

BUSINESS MODEL

OUR PURPOSE AND VALUES

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



Trust



Respect



Teamwork



Enthusiasm



Commitment



Care

KEY SOURCES OF VALUE

Prime property portfolio

Our real estate portfolio consists of properties in the heart of strategic gateway cities and resort destinations.

In-house hospitality management platform

Our expert team of hospitality specialists manage our own properties as well as those of third parties.

Our people

Our strong track record of creating memorable guest experiences is consistently delivered by our team members.

Multi-brand approach

We select the right brand for each property, using our own as well as those from the Radisson Hotel Group.

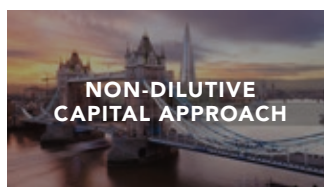
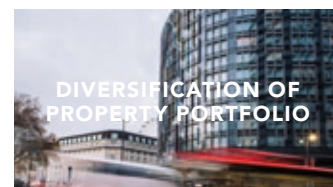
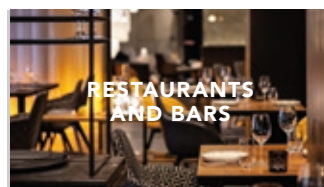
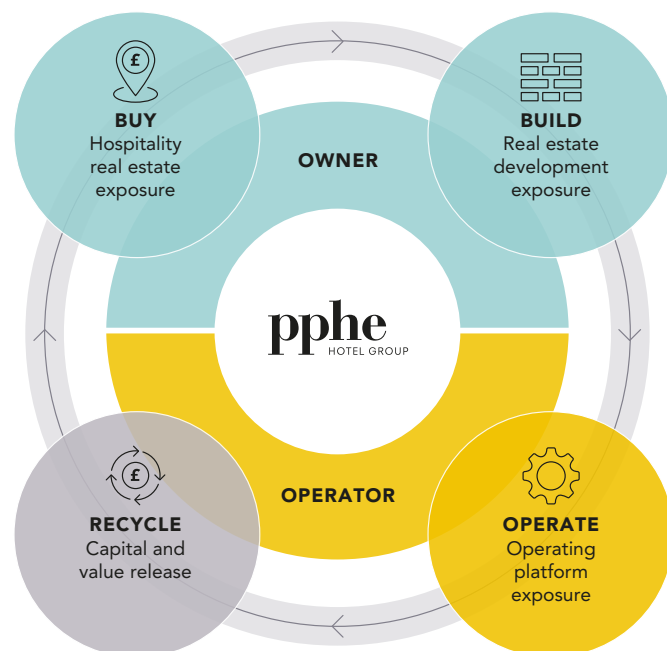
International network

Our strong international network cultivated in the past 30 years includes banks, contractors, suppliers and strategic partners.

Financial strength

Our portfolio has grown from a single property into a £2.0 billion portfolio without diluting shareholders, and we enjoy a strong cash position.

HOW WE CREATE VALUE



Engagement with our stakeholders has enabled us to better understand what is considered material to them and better position our business model and strategy. Read more about our materiality assessment on pages 68 and 69.

THE VALUE WE CREATE

Team members

We offer rewarding international employment opportunities for our team members with continuous investment in training programmes.

81%

employee engagement score measured through surveys

Guests

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

9,400 ROOMS AND 5,800 UNITS
49 PROPERTIES 8 COUNTRIES

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. This drives both capital appreciation and income from dividend.

INVESTOR ROADSHOWS

Unique and attractive proposition

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.

CREATING OPPORTUNITIES

1,000+ new jobs & apprenticeships in 2022

163 HIRES FROM CAREER CENTRE WALK-INS

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.

NEW BRANDING COLLABORATIONS

Radisson Collection secured for Grand Hotel Brioni Pula

art'otel global growth aspirations

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.

REDUCING PLASTICS

INNOVATIVE FOOD AND BEVERAGE