



PLAYA

HOTELS & RESORTS®

Playa Hotels & Resorts Overview

May 2024

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Playa Hotels & Resorts

Non-Package Revenue Reclassification



Non-Package Revenue - Upgrade Revenue Reclassification

Upgrade Revenue (in thousands)	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2021 Full Year	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022 Full Year	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023 Full Year
Total MX Yucatan Peninsula	\$756	\$807	\$880	\$909	\$3,353	\$971	\$938	\$1,079	\$1,117	\$4,105	\$1,216	\$1,230	\$1,084	\$1,179	\$4,709
Total MX Pacific Coast	\$195	\$338	\$247	\$298	\$1,078	\$294	\$234	\$214	\$329	\$1,071	\$354	\$400	\$403	\$348	\$1,505
Total Mexico	\$951	\$1,145	\$1,128	\$1,207	\$4,431	\$1,265	\$1,172	\$1,293	\$1,446	\$5,175	\$1,570	\$1,630	\$1,487	\$1,527	\$6,214
Total Dominican Republic	\$405	\$565	\$640	\$847	\$2,457	\$1,167	\$1,163	\$958	\$624	\$3,913	\$944	\$1,118	\$921	\$892	\$3,875
Total Jamaica	\$148	\$168	\$282	\$326	\$924	\$273	\$216	\$313	\$247	\$1,049	\$237	\$234	\$246	\$187	\$903
Total Owned Portfolio	\$1,504	\$1,879	\$2,049	\$2,380	\$7,813	\$2,705	\$2,550	\$2,564	\$2,318	\$10,137	\$2,750	\$2,982	\$2,654	\$2,606	\$10,992

Net Package ADR Includes Upgrade revenue	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2021 Full Year	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022 Full Year	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023 Full Year
Total MX Yucatan Peninsula	\$298.80	\$335.50	\$343.30	\$379.40	\$342.61	\$436.51	\$415.13	\$383.56	\$420.41	\$413.49	\$494.08	\$441.82	\$399.10	\$421.94	\$440.13
Total MX Pacific Coast	\$319.40	\$345.90	\$377.19	\$400.35	\$368.22	\$459.90	\$458.95	\$442.88	\$496.15	\$464.66	\$541.73	\$543.17	\$478.83	\$522.20	\$522.94
Total Mexico	\$302.83	\$338.70	\$353.11	\$385.59	\$349.75	\$443.24	\$428.47	\$400.78	\$441.79	\$428.38	\$507.99	\$471.16	\$421.08	\$447.41	\$463.13
Total Dominican Republic	\$288.82	\$262.95	\$265.36	\$265.88	\$268.06	\$330.61	\$298.37	\$272.53	\$295.77	\$300.15	\$490.55	\$346.62	\$306.69	\$353.15	\$366.83
Total Jamaica	\$284.26	\$307.16	\$318.35	\$337.22	\$316.67	\$418.26	\$359.51	\$368.81	\$411.63	\$388.61	\$500.78	\$454.59	\$422.23	\$431.59	\$452.96
Total Owned Portfolio	\$295.88	\$308.31	\$315.93	\$330.79	\$315.63	\$393.90	\$366.53	\$348.58	\$394.77	\$375.33	\$501.64	\$425.52	\$381.41	\$413.66	\$430.12

Non-Package Revenue (in thousands) Excludes Upgrade revenue	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2021 Full Year	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022 Full Year	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023 Full Year
Total MX Yucatan Peninsula	\$4,935	\$6,996	\$7,740	\$8,255	\$27,926	\$8,581	\$9,754	\$7,819	\$9,158	\$35,312	\$9,494	\$9,315	\$7,470	\$8,391	\$34,670
Total MX Pacific Coast	\$1,158	\$3,076	\$2,531	\$3,217	\$9,982	\$3,568	\$4,349	\$3,032	\$4,305	\$15,253	\$4,695	\$4,923	\$2,909	\$4,935	\$17,462
Total Mexico	\$6,093	\$10,073	\$10,270	\$11,472	\$37,908	\$12,149	\$14,103	\$10,851	\$13,463	\$50,566	\$14,189	\$14,239	\$10,378	\$13,326	\$52,132
Total Dominican Republic	\$3,028	\$5,438	\$7,062	\$7,558	\$23,086	\$8,846	\$11,343	\$8,319	\$5,182	\$33,689	\$9,167	\$9,570	\$7,577	\$9,076	\$35,391
Total Jamaica	\$2,119	\$4,599	\$5,389	\$5,859	\$17,967	\$7,935	\$8,154	\$7,180	\$7,906	\$31,176	\$9,867	\$8,725	\$6,764	\$7,059	\$32,415
Total Owned Portfolio	\$11,240	\$20,109	\$22,722	\$24,889	\$78,960	\$28,930	\$33,600	\$26,350	\$26,551	\$115,431	\$33,223	\$32,533	\$24,720	\$29,461	\$119,938
Corporate Revenue	\$125	\$369	\$232	\$248	\$974	\$212	\$257	\$200	\$334	\$1,002	\$564	\$602	\$532	\$635	\$2,332
Total Portfolio	\$11,364	\$20,479	\$22,954	\$25,137	\$79,934	\$29,142	\$33,857	\$26,551	\$26,885	\$116,434	\$33,787	\$33,135	\$25,252	\$30,096	\$122,270

Playa Hotels & Resorts

Company Overview



Company Overview – Premier Collection of All-Inclusive Resorts on Desirable Beachfronts



Hyatt Ziva and Zilara Rose Hall



Hyatt Ziva Cancún



Hyatt Zilara Cancún



Hilton Playa del Carmen



Hyatt Ziva Los Cabos



Hyatt Cap Cana

24 All-Inclusive Resorts ⁽¹⁾	9,027 Rooms	100% Owned / Operated Beach Resorts	55% Hyatt / Hilton Branded ⁽¹⁾⁽²⁾	77% 4.5+ Star Owned Resorts ⁽³⁾
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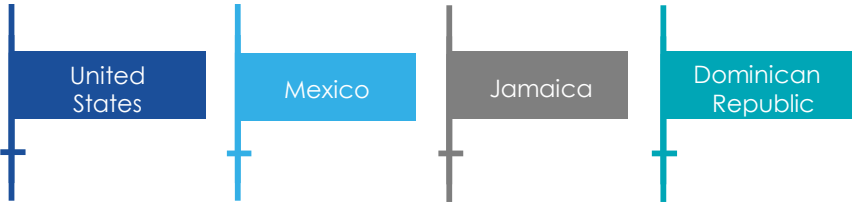
1) Includes management contracts, pro-forma for managed resorts that have not yet opened
 2) Based on the number of rooms as of EOP March 2024, pro-forma for managed resorts that have not yet opened
 3) Based on the number of owned rooms at EOP March 2024

Company Overview – Our Brands



OUR STORY

Since 2006, Playa Hotels & Resorts has become the leading owner, operator, manager and developer of all-inclusive resorts in prime beachfront locations.

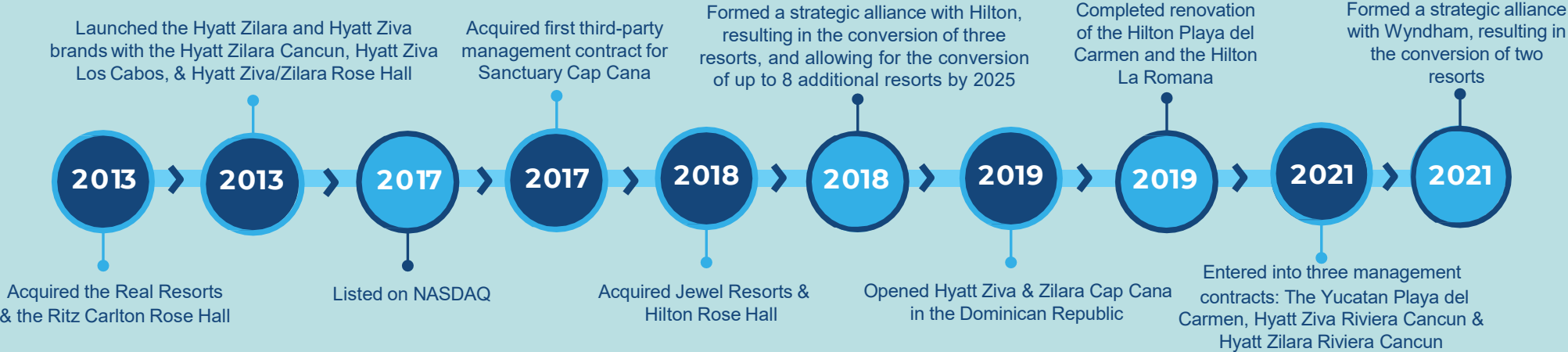


OUR TEAM:

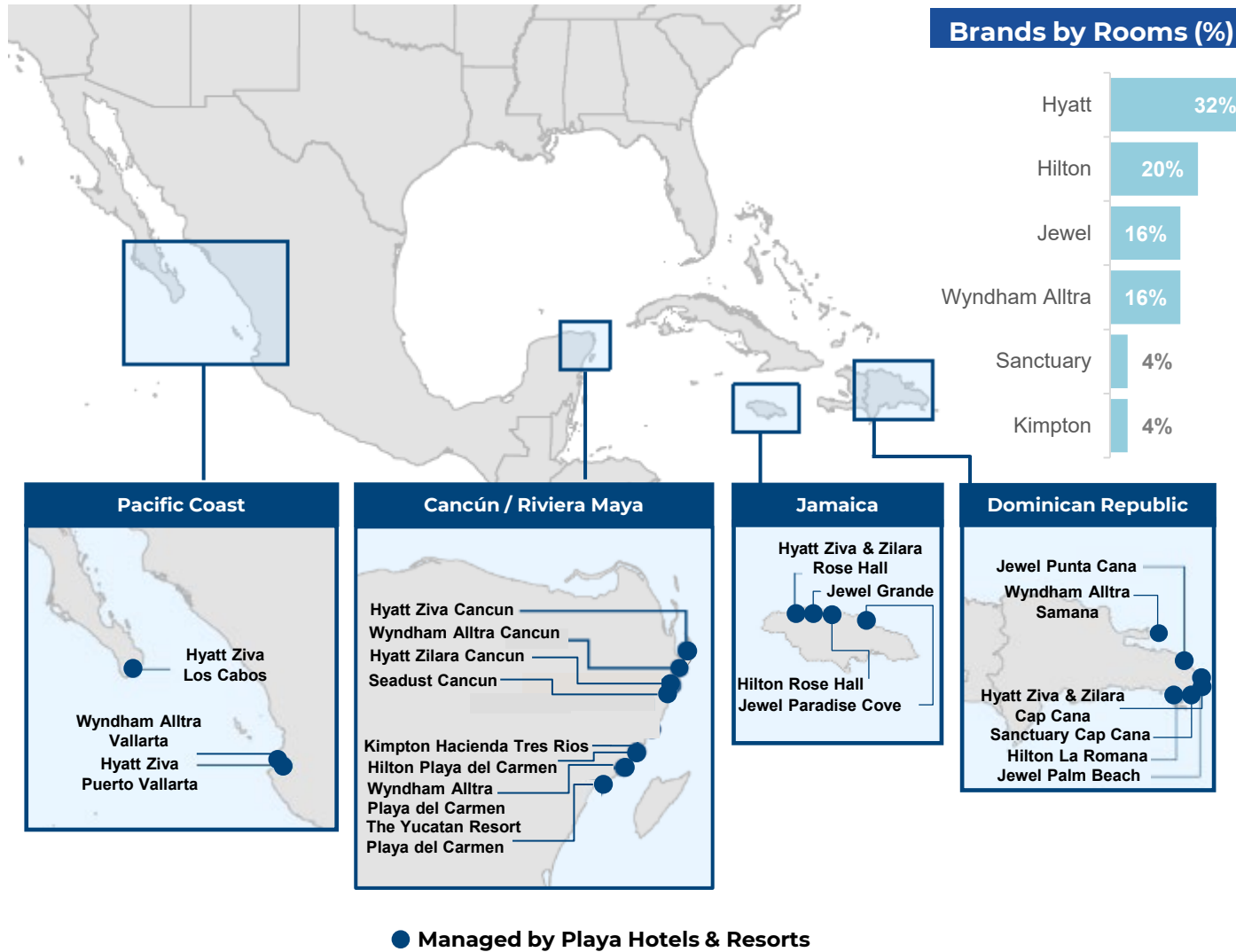


Total Employees Worldwide

GRAND OPENINGS AND MILESTONES



Company Overview – Geographic Footprint



Cancún / Riviera Maya		Rooms
1. Hyatt Ziva Cancún		547
2. Hyatt Zilara Cancún		310
3. Hilton Playa del Carmen		524
4. Wyndham Alltra Cancún		458
5. Wyndham Alltra Playa del Carmen		287
6. The Yucatán Resort Playa del Carmen ⁽²⁾		60
7. Seadust Cancún Family Resort ⁽²⁾		502
8. Kimpton Hacienda Tres Rios Resort, Spa & Nature Park ⁽²⁾		255
Total Cancún / Riviera Maya		2,943
Percentage by Region		33%

Pacific Coast		Rooms
1. Hyatt Ziva Los Cabos		591
2. Hyatt Ziva Puerto Vallarta		335
3. Wyndham Alltra Vallarta ⁽²⁾		229
Total Western Mexico		1,155
Percentage by Region		13%



Dominican Republic		Rooms
1. Hilton La Romana		774
2. Jewel Palm Beach		500
3. Hyatt Ziva & Zilara Cap Cana		750
4. Jewel Punta Cana ⁽²⁾		620
5. Sanctuary Cap Cana ⁽²⁾		324
6. Wyndham Alltra Samana ⁽²⁾		404
Total Dominican Republic		3,372
Percentage by Region		37%

Jamaica		Rooms
1. Hyatt Ziva & Zilara Rose Hall		620
2. Hilton Rose Hall		495
3. Jewel Paradise Cove		225
4. Jewel Grande (Owned)		88
5. Jewel Grande ⁽²⁾		129
Total Jamaica		1,557
Percentage by Region		17%


Total Rooms: 9,027

1) Room count as of EOP March 2024, pro-forma for managed resorts not yet opened
 2) Denotes management contract

Company Overview – Highly Rated Resorts

Resort	Price Range	TripAdvisor ⁽¹⁾				
		Rating (Out of 5.0)	Ranking ⁽²⁾	No. of Hotels in Region		
Hyatt Ziva/Zilara Cap Cana	Luxury	4.9	2&3	157	2020-2024	2020-2021
Hyatt Ziva Cancún	Luxury	4.6	28	238	2016-2024	2015-2016, 2018-2024
Hyatt Zilara Cancún	Luxury	4.5	4	238	2011-2024	2011-2012, 2016, 2019-2024
Hyatt Ziva/Zilara Rose Hall	Luxury	4.3	8&10	61	2015-2024	2016-2024
Hyatt Ziva Los Cabos	Luxury	4.5	26	54	2014-2024	2011-2018, 2020-2021, 2023-2024
Hyatt Ziva Puerto Vallarta	Luxury	4.4	25	164	2015-2024	2012-2024
Hyatt Ziva Rivera Cancun	Luxury	4	24	49		2023-2024
Hilton Playa del Carmen	Luxury	4	71	282	2011-2024	2015, 2017-2021, 2024
Sanctuary Cap Cana	Luxury	4.8	6	157	2015-2024	2019-2022, 2024
Hilton La Romana Adults Only	Upscale	4.5	2	21	2024	2021, 2023-2024
Hilton La Romana All -Ages	Upscale	4.5	1	21	2024	2017-2021, 2023
Jewel Palm Beach	Upscale	4.5	28	157	2011-2022	2012, 2016, 2020-2021
Hilton Rose Hall	Upscale	4.3	13	61		2011-2024
The Yucatán Playa del Carmen	Upscale	3.9	97	282		2022
Wyndham Alltra Playa del Carmen	Mid-range	4.1	78	282		2012-2014, 2016-2021, 2023-2024
Wyndham Alltra Cancún	Mid-range	4.5	30	238		2016, 2018-2021, 2024
Jewel Paradise Cove	Mid-range	4.1	7	50		2015-2024
Jewel Grande	Mid-range	4.5	4	61	2018-2024	2019-2022
Wyndham Alltra Vallarta	Mid-range	4	19	34		
Wyndham Alltra Samana	Mid-range	4	3	12	2024	
Seadust Cancún Family Resort	Mid-range	4.5	79	238		
Hacienda Tres Rios	Upscale	4.5	42	282		
Hyatt Zilara Riviera Maya	Luxury	4.4	5	11		2024

1) TripAdvisor ratings as of 5/06/2024
 2) Based on TripAdvisor rank relative to total hotels in the surrounding area

 Resorts ranked within top quartile of market

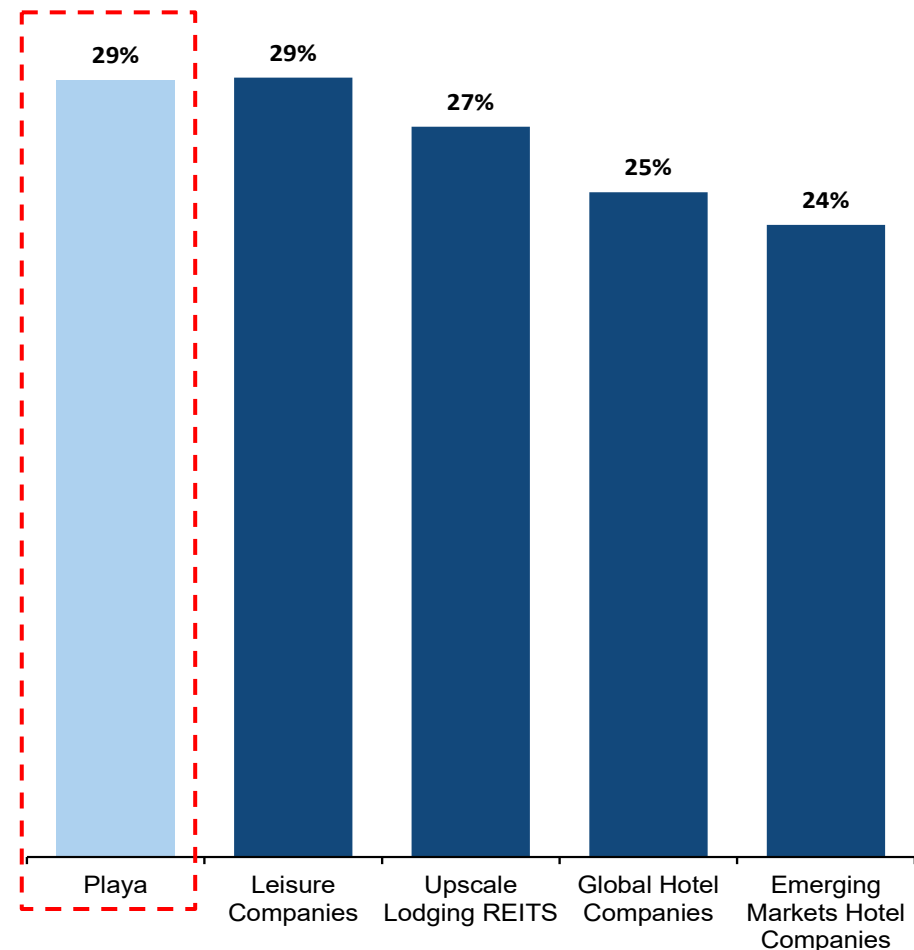
Company Overview – Advantages of All-Inclusive Business Model

Benefits for Owners of All-Inclusive

Predictable Revenue and Occupancy	<ul style="list-style-type: none"> ▪ Guests book and pay further in advance with fewer cancellations ▪ More accurate planning of resources (e.g., in F&B) leads to the efficient use of labor and less waste ▪ Leverage economies of scale
Greater Share of Customer Wallet	<ul style="list-style-type: none"> ▪ All-inclusive price includes <ul style="list-style-type: none"> - Room - Food & Beverage - Entertainment
Generate Additional Revenue Through High-Margin Premium Services	<ul style="list-style-type: none"> ▪ High-margin premium services not included in the all-inclusive package <ul style="list-style-type: none"> - Spa - Fine wine/premium alcohol - Wedding packages - Room upgrades ▪ Guests more likely to buy upgrades at the resort since their stay is paid in advance
High Customer Satisfaction	<ul style="list-style-type: none"> ▪ Value for money - less expensive than purchasing items a la carte ▪ Total cost certainty ▪ Convenient one-stop shopping

Higher EBITDA Margins ⁽¹⁾

LTM Adjusted EBITDA Margins
4-Yr Historical Average (2016 – 2019)



Company Overview – The Power of the All-Inclusive Model

All-Inclusive Model

- Quoted rate includes lodging, food, beverages, kids club, taxes and many recreational activities
- Increased ability to yield manage and staff
- Great value for guest given higher and more predictable utilization
 - Stress-free budgeting
 - Saves time
- Guest arrives with fresh wallet driving high-margin premium sales
- Increased length of stay, which lowers costs and increased revenue per guest

Traditional (European) Hotel Model

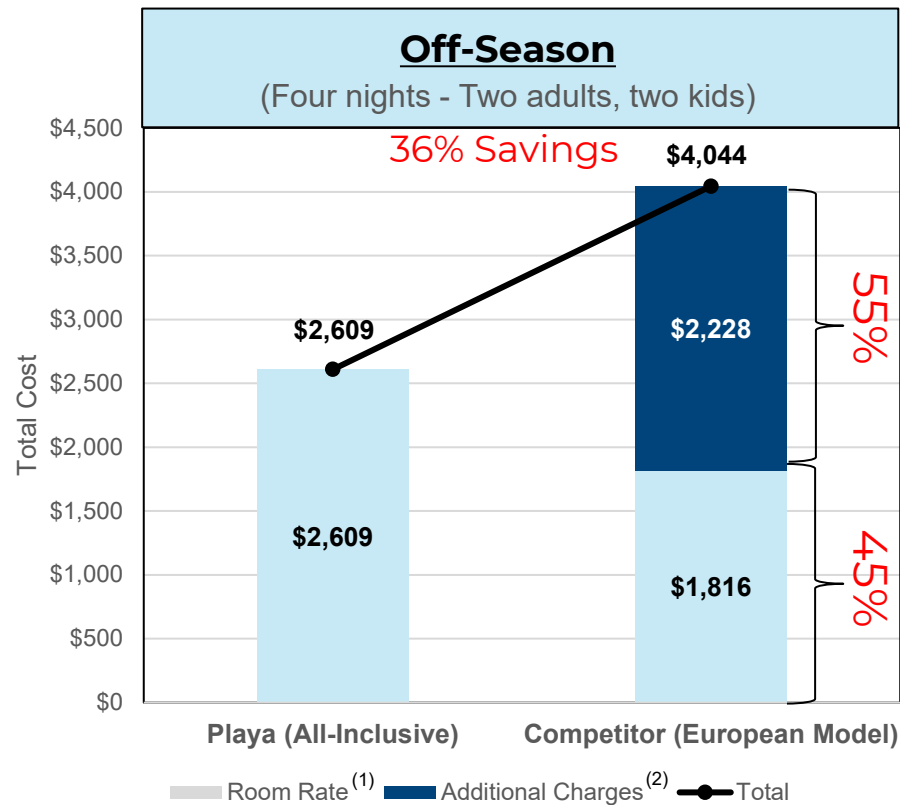
- Quoted rate is strictly for the room and does not include any food, beverages, WiFi, kids club, incidentals, taxes, and often a hefty resort fee which are billed separately
- Shorter length of stay, higher cost per guest (lower margin)
- Guests often complain of feeling “nickel and dimed”
- The longer you stay, the lower your per night spend
- Hotel taxes and gratuities are usually not included

vs.

Company Overview – The All-Inclusive Model vs. Traditional European Model

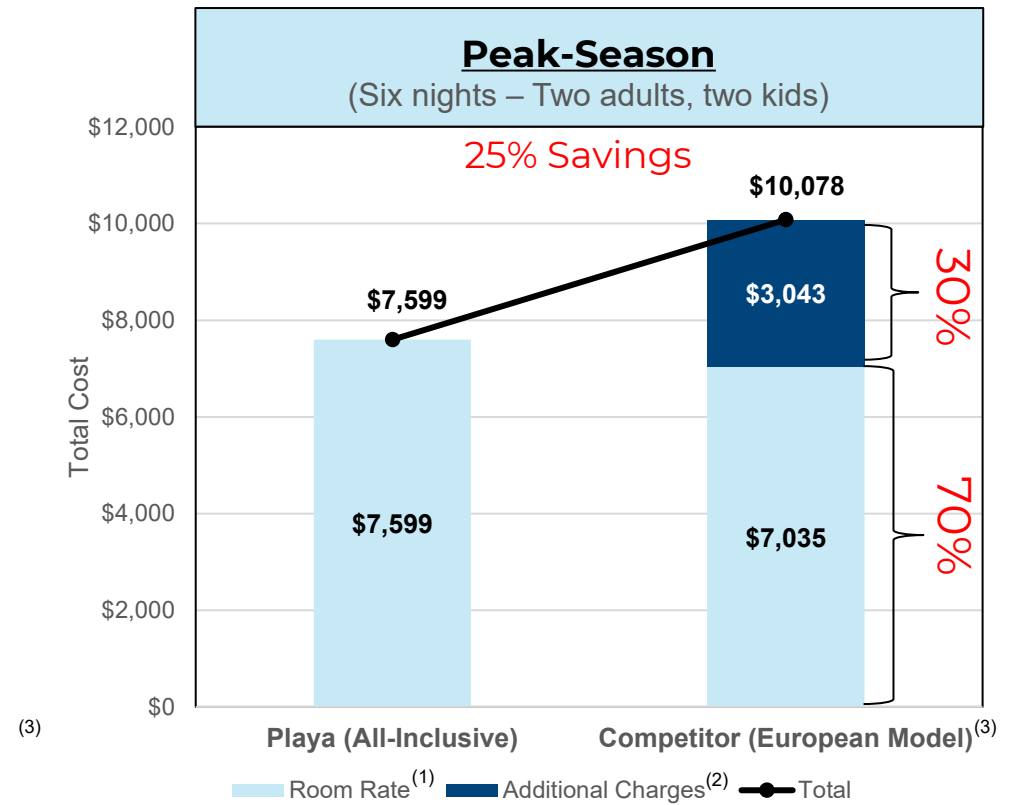
All-Inclusive Model

- Quoted rate includes lodging, food, beverages, and many recreational activities
- Includes hotel taxes and gratuities



Traditional (European) Hotel Model

- Quoted rate is strictly for lodging; food and incidentals provided by the hotel are billed separately
- Hotel taxes, resort fees, and gratuities not usually included



1) Playa's all-inclusive room rate includes food & beverage, most activities, taxes, and fees
 2) Additional charges typically include food & beverage updates, activities, taxes, and fees
 3) Competitor rates are averages of comparably ranked hotels obtained from JW Marriott, Hyatt, etc.

Company Overview – CBRE Analysis

- CBRE Analysis - Fundamental KPI's and guest satisfaction scores compared to 2019
 - Although top-line KPI's for US resorts and PLYA are similar, PLYA's investment into the guest experience produced positive guest satisfaction vs pre-pandemic levels.

	All USA Resorts	US Luxury Resorts	FL Luxury Resorts	PLYA
Occupancy	-8%	-11%	-8%	-7%
ADR	26%	44%	48%	35%
RevPAR	16%	29%	36%	25%
EBITDA Margin	12%	17%	25%	14%
Guest Rating	-11%	-16%	-15%	11%

Company Overview – Brand Differentiation

Playa Brands



vs.

Competing Brands



- The all-inclusive resort segment is saturated with brands that have limited U.S. consumer recognition
- Many of these resorts are owned and managed by smaller operators who often lack capital resources
- Playa has the unique opportunity to leverage Hyatt's, Hilton's, and Wyndham's world-renowned brands in the all-inclusive market

Playa Hotels & Resorts

Branding Benefits



Branding Benefits – The Guest’s Perspective

- Brands instill a sense of familiarity, reliability, and lower risk
- Reduce customers’ search costs
- Increase the perception of the resort being a high-quality value proposition
- Have a stronger influence on guests’ perceptions than location or chain scale



Branding Benefits – Playa’s Global Brand Partners

- Hyatt’s and Hilton’s selection of Playa as its strategic partner in the development and management of all-inclusive resorts throughout the Caribbean, Mexico and Latin America reflects their confidence and conviction in Playa’s best-in-class stewardship of all-inclusive resorts
- The benefits of branding:
 - Efficiently introduces Playa to new guests given the global brand partner’s broad geographic sales and marketing footprint, particularly in the MICE Group space
 - Brand familiarity is attractive to “first-time all-inclusive” customers
 - Facilitates conversion of first-timers to Playa’s other properties, brands, and geographies
 - Lowers customer acquisition costs
 - Immediate access to Hyatt and Hilton’s nearly 135 million loyalty members
 - Increases propensity to book direct
 - Increases RevPAR index premiums; Hilton’s current US RevPAR index premium system-wide is 1.15⁽¹⁾
 - Limited cannibalization of existing assets given high percentage of redemptions and minimal overlap of top tier loyalty members
 - Benefits of scale such as purchasing, marketing, share of voice
 - Global brand partnerships contributes a second set of eyes aimed at maximizing returns and guest satisfaction



Branding Benefits – The Owner/Manager's View

- Branding generates immediate customer recognition for a new or converted property
 - Assists in attracting new customers and retaining current customers
- A brand conveys a certain level of quality and service
- Exposure to new customers, who may not be familiar with all-inclusive
 - Increases the propensity for cross pollination and repeat visitation
- Brands are the #1 corollary with online reputation scores
 - TripAdvisor, Expedia, Booking.com
- Brands have been proven to reduce price sensitivity and encourage purchase decisions, resulting in higher revenues
- Globally recognized brand leaders provide access to marketing and PR scale

Branding Benefits – The Role of Branding in Loyalty

- Brands have higher rates of customer loyalty and engagement
- 80% of frequent business travelers use loyalty programs as part of their booking decision
- Loyalty program members have been shown to spend 62% more room nights with their preferred chain than non-members and spend 3.10x the amount of non-members annually, on average
- Top-tier guests have been shown to spend on average \$16,800 a year at their preferred chain vs. \$470 annually for non-member guests, and \$860 for entry-tier guests
- Loyalty program members can contribute upwards of 60% of occupancy on average on any given night and an even higher percentage of revenues as tiered guests spend more
- Limited overlap in highest tier loyalty members







Branding Benefits – Branding Lowers Customer Acquisition Costs

Branding provides immediate access to loyalty program members and billions in unredeemed loyalty program points

400
MILLION

Immediate access to over 460 million loyalty members

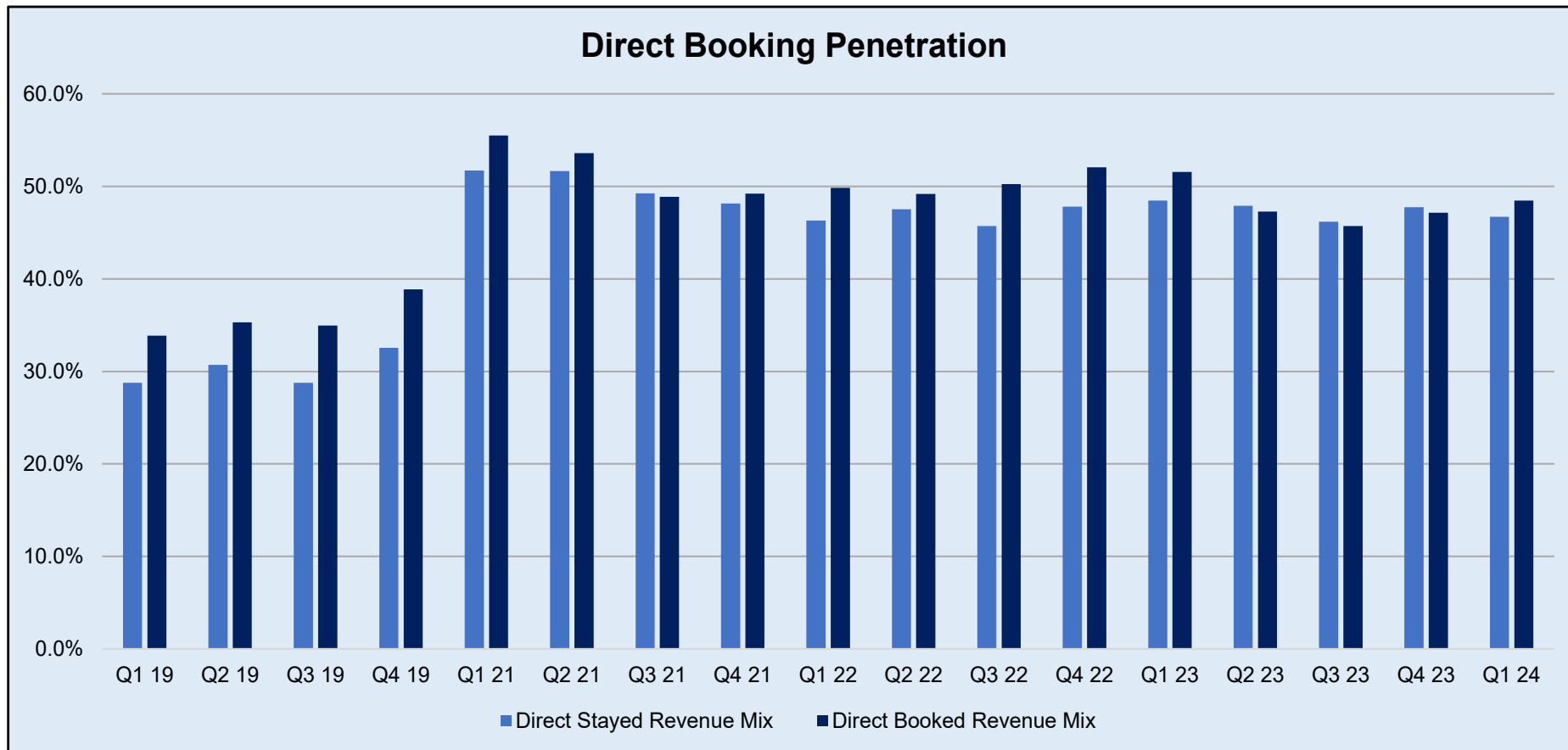
	Loyalty Members	Brands	Current Properties	Rooms in Pipeline
	196 MM	30+	~8,800	573K
	180 MM	23	~7,500	462K
	44 MM	20+	~1,350+	127K
	106 MM	22	~9,175	240K

Branding Benefits – Breakdown of Customer Acquisition Costs by Channel

Upper-Upscale Customer Acquisition Cost by Channel	
Channel	Acquisition Cost
Playaresorts.com	3% - 8%
Property Direct	2% - 3%
Voice	5% - 6%
Brand.com	5% - 6%
Group	6% - 7%
GDS	13% - 14%
OTA	17% - 18%
FIT/Wholesale	24% - 25%

Branding Benefits – Transient Direct Booking Progress

~ 50% Transient Direct Revenue Bookings at FY 2023



Playa Hotels & Resorts

Appendix – Experienced Leadership



Experienced Leadership – Management Team

Bruce Wardinski



Chairman and Chief Executive Officer of Playa Hotels & Resorts

Years in Industry	Time at Playa	Previous Experience
30+ years	16 years	<ul style="list-style-type: none"> Founded Playa Hotels & Resorts in 2006, retains 2% personal stake in the company Previously served as Chairman, President, and CEO of Barceló Crestline Corporation (BCC) Former Chairman and CEO of Crestline Capital (NYSE: CLJ) after its spin-off from Host Marriott when Host Marriott converted to a REIT Founded and served as Chairman of Board of Highland Hospitality Corporation (NYSE: HIH) from 2003 – 2007, a self-advised real estate investment trust Served as SVP and Treasurer of Host Marriott and spent six years at Marriott Corporation prior to that Oversaw REIT conversions, spin-offs, IPOs, and company sales in broad global markets (Europe, Latin America and Asia) throughout his executive experiences



Greg Maliassas



EVP & Chief Operating Officer of Playa Hotels & Resorts

20+ years	2 years	<ul style="list-style-type: none"> Extensive experience managing and developing upscale hotels in Europe, North America and the Middle East Instrumental in dozens of hotel openings, renovations and hotel constructions, collaborating with renowned hotel developers, designers and architects around the world Served as Executive Vice President and Chief Operating Officer of Playa Resorts Management since 2019 Served as Senior Vice President Operations from 2014 to 2019 for the luxury and premium brands of Accor Hotels in Central & Eastern Europe, Benelux and Switzerland Held various positions across North, Central and Eastern Europe, as well as Middle East, Africa and Indian Ocean for Sofitel Hotels & Resorts
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Ryan Hymel










EVP & Chief Financial Officer of Playa Hotels & Resorts

20 years	16 years	<ul style="list-style-type: none"> Has been with Playa since founding in 2006 Began career with the hotel owner / operator, Crestline Capital (NYSE: CCJ) Barcelo Crestline Corp Previously held the positions of Senior Vice President, Treasurer and Vice President of Treasury & Planning Responsible for managing all aspects of investor relations, financial planning & analysis, capital market & debt activities, along with treasury and cash management
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Experienced Leadership – Executive Team

	Years in Industry	Time at Playa	Previous Experience
<p>Tracy Colden</p>  <p>EVP & General Counsel of Playa Hotels & Resorts</p>	<p>30+ years</p>   	<p>2 years</p>	<ul style="list-style-type: none"> • 31 years of legal experience • Prior law experience includes General Counsel, Executive Vice President and Corporate Secretary with Highland Hospitality Corporation (NYSE: HIH) and Crestline Capital Corporation (NYSE: CLJ); and Assistant General Counsel at Host Hotels & Resorts (formerly the Host Marriott Corporation), and associate at Hogan Lovells (formerly Hogan & Hartson). • For the past 11 years, she acted as principal of The Law Offices of Tracy M. J. Colden in Miami and outside counsel for Chesapeake Lodging Trust (NYSE: CHSP).
<p>Fernando Mulet</p>  <p>EVP & Chief Investment Officer of Playa Hotels & Resorts</p>	<p>20 years</p>  	<p>16 years</p>	<ul style="list-style-type: none"> • Has been with Playa Hotels & Resorts since its inception in 2006 and currently heads its acquisitions group • Last served as Director of International Investment & Asset Management with Highland Hospitality • Started his career within the hospitality industry at Barceló Hotels & Resorts holding different positions both at the corporate and hotel level in Mexico, Spain and in the United States.

Playa Hotels & Resorts

Appendix – Portfolio Overview



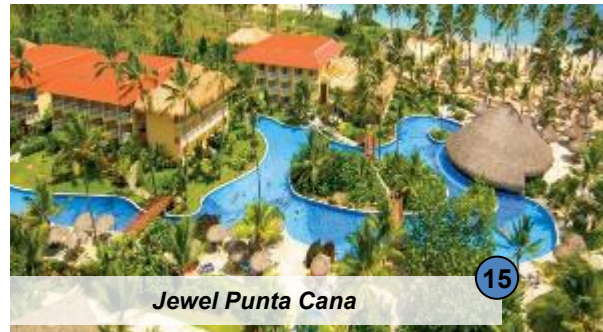
Portfolio Overview – Yucatán Peninsula



			<u>Year Built</u>	<u>Significant Renovation⁽¹⁾</u>	<u>Rooms</u>
1	Hyatt Zilara Cancún	Cancún, Mexico	2006	2017	310
2	Hyatt Ziva Cancún	Cancún, Mexico	1975	2015	547
3	Wyndham Alltra Cancún	Cancún, Mexico	1985	2018	458
4	Wyndham Alltra Playa del Carmen	Playa del Carmen, Mexico	1996	2018	287
5	Hilton Playa del Carmen	Playa del Carmen, Mexico	2002	2019	524
6	The Yucatan Playa del Carmen ⁽²⁾	Playa del Carmen, Mexico	2012	-	60
7	Seadust Cancún Family Resort ⁽²⁾	Cancún, Mexico	2006	2022	502
8	Kimpton Hacienda Tres Ríos Resort, Spa & Nature Park ⁽²⁾	Playa del Carmen, Mexico	2008	2023	255

1) Includes renovations, repositioning and expansions
2) Management contract

Portfolio Overview – Pacific Coast and Dominican Republic



			<u>Year Built</u>	<u>Significant Renovation⁽¹⁾</u>	<u>Rooms</u>
9	Hyatt Ziva Puerto Vallarta	Puerto Vallarta, Mexico	1969	2017	335
10	Hyatt Ziva Los Cabos	San Jose del Cabo, Mexico	2007	2015	591
11	Wyndham Alltra Vallarta ⁽²⁾	Nuevo Vallarta, Mexico	2009	2022	229
12	Hilton La Romana, All-ages	La Romana, Dominican Republic	1997	2019	418
13	Hilton La Romana, Adults	La Romana, Dominican Republic	1997	2019	356
14	Jewel Palm Beach	Punta Cana, Dominican Republic	1994	2008	500
15	Jewel Punta Cana ⁽²⁾	Punta Cana, Dominican Republic	2004	-	620
16	Hyatt Ziva Cap Cana	Cap Cana, Dominican Republic	2019	-	375
17	Hyatt Zilara Cap Cana	Cap Cana, Dominican Republic	2019	-	375
18	Sanctuary Cap Cana ⁽²⁾	Cap Cana, Dominican Republic	2008	2018	324

1) Includes renovations, repositioning and expansions
 2) Management contract

Portfolio Overview – Dominican Republic and Jamaica



Hyatt Ziva & Zilara Rose Hall



Hilton Rose Hall



Jewel Paradise Cove



Jewel Grande

			<u>Year Built</u>	<u>Significant Renovation⁽¹⁾</u>	<u>Rooms</u>
19	Wyndham Alltra Samana ⁽²⁾	Samana, Dominican Republic	1998	2004	404
20	Hyatt Zilara Rose Hall	Montego Bay, Jamaica	2000	2017	344
21	Hyatt Ziva Rose Hall	Montego Bay, Jamaica	2000	2017	276
22	Hilton Rose Hall	Montego Bay, Jamaica	1974	2017	495
23	Jewel Paradise Cove	St. Ann's Bay, Jamaica	1977	2013	225
	Jewel Grande (owned)	Montego Bay, Jamaica	2010	2017	88
24	Jewel Grande (managed) ⁽²⁾	Montego Bay, Jamaica	2010	2017	129

1) Includes renovations, repositioning and expansions
 2) Management contract. The Jewel Grande towers which we either own or manage are considered one resort


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