WHY INVEST IN THE HOUSE OF ORIGINALS

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FEBRUARY 2020

A GLOBAL LUXURY HOSPITALITY COMPANY
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
- Dandelyan
- 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**
  - SLS Atlanta
  - SLS Beverly Hills
  - SLS Brickell
  - SLS Las Vegas
  - SLS South Beach
  - Mondrian L.A.
  - Delano

- **AVENUE INTERIORS**
  - SLS Bahia Mar
  - SLS Beverly Hills
  - SLS Washington, D.C.

- **PIERRO Lissoni**
  - SLS Cancún
  - SLS Puerto Madero
  - SLS South Beach

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

- **TOM DIXON**
  - Mondrian London

- **YABU PUSHELBERG**
  - SLS Lux Brickell

- **DAVID ROCKWELL**
  - THE ROCKWELL GROUP
  - Hyde

- **MARCEL WANDERS**
  - Mondrian South Beach
  - Mondrian Doha

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

**CULINARY COLLABORATORS**

- **JOSE ANDRES**
  - The Bazaar
  - SLS
  - James Beard Award Winner

- **DARIO CECCHINI**
  - Carma
  - SLS

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

- **DANNY ELMALEH**
  - Cleo
  - SLS
  - James Beard Award Winner

- **JOSÉ ANDRÉS**
  - The Bazaar
  - SLS
  - James Beard Award Winner

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

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

- **MADISON BOURDEAUX**
  - SLS Las Vegas

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

- **TOM DIXON**
  - Mondrian London

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

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.
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. Guests as colleagues.
ORIGINAl
POSITIONING

Unpretentious luxury.
A sense of luxury that never takes itself too seriously.

Unique art & design elements

Culinary & mixology.
The best lounge atmosphere downtown.
BRAND COMPETITION

SHARED ATTRIBUTES
(Physical things the same in each property)

ACCREDITED ASSOCIATIONS
(An accreditation you can “buy”)

Preferred Hotels & Resorts
Ascend Collection
BH Premier Collection
Hilton

The Leading Hotels of the World
The Luxury Collection
Firmdale Hotels
Design Hotels

CURATED COMMUNITY
(A brand who creates the collection)

Dorchester Collection
Firmdale Hotels
Curio Collection
The House of Originals

SHARED VALUES
The properties share beliefs.
THE HOUSE OF ORIGINALS FOOTPRINT

CURRENT PORTFOLIO

<table>
<thead>
<tr>
<th>CURRENT</th>
<th>PIPELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>225 rooms</td>
<td>1,186 rooms</td>
</tr>
<tr>
<td>1 hotel</td>
<td>2 hotels</td>
</tr>
<tr>
<td>425 rooms</td>
<td>3 hotels</td>
</tr>
<tr>
<td>1,836 rooms</td>
<td>6 hotels</td>
</tr>
</tbody>
</table>

AMERICAS

<table>
<thead>
<tr>
<th>CURRENT</th>
<th>PIPELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>162 rooms</td>
<td>370 rooms</td>
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<tr>
<td>1 hotel</td>
<td>3 hotels</td>
</tr>
<tr>
<td>26 rooms</td>
<td>1 hotel</td>
</tr>
<tr>
<td>270 rooms</td>
<td>5 hotels</td>
</tr>
</tbody>
</table>

EUROPE

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TOTAL

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*By the end of 2019*
10 KARAKÖY

1,600 Square Feet  4 Suites

71 Key Count  1 Penthouses

Sinan Kafadar
Designer

Food & Beverage
Brasserie Ten
Kupaj Lounge
ON10

Amenities
Sky Terrace

Property News & Headlines:
SANDERSON

Philippe Starck
Designer

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

Amenities
agua Bathhouse & Spa / Courtyard Garden
Fitness Center

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

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
Property News & Headlines:

“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)

ST MARTINS LANE

10,000 Square Feet

204 Key Count

14 Suites

Philippe Starck
Designer

Food & Beverage

Asia de Cuba

Den

Blind Spot

Asia de Cuba Bar

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)
ORIGINAL

DTLA

OPENING

2023

KEYS

170

RESIDENCES

PARTNER/DEVELOPER

Lizard Capital

ARCHITECT/DESIGN

--

CONTRACT

Managed

Property News & Headlines:
TEMPLE
DETROIT

OPENING
TBD

KEYS
100

RESIDENCES
70

PARTNER/DEVELOPER
Temple Group Holdings, LLC

ARCHITECT/DESIGN
Kravitz Design

CONTRACT
Managed

Return to Pipeline List
<table>
<thead>
<tr>
<th>BRAND PILLARS</th>
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</thead>
<tbody>
<tr>
<td><strong>INDIVIDUALITY</strong></td>
</tr>
<tr>
<td><strong>COMMUNITY</strong></td>
</tr>
<tr>
<td><strong>UNPRETENTIOUS LUXURY</strong></td>
</tr>
<tr>
<td><strong>CULINARY &amp; MIXOLOGY</strong></td>
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PERSONALITY

Inside our community, we share a spirit of constant **INNOVATION**. True originals don’t question once, they always question. We are this bold spirit.

There is **CREATIVITY** in more than our physical buildings, it is in our conversation, in the music we play and in the experience we offer.

**OUTGOING**

We lead our guests and make them feel comfortable, we are proactive in how we serve and make the atmosphere

You should feel **GLAMOUROUS** when interacting with us.
ARCHITECTURE

From Historical Buildings to Iconic New Developments

We mean to gather HISTORICAL hotels with great history, MODERN new development, LOCALLY ROOTED buildings and RESORTS: but we recognise that is not enough.

We strive to be leading where COMTEMPORARY CULTURE is going.
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.
THE BEST LOUNGE ATMOSPHERE

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.

• 1+ destination 3 meal restaurant
• 1+ mixology bar/lounge
THE HOUSE OF ORIGINALS
RESTAURANT BRANDS

Cleo
MEDITERRÁNEO

KATSUYA

fiLiA

carna

Diez y Seis
by sbe

Ella Mia
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

SLS BEVERLY HILLS, SLS SOUTH BEACH, SLS BRICKELL, SLS LUX BRICKELL
This concept presents The House of Originals as a community of authentic hotels, full of character. The symbol in the centre of the logo combines the T, H, and O letters from the name, perfectly balanced and uniform.

This logo feels light hearted, giving you a sense of luxury that never takes itself too seriously or feels the need to conform to the norms of the hospitality industry.
LOGO USAGE WITH HOTEL LOGO

This shows how The House of Originals branding is to be used in conjunction with any one hotel logo and imagery. The hotel logo is positioned in the centre of the image and The House of Originals logo is always positioned centrally aligned and towards the bottom of the image.
PRESS & ACCOLADES

THE HOUSE OF ORIGINALS
“A new collection of luxury hotel properties that capture the essence of its host city.”

THE HOUSE OF ORIGINALS
“For every hotel in this collection, there is an undying spirit and promise of originality.”

hospitality design

SANDERSON LONDON
Best Hotels in Soho London

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

Hotel Business

MAD HATTER’S AFTERNOON TEA
Best Afternoon Teas in London 2019

The Telegraph

TRAVEL WEEKLY

CONDÉ NAST TRAVELER
ACCOR DISTRIBUTION SOLUTION*

110 distribution channels at best market conditions

- 1 all.accor.com multi-brand portal
- 18 brand websites
- 1 mobile app
- 900 sales agents operate in 18 countries
- 9 call centers in 20 languages
- 1,470 hotels use cluster facilities
- 1,500+ hotels use TARS for their own bookings

125+ partners*
*Partners include:
- hanaTour
- search/metasearch/OTA/GDS/IDS
- aotgroup
- JacTravel

*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

37% HOTEL PMS

33% FOCUS WEB (ACCOR WEB + WEB PARTNER)

38% DIRECT SALES

25% INDIRECT SALES

19% WEB PARTNERS (OTAs)

15% WEB

18% ACCOR WEB

7% GDS/IDS

1% INFLUENCED HOTEL DIRECT* - E-mails & cluster services

*E-mails & cluster services

15% DIRECT SALES

7% INFLUENCED HOTEL DIRECT

33%
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

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

- Loyalty members worldwide: 64M
- Loyalty contribution rate: 31%
- Members stay twice more
- Members spend twice more

Central Europe
- 6%

South America
- 11%

North & Central America, Caribbean
- 11%

AS PAC
- 31%

Other Europe, Middle-East & Africa
- 20%

France
- 12%

Northern Europe
- 12%

Other Regions
- 6%

Official figures as of end 2019
APPENDIX
## DEVELOPMENT CRITERIA

### Programming & Development

<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>WORLDWIDE</td>
</tr>
<tr>
<td><strong>RECOMMENDED NUMBER OF ROOMS</strong></td>
<td><strong>100 – 150 keys</strong></td>
</tr>
<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td><strong>20 – 25 sqm</strong></td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td><strong>90 – 120 sqm</strong></td>
</tr>
<tr>
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<td><strong>100 – 150 keys</strong></td>
</tr>
<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td><strong>28 – 32 sqm</strong></td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td><strong>70 – 100 sqm</strong></td>
</tr>
</tbody>
</table>

### FOOD & BEVERAGE

1. sbe lifestyle touch F&B outlet at least
2. 1+ bar/lounge
3. 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)

### PRIME LOCATIONS

- Key Cities & Resort Destinations
- Capitals

### SECONDARY LOCATIONS

### AIRPORTS

### SUBURBS

### PRIME LOCATIONS

- Major Domestic Destinations
- Other Cities & Attractive Touristic Destinations
DESIGN & TECHNICAL SERVICES

All technical documents are available after NHCSA is signed