



OUR BRAND

We have a diverse portfolio of award-winning hotels, properties, clubs and services.

Since the opening of The Peninsula Hong Kong in 1928, The Peninsula Hotels brand has been synonymous with excellence, glamour and timeless elegance. It is this brand recognition and emotional engagement with the Peninsula story that drives our business results and ensures that our guests return time after time.

As a result of the grand opening of The Peninsula Paris in April 2015, our brand enjoyed new levels of visibility, brand awareness and luxury positioning. Our debut in Europe provides a truly global footprint and is a great example of the Peninsula brand promise. News coverage of The Peninsula Paris opening, including the grand opening party, generated a PR value of more than US\$265 million. Forbes reported that The Peninsula Paris was "The Biggest Hotel Opening of the Year in 2015".

How are we different from other luxury hotel brands? As an owner-operator, we are able to invest in our properties to achieve product consistency and a pursuit of excellence. We offer guests exceptional and memorable experiences through our superior product and commitment to world-class service. We have a reputation that goes well beyond our footprint and we pride ourselves on being at the heart of the community. We differentiate by offering guests iconic local experiences that they cannot find elsewhere; the people who stay in Peninsula hotels are sophisticated world travellers and we help bring the destination to life for them.

For example, The Peninsula Academy, our iconic experiential programme, provides in-house guests with a bespoke opportunity to learn about and gain exposure to each of our iconic destinations. The rich culture and hidden gems



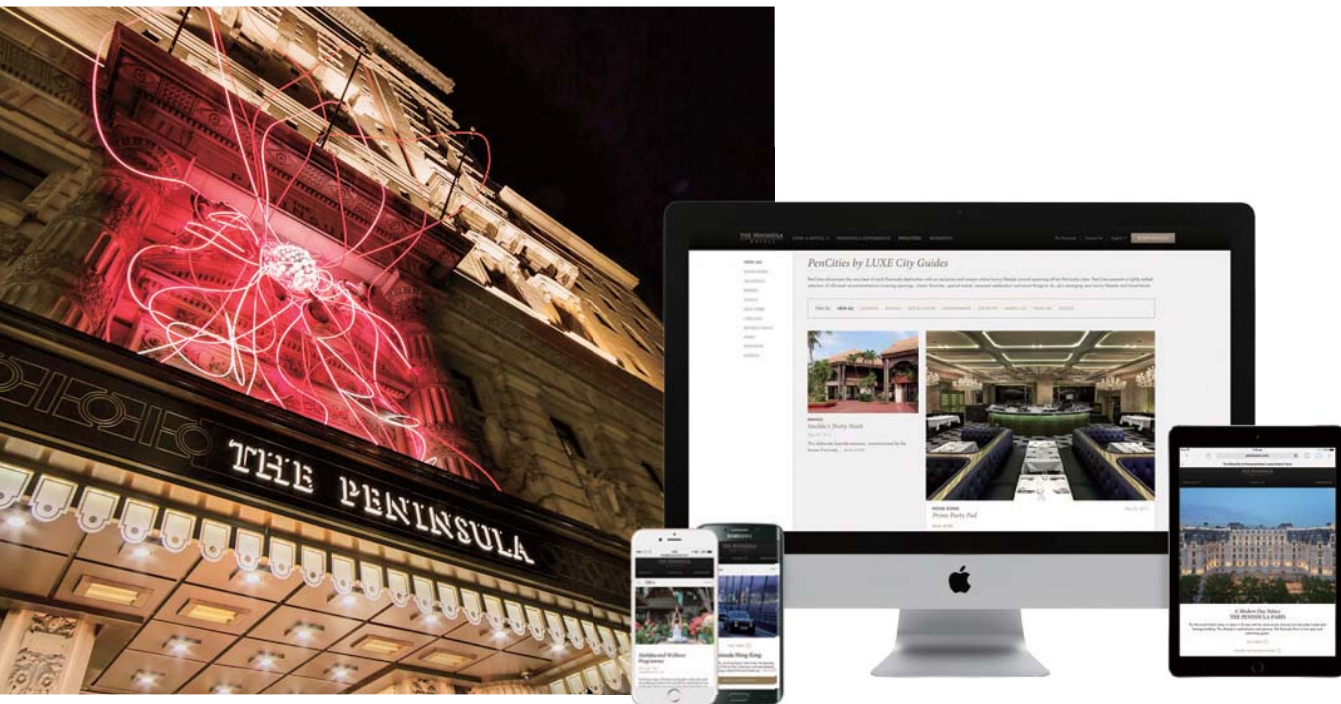
of each location are highlighted in a variety of inspired and bespoke programmes, which in 2015 included a behind-the-scenes visit to Parc des Princes stadium to meet the Paris Saint Germain football team; a Hollywood fitness programme with trainer to the stars James Duigan, and helicopter tours over the Great Wall of China. In line with our Sustainable Luxury Vision 2020, we placed an increasing focus on family and wellness in 2015 through our Peninsula Academy programmes.

Online technology is having an enormous influence on the travel and tourism sector, with the majority of travellers now using mobile to research and book their trips, review destinations and post their experiences online. Mobile is a fast-growing channel to book hotels and flights.

To stay relevant and competitive, The Peninsula Marketing team continued to enhance its digital strategy in 2015 following on from the launch of the peninsula.com website in 2014. The aim is to continue to innovate with improved digital content, and to leverage technology enhancements to deliver more seamless experience to our guests. In 2015, we launched two new language sites in Spanish and Portuguese to appeal to new audiences in Latin America. We also made significant investments in a new mobile-specific site, placing an emphasis on mobile functionality as well as increasing engagement on social media with a comprehensive social content strategy. We developed more content to tell The Peninsula story in a more dynamic and engaging way, with the objective of speaking to new audiences as well as current guests.

| Pre Trip | During Trip | Post Trip |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| Discover & Dream 52% of people consult Facebook photos for travel ideas | Resolve 47% of people actively seek customer service on social media | Memorialize 76% of travellers post vacation photos on social media |
| Decide 37% of people consider travel blogger reviews before making decisions | Explore 83% of people use YouTube and Google to explore destinations | Review 46% of people review hotels on social platforms e.g. Tripadvisor |
| Book 33% of people book on hotel brand website | Connect Travellers connect with friends and family during the trip via social media | Recommend 92% of users trust recommendations from friends and family |

Source: Isobar US. 2015



In 2015 we launched The Peninsula Mobile Experience, a content-rich mobile site which brings our celebrated hospitality to guests' fingertips on their smartphones. This included special functions for users with engaging content, videos and useful tips. A unique highlight is PenCities by LUXE, produced in an exclusive partnership with stylish travel guide publisher LUXE City Guides. In April, we also established an innovative and exclusive partnership with online luxury fashion retailer and publisher NET-A-PORTER.com to create a series of stylish mini guides to the world's most dynamic gateway cities, promoted across their channels as well as our own.

We share the soul of our brand with our guests through videos, stunning photography and frequent updates on our beautifully designed website www.peninsula.com.

We selectively partner with a series of handpicked digital influencers who share our brand ethos and appeal to our guests, to showcase our hotels and boost the appeal of our destination cities.

This investment in digital has proven results; the investment in the new website was paid off within 18 months since launch. We have saved more than US\$10 million in commissions as a result of guests booking directly with our website. The new mobile site has increased revenue from

bookings on our website by 25%. Following the renovation of The Peninsula Chicago and with the launch of our new mobile site, some 27% of bookings for The Peninsula Chicago came from online sources. Our corporate social channels on Facebook, Instagram and Twitter grew by an average 44%.

While continuing our marketing efforts in the established markets of North America, China, Japan, Australia, France, Germany and the UK, we organised new bespoke PR and brand awareness campaigns in Brazil, Mexico, and Russia. Our sales team worked closely with our key accounts to leverage on major consortia networks in America and Australia. Our target is to grow 10% revenue from increased sales opportunities via these partnerships.

In addition to our annual group-wide campaigns of The Peninsula Academy and charity initiatives such as Peninsula in Pink, and Trees of Hope, in 2015 we further promoted The Peninsula Brand through targeted participation at Art Basel Hong Kong, Expo Chicago and we explored deeper linkages with art and film through major global art fairs and film festivals. Following the success of *The Quail: A Motorsports Gathering*, we are deepening The Peninsula's association with luxury cars and we announced the launch of a new Peninsula Classics "Best of the Best" as part of our Peninsula Signature event series.



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Over the last two years we have focused on a strategy of streamlining our sales organisation to create more synergy, increase productivity and improve efficiency. We have moved towards a final phase of “Sales Globalisation” with the aim of uniting our Regional Sales Offices. To achieve this we have placed increasing investment in sales training, product familiarisation, assignment and setting of sales targets.

To build closer relationships with our selected travel agents, we established and expanded our PenClub programme, which offers a collection of priority benefits to thank loyal travel professionals for their continued support, and to inspire new agents and their clients to share in the Peninsula experience. PenClub is a select and personalised programme, with membership by invitation only, which rewards members with generous enticements and tailored incentives.

We are delighted that our sales and marketing efforts and our absolute dedication to our guests has resulted in significant brand recognition in terms of prestigious awards and accolades. A full list of awards and accolades is on the next page.

AWARDS IN 2015



| Operation | Awards | Organisers |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| The Hongkong and Shanghai Hotels Annual Report 2014 | ARC Awards Rank 17 – Top 100 Annual Reports 2015 <ul style="list-style-type: none"> Grand Award – Best of Category – Chairman's Letter Chairman's/President's Letter (Gold) Photography (Gold) Printing & Production (Gold) Interior Design (Bronze) | MerComm. Inc.  |
| | Platinum Award – Non-Hang Seng Index (Large Market Capitalisation) | Hong Kong Institute of Certified Public Accountants' 2015 Best Corporate Governance Disclosure Awards |
| | Winner – Sustainability and Social Responsibility Award | Hong Kong Institute of Certified Public Accountants' 2015 Best Corporate Governance Disclosure Awards |
| | Bronze – General Category | Hong Kong Management Association |
| The Hongkong and Shanghai Hotels | CDP's Climate Disclosure Leadership Index for the region, recognising the top 10% of CDP reporting companies | |
| The Peninsula Hotels | EarthCheck Silver Certification The Peninsula Chicago The Peninsula Tokyo The Peninsula Bangkok The Peninsula New York The Peninsula Hong Kong | |
| | Hurun Best of the Best Awards 2015 – Best Luxury Hotel Brand | Hurun Report (China) |
| | 2015 Best in Business Travel Awards – 'Best Hotels for Business' and 'Best Hotels Room Design & Amenities' | Travel + Leisure and Fortune (US) |
| The Peninsula Hong Kong | Readers' Travel Awards 2015 – Favourite Overseas Business Hotel | Conde Nast Traveler (US) |
| | Best Business Hotel Worldwide | 2015 Business Traveller Awards |
| | 2015 Ultratravel Awards – Best Hotel in Asia & Australia | The Daily Telegraph (UK) |
| The Peninsula Shanghai | The Best Hotel in China | 2015 Condé Nast Traveler Readers' Choice Awards, Condé Nast Traveler (US) |
| | No. 1 In Asia, No. 8 in the World | Travel + Leisure 2015 World's Best Hotels |
| | The World's Top 100 Hotels | 2015 Robb Report's annual Top 100 Hotels List (US) |

| Operation | Awards | Organisers |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| The Peninsula Beijing | Best Chinese Restaurant – Huang Ting | Tatler Magazine |
| | Best TCM Treatment of the Year – The Peninsula Spa (Chinese Meridian Treatment) | Spa China Magazine |
| | The Hall of Fame (for 5 consecutive years) | TripAdvisor |
| The Peninsula Tokyo | The Peninsula Spa – Crystal Award 2015 Top Spa in Japan | Spa Finder (Japan) |
| | The Peninsula Spa Five-Star Ranking | Forbes Travel Guide (US) |
| | Business Travel Poll 2014 Best Hotels in Tokyo – Rank #1 | FinanceAsia (Hong Kong) |
| The Peninsula Bangkok | No. 1 Best Hotel Spa in Asia | Travel + Leisure |
| | No. 2 Best Hotel in Asia | Travel + Leisure |
| | No. 1 Top 10 Hotel in Bangkok Reader Choice Award 2015 | Condé Nast Traveler (USA) |
| The Peninsula Manila | No. 1 Philippines' Best Hotel Spa 2015 | World Spa Awards 2015 (UK) |
| | No. 7 Top 15 Hotels in Southeast Asia | Condé Nast Traveler (US) |
| | No. 17 Top 25 Luxury Hotels in the Philippines | TripAdvisor: Travelers' Choice Awards 2015 |
| The Peninsula New York | Best of Award of Excellence | Wine Spectator |
| | No. 2 in New York City – Best Hotels in the USA | US News and World Report |
| The Peninsula Chicago | The World's Top 100 Hotels at Top 100 Hotels List 2015 | Robb Report (US) |
| | Forbes Travel Guide 2015 Star Award Five-Star Hotel | Forbes Travel Guide |
| | AAA Five Diamond Award 2015 | American Automobile Association |
| The Peninsula Beverly Hills | No. 1 Best Hotel in the United States for Fifth Consecutive Year | Global Traveler |
| | Best of the Best Virtuoso Awards "Most Innovative Guest Experience" | Virtuoso |
| | No.1 Top 10 U.S. Hotels for Business Travelers | Condé Nast Traveler (US) |
| The Peninsula Paris | Top 100 Hotels in the World, Best Hotels in Europe – The best hotel in France – Fifth best in Europe – 48th in the 100 Best Hotels in the World | Condé Nast Traveller Readers' Choice Awards |
| | It List 2015 | Travel + Leisure |
| | Best Renovation and Restoration | European Hotel Design Awards 2015 |
| The Repulse Bay | Best Residential Complex 2015 | Southside Magazine Reader's Choice Award |
| The Peak Tram | Certificate of Excellence 2015 (COE 2015) | TripAdvisor |
| The Landmark Vietnam | Top Serviced Apartment – The Guide Awards 2014-2015 | Vietnam Economic Times |
| | The Best Manager in Caring for Staff Benefits (For Mrs. Bee Lian Ng, General Manager) | HCMC Trade Union |
| | Golden Dragon Award | Vietnam Economic Times |
| Quail Lodge & Golf Club | Top 5 Most Important Golf Course Renovations in 2015 | Golf Vacation Insider |
| | No. 8 The Best Hotels in the World for Fall (2015) | Huffington Post |
| | Katherine Marren, Quail Lodge Golf Academy's PGA Director of Instruction, Top 20 Best Golf Instructors in California | Golf Digest |
| Thai Country Club | Best Golf Courses in 206 countries – No.2 in Thailand | Golf Digest |
| | Best Managed Golf Club in Asia Pacific – First Runner Up | 2015 Asian Golf Awards |
| | Best Locker Room/Male or Female in Asia Pacific – First Runner Up | |
| | Best Course in Thailand – First Runner Up | |
| Peninsula Clubs and Consultancy Services | No.3 Best Business Class Airline Lounges – Cathay Pacific Business Class Lounge | The Skytrax Awards |