



## OUTRIGGER DEVELOPMENT



# OUTRIGGER HOSPITALITY GROUP

WHERE LOCAL CULTURE MEETS WORLD-CLASS HOSPITALITY

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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 compelling guest experience and distinctive sense of place.

We invite you to discover why Outrigger will be your ideal partner in hotel development. 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

Find out. Find Outrigger.



Castaway Island, Fiji



Outrigger Waikiki Beach Resort



Outrigger Laguna Phuket Beach Resort



Outrigger Konotta Maldives Resort



OUTRIGGER HOSPITALITY GROUP

THE PREMIER BEACH RESORT BRAND IN THE WORLD

FOUNDED IN 1947

The company has developed and managed some of the most competitive and profitable hotels and resorts in Hawai'i. 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 \$7 billion of capital and completed more than 30 investments in the travel and leisure industry, positioning Outrigger for substantial growth in the years to come.



The Islander Hotel

1947

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



Outrigger Reef Waikiki Beach Resort

1955

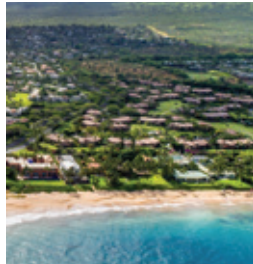
The Reef Hotel (now Outrigger Reef Waikiki Beach Resort) opens as the first high-rise hotel on Waikiki Beach. Five other Kelley-built hotels soon opened in Waikiki.



Outrigger Waikiki Beach Resort

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.



Palms at Wailea Maui by Outrigger®

1994

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



Outrigger Fiji Beach Resort

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.



Waikiki Beach Walk®

2007

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



Outrigger Mauritius Beach Resort

2014

Outrigger Mauritius Beach Resort opens, its first property in the Indian Ocean.



Outrigger Konotta Maldives Resort

2015

Outrigger Konotta Maldives Resort opens. New resorts planned include: Outrigger Vinh Hoi Resort and Spa in Vietnam.



KSL Capital Partners

2016

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



Waikiki Beachcomber® by Outrigger®

2019

Outrigger launches its first independent lifestyle hotel in the center of Waikiki.



Outrigger Konotta Maldives Resort



Outrigger Fiji Beach Resort



Outrigger Mauritius Beach Resort



Outrigger Reef Waikiki Beach Resort

**OUTRIGGER HOSPITALITY GROUP**  
MULTI-BRANDED PORTFOLIO OF BEACHFRONT RESORTS, HOTELS AND VACATION CONDOS

**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

**THAILAND**

Outrigger Laguna Phuket Beach Resort  
Outrigger Koh Samui Beach Resort

**FIJI**

Outrigger Fiji Beach Resort  
Castaway Island, Fiji

**MAURITIUS**

Outrigger Mauritius Beach Resort

**MALDIVES**

Outrigger Konotta Maldives 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®  
OHANA® Waikiki East by Outrigger®  
OHANA® Waikiki Malia by Outrigger®  
Waikiki Shore by Outrigger®  
Regency on Beachwalk Waikiki by Outrigger®

**KAUA'I**

Waipouli Beach Resort & Spa Kauai by Outrigger®  
Lae Nani Resort Kauai by Outrigger®  
Kiahuna Plantation Resort Kauai 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 by Outrigger®  
Royal Kahana Maui by Outrigger®  
The Kapalua Villas Maui

**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®

**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.

**O'AHU**

Embassy Suites by Hilton®  
Waikiki Beach Walk®  
Best Western The Plaza Hotel  
Airport Honolulu Hotel  
Wyndham at Waikiki Beach Walk®  
Wyndham Vacation Resorts  
Royal Garden at Waikiki  
Hokulani Waikiki By Hilton Grand Vacations Club

**HAWAI'I ISLAND**

Wyndham Royal Sea Cliff Resort  
Wyndham Kona Hawaiian Village  
Wyndham Mauna Loa Village



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 resort destinations in the world with extensive reach into key source markets.



**5**  
destinations

**36**  
properties globally

**6,084**  
rooms in operating  
properties

**28**  
sales and marketing  
offices worldwide

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 Fiji, Thailand, 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 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 Executonal 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.



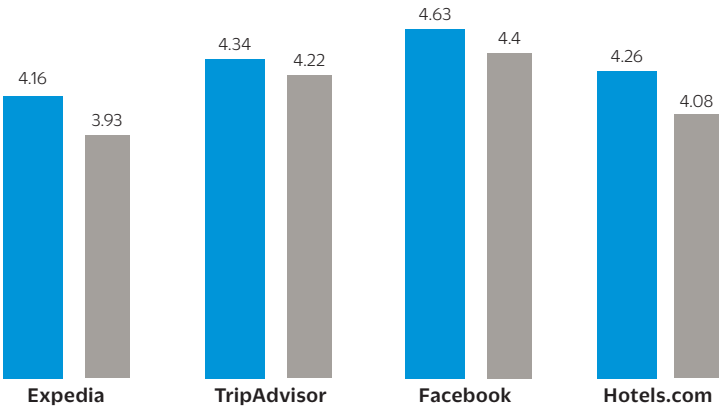
Travel Weekly  
Gold Magellan Award Winner  
Outrigger Hotels and Resorts



REVIEW RATINGS  
by website (2018)

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

OUTRIGGER  
COMP SET



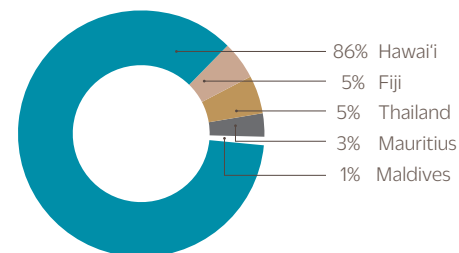


## Marketing and sales efforts are focused on maximizing revenue opportunities and return on investments for all stakeholders.

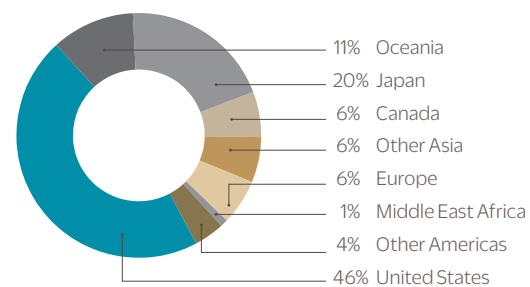
The company's travel marketing disciplines employ:

- 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 INVENTORY BY GEOGRAPHY



### ROOM REVENUE BY SOURCE MARKET



Outrigger Konotta Maldives Resort



Outrigger Laguna Phuket Beach Resort



Outrigger Reef Waikiki Beach Resort

## LOYALTY PROGRAMS

### Consumer Market

**16 million**

DISCOVERY members

**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

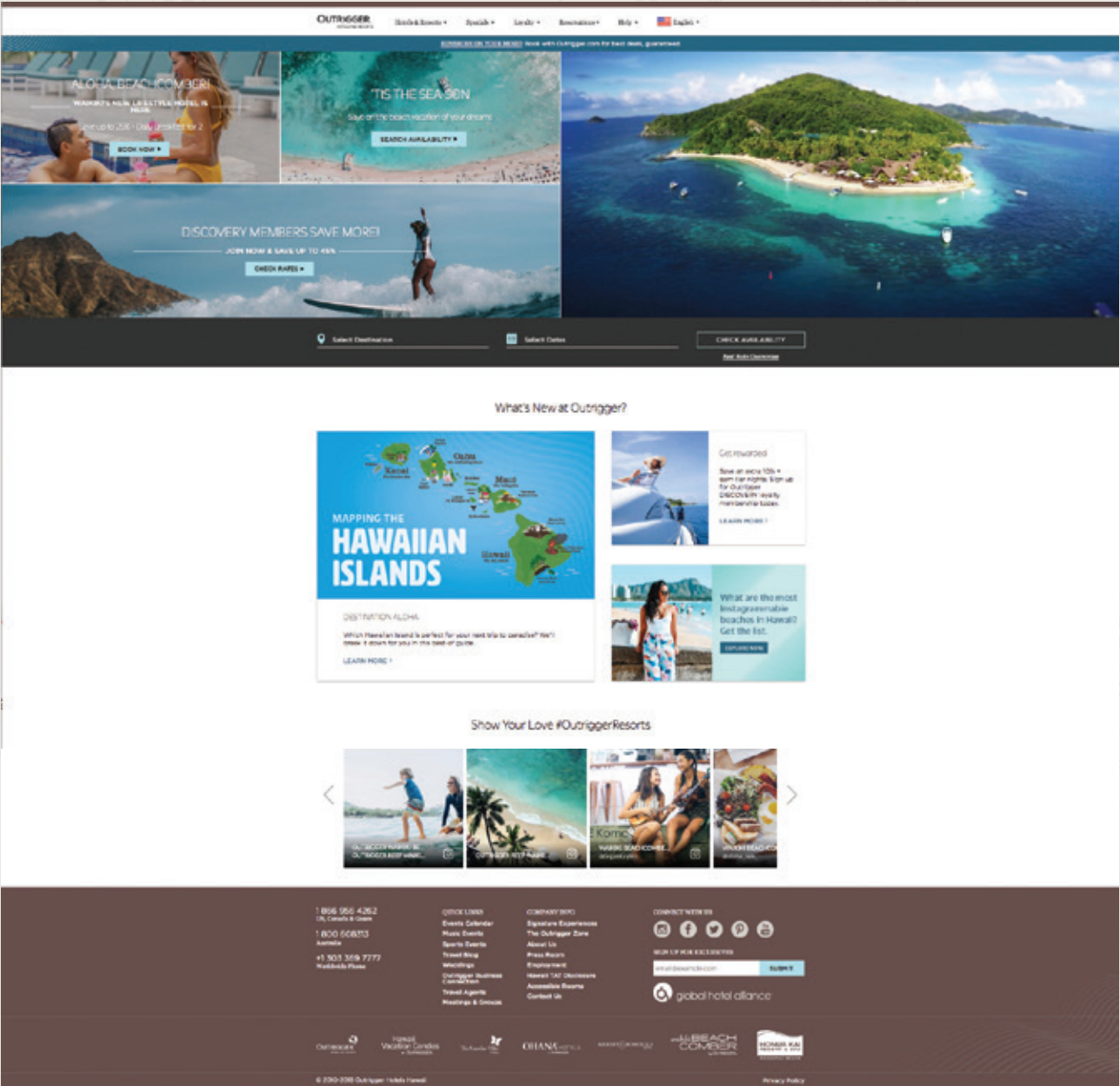
**9,200**

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 [Revinote](#) and continual customer feedback through [Unifocus](#).



From the design process through operations, Outrigger provides all the services you need to build a successful property.

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.

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

These standards have been developed and thoroughly tested so your hotel is set up to be an efficient and profitable business.

Corporate Support

After opening, 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



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 EBIDTA increased by 62%. The resort is further expanding with a build-out of 72 luxury townhomes, scheduled for completion in 2020.

OUTRIGGER REEF WAIKIKI BEACH RESORT

In 2020, Outrigger will be charting 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 2020.



## 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	<b>\$57MM</b>	<b>\$85MM</b>	<b>+49%</b>
EBITDA	<b>\$12.2MM</b>	<b>\$27.7MM</b>	<b>+127%</b>
OCCUPANCY	<b>69%</b>	<b>81%</b>	<b>+17%</b>
ADR	<b>\$164</b>	<b>\$195</b>	<b>+19%</b>

In 2018, the properties were sold to Signha 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



Castaway Island, Fiji



Outrigger Laguna Phuket Beach Resort



Outrigger Mauritius Beach Resort



Outrigger Fiji Beach Resort



Outrigger Koh Samui Beach Resort



Outrigger Konotta Maldives Resort

### 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 Marketing Officer



**DAVE NADEAU**  
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,  
Revenue Management



**MONICA SALTER**  
Vice President,  
Corporate Communications



**HENRY SCHWATZ**  
Vice President &  
Chief Information Officer



**DANNY OJIRI**  
Vice President,  
Market Development









