

MANDARIN ORIENTAL HOTEL GROUP BOARD MEMBERS –BIOGRAPHY

Edouard Ettedgui, Group Chief Executive

Edouard Ettedgui is Group Chief Executive of the company and is based at the Group's Hong Kong office. He joined Mandarin Oriental in this capacity in 1998.

The hotel group was, at the time, well recognized for providing award-winning service in its Asian heartland and was beginning to embark upon a global growth strategy. Under his leadership, the Group's portfolio has increased from 11 to 44 hotels worldwide currently, and is on track to being widely recognized as the best luxury hotel group in the world, operating over 10,000 rooms in key city and resort destinations.

The Group is represented in some of the world's most desirable and strategic locations and continues to gain momentum. The focus on geographic diversity has complemented the Group's traditional Asian base, and includes dynamic developments in key business and resort destinations in Asia, Europe, the Middle East and North Africa and the Americas.

Other strategic milestones during Ettedgui's tenure include the development of Mandarin Oriental's exclusive spa concepts, the launch of its residential component, *The Residences at Mandarin Oriental*, and the development of the Group's Hideaway Resort in Sanya, China. The Group is also becoming increasingly renowned for the implementation of exciting and innovative hotel dining concepts, and currently has a total of 12 Michelin starred restaurants in its portfolio.

Mr Ettedgui brings to Mandarin Oriental extensive business development and financial experience. A French national, he obtained his degree from ESSEC in Paris before joining Philips International in the Netherlands. His early career with the company took him to Morocco and France where he became a Director for Philips' operations in Zambia, Zimbabwe, Peru and Italy. Many of these positions were also combined with representing the French Government as Trade Counsellor.



In 1990, he joined BAT Industries PLC in London as Head of Finance and was promoted to Group Finance Controller in 1993. In 1995, he gained the additional responsibility of Director for New Business Development. In January 1996, he joined the board of the newly-created British American Tobacco Holdings as Business Development Director.

In August 1996, Mr Ettegui moved to Asia as Group Finance Director of Dairy Farm International Holdings Limited, where he remained until his move to Mandarin Oriental.

He is a Vice Chairman of the World Travel & Tourism Council (WTTC), and in 2001 was appointed Advisor of External Trade in Hong Kong by the French Government. In 2012, Mr Ettegui was named to the rank of Chevalier in the French National Order of the Légion d'honneur for his distinguished career and efforts to enhance and reinforce the close ties between Hong Kong and France.

Stuart Dickie, Chief Financial Officer

Stuart Dickie is Chief Financial Officer, responsible for establishing major corporate financial strategies, objectives and policies for the Group. He joined Mandarin Oriental as Director of Corporate Finance in 2000, and was promoted to Chief Financial Officer in 2010. He is based at the Group's Hong Kong office.

In his previous role as Director of Corporate Finance, Mr Dickie was responsible for meeting the overall funding requirements of the Group together with other tax and treasury matters. He also played a key role in the successful disposal of a number of the Group's assets.

Prior to joining Mandarin Oriental, Mr Dickie spent six years with PricewaterhouseCoopers in Hong Kong as a Senior Manager. He is a Chartered Accountant, a member of the Association of Corporate Treasurers and has a B.A. (Hons) in Business Studies from Sheffield Hallam University.



Terry L Stinson, Development Director and President, The Americas

Terry L Stinson is Development Director and President, The Americas. He is responsible for overseeing the Group's global Development and Technical Services departments and works closely with the Group's external partners on the continued development and execution of new Mandarin Oriental projects around the world. Mr Stinson joined Mandarin Oriental in 1997 as Group Development Director, and was promoted to his current role in 2008. He is based at the Group's Atlanta office, and is the Group's most senior representative in The Americas.

Mr Stinson has a wealth of experience in the hotel industry, including ten years with The Ritz-Carlton Hotel Company where, as Executive Vice President, he spent four years overseeing all of their development activities. Prior to this he was General Counsel of the company, responsible for all legal affairs, including the negotiation of new joint ventures and management agreements.

Mr Stinson holds an Engineering degree from Vanderbilt University and a J.D. from the University of Tennessee.

Michael Hobson, Chief Marketing Officer

Michael Hobson is Chief Marketing Officer responsible for overseeing the Group's sales and marketing strategies on a global basis. He joined Mandarin Oriental in this capacity in 1994 and is based at the Group's Hong Kong office.

Mr Hobson has more than 30 years' experience in the hospitality industry. He began his career with Grand Metropolitan in 1978, concentrating on sales and development and was stationed in the United Kingdom, Latin America, USA, Singapore and Hong Kong.

Prior to joining Mandarin Oriental he was Vice President of Sales and Marketing Worldwide for Omni Hotels Asia-Pacific. He also worked with Shangri-La Hotels and Resorts as Group Director of Sales and Marketing.



Mr Hobson holds an MBA from the University of Leicester having previously studied Hotel and Catering Operations at Brighton Technical College in the United Kingdom.

Richard Baker - Executive Vice President, Operations Director – Asia

Richard Baker is Executive Vice President, Operations Director – Asia, responsible for the operations of the Group’s current and future portfolio of hotels in this region, as well as the global operational functions of the Group’s Spas and *Residences at Mandarin Oriental* projects. Mr Baker joined Mandarin Oriental in 2006 as General Manager, Corporate in the Americas and took up the role of Executive Vice President, Operations Director – The Americas in 2008. He moved to Asia to take up his current role in 2013 and is based in the Group’s Hong Kong office.

Mr Baker has over 20 years’ experience in luxury hotel management, holding senior management positions with Rosewood Hotels and Resorts and Four Seasons.

Christoph Mares, Executive Vice President, Operations Director, EMEA and India

Christoph Mares is Executive Vice President, Operations Director, Europe, Middle East, Africa and India, responsible for the Group’s current and future portfolio across the region. He is also responsible for overseeing Mandarin Oriental’s global food and beverage operations. He re-joined Mandarin Oriental in his current position in 2009, and is based at the Group’s London office.

Mr Mares has over 20 years’ experience in luxury hotel management around the world. He first joined Mandarin Oriental in 2000, and held senior management positions within the Group’s portfolio of hotels in London, Paris and Munich. Prior to his current role, in 2008, Mr Mares was appointed Chief Operating Officer for Emaar Hospitality Group LLC, based in Dubai.



Kieren Barry, Group Counsel

Kieren Barry is Group Counsel and is 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 Mandarin Oriental, Mr Barry 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.

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

Paul Clark, Group Director of Human Resources

Paul Clark, is Group Director of Human Resources, responsible for establishing, implementing and evaluating global HR strategies, policies, systems and programmes for the Group. He joined Mandarin Oriental in 2006 and is based at the Group's Hong Kong office.

Mr Clark has over 30 years' experience in the hospitality industry. Prior to joining Mandarin Oriental, he held the position of Vice President, Human Resources for The Ascott Group based in Singapore.

From 1980 – 2003, he held numerous positions with InterContinental Hotels Group in Europe and Asia-Pacific. His final position there was as Regional Director of Human Resources, Australia, New Zealand, South Pacific.