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 Islander Hotel

1967
Outrigger Waikiki Beach Resort

1994
Outrigger purchases Hawaikana Resorts on Maui, expanding its presence beyond Waikiki to Hawaii's neighbor islands.

2000
Outrigger Fiji Beach Resort

2007
Outrigger opens the award-winning Waikiki Beach Walk®, the largest mixed-use, retail and hotel development project in Waikiki’s history.

2014
Outrigger Mauritius Beach Resort 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 first independent lifestyle hotel in the center of Waikiki.

2022
Outrigger’s 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.
Outrigger Hospitality Group

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

O'AHU
Waikiki Beachcomber®
by Outrigger®
Waikiki Malia by Outrigger®
OHANA® Waikiki East by Outrigger®
Royal Sea Cliff Kona by Outrigger®
Kona Coast Vacation Rentals by Outrigger®
Regency on Beachwalk Waikiki by Outrigger®
Kahului Beach Resort by Outrigger®

HAWAI'I
Waikiki Beachcomber®
by Outrigger®
Waikiki Mala by Outrigger®
Waikiki Shore by Outrigger®
Kahului Beach Resort by Outrigger®
Kahului Plantation Resort Kaui by Outrigger®

Fiji
Outrigger Fiji Beach Resort
Castaway Island, Fiji

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

MAURITIUS
Outrigger Mauritius Beach Resort

MALDIVES
Outrigger Maldives Maafushivaru Resort

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.

PREMIER BEACHFRONT RESORTS

OUTRIGGER RESORTS

BY OUTRIGGER BRANDED

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

OAHU
Honua Kai Resort and Spa
Palms at Waikiki Maui by Outrigger®
Kaanapali Maui at the Eldorado by Outrigger®
Royal Sea Cliff Maui by Outrigger®
Aina Nalu Lahaina
Royal Kahana Maui by Outrigger®
The Kapalua Villas Maui

MAUI

CURRENT
Embassy Suites by Hilton®
Wakiki Beach Walk®
Airport Honolulu Hotel
Best Western The Plaza Hotel

PAST
BRA NDED
Outrigger Guam Beach Resort
Outrigger Konotta Maldives Resort
Outrigger Laguna Phuket Beach Resort
Outrigger Nusa Beach Resort
Outrigger Phf Phk Island Village Resort and Spa
Outrigger Surfers Paradise

NON-OUTRIGGER BRANDED
Marriott Waikiki
Marriott Wailea
Marriott Waikoloa
Marriott Courtyard Waikiki
Holiday Inn Resort Wakiki Beachcomber

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.

OUTRIGGER HOSPITALITY GROUP

MULTI-BRANDED PORTFOLIO OF BEACHFRONT RESORTS, HOTELS AND VACATION CONDOS

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 Kona Resort and Spa

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

MAURITIUS
Outrigger Mauritius Beach Resort
Retail Development & Management Expertise
ONE OF THE LARGEST RETAIL MANAGERS IN HAWAI‘I

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.

JOINT VENTURE PARTNERSHIPS

PREMIER TENANTS
The Outrigger global presence encompasses some of the most vibrant beach resort destinations in the world with extensive reach into key source markets.

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 Executional 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.

Unparalled Commitment to Service
Outrigger is consistently rated higher than its comp set based on guest reviews.
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**

**FOCUSED MARKETING AND DISTRIBUTION**

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**

12 million DISCOVERY members

**Travel Industry**

13,400 Active Outrigger Expert Advisors

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

**ROOM REVENUE BY SOURCE MARKET**

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

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

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**Featured Development Projects**

**WAIKIKI BEACHCOMBER® BY OUTRIGGER®**
The company recently executed a successful rebranding of the Holiday Inn Resort® Waikiki Beachcomber, repositioning it as an oasis in the heart of Waikiki. The project includes a $35 million investment in rooms, public spaces and retail mix.

**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 2022.
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.

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>
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</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>
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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.

LUX Review Tourism Awards
Best South Pacific Hotel Group
Outrigger Hotels and Resorts
Find out more at outrigger.com/development