

The background image shows a luxurious resort pool area. In the foreground, there's a clear blue swimming pool. Along the pool's edge, several white lounge chairs are neatly arranged, some with white towels. Tall palm trees stand prominently around the pool. In the background, a modern white building with multiple stories and balconies is visible under a clear blue sky. A large, semi-transparent teal rectangle is overlaid in the center of the image, containing the text.

DELANO

WHY INVEST IN DELANO

ACCOR GLOBAL DEVELOPMENT

Q1 2021

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.



We are **THE** leading
Global Hospitality Company
That Offers a Complete
Full Circle Lifestyle Experience

FULL CIRCLE LIFESTYLE EXPERIENCE

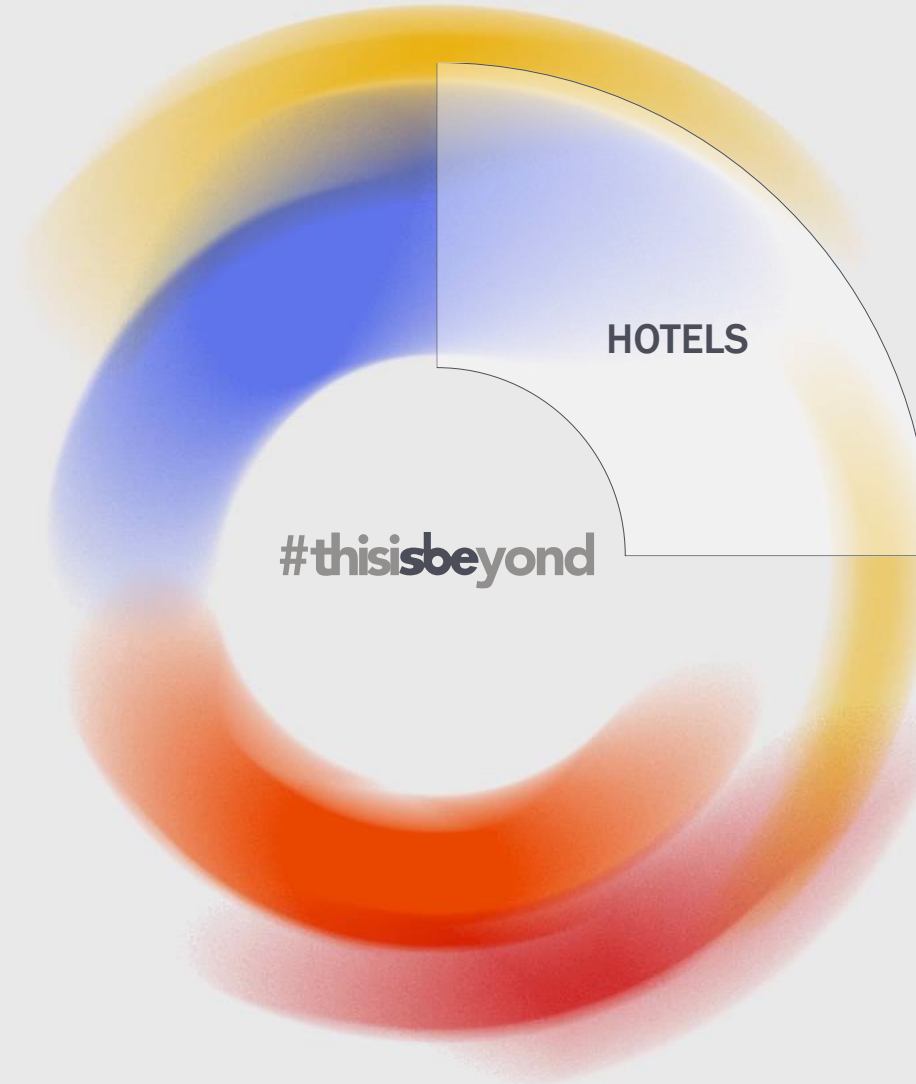
GLOBAL

SLS

DELANO

MONDRIAN

HYDE



THE HOUSE OF
ORIGINALS

SANDERSON

SHORE CLUB

ST MARTINS LANE

10 KARAKÖY

The
Dubai

TEMPLE
DETROIT

HUDSON

The Redbury
sbe

FULL CIRCLE LIFESTYLE EXPERIENCE

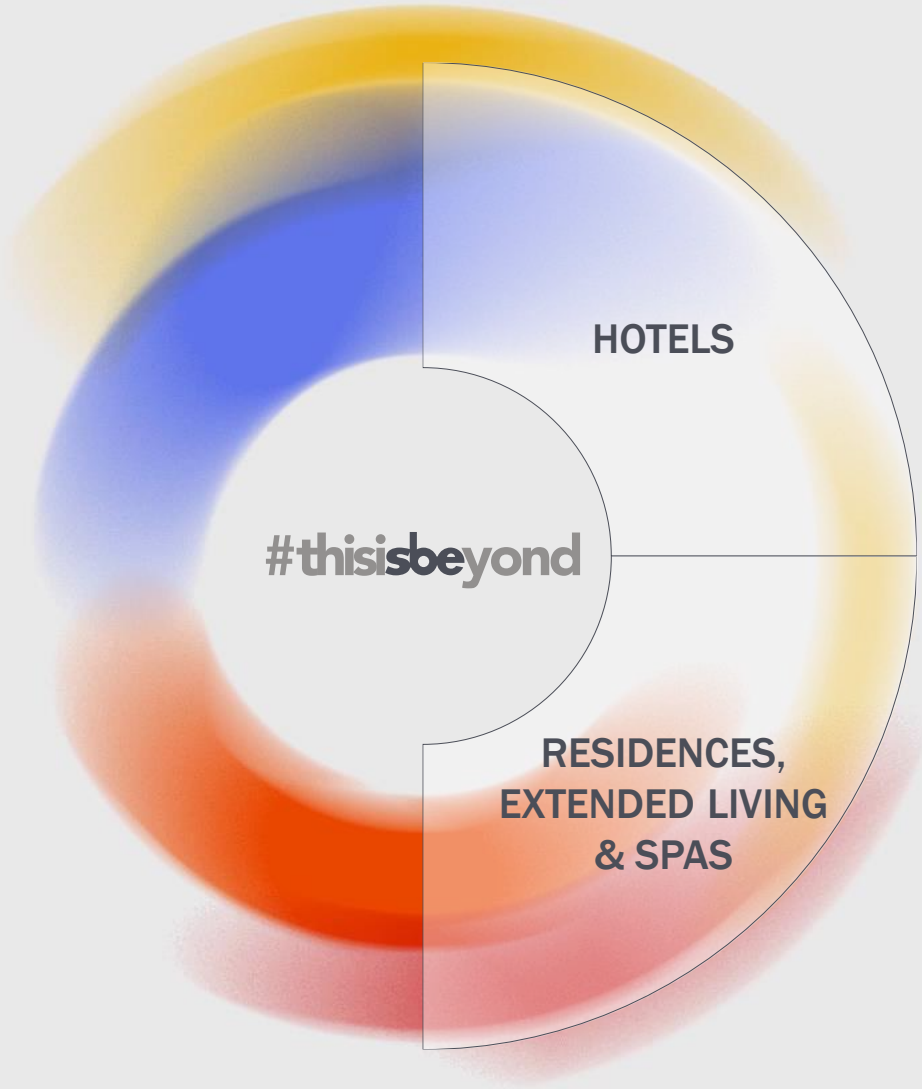
RESIDENCES

SLS

DELANO

MONDRIAN

HYDE



EXTENDED LIVING

MONDRIAN

HYDE

SPA

CIEL SPA

FULL CIRCLE LIFESTYLE EXPERIENCE

GLOBAL BRANDS

THE BAZAAR

BOTTEGA

DI

carna

carna **Cleo**
MEDITERRÁNEO

ELLAMIA

fi'lia

KATSUYA

Leynla

THE ORIGINALS by **sbe**

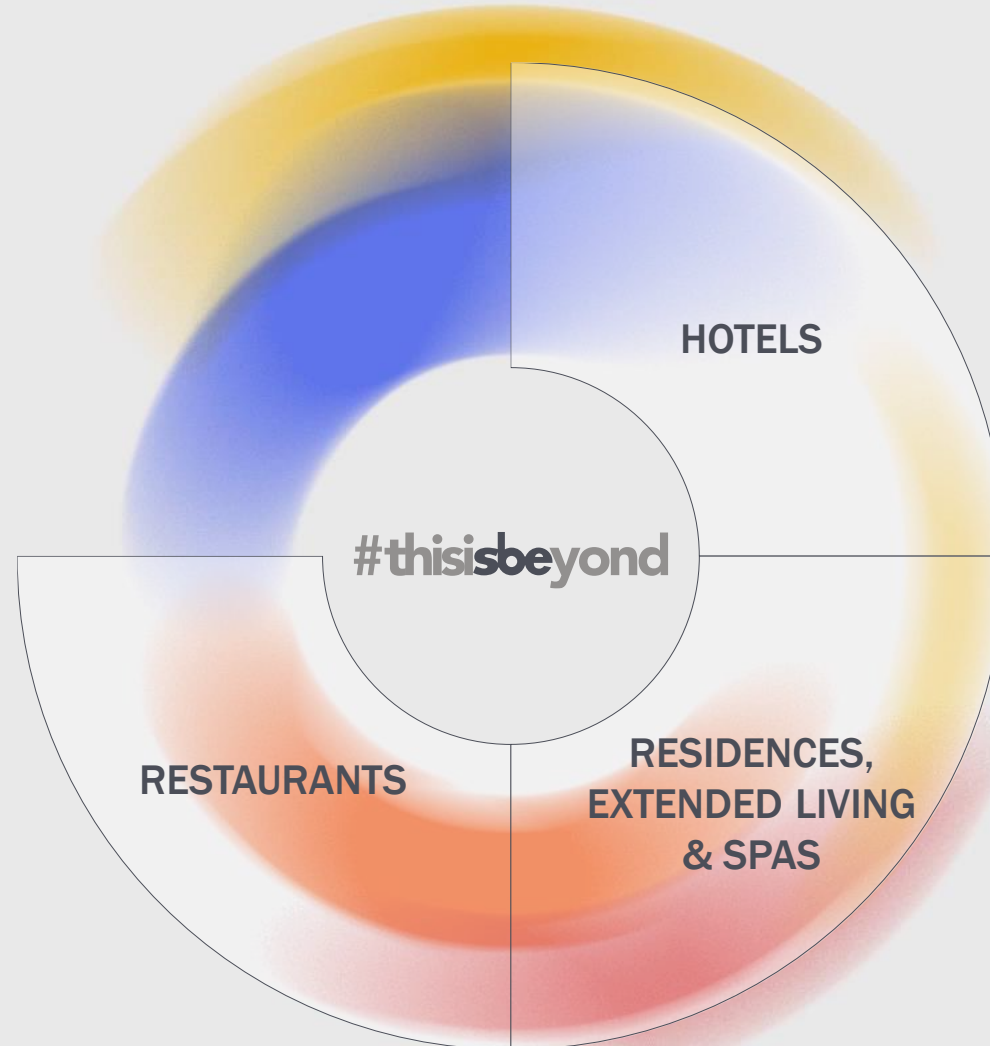
ALTITUDE
POOL & LOUNGE

DiEZ
SEIS
by sbe

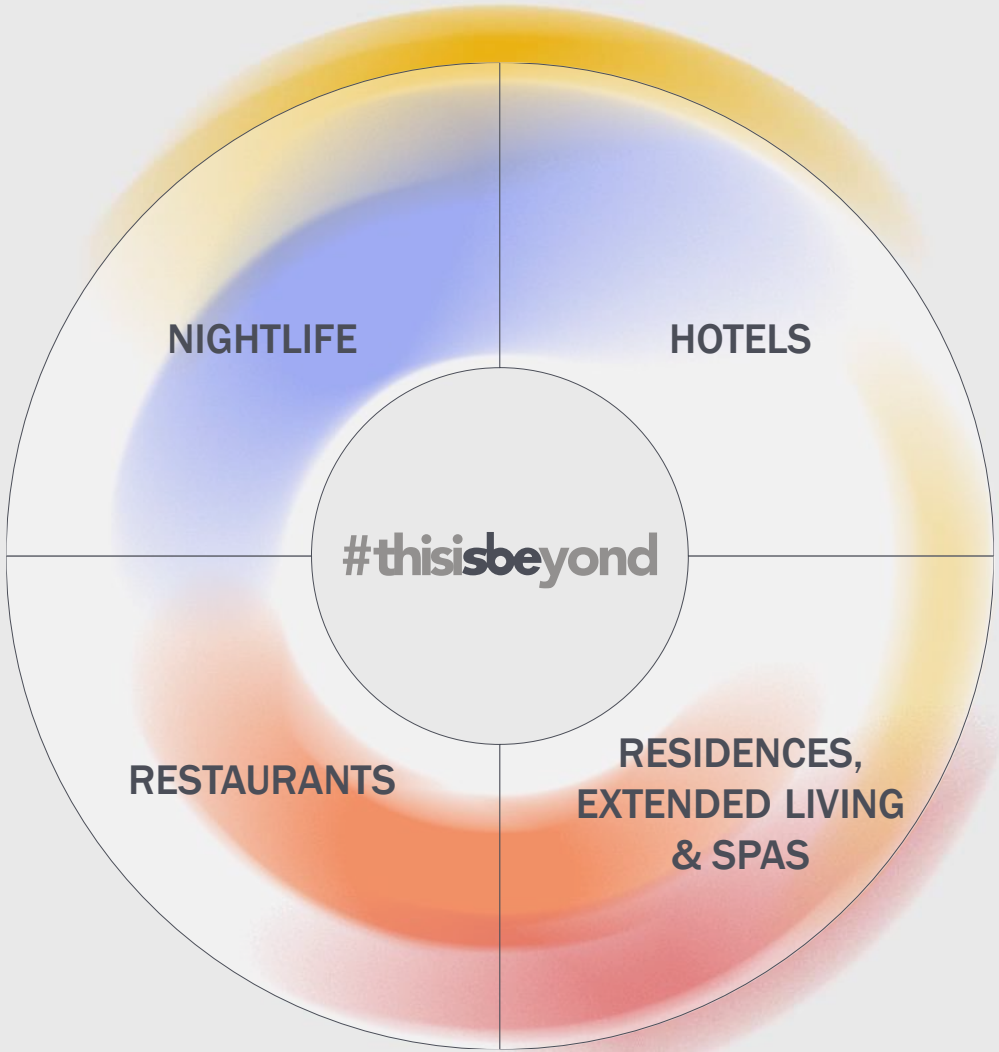
Hudson Tavern
●●●●●

TRES

WALIMA



FULL CIRCLE LIFESTYLE EXPERIENCE



MIXOLOGY & LOUNGES



NIGHTLIFE & DAY CLUBS



CURRENT PORTFOLIO

*By the end of 2021

182

36*

96

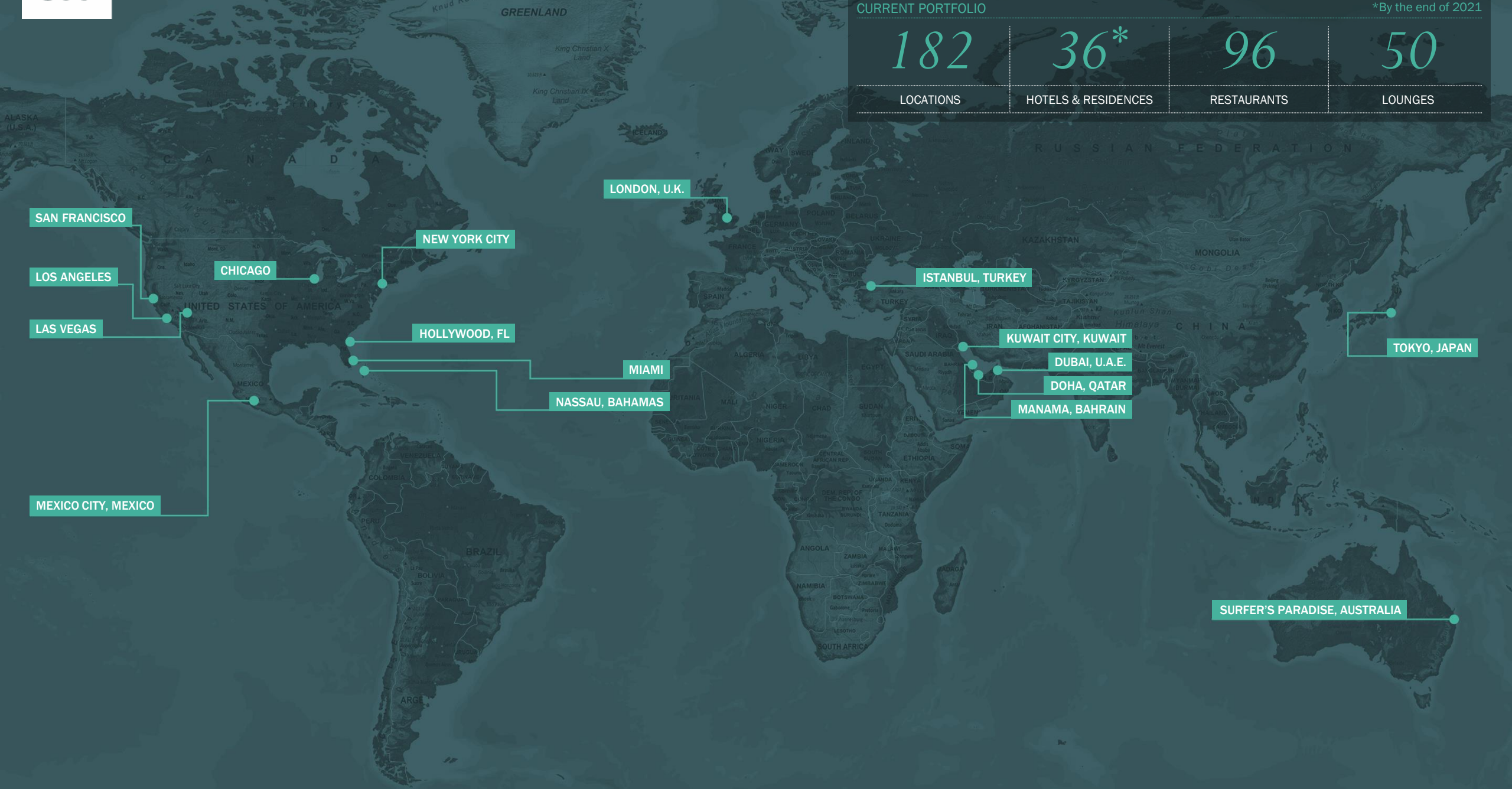
50

LOCATIONS

HOTELS & RESIDENCES

RESTAURANTS

LOUNGES



SAN FRANCISCO

LOS ANGELES

LAS VEGAS

CHICAGO

NEW YORK CITY

HOLLYWOOD, FL

MIAMI

NASSAU, BAHAMAS

MEXICO CITY, MEXICO

LONDON, U.K.

ISTANBUL, TURKEY

KUWAIT CITY, KUWAIT

DUBAI, U.A.E.

DOHA, QATAR

MANAMA, BAHRAIN

TOKYO, JAPAN

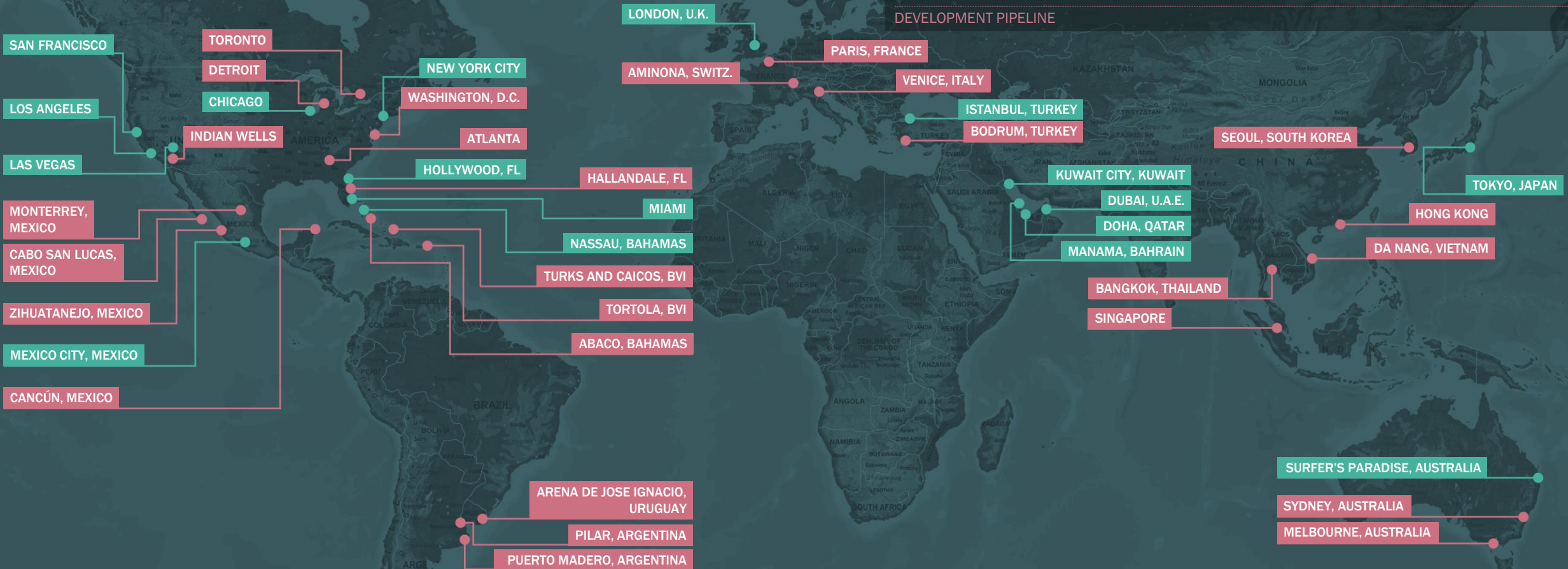
SURFER'S PARADISE, AUSTRALIA

CURRENT PORTFOLIO

*By the end of 2021

182	36*	96	50
LOCATIONS	HOTELS & RESIDENCES	RESTAURANTS	LOUNGES
125+	35+	70+	30+

DEVELOPMENT PIPELINE



DELANO

[Play Brand Video](#)[View Brand Book](#)

THE MISSION

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 RESORT

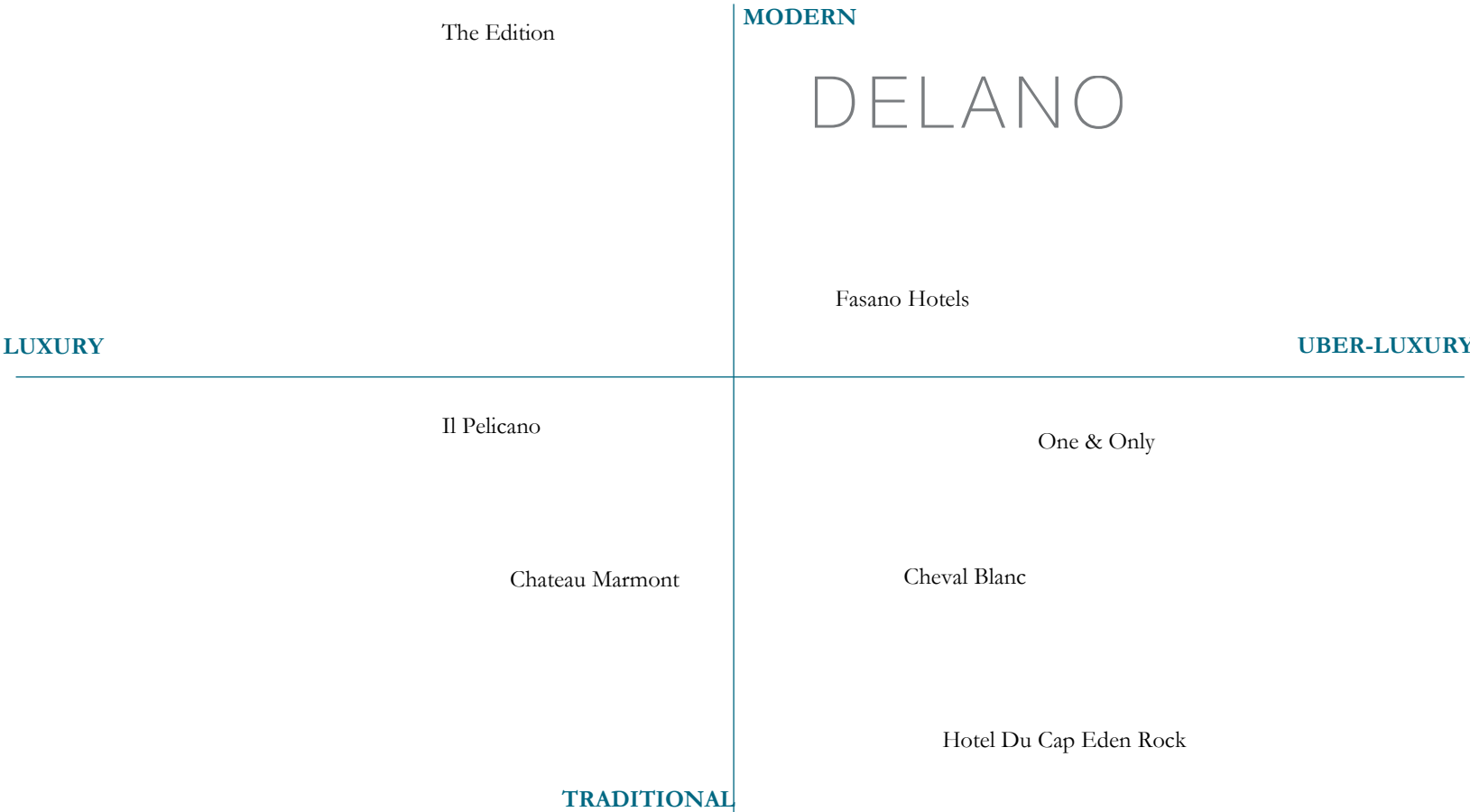
Redefining resort experience with:

First-in-class service

Customized guest experiences

Nourishing senses, body and soul

BRAND COMPETITION





MAISON DELANO AN EVOLUTION

Maison Delano is an oasis in the center of a bustling city for the global traveler.

Delano isn't just a place: it's a way of life — a spirit we bring to each of our rooms and residences. Hotel or home: our philosophy of nourishing your sense of discovery and indulgence is one you can live by, no matter where you travel or reside (from the beach to the country to the mountainside)...

NOW, THIS WAY OF LIFE CAN BE
EXPERIENCED IN THE CENTER OF
COSMOPOLITAN CITIES.



MAISON DELANO AN EVOLUTION

These destinations are small intimate properties.

They are exclusive, for the few, rooted distinctly in the DNA of Delano - everything is customized, nothing is pretentious, a true departure from the chaos of the big city, a place where you can feel right at home.

THE DELANO FOOTPRINT

DELANO LAS VEGAS

MAISON DELANO PARIS

DELANO PORTO CERVO

CURRENT PORTFOLIO		By the end of 2021
1,114 rooms	1 hotels	1,114 rooms
1 hotels		1 hotel
AMERICAS	EUROPE	TOTAL
	68 rooms	68 rooms
	1 hotels	1 hotel

DEVELOPMENT PIPELINE

CURRENT

PIPELINE



DELANO

LAS VEGAS

— Square Feet

1,114 Key Count

All
Suites

Food & Beverage

Skyfall Lounge

Rivea

Feel the Vibe

Della's Kitchen

Franklin

3940 Coffee & Tea

Delano Beach Club

Designer

Developer or Architect

Amenities

Moorea Beach Club / Delano Art Series

Bathhouse Spa & Fitness

Awards

2018 AAA 4-Diamond Rating

2018 TripAdvisor Certificate of Excellence

Property News & Headlines:

USNews

"50 Top Romantic Weekend Getaways"

USNews

"Best Las Vegas Hotels"

Bloomberg Pursuits

"Skyfall Lounge Is Remaking How You Party in Vegas"



DELANO

PORTO CERVO

OPENING

2023

KEYS

68

RESIDENCES

—



MAISON DELANO PARIS

OPENING

2022

KEYS

58

RESIDENCES

—



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

fi'lia

KATSUYA

Leynla

DELANO NIGHTLIFE BRANDS

NIGHTLIFE & DAY CLUBS

DELANO
BEACH CLUB

privilege

MIXOLOGY & LOUNGES



DOHENY
ROOM



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



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

DELANO

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

DELANO
SOUTH BEACH

DELANO
LAS VEGAS

DELANO
DUBAI

DELANO
CARTAGENA

VISUAL IDENTITY: LOGO

VISUAL IDENTITY

ILLUSTRATED ICONS

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.



FRESH FLOWERS (SMELL)



CANDLES (SMELL)



BUNDLED HERBS (SMELL)



FIREWOOD (SMELL)



BOOK WITH GLASSES (SEE)



CONCH (SOUND)



FIREWORKS (SOUND)



TELEPHONE (SOUND)



VIOLIN (SOUND)



MOON (SEE)



FRESH FRUIT (TASTE)



GRILLED FISH (TASTE)



FEATHER (FEEL)



HAMMOCK (FEEL)



CERAMIC VASES (SEE)



ARM CHAIR (FEEL)



BUBBLE BATH (FEEL)



CHARRED CARROTS (TASTE)



A ROUND OF DRINKS (TASTE)



DELANO TABLE AND CHAIRS (SEE)

DELANO PRESS & ACCOLADES

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

-Fodor's Travel

DELANO SOUTH BEACH
BEST HOTEL POOL 2017

-USA Today

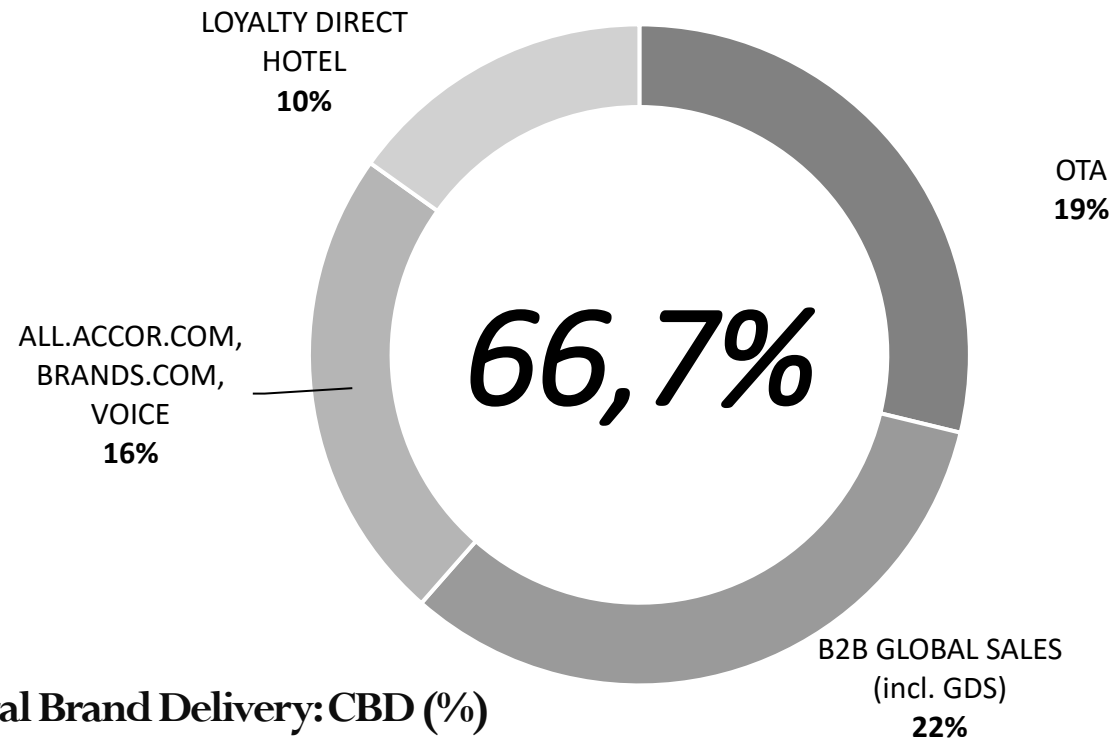
DELANO LAS VEGAS - HOT LIST 2015

-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.

CENTRAL BRAND DELIVERY POWERED BY ACCOR

Based on Luxury Segment Room Nights



FOCUS WEB
(ACCOR WEB + WEB PARTNER)

2,5M ROOM NIGHTS

€478M ROOM REVENUE

Central Brand Delivery: CBD (%)

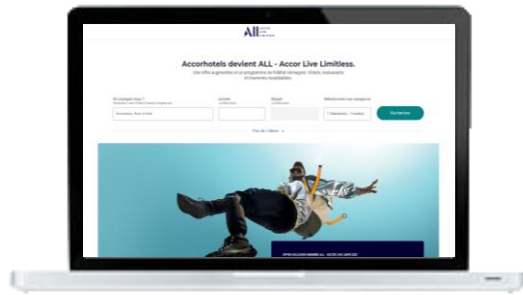
CBD (Central Brand Delivery) measures the business in room nights brought by Accor to the hotel through the 3 main group levers: Distribution (through Central Reservation System - CRS), Loyalty & Sales. A 70% CBD means that 70% of the room nights of a hotel are driven by Accor & Brand Sales, Distribution (all channels powered by the CRS) & Loyalty ecosystem.

NEW BOOKING ENGINE & APP

Figures as of end 2019



1 MULTIBRAND PORTAL + **1 LIFESTYLE COMPANION APP** + **18 BRAND.COM WEBSITES**
ALL.ACCOR.COM

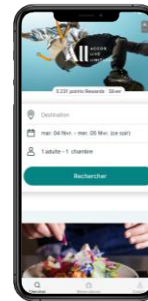


- **300M** Website + App visits
- **2200** Destinations
- **18** Languages

NEW in 2020:

All Safe label visibility on digital experience to reassure guests during the pandemic

Launch of Apartment & Villas website dedicated to Branded Residences and Extended Stay hotels



- **50%** Mobile and App visits*
- **1** Download every minute
- **> 4,3/5** app ratings
- iOS: 4,5/5 & Android: 4,3/5



- Plugged to **ALL.ACCOR.COM**

NEW LOYALTY PROGRAM

Figures as of end 2019

THE ONLY LIFETIME LOYALTY PROGRAM



THE FAST GROWING LOYALTY PROGRAM



THE MOST GLOBAL LOYALTY PROGRAM



NEW LIFESTYLE & AUGMENTED HOSPITALITY FRAMEWORK

OFFERING EXTENDED OPPORTUNITIES
TO EARN & REDEEM POINTS

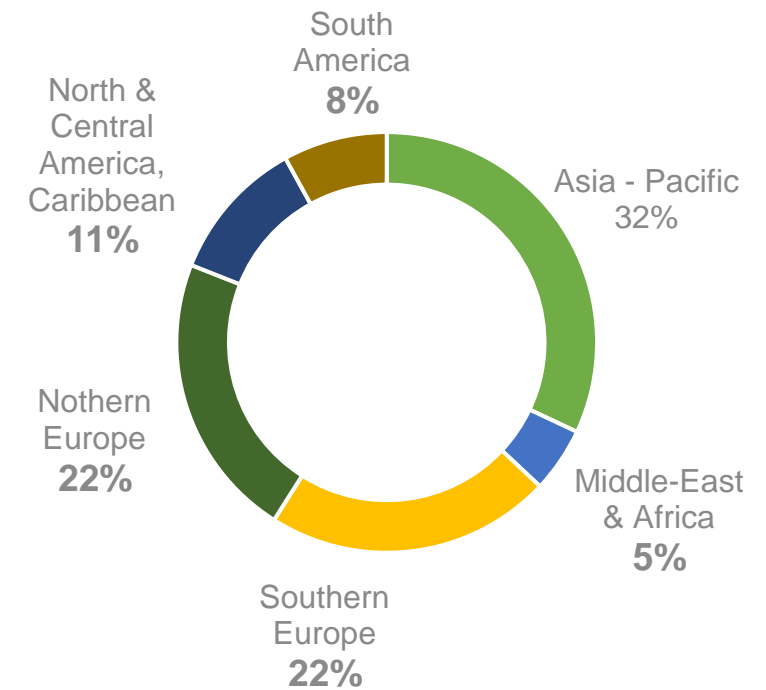
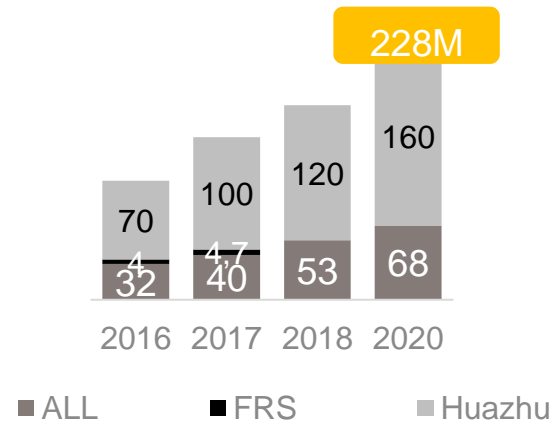
NEW BENEFITS

- 38 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

- **68M** Loyalty members worldwide
- **37%** Loyalty contribution rate in RN
- **x 3,6** Members stay twice more than non-members



ACCOR DISTRIBUTION SOLUTIONS*

ACCOR offers >110 global distribution partnerships at best market conditions

125+ PARTNERS*

*included

search/metasearch/OTA/GDS/IDS

all.accor.com multi-brand portal

18 BRAND WEBSITES

1 MOBIL APP

35 point of sales
animated
by countries

900 SALES AGENTS
operate in

9 CALL CENTERS
in 20 languages

1,470 HOTELS
use Cluster facilities

1,500+ HOTELS
use TARS for their own bookings



Yandex

Baidu 百度

bing

YAHOO!

Google

SEARCH

WEB ACCOR,
WEBSITES, MOBILE

17%

3%

CRS

69%

HOTEL
PMS

31%

METASEARCH

CALL CENTRES

INFLUENCED
HOTEL DIRECT*

*HOTEL & CLUSTER
RESERVATION SERVICES

16%

26%

7%

CDS / IDS

W E B
P A R T N E R S

agoda

Booking.com

Expedia

amadeus

Sabre

RateTiger

DHISCO

tripadvisor

lastminute.com

eDreams ODIGEO

HRS

The Hotel Portal

Ctrip 携程

Galileo

Worldspan

Hotel Tonight

JUMIA TRAVEL

PRESTIGIA

Historic

Hotels Worldwide

MIKI TRAVEL

SPECIAL TOURS

WHOLESALE

Hotel Tonight

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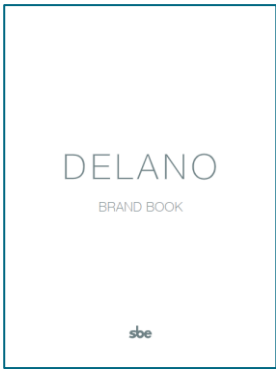
MIKI TRAVEL

DEVELOPMENT CRITERIA

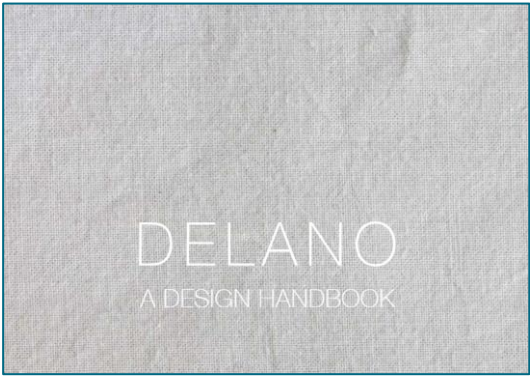
HOTEL	L	AAA ultra city center location, historic conversion		WORLDWIDE	PRIME LOCATIONS	SECONDARY LOCATIONS	AIRPORTS SUBURBS
		RECOMMENDED NUMBER OF ROOMS	100 – 200 keys	100 – 200 keys			
		ROOM AVERAGE SIZE	-10/-15% of worldwide	45 sqm			
		TGFA / ROOM	80 – 100 sqm	100 – 120 sqm			
RESORT	T	RECOMMENDED NUMBER OF ROOMS	100 – 200 keys	100 – 200 keys			
		ROOM AVERAGE SIZE	36 – 40 sqm	45 – 60 sqm			
		TGFA / ROOM	100 – 120 sqm	120 – 150 sqm			
		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



DELANO BRAND BOOK
CAN BE USED BEFORE HCSA IS SIGNED



DELANO DESIGN HANDBOOK
CAN BE USED BEFORE HCSA 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