



ACCOR HOTELS

Feel Welcome

AccorInvest

Market announcement

February 27, 2018

RAFFLES

ORIENT  EXPRESS

BANYAN TREE

SO F I T E L
LEGEND

Fairmont

SO
SO F I T E L

SO F I T E L

onefinestay

RIXOS


GALLERY

pullman

swissôtel

ANGSANA

25h
twenty five hours hotels

GRAND MERCURE

THE
SEBEL

NOVOTEL

Mercure

adagio

MAMA
SHELTER

ibis

ibis
STYLES

ibis
budget

JO&
JOE

hotelF1

Achieving our transition to an asset-light model

Key parameters

- ✓ 55% stake to be sold to a group of leading investors
- ✓ Enterprise Value of **€6.25bn**
- ✓ **€4.4bn** cash proceeds for AccorHotels
- ✓ Closing expected in Q2 2018

New fee structure

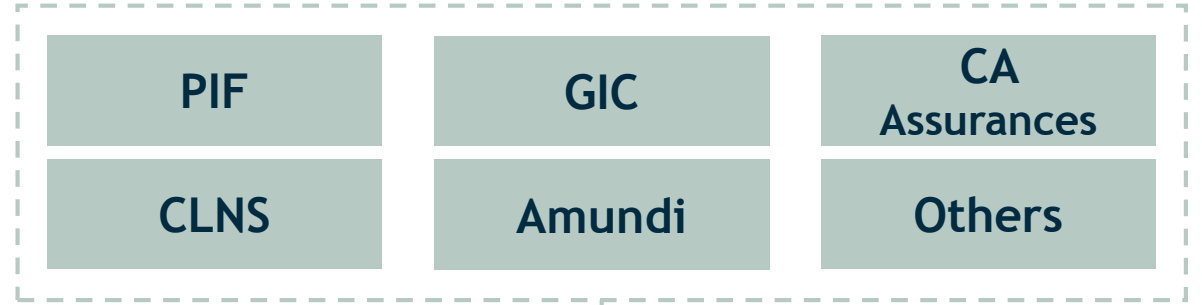
- ✓ Discount of 50bps of revenues (c.€19m p.a.)
- ✓ Better alignment: 60% of fees¹ based on profitability / 40% based on revenue (vs. 40%/60% currently)
- ✓ For a selection of hotels, fees¹ paid subject to NOI profitability thresholds (c.€10m p.a.)

1: Trademark and Management fees only



Capital structure at closing


ACCORHOTELS



45%

55%

ACCORINVEST 



Privileged relationship with AccorInvest going forward

BUSINESS MODEL

Management Agreements

30 to 50 years duration

Fully funded vehicle

€3.6bn debt financing secured including undrawn lines to execute 2017-2021 Plan

Dividends

5% dividend yield based on transaction NAV

GOVERNANCE

AccorHotels representation

Voting rights capped at 30%

Liquidity rights

- ✓ Ability to sell down to 30% ownership
- ✓ 5-year lock-up on 30%

Talents

Pool of top-talent led by CEO John Ozinga



€4.4bn proceeds from Booster

1



Selected regional
M&A opportunities
like:

MANTRA
GROUP



RIXOS
HOTELS

2



Return to shareholders

Objective to buy-back
up to €1.350bn
of share capital

(i.e. 10% of current market Cap.)

3



Preserve
investment grade status
&
Increase balance sheet
flexibility



Next steps

Q1 & Q2 2018

From announcement to closing

- ✓ AccorHotels works council consultation
- ✓ Customary regulatory approvals
- ✓ AccorHotels shareholders consultation in AGM

Q2 2018

Closing

Post-Closing

AccorInvest remaining stake to be accounted for under equity method in AccorHotels financials

