

ARTHROTÓ



ABOUT ARTHROTÓ

Arthrotó, a forward-thinking startup, is reshaping the housing sector with its unique take on prefabricated construction, turning unused office spaces into sustainable residential housing. Using advanced technology and strategic collaborations, Arthrotó delivers end-to-end solutions to ensure efficient construction processes and superior quality.

Emphasizing on sustainability, Arthrotó uses AI tools and building information management systems to optimize construction and create eco-friendly habitats. Collaborations with industry leaders in prefab interior structures, mechanical, electrical, and plumbing systems allow them to deliver custom, energy-efficient interiors.

With an ambition to solve housing affordability and promote sustainable urban development, Arthrotó has caught the attention of investors, developers, and urban planners. Arthrotó's innovation and holistic solutions position it as a transformative player in the prefab construction industry.

For more information, visit: [Arthrotó.com](https://arthrotó.com)

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ON THE COVER: DENVER COLORADO

One River North, an innovative residential development in Denver, Colorado, redefines urban living with its nature-inspired design. Created by MAD Architects, this 15-story apartment block features a dramatic canyon-like opening that “cracks open” its glass facade, inspired by the nearby Rocky Mountains. This architectural feature integrates outdoor terraces, gardens, and water elements across multiple levels, offering residents an experience reminiscent of Colorado’s mountain trails.

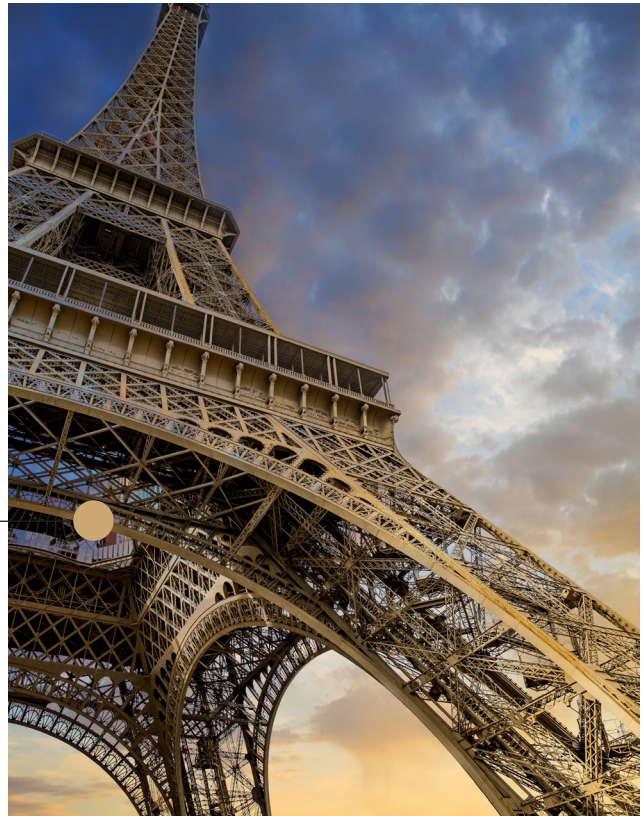
The building’s biophilic design includes native vegetation at different altitudes, from foothill plants to alpine pine trees on the rooftop. A pool with a waterfall on the rooftop mimics natural erosion, while reflective glass and organic textures connect the building to its surroundings.

Public spaces feature cave-like plaster finishes, reinforcing the connection between architecture and nature, while private units maintain a refined aesthetic with rich wood materials for modern comfort.

For more on the importance of biophilic design and how it enhances living spaces, see the design considerations discussed on **page 14**. These concepts highlight the trend of blending work, relaxation, and socialization while prioritizing sustainability and well-being.

CONTENTS

- 04 THINGS WILL NEVER BE THE SAME**
- 07 THE FUTURE OF HOSPITALITY IS FACTORY BUILT**
- 10 REVOLUTIONIZING CANADIAN HOUSING WITH PREFABRICATED MASS TIMBER SOLUTIONS**
- 11 THE GROWING TREND IN HOSPITALITY: LUXURY BRANDS EXPANDING INTO RESIDENCES**
- 12 BUILDING TOMORROW: LEADING THE WAY IN CANADA'S HOUSING TRANSFORMATION**
- 14 THE PERFECT BLEND: HOW THE RIGHT MIX OF AMENITIES IS SHAPING MODERN HOSPITALITY**
- 15 INNOVATING REAL ESTATE IT TAKES A MULTI-DISCIPLINARY PROCESS**
- 16 EMBRACING THE FUTURE: PREFABRICATED AND VOLUMETRIC CONSTRUCTION**
- 18 FROM THE EIFFEL TOWER TO THE FUTURE**
- 23 REVITALIZING DOWNTOWNS: CALGARY IS LEADING THE WAY**
- 26 NEW YORK'S REAWAKENING: FROM SKY-HIGH OFFICES TO INNOVATIVE HOUSING**
- 29 TRANSFORMING VACANCIES TO OPPORTUNITIES**
- 32 MEET THE ARTHROTÓ TEAM**
- 36 THE OPPORTUNITY WITH ARTHROTÓ**
- 39 ARTHROTÓ AND RIVA SIGNATURE HOTELS FORGE INNOVATIVE PARTNERSHIP**



THINGS WILL NEVER BE THE SAME

A seismic shift in the way we work has taken place.

For over two years, the world grappled with lockdowns, quarantines, and social distancing, fundamentally altering our relationship with office spaces. While dealing with the fallout from the pandemic, we realize it has amplified even more problems, key among those a housing crisis and a collapse in the commercial office market.

The necessity of remote work during this global crisis has opened Pandora's box of possibilities, changing the traditional office landscape and revolutionizing our work culture. As businesses adapt and embrace the digital age, we explore how the working-from-home trend ignited by COVID-19 has effectively killed the need for office buildings, making remote work from anywhere on the planet the new normal.

THE COVID-19 CATALYST

The world as we knew it changed overnight when the COVID-19 pandemic began its global onslaught. Governments imposed lockdowns and social distancing measures to curb the spread of the virus, forcing many businesses to close their physical offices temporarily. Employees suddenly found themselves working from home, juggling their professional and personal lives within the confines of their living spaces.

REMOTE WORK: THE NEW NORMAL

Bill Gates, co-founder of Microsoft, emphasized the transformation of work during the pandemic: "COVID-19 has shown us that remote work is not just a temporary solution but a glimpse into the future of work. It has changed how we think about office spaces and value flexibility." The sentiment Gates echoes is shared by many experts who see remote work as a lasting change.

A recent article in Fortune Magazine noted: When people are allowed to experience flexible work, 87% of them take it. Those findings were also highlighted in McKinsey's American Opportunity Survey. In another report from Future Forum, 95% of people surveyed

want flexible hours, compared with 78% of workers who desire location flexibility. The survey also found that 72% of employees who wanted more than their level of flexibility would most likely look for a new job in the next 12 months.

Over time, remote work has gone beyond a mere response to a crisis. It has evolved into a sustainable model for a variety of reasons:

1. **Productivity:** Contrary to initial skepticism, studies have shown that remote workers can be as productive, if not more, than their in-office counterparts. This has shattered the myth that employees must be constantly supervised to perform well.



2. Cost Savings: Businesses have realized significant savings by reducing their office space needs. Lower overhead expenses have made remote work more financially appealing.

3. Global Talent Pool: Remote work allows companies to tap into a global talent pool without being constrained by geographical boundaries. This enables organizations to find the best fit for their teams, regardless of location.

4. Work-Life Balance: Employees appreciate remote work's flexibility, allowing them to balance their professional and personal lives more effectively. This, in turn, leads to higher job satisfaction and retention rates.

5. Environmental Impact: Reduced commuting and office energy consumption have resulted in a positive environmental impact, as fewer cars on the road and less office energy usage contribute to lower carbon emissions.

THE TRANSFORMATION OF OFFICE SPACES

As the working landscape continues to evolve, office spaces are transforming to meet the needs of the new normal. Many businesses are reevaluating the role of the traditional office. Brad Stone, author of "The Everything Store: Jeff Bezos and the Age of Amazon," underscores this shift: "The office will not

disappear, but its function will change. It will become a place for collaboration, innovation, and team-building, rather than a daily destination for individual work." This trend bodes well for Class A office space but has proven to be the Kiss of Death for Class B and C office Space, as noted in the Report on Office Vacancies by the Boston Consulting Group, Countering the Curse of Zombie Buildings.

One notable trend is the rise of flexible office spaces. Companies are increasingly adopting a hybrid model, allowing employees to work from home while offering them access to flexible office spaces when needed. This approach balances remote work and in-person collaboration, allowing employees to choose the best environment that suits their tasks.

THE TECH BOOM

The success of remote work hinges on adopting digital technologies and the widespread availability of high-speed internet. COVID-19 served as a catalyst for rapid advancements in technology to support remote work. The world watched as technology companies and innovators transformed how we connect, communicate, and collaborate.

Zoom, a video conferencing platform, became the poster child for remote work during the pandemic. Eric Yuan, the CEO of Zoom, noted that their user base increased from 10 million daily meeting participants in December 2019 to over 300 million by April 2020. The platform's intuitive interface and reliable service quickly made it a go-to tool for virtual meetings.

Cloud computing also saw a surge in demand, with businesses relying on services like Amazon Web Services (AWS) and Microsoft Azure to facilitate remote access to data and applications securely. The cloud's scalability and reliability proved essential for remote work's success.

Tech giants such as Microsoft and Google have evolved their collaboration suites, Teams and Workspace, to offer





a comprehensive ecosystem for remote work. These platforms provide a centralized hub for communication, document sharing, and project management, streamlining remote work processes.

Bill Gates stressed the significance of this technological transformation: “The COVID-19 pandemic has fundamentally accelerated the adoption of digital technologies. It’s shown us what’s possible when we leverage the full potential of the digital age. The innovations we’ve seen during this time are here to stay.”

A NEW DEFINITION OF “THE OFFICE”

Walls or cubicles do not bind the future of work. It’s defined by flexibility and the ability to work from anywhere. Many prominent figures and industry leaders have expressed their views on the evolution of the office in a post-COVID world.

Satya Nadella, CEO of Microsoft, envisions a world where the physical office is no longer the work center. He said, “How we think about the office must change. The new concept of an office will be a place for interactions and collaborations that cannot happen remotely.”

The need for office buildings has undoubtedly diminished, with companies embracing remote work, flexible office spaces, and hybrid models. This transformation allows organizations to access a wider talent pool and accommodate their employees’ diverse needs and preferences.

“The need for office buildings has undoubtedly diminished, with companies embracing remote work, flexible office spaces, and hybrid models.”

THE FUTURE OF REMOTE WORK

The COVID-19 pandemic catalyzed a shift already in motion—the transformation of work from where you go to something you do. Remote work has proven to be a viable solution during a crisis and a model that can enhance productivity and employee well-being while reducing business costs. It has eliminated the need for office buildings in the traditional sense, forcing companies to reimagine the role of physical workspaces.

As the world grapples with the ongoing pandemic and its uncertainties, remote work remains a resilient solution. Businesses must adapt to this new normal to stay competitive and attract top talent. The future of work is digital, flexible, and accessible from anywhere on the planet, and it’s a future that’s already here.

In the words of Bill Gates, “The genie is out of the bottle. Remote work is not just a trend; it’s a transformation in how we perceive work. It’s here to stay and will continue to evolve as we harness the full potential of technology and human potential.”

VISION



THE FUTURE OF HOSPITALITY IS FACTORY BUILT

When envisioning high-design hospitality interiors, the concept of prefabrication may not immediately spring to mind. However, Arthroto is pioneering a future where creativity and efficiency intersect to deliver unparalleled travel and leisure environments. With meticulous quality control, cutting-edge materials, integrated lighting and technology, flexibility, and a focus on sustainability, this construction approach is set to revolutionize the industry. The potential of prefabrication in hospitality interiors, when combined with digitalization, is undeniable. It represents an untapped opportunity to elevate design and functionality in ways never before seen in this sector.

Conventional construction demands greater coordination to integrate lighting, technology, and architectural elements. From framing and backing to rough-ins, boarding, taping, finishing, electrical, and millwork, the process requires multiple specialized trades working in sequence, often across extended timelines and under the pressure of unpredictable on-site conditions. The

challenge lies in synchronizing these trades to ensure that every element aligns perfectly, with minor missteps causing delays and increased costs. This traditional method not only prolongs construction time and delays profits but also opens the door to inconsistencies in quality and, therefore, brand value, as various teams work independently under fluctuating environmental conditions.

Prefabrication revolutionizes this process by relocating all craftsmanship to a controlled, off-site factory environment. In these facilities, highly skilled workers fabricate each component with unparalleled precision and accuracy, using state-of-the-art tools and technologies in a climatized space that eliminates the uncertainties of on-site work. This approach ensures consistent, high-quality products that exceed traditional construction standards. By producing components in parallel, prefabrication minimizes errors and reduces waste, all while enhancing safety for workers. Additionally, it allows designers to explore



intricate details and precision previously unattainable in conventional builds, delivering sophisticated, well-integrated interiors that seamlessly blend aesthetics, functionality, and sustainability - redefining the potential for hospitality environments.

Prefabrication practices are the sustainable future of construction. This method enables modular construction, allowing hotels and resorts to be more flexible in design and use. Modular units can be added, removed, or reconfigured, extending the lifespan of a property and reducing the need for future full-scale demolition and reconstruction. This reduces waste that would otherwise be in landfills and eases the pressures on supply chains and natural sources. Interior components can be replaced or updated with limited operational disruptions such as downtime, noise, or dust. This reduces the pressures on maintenance staff, keeps rooms available for guests, and maintains the brand's and establishment's high-end appearance overall.

By harnessing DIRT's innovative manufacturing capabilities alongside high-end, sustainable material choices and energy-efficient designs, Arthroto is pioneering the creation of eco-friendly hospitality spaces that align with the increasing demand for sustainable tourism. This holistic approach benefits the environment and elevates the guest experience by delivering exquisitely designed, efficient, and future-proof spaces with wellness and health at the forefront. The standardization inherent in this process enables our design team to roll out a cohesive guest experience, ensuring consistency while maintaining control over the final product before installation. Moreover, integrated systems are discreetly concealed, allowing for the seamless aesthetics of high-design contemporary spaces, complete with modern finishes and fixtures that enhance functionality

and visual appeal. This commitment to combined sustainability and design excellence ensures guests enjoy an exceptional environment that reflects their values and enhances their stay.

Adjustability and spatial efficiency in interior spaces are increasingly important as we recognize the need to serve guests' needs and desires. The best-built interiors serve the most excellent possible range of people in physical form and proportion, as well as in habits and use of space. Prefabricated systems allow designers to effectively use available space to maximize functionality, comfort, and guest satisfaction while maintaining aesthetic appeal. It involves strategic design decisions that optimize room layout, circulation and flow, and occupant zoning to ensure every square foot contributes to the hospitality facility's overall experience and operational efficiency. For Arthroto, developing hospitality interiors is about creating functional, comfortable, and aesthetically pleasing environments that cater to guests' diverse needs while optimizing operational performance. Smart layouts, multifunctional furniture, compact designs, and flexible spaces, hospitality venues can maximize the value of their available space, reduce environmental impact, and enhance the overall guest experience.

In the hospitality industry, where consistency, efficiency, and guest experience are paramount, the combination of prefabrication and digital twins is set to revolutionize hotel construction and management. Large hotel chains can standardize their designs, manufacture prefabricated room modules in factories, and use digital twins to monitor guest behavior, optimize space usage, and ensure operational efficiency across multiple properties. This innovative approach enhances project outcomes by streamlining pro-



cesses and improving decision-making. Digital twins, by modeling and simulating prefabricated components before they are built, allow for real-time adjustment and optimization. Prefabricated parts can be evaluated for cost, performance, and sustainability before assembly. Prefabrication and digital twins together form a powerful, future-focused approach to construction and building management, especially in sectors like hospitality, where adaptability, cost savings, and guest-centric design are crucial.

The future of construction in hospitality is here, driven by innovation and sustainability. As the demand for housing and hospitality continues to rise, building smarter, faster, and greener is essential. Arthroto is at the forefront of this transformation, leading the way with cutting-edge prefabrication and sustainable solutions. By pushing the boundaries of design and construction, Arthroto is meeting the industry's evolving needs and setting a new standard for environmentally conscious development across North America. The future isn't just being built — it's being redefined, and Arthroto is leading the charge.



Mitchell Brooks, Director of Interior Design, Arthroto
Mitchell Brooks, with over 16 years in interior design, leads Arthroto's creative visions, expertly merging functionality with aesthetic innovation. His designs, known for their sophisticated blend of the familiar and the surprising, consistently push the boundaries of commercial environments.



DISCOVER INVESTMENT OPPORTUNITIES WITH ARTHROTO

Interested in being at the forefront of urban transformation? Turn to **page 36** to explore how investing in Arthroto not only promises significant returns but also contributes to a sustainable urban future.

Dive deeper into our vision, innovative techniques, and the compelling reasons why Arthroto represents a transformative force in the real estate sector. Discover how our pioneering hospitality projects complement our urban development initiatives, enhancing both the cultural landscape and investor potential.

Join us as we redefine cityscapes and create vibrant communities. Let's build the future together.



REVOLUTIONIZING CANADIAN HOUSING WITH PREFABRICATED MASS TIMBER SOLUTIONS

In a bold move towards sustainability and innovation in housing, Arthrotó, a pioneer in transforming underutilized office spaces into sustainable residential housing, announces a strategic partnership with Cetana Group, a green building and community development leader. This partnership is set to introduce fully prefabricated, Canadian, mass timber housing solutions that promise a significant reduction in construction time, onsite labour, and environmental impact, marking a leap forward in green building processes.

Douglas Hayden, President and Founder of Arthrotó, expressed his enthusiasm for the partnership, stating, “Our collaboration with Cetana is a pivotal step towards achieving our vision of creating sustainable, efficient, and affordable housing solutions. With Cetana’s expertise in mass timber and our shared commitment to innovation, we are poised to redefine residential construction, offering solutions that are not only quicker to build but also inherently green and sustainable.”

Andrew Bowerbank, President & CEO of Cetana, echoed this sentiment: “We are thrilled to join forces with Arthrotó to bring our mass timber housing solutions to a wider market. This partnership aligns perfectly with our mission to inspire responsible leadership in the built environment, leveraging the power of nature and innovation to create homes that are not only environmentally friendly but also resilient and adaptive to climate change.”

The partnership between Arthrotó and Cetana comes at a time when the need for innovative housing solutions has never been more critical. Recent Federal Government announcements have underscored the importance of factory-built housing solutions to address housing affordability and availability issues affecting Canadians. The government for modular and prefabricated homes, including mass timber production, highlights a nationwide shift towards smarter, faster, and more affordable construction methods.

Arthrotó and Cetana’s mass timber housing projects will benefit from these federal initiatives, leveraging new funding and measures to accelerate the adoption of green building technologies. This collaboration is not just about building homes; it’s about setting a new standard for community development that prioritizes sustainability, wellness, and climate adaptation.

The mass timber solutions developed by Arthrotó and Cetana will be constructed in less than half the time required for conventional construction methods, significantly reducing the carbon footprint and making the dream of green, affordable housing a reality for Canadians.

For more information on this transformative partnership and to learn more about the future of mass timber housing in Canada, please visit arthroto.com.

TRENDS

THE GROWING TREND IN HOSPITALITY: LUXURY BRANDS EXPANDING INTO RESIDENCES

A significant shift is taking place in the ever-evolving world of luxury hospitality. Leading brands like Four Seasons and The Ritz-Carlton are expanding on their world-class hotel experiences. They have moved into a totally new market segment—residences. These premier hotel operators are now offering branded residential ownership opportunities, allowing discerning buyers to own a piece of the luxury experience while providing the benefits of a five-star lifestyle. This emerging trend is not only reshaping the hospitality landscape but is also unlocking tremendous potential in a \$1.5 Trillion market.

A BOOMING MARKET FOR BRANDED RESIDENCES

The desire for branded luxury residences has increased over the last decade. For many affluent buyers, owning a home affiliated with a respected hotel brand signifies more than just luxury; it offers a rare sense of exclusivity, convenience, and security. The residences, often located within or adjacent to five-star hotels, offer private living quarters with access to hotel amenities and services such as concierge, housekeeping, spas, and dining. This convergence of luxury living and hospitality is capturing the attention of buyers worldwide, leading to unprecedented demand, with many properties selling out within months of launch.

ENTER ARTHROTO AND RIVA SIGNATURE HOTELS & RESORTS

As the luxury residential trend continues to expand, Arthroto, in collaboration with Swiss-based Riva Signature Hotels and Resorts, is poised to redefine the market. Together, we combine decades of hospitality expertise with Arthroto's innovative, sustainable construction methods. This unique combination sets us apart and ensures that we introduce a new era of branded residences that not only match the luxury standards of global icons but also surpass them in sustainability and craftsmanship.

Arthroto's development focus is centred around the adaptive reuse of Historic Buildings, ground-up mass timber construction, and eco-friendly prefabricated interiors, ensuring that our residences are built to the highest standards of luxury and prioritize environmental responsibility. In partnership with Riva Signature Hotels, we aim to deliver homes that offer an unparalleled

living experience—designed with sustainability at their core while embracing the luxury lifestyle synonymous with our brand. This commitment to sustainability is not just a feature, but a statement of our environmental consciousness and responsibility.

SUSTAINABLE LIVING, ULTIMATE FLEXIBILITY

The flexibility we offer owners makes the Arthroto and Riva's residences unique. Owners will enjoy luxury and sustainability-built residences and have the opportunity to generate income by placing their homes in our portfolio of hotels and resorts when not in use. This unique feature not only enhances the investment potential but also provides a sense of financial security. Additionally, owners receive owner benefits from travelling to other Riva Branding Hotels and Residences.

With the growing demand for high-end, branded residences, this opportunity ensures that owners can enjoy the best of both worlds: an exceptional home that offers income potential. By placing their homes in our portfolio of hotels and resorts when not in use, owners can generate income while maintaining the uncompromising standards they expect from a luxury hotel brand.

For those seeking to invest in this dynamic market, Arthroto and Riva Signature Hotels offer a lifestyle, an investment, and an opportunity to be part of the future of luxury hospitality.

*Over the last decade,
the “branded
residences” luxury
hospitality sector has
seen a +230% growth.*

*Initially a concept
adopted by hotels
in 2021, this hybrid
model is increasingly
appealing to luxury
brands as a natural
business extension.*

~ EHL Insights, 2024

BUILDING TOMORROW

ARTHROTÓ SET TO LEAD THE WAY IN CANADA'S HOUSING TRANSFORMATION

In response to the housing crisis in Canada, the federal government has recently announced initiatives to promote factory-built housing, launching a multifaceted approach to invigorate the construction sector.

This approach includes a \$300 million Housing Supply Challenge to spur innovation, a historic \$4 billion Housing Accelerator Fund aimed at accelerating the construction of over 100,000 new homes, and an investment of over \$759 million in the Affordable Housing Innovation Fund to encourage novel financing models and design efficiencies. These measures aim to streamline the creation of affordable and sustainable housing options, leveraging the latest digital tools, modular techniques, and prefabricated construction methods.

This is a promising shift towards innovative solutions, with companies like Arthrotó at the forefront of the prefabricated housing movement. Arthrotó is poised to address the housing shortage with sustainable and efficient solutions, integrating these governmental initiatives into their operations to amplify their impact on the housing market.

Douglas Hayden, President and Founder of Arthrotó, is excited about the federal government's announcement. He says, "This initiative is a game-changer for the housing industry in Canada. It acknowledges the challenges we face and shines a spotlight on the solutions we can offer. Arthrotó is ready to use our innovative prefabricated building methods to tackle the housing shortage head-on."

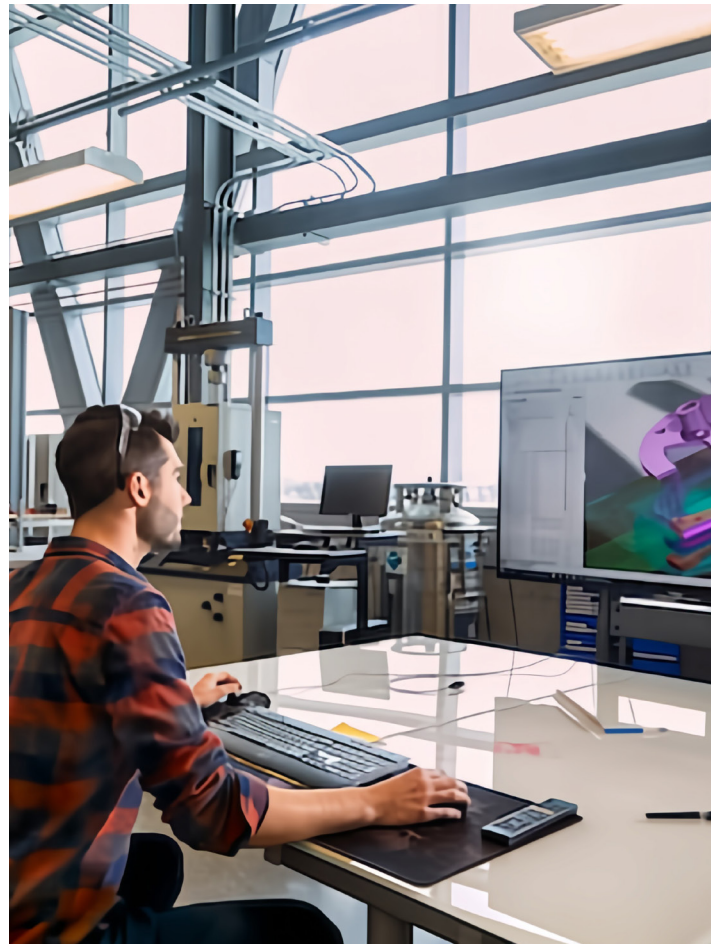
Arthrotó's mission aligns with the federal government's goals of revolutionizing the construction sector using technologies such as prefabrication and mass timber production. These methods promise to expe-



dite construction times, reduce costs, and minimize environmental impacts, ultimately creating affordable and sustainable housing options for Canadians.

The collaboration between industry and academia is at the heart of this transformative effort. Centres like SAIT's Centre for Innovation and Research in Advanced Manufacturing and Materials (CIRAMM) and the Alternative Construction Technologies (ACT) hub are crucial in this process. Led by Dr. Hamid Rajani, CIRAMM and the ACT hub combine advanced manufacturing and materials science research with practical applications in the construction industry.

Dr. Rajani also expressed his excitement about the federal initiative, saying, "The announcement by the federal government aligns perfectly with our mission at CIRAMM and the ACT hub. Working alongside companies like Arthrotó, we're poised to make substantial contributions to solving the housing crisis, not just in Canada but on a global scale. Our collaboration exemplifies how academic research and industrial innovation can come together to address societal challenges effectively."



The work done at CIRAMM and the ACT hub under Dr. Rajani's leadership is pivotal for companies like Arthrotó. These collaborations provide access to cutting-edge research, innovative materials, and new manufacturing techniques—elements crucial for developing prefabricated housing solutions that are quick to build, environmentally sustainable, and cost-effective.

Arthrotó leverages these advancements to streamline its construction processes, ensuring that homes can be built in less than half the usual time with significantly reduced on-site labour. This efficiency directly responds to the housing shortage, promising to deliver quality homes faster and at a lower cost to meet the urgent demand.

In addition, the emphasis on sustainability and green building processes aligns with the federal government's focus on reducing the environmental footprint of new construction projects. By adopting advanced manufacturing techniques and materials, Arthrotó contributes to a more sustainable future where the construction industry plays an important role in combating climate change.

Arthrotó, CIRAMM, and the ACT hub are at the forefront of a forward-thinking approach to housing and construction. By embracing the possibilities offered by the fourth industrial revolution in manufacturing and the federal government's support for factory-built housing, they exemplify how collaboration can drive transformation in the industry.

Hayden reflects on this shift, "With the support of the federal government and the innovative work being done at centers like CIRAMM and the ACT hub, we're not just addressing the housing shortage; we're re-imagining what it means to build homes. It's an exciting time to be at the intersection of construction and technology, and Arthrotó is ready to lead the way."

As the Canadian housing sector approaches transformative change, the potential collaboration between innovative firms like Arthrotó and leading research entities like CIRAMM and the ACT hub chart a new course for housing construction. Together, they are building the foundation for sustainable, efficient, and inclusive living spaces in Canada and beyond.

THE PERFECT BLEND:

HOW THE RIGHT MIX OF AMENITIES IS SHAPING MODERN HOSPITALITY

Today's travellers are no longer content with a mere place to lay their heads. They now seek dynamic environments that seamlessly blend work, play, relaxation, and socialization, all within the confines of a single establishment.

The era of functional, no-frills hotels is a thing of the past. The current focus is on crafting spaces that meet the ever-changing needs of modern guests. The right blend of amenities is now a crucial element for success in today's hospitality landscape, and it's a trend that's reshaping the industry.

ELEVATING THE GUEST EXPERIENCE

It is essential for modern hotels to adopt sustainable building practices and create environments that promote the well-being of both guests and staff.

Today's travellers expect hotels to provide spaces where they can host meetings, attend events, work remotely, and recharge—all in one place. This is where the perfect blend of amenities becomes critical.

SUSTAINABILITY

Incorporating biophilic design—where natural elements like greenery, natural light, and organic textures are integrated into the hotel's architecture—is not just a trend, but a commitment to enhancing guest comfort and well-being. This approach is making our hotels more inviting and rejuvenating for guests, while leading the charge in responsible hospitality.

Studies show that biophilic environments reduce stress, improve mood, and increase productivity, making these spaces more inviting and rejuvenating for guests. By fostering a connection to nature, our hotels create a more holistic and fulfilling experience while leading the charge in responsible hospitality.

We've broken our offering around the traditional philosophy of the 12 Elements of Life, with the five key elements being our cornerstone of the guest experience, whether travelling on business or for leisure. (We think it should be both).

The ability to provide a balanced guest experience that caters to both professional needs and leisure has become a defining factor in what makes a hotel truly exceptional.

Hotels that can offer this perfect blend of work, relaxation, and socialization are quickly becoming the go-to destinations for business travellers, corporate retreat organizers, and vacationers who don't want to unplug from their professional lives completely.

**Connect In Style, Play In Comfort,
Dine In Heaven, Relax In Tranquility,
And Rejuvenate In Luxury.**

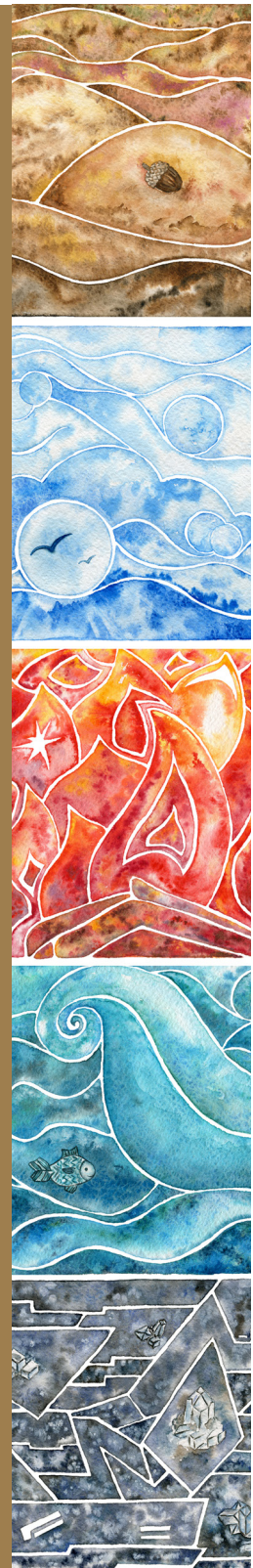
Earth: Takes the communal aspect to the next level, providing gathering spaces for both casual socializing and formal events. Social House is the ultimate setting for interaction, whether networking in an elegant lounge or enjoying dinner with friends.

Wind: Brings a sense of community to the guest experience, with spaces dedicated to both work and play. Guests can hold meetings in a collaborative environment and then relax with various leisure activities, from fitness classes to fine dining.

Fire: We believe the curated culinary experience from our award-winning chef (40 Michelin stars to his credit) is the heart and soul of a guest's experience with us. From catered events to our restaurants, lounges, cafes, and bars, we've designed unique tastes and experiences you must travel halfway around the world to find.

Water: Offers a sanctuary for those seeking a spa-like atmosphere where wellness is at the forefront. With luxury spa services, quiet zones, and serene outdoor areas, it's a space that allows guests to unwind and rejuvenate.

Metal: This is designed for travellers who crave a work-play balance in a sleek, modern environment. Here, hotel rooms merge with co-working spaces and meeting rooms, allowing guests to seamlessly transition from work to relaxation without leaving the property.



INNOVATION



INNOVATING REAL ESTATE

IT TAKES A MULTI-DISCIPLINARY PROCESS

Major cities across North America are in the grip of a severe housing crisis. As urban populations surge, the demand for housing escalates, while millions of square feet of commercial office space lie idle. The need for innovative solutions in our industry has never been more urgent.

What sets Arthroto apart in the real estate sector is our distinctive methodology. By forming a multi-disciplinary team of financial analysts, architectural designers, and prefabricated manufacturers, our team has successfully reimagined distressed commercial assets as residential, hospitality, or mixed-use assets in several projects. This iterative process involves understanding both the architectural possibilities and the financial implications, allowing us to deliver a comprehensive, innovative, and pragmatic analysis.

This ensures that every design decision is informed by financial feasibility, allowing us to create optimized proformas that reflect the true potential of each project. By integrating financial considerations early in the design phase, we can optimize our plans to maximize return on investment and capitalize on emerging market dynamics. This synergy enhances our development process and positions us to deliver the best possible value to investors and communities alike.

Central to our approach is our commitment to prefabrication. By utilizing prefabricated construction methods, we significantly reduce the time and costs associated with traditional building processes. This innovative solution accelerates project timelines and minimizes our developments' embodied carbon footprint—a critical consideration in today's environmentally conscious market.

We've established strategic partnerships with industry-leading prefabricated manufacturers across North America. These collaborations enable us to not only

streamline our construction processes and leverage cutting-edge materials and technologies but also bring a unique level of expertise and innovation to our projects. Integrating prefabrication with our architectural vision allows for unique, customizable designs while maintaining a streamlined construction process. Our collaborative approach leads to faster project delivery, cost efficiencies, and a strong alignment with market needs.

The urgency of our mission cannot be overstated - as housing shortages escalate, the potential for transforming vacant commercial properties into functional living spaces and quality hotels becomes an inspiring opportunity for urban revitalization. By focusing on the convertibility of these assets, we not only help mitigate the impacts of urban blight but also contribute to the broader goal of sustainable city living and enhance the urban hospitality landscape.

Moreover, our innovative approach is a blueprint for how the real estate industry can evolve. By rethinking how we analyze the potential of existing structures, we challenge the traditional notions of property development. At Arthroto, real estate is designed to adapt to meet the community's needs, providing reassurance that the community won't have to reckon with the limitations of its existing properties.



Peter Song,
Director of Design and Innovation, Arthroto

Peter, with a background in architecture and high-rise residential innovation, focuses on problem-solving through design. He has led research and developed strategies for office-to-residential conversions and prefabricated construction at Arthroto.

EMBRACING THE FUTURE

PREFABRICATED AND VOLUMETRIC CONSTRUCTION

For decades, construction has lagged behind other sectors in productivity. Prefabricated and volumetric construction presents a golden opportunity for this industry to revolutionize its processes by transferring numerous construction activities from traditional sites to off-site, manufacturing-style production settings.

Prefabricated and volumetric construction isn't a novel idea, but it's currently drawing unprecedented attention and investment due to technological advancements, economic pressures, and a shift in attitudes. If fully adopted, it could dramatically enhance productivity in the industry, alleviate housing crises in many markets, and substantially alter our current construction methods.

PREFABRICATED AND VOLUMETRIC CONSTRUCTION: THE BASICS AND EVOLUTION

Essentially, prefabricated and volumetric construction is a process that involves manufacturing standardized parts of a structure in a factory off-site, then bringing these components together on the actual site for assembly. You might also hear "off-site construction" or "prefabrication." These phrases encompass various systems and approaches, from single elements, joined using standard connections and interfaces to 3-D volumetric units complete with fixtures.

Historically, prefabricated construction has been a cost-effective option during specific periods. For instance, postwar booms in the United States and the



United Kingdom saw it being adopted as a quick solution for reconstruction and social housing needs. However, its appeal was short-lived due to various factors, including supply and demand fluctuations and safety concerns.

Fast forward to today, prefabricated and volumetric construction is garnering attention again, but this time, there are signs that its appeal will be enduring. The evolution of digital tools has substantially improved the process of prefabrication, aiding in the design of modules and enhancing delivery logistics. Changing consumer perceptions of prefab housing, driven by more varied and visually appealing material options, also contribute to its renewed popularity.

Perhaps most crucially, a shift in mindset among construction sector CEOs is noticeable. Many leaders are becoming aware of technology-based disruptors entering the scene and recognizing that it's time to reinvent their approaches.

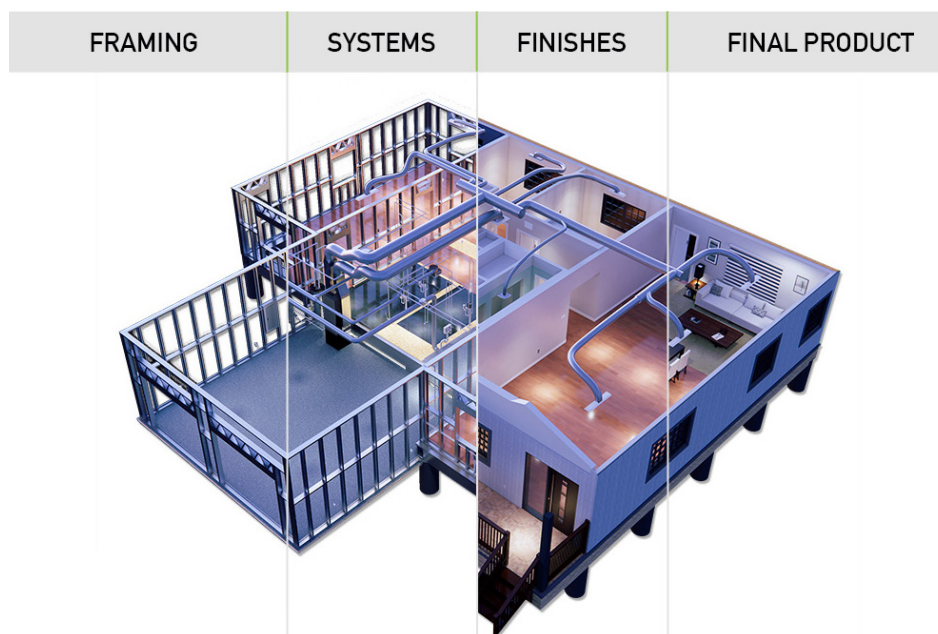
THE POTENTIAL FOR IMPACT IS PROFOUND

As one of the world's largest sectors, a significant shift in construction methodologies could significantly impact global economic productivity. Recent projects utilizing prefabricated and volumetric construction have expedited project timelines by 20 to 50 percent.

Moreover, this construction method offers the potential for substantial cost savings. While this is currently more of an exception, as the supply-chain participants become more experienced, leading real estate players ready to shift and optimize for scale can realize over 20 percent in construction-cost savings. Additional potential gains can be made in full-life costs, such as through reductions in running costs via energy and maintenance savings. With moderate penetration assumptions, the market value for prefabricated and volumetric construction in new real estate construction could reach \$130 billion in the United States by 2030.

A PROMISING FUTURE FOR PREFABRICATION AND VOLUMETRIC CONSTRUCTION

So far, prefabricated and volumetric construction has secured a sustainable position in a few markets like Japan and Scandinavia. However, European and US markets could also see annual savings of up to \$22



billion. Indications suggest that this resurgence could be different.

The industry is embracing new, lighter-weight materials and digital technologies that improve design capabilities and precision, boost manufacturing productivity, and streamline logistics. Contrary to the outdated perception of prefabricated housing as a low-quality, cheap option, some builders focus on sustainability, aesthetics, and the premium market segment.

A DISRUPTION IN REAL ESTATE

Capturing the full cost and productivity benefits of prefabricated and volumetric construction requires strategic optimization of material choice, achieving the right blend of 2-D panels, 3-D modules, and hybrid designs and mastering challenges in design, manufacturing, technology, logistics, and assembly. It also depends on operating in a market where scale and repeatability can be achieved.

Although prefabricated and volumetric construction is still an outlier in many countries, there are promising signs of a possible broad-scale disruption in the making. Given the likelihood of a large-scale shift to prefabrication alongside digitization, it's critical for all industry players to evaluate these trends and impacts and reassess their strategic choices to ensure they are positioned to benefit and not be left behind.

Despite decades of slow change, the era of prefabricated and volumetric construction is upon us, poised to disrupt the construction industry and its broader ecosystem. The time for change is now.

FROM THE EIFFEL TOWER TO THE FUTURE

THE EVOLUTION OF PREFABRICATED AND MODULAR CONSTRUCTION. A LESSON IN HUMAN INNOVATION

The pioneering vision of Gustave Eiffel back in 1889 sparked a revolution in construction methodology, proving that large structures like the Eiffel Tower could be efficiently and effectively constructed using prefabricated components. Architects like Moshe Safdie with Habitat 67 and Kisho Kurokawa later championed this construction approach with the Nakagin Capsule Tower, who further explored the potential of modular design in residential living spaces. Today, in the face of pressing global housing needs, the construction industry is again turning to prefabrication and modular techniques, integrating advanced technologies and smart building solutions for improved efficiency, sustainability, and affordability.

Here we embark on a journey through the evolution of prefabricated construction, from the groundbreaking iron components of the Eiffel Tower to the smart, factory-built homes of today's leading startups. Join us as we explore this transformative industry's past, present, and future.



LET'S START WITH THE EIFFEL TOWER

When you think about innovative construction methods, the first thing that may come to mind isn't the Eiffel Tower. Built in 1889, this French icon by Gustave Eiffel is one of the earliest and most iconic examples of prefabricated construction.

In 1889, Gustav Eiffel was already mastering the art of prefabrication. His iconic Parisian masterpiece, the Eiffel Tower, stood tall as a testament to innovative and effective prefabricated construction methods. Every part of this historic structure was carefully designed and produced off-site, then assembled on-site with extraordinary precision. This early example of the possibilities of prefabrication provided an efficient, cost-effective, and innovative construction solution that would set the stage for future developments in the industry.

When Gustave Eiffel unveiled his monumental tower in 1889, he showcased a marvel of design and a pioneering example of prefabricated construction. This engineering feat was achieved thanks to thousands of individual iron components fabricated off-site and meticulously assembled on-site, setting the stage for a revolution in construction methodology.

Eiffel utilized the precision of machine manufacturing to prefabricate over 18,000 individual iron components. These parts were designed and assembled with an accuracy of a tenth of a millimetre, allowing them to be fitted together seamlessly on-site without any extensive adjustments. It demonstrated that buildings could be constructed faster and more accurately with prefabricated components, forever altering the landscape of architectural engineering.

Eiffel's genius lay in using pre-made iron components assembled with extreme precision. The entire structure was designed and fabricated in Eiffel's factory in Levallois-Perret on the outskirts of Paris. The 18,000 individual iron pieces were precisely manufactured off-site and then transported for assembly, an approach that revolutionized the construction industry.



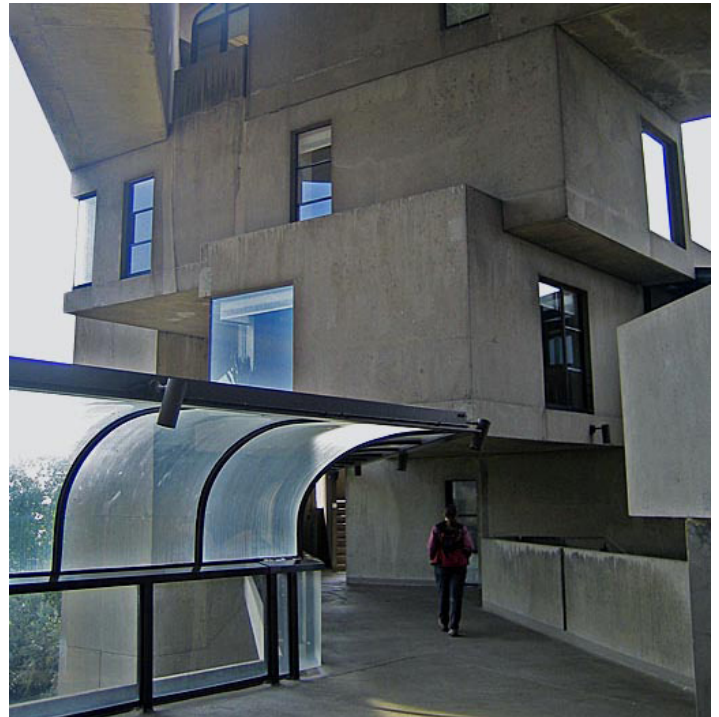
HABITAT 67: THE MANIFESTO OF MODERN MODULAR DESIGN AND WHERE MODERN PREFABRICATION BEGINS

Fast forward to the 1960s, Habitat 67, designed by Moshe Safdie for the Montreal World Expo, heralded a new era in modular design. His innovative design featured 354 prefabricated concrete forms arranged in various combinations, creating 146 residences of varying sizes and configurations.

The 1967 World Expo in Montreal showcased a unique project, Habitat 67, that sparked new ideas for residential design. Architect Moshe Safdie designed it as a housing complex that combined prefabricated and modular techniques. The project featured 354 identical, prefabricated concrete forms arranged in various combinations, creating 146 residences of varying sizes and configurations. Habitat 67 emerged as a revolutionary housing concept, pushing the boundaries of design and prefabrication and presenting a new approach to high-density urban living.

Designed by Moshe Safdie for the Montreal World Expo, it took the idea of prefabricated construction to another level. Safdie's innovative design consisted of 354 identical, prefabricated concrete forms arranged in various combinations to create 146 residences. This assembly of prefabricated modules displayed the versatility and potential of this construction methodology in creating complex yet efficient residential structures.

This revolutionary housing complex demonstrated the potential of industrialized, prefabricated units. Despite its initial high cost, Habitat 67 represented a transformative vision of urban living, driving the evolution of modular construction.



NAKAGIN CAPSULE TOWER: A SYMBOL OF JAPANESE METABOLISM

Kisho Kurokawa's Nakagin Capsule Tower, built in Tokyo in 1972, further advanced the modular construction concept. The tower consists of 140 prefabricated modules, or "capsules," intended to represent the dynamism of the post-war economic boom in Japan. Although it faces demolition threats, it remains a symbol of the Japanese Metabolism architectural movement and its aspiration to adapt and grow with changing societal needs.



Further embracing the modular approach, Japan's Nakagin Capsule Tower, designed by Kisho Kurokawa in 1972, incorporated compact, interchangeable capsules to provide flexible living and working spaces. This served as a testament to the adaptability and sustainability of prefabricated construction, echoing its time's societal and technological changes.

This iconic residential and office tower in Tokyo, designed by architect Kisho Kurokawa, embraced a unique form of modular construction. Completed in 1972, the tower consists of 140 independent capsules, each prefabricated and equipped with all the necessities for living or working. They can be individually replaced or reconfigured, showcasing modular architecture's extreme flexibility and adaptability.



THE FUTURE IS FACTORY BUILT

Fast forward to today, prefabrication and modular construction have evolved dramatically, spurred by the pressing need for affordable, efficient, and sustainable housing. Beyond time and cost savings, these methods offer significant benefits, including reduced waste, enhanced quality control, and minimal weather-related delays.

Key technologies have been instrumental in driving this evolution. Augmented reality, AutoCAD, and Building Information Modeling (BIM) have transformed the design and planning stage, enabling seamless collaboration and accurate visualizations. Meanwhile, robotics and new material science advancements have streamlined the manufacturing process, enhancing efficiency and precision.

THE RISE OF MODERN PREFABRICATION

Today, the benefits of prefabrication and modular construction are more evident than ever. Prefabrication offers significant savings in terms of time and cost. It simplifies construction, reduces material waste, and ensures better quality control.



With the world's housing crisis, off-site and manufactured housing solutions have become critical. Prefabricated homes are affordable and efficient to build and meet high standards of quality, sustainability, and design. Prefabricated structures can be produced in a controlled factory setting, eliminating the impact of weather delays and minimizing labour costs. The predictability of this process also allows for precise budgeting and scheduling, offering significant cost and time savings compared to traditional construction.

SMART BUILDING SOLUTIONS AND MANUFACTURED HOUSING

Smart building solutions are increasingly integrated into manufactured homes, ensuring energy efficiency and user comfort. Furthermore, state-of-the-art manufacturing facilities are crucial in meeting global housing demand. These factories employ highly controlled production lines to create precise, high-quality building components, which can be quickly assembled on-site.

A TECHNOLOGICAL REVOLUTION IN CONSTRUCTION

The construction industry is experiencing a technological revolution, with innovations like AutoCAD, BIM (Building Information Modeling), augmented reality, robotics, smart building solutions, and state-of-the-art manufacturing processes are pivotal in advancing prefabricated and modular construction.

Emerging technologies are propelling the evolution of prefabrication and modular construction. Augmented reality, AutoCAD, Building Information Modeling (BIM), robotics, advanced materials, and smart building solutions play crucial roles.

Augmented reality and BIM allow for precise planning and visualization of construction projects, while AutoCAD facilitates the design of accurate and detailed components. Robotics and advanced manufacturing techniques enhance precision, reduce waste, and speed up production.

AutoCAD and BIM allow precise planning, designing, and managing building constructions. They enable the virtual creation of parts and modules, facilitating a seamless and error-free production process. Robotics and advanced manufacturing techniques enhance efficiency and accuracy in producing prefabricated components. They also contribute to safer working conditions by reducing the need for human involvement in potentially hazardous tasks.

WALL STREET AND SILICON VALLEY: AN UNLIKELY ALLIANCE SEE THE FUTURE OF HOUSING

A new wave of startups, such as Veev, S2A Modular, and Plant Prefab, are capitalizing on these advancements, building state-of-the-art manufacturing facilities to produce factory-built homes and buildings. They are



attracting significant investments from Wall Street and Silicon Valley, spotlighting the potential of this industry. Recognizing the immense potential, Wall Street and private investors are heavily investing in this space. Startups like Veev, S2A Modular, and Plantprefab lead the charge, utilizing cutting-edge technology and constructing sophisticated facilities for factory-built homes and buildings.

The potential of prefabricated construction has caught the eye of Wall Street. Investment is pouring into innovative startups like Veev, S2A Modular, and Plant Prefab that employ cutting-edge technologies and establish advanced manufacturing facilities. These firms are not just building homes; they're redefining the future of the housing industry.

The surge in investment reflects a growing recognition of the transformative potential of prefabricated and modular construction. The sector promises to reshape the future of the construction industry, delivering housing solutions that are efficient, sustainable, and affordable.

These companies represent the construction industry's future, proving that we can create high-quality, sustainable buildings quickly and affordably. They are leveraging prefabrication and modular construction to redefine how we approach housing, transforming how we live, work, and play.

The journey of prefabricated and modular construction, from the Eiffel Tower to today's high-tech housing solutions, showcases the industry's evolution and adaptability. These methods present a compelling solution as we grapple with the urgent need for affordable, sustainable housing. Embracing new technologies and innovative approaches, the construction industry stands at the brink of a revolution – and the future looks modular.

CASE STUDY

REVITALIZING DOWNTOWNS: CALGARY IS LEADING THE WAY

Crisscrossing the skyline of downtown Calgary, cranes tell the story of a city in transformation. Calgary, Alberta's city of 1.4 million, has become a beacon for change as it revitalizes its downtown core. The city is rapidly converting office towers that once housed energy companies into apartments, offering valuable insights for cities such as D.C., facing similar challenges.



Cities across the globe have experienced a seismic shift in work dynamics, accelerated by the COVID-19 pandemic. Remote work arrangements, hybrid models, and flexible office setups have led to a decrease in demand for traditional office spaces. This has left major urban centers struggling with underutilized commercial buildings, which not only poses economic challenges but also threatens the vibrancy and vitality of city cores.

After an oil price crash in 2014, Calgary was forced to reinvent itself as office vacancies soared over 30 percent. This brought about fears of the city becoming the "next Detroit" and spurred the community to take decisive action. Proposed in 2021, Calgary's Greater Downtown Plan provides the roadmap for the future of downtown Calgary, including a dedicated \$200 million to balance the mix of residential, office, retail, entertainment, tourism, and culture in the city.

The centerpiece of Calgary's transformation strategy is a large-scale incentive program to convert offices into apartments.

To encourage the conversion of unused office spaces, the City of Calgary launched the Downtown Development Incentive Program in collaboration with various stakeholders, including developers, investors, and community organizations. The DDIP program is considered to be the best of its kind in North America and is continually over subscribed. The Calgary programs offer a range of incentives such as, reduced red tape and development fees, streamlined permit processes, and financial grants to incentivize redevelopment projects.

The City of Calgary DDIP also includes provisions for mixed-use developments, aiming to create a dynamic urban environment that combines residential, commercial, and recreational spaces. This integration enhances the livability and walkability of the downtown area, attracting residents and investors alike.

As cities like San Francisco, New York City, and Washington, DC, grapple with a significant decrease in office space utilization, they are exploring innovative solutions that can reverse the downward trend and breathe new life into these urban cores. The City of Calgary's approach and success has shown promising results is the conversion of

unused office spaces into residential and mixed-use developments, that many municipalities facing the same circumstances are investigating. By embracing such conversion initiatives, municipalities can break free from the doom loop caused by the exodus of companies and people, revitalizing communities and fostering sustainable growth.

Arthrotó, a pioneering startup that is currently focused on raising capital, developing strategic partnerships, and identifying potential projects, aligns seamlessly with this initiative. Their mission? To breathe new life into unused office spaces by transforming them into modern, affordable, and sustainable living spaces.

Calgary's move aligns perfectly with Arthrotó's ambitious plans. While in the process of bringing strategic partners and investors together to begin the development of modular units, Arthrotó is turning heads in the industry with its unique approach, strategic alliances, and cutting-edge technology.



By working with leading companies like DIRT in adaptable interior construction, building information management systems, and innovative HVAC systems, they are putting integrated solutions in place that span the entire project life cycle from design to implementation.

Arthrotó's model is attracting significant attention. With a solid plan for transforming idle office spaces into dynamic residential and mixed-use communities, they are setting the pace for sustainable urban development. Their focus on technological advancements and strategic partnerships positions them to play a significant role in reshaping urban landscapes.

Two years into the transformation plan, Calgary has made substantial progress toward repurposing 6 million square feet of office space. One transformed building already houses residents, while eleven other office conversions are underway. The transformation's momentum is palpable, with the city quickly approving a second round of the program. And possibilities are endless. Arthrotó sees the potential to expand conversions to include multi-family units, hotels, schools, and mixed-use developments.

The implications of this transformation extend beyond Calgary. Other cities struggling with high office vacancy rates and housing shortages can learn from Calgary's experience and innovative construction models like Arthrotó's. Arthrotó's plan for efficient, innovative methods for repurposing underutilized spaces into habitable areas can fill a global gap in similar urban revitalization efforts.

Despite the early success, progress takes time, as Calgary's Mayor Jyoti Gondek noted. However, the resilience of Calgary's leaders and the pioneering spirit of companies like Arthrotó provide a roadmap

for transforming urban landscapes into thriving communities. The future of housing is factory built, as envisioned by Arthrotó, is unfolding in downtown Calgary, and it's a compelling vision other cities should consider embracing.

THE CALGARY CONVERSION PROGRAM AS A MODEL

The City of Calgary's Conversion Program provides an exemplary model for cities facing a similar crisis. The program has successfully transformed underused areas into vibrant communities by repurposing vacant office spaces into residential units. Taking inspiration from this program, cities like San Francisco, New York City, and Washington, DC, are learning valuable lessons and adapting the approach to their unique contexts.

1. Diversifying the Tax Base: By converting unused office spaces into mixed-use developments, cities can create dynamic environments that blend residential, commercial, and recreational areas. This diversification attracts a diverse range of residents and businesses, fostering a sense of community and stimulating economic growth, and increasing the tax base for the city core.

2. Addressing Urban Sprawl: By repurposing existing structures instead of constructing new ones on the city's outskirts, Calgary's conversion efforts contribute to combating urban sprawl. This approach promotes sustainable development and reduces the strain on infrastructure and transportation systems.

2. Addressing Housing Shortages: Converting office spaces to residential units helps alleviate housing shortages in urban centers. As more people are drawn to live in city cores, it reduces urban sprawl, eases transportation congestion, and enhances overall sustainability.

3. Fostering Community Engagement: Residential and mixed-use developments encourage community engagement and social interaction. By creating vibrant neighbourhoods with amenities such as parks, shops, and cultural spaces, cities can enhance residents' quality of life and strengthen the community's social fabric.

4. Economic Revitalization: Converting office spaces to residential and mixed-use developments has the potential to jumpstart economic growth. It can attract new businesses, small enterprises, and start-ups, fostering entrepreneurship and job creation. Additionally, the revitalization of city cores enhances property values, generates tax revenue, and supports local businesses.

5. Sustainable Urban Development: Transforming unused office spaces aligns with sustainable development goals. Reusing existing infrastructure reduces the need for new construction, minimizes environmental impacts, and optimizes the use of resources. It also encourages walkability, reduces reliance on cars, and promotes public transportation usage, contributing to a greener and more sustainable future.

INTERNATIONAL RECOGNITION:

The success of Calgary's approach to converting unused office spaces has gained significant recognition from reputable publications. The Washington Post, in a feature article, highlighted Calgary's innovative strategy as a potential solution for other cities grappling with similar challenges. The Calgary Herald extensively covered the positive impact of the DIP on the city's economy and urban fabric.

In separate articles, the Wall Street Journal and The New York Times explored how Calgary's conversion plan aligns with the global trend of repurposing urban spaces to meet evolving societal needs. These articles emphasized the need for other municipalities to learn from Calgary's experience and adapt similar strategies to address their surplus office spaces.

The City of Calgary's proactive approach to converting unused office spaces into residential and mixed-use developments has positioned it as a global leader in urban revitalization. Through the implementation of the Downtown Development Incentive Program, the city is successfully transforming its downtown core into a vibrant and sustainable community, attracting residents, businesses, and international recognition.

The legacy of this transformative approach will extend far beyond Calgary's city limits. As the rest of the world watches, Calgary's pioneering efforts provide a blueprint for reshaping urban landscapes worldwide. In demonstrating the successful conversion of underutilized office spaces into dynamic mixed-use environments, they send a message to other cities that change is not just possible, but also beneficial in fostering sustainable urban growth. The lessons learned here have the potential to shape policy and practice globally, ultimately leading to the revitalization of city cores, the growth of local economies, and the creation of vibrant, sustainable communities. As Calgary steps into its future, it carries with it the potential to shape the future of urban living around the world.



1. The Cornerstone
909 5 Avenue S.W.
Total units created: 112

2. Palliser One
125 9 Avenue S.E.
Total units created: 176

3. Teck Place
205 9 Avenue S.E.
Total units created: 113

4. Eau Claire Place II
521 3 Avenue S.W.
Total units created: 195

5. United Place
808 4 Avenue S.W.
Total units created: 81

6. Petro Fina Building
736 8 Avenue S.W.
Total units created: 105

For more reading on this subject, check out:

www.washingtonpost.com, *The model city for transforming downtowns? It's in Canada.*, May 18, 2023

www.calgary.ca, *Calgary's Greater Downtown Plan*

NEW YORK'S REAWAKENING: FROM SKY-HIGH OFFICES TO INNOVATIVE HOUSING



A revolutionary trend is emerging in the ever-evolving urban development landscape: transforming unused office spaces into vibrant residential and mixed-use communities. This change, shaped by the convergence of economic, social, and real estate factors, holds promise for reshaping cityscapes worldwide.

Recently, our team had the privilege of attending the Bisnow National Commercial Real Estate Finance Conference in New York. This renowned gathering offered a vibrant platform to engage with investors, lenders, and real estate magnates. We gleaned valuable insights about the capital market's evolving dynamics, regional banks' role in deal financing, and the anticipation of market volatility heading into 2024.

Panel discussions shed light on the changing strategies in securing financing and the potential impacts of geopolitical events on commercial real estate investments. But the most intriguing revelation was the exploration of innovative approaches to real estate financing and the shifting focus from traditional asset classes like industrial and office spaces to multifamily units.

While this networking opportunity strengthened our connections in the capital market and provided a richer understanding of the shifts in commercial real estate dynamics, being in New York was an eye-opener. Everywhere we went, the city buzzed with change. As we walked its streets and chatted with industry experts, it was clear we weren't just in a city of skyscrapers; we were witnessing New York's massive shift from vacant offices to lively homes. The discussions inside the conference rooms matched the real-world changes outside. This experience reminded us that we're not just onlookers but players in shaping this new urban future.



NEW YORK OFFICE-TO-RESIDENTIAL CONVERSIONS:

New York, the city of skyscrapers, is witnessing significant transformation. Driven by the aftermath of the pandemic and changing work paradigms, there's a surge in vacant office spaces.

Notably, Cushman & Wakefield's startling revelation that the national office vacancy rate has rocketed to an all-time high of 18.6% isn't just a mere statistic. It paints a picture of countless desolate floors and unoccupied boardrooms, echoing the silence of a paused business world. These vacant spaces are remnants of a pre-pandemic era when office culture thrived, and businesses operated primarily within the confines of physical spaces.

However, in true New York spirit, the city is not succumbing to these challenges. Not unlike the City of Calgary, New York has started innovatively repurposing these dormant commercial behemoths. New York's real estate and urban planning sectors have astutely recognized an opportunity to address another pressing issue: the housing shortage. The strategy? Transform these vacant office spaces into dynamic residential and mixed-use hubs.

Take, for instance, the ambitious project at 25 Water Street. This isn't merely a property conversion but a symbol of New York's adaptability. The former headquarters of The Daily News, a newspaper giant, is set to metamorphose into a bustling residential enclave. The transformation of such iconic landmarks signifies

more than just structural repurposing; it represents a city's commitment to its inhabitants and a pivot towards future-centric urban living.

Moreover, this trend isn't isolated to one or two structures. Lower Manhattan, historically the nerve center of New York's business and commerce, is emerging as the vanguard of this change. Here, multiple office-to-residential conversion projects are underway amidst the shadows of skyscrapers. These endeavours aim not just to fill empty spaces but to rejuvenate the very essence of the neighbourhood. They promise to transform the concrete jungle, which often became eerily silent post-business hours, into a lively, 24/7 community.

METRO LOFT: NEW YORK REDEVELOPMENT

One company that's tuned into this transformation in New York is Metro Loft. Founded by Nathan Berman, this vertically integrated real estate development and management company has championed the cause of repurposing historical properties. With a portfolio that includes landmarks like 443 Greenwich St., 20 Exchange Place, and 63 Wall St., Metro Loft has skillfully combined the preservation of historical details with modern design enhancements.

Their vision aligns with the city's current needs. They recognize the potential of converting commercial spaces into residential units amidst the rising housing demand and see many untapped opportunities in the New York City conversion market.

Rather than let these structures fade into obsolescence, Metro Loft sees them as canvases ripe for transformation. Utilizing traditional construction methodologies, they reimagine these spaces, catering to the present-day needs of the city's residents while honouring the legacies these buildings embody.

ARTHROTÓ: THE FUTURE-BUILT VISIONARIES:

Arthrotó enters this evolving landscape with a fresh perspective. Our focus? Transforming underutilized office spaces into residential hubs using prefabricated and volumetric construction methods. While Metro Loft captures the essence of historical preservation, Arthrotó looks towards a sustainable future.

While Metro Loft has made significant strides in the redevelopment scene using traditional construction methods, Arthrotó is poised to disrupt the industry with its avant-garde techniques. By adopting factory-built, prefabricated, and volumetric construction methods, Arthrotó is streamlining the conversion process, ensuring swifter project completion and enhanced quality control. In contrast to conventional techniques, this modern approach enables Arthrotó to efficiently adapt office spaces into livable spaces without the typical delays and complexities associated

with on-site construction. Our commitment to these advanced techniques signifies a leap in construction efficiency and a visionary step toward reshaping the future of urban redevelopment.

Emphasizing factory-built innovation, Arthrotó offers end-to-end solutions that meld advanced technology with strategic collaborations. Their integrated approach, from leveraging AI tools for design to implementing state-of-the-art HVAC systems, positions them as game-changers in the housing industry.

In essence, Arthrotó aims not just to provide a housing solution but to redefine urban living spaces, making them more sustainable, efficient, and in tune with contemporary needs.

The journey from attending a pivotal real estate conference to witnessing the architectural metamorphosis in New York has been enlightening. Companies like Metro Loft represent the bridge between historical preservation and modern necessities. At the same time, startups like Arthrotó envision a future of sustainable and innovative housing solutions. As urban landscapes evolve, these combined efforts promise a future where every vacant space finds purpose and every city dweller finds a home.

By adopting factory-built, prefabricated, and volumetric construction methods, Arthrotó is streamlining the conversion process, ensuring swifter project completion and enhanced quality control, signifying a leap in construction efficiency...



Image credits: Marconi Media

INVESTMENT

TRANSFORMING VACANCIES TO OPPORTUNITIES



Transforming unused office space into residential and mixed-use gems is one of the greatest investment opportunities in decades. It transforms communities, uses distressed assets, and helps solve the housing crisis.

The Boston Consulting Group issued a report outlining how as much as 65 percent (1.5 Billion sq. ft.) of B and C office space in the United States could be vacant by 2028! Furthermore, office building owners are facing dramatic drops in rental income within their portfolios; as much as \$60 billion in rent will be lost by 2028. All this, plus increased interest

rate resets on already poorly performing assets, is catastrophic for many large property owners.

These recent changes have caused the commercial real estate landscape to evolve rapidly. With the growing demand for affordable housing solutions and the increasing vacancy rates in office spaces, it's no wonder many are looking for conversions.

In the face of a housing crisis and a growing surplus of vacant office space, innovative solutions are simultaneously emerging to address both challenges. Prefabricated housing solutions offer a compelling investment opportunity.

In response to these challenges, investing in companies specializing in prefabricated housing solutions for converting unused office space into residential units is emerging as a lucrative and socially responsible investment opportunity. Arthroto is a new company in this field, focused on revolutionizing the market with factory-built prefabricated residential and mixed-use solutions aimed at building owners, REITs, pension funds, and commercial office space investors.

THE HOUSING CRISIS AND THE NEED FOR INNOVATIVE SOLUTIONS
The shortage of affordable housing has become a critical issue globally, with millions of people struggling to find suitable living spaces. Meanwhile, as we now know, the commercial real estate market has witnessed a significant rise in office space vacancies that shows no sign of slowing down.

According to reports from UN-Habitat, to meet the current worldwide housing demand, the world needs to build 96,000 homes every day until December 31, 2030. That is like building as many homes as exist in Nashville or Winnipeg. Every single day for the next 7.5 years!

In Canada, that number is 5 million new homes over and above the current build rate and over 20 million in the United States by 2023. Not to mention the 5 million new rental apartments the US will need more.

In light of these statistics, it becomes clear that converting unused office space into residential and mixed-use developments presents a promising solution to address the housing crisis and the surplus of empty commercial buildings. The added benefits to municipalities are keeping their downtown cores vibrant and sustainable.



Image credit: DIRT

**ACCORDING TO
REPORTS FROM
UN-HABITAT, TO
MEET THE CURRENT
WORLDWIDE
HOUSING DEMAND,
THE WORLD NEEDS
TO BUILD 96,000
HOMES EVERY DAY
UNTIL 2030.**

Arthroto is at the forefront of providing a new approach to the conversion process by providing end-to-end solutions for converting unused office space into viable residential and mixed-use developments.

The company's focus and expertise lie in starting with prefabricated solutions, which offer numerous advantages over traditional construction methods. By leveraging the efficiency of factory-built components, Arthroto, working with its strategic partners, ensures faster project completion, integrated building systems, reduced costs, and higher quality control. These prefabricated units are customizable, allowing for the adaptation of office spaces into functional living areas that meet residents' needs while preserving the building's architectural integrity.

THE ART OF ALLIANCES

We've all heard the adage that the whole is greater than the sum of its parts. That is what Arthroto is all about. Collaboration brings the best solutions, and combining the core competencies of our strategic partners allows for a one-of-a-kind end-to-end solution provider.

Arthroto can provide comprehensive solutions tailored to each project's unique requirements. This collaborative approach ensures that the conversion

process is streamlined, from initial planning and design to financing and construction. By working with a network of industry experts and professionals, Arthrotó delivers these solutions while mitigating risks and maximizing returns on investment.

Furthermore, by aligning with companies with decades of experience in fabrication and office building construction experience, the combined group effort provides superior end-to-end solutions for those looking to convert unused office space with the best and most advanced end product possible.

Arthrotó recognizes the importance of collaboration and has forged strategic partnerships with various stakeholders by bringing together building owners, REITs, pension funds, and investors of commercial office space.

SUSTAINABLE AND EFFICIENT DEVELOPMENT

There is little point in taking on an office building conversion if you aren't going to upgrade the entire structure with state-of-the-art energy-efficient systems and an eye to incorporating sustainable building practices.

By repurposing and replacing outdated infrastructure, the positive environmental impact of new construction is minimized. Furthermore, using factory-built housing solutions significantly reduces waste generation and energy consumption during construction. Arthrotó's commitment to sustainability aligns with the growing global focus on environmentally responsible development, making it an attractive option for socially conscious investors and meeting our client's ESG targets.

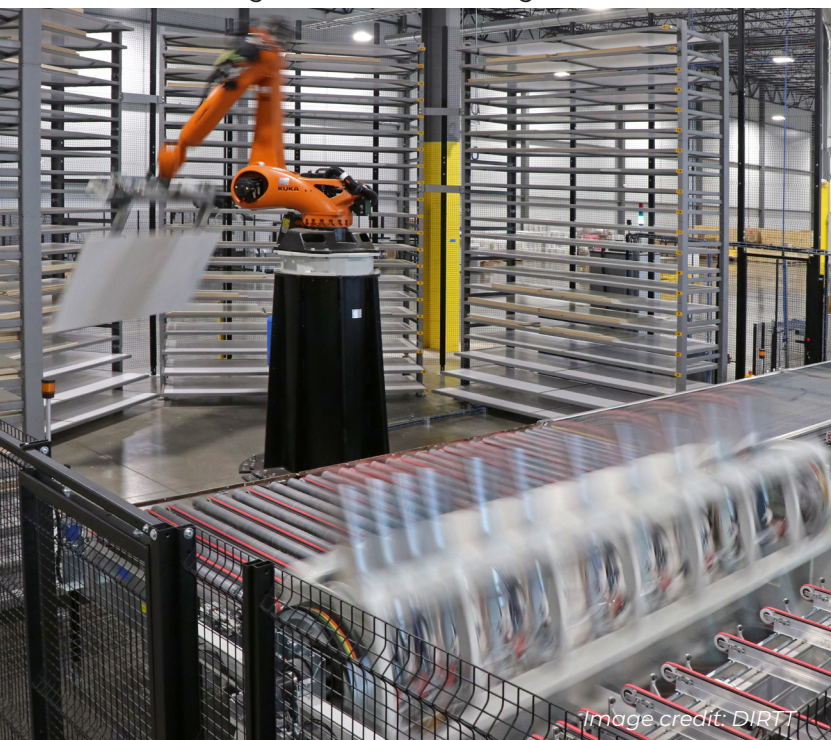


Image credit: DIRT

BENEFITS OF INVESTING IN PREFABRICATED HOUSING SOLUTIONS

- 1 Addressing the housing crisis:** By converting vacant office space into residential and mixed-use developments, investors contribute to alleviating the housing shortage and providing affordable housing options. This socially responsible investment can generate positive societal impacts while yielding financial returns.
- 2 Transforming unused assets into profitable ventures:** For building owners facing the challenge of perpetually vacant office space, converting these buildings to residential and mixed-use spaces presents a lucrative alternative. The return on investment can be substantial, especially in areas with high demand for housing.
- 3 Time and cost efficiency:** Prefabricated housing solutions offer significant advantages over traditional construction methods. Off-site manufacturing reduces construction time, minimizing disruption and enabling quicker occupancy. Moreover, factory-controlled production ensures cost efficiency, eliminating cost overruns and delivering projects within budget.
- 4 Sustainable and modern design:** Prefabricated housing solutions emphasize sustainable practices and contemporary design aesthetics. These developments often incorporate eco-friendly materials, energy-efficient systems, and innovative technologies, attracting environmentally conscious tenants and buyers.

Investing in companies that offer integrated solutions for converting unused office space into residential units presents a compelling opportunity. With a substantial percentage of vacant office spaces, innovative solutions are urgently needed.

Arthrotó's strategic partner approach uniting the expertise in factory-built housing, combined with strategic partnerships and a commitment to sustainability, positions the company as a front runner in addressing the housing crisis and maximizing the potential of unused office spaces. As the demand for affordable housing grows, investing in this sector promises significant financial returns while contributing to positive social and environmental outcomes—a true win-win scenario.

MEET THE ART



DOUG HAYDEN
FOUNDER, PRESIDENT & CEO

Douglas (Doug) Hayden boasts an impressive track record spanning over 25 years in both the commercial and residential real estate sectors. Alongside his team, Doug has successfully marketed, and executed more than 1,800 transactions, building a reputation for diligence, innovation, and client satisfaction.

Before delving into real estate, Doug sharpened his skills in the realm of Business Development. He held prominent roles at multiple tech startups, all of which were later acquired by industry giants such as Apple, IBM, Alcatel, and British Telecom. Doug's knack for identifying potential and strategically positioning businesses for success was further cemented during his tenure at SMED, an office solutions provider. Here, Doug was brought in to steer the company towards the integration of tech platforms with the likes of Cisco Systems, Lucent, and Northern Telecom, focusing on enhancing office environments with technology-infused solutions for raised flooring, walls, and ceiling systems.

In addition to his industry accomplishments, Doug is a distinguished realtor and has been recognized with numerous awards throughout his career. Notably, he was part of the pioneering team that established EXP Realty in Canada, demonstrating his unwavering commitment to innovation in the real estate industry. In honor of his service and impact, he has been the recipient of the Queen's Platinum Jubilee Citizenship Medal and the Alberta Centennial Medal.

With his forward-thinking vision and relentless drive, Doug Hayden continues to reshape the landscape of the real estate industry in North America and beyond.



ERIC LIEBERMAN
EVP OF GOVERNMENT RELATIONS AND PLANNING

Eric Lieberman is a distinguished figure in land use consulting. Starting at Loma Engineering in 1985, he quickly ascended, joining the esteemed real estate law firm, Pircher, Nichols and Meeks. By 1991, Eric founded QES, Inc., reshaping Southern California's real estate landscape and managing projects worth over \$250 million. In 1997, he was appointed Director of Forward Planning for a national home builder, leading master-planning across Southern California. Returning to QES as CEO in 1999, Eric directed several high-profile projects, attracting giants like AMCAL Multi-Housing and Pulte Homes. Now, as the VP of Forward Planning for Arthrotó, Eric melds his vast experience with a commitment to quality community development. His vision and proficiency promise a sustainable and thriving future in land use and planning.

ARTHROTÓ TEAM



JULIE HASKILL
DIRECTOR OF MARKETING

As the Marketing and Communications Director for Arthrotó, Julie masterfully crafts and executes comprehensive marketing strategies across all media channels, ensuring consistent brand messaging. With over 15 years of experience, she is a certified Communications professional adept in social media, media relations, and brand reputation. Julie's profound expertise in the online media realm empowers businesses to forge lasting connections with their customers. A graduate of the Southern Alberta Institute of Technology, she specialized in New Media Production Design and Digital Marketing. Holding certifications from IABC and IAP2, Julie is not just a seasoned professional but also a fervent creative. Her commitment to authenticity and engagement, combined with her branding and strategic communication skills, has made significant impacts in both private and public sectors.



DEXTER HAYDEN
DIRECTOR OF BUSINESS DEVELOPMENT

Dexter Hayden brings a diverse background to his role as Director of Business Development at Arthrotó. His journey began with an Associate of Arts in Cinematography and Film/Video Production from the Southern Alberta Institute of Technology (SAIT). Harnessing his expertise from the visual world, Dexter co-founded In-Houze Productions.

Armed with a robust combination of industry experience and a forward-thinking mindset, Dexter has consistently showcased an innate ability to drive business growth and forge meaningful partnerships. His expertise lies in identifying market trends, fostering collaborative relationships, and navigating the competitive business landscape. Passionate about innovation and strategic planning, Dexter plays a pivotal role in Arthrotó's expanding footprint in the market.



PETER SONG
DIRECTOR OF DESIGN AND INNOVATION

Peter believes that design is a process of problem solving. He comes from a background in architecture with a focus on research and innovation in the high-rise residential sector. In his tenure with the Innovation Team at BDP, a global interdisciplinary design practice, he coordinated a number of research projects to inform the firm's strategic growth and business development in North America. This includes developing an in-house appraisal process for Office to Residential conversions, as well as research in strategizing prefabricated construction methods. Peter contributes architectural expertise to our interdisciplinary team and drives innovation at the core of Arthrotó's process.



MITCHELL BROOKS
DIRECTOR OF INTERIOR DESIGN

As the Interior Design Director at Arthroto, Mitchell leads the creative vision and execution for diverse commercial environments, including workplaces, retail spaces, hospitality, and casinos. With over 16 years of experience, he expertly shapes spaces that balance functionality with exceptional aesthetics.

Mitchell excels in transforming environments, infusing innovation with elements of the unexpected to create designs that blend surprise with familiarity. His leadership at Arthroto is marked by a commitment to excellence and a passion for impactful design. Utilizing advanced prefabricated systems, he ensures each design element from finishes to custom features cohesively enhances the overall space, making every project not only functional but also inspiring.



KEVIN KEYES
REAL ESTATE ADVISOR/LEGAL COUNCIL

Kevin Keyes is a distinguished Partner at Parlee McLaws LLP in Calgary, renowned for his expertise in real estate transactions and commercial leasing. His deep understanding of Calgary's urban planning and development boards complements his extensive experience in sectors like construction and banking. As the Real Estate Advisor and Legal Counsel for Arthroto in Canada, Kevin guides complex land deals, from assembly and rezoning to financing and sale of commercial projects. His skill in negotiating agreements and ensuring compliance solidifies his status as a leader in the Canadian real estate legal field.



SPENCER MARKS
STRATEGIC ADVISOR

Spencer, a strategic advisor at Arthroto, brings a wealth of experience from leading tech startups to overseeing IPOs and mergers. With a background in engineering from Cornell, he excels in building high-performance teams and steering multi-million-dollar projects. His expertise in strategic planning and execution has significantly contributed to Arthroto's success, particularly in setting executive strategies and managing complex technology and construction projects across the US. His prior roles include enhancing operations for a Dallas-based tech firm and leading critical security programs for the US Air Force, demonstrating his profound impact on organizational growth and innovation.

REINVENTING URBAN SPACES

We present a unique opportunity to be part of pioneering urban transformations by directly investing in high-yielding projects. We specialize in transforming underutilized office buildings into vibrant residential and hospitality spaces using innovative, prefabricated solutions.

This approach not only accelerates development timelines and reduces costs but also significantly enhances potential returns for our investors.

Our focus cities, including Chicago, Calgary, Toronto, NYC, Los Angeles, San Francisco, Dallas, Washington DC, and Boston, have been selected for their openness to adaptive reuse, making them prime targets for profitable developments.

THE OPPORTUNITY WITH ARTHROTÓ

A NEW AGE OF URBAN DEVELOPMENT AWAITS

In the constantly evolving realm of urban real estate, Arthrotó is a driver of innovation, breathing life into underutilized office spaces through cutting-edge prefabricated construction. As cities worldwide grapple with housing shortages and abandoned office spaces, Arthrotó offers an enticing, sustainable solution.

WHY INVEST IN ARTHROTÓ?

Arthrotó is not just a company; it's a movement towards a brighter, more sustainable urban future. By turning vacant commercial spaces into thriving residential hubs, we're not just repurposing buildings - we're reimagining cityscapes.

- **Revolutionary Vision:** At Arthrotó, we harness the latest in AI design and advanced HVAC systems, positioning ourselves at the forefront of the industry.
- **Sustainable Focus:** Our commitment to sustainable redevelopment means a greener future for cities worldwide.

LET'S BUILD THE FUTURE TOGETHER

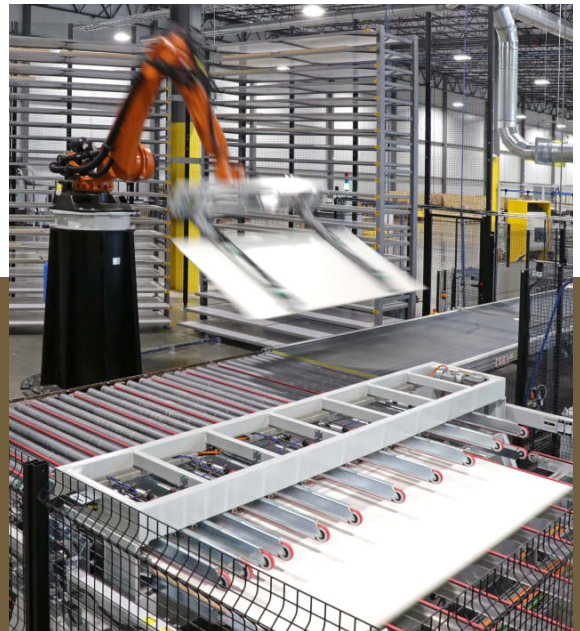
Seize this unique opportunity to be at the forefront of urban transformation with Arthrotó.

- **Invest in Arthrotó:** We're in a crucial phase of capital-raising. Join us in our journey towards changing urban landscapes.
- **Partner with Us:** Our success is amplified by strategic partnerships. If you're at the forefront of innovative solutions, let's collaborate.
- **Stay Updated:** Experience our progress firsthand. Visit our website and subscribe to our newsletter for the latest updates.
- **Spread the Word:** Passionate about our mission? Share our vision and be part of our growing community.
- **Learn More:** From investors to potential clients, get deeper insights into Arthrotó's transformative approach.

READY TO DIVE IN?

This is more than an investment opportunity; it's a chance to be part of the urban evolution. Dive deeper into the Arthrotó vision, mission, and potential. Request comprehensive details, explore partnership avenues, or simply engage with our passionate team to understand how we're redefining urban living.

For exclusive access to our investor slide deck and a detailed look into Arthrotó's promising journey, visit arthroto.com/Investors.





INVESTMENT THRESHOLDS

- **Minimum:** \$35k with no upper limit.
- **Benefits:**
 - 20% discount rate.
 - Additional early-bird discounts for the first million raised.
- **Equity Participation:** Share in revenue from sales and rentals.
- **Transparency:** Updated financial reports and project status updates for all investors.

ENHANCED INVESTMENT OPTIONS (STARTING AT \$250K):

- **Benefits:**
 - 20% discount rate.
 - Additional early-bird discounts for the first million raised.
 - Potential tax advantages
- **Exclusive Access:** Priority entry to future projects and developments.
- **Increased Influence:** Direct involvement from acquisition to exit.

THE ARTHROTO ADVANTAGE

1. **Enhanced ROI:**
Our use of prefabricated interior solutions significantly cuts construction time and costs, boosting your potential return on investment. This means quicker revenue generation and a faster path to profits.
2. **Strong Market Demand:**
There's a growing need for residential and hospitality spaces, especially in urban areas with vacant office buildings. Our projects transform these spaces to meet market demands, ensuring substantial returns.
3. **Innovative Techniques:**
We leverage innovative prefabricated solutions to efficiently renovate and repurpose buildings, saving time and reducing costs while enhancing the overall quality.
4. **Environmental Sustainability:**
Our methods produce less waste and reduce carbon footprints, supporting eco-friendly projects.
5. **Risk Reduction:**
By diversifying into residential and hospitality sectors, we spread investment risks. Our proven success in turning around properties can further mitigate potential downsides.
6. **Scalability:**
Our business model is designed for growth, allowing us to expand into new markets and replicate our success across multiple locations.
7. **Competitive Edge:**
Our expertise in prefabricated technologies sets us apart in the real estate market, providing a distinct competitive advantage.
8. **Market Trends Alignment:**
We are at the forefront of mixed-use developments and adaptive reuse, aligning with current real estate trends and consumer preferences.
9. **Long-Term Value:**
Our projects contribute to the economic revitalization of communities, promising long-term growth and value appreciation for our investors.
10. **Expert Management:**
Our experienced management team is skilled in real estate development, ensuring effective strategy execution and project outcomes.

Invest with us and be part of the future of urban transformation.

To find out more, contact Douglas Hayden

dhayden@arthroto.com | 1-403-616-0000 | arthroto.com/Investors



HOSPITALITY PROJECT PRO FORMA: 19 SOUTH LASALLE



HISTORY AND ARCHITECTURAL SIGNIFICANCE
Constructed in 1893-1894, 19 South LaSalle originally housed the Central YMCA Association. Designed by architects William LeBaron Jenney and William Bryce Mundie, it exemplifies early Chicago School architecture. Now a mixed-use retail and office space, it hosts the State Bank of India and the College of Chicago, located in Chicago’s central business district near key transportation hubs.

BUILDING FACTS

- Building Type: Mixed-use (Retail/Office)
- Year Built/Renovated: 1893/1928
- Building Height: 16 Stories
- Building Size: 207,507 SF
- Architectural Style: Chicago School

Disclaimer

This document is for informational purposes only and does not constitute an offer to sell or a solicitation of an offer to buy any securities. All investments involve risk including the potential loss of principal. Past performance does not guarantee future results. Please consult with an accredited investor or financial advisor to assess the suitability of this investment for your portfolio.



FINANCIAL PROJECTIONS AND STRUCTURE

Description	Amount (USD)
Building Acquisition	\$12,134,165
Development Costs	\$68,284,465
Total Outlay	\$80,418,630
Future Value	\$104,544,220
Profit Margin	\$24,125,589
Multiplier	2.62x

FUNDING STRUCTURE

Source	Amount (USD)	Proportion
Equity	\$32,167,452	40%
Debt	\$48,251,178	60%
Sponsor	\$3,216,745	10% of Equity
Limited Partners	\$28,950,707	90% of Equity

EXPECTED RETURNS

Item	Amount (USD)
Total Interest	\$36,992,570
Net Cash Flow	\$4,825,117

FUTURE OUTLOOK

The redevelopment of 19 South LaSalle offers a clear 36-month timeline, with 10 months of pre-construction, 24 months of construction, and 2 months for lease-up. Investors can expect stabilized returns within 3 to 5 years. Benefiting from federal tax credits and local incentives, this project presents a strong, low-risk investment opportunity in Chicago’s central business district.

A NEW ERA IN NORTH AMERICAN HOSPITALITY: ARTHROTÓ AND RIVA SIGNATURE HOTELS FORGE INNOVATIVE PARTNERSHIP

In a significant move that marks the convergence of sustainable building practices and luxury hospitality,

Canadian-based Arthrotó has partnered with Swiss-European hospitality giant Riva Signature Hotels and Resorts. This collaboration aims to introduce a series of eco-friendly boutique hotels across key North American cities. These hotels, designed to blend seamlessly with their urban surroundings, will feature innovative green technologies, locally sourced materials, and a commitment to reducing their carbon footprint, promising to redefine the landscape of sustainable luxury accommodation.

Arthrotó, a pioneer in prefabricated construction solutions, has committed to transforming the hospitality industry by utilizing its innovative building techniques to either repurpose existing structures or construct new developments using mass timber. This approach aligns with the global push towards sustainability and preserves the architectural heritage of urban centers.

Douglas Hayden, CEO and Founder of Arthrotó, shared his vision for this ambitious project: "Our goal is to blend Arthrotó's trailblazing construction technologies with Riva's renowned hospitality expertise to create sustainable properties that set new benchmarks in the sector. We are dedicated to preserving architectural treasures while minimizing the environmental impact of our constructions."

The partnership also plans to extend its influence beyond hotels to include boutique condominiums and residences, broadening the impact of its sustainable vision. "Riva's exceptional track record in developing unique boutique hotels complements our expertise in green building solutions perfectly," added Hayden. This strategic alignment is poised to reshape North American hospitality, offering a unique blend of luxury and environmental consciousness.

Gerald Lampaert, Founder and CEO of Riva Signature Hotels and Resorts, expressed his enthusiasm about the collaboration: "Arthrotó is the ideal partner for our expansion into North America. Their innovative approach to sustainable construction and deep commitment to environmental stewardship perfectly matches our desire to bring a unique blend of luxury and sustainability to a wider audience."

Philippe Attia, Co-Founder & President of Riva Signature Hotels and Resorts, also commented on the partnership's unique positioning: "We are excited to develop RIVA Signature Hotels & Resorts in North America with Arthrotó. We will focus on crafting an affordable luxury experience that stands out from established brands by emphasizing exclusivity and adapting to evolving customer expectations."

The initial projects are already underway in vibrant cities such as Chicago, San Francisco, New York City, and Calgary. These locations were chosen for their rich historical value, cultural vibrancy, and potential to attract modern travellers seeking unique experiences. For instance, Chicago's architectural heritage, San Francisco's tech-savvy culture, New York City's cosmopolitan charm, and Calgary's natural beauty make them ideal spots for the new hotels which aim to provide guests with an immersive, luxurious stay.

Reflecting on the shifting dynamics of the post-COVID hospitality landscape, Hayden remarked, "The industry must evolve to accommodate the changing preferences of modern travellers looking for multifunctional spaces that reflect their values. Our initiative to convert distressed office properties into boutique hotels is not just about offering accommodation; it's about catalyzing urban renewal and providing sustainable, stylish alternatives to conventional hotels."

This transformative partnership between Arthrotó's visionary construction techniques and Riva's deep-rooted hospitality expertise is set to deliver a new breed of sustainable, luxurious hotels. These establishments will cater to the evolving preferences of today's travellers, setting a new standard for future developments in the industry and exciting the audience about the unique blend of luxury and sustainability.

For those intrigued by the future of sustainable hospitality, this partnership promises to redefine luxury lodging and inspire the sector towards greater ecological responsibility and innovation. As Arthrotó and Riva Signature Hotels and Resorts embark on this journey, they invite guests and stakeholders alike to experience the future of hospitality—where luxury meets sustainability in the heart of the city.



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