WHY INVEST IN MONDRIAN

FEBRUARY 2020
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
- S Bar
- Blind Spot
- Saam
- Rumpus Room
- Monkey Bar

NIGHTLIFE
- #thisisbeyond

HOTELS

RESTAURANTS

RESIDENCES & SPAS

NIGHTLIFE & DAY CLUBS
- Hyde
- Altitude Pool & Lounge
- Nightingale Plaza
- Sky Bar
- Bond
- Rise
- Black Orchid
- Privilege
- XIV Sessions
- FoxTail
- Nammos

IN PARTNERSHIP WITH
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
- Avenue Interiors
- Piero Lissoni
- Lenny Kravitz
- Martin Heierling
- Danny Elmaleh
- Tom Dixon
- Yabu Pushelberg
- David Rockwell
- Marcel Wanders

**Culinary Collaborators**

- José Andrés
- José Icardi
- Dario Cecchini
- Danilo Boullud
- Makoto Okuma

**Disruptive Innovation Lab**

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

*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 at the cultural center of a city. It is inspired by the city it resides in.

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 through oversized elements, serving up innovation and creativity for everyone.

Iconic brand identifier: spectacular staircase.
BRAND COMPETITION
THE MONDRIAN FOOTPRINT

CURRENT PORTFOLIO

<table>
<thead>
<tr>
<th>Continent</th>
<th>Rooms</th>
<th>Hotels</th>
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<tr>
<td>Americas, Asia &amp; Europe</td>
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<tr>
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<td>Total</td>
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<th>Continent</th>
<th>Rooms</th>
<th>Hotels</th>
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<tr>
<td>Americas, Asia &amp; Europe</td>
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<tr>
<td>Africa-Middle East</td>
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<td>3</td>
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DEVELOPMENT PIPELINE

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<th>Continent</th>
<th>Rooms</th>
<th>Hotels</th>
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</tr>
<tr>
<td>Total</td>
<td>1,030</td>
<td>5</td>
</tr>
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By December 2019

816 rooms
5 hotels

270 rooms
1 hotel

1,030 rooms
5 hotels
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

Philippe Starck
Designer

Food & Beverage
SKYBAR
Ivory on Sunset

Amenities
Swimming Pool / Fitness Center

Awards
2018 Tablet Hotel Awards; Best Nightlife, North America
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 Suites

102 Key Count

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:

“An American dream” of whimsical lounge pillows, “kissing corners” and arcane passageways centered on a stylish bayfront swimming pool.”

“Fanciful, exuberantly patterned confection overlooking Biscayne Bay.”
**Mondrian Park Avenue**

- **Square Feet:** 4,000
- **Key Count:** 180
- **Floor:** 1
- **Penthouse Suite**
- **Food & Beverage:**
  - **Cleo**
  - **15 Stories**
  - **Boogie Woogey**

**Amenities**

- Access to Luxury Gym

**Designers**

- Philippe Starck

**Developer**

- Dakota Development

**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"
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

Marcel Wanders
Designer

South West Architecture
Architect

Amenities
ESPA Spa / Rooftop Pool
Fitness Center / Bridal Suite

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

Food & Beverage
Morimoto
CUT by Wolfgang Puck
Walima
Hudson Tavern
RISE
Black Orchid
Smoke & Mirrors
Magnolia Bakery

Property News & Headlines:

Forbes  “Mondrian Doha debuts with the most decadent bridal suite in the world”

Robb Report  “Mondrian Doha is a lavish feast for the senses”

“Luxury is Defined at the Mondrian Doha”
MONDRIAN
ATLANTA

OPENING
2022

KEYS
189

RESIDENCES

LICENSED

CONTRACT

PROPERTY NEWS & HEADLINES:

...
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.”
MONDRIAN
DUBAI

OPENING
2020

KEYS
150

RESIDENCES
85

PARTNER/DEVELOPER
Al Hamla Real Estate Investments

ARCHITECT/DESIGN
Tristan Auer

CONTACT
Managed

Property News & Headlines:
MONDRIAN
PLAYA DEL CARMEN

OPENING
2021

KEYS
100

RESIDENCES
-

PARTNER/DEVELOPER
Howard Hospitality Group

ARCHITECT/DESIGN
- 

CONTRACT
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<table>
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<tr>
<th>MONDRIAN</th>
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<tr>
<td>OPENING</td>
<td>2021</td>
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<tr>
<td>KEYS</td>
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<tr>
<td>RESIDENCES</td>
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<td>ARCHITECT/DESIGN</td>
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Property News & Headlines:

...
MONDRIAN DEL VALLE

OPENING

2021

KEYS

-

RESIDENCES

TBD

PARTNER/DEVELOPER

IDU

ARCHITECT/DESIGN

-

CONTRACT

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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.
THE MONDRIAN GUESTROOM

Average Room Size: 35-40 Square Meters
MONDRIAN
RESTAURANT BRANDS

Cleo
Mediterráneo

Filia

Katsuya

Umami Burger

Hudson Tavern

Leynia

Diez y Seis
MONDRIAN NIGHTLIFE BRANDS

NIGHTLIFE & DAY CLUBS

HYDE
BLACK ORCHID
BOND
RISE
SKYBAR
privilege

MIXOLOGY & LOUNGES

DANDELYAN
DOHENY ROOM
RUMPUS ROOM
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 &

Mondrian 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

“Mondrian Doha debuts with the most decadent bridal suite in the world.”
- FORBES
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.
Going back to the very name Mondrian, the concept is influenced by the work of Piet Mondrian with his rigorous and powerful grid.

In his work Broadway Boogie Woogie he famously translated a city into a few lines of yellow and red. This concept translates the silhouette of each Mondrian building into an abstraction of its line with a signature color.
MONDRIAN PRESS & ACCOLADES

MONDRIAN PARK AVENUE

DON'T BE SHY. That's the message of the theatrical Mondrian brand. For its Park Avenue outpost, the team behind the property—led by Joe Faust, president of sbe's Dakota Development unit—took that mandate beyond just edgy design.

Mondrian Heads to Global Gateway Cities

The Mondrian Park Avenue property is an example of sbe’s vision for the brand: its F&B options, in particular, bring foreign experiences to the city's market.

HotelBusiness

The Hotel Rooftop: Expensive Drinks, Priceless Views

The 189-room Mondrian Park Avenue, at 30th Street and Park 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 South and 30th Street.

The New York Times
MONDRIAN PRESS & ACCOLADES

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

Forbes
Mondrian Doha is a lavish feast for the senses.

Robb Report

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

– Best Hotel Pools in Miami

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

MONDRIAN LA
Mondrian is the most happening place in LA.

TRAVEL+LEISURE
Designer Benjamin Noriega-Ortiz spearheaded the hotel’s renovation, giving it a more relaxed vibe, yet it still drips with Hollywood glamour—the ivy-covered rooftop pool lounge, Skybar, is an A-list magnet.

SURFACE
HOTELS

FST COMPANY
ACCOR DISTRIBUTION SOLUTION*  
110 distribution channels at best market conditions

1,100 distribution channels at best market conditions

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

Source: CRS Official figures as of end 2019
ACCOR DISTRIBUTION PERFORMANCE POWERED BY ACCOR FOR LUXURY & PREMIUM BRANDS
(Room Revenue based)

Official figures as of end 2019

10M ROOM NIGHTS

€2,019M ROOM REVENUE

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

38% DIRECT SALES

37% HOTEL PMS

19% ACCOR WEB

ALL.ACCOR.COM + APP BRAND.COM

15% WEB PARTNERS (OTAs)

18% GDS/IDS

4% VOICE

33% WEB

(ACCOR WEB + WEB PARTNER)

25% INDIRECT SALES

15% DIRECT SALES

19% INFLUENCED HOTEL DIRECT*

*E-mails & cluster services

18% FOCUS WEB

(ACCOR WEB + WEB PARTNER)

Official figures as of end 2019
NEW BOOKING ENGINE & APP

1 MULTIBRAND PORTAL
ALL.ACCOR.COM

- 300M Website + App visits
- 2200 Destinations
- 18 Languages

1 LIFESTYLE COMPANION APP

- 56% Mobile and App visits*
- 1 download every minute

18 BRAND.COM WEBSITES

- 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

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## 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*
- **31%** Loyalty contribution rate
- **X 2** Members stay twice more
- **X 2** Members spend twice more

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*Official Figures as of end 2019*
## DEVELOPMENT CRITERIA

### Programming & Development

<table>
<thead>
<tr>
<th>AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION</th>
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<tbody>
<tr>
<td><strong>RECOMMENDED NUMBER OF ROOMS</strong></td>
<td>200 keys and +</td>
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<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td>26 – 32 sqm</td>
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<tr>
<td><strong>TGFA / ROOM</strong></td>
<td>60 – 75 sqm</td>
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<td><strong>RECOMMENDED NUMBER OF ROOMS</strong></td>
<td>150 keys and +</td>
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<td><strong>ROOM AVERAGE SIZE</strong></td>
<td>32 – 38 sqm + balcony</td>
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<td><strong>TGFA / ROOM</strong></td>
<td>75 – 110 sqm</td>
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<tr>
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<th>RESORT</th>
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<tr>
<td><strong>FOOD &amp; BEVERAGE</strong></td>
<td>1 sbe lifestyle touch F&amp;B outlet at least</td>
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<tr>
<td></td>
<td>1+ bar/lounge</td>
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<tr>
<td></td>
<td>1+ destination 3 meal restaurant</td>
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<tr>
<td><strong>WELL-BEING</strong></td>
<td>Ciel Spa (on market demand)</td>
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<td>Pool (on market demand)</td>
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<td>Ballroom (on market demand)</td>
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**TGFA**: Total Gross Floor Area
DESIGN & TECHNICAL SERVICES

All technical documents are available after NHCSA is signed

SBE ENGINEERING DESIGN GUIDELINES
Can be used after HCSA is signed

SBE ARCHITECTURAL DESIGN GUIDELINES
Can be used after HCSA is signed
THANK YOU