



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

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)

Source: BEN 2024

BRAND MARGIN

€13

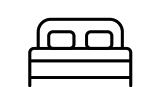
Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative.

IBIS ADELAIDE
AUSTRALIA

TOPLINE

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

ibis

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

16%

Americas

 185	51
 26,955	5,741

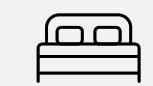
54%

Europe & North Africa

 712	36
 79,499	3,821

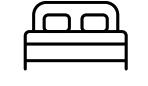
9%

MEAPAC

 126	14
 25,320	2,854

21%

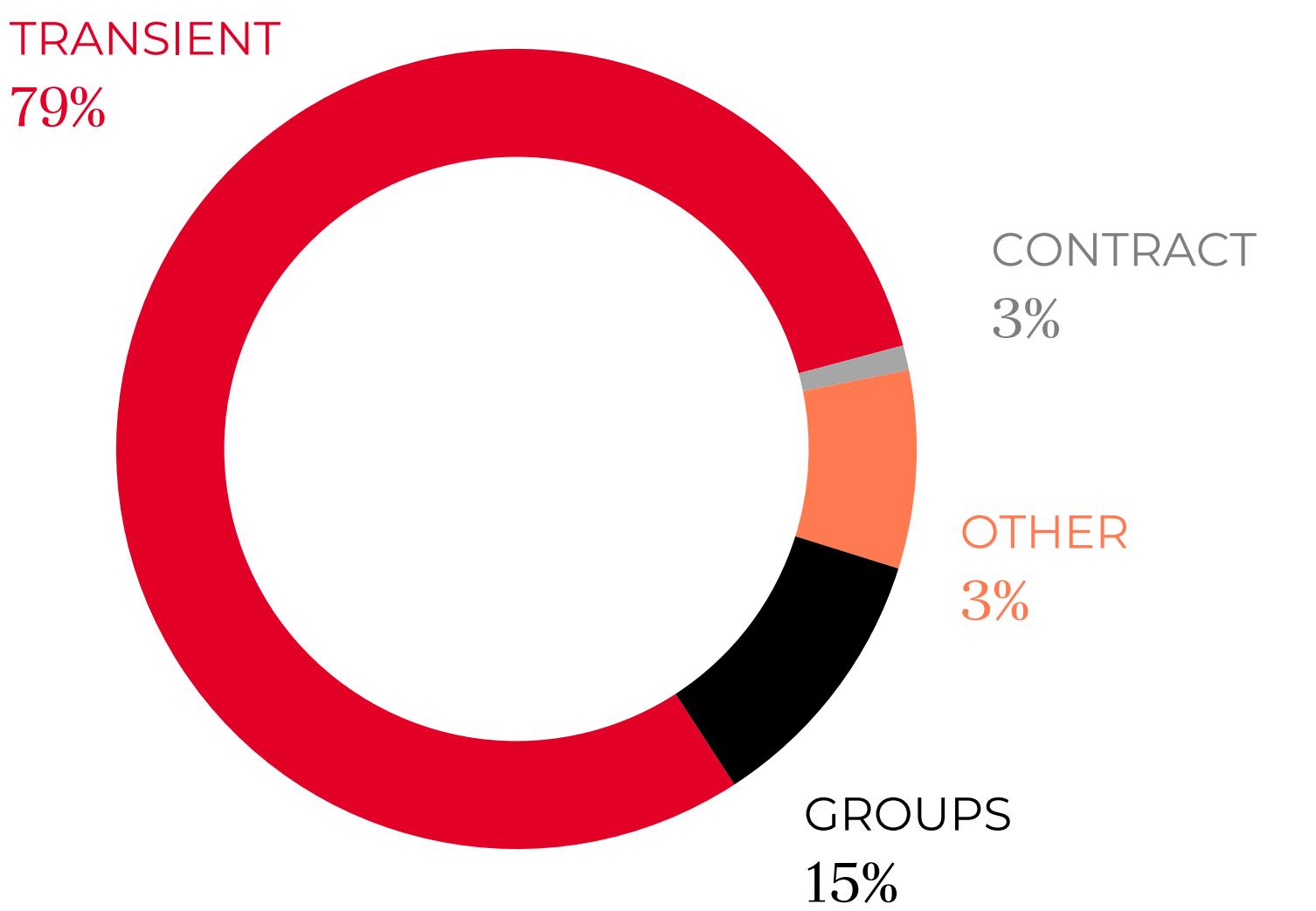
China & Others

 230	31
 23,982	2,998

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



#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



#1 ibis Dubai World Trade Centre, UAE

Individual Hotel Source:
STR FY June 2024

116,6
NETWORK REVENUE
GENERATION INDEX
Full Year 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%
-----	-----

RGI + CBD data only for Managed hotels

Source: Accor Year end 2024

Central Brand Delivery = Room Revenue Delivered through Accor Channels

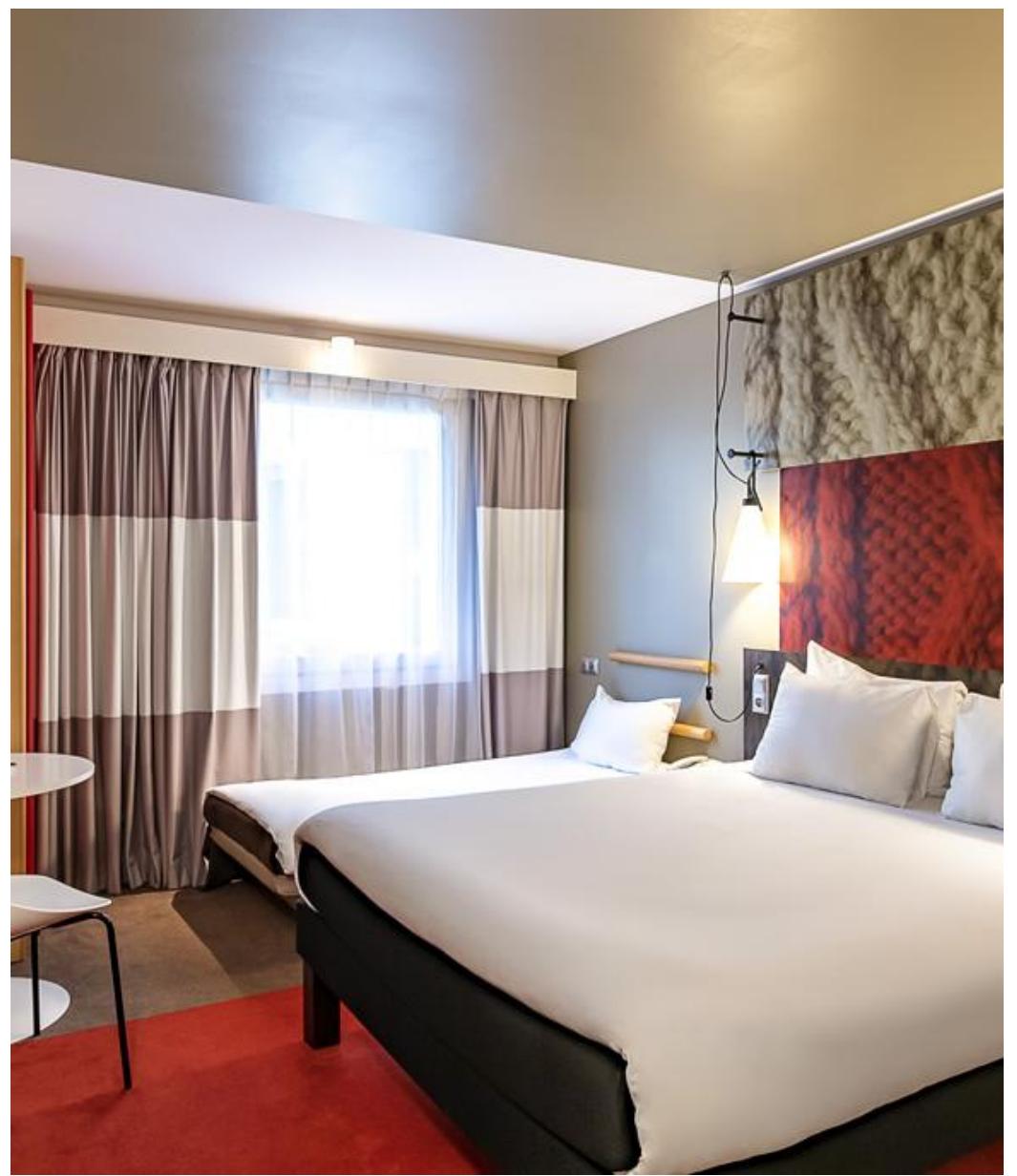


Dubai, UAE

6 HOTELS

RGI	124
-----	-----

CBD	74%
-----	-----



Warsaw, Poland

4 HOTELS

RGI	119
-----	-----

CBD	74%
-----	-----



Bordeaux, France

5 HOTELS

RGI	134
-----	-----

CBD	78%
-----	-----

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

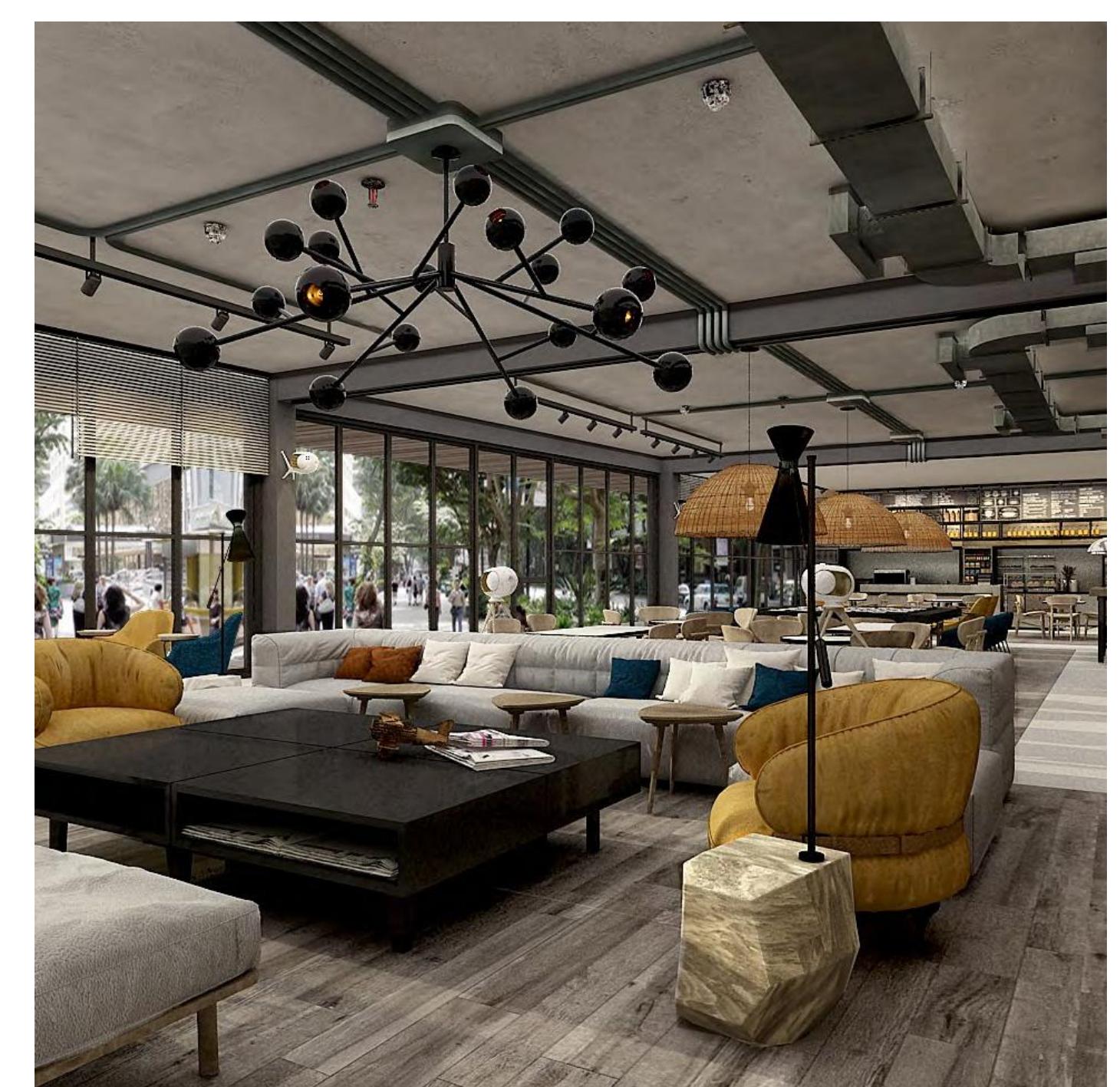
OR BESPOKE CONCEPTS



1. AGORA



2. PLAZA



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

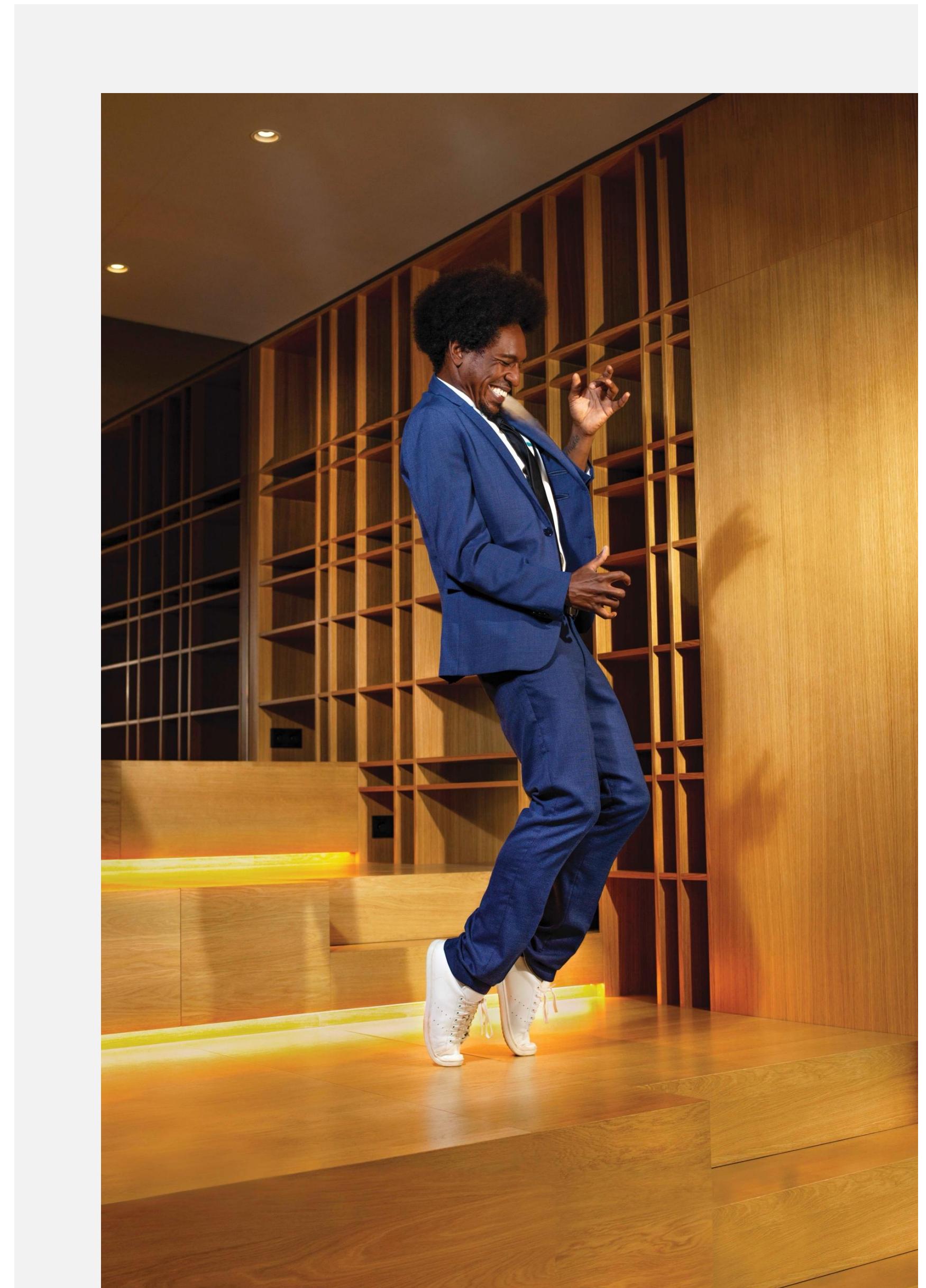


Brand positioning
TOP 3 USPs

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



Contemporary spaces
that feel like home

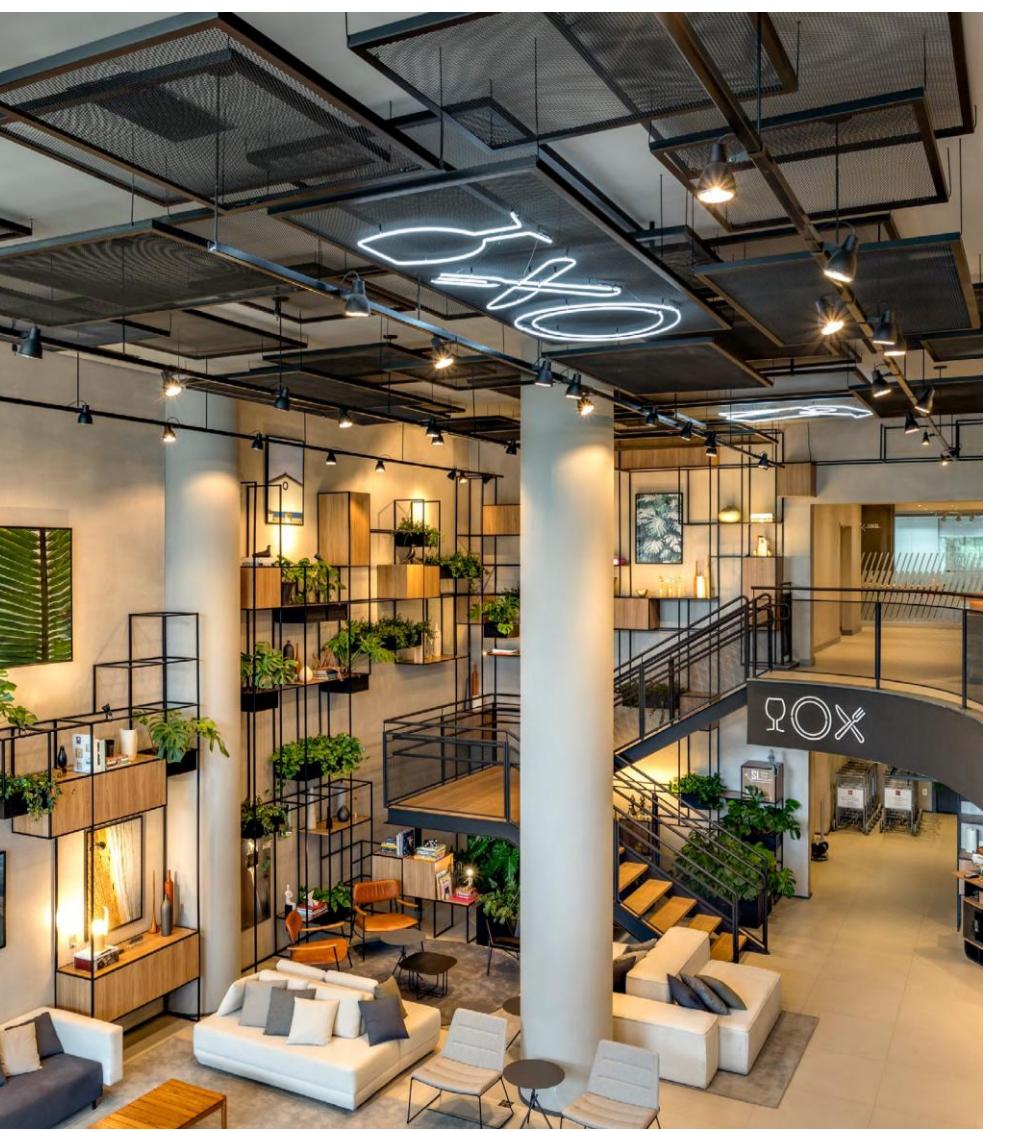
With a real feeling of home away from home, each ibis hotel has its own character to attract customers and create the preference among the crowd.

#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.

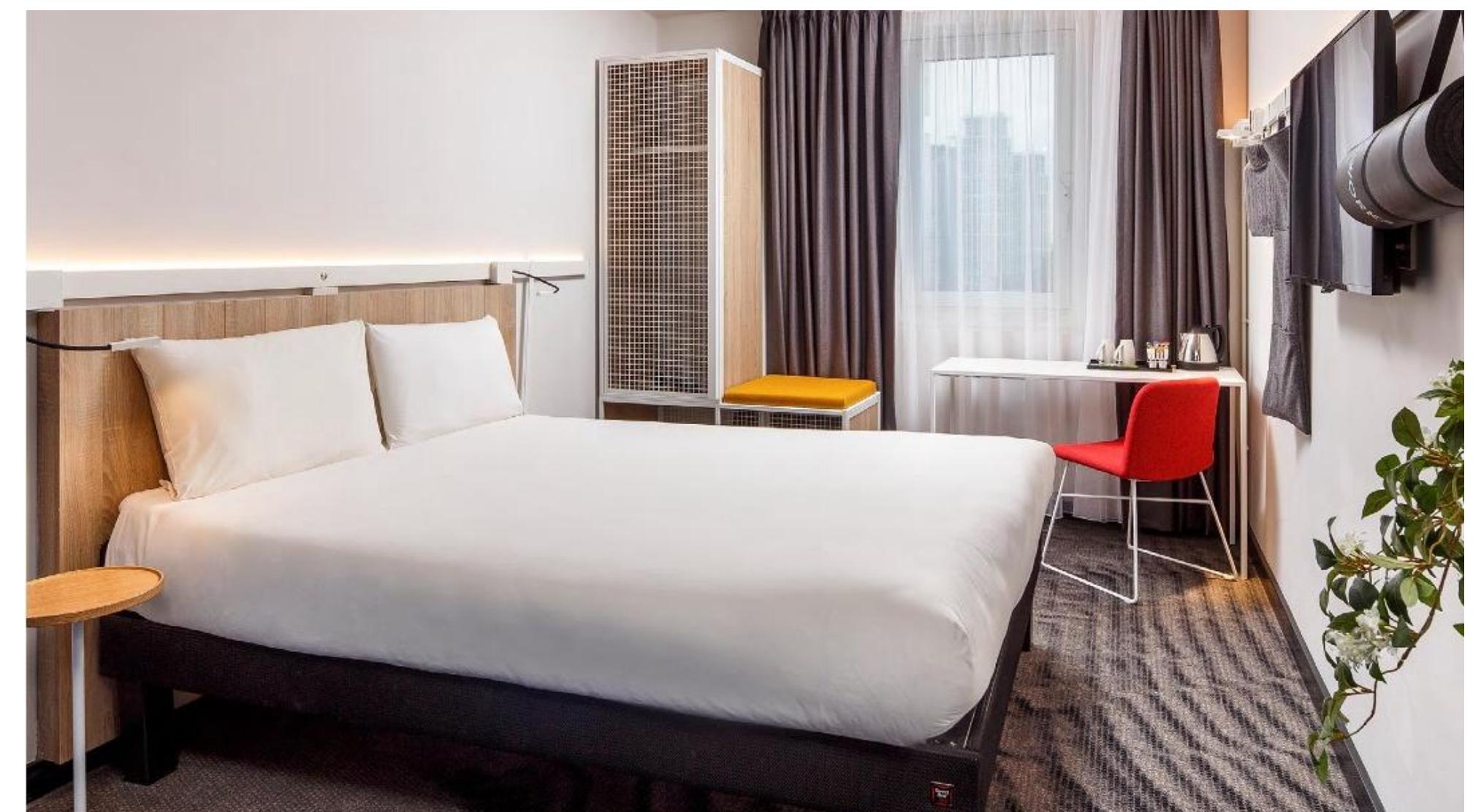
Casual and cosy F&B

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

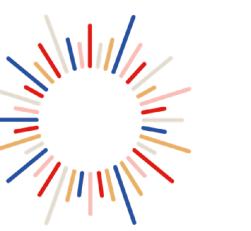
Sentiment Score* at 94.49
vs. competitors between 91.00 and 93.00**

* 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

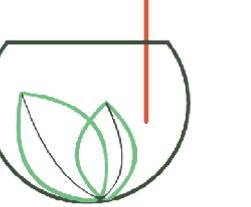
ibis offers off-the-shelf F&B concepts to plug in hotels, attracting both locals and guests in a casual and cosy atmosphere.



AMY'S SPOT



ALBERT'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

24/7 Reception
Staff dress code

Living Social Spaces

Contact staff 24/7
Fixed or free promise
High-end sound system & Brand music playlist
Board games in the lobby

Guest room

Sweet Bed™ by ibis
Branded amenities

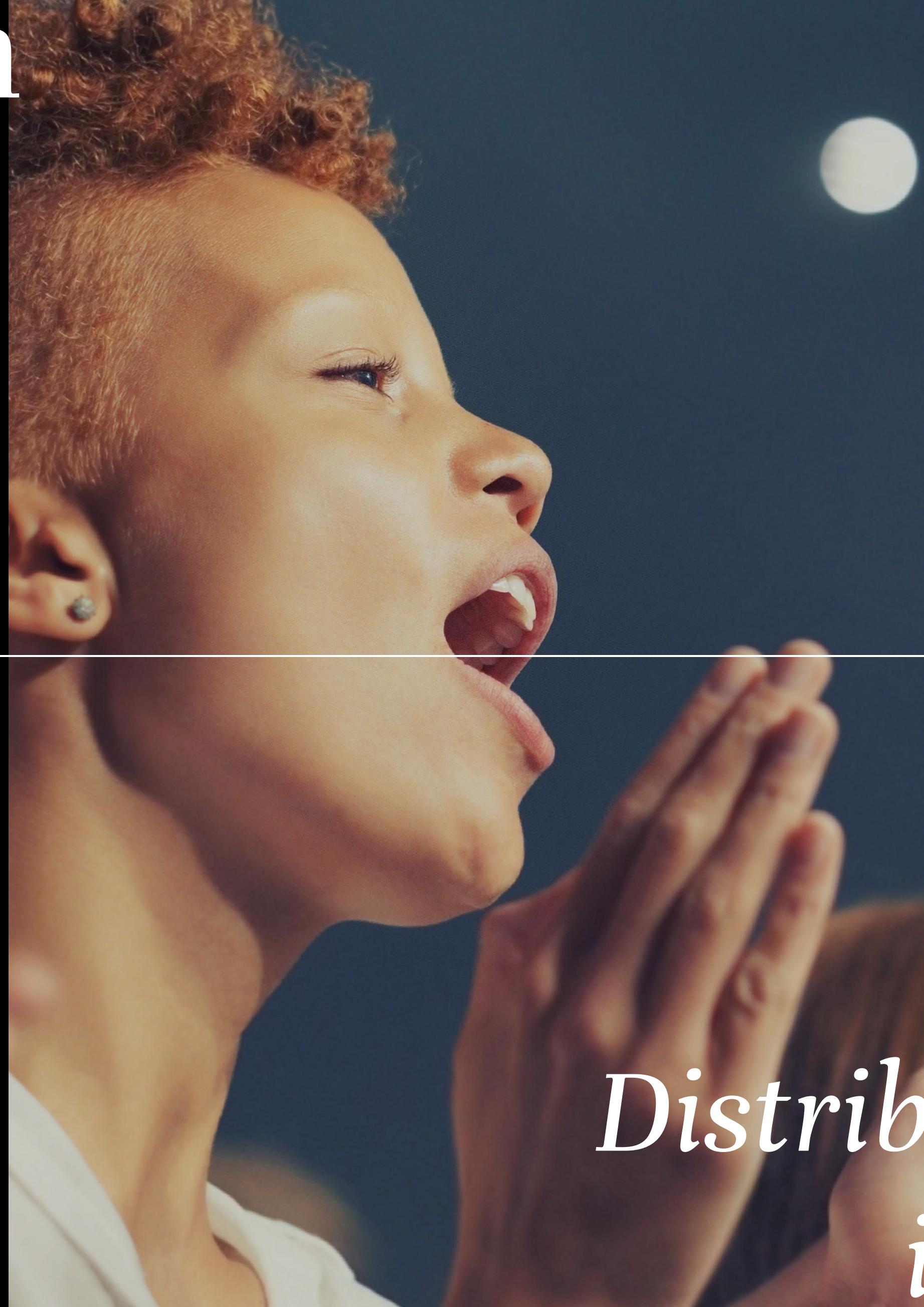
F&B

Breakfast buffet
24/7 F&B offer
Great Bar around a signature drink

Distribution ecosystem

Chapter

03



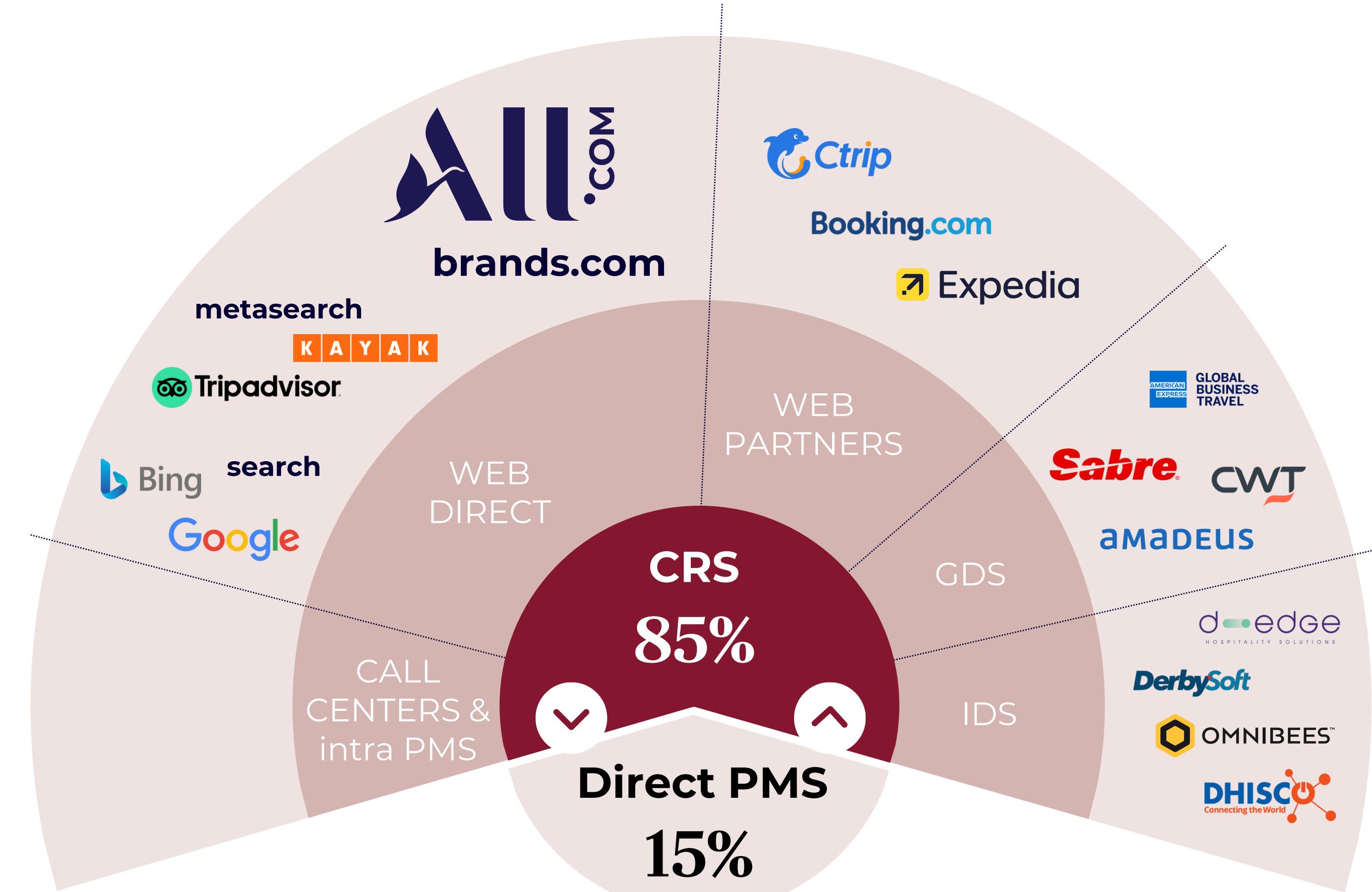
*Accor Sales,
Distribution & Loyalty
ibis digital scale*

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



40+ brands
Featured on ALL.com

100M+
Members

360M+
Visits/year

110+
Partners

550K+
Subscription cardholders

Strong revenue contribution for hotels

ALL ROI FOR OWNERS
X9

AWARDS SINCE LAUNCH
39



2025
ASIA PACIFIC
LOYALTY AWARDS
Brought to you by the Australian Loyalty Association

freddie
awards

IBIS DIGITAL SCALE

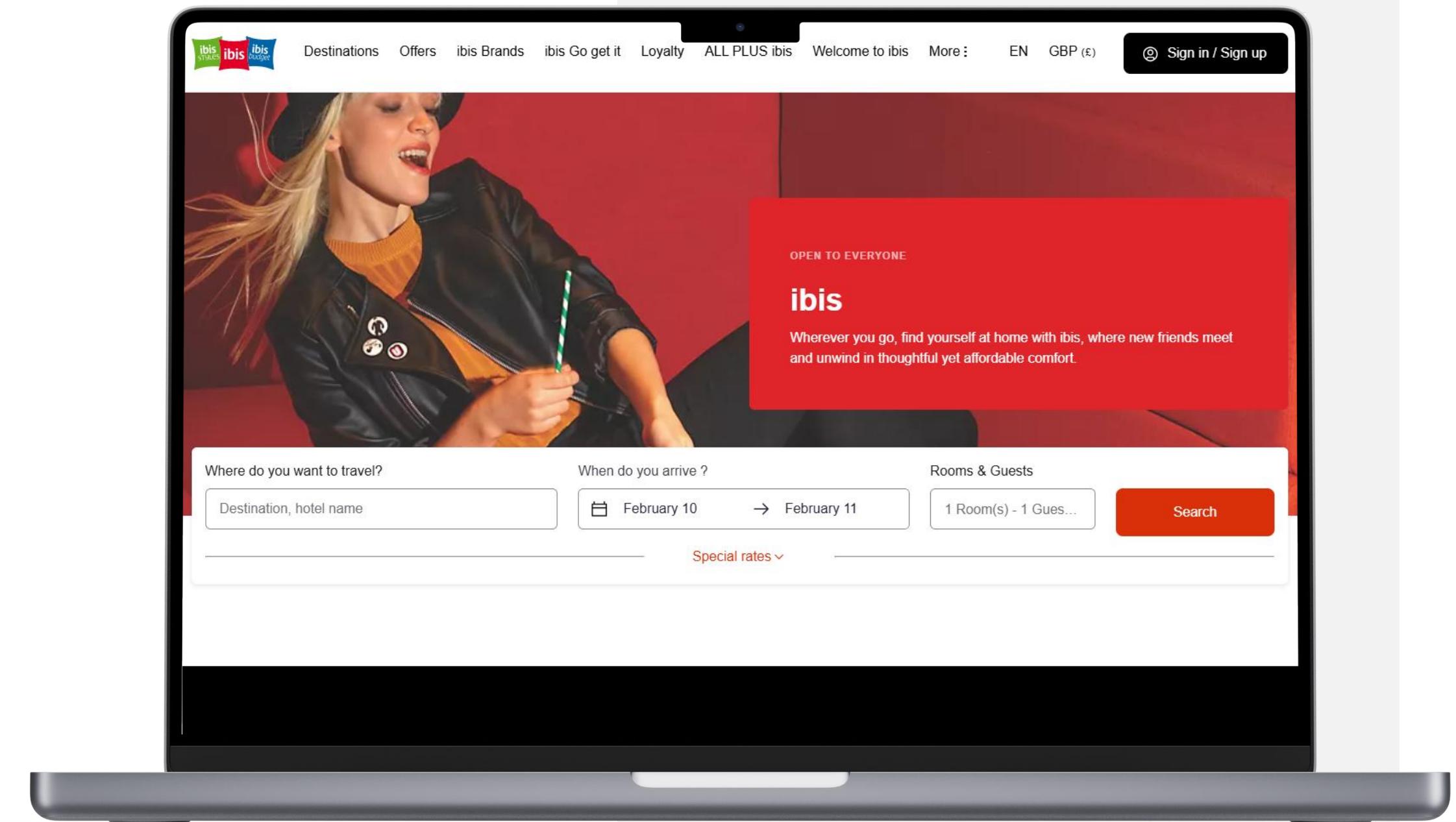
Boost direct sales with ibis digital scale

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

 +23k
Followers

 +1.9M
Followers
(Global ibis account)

 +273k
Followers

 +40k
Followers
(Global ibis channel)

 +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 built 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



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
- Kids Corner / Room
- Entertainment Facilities



COMBOS

Combos development

Strong ROI for projects combining ibis hotel with:

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

ADAGIO
APARTHOTEL

ibis budget

NOVOTEL

ibis Network

Chapter

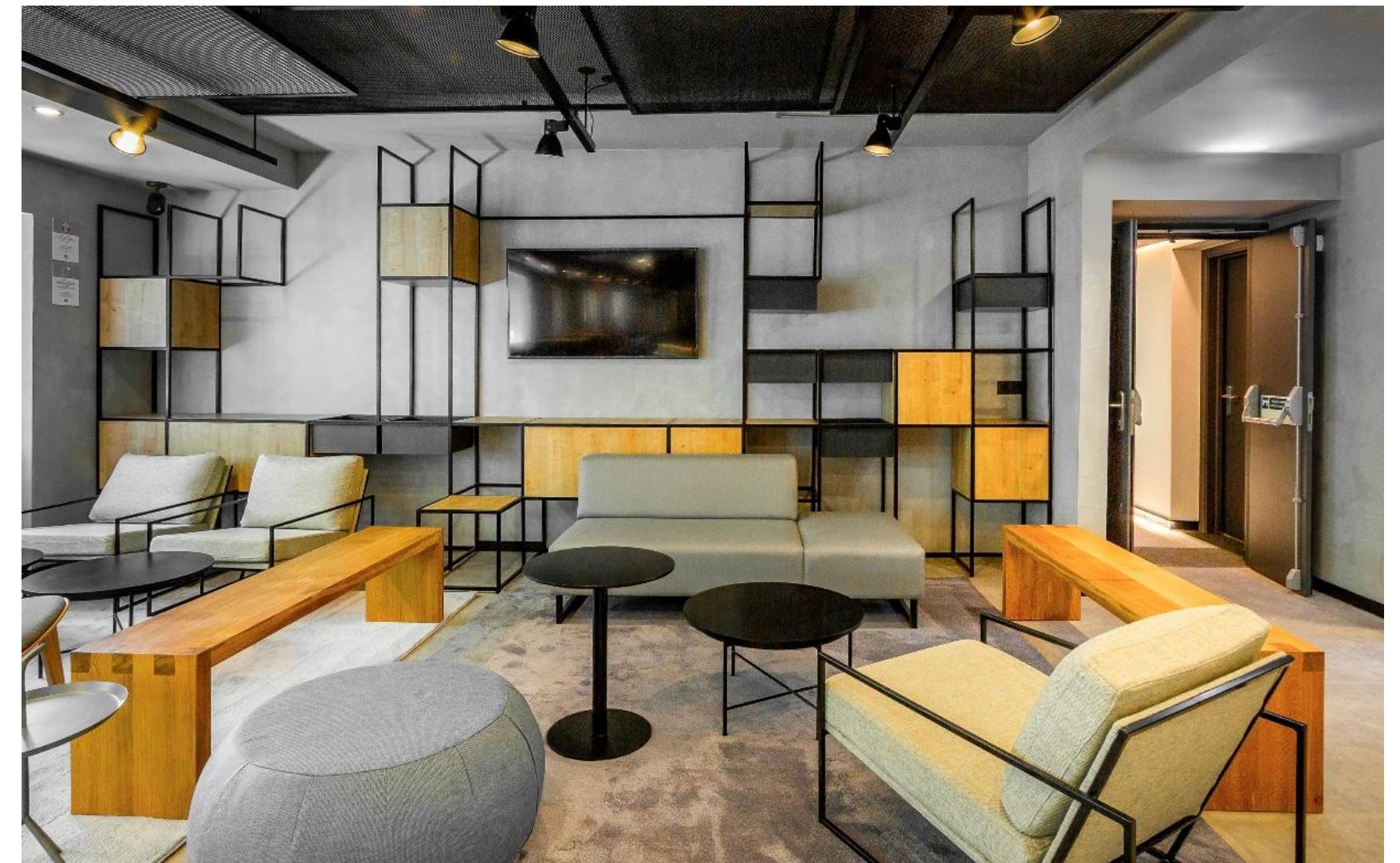
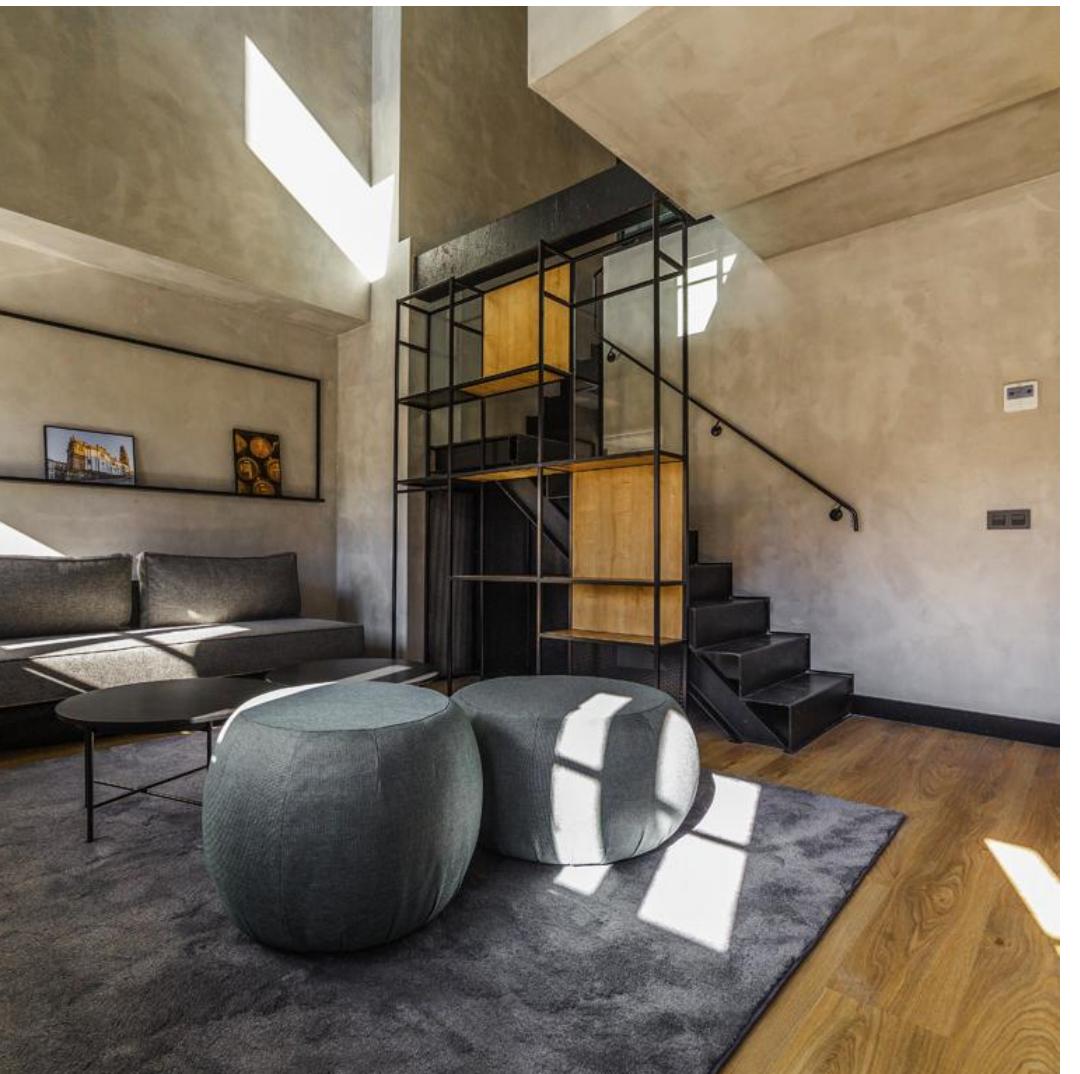
05



*Urban
Leisure & Resorts
Airport
MICE
Combos*

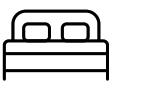
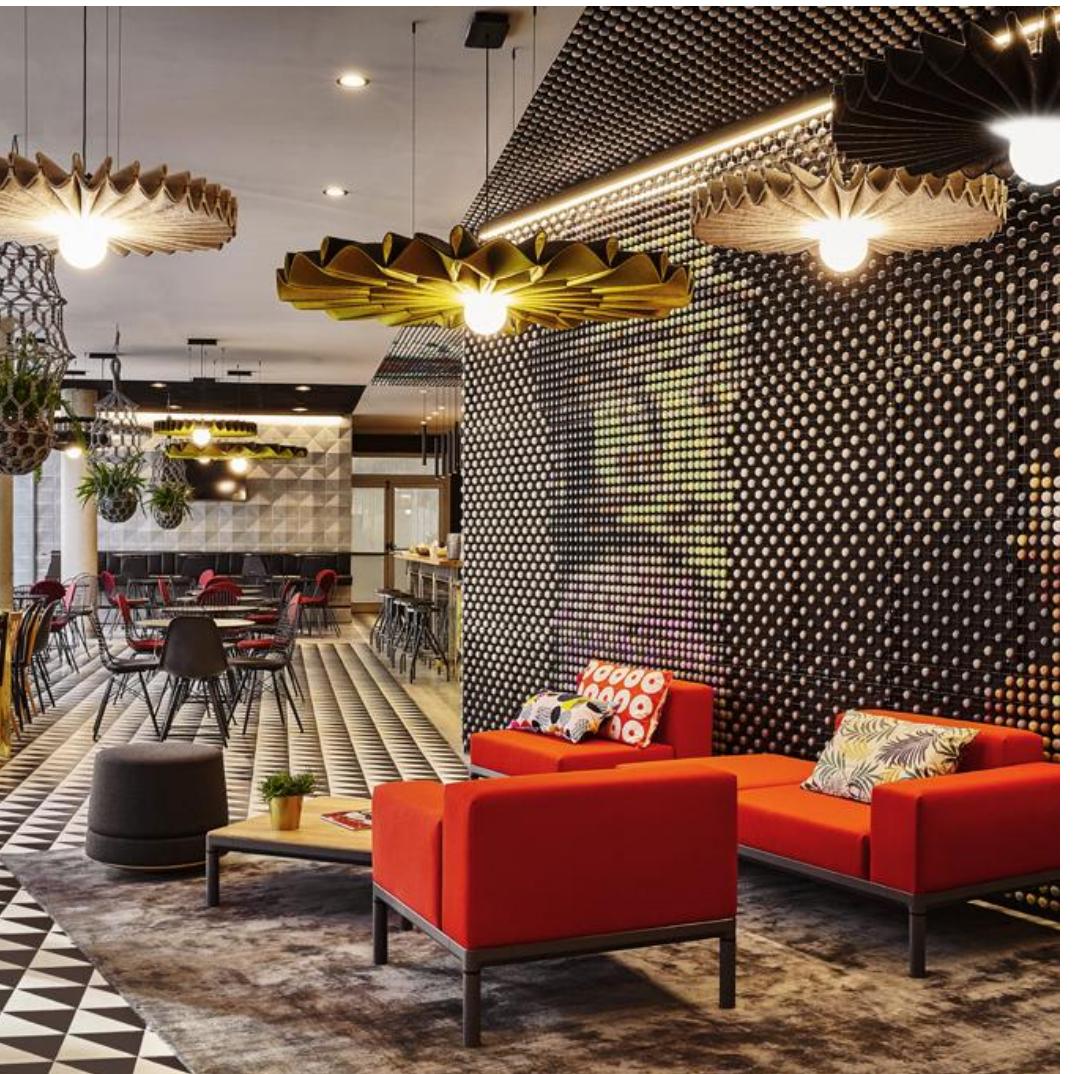
URBAN

ibis Porto Centro Mercado do Bolhao, Portugal

 89 rooms

URBAN

ibis Barcelona Plaza Glories 22, Spain

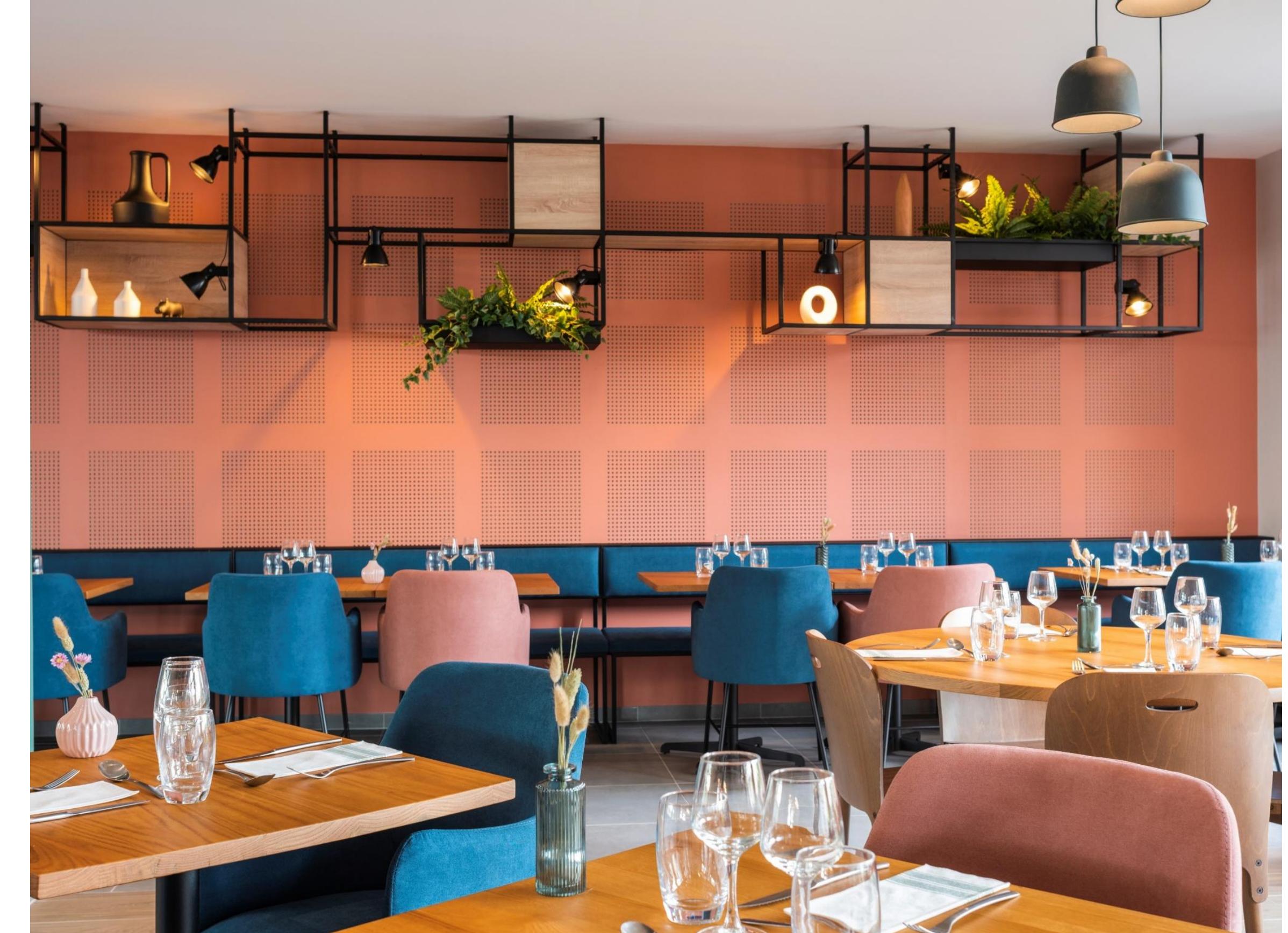
 147 rooms

A

Why invest - ibis

URBAN

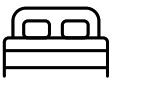
ibis Lyon Sud Oullins , France



123 rooms

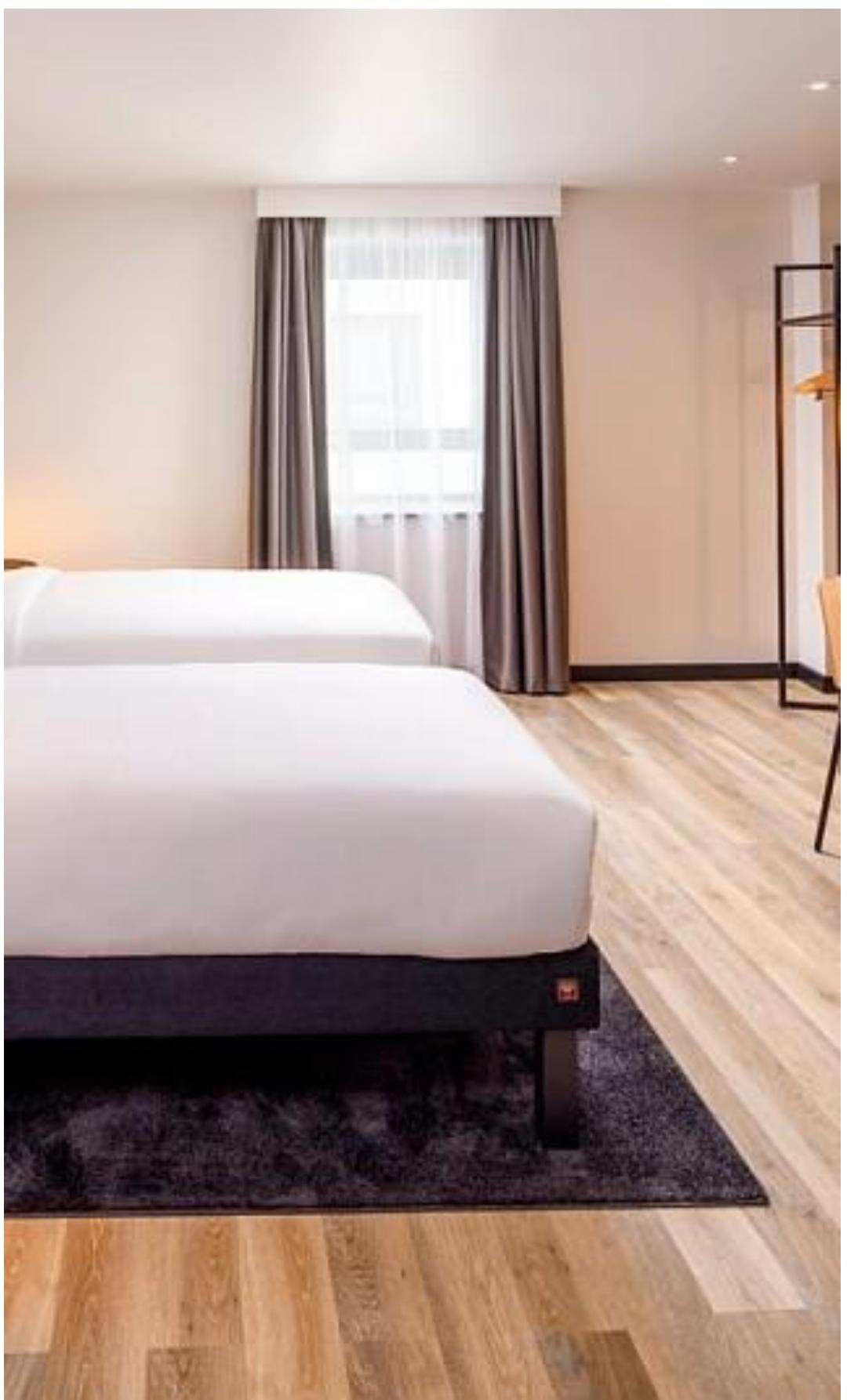
URBAN

ibis Béthune Centre Gare, France

 78 rooms

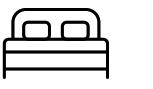
URBAN

ibis London Sutton Point Hotel, UK



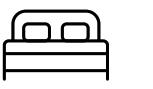
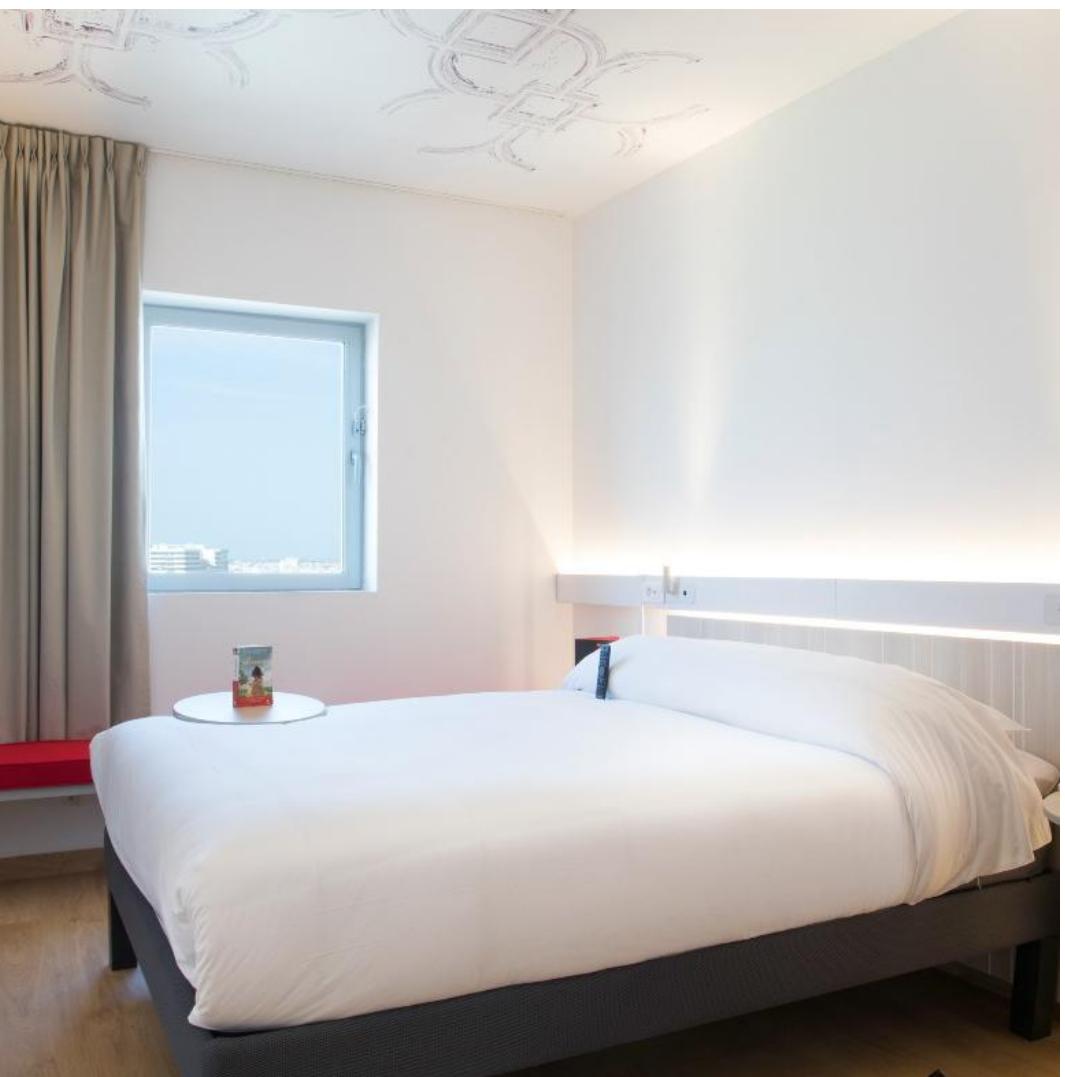
99 rooms

URBAN

 160 roomsibis Bucharest Politehnica, *Romania*

URBAN

ibis Casablanca Abdlemoumen, Morocco

 157 rooms

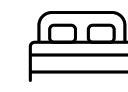
URBAN

ibis São Paulo Expo Barra Funda, Brazil

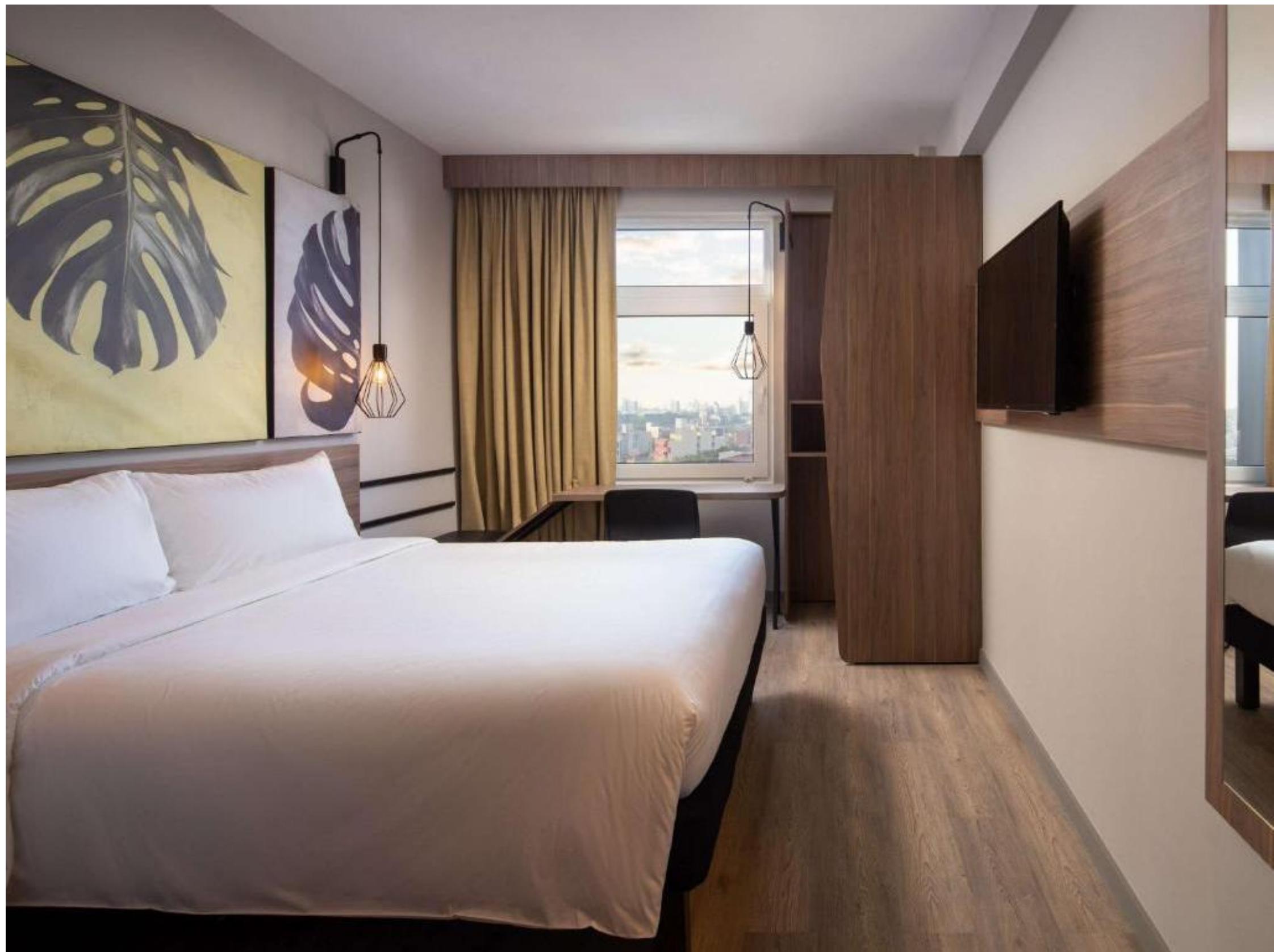


286 rooms

URBAN

 120 rooms

ibis Santa Cruz de la Sierra, Bolivia



URBAN

 288 rooms

ibis Jeddah City Center, *Saudi Arabia*



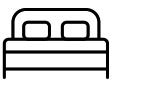
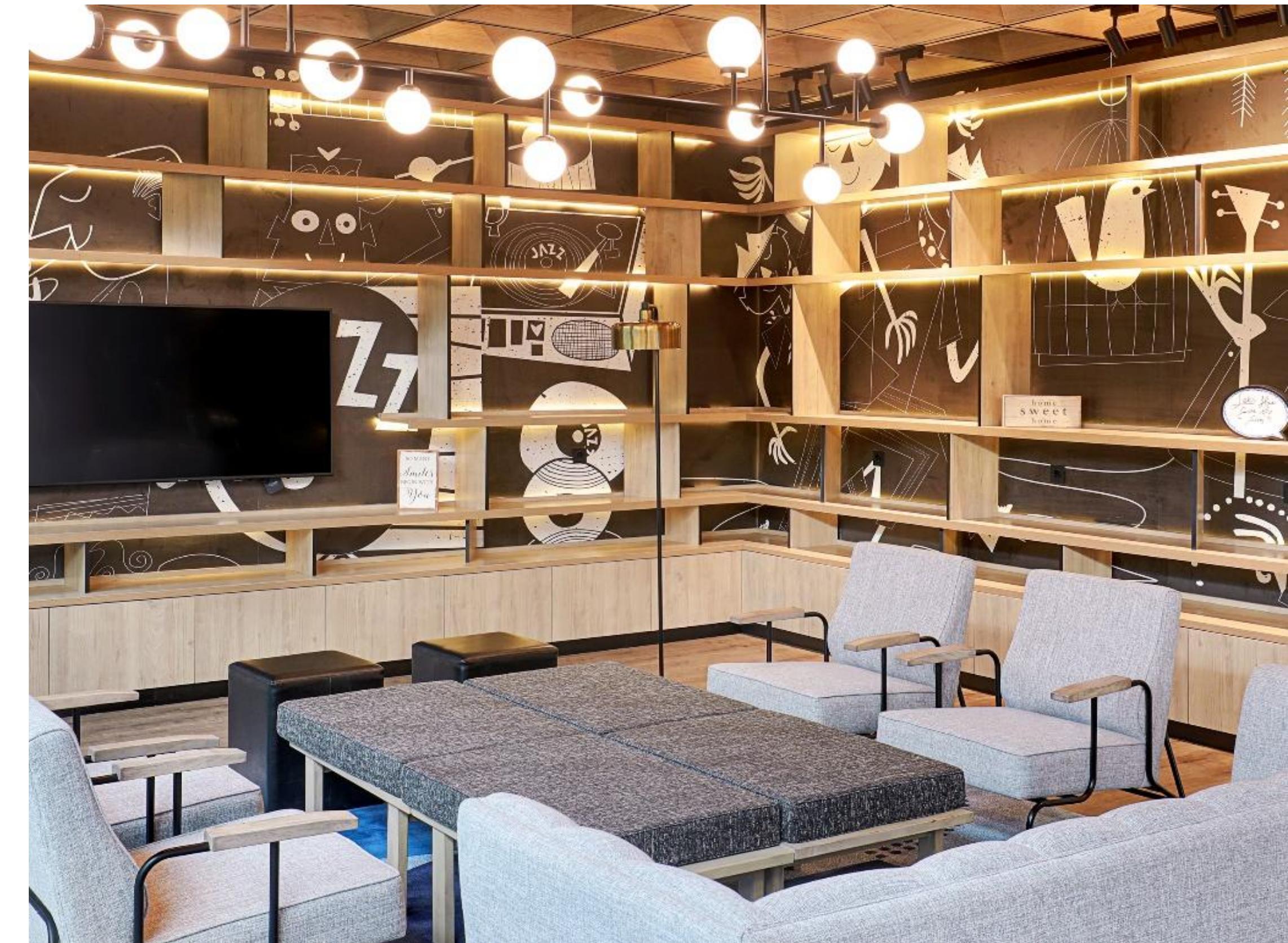
URBAN

ibis Osaka Umeda, Japan



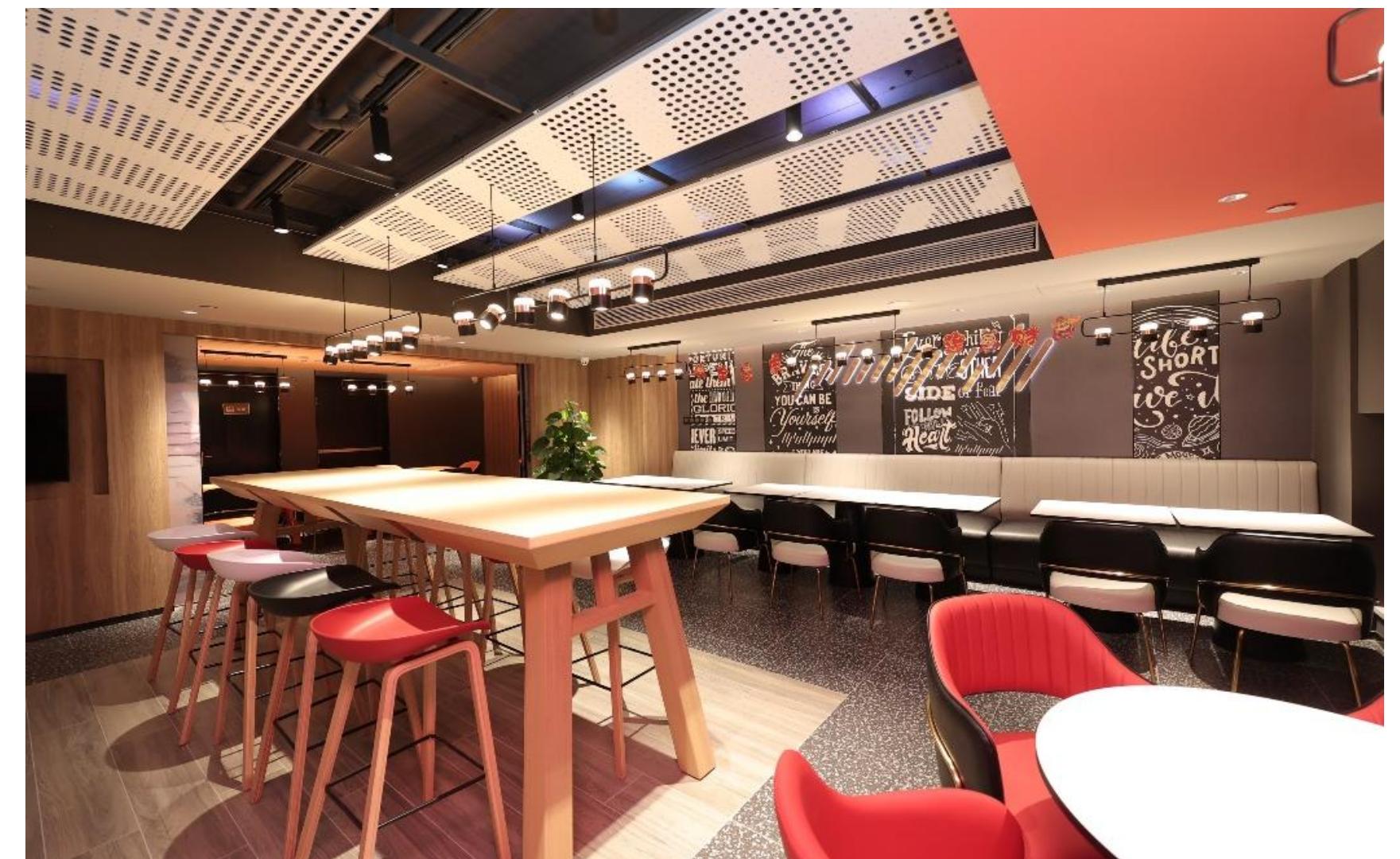
181 rooms

URBAN

 162 roomsibis Samarinda, *Indonesia*

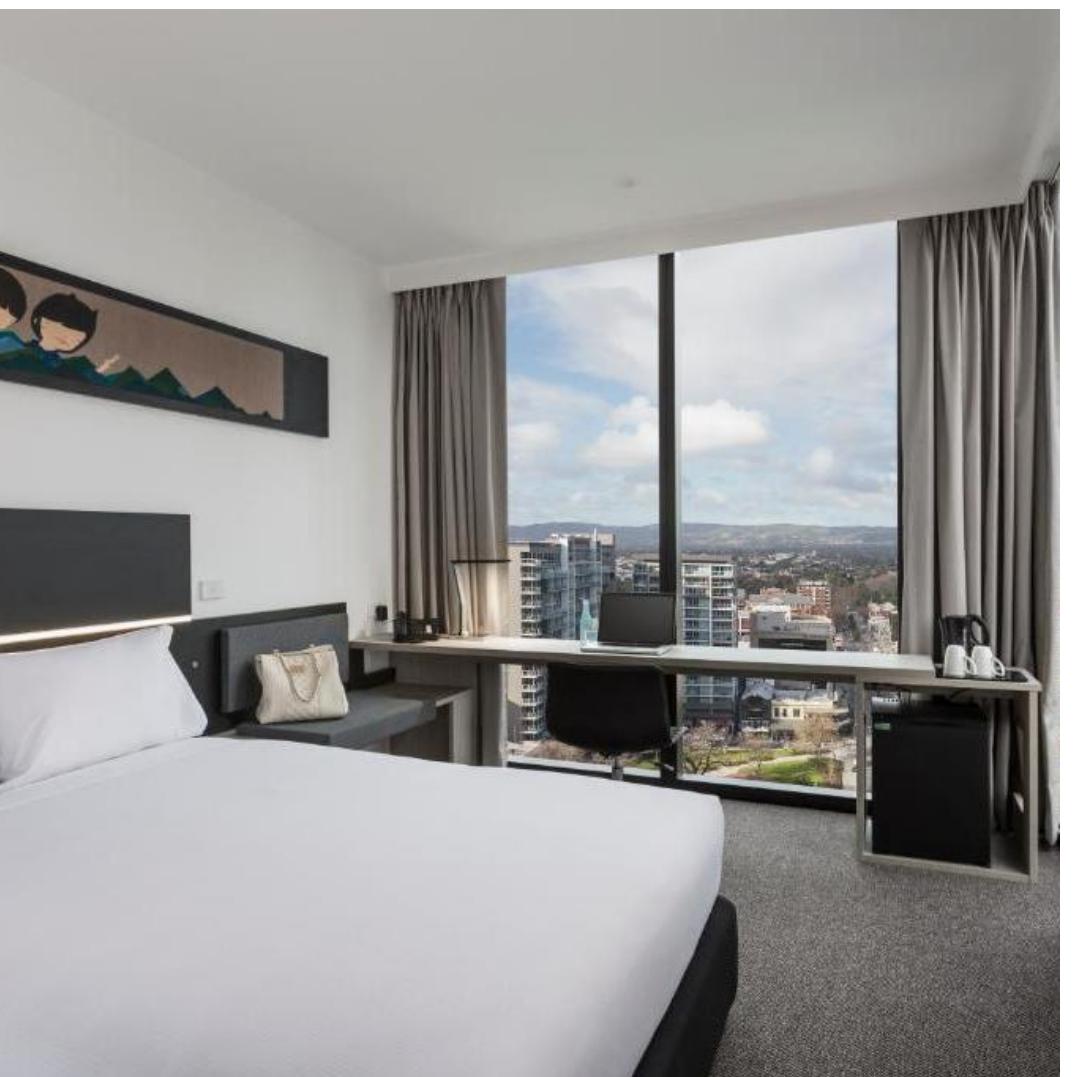
URBAN

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 roomsibis Mumbai Airport, *India* | 169 roomsibis 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

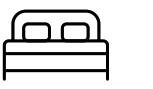
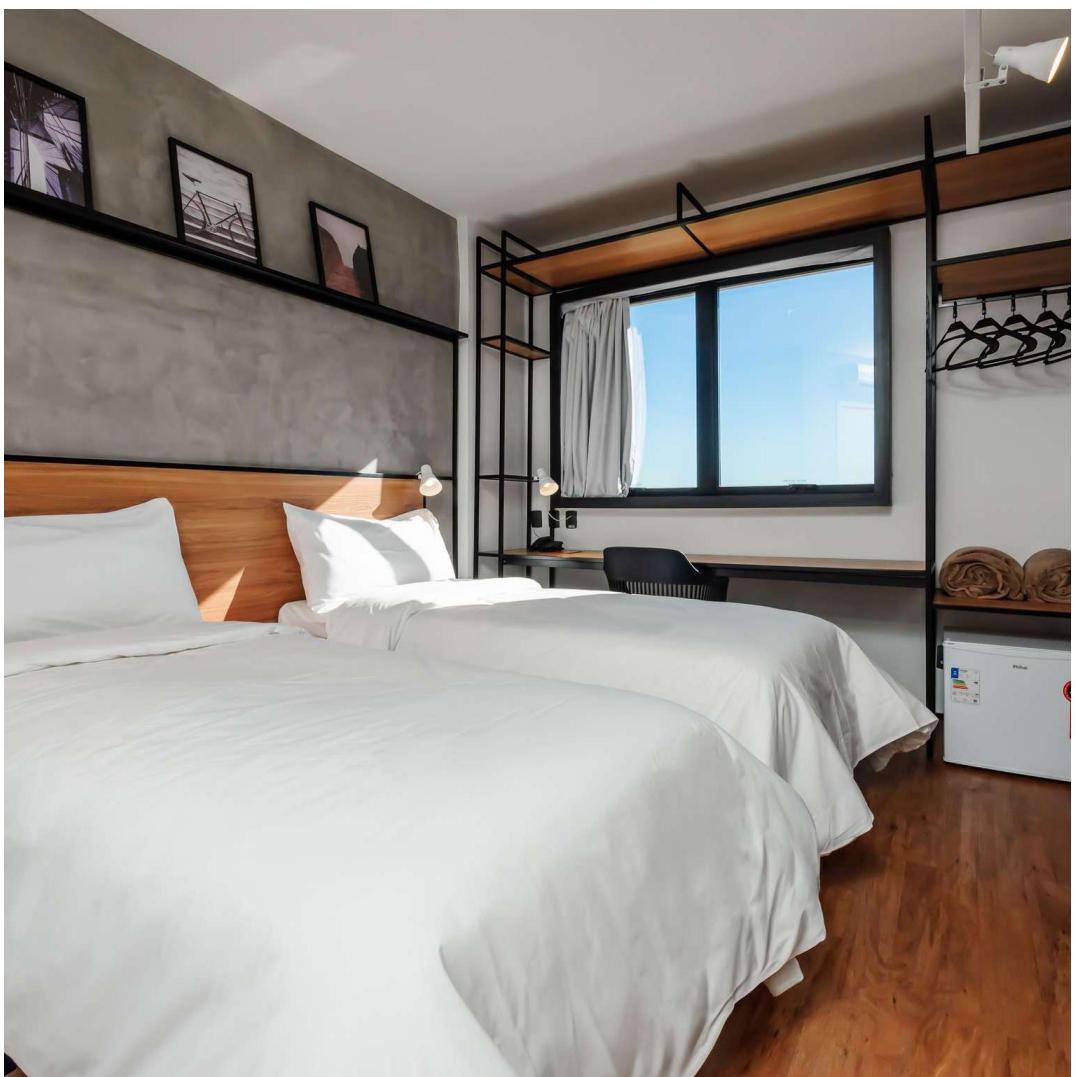
LEISURE & RESORTS

ibis Roquebrune Cap Martin Menton, France

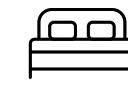


69 rooms

LEISURE & RESORTS

ibis Lavras, Brazil 110 rooms

URBAN

 126 rooms

ibis Istanbul Sisli, Turkey





Thank
you

