WHY INVEST IN SOFITEL

ACCOR GLOBAL DEVELOPMENT BROCHURE Q1 2022
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.
STRONG BRAND EQUITY

Great global footprint with over 120 hotels in key destinations
47 countries in the 5 continents

Strong awareness
Above 60% in key feeder markets
ONLY FRENCH LUXURY HOTEL BRAND WITH GLOBAL PRESENCE

Modern luxury hotels blending French “art de vivre” (art of living) with the best and most sophisticated of the local culture.
INVESTORS’ REASSURANCE

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

French origin & French luxury DNA, trust in luxury industry, higher brand perception and preference
WHERE WE ARE TODAY

10% network + pipeline
Northern Europe

12% network + pipeline
South East Asia

24% network + pipeline
Greater China

6% network + pipeline
North, Central America & Caribbean

5% network + pipeline
Southern Europe

4% network + pipeline
South America

15% network + pipeline
India, Middle East & Africa

A GLOBAL FOOTPRINT OF NEAR 145 ADDRESSES TODAY AND IN THE PIPELINE

Network & Pipeline breakdown by region is calculated by number of rooms.
FLAGSHIPS

SOFITEL LE SCRIBE
PARIS OPERA
(FRANCE)

201 ROOMS
FLAGSHIPS

SOFITEL
LONDON ST JAMES
(UNITED KINGDOM)

183 ROOMS
FLAGSHIPS

SOFITEL
ROME VILLA BORGHESE
(ITALY)

78 ROOMS
FLAGSHIPS

SOFITEL
MEXICO CITY REFORMA
(MEXICO)

275 ROOMS
FLAGSHIPS

SOFITEL
WASHINGTON DC LAFAYETTE SQUARE
(UNITED STATES)

237 ROOMS
LATEST OPENINGS

SOFITEL
SINGAPORE CITY CENTER
(SINGAPORE)

223 ROOMS
LATEST OPENINGS

SOFITEL
DUBAI THE OBELISK
(UNITED ARAB EMIRATES)

598 ROOMS
LATEST OPENINGS

SOFITEL
BARIU CALABLANCA
(COLOMBIA)

187 ROOMS
LATEST OPENINGS

SOFITEL
AMBASSADOR SEOUL
(SOUTH KOREA)

563 ROOMS
LATEST OPENINGS

SOFITEL
HANGZHOU YINGGUAN
(CHINA)

593 ROOMS
UPCOMING OPENINGS

SOFITEL BARCELONA SKIPPER (SPAIN)

2022

255 ROOMS
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.
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 (Sofitel Wine Days, French Breakfast, Les Dîners Sofitel, Le Goûter afternoon teas) and cheeses from around the world.
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 luxurious bath amenities from renowned French brands.
The Sofitel MyBed™ is designed to perfection for the best sleep-time bliss and is completed with a thoughtful turndown service and Sleep Menu, offering additional pillow choices, delightful bedtime treats, and other soothing offers, which is just our way of wishing guests «bonne nuit». 
Inventive art displays, traveling photography exhibitions, exhilarating musical performances (La Nuit by Sofitel, Fête 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.
Sofitel Heartists and Ambassadors around the world are passionate about heartfelt hospitality, delivering genuinely caring and thoughtfully personalized service right from the heart.
COMMUNICATION PLATFORM

GLOBAL ADVERTISING CAMPAIGN

Live the French way

WEBSITE

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

Sofitel.com

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

SOCIAL

- Over 1.2 million followers.
- Over 200,000 followers.
- Over 152,000 followers.
- Over 13,000 followers.
AWARDS
Sofitel hotels win CNT Readers’ Choice & T+L World’s Best

- Sofitel Washington D.C. Lafayette #4 in Washington
- Sofitel New York #28 in New York City
- Sofitel Legend The Grand Amsterdam #5 in Amsterdam
- Sofitel Rome Villa Borghese #10 in Rome
- Sofitel London St James #27 in London
- Sofitel Legend Santa Clara Cartagena #8 in South America
- Sofitel Phnom Penh Phokeethra #13 in Asia
- Sofitel Legend Metropole Hanoi #27 in Asia
- Sofitel Chicago Magnificent Mile #10 in Chicago
- Sofitel Legend Santa Clara Cartagena #3 in Central & South America

Live the French way
BRAND PERFORMANCE

BRAND AWARENESS
A truly international recognition in the luxury segment

- The #1 luxury brand in terms of awareness and preference in France, Australia & Brazil
- Average global awareness 61%

>60% in key countries, among affluent travellers
  - France, Australia >80%
  - Brazil, UK > 70%
  - Germany, Singapore, China, Switzerland >60%

Our objective is to increase brand awareness in key markets such as the USA, Middle East (> 60%)

BRAND PERCEPTION
Sofitel is recognized for...
1. A luxurious experience, especially through an exceptional bedding concept
2. Standing out for its contemporary and elegant style & design
3. Loved for its inimitable French identity

- Almost 2/3 of guests associate Sofitel with “French art de vivre”, experienced especially through - Gastronomy - Design - Culture

66%

Our objective is to enhance brand perception in all key feeder markets (modern French art de vivre and luxury positioning)

BRAND MARGIN
- Brazil 102
- Australia 93
- USA 88
- Russia 86
- UAE 82
- China 70

71€

Our objective is to increase brand margin potential

REPUTATION PERFORMANCE SCORE FY 2021
90%

Our objective is to reach and to a ComplIndex of above 1.10 vs. global competition

Source: TRUST YOU - YTD Dec 2021
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.

Figures as of YTD DECEMBER 2019
DIRECT BOOKINGS: ACCOR DIGITAL PLATFORM

- **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

**1 MULTIBRAND PORTAL**
ALL.COM

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

**1 LIFESTYLE COMPANION APP**
ACCOR ALL

**18 BRAND.COM WEBSITES**

- SOFITEL.COM plugged to ALL.COM

Official figures as of end 2019
DIRECT BOOKINGS: ACCOR LOYALTY PROGRAM

THE ONLY LIFESTYLE 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

THE FAST GROWING LOYALTY PROGRAM

- 73M Loyalty members worldwide
- 37% Loyalty contribution rate in RN
- x 3.6 Members stay twice more than non-members

THE MOST GLOBAL LOYALTY PROGRAM

- 73M Loyalty members worldwide
- 37% Loyalty contribution rate in RN
- x 3.6 Members stay twice more than non-members

○ Positioning
- USPs
- Network
- Brand Markers
- Communication
- Performance
- Hotel Development
- Design & Technical Services

Official figures as of end 2019
## DEVELOPMENT CRITERIA

### AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION

<table>
<thead>
<tr>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>150 – 250 keys</th>
<th>200 – 250 keys</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>-10/-15% of worldwide</td>
<td>40 sqm and +</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>75 – 90 sqm</td>
<td>90 – 110 sqm</td>
</tr>
<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>150 – 250 keys</td>
<td>200 – 250 keys</td>
</tr>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>40 sqm + balcony</td>
<td>45 sqm + balcony</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>110 – 150 sqm</td>
<td>120 – 165 sqm</td>
</tr>
</tbody>
</table>

### FOOD & BEVERAGE

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

### WELL-BEING

- Sofitel SPA
- Sofitel FITNESS
- Swimming pool
- Club Millesime
- ON STAGE meetings & events

### MEETINGS

- Ballroom (1)
- Business Centre available
- Kids Club (Le Petit Prince / Villa des Enfants) (1)

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**Official figures as of end 2019**
MERCI