

A romantic couple is shown from the chest up, submerged in a pool of water. They are both smiling and looking at each other. The woman, on the left, has dark hair and is wearing a dark, sleeveless dress. The man, on the right, has short dark hair and a beard, and is wearing a dark suit jacket over a white shirt and a dark tie. Both are holding clear wine glasses. The water around them is rippling, and the lighting is warm and golden, creating a romantic atmosphere.

WHY INVEST IN

SO/ HOTELS &
RESORTS

ACCOR GLOBAL DEVELOPMENT
FEBRUARY 2019

FEEL THE PULSE

A vivid cocktail of sophistication and style.
An audacious burst of local energy that is both
luxurious and playful.

An edge that sets the experience apart.
Fashionable and social, it's about being the place
to be and be seen, connecting the like-minded.

PLAYFUL AUDACIOUS ENTERTAINED ENERGIZED



SO/ TOP 3 USPs

THE RISING PLAYFUL LUXURY

- Both luxurious & playful - best of both worlds in a surprising way
- Avant-garde in design, sophisticated in feel
- Local energy & vibrancy - "the place to be & be seen"
- Booming portfolio with 20 hotels by 2023, triple-digit growth

X

THE ONLY FASHION LED HOTEL BRAND

- Distinct fashion signature from a renowned designer for each address
- High impact fashion items on guest perception
- Positive impact on employee engagement

=

THE ATTRACTIVE BUSINESS MODEL

- Optimized hotel investment value
- High perceived value for guests
- High average room rate and brand premium
- High PR value
- Highly attractive for locals driving additional F&B revenue & bottom line

NETWORK AND PIPELINE – 20 PROPERTIES BY 2023



Geographical
split

AMERICAS

PIPELINE

2 Hotels
490 Rooms



EUROPE

NETWORK

3 Hotels
397 Rooms



PIPELINE

1 Hotel
115 Rooms

FRANCE

PIPELINE

2 Hotels
265 Rooms



ASIA PACIFIC

NETWORK

4 Hotels
610 Rooms

PIPELINE

5 Hotels
936 Rooms



AFRICA - MIDDLE EAST

NETWORK

1 Hotels
92 Rooms

PIPELINE

3 Hotels
809 Rooms



8 HOTELS
1,099 ROOMS
7 COUNTRIES IN 2018

13 NEW HOTELS BY 2023
2,615 NEW ROOMS BY 2023

Official figures as of end 2018

WHY INVEST IN SO/ | NETWORK & PIPELINE

FLAGSHIPS



Kenzo Takada
SO/ Mauritius
Mauritius



SO/ MAURITIUS

92 ROOMS

FLAGSHIPS



SO/BANGKOK

237 ROOMS

FLAGSHIPS



SO/ SINGAPORE

134 ROOMS

FLAGSHIPS



Polpat Asavaprapha
SO/ Hua Hin
Thailand



SO/ HUA HIN

109 ROOMS

FLAGSHIPS



Viktor & Rolf
SO/ Berlin Das Stue
Germany



SO/ BERLIN DAS STUE

78 ROOMS

LATEST OPENINGS



SO/ ST. PETERSBURG

137 ROOMS
OPENING FEBRUARY 2018

LATEST OPENINGS



SO/ AUCKLAND

130 ROOMS
OPENING NOVEMBER 2018

KEY UPCOMING OPENINGS

EUROPE

SO/ Paris, France 161 Rooms, June 2021

AFRICA – MIDDLE EAST

SO/ Uptown Dubai, United Arab emirates 188 Rooms, December 2021

AMERICAS

SO/ La Habana, Cuba 250 Rooms, September 2019

ASIA – PACIFIC

SO/ Samui, Thailand 83 Rooms, January 2021

SO/ Jakarta Mega Kuningan 212 Rooms, January 2021

SO/ Kuala Lumpur, Malaysia 213 Rooms, January 2022

Secured Pipeline from end 2018

UPCOMING OPENINGS



Agatha Ruiz de la
Prada
SO/ La Habana
Cuba



SO/ LA HABANA

250 ROOMS OPENING
SEPTEMBER 2019

UPCOMING OPENINGS



SO/ UPTOWN DUBAI

188 ROOMS
OPENING DECEMBER 2021

DESIGN PHILOSOPHY



BRAND EQUATION

Every SO/ is a combination of the destination style and the hotel or resort's soul. A fusion of the destination's vibe and the hotel's ambition, the brand equation serves as the "go-to" source of inspiration for bringing the actual experience to life in the hotel. Most importantly, it bestows upon the hotel a truly unique personality.

THREE PASSIONS



AVANT-GARDE DESIGN

Every SO/ address is an avant-garde and masterpiece, embellished with vivid design elements, textures, colors and influences of the destination, giving each hotel a one-of-a-kind personality and style.



PLAYFUL ENTERTAINMENT

SO/ is an artistic vision brought to life by a celebrated name from the ever vibrant and expressive world of fashion. From internationally renowned names like Christian Lacroix (SO/ Bangkok) to Kenzo Takada (SO/ Mauritius) to Karl Lagerfeld (SO/ Singapore), each hotel is a fashion statement in its own rights; from unique hotel emblem to signature fashion collection (uniforms) to iconic art or decorative piece designed by the appointed Fashion Designer.



FASHION

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EXHAUSTIVE PROGRAMS

• ARRIVAL & DEPARTURE

- MIXO Lobby Lounge & Bar
- Welcome Drink
- SO/ Greeting

• PUBLIC SPACE

- Hotel Signature Scent
- Rhythm & Tunes
- SO Look (Fashion Signature)
- "Just Say SO" Service
- Just Say SO Guru

• GUEST ROOM

- Personal Mini-Bar
- HIS & HERS Amenities

• F&B

- Fashionably Late Breakfast
- HI-SO Bar
- Destination Dining

• WELLNESS FACILITIES

- SO/ SPA & SO/ FIT

• LEISURE FACILITIES

- Club Signature

• MEETING & EVENTS

- SO/ Parties & Events
- Social Meetings

• Fashion • Playful Entertainment • Avant-Garde Design M Mandatory

BRAND PROGRAMS — ARRIVAL / DEPARTURE & PUBLIC SPACE



FASHION SIGNATURE (SO LOOK)

SO/ is an artistic vision brought to life by a celebrated name from the ever so stylish, vibrant and expressive world of fashion. From internationally renowned names like Christian Lacroix (SO/ Bangkok) to Kenzo Takada (SO/ Mauritius) to Karl Lagerfeld (SO/ Singapore), each hotel is a fashion statement in its own rights (unique hotel emblem, signature fashion collection (uniforms), iconic art or decorative piece etc. designed by the appointed Fashion Designer).



WELCOME DRINK

Upon Guest's arrival or during check-in process, according to lay-out of the property, a locally inspired welcome drink is offered with a hint of storytelling.



'JUST SAY SO' GURU & SERVICE CULTURE

If there is anything you desire, simply 'Just Say SO'. Always delivered with excellence and 'the extra mile'; not to forget SO/'s playful and 'out-of-the-box' touch.

Every Just Say SO encounter is a well-thought-out and unforgettable surprise. Our SO/ Heartists are always excitedly looking out for opportunities to surprise guests before they even have to say so.

And no stays at SO/ are complete without having experienced the larger-than-life and ultra charismatic personality of the SO Guru - the star socializer at play and absolute genius at work.



SO GREETING

Guests are spontaneously greeted with a SO welcome greeting (e.g. "SO Sawasdee ka"

"SO Good Morning", etc.), followed by friendly welcoming words in English, and/or in local language as appropriate.

BRAND PROGRAMS — PUBLIC SPACES

HOTEL SIGNATURE SCENT

The scent is energizing and whimsical, pampering guests and leaving a distinct memory of their stay. Each SO scent is uniquely crafted to reflect the destination.



MIXO LOBBY LOUNGE & BAR

Unconventional & lively open spaces to welcome, socialize, wine & dine and for entertainment, enthrallingly awakening every senses upon arrival at SO/.



RHYTHM & TUNES

Home to social butterflies of all shapes and sizes, SO's musical scene reflects its playful and audacious character through unique soundscapes aimed at spurring guests to "feel the pulse."



BRAND PROGRAMS — GUEST ROOM

PERSONAL MINIBAR

At SO, guests can stay energized throughout their stay and are acquainted with tantalizing, authentic local flavors with complimentary personal bar. Not to forget, being able to create the Hotel's signature cocktail right in the room.



HIS & HERS AMENITIES

SO offers destination-specific toiletries and amenities for guests. Each hotel also selects unique items per gender that reflect the local culture; always full of fun for those who are ready for it. Also available in HERS & HERS, or HIS & HIS.



BRAND PROGRAMS — F&B



FASHIONABLY LATE BREAKFAST

SO/ lets guests indulge and linger over the most important meal of the day without feeling rushed. Late breakfast in bed becomes a lavish affair on weekends. Favorites such as fruits, waffles and eggs are on hand to delight and comfort guests.

BRAND PROGRAMS — F&B

DESTINATION DINING

Experiential dining with a unique vantage point – be it over a notable park or a casual cove on the seaside. Led by a notable chef, the restaurant aims to bring stylish guests and locals together over innovative sharing plates, creative drinks and stimulating conversation.



HI-SO ROOFTOP BAR

An iconic destination in the city, HI-SO rooftop bar and ultra-lounge is focused on offering glamorous cocktails and on-trend music while playing host to hotel guests and some of the locale's most notable residents.



BRAND PROGRAMS — WELLNESS FACILITIES

SO/ SPA

The new SO/ SPA is the place for guests to reconnect their inner and outer self, and to celebrate the richness of modern, fast living. This new kind of spa experience transcends the corners of fashion, lifestyle and wellness with a sociable vibe and uplifting treatments that shake up the senses. SO/ SPA's philosophy is feel good, look great. It offers a full range of holistic and targeted treatments designed to re-energize the skin. Its tribe of skincare experts and fashion bar make-up artists also brings its own take on the latest beauty trends and techniques.



SO/ FIT

The new SO/ FIT will change the way guests work out. This fresh new concept is breaking the fitness mold with its innovative programs and original formats. Designed for urban dwellers who like working out and like going out, here the two are no longer mutually exclusive. The aesthetic is ultra-stylish and inviting. While SO/ FIT is the place to push boundaries and get the adrenaline pumping such as digitally-immersive fitness, it's approach to life is one of balance; detox and retox, indulgence and nourishment, community and the individual.



BRAND COMMUNICATION PLATFORM

GLOBAL COMMUNICATION TAGLINE

FEEL
THE
PULSE



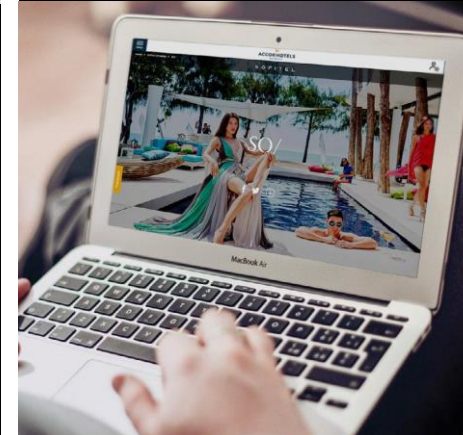
BRAND WEBSITE

Informative and inspiring, the brand website provides seamless research-to-reservation journey anytime, anywhere.



SO/ VISUAL IDENTITY

Amplifies SO/'s unconventional attitude towards lifestyle luxury hospitality; playful and audacious, sophisticated and vibrant.



SOCIAL MEDIA



Over 23K followers



sohotelsandresorts

BRAND PERFORMANCE

REPUTATION
PERFORMANCE
SCORE

89,7%

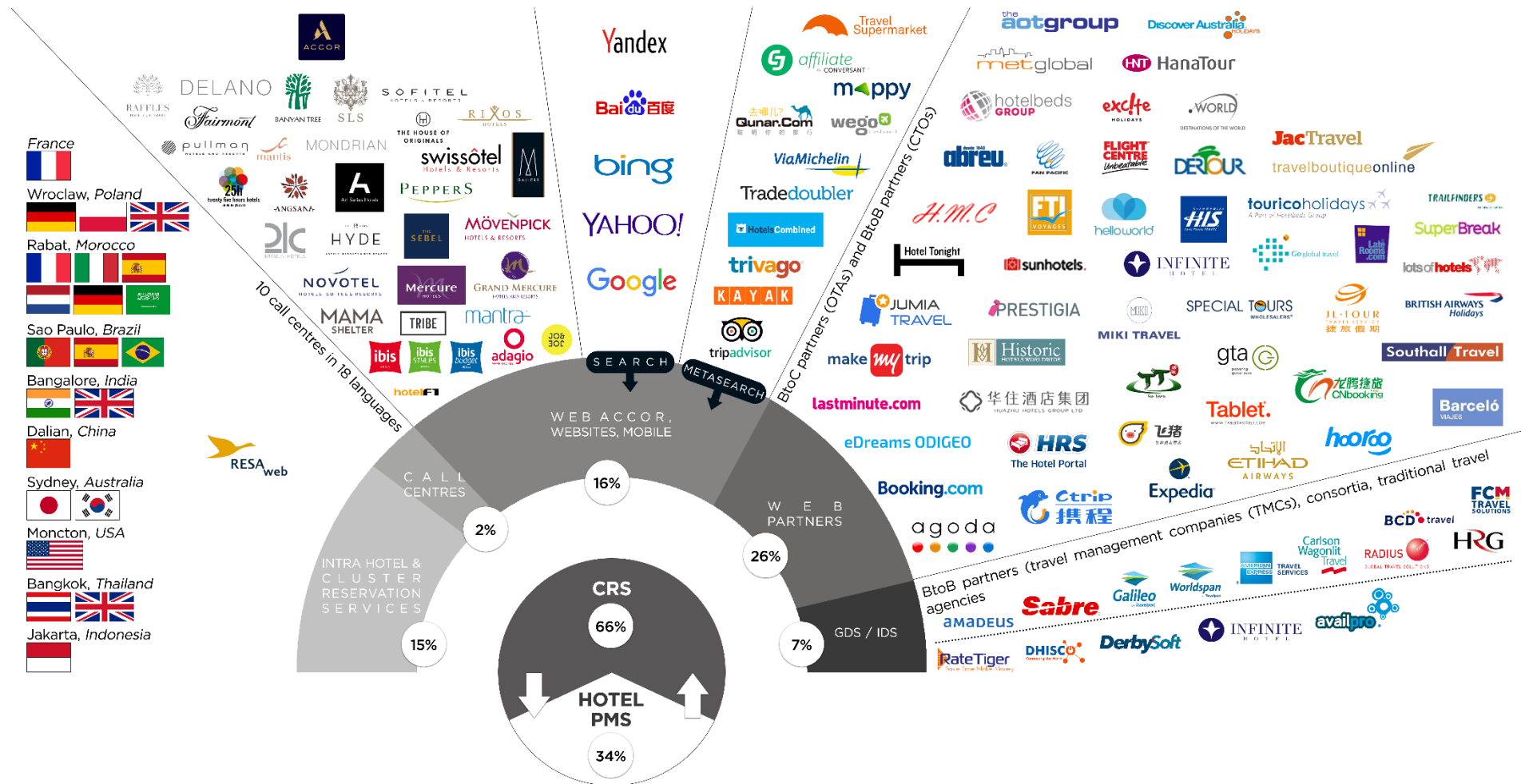
Our objective is to reach 90.5 and to a ComIndex of above 1.00 vs. global competition



ACCOR DISTRIBUTION SOLUTION

ACCOR OFFERS >110 GLOBAL DISTRIBUTION CHANNELS AT BEST MARKET CONDITIONS

THE CENTRAL RESERVATION SYSTEM GENERATES ON AVERAGE 66% OF A HOTEL'S ROOM REVENUE



Source: CRS Official figures as of end 2018

WHY INVEST IN SO/ | PERFORMANCE 27

DISTRIBUTION POWERED BY ACCOR

CALL CENTERS, INTRA
HOTEL & CLUSTER SERVICES

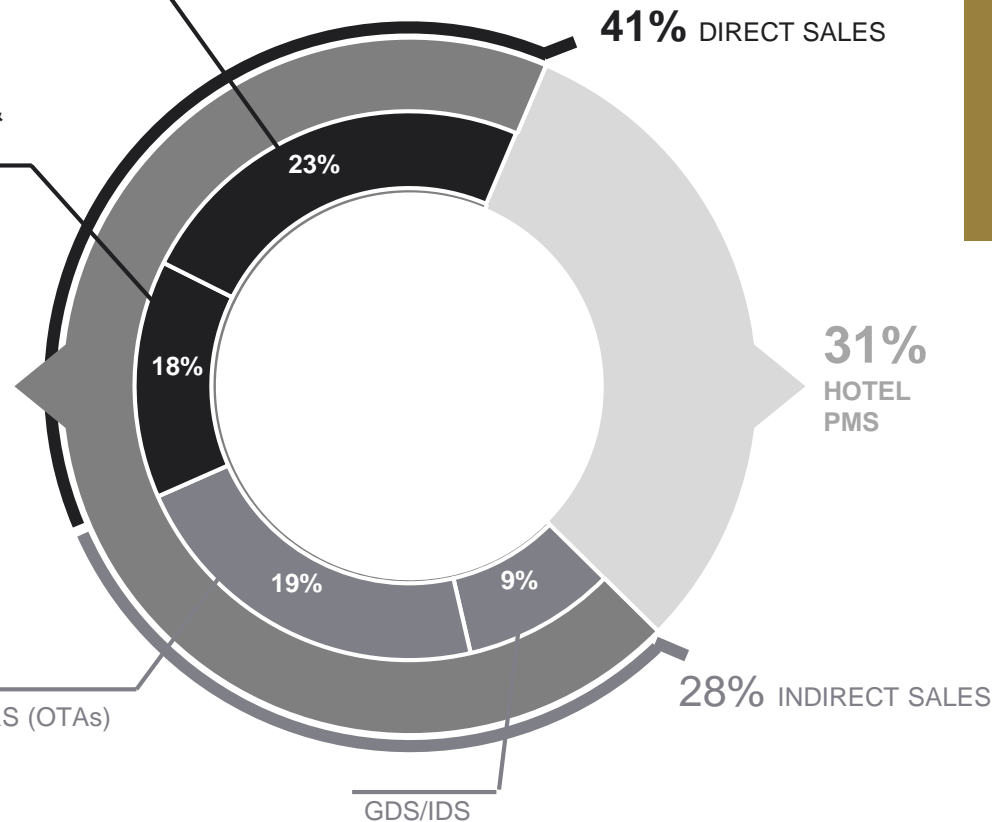
ACCOR WEB
WEBSITES, MOBILE SITES &
APP

69%

OF SO & SOFITEL ROOM
REVENUE COMES
THROUGH ACCOR
CENTRAL RESERVATION
SYSTEM

WEB PARTNERS (OTAs)

GDS/IDS



Split of hotels revenue per distribution channels

FOCUS WEB

Sofitel.com + AccorHotels.com
+ Mobile websites + Partner websites

2M

SO & Sofitel* room sold

€470 M

SO & Sofitel* Room revenue

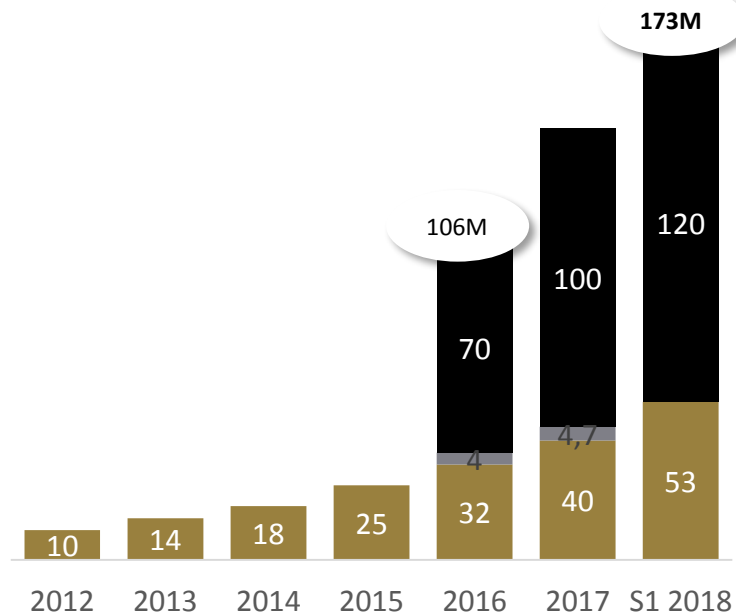
Official figures as of end 2018

LE CLUB ACCORHOTELS

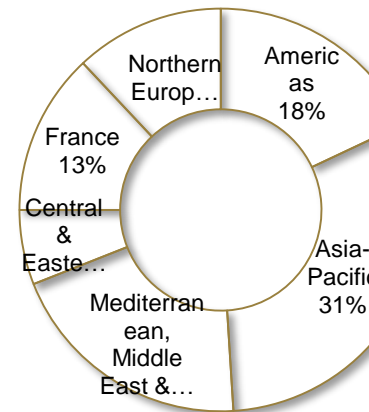
ACCOR OWNS THE MOST INTERNATIONAL AND FAST GROWING LOYALTY PROGRAM

Loyalty members - Worldwide

■ Le Club AccorHotels ■ FRS loyalty program ■ Huazhu loyalty program



Guests' origin - Worldwide



A Worldwide program:

- 20 brands
- 3,500 hotels in 100 countries
- Free enrollment
- 100% Web based program
- More than 27,700 new members every day
- Le Club AccorHotels represents 36,4% of all roomnights
- Partnerships with large Airlines loyalty programme: Skyteam, One World, Star Alliance...

>53 MILLION
MEMBERS WORLDWIDE

+27,700
MEMBERS EVERY DAY

LE CLUB ACCORHOTELS
REPRESENTS

34.6%
OF ALL ROOMNIGHTS

LE CLUB ACCORHOTELS
MEMBERS AVERAGE
REVENUE SPENT PER STAY
IN 2018 IN SO/ HOTELS

€216

Source: LCAH Official figures as of end 2018

WHY INVEST IN SO/ | PERFORMANCE 29

DEVELOPMENT CRITERIA

		AAA ultra city center location, historic conversion	WORLDWIDE
HOTEL	RECOMMENDED NUMBER OF ROOMS	100 – 200 keys	200 – 250 keys
	ROOM AVERAGE SIZE	-10/-15% of worldwide	40 sqm and +
	TGFA / ROOM	-10/-15% of worldwide	90 – 110 sqm
RESORT	RECOMMENDED NUMBER OF ROOMS	90 – 180 keys	100 -200 keys
	ROOM AVERAGE SIZE	40 sqm + balcony	45 sqm + balcony
	TGFA / ROOM	90 – 110 sqm	100 – 120 sqm
FOOD & BEVERAGE		2 restaurants 1 signature rooftop bar	
WELL-BEING		SoSpa SoFit Swimming pool	
MEETINGS		Magnifique meetings & events Ballroom ⁽¹⁾ Business Centre available	
		<i>(1) Based on market demand</i>	

	PRIME LOCATIONS	SECONDARY LOCATIONS	AIRPORTS SUBURBS
INTERNATIONAL CAPITALS KEY CITIES & RESORTS	●		
MAJOR DOMESTIC DESTINATIONS			
OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS	●		



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