

WHY INVEST IN IBIS

ACCOR GLOBAL DEVELOPMENT
FEBRUARY 2019



An ACCOR experience



FOR YOU WHO LOVE THAT EXTRA TOUCH

You want it all. Rock n'roll AND pop music - Comfort AND design. Vibrant atmosphere AND time to chill Tasty AND simple food - Coziness AND fun. You want it all, AND you can have it all. Because right next door and all over the world, there is always an ibis hotel to welcome you. We look after every detail to make you feel at home. So all you have to do... is relax AND enjoy.

CAREFREE CARING ENTERTAINED FREE

IBIS TOP 3 USP_s

THE LEADING ECONOMY BRAND IN THE WORLD

- Ibis family powerful footprint of 2,200 hotels globally
- One of the largest brand network 1,150 ibis hotels + 200 in development
- The highest brand awareness of its category > 60% in 14 feeder markets

X

THE BEST DESIGN & PRODUCT OF ITS CATEGORY

- Standardization but flexibility with 3 new room concepts
- Product & service offerings above segment standards at an economy price (24/7 breakfast and F&B offer, Sweet Bed concept, Mission 15'...)
- Unique & powerful music program (partnerships with Sony & Spotify)

=

A GREAT BUSINESS MODEL

- Efficient concept + surface optimization drive predictable development cost
- Best asset class to generate highest occupancy and GOP margins in the industry
- Economy segment is the least volatile in case of economic downturns

NETWORK AND PIPELINE

Official figures as of end 2018



Geographical split

AMERICAS

NETWORK
25,027 ROOMS
169 HOTELS

PIPELINE
5,305 ROOMS
44 HOTELS



EUROPE

NETWORK
48,909 ROOMS
389 HOTELS

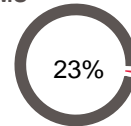
PIPELINE
4,048 ROOMS
29 HOTELS



FRANCE

NETWORK
34,218 ROOMS
389 HOTELS

PIPELINE
608 ROOMS
7 HOTELS



ASIA-PACIFIC

NETWORK
34,185 ROOMS
208 HOTELS

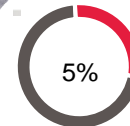
PIPELINE
12,362 ROOMS
100 HOTELS



AFRICA – MIDDLE EAST

NETWORK
8,409 ROOMS
46 HOTELS

PIPELINE
3,413 ROOMS
15 HOTELS



OPERATING MODE

46%
Managed

54%
Franchised

1,174 HOTELS

150,748 ROOMS

66 COUNTRIES IN 2018

195 NEW HOTELS BY 2023

25,736 NEW ROOMS BY 2023

FLAGSHIPS

ibis Barcelona Pza 22, Spain
147 Rooms



FLAGSHIPS

ibis Casa Voyageurs, Morocco
130 Rooms



FLAGSHIPS

ibis Bangkok Impact, Thailand
587 Rooms

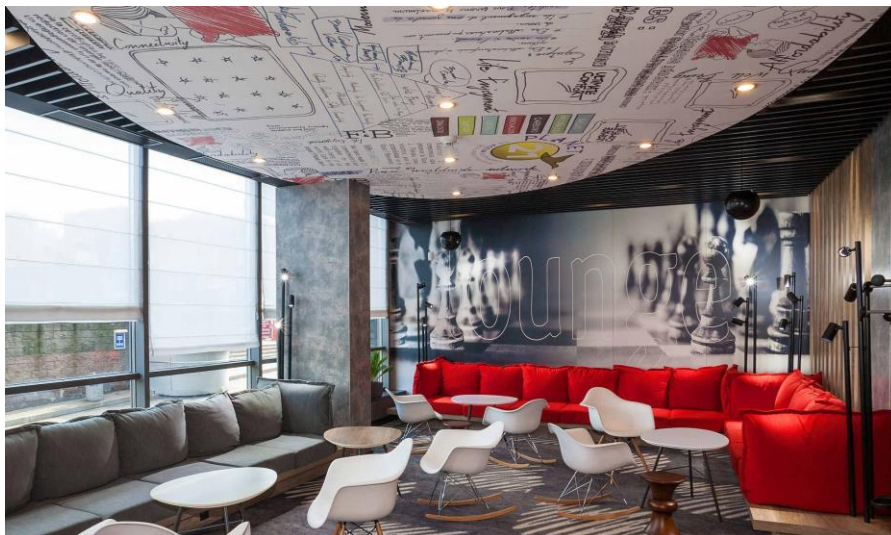


FLAGSHIPS

ibis Sao Paulo Morumbi, Brazil
376 Rooms



LATEST OPENINGS



ibis Kiev Central Station, Ukraine
281 Rooms, February 2018



ibis Lorena, Brazil
80 Rooms, February 2018



ibis Moscow Domodedovo, Russia
152 Rooms, January 2018



ibis Osaka Umeda, Japan
181 Rooms, November 2018

KEY UPCOMING OPENINGS

EUROPE

PORTUGAL, Porto, ibis Porto Centro, 100 rooms, March 2019
ESTONIA, Tallin, ibis Tallin, 190 rooms, June 2019
AZERBAIDJAN, Bakou, ibis Baku, 202 rooms, February 2020
BELGIUM, Brussels, ibis Brussels-Groot Bijgaarden, 40 rooms, April 2020
KAZAKHSTAN, Aktobe, ibis Aktobe, 103 rooms, June 2020
POLAND, Poznan, ibis Poznan, 200 rooms, June 2020
GERMANY, Dusseldorf, ibis Dusseldorf Airport, 180 rooms, July 2020
ROMANIA, Bucharest, ibis Bucharest Politechnica, 160 rooms, September 2020
RUSSIA, Moscow, ibis Moscow Akademicheskaya, 192 rooms, June 2021
BULGARIA, Sofia, ibis Sofia, 100 rooms, March 2022
GEORGIA, Tbilissi, ibis Tbilisi Ortachala, 180 rooms, June 2022

AMERICAS

BRAZIL, Sao Caetano do Sul, ibis Sao Caetano, 140 rooms, March 2019
BRAZIL, Campinas, ibis Campinas Norte, 160 rooms, May 2019
COLOMBIA, Bogota, ibis Chia, 96 rooms, June 2019
COLOMBIA, Bogota, ibis Bogota Calle 127, 144 rooms, January 2020
BOLIVIA, Santa Cruz de la Serra, ibis Santa Cruz, 148 rooms, April 2020
ECUADOR, Guayaquil, ibis Guayaquil, 176 rooms, September 2020
PERU, Lima, ibis Lima Surco, 140 rooms, May 2021

ASPAC

CHINA, Guangzhou, ibis Guangzhou Panyu Square, 150 rooms, June 2019
INDIA, Mumbai, ibis Mumbai LBS Road, 257 rooms, December 2020
INDONESIA, Jakarta, ibis Jakarta Pasar Minggu, 195 rooms, December 2020
MALAYSIA, Kuala Lumpur, ibis Kuala Lumpur City Centre, 674 rooms, December 2020
THAILAND, Bangkok, ibis Bangkok Sukhumvit 24, 300 rooms, December 2020
INDIA, Mumbai, ibis Mumbai Thane, 190 rooms, December 2021
INDONESIA, Jakarta, ibis Jakarta Simatupang, 240 rooms, December 2021

MIDDLE-EAST AFRICA

SAUDI ARABIA, Jiddah, ibis Jeddah Alesayi Plaza, 288 rooms, January 2020
SAUDI ARABIA, Al Khubar, ibis Khobar King Faisal Road, 272 rooms, April 2020
SAUDI ARABIA, Madinah, ibis Madinah Quobaa, 202 rooms, January 2021
UNITED ARAB EMIRATES, Dubai, ibis Dubai Jumeirah Village Circle, 252 rooms, June 2021
SAUDI ARABIA, Ar Riyad, ibis Riyadh King Fahd, 416 rooms, September 2021

UPCOMING OPENINGS



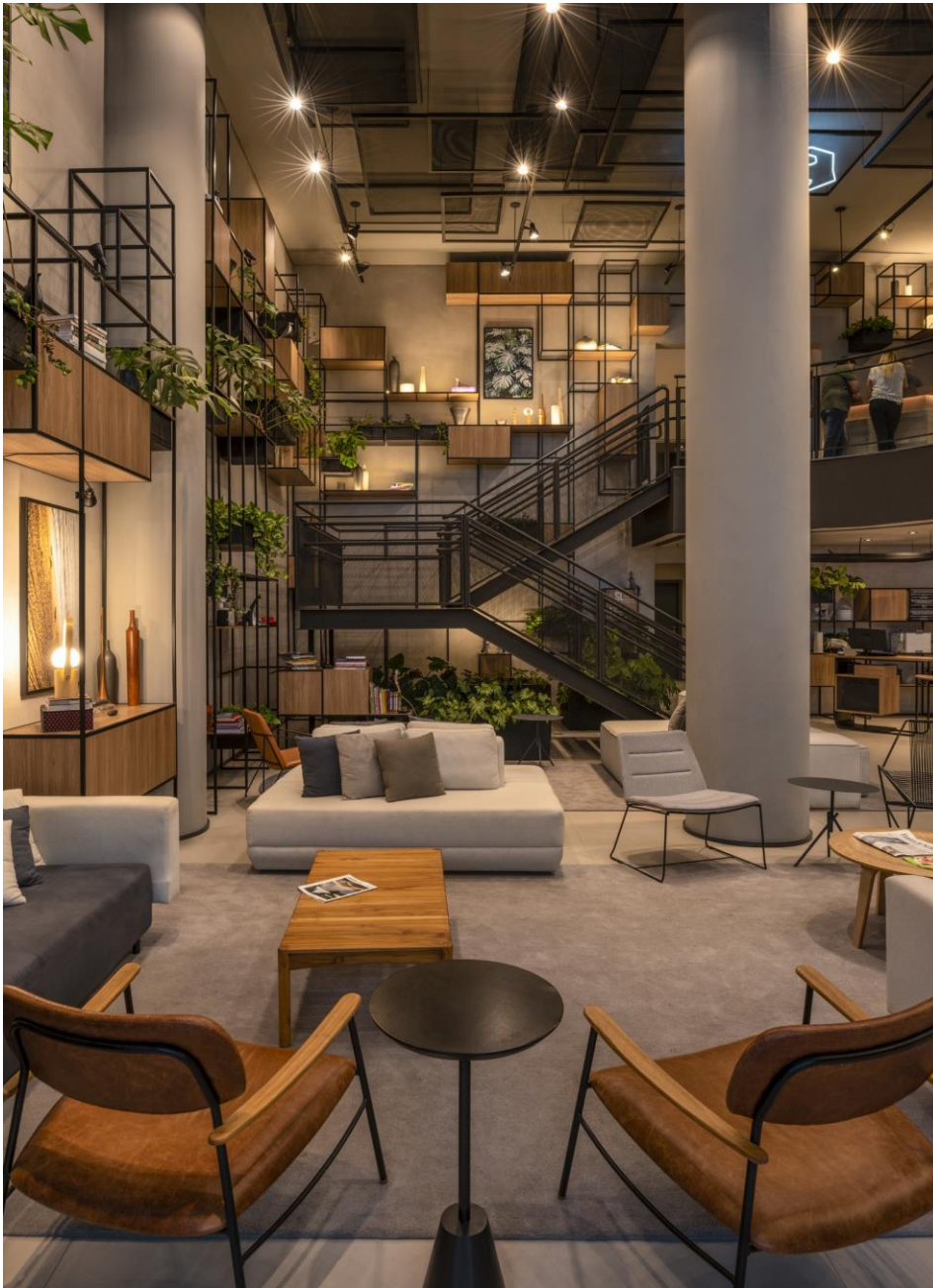
ibis Tbilisi Stadium, Georgia
150 Rooms, May 2019



ibis Baku, Georgia
202 Rooms, February 2020



ibis Aktobe, Kazakhstan
103 Rooms, June 2020



ibis Sao Paulo Expo, Brazil

DESIGN PHILOSOPHY

IBIS, CONTEMPORARY, VIBRANT LIGHTHOUSES THAT FEEL LIKE HOME

ibis embodies forward-looking modern design: both trendsetting and comfortable, with a real feeling of home away from home.

Each ibis hotel has its own character to create vibrant and fulfilling guest experiences.



BRAND PROGRAM

IBIS MUSIC! BECOMING A MUSICAL AND VIBRANT LIGHTHOUSE FOR MUSIC FANS, GUESTS AND ARTISTS ALIKE

- ▶ Ibis music contest 2019 in partnership with Sony and Spotify: a series of gigs in ibis hotels starring headline artists supported by up & coming artists with a finale in Sziget Festival
- ▶ Ibis music markers: in-hotel products and experiences to bring music to life throughout the customer journey



ibis London Greenwich, United Kingdom



ibis London Greenwich, United Kingdom

WELCOME - IN

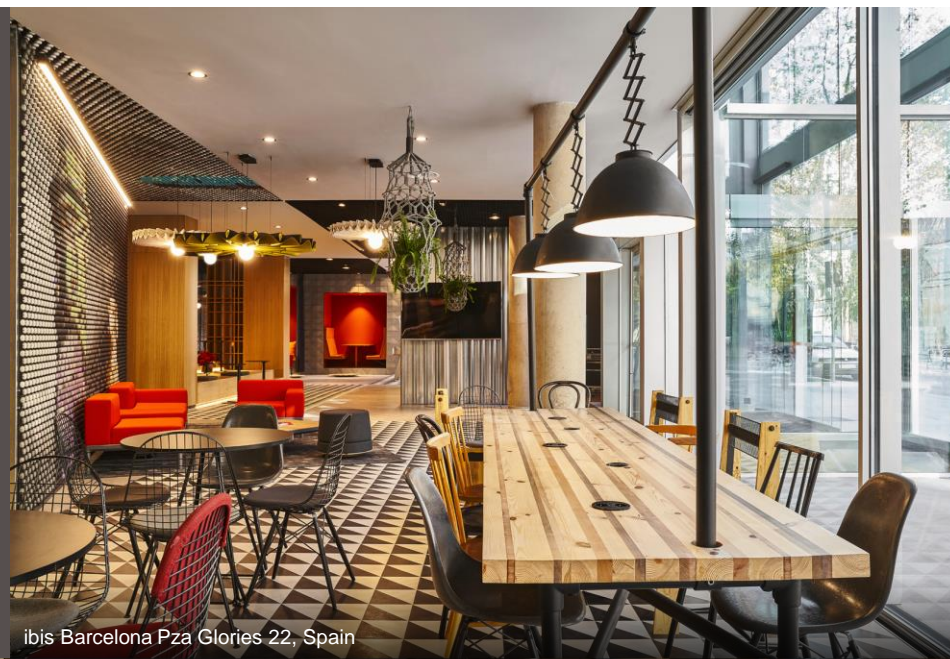
**REVOLUTIONARY
DESK-FREE
MOBILE CHECK-IN**

THE SOCIAL HUB COLLECTION

CONTEMPORARY AND COZY

FLEXIBILITY IN THE LOBBY, a collection of 4 LOBBIES DESIGNS available worldwide

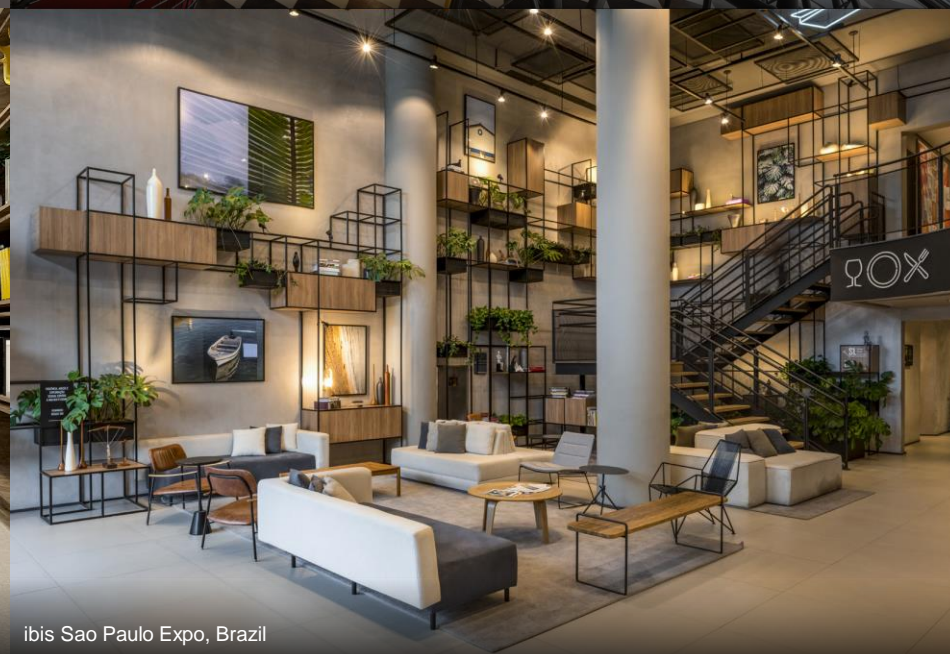
- Casual and vibrant social spaces: Agora by Innocad, Plaza by FGMF, Square by soda, and Archange evolution concept.
- Receptions: revolutionary desk-free mobile check-in. ibis is revolutionizing the way guests are welcomed.



ibis Barcelona Pza Glories 22, Spain



SQUARE by soda



ibis Sao Paulo Expo, Brazil



ibis Barcelona Pza Glories 22, Spain



ibis Cambridge Central Station, United Kingdom

RESTAURANTS

COMFORT FOOD FOR LOCALS AND GUESTS

- Customized concepts around bar, or standardized concepts with ibis Kitchen
- Simple & comfort F&B offer to meet locals and hosted guests expectations



ibis One Central, United Arab Emirates

BARS

CASUAL AND
VIBRANT



ibis Sao Paulo Expo, Brazil



ibis Zurich Messe Airport, Switzerland



ibis Barcelona Pza Glories 22, Spain



ibis London Blackfriars, United Kingdom



ibis Sao Paulo Morumbi , Brazil

THE BEDROOM COLLECTION

COMFORTABLE AND ADAPTABLE

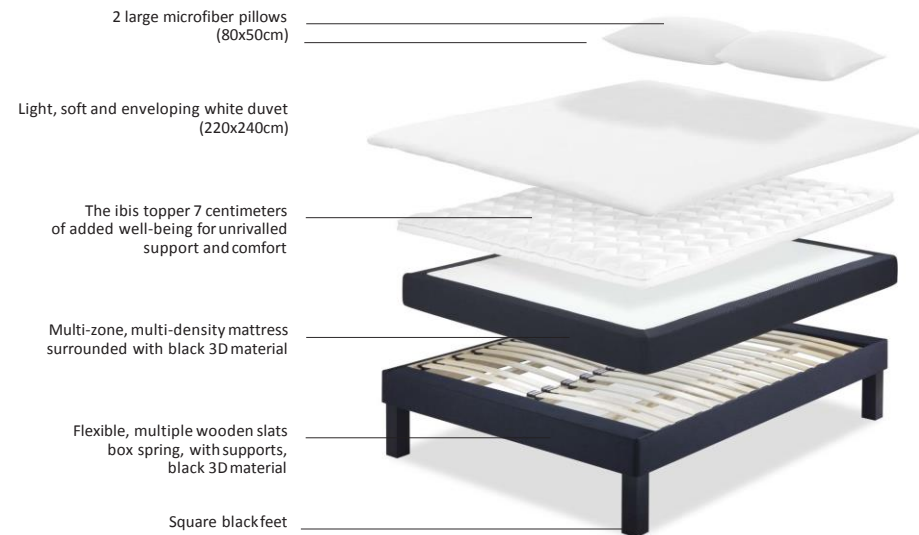
- First economy brand with a bed concept designed from start to finish, SweetBed™ by ibis.
- Extra Comfortable rooms
- Archange: a relaxing atmosphere
- Agora by Innocad: stylish floors and ceilings for 2 to 6 pax
- Plaza by FGMF: stylish shelving and adaptable spaces for 2 to 6 pax
- Square by Soda.



SQUARE by soda



TOP QUALITY



THE SMILE TEAM & MISSION 15'

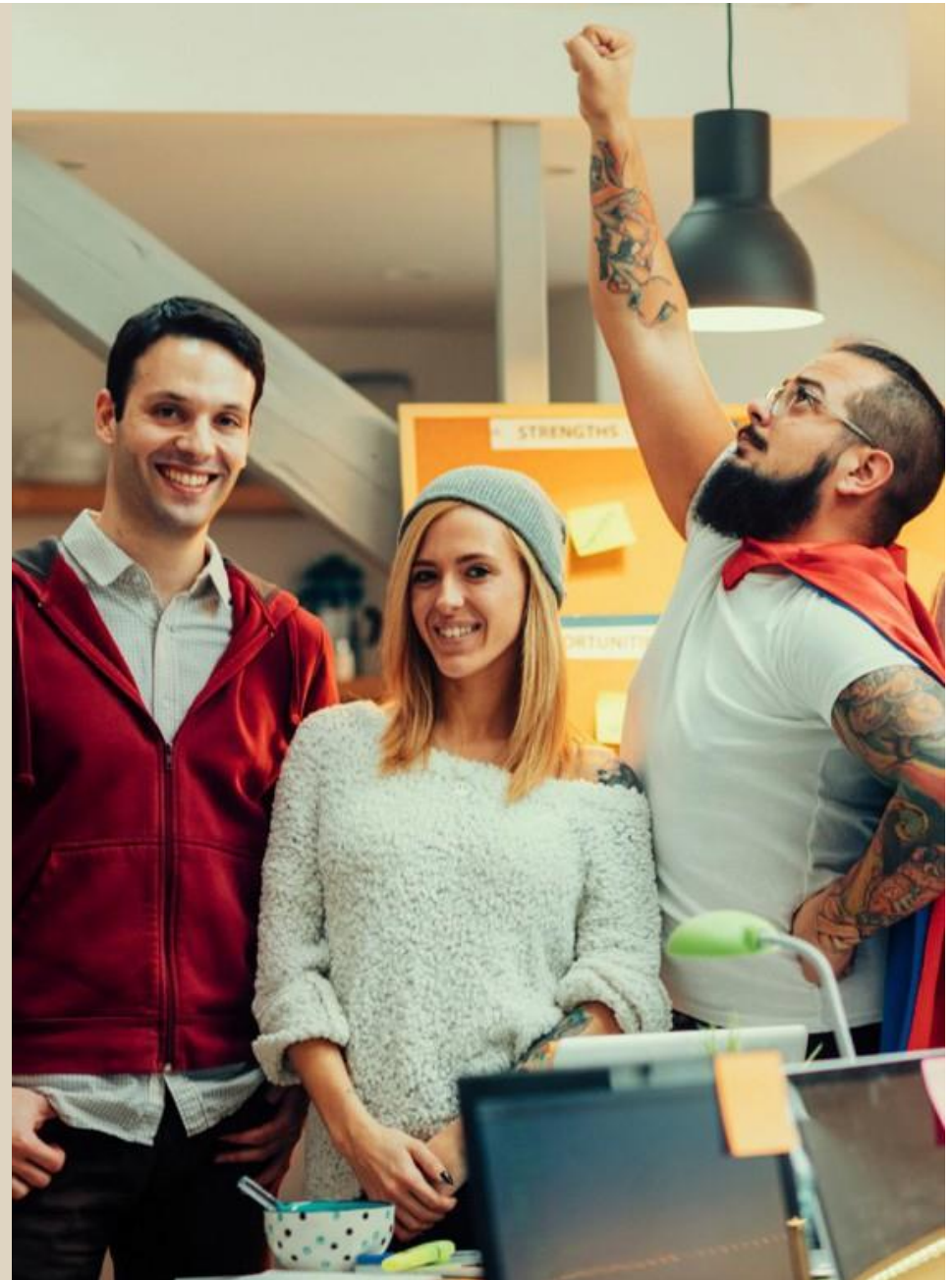
THE HIGHEST LEVEL OF SERVICE THANKS TO MISSION 15'

At ibis, we do everything we can to keep you smiling throughout your stay. 24/7 the Smile Team is on hand to guarantee a caring and carefree experience at ibis hotels.

Unexpected events should not disturb your night, your coffee time at the bar or your meeting. So if there's something wrong, we'll immediately work to resolve this for you in 15 minutes flat.



Going the extra mile
to make you smile!



SOCIAL MEDIA PLATFORMS



The reach platform

1,8M fans
1 GB default page
23 country pages



The showcase of our hotels and destinations

24K followers on global account
85M impressions



The brand image lever

33K subscribers on global channel
23M video views

IBIS.COM

- 13 languages
- 31 contribution zones
- 92M€ revenue generated
- 4,4% conversion rate.

For people who love awesome rates.

WORLDWIDE CAMPAIGNS

#JustForFriends

At ibis, you just enjoy your holiday (and your friends).

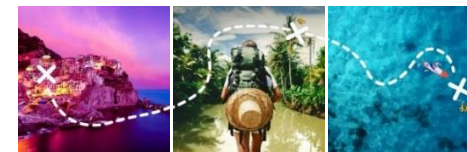
+35M reach
+46M impressions
+85K engagements
+9M views



#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)



IBIS AWARDS

‘IBIS. MUSIC LIVES HERE’ CAMPAIGN – CENTRAL EUROPE

The 2018 International Business Awards

- Gold Stevie Winner for Communications or PR Campaign of the Year – Travel & Tourism
- Silver Stevie Winner for Communications or PR Campaign of the Year – Social Media Focused

Eventiada IPRA Golden World Awards 2018

- Grand Prix Gold Award for Most innovative campaign in approach and tools

MOST PREFERRED BRAND LABEL – FRANCE

- Le Grand Livre des marques: 4th most preferred brand in the travel/tourism industry in France

MOST REMEMBERED BRAND – BRAZIL

- Marcas de Quem Decide: Top of Mind (Porto Alegre)

#IBISBEER – BRAZIL

- World Beer Awards 2018: Silver in Lager category

WE MEASURE SUCCESS THROUGH THE EVOLUTION OF:

BRAND AWARENESS

Worldwide, ibis is the undisputed leader of economy brands.

Our objective is build awareness among the under-35s and increase awareness by 1 pt.

Source: BEAM by end of 2018

BRAND PERCEPTION

18-20%

of people claim they « strongly » love ibis.

ibis is associated with efficiency and comfort by regular guests.

ibis caring staff is recognized as brand strength.

Our objective is to build more emotional positioning and improve the perception of being a modern brand.

Source: BEAM by end of 2018

BRAND MARGIN

- Brazil **20€**
- Vietnam **19€**
- UAE/S. Arabia **15€**
- Indonesia **15€**
- USA **14€**

Our objective is to increase price premium.

Source: BEAM by end of 2018

REPUTATION PERFORMANCE SCORE

81.21%

in 2018

Source: TrustYou by end of 2018

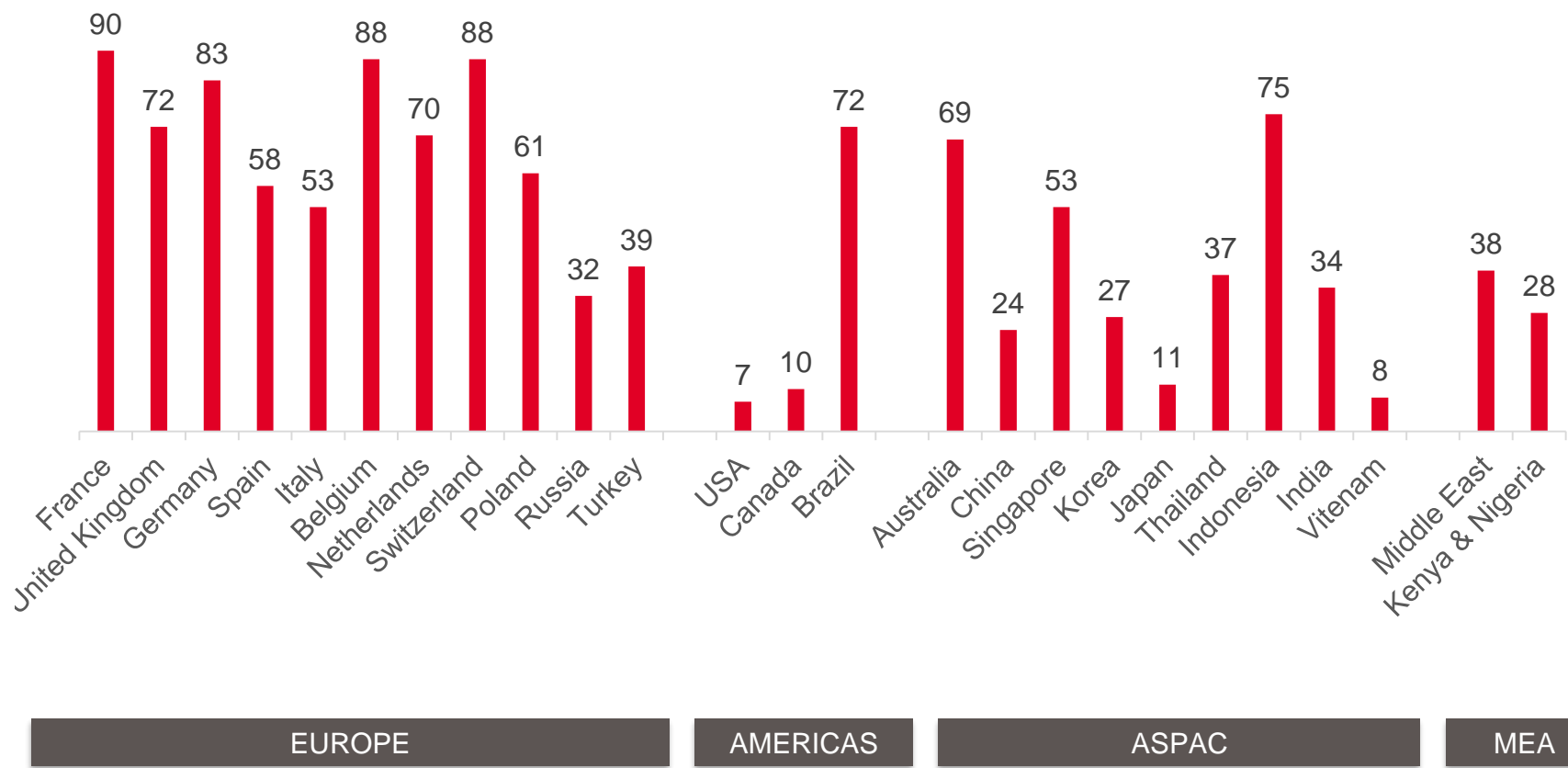
REPUTATION PERFORMANCE SCORE

IBIS
AVERAGE RPS
81,21%



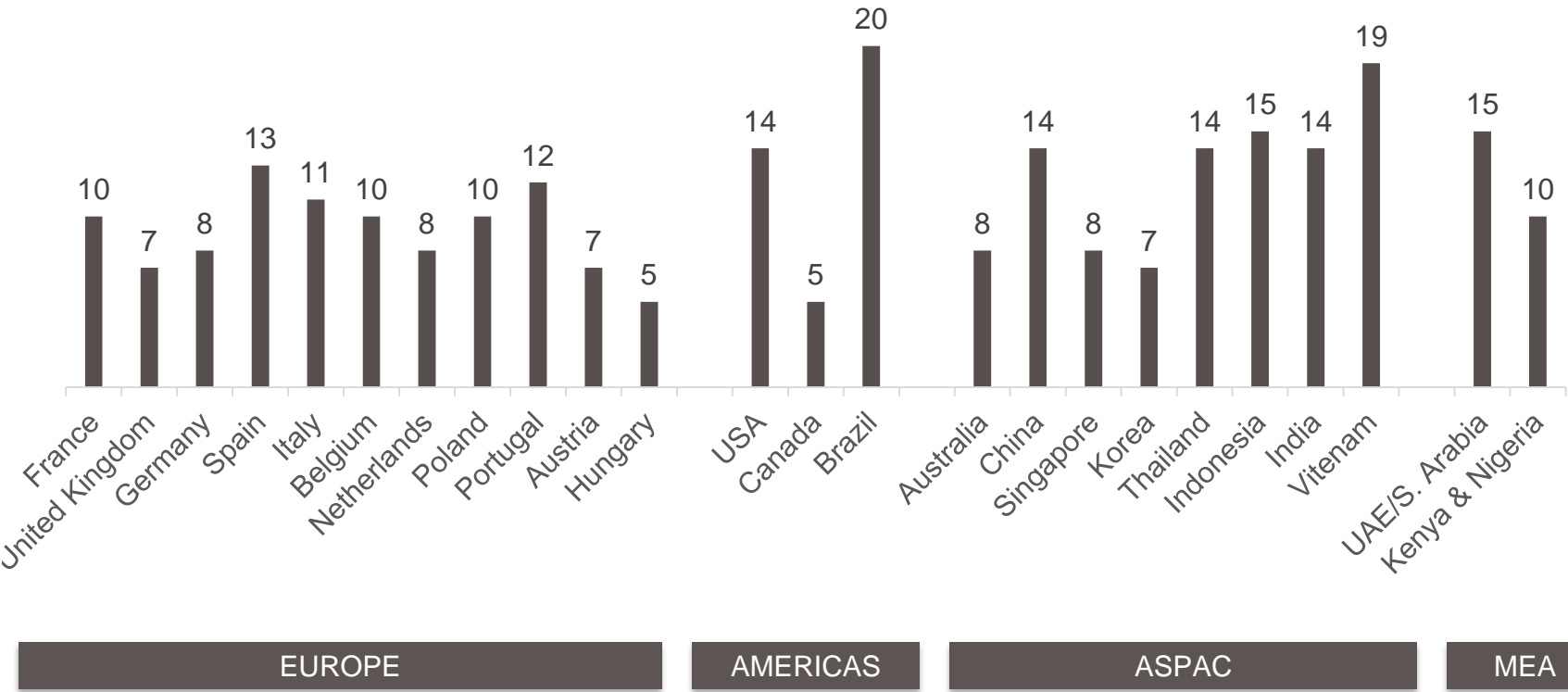
Source : TrustYou by end of 2018

BRAND AWARENESS (%)



Source: BEAM - Brand Equity & Awareness Monitoring December 2018 |
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 (€)



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 ». 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 2018

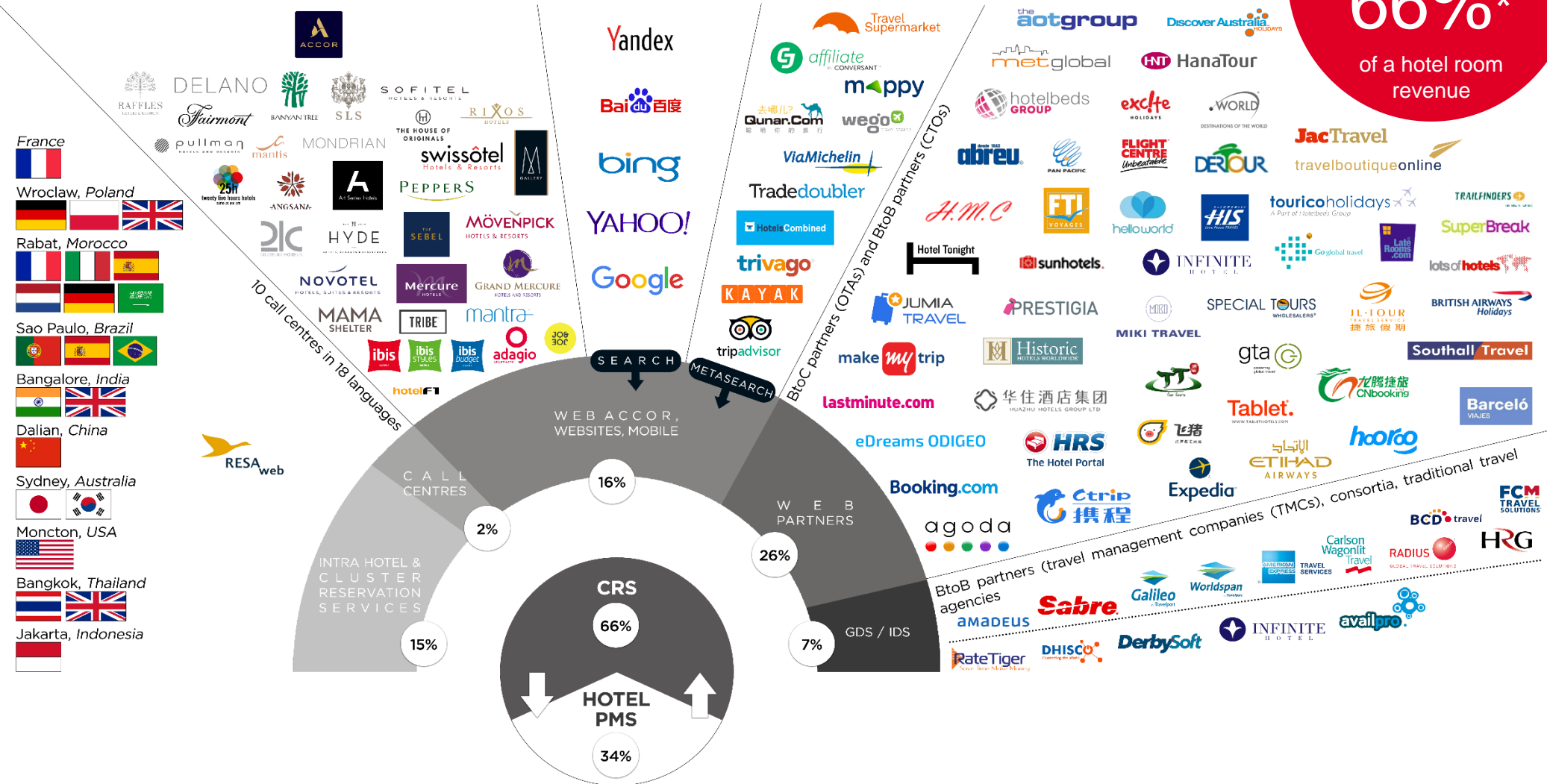
ACCOR DISTRIBUTION SOLUTION

ACCOR OFFERS > 110 GLOBAL DISTRIBUTION PARTNERSHIPS AT BEST MARKET CONDITIONS

The Central
Reservation
System generates
on average

66%*

of a hotel room
revenue



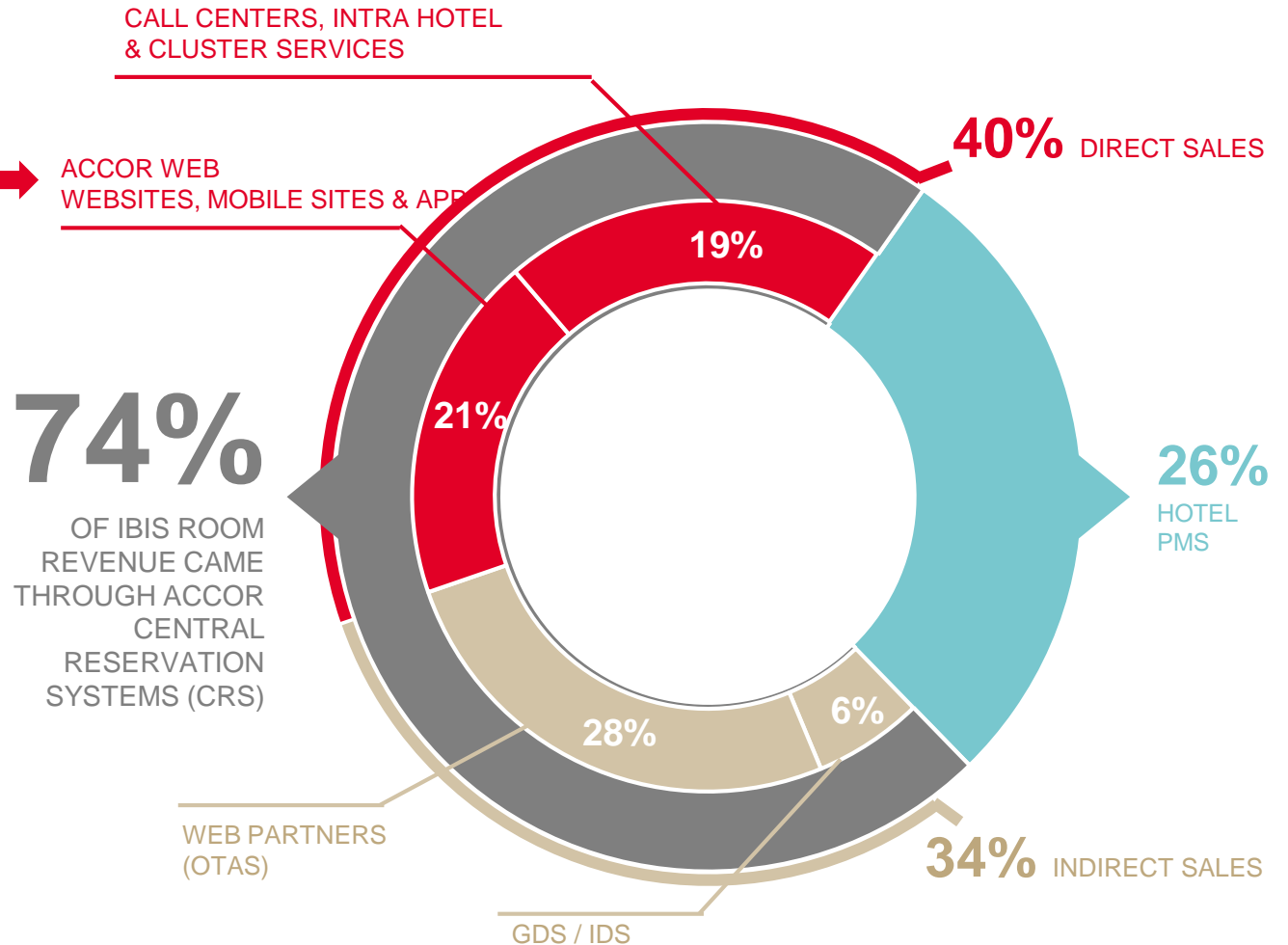
IBIS DISTRIBUTION PERFORMANCE POWERED BY ACCOR

FOCUS WEB

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

18.5M Ibis room sold

€1,200 M Ibis room revenue

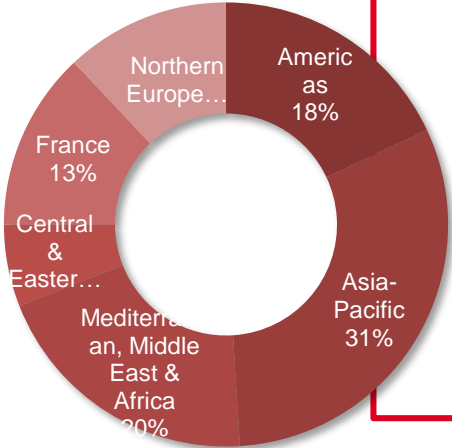


LE CLUB ACCORHOTELS

ACCOR OWNS THE MOST INTERNATIONAL AND FAST GROWING LOYALTY PROGRAM



Guests' origin - 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

DEVELOPMENT CRITERIA IBIS

PROGRAMMING & DEVELOPMENT RECOMMENDATION

	AAA ultra city center location, historic conversion	WORLDWIDE			
RECOMMENDED NUMBER OF ROOMS	100 keys and +	100 keys and +			
ROOM AVREAGE SIZE	16.4 – 17.4 sqm	16.4 - 17.4 sqm			
TGFA / ROOM	30 - 36 sqm	30 - 36 sqm			
FOOD & BEVERAGE	1 restaurant ⁽¹⁾ , shared with breakfast room 1 bar		PRIME LOCATIONS	SECONDARY LOCATIONS	AIRPORTS SUBURBS
WELL-BEING	No fitness center No swimming pool No spa	INTERNATIONAL CAPITALS KEY CITIES & RESORTS	<div></div>	<div></div>	<div></div>
MEETINGS	Meeting rooms ⁽¹⁾ ⁽¹⁾ On market demand	MAJOR DOMESTIC DESTINATIONS	<div></div>	<div></div>	
		OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS	<div></div>		



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