



ACCOR HOTELS

Feel Welcome

April 5, 2016

SOFITEL
LEGEND

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GALLERY

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ibis

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styles

ibis
budget



onefinestay



An adjacent business capturing strong growth opportunities



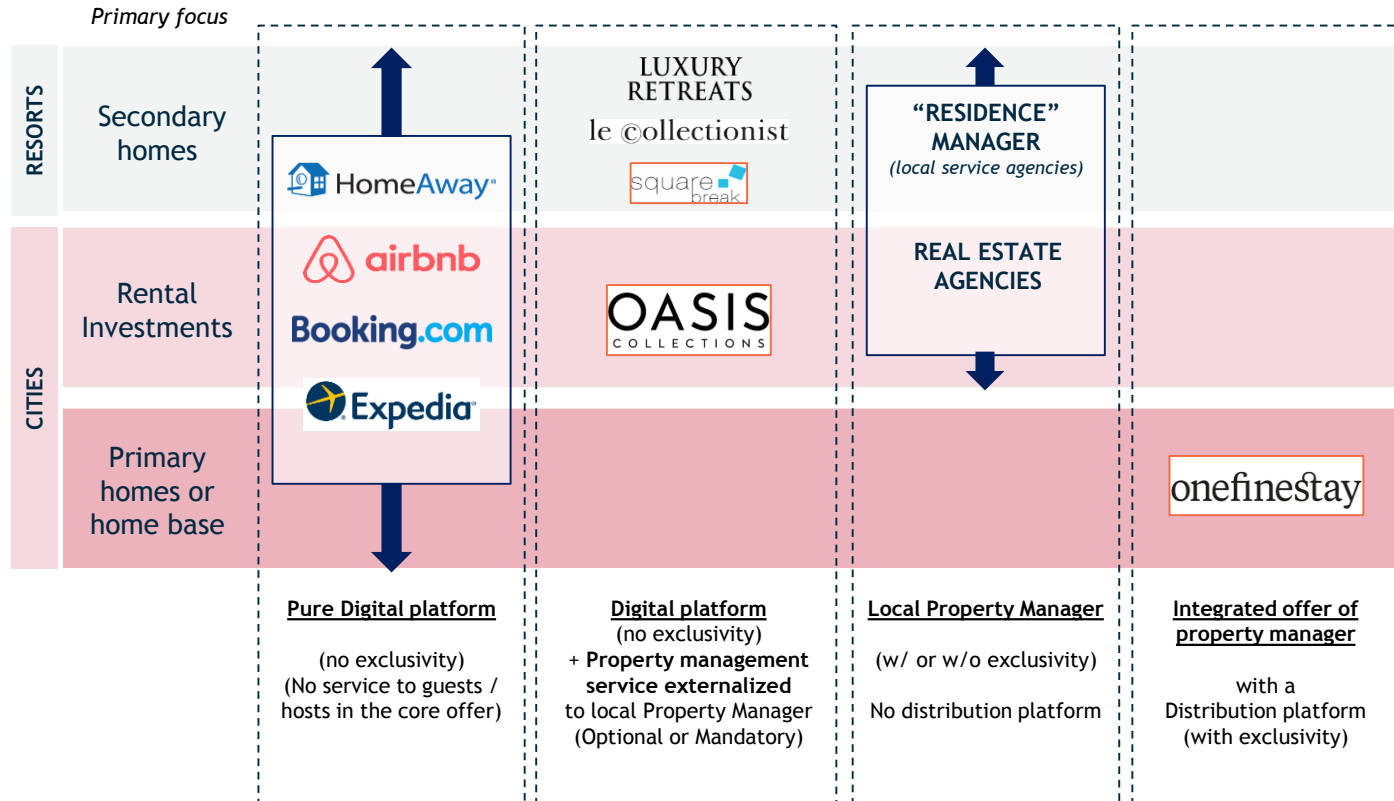
AccorHotels becomes a world leader in the luxury Serviced Homes market

- The **leading brand** in the luxury segment of the Serviced Homes market
- A unique **business model** and skilled **management team**, that will remain independent within the Group
- A portfolio of **2,600 properties under exclusive management** in strategic locations in London, New-York, Paris, Los Angeles and Rome (*est. worth £4bn of assets*)
- AccorHotels will support **an ambitious development phase** of onefinestay, bringing its powerful distribution capacity, strong customer base, incremental synergies and know-how as a world-leading hotelier
- **A perfect match** to complete AccorHotels' positioning in the Luxury hospitality space following the ongoing acquisition of FRHI (*+110K rooms and 13m guests/year*)





A unique positioning in the private rental market



A unique, curated new model in Hospitality



owners

A turn-key way for affluent **home owners** to protect and leverage their patrimoine while they're out of town **without hassle or risk**



guests

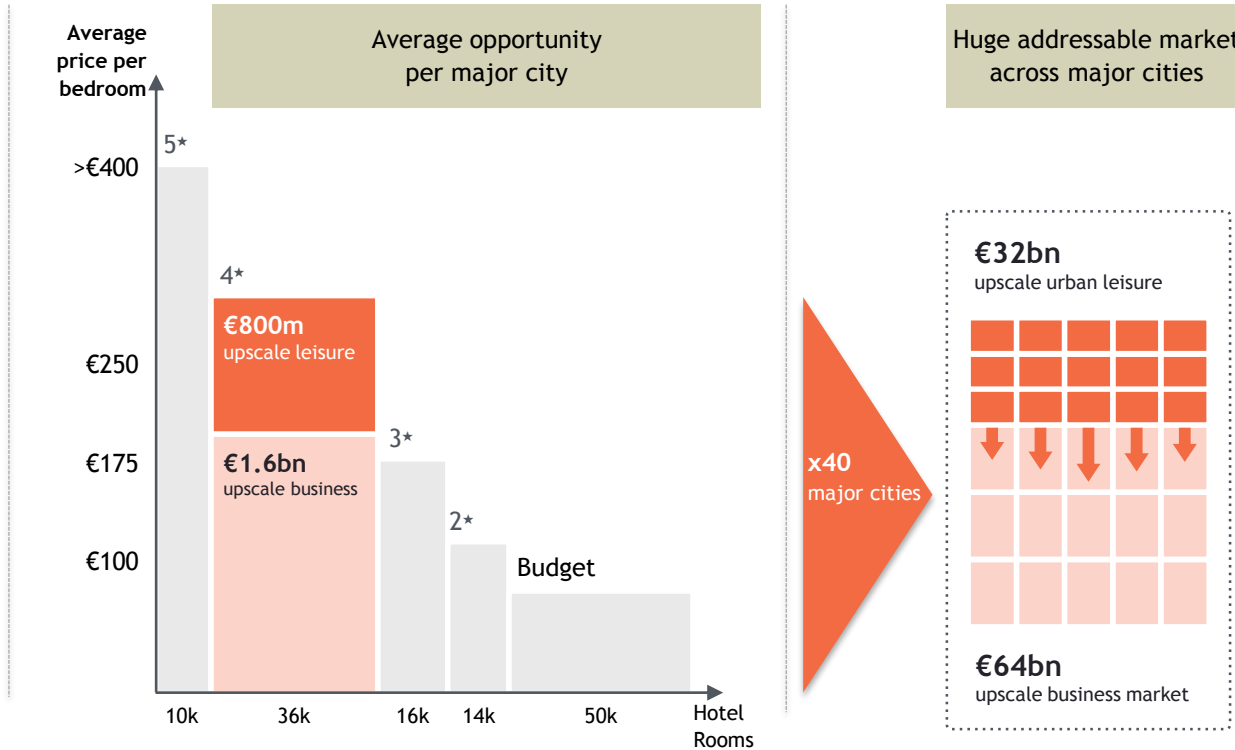
Exclusive option for **discerning travellers**, complementary to hotels, with unique customers experience

proprietary services operating platform

- Global marketing, sales & distribution
- Logistics, maintenance, cleaning services
- On-the ground support for guests and hosts
- Mobile tech to power the service operations



A sizeable market, and a scalable business



Key financial parameters



Purchase 100% of onefinestay for €148m (£117m)

Further commitment of €64m (£50m) to help onefinestay scale internationally

- Investment to be spent between 2016 & 2018
- Mostly through OPEX

Midterm targets

- Expand network to 40 new cities around the world over the next five years growing revenues tenfold
- onefinestay to reach breakeven by 2019

AccorHotels to manage & report onefinestay separately

- To be effective by H1 2016 results next July





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UNDISPUTED LEADER IN
ECONOMY & MIDSCALE
OUTSIDE THE USA



A NEW LEADER IN THE
LUXURY SEGMENT



INNOVATIVE DIGITAL
STRATEGY



BEST-IN-CLASS HOTEL
OWNER & INVESTOR
THROUGH HOTELINVEST

The best-performing platform in the industry

Geared for growth and further developments





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