An oasis for the Well Travelled
Delivering Emotional Luxury

A destination
A beacon
A safe haven
A place to refresh and recuperate
Calm and vibrant
Where cultures meet
Where stories are told
Meaning different things to different people
Discerning
Culturally aware
Knowledgeable and worldly
Pioneering
Not for all
Why invest in Raffles – August 2018

Positioning | Key figures | Network & pipeline | Key identifiers | Communication | Performance

Raffles Has Real Value Around The World

92/100
High E-reputation performance & positive guest perception

84% of guests qualify Raffles as iconic

€78
Brand average rate premium versus independent hotels

Figures as of end 2017
One of the world’s iconic hotel brand

Current Portfolio: 12 hotels, 2,033 rooms  •  Pipeline: 8 properties, 1,099 rooms  •  100% Managed hotels
When at Raffles, why not visit Singapore?

103 rooms
RAFFLES
LE ROYAL MONCEAU
PARIS

Palace & Parisian

149 rooms
RAFFLES DUBAI

252 rooms
RAFFLES
HAINAN
海南莱佛士酒店
321 rooms
RAFFLES
PRASLIN
SEYCHELLES

86 rooms
RAFFLES
HOTEL LE ROYAL
PHNOM PENH CAMBODIA

175 rooms
RAFFLES
GRAND HOTEL D’ANGKOR
SIEM REAP CAMBODIA

119 rooms
RAFFLES
MAKKAH PALACE
SAUDI ARABIA

214 rooms
RAFFLES ISTANBUL

185 rooms
173 rooms
RAFFLES
EUROPEJSKI
WARSAW

106 rooms
Future Raffles Projects

China
Shenzhen (2019) – 168 rooms

China
Suzhou (2022) – 153 rooms

Greece
Mykonos (2021) – 104 rooms

India
Udaipur (2020) – 101 rooms

Saudi Arabia
Jeddah (2021) – 181 rooms

U.A.E.
Dubai (2021) – 120 rooms

U.K.
London (2021) – 125 rooms

U.S.A
Boston (2022) – 147 rooms

Raffles The Palm, Dubai, UAE
120 rooms - 2021

Raffles Udaipur, India
101 rooms - 2020

Raffles Jeddah, Saudi Arabia
181 rooms - 2021

Raffles London, United Kingdom
125 rooms - 2021
Signature Products & Services

Our hotels provide a sense of place unique to Raffles. Not a colonial reproduction but about a pioneering sense of style and attitude.

From arrival, the environment, both inside and out whether it be an urban, resort or heritage property is always:
- elegant
- welcoming
- of its culture
Visit

**The Grand Welcome**
- Pre-Arrival Contact from Private Butler
- Always greeted by the Iconic Raffles Doorman (sense of ceremony and security)
- In-Car check-in prior to arrival or In-Room check-in
- The Red Carpet
- Dedicated/Private VIP Arrival

**The Grand Hall**
- Grand sense of arrival
- Majestic in feel, elegantly and moderately scaled
- Bespoke designed botanical features
- Calm and intimate spaces to connect and converse
- Lighting to accentuate the architecture and its grandeur

**The Verandah**
- A place to take in the amazing view... and breathe
- Inviting indoor and outdoor connections in all living spaces
- Bringing the Greenery of nature indoors through outstanding botanicals and romantic scents
- Celebrating a flair for the exotic

**The Colonnade**
- Long corridor fit for royalty
- Tradition of grandeur
- Special photographic spaces
- Places to wander and discover
Stay

**Space, Privacy & Time**

Pre-Arrival Contact from Private Butler
Always greeted by the Iconic Raffles Doorman (sense of ceremony and security)
In-Car checkin prior to arrival or In-Room checkin
The Red Carpet
Dedicated/Private VIP Arrival

**Personality Suites**

Grand sense of arrival
Majestic Named after historical luminaries relevant to hotel history or culture
Art, literature, photographs, memorabilia, music or movies, showcasing the luminaries and their passion

**The Writers Desk**

A well-appointed desk, suitable for work or dining
A connection to Raffles’ tradition
The style of a traditional writer’s desk with the technology to meet modern working standards
A minimum of two-person dining when used in standard rooms

**The Raffles Butler**

“Service like a Gentle Breeze”
You never realize they are there, but you always miss them when you leave
Pre-arrival contact with guest to note their in-room preferences
24-Hour availability
Dedicated Butler’s Pantry on every guest room floor

**Raffles Spa**

Each spa concept is unique to location, local culture and traditions
Celebrating local rituals and healing treatments
Focus on privacy Dedicated beauty and wellness offerings in specific markets
Journey for the Senses
**Dine**

**Destination Dining**
Diverse dining experiences to engage different segments
All restaurants and food concepts to be developed by F&B specialist consultants with our F&B team

**Destination Bar – The Long Bar**
A lively vibrant bar with a warm welcoming atmosphere
Signature long bar as feature element. Signature cocktails & rituals connected to the story and location. Dedicated street entrance

**Library Lounge – The Writer’s Bar**
Quiet intimate bar/lounge dedicated for hotel guests or Raffles Club
Residential feel transforms from day to night
Access from within the hotel
In some locations, a cigar lounge or humidor room

**Raffles Patisserie**
Retail focus with Bespoke Packaging
Can also service the Lobby Lounge or Writer’s Bar
External street + hotel entrances

**Raffles Afternoon Tea**
Tea cart service with ceremonial flair
Best of British tradition with a slice of local interpretation

**A collaboration with Sipsmith**
Raffles 1915 Gin is a sensational balance of botanicals found in Asia – jasmine flowers, fresh pomelo peel, lemongrass, Kaffir lime leaf, nutmeg and cardamom.

*The Writer’s Bar has a feature writing desk with photos suggesting literary legends connected to the hotel & culture

*Naming driven by market & location
Communication

Special Feature with Financial Times (Dec17 – Jan18)

Our mobile advertising partner allows us to work with a number of premium lifestyle brands including British Airways and Harrods, to serve full screen advertisements in their apps.

Digital Advertising
Working with quality publishers such as Condé Nast or Hearst and selected bloggers, we can utilize existing and newly commissioned Raffles content to build dedicated pages on their websites. Adds credibility to our brand message and content, whilst amplifying it to a broader audience.

Why invest in Raffles – August 2018

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Raffles Total Awareness

Strong awareness among affluent and engaged luxury hotel users

Figures as of end 2017. Base: people having stayed in paid-for accommodation in the last 12 months

UK: 50
Germany: 37
France: 28
Russia: 20
Canada: 22
USA: 20
Brazil: 18
Singapore: 75
Australia: 58
Japan: 56
China: 25
UAE/S.Arabia: 29

Europe
Americas
ASPAC
MEA
Raffles Brand Margin®

Brand Margin® in €

Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative. A Brand Margin® of 10€ means that «Consumers think it is worth paying on average 10€ more per night to stay with brand X compared to an unbranded equivalent».

Brand Margin® in €. Traveller representative
Figures as of end 2017
AccorHotels Distribution Solution

AccorHotels offers > 110 Global distribution partnerships at best market conditions
AccorHotels Distribution Performance
LUXE Brands

Figures as of end 2017

FOCUS ON WEB DIRECT
AccorHotels.com + brands.com + mobile websites
16% WEB ACCORHOTELS ONLINE DIRECT SALES
+60% MOBILE GROWTH (LUXE BRANDS ROOM REVENUE)
6.1M RAFFLES ROOM REVENUE

Why invest in Raffles – August 2018
Positioning | Key figures | Network & pipeline | Key identifiers | Communication | Performance 26
Le Club AccorHotels
AccorHotels owns the most powerful international program

Loyalty members - Worldwide

- Le Club AccorHotels
- FRS loyalty program
- Huazhu loyalty program

<table>
<thead>
<tr>
<th>Year</th>
<th>Le Club AccorHotels</th>
<th>FRS loyalty program</th>
<th>Huazhu loyalty program</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>25</td>
<td></td>
<td></td>
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<tr>
<td>2016</td>
<td>70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>100</td>
<td></td>
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</tr>
<tr>
<td>S1 2018</td>
<td>160M</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figures as of end 2017

Guests’ origin - Worldwide

- Northern Europe 18%
- Central & Eastern Europe 12%
- France 13%
- Mediterranean, Middle East & Africa 12%
- Asia-Pacific 28%
- America 17%

A Worldwide program:
- 17 brands
- 3,400 hotels in 93 countries
- Free enrollment
- 100% Web based program
- More than 23,000 new members every day
- Le Club AccorHotels represents 30.6% of AccorHotels revenue
- Partnerships with large Airlines loyalty program: Skyteam, One World, Star Alliance...

>50 MILLION MEMBERS WORLDWIDE

+23,000 MEMBERS EVERY DAY

30.6% GLOBAL AVERAGE CONTRIBUTION TO HOTEL’S REVENUE

Why invest in Raffles – August 2018

Positioning | Key figures | Network & pipeline | Key identifiers | Communication | Performance
Raffles performance
RevPAR Index as of end 2017

ISTANBUL
One Raffles Hotel with
RevPAR index = 152

DUBAI & MAKKAH
Two Raffles Hotels with
RevPAR index = 181 to 222

CHINA
One Raffles Hotel with
RevPAR index = 105

SINGAPORE
One Raffles Hotel with
RevPAR index = 105

CAMBODIA
One Raffles Hotel with
RevPAR index = 116

Why invest in Raffles – August 2018
Positioning | Key figures | Network & pipeline | Key identifiers | Communication | Performance

Figures as of end 2017 - STR or Hospitality On source only subsidiary or managed hotel RGI versus its competitive set.
## Development Criteria

### Programming & Development Recommendation

<table>
<thead>
<tr>
<th></th>
<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>70 – 200 keys</td>
<td>100 – 200 keys</td>
</tr>
<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td>-10/-15% of worldwide</td>
<td>60 sqm and +</td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td>-10/-15% of worldwide</td>
<td>130 – 150 sqm</td>
</tr>
<tr>
<td><strong>RECOMMENDED NUMBER OF ROOMS</strong></td>
<td>40 – 80 villas</td>
<td>60 – 100 villas</td>
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<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td>75 sqm indoor +outdoor</td>
<td>90 sqm indoor +outdoor</td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td>150 – 170 sqm</td>
<td>170 – 210 sqm</td>
</tr>
</tbody>
</table>

**FOOD & BEVERAGE**
- 2 restaurants
- Specialty restaurant<sup>(1)</sup>
- 1 Long Bar (urban only) can be branded matching market
- 1 Writers Bar
- Raffles Patisserie

**WELL-BEING**
- Raffles Spa<sup>(1)</sup>
- Luxury fitness centre
- Swimming pool

**MEETINGS**
- Meeting rooms<sup>(1)</sup>
- Bellroom<sup>(1)</sup>
- Raffles Library
- Business Centre available

<sup>(1)</sup> Based on market demand

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**PRIME LOCATIONS**
- INTERNATIONAL CAPITALS
- KEY CITIES & RESORTS

**SECONDARY LOCATIONS**
- MAJOR DOMESTIC DESTINATIONS

**AIRPORTS SUBURBS**
- OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS

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_Why invest in Raffles – August 2018_

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