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.
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1955
The Reef Hotel (now Outrigger Reef Waikīkī Beach Resort) opens as the first high-rise hotel in 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 Hawaikura Resorts on Maui, 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 the award-winning Waikīkī Beach Walk®, the largest mixed-use, retail and hotel development project in Waikīkī’s history.

2014
Outrigger Mauritius Beach Resort opens, its first property in the Indian Ocean.

2015
Outrigger Konotta Maldives Resort opens. New resorts planned include Outrigger Vịnh Hòa Resort and Spa in Vietnam.

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 Waikīkī.

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.
**Outrigger Hospitality Group**

*Multi-branded portfolio of beachfront resorts, hotels and vacation condos*

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**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

**FIJI**
- Outrigger Fiji Beach Resort
- Castaway Island, Fiji

**MAURITIUS**
- Outrigger Mauritius Beach Resort

**MALDIVES**
- Outrigger Konotta Maldives Resort

**THAILAND**
- Outrigger Laguna Phuket Beach Resort
- Outrigger Koh Samui Beach Resort

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

**O’AHU**
- Waikiki Beachcomber® by Outrigger®
- OHANA® Waikiki East by Outrigger®
- OHANA® Waikiki Mala by Outrigger®
- Waikiki Shore by Outrigger®
- Regency on Beachwalk Waikiki by Outrigger®

**KAUAI**
- Waipouli Beach Resort & Spa Kauai by Outrigger®
- Lci Nihi Kai Resort Kauai by Outrigger®
- Kiahuna Plantation Resort Kauai by Outrigger®

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**BY OUTFRIGER BRANDED**

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

**HAWAI’I**
- Embassy Suites by Hilton®
- Wyndham Kona Hawaiian Village
- Wyndham Royal Sea Cliff Resort
- Wyndham Royal Sea Cliff Kona by Outrigger®
- Wyndham Royal Sea Cliff Resort Kona

**O’AHU**
- Wyndham at Waikiki Beach Walk®
- Wyndham at Waikiki Beach Walk®
- Royal Garden at Waikiki
- Hokulani Waikiki By Hilton Grand Vacations Club

**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.

**HAWAI’I**
- Outrigger Konotta Maldives Resort
- Outrigger Fiji Beach Resort
- Outrigger Reef Waikiki Beach Resort

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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 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 Fiji, Thailand, Mauritius and the Maldives and is actively exploring opportunities in the Americas and tropical destinations around the globe.

- **5 destinations**
- **36 properties globally**
- **6,084 rooms in operating properties**
- **28 sales and marketing offices worldwide**

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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.

REVIEW RATINGS
by website (2018)
Outrigger is consistently rated higher than its comp set based on guest reviews

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<th>4.63</th>
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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

16 million DISCOVERY members

DISSCOVERY

ACTIVE OUTRIGGER EXPERT ADVISORS

9,200

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

ROOM INVENTORY BY GEOGRAPHY

86% Hawai’i
5% Fiji
5% Thailand
3% Mauritius
1% Maldives

ROOM REVENUE BY SOURCE MARKET

11% Oceania
20% Japan
6% Canada
6% Other Asia
6% Europe
1% Middle East Africa
4% Other Americas
46% 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.
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 EBITDA 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

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2018</th>
<th>% CHANGE</th>
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<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>
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In 2018, the properties were sold to Sginha 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.
Find out more at outrigger.com/development