WHY INVEST IN MONDRIAN

ACCOR GLOBAL DEVELOPMENT
FEBRUARY 2019

MONDRIAN
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

GLOBAL BRANDS

KATSUYA
THE BAZAAR
carna

THE HOUSE OF ORIGINALS

ALTITUDE POOL & LOUNGE
Hudson Tavern
Leylna
TRES
WALIMA

MIXOLOGY & LOUNGES

BIDENY
BLIND SPOT
DANDELYAN
RUMPUS ROOM
SAAM

NIGHTLIFE & DAY CLUBS

HYDE
ALTITUDE POOL & LOUNGE
NIGHTINGALE

RESTAURANTS

HOTELS

NIGHTLIFE

RESIDENCES & SPAS

GLOBAL

SLS
DELANO
MONDRIAN
HYDE

THE HOUSE OF ORIGINALS

SHORE CLUB
ST MARTINS LANE
10 KARAKÖY
SANDERSON
The Redbury
HUDSON

RESIDENCES

SLS
DELANO
MONDRIAN
HYDE

SPAS

CIEL SPA

#thisisbeyond
CURRENT PORTFOLIO

LOCATIONS: 170
HOTELS & RESIDENCES: 120+
RESTAURANTS: 96
LOUNGES: 50

DEVELOPMENT PIPELINE

LOCATIONS: 28*
HOTELS & RESIDENCES: 35+
RESTAURANTS: 70+
LOUNGES: 15

*By the end of 2018
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.

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

**DESIGN COLLABORATORS**

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

- **AVENUE INTERIORS**
  - SLS Baha Mar
  - SLS Beverly Hills Renovation

- **PIERO LISSONI**
  - SLS Cancún
  - SLS Puerto Madero
  - SLS Washington, D.C.

- **LENNY KRAVITZ DESIGN**
  - SLS Las Vegas
  - SLS South Beach

- **MARTIN HEIERLING**
  - Chief Culinary Officer, sbe

- **JOSE ANDRÉS**
  - The Bazaar
  - SLS
  - Michelin-Starred

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

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

- **DANNY ELMALEH**
  - Cleo
  - SLS/Mondrian
  - Hyde/Delano

**CULINARY COLLABORATORS**

- **JOSE ICARDI**
  - Leynia, Díez y Seis
  - SLS/Mondrian
  - Hyde/Delano

- **DARIO CECCCHINI**
  - Carna
  - SLS

- **DANIEL BOULUD**
  - French Concept
  - SLS
  - James Beard Award Winner

- **MAKOTO OKUMA**
  - Pan-Asian Concept
  - SLS
  - James Beard Award Winner
LEVERAGE THE Platform

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.

*Engaging Dakota for Development Management is encouraged but not required.
There is nothing like Mondrian. With staircases to dream upon, giant bells to welcome guests and the most inventive design in hotels, Mondrian is a version of wonderland. The design is the most clear expression of the thoughtfulness and creativity that goes into making every guest feel that they are discovering a world plugged into a culture curated exclusively for them.

Mondrian is a way of travel. With its groundbreaking design and progressive programming it is a “must” destination for locals or travelers. Mondrian is always at the heart of the most exciting cultural scenes in the world, serving up innovation and creativity for everyone. Mondrian provides a playful framework so that guests and locals alike can immerse themselves in the culture of each city it inhabits. At Mondrian, anything you want is yours… and we do it with an international level of service, everywhere.
**MONDRIAN TOP 3 USPs**

**CULTURAL CONNOISSEUR**

- Mondrian is at the cultural center of a city. It recognizes the culture of a place and expands what that culture can be.
- Mondrian is always at the heart of the most exciting cultural scenes in the world, serving up innovation and creativity for everyone.

**A “MUST DESTINATION” FOR LOCALS AND INTERNATIONAL TRAVELERS**

- Each property’s design elements are rooted directly in the city in which it resides – featuring local artists, designers and chefs.
- Mondrian provides a playful framework so that guests and locals alike can immerse themselves in the culture of each city it inhabits.

**THE sbe PLATFORM**

- Unique lifestyle living expertise to program a one of a kind destination experience.
- Unique expertise in design, restaurant & nightlife concepts with renowned interior designers & chefs.
- Unique full circle approach to hospitality with turnkey solutions for branding, development, management of a property.
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**CURRENT PORTFOLIO**

<table>
<thead>
<tr>
<th>Region</th>
<th>Rooms</th>
<th>Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>631 rooms</td>
<td>3 hotels</td>
</tr>
<tr>
<td>Africa-Middle East</td>
<td>270 rooms</td>
<td>1 hotel</td>
</tr>
<tr>
<td>Total</td>
<td>901 rooms</td>
<td>4 hotels</td>
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</table>

**DEVELOPMENT PIPELINE**

<table>
<thead>
<tr>
<th>Region</th>
<th>Rooms</th>
<th>Hotels</th>
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</thead>
<tbody>
<tr>
<td>Americas</td>
<td>200 rooms</td>
<td>1 hotel</td>
</tr>
<tr>
<td>Africa-Middle East</td>
<td>150 rooms</td>
<td>1 hotel</td>
</tr>
<tr>
<td>Total</td>
<td>350 rooms</td>
<td>2 hotels</td>
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</table>

**CURRENT PORTFOLIO**

- **MONDRIAN LOS ANGELES**
- **MONDRIAN DOWNTOWN LOS ANGELES**
- **MONDRIAN POLANCO, MEXICO CITY**
- **MONDRIAN DEL VALLE, MEXICO CITY**
- **MONDRIAN PLAYA DEL CARMEN**
- **MONDRIAN PARK AVENUE**
- **MONDRIAN ATLANTA**
- **MONDRIAN SOUTH BEACH**
- **MONDRIAN DUBAI**
- **MONDRIAN DOHA**
- **MONDRIAN DOWNTOWN LOS ANGELES**
- **MONDRIAN POLANCO, MEXICO CITY**
- **MONDRIAN DEL VALLE, MEXICO CITY**
- **MONDRIAN PLAYA DEL CARMEN**
Property News & Headlines:

“Mondrian is the most happening place in LA”

“Drips with Hollywood glamour—the ivy-covered rooftop pool lounge, Skybar, is an A-list magnet”

“Where L.A. Comes to Play”

MONDRIAN
LOS ANGELES

14,000 Square Feet
236 Key Count
195 Suites
1 Penthouse

Philippe Starck
Designer

Food & Beverage
SKYBAR
Fi’lia

Amenities
Swimming Pool / Fitness Center

Awards
2018 Tablet Hotel Awards; Best Nightlife, North America

FLAGSHIPS

10 | WHY INVEST IN MONDRIAN | NETWORK & PIPELINE | FEBRUARY 2019 MONDRIAN
Property News & Headlines:

“A surreal maze of whimsical lounge pillows, “kissing corners” and arcane passageways centered on a stylish bayfront swimming pool”

“Fanciful, exuberantly patterned confection overlooking Biscayne Bay”

Marcel Wanders
Designer

15,000 Square Feet
215 Key Count
102 Suites

Food & Beverage
Mondrian Bar
Mondrian Caffe

Amenities
Fitness Room / GUYandGIRL Spa / Recreational Water Sports
Boat Slip Marina with Private Dock Master

Awards
2017 Condé Nast Traveler Readers’ Choice Top Hotels in Miami
2014 Miami New Times “Best of Miami”, Best Hotel
Property News & Headlines:

“DON’T BE SHY. That’s the message of the theatrical Mondrian brand.”

“The 50 Most Luxurious Hotels In New York City”
Property News & Headlines:

"Mondrian Doha debuts with the most decadent bridal suite in the world"

"Mondrian Doha is a lavish feast for the senses"

"Luxury is Defined at the Mondrian Doha"

Mondrian Doha

26,000 Square Feet

59 Suites

Key Count

Suites

Marcel Wanders

Designer

South West Architecture

Architect

Amenities

ESPA Spa / Rooftop Pool

Fitness Center / Bridal Suite

Food & Beverage

Morimoto

CUT by Wolfgang Puck

Walima

Hudson Tavern

RISE

Black Orchid

Smoke & Mirrors

Magnolia Bakery

2018 Fact Magazine Dining Awards, Doha: “Best Overall” Morimoto; “Best Newcomer, Fine Dining” Cut By Wolfgang Puck

Forbes

"Mondrian Doha debuts with the most decadent bridal suite in the world"

Robb Report

"Mondrian Doha is a lavish feast for the senses"

LUX

“Luxury is Defined at the Mondrian Doha"
UPCOMING OPENINGS

MONDRIAN
DTLA

Coming soon

KEYS
282 MONDRIAN

RESIDENCES
240

PARTNER/DEVELOPER
The Peebles Corporation

ARCHITECT/DESIGN
-

CONTRACT
Managed

Property News & Headlines:

“City's Chief Legislative Analyst recommends that Los Angeles officials select a joint venture between MacFarlane Partners, the Peebles Corporation, and Claridge Properties to develop Angels Landing, a coveted property adjacent to the Angels Flight railway.”
UPCOMING OPENINGS

MONDRIAN
ATLANTA

OPENING
2022

KEYS
189

RESIDENCES

PARTNER/DEVELOPER

ARCHITECT/DESIGN

LICENSED

Property News & Headlines:

...
UPCOMING OPENINGS

MONDRIAN
DUBAI

OPENING
2020

KEYS
150

RESIDENCES
85

PARTNER/DEVELOPER
Al Hamla Real Estate Investments

ARCHITECT/DESIGN
Tristan Auer

CONTRACT
Managed

Property News & Headlines:

...
<table>
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<tr>
<th>OPENING</th>
<th>2021</th>
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<tbody>
<tr>
<td>KEYS</td>
<td>144</td>
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<tr>
<td>RESIDENCES</td>
<td>126</td>
</tr>
</tbody>
</table>

**MONDRIAN**

**POLANCO**

**UPCOMING OPENINGS**

- **PARTNER/DEVELOPER**
- **ARCHITECT/DESIGN**
- **CONTRACT**
  - Licensed

**Return to Pipeline List**

Property News & Headlines:

...
**ICONIC ELEMENTS:**

**LOCAL CULTURE**

*Inspired by the cities that they reside in.*

Mondrian by design is a brand that allows each property to have a personality of its own – and that comes through in unique design elements inspired by the city they reside in.
ICONIC ELEMENTS:

OVERSIZED ELEMENTS

Our design is always surprising.

Mondrian properties around the world feature signature design elements that represent the locale and the mindset of the designer.
ICONIC ELEMENTS:
THE STAIRCASE

From the mind of Marcel Wanders.

Each Mondrian that has been designed by Marcel Wanders features the iconic staircase – from South Beach to Doha – it is always a focal point of the hotel from a design perspective.
CIEL SPA

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
Mondrian
Restaurant Brands

Cleo
Mediterraneo

Lilia

Katsuya

Umami Burger

Hudson Tavern

Leynia

Diez y Seis by sbe
Mondrian is a way of travel. With its groundbreaking design and progressive programming it is a “must” destination for locals or travelers. Mondrian is always at the heart of the most exciting cultural scenes in the world, serving up innovation and creativity for everyone. Mondrian provides a playful framework so that guests and locals alike can immerse themselves in the culture of each city it inhabits. At Mondrian, anything you want is yours... and we do it with an international level of service, everywhere.
MONDRIAN PRESS & ACCOLADES

MONDRIAN LA
Mondrian is the most happening place in LA.

The Hotel Rooftop:
Expensive Drinks, Priceless Views

The 189-rooms Mondrian Park Avenue, at 30th Street and Par Avenue South, occupies what was once a 15-story office building, to which five stories have been added. The hotel's former rooftop is now a lounge called Fifteen Stories, with a 3,000-square-foot space enclosed by a glass structure and a 2,000-square-foot wraparound terrace overlooking both Park Avenue and 30th Street.

The New York Times

MONDRIAN DOHA
Mondrian Doha debuts with the most decadent bridal suite in the world.

Forbes

The best of British
(with color, quirk, and whimsy).
Hot List 2015 – Design Stars

Traveler

The fanciful, exuberantly patterned confection overlooking Biscayne Bay, is the bainchild of Marcel Wanders, the 45-year-old Dutch designer.

FastCompany
ACCOR DISTRIBUTION SOLUTION

>110 Global Distribution Channels at Best Market Conditions

Source: CRS Official figures as of end 2018
ACCOR DISTRIBUTION PERFORMANCE POWERED BY ACCOR FOR LUXURY & PREMIUM BRANDS

FOCUS ON WEB
BRAND.COM +
ACCORHOTELS.COM +
MOBILE WEBSITES +
PARTNER WEBSITES

36%

€1.786 MILLION

WEB ACCOR & PARTNERS
ONLINE SALES FOR LUXURY & PREMIUM BRANDS

ONLINE ROOM REVENUE
LUXURY & PREMIUM BRANDS

CALL CENTRES, INTRA HOTEL & CLUSTER SERVICES

33% DIRECT SALES

59%

ACCORHOTELS CENTRAL RESERVATION SYSTEM

WEB PARTNERS (OTAS)

18%

18%

8%

26% INDIRECT SALES

41% HOTEL PMS

59% ACCORHOTELS WEB WEBSITE, MOBILE SITES & APP

Official figures as of end 2018
ACCOR OWNS THE MOST INTERNATIONAL AND FAST GROWING LOYALTY PROGRAM

LOYALTY MEMBERS WORLDWIDE

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

GUEST ORIGIN

- Americas 18%
- Asia-Pacific 31%
- Northern Europe 12%
- France 13%
- Central & Eastern Europe 6%
- Mediterranean, Middle East & Africa 20%

>53 MILLION MEMBERS WORLDWIDE

+27,700 MEMBERS EVERY DAY

A WORLDWIDE PROGRAM

- 20 brands
- 3,500 hotels in 100 countries
- Free enrollment
- 100% web based program
- Partnerships with major airline loyalty program: Skyteam, One World, Star Alliance...

LE CLUB ACCORHOTELS REPRESENTS 34.6% OF ALL ROOMNIGHTS

Source: LCAH by end of 2018
# DEVELOPMENT CRITERIA

## Development & programming

<table>
<thead>
<tr>
<th>HOTEL</th>
<th>RESORT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AAA ultra city center location, historic conversion</strong></td>
<td><strong>WORLDWIDE</strong></td>
</tr>
<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>200 keys and +</td>
</tr>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>26 – 32 sqm</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>60 – 75 sqm</td>
</tr>
<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>150 keys and +</td>
</tr>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>32 – 38 sqm + balcony</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>75 – 110 sqm</td>
</tr>
</tbody>
</table>

### Food & Beverage
- 1 3 meal restaurant
- 1 Signature restaurant
- 1 Signature Bar
- 1 Lounge

### Well-Being
- Ciel Spa (on market demand)
- Pool (on market demand)
- Fitness Center

### Meetings
- Meeting rooms (on market demand)
- Ballroom (on market demand)

### Prime Locations
- Capitals Key Cities & Resort Destinations
- Major Domestic Destinations
- Other Cities & Attractive Touristic Destinations

### Secondary Locations

### Airports Suburbs

### Performance
- Partnership with Accor

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MONDRIAN

sbe

A GLOBAL LIFESTYLE HOSPITALITY COMPANY