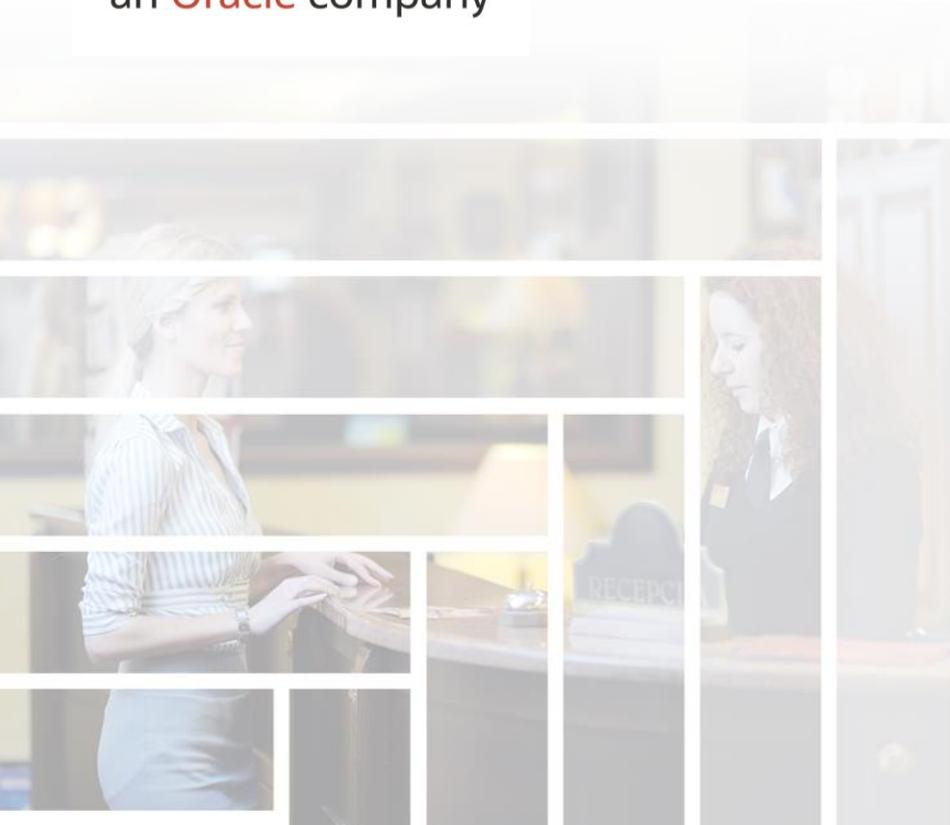




*A cloud-based, mobile-first,
scientific data-driven approach to
successful personalized merchandising*

The Industry's Most Profitable Upsell Platform



nor1
an **Oracle** company

nor1

Forward Looking Statement

Statements in this presentation relating to Oracle's future plans, expectations, beliefs, intentions, and prospects are "forward-looking statements" and are subject to material risks and uncertainties. A detailed discussion of these factors and other risks that affect our business is contained in Oracle's Securities and Exchange Commission (SEC) filings, including our most recent reports on Form 10-K and Form 10-Q under the heading "Risk Factors." These filings are available on the SEC's website or on Oracle's website at <http://www.oracle.com/investor>. All information in this presentation is current as of INSERT MONTH HERE 2020 and Oracle undertakes no duty to update any statement in light of new information or future events.

Nor1's Patented Decision Intelligence Engine



- Leverages **each guest interaction throughout reservation**
- Makes **real-time decisions** on product, pricing – **speeding check-in** and assuring the right revenue, guest service decision is made
- Predictive modeling engine trained on **millions of historical transactions**
- Understands **consumer's propensity to "buy-up"** and can **steer demand** on behalf of supplier

Nor1 Merchandising Platform



@ Booking



- Empowers the hospitality industry to monetize premium inventory and services that otherwise may go unused and undervalued
- Unique buying process allows merchants to price and merchandise perishable inventory more effectively
- Utilizes PRiME® Machine Learning/Artificial Intelligence to optimize offers

Pre-arrival



- Enables hotels and resorts to make confirmed upsells to their guests based on last-minute inventory
- Makes room offers based on real-time inventory access

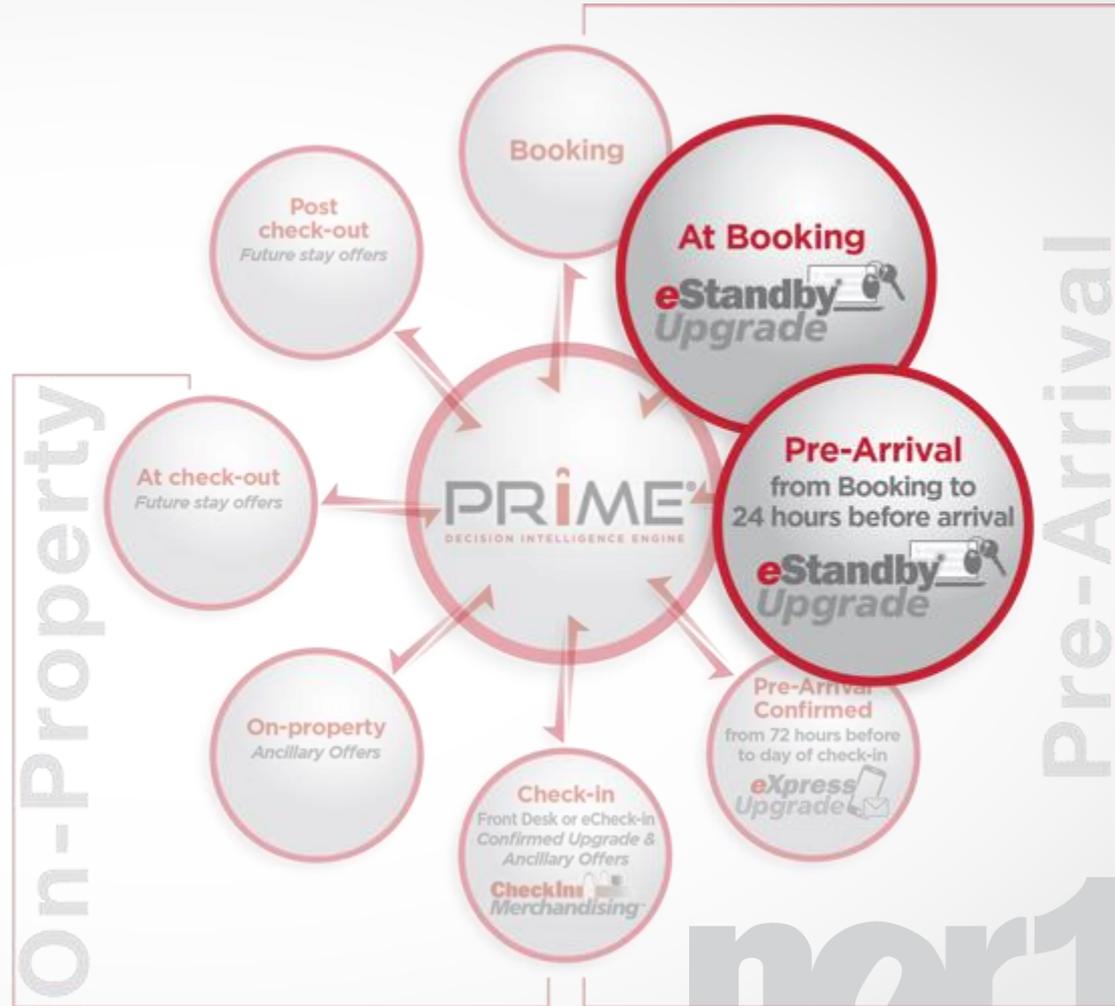
Check-in



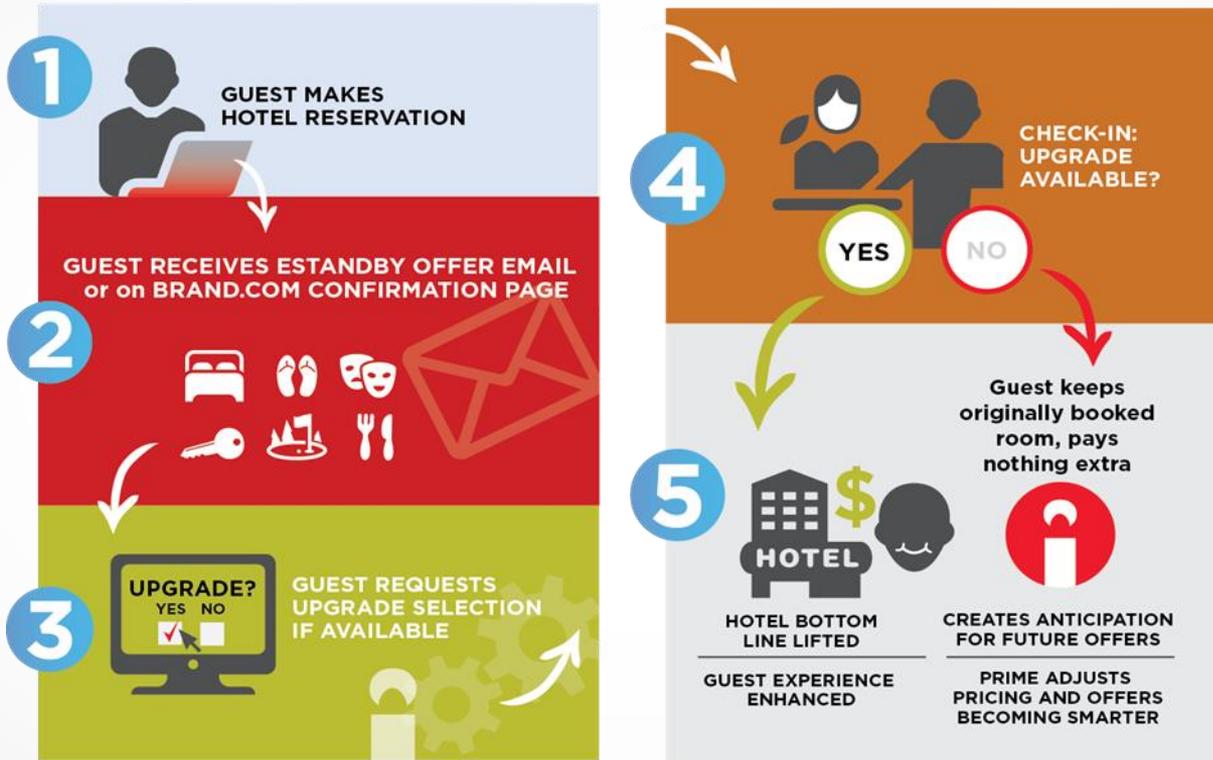
- Empowers front desk staff to maximize upsell opportunities
- Utilizes PRiME® Machine Learning/Artificial Intelligence to optimize offers
- Provides agent portal that drives top-of-mind awareness
- Management module provides pre-shift intelligence, reporting and administrative tools

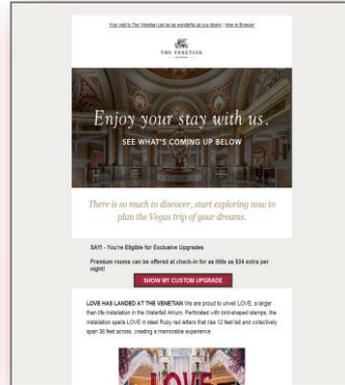
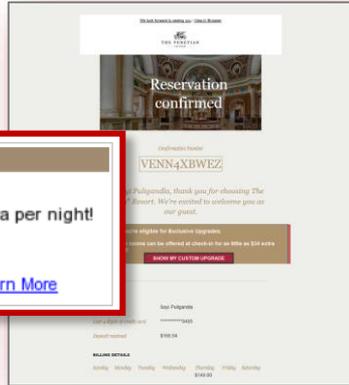
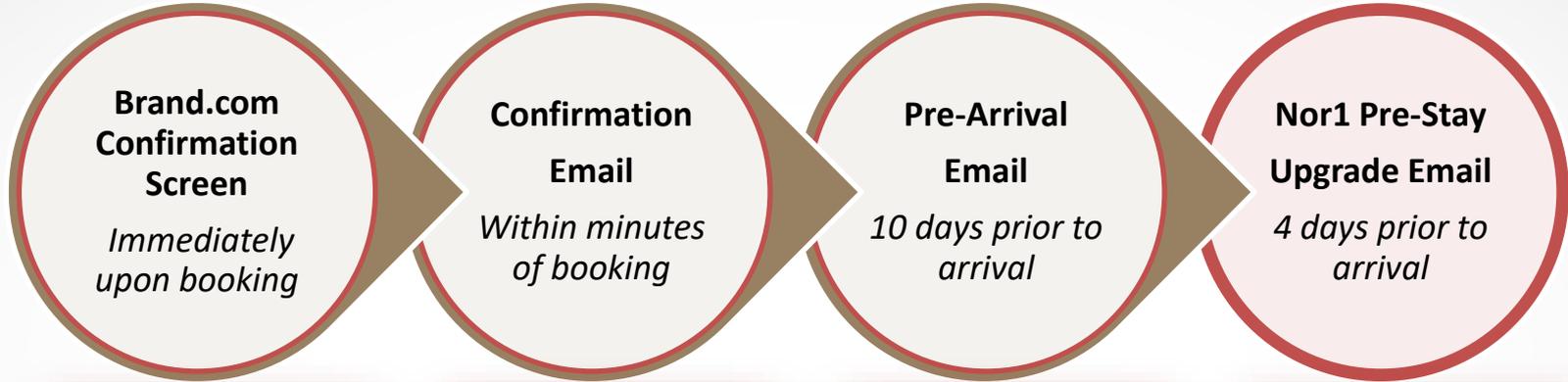


Guests are offered the opportunity to request a room upgrade for a perishable price at time of booking that is not awarded/confirmed until just before arrival.



How eStandby Upgrade Works



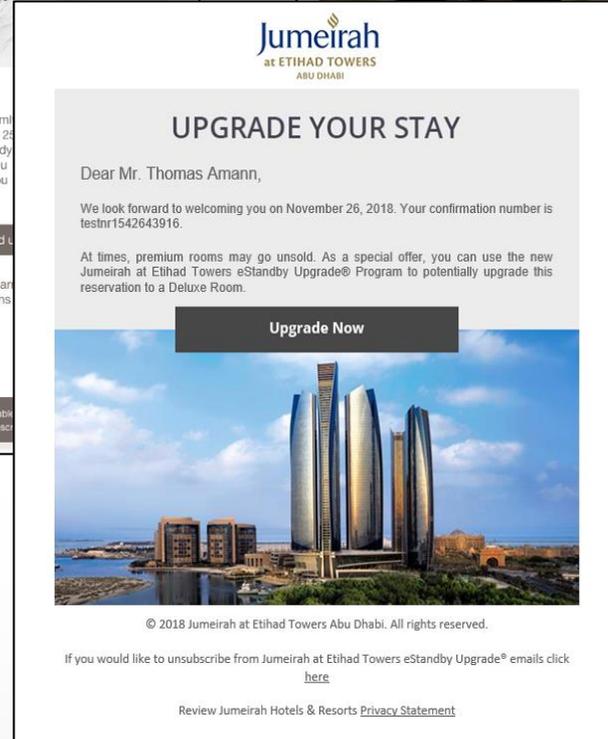
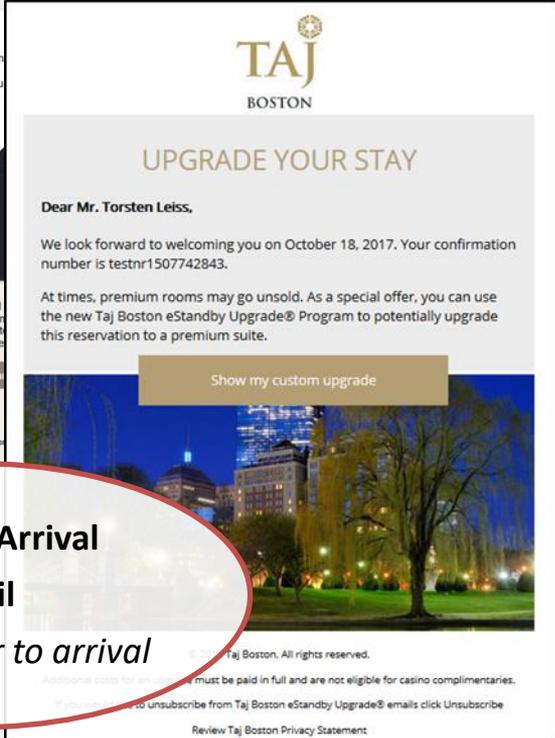
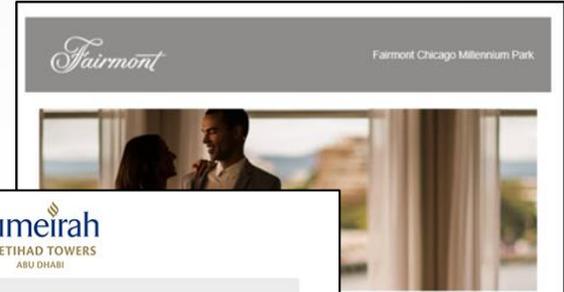
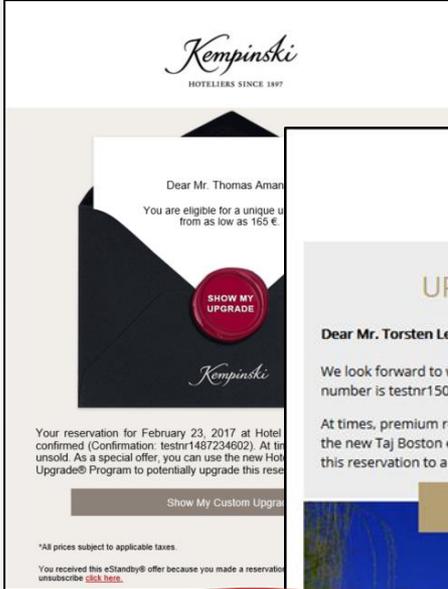


UNIQUE UPGRADE OPPORTUNITY

DANDEHERRERA - Please Read Regarding This Reservation
Premium rooms can be offered at check-in for as little as \$5 extra per night!

[Show My Custom Upgrade](#) [Learn More](#)





Nor1 Pre-Arrival Email
1-5 days prior to arrival

How PRiME® Drives eStandby Offers

THE HUNTINGTON HOTEL



Dear Mr. Dan Deherrera,

Your reservation for May 24, 2019 at The Huntington Hotel & Nob Hill Spa is already confirmed (Confirmation: testnr1558130138).



Originally Booked Room
Deluxe One King City View

415 sq. ft.

Check-in
May 24, 2019

Check-out
May 25, 2019

As a special offer, you can use the The Huntington Hotel & Nob Hill Spa eStandby Upgrade® Program to potentially upgrade this reservation for as little as \$5 extra. All prices subject to applicable taxes.

How eStandby® Upgrades Work:

1. Request one or more eStandby® Upgrades below, then click Confirm Request(s).
2. Learn at arrival if any of your requests are awarded, subject to availability.

✓ IF YES

You agree to pay the additional amounts stated below for your award(s).

✗ IF NO

You will stay in the room you originally booked and pay nothing extra.

Upgrades - Request one or more eStandby Upgrades and click Confirm Requests

+ Request All



Executive King Park View, 420 sq. ft.

- Experience the ultimate comfort and stay in this Executive King Park View.
- Beautifully accented room offering views of Huntington Park and Nob Hill.

\$5

Extra per night

You save \$25

Request



Premium Junior Suite King, 485 sq. ft.

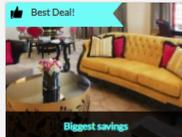
- Experience the spatial grandeur of our finest Premium Junior Suite King.
- This large suite features a generous sitting area, a custom-designed cocktail bar and an opulent window proscenium with breathtaking views, offering unparalleled luxury.

\$10

Extra per night

You save \$70

Request



Best Deal!

One Bedroom Suite King, 715 sq. ft.

- Embrace the extravagance of our One Bedroom Suite featuring a large bedroom with separate living and dining spaces.
- Our One-Bedroom Suite will erase the confines of urban San Francisco, inviting you to stretch out across the abundant living space and awe in the intoxicating views.
- Rejuvenate in our carefully designed luxury bathing rooms, with dedicated tub and shower spaces.

\$45

Extra per night

You save \$105

Request



Passion Suite, 715 sq. ft.

- This one-of-a-kind suite offers an intimate dining area and separate living space adorned with a crowned and gilded ceiling.
- Indulge in the extravagance of a four-post bed with cascading draperies.
- The finest furniture and wardrobes compliment this exclusive space, with black leather and gold accents.

\$220

Extra per night

You save \$30

Request

Relevant and targeted offers are the key to serving each guest as an individual.

Our PRiME® product prices and merchandises an entire offer set, specifying:

- The number of items in the offer set
- Specific items to offer together, and
- The price of each.

PRiME® uses **sophisticated buyer behaviors**, such as **anchoring** and **referencing**, with the objective of **maximizing revenue**

Offer Page

Step 1 of 3

Request Upgrade Confirm Request Summary

Dear Mr. David Hallman,

Your reservation for March 19, 2019 at Hilton Chicago is already confirmed (Confirmation: testnr1551042742).

Originally Booked Room:
1 King Bed, 300 sq. ft.

As a special offer, you can use the Hilton Chicago eStandby Upgrade® Program to potentially upgrade this reservation for as little as \$9 extra.

* All prices subject to applicable taxes.

How Standby® Upgrades Work:

- Select each eStandby® opportunity below that interests you, then click the "Continue" button.
- Find out at check-in if you are awarded an eStandby Upgrade® or any combination of Add-on Offers.

IF YES

You agree to pay the additional amounts stated below for your awards(s).

IF NO

You will stay in the room you originally booked and pay nothing extra.

Upgrades - Request one or more eStandby Upgrades and click Continue below

\$25
Zona per night

Save \$18 per night

Requested

\$19
Extra per night

Save \$21 per night

Requested

\$75
Save per night

\$29
Save \$46 per night

Requested

\$120
Extra per night

Save \$56 per night

Requested

Request ALL options to improve your chances of receiving an eStandby Upgrade®

Continue >>

Note to Hilton Honors™ Gold and Diamond Members: Diamond and Gold Hilton Honors members staying at Hilton Hotels & Resorts are eligible for a complimentary upgrade at check-in, based on availability for the entire stay at the time of check-in. Upgrades for Honors® 90® may include the next best available room from the same type booked. Upgrades may also be rooms with desirable views, corner rooms, rooms on high floors, rooms with special amenities or rooms on Executive Floors, as identified by each property. Some exclusions based on rate and room type may apply. See Terms & Conditions for details.

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Request Page

Step 2 of 3

Request Upgrade Confirm Request Summary

Confirm your eStandby Upgrade® requests below.

Your Request is Not Complete Until You Click "Confirm Request(s)" Below.

Your requests are awarded subject to availability. One premium room upgrade and any additional requests can be added to your reservation.

Requested eStandby Upgrades	Extra	Total extra for the stay
High Floor Request	\$9	\$9
Michigan Lake View	\$19	\$19
1 King Bed Executive Floor	\$29	\$29
1 King Bed Junior Suite	\$64	\$64

* All prices subject to applicable taxes.

By clicking Confirm Requests, I confirm that I have read and understand how this eStandby Upgrade® process works:

- I commit to paying for an upgrade if awarded at check-in. eStandby Upgrade® requests are not guaranteed.
- eStandby Upgrade® requests may be modified or cancelled up to 12 hour(s) prior to check-in with no penalty.

[Back to Request Screen](#)

Confirm Request(s)

eStandby Upgrades® at these substantial savings are determined at time of check-in and are not guaranteed.

Your reservation for March 19, 2019 at Hilton Chicago is already confirmed (Confirmation: testnr1551042742).

Originally Booked Room:
1 King Bed

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Summary Page

Step 3 of 3

Request Upgrade Confirm Request Summary

Dear Mr. David Hallman,

We have received your Hilton Chicago Upgrade request(s).

What's next?

- Please inquire regarding the status of your upgrade request if not confirmed during check-in.
- If any of your requests are granted you will be charged the associated fees shown below.
- If none of your requests are granted you will keep your currently reserved room and pay nothing extra. (See confirmed room details below).

Your requests are awarded subject to availability. One premium room upgrade and any additional requests can be added to your reservation.

Requested eStandby Upgrades	Extra	Total extra for the stay
High Floor Request	\$9	\$9
Michigan Lake View	\$19	\$19
1 King Bed Executive Floor	\$29	\$29
1 King Bed Junior Suite	\$64	\$64

* All prices subject to applicable taxes.

Note: You will receive an email confirming our receipt of your requests (shown above), and containing a link you can use to modify or cancel your requests. (Due to high demand, modifications must be made at least 12 hours) prior to arrival.

Your reservation for March 19, 2019 at Hilton Chicago is already confirmed (Confirmation: testnr1551042742).

Originally Booked Room:
1 King Bed

eStandby Upgrades® at these substantial savings are determined at time of check-in and are not guaranteed.

We look forward to welcoming you as our guest!

Warm Regards,
Hilton Chicago
1-312-922-4400

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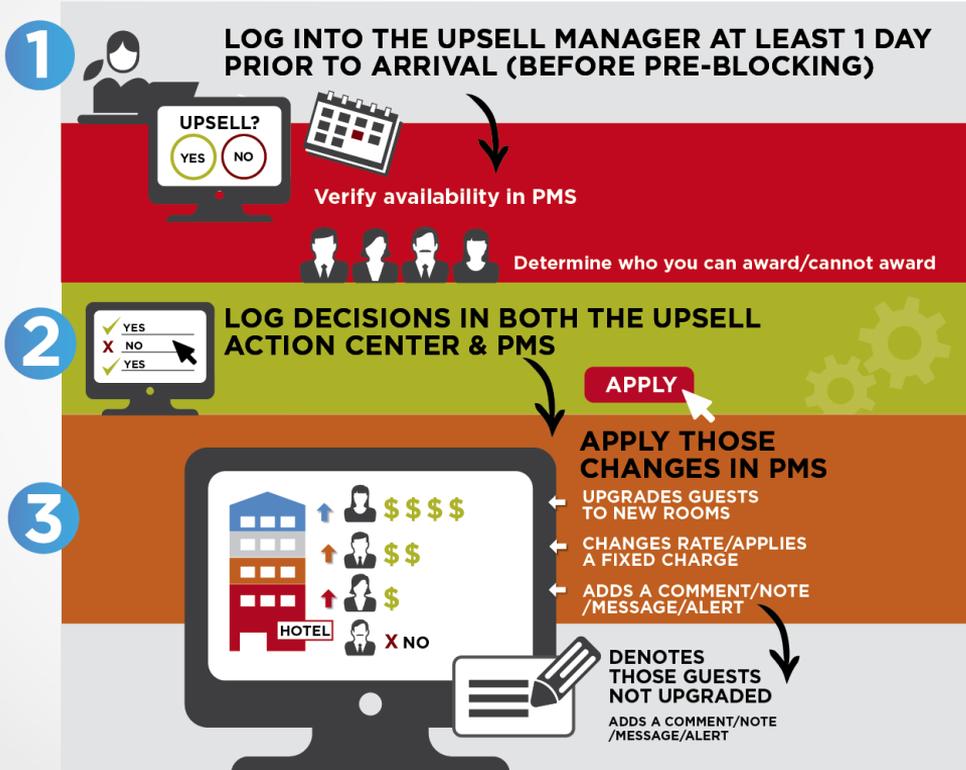


Additional Revenue

Leveraging ancillary products and services is a common and effective strategy to create property differentiation and monetize different aspects of your property

Merchandise room features not inventoried in your CRS/PMS with eStandby® Add-ons.

 <p>\$20 \$10 Extra per night Save \$10 per night</p>	Fitness Center Access 1 Guest <ul style="list-style-type: none">Full access to expansive Fitness Center featuring 4 lane, Olympic length outdoor swimming pool10,000 square foot facility outfitted with Duff/Sport cardiovascular and weight machines, free weights, GroupX studio, saunas, and towel service	Request
 <p>\$50 \$25 Extra per night Save \$25 per night</p>	Connecting Door Request <ul style="list-style-type: none">Traveling with a large party or with younger children? Request this connecting door option to keep those you care for close and "connected" <p>Note: This hotel may have limited combinations of rooms that connect to one another; not all rooms are eligible</p>	Request
 <p>\$50 \$25 Extra per night Save \$25 per night</p>	Executive Floor Access 1 Guest <ul style="list-style-type: none">Enjoy Executive floor access for one guest for the duration of your stayReceive exclusive key access to the Executive Concierge desk and LoungeAccess the complimentary business center 24/7Enjoy Continental breakfast, evening hors d'oeuvres, non-alcoholic beverages, and honor bar Monday through Thursday	Request
 <p>\$25 Extra for the entire stay</p>	Early Arrival Opportunity 8am - 12pm <ul style="list-style-type: none">Check-in between 8am and 12pm if a room is availableEnjoy the convenience of up to seven (7) additional hours in roomUnpack, relax, and then enjoy the splendors of the propertyThe standard check-in time is 3pm. If awarded, this request will be fulfilled upon arrival.You will be prompted to submit your expected arrival time upon submission of your requests. Providing your ETA will improve your chances of receiving your Early Arrival.	Request
 <p>\$50 \$35 Extra for the entire stay Save \$15 for the entire stay</p>	Late Checkout Up to 3pm <ul style="list-style-type: none">Check out as late as +xx hours after the standard checkout timeGet some extra rest before your journeyEnjoy -city, resort, etc.- a bit longer with the comfort of your room as "home base" on your final dayYour Late Checkout may be awarded in conjunction with your originally booked room or any eStandby Upgrade request	Request
 <p>\$75 \$70 Extra for the entire stay Save \$5 for the entire stay</p>	60 Minute Relaxation Massage Limit One per Stay <ul style="list-style-type: none">Indulge in a full body traditional relaxation massage using long soothing strokes to reduce tension and relieve sore, aching musclesPerfect complement to a day full of activitiesCheck in at the spa to choose from a list of available massage appointments	Request
 <p>\$299 \$129 Extra per night Save \$170 per night</p>	Second Room <ul style="list-style-type: none">Spread out and relax with a second room in addition to your current reservation or awarded upgrade request.Second room is subject to availability, is not guaranteed, and may be anywhere in the hotel.Room category for second room and number of beds contained therein are determined by the hotel.	Request
 <p>\$150 \$135 Extra for the entire stay Save \$15 for the entire stay</p>	One Half Day Cabana Rental 8am - 12pm <ul style="list-style-type: none">Enjoy the ultimate resort experience with a half day poolside cabana rentalEach private, shaded cabana accommodates up to 8 people6 water bottles, fruit plate, frozen grapes, and popsicles includedWaitstaff attends to all other food and beverage needs while you relax (orders from waitstaff not included in rental charge)Check in at pool desk to choose from a list of available cabanas during your stay	Request
 <p>\$175 \$150 Extra for the entire stay Save \$25 for the entire stay</p>	Last Minute Links, 1 Person 1 Person <ul style="list-style-type: none">Enjoy one round of golf at award-winning Santostefano designed golf courseTest skill on 18-hole, 7,208 yard course with tree-lined fairways and natural boulder formations scattered throughoutFor your convenience, golf cart, Callaway club set, and 6 Callaway golf balls are includedCheck in at the pro shop to choose from a list of eligible tee times	Request



With OXI Interface – This is done automatically

* *Auto Awarding for Hotels - eStandby*

* *1-Click Clear for Hotels - eStandby*

✓ **Features**

- Parameters allow you to exclude certain room types from being auto awarded
- Set how many days in advance to begin awarding

✓ **Benefits**

- Increase revenue by awarding more
- Save time by reducing operational friction
- Eliminate expired revenue

Smart Award Configuration

Advance Awarding



3 days

before check-in

Final Awarding



After cut off time, 5 hours before
check-in

Don't Award

K1X King Deluxe, Late Checkout

Selected room types & add-ons will not be
automatically awarded even if available

PROPERTY: Imagine Hotel & Resort | Welcome, angela.drab@nor1.com

Upsell Action Center | Room Configuration | Invoice Details | Rate Calendar | PRIME Controls

Upsell Actions for: Sep 1, 2016 - Sep 7, 2016 | Inventory | Analysis | Help | Guest Oriented View

	Fri, Sep 2	Sat, Sep 3	Sun, Sep 4	Mon, Sep 5	Tue, Sep 6	Wed, Sep 7
0 0 Actioned	0 0 \$0	1 2 Actioned 1 2 \$6020	0 0 Actioned 0 0 \$0	3 4 Actioned 1 4 \$3879	0 0 Actioned 0 0 \$0	0 0 Actioned 0 0 \$0
0	0 \$0	1 \$4020	0 \$0	3 \$782	0 \$0	0 \$0

1. Date Selection

Upgrade Requests for Sat, Sep 3

Upgrade Room Type	# Reqs	Realized	Remaining
APNT	1	\$4000	\$2000

Addon Requests for Sat, Sep 3

Addon Type	# Reqs	Realized	Remaining
Room Features	0	\$20	\$0

Room Upgrade Type: APNT Actions

Guest		Reservation		Upgrade					
Name	Loy.	Room	LOS	(-)	Impact	(+)	PMS	Status	Action
T Two		KING	4		+\$0 +\$0			Realized	Deny
T Friday		KING	2		+\$1000 +\$2000			Pending	Upgrade

2. Requests per Upgradable Room Type

3. Auto Awarding



Pre-Arrival Email/Mobile

eXpress Upgrade™ enables hotels to offer confirmed upgrades within 72 hours of arrival. These offers take eStandby® requests into consideration, and are based on real time availability.



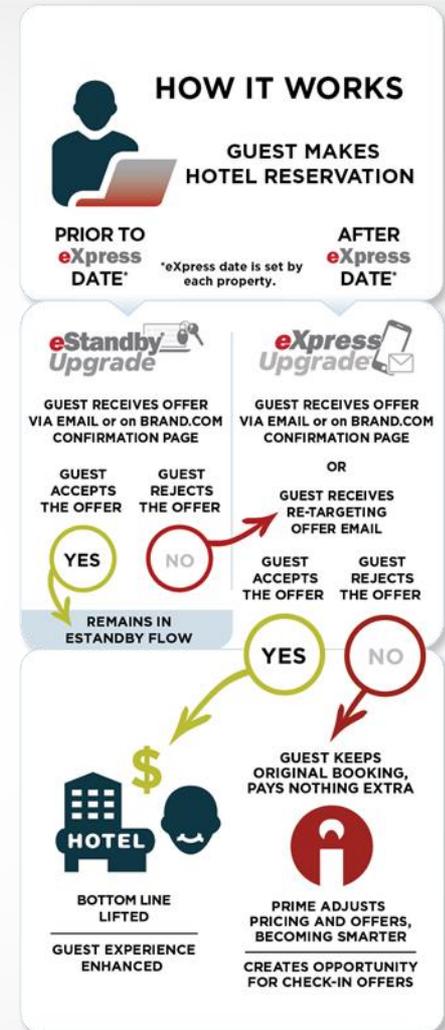


How it works

- Nor1 receives bookings from your property via OXI as it does today for any reservation.
- A time window is determined for when offers will switch from eStandby to confirmed eXpress Upgrades. For bookings made within that pre-determined number of hours, an eXpress Upgrade offer email will be sent. Guests will receive either an eStandby or eXpress Upgrade email, never both.
- Guest selects a room-upgrade offer and confirms selection.
- Opera is updated with fixed charge and new room.

Integration

- Requires Nor1 OXI to be in place.





Dear Mr. Thomas Amann,

Your reservation for March 07, 2017 at IMAGINE Hotel & Resort is already confirmed (Confirmation: testnr1488270205).



Originally Booked Room:
Deluxe King Smoking City View,
500 sq. ft.

As a special offer, you can use the IMAGINE Hotel & Resort confirmed Xpress Upgrade™ program to upgrade this reservation for as little as \$29 extra.

* All prices subject to applicable taxes.

How Xpress Upgrade™ Works:

- 1 Select an opportunity below that interests you, then click the "Confirm" button.
- 2 By selecting a confirmed Xpress Upgrade™, you are agreeing to pay the additional amount.

IF YES

You will be moved to the new room and agree to pay the additional amounts.

IF NO

You will stay in the room you originally booked and pay nothing extra.



Upgrades

- Confirmed Xpress Upgrade™ requests are based on availability at the time of request. If the room you request is available, your booking will be modified and you will be moved to the new room, and charged all applicable costs and fees. Click Confirm below after making your selection.



\$84

\$29

Extra per night

Save

\$52

per night

Professional 1 Bedroom Suite, 835 sq. ft.

- The Professional suite includes an Executive desk and fax machine.
- The suite's bedroom contains a king size bed.
- There is a partition separating the bedroom from the sitting space.
- Suite includes 42 inch LED flat screen and available high speed wireless access.

Confirm Now



\$406

\$39

Extra per night

Save

\$67

per night

Junior 1 Bedroom Suite, 835 sq. ft.

- Junior suite has a door separating the sitting area from the bedroom.
- Executive desk and fax is located in the nook.
- The suite's bath includes a Roman Tub.
- The Junior suite can be connected to a 2 Queen room to become a 2 bedroom suite.

Confirm Now



\$456

\$59

Extra per night

Save

\$97

per night

1 Bedroom Suite, 1,000 sq. ft.

- The suite has a large sitting area with dining room table.
- The suite is equipped with a bar and fridge.
- The bedroom of the suite has a king size bed.
- The suite includes an upgraded bath with a Roman Tub.

Confirm Now

Click Confirm to continue to review your confirmed Xpress Upgrade™ request.



Confirm >>

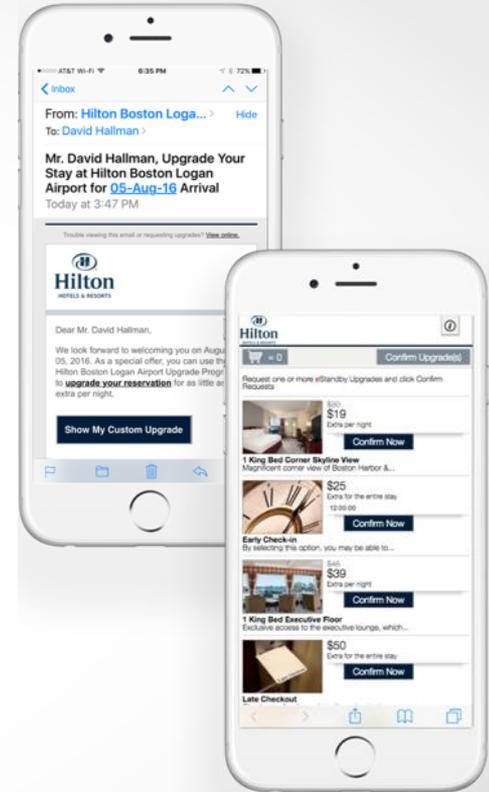
Confirmed Upgrades Based on Real-Time Inventory

eXpress Upgrade presents offers based on PRiME, the same pricing and merchandising engine used by eStandby.



Benefit Summary

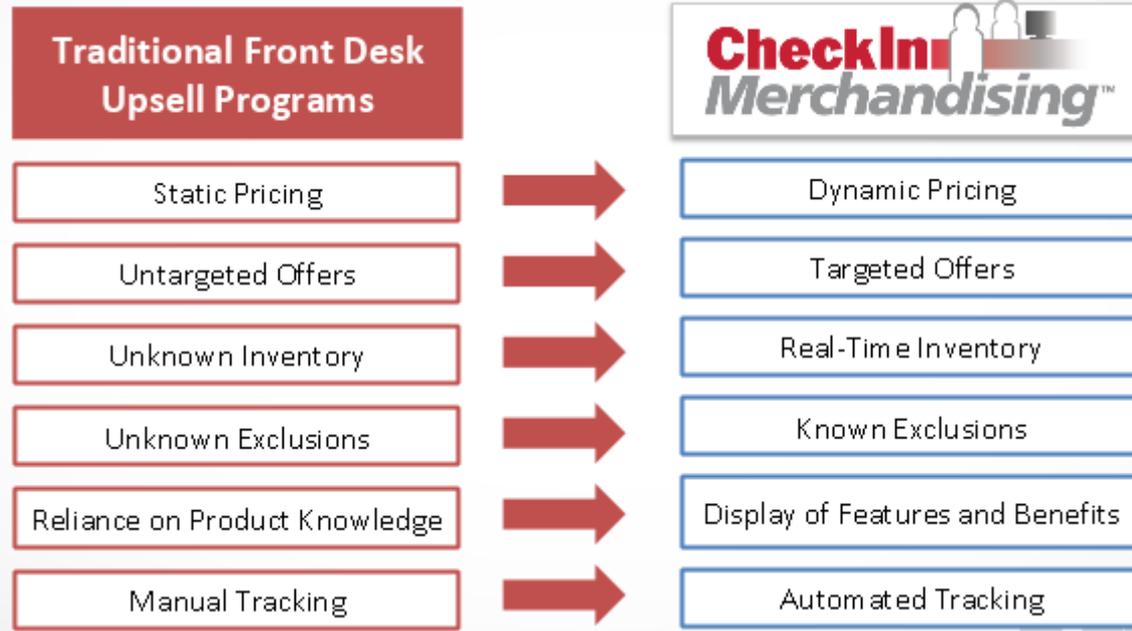
- Drives Revenue by reducing “complimentary” upgrades
- Customizable business rules to support existing pricing strategy and upgrade approach
- Highly relevant pre-arrival communication that improves guest satisfaction
- Proven guest interested rate of over 50% on Nor1 Upgrade Offers
- Reduces operational friction at check-in
- Completely integrated into the Nor1 Merchandising Platform



Empowering Front Desk agents to make relevant, revenue maximizing offers



What separates CheckIn Merchandising from other Upsell Programs



Instructor Led

Classroom, and personalized hands-on training provided to all agents, supervisors, and management stakeholders

- In depth Sales Skill training
- CheckIn Merchandiser Application training
- Program Manager Leadership training

On-Demand

- Personalized learning through an online training portal

On-Going

- Live chat feature 24/7
- Performance monitoring & Coaching
- Group webinars

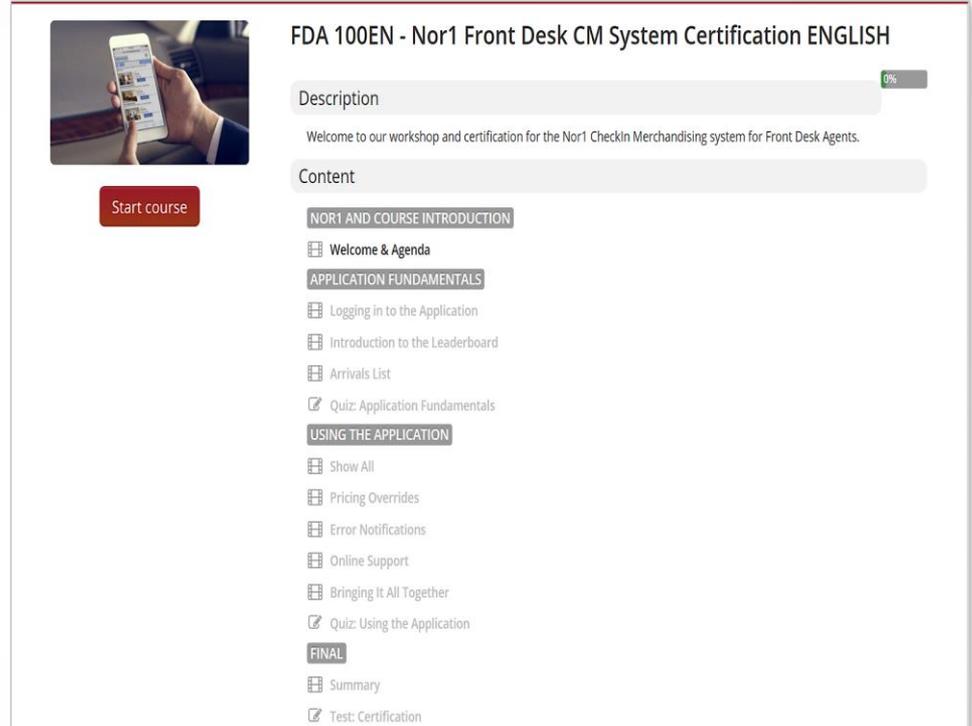
World-Class Training



On-Demand

Our online training portal <https://learning.nor1.com/>, gives your team personalized learning as needed

- Interactive training modules, including skill assessment testing
- Learn from live roll paying demos
- Watch video clips on skill refreshers
- Available in English, Spanish and German
- Accessible on Computers, Tablets and Mobile Devices
- Track Progress
- Earn Nor1 Badges & Certifications

The screenshot shows a course page for "FDA 100EN - Nor1 Front Desk CM System Certification ENGLISH". It includes a description, a content list with expandable sections, and a "Start course" button. The content list includes sections like "NOR1 AND COURSE INTRODUCTION", "APPLICATION FUNDAMENTALS", "USING THE APPLICATION", and "FINAL".

FDA 100EN - Nor1 Front Desk CM System Certification ENGLISH 0%

Description

Welcome to our workshop and certification for the Nor1 CheckIn Merchandising system for Front Desk Agents.

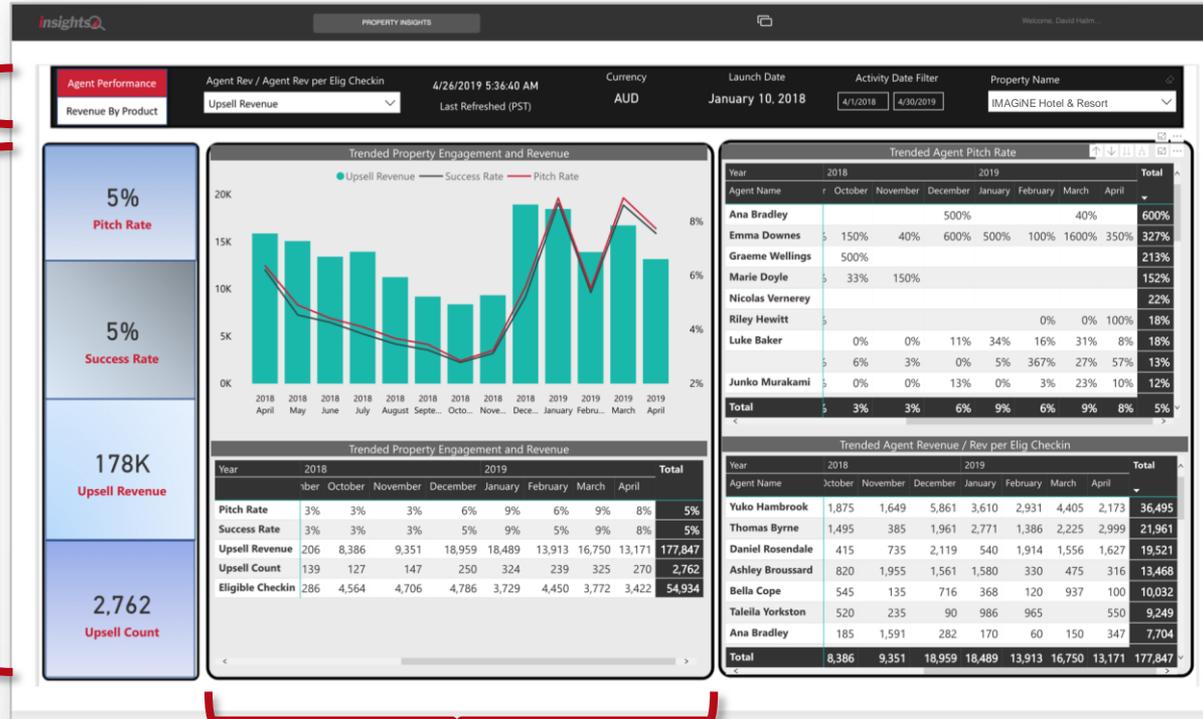
Content

- NOR1 AND COURSE INTRODUCTION**
 - Welcome & Agenda
- APPLICATION FUNDAMENTALS**
 - Logging in to the Application
 - Introduction to the Leaderboard
 - Arrivals List
 - Quiz: Application Fundamentals
- USING THE APPLICATION**
 - Show All
 - Pricing Overrides
 - Error Notifications
 - Online Support
 - Bringing It All Together
 - Quiz: Using the Application
- FINAL**
 - Summary
 - Test: Certification

Agent Performance

Switch between Agent Performance and Revenue By Product

Key Property Level Metrics



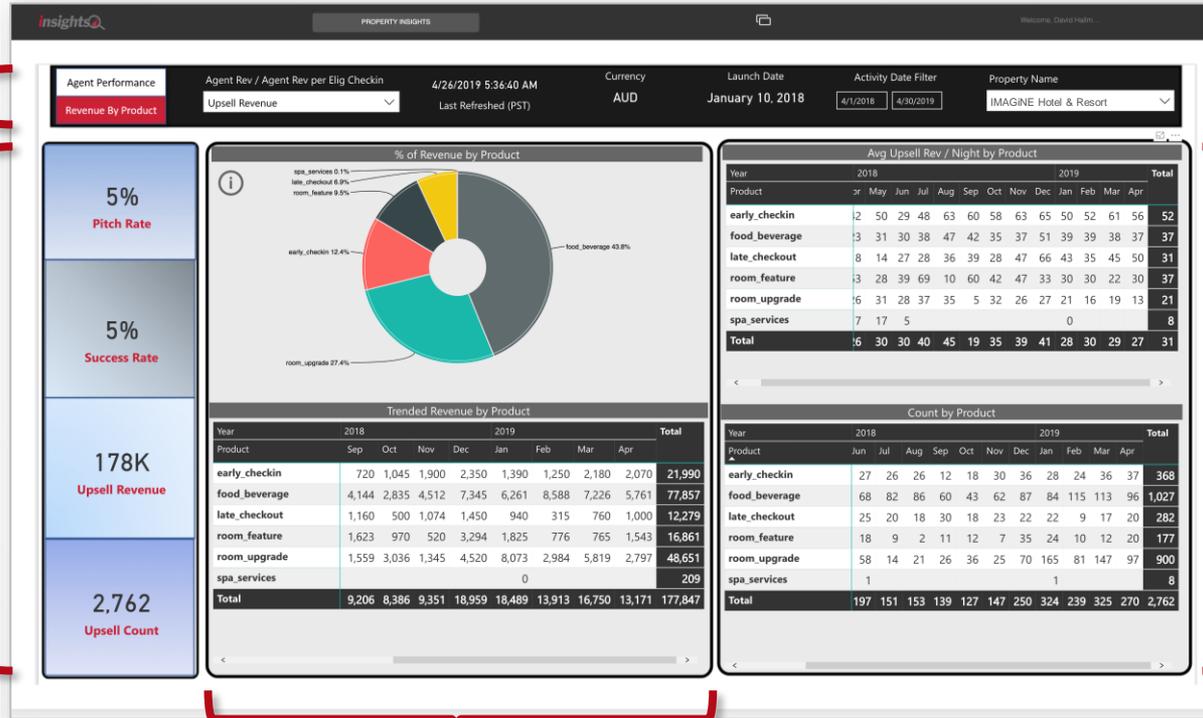
Easily identify and recognize the best performing agents or agents in need of additional coaching

Identify factors that are influencing the performance of your program

Revenue By Product

Switch between Agent Performance and Revenue By Product

Key Property Level Metrics



Quickly see which upgrades guests are purchasing and what they are willing to pay

Identify factors that are influencing the performance of your program

Key Benefits

- **Drives Revenue Production with Intelligent and Personalized Offers**
 - On average \$2+ incremental RevPAR for Business Hotels – \$4-\$6+ Resort/Destination, to the bottom line
 - Anticipated Revenue is \$100 - \$120 per room, per month

- **Increases Guest Satisfaction**
 - Real-time performance metrics motivate team to engage each and every guest with a strategic merchandising offer with a focus on enhancing the guest experience.
 - Surveys have validated that guests who receive upgrades (paid & unpaid) experience a 25% higher level of satisfaction.

- **Creates Operational Efficiency**
 - Transforms all front desk agents into **empowered** and **engaged** upsellers
 - Real-time offer generation saves significant effort of Agent/Team at Check-in.
 - Saves hours and effort of team, so they can focus on serving guests

Nor1 Roadmap to Revenue

AVAILABLE NOW

eStandby Upgrade  **eXpress Upgrade** 

Check In Merchandising™ 

Engage 100% of Guests 

Nor1 Two-Way OXI 

Free Online Training 

IBE Integration 

Email Integration 

Non-Room Inventory 

Room Attributes 

Real-Time Offers 

From Booking to Check-In 

Applied AI 

Full Automation Auto Awarding 

COMING NEXT

Upsell Service APIs 

Nor1 Embedded into OPERA 

Mobile Check-In 

Optimized Room Assignment 

COMING LATER

In-Stay Offers 

More Self-Service 

Room Attribute-Based Pricing 

The Nor1 Platform Commercial Terms



Commercial Terms

Price Models:

- eStandby & eXpress
 - Revenue share: 35% Nor1
 - No implementation fee: Waived

- CheckIn Merchandising
 - Revenue share: 20% Nor1
 - Training and Implementation fee: Waived

System Requirement:

- Nor1 / Opera 2-Way OXI Interface purchased directly from Oracle – Now Free



Nor1 Opera OXI Interface : Now Complimentary

- OXI interface for both hosted and on-premise Opera Hotels
- License fee is waived
- The hotel still needs to cover the cost of the install \$550 - \$1,300 USD Max
 - This cost is for the Oracle rep that installs the OXI
 - Per hour fee which is why the cost varies
 - Most installs take two hours
- Nor1 Team orders the OXI for the hotel
- For new hotels that enroll in eXpress and CheckIn Merchandising





nor1

an Oracle company

We Make Merchandising

Personal

THANK YOU!

Company Confidential.

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