WHY INVEST IN

SOFITEL
HOTELS & RESORTS
Imagine modern luxury hotels where the essence of each destination is artfully blended with sophisticated French art de vivre (art of living), creating chic experiences for guests to indulge in and celebrate life’s pleasures, the French way.
ONLY FRENCH LUXURY HOTEL BRAND WITH A LARGE INTERNATIONAL PRESENCE IN OVER 45 COUNTRIES IN 5 CONTINENTS

Modern luxury hotels blending French “art de vivre” (art of living)…

… with the best and most sophisticated of local cultures

Showcasing authentic French touches, across the guest journey, e.g. "Gastronomie Francaise" (cheese, bread, viennoiseries, wine…), Sofitel perfume, l’art of the French bouquet, French Luxury bath amenities
STRONG BRAND EQUITY

Most international network with > 120 hotels in key cities in > 45 countries in 5 continents

Strong awareness > 60% in key feeder markets

Strong PR coverage > 300 million net reach and > 400 annual awards

High perceived value with strong brand programs, partnerships, events, e.g. La Nuit by Sofitel and Les Diners Extraordinaires Sofitel
Sofitel Paris Le Faubourg, France

TOP 3 USPs

INVESTORS’ ASSURANCE

> 55 years of brand heritage and "savoir-faire"

French origin & French luxury DNA, higher brand perception and preference

High level of standards & service excellence drive customer satisfaction and reputation

Brand equity contributes to "sure-win" investment
NETWORK AND PIPELINE

Official figures as of end June 2020

120 HOTELS
30,216 ROOMS
46 COUNTRIES IN 2020
18 NEW HOTELS
5,443 MORE ROOMS BY 2025
NETWORK AND PIPELINE

Official figures as of end June 2020

22%
EUROPE
NETWORK
32 Hotels
6,590 Rooms
PIPELINE
2 Hotels
647 Rooms

48%
ASIA PACIFIC
NETWORK
50 Hotels
14,458 Rooms
PIPELINE
9 Hotels
2,857 Rooms

11%
AMERICAS
NETWORK
15 Hotels
3,398 Rooms
PIPELINE
2 Hotels
344 Rooms

19%
AFRICA - MIDDLE EAST
NETWORK
23 Hotels
5,670 Rooms
PIPELINE
5 Hotels
1,595 Rooms

OPERATING MODE

96% Managed
4% Franchised
FLAGSHIPS - EUROPE

SOFITEL PARIS LE FAUBOURG
(FRANCE)

148 ROOMS
FLAGSHIPS - EUROPE

SOFITEL LONDON ST JAMES
(UNITED KINGDOM)

183 ROOMS
FLAGSHIPS - EUROPE

SOFITEL MUNICH BAYERPOST
(GERMANY)

396 ROOMS
SOFITEL ROME VILLA BORGHESE
(ITALY)

78 ROOMS
FLAGSHIPS - AMERICAS

SOFITEL MEXICO CITY REFORMA
(MEXICO)

275 ROOMS
FLAGSHIPS - AMERICAS

SOFITEL WASHINGTON DC LAFAYETTE SQUARE
(UNITED STATES)

237 ROOMS
FLAGSHIPS - AMERICAS

SOFITEL CHICAGO MAGNIFICENT MILES
(UNITED STATES)

415 ROOMS
FLAGSHIPS - ASIA

SOFITEL BEIJING CENTRAL (CHINA)

345 ROOMS
FLAGSHIPS - ASIA

SOFITEL SHANGHAI HONGQIAO
(CHINA)

350 ROOMS
SOFITEL SINGAPORE CITY CENTRE
(SINGAPORE)
223 ROOMS

FLAGSHIPS - ASIA

SOFITEL SINGAPORE CITY CENTRE
(SINGAPORE)
223 ROOMS
SOFITEL SYDNEY DARLING HARBOUR
(AUSTRALIA)

590 ROOMS
FLAGSHIPS - AFRICA

SOFITEL MARRAKECH PALAIS IMPERIAL
(MORROCO)

184 ROOMS
SOFITEL SINGAPORE SENTOSA RESORT & SPA
(SINGAPORE)

215 ROOMS
SOFITEL BALI NUSA DUA
BEACH RESORT
(INDONESIA)

415 ROOMS
SOFITEL DUBAI THE PALM RESORT & SPA
(UAE)

546 ROOMS

FLAGSHIP RESORTS – MIDDLE EAST

SOFITEL DUBAI THE PALM RESORT & SPA
(UAE)

546 ROOMS
LATEST OPENING

SOFITEL ISTANBUL TAKSIM
(TURKEY)
203 ROOMS

NETWORK & PIPELINE
UPCOMING OPENINGS

SOFITEL DUBAI WAFI
(UNITED ARAB EMIRATES)

595 ROOMS
SEPTEMBER 2020
UPCOMING OPENINGS

SOFITEL HAIKOU
(CHINA)
211 ROOMS
JANUARY 2021
UPCOMING OPENINGS

SOFITEL ADELAIDE
(AUSTRALIA)
250 ROOMS
FEBRUARY 2021
UPCOMING OPENINGS

SOFITEL SEOUL
(KOREA)
563 ROOMS
JULY 2021
SECURED PIPELINE OVER 5 YEARS
As of end June 2020

AFRICA – MIDDLE EAST

SOFITEL DUBAI WAFI, UNITED ARAB EMIRATES 595 ROOMS, SEPTEMBER 2020
SOFITEL THALASSA ALGER, ALGERIA 182 ROOMS, DECEMBER 2021
SOFITEL DOHA WEST BAY, QATAR 430 ROOMS, JANUARY 2021
SOFITEL RIYADH, SAUDI ARABIA 388 ROOMS, MARCH 2022

ASIA – PACIFIC

SOFITEL ADELAIDE, AUSTRALIA 250 ROOMS, FEBRUARY 2021
SOFITEL HAIKOU TIANTUO, CHINA 209 ROOMS, JANUARY 2021
SOFITEL HANGZHOU YINGGUAN, CHINA 580 ROOMS, DECEMBER 2021
SOFITEL CAM RANH, VIETNAM 240 ROOMS, DECEMBER 2022
SOFITEL AMBASSADOR SEOUL, SOUTH KOREA 563 ROOMS, JULY 2021

AMERICAS

SOFITEL PANAMA LEGEND, PANAMA 157 ROOMS, JUNE 2021
SOFITEL BARU, COLOMBIA 187 ROOMS, SEPTEMBER 2021

EUROPE

SOFITEL LIMASSOL, CYPRUS 245 ROOMS, JUNE 2023
SOFITEL DUBLIN AIRPORT, IRELAND 187 ROOMS, SEPTEMBER 2021
From the timeless and elegant settings of Sofitel Legend to the sophisticated and chic designs of Sofitel Hotels & Resorts, every Sofitel address is a work of art by masterly architects and designers like Didier Gomez (Sofitel Paris Le Faubourg), Pierre-Yves Rochon (Sofitel London St James), Andrée Putman (Sofitel Paris Arc de Triomphe), Richard Francis-Jones (Sofitel Sydney Darling Harbour) and many more.
AUTHENTIC & LIVELY F&B
(WITH KEY FRENCH ELEMENTS)

Whether it is French haute cuisine or re-interpreted gastronomical traditions, our skillful chefs create enticing, inspired dining that is enriched by each destination’s unique aromas, textures, ingredients, flavors and secret recipes. At Sofitel, guests are treated to "Gastronomie Française" from finest breads and delectable pastries to premium wines (e.g. Sofitel Wine Days, French Breakfast, Les Diners Sofitel…) and cheeses from around the world.
The Sofitel brand holds “Les Dinners Extraordinaires”, orchestrated by celebrated chef Yannick Alleno, in extraordinary locations around the world. Les Diners Sofitel are held throughout the network as chic dining experiences that showcase the best of modern French cuisine, staged according to the ritual of French gastronomy.
Inventive art displays, traveling photography exhibitions, exhilarating musical performances (La Nuit by Sofitel, Fete de la Musique), poetic literary showcases, literary awards, Le Petit Prince for kids and more, Sofitel blends French and international artistic expressions to create celebratory cultural journeys that promise to both delight and inform.
LA NUIT BY SOFITEL

Sofitel’s signature, multi-sensory party concept combines the best of Parisian nightlife with local culture, bringing guests together through leading musical acts, dynamic DJ sets, experimental cocktails and strikingly creative lighting and visual effects.
Sofitel embraces the art of wellness holistically, offering a wealth of relaxation and rejuvenation benefits through its signature Sofitel Spa and Fitness concepts and De-Light wholesome foods. In the rooms, guests get to indulge in the blissful Sofitel MyBed™ sleep-time experience, soothing bath rituals and generous offers of luxury bath amenities from French brands Hermès, Lanvin and others.
SOFITEL MYBED™

Designed to provide ultimate insleep-time bliss, Sofitel MyBed™ ushers a whole new concept in relaxation. This multi-sensorial experience ensures all guests have a luxurious rest and wake up feeling refreshed.

Sofitel MyBed™ lulls guests to sleep with plush beddings, comforting tea, aromatherapy scents inspired by the destination.
GUEST JOURNEY & EXPERIENCE – KEY STANDARD AT A GLANCE

The following list contains the key brand concepts & markers. Specific and detailed guidelines with rich elements & content bring each experience to life in the guest journey. Brand standards as of end 2019, might be subject to changes.

ARRIVAL & DEPARTURE
- FRENCH WELCOME GREETING
- FASHION COLLECTION (Uniforms)
- ESSENCE DE SOFITEL

PUBLIC SPACES
- ART OF THE FRENCH BOUQUET
- SOFITEL SOUNDS
- CANDLE RITUAL

GUESTROOMS
- SOFITEL MYBED™
- SLEEP MENU
- INDULGENT BATH
- FRENCH BATH AMENITIES
- DEVIALET

F&B
- GASTRONOMIE FRANÇAISE
- SOFITEL L’APERITIF
- SOFITEL LE GOUTER
- DE-LIGHT
- LES DINERS SOFITEL
- SOFITEL WINE DAYS
- SOFITEL WINE DAYS

WELLNESS FACILITIES
- SOFITEL SPA
- SOFITEL FITNESS
- SOFITEL YOGA

LEISURE FACILITIES
- CLUB MILLESIME
- CÔTÉ PISCINE

MEETINGS & EVENTS
- MAGNIFIQUE MEETINGS & EVENTS
- LA NUIT BY SOFITEL
- PHOTO EXHIBITIONS
- LITERARY ESCAPES
- FÊTE DE LA MUSIQUE (Animated through La Nuit)

AUTHENTIC & LIVELY F&B
- MANDATORY

ART & CULTURE
- CHIC DESIGN

INDULGENT WELLBEING

MANDATORY
SOFITEL COUSU MAIN – SERVICE FROM THE HEART

Sofitel Heartists and Ambassadors around the world are passionate about heartfelt hospitality, delivering genuinely caring and thoughtfully personalized service right from the heart. This is the service culture of Sofitel - Cousu Main, a mark of service excellence that Sofitel guests have come to recognize and appreciate over the years.
COMMUNICATION PLATFORM

GLOBAL COMMUNICATION CAMPAIGN (2019 - 2022)
LIVE THE FRENCH WAY

PR & COMMUNICATIONS
Spontaneous, joyous, carefree, with an elegant touch of joie de vivre and “désinvolture”, this is how we describe the hedonist French way of living.

TOTAL REACH 2.4B
NET REACH 2019 571M

BRAND WEBSITE:
Informative and inspiring, the Sofitel website provides seamless research-to-reservation journey anytime, anywhere.
Sofitel.com

SOCIAL MEDIA
- Over 1.3 million followers.
- Almost 83,000 followers.
- Over 104,000 followers.
- Over 10,600 followers.
Sofitel is also presented on
AWARDS

410 PROMINENT AWARDS ACROSS 52 PROPERTIES, INCLUDING:

World Travel Awards Indonesia’s Leading Resort
Sofitel Bali Nusa Dua Beach Resort

Expedia’s Most Wanted
Sofitel Bogota Victoria Regia

Travel + Leisure - World's Best Awards
Sofitel Legend Santa Clara, Cartagena

Smart Travel Asia’s Best Luxury Hotels in Asia
Sofitel Legend Metropole Hanoi

MOST AWARDED PROPERTY IS
SOFITEL LEGEND METROPOLE HANOI
WITH 34 NOTABLE AWARDS

SOFITEL LEGEND AWARDED BY T&L AS ONE OF THE TOP 10 GLOBAL LUXURY BRANDS

TOP REGION IS ASIA PACIFIC
WITH 317 AWARDS
<table>
<thead>
<tr>
<th>BRAND AWARENESS</th>
<th>BRAND PERCEPTION</th>
<th>BRAND MARGIN</th>
<th>REPUTATION PERFORMANCE SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;61%</td>
<td>66%</td>
<td>€71</td>
<td>89.3%</td>
</tr>
<tr>
<td>Of awareness in 10 countries</td>
<td>Sofitel is recognized for…</td>
<td>Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative.</td>
<td>The Reputation Performance Score measures the overall hotel online reputation based on several sources: Guest Satisfaction Survey (GSS &amp; Net Promoter Score), TripAdvisor, Booking, Ctrip etc. It is the most representative hotel’s reputation KPI, requires at least 100 guests’ feedback and give positive reputation score out of 100%</td>
</tr>
<tr>
<td>A truly international recognition in the luxury segment</td>
<td>1. A luxurious experience, especially though exceptional bed comfort</td>
<td>Our objective is to enhance brand perception in all key feeder markets (modern French <em>art de vivre</em> and luxury positioning)</td>
<td>Our objective is to reach and to a CompIndex of above 1.00 vs. global competition</td>
</tr>
<tr>
<td>• The #1 luxury brand in terms of awareness and preference in France, Australia &amp; Brazil</td>
<td>2. Standing out for its contemporary and elegant style &amp; design</td>
<td>Our objective is to increase brand margin potential</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Loved for its inimitable French identity</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SOFITEL TOTAL AWARENESS

France 87
United Kingdom 69
Germany 64
Russia 38
USA 52
Canada 42
Brazil 73
Australia 83
China 68
Singapore 66
Japan 34
UAE/S. Arabia 52

Source: BEAM - Brand Equity & Awareness Monitoring December 2019
Base: Affluent & Luxury hotel users – users having spent at least 1 stay in a luxury hotel over the last 12 months, 6 nights + in any type of paid for accommodation, top 30% income within country
Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative. A Brand Margin® of 10€ means that «Consumers think it is worth paying on average 10€ more per night to stay with brand X compared to an unbranded equivalent». Base: people having stayed in paid-for accommodation in the last 12 months and somewhat/very familiar with the brand.

Brand Margin® in €. Traveller representative.

Figures as of end 2019.
BRAND PERCEPTION

NORTH & CENTRAL AMERICAS
88%

EUROPE
87%

ASIA PACIFIC
90%

AFRICA - MIDDLE EAST
90%

SOUTH AMERICA
90%

OFFICIAL FIGURES AS OF END 2019

SOFITEL AVERAGE RPS
89.30%
ACCOR DISTRIBUTION SOLUTION*
ACCOR OFFERS >110 GLOBAL DISTRIBUTION PARTNERSHIPS AT BEST MARKET CONDITIONS

Source : CRS Official figures as of end 2019
SOFITEL DISTRIBUTION POWERED BY ACCOR (ROOM REVENUE BASED)

SPLIT OF HOTELS REVENUE PER DISTRIBUTION CHANNELS

INFLUENCED HOTEL DIRECT*
*E-mails & cluster services

VOICE

ACCOR WEB
ALL.ACCOR.COM + APP BRAND.COM

72%

OF SOFITEL ROOM REVENUE COMES THROUGH ACCOR CENTRAL RESERVATION SYSTEM

40% DIRECT SALES

28% HOTEL PMS

22% WEB PARTNERS (OTAs)

32% INDIRECT SALES

GDS/IDS

40% DIRECT SALES

28% HOTEL PMS

22% WEB PARTNERS (OTAs)

32% INDIRECT SALES

GDS/IDS

Source: CRS Official figures as of end 2019

FOCUS WEB
(ACCOR WEB + WEB PARTNER)

39%

2M ROOM NIGHT

€500M ROOM REVENUE

Source: CRS Official figures as of end 2019
NEW BOOKING ENGINE & APP

1 MULTIBRAND PORTAL
ALL.ACCOR.COM

▪ 300M Website + App visits
▪ 2,200 Destinations
▪ 18 Languages

1 LIFESTYLE COMPANION APP

▪ 56% Mobile and App visits*
▪ 1 Download every minute

18 BRAND.COM WEBSITES

▪ Plugged to ALL.ACCOR.COM

*year 2019 + from dec 2019 to Mid Feb 2020, since launch of ALL

Official figures as of end 2019
NEW LOYALTY PROGRAM

THE ONLY LIFESTYLE LOYALTY PROGRAM

NEW LIMITLESS EXPERIENCES AND EXTENDED OPPORTUNITIES TO EARN & REDEEM POINTS

NEW BENEFITS
- 2 New tiers (diamond & limitless hidden tier)
- 34 Brands and +
- Suite Night Upgrade
- F&B outside a stay

NEW PARTNERSHIPS
- PSG – Games / Net media value +€200m to ALL
- AEG – Worldwide arenas & festivals
- IMG – Taste festivals

THE FAST GROWING LOYALTY PROGRAM

- **64M** Loyalty members worldwide
- **31%** Loyalty contribution rate
- **X 2** Members stay twice more
- **X 2** Members spend twice more

THE MOST GLOBAL LOYALTY PROGRAM

- **214M** Loyalty members worldwide
- **31%** Loyalty contribution rate
- **X 2** Members stay twice more
- **X 2** Members spend twice more

Official figures as of end 2019
APPENDIX
# DEVELOPMENT CRITERIA

**AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION**

<table>
<thead>
<tr>
<th></th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>150 – 250 keys</td>
</tr>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>-10/-15% of worldwide</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>75 – 90 sqm</td>
</tr>
<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>150 – 250 keys</td>
</tr>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>40 sqm + balcony</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>110 – 150 sqm</td>
</tr>
</tbody>
</table>

**FOOD & BEVERAGE**

- 1 Breakfast Restaurant
- 1 Destination Restaurant
- 1 Destination Bar
- Additional F&B (1)

**WELL-BEING**

- SoSpa
- SoFit
- Swimming pool

**MEETINGS**

- Club Milesime
- Magnifique meetings & events
- Ballroom (1)
- Business Centre available
- Kids Club (Le Petit Prince / Villa des Enfants) (1)

**PRIME LOCATIONS**

INTERNATIONAL CAPITALS

KEY CITIES & RESORTS

**SECONDARY LOCATIONS**

MAJOR DOMESTIC DESTINATIONS

**AIRPORTS SUBURBS**

OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS

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(1) Based on market demand
End of December 2019

(1) Based on market demand

WHAT’S HAPPENING IN 2020?
• Construction & Renovation Standards
• Art & Styling Guidelines