Angsana brings the adventure back into travel whatever your age or reason to visit. Intertwining local chic and a vibrant, fun-filled atmosphere, Angsana creates amazing destination playgrounds across the world. The opportunity to surprise yourself and create lasting memories is everywhere at Angsana – whether you are tasting a local delicacy for the first time, trying out a new activity or forming new friendships. Each hotel is uniquely designed to provide spacious stylish rooms and suites perfect for couples, families and friends.

Sensing the Moment
**ANGSANA TOP 3 USPs**

<table>
<thead>
<tr>
<th>SENSING THE MOMENT</th>
<th>RESORTS PROFESSIONALS</th>
<th>SPA EXPERTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonding and creating memories, ideal for:</td>
<td>Premium resorts offerings, extensive facilities for all guests:</td>
<td>Angsana Spa: leading spa brand, focused on traditional Asian therapies. Dedicated Spa Academy with Spa Therapist certification</td>
</tr>
<tr>
<td>• Family getaways</td>
<td>• Angsana Player: actively engage guests within and outside the resort</td>
<td>• Angsana Bath &amp; Spa amenities available in the rooms and for retail</td>
</tr>
<tr>
<td>• Young adults seeking adventure &amp; fun</td>
<td>• Rangers’ Club: Kid’s club highlighting sustainability</td>
<td>• Angsana spas are operated at third party locations - 30 Angsana Spa worldwide</td>
</tr>
<tr>
<td>• Corporate retreats for business executives</td>
<td>• Angsana Spa: Quality moments for both adults and children</td>
<td>• Destination Playground: contemporary design with local elements &amp; activities to reflect the destination</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Sustainable program, involvement in local communities (Angsana Galleries)</td>
</tr>
</tbody>
</table>
NETWORK & PIPELINE

14 hotels
2,691 rooms
9 countries

ASIA PACIFIC
11 hotels
2,347 rooms

MIDDLE EAST & AFRICA
2 hotels
92 rooms

AMERICAS
1 hotel
252 rooms

PIPEDLINE
15 hotels
2,576 rooms
7 countries

Figures as of end 2018

WHY INVEST IN ANGSA NA – NETWORK & PIPELINE – AUGUST 2018
FLAGSHIPS - RESORTS
ANGSANA BINATIN, INDONESIA
113 rooms & suites
FLAGSHIPS - RESORTS
ANGSANA BALACLAVA, MAURITIUS
52 suites & villas
FLAGSHIPS - RESORTS
ANGSANA XI’AN LINTONG, CHINA
400 rooms & suites
FLAGSHIPS - RESORTS
ANGSANA LAGUNA PHUKET, THAILAND
324 rooms & suites
UPCOMING OPENING
ANGSANA ZHUHAI PHOENIX BAY, CHINA
202 ROOMS & SUITES

UPCOMING OPENING
ANGSANA CORFU, GREECE
199 ROOMS & SUITES

UPCOMING OPENING
ANGSANA TELUK BAHANG, MALAYSIA
230 rooms & suites

UPCOMING OPENING
ANGSANA LEISHAN, CHINA
146 ROOMS & SUITES
Angsana Spa

*Sensing the Moment - Savouring time as it passes inexorably*

Embraces the contemporary, holistic and tropical garden spa concept

Refreshing blend of treatments, emphasizing on the use of natural ingredients

Use of aromatherapy, the therapeutic sense of touch, and a fusion of techniques

The best of Oriental & Western Traditions – innovative Spa treatments & products
SPA NETWORK & PIPELINE

Angsana also manages Angsana spas at third party locations

Figures as of end 2018

WHY INVEST IN ANGSANA – KEY PROGRAMS – FEBRUARY 2019
Aangsana Gallery

*Responsible community retailer*

Driven by culture, heritage and entrepreneurship

Commission village artisans to produce a whole range of products — pottery, ceramics, basketry, woodwork, fabrics, metalwork

Sense of the need to conserve traditional skills by producing what is contemporary and market relevant

Accessorise the Aangsana hotels, public spaces and homes with village handiwork and artisanal creations

Returns dignity to craftsmen, and makes shopping in Aangsana Galleries an artful experience
Rice Bowl
Angsana’s signature restaurant, featuring rice dishes

Rice is a cornerstone for most Asian cuisine
Provide guests an authentic culinary and sensory experience of South East Asian Heritage
Feature South East Asian street cuisine, rice and noodle based dishes, in a casual and contemporary way
Savour fine wine, aged whisky, cocktails and other drinks made from a base of rice make an intriguing drinks menu.
Meetings & Events
Exceptional meetings & innovative dining experiences

Provide fun, relaxing, and unique setups
Create memorable experiences, efficient brainstorming sessions and personal events with a twist
Meet for Good - sustainable venues conducting sustainable events
Xana Beach Club

*Vibrant restaurant, bar and beach lounge*

Lends itself perfectly for unique product launches, stylish welcome cocktail functions, and vibrant parties.

During the day, laze in a cabana, XANA Pod or on a pool lounger, sip on cocktails while hanging out with family and friends.

When the sun sets, watch the atmosphere at XANA electrify the air with live entertainment, the latest music, sumptuous spread of tapas and lengthy wine and cocktail selection.
Kids Club

For children to immerse in a fun, educational adventure

Learn about nature, appreciate and care for the environment, explore their five senses

Make new friends

Enjoy local hands-on craft
Agsana Player

Provide seamless, fun and friendly experience for guests

Create high range of activities stimulating social and sporting programs for all ages

Actively engaging and pampering the guest at the property and outside
Agsana Bath & Spa Amenities

*Inspire a lifestyle interwoven with wellness*

Bring an oasis of calm

Created with the combined expertise of the Spa Academy and strategic laboratory partner

Benefits of indigenous flowers, herbs and spices researched, and combined in a final formula that is both good for the earth, and for guests

Each product is carefully crafted to ensure that the values of sustainability are embedded in every way
Sustainability

Embracing the Environment, Empowering People

Connect with global climate action by conserving resources through efficient operations, with leading external benchmarking certification.

Engagement of the associates, guests and community members, connecting people to destinations and driving stewardship.

Each property drives individual initiatives which contributes to the community and environment (e.g. Feeding the Community, Coral Planting etc.)

Green Imperative Fund (GIF) to sustainably finance worthy environmental action and community based projects where Angsana has a presence.
TRAVEL

Smart Travel Asia 2018 Best in Travel Poll
Top 25 Spa Hotels
ANGSANA SPA XI’AN LINTONG, CHINA

AsiaSpa Awards 2017
Family-Friendly Hotel/Resort of the Year
ANGSANA LAGUNA PHUKET, THAILAND

Luxury Travel Guide Awards 2016
Luxury Resort of the Year for Phuket
ANGSANA LAGUNA PHUKET, THAILAND

Condé Nast Traveler (US) – Reader’s Choice Awards 2016
Asia – Top 40
ANGSANA LANG CO, VIETNAM

12th DestinAsian Reader’s Choice Awards 2016
Top 10: Best Hotels in Maldives
ANGSANA VELAVARU, MALDIVES

SPA

Luxury Travel Guide Spa & Wellness Awards 2018
Treatment Excellence Award
ANGSANA VELAVARU, MALDIVES

China Hotel Starlight Awards 2018
Best Hot Spring Hotel Spa of China
ANGSANA SPA XI’AN LINTONG, CHINA (3rd consecutive year)

Condé Nast Traveler China Gold List 2017 Awards
Best Wellness Getaways
ANGSANA SPA TENGCHONG • HOT SPRING VILLAGE, CHINA

PRESTIGE Hong Kong Beauty & Spa Awards 2016
Best Couples Treatment: Duet Treatment
ANGSANA SPA
Accor offers >110 global distribution partnerships at best market conditions.

The Central Reservation System generates on average 66% of a hotel room revenue.

Source: CRS Official figures as of end 2018
ACCOR DISTRIBUTION PERFORMANCE POWERED BY ACCOR

For Luxury & premium brands

CALLS CENTERS, INTRA HOTEL & CLUSTER SERVICES

ACCOR WEB WEBSITES, MOBILE SITES & APP

ACCOR CENTRAL RESERVATION SYSTEM

WEB PARTNERS (OTAS)

GDS/IDS

33% DIRECT SALES

59%

15% 18%

26% INDIRECT SALES

41% HOTEL PMS

8%

WEB ACCOR & PARTNERS (+36%)

ONLINE SALES FOR LUXURY & PREMIUM BRANDS

€1,76 MILLION

FOCUS ON LUXE DIRECT WEB

BRANDS.COM+
ACCORHOTELS.COM
+ MOBILE WEBSITES & APP
+ PARTNER WEBSITE

Source: CRS Official figures as of end 2018

WHY INVEST IN ANGSANA — PERFORMANCE — FEBRUARY 2019

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LE CLUB ACCORHOTELS
ACCOR OWNS THE MOST INTERNATIONAL AND FAST GROWING LOYALTY PROGRAM

Loyalty members - Worldwide
- Le Club AccorHotels
- FRS loyalty program
- Huazhu loyalty program

Guests’ origin - Worldwide

A Worldwide program:
- 20 brands
- 3,500 hotels in 100 countries
- Free enrollment
- 100% Web based program
- More than 27,700 new members every day
- Le Club AccorHotels represents 34.6% of all roomnights
- Partnerships with large Airlines loyalty program: Skyteam, One World, Star Alliance...

>53 MILLION MEMBERS WORLDWIDE
+27,700 MEMBERS EVERY DAY

LE CLUB ACCORHOTELS REPRESENTS
34.6% OF ALL ROOMNIGHTS

Source: LCAH by end of 2018

WHY INVEST IN ANGSANA – PERFORMANCE – FEBRUARY 2019

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# DEVELOPMENT CRITERIA

## DEVELOPMENT & PROGRAMMING

<table>
<thead>
<tr>
<th>AAA ultra city center location, historic conversion</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RECOMMENDED NUMBER OF ROOMS</strong></td>
<td></td>
</tr>
<tr>
<td>180 – 360 keys</td>
<td>200 – 400 keys</td>
</tr>
<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td></td>
</tr>
<tr>
<td>36 – 40 sqm</td>
<td>40 – 45 sqm</td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td></td>
</tr>
<tr>
<td>100 – 110 sqm</td>
<td>110 – 120 sqm</td>
</tr>
<tr>
<td><strong>RECOMMENDED NUMBER OF ROOMS</strong></td>
<td></td>
</tr>
<tr>
<td>135 – 270 keys</td>
<td>150 – 300 keys</td>
</tr>
<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td></td>
</tr>
<tr>
<td>40 – 55 sqm indoor+outdoor</td>
<td>45 – 60 sqm Indoor+outdoor</td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td></td>
</tr>
<tr>
<td>110 -120 sqm</td>
<td>120 – 130 sqm</td>
</tr>
</tbody>
</table>

## HOTEL

- **FOOD & BEVERAGE**
  - 1 All day dining buffet restaurant
  - 1 Speciality restaurant
  - 1 Destination dining (resort only)
  - 1 Bar
  - Angsana branded spa & shop
  - Rain mist

## RESORT

- **WELL-BEING**
  - Vitality Pool
  - Spring forest (optional for urban)
  - Beauty garden (nice to have)

- **MEETINGS**
  - Meeting rooms on market demand
  - Ballroom (urban only)
  - Gallery retail
  - Kids Club, Kids Pool

## WHY INVEST IN ANGSANA – PERFORMANCE – FEBRUARY 2019

**INTERNATIONAL CAPITALS KEY CITIES & RESORTS**

**MAJOR DOMESTIC DESTINATIONS**

**OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS**