Why invest in ibis

ACCOR GLOBAL PRESENTATION
JUNE 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 2,420 hotels globally

One of the largest brand network 1,230 ibis hotels + 180 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 June 2020

1,231 HOTELS
157,064 ROOMS
67 COUNTRIES IN JUNE 2020

183 NEW HOTELS
22,261 MORE ROOMS BY 2024
**Network & pipeline**

Official figures, end of June 2020

<table>
<thead>
<tr>
<th>Region</th>
<th>Network</th>
<th>Pipeline</th>
<th>Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Americas</strong></td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Network</td>
<td>25,742</td>
<td>4,548</td>
<td>174</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>31%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Network</td>
<td>49,474</td>
<td>715</td>
<td>384</td>
</tr>
<tr>
<td>Pipeline</td>
<td>3,614</td>
<td>9</td>
<td>26</td>
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<tr>
<td><strong>Asia-Pacific</strong></td>
<td>25%</td>
<td></td>
<td></td>
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<tr>
<td>Network</td>
<td>38,901</td>
<td></td>
<td>259</td>
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<tr>
<td>Pipeline</td>
<td>11,333</td>
<td></td>
<td>103</td>
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<tr>
<td><strong>Africa – Middle East</strong></td>
<td>6%</td>
<td></td>
<td></td>
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<tr>
<td>Network</td>
<td>9,005</td>
<td></td>
<td>49</td>
</tr>
<tr>
<td>Pipeline</td>
<td>2,051</td>
<td></td>
<td>9</td>
</tr>
</tbody>
</table>

**Operating Mode**

- Managed: 46%
- Franchised: 54%

Managed: 54%
Franchised: 46%

**Official figures, end of June 2020**
ibis Paris Bercy Village 12ème, France | 195 Rooms
ibis São Paulo Morumbi, Brazil | 376 Rooms
ibis Adelaïde, Australia | 311 Rooms
FLAGSHIPS

ibis México Tlalnepantla, Mexico | 120 Rooms
ibis Mazatlan Marina, Mexico | 119 Rooms
ibis Casa Voyageurs, Morocco | 130 Rooms
ibis Palmas, Brazil | 154 Rooms, June 2019

LATEST OPENINGS

NETWORK & PIPELINE
LATEST OPENINGS
ibis Bangkok Sukhumvit 24, Thailand | 300 Rooms, December 2019
ibis Tijuana zona río, Mexico | 144 Rooms, June 2019
ibis Baku, Georgia | 202 Rooms, February 2020
ibis Aktobe, Kazakhstan | 103 Rooms, June 2020
<table>
<thead>
<tr>
<th>Area</th>
<th>City/Locations</th>
<th>Hotel Name</th>
<th>Rooms</th>
<th>Opening Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EUROPE</strong></td>
<td>Belgium, Brussels</td>
<td>ibis Brussels-Groot Bijgaarden</td>
<td>40</td>
<td>November 2022</td>
</tr>
<tr>
<td></td>
<td>Germany, Dusseldorf</td>
<td>ibis Dusseldorf Airport</td>
<td>180</td>
<td>December 2020</td>
</tr>
<tr>
<td></td>
<td>Bulgaria, Sofia</td>
<td>ibis Sofia</td>
<td>100</td>
<td>September 2023</td>
</tr>
<tr>
<td></td>
<td>France, Monthlery</td>
<td>ibis Monthlery</td>
<td>99</td>
<td>September 2020</td>
</tr>
<tr>
<td></td>
<td>Poland, Warsaw</td>
<td>ibis Warszawa Sacharowa</td>
<td>185</td>
<td>April 2022</td>
</tr>
<tr>
<td></td>
<td>Azerbaijan, Baku</td>
<td>ibis Baku</td>
<td>202</td>
<td>September 2020</td>
</tr>
<tr>
<td></td>
<td>United Kingdom, London</td>
<td>ibis Worcester Park</td>
<td>132</td>
<td>April 2022</td>
</tr>
<tr>
<td></td>
<td>France, Paris</td>
<td>ibis Paris Gaité Montparnasse</td>
<td>143</td>
<td>March 2021</td>
</tr>
<tr>
<td></td>
<td>Russia, Moscow</td>
<td>ibis Moscow Sacharowa</td>
<td>185</td>
<td>April 2022</td>
</tr>
<tr>
<td></td>
<td>Azerbaijan, Baku</td>
<td>ibis Baku</td>
<td>202</td>
<td>September 2020</td>
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<td></td>
<td>Russia, Moscow</td>
<td>ibis Moscow Sacharowa</td>
<td>185</td>
<td>April 2022</td>
</tr>
</tbody>
</table>

| **AMERICAS**  | Brazil, Sao Caetano do Sul                         | ibis Sao Caetano            | 140   | February 2021   |
|               | Colombia, Bogota                                   | ibis Bogota Calle           | 127   | July 2022       |
|               | Bolivia, La Paz                                    | ibis La Paz Zona Sur        | 113   | April 2022      |
|               | Ecuador, Guayaquil                                 | ibis Guayaquil              | 168   | March 2025      |
|               | Peru, Lima                                         | ibis Lima Surco             | 130   | March 2022      |
|               | Chile, Chillan                                     | ibis Chillan                | 100   | July 2022       |
|               | Brazil, Sao Paulo                                  | ibis Sao Paulo Pinheiros    | 335   | March 2023      |

| **AS PAC**    | China, Guangzhou                                   | ibis Guangzhou Panyu Square | 150   | December 2021   |
|               | China, Beijing                                     | ibis Beijing Shae University Town Hotel | 151   | December 2021   |
|               | India, Mumbai                                      | ibis Mumbai LBS Road        | 257   | December 2020   |
|               | Indonesia, Jakarta                                 | ibis Jakarta Pasar Minggu   | 195   | December 2022   |
|               | India, Mumbai                                      | ibis Mumbai Thane           | 190   | December 2021   |
|               | Taiwan Republic of China                           | ibis Taipei kianguo North Road Hotel | 58    | December 2021   |
|               | Malaysia, Kuala Lumpur                             | ibis PJCC Petaling Jaya     | 185   | December 2023   |
|               | China, Shanghai                                    | ibis Shanghai Songjiang University Town | 77    | September 2020   |

| **MIDDLE-EAST AFRICA** | United Arab Emirates, Dubai | ibis Dubai Jumeirah Village Circle | 252 | September 2022 |
|                       | Qatar, Doha                                      | ibis Doha C-ring Road        | 153  | October 2021    |
|                       | Saudi Arabia, Riyadh                             | ibis Riyadh King Fadh        | 416  | July 2022       |
|                       | Saudi Arabia, Riyadh                             | ibis Riyadh Dhabab Street    | 200  | January 2023    |

**Secured pipeline over 5 years**

*As of end June 2020*
Brand program

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.
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.
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
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.
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
Guest journey : Guest room

Design Concept

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.
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
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 AWARDS

BRAND AWARDS

• Prix Versailles 2019 for Plaza concept at ibis hotels in Brazil (category Hotels in South America, Central America and Caribbean)
• Agenttravel.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)
Our objective is to build awareness among the under-35s and increase awareness by 1 pt.

Source: BEAM 2019

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

Source: BEAM 2019

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

The Reputation Performance Score measures the overall hotel online reputation based on several sources: Guest Satisfaction Survey (GSS & Net Promoter Score), TripAdvisor, 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%

Source: TrustYou

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)

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%

Our objective is to reach 83.3 pts in 2020.

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

EUROPE
France 91
United Kingdom 71
Germany 80
Spain 90
Belgium 69
Netherlands 85
Switzerland 63
Poland 77
Brazil 69
Australia 23
China 54
Singapore 37
Thailand 73
Indonesia 36
Middle East 36

AMERICAS

ASPAC

MEA

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 (€)
Official figures, end of 2019

<table>
<thead>
<tr>
<th>Country</th>
<th>Brand Margin® in €</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>10</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>6</td>
</tr>
<tr>
<td>Germany</td>
<td>8</td>
</tr>
<tr>
<td>Spain</td>
<td>11</td>
</tr>
<tr>
<td>Belgium</td>
<td>11</td>
</tr>
<tr>
<td>Netherlands</td>
<td>10</td>
</tr>
<tr>
<td>Switzerland</td>
<td>9</td>
</tr>
<tr>
<td>Poland</td>
<td>10</td>
</tr>
<tr>
<td>Brazil</td>
<td>24</td>
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<tr>
<td>Australia</td>
<td>9</td>
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<td>Singapore</td>
<td>8</td>
</tr>
<tr>
<td>Thailand</td>
<td>15</td>
</tr>
<tr>
<td>Indonesia</td>
<td>15</td>
</tr>
<tr>
<td>Middle East</td>
<td>14</td>
</tr>
</tbody>
</table>

**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€ 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

NORTH & CENTRAL AMERICAS: 81%
EUROPE: 81%
SOUTH AMERICA: 93%
AFRICA – MIDDLE EAST: 81%
ASIA – PACIFIC: 84%

IBIS AVERAGE RPS: 81.94%
**Accor Distribution Solution**

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**Performance**

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**Accor Offer** > 110 global distribution channels at best market conditions

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**125+ Partners**

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**Official figures**

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**End of 2019**

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*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

24% hotel PMS

38% indirect sales

16M room nights

1,285M room revenue

Focus Web (Accor web + web partner)

53%
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

Official figures, end of 2019

THE ONLY LIFESTYLE LOYALTY PROGRAM

NEW LIMITLESS EXPERIENCES AND EXTENDED OPPORTUNITIES TO EARN & REDEEM POINTS

NEW BENEFITS
- 2 New tiers (diamond & limitless hidden tier)
- 3+ 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

- 2016
- 2017
- 2018
- 2019

- 70
- 100
- 120
- 150

- 32
- 40
- 53
- 64

- ALL
- FRS
- Huazhu

- 8%
- 6%
- 11%
- 12%
- 12%
- 31%
- 20%
Appendix
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 restaurant(1), shared with breakfast room |
|                                                  | 1 bar | 1 bar |

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

| MEETINGS                                           | Meeting rooms(1) | Meeting rooms(1) |

<table>
<thead>
<tr>
<th>PRIME LOCATIONS</th>
<th>INTERNATIONAL CAPITALS KEY CITIES &amp; RESORTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECONDARY LOCATIONS</td>
<td>MAJOR DOMESTIC DESTINATIONS</td>
</tr>
<tr>
<td>AIRPORTS SUBURBS</td>
<td>OTHER CITIES &amp; ATTRACTIVE TOURISTIC DESTINATIONS</td>
</tr>
</tbody>
</table>
Design & Technical Services

- **IBIS DESIGN BRIEF**: Can be used before HCSA is signed
- **IBIS STYLE BOOK**: Can be used before HCSA is signed
- **IBIS DESIGN PHILOSOPHY**: Can be used before HCSA is signed
- **IBIS CONSTRUCTION & RENOVATION STANDARDS**: Can be used after HCSA is signed
- **DRAWINGS AVAILABLE**: Can be used after HCSA is signed
- **IBIS DESIGN CONCEPT GUIDELINES**: AGORA Rooms, Public spaces, Meeting Rooms & Furniture Booklet
  - SQUARE Rooms & Public spaces
  - PLAZA Rooms & Public spaces
  Can be used after HCSA is signed
Merci

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