

Investor Call

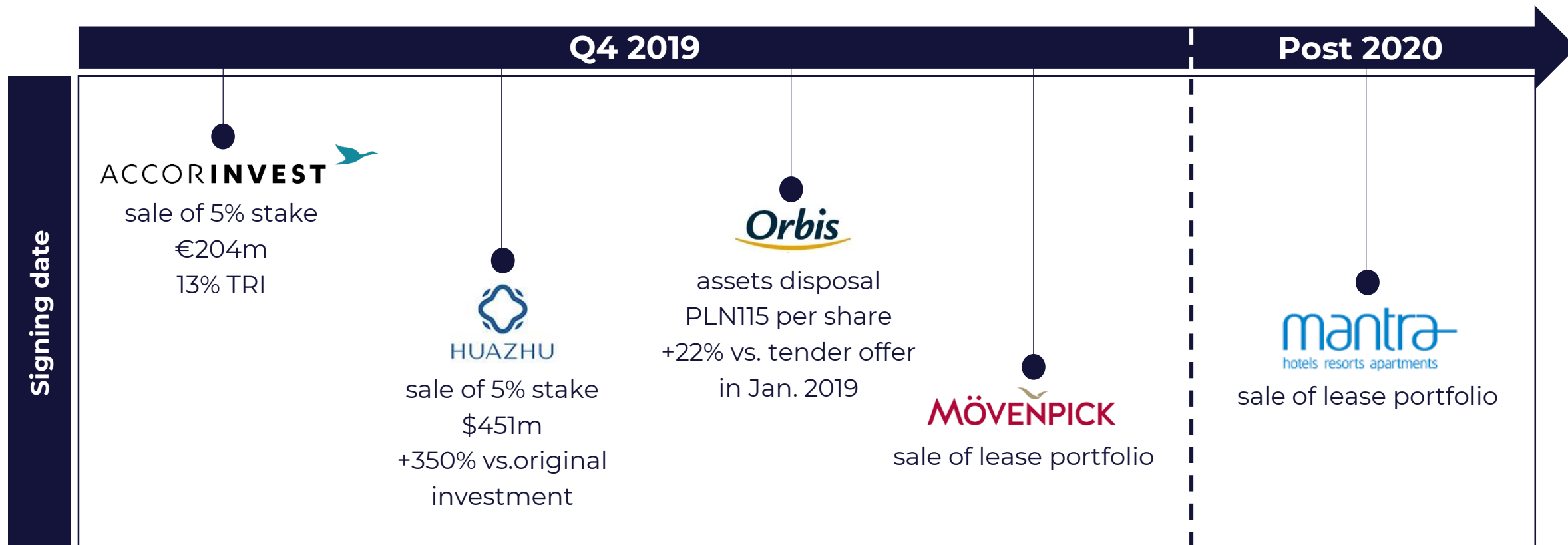
December 16th, 2019



ACCOR

Successful completion of the asset-light roadmap

Now more than 95% managed & franchised room portfolio



€1.2bn Net Debt reduction from Orbis & Mövenpick transactions



- **Sale of Accor's 85.8% stake in Orbis to AccorInvest**
- Portfolio of 73 hotel assets across central Europe, to be managed by Accor through over 25-year contracts
- Gross proceeds of PLN4.55bn / €1.06bn with no discount to GAV
- **Net proceeds for Accor of €730m** (net of acquisition of the M&F business last October for €286m and tax)
- **Closing expected around the end of Q1 2020**



- **Sale of 70% of Mövenpick leased hotels to HR Group**
- Portfolio of 16 leased hotel assets across Germany, Switzerland and the Netherlands, o/w 3 in the pipeline
- **€429m reduction of Accor's consolidated debt** predominantly related to IFRS 16 lease liabilities,
- Hotels to be managed by Accor under a 20-year contract
- **Closing expected around the end of Q1 2020**



A two-pronged approach to redeploy capital

1 - Increase shareholder return

- **€1.0bn by end-2021**
 - Including completion of the 2018-2020 share buy-back program (7m shares left to be purchased)
- Confirmed dividend policy with growing **recurring dividend** based on FCF

2 - Continue bolt-on hotel acquisitions

- **Small/midsize asset-light groups with focus on:**
 - Consolidating leadership in key markets
 - Getting access to leadership in high growth markets
 - Gaining speed on niche segments (e.g. lifestyle)
- **At accretive multiples & enhancing earnings growth**

While confirming strong commitment to Investment Grade status



Clear priorities moving forward

- 1 Increase shareholder return deploying a simple, cash generating and self-deleveraging asset-light model
- 2 Foster owner's preference to fuel ambitious organic development
- 3 Drive customer stickiness through personalization with ALL, and secure accretive partnerships
- 4 Promote distinctive values and strong CSR commitments



Q&A



ACCOR

Thank you!



RAFFLES \ ORIENT EXPRESS \ BANYAN TREE \ DELANO \ SOFITEL LEGEND \ FAIRMONT \ SLS \ SO \ SOFITEL \ RIXOS
ONEFINESTAY \ MANTIS \ MGALLERY \ 21C \ ART SERIES \ MONDRIAN \ PULLMAN \ SWISSÔTEL \ ANGSANA \ 25HOURS HOTELS
HYDE \ MÖVENPICK \ GRAND MERCURE \ PEPPERS \ THE SEBEL \ MANTRA \ NOVOTEL \ MERCURE \ ADAGIO
MAMA SHELTER \ TRIBE \ BREAKFREE \ IBIS \ IBIS STYLES \ IBIS BUDGET \ JO&JOE \ HOTELFI