

Our business model and priorities

Transforming hospitality real estate potential into value and profits

Our purpose

Our purpose is to create valuable memories for our guests and value for our assets.

What we do

We recognise and develop opportunities to reach full potential. We delight our guests every day, through engaging service and quality products in inviting places.

How we do it

By valuing team members ('creators'), and by continuously investing in opportunities and our portfolio, which is designed and maintained with passion.

Key sources of value

Prime property portfolio

Our people

Multi-brand approach

International network

Financial strength

Our business model

Our integrated model has driven significant value.



1 We purchase properties

We typically acquire properties which we believe have significant upside potential

2 We develop properties

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 improve operating performance

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

4 We refinance our portfolio and fund new investments

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

Strategic agenda

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

Property

Disciplined, yield 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

Strategic priorities

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 'Responsible Experiences'

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 'Responsible Experiences'

Performance management

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

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

Team members

We offer rewarding international employment opportunities for over 4,100+ team members with continuous investment in training programmes

Customers

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

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

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

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:

