

# Highlights

## Financial KPIs<sup>1</sup>

Total revenue

**£141.4m**

2020: £101.8m

Normalised profit before tax

**£(47.5)m**

2020: £(89.8)m

Adjusted EPRA EPS

**(44)p**

2020: (123)p

Property value

**£1.8bn**

2020: £1.7bn

EBITDA

**£25.1m**

2020: £(10.1)m

EPRA NRV per share

**£22.15**

2020: £22.08

## Operating KPIs<sup>1</sup>

Occupancy

**30.7%**

2020: 28.0%

Average room rate

**£117.0**

2020: £105.1

RevPAR

**£35.9**

2020: £29.4

## Responsible Business



- Linking development to learning
- Attracting and retaining talent
- Increasing diversity in the workplace



- Increasing our charity initiatives and volunteering
- Contributing to and investing in our local community



- Reducing our carbon footprint
- Conserving water
- Recycling more and reducing waste
- Increasing the use of ethically sourced and eco-friendly materials

Learn more – See our Responsible Business strategy on pages 74 to 89.

Learn more – see our Business review

1. Details of Alternative Performance Measures (APMs) can be found in the APM glossary on page 209.

## Business highlights

- The Group's attractive locations and quality and depth of its portfolio have enabled it to outperform when restrictions were eased
- Successfully secured contracted business in times of uncertainty and volatility, including government and essential travel contracts and serving as the host hotel for the players and support teams of the Wimbledon Championships
- Winner of The Caterer's 2021 Best Employer in Hospitality Award
- Raised £125.8 million of cash to pursue new growth opportunities by entering into a joint venture partnership on two of our London properties
- Progressed our £200m+ development pipeline and repositioning projects and acquired hotels in Austria (Nassfeld) and Italy (Rome)
- Looking ahead at 2022 with confidence in demand for travel and excitement for our several new (re)openings

## Our vision

To deliver a best-in-class performance through building further scale and depth in our real estate portfolio and growing the platform with our integrated 'Buy, Build, Operate' model.

## Who we are

We are an international hospitality group with a strong prime real estate portfolio consisting of 48 properties under operation in eight countries, that transforms an asset's potential into value and profits.

## What we do

We have a clear strategy to drive growth and create long-term value while recognising and developing opportunities to help our assets reach their full potential. We delight our guests every day, through engaging service and quality products in inviting places.

## How we do it

By valuing our people, being led by an entrepreneurial Executive Leadership Team and through investing in our portfolio, opportunities with upside potential and local communities.

## Our purpose

Creating valuable memories for our guests and value for our assets, people and local communities.



HOLMES HOTEL LONDON