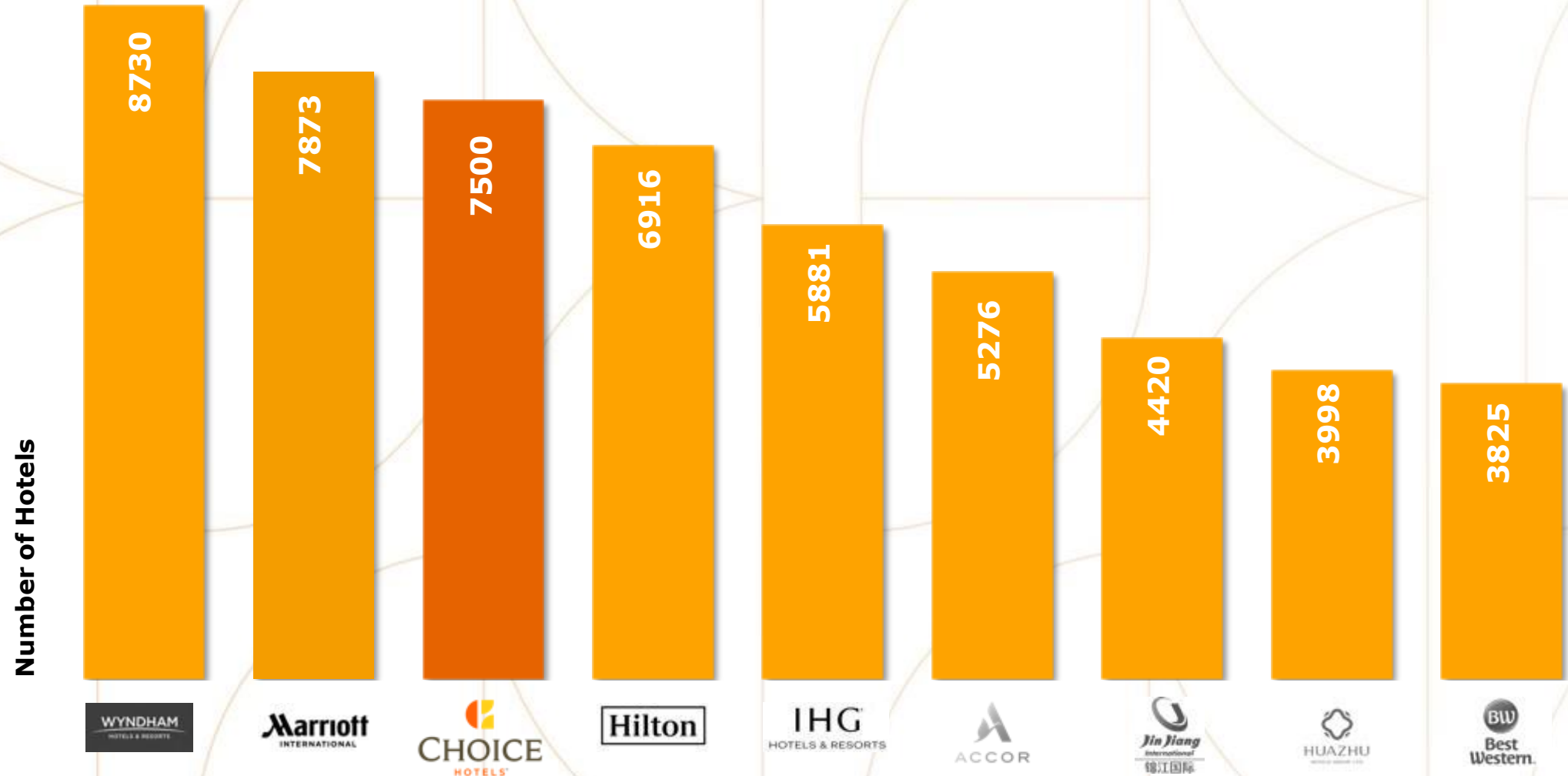




Shaping the
future of
hospitality
franchising

World's 3rd largest hotel company



Source: Smith Travel Research, June 2022

Goal to be truly global



66M+
Loyal members

63M+ visits to
choicehotels.com

\$1.57 B+
Reservations
delivered 2021

Casco Viejo, Panama City

22 brands globally



11 brands LATAM














LATAM Properties





Leveraging the growth opportunity

LUXURY			
UPPER UPSCALE			 
UPSCALE		 	
UPPER MIDSCALE			
MIDSCALE			  
ECONOMY			
	LIMITED SERVICE	SELECTED SERVICE	FULL SERVICE

Park Inn by Radisson Santos

Different brands for your portfolio

New Construction



Conversions



Soft Brands



LATAM Portfolio



Country	ASCEND HOTEL COLLECTION	Quality	Comfort	Sleep	CLARION	Radisson	Radisson	RED Radisson	RADISSON Individuals	park inn	PARK PLAZA	RADISSON COLLECTION	COUNTRY HOTEL & SUITES BY RADISSON	Total by Country
Aruba						1								1
Barbados							1							1
Bahamas			1											1
Belize							1							1
Bolivia							1							1
Brazil		24	26	6	1	2	9	1		2				71
Chile						2	2			2				6
Colombia							3		7					10
Costa Rica		1	1	1			1			1			1	6
Dominica	1													1
Dominican Republic	2	1				1	1							5
Ecuador	2						1			1				4
El Salvador		1	2											3
Grenada						1								1
Guatemala					1									1
Honduras					3									3
Mexico		7	16	15			6			1				45
Panama							2		1					3
Puerto Rico			2											2
Peru							3	1						4
Trinidad and Tobago			1				1							2
Uruguay							2							2
Total by Brand	5	34	49	22	5	7	34	2	8	7			1	174

Investing in the future

Choice Hotels LATAM



Comforts
of Home



Reassuring
Brands



Wellbeing
a Priority



Quality stay
means not
too basic



Value
basics
done well



Care about
caring staff



Our Owner Centric Commitment

- Our team is here to support you





Mexico City

Our stronger brand value proposition supports the repositioning of Choice Hotels LATAM

Relevant Brands provide clarity and definition, with a focus on customer experience

Performance Enabler Our proposition gives opportunities to drive revenue whilst maximising operational efficiencies

Customisation Brand experiences are designed for choice within the brand framework to customise for asset type/size, segment mix and location

Choice Hotels Unique Selling Points



**Strong Financial
Contribution**



**Flexibility within a
framework**



**All-inclusive, transparent
and competitive Fees**



**Personalized and individual
services with a local LATAM team**



**Strong connectivity
Systems**



Value Proposition

Offering a long-term win-win relationship.

1

Research-based, modern, relevant yet flexible brand standards

2

Increases in REVPAR by attracting International guests through sales, marketing, loyalty and distribution channel mix

3

Distribution costs savings through one-stop-shop CRS (Central Reservation System) and pre-negotiated OTA (Online Travel Agency) rates at corporate level.

Revenue generation



Choice Privileges and Radisson Rewards Program

Powerful digital platform with 66M+ members
Boosting hotel visibility, awareness and direct sales
Lower online distribution cost (no agency commission)



Worldwide Sales Support

Global sales network with international trade visibility
Exclusive benefits with Choice Hotels partnerships Corporate accounts, M&E/travel agencies, airlines,...



Engaging Marketing Strategies

Advertising campaigns, online referencing, targeted email campaigns, tactical promotions, social media
Increasing the notoriety of brand and hotel



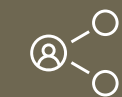
Franchisee Services

Guiding you to the top every step of the way: from the onboarding to the day-to-day execution
ChoiceCENTRAL, ChoiceUniversity & ChoiceNOW



Revenue Management Strategies

Revenue optimization through our efficient tool, Choice Max
Optimizing OCC and ADR through different RM packages
Increase revenue and maximize profits (+4-20% RevPAR)



One-Stop-Shop Distribution Solution

Choice Edge, centralized reservation system
Manage reservations for 369 hotels through 26 channels - Maximizing hotel revenue and distribution cost

Revenue generation



Our income management systems, together with the experienced **Revenue Management** team, will give you the support your property needs to maximize your income through:

- **Strategic Pricing** – ADR growth
- Benchmarking – SWOT analysis
- **Key indicators analysis** – OCC, ADR and REVPAR
- Implementation of travel and **channel** controls



RevPar



+46%

OCC%



+27%

ADR



+15%

Results 2022 vs 2021

Cost optimization



Technology & IT

- Integrated PMS, Choice Advantage: solution for owners & guests
- Optimizing staff productivity and cost
- Improvement of guest experience and increase of RevPAR



Choice Advantage is an innovative web-based PMS. This system combines key hotel management features with the flexibility, affordability, and easy-to-use nature of a cloud-based product.

Our Brands

RADISSON
Individuals.™



OUR COMPETITORS

Based on positioning and presence in the LATAM market, the following brands have been identified as our target competitors.

RADISSON
Individuals™

AUTOGRAPH
COLLECTION®
HOTELS

CURIO
COLLECTION
by Hilton™

VOCO™
AN IHG® HOTEL

TAPESTRY
COLLECTION
by Hilton™

ASCEND®
HOTEL COLLECTION

M
GALLERY
HOTEL
COLLECTION

OUR POSITION



Upscale hotels located in renowned cities, airports and key business and leisure destinations.
Hotels that share a desire for delivering excellent service and are supported by one of the largest and most successful hotel groups in the world.

RADISSON
Individuals™

HALLMARKS

COMERCIAL DRIVERS

Multi-brand direct booking platform, Strong meetings and conference offering.

SHARED GOALS

Committed to making every moment matter, Aligned culture and talent management strategy.

Our service philosophy

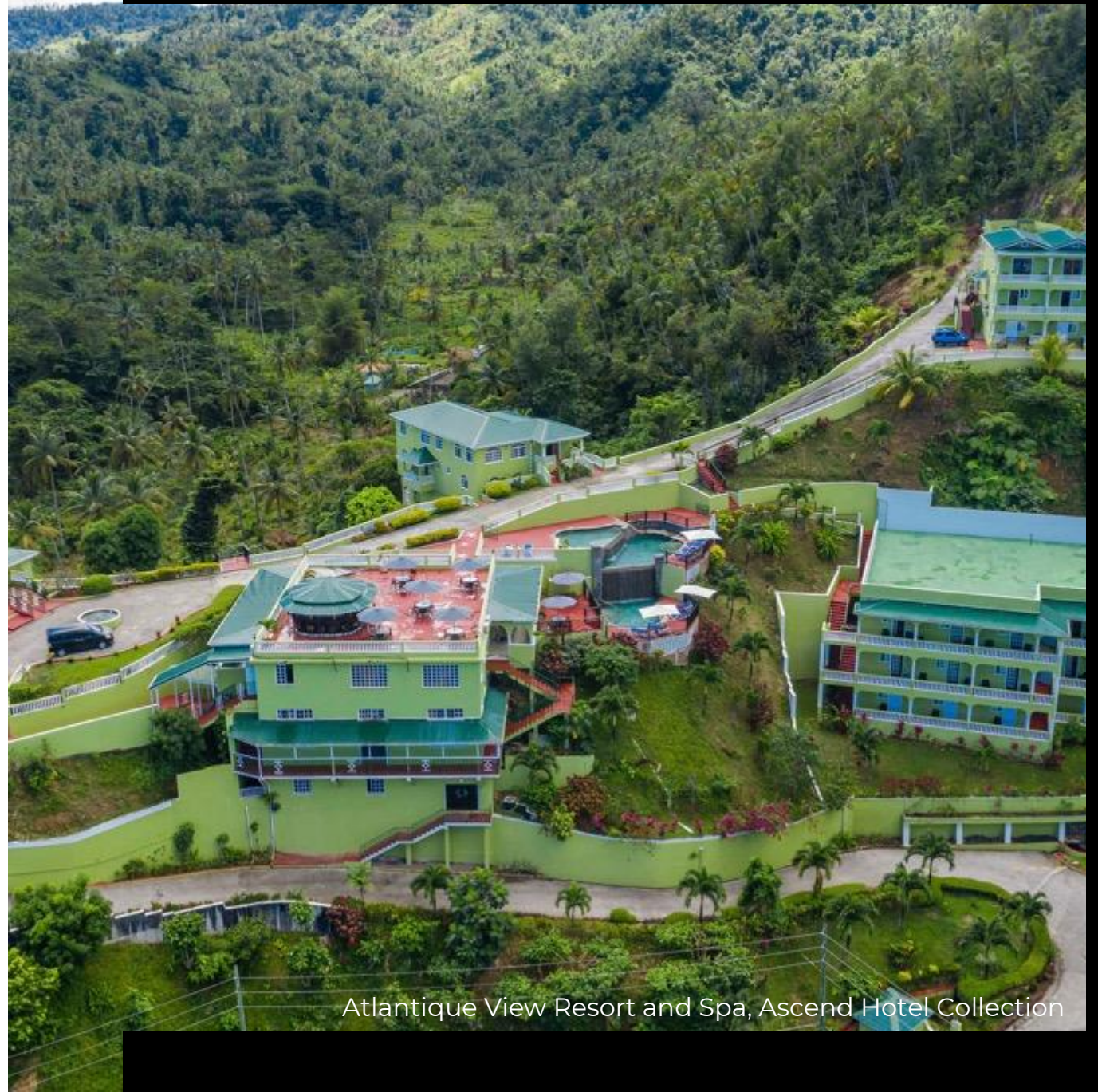
Yes I Can!

VALUE PROPOSITION

Ensurement our brands are relevant to owners, Delivering a revenue advantage, Engaging with our owners.



ASCEND™
HOTEL COLLECTION



Atlantique View Resort and Spa, Ascend Hotel Collection

OUR COMPETITORS

Based on positioning and presence in the LATAM market, the following brands have been identified as our target competitors.

RADISSON
Individuals.

BW Premier
COLLECTION

TAPESTRY
COLLECTION
by Hilton

CURIO
A COLLECTION BY HILTON

AUTOGRAPH
COLLECTION®
HOTELS

M
GALLERY

ASCEND
HOTEL COLLECTION

Our Position

ASCEND HOTEL COLLECTION

Freedom within a Framework

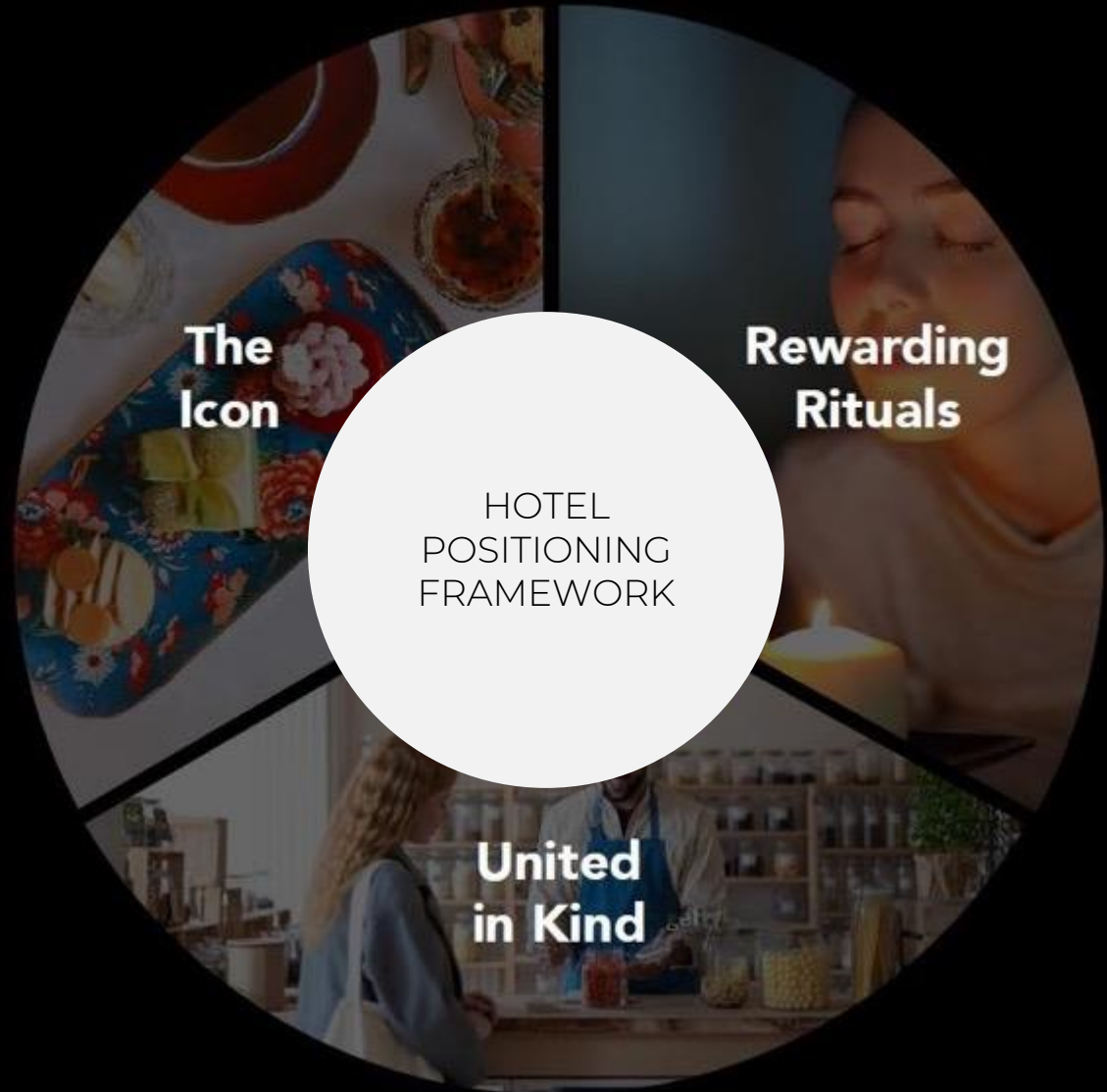
Designed for travellers seeking unique experiences in exceptional surroundings, the upscale Ascend Hotels Collection is a membership of independent hotels with unique properties and signature st

- First and largest global soft brand in the industry.
- Owners get to keep operational and design freedom

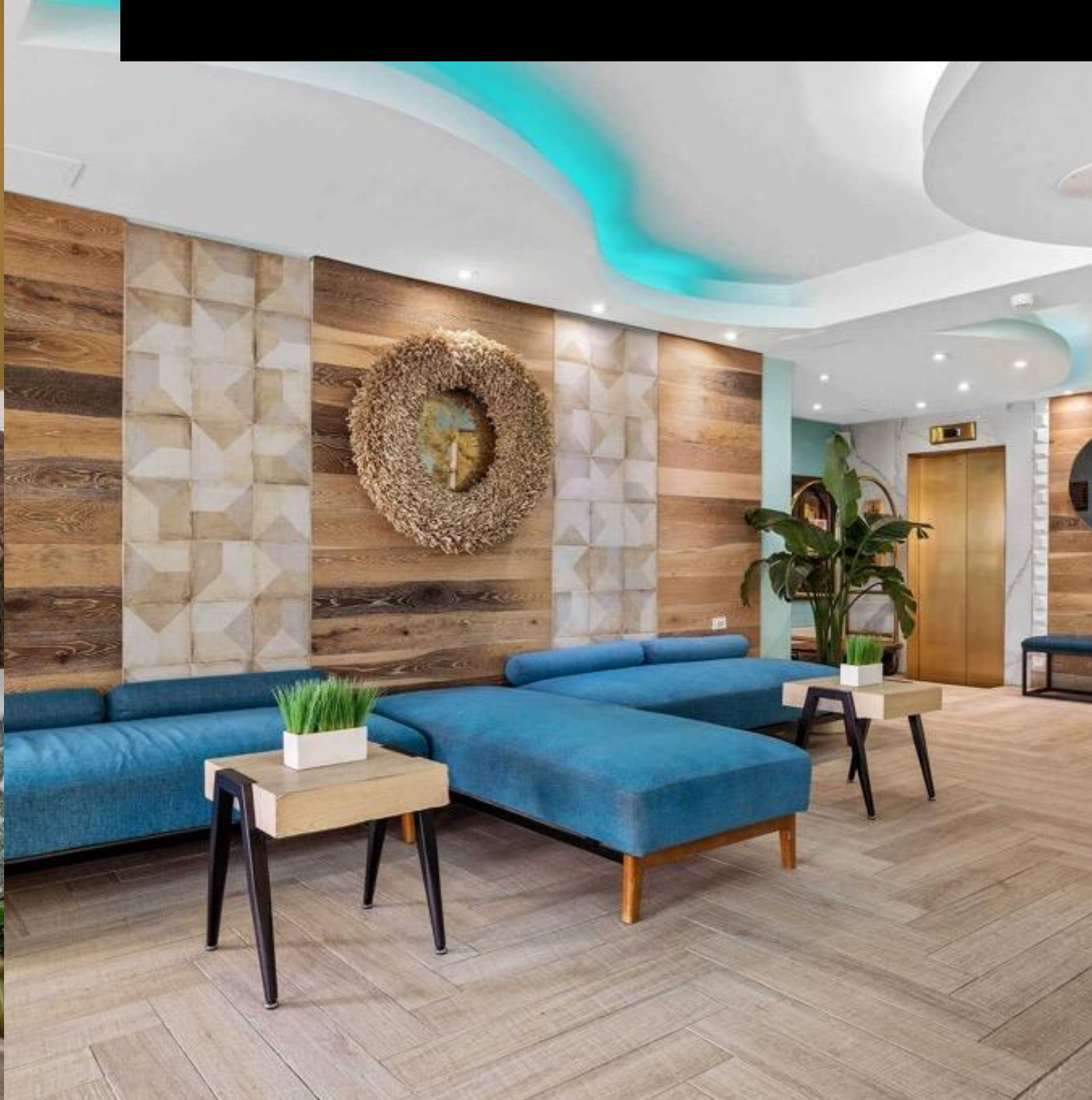
- Gives owners the ability to take advantage of Choice Privileges, the award winning loyalty program of Choice Hotels.
- Allows access to booking engines and training support provided by Choice Hotels.

Hallmarks

Each hotel is given freedom to shape their own identity on-property experience, guided by a hotel positioning framework



ASCEND
HOTEL COLLECTION





F E E L T H E D I F F E R E N C E



OUR COMPETITORS

Based on positioning and presence in the LATAM market, the following brands have been identified as our target competitors.



OUR POSITION



Upper-upscale, full-service hotels located in capital cities, key airport gateways and major leisure destinations. Radisson Blu delivers a positive and personalized service in stylish spaces.



HALLMARKS

MEMORABLE

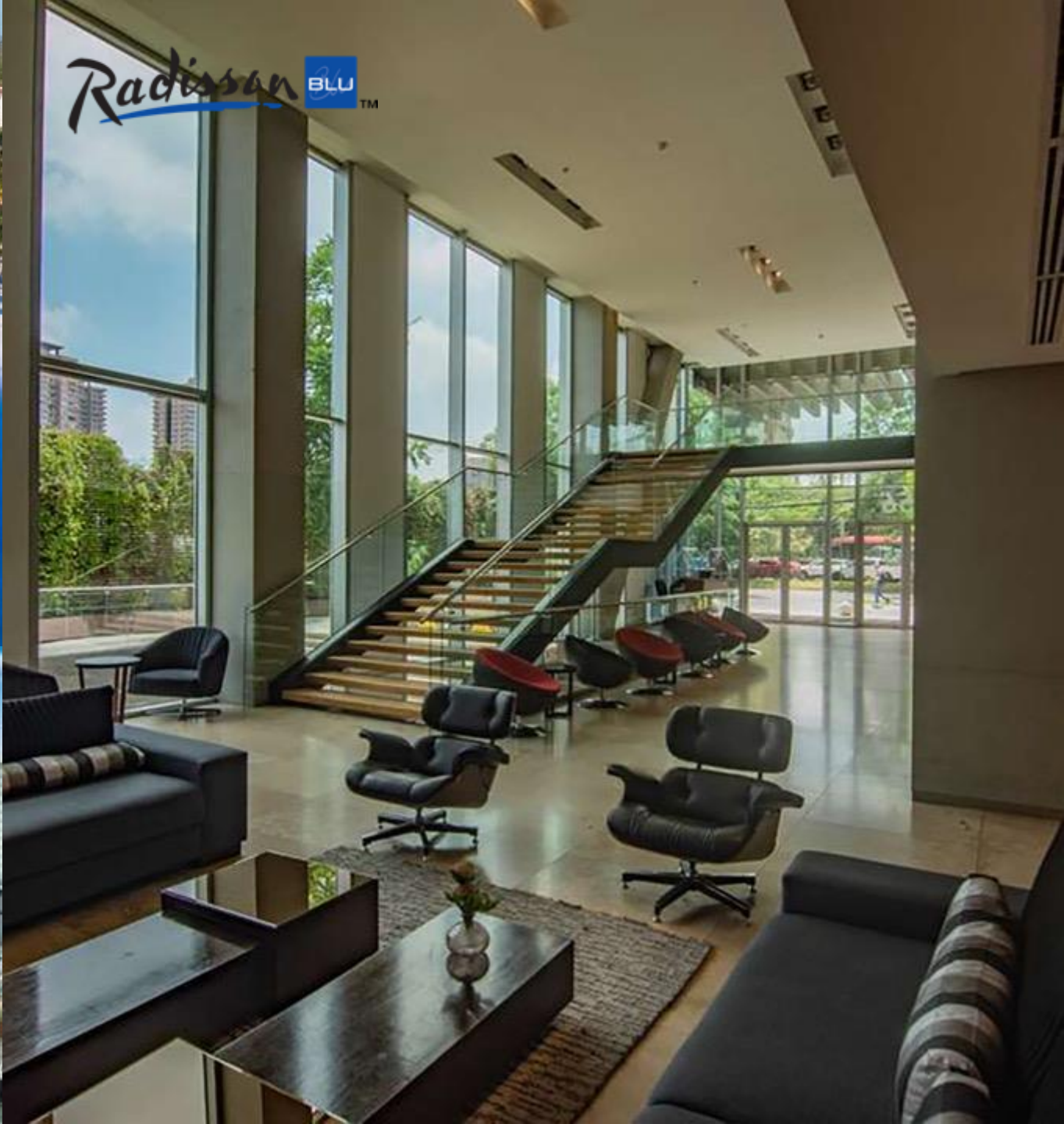
Our attention to the smallest details leaves a lasting impression on our guests.

STYLISH

We offer stylish spaces for business and leisure in some of the world's

PURPOSEFUL

Our aim is to deliver meaningful and memorable experiences.



Radisson™



OUR COMPETITORS

Based on positioning and presence in the LATAM market, the following brands have been identified as our target competitors.



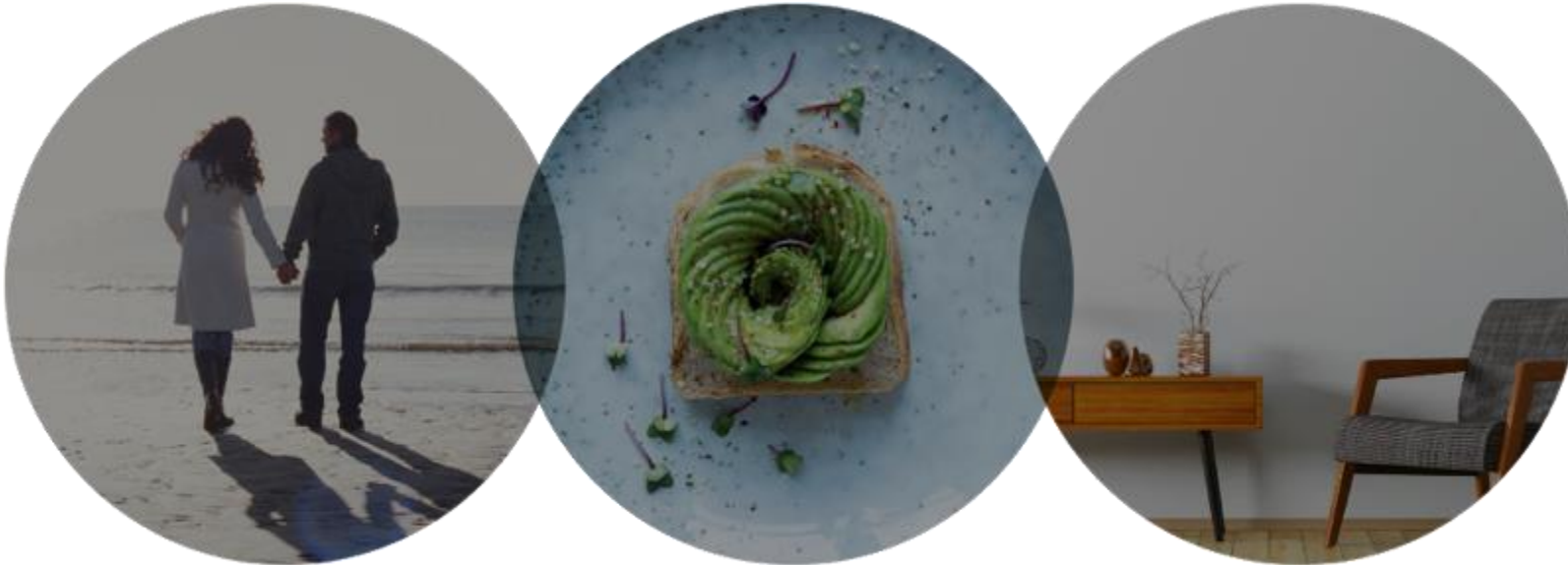
OUR POSITION



Upscale, full-service hotel located near airports and city centers around the world.



HALLMARKS



Our hotels provide bright spaces that are both functional and inviting, creating a perfectly balanced environment for a relaxed stay.



Radisson™



ENJOY IT!

RED

Radisson

OUR COMPETITORS

Based on positioning and presence in the LATAM market, the following brands have been identified as our target competitors.



OUR POSITION



Upscale, selected service hotels in vibrant, urban locations.
A vibrant and stylish stay. Be inspired.



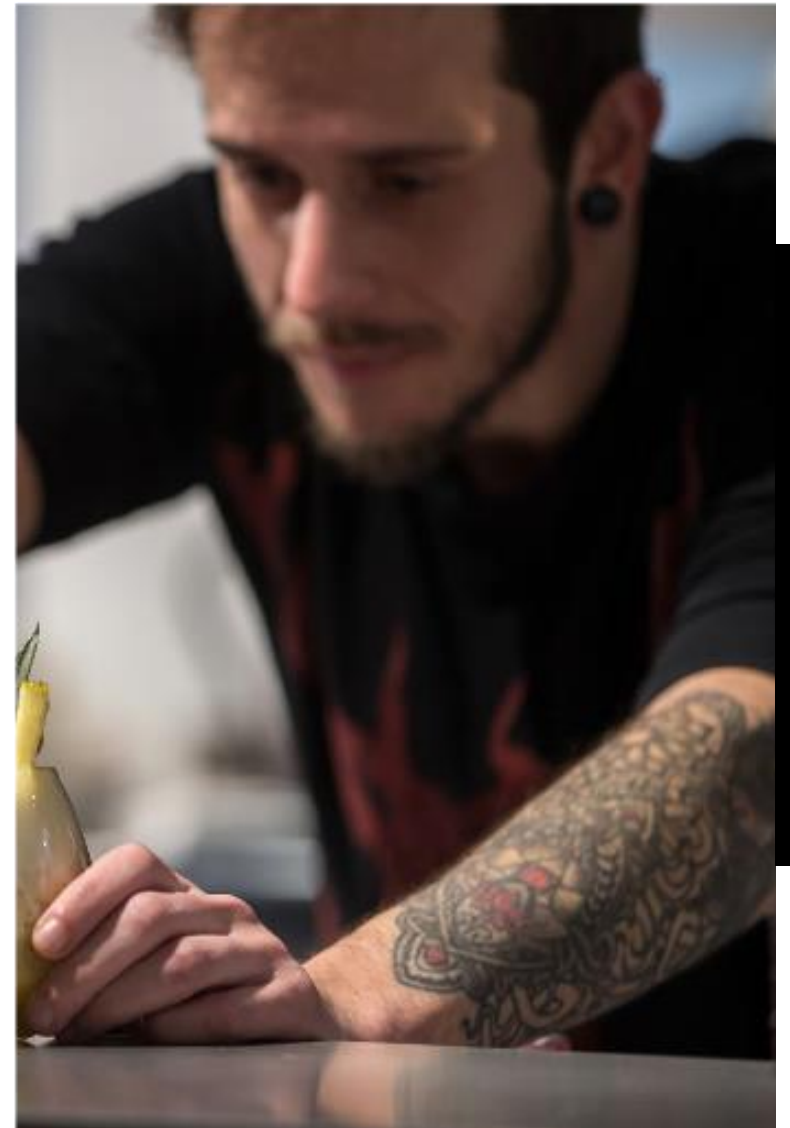
HALLMARKS



Design with attitude



Share & Connect



Fun & Flexible





OUR COMPETITORS

Based on positioning and presence in the **LATAM market**, the following brands have been identified as our target competitors.





Our position **Be Delighted**

Quality is a midscale, full-service brand. The comfortable and relaxed feeling of being at home is the key foundation of the **Quality** brand.

Our target guests want a hotel with the relaxed comforts of home, complemented by warm & friendly service

Hallmarks



1. Quality Host Programme

An in-depth training programme that brings out the best in our Quality Hosts



2. Quality Moments

At Quality® hotels, we believe that travel should be about connecting with people, while getting the value you deserve.



3. Quality Breakfast

Start your day right with a free fresh and healthy breakfast





OUR COMPETITORS

Based on positioning and presence in the LATAM market, the following brands have been identified as our target competitors.



Our position

COMFORT

At Comfort hotels, we offer travelers a consistent, warm and welcoming experience. With all the amenities you need to be at your best, our hotels will help you feel rested and ready to take on the day.



Hallmarks

Make us truly who we are



The Comfort

With the new Comfort® brand, we're complementing the Comfort Inn® and Comfort Suites® features you love with a modern look and amenities designed to help you feel ready to take on the day.



Happy to Help

Ready to greet guests, answer queries and be the first, visible point of contact.

We make check-in swift and easy



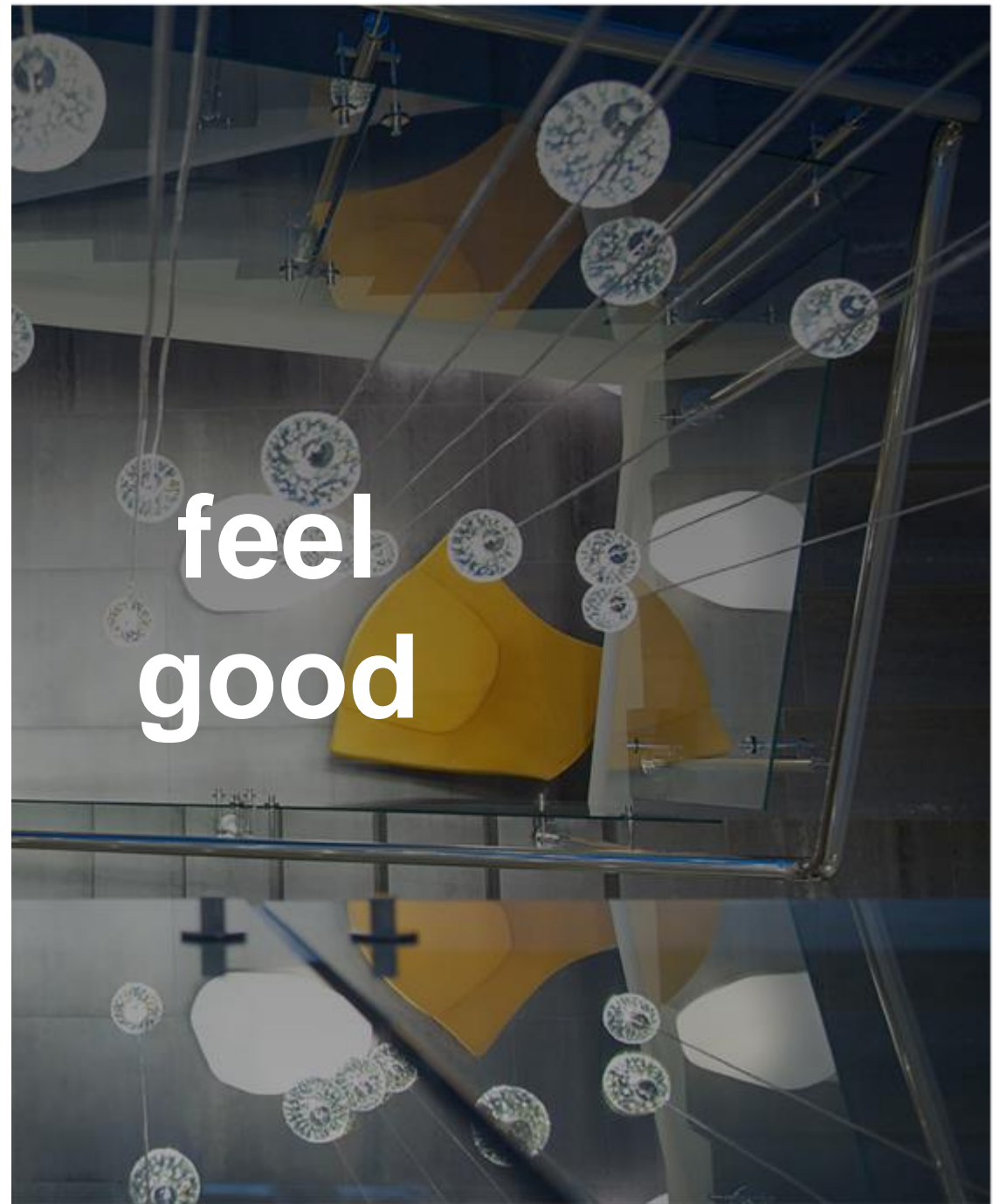
A better us. For the best you.

- Personal hand sanitizer at check-in
- Upgraded spaces
- Free WiFi
- Hearty and healthy breakfast
- Modern fitness centers





feel
good



OUR COMPETITORS

Based on positioning and presence in the LATAM market, the following brands have been identified as our target competitors.



OUR POSITION



Midscale, selected service hotels located in capital cities, around economic and tourist hubs, and conveniently situated near airports and railway stations.



HALLMARKS

Connected

Through design, technology and social spaces our guests stay connected with their personal & professional life.



Positive

The energy that drives a 'feel good' atmosphere.



Contemporary

Design, products & services that are relevant to current times.





OUR COMPETITORS

Based on positioning and presence in the **LATAM market**, the following brands have been identified as our target competitors.



Our position

Stay Balanced in Style

Sleep is limited service, brand. Sleep hotels offer guests spaces that are *Inspired by Nature*, balancing a calming restorative ambience with an uplifting energy.

Our target guest is adventurous, eco-conscious and considers balance very important – they maintain their lifestyle routine on the go.



Hallmarks



Smart Design

To keep development and operating costs low.



Nature-inspired Design

with modern and warm scheme options.



Cost.-efficient amenities

that enhance guest experience



Sleep
INN



Plark Plaza Victoria en Amsterdam

OUR COMPETITORS

Based on positioning and presence
In the LATAM market, the following
Brands have been identified as our
target competitors.



OUR POSITION



Upper-upscale, full-service hotels located in capital cities, key business and leisure destinations.





Authentic service

Our commitment to originality gives each guest a real and genuine experience.



HALLMARKS

Contemporary spirit

Our hotels are elegantly appointed and showcase distinctive designs.



Local hotspots

In our vibrant restaurants and bars, guests and regulars mix in an open social atmosphere accompanied by live music and entertainment.

and entertainment.





A story of
relevant
brands