WHY INVEST IN ACCOR GLOBAL DEVELOPMENT

JULY 2020
TRIBE = DESIGN DRIVEN HOTELS AT INFLATED FAIR PRICES
FOUNDING IDEAS:
THE DÉMOCRATISATION OF DESIGN

As Zara, TRIBE’s ambition is to offer Stylish Hotels with Design and Meaningful Luxury Codes at a fair price.
Modern Luxury is about Lifestyle and attitude, not about ostentatious demonstration of wealth. It is where Tribe idea started – then adapted to the Product & Guest Experience.

**AUTHENTIC — Tribe of Creators**

TRIBE started with a little group of creators, from different background and with the same idea to re-defined luxe for hospitality in order to make it cleverly affordable.

**LIFESTYLE — Real Differentiator Touch**

Beyond fashion and brands, modern luxury is being lived and shared with peers. It is enacted through behaviors, attitude and habits, towards others and towards brands.

**MIX&MATCH — Interior Design**

Aesthetics goes beyond brands. The final result is what matters. High-end branded goods are easily matched with basic fast-fashion pieces of outfit. Mixing garments and graphics, regardless of price is a new way to be regarded as unique.
# Our Place

## Brand Positioning

<table>
<thead>
<tr>
<th>DESIGN CREDENTIALS (LOW)</th>
<th>$ RATE (HIGH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four Seasons Hotels and Resorts</td>
<td>The Ritz-Carlton</td>
</tr>
<tr>
<td>Hilton</td>
<td>EDITION</td>
</tr>
<tr>
<td>Westin Hotels</td>
<td>QT</td>
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</table>

<table>
<thead>
<tr>
<th>DESIGN CREDENTIALS (HIGH)</th>
<th>$ RATE (LOW)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACE HOTEL</td>
<td>easyHotel.com</td>
</tr>
<tr>
<td>Indigo</td>
<td>The Hoxton</td>
</tr>
<tr>
<td>MAMA SHELTER</td>
<td>25h</td>
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<tr>
<td>Moxy Hotels</td>
<td>Citizen M</td>
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</tbody>
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easyHotel.com
Core Principles That Drive Long-Term Brand Value for Tribe

01.
Guest centric ‘Edited’ experience

Our brand narrative is built around the notion of ‘Tribe’ – a diverse community connected by a ‘new’ set of priorities.

02.
Design driven, from the ground up

Contemporary design across all touchpoints. At the heart of this strategy is a «Signature Designer» for each property.

03.
Artfully curated & locally connected

A dialogue between the ‘inside and outside’. Our goal is to connect and contribute to the fabric of each neighborhood we enter.
**EDITED EXPERIENCE**

1. **KEY SERVICES FOCUS**
   - Listen to our guests & provide them with reduced range of service but truly what they want

2. **SMALL & SMART ROOMS**
   - Small but smart rooms
   - With Signature exclusive Bed & Amenities

3. **THE BEST OF F&B**
   - Limited but Fresh & Healthy
   - food & beverage buildout & offer great Coffee

***BRAND USP’s***
DESIGN DRIVEN

1. Affordable Luxury & Democratization of good design

DESIGN DEMOCRATIZATION

2. A signature design for each property, each Tribe hotel has its own vibe Design philosophy: Urban Luxury

DESIGN SIGNATURE

3. Contemporary design across all the touchpoints, iconic curated objects & books, common open spaces

ICONIC DESIGN OBJECTS
**ARTFULLY CURATED / LOCALLY CONNECTED**

1. **Collab**
   - Collab with a selection of brands which share the same philosophy of aesthetic and ethic.

2. **Creative Attractions**
   - Providing curated local guides, Cultural & Creative attractions and events.

3. **Active Collective Team**
   - Each member of the Tribe Collective is active in the process of always curate new brands and ideas.
SMART BUSINESS MODEL

1 - REDUCED SPACE PROGRAMMING
Reduced space programming, high perceived value for traveler, command upscale pricing for midscale size product

2 - LOW OPERATIONAL COSTS
Efficient staffing and operations.

3 - PREMIUM PER SQUARE METER
Drive revenue premium per sqm and a higher return on investment
A Tribe Hotel interior is a balance between being connected to a location (the urban) and a series of bespoke, design-led experiences (luxury).

The foundation of a Tribe Hotel aesthetic is an open volume of exposed, raw, honest surfaces — blurring the lines between the hotel’s exterior environment, responding to an urban ideology.

A dynamic use of pattern, colour and unexpected material composition contrasts the utilitarian nature of the base layer.

A rich, textural and layered environment is created that, whilst feeling expensive and high quality, isn’t necessarily costly.
SPACES TO LIVE IN
Luxe lounges/living rooms are communal in nature but offer privacy for guests when they need it, with flexible space segmentation. Lounges are complemented by casual and communal dining areas.

SEAMLESS WORK/PLAY/EAT
‘Plug & play’ living spaces that carefully balance work and play. Business breakout lounges, communal workspaces and private meeting rooms supported by smartphone compatible printers, guest computers and unlimited free wi-fi.

FLEXIBLE & SUSTAINABLE ENVIRONMENTS
Our preference is not to build walls as internal area dividers. Instead utilise a mix of joinery, sculptural pieces and screening techniques to divide the spaces. These can provide the platform and vehicle for art, sculpture, styling and library collections. Mobile furniture, with noble and sustainable materials will be prevalent.

BRANDED ENVIRONMENT
A seamless integration of art and branded environment touch-points. Blurring the boundary between what is art and what is part of the fabric of the building.

FURNITURE STATEMENTS
Living zones are filled with bold furniture statements and feature designer pieces. Whilst bold and unique they must also be comfortable and hard-wearing, ensuring they are well used by guests.

ARTFULLY CURATED
Every detail in every space – from the bespoke furniture in the communal living areas to the custom-designed artwork in our rooms – has been considered with guest meetings, dates and nightcups in mind. The result is a hotel that’s as stylish as it is smart. While we’ve trimmed away the extraneous details, dynamic design has remained a top priority. Each property is unique in its own right and tailored to its location.
Each art curation for each hotel needs to be coherent with the interior design, and take influence from any exterior detailing.

**Photography**

The program will select illustrators and artists from the local area to respond to a range of statements that reflect the attitude and ethos of the Tribe brand.

**TRIBE Collective**

By creating immersive and interactive installations, we attract the social media lovers, eager for their next Instagrammable experience.

**IMMERSIVE**

The transitional category allows our artwork to feel ever-changing; fluid pieces that look different each time guests look at them.

**TRANSITIONAL**

Ornaments should complement the individual styling of each hotel, whilst still having a bold and contemporary feel.

**OBJECTS & BOOKS**

Each hotel should ideally feature a range of artwork from all five categories.
Part hotel, part collaborative workspace, part social hub
Supported by barista made coffee and free WiFi for all
Curated & Innovative design: areas
Collaborative spaces: meeting tables, charge and USB ports
Colourful and artfully curated: contemporary art objects and books
A Tribe Hotel interior is a balance between being connected to a location (the urban) and a series of bespoke, design-led experiences (luxury).

Collaborative spaces:
Host meeting tables, easy Connectivity, electrical and USB outlets

Library artfully curated:
Contemporary & Iconic art objects and books

Sound & Lighting Design experts requested to settle properly the space spirit

Bar & Grab & Go set up (cf F&B Slides)
“FOOD PHILOSOPHY?
SIMPLE – ALWAYS
FRESH, LOCAL &
ACCESSIBLE – 24/7”

Amir Nahai, Chief Executive Officer Food & Beverage and Lifestyle brands
The style of the food will be fresh and informal with a conscious attitude to the home comforts of guests. The offering will pay attention to using locally sourced products where possible.

F&B Offer Markers:
- We don’t design formal restaurants
- Focus on fresh, simple and enjoyable food
- Funky, trendy, unexpected collaboration
- Eco friendly
FOOD & BEVERAGE

Seriously Good Coffee

Grab & Go

Punchy Breakfast

Lunch & Dinner

SMALL F&B FOOTPRINT
**Option 1**

Very little staff, few equipment, mainly cooking assembly – limited kitchen

**Option 2**

Small restaurant, few staff member, short menu (10 items - Concept & menu from Accor)

**Option 3**

Full restaurant, extended menu (Concept & menu from Accor)
“TRIBE FOODS ETHOS IS GIVING GUESTS EVERYTHING THEY NEED AND NOTHING THEY DON’T.”
ROOMS
Room size from 17 to 22 sqm
Intuitive tech
Connected TV
In-room safe
Mini fridge – stock as you wish
Design workspace
Iron / Steamer solution
Hair Dryer
ROOMS

IN ROOM GUEST EXPERIENCE PREMIUM

Tribe signature bed and luxe linens
Nespresso coffee (or similar), boiler
Local Tea & milk
Iconic Object and Chair (different for each project)
Curated luxe amenities (Kevin Murphy)
Tribe signature robe (2 options)
Complementary chilled bottle of water
The staff is an important part of the experience. We need to create a real Collective / Team. It is essential to select it well, train it and support it.

Essential Know How: Guest Connection passion as Coffee Shop Staff, curiosity around Art & Culture, Neighborhood of the Hotel.

From recruitment to service in the hotel refer to the manual: Book Of TRIBE.
Whilst we have developed a set of principles that define a TRIBE wardrobe, we source and curate each Hotel’s wardrobe from great local fashion brands and to contribute to the evolution of the TRIBE palette and brand on a global scale.

CLASSIC LINES
HIGH FASHION
DESIGN EDGE
COLOUR POPS
INDIVIDUAL FLAIR
Attracted to new offerings that excite and inspire.

Driving alternative revenues and increasing brand awareness.
NON-NEGOTIABLES

- Guest Experience

- Curated Furniture, Art & Decor
- Easy-To-Use Technology
- Great Shower
- Comfy Bed & Pillow
- Stylish Public Spaces
- Connected TV
- Easy Check-In & Check-Out
- Free & Easy Connectivity
- Design-Driven Spaces
- Free Business Facilities
- Sociable Atmosphere
- Good Food On The Go 24/7
- Barista Coffee
- Day To Night F&B
### DEVELOPMENT CRITERIA

#### PROGRAMMING

<table>
<thead>
<tr>
<th>HOTELS</th>
<th>RESORTS</th>
<th>FOOD &amp; BEVERAGE</th>
<th>WELL-BEING</th>
<th>MEETINGS</th>
</tr>
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<tbody>
<tr>
<td><strong>RECOMMENDED NUMBER OF ROOMS</strong></td>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td><strong>TGFA / ROOM</strong></td>
<td><strong>TGFA / ROOM</strong></td>
<td><strong>PUBLIC AREA CONCEPT</strong></td>
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<tr>
<td></td>
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<td>3 - 5 Lounge Living Zones, Café / Bar, Grab &amp; Go, Station, Casual Dining, Reheat Kitchen, Co-working spaces, Retail space</td>
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<td>Enhanced F&amp;B Offer for ASPAC &amp; Middle East &amp; Africa</td>
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<td></td>
<td>Swimming Pool (nice to have) Gym required</td>
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<td></td>
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<td></td>
<td>Meeting Rooms close to Public Areas concept preferable</td>
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<thead>
<tr>
<th>AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION</th>
<th>WORLDWIDE</th>
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<tbody>
<tr>
<td>120 – 300</td>
<td>122 – 300</td>
</tr>
<tr>
<td>15 – 20 sqm</td>
<td>17 – 22 sqm</td>
</tr>
<tr>
<td>30 – 40 sqm</td>
<td>35 – 45 sqm</td>
</tr>
<tr>
<td>120 and +</td>
<td>120 and +</td>
</tr>
<tr>
<td>17 – 22 sqm + balcony</td>
<td>20 – 25 sqm + balcony</td>
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<tr>
<td>35 – 45 sqm</td>
<td>40 – 50 sqm</td>
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<table>
<thead>
<tr>
<th>PRIME LOCATIONS</th>
<th>SECONDARY LOCATIONS</th>
<th>AIRPORTS SUBURBS</th>
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<tbody>
<tr>
<td>INTERNATIONAL CAPITALS KEY CITIES &amp; RESORTS</td>
<td>⬤</td>
<td></td>
</tr>
<tr>
<td>MAJOR DOMESTIC DESTINATIONS</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>OTHER CITIES &amp; ATTRACTIVE TOURISTIC DESTINATIONS</td>
<td></td>
<td>⬤</td>
</tr>
</tbody>
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Official figures as of 2019
DESIGN & TECHNICAL SERVICES

GUIDELINES

TRIBE BRAND BOOK
Can be used before HCSA is signed

TRIBE DESIGN BRIEF
Can be used before HCSA is signed

TRIBE CONSTRUCTION AND RENOVATION STANDARDS
Can be used after HCSA is signed

TRIBE HOTEL EQUIPMENT
Can be used after HCSA is signed

TRIBE STYLE BOOK
Can be used before HCSA is signed

TRIBE INTERIOR DESIGNER COLLECTION
Can be used before HCSA is signed

TRIBE ART & CULTURE
Can be used after HCSA is signed
WITH TRIBE
YOU WILL ALWAYS NEVER
WALK ALONE
OUR AMBITION

> 18
hotels committed

> 50
in the pipeline
(hotels committed and under active negotiation)

> 150
hotels targeted in 5 years
**TRIBE OPENINGS**

OPEN

OPENINGS 2020

TRIBE
PERTH

TRIBE
PARIS BATIGNOLLES

OPENINGS 2021

TRIBE
ORLÉANS CENTRE

TRIBE
ADELAIDE

TRIBE
WARSAW

TRIBE
BUCHAREST

TRIBE
PARIS LA DEFENSE

TRIBE
MELBOURNE

TRIBE
PHNOM PENH

TRIBE
AMSTERDAM

TRIBE
PARIS SAINT OUEN

TRIBE
PHUKET

TRIBE
HONG KONG

**ACTIVE TARGETED CITIES**

DUBAI

LOS ANGELES

KUALA LUMPUR

MONTREAL

LONDON

NEW YORK

VIENNA

COPENHAGEN

SAO PAULO

...
UPCOMING TRIBE PROJECTS

TRIBE PARIS 17
BATIGNOLLES, FRANCE

79 keys
Scheduled to Open in September 2020
Hotel Conversion
Project Status: Renovation started in December 2019
ID: Thierry D'Istria
UPCOMING TRIBE PROJECTS

TRIBE PARIS 17
BATIGNOLLES,
FRANCE
UPCOMING TRIBE PROJECTS

TRIBE PARIS 17
BATIGNOLLES,
FRANCE
UPCOMING TRIBE PROJECTS

TRIBE PARIS 17
BATIGNOLLES,
FRANCE
UPCOMING TRIBE PROJECTS

TRIBE

ORLEANS, FRANCE

74 keys
Scheduled to Open in 2021
New Built
Project Status: Construction started
ID: Desjeux Delaye
UPCOMING TRIBE PROJECTS

TRIBE ORLEANS, FRANCE
TRIBE
ORLEANS, FRANCE

UPCOMING TRIBE PROJECTS
TRIBE
ORLEANS, FRANCE

UPCOMING TRIBE PROJECTS
TRIBE
WARSAW, POLAND

116 keys
Scheduled to Open in 2021
Building Conversion
Project Status: Design Schematics
ID: Stone Design
UPCOMING TRIBE PROJECTS

TRIBE AMSTERDAM, NETHERLANDS

190 keys
Scheduled to Open in 2021
New Construction
Project Status: Design Schematics
ID: Feix & Merlin
UPCOMING TRIBE PROJECTS

TRIBE AMSTERDAM
NETHERLANDS
UPCOMING TRIBE PROJECTS

TRIBE AMSTERDAM, NETHERLANDS
UPCOMING TRIBE PROJECTS

TRIBE AMSTERDAM, NETHERLANDS
TRIBE KRAKOW
POLAND

144 keys
Scheduled to Open in March 2022
Building Conversion
Project Status: Design Schematics
ID: Stone Design
TRIBE KRAKOW
POLAND

UPCOMING TRIBE PROJECTS
UPCOMING TRIBE PROJECTS

TRIBE HONG KONG
GREATER CHINA

324 keys
Opening Q4 2021
Building Conversion
ID: ARCHITECTURE INNOVATIV
UPCOMING TRIBE PROJECTS

TRIBE
HONG KONG
GREATER CHINA
UPCOMING TRIBE PROJECTS

TRIBE MANILA PHILIPPINES

190 keys
Opening Q4 2022
New Construction
ID: Greymatters
UPCOMING TRIBE PROJECTS

TRIBE
MANILA
PHILIPPINES
UPCOMING TRIBE PROJECTS
TRIBE MANILA PHILIPPINES
UPCOMING TRIBE PROJECTS

TRIBE PARIS LA DEFENSE
FRANCE

190 keys
Scheduled to Open in 2021
Building Conversion
Project Status: Design Schematics
ID: Thierry D'Istria
UPCOMING TRIBE PROJECTS

TRIBE MANCHESTER AIRPORT

UK

412keys
Scheduled to Open in 2022
New Building
Project Status: Design Schematics
ID: Thierry D'Istria
TRIBE
PHNOM PENH
CAMBODGIA

260 keys
Scheduled to Open in late 2021
Building Conversion
Project Status: SA
ID:
# TRIBE CASE STUDY

## CASE STUDY IN AUSTRALIA (UNDER DEVELOPMENT)

<table>
<thead>
<tr>
<th>TRIBE</th>
<th>COMPARABLE HOTEL ‘CLASSIC’ BRAND</th>
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<tbody>
<tr>
<td>OCC</td>
<td>85%</td>
</tr>
<tr>
<td>ADR</td>
<td>€ 128</td>
</tr>
<tr>
<td>F&amp;B SHARE (% REV)</td>
<td>15%</td>
</tr>
<tr>
<td>EBITDAR / R.</td>
<td>€ 14k</td>
</tr>
<tr>
<td>TGFA / R.</td>
<td>30-35 sqm</td>
</tr>
<tr>
<td>FFE&amp;OSE / R.</td>
<td>€ 13k</td>
</tr>
</tbody>
</table>

TGFA: Total Gross Floor Area. Based on Australia guideline, may vary according to market
FFE&OSE: Furniture, Fixtures & Operating Supplies, Equipment

Tribe, Perth
ALL TRIBE HOTELS ARE DISTRIBUTED ON ACCOR DISTRIBUTION SOLUTION

1 allaccor.com multi-brand portal
18 BRAND WEBSITES
1 MOBIL APP
35 point of sales automated by countries
900 SALES AGENTS operate in
9 CALL CENTERS in 20 languages
1,470 HOTELS use Cluster facilities
1,500+ HOTELS use TARS for their own bookings

WEB ACCORD & APP
CALL CENTRES
WEB PARTNERS
CRS
GDS / IDS
HOTEL PMS

Source: CRS Official figures as of 2019

125+ PARTNERS* *included
search/metasearch/OTA/GDS/IDS

BRAND PERFORMANCE
DISTRIBUTION PERFORMANCE POWERED BY ACCOR

FOR MIDSCALE & ECONOMY — ROOM REVENUE BASED

73% OF MIDSCALE & ECONOMY ROOM REVENUE COMES THROUGH ACCOR CENTRAL RESERVATION SYSTEM

35% DIRECT SALES

31% INFLUENCED HOTEL DIRECT*
*E-mails & cluster services

27% HOTEL PMS

19% WEB PARTNERS (OTAs)

38% INDIRECT SALES

OFFICIAL FIGURES AS OF 2019

50% FOCUS WEB
(ACCOR WEB + WEB PARTNER)

50M ROOM NIGHTS
€4,525M ROOM REVENUE
NEW BOOKING ENGINE & APP

1 MULTIBRAND PORTAL
ALL.ACCOR.COM

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

1 LIFESTYLE COMPANION APP

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

18 BRAND.COM WEBSITES

- Plugged to ALL.ACCOR.COM

Official figures as of 2019

*year 2019 + from dec 2019 - to Mid Feb 2020, since launch of ALL
LOYALTY PROGRAM

ALL TRIBE HOTELS ARE MEMBERS OF THE ALL 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

ALL 2016 2017 2018 2019

FRS

Huazhu

Official figures as of 2019
WHAT THEY’RE SAYING

Our ears are burning, all our favourite publications are loving TRIBE. Here’s a selection of editorial press that has been circulating since we opened.

“Tribe eschews the usual ‘luxury clichés’ to focus on the things that really matter”

Wallpaper*

“Enter through Tribe’s glass doors & you’re in a strikingly Instagram worthy lobby”

Qantas

“Artfully curated guest-centric & refreshingly affordable design hotel alternative”

Indesign

“A venue that feels less like a traditional hotel & more like a mix between a creative workspace & a bar”

Travel

“A myriad of things just made for the envy-inducing posts of the modern traveller”

The Australian Magazine
# AWARDS SHORTLIST

| Idea Awards 2018 | Shortlisted – Hospitality – Tribe Perth |
| Eat Drink Design Awards 2018 | Shortlisted – Best Hotel Design – Tribe Perth |
| Ahead Asia 2018 | Shortlisted – Urban Hotel New Build – Tribe Perth |
| HM Awards 2018 | Shortlisted – Best Interior Design – Tribe Perth |
| Wallpaper Best Urban Hotels Awards 2018 | Shortlisted – Tribe Perth |
| Time Magazine World’s 100 Greatest Places | Listed in Top 100 – Tribe Perth |
| Gold Key Awards, New York 2017 | Finalist – Best Lobby Midscale, Best Guest Room Midscale, Best Emerging Concept – Tribe Perth |
| EAT DRINK DESIGN AWARDS 2018 | |
| GOLD KEY AWARDS, NEW YORK 2017 | |
| FX INTERNATIONAL INTERIOR DESIGN AWARDS, LONDON 2017 | |