



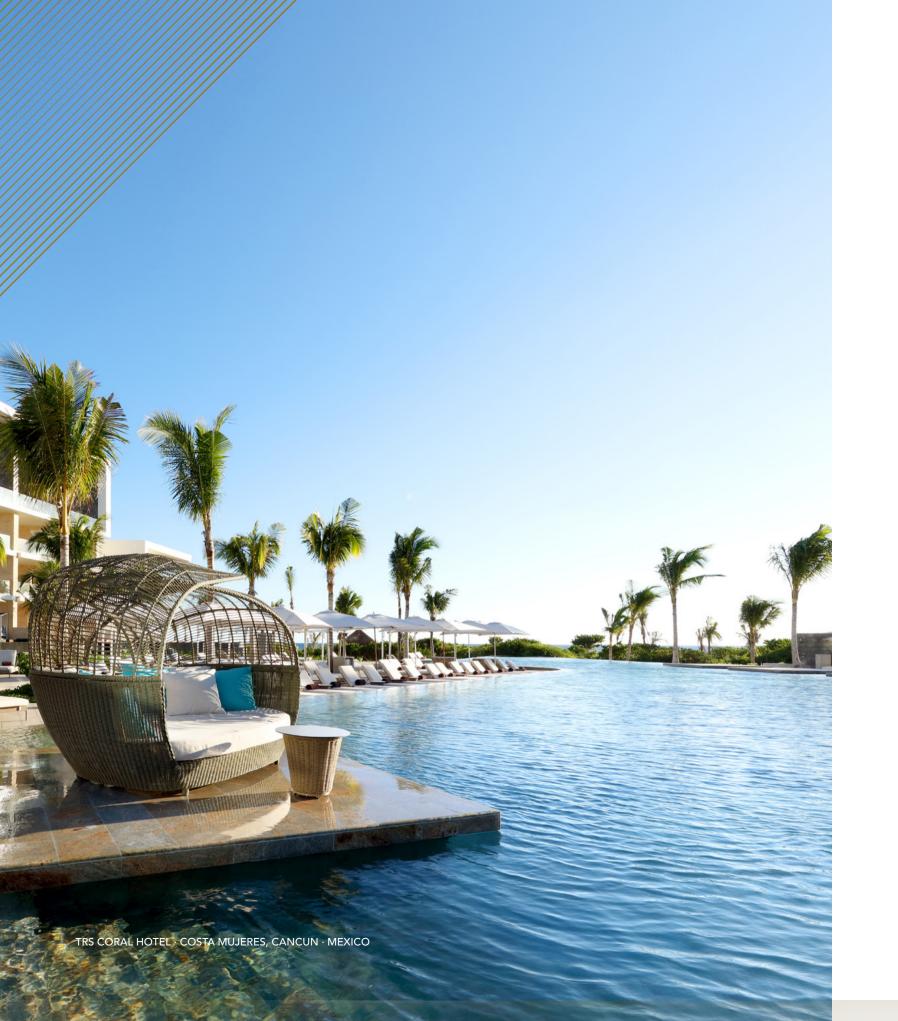
GLOBAL DEVELOPMENT DOSSIER

2020



TRS





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BRIEF PROFILE

BEST **EXPERIENCE GUARANTEED**

Owned by

Grupo Empresas Matutes

- + 50 years experience.
- + 14,000 rooms.
- + 13,000 employees.

48 hotels.

6 countries

- · SPAIN
- · ITALY
- · DOMINICAN REPUBLIC
- MEXICO
- JAMAICA
- BRAZIL





Matutes Juan is the creator and owner of the company Palladium Hotel Group, former Fiesta Hotels & Resorts, and Grupo Empresas Matutes. He radiates charisma and has a brilliant mind with a persistent tendency to always look toward the future. Still, he has the brash confidence of youth, and yet his experience of yesteryear provides a fitting chorus to his leadership.

Abel Matutes Juan was born in Ibiza in 1941. He has served as politician in different positions and he has also been involved in aviation, biotechnology and banking companies. In the late sixties, he started to work on his dream of bringing Paradise closer to travelers. He planned and designed the most exclusive accommodation where luxury, quality and the best service would be its main pillars. At age 21, he had already opened his first h otel in Ibiza, the family's first venture into the hotel business. From then on, the Matutes family continued growing their passion, as they expanded their hotel chain in world's most emblematic destinations including the Caribbean, Mexico, Brazil and Jamaica.

Abel Matutes Juan was succeeded by his son Abel Matutes Prats as CEO in 2016 and later as President in 2020 but remains as the President of the holding company Grupo Empresas Matutes. Father and son continue creating and building their mutual dream.



Decades after the opening of the first Fiesta Hotel in Ibiza, the creative vision and the management style of the Matutes family now form the very essence of the Palladium Hotel Group we know today. The company now wants to affiliate with a select number of partners and owners who share these values to offer a further and greater choice of destinations and experiences.



ABEL MATUTES PRATS

Abel was only twenty-nine back in 2006 when he was named CEO of Palladium Hotel Group and Vice President of Grupo Empresas Matutes following his father's footsteps. He claims to have learned a lot from his father, but also demonstrates a strong personality and the capacity of a great business leader.

In 2010, he invested in innovation, technology and originality by supporting and helping to create a unique concept of a hotel that would fuse luxury accommodation with the world's best DJ performances. The new Ushuaïa Ibiza Beach Hotel was ready to change the island of Ibiza. Ten years later, Abel's vision is a confirmed success and developed the idea of a new hedonist luxury brand: Bless Collection Hotels. His leadership is strengthened in 2020 when he is named new president of the Palladium Hotel Group.

6 GLOBAL DEVELOPMENT DOSSIER

KEY MILESTONES



⁽¹⁾ In partnership with El Corte Inglés.



LOYALTY PROGRAMS





PALLADIUM TRAVEL CLUB

The main goal of the Palladium Travel Club is to reward the loyalty of guests that continually choose to visit our resorts Now we offer owners a membership in our most exclusive club of clients, enjoying discounted hotel rates for leisure travel at all Palladium Hotel Groups properties as well as numerous other benefits

In doing so, we strive to build long term relationships and make sure that everything is taken care of, down to the smallest detail In December 2019 we reached 15,079 members.

PALLADIUM CONNECT

A 10 persons team (7 in Mexico-Riviera Maya and 3 in Europe, between Madrid & Ibiza) work on this travel agents rewards program called Palladium Connect. The aim of the program is to reward the loyalty of travel agents who trusted and recommended their clients to our products. The rewards earned are then redeemed through stays in hotels and resorts within Palladium Hotel Group and cash through Palladium Connect Visa Card. The aim is to incorporate into 2020 also the Sales tool for travel agencies within the same platform and having then Palladium Connect as a one-stop platform for all the needs coming from retail travel agencies.

The whole program counts today worldwide with a total of 36.000 registered travel agencies and 64.000 registered agents.

Launched in August 2015, it now has a total of 19.500 travel

agencies and 43.600 agents

LATIN AMERICA & BRAZIL Launched in June 2016, it now has a total of 9.200 travel agencies and 11.900 agents

MEXICO

Launched in June 2017, it now has a total of 2.900 travel agencies and 3.200 agents

EUROPE

Launched in November 2017, it now has a total of 4.400 travel agencies and 5.300 agents

LOYALTY PROGRAMS



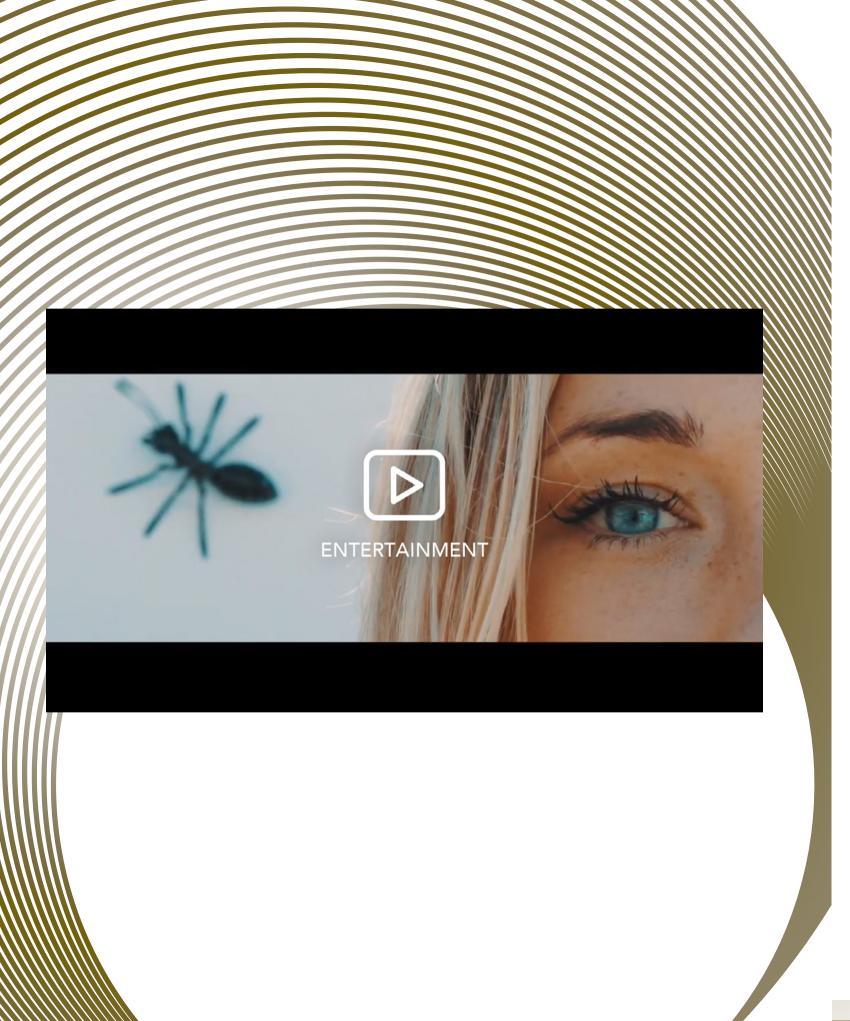
PALLADIUM R • E • W • A • R • D • S

PALLADIUM REWARDS

Is Our brand new clients loyalty program whose aim is to engage more customers to Palladium Hotel Group and retain them. For all the money spent on our hotels, for rooms or services revenue, the client will get points which can then redeem in shopping in return services or room nights throughout all our hotels and resorts. Through Palladium Rewards clients can benefit of more value, enjoy points and take advantage of exclusive benefits and offers. The program has 4 levels: Follower, Promoter, Ambassador and Fan, in linewith our company mission which is 'turning clients into life-long fans'. The program will be launched to the market within 2020.

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ENTERTAINMENT AND NIGHTLIFE

EVENTS



USHUAÏA IBIZA BEACH HOTEL

· Based on the experiences gathered over the years, Ushuaïa Ibiza Beach Hotel is dedicated to providing the best outdoor entertainment possible.

• The legendary poolside parties have been drawing in crowds since their launch

• The team behind the #1 Open Air Club raises the bar ever higher, with an impeccable lineup of superstar residents from across the electronic music spectrum playing from the day and well into the night.

• With incredible pyrotechnics, mind-blowing lighting, visuals and a state of the art soundsystem, not to mention the beautifully

CHILDREN OF THE 80'S

• Our impressive open-air stages play host to some of the most famous national and international artists, who perform in front of an audience of 5,000 people. DJ sessions, live concerts and singers await to make the stay an unforgettable experience. • Children of the 80's is a popular themed event, which offers a spectacular stage, visual shows, photo booth props, and break dancers who perform catchy choreography while interacting with the public creating a euphoric environment which is always fun. • They truly complement the artists and help assist the spectator to relive the authentic 80's magic.

• International renowned artists and legendary bands like Boney M, Corona, Alexia, Robin S, Paul Young, Whigfield, Soul II Soul, Vengaboys, 2Unlimited, Haddaway, Culture Official, Kate Ryan, Matt Bianco, Snap, Marc Almond, Sandy Marton, Sabrina, Barbara Tucker, Ultra Nate, Crystal Waters, Rozalla and Samantha Fox have already played at Children of the 80's. • HRHT: + 26,000 attendees per season

• HRHI: + 40,000 attendees per season

designed gogo costumes, as well as an abundance of confetti, streamers and CO2, it's no surprise people flock from around the world for the inimitable Ushuaïa experience.

• TOP DJs: David Guetta, Martin Garrix and Calvin Harris

• + 500,000 attendees per season

• Top 100 Clubs by DJ Magazine: Ushuaïa Ibiza #3

• International Nightlife Association: Ranked #2 "The Best World's Clubs 2018"

 International Dance Music Awards IDMA in Miami Awarded Ushuaïa Ibiza as Best Global Club.

HÏ IBIZA

• Since opening its doors for the very first time in 2017, Hi Ibiza has played host to many of the biggest names on the electronic music scene, welcoming thousands of party revellers from all around the world, all eager to experience the island's latest nightlife institution. With world-class residents, state-of-the-art design and sound and a commitment to putting the clubber at the centre of the experience, the groundbreaking club has proved itself a force to be reckoned with. • VIP tables service: VIP guests get to enjoy the wonders of our immersive live shows featuring the biggest names on the electronic music scene from the best viewing points in the venue.

• TOP Events and the best DJs on the planet: F*** ME I'M FAMOUS!, Armin van Buuren, Sunnery James & Ryan Marciano, Afterlife, BODYWORKS, Black Coffee, Glitterbox, RICHBITCH and Boris Brejcha.

• Winner of "The World's 100 Best Clubs 2018" by the International Nightlife Association.

• Winner of the Best Club in 2017 and 2018 and awarded 4th place in the TOP 100 CLUBS 2019 by DJ MAG.

• Glitterbox event: Winner of the Best Night since 2017.



F + B VENUES/CONCEPTS



Combining food, art and technology, this exclusive dining concept at Hard Rock Hotel Ibiza presents a high-ceilinged,

multifunctional rectangular room with a single neonlit communal table where Michelin-starred Chef Paco Roncero makes all the magic happen during a two-and-a half-hour gastro-show.





CHIC Cabaret & Restaurant means suggestive choreography, breath-taking acrobatics and enough space to invite a variety of styles, while diving into a

delicious dinner that dances to the beat of the show for TRS Hotels guests, act by act and plate by plate.



TROTAMUNDOS w SPOONK

Narumi is infused with elegance and subtlety due to the Asian origins of its food and its décor. It offers freshly prepared dishes at the Teppanyaki tables and the finest cocktails, the best grilled seafood, tempuras, Sushi & Sashimi among other Japanese specialties.

A "trip from Latin America to Asia through Spain" describe its menu, designed and developed by the chef Javi Mora with Jon Giraldo and Jaime Lieberman, the recognized Spoonik and Spoonik Club chefs, insignias of fusion cuisine.







With his 10 Michelin star experience, the Spanish chef Martín Berasategui presents restaurants in Bless Collection Hotels with authentic and healthy creations that truly embody their Basque roots, redefining haute cuisine.



Set in an elegant ambiance inspired by the formidable 1920's, Tatel Ibiza offers TATEL first-quality traditional Spanish cuisine. With an eclectic charm and a glamorous

scene, it combines live music shows, signature cocktails and fun every night.



IBIZA



A selected range of top quality beef cuts is displayed in the large climate-controlled "Cuts Gallery" for your selection.

- minam 14
- Sushi & Sashimi are the two specialties on the menu, but also vanguard creations that allude to the flavours of Japanese and Mediterranean influences



SKY LOUNGES AND BEACH CLUBS



UP IBIZA SKY SOCIETY at Ushuaïa Ibiza Beach Hotel Soaring eight floors above the beach, it boasts beautiful views as far as the eye can see, with nightly entertainment ranging from resident DJs to incredible artistic performances.



THE NINTH at Hard Rock Hotel Ibiza

SKY LOUNGES AND BEACH CLUBS

Mediterranean coastline from Ibiza's old town Dalt Villa and the natural beauty of Ses Salines National Park to the hustling and bustling of Playa d'en Bossa and the world famous Ibiza sunsets.



THE SIXTEENTH at Hard Rock Hotel Tenerife

The spectacular panoramic views of the Atlantic Ocean are complemented by the chic décor, creative cocktails and live music to experience the breathtaking sunset over majestic Teide, Europe's highest volcanic cone, or the Columbian island of La Gomera.







тне веасн by Ushuaïa Ibiza

This stylish beach club combines the best music with an exclusive ambience, exquisite cuisine and personalized attention. From delicious Mediterranean and fusion dishes to a glamourous backdrop of live DJ sets, its sophisticated terrace offers an unrivalled atmosphere, and the beach area features luxurious beds with first-class service and VIP treatment.

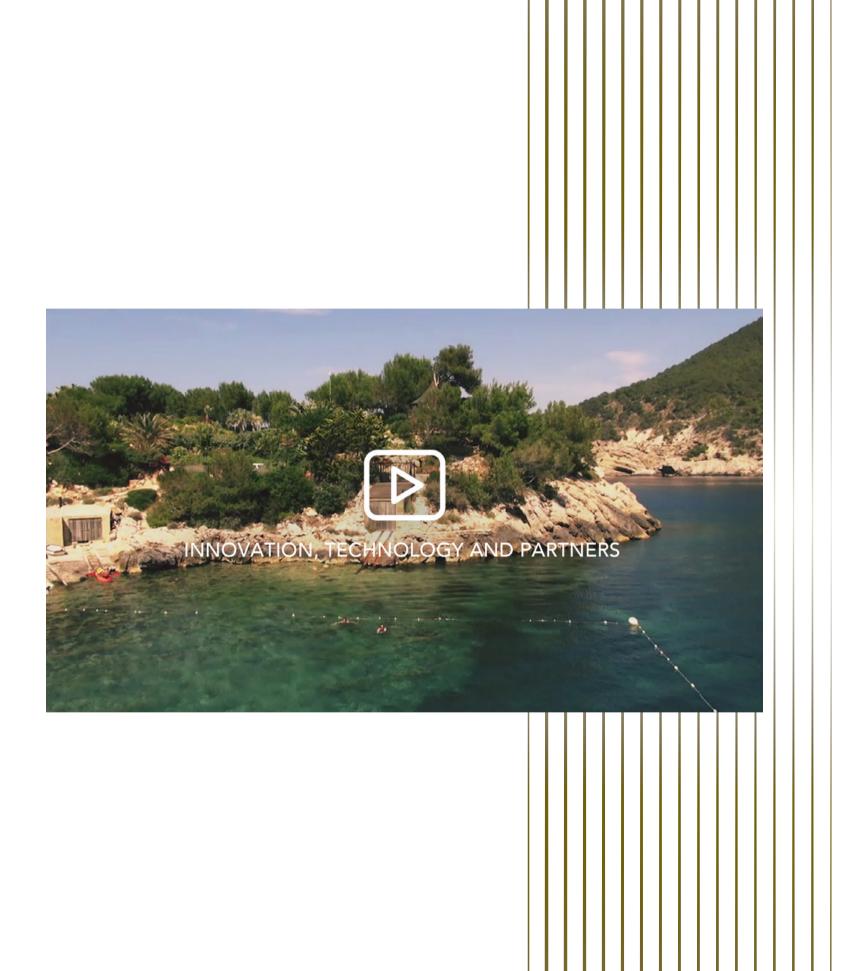


THE BEACH



THE BEACH

Sitting down at a table right in front of a lagoon surrounded by ocean views to enjoy live music and a fusion cuisine featuring authentic eco-friendly and healthy meals.



INNOVATION, TECHNOLOGY AND PARTNERS

Throughout its history, Palladium Hotel Group has been truly committed to integrate design, state-of-the-art technology and lifestyle innovations in every hotel.



2011

Incredible sound system at The Ushuaïa Club Pioneer Suites. Completely soundproof suites equipped with Pioneer CDJ 2000 decks, a DJM 2000 mixer, an AMP, 8 speakers and a subwoofer.
Two Video walls in the receptions of The Ushuaïa Tower and The Ushuaïa Club and three giant totems with integrated LED screens project dynamic

Club and three giant totems with integ video and photo materials. • Facebook totems distributed across Ush

• Facebook totems distributed across Ushuaïa Ibiza Beach Hotel. Through their Facebook profiles, guests were able to share their experiences in real time.

2014

• Smart bracelets at Ushuaïa Ibiza Beach Hotel and Hard Rock Hotel Ibiza. Hi-tech devices that allow guests to access their rooms without a key, make payments through PayPal and share their holiday experiences on social media.



• Sublimotion, a one-of-a-kind dining experience by Michelin-starred chef Paco

Roncero. Guests get to dine in a multifunctional space that recreates a unique atmosphere for all the senses, combining innovative technology with exquisite culinary delicacies.Free WiFi all throughout the resorts of Palladium Hotel Group across the Caribbean, Mexico, Brazil and Spain.

2016

• The world's biggest LED curved screen at Hard Rock Hotel Ibiza. Illuminating the skyline of Ibiza from the facade of the hotel, this is a 380 m2 concave and modular screen of high definition Leds.

• Smart ForTwo Ushuaïa Limited Edition 2016. Ushuaïa Ibiza partnered with Mercedes-Benz to launch an unparalleled fine line of SMART cars that comes in coupe.







2012

• Paytouch at Ushuaïa Ibiza Beach Hotel. Biometric technology that allows guests to make purchases with the touch of their fingertips and enjoy a secure, cash-free holiday.

• Microsoft Surface tablet computers and Xbox 360 entertainment devices. Available in selected suites and around the Ushuaïa Ibiza Beach Hotel lobby.

• Kinect, an infra-red detection system linked to Microsoft's Xbox 360 consoles. Connects rooms at Ushuaïa Ibiza Beach Hotel and enables video chat.



2018

• Smart bracelets to access the rooms without a key and make payments at Grand Palladium Hotels & Resorts and TRS Hotels.

2020

• Palladium TV, a unique channel full of captivating content that you'll be able to watch on the televisions found at any of the properties of Palladium Hotel Group, as well as on your smart phone. Enjoy a diverse catalogue of entertainment for all ages and tastes that will later turn into experiences. For the first time, a television program goes beyond the screen so that you can live it.



SOCIAL MEDIA HIGHLIGHTS





SPONSORSHIPS



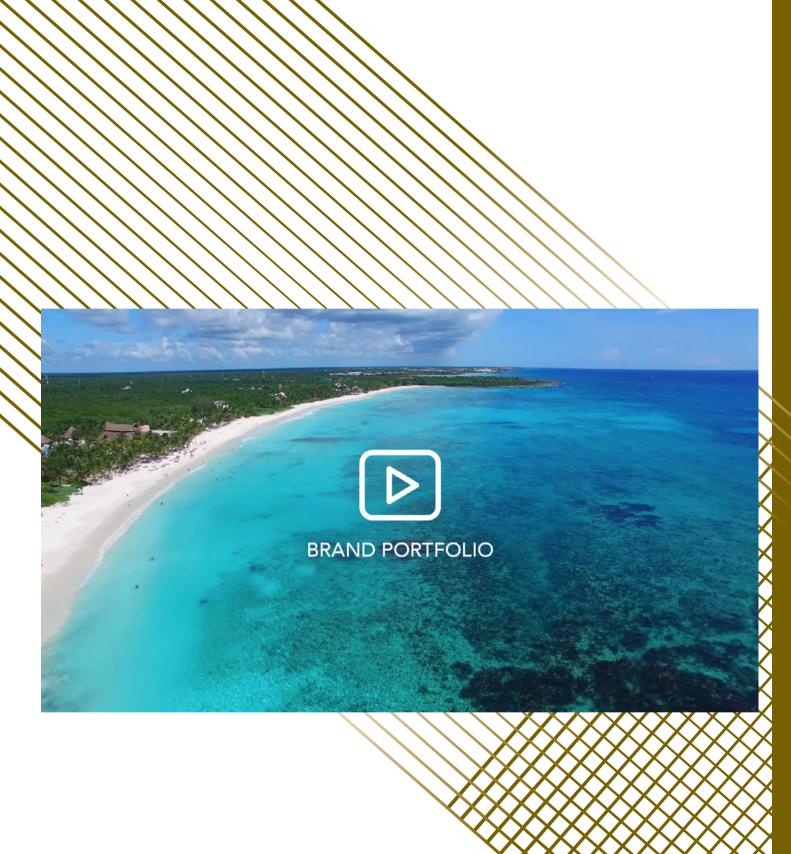
International sponsorship Brooklyn Nets New York Yankees Professional Bull Riders Real Madrid Basketball Team Rafa Nadal Tennis Centre La Liga (Spanish soccer league)





International sponsorship

Carmen Alonso (golf player) Ushuaïa Ibiza Volley JC Palau (AquaxCross) Mati Díaz (paddle player) Tony Vingut (quad rally rider)



BLESS COLLECTION HOTELS

LUXURY

EMIUM

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Modern high-tech hotels with style, located in the most privileged international beach and urban destinations around the world. Ideal for cosmopolitan quests that are looking for a unique place to fulfill their needs, but also pleasantly surprise them.



TRS Hotels offers the best adults-only luxury experience, modern and comfortable facilities and a wide range of luxurious all-inclusive amenities with personalized attention for couples and single travelers. Ofering private beach access, our hotels are located in the most desirable destinations of the Caribbean, in Mexico and the Dominican Republic.

GRAND PALLADIUM HOTELS & RESORTS

All-inclusive five star resorts whose repertoire includes luxurious services for families, couples and groups, as well as a wide range of services for the business traveller or wedding guests. You will not find better equipped or more complete facilities for children anywhere else in these destinations.

With hotels for families with children, as well as options for adults only, they offer all-inclusive vacations in the best sun

5

PALLADIUM

and beach destinations, with quality services, a wide culinary offer, excellent customer service and personalized service.

The best and most exclusive daytime parties in an elegant hotel with a distinct personality, Ushuaïa offers its quests a unique combination of the best music and entertainment for adults, featuring the world's best DJs, an exclusive design, the latest technology, VIP service and an exciting variety of gastronomy.



The prestigious international Hard Rock Hotels brand combines style and lots of energy in all its 5-star complexes, together with unique entertainment and cuisine to guarantee guests out-of-the-ordinary experiences in which music is the element that binds everything together.



Located in exclusive settings surrounded by nature, these establishments offer a unique combination between a boutique hotel and an agritourism, where elegance nature and privacy blend together to provide guests and visitors with the perfect place in which to enjoy an intimate and relaxing stay.

Only

Only You Hotels is the result of a surprising combination of boutique hotel and the current trend of the so-called "lifestyle establishments". Only YOU is a signature boutique hotel concept focused on the premium market segment where quests are always the first priority. We combine exclusive products with personalized service to deliver unique experiences (urban and beach destinations).

AYRE HOTELES

Four-star urban hotels, ideal for city-breaks and business trips. Located in Spain's most important cities, they offer a professional scenario and a first class service that is characterized by its friendly, easy-going nature. Business facilities are also available, featuring state-of-the-art technology.

TRS H O T E L S

• TripAdvisor Certificate of Excellence • Travelers Choice • Tui Environmental Champion Award



TRS Hotels Punta Cana, Dominica Republic - Costa Mujeres & Mayan Riviera, Mexico TRS Coral Hotel (a member of The Leading Hotels of the World)

Rooms: 1,414 \cdot Leisure \cdot All-Inclusive \cdot 5-star Grande Luxe \cdot Butler service \cdot Exclusive areas

- \cdot Adults-only hotels located at the most beautiful destinations of the Caribbean
- · With Infinite Indulgence®, it's all included
- \cdot International à la carte restaurants and premium bars
- \cdot Chic Cabaret & Restaurant featuring a 3-h show and over 20 artists on stage
- \cdot Complimentary access to the wet zones of Zentropia Palladium Spa & Wellness
- \cdot Butler service and free access to the neighbouring Grand Palladium Hotels & Resorts

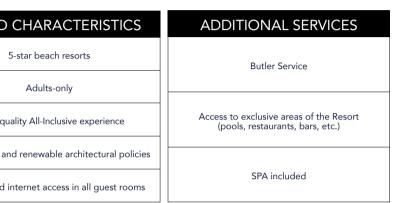
BRAND PORTFOLIO

TRS

	BRAND REQUIREMENTS		BRAND
	Type of Agreement	Management Contract	
	Location	Front-line Beach Resorts	High-qu
			Sustainable ar
Size		More than 200 Rooms	High-speed i

TARGET DESTINATIONS		
EMEA	Greek Islands Croatia Algarve Canary Islands Balearic Islands Italy Cyprus Turkey	
LATAM CARIBE	Golfo Papagayo Aruba Los Cabos Bahamas Barbados US Virgin Islands Puerto Rico Colombia	
Asia	Dubai Maldives Phuket Koh Samui Kuta	





GRAND PALLADIUM HOTELS & RESORTS

Travellers Choice • RCI Gold Crown Resort® • TOP 100 All Inclusive • Holiday check Award
 • Best all-inclusive resort in Spain at the European World Travel Awards



Grand Palladium Hotel & Resorts Ibiza, Spain - Punta Cana, Dominican Republic - Costa Mujeres & Mayan Riviera, Mexico - Imbassai, Brasil - Montego Bay, Jamaica

Rooms: 6,947 · Leisure · All-Inclusive · 5-star · Kids areas

- \cdot Family-friendly beachfront hotels located in America and Europe
- · With Infinite Indulgence®, it's all included
- · International à la carte restaurants and bars
- \cdot Convention Centre with comfortable meeting rooms and multiple options
- \cdot Features Family Selection, a hotel within the hotel with exclusive services

BRAND PORTFOLIO

 BRAND REQUIREMENTS
 BRAND

 Type of
Agreement
 Management Contract
 Fa

 Location
 Front-line Beach Resorts
 High-qu

 Size
 More than 300 Rooms
 Palladiu

TARGET DESTINATIONS		
EMEA	Greek Islands Croatia Algarve Canary Islands Balearic Islands Italy Cyprus Turkey	
LATAM CARIBE	Golfo Papagayo Aruba Los Cabos Bahamas Barbados US Virgin Islands Puerto Rico Colombia	
Asia	Dubai Maldives Phuket Koh Samui Kuta	



BRAND CHARACTERISTICS

- 5-star beach resorts
- Family-Friendly concept
- High-quality All-Inclusive experience
- Sustainable and renewable planning and design
 - Palladium Travel Club private areas
- High-speed internet access in all guest rooms

5 PALLADIUM

Travellers Choice • Booking.com Guest Review Awards
 TripAdvisor Certificate of Excellence • Recommended on Holiday Check



Palladium Hotels Ibiza, Málaga · Spain

Rooms: 820 · Leisure · Family Friendly

- \cdot Modern beachfront hotels in the most stunning locations of the Mediterranean, in Ibiza and Malaga
- \cdot À la carte and international restaurants catering to all tastes
- Unique bars with premium beverages
- \cdot Fantastic pools, live entertainment and exciting activities
- · Personalized services to deliver maximum comfort

BRAND PORTFOLIO

5 PALLADIUM BRAND REQUIREMENTS BRAND CHARACTERISTICS Type of Agreement 4-star all inclusive beach resorts Management Contract Adults or Family Location Front-line Beach Resorts Comfort & Hospitality More than 300 Rooms Size Well-being & Relaxation

	RGET NATIONS	
EMEA	Greek Islands Croatia Algarve Canary Islands Balearic Islands Italy Cyprus Turkey	-
LATAM CARIBE	Golfo Papagayo Aruba Los Cabos Bahamas Barbados US Virgin Islands Puerto Rico Colombia	
Asia	Phuket Koh Samui Kuta	



SHUAÏA UNEXPECTED HOTELS



Ushuaïa Unexpected Hotels Ibiza · Spain

415 rooms · Leisure · 5-star category

- \cdot Music themed adults-only hotel located in Ibiza
- \cdot Unique open air club
- \cdot Live music events with world's most renowned DJs
- \cdot 24-hour room service and personalized attention
- \cdot Dynamic, imaginative, exclusive and fun; that's The Unexpected Breakfast
- · The Ushuaïa Official Store
- · Recording studio available

BRAND PORTFOLIO

VUSHUAÏA UNEXPECTED HOTELS

The best and most exclusive daytime parties in an elegant hotel with a distinct personality, Ushuaïa Ibiza Beach Hotel offers its guests a unique combination of the best music and entertainment for adults, featuring the world's best DJs. an exclusive design, the latest technology, VIP service and an exciting variety of gastronomy.

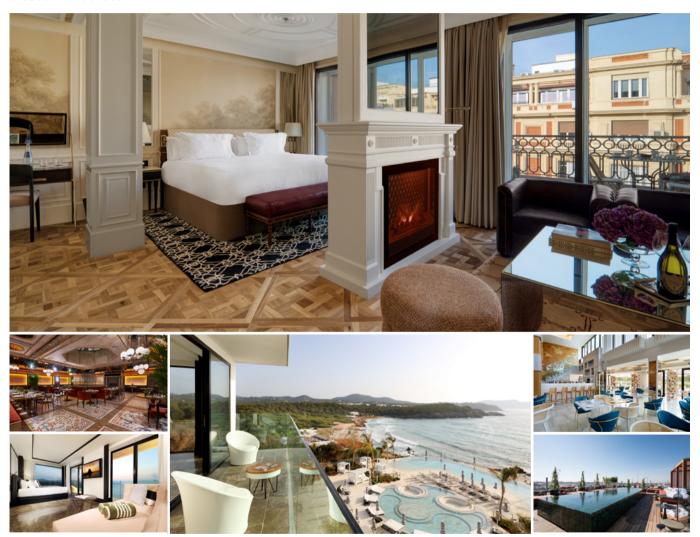
BRAND REQUIREMENTS		BRAND CHARACTERISTICS	ADDITIONAL SERVICES
Type of		Live premium music experiences in private concert areas from the world's top DJs	Spa & Wellness Center
Agreement	Management Contract	Adults-only	Variety of Gourmet Restaurants
	Electronic Music	Focuses on VIP & Clubbing experience	
Location	Top Destinations	Top Destinations State-of-the-art technology and innovative amenities	Luxury Yacht Rental
		Personalized room service	VIP Tables
Size	More than 300 Rooms	Modern and avantgarde Design	Recording Studio

TARGET DESTINATIONS		
USA	Las Vegas Miami	
EMEA	Tel Aviv	



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IBLESS



Bless Collection Hotels Ibiza, Madrid · Spain LEADING HOTELS 262 rooms · Leisure and Urban · Adults Preferred

- \cdot Contemporary luxury hotels located at the best holiday and urban international destinations
- \cdot Vanguard interior design: contemporary + classic + urban + modern touch
- · Personalized services and premium amenities
- · Signature gastronomy by Martín Berasategui, Etxeko restaurant
- · Non-stop cultural agenda and music experiences

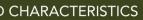
BRAND PORTFOLIO

BLESS

BRAND REQUIREMENTS		BRAND
Type of Agreement	Management Contract	Leading Cultural,
Location	Front-line best vacation destinations Top leisure city destinations wordwide	Top Locations i
Size	75 - 200 Rooms	CI

TARGET DESTINATIONS		
EMEA	London Paris Rome Milano Venice Amsterdam Lisbon Vienna Prague Budapest Greek Islands Algarve Dubrovnik Tel Aviv	
USA	NYC San Francisco Miami Chicago Boston L.A.	
LATAM CARIBE	Mexico City Bogota Golfo Papagayo Aruba Los Cabos Bahamas Barbados US Virgin Islands Puerto Rico Colombia	
Asia	Bangkok Hong Kong Shanghai Singapore Dubai	





5-star Luxury hotels Hotels of the World standard

, Leisure & Business Friendly

in the Most Emblematic destinations

igh-end Group Meetings

Lifestyle Luxury

Chic Urban Environment

ADDITIONAL SERVICES

Signature Restaurant

Sensory architecture in all areas

Very different atmospheres (day / night - relax / energy / connect)

Sky Lounge

Only YOU

• VII Tourism Awards La Razón 2018 • Travellers Choice • World Boutique Hotel Award



Only YOU Hotels Madrid · Spain

329 rooms \cdot Urban Boutique \cdot 4+ / 5-star

- \cdot Luxury hotels for cosmopolitan travelers located in Madrid
- \cdot Historic buildings renovated and enhanced by skillful décor, work of acclaimed designer Lázaro Rosa-Violán
- \cdot Memorable service based on a passion for small details
- · Place to be in the city with a vibrant calendar of experiences: jazz sessions, live music, events, showrooms...
- \cdot Inspiring meeting rooms equipped with the most modern audiovisual technology

BRAND PORTFOLIO

Only YOU

BRAND REQUIREMENTS		BRAND
Type of Agreement	Management or Lease Agreement	4-
Location	Urban & Leisure Boutique Hotels	Top Location
Size	75 - 200 Rooms	Hig
		CI

TARGET DESTINATIONS		
EMEA	London Paris Rome Milano Barcelona Prague Budapest Amsterdam Vienna Lisbon Florence Porto San Sebastian Dublin Munich Bilbao Palma de Mallorca	
USA	NYC San Francisco Miami Chicago Boston L.A.	
LATAM CARIBE	Mexico City Bogota Aruba Barbados Bahamas	
Asia	Bangkok Hong Kong Shanghai Jakarta Singapore	

O CHARACTERISTICS

4-star superior and 5-sta urban & leisure hotels

Lifestyle concept

ons in the Most Cosmopolitan Cities

ligh-end Group Meetings

Chic Urban Environment



$34_{ ext{Global}}$ development dossier

BRAND

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