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

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

X = WHY INVEST IN SO/ USPs
NETWORK AND PIPELINE – 20 PROPERTIES BY 2023

AMERICAS
PIPELINE
2 Hotels
490 Rooms

FRANCE
PIPELINE
2 Hotels
265 Rooms

EUROPE
NETWORK
3 Hotels
397 Rooms
PIPELINE
1 Hotel
115 Rooms

AFRICA - MIDDLE EAST
NETWORK
1 Hotels
92 Rooms
PIPELINE
3 Hotels
809 Rooms

ASIA PACIFIC
NETWORK
4 Hotels
610 Rooms
PIPELINE
5 Hotels
936 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

Christian Lacroix
SO/ Bangkok
Thailand

SO BANGKOK
237 ROOMS

WHY INVEST IN SO/ | NETWORK & PIPELINE
FLAGSHIPS

SO/ SINGAPORE
134 ROOMS
FLAGSHIPS

SOY HUA HIN
109 ROOMS

WHY INVEST IN SO/ | NETWORK & PIPELINE
FLAGSHIPS

SOY BERLIN DAS STUE
78 ROOMS
LATEST OPENINGS

ST. PETERSBURG
137 ROOMS
OPENING FEBRUARY 2018

WHY INVEST IN SO/ | NETWORK & PIPELINE 11
LATEST OPENINGS

SO/AUCKLAND

130 ROOMS
OPENING NOVEMBER 2018

Benny Castles
SO/Auckland
New Zealand
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
UPCOMING OPENINGS

SO/LA HABANA
250 ROOMS OPENING
SEPTEMBER 2019

Agatha Ruiz de la Prada
SO/ La Habana
Cuba
UPCOMING OPENINGS

SO/ UPTOWN DUBAI

188 ROOMS
OPENING DECEMBER 2021

WHY INVEST IN SO/ | NETWORK & PIPELINE

Tamara Ralph
SO/ Uptown Dubai
UAE
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.
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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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.
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 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.
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, enthralingly 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.”
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.
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.
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.
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.
GLOBAL COMMUNICATION TAGLINE

FEEL
THE PULSE

SO/ VISUAL IDENTITY

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

BRAND WEBSITE

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

SOCIAL MEDIA

Over 23K followers
sohotelsandresorts
Our objective is to reach 90.5 and to a CompIndex 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

41% DIRECT SALES

18% GDS/IDS

23% WEB PARTNERS (OTAs)

31% HOTEL PMS

28% INDIRECT SALES

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

2M SO & Sofitel* room sold

€470 M SO & Sofitel* Room revenue

Split of hotels revenue per distribution channels

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

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...

Guests’ origin - Worldwide

>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

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

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<th>PRIME LOCATIONS</th>
<th>SECONDARY LOCATIONS</th>
<th>AIRPORTS SUBURBS</th>
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<td>INTERNATIONAL CAPITALS KEY CITIES &amp; RESORTS</td>
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<td>MAJOR DOMESTIC DESTINATIONS</td>
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<td>OTHER CITIES &amp; ATTRACTION TOURISTIC DESTINATIONS</td>
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