

THE VALUE
WE CREATE

CREATING DYNAMIC SPACES

Park Plaza Victoria London

THE THREE PILLARS OF GROWTH

We have a proven development strategy, targeting real estate in prime locations with upside potential. We are continuously seeking out and evaluating new opportunities as well as re-developing and repositioning our own assets to benefit all. We aim always to delight our guests, empower our team members, support strong local communities and affiliates, and create value for all of our stakeholders.

Park Plaza London Waterloo



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Driving organic growth

We strive for operational excellence across our portfolio to drive organic growth, through both RevPAR improvements and margin accretion. In addition, we are always looking for opportunities to add more room stock and other income generating facilities to our hotels.

Over the last three years, we have added 891 rooms to our already impressive London portfolio. Park Plaza London Waterloo and Park Plaza London Park Royal, both launched in 2017, together added 706 rooms. The major repositioning of Park Plaza London Riverbank was completed in 2018 and expanded the property's inventory by 40%.

Holmes Hotel London



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Repositioning projects

Our owner/operator business paired with our development expertise provides a major point of differentiation within the hospitality sector. This model not only gives us full control over the quality of our real estate assets, it also gives us the ability to react quickly and invest in them as necessary, enabling us to fully optimise their potential value. Recent investment in asset repositioning programmes includes: Park Plaza Vondelpark, Amsterdam; Park Plaza Utrecht; Holmes Hotel London and Arena Kažela Campsite.

art'otel london hoxton



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What the future pipeline holds

Our strategy is to build on our success and further expand our asset portfolio by targeting real estate opportunities that have significant upside potential, fit our long-term growth strategy and create strong shareholder value. We have an exciting development pipeline for our wholly-owned art'otel brand, which includes two new hotels in London and an art'otel near the Hudson Yards area in New York City. We have also acquired a site on London's South Bank and entered into agreements to extend our footprint in the CEE region. Together these projects are expected to add approximately 800 rooms by the end of 2023.

DRIVING ORGANIC GROWTH

Completed 2017

Park Plaza London Waterloo

Strengthened presence on London's South Bank

The former office building located on London's South Bank was acquired in 2013 and following a £125 million investment was developed into a high quality hotel offering 494 rooms and suites, a swimming pool and luxury spa facilities, meeting rooms and an executive lounge, a destination all day dining restaurant called Florentine, and a bar offering live music.

In July 2017, following completion of construction of the hotel, the Group sold the property for £161 million and agreed a 199-year leaseback. The leasehold remained with the Group is valued at £84 million, and with the sale and leaseback the Group released part of the value whilst retaining a long-term lease, control of the operations and associated profit of the hotel.

With the above, the total value created from development to the sale and 199-year leaseback was approximately £120 million.

Guest Rating Scores at the property have been consistently high with a 89.9% rating in 2019.





Repositioning completed July 2018

Park Plaza Victoria Amsterdam

Well-invested property in the centre of Amsterdam

Park Plaza Victoria Amsterdam is our iconic property in the heart of Amsterdam, opposite Centraal Station. Its prime location presented a significant opportunity to create value from our real estate asset as well as inspire our guests through a well-invested, high quality product.

Between 2016 and 2018, we invested a total of £20 million in a major repositioning programme.

All public areas were completely reconfigured, 298 rooms were fully redesigned, and nine meeting and event rooms were transformed. A new bar, VIC's BAR, was opened, and offers guests fantastic entertainment in the form of guest DJ sets and live jazz nights.

A new destination restaurant, Carsten's, led by a celebrity concept chef, opened in February 2019.

Since repositioning, guest rating scores at the property have increased to 88% in 2019.

Repositioning completed 2018

Park Plaza London Riverbank

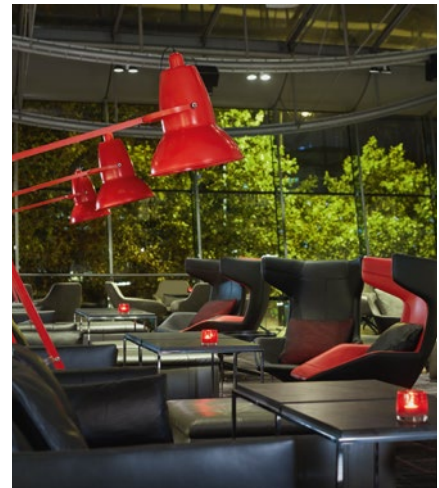
Unrivalled hospitality real estate presence on London's South Bank

Park Plaza London Riverbank first opened its doors on London's South Bank in April 2005. Since then we have established a strong presence in this now vibrant area of London which has been the focus of significant regeneration in recent years. We seized the opportunity to transform the hotel by enhancing the amenities and the overall quality of our offer and guest experience to reflect the fantastic rejuvenation of the surrounding area, including Vauxhall and Nine Elms, which have seen a massive transformation in recent years.

The hotel was fully repositioned. All public areas were reconfigured and redesigned, and seven additional floors of accommodation added 185 rooms to the inventory, transforming the property into a 646-room hotel. A new meeting room and a 12th-floor Executive Lounge were also created, and our award-winning Chino Latino Restaurant & Bar was relocated, giving this destination dining spot unrivalled views across the River Thames. In addition, a spa and swimming pool have been added to the property, giving the hotel an additional offer for leisure guests.

We invested approximately £54 million in this major, multi-year repositioning programme to create value for shareholders through capital appreciation and drive operational returns through a high quality product offer and exceptional guest service.

In 2019, guest rating scores at the property were 88.0%.



Repositioning completed 2018

Arena One 99

Successful new all-glamping offer

Located in the peaceful village of Pomer, Pula in southern Istria, Croatia, Arena One 99 was formerly a limited service campsite in a prime beachfront location stretching more than four hectares along the Adriatic coast.

This is a prime hospitality real estate location. To capitalise on this, we identified an opportunity to launch Croatia's first all-glamping resort. The campsite was closed following the summer of 2017

and completely transformed to offer eight types of all-glamping accommodation and premium amenities to reflect the site's 4-star offer, and was launched in summer 2018. Total investment in the repositioning programme was £8 million.

Arena One 99 has received two accolades from the Croatian Tourist Awards programme for Best Glamping and Best Campsite. Performance of this site has continued to mature in 2019, its second season in operation.



REPOSITIONING
COMPLETE

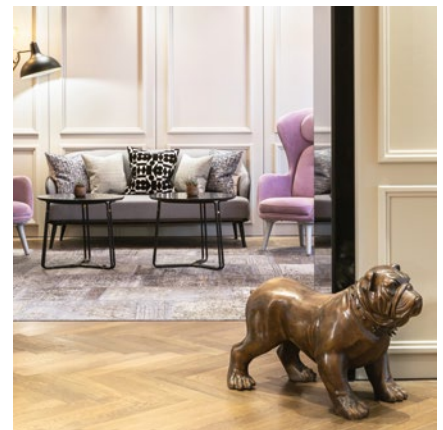
HOLMES HOTEL LONDON

Completed May 2019
Bringing a unique lifestyle brand to Central London

HOLMES HOTEL

Formerly known as Park Plaza Sherlock Holmes London, Holmes Hotel London is located close to Marylebone, which has long been a fashionable area of London. The area brings together unique independent restaurants and boutique shopping along its High Street, and convenient access to tourist hot spots including Madame Tussauds, the Sherlock Holmes Museum and Oxford Street, renowned for shopping.

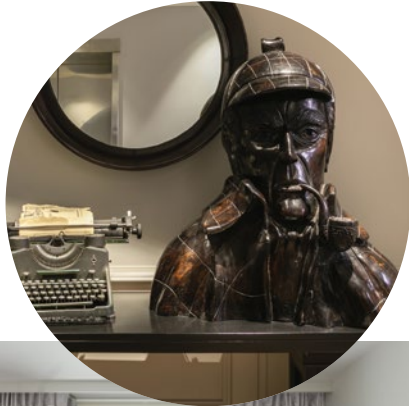
We undertook an extensive £9m repositioning programme to maximise the property's hospitality real estate potential and provide guests with a premium boutique offer which reflects the local area's growth and high end development in recent years.



A new restaurant concept was also introduced. Kitchen at Holmes is a seasonally-inspired all day restaurant and neighbourhood bar led by Head Chef Stefano Motta. This is a high quality destination restaurant accessible from Chiltern Street, with a separate entrance to the Holmes Hotel itself, attracting not only hotel guests but all food lovers.

The second phase of the repositioning project included the redesigning of all of Holmes's 118 rooms as well as meeting and events facilities to better reflect the hotel's creative clientele. The meetings and events offering will be completed in 2020 and will boast a new self-contained space in the basement including a kitchen and breakout spaces.

A new, highly experienced management team has been appointed to lead the newly repositioned Holmes Hotel London. The hotel was unveiled in late spring 2019. Holmes Hotel London's reimagined design, layout and upper upscale lifestyle service level have been positively received by customers since reopening, demonstrated by an average Guest Rating Score of 92.1% across independent websites.



As part of the repositioning, which created the Group's first premium boutique hotel, the property benefited from a major redesign which included the full refurbishment of all 118 rooms and public areas and the unveiling of a new brand identity with an up-market boutique aesthetic and 5-star quality service.

This phased renovation saw the relocation of the hotel's main entrance from Baker Street to the aspirational Chiltern Street and the associated renovation of the hotel's reception area to create an inviting space for welcoming guests.

HOW WE'VE ADDED VALUE



1ST

PPHE Hotel Group's first premium boutique hotel

A MULTI-MILLION-POUND

repositioning which includes all guestrooms and public areas



118



Sophisticated guestrooms

REPOSITIONING COMPLETE

*Park Plaza
Vondelpark,
Amsterdam*

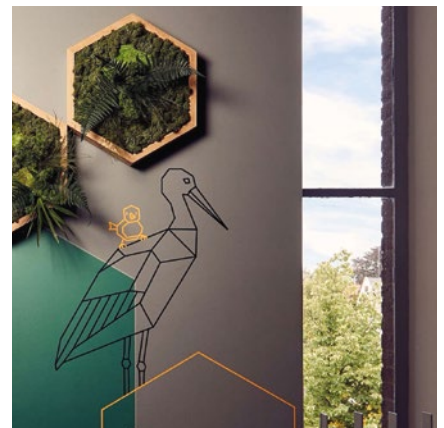
Launched October 2019

High quality property in desirable neighbourhood

Vondelpark is Amsterdam's own Central Park. Located in the desired uptown neighbourhood of Oud-Zuid which is home of the museum quarter, the park is the largest in Amsterdam.

In recent years, Vondelpark has benefited from significant investment in cafés, restaurants and ongoing upkeep and it attracts a consistently high number of locals and visitors.

We identified that repositioning the property with the aim of offering an enhanced guest experience would both increase the value of our freehold as well as deliver operational uplift.





In July 2018, we closed the 102-room hotel to guests and began the complete transformation to reposition the property as a boutique, lifestyle hotel with a new premium look and feel. The interior fixtures and fittings were removed, the main entrance to the hotel was relocated from a busy road to be served by Vondelpark itself, resulting in just a short stroll to the park as well as local brasseries, galleries and boutique fashion shops.

All the public areas have been reconfigured and upgraded, inspired and elevated by Amsterdam designer Lieze van Zonneveld's theme, which reflects the diverse natural environment of the hotel's surroundings and in particular picks out the birds native to Vondelpark.

Building on its success in London, we have opened our own-brand, Venetian-inspired destination restaurant, TOZI, at the property. TOZI offers a unique and intimate sharing concept inspired by the dining culture and ethos of the Veneto region of Italy which is popular with guests and local community alike.

We relaunched the property in October 2019 and guest feedback has been extremely positive. The Guest Rating Score for the final quarter of the year was 90.1%.

HOW WE'VE ADDED VALUE



TOZI

Home to a London award-winning dining and drinking concept restaurant

A secret garden for guests to relax in after a bustling day in the city of Amsterdam



Amsterdam is regularly voted one of **Europe's most visited cities**





REPOSITIONING
COMPLETE

ARENA KAŽELA CAMPSITE

Phase one completed summer 2019
New luxury camping offer in Croatia

Located in one of Croatia's most popular destinations, Istria, Arena Kažela Campsite is situated on the southern part of Medulin (a top five tourist destination in Croatia by number of overnights) overlooking the Kvarner Bay and is just a few kilometres away from the city of Pula.

It is the largest of our eight campsites and offers holidaymakers the ultimate in peace and tranquillity on the edge of the Adriatic Sea, with direct access to a two-kilometre-long beach overlooking the Medulin archipelago and crystal-clear Adriatic Sea. Its stunning location made it the obvious choice to launch a brand-new style of luxury camping homes.

The campsite season in Croatia runs between April and November. Following the end of the 2018 season, we immediately began the first of a two-phase, two-year investment programme to transform the site and inspire our guests with a new luxury camping offer.



We installed 164 new, fully equipped premium and family camping homes, which are situated alongside more than 1,000 spacious pitches. The new mobile homes have been designed to meet the needs of the modern environment-conscious traveller. Featuring ecological and recycled materials, the accommodation offers 37m² of interior space, more than 250m² of covered terrace, as well as 250m² of private garden.

In addition to the new luxury camping homes, our aim is to offer our guests an overall luxurious holiday experience with exceptional facilities. To that end, phase one of the programme included two new swimming pools – a central activity pool with a children's section and a relaxing infinity pool – new modern pool bars, an Illy coffee shop and a re-developed reception area.



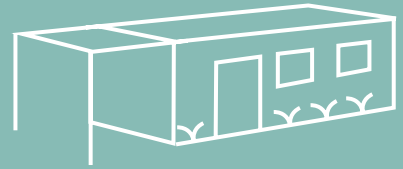
The campsite was unveiled to guests in July 2019 and was well received. On Booking.com the repositioned site has a rating of 9.0 based on more than 500 reviews.

In total, the plan is to invest £25 million to fully reposition this site. Phase one was completed in June 2019 at a cost of £19 million and to date has delivered a strong increase in revenues and profitability underpinned by an increased average daily rate of over 40% and a revenue uplift of more than 30%.

Phase two of the project will complete in summer 2020.



HOW WE'VE ADDED VALUE



'Next' camping homes boast smart design and enviable positions on the edge of the resort near the sea



Feel at home in the resort's 'Green' camping homes, which are made from ecological and recycled materials

A new 80-metre relaxation pool is a stone's throw from the clear waters of the Adriatic Sea



Park Plaza Hotel

REPOSITIONING
COMPLETE

PARK PLAZA UTRECHT

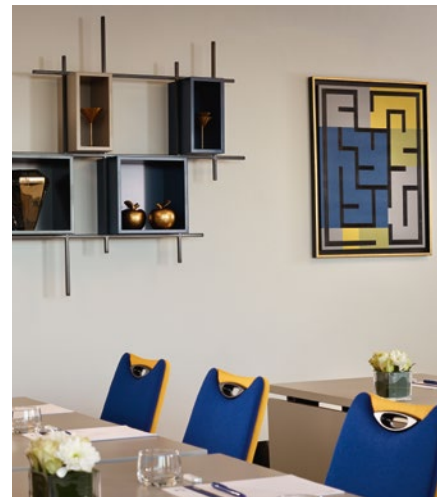
Completed October 2019
Property transformed to meet the expectations
of today's business and leisure travellers

This property is in a prime location adjacent to Utrecht Central Station and Jaarbeurs exhibition centre, in the heart of the business district of Utrecht; the Netherlands's fourth largest city.

The city attracts a high percentage of corporate guests as well as leisure travellers exploring the city's many attractions, including its medieval old town, canals, monuments and university.

The city itself is undergoing a vast re-development programme to upgrade its infrastructure and offering.

In 2018 we unveiled our investment plans to reposition this hotel to offer enhanced, modernised services to inspire our guests and to meet the demands of today's traveller. The interior design of the property focused on Utrecht's rich history and takes inspiration from the Manifesto of De Stijl, a Dutch artistic movement founded by Piet Mondrian and Theo van Doesburg.





This extensive repositioning transformed both the interior and facilities at the property. We redesigned the majority of rooms and installed new bathrooms, upgraded all public areas and introduced a new restaurant area. In addition, we extended the property to house a new fitness centre.

We also created state of the art meeting and conferencing facilities. The hotel is now home to a private event space which can host up to 75 delegates on the ground floor, adjacent to the newly

designed restaurant and bar area, making it an ideal location for hosting product launches, workshops, celebrations and dinners. Located on the top floor there are ten meeting rooms, each offering an enhanced technology experience, with a new foyer which has been designed to maximise natural daylight and has stunning views across Utrecht.

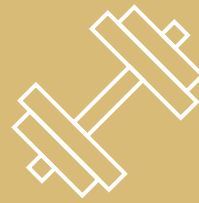
Our total investment to reposition the property was £6 million. Following relaunch, the Guest Rating Score for the final quarter of the year was 86.5%.



HOW WE'VE ADDED VALUE

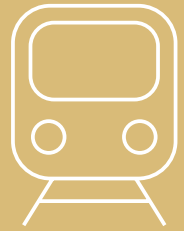
120

Fully air-conditioned guestrooms



A new fully renovated 24/7 upscale **Fitness area**

Ideally located near **Utrecht Central Station** in the heart of the **business centre**



PIPELINE FOR THE FUTURE

art'otel london hoxton

Expected to open in 2023
Bringing a high quality development
to the local community

art'otel london hoxton is one of two exciting art'otels coming to London. The wholly owned development site is situated in Hoxton, a vibrant and increasingly popular area within East London, which has seen significant investment in regeneration in recent years. The mixed-use scheme will bring the contemporary and lifestyle art'otel brand offering world-class amenities, together with cultural, business and sports facilities which will benefit the local community and area.

We are making good progress with the project, which will see us invest approximately £200 million over the coming years. The demolition of the existing structure is complete and piling work is underway. Two pieces of Banksy artwork which were on site have been preserved.

Since we have acquired complete control of the site we have gained improved planning consent for 27 floors comprising 343 hotel rooms including (60 long-stay apartments) and five floors of office space. The space will also comprise an 80-seat ground floor restaurant, an Ichi sushi bar, gym facilities and fantastic meetings and events space which will be spread across two floors and offer breathtaking views of East London.

Located on the 25th floor will be a bar and restaurant with access to seven terraces. The amenities will also include a gym for guests and members.

In keeping with the art'otel brand, the hotel will feature a fully accessible art gallery which will bring contemporary as well as traditional art to the local community, and a VIP cinema space for conferences, corporate events and private hire. We are currently in discussions with a number of artists regarding partnerships for the hotel.

We look forward to progressing with this project further throughout 2020.



art'otel london battersea power station

Expected to open 2022

art'otel london battersea power station is one of two exciting art'otels coming to London over the next few years. Positioned in the heart of one of London's best-known regeneration schemes, it will be a vibrant area with restaurants, bars and good transport links. Our wholly-owned lifestyle art'otel brand fuses art and life and will offer guests a sensational hotel experience spanning art galleries, a skyline restaurant and a stunning rooftop swimming pool with Power Station views. The 160 plus room hotel is being developed by the Battersea Power Station Development Company. The hotel is expected to open during 2022 and will be managed by the Group.



art'otel in New York City

Expected to open 2023

We have acquired a site in New York City, which offers us a truly exciting real estate investment opportunity in a new market – our first art'otel outside of Europe. The site is in West Chelsea, close to the Hudson Yards area which has undergone large-scale re-development in recent years to create a buzzing new neighbourhood known as the pre-eminent art gallery district in New York City, renowned for restaurants and bars. This is an ideal location for our first art'otel branded hotel outside of Europe.



PIPELINE FOR THE FUTURE

Hotel Brioni, Pula

Expected to open 2021 Major property repositioning

This property is located 50 metres from the sea on the western coast of the Punta Verudela peninsula in Croatia, only 4 kilometres from the centre of Pula. The property is undergoing a major renovation programme to reposition in a luxury hotel with 227 rooms. The total cost of the investment is expected to be £27 million.



Verudela Beach Resort, Pula

Expected to complete 2020 Repositioning of self-catering apartment offer

During 2020 we will continue the investment in our self-catering apartment resort in Croatia, Verudela Beach Resort & Apartments. Following the initial repositioning of ten accommodation units prior to the 2019 summer season, further activity will reposition the remaining 146 units in the resort. Construction work began in October 2019 and we plan to have completed the project in time for the 2020 summer season. The total investment in repositioning is £8 million.





The facilities will include an indoor pool, an activity outdoor pool and an infinity outdoor pool, wellness centre, a gym, kids' playground, restaurant and bar, and meeting and conferencing facilities. The total planned investment is approximately £27 million. Construction work commenced in early 2020 and the hotel is expected to open in summer 2021.



Arena Kažela Campsite – phase two

Expected to complete 2020 luxury camping repositioning

We are continuing to invest in Arena Kažela Campsite in Croatia. The second phase of our investment to reposition this site commenced in October 2019. The further £6 million investment will replace a further 60 holiday homes, will reposition pitches to offer guests prime seaside positions with an average plot size of 150m², and will provide new facilities designed to offer a luxurious holiday experience to its guests. This includes the refurbishment of all public areas, a restaurant, bar and sports centre. On completion, Arena Kažela Campsite will be transformed into a modern 4-star camping resort and the site will be relaunched as Arena Grand Kažela for the 2020 summer season.



Expansion in Central and Eastern Europe region

Through our Croatian subsidiary Arena, the Group's footprint in the CEE region has been extended.

In April 2019, Arena agreed to acquire an 88-room contemporary 4-star Belgrade hotel for approximately €6 million. The hotel is located minutes away from the Serbian capital's historic old town and marked the Group's entry into a new territory.

In January 2020, Arena entered into a 45-year lease for the development and operation of a branded hotel in Zagreb, Croatia. The development, which is subject to obtaining the necessary permits, would convert an iconic building in a prime location in the heart of the city into a 115-room hotel.