Why Invest in

TRIBE

ACCOR GLOBAL DEVELOPMENT BROCHURE
October 2021
TRIBE = DESIGN DRIVEN HOTELS AT INFLATED FAIR PRICES

Hotels re-thought

Tribe is a new kind of hotel. One that responds directly to the desires and aspirations of the modern traveller. A concept inspired by global journeys and uncompromising vision to deliver a uniquely positioned, design driven hotel. A refreshing and disruptive brand, Tribe challenges the status quo with its edited hotel experience that makes it a leader in the design-led affordable luxury sector. Modern travellers, we made this hotel for you. Welcome to Tribe.
**KEY SERVICES FOCUS**

1. Listen to our guests & provide them with reduced range of service but truly what they want.

**SMALL & SMART ROOMS**

2. Small but smart rooms With Signature exclusive Bed & Amenities

**THE BEST OF F&B**

3. Limited but Fresh & Healthy food & beverage buildout & offer great Coffee
DESIGN DRIVEN

1. Affordable Luxury & Democratization of good design

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

3. Contemporary design across all the touchpoints, iconic curated objects & books, common open spaces
ARTFULLY CURATED / LOCALLY CONNECTED

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

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

3. 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, high perceived value for traveler, command upscale pricing for midscale size product

2. Efficient staffing and operations.

3. Drive revenue premium per sqm and a higher return on investment
OUR PLACE

USP'S

BRAND MARKERS

HOTEL DEVELOPMENT
DESIGN & TECHNICAL SERVICES

NETWORK & PIPELINE
COMMUNICATION

PERFORMANCE

DESIGN CREDENTIALS (LOW)

$ RATE (LOW)

easyHotel.com

$ RATE (HIGH)

Four Seasons
The Residences

Hilton

Westin

ACE HOTEL

Edition

INDIGO

MAMA SHELTER

loft

TRIBE

the hoxton

25h

twenty-five hours hotels

Moxy

Citizen M
WHAT DO WE WANT OUR SPACES TO ‘FEEL’ LIKE?

URBAN LUXURY

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.
COMMONS

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
SMALL F&B FOOTPRINT
SUPER GOOD QUALITY

Seriously Good Coffee
made by Barrista

Cocktail bar

Grab & Go

Punchy Breakfast

Lunch & Dinner
**SMALL ROOMS PREMIUM EXPERIENCE**

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

- 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.
NON-NEGOTIABLES

POSITIONING

USP'S

BRAND MARKERS

DAY TO NIGHT F&B

GOOD FOOD ON THE GO 24/7

BARISTA COFFEE

HOTEL DEVELOPMENT

DESIGN & TECHNICAL SERVICES

FREE BUSINESS FACILITIES

SOCIABLE ATMOSPHERE

LUXE LINENS

NETWORK & PIPELINE

DESIGN-DRIVEN SPACES

FREE & EASY CONNECTIVITY

EASY CHECK-IN & CHECK-OUT

EASY TO USE TECHNOLOGY

COMMUNICATION

CURATED FURNITURE, ART & DECOR

QUALITY ROOM AMENITIES

GREAT SHOWER

PERFORMANCE

CONNECTED TV

STYLISH PUBLIC SPACES

COMFY BED & PILLOW
DEVELOPMENT KEY CRITERIA

<table>
<thead>
<tr>
<th>HOTEL DEVELOPMENT</th>
<th>DESIGN &amp; TECHNICAL SERVICES</th>
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<tr>
<td>POSITIONING</td>
<td>USP'S</td>
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### PROGRAMMING

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<tr>
<th><strong>AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION</strong></th>
<th><strong>WORLDWIDE</strong></th>
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<tr>
<td>RECOMMENDED NUMBER OF ROOMS</td>
<td>120 – 300</td>
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<tr>
<td>ROOM AVERAGE SIZE</td>
<td>15 – 20 sqm</td>
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<tr>
<td>TGFA / ROOM</td>
<td>30 – 40 sqm</td>
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<td>120 and +</td>
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<td>17 – 22 sqm + balcony</td>
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<td>TGFA / ROOM</td>
<td>35 – 45 sqm</td>
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### HOTELS

- **Prime Locations**: International Capitals Key Cities & Resorts
- **Secondary Locations**: Major Domestic Destinations
- **Airports Suburbs**: Other Cities & Attractive Touristic Destinations

- **Number of Rooms**: 120 – 300
- **Room Average Size**: 15 – 20 sqm
- **TGFA / Room**: 30 – 40 sqm
- **Number of Rooms**: 120 and +
- **Room Average Size**: 17 – 22 sqm + balcony
- **TGFA / Room**: 35 – 45 sqm

### RESORTS

- **Number of Rooms**: 120 and +
- **Room Average Size**: 17 – 22 sqm + balcony
- **TGFA / Room**: 35 – 45 sqm

### FOOD & BEVERAGE

- Public area concept:
  - 3-5 Lounge Living Zones, Café / Bar, Grab & Go, Station, Casual Dining, Reheat Kitchen,
  - Free Co-working spaces, Retail space
- Enhanced F&B Offer for ASPAC & Middle East & Africa

### WELL-BEING

- Swimming Pool (nice to have)
- Gym (nice to have)

### MEETINGS

- Meeting Rooms close to Public Areas concept preferable

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Official figures as of 2021
OUR AMBITION

NETWORK & PIPELINE

>40
hotels open and in the pipeline

>50
hotels under active negotiation

>150
hotels targeted in 5 years
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<th>Upcoming Openings 2021 &amp; 2022</th>
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<td>TRIBE HONG KONG</td>
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<td>TRIBE AMSTERDAM</td>
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<td>TRIBE PARIS LA DEFENSE</td>
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<td>TRIBE PARIS BATIGNOLLES</td>
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<td>TRIBE MELBOURNE</td>
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<td>TRIBE CARCASSONE</td>
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**Active Targeted Cities**
- Dubai
- Los Angeles
- Kuala Lumpur
- Montreal
- London
- New York
- Vienna
- Copenhagen
- Sao Paulo

**TRIBE Openings**

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<td>TRIBE PARIS BATIGNOLLES</td>
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<td>TRIBE RIGA</td>
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**Positioning**

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<th>Brand Markers</th>
<th>Hotel Development Design &amp; Technical Services</th>
<th>Network &amp; Pipeline</th>
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**Communication**

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OPEN TRIBE PROJECTS

TRIBE

PERTH

AUSTRALIA

126 keys
Open
New Construction
OPEN TRIBE PROJECTS

TRIBE
PARIS BATIGNOLLES
FRANCE

79 keys
Open
Building Conversion
UPCOMING TRIBE PROJECTS

TRIBE AMSTERDAM NETHERLANDS

190 keys
Scheduled to Open in 2022
New Construction
UPCOMING TRIBE PROJECTS

TRIBE WARSAW POLAND

116 keys
Scheduled to Open in 2022
Building Conversion
TRIBE
PARIS LA DEFENSE
FRANCE

190 keys
Scheduled to Open in 2022
Building Conversion
UPCOMING TRIBE PROJECTS

TRIBE MANCHESTER AIRPORT UK

412 keys
Scheduled to Open in 2022
New Building
UPCOMING TRIBE PROJECTS

TRIBE
PHNOM PENH
CAMBODGIA

260 keys
Scheduled to Open in 2022
Building Conversion
UPCOMING TRIBE PROJECTS

TRIBE

HONG KONG

GREATER CHINA

324 keys
Scheduled to Open in 2022
Building Conversion
UPCOMING TRIBE PROJECTS

TRIBE
BUDAPEST
HUNGARY

250 keys
Scheduled to Open in 2023
New construction
85 keys
Scheduled to Open in 2024
New construction
DIGITAL ENGAGEMENT

1 BRAND PORTAL
WWW.MYTRIBEHOTEL.COM

- One dedicated section per Hotel
- Key content Section: Collab, Design, F&B, Neighborhood
- 2 Languages (ENG, FR)
- Direct link with ALL.com for booking

SOCIAL MEDIA PRESENCE
@TRIBE_HOTELS

- 1.5 M reach for 300 posts and content pushed in 2020
- 15k Followers on social platforms (+125% vs 2019)
- Best Engagement Rate: 11.5%

INFLUENCERS & COLLAB
#TRIBEHOTELS #TRIBE_PERTH #TRIBE_BATIGNOLLES

- Additional 500k reach on Instagram in 2020
- 20 influencers with more than 200k followers
- 10 Collab cross promotions with more than 150k followers
WHAT THEY’RE SAYING

“This Perth newcomer is bold, luxurious & unapologetically contemporary”

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

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

“There’s nothing typical about Tribe Hotel”

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

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

“A sophisticated, design-led space where form meets function”

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

IDEA AWARDS
Shortlisted – Hospitality – Tribe Perth

AHEAD ASIA
Shortlisted – Urban Hotel New Build – Tribe Perth

AHEAD AMERICAS ASIA EUROPE MEA

EAT DRINK DESIGN AWARDS
Shortlisted – Best Hotel Design – Tribe Perth

HM AWARDS
Shortlisted – Best Interior Design – Tribe Perth

WALLPAPER BEST URBAN HOTELS AWARDS
Shortlisted – Tribe Perth

GOLD KEY AWARDS, NEW YORK
Finalist – Best Lobby Midscale, Best Guest Room Midscale, Best Emerging Concept – Tribe Perth

TIME MAGAZINE WORLD’S 100 GREATEST PLACES
Listed in Top 100 – Tribe Perth

FX INTERNATIONAL INTERIOR DESIGN AWARDS, LONDON
Finalist – Global Project – Tribe Perth
Central Brand Delivery (CBD) measures the business in room nights brought by Accor to the hotel through the 3 main group levers: Distribution (through Central Reservation System - CRS), Loyalty & Sales. A 70% CBD means that 70% of the room nights of a hotel are driven by Accor & Brand Sales, Distribution (all channels powered by the CRS) & Loyalty ecosystem.

Official figures as of end 2019
NEW BOOKING ENGINE & APP

1 MULTIBRAND PORTAL
ALL.ACCOR.COM

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

NEW in 2020:
- All Safe label visibility on digital experience to rest-assure guests during the pandemic
- Launch of Apartment & Villas website dedicated to Branded Residences and Extended Stay hotels

Official figures as of end 2019

1 LIFESTYLE COMPANION APP
ACCOR ALL

- > 50% Mobile and App visits
- 1 Download every minute
- > 4.3/5 app ratings
  iOS: 4.5/5 & Android: 4.3/5

18 BRAND.COM WEBSITES

- Plugged to ALL.ACCOR.COM
NEW LOYALTY PROGRAM

THE ONLY LIFESTYLE LOYALTY PROGRAM

NEW LIFESTYLE & AUGMENTED HOSPITALITY FRAMEWORK
OFFERING EXTENDED OPPORTUNITIES TO EARN & REDEEM POINTS

NEW BENEFITS
▪ 38 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

68M Loyalty members worldwide
37% Loyalty contribution rate in RN
x 3,6 Members stay three times more than non-members

68M
228M

2016 2017 2018 2020
70 100 120 160

ALL FRS Huazhu

THE FAST GROWING LOYALTY PROGRAM

THE MOST GLOBAL LOYALTY PROGRAM

Asia - Pacific 32%
South America 8%
Southern Europe 22%
North & Central America, Caribbean 11%
Middle-East & Africa 5%
Northern Europe 22%

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ALL FRS Huazhu

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Official figures as of end 2019