WHY INVEST IN ibis budget

ACCOR GLOBAL DEVELOPMENT
FEBRUARY 2019
Open to smart attitude

It is the best deal in town. An urban, contemporary design.
A cool, easy-going atmosphere. Smart, comfortable rooms.
Relaxed social spaces that invite interaction. A hint of humour.
And a price/fun ratio that is impossible to beat.

ibis budget, street-smart hotels.

SMART  FUN  COOL  EASY GOING
ibis *budget* TOP 3 USPs

**N° 1 EUROPEAN LEADER**
**PART OF IBIS FAMILY**
- Ibis family powerful footprint of 2,200 hotels globally
- 600 ibis budget hotels in 20 countries, leader in Europe and Brazil and fast growing brand
- Strong ibis brand awareness

**THE BEST VALUE FOR MONEY**
**OF ITS CATEGORY**
- Standardized 3 pax bedroom with bathroom
- Good standards backed up by ibis family reliable concepts & processes (Sweet Bed concept, qualitative amenities and tasty breakfast)
- 65% of travelers say that ibis budget is the best value for money of its category

**HIGHLY PROFITABLE**
**BUSINESS MODEL**
- Ultra limited service offer plus super reduced space programming and standardized concept
- Low staff Manning & maintenance
- Highest profitability per sqm

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ibis *budget* Frankfurt City OST, Germany
Official figures, December 2018

NETWORK AND PIPELINE

EUROPE
- NETWORK: 19,929 rooms, 180 hotels
- PIPELINE: 3,106 rooms, 24 hotels

AMERICAS
- NETWORK: 9,154 rooms, 48 hotels
- PIPELINE: 3,826 rooms, 27 hotels

FRANCE
- NETWORK: 26,878 rooms, 344 hotels
- PIPELINE: 1,192 rooms, 15 hotels

AFRICA – MIDDLE EAST
- NETWORK: 484 rooms, 4 hotels
- PIPELINE: 405 rooms, 3 hotels

ASIA-PACIFIC
- NETWORK: 4,781 rooms, 38 hotels
- PIPELINE: 405 rooms, 3 hotels

OPERATING MODE
- Managed: 53%
- Franchised: 47%

614 HOTELS
61,226 ROOMS
20 COUNTRIES IN 2018

69 NEW HOTELS
8,529 MORE ROOMS BY 2023

100% Geographical Split
FLAGSHIPS
ibis budget Geneva Palexpo, Switzerland
112 ROOMS
FLAGSHIPS
ibis budget Amiens Centre Gare, France
88 ROOMS
FLAGSHIPS
Ibis budget Évry - Les Yvelines, France
200 ROOMS

Ibis budget Évry - Les Yvelines, France
200 ROOMS

Ibis budget Fribourg - Granges-Paccot, Switzerland
85 ROOMS
FLAGSHIPS

ibis budget RJ Praia Botafogo, Brazil
259 ROOMS
FLAGSHIPS
ibis budget Paris Genevilliers, France
133 ROOMS

NETWORK & PIPELINE — WHY INVEST IN ibis budget — 10
LATEST OPENINGS 2018

ibis budget Knokke, Belgium, 68 Rooms

ibis budget Surabaya Diponegoro, Indonesia, 138 Rooms

ibis budget Itagui Medellin, Colombia, 150 Rooms

ibis budget Foz do Iguaçu, Brazil, 132 Rooms
KEY UPCOMING OPENINGS

EUROPE

ibis budget FRESNES LES MONTAUBAN, FRANCE 84 ROOMS, JULY 2019
ibis budget GONESSE, France 92 ROOMS, MARCH 2019
ibis budget BEYNOST, France 40 ROOMS, MARCH 2019
ibis budget SAINT WITZ, France 75 ROOMS, JUNE 2021
ibis budget TBLIISI, Georgia 130 ROOMS, AUGUST 2022
ibis budget TBLIISI, Georgia 220 ROOMS, DECEMBER 2022
ibis budget MANNHEIM, Germany 155 ROOMS, MARCH 2020
ibis budget GDANSK, Poland 80 ROOMS, JANUARY 2022
ibis budget GDANSK, Poland 120 ROOMS, JANUARY 2022
ibis budget PORTO, Portugal 100 ROOMS, FEBRUARY 2020
ibis budget BILBAO, Spain 149 ROOMS, DECEMBER 2019
ibis budget VALANCI, Spain 69 ROOMS, OCTOBER 2020
ibis budget BARCELONA, Spain 191 ROOMS, DECEMBER 2021
ibis budget MADRID, Spain 88 ROOMS, JUNE 2021
ibis budget MALAGA, Spain 90 ROOMS, NOVEMBER 2021
ibis budget LONDON, United Kingdom 250 ROOMS, MARCH 2020
ibis budget MANCHESTER, United Kingdom 262 ROOMS, JANUARY 2021

AMERICAS

ibis budget MEXICO, Mexico 150 ROOMS, DECEMBER 2019
ibis budget SAO CAETANO DO SUL, Brazil 196 ROOMS, MARCH 2019
ibis budget BELO HORIZONTE, Brazil 240 ROOMS, NOVEMBER 2019
ibis budget RECIFE, Brazil 226 ROOMS, AUGUST 2020
ibis budget FORTALEZA, Brazil 234 ROOMS, MARCH 2020
ibis budget SAO PAULO, Brazil 104 ROOMS, OCTOBER 2020
ibis budget SANTIAGO, Chile 151 ROOMS, MARCH 2019
ibis budget SANTIAGO, Chile 150 ROOMS, APRIL 2021
ibis budget BARRANQUILLA, Colombia 154 ROOMS, MARCH 2019
ibis budget BOGOTA, Colombia 120 ROOMS, JUNE 2020
ibis budget LIMA, Peru 162 ROOMS, JUNE 2020
ibis budget LIMA, Peru 116 ROOMS, MARCH 2021
ibis budget MONTEVIDEO, Uruguay 94 ROOMS JANUARY 2021

ASIA – PACIFIC

ibis budget BANDUNG, Indonesia 161 ROOMS, DECEMBER 2021
ibis budget SYDNEY, Australia 97 ROOMS, JUNE 2019

Secured Pipeline from end 2018
Our brand positioning is expressed in an urban fun and easy-going design world.

Ibis budget hotels have functional, intuitive design. Services are accessible and self-evident. Social spaces are laidback and welcoming. They are urban, fun and street-smart base camps, friendly places that encourage social interaction.
WELCOME-IN
REVOLUTIONARY DESK-FREE
MOBILE CHECK-IN
SOCIAL HUBS
CONTEMPORARY DESIGN
& COOL SOCIAL SPACES

ibis budget Luton Airport, United Kingdom
ibis budget Pontault-Combault Marne-la-Vallée, France
VENDING MACHINES
SIMPLE AND
CONVENIENT
FOOD & BEVERAGE
OPTIONS
NEST ROOMS
FAMILY-FRIENDLY, COZY AND COMFORTABLE BEDROOMS
AVAILABLE IN DIFFERENT COLORS
3 DIFFERENT LAYOUTS
TOP QUALITY

2 microfiber pillows

A soft and enveloping duvet, 200 x 220cm

A multi-zone, multi-density mattress

A flexible, wood-slatted bed base, with extra support

Metallic-coloured feet

KEY PROGRAMS — WHY INVEST IN ibis budget — 18
BREAKFASTS
AFFORDABLE
ALL-YOU-CAN-EAT
BUFFET

QUICK & EASY
AT AN AFFORDABLE PRICE
To know more about the content of the Accor story:
Heartiststory.com
IBIS FAMILY
NEW COMMUNICATION PLATFORM
WE ARE OPEN

Increase **brand awareness**
(esp. for 18-35 generation)

**Improve emotional perception** by
establishing ibis on a **lifestyle territory**

Ladder up from product comfort promise
**To an inspirational value**

Claim the value of **OPENNESS** for ibis, a brand
that welcomes everyone everywhere

**Assets to be delivered in March 2019**
SOCIAL MEDIA

The reach platform
1.8M fans
1 GB default page
23 country pages

The brand image lever
33K subscribers on global channel
23M video views

The showcase of our hotels and destinations
24K followers on global account
85M impressions

IBIS.COM
13 languages
31 contribution zones
92M€ revenue generated
4.4% conversion rate.

WORLDWIDE CAMPAIGNS

#JustForFriends
At ibis, you just enjoy your holiday (and your friends).
+35M reach
+46M impressions
+85K engagements
+9M views

#ibisTravelQuest
A treasure hunt in the pursuit of each brand’s passion!
+ 6 216 followers (+35.7%)
+ 15.1M reach
+ 26.5M impressions (without influencers)
+ 17 887 engagement
+ 6 202 participations (without influencers)

Official figures, December 2018
## WE MEASURE SUCCESS THROUGH THE EVOLUTION OF:

<table>
<thead>
<tr>
<th>Brand awareness</th>
<th>Brand perception</th>
<th>Brand margin</th>
<th>Reputation Performance Score</th>
</tr>
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<tbody>
<tr>
<td>33%</td>
<td>60-75%</td>
<td>8,3€</td>
<td>76pts.</td>
</tr>
</tbody>
</table>

- **Brand awareness**: 33%
- **Brand perception**: 60-75%
- **Brand margin**: 8,3€
- **Reputation Performance Score**: 76pts.

### Our objective is to

- **Brand awareness**: increase awareness by +1 to 4 pts.
- **Brand perception**: raise awareness of our position as the premium low-cost hotel brand.
- **Brand margin**: strongly increase this price premium.
- **Reputation Performance Score**: reach 76.56 pts in 2018.

*Source:* BEAM by end 2017, BEAM by end 2018, TrustYou by end 2018
REPUTATION PERFORMANCE SCORE

Official figures, December 2018

AMERICAS
80%

EUROPE
76%

AFRICA – MIDDLE EAST
78%

ASIA-PACIFIC
77%

ibis budget AVERAGE RPS
76.7%
BRAND AWARENESS (%)

BEAM Figures as of end 2018.
BRAND MARGIN* IN €

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 ». Figures as of end 2018.
ACCOR DISTRIBUTION SOLUTION

ACCOR OFFERS > 110 GLOBAL DISTRIBUTION CHANNELS AT BEST MARKET CONDITIONS

* Figures as of end 2018

PERFORMANCE — WHY INVEST IN ibis budget — 27
ibis budget DISTRIBUTION PERFORMANCE
POWERED BY ACCOR

FOCUS WEB
IBIS.COM + ACCORHOTELS.COM + MOBILE WEBSITES + PARTNER WEBSITES

56% Ibis budget room revenue
€456 M Ibis budget room revenue

65% ACCOR CENTRAL RESERVATION SYSTEM

31% WEB PARTNERS (OTAS)

1% GDS/IDS

25% ACCOR WEB WEBSITES, MOBILE SITES & APP

8% CALLS CENTERS, INTRA HOTEL & CLUSTER SERVICES

33% DIRECT SALES

35% HOTEL PMS

32% INDIRECT SALES

PERFORMANCE — WHY INVEST IN ibis budget — 28
LE CLUB ACCORHOTELS

ACCOR OWNS THE MOST INTERNATIONAL & FAST GROWING LOYALTY PROGRAM

Loyalty members - Worldwide
- Le Club AccorHotels
- FRS loyalty program
- Huazhu loyalty program

Guests’ origin - Worldwide
- Asia-Pacific: 31%
- Mediterranean, Middle East & Africa: 20%
- Central & Eastern Europe: 15%
- Northern Europe: 10%
- Americas: 18%
- France: 13%
- Guests’ origin: >53 million members worldwide

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 34.6% of all roomnights
- Partnerships with large Airlines loyalty program: Skyteam, One World, Star Alliance...

>53 MILLION MEMBERS WORLDWIDE
+27,700 MEMBERS EVERY DAY
LE CLUB ACCORHOTELS
REPRESENTS 34.6% OF ALL ROOMNIGHTS

LCAH by end of 2018
# DEVELOPMENT CRITERIA ibis *budget*

**PROGRAMMING & DEVELOPMENT RECOMMENDATION**

<table>
<thead>
<tr>
<th>RECOMMENDED NUMBER OF ROOMS</th>
<th>AAA ultra city center location, historic conversion</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;80 keys (Franchise)</td>
<td>100 keys and +</td>
<td></td>
</tr>
<tr>
<td>&gt;125 keys (Management)</td>
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</tr>
</tbody>
</table>

| ROOM AVERAGE SIZE           | 12,5 sqm                                       | 12,5 – 13,5 sqm |

| TGFA / ROOM                | -15%/-20% of worldwide                        | 22 – 25 sqm |

| FOOD & BEVERAGE            | No restaurant but breakfast room and vending machine | No bar |
|                           | No fitness center                                | No swimming pool |
|                           | No spa                                          | No spa |

| WELL-BEING | No meeting room |
|            | No fitness center |
|            | No swimming pool |
|            | No spa |

| MEETINGS | No meeting room |
|          | No fitness center |
|          | No swimming pool |
|          | No spa |

<table>
<thead>
<tr>
<th>PRIME LOCATIONS</th>
<th>SECONDARY LOCATIONS</th>
<th>AIRPORTS SUBURBS</th>
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<tbody>
<tr>
<td>INTERNATIONAL CAPITALS</td>
<td>KEY CITIES &amp; RESORTS</td>
<td></td>
</tr>
<tr>
<td>MAJOR DOMESTIC DESTINATIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER CITIES &amp; ATTRACTIVE TOURISTIC DESTINATIONS</td>
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PERFORMANCE — WHY INVEST IN ibis *budget* — 30