

Press Release

Paris – July 20, 2010

Good performance of first-half 2010 Hotels revenue up 7.5% as reported and 5.1% like-for-like

- Improving trends observed in first-quarter 2010 continued throughout the period, with like-for-like growth of 8.2% in Q2 versus 1.6% in Q1
- Strong growth in revenue, led by higher occupancy rates in the Upscale & Midscale and the Economy segments

Accor's first-half 2010 revenue totaled €2,849 million, up **6.1%** over first-half 2009 on an adjusted basis and **4.7%** at comparable scope of consolidation and exchange rates (like-for-like).

First-half revenue figures have been adjusted for the following businesses:

- **Prepaid Services**, following the demerger from Accor (first listing of Edenred on the stock exchange on July 2, 2010).
- **Groupe Lucien Barrière**, reclassified as "assets held for sale" after the Base Document was filed to the French securities regulator AMF on July 6, 2010 in view of a possible stock market listing.
- **Compagnie des Wagons-Lits' onboard rail catering**, sold on July 7, 2010 and therefore reclassified as "assets held for sale".

(in € millions)	First-half 2009 Restated	First-half 2010 Reported	% change	% change like-for-like ⁽¹⁾
Upscale and Midscale	1,472	1,595	+8.3%	+6.7%
Economy	781	861	+10.3%	+5.5%
Economy US	281	267	-5.0%	-3.9%
Hotels	2,534	2,723	+7.5%	+5.1%
Other businesses	152	126	-17.2%	-2.5%
Total	2,686	2,849	+6.1%	+4.7%

(1) At constant scope of consolidation and exchange rates.

Consolidated revenue (including the Prepaid Services business that was demerged from Accor on July 2, 2010) is presented in the appendix on page 5 together with a reconciliation between the reported and restated revenue figures.

Hotels: up 5.1% like-for-like in first-half 2010

First-half 2010 revenue amounted to €2,723 million, shaped by the following factors:

- **Expansion**, which added **€40 million** to revenue and **1.6%** to reported growth, thanks to the opening of 10,900 rooms over the period.
- The impact of the asset-right strategy, which reduced revenue by an aggregate €55 million, or **2.2%**.
- A positive **3.0%** currency effect that increased revenue by €75 million, owing in particular to the decline in the euro against the Australian dollar and the Brazilian real.
- **At constant scope of consolidation and exchange rates, the like-for-like increase was 5.1% for first-half 2010**, reflecting the improvement in key Hotel performance indicators, in particular occupancy rates.

For the second-quarter alone, revenue came to €1,503 million, up **11.3%** over second-quarter 2009 as reported. This figure takes into account:

- The positive **1.6%** impact from **expansion**, which added **€22 million** due to the opening of 6,000 rooms.
- The negative **2.3%** impact of the asset-right strategy, which reduced revenue by €32 million.
- A positive **3.8%** currency effect, which increased revenue by €51 million.
- **At constant scope of consolidation and exchange rates, the like-for-like increase was 8.2% for second-quarter 2010**, reflecting the continued improvement in occupancy rates that began in the first quarter.

NOTE: Since January 1, 2010, the hospitality industry has been affected by several changes in VAT legislation. In Germany, the VAT rate on lodging accommodations was reduced to 7% from 19%, while in the United Kingdom, the general VAT rate was increased by 2.5 points to 17.5% from 15%. This has had an impact on RevPAR figures, which are reported including VAT, whereas revenue is stated net of VAT.

Upscale and Midscale Hotels: up 6.7% like-for-like

In the Upscale and Midscale segment, revenue was up 8.3% as reported and 6.7% like-for-like in the first half, reflecting growth of 2.8% in the first quarter and 10.1% in the second. The positive trend observed in the first quarter remained in place over the period. Occupancy rates continued to rise, pushing up RevPAR in most European countries. Average room rates are continuing to improve, particularly in the United Kingdom and Germany.

In **France**, first-half revenue rose 6.8% like-for-like, reflecting increases of 2.4% in the first quarter and 10.6% in the second. Despite the absence of the Paris Air Show in June, growth in occupancy rates was stronger in the Paris area (up 8.7 pts) than in the regions (up 4.2 pts) in the second quarter.

In **Germany**, like-for-like revenue was up 11.6% for the first half of 2010, reflecting increases of 3.8% in the first quarter and 19.5% in the second. Demand was led by the numerous trade fairs held in the second quarter, which did not take place in 2009.

In the **United Kingdom**, like-for-like growth totaled 4.8% in the first half, of which 3.9% in the first quarter and 5.7% in the second. The improvement was due to the increase in average room rates excluding VAT, which rose 5.9% in the first quarter and 6.3% in the second.

Economy Hotels (outside the United States): up 5.5% like-for-like

In the Economy Hotels segment, revenue was up 10.3% as reported and 5.5% like-for-like in first-half 2010, reflecting increases of 2.7% in the first quarter and 7.6% in the second.

Revenue growth is being driven mainly by improved occupancy rates, and by the large number of openings in Latin America and China.

In **France**, revenue growth was 3.7% like-for-like in the first half, including 2.0% in the first quarter and 5.2% in the second. In the second quarter, revenue rose across every brand, with Ibis in particular delivering like-for-like growth of 5.8% over the period. The Paris area outperformed the regions in the second quarter, with occupancy rates up 3.7 pts in the capital and 2.4 pts elsewhere.

In **Germany**, like-for-like revenue was up 10.5% for the first half of 2010, reflecting increases of 4.8% in the first quarter and 16.0% in the second. Second-quarter revenue was lifted by the numerous trade fairs held in 2010.

In the **United Kingdom**, revenue growth was 5.5% like-for-like in the first half, thanks to growth of 3.9% in the first quarter and 6.9% in the second. London came out ahead of the regions in the second quarter. Occupancy rates were up 6.3 pts in the capital versus 5.2 pts in the rest of the country.

Economy Hotels in the United States: down 3.9% like-for-like

In the US Economy Hotels business, first-half revenue declined by 5.0% as reported and by 3.9% like-for-like, with revenue down 7.5% in the first quarter and virtually stable in the second (almost stable at -0.5%). Motel 6 is doing better than the competition: for the first time since June 2008, RevPAR is positive in June (+3.1%).

Other businesses: down 2.5% like-for-like in first-half 2010

Revenue from the other businesses, €126 millions, including Lenôtre and the parent company, declined by 2.5% like-for-like during the first half. On an adjusted basis, the decline in revenue stood at 17.2%, reflecting the sale of Orbis Travel travel agencies in Poland.

Compagnie des Wagons-Lits' onboard food services operations and the Groupe Lucien Barrière business have been reclassified as "assets held for sale," and therefore not included in the revenue for first-half 2009 and 2010.

Conclusion

In most countries, and particularly in Europe, the recovery that began in the first three months of 2010 gathered momentum in the second quarter, mainly due to favorable prior-year comparatives.

On the Upscale and Midscale segment, revenue growth was driven by a strong performance in occupancy rates, whereas average room rates are rising in our main markets, France, Germany and United Kingdom. Good performances of the Economy segment in Europe are linked to the strong improvement of occupancy rates, whereas average room rates are stabilizing.



Upcoming events

- August 26, 2010: 2010 interim results
- October 20, 2010: Third-quarter 2010 revenue

Accor, the world's leading hotel operator and market leader in Europe, is present in 90 countries with 4,100 hotels and close to 500,000 rooms.

Accor's broad portfolio of hotel brands - Sofitel, Pullman, MGallery, Novotel, Suite Novotel, Mercure, Adagio, ibis, all seasons, Etap Hotel, hotelF1 and Motel 6, and its related activities, Thalassa sea & spa and Lenôte - provide an extensive offer from luxury to budget. With 145,000 employees worldwide, the Group offers to its clients and partners nearly 45 years of know-how and expertise.

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Accor Revenue (including Assets held for sales) on June 30, 2010

in € thousand	Quarter 1		Quarter 2		First-Half		Quarter 3	Quarter 4	Second-Half 2009	Year
	2009	2010	2009	2010	2009	2010	2009	2009	2009	2009
Publication										
Up & Midscale	686	717	785	878	1 472	1 595	776	778	1 554	3 026
Economy	359	385	422	476	781	861	435	410	845	1 626
Economy US	137	118	144	149	281	267	146	107	253	534
HOTELS	1 182	1 219	1 351	1 503	2 534	2 723	1 357	1 296	2 653	5 186
Casinos	83	129	81	126	164	255	138	140	277	441
Lenôtre	22	24	28	29	50	52	20	28	48	98
On-board train services	67	35	57	32	124	66	65	59	124	248
Holdings & Other pro forma (*)	41	32	54	33	95	65	57	38	94	190
Other businesses	213	219	219	219	432	439	279	265	544	977
PREPAID SERVICES Proforma (*)	221	227	223	234	444	461	212	246	458	902
Total Groupe before demerger	1 616	1 666	1 794	1 957	3 410	3 622	1 848	1 806	3 654	7 065
Restatements										
Prepaid Services demerger (1)	-221	-227	-223	-234	-444	-461	-212	-246	-458	-902
Casinos (2)	-79	-125	-77	-122	-156	-247	-133	-135	-268	-424
On-board train services (3)	-67	-35	-57	-32	-124	-66	-65	-59	-124	-248
Total restatements	-367	-386	-357	-387	-724	-774	-410	-440	-851	-1 575
Restated										
Up & Midscale	686	717	785	878	1 472	1 595	776	778	1 554	3 026
Economy	359	385	422	476	781	861	435	410	845	1 626
Economy US	137	118	144	149	281	267	146	107	253	534
HOTELS	1 182	1 219	1 351	1 503	2 534	2 723	1 357	1 296	2 653	5 186
Lenôtre	22	24	28	29	50	52	20	28	48	98
Holdings & Other	45	36	57	37	102	74	61	42	103	205
Other businesses	67	60	85	66	152	126	81	70	151	303
Total Group	1 250	1 279	1 436	1 569	2 686	2 849	1 438	1 366	2 804	5 489
in %										
	Quarter 1		Quarter 2		First-Half					
	Δ restated	Δ L/L (4)	Δ restated	Δ L/L (4)	Δ restated	Δ L/L (4)				
Restated										
Up & Midscale	4,4%	2,8%	11,9%	10,1%	8,3%	6,7%				
Economy	7,2%	2,7%	12,8%	7,6%	10,3%	5,5%				
Economy US	-14,0%	-7,5%	3,5%	-0,5%	-5,0%	-3,9%				
HOTELS	3,1%	1,6%	11,3%	8,2%	7,5%	5,1%				
Lenôtre	6,5%	7,4%	3,0%	2,7%	4,5%	4,8%				
Holdings & Other	-18,9%	-6,9%	-35,0%	-5,5%	-27,9%	-6,1%				
Other businesses	-10,5%	-2,2%	-22,6%	-2,8%	-17,2%	-2,5%				
Total Group	2,4%	1,4%	9,2%	7,5%	6,1%	4,7%				

(1) Edenred, the former Prepaid Services business, released its first-half revenue figures on July 19, 2010. The business has been deconsolidated on July 2, 2010, when Edenred shares began publicly trading.

(2) Groupe Lucien Barrière was reclassified as “assets held for sale” after the basic document was filed with French securities regulator AMF on July 6, 2010 in view of a possible stock market listing.

(3) Compagnie des Wagons-Lits’ onboard foodservices business was reclassified as “assets held for sale” after it was sold on July 7, 2010.

(4) At constant scope of consolidation and exchange rates.

*Reclassification in Holding Companies and Other of the SNCF train crew housing business, previously recognized in Prepaid Services.

Year-to Date Revpar by segment inc. VAT

HOTELS : RevPAR by segment H1	Occupancy Rate			Average room rate			RevPAR			
	(in %)	Subsidiaries		(chg in % reported)	Subsidiaries		(chg in % reported)	Subsidiaries (chg in % reported)	Subsidiaries (like-for-like(1))	Subsidiaries & managed (reported)
		(chg in pts reported)	(chg in pts L/L (1))		(chg in % L/L (1))					
Upscale and Midscale Europe (in €)	60,6%	+4,1	+4,0	98	-0,7%	-2,1%	59	6,5%	4,9%	6,7%
Economy Europe (in €)	66,0%	+1,9	+2,0	58	0,2%	-1,3%	38	3,1%	1,7%	3,1%
Economy US (in \$)	59,9%	+1,1	-0,4	41	-5,0%	-5,6%	25	-3,2%	-4,2%	-3,2%

(1) at comparable scope of consolidation and exchange rates.

Second Quarter RevPAR by Segment inc. VAT

HOTELS : RevPAR by segment Q2	Occupancy Rate			Average room rate			RevPAR			
	(in %)	Subsidiaries		(chg in % reported)	Subsidiaries		(chg in % reported)	Subsidiaries (chg in % reported)	Subsidiaries (like-for-like(1))	Subsidiaries & managed (reported)
		(chg in pts reported)	(chg in pts L/L (1))		(chg in % L/L (1))					
Upscale and Midscale Europe (in €)	67,1%	+6,0	+5,8	99	1,1%	-0,4%	66	11,0%	9,1%	10,8%
Economy Europe (in €)	72,6%	+3,8	+3,9	58	0,4%	-1,2%	42	5,9%	4,3%	5,9%
Economy US (in \$)	63,2%	+2,9	-0,4	42	-4,3%	-4,7%	26	0,2%	-0,4%	0,2%

(1) at comparable scope of consolidation and exchange rates.

Year-to-date RevPAR by country inc. VAT

UPSCALE AND MIDSACLE HOTELS RevPAR by country H1 (in local currency)	Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
		Subsidiaries			Subsidiaries			Subsidiaries		Subsidiaries	Subsidiaries & managed
		(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))	(reported)		
France	28 868	62,2%	+3,9	+3,9	115	-0,3%	-1,2%	71	6,3%	5,5%	6,5%
Germany	19 666	62,2%	+4,6	+4,8	88	-3,5%	-2,9%	55	4,1%	5,0%	4,2%
Netherlands	3 475	62,9%	+4,0	+2,9	98	0,8%	-2,9%	62	7,6%	2,0%	10,6%
Belgium	1 802	70,1%	+7,3	+7,3	104	-2,8%	-2,8%	73	8,5%	8,5%	9,7%
Spain	2 649	54,5%	+5,6	+5,3	81	-5,2%	-5,8%	44	5,7%	4,5%	17,1%
Italy	3 715	58,3%	+4,3	+4,3	98	-4,9%	-4,9%	57	2,7%	2,7%	-0,5%
UK (in £)	5 641	75,2%	+2,8	+3,4	91	7,9%	8,5%	68	12,1%	13,6%	10,9%

(1) at comparable scope of consolidation and exchange rates.

ECONOMY HOTELS RevPAR by country H1 (in local currency)	Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
		Subsidiaries			Subsidiaries			Subsidiaries		Subsidiaries	Subsidiaries & managed
		(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))	(reported)		
France	41 219	68,3%	+1,5	+1,3	55	1,0%	0,5%	37	3,2%	2,5%	3,3%
Germany	15 413	64,6%	+3,1	+3,0	58	-3,4%	-3,9%	37	1,4%	0,8%	1,1%
Netherlands	2 414	69,1%	+3,7	+4,3	76	-4,5%	-3,0%	53	0,9%	3,4%	0,9%
Belgium	2 576	70,4%	+3,9	+4,8	71	1,3%	-1,1%	50	7,2%	6,2%	7,2%
Spain	4 886	53,1%	-2,5	-2,6	54	-1,4%	-2,8%	28	-5,7%	-7,4%	-5,7%
Italy	1 552	62,2%	+7,4	+7,4	67	-6,4%	-6,4%	42	6,3%	6,3%	6,3%
UK (in £)	8 984	69,5%	+3,6	+3,4	54	2,5%	1,2%	37	8,0%	6,4%	8,1%
USA (in \$)	75 374	59,9%	+1,1	-0,4	41	-5,0%	-5,6%	25	-3,2%	-4,2%	-3,2%

(1) at comparable scope of consolidation and exchange rates.

Second Quarter RevPAR by country inc. VAT

UPSCALE AND MIDSACLE HOTELS Q2 (in local currency)	Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
		Subsidiaries			Subsidiaries			Subsidiaries		Subsidiaries	Subsidiaries & managed
		(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))	(reported)		
France	28 868	69,5%	+6,3	+6,3	115	1,2%	0,1%	80	11,3%	10,1%	10,6%
Germany	19 666	65,8%	+6,7	+6,9	88	0,9%	1,6%	58	12,3%	13,5%	12,4%
Netherlands	3 475	70,8%	+6,9	+6,1	99	1,3%	-2,9%	70	12,3%	6,7%	16,6%
Belgium	1 802	77,5%	+9,3	+9,3	103	-2,0%	-2,0%	80	11,4%	11,4%	12,3%
Spain	2 649	61,7%	+8,2	+7,5	82	1,9%	0,5%	50	17,5%	14,6%	31,4%
Italy	3 715	66,7%	+5,7	+5,7	102	-4,9%	-4,9%	68	3,9%	3,9%	1,4%
UK (in £)	5 641	79,0%	+3,4	+4,1	92	8,1%	8,6%	73	13,0%	14,5%	12,0%

(1) at comparable scope of consolidation and exchange rates.

ECONOMY HOTELS Q2 (in local currency)	Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
		Subsidiaries			Subsidiaries			Subsidiaries		Subsidiaries	Subsidiaries & managed
		(in %)	(chg in pts reported)	(chg in pts L/L (1))	(chg in % reported)	(chg in % L/L (1))	(chg in % reported)	(like-for-like(1))	(reported)		
France	41 219	75,0%	+3,1	+2,9	55	0,4%	-0,2%	41	4,7%	3,8%	4,8%
Germany	15 413	69,5%	+5,3	+5,3	58	-1,4%	-2,1%	40	6,7%	6,0%	6,0%
Netherlands	2 414	80,4%	+6,6	+6,4	80	-3,7%	-2,3%	65	4,9%	6,2%	4,9%
Belgium	2 576	75,9%	+3,9	+5,5	71	3,2%	1,3%	54	8,8%	9,2%	8,8%
Spain	4 886	58,5%	-0,1	-0,1	54	0,0%	-1,4%	32	-0,2%	-1,6%	-0,2%
Italy	1 552	70,4%	+8,6	+8,6	67	-4,7%	-4,7%	47	8,6%	8,6%	8,6%
UK (in £)	8 984	75,5%	+5,6	+5,6	54	2,4%	0,8%	41	10,6%	8,9%	10,4%
USA (in \$)	75 374	63,2%	+2,9	-0,4	42	-4,3%	-4,7%	26	0,2%	-0,4%	0,2%

(1) at comparable scope of consolidation and exchange rates.