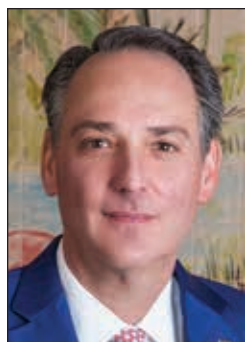


Five Distinct Hotels, One Iconic Resort

An Interview with Daniel A. Hostettler, President and Chief Executive Officer, The Boca Raton

EDITORS' NOTE With 25 years of luxury hotel, restaurant, and private club experience, Daniel Hostettler directs the strategic and business vision for The Boca Raton. With previous experience leading nine hotels through significant openings and transformations, Hostettler is rightfully positioned to accelerate operational excellence. Prior to joining The Boca Raton, Hostettler was President and Group Managing Director of Ocean House Management Collection for 12 years



Daniel A. Hostettler

where he oversaw five award-winning New England properties. These include Rhode Island's Ocean House (one of only 13 Triple Five-Star Hotels in the world), Weekapaug Inn (Forbes Five-Star), Watch Hill Inn, and Preserve Sporting Club & Residences, as well as the Inn at Hastings Park in Massachusetts. The properties are part of Relais & Châteaux, a prestigious collection of luxury hotels and restaurants around the world, of which Hostettler served as North American President for four years. Hostettler is immersed in the hospitality industry through membership with Cornell Hotel Society and as a Trustee of the Culinary Institute of America. He was recently appointed to the Advisory Board of the Jonathan M. Tisch Center of Hospitality at NYU. Hostettler is a graduate of the University of Denver, with his post-graduate education completed at Cornell University, and the Wharton School of the University of Pennsylvania.

PROPERTY BRIEF The Boca Raton (thebocaraton.com) is a luxury resort and club located in Boca Raton, Florida. Founded in 1926, it spans 200 acres and features over 1,000 hotel rooms. The resort offers a wide range of amenities, including an 18-hole golf course, a 50,000-square-foot Forbes Five-Star spa, eight swimming pools, 14 tennis courts and 12 pickleball courts, a full-service 30-slip marina, and more than 15 restaurants and bars. The property fronts both Lake Boca and the Atlantic Ocean, providing stunning waterfront views.

Will you provide an overview of The Boca Raton and how the property is positioned in the market?

The Boca Raton has always been historic; now it's so much more. Over the past few years, we've redefined what it means to be South Florida's leading luxury resort and private

club. The property has undergone a significant \$375 million evolution, one that pays homage to its historic past while reimagining it for the future. Set on 200 waterfront acres, The Boca Raton comprises five distinct hotels, offering a breadth of experiences that few properties in the world can match, from families and wellness seekers to design aficionados and culinary travelers. The original Spanish-style architecture that was first by legendary American architect Addison Mizner nearly a century ago

now lives in harmony with contemporary design and next-generation amenities. We've blended legacy and innovation in a way that resonates deeply with today's discerning guest, creating a destination that is timeless, yet current. Five distinct hotels, one iconic resort.

What have been the keys to the strength and leadership of The Boca Raton in the industry?

At its core, The Boca Raton's strength lies in a commitment to continuous evolution and unwavering excellence in terms of our guest and member experiences. We're not content to rest on our legacy. Instead, we're driven by a forward-thinking vision to set new standards for what a luxury resort and private club can be. This transformation has been rooted in three key pillars: an exceptional team; deep investment in infrastructure and experience; and a member/guest-first philosophy that prioritizes personalization and service. We've built a leadership culture that fosters innovation, encourages collaboration, and empowers associates to create meaningful moments for our guests. That energy is reflected in everything from our curated wellness journeys to our dining experiences and redesigned accommodations. The scale of our offerings, combined with the intimacy of personalized service, is what enables The Boca Raton to lead in a highly competitive global hospitality landscape.

How valuable is it to have such a strong suite product, and do you see this as a differentiator for The Boca Raton?

Without question. Our Suite Collection is one of the strongest differentiators in our portfolio. We're seeing increasing demand for accommodations that offer privacy, space, a residential sensibility, whether for multigenerational travel, milestone celebrations, or extended stays. The



Boca Raton Suite Collection was intentionally designed to meet that demand with an elevated level of service and amenities. Guests enjoy expansive layouts, stunning waterfront views, butler-style concierge, private chefs, and access to in-room wellness experiences. This isn't just a larger room; it's a lifestyle offering that mirrors the sophistication of a private home within an excellent resort environment. The ability to deliver both scale and this level of exclusivity is a rarity, and it has become a meaningful part of our differentiation in the luxury market.

How has The Boca Raton approached its restaurant/food and beverage offering, and what are the keys to being successful in this part of the business?

Food and beverage is not an amenity at The Boca Raton; it is a defining element of our member and guest experience and a cornerstone of how we approach hospitality. We've taken a highly intentional, curated approach to our culinary program which is rooted in quality, variety, storytelling, and design. We recognized early in our transformation that today's luxury traveler expects more than just great food; they're seeking distinct dining destinations with real character. That's why we partnered with Major



The Boca Raton (opposite page); Townhouse Suite dining area (above) and king bedroom (right)

Food Group to introduce four signature concepts that are as compelling as they are delicious, each designed to evoke a sense of place and personality. Whether it's the timeless glamour of The Flamingo Grill, the coastal elegance of Principessa, or the lively nostalgia of Sadelle's, these culinary destinations feel transportive.

In addition to these marquee collaborations, we've developed restaurants that reflect the heart and soul of The Boca Raton, such as Flybridge, an intimate fine dining experience perched atop the Yacht Club with panoramic views of the Intracoastal and ocean. It's a personal passion project of mine and a true jewel of the resort. Under the direction of Chef Peter Annewanter, who brings a Michelin-starred pedigree, Flybridge offers a seasonal, five-course tasting menu that centers on seafood and vibrant, locally sourced ingredients, with a thoughtful vegetarian tasting menu available as well. At the Beach Club, Marisol celebrates Mediterranean coastal flavors in a breezy, al fresco setting right on the ocean, another example of how we bring a sense of place to each dining experience.

Across our more than 18 dining venues, we focus on delivering consistency, efficiency, and high-touch hospitality. We invest in talent, in training, in a culinary culture that prizes both creativity and operational excellence. The key to success in F&B at this scale, I believe, lies in a few core principles:

- Clarity of concept: Each outlet must have a clearly defined identity and point of view.
- Exceptional execution: Quality and service must be consistent across all touchpoints, from the first plate to the last pour.
- Strong leadership: Our F&B teams operate with the same precision as a standalone restaurant

group, with executive chefs and managers who are empowered to lead and innovate.

- Guest-centric mindset: From remembering preferences to creating spontaneous moments of delight, personalized service is just as important as the food itself.

Ultimately, our goal is for club members and resort guests to feel that they never have to leave the resort to experience excellent dining – that each meal becomes a memory in its own right.

Will you highlight The Boca Raton's focus on health and wellness?

Wellness is central to our identity. At The Boca Raton, we understand that luxury today must include the opportunity to restore, recharge, and reconnect, both physically and emotionally. Spa Palmera, our 50,000-square-foot spa inspired by the grandeur of Spain's Alhambra Palace, is a destination in its own right. With 44 treatment rooms, lush gardens, ritual baths, and globally inspired therapies, it offers an immersive environment where guests can truly unwind. We've been honored with Forbes Five-Star recognition for three consecutive years which speaks to the level of service and intentionality behind our wellness offering.

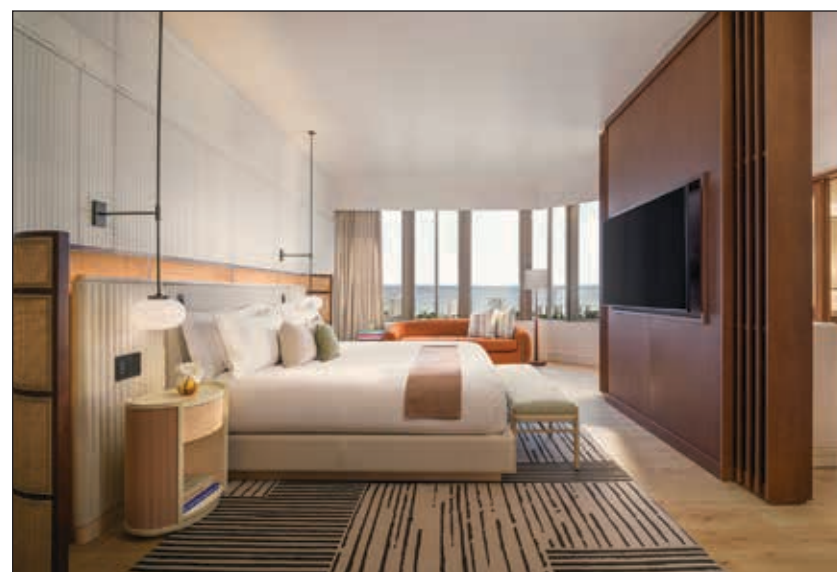
We've designed a wellness journey that includes sound therapy, mindfulness treatments, personalized fitness, Ayurvedic therapies, and

restorative experiences delivered in-suite or throughout the resort. This holistic approach allows guests to design their own wellness path, whether it's relaxation, detox, beauty, or performance focused.

Complementing the spa is our advanced fitness center, which offers a vast range of classes per day, including yoga, barre, boot camp, and tai chi. Guests also have access to our excellent Racquet Club which includes 12 newly transformed hard-surface pickleball courts, 14 tennis Hydro-Grid courts, a full-service tennis concierge, and expert instruction, providing additional ways to stay active during their stay.

Will you discuss The Boca Raton's commitment to offering personalized service and a customized guest experience?

Personalized service is at the heart of everything we do. In an age where travelers are more discerning than ever, the ability to anticipate needs and tailor experiences is what defines luxury. Our service model is built around deep training, empowered teams, and high emotional intelligence. From pre-arrival touchpoints to post-stay follow-ups, we're constantly looking for ways to make each guest's journey feel unique, whether that's remembering a favorite wine, creating a custom birthday celebration, or organizing a private yacht excursion. Technology also plays a



role, though it never replaces the human connection. The Boca Raton's ethos is about delivering genuine hospitality at scale, but with soul.

What advice do you offer to young people interested in building a career in the hotel industry?

Start at the ground level and learn the business from every angle. The most successful leaders I know began by rolling up their sleeves, working in operations, interacting with guests, developing a deep understanding of what hospitality truly means. Be curious, stay humble, embrace the fast pace and unpredictability of the industry. It's one of the most dynamic, global, human-centric careers out there. You'll have the opportunity to impact lives, celebrate cultures, and create joy daily.

If you lead with passion and purpose, and never lose your guest-first mindset, you'll find endless opportunities in hospitality. ●