



OUTRIGGER®

HOSPITALITY GROUP

OUTRIGGER DEVELOPMENT

OUTRIGGER HOSPITALITY GROUP

WHERE LOCAL CULTURE MEETS WORLD-CLASS HOSPITALITY

4	Executive summary
6	Company overview
8	Brand portfolio
10	Retail development and management
12	Global reach and presence
14	Unparalleled commitment to service
16	Focused marketing and distribution
18	Best-in-class technology
20	Development
22	Strategic initiatives
24	Executive leadership

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



OUTRIGGER HOSPITALITY GROUP

THE PREMIER BEACH RESORT BRAND IN THE WORLD

FOUNDED IN 1947

The company has developed and managed properties in some of the most competitive and profitable markets in the world. The company's legacy is built on a guest-centric culture with a significant emphasis on interpersonal relationships and deep-rooted values, now shared by thousands of employees globally.

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.



The Islander Hotel



Outrigger Reef Waikiki Beach Resort



Outrigger Waikiki Beach Resort



Palms at Wailea Maui by Outrigger®



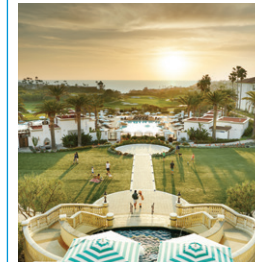
Outrigger Fiji Beach Resort



Waikiki Beach Walk®



Outrigger Mauritius Beach Resort



KSL Capital Partners



Waikiki Beachcomber® by Outrigger®



Outrigger Reef Waikiki Beach Resort

1947

The Kelleys build their first Hawai'i hotel, The Islander. This Waikiki landmark hotel was the first to attract mass market travellers from the mainland to Hawai'i.

1955

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

1967

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

1994

Outrigger purchases Hawaiiana Resorts on Maui, expanding its presence beyond Waikiki to Hawaii'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 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.



Outrigger Maldives Maafushivaru Resort

OUTRIGGER HOSPITALITY GROUP

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



Outrigger Fiji Beach Resort

PREMIER BEACHFRONT RESORTS



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

MALDIVES

- Outrigger Maldives Maafushivaru Resort

FIJI

- Outrigger Fiji Beach Resort
- Castaway Island, Fiji

MAURITIUS

- Outrigger Mauritius Beach Resort

BY OUTRIGGER BRANDED



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®
- Waikiki Shore by Outrigger®
- Regency on Beachwalk Waikiki by Outrigger®

HAWAI'I ISLAND

- Kanaloa at Kona by Outrigger®
- Fairway Villas Waikoloa by Outrigger®
- Royal Sea Cliff Kona by Outrigger®
- Kohala Coast Vacation Rentals by Outrigger®

MAUI

- Honua Kai Resort and Spa
- Palms at Wailea Maui by Outrigger®
- Kaanapali Maui at the Eldorado by Outrigger®
- Napili Shores Maui by Outrigger®
- Aina Nalu® Lahaina
- Royal Kahana Maui by Outrigger®
- The Kapalua Villas Maui

KAUAI

- Waipouli Beach Resort & Spa Kauai by Outrigger®
- Lae Nani Resort Kauai by Outrigger®
- Kiahuna Plantation Resort Kauai by Outrigger®

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 Noosa Beach Resort
- Outrigger Phi Phi Island Village Resort and Spa
- Outrigger Surfers Paradise

NON-OUTRIGGER BRANDED

- Marriott Wailea
- Marriott Waikoloa
- Marriott Courtyard Waikiki
- Holiday Inn Resort Waikiki Beachcomber



Outrigger Mauritius Beach Resort



Outrigger Waikiki 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.

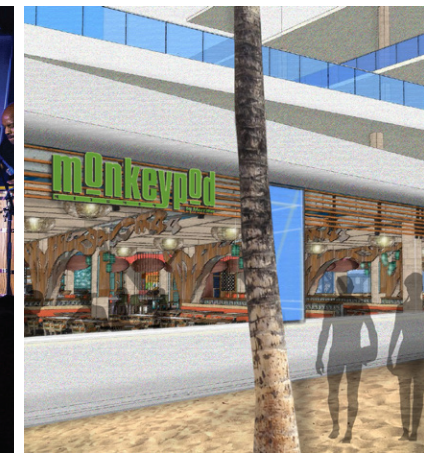


Outrigger Trading Co. is the company's unique resort store brand offering a diverse selection of resort retail, branded Outrigger merchandise, and a curated collection of local products to commemorate a trip. Inspired by general stores/trading posts where individuals would barter for local products, 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.

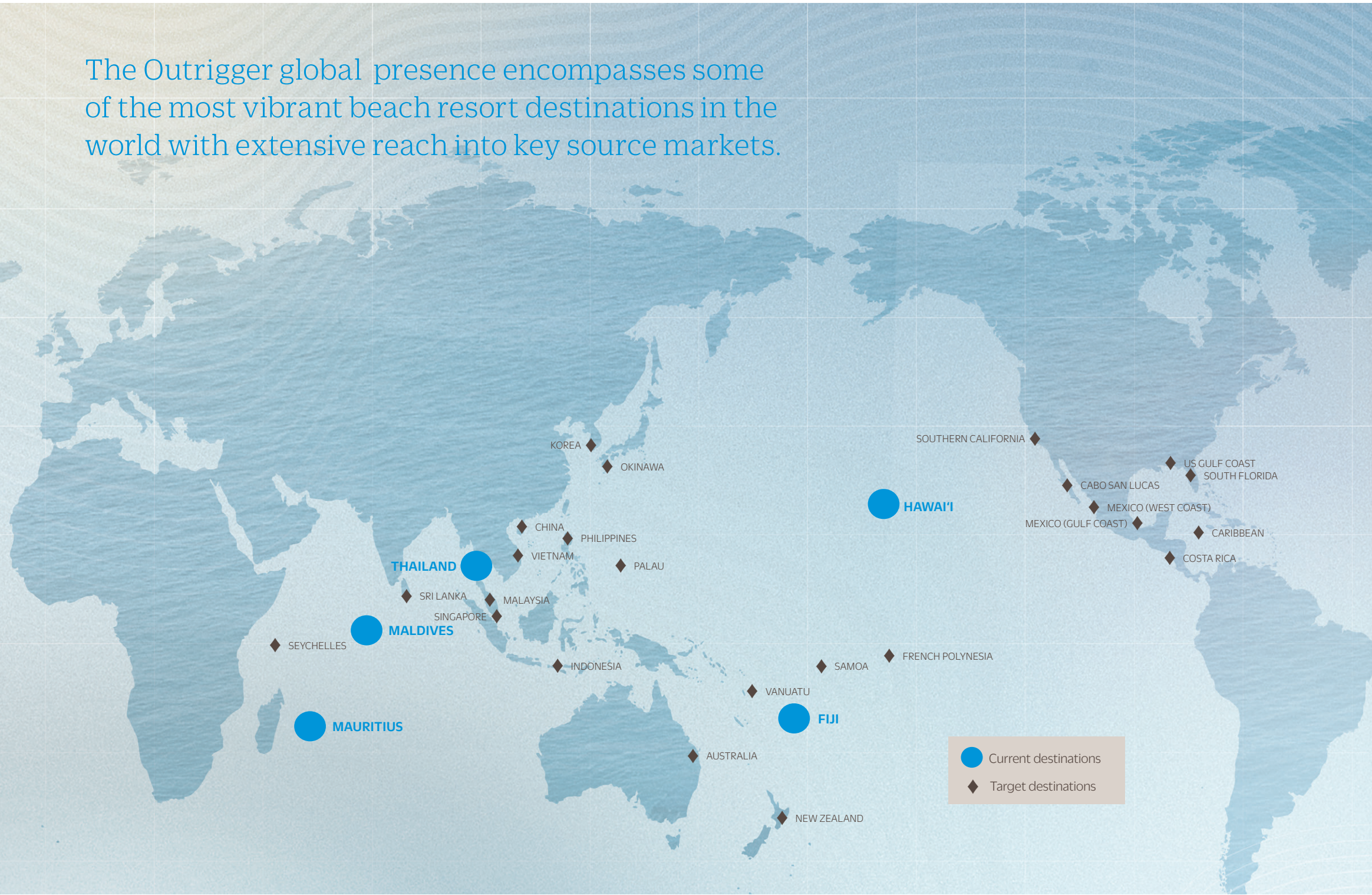
JOINT VENTURE PARTNERSHIPS



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.



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 WA'A (THE OUTRIGGER WAY)

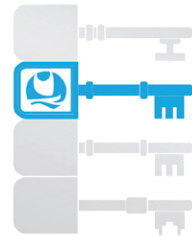
Developed in 1993 with Hawaiian scholar and historian Dr. George Kanahahele, the Ke 'Ano Wa'a (translated as "The Outrigger Way") process was designed to advance the company's corporate culture and fundamental business strategies.



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.



**Travel Weekly
Gold Magellan Award Winner**
Outrigger Hotels and Resorts

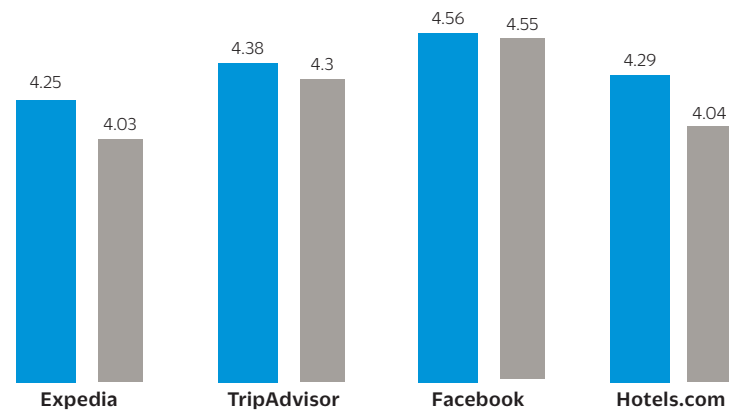


REVIEW RATINGS

by website (2019)

Outrigger is consistently rated higher than its comp set based on guest reviews

■ OUTRIGGER
■ COMP SET

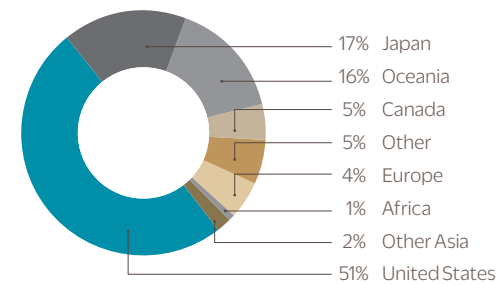


Marketing and sales efforts are focused on maximizing revenue opportunities and return on investments for all stakeholders.

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

ROOM REVENUE BY SOURCE MARKET



LOYALTY PROGRAMS

Consumer Market

12 million

DISCOVERY members

GHA DISCOVERY

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.

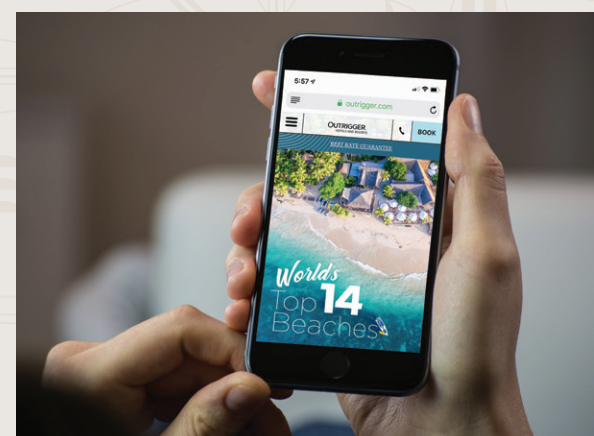
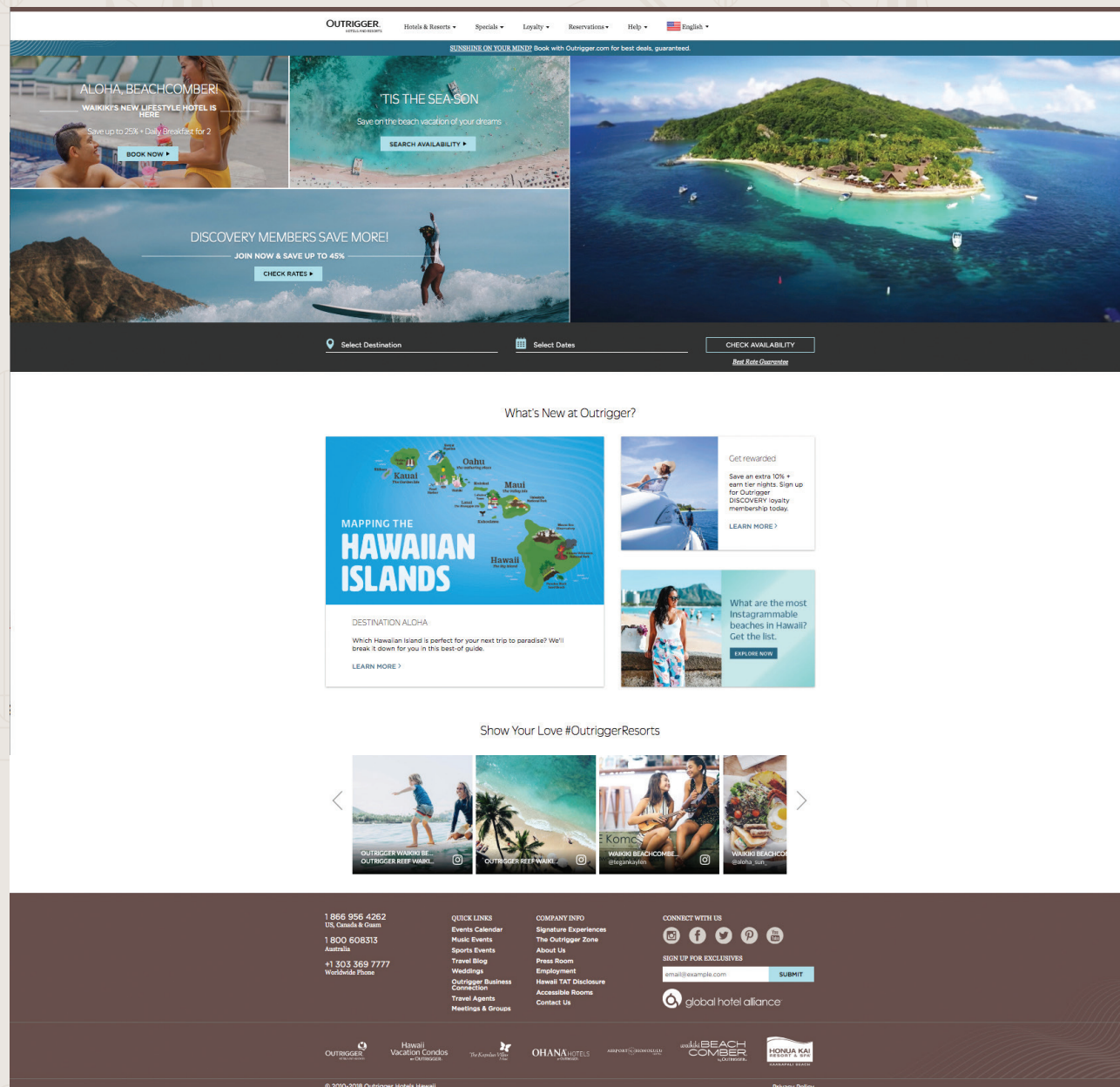
Travel Industry

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.



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 **Revinata** 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

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 offerings and heightened service standards scheduled for completion in 2022.

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

	2015	2018	% CHANGE
REVENUE	\$57MM	\$85MM	+49%
EBITDA	\$12.2MM	\$27.7MM	+127%
OCCUPANCY	69%	81%	+17%
ADR	\$164	\$195	+19%

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



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.



Voyager 47 Club Lounge at Outrigger Waikiki Beach Resort



JEFF WAGONER
President &
Chief Executive Officer



SEAN DEE
Executive Vice President &
Chief Commercial Officer



AVERY AOKI
Executive Vice President &
Chief Financial Officer



KENNETH KAN
Senior Vice President &
Chief Development Officer



RUTHANN YAMANAKA
Senior Vice President &
Chief People Officer



DAMIAN CLOWES
Senior Vice President & Regional
Managing Director - Asia Pacific



SCOTT MIYASATO
Senior Vice President &
General Counsel



MIKE SHAFF
Vice President,
Hotel Operations Waikiki & Guam



JENNA VILLALOBOS
Vice President,
Commercial Strategy



MONICA SALTER
Vice President,
Global Communications



HENRY SCHWATZ
Vice President &
Chief Information Officer



DANNY OJIRI
Vice President,
Market Development



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HOSPITALITY GROUP



