



Introduction

Our Roots

IT ALL STARTED IN 1971

In 1971, two shaggy-haired Yanks opened an American diner in an old Rolls Royce dealership in London. It had nothing to do with market studies or target audiences. It didn't even have anything to do with memorabilia. That was just a goof: Clapton wants to save his favorite table - sure, we'll put the guitar on the wall. Four decades, 60+ countries and 160+ Hard Rock Cafes and more than 30 hotels later, we're still saving tables for our Rock Star friends, and for millions upon millions of their fans.



Hard Rock Mottos



Stroll through any Hard Rock and you will be greeted by our mottos emblazoned on the walls. Inspired by ancient philosophical teachings and originally instated by Hard Rock's founders, these mottos are as relevant to our standards of service today as they were in 1971.

These philosophies are the guiding principles that we use to define and express our culture of service, our community out-reach, our spirit of teamwork, and our environmental programs. They've challenged us to be our best and to help make the world a safer, healthier and better place for all.

LOVE ALL—SERVE ALL
TAKE TIME TO BE KIND
ALL IS ONE
SAVE THE PLANET



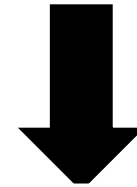
Integrated Resorts



- The history of Integrated Resort Casinos (“IRC”) development elsewhere around the world is encouraging and instructive for Brazil.
- IRCs started in North America in the late 1980s and early 1990s.
- Las Vegas is the most well-known market for IRCs and its remote location and dependence on fly-in markets required large scale integrated development in order to drive visitation,
- Other large-scale integrated casino developments continue to be developed around the world and in the United States, such as in Macau
- Successful IRCs have developed measured, master-planned and/or phased rollouts, deploying less capital in the initial stages until market demand is better-calibrated and understood.
- Less successful IRCs have tended to make much larger investments upfront (in large part to attempt to satisfy bid criteria or win a competitive RFP process even if this has resulted in “failed” projects and/or unfinished construction projects left sticking out of the ground) based upon flawed or unrealized market expectations (i.e. “build and they will come”).

Benefits of a IRC

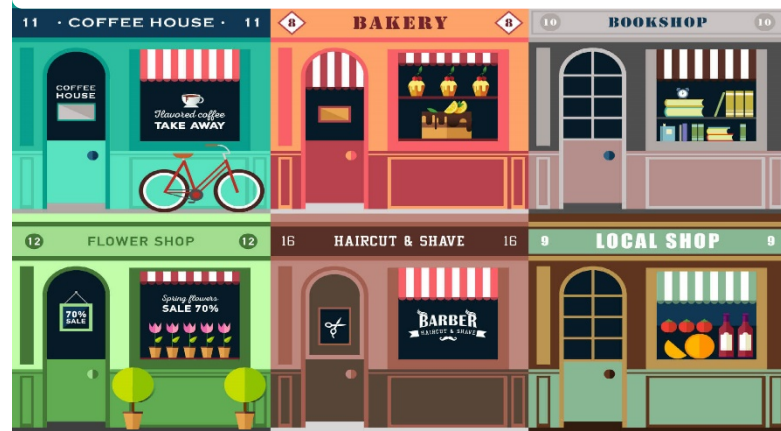
Large Scale Investment



Increased Consumer Spending



Local Businesses



Multiplier Effect

- There is a multiplier effect where a large scale IRC investment creates direct and indirect benefits on other parts of the economy



- The success of the IRC will determine the success and the long term health of the Brazilian economy. The right long-term partner, who offers the most flexible development plan that can adapt to changing circumstances will increase the probability of success for the IRC project, and Brazil as a whole.

Key Points

1. Long-term Master Plan
2. Limits to the number of IRC
3. Capital Risk / Successful financing large scale Projects
4. Fair & Open Tender Process
5. Facilitate Full Disclosure
6. Create a Level Playing Field
7. Emphasize Quality
8. Clear and Transparent Scoring
9. Adequate time for Response
10. Follow-through upon Award of Tender

Hard Rock IRC



Hard Rock Hollywood



- 138,000 sq. ft. casino
- 3,000 slots & 193 tables
- 1,271 Rooms, including 322 suites
- 19 unique restaurants . 20 bars . hard rock live® hard rock cafe® 18,000 sq. ft. roof top bar and nightclub.
- 26,000 sq. ft. retail promenade
- 13.5-acre lagoon for recreational water activities featuring cabanas, waterfalls, and private sand beach
- 4.5-acre lagoon-style pool with cascading waterfalls, slide and poolside cabanas .
- 42,000 sq. ft. full service rock spa
- 120,000 sq. ft. of meeting space



Hard Rock Hotel & Casino Hollywood



- #1 in Miami Fort Lauderdale Market 10 Years in a Row (10 Competitors)
- #1 Place visited in Miami / Fort Lauderdale Among Residents



Hard Rock Tampa



- 223,000 sq. ft. casino
- Nearly 5,000 slots & 178 tables
- 800 Rooms, including 77 suites
- 15 unique restaurants and bars
- 3 pools measuring the size of a football field
- Rock spa
- 17,000 sq. ft. of meeting space
- 1,600-seat Hard Rock Event Center



Hotel & Casino Brand Results

Hard Rock Hotel & Casino – Tampa, FL



**One of the most Profitable Casino
in the Western Hemisphere**



Hard Rock Atlantic City



- 123,000 sq. ft. casino
- 2,133 slots & 145 tables
- 1,971 Rooms, including 290 suites
- 19 unique restaurants and bars
- 7,000-seat Hard Rock Live
- Comedy Club
- Night club
- Rock Spa
- 150,000 sq. ft. of meeting space





48 Billion Media impressions surrounding the opening of Hard Rock Atlantic City Hotel and Casino

Hard Rock Barcelona

Largest Integrated Resort in Europe



- 600 rooms
- 1,200 slots / 100 tables
- 3,000-seat Hard Rock Live
- Multiple F&B venues
- Rock Spa
- 108,000 SF of retail
- Over a \$1 billion investment



Tejon, CA

New Hotel & Casino north of Los Angeles



- 400 rooms
- 2,250 slots / 70 tables
- 2,800-seat Hard Rock Live
- Multiple F&B venues
- Rock Spa
- Over \$800 million investment

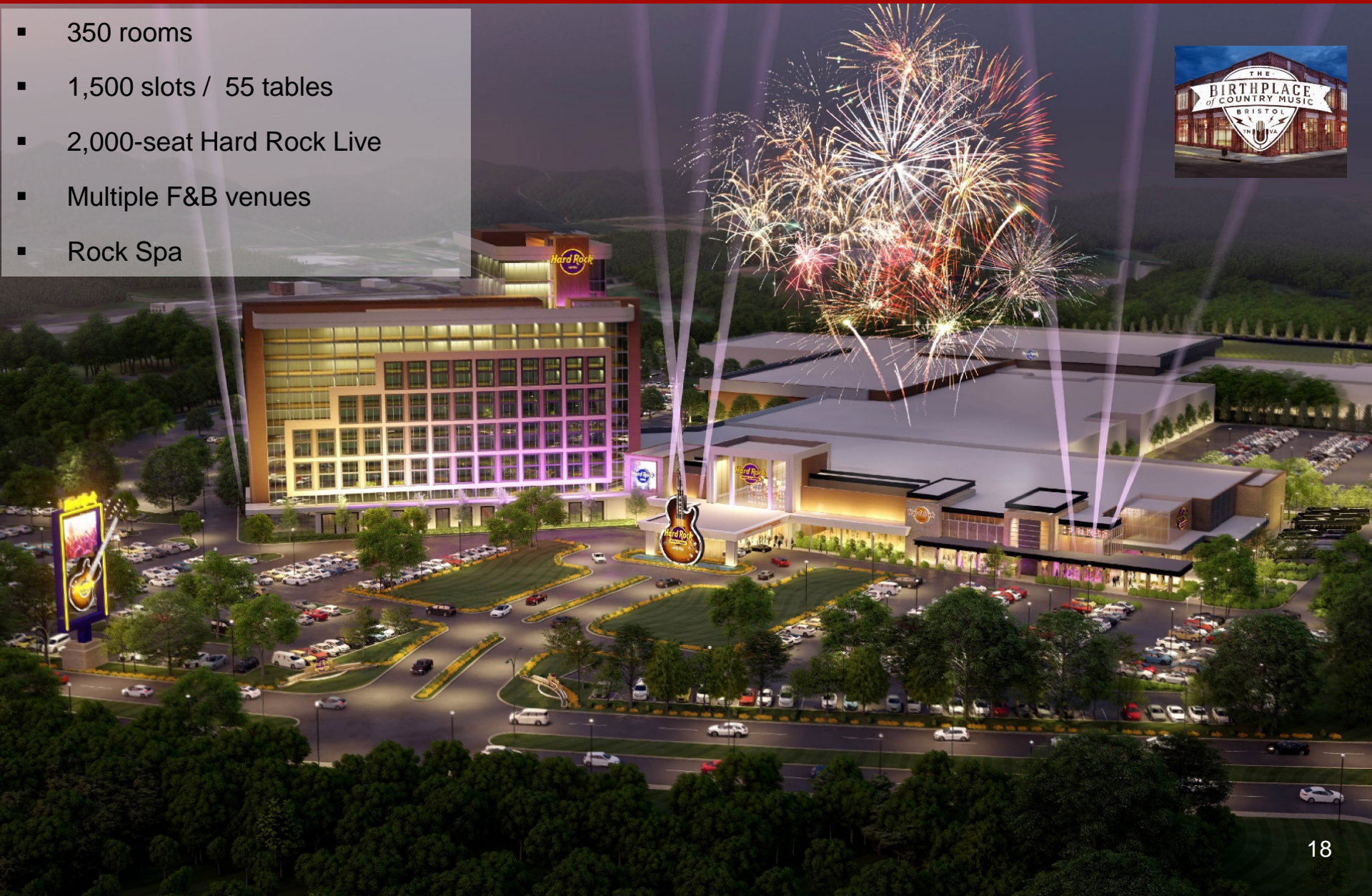


Bristol, VA

New Hotel & Casino in the Birthplace of Country Music



- 350 rooms
- 1,500 slots / 55 tables
- 2,000-seat Hard Rock Live
- Multiple F&B venues
- Rock Spa



Hard Rock IRC

Design Concept



Casino Floor



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Fine Dining Restaurant



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Steakhouse



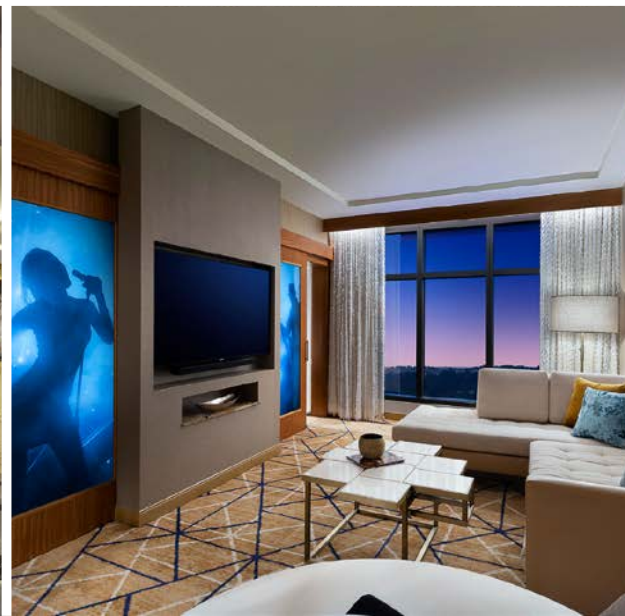
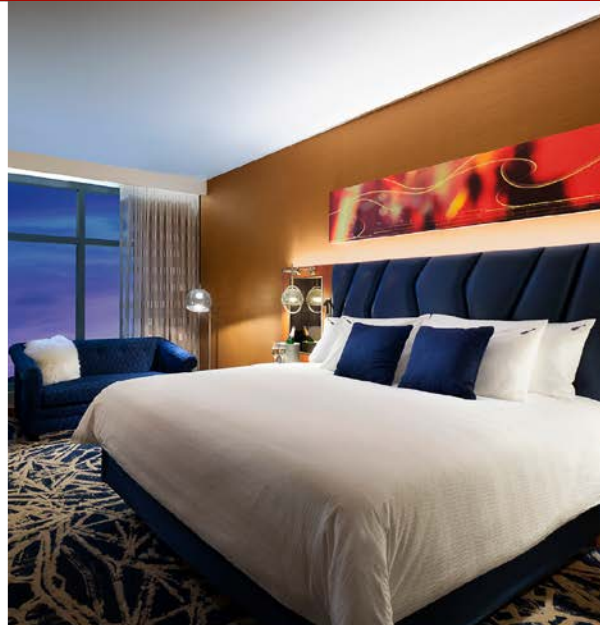
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VIP Lounge



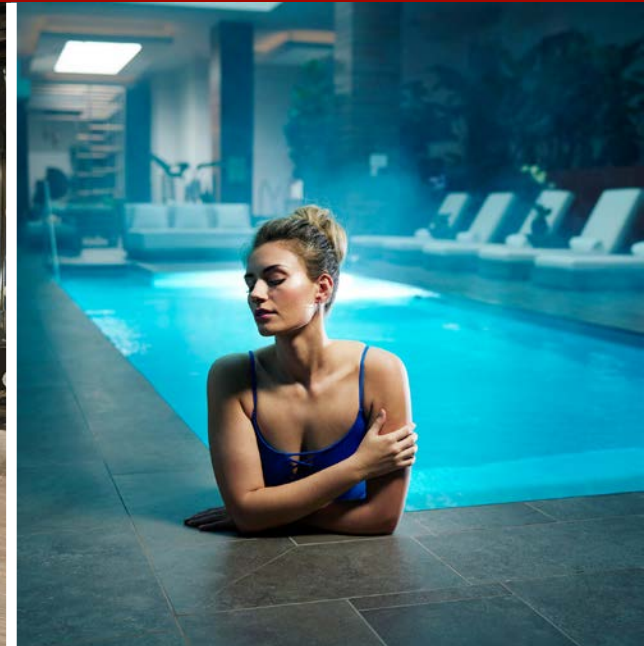
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Hotel



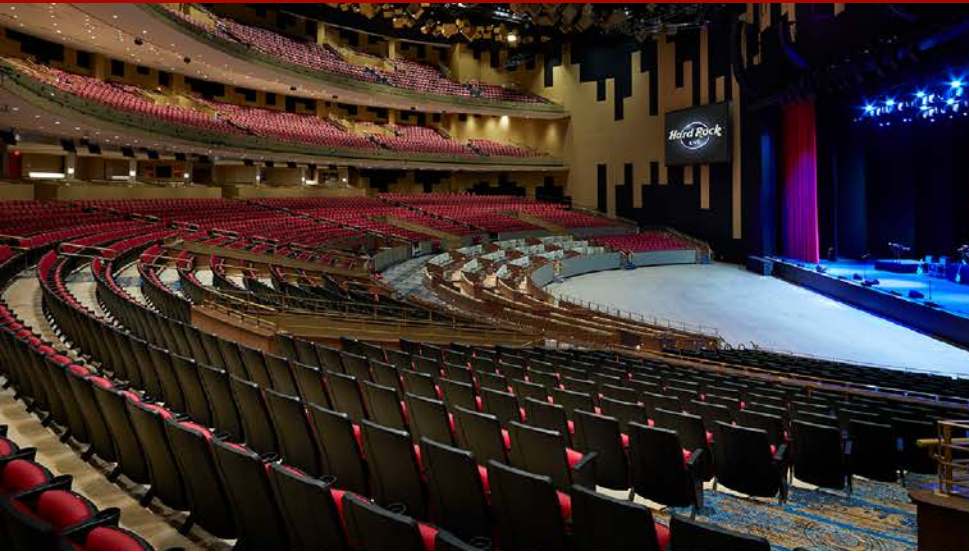
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Rock Spa & Salon



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Hard Rock Live



Live Entertainment



CONFIDENTIAL

Memorabilia



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Hard Rock has evolved into the one of the most exciting, sophisticated and energetic lifestyle brands in the world.

From exhilarating music to authentic memorabilia, innovative signature restaurants to electrifying public spaces, Hard Rock is redefining globally what a lifestyle destination experience can be.