

Welcome



Accor is making its dual expertise as an operator and franchiser (**HotelServices**) and as an owner and investor (**HotelInvest**) available to its customers and partners with a mission to achieve sustainable growth and harmonious development to benefit as many people as possible.

The world's leading hotel operator

A large brand portfolio

LUXURY AND UPSCALE	 		REGIONAL BRANDS GRAND MERCURE THE SEBEL
MIDSCALE			
ECONOMY			FORMULE 1 En Asie hotel F1 En France

FRANCE	EUROPE (excluding France)
1,540	1 063 HÔTELS
139,500	142 755 CHAMBRES
30%*	31 %*

THE AMERICAS	AFRICA AND THE MIDDLE EAST
258	148 HÔTELS
42,859	27,436 ROOMS
9%*	6%*

ASIA PACIFIC
567 HÔTELS
109,169 ROOMS
24%*

The number of hotel rooms on 31 December 2013

Two strategic and complementary businesses



HOTELSERVICES

Hotel operator and franchiser

3,600
Hotels

(of which 1,378 HotelInvest units)

Missions:

- Enhance the impact of the brands to make them more attractive
- Offer a new Accor digital experience
- Pursue the Group's development with franchising and management contracts



HOTELINVEST

Property owner and investor

1,378
Hotels

Owned or leased units

Missions:

- Renovate and develop the hotels
- Invest in hotel projects
- Optimize cash flow and return on capital employed

NEARLY
170,000
EMPLOYEES WORKING FOR ACCOR BANNERS

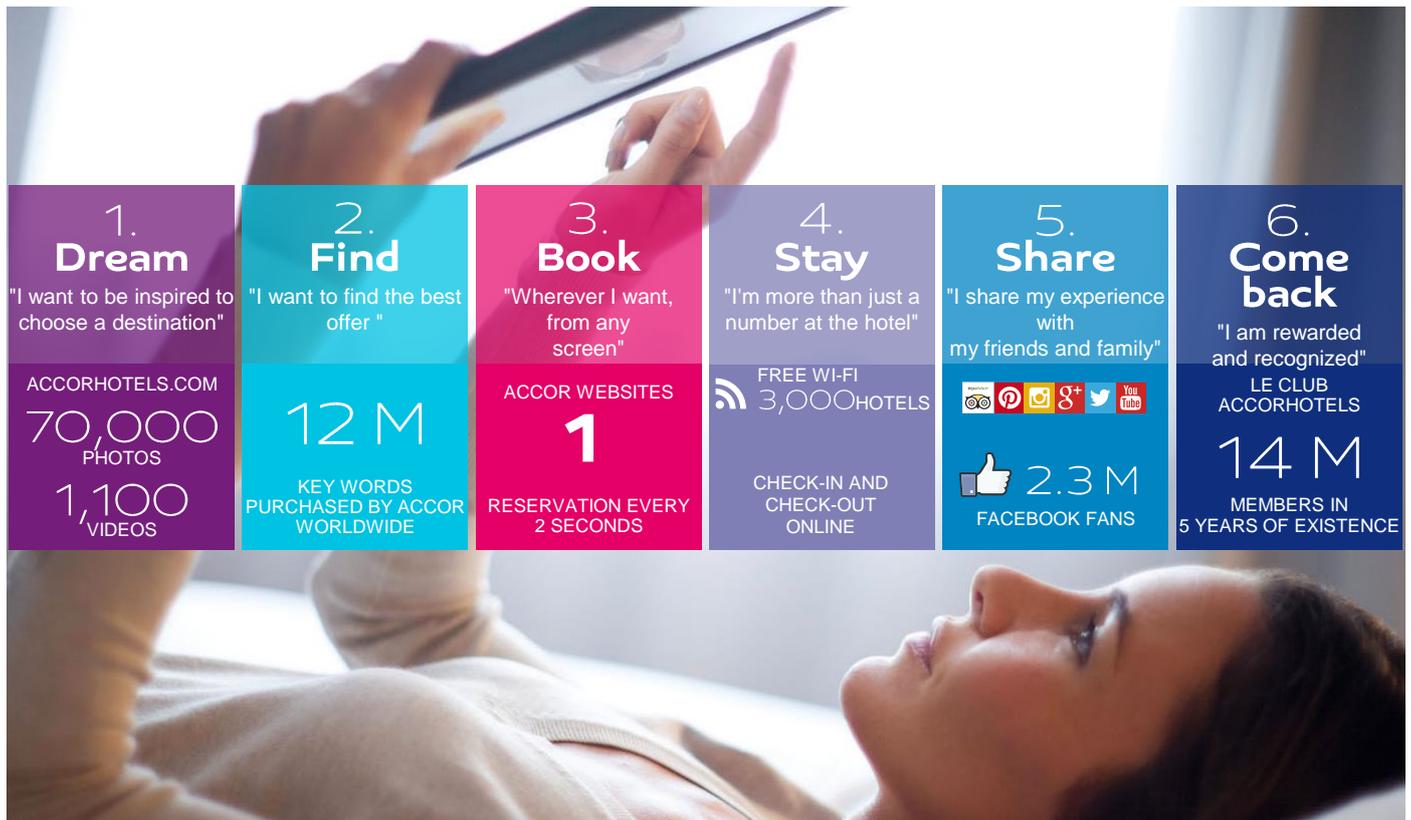
MORE THAN
3,600
HOTELS / ROOMS
460,000

1 HOTEL OPENED EVERY
2
DAYS

PORTFOLIO
14
BRANDS FROM LUXURY TO ECONOMY

REVENUE
5,536
MILLION EUROS IN 2013

The new Accor digital experience



Accor,
**a committed,
 responsible and caring
 Group**

"A pioneering company, Accor has built its history on a deep dedication to forging ties. As a leader, it has always cared about upholding a high level of commitment to our employees, our guests, our partners and to our host communities where we live and work in more than 90 countries."

Sébastien Bazin,
 Chairman and CEO of Accor



Reinventing hotels sustainably

- 21 measurable objectives between now and 2015
- Plant for the Planet: 2,000 trees planted per day
- 2,625 hotels that meet the minimum standards of Charter 21
- 4 leading international socially responsible investment indexes in which Accor is included: Euronext, FTSE4Good, Ethibel Sustainability Index and UN Global Compact 100



Sharing our passion Developing talent

- The number one global hospitality school with 18 Académie Accor campuses
- 91% of employees are proud to work for Accor
- AccorJobs.com: 6.3 million visits, 19,000 offers



Demonstrating hospitality of the heart

- 194 projects since 2008 in 40 countries
- 8,500 members of employees involved
- 190,000 direct and indirect beneficiaries

