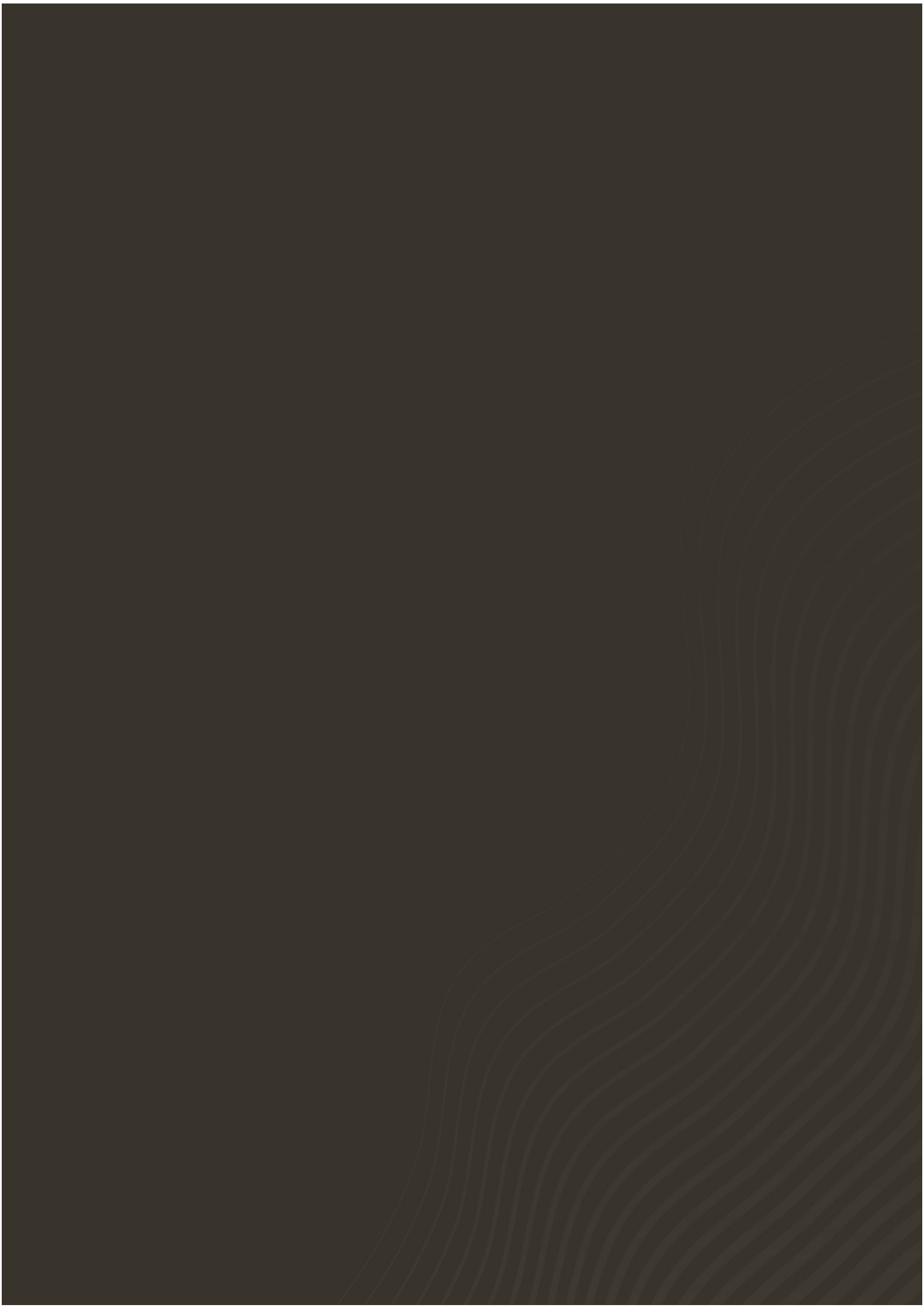


# OUTRIGGER DEVELOPMENT

MARCH 2015



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## WELCOME TO OUTRIGGER

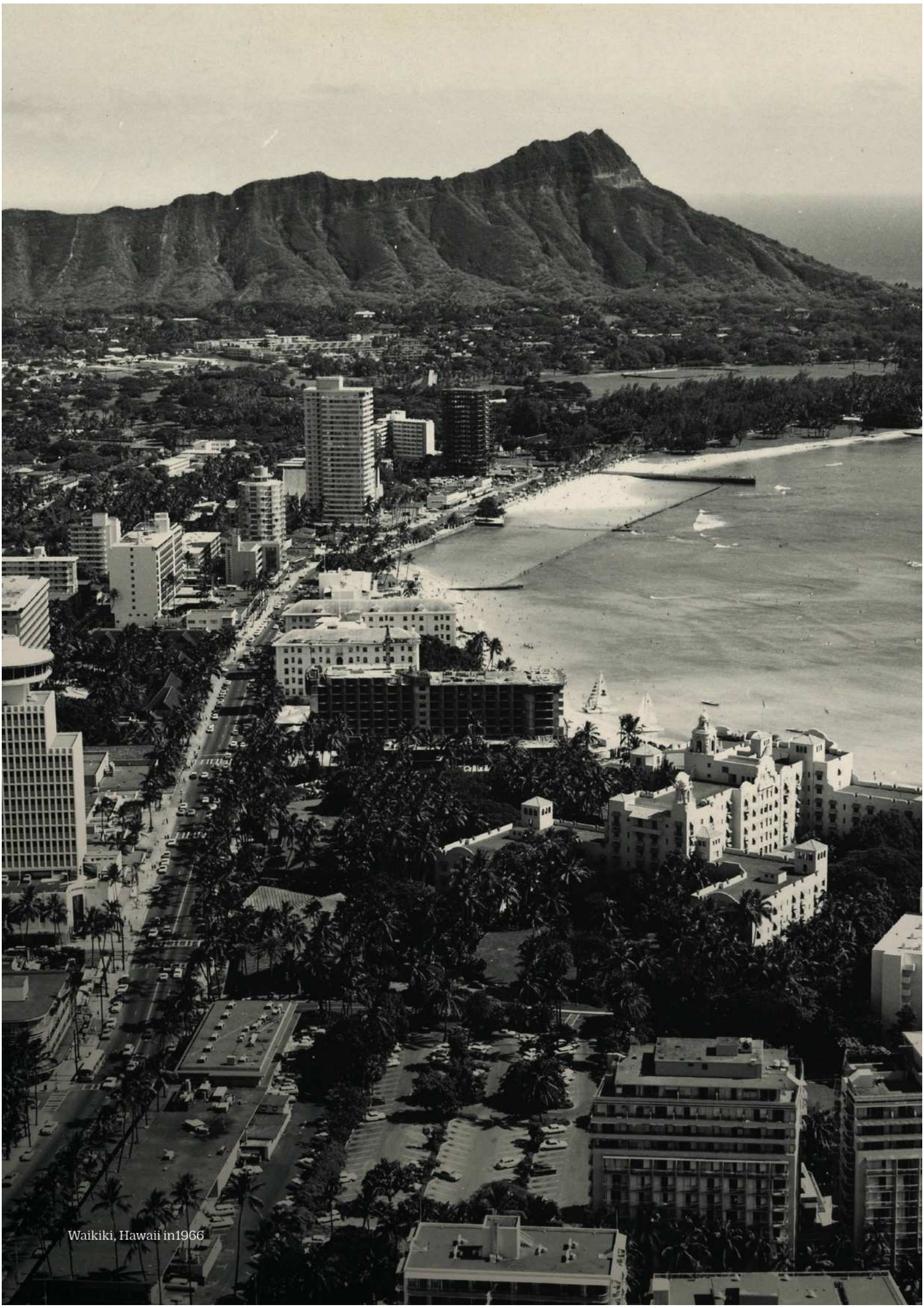
Outrigger® Hotels and Resorts is synonymous with warm hospitality in iconic beachfront destinations across Asia, the Pacific and the Indian Ocean. Each Outrigger resort blends seamlessly with its unique locale, offering a compelling guest experience and distinctive sense of place.

Founded in 1947, the company has developed and managed some of the most competitive and profitable hotels and resorts in Hawaii. Today, Outrigger Hotels and Resorts is emerging as one of the largest, fastest-growing, privately held hospitality companies in Asia and the Pacific. The company's legacy is built on a close family culture with a significant emphasis on interpersonal relationships and deep-rooted values, now shared by thousands of employees around the world.

Outrigger Waikiki  
Beach Resort







Waikiki, Hawaii in 1966



The Outrigger story is one of pioneering entrepreneurship and successful growth for over 67 years. Today, Outrigger operates 43 properties in Hawaii and across Asia-Pacific and the Indian Ocean.

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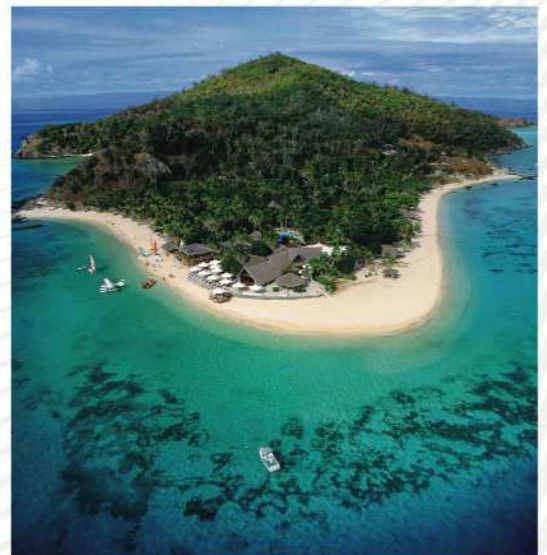
## THE OUTRIGGER STORY

In 1929, Roy and Estelle Kelley arrived in Hawaii with little more than a few dollars in their pockets and a lot of determined optimism. They saved, invested, started a family and 18 years later built their first hotel in Waikiki.

Today, Outrigger Hotels and Resorts continues to prosper as a family-owned business operating 43 properties in nine countries. Foresight and hard work have steadily directed the company forward; warmth and generosity have continually guided its success.

Outrigger Hotels and Resorts has achieved remarkable growth, steered by an entrepreneurial spirit and the enduring family values of Roy and Estelle Kelley. (Left)

Castaway Island, Fiji (Right)





The Outrigger Way  
is centered on the  
company's belief  
that relationships  
should be formed  
with unwavering  
trust, dignity and  
deep mutual respect.

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## The Outrigger Way

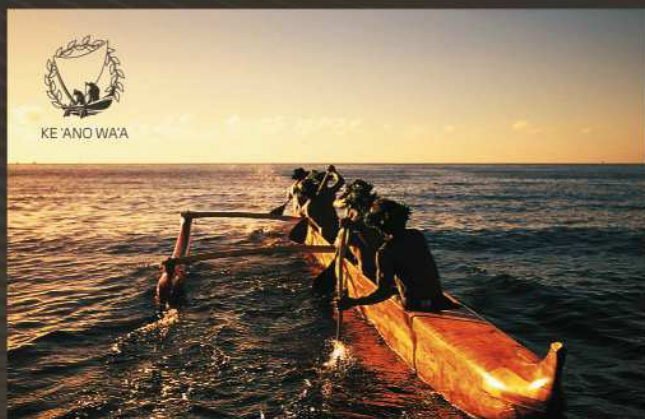
Caring for each other

Caring for our guests

Caring for our place

With our values as our guide

In 1993, Outrigger Hotels and Resorts initiated a company-wide process to redefine and reaffirm the essential nature of the hospitality business. The host-guest-place relationship is the foundation for Ke 'Ano Wa'a – The Outrigger Way, the system of values that guides our company operations. While rooted in the host culture of Hawaii, Ke 'Ano Wa'a values have been adapted by employees internationally to honor similar values of the host cultures of Australia, Fiji, Guam, Thailand, Mauritius and soon Maldives, Vietnam and China.









Success is a direct outcome of smart decisions and prudent investments. Each milestone marks a significant achievement on the company's strategic growth path.

## OUR JOURNEY

Outrigger Hotels and Resorts has long been known as an innovator of tourism development. Founders Roy and Estelle Kelley were the first to offer modestly priced hotel rooms in Waikiki as airline service sparked mass tourism in the 1950s.

Throughout the years, the company has made astute decisions that have steered operations toward growth and profitability, maximizing opportunities in Hawaii and key tourist destinations across the Pacific, Australia, Asia and the Indian Ocean.



The Islander Hotel



Outrigger Reef Waikiki Beach Resort



Outrigger Waikiki Beach Resort



The Royal Waikoloan



Palau Islands

1947

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

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, historically one of the most coveted locations on Waikiki Beach.

1989

Outrigger assumes management of The Royal Waikoloan Hotel on the island of Hawaii, its first resort away from Honolulu's Waikiki Beach development.

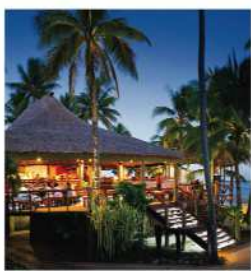
1994

Outrigger opens Outrigger Palasia Hotel Palau, its first resort hotel outside of Hawaii. Outrigger also forms a Hawaii condominium management division.





Outrigger Konotta Maldives Resort – Opening Mid 2015



Outrigger Fiji Beach Resort



Waikiki Beach Walk®



Outrigger Laguna Phuket Beach Resort



Outrigger Mauritius Beach Resort



Outrigger Konotta Maldives 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.

## 2007

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

## 2013

Outrigger Laguna Phuket Beach Resort opens. This significant investment becomes the third Outrigger-managed resort hotel in Thailand.

## 2014

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

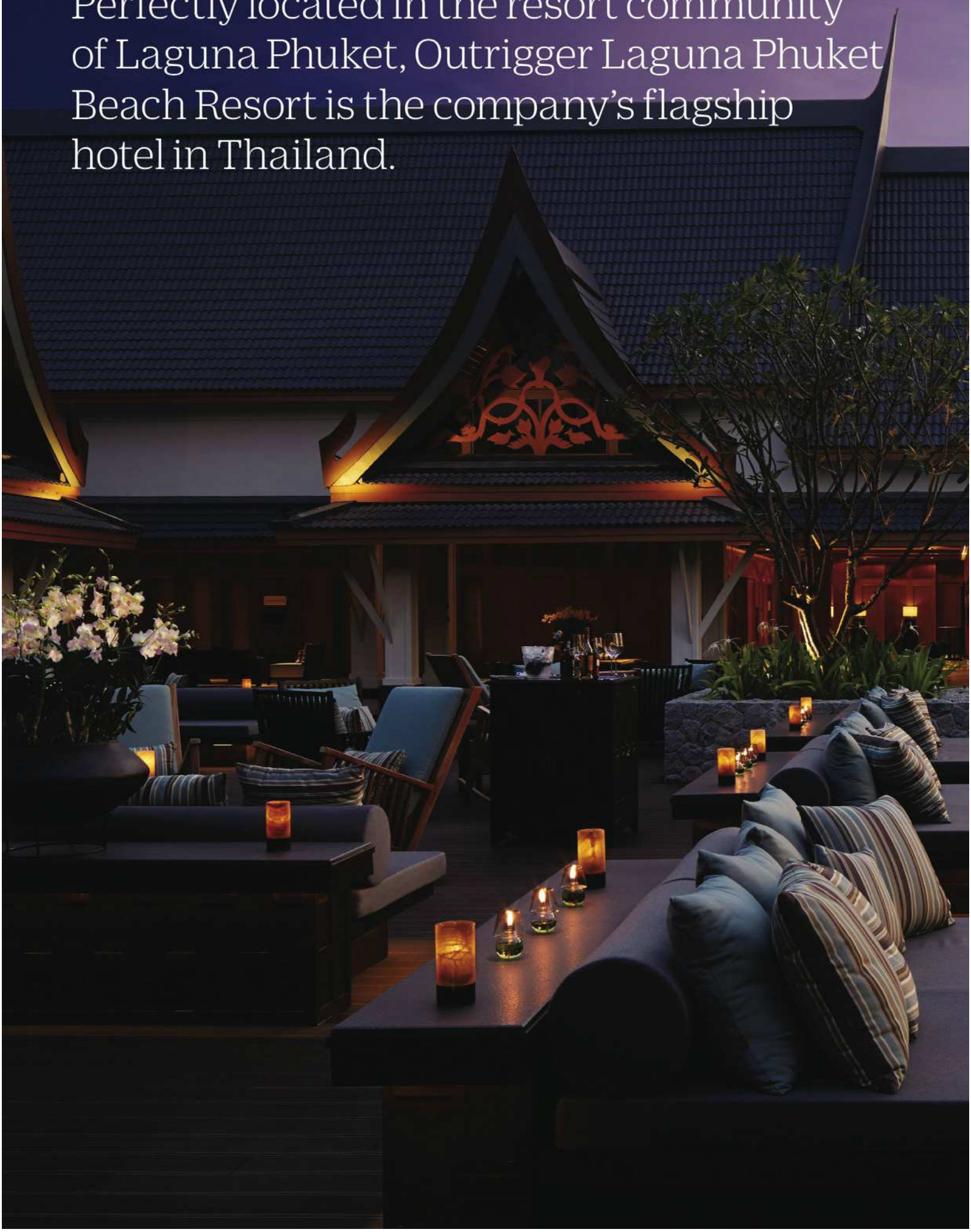
## 2015 – 2016

Three new resorts are planned: Outrigger Konotta Maldives Resort, Outrigger Clearwater Bay Resort on Hainan Island, China and Outrigger Vinh Hoi Resort and Spa in Vietnam.



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Perfectly located in the resort community of Laguna Phuket, Outrigger Laguna Phuket Beach Resort is the company's flagship hotel in Thailand.







Outrigger Laguna Phuket Beach Resort, Thailand





## Outrigger Hotels and Resorts Worldwide

### HAWAII

Outrigger Reef Waikiki Beach Resort  
Outrigger Waikiki Beach Resort  
Hawaii Vacation Condos by Outrigger® (15)  
OHANA Hotels and Resorts (2)  
Embassy Suites® - Waikiki Beach Walk®  
Holiday Inn® Waikiki Beachcomber Resort  
Ala Moana Hotel  
Best Western The Plaza Hotel  
Airport Honolulu Hotel

### AUSTRALIA

Outrigger Surfers Paradise  
Outrigger Twin Towns Resort  
Outrigger Little Hastings Street  
Resort and Spa, Noosa  
Outrigger Little Hastings Street  
Villas and Penthouses  
Boathouse Apartments by Outrigger

### GUAM

Outrigger Guam Beach Resort

### FIJI

Outrigger Fiji Beach Resort  
Castaway Island, Fiji

### THAILAND

Outrigger Laguna Phuket Beach Resort  
Outrigger Laguna Phuket Resort and Villas



The Outrigger  
global presence  
encompasses  
some of the most  
vibrant resort  
destinations in  
the world.

## GLOBAL REACH

Outrigger Hotels and Resorts' global footprint is as distinctive as it is bold. From its home in Hawaii, Outrigger has reached across the Pacific to resort locations in Guam, Fiji, Australia and Thailand. Outrigger is now represented in Mauritius in the Indian Ocean and is actively exploring opportunities throughout Asia and the Pacific from its regional headquarters in Phuket, Thailand.

Outrigger Mauritius Beach Resort



### MAURITIUS

Outrigger Mauritius Beach Resort

### MALDIVES

Outrigger Konotta Maldives Resort (Upcoming)

### CHINA

Outrigger Clearwater Bay Resort (Upcoming)

### VIETNAM

Outrigger Vinh Hoi Resort and Spa (Upcoming)



Marketing and sales teams are focused at all times on maximizing revenue opportunities and return on investments for all stakeholders.

## GLOBALLY INTEGRATED BUSINESS DEVELOPMENT

Outrigger Hotels and Resorts' marketing and sales efforts are fully integrated and concentrate on prospecting, acquiring and retaining customers.

The company's travel marketing disciplines employ strategic pricing and revenue management, extensive e-marketing initiatives, central reservations, travel agency distribution channels, a worldwide sales network and key travel industry partnerships.

A collaborative approach enables the company to respond quickly to changing customer preferences, shifting habits of travel shoppers, global events and emerging technology.

The stunning Similan Ballroom at Outrigger Laguna Phuket Beach Resort designed to host world-class business events in Thailand.



## Key Services

- Global and regional sales account management through owned and representative sales and marketing offices worldwide.
- Joint participation in targeted marketing events, sales missions and tradeshows.
- Effective collaboration with the most influential and productive global leisure, MICE and online travel agents.
- Group platform marketing and global partnerships.
- Travel agent loyalty program.
- Rate and revenue maximization through effective pricing and yield management strategies.
- Brand prominence and strong business delivery through Outrigger.com.
- E-commerce partnerships and global distribution.
- Worldwide reservations solution.
- Effective social media marketing and management.
- Consumer research and customer satisfaction monitoring.
- Corporate communications and media relations that profile achievements, build relationships with key influencers and manage brand reputation.
- Clear brand guidelines that ensure consistency for all Outrigger-managed brands in all markets.





Outrigger Fiji Beach Resort

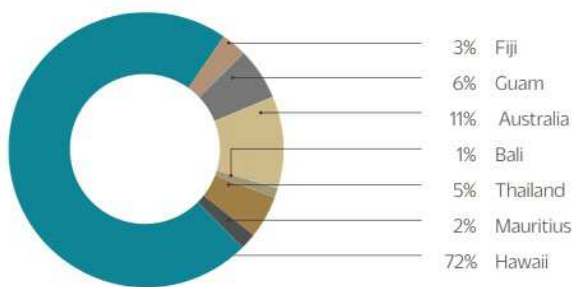


# GLOBAL SALES DISTRIBUTION NETWORK

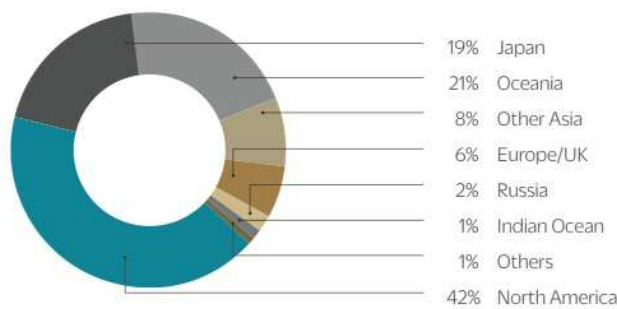


Extensive reach into key source markets.

ROOM INVENTORY BY GEOGRAPHY



ROOM REVENUE BY SOURCE MARKET







## GLOBAL E-COMMERCE AND DISTRIBUTION

**Reservation Technology:** Outrigger Resorts utilizes Micros Opera PMS and CRS for an integrated solution across our portfolio. Along with Opera integrations to GDS' and other third party distribution systems, Outrigger operates a proprietary switch which is electronically interfaced with systems of partner brands, wholesale tour operators, and online travel agencies, enabling us to direct connect to our key partners. Outrigger also operates contact centers in the United States and Japan, answering B2B and B2C inquiries via telephone, email, chat and social media.

**E-commerce Platforms:** The company's brand website, [Outrigger.com](http://Outrigger.com), is supported by the robust Sitecore content management system and is fully integrated with our reservations system. Our flexible platform enables us to create microsites for better placement in search engines and for content and language localization.

**E-marketing Expertise:** The company's team of expert digital marketers employs search marketing, display advertising, web merchandising, search engine optimization, original destination content, e-mail marketing, social media, web promotions and event sponsorships to reach consumers. Adobe® SiteCatalyst and other analytics tools are used to evaluate campaign effectiveness. Customer satisfaction is monitored through the real-time aggregation capability of Revinate and continual customer feedback through Market Metrix.

**Travel Industry Distribution:** The award-winning Outrigger Expert Agent loyalty program provides ongoing education and incentives utilizing online training courses to a growing roster of 6,500 travel professionals. The [OutriggerAgent.com](http://OutriggerAgent.com) website includes a booking engine customized for travel agents.

## INTERNATIONAL REACH – ROOM INVENTORY AND REVENUE

While the majority of Outrigger's room inventory is Hawaii-based, 58 percent of all guests originate outside North America. Having expanded its brand reach globally, supported by the group's extensive marketing and sales activities, guests to Outrigger Hotels and Resorts include 19 percent from Japan, 21 percent from Oceania and 18 percent from other source markets.

With development now increasing across the Asia-Pacific region, Outrigger anticipates room inventory will shift over the next 10 years to reflect the latest development initiatives.





Prudent investment, a deep capital base and centralized financial strategy all play pivotal roles in the Outrigger Hotels and Resorts asset base.

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## FINANCIAL STRENGTH

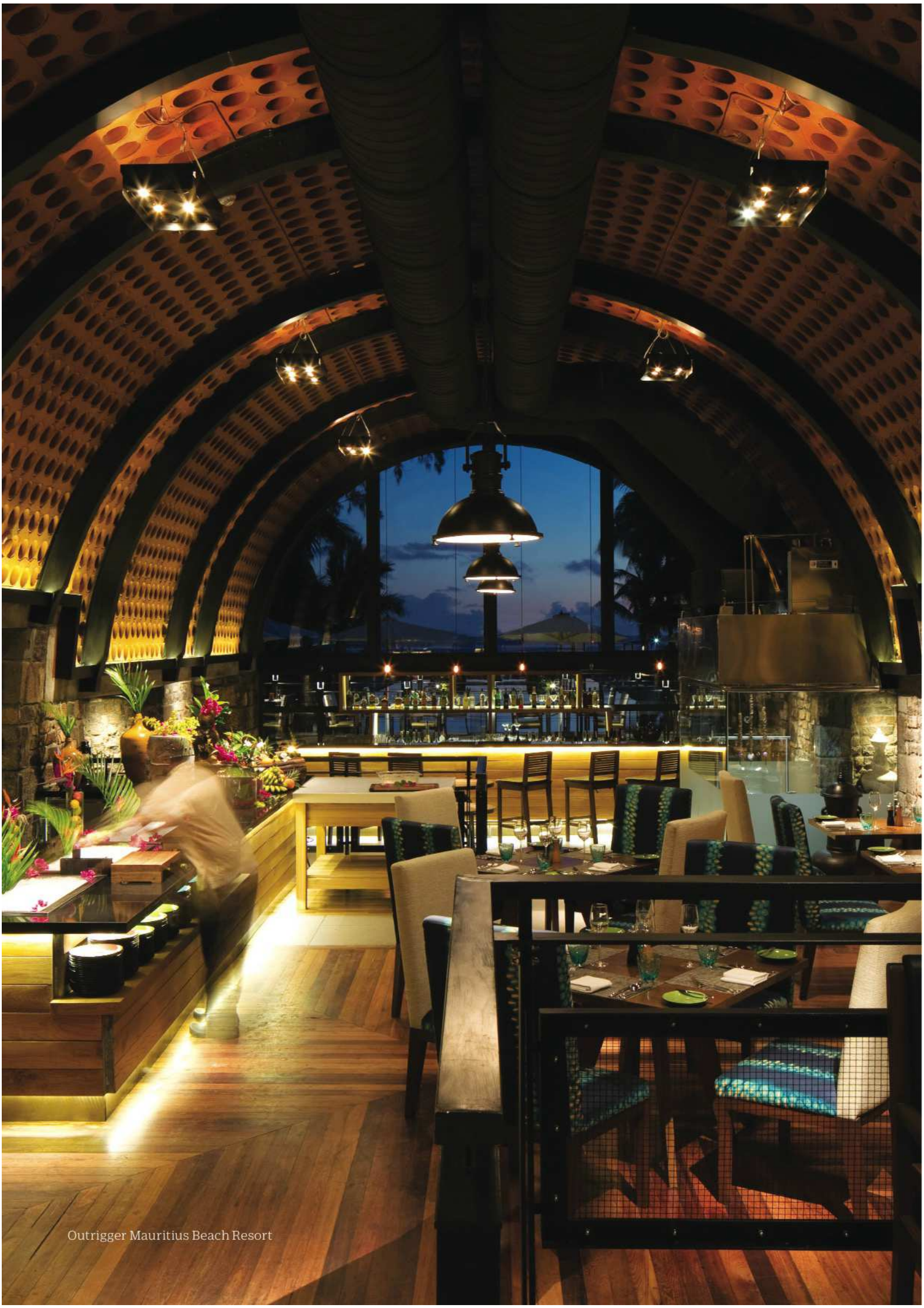
Outrigger Hotels and Resorts distinguishes itself with a long history of prudent capital management. The Group is highly respected in the financial community for building its substantial asset base and net worth through well-advised, consistently well-executed, value-creation strategies. Outrigger Hotels and Resorts' specialized expertise in Asia and the Pacific maximizes return on investment and reduces risk.

The company's centralized financial operations create economies when negotiating purchasing contracts, labor agreements and insurance requirements. In addition, expertise in raising debt capital over the last 10 years allows Outrigger to leverage its balance sheet at the most favorable interest rates.



Club Lounge at  
Outrigger Laguna  
Phuket Beach Resort,  
Thailand





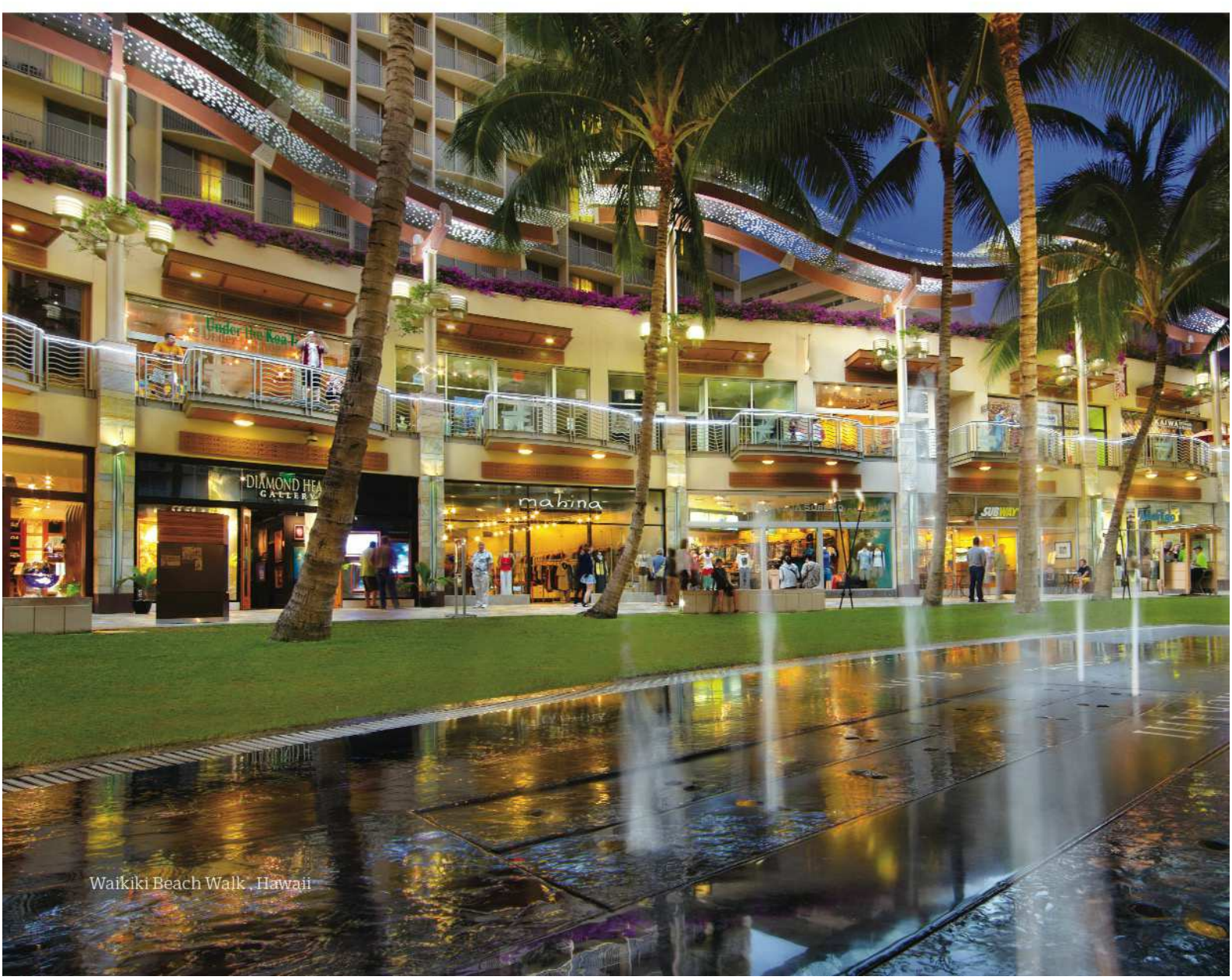


The company's multi-dimensional approach to hospitality and real estate investment includes extensive experience in the retail sector in Hawaii.

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## RETAIL DEVELOPMENT EXPERTISE

Outrigger has a long and deep association with mixed-use complexes and particularly with retail developments. The US\$535M, mixed-use Waikiki Beach Walk® project, developed by Outrigger Enterprises Group in 2007, is the largest development project in Waikiki's history and the winner of numerous awards, including the 2008 International Council of Shopping Centers' International Development and Design Award.



Waikiki Beach Walk, Hawaii





Outrigger Fiji Beach Resort

## OUR PEOPLE

Nature provides our blue sky and sunshine, but our guests insist that the real beauty of Outrigger is the warmth and generosity of our ambassadors.

To ensure Outrigger Hotels and Resorts' values and hospitality brand are widely celebrated and authentically expressed in the traditions and cultures of each of our destinations, it is the responsibility of each resort to designate an Outrigger Way Leadership Team. Each team member is selected on his or her leadership ability and how they enliven the company's values. Our training and leadership teams help to instill The Outrigger Way in all of our global staffing, including regional headquarters and reservations.





# Outrigger celebrates an eclectic collection of awards from peers in the tourism industry and from consumer publications and online portals.

## OUR AWARDS AND ACCOLADES

### 2014

#### **TripAdvisor Certificate of Excellence**

Awarded to 15 Outrigger properties worldwide

#### **Best of Family Travel Awards – Out and About With Kids**

Outrigger Laguna Phuket Resort and Villas

Outrigger Fiji Beach Resort

#### **TripAdvisor's Travelers' Choice Awards**

Outrigger Fiji Beach Resort

Outrigger Laguna Phuket Beach Resort

#### **Travel + Leisure World's Best Awards**

Embassy Suites® - Waikiki Beach Walk®

Outrigger Waikiki Beach Resort

#### **Best Restaurant at the AON Fiji Excellence in Tourism Awards**

Castaway Island, Fiji

#### **TravelAge West Editor's Pick Award in the category of Best Hotel Chain, Hawaii**

Outrigger Hotels and Resorts

#### **Medallia Report - Best Performing Upscale Hotel**

Outrigger Resorts

### 2013

#### **Global Partners in Safety Award for the America's**

Holiday Inn® Waikiki Beachcomber Resort

#### **Hotel Award 2013 by HIS Tours Inc**

Outrigger Guam Beach Resort

#### **TripAdvisor Certificate of Excellence**

Awarded to 33 Outrigger properties worldwide

### 2013

#### **Travel & Leisure Magazine World's Best Awards**

Outrigger Waikiki Beach Resort

#### **TravelAge West WAVE Award – Best New Resort or Major Renovation in Hawaii**

Outrigger Waikiki Beach Resort

#### **AON Fiji Excellence in Tourism Awards**

Deluxe Accommodation,  
and Restaurant Fine Dining  
Outrigger Fiji Beach Resort

#### **Travelocity Excellency Award for Top Hotel**

Outrigger Hotels and Resorts

#### **Pacific Business News**

Founders Roy and Estelle Kelley  
named Hawaii's Most Influential Business  
People of the last 50 years. Outrigger  
Enterprises Group is named one of Hawaii's  
top 25 Most Influential Businesses of the last  
50 years

#### **Holidays with Kids Magazine Top 10 Family Resorts 2013**

Outrigger Laguna Phuket Beach Resort

Outrigger Fiji Beach Resort

Embassy Suites® - Waikiki Beach Walk®

#### **Pevonia International Spa Award**

Outrigger Fiji Beach Resort,  
Bebe Spa

#### **Australasian Spa Association Spas of Excellence Award Best Destination Spa 2013**

Outrigger Fiji Beach Resort,  
Bebe Spa

### 2012

#### **TripAdvisor Certificate of Excellence**

Awarded to 29 Outrigger properties worldwide

#### **Hotel Business Magazine, #15 in the Top 100 Management Companies**

Outrigger Enterprises Group

#### **Travel & Leisure Magazine World's Best Awards**

Outrigger Reef Waikiki Beach Resort

#### **Travelocity Excellency Award for Top Hotel**

Outrigger Hotels and Resorts

#### **Orbitz Star Award Top Producer Hotel Club**

Outrigger Hotels and Resorts

#### **Waikiki Improvement Association – George S. Kanahele Ho'okipa Award**

Outrigger Hotels and Resorts

#### **Guam Visitors Bureau – Hafa Adai Spirit Award**

Outrigger Guam Beach Resort

#### **Travel Weekly Magellan Award – Consumer Ad Campaign**

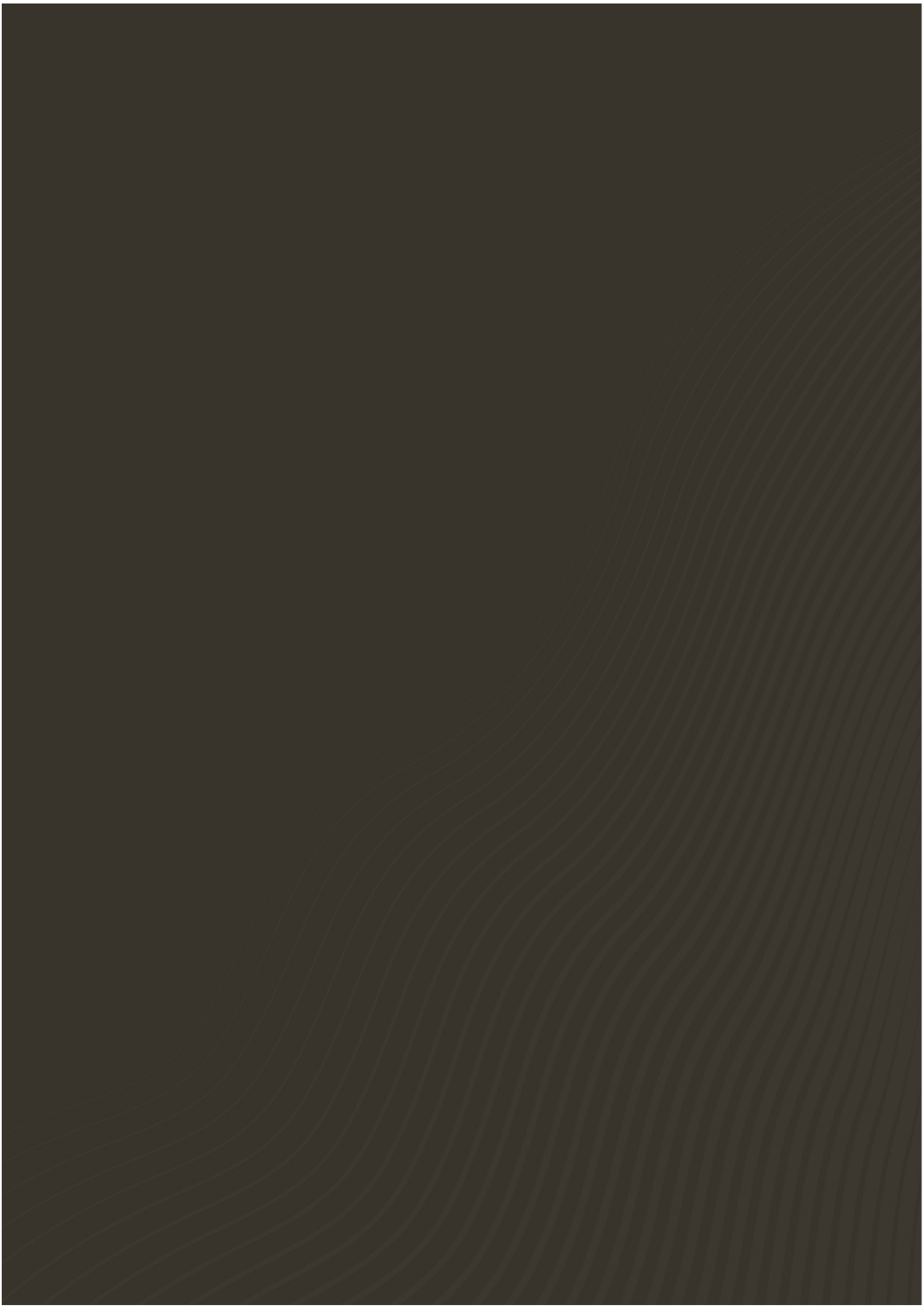
Outrigger Hotels and Resorts

#### **Travel Weekly Magellan Award – Integrated Travel Agent Marketing Campaign**

Outrigger Hotels and Resorts









Outrigger.com