

WHY INVEST IN IBIS STYLES

ACCOR GLOBAL DEVELOPMENT
FEBRUARY 2019





| *Open to creative design*

What if a hotel could... Stun you? Inspire you? Make you smile? At ibis Styles, each hotel has its own unique design, theme and personality. Creative and urban, our eclectic hotels offer warm service and stylish comfort. From pillow to pillar, bathroom to bar, every little detail has been thought out to live an experience full of surprises, for young and older kids.

ibis Styles, unique hotels, creative by design.

TRENDY

PLAYFUL

SURPRISED

JOYFUL

IBIS STYLES TOP 3 USPS

THE RISING STAR OF IBIS FAMILY

- Ibis family powerful footprint of 2,200 hotels globally
- 450 ibis Styles hotels in 10 years and still high speed development
- Strong ibis brand awareness plus ibis Styles higher perceived brand premium

X

CREATIVE BY DESIGN

- 450 hotels + 450 themes
- Each hotel is unique with a playful & premium design inspired by a theme that is story told across the hotel
- 71% of customers thinks the brand is creative

=

MAGIC FLEXIBILITY

- Market driven space programming (room size, no mandatory restaurant nor bar...)
- Soft standards backed up by ibis family reliable concepts & processes
- Perfect brand for existing hotels conversion

NETWORK AND PIPELINE



Geographical Split



AMERICAS

NETWORK
5,005 ROOMS
41 HOTELS

PIPELINE
2,796 ROOMS
21 HOTELS



EUROPE

NETWORK
13,462 ROOMS
134 HOTELS

PIPELINE
8,230 ROOMS
63 HOTELS



ASIA – PACIFIC

NETWORK
14,747 ROOMS
95 HOTELS

PIPELINE
11,045 ROOMS
67 HOTELS



FRANCE

NETWORK
14,165 ROOMS
199 HOTELS

PIPELINE
1,598 ROOMS
18 HOTELS



AFRICA – MIDDLE EAST

NETWORK
1,460 ROOMS
7 HOTELS

PIPELINE
3,822 ROOMS
10 HOTELS

476 HOTELS
48,839 ROOMS
48 COUNTRIES IN 2018

179 NEW HOTELS
27,491 MORE ROOMS BY 2023

OPERATING MODE

39% Managed

61% Franchised

JAPAN THEME

FLAGSHIPS 2018

ibis Styles Hobart, Australia

296 ROOMS



FLAGSHIPS 2018

Ibis Styles Lausanne Mad
House, Switzerland

26 ROOMS



AROUND THE WORLD THEME

FLAGSHIPS 2018

ibis Styles Paris Boulogne

Marcel Sembat France

48 ROOMS



SHEEPS & MOUNTAINS THEME

FLAGSHIPS 2018

Ibis Styles Tbilisi Center,
Georgia

119 ROOMS

119 ROOMS



AVIATION THEME

FLAGSHIPS 2018

ibis Styles SP Anhembi, Brasil
187 ROOMS



FLAGSHIPS 2018

ibis Styles Den Haag City
Centre, Netherland
45 ROOMS



LATEST OPENINGS 2018



ibis Styles Sallanches Pays Du Mont Blanc, France, 51 Rooms



ibis Styles Merida Galerias, Mexico, 140 Rooms



Ibis Styles Nairobi Westlands, Kenya, 277 Rooms



Ibis Styles London Gloucester Road, England, 84 Rooms

KEY UPCOMING OPENINGS

EUROPE

ibis styles ØRESTAD, Denmark 170 ROOMS, APRIL 2021
ibis styles MASSY, France 110 ROOMS, JANUARY 2019
ibis styles PARIS AVENUE D'ITALIE MAISON BLANCHE, France 165 ROOMS, JUNE 2019
ibis styles PARIS GARE DE L'EST MAGENTA, France 44 ROOMS, NOVEMBER 2019
ibis styles BEZONS, France 122 ROOMS, SEPTEMBER 2020
ibis styles HAMBURG BARMBEK, Germany 188 ROOMS, APRIL 2020
ibis styles MUNICH AIRPORT, Germany 350 ROOMS, JUNE 2021
ibis styles MUENCHEN PERLACH, Germany 172 ROOMS, NOVEMBER 2021
ibis styles HAMBURG ÜBERSEEUQUARTIER, GERMANY 406 ROOMS, MARCH 2023
ibis styles BUDAPEST PRIELLE, Hungary 104 ROOMS SEPTEMBER 2019
ibis styles ROMA PRINCESS, Italy 288 ROOMS, MARCH 2020
ibis styles WARSZAWA URSUS, Poland 214 ROOMS, OCTOBER 2019
ibis styles BUCHAREST CITY CENTER, Romania 152 ROOMS, MARCH 2020
ibis styles ZURICH CITY CENTER, Switzerland 202 ROOMS, AUGUST 2021
ibis styles ISTANBUL MERTER, Turkey 211 ROOMS, DECEMBER 2020
ibis styles HOUNSLOW, United Kingdom 125 ROOMS, SEPTEMBER 2019

AMERICAS

ibis styles LIBERTY BUENOS AIRES, Argentina 86 ROOMS, NOVEMBER 2019
ibis styles IBIS STYLES SAO PAULO DOWNTOWN, Brazil 198 ROOMS, APRIL 2020
ibis styles SP PARAISO, Brazil 264 ROOMS, MARCH 2020
ibis styles BENAVIDES, Perou 90 ROOMS, MARCH 2020
ibis styles LIMA SAN ISIDRO INGEVEC, Perou 184 ROOMS, SEPTEMBER 2020

AFRICA – MIDDLE EAST

ibis styles MUSCAT OCEC, Oman 280 ROOMS, JUNE 2021
ibis styles MAKKAH AL NASEEM, Saudi Arabia, 1406 ROOMS, JANUARY 2020
ibis styles RIYADH QURTOBA, Saudi Arabia, 325 ROOMS, JANUARY 2021
ibis styles SANDTON, South Africa 290 ROOMS, JANUARY 2021
ibis styles AL GARHOUD, United Arab Emirates 350 ROOMS, JUNE 2020
ibis styles DUBAI SOUK AL KABEER, United Arab Emirates 393 ROOMS, JANUARY 2022

ASIA – PACIFIC

ibis styles BANGKOK RATCHADA, Thailand 266 ROOMS, MARCH 2019
ibis styles MANILA MALATE, Philippines 250 ROOMS, DECEMBER 2021
ibis styles MANILA ARANETA CENTER, Philippines 320 ROOMS, JUNE 2020
ibis styles JAKARTA TANAH ABANG, Indonesia 156 ROOMS, JANUARY 2019
ibis styles JAKARTA SIMATUPANG, Indonesia 142 ROOMS, DECEMBER 2019
ibis styles SHANGHAI ZHANGJIANG, China 102 ROOMS, FEBRUARY 2019
ibis styles GUANGZHOU OUZHUANG METRO STATION, China 215 ROOMS, JUNE 2019
ibis styles SHANGHAI CAOHEJING, China 95 ROOMS, NOVEMBER 2019
ibis styles GUANGZHOU PANYU SHIQIAO, China 163 ROOMS, DECEMBER 2020
ibis styles GUANGZHOU RAILWAY STATION, China 110 ROOMS, DECEMBER 2020
ibis styles SHANGHAI QINGPU SPORTS CENTER, China 68 ROOMS, DECEMBER 2020
ibis styles SYDNEY TOWN HALL, Australia 101 ROOMS, JANUARY 2021
ibis styles SYDNEY AIRPORT, Australia 251 ROOMS, DECEMBER 2020
ibis styles MELBOURNE AIRPORT, Australia 216 ROOMS, DECEMBER 2020

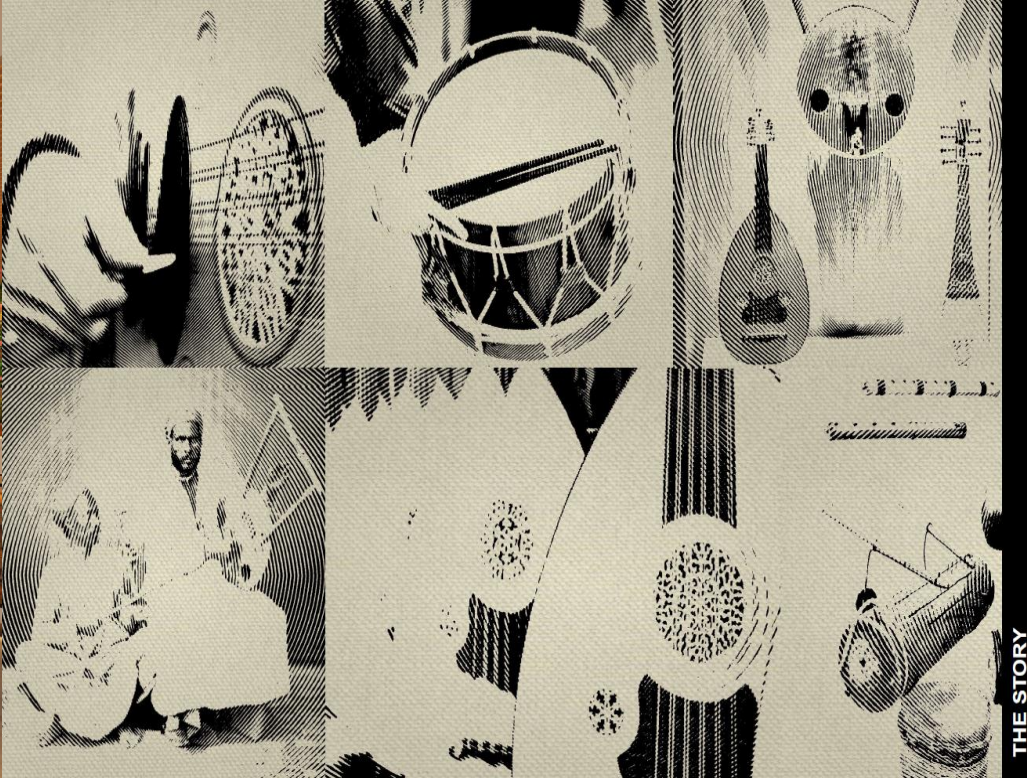


UPCOMING OPENING

Muscat OCEC

280 Keys

(Opening 2021)



THAI CULTURE THEME



Ibis Styles Bangkok Ratchada, Thailand

DESIGN PHILOSOPHY

OUR BRAND POSITIONING
IS EXPRESSED THROUGH
CREATIVE DESIGN.

Each property is a unique project with trendy and playful design inspired by a theme. The chosen theme can be linked to the hotel's location and always springs from the brand's innate creativity.

This eclectic design is arranged to help guests discover the chosen theme, from cycling to cinema to beer, and bring them a surprising and joyful journey throughout their stay.

BRAND PROGRAM

IBIS STYLES BY US

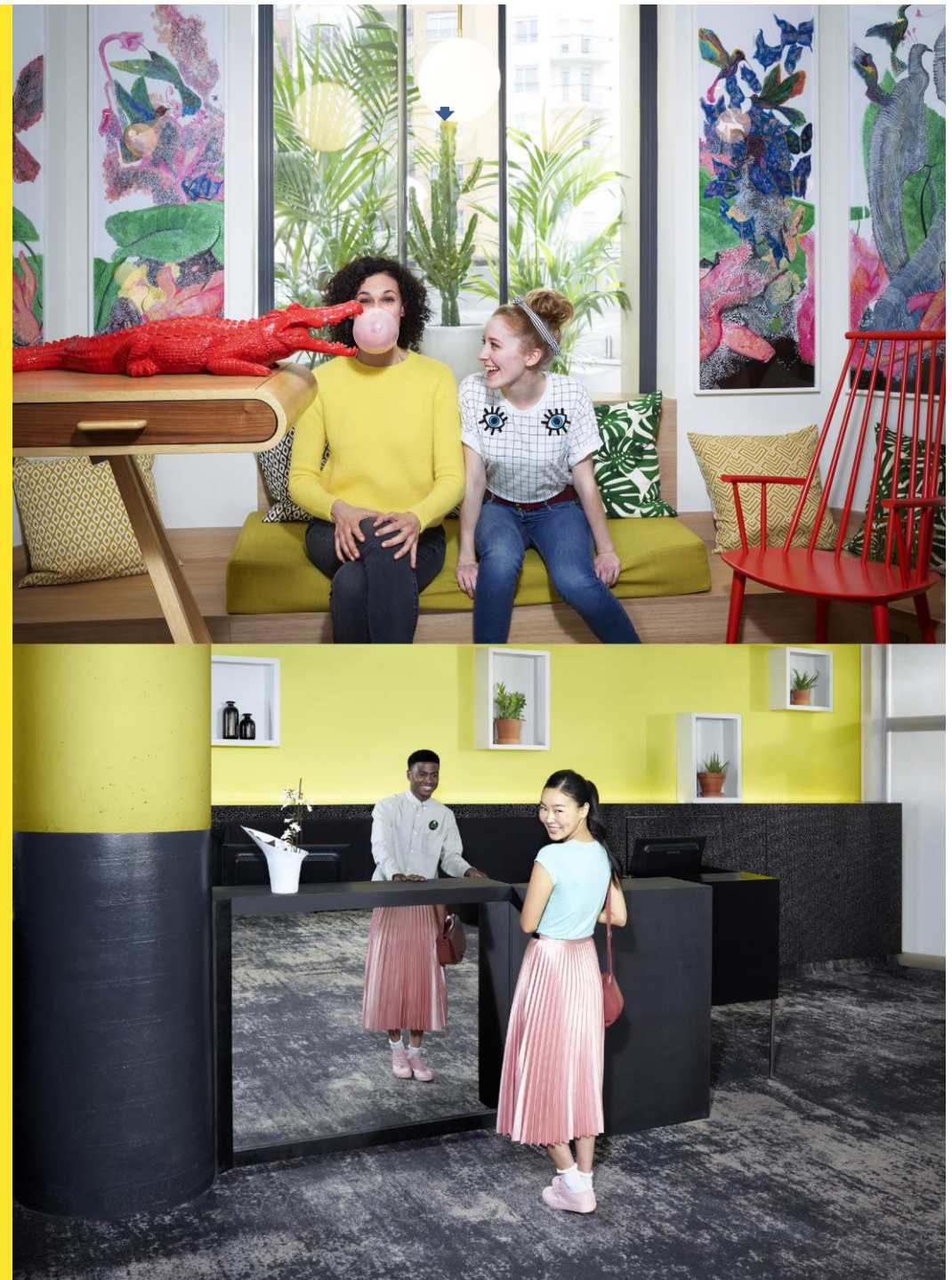
DEMOCRATIZING DESIGN

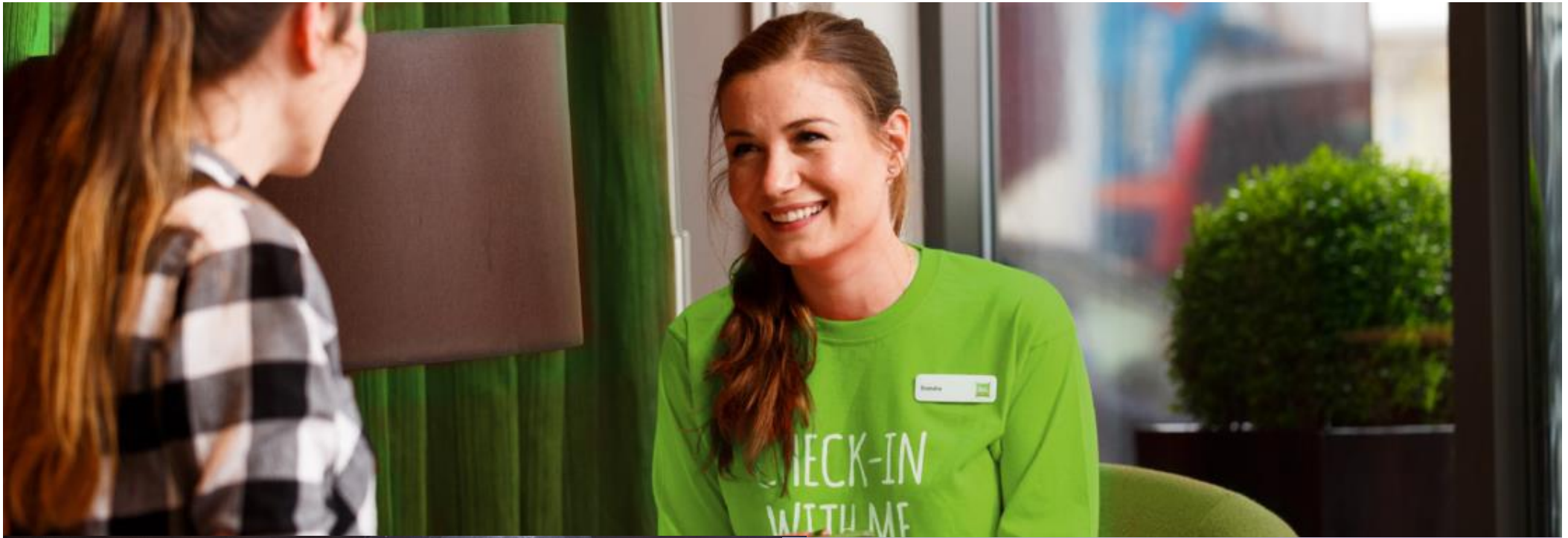
Everyone has innate creative potential locked away inside them, that's why across the next two years, we will invite our community to become the next wave of co-creators.

➔ We will celebrate our shared creativity through a series of in-hotel events, digital activations and iconic partnership

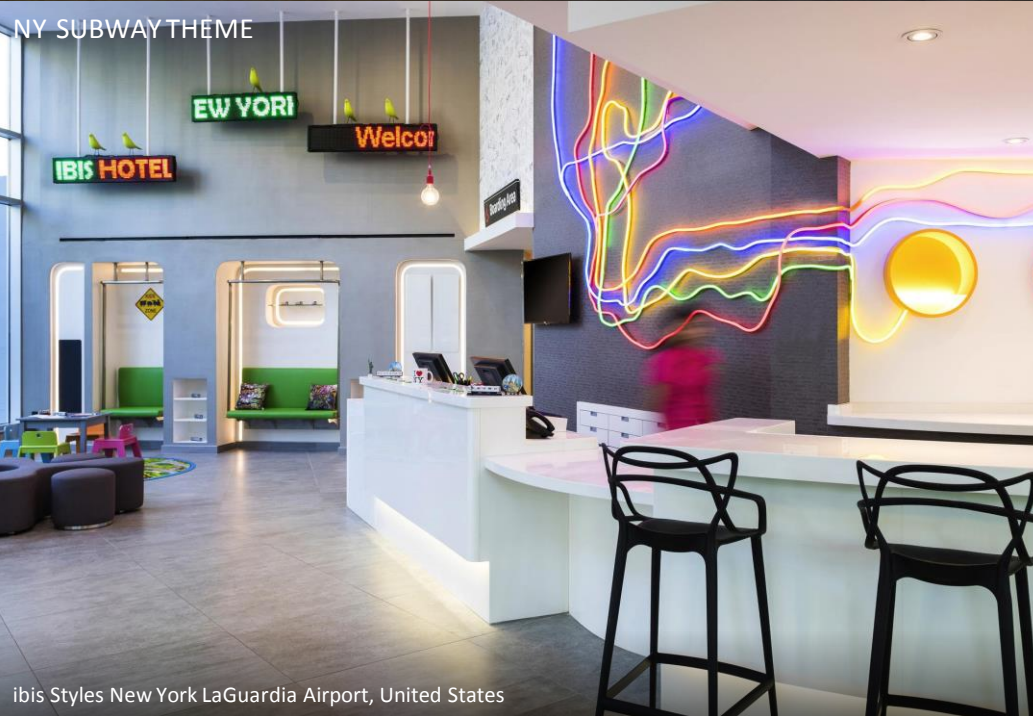
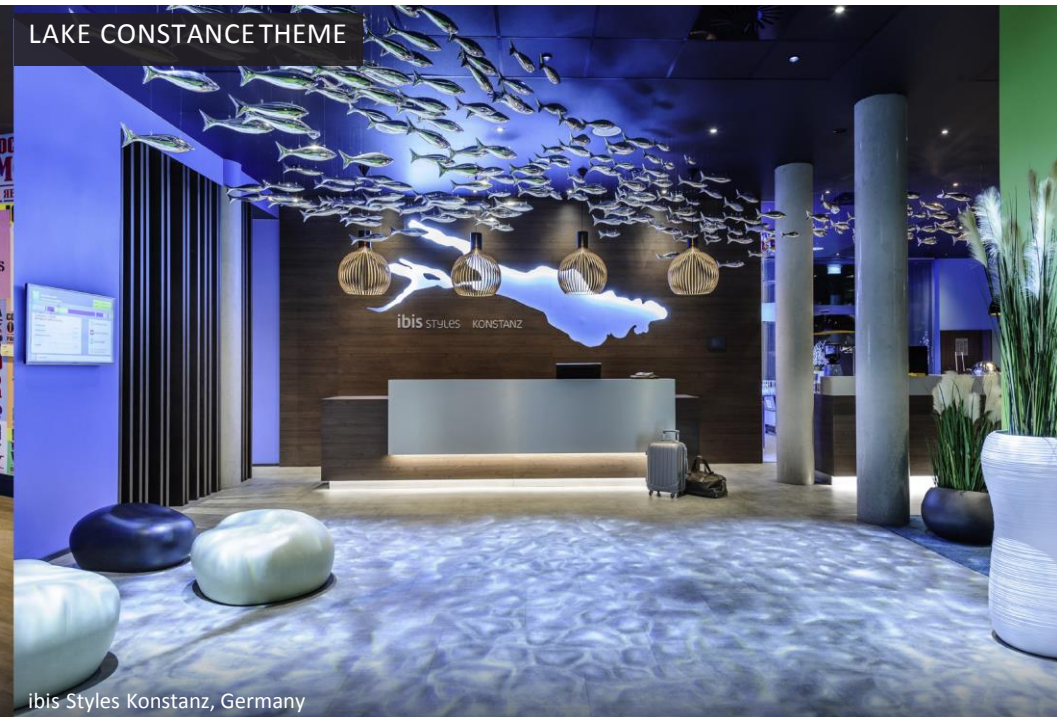
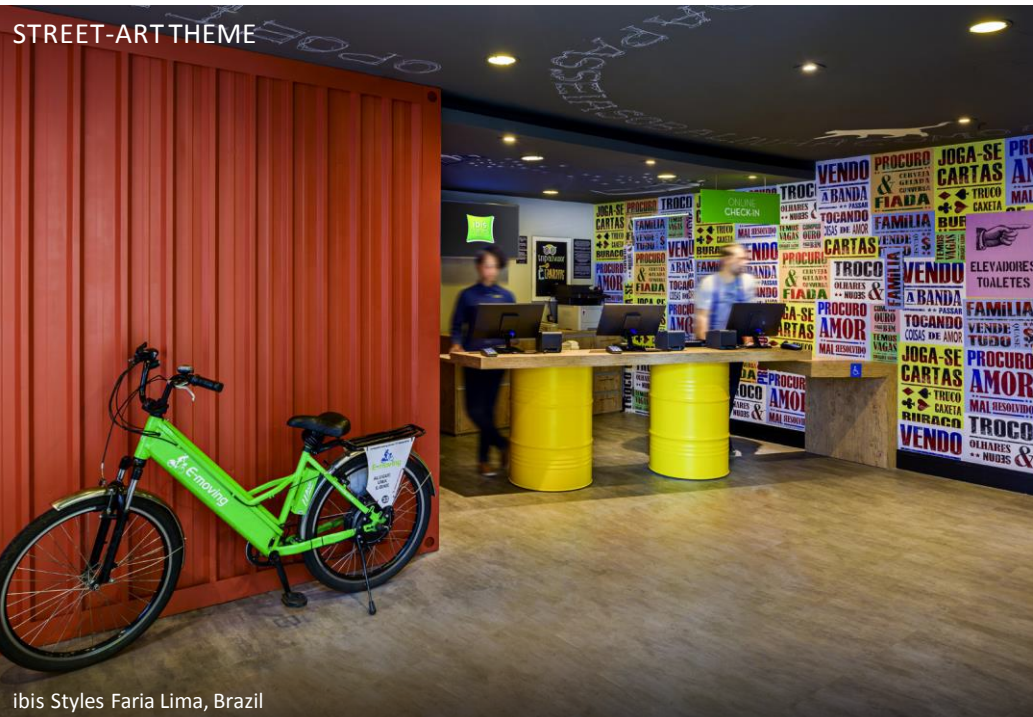
2019 We will organise a global social media contest to inspire photography of playful design, moderated by a selection of famous photographers.

2020 We will launch a limited edition of a revisited iconic item, inspired by our aspirational community and created in collaboration with a famous fashion/lifestyle brand, that consumers can purchase online.





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



SOCIAL HUBS

**DISCOVER
THE THEMES**

Each ibis Styles hotel has its own personality and tells its story.

Inventive & ACE social spaces

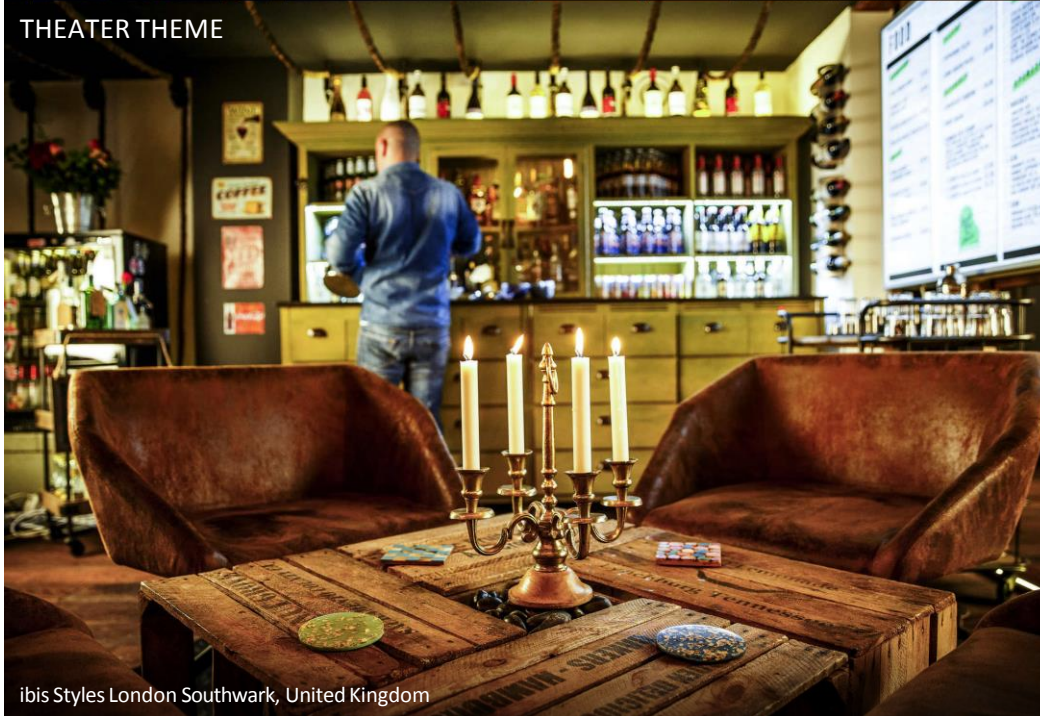
STREET-ART THEME



ibis Styles SP Faria Lima, Brazil

BARS INVENTIVE & ACE

THEATER THEME



ibis Styles London Southwark, United Kingdom

HORSE THEME



ibis Styles Laval Centre Gare, France

BICYCLE THEME



ibis Styles Budapest City, Hungary

HOROCLOGY THEME



ibis Styles Geneva Mont Blanc, Switzerland

BREAKFASTS
**ALL-YOU-CAN-EAT
BUFFET**

LAKE CONSTANCE THEME



ibis Styles Konstanz, Germany



MEDITERRANEAN THEME

ibis Styles Barcelona City Bogatell, Spain



COUNTRY-HOUSE THEME

ibis Styles Paris Gare de l'Est TGV, France



TROPICAL-FEEL THEME

ibis Styles Bali Petitenget, Indonesia

RESTAURANTS
**SIMPLE AND
SURPRISING OFFER**

COMICS THEME



ibis Styles Geneva Carouge, Switzerland

COSTA VERDE THEME



ibis Styles Lima San Isidro, Peru

BEDROOMS

**FAMILY-FRIENDLY,
COMFORTABLE
AND CREATIVE**

Sweet Bed™ by ibis Styles

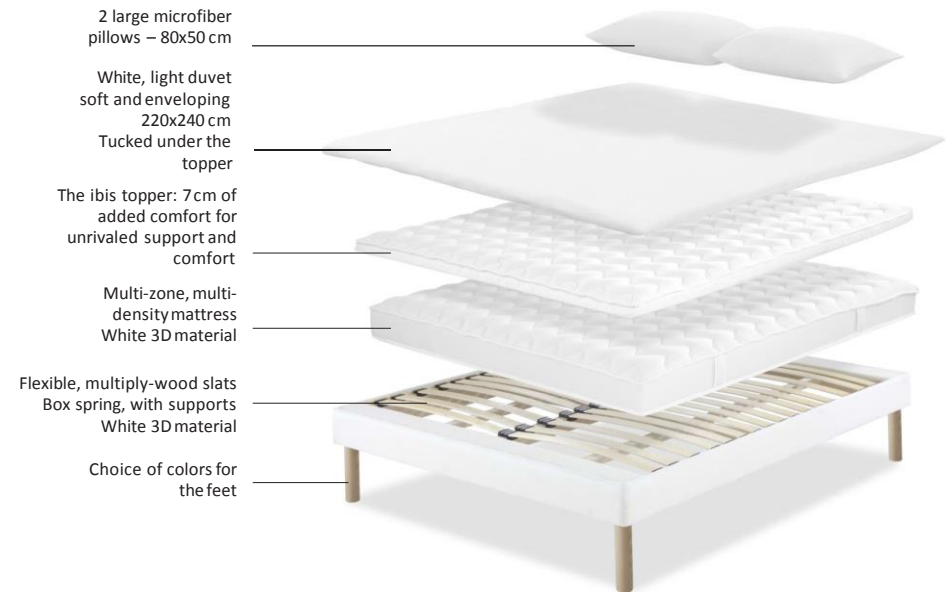
THEATER THEME



ibis Styles London Southwark, United Kingdom

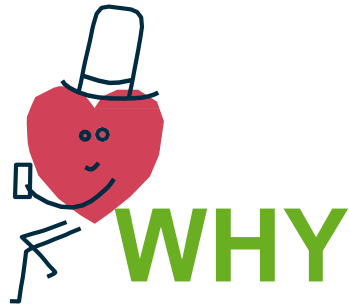


TOP QUALITY



T&C GLOBAL BRAND PROGRAM

THE HEARTIST JOURNEY®



WE CONNECT HEARTS ALL AROUND THE WORLD

All 250.000 of our hearts beat collectively; we are united beyond brands, countries or jobs. Now, we are united by one purpose, we are one heart-beat away from connecting hearts all around the world.

Every day we actively engage with guests and colleagues. When you think about it, being part of AccorHotels means that we are ultimately all connected.

This connection we have with each other is what makes us one brand.



WE ARE HEARTISTS®

HEART + ARTIST
 Passionate and sensitive, everything we do comes from the heart
 Creative and curious, we are experts in what we do.

HEARTIST®

We master the fine art of welcoming, connecting, and serving others. Generous, creative and free, we are passionate about people, attentive to the world. We know how to dream and push limits!



WE MAKE THE WORLD A MORE WELCOMING PLACE

We are driven to connect hearts all around the world. This only works if we, HEARTISTS®, all around the globe, make the world a more welcoming place, moment after moment.



WE PLACE PEOPLE AT THE HEART OF EVERYTHING WE DO

We all have deep feelings and are driven by our passion for people. Guests, colleagues, everyone is welcome. We place people at the heart of everything we do, and that is the ONLY way we do it.

To know more about the content of the AccorHotels story: Heartiststory.com

ibis FAMILY NEW COMMUNICATION PLATFORM WE ARE OPEN

Increase **brand awareness**
(esp. for 18-35 generation)

Improve emotional perception by
establishing ibis on a **lifestyle territory**

Ladder up from product comfort promise
To an inspirational value

Claim the value of **OPENNESS** for ibis , a brand
that welcomes everyone everywhere

Assets to be delivered in March 2019



SOCIAL MEDIA



The reach platform

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



The brand image lever

33K subscribers on global channel
23M video views



The showcase of our hotels and destinations

24K followers on global account
85M impressions

IBIS.COM

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

WORLDWIDE CAMPAIGNS

#JustForFriends

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

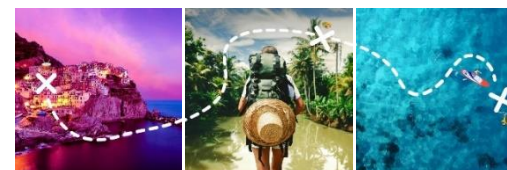
+35M reach
+46M impressions
+85K engagements
+9M views



#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)



WE MEASURE SUCCESS THROUGH THE EVOLUTION OF:

Brand
awareness

21%

Our objective is to be the best-known design-hotel brand in the economy segment: +3 to 5% awareness.

Source: BEAM by end of 2018

Brand
perception

ibis Styles is highly rated as modern, creative and trendy with positive staff and better room comfort than competitors.

Our objective is to continue reinforcing our creative-design positioning.

Source: BEAM by end of 2017

Brand
margin

12.7€

Our objective is to maintain this price premium.

Source: BEAM by end of 2018

Reputation
Performance Score

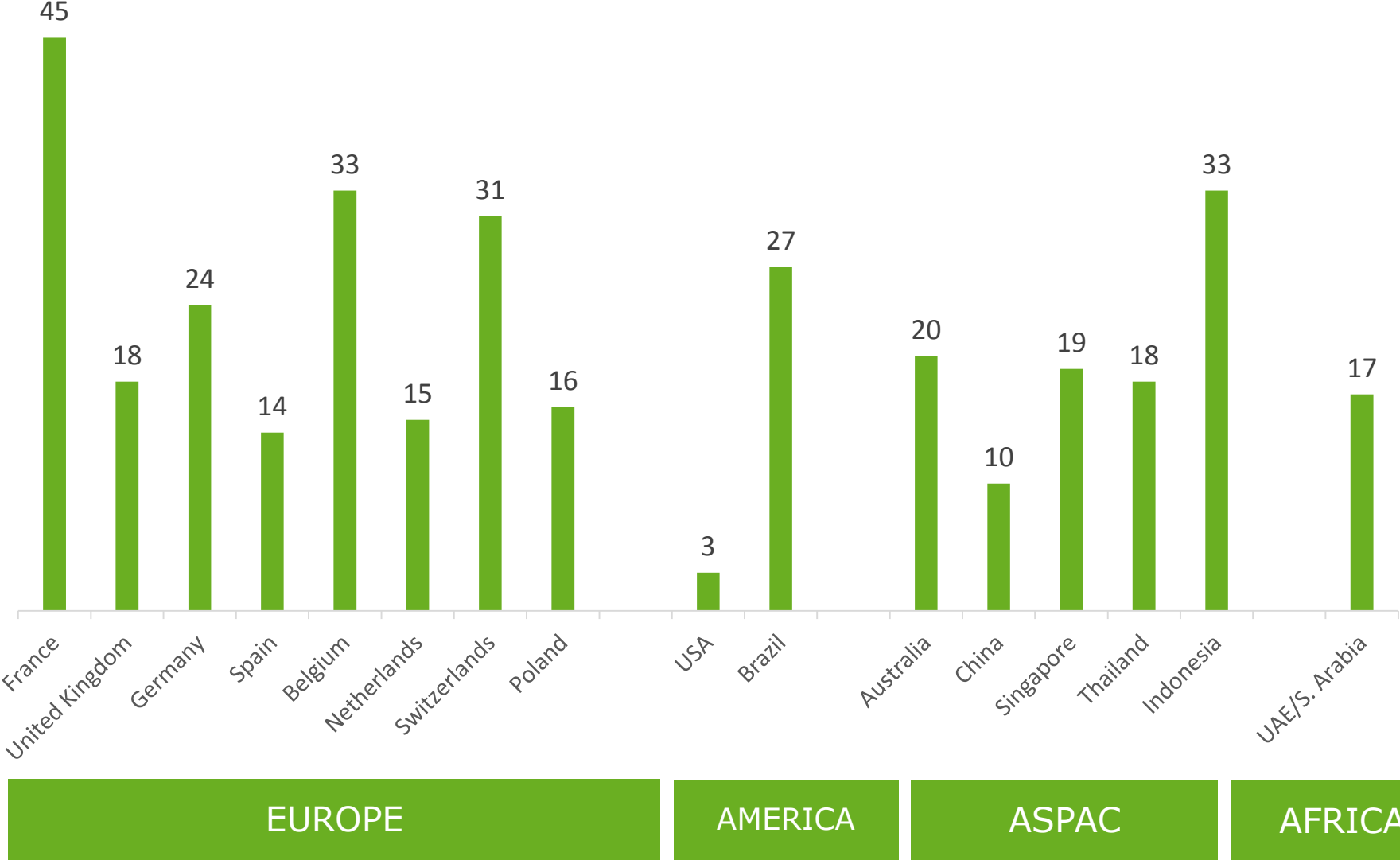
81.7%

Very good

Our objective is to reach 82.32 pts in 2018.

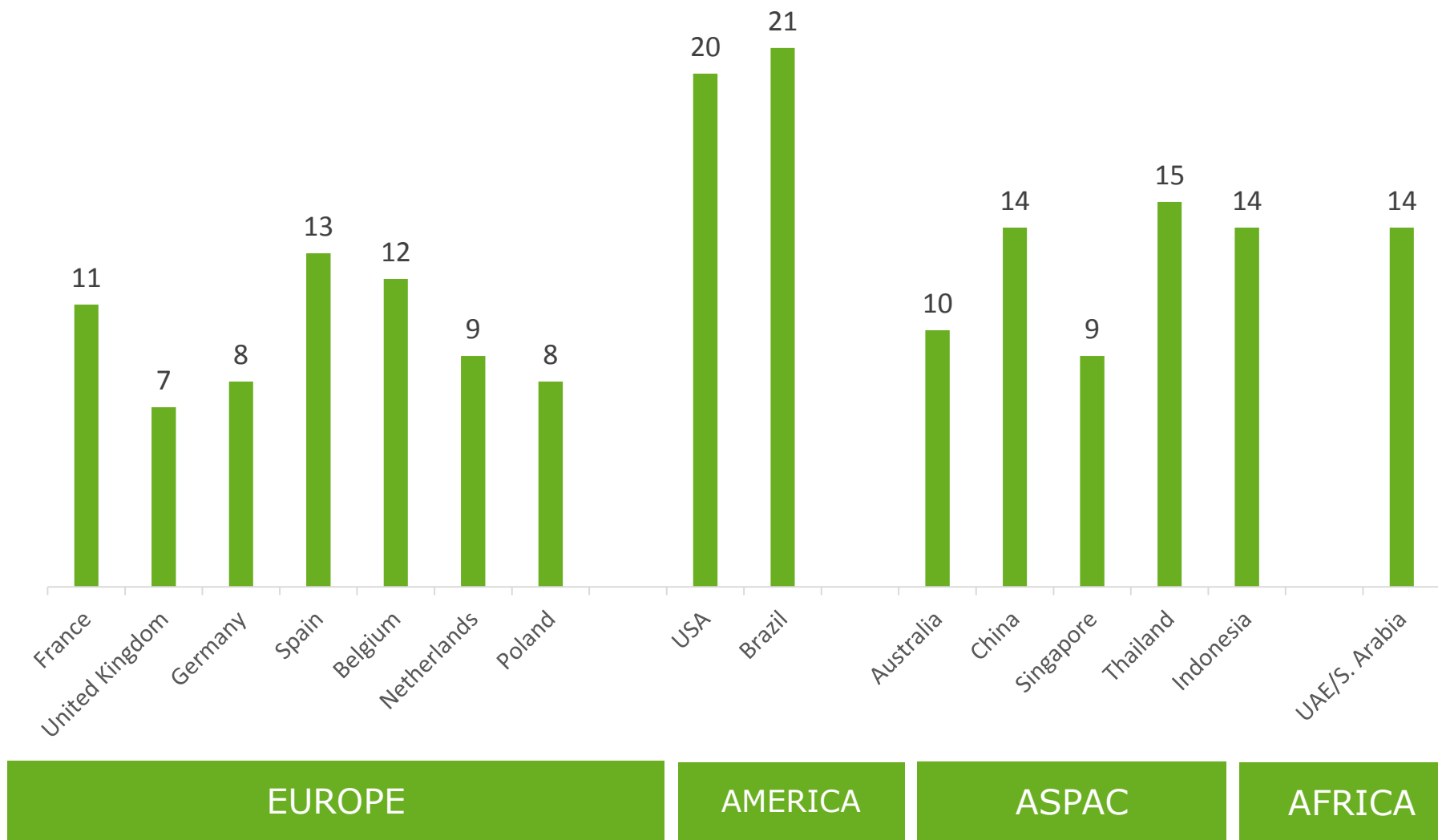
Source: TrustYou by end of 2018

BRAND AWARENESS (%)



BEAM Figures as of end 2018.

BRAND MARGIN (€)



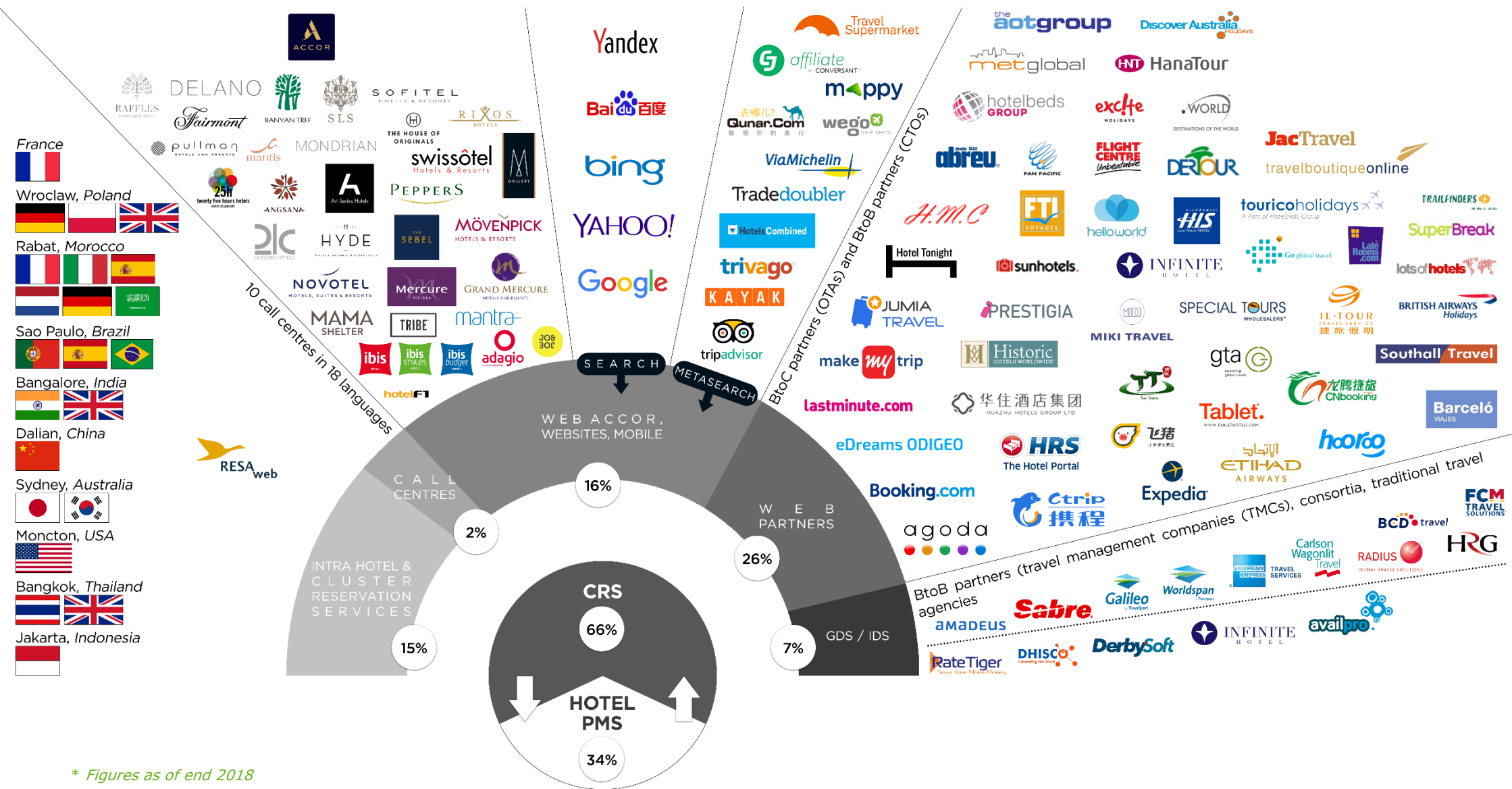
BRAND MARGIN® IN €

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 ».

Figures as of end 2018.

ACCOR DISTRIBUTION SOLUTION

ACCOR OFFERS > 110 GLOBAL DISTRIBUTION CHANNELS AT BEST MARKET CONDITIONS



* Figures as of end 2018

ibis Styles DISTRIBUTION PERFORMANCE

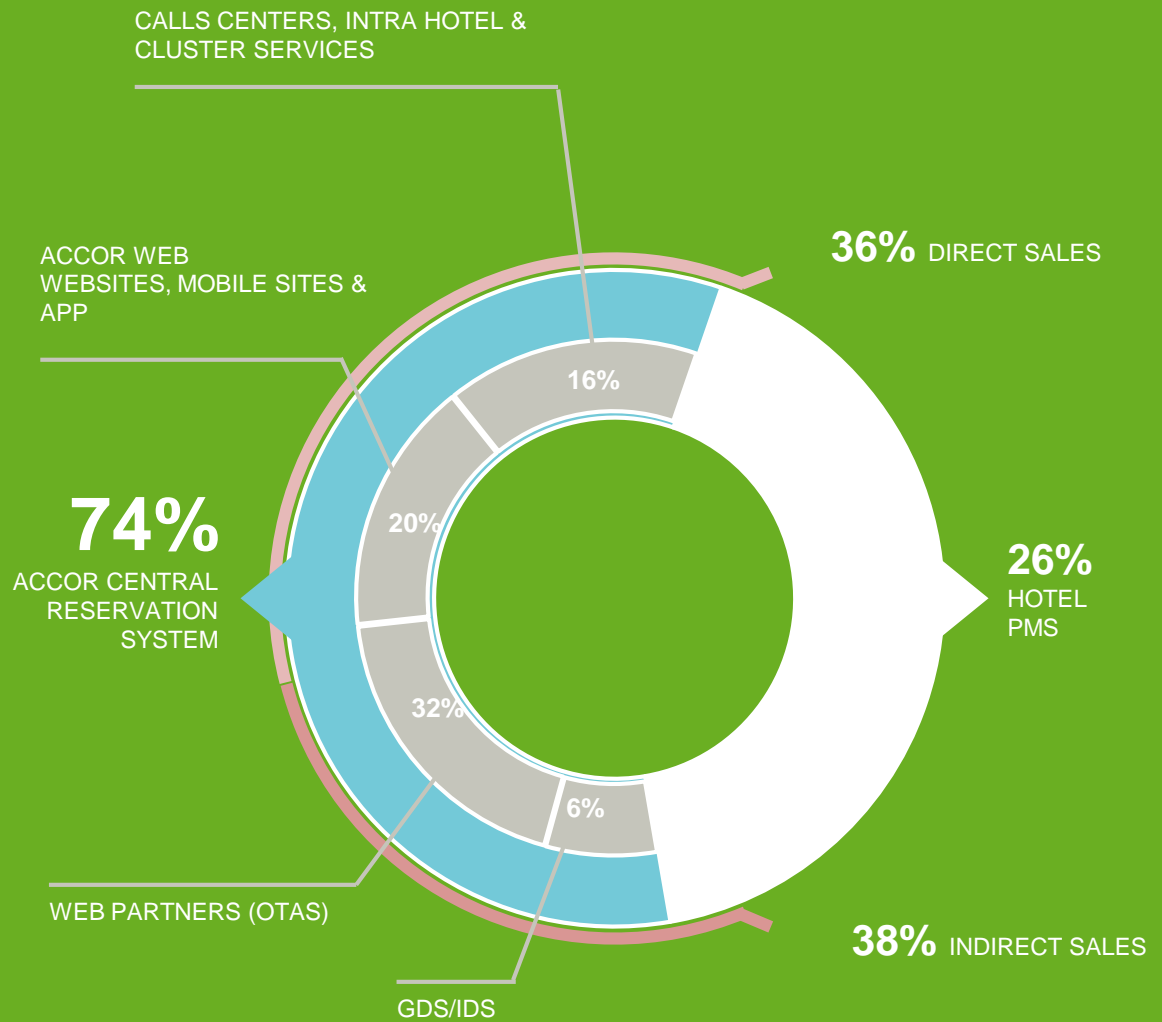
POWERED BY ACCOR

FOCUS WEB

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

52% *ibis styles* room revenue

€414 M *Ibis Styles* room revenue



REPUTATION PERFORMANCE SCORE

ibis styles
AVERAGE RPS
82,57%

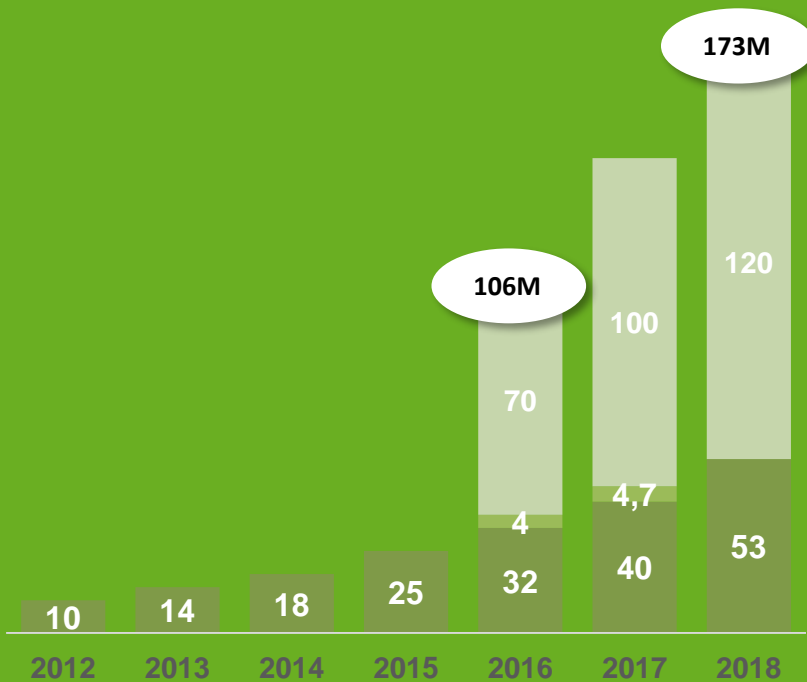


LE CLUB ACCORHOTELS

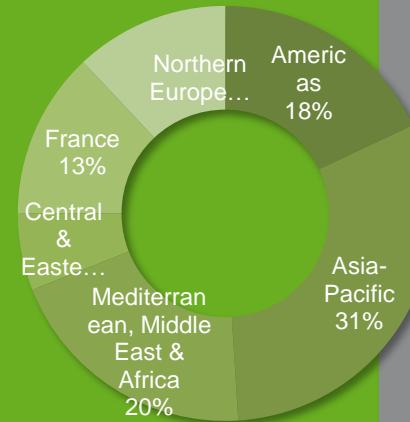
ACCOR OWNS THE MOST INTERNATIONAL & FAST GROWING LOYALTY PROGRAM

Loyalty members - Worldwide

- Le Club AccorHotels
- FRS loyalty program
- Huazhu loyalty program



Guests' origin - Worldwide



A Worldwide program:

- 20 brands
- 3,500 hotels in 100 countries
- Free enrollment
- 100% Web based program
- More than 27,7k 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 styles*

PROGRAMMING & DEVELOPMENT RECOMMENDATION

	AAA ultra city center location, historic conversion	WORLDWIDE
RECOMMENDED NUMBER OF ROOMS	>80 keys (Franchise) >125 keys (Management)	100 keys and +
ROOM AVREAGE SIZE	13 - 24 sqm	20 - 24 sqm
TGFA / ROOM	-15%/-20% of worldwide	40 - 50 sqm

FOOD & BEVERAGE 1 Restaurant*, shared with breakfast room
1 Bar*

		PRIME LOCATIONS	SECONDARY LOCATIONS	AIRPORTS SUBURBS
WELL-BEING	Fitness center* Swimming pool (nice to have)	●	●	●
MEETINGS	Meeting rooms* Web Corner Kids Area	●	●	
		●		

* On Market Demand

Thank You