

Engagement with our stakeholders has enabled us to better understand what is considered material to them and better position our business model and strategy.

➤ Read more about our materiality assessment in the ESG report on page 66

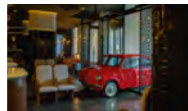
Our purpose

Creating valuable memories for our guests and value for our assets, people and local communities.

Key sources of value



Diverse prime property portfolio
Our real estate portfolio consists of properties in the heart of strategic gateway cities and resort destinations.



Multi-brand approach
We select the right brand for each property, using our own as well as those from the Radisson Hotel Group.



In-house hospitality management platform
Our expert team of hospitality specialists manage our own properties as well as those of third parties.



International network
Our strong international network cultivated in the past 30+ years includes banks, contractors, suppliers and strategic partners.

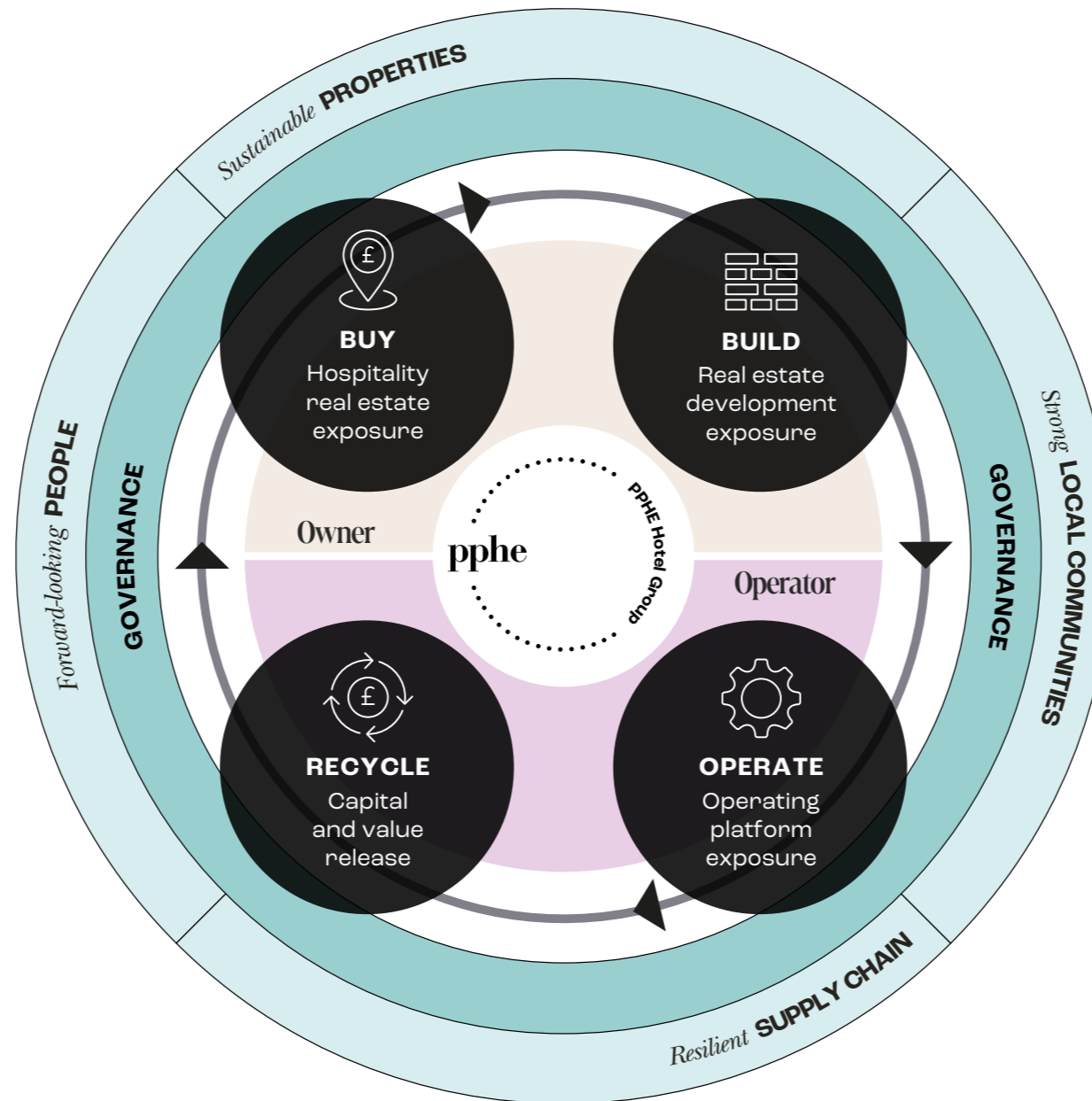


Our people and culture
Our strong track record of creating memorable guest experiences is consistently delivered by our team members.



Financial strength and non-dilutive capital approach
Our portfolio has grown from a single property into a £2.2 billion portfolio without diluting shareholders since IPO, and we enjoy a strong cash position.

How we create value



The value we create

Team members
We offer rewarding international employment opportunities for our team members with continuous investment in training programmes.

83%
Employee engagement score measured through surveys

Guests
We offer memorable hospitality experiences in vibrant destinations with our high quality products and services.

86.4%
Guest satisfaction rating score

Investors
Our shareholders benefit from the attractive industry dynamics of the markets in which we operate as well as our flexible business model, developments and operations. This drives both capital appreciation and income from dividend.

36p
Total ordinary dividend for the year, per share

Affiliates
Our partnership with Radisson Hotel Group gives us access to global distribution systems, powerful online and mobile platforms, and global sales, marketing and buying power. As part of the Radisson Rewards Programme members account for a significant part of Park Plaza hotels annual occupancy.

16m
Radisson Rewards™ global loyalty programme has over 16 million members worldwide

Local communities
We care about our neighbourhoods and make positive contributions to our local communities and the people who work and/or live there through fundraising activities, employment opportunities, volunteering, and local resourcing partnerships and charities.

Suppliers
As an owner/operator, long-term sustainability and ethical operations are high on our agenda, including, supply chain management and the development of long-term relationships with strategic partners, many of whom are local.