

MINOR
HOTELS

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FOUR DECADES OF SUCCESS

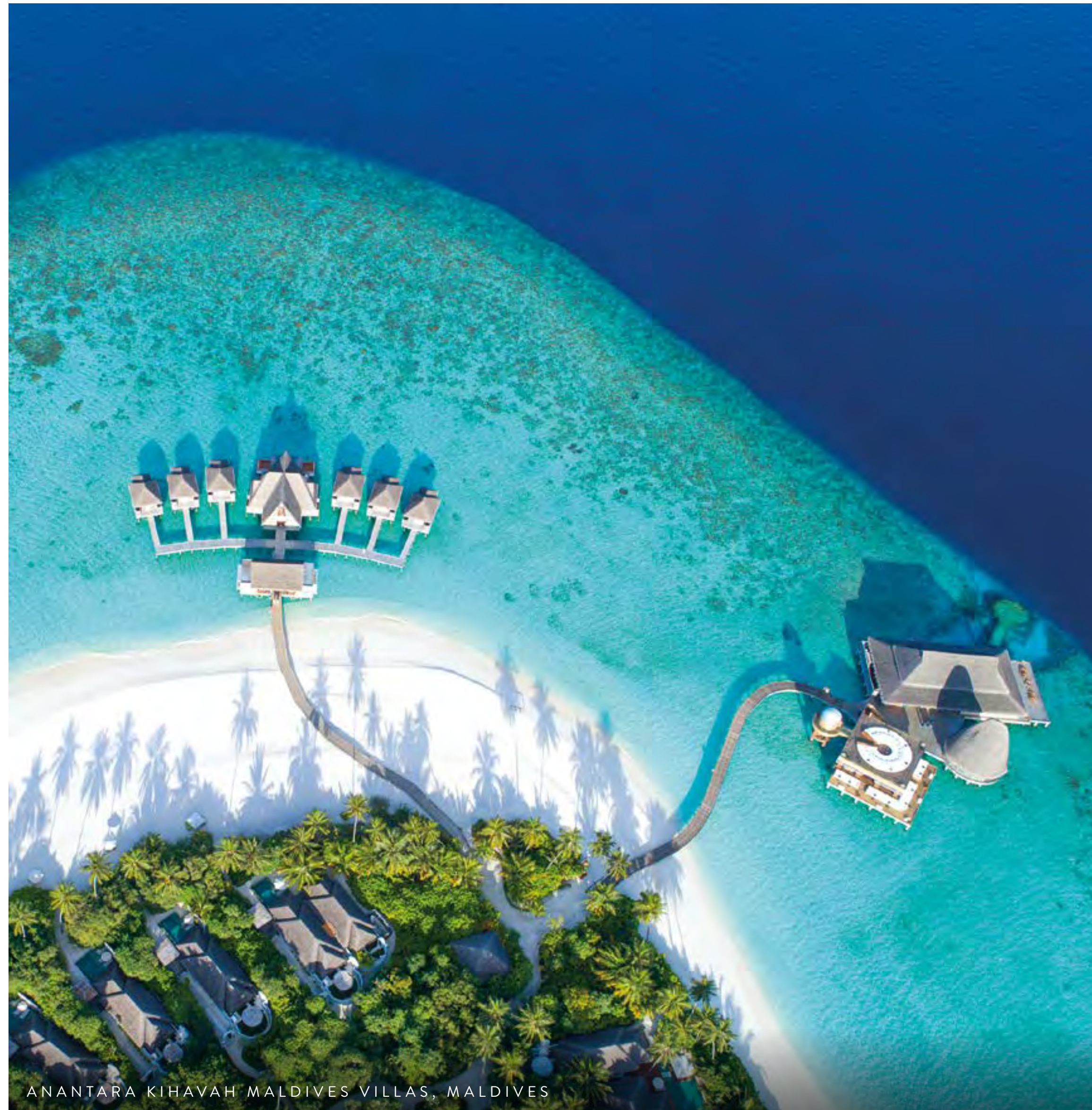
Minor Hotels is built on a passion for perfection. Proactive and performance-driven, we are one of the world's fastest-growing hospitality groups, with a diverse portfolio of brands and an international network of hotels in the world's most exciting destinations. As owner-operators, we understand both 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 & CEO
Minor International



ANANTARA AL JABAL AL AKHDAR RESORT, OMAN



ANANTARA KIHAVAH MALDIVES VILLAS, MALDIVES

Minor Hotels manages 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 2,100 outlets in 20 countries.

MORE THAN 520 HOTELS, WITH OVER
80,000 ROOMS, ACROSS 52 COUNTRIES

ANANTARA
HOTELS, RESORTS
& SPAS



OVER 35 PROPERTIES
14 COUNTRIES

TIVOLI
HOTELS &
RESORTS



OVER 15 PROPERTIES
3 COUNTRIES

AVANI
HOTELS &
RESORTS



OVER 25 PROPERTIES
16 COUNTRIES

NH
HOTELS



OVER 275 HOTELS
28 COUNTRIES

NH
COLLECTION



OVER 85 PROPERTIES
15 COUNTRIES

NHOW



OVER 10 HOTELS
8 COUNTRIES

OAKS HOTELS,
RESORTS
& SUITES



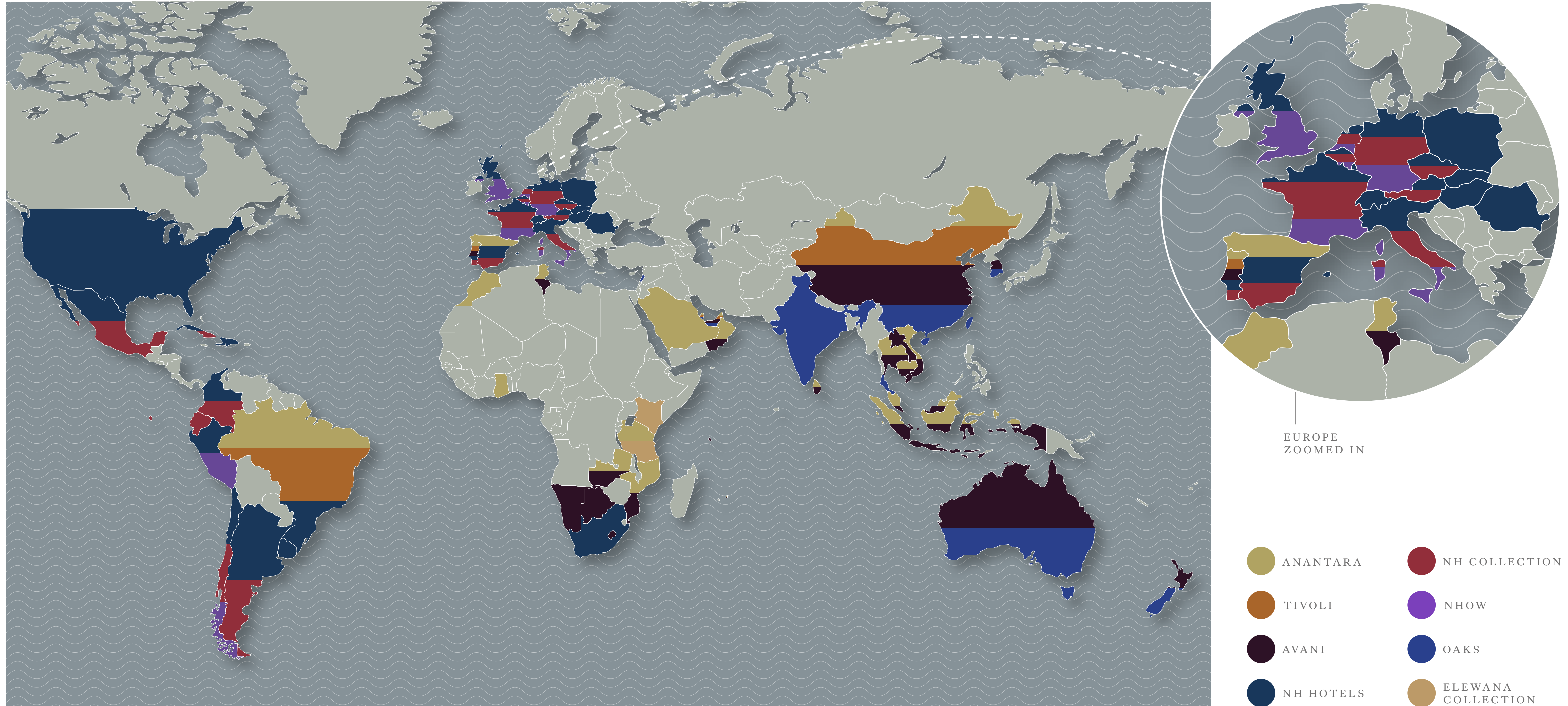
OVER 55 PROPERTIES
6 COUNTRIES

ELEWANA
COLLECTION



OVER 15 PROPERTIES
2 COUNTRIES

MINOR HOTELS & RESORTS BY REGION





TIVOLI AVENIDA LIBERDADE LISBOA, PORTUGAL



AVANI+ HUA HIN RESORT, THAILAND



ANANTARA SIAM BANGKOK HOTEL, THAILAND



ANANTARA GOLDEN TRIANGLE ELEPHANT CAMP & RESORT, THAILAND

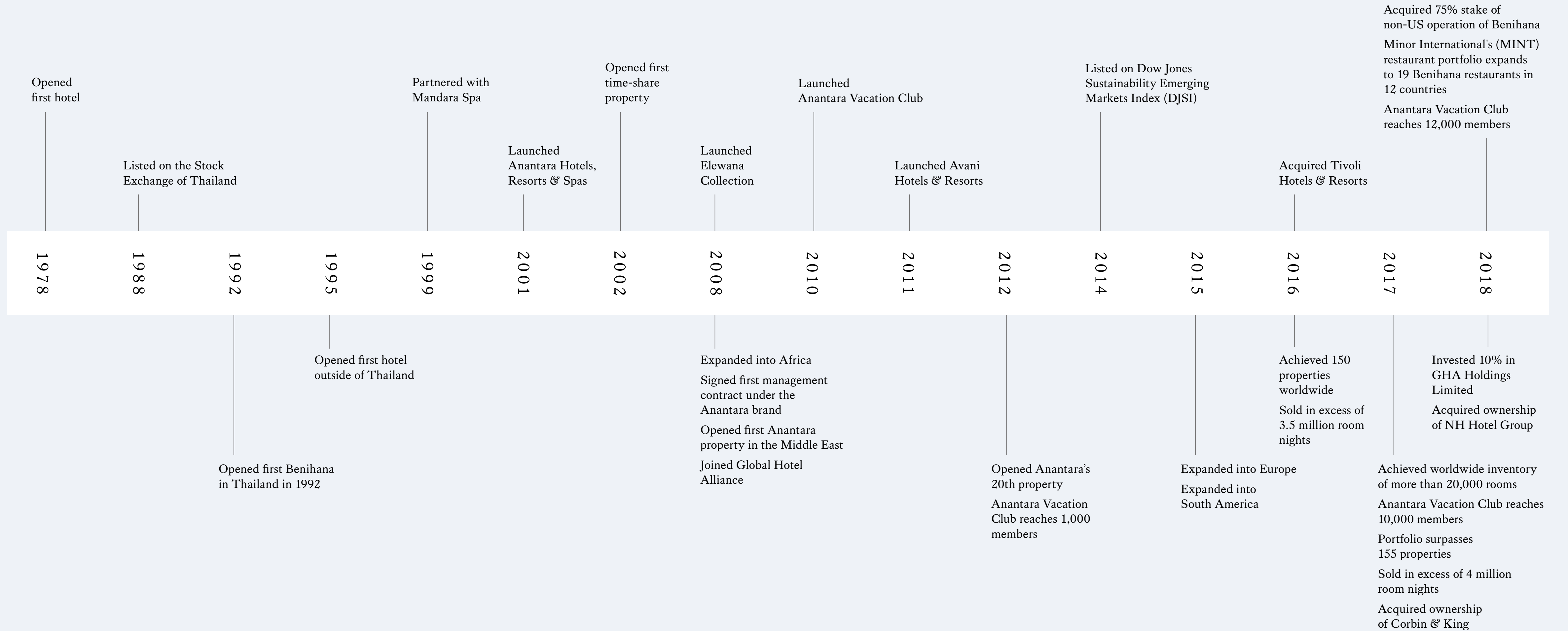


NH NACIONAL MADRID, SPAIN



NH COLLECTION BARCELONA GRAN HOTEL CALDERÓN, SPAIN

TIMELINE OF MILESTONES



WHY MINOR?

- Total 2019 system sales approximately US \$4.6 billion
- 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 12,000 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 14 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



EASTERN MANGROVES HOTEL & SPA BY ANANTARA, UAE

ABOUT ANANTARA

Anantara combines luxury with indigenous discovery, aiming to bring back the sense of excitement that was once inherent to international travel. Positioned in key markets around the globe, Anantara hotels, resorts and spas open up a window to the modern character of their destination, upholding world-class operational standards to make every stay uniquely personal. 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 Asian luxury brand offering both design and service-led timeless experiences 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. Anantara urban and resort hotels are often cited 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 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.



QASR AL SARAB DESERT RESORT BY ANANTARA, UAE



ANANTARA AL JABAL AL AKHDAR RESORT, OMAN



ANANTARA KIHAVAH MALDIVES VILLAS, MALDIVES



NIYAMA PRIVATE ISLANDS MALDIVES, MALDIVES

“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

BRAZIL

Bahia (2019)

CAMBODIA

Angkor, Siem Reap

CHINA

Chengdu (2021)

Guiyang

Libo (2020)

Nanjing (2021)

Xishuangbanna

Zhuhai (2021)

GHANA

Accra (2022)

INDONESIA

Bali, Seminyak

Bali, Ubud (2019)

Bali, Uluwatu

MALAYSIA

Desaru (2019)

MALDIVES

Dhigufinolhu

Kihavah

Veligandu

MAURITIUS

Le Chaland (2019)

MOROCCO

La Houra, Tangier (2021)

MOZAMBIQUE

Bazaruto Island

Matemo Island

Medjumbe Island

OMAN

Al Jabal Al Akhdar

Salalah

PORTUGAL

Vilamoura

QATAR

Banana Island, Doha

SPAIN

Anantara Villa Padierna Palace

Benahavis Marbella Resort

SRI LANKA

Kalutara

Tangalle

THAILAND

Bangkok, Riverside

Bangkok, Siam

Bangkok, Sathorn

Bophut, Koh Samui

Chiang Mai

Golden Triangle

Hua Hin

Lawana, Koh Samui

Phi Phi Island (2020)

Phuket, Layan

Phuket Villas

Rasananda Koh Phangan

TUNISIA

Tozeur (2019)

UNITED ARAB EMIRATES

Abu Dhabi

Al Sahel

Al Yamm

Desert Islands

Eastern Mangroves

Qasr Al Sarab

Dubai

Dubai The Palm

Ras Al Khaimah

Mina Al Arab (2020)

VIETNAM

Hoi An

Mui Ne

Quy Nhon

ZAMBIA

Royal Livingstone

TIVOLI
HOTELS & RESORTS

Tivoli Hotels & Resorts is a collection
of upscale and deluxe properties
in prime locations around the world.

Destinations that stay with you



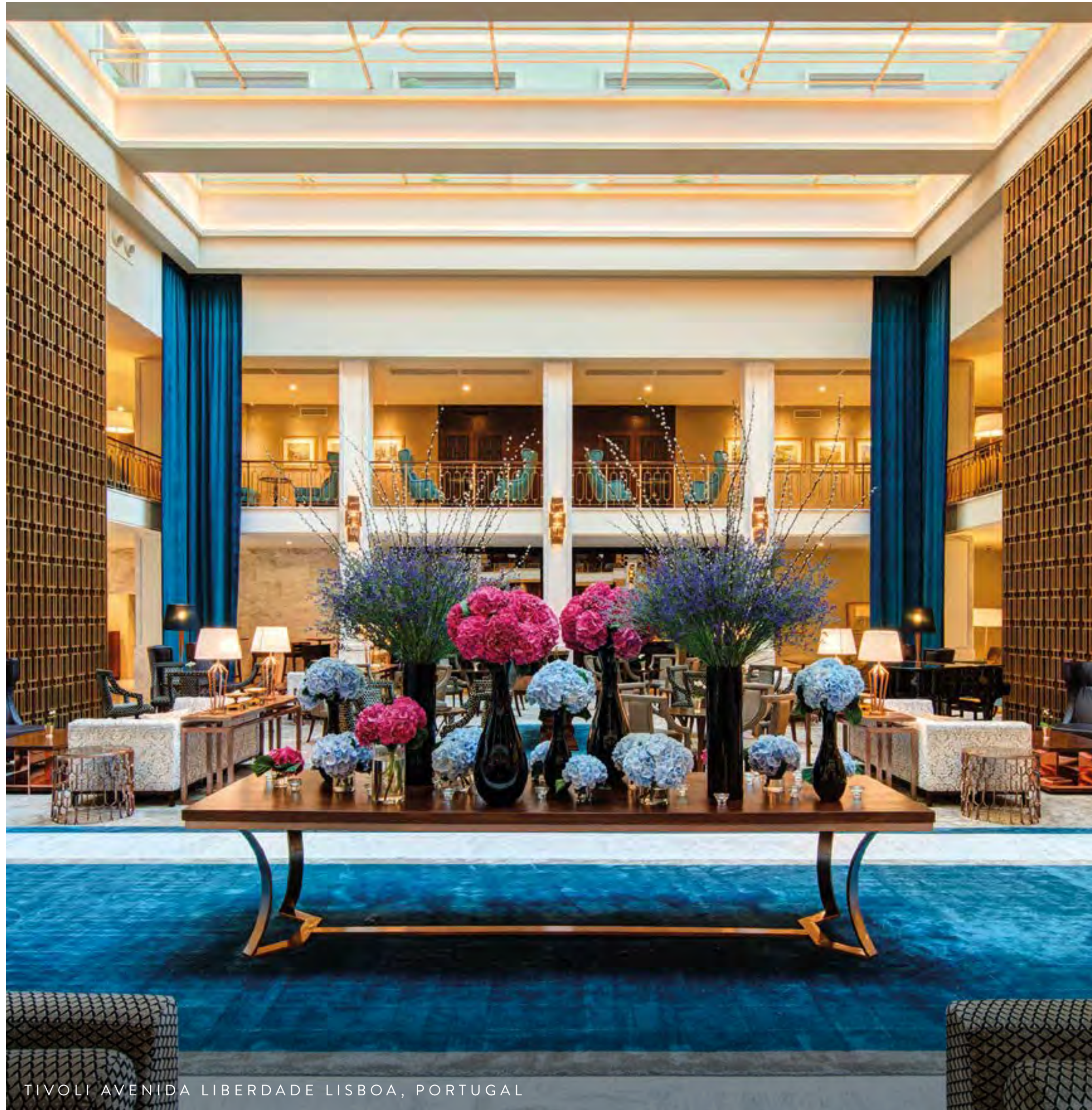
ABOUT TIVOLI

The Tivoli Hotel Group was founded in 1933 with the Tivoli Avenida Liberdade Lisboa hotel in Lisbon. Tivoli is now a global brand, with destinations ranging from idyllic beach settings in Brazil to cosmopolitan city spots across Europe and luxury locations in the Middle East.

Every Tivoli hotel is unique. Some are inspired by exotic surroundings, others offer a touch of metropolitan luxury. Each one delivers consistent five-star service combined with impeccable taste and comfort.

Tivoli evokes an era when a hotel stay was one of life's landmark experiences. As a brand, we're passionate about bringing that timeless charm to our visitors, so that a new generation of travellers can enjoy those same treasured memories.

Tivoli's philosophy of being connected to its destination makes the brand easy to grow in new and emerging markets. It is a brand that can be adapted to the local market and environment. Minor works closely with owners, designing for profitability to achieve the maximum yield against construction expenditure, and supporting hotels through proven marketing initiatives.



TIVOLI AVENIDA LIBERDADE LISBOA, PORTUGAL

TIVOLI BRAND VALUES

We offer a hotel experience that combines the timeless appeal of premium, knowledgeable and personal service with captivating locations and distinctive design.

Timeless. By drawing on our 85-year heritage, we keep the tradition of classic hotel luxury and personal service alive, ensuring every visit is an experience to remember.

Dedicated. We believe first-class service is never out of date. Five-star amenities, intuitive team members and an innate understanding of our local and international client base means we deliver a perfect stay for every guest every time.

Distinctive. Every one of our hotels offers exceptional quality and comfort, but each one is also curated to deliver a unique experience, with distinctive design and an atmosphere that complements its location.



TIVOLI CARVOEIRO ALGARVE RESORT, PORTUGAL

TIVOLI BRAND PROMISES

1. Culture Scouts: Well-connected, up-to-date, and with privileged access to the cities they call home, a Culture Scout is 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.

2. Extraordinary F&B: Food and Beverage 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.

3. 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.



SOUQ AL WAKRA HOTEL BY TIVOLI, QATAR



TIVOLI MOFARREJ SÃO PAULO HOTEL, BRAZIL



TIVOLI MARINA VILAMOURA ALGARVE RESORT, PORTUGAL



TIVOLI PALÁCIO DE SETEAIS SINTRA HOTEL, PORTUGAL



TIVOLI LOCATIONS

BRAZIL

Tivoli Brasilia (2020)
Tivoli Ecoresort Praia do Forte
Tivoli Fortaleza (2021)
Tivoli Recife (2020)
Tivoli Mofarrej São Paulo

CHINA

Tivoli Hangzhou (2020)

PORTUGAL

Algarve

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

Centro

Tivoli Coimbra

Évora

Tivoli Evora

Lisboa

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

UNITED ARAB EMIRATES

Sharjah

Sharjah (2022)

AVANI

Hotels & Resorts

Avani Hotels & Resorts is a youthful, contemporary brand. Designed for discerning and influential world travellers, this exciting upscale brand pairs sleek design with excellent service and honest food, putting extra effort into the details that matter.



AVANI QUY NHON RESORT, VIETNAM

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.

AT THE HEART OF EVERYTHING WE DO IS BALANCE

To us that means giving our guests all the things they want, in the right proportion. A bit of luxury, a bit of fun, a bit of privacy, a bit of service. All the little details that happen in our hotels happen in just the right measure. Balance is in the DNA of everything we do.



AVANI+ LUANG PRABANG HOTEL, LAOS



AVANI VICTORIA FALLS RESORT, ZAMBIA



AVANI+ SAMUI 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 QUY NHON RESORT, VIETNAM

AVANI LOCATIONS

AUSTRALIA

Broadbeach
Central Melbourne
Adelaide Residences (2019)
Box Hill Melbourne (2019)

BOTSWANA

Gaborone

CAMBODIA

Siem Reap (2019)

CHINA

Zhuhai (2021)

INDONESIA

Seminyak Bali (2019)

LAOS

Luang Prabang

LESOTHO

Lesotho
Maseru

MALAYSIA

Sepang Goldcoast
Kota Kinabalu (2022)

MALDIVES

Fares (2020)

MAURITIUS

Bel Ombre (2021)

MOZAMBIQUE

Pemba Beach

NAMIBIA

Windhoek

NEW ZEALAND

Auckland

OMAN

Muscat (2021)
Sifah (2022)

PORTUGAL

Lisbon

SEYCHELLES

Seychelles Barbarons

SOUTH KOREA

Central Busan (2019)
East Busan (2020)

SRI LANKA

Bentota
Kalutara

THAILAND

Ao Nang (2019)
Atrium Bangkok
Hua Hin
Khao Lak (2020)
Khon Kaen
Koh Lanta (2019)
Koh Samui
Pattaya
Riverside Bangkok
Sukhumvit Bangkok (2019)

TUNISIA

Gammarth (2021)

Les Berges Du Lac

UNITED ARAB EMIRATES

Al Marjan Island (2021)
Deira Dubai
Ibn Battuta (2019)
Al Sufouh (2021)

VIETNAM

Cam Ranh (2022)
Hai Phong
Saigon (2022)
Quy Nhon
Vung Tau (2019)

ZAMBIA

Victoria Falls

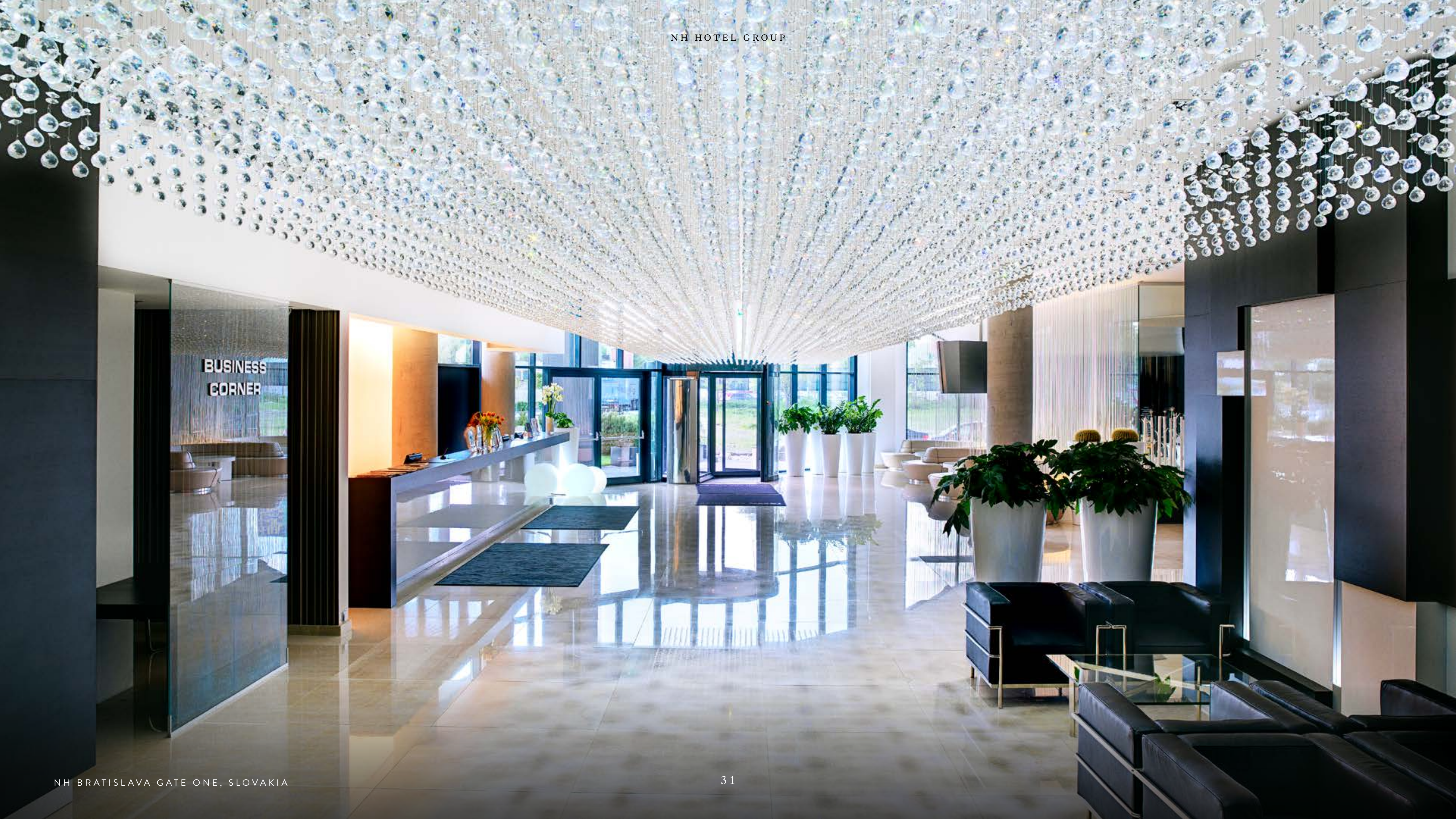
nh | HOTEL GROUP

A leader in urban hotels across Europe and Latin America,
with differential products and services both
for the business and leisure traveller.



ABOUT NH HOTEL GROUP

With more than 350 hotels worldwide, NH Hotel Group offers a comprehensive range of contemporary accommodations under three brands: the upscale and midscale NH Hotels, the upper-upscale NH Collection, and the lifestyle design brand, nhow. Backed by over 40 years of experience and with properties in 30 countries, mainly in Europe and Latin America, NH Hotel Group offers guests memorable experiences by providing comfort, quality and the best value for money in every location.





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. NH Hotels offers trustworthy experiences 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 a fresh, natural style and friendly service for an enjoyable and surprising stay.





NH CALI ROYAL, COLOMBIA

NH HOTELS

ARGENTINA

NH Bariloche Edelweiss
 NH Buenos Aires 9 de Julio
 NH Buenos Aires City
 NH Buenos Aires Crillon
 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 Centre
 NH Wien Belvedere
 NH Wien City

BELGIUM

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

BRAZIL

NH Curitiba The Five

CHILE

NH Antofagasta
 NH Ciudad de Santiago
 NH Iquique
 NH Heroes de la Concepción Iquique (2020)

COLOMBIA

NH Bogatá Boheme Royal
 NH Bogatá Metrotel Royal
 NH Bogatá Pavillon Royal
 NH Bogatá Urban 26 Royal
 NH Bogatá Urban 93 Royal
 NH Cartagena Urban Royal
 NH Royal Cali

CUBA

NH Capri La Habana

CZECH REPUBLIC

NH Prague City

DOMINICAN REPUBLIC

NH Punta Cana

FRANCE

NH Lyon Airport
 NH Nice
 NH Toulouse Airport

GERMANY

NH Berlin Alexanderplatz
 NH Berlin City Ost
 NH Berlin City West
 NH Berlin Kreuzberg
 NH Berlin Kurfürstendamm
 NH Berlin Potsdam Conference Centre
 NH Berlin Potsdamer Platz
 NH Berlin Treptow
 NH Bingen
 NH Deggendorf

NH Dessau

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 Centre
 NH Frankfurt Niederrad
 NH Frankfurt Villa
 NH Fürth Nürnberg
 NH Hamburg Altona
 NH Hamburg Horner Rennbahn
 NH Hamburg Mitte
 NH Heidelberg
 NH Hirschberg Heidelberg
 NH Ingolstadt
 NH Klösterle Nördlingen
 NH Köln Altstadt
 NH Leipzig Messe
 NH Ludwigsburg
 NH Magdeburg
 NH Mannheim Viernheim
 NH München Airport
 NH München City Süd
 NH München Messe
 NH München Ost Conference Centre
 NH München Unterhaching
 NH Oberhausen
 NH Potsdam
 NH Schwerin
 NH Stuttgart Airport
 NH Stuttgart Sindelfingen
 NH Weinheim
 NH Wiesbaden

NH Mannheim (2019)

NH Leipzig Zentrum (2019)
 NH Hannover (2020)
 NH Hamburg Zentrum(2021)

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 (2020)
 NH Caltagirone Villa San Mauro
 NH Catania Centro
 NH Firenze
 NH Firenze Anglo American
 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 Palazzo Moscova
 NH Milano Machiavelli
 NH Milano Touring
 NH Napoli Ambassador
 NH Orio al Serio
 NH Padova
 NH Palermo
 NH Parco Degli Aragonesi Catania
 NH Parma

NH HOTELS *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

LUXEMBOURG

NH Luxembourg

MEXICO

NH Coatzacoalcos
 NH Mexico City Centro Histórico
 NH Mexico City Reforma Centro (2020)
 NH Mexico City Valle Dorado
 NH Monterrey La Fe
 NH Puebla Centro Histórico
 NH Puebla Finsa
 NH Queretaro
 NH San Luis Potosí
 NH Cancún (2020)

PERU

NH Parque Kennedy (2020)

POLAND

NH Poznan

PORTUGAL

NH Lisboa Campo Grande
 NH Porto Jardim (2019)

ROMANIA

NH Bucharest
 NH Timisoara

SLOVAKIA

NH Bratislava Gate One

SOUTH AFRICA

NH Cape Town The Lord Charles

SPAIN

NH Alcorcon
 NH Alicante
 NH Amistad Murcia
 NH Avenida Jerez
 NH Barcelona Campus
 NH Barcelona Diagonal Center
 NH Barcelona Eixample
 NH Barcelona Entenza
 NH Barcelona La Maquinista
 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 Almeria
 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 Cornella

NH Gijon

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 Malaga
 NH Marbella
 NH Ourense
 NH Oviedo Principado
 NH Pamplona Iruña Park
 NH Parla
 NH Porta Barcelona
 NH Pozuelo Ciudad de la Imagen
 NH Rambla de Alicante
 NH Salamanca Puerta de la Catedral
 NH San Pedro de Alcántara
 NH San Sebastian de los Reyes
 NH Sant Boi
 NH Sants Barcelona

NH Sevilla Plaza de Armas

NH Sevilla Viapol
 NH Sotogrande
 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 Fribourg
 NH Geneva Airport
 NH Geneva City

THE NETHERLANDS

NH Amersfoort
 NH Amsterdam Caransa
 NH Amsterdam Centre
 NH Amsterdam City 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 Best
 NH Bussum Jan Tabak
 NH Capelle
 NH Carlton Amsterdam
 NH Centre Utrecht
 NH Den Haag
 NH Eindhoven Conference Centre Koningshof
 NH Geldrop
 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

UNITED KINGDOM

NH London Kensington

URUGUAY

NH Montevideo Columbia

USA

NH New York Jolly Madison Towers



NH COLLECTION
HOTELS

NH Collection, premium upper-upscale hotels in iconic buildings located in the major capitals of Europe and Latin America.

Feel the extraordinary



NH COLLECTION AMSTERDAM DOELEN, THE 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 & Events.



NH COLLECTION LOCATIONS

ARGENTINA

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

AUSTRIA

NH Collection Wien Zentrum

BELGIUM

NH Collection Brussels Centre
NH Collection Grand Sablon
NH Collection Antwerp Centre
NH Collection Antwerp Centre (2019)

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 Friedrichstrasse
NH Collection Berlin Mitte am Checkpoint Charlie
NH Collection Dresden Altmarkt
NH Collection Frankfurt City
NH Collection Hamburg City
NH Collection Köln Mediapark
NH Collection Nürnberg City
NH Collection Frankfurt Spin Tower
NH Collection Frankfurt Spin Tower (2021)

ITALY

NH Collection Genova Marina
NH Collection Grand Hotel Convento di Amalfi
NH Collection Firenze Porta Rossa
NH Collection Milano City Life (2020)
NH Collection Milano Porta Nuova
NH Collection Milano President
NH Collection Murano (2020)
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
NH Collection Venezia Palazzo Barocci

MEXICO

NH Collection Guadalajara Centro Histórico
NH Collection Guadalajara Providencia
NH Collection León Expo
NH Collection Mexico City Aeropuerto T2
NH Collection Mexico City Reforma
NH Collection Mexico City Santa Fe

NH Collection Monterrey San Pedro

NH Collection Mérida Paseo Montejo (2019)
NH Collection Monterrey La Esfera (2020)

PORTUGAL

NH Collection Lisboa Liberdade
NH Collection Porto Batalha

SPAIN

NH Collection Amistad Córdoba
NH Collection San Sebastián Aránzazu
NH Collection Barcelona Constanza
NH Collection Barcelona Gran Hotel Calderón
NH Collection Barcelona Pódium
NH Collection Cáceres Palacio de Oquendo
NH Collection Gran Hotel
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 Tapa
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 Santander (2020)
NH Collection Santiago de Compostela
NH Collection Sevilla
NH Collection Vigo
NH Collection Villa de Bilbao
NH Collection Valencia Colón

THE NETHERLANDS

NH Collection Amsterdam Barbizon Palace
NH Collection Amsterdam Doelen
NH Collection Eindhoven Centre
NH Collection Amsterdam Grand Hotel Krasnapolsky



NH COLLECTION ROMA PALAZZO
CINQUECENTO, ITALY

nhow
HOTELS

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

Elevate your stay



NHOW ROTTERDAM, THE NETHERLANDS

ABOUT NHOW

nhow brand features the most surprising and distinctive lifestyle hotels. The only rule at nhow is that there are no rules. There is nothing pre-established. We innovate with new forms of architecture, design and technology by world-renowned architects and interior designers, such as Matteo Thun, Rem Koolhaas and Karim Rashid.

Our nhow hotels all have a different and daring personality, inspired by the city in which they are located. Each nhow hotel becomes a distinctive landmark, both for the guests and the residents of the city itself, transmitting its iconic and distinctive, yet also inclusive and flexible personality. Creative stimulating spaces for all types of innovative Meetings & Events are part of the brand's DNA.





NHOW LOCATIONS

BELGIUM

nhow Brussels (2020)

CHILE

nhow Santiago de Chile (2020)

FRANCE

nhow Marseille

GERMANY

nhow Berlin

nhow Frankfurt (2021)

ITALY

nhow Milano

nhow Roma (2020)

PERU

nhow Lima (2021)

THE NETHERLANDS

nhow Rotterdam

nhow Amsterdam RAI (2020)

UNITED KINGDOM

nhow London (2019)

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 best customers.

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 38% of total NH Hotel Group revenue, with a recurrence rate 38% above that of non-members.

EASY & TRANSPARENT

- ♦ Easy to understand
- ♦ Points accrual percentage on net invoice amount
- ♦ Point = 1€ in redemption

ASPIRATIONAL

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

INTERNATIONAL

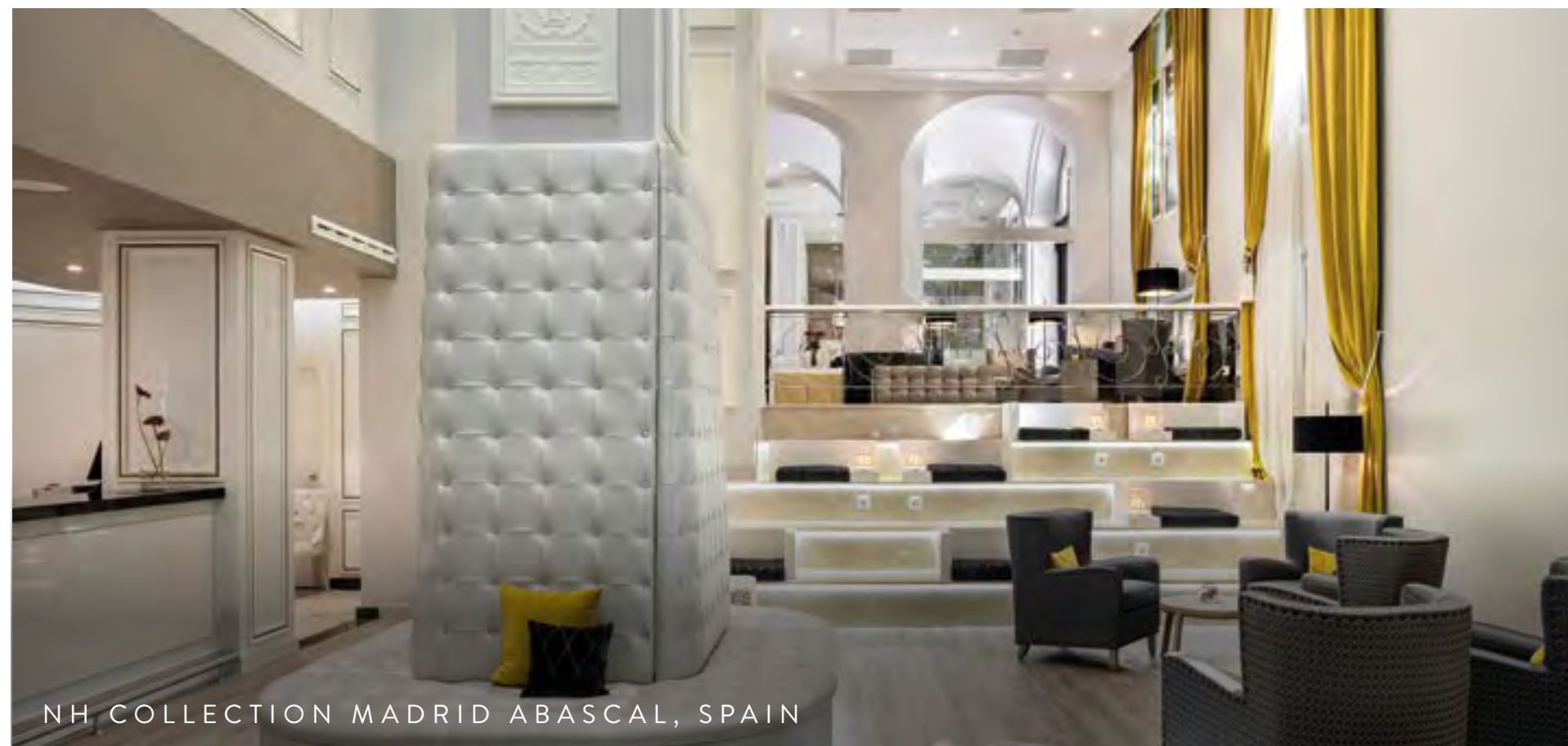
- ♦ Present in 28 countries, with more than 350 hotels

BENEFITS

- ♦ 10 points 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 booking through the NH website and app

THE RENEWED PROGRAMME IS BASED ON THESE CORE MESSAGES

- ♦ Get enough points for a night for every 10 stays booked through nh-hotels.com
- ♦ Easier to be a Premium Member
- ♦ No blackout dates when redeeming points
- ♦ Accumulate extra points for all direct bookings 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.



ABOUT OAKS

Founded in Australia in 1991, Oaks is Australasia's largest apartment-style accommodation provider, with more than 61 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 ON MARKET, 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

Glenelg

Oaks Liberty Towers
Oaks Plaza Pier

Brisbane

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

Redcliffe

Oaks Mon Komo

Hervey Bay

Oaks Resort & Spa Hervey Bay

Broome

Oaks Broome
Oaks Cable Beach Sanctuary

The Entrance

Oaks Waterfront Resort

Darwin

Oaks Elan Darwin

Gladstone

Oaks Grand Gladstone

Gold Coast

Oaks Calypso Plaza

Hunter Region

Oaks Cypress Lakes Resort

Port Stephens

Oaks Lure
Oaks Pacific Blue Resort

Kingscliff

Oaks Santai Resort Casuarina

Ipswich

Oaks Aspire

Issac Region

Oaks Middlemount
Oaks Moranbah

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 Resort Port Douglas

Sunshine Coast

Oaks Oasis Resort
Oaks Seaforth Resort

Sydney

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

Toowoomba

Oaks Toowoomba (2020)

Townsville

Oaks Gateway Suites
Oaks Metropole Hotel

CHINA

Oaks Hangzhou (2019)

INDIA

Oaks Bodhgaya

LEBANON

Oaks Beirut (2019)

NEW ZEALAND

Oaks Auckland Harbour
Oaks Club Resort
Oaks Shores
Oaks Wellington (2019)

QATAR

Al Najada Doha Hotel
Apartments by Oaks

SOUTH KOREA

Oaks Daegu (2020)

THAILAND

Oaks Khon Kaen (2019)
Oaks Phuket Airport (2021)

UNITED ARAB EMIRATES

Abu Dhabi

Oaks Liwa Executive Suites 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

Meru National Park

Elewana Elsa's Kopje

Laikipia

Elewana Loisaba Tented Camp

Elewana Loisaba Star Beds

Elewana Loisaba Lodo Springs (2019)

Lewa Wildlife Conservancy

Elewana Kifaru House

Elewana Lewa Safari Camp

The Masai Mara

Elewana Elephant Pepper Camp

Elewana Sand River Masai Mara

Kenyan Coast

Elewana Afrochic Diani Beach

TANZANIA

Arusha

Elewana Arusha Coffee Lodge

Tarangire Eco-System

Elewana Tarangire Treetops

Ngorongoro Conservation Area

Elewana The Manor At Ngorongoro

Serengeti Eco-System

Elewana Serengeti Pioneer Camp

Elewana Serengeti Migration Camp

Zanzibar

Elewana Kilindi Zanzibar



LAYAN RESIDENCES BY ANANTARA, THAILAND

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 Chiang Mai, 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.



CORBIN & KING

WORLD-CLASS RESTAURANTS

In 2017, Minor Hotels acquired an ownership interest in Corbin & King restaurant group, enabling us to bring unique signature restaurant concepts to our hotels, driving revenue and increasing visibility. Considered the leading restaurateurs in London, Corbin & King's upmarket brasserie-style outlets bring additional brand recognition to our hotels, leveraging the group's iconic reputation to attract year-round revenue from local clientele. Corbin & King's portfolio of restaurants includes The Wolseley, The Delaunay, Brasserie Zédel, Café Colbert, Fischer's, The Colony and Bellanger.

“As owners of significant brands in London, including The Wolseley, The Delaunay and Café Colbert, in our recent search for a new partner it was crucial that we found the right one to enable our expansion. We were fortunate to be faced with some excellent candidates, but none better than Minor, who have continued to demonstrate not only their understanding of hospitality on every level, but also the demands of taking luxury brands worldwide. Entering into this partnership was one of my better decisions and I am immensely enjoying not only the collaboration, but also the guidance and support I've received as we increase Corbin & King brand awareness across multiple markets.”

JEREMY KING
CEO, Corbin & King London





BENIHANA

WORLD-CLASS RESTAURANTS

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. A red safflower found in the neighbourhood streets gave the Aokis the inspiration for the restaurant's name: 'Benihana', meaning 'red flower' in Japanese.

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 Minor Hotels proudly carries on the Benihana tradition and incorporates Benihana restaurants into selected food and beverage offerings at our hotels.





SOCIAL AND F&B

Minor Hotels leverages expertise and experience in world-class F&B to offer innovative restaurant, bar and club concepts to customers. Combining cutting-edge design with a cosmopolitan ambience, these buzz-worthy venues attract local and foreign guests, driving revenue and creating multiple opportunities for marketing, special events and cross-selling.

The beach-club concept has evolved in recent years, driven by customer demand for better entertainment and exciting social experiences. Beach clubs are high-revenue, high-profit businesses that not only add to the appeal of a destination and the resort, but also generate attractive financial returns.

Minor Hotels currently manages numerous M Beach Clubs as ancillary facilities to our resorts, as well as urban dining and bar concepts under the name SEEN.



SEEN RESTAURANT & BAR BANGKOK, THAILAND



RIVERBOAT CRUISES

Minor Hotels operates luxury river cruise experiences along the Mekong and Chao Praya rivers offering guests memorable experiences as they cruise along some of Asia's mightiest waterways.

Mekong Kingdoms

Luxury overnight riverboat cruises on the Mekong River between Laos and Thailand, as well as day cruises in and around Luang Prabang, Laos.

Manohra Cruises

Cruise up the Chao Praya River from Bangkok to the ancient Thai capital of Ayutthaya on two- or three-day excursions or enjoy a sunset dinner cruise in Bangkok.



MEKONG KINGDOMS

MANOHRA
CRUISES



MANOHRA CRUISES, THAILAND





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 12,000 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+ RIVERSIDE BANGKOK HOTEL, THAILAND

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

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 **Australia**
Melbourne
- 2 **Belgium**
Brussels
- 3 **Brazil**
São Paulo
- 4 **China**
Shanghai
Beijing

- 5 **Colombia**
Bogota
- 6 **Denmark**
Copenhagen:
Denmark, Finland,
Iceland, Norway
and Sweden are
all represented
in Copenhagen

- 7 **Germany**
Berlin
- 8 **India**
Mumbai
- 9 **Japan**
Tokyo
- 10 **Mexico**
Mexico City
- 11 **Middle East**
Dubai

- 12 **North America**
New York
- 13 **The Netherlands**
Amsterdam
- 14 **Portugal & France**
Lisbon
- 15 **Russia & CIS countries**
Moscow
- 16 **Saudi Arabia**
Riyadh
Jeddah

- 17 **Singapore & Malaysia**
Singapore
- 18 **Southeast Asia**
Bangkok
- 19 **Spain & Italy**
Madrid
- 20 **UK & Ireland**
London
Edinburgh



ANANTARA HOI AN RESORT, VIETNAM

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 30 UNIQUE BRANDS
- LOCATIONS ACROSS 76 COUNTRIES
- OVER 500 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 14 million members
- 9 million room nights per year across all member hotels
- US \$1.6 billion in annual room revenue across all member hotels

During 2018, Minor Hotels sold more than 1 million room nights through DISCOVERY and generated more than US \$225 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.

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



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.
- ♦ Anantara Sir Bani Yas Island Al Yamm & Anantara Sir Bani Yas Island Al Sahel World's Leading Sustainable Tourism Destination 2016 World Travel Awards.
- ♦ Excellent Establishment on Labour Relations and Welfare (Country Level) for 2016 Department of Labour Protection and Welfare, Thailand.
- ♦ Top 10 Best Corporate Social Responsibility, FinanceAsia Awards 2016.
- ♦ Anantara Hua Hin won World's Leading Green Resort at the World Travel Awards 2015.
- ♦ 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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