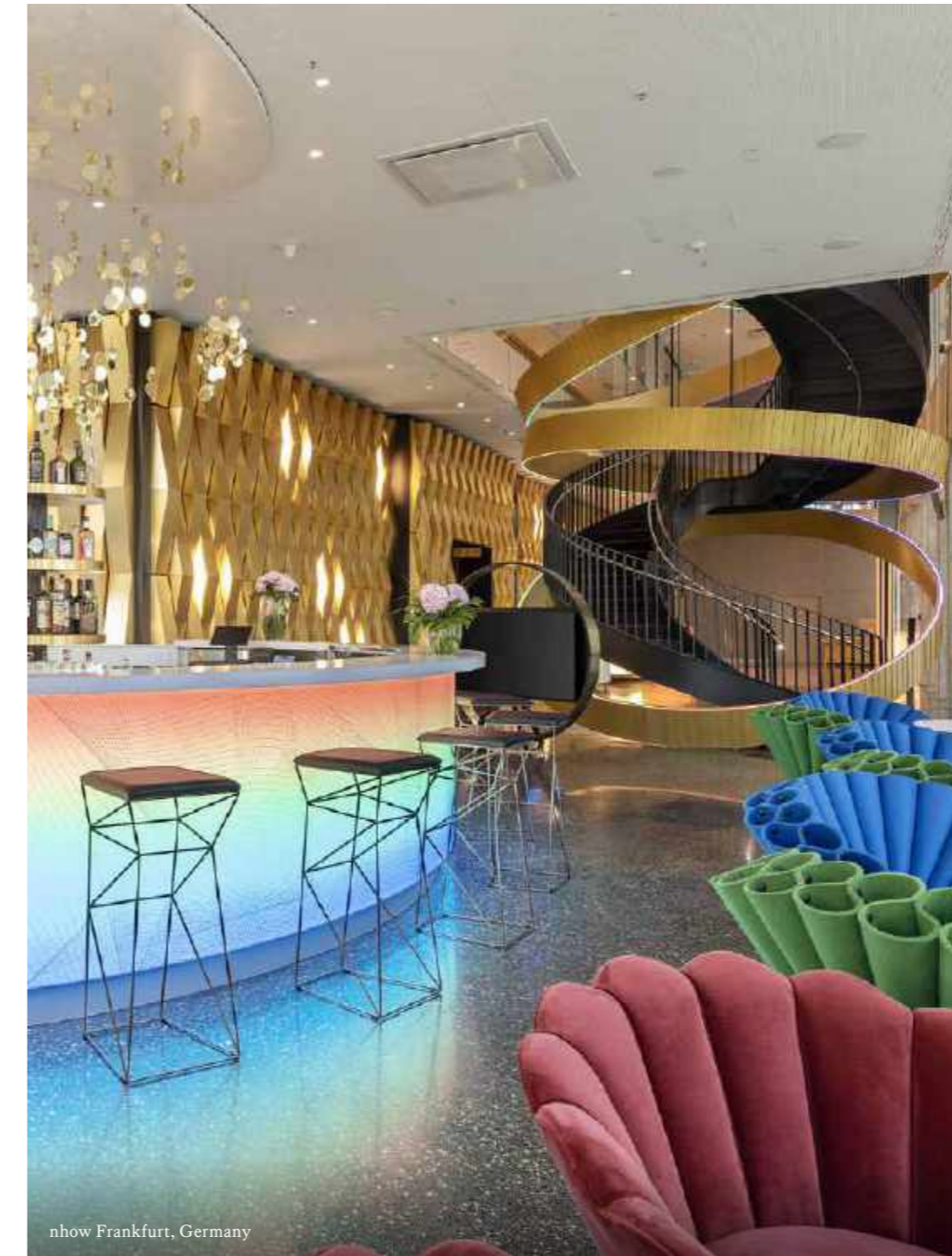
nhow Hotels & Resorts

Upper-upscale unconventional lifestyle hotels & resorts with unique design inspired by the destination's vibe. nhow properties all have a different and daring personalities. Each one becomes a distinctive ground-breaking hub, iconic, yet also inclusive and individual, in main destination across Europe and coming soon to Latin America.

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 transformative moments, while immersed in spectacular, avant-garde surroundings.

Target: Focus on Millennials and Gen Z mindsets, looking for story-worthy holidays.

Guest Experience: Awakening the senses, colourful, art and designer touches in all spaces and interactions. Music, entertainment, fashion inspired events, and creative street-fooding concepts as part of its gastro-verse.



nhow Frankfurt, Germany

Elevate your stay

Tivoli Hotels & Resorts

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 make the brand stand out in mature and new emerging markets, from iconic destinations in Europe to Middle East, from Brazil to Greater China.

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

Target: Season travelers, couples, families who long for destinations where they can discover the local essence, relax and be the best version of themselves.

Guest Experience: *Bene vivere* experiences inspired by timeless hospitality, inviting guests to live in the moment, encompassing extraordinary service, innovative contemporary F&B, while providing insider destination knowledge.



Stay in the moment since 1933

Global Loyalty Programme

GLOBAL HOTEL ALLIANCE DISCOVERY LOYALTY PROGRAMME INCLUDING MINOR HOTELS BRANDS

40+
BRANDS

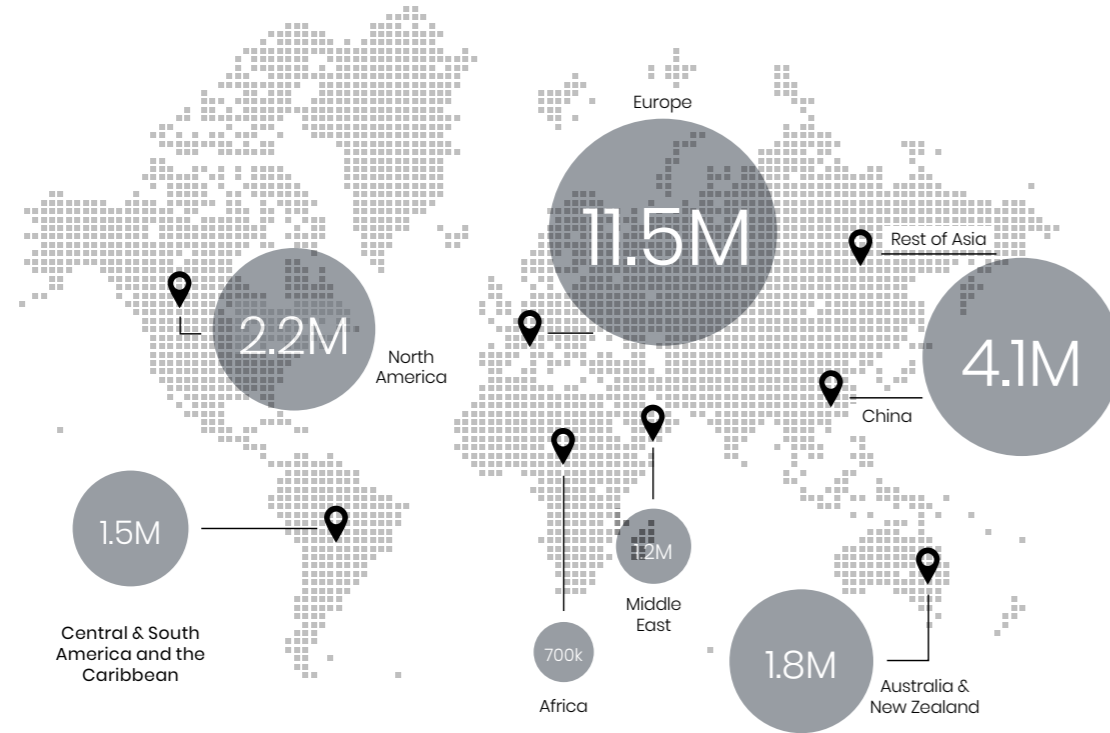
800+
HOTELS&RESORTS

100+
COUNTRIES

Global Loyalty Programme

GLOBAL HOTEL ALLIANCE DISCOVERY LOYALTY PROGRAMME

Minor Hotels 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 HOTELS & RESORTS	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 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 topOTAs, wholesalers and TMCs.

OUTSTANDING REVENUE MANAGEMENT

- Leaders in the application of total 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 Palazzo Naiadi Rome, Italy

GLOBAL RESERVATIONS CENTRE

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

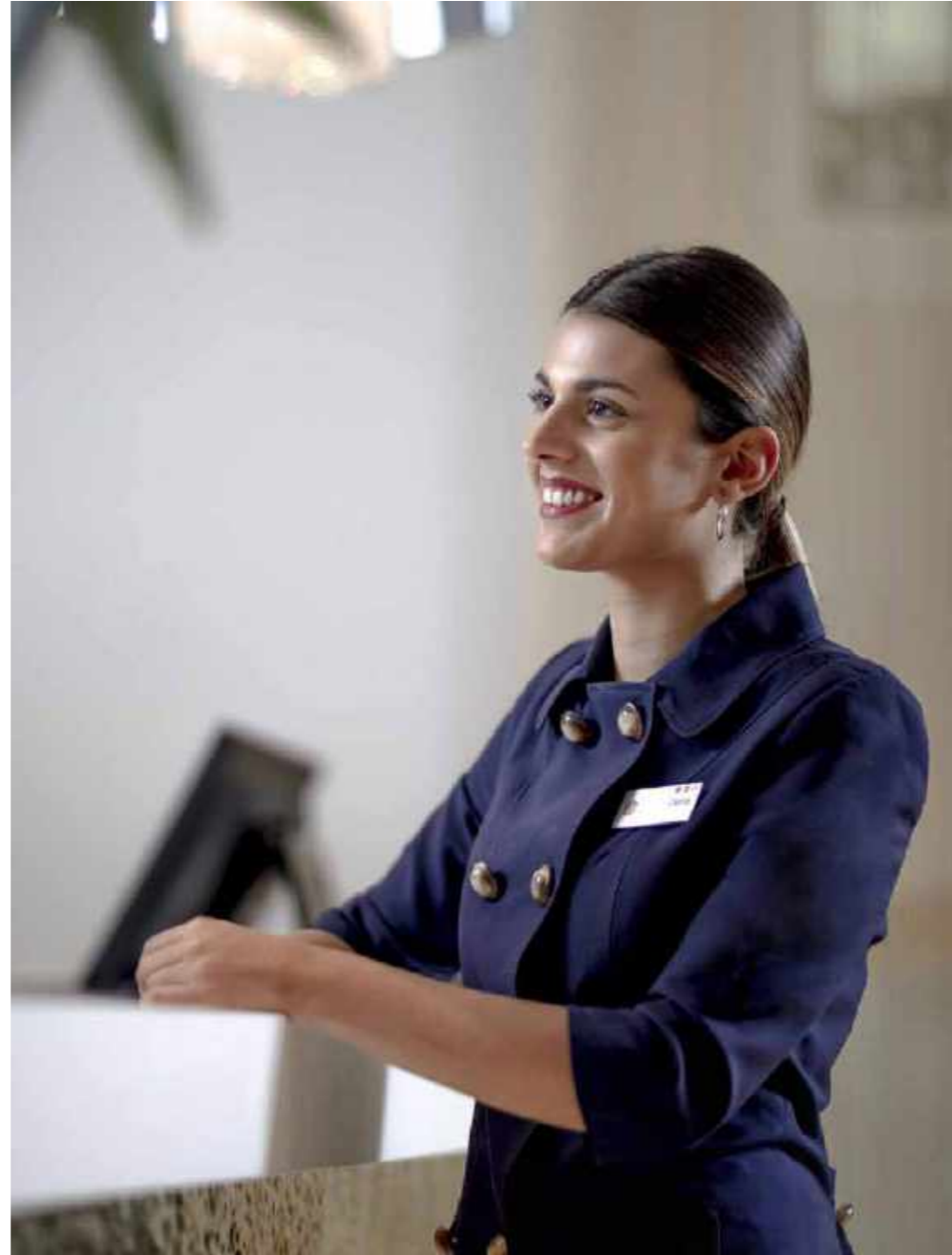
POWERFUL WEBSITE & CRM SYSTEM

- 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

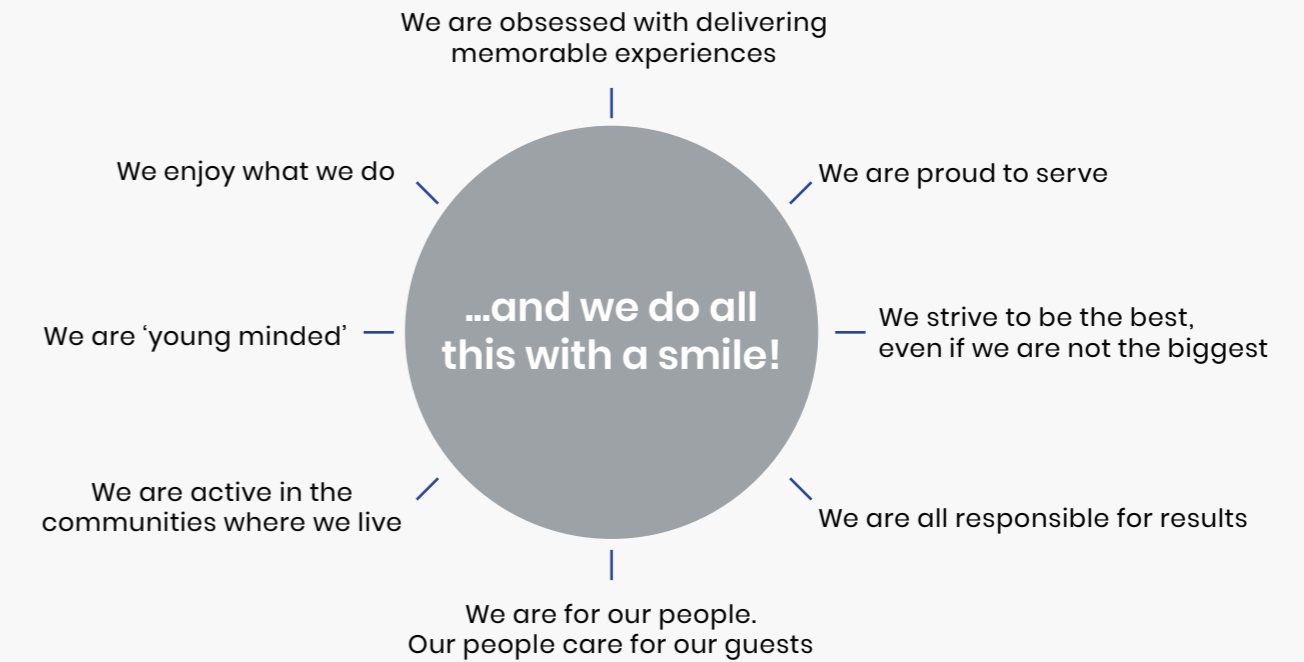
- Transversal staff training to comprehend the brand, its requirements and correct implementation at an operation level.
- All teams have been trained to secure the correct implementation of the brand essence in the different properties.
- We enhance our teams with internal tools for Talent and performance⁽²⁾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



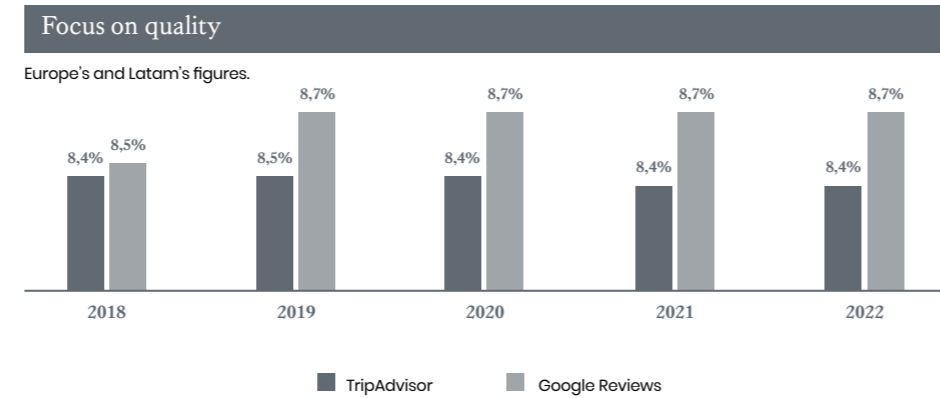


NH Collection New York Madison Avenue, United States

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 Hotels 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.



NH Collection Gran Via Madrid, Spain

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 Coonstança,
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 kingd

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



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.

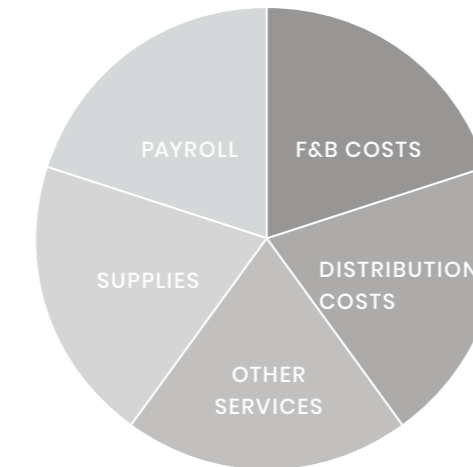
Operational Excellence

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.



nhow Amsterdam RAI, Netherlands



NH Collection Amistad Cordoba, Spain

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.

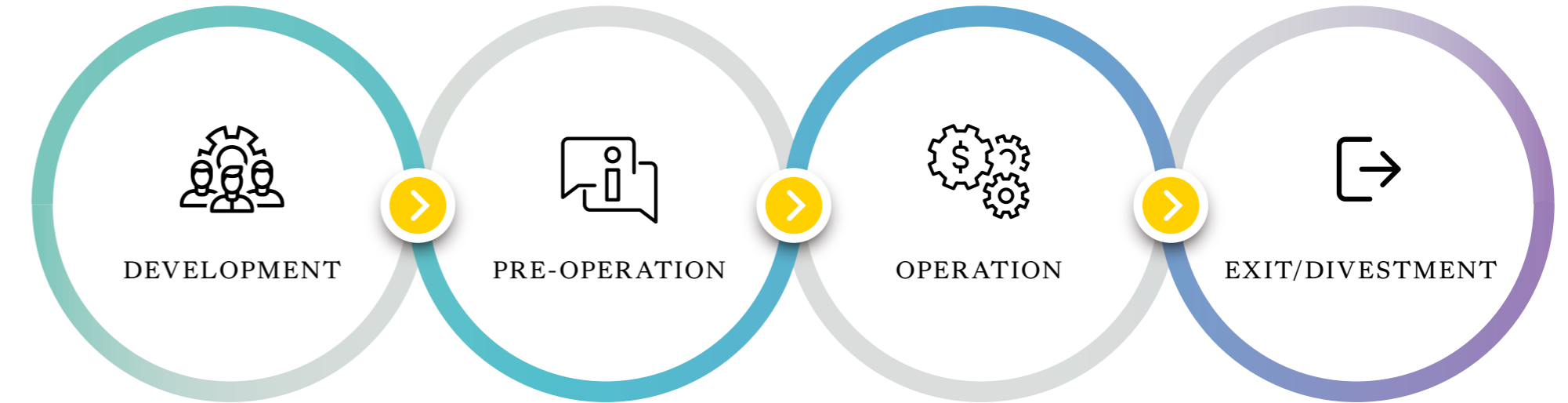
> 40% GOP MARGIN IN EUROPE

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.



NH Collection New York Madison Avenue, United States

Flexibility

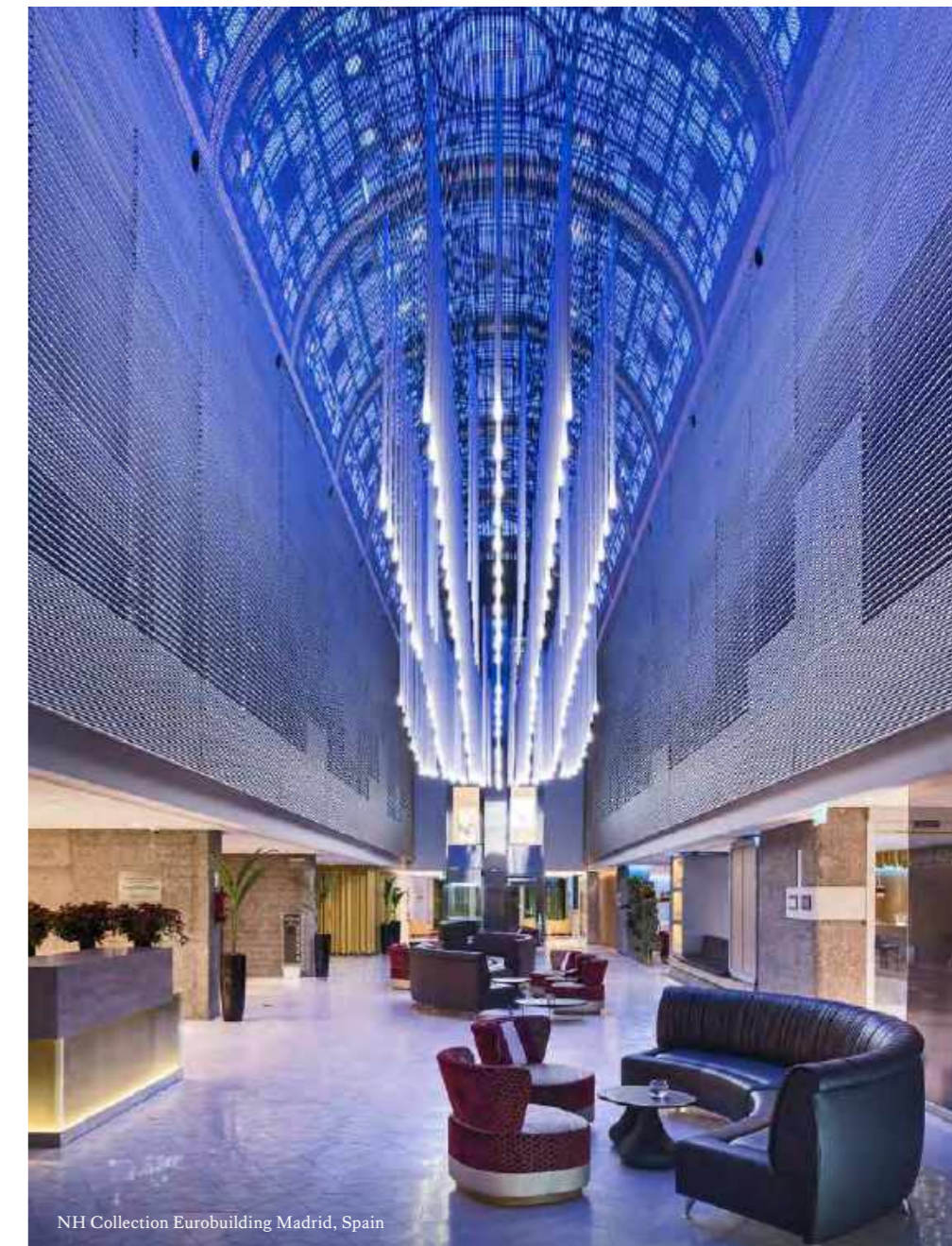
FLEXIBILITY IS OUR COMPETITIVE ADVANTAGE

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.



NH Collection Eurobuilding Madrid, Spain

AWARDS AND RECOGNITIONS TO MINOR HOTELS DURING 2022

NH Hotel Group is working towards consolidating its position as a global leader for excellence, innovation and sustainability within the hospitality industry. The distinctions obtained in 2022 are a reflection of our commitment to continue walking along this path.

HIGHLIGHTS



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.



CONDÉ NAST READERS' CHOICE AWARDS (EEU & UK)

- NH Collection Rome Fori Imperiale (TOP 10 Rome)
- NH Collection Grand Hotel Convento di Amalfi (TOP 20 Italy)
- NH Collection Prague (TOP 20 Central Europe)
- NH Collection Prague Carlo IV (TOP 20 Europe)

- Anantara Grand Hotel Krasnapolsky Amsterdam (TOP 20 Northern Europe)
- Anantara Vilamoura Algarve Resort (TOP 20 Europe)
- Anantara Palazzo Naiadi Rome Hotel (TOP 5 Rome)
- The Marker Hotel (TOP 5 Ireland)
- The Marker Hotel (TOP 50 worldwide)
- Elewana Kilindi Zanzibar (TOP 50 worldwide)



LLM READERS' TRAVEL AWARDS 2022

- NH Collection Madrid Gran Vía (TOP 50 Best Hotels in Europe)
- NH Collection Madrid Abascal (TOP 50 Best Hotels in Europe)
- NH Collection Madrid Suecia Madrid (TOP 50 Best Hotels in Europe)
- NH Collection A Coruna Finisterre (TOP 50 Best Hotels in Europe)
- NH Collection Grand Hotel Convento di Amalfi (TOP 50 Best Hotels in Europe)
- NH Collection Firenze Palazzo Gaddi (TOP 50 Best Hotels in Europe)
- NH Collection Prague Carlo IV (TOP 50 Best Hotels in Europe)
- NH Collection Venezia Murano Villa (TOP 50 Best Hotels in Europe)
- NH Collection Amsterdam Doelen (TOP 50 Best Hotels in Europe)
- NH Collection Barcelona Gran Hotel Calderon (TOP 50 Best Hotels in Europe)
- NH Collection Copenhagen (TOP 50 Best Hotels in Europe)
- NH Collection New York Madison Avenue (TOP 6 Best Hotels in North America)
- NH Collection Mexico City Centro Historico, Mexico (TOP 6 Best Hotels in North America)

- NH Collection Guadalajara Providencia (TOP 6 Best Hotels in North America)
- NH Collection, Vitacura, Santiago Casacostanera, Chile (TOP 9 Best Hotels in South America)
- NH Collection Buenos Aires Jousten, Argentina (TOP 9 Best Hotels in South America)
- NH Collection Bogota Terra 100 Royal, Colombia (TOP 9 Best Hotels in South America)
- NH Collection Bogota Teleport Royal, Colombia (TOP 9 Best Hotels in South America)
- NH Collection Bogota WTC Royal, Colombia (TOP 9 Best Hotels in South America)
- NH Collection Medellin Royal, Colombia (TOP 9 Best Hotels in South America)
- NH Collection Buenos Aires Crillon, Argentina (TOP 9 Best Hotels in South America)



TRIPADVISOR TRAVELER CHOICE AWARDS 2022

- NH Collection Amsterdam Grand Hotel Krasnapolsky
- nhow London
- nhow Brussels
- nhow Amsterdam RAI
- NH Puebla
- NH Capri
- NH Collection Victoria La Habana



LIV HOSPITALITY DESIGN AWARDS

- nhow Brussels (Interior Design Hotel – Midscale & Lifestyle category)



TRIPADVISOR TRAVELLERS CHOICE BEST OF THE BEST 2022

- NH Collection Amsterdam Doelen
- NH Collection Amsterdam Barbizon Palace
- NH Collection Hacienda Bogotá
- NH Collection Teleport Bogotá
- NH Pavillon
- NH Collection WTC Collection
- NH Collection Andino Bogotá
- NH Collection Smartsuites Barranquilla
- NH Collection Medellín
- NH Collection Terra 100
- NH Urban 93
- NH Urban 26
- NH Urban Cartagena
- NH Collection Quito



WORLD LUXURY HOTEL AWARDS 2022

NH Collection Grand Hotel Convento di Amalfi (Best Luxury Seaside Hotel Italy)



LUXURY TRAVEL ADVISOR MAGAZINE

NH Collection New York Madison Avenue was voted the most Instagrammable hotel in North America in 2022, according to Luxury Travel Advisor magazine.



BOOKING.COM TRAVELER REVIEW AWARDS 2022

- NH Puebla (winner)
- NH Collection Mérida Paseo Montejo (winner)

GASTRONOMIC AWARDS AND RECOGNITIONS



BALC (BARILOCHE À LA CARTE 2022)

- NH Bariloche Efelweiss



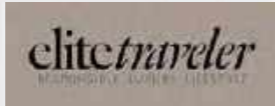
WINE SPECTATOR 2022

- Anantara Grand Hotel Krasnapolsky, The White Room (Excellence Award)
- Hotel Tivoli Carvoeiro, The One Restaurant (Excellence Award)



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

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



ELITE TRAVELER TOP SUITES 2022

- Anantara Sahara Tozeur Resort & Villas

CNBC – BEST HOTELS FOR BUSINESS TRAVELERS 2022



- NH Bratislava Gate One (Best Hotels for Business Travelers)
- The Marker (Best Hotels for Business Travelers)



ITALIAN MISSION AWARDS 2022

- NH Collection Rome Palazzo Cinquecento (Best Luxury Hotel for Business Travelers)
- NH Collection Venezia Murano Villa (Best Space for Events)



EUROPEAN MISSION AWARDS 2022

- NH Hotel Group (Best Hotel Chain of the Year for Business Travelers)
- nhow Milano ((Best Meetings & Event Space)



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

E etiftik@minor.com
T +66 (0)85 484 8784

Yasin Munshi
Associate Vice President Development – Asia

E ymunshi@minor.com
T +66 (0)81107 2476

Ramine Behnam
Vice President of Development Europe, Middle East & Africa

E rbehnam@minor.com
T +971 (0)56 501 8228

Lachlan Hoswell
General Counsel and Commercial Officer Australia & New Zealand

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

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