MISSION STATEMENT

A global tribe of individuals, partners and progressives, devoted to creating extraordinary experiences for our community throughout our proprietary brands—we are sbe.

Visionaries at the forefront of hospitality, cuisine, design, residences and entertainment, our lifestyle moments are forged with highly-curated and passionate service. We are committed to authenticity, sophistication, mastery and innovation.

Our stage is the world. Our time is now.
FULL CIRCLE LIFESTYLE EXPERIENCE

MIXOLOGY & LOUNGES

- DOHENY ROOM
- BAR
- BLIND SPOT
- SAAM
- ROOM
- MONKEY BAR

RESTRANTS

- RUMPUS
- SESSIONS

RESIDENCES & SPAS

- XIV
- SESSIONS

NIGHTLIFE

- HYDE
- ALTITUDE
- NIGHTINGALE
- BOND
- BLACK ORCHID
- PRIVILEGE
- X
- RISE
- FOXTAIL
- NAMMOS

HOTELS

- S
- S
- SKYBAR

NIGHTLIFE & DAY CLUBS

#thisisbeyond
Dakota Development is a division of sbe. With industry-leading expertise and cutting edge design partners, Dakota Development has successfully master planned and developed a range of internationally acclaimed properties.

**DESIGN COLLABORATORS**

- PHILIPPE STARCK 
  SLS Atlanta
  SLS Beverly Hills
  SLS Brickell
  SLS Las Vegas
  SLS South Beach
  Mondrian L.A.
  Delano

- AVENUE INTERIORS
  SLS Beverly Hills/Renovation

- PIERO LISSONI 
  SLS Cancun
  SLS Puerto Madero
  SLS Washington, D.C.

- LENNY KRAVITZ DESIGN
  SLS Los Vegas
  SLS South Beach

- MARTIN HEIERLING
  Chief Culinary Officer, sbe

- JOSÉ ANDRÉS
  The Bazaar
  SLS
  Michelin Starred

- KATSUYA UECHI
  Katsuya
  SLS/Mondrian
  Delano
  James Beard Award Winner

- MICHAEL SCHWARTZ
  Fi’lia
  SLS/Mondrian
  Hyde/Delano
  James Beard Award Winner

- DANNY ELMALEH
  Cleo
  SLS/Mondrian
  Hyde/Delano

**XENIA**

- DAKOTA DIXON
  Mondrian London

- YABU PUSHELBERG
  SLS LUX Brickell

- DAVID ROCKWELL
  THE ROCKWELL GROUP

- MARCEL WANDERS 
  Mondrian South Beach
  Mondrian Doha

**Disruptive Innovation Lab**

- With professional entertainment and renowned chefs, Disruptive Innovation Lab has designed amazing culinary and nightlife concepts.

**CULINARY COLLABORATORS**

- JOSÉ IACARDI
  Leynia, Diez y Seis
  SLS/Mondrian
  Hyde/Delano

- DARIO CECCHINI
  Carna
  SLS

- DANIEL BOULUD
  French Concept
  SLS
  James Beard Award Winner

- MAKOTO OKUMA
  Pan-Asian Concept
  SLS
  James Beard Award Winner
Providing our development partners an opportunity to program a one of a kind destination experience.

40 BRANDS
Established & diversified portfolio of iconic luxury lifestyle hotel, residence, culinary & entertainment brands.

TEAM
Best-In-Class team of Senior Executives, Chefs, Designers, Promoters.

MARKET
Expansive footprint across the world’s leading gateway markets.

INNOVATION
Proven brand & concept incubator of culinary and entertainment concepts.

NETWORK
Access to shared services, including a centralized platform providing sales, marketing, social media, influencers, partner and vendor databases, events partnerships and sponsorship support.

SINGLE SOURCE
Unique 360 approach to hospitality with turnkey solutions for branding, development* and management of a property directly with sbe.

*Engaging Dakota for Development Management is encouraged but not required.
Our vision is to create exclusive enclaves across the world that nourish the mind and body, senses and soul. From the personal touches and unique comforts you enjoy in your room, to the foods we prepare with inordinate care, to the highest level of personalized attention and detail, we strive to transcend the ordinary so you can transcend who you are. Delano offers modern travelers that most rare and coveted of experiences—unadulterated luxury that nourishes their hedonistic desires, body and soul.

Delano is the original: a classic trailblazer in a world of imitators. We redefine the luxury resort experience with first-in-class service and customized guest experiences that awaken your curiosity, nourish your senses and soul, and shape a personal journey for couples, loved ones, solo travelers, and families that lives well beyond each stay.

Our vision is to create exclusive enclaves across the world that nourish the mind and body, senses and soul. From the personal touches and unique comforts you enjoy in your room, to the foods we prepare with inordinate care, to the highest level of personalized attention and detail, we strive to transcend the ordinary so you can transcend who you are. Delano offers modern travelers that most rare and coveted of experiences—unadulterated luxury that nourishes their hedonistic desires, body and soul.

FRESH. CRISP. CLEAN & MODERN. EFFORTLESSLY CHIC.

THOUGHTFULLY REFINED. TIMELESSLY DESIGNED.

HYPER-CURATED & CUSTOMIZED. WARMLY WELCOMING.

DIVINELY PRIVATE. A NOURISHING RESORT.
Brand Momentum

Trailblazer in lifestyle & luxury hospitality

Spectacular landmarks

Worldwide awareness
NOURISHING URBAN RESORT

Redefining resort experience with:

First-in-class service

Customized guest experiences

Nourishing senses, body and soul
BRAND COMPETITION

MODERN

DELANO

LUXURY

The Edition

Fasano Hotels

Il Pelicano

One & Only

Chateau Marmont

Cheval Blanc

TRADITIONAL

Hotel Du Cap Eden Rock
THE DELANO FOOTPRINT

CURRENT PORTFOLIO

<table>
<thead>
<tr>
<th>AMERICAS</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>135 rooms</td>
<td>135 rooms</td>
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<tr>
<td>1 hotel</td>
<td>1 hotel</td>
</tr>
<tr>
<td>1,308 rooms</td>
<td>1,308 rooms</td>
</tr>
<tr>
<td>2 hotels</td>
<td>2 hotels</td>
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</table>

By the end of 2019

135 rooms
1 hotel

DEVELOPMENT PIPELINE

1,308 rooms
2 hotels

DELANO SOUTH BEACH
DELANO LAS VEGAS
DELANO INDIAN WELLS
DELANO CARTAGENA, COLUMBIA
DELANO ARENA DE JOSE IGNACIO
DELANO DUBAI
**Philippe Starck**  
Designer

**Rob & Rose Schwartz**  
Developer or Architect

**Amenities**
- Beach Concession
- Ocean Front Property
- Fitness Room
- agua Spa
- Swimming Pool
- Orchard & Landscape Garden Area

**Awards**
- 2017 Condé Nast Traveler Readers’ Choice, Top Hotels in Miami – #9 (93.57/100)
- 2017 USA Today Readers’ Choice, Winner, Best Hotel Pool

**Food & Beverage**
- Leynia
- Umi Sushi & Sake
- Delano Beach Club
- Rose Bar

**Property News & Headlines:**
- "Miami’s Most Instagrammable Hotels"
- "The Ingredients for a Perfect Miami Beach Weekend"
- "Rose Bar at Delano, ‘15 Best Bars in Miami’"
**DELANO**

**LAS VEGAS**

1,114 Square Feet

**All** Key Count

**Amenities**

- Moorea Beach Club / Delano Art Series
- Bathhouse Spa & Fitness

**Awards**

- 2018 AAA 4-Diamond Rating
- 2018 TripAdvisor Certificate of Excellence

**Food & Beverage**

- Skyfall Lounge
- Rivea
- Feel the Vibe
- Della’s Kitchen
- Franklin
- 3940 Coffee & Tea
- Delano Beach Club

**Property News & Headlines:**

- “50 Top Romantic Weekend Getaways”
- “Best Las Vegas Hotels”
- “Skyfall Lounge Is Remaking How You Party in Vegas”
DELANO
DUBAI

OPENING
2020

KEYS
265

RESIDENCES
95

PARTNER/DEVELOPER
IFA Hotel Investments

ARCHITECT/DESIGN
Pallavi Dean Design

CONTRACT
Managed
DELANO
INDIAN WELLS

PARTNER/DEVELOPER
TMC Group

ARCHITECT/DESIGN
WATG

RESIDENCES
54

KEYS
139

OPENING
2022

CONTRACT
Managed

Property News & Headlines:
...

Return to Pipeline List
<table>
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<tr>
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<th>2022</th>
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<tr>
<td>KEYS</td>
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<td>RESIDENCES</td>
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**PARTNER/DEVELOPER**
Urban Development Group Colombia S.A

**ARCHITECT/DESIGN**
Managed

**DELANO**
CARTAGENA

Property News & Headlines:
...
<table>
<thead>
<tr>
<th><strong>DELANO</strong></th>
<th><strong>ARENAS DE JOSÉ IGNACIO</strong></th>
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<tbody>
<tr>
<td><strong>OPENING</strong></td>
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<tr>
<td><strong>KEYS</strong></td>
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<tr>
<td><strong>RESIDENCES</strong></td>
<td>140</td>
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<tr>
<td><strong>PARTNER/DEVELOPER</strong></td>
<td>Roulinco Realty + Development</td>
</tr>
<tr>
<td><strong>ARCHITECT/DESIGN</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>CONTRACT</strong></td>
<td>Managed</td>
</tr>
</tbody>
</table>

Property News & Headlines:

...
ICONIC ELEMENTS: STIMULATE THE IMAGINATION

Our design provokes conversation and encourages play.

Our platforms, programming, and spaces provide an environment for exploration, entertainment, and creative energy.
ICONIC ELEMENTS: BRINGING PEOPLE TOGETHER

Whether it’s communal spaces for gathering or chairs in the pool encouraging you to strike up a conversation, we create spaces for connecting and belonging, so everyone feels welcome.
ICONIC ELEMENTS:

THE SUBLIME

We never underestimate the power of the sublime.

Indulgent touches speak to our refinement, personal attentiveness, and uncompromising gift for lavish care.
THE DELANO GUESTROOM

Average Room Size: 45 Square Meters
DELANO
RESTAURANT BRANDS

Cleo
MEDITERRÁNEO

Fí Lia

Katsuya

Leynia
DELANO NIGHTLIFE BRANDS

NIGHTLIFE & DAY CLUBS

DELANO BEACH CLUB

privilege

MIXOLOGY & LOUNGES

DOHENY ROOM
Mykonos to Miami

We are thrilled to share that we are partnering with the iconic Nammos of Mykonos to bring the legendary daylife experience to Delano South Beach.
To pamper your every need and create an exceptional and soothing relaxation experience that exceeds your expectations.

Designed with an unerring eye for luxury, comfort and state-of-the-art technology; Ciel Spa is a place of escape where recharging the inner spirit and enhancing physical well-being come from true and spirited innovation. All SLS guestrooms feature Ciel Reserve bath amenities.

REFINED RELAXATION
A PLACE TO REVITALIZE
CELESTIAL ESCAPE
MEETINGS & EVENTS

Delano sets the stage for many occasions.

CORPORATE EVENTS:
Award Dinners, Board Meetings & Seminars, Conventions, Client Luncheons, Holiday Parties, Incentive Programs, Networking Events, Product Launches, Press Junkets, Trade Shows, Screenings

SOCIAL EVENTS:
Bar/Bat Mitzvahs, Birthdays, Fundraisers, Graduations, Anniversaries, Vow Renewals, Bachelor(ette) Parties, Bridal + Baby Showers, Engagement + Rehearsal Dinners, Wedding Ceremonies + Receptions
A feeling that stays with you long after you leave.
VISUAL IDENTITY:

LOGO

DELANO
SOUTH BEACH | LAS VEGAS | DUBAI | RIO DE JANEIRO | CARTAGENA

DELANO
SOUTH BEACH

DELANO
LAS VEGAS

DELANO
DUBAI

DELANO
CARTAGENA
VISUAL IDENTITY

IN-ROOM BRANDING

Sophisticated, Minimal, Naturally Understated

Delano-branded materials should signify refinement, through every communication. From typography and color, down to the texture of paper, no detail should be overlooked.
VISUAL IDENTITY
PRINTED COLLATERAL

Sophisticated, Minimal, Naturally Understated

Delano-branded materials should signify refinement, through every communication. From typography and color, down to the texture of paper, no detail should be overlooked.
VISUAL IDENTITY
IN-VENUE BRANDING

Sophisticated, Minimal, Naturally Understated

Delano-branded materials should signify refinement, through every communication. From typography and color, down to the texture of paper, no detail should be overlooked.
The 20 custom Delano illustrated icons can be used as a design element to add a touch of whimsy to print, digital and social collateral.

The icons were designed around the “nourishment of the senses” and are organized by taste, touch, smell, see and sound.
VISUAL IDENTITY

AD SAMPLE

DIGITAL
VISUAL IDENTITY
AD SAMPLE
SOCIAL
DELANO PRESS & ACCOLADES

THE PHILIPPE STARCK POWERHOUSE CONTINUES TO DEFINE THE PARADIGM OF SOUTH BEACH DÉCOR AND GLAMOUR

- Fodor’s Travel

DELANO LAS VEGAS - HOT LIST 2015

- Conde Nast Traveler

EVEN BY LOFTY LAS VEGAS STANDARDS, IN AN EVER-CHANGING CITY ON THE MOVE WHERE NEW HOTELS OPEN ALL THE TIME, DELANO IS SOMETHING SPECIAL.

DELANO SOUTH BEACH BEST HOTEL POOL 2017

- USA Today
ACCOR DISTRIBUTION SOLUTION*
110 distribution channels at best market conditions

Source: CRS Official figures as of end 2019

*All Accor brands excluding recently integrated:
Delano, SLS, The House of Originals, Mondrian, Hyde, greet, Mantis, Tribe
Official figures as of end 2019

<table>
<thead>
<tr>
<th>Channel</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCOR WEB (ALL ACCOR.COM + APP BRAND.COM)</td>
<td>19%</td>
</tr>
<tr>
<td>WEB PARTNERS (OTA)</td>
<td>15%</td>
</tr>
<tr>
<td>GDS/IDS</td>
<td>18%</td>
</tr>
<tr>
<td>INFLUENCED HOTEL DIRECT*</td>
<td>4%</td>
</tr>
<tr>
<td>E-mails &amp; cluster services</td>
<td>7%</td>
</tr>
<tr>
<td>DIRECT SALES</td>
<td>38%</td>
</tr>
<tr>
<td>INDIRECT SALES</td>
<td>25%</td>
</tr>
<tr>
<td>38% DIRECT SALES</td>
<td></td>
</tr>
<tr>
<td>FOCUS WEB (ACCOR WEB + WEB PARTNER)</td>
<td>33%</td>
</tr>
<tr>
<td>10M ROOM NIGHTS</td>
<td></td>
</tr>
<tr>
<td>€2,019M ROOM REVENUE</td>
<td></td>
</tr>
</tbody>
</table>

63% OF LUXURY & PREMIUM ROOM REVENUE COMES THROUGH ACCOR CENTRAL RESERVATION SYSTEM

10M ROOM NIGHTS
€2,019M ROOM REVENUE

37% HOTEL PMS
38% DIRECT SALES
25% INDIRECT SALES

Official figures as of end 2019
NEW BOOKING ENGINE & APP

- **1 MULTIBRAND PORTAL**
  - ALL.ACCOR.COM

- **1 LIFESTYLE COMPANION APP**

- **18 BRAND.COM WEBSITES**

- **300M** Website + App visits
- **2200** Destinations
- **18** Languages
- **56%** Mobile and App visits*
- **1** download every minute
- Plugged to **ALL.ACCOR.COM**

Official figures as of end 2019
NEW LOYALTY PROGRAM

THE ONLY LIFESTYLE LOYALTY PROGRAM

NEW LIMITLESS EXPERIENCES AND EXTENDED OPPORTUNITIES TO EARN & REDEEM POINTS

NEW BENEFITS
- 2 New tiers (diamond & limitless hidden tier)
- 34 Brands and +
- Suite Night Upgrade
- F&B outside a stay

NEW PARTNERSHIPS
- PSG – Games / Net media value €200m to ALL
- AEG – Worldwide arenas & festivals
- IMG – Taste festivals

THE FAST GROWING LOYALTY PROGRAM

- 64M Loyalty members worldwide*
- 31% Loyalty contribution rate
- X 2 Members stay twice more
- X 2 Members spend twice more

THE MOST GLOBAL LOYALTY PROGRAM

- 214M Loyalty members worldwide*

Official figures as of end 2019
APPENDIX
DEVELOPMENT CRITERIA

Programming & Development

**AAA ultra city center location, historic conversion**

**WORLDWIDE**

<table>
<thead>
<tr>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>100 – 200 keys</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>-10% -15% of worldwide</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>80 – 100 sqm</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>100 – 200 keys</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>36 – 40 sqm</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>100 – 120 sqm</td>
</tr>
</tbody>
</table>

**FOOD & BEVERAGE**

1 sbe lifestyle touch F&B outlet at least
1+ bar/lounge
1+ destination 3 meal restaurant

**WELL-BEING**

Ciel Spa (on market demand)
Pool (on market demand)
Fitness Center (on market demand)

**MEETINGS**

Meeting rooms (on market demand)
Ballroom (on market demand)
DESIGN & TECHNICAL SERVICES

All technical documents are available after NHCSA is signed.