# Contents

# Accomplishments and Results 2015

O2 Snapshot of HSH in 2015

04 Company at a Glance

08 Financial Highlights

09 Non-Financial Highlights

10 Financial Review Summary

12 Ten year Operating Statistics

13 Ten year Financial Summary

### **Business Model**

14 HSH Business Model and Investment Strategy

### Performance and Outlook

Chairman's Statement

24 CEO's Strategic Review

54 Financial Review

# Creating Shareholder Value

The Peninsula Paris

A Glamorous Grand Opening

A Vision for Sustainable Luxury

78 Our People and Expertise

81 Our Brand

88 Our Innovation

# External Environment

92 External Environment and Industry Trends

#### Governance

100 Chairman's Overview

102 Board of Directors

Senior Management & Key Functions

Corporate Governance Report

132 Group Risk Committee Report

138 Group Corporate Responsibility

Committee Report

140 Audit Committee Report

Nomination Committee Report

144 Remuneration Committee Report

148 Directors' Report

### Financial and Sustainability Statements

155 Financial Statements

212 Independent Auditor's Report

213 Sustainability Data Statements

215 Independent Assurance Report

### Additional Information

217 Glossary

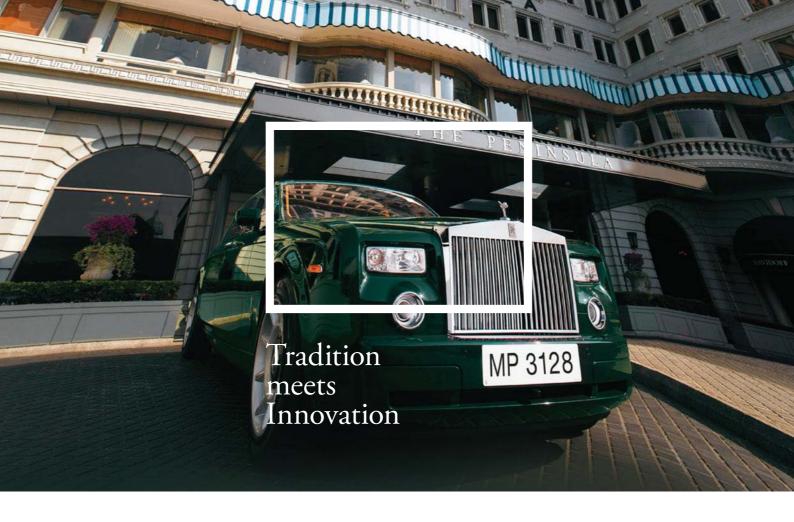
219 Shareholder Information

220 Reservations and Contact Addresses









In this year's Annual Report we have moved further towards integrated reporting as envisaged by the International Integrated Reporting Council (IIRC – www.theiirc.org).

In the IIRC's words "Integrated Reporting brings together material information about an organisation's strategy, governance, performance and prospects in a way that reflects the commercial, social and environmental context within which it operates. It provides a clear and concise representation of how an organisation demonstrates stewardship and how it creates and sustains value".

The objective of our approach is to provide a connected view of the different aspects of our performance by publishing this Annual Report and a separate Corporate Responsibility and Sustainability Report to highlight our vision, strategy and our achievements in 2015. Together with our company's website, the two reports enable our stakeholders to have a more informed assessment of our company.

Our integrated approach encapsulates a number of different reference guidelines, including the International Integrated Reporting Framework published by the International Integrated Reporting Council, The Stock Exchange of Hong Kong Limited's (HKEx) Environmental, Social and Governance Reporting Guide, the Hong Kong Institute of Certified Public Accountants' (HKICPA) approach on corporate governance disclosure, and the Global Reporting Initiative G4 Sustainability Reporting Guidelines.

Our financial statements have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards, the requirements of the Hong Kong Companies Ordinance and the applicable disclosure provisions of the Rules Governing the Listing of Securities on HKEx.

We welcome your feedback. Please share your views with us by post or email.





