



MANDARIN ORIENTAL  
THE HOTEL GROUP



# BUSINESS PROFILE



# Our Vision

A World of Fans



# Our Mission

Delight and Inspire  
Our Fans at  
Every Opportunity



# Guiding Principles

## **DELIGHTING OUR CUSTOMERS**

We are committed to exceeding customers' expectations by surprising them with our ability to anticipate and fulfil their wishes.

## **DELIGHTING OUR COLLEAGUES**

We provide a caring, motivating and rewarding environment for all. We value diversity and bring out the best in our people by investing in their personal development, enabling a fulfilling career with the Group and beyond.

## **BECOMING THE BEST**

We are committed to continual improvement and to making a difference every day. We strive to be an innovative leader in our industry.

## **WORKING TOGETHER**

We believe in teamwork and we treat each other with mutual trust and respect. By working together cooperatively and inclusively, we all contribute, and are part of, the Group's success.

## **ACTING WITH RESPONSIBILITY**

We maintain integrity, fairness and honesty in all our relationships and in everything that we do. We support initiatives that sustain and improve the environment and are responsible members of our communities.







# CORPORATE OVERVIEW





MANDARIN ORIENTAL is the award-winning operator of some of the world's most luxurious hotels, resorts and residences.

Recognised for creating some of the world's most sought-after properties, the Group offers contemporary luxury with its signature oriental charm. Above all, Mandarin Oriental is renowned for creating unique hotels through distinctive design.

Mandarin Oriental's vision is to 'A world of Fans'. To achieve this the Group invests in its exceptional people and its facilities to maximise profitability and long-term value for all its stakeholders. Industry and customer groups regularly recognise Mandarin Oriental for its outstanding, award-winning service, its exceptional design and architecture, its innovative dining, holistic spas and wellness facilities, and its quality management.

The Group was founded in 1963 with the opening of 'The Mandarin' in Hong Kong. In 1974, the Group acquired 49% of Bangkok's famous historic hotel, 'The Oriental', and the brand Mandarin Oriental was born.

Over the past sixty years, the Group has grown from its Asian roots into a global brand, operating in major cities and resort destinations, with a strong pipeline of properties under development.

In addition to hotels and resorts, the Group operates The Residences at Mandarin Oriental, which offer discerning home owners a unique lifestyle with the best of both worlds: the comforts of a private residence combined with privileged access to the amenities and legendary service of the the brand. In 2022 the Group launched Mandarin Oriental Exclusive Homes, a hand-picked collection of the world's most luxurious private homes, delivering exceptional Mandarin Oriental experiences.



# AN INTRODUCTION

## A LEVEL OF EXCELLENCE

Mandarin Oriental Hotel Group is committed to sustaining profitability and long-term shareholder value. The company's significant advantages include impressive global brand recognition, focused, proprietary management systems and strong financial resources and controls.

Our mission, which is to delight and inspire our fans at every opportunity, helps to distinguish us in the eyes of our customers, colleagues and partners. In addition, our guiding principles ensure that we operate to the highest standards in all facets of our business.

We are an innovative leader in the hotel industry, and as such we continually improve the quality and relevance of our products and services to ensure that the brand remains relevant to today's audience.

## LEGENDARY QUALITY EXPERIENCES

Mandarin Oriental hotels have a long-standing reputation for excellent guest service. A well-defined and energised company culture enhances the efforts of all Mandarin Oriental colleagues to continually improve the service they provide their guests. This focus on quality management and continuous improvement has led the Group to develop systems and processes which guide generations of management in their efforts to pursue excellence.

The most significant of these systems is our 'Legendary Quality Experiences' that set Mandarin Oriental apart from other companies. Implemented in all hotels, these guidelines focus on experiences rather than basic luxury standards, and are regularly reviewed in response to guests' ever-changing requirements.







## DELIGHTING OUR GUESTS

Mandarin Oriental's mission is to “delight and inspire our fans at every opportunity completely”

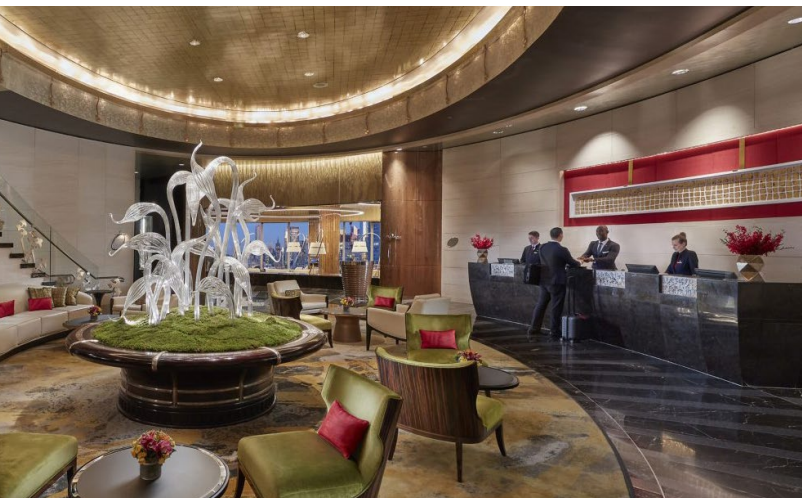
Customer satisfaction levels are consistently tracked through a variety of sophisticated research techniques. Comparative studies allow the Group to determine customers' changing expectations and market trends to ensure improvement at each hotel.

Independent market research provides Mandarin Oriental with the ability to customise the design of its services and products to meet the needs of today's demanding travellers. By being open to new influences and listening closely to its customers, the Group has introduced many innovative ideas; from extraordinary dining experiences, to spas and wellness centres.

In addition, the Group's Fans of M.O. guest recognition programme allows us to better recognise our guests whenever they stay at any of our hotels worldwide, and ensures a stay that is personalised to their preferences.

## A COMMITMENT TO COLLEAGUES

Among the most important factors in the future success of the Group is the recruitment, retention and motivation of the best people in the industry. Mandarin Oriental's colleagues are the Group's internal customers and are provided exemplary training in a motivating work environment, with meaningful career planning and opportunities for personal development.





## ADVANCING SUSTAINABILITY

As a leader in luxury hospitality for over 60 years, the Group is well recognised for delivering service excellence and operating our hotels and residences in responsible and sustainable ways. We are a supporter of the United Nations Sustainable Development Goals, and as well as further reducing our energy, water, waste, and carbon emissions, we have successfully eliminated all single-use plastics across our hotels. Other initiatives are outlined in the company's latest Sustainability Report, and are supported by the dedication and hard work of Mandarin Oriental's 12,500 colleagues who continue to identify impactful ways to respond to local community and environmental needs.

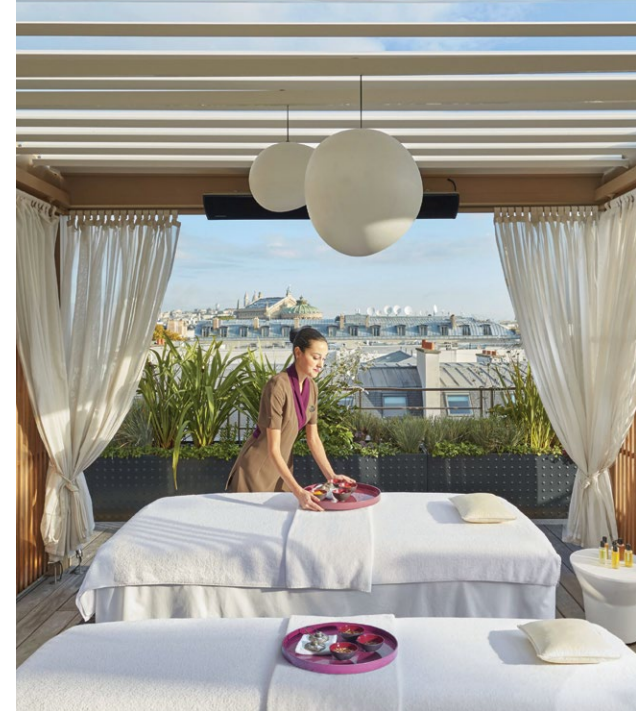
## THE SPAS AT MANDARIN ORIENTAL

The Spas at Mandarin Oriental provide all-encompassing wellness experiences in state-of-the-art facilities at all of the Group's properties worldwide. Sophisticated spa products and treatment rituals offer a complete holistic experience that goes well beyond simply delivering massages to tired bodies. Other wellness disciplines include: personal fitness training, nutrition counselling, yoga, tai-chi, meditation, beauty and relaxation therapies and heat and water experiences. This is combined with Mandarin Oriental's signature spa line, which includes aromatherapy-based body and bath oils, tea-infusions and an oriental inspired music collection.

## RESTAURANTS AND BARS

Mandarin Oriental hotels are renowned for their excellence and innovation in food and beverage. Many of the world's most prestigious chefs, including well-known celebrity chefs have opened restaurants in Mandarin Oriental hotels. The Group is also acknowledged for developing young and enthusiastic culinary talent – many of whom have gone on to achieve award recognition.

This commitment to culinary experiences is a key strategy for the company, and many of the Group's restaurants feature highly in global culinary rankings. Mandarin Oriental currently holds 29 Michelin stars across 18 restaurants. The Group is also known for its creative restaurant and bar design that frequently deploys the talents of internationally acclaimed architects and interior designers such as Adam Tihany, Antonio Citterio and Tony Chi. Each design remains true to Mandarin Oriental's standards of excellence and attention to detail.





## THE RESIDENCES AT MANDARIN ORIENTAL

Elegant apartments or villas attached or located close to Mandarin Oriental hotels in key destinations provide an exclusive extension to the Group's luxury hotel experience. Through the provision of bespoke benefits, the owners of these private homes are treated as valued guests, and enjoy the exceptional services and amenities provided by the hotels. This includes access to 24-hour room service, an array of concierge, housekeeping and valet services, as well as a wide range of dining, entertainment and wellbeing facilities.

## MANDARIN ORIENTAL EXCLUSIVE HOMES

A collection of the world's most luxurious private homes, inspected by Mandarin Oriental to ensure the utmost quality and safety standards and strategically located in prime leisure destinations, these homes can only be booked as part of Mandarin Oriental's exclusive collection. From the initial booking process through to departure, a dedicated concierge is on hand to assist with pre-arrival requests and to arrange local experiences and transportation. Private, on-demand culinary experiences, luxurious housekeeping, Mandarin Oriental amenities and family-friendly activities form part of the offer.

## NEW HOTEL DEVELOPMENT

Mandarin Oriental has accelerated its growth in recent years by developing its brand in strategic locations around the globe. Prospective transactions are carefully evaluated to ensure each project will satisfy sound financial underwriting criteria and will be carried out with partners and owners committed to, and aligned with, Mandarin Oriental's vision, mission and objectives.

The Group's development, feasibility and technical teams are focused on selective city and resort opportunities in key locations worldwide, to provide the Group with a balanced geographic global presence.







## ARCHITECTURE, DESIGN AND TECHNICAL SERVICES

Mandarin Oriental's Technical Services Department comprises personnel who possess extensive experience in luxury hotel design, construction and engineering. This team of experienced professionals also oversees the maintenance, repair and renovation of existing properties and the planning, design and construction of new hotel projects. For both new hotels and existing properties, emphasis is placed on providing a quality environment for guests and utilising state-of-the-art technology for energy and water conservation, maintenance of sophisticated life safety systems and the continuous enhancement of sustainable business practices. The Group regularly works with a broad spectrum of internationally qualified design and project management consultants to achieve superior results.

## TECHNOLOGY

Mandarin Oriental's core systems are equipped with the most advanced, efficient and seamless technology available which serves to enhance a guest's stay.

## SALES AND MARKETING

Mandarin Oriental invests behind its brand to ensure it is well recognised amongst the world's affluent travelling community, as well as the travel industry at large.

## MARKET POSITIONING

Careful research is undertaken to determine how each property can maximise its revenues in the context of specific market characteristics and the competitive environment in which it operates. This information is then used to establish key performance objectives for each property.





## **BRAND MARKETING**

The Group's marketing investments provide maximum impact for the brand. A highly visible international advertising campaign features celebrities who are 'fans' of the Group and regularly use the hotels around the world. Global lifestyle print and online publications feature informative earned articles about the individual hotels and brand, supported by a strong network of PR agencies in key global markets. Photography, videography and brand identity design are carefully curated for each hotel.

## **CUSTOMER RELATIONSHIP MANAGEMENT**

Using a sophisticated database management system, Mandarin Oriental tracks guest preferences and behaviours as well as frequency of stay, spending patterns and multiple property usage. The Group's guest recognition programme, Fans of M.O. offers members a more personalised stay and recognition, plus complimentary benefits and privileges. In addition, the company regularly communicates with its key customers through tailored messages and relevant offers. Performance is continuously monitored, and leisure marketing campaigns are customised to drive local and global demand.

## **PARTNERSHIP MARKETING**

Mandarin Oriental actively aligns with like-minded luxury brands to gain access to high-net-worth individuals and forge profitable relationships with new consumers. Innovative marketing partnerships with global brands increase brand awareness and build revenues for all properties.

## **DIGITAL MARKETING**

The Group's website features comprehensive and content rich information on each of its luxury properties worldwide. Websites are available in multiple languages and can be viewed seamlessly on all devices.

An enhanced online booking process enables guests to easily book rooms and experiences, while extensive, ROI-driven, search and digital marketing strategies help the brand stay visible and top of mind among luxury travellers.





## **SOCIAL MEDIA**

Mandarin Oriental has a comprehensive and growing global social media strategy that engages directly with consumers both at the Group and property levels on all relevant social media channels. Mandarin Oriental actively monitors online sentiment and pursues a unique approach to each market while still maintaining a consistent brand presence worldwide.

## **SALES**

Mandarin Oriental has established its own set of sales systems to optimise the revenue per available room in all hotels and to measure the efforts of its sales force. The Group's global sales force is located throughout the world's major markets, and the provision of worldwide reservations channels and our expertise in revenue management, further contributes to the company's successful sales results.

## **RESERVATIONS AND ONLINE CAPABILITIES**

The Group utilises sophisticated technology to connect to major global distribution channels and online travel sites that are used by travel planners and consumers alike. Toll-free telephone reservation numbers are also offered in significant source markets globally, as well as an online call back service if requested.

## **REVENUE MANAGEMENT**

Using sophisticated yield management systems and tools, Mandarin Oriental guides on and off property revenue management efforts of pricing, inventory, selling and distribution strategies in order to drive future revenue generation. By analysing business dynamics and market trends the Group's hotels are positioned as market leaders.







*“Mandarin Oriental portfolio is so synonymous with contemporary luxury that it’s easy to forget the story began way back in 1960 with the construction of The Mandarin in Hong Kong. This glittering property is still the jewel in the crown, and the levels of service and attention to detail continue to influence the rest of the group — and rival hotel brands worldwide.”*

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Conde Nast Traveller, UK

*“Mandarin Oriental was always a solid bet for attention to detail and exemplary service. The smiling, attentive staff, who look like they actually want to be there, are a reminder of what hospitality is all about; they make you feel welcome as soon as you walk through the door, and the overall impression is that no request is too much. There’s a risk sometimes that the high-end veers into snootiness, but here it just feels friendly and personable.”*

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Financial Times





*“As soon as you enter Mandarin Oriental Ritz, Madrid, you fall under the spell of this iconic hotel. The welcome and the quality of the service are exceptional. A caring staff for a five-star stay.”*

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Elle Decoration Oriental, France

*“Mandarin Oriental Hyde Park, London has kept hold of its historic charm despite the modern makeover. A gracious and unstuffy grande dame.”*

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Conde Nast Traveller, UK





# DIRECTORS' PROFILES

**MANDARIN ORIENTAL HOTEL GROUP LIMITED** is the operating subsidiary of Mandarin Oriental International Limited, responsible for the operational management of the Group and its individual hotel properties.

The following are the Executive Directors of Mandarin Oriental Hotel Group Limited:



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## LAURENT KLEITMAN

*Group Chief Executive*

Laurent Kleitman was appointed Group Chief Executive of Mandarin Oriental Hotel Group in September 2023.

A seasoned leader in the world of luxury lifestyle brands, Laurent's career spans over 30 years in senior leadership roles with global corporations including Unilever, Coty and LVMH. Laurent has been responsible for the strategic direction and growth of many iconic global brands across Europe, the Americas and Asia and has been based in New York, London, Paris, Milan, Moscow and Bangkok. Before joining Mandarin Oriental, Laurent served as President and Chief Executive of Parfums Christian Dior, the largest LVMH beauty business, successfully guiding the brand's transformation and fast development in the fragrance, make-up, skincare and spa categories.

He is a French national and a graduate of Reims Management School and is now based in the Group's Hong Kong office.





## MATTHEW BISHOP

### *Chief Financial Officer*

Matthew Bishop was appointed Chief Financial Officer of Mandarin Oriental Hotel Group in September 2021.

A Chartered Accountant, he joined the Jardine Matheson Group, of which Mandarin Oriental is a part, in 2009. Matthew has worked in Hong Kong and the UK in a variety of senior finance roles in Jardine Pacific, Jardine Technology Holdings and Jardine Motors Group. Before joining Jardines he spent 4 years in banking and 6 years at the British Foreign and Commonwealth Office. Matthew's most recent position was as Group Treasurer for Jardine Matheson.

He is based at the Group's Hong Kong office.



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## CHRISTOPH MARES

### *Chief Operating Officer*

Christoph Mares is Chief Operating Officer, responsible for global hotel operations as well as overseeing the operational functions of Food and Beverage, Rooms and Quality and Spa and Wellness.

Christoph has over 25 years' experience in luxury hotel management around the world. He first joined Mandarin Oriental in 2000, and held senior management positions in the London, Paris and Munich hotels. In 2008, he joined Emaar Hospitality Group LLC as Chief Operating Officer. He returned to Mandarin Oriental in 2009 as Executive Vice President, Operations Director, EMEA and India and was promoted to Chief Operating Officer in 2018. Christoph is based at the Group's Hong Kong office.



## KIEREN BARRY

### *Group Counsel*

Kieren Barry is Group Counsel, responsible for overseeing all aspects of the Group's legal services worldwide. He joined Mandarin Oriental in 2006 and is based at the Group's Hong Kong office.

Prior to joining the Group, Kieren worked in private practice as a litigator then commercial property lawyer, moving in-house as Senior Legal Counsel for all Intercontinental, Crowne Plaza and Holiday Inn hotels in Asia Pacific, and later as General Counsel for an international sports and leisure group in Switzerland.

Kieren holds degrees in Classics and Law from Auckland University, and is admitted to the High Court of New Zealand as a Barrister and Solicitor.





## AMANDA HYNDMAN

### *Group Chief People Officer*

Amanda joined Mandarin Oriental in 2007 and is Group Chief People Officer, responsible for establishing, implementing and evaluating global HR strategies for the Group.

Prior to this, she was Area Vice President Operations for Mandarin Oriental's iconic flagship property in Hong Kong, overseeing hotels in Southern China and previously in Northern Europe, and has held General Manager roles at Mandarin Oriental properties in Hong Kong, London, Bangkok and Washington DC.

In 2020, Amanda was appointed Group Director of Quality & Rooms, supporting all aspects of the Group's operational service standards as well as Rooms Division.

Her career spans over 30 years in the industry, having previously held senior management roles with luxury hotel brands in the UK. A British national, she holds a BA (Hons) in Hotel Management from the University of Strathclyde. Amanda was voted Hotelier of the Year at 2019 Virtuoso Best of the Best Awards.

Amanda is based at the Group's Hong Kong corporate office.





## JOANNA FLINT

### *Chief Commercial Officer*

Joanna Flint is Chief Commercial Officer, overseeing the development and execution of the Group's commercial strategy and responsible for all aspects of the Group's customer experience. Prior to joining Mandarin Oriental, Joanna spent 12 years at Google in Asia Pacific general management and sales leadership roles. Preceding this, she was Principal Consultant at Ogilvy Asia Pacific and held leading global eCommerce, CRM and customer service transformation programmes for Singapore Airlines and British Airways.

A British national, Joanna holds an MSc from Oxford University and a BA (Hons) from the University of Manchester. She is currently based in Singapore, where she also sits on the board for Singapore Tourism.

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## VINCENT MAROT

### *Chief Technical Services Officer*

Vincent Marot is Chief Technical Services Officer responsible for all aspects of technical services for hotels under operation and development. Vincent joined Mandarin Oriental in 1996 and has held a variety of senior management positions at Mandarin Oriental hotels. He was appointed Regional Director of Technical Services, EMEA based in France in 2008 and was promoted to his current role in 2012. He is now based at the Group's Hong Kong office.

Vincent has over 25 years of experience in hotels and resorts' technical services. Prior to joining Mandarin Oriental, he spent six years with Club Med as a Director of Engineering, and four years as Chief Engineer and Property Manager for high-rise condominiums in the United States.

Vincent holds a Diploma in Mechanical Engineering and a Graduate Certificate in Business Management from the Royal Melbourne Institute of Technology University.





## FRANCESCO CEFALÚ

### *Chief Development Officer*

Francesco Cefalú is the Chief Development Officer responsible for Mandarin Oriental's global development strategy of luxury hotels and residential projects, supporting the company's growth objectives and ensuring the brand is well-represented in the world's most desirable destinations.

He joined Mandarin Oriental in 2016 as the Regional Development Director for EMEA, and has since led the Group's development strategy in the region, resulting in projects including Lake Como, Riyadh, Mallorca, Zurich, and Tel Aviv.

Francesco has extensive experience in hospitality real estate, including hotel management contracts, company investments, and residential agreements. In his previous roles, he worked for brands such as Four Seasons Hotels & Resorts and Hilton Worldwide, with management positions in Brazil, Italy, and the UK. Francesco is an Italian national and graduated from Bocconi University in Milan with a degree in Economics. He holds an MBA from Harvard Business School in Boston. Francesco remains based at the Group's London corporate office.



# MANDARIN ORIENTAL HOTEL GROUP

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