



Why invest *ibis* 2025

GLOBAL DEVELOPMENT
PREMIUM, MIDSCALE & ECONOMY DIVISION

WELCOME TO IBIS

Because right next door and all over the world there is always an ibis hotel to welcome you.



WHY IBIS?

Smart Business Model

Join the segment's best-known & trusted brand.

Benefit from

- Proven strong RGI performance
- Predictable development & operating costs resulting in highest GOP margins.

Loved by guests around the world

A global footprint of nearly **1,400 hotels**, offering warm and cosy social places open to all
And **leading experience vs competitors** in comfort, friendly staff and tasty breakfast.

Powerful Distribution Eco-system

Leverage Accor's sales, marketing, distribution & loyalty platform from day 1

Connecting you with valuable global business & directly contributing **79% of your room revenue.**

Smart Business Model

Chapter

01



*Topline
Investment
EBITDA*



Smart Business Model

EBITDA OPTIMISATION
STRONG ROE AND POSITIVE IMPACT ON EXIT YIELDS
REAL ESTATE AND BUSINESS ASSET APPRECIATION

| | | | |
|------------|-------------------------------------|-------|--|
| TOPLINE | Highest awareness of its category | 65% | Average awareness in 19 key countries in 2024 |
| | Strong RGI vs competitors | 116,6 | RGI Full Year 2024 |
| INVESTMENT | Predictable development costs | 3 | Efficient & adaptable Design concepts optimising every sqm |
| EBITDA | Proven business model with high GOP | 46% | GOP in 2024 vs. 32,9% Economy segment (STR 2024) |

TOPLINE

Highest awareness of its category

BRAND AWARENESS

65%

Vs. Holiday Inn Express - 42%
Premier Inn - 29%
Kyriad - 15%

**Brand awareness index
vs competition: 218**

Worldwide, ibis is the undisputed leader of economy brands (95% in France, nearly 80% in the UK, Germany and Brazil and over 70% in Indonesia, Spain and Australia)

BRAND MARGIN

€13

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





TOPLINE

With a global footprint of nearly 1,400 hotels open and in the pipeline

16%

Americas



185

51



26,955

5,741

54%

Europe & North Africa



712

36



79,499

3,821

9%

MEAPAC



126

14



25,320

2,854

21%

China & Others



230

31



23,982

2,998

ibis

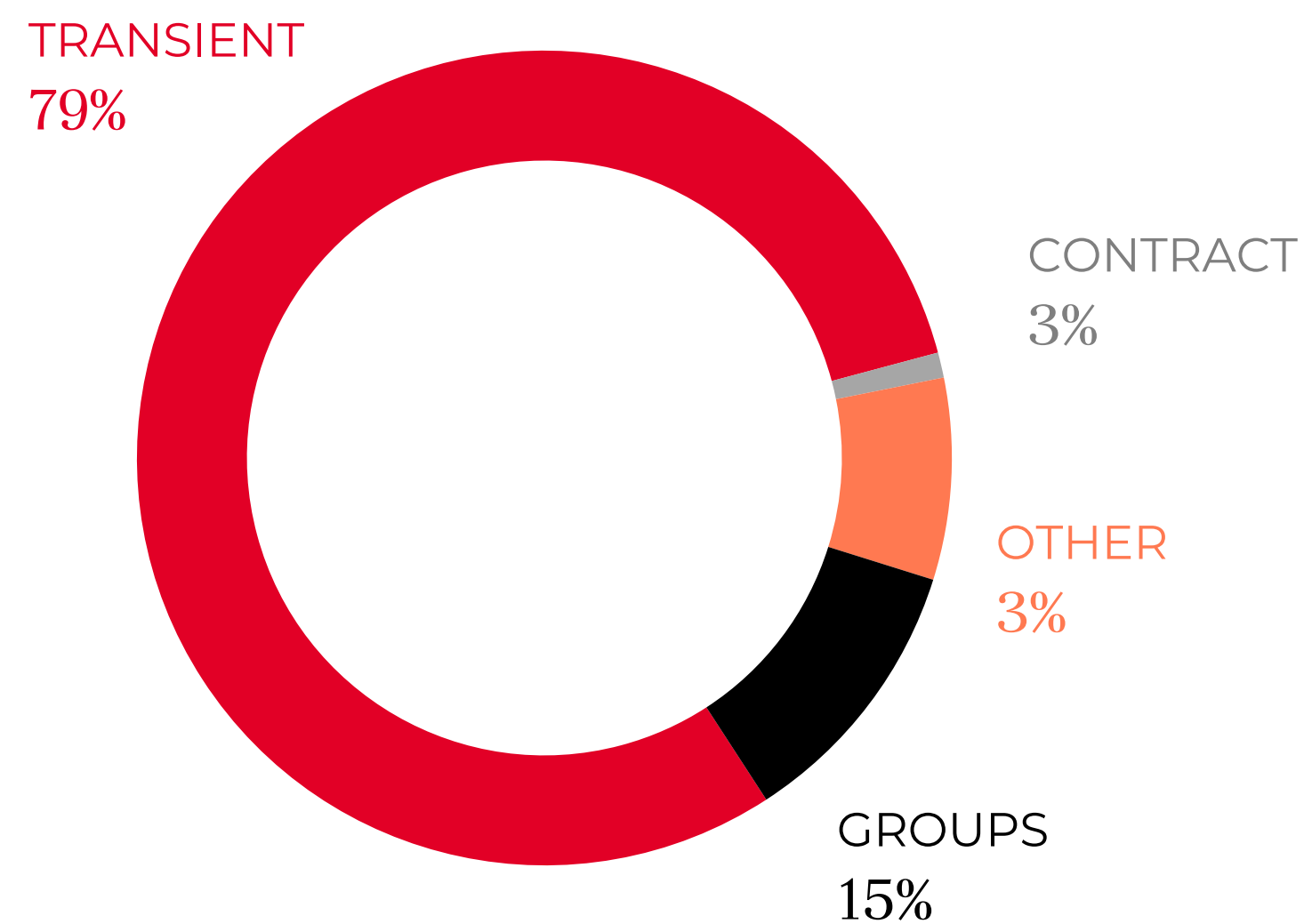
| | NETWORK | PIPELINE |
|--|---------|----------|
| | 1,253 | 132 |
| | 155,756 | 15,414 |

All figures as of end June 2025
Breakdown network + pipeline by region is calculated by number of rooms

TOPLINE

Resulting in **79%** of
revenue generated by
transient individuals

BOOKING REVENUE IBIS NETWORK
FULL YEAR 2024





TOPLINE

Strong RGI vs competitors

Flagship examples
– rank in compset

116,6

NETWORK REVENUE
GENERATION INDEX

Full Year 2024



#1 ibis Osaka Umeda, Japan

Individual Hotel Source:
STR FY June 2024



#1 ibis Riyadh Olaya Street, Saudi Arabia



#1 ibis London City, Shoreditch, UK

#1 ibis Thane Mumbai, India





TOPLINE

Strong RGI vs competitors

Flagship examples
– rank in compset

116,6

NETWORK REVENUE
GENERATION INDEX

Full Year 2024



#1 ibis Dubai World Trade Centre, UAE

Individual Hotel Source:
STR FY June 2024



#1 ibis Berlin Kurfuerstendamm, Germany



#1 ibis Geneve Centre Gare, Switzerland

#1 ibis Wellington, New Zealand





TOPLINE

Performing on scale in markets globally



Chennai, *India*

| 3 HOTELS | |
|----------|-----|
| RGI | 120 |
| CBD | 81% |



Dubai, *UAE*

| 6 HOTELS | |
|----------|-----|
| RGI | 124 |
| CBD | 74% |



Warsaw, *Poland*

| 4 HOTELS | |
|----------|-----|
| RGI | 119 |
| CBD | 74% |



Bordeaux, *France*

| 5 HOTELS | |
|----------|-----|
| RGI | 134 |
| CBD | 78% |

RGI + CBD data only for Managed hotels
Source: Accor Year end 2024
Central Brand Delivery = Room Revenue Delivered through Accor Channels

INVESTMENT

Predict your development costs with efficient design concepts

Choose from 3 adaptable design concepts, creating casual and vibrant social spaces.

Accor Design & Technical Services experts are fully mobile to support implementation & surface optimisation.

CHOOSE FROM

1. AGORA BY INNOCAD
 2. PLAZA BY FGMF
 3. SQUARE BY SODA
- OR BESPOKE CONCEPTS

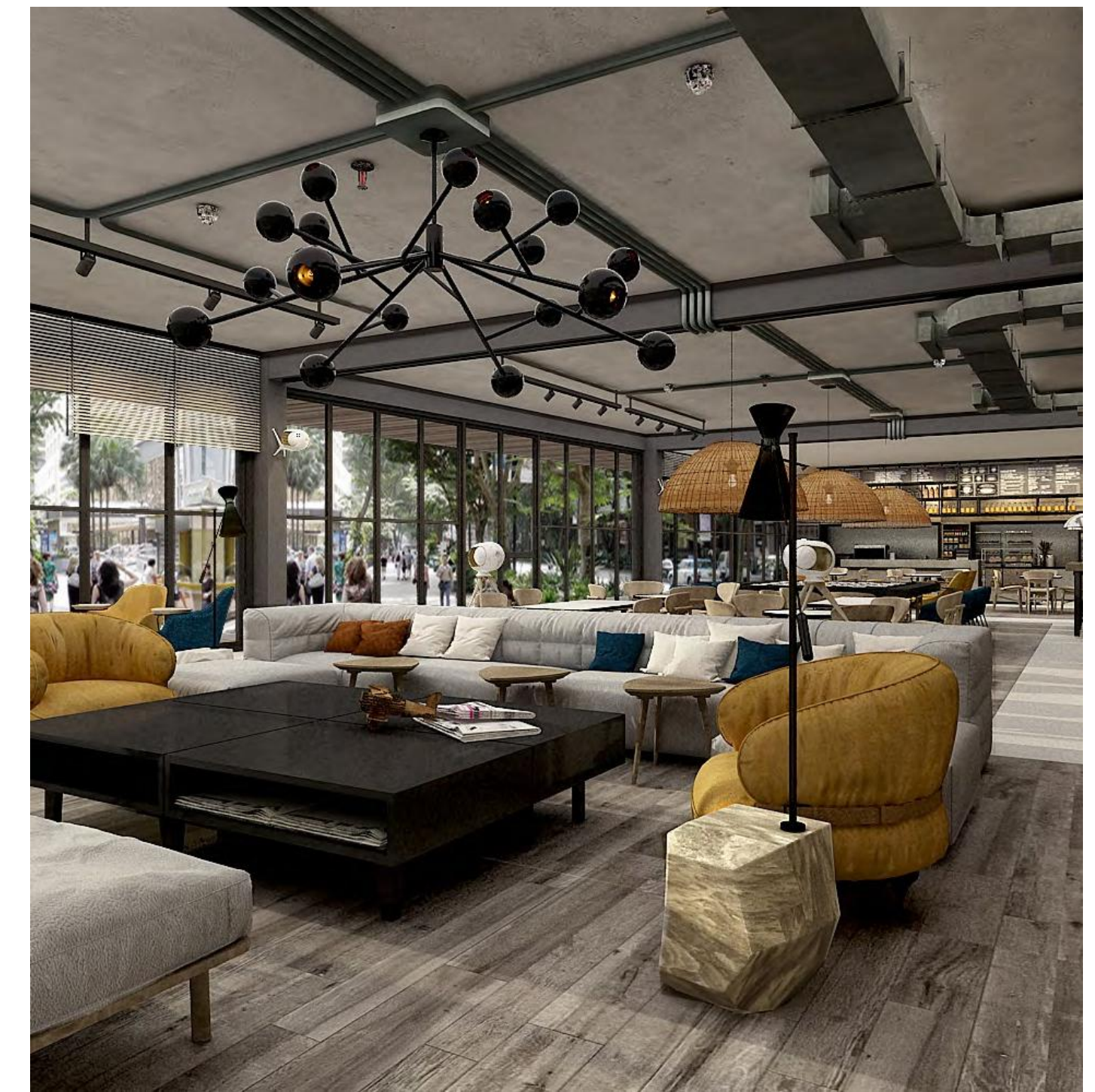


2. PLAZA

1. AGORA



3. SQUARE



BUSINESS CASE

Conversion of
Première Classe
to ibis, *France*



Tier 1 city France
Location: AAA

Number of rooms: 83

2 years post rebranding

RPS +4 pts

Total Revenue +75%

GOP Margin +13 pts up to 48%

EBITDA increase +€0.5M

ROI 30% (€1.7M CAPEX)



*RPS measures the overall hotel online reputation based on several sources : Guest satisfaction survey and online reviews from sources such as Booking, Tripadvisor, Ctrip etc

BUSINESS CASE

New Build,
Middle East

Number of rooms: 153
Location: AAA
Opened July 2022

Results – (2024)

| | |
|----------------------------|--|
| RGI | 110 |
| | Comp set includes: Premier Inn Ramada Encore by Wyndham |
| RPS Competitor Index | 106 |
| Central Brand Delivery* | 75.3% |

*CBD measures the business in room revenue brought by Accor to the hotel through the 3 main group levers: Distribution (through Central Reservation System - CRS), Loyalty & Sales.
*RPS measures the overall hotel online reputation based on several sources : Guest satisfaction survey and online reviews from sources such as Booking, Tripadvisor, Ctrip etc



Loved by guests

Chapter

02



Brand positioning
TOP 3 USPs

BRAND POSITIONING

FRIENDLY
OUTGOING
OPEN TO ALL

ibis are cosy and
comfortable hotels



TOP 3 USPs

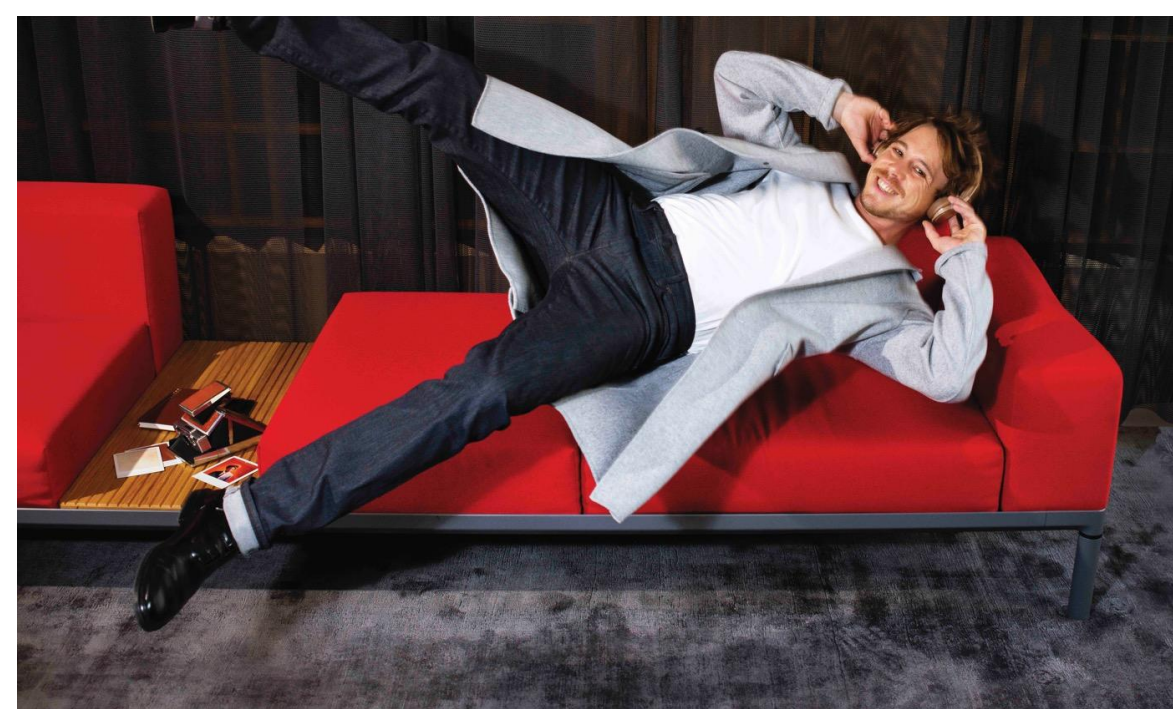
Our promise to guests all over the world



1 ibis embodies
contemporary
spaces that feel like
home



2 ibis is the trustworthy
choice for all travellers
around the world



3 Eat, work &
play in a cosy
atmosphere



USP #1

ibis embodies



Contemporary spaces
that feel like home

With a real feeling of home away from home, each ibis hotel has its own character to attract customers and create the preference among the crowd.

#1 in Staff & Service

Sentiment Score* at 83.41
vs. competitors between 65.00 and 78.00**

* Sentiment Score

**Competitors include: B&B, Hampton, Spark by Hilton, Holiday Inn Express and Premier Inn

Source: Trust You 2024





USP #2

ibis is the
trustworthy choice



for all travelers
around the world

Product & service offers above
segment standards, at an economic
price (24/7 breakfast and F&B offer,
Sweet Bed concept...)

#1 in Breakfast

Sentiment Score* at 77.71
vs. competitors between 46.00 and 77.00**

* Sentiment Score

**Competitors include: B&B, Hampton, Spark by Hilton, Holiday Inn Express and Premier Inn

Source: Trust You 2024

Warm and friendly service

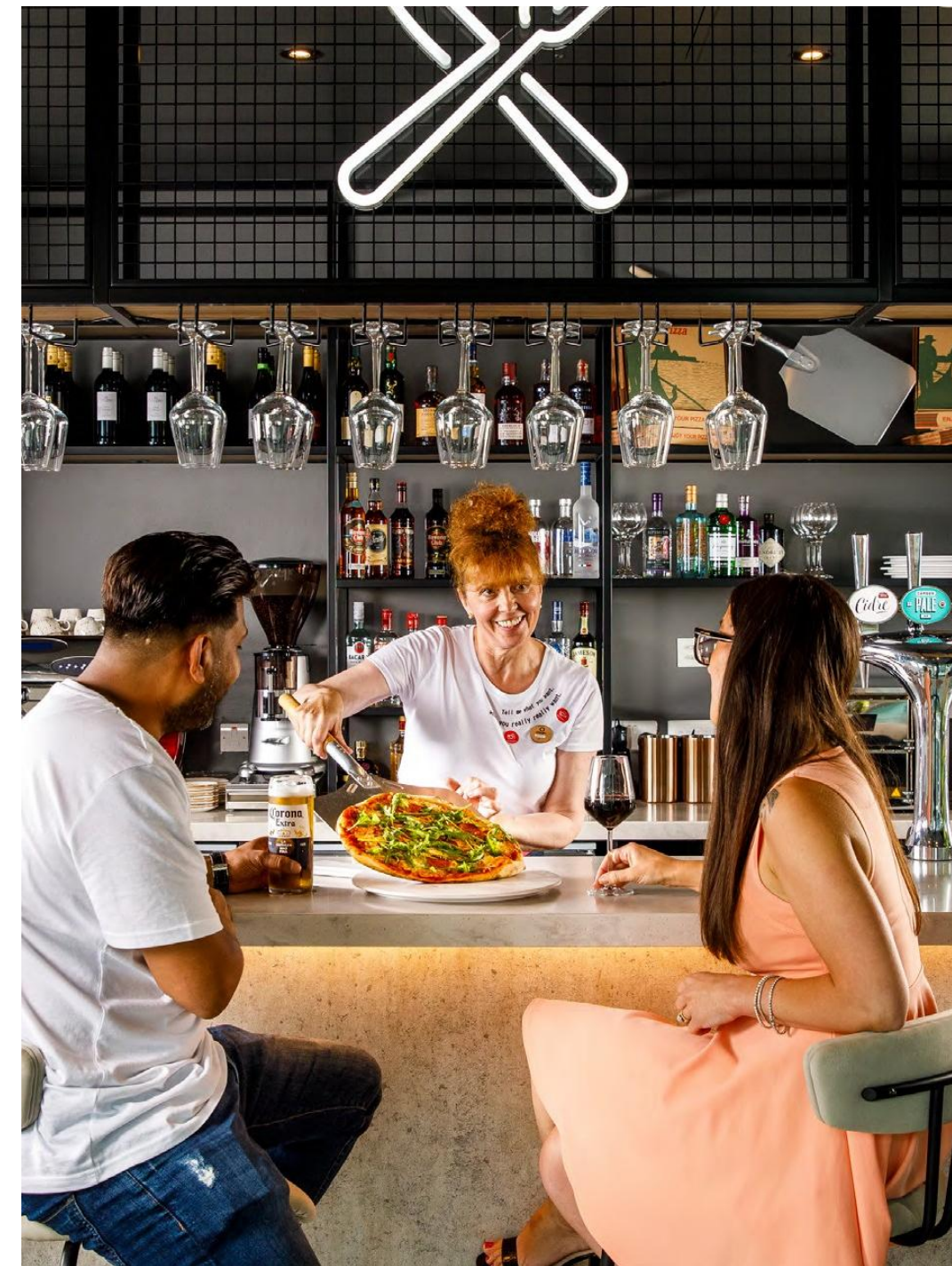
The ibis service culture is all about making our guests feel like home. With the removal of reception desks, Mobile Welcome provides guests and locals with a warm, personalised and seamless welcome.

Comfortable & adaptable guest room

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. First and only in the economy segment to develop its own concept of bedding – Sweet bed™ by ibis.

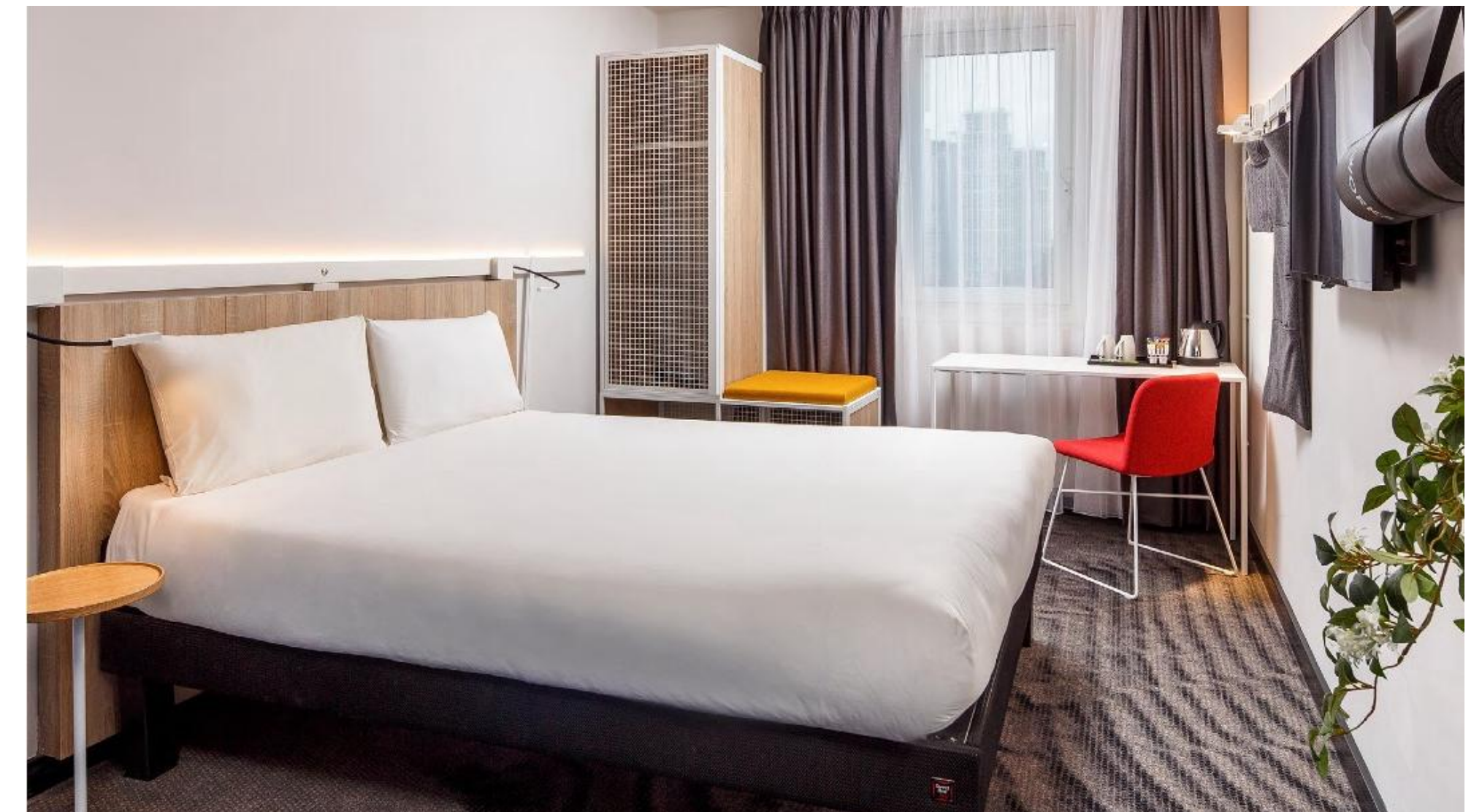
Casual and cosy F&B

ibis offers 24/7 food & beverage solutions at an economic price, above segment standards. The bar is the focal point of the social experience at the hotel, where our guests can relax & socialize.



Best loved breakfast

All you can eat buffet (6:30am to 10am) with unique signature treats & 24h take-away breakfast bag.





USP #3

Eat, work & play



in a cosy atmosphere

Off-the-shelf F&B concepts
Co-working solutions.

#1 in Location

Sentiment Score* at 94.49
vs. competitors between 91.00 and 93.00**

* Sentiment Score

**Competitors include: B&B, Hampton, Spark by Hilton, Holiday Inn Express and Premier Inn

Source: Trust You 2024

Off-the-shelf F&B concepts

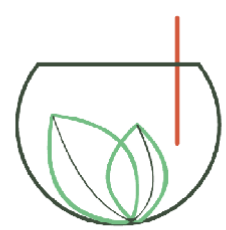
ibis offers off-the-shelf F&B concepts to plug in hotels, attracting both locals and guests in a casual and cosy atmosphere.



AMY'S SPOT



AIRBERT'S PLACE



lily's garden

Co-working solutions

With our co-working brand "Wojo" or a bespoke concept, social space is optimised during the day, attracting neighbors or travelers.





TOP 3 USPS

Guest journey & experience

KEY STANDARDS AT A GLANCE

| Arrival & departure | Living Social Spaces | Guest room | F&B |
|------------------------------------|---|---|--|
| 24/7 Reception Staff dress code | Contact staff 24/7 Fixed or free promise High-end sound system & Brand music playlist Board games in the lobby | Sweet Bed™ by ibis Branded amenities | Breakfast buffet 24/7 F&B offer Great Bar around a signature drink |

Distribution ecosystem

Chapter

03

*Accor Sales,
Distribution & Loyalty
ibis digital scale*

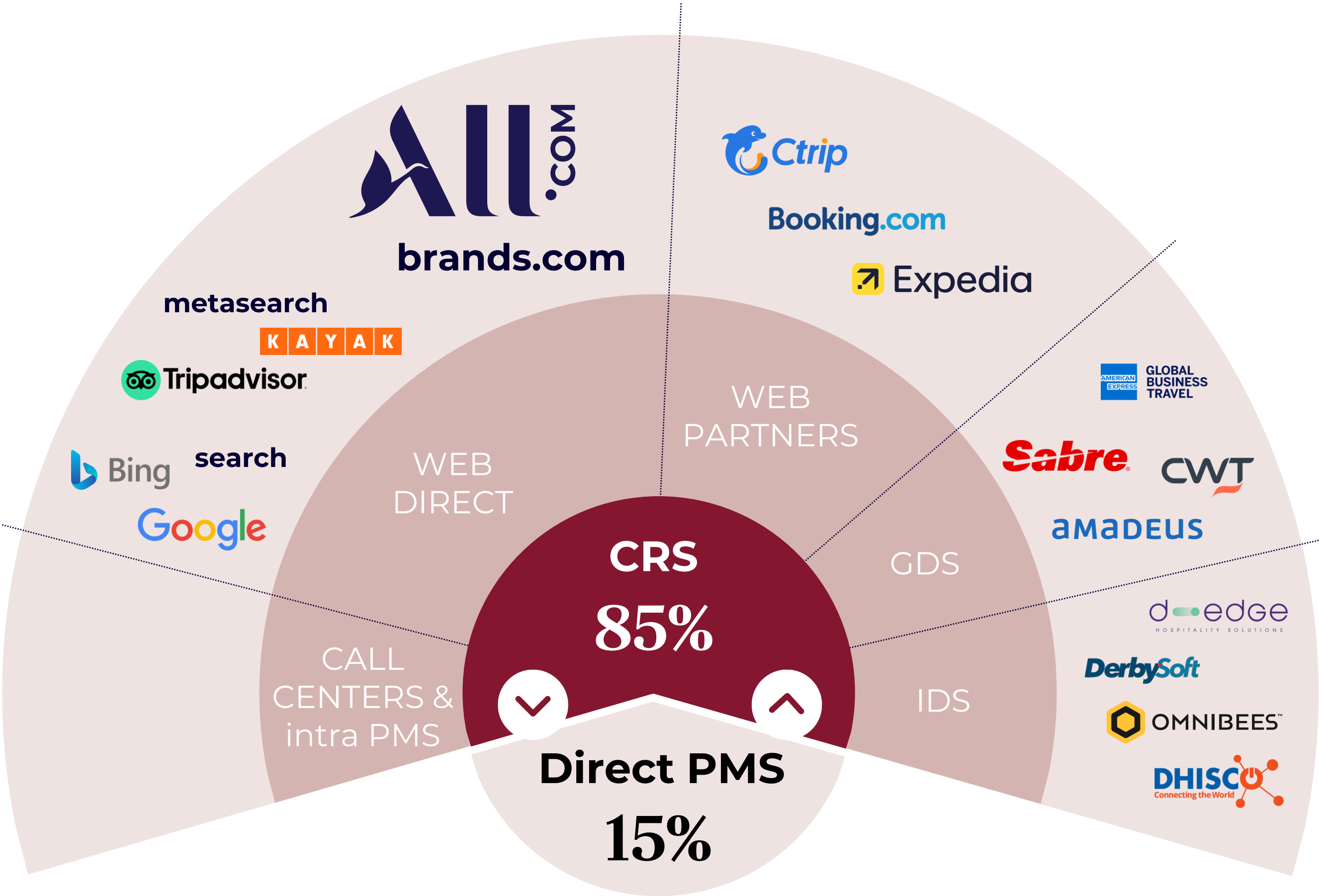


CONNECT YOUR HOTEL

To the widest
distribution
ecosystem

140+

Connected partners
included **Search /
Metasearch / OTA /
GDS / IDS**, both
global and regional



Including best OTA discounted rates

AND ACCESS

A global sales office
with strong expertise

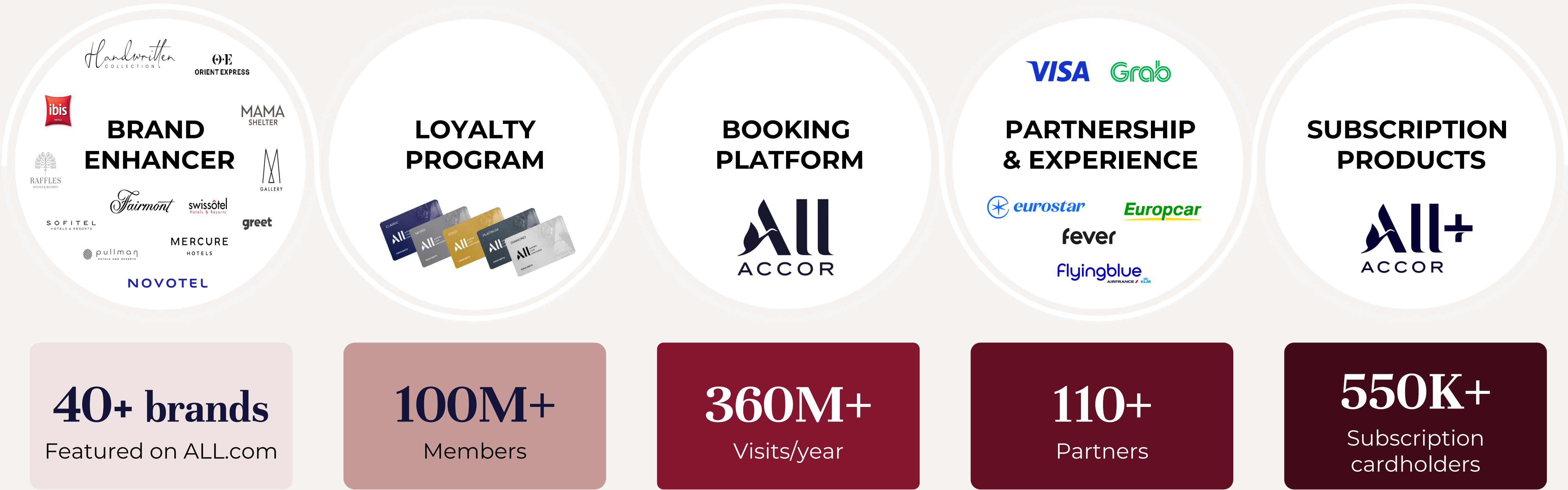
450+
Sales
professionals

ACROSS
34
Countries

COVERING
80%
of the globe

BENEFIT FROM

A solid web direct and best loyalty program ALL Accor



Strong revenue contribution for hotels

ALL ROI FOR OWNERS

x9

AWARDS SINCE LAUNCH

39





IBIS DIGITAL SCALE

Boost direct sales with ibis digital scale

IBIS.COM

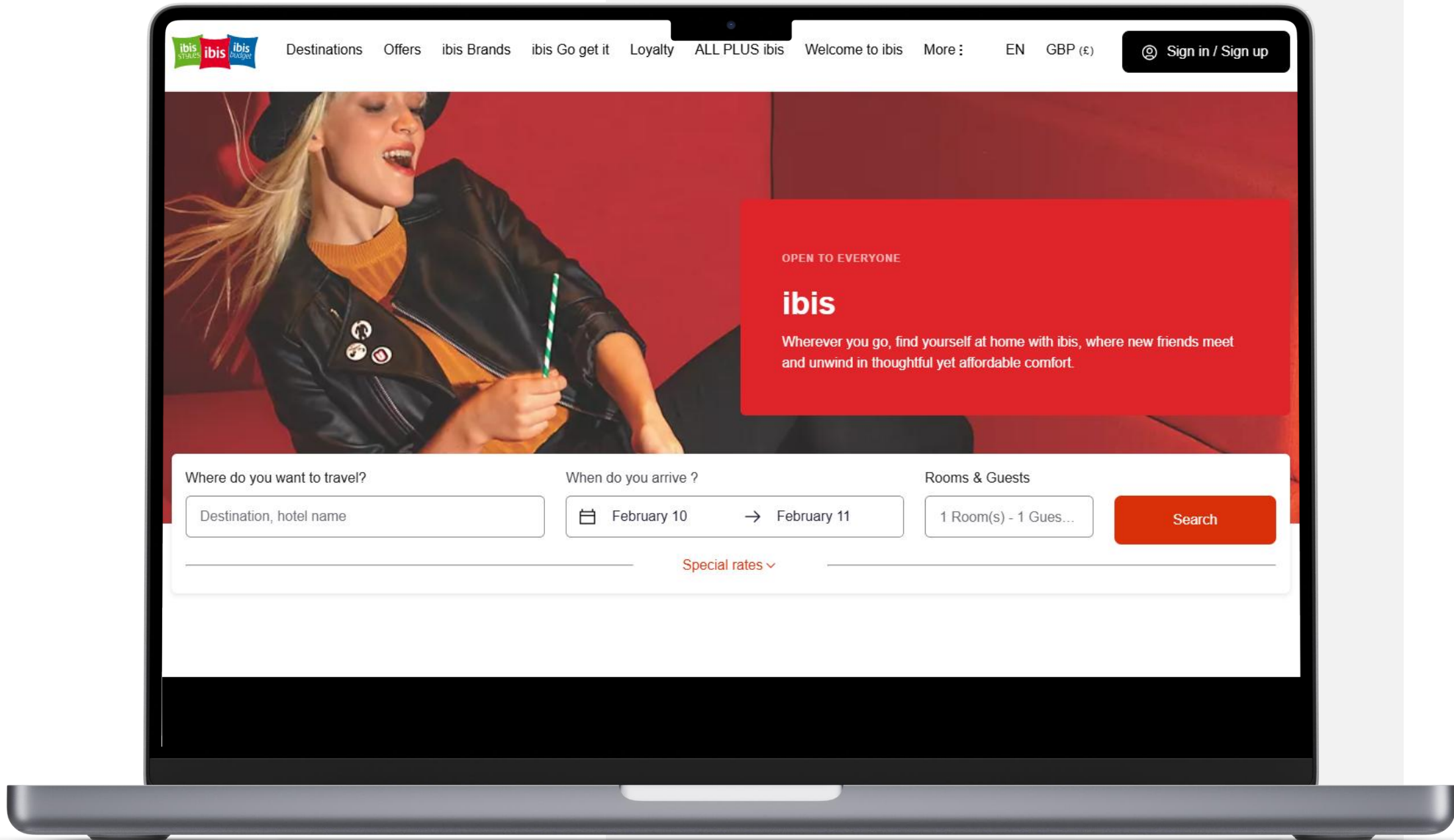
6.2M Sessions

15 Languages

4.50% Conversion rate
Well above hotel industry conversion rate average of 2.2%)

CRM

6.5M Contacts in CRM ibis family database in 2024



SOCIAL MEDIA AMPLIFICATION



+171k Followers



+273k Followers



+23k Followers



+40k Followers
(Global ibis channel)



+1.9M Followers
(Global ibis account)



+76k Followers
(Global ibis account)

Development Criteria

Chapter

04



IBIS TASHKENT LUMIERE
UZBEKISTAN – OPENING 2026

*Hotels
Leisure & Resorts
Combos*



HOTELS

Hotels Development Criteria

ibis hotels fit equally new builds and conversions projects.

| | EUROPE ⁽¹⁾ | WW |
|----------------|-----------------------|-----------|
| NUMBER OF KEYS | 80+ | 100+ |
| ROOM SIZE | 14-18 SQM | 16-24 SQM |
| TGFA | 25-40 SQM | 30-45 SQM |

(1) Incl. AAA ultra city center + historic conversion WW

MUST-HAVES

- Lobby bar
- Buffet breakfast
- Work in the lobby

NICE-TO-HAVES

- Restaurant
- Coworking dedicated area
- Meeting room
- Fitness
- Laundry room
- Car park
- Family Rooms



IBIS SAMUI BOPHUT
KOH SAMUI, THAILAND

LEISURE & RESORTS

Leisure & Resorts Development Criteria

ibis also answers the growing leisure demand with affordable and comfortable resorts, welcoming everyone looking for a casual gateway.

| | EUROPE ⁽¹⁾ | WW |
|----------------|-----------------------|-----------|
| NUMBER OF KEYS | 80+ | 100+ |
| ROOM SIZE | 15-20 SQM | 18-25 SQM |
| TGFA | 35-50 SQM | 40-55 SQM |

(1) Incl. AAA ultra city center + historic conversion WW

MUST-HAVES

- Restaurant
- Lobby Bar
- Buffet breakfast
- Outside Space
- Car Park

NICE-TO-HAVES

- Fitness
- Swimming Pool
- Laundry Room
- Kinds Corner / Room
- Entertainment Facilities



COMBO NOVOTEL / IBIS ALMATY JETISU
KAZAKHSTAN

COMBOS

Combos development

Strong ROI for projects
combining ibis hotel with:

- EXTENDED STAY EX. 
- 2 STARS HOTELS EX. 
- 4 STARS HOTELS EX. 

ibis Network

Chapter

05



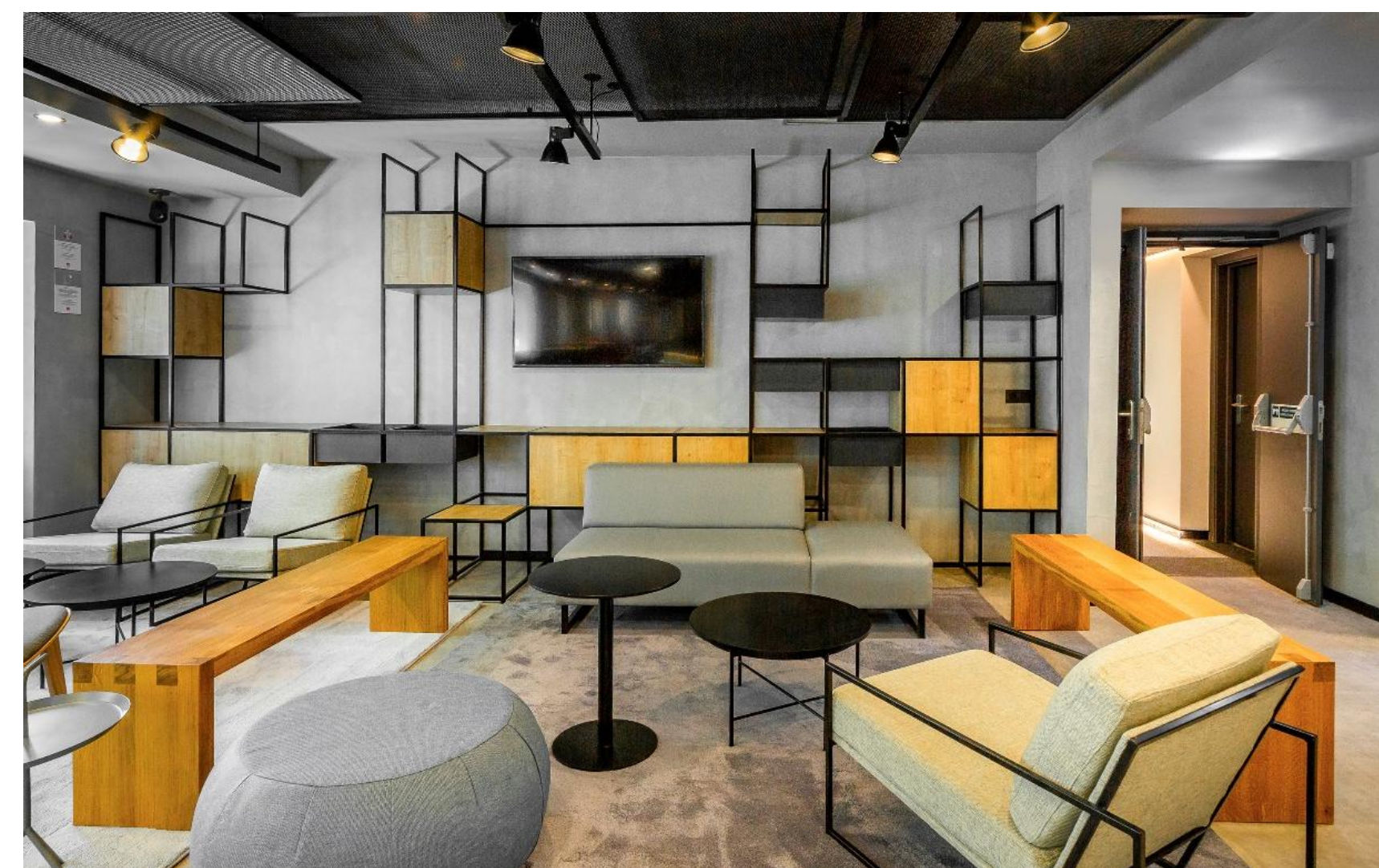
IBIS BANGKOK SUKHUMVIT 24
THAILAND

*Urban
Leisure & Resorts
Airport
MICE
Combos*

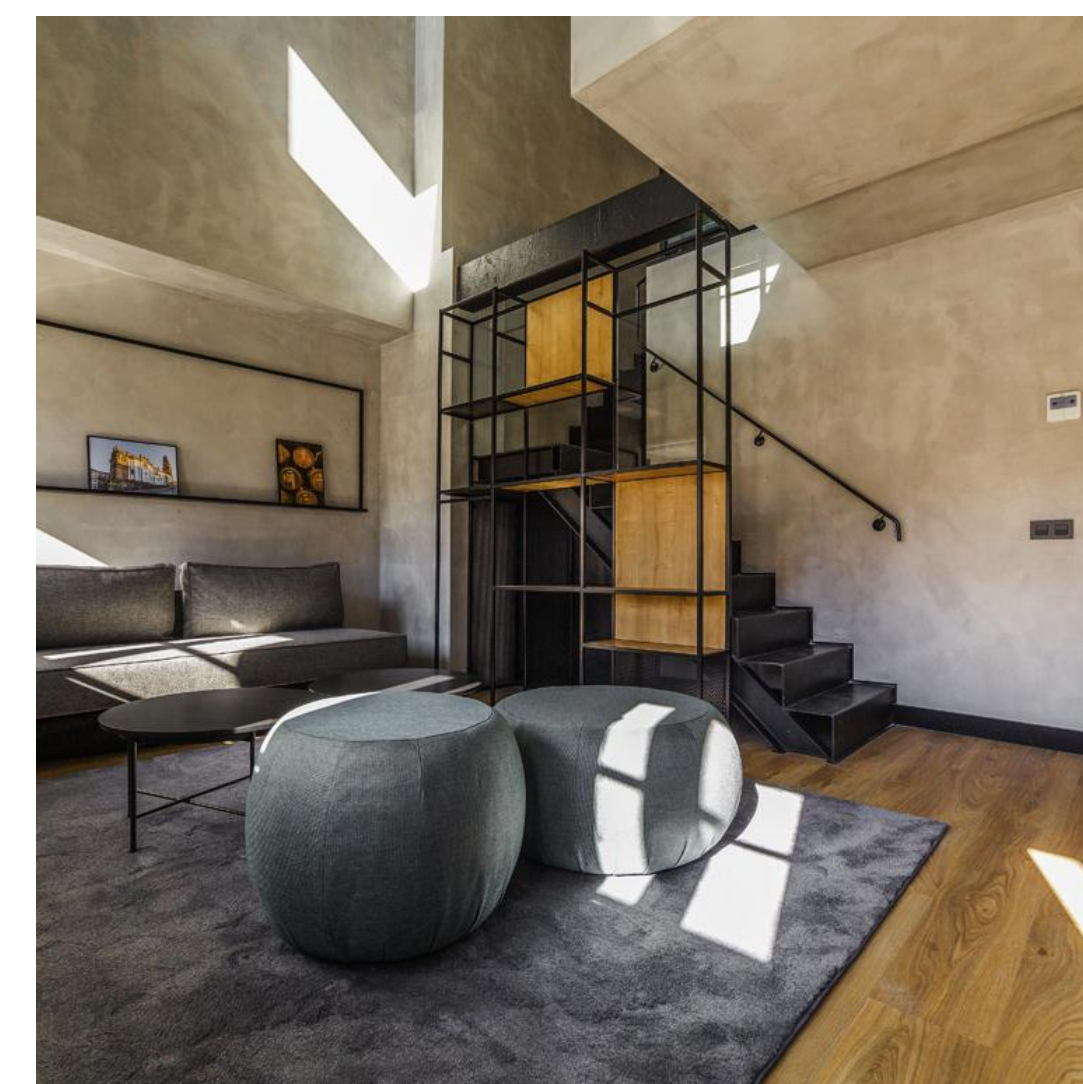


URBAN


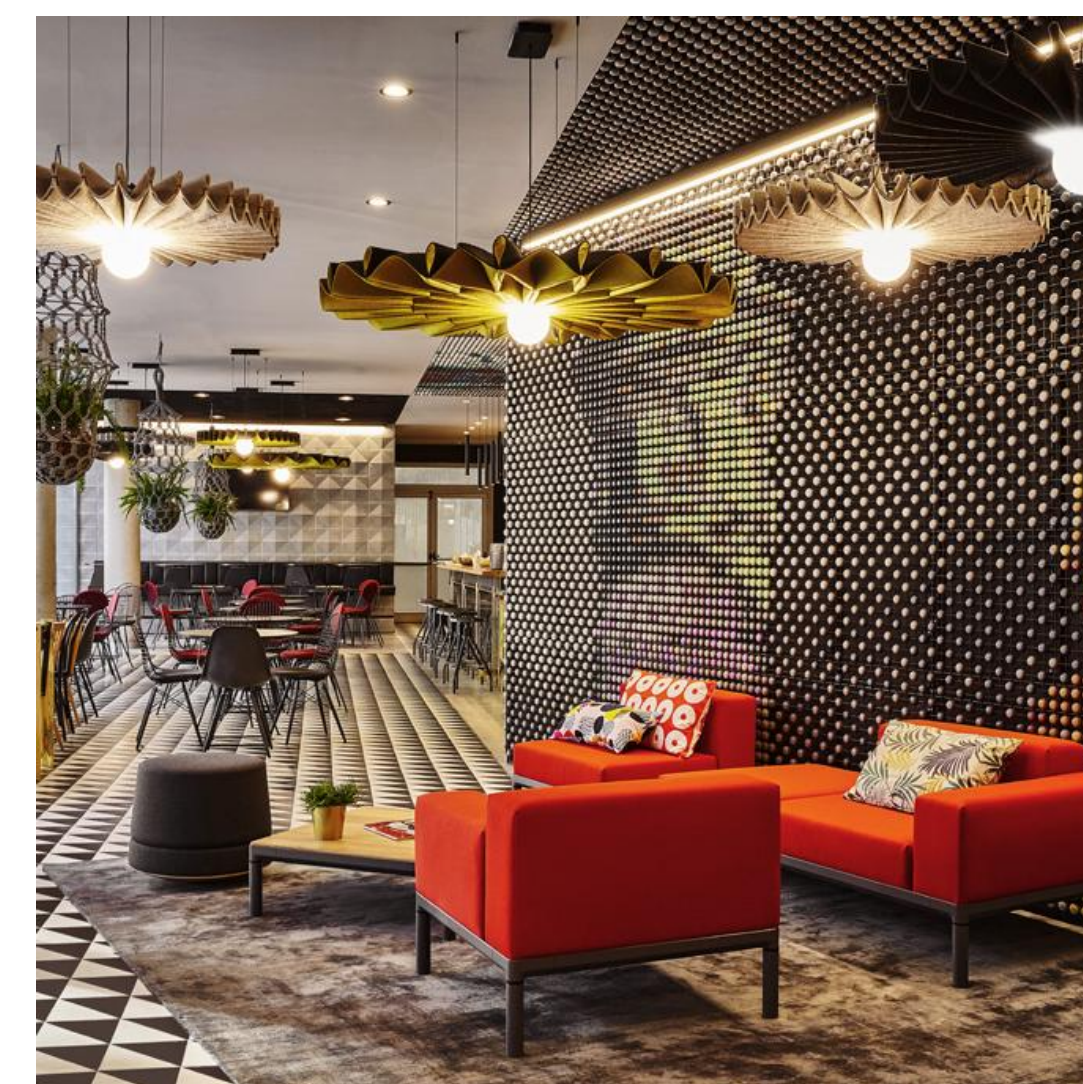
ibis Porto Centro Mercado do Bolhao, *Portugal*



 89 rooms



URBAN

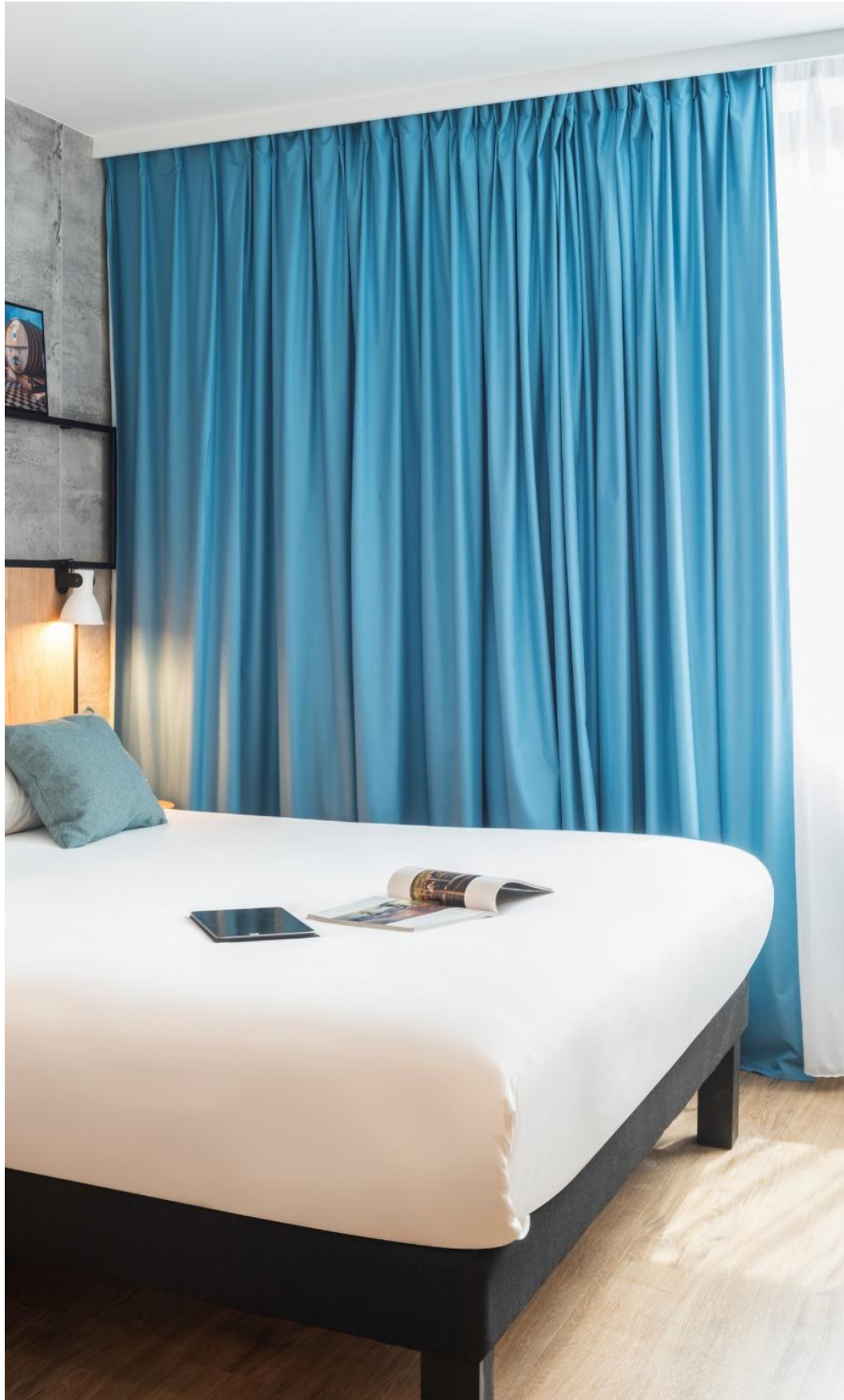
ibis Barcelona Plaza Glories 22, *Spain* 147 rooms

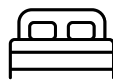


Why invest - ibis

URBAN

ibis Lyon Sud Oullins , *France*



 123 rooms



URBAN

ibis Béthune Centre Gare, *France*



 78 rooms

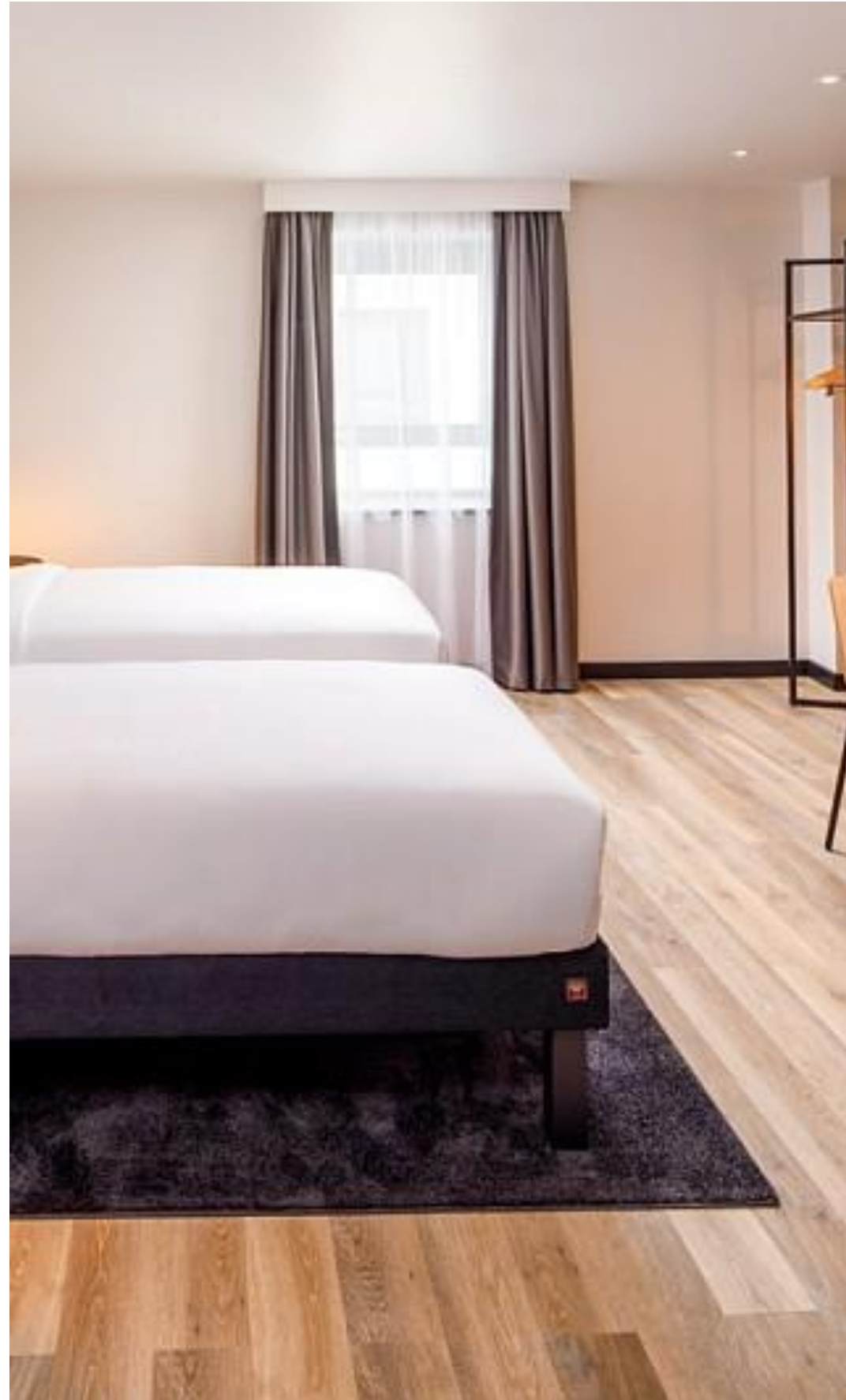




Why invest - ibis

URBAN

ibis London Sutton Point Hotel, *UK*

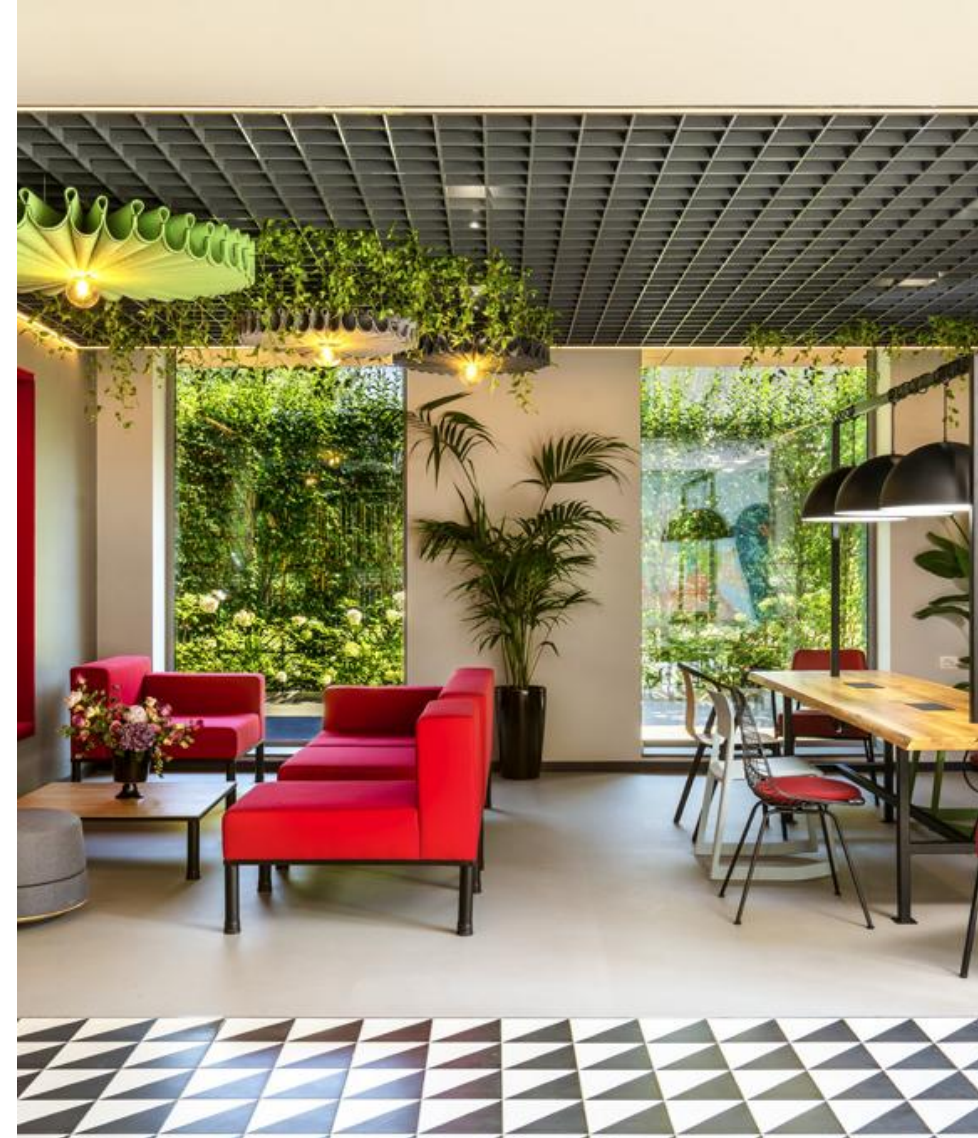


 99 rooms



Why invest - ibis

URBAN



ibis network P39 

 160 rooms

ibis Bucharest Politechnica, *Romania*



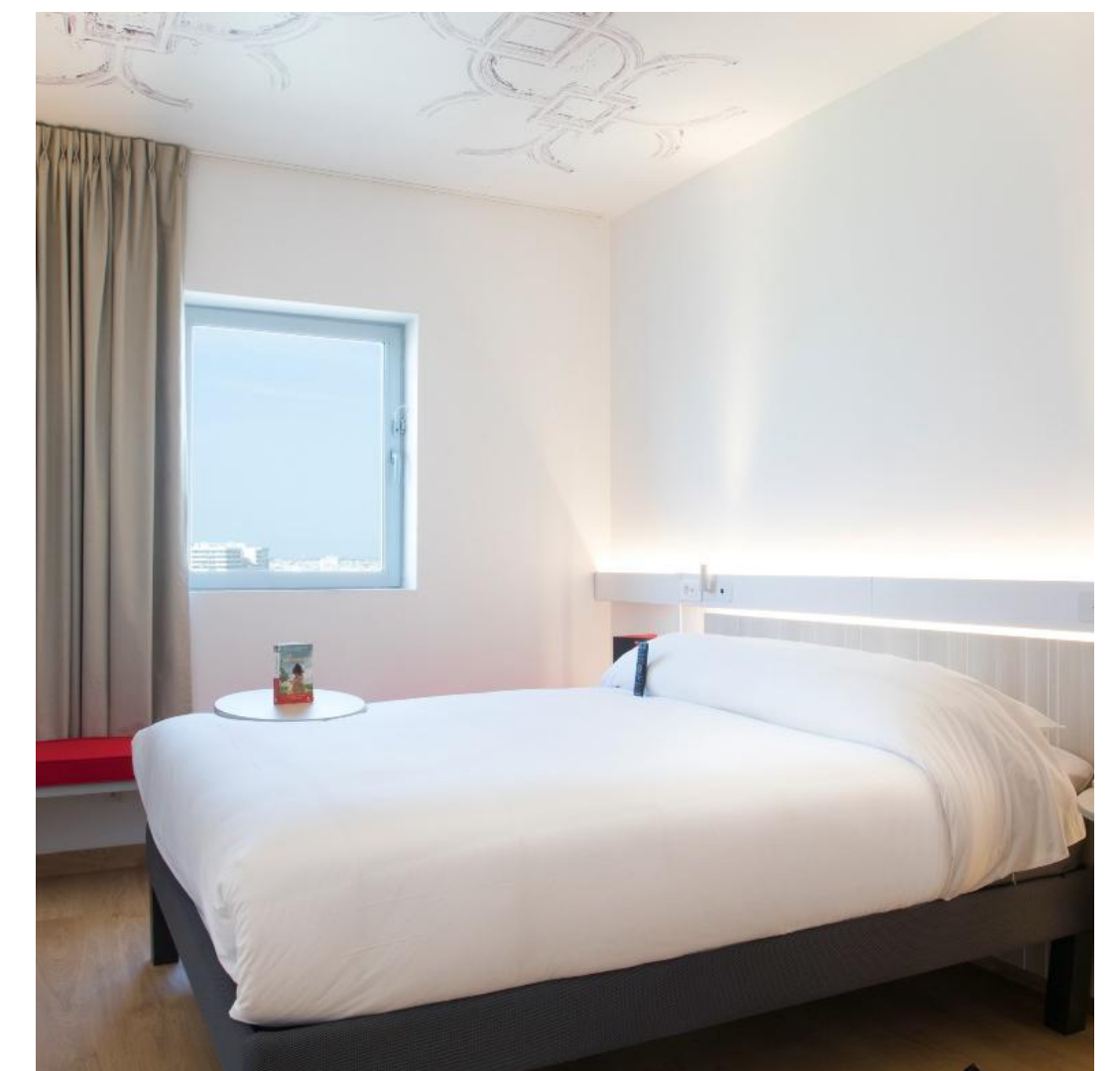


URBAN

ibis Casablanca Abdlemoumen, *Morocco*



 157 rooms





Why invest - ibis

URBAN

ibis São Paulo Expo Barra Funda, *Brazil*



 286 rooms



URBAN



 120 rooms

ibis Santa Cruz de la Sierra, *Bolivia*





Why invest - ibis

URBAN



 288 rooms

ibis Jeddah City Center, *Saudi Arabia*





Why invest - ibis

URBAN

ibis Osaka Umeda, *Japan*



 181 rooms



Why invest - ibis

URBAN



ibis network P45 

 162 rooms

ibis Samarinda, *Indonesia*



URBAN

ibis Nanjing Confucius Temple, *China*



 288 rooms





URBAN

ibis Adelaide, *Australia*



 311 rooms





LEISURE & RESORTS



 209 rooms

ibis Samui Bophut, *Thailand*





LEISURE & RESORTS



 91 rooms

ibis Thalassa Le Touquet, *France*





AIRPORT

55+ airport hotels

20+ COUNTRIES



ibis Istanbul Airport, *Turkey* | 132 rooms



ibis Paris CDG Airport, *France* | 772 rooms



ibis London Heathrow Airport, *United Kingdom* | 356 rooms

ibis Barcelona Aeropuerto Viladecans, *Spain* | 101 rooms





AIRPORT

55+ airport hotels

20+ COUNTRIES



ibis Yogyakarta International Airport Kulonprogo, *Indonesia* | 224 rooms



ibis Mumbai Airport, *India* | 169 rooms

ibis Sydney Airport, *Australia* | 200 rooms





MICE

MICE flagships



ibis Paris 17 Clichy-Batignolles *France*
1,074 sqm total meeting space



ibis London Earls Court *United Kingdom*
1,700 sqm total meeting space



ibis Jakarta Harmoni *Indonesia*
516 sqm total meeting space

COMBO

Combination projects



ibis & Adagio Aparthotel
London Sutton Point, *United Kingdom*
99 rooms + 59 apartments



ibis & ibis *budget*, Porto Exponor
Portugal (Opening 2027)
99 rooms + 102 rooms



ibis & Novotel Melbourne Central
Australia
259 rooms + 213 rooms

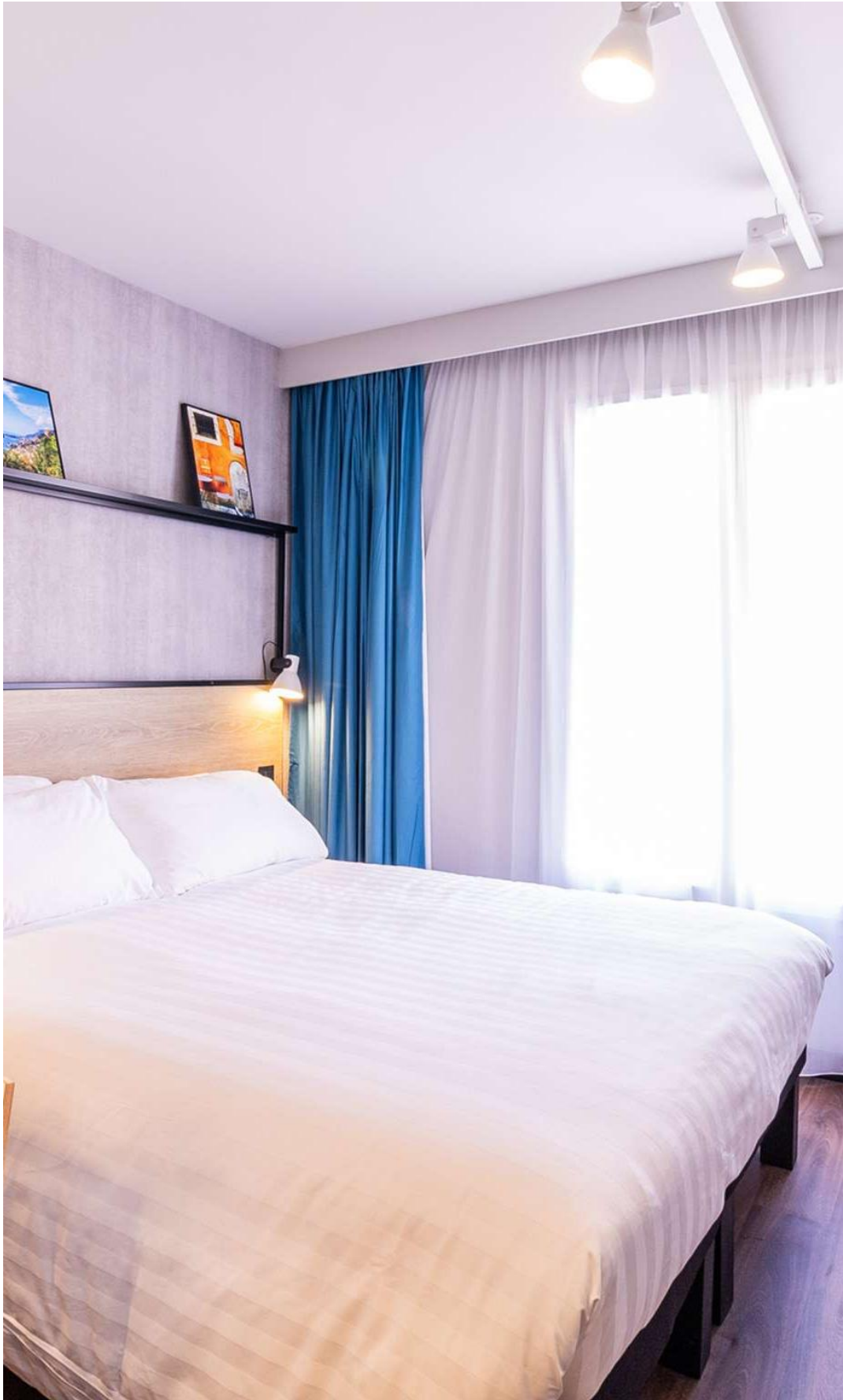


ibis & ibis *budget* Paris Saint-
Quentin-en-Yvelines, *France*
92 rooms + 88 rooms



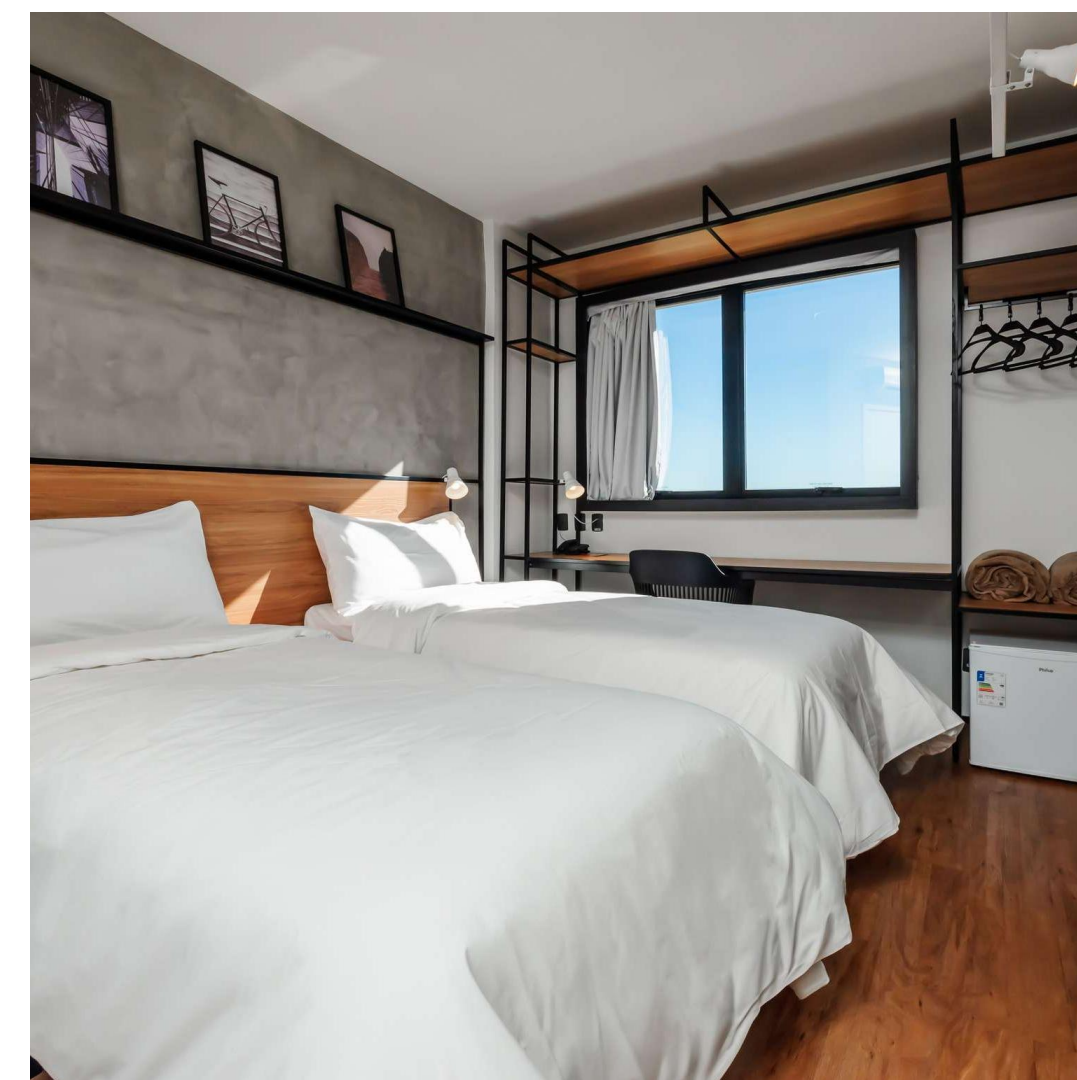
LEISURE & RESORTS

ibis Roquebrune Cap Martin Menton, *France*



 69 rooms

LEISURE & RESORTS

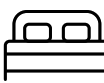
ibis Lavras, *Brazil* 110 rooms



Why invest - ibis

URBAN



 126 rooms

ibis Istanbul Sisli, *Turkey*





Thank

you

