

Equities

23 February 2012 | 18 pages

Accor SA (ACCP.PA)

Downgrade to Sell

- Company Update
- Rating Change
- Estimate Change

- **Downgrade to Sell.** Accor shares are +24% relative YTD as fears about the European economy have receded. Citi forecasts a recession in Europe overall (c79% of FY11 EBIT) and in France (c49% of FY11 EBIT) in 2012. European RevPAR growth has all but evaporated in January and we forecast a RevPAR decline of -3.0% in FY12 and low growth thereafter (+0.0% in FY13 and +1.0% in FY14). With the stock trading on 23x FY12e PE and 7.3x EV/EBITDA we think the shares are anticipating a recovery.
- **Strategic direction sound.** Exiting low returning assets (we assume €400m pa cash disposals FY12-FY14) and growing via management and franchised contracts (we assume c5% pa net room growth) is sensible but it will take time to transform the business. Although 50% of rooms are operated under management and franchise contracts, we estimate that 73% of FY11 EBIT is still generated by owned & leased assets (inc fixed and variable leases). ROCE remains the weakest of European peers (see [European Hotels - The Road Forks](#))
- **Less geared.** Accor was rightly viewed as a geared play on recovery in Europe but the restructuring is causing operational and financial leverage to fall, as demonstrated by Accor's new EBIT sensitivity; Each +1% RevPAR growth adds €14m to EBIT (or c3% of FY11 EPS) and each -1% RevPAR decline subtracts €20m (c4.5% of FY11 EPS).
- **Further cash returns unlikely until FY13.** We forecast adjusted FFO/Adj net debt (after capitalizing leases) will remain only just ahead of the group's 25% target in FY12, limiting scope for further cash returns.
- **Valuation assumes recovery.** Accor trades at a c30% PE pm to peers (17.5x) and a 9% discount to its mid-cycle average EV/EBITDA of 8.0x. We prefer Intercontinental (IHG.L; £14.20; 1) with its almost pure asset-light model and only 15% exposure to Europe (17.6x PE, 10.1x EV/EBITDA) or comparable UK peer Whitbread (WTB.L; £17.04; 1) which has strong asset backing and the high growth Costa business, yet trades on only 12.8x PE and 7.7x EV/EBITDA. Our €21.5 DCF target is unchanged.

| | |
|------------------------------|---------------|
| Sell | 3 |
| <i>from Neutral</i> | |
| Price (22 Feb 12) | €26.84 |
| Target price | €21.50 |
| Expected share price return | -19.9% |
| Expected dividend yield | 4.3% |
| Expected total return | -15.6% |
| Market Cap | €6,099M |
| | US\$8,076M |

Price Performance (RIC: ACCP.PA, BB: AC FP)



Accor SA (EUR)

| Year to 31 Dec | 2010A | 2011A | 2012E | 2013E | 2014E |
|------------------------|---------|---------|---------|---------|---------|
| Sales (€M) | 5,948.0 | 6,100.0 | 5,809.6 | 5,749.4 | 5,742.0 |
| Profit Before Tax (€M) | 334.0 | 438.0 | 378.0 | 401.2 | 441.5 |
| Diluted EPS (€) | 0.89 | 1.07 | 1.15 | 1.21 | 1.32 |
| Diluted EPS (Old) (€) | 0.89 | 1.26 | 1.13 | 1.21 | 1.28 |
| PE (x) | 30.3 | 25.1 | 23.3 | 22.1 | 20.3 |
| EV/EBITDA (x) | 8.4 | 7.1 | 7.3 | 7.1 | 6.5 |
| DPS (€) | 0.62 | 1.15 | 0.58 | 0.61 | 0.66 |
| Net Div Yield (%) | 2.3 | 4.3 | 2.2 | 2.3 | 2.5 |

James Ainley
+44-20-7986-3935
james.ainley@citi.com

See Appendix A-1 for Analyst Certification, Important Disclosures and non-US research analyst disclosures.

| ACCP.PA: Fiscal year end 31-Dec | | | | | | Price: €26.84; TP: €21.50; Market Cap: €6,099m; Recomm: Sell | | | | | |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--|-------------|-------------|--------------|--------------|--------------|
| Profit & Loss (€m) | 2010 | 2011 | 2012E | 2013E | 2014E | Valuation ratios | 2010 | 2011 | 2012E | 2013E | 2014E |
| Sales revenue | 5,948 | 6,100 | 5,810 | 5,749 | 5,742 | PE (x) | 30.3 | 25.1 | 23.3 | 22.1 | 20.3 |
| Cost of sales | -399 | -391 | -372 | -385 | -385 | PB (x) | 1.7 | 1.7 | 1.7 | 1.7 | 1.6 |
| Gross profit | 5,549 | 5,709 | 5,437 | 5,364 | 5,357 | EV/EBITDA (x) | 8.4 | 7.1 | 7.3 | 7.1 | 6.5 |
| Gross Margin (%) | 93.3 | 93.6 | 93.6 | 93.3 | 93.3 | FCF yield (%) | 1.2 | -0.9 | -1.4 | 3.1 | 3.3 |
| EBITDA | 880 | 928 | 861 | 851 | 853 | Dividend yield (%) | 2.3 | 4.3 | 2.2 | 2.3 | 2.5 |
| EBITDA Margin (%) | 14.8 | 15.2 | 14.8 | 14.8 | 14.9 | Payout ratio (%) | 70 | 107 | 50 | 50 | 50 |
| Depreciation | -413 | -377 | -367 | -362 | -361 | ROE (%) | 108.3 | 0.8 | 7.4 | 7.7 | 8.0 |
| Amortisation | -21 | -21 | -21 | -21 | -21 | Cashflow (€m) | 2010 | 2011 | 2012E | 2013E | 2014E |
| EBIT | 446 | 530 | 473 | 468 | 471 | EBITDA | 880 | 928 | 861 | 851 | 853 |
| EBIT Margin (%) | 7.5 | 8.7 | 8.1 | 8.1 | 8.2 | Working capital | 198 | 5 | -22 | 17 | -1 |
| Net interest | -134 | -97 | -100 | -72 | -34 | Other | -386 | -299 | -211 | -149 | -113 |
| Associates | 22 | 5 | 5 | 5 | 5 | Operating cashflow | 692 | 634 | 629 | 719 | 739 |
| Non-op/Except | 3,399 | -217 | 0 | 0 | 0 | Capex | -621 | -690 | -717 | -527 | -535 |
| Pre-tax profit | 3,733 | 221 | 378 | 401 | 441 | Net acq/disposals | 891 | 930 | 400 | 400 | 400 |
| Tax | -123 | -171 | -95 | -104 | -119 | Other | 0 | 0 | 0 | 0 | 0 |
| Extraord./Min.Int./Pref.div. | -10 | -23 | -21 | -20 | -20 | Investing cashflow | 270 | 240 | -317 | -127 | -135 |
| Reported net profit | 3,600 | 27 | 263 | 277 | 302 | Dividends paid | -249 | -155 | -261 | -131 | -138 |
| Net Margin (%) | 60.5 | 0.4 | 4.5 | 4.8 | 5.3 | Financing cashflow | -902 | -657 | -383 | -892 | -573 |
| Core NPAT | 201 | 244 | 263 | 277 | 302 | Net change in cash | 60 | 217 | -71 | -300 | 31 |
| Per share data | 2010 | 2011 | 2012E | 2013E | 2014E | Free cashflow to s/holders | 71 | -56 | -88 | 192 | 204 |
| Reported EPS (€) | 15.87 | 0.12 | 1.15 | 1.21 | 1.32 | | | | | | |
| Core EPS (€) | 0.89 | 1.07 | 1.15 | 1.21 | 1.32 | | | | | | |
| DPS (€) | 0.62 | 1.15 | 0.58 | 0.61 | 0.66 | | | | | | |
| CFPS (€) | 3.05 | 2.78 | 2.76 | 3.16 | 3.24 | | | | | | |
| FCFPS (€) | 0.31 | -0.25 | -0.39 | 0.84 | 0.90 | | | | | | |
| BVPS (€) | 16.16 | 15.57 | 15.56 | 16.18 | 16.88 | | | | | | |
| Wtd avg ord shares (m) | 226 | 227 | 227 | 227 | 227 | | | | | | |
| Wtd avg diluted shares (m) | 227 | 228 | 228 | 228 | 228 | | | | | | |
| Growth rates | 2010 | 2011 | 2012E | 2013E | 2014E | | | | | | |
| Sales revenue (%) | 8.3 | 2.6 | -4.8 | -1.0 | -0.1 | | | | | | |
| EBIT (%) | 89.8 | 18.8 | -10.7 | -1.1 | 0.6 | | | | | | |
| Core NPAT (%) | 125.8 | 21.4 | 7.8 | 5.2 | 9.1 | | | | | | |
| Core EPS (%) | 122.0 | 20.8 | 7.8 | 5.2 | 9.1 | | | | | | |
| Balance Sheet (€m) | 2010 | 2011 | 2012E | 2013E | 2014E | | | | | | |
| Cash & cash equiv. | 1,258 | 1,491 | 1,420 | 1,119 | 1,150 | | | | | | |
| Accounts receivables | 374 | 364 | 363 | 359 | 359 | | | | | | |
| Inventory | 41 | 41 | 26 | 27 | 27 | | | | | | |
| Net fixed & other tangibles | 3,923 | 3,404 | 3,354 | 3,119 | 2,893 | | | | | | |
| Goodwill & intangibles | 1,152 | 1,085 | 1,064 | 1,043 | 1,022 | | | | | | |
| Financial & other assets | 1,930 | 1,615 | 1,614 | 1,610 | 1,609 | | | | | | |
| Total assets | 8,678 | 8,000 | 7,841 | 7,278 | 7,061 | | | | | | |
| Accounts payable | 634 | 642 | 614 | 636 | 635 | | | | | | |
| Short-term debt | 205 | 124 | 124 | 124 | 124 | | | | | | |
| Long-term debt | 1,783 | 1,593 | 1,471 | 710 | 275 | | | | | | |
| Provisions & other liab | 2,107 | 1,873 | 1,846 | 1,862 | 1,901 | | | | | | |
| Total liabilities | 4,729 | 4,232 | 4,055 | 3,331 | 2,935 | | | | | | |
| Shareholders' equity | 3,650 | 3,537 | 3,534 | 3,674 | 3,833 | | | | | | |
| Minority interests | 299 | 231 | 252 | 272 | 292 | | | | | | |
| Total equity | 3,949 | 3,768 | 3,786 | 3,946 | 4,126 | | | | | | |
| Net debt | 730 | 226 | 175 | -285 | -751 | | | | | | |
| Net debt to equity (%) | 18.5 | 6.0 | 4.6 | -7.2 | -18.2 | | | | | | |

For further data queries on Citi's full coverage universe please contact CIRA Data Services Europe at CIRADataServicesEMEA@citi.com or +44-207-986-4050

Downgrade to Sell

Investment thesis

7 reasons to Sell Accor

- Weak geographic exposure – Europe accounts for c79% of EBIT (49% France).
- Owned and leased hotels still account for 73% of EBIT.
- High rental commitments limit scope for cash returns - Adjusted FFO/Adjusted net debt only just above 25% target.
- Lacklustre ROCE performance and outlook – returns below cost of capital.
- High labour costs cf peers – c37.4% of sales.
- Subscale US business – The largest branded lodging market in the world.
- Valuation metrics assume recovery.

3 reasons to own Accor

- Brand improvements underway – eg IBIS family launch.
- Ongoing shift to asset light model underway - €400m pa asset disposals.
- Operational and financial gearing is falling – close to zero net debt.

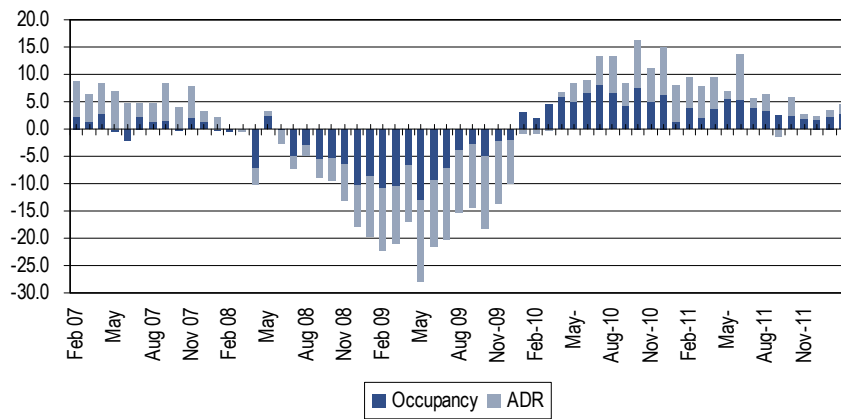
Figure 1. Forecast changes

| | FY12E | FY13E | FY14E |
|-------------------|-------------|-------------|-------------|
| EBIT old | 459 | 476 | 502 |
| EBIT new | 473 | 468 | 471 |
| % change | 3.1% | -1.6% | -6.2% |
| PBT old | 379 | 406 | 433 |
| PBT new | 378 | 401 | 441 |
| % change | -0.3% | -1.1% | 2.1% |
| FD EPS old | 1.13 | 1.21 | 1.28 |
| FD EPS new | 1.15 | 1.21 | 1.32 |
| % change | 2.1% | 0.3% | 3.5% |

Source: Citi Investment Research and Analysis

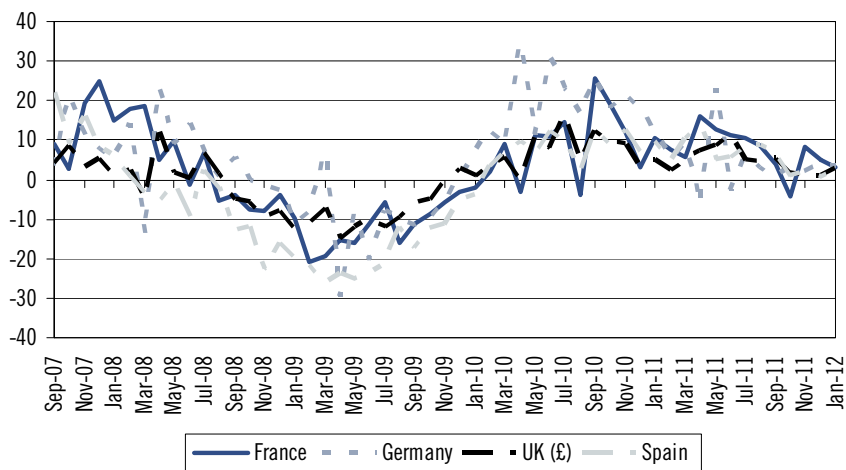
RevPAR trends

Figure 2. European RevPAR (% growth)



Source: Smith Travel Research, Citi Investment Research and Analysis

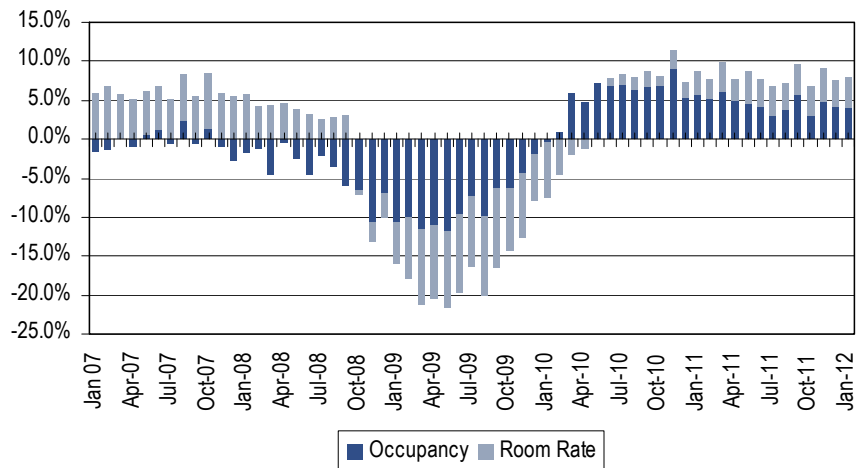
Figure 3. Major European country RevPAR (% growth)



Source: Smith Travel Research, Citi Investment Research and Analysis

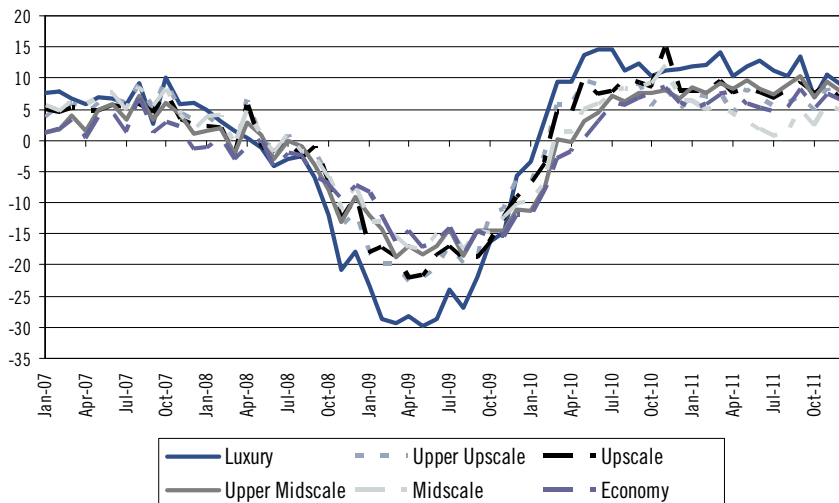
United States data

Figure 4. United States RevPAR (% growth)



Source: Smith Travel Research, Citi Investment Research and Analysis

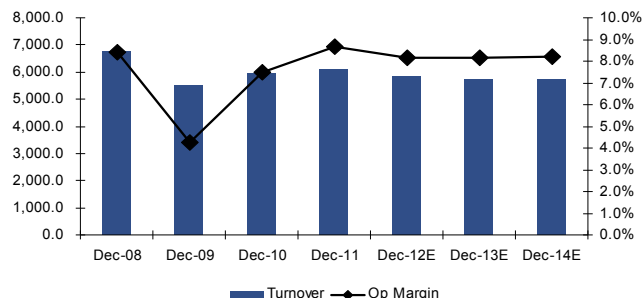
Figure 5. United States RevPAR by chain scale (% growth)



Source: Smith Travel Research, Citi Investment Research and Analysis

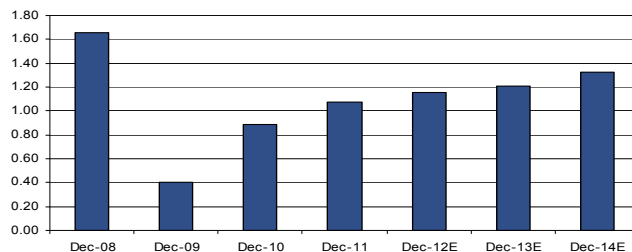
Accor at a glance

Figure 6. Revenue and EBIT margin (€m)



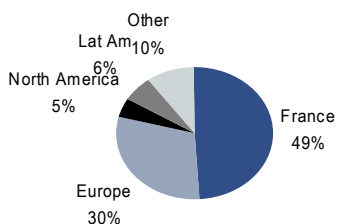
Source: Company data, Citi Investment Research and Analysis

Figure 7. EPS (€)



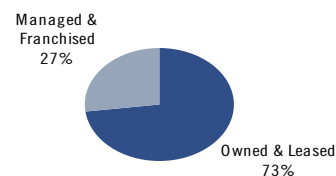
Source: Company data, Citi Investment Research and Analysis

Figure 8. EBIT split by Geography



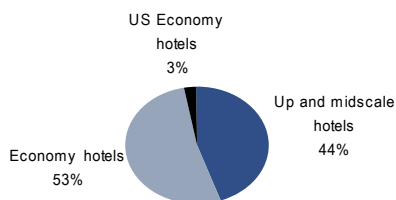
Source: Company data, Citi Investment Research and Analysis

Figure 9. EBIT split by business model



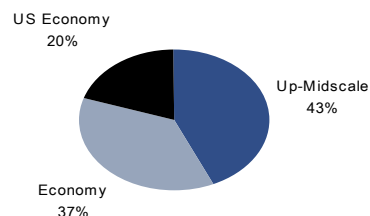
Source: Company data, Citi Investment Research and Analysis

Figure 10. EBIT split by division



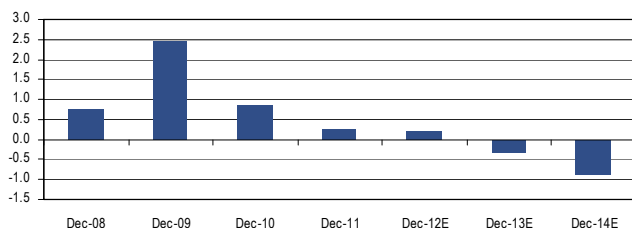
Source: Company data, Citi Investment Research and Analysis

Figure 11. Rooms split by division



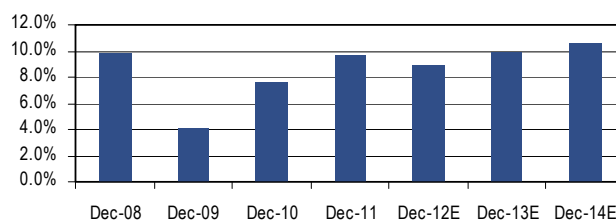
Source: Company data, Citi Investment Research and Analysis

Figure 12. Net debt/EBITDA



Source: Company data, Citi Investment Research and Analysis

Figure 13. Pre-tax ROCE (%)



Source: Company data, Citi Investment Research and Analysis

Detailed financials

Figure 14. Summary P&L (€m)

| | Dec-02 | Dec-03 | Dec-04 | Dec-05 | Dec-06 | Dec-07 | Dec-08 | Dec-09 | Dec-10 | Dec-11 | Dec-12E | Dec-13E | Dec-14E |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|
| Up-Midscale RevPAR growth | | | | | | | | | | | -3.0% | 0.0% | 1.0% |
| Economy RevPAR growth | | | | | | | | | | | -3.0% | 0.0% | 1.0% |
| US Economy RevPAR growth | | | | | | | | | | | 2.5% | 2.5% | 2.5% |
| Group RevPAR | | | | | | | | | | | -2.5% | 0.3% | 1.2% |
| Revenues | Dec-02 | Dec-03 | Dec-04 | Dec-05 | Dec-06 | Dec-07 | Dec-08 | Dec-09 | Dec-10 | Dec-11 | Dec-12E | Dec-13E | Dec-14E |
| Up and midscale hotels | 2,660 | 2,694 | 2,787 | 2,857 | 2,927 | 3,323 | 3,427 | 3,026 | 3,374 | 3,488 | 3,341 | 3,356 | 3,406 |
| Economy hotels | 1,140 | 1,168 | 1,247 | 1,374 | 1,492 | 1,663 | 1,723 | 1,626 | 1,806 | 1,896 | 1,877 | 1,938 | 2,021 |
| US Economy hotels | 1,214 | 989 | 922 | 964 | 991 | 841 | 600 | 534 | 555 | 532 | 558 | 572 | 586 |
| Asset Disposal impact | | | | | | | | | | | -150 | -300 | -455 |
| Total hotels | 5,014 | 4,851 | 4,956 | 5,195 | 5,410 | 5,827 | 5,750 | 5,186 | 5,735 | 5,916 | 5,626 | 5,565 | 5,558 |
| Total other businesses | 1,190 | 1,123 | 1,127 | 1,310 | 1,437 | 1,409 | 1,026 | 304 | 213 | 184 | 184 | 184 | 184 |
| Group Total | 6,204 | 5,974 | 6,083 | 6,506 | 6,847 | 7,236 | 6,776 | 5,490 | 5,948 | 6,100 | 5,810 | 5,749 | 5,742 |
| EBITDA | | | | | | | | | | | | | |
| Up and midscale hotels | 337 | 275 | 282 | 280 | 319 | 388 | 421 | 267 | 429 | 444 | 424 | 432 | 447 |
| Economy hotels | 292 | 263 | 273 | 305 | 332 | 371 | 378 | 310 | 361 | 380 | 358 | 370 | 389 |
| US Economy hotels | 275 | 206 | 143 | 165 | 196 | 182 | 130 | 68 | 64 | 72 | 77 | 79 | 81 |
| Asset Disposal impact | | | | | | | | | | | -30 | -62 | -96 |
| Total hotels | 904 | 744 | 698 | 750 | 847 | 941 | 929 | 645 | 854 | 896 | 829 | 819 | 821 |
| Other businesses | | | 92 | 103 | 103 | 86 | 55 | 19 | 26 | 32 | 32 | 32 | 32 |
| Group Total EBITDA | | | 790 | 853 | 950 | 1,027 | 984 | 664 | 880 | 928 | 861 | 851 | 853 |
| % change | | | | 8.0% | 11.4% | 8.1% | -4.2% | -32.5% | 32.5% | 5.5% | -7.2% | -1.1% | 0.2% |
| EBITDA margin % | | | | | | | | | | | | | |
| Up and midscale hotels | 12.7% | 10.2% | 10.1% | 9.8% | 10.9% | 11.7% | 12.3% | 8.8% | 12.7% | 12.7% | 12.7% | 12.9% | 13.1% |
| Economy hotels | 25.6% | 22.5% | 21.9% | 22.2% | 22.3% | 22.3% | 21.9% | 19.1% | 20.0% | 20.0% | 19.1% | 19.1% | 19.2% |
| US Economy hotels | 22.7% | 20.8% | 15.5% | 17.1% | 19.8% | 21.6% | 21.7% | 12.7% | 11.5% | 13.5% | 13.9% | 13.9% | 13.9% |
| Total hotels | 18.0% | 15.3% | 14.1% | 14.4% | 15.7% | 16.1% | 16.2% | 12.4% | 14.9% | 15.1% | 14.7% | 14.7% | 14.8% |
| Total other | 0.0% | 0.0% | 8.2% | 7.9% | 7.2% | 6.1% | 5.4% | 6.3% | 12.2% | 17.4% | 17.4% | 17.4% | 17.4% |
| Total EBITDA margin | 0.0% | 0.0% | 13.0% | 13.1% | 13.9% | 14.2% | 14.5% | 12.1% | 14.8% | 15.2% | 14.8% | 14.8% | 14.9% |
| Depreciation | | | | | | | | | | | | | |
| Hotels | -392 | -383 | -350 | -357 | -359 | -345 | -363 | -410 | -416 | -381 | -371 | -366 | -365 |
| Other | 0 | 0 | -38 | -38 | -54 | -49 | -52 | -19 | -18 | -17 | -17 | -17 | -17 |
| Total depreciation | -392 | -383 | -388 | -395 | -413 | -394 | -415 | -429 | -434 | -398 | -388 | -383 | -382 |
| D&A % of sales | 6.3% | 6.4% | 6.4% | 6.1% | 6.0% | 5.4% | 6.1% | 7.8% | 7.3% | 6.5% | 6.7% | 6.7% | 6.6% |
| EBIT | Dec-02 | Dec-03 | Dec-04 | Dec-05 | Dec-06 | Dec-07 | Dec-08 | Dec-09 | Dec-10 | Dec-11 | Dec-12E | Dec-13E | Dec-14E |
| Up and midscale hotels | 152 | 90 | 104 | 95 | 138 | 202 | 215 | 31 | 192 | 229 | 209 | 216 | 228 |
| Economy hotels | 198 | 172 | 186 | 218 | 243 | 281 | 284 | 205 | 250 | 271 | 249 | 257 | 271 |
| US Economy hotels | 162 | 99 | 58 | 80 | 107 | 113 | 67 | -1 | -4 | 15 | 20 | 21 | 21 |
| Asset Disposal impact | | | | | | | | | | | -20 | -41 | -64 |
| Total hotels | 512 | 361 | 348 | 393 | 488 | 596 | 566 | 235 | 438 | 515 | 458 | 453 | 456 |
| Other businesses | 46 | 62 | 54 | 65 | 49 | 37 | 3 | 0 | 8 | 15 | 15 | 15 | 15 |
| Group EBIT | 558 | 423 | 402 | 458 | 537 | 633 | 569 | 235 | 446 | 530 | 473 | 468 | 471 |
| EBIT growth | -15.3% | -24.2% | -5.0% | 13.9% | 17.2% | 17.9% | -10.1% | -58.7% | 89.8% | 18.8% | -10.7% | -1.1% | 0.6% |
| EBIT margins | | | | | | | | | | | | | |
| Up and midscale hotels | 5.7% | 3.3% | 3.7% | 3.3% | 4.7% | 6.1% | 6.3% | 1.0% | 5.7% | 6.6% | 6.2% | 6.4% | 6.7% |
| Economy hotels | 17.4% | 14.7% | 14.9% | 15.9% | 16.3% | 16.9% | 16.5% | 12.6% | 13.8% | 14.3% | 13.3% | 13.3% | 13.4% |
| US Economy hotels | 13.3% | 10.0% | 6.3% | 8.3% | 10.8% | 13.4% | 11.2% | -0.2% | -0.7% | 2.8% | 3.7% | 3.7% | 3.7% |
| Total hotels | 10.2% | 7.4% | 7.0% | 7.6% | 9.0% | 10.2% | 9.8% | 4.5% | 7.6% | 8.7% | 8.1% | 8.1% | 8.2% |
| Other businesses | 3.9% | 5.5% | 4.8% | 5.0% | 3.4% | 2.6% | 0.3% | 0.0% | 3.8% | 8.2% | 8.2% | 8.2% | 8.2% |
| Group Total | 9.0% | 7.1% | 6.6% | 7.0% | 7.8% | 8.7% | 8.4% | 4.3% | 7.5% | 8.7% | 8.1% | 8.1% | 8.2% |

Source: Company data, Citi Investment Research and Analysis

Figure 15. Income statement (€m)

| | Dec-08 | Dec-09 | Dec-10 | Dec-11 | Dec-12E | Dec-13E | Dec-14E |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Turnover | 6,776.0 | 5,490.0 | 5,948.0 | 6,100.0 | 5,809.6 | 5,749.4 | 5,742.0 |
| Cost of Sales | (733.0) | (415.0) | (399.0) | (391.0) | (372.4) | (385.2) | (384.7) |
| Gross Profit | 6,043.0 | 5,075.0 | 5,549.0 | 5,709.0 | 5,437.2 | 5,364.2 | 5,357.2 |
| Staff | (2,543.0) | (2,118.0) | (2,230.0) | (2,284.0) | (2,175.3) | (2,156.0) | (2,153.2) |
| Rent | (888.0) | (854.0) | (934.0) | (995.0) | (982.3) | (985.2) | (993.7) |
| Depreciation | (415.0) | (429.0) | (434.0) | (398.0) | (387.5) | (382.9) | (381.6) |
| Other op exp | (1,628.0) | (1,439.0) | (1,505.0) | (1,502.0) | (1,418.8) | (1,371.7) | (1,357.5) |
| Goodwill amortisation | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Trading Profit ex equity A/C | 569.0 | 235.0 | 446.0 | 530.0 | 473.4 | 468.3 | 471.2 |
| Trad Profit pre goodwill am | 569.0 | 235.0 | 446.0 | 530.0 | 473.4 | 468.3 | 471.2 |
| Interest Income | 15.0 | 15.0 | 6.0 | 2.0 | 7.5 | 7.1 | 5.6 |
| Interest Payable | (38.0) | (139.0) | (140.0) | (99.0) | (107.6) | (78.9) | (40.1) |
| Equity A/C | 20.0 | (3.0) | 22.0 | 5.0 | 4.8 | 4.7 | 4.7 |
| Exceptional Charges | 26.0 | (371.0) | 3,399.0 | (217.0) | 0.0 | 0.0 | 0.0 |
| Profit/(Loss) before tax | 592.0 | (263.0) | 3,733.0 | 221.0 | 378.0 | 401.2 | 441.5 |
| PBT pre gw & ex | 566.0 | 108.0 | 334.0 | 438.0 | 378.0 | 401.2 | 441.5 |
| Tax | (177.0) | (32.0) | (123.0) | (171.0) | (94.5) | (104.3) | (119.2) |
| Tax rate | 31.3% | 29.6% | 36.8% | 39.0% | 25.0% | 26.0% | 27.0% |
| Profit/(Loss) after tax | 415.0 | (295.0) | 3,610.0 | 50.0 | 283.5 | 296.9 | 322.3 |
| Minority Interests + Discontinued | (14.0) | 13.0 | (10.0) | (23.0) | (20.5) | (20.3) | (20.4) |
| Net Income/(Loss) | 401.0 | (282.0) | 3,600.0 | 27.0 | 263.0 | 276.6 | 301.8 |
| FD EPS pre goodwill | 1.66 | 0.40 | 0.89 | 1.07 | 1.15 | 1.21 | 1.32 |
| Growth | | -75.9% | 122.0% | 20.8% | 7.8% | 5.2% | 9.1% |

Source: Company data, Citi Investment Research and Analysis

Figure 16. Adjusted FFO/Adj Net debt (€m)

| | Dec-10 | Dec-11 | Dec-12E | Dec-13E |
|---------------------------------------|--------------|--------------|--------------|--------------|
| Funds from operations | 617 | 668 | 650 | 702 |
| Adjustments | 78 | 69 | 0 | 0 |
| Maintenance capex | (281) | (303) | (290) | (287) |
| FFO | 414 | 434 | 360 | 415 |
| FFO | 695 | 737 | 650 | 702 |
| Rental amortisation | 266 | 271 | 268 | 268 |
| Adjusted FFO | 961 | 1008 | 918 | 970 |
| Actual net debt | 730 | 226 | 175 | (285) |
| Debt restatement | 319 | 207 | 0 | 0 |
| Lease adjustments | 3742 | 3495 | 3450 | 3461 |
| Adjusted net debt | 4791 | 3928 | 3626 | 3175 |
| Adjusted FFO/Adjusted net debt | 20.1% | 25.7% | 25.3% | 30.6% |
| Target adj FFO/Adj net debt | 25.0% | 25.0% | 25.0% | 25.0% |
| Net debt implied | 3844 | 4032 | 3671 | 3882 |
| Surplus capacity | (947) | 104 | 45 | 706 |

Source: Company data, Citi Investment Research and Analysis

Figure 17. Cash flow (€m)

| | Dec-08 | Dec-09 | Dec-10 | Dec-11 | Dec-12E | Dec-13E | Dec-14E |
|---|------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Trading Profit ex equity A/C | 569.0 | 235.0 | 446.0 | 530.0 | 473.4 | 468.3 | 471.2 |
| Depreciation | 415.0 | 429.0 | 434.0 | 398.0 | 387.5 | 382.9 | 381.6 |
| Goodwill amortisation | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Asset Disposal | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Other Trading Adjustments | (115.0) | (80.0) | (123.0) | (39.0) | 0.0 | 0.0 | 0.0 |
| (Increase)/Decrease in Stocks | 0.0 | 0.0 | 0.0 | 0.0 | 14.9 | (0.9) | 0.0 |
| (Increase)/Decrease in Debtors | 0.0 | 0.0 | 0.0 | 0.0 | 2.3 | 7.7 | 0.9 |
| Increase/(Decrease) in Creditors | (80.0) | (49.0) | 198.0 | 5.0 | (38.8) | 10.3 | (2.2) |
| Cash Inflow from Operating Activities | 789.0 | 535.0 | 955.0 | 894.0 | 839.3 | 868.3 | 851.6 |
| Investment Return & Servicing of Finance | | | | | | | |
| Interest Received | 15.0 | 15.0 | 6.0 | 2.0 | 7.5 | 7.1 | 5.6 |
| Interest Paid | (38.0) | (139.0) | (140.0) | (99.0) | (107.6) | (78.9) | (40.1) |
| Dividends Paid | (543.0) | (396.0) | (249.0) | (155.0) | (261.2) | (131.5) | (138.3) |
| Total inv return and serv of finance | (566.0) | (520.0) | (383.0) | (252.0) | (361.4) | (203.3) | (172.8) |
| Taxation | (162.0) | (56.0) | (129.0) | (163.0) | (110.6) | (77.3) | (78.3) |
| Cash Tax Rate | 28.6% | 51.9% | 38.6% | 37.2% | 25.0% | 26.0% | 27.0% |
| Investing Activities | | | | | | | |
| Growth capex | (1,063.0) | (420.0) | (340.0) | (387.0) | (426.3) | (239.4) | (247.8) |
| Maintenance capex | (469.0) | (288.0) | (281.0) | (303.0) | (290.5) | (287.5) | (287.1) |
| Investments Sold | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Tangibles Sold | 558.0 | (22.0) | 891.0 | 930.0 | 400.0 | 400.0 | 400.0 |
| Total investing activities | (974.0) | (730.0) | 270.0 | 240.0 | (316.8) | (126.9) | (134.9) |
| Net Cash Inflow Before Financing | (913.0) | (771.0) | 713.0 | 719.0 | 50.6 | 460.8 | 465.8 |
| Financing | | | | | | | |
| Debt Raised | 1,943.0 | 1,916.0 | 75.0 | 20.0 | (122.0) | (761.0) | (435.0) |
| Share Capital Issued | (91.0) | 175.0 | 44.0 | 11.0 | 0.0 | 0.0 | 0.0 |
| Issue Expenses | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Loans Repaid | (2,094.0) | (1,368.0) | (772.0) | (533.0) | 0.0 | 0.0 | 0.0 |
| Total financing | (242.0) | 723.0 | (653.0) | (502.0) | (122.0) | (761.0) | (435.0) |
| Cash Increase/(Decrease) | (1,155.0) | (48.0) | 60.0 | 217.0 | (71.4) | (300.2) | 30.8 |
| Free cash flow | (370.0) | (375.0) | 962.0 | 874.0 | 311.7 | 592.3 | 604.0 |

Source: Company data, Citi Investment Research and Analysis

Figure 18. Balance sheet (€m)

| | Dec-08 | Dec-09 | Dec-10 | Dec-11 | Dec-12E | Dec-13E | Dec-14E |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Fixed Assets | | | | | | | |
| Tangible Assets | 4,287.0 | 4,306.0 | 3,682.0 | 3,257.0 | 3,207.3 | 2,972.2 | 2,746.5 |
| Financial Assets | 2,290.0 | 2,984.0 | 1,873.0 | 1,781.0 | 1,760.0 | 1,739.0 | 1,718.0 |
| Total fixed assets | 6,577.0 | 7,290.0 | 5,555.0 | 5,038.0 | 4,967.3 | 4,711.2 | 4,464.5 |
| Current Assets | | | | | | | |
| Stocks | 96.0 | 60.0 | 41.0 | 41.0 | 26.1 | 27.0 | 26.9 |
| Trade receivables | 473.0 | 1,350.0 | 374.0 | 364.0 | 363.1 | 359.3 | 358.9 |
| Prepayments/payments on account | 181.0 | 838.0 | 360.0 | 379.0 | 377.6 | 373.7 | 373.2 |
| Tax Recoverable | 181.0 | 275.0 | 277.0 | 301.0 | 301.0 | 301.0 | 301.0 |
| Other Debtors | 246.0 | 709.0 | 813.0 | 386.0 | 386.0 | 386.0 | 386.0 |
| Cash & Equivalents | 486.0 | 1,224.0 | 1,258.0 | 1,491.0 | 1,419.6 | 1,119.4 | 1,150.1 |
| Total current assets | 1,663.0 | 4,456.0 | 3,123.0 | 2,962.0 | 2,873.4 | 2,566.4 | 2,596.2 |
| Cash reconciliation from Cash Flow | | | | | 1,419.6 | 1,119.4 | 1,150.1 |
| Creditors due in One Year | | | | | | | |
| Short term debt | 272.0 | 373.0 | 205.0 | 124.0 | 124.0 | 124.0 | 124.0 |
| Trade Creditors | 574.0 | 709.0 | 634.0 | 642.0 | 614.4 | 635.6 | 634.8 |
| Accruals & Deferred Income | 604.0 | 1,150.0 | 1,005.0 | 1,057.0 | 1,045.7 | 1,034.9 | 1,033.6 |
| Payments on Account | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Revenue Tax | 65.0 | 313.0 | 302.0 | 276.0 | 259.9 | 286.9 | 327.8 |
| Tax & Social Security | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Dividends | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Other Creditors | 818.0 | 3,129.0 | 568.0 | 283.0 | 283.0 | 283.0 | 283.0 |
| Total creditors due in one year | 2,333.0 | 5,674.0 | 2,714.0 | 2,382.0 | 2,327.1 | 2,364.3 | 2,403.1 |
| Net Current Assets/(Liabilities) | (670.0) | (1,218.0) | 409.0 | 580.0 | 546.3 | 202.1 | 193.1 |
| Total Assets Less Current Liabilities | 5,907.0 | 6,072.0 | 5,964.0 | 5,618.0 | 5,513.6 | 4,913.3 | 4,657.5 |
| Creditors due after One Year | | | | | | | |
| Long term Debt | 963.0 | 2,475.0 | 1,783.0 | 1,593.0 | 1,471.0 | 710.0 | 275.0 |
| Other Long term Liabilities (inc pension) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total long term creditors | 963.0 | 2,475.0 | 1,783.0 | 1,593.0 | 1,471.0 | 710.0 | 275.0 |
| Provisions | 251.0 | 343.0 | 232.0 | 257.0 | 257.0 | 257.0 | 257.0 |
| Net Assets | 4,693.0 | 3,254.0 | 3,949.0 | 3,768.0 | 3,785.6 | 3,946.3 | 4,125.5 |
| Ordinary Shares | 660.0 | 676.0 | 680.0 | 682.0 | 682.0 | 682.0 | 682.0 |
| Share Premium | 2,226.0 | 2,603.0 | (630.0) | 2,828.0 | 2,828.0 | 2,828.0 | 2,828.0 |
| Capital Reserve | (260.0) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Retained Earnings | 1,785.0 | (282.0) | 3,600.0 | 27.0 | 24.0 | 164.4 | 323.2 |
| Minority Interests | 282.0 | 257.0 | 299.0 | 231.0 | 251.5 | 271.9 | 292.3 |
| Shareholders Funds | 4,693.0 | 3,254.0 | 3,949.0 | 3,768.0 | 3,785.6 | 3,946.3 | 4,125.5 |
| Net debt | 749.0 | 1,624.0 | 730.0 | 226.0 | 175.4 | (285.4) | (751.1) |

Source: Company data, Citi Investment Research and Analysis

Accor SA

Company description

Accor operates a largely owned & leased hotel business and a number of other non-core operations such as casinos and restaurants. AC has c530,000 rooms and a further 100,000 in the pipeline. c.50% of rooms are based in Europe and 20% in the US. Over the last few years, AC has been through an asset restructuring process, selling non-core businesses and freehold assets (variable lease back).

Investment strategy

We rate Accor as a Sell. The Accor share price has performed very well YTD, however the economic outlook for Europe looks poor and we expect European RevPAR to decline -3% in 2012. Further asset disposals are likely and could precipitate another special dividend or buyback, but not until 2013 in our view.

Valuation

Our €21.5 target price is DCF derived, based on WACC of 10%, asset beta of 1.0, risk free rate of 3%, equity risk premium of 7% and perpetuity growth of 2.5%.

Risks

We see the following risks that could prevent the share price from achieving our target price:

The key upside risks are a sharp improvement in the European economy or a significant acceleration of the group's asset disposal program.

Downside risks include a weakening of the global economy and rising cost inflation, with staff costs a particular area of concern.

Terrorist activities or a sustained deceleration in airplane travel as a result of increased security concerns would also have a negative impact on the stock.

Intercontinental Hotels Group Plc

(IHG.L; £14.20; 1)

Valuation

Our 1,600p target price is DCF derived. The key assumptions of our DCF model are as follows: WACC of 8.5%, asset beta of 0.8, risk free rate of 3.0%, equity risk premium of 7.0% and perpetuity growth rate of 2.5%. As the cycle unfolds, we expect some hotel assets to be sold and the cash returned to shareholders, which could enhance EPS and our valuation.

Risks

We see the key risk as an economic or geopolitical shock, which would hit hotel demand. The company may also fail to drive top-line growth and add new rooms to its pipeline. More specifically, there is a risk that some rooms fall out of the pipeline as a result of owners' financing issues.

If the impact on the company from any of these factors proves to be more negative than we anticipate, the stock will likely have difficulty achieving our financial and price targets. However, if any of these factors proves to have less of an effect than we anticipate, the stock could materially outperform our target.

Whitbread PLC

(WTB.L; £17.04; 1)

Valuation

Our 2200p target is DCF-derived. Our key assumptions are as follows: WACC of 8.0%, asset beta of 0.8, risk-free rate of 3.0%, equity risk premium of 7.0% and perpetuity growth rate of 2.5%.

Risks

Although the group has been trading well, we do not think that it will be immune from the economic environment and there remain downside risks to our forecasts. That said, Whitbread has relatively low leverage and a strong property footprint (book value of £1.7bn), which should protect it somewhat. We note the key risk factors as:

A macro or geopolitical shock, which would hit hotel demand.

The company fails to drive top-line growth and to add new rooms to its pipeline.

If the impact on the company from any of these factors proves to be more negative than we anticipate, the stock will likely have difficulty achieving our financial and price targets. However, if any of these factors proves to have less of an effect than we anticipate, the stock could materially outperform our target.

Appendix A-1

Analyst Certification

The research analyst(s) primarily responsible for the preparation and content of this research report are named in bold text in the author block at the front of the product except for those sections where an analyst's name appears in bold alongside content which is attributable to that analyst. Each of these analyst(s) certify, with respect to the section(s) of the report for which they are responsible, that the views expressed therein accurately reflect their personal views about each issuer and security referenced and were prepared in an independent manner, including with respect to Citigroup Global Markets Inc and its affiliates. No part of the research analyst's compensation was, is, or will be, directly or indirectly, related to the specific recommendation(s) or view(s) expressed by that research analyst in this report.

IMPORTANT DISCLOSURES

Accor SA (ACCP.PA)

Ratings and Target Price History Fundamental Research

Analyst: James Ainley

Covered since October 6 2009



| | Date | Rating | Target Price | Closing Price |
|---|-----------|--------|--------------|---------------|
| 1 | 6-Oct-09 | 1M | *35.23 | 25.53 |
| 2 | 23-Apr-10 | 1M | *35.91 | 30.01 |
| 3 | 3-Jun-10 | 1M | *34.20 | 27.48 |

* Indicates change

| | Date | Rating | Target Price | Closing Price |
|---|-----------|--------|--------------|---------------|
| 4 | 12-Jul-10 | 1M | *33.00 | 23.46 |
| 5 | 22-Oct-10 | 1M | *34.00 | 29.53 |
| 6 | 23-Jan-11 | 1M | *38.00 | 32.61 |

| | Date | Rating | Target Price | Closing Price |
|---|-----------|-----------------------------|--------------|---------------|
| 7 | 7-Oct-11 | Stock rating system changed | | |
| 8 | 7-Oct-11 | *1 | 38.00 | 21.37 |
| 9 | 16-Jan-12 | *2 | *21.50 | 21.13 |

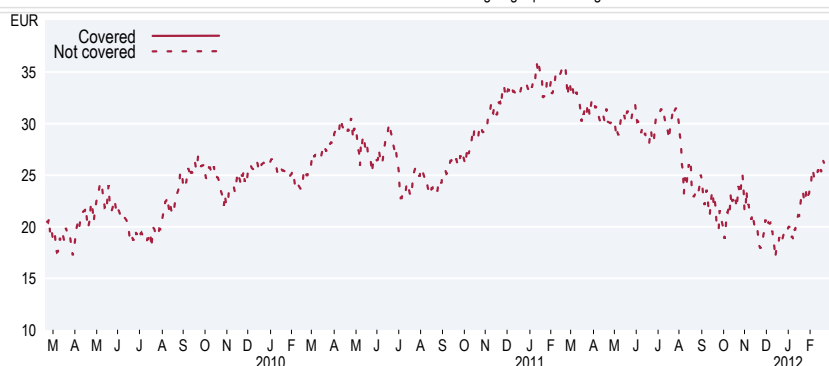
Rating/target price changes above reflect Eastern Standard Time

Accor SA (ACCP.PA)

Ratings and Target Price History Best Ideas Research Relative Call (3 Month)

Analyst: James Ainley

Covered since October 6 2009



* Indicates change

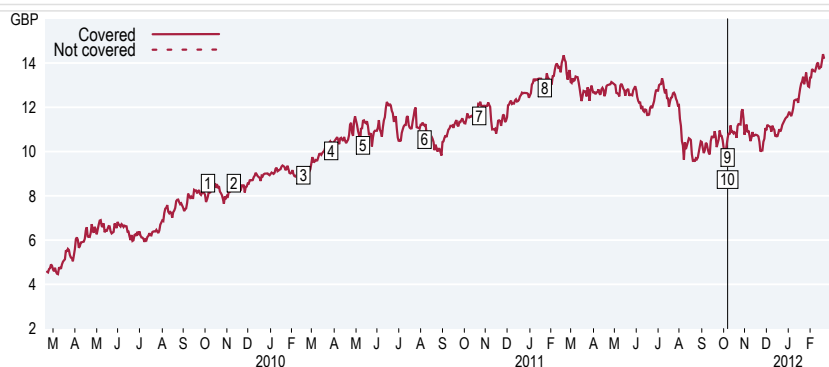
Rating/target price changes above reflect Eastern Standard Time

Intercontinental Hotels Group Plc (IHG.L)

Ratings and Target Price History Fundamental Research

Analyst: James Ainley

Covered since October 6 2009



| | Date | Rating | Target Price | Closing Price |
|---|-----------|--------|--------------|---------------|
| 1 | 6-Oct-09 | *1M | *9.70 | 7.99 |
| 2 | 11-Nov-09 | 1M | *10.80 | 8.32 |
| 3 | 17-Feb-10 | 1M | *11.80 | 9.02 |
| 4 | 29-Mar-10 | 1M | *14.00 | 10.36 |

* Indicates change

| | Date | Rating | Target Price | Closing Price |
|---|-----------|--------|--------------|---------------|
| 5 | 12-May-10 | 1M | *14.50 | 11.39 |
| 6 | 6-Aug-10 | 1M | *15.00 | 11.17 |
| 7 | 22-Oct-10 | 1M | *14.50 | 12.13 |
| 8 | 23-Jan-11 | 1M | *16.00 | 12.95 |

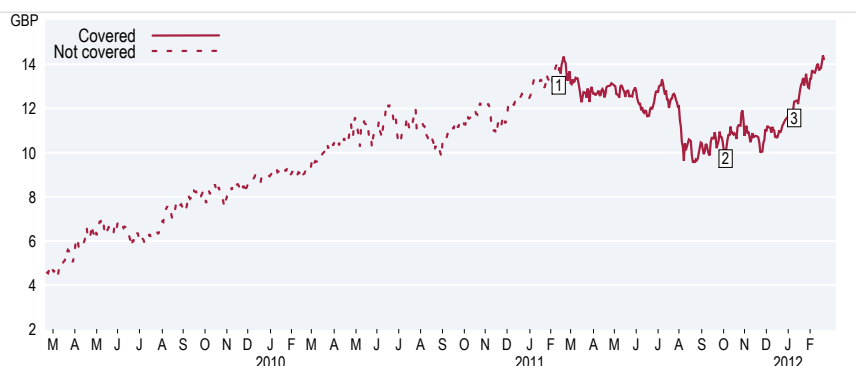
| | Date | Rating | Target Price | Closing Price |
|----|----------|-----------------------------|--------------|---------------|
| 9 | 7-Oct-11 | Stock rating system changed | | |
| 10 | 7-Oct-11 | *1 | 16.00 | 10.61 |

Rating/target price changes above reflect Eastern Standard Time

Intercontinental Hotels Group Plc (IHG.L)

Ratings and Target Price History Best Ideas Research Relative Call (3 Month)

Analyst: James Ainley
Covered since October 6 2009



| | Date | Rating | Target Price | Closing Price |
|---|-----------|---------|--------------|---------------|
| 1 | 11-Feb-11 | *ADD MP | - | 13.74 |

* Indicates change

| | Date | Rating | Target Price | Closing Price |
|---|----------|---------|--------------|---------------|
| 2 | 5-Oct-11 | *REM MP | - | 9.97 |

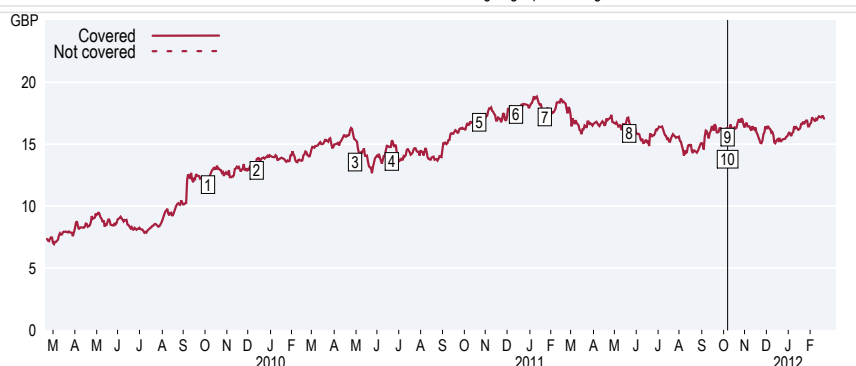
| | Date | Rating | Target Price | Closing Price |
|---|-----------|---------|--------------|---------------|
| 3 | 10-Jan-12 | *ADD MP | - | 12.30 |

Rating/target price changes above reflect Eastern Standard Time

Whitbread PLC (WTB.L)

Ratings and Target Price History Fundamental Research

Analyst: James Ainley
Covered since October 6 2009



| | Date | Rating | Target Price | Closing Price |
|---|-----------|--------|--------------|---------------|
| 1 | 6-Oct-09 | *2M | *14.00 | 12.22 |
| 2 | 14-Dec-09 | 2M | *15.20 | 13.80 |
| 3 | 30-Apr-10 | 2M | *16.45 | 15.38 |
| 4 | 22-Jun-10 | 2M | *17.00 | 15.31 |

* Indicates change

| | Date | Rating | Target Price | Closing Price |
|---|-----------|--------|--------------|---------------|
| 5 | 22-Oct-10 | 2M | *18.00 | 17.33 |
| 6 | 14-Dec-10 | 2M | *18.50 | 17.40 |
| 7 | 23-Jan-11 | *1M | *21.00 | 17.20 |
| 8 | 23-May-11 | 1M | *22.00 | 16.76 |

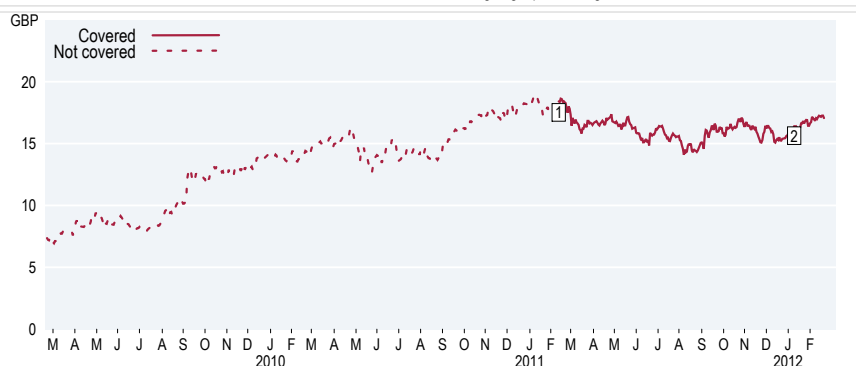
| | Date | Rating | Target Price | Closing Price |
|----|----------|-----------------------------|--------------|---------------|
| 9 | 7-Oct-11 | Stock rating system changed | - | - |
| 10 | 7-Oct-11 | *1 | 22.00 | 16.18 |

Rating/target price changes above reflect Eastern Standard Time

Whitbread PLC (WTB.L)

Ratings and Target Price History Best Ideas Research Relative Call (3 Month)

Analyst: James Ainley
Covered since October 6 2009



| | Date | Rating | Target Price | Closing Price |
|---|-----------|---------|--------------|---------------|
| 1 | 11-Feb-11 | *ADD MP | - | 18.41 |

* Indicates change

| | Date | Rating | Target Price | Closing Price |
|---|-----------|---------|--------------|---------------|
| 2 | 10-Jan-12 | *REM MP | - | 16.45 |

Rating/target price changes above reflect Eastern Standard Time

Citigroup Global Markets Inc. or its affiliates has received compensation for investment banking services provided within the past 12 months from Intercontinental Hotels Group Plc.

Citigroup Global Markets Inc. or an affiliate received compensation for products and services other than investment banking services from Accor SA, Intercontinental Hotels Group Plc in the past 12 months.

Citigroup Global Markets Inc. currently has, or had within the past 12 months, the following as investment banking client(s): Intercontinental Hotels Group Plc.

Citigroup Global Markets Inc. currently has, or had within the past 12 months, the following as clients, and the services provided were non-investment-banking, securities-related: Accor SA, Intercontinental Hotels Group Plc.

Citigroup Global Markets Inc. currently has, or had within the past 12 months, the following as clients, and the services provided were non-investment-banking, non-securities-related: Accor SA, Intercontinental Hotels Group Plc.

Analysts' compensation is determined based upon activities and services intended to benefit the investor clients of Citigroup Global Markets Inc. and its affiliates ("the Firm"). Like all Firm employees, analysts receive compensation that is impacted by overall firm profitability which includes investment banking revenues.

The Firm is a market maker in the publicly traded equity securities of Accor SA.

For important disclosures (including copies of historical disclosures) regarding the companies that are the subject of this Citi Investment Research & Analysis product ("the Product"), please contact Citi Investment Research & Analysis, 388 Greenwich Street, 28th Floor, New York, NY, 10013, Attention: Legal/Compliance [E6WYB6412478]. In addition, the same important disclosures, with the exception of the Valuation and Risk assessments and historical disclosures, are contained on the Firm's disclosure website at https://www.citivelocity.com/cvr/eppublic/citi_research_disclosures. Valuation and Risk assessments can be found in the text of the most recent research note/report regarding the subject company. Historical disclosures (for up to the past three years) will be provided upon request.

Citi Investment Research & Analysis Ratings Distribution

Data current as of 31 Dec 2011

| | 12 Month Rating | | | Relative Rating | | |
|--|-----------------|------|------|-----------------|------|------|
| | Buy | Hold | Sell | Buy | Hold | Sell |
| Citi Investment Research & Analysis Global Fundamental Coverage | 57% | 34% | 9% | 10% | 79% | 10% |
| % of companies in each rating category that are investment banking clients | 45% | 41% | 40% | 49% | 43% | 41% |

Guide to Citi Investment Research & Analysis (CIRA) Fundamental Research Investment Ratings:

CIRA's stock recommendations include an investment rating and an optional risk rating to highlight high risk stocks.

Risk rating takes into account both price volatility and fundamental criteria. Stocks will either have no risk rating or a High risk rating assigned.

Investment Ratings: CIRA's investment ratings are Buy, Neutral and Sell. Our ratings are a function of analyst expectations of expected total return ("ETR") and risk. ETR is the sum of the forecast price appreciation (or depreciation) plus the dividend yield for a stock within the next 12 months. The Investment rating definitions are: Buy (1) ETR of 15% or more or 25% or more for High risk stocks; and Sell (3) for negative ETR. Any covered stock not assigned a Buy or a Sell is a Neutral (2). For stocks rated Neutral (2), if an analyst believes that there are insufficient valuation drivers and/or investment catalysts to derive a positive or negative investment view, they may elect with the approval of CIRA management not to assign a target price and, thus, not derive an ETR.

Analysts may place covered stocks "Under Review" in response to exceptional circumstances (e.g. lack of information critical to the analyst's thesis) affecting the company and / or trading in the company's securities (e.g. trading suspension). As soon as practically possible, the analyst will publish a note re-establishing a rating and investment thesis. To satisfy regulatory requirements, we correspond Under Review and Neutral to Hold in our ratings distribution table for our 12-month fundamental rating system. However, we reiterate that we do not consider Under Review to be a recommendation.

Relative three-month ratings: CIRA may also assign a three-month relative call (or rating) to a stock to highlight expected out-performance (most preferred) or under-performance (least preferred) versus the geographic and industry sector over a 3 month period. The relative call may highlight a specific near-term catalyst or event impacting the company or the market that is anticipated to have a short-term price impact on the equity securities of the company. Absent any specific catalyst the analyst(s) will indicate the most and least preferred stocks in the universe of stocks under consideration, explaining the basis for this short-term view. This three-month view may be different from and does not affect a stock's fundamental equity rating, which reflects a longer-term total absolute return expectation. For purposes of NASD/NYSE ratings-distribution-disclosure rules, most preferred calls correspond to a buy recommendation and least preferred calls correspond to a sell recommendation. Any stock not assigned to a most preferred or least preferred call is considered non-relative-rated (NRR). For purposes of NASD/NYSE ratings-distribution-disclosure rules we correspond NRR to Hold in our ratings distribution table for our 3-month relative rating system. However, we reiterate that we do not consider NRR to be a recommendation.

Prior to October 8, 2011, the firm's stock recommendation system included a risk rating and an investment rating. **Risk ratings**, which took into account both price volatility and fundamental criteria, were: Low (L), Medium (M), High (H), and Speculative (S). **Investment Ratings** of Buy, Hold and Sell were a function of CIRA's expectation of total return (forecast price appreciation and dividend yield within the next 12 months) and risk rating. Additionally, analysts could have placed covered stocks "Under Review" in response to exceptional circumstances (e.g. lack of information critical to the analyst's thesis) affecting the company and/or trading in the company's securities (e.g. trading suspension). Stocks placed "Under Review" were monitored daily by management and as practically possible, the analyst published a note re-establishing a rating and investment thesis. For securities in developed markets (US, UK, Europe, Japan, and Australia/New Zealand), investment ratings were: Buy (1) (expected total return of 10% or more for Low-Risk stocks, 15% or more for Medium-Risk stocks, 20% or more for High-Risk stocks, and 35% or more for Speculative stocks); Hold (2) (0%-10% for Low-Risk stocks, 0%-15% for Medium-Risk stocks, 0%-20% for High-Risk stocks, and 0%-35% for Speculative stocks); and Sell (3) (negative total return). For securities in emerging markets (Asia Pacific, Emerging Europe/Middle East/Africa, and Latin America), investment ratings were: Buy (1) (expected total return of 15% or more for Low-Risk stocks, 20% or more for Medium-Risk stocks, 30% or more for High-Risk stocks, and 40% or more for Speculative stocks); Hold (2) (5%-15% for Low-Risk stocks, 10%-20% for Medium-Risk stocks, 15%-30% for High-Risk stocks, and 20%-40% for Speculative stocks); and Sell (3) (5% or less for Low-Risk stocks, 10% or less for Medium-Risk stocks, 15% or less for High-Risk stocks, and 20% or less for Speculative stocks).

Investment ratings are determined by the ranges described above at the time of initiation of coverage, a change in investment and/or risk rating, or a change in target price (subject to limited management discretion). At other times, the expected total returns may fall outside of these ranges because of market price movements and/or other short-term volatility or trading patterns. Such interim deviations from specified ranges will be permitted but will become subject to review by Research Management. Your decision to buy or sell a security should be based upon your personal investment objectives and should be made only after evaluating the stock's expected performance and risk.

NON-US RESEARCH ANALYST DISCLOSURES

Non-US research analysts who have prepared this report (i.e., all research analysts listed below other than those identified as employed by Citigroup Global Markets Inc.) are not registered/qualified as research analysts with FINRA. Such research analysts may not be associated persons of the member organization and therefore may not be subject to the NYSE Rule 472 and NASD Rule 2711 restrictions on communications with a subject company, public appearances and trading securities held by a research analyst account. The legal entities employing the authors of this report are listed below:

OTHER DISCLOSURES

The subject company's share price set out on the front page of this Product is quoted as at 22 February 2012 05:30 PM on the issuer's primary market.

Citigroup Global Markets Inc. and/or its affiliates has a significant financial interest in relation to Accor SA, Intercontinental Hotels Group Plc. (For an explanation of the determination of significant financial interest, please refer to the policy for managing conflicts of interest which can be found at www.citigroupgeo.com.)

For securities recommended in the Product in which the Firm is not a market maker, the Firm is a liquidity provider in the issuers' financial instruments and may act as principal in connection with such transactions. The Firm is a regular issuer of traded financial instruments linked to securities that may have been recommended in the Product. The Firm regularly trades in the securities of the issuer(s) discussed in the Product. The Firm may engage in securities transactions in a manner inconsistent with the Product and, with respect to securities covered by the Product, will buy or sell from customers on a principal basis.

Securities recommended, offered, or sold by the Firm: (i) are not insured by the Federal Deposit Insurance Corporation; (ii) are not deposits or other obligations of any insured depository institution (including Citibank); and (iii) are subject to investment risks, including the possible loss of the principal amount invested. Although information has been obtained from and is based upon sources that the Firm believes to be reliable, we do not guarantee its accuracy and it may be incomplete and condensed. Note, however, that the Firm has taken all reasonable steps to determine the accuracy and completeness of the disclosures made in the Important Disclosures section of the Product. The Firm's research department has received assistance from the subject company(ies) referred to in this Product including, but not limited to, discussions with management of the subject company(ies). Firm policy prohibits research analysts from sending draft research to subject companies. However, it should be presumed that the author of the Product has had discussions with the subject company to ensure factual accuracy prior to publication. All opinions, projections and estimates constitute the judgment of the author as of the date of the Product and these, plus any other information contained in the Product, are subject to change without notice. Prices and availability of financial instruments also are subject to change without notice. Notwithstanding other departments within the Firm advising the companies discussed in this Product, information obtained in such role is not used in the preparation of the Product. Although Citi Investment Research & Analysis (CIRA) does not set a predetermined frequency for publication, if the Product is a fundamental research report, it is the intention of CIRA to provide research coverage of the/those issuer(s) mentioned therein, including in response to news affecting this issuer, subject to applicable quiet periods and capacity constraints. The Product is for informational purposes only and is not intended as an offer or solicitation for the purchase or sale of a security. Any decision to purchase securities mentioned in the Product must take into account existing public information on such security or any registered prospectus.

Investing in non-U.S. securities, including ADRs, may entail certain risks. The securities of non-U.S. issuers may not be registered with, nor be subject to the reporting requirements of the U.S. Securities and Exchange Commission. There may be limited information available on foreign securities. Foreign companies are generally not subject to uniform audit and reporting standards, practices and requirements comparable to those in the U.S. Securities of some foreign companies may be less liquid and their prices more volatile than securities of comparable U.S. companies. In addition, exchange rate movements may have an adverse effect on the value of an investment in a foreign stock and its corresponding dividend payment for U.S. investors. Net dividends to ADR investors are estimated, using withholding tax rates conventions, deemed accurate, but investors are urged to consult their tax advisor for exact dividend computations. Investors who have received the Product from the Firm may be prohibited in certain states or other jurisdictions from purchasing securities mentioned in the Product from the Firm. Please ask your Financial Consultant for additional details. Citigroup Global Markets Inc. takes responsibility for the Product in the United States. Any orders by US investors resulting from the information contained in the Product may be placed only through Citigroup Global Markets Inc.

Important Disclosures for Morgan Stanley Smith Barney LLC Customers: Morgan Stanley & Co. LLC (Morgan Stanley) research reports may be available about the companies that are the subject of this Citi Investment Research & Analysis (CIRA) research report. Ask your Financial Advisor or use smithbarney.com to view any available Morgan Stanley research reports in addition to CIRA research reports.

Important disclosure regarding the relationship between the companies that are the subject of this CIRA research report and Morgan Stanley Smith Barney LLC and its affiliates are available at the Morgan Stanley Smith Barney disclosure website at www.morganstanleysmithbarney.com/researchdisclosures. For Morgan Stanley and Citigroup Global Markets, Inc. specific disclosures, you may refer to www.morganstanley.com/researchdisclosures and https://www.citivelocity.com/cvr/eppublic/citi_research_disclosures.

This CIRA research report has been reviewed and approved on behalf of Morgan Stanley Smith Barney LLC. This review and approval was conducted by the same person who reviewed this research report on behalf of CIRA. This could create a conflict of interest.

The Citigroup legal entity that takes responsibility for the production of the Product is the legal entity which the first named author is employed by. The Product is made available in **Australia** through Citigroup Global Markets Australia Pty Ltd. (ABN 64 003 114 832 and AFSL No. 240992), participant of the ASX Group and regulated by the Australian Securities & Investments Commission. Citigroup Centre, 2 Park Street, Sydney, NSW 2000. The Product is made available in Australia to Private Banking wholesale clients through Citigroup Pty Limited (ABN 88 004 325 080 and AFSL 238098). Citigroup Pty Limited provides all financial product advice to Australian Private Banking wholesale clients through bankers and relationship managers. If there is any doubt about the suitability of investments held in Citigroup Private Bank accounts, investors should contact the Citigroup Private Bank in Australia. Citigroup companies may compensate affiliates and their representatives for providing products and services to clients. The Product is made available in **Brazil** by Citigroup Global Markets Brasil - CCTVM SA, which is regulated by CVM - Comissão de Valores Mobiliários, BACEN - Brazilian Central Bank, APIMEC - Associação dos Analistas e Profissionais de Investimento do Mercado de Capitais and ANBID - Associação Nacional dos Bancos de Investimento. Av. Paulista, 1111 - 11º andar - CEP. 01311920 - São Paulo - SP. If the Product is being made available in certain provinces of **Canada** by Citigroup Global Markets (Canada) Inc. ("CGM Canada"), CGM Canada has approved the Product. Citigroup Place, 123 Front Street West, Suite 1100, Toronto, Ontario M5J 2M3. This product is available in **Chile** through Banchile Corredores de Bolsa S.A., an indirect subsidiary of Citigroup Inc., which is regulated by the Superintendencia de Valores y Seguros. Agustinas 975, piso 2, Santiago, Chile. The Product is made available in **France** by Citigroup Global Markets Limited, which is authorised and regulated by Financial Services Authority. 1-5 Rue Paul Cézanne, 8ème, Paris, France. The Product is distributed in **Germany** by Citigroup Global Markets Deutschland AG ("CGMD"), which is regulated by Bundesanstalt fuer Finanzdienstleistungsaufsicht (BaFin). CGMD, Reuterweg 16, 60323 Frankfurt am Main. Research which relates to "securities" (as defined in the Securities and Futures Ordinance (Cap. 571 of the Laws

of Hong Kong)) is issued in **Hong Kong** by, or on behalf of, Citigroup Global Markets Asia Limited which takes full responsibility for its content. Citigroup Global Markets Asia Ltd. is regulated by Hong Kong Securities and Futures Commission. If the Research is made available through Citibank, N.A., Hong Kong Branch, for its clients in Citi Private Bank, it is made available by Citibank N.A., Citibank Tower, Citibank Plaza, 3 Garden Road, Hong Kong. Citibank N.A. is regulated by the Hong Kong Monetary Authority. Please contact your Private Banker in Citibank N.A., Hong Kong, Branch if you have any queries on or any matters arising from or in connection with this document. The Product is made available in **India** by Citigroup Global Markets India Private Limited, which is regulated by Securities and Exchange Board of India. Bakhtawar, Nariman Point, Mumbai 400-021. The Product is made available in **Indonesia** through PT Citigroup Securities Indonesia. 5/F, Citibank Tower, Bapindo Plaza, Jl. Jend. Sudirman Kav. 54-55, Jakarta 12190. Neither this Product nor any copy hereof may be distributed in Indonesia or to any Indonesian citizens wherever they are domiciled or to Indonesian residents except in compliance with applicable capital market laws and regulations. This Product is not an offer of securities in Indonesia. The securities referred to in this Product have not been registered with the Capital Market and Financial Institutions Supervisory Agency (BAPEPAM-LK) pursuant to relevant capital market laws and regulations, and may not be offered or sold within the territory of the Republic of Indonesia or to Indonesian citizens through a public offering or in circumstances which constitute an offer within the meaning of the Indonesian capital market laws and regulations. The Product is made available in **Israel** through Citibank NA, regulated by the Bank of Israel and the Israeli Securities Authority. Citibank, N.A., Platinum Building, 21 Ha'arba'ah St, Tel Aviv, Israel. The Product is made available in **Italy** by Citigroup Global Markets Limited, which is authorised and regulated by Financial Services Authority. Via dei Mercanti, 12, Milan, 20121, Italy. The Product is made available in **Japan** by Citigroup Global Markets Japan Inc. ("CGMJ"), which is regulated by Financial Services Agency, Securities and Exchange Surveillance Commission, Japan Securities Dealers Association, Tokyo Stock Exchange and Osaka Securities Exchange. Shin-Marunouchi Building, 1-5-1 Marunouchi, Chiyoda-ku, Tokyo 100-6520 Japan. If the Product was distributed by SMBC Nikko Securities Inc. it is being so distributed under license. In the event that an error is found in an CGMJ research report, a revised version will be posted on the Firm's Citi Velocity website. If you have questions regarding Citi Velocity, please call (81 3) 6270-3019 for help. The Product is made available in **Korea** by Citigroup Global Markets Korea Securities Ltd., which is regulated by the Financial Services Commission, the Financial Supervisory Service and the Korea Financial Investment Association (KOFIA). Citibank Building, 39 Da-dong, Jung-gu, Seoul 110-180, Korea. KOFIA makes available registration information of research analysts on its website. Please visit the following website if you wish to find KOFIA registration information on research analysts of Citigroup Global Markets Korea Securities Ltd. <http://dis.kofia.or.kr/fs/dis2/fundMgr/DISFundMgrAnalystPop.jsp?companyCd2=A03030&pageDiv=02>. The Product is made available in **Malaysia** by Citigroup Global Markets Malaysia Sdn Bhd (Company No. 460819-D) ("CGMM") to its clients and CGMM takes responsibility for its contents. CGMM is regulated by the Securities Commission of Malaysia. Please contact CGMM at Level 43 Menara Citibank, 165 Jalan Ampang, 50450 Kuala Lumpur, Malaysia in respect of any matters arising from, or in connection with, the Product. The Product is made available in **Mexico** by Acciones y Valores Banamex, S.A. De C. V., Casa de Bolsa, Integrante del Grupo Financiero Banamex ("Accival") which is a wholly owned subsidiary of Citigroup Inc. and is regulated by Comision Nacional Bancaria y de Valores. Reforma 398, Col. Juarez, 06600 Mexico, D.F. In **New Zealand** the Product is made available to 'wholesale clients' only as defined by s5C(1) of the Financial Advisers Act 2008 ('FAA') through Citigroup Global Markets Australia Pty Ltd (ABN 64 003 114 832 and AFSL No. 240992), an overseas financial adviser as defined by the FAA, participant of the ASX Group and regulated by the Australian Securities & Investments Commission. Citigroup Centre, 2 Park Street, Sydney, NSW 2000. The Product is made available in **Pakistan** by Citibank N.A. Pakistan branch, which is regulated by the State Bank of Pakistan and Securities Exchange Commission, Pakistan. AWT Plaza, 1.1. Chundrigar Road, P.O. Box 4889, Karachi-74200. The Product is made available in the **Philippines** through Citicorp Financial Services and Insurance Brokerage Philippines, Inc., which is regulated by the Philippines Securities and Exchange Commission. 20th Floor Citibank Square Bldg. The Product is made available in the Philippines through Citibank NA Philippines branch, Citibank Tower, 8741 Paseo De Roxas, Makati City, Manila. Citibank NA Philippines NA is regulated by The Bangko Sentral ng Pilipinas. The Product is made available in **Poland** by Dom Maklerski Banku Handlowego SA an indirect subsidiary of Citigroup Inc., which is regulated by Komisja Nadzoru Finansowego. Dom Maklerski Banku Handlowego S.A. ul.Senatorska 16, 00-923 Warszawa. The Product is made available in the **Russian Federation** through ZAO Citibank, which is licensed to carry out banking activities in the Russian Federation in accordance with the general banking license issued by the Central Bank of the Russian Federation and brokerage activities in accordance with the license issued by the Federal Service for Financial Markets. Neither the Product nor any information contained in the Product shall be considered as advertising the securities mentioned in this report within the territory of the Russian Federation or outside the Russian Federation. The Product does not constitute an appraisal within the meaning of the Federal Law of the Russian Federation of 29 July 1998 No. 135-FZ (as amended) On Appraisal Activities in the Russian Federation. 8-10 Gasheka Street, 125047 Moscow. The Product is made available in **Singapore** through Citigroup Global Markets Singapore Pte. Ltd. ("CGMSPL"), a capital markets services license holder, and regulated by Monetary Authority of Singapore. Please contact CGMSPL at 1 Temasek Avenue, #39-02 Millenia Tower, Singapore 039192, in respect of any matters arising from, or in connection with, the analysis of this document. This report is intended for recipients who are accredited, expert and institutional investors as defined under the Securities and Futures Act (Cap. 289). The Product is made available by The Citigroup Private Bank in Singapore through Citibank, N.A., Singapore Branch, a licensed bank in Singapore that is regulated by Monetary Authority of Singapore. Please contact your Private Banker in Citibank N.A., Singapore Branch if you have any queries on or any matters arising from or in connection with this document. This report is intended for recipients who are accredited, expert and institutional investors as defined under the Securities and Futures Act (Cap. 289). This report is distributed in Singapore by Citibank Singapore Ltd ("CSL") to selected Citigold/Citigold Private Clients. CSL provides no independent research or analysis of the substance or in preparation of this report. Please contact your Citigold/Citigold Private Client Relationship Manager in CSL if you have any queries on or any matters arising from or in connection with this report. This report is intended for recipients who are accredited investors as defined under the Securities and Futures Act (Cap. 289). Citigroup Global Markets (Pty) Ltd. is incorporated in the **Republic of South Africa** (company registration number 2000/025866/07) and its registered office is at 145 West Street, Sandton, 2196, Saxonwold. Citigroup Global Markets (Pty) Ltd. is regulated by JSE Securities Exchange South Africa, South African Reserve Bank and the Financial Services Board. The investments and services contained herein are not available to private customers in South Africa. The Product is made available in **Spain** by Citigroup Global Markets Limited, which is authorised and regulated by Financial Services Authority. 29 Jose Ortega Y Gassef, 4th Floor, Madrid, 28006, Spain. The Product is made available in the **Republic of China** through Citigroup Global Markets Taiwan Securities Company Ltd. ("CGMTS"), 14 and 15F, No. 1, Songzhi Road, Taipei 110, Taiwan and/or through Citibank Securities (Taiwan) Company Limited ("CSTL"), 14 and 15F, No. 1, Songzhi Road, Taipei 110, Taiwan, subject to the respective license scope of each entity and the applicable laws and regulations in the Republic of China. CGMTS and CSTL are both regulated by the Securities and Futures Bureau of the Financial Supervisory Commission of Taiwan, the Republic of China. No portion of the Product may be reproduced or quoted in the Republic of China by the press or any third parties [without the written authorization of CGMTS and CSTL]. If the Product covers securities which are not allowed to be offered or traded in the Republic of China, neither the Product nor any information contained in the Product shall be considered as advertising the securities or making recommendation of the securities in the Republic of China. The Product is for informational purposes only and is not intended as an

offer or solicitation for the purchase or sale of a security or financial products. Any decision to purchase securities or financial products mentioned in the Product must take into account existing public information on such security or the financial products or any registered prospectus. The Product is made available in **Thailand** through Citicorp Securities (Thailand) Ltd., which is regulated by the Securities and Exchange Commission of Thailand. 18/F, 22/F and 29/F, 82 North Sathorn Road, Silom, Bangrak, Bangkok 10500, Thailand. The Product is made available in **Turkey** through Citibank AS which is regulated by Capital Markets Board. Tekfen Tower, Eski Buyukdere Caddesi # 209 Kat 2B, 23294 Levent, Istanbul, Turkey. In the **U.A.E**, these materials (the "Materials") are communicated by Citigroup Global Markets Limited, DIFC branch ("CGML"), an entity registered in the Dubai International Financial Center ("DIFC") and licensed and regulated by the Dubai Financial Services Authority ("DFSA") to Professional Clients and Market Counterparties only and should not be relied upon or distributed to Retail Clients. A distribution of the different CIRA ratings distribution, in percentage terms for Investments in each sector covered is made available on request. Financial products and/or services to which the Materials relate will only be made available to Professional Clients and Market Counterparties. The Product is made available in **United Kingdom** by Citigroup Global Markets Limited, which is authorised and regulated by Financial Services Authority. This material may relate to investments or services of a person outside of the UK or to other matters which are not regulated by the FSA and further details as to where this may be the case are available upon request in respect of this material. Citigroup Centre, Canada Square, Canary Wharf, London, E14 5LB. The Product is made available in **United States** by Citigroup Global Markets Inc, which is a member of FINRA and registered with the US Securities and Exchange Commission. 388 Greenwich Street, New York, NY 10013. Unless specified to the contrary, within EU Member States, the Product is made available by Citigroup Global Markets Limited, which is regulated by Financial Services Authority. Pursuant to Comissão de Valores Mobiliários Rule 483, Citi is required to disclose whether a Citi related company or business has a commercial relationship with the subject company. Considering that Citi operates multiple businesses in more than 100 countries around the world, it is likely that Citi has a commercial relationship with the subject company.

Many European regulators require that a firm must establish, implement and make available a policy for managing conflicts of interest arising as a result of publication or distribution of investment research. The policy applicable to CIRA's Products can be found at https://www.citivelocity.com/cvr/eppublic/citi_research_disclosures.

Compensation of equity research analysts is determined by equity research management and Citigroup's senior management and is not linked to specific transactions or recommendations.

The Product may have been distributed simultaneously, in multiple formats, to the Firm's worldwide institutional and retail customers. The Product is not to be construed as providing investment services in any jurisdiction where the provision of such services would not be permitted.

Subject to the nature and contents of the Product, the investments described therein are subject to fluctuations in price and/or value and investors may get back less than originally invested. Certain high-volatility investments can be subject to sudden and large falls in value that could equal or exceed the amount invested. Certain investments contained in the Product may have tax implications for private customers whereby levels and basis of taxation may be subject to change. If in doubt, investors should seek advice from a tax adviser. The Product does not purport to identify the nature of the specific market or other risks associated with a particular transaction. Advice in the Product is general and should not be construed as personal advice given it has been prepared without taking account of the objectives, financial situation or needs of any particular investor. Accordingly, investors should, before acting on the advice, consider the appropriateness of the advice, having regard to their objectives, financial situation and needs. Prior to acquiring any financial product, it is the client's responsibility to obtain the relevant offer document for the product and consider it before making a decision as to whether to purchase the product. With the exception of our product that is made available only to Qualified Institutional Buyers (QIBs), CIRA concurrently disseminates its research via proprietary and non-proprietary electronic distribution platforms. Periodically, individual CIRA analysts may also opt to circulate research posted on such platforms to one or more clients by email. Such email distribution is discretionary and is done only after the research has been disseminated via the aforementioned distribution channels. CIRA simultaneously distributes product that is limited to QIBs only through email distribution.

The level and types of services provided by CIRA analysts to clients may vary depending on various factors such as the client's individual preferences as to the frequency and manner of receiving communications from analysts, the client's risk profile and investment focus and perspective (e.g. market-wide, sector specific, long term, short-term etc.), the size and scope of the overall client relationship with Citi and legal and regulatory constraints.

CIRA product may source data from dataCentral. dataCentral is a CIRA proprietary database, which includes Citi estimates, data from company reports and feeds from Reuters and Datastream.

© 2012 Citigroup Global Markets Inc. Citi Investment Research & Analysis is a division of Citigroup Global Markets Inc. Citi and Citi with Arc Design are trademarks and service marks of Citigroup Inc. and its affiliates and are used and registered throughout the world. All rights reserved. Any unauthorized use, duplication, redistribution or disclosure of this report (the "Product"), including, but not limited to, redistribution of the Product by electronic mail, posting of the Product on a website or page, and/or providing to a third party a link to the Product, is prohibited by law and will result in prosecution. The information contained in the Product is intended solely for the recipient and may not be further distributed by the recipient to any third party. Where included in this report, MSCI sourced information is the exclusive property of Morgan Stanley Capital International Inc. (MSCI). Without prior written permission of MSCI, this information and any other MSCI intellectual property may not be reproduced, redisseminated or used to create any financial products, including any indices. This information is provided on an "as is" basis. The user assumes the entire risk of any use made of this information. MSCI, its affiliates and any third party involved in, or related to, computing or compiling the information hereby expressly disclaim all warranties of originality, accuracy, completeness, merchantability or fitness for a particular purpose with respect to any of this information. Without limiting any of the foregoing, in no event shall MSCI, any of its affiliates or any third party involved in, or related to, computing or compiling the information have any liability for any damages of any kind. MSCI, Morgan Stanley Capital International and the MSCI indexes are services marks of MSCI and its affiliates. The Firm accepts no liability whatsoever for the actions of third parties. The Product may provide the addresses of, or contain hyperlinks to, websites. Except to the extent to which the Product refers to website material of the Firm, the Firm has not reviewed the linked site. Equally, except to the extent to which the Product refers to website material of the Firm, the Firm takes no responsibility for, and makes no representations or warranties whatsoever as to, the data and information contained therein. Such address or hyperlink (including addresses or hyperlinks to website material of the Firm) is provided solely for your convenience and information and the content of the linked site does not in anyway form part of this document. Accessing such website or following such link through the Product or the website of the Firm shall be at your own risk and the Firm shall have no liability arising out of, or in connection with, any such referenced website.

ADDITIONAL INFORMATION IS AVAILABLE UPON REQUEST
