

# why invest **TRIBE**

# 2025

GLOBAL DEVELOPMENT  
PREMIUM, MIDSCALE & ECONOMY DIVISION

A

Why invest - TRIBE

WELCOME TO TRIBE

Bold design.  
One tribe.

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



WHY TRIBE?

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## 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

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## 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.

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## Powerful distribution eco-system

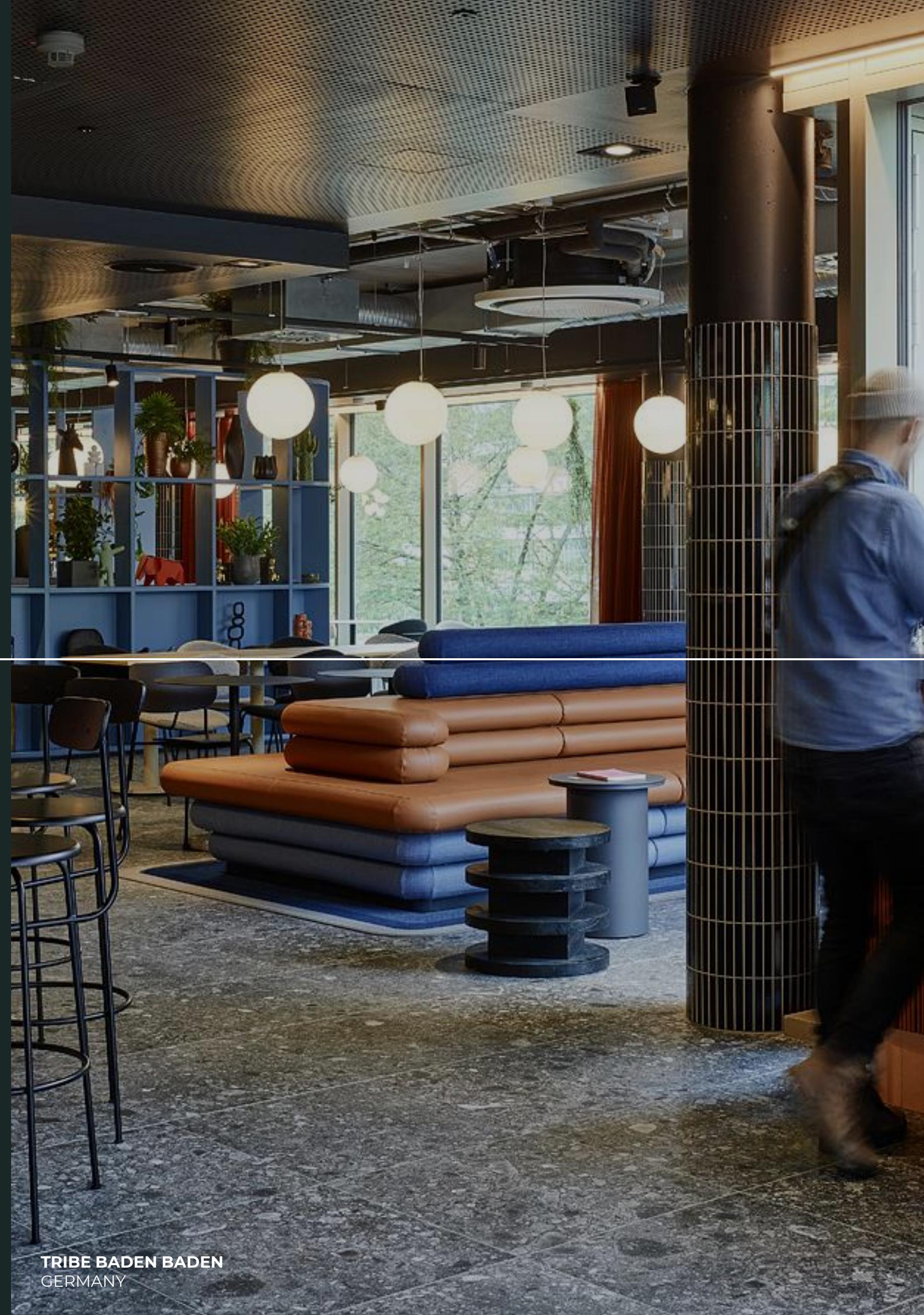
Leverage Accor's sales, marketing, distribution & loyalty platform from day 1

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

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

By June 2025 | 22 Opened Hotels

Perth, Australia	Carcassonne, France
Bali, Indonesia	Le Touquet, France
Phnom Penh, Cambodia	Lyon, France
Paris (x4), France	Baden-Baden, Germany
London, UK	Budapest, Hungary
Amsterdam, Netherlands	Milan, Italy
Belo Horizonte, Brazil	Düsseldorf, Germany
Clichy, France	Budapest, Hungary
Bangkok, Thailand	Manchester, UK
	Riga, Latvia

2025/2026 Openings | 35 Pipeline Hotels

Auckland, New Zealand	Warsaw, Poland
Bangkok, Thailand	Eilat, Israel
Manila, Philippines	Reims, France
Guiyang, China	Cabourg, France
Pantin, France	Tbilisi, Georgia
Budapest, Hungary	Saclay, France
	Montpellier, France

All figures as of end June 2025

Breakdown network + pipeline by region is calculated by number of rooms

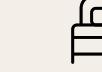
2%

Americas

	1	1
	58	79

74%

Europe & North Africa

	17	25
	2,702	3,777

1%

China & Others

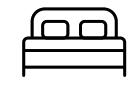
	-	1
	-	136

22%

MEAPAC

	4	8
	805	1,315

## 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

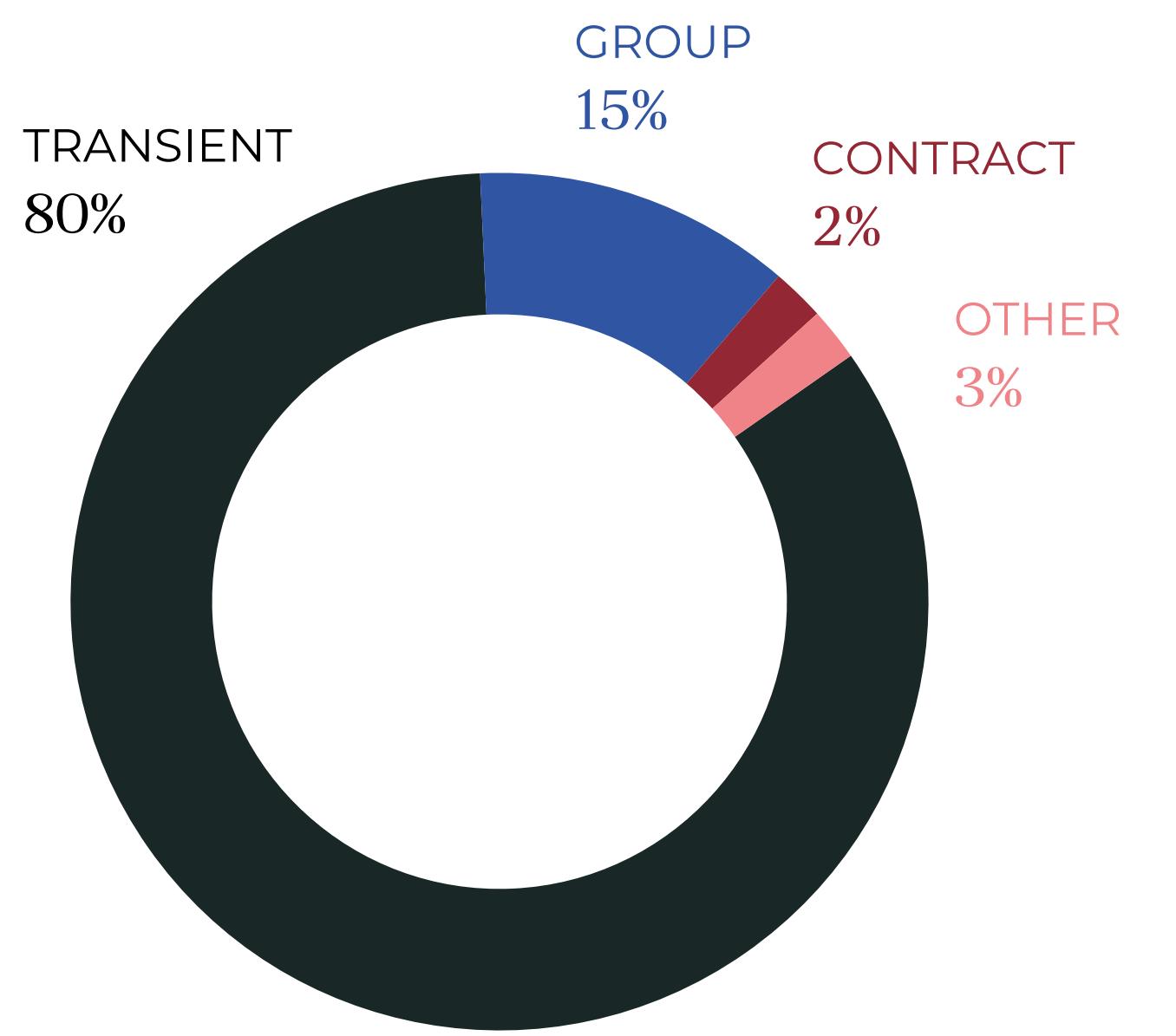
13 countries (Australia, Belgium, Brazil, France, Germany, UAE, Portugal, KSA, India, Spain, Japan, Thailand, UK)



TRIBE RIGA  
LATVIA

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

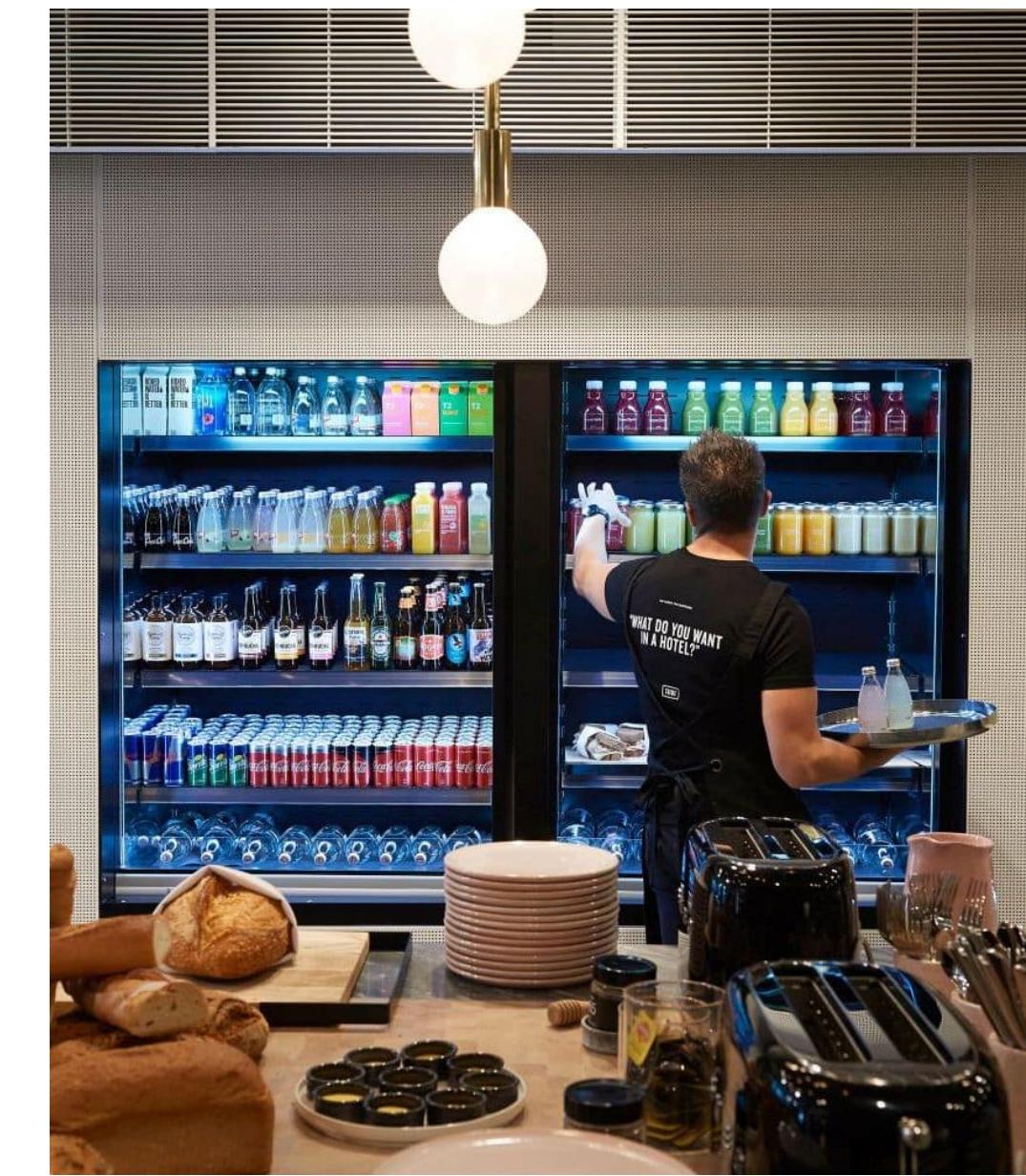
# 38%

Source: Dashboard 360



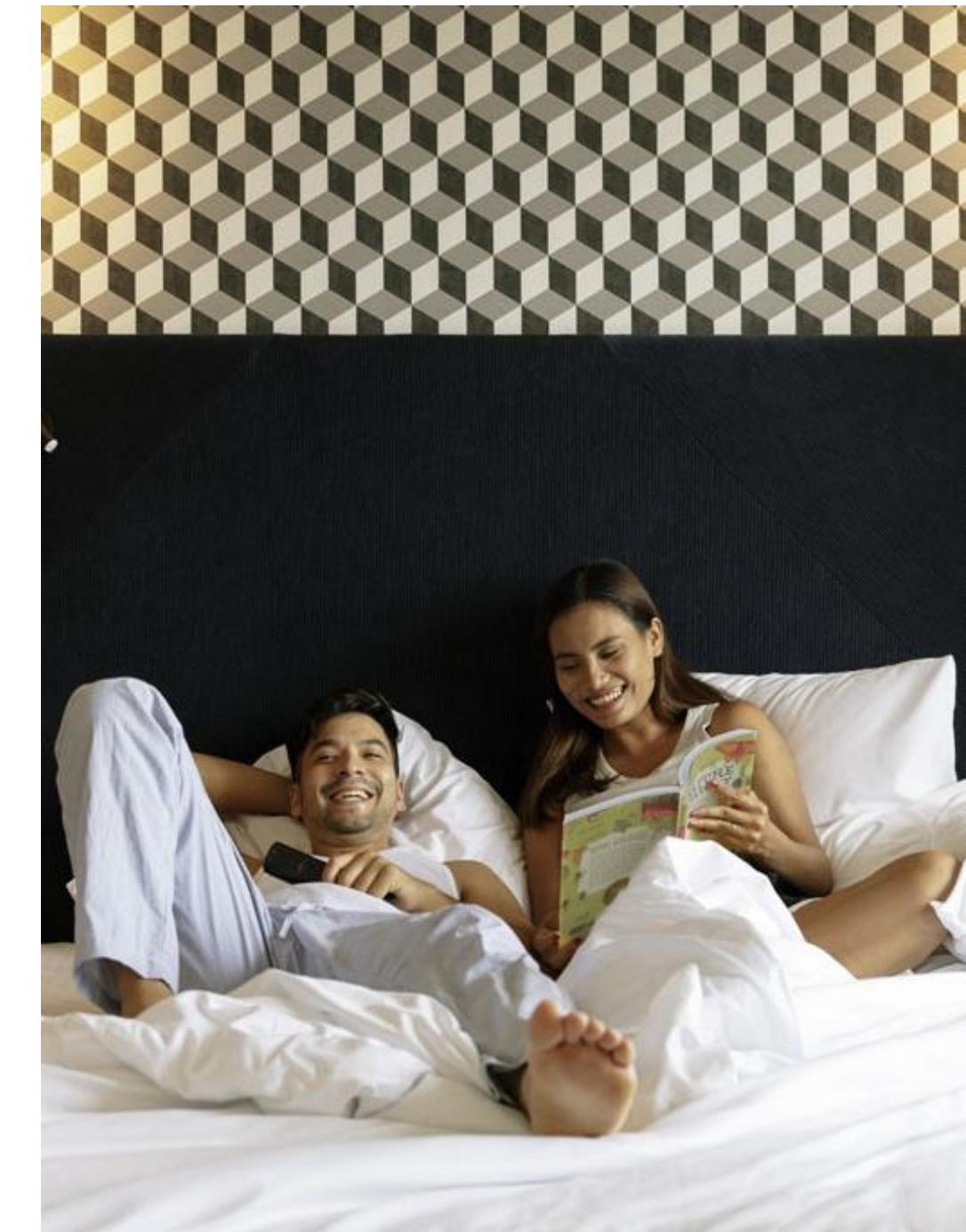
## Compact rooms

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

A solide business model

## BUSINESS CASE

# New Build, *Indonesia*

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Indonesia

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165 rooms

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Opened: Q2 2022

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2024 Results

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RGI

138  
Comp set includes  
Four Points by  
Sheraton and  
Wyndham Garden



# A brand making everything easy

Chapter

02



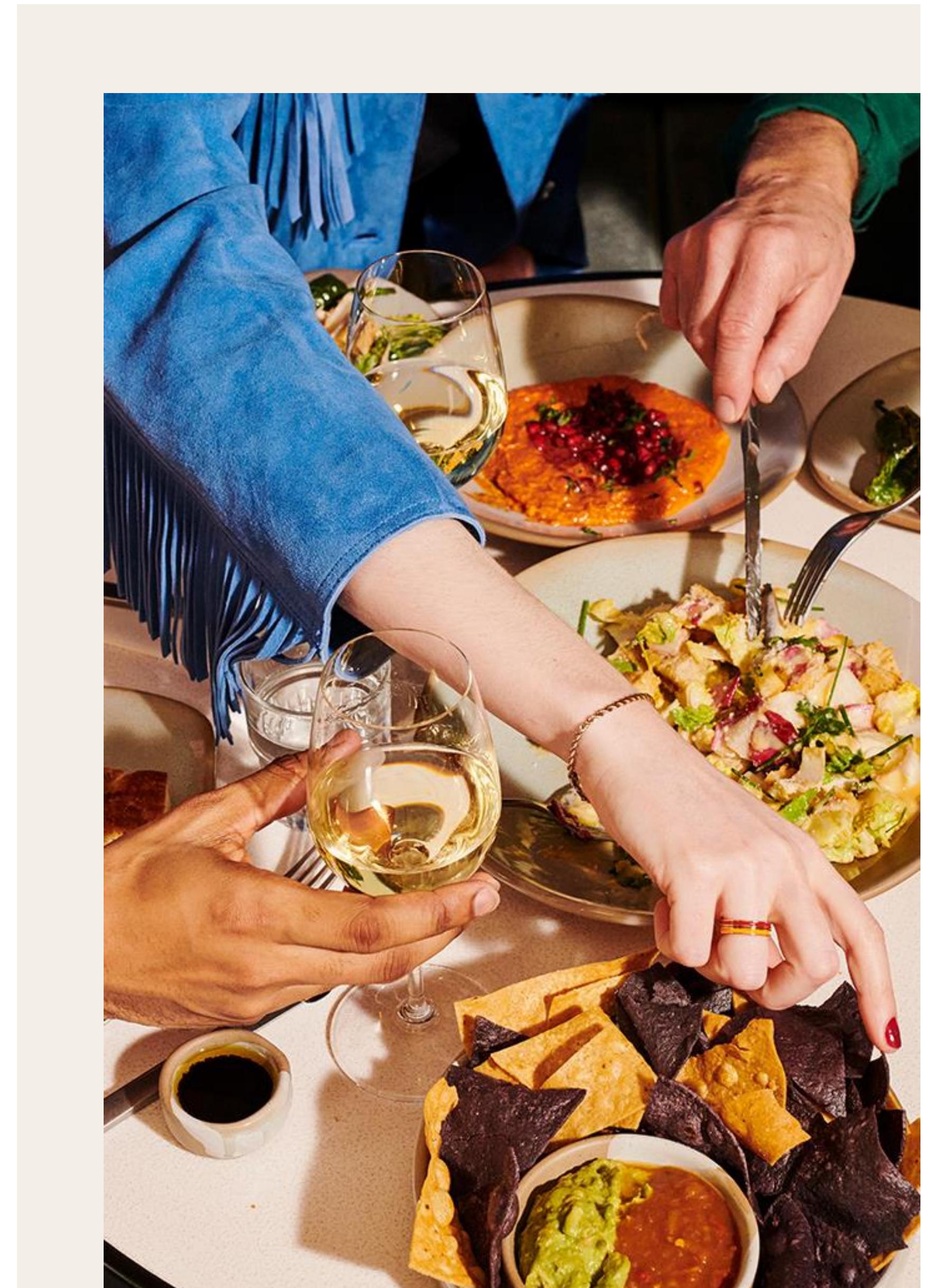
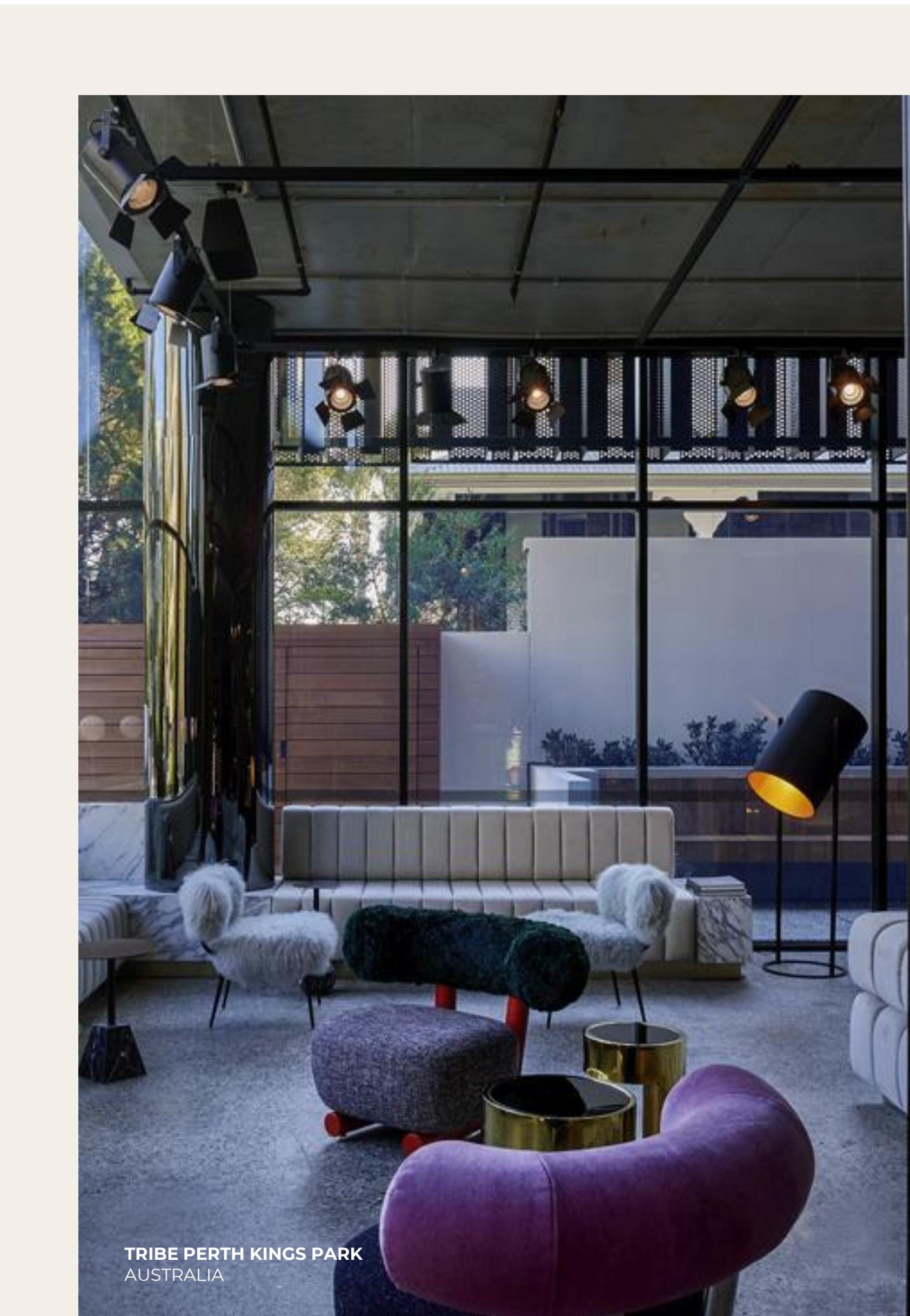
TRIBE LONDON CANARY WHARF  
UNITED KINGDOM

*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

USP #1

## TRIBE cleverly mixes



high & low for a  
premium perception

### Mix & match design-driven spaces

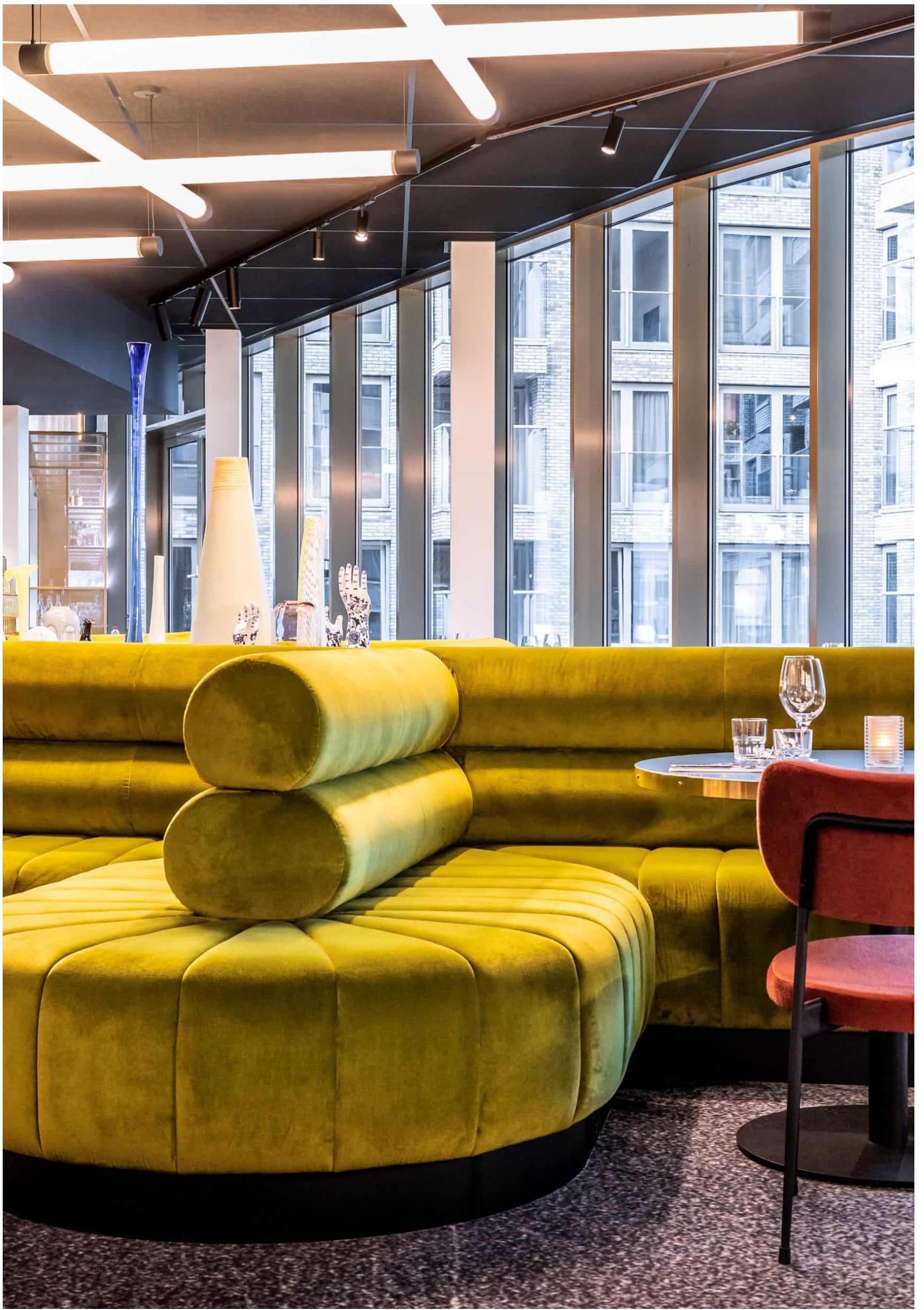
Skillfully mixing and match different qualities of materials, combining big name designer pieces with off the shelf designs.

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

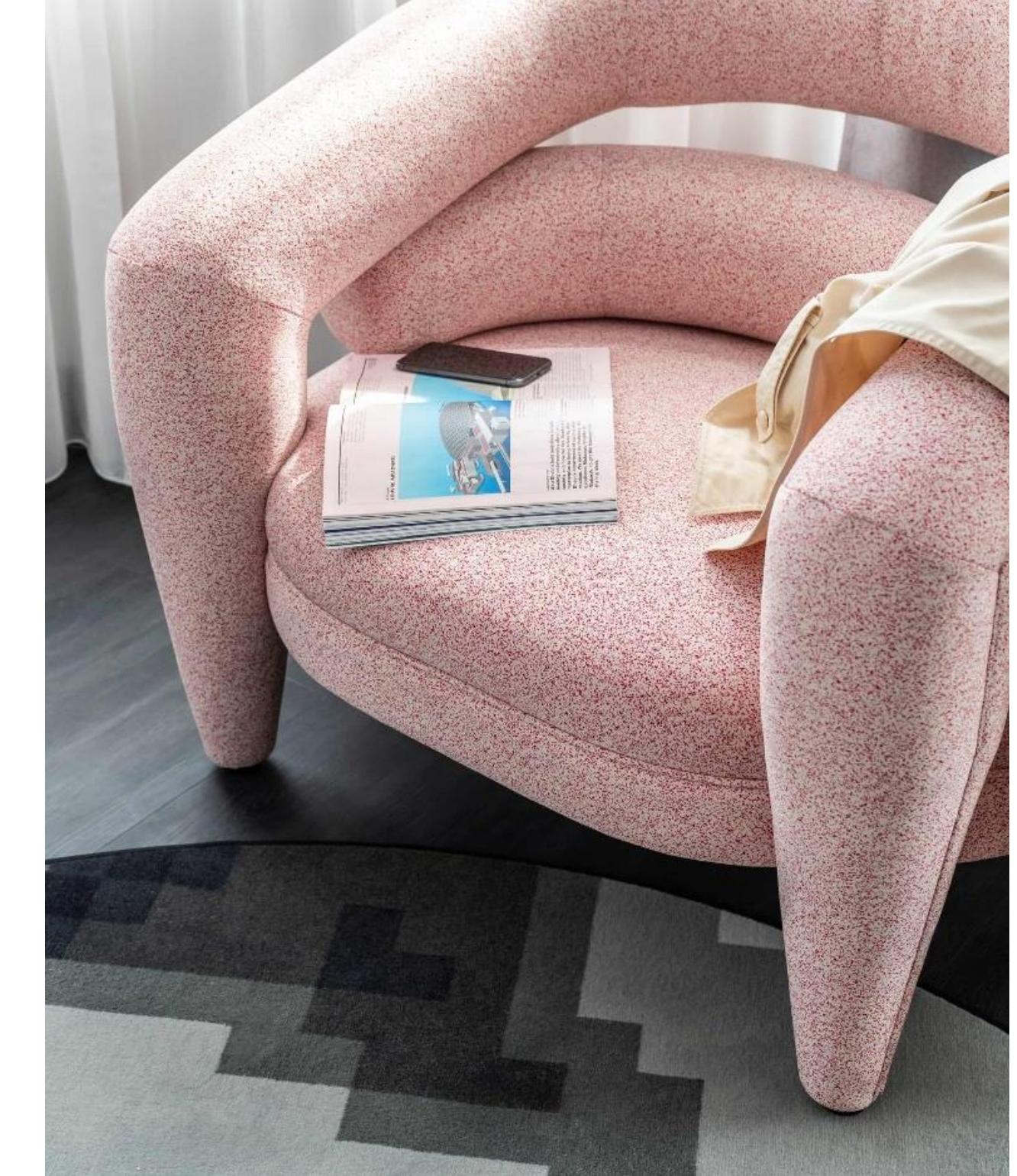
TRIBE rooms can be as small as 17sqm, but offers luxury quality bedding & amenities.

### #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

USP #2

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

USP #3

## 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

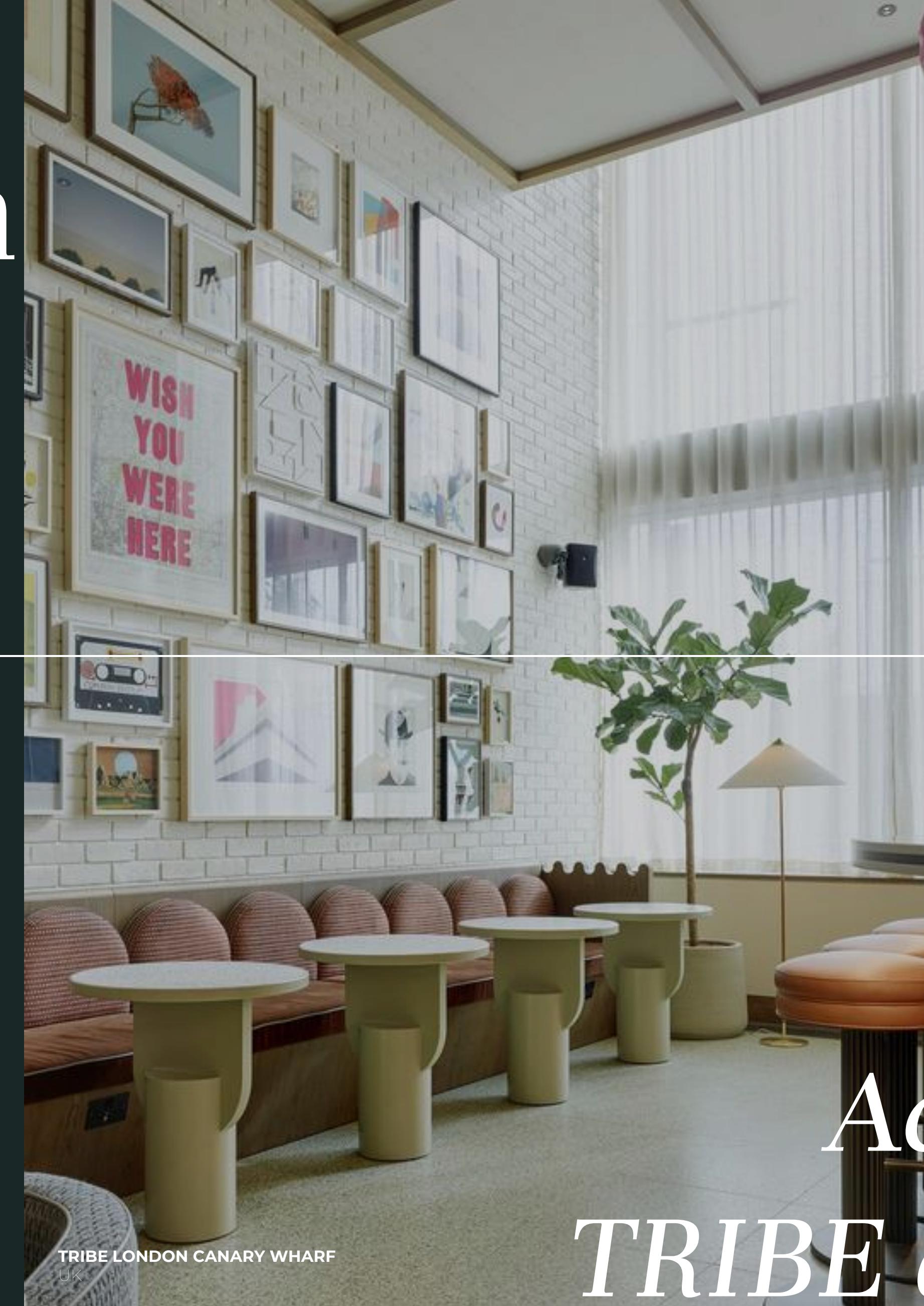
### BRAND MARKERS

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



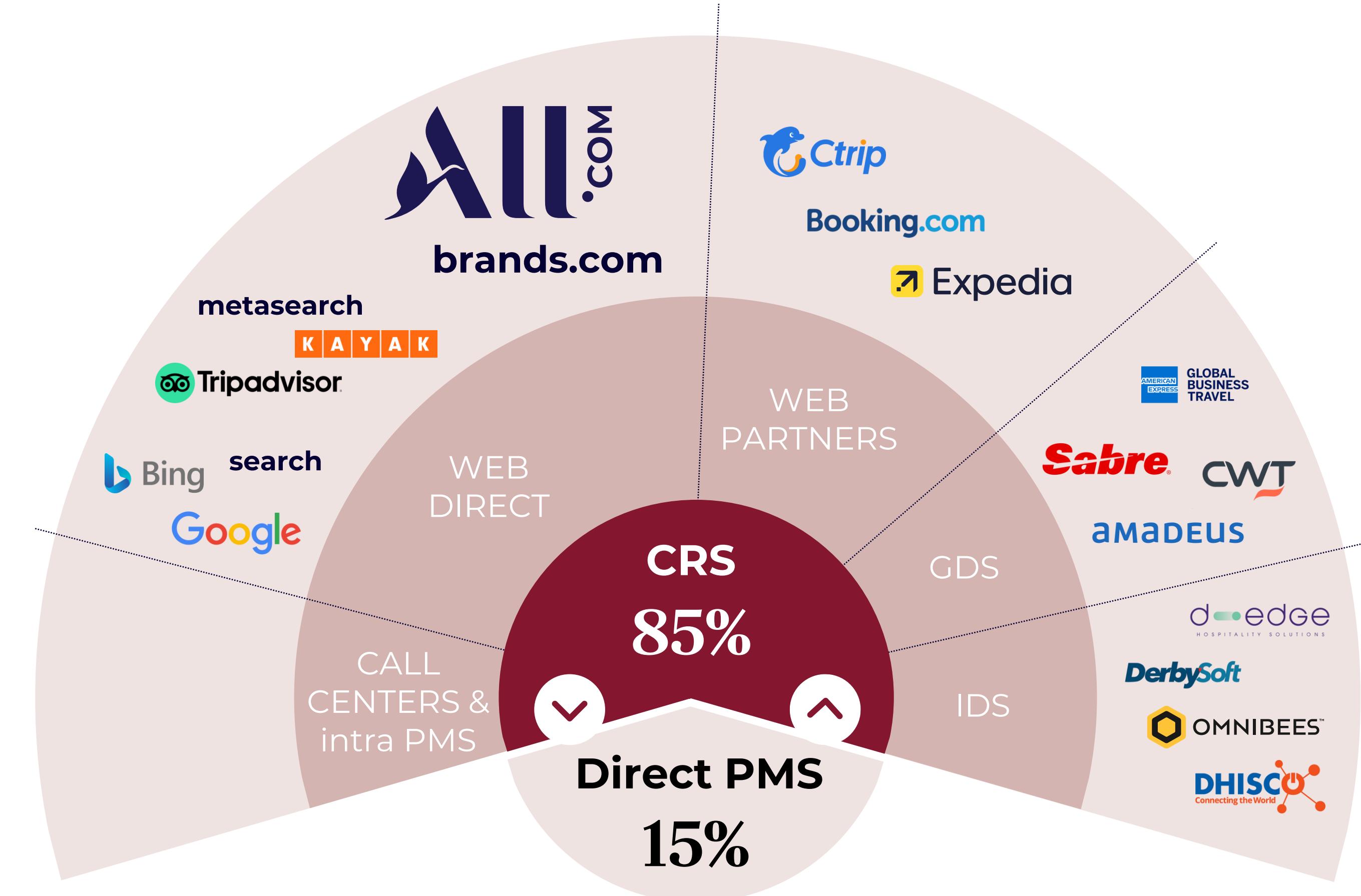
*Accor eco-system,  
TRIBE digital footprint*

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



**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**



# TRIBE DIGITAL FOOTPRINT

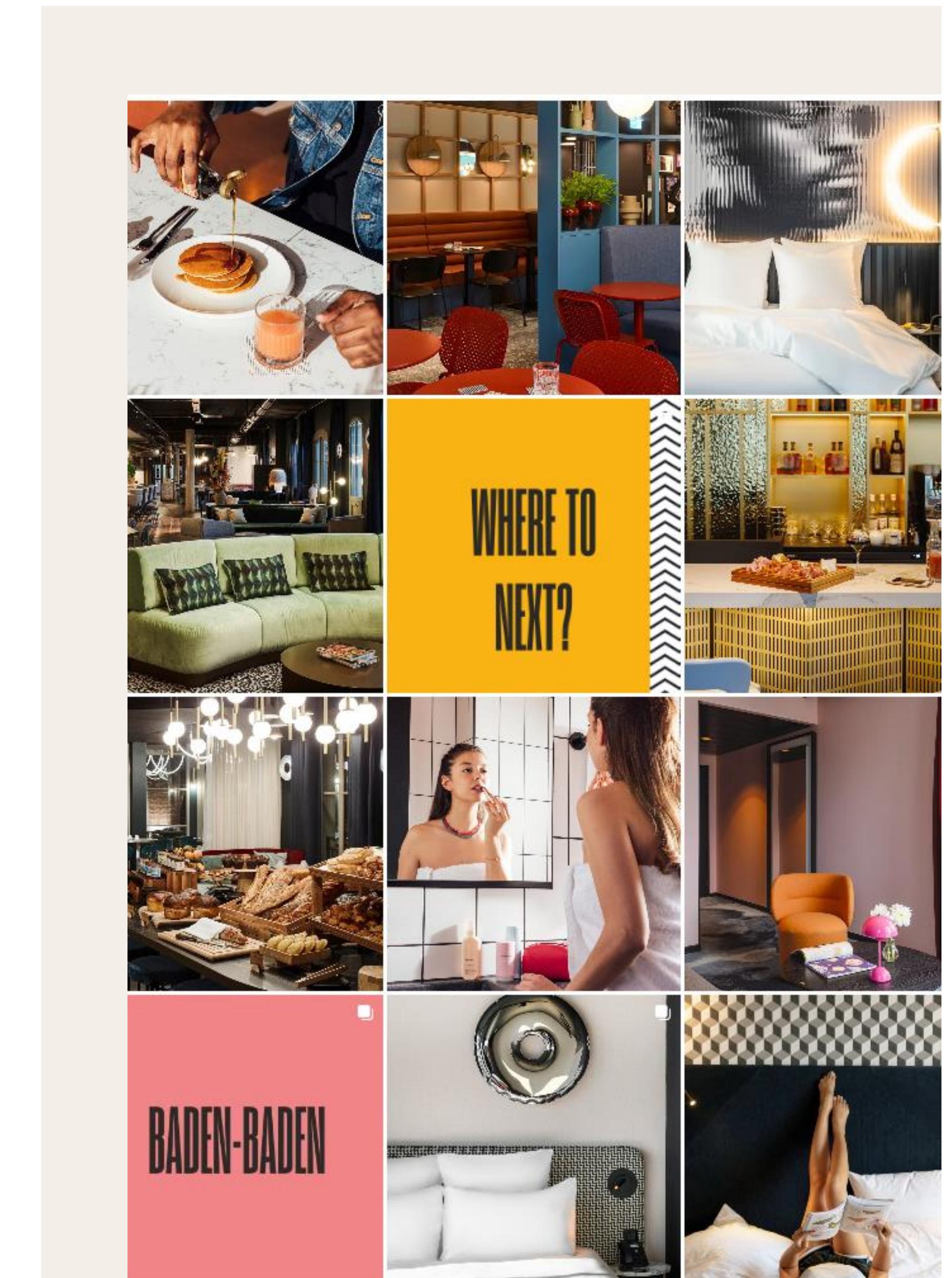
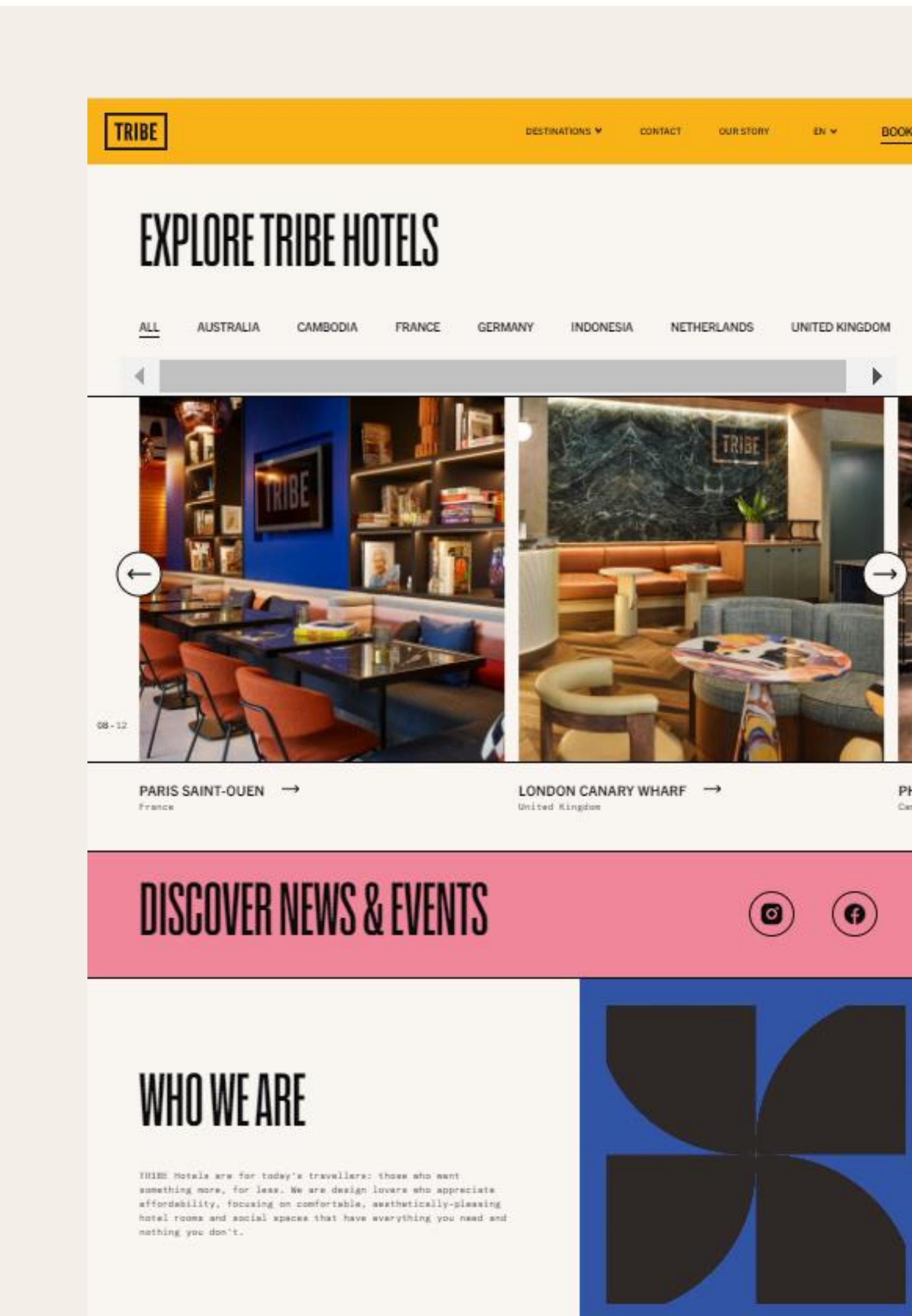
# Boost direct sales with TRIBE digital footprint

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

 @tribe\_hotels 17.5K FOLLOWERS

**f** TRIBE Hotels

in TRIBE hotels 10,5K FOLLOWERS



# Development Criteria

Chapter

04



*Hotels  
Extended Stay  
Mixed-Use*



## HOTELS

# Hotels Development Criteria

TRIBE hotels fit equally new builts 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
<b>MUST-HAVES</b>	<b>NICE-TO-HAVES</b>
Looby Bar Breakfast Buffet Grab & Go Fitness Work in the lobby Laundry Room	Restaurant Additional Bespoke Bar Wellness Area or Spa Swimming Pool Meeting Room Co working dedicated area Retail Shop



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

W©J©

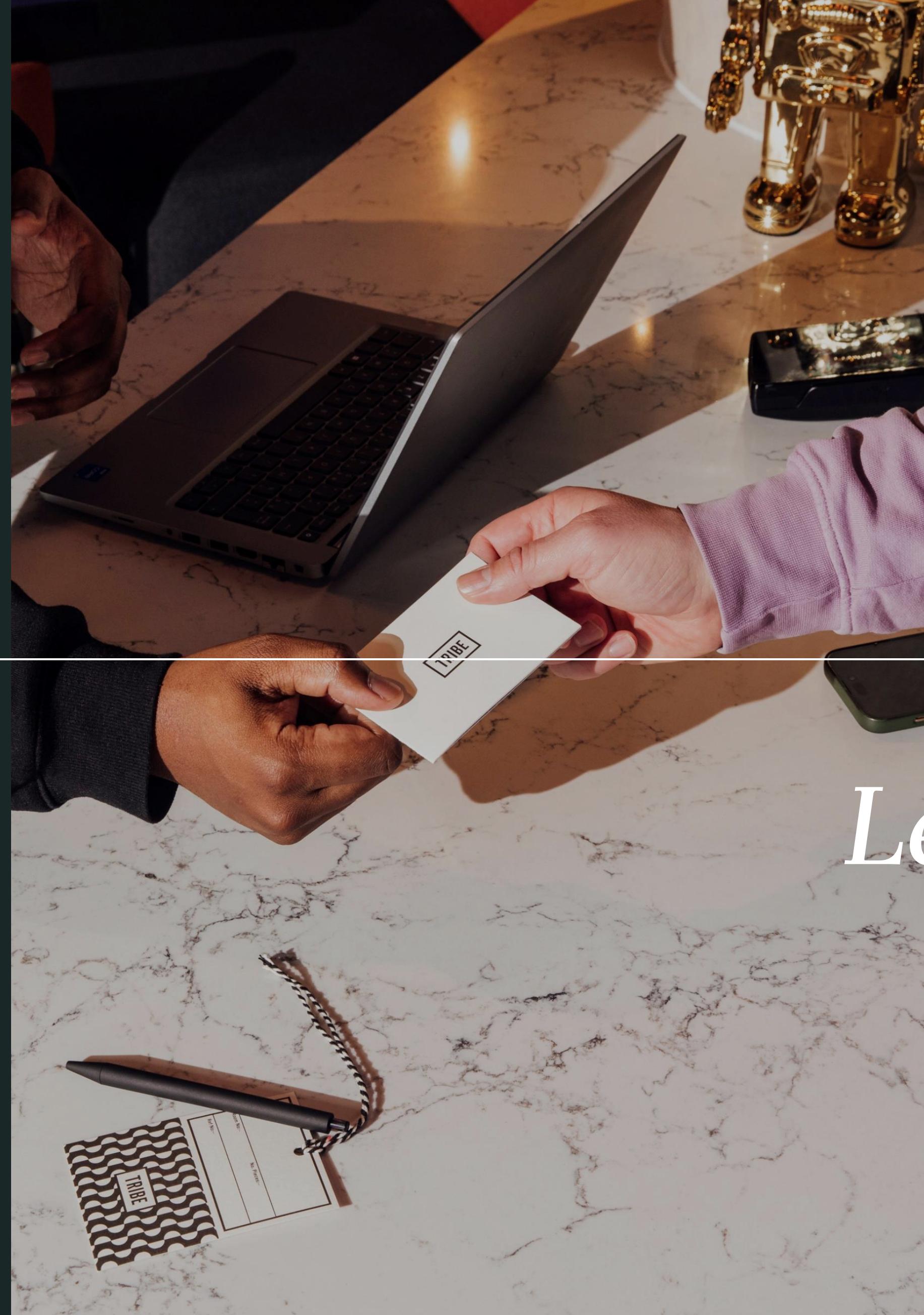
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# TRIBE Network

Chapter

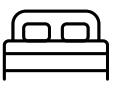
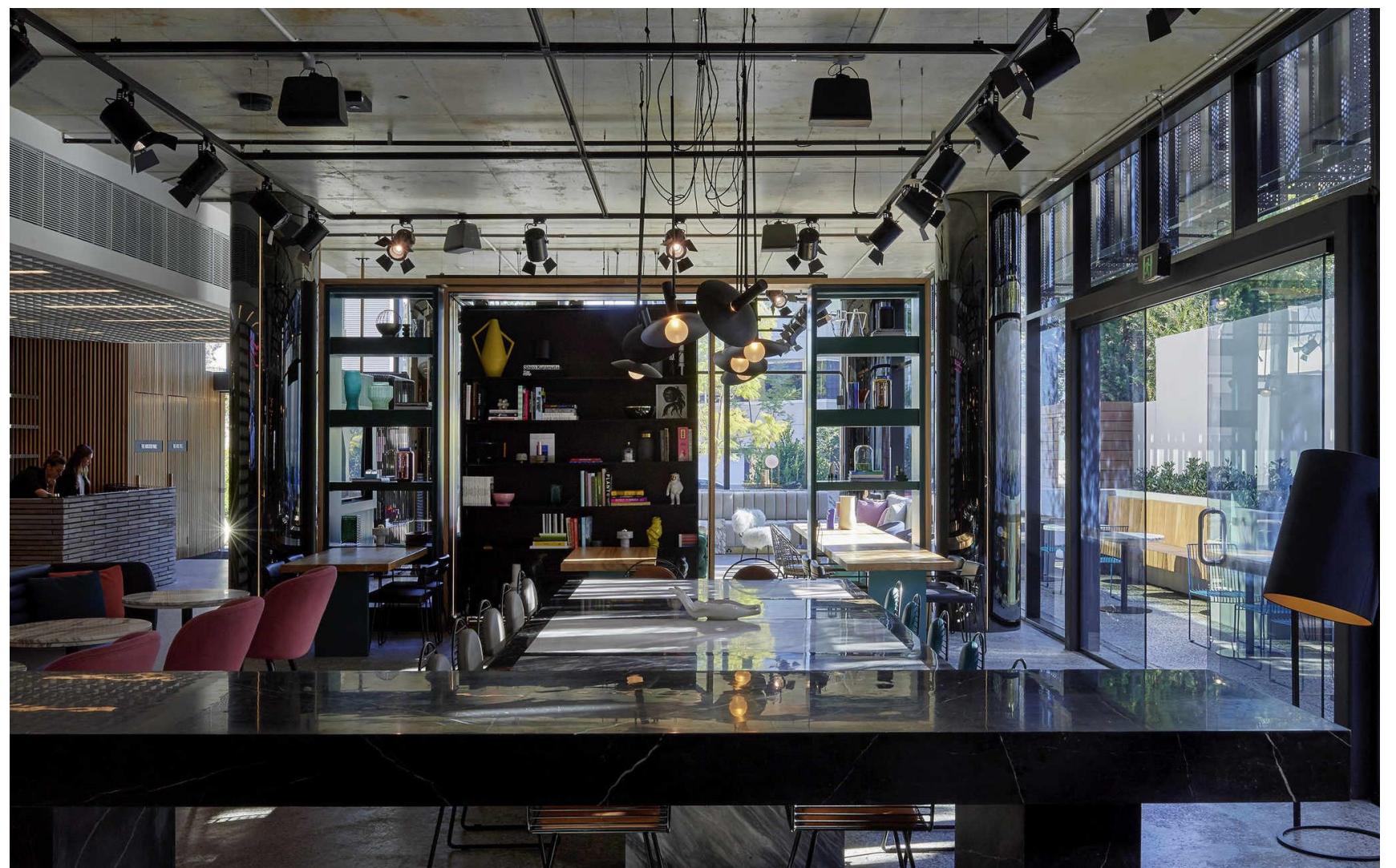
05

*Urban  
Leisure & Resorts  
Airport  
Living  
Combo*



URBAN

## TRIBE Perth Kings Park, Australia

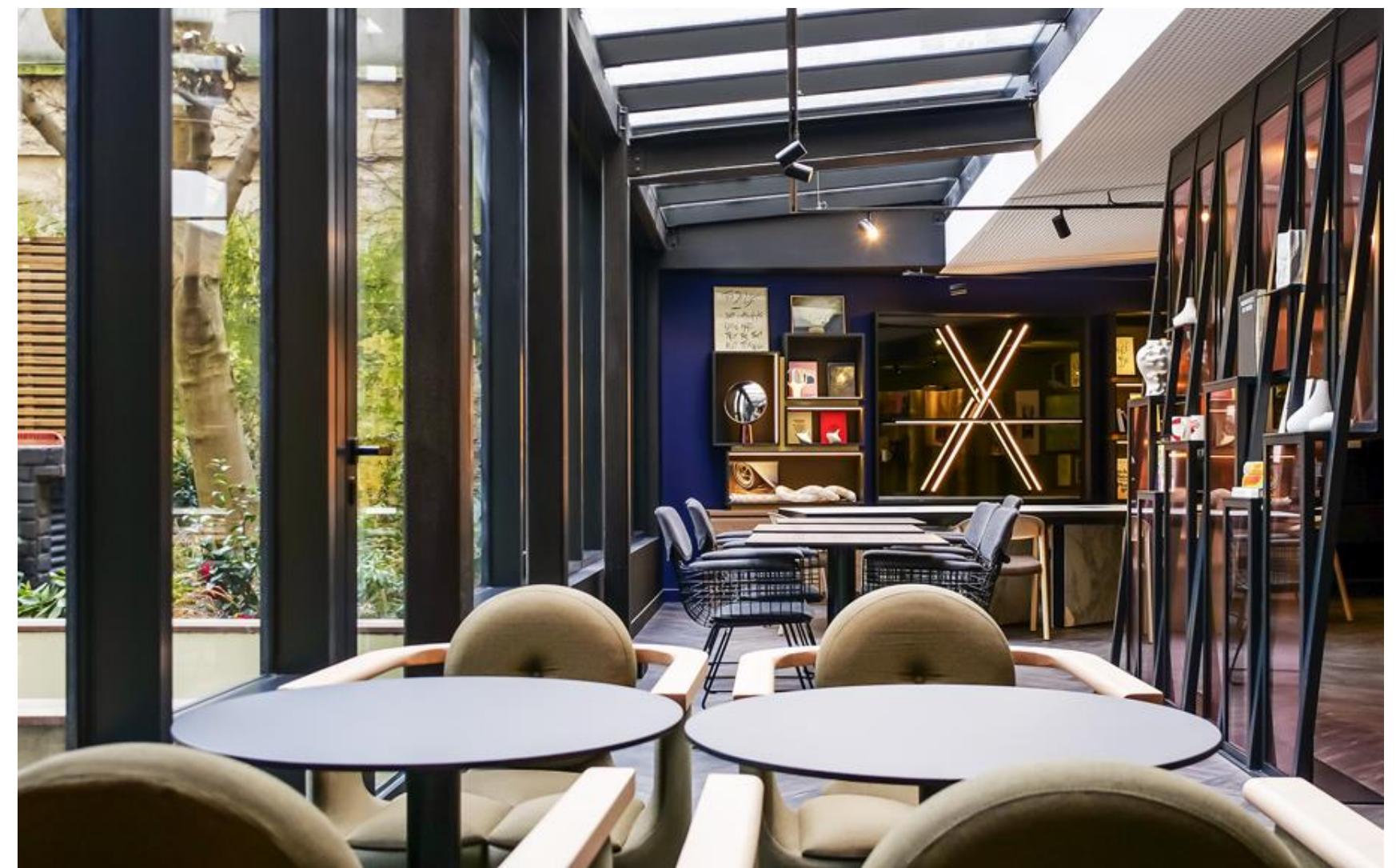
 126 rooms

URBAN

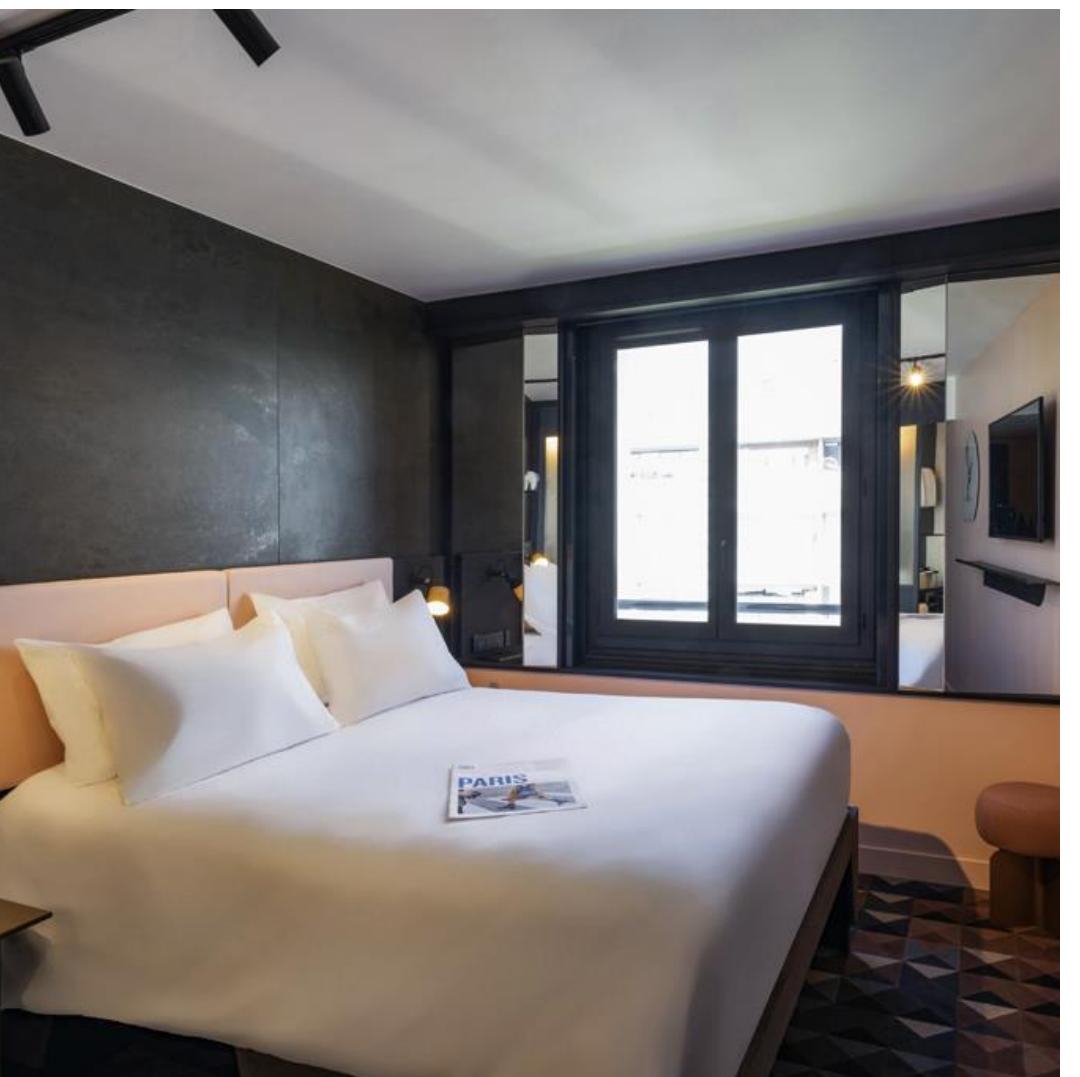
## TRIBE Paris Batignolles, France



30



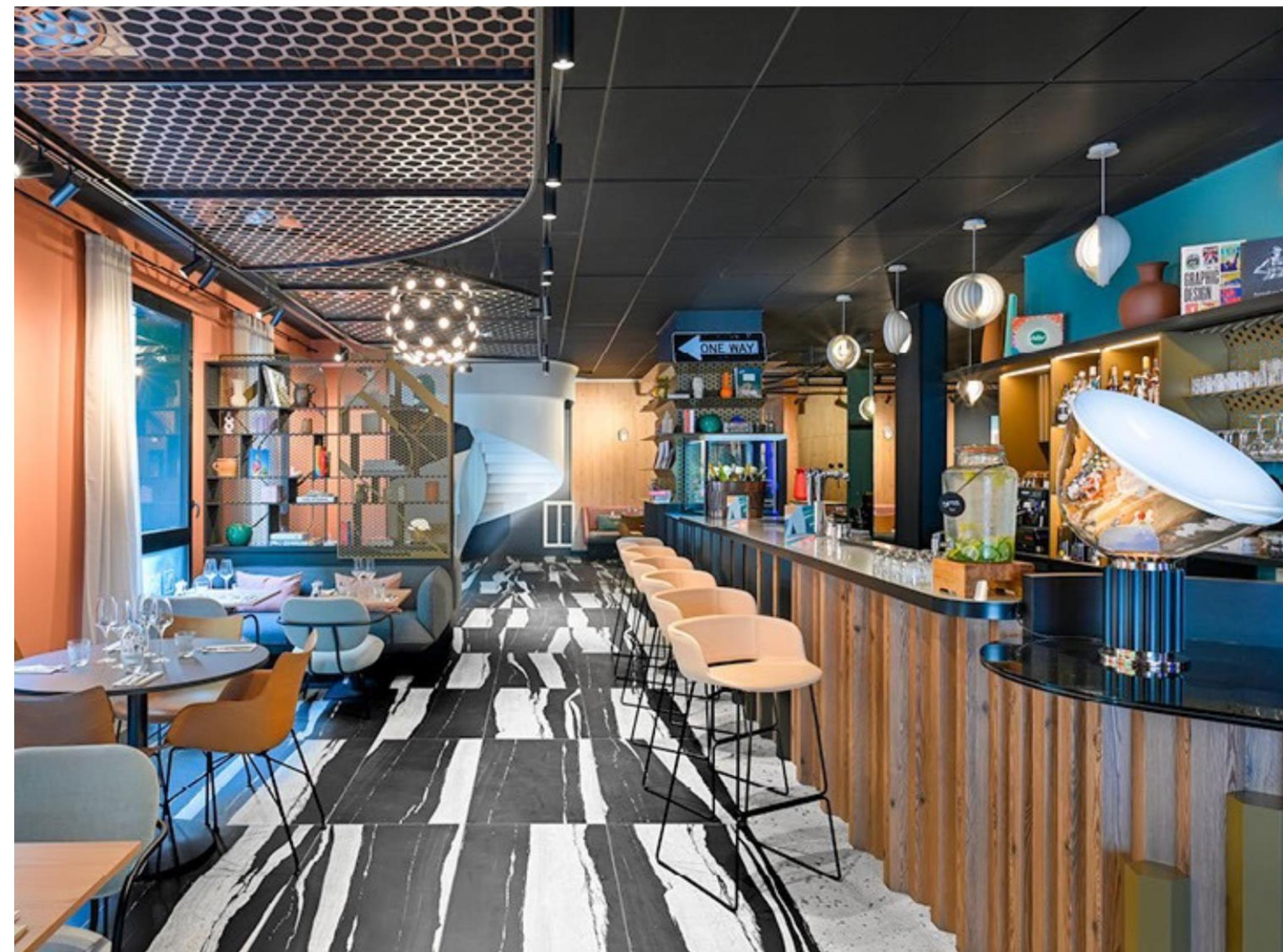
79 rooms



URBAN

TRIBE Paris La Défense, *France*

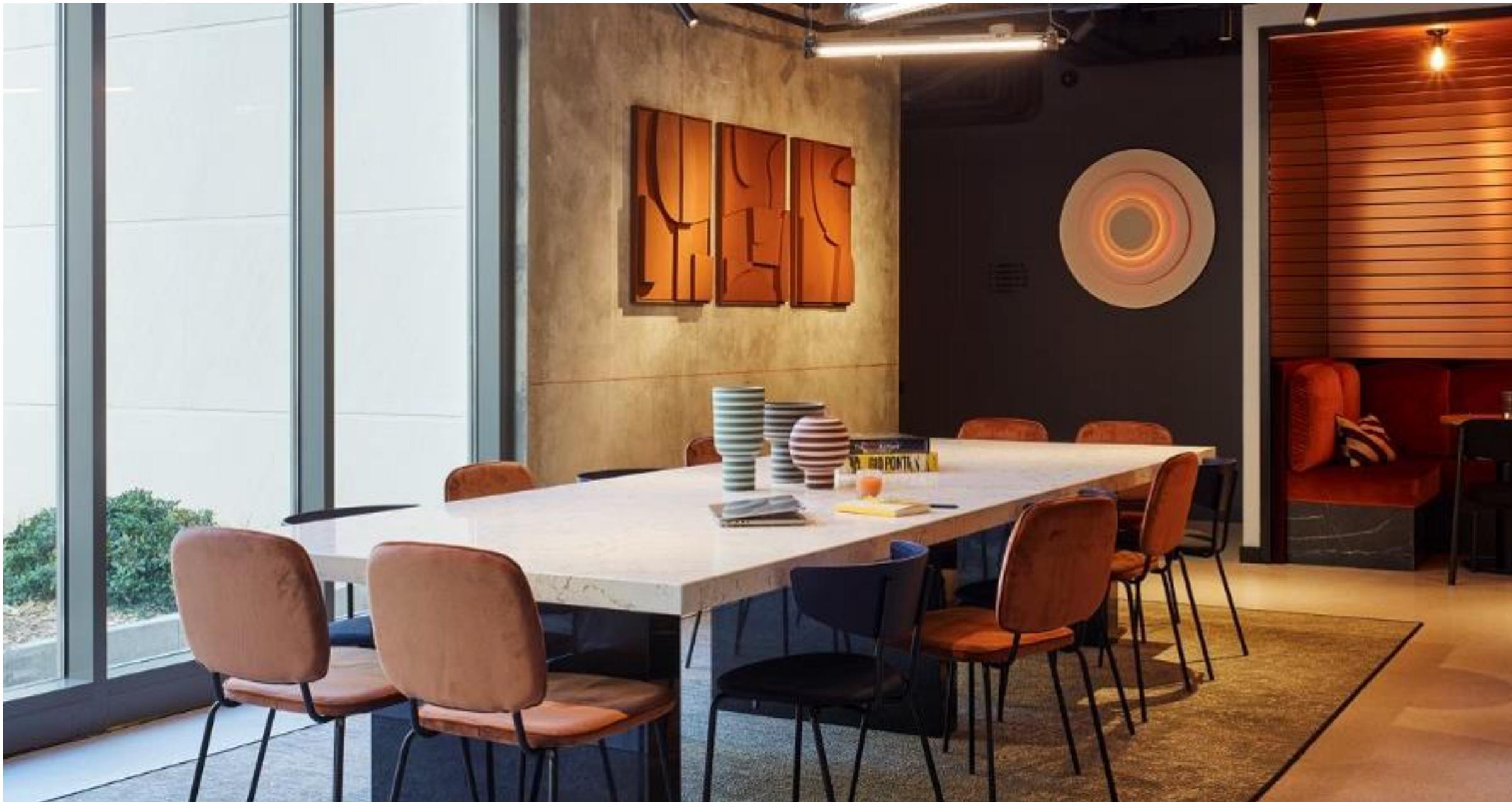
184 rooms



URBAN



TRIBE Paris Saint-Ouen, France



112 rooms



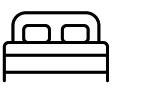
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Why invest - TRIBE

URBAN

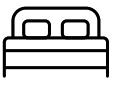
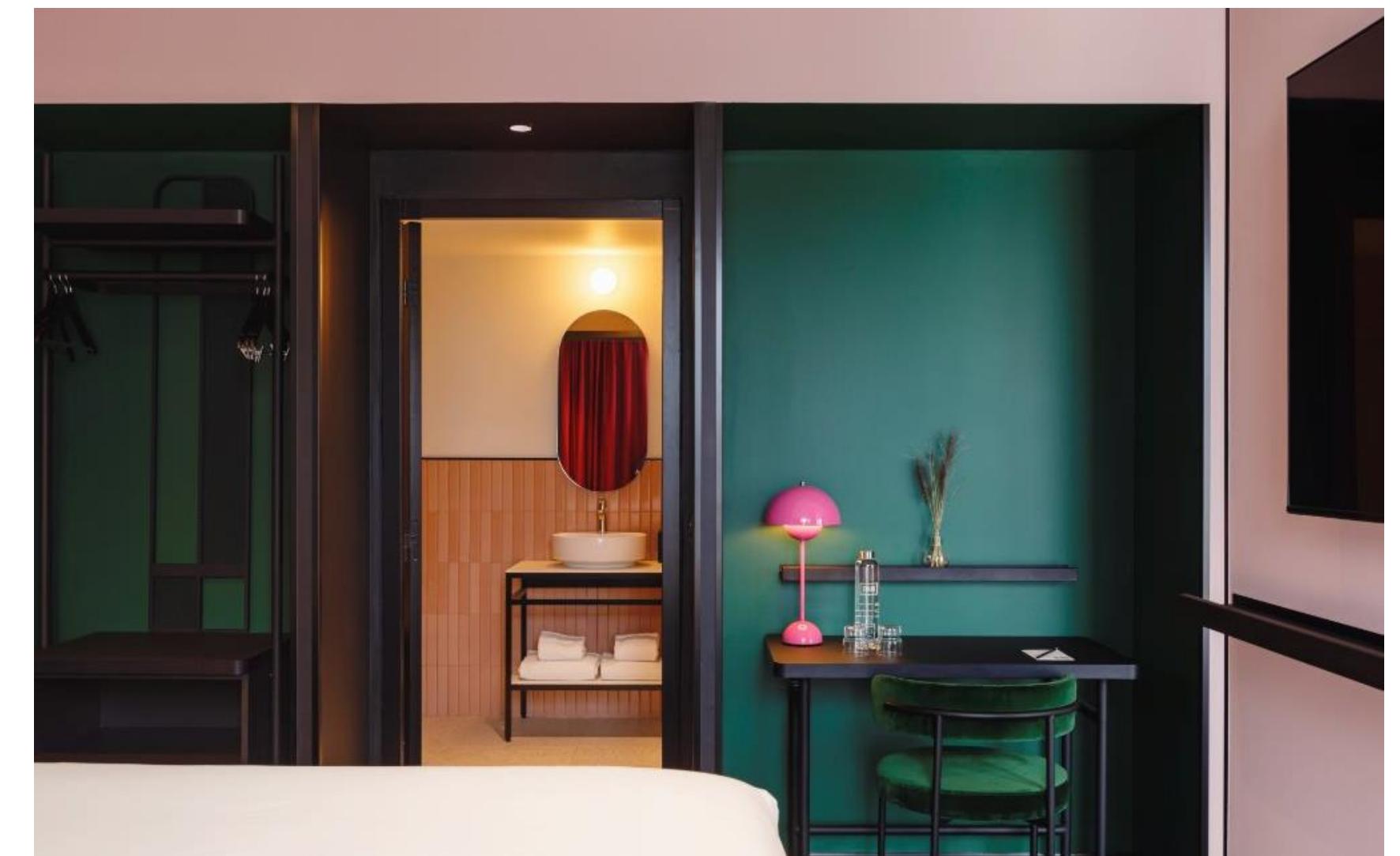
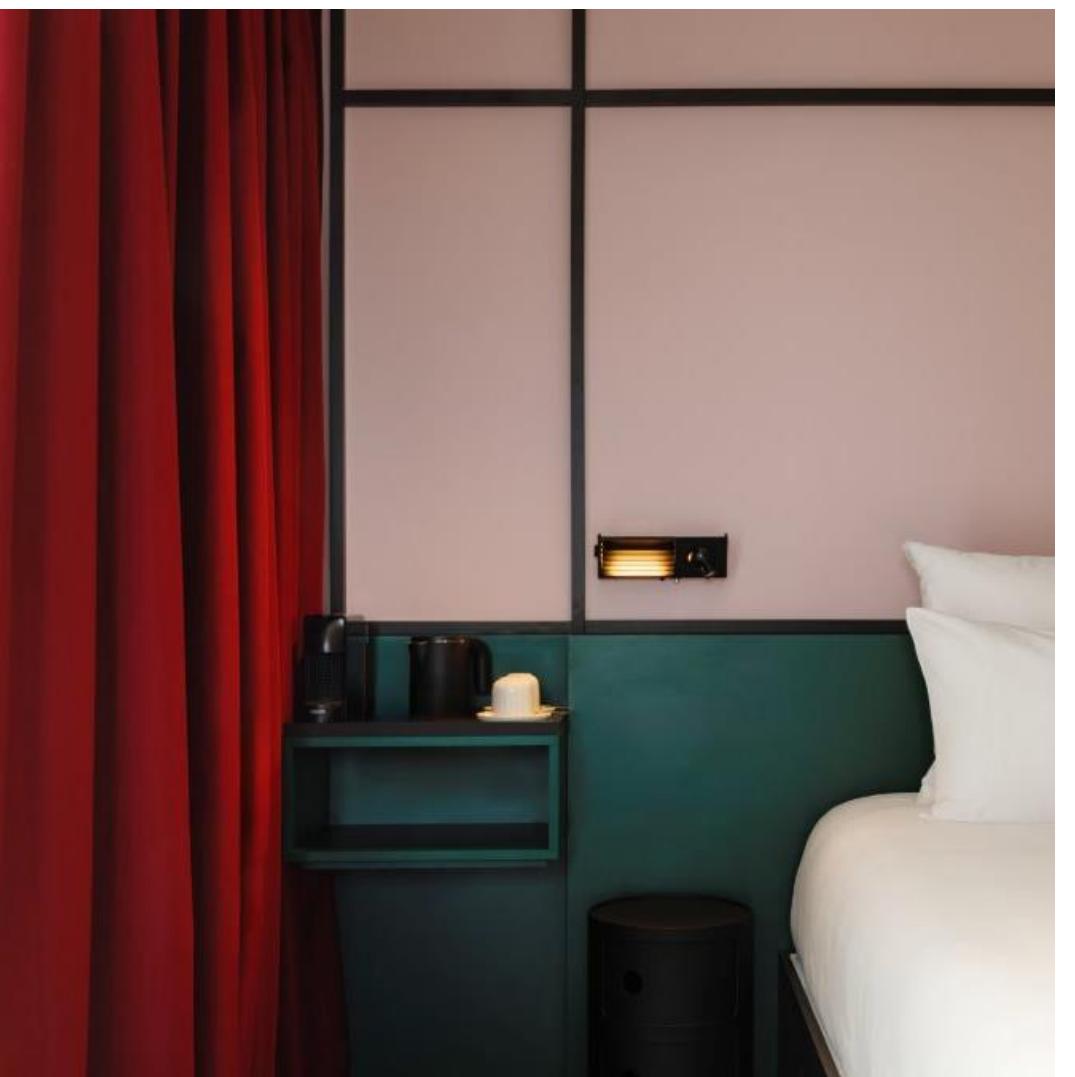
## TRIBE Paris Clichy, France



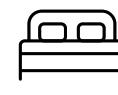
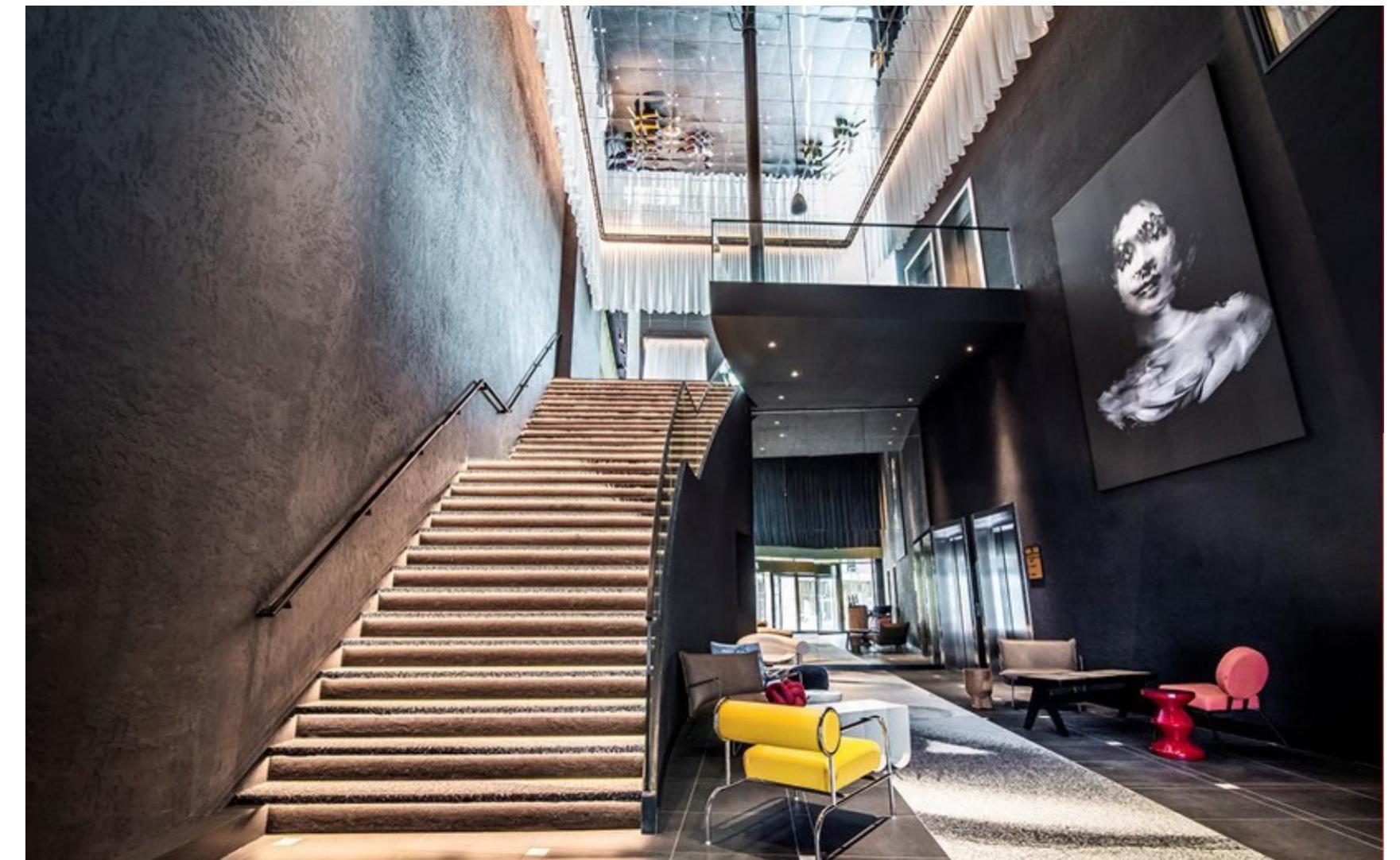
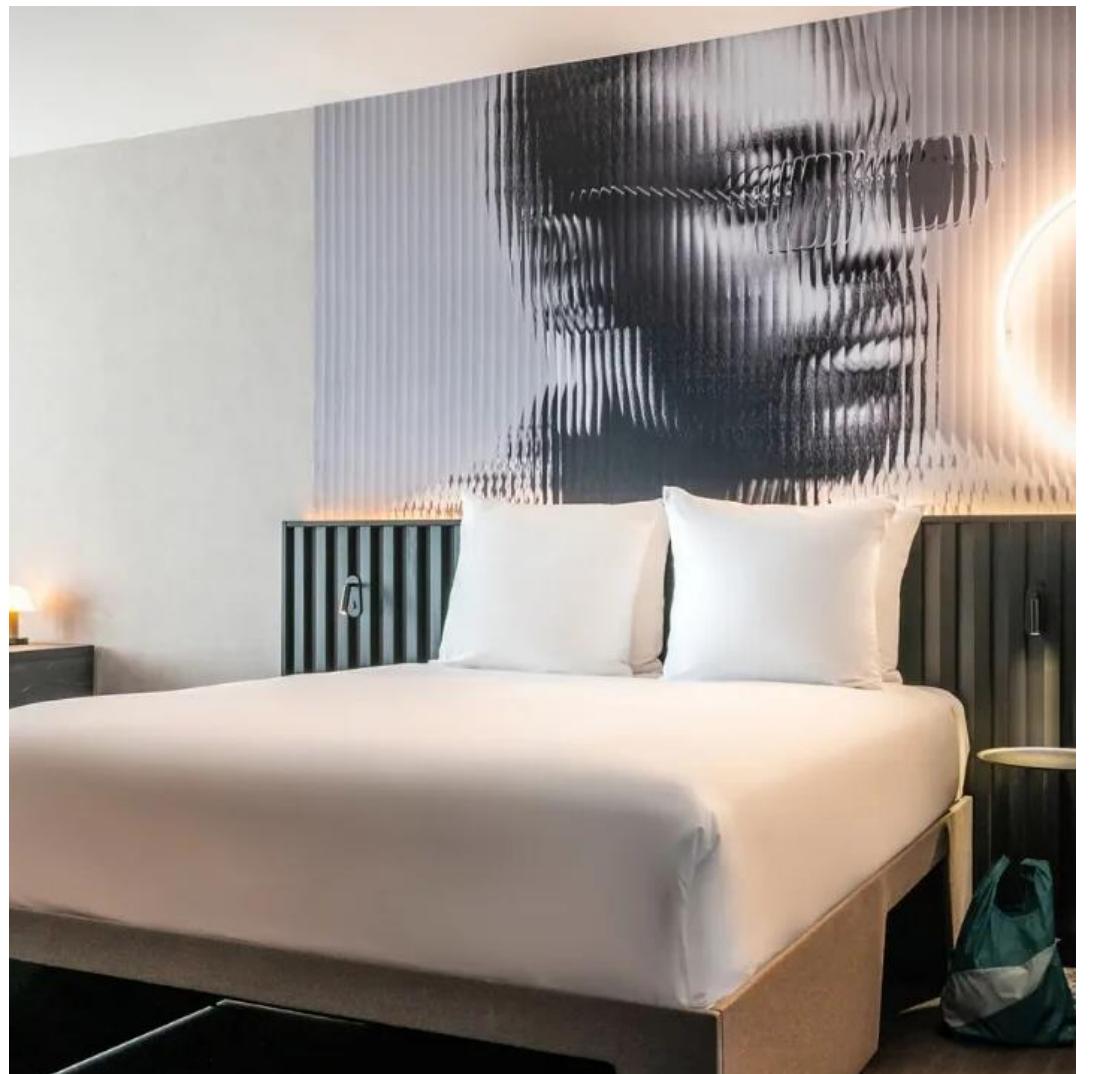
 120 rooms

URBAN

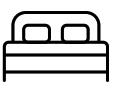
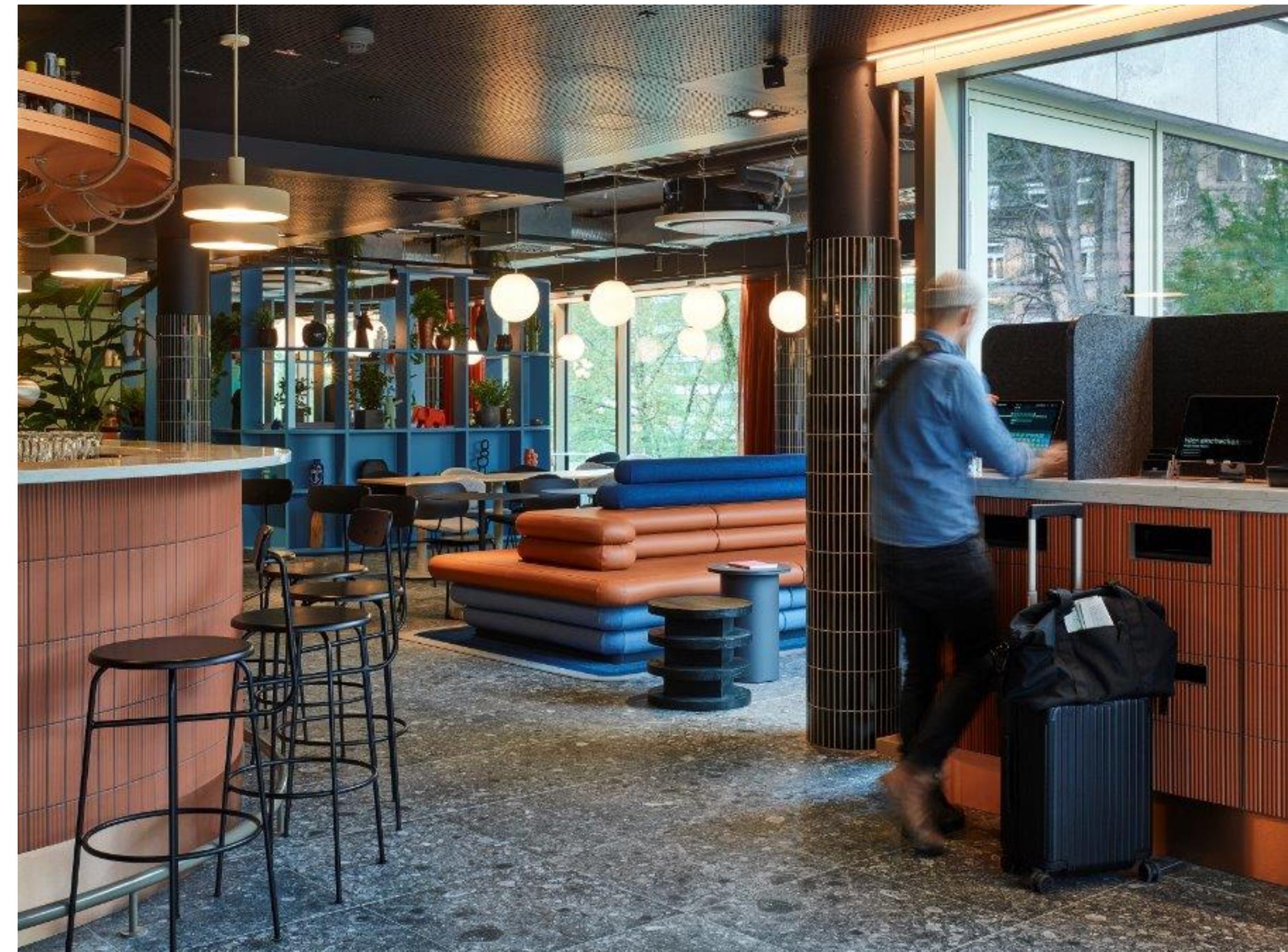
TRIBE Lyon, France

 97 rooms

URBAN

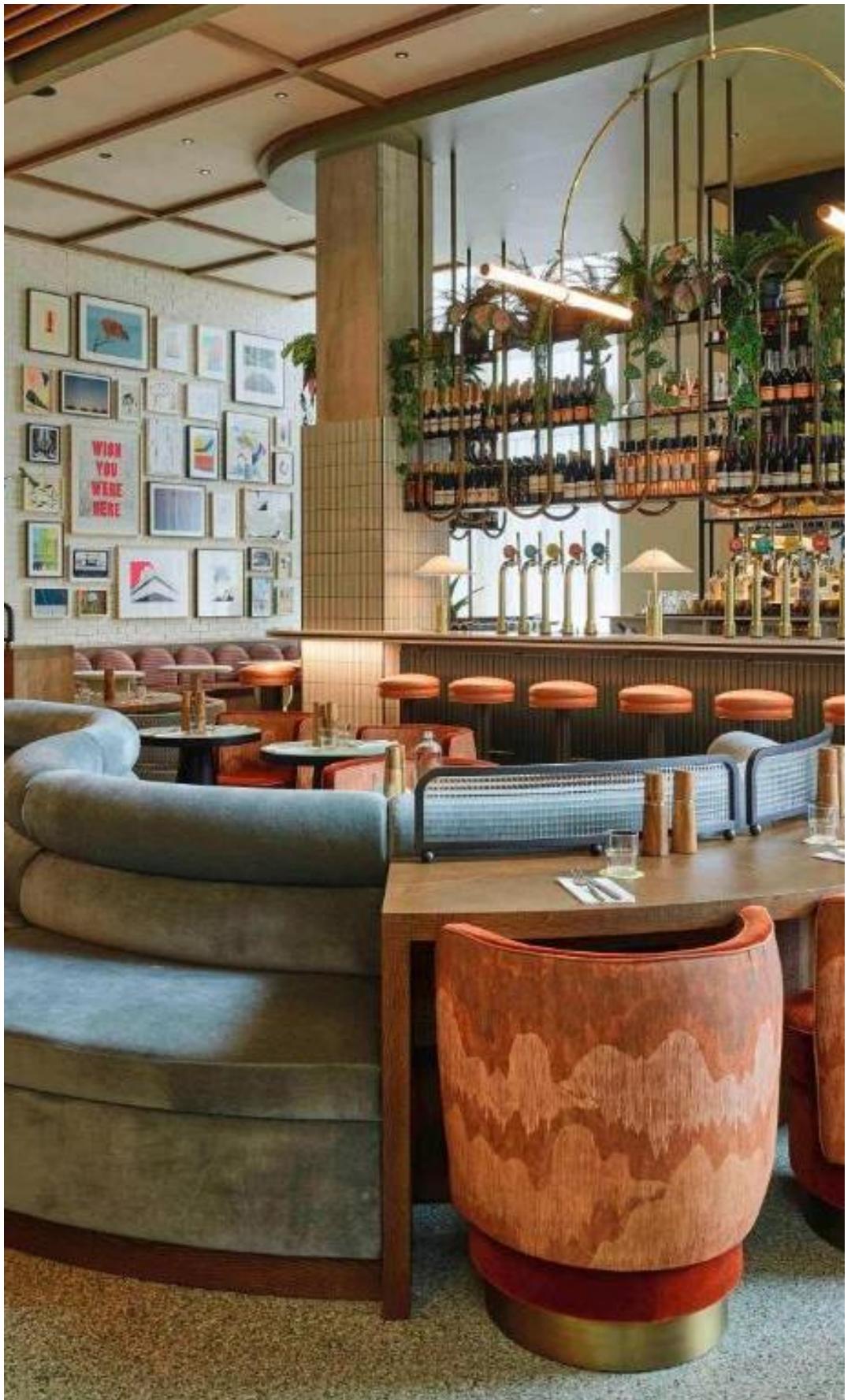
TRIBE Amsterdam, *Netherlands* 192 rooms

URBAN

TRIBE Baden Baden, *Germany* 136 rooms

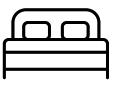
URBAN

## TRIBE London Canary Wharf, UK

 312 rooms

URBAN

## TRIBE Riga, Latvia



81 rooms

URBAN

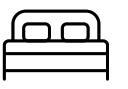
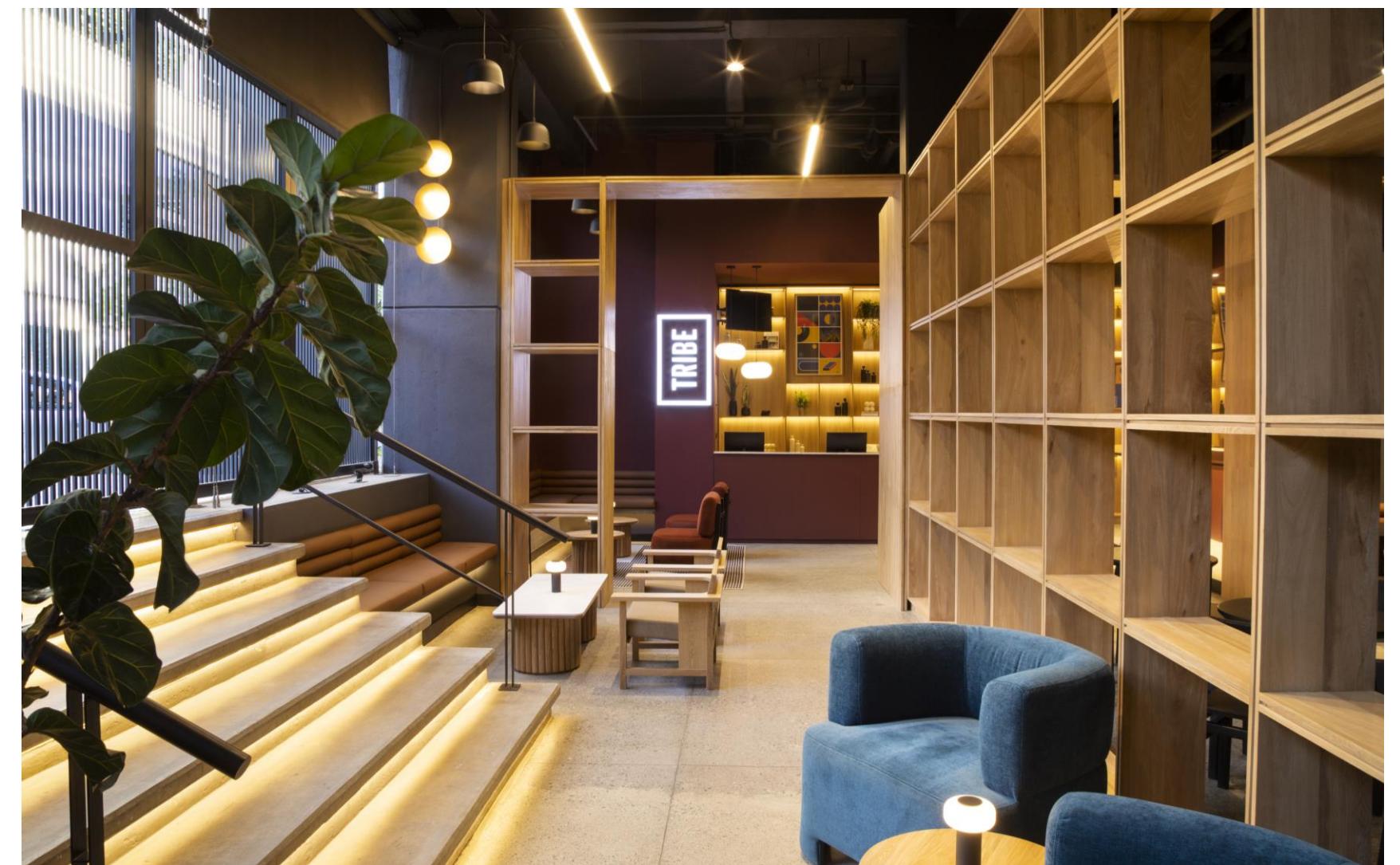
TRIBE Phnom Penh, *Cambodia*

260 rooms



URBAN

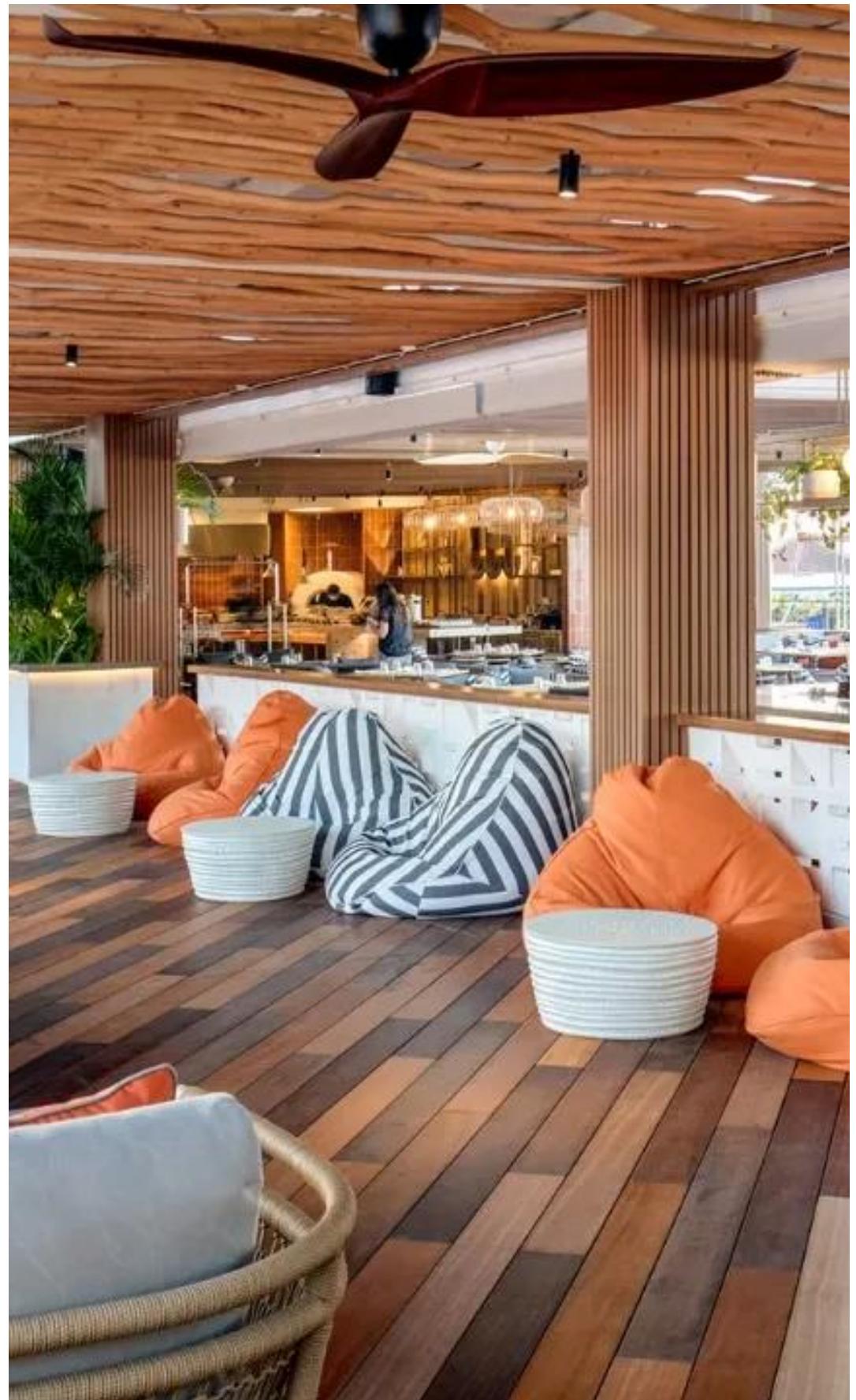
## TRIBE Medellin, Colombia



58 rooms



## LEISURE &amp; RESORTS

TRIBE Bali Kuta Beach, *Indonesia*

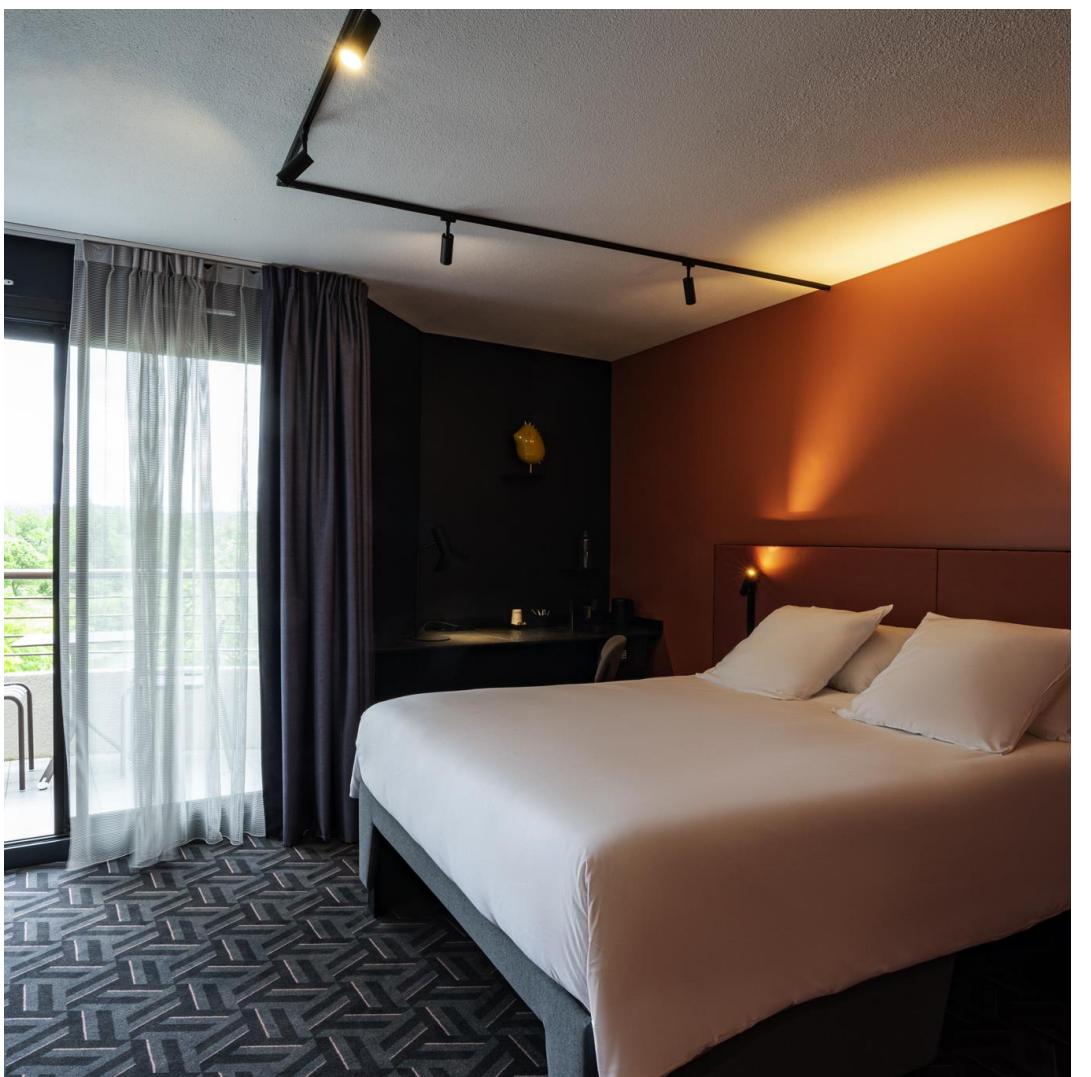
 168 rooms

## LEISURE &amp; RESORTS

## TRIBE Carcassonne, France

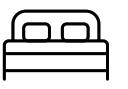


70 rooms

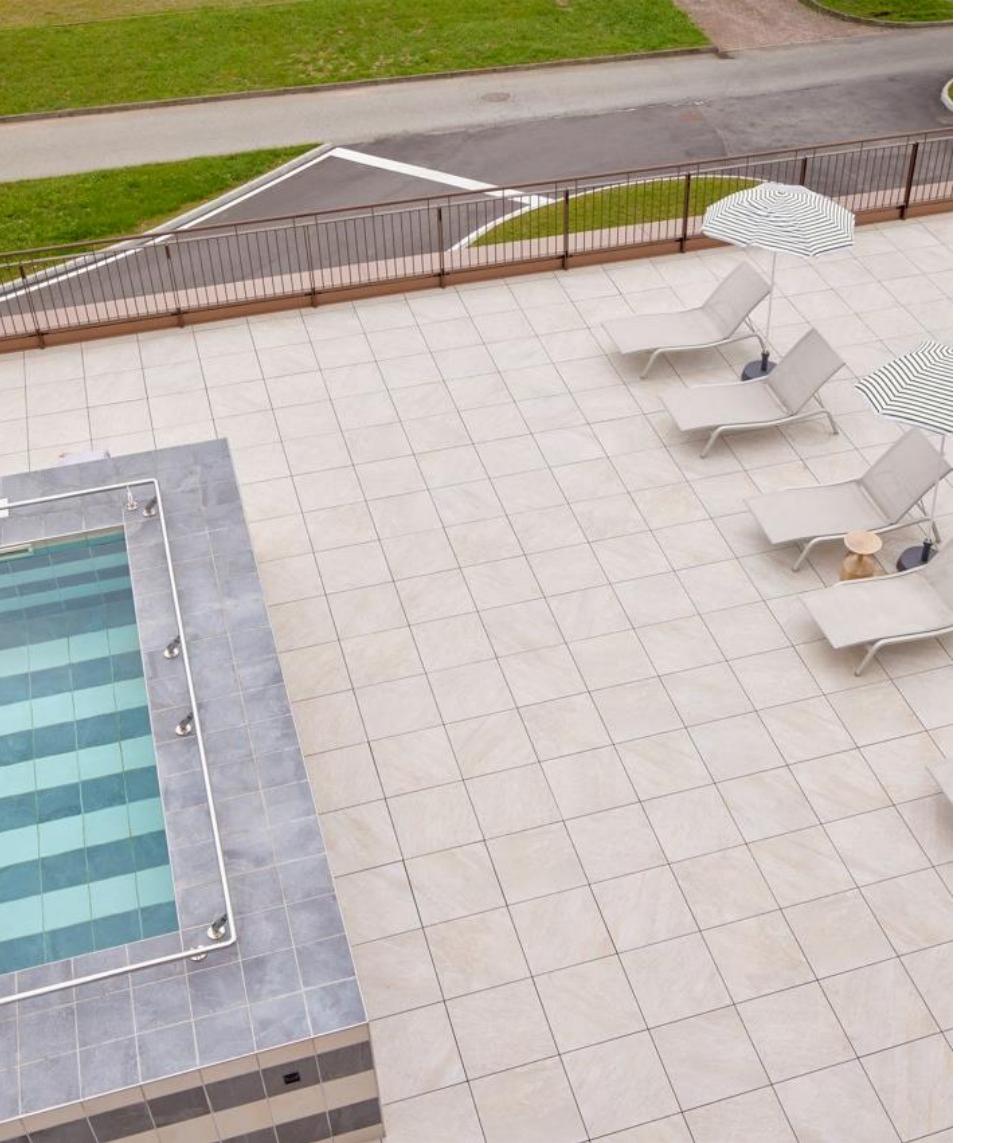


## LEISURE &amp; RESORTS

## TRIBE Le Touquet, France

 59 rooms

AIRPORT



### TRIBE Milano Malpensa - Vizzola Ticino, Italy



240 rooms



LIVING

 272 rooms

TRIBE Living Bangkok Sukhumvit 39, Thailand



COMBO

TRIBE Budapest Stadium, *Hungary*

Combination with ibis Hotel (166 rooms)



166 rooms

TRIBE

Thank  
you

