A modern cultural fairytale

Eclectic & Sculptural

BRAND PILLARS

An oversized imagination

A cultural connoisseur

An entrepreneurial community
HOTELS

Open KEYS

CURRENT REGIONS

EXISTING DEVELOPMENT

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<th>North America</th>
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<th>2022–2023 OPENINGS</th>
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<td>Bordeaux / Cannes / Hong Kong / Singapore / Mexico City</td>
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**MUST-HAVES**

- Casual F&B
- Lounge / Bar

**NICE-TO-HAVES**

- Pool Destination Restaurant
- Ciel Spa
- Fitness Centre
- Meeting Rooms
- Ballroom

**2022–2023 OPENINGS**

21c Museum Hotel | 25hours | Delano | Glen eagles | Hyde | Jo&Joes | Mama Shelter | Mondrian | Morgans Originals | SLS | SO | The Hoxton | TRIBE | Working From... |

**Flagships**

- Seoul
- Doha
- Shoreditch

**UTILIZATION**

- Occupancy: 75%
- Average Daily Rate: $296
- RevPAR: $221
- GOP%: 34%
- RGI: 101%
- Direct Bookings: 34%

**GROSS OCCUPANCY**

- 75%
- $296
- $221
- 34%
- 101%
- 34%

**AVERAGE DAILY RATE**

- 150-300
- 35-50sqm
- 100-150sqm

- Average Number of Rooms
- Guest Room Net Floor Area
- Total Gross Floor Area

**POOL**

- Destination Restaurant
- Ciel Spa
- Fitness Centre
- Meeting Rooms
- Ballroom

**SEASONALITY**

- Bordeaux / Cannes / Hong Kong / Singapore / Mexico City

**MAY 2022**