

*The Total Management Solution*



**OUTRIGGER**<sup>®</sup>  
ENTERPRISES GROUP



## Forging Strong Relationships

For over six decades Outrigger Enterprises Group has thrived by working in close partnership with developers and owners of hospitality properties throughout Asia Pacific. Together we have created a collection of some of the finest, most competitive, most profitable resorts, hotels, and condominiums in Asia Pacific.

Today Outrigger is continuing to expand significantly into resort destinations across the region, leveraging its immense experience in leisure-oriented hotels and resorts to create the new successes of the years ahead.

The fast-changing, highly-competitive leisure hospitality market requires specialized knowledge and a strategic understanding of what builds short-, medium- and long-term success. Outrigger brings this expertise to every project.



## About Outrigger Enterprises Group



Hawaii-based Outrigger Enterprises Group is one of the largest, fastest growing, privately-held hospitality companies in the Asia Pacific region. The company operates in multiple Pacific and Asian nations and employs more than 2,500 staff worldwide.

An early pioneer in the leisure hospitality industry, Outrigger has helped define the Pacific resort lodging industry for more than 60 years. Founded by entrepreneur Roy Kelley (often called the “Father of Hawaii’s Modern Tourism”), Outrigger has grown exponentially – both in size and reputation – to become one of the industry’s undisputed leaders.



## Outrigger's Approach



Outrigger Enterprises Group has developed and continually evolved its successful approach through planning, building, managing and marketing dozens of resort hotels, vacation ownership resorts and condominiums. For each project, Outrigger creates substantial results through its philosophy in:

- Hospitality Services
- Property Design
- Owner-Operator Mentality



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### Unforgettable Hospitality

Outrigger incorporates cultural values from each destination into the very fabric of its hospitality services. Wherever we operate, Outrigger guest services employees share the local customs to the delight of our guests.

A sense of discovery is the foundation of travel – people leave home to experience something new, to open their eyes to the world and share time with loved ones. Respect and celebration of local ways serve as the foundation of a hospitality experience guests will always remember.

### Distinctive & Diverse Properties

Unlike most large brands' "cookie-cutter" hotels, Outrigger creates distinctively designed properties that express a "sense of place", reflecting the unique environment and culture of an area.

Outrigger's upscale portfolio includes a wide range of properties – from beachfront to mountaintop, from high-rises to Fijian bures, and from contemporary to traditional – each capturing the very essence of the destination.

We create based on strategy and knowledge – rather than formula. One of Outrigger's key strengths is its aptitude for conceiving and executing unique, market appropriate properties for each new development.

### Owners and Operators

As a multigenerational owner with nearly US\$1 billion in assets of its own, Outrigger brings an owner's mindset of sound judgment and an emphasis on profitable performance.

This "owner-operator" mentality enables the Group to manage hotels with extreme efficiency, with an eye to the bottom line. Outrigger also brings this approach on board when managing other hotel brands, improving their performance and competitive position.



## What Sets Outrigger Apart



Beyond the unique philosophy that guides the creation and operation of each property, Outrigger Enterprises Group offers to each partner a blend of cutting-edge technology, award-winning sales and marketing strategies, operational flexibility and the financial strength to move forward effectively, swiftly and smoothly.

### Total Management Solution

Outrigger offers a “Total Management Solution”. The Group develops and manages full-service hotels, condominium resorts, vacation ownership (timeshare) resorts and resort retail complexes. Our breadth of experience allows us to manage any of these components, providing centralized management for even the largest-scale developments.

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### Technological Advantages

In today’s hospitality world, technology plays one of the most crucial roles in maximizing profitability. Outrigger insists upon being “first to market” in applying cutting-edge technology. The Group continuously develops and implements proprietary technological solutions – reaching potential customers, booking reservations and managing customer relationships.

Outrigger’s custom-designed proprietary software enables the company to:

- Maximize web-based sales
- Optimize its reservation system
- “Connect” with both travel partners and guests before, during and after their stay

By utilizing hybrid marketing and distribution channels, and incorporating seamless availability and booking capabilities, Outrigger can convert sales quickly and cost-effectively. As an example, Outrigger has established direct real-time online connections to its room inventory for a number of travel wholesalers and retailers – resulting in instant, cost-effective and reliable reservations.

### Marketing Savvy

Outrigger is a regional leader not only in hospitality, but in travel marketing as well. The Group creates a sustainable and diversified demand for its leisure products using advanced, meticulous marketing tools and techniques and strong marketing partnerships.

Outrigger has one of the most effective sales and marketing forces of any independent hotel and resort company. The Group’s websites enjoy among the highest traffic of leading hospitality companies in the Asia Pacific region, and its cross-sales strategies deliver high conversion levels and premium rates.

The Group has nurtured strong, long-standing relationships throughout the travel industry, including airlines, wholesale tour operators, online and traditional travel agencies. Thousands of retail travel agents operate within the fold of Outrigger’s global network of specialists.

Outrigger also utilizes targeted research to determine the best customer prospects, markets, campaign timing and message – and to fine tune its product based on guest satisfaction surveys.

### A Flexible Approach

Outrigger has developed comprehensive, yet flexible, brand guidelines that ensure a consistently high level of quality and guest experience.

As an integral part of its offerings, Outrigger shares its knowledge of resort hotel development – from optimum floor plans, to appealing recreation facilities, to efficient back-of-the-house designs, to employee training programs – to help owners and developers create award-winning resort-focused hotels and resorts.

### Financial Strength

Outrigger distinguishes itself from its competitors with substantial financial strength. With a net worth in excess of US\$ 500 million, the Group is highly respected in the financial community for building its substantial asset base and net worth through prudent, value-creation strategies.

Outrigger’s specialized expertise in Asia Pacific maximizes return and reduces volatility. Centralized financial operations create economies when negotiating purchasing contracts, labor agreements or insurance requirements. Additionally, expertise in raising debt capital in excess of US\$1 billion over the last 10 years allows Outrigger to leverage its balance sheet at the most favorable interest rates.



## Portfolio of Properties



Outrigger Enterprises Group has created a highly successful brand strategy that enables the company to market and manage properties through a growing number of hospitality industry partnerships.

The Group's flagship is its proprietary Outrigger Hotels & Resorts brand, focusing on deluxe hotels throughout Asia Pacific.

The proprietary OHANA Hotels & Resorts brand encompasses a collection of mid-priced hotels with similar values and characteristics to Outrigger but at a lower price point. At the same time, the Group has also forged strong strategic partnerships with other major hospitality companies. Outrigger works with each partner to maximize market potential by implementing the most effective and profitable branding for each development.



### Outrigger Hotels & Resorts

Located in some of the most desirable resort destinations in Hawaii, Guam, Fiji, Australia, Bali and Thailand, with other locations to follow, the Outrigger Hotels & Resorts brand offers guests deluxe accommodations and superior service when staying at any of the brand's full-service oceanfront hotels and resorts.

### OHANA Hotels and Resorts

Mid-priced OHANA hotels are conveniently located next to popular visitor attractions, beaches, shopping and transportation so guests can make the most of their vacation while enjoying an excellent value. OHANA hotels also feature top-quality staff, who are dedicated to connecting visitors with the best that a destination has to offer.



### Outrigger Condominium Collection

Outrigger's Condominium Collection features resort condominiums for the upscale, independent traveler. The Collection offers the comfort of fully-furnished, apartment-style accommodation in distinctive resort destinations.

### Embassy Suites®

Embassy Suites® – Waikiki Beach Walk is Hawaii's only all-suite hotel located in the heart of Waikiki, owned and operated by Outrigger Enterprises Group.



### Wyndham Vacation Ownership

Outrigger Resort Club – offered via an alliance with Wyndham Vacation Ownership, the world's largest timeshare company – features a premier collection of vacation ownership developments in Hawaii and other markets.

### The Wyland Waikiki

Hawaii's first art-design hotel and the first Wyland-branded hotel in the world. It boasts the largest collection of Wyland paintings, photographs and sculptures outside of his galleries. Chic interiors inspired by his conservation and marine-life themes are carried throughout the hotel.



### Ala Moana Hotel

Honolulu's Landmark Hotel is a contemporary urban hotel with over 1,000 rooms and suites next to the world's largest open-air shopping mall and across the street from the Hawaii Convention Center. This full-service hotel offers 4 restaurants, 3 lounges, a nightclub and more than 15,000 square feet of meeting space.

### O-CE-N Bali by Outrigger

On a prime beachfront location on Legian Beach, deluxe studios and one-, two- and three-bedroom suites display a simply elegant contemporary style with tasteful décor and state-of-the-art entertainment systems.





## Leadership



Outrigger Enterprises Group has assembled a top executive management team of highly motivated and capable professionals with decades of experience in their respective fields.

Our values-based management style encourages collaboration and innovation to inspire and lead our diversifying operations. We believe passionately that strong results begin with listening; we learn from our communities, our staff, our guests and our business partners, and we base each financial, operational and sales & marketing decision on this collected expertise.

W. David P. Carey III  
*President & Chief Executive Officer*

Mr. Carey is President and Chief Executive Officer of Outrigger Enterprises Group.

Prior to joining Outrigger, Mr. Carey was with the Honolulu law firm of Carlsmith Wichman Case Mukai and Ichiki, concentrating in corporate and real estate law. Mr. Carey joined Outrigger in 1986 as Executive Vice President and General Counsel, was named President in 1988, and Chief Executive Officer in 1994.

Mr. Carey is a member of numerous



business and community organizations, including the Foundation for the Asia-Pacific Center for Security Studies, the Blood Bank of Hawaii, Chief Executives Organization, Chamber of Commerce Military Affairs Council, Hawaii Hotel & Lodging Association, Hawaii Business Roundtable, Hawaii State Bar Association, Punahou School, University of Hawaii College of Business, Urban Land Institute and the Young Presidents Organization.

Mr. Carey has a B.S. in electrical engineering from Stanford University, a J.D. cum laude and an M.B.A. with distinction from Santa Clara University.

Melvin Kaneshige  
*Executive Vice President, Real Estate and Development*

Mr. Kaneshige oversees the acquisition, development, management and disposition of the real estate assets for the Outrigger group of companies as well as the acquisition of new hotel and condominium management contracts.

Prior to joining Outrigger, Mr. Kaneshige was a partner in the Honolulu law firm of Chun, Kerr, Dodd & Kaneshige, concentrating in real estate development, acquisition, financing, management and disposition.



Mr. Kaneshige is currently Vice Chairman and past Chairman of the Waikiki Improvement Association; Director and past Chairman of the Hawaii District Council of the Urban Land Institute; a member of Lambda Alpha International, a land economics society; a director of the Girl Scouts of Hawaii; and member and past President of the Rotary Club of Honolulu. He is also a member of the American and Hawaii State Bar Associations and the American Planning Association.

Mr. Kaneshige was born and raised in Hawaii and holds a bachelor's degree cum laude from Harvard University and a law degree and master's degree in city planning from the University of Pennsylvania.

# Outrigger's leaders believe passionately that strong results begin with listening.

Melvyn M. Wilinsky  
*Executive Vice President & Chief Financial Officer*

Mr. Wilinsky provides financial guidance and strategic financial vision to efficiently manage the business affairs of Outrigger.

Prior to joining the Group, he was Vice President of Finance and Chief Financial Officer for Davidson and Jones Development Company. He has also held the Chief Financial Officer position for the Related Companies of Florida, a rental property developer and operator; Westcorp, a real estate construction



and development company; and Omni Hotels.

A certified public accountant, Mr. Wilinsky is a member of the New York Society of Certified Public Accountants, the American Institute of Certified Public Accountants and the Hawaii Society of Certified Public Accountants.

Mr. Wilinsky holds a bachelor's degree in history and a master's degree in business from Long Island University.

Barry Wallace  
*Executive Vice President, Hospitality Services*

Mr. Wallace is responsible for all hospitality service operations for Outrigger and OHANA branded hotels, resorts and condominiums, as well as the major chain hotels and unbranded hotels operated by Outrigger Enterprises Group.

Prior to joining Outrigger, Mr. Wallace spent ten years with Promus Hotel Company, where he was Senior Director of Hotel Marketing for the Embassy Suites brand and also spent several years in charge of revenue management for over 600 Promus hotels.



Mr. Wallace is currently the chair of the Oahu chapter of the Hawaii Hotel & Lodging Association, past President of the Oahu Chapter of the Hawaii Hotel & Lodging Association, and is an active member of the Better Business Bureau and the Business Banking Council.

A native of Connecticut, Mr. Wallace is a graduate and active alumnus of Yale University.

Darren Edmonstone  
*Senior Vice President, Asia*

Mr. Edmonstone is responsible for all hospitality development and operations for Outrigger in Asia.

Prior to joining Outrigger in 2005, Mr. Edmonstone spent more than 10 years in Asia with Hongkong and Shanghai Hotels Limited, owners of The Peninsula Group hotels and commercial properties. During this time, Mr. Edmonstone played a key management role in a number of development projects in Vietnam, Thailand, the People's Republic of China and Hong Kong. Prior to this,



he had worked in the UK's hospitality industry and the Sheraton Hotels group in Australia.

Mr. Edmonstone was born and raised in Australia, where he completed his education. He has completed a number of executive development programs with institutions and has a background in finance.



## Outrigger Enterprises Group's Commitment



### Outrigger Enterprises Group measures its success in its ability to:

- Keep commitments to its owners, partners, employees, guests and the communities in which it does business.
- Enhance the value and maximize the profitability of its own and partners' hospitality assets.
- Provide smart, effective management solutions and high standards of service for each property.
- Provide its staff with an opportunity for training and personal growth in the hospitality industry.

With its proven experience and knowledge in resort development and operations, its worldwide marketing and sales network, and its values-based, employee-focused approach, Outrigger is committed to offering the best "Total Management Solution" for every aspect of any leisure lodging or hospitality services project. Most importantly, Outrigger is committed to your success.

## Contact Us

Please visit our websites at [www.outriggerenterprisesgroup.com](http://www.outriggerenterprisesgroup.com) and [www.outrigger.com](http://www.outrigger.com)

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