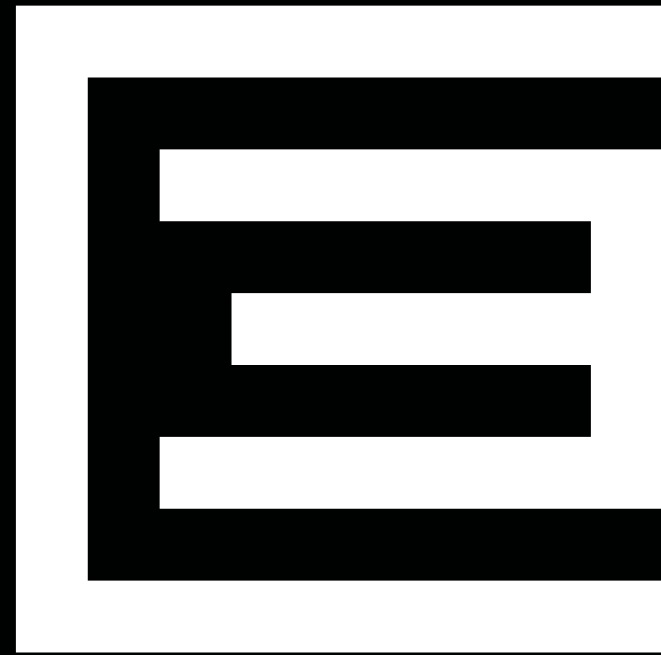


# Everybody Eats

"The best way to predict the future is to create it." - **Abraham Lincoln**





C3 is the leader in premium QSR (Quick Serve Restaurants), known for our innovative and globally renowned brands that redefine the dining experience. From the mouthwatering flavors of Umami Burger to the tantalizing tastes of Krispy Rice, our brands are renowned for their premium quality, culinary creativity, and unrivaled brand connection to their audiences.

That is because we believe food is not just nourishment but an art form that should be accessible to all.





SBE Founder & CEO

Sam Nazarian

Sam Nazarian is a visionary entrepreneur and business owner known for his remarkable contributions to the hospitality industry. In 2002, he founded sbe Entertainment Group, which quickly became a prominent player in the lifestyle hospitality world, encompassing globally renowned brands such as SLS Hotels, Hyde Lounge, and Mondrian Hotels. One of his notable achievements was the opening of Hyde Sunset in 2003, a cultural touchstone that redefined nightlife and has left a lasting impact on the Sunset Strip. Sam’s commitment to high-end design and impeccable hospitality has further been showcased with the launch of Katsuya in 2006, a collaboration with renowned chef Katsuya Uechi, which has gained international recognition and captivated the imagination of a generation of tastemakers.

In 2008 Nazarian continued his entrepreneurial journey, expanding the SLS brand with the openings of SLS Beverly Hills, SLS South Beach, and SLS Baha Mar, all of which garnered critical acclaim and introduced an unprecedented fusion of design, culinary excellence, and luxury retail. SLS Beverly Hills was later Named the #1 Hotel in the World, #1 in the United States and #1 in Los Angeles by Conde Nast Traveler Readers Choice Awards. With an ambitious spirit, Sam has grown his empire by acquiring Morgans Hotel Group, adding iconic brands like Delano, Mondrian, and Hudson to the company’s portfolio. Sam’s passion for creating extraordinary experiences extends beyond hotels, as evidenced by the establishment of Mondrian Doha, a property that encapsulates the provocative spirit of the Mondrian brand.

In 2020, Nazarian sold the remaining 50% stake of sbe’s hotel platform to Accor Hotels to focus on C3’s (Creating Culinary Communities) global food-tech platform and full ownership of sbe’s Disruptive Restaurant Group (DRG). DRG has become a leading force in the industry, offering visionary and award-winning dining concepts such as Katsuya, S Bar, Life Rooftop NYC, and the newly opened Sa’Moto and Hyde Sunset Kitchen + Cocktails. C3, a global food-tech platform, has introduced a revolutionary approach to food halls, ghost kitchens, and mobile delivery, utilizing world-class culinary talent and cutting-edge technology to create seamless experiences.

Sam’s dedication to pushing boundaries has led to his most recent ventures, the opening of Citizens Manhattan West in 2021 and Citizens Phipps Plaza in 2023 - immersive culinary destinations backed by big name chefs like Dani Garcia, Masaharu Morimoto, and Italian master butcher Dario Cecchini, showcasing his entrepreneurial instinct and ability to define consumer trends.

Throughout his remarkable career, Sam Nazarian has consistently demonstrated his ability to anticipate and shape the future of hospitality and gastronomy. With his unwavering passion, entrepreneurial prowess, and a portfolio of iconic brands, Sam has cemented his position as a trailblazer in both the hospitality and culinary world for generations to come.



AWARDS & DISTINCTIONS

|  |
|--|
| 2018 CCA Los Angeles, Treasures of Los Angeles Honoree |
| 2014 Fortune’s 40 Under 40 List                        |
| 2014 Juvenile Diabetes, Man of the Year                |
| 2014 Make-A-Wish Foundation, Man of the Year           |
| 2013 HotelChatter.com, Hotelier of the Year            |
| 2012 HotelChatter.com, Hotelier of the Year            |
| 2012 Mondavi Wine & Food Award                         |
| 2009 Commissioner Los Angeles World Airports           |
| 2009 Cedars-Sinai Humanitarian Award                   |
| 2007 Dream Developer Award Hollywood Life Magazine     |
| 2006 The Influentials, Los Angeles Magazine            |





2002  
SAM NAZARIAN FOUNDS SBE



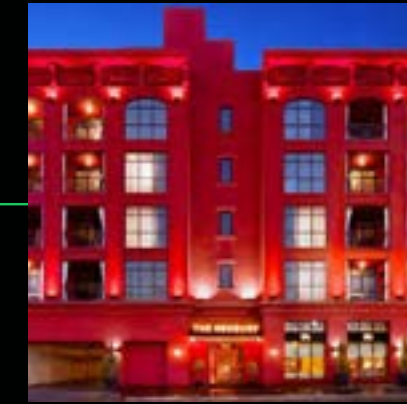
2006  
HYDE SUNSET OPENS IN  
HOLLYWOOD



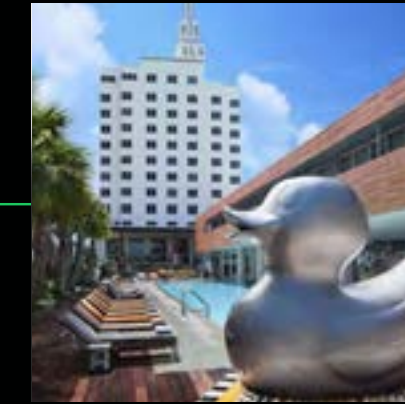
2006  
KATSUYA OPENS FIRST  
RESTAURANT IN BRENTWOOD



2008  
SLS BRAND LAUNCHES WITH  
SLS BEVERLY HILLS & THE  
BAZAAR BY JOSE ANDRES



2010  
THE REDBURY & CLEO  
BRANDS LAUNCH WITH  
OPENING IN HOLLYWOOD



2012  
SLS SOUTH BEACH OPENS  
WITH KATSUYA, THE BAZAAR  
& HYDE BEACH



2013  
THE REDBURY OPENS IN  
MIAMI. SBE TAKES OVER THE  
RALEIGH MIAMI, KATSUYA  
OPENS IN THE MIDDLE EAST



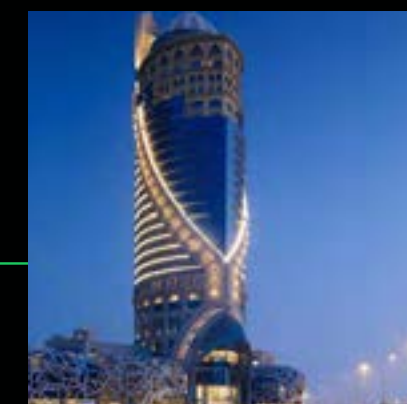
2014  
SLS LAS VEGAS HOTEL &  
CASINO OPENS WITH 11 SBE  
RESTAURANTS AND BARS



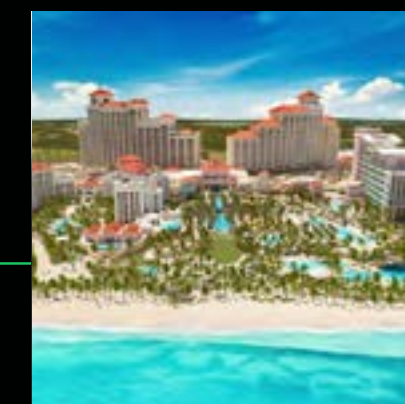
2016  
SBE ACQUIRES MORGANS  
HOTEL GROUP & DOUBLES  
HOTEL PORTFOLIO



2016  
SLS BRICKELL LAUNCHES  
BRANDED-RESI FROM SLS,  
BAZAAR MAR BY JOSE  
ANDRES & FI'LIA BY MICHAEL  
SCHWARTZ



2017  
MONDRIAN DOHA & PARK  
AVENUE OPEN & HYDE  
RESORTS & RESIDENCES  
BRAND LAUNCHES IN  
FLORIDA



2017  
SLS OPENS FIRST  
INTERNATIONAL SLS IN BAHAMAR WITH CARNA BY DARIO  
CECCHINI AND 8 OTHER SBE  
VENUES



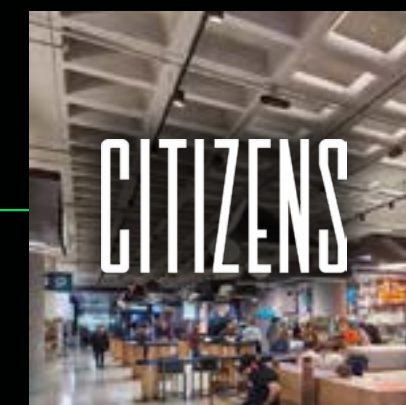
2018  
SAM NAZARIAN  
FOUNDS C3



2020  
MONDRIAN SEOUL  
ITAEWON OPENS



2020  
SAM COMPLETES SALE OF  
SBE HOTEL PLATFORM TO  
ACCOR



2021  
CITIZENS NEW YORK  
OPENS AT MANHATTAN  
WEST



2021  
SLS CANCUN & SLS  
DUBAI OPEN MONDRIAN  
SHOREDITCH LONDON  
OPENS WITH BIBO  
BY DANI GARCIA



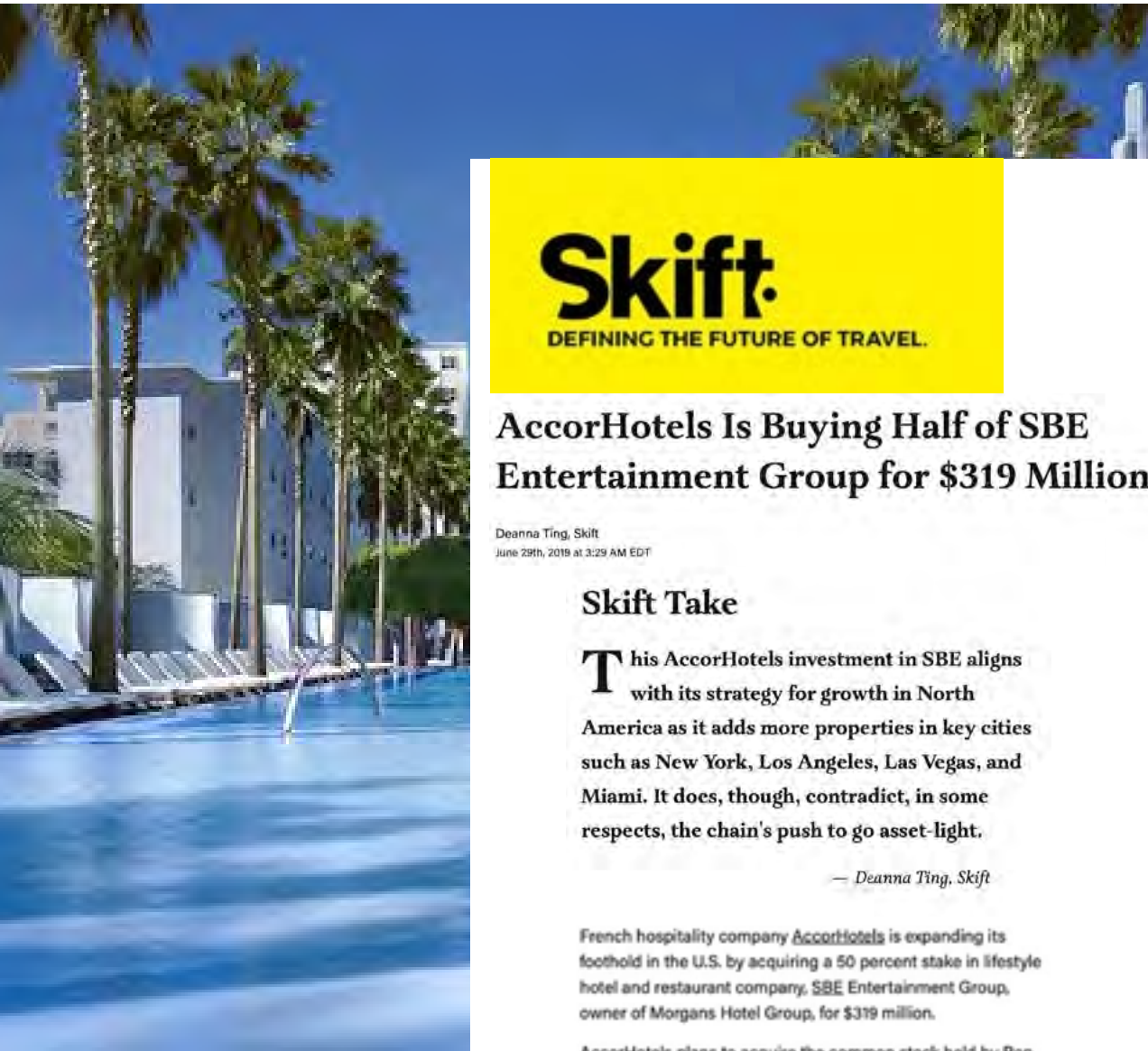
2023  
CITIZENS ATLANTA  
LAUNCHES AT PHIPPS PLAZA



BUSINESS

# SBE Entertainment Concludes Morgans Hotel Acquisition

Deal that combines two boutique hotel operators has an enterprise value of \$805 million



**Skift.**  
DEFINING THE FUTURE OF TRAVEL.

## AccorHotels Is Buying Half of SBE Entertainment Group for \$319 Million

Deanna Ting, Skift  
June 29th, 2019 at 3:29 AM EDT

### Skift Take

This AccorHotels investment in SBE aligns with its strategy for growth in North America as it adds more properties in key cities such as New York, Los Angeles, Las Vegas, and Miami. It does, though, contradict, in some respects, the chain's push to go asset-light.

— Deanna Ting, Skift

French hospitality company AccorHotels is expanding its foothold in the U.S. by acquiring a 50 percent stake in lifestyle hotel and restaurant company, SBE Entertainment Group, owner of Morgans Hotel Group, for \$319 million.

AccorHotels plans to acquire the common stock held by Ron Burkle's Yucaipa Companies and the real-estate investment firm Cain International for \$125 million, and invest an additional \$194 million to acquire preferred equity that is also owned by Yucaipa and Cain. If Ron Burkle's name sounds familiar, that's because the former grocery store magnate is also an investor in another lifestyle hospitality company, the Sydell Group, whose hotel brands include Freehand, the Line, and NoMad.

SBE founder and CEO Sam Nazarian will continue to run SBE independently from its global headquarters in New York, and will own the remaining 50 percent of the company. SBE's hotel brands include SLS, Delano, Mondrian, Hyde, and the Redbury, and its dining brands include Katsuya, Umami Burger, and Cleo. It also owns a number of nightclub brands. In 2016, SBE bought Morgans for \$82 million, significantly adding to its lifestyle hotel portfolio, which will consist of 25 hotels by the end of 2018.

"North America, for us, is a huge market. We're putting a lot of energy and we added, noting that the lifestyle brands."

That SBE is a company with nightclubs, and restaurant for moving beyond just a hotel. AccorHotels CEO Sebastian Bohnert said at the recent Skift Forum Europe.

"If we were to continue own [hotel rooms], we were going to 10 years from today because of services we provide to the accommodations and a hotel."

For SBE, the investment offers more opportunity to grow. AccorHotels CEO Sebastian Bohnert said the Wall Street Journal expects to combine their back-end hotel operations.

While there does seem to be in relation to this transaction, analyst Richard Clarke expects particular investment.

"Accor is using the cash from its asset sale to buy more hotel assets, against its plan to be asset light; SBE does manage at least 13 of its hotels," Clarke wrote in an investor's note.

According to reports, following the close of this deal, the company will have \$582 million (\$500 million) from its spin off to spend. And if AccorHotels does go through with buying a small stake in Air France-KLM, that will also leave the company with little to spend on future hotel brand acquisitions.

Earlier this month, when Skift spoke to Bohnert, he said that when it comes to mergers and acquisitions at AccorHotels, "The two principles for us are the strategic brand fit. All regional acquisitions must enhance our leadership position. But in the end, the overarching principle is it's got to be financially accretive to our shareholders, as a public company. The numbers have to work."

Clarke also said that because AccorHotels is only investing a 50-percent stake, it may be challenging for AccorHotels to benefit from any synergies from this deal.

"The investment of a debt instrument that simply buys out existing debt does not seem ideal — is Accor a bank?" Clarke said. "And some of the SBE hotels are in existing brand families — the SLS Las Vegas is a Marriott Tribute hotel, for example."

## C3's Sam Nazarian Has Big Plans for Ghost Kitchen Company

BY NAT RUBIO-LIGHT  
JULY 26, 2021

043



### Embracing technology

Nazarian said the expansion will help C3 "double down" on its technology, including its direct-to-consumer platform, customer acquisition and performance marketing.

"The way that the city has evolved over the last five to 10 years is really encouraging entrepreneurs to come back," he said. "It's really making Beverly Hills the beacon of 'First Of.' It's a city that is nimble, a city that's forward thinking. It's a city that embraces technology."

Devin Klein, vice president of retail at Jones Lang LaSalle Inc., said it's no surprise C3 has boomed. Other ghost kitchen businesses, such as Pico Union-based CloudKitchens and Pasadena-based Kitchen United, have also seen strong growth during the pandemic, he said.

"You have to wonder if Covid didn't happen, would it have boomed so quickly?" Klein said. "When Covid hit, (delivery) was the top business in the retail world."

Nazarian said it was "lucky" C3 had established its business model pre-pandemic. Though he had to temporarily shut down several of Disruptive Restaurant Group's brick-and-mortar establishments and furlough some staff at the start of the pandemic, C3 was able to maintain 1,200 employees and expand its delivery-only operation.

"I think it gave our family of the care of their families and get a needed affordable and high-quality."

In part because of C3's success in interest from potential investors.

Jason Maurer, senior vice president said that in 2019 when his company Manhattan West, a 5.4 million-sq-ft was intrigued by C3's concept as

Two years later, Brookfield's food hall to the company in May. "With C3, what's really interesting expertise, is this chef-driven culinary innovation (and) incubate brands."

According to Klein, the ghost kitchen pandemic and accounted for 80 percent of the restaurant industry.

### Anticipating growth

Though more people are opening restaurants, Klein doesn't expect growth years, he anticipates that ghost kitchen estate in the restaurant industry.

"Let's face it, we're in a very fast-paced world," Klein said. "We're in an era where people have become homebodies away, if anything, it's just going."

C3 is preparing for that growth.

## THE REAL DEAL NEW YORK REAL ESTATE NEWS

### The Closing: Sam Nazarian

The hotel mogul and L.A. nightclub king on being a target, how to make people feel good and his bet on ghost kitchens



Sam Nazarian (Photo by Kevin Scanlon)

In a matter of two decades, Sam Nazarian went from Los Angeles nightclub king to luxury hotel mogul to ghost kitchen entrepreneur.

Premium HOME > RETAIL

## Sam Nazarian's \$500 million hospitality company is betting that ghost kitchens will raise the value of real-estate property

Sam Nazarian



Sam Nazarian, CEO of C3

Celebrity-backed MrBeast Burger, a virtual concept launched in December 2020, has already grown to over 800 locations. Uber founder Travis Kalanick's CloudKitchens has bought and converted warehouse space in cities across the country to lease to restaurant brands hoping to launch or expand their business via takeout and delivery. The ghost-kitchen segment is projected to reach \$1 trillion by 2030.

C3's plan is to use a mix of technology and real-estate deals to quickly build brands "that really resonate and have a purpose," Nazarian said. He's secured \$80 million in Series B funding to grow the company, which is now valued at \$500 million and currently has a portfolio of over 40 restaurant brands, with brick-and-mortar food halls in the works in New York, Atlanta, and Seattle. C3 has plans for international expansion, too, signing deals to bring its concepts to the UAE and Saudi Arabia this year — and, according to Nazarian, is looking at opportunities in Asia.

Restaurant concepts are launched online first, but unlike other virtual concepts hitting the market, the goal is no physical locations.

need to make an emotional connection, Nazarian said — "I'd feel like their food comes 'from a kitchen in some station."

### rs give insight into its growth

tributed kitchens is part of the company's growth strategy. Reef Technologies, a parking operator that operates kitchens in trailers in its lots, invested \$25 million in C3 in 2020. It's committed 500 of its "kitchen vessels" to be by 2024. C3 already works with Reef, and Nazarian says five C3 brands can operate from one trailer.

around's other investors illustrate how C3 plans to grow: Global Asset Management, which led the round along with other investors, will open 10 locations featuring C3 brands, including the food hall opening this year. Westfield, which manages retail terminals in the US, invested \$5 million and has 19 C3 shared-kitchen and brick-and-mortar locations.

taking advantage of underused existing restaurant space through a partnership with Chowly, a company that fulfills online orders for restaurant locations. The 10,000-sq-ft space will be used to manage their own online ordering for their own ghost-kitchen businesses with access to 40 C3

enables them — by us giving them the tools of the brand, technology, and the logistical support — to run their kitchens 17 hours a day," Nazarian said. In turn, he expects this will drive more foot traffic to restaurants, offer more hours for their employees, and more community involvement.



# LIFESTYLE HOTELS

sbe Entertainment Group was founded in 2002, which has turned into one of the most successful hospitality companies with sought-after lifestyle hospitality brands around the world including SLS Hotels, Hyde Lounge, Mondrian Hotels and more.

In 2020, Nazarian sold the remaining 50% stake of sbe's hotel platform to Accor Hotels. The \$850 million cash and asset swap deal was groundbreaking for the lifestyle hotel category.

The lifestyle platform included over 100 hotels, 200 restaurants and lounges.

---

SBE HOTELS 2002-2020

---

7 HOTEL BRANDS

---

200 BARS & RESTAURANTS

---

42 HOTELS

---

41 TOWERS



DELANO SOUTH BEACH



SLS SOUTH BEACH



SLS BAHAMAR



MONDRIAN DOHA



MONDRIAN LOS ANGELES





# WHAT WE DO

C3 (Creating Culinary Communities) is a hospitality and technology company founded by Sam Nazarian. C3 aims to revolutionize the food and beverage industry by integrating culinary brands, digital technology, and real estate to create innovative and dynamic dining experiences.

C3 operates under the vision of transforming underutilized spaces into culinary destinations that offer a variety of dining options and concepts. They partner with renowned chefs, restaurateurs, and culinary brands to develop and expand their concepts. Some of the notable partners include José Andrés, Dani García, Masaharu Morimoto, and many others.

One of the key aspects of C3's approach is leveraging technology to enhance the dining experience. They focus on utilizing digital platforms, delivery services, and data analytics to meet the evolving needs of consumers and provide convenient and personalized dining options.

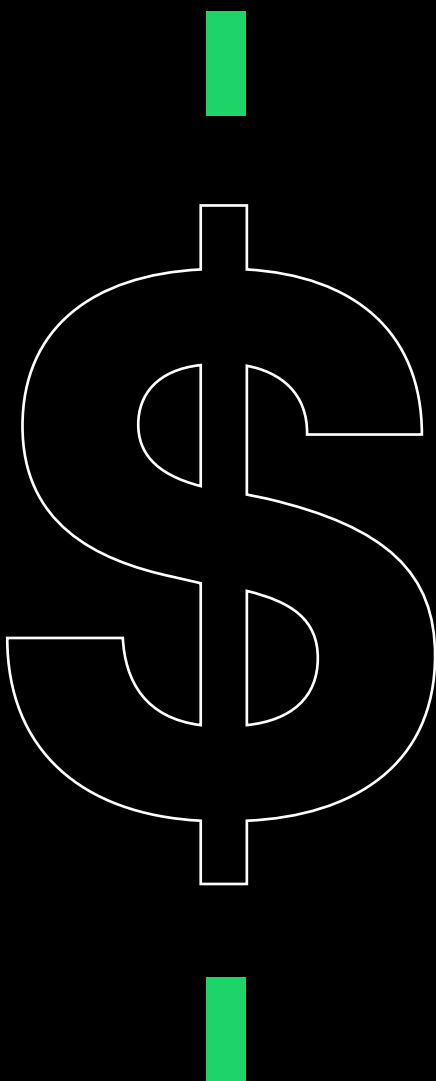
C3 operates various culinary brands, including Umami Burger, Krispy Rice, Sam's Crispy Chicken, and many more. These brands can be found in a range of locations, including food halls, virtual kitchens, and traditional brick-and-mortar restaurants.

Overall, C3 aims to redefine the dining landscape by combining culinary expertise, cutting-edge technology, and strategic partnerships to create unique and engaging dining experiences for consumers.



# INVESTORS AND ADVISORS

**\$100M**  
**Raised to Date**



Investors

- |                           |                           |
|---------------------------|---------------------------|
| ■ Clearlake Capital Group | ■ Tri-Artisan Capital     |
| ■ Arden Digital Ventures  | ■ Lurra Ventures          |
| ■ Silverlake Co-CEOs      | ■ Abu Dhabi Capital Group |
| ■ Simon Property Group    | ■ Yucaipa Hospitality     |
| ■ Accor Hotels            | ■ Brookfield Properties   |
| ■ Cowan Investments       | ■ Reef Technology         |



Board of Directors



**Sam Nazarian**  
Chairman, Founder & CEO  
of Sbe & C3



**Kevin Mccrain**  
Global Head Of Retail

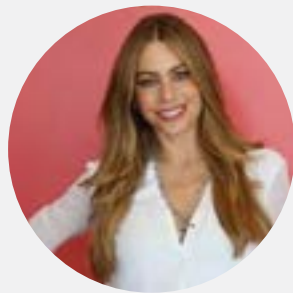


**Eli Simon**  
Global Senior Vice President  
of Corporate Investments



**Gauruv Bhushan**  
Global Ceo Of Lifestyle,  
Accor Hotels

Advisory Board



**Sofia Vergara**  
Co-Founder, Latin World  
Entertainment



**Ron Burkle**  
Founder  
The Yucaipa Companies



**Egon Durban**  
Co-CEO, Silver  
Lake Partners



**Greg Mondre**  
Co-CEO, Silver  
Lake Partners



**Rohit Manocha**  
Co-Founder & Managing  
DirectorTriArtisan Capital  
Advisors



**Ari Ojalvo**  
Co-Founder & CEO  
REEF Technology



**David Simon**  
Chairman, CEO, President  
Simon Property Group



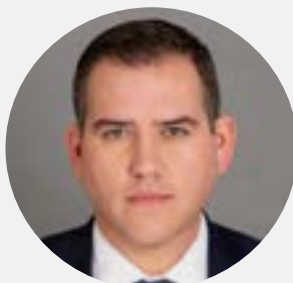
**Ben Brown**  
Head of U.S. Office  
Brookfield Properties



**Russell Wilson**  
Championship Quarterback  
& Entrepreneur, Seattle  
Seahawks



**Marc Anthony**  
Global Entertainer  
& Entrepreneur



**Jason Maurer**  
Senior Vice President  
Brookfield Properties



**J.J. Dudum**  
Executive Senior Vice  
President  
Discovery Land Company



**David Ruddick**  
Executive Vice President  
Westfield



**Ben Weprin**  
Founder & CEO  
AJ Capital Partners &  
Graduate Hotels



**Dean Adler**  
Co-Founder  
Lubert-Adler



**Victor Coleman**  
CEO & Chairman  
Hudson Pacific  
Properties

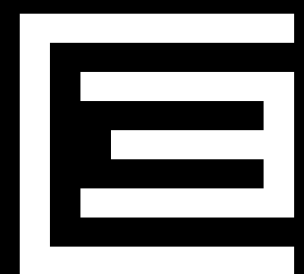


**Tyron Birkmeir**  
Founder and chairman  
Lurra Capital AG

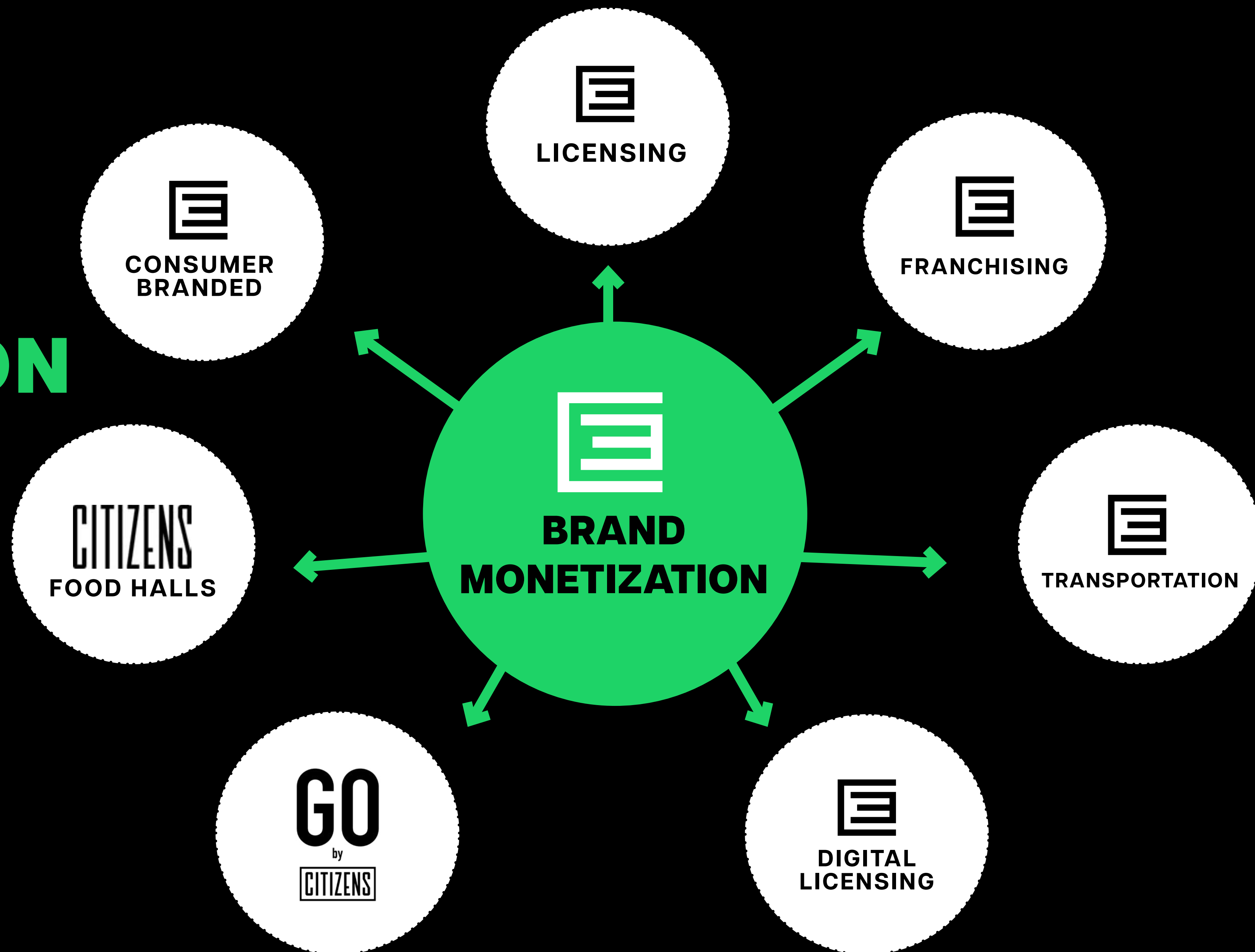


**Beny Alagem**  
Founder & Former CEO  
Packard Bell Computers  
Owner, Beverly Hilton  
& Waldorf Astoria





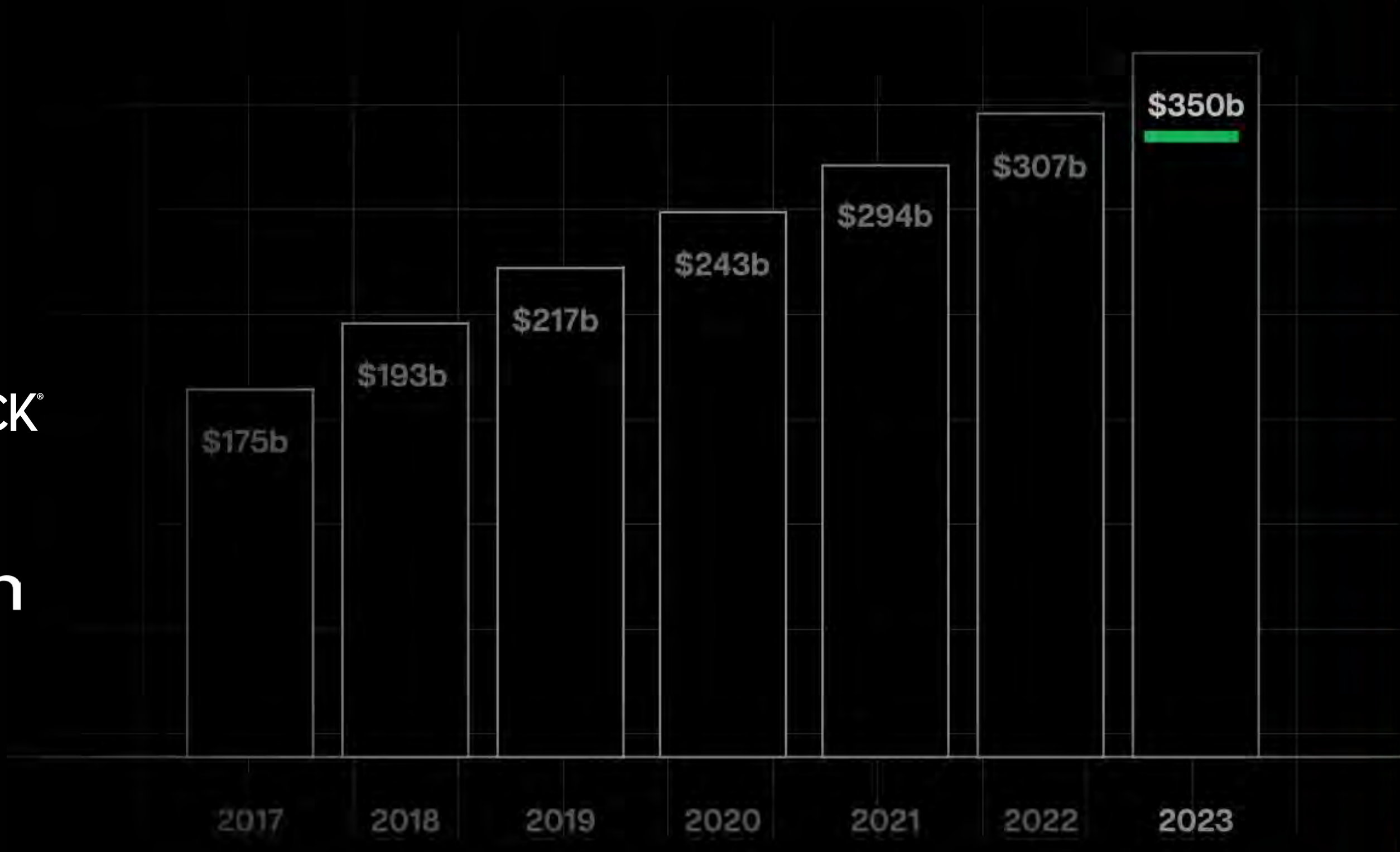
# ICONIC BRAND MONETIZATION





# QSR DISRUPTION WITH PREMIUM BRANDS

\$350B industry and growing



QSR Industry

**\$350b**

in the United States





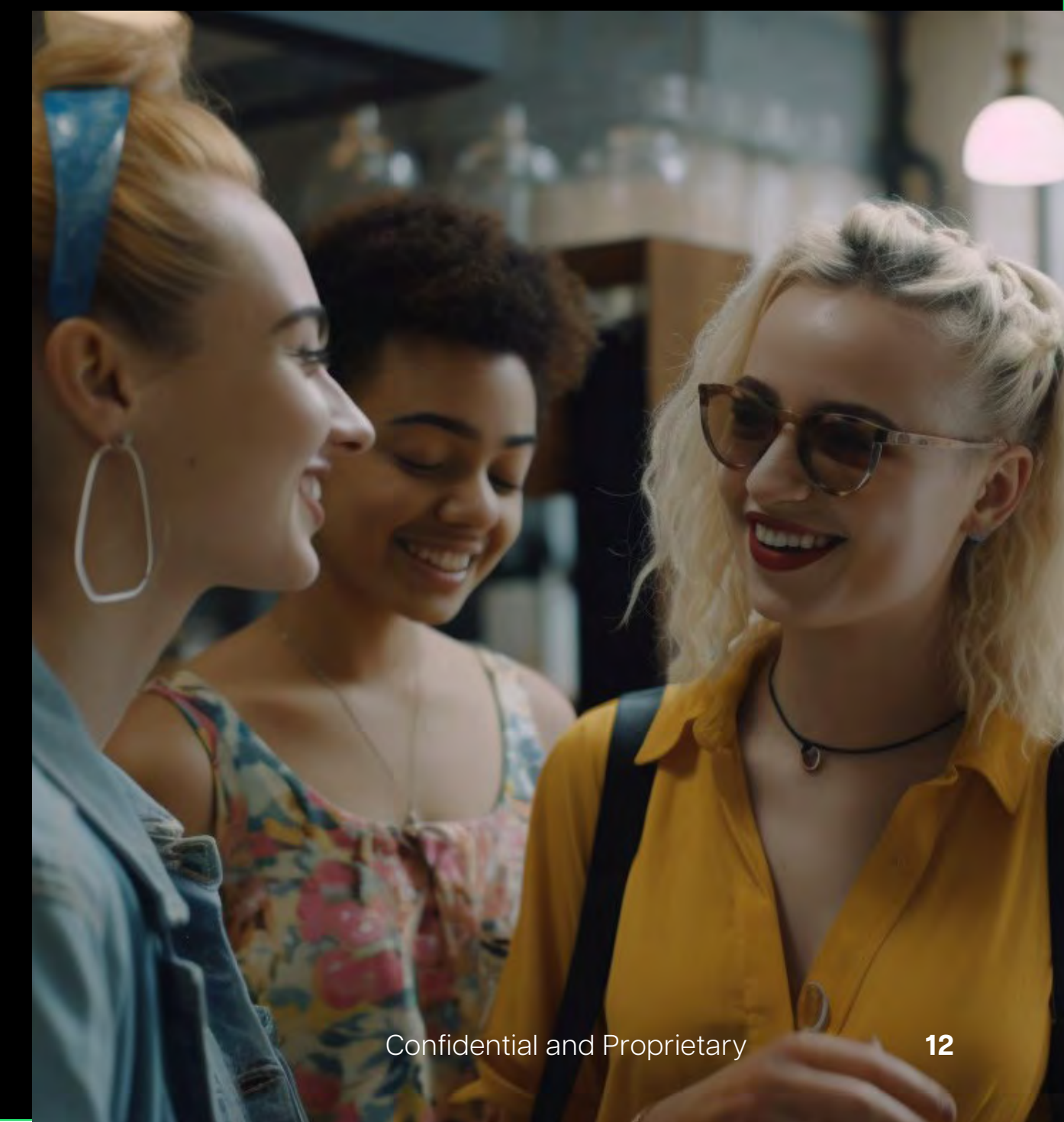


# HOUSE OF BRANDS

**C3's House of 40  
Premium QSR brands,  
curated by Michelin  
starred chefs, celebrities  
and influencers.**

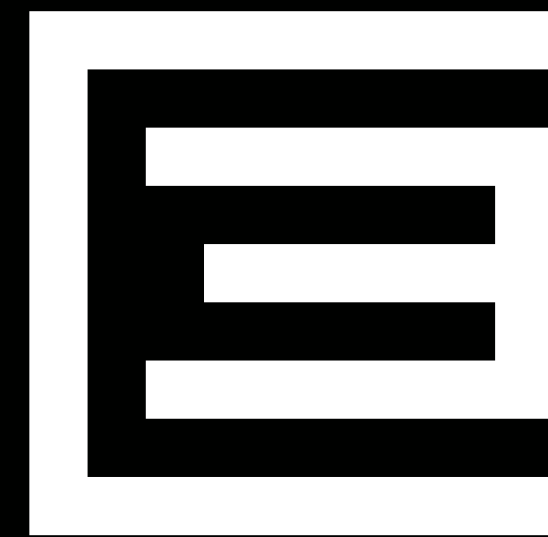
**Unique culinary experiences, beautiful  
packaging, and compelling content for  
millennial and gen-Z consumers.**

**C3's House of Brands brings elevated  
food experiences to everyone,  
anywhere in the world.**





# 50,000



## Global Locations by 2030



Chef Dani Garcia

C3 offers premium QSR experiences with Michelin Star chefs, celebrity and influencer concepts.



Iron Chef Morimoto



Butcher Dario Cecchini

IP and asset-lite model allows for fast global expansion.



Chef Wes Avila







**is a**

- • • **Vertically-integrated**
- • • **Tech-enabled**
- • • **Multi-brand**
- • • **Premium QSR**
- • • **That can be operated  
from existing kitchens**



# CORE TECHNOLOGY INVESTMENT AREAS

## BRAND IP

Celebrity-chef created, co-branded, restaurant IP that our culinary team standardizes for supply chain management and operational efficiency.

Technology and data science are at the heart of everything we do.

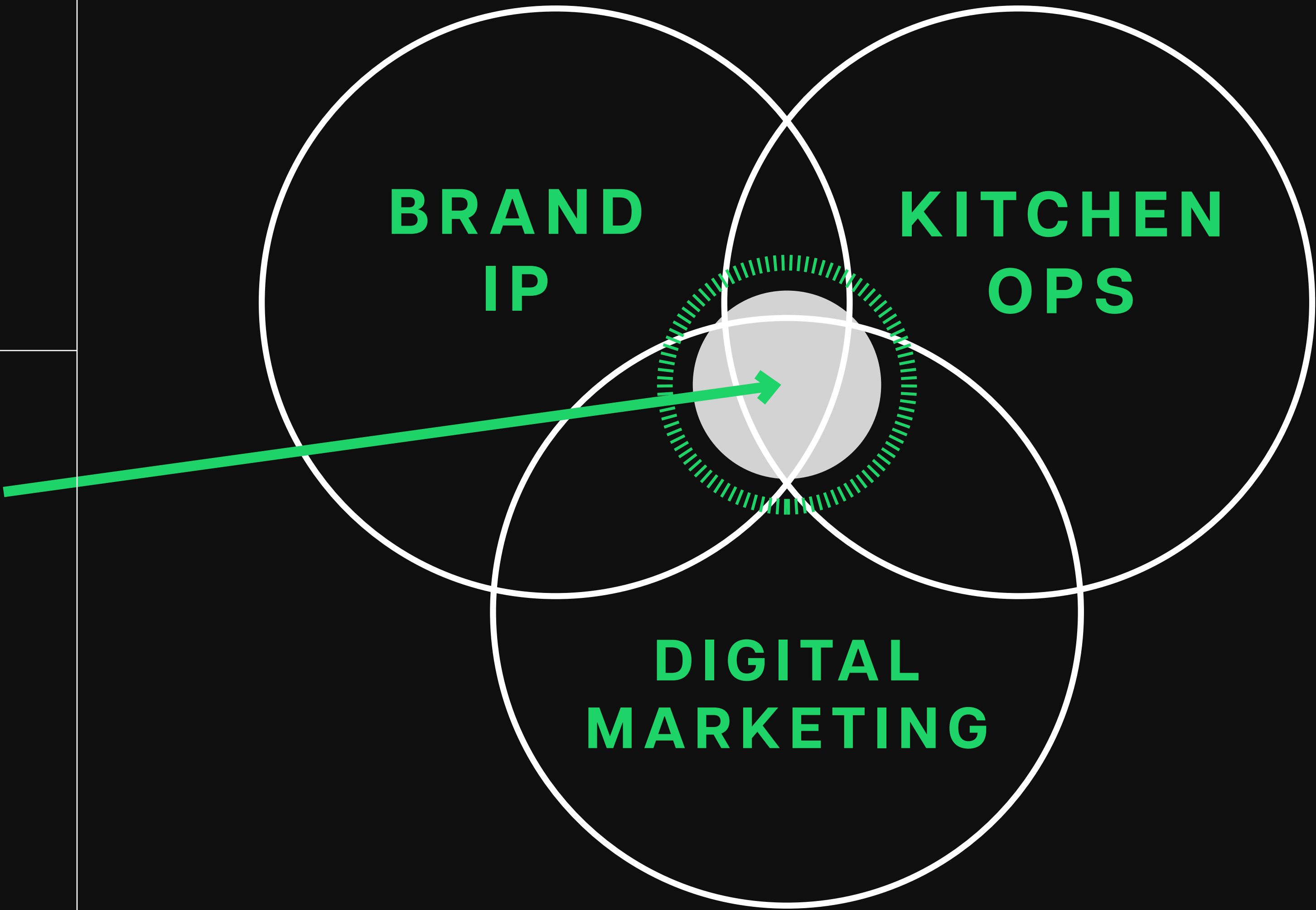
Analytics drives menu creation and location selection while eCommerce infrastructure drives ordering and fulfillment.

## KITCHEN OPS

Ability to stand up dedicated kitchens as well as embed brands within existing kitchens allows for rapid location creation.

## DIGITAL MARKETING

Omni-channel ‘brick and click’ presence to diversify customer acquisition risk.





# OUR PARTNERS



**GHOST** KITCHENS

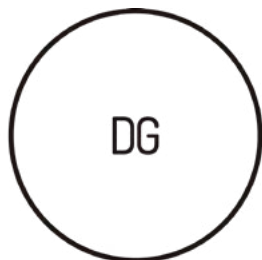


**SSESSIONS**



**Brookfield**

MANHATTAN  
WEST



GRUPO DANI GARCIA

**crave**  
KITCHENS



**LAX**

**Spectrum**  
CENTER





# E's TIER 1

## GLOBALLY RECOGNIZED OWNED BRANDS





# C3 BRAND SUITES

## BURGER

### TIER 1 BRANDS



### ALTERNATIVE BRANDS



### CREATOR BRANDS



## PAN ASIAN

### TIER 1 BRANDS



### ALTERNATIVE BRANDS



### CREATOR BRANDS



## BOWL

### TIER 1 BRANDS



### ALTERNATIVE BRANDS



### CREATOR BRANDS



## LATIN

### TIER 1 BRANDS



### CREATOR BRANDS



## BAKERY

### TIER 1 BRANDS



### ALTERNATIVE BRANDS



### CREATOR BRANDS

PANSINO PIZZA



# LICENSING AND FRANCHISING



You feel it long before you know its name. A craving that comes to you like some primal signal from within. An instinctive desire originating deep down in your DNA. You long for it. Like love. Like the air you breathe. And why, you can't explain. Nonetheless it is there. Urging you on, enticing you. It's a feeling. A knowing. And when the sensation comes flooding in, you are lost to its charms. An aroma carried on the air. An exquisite bite you wish would never end. It is truly life affirming. In the moment, it's everything. And now you know it by name. Say it out loud.





# LICENSING AND FRANCHISING

## KRISPY RICE

Krispy Rice is a groundbreaking experience in dining—the first international fast-casual sushi restaurant. With our pedigree in Katsuya, we have the unique opportunity to rely on the recognized quality of our sister brand while evolving into a distinct, original offering of our own. While our primary focus is on providing quick, convenient takeout, we welcome guests to stay and eat at our limited seating, providing a welcoming, friendly environment whether you're on your way out or staying for awhile.

Our attention-to-detail is clear in everything we do, from the quality of our food to the convenience of our ordering and takeout process to the utility of our packaging. This is Krispy Rice: serving casual, convenient meals that are anything but ordinary.











PARTNERSHIP OVERVIEW:

C3 brands are currently sold at 47 of the TGIF company-owned stores. The three brands offered by TGIF are Krispy Rice, Kumi and Stonie Bowls.



|   |   |   |
|---|---|---|
|  |  |  |
| 142 stores  | 44 stores   | 24 Stores   |
| 142 On Menu   | On Menu   |  |
| 134 For Delivery  | For Delivery  | Delivery Available  |

Brand Locations: 115 Current Locations

Opportunities:

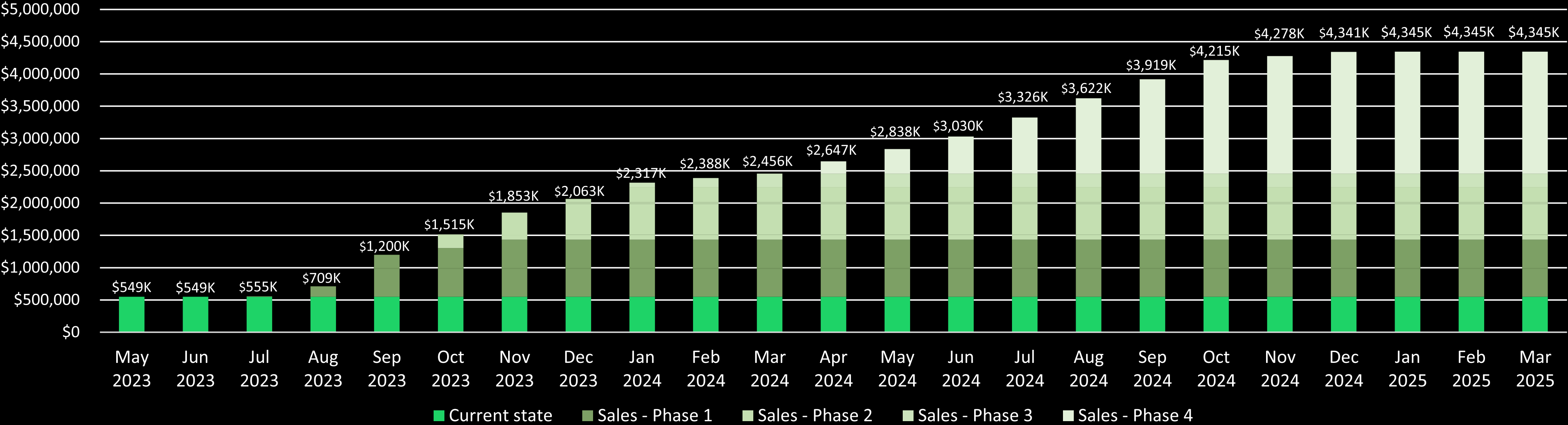
TGIF has proposed an additional 97 stores to launch by end of September. In Q4 2023, TGIF will launch C3's new LatinX brand with Sofia Vergara and at least MeTacos by Tastemade or Hecho Libre to all live locations. In addition, TGIF's global franchisees have expressed interest in rolling out C3 brands in the Middle East and UK in 2023.

Total Brand Locations by EOY - 710

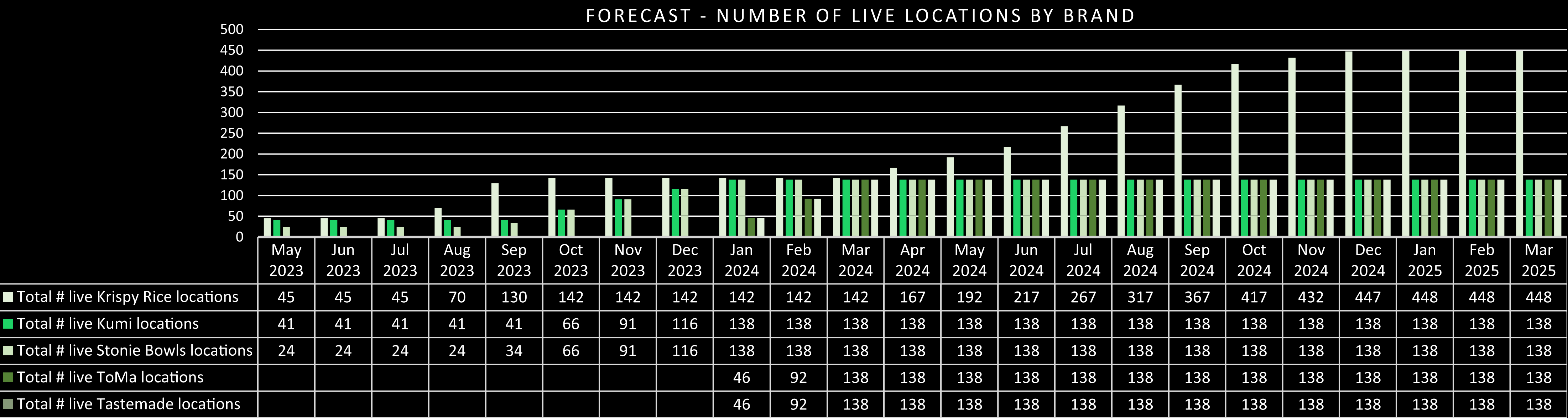




C3 BRANDS SALES FORECAST (TGIF LOCATIONS) – MONTHLY REVENUE



FORECAST - NUMBER OF LIVE LOCATIONS BY BRAND





# LICENSING AND FRANCHISING



The first Soom Soom Fresh Mediterranean restaurant opened in November 2016 in Los Angeles. We poured our heart and soul and a lot of great ingredients into creating a restaurant we would be proud of. Today, we are proud to say we have perfectly blended our love for healthy, organic foods and our Mediterranean roots at SIX LA-area locations. From our Soom Soom family, we hope you come and enjoy a deliciously fresh take on classic, authentic Mediterranean cuisine.





# LICENSING AND FRANCHISING



Hecho Libre is a quick-service restaurant inspired by the Baja region of Mexico. We offer chef crafted recipes made with high-quality ingredients and simple preparations that focus not only on speed, but on being delicious.





LICENSING AND FRANCHISING





# LICENSING AND FRANCHISING



In partnership with internationally acclaimed Iron Chef Masaharu Morimoto, Sa'Moto is a new pan-Asian fine-dining restaurant concept. Chef Masaharu Morimoto – known to millions as the star of Iron Chef and Iron Chef America – has garnered critical and popular acclaim for his seamless integration of Western and Japanese ingredients.





# LICENSING AND FRANCHISING



EL Pollo Verde is chef Dani García's first quick service brand. Carrying the essence of the Mediterranean as his flag, he covers the most typical dishes of the area, to, of course, always give it the touch that characterizes it. The options available at El Pollo Verde are grouped into three sections: bowls where all of the region's countries are represented with a combination of their star ingredients; all about el pollo, where you can enjoy the best roast chicken in New York and a selection of sandwiches featuring chicken as the main ingredient; and the star section, Build Your Own Bowl, where you can devise your order however you like, choosing the base, protein, toppings and dressing.





# TRANSPORTATION



## Partnership Overview:

C3 has partnered with FlyXO to disrupt the private aviation experience by providing an elevated culinary journey to their passengers. Through this partnership, C3 has curated an exclusive menu that offers a range of exquisite dishes from various C3 brands, accessible to passengers through the Go By Citizens app.

## Opportunities:

The partnership aims to expand in Phase 2, connecting other major US cities such as Los Angeles, Atlanta, Chicago, Farmingdale, Boca Raton, Miami-Opa Locka, and more.

The initial launch will serve four airports that connect the NYC and Miami areas:



The minimum guaranteed revenue for Year 1 is set at

**\$1,365,000**

based on **350 flights** per month and **4,200 flights per year** (with a minimum spend of \$50 per passenger)



Global Franchising & Licensing

BRICK AND MORTAR LOCATIONS ALL OVER THE GLOBE.



Umami Burger - Paris, France



Umami Burger - Baha Mar



Soom Soom - Los Angeles, CA



Ella Mia - Atlanta, GA



Umami Burger - Yokohama, Japan



Umami Burger - Kinschicho Parco, Japan



Soom Soom - Brentwood, CA



Cicci di Carne by Dario Cecchini - Atlanta, GA





Umami Burger- New York, NY



Sa'Moto by Morimoto - New York, NY



Krispy Rice - New York, NY



El Pollo Verde by Dani Garcia- New York, NY



# 'S 2024 GLOBAL FOOTPRINT

9 COUNTRIES



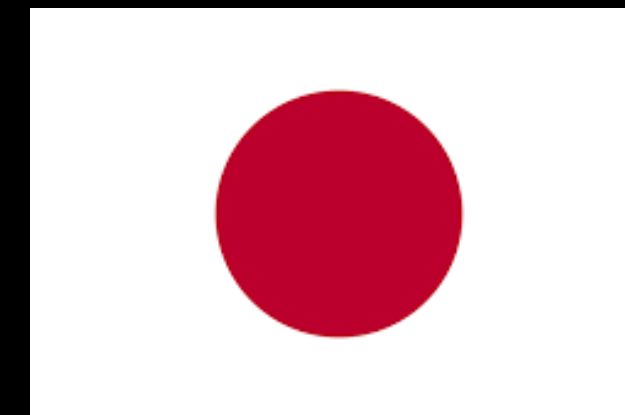
CANADA



UK



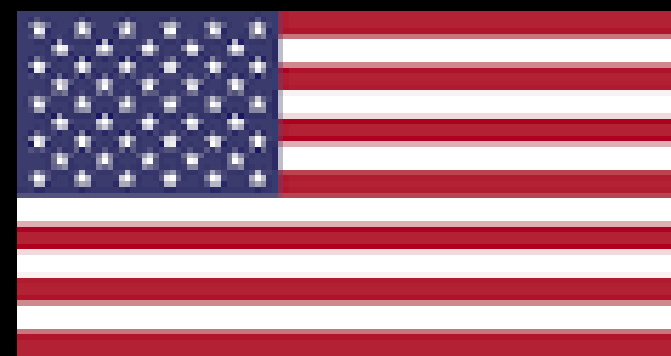
SAUDI ARABIA



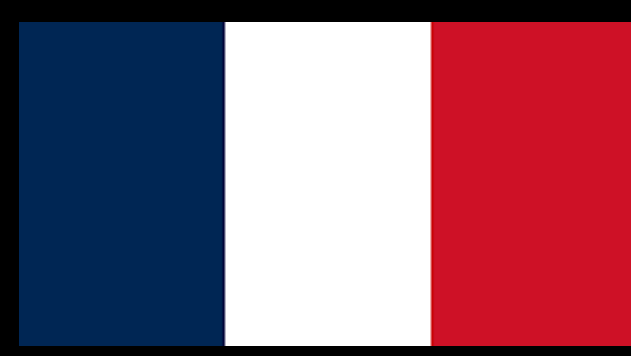
JAPAN



BAHAMAS



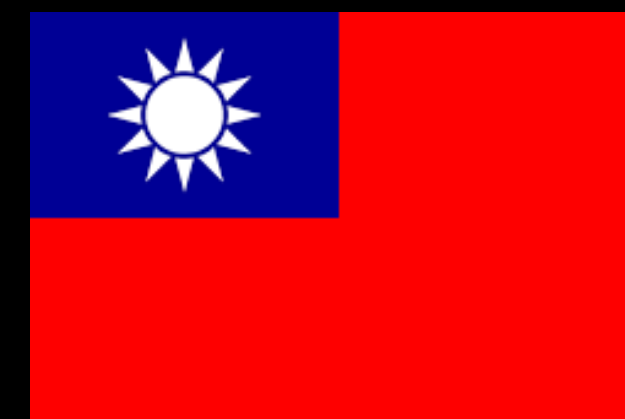
USA



FRANCE

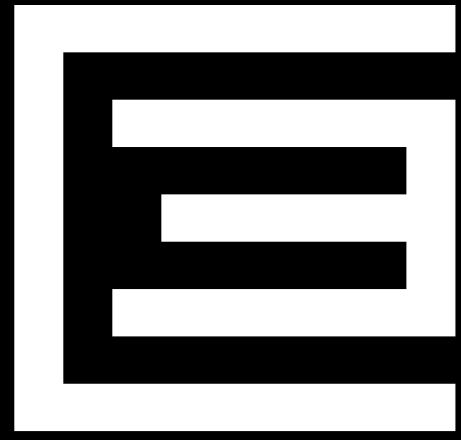


UAE



TAIWAN





# THE FOOD SERVICE OPPORTUNITIES ARE ENDLESS.

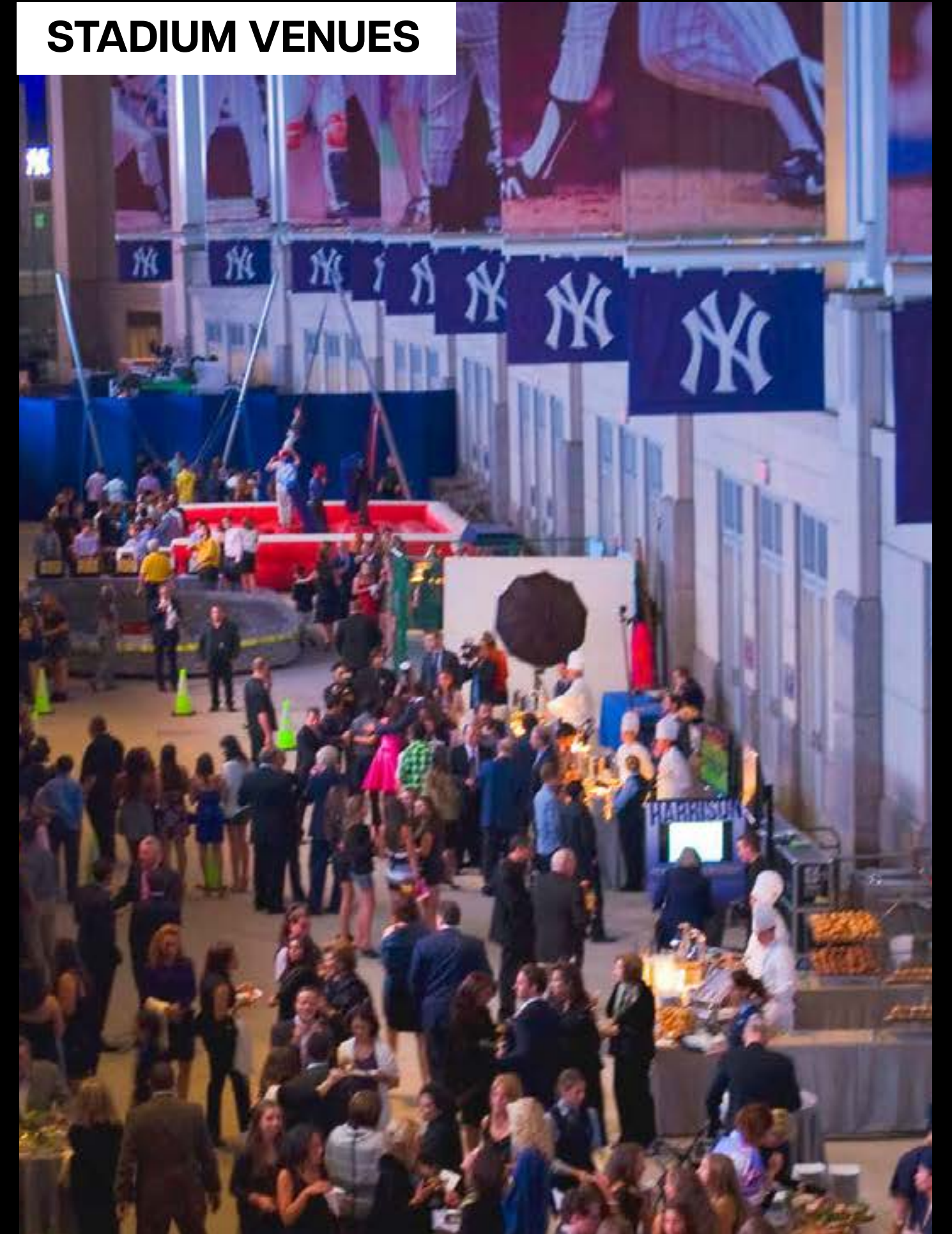
**ENTERPRISE CAFETERIAS**



**AIRPORT FOOD HALLS**



**STADIUM VENUES**



**COLLEGE CAMPUS**



**WORKPLACE HOSPITALITY**





# FOOD AS CONTENT knows how to connect with younger generations through content.

Launching brands with  
Youtube influencer

**MATT  
STONIE**

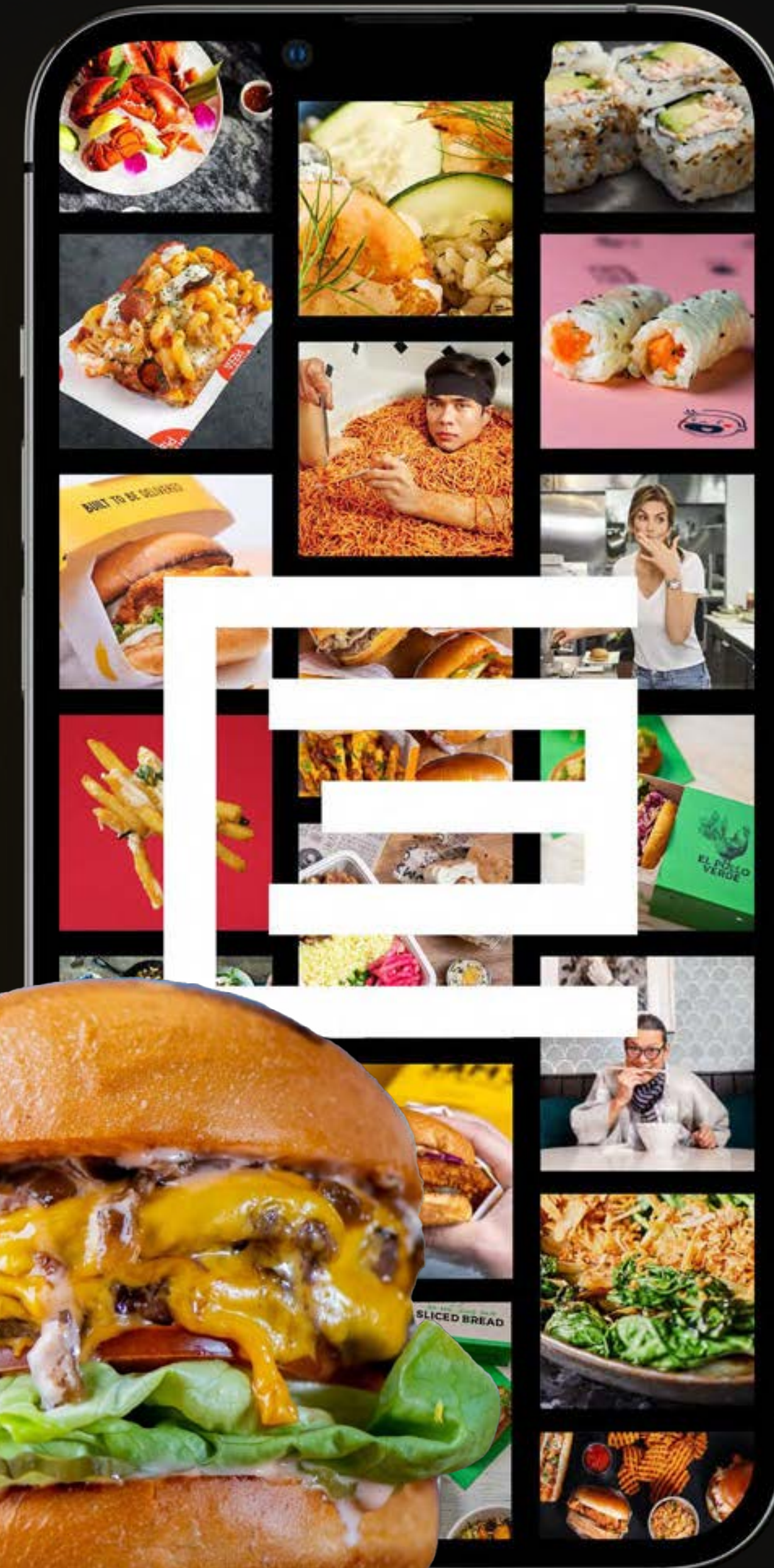
(+16m Subscribers)

Collaborations with  
food network

**TASTEMADE**

(300m Users)

In-house Content studio generating mouth water  
imagery at scale to build brands across social





# TOP INFLUENCERS OVER **1 BILLION IMPRESSIONS**

 Cindy Crawford



 **UMAMI BURGER**

 John Legend



 **KRISPY RICE**

 Justin & Haley Bieber



 **KRISPY RICE**

 Bon Jovi



 **UMAMI BURGER**

 Jaden Smith



 **UMAMI BURGER**

 Diplo



 **UMAMI BURGER**





**ciccì di  
CARNE**  
BY DARIO

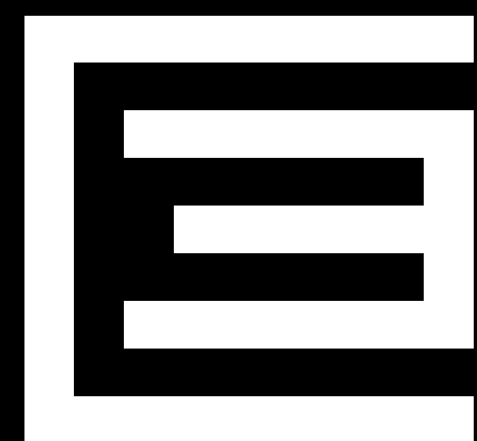
Dario  
Cecchini



Cindy Kruse



Wes Avila



# CHEF PROFILES

## RESTAURANT PROFILES



**SOOM  
SOOM**

Zahi



Matt Stone



**SOFIA VERGARA**

Sofia Vergara



**CASA DANI**  
SPANISH · MEDITERRANEAN

Dani Garcia





### Citizens Food Halls are our brick and mortar showrooms

- Creating premium QSR experiences C3's House of Brands in one location
- Creates one cohesive brand experience for dine-in, pickup and delivery
- Partnership with stadium operator Legends (Yankee Stadium, Dallas Cowboys Stadium, SoFi Stadium)
- Together expanding Citizens Food Halls across the US and UK.

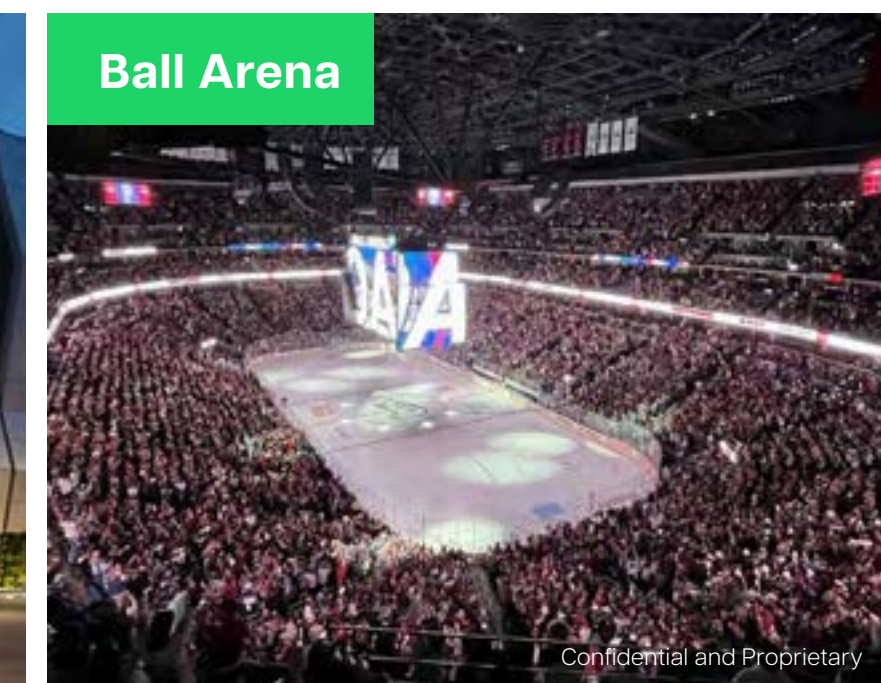
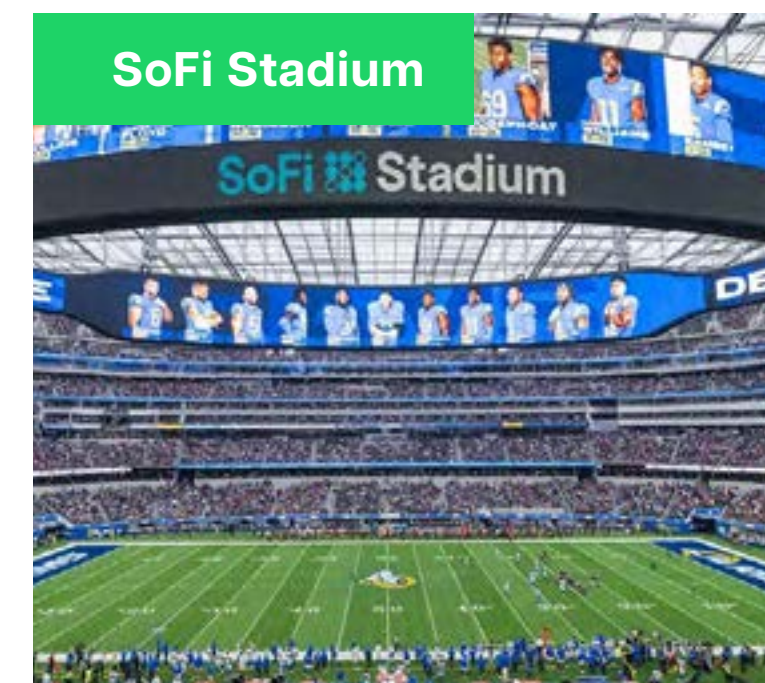


**Legends is a food, beverage, merchandise, retail, and stadium operations company. It was formed as a joint venture between Jerry Jones, owner of the Dallas Cowboys, and Yankee Global Enterprises in 2008. It is estimated that the company is worth around \$1.3 Billion, and was recently bought by Sixth Street Partners, operating as a group along with the Yankees and Cowboys.**

### **Sports Partnerships:**

Dallas Stars, New York Yankees, Dallas Cowboys, Real Madrid, Barcelona, LA Rams, Tampa Bay Bucs, Tennessee Titans, Liverpool FC, Manchester City FC, LA Angels, Buffalo Bills, USA Soccer, LA FC, PGA, Professional Fighters League, UFC

### **Stadium Partnerships:**





## LOS ANGELES BUSINESS JOURNAL THE COMMUNITY OF BUSINESS™

DINING-RESTAURANTS > WEEKLY

### C3's Sam Nazarian Has Big Plans for Ghost Kitchen Company

BY NAT RUBIO-LICHT  
JULY 26, 2021

f t in e



## RESTAURANT BUSINESS

### Sam Nazarian acquires Nextbite, adding to virtual brand collection

The owner of C3 and the SBE hospitality group will turn Nextbite into a separate company, marking the end of an era for the once fast-growing startup.

By Joe Guskowski on Jun. 13, 2023

f t in



C3 brands include Umami Burger, Krispy Rice and Sam's Crispy Chicken. (Photo courtesy of C3)

## FSR



C3 has more than 40 culinary brands, serving more than 1.3 million meals during the last 12 months.

### TGI Fridays Expands Partnership with Food Tech Platform C3

AUGUST 3, 2022

## QSR

### How Sam Nazarian's C3 is Unleashing the Future of Restaurants

The company is operating multiple brands per kitchen in a diverse portfolio of venues.

EMERGING CONCEPTS | DECEMBER 10, 2020 | BEN COLEY

t f in e



Sam's Crispy Chicken is one of C3's eight virtual brands.

## LOS ANGELES BUSINESS JOURNAL THE COMMUNITY OF BUSINESS™

### Nazarian Puts Food Upfront

BY GRACE HARMON

JULY 24, 2023

e 254

f t in e



Eat: Sam Nazarian's C3 brand owns this food hall, which is located in New York City.

Premium HOME > RETAIL

### Sam Nazarian's \$500 million hospitality company is betting that ghost kitchens will raise the value of real-estate property

Kristen Hawley July 15, 2021, 7:44 PM WEST



Sam Nazarian, CEO of C3.

Sam Nazarian is founder of SBE, a lifestyle hospitality company.

## BUSINESS INSIDER

## Restaurant Spaces

### HOW C3 BY SBE IS TURBOCHARGING THE RISE OF VIRTUAL BRANDS

Everyone wants to crack the emerging virtual brand market... few are doing it like this

By Christian Allred June 1, 2022



## REAL ESTATE WEEKLY



As Manhattan wakes up, Nazarian gives ghost kitchens a new future

by REW May 27, 2021 5953



# PARTNER PRESS

Nation's  
Restaurant News



OPERATIONS > TECHNOLOGY

TGI Fridays CEO Ray Blanchette on finding success with a virtual sushi brand

Restaurant  
HOSPITALITY

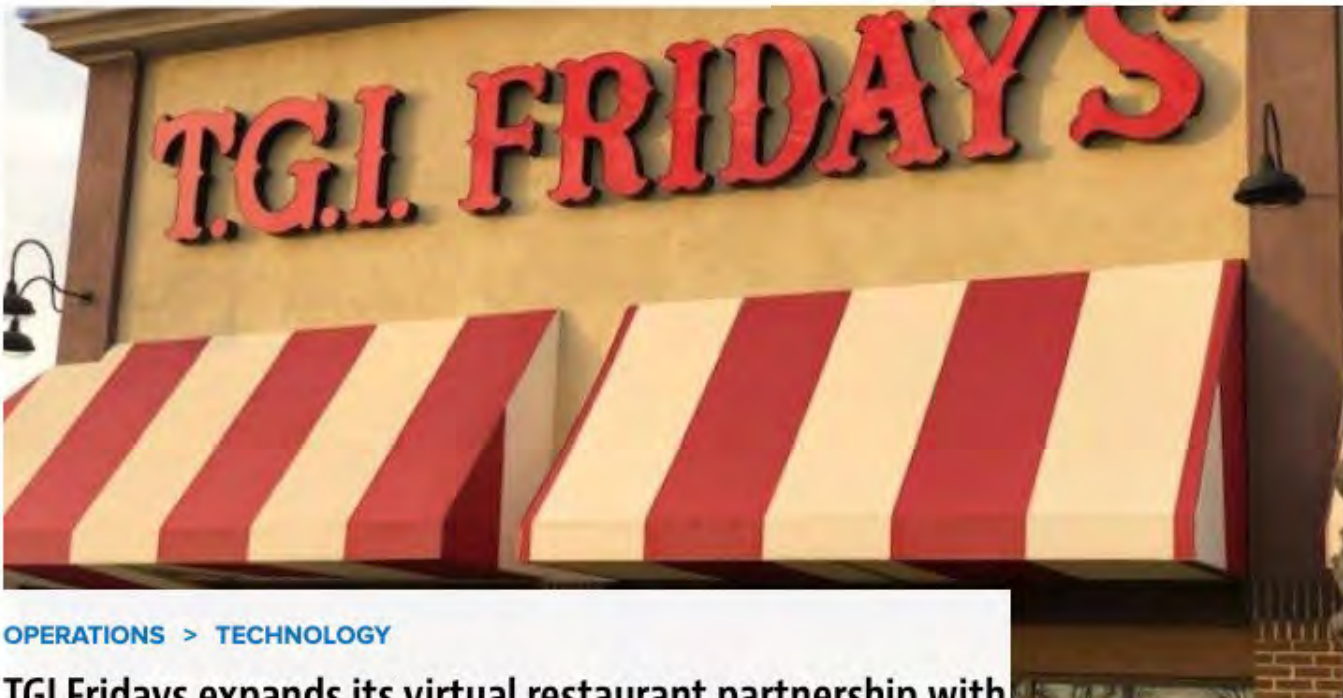


TRENDS > NEW RESTAURANT CONCEPTS

SBE's hybrid ghost kitchen network and food hall C3 announces chef partnership and expansion with Dani Garcia

Sam Nazarian and Dani Garcia partner for the next phase of SBE's C3 project.

Nation's  
Restaurant News



OPERATIONS > TECHNOLOGY

TGI Fridays expands its virtual restaurant partnership with C3

TGI Fridays slate of virtual restaurant partnerships will now include Matt Stonie's Stonie Bowls, as well as Krispy Rice and Kumi

Now, in addition to delivering Krispy Rice sushi and Kumi Japanese tacos to customers, Fridays will also run competitive eater Matt Stonie's brand Stonie Bowls (teriyaki and poke bowls) out of its digital kitchens.

QSR

C3 Teams with Global Premium Experiences Company, Legends



FSR

TGI Fridays Partners with C3 to Open Digital Kitchens in 170 Stores



# E INVESTMENT PRESS

## Sam Nazarian's food venture expands to Saudi Arabia in \$100M JV

C3 will open 500 locations in the region within 5 years

**THE REAL DEAL**  
REAL ESTATE NEWS



*Nation's  
Restaurant News*



As of February 2021, C3 operates 250 digital kitchens across the U.S.

C3, the fastest-growing global food tech platform, secures \$10 million in strategic investment from Swiss-based private capital investment firm Lurra Capital



**FSR**

## Food Tech Platform C3 Notches \$80 Million Investment

**LOS ANGELES BUSINESS JOURNAL**  
THE COMMUNITY OF BUSINESS™

DINING-RESTAURANTS > WEEKLY

### C3's Sam Nazarian Has Big Plans for Ghost Kitchen Company

BY NAT RUBIO-LICHT  
JULY 26, 2021

f t in e



**RESTAURANT  
BUSINESS**

TECHNOLOGY

### Sam Nazarian prepares Nextbite for its next act

The hospitality magnate and virtual brand collector is making a "massive investment" in his new acquisition and sees plenty of growth still ahead.

By Joe Guskowski on Aug. 04, 2023



**THE REAL DEAL**  
REAL ESTATE NEWS

## Sam Nazarian buys food tech company Nextbite

Former hotel mogul adds delivery-only business to portfolio



SBE Entertainment Group's Sam Nazarian and Nextbite's Alex Canter (Getty, Nextbite)

**FSR**



## C3 Notches Joint Venture to Expand Soom Soom

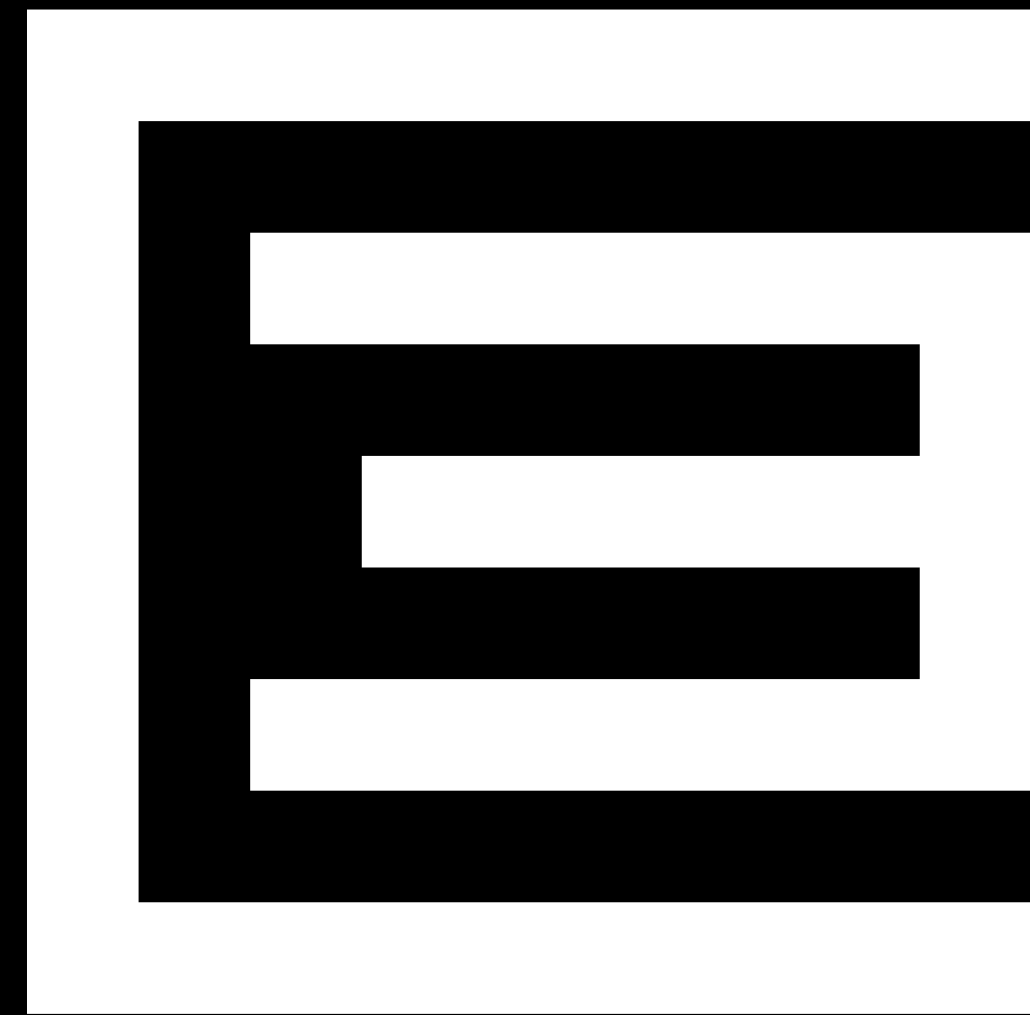




**OUR NETWORK**  
**sbe Family**  
WE HAVE RELATIONSHIPS WITH  
THE WORLD'S BIGGEST ICONS







**Everybody  
Eats**

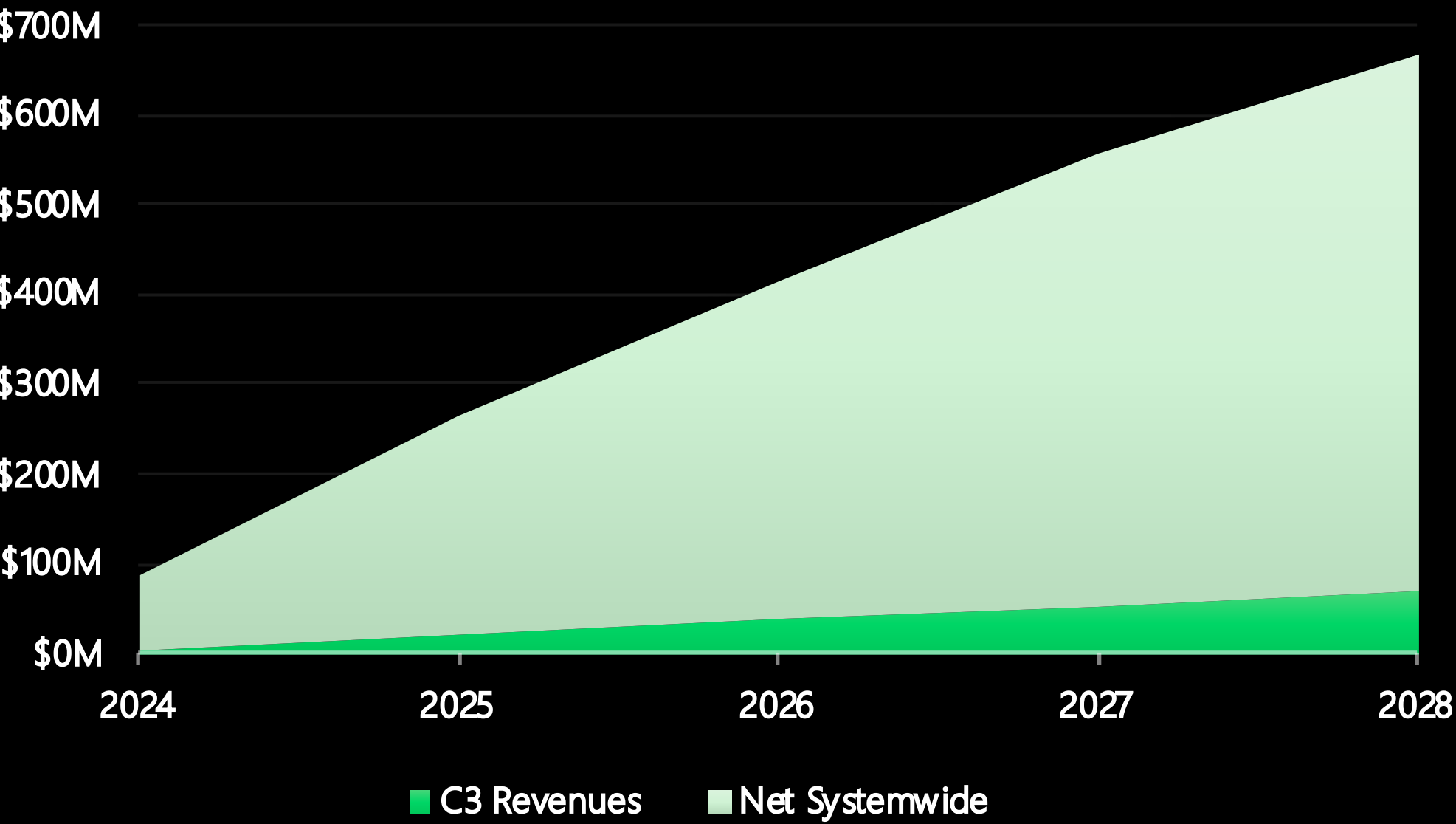
## **Financial Deck 2023**



# SYSTEMWIDE REVENUES TO C3 REVENUE VERTICALS

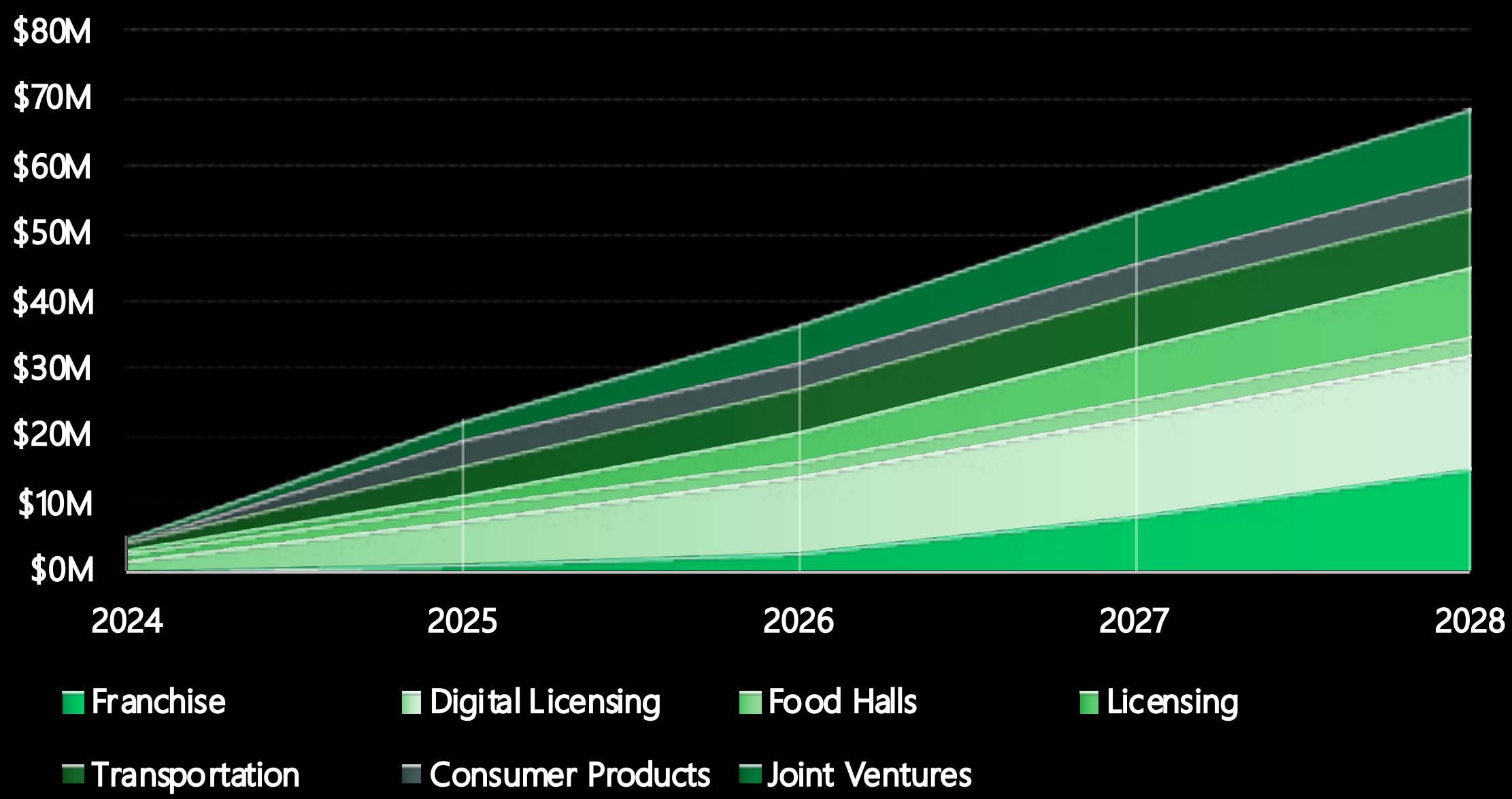
\$100 M to \$700 M in Systemwide Revenues by 2028, driven by a multi-prong brand IP distribution strategy.

5 Yr Revenues Systemwide



C3 benefits from a diversified set of revenues, led by the proven digital licensing vertical (~25% of the revenue by 2028)

5 Yr Revenues C3





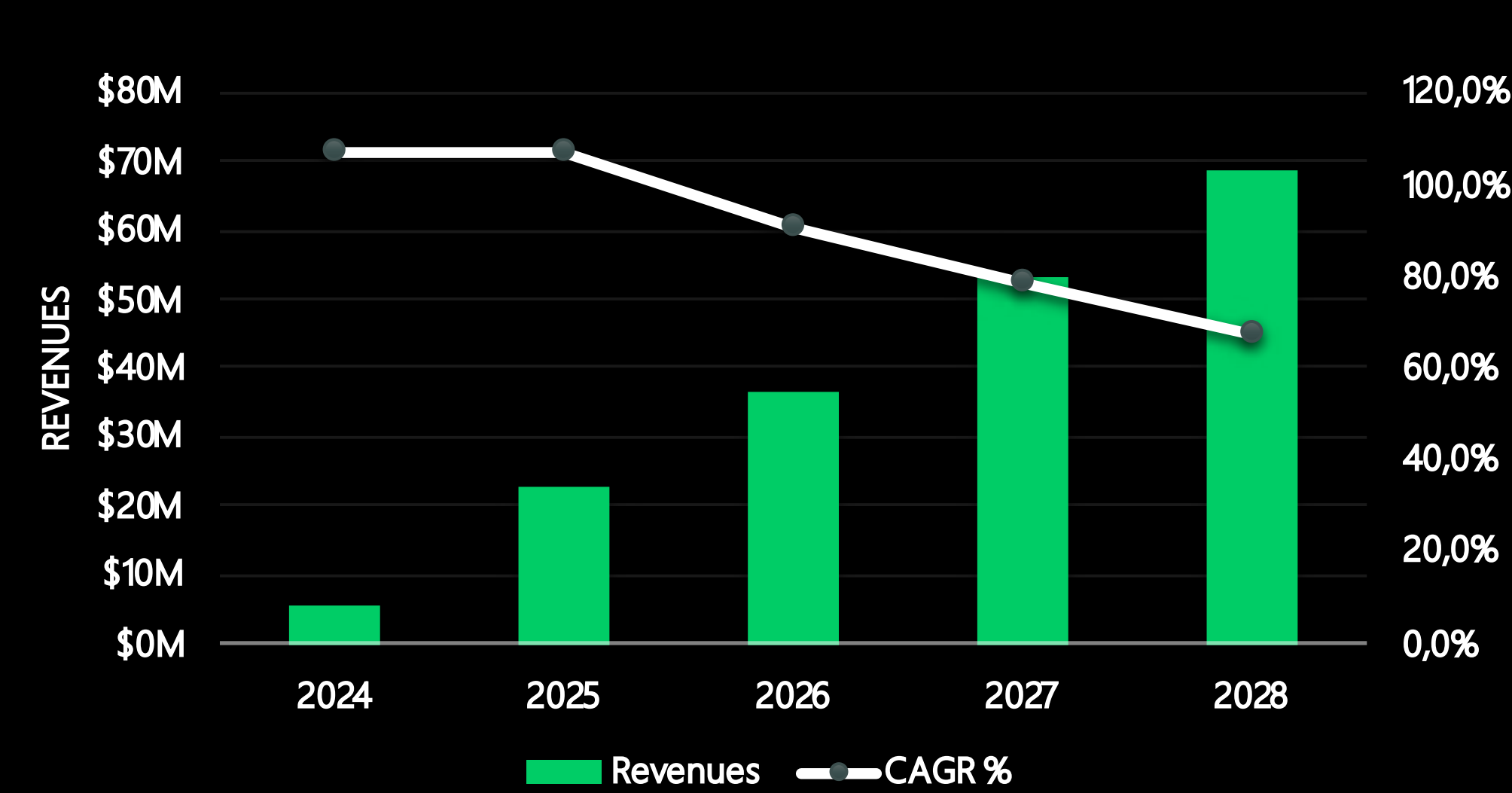
# CAGR PERFORMANCE BY SALES CHANNELS

Projected revenue growth rate of

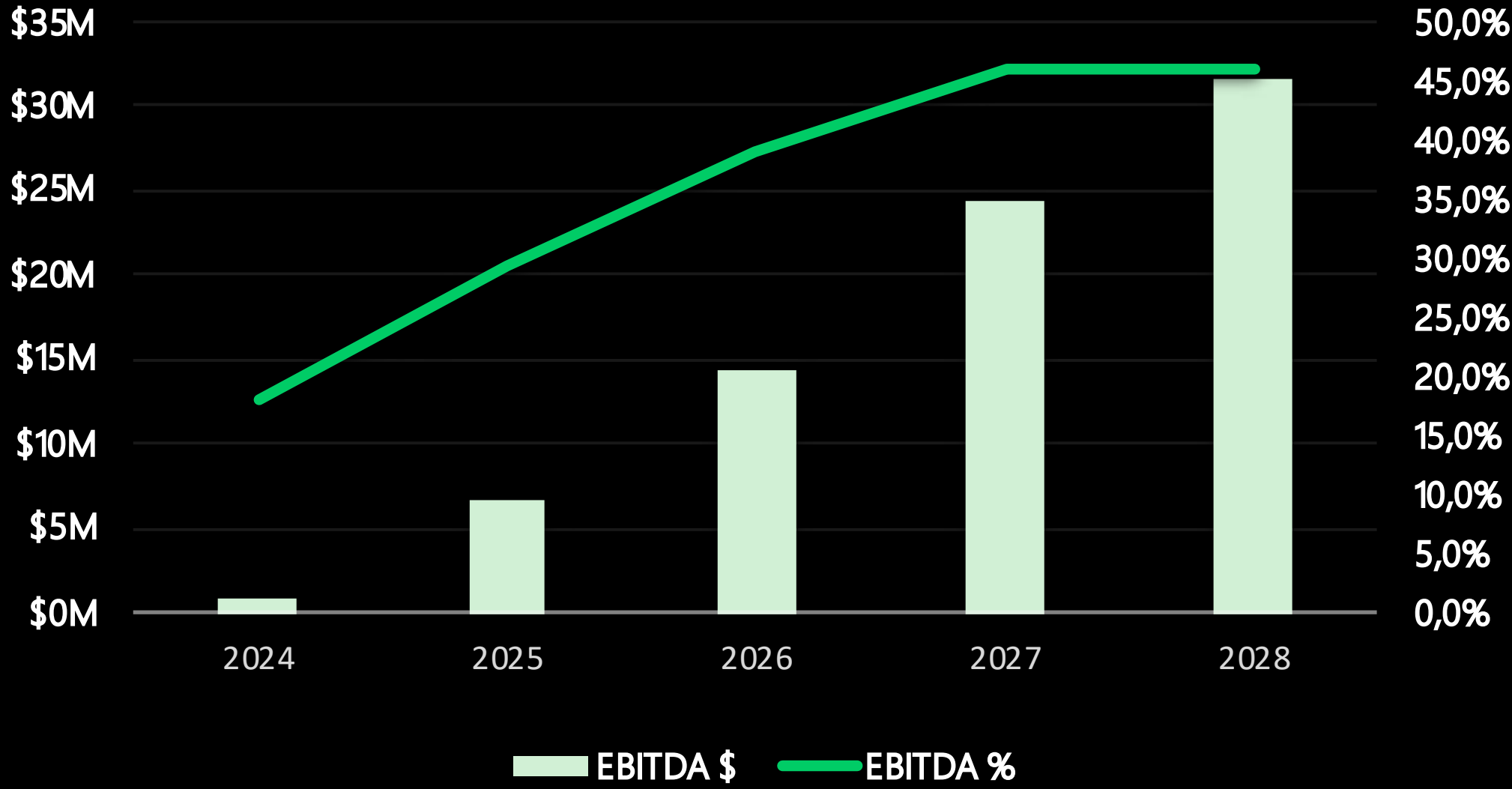
**67,1%** Over the next 5 years.

**46%** EBITDA performance reach by end 2028

C3 Revenues CAGR



C3 EBITDA Performace

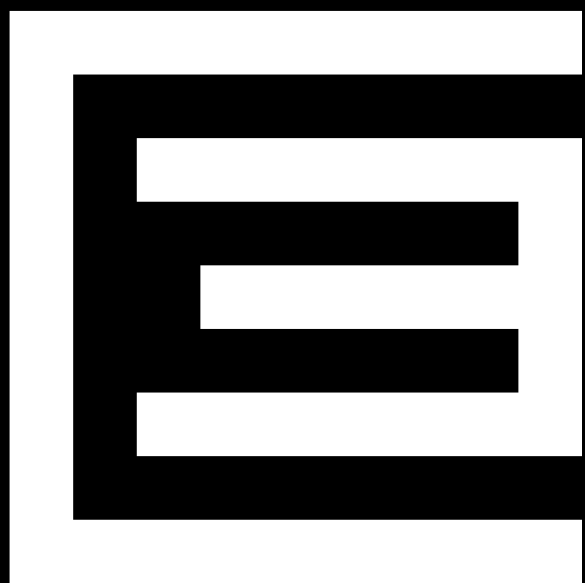


**EBITDA POSITIVE**



# C3 | BRANDS PROJECTED VALUATION MULTIPLES YEAR 5

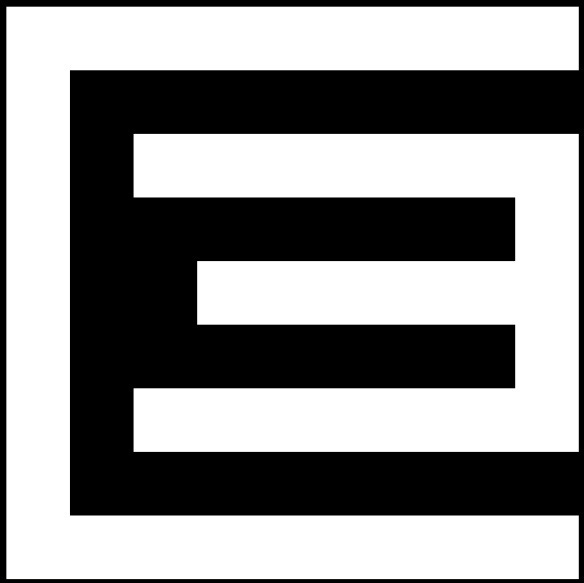
## 2028 REVENUES



|     |             |
|-----|-------------|
| 1X  | \$68,6 M    |
| 8X  | \$548,6 M   |
| 10X | \$685,7 M   |
| 15X | \$1,028.5 M |

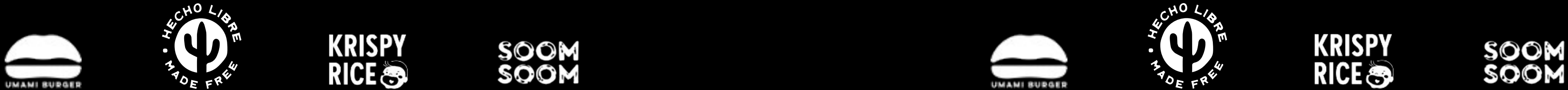
20X \$1,371.4M

## 2028 EBITDA



|     |           |
|-----|-----------|
| 1X  | \$31.5 M  |
| 15X | \$473.1 M |
| 20X | \$630.8 M |
| 25X | \$788.5 M |

30X \$946.3M



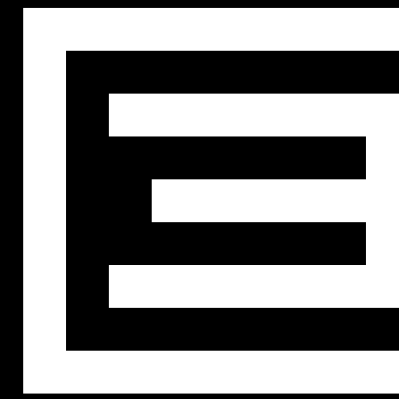
|     |           |          |          |          |
|-----|-----------|----------|----------|----------|
| 1X  | \$10,2 M  | \$10.2M  | \$10,2 M | \$10.1M  |
| 8X  | \$81,4 M  | \$81.8M  | \$82 M   | \$80,7M  |
| 10X | \$101,7 M | \$102.3M | \$102.3M | \$100.9M |
| 15X | \$152,5 M | \$153.4M | \$153.4M | \$151.4M |
| 20X | \$203.4M  | \$204.6M | \$204.6M | \$201.9M |

|     |           |           |          |          |
|-----|-----------|-----------|----------|----------|
| 1X  | \$5.1 M   | \$5.2 M   | \$5.2 M  | \$5.1 M  |
| 15X | \$77 M    | \$77.5 M  | \$77.6 M | \$77.5 M |
| 20X | \$102,7 M | \$103,3 M | \$103.5M | \$101.9M |
| 25X | \$128.4 M | \$129.1M  | \$129.4M | \$127.4M |
| 30X | \$154.1M  | \$155M    | \$155.2M | \$152.9M |

Note: C3 includes all revenues and fees from each business vertical – Franchise, Digital, Food Halls, Licensing, Transportation, JV and CPG. For purpose of valuation by select brands, Revenue and EBITDA are included for the following brands: Umami, Hecho Libre, Krispy Rice, Soom Soom.



# JOIN THE FOOD REVOLUTION



In conclusion, **C3 offers an unparalleled opportunity to revolutionize the dining scene** by bringing its premium quick service restaurants and Citizen Food Halls to various markets throughout the world.

With its diverse portfolio of brands, innovative approach to dining, and visionary leadership, C3 is well-positioned to create a culture of culinary communities.





# Everybody Eats

