

OTUS & CO

STRATEGIC ADVICE • CORPORATE FINANCE

HOSPITALITY • TRAVEL • TRANSPORT

SELECTED COMPLETED TRANSACTIONS

Finnair	1995	\$90m	Transport	Finland	Privatisation	Privatisation of Finnair
Rio Tinto	1995	£20bn	Other	UK/Australia	Merger	Synthetic (DLC) merger of RTZ and CRA
Scandic Hotels	1996	£200m	Hospitality	Sweden	IPO	IPO of Scandic Hotels
Thistle Hotels	1997	£620m	Hospitality	UK	IPO	IPO of Thistle Hotels
BAA consortium	1997	A\$1.3bn	Transport	Australia	Acquisition	Acquisition of Melbourne Airport
British Regional Airlines	1998	£61m	Transport	UK	IPO	IPO of British Regional Airlines
DHL	1998		Transport	Belgium	Disposal	Sale of strategic stake to Deutsche Post
Thomson Travel	1998	£1.7bn	Travel	UK	IPO	Thomson Travel was floated in May 1998 with a valuation of £1.7 billion
TAP Air Portugal	1999		Transport	Portugal	Valuation	Privatisation of TAP
Whitbread	1999	£578m	Hospitality	UK	Acquisition	Acquisition of Swallow
Dobbs	1999	\$780m	Transport	USA/Switzerland	Acquisition	Acquisition by SAirGroup
Swissair	1999	\$230m	Transport	S Africa/Switzerland	Acquisition	Acquisition of strategic stake in SAA
Dynair	1999	\$155m	Transport	USA/Switzerland	Acquisition	Acquisition by SAirGroup
LOT Polish Airlines	1999	\$183m	Transport	Poland/Switzerland	Disposal	Sale of strategic stake to Swissair
British Midland	1999	£457m	Transport	UK/Germany	Disposal	Sale of strategic stake to Lufthansa
Thomson Travel	2000		Travel	UK/Germany	Disposal	Sale to Preussag AG, an industrial and transportation conglomerate, latterly forming TUI
easyJet	2000		Transport	UK	IPO	IPO of easyJet
Fraport	2001	€863m	Transport	Germany	Privatisation	Privatisation of Fraport
Compass	2001	£3.3bn	Hospitality	UK	Disposal	Sale of Forte hotel brands
Holidaybreak	2004		Travel	UK/Holland	Acquisition	Acquisition of Bookit
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Bank of Scotland	2007	£925m	Hospitality	UK	Acquisition	Acquisition of NHP
Whitbread	2007	£44m	Hospitality	UK	Acquisition	Acquisition of Golden Tulip
Whitbread	2008	£19m	Hospitality	UK	Acquisition	Acquisition of hotels from The Real Hotel Company
Carlson and Rezidor	2010		Hospitality	US/Belgium/Taiwan	Disposal	Sale of Regent Hotels
Hoseasons	2010	\$60m	Travel	UK/US	Disposal	Sale of Hoseasons to Wyndham
Thomas Cook	2013		Travel	UK	Disposals	Various disposals as part of corporate turnaround
Vacalians	2014		Travel	France/UK	Acquisition	Purchase of Canvas Holidays from Wyndham

Included above are the principal completed transactions of the Otus Directors and Special Advisors

