

BUSINESS DEVELOPMENT PRESENTATION

24 April 2019

MINOR
HOTELS


ANANTARA
HOTELS · RESORTS · SPAS

nh
HOTELS


NH COLLECTION
HOTELS

AVANI
Hotels & Resorts


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COLLECTION

nhow
HOTELS


OAKS
HOTELS & RESORTS

TIVOLI
HOTELS & RESORTS

2018 HMA SIGNINGS



	BRAND	PROJECT TYPE	PROJECT NAME	CITY	COUNTRY	KEYS	COMMENTS	OPENING
1	NH Hotels	Hotel Conversion	NH Feira de Santana	Feira de Santana	Brazil	207		2020
2	Anantara	Hotel New Build	Anantara Jinsha Chengdu	Chengdu	China	150		2021
3	Anantara	Hotel New Build	Anantara Nanjing Amber Spring	Nanjing	China	120		2021
4	Anantara	Hotel New Build	Anantara Resort Ghana	Accra	Ghana	155	30 Branded Residences	2022
5	Anantara	Resort New Build	Anantara Phi Phi Lanah Resort	Phi Phi Island	Thailand	107		2020
6	Avani	Hotel Conversion	FCC Angkor Managed by Avani	Siem Reap	Cambodia	80		2019
7	Avani	Hotel New Build	Avani Kota Kinabalu	Kota Kinabalu	Malaysia	386		2022
8	Avani	Hotel New Build	Avani Central Busan BIFC	Busan	South Korea	289		2019
9	Avani	Hotel New Build	Avani Al Sufouh	Dubai	UAE	264		2021
10	Avani	Resort New Build	Avani Cam Ranh Resort & Villas	Cam Ranh Bay	Vietnam	595		2022
11	Avani	Hotel New Build	Avani Saigon	Ho Chi Minh City	Vietnam	217		2022
12	Avani	Resort Conversion	Avani Vung Tau Resort & Spa	Vung Tau	Vietnam	149		2019
13	Oaks	Hotel New Build	Oaks Phuket Airport Hotel	Phuket	Thailand	500		2021
14	Tivoli	Hotel New Build	Tivoli Evora	Evora	Portugal	56	Franchise	2018

Total Keys: 3,275

Average Hotel Size: 234 Keys

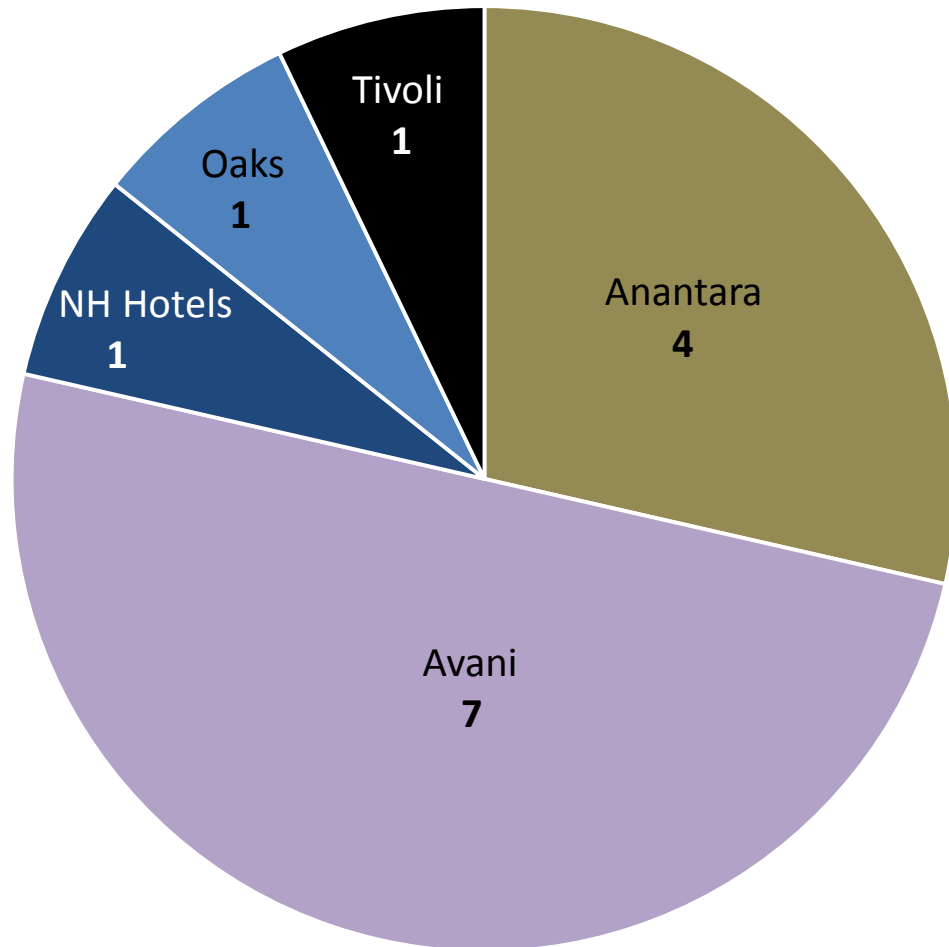
AVANI CENTRAL BUSAN BIFC, SOUTH KOREA

AVANI
HOTELS
& RESORTS



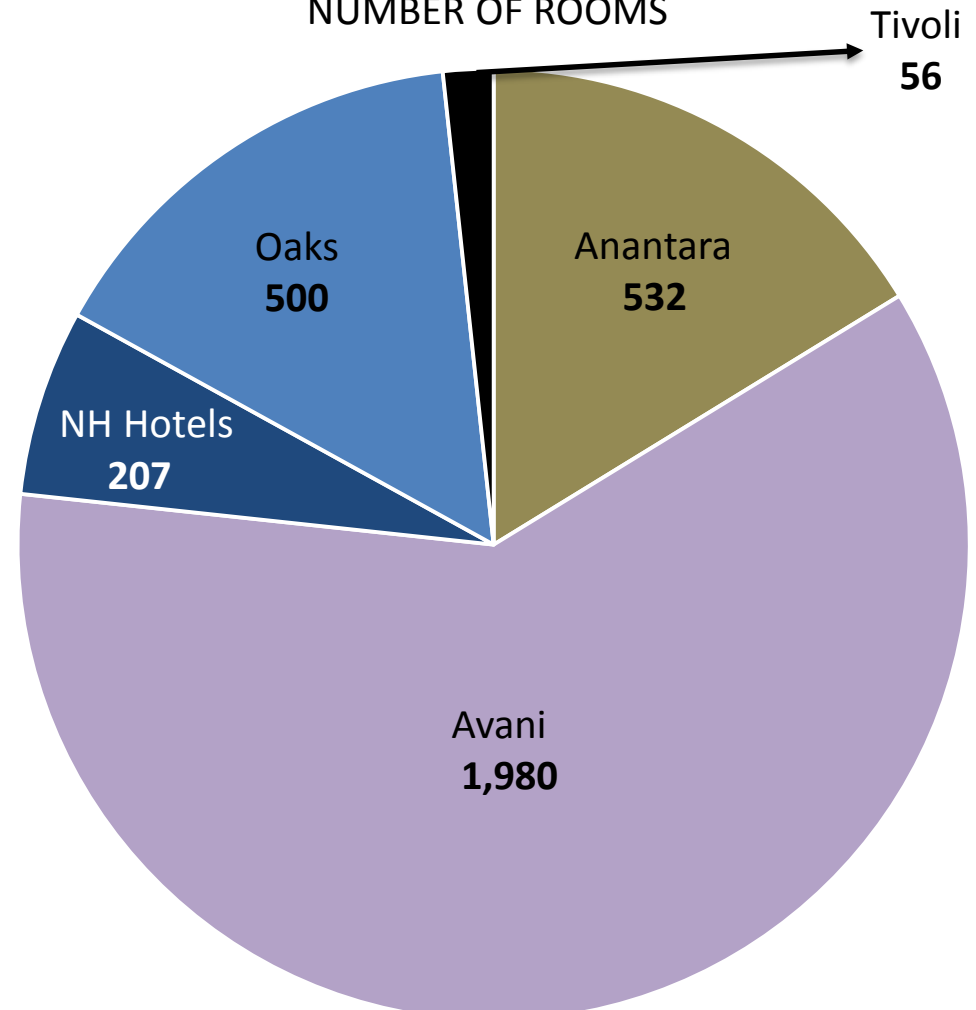
2018 HMA SIGNINGS
BREAKDOWN BY NUMBER OF HOTELS & ROOMS

NUMBER OF HOTELS



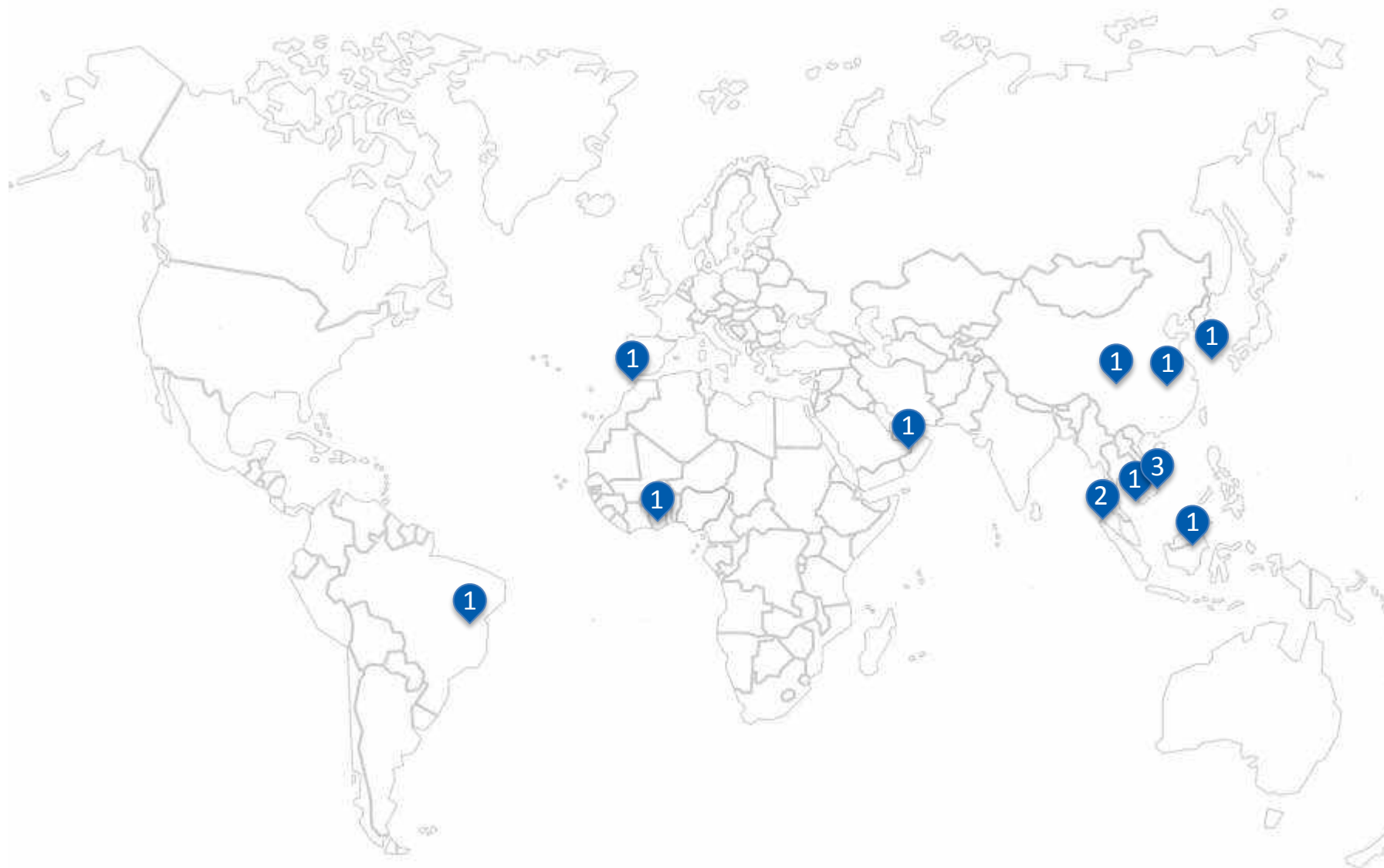
TOTAL: 14 HOTELS

NUMBER OF ROOMS

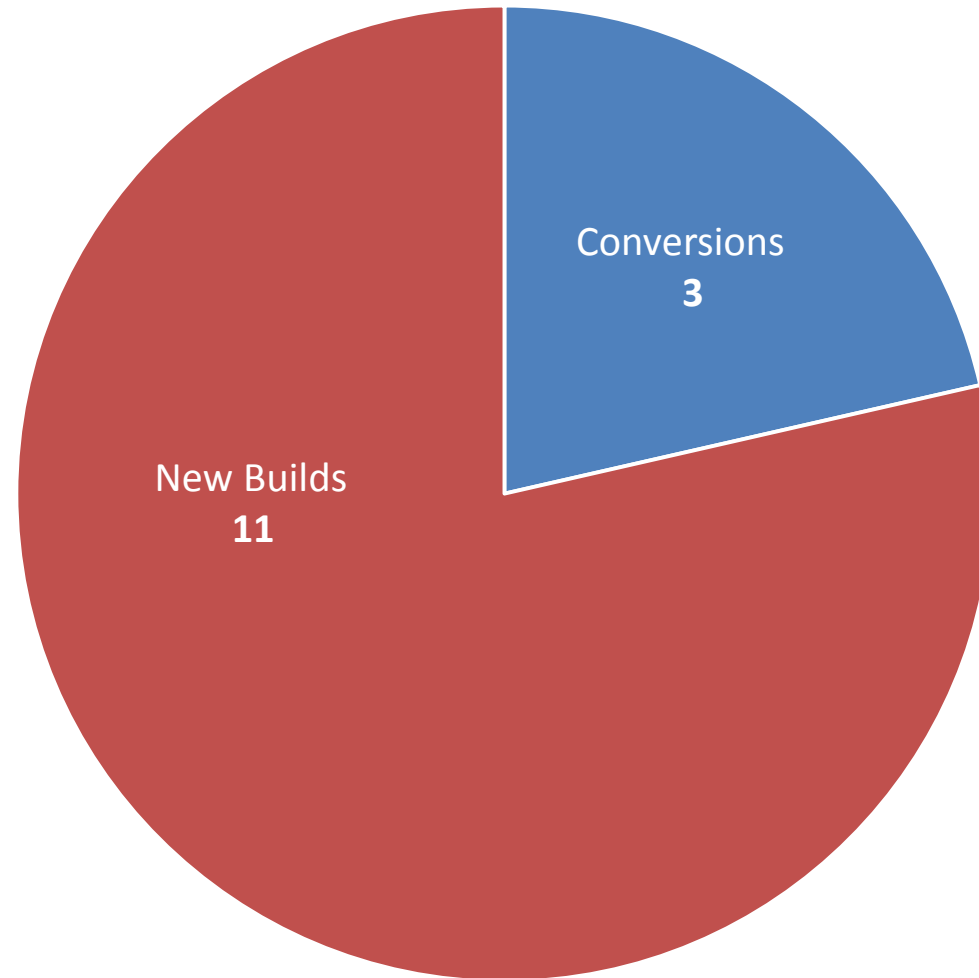


TOTAL: 3,275 ROOMS

2018 FULL-YEAR
HMAs SIGNED BY LOCATION



2018 HMA SIGNINGS
BREAKDOWN BY NEW BUILDS & CONVERSIONS



TOTAL: 14 HOTELS

2019 YEAR-TO-DATE HMAs SIGNED & PLANNED SIGNINGS

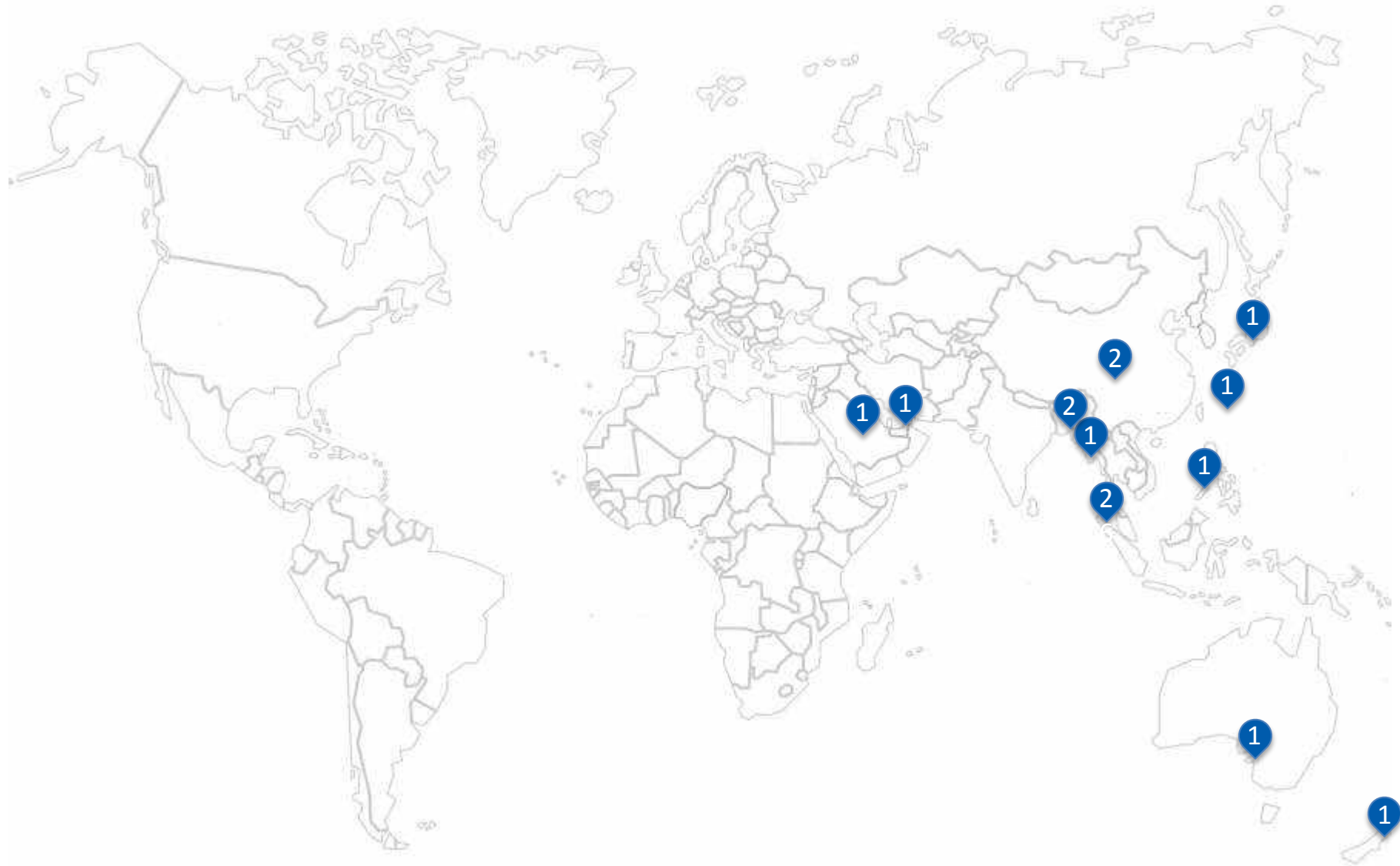
2019 HMAs Signed

	BRAND	PROJECT TYPE	PROJECT NAME	CITY	COUNTRY	KEYS	OPENING DATE
1	Oaks	Under Construction	Oaks Chengdu Cultural Heritage Park	Chengdu	China	200	2020
2	Tivoli	Under Construction	Tivoli Chengdu Cultural Heritage Park	Chengdu	China	230	2019

2019 Planned Signings

	BRAND	PROJECT TYPE	PROJECT NAME	CITY	COUNTRY	KEYS	OPENING DATE
1	Avani	Hotel Conversion	Avani Ao Nang Cliff Beach	Ao Nang	Thailand	178	2019
2	Avani+	Resort Conversion	Avani+ Lanta Resort	Lanta Island	Thailand	83	2020
3	Avani	Hotel New Build	Avani Yangon	Yangon	Myanmar	276	2023
4	Avani	Hotel New Build	Avani Mount Fuji	Oyama	Japan	275	2022
5	Avani	Hotel New Build	Avani Rotorua	Rotorua	New Zealand	171	2021
6	Anantara	Hotel New Build	Anantara Riyadh	Riyadh	Saudi Arabia	163	2022
7	Anantara	Wellness Retreat New Build	Anantara Bang Krachao Wellness Retreat	Bangkok	Thailand	60	2020
8	Anantara	Resort New Build	Anantara Okinawa	Okinawa	Japan	192	2022
9	Anantara	Resort New Build	Anantara El Nido	El Nido	Philippines	90	2021
10	NH Hotels	Hotel New Build	NH Adelaide	Adelaide	Australia	98	2022
11	Oaks	Hotel New Build	Oaks Yangon	Yangon	Myanmar	216	2023
12	Oaks	Hotel New Build	Oaks Ras al Khaimah	Ras al Khaimah	UAE	381	2021

2019
HMAs SIGNED & PLANNED SIGNINGS BY LOCATION



2019 HOTEL OPENINGS

	HOTEL NAME	CITY	COUNTRY	KEYS	EXPECTED OPENING
1	FCC Angkor Managed by Avani	Siem Reap	Cambodia	80	Q2 2019
2	Avani Les Berges Du Lac Tunis Suites	Tunis	Tunisia	41	Q2 2019
3	Avani Central Busan BIFC	Busan	South Korea	289	Q2 2019
4	Avani Sukhumvit Bangkok	Bangkok	Thailand	382	Q2 2019
5	Avani Vung Tau	Vung Tau	Vietnam	149	Q4 2019
6	Avani Ibn Battuta	Dubai	UAE	360	Q4 2019
7	NH Feira de Santana	Feira de Santana	Brazil	207	Q2 2019
8	Anantara Desaru	Desaru	Malaysia	123	Q3 2019
9	Anantara Tozeur	Tozeur	Tunisia	93	Q3 2019
10	Anantara Le Chaland	Mauritius	Mauritius	164	Q3 2019
11	Anantara Marau Bahia	Barra Grande	Brazil	50	Q4 2019
12	Tivoli Chengdu Cultural Heritage Park	Chengdu	China	230	Q3 2019
13	Oaks Beirut	Beirut	Lebanon	110	Q2 2019
14	Oaks Khon Kaen	Khon Kaen	Thailand	79	Q4 2019
15	Oaks Hangzhou	Hangzhou	China	132	Q4 2019



CHALLENGES

- Fees
- “Big Four”
- Strategic Markets – High barrier to entry



OPPORTUNITIES

- NH – Scale opens opportunities
- Food
- People want our brands more than our money
- Digital Marketing
- Franchise

Think out of the box to stay ahead of changing markets and support development and growth.

2019 STRATEGIC TARGET MARKETS



➤ Jakarta



➤ Kuala Lumpur



➤ Singapore



➤ Seoul



➤ Tokyo



➤ Riyadh



➤ Istanbul



➤ Cairo



➤ Mumbai



➤ Nairobi

GENERAL MANAGERS: OUR BEST DEVELOPMENT AMBASSADORS



THANK YOU

MINOR
HOTELS

