

Press Release – Quarterly Information

Paris – April 16, 2009

First-quarter 2009 revenue down 5.8% like-for-like

In the midst of an unprecedented recession,

- Strong performance in Prepaid Services, with an 8.3% increase.
- Worsening business conditions in Hotels, with an 8.7% decline despite resistance in Economy Hotels in France (down 3.2%).
- New cost-saving initiatives:
 - A €175 million annual reduction in renovation capital expenditure in 2009 and 2010, compared with 2008.
 - A larger cost-saving plan, in addition to the already announced €100 million program.

Consolidated revenue for the first three months of 2009 totaled €1,616 million, down 5.8% like-for-like over the same period of 2008 and down 9.6% on a reported basis.

(in € millions)	2008	2009	% change as reported	% change like-for-like ⁽¹⁾
Hotels	1,282	1,182	-7.8%	-8.7%
Upscale and Midscale	757	687	-9.2%	-9.2%
Economy	388	358	-7.7%	-6.8%
Economy US	137	137	0.0%	-11.5%
Prepaid Services	227	231	+2.0%	+8.3%
Other businesses	278	203	-27.2%	-3.8%
Total	1,787 ⁽²⁾	1,616	-9.6%	-5.8%

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

(2) Adjustment related to loyalty program: impact of the IFRIC 13 application, retroactive to January 1st, 2008.

First-quarter 2009 revenue performance reflects the impact of:

- The strategic refocusing on the Hotels and Prepaid Services businesses (with the disposal of the Brazilian foodservices operations) and the continued deployment of the “asset-right” strategy, which had a negative 6.4% impact on revenue for the period.
- The expansion strategy, which added 4.1% to growth for the quarter (of which €45 million from the full consolidation of Orbis).
- The negative 1.5% currency effect, resulting from the appreciation of the euro against the British pound, the Australian dollar and the Brazilian real. On the upside, the dollar impact was a positive 1.1%.
- **On the like-for-like basis, the revenue declined by 5.8% for the quarter.**

Strong performance in Prepaid Services, with an 8.3% increase in the midst of an unprecedented recession

Revenue from the Prepaid Services business stood at €231 million, up 2.0% as reported, reflecting in particular the following factors:

- A negative 4.6% currency effect, mainly due to the weakness of the British pound and Latin American currencies against the euro.
- **A like-for-like increase of 8.3%**, in line with the medium-term target. Adjusted for the impact of the gradual elimination of tax breaks in Argentina, **Prepaid Services revenue was up 11.1% for the quarter.**

Prepaid Services in Europe: up 5.8% like-for-like

In **France**, revenue grew by 7.1% like-for-like, despite a 5.3% decline in financial revenue. Excluding gift vouchers, whose revenue rose 0.4% and accounted for 25% of the business' revenue in France, the increase was 10.0% for the quarter.

In the **United Kingdom**, revenue was up 7.0% like-for-like, despite a 6.1% decline in financial revenue. Childcare Voucher revenue rose 12.0% during the period, while gift card revenue, which accounts for just 15% of total prepaid service revenue in the UK, declined by 16.3%.

Prepaid Services in Latin America: up 11.6% like-for-like

Revenue rose a like-for-like 16.3% in **Brazil** over the quarter, led by gains of 10.3% for Ticket Restaurante, 27.5% for Ticket Alimentação and 20.1% for Ticket Car.

In the rest of Latin America, like-for-like growth totaled 24.3% excluding Brazil and the impact of the gradual elimination of tax breaks in Argentina.

Worsening business conditions in Hotels, with an 8.7% decline like-for-like

Hotels revenue amounted to €1,182 million in the first quarter, a year-on-year decline of 7.8% as reported. This figure takes into account the impact of:

- The sale of hotel properties as part of the “asset-right” strategy, which reduced growth for the quarter by 2.4%.
- The expansion strategy, which added 4.2% to growth thanks to the opening of 5,110 rooms and the €32 million impact from the full consolidation of Orbis.
- The currency effect, which was a negative 0.9% for the period.
- **At constant scope of consolidation and exchange rates, Hotels revenue was down 8.7%.** The **shift in the Easter vacation calendar**, to April 2009 from March in 2008, in most European countries (mainly Germany, Spain and Belgium) had a positive 0.9-point impact on revenue. This was offset, however, by the 1.0-point negative impact from the fact that 2009 had one less day than **2008, which was a leap year.**

Upscale and Midscale Hotels: down 9.2% like-for-like

In the Upscale and Midscale segment, revenue was down 9.2% as reported for the period.

In general, the Midscale segment was relatively less affected than the Upscale segment. This was the case in **France**, where RevPAR declined 10.1% in the Midscale and 13.4% in the Upscale. Moreover, business in Paris was more affected than in the rest of the country, with RevPAR down 14.7% in the capital versus 6.6% elsewhere.

In **Germany**, revenue declined by 1.9% like-for-like over the period, or by 8.1% adjusted for the shift in the Easter vacation period.

In the **United Kingdom**, business was harder hit outside London, with RevPAR down 16.5%, than in London, down 7.0%.

Economy Hotels outside the US: down 6.8% like-for-like

RevPAR volatility in this segment is typically around twice the change in GDP, which is notably lower than in the Up and Midscale segments (where elasticity is 4 to 6). Given the unprecedented drop in GDP in most European countries, Economy Hotels revenue declined by 7.7% as reported and 6.8% like-for-like during the first quarter.

In **France**, revenue was down 3.2% like-for-like, or just 2.7% adjusted for the impact of the F1 hotels renovation program. As was the case in the Upscale and Midscale segment, business outside Paris fared better than in the capital, with RevPAR down 5.1% in Paris but up 0.9% in the rest of the country.

Revenue in **Germany** was down 5.0% like-for-like, of which 4.6% for Ibis as well as for Etap Hotel.

In the **United Kingdom**, business in London was more affected than in the rest of the country, with RevPAR down 15.1% and RevPAR down 11.5% elsewhere.

Revenue was more severely affected in certain other European countries, such as **Spain** (down 29.3% like-for-like), **Italy** (down 17.5%), **the Netherlands** (down 10.9%) and **Belgium** (down 10.5%).

Economy Hotels in the US: down 11.5% like-for-like

The Economy segment experienced an 11.5% decline like-for-like, but remained less affected than the Upscale and Midscale segments in the United States. Furthermore, Motel 6 outperformed its competitive-set, in a segment that saw a decline in business for the second year in a row.

The opening of approximately 50 hotels in 2008 drove a 19.4% increase in fees from franchised hotels during the first quarter on 2009.

New cost-saving initiatives in the midst of an unprecedented recession

In a first-quarter business environment shaped by a faster decline in revenue compared with fourth-quarter 2008, particularly in Europe, Accor has decided to reduce its 2009 and 2010 annual renovation budget to €315 million, or €175 million less than in 2008.

In addition to the already announced program to reduce support costs by €75 million in 2009 and a further €25 million in 2010, Accor is already planning to increase its cost-saving program.



Quarterly Information

Significant transactions and events of the period

Creation of a leading joint venture with MasterCard Europe in the European prepaid market

In mid February, Accor Services and MasterCard Europe announced a strategic alliance resulting in the creation of PrePay Solutions, which is owned 67% by Accor Services and 33% by MasterCard Europe.

PrePay Solutions will provide services to Accor Services and MasterCard, enabling each firm to offer its respective customers – corporates, local authorities and government agencies for Accor Services, banks and other financial institutions for MasterCard – solutions leveraging the partners' closely related expertise in prepaid services and electronic payments. These customers will therefore be able to take advantage of the strong growth in the European prepaid market, which is estimated at €130 billion. At the same time, PrePay Solutions will market prepaid solutions directly to its own customers, such as retailers.

Financial position and results

Successful bond issue in January 2009

On January 28, 2009, Accor successfully placed a €600 million issue of fixed-rate, five-year bonds, maturing February 4, 2014 and paying 7.50% interest. The bonds were placed with more than 200 European institutional investors. The transaction enabled the Group to diversify its financing sources and increase the average maturity of its debt.

CIWLT dispute

On December 12, 2008, the Cergy Pontoise Administrative Court handed down a ruling against CIWLT, which was immediately enforceable even in the event of an appeal, thereby lifting the suspension previously applied to claims for the years from 1998 to 2002. As a result, Accor settled the claims and late interest on February 27, 2009, in a total amount of €242.5 million.

Stake in Groupe Lucien Barrière raised to 49%

Under the January 2004 agreements signed by Colony Capital, the Desseigne Barrière family and Accor, Colony Capital held a put option to sell its 15% stake in Groupe Lucien Barrière SAS to Accor for a price to be determined by five independent banks. In November 2008, Colony Capital informed Accor that it intended to initiate the valuation process.

The process resulted in a price of €153 million, corresponding to the average valuation of the independent experts, excluding both the highest and the lowest valuation in accordance with the 2004 agreements. Following the valuation process, Colony Capital decided to exercise its put for €153 million, which was paid on April 15, 2009.

The transaction is expected to increase Accor's consolidated net debt by €270 million, following the proportional consolidation of 49% of Groupe Lucien Barrière's debt in the second half.

Financial resources

The cash position is solid with €1.5 billion in unused committed credit lines as of mid-April 2009, after taking into account the above items.

During the period, Fitch has confirmed its BBB long-term rating with stable outlook, and Standard & Poor's its BBB long-term rating with negative outlook.

Accor, a major global group and the European leader in hotels, as well as the global leader in services to corporate clients and public institutions, operates in nearly 100 countries with 150,000 employees. It offers to its clients over 40 years of expertise in two core businesses:

- **Hotels**, with the **Sofitel, Pullman, MGallery, Novotel, Mercure, Suitehotel, Ibis, all seasons, Etap Hotel, Formule 1 and Motel 6 brands**, representing 4,000 hotels and nearly 500,000 rooms in 90 countries, as well as strategically related activities, such as **Lenôtre**.
- **Services**, with 32 million people in 40 countries benefiting from Accor Services products in employee and public benefits, rewards and loyalty, and expense management.

MEDIA CONTACT

Alain Delrieu
Senior Media Relations Officer
Phone: +33 1 45 38 84 85

Aurélie Langevin
Press Officer
Phone: +33 1 45 38 84 76

INVESTORS CONTACTS

Éliane Rouyer-Chevalier
Senior Vice President
Investor Relations and
Financial Communication
Phone: +33 1 45 38 86 26

Olivia Testas
Investor Relations
Phone : +33 1 45 38 86 33

Revenue

In € thousand	Quarter 1		Quarter 1	
	2 008	2 009	Change Reported %	Change L/L % ⁽¹⁾
HOTELS				
Up & Midscale	756,767	687,18	-9.2%	-9.2%
Economy	388,094	358,017	-7.7%	-6.8%
Economy US	137,254	137,235	0.0%	-11.5%
TOTAL HOTELS	1,282,115	1,182,432	-7.8%	-8.7%
SERVICES	226,637	231,163	2,0%	8.3%
Other Businesses				
Casinos	86,253	82,994	-3.8%	-6.3%
Restaurants (3)	100,937	22,161	-78,0%	-7.3%
On-board train services	69,461	66,802	-3.8%	4.7%
Holding & Other (4)	21,918	30,816	40.6%	-4.7%
TOTAL OTHER BUSINESSES	278,569	202,773	-27.2%	-3.8%
TOTAL	1,787,321	1,616,368	-9.6%	-5.8%

(1) : at constant scope of consolidation and exchange rates

RevPAR by Segment

HOTELS : RevPAR by segment T1	Occupancy Rate			Average room rate			RevPAR			
	(in %)	Subsidiaries (chg in pts reported)	(chg in pts L/L (1))	(in %)	Subsidiaries (chg in % reported)	(chg in % L/L (1))	Subsidiaries (chg in % reported)	Subsidiaries (like-for-like(1))	Subsidiaries (reported)	Subsidiaries (reported)
Upscale and Midscale Europe (in €)	51,8	-7,7	-5,8	99	-5,5%	-0,9%	52	-17,7%	-10,5%	-17,9%
Economy Europe (in €)	59,3	-7,0	-7,1	57	+1,3%	+3,4%	34	-9,4%	-7,6%	-9,3%
Economy US (in \$)	57,2	-4,7	-5,0	43	-3,4%	-3,8%	24	-10,8%	-11,6%	-10,8%

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

RevPAR by Country

UPSCALE AND MIDSCALE HOTELS		Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
RevPAR by country T1			Subsidiaries			Subsidiaries			Subsidiaries		Subsidiaries	Subsidiaries & managed
(in local currency)			(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	29 691	53,2	-7,7	-7,5	116	+1,6%	+1,6%	62	-11,2%	-10,8%	-11,8%	
Germany	19 664	56,2	-1,7	-2,0	95	+1,5%	+1,0%	54	-1,4%	-2,5%	-1,5%	
Netherlands	3 907	53,7	-4,8	-4,8	97	-9,9%	-9,9%	52	-17,3%	-17,3%	-18,5%	
Belgium	1 801	57,4	-6,0	-6,0	110	-1,6%	-1,6%	63	-10,9%	-10,9%	-8,2%	
Spain	2 281	43,9	-14,0	-13,6	93	-15,2%	-15,1%	41	-35,6%	-35,1%	-35,6%	
Italy	3 429	46,6	-4,7	-3,3	96	-11,2%	-10,1%	45	-19,4%	-15,8%	-18,9%	
UK (in £)	5 432	69,1	-4,6	-4,7	84	-4,6%	-5,5%	58	-10,5%	-11,4%	-11,0%	

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

ECONOMY HOTELS		Nb of rooms	Occupancy Rate			Average room rate			RevPAR			
RevPAR by country T1			Subsidiaries			Subsidiaries			Subsidiaries		Subsidiaries	Subsidiaries & managed
(in local currency)			(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	41 911	61,7	-5,1	-5,9	54	+8,5%	+7,5%	33	+0,2%	-1,9%	+0,2%	
Germany	15 076	58,8	-4,6	-4,6	62	+3,7%	+3,4%	36	+3,8%	-4,2%	-1,3%	
Netherlands	2 211	56,7	-11,4	-11,4	75	-2,5%	-2,5%	43	-18,8%	-18,8%	-18,8%	
Belgium	2 562	61,0	-8,3	-8,3	70	+1,6%	+1,6%	43	-10,5%	-10,5%	-10,5%	
Spain	4 595	52,5	-16,9	-17,6	55	-3,6%	-4,0%	29	-27,2%	-28,4%	-27,2%	
Italy	1 550	47,7	-4,7	-4,7	74	-7,7%	-7,7%	35	-15,9%	-15,9%	-15,9%	
UK (in £)	8 813	61,9	-9,4	-8,3	52	-4,7%	-1,7%	32	-17,3%	-13,1%	-17,1%	
USA (in \$)	78 033	57,2	-4,7	-5,0	43	-3,4%	-3,8%	24	-10,8%	-11,6%	-10,8%	

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