

A romantic couple is shown from the chest up, floating in a pool at night. The woman, on the left, has long dark hair and is wearing a black, shimmering, one-shoulder dress. She is holding a clear glass and looking towards the man. The man, on the right, has short dark hair and a beard, and is wearing a black tuxedo with a white shirt and a dark bow tie. He is also holding a clear glass and looking back at the woman. The water around them is dark, but the scene is lit with a warm, golden light, creating a romantic and intimate atmosphere. The background shows the ripples of the water and the soft glow of the lights.

SO/ HOTELS &
RESORTS

WHY INVEST IN SO/
ACCOR GLOBAL DEVELOPMENT Q1 2021

FEEL THE PULSE

The epitome of **rebellious luxury**, SO/ combines the vibrant personality and avant-garde style of a designer hotel with the distinct positioning of a high-end, fashionable lifestyle brand.

Audacious, playful, sophisticated and bursting with **local energy**, SO/ is the **place to be and be seen**.

SO/

PLAYFUL AUDACIOUS FASHIONABLE ENTERTAINING

BRAND STORY

What do fashion and hospitality have in common? They are both aspirational, experiential and an expression of one's personality, taste and style. **The difference?** Fashion is about rule breaking. Trend setting. It celebrates being different. It breathes originality and artistry in every detail, on every stage. Nothing is too serious. "Be bold. Be playful. Be you." is its mantra. Fashion engages emotions and make people dream; to seek the like-minded, that energy and pulse, that glamor, and those few places that truly provide it. **SO/ is born through this vivid lens of the fashion world. SO/ breaks the rigid codes of luxury hospitality to bring about the ultimate lifestyle luxury experience.**



THE RISING PLAYFUL LUXURY

Both luxurious & playful - the best of both worlds
in a surprising way

Avant-garde in design, sophisticated in feel

Local energy & vibrant scene – "the place to be &
be seen" in each destination

Booming portfolio with over 20 hotels by 2023
triple-digit growth



THE ONLY FASHION-LED HOTEL BRAND

Distinctive fashion signature* from a renowned designer for each address

High-impact fashion collection on guest perception

Positive impact on employee engagement

* Including but not limited to a unique hotel emblem, staff uniforms, iconic art & design collectibles, guest amenities, signature hotel spaces etc.



SO/ Berlin Das Stue
X Viktor & Rolf

THE ATTRACTIVE BUSINESS MODEL

High perceived value for guests

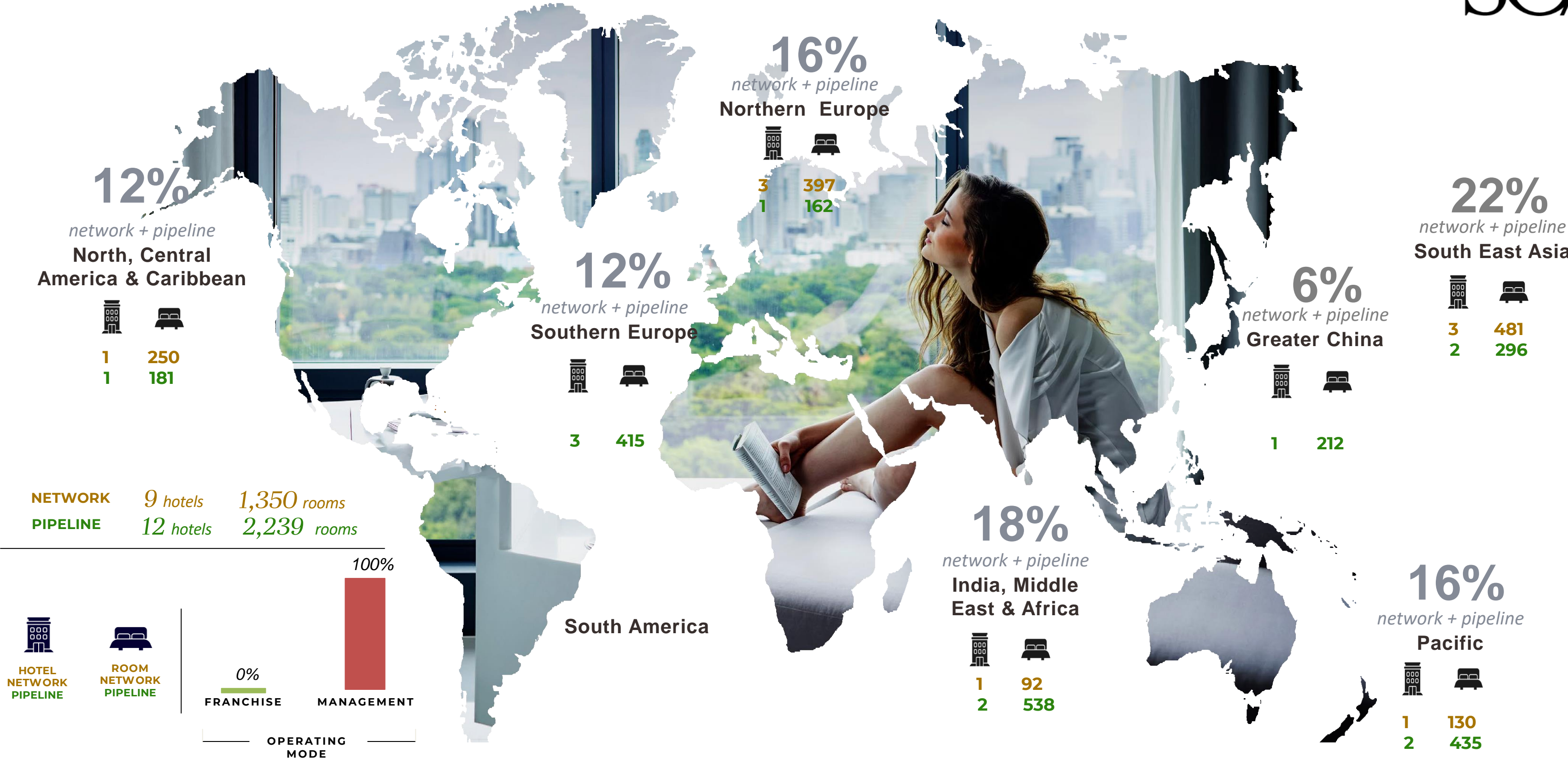
High average room rate and brand premium

Strong PR value & visibility

Highly attractive for locals, driving additional
F&B revenue & bottom line



A GLOBAL FOOTPRINT OF 20 HOTELS OPEN AND IN THE PIPELINE



All figures as of end December 2020
Breakdown network + pipeline by region is calculated by number of rooms

FLAGSHIPS



Christian Lacroix
SO/ Bangkok
Thailand



SO/ BANGKOK

237 ROOMS

SO/

FLAGSHIPS

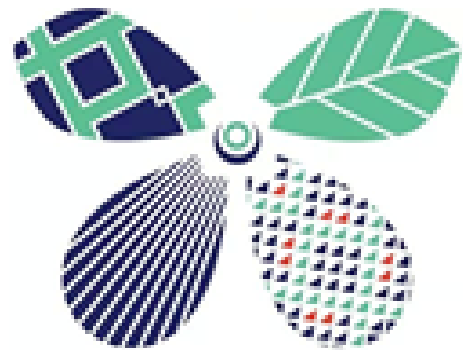


SO SINGAPORE

134 ROOMS

SO

FLAGSHIPS



SO/ HUA HIN

109 ROOMS

SO/

FLAGSHIPS



Viktor & Rolf
SO/ Berlin Das Stue
Germany



SO/ BERLIN DAS STUE

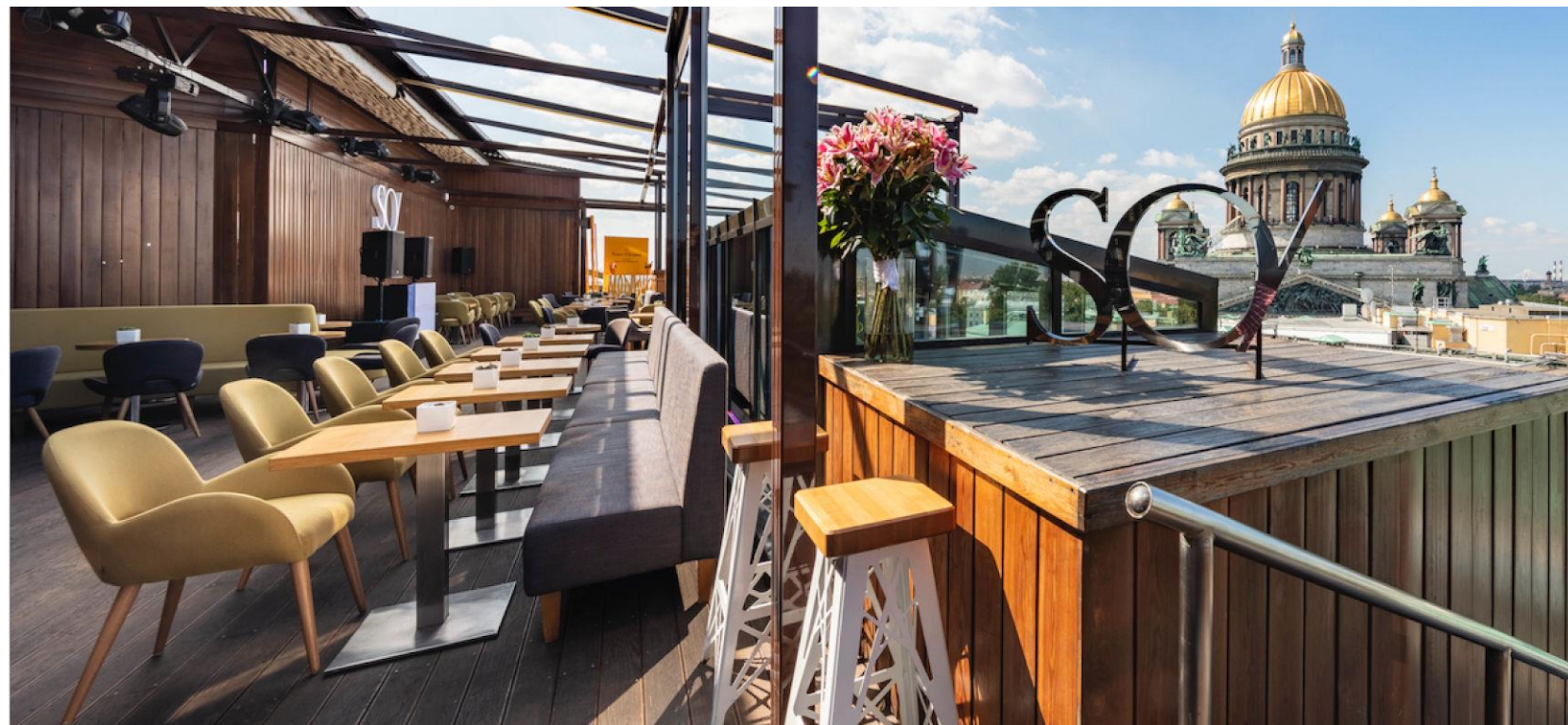
78 ROOMS

SO/

FLAGSHIPS



Alena Akhmadullina
SO/ St Petersburg
Russia



SO/ ST. PETERSBURG
137 ROOMS



FLAGSHIPS



*Benny Castles
SO/ Auckland
New Zealand*

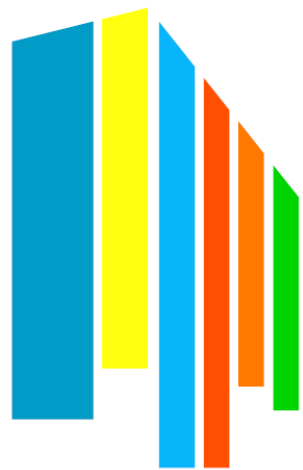


SO/ AUCKLAND

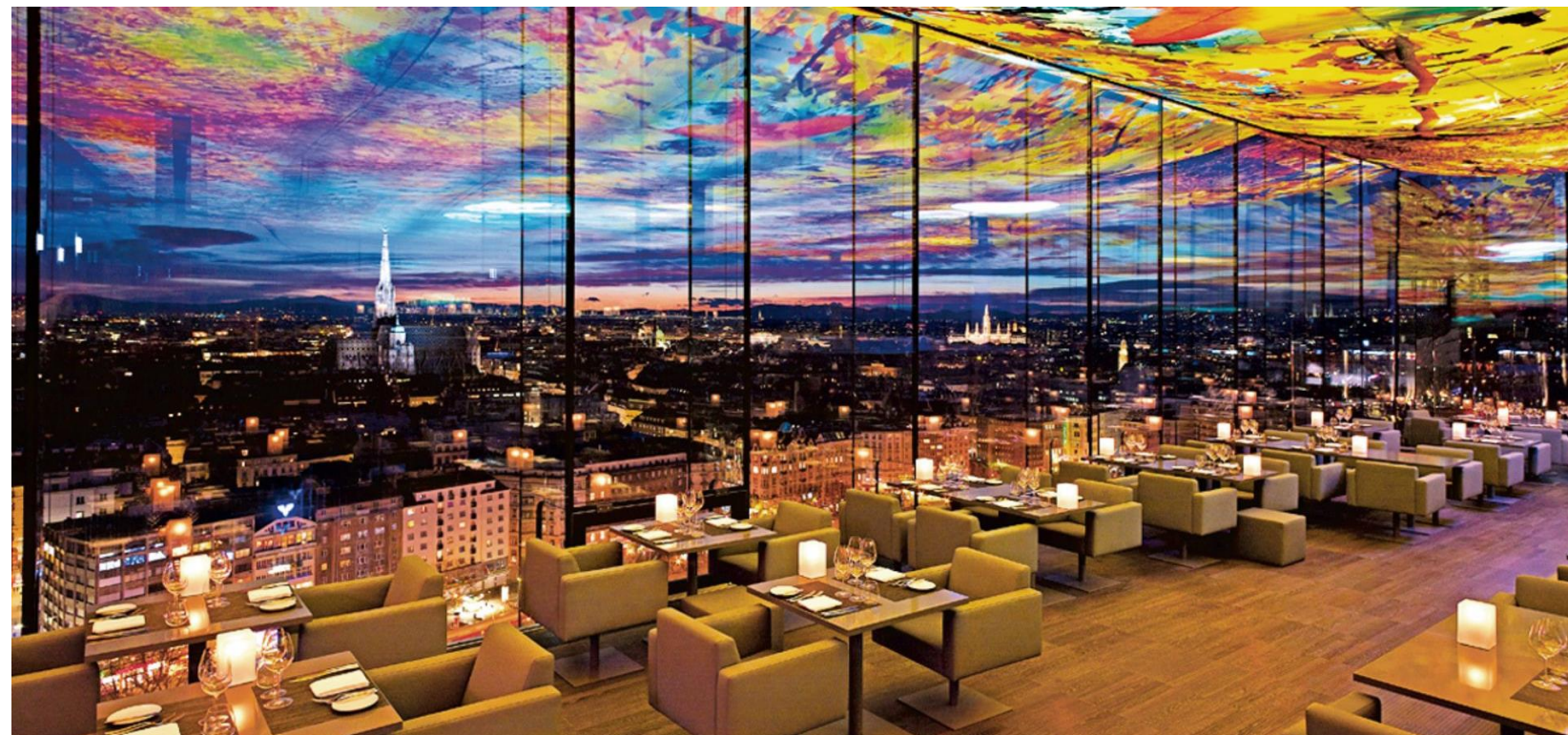
130 ROOMS

SO/

FLAGSHIPS



Arthur Abesser
SO/ Vienna
Austria

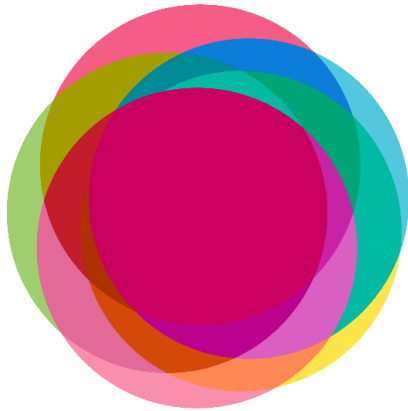


SO/VIENNA

182 ROOMS

SO/

LATEST OPENING



Agatha Ruiz
de la Prada
SO/ La Habana
Cuba



SO/ PASEO DEL PRADO

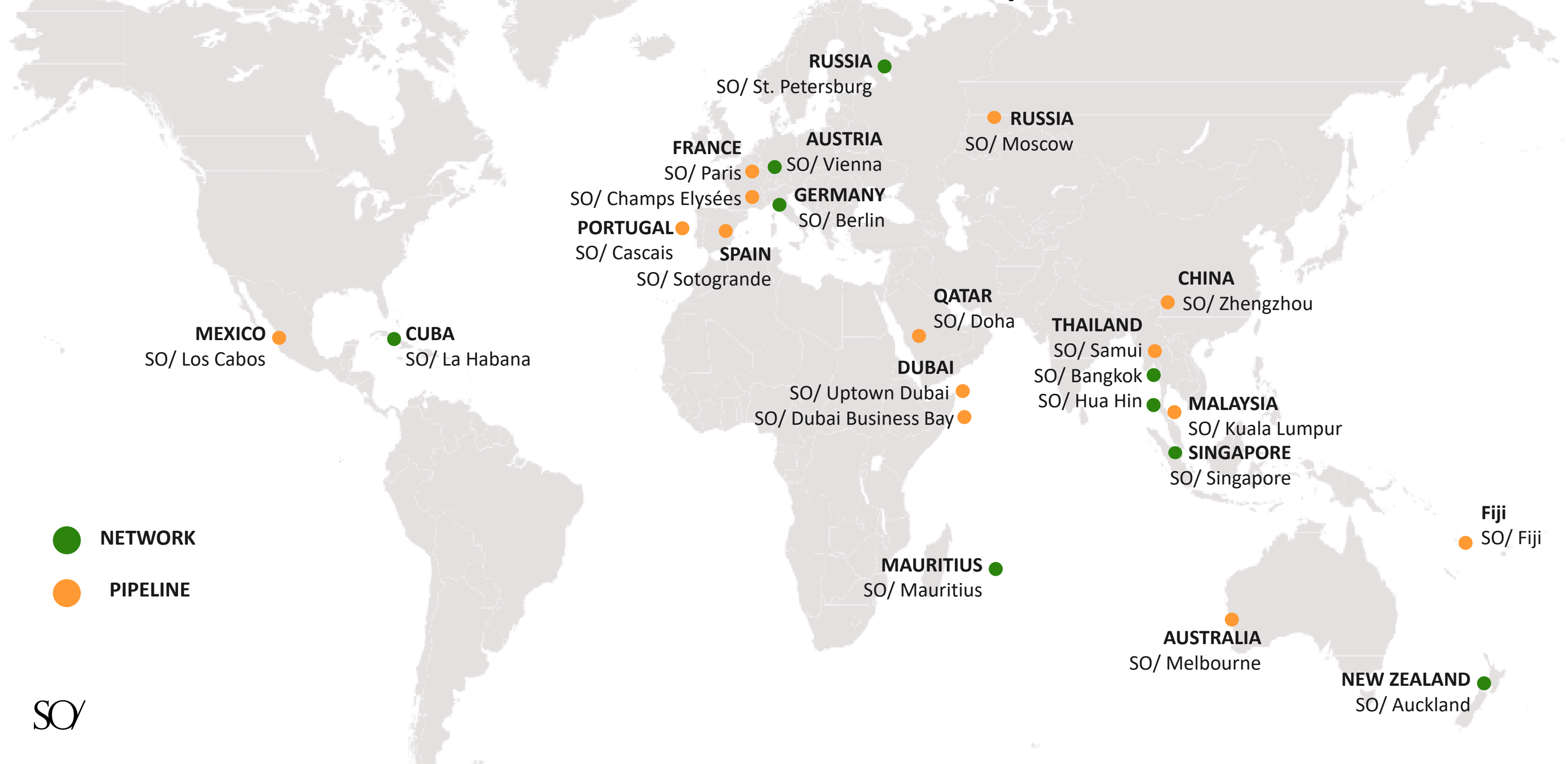
LA HABANA

250 ROOMS

9 EXISTING ADDRESSES + 13 UPCOMING DESTINATIONS



A collection of >20 hotels by 2023



NETWORK
 PIPELINE



UPCOMING OPENINGS

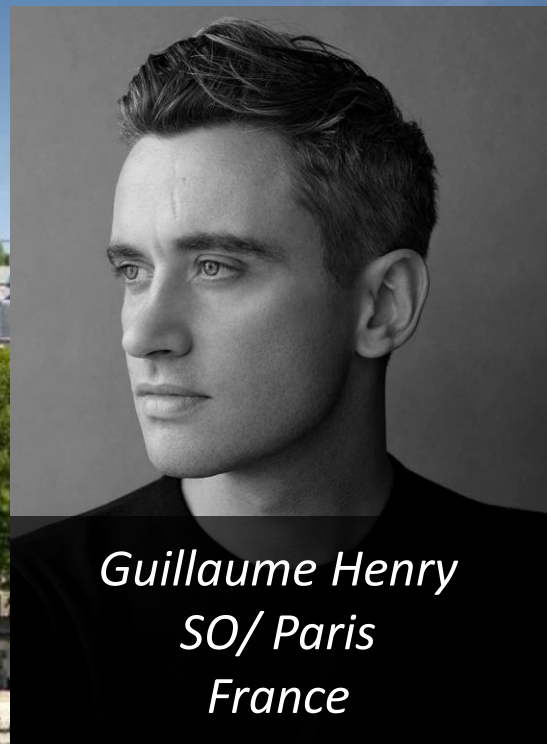


SO/ SOTOGRADE

151 ROOMS
OPENING IN 2021

SO/

UPCOMING OPENINGS



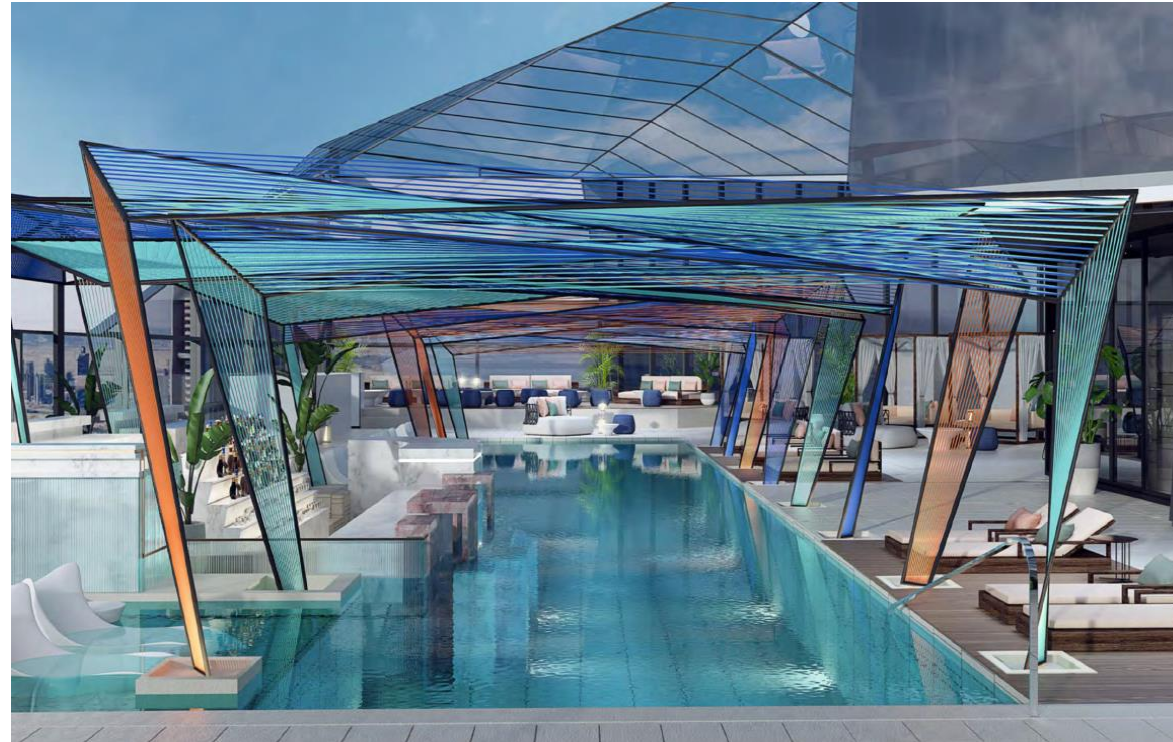
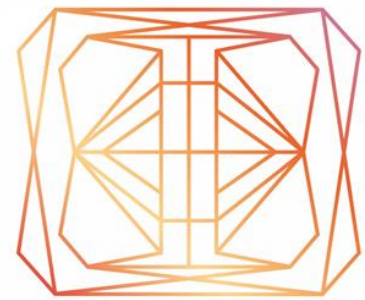
Guillaume Henry
SO/ Paris
France



SO/ PARIS

161 ROOMS
OPENING IN 2022

UPCOMING OPENINGS



Tamara Ralph
SO/ Uptown Dubai
U.A.E.



SO/ UPTOWN DUBAI

188 ROOMS
OPENING IN 2022 / 23

UPCOMING
OPENINGS

SO KUALA LUMPUR

213 ROOMS
OPENING IN 2022 / 23



SO LOS CABOS

181 ROOMS
OPENING IN 2023



UPCOMING OPENINGS



SO MELBOURNE

288 ROOMS
OPENING IN 2023



SO MOSCOW

140 ROOMS
OPENING IN 2023

A PASSION FOR 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.



BRAND PROGRAM



BRAND EQUATION

Every SO/ address is a blend between the vibe of the destination with the envisioned soul of the hotel, creating a one-of-a-kind experience for stylish socializers.

The Brand Equation process ensures each hotel has a distinct personality and style, one that showcases a playful and audacious sense of **DESIGN, FASHION, GUEST EXPERIENCE** and **PR / COMMUNICATION**.

This in turn, ensures that we create hotels that are some of the most sought-after (and talked about) luxury lifestyle addresses around the world.

A PASSION FOR PLAYFUL ENTERTAINMENT

SO/ is where locals and travellers meet in like-mindedness to experience the energy of 'the place', to be **ENTERTAINED** and **ENERGIZED**. At SO/, guests are thrilled with fashionable and social luxury experiences that capture the vivacity and vibe of the locale - the trendiest of local scenes.



BRAND PROGRAMS — F&B (FLAVORS & BEATS)

SOCIETY Concept Dining Restaurant

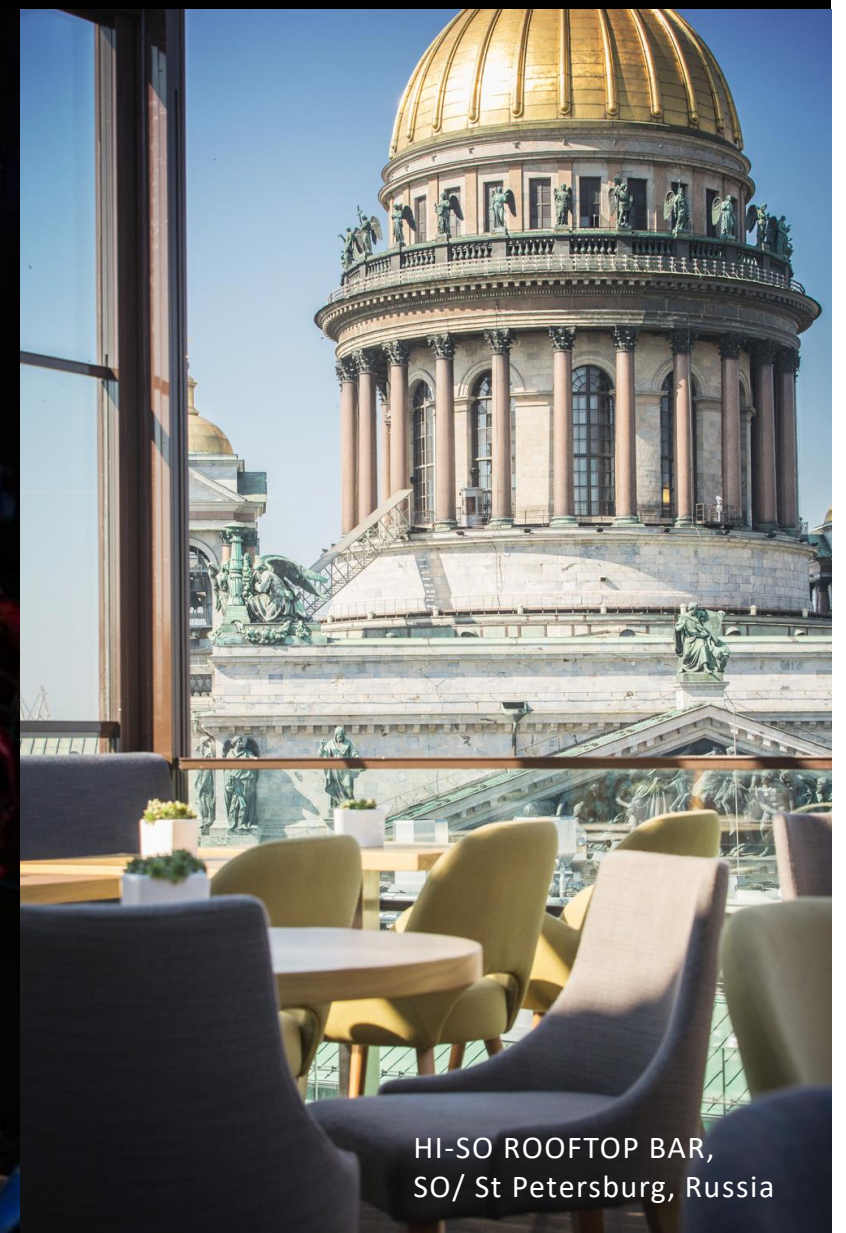
The concept dining venue is a feast for all the senses, marrying the intimacy and sophistication of private supper clubs with the vibrant and pulsating energy for which SO/ is renowned. Named after the stunning view of the restaurant (e.g., Beach Society, Harbour Society,) expect ultra-fashionable, experiential dining that delivers the best of the locale with a distinctly unique vantage point.



PARK SOCIETY,
SO/ Bangkok, Thailand

HI-SO Destination Rooftop Bar

Fashionable, glamorous, bold and high energy, the HI-SO rooftop bar is one of the most celebrated social addresses in the city, playing host to both guests and some of the locale's most notable personalities and socialites. Expect creative cocktail concoctions that will appeal to the most discerning taste buds along with the trendiest DJ live-sets to the in-crowd.



HI-SO ROOFTOP BAR,
SO/ St Petersburg, Russia

BRAND PROGRAMS — ENTERTAINMENT & EVENTS



Beach Party
SO/ Hua Hin, Thailand



Pool Party
SO/ Bangkok, Thailand



Rooftop Party
SO/ Vienna, Austria

SO/ (MONTHLY) PARTIES

Stylish socializers know a great party when they see one. In fact, the much-anticipated SO Pool Party – sometimes Beach or Rooftop Party – is a monthly highlight in the social calendar of stylish socializers and like-minded locals alike. The epitome of fashionable society, indulgence and entertainment, the exclusive parties at SO/ are the talk of the town and buzz with epic energy, supreme cocktails and thumping beats.



A PASSION FOR FASHION

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), **Karl Lagerfeld** (SO/ Singapore) to **Viktor & Rolf** (SO/ Berlin Das Stue), and **Ralph & Russo** (SO/ Uptown Dubai) to **Guillaume Henry** (SO/ Paris).

Each hotel is a fashion statement in its own rights: distinct hotel emblem and staff uniforms, iconic art & design collectibles, exclusive guest amenities, signature hotel spaces etc.



VISUAL IDENTITY



The logotype and visual identity of SO/ fully embody the codes of "Rebellious Luxury".

SO/'s identity colors are gold, black and white. These derive from the logo and are used in different proportions for different types of hotels:

- Gold echoes the brand's luxury positioning; black is mainly used for city hotels and signage while white is used mainly for resort hotels.
- The Pulse effect represents the breaking of all traditional codes; the rebellious and dynamic energy of SO/.
- The vivid & unique Hotel Emblem created by each hotel's own fashion designer – brings out the playful, vibrant and fashionable brand character; colors of the Hotel Emblem are also revealed on hotel collaterals and stationaries.

COMMUNICATION PLATFORM

SO/

TAGLINE

FEEL
THE
PULSE

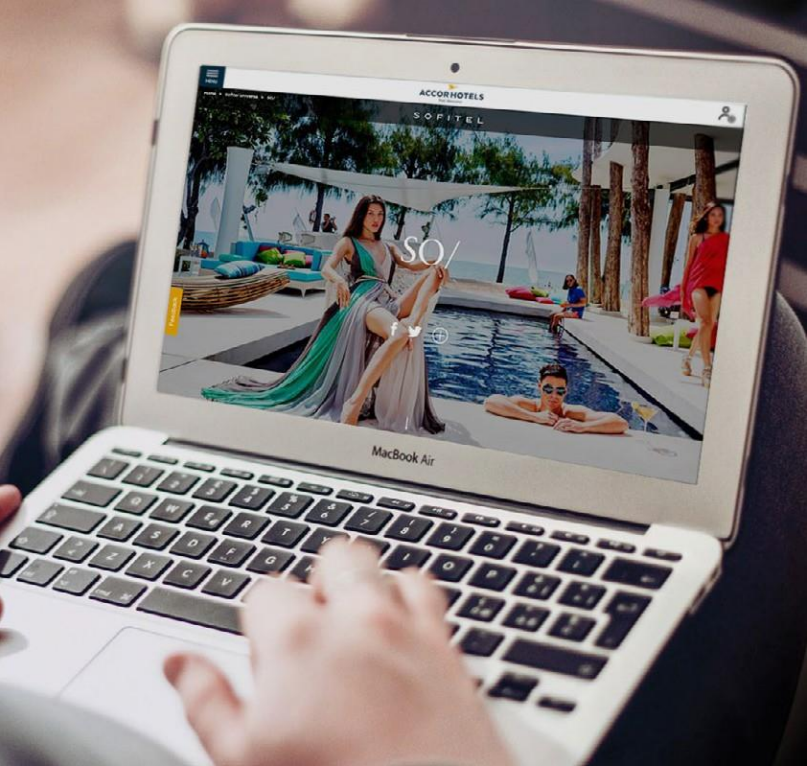


SO/ VISUAL IDENTITY

Amplifies SO/'s rebellious 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. Benefits from reach and awareness of sofitel.com.



SOCIAL MEDIA

Over 26K followers
 @sohotelsandresorts

AWARDS



SEVERAL LEADING AWARDS ACROSS THE NETWORK IN 2020

Forbes Travel Guide
SO/ Berlin Das Stue
SO/ Bangkok

Michelin Guide
SO/ Berlin Das Stue (1 macaron)

World Luxury Hotel Awards
SO/ Hua Hin

Wedding Top 100 Awards
SO/ St Petersburg

REPUTATION PERFORMANCE SCORE (RPS)

89,2%

RPS ComIndex

1.03

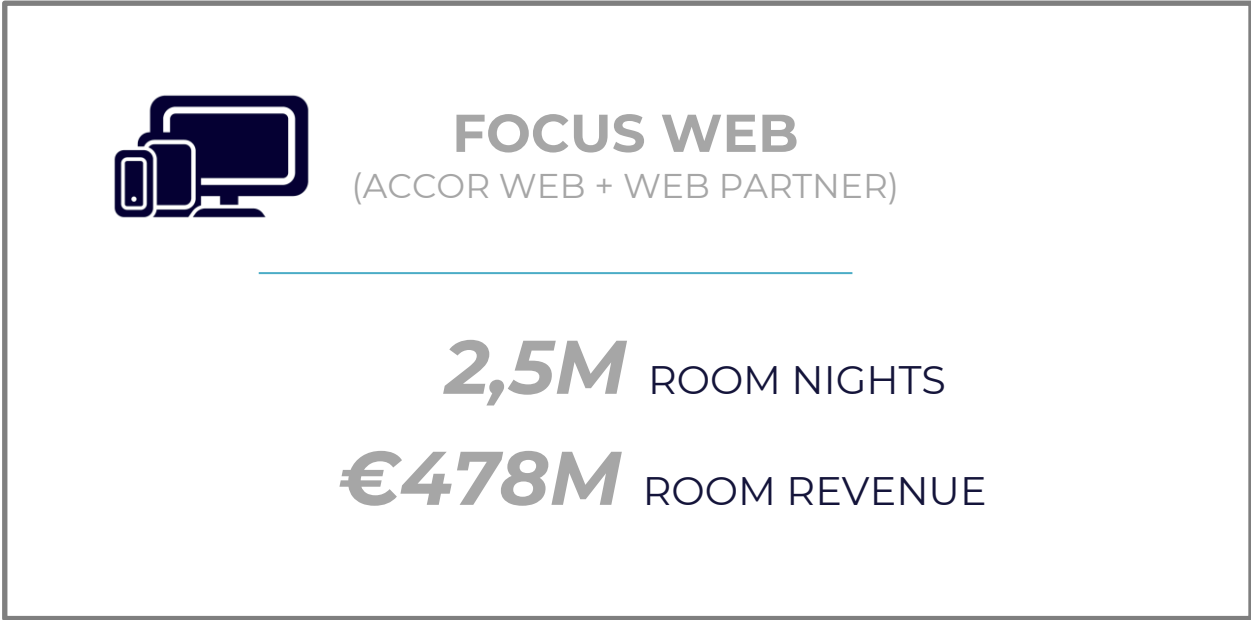
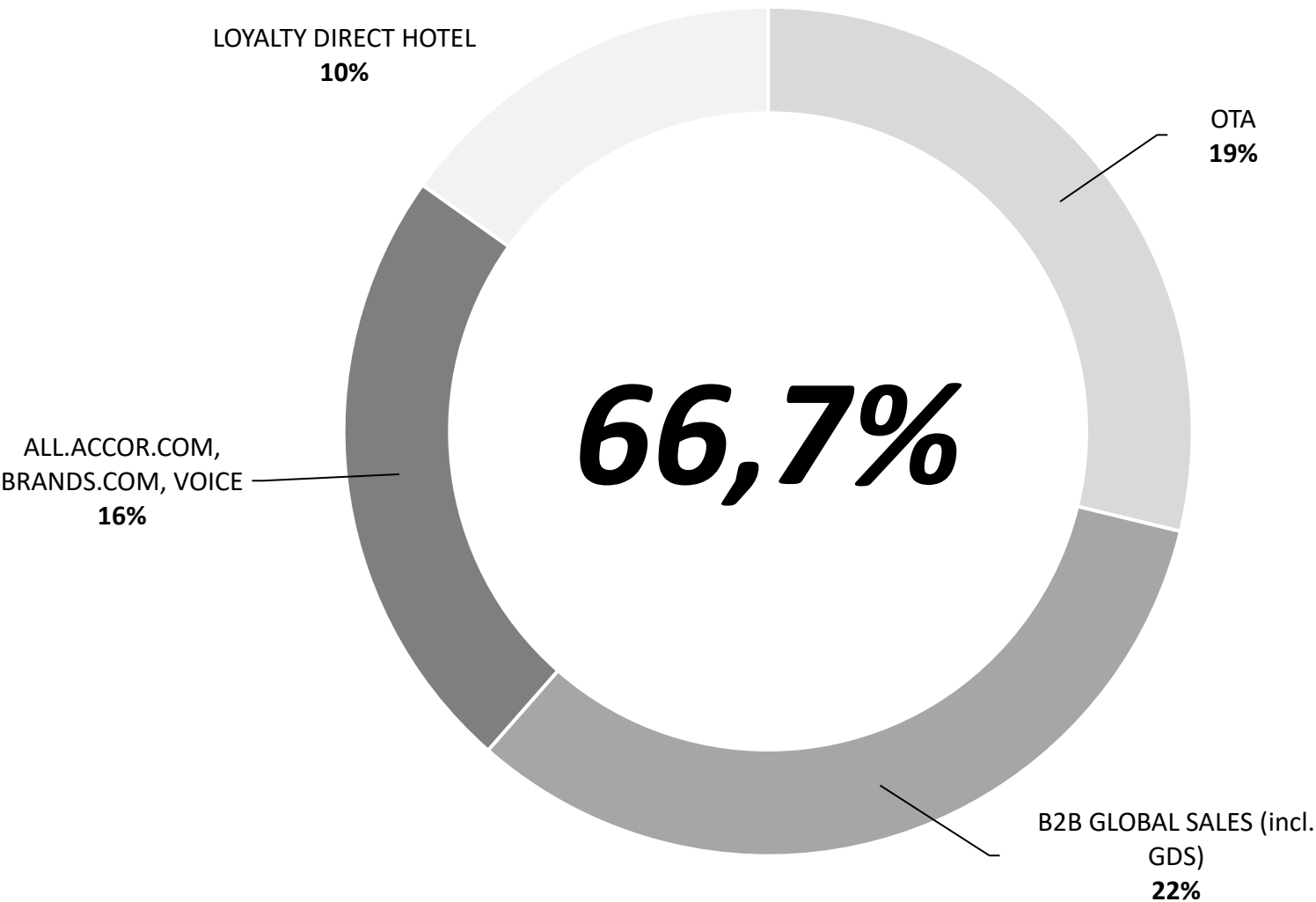
SO/ **OUTPERFORMS** global competitors
(W Hotels, Edition, Andaz) in terms of reputation
performance

OFFICIAL FIGURES AS OF END DEC 2020



CENTRAL BRAND DELIVERY POWERED BY ACCOR

For Luxury Room Night based



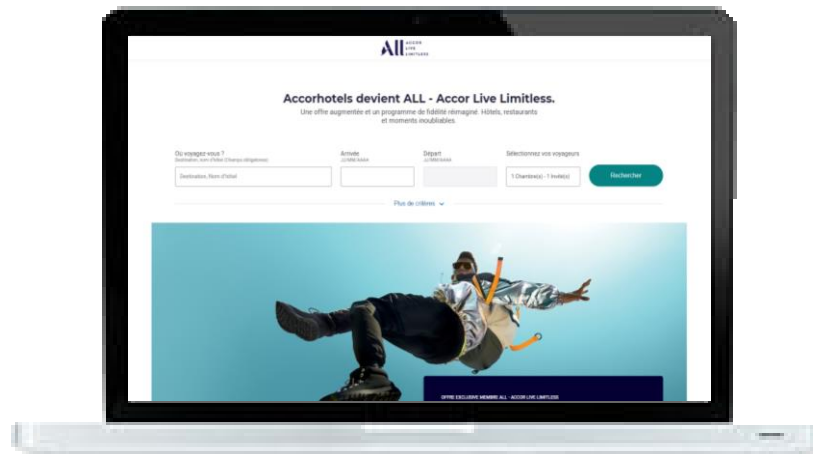
Central Brand Delivery: CBD (%)

CBD (Central Brand Delivery) measures the business in room nights brought by Accor to the hotel through the 3 main group levers: Distribution (through Central Reservation System - CRS), Loyalty & Sales. A 70% CBD means that 70% of the room nights of an hotel are driven by Accor & Brand Sales, Distribution (all channels powered by the CRS) & Loyalty ecosystem.

NEW BOOKING ENGINE & APP



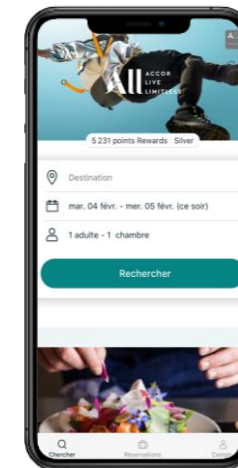
1 MULTIBRAND PORTAL **ALL.ACCOR.COM** + 1 LIFESTYLE COMPANION APP **ACCOR ALL** + 18 BRAND.COM WEBSITES



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

NEW in 2020:

- **All Safe label visibility** on digital experience to rest-assure guests during the pandemic
- Launch of **Apartment & Villas** website dedicated to Branded Residences and Extended Stay hotels



- **> 50%** Mobile and App visits
- **1** Download every minute
- **> 4,3/5** app ratings
iOS: 4,5/5 & Android: 4,3/5



- **SOFITEL/SO.COM** plugged to **ALL.ACCOR.COM**

NEW LOYATLY PROGRAM



THE ONLY LIFESTYLE LOYALTY PROGRAM



THE FAST GROWING LOYALTY PROGRAM



THE MOST GLOBAL LOYALTY PROGRAM

NEW LIFESTYLE & AUGMENTED HOSPITALITY FRAMEWORK

OFFERING EXTENDED OPPORTUNITIES
TO EARN & REDEEM POINTS

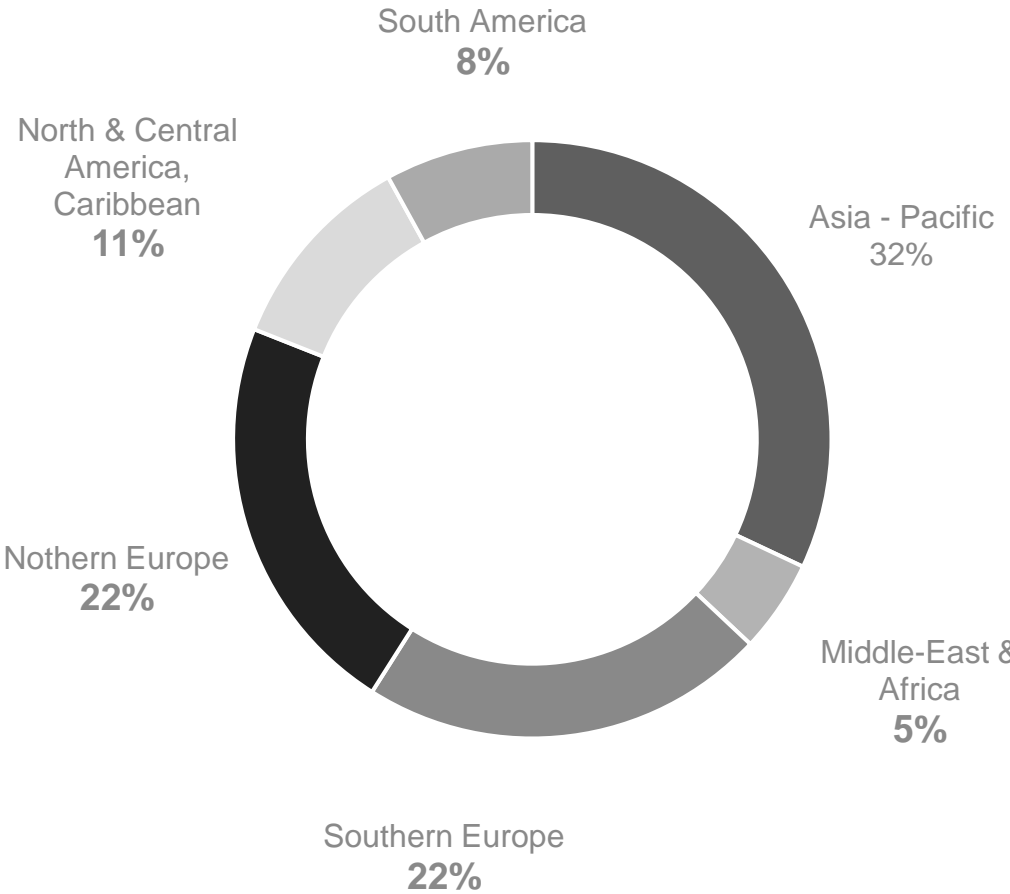
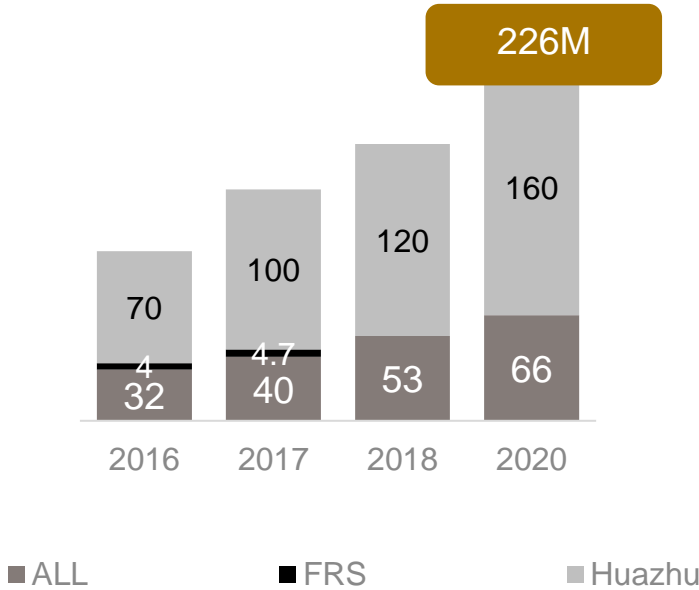
NEW BENEFITS

- 38 Brands and +
- Suite Night Upgrade
- F&B outside a stay

NEW PARTNERSHIPS

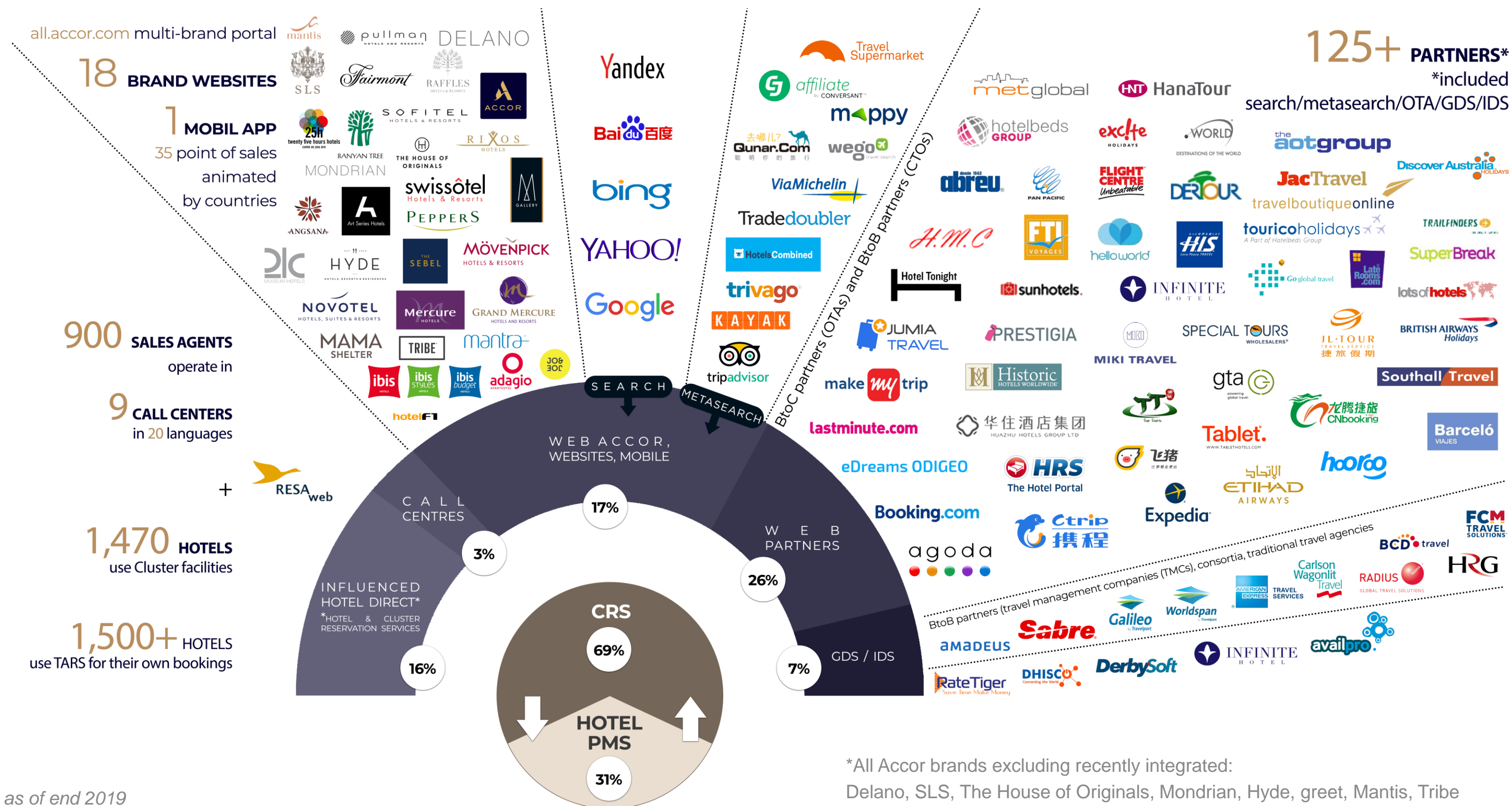
- PSG – Games / Net media value +€200m to ALL
- AEG – Worldwide arenas & festivals
- IMG – Taste festivals

- **68M** Loyalty members worldwide
- **37%** Loyalty contribution rate in RN
- **x 3,6** Members stay twice more than non-members



ACCOR DISTRIBUTION SOLUTIONS*

ACCOR OFFERS >110 GLOBAL DISTRIBUTION CHANNELS AT BEST MARKET CONDITIONS



POSITIONING		USPs		PIPELINE		BRAND MARKERS		COMMUNICATION		PERFORMANCE		HOTEL DEVELOPMENT DESIGN & TECHNICAL SERVICES	
DEVELOPMENT CRITERIA - PROGRAMMING													
HOTEL		AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION	WORLDWIDE							PRIME LOCATIONS	SECONDARY LOCATIONS	AIRPORTS SUBURBS	
		RECOMMENDED NUMBER OF ROOMS	100 – 200 keys	200 – 250 keys									
		ROOM AVERAGE SIZE	-10/-15% of worldwide	40 sqm and +					INTERNATIONAL CAPITALS KEY CITIES & RESORTS				
		TGFA / ROOM	-10/-15% of worldwide	90 – 110 sqm					MAJOR DOMESTIC DESTINATIONS				
	RESORT	RECOMMENDED NUMBER OF ROOMS	90 – 180 keys	100 -200 keys					OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS				
		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											

37

HOTEL

RESORT

AAA ULTRA CITY
CENTER LOCATION,
HISTORIC
CONVERSION

WORLDWIDE

PRIME
LOCATIONS

SECONDARY
LOCATIONS

AIRPORTS
SUBURBS

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

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

INTERNATIONAL
CAPITALS
KEY CITIES &
RESORTS



MAJOR DOMESTIC
DESTINATIONS

OTHER CITIES &
ATTRACTIVE
TOURISTIC
DESTINATIONS



GUEST JOURNEY BRAND STANDARDS

(M) – MANDATORY
(O) – OPTIONAL, if relevant to project or market only

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 2020, might be subject to changes.

WELCOME	PUBLIC SPACE	GUEST ROOM	F&B	WELLNESS FACILITIES	LEISURE FACILITIES	MEETING & EVENTS
<div><div>Fashion Signature (M)</div><div>SO Greeting (M)</div><div>Welcome Drink (M) <i>(with storytelling & staging)</i></div></div>	<div><div>Hotel Signature Scent (M)</div><div>Rhythm & Tunes (M)</div><div>MIXO lobby lounge & bar (M)</div><div>Club Signature (executive lounge) (O)</div><div>SO Guru (M)</div></div>	<div><div>Complimentary personal minibar (M)</div><div>HIS & HERS Amenities (M)</div></div>	<div><div>Fashionably Late Breakfast (O)</div><div>[COLOR] OVEN all-day dining (M) <i>(e.g. Red Oven, White Oven)</i></div><div>[VIEW / LOCATION] SOCIETY destination dining (M) <i>(e.g. Park Society, Harbour Society)</i></div></div>	<div><div>SO/ SPA (O)*</div><div>SO/ FIT (M)</div></div>	<div><div>HI-SO rooftop bar (M)</div></div>	<div><div>SO/ (Monthly) Parties & Events (M)</div><div>Social Meetings (O)</div></div>

-
- BRAND EQUATION PROCESS – ONE-OF-A-KIND HOTEL EXPERIENCE (M)

• JUST SAY SO/ SERVICE CULTURE (M)

• SO/ VISUAL IDENTITY (M)

Fashion

Playful Entertainment

Avant-Garde Design

DESIGN & TECHNICAL SERVICES - GUIDELINES



SO/ DESIGN BRIEF

Can be used before HCSA is signed



SO/ RESIDENCES DESIGN BRIEF

Can be used before HCSA is signed



SO/ FIT CONCEPT

Can be used after HCSA is signed



SO/ CONSTRUCTION & RENOVATION STANDARDS

Can be used after HCSA is signed



SO/ STYLE BOOK

Can be used before HCSA is signed



SO/ SPA GUIDELINES

Can be used after HCSA is signed



SO/ ART & STYLING GUIDELINES

Can be used after HCSA is signed



www.sofitel.com

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