



Hotel Management & Brand Operating Capability

HIND
management

Hind Management is a family-owned, award-winning New Zealand hotel operator with over 25 years' experience developing, owning and operating hotels across multiple markets.

Founded in 2000 and led by CEO Sudesh Jhunjhnuwala ONZM, our leadership team brings deep expertise across New Zealand and international hospitality markets.

We combine an owner's perspective with a centralised operating platform and a team of career hoteliers making us a credible local partner to brands, owners and development partners.

At the core of the group is Sudima Hotels, an award-winning, high performance brand delivering modern hospitality grounded in strong family values, inclusive guest experiences and a long-term commitment in sustainability.



Back row – left to right: Nicola Lynch Chief Marketing Officer, Les Morgan Chief Operating Officer, Michel Adolphe Chief Commercial Officer

Front row – left to right: Helen Watson Chief Financial Officer, Sudesh Jhunjhnuwala ONZM Founder and Chief Executive, Kanika Jhunjhnuwala Chief Strategy and Sustainable Growth Officer

Scale & Platform

8 hotels across 5 locations
(Auckland, Rotorua, Kaikōura, Christchurch, Queenstown)

650+ employees

\$450M+ in owned and managed assets

1M+ guests annually

Our Positioning

Hind Management is a flexible local operating partner to owners, brands and developers delivering tailored models for each asset. As an owner-operator, that has developed and built its own hotels, we bring a commercially grounded, practical approach to every engagement.

Our portfolio includes hotels, food and beverage, wellness spas and co-working offerings that enhance guest experience and diversify revenue.

Our model includes:

- Third-party operator for international franchised brands e.g. (Novotel - Accor) and independent/unbranded assets
- Hotel management agreements for Sudima Hotels (in-house brand)
- Greenfield hotel development and redevelopment
- Flexible solutions across independent and branded assets, including modular service offerings

We balance brand integrity with commercial performance, ensuring assets meet brand standards while achieving owner objectives. Operating a mixed ownership model, we are expanding through an asset-light strategy, partnering with owners and brands to grow across third-party assets.

We work closely with consultants, brand representatives and development teams, supporting projects from concept through to operation. At the same time, we are deeply committed to our role within Aotearoa. We hold strong, enduring commercial relationships with iwi and actively nurture these through meaningful partnerships, creating career pathways, providing scholarships and supporting long-term opportunities within our hotels and communities.

Hotels

SUDIMA
HOTELS

NOVOTEL

Food & Beverage

east
st

Sunset

Hiku

PODIUM

THE LANE

Wellness Spa


m o s s
— spa —

Co-working space

 **Omada**



“Hind Management brings a disciplined, commercially driven approach to asset management, consistently maximising performance and delivering strong outcomes for Sudima Queenstown Five Mile”

Craig Greenwood
CEO & Founder, Claremont Property Group | Owner, Sudima Queenstown Five Mile

“Hind Management is a highly influential and proactive leader within New Zealand’s tourism industry, consistently stepping up to support sector-wide challenges while delivering strong, sustained results across its portfolio.”

Rebecca Ingram
CEO, Tourism Industry Association New Zealand

Operating Model

Hind Management integrates three core disciplines:

Brand Standards	Embedded into daily operations
Commercial Performance	Driven through active revenue management and cost control
Operational Execution	Delivered through experienced teams and efficient systems

We integrate these into a single operating model, ensuring brand compliance with operational efficiency and strong performance without compromising guest experience.

Core Capabilities

We operate a centralised platform of 40+ specialists supporting all properties with conference, revenue, reservations and a 24/7 call centre driving efficiency and consistency.

This is complemented by an experienced Auckland and Christchurch based sales team covering all key segments and source markets.

We take full responsibility for governance and day-to-day operations, delivering aligned brand, commercial and performance outcomes.

Governance

- Owner reporting and transparency
- Performance oversight and asset alignment
- Brand and regulatory compliance

Operations

- End-to-end hotel management
- Guest experience and service delivery
- Talent, training and culture
- Health and safety

Commercial

- Revenue management and distribution
- Sales and marketing
- Financial management and full P&L accountability
- Cost control and procurement

Modular Services

We provide standalone access to our platform, including:

- Finance, reporting and payroll
- Revenue management
- Sales and marketing
- Health and safety
- Systems and IT
- Procurement
- Development and pre-opening

Independent Operating Approach

Hind Management operates within international brand frameworks, including Accor (Novotel), alongside our own brand, Sudima.

Every asset is managed as an independent business unit, aligned to its specific objectives and performance targets.

We operate without conflicts of interest, maintaining an objective and consistent approach across all properties, including where we manage multiple hotels in close proximity (e.g. Sudima Christchurch City, Sudima Christchurch Airport and Novotel Christchurch Airport).

Each asset benefits from:

- Independent commercial strategies
- No preferential treatment
- Equal focus on performance and guest outcomes



Case Study: Novotel Christchurch Airport

Delivered from design and development through to operation in alignment with Accor brand standards.

Performance highlights:

- Ranked #5 among airport hotels in the Pacific (Skytrax 2026)
- RGI 117.9 (+22% YoY vs compset 9.6%)
- Total revenue growth +22.59% YoY
- Rooms revenue +21.54% YoY
- F&B revenue +25% YoY
- Exceeded budget by 14.7%
- Reputation Performance Score: 89.71
- 70% of business from airline and partner relationships

*YoY growth for 2025

Demonstrates strong execution within international brand frameworks and measurable commercial performance.



Differentiated Approach

Hind Management delivers a differentiated operating model through innovative solutions designed to maximise long-term asset performance.

We focus on three core principles:

Trusted Expertise	A family-owned, proven owner-operator with deep experience, local market knowledge and commercial rigour to deliver tailored, innovative, high-performing solutions.
Responsible Leadership	Guided by manaakitanga (hospitality) and kaitiakitanga (guardianship), creating inclusive environments where guests, teams, iwi and communities feel they belong.
Sustainable Performance	A disciplined, long-term approach that balances brand integrity with owner objectives to optimise revenue and enhance guest experience.

What this means for your asset:

- Stronger operating performance and improved GOP margins
- Higher guest satisfaction and repeat demand
- Greater consistency through reduced staff turnover
- Long-term asset value protection and growth

Why Hind Management

Hind Management is a proven owner-operator with the capability and experience to deliver consistent results across a range of asset types and brands. Our portfolio is focused on the upscale segment, while retaining the flexibility to partner across luxury, midscale and economy brands.

We combine deep operational expertise with a disciplined commercial approach, aligning brand requirements with owner objectives to optimise performance and drive sustained demand. As a preferred partner across key industry segments, we are well positioned to generate immediate demand.

This approach is underpinned by recognised industry success, including New Zealand Tourism Awards and accolades for people and sustainability.

- Established developer and owner-operator with 25+ years' experience
- Proven third-party operator across New Zealand
- Scalable, centralised operating platform
- Deep local market knowledge and established industry relationships
- Strong governance and brand alignment capability
- Ability to operate across multiple brands, segments and asset types



Looking ahead

Hind Management is a long-term operating partner focused on delivering consistent performance and alignment with both brand and ownership objectives.

We are now actively expanding our third-party operating platform across New Zealand, Australia, Southeast Asia and the Pacific Islands, partnering with owners and brands to deliver high-performing hotel assets.

As an approved operator for leading international brands, we continue to build and strengthen partnerships across a diversified brand portfolio.