EXECUTIVE SUMMARY

Outrigger Hospitality Group is synonymous with local culture and world-class hospitality in iconic beachfront destinations across Hawai‘i, Asia Pacific and the Indian Ocean. Each Outrigger property blends seamlessly with its unique locale offering a distinctive sense of place during each guest’s stay.

We invite you to discover why Outrigger will be your ideal partner in hospitality and brand management. From design to operations, you can rest assured that Outrigger will support you every step of the way.

Global reach and presence
Unparalleled commitment to service
Focused marketing and distribution
Best in class technology
The Kelleys build their first Hawai’i hotel, The Islander. This Waikīkī landmark hotel was the first to attract mass market travellers from the mainland to Hawai’i.

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1955
The Reef Hotel (now Outrigger Reef Waikīkī Beach Resort) opens as the first high-rise hotel on Waikīkī. Five other Kelley-built hotels soon opened in Waikīkī.

1967
Outrigger Waikīkī is built on the former site of the Outrigger Canoe Club, and still today is one of the most coveted locations on Waikīkī Beach.

1994
Outrigger purchases Hawai’i Kai Resorts on Oahu, expanding its presence beyond Waikīkī to Hawai’i’s neighbor islands.

2000
Outrigger Fiji Beach Resort opens, marking the first major new hotel to open on the Coral Coast of Viti Levu Island in Fiji in over 20 years.

2007
Outrigger opens its first independent lifestyle hotel, Waikīkī Beach Walk®, the largest mixed-use, retail and hotel development project in Waikīkī’s history.

2014
Outrigger opens its first property in the Indian Ocean.

2016
Company acquired and positioned to continue providing world-class hospitality and expand throughout the globe.

2019
Outrigger launches its flagship property will complete a full renovation of rooms, public spaces, amenities, dining and retail.

A NEW BEGINNING
In 2016, Outrigger was acquired by an affiliate of KSL Capital Partners, a leading investor in travel and leisure enterprises, which has raised over $14 billion of capital and completed more than 80 investments in the travel and leisure industry, positioning Outrigger for substantial growth in the years to come.
Full-service resorts set on some of the most iconic beach destinations in the world. Each offers unique Signature Experiences for guests to immerse in their unique sense of place.

**HAWAI’I**
- Outrigger Reef Waikiki Beach Resort
- Outrigger Waikiki Beach Resort
- Outrigger Ko Olina Resort & Spa

**THAILAND**
- Outrigger Khao Lak Beach Resort
- Outrigger Koh Samui Beach Resort
- Outrigger Surin Beach Resort

**MALDIVES**
- Outrigger Maldives Maafushivaru Resort

**FUJI**
- Outrigger Fiji Beach Resort
- Castaway Island Fiji

**MAURITIUS**
- Outrigger Mauritius Beach Resort

**O’AHU**
- Outrigger Waikiki Beach Hotel
- Waikiki Mala by Outrigger®
- Ohana Waikiki East by Outrigger®
- Waikiki Shore by Outrigger®
- Regency on Beach Walk Waikiki by Outrigger®

**HAWAI’I/FIJI**
- Kauai at Koloa by Outrigger®
- Fairway Villas Waikoloa by Outrigger®
- Royal Sea Cliff Kona by Outrigger®
- Kohala Coast Vacation Rentals by Outrigger®

**MAUI**
- Outrigger Maui Kamaole 1 & 2
- Outrigger Maui Condos
- Outrigger Maui Oceanfront Resort
- Outrigger Napili Shores 1 & 2
- Outrigger South Maui Resort

**KAUA’I**
- Waipouli Beach Resort & Spa Kauai by Outrigger®
- Lani Nani Resort Kauai by Outrigger®
- Kiahuna Plantation Resort Kauai by Outrigger®

**PREMIER BEACHFRONT RESORTS**

**HOTELS AND VACATION RENTALS**

Hotels and vacation rentals offering warm hospitality with local insight, comfortable accommodations and prime locations steps away from the beach.

**THIRD-PARTY MANAGEMENT**

Allows owners to benefit from the combined global distribution system of a brand and the local expertise and personal service of a management company.

**CURRENT**
- Embassy Suites by Hilton® Waikiki Beach Walk®
- Airport Honolulu Hotel
- Best Western The Plaza Hotel

**PAST**
- BRANDED
  - Outrigger Guam Beach Resort
  - Outrigger Konotta Maldives Resort
  - Outrigger Laguna Phuket Beach Resort
  - Outrigger Nevis Beach Resort
  - Outrigger Pni Phu Island Village Resort and Spa
  - Outrigger Surfers Paradise

- NON-OUTRIGGER BRANDED
  - Marriott Wailea
  - Marriott Waikoloa
  - Marriott Courtyard Waikiki
  - Holiday Inn Resort Waikiki Beachcomber
Outrigger has a long and deep association with mixed-use complexes and particularly with retail developments. The $535M, mixed-use Waikiki Beach Walk® project, developed by Outrigger in 2007, is the largest development project in Waikiki’s history and the winner of numerous awards, including the International Council of Shopping Centers’ International Development and Design Award.

Outrigger Trading Co. is the company’s unique resort store brand offering a diverse selection of resort retail, branded Outrigger merchandise, and a curated collection of local products to commemorate a trip. Inspired by general stores/trading posts where individuals would barter for local products, these shops provide an immersive experience with sales offerings unique to each location.

Navasana is the conjunction of two Sanskrit words: “nava” – boat and “asana” – posture. Surrounded by natural beauty, each Navasana spa evokes the peace and calm within a sanctuary set in a Zen-inspired décor. Treatments bring back balance to an individual with a unique combination of pampering with spiritual well-being. Offerings utilize healing techniques from around the world, honoring the diversity of the local culture.
The Outrigger global presence encompasses some of the most vibrant beach resort destinations in the world with extensive reach into key source markets.

33 properties globally
5,935 rooms globally

Outrigger Hospitality Group’s global footprint is as distinctive as it is bold. From its home in Hawai‘i, Outrigger has reached across the Pacific to resort locations in Thailand, Fiji, Mauritius and the Maldives and is actively exploring opportunities in the Americas and tropical destinations around the globe.
Outrigger’s commitment to service is based on proven proprietary programs and advanced tools to maximize guest satisfaction.

**Culturally Based**
*KE’ANO WAA (THE OUTRIGGER WAY)*
Developed in 1993 with Hawaiian scholar and historian Dr. George Kanahele, the Ke’Ano Wa’a (translated as “The Outrigger Way”) process was designed to advance the company’s corporate culture and fundamental business strategies.

**Optimized Executinal Efficiency**
*4 KEYS TO CREATING GUESTS FOR LIFE*
This service excellence culture has been further enhanced with the introduction of new training tools system-wide through KSL’s proprietary guest satisfaction program, “4 Keys to Creating Guests for Life.”

**Success Metric Driven**
*UNIFOCUS*
Unifocus is the industry standard in survey feedback solutions for hospitality professionals. Utilizing advanced performance tools, properties receive easy to interpret, quantifiable and accurate representations of their business operations, controlling labor costs, minimizing compliance risk, increasing productivity and ultimately driving higher guest satisfaction.

**REVIEW RATINGS**
by website (2021)
Outrigger is consistently rated higher than its comp set based on guest reviews.

<table>
<thead>
<tr>
<th>Review Platform</th>
<th>Outrigger</th>
<th>Comp Set</th>
</tr>
</thead>
<tbody>
<tr>
<td>TripAdvisor</td>
<td>4.36</td>
<td>4.03</td>
</tr>
<tr>
<td>Google</td>
<td>4.36</td>
<td>4.23</td>
</tr>
<tr>
<td>Expedia</td>
<td>4.09</td>
<td>4.08</td>
</tr>
</tbody>
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Travel Weekly
Gold Magellan Award Winner
Outrigger Hotels and Resorts
Marketing and sales efforts are focused on maximizing revenue opportunities and return on investments for all stakeholders.

The company’s travel marketing disciplines employ:
- Strategic pricing and revenue management
- Extensive e-marketing initiatives
- Central reservations
- Travel agency distribution channels
- Worldwide sales network, including access to KSL regional sales and key industry partnerships

LOYALTY PROGRAMS

As a member of the Global Hotel Alliance, Outrigger is able to offer a robust loyalty program, offering great rates and rewards at premier properties across the globe, as well as participate in “cross-brand” campaigns with other alliance members.

Consumer Market

21 million
DISCOVERY members

The award-winning Outrigger Expert Advisor rewards program provides ongoing education, incentives and online training courses to a growing roster of travel professionals.

Travel Industry

13,400
Active Outrigger Expert Advisors

ROOM REVENUE BY SOURCE MARKET

- 51% United States
- 17% Japan
- 16% Oceania
- 5% Canada
- 5% Other Asia
- 4% Europe
- 1% Africa
- 2% Other

5% Other

Outrigger Mauritius Beach Resort
Outrigger Reef Waikiki Beach Resort
World-class digital marketing expertise drives our critical consumer direct channels.

**DISTRIBUTION TECHNOLOGY**
Distribution is seamlessly integrated with leading PMS platforms across the global portfolio of our properties. Outrigger also operates contact centers in the United States, Japan and Korea, answering B2B and B2C inquiries via telephone, email, chat and social media.

**REVENUE STRATEGY**
Blend of best in class revenue management systems, business intelligence software and skilled revenue teams who outperform the market performance.

**E-COMMERCE PLATFORMS**
The company’s brand website, Outrigger.com, is supported by the robust Sitecore® Experience Platform™ content management system and is fully integrated with our reservations system via Sabre’s SynXis® Guest Connect Responsive Booking Engine.

The website has been “localized” for an improved digital experience for guests from Japan and Korea. The China market is served via connectivity with Ctrip (Trip.com) and direct market presence on the Fliggy International Platform (Alibaba Group’s online travel platform) coming soon.

**E-MARKETING EXPERTISE**
The company’s team of global expert digital marketers employs SEM, display advertising, SEO, robust CRM platform and social media marketing to directly reach consumers. Adobe® Analytics and other tools are used to evaluate campaign effectiveness. Customer satisfaction is monitored through the real-time aggregation capability of Revinate® and continual customer feedback through Unifocus.
Outrigger provides all the services you need to build a successful property.

Corporate support
All properties are backed by our integrated teams to continually optimize the operations of your investment
• Revenue management
• Marketing and distribution
• Sales
• Brand services
• Corporate communications

Brand standards
Our development team will work with you on implementing our established brand standards that have been integral in achieving the profitability and guest satisfaction awards of our properties.
• Architecture, location and facilities
• Service operations
• Communications, sales and distribution
• Culture, mission and values

Development
Our development team will guide you every step of the way from selecting a site to evaluating demand and identifying target audiences and distribution channels.

Design
From architectural design, hotel operational planning, interior design, procurement, and engineering systems, we create distinctive properties designed based on the unique sense of place of the location.

Featured Development Projects

OUTRIGGER WAIKIKI BEACHCOMBER HOTEL
The company executed a successful rebranding of the Holiday Inn Resort® Waikiki Beachcomber, repositioning it as a “craft hotel” heart of Waikiki. The project includes a $35 million investment in rooms, public spaces and retail mix.

OUTRIGGER HONUA KAI RESORT & SPA
In 2018, Outrigger Hospitality Group acquired Honua Kai Resort & Spa’s on-site resort rental program interests. The spectacular 38-acre oceanfront condo resort located on Maui’s renowned Ka`anapali North Beach – offering luxurious studio, one, two and three-bedroom suites alongside full-service concierge, Ho`ola Spa and Duke’s Beach House restaurant.
In 2 years, annual revenue increased by 31% and EBITDA increased by 62%. In 2020, the resort further expanded with a build-out of 72 luxury townhomes.

OUTRIGGER REEF WAIKIKI BEACH RESORT
In 2020, Outrigger charted a momentous new voyage in Waikiki with an $85 million revitalization of Outrigger Reef Waikiki Beach Resort. The investment transforms Outrigger’s flagship resort into a gracious beachfront retreat, anchored in Hawaiian culture. Guests will delight in sophisticated property enhancements as well as upscale residential-style rooms and suites, alongside all-new dining of ferings and heightened service standards scheduled for completion in 2023.
Strategic initiatives driving growth

ASIA-PACIFIC

Between 2013-2015, Outrigger acquired six beachfront resorts in the Indian and Pacific oceans. Within three years, Outrigger successfully turned these properties into highly profitable assets.

Growth from 2015 to 2018

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td>$57MM</td>
<td>$85MM</td>
<td>+49%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>$12.2MM</td>
<td>$27.7MM</td>
<td>+127%</td>
</tr>
<tr>
<td>OCCUPANCY</td>
<td>69%</td>
<td>81%</td>
<td>+17%</td>
</tr>
<tr>
<td>ADR</td>
<td>$164</td>
<td>$195</td>
<td>+19%</td>
</tr>
</tbody>
</table>

In 2018, the properties were sold to Singha Estate Public Company Limited, Thailand’s premier property development holding company. The deal generated $310 million to fund future growth and expansion of the global brand. In addition, the properties will continue to be managed by Outrigger, based largely on its 70 years of hospitality experience throughout the world.

WAIKIKI MASTERPLAN

$200 million will be invested in capital expenditures over the next 2-3 years for core Hawaii-owned assets to offer an upgraded guest experience, food & beverage and retail outlets across the Waikiki market. Featured projects include: the opening of new club lounges at its two beachfront resorts, additional F&B offerings attracting a younger guest demographic and a major renovation for the flagship Outrigger Reef Waikiki Beach Resort property is currently underway.

LUX Review Tourism Awards
Best South Pacific Hotel Group
Outrigger Hotels and Resorts

Voyager 47 Club Lounge at Outrigger Waikiki Beach Resort
Find out more at outrigger.com/development