



BLACK LABEL

HOTELS

Preface

It is with great pleasure that I present to you the Black Label Hotels brochure.

Black Label Hotels is a professional multi-brand hotel operator, actively seeking new opportunities in the BeNeLux and DACH regions. These opportunities may include both new developments as well as existing trading assets.

Allow me to briefly introduce myself and Black Label Hotels. As a graduate of the Hotel Management School Maastricht, entering the hospitality industry felt like a natural choice. For me, hospitality is the most inspiring business in the world. My ambition to combine hospitality with real estate led to a career in European Acquisition & Development at a leading American hotel chain. In 2018, the opportunity arose to establish my own hotel group: Black Label Hotels.

What began with one, then two, and eventually five hotels before the COVID-19 pandemic, came to a sudden standstill during those challenging years. Steering the company through this storm, and being awarded the Dutch Hotello of the Year in 2023 for this leadership, was a defining moment.

In 2026 Martin Hendricks was awarded by his hotelprofessional peers as the most influential hotelprofessional in The Netherlands. Not only as Entrepreneur, but also as someone who takes an active role in jury panels, guestlecturer at various Hotelmanagement schools, columnist in various hotelprofessional magazines stood out to the rest of his colleagues.

Today, our long-term strategy focuses on expanding our portfolio in the BeNeLux and DACH regions. To achieve this, we have built a fully integrated organization: all expertise and services are centralized at our Dutch headquarters. This ensures efficiency, alignment, and most importantly: the guarantee of never outsourcing hotel management to third parties.

We would be delighted to discuss potential collaborations with you on upcoming projects. Let's meet and explore the possibilities together.

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CEO & Founder



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About Black Label Hotels

FOCUSED ON IMPACT



I had the pleasure of experiencing Black Label Hotels during negotiations for a hotel in Belgium as driven, passionate, and professional, combined with a healthy dose of courage and perseverance. A truly great collaboration!

OLIVIER CLAESSENS
Ghelamco Belgium

About us

Black Label Hotels is a fast-growing, multi-brand operator with a clear vision for developing, expanding, and managing hotels across Europe. Guided by true hoteliers, we are redefining hotel operations through deep industry expertise, operational excellence, and strong partnerships.

We have established strategic multi-site development agreements with the world's most renowned hotel chains, including Accor, Marriott, Hilton, Wyndham, IHG, and Radisson Hotel Group. Each agreement secures at least 1,500 keys per chain within the next five years. By working with multiple partners, we maintain flexibility in scale and branding while combining the global distribution power of top brands with our proven operational capabilities.

Our asset-light model is built on long-term leases and management agreements, enabling us to create sustainable value for both property owners and hotel brands. For developers and investors, this approach offers clear advantages such as:

- A steady flow of new projects
- Management step-in clauses for hotel owners
- Comprehensive feasibility studies
- Access to world-class distribution systems

We focus on new-build projects, conversions, trading assets, and rebrandings in European A and B cities with 100,000 inhabitants or more. With an ambition to grow beyond 20,000 keys in Europe, we are committed to building long-term partnerships and delivering performance that outpaces the market.

Key drivers



Dynamic



Ambitious



Experts



Professional



Reliable

Dynamic: We lead the way in hotel management innovation, embracing technology, trends, and scalable concepts while daring to be different.

Ambitious: With a clear growth strategy and strong presence in key networks, we aim to become Europe's leading hotel operator.

Experts: We don't just understand hospitality and F&B, it's in our DNA.

Professional: Our streamlined organization and experienced HQ team ensure reliable execution, clear communication, and high-level project management.

Reliable: We build long-term partnerships based on transparency and performance, delivering stable and consistent results for owners and investors.

Distinctive strengths

We guarantee to never outsource hotel management. Instead, all knowledge and expertise are brought together in our fully centralized Dutch headquarters. Here, specialists in all disciplines work closely together. This integrated approach allows us to maintain full control, safeguard our standards, and provide tailored solutions for every hotel we operate.

Together with leading financial partners, BLH has developed a solid lease-guarantee structure. This unique model provides long-term stability and security for hotel owners, giving them peace of mind while ensuring that their investment remains future-proof.

Innovation is equally at the heart of our approach. BLH is the first hotel operator in Europe to integrate real-time data visualization across partner hotel systems. By turning live data into actionable insights, we empower our teams to drive efficiency, boost performance, and continuously enhance guest satisfaction.



Corporate Social Responsibility



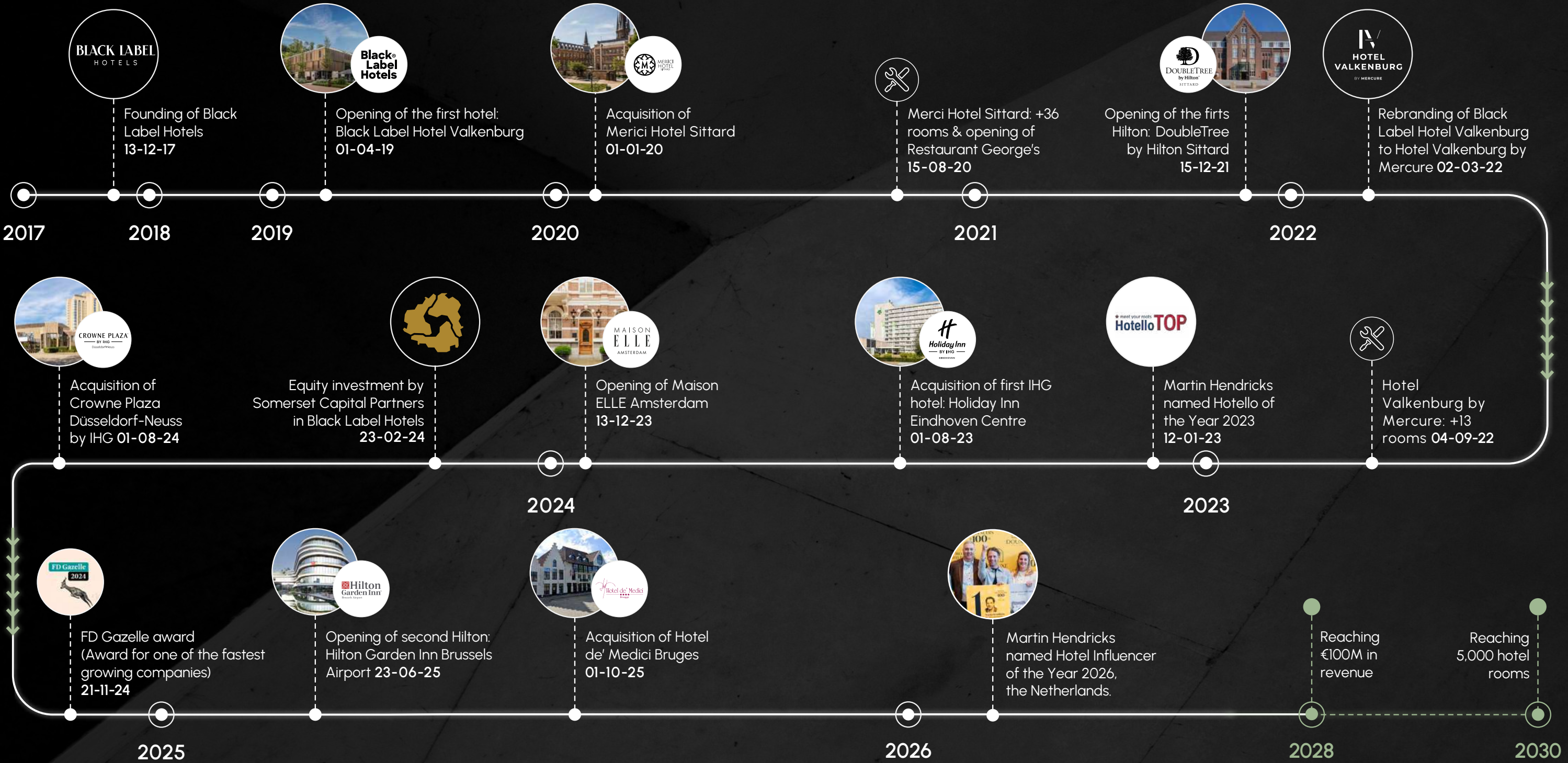
At Black Label Hotels, we believe hospitality goes beyond our doors. We are committed to CSR principles, investing in sustainable buildings, energy-saving solutions and more. Our newly built hotel, Hilton Garden Inn Brussels Airport, is a prime example: **the first triple-certified** building in Belgium and designed to meet the highest environmental standards.

We are equally proud of our strong commitment to community engagement. Through our partnership with **Make-A-Wish Netherlands**, we contribute to fulfilling the wishes of children facing critical illnesses. This collaboration reflects our belief that true hospitality extends beyond comfort and service, creating moments of joy that make a difference in the lives of our guests.

In doing so, we go beyond simply operating hotels, we create future-proof destinations with a lasting positive impact on people, the planet, and the communities we serve.



The Journey of Black Label Hotels



Long-term Leases

At Black Label Hotels, we focus on building long-term lease partnerships rooted in trust, transparency, and shared growth. Every collaboration begins with a thorough analysis of the property, its location, and the ambitions of the stakeholders, ensuring that every decision is made with a clear vision for the future. This careful groundwork enables us to identify opportunities and create a foundation for sustainable success.

From this foundation, we design tailored lease structures that match the specific needs of each project. Fixed leases provide stability and predictability, while variable leases offer the flexibility to respond to market dynamics. In some cases, we also apply a highest-off model, balancing risks and rewards to maximize potential.

Our ultimate goal is to establish sustainable agreements that safeguard the interests of all parties while enhancing the long-term performance and resilience of the property. By working collaboratively and solution-oriented, we not only strengthen relationships but also unlock the full potential of every asset, ensuring lasting value for all stakeholders.



Management & Flip-to-Lease



Maintain ownership while benefiting from our in-house hotel expertise through a management agreement. With this model, you as an owner remain in control of your property while we take care of the day-to-day operations, applying our knowledge of branding, revenue management, and guest experience to unlock its full potential. This setup ensures that the property is managed with professionalism and market insight, while you retain the long-term strategic ownership benefits.

Looking for a lease at a later moment? Our flip-to-lease solution offers exactly that flexibility. We start by optimizing hotel performance through a management agreement, working towards clearly defined and agreed-upon KPIs. Once these benchmarks are met, the property can seamlessly transition into a lease structure, ensuring that the asset is handed over in a stronger position, with reduced risk and increased value for the owner.

This two-phase approach creates a smooth, value-driven path from management to lease. It combines the security of ownership with the expertise of an experienced hotel operator, offering owners the best of both worlds: immediate operational excellence and the option of a stable, long-term lease once the hotel has been optimized.

Complete in-house solutions

At Black Label Hotels, we believe true excellence comes from having all expertise under one roof. Our Dutch headquarters brings together every function essential to hotel management, from operations, finance, and revenue management to marketing, HR, and design. By combining these disciplines in one place, we create a strong foundation for consistent performance and a shared vision across all properties.

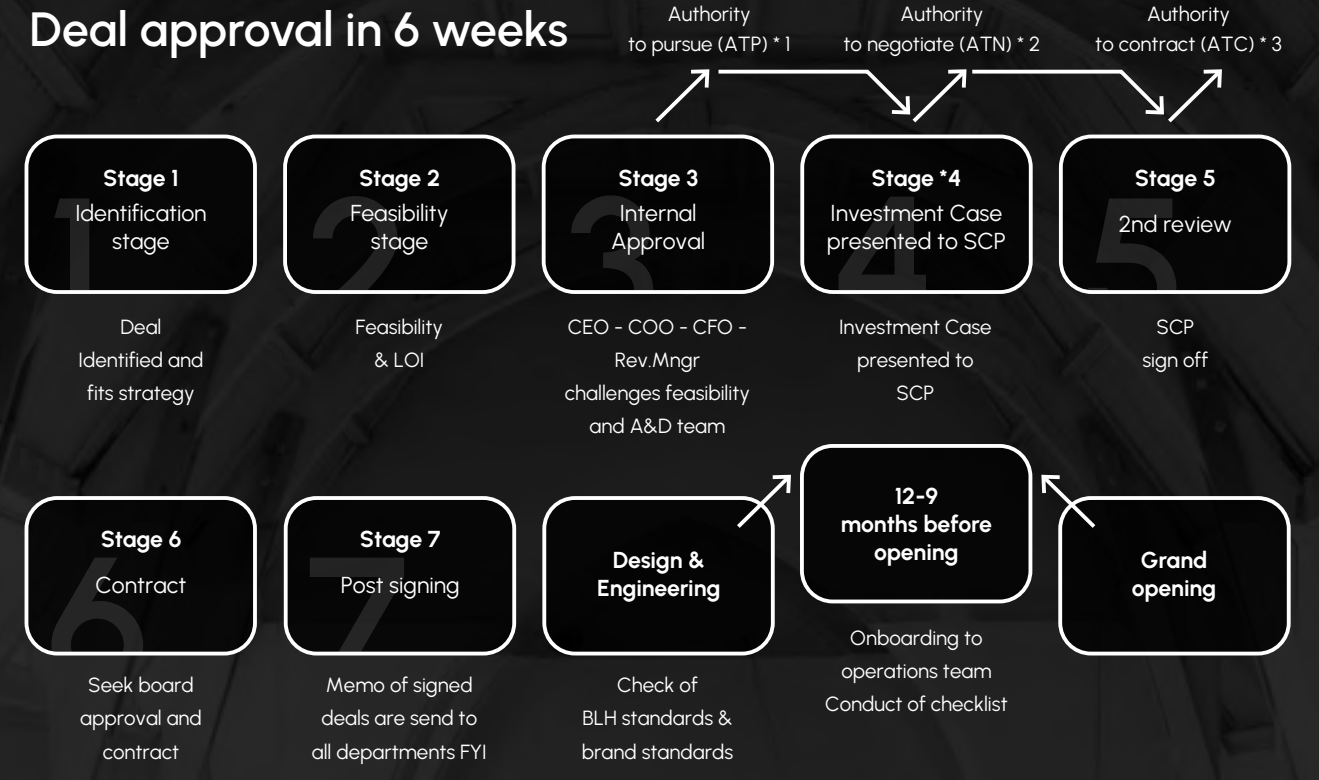
By keeping these capabilities fully in-house, we ensure complete alignment, seamless communication, and maximum efficiency. Decisions can be made faster, strategies can be implemented more effectively, and opportunities can be seized without delay. This approach not only reduces dependency on external parties but also guarantees that

every hotel benefits from the same high level of expertise, tailored to its specific market and character.

This integrated structure allows us to respond quickly to challenges, adapt to changing market conditions, and introduce innovative solutions with agility. It enables us to maintain high operational standards while continuously improving processes and guest services. Most importantly, it ensures that every guest enjoys an exceptional and memorable experience, strengthening the reputation of our hotels and setting us apart from competitors in the hospitality industry.

A complete overview of our departments can be found on page 27.

Deal approval in 6 weeks



***1 Authority to Pursue (ATP)**
Investment Committee commits BLH company time and expenses to pursue a lead on predefined deal parameters based on:
A: BLH feasibility
B: Broker or chain Investment memorandum
C: RevPAR positioning

***2 Authority to Negotiate (ATN)**
Investment committee authorizes BLH to enter into negotiations with 3rd parties.

***3 Authority to Contract (ATC)**
Investment committee authorizes BLH to contract. Resources made available to contract
A: Legal costs
B: Lease Guarantee costs
C: New Entity costs

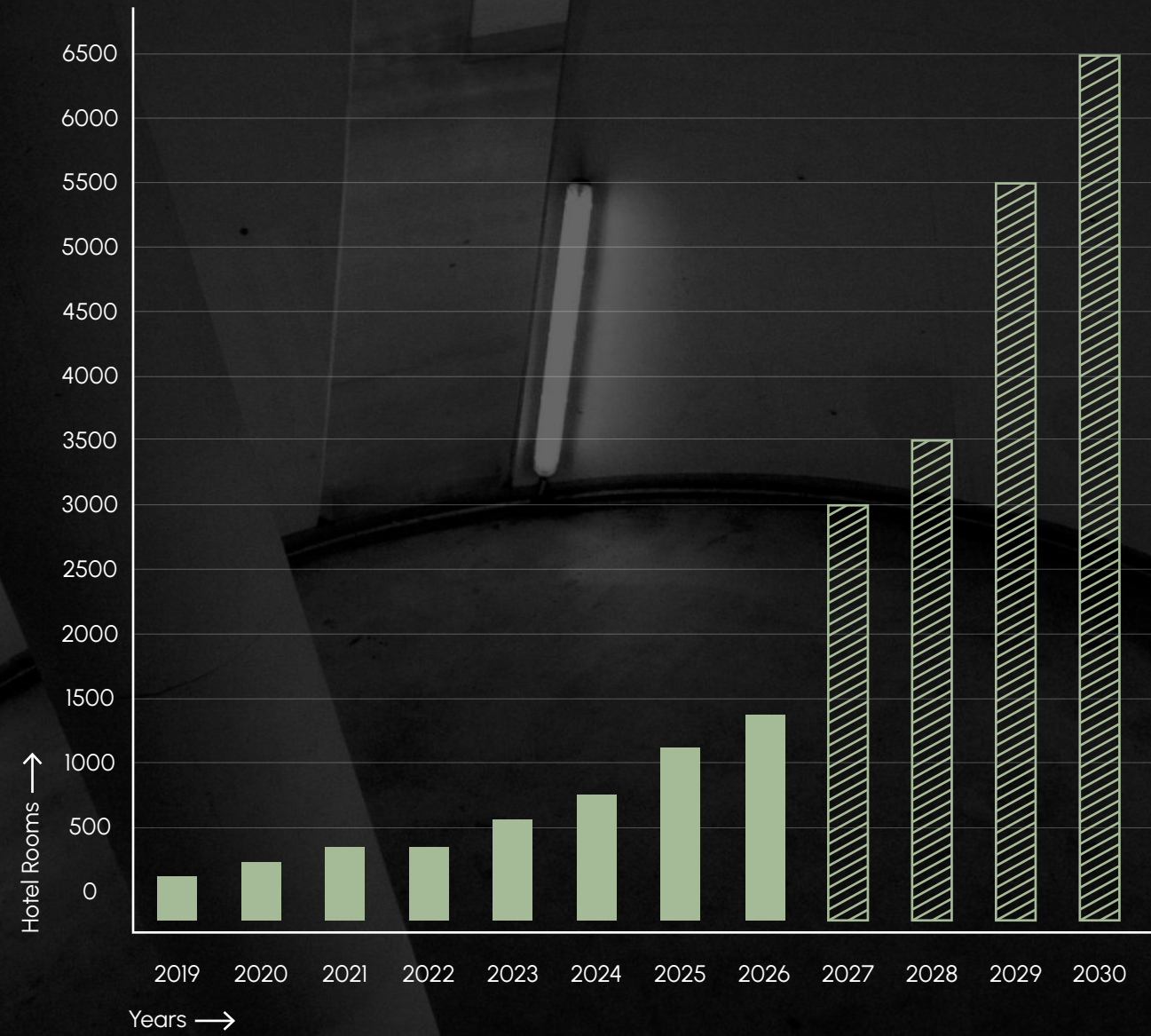
***4 Investment Case**
The full investment case (Investment Memorandum, BLH feasibility, RevPAR positioning and elaborate vision of the project) is send to SCP for sign-off.

Monthly status report submitted for every deal. Identifying progress of negotiation. Investment committee can stop additional expenditure on deal pursuit between the ATP and ATC stages.

Our growth journey

This bar chart provides an overview of the growth in our total number of hotel rooms over recent years, reflecting the steady expansion of our portfolio through both new developments and strategic acquisitions. It clearly illustrates how our capacity has grown year by year and highlights the ambitious targets we have set for the coming decade, with projections reaching up to 2030. These growth plans underline not only our commitment to expanding our footprint but also

our dedication to offering guests more choice, quality, and innovative hospitality experiences. By visualizing both our achievements and our future ambitions, the chart demonstrates the strong foundation on which we continue to build our success in the international hotel market.



Our latest acquisitions



Holiday Inn Eindhoven Centre

- 4 star hotel
- Part of the IHG Hotels & Resorts
- Centrally located in the vibrant heart of Eindhoven
- 207 guest rooms and suites
- Meeting spaces for up to 200 guests
- Equipped with a gym & indoor pool
- Renovated lobby, bar, restaurant, and Meeting rooms



Crowne Plaza Düsseldorf-Neuss

- 4 star hotel
- Part of the IHG Hotels & Resorts
- 8 km from the center of Düsseldorf
- 246 guest rooms and suites
- Free 24/7 gym, sauna, and heated indoor pool
- Meeting & Event spaces for up to 4000 m2
- Separate conference entrance
- 250 parking spaces



Hilton Garden Inn Brussels Airport

- 4 star hotel
- Part of Hilton Hotels & Resorts
- 2 km from Brussels Airport
- 250 guest rooms and suites
- Newly Built
- A complete dining concept
- Equipped with a gym
- Parking space with charging stations



“ Technology & Innovation

DRIVING PROGRESS IN HOSPITALITY



Black Label Hotels is an innovative and dynamic partner from the Netherlands. They combine strong digital infrastructures with great people, making them both reliable and inspiring to work with. We truly value our collaboration, on a professional and personal level and look forward to supporting their growth across Europe.

FABIAN FISAHN

CEO - Karsten Napp GmbH

Innovation for tomorrow

At Black Label Hotels, technology plays a key role in how we operate, from our hotels to our centralized headquarter. Each hotel is equipped with digital tools that streamline operations, enhance guest experiences, and provide real-time insights for every department.

Our own cutting-edge platform integrates data across all partner Property Management Systems, giving the departments and management actionable insights into revenue trends, occupancy, unsold rooms, and operational efficiency.

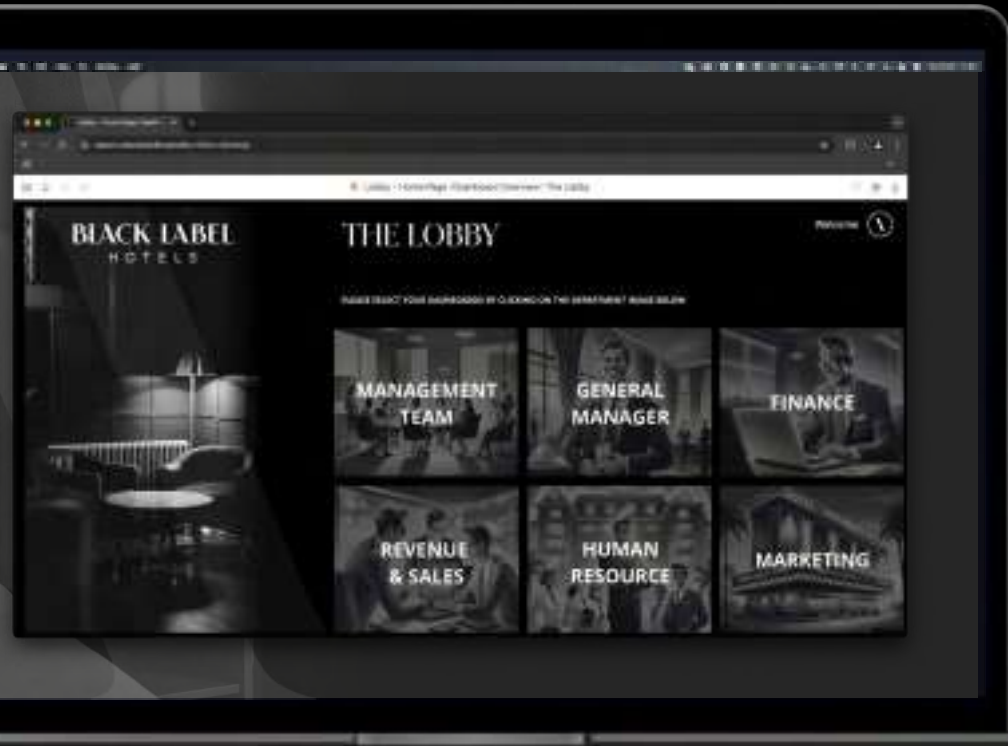
Technology & Innovation

Our custom BI-tool visualizes real-time data from all the different Property Management Systems of our partner hotel chains, a first and only solution of its kind in Europe. This unique platform makes us truly data-driven and proactive, enabling continuous optimization of both top- and bottom-line performance.

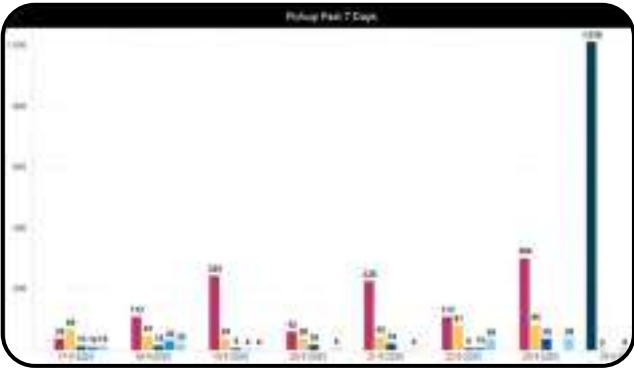
Each department, from Marketing and Revenue Management to Operations and F&B, has its own dedicated dashboard, displaying relevant, actionable insights tailored to their role. In addition, comprehensive general reports provide

a clear overview of key performance indicators, including revenue trends and unsold rooms, allowing management to quickly identify areas requiring attention and take immediate action to maximize revenue.

By constantly learning from real-time insights, we streamline operations, enhance cost control, boost revenues, and improve profitability, ensuring that every hotel performs at its full potential.



BI-tool & Real-time insights



At Black Label Hotels, we believe transparency and informed decision-making are key to a successful partnership. That's why owners and investors receive comprehensive reports and secure logins to access our platform, allowing them to monitor performance in real-time. This level of access ensures transparency, empowers stakeholders to understand how their investment is performing, and enables timely interventions to maximize returns.

By providing real-time visibility into operations, we create a partnership built on trust, accountability, and data-driven decision-making, ensuring profitability while owners and investors stay fully informed.

Our approach fosters long-term stability by aligning our goals with those of our partners. In doing so, we not only safeguard investments but also unlock new opportunities for sustainable growth. Through this proactive collaboration, we ensure that challenges are swiftly addressed and successes are maximized. Ultimately, our model delivers both peace of mind and lasting value for every stakeholder.



As in-house data specialists, the Black Label Hotels management team asked us to create dashboards for each hotel, with the ability to compare across chains. Today, we are the only European hotel operator offering cross-chain comparisons, with real-time performance access for owners via dedicated logins.

RUBEN GLOUDEMANS
Co-founder Infolumos

“ The Heart of Hospitality

OUR DEPARTMENTS



Black Label Hotels and its team offer a “Five Star Service” to their partners, combining eager towards projects and successful deal signing, while considering long-term stability and business cases. We are confident that BLH will quickly range amongst the leading white label operators in the region.

FALK LAUDI

Senior Director Development (DACH) Accor

Management team

At the heart of Black Label Hotels is our professional, fully integrated corporate head office, led by a best-in-class management team. With deep expertise across hospitality, our management combines strategic vision with hands-on experience to drive results. Every decision is data-driven, enabling us to maximize revenues, optimize costs, and ensure sustainable growth. Beyond operational performance, our management team champions innovation, continuously exploring new approaches to enhance guest experiences, and maintain a competitive edge in an evolving market.

Together, the management team sets a benchmark for high-performance hotel management across Europe, demonstrating that success comes not just from strategy, but from combining expertise, innovation, and a hands-on approach in every aspect of hotel operations.



MARTIN HENDRICKS
CEO & Founder

Martin Hendricks is an accomplished hospitality professional with a background in Acquisition & Development with an established American hotel chain and a degree from Hotel Management School Maastricht. Recognized for his outstanding contributions to the industry, Martin was honored with the 2023 "Hotello of the Year" award, one of the most prestigious hospitality awards in The Netherlands.

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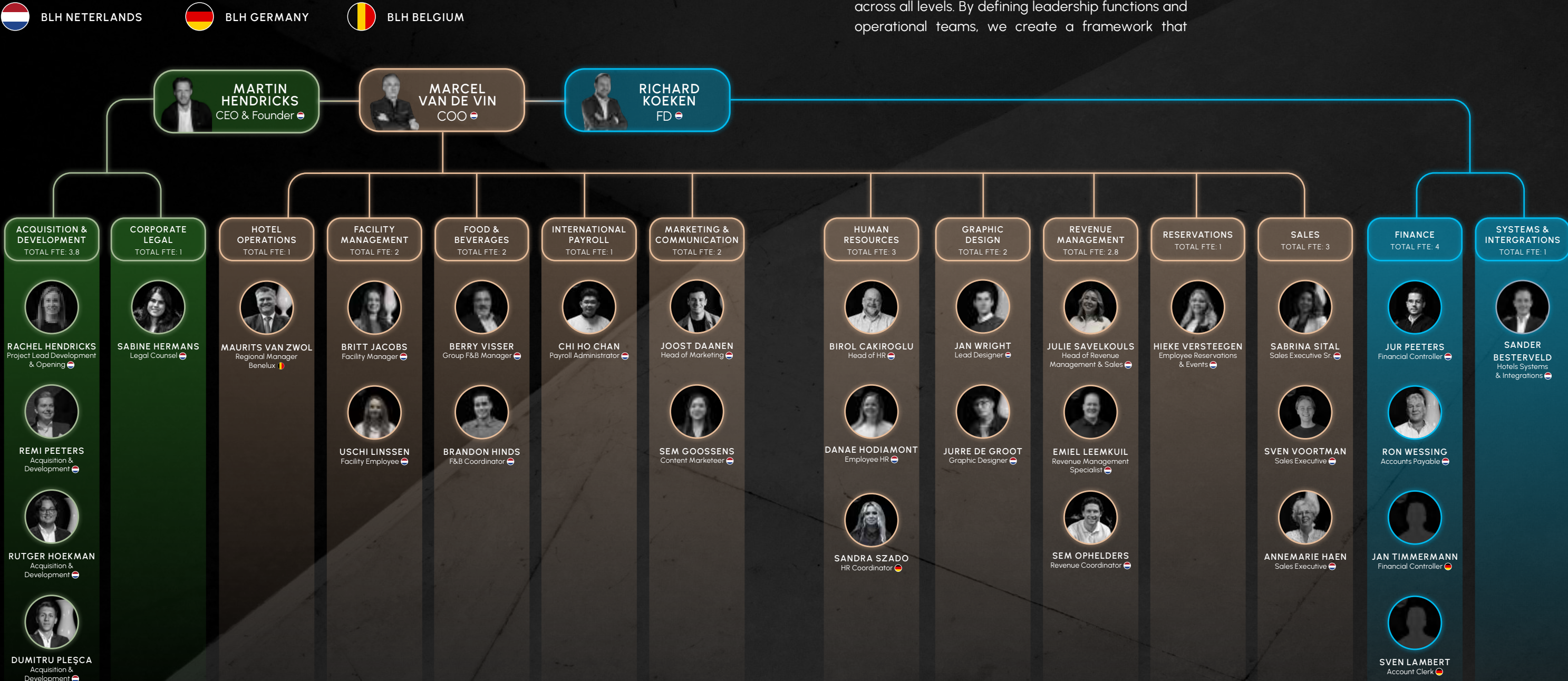
MARCEL VAN DE VIN
COO

Marcel van de Vin brings over 35 years of experience in hotel management including 15 years in various management positions for Golden Tulip Benelux and 15 years as COO for the largest and fastest-growing hotel chain in the Netherlands. Marcel grew this group from 26 to 104 hotels and from 400 employees to 4,200 employees. Since March 2022, he has been serving as COO of Black Label Hotels, leveraging his extensive operational expertise to drive growth, efficiency, and performance across the company's expanding portfolio.

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Organizational chart

At Black Label Hotels, we believe that clarity in structure drives efficiency and collaboration. Our organizational chart provides a clear overview of the key roles and responsibilities within the company, ensuring transparency and effective communication across all levels. By defining leadership functions and operational teams, we create a framework that supports strategic decision-making, accountability, and sustainable growth. This structure enables us to deliver consistent value to our partners, investors, and guests while fostering a culture of professionalism.



Acquisition & Development



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Key responsibilities

- Financial feasibility study
- Market study
- Due Diligence for existing properties
- Relationship management
- Investment cases for shareholder
- Lease, franchise & management deals
- Coordination with architects & designers
- Monitoring project timelines & openings
- Brand Analysis
- Coordination with legal department

Our Acquisition & Development team drives the growth of our portfolio across Europe. Each week, we evaluate the feasibility of approximately five projects in The Netherlands, Belgium, Luxembourg, and the DACH region (Germany, Austria, and Switzerland).

For every project, we conduct extensive market research and prepare a detailed 10-year financial forecast, including projected turnover and cost structure. These analyses draw insights from our existing portfolio, benchmarking tools, and data provided by hotel owners, brokers, and partner chains. Daily contact with development teams at

the hotel chains gives us a deep understanding of key operational and market data, further informing our assessments.

In addition, our team is actively involved in contract negotiations, including lease agreements, management agreements, and franchise agreements. Once the analysis and financial feasibility studies are complete, we present our findings to our co-shareholder, SRBA Group, ensuring every investment decision is grounded in extensive research and strategic insight.

Hotel Operations



"Leading teams, elevating standards."

MAURITS VAN ZWOL
Regional Manager BE
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The Regional Manager is responsible for leading, supporting, and optimizing multiple hotels within an assigned region. The focus lies on achieving commercial objectives, driving revenue growth, strengthening market presence, and maintaining solid financial performance. By combining a strategic perspective with operational involvement, the Regional Manager ensures that hotels not only meet expectations but consistently exceed them.

A key priority is delivering an outstanding guest experience. This involves improving service quality, analyzing guest feedback, and implementing innovations that boost satisfaction and loyalty. Encouraging collaboration across the region is also essential, ensuring that best practices are shared and service standards are continuously raised.

Staff development is another vital aspect of the role. Acting as a coach and partner for hotel managers and their teams, the Regional Manager emphasizes training, motivation, and growth opportunities. Serving as the link between headquarters and hotels, the role ensures consistent execution of company strategy and the upholding of quality standards, creating a strong foundation for sustainable success.

Key responsibilities

- Coaching hotel managers
- Operations and P&L optimisation
- HQ policies implementations
- Inspections
- Quality control
- Legal and safety compliance
- Talent development
- Liaise with HQ and hotels
- Performance and opportunity reporting

Facility Management



BRITT JACOBS
Facility Manager
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USCHI LINSSEN
Facility Employee
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"Creating safe, effecient, and sustainable hotels where guests feel at ease."

The Facility Management department ensures that all our locations operate smoothly and efficiently, allowing guests to enjoy a seamless and comfortable stay. This includes managing and maintaining buildings, hotel rooms, and technical installations, ensuring that everything is safe, clean, and in excellent condition. Our commitment is to create an environment where both guests and employees feel supported and at ease.

We work closely with housekeeping and technical services to resolve issues promptly and prepare rooms efficiently. Daily operations focus on preventive maintenance, repairs, contract and supplier management, and strict compliance with safety regulations. By coordinating efforts across departments, we make sure that standards are consistently met and exceeded.

Beyond maintenance and safety, sustainability is a key priority. Through energy management and streamlined processes, the department continuously drives eco-friendly hotel operations. Additionally, we supports colleagues in their daily tasks, contributing to smooth business operations and an optimal guest experience.

Key responsibilities

- \ Building management
- \ Maintenance & repairs
- \ Technical installations
- \ Supplier and contract management
- \ Inventory management and logistics
- \ Vehicle fleet
- \ Housekeeping
- \ Technical service
- \ Sustainability
- \ Renovations & refurbishments

Food & Beverages



BERRY VISSER
Group F&B Manager
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BRANDON HINDS
F&B Coordinator
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"Enhancing guest experiences while driving efficiency."

The Food & Beverage department plays a central role in our success. We manage the entire procurement process for food and beverage products, ensuring the best balance of quality and cost. Through careful cost control, we continuously safeguard margins and contribute to a healthy financial performance.

In addition, we develop menus and concepts that reflect guest preferences and the latest market trends, always prioritizing quality and experience. A key focus of our work is the centralization of menus and breakfast concepts, which allows us to achieve economies of scale, improve efficiency, and ensure consistent quality across all properties.

This approach not only enables cost savings but also allows us to quickly respond to market changes and new opportunities, enhancing both the guest experience and overall business results. By working closely with our hotel teams, we ensure seamless implementation and strong local engagement. Ultimately, our efforts strengthen the brand identity of Black Label Hotels and create long-term value for both guests and stakeholders.

Key responsibilities

- \ Procurement & quality
- \ Cost control
- \ Menu development
- \ Centralization of menus & purchasing
- \ Economies of scale
- \ Quality assurance
- \ Process optimization
- \ Market trends monitoring
- \ Guest experience focus
- \ Results-oriented performance

Finance



JUR PEETERS
Financial Controller
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RON WESSING
Accounts Payable
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"Building clarity and confidence through finance."

The Finance department provides a solid, future-ready financial foundation for the organization. As a trusted partner, the team delivers clarity, guidance, and reliability across all financial matters.

With increasing reporting requirements, mandatory audits, and the growing importance of data-driven decision-making, the focus is on improving data quality and building clear, consistent reporting at both hotel- and group level. The department is closely involved in forecasting, performance analysis, and identifying trends at an early stage.

We also play a key role in mergers and acquisitions, managing banking relationships, and structuring growth and investment strategies. By combining a strong financial infrastructure with forward-looking insights, the Finance department helps strengthen the overall financial position and supports the long-term growth of Black Label Hotels. Our collaborative approach ensures alignment between departments, creating transparency and trust throughout the organization. Ultimately, we empower decision-makers with the financial tools and knowledge needed to act with confidence.

Key responsibilities

- \ Monthly, quarterly & annual closings
- \ Financial reporting
- \ Data quality improvement & monitoring
- \ Forecasting & strategic budgeting support
- \ Financial performance
- \ Compliance & audit/legal requirements
- \ Cash & liquidity management
- \ M&A and investment support
- \ Internal process & system optimization
- \ Strategic advisory for management

Systems & Integrations



SANDER BESTERVELD
Hotel Systems & Integrations
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"Turning technology into a driver of progress and guest satisfaction."

The Systems & Integrations department is responsible for managing all hardware and software systems across our hotels. This includes Property Management Systems (PMS), Point of Sale (POS) solutions, payment platforms, and a wide range of related integrations and connections. By ensuring these systems are stable, secure, and up to date, the department provides the technological foundation on which hotel operations can rely.

A core focus lies in making sure all systems work seamlessly together. Through efficient integrations and continuous monitoring, we enable smooth workflows, accurate data flows, and reliable reporting. This connectivity not only supports operational efficiency but also empowers every department to perform at its best, from front Office to Finance, and from Housekeeping to Food & Beverage.

Beyond daily operations, the department also plays a strategic role in identifying new technologies and digital solutions. By exploring innovations and improving existing processes, the Systems & Integrations department helps drive long-term efficiency, scalability, and guest satisfaction. In this way, technology becomes more than a tool, it is a driver of progress and excellence across the entire Black Label Hotels organization.

Key responsibilities

- \ System operation management
- \ Integration & interface maintenance
- \ Performance reporting & KPI tracking
- \ PMS, POS & Integrations
- \ System migration management
- \ Hardware & software asset management
- \ Telephone system management

Human Resources



BIROL CAKIROGLU
Head of HR
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DANAE HODIAMONT
Employee HR
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SANDRA SZADO
HR Coordinator
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The HR department plays a central role in attracting, onboarding, and developing talent at the Hotels. We ensure a professional recruitment process, provide correct employment conditions, and maintain clear and reliable personnel administration. By focusing on transparency and structure, we create a strong foundation that allows both employees and the organization to grow with confidence.

The HR department also supports managers and teams in areas such as absenteeism management, vitality, and sustainable employability. With close attention to working conditions and compliance with laws and regulations, we safeguard the wellbeing of employees and contribute to a safe and future-ready workplace. This proactive approach ensures that challenges are addressed early and effectively, strengthening the continuity of the organization.

By investing in training programs, career development, and the cultivation of a positive corporate culture, we stimulate both personal and professional growth. Our goal is to create an environment where employees feel valued, supported, and motivated to perform at their best. In this way, HR contributes to individual satisfaction and engagement, while strengthening the long-term success of Black Label Hotels.

Key responsibilities

- \ Recruitment
- \ Personnel administration
- \ Employment & contracts
- \ Absenteeism & reintegration
- \ Absenteeism & reintegration
- \ Appraisal & performance reviews
- \ HR policy & strategy
- \ Health & safety
- \ Employee satisfaction & culture
- \ Legislation & regulations

International Payroll



CHI HO CHAN
Payroll Administrator
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"Payroll: the foundation of reliability and smooth operations."

The Payroll department is responsible for ensuring the accurate and timely payment of salaries across the entire organization. This includes processing worked hours, salary scales, bonuses, taxes, and deductions such as pension contributions or insurance premiums. By maintaining precision and consistency, we guarantee that employees receive the compensation they are entitled to, on time and without errors.

In addition to salary administration, our department ensures compliance with labor legislation, collective labor agreements, and internal policies. Acting as a link between HR, Finance, and external agencies such as tax authorities or pension funds, the department plays a vital role in keeping processes transparent and legally sound. We provides the foundation for trust and reliability in employment matters.

Beyond compliance and administration, we also supports employees directly. Whether it concerns questions about pay slips, leave registration, or wage garnishments, the team ensures that staff can rely on clear guidance and assistance. As part of HR, our department is managed internally with third-party verification, combining combining efficiency and accountability to contribute to employee satisfaciton and smooth organizational operations, and smooth organizational operations.

Key responsibilities

- \ Employee salary calculation
- \ Payroll tax withholding & remittance
- \ Pension contribution management
- \ Payroll record maintenance
- \ Compliance with labor laws
- \ Sick leave & absence processing
- \ Issuing pay slips & annual statements
- \ Timely payment file submission
- \ Monthly overtime & leave
- \ Wage change coordination

Marketing & Communication



JOOST DAANEN
Head of Marketing
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SEM GOOSSENS
Content Marketeer
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"Turning awareness into loyalty."

The Marketing department deploys cutting-edge marketing- and e-commerce strategies to unlock the full commercial potential of our hotels. Our team combines deep market expertise with advanced technologies to build strong brands that drive both desirability and revenue. By aligning strategy with market trends, we ensure that every hotel is positioned for long-term success.

We craft data-driven campaigns, manage global distribution channels, and optimize the sales mix through direct bookings, OTAs, and strategic partnerships. With proven expertise in SEO/SEA, marketing automation, social media, and PR, we guarantee continuous visibility among the most valuable target audiences. Our custom-designed websites and conversion-focused booking platforms deliver a seamless digital guest journey, from initial inspiration to repeat stays.

By combining strategic insight with a strong track record across diverse international markets, we consistently deliver maximum occupancy, revenue growth, and sustainable returns for developers and property owners. Black Label Hotels is your trusted partner for commercial success in the global hospitality sector.

Key responsibilities

- \ Strategic marketing
- \ Market & guest research
- \ Trend watching
- \ Online marketing & E-commerce
- \ Marketing automation
- \ CRM & e-mail marketing
- \ Social media
- \ Content creation & planning
- \ Brand Development & activation
- \ Collaborations & partnerships
- \ Public Relations

Graphic Design



JAN WRIGHT
Lead Designer
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JURRE DE GROOT
Graphic Designer
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"Designs that connect guests with our brand."

The Graphic Design department is responsible for developing, maintaining, and promoting the visual identity of our hotels. The team translates strategies and messages into strong visual expressions across both online and offline channels, including campaigns, flyers, posters, collateral, social media content, and presentations.

By combining creative concept development with technical expertise, we ensure that all communication is consistent, engaging, and purpose-driven. The department also oversees brand consistency, manages templates and visual assets, and works closely with other departments, such as Marketing. Our designers act as visual storytellers, transforming ideas into impactful designs that strengthen emotional connection with guests.

Through efficient workflows, quality controls, and the use of design trends and new technologies, we deliver output that is not only creative but also effective and timely. In doing so, we support the organization in strengthening its brand and reaching target audiences. Ultimately, our work helps build a recognizable and distinctive identity that sets Black Label Hotels apart in a competitive market.

Key responsibilities

- \ Visual identities
- \ Visual communications
- \ Concept development
- \ Create and maintain brand identity
- \ Ensure visual consistency
- \ Image editing & retouching
- \ Web and digital media design
- \ Project management
- \ Quality control
- \ Innovation & trend monitoring
- \ Continuous learning & improvement

Revenue Management



JULIE SAVELKOULS
Head of Revenue
Management & Sales
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EMIEL LEEMKUIL
Revenue Management Specialist
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SEM OPHELDERS
Revenue Coordinator
✉ sem@blacklabelhotels.nl

Our Revenue Management department maximizes hotel revenue through strategic pricing, inventory control, and demand forecasting, leveraging historical, current, and projected market trends. Using market-specific systems, we analyze data to determine and implement the optimal business mix, regularly reviewing guest segments and distribution channels to ensure alignment with demand.

Recognizing that each market within the Black Label Hotels portfolio is unique, we perform daily analyses to identify trends, challenges, and opportunities, taking targeted actions to drive results. While data forms the foundation, it is the strategic decisions and actions based on that data that delivers measurable outcomes. Through close collaboration with the Sales and Marketing department, we align strategies to strengthen overall commercial performance.

The department's goal is to optimize financial performance while preserving an exceptional guest experience, ensuring a balanced and mutually beneficial outcome for both the hotel and its guests. In doing so, we create long-term value and sustainable growth for all stakeholders.

Key responsibilities

- \ Pricing strategy
- \ Inventory management
- \ Performance reporting & KPI tracking
- \ Channel management
- \ Market trend identification
- \ Competitiveness monitoring
- \ Promotion management
- \ Guest journey optimization
- \ Segmentation & target guest review
- \ Future demand forecasting

Reservations



HIEKE VERSTEEGEN
Employee Reservations & Events
✉ hieke@blacklabelhotels.nl

"We build trust from the very first contact"

Response times are crucial in our industry. That is why our Reservations team ensures that every enquiry is followed up on promptly and with the highest level of service and quality for our potential guests. By doing so, we not only create a strong first impression but also build trust from the very first contact.

Working closely with the revenue and sales teams, this department guarantees consistent follow-ups and provides essential support for both reservations and front office colleagues in our hotels. This collaboration ensures that quality standards are maintained while processes run smoothly behind the scenes, enabling our commercial teams to stay focused on delivering growth and results.

In addition, the team takes care of all administrative tasks and prepares every detail related to incoming requests. This allows our on-property colleagues to dedicate their full time and attention to our valued guests, while being fully equipped with the right information and resources.

Ultimately, this structure ensures a seamless guest journey, from the very first enquiry to the experience on-site.

Key responsibilities

- \ Process reservations & group requests
- \ Central contact for enquiries
- \ Collaborate with Front of House
- \ Create tailored event proposals
- \ Handle admin tasks (invoicing, deposits)
- \ Ensure quality & improve processes
- \ Build agency relationships
- \ Optimize systems regionally
- \ Leverage commercial opportunities

Sales



SABRINA SITAL
Sales Executive
✉ sabrina@blacklabelhotels.nl



SVEN VOORTMAN
Sales Executive
✉ sven@blacklabelhotels.nl



ANNEMARIE HAEN
Sales Executive
✉ annemarie@blacklabelhotels.nl

Our Sales department focuses on the B2B market, building long-term relationships with companies while actively attracting new business. By understanding client needs and market dynamics, we position our hotels as the preferred choice for corporate partnerships.

We promote our hotels, host potential clients on property tours, and develop tailored partnerships that meet specific requirements, including overnight stays, meeting spaces, and events. In doing so, we not only showcase our facilities but also highlight the unique experience and service standards that set Black Label Hotels apart.

With strong networking skills and charisma, we act as the best possible business ambassadors for our hotels. We negotiate with clients while identifying opportunities and aligning strategies, making our team a vital driver of commercial success. Ultimately, our efforts strengthen client loyalty, expand our network, and contribute to sustainable growth across the entire portfolio. By staying closely connected to market developments, we anticipate client needs and respond with proactive solutions. This forward-looking approach ensures that Black Label Hotels remains competitive and relevant in a rapidly changing business environment.

Key responsibilities

- \ Corporate prospecting
- \ Key account management
- \ Contract negotiation
- \ Sales visits
- \ RFP response management
- \ Networking & event attendance
- \ Revenue & front office alignment
- \ Warm & cold acquisitions
- \ Event & market trends monitoring
- \ Client relationship management

Corporate Legal



SABINE HERMANS
Legal Counsel
✉ sabine@blacklabelhotels.nl

"Safeguarding growth through clarity, compliance, and consistency."

The Legal department serves as the comprehensive legal partner for the entire organization, overseeing the full spectrum of corporate legal matters. Acting as a strategic advisor, the department navigates all areas of law relevant to the hospitality industry, ensuring that the company operates safely and responsibly in every market. By anticipating legal challenges, we help the business stay agile and well-prepared for future developments.

Our expertise covers contract management, employment law, GDPR compliance, dispute resolution, and franchise agreements. With direct involvement in business processes, the Legal department moves seamlessly between providing operational support and delivering strategic counsel. This dual role enables the organization to make confident decisions while safeguarding long-term interests.

When highly specialized expertise is required, the department coordinates collaboration with external legal professionals. At the same time, it remains the central point of contact for all legal matters within Black Label Hotels, ensuring consistency, efficiency, and a clear legal framework across the organization. In doing so, the Legal department contributes directly to sustainable growth and the professionalization of the company.

Key responsibilities

- \ Contract lifecycle management
- \ Strategic legal advisory
- \ Employment law support
- \ Dispute resolution
- \ Risk management & compliance
- \ Acquisition & Development legal support
- \ Governance & policies
- \ Privacy compliance & data protection
- \ Incidents & complaints



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True hoteliers
lead the game

OPERATIONAL EXCELLENCE

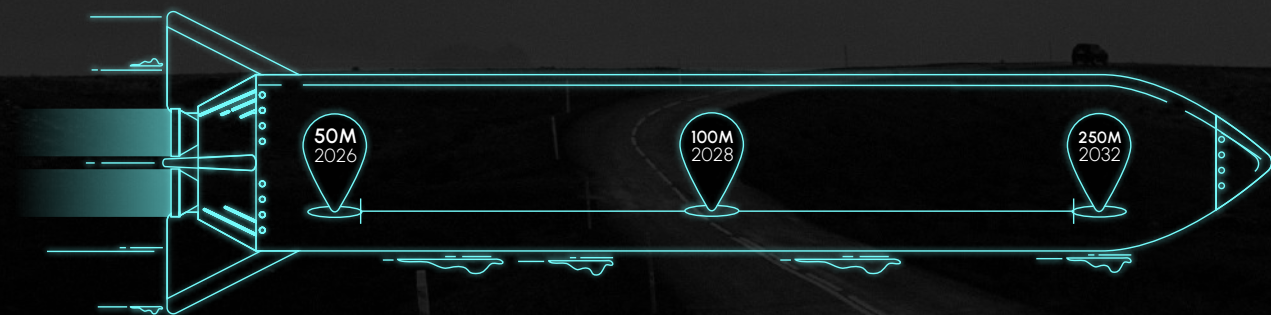
Road to 100 million

Black Label Hotels wishes to achieve the 100 million milestone as soon as possible. Currently Black Label Hotels is responsible for 48 million yearly revenue (35 million operator revenue and 13 million hotel-management-agreement revenue).

To make our business scalable Black Label Hotels has set up a head office with highly specialized and highly talented Hotel professionals. Our group is currently EBITDA positive, but Black Label Hotels wants to make the entire group super ebitda positive. The most important milestone,

setting up a head office, ready for growth, is achieved.

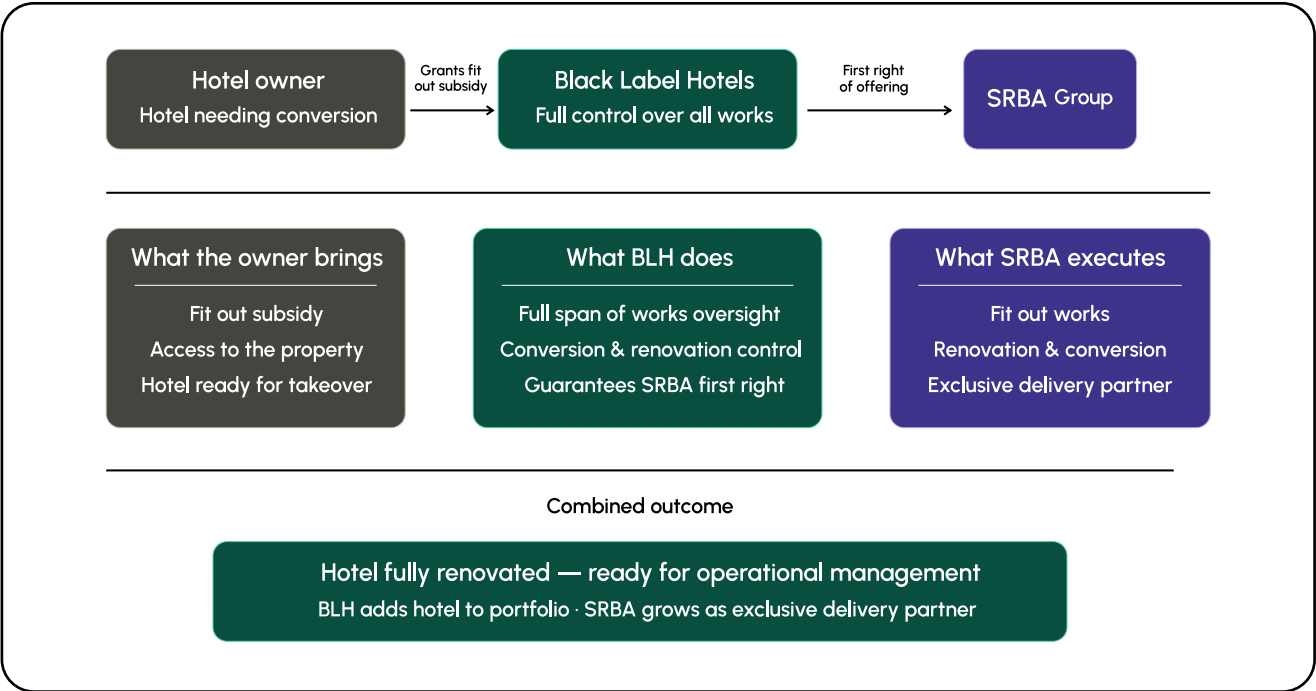
Our strategy is to achieve the 100 million milestone by adding "trading hotels" with proven ebitda and cash flow. The milestone can be achieved by as soon as beginning of 2028. Our projects in exclusivity (dd may 2026) alone would make us achieve the milestone.



Fit out exclusivity

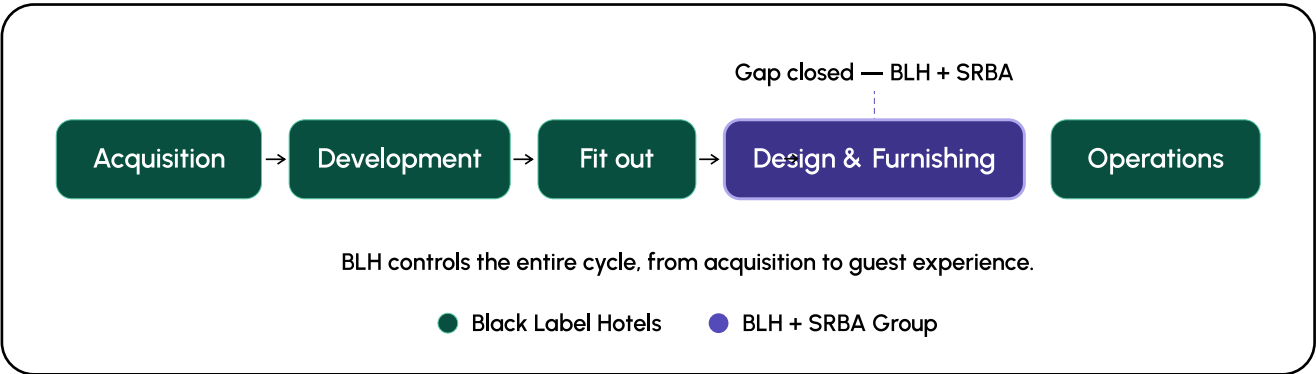
Black Label Hotels is actively looking for hotels that need conversion or renovation. This is where the collaboration with SRBA group comes in to full effect. Black Label Hotels is granted a subsidy for fit out by the owner of the hotels.

Taking full control of the entire span of works needed to be done. Black Label Hotels will give a first right of offering to SRBA group for all fit out and renovation works.



Design & Furnishing

Black Label Hotels Identified a gap in the cycle from development to operation. Black Label Hotels wants to set up a design and furnishing business with SRBA so that the entire cycle can be controlled.



“ Let’s Get in Touch

STAY CONNECTED



The experience of working with the Black Label Hotels team on a variety of hotel development opportunities has always been fun, efficient, and professional, combining a pleasant and collaborative atmosphere with a strong focus on results and long-term value creation.

SEAN WOODS

Head of Development - Wyndham

Ideally located
between Europe's
major hubs



We're here to connect

At Black Label Hotels, we value clear communication and strong partnerships. Our team is dedicated to providing quick and professional support, whether it's about our hotels, investment opportunities, or general inquiries. By bringing all expertise in-house, we ensure that every request is handled with care, efficiency, and attention to detail, always with a focus on creating long-term value.

We believe that great collaborations start with open dialogue, and we are always ready to explore new opportunities together. For all questions, requests, or ideas, our team is here to assist you and guide you to the right solution. We look forward to hearing from you and are always just a message or call away.



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