



MANDARIN ORIENTAL

# BUSINESS PROFILE

TO BE FANS  
OF THE EXCEPTIONAL,  
EVERY DAY, EVERYWHERE.



OUR VISION

TO CRAFT TIME-ENRICHING  
EXPERIENCES THAT TRANSFORM  
THE ORDINARY TO THE EXCEPTIONAL  
AND GUESTS TO FANS.



OUR MISSION

## THE EXCEPTIONAL

*We Deliver the Exceptional.*

We delight and surprise our guests and colleagues, our passion for Mandarin Oriental is our guiding star and ensures we deliver the exceptional, every day, everywhere.

## GROWTH

*We Embrace a Growth Mindset.*

We do not work towards a finish line; we continuously improve and innovate.  
We invest in personal development for everyone.

## TEAMWORK

*We Succeed Together.*

We collaborate, working harmoniously and sharing together in our success.

## RESPECT

*We Demonstrate Integrity and Respect.*

We do the right thing even when no one is watching. We treat all stakeholders with dignity, acknowledging their unique contributions in helping us succeed.

## RESPONSIBILITY

*We Act Responsibly.*

We care for the wellbeing of our guests, colleagues, communities and the planet.



# OUR VALUES

# 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 Exceptional 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.







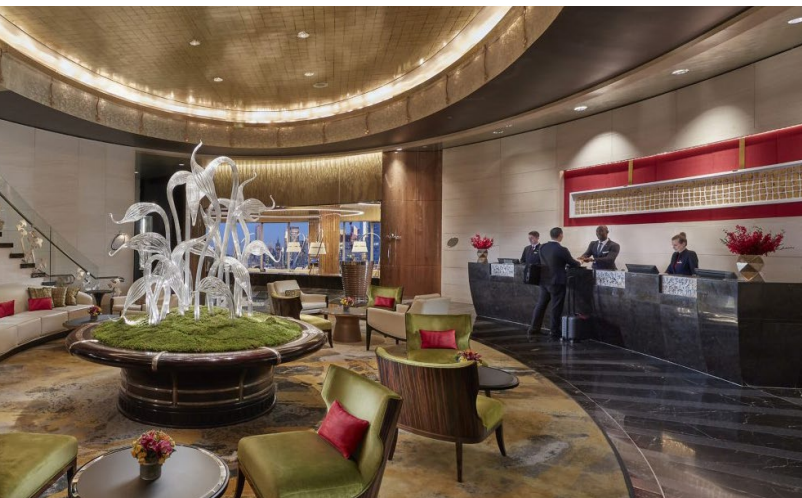
## DELIGHTING OUR GUESTS

Mandarin Oriental's mission is to "delight and inspire our fans at every opportunitycompletely"

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.

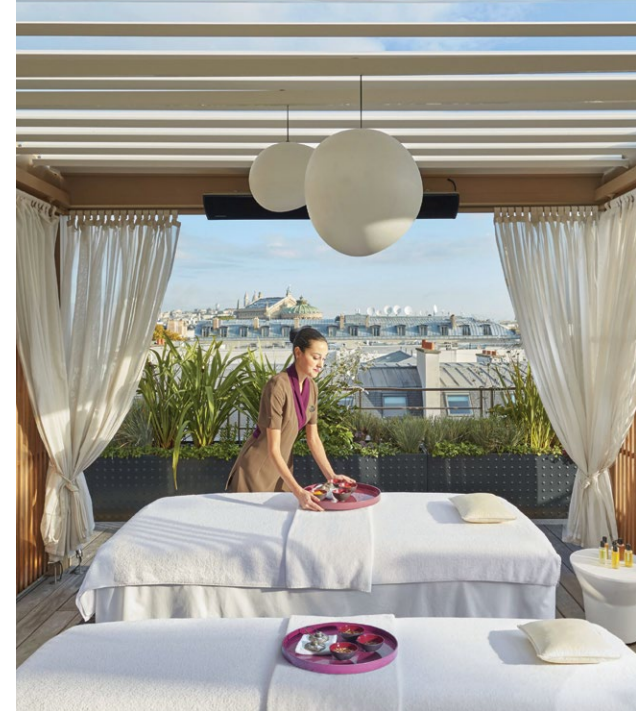
## THE SPAS AT MANDARIN ORIENTAL

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 28 Michelin stars across 19 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 EXCEPTIONAL 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:



## **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.



## **AMANDA HYNDMAN**

### **CHIEF OPERATING OFFICER**

Amanda joined Mandarin Oriental in 2007 and is Chief Operating Officer, responsible for global hotel operations as well as overseeing the corporate teams in Rooms, Food and Beverage, Spa and Wellness, Quality and Risk Management. At this time, she will also continue in her current role as Chief People & Culture Officer.

Her career spans over 30 years in the luxury hotel industry and she has been with the Group for 18 years. In that time, she has held several senior management roles in Mandarin Oriental hotels in the UK, Hong Kong, Bangkok and Washington DC as well as Area Vice President roles overseeing hotels in the UK, Germany, Czech Republic and Switzerland and thereafter Hong Kong, Macau and Southern China. Her impressive contribution to the success of the Group led to her appointment as Group Director of Quality & Rooms in 2020 and her subsequent appointment in May 2023 as Chief People & Culture Officer with a task of driving the Group's evolution from HR to People & Culture.

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.



## SHAOWEI ONG

### CHIEF PEOPLE & CULTURE OFFICER

ShaoWei has almost 3 decades of leadership experience across a diverse range of industries, including hospitality, banking, fintech, music, and engineering, bringing a wealth of expertise in HR transformation, organisational redesign, culture building, leadership development, and digital transformation to her role as Chief People & Culture Officer.

Her career highlights include steering strategic initiatives, driving innovation, and crafting talent strategies in roles such as Group Human Resources Director at Jardine Schindler, Head of Human Resources at Livi Bank and Vice President of HR for Sony Music Entertainment in Asia and the Middle East. She has excelled in nurturing future leaders, notably as Head of the Starwood Academy Asia Pacific. Additionally, ShaoWei held pivotal roles at Accenture, Secoo Group, Wyndham Hotel Group, and United Overseas Bank, showcasing her versatility and commitment to growth.

ShaoWei's appointment reinforces Mandarin Oriental's people-centric philosophy, a foundation of its ten-year strategy. As the Group continues its transformation journey to unfold its full potential, ShaoWei's leadership will be pivotal in cultivating a culture of excellence and innovation across its global portfolio.





## **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.



## **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.



## ALEX SCHELLENBERGER

### CHIEF BRAND AND MARKETING OFFICER

Alex is a seasoned leader with almost two decades of extensive branding, marketing, and commercial experience. He commenced his career at Procter & Gamble with various assignments across different geographies, including the Prestige Division, where he elevated the Hugo Boss fragrance line. Subsequently, he held senior executive positions steering transformative marketing and communication initiatives to redefine and reposition beauty and luxury goods brands at companies like Coty, Braun, and Swarovski. Most recently, Alex served as Global Chief Marketing Officer for Accor, based in Paris, where he pioneered brand equity and rejuvenation across Accor's portfolio of hospitality brands. Alex is a German national with extensive experience living in both Europe and Asia and is based at the Group's Head Office in Hong Kong.

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