WHY INVEST IN THE HOUSE OF ORIGINALS

ACCOR GLOBAL DEVELOPMENT

FEBRUARY 2019

sbe
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.
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 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

- **José Andrés**
  - Katsuya
  - James Beard Award Winner

- **Makoto Okuma**
  - Pan-Asian Concept
  - SLS
  - James Beard Award Winner

- **Danni Elmaleh**
  - Cleo
  - SLS/Mondrian L.A.
  - Delano

- **Tom Dixon**
  - Mondrian London

- **Yabu Pushelberg**
  - SLS LUX Brickell

- **David Rockwell**
  - The Rockwell Group
  - Hyde

- **Marcel Wanders**
  - Mondrian South Beach
  - Mondrian Doha

**CULINARY COLLABORATORS**

- **José Icardi**
  - Leynia, Diseñando Seis
  - SLS/Mondrian L.A.
  - Hyde/Delano

- **Dario Cecchini**
  - Carna
  - SLS

- **Daniel Boulu**
  - French Concept
  - SLS
  - James Beard Award Winner

- **Katsuya Uechi**
  - James Beard Award Winner

- **Michael Schwartz**
  - Fi’lia
  - SLS/Mondrian L.A.
  - Hyde/Delano
  - James Beard Award Winner

- **Katsuya**
  - SLS/Mondrian L.A.
  - Hyde/Delano

- **José Andrés**
  - The Bazaar
  - SLS/Michelin-Starred

- **Disruptive Innovation Lab**
  - Professional entertainment and renown chefs

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

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.
The House of Originals is a vibrant collection of hotels with a bold spirit that challenges and inspires.

Some people can do innovative things. Some people are innovators. Inside our community, we share a common spirit. A spirit of constant innovation. The House of Originals has historic hotels, iconic even - but that is not what makes them one of us. They recognize their heritage alone is not enough. True originals don’t question once, they always question. We are this bold spirit. A community that challenges, learns and inspires. Not following fashions, but leading fashions. From nightlife, to design, culinary and mixology. For every hotel with this undying spirit and promise of originality. Welcome to The House of Originals.
INDIVIDUALITY MEETS COMMUNITY

• A vibrant collection of hotels with a bold spirit that inspires – each property is unique, with deep roots within the city that it resides in. They do not follow trends. They are original in all that they do.

• The properties in The House of Originals are not buying into a corporation but instead a community - a network. A group that learn from each other. That inspire each other.

UNPRETENTIOUS LUXURY

• A sense of luxury that never takes itself too seriously

• No need to conform to the norms of the hospitality industry.

THE sbe PLATFORM

• Unique lifestyle living expertise to program a one of a kind destination experience

• Unique expertise in design, restaurant & nightlife concepts with reknown interior designers & chefs

• Unique full circle approach to hospitality with turnkey solutions for branding, development, management of a property
CURRENT PORTFOLIO

<table>
<thead>
<tr>
<th></th>
<th>AMERICAS</th>
<th>EUROPE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>170 rooms</td>
<td>1 hotel</td>
<td></td>
<td>170 rooms</td>
</tr>
</tbody>
</table>

DEVELOPMENT PIPELINE

- 1,186 rooms 2 hotels
- 354 rooms 2 hotels
- 1,540 rooms 4 hotels

*By the end of 2018

- ORIGINALS DETROIT
- SANDERSON LONDON
- ST MARTINS LANE LONDON
- SHORE CLUB SOUTH BEACH
- 10 KARAKÖY ISTANBUL

1,186 rooms 2 hotels
354 rooms 2 hotels
1,540 rooms 4 hotels

TOTAL

170 rooms 1 hotel

NETWORK & PIPELINE

WHY INVEST IN THE HOUSE OF ORIGINALS | NETWORK & PIPELINE | FEBRUARY 2019
Sinan Kafadar
Designer

Food & Beverage
Brasserie Ten
Kupaj Lounge
ON10

Amenities
Sky Terrace

10 KARAKÖY
1,600 Square Feet
4 Suites
71 Key Count
1 Penthouse

Property News & Headlines:
Property News & Headlines:

8/10 Rating, “Think Alice in Wonderland-style fantasy with baroque styling”

“London's most exquisite hotels for a stand-out wedding”;

Best for a Modern Wedding: Sanderson

Philippe Starck
Designer

Amenities
agua Bathhouse & Spa / Courtyard Garden
Fitness Center

Awards
2018 TripAdvisor Certificate of Excellence
2011 World Travel Awards “Europe’s Leading Design Hotel”

SANDERSON

23,000 Square Feet
18 Suites

150 Key Count
2 Penthouses

Food & Beverage
The Restaurant at Sanderson
Mad Hatters
Afternoon Tea
Long Bar
Purple Bar
Billiard Room

23,000
150
18
2

Key Count
Suites

Square Feet
Penthouses

Property News & Headlines:

The Telegraph 8/10 Rating, “Think Alice in Wonderland-style fantasy with baroque styling”

The Telegraph “London’s most exquisite hotels for a stand-out wedding”; Best for a Modern Wedding: Sanderson
Jose Icardi’s Diez y Seis Pays Homage to Mexican Cuisine

Set against the gorgeous backdrop of the Shore Club’s memorable infinity-edge pool, Diez y Seis will showcase chef Jose Icardi’s innovative approach to Mexican cuisine in a stunning indoor/outdoor setting.

David Chipperfield
Designer

Madison Cox
Architect

Amenities
- Pool at Shore Club / Spa at Shore Club / Workout Room
- Complimentary Bikes

Food & Beverage
Diez y Seis
SKYBAR

SHORE CLUB
10,000 Square Feet
308 Key Count
44 Suites

“Jose Icardi’s Diez y Seis Pays Homage to Mexican Cuisine”

“Set against the gorgeous backdrop of the Shore Club’s memorable infinity-edge pool, Diez y Seis will showcase chef Jose Icardi’s innovative approach to Mexican cuisine in a stunning indoor/outdoor setting.”
Property News & Headlines:

“A Restaurant For Rum-Lovers And Ceviche Connoisseurs” (Asia de Cuba)

Philippe Starck
Designer

ST MARTINS LANE

10,000  Square Feet
204  Key Count
14  Suites
1 Penthouse & Apartment Suite

Food & Beverage
Asia de Cuba
St. Martins Lane Kitchen
Den
Blind Spot

Amenities
Jones & Payne Hair Salon / Gymbox featuring Olympic-Sized Boxing Rings

Awards
2017 OpenTable Diners’ Choice Award (Asia de Cuba)

Property News & Headlines:

“Mediterranean Delicacies On A Table” (Asia de Cuba)

10,000 Square Feet
204 Key Count
14 Suites
1 Penthouse & Apartment Suite

Food & Beverage
Asia de Cuba
St. Martins Lane Kitchen
Den
Blind Spot

Amenities
Jones & Payne Hair Salon / Gymbox featuring Olympic-Sized Boxing Rings

Awards
2017 OpenTable Diners’ Choice Award (Asia de Cuba)

Property News & Headlines:

“A Restaurant For Rum-Lovers And Ceviche Connoisseurs” (Asia de Cuba)
We believe that it’s easier to innovate as a group – we want to explore new avenues, new opportunities and push boundaries. We do this to an unprecedented extent, through like-minded partners, we inspire each other and push each other to do more. Oversized chess pieces, lip chairs, oversized vases and more.
From Historical Buildings to Iconic New Developments

We have historic hotels, hotels with great history that are icons in their city but we recognise that is not enough. We strive to be leading where contemporary culture is going.
We believe in nightlife.

Our hotels are still world-class during the day, but they are unsurpassable in the evening when our true personality shines.
THE HOUSE OF ORIGINALS
RESTAURANT BRANDS

Cleo
KATSUYA
fiLia
UMAMI BURGER
Diez & Seis
THE HOUSE OF ORIGINALS
NIGHTLIFE BRANDS

NIGHTLIFE & DAY CLUBS

HYDE
SKYBAR

MIXOLOGY & LOUNGES

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

4 LOCATIONS

SLS BEVERLY HILLS, SLS SOUTH BEACH, SLS BRICKELL, SLS LUX BRICKELL
PRESS & ACCOLADES

SANDERSON LONDON

Best Hotels in Soho London

The Telegraph

THE SPA AT SANDERSON

London’s Most Incredible Spas

The Telegraph

SANDERSON LONDON

“This disco-era exhibit by Philippe Starck is an icon of hotel design.”

TRAVEL WEEKLY

MAD HATTER’S AFTERNOON TEA

Best Afternoon Teas in London 2019

CONDE NAST

Traveler
PERFORMANCE – PARTNERSHIP WITH ACCOR

ACCOR DISTRIBUTION SOLUTION

>110 Global Distribution Channels at Best Market Conditions

Source: CRS Official figures as of end 2018

21 | WHY INVEST IN THOO | PERFORMANCE | FEBRUARY 2019
PERFORMANCE – PARTNERSHIP WITH ACCOR

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

ACCORHOTELS WEB WEBSITE, MOBILE SITES & APP

33% DIRECT SALES

18% ACCORHOTELS CENTRAL RESERVATION SYSTEM

59%

WEB PARTNERS (OTAS)

18%

26% INDIRECT SALES

41% HOTEL PMS

Official figures as of end 2018

22 | WHY INVEST IN THOO | PERFORMANCE | FEBRUARY 2019
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%
- Mediterranean, Middle East & Africa: 20%
- Central & Eastern Europe: 6%
- Northern Europe: 12%
- France: 13%
- Le Club AccorHotels represents 34.6% of all roomnights

>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...

Source: LCAH by end of 2018

Why Invest in THOO | PERFORMANCE | FEBRUARY 2019
## DEVELOPMENT CRITERIA

### Development & programming

<table>
<thead>
<tr>
<th>HOTEL</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AAA ultra city center location, historic conversion</strong></td>
<td><strong>100 – 150 keys</strong></td>
</tr>
<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td><strong>-10/-15% of ROW</strong></td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td><strong>90 – 120 sqm</strong></td>
</tr>
</tbody>
</table>

| **RECOMMENDED NUMBER OF ROOMS** | **100 – 150 keys** |
| **ROOM AVERAGE SIZE** | **28 – 36 sqm** |
| **TGFA / ROOM** | **65 – 100 sqm** |

| **RESORT** | **100 – 150 keys** |
| **ROOM AVERAGE SIZE** | **28 – 32 sqm** |
| **TGFA / ROOM** | **70 – 100 sqm** |

| **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** | **SECONDARY LOCATIONS** | **AIRPORTS SUBURBS** |
| **CAPITALS KEY CITIES & RESORT DESTINATIONS** |
| **MAJOR DOMESTIC DESTINATIONS** |
| **OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS** |