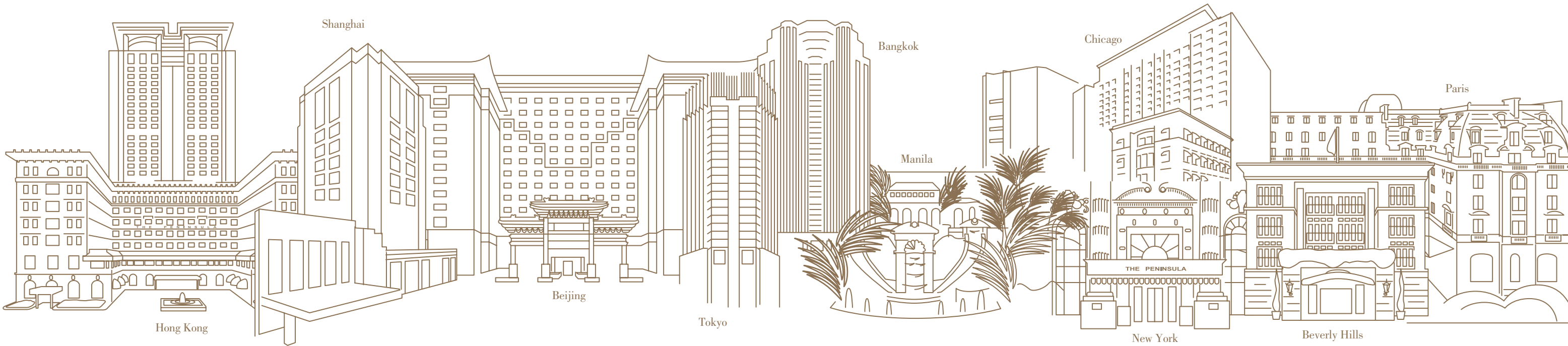


CONTENTS



Accomplishments and Results 2019

6	Company at a Glance
10	2019 Highlights
16	Financial Highlights
17	Non-Financial Highlights
18	Financial Review Summary
20	Ten Year Operating Statistics
21	Ten Year Financial Summary
22	Letter from the Chairman
26	CEO's Strategic Review
37	Operational Review
68	Financial Review

Creating Stakeholder Value

86	Our People
92	Our Cities
96	Our Guests
102	Engaging Our Stakeholders
104	Awards in 2019

Governance

110	Chairman's Governance Overview
112	Our Leadership — Board Members
118	Our Leadership — Senior Management and Key Functions
121	Our Leadership — Diversity
123	Corporate Governance Report
140	Group Risk Committee Report
148	Group Corporate Responsibility Committee Report
152	Audit Committee Report
154	Nomination Committee Report
156	Remuneration Committee Report
160	Directors' Report

Financial and Sustainability Data Statements

168	Independent Auditor's Report
173	Financial Statements
240	Independent Assurance Report
242	Sustainability Data Statements

Additional Information

244	Glossary
246	Shareholder Information
247	Reservations and Contact Addresses