



AFRICA'S EXCEPTIONAL HOSPITALITY GROUP

Credentials Presentation

OUR VISION

To be Africa's leading exceptional Hospitality brand of choice

OUR PURPOSE

Creating exceptional and memorable hospitality experiences

OUR VALUES

Inspired. Accountable. Open and Honest. Quality focused

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The Three Cities Management Ltd. was formed in 1988 as a hospitality group offering specialized services in the tourism industry. Today the Group manages and markets over 30 quality tourism and leisure properties and has a strong network of sales and marketing specialists working out of Johannesburg, Durban, Cape Town, London, Milan, Helsinki and the USA.

Its distinctively unique portfolio of properties includes: City Hotels, Resorts, Exceptional Safaris and Exceptional Collection, campuses of The International Hotel School (I H S), an Equestrian Academy and the largest Marine Theme Park in Africa – uShaka Marine World in Durban. Brand flexibility is one of the Group’s hallmarks and allows each hotel to own and maintain its singular identity whilst being sold to the travel trade under the Three Cities Management Ltd. brand. Each property has its own individual personality whilst the hotels are combined through a common bond of service excellence of international standard with quality appointed accommodation and facilities appropriate to each of the properties marketed.

Three Cities continues to grow from strength to strength. Its unique portfolio of properties offers a diverse range of Africa’s finest hotels, resorts and game lodges situated in the major tourist and business centres of Southern Africa.

In addition to these specialised management and marketing services, Three Cities has become the leader of private tertiary training and education for the hospitality industry in South Africa. The International Hotel School (I.H.S) opened its doors in 1994 and has grown to become the largest private hospitality training provider in South Africa. The school offers a range of industry related full and part-time courses, with three campuses for full time study located in Cape Town, Durban and Sandton, as well as a National Traineeship programme in which our students ‘earn-while-they-learn’ in four and five star establishments in Southern Africa. The courses are based on materials developed by the Educational Institute of the American Hotel and Lodging Association, the world’s largest education and training resource for the industry. All courses are aligned to the National Qualification framework and are registered with the Department of Education in South Africa.

In 2002, Three Cities formed a specialized theme park management company with local empowerment and overseas partners to bid for and manage the largest Marine Theme Park in Africa – uShaka Marine World, which was being developed in Durban, South Africa. uShaka Management now manages the fifth largest Aquarium in the world. uShaka comprises a 1,200 seater dolphin stadium, 300 seater seal stadium and a re-creation of an old cargo ship with an under ground themed Aquarium Gallery extending through 450 meters of spectacular fish and shark tanks. uShaka also comprises a Water Park called Wet ‘n Wild with 18 fun-filled water slides and a retail village comprising 89 specialty shops and restaurants.



SUMMARY CURRICULUM VITAE OF EXECUTIVE DIRECTORS

Russell Stevens is Chairman of Three Cities Management Ltd.. Russell has more than 30 years experience in the hotel industry and is a director of numerous South African and international companies. He is director of the Tongaat Hulett Group Limited and certain of its subsidiaries. He is a Director of Compass Group and Chairman of uShaka Management.

Deryk de Marigny is Deputy Chairman of Three Cities Management Ltd. Deryk qualified as a chartered accountant in 1967. He was partner in a large Durban audit practice for 20 years, and joined the Three Cities Management Ltd. in 1988 as financial director. He is a Trustee of various investment companies and trusts, past chairman of the Durban District Community Chest, and Executive Director of uShaka Marine World.

Themba Ngcobo is a Non-Executive Director of Three Cities. Themba is an entrepreneur involved mainly in the retail fuel trade, his latest enterprise being TOTAL SA's Riverhorse Petroport. Themba serves on the boards of Three Cities Group Ltd, Business Partners and Durban Investment Promotions Agency. He is also very involved in self-help community projects in Umlazi.

Lungile Constance Zee Cele is a Non-Executive Director of Three Cities. She holds a Master of Accountancy (Taxation) degree from Natal University and in 1995 obtained the Executive Leadership Development Programme certificate from Arthur D. Little Management Education Institute in Cambridge, Massachusetts, USA. She serves on the boards of Three Cities Group Ltd, Dube Trade Port, Ithala Development Finance Corporation, Ithala Limited, Tsogo Sun KZN (Pty) Ltd, Durban Add-Ventures Ltd and Sport-for-all SA. Zee is a commercial member of the Income Tax Special Court for Hearing Income Tax Appeals and is a member of the Standing Advisory Committee on Company Law.

Mike Lambert is Chief Executive Officer of Three Cities. He has a law degree and started his career with Engen and then branched out as an entrepreneur who has owned a number of restaurants and been involved in the IT Industry. Mike was the CEO of uShaka Marine World and was responsible for the start up of the Marine Park operation.

Don King is the Managing Director of the Education Division, Three Cities Management Ltd. He joined Three Cities Management Ltd. in August 2003. His academic qualifications are predominantly in the Educational field as well as holding an MBA. He has held various directorships in the hospitality industry and has lectured in various tertiary institutions. Before joining the IHS, he was Special Projects Director for Compass Group SA.

Murray Jacklin is the Chief Financial Officer of Three Cities. He has a BCom Honors and qualified as the Chartered Accountant in 1995 after serving articles with Deloitte and Touche. He has traveled extensively, working professionally both in the USA and UK as well as financial roles in the commercial sector in South Africa.



Marius Earle is the Operations Director of Three Cities Management Ltd. Marius began his career with the Southern Sun Group in the early nineties through to 2007 after which he had an opportunity to move back to Durban. He studied through Wits University in the nineties and joined Three Cities in the position of Chief Operating Officer of uShaka Marine World. He was promoted to Group Operations Director of Three Cities Management Ltd. in early 2009.



THREE CITIES OPERATIONS AND BRAND VALUES

Three Cities Management Ltd. has a different approach and philosophy to hotel sales and marketing, we believe that each hotel must obtain a real return on investment (ROI), in all market segments in order to ensure that the hotel is successful in a highly competitive operating environment.

The core values of Three Cities Management Ltd. are focused on:

Keeping costs down

Our fees and commissions are kept as low as possible by:

- Focusing our efforts on the services that provide the most value and ROI;
- Employing and developing leading-edge technology solutions;
- Using the buying power of our alliance to negotiate better prices for all above and below the line sales and marketing initiatives

The uniqueness and individual needs of each hotel

We offer a frequent guest membership programme that focuses on each hotel's needs and recognises the fact that no two hotels requirements are the same. Our flexible range of services, ensure that each hotel benefits only from the tools and products that will ensure profitability.

Innovative Technology

With the advent of the technological age, the hospitality industry has seen a major shift to on-line reservations in the past two years. Statistics indicate that current online reservations are set to double again within the next two years. Three Cities Management Ltd. has recognised the importance of e-distribution and many of our technological and e-marketing solutions are at the forefront of the industry.

Key niche lifestyle and business markets

Resorts, Game Lodges and City Centre properties have very different marketing needs. Three Cities Management Ltd. therefore offers sales and marketing programmes that focus on the distinct needs of each property type and have additional sales and marketing services focused on the most important sectors of luxury travel: Golf, Incentive and Business, Children and Spa Travel.

Building on the Power and Strength of the Alliance

Three Cities Group is an alliance of independent hotels. By promoting our brand collectively and spreading the costs through joint sales and marketing initiatives, individual properties can achieve economies of scale with their marketing budget.



Quality and Integrity

Our most important asset is our brand. We continually strive to ensure that our brand is at the forefront of the four and five star hospitality sector and that the consumer and travel trade believe in our brands and trust what they stand for. Our stringent membership criteria ensures that we maintain the integrity of our brands and through dedicated marketing strategies we ensure that our brands are constantly promoted through all available and appropriate communication channels.

Relationships with our Stakeholders

We understand the importance of building lasting relationships with our stakeholders and the companies we do business with. It is for this reason that each and every hotel in our group has a dedicated operations manager who manages all aspects of hospitality operations, including management of the relationship with shareholders and owners.





Cape Town

The Peninsula All-Suite Hotel
Mandela Rhodes Place Hotel & Spa
Rockwell All Suite Hotel
The Alphen Country House Hotel
Inn on the Square
Upper Eastside Hotel
Hotel on St. Georges

Durban

The Riverside Hotel & Spa
The Royal Hotel
The Westville Hotel
Royal Palm
1 on 1 Events Centre
The Square Boutique Hotel & Spa
Gateway Hotel

Limpopo Province

Hotel@Tzaneen

Pietermaritzburg

Golden Horse Casino Hotel

Mpumalanga

Shishangeni Private Lodge
Camp Shonga
Camp Shawu

North West

Madikwe River Lodge

Zambia

Thorntree River Lodge

Botswana

Chobe Marina Lodge

Drakensberg

Alpine Heath Resort

Mpumalanga

Greenway Woods Resort

Western Cape

Shelley Point Hotel, Spa & Country Club
Kleine Zalze Lodge

Knysna

The Rex Hotel

Mauritius

The Bay Hotel Mauritius

Western Cape

Le Franschhoek Hotel and Spa
Plettenberg Park Hotel & Spa

Zambia

David Livingstone Safari Lodge & Spa

Zimbabwe

Bumi Hills Safari Lodge
Victoria Falls Safari Lodge

OPERATING EXPERIENCE - MANAGEMENT, MARKETING & EDUCATION

OPERATING DIVISIONS

Three Cities Management Ltd. has four operating divisions into which the various hotels managed by the Group are listed. Each of the hotels is operated, maintaining its own distinctive brand identity and unique characteristics, while having the benefit of being managed and marketed by Three Cities Management Ltd. The high standards of service excellence, customer care, attention to detail, financial accountability and reporting to owners are consistent throughout all of the hotels.

Africa's Exceptional Hospitality Group

Three Cities Management Ltd. is a leading hospitality management company offering an extensive collection of hotels throughout Southern Africa. Four diverse brands incorporate urban environments within "City Hotels" located in the heart of the Southern African business world whilst, magnificent rural scenery are the settings of our activity and family friendly "Resorts". "Exceptional Safari's" feature unique and private havens of luxury accompanied by the best that African wildlife has to offer. The "Exceptional Collection" boasts a selection of the most outstanding five-star and award winning hotels from the above brands. From Cape Town to Victoria Falls this youthful energetic hospitality company offers an incredible dimension to travel.

City Hotels

Linking Social Spaces

Three Cities Management Ltd. prides itself on offering an urban selection of hotels renowned for their attributes of vitality and vibrancy. Individually owned and designed in unique styles our hotels are placed in the key cities throughout Southern Africa covering the majority of tourist and business routes. A benchmark of consistently high service and deluxe accommodation where a team of passionate staff provide exceptional hospitality and take immense pride in surpassing guest's expectations within welcoming surroundings frequently referred to as a "home away from home".

Exceptional Safaris

Private havens of luxury

Experience the balance between privacy and views, openness and enclosure. The wildlife correlates with outdoor space in a natural setting providing an exceptional vantage place from which to benefit the visual oasis. Once arrived one feels privileged to rest the senses and embrace nature in an Exceptional Safari Experience. The sound of the African bush resonates and embraces the serenity of this extensive green space. Spoilt for choice with a selection of eight game reserves available the tangible experience of an African Safari beckons.



Resorts

Punctuate the spaces

Beautiful surroundings and an escape to tranquility are often the desired attributes for which our highly sought after resorts are selected. The sheer dynamics of space and focusing on the simple pleasures in life plays a role in ensuring every guest no matter how little feels special.

Exceptional Collection

Inspiring significance and distinction

Here the endeavours of man have colluded to create spacious beauty. A sanctuary where one can retreat for peace and quite in an intimate oasis of relaxation inspired by an awareness of wellbeing. These hotels are revered as a feast for the eyes and senses on the interesting and varied choices of design and cuisine whilst the staff surpass all expectations by delivering personal and intuitive service in polished harmony.

Theme Parks

During January 2002, Three Cities formed an empowerment management company and was selected as the management company for the new, world-class, R750-million uShaka MARINE WORLD in Durban, South Africa. uShaka MARINE WORLD is the largest Marine Theme Park in Africa, and the fifth largest Aquarium in the world.



CORE BENEFITS

Core Benefits provided by Three Cities include Management, Marketing and Education. The highlights of these core benefits are further summarized below:

Management is the cornerstone of the services provided by Three Cities Management Ltd. It encompasses all of operational components of the business with a primary focus on the customer. These benefits include:

- Infrastructural support from the Group Head Office including leaders in the business of hospitality;
- Creative and dynamic thinking, fresh ideas, effective planning and efficient operations;
- Food and Beverage planning, training and service delivery from the finest skilled chefs and managers to ensure consistency,
- quality and superb presentations;
- Central Buying Power from Three Cities Management Ltd. Procurement Company to provide cost effective buying and quality products;
- Property Management System Support and IT Support from in-house Opera, Fidelio, Micros & Jade trained managers;
- Strategic operational planning in developing annual Business and Marketing Plans;
- Assistance in producing, maintaining and analysing accurate financial reports and records,
- The production of Monthly Financial Packs for Owners to review budgets against performance;
- Financial savings and discounts on credit card commissions, insurance, vehicle fleet, selected service and supplier contracts and
- banking services through Three Cities negotiated contracts;
- Access to Database of skilled managers and employees: A staffing resource service to provide
- Hotels with access to skilled managers and employees in the hospitality business;
- Assisting General Managers with recruiting needs through Group internal recruitment database;
- Developing and updating human resource policies and procedures;
- Providing Industrial Relations support and assistance in wage negotiations, labour disputes, CCMA representation, OHSA
- regulations and updates on the Labour Relations Act;
- Providing critical guidance and support on employment equity, audits and compliance reporting.
- Technical assistance with unit specific refurbishments and upgrade projects.



Marketing – A marketing network has been developed from over 17 years of experience with 40 Sales & Marketing Executives in our Johannesburg, Cape Town, Durban, Mpumalanga and Port Elizabeth national offices. Our international offices include United Kingdom, Italy, United States, Scandinavia and Mozambique. This network of marketing and sales specialists will optimize the tourism potential of the Hotel and these benefits include:

- Increased exposure and awareness of the Hotel through well-established and highly motivated Sales & Marketing Teams based in both our regional and international offices.
- Increased occupancies through an efficient web based Central Reservations System via internet based booking facilities for hotel accommodation and car rentals (over 10 000 enquiries, 5 000 confirmed bookings and close to R 110 million written business annually);
- Professional handling of rate negotiations and contracts with tour operators, retail agents, event organizers and PCO's;
- Inclusion in the newly developed, interactive Three Cities website: – quickly becoming the most effective marketing tool in the business. (website designed and operating since 1997, with over 200 000 page views each month);
- On-line live-time bookings support from Three Cities exclusively designed www.lastmunitesafaris.co.za and www.hotelbeds.co.za website – a widely used site for last-minute, short lead time bookings;
- Creative and imaginative marketing support from Three Cities E-Marketing Department, including “e-Zine” and “e-Adverts” sent to tour operators, travel agents, PCO's and corporate clients, accessed through the Three Cities website;
- Access to a database of which is in excess of 50 000 contacts. Our system allows us to effectively manage our sales team, market to our clients electronically immediately, create reports for our owners on sales activities and build valuable history on our client relationships. The System is integrated with all tour operators, PCO's and other industry partners;
- Representation and promotion at all International and National Travel Trade Shows and participation in all Three Cities generic advertising campaigns.
- Specialised advertising and marketing campaigns and promotions to suit the individual needs and attributes of each Hotel;
- Features in Three Cities published Travel Ideas Magazine ~Travel Ideas, distributed to Tour Operators, Travel Agents, PCO's, Corporate Clients and placed in all rooms of all hotels of the Group (over 10 000 copies published four times each year);
- Association with Three Cities Preferred Guest Card and access to an increasing database of our most loyal corporate guests; includes preferential bookings, cash rebates, prizes and awards;



- Valuable assistance to guest enquiries and bookings for specialised package tours utilising City Hotels, Exceptional Collection, Exceptional Safaris and Resorts ~ with over 35 Destinations, seven Provinces, four Countries all accessed by one Number.
- Advantages of permanent in-house and outsourced relations with a reputable Public Relations firm who understands the PR profile of the Three Cities Management Ltd, its unique portfolio of hotels and game lodges and is skilled in communications.
- Participation in a number of joint venture partnerships with the travel trade such as Sure Travel & Tours, MWeb Hotel Buy, DSTV, Virgin UK, Thompson's, American Express, Tourvest and Avis.

Educational Programs offer enthusiastic young people from all cultures and backgrounds the opportunity to enter the world of hospitality management by offering internationally recognized academic training. These benefits include:

- Full Time Study: There are two full time study options: A three year Diploma in Hospitality Management and a three year Diploma in Professional Cookery and Kitchen Management. These two courses consist of 50% academic study and 50% practical training in four and five star hotels. The core of the academic component is provided by the International Hotel School ("IHS") in association with the Educational Institute of American Hotel and Lodging Association ("AH&LA") and the South African Department of Education. The AH&LA material used for both Diploma courses is identical to that utilized by over 1,000 educational and degree-bestowing establishments in over 120 countries worldwide, enabling South African students to achieve certification to international standards. Hotels may participate in providing full time students with three-month practical application at no cost to the Hotel. Three Cities' managed Hotels have 'first bite' at newly trained graduates;
- In-Service Training Programmes: The International Hotel School offers two Traineeship courses that are modeled on the 'earn-while-you-learn' formula. The Traineeship in Hotel Management and/or Professional Cookery allows the trainee to follow a planned journey through the various operating departments of four and five star hotels, whilst studying with the I.H.S on a distance learning basis. The academic component of this training is also recognised by AH&LA, as well as the National Qualifications Framework. An excellent opportunity for Hotels to benefit from dedicated 3-year trainees committed to high service standards, proactive, young and enthusiastic.
- Learnership Programmes: The International Hotel School is an accredited service provider to the THETA subsidised Learnership Training Programme. The programme provides one year skills based training for qualified applicants. IHS provides administrative support and completes the required training and assessments;



- Correspondence Courses: I.H.S has put together a variety of courses that can be studied at your own pace from the comfort of your home. The distance learning based programmes are available in over 30 different subjects using the material developed by the Educational Institute of the American Hotel and Lodging Association.
- Short Courses: Various one, two and three day courses have been developed for those already in the hospitality industry. Courses range from beginner to advanced and can be tailor-made to suit your hospitality operation. This short course unit also offers opportunities for existing employees to improve skills and gain additional training through programmes administered by the I.H.S.



Development and Design Services – Three Cities Management Ltd. provides professional development and design assistance to clients involved in new hotel developments. This service commences at the concept stages and carries on right through to the opening of the Hotel. Key points of Three Cities' development and design involvement are summarized below:

During concept planning and design

- Understanding the concept and vision ~ and being able to convert the vision into reality.
- Preparing a market assessment, including analysis of the project's strengths and weaknesses, threats and opportunities. The market assessment will provide an analysis of the target markets, mix of proposed rates and guests, demographic profiles, and a look at competitors in the target market area.
- Completing a draft financial feasibility of the first full year of operations. This will include an assessment of rates and occupancies based on the best possible mix of rates for the hotel,
- Providing a review and assessment of architectural plans, specifications and finishes completed to date.

During construction phase

- Ongoing review and input of architectural changes and revisions to ensure operational efficiency
- Preparation of pre-opening expense budgets, sales and marketing plans and pre opening training.
- Ongoing discussions and meetings with Interior Designer to finalise selection of all furniture, fittings and equipment for the hotel's operations;
- Completion, review and assessment of the FF&E Budget;
- Attendance at all site meetings, project and professional planning meetings,
- Completion of Monthly Project Progress Reports to the Owner.

Operational planning

- Recruiting, hiring and training all of the staff for the new project. For a new hotel, this is done early enough to ensure quality of service and efficient operations.
- Marketing and Sales by means of an integrated network of highly motivated sales executives with global connections;
- Testing and commissioning all of the operating equipment so that the opening runs smoothly and efficiently;
- For new management and marketing contracts of existing hotels, the changeover is handled with sensitivity and efficiency so that the benefits are realised immediately.



EMPOWERMENT CHARTER & EMPLOYMENT EQUITY

Three Cities has set itself the goal of being a pathfinder in empowerment issues of the hospitality business in Southern Africa. Our transformation vision is based on the fundamental premise that empowerment furthers equity and changes performance. Our company therefore is expected to be both a top performer and the bearer of the values of the new South African society. Three Cities has an ongoing objective to be distinguished by:

- Excellent performance for the benefit of shareholders;
- A representative ownership base;
- A representative employee and supplier profile;
- Progressive labour management relations;
- Participative and constructive relations amongst employees and
- Real contributions to the welfare of society.

EMPOWERMENT PRINCIPLES

We believe that the essence of empowerment lies in the creation of fair opportunities for All in society, particularly those who are or have been discriminated against on the basis of race, class, gender or other arbitrary grounds.

- Our Core principles are drawn from the Constitution, Social legislation and the shared values of Three Cities Management Ltd. Stakeholders. These principles must infuse the philosophies and strategic plans throughout the business.
- The principle of equality in a corporate context is the key to our empowerment objectives. It supports the principle of non-discrimination and provides justification for appropriate affirmative action measures. Three Cities will take active steps to promote equality both in the workplace and in the wider society.
- The Group may not discriminate directly or indirectly against any employee or other person on any arbitrary or unjustifiable ground, including race, gender, class, religion, language or disability.

AFFIRMATIVE ACTION

In a manner consistent with the goal of promoting equality within the company and in wider society, we will endeavor to broaden our shareholder base amongst disadvantaged persons. The Three Cities Management Ltd. will implement positive measures to:

- Identify barriers to the effective implementation of employment equity;
- Promote the equitable representation of disadvantaged employees in all occupational levels and categories in the workplace;
- Upgrade the skills base of employees; and
- Address any inequitable wage disparities in the workplace;
- To achieve effective employment equity, Three Cities ensures that Fair Labour Practices are in harmony with their objectives.



EMPLOYMENT EQUITY

Three Cities Management Ltd. in conjunction with its Employment Equity Committee oversees the implementation of the employment equity plan that takes into account the requirements of employment equity legislation as well as the specified needs of the Group. Objectives of this Plan are:

- Identifying and eliminating barriers including unfair discrimination. Three Cities Management Ltd. must ensure that new employment policies, procedures and practices do not present an employment barrier, whether directly or indirectly, for designated groups and disadvantaged persons or contain discriminatory elements, before introducing them. In addition, the working environment should be monitored regularly with a view to identifying and eliminating those aspects that constitute barriers and / or discrimination.
- Promoting a culture based on equal dignity and respect for all people so that the workplace should reflect the wider, heterogeneous society and will engage in diversity management and adopt diverse policies and strategies which deal constructively with the religious, cultural, ethnic, racial, gender, disability and other differences.
- Reasonable accommodation for designated groups and disadvantaged persons: To take reasonable steps to accommodate designated groups and disadvantaged persons to avoid indirect forms of discrimination. Reasonable accommodation includes supportive measures to create a work environment that is beneficial to all employees by improving the quality of the workplace.

This may include measures to:

- Investigate crèches and flexible working arrangements to assist woman and other people with family responsibilities in order to ensure that their advancement opportunities in the workplace are not impeded;
- Accommodate individual differences and assist people with disabilities by way of technical aids, modifying job duties and flexible work arrangements. Three Cities will ensure that no impediments exist to the employment of people with disabilities.
- Affirmative action measures: Utilise various strategic approaches to achieving qualitative objectives and numerical goals.

These must include, but are not limited to, the following:

- Preferential treatment to suitably qualified people from designated groups as well as training and mentoring initiatives.
- Measures to train and develop people from designated groups to counter the inequitable historical access to education and training through a skills development plan that meets or better the requirements of any skills development legislation in place.
- Measures to retain people from disadvantaged groups must feature in each company's plan. These will include, but are not limited to mentoring, counseling, and career pathing initiatives.



SUCCESSION PLANNING

It is critical to ensure leadership continuity by building competitive capability from within.

- Three Cities believes that “Intellectual Capital” is our organization’s major asset. Quality leaders, managers and employees are the engines that drive continued growth of our company. A succession-planning programme has been implemented with the aim of focusing the development of current talent and retaining high-calibre employees for future key management positions.
- The Succession Planning Programme entails the identification of critical positions and those employees (a group of individuals to be groomed to fill a number of key positions) who have the right skills to meet the business challenges faced by our organization.
- Employees will be identified through a performance management process, which assesses skill and personal requirements. An individual development plan is then created and candidates are developed over a period of time. Key candidates are then selected to fill critical positions. The Succession Planning Programme is linked to our Mentorship Programme.

CULTURAL DIVERSITY

To create an environment within the Three Cities Management Ltd. that understands, respects and is tolerant of the multicultural society in which we exist.

- An important value of the Three Cities Group is its people: ‘The diversity of the people employed is one of the group’s strength; it is their strength and commitment to meaningful service that allows the Three Cities Management Ltd. to grow.’ South Africa is a ‘rainbow nation.’ We understand this phrase to mean that we are a society that is diverse historically, functionally and culturally.
- The Three Cities Management Ltd. acknowledges these differences and understands that every individual is equipped with different skills, personalities and experiences, and this impacts on how we as individuals interact with each other in the workplace. The combination of these different skills, personalities, and experiences positively enhances another TCG Value, i.e. creativity, thus allowing a more flourishing and constantly developing Three Cities Management Ltd.
- Recognizing this diverse workforce, Three Cities Management Ltd. embraces these differences and is committed to providing a better understanding and insight into the different cultures and communities that frequent our properties and who we interact with on daily basis.



THE IMPACT OF CULTURAL DIVERSITY IN OUR BUSINESS

- Diversity will improve the quality of the organization's workforce - a catalyst for a better return on investment in human capital.
- It will create an environment where all employees feel included and valued; yield greater commitment and motivation.
- Greater commitment and motivation lead to increased productivity.
- It will attract and retain the brightest employees.

Employees from varied background can bring different perspectives, ideas and solutions, as well as new products and services and develop new dynamics that can lead to new business opportunities. Directors and Senior Management of the Group have been selected to fulfill the role of mentor to identified permanent staff and trainees throughout the Group. Three Cities believes that by encouraging and training our employees we will reap the rewards into the future because of what is passed on through an effective mentorship programme.



IN SUMMARY

Three Cities Management Ltd. and its subsidiary companies and allied partners, are a unique grouping of hospitality service suppliers.

The most important element of the group's success is its people, and the manner in which young passionate people are developed, mentored and promoted into positions of authority.

The group's growth is very dependant upon the development of people and having sufficient trained resource on hand to develop and take on new hospitality product.

In addition to our people, it is essential that owners and investors whose product we manage, lease and operate be given the return on investment they expect. Track records for hotel companies still matter as do relationships. In this era of customisation, owners of hotels have more management options than ever. Decisions on branding-or not branding are becoming very market specific.

Giving owners what they want starts and ends with numbers. Owners want performance, which overrides all the other elements. Independence is back in vogue especially between boutique and independent type operations where they are marketed as "soft brands".

Depending upon investor's goals, bigger is not always better. What constitutes strength in numbers for some means over saturation to others. A brands ability to differentiate itself from others is becoming a key issue in brand choice.

Three Cities Management Ltd. promotes a fresh brand striving consistently to deliver "fresh experiences". Management companies must add value to investments in a variety of ways by not only delivering a commercial performance that meets objectives, but also increasing the value of the asset under management.

The soft branding philosophy of Three Cities strives to ensure our brand is looked at as a cutting edge, innovative and idea-driven.

Three Cities Management Ltd. demonstrates the ability to produce sustainable economic value in terms of asset, financial, team and customer performance.

Our strategies are relationship focused at all levels, and we obtain our business through excellent product, sound relationships and a general reputation of being a company with integrity.

The group understands the macro and micro problems of operating in a developing country. We have adapted the resources available to the group to become one of the fastest growing hospitality companies in Southern Africa. Three Cities Management Ltd. has offerings in all the key locations and has developed subsidiary companies to meet the goals of the groups growth strategy.

