Why invest in ibis

ACCOR GLOBAL PRESENTATION
FEBRUARY 2020
WE ARE OPEN

Hello to those who say hello rather than goodbye,
Those who keep an open mind
and trust what their eyes might find,
Hello to those who love an unexpected encounter,
Those who see nothing strange in being a stranger.

Hello to you, to her, to him
who love when life and fun just happen
And always keep their heart and their eyes wide open.
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
The best design & product of its category

Standardization but flexibility with 3 new design concepts (social hub + room)

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 Music & Spotify)
A great business model

Efficient concept + surface optimization drive predictable development cost

Best asset in class to generate highest occupancy and GOP margins in the industry

Economy segment is the least volatile in case of economic downturns
Network & pipeline
Official figures, end of 2019

1,218 HOTELS
155,678 ROOMS
67 COUNTRIES IN 2019
198 NEW HOTELS
24,190 MORE ROOMS BY 2024
Network & pipeline
Official figures, end of 2019

32%
EUROPE
NETWORK
49,501 ROOMS
364 HOTELS
PIPELINE
3,860 ROOMS
28 HOTELS

22%
FRANCE
NETWORK
34,139 ROOMS
388 HOTELS
PIPELINE
715 ROOMS
9 HOTELS

24%
ASIA-PACIFIC
NETWORK
37,660 ROOMS
244 HOTELS
PIPELINE
12,272 ROOMS
111 HOTELS

17%
AMERICAS
NETWORK
25,837 ROOMS
175 HOTELS
PIPELINE
4,828 ROOMS
39 HOTELS

5%
AFRICA – MIDDLE EAST
NETWORK
8,541 ROOMS
47 HOTELS
PIPELINE
2,515 ROOMS
11 HOTELS

OPERATING MODE
46% Managed
54% Franchised

Official figures, end of 2019
32%
EUROPE
32%
EUROPE
Managed 54%
Franchised 46%
ibis Barcelona Pza Glories 22, Spain | 147 Rooms
ibis Paris Bercy Village 12ème, France | 195 Rooms
ibis São Paulo Expo Barra Funda, Brazil | 286 Rooms
ibis São Paulo Morumbi, Brazil | 376 Rooms
ibis Osaka, Japon | 181 Rooms
ibis Adelaïde, Australia | 311 Rooms
ibis México Tlalnepantla, Mexico | 120 Rooms
ibis Rabat Agdal, Morocco | 170 Rooms
ibis Casa Voyageurs, Morocco | 130 Rooms
Ibis Palmas, Brazil | 154 Rooms, June 2019
ibis Tallinn Center, Estonia | 190 Rooms, June 2019
LATEST OPENINGS

ibis Tijuana zona rio, Mexico | 144 Rooms, June 2019
ibis Baku, Georgia | 202 Rooms, February 2020
UPCOMING OPENINGS

ibis Aktobe, Kazakhstan | 103 Rooms, June 2020

ibis
Secured pipeline over 5 years

As of end December 2019

EUROPE

BELGIUM, Brussels, ibis Brussels-Groot Bijaarden, 40 rooms, April 2020
GERMANY, Dusseldorf, ibis Dusseldorf Airport, 180 rooms, July 2020
ROMANIA, Bucharest, ibis Bucharest Politehnica, 160 rooms, September 2020
RUSSIA, Moscow, ibis Moscow Akademicheskaya, 192 rooms, June 2021
BULGARIA, Sofia, ibis Sofia, 100 rooms, March 2022
GEORGIA, Tbilisi, ibis Tbilisi Orachala, 180 rooms, June 2022
SWITZERLAND, Nyon, ibis Nyon La Prairie, 101 rooms September 2021
UNITED KINGDOM, London, ibis Worcester Park, 132 rooms, June 2021
FRANCE, Montlher, ibis Monthlery, 99 rooms, February 2020
POLAND, Warsaw, ibis Warszawa Sacharowa, 185 rooms, June 2021
UNITED KINGDOM, London, ibis Worcester Park, 132 rooms, June 2021
AZERBAIJAN, Baku, ibis Baku, 202 rooms, April 2020
KAZAKHSTAN, Aktobe, ibis Aktobe, 103 rooms, June 2020
PORTUGAL, Porto, ibis Porto Centro Bolhao, 89 rooms, March 2020

AMERICAS

BRAZIL, Sao Caetano do Sul, ibis Sao Caetano, 140 rooms, February 2021
BRAZIL, Campinas, ibis Campinas Norte, 160 rooms, April 2025
COLOMBIA, Bogota, ibis Bogota Calle 127, 130 rooms, March 2022
BOLIVIA, Santa Cruz de la Serra, ibis Santa Cruz, 148 rooms, April 2020
ECUADOR, Guayaquil, ibis Guayaquil, 168 rooms, March 2021
PERU, Lima, ibis Lima Surco, 130 rooms, March 2022
CHILE, Chillan, ibis Chillan, 100 rooms, March 2021

ASPAC

CHINA, Guangzhou, ibis Guangzhou Panyu Square, 150 rooms, December 2021
CHINA, Beijing, ibis Beijing Shae University Town Hotel, 151 rooms, December 2021
INDIA, Mumbai, ibis Mumbai LBS Road, 257 rooms, December 2020
INDONESIA, Jakarta, ibis Jakarta Pasar Minggu, 195 rooms, December 2022
MALAYSIA, Kuala Lumpur, ibis Kuala Lumpur City Centre, 185 rooms, December 2020
THAILAND, Bangkok, ibis Bangkok Sukhumvit 24, 300 rooms, December 2020
INDIA, Mumbai, ibis Mumbai Than, 190 rooms, December 2021
INDONESIA, Jakarta, ibis Jakarta Simatupang, 240 rooms, December 2021
MYANMAR, Mandalay, ibis Mandalay, 180 rooms, September 2021
TAIWAN REPUBLIC OF CHINA, Taipei, ibis Taipei kiaanguo North Road Hotel, 42 rooms, July 2020

MIDDLE-EAST AFRICA

SAUDI ARABIA, Al Khobar, ibis Khobar King Faisal Road, 272 rooms, April 2020
SAUDI ARABIA, Al-Madinah, ibis Madinah Quobaa, 202 rooms, January 2021
UNITED ARAB EMIRATES, Dubai, ibis Dubai Jumeirah Village Circle, 252 rooms, June 2021
SAUDI ARABIA, Ar-Riyadh, ibis Riyadh King Fahd, 416 rooms, September 2021
QATAR, Doha, ibis Doha C-ring Road, 153 rooms, June 2020
Brand program

ibis MUSIC

Our mission? To inspire unexpected connections.

ibis MUSIC Academy: an international collective of artists playing intimate gigs in our hotels in partnership with Sony Music and Spotify with a finale at Montreux Jazz Festival.

ibis MUSIC in hotels: Check out our curated Spotify playlists, pick up one of our playable instruments and tune-in to regular live music nights hosted in our hotels all year round.

ibis MUSIC at festivals: Partnering with local festivals across the globe, festival-goers will have the opportunity to experience ibis’ vibrant hospitality.
Partnering with local festivals across the globe, festival-goers will have the opportunity to experience ibis’ vibrant hospitality.
In 2019: Sziget, Montreux Jazz Festival, Rock in Rio, We Love Green and 8 more
iBIIS, 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.
THE SOCIAL HUB COLLECTION
CONTEMPORARY AND COZY

ibis offers a collection of 4 design concepts to bring flexibility and create casual and vibrant social spaces:
• Agora by Innocad
• Plaza by FGMF
• Square by Soda
IN HOTEL

Check out our curated Spotify playlists, pick up one of our playable instruments in our Plug & Play corners and tune-in to regular live music nights hosted in our hotels all year round.

ibis MUSIC

IN HOTEL

GUEST EXPERIENCE
With the removal of reception desks, Welcome-in avoids the uninviting feeling of a «check-point» when guests and locals enter the lobby. Now, they receive a warm, personalized and seamless welcome in a home feeling and vibrant space.
THE BEDROOM COLLECTION

COMFORTABLE AND ADAPTABLE

- First economy brand with a bed concept designed from start to finish, SweetBed™ by ibis
- Extra Comfortable rooms
- Agora by Innocad: evolving and personalized ambiance
- Plaza by FGMF: stylish shelving and adaptable spaces for 2 to 6 pax
- Square by Soda: relaxing, warm and cozy atmosphere
The rooms within each concept are also flexible: they come in different sizes to accommodate solo guests, couples, families or groups of six, in standard, premium and duplex versions.

**Sweet Bed by ibis**

The Sweet Bed by ibis has been specifically designed for the comfort of our guests.

**Amenities**

Ibis dispensers are an important part of the guest journey. They are eco-friendly as they match with Planet21 program and are 100% recyclable and made of recycled plastic.
Guest journey: F&B

Great Bar around a signature drink

The bar is the focal point of the social experience at the hotel. It is where our guests can socialize and feel entertained. To that end, the great bar at ibis focuses on a signature drink: beer, wine, cocktail, coffee...

Breakfast essentials

At ibis, just like at home, breakfast is a special moment, where time is suspended, atmosphere is cosy, and good vibes invite guests to stay a little longer.

24/7 F&B offer

At ibis, we propose a food offer that evolves throughout the day to cater all kinds of guests. The food is simple, fresh and local.
GREAT BAR AROUND SIGNATURE DRINK

CASUAL AND VIBRANT

The bar is the focal point of the social experience at the hotel. It is where our guests can socialize and feel entertained. To that end, the great bar at ibis focuses on a signature drink: beer, wine, cocktail, coffee…
Guest journey & experience – Key standards at a glance

The following list contains the key brand concepts & markers. Specific and detailed guidelines with rich elements & content bring each experiences to life in the guest journey. Brand standards as of end 2019, might be subject to changes.

**Arrival & departure**
- Dress code
- Welcome-in
- Smile Team
- Mission 15’

**Social hub**
- Design Concept
- High-end sound system
- Brand compliant playlist played 24/7
- Plug & Play corner
- Music gig
- Boutique

**Guest rooms**
- Design Concept
- Sweet Bed by ibis
- Branded amenities

**F&B**
- Breakfast Essentials
- 24/7 F&B offer
- Great Bar around a signature drink

**Meeting rooms**
- Design Concept
- Meeting Essentials
People

HEARTIST® is a motivating and engaging program that aims to unlock the openness and initiative in all our employees. It stems from a very concrete drive to transform the company.

What does it mean to be an ibis Heartist®?
• Be an expert of my brand
• Make our guest feel free and entertained
• Share the brand passion for music
A vibrant visual identity

Don’t express the music, but own the music universe!

The visual identity embodies ibis’ new positioning of vibrant lighthouses open to everyone with a passion for music.

Every graphic element is inspired by the music universe:
- A red vibes color palette
- A vibrant and musical proprietary typography animated with different music rythmes fonts
- A lifestyle iconography with dynamic gestures and poses
- Several motion elements to enhance musical guest experience

Enthusiastic, spontaneous, and open, the ibis tone of voice is inspired by the titles of international (or even local) musical hits.
ibis brands have taken a major turn in communication with a new global lifestyle brand campaign celebrating all ibis values, underlined by the new signature "We Are Open“ message.

This is an ode to openness in the form of a slam that shows how togetherness, curiosity and inclusiveness are at the core of its values.

- A straight forward expression claiming that an open world is a better world
- The expression of a shared desire for new encounters, new experiences, new culture
- An invitation to come and live the ibis experience
Social media amplification

2019:
a major campaign - ibis MUSIC
+ 267M impressions

2020:
a greater ambition for social media strategy

1 global Instagram account
INSTAGRAM.COM/IBISHOTELS

regional Facebook pages
FACEBOOK.COM/IBIS

1 world-class YouTube channel
YOUTUBE.COM/IBIS

ibis MUSIC season 2
ibis.com

2000 hotels in the world, there's always an ibis for you

14M users

78M PAGE VIEWS in 13 LANGUAGES

4% CONVERSION RATE

2019 figures
IBIS AWARDS

BRAND AWARDS

• Prix Versailles 2019 for Plaza concept at ibis hotels in Brazil (category Hotels in South America, Central America and Caribbean)
• Agentravel.es: “Mejor cadena extranjera” (best international Brand)
• Gold Award: Best Midscale/Economy Hotel Brand British Travel Award 2019
• Greatest Brand Impact – Live UK Music Business Award 2019 (ibis Music x Sony Campaign – Tom Grennan Manchester gig)

HOTEL AWARDS

• ibis Pune Hinjewadi Hotel – Best New Hotel of the Year in the Budget/Economy Hotels Segment
• ibis Mackay
  - Standard Accommodation (Gold) (Mackay Tourism)
  - Standard Accommodation (Silver) (Queensland Tourism)
• ibis Hyderabad Hitec – Best Hotel Award (FICCI Travel & Tourism)

MANAGER AWARDS

• Rubin Cherian (ibis Hyderabad Hitec City) – Budget and Economy General Manager of the Year (BW Hotelier Awards)
WE MEASURE SUCCESS THROUGH THE EVOLUTION OF:

**BRAND AWARENESS**

65%

Worldwide, ibis is the undisputed leader of economy brands (nearly 90% in France, over 80% in the UK and Germany and over 70% in Brazil, Indonesia and Australia).

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

*Source: BEAM 2019*

**BRAND PERCEPTION**

20%

Of people claim they “strongly” love ibis.

ibis is associated with modernity and comfort by regular guests.

ibis caring staff is recognized as brand strength.

*Source: BEAM 2019*

**BRAND MARGIN**

11€

Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative.

*Source: BEAM 2019*

**REPUTATION PERFORMANCE SCORE**

81.94%

The Reputation Performance Score measures the overall hotel online reputation based on several sources: Guest Satisfaction Survey (GSS & Net Promoter Score), Trip Advisor, Booking, Ctrip etc. It is the most representative hotel’s reputation KPI, requires at least 100 guests’ feedback and give positive reputation score out of 100%

Our objective is to reach 83.3 pts in 2020.

*Source: TrustYou*
Brand Awareness (%)  
Official figures, end of 2019

<table>
<thead>
<tr>
<th>Region</th>
<th>Australia</th>
<th>Brazil</th>
<th>China</th>
<th>Indonesia</th>
<th>Middle East</th>
<th>Poland</th>
<th>Singapore</th>
<th>South Africa</th>
<th>Spain</th>
<th>United Kingdom</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>69</td>
<td>77</td>
<td>23</td>
<td>73</td>
<td>36</td>
<td>63</td>
<td>54</td>
<td>37</td>
<td>90</td>
<td>91</td>
<td>71</td>
</tr>
</tbody>
</table>

Source: BEAM - Brand Equity & Awareness Monitoring December 2019 | 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® 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.
Official figures, end of 2019

RPS

NORTH & CENTRAL AMERICAS: 81%
SOUTH AMERICA: 83%
EUROPE: 81%
AFRICA – MIDDLE EAST: 81%
ASIA – PACIFIC: 84%

IBIS AVERAGE RPS: 81.94%
Accor Distribution Solution*

Official figures, end of 2019

ACCOR OFFER > 110 GLOBAL DISTRIBUTION CHANNELS AT BEST MARKET CONDITIONS

*All Accor brands excluding recently integrated: Delano, SLS, The House of Originals, Mondrian, Hyde, greet, Mantis, Tribe
ibis Distribution Performance powered by Accor
(Room Revenue based)
Official figures, end of 2019

76% of ibis room revenue came through Accor
central reservation systems (CRS)

38% direct sales

18% accor web
websites, mobile sites & app

32% web partners (otas)

24% hotel pms

6% call centers, influenced hotel direct*
*hotel & cluster services

38% indirect sales

20%

16M room nights

€1,285M room revenue

53% focus web
(accor web + web partner)
New Booking Engine & APP
Official figures, end of 2019

1 MULTIBRAND PORTAL
ALL.ACCOR.COM

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

1 LIFESTYLE COMPANION APP

- 56% Mobile and App visits*
- Download every minute

18 BRAND.COM WEBSITES

- Plugged to ALL.ACCOR.COM

*year 2019 + from Dec 2019 to Mid Feb 2020, since launch of ALL
New Loyalty Program

THE ONLY LIFESTYLE LOYALTY PROGRAM

NEW LIMITLESS EXPERIENCES AND EXTENDED OPPORTUNITIES TO EARN & REDEEM POINTS

NEW BENEFITS
- 2 New tiers (diamond & limitless hidden tier)
- 34 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
- 64M Loyalty members worldwide
- 31% Loyalty contribution rate
- X 2 Members stay twice more
- X 2 Members spend twice more

THE MOST GLOBAL LOYALTY PROGRAM

- 64M Loyalty members worldwide
- 31% Loyalty contribution rate
- X 2 Members stay twice more
- X 2 Members spend twice more

- 2 New tiers (diamond & limitless hidden tier)
- 34 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

Central Europe
- 6%

North & Central America, Caribbean
- 11%

ASAPC (Asia Pacific)
- 31%

France
- 12%

Other Europe, Middle-East & Africa
- 20%

North & Central Europe
- 8%

Southern Europe
- 12%

North & Central America, Caribbean
- 11%

South America
- 8%

Central Europe
- 6%

ASAPC (Asia Pacific)
- 31%

France
- 12%

Other Europe, Middle-East & Africa
- 20%
Competition
Development Criteria
Official figures, end-of 2019

<table>
<thead>
<tr>
<th>AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION</th>
<th>WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>100 keys and +</td>
</tr>
<tr>
<td>ROOM AVERAGE SIZE</td>
<td>16.4 – 17.4 sqm</td>
</tr>
<tr>
<td>TGFA / ROOM</td>
<td>30 - 36 sqm</td>
</tr>
</tbody>
</table>

| FOOD & BEVERAGE | 1 restaurant⁽¹⁾, shared with breakfast room  
1 bar |
| WELL-BEING      | No fitness center  
No swimming pool  
No spa |
| MEETINGS        | Meeting rooms⁽¹⁾ |

PRIME LOCATIONS  
SECONDARY LOCATIONS  
AIRPORTS SUBURBS

INTERNATIONAL CAPITALS  
KEY CITIES & RESORTS

MAJOR DOMESTIC DESTINATIONS

OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS
Merci

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