



TRIBE

# Why invest *TRIBE* 2025

GLOBAL DEVELOPMENT  
PREMIUM, MIDSCALE & ECONOMY DIVISION





Why invest - TRIBE

WELCOME TO TRIBE

# Bold design. One tribe.

Design-driven  
spaces that foster  
link-minded  
connections that  
matter.





## WHY TRIBE?

# Smart Business Model

Join a rapidly growing brand, with a high brand margin (+€40) driven by design-led experience

Benefit from optimized space planning & operational structure

Driving revenue per sqm and resulting in high GOP margins

# A brand making everything easy

Leverage a brand that cleverly mixes high & low for a premium perception

Loved by guests for making everything easy, providing the essentials that today's travellers want

Attract guests and the local community alike by offering Living Social Spaces to eat, work and play in a friendly atmosphere.

# Powerful distribution eco-system

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

Connecting you with valuable global business & directly contributing 77% of your revenue\*



# A solid business model

Chapter

01



TRIBE BADEN BADEN  
GERMANY

*Topline  
Investment  
EBITDA*



# Smart business model

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

TOPLINE	<div><div>Rapidly growing brand</div><div>+190%</div><div>Global network growth over the next 2 years</div></div>
	<div><div>High brand margin driven by premium perception</div><div>+40€</div><div>Brand Margin, leading vs competitors BES 2025</div></div>
INVESTMENT	<div><div>Optimised operations &amp; space planning</div><div></div><div>Midscale product with an economy footprint and flexible F&amp;B</div></div>
EBITDA	<div><div>Proven business model with high GOP</div><div>38%</div><div>GOP 2024</div></div>



TOPLINE

With a global footprint of nearly 60 hotels open and in the pipeline

By June 2025 | 22 Opened Hotels

- Perth, Australia

Bali, Indonesia

Phnom Penh, Cambodia

Paris (x4), France

London, UK

Amsterdam, Netherlands

Belo Horizonte, Brazil

Clichy, France

Bangkok, Thailand
- Carcassonne, France

Le Touquet, France

Lyon, France

Baden-Baden, Germany

Budapest, Hungary

Milan, Italy

Düsseldorf, Germany

Budapest, Hungary

Manchester, UK

Riga, Latvia

2025/2026 Openings | 35 Pipeline Hotels

- Auckland, New Zealand

Bangkok , Thailand

Manila, Philippines

Guiyang, China

Pantin, France

Budapest , Hungary
- Warsaw, Poland

Eilat, Israel

Reims, France

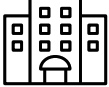

Cabourg, France



Tbilisi, Georgia



Saclay, France



Montpellier, France



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

2%	Americas	
	1	1
	58	79

74%	Europe & North Africa	
	17	25
	2,702	3,777

22%	MEAPAC	
	4	8
	805	1,315

1%	China & Others	
	-	1
	-	136

TRIBE		
	NETWORK	PIPELINE
	22	35
	3,565	5,307





TOPLINE

High brand  
margin driven  
by premium  
perception

BRAND MARGIN

€40

vs Moxy - €13

Comp Index vs competition: 110

Source: BES 2025

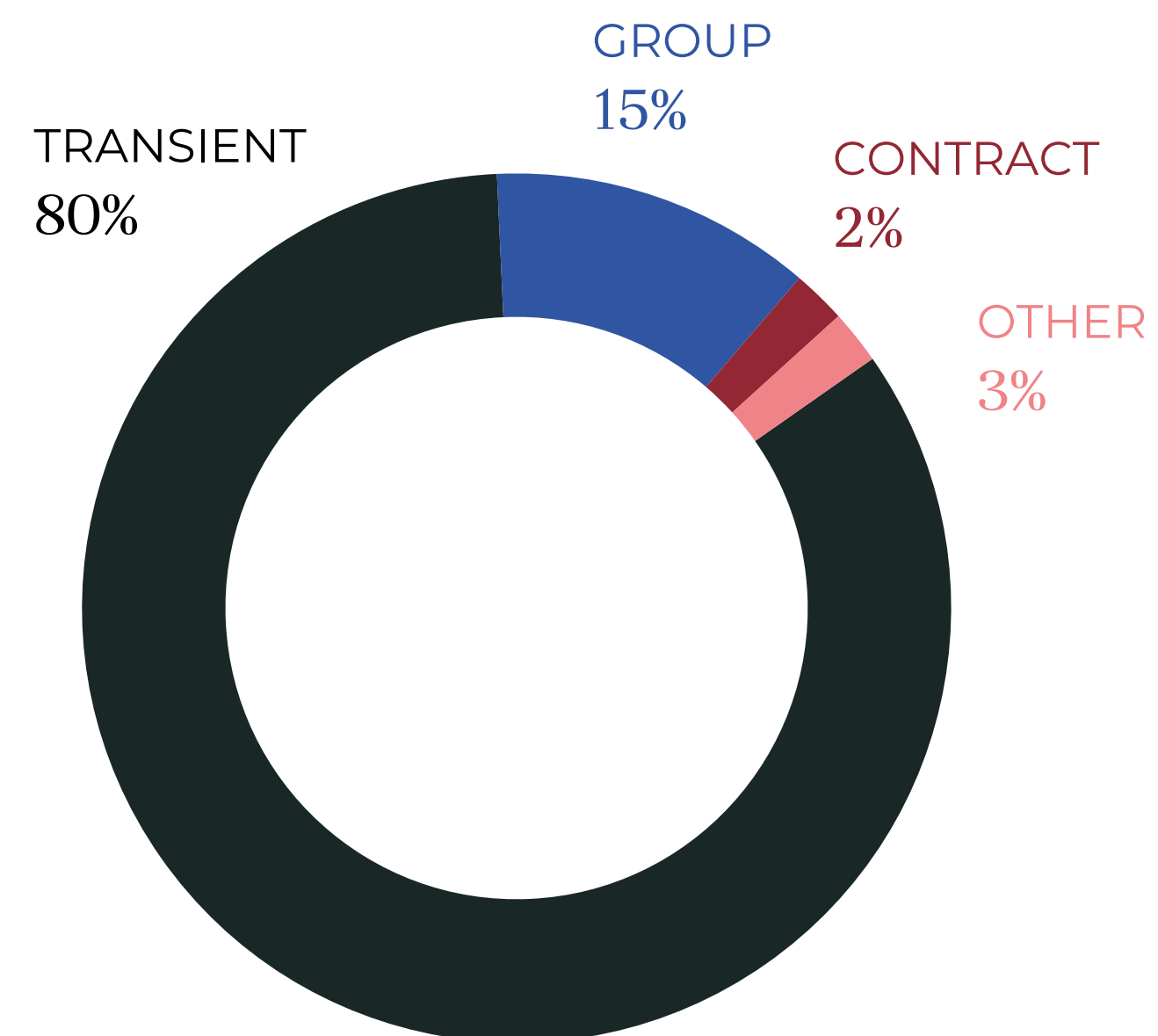
13 countries (Australia, Belgium, Brazil,  
France, Germany, UAE, Portugal, KSA, India  
Spain, Japan, Thailand, UK)





## TOPLINE

Resulting in 80% of  
revenue generated by  
transient individuals





## INVESTMENT

# Optimised operations & space planning

Midscale rate with an economy footprint

RESULTING AVERAGE BRAND GOP MARGIN OF

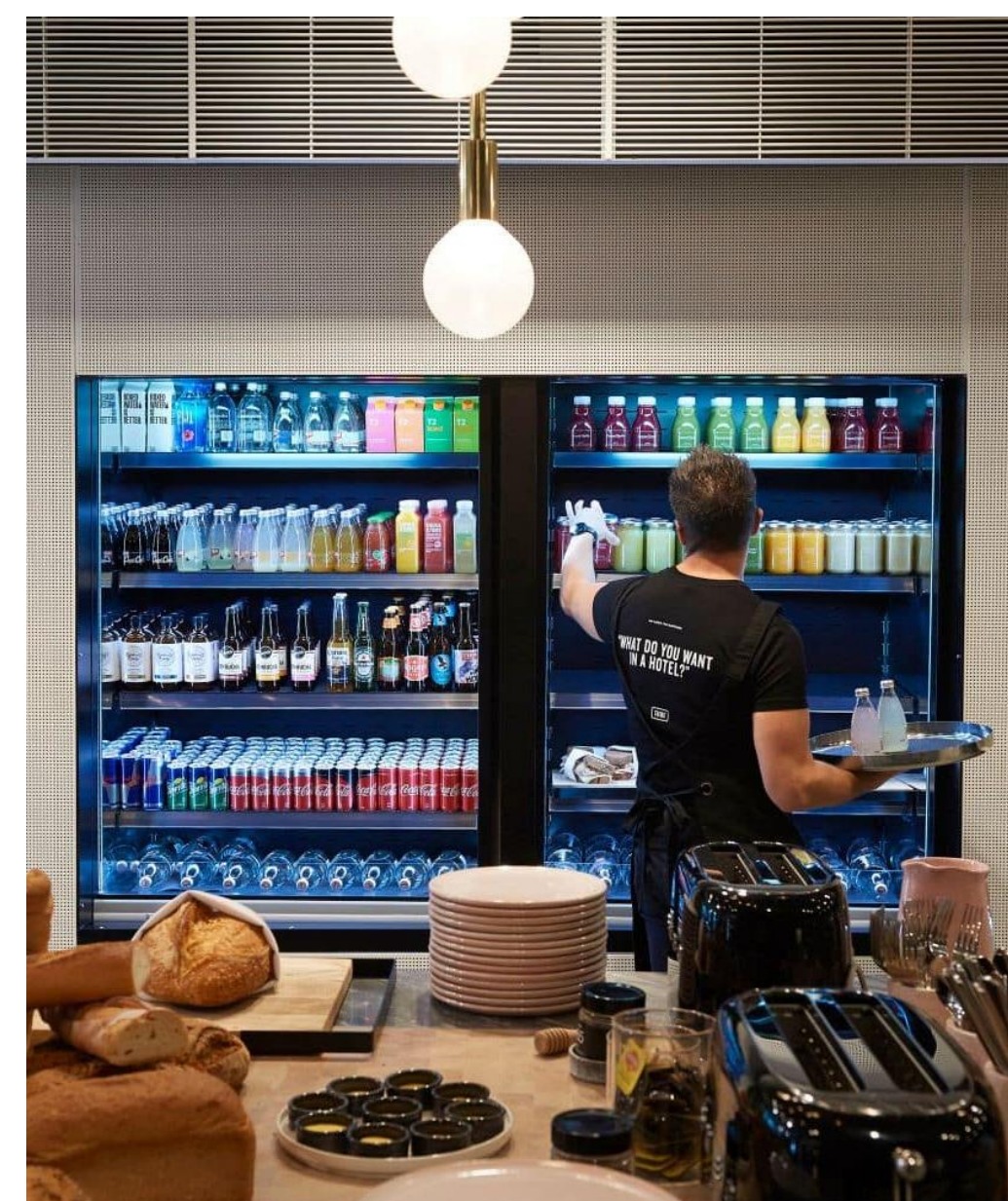
# 38%

Source: Dashboard 360



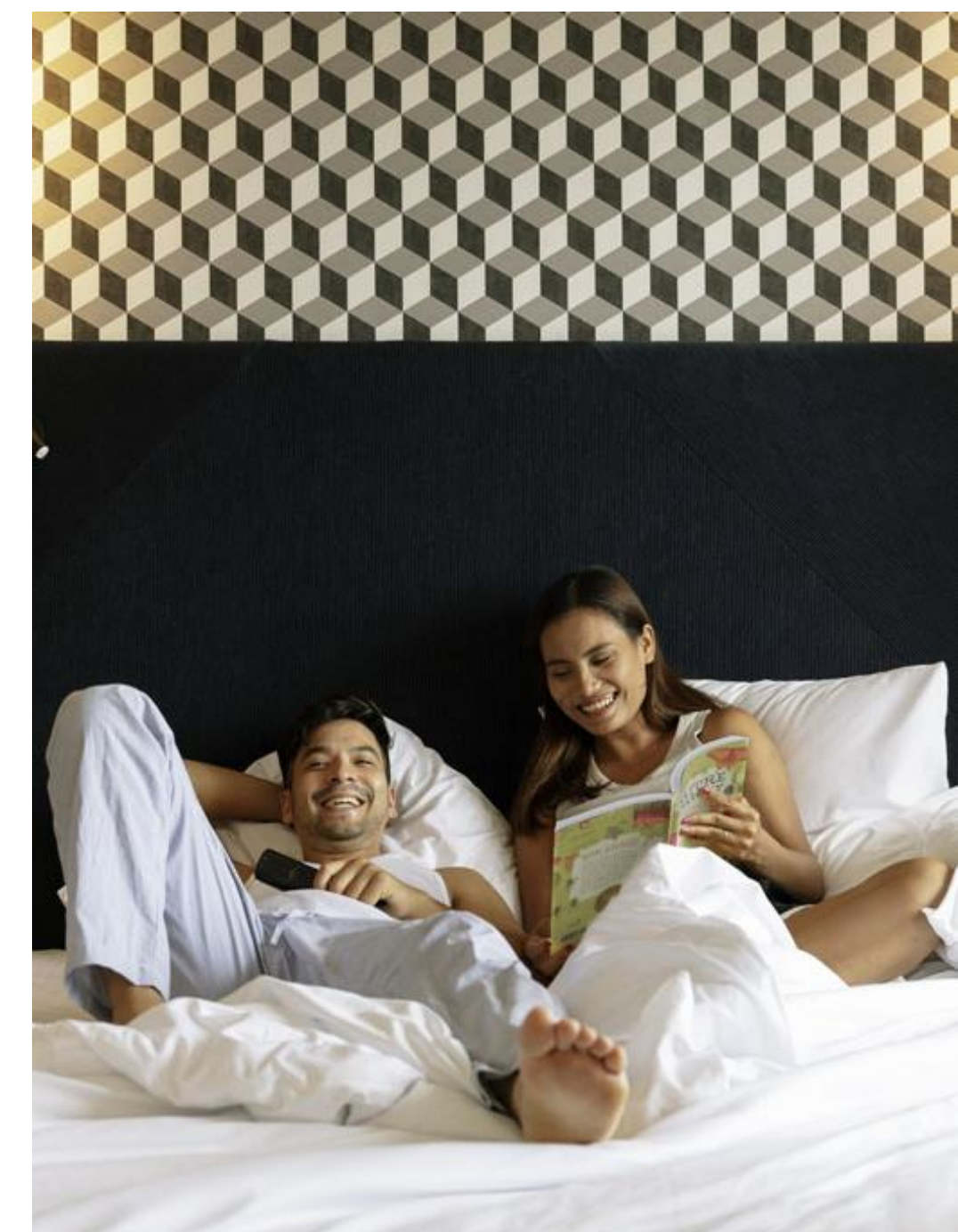
## Compact rooms

TRIBE's elevated design & experience mean rooms can start from 17sqm and still achieve an ADR premium



## F&B offering

F&B proposal depending on market demand  
Breakfast buffet  
Barista coffee & cocktail bar offer  
24/7 grab & go  
Plug&play restaurant concept



## Optimized operational structure

No room service  
No mini-bar  
No MICE offer



BUSINESS CASE

New Build,  
*Indonesia*

Indonesia

165 rooms

Opened: Q2 2022

2024 Results

RGI

138  
Comp set includes  
Four Points by  
Sheraton and  
Wyndham Garden





# A brand making everything easy

Chapter

02



*Brand positioning*  
*Guest satisfaction*  
*Top 3 USPs*

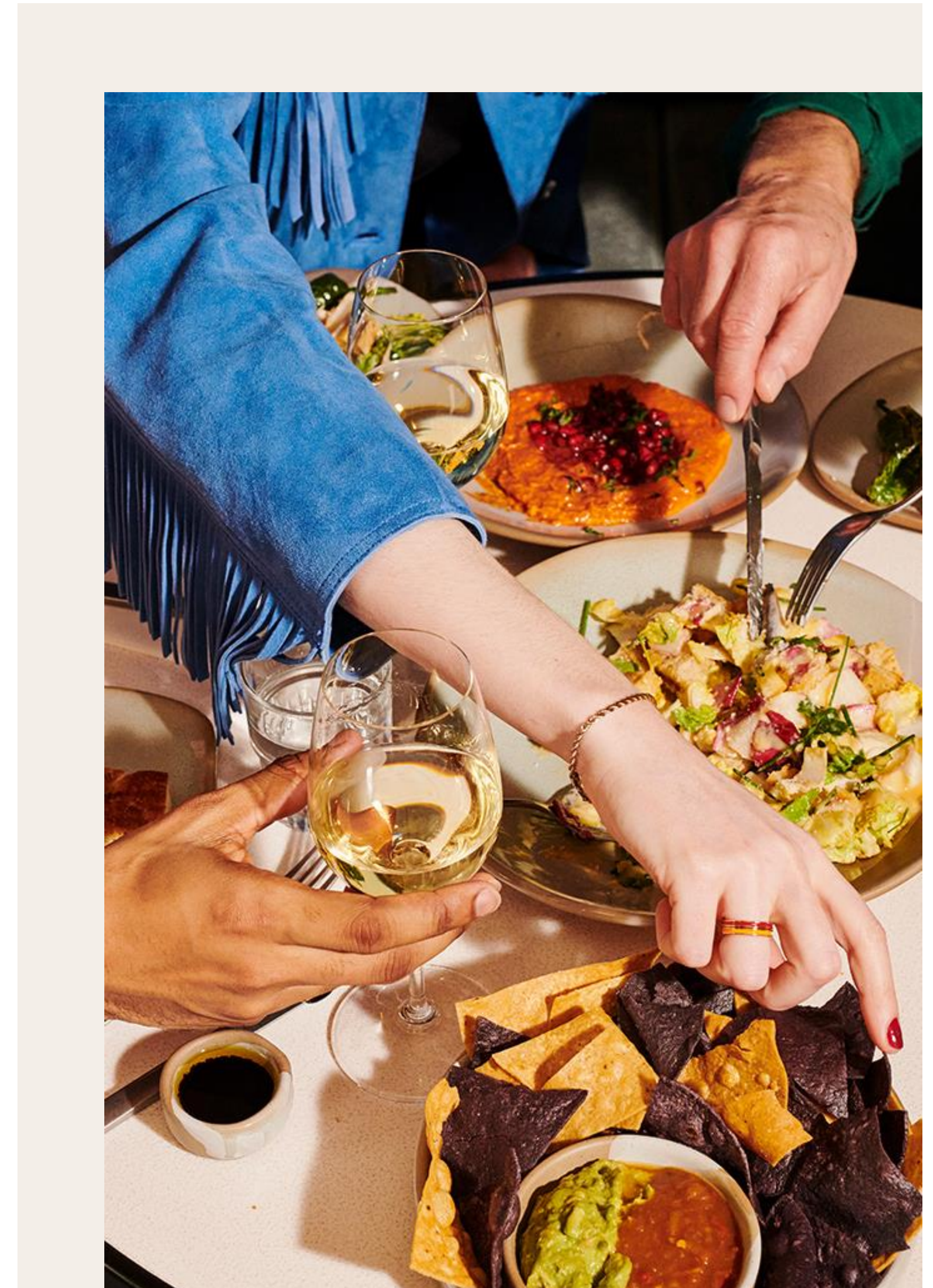
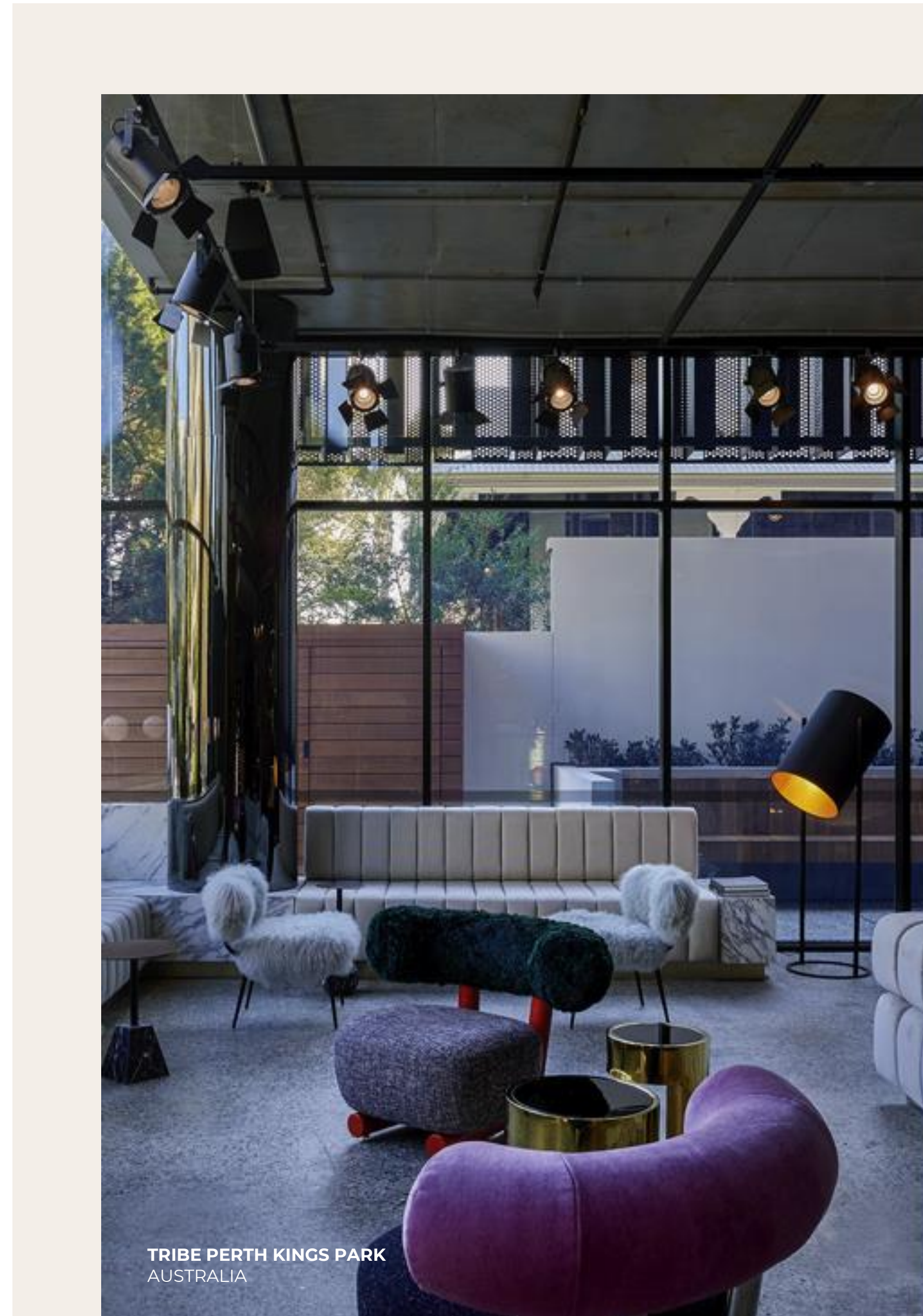




## BRAND POSITIONING

TRIBE hotels offer  
everything you  
need and nothing  
you don't.

Design-led  
Affordable  
Social





GUEST SATISFACTION

# Outperforming competition on brand reputation

REPUTATION PROMOTOR SCORE (RPS)  
INDEX

# 101.2

RPS measures brand trust and guests' satisfaction by aggregating a diverse set of reputational signal (reviews, ratings, sentiment analysis, social engagement...)

TRIBE 86.8  
Vs Aloft 85.41

Source: Trust You FY 2024





## TOP #3 USPS

# TRIBE's promise to iconic design lovers



**1** TRIBE cleverly mixes high & low for a premium perception



**2** TRIBE makes everything easy, by providing the essentials



**3** TRIBE offers relaxed Living Social Spaces for guests and the local community alike, to eat, work and play in a friendly atmosphere





## TRIBE cleverly mixes



high & low for a  
premium perception



### Mix & match design-driven spaces

Skillfully mixing and match different qualities of materials, combining big name designer pieces with off the shelf designs.

### Small rooms with high-end bedding & amenities

TRIBE rooms can be as small as 17sqm, but offers luxury quality bedding & amenities.

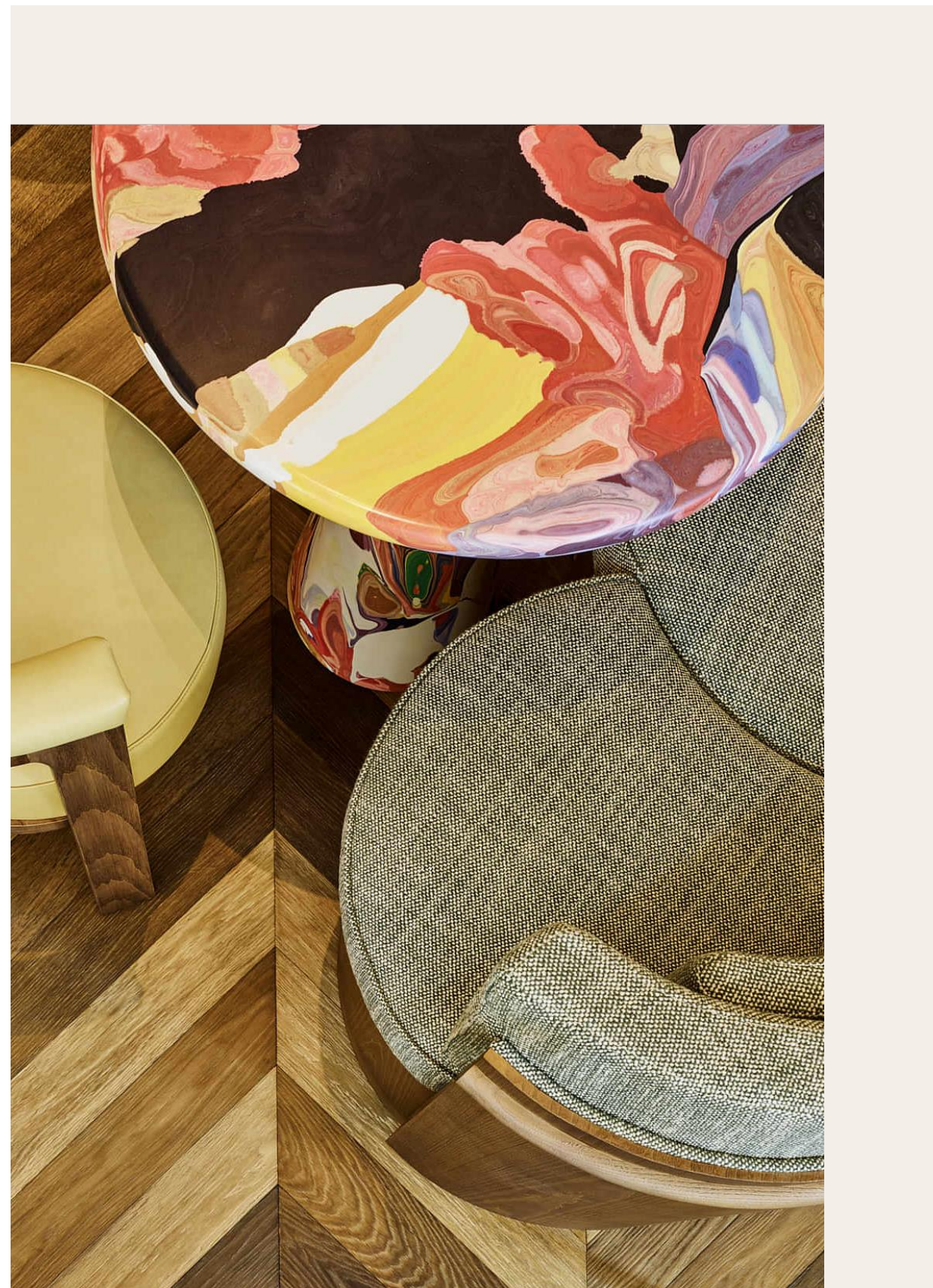
### #1 Room

GSS\* score at 63  
vs competitors 59





Bespoke design that  
feels high-quality  
without high cost



A rich, textural and layered  
environment is created whilst  
feeling expensive and high  
quality without high cost

With a dynamic use of pattern,  
colour and unexpected  
material composition





TRIBE makes everything easy



by providing the essentials



## Lifestyle Restaurant concepts

TRIBE's culinary offer is adapted to each location, with delicious concepts including American diner, Pan asian, Californian or Italian.

## 24/7 grab & go offer

A midnight sandwich or a bottle of wine to the room? A juice for the road? TRIBE offers a range of sweet snacks and savory bites – made in-house or with local partners as well as a range of drinks around the clock to the hotel guests.

## Everything you need in your room

TRIBE is for everyone, every day, and we make sure they get what's important, like Mirroring enabled TVs and a personal steamer making sure guests can freshen up their attire before the meeting.

## #1 Value

GSS\* score at 83  
vs competitors 79





24/7 grab & go offer



Everything you need in your room



Lifestyle Restaurant concepts







## TRIBE attracts



guests and the local  
community alike



### Relaxed Living Social Spaces

Our Living Social Spaces are never just another hotel lobby, it can be what the guests needs it to be. Whether it's an office or meeting space for the day, or perhaps a relaxed living room to hang out in.

### Brand Culture

Friendly, authentic and relaxed welcome. Service at TRIBE follows high-standard and it's animated by passionate teams sharing the TRIBE vibe.

### #1 Vibe

GSS\* score at 87  
vs competitors 88





Relaxed Living Social Spaces



Friendly atmosphere



Coworking





TOP 3 USPS

TRIBE core must-haves

BRAND MARKERS

Living Social Spaces	Guest	Bathrooms	F&B
Statement furniture & curated décor Charging points & Fast Wi-Fi Seating zones Fragrance Uniforms	In-room Art Curation TV with mirroring TRIBE signature bed & luxe bedding Complimentary Nespresso machine, tea & kettle, bottled water	Rain shower Kevin Murphy Amenities (dispenser)	Buffet breakfast Barista coffee 24/7 Grab & Go Cocktail Bar TRIBE TABLE or stand-alone restaurant (optional)



# Powerful distribution eco-system

Chapter

03



TRIBE LONDON CANARY WHARF  
UK

*Accor eco-system,  
TRIBE digital footprint*

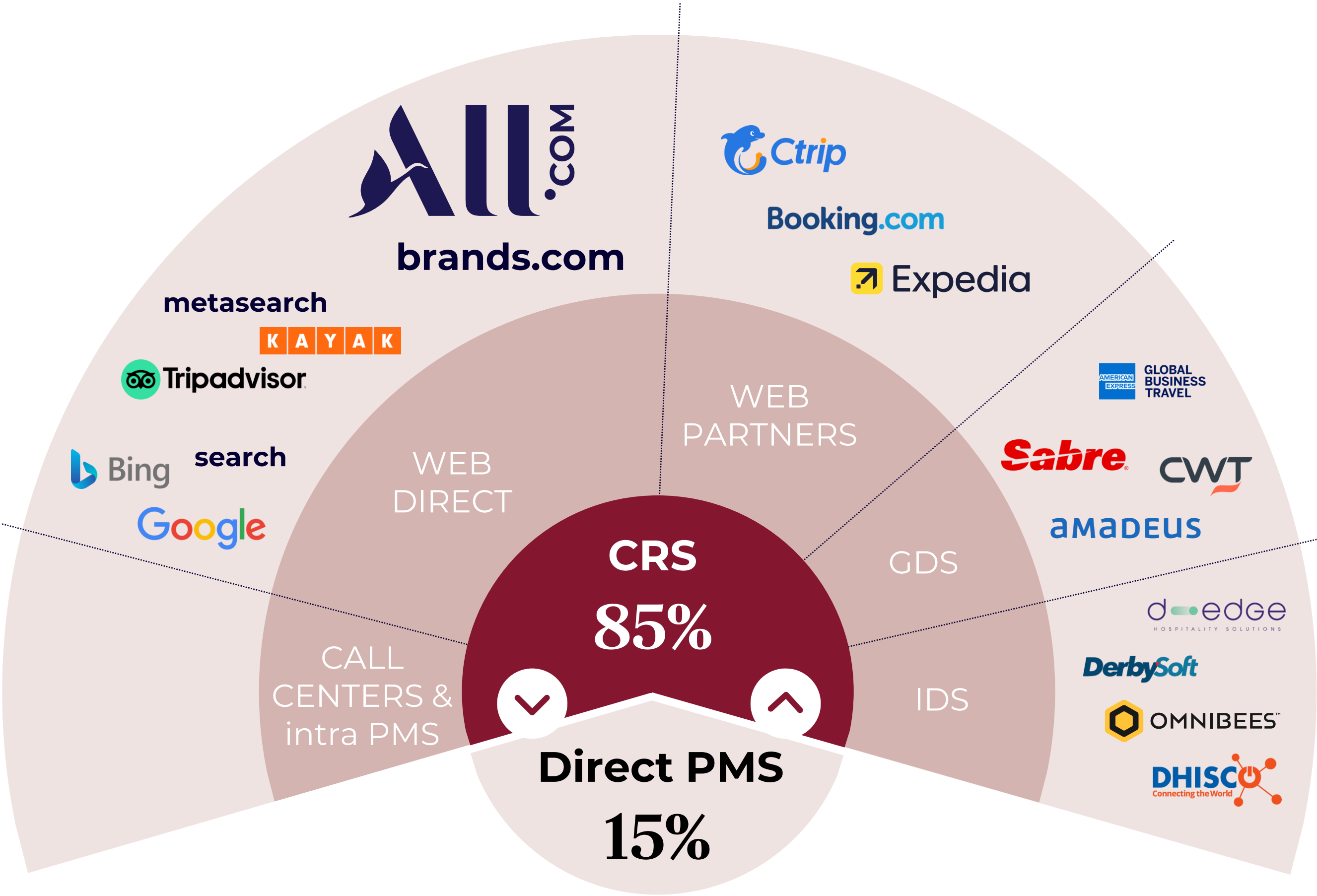


CONNECT YOUR HOTEL

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

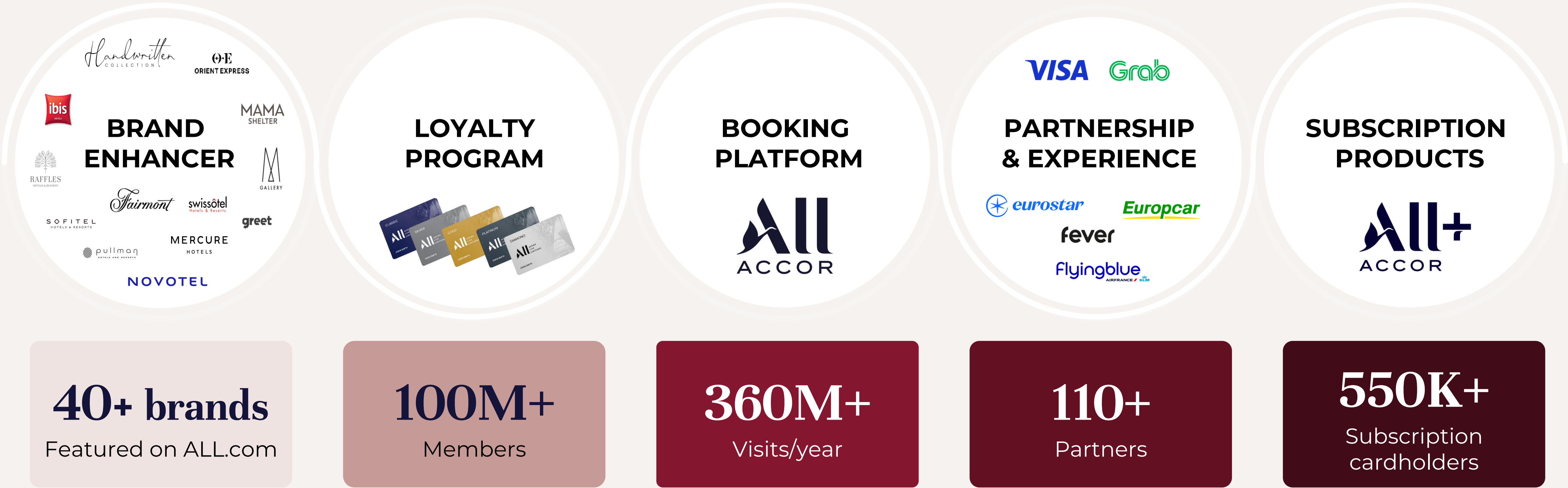
ACROSS  
34  
Countries

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





TRIBE DIGITAL FOOTPRINT

Boost direct sales  
with TRIBE digital  
footprint

Brand website

<https://tribehotels.com/en/>



@tribe\_hotels

17.5K


FOLLOWERS



TRIBE Hotels

12K

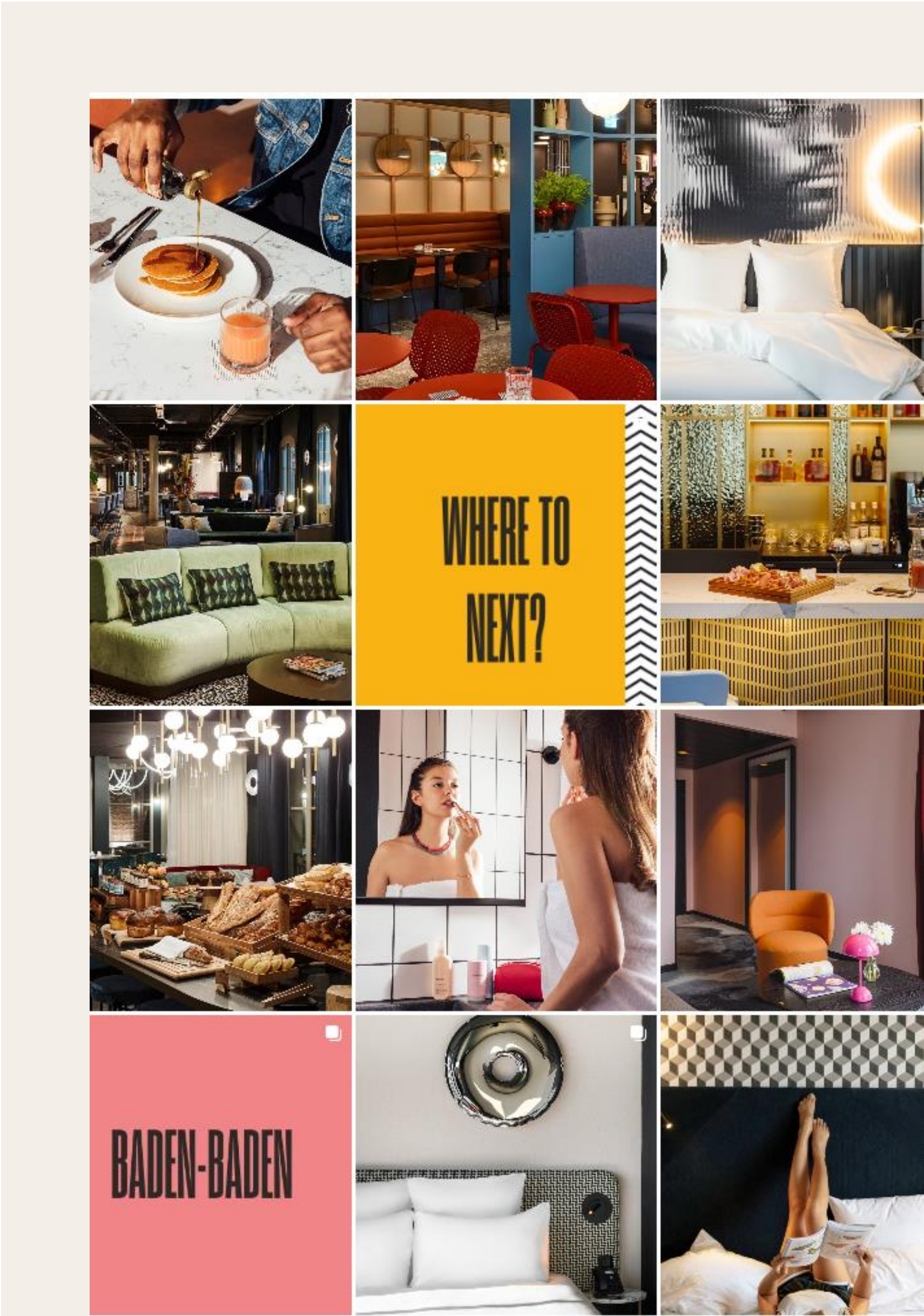
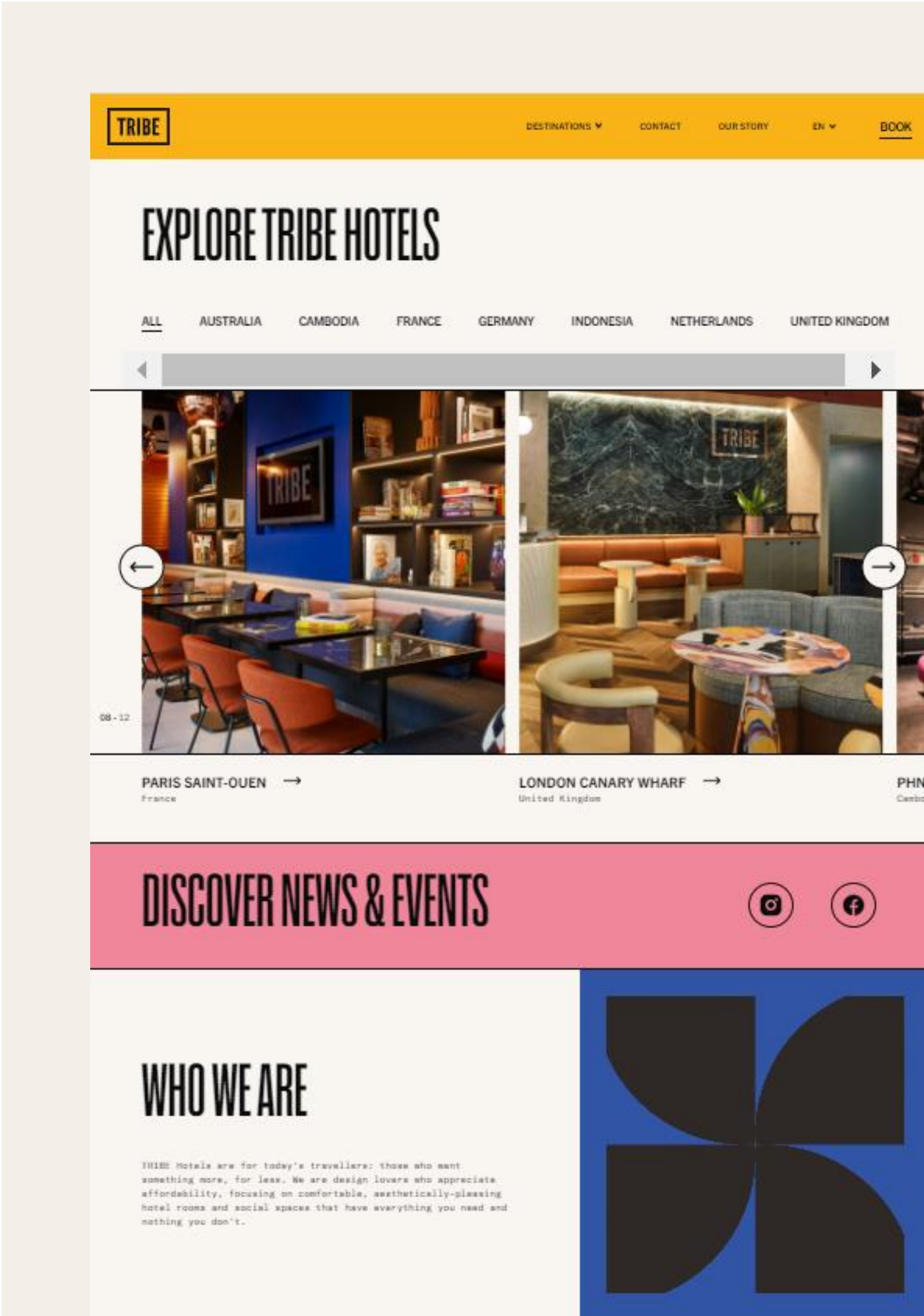
FOLLOWERS



TRIBE hotels

10,5K

FOLLOWERS





# Development Criteria

Chapter

04



*Hotels  
Extended Stay  
Mixed-Use*





HOTELS

# Hotels Development Criteria

TRIBE hotels fit equally new builds and conversions projects

	WW
NUMBER OF KEYS	120+
ROOM SIZE	17-22 SQM
TGFA	35-45 SQM

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

MUST-HAVES	NICE-TO-HAVES
Breakfast Buffet	Restaurant
Lobby bar	Fitness
Grab & Go	Wellness area or Spa
Work in the lobby	Swimming Pool
	Co-working dedicated area
	Meeting Room
	Retail Shop
	Family Room
	Junior Suite





EXTENDED STAY

# Extended Stay Development Criteria

WW		
NUMBER OF KEYS	100-200	
ROOM SIZE	Guest Room (Standalone Living)	20 sqm
	Studio	25 sqm
	2 Beds	35 sqm
TGFA	35 sqm	

MUST-HAVES

- Looby Bar
- Breakfast Buffet
- Grab & Go
- Fitness
- Work in the lobby
- Laundry Room

NICE-TO-HAVES

- Restaurant
- Additional Bespoke Bar
- Wellness Area or Spa
- Swimming Pool
- Meeting Room
- Co working dedicated area
- Retail Shop





TRIBE BUDAPEST STADIUM  
COMBO WITH IBIS

## MIXED-USE

# Mixed-use development key criteria

Strong ROI for mixed-use projects combining TRIBE hotel with:

- EXTENDED STAY
- COWORKING
- COMBO WITH ECONOMY BRAND



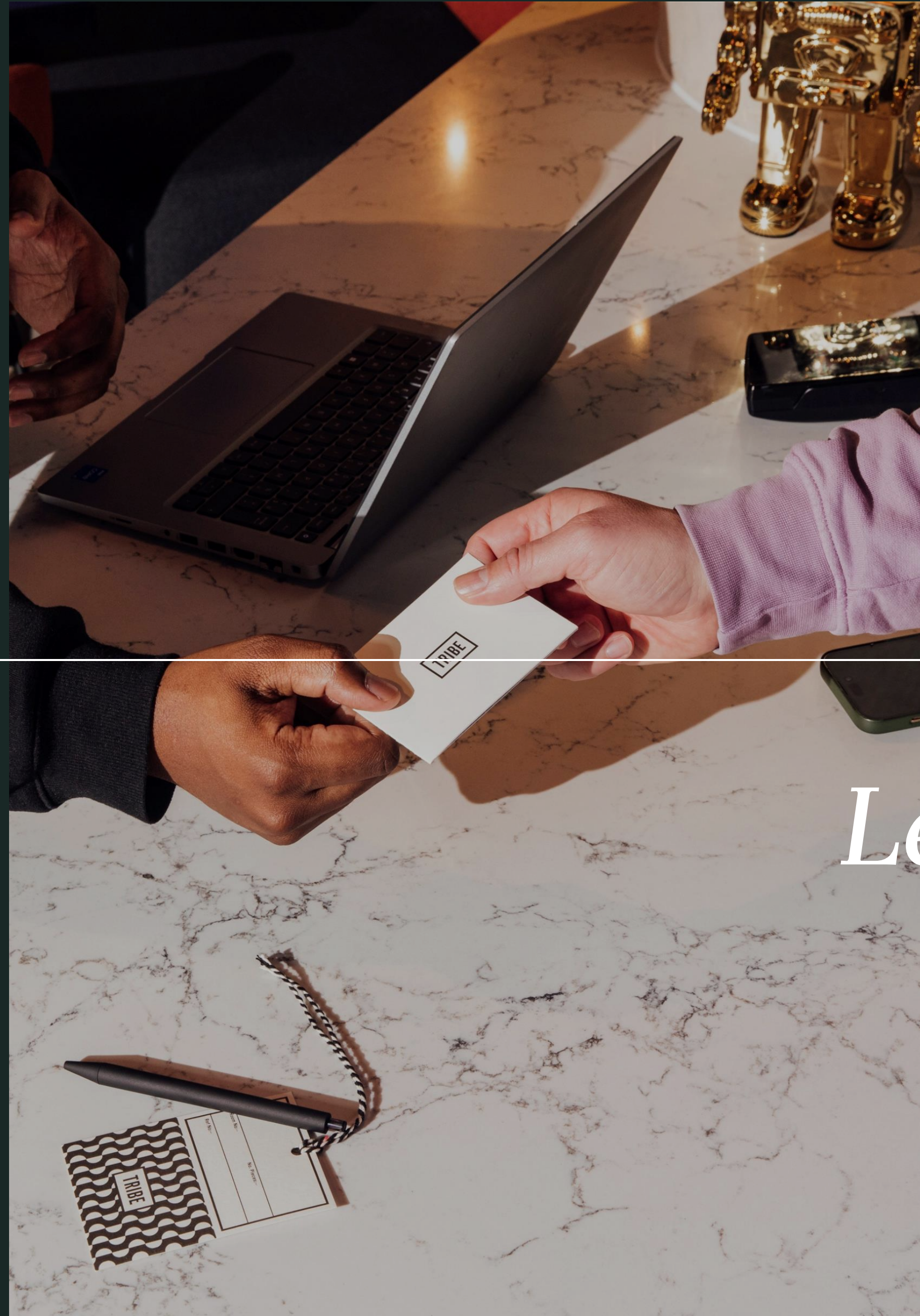


# TRIBE Network

Chapter

05

*Urban  
Leisure & Resorts  
Airport  
Living  
Combo*



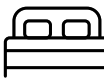




URBAN

TRIBE Perth Kings Park, *Australia*



 126 rooms





URBAN

TRIBE Paris Batignolles, *France*



 79 rooms







URBAN



 184 rooms

TRIBE Paris La Défense, *France*







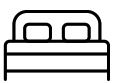
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URBAN



TRIBE network

P35



112 rooms

TRIBE Paris Saint-Ouen, *France*







URBAN

TRIBE Paris Clichy, *France*



 120 rooms





URBAN

TRIBE Lyon, *France*



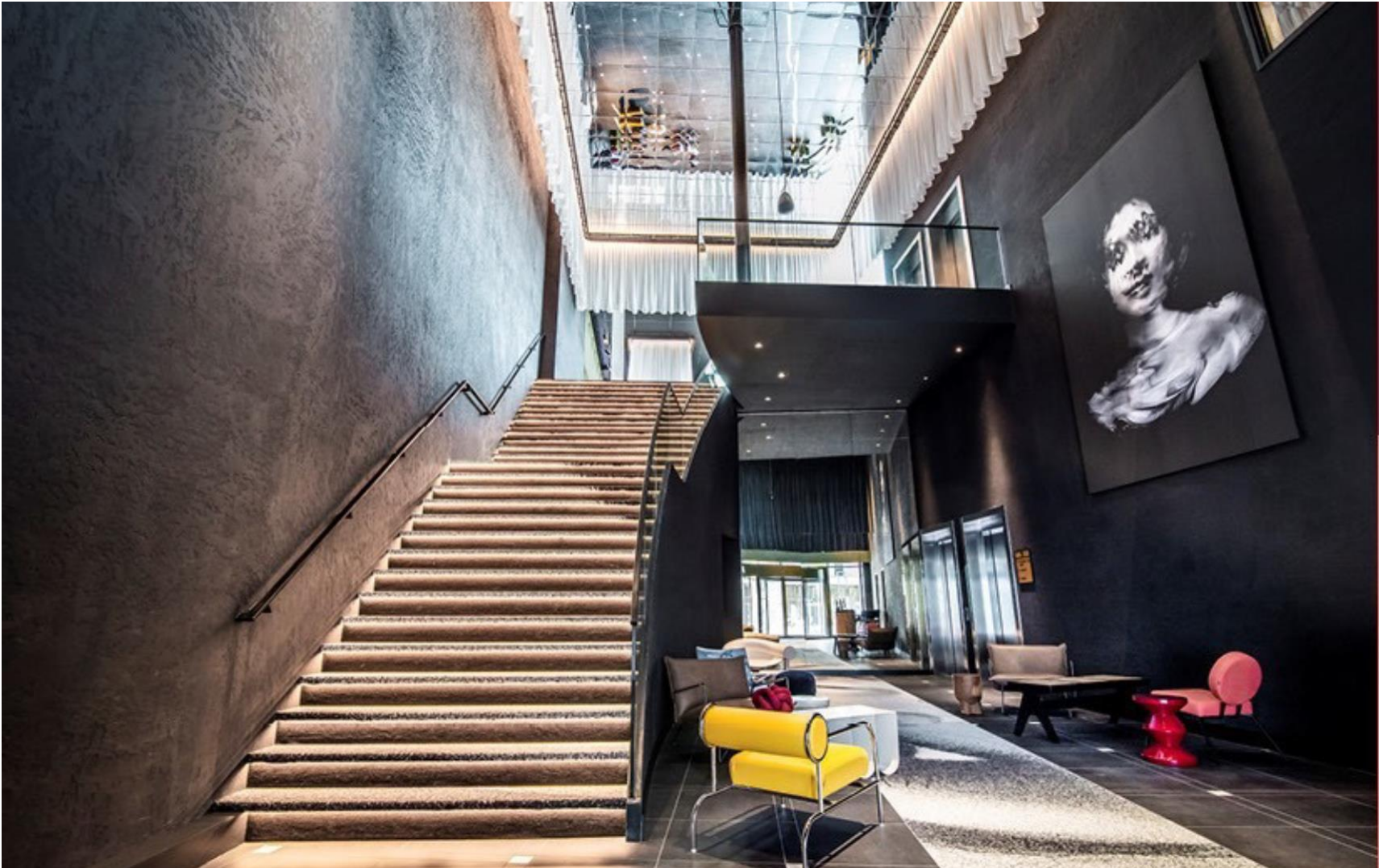
 97 rooms





URBAN

TRIBE Amsterdam, *Netherlands*



 192 rooms







URBAN



 136 rooms

TRIBE Baden Baden, *Germany*







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URBAN

TRIBE London Canary Wharf, UK



 312 rooms

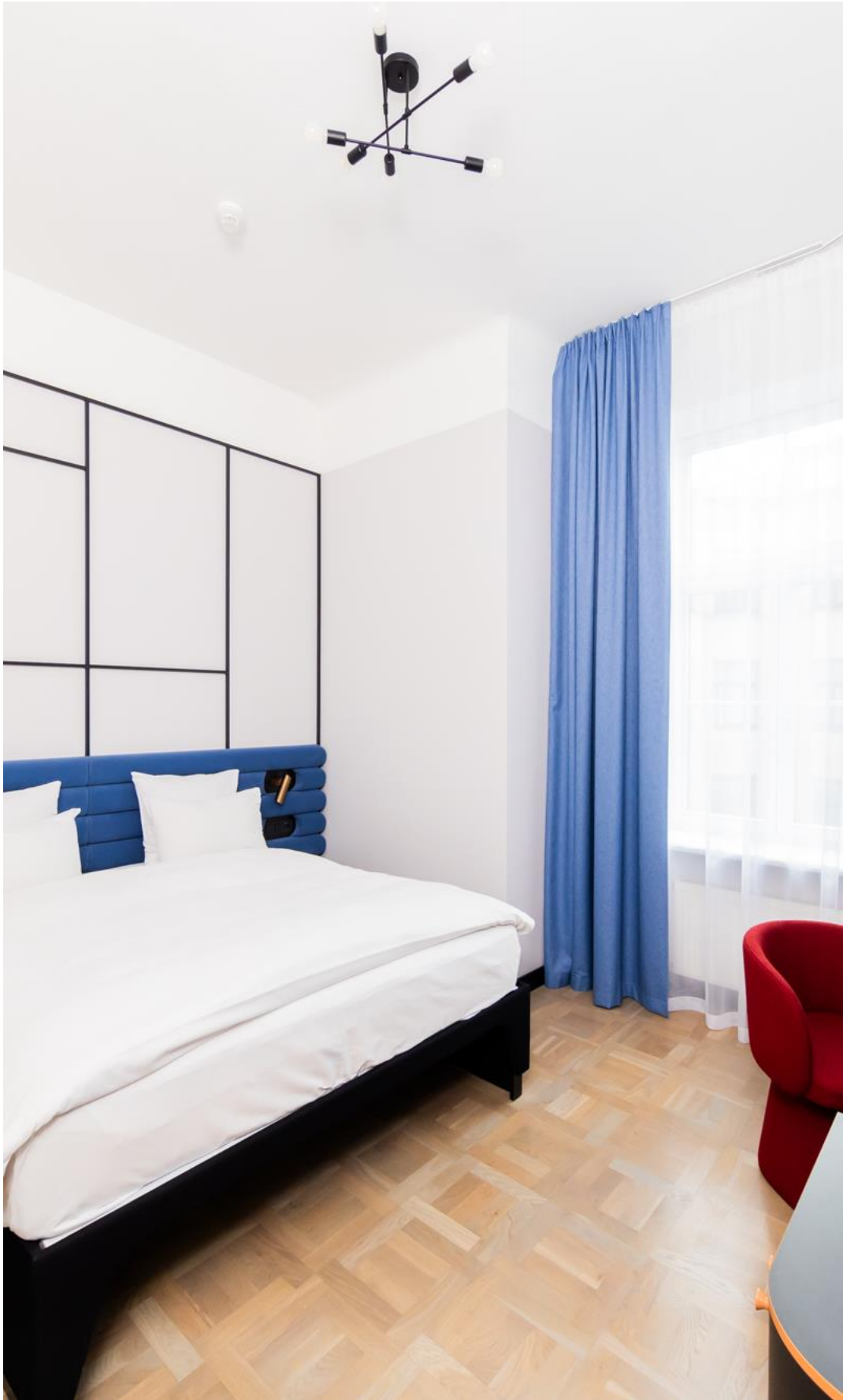




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URBAN

TRIBE Riga, *Latvia*



 81 rooms





URBAN



 260 rooms

TRIBE Phnom Penh, *Cambodia*







URBAN

TRIBE Medellin, *Colombia*



 58 rooms







LEISURE & RESORTS

TRIBE Bali Kuta Beach, *Indonesia*



 168 rooms



LEISURE & RESORTS

TRIBE Carcassonne, *France*



 70 rooms







LEISURE & RESORTS

TRIBE Le Touquet, *France*



 59 rooms







Why invest - TRIBE

AIRPORT



TRIBE network

P48



 240 rooms

TRIBE Milano Malpensa - Vizzola Ticino, *Italy*







 272 rooms

TRIBE Living Bangkok Sukhumvit 39, *Thailand*







COMBO

TRIBE Budapest Stadium, *Hungary*  
Combination with ibis Hotel (166 rooms)



 166 rooms



TRIBE

Thank  
*you*

