

OUR PURPOSE >

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Creating valuable memories for our guests and value for our assets, people and local communities.

WHO WE ARE

We are an international hospitality real estate group, with a prime property portfolio consisting of 45 properties in operation in five countries, that transforms an asset's potential into value and profits.

WHAT WE DO

We have a clear strategy to drive growth and create long-term value while recognising and developing opportunities to help our assets reach their full potential. We delight our guests every day, through engaging service and quality products in inviting places.

HOW WE DO IT

By valuing our people, being led by an entrepreneurial Board and through investing in our portfolio, opportunities with upside potential and local communities.

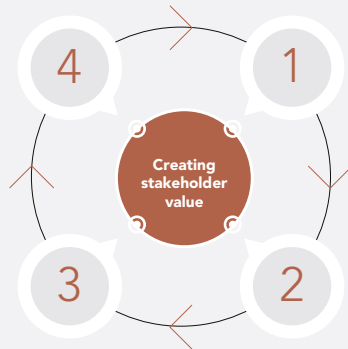
Key sources of value

- Prime property portfolio
- In-house management platform
- Our people
- Multi-brand approach
- International network
- Financial strength

OUR BUSINESS MODEL >

[Read more – pages 18 and 19](#)

Our integrated model has driven significant value.



1 We purchase

We typically acquire properties which we believe have significant upside potential

2 We develop

We (re)develop and redesign our acquired assets, drawing on the skills of our experienced senior management team, with specialists in every relevant discipline

3 We brand properties and improve operating performance

We brand properties and strive for operational excellence, creating significant value at every point in the value chain

4 We (re)finance to fund further investments

Through refinancing our properties, we are able to release capital for new investments, enabling the further growth of our Group

STRATEGIC AGENDA >

[Read more – pages 36 and 37](#)

We have a clear strategy to drive growth and long-term value.

Property
Disciplined, focused capital deployment
Optimise the value of the existing portfolio
Extract value from portfolio to fund further growth
Long-term sustainability
Operations
Consistently deliver the refreshed intended guest experience across our properties
Maintain high operating margins
Leverage our scale and inter-regional synergies

Underpinned by our people, values and culture

The Group's leadership culture is one of connecting, inspiring, innovating and empowering, and we foster an environment based on:

STRATEGIC PRIORITIES

[Read more – pages 36 and 37](#)

Our focused approach will ensure that we deliver on our strategy.

Property

Deliver all ongoing projects and expand pipeline

Deploy capital in projects and new properties meeting our yield profile

Mature recent openings and repositioned and renovated properties to generate targeted yield profile

Implement target-based sustainable business strategy

Operations

Develop a high performing culture, where engaged teams are empowered to create valuable memories for our guests and value for our assets

Improve the overall guest experience through creating valuable memories

Focus on total revenue generation with solid profit conversion

Implement target-based sustainable business strategy

PERFORMANCE MANAGEMENT

[Read more – pages 50 to 61](#)

Our KPIs and targets.

Property

EPRA NAV

EPRA EPS

Net investment yield

Net return on shareholder capital

Operations

EBITDA and EBITDA margin

RevPAR

Employee engagement

Guest Rating Score (GRS™)

THE VALUE WE CREATE FOR OUR STAKEHOLDERS

[Read more – pages 73 to 79](#)

Team members

We offer rewarding international employment opportunities for over 4,700 team members with continuous investment in training programmes.

Guests

We offer memorable hospitality experiences in vibrant destinations with our high quality products and services.

Investors

Our shareholders benefit from the attractive industry dynamics of the markets in which we operate as well as our flexible business model, developments and operating skills, in the form of progressive dividend payments.

Local communities

We care about our neighbourhoods and make positive contributions to our local communities and the people who work and/or live there through fundraising activities, employment opportunities, volunteering and local resourcing partnerships and charities.

Affiliates

Our partnership with Radisson Hotel Group gives us access to global distribution systems, powerful online and mobile platforms and global sales, marketing and buying power.

Suppliers

As an owner/operator, long-term sustainability and ethical operations are high on our agenda including supply chain management and the development of long-term relationships with strategic partners, many of whom are local.



Trust



Respect



Teamwork



Enthusiasm



Commitment



Care