

A romantic couple is shown from the chest up, floating in a pool at night. The woman, on the left, has dark, wet hair and is wearing a black, shimmering, one-shoulder dress. She is holding a clear glass of water with her right hand. The man, on the right, has short dark hair and a light beard, and is wearing a black tuxedo with a white shirt and a black bow tie. He is also holding a clear glass of water with his right hand. They are both looking at each other with soft smiles. 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 reflection of the lights.

SO/ HOTELS &
RESORTS

WHY INVEST IN SO/
ACCOR GLOBAL DEVELOPMENT BROCHURE
OCTOBER 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



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

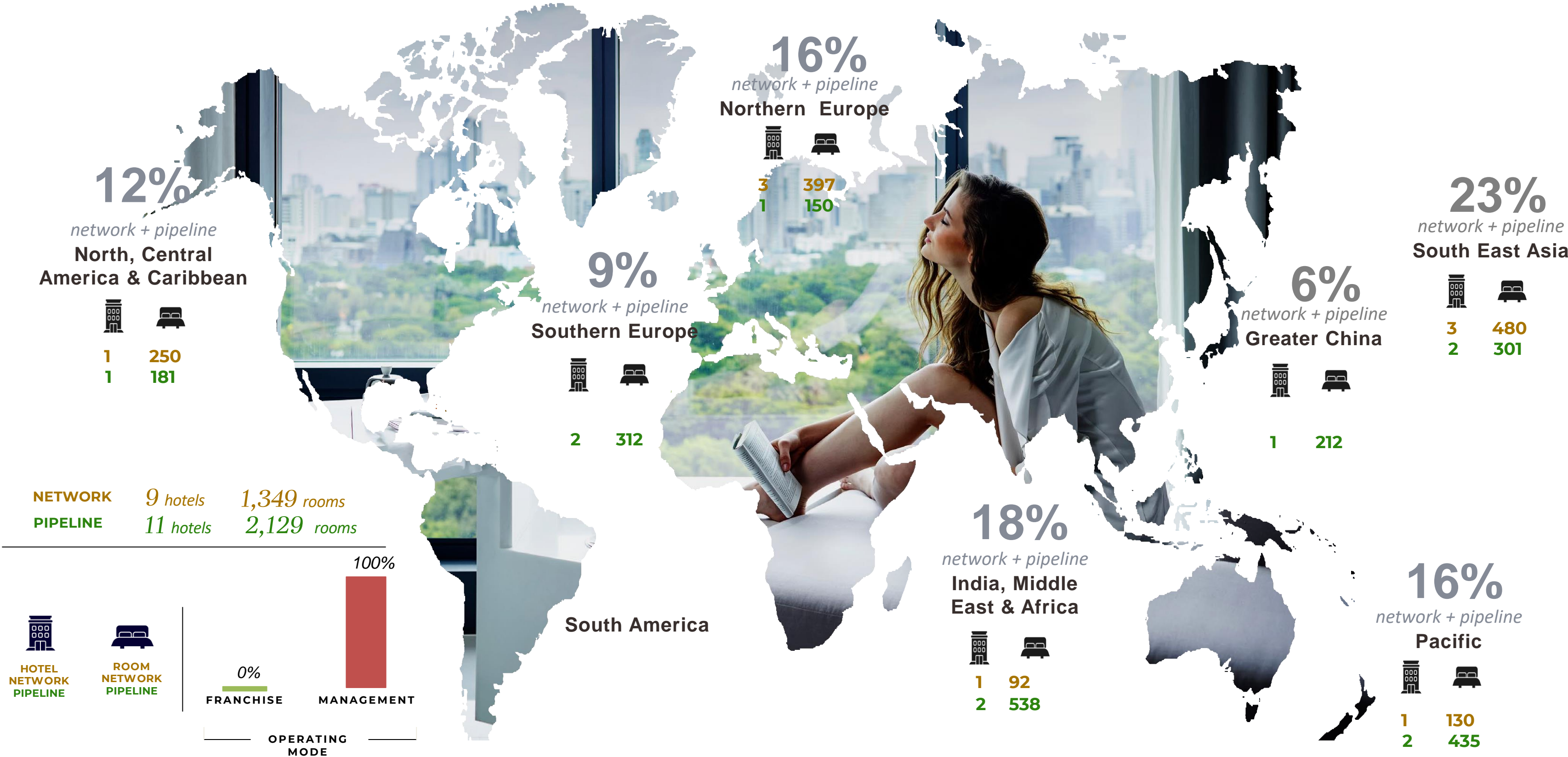
High average room rate and brand premium

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 June 2021
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



Viktor & Rolf
SO/ Berlin Das Stue
Germany



SO/ BERLIN DAS STUE

78 ROOMS

SO/

FLAGSHIPS



Benny Castles
SO/ Auckland
New Zealand

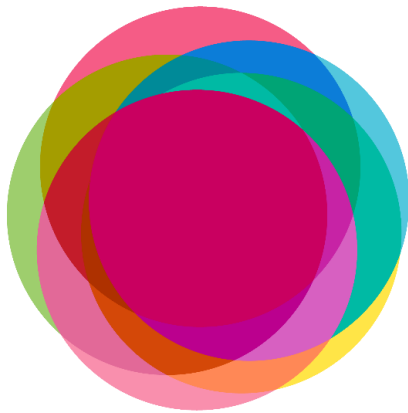


SO/ AUCKLAND

130 ROOMS

SO/

LATEST OPENING



Agatha Ruiz
de la Prada
SO/ La Habana
Cuba



SO/ PASEO DEL PRADO
LA HABANA
250 ROOMS

LATEST OPENING



Dolores Cortés
SO/ Sotogrande
Spain



SO/ SOTOGRADE

151 ROOMS

SO/

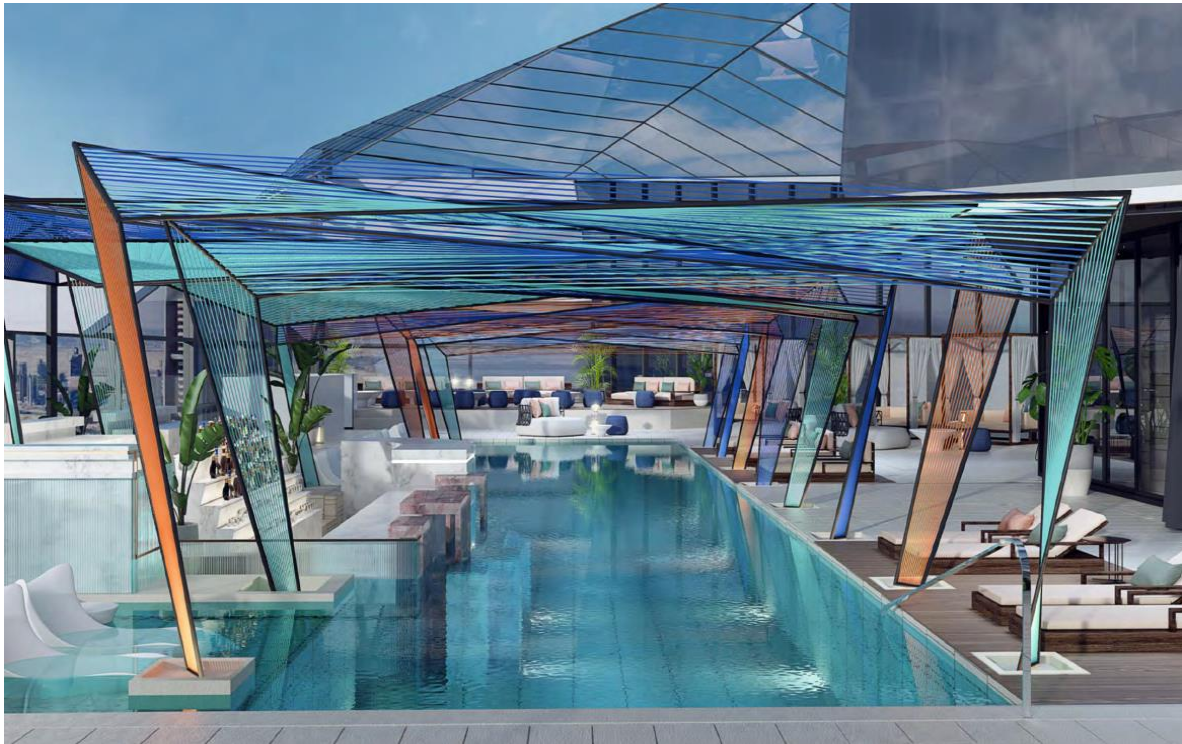
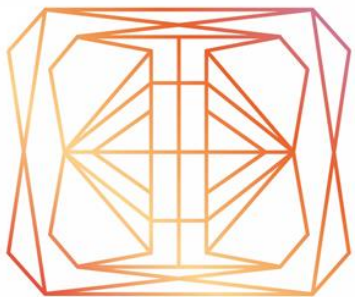
9 EXISTING ADDRESSES + 11 UPCOMING DESTINATIONS



A collection of >20 hotels by 2023



UPCOMING OPENINGS



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

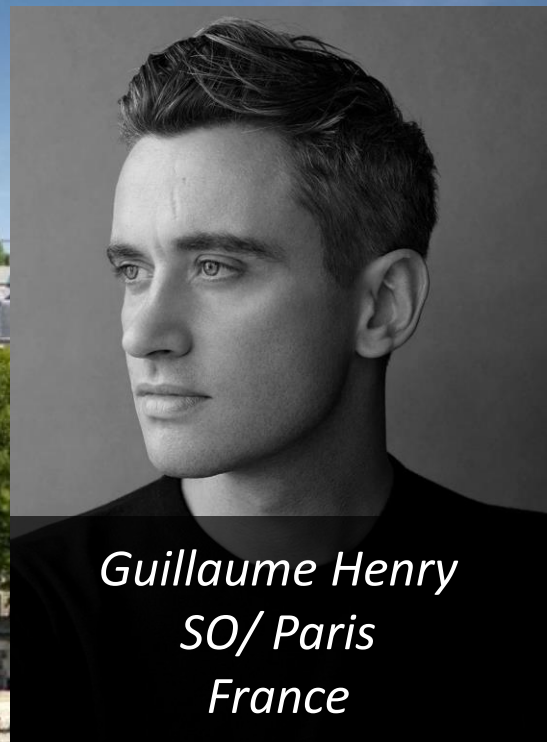


SO/ UPTOWN DUBAI

188 ROOMS
OPENING IN 2022



UPCOMING OPENINGS



UPCOMING
OPENINGS

SO KUALA LUMPUR

213 ROOMS
OPENING IN 2022 / 23



SO LOS CABOS

181 ROOMS
OPENING IN 2023



UPCOMING OPENINGS



SO/JEDDAH

129 ROOMS
OPENING IN 2023

SO/



80 ROOMS
OPENING IN 2023

SO/MALDIVES

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.





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.

COMMUNICATION PLATFORM

SO/

TAGLINE

FEEL THE PULSE

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

FEEL THE PULSE

SO/ VISUAL IDENTITY

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

AWARDS



SEVERAL LEADING AWARDS ACROSS THE NETWORK IN 2020

Forbes Travel Guide
SO/ Berlin Das Stue
SO/ Bangkok

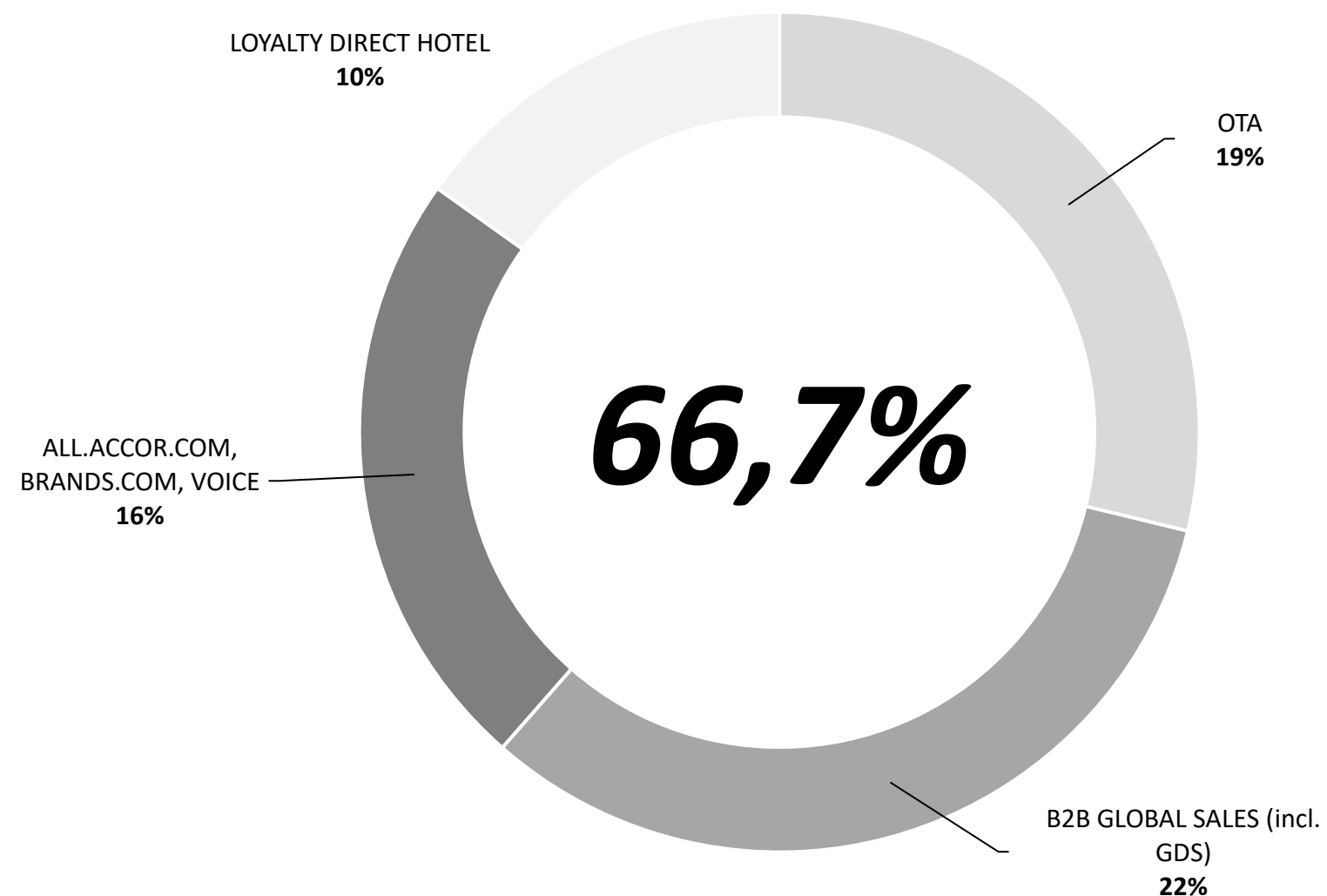
Michelin Guide
SO/ Berlin Das Stue (1 macaron)

World Luxury Hotel Awards
SO/ Hua Hin

Wedding Top 100 Awards
SO/ St Petersburg

CENTRAL BRAND DELIVERY POWERED BY ACCOR

For Luxury Room Night based



FOCUS WEB
(ACCOR WEB + WEB PARTNER)

2,5M ROOM NIGHTS

€478M ROOM REVENUE

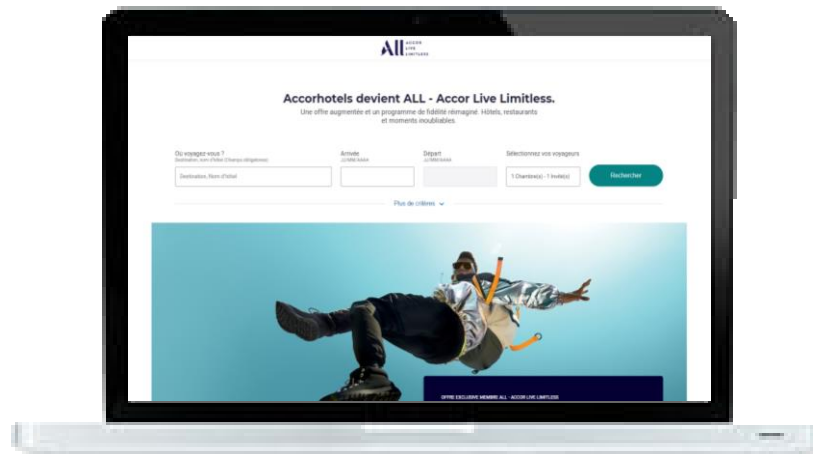
Central Brand Delivery: CBD (%)

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



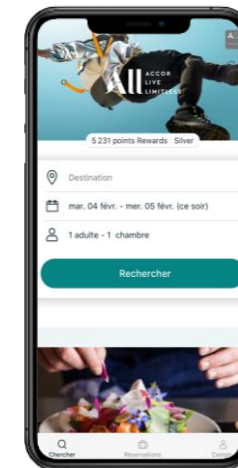
1 MULTIBRAND PORTAL **+** **1 LIFESTYLE COMPANION APP** **+** **18 BRAND.COM WEBSITES**
ALL.ACCOR.COM **ACCOR ALL**



- **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



- **SOFITELE/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

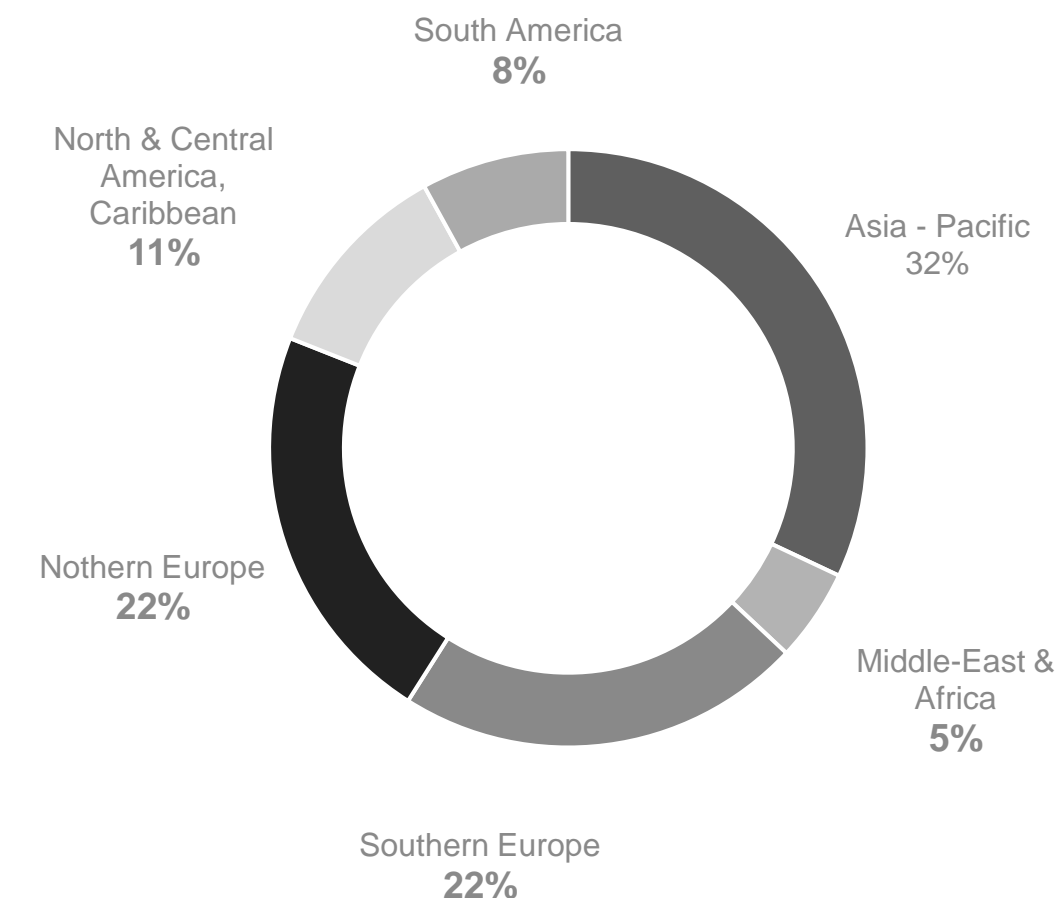
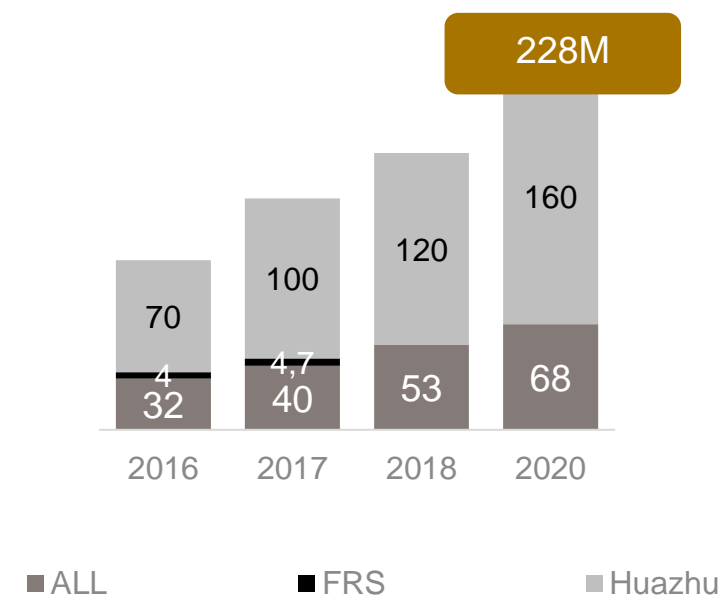
NEW BENEFITS

- **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
- **40%** Luxury loyalty contribution rate in RN
- **x 3,6** Members stay twice more than non-members



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		INTERNATIONAL CAPITALS KEY CITIES & RESORTS				
	ROOM AVERAGE SIZE	-10/-15% of worldwide	40 sqm and +						
	TGFA / ROOM	-10/-15% of worldwide	90 – 110 sqm		MAJOR DOMESTIC DESTINATIONS				
	RECOMMENDED NUMBER OF ROOMS	90 – 180 keys	100 -200 keys		OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS				
	ROOM AVERAGE SIZE	40 sqm + balcony	45 sqm + balcony						
RESORT	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							

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