



ACCOR

becoming

the global benchmark

in hospitality

2012

ANNUAL
REPORT

Accor, the world's leading hotel operator and market leader in Europe, is present in 92 countries with more than 3,500 hotels and 450,000 rooms. Accor's broad portfolio of hotel brands – Sofitel, Pullman, MGallery, Grand Mercure, Novotel, Suite Novotel, Mercure, Aparthotels Adagio, ibis, ibis Styles, ibis *budget* and hotelF1 – provides an extensive offer from luxury to budget. With more than 160,000 employees in Accor brand hotels worldwide, the Group offers its clients and partners 45 years of know-how and expertise.

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POWERFUL BRANDS ON THE FOUR CORNERS OF THE EARTH



FRANCE

31% of the hotel portfolio*
137,567 rooms
1,515 hotels

REST OF EUROPE

31% of the hotel portfolio*
139,443 rooms
1,038 hotels

NORTH AMERICA

1% of the hotel portfolio*
4,998 rooms
17 hotels

LATIN AMERICA AND CARIBBEAN

8% of the hotel portfolio*
35,330 rooms
226 hotels

AFRICA AND MIDDLE EAST

6% of the hotel portfolio*
28,355 rooms
166 hotels

ASIA-PACIFIC

23% of the hotel portfolio*
104,794 rooms
554 hotels

At December 31, 2012 (* number of rooms)



MESSAGE FROM DENIS HENNEQUIN

Chairman and CEO

Dear shareholders, partners, guests and fellow Accor team members,

2012 was an intense, eventful year in which we defined the major milestones that will enable us to reach our ambitious objective of becoming the global benchmark in hospitality. With the Executive Committee, I am pleased to present our results, review our accomplishments and share our road map for the four years to come. In many ways, 2012 will remain a watershed year for our Company, which stepped up its transformation into a more asset-light model, while delivering robust financial results in line with our objectives. 2012 was also a year that set a new record for **development**, with 38,000 new rooms opened, mostly under management or franchise contracts and mainly in emerging markets. At the same time, we pursued our active property asset management program, which is enabling us to focus on our core hotels business and improve our financial flexibility. These are deep strategic trends, backed by the strength of our brands and our distribution capabilities. Our brands play an essential role in creating preference among our guests and our franchisee and investor partners. We are constantly enhancing them to make them stronger, more modern and ever more effectively positioned. Without a doubt, 2012 was the year of the fast, efficient deployment of the ibis family, which has revolutionized the economy hospitality market. In support and synergy with our brands, **our booking and distribution** system represents the primary source of our attractiveness to partners. The digital revolution is underway and driving continuous improvement in the guest experience.

These two strategic pillars will enable us to meet our ambitious goals. In 2012, we committed to shifting our hotel base's operating structure mix by 2016 so that it is more profitable, less cyclical and less capital intensive. As a result, 20% of the hotels will be owned or leased, to retain control over our brands, explore new marketing concepts,

**"In many ways,
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guarantee the training of our hotel managers, enter new markets and leverage the high margins in flagship hotels in key cities. 40% of the portfolio will be managed under contract, with in particular an ambitious expansion program in the upscale segment, which is very buoyant in the emerging markets. And lastly, 40% of the rooms will be franchised, mainly in Europe in the economy and midscale segments. The geographic mix is also set to evolve,

because whereas today Europe accounts for 70% of consolidated EBIT, in 2017, emerging markets will account for 50%. These projects are being led in strict accordance with **our values** and in the pioneering spirit that has always guided Accor. This can be seen in the launch of our PLANET 21 **sustainable development** program, which is

unrivalled in the industry. In this way, Accor intends to drive sustainable growth while acting responsibly with regard to people, our host communities and the entire planet, so as to set the uncontested benchmark in hospitality.

Sustained growth despite the recession in Europe

Accor reported robust earnings even though growth in Europe was slow at best and even negative in the Southern countries. Consolidated revenue rose by 2.7% over the year to €5,649 million, not including the contribution of Motel 6, which was sold to Blackstone. Growth was led by gains in every market segment, as well as by the ramp-up in management and franchise fees, reflecting our fast expansion and very good performance in emerging markets. Despite certain unfavorable factors, such as the structural increase in our operating costs in Europe and the recession that hurt our hotels in Southern Europe, we stabilized our EBITDAR margin at 31.7% of consolidated revenue. I would also like to emphasize the record gross margin of 38.6% reported by the economy hotels business. EBIT improved by 3% to end the year at €526 million.

MESSAGE FROM DENIS HENNEQUIN

Chairman and CEO

These earnings were in line with objectives and already reflect the transformation underway in our Company. Moreover, our balance sheet is very healthy, with €421 million in debt and a €1.5 billion line of credit.

Powerful brands

In 2012, we did an outstanding job in energetically deploying the ibis family. In record time, our teams rebranded 1,500 hotels – or 90% of the network – in their new colors and successfully met the challenge of introducing a particularly innovative bedding solution by replacing more than 80,000 beds. Lastly, we launched the project to revamp the ibis family common areas, which is reaching cruising speed in 2013. This major project for Accor's future was capped by our investment in a powerful advertising campaign. I would like to commend all of the teams for the amazing job they did, from the hotels to the corporate support functions, and thank our partners for their confidence and wholehearted acceptance of our three brands, ibis, ibis Styles and ibis *budget*. This dynamic foreshadows the projects that we will lead for our other brands, in line with what we have already accomplished for Sofitel and MGallery. The

"We are laying the milestones for our future growth."

ultimate goal is to offer our partners an array of attractive, contemporary brands to ensure the performance of their hotels and to offer our guests an unrivalled experience.

A powerful distribution system

In addition to the brands, we are also working on distribution, which has to become more powerful and leverage the close fit among the direct reservation channels, so as to respond more effectively to our guests' increasing shift to online room booking practices. In particular, this year we are expanding access to our websites via a large number of mobile applications, such as the one developed for the ibis family. In 2012, our central booking system accounted for more than half of our sales, of which nearly 28% were made online. Our Le Club Accorhotels loyalty program has now exceeded the 10-million member mark.

These efforts will be pursued in the years ahead with an ambitious capital expenditure program to retain control over our customer relationships.

A record year for expansion

This performance was delivered even as we concurrently drove very robust organic growth and carried out two major acquisitions: Mirvac, in Australia and New Zealand, and Grupo Posadas, whose hotels are located mainly in Brazil. These two acquisitions added 7,800 rooms to our expansion, of which 70% occurred in emerging markets and half in the Asia-Pacific region, where we have now crossed the symbolic milestone of 100,000 rooms. In all, 85% of hotel development was carried out under management contracts and franchise agreements, in line with 2011. The three ibis family brands accounted for 40% of development, while Mercure demonstrated a strong commitment to expansion, with 21% of total openings. Sustained development, combined with an assertive hotel property disposal strategy, will enable us to have a perfectly balanced hotel base in 2016, with 40% of rooms managed, 40% franchised and 20% owned or leased.

Faster restructuring of the hotel base

2012 was an important year in the management of our property assets. The sale of Motel 6, whose model was no longer aligned with ours, represented a major step, which enabled us to refocus on markets that offer the most growth potential and highest margins, and where we already hold demonstrated leadership positions. In addition, our asset management teams successfully completed the sale of around 100 hotels. This policy makes us less dependent on our capital and reduces our earnings volatility. We carried out a number of large disposals in 2012, like the Novotel New York and the Pullman Tour Eiffel. In early 2013, this process was pursued with the sale of the Sofitel Paris Le Faubourg. These successes demonstrate our ability to efficiently restructure our hotel base, confirm our assets' appeal for our partners and attest to these partners' confidence in us.

A socially responsible employer and corporate citizen

Although your Company is profoundly changing and our business is evolving, we are determined to remain the largest hotel operator and leading hotel school in the world. More than ever, we are structuring the organization to facilitate the development of our employees' skills and employability, while optimizing hotel performance. We are doing this by steadily enhancing existing job tracks or creating new ones and by positioning the Académie Accor with its 17 campuses as "The Hospitality Learning Network" to facilitate the dissemination of expertise and the ability of everyone to access career-long learning. Most importantly, we are remaining faithful to our values and our cherished Accor spirit. That is why we are doing everything possible to support our employees when our transformation affects them personally. We also attach great importance to the diversity of our teams, who are our most valuable asset. One illustration of this is the new Women at Accor Generation network, launched in 2012. I am also thinking about the dedication of our employees, more and more of whom are submitting their community outreach ideas to our corporate Foundation, which for the past four years has been forging ties between cultures while supporting the development of individuals and their integration into the community.

21 commitments to make the Earth a better place to live

With the launch of the PLANET 21 program, Accor has clearly demonstrated its ambitious goal of setting the standard and acting as the industry leader in sustainable development. We consider social responsibility to be an integral part of our strategy and a source of competitive advantage, especially since it is also becoming an increasingly important issue for our partners and guests. The actions underway are expected to deliver human, environmental and financial value added across our entire organization. PLANET 21 is unusual in being both a continuous

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improvement process, in which each hotel can measure its progress, and a participative program designed to get the entire hospitality industry on board with us. Our objective is not just to change the way we do things at Accor; it is to think differently about tomorrow's hospitality and to sustainably reinvent it by encouraging input from everyone in the industry.

As you can see, we accomplished quite a lot in 2012. 2013 is shaping up to be a complex year because the economic environment in Europe remains very uncertain. As a result, we are tracking the situation carefully and very diligently managing our costs. To improve our competitiveness in Europe, a €100 million cost savings plan is being deployed over the next two years. But we are also laying the milestones for our future growth by focusing our actions and capital expenditure on four pillars: strengthening our brands and our distribution capabilities, pursuing our development drive, with the opening of more than 100,000 rooms by 2016, and stepping up our asset management policy with the introduction of a more efficient organization based on a property management department in charge of all our property-related activities.

Accor is on track to becoming an even more agile, efficient enterprise. Our business is evolving towards expertise in hotel engineering and the provision of high value-added hotel services. The shift that we are impelling today is therefore vital and will consolidate our position as the world's leading hotel operator, which we greatly value. That is why we will continue to directly manage 60% of our network through hotels that are owned, leased or operated under management contracts. Accor is a big family with a proud shared history, made up of the 160,000 people working in its hotels, inspired by the same values and an unshakable passion for hospitality.

**"We are still
the largest
hotel operator
and leading
hotel school
in the world."**

GOVERNANCE STRUCTURES

Accor is governed by a Board of Directors, which determines the Company's strategic vision, oversees its implementation, examines any and all issues concerning the efficient running of the business, and makes decisions on all matters concerning the Company.

In accordance with the law and the Company's Bylaws, **the Chairman and Chief Executive Officer** chairs Board meetings, organizes and leads the work of the Board and its meetings, ensures that the Company's corporate governance structures function effectively, and obtains assurance that directors are in a position to fulfill their responsibilities.

On the recommendation of the Chairman and Chief Executive Officer, the Board also appointed a President and Chief Operating Officer, who is also in charge of all of the Group's worldwide operations.

The Chairman and Chief Executive Officer and the President and Chief Operating Officer represent the Company in its dealings with third parties and have the broadest powers to act on behalf of the Company in all circumstances. These powers are exercised subject to the prior approval of the Board of Directors, under the conditions specified in the report of the Chairman of the Board of Directors on the preparation and organization of Board of Directors' meetings⁽¹⁾.

Given the decision to combine the offices of Chairman of the Board of Directors and Chief Executive Officer, the Board decided to appoint an independent director as Vice-Chairman of the Board of Directors, who shall serve as senior independent director.

Accor complies with the AFEP-MEDEF Corporate Governance Code for listed companies except with regard to the matters described on page 94 of the 2012 Registration Document.

Every year, the Board of Directors applies the criteria defined in the Code to determine the independence of its members.

On this basis, **the Board** deems the following directors to be independent: Mercedes Erra, Sophie Gasperment, Jean-Paul Bailly, Philippe Citerne and Bertrand Meheut.

The Bylaws stipulate that each Board member is required to hold at least 500 Accor shares. To promote high attendance rates at Board meetings, 50% of the total fees awarded to members of the Board of Directors are allocated based on their attendance record.

In addition, members of the Board adhere to the Directors Code of Conduct⁽¹⁾, which defines the scope of the directors' duty of diligence, discretion and confidentiality, and sets out the rules applicable to trading in the Company's securities.

Lastly, with a view to preventing any potential conflict of interests, members of the Board are required to complete an affidavit every year disclosing any and all direct or indirect ties they have with the Company.

In accordance with the Company and Directors Bylaws, Paul Dubrule and Gérard Péliçon, Co-Chairmen and Co-Founders, attend Board Meetings in an advisory capacity, and may be invited to attend meetings of the Board Committees.

Since February 2009, the Board of Directors has been supported by the preparatory work performed by the following three Board Committees:

- **the Audit and Risks Committee, comprising three members, including two independent members:**

Philippe Citerne (Committee Chairman), Virginie Morgon and Jean-Paul Bailly;

- **the Commitments Committee, comprising five members, including three independent members:**

Sébastien Bazin (Committee Chairman), Sophie Gasperment, Mercedes Erra, Philippe Citerne and Patrick Sayer;

- **the Compensation, Appointments and Corporate Governance Committee, comprising five members, including three independent members:**

Bertrand Meheut (Committee Chairman), Jean-Paul Bailly, Thomas J. Barrack and Patrick Sayer. Franck Riboud is no longer a member of the Committee, having resigned from the Board of Directors on December 31, 2012. He was replaced by Sophie Gasperment;

The organizational and operational framework applicable to the Board of Directors and its Committees is described in the Company's Bylaws and in the Directors Bylaws⁽¹⁾;

The procedures for organizing and preparing the work of the Board during 2012 are described in the report of the Chairman of the Board of Directors on the preparation and organization of Board of Directors' meetings⁽¹⁾.

(1) See the 2012 Registration Document.

BOARD OF DIRECTORS

(as of January 1, 2013)

As Founding Co-Chairmen of Accor, Paul Dubrule and Gérard Pélisson attend Board meetings in an advisory capacity.

Denis Hennequin

Chairman and Chief Executive Officer

Director since May 13, 2009, Chief Executive Officer since December 1, 2010 and Chairman and Chief Executive Officer since January 15, 2011.

His term of office as director expires at the close of the Annual Meeting to be called to approve the accounts for the year ending December 31, 2013.

Philippe Citerne⁽¹⁾

Non-Executive Chairman of Telecom et Management SudParis

Independent director since January 9, 2006 and Vice-Chairman of the Board of Directors and senior independent director since May 13, 2009.

His term of office as director expires at the close of the Annual Meeting to be called to approve the accounts for the year ending December 31, 2014.

Previously, he served as permanent representative of Société Générale on the Supervisory Board, since December 22, 2003.

Jean-Paul Bailly⁽¹⁾

Chairman and Chief Executive Officer
of La Poste

Independent director since May 13, 2009.
His term of office expires at the close
of the Annual Meeting to be called
to approve the accounts for the year
ending December 31, 2014.

Thomas J. Barrack⁽²⁾

Founder, Chairman and Chief
Executive Officer of Colony Capital LLC

Director since January 9, 2006.
His term of office expires at the close
of the Annual Meeting to be called
to approve the accounts for the year
ending December 31, 2012.

Previously, he served on the
Supervisory Board since May 3, 2005.

Sébastien Bazin

Chief Executive Officer
of Colony Capital Europe

Director since January 9, 2006.
His term of office expires at the close
of the Annual Meeting to be called
to approve the accounts for the year
ending December 31, 2013.
Previously, he served on the Supervisory
Board since May 3, 2005.

Mercedes Erra⁽¹⁾

Executive President
of Havas Worldwide

Independent director since
February 22, 2011.
Her term of office expires at the close
of the Annual Meeting to be called
to approve the accounts for the year
ending December 31, 2014.

Sophie Gasperment⁽¹⁾

Chairman and Chief Executive Officer
of The Body Shop International

Independent director since
June 29, 2010.
Her term of office expires at the close
of the Annual Meeting to be called
to approve the accounts for the year
ending December 31, 2012.

Bertrand Meheut⁽¹⁾

Chairman of the Groupe Canal+
Management Board

Independent director since
May 13, 2009.
His term of office expires at the close
of the Annual Meeting to be called
to approve the accounts for the year
ending December 31, 2014.

Virginie Morgon

Member of the Executive Board and
Chief Investment Officer of Eurazeo

Director since May 13, 2009.
Her term of office expires at the close
of the Annual Meeting to be called
to approve the accounts for the year
ending December 31, 2013.

Patrick Sayer

Chairman of the Executive Board
of Eurazeo

Director since August 27, 2008.
His term of office expires at the close
of the Annual Meeting to be called
to approve the accounts for the year
ending December 31, 2012.

(1) Independent directors.

(2) Due to Mr Barrack's decision not to stand for re-election to the Board, Nadra Moussalem has been nominated for election at the Annual Meeting on April 25, 2013.

EXECUTIVE COMMITTEE



Pascal Quint

Corporate Secretary
Legal affairs, Insurance,
Risk management, Audit
department, Secretary
of the Board of Directors

Antoine Recher

Global Chief Human
Resources Officer
Group organization,
Transformation,
Sustainable development

Dominique Esnault

Global Chief Operations
Support Officer
Development, Franchising,
Procurement, Technical services
and Design management

Gilles Bonnier⁽¹⁾

Global Chief Asset and
Investments Officer
Asset management,
Real estate investments,
Relation with hotel owners

(1) Gilles Bonnier was appointed to the Executive Committee in March 2013. Marc Vieilledent was a member of the Executive Committee in 2012 as Global Executive Vice President Asset Management.



Yann Caillère
President and Chief
Operating Officer

Sophie Stabile
Global Chief
Financing Officer
Finances, Group
information systems

Grégoire Champetier
Global Chief
Marketing Officer
Brand strategy, Design strategy,
Marketing, Distribution

Denis Hennequin
Chairman and CEO



Becoming the global benchmark in hospitality

Accor has laid out the **future growth milestones** on its path to becoming the global benchmark in hospitality. 2012 was a watershed year during which the Group delivered **robust growth and stepped up its transformation**, whose success is being led by three strategic drivers: the brands, distribution and development. The brand portfolio, which covers every segment from economy to luxury, was strengthened during the year, in particular with the deployment of the ibis family. More appealing and better positioned, **the brands** are being supported by a powerful distribution system and a loyalty program that has more than 10 million members. For Accor, the challenge of **distribution** is to forge direct relationships with guests to enhance intimacy and nurture loyalty. By opening more than 38,000 rooms, not including Motel 6, which was sold during the year, Accor hit a record new high. The great majority of these rooms were opened under management and franchise agreements in emerging markets. **This expansion** was supported by a dynamic asset management policy that led to the sale of around 100 hotel properties. By 2016, the hotel portfolio will comprise **40% managed rooms, 40% franchised rooms and 20% owned and leased rooms**. In the future, Accor will be a provider of high value-added hotel services designed to improve the performance of the hotels and our partners. As the world's leading hotel operator, Accor is committed to acting as an outstanding, responsible corporate citizen, both for its 160,000 employees and in its relationships with local host communities and the environment. All this with a single vision: to be **the global benchmark in hospitality** and eventually rank among the top three hotel groups worldwide.

3 strong strategic drivers

Brands p. 14

Offering unique experiences

The brands cover every segment of the hospitality market, from budget to luxury. A wide variety of projects have been undertaken to modernize them, strengthen them and improve their positioning. 2012 saw the deployment of the ibis family and the launch of local brands like Mei Jue in China.

Distribution p. 42

Winning the battle for guests

Thanks to the power of its central booking system, Accor is forging unique relationships with guests to enhance intimacy and nurture loyalty. The Group is investing massively to make digital hospitality the key to guest preference, as demonstrated by the surging growth in online sales, to nearly 28% of the total in 2012.

Development p. 50

Growing with our partners

With more than 38,000 rooms opened in 2012, Accor set a new record. Most of this expansion was carried out under asset-light structures in emerging markets, with the support of an assertive asset management strategy.

supported by

Human resources p. 62

Enabling change

As the world's leading hotel operator and largest hotel school, Accor's priority is to continuously improve the skills and well-being of the 160,000 employees in Accor hotels. We are committed to deploying socially responsible management practices to set an outstanding example in the eyes of our employees and partners.

Sustainable development p. 74

Reinventing hotels sustainably

2012 saw the launch of the PLANET 21 sustainable development program. Organized around 7 pillars and 21 commitments, PLANET 21 is a participative, continuous improvement process, open to both guests and partners. It reflects our objective of setting the benchmark in hospitality and encouraging the entire industry to get involved.

OFFERING TRAVELERS A UNIQUE EXPERIENCE





Accor covers every segment of the hospitality market, **from budget to luxury, with a portfolio of attractive, contemporary, flexible brands** that are clearly positioned in distinct, yet strategically aligned territories.

For the brands, **the most important event of 2012 was the successful deployment of the ibis family**, celebrated by an unusually intense global advertising campaign and featuring revamped visual identities for the hotels, new bedding unlike any other on the market and redesigned common areas.

We are actively investing **to decipher the behavior and expectations of our guests, so that we can serve them even better.** This is yielding a wealth of information that is helping the brands to refine their advertising and hospitality solutions.

CREATING GUEST AND PARTNER PREFERENCE

In 2012, Accor invested massively and undertook a large number of projects to modernize its brands, strengthen them and improve their positioning. This was illustrated by the major event of the year, the deployment of the ibis family.

POWERFUL, ALIGNED BRANDS

In 2012, Accor pursued the programs undertaken to strengthen the brands. As we assertively shift to an asset-light business model, the brands represent our most valuable asset in attracting and retaining guests and opening up new growth opportunities with our partners.

> Brands with clearly expressed personalities

Accor's strength is to have 14 hotel brands that cover the entire market, from economy to luxury, enabling it to meet the diversified needs of guests as they move from one comfort level to another in their bookings. In recent years, the brands have revisited and refined their vision to clarify their positioning and define their advertising codes. This is the case, for example, at:

- **Sofitel**, with its "BE Magnifique" project, which has successfully repositioned the chain in the luxury segment;
- **Pullman**, which is rapidly expanding its network and has undertaken a broad-based program to renovate its flagship properties, particularly in Paris (France);
- **MGallery**, which is now clearly positioned as a Collection of upscale hotels by refining its brand territory;
- **Novotel**, which is currently completing the initial analysis phase;
- **Mercure**, which is deploying its Mercure Quality Guarantee across the hotel base. It is one of the brands that are contributing the most to our expansion drive;
- **the ibis family**, which transformed itself in record time during the year to create a strong, aligned business with a thoroughly revamped architectural identity.

A new brand-based organization in Europe

To support the process of strengthening the brands, in early 2013 Accor rolled out a new organization for Europe, the world's leading hospitality market, which accounts for more than 70% of consolidated earnings. The new regional organization is brand-based, so as to focus the skills of leading specialists and experts in each brand segment. Each brand is now led by a Chief Operating Officer, Europe, backed by a dedicated support team comprising such core capabilities as marketing, human resources and budget control.



> Flexible brands

Accor deploys a portfolio of international brands backed by standards that guarantee quality and reassure customers. At the same time, their products increasingly integrate the needs and cultural differences of local markets. That's why these brands are "glocal" – global because they are supported by strong fundamentals around the world and local because they are adapted to each domestic market. This is the case with:

- **non-standardized brands**, MGallery (upscale), Mercure (midscale) and ibis Styles (economy), whose offerings and hotel design, by their very nature, reflect local features and practices;
- **standardized brands**, which adjust their standards to resonate as closely as possible with local mores and customs. In response to local demand in Asia, for example, Novotel offers larger guestrooms and spaces that can accommodate important family celebrations;
- **regional brands**, which are seamlessly aligned with guest expectations in the leading domestic markets. In 2012, for example, the upscale Grand Mercure brand changed its name to Mei Jue in China and Maha Cipta in Indonesia (see page 28). Guests are welcomed by employees in traditional dress and food services offer regional cuisine.

FAST, EFFICIENT DEPLOYMENT OF THE IBIS FAMILY

2012 will remain celebrated in Accor's history as the year the ibis family was deployed. Never has a top-to-bottom transformation been led with such intensity and such scope in the hospitality business. This was a strategic project, in as much as the economy hotels business accounts for more than half of consolidated earnings and Accor is the global market leader, with a powerful network of 1,600 hotels worldwide.

Each of the three ibis family brands has a strong personality, strategically aligned with the others:

- **ibis:** "Brand new ibis, brand new comfort";
- **ibis Styles:** "Multiple styles, unique comfort";
- **ibis budget:** "Deep sleep, dream price".

In just a year, Accor concurrently led several structural projects, in close, fully transparent co-construction with franchisee partners. In particular, these resulted in:

> deployment of the new visual identity across almost the entire network in record time. The new logo is based on a pillow, which is red for ibis, green for ibis Styles and blue for ibis budget. To send a strong message to everyone that the new ibis family had arrived, all of the hotels were given a thorough facelift, with new signage, branding and media graphics;

> deployment of the new bedding solution

developed by Accor engineers. Each bed component, each section and each detail of the solution was imagined, analyzed, designed, developed, compared, tested and trialed to guarantee guests a peaceful sleep 365 nights a year. Around 20 suppliers were met, thousands of prices were negotiated, etc.



Developing the bedding solution required input from most of our experts, in procurement, design, research and development, marketing and operations. The result has been worthy of the expenditure in time and money, with "Sweet Bed by ibis" offering guests the "must-have" economy hotel sleeping experience thanks to its absolute comfort, elegant design and exclusive bedding. The ibis family pulled off a real tour de force by replacing more than 80,000 beds in just a year, while aligning the solution with each brand standards. Given that guests consistently rank bedding as the second most important aspect of their hotel experience, the new solution represents a major competitive advantage for each brand;

> modernized common areas in the hotels

Here, too, the extensive reworking was a major achievement, both in the new areas particularly innovative design, based primarily on warm materials and colors, and in their use, with more open, yet more interconnected spaces. The reception desk, bar, breakfast area, signage and other aspects were revamped to offer a unique, unforgettable guest experience. Initiated in second-half 2012, deployment of the new common areas will reach cruising speed in 2013;





> a global advertising strategy

To support this revolution in the economy hotels business, a global advertising strategy was designed to deliver a very powerful promise – a “happy sleep” for every guest – via an intense, worldwide advertising campaign worthy of the ambitious project. Intended to position ibis as the champion of well-being in the economy segment, the campaign was launched in October 2012 in 56 countries in television, online, display and print versions, using 17 portraits of happy sleepers shot by renowned British photographer Martin Parr. The campaign was followed up by the highly innovative Sleep Art operation, which expressed a comfortable night’s sleep as a digital work of art. Sensors in the mattress topper captured changes in temperature and the sleeper’s movements and sounds, so that a robot could transform the data into an image of the experience. A contest was held on the new ibis Facebook page, with the lucky winners receiving their digital work of art.



DEEPENING CUSTOMER INTELLIGENCE

The “encounter” between a brand and a customer can clearly be an emotional experience. It is also a moment that is carefully calculated and managed, the result of a long process underpinned by extremely detailed knowledge of both the customer and the market. In 2012, Accor enhanced this process by investing in three major studies:

> a strategic survey of hotel guests to analyze their profile, spending habits, expectations and needs. Conducted in 6 countries with 25,000 people who spent at least one night in a hotel in 2012, the survey was designed to improve market intelligence, determine target guest profiles and classify their expectations and lifestyles. 13 typical guest portraits were defined with, for each one, their distinguishing behaviors and attitudes. This segmentation is available to:

- each brand, so that it can refocus on two or three customer profiles and thereby develop distinctive products and services resonant with guest needs while optimizing the performance of its advertising campaigns,
- hoteliers, to improve their customer intelligence and enhance their ability to welcome guests and offer them the hotel experience they expect;

> the first European business traveler survey,

conducted with 600 guests, shed light on their preferred destinations, the factors influencing their accommodation choices, their service expectations and the regional or national differences in their behavior. The survey was also conducted for the second straight year in the Asia-Pacific region. In Europe, it revealed the following main findings:

- 76% of bookings are made online, with a major proportion using a mobile application,
- 71% of respondents felt that a comfortable bed was important,
- the three criteria for choosing a hotel were location, room rate and free Wi-Fi (a determining factor for half of all respondents),
- 60% of guests would like access to media (TV channels, newspapers, etc.) from their home country,
- 84% of business travelers are aware of sustainable development issues,
- 49% sometimes leave comments on social networks;

> a prospective study of major consumer spending trends

with creative projections of their impact on key hospitality functions (sleeping, eating, entertainment, etc.). The findings will help the brands to improve their innovation projects in the years to come.



LUXURY AND UPSCALE HOTELS

Because of its French origins, Accor has taken an assertively bold approach to luxury hospitality. In this highly segmented market, each of our four complementary brands is carefully positioned to meet every expectation of both guests and hotel owners. These brands share a common set of values that define the universal essence of luxury: a genuine sense of hospitality based on the art of blending, a pioneering spirit deeply anchored in our DNA, uncompromising quality, in affinity with a culture of “luxury à la française,” and an unwavering attention to the planet, its inhabitants and their diversity.

300
hotels

65,000
rooms

SOFITEL
LUXURY HOTELS

PULLMAN
HOTELS AND RESORTS



GRAND MERCURE



Sofitel Essaouira Mogador Golf and Spa – Morocco

Sofitel

Sofitel is the only French luxury hospitality brand present on five continents, in the heart of major cities like Paris, New York and Beijing, or nestled away in a country landscape in Morocco or Thailand.

Sofitel and its Ambassadors bring French elegance to the world through a collection of prestigious hotels, offering their guests and partners personalized service that combines an emotional experience, outstanding performance and excellence. The brand works closely with designers, architects, and artists who talentedly engage with each destination and transcend expectations, people like Jean Nouvel in Vienna, Andrée Putman in Paris, Sybille de Margerie in Amsterdam or Aswan, Kenzo Takada in Mauritius, or Monsieur Christian Lacroix in Bangkok.

Around the world, Sofitel also celebrates the diversity of tastes, which feature prominently on its chefs' menus, building bridges between local cuisine and France's culinary heritage. The brand is part of the cultural scene, organizing exhibitions, fashion shows, private art showings, concerts and other exciting events. In 2012, for example, an exhibit of never-before-seen photographs of Brigitte Bardot, the epitome of French elegance and culture, was hosted at four Sofitels in the United States before traveling to Asia in 2013. The brand was very active in 2012, opening six new hotels, including its first in Casablanca, Morocco; Auckland, New Zealand; and Abu Dhabi, United Arab Emirates. To enhance brand awareness, Sofitel launched the second phase of its Life is Magnifique advertising campaign during the year, and redesigned its website. With a strong online presence, Sofitel crossed the symbolic line of 100,000 Facebook fans, largely thanks to its two international promotions, "Magnifique Cities by Night" and "80 Magnifique Nights."

sofitel.com

Sofitel Mumbai BKC – India





Sofitel Guangzhou Sunrich – China

SOFITEL
LUXURY HOTELS

40
countries

121
hotels

30,941
rooms

A CLOSER LOOK AT... LIFE IS MAGNIFIQUE, THE SECOND PHASE OF THE BRAND'S ADVERTISING CAMPAIGN

The true stars of the creative new campaign are the hotels, from the monumental architecture of the Sofitel Chicago to the haute-couture atmosphere of the Sofitel Paris Le Faubourg. Inspired by universally recognized symbols of travel, each visual is numbered to express a Sofitel's bespoke, exclusive personality. The suave, alluring campaign artfully nurtures affinity with the brand, by demonstrating all the benefits of the Sofitel guest experience.



LUXURY



Sofitel Legend Old Cataract Aswan – Egypt



Sofitel Legend offers a collection of legendary hotels, often in centuries-old heritage buildings, beautifully set off by stunning renovations. The Old Cataract in Aswan, The Grand in Amsterdam, and the Metropole in Hanoi are themselves fully fledged destinations in their city or country. In late 2012, the Sofitel Santa Clara in Cartagena, Colombia, was added to complete this collection of four unique gems. Each one bears the signature of a renowned designer, offering a journey to the heart of luxury and history, where myth and reality become one.

sofitel-legend.com



Sofitel So is the boutique hotel label epitomized by ultra-contemporary styling in trendy destinations. Each hotel's chic, modern design skillfully blends Sofitel's famous "art de vivre" and the signature of an internationally renowned designer from the world of art or fashion, such as Kenzo Takada for Sofitel So Mauritius, Monsieur Christian Lacroix for Sofitel So Bangkok, and Karl Lagerfeld for Sofitel So Singapore. As part of the label's fast expansion, the next Sofitel So openings are planned for Mumbai, Rio and Sydney by 2015.



Sofitel So Bangkok – Thailand





Sofitel Legend Metropole
Hanoi – Vietnam



Sofitel Legend Santa Clara,
Cartagena – Colombia



Sofitel So Mauritius,
Bel Ombre – Mauritius



Sofitel Quiberon Thalassa sea & spa – France

Thalassa sea & spa

A leader in seawater therapy and spa services, the brand offers 14 seaside destinations in outstanding settings in France, Italy, Morocco and Bahrain. Each one combines seawater therapy expertise with the glamorous atmosphere of a spa resort, revealing a wide range of stays to suit every taste and to discover the regenerative benefits of seawater. Whether a pampering weekend retreat, à la carte treatments or a week-long fitness program, Thalassa sea & spa in 2013 is reinventing seawater therapy with new, more flexible and varied holiday offers for the contemporary guest.

thalassa.com



www.thalassa.com

4
countries

14
seawater spas

19
hotels



Sofitel Agadir Thalassa sea & spa – Morocco



Pullman Paris Montparnasse – France



Co-meeting

Pullman Wuxi New Lake – China

Pullman

Pullman is establishing itself as Accor's international upscale brand. It has hotels and resorts across Africa, Latin America, Asia-Pacific, Europe and the Middle East. Situated at the heart of the most sought-after city and tourist destinations, they cater to an international clientele of seasoned travelers from around the world, who stay for either business or leisure. The executive lifestyle hotel brand, Pullman features a new generation of hotels designed for a new generation of guests who travel more and are more connected than ever. A warm and professional welcome, and a range of personalized services are part of the innovative and efficient experience offered to Pullman guests, for relaxation or business. The Pullman brand offers a total connectivity concept and way of life throughout its hotels. The co-meeting offer, designed for corporate events and meetings, provides a dedicated service with access to expert teams and contacts such as an IT Solutions Manager and Event Manager.

In France, where Pullman is the leading upscale brand, the five Parisian hotels – Montparnasse, Bercy, Tour Eiffel, La Défense and Charles-de-Gaulle Airport – have been transformed. Eight world-renowned designers and architects were tasked with designing 2,500 rooms and 26,000 sq.m of space. In 2014, the Pullman Paris Tour Eiffel will become one of the symbols of the brand's new look. The renovation program is an unparalleled project among hotels in the French capital, in terms of both scale and ambition.

pullmanhotels.com





Pullman Barcelona
Skipper – Spain

pullman
HOTELS AND RESORTS

23
countries

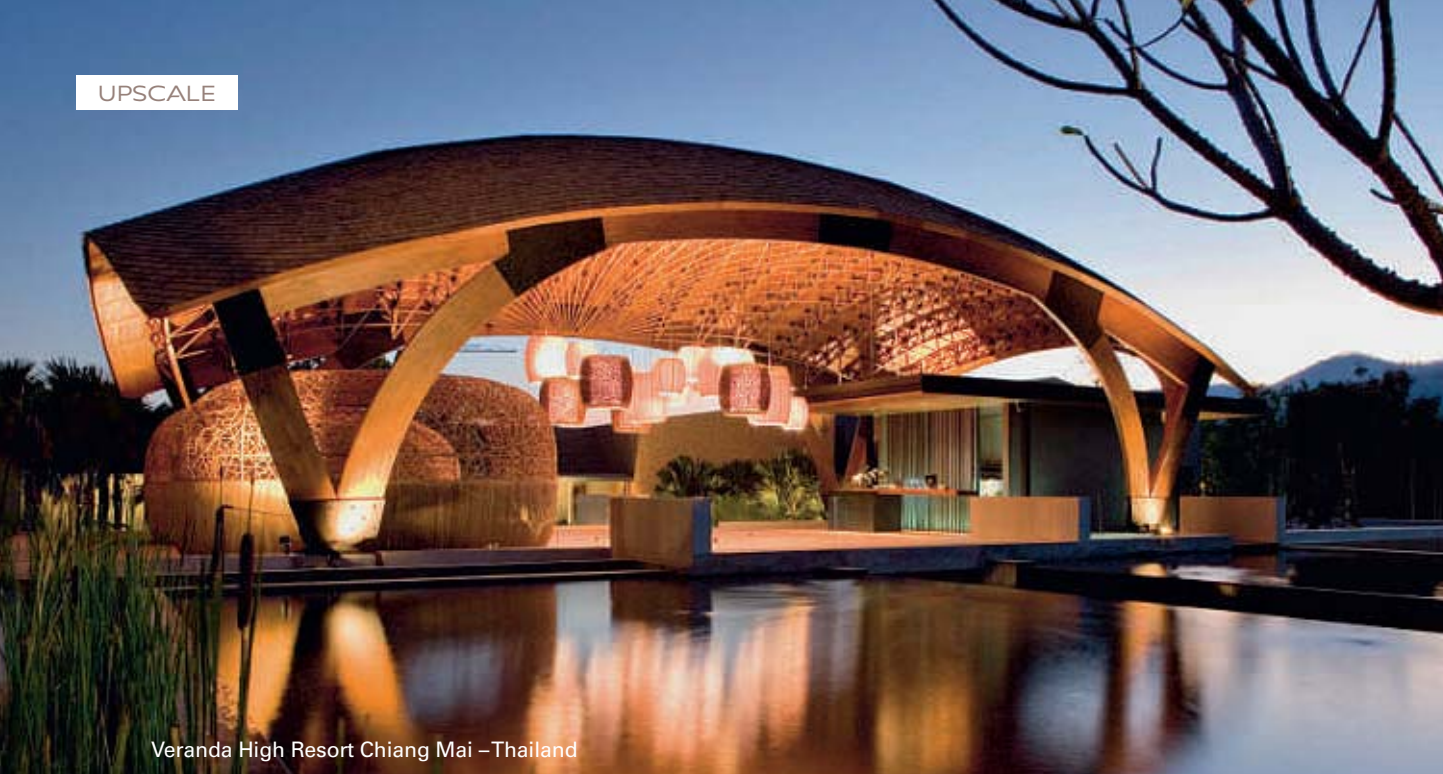
78
hotels, of which **14** resorts

22,752
rooms

A CLOSER LOOK AT... PULLMAN'S EXPANSION

For the brand, 2012 was a year of intensive development, with 21 new hotel openings increasing the network to 78 units. These included first-ever hotels in India, the United Kingdom and Vietnam. The brand has met with success in the Asia-Pacific region, especially in China, where Pullman now has its biggest network, with 16 hotels. Since the integration of Mirvac, Pullman is the leading upscale hotel chain in Australia with 10 hotels, 7 of which opened in 2012. The goal is to expand the network to 150 hotels by 2020.





Veranda High Resort Chiang Mai –Thailand

MGallery

MGallery, Accor's Collection of memorable hotels in exceptional locations, is opening new frontiers in upper-upscale hospitality with an invitation to guests to experience a new world rich in discovery and emotion. With their individuality, character, elegance and authenticity, MGallery hotels are designed to thrill the heart and mind of travelers seeking an unforgettable stay. Each hotel brilliantly expresses a unique personality and narrative that guests experience through the architecture, interior design, gourmet dining and amenities. Each carefully selected MGallery property features a special ambience belonging to one of three categories: "Heritage" for hotels with a rich history, "Serenity" for havens of relaxation and "Signature" for hotels with a one-of-a-kind design or style. MGallery recently won TripAdvisor's "Best Hotel in France" award for the Cour du Corbeau in Strasbourg, in addition to the prestigious Superdesign award for the brand's new visual identity in France. The MGallery image of elegance and discovery is supported by various communication initiatives, including the release of a new brand film and the third edition of the Brand Guide presenting the Collection's 60 jewels.



mgallery.com



Harbour Rocks Hotel, Sydney – Australia



Hôtel de la cité, Carcassonne – France



Grand Visconti Palace, Milan – Italy



"MGallery, a Collection of unique hotels where every stay is filled with emotion and discovery."

Kristin Scott Thomas

21
countries

58
hotels

6,447
rooms

**A CLOSER LOOK AT...
THE INAUGURATION OF THE MUSE BANGKOK LANGSUAN**

In 2012, the MGallery Collection grew significantly, adding 12 new prestigious hotels to its network. The inauguration of the Muse Bangkok Langsuan hotel, attended by brand ambassador Kristin Scott Thomas, was one of the highlights of the brand's development program. With its central Bangkok location, the hotel rises 25 floors above the Thai capital, offering an exceptional view of the city center and Langsuan road. This unique hotel is a rich and authentic homage to the country's golden age of travel, art and design, with each architectural detail reflecting a devotion and a tribute to the era of Rama V.

Hotel Muse Bangkok Langsuan – Thailand



Grand Mercure Maha Cipta Jakarta Harmoni – Indonesia

Grand Mercure

Authentic and refined, Grand Mercure is emerging as Accor's upscale regional brand. Operating in China under the Mei Jue name and in Indonesia as Maha Cipta, Grand Mercure enables travelers to fully experience each country's culture while benefiting from services in line with international hotel standards. Targeting mainly local customers, the brand respects traditional host country codes of hospitality. The personnel in Grand Mercure hotels are attentive to providing customers with considerate touches that make their stay truly memorable. These include a warm, traditional greeting upon their arrival, menus featuring regional specialties and wellness rituals. Grand Mercure, which inaugurated its first Mei Jue hotel in Shanghai in February 2012, continued to expand throughout the year, to a total of 13 hotels in the Middle Empire. To build awareness of the brand, Chinese teams conducted an array of highly successful communication initiatives during the year, including press conferences, promotional offers and even a family travel blog contest. In early 2013, a Maha Cipta hotel opened in Jakarta, Indonesia. Pursuing its constant focus on adapting to local markets, Grand Mercure today also operates in India and Thailand and plans to develop in Latin America and the Middle East.

grandmercure.com


美爵
GRAND MERCURE
CHINA: 13 hotels


GRAND MERCURE
MAHA CIPTA
INDONESIA: 1 hotel

Grand Mercure Mei Jue Shanghai Zhongya – China



GRAND MERCURE

14
hotels

More than
4,000
rooms



MIDSCALE HOTELS

Accor is the leader in the midscale market outside the United States, which represents 30% of chain hotel rooms worldwide. This highly competitive market is undergoing rapid change as economy hotels grow in popularity and the luxury and upscale segment becomes more appealing. Designed for a fast growing international clientele, the Novotel and Mercure brands are transforming themselves to offer more flexible solutions and hotel experiences combining excitement and efficiency without ever neglecting quality of services.



1,243 hotels

176,933 rooms



Meeting @ Novotel



Novotel

Novotel offers hotels and resorts located in the center of major international cities, business districts and tourist destinations. Thanks to its aligned offering, Novotel contributes to the well-being of both business and leisure travelers, with spacious, modular-design rooms, a balanced food offering available 24/7, conference and fitness facilities, and dedicated areas for children.

In 2012, 17 new Novotel units opened, including the first hotels in Algeria and Tunisia. Novotel is constantly looking for ways to allow guests to enjoy new experiences. The room of the future, designed in 2011 in partnership with Microsoft and Naço, was awarded the French Design Institute's prestigious label Janus de la Prospective in 2012. New technologies are also showcased in recently opened hotels, such as the Novotel London Blackfriars, which joined the network in October 2012. This flagship hotel provides guests with both technology and wellness. In 2012, the brand expanded its Meeting@Novotel offer with the creation of a new conference room designed for all types of business events. Combining the concepts of well-being and business efficiency, the room is now the brand's benchmark offer for meeting organizers. Built to satisfy sustainable development criteria, it also features a modular design that can be adapted to customer needs, as well as latest-technology equipment and contemporary styling. Involved in an environmental management process since 2008, Novotel opted for the internationally recognized ISO 14001 program in 2012, with the goal of earning certification for the entire network by 2014.

novotel.com



A CLOSER LOOK AT... "YOU – OUR MISSION, YOUR SATISFACTION", NOVOTEL'S CUSTOMER PROMISE



Launched in 2012 and deployed worldwide in 2013, the YOU program is an integral part of the brand's quality commitment. It is designed to improve the guest experience by focusing on employee empowerment, so that each employee is encouraged to take initiatives to make customers happy, in line with the brand's "Move Up" human resources policy. The YOU quality commitment is based on four foundations:

1. employees more empowered to manage their relations with customers;
2. a money-back guarantee if a problem is not quickly resolved;
3. a single phone number – 888 – so that all customers can report a possible problem during their stay with Novotel;
4. a management tool to help hotels identify recurring sources of dissatisfaction and introduce remedial actions.

Novotel Tunis Mohamed V – Tunisia



60
countries

395
hotels

74,502
rooms



Novotel London Blackfriars – UK



Suite Novotel Paris
Issy-les-Moulineaux – France

Suite Novotel

In the Novotel family, Suite Novotel is an exclusive concept whose off-beat, avant-garde spirit invites medium-stay guests to enjoy their stay their way in a friendly environment. The units feature modular 30 sq.m suites and such innovative services as free massages, the loan of a car, a snack boutique and the Suite Box package of online services (TV, radio, Internet and games).

suitenovotel.com



8
countries

29
hotels

3,621
suites



A CLOSER LOOK AT... THE "12.21.2012" REVIVAL CAMPAIGN

Suite Novotel created a buzz with a successful, totally original offer focusing on

doomsday and the birth of a new world, as forecast by the end of the Mayan calendar. The campaign featured a humoristic rescue mission that included recommendations on how to survive, posted on a dedicated website. It was also an opportunity for Suite Novotel to showcase its exclusive offering, boost brand awareness and reaffirm its hospitality values.



Mercure Chambéry centre – France

Mercure

Mercure is the only midscale hospitality brand to combine the power of an international network of hotels – all of which meet the same uncompromising quality standards – and the warm, welcoming experience of unique establishments each of which is rooted in its local community and managed by enthusiastic hoteliers. Whether in city centers, at the seashore or in the mountains, all hotels in the Mercure network host business and leisure travelers from around the world.

In 2012, Mercure launched an ambitious project, confirming its commitment to building a stronger, more attractive, more consistent brand. Stronger, by opening 44 new units to broaden and deepen its market coverage. Now present in 50 countries, the chain expanded its horizons with its first hotels in Russia, South Korea and Turkey. In addition, more than 10,000 rooms were renovated during the year, in particular with the Dédicaces concept. More attractive, by offering its website in nine languages and launching the “I Love Summer with Mercure” campaign in 14 European countries. It also developed a new brand communication territory to assert and clarify its positioning. As part of its sustainable development process, the brand has introduced eco-labeled complimentary items in its European hotels, a measure that will be extended around the world. Lastly, more consistent, by expanding its “Mercure Product Essentials” guide, which expresses the brand’s guest commitments in terms of products, furnishings and amenities, and by creating the Mercure Quality Guarantee to maintain the same high level of service across the chain.

mercure.com

Mercure Ambassador Gangnam, Seoul – South Korea





Mercure Würzburg Am Mainufer – Germany

A CLOSER LOOK AT... THE MERCURE QUALITY GUARANTEE

Tested in 2012 in 10 pilot hotels in 7 countries, the Mercure Quality Guarantee has been extensively deployed in every hotel since April 2013. It serves as the backbone of a brand quality pledge to ensure the same high service standards across the network. The Mercure Quality Guarantee is based on three core commitments: the availability of teams, responsiveness, and continuous service improvement, based on 96 standards. Guests can dial a 24-hour hotline with the same number, 2424, from every hotel to voice their needs or any sources of dissatisfaction.



50
countries

732
hotels

89,273
rooms

44
openings



Mercure Arbat Moscow – Russia

A CLOSER LOOK AT... THE BRAND'S FIRST TV SPONSORSHIP INITIATIVE IN FRANCE

Aparthotels Adagio teams developed a vast communication initiative focused on sponsoring television programs with high audience ratings and significant guest potential. The objective was to boost brand awareness in Adagio's key market, France, where the brand is present in nearly 30 cities. Aired at end-August on BFMTV during the weather report or business segment, the commercials were subsequently shown on other programs, including "Capital on M6", "Semaine des Guignols" on Canal+ and the "Sept à Huit" news show on TF1. Under this major initiative, over 2,600 spots were aired over a three-month period. Based on the success of this first experience, Adagio is planning to launch another campaign in 2013.

7
countries in Europe

87
aparthotels

9,537
apartments

Aparthotels Adagio is a joint venture between Accor and the Pierre & Vacances-Center Parcs Group.



Adagio access Nice Magnan – France



Adagio Vienna City – Austria



Adagio Paris Opéra – France

Aparthotels Adagio

Aparthotels Adagio, Europe's leading aparthotel chain, allows guests to experience life in the heart of the city, free from all constraints. The brand offers modern apartments equipped with a kitchen and hotel services (reception, housekeeping, free Internet access, etc.) for extended-stay trips, based on attractive tiered pricing from the fourth night onwards. Targeting both business and leisure travelers, aparthotels provide studios to three-room apartments for stays ranging from a few days to several weeks. Aparthotels Adagio comprises two product ranges: trendy, mid-scale **Adagio** aparthotels located in the heart of leading cities, and affordable, functional **Adagio access** aparthotels located near city centers.

In 2012, the brand was the first in the industry to introduce an extended-stay booking system enabling users to book for periods exceeding one month. During the year, two new aparthotels in Brussels and Geneva were added to the Aparthotels Adagio network. The brand's goal is to have 150 aparthotels and 19,000 apartments worldwide by 2016.



adagio-city.com

1,600 hotels

1 family 3 brands

3 personalities



ECONOMIC HOTELS



"Brand new ibis, brand new comfort"

New beds for the ultimate in comfort.

A 15-minute quality promise: if the teams do not get it right in 15 minutes, the service is on the house.

Breakfast from 4 am to midday.

Staff ready to help 24 hours a day.



"Multiple styles, unique comfort"

Big bed, soft duvet and fluffy pillows.

Designer colors and a good mood on every floor.

An all-inclusive price: Wi-Fi, all-you-can-eat breakfast and more.

A family package and hotels where even parents are welcome.



"Deep sleep, dream price"

Sleep perfectly in a cozy room and comfy bed.

Rooms for one to three guests.

All-you-can-eat, nutritionally-balanced buffet breakfast for less.



ibis

An iconic brand among economy hotels, ibis is reinventing itself to offer the segment's highest levels of service and comfort. Everywhere around the world, ibis guarantees a consistent guest experience, with a modern, connected, soundproofed room, an innovative, supremely comfortable bed, breakfast from 4:00 am to noon, and a wide range of food service concepts. Ibis is the only economy segment brand to offer all of the main hotel services 24 hours a day. It has received ISO 9001 certification for its quality standards, which are summed up in the 15 Minutes Satisfaction Guarantee. What's more, as the largest hotel chain to have been awarded ISO 14001 certification, it also lives up to its reputation for environmental commitment.

Driven by the introduction of new banners in the ibis family, 2012 was an intense year for the brand. Structural projects were quickly executed, like the new brand deployment, the creation of new, innovative bedding and the renovation of common areas. During the year, 60 new hotels were added to the chain, with 25% of openings located in the Asia-Pacific region. In addition, the network opened its first hotels in Laos, Lithuania, Senegal and Tunisia.



ibishotel.com

ibis Lleida – Spain



New common areas





ibis Leiden,
Amsterdam – Netherlands



ibis Paris Berthier Porte de Clichy – France

58
countries

983
hotels

121,004
rooms

80,000
new beds



A CLOSER LOOK AT... THE EXCLUSIVE NEW BEDDING

Developed by corporate research and development teams, this innovative bedding solution, with its elegant, simple, contemporary design, offers the highest level of comfort in the economy hotel segment. Driven by real technological innovations, the pillows, duvet, box spring and mattress have all been redesigned, with each element fitting together to provide guests with the ultimate sleeping experience. New features include a mattress topper, designed to provide improved support and thickness, to offer the ultimate comfort. In just a few months, over 80,000 new beds have been installed in rooms.



ECONOMY

ibis Styles Roanne Centre Gare – France

ibis Styles

A non-standardized economy brand with a multitude of styles and a Happy Mood personality, ibis Styles primarily serves business and leisure customers traveling alone or with the family. Developed mainly through franchising, the brand features a guest-friendly offering with an all-inclusive price covering room, breakfast, beverages, self-service newspaper access, Wi-Fi and a wide array of amenities – all with stylish ambiance and colorful decor. Every hotel offers at least three types of rooms – twin, double and suite – that are specially designed to meet the specific needs of families.

The ibis Styles brand developed extensively in 2012, with 42 new openings. Its goal is to have a portfolio of 350 units by 2015. During the year, the chain opened its first hotels in Egypt, Malaysia, Poland and Switzerland, building on the extraordinary momentum of the launch of the new ibis family identity. This initiative included the deployment of new banners, a global 360-degree promotional campaign and the introduction of new bedding combining superior comfort and elegant design.

ibisstyles.com



ibis Styles Bali Benoa, Nusa Dua – Indonesia



ibis Styles Bordeaux
Saint Médard, Saint-Médard-en-Jalles – France





ibis Styles München Ost – Germany



18
countries

192
hotels

16,538
rooms

40
openings

A CLOSER LOOK AT... "MADE IN IBIS STYLES"

"Multiple styles, unique comfort": with ibis Styles, the concept of design has boldly entered the economy hotel segment. The challenge involves differentiating each hotel through the creation of a unique identity, while developing a cheerful, contemporary concept accessible to all. To achieve its goal, ibis Styles enlists the support of partners from the world of design who are recognized for their intimate knowledge of hotel operations, their sensitivity to the spirit of the brand and their capacity to create and innovate. The objective is to endow each hotel with a strong creative personality and to ensure that the development process complies with the highest standards. Another compelling example of ibis Styles creativity is the innovative modular furniture developed for the hotel-lobby meeting spaces by 5.5 Designers, the design research and consulting firm selected in a talent competition.





ibis budget El Jadida – Morocco



Breakfast room

ibis budget

Ibis *budget* provides basic comfort at an affordable price. The European leader in budget hotels with operations in Australia, Brazil, Indonesia and New Zealand, ibis *budget* is Accor's convenient, casual brand. Perfect for customers in search of independence, ibis *budget* hotels are available around the clock, with "Cocoon" rooms for one to three people, an extra large shower, Wi-Fi access and an all-you-can-eat breakfast buffet. Located near major roads and airports – and increasingly in cities – ibis *budget* hotels deliver highly competitive value for money.

In 2012, the brand pursued a number of major projects aligned with the development of the ibis family. These included the rebranding of Etap Hotel units, the development of the new "Cocoon" room concept, the design of innovative new bedding solutions and the renovation of hotel common areas. What's more, ibis *budget* has installed fluffy duvets and soft new pillows in all its rooms. This year, the brand expanded the portfolio with 21 hotel openings, mainly in France, Germany, Spain and the United Kingdom. Ibis *budget* also opened its first hotels in Morocco and Portugal. The goal is to have a network comprising 600 hotels and 60,000 rooms by 2015.



ibisbudget.com

17
countries

492
hotels

44,954
rooms



A CLOSER LOOK AT... THE NEW COMMON AREAS

As part of the ibis family launch, ibis *budget* redesigned its common areas with a focus on optimizing them in clever, playful ways. The reception area is more open and welcoming, with the walls sometimes decorated in humorous, light-hearted displays. The breakfast room features an all-you-can-eat buffet, free Wi-Fi Internet access and a flat-screen television where guests can watch their favorite programs. Equipped with larger tables and comfortable, colorful chairs, it has been transformed into a modular, multipurpose venue with sliding partitions. Depending on the time of day and guest requirements, it can be used for dining, working or relaxing.

New common areas





ibis budget
Warszawa Peduta – Poland



ibis budget Orgeval – France



hotelF1 Marne-la-Vallée Collégien – France



hotelF1

France's leading low-cost hotel chain, the brand features contemporarily designed duo and trio rooms as well as newly remodeled reception and breakfast areas. More dynamic than ever, hotelF1 has established itself as a straightforward brand that meets the expectations of smart consumers. In 2012, hotelF1 launched a major marketing initiative aimed at young adults and workers, its core customers. A number of offbeat campaigns promoting the cheapest room in the market (starting at €24 per night) helped to raise awareness of the brand. To connect with consumers, hotelF1 installed posters on over 6,000 billboards and promoted its offer at train stations and universities. Nearly 500 advertisements were aired on two French radio stations, NRJ and Fun Radio, in order to attract more young people to the hotels on the weekend.

hotelF1.com

hotelF1 240 18,037 32,000
hotels rooms Facebook fans

A CLOSER LOOK AT... AN EFFECTIVE ONLINE MARKETING STRATEGY

hotelF1 is focusing on the web to boost its business by offering promotional codes, substantial seasonal discounts and lower rates if customers book directly via the hotelF1.com website. It also uses social networks to generate buzz with funny videos featuring the antihero Superflu (MisterToo Much) or with its "Superflu Fight" Facebook game. The strategy has paid off as both online reservations and occupancy rates are up sharply.



WINNING THE BATTLE FOR GUESTS

Distribution



Accor is on the leading edge of global innovation with the only 100% online central booking system. In 2012, online sales continued to rise and accounted for nearly 28% of the total.

Accor strengthened its presence in **social media** and invested in **mobile phone e-commerce services**.

Powerful tools connected to the central distribution system are available to help our hotels and partners to optimize their performance.

DIGITAL HOSPITALITY

Today's guests tend to be "multi-connected," with online access at home, at work and on the road. They are equipped with latest-generation smartphones and tablets, whose popularity is rapidly and steadily growing. To respond to this revolutionary change in behavior, Accor has deployed innovative solutions at every stage of the guest experience.



More than 10 million members
In four years, Le Club Accorhotels has become one of the world's leading hotel programs.



More than 220,000 fans on the brands' Facebook pages

facebook

Accor and its brands are deepening their presence on the web

300,000 downloads of the Accorhotels.com application

15 websites: Accorhotels.com and the hotel brands

240 million total visits

Over one quarter of sales are online

A STEADY RISE IN ONLINE SALES

With the rapid spread of new technologies, guest behavior is changing very quickly. This is especially true for hotel bookings, due to the wider use of smartphones and the deployment of mobile broadband.

CONSTANTLY INTERACTING WITH GUESTS

Thanks to e-commerce sites and social media, Accor and its brands are creating permanent, direct, interactive guest relationships. In 2012, revenue generated by e-commerce sites continued to grow and accounted for 27.8% of the consolidated total. This performance was driven by a dynamic, multichannel strategy comprised of innovative, effective e-commerce sites, mobile applications for all operating systems and a growing presence on social networks. Thanks to this 360° strategy, guests enjoy greater ease of use, seamlessness and recognition at every stage of their experience.

> Accorhotels.com attracted 9 million visitors a month in 2012

Available in 14 languages and 31 national versions, this multi-brand portal ensures that guests will get the best rates and the most available rooms in our hotels. Constantly upgraded, the site offers new services for web users, such as faster, more efficient multi-criteria hotel search functions. A guest profile keeps track of preferences and makes it possible to monitor both room reservations and the advanced booking of hotel services other than the room and breakfast. In 2012, versions of the website were introduced in Indonesian and Korean.



> This digital ecosystem is being extended by the 14 hotel brand sites, which recorded 126 million visits in 2012

Serving as showcases and points of contact between the brands and their guests, these sites are constantly evolving, as seen by the following developments during the year:

- a new **Sofitel website**, that is more flexible and all-inclusive and features more visuals;
- **new languages (Russian and Polish)** for the novotel.com and mercure.com websites;
- a new **long-stay booking function** – the first of its kind – on adagio-city.com.



A GROWING PRESENCE IN NEW MEDIA

> Smartphone bookings are ramping up

The Accorhotels.com application was downloaded 300,000 times in 2012 and attracted more than 12 million visitors. The exponential growth in the latest-generation smartphones and the deployment of mobile broadband are helping to make the telephone an increasingly indispensable solution for booking a hotel room. Ideal for last-minute searches, mobile phones are becoming the preferred channel for online booking. Accor has responded to this development by investing to adapt its websites for mobile phones and to design free applications for booking a room in just a few clicks, thereby successfully driving a more than two-fold increase in the number of rooms booked by mobile phone in just one year.

Initially launched for iPhone, then for BlackBerry, the Accorhotels.com application is now available for Android. In a totally safe environment, the application enables phone users to conduct a geolocalized search, access promotional offers, book a room easily, receive confirmation by SMS or e-mail, and track current bookings.



165,000 fans
on the Accorhotels.com Facebook page

> Investing in social networks

New media provide a host of advantages for forging new relationships between the brands and their guests. They promote a freer, more interactive form of communication that opens a new era in the world of travel. A study of business travelers in Europe revealed that 49% of them leave comments on social networks. By sharing their experience, online guests make a contribution as brand ambassadors and specifiers. Accor was a pioneer in this area, enabling web users very early on to post and consult TripAdvisor opinions for more than 3,500 hotels directly on Accorhotels.com.

In 2012, the portal crossed the threshold of 165,000 Facebook fans and 63,000 fans for the Le Club Accorhotels loyalty program. Guests can now link their Facebook account and their Accorhotels.com profile. This enables users to recommend a hotel to a friend, whose opinion they can then view. Accor is also present on Twitter.

The hotel brands have also been very active, with Sofitel, for example, successfully deploying global online events to create and nurture a true brand community. Launched on Facebook, the Magnifique Cities by Night and 80 Magnifique Nights promotions attracted nearly 50,000 new fans. With 300% growth in the fanbase over the year, Sofitel's Facebook page is one of the market's liveliest.

LE CLUB ACCORHOTELS EXCEEDS THE 10-MILLION-MEMBER MARK

Launched in September 2008, Le Club Accorhotels is today a forefront player in customer loyalty. 100% free and 100% online, this worldwide program has been deployed in 2,600 hotels. In 2012, over 2 million new members joined, each of whom now receives a personalized welcome, targeted offers and special promotions. For Accor, the program represents a powerful tool for forging direct, exclusive relationships with guests and in particular for recognizing and rewarding them, and providing them with more closely targeted offers and solutions. Le Club Accorhotels members are more loyal than non-members and spend twice as much.

With more than 25% of program members located in Asia, Le Club Accorhotels introduced Japanese and Korean versions of the site in 2012.

Easy to use: the loyalty program is also available via two applications – FidMe and Passbook – that allow members to download their Le Club Accorhotels card directly to their smartphone. The launch of Places by Le Club Accorhotels, a unique Facebook application, allows members who stay



in participating hotels to indicate their global positioning and earn badges that reward them for the frequency of their stays, the diversity of their destinations and their loyalty to a type of hotel. Badges are redeemable as points that can be used in Accor hotels or converted into frequent flier miles.

A host of offers: in 2012, the Club outdid itself to further enhance the member experience, with new opportunities to burn points, including tickets to shows, admission to the Salvador da Bahia street carnival and the purchase of fine French wines.



The ibis family generates buzz on the web

- **The new ibis.com portal** was created to support the launch of the ibis family. Available in seven languages, it displays the colors of the three brands that comprise our economy hotel offering. The challenge is to more effectively retain the loyalty of regular guests while winning over new customers by introducing them to the world's leading economy hotel family.

- **The ibis Facebook page** was launched. As powerful communication tools, social networks have become an effective component of the brands' commitment. Ibis has adapted its social network strategy with content presented in the form of a dialogue between the three brands and their fans, who can access photo albums and videos that showcase important ibis family news and relay promotions and exclusive viral campaigns, such as Sleep Art (see pages 17 and 18).

- **An ibis family application** for iPhone, Android and BlackBerry was released. It enables users to find and book a hotel at the best price and includes a global positioning and search function on an interactive map.

- **The brand's advertising campaign** was launched in October 2012 on the web (see page 18).



A POWERFUL SALES ORGANIZATION TO SERVE HOTEL OPERATORS

Accor deploys substantial resources to help its hotels win the battle for revenue. The hub of this process is the TARS central booking system, to which all the hotels are connected. In addition, the brands organize initiatives throughout the year to strengthen their image and attract as many guests as possible.

> TARS: the hub of the Accor distribution system

Year after year, the Travel Accor Reservation System (TARS) continues to demonstrate its importance. The challenge is considerable: to capture more customers and enable the hotels to increase revenue by providing access to new distribution channels at low cost. Over 50% of Accor hotel revenue is generated by TARS, which accounted for 48 million hotel nights in 2012.

TARS serves as a powerful booking and performance driver for all hotels. For our partners, franchisees and investors, it also offers a guarantee of over-market revenue per available room (RevPAR).

The system provides hotels with access to bookings from its direct channels, namely:

- **the Group's websites**, which are comprised of the Accorhotels.com portal, mobile phone applications and the individual hotel brand sites. Together, they generate one booking every three seconds;
- **the nine call centers around the world**, that offer a booking service in 15 languages.

Rooms are also marketed by our business partners, which include leading global travel agency networks, key players in the online travel segment and traditional tour operators.

> The key role of corporate sales

With bookings generated by sales teams in more than 50 countries, including such major emerging markets as China, Brazil, India, Indonesia and Russia, Accor is a major player in the business travel segment. An active strategy of partnering with international organizations like the Association of Corporate Travel Executives and the Global Business Travel Association is also helping to improve the presence and market share of Group hotels with the world's leading companies.



Sales teams in **50** countries

> Reinventing the guest relationship with digital technology

Accor is constantly investing in new technologies that enable hotel operators to provide guests with a warmer welcome and a more carefree, personalized experience.

Guests are now able to create an online profile on Accorhotels.com, where they can express their hotel stay preferences and habits. Hotels can access this information to improve the guest experience and offer the right services for each stay.

Accor hotels can access an integrated platform combining the Property Management System (PMS) and interconnection with the TARS booking system, revenue management systems, and customer relationship and guest satisfaction management systems. More than 2,200 Accor hotels have already embraced this new tool, which provides hotel operators with a totally secure solution that generates revenue gains and time savings and optimizes access to such forward-looking technologies as smartphone-based check-in/check-out services and electronic invoices.

More than
30,000
corporate customers

The Accorhotels.com advertising campaign

Print and display advertisements



Three offbeat, funny TV commercials

01. People in a very serious meeting start to dream about what they'll do once they get back to their hotel...



02. In the middle of the Tour de France cycling race, the Europcar team is giving their all, but instead of the finish line they're thinking of what they'll do in their hotel room...



03. A couple in a taxi is thinking about what their hotel room will offer... and they don't really want the same thing.



> Showcasing the brands

In a highly competitive market, the brands' power and appeal play a key role in creating customer preference. That's why major advertising campaigns have been launched, in particular for:

- **the Accorhotels.com website.** The campaign appeared on TV and online in our leading markets, including Germany, Brazil, France, and the United Kingdom, as well as in Austria and Africa;
- **the ibis family,** which advertised extensively on TV and billboards and in print media in 56 countries. Timed to coincide with the deployment of a new visual identity for the ibis, ibis Styles and ibis *budget* brands, the campaign chose "happy sleep" as its theme.

During the year, the brands also reaffirmed their distinctive personalities and spotlighted their promotions:

- **Sofitel** launched the second phase of its Life is Magnifique advertising campaign, which takes the form of a travel journal. The campaign showcased the hotels, each of which writes a chapter in the luxury brand's story;
- **MGallery** released a new brand film and conducted a wide variety of promotion campaigns throughout the year;
- **Suite Novotel** introduced an ingenious buzz campaign called "12.21.2012 Revival" that was linked to the supposed end-of-the-world announced in the Mayan calendar;
- **Aparthotels Adagio** sponsored a number of French television shows;
- **Mercure, Suite Novotel and the economy brands** promoted their special seasonal offers;
- **ibis Styles** organized Happy Click, a three-month promotion that entitled guests in 11 countries to a 10% reduction on rooms booked via Accor websites. The promotion involved a special coded coupon distributed in hotels and relayed on Facebook and in the monthly newsletter. The goal was to reward Facebook fans and subscribers while driving faster growth in bookings via Group websites.



GROWING WITH OUR PARTNERS



Development



In 2012, Accor set a new record for expansion, with more than **38,000 rooms** opened worldwide, half of which were in the Asia-Pacific region.

To optimize its relationships with partners and the performance of their hotels, **Accor is becoming more professional** and getting them involved as far upstream as possible in the decision-making process.

By 2016, Accor is committed to having **40% of rooms operated under management contracts, 40% under franchise agreements and 20% owned or leased**. It is well on track to meeting this objective, with more than 80% of hotel development carried out under asset-light structures and sustained implementation of the property asset disposal program.

OUTSTANDING OPENINGS IN 2012...





4



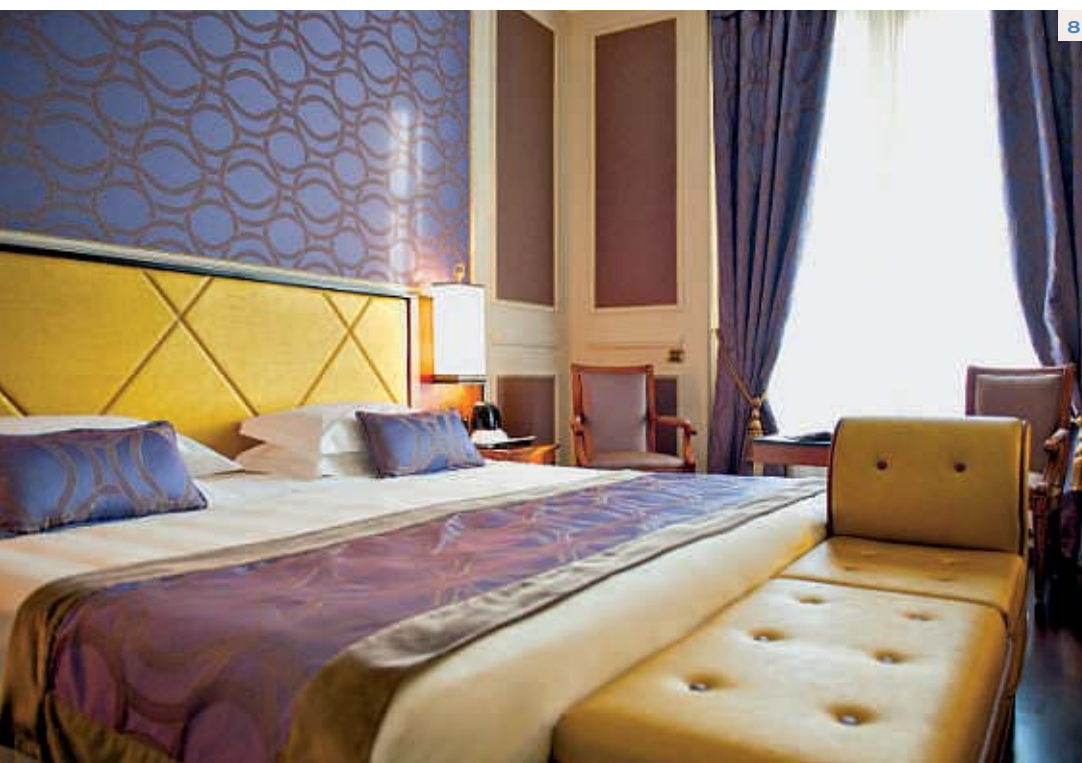
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6

1. ibis Styles Paris
Pigalle Montmartre – France
2. Pullman Jakarta
Central Park – Indonesia
3. Sofitel So Bangkok – Thailand
4. ibis Hong Kong Central
and Sheung Wan – China

5. Novotel London Blackfriars
– United Kingdom
6. Mercure Poitiers Centre – France
7. Grand Mercure Mei Jue Shanghai
Zhongya – China
8. Grand Visconti Palace Milano,
Collection MGallery – Italy



8



7

ANOTHER RECORD-SETTING YEAR, WITH 38,000 ROOMS OPENED IN 2012

With 266 hotels opened, Accor met or exceeded its objectives for the second year in a row, driving a net 6% increase in its network⁽¹⁾. This expansion, which was led by the successful activation of two key levers – organic growth and targeted acquisitions – is critical to enabling Accor to rank among the world's top three hotel groups.

STEPPING UP ORGANIC GROWTH AND TARGETED ACQUISITIONS

In 2012, Accor opened more than 30,000 rooms (210 hotels) around the world. As a result, organic growth was on a par with 2011, even without the Motel 6 network in the United States, which was divested in October 2012.

Following the purchase of Citéa (now renamed Adagio access) in 2011, the acquisition strategy was pursued in 2012, adding nearly 8,000 rooms to the global network with the integration of two regional chains:

> Mirvac in Australia and New Zealand

Most of these 42 hotels will be operated under our upscale and midscale brands, with in particular a Sofitel So in Sydney, three MGallery units and nine Pullman hotels. However, Accor has retained The Sebel brand (18 hotels), which enjoys

high awareness and an excellent image in the upscale apartment hotel segment, which is expected to expand in the Asia-Pacific region;

> Grupo Posadas in South America

Primarily positioned in the luxury, upscale and midscale segments, Accor has reinforced the presence of its Sofitel, Pullman, Novotel and Mercure brands, particularly in Brazil. The acquisition was perfectly timed as Brazil is gearing up to host two major sporting events: the FIFA World Cup in 2014 and the Olympic Games in 2016. At year-end 2012, the Brazilian portfolio totaled 173 hotels, or 27,600 rooms, with coverage across the entire hospitality market.

Designed to broaden and deepen our local hotel network and increase awareness of our brands in two high-growth regions, the two transactions also confirm our determination to strengthen our leadership in emerging markets.



Integrating the Mirvac network in Australia and New Zealand

Announced in late 2011, this €195-million acquisition was completed in May 2012. It involves 5,200 rooms and 42 hotels, of which 65% are located in Australia's four largest cities.

Acquisition of Grupo Posadas in South America

This transaction was carried out in July 2012 for a total of \$275 million. It involved more than 2,600 rooms (13 hotels) that were directly integrated into the Accor network, with a secured pipeline of 2,000 rooms (14 hotels). The acquisition has strengthened our regional presence, especially in Brazil where 10 of the 13 acquired hotels are located.

(1) In number of rooms, excluding closures and Motel 6.



Pullman Gurgaon Central Park – India

ORGANIC DEVELOPMENT FOCUSED ON EMERGING MARKETS

To take full advantage of the dynamic growth in emerging markets, which is being led by a fast-rising middle class in search of travel and leisure opportunities, most of the 2012 room openings were once again concentrated in Asia-Pacific and Latin America, with the BRIC countries (Brazil, Russia, India and China) accounting for nearly one third of the total.

Almost half of the year's openings were in the **Asia-Pacific** region, where Accor celebrated its 30th anniversary in 2012 and the symbolic threshold of 100,000 rooms was crossed. The Group is now the leader in the region, ahead of its international competitors.

This powerful regional dynamic was particularly apparent in:

- **China**, where 4,000 rooms opened in 2012, representing more than 10% of the year's total development program. Three brands in particular stood out: Mei Jue, the new local version of the Grand Mercure brand for the Chinese market, with four new hotels, as well as Pullman and ibis. With a total pipeline⁽¹⁾ of more than 400,000 rooms for 2016⁽²⁾, China will remain the hospitality industry's largest development market for many years to come. Overall, Accor has 127 hotels (representing more than 31,000 rooms) in the country, with a pipeline that totals nearly 100 hotels (20,000 rooms);
- **India**, where Accor confirmed its ramp-up by signing a new partnership agreement with Samhi. Under terms of the agreement, Samhi has acquired a stake in our Formule 1 properties in India and will develop the brand's network. In May 2012, we also inaugurated the Gurgaon Central Park, the first Pullman hotel in Delhi. The opening also provided

an opportunity to celebrate our 500th hotel in the Asia-Pacific region. In a country that has fewer than 200,000 rooms and offers enormous potential for hotel development over the next twenty years, Accor already operates 19 hotels (3,700 rooms), with another 42 units (8,000 rooms) in the pipeline and scheduled to open between now and 2016. This is a significant figure for India, where the total pipeline⁽²⁾ is 65,000 rooms and the industry is developing slowly;

- **Indonesia**, where the economy is booming and Accor has operated for more than twenty years. We turned in an impressive performance, opening 11 hotels (3,000 rooms) in this country, the world's fourth-largest with more than 200 million inhabitants. Business and leisure tourist flows – both domestic and international – are increasing rapidly and represent considerable growth potential for chain hotels. Overall, Accor already has 56 hotels and 11,300 rooms in Indonesia. More importantly, it has 54 hotels and 10,000 rooms in the pipeline that are scheduled to open by 2016. This represents one quarter of the country's total pipeline⁽²⁾.

Latin America, where Accor is also pursuing an assertive development program, saw the opening of around 20 new hotels in 2012. In Brazil, the region's growth driver, 15 hotels (2,076 rooms) were opened, many of them under the ibis brand, and the Grupo Posadas network was acquired (see insert on page 54). With 100 hotels (more than 16,000 rooms) scheduled to open by 2016, Accor accounts for more than one quarter of the country's total pipeline⁽²⁾. Operations were also stepped up in Chile with the opening of four new hotels in 2012.

At year-end 2012, the Latin American portfolio totaled 226 hotels, (35,330 rooms) and covered the entire range of segments.

Accor in emerging markets: major growth potential

	Current portfolio		Pipeline through 2016 ⁽¹⁾	
	hotels	rooms	hotels	rooms
CHINA	127	31,000	nearly 100	20,000
INDIA	19	3,694	42	8,000
INDONESIA	56	11,300	54	10,000
BRAZIL	173	27,612	100	16,000

At December 31, 2012

(1) The number of hotels or rooms under agreement or construction.

(2) Source: Lodging Econometrics Q3 global pipeline.

EUROPE: ACCOR'S STRONGHOLD

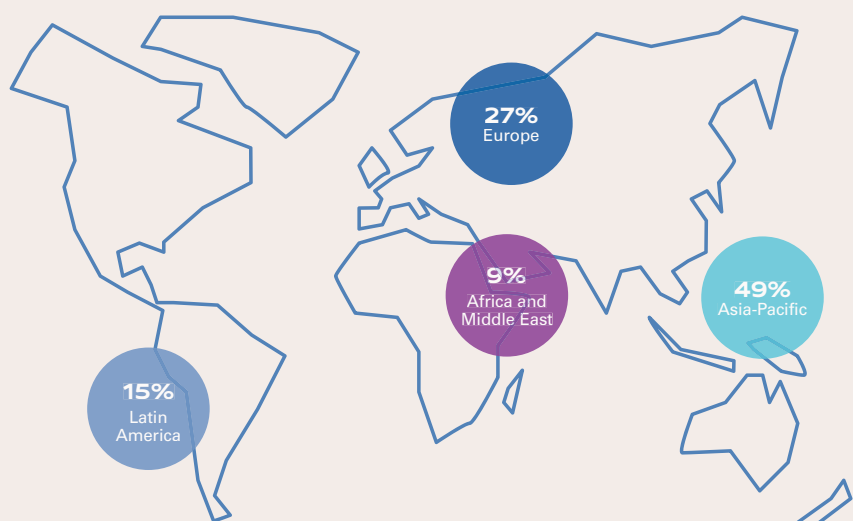
The biggest regional contributor to consolidated earnings, Europe remains a high-potential market in spite of the recession, reflecting the still low 25% penetration rate for hotel chains (compared with 70% in the United States). Moreover, independent hotels still account for a majority of the hospitality supply in many countries like Germany or Italy. In 2012, nearly 30% of total room openings were in Europe, mainly in Germany, France and the United Kingdom, which together accounted for 6,500 new rooms. 63% of this expansion was driven by franchising, as independent hoteliers in today's uncertain economic environment and fast evolving booking landscape increasingly seek the expertise and distribution clout offered by large groups like Accor, the European leader.

Europe still accounts for 25% of the Accor pipeline⁽¹⁾. These pipeline projects mainly involve rebranding existing hotels in the West and developing new units in the East, especially in Turkey and Russia, where hotels under agreement or construction total more than 5,000 rooms. The pipeline⁽¹⁾ for franchised hotels is structurally small since they can be brought to market very quickly.

63% of the rooms opened in Europe were franchised

Expansion concentrated in the Asia-Pacific region

Openings by continent (number of rooms) in 2012



DEVELOPING ACROSS ALL BRANDS AND ALL MARKET SEGMENTS

Accor has demonstrated great vitality across all segments, from luxury to economy. Launched in late 2011, the new ibis family accounted for 40% of development, with 128 hotels and 15,300 rooms added to the portfolio in 2012:

- the **ibis** network grew by 8% with the addition of 61 new hotels (more than 9,000 rooms). In all, 28 ibis hotels opened in the BRICs, including a new 500-room hotel in the heart of Hong Kong, which, along with the Singapore ibis, serves as a showcase in this high-potential region;
- **ibis Styles** posted record development with 42 new hotels (nearly 3,700 rooms) added to a network that already comprises 166 units five years after its launch. During the year, the brand opened its first hotels in Malaysia, Poland and Switzerland;
- in 2012, **ibis budget** opened 21 hotels, representing nearly 2,200 rooms;

Brands operating in other market segments also enjoyed strong growth in 2012:

- **Sofitel** inaugurated five hotels, with such high-profile openings as the Sofitel So Bangkok in Thailand and Sofitel properties in Abu Dhabi, United Arab Emirates and Casablanca, Morocco;

(1) The number of hotels or rooms agreement or construction.

- **Pullman** enjoyed a good year with 21 openings. The brand developed extensively in Asia-Pacific, its flagship region. Growth was led by China, which is home to the largest number of hotels, and by Australia, where Pullman is now the leader in the upscale segment with 10 hotels;
- **MGallery** also experienced dynamic growth, adding 12 units to its Collection of boutique hotels, which total 58 for a network launched only in 2008. During the year, MGallery opened its first hotel in Hungary. Two new hotels also opened in Milan;
- **Grand Mercure** is the new upscale brand for hotels tailored to the expectations of customers in local markets, like Mei Jue in China. Launched one year ago, the network had three hotels in 2012, representing a total of 800 rooms. In addition, the brand has 16 hotels (4,000 rooms) in the pipeline for 2016;
- **Novotel** opened 20 hotels (representing nearly 4,000 rooms) during the year. The new additions included hotels in Abu Dhabi, United Arab Emirates; London, United Kingdom; Ho Chi Minh City, Vietnam; São Paulo, Brazil; and Sofia, Bulgaria;
- the **Mercure** network expanded in 2012 with 44 openings. Three new destinations – Russia, South Korea, and Turkey – were added to the portfolio, which comprises 732 hotels worldwide;
- a joint subsidiary with Pierre & Vacances, **Adagio and Adagio access**, extended their network with openings in Brussels, Belgium, and Geneva, Switzerland.

DEVELOPING MAINLY THROUGH THE ASSET LIGHT STRATEGY

For the year, 57% of openings were under management contracts and 28% under franchise agreements. This was in line with the asset-light strategy, which promotes the use of less capital-intensive operating structures. Accor announced a target for year-end 2016 of having 40% of rooms operated under franchise agreements, 40% under management contracts and 20% owned or leased. This target can be met by a combination of two factors: network development comprised of 80% franchising and management contracts – a goal that was met in 2012 – and a stepped-up program to dispose of owned properties. After their sale, these hotels will remain in the Accor network under franchise or management contracts. In this way, we can increasingly focus on providing our partners with high value-added hotel services while leveraging the extensive hotel operator skills that constitute our strength and underpin our reputation.

70% of Accor's hotel development in emerging markets

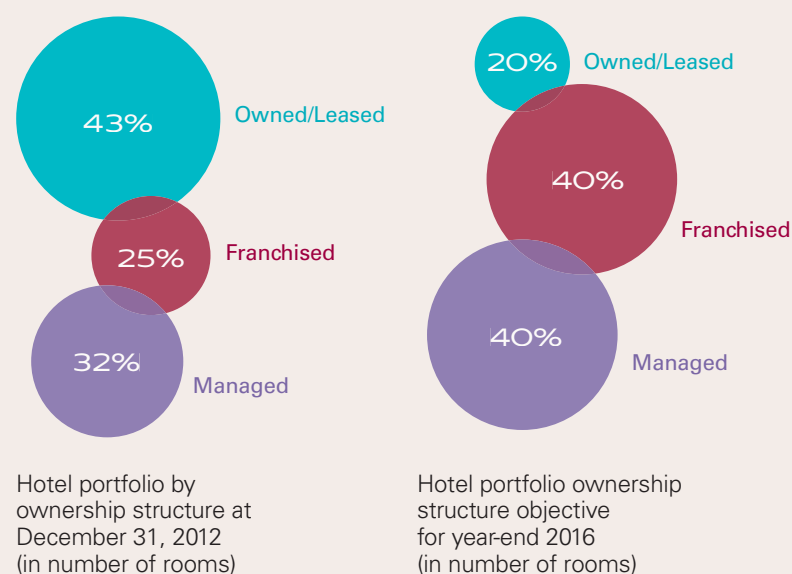


A FAVORABLE OUTLOOK

Accor enjoys considerable potential for organic growth between now and 2016, with a pipeline⁽¹⁾ that at year-end 2012 totaled 85,000 rooms (450 new hotels), with an additional 30,000 rooms (180 projects) in advanced negotiations. This is the market's biggest pipeline outside the United States and is fully in line with our strategy, since more than 70% of the scheduled openings are in emerging markets and most are under asset-light arrangements. The pipeline's strength resides in its geographic diversification and focus on fast-growing regions, as well as in the wide portfolio of brands that range from luxury to economy.

(1) The number of hotels or rooms agreement or construction.

Asset-light expansion is playing a key role in transforming the Accor business model



AN ACTIVE ASSET MANAGEMENT STRATEGY

By expanding primarily under asset-light arrangements while actively divesting its hotel properties, Accor is driving the faster transformation of its business model with the goal of having 40% of rooms operated under franchise agreements, 40% under management contracts and 20% owned or leased by 2016.

A VALUE-CREATING PROPERTY STRATEGY

Since 2005, a vast property asset management program has been deployed with the goal of aligning each hotel's ownership structure with its location and market segment. A total of 228 hotel properties were sold in 2011 and 2012, with the 100 or so units divested in 2012 having a €1.2-billion impact on consolidated adjusted net debt over the period. These hotels have been refinanced through variable leases, management contracts and franchise agreements. This active strategy is enabling us to:

> optimize the property portfolio and structurally improve its profitability, by reducing the capital intensity of the hotel base and earnings volatility;

> focus on our hotels business to develop our hotel engineering skills and operational excellence for the benefit of partners, with whom we share our expertise, powerful brands and distribution capabilities;

> reduce debt to increase financial flexibility, so as to step up development, particularly in markets with high growth potential, and continuously improve the efficiency of the brands and the distribution system.

AN ASSERTIVE ASSET MANAGEMENT STRATEGY IN 2012

In 2012, the main property disposals were carried out by combining four operating structures:

> the sale & management-back of 10 units, including the Novotel New York, the Pullman Paris Tour Eiffel, the Beijing Sanyuan Novotel/ibis complex and the Sofitel Paris la Défense in 2012 and the Sofitel Paris Le Faubourg in early 2013. In this case, Accor sells the property but continues to manage the hotel through a long-term management contract;

> the sale & franchise-back of 60 hotels, mainly in South Africa and France. In this case, Accor sells the property, which is then operated by a franchisee with its teams, supported by Accor services, systems and brands;



> the sale & variable leaseback of nine hotels, of which two MGallery units in Germany and the Netherlands. In this case, Accor sells the property, then operates it under a variable lease, with the rents indexed to hotel revenue;

> the outright sale of 20 hotels, mainly including the Pullman Paris Rive Gauche and five units in Germany.

A NEW ORGANIZATION TO STEP UP IMPLEMENTATION BY 2016

Implementation of the asset management strategy is now being stepped up, in particular for the hotels owned or leased in Europe. This new phase concerns 800 properties, 83% of which are in Europe, and which account for more than half of the owned and leased portfolio. To successfully lead it, a new, more effective, more efficient organization has been put into place by consolidating all of the property-related activities into a new corporate property management department. It is in charge of restructuring the property assets, managing and tracking acquisitions, optimizing all of the construction capital expenditure and managing owned hotel renovation projects.

SUPPORTING PARTNERS WITH HOTEL ENGINEERING EXPERTISE

In 2012, Accor carried out more than 80% of its expansion under asset-light structures by leading an active policy of selling hotel properties to franchisees and investors. This performance primarily reflected our appeal to partners, based on our unrivalled experience as a hotel operator and proficiency in a range of capabilities covering every aspect of the business.

CAPABILITIES THAT MAKE ACCOR AN APPEALING PARTNER

To attract and persuade the increasing number of franchisees and investors who join its network, Accor can offer three main competitive advantages:

> **strong brands** covering every segment of the market, from budget, with ibis *budget*, to luxury, with Sofitel. These powerful, well-known, standardized and non-standardized brands are strategically aligned and adaptable to local market conditions, operate around the world and underpin the reputation and attractiveness of the Accor network. In 2012, we once again demonstrated our ability to think outside the box and invent new concepts that make the difference in the marketplace, for example by creating the ibis family (1,600 hotels by year-end) or the Mei Jue brand in China, the first version of the new Grand Mercure family (see page 28);

> **operational excellence** that has optimized hotel management and built Accor's credibility for more than forty-five years. With nearly 2,200 directly managed hotels, Accor is today the world's leading hotel operator, with experience and expertise shared with its partners. This operational excellence is the precondition for winning the daily battle for revenue, margins and guest satisfaction;

> **a distribution platform** that is a powerful accelerator of hotel bookings and performance. It generated more than 60% of hotel revenue in 2012 thanks to the deployment of a multi-channel strategy aligned with every guest need and booking practice. The digital revolution has not only transformed the guest relationship, it has also reshaped the hotel distribution landscape. For its hoteliers, Accor deciphers the complexity of this constantly changing market, invests in its websites and smartphone apps and connects the hotels to the most popular partner travel websites while negotiating the most favorable financial terms. The Le Club Accorhotels loyalty program also plays a key role in nurturing preferred guest relationships (see the section on distribution, pages 42 to 49).

Accor offers its hoteliers a variety of systems and methods to maximize revenue. Examples include:

> **revenue management**

Every day, 550 revenue managers are working to maximize the total revenue of Accor hotels. With the help of powerful applications installed in most of the strategic hotels, they anticipate future demand, in room nights and revenue, and issue forecasts and sales recommendations for the hotels. A dedicated revenue manager job track has been successfully introduced Group-wide to professionalize the job and secure its capabilities through an ambitious hiring, training and career development policy. As part of this process, more than 2,000 strategic members of the global Accor community have been trained and certified in basic revenue management concepts over the past four years;

> **the new Property Management Systems (PMSs)**

A major milestone has been reached with the unprecedented upgrade of the hotel property management systems – FOLS (for economy hotels) and OPERA (for midscale and upscale hotels) – which have now been deployed in more than 2,200 hotels. They add value to the hotel's business by automatically connecting it, in real time, to distribution systems designed to optimize revenue and the quality of the guest services. The franchised and managed partners have responded very favorably to the new systems, which are now installed in nearly 70% of their hotels. This challenge is particularly important at a time when we are already working on our next priority: technologically upgrading guest services to create greater competitive differentiation.



Grand Mercure Mei Jue Jinan Sunshine – China

SHARING OUR EXPERTISE WITH PARTNERS

Accor is taking this support to the next level by sharing its experience and expertise with partners through:

> a procurement platform, to purchase the right product and service at the right price

Accor's team of more than 150 professionals around the world identify, assess and select products and services in compliance with each brand's standards, local legislation and the corporate sustainable development strategy. Together, they share a database of thousands of products and services grouped into 100 families. In addition to the purchase price, they integrate, from the beginning, each item's delivery, installation, upkeep and recycling costs. In 2012, the procurement teams met the challenge of deploying the new ibis banners across nearly 90% of the network, with nearly 80,000 beds delivered to the hotels, along with 64,000 duvets and 240,000 pillows. The key issue was to successfully identify the suppliers capable of meeting the challenge by verifying their production capacity, financial structure and geographic base;

> extensive expertise in designing, building, renovating, maintaining and outfitting hotels

For more than forty-five years, Accor has designed, built, outfitted, maintained and renovated thousands of hotels. Around the world, dedicated teams of experts in these skills support our owners and partners in successfully leading their construction and renovation projects. They transfer and share Accor's technical capabilities through effective standards defined for each brand, designed to optimize investment and maintenance costs across the hotel life cycle. Just as for our owned and leased hotels, our partners can leverage the expertise of hotel supply and equipment specialists through services custom tailored to each project;

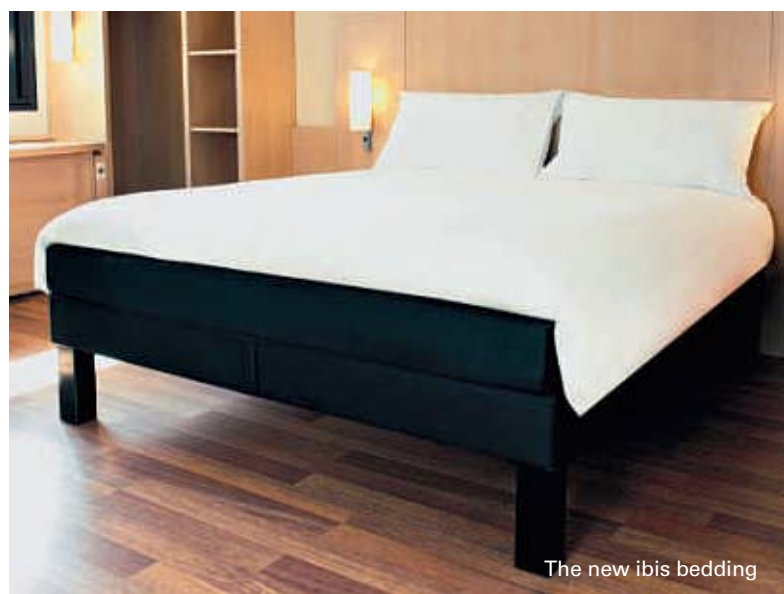


> recognized leadership in sustainable development

Accor consistently takes a responsible approach to growth that respects local communities and constantly strives to reduce the environmental footprint of its hotels. Thanks to our PLANET 21 program, launched in 2012, we now set the industry benchmark for this critically important issue. With the Accor share now included in the four main SRI indices, this represents a compelling competitive advantage at a time when guests are increasingly sensitive to socially conscious spending (see page 74);

> expertise in hiring and retaining employees and developing their skills

With its network of 17 Académie Accor campuses, Accor is the world's leading hotel school. In particular, job track programs are being developed to build talent pools of experts proficient in such complex techniques as pricing, sales and yield management. For their part, the brands define the particular features of their human resources policy, in accordance with Accor values and management principles, and design training programs in seamless alignment with their quality standards. Examples include Novotel's "Move Up" policy and the Mercure training sessions to support the introduction of the Mercure Quality Guarantee (see page 68).



The new ibis bedding





Creating value for and with franchisees

In 2012, Accor met its objectives by franchising 10,508 rooms in 112 hotels over the year. By the end of 2016, four rooms in ten will be franchised thanks to our asset management strategy and ambitious development plan, which calls for 40% of new rooms to be opened under franchise agreements over the next five years. Franchising is expanding in every geography, led by Europe. To persuade a maximum number of partners and attract high-quality projects, Accor is committed to becoming the industry's franchiser of choice, by working on two core drivers of this deep-rooted trend. The first is to create the conditions for a quality partnership with franchisers, based on sharing, trust and transparency. In 2012, for example:

- a standard Accor franchise contract was prepared to clarify and strengthen the mutual obligations;
- a marketing fund was set up in France to enable franchisees to transparently participate in managing their brand's annual advertising and marketing budget;
- franchisee involvement far upstream in the ibis family project proved to be a key factor in its success. It demonstrated the trusting, fully transparent relationship we want to foster with our partners, while guaranteeing efficiency for everyone.

The second driver is to do all we can to optimize the performance of franchised hotels. In 2012, this was illustrated by:

- the roll-out of the PRIMA application in France, which gives Directors of Franchise Operations (DOFs) an immediate, comprehensive, accurate vision of the performance of partner hotels. In this way, the DOF can responsively and reliably provide franchisees with customized analyses that enhance Accor's support;
- the introduction of the new Property Management Systems aligned with the Accor ecosystem to improve efficiency and performance (see page 60).

Accor is developing new resources and investing to create value for and with its franchisees. Every day, our expert country and corporate teams are helping to increasingly professionalize Accor as a franchiser.

SUPPORTING CHANGE



Human resources



Accor attracts and retains the best talent worldwide with a commitment **to enhancing skills and employability**, thereby ensuring job fulfillment for employees and high performance for the hotels.

As part of the transformation of our business model, we work closely with our franchise partners **to build new approaches to human resources management** that take employee needs into account and **enable everyone to grow**.

We intend to serve as a role model for our employees and partners by practicing **socially responsible management** even as we drive strong growth led by management and franchise contracts.

160,000
employees working
in Accor brand
hotels worldwide

More than
450,000 days
of training
In 2012

THE WORLD'S LEADING HOTEL SCHOOL

At Accor, we attach great importance to the quality of workplace relations and the well-being of our employees. A wide range of initiatives are underway to instill and nurture the Accor culture among the 160,000 people working in our hotels worldwide.

Accor **JOBS**
4.7 million visits



ACCOR
ACADÉMIE | the Hospitality
Learning Network

17 Académie Accor campuses
72 countries / 20 languages

ENHANCING SKILLS AND EMPLOYABILITY

As the world's leading hotel operator and hotel school, Accor deploys human resources policies primarily aimed at continuously improving employee skills, a process that is critical to attracting and retaining talent, supporting the efficient day-to-day operation of our hotels, and guaranteeing guest satisfaction.

ACCOR, AN ATTRACTIVE EMPLOYER BRAND

The strength of the Accor brand offers a significant advantage in the job market, helping to attract and retain the best talent available. This important challenge is even more compelling given the highly competitive nature of the hotel industry and Accor's rapid expansion, fueled by the opening of nearly 40,000 rooms a year. This means, for example, that 200 new hotel general managers have to be hired and trained every year. Our franchise partners also benefit from reputation of our brands, which enhance their appeal as employers.

In this process, Accor and its partners are supported by:

- the world-renowned Accor brand;
- the powerful **AccorJobs** website, available in 12 languages and 18 country versions, which every year posts more than 20,000 job and internship offers in our 92 host countries. In 2012, it received 4.7 million visits and 500,000 applications;
- an active presence on social media such as Facebook, Twitter, LinkedIn and YouTube. In 2012, AccorJobs created a Facebook page where our hotels can post their own job offers.

In early 2013, Potentialpark ranked Accor first in France and fourth in Europe in online human resources communication.



No. 1 in online human resources communication in France



ENCOURAGING PROMOTING FROM WITHIN

Accor employees enjoy a wide range of opportunities to develop their skills and advance their careers, including international mobility, validation of acquired experience programs, and continuing education courses like the International Hospitality Management Program (IHMP) offered since 1997. Developed in conjunction with the ESSEC business school's hospitality faculty, the program is helping to create a pool of international managers ready to take on new operating responsibilities in the short to medium term. The 27 employees who completed the course in 2012 ranged in age from 26 to 48 and represented 17 different nationalities. One third of them were women. Another resource used to advance the careers of managers is Success, an international online application that gives more than 5,000 managers a view of all the vacancies across the organization and a forum for expressing their job aspirations. Users can also submit their résumé, update their profile and post their career goals.

A NEW AMBITION FOR THE ACADÉMIE ACCOR

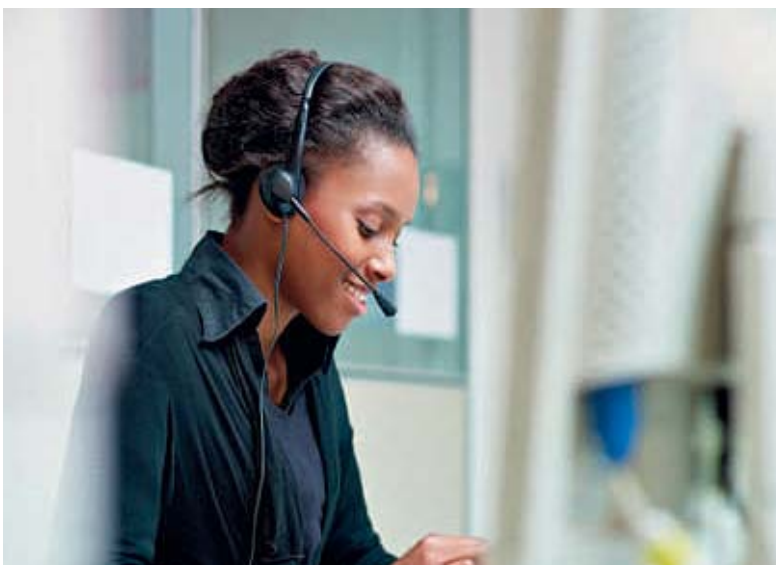
Today the world's leading hotel school, Accor was also the first hospitality group to create its own corporate university, the Académie Accor, founded in 1985 and now comprising 17 campuses worldwide.

> **The Académie Accor primary mission** is to train employees so that every guest enjoys impeccable quality of service. This means helping employees to continuously progress throughout their careers by offering them a variety of skills development opportunities.

> **Its second mission is to support Accor's expansion by enhancing professionalism in every job family**

In today's highly competitive marketplace, transferring knowledge and operational excellence skills represents a source of differentiation and greater competitiveness for both Accor and its partners. With training courses offered in 72 countries and 20 languages, the Académie Accor plays a key role in this process, providing increasingly bespoke solutions that more effectively address local issues and the staff training requirements of each hotel.

To effectively support our growth, the Académie Accor has reinvented itself as the Hospitality Learning Network. Its challenges are to continue instilling Accor culture, while fulfilling brand promises and guaranteeing guest satisfaction in every hotel, whether owned, leased, managed or franchised. For several years now, the Académie Accor has offered training programs increasingly based on blended learning technologies that make it possible to train people both onsite and online using such tools as e-learning modules and virtual classrooms.



STRENGTHENING THE JOB TRACKS

In recent years, Accor has been deploying a highly assertive, widely recognized job tracks strategy to improve hotel performance by creating talent pools in jobs that will play key roles in tomorrow's hospitality industry. For employees, this offers an opportunity to acquire new skills or to sharpen their expertise at a time when the profession is changing very quickly. In particular, this is the case for:

> **sales**, where the Sales & Distribution Pass training module was offered to 200 sales experts in 2012. It allows sales managers to take their capabilities to the next level and measure themselves against the basic, fundamental principles of hospitality sales. These courses are included in an ambitious program to improve the professionalism of our sales teams, from hiring to career development;

> **revenue management**, the number of revenue managers has doubled in just four years, from 275 in 2008 to 550 in 2012. A dedicated revenue manager job track has been in place since 2007, supported by the RM Pass series of specialized training courses offered in association with the Académie Accor. They are designed to enhance the capabilities of revenue managers and other employees who help to optimize hotel revenue.

550
Accor revenue managers

The training has been provided to 2,100 employees so far. In addition, partnerships are regularly formed with schools to train and pre-hire talented young people who will fill tomorrow's strategic positions. In early 2013, Accor signed a partnership agreement with the ESSCA business school in Angers, France, undertaking to help develop content for the school's Masters degree in services marketing and revenue management. Since late 2011, we have also partnered the revenue management Masters degree offered by Institut Paul Bocuse and IAE Savoie Mont-Blanc, France;

> **distribution**, with the new Distribution Excellence (DEX) program primarily designed for hotel general managers and revenue managers. The program is helping hotel managers to understand the major issues and challenges raised by distribution channels and room booking methods. It also provides keys to building a strategy and developing everyday distribution tactics for their hotels. The program will train 500 employees around the world in 2013.

ACTIVELY PARTNERING WITH ACADEMIA

Accor has always maintained close ties with the student community through a wide variety of initiatives with business and hotel schools, universities and job fairs. This outreach is helping to raise awareness of Accor among students and teachers and enabling us to share our passion for the hospitality profession with them and participate in their education. As part of our partnership with the Lausanne Hotel School (EHL), the co-founding Chairmen and the Chairman and Chief Executive Officer met with incoming EHL students at the start of the 2012 school year. Also in Switzerland, Accor has formed a partnership with the Glion Institute of Higher Education so that hotel managers and department heads can validate their experience in the profession via an online MBA in international hospitality and services industries management.

A broad-based partnership signed with the French Education Ministry

On April 18, 2012, a five-year partnership agreement was signed with the French Education Ministry with the aim of increasing the employability of Accor employees, enhancing the appeal of hospitality professions and improving the effectiveness of vocational training. In practical terms, Accor pledged to help 100 employees earn certification under France's validation of acquired experience system, offer internships to 3,500 young people each year, and train 30 teachers every year in emerging hotel professions.



BRANDS ATTENTIVE TO EMPLOYEES

As they gain in strength and guest appeal, the brands are also enhancing their ability to attract and retain employees. In line with the new brand-based organization in Europe, each one is sharpening its special features, improving its performance and delivering a superior guest experience thanks to ambitious and innovative skills development programs. These are designed to help employees to grow and take advantage of opportunities for career advancement. Examples include:

> **Sofitel**, Ambassadors program, which supports each key stage in an employee's career path with the dual purpose of developing skills and nurturing the brand spirit.

It is structured around three essential stages in the career development process:

- **Be Yourself**, which selects talented people based on their personality and attitudes. Its core component is the School of Excellence partnership with 15 leading hotel schools around the world, which is dedicated to talented young people;
- **Be Ready**, the induction and onboarding phase, based on a series of seven mandatory training modules designed to instill Sofitel's core values;
- **Be Magnifique**, which enables Ambassadors to perfect their skills and prepare for positions as experts or managers.

In 2012, Sofitel received several industry awards and honors, including in particular the Hospitality Award for the School of Excellence, in the category "People and Talent Management";

> **Pullman's** "Get Closer" program, which aims to fulfill the brand's guest promise through a holistic, aligned human resources process. From service attitudes and brand values to such new positions as Welcomer, IT Manager and Quality & Attitude Manager, every aspect has been designed and developed to offer guests the best possible experience, while upholding the brand's standards, instilling a sense of pride in employees and giving everyone an opportunity to advance. In 2012, the program introduced two new training modules: Welcom'in for Welcomers and Quality Management for Quality & Attitude Managers;



> **Novotel's** innovative and very dynamic "Move Up" human resources policy, which is structured around six stages:

- **Welcome**, a six-month induction process,
- **Itinéraires**, a three-stage, certification-backed training course,
- **Globe-Trotter**, an intensive two-year module for becoming a department head,
- **GM Pass**, a one-year personalized development program to learn the hotel general manager profession,
- **Visa Novotel**, an opportunity for the best employees to gain job experience outside their home country,
- **Novotel Services Attitudes**, to convey the brand's service philosophy. By end-2012, the program had been deployed in 250 Novotel hotels;

> **Suite Novotel's** Suite Discovery onboarding program for all new hotel employees and its "Cercle des Talents" certification-backed training program for reception, housekeeping and breakfast staff, which enables employees to develop their skills and progress through three certification levels;

> **Ibis's**, skills qualification courses like the "Acteurs" and "Parcours Adjoint" programs, as well as the Techniway by ibis course for technical employees in France, which expands their skills base and emphasizes the invaluable role they play;



> **Mercure's**, two new e-learning modules that are supporting the pilot deployment of the Mercure Quality Guarantee in seven countries (see page 33). Discover Mercure introduces employees to the brand and its values, guests and quality commitments, while the Manage Mercure Quality Guarantee module for managers focuses more on the Mercure Quality Guarantee process, with a review of its resources, stages, plan and prioritized actions. For its part, Change Management is a classroom course for managers, accompanied by video podcasts and a collaborative platform for sharing best practices.

Supporting deployment of the new ibis family

To facilitate deployment of the ibis family across a network of 1,600 hotels – now rebranded ibis, ibis Styles or ibis *budget* – a vast program was designed to ensure that every employee embraced the new strategy and understood its various aspects:

- kick-off events were organized in each country to facilitate buy-in among general managers;
- two training modules – Discover ibis family and Becoming a Guest Ambassador – were led by general managers for their teams;
- various presentations and quizzes were prepared;
- an internal poster campaign was conducted to explain the strategic vision to employees of the three new brands. Two other programs were rolled out during the year to involve employees in the deployment of two major projects: the introduction of new bedding and the reconfiguration of hotel common areas.



LEADING BY EXAMPLE AS A SOCIALLY RESPONSIBLE EMPLOYER

With its extraordinarily diverse corporate community, Accor is deeply committed to respecting and nurturing its unmatched human capital. Even while undergoing a significant transformation, we are more determined than ever to uphold our ethical management principles as we evolve and grow. That's why we are assertively sharing, with all our partners, the corporate culture and Accor spirit that make us different and more appealing.

ACTING AS A RESPONSIBLE EMPLOYER AND CORPORATE CITIZEN

In 2003, Accor pledged to uphold the 10 fundamental principles of the United Nations Global Compact in every host country. Previously, we had already demonstrated our commitment to respecting human rights and labor laws with the 1995 signature of a worldwide agreement with the International Union of Foodworkers (IUF) on employees' freedom of association and right to unionize. In June 2012, we became a member of the International Labour Organization's Global Business and Disability Network.

These commitments are put into practice every day by our employees, who play a key role in implementing our environmental and social responsibility policies in line with local conditions. Thanks to their efforts, Accor has made genuine progress in a number of areas, including in the fight against the sexual exploitation of children (see page 82).

Every Accor brand hotel around the world is expected to comply with the commitments and principles championed by the Group and its management, which serve as the shared foundation for our managerial community and enhance our appeal. This ethical vision of management and business practices is reflected in:

- **the management ethics guide**, published in 2009 and widely distributed to every manager. It covers such issues as human rights, working conditions, compliance with legislation, anti-corruption procedures and the environment;
- **management values** – innovation, the spirit of conquest, performance, respect, trust – that express the unique personality overarching the diversity of our brands, professions, countries and cultures. These values have inspired our management principles and practices based on trust, paying attention to others, respecting differences and being open to new ideas;



- **a determination to act** as a driving force in the hotel industry by setting an example in our relationships with employees, local communities and the environment. This is the ambitious vision of our PLANET 21 sustainable development program launched in April 2012, which sets out 21 measurable objectives for 2015 in seven key areas (see pages 74 to 85). One of these areas is employment, which includes commitments relating to diversity, employability and employee skills development.

As we pursue the transformation of our business model, we are actively encouraging our investor, hotel owner and franchisee partners to practice socially responsible management, for the greater benefit of everyone working under an Accor banner.

FOSTERING MEANINGFUL DIALOGUE

In every host country, Accor has always endeavored to maintain constructive dialogue with employee representatives, with whom a wide variety of collective agreements have been signed over the years. This social dialogue process is primarily conducted through the Group Works Council, the Social Council and the European Works Council, with policies then cascaded down to country level. In France, for example, a human resources planning and development agreement has been signed for the 2012-2014 period, providing for such employee support resources as annual performance reviews, information, training and certification programs. New collective agreements were signed in 2012 with employee representatives in Brazil, Hungary and the Netherlands.

CO-CONSTRUCTING WITH FRANCHISE PARTNERS

The transformation of our business model is being driven by an asset management and expansion strategy whereby hotel properties are sold to investors under management-back or franchise-back agreements. Since this results in a change of employer for many of our teams, we carefully track the transition process and sign agreements on support measures with employee representatives. 2012 was a pivotal year in this respect, with the announcement that 800 hotels would be refinanced and operated under franchise or management contracts by 2016. In this situation, the employment contracts of staff are transferred to the new owners.

At the same time, the brands are also working with franchise partners in a spirit of co-construction. Mercure, for example, has decided to deepen franchisees' involvement in the development of training modules so that their specific needs can be addressed. In this way, franchise partners are being more effectively integrated into the Mercure community, thereby ensuring greater consistency in service attitudes and management style across the chain.

MEASURING AND IMPROVING EMPLOYEE WELL-BEING

To ensure that employee expectations are effectively met and to drive continuous improvement in the quality of worklife, employee opinion surveys are regularly conducted by both Accor and the brands. Every two years, employees in franchised and managed hotels are asked 34 questions about life at Accor. The brands can also add questions related to local issues or specific challenges. During the 2011-2012 round, a total of 75,699 employees responded to surveys conducted in 71 countries. Consolidated survey data showed that the results



have remained stable over the years, with employees consistently saying that they are highly satisfied in general and very proud to work at Accor. Managers can also use the "Local Climate and Personal Initiative" (CLIP) survey to measure their team members' morale and level of engagement. Organized around 8 main topics and available in 11 languages, CLIP can be used to design an action plan of corrective measures tailored to each hotel, based on the findings.

In 2012, Accor was the first French multinational to appear on the Great Place to Work® Institute's list of the world's 25 best multinational workplaces, following a global survey on worklife quality.

REWARDING TALENT

Accor has always understood the importance of celebrating talented employees who deserve recognition and reward. To strengthen our corporate culture and employee pride, award ceremonies have long been organized to mark these occasions. Examples include:

> the Accor Bernaches awards, created in 1990

Every year, Gold, Silver, Honor and Team awards are presented to employees whose exemplary actions and behavior embody our corporate values. This symbol of recognition is widely respected not just within Accor but also across the hospitality industry. In 2012, an Imagination Bernache was introduced for employees whose actions and initiatives take us off the beaten path toward new frontiers;

Facilitating the seamless integration of Posadas teams

As part of its very strong growth dynamic, in 2012 Accor acquired Grupo Posadas' network of 13 hotels in Latin America. Our human resources teams worked with the Académie Accor campus in Brazil to develop an ambitious, custom-tailored program to induct and train the 1,600 former Posadas employees. Implemented by the brands, the program led to the deployment of specific modules, totaling more than 600 hours of training, and the organization of a wide variety of meetings and events. Throughout, the goal was to share the Accor spirit with the new teams and to inform them about the Group, its position in Latin America and the special features of their new brand.



SUPPORTING AND EMBEDDING DIVERSITY ACROSS THE ORGANIZATION

Diversity drives performance and creativity, enabling us to better understand our inherently diverse customer base so that we can meet each guest's needs more effectively. At Accor, we are deeply dedicated to recognizing the individual differences of every employee and to ensuring that human resources management processes are based entirely on capabilities and performance. In recent years, we have been openly engaged in fostering diversity, with commitments formalized in France through the Diversity Charter signed in 2004 and the Group-wide agreement in 2007.

> International Diversity Charter

This commitment was taken to the next level in 2011 with the roll-out of the International Diversity Charter, which serves as the foundation for our diversity policies. Four priority areas have been defined for the period to 2015: diversity of origins, integration of the disabled, age diversity and gender equality in the workplace. In France, following the agreement signed in 2011 for the 2012-2014 period, the Integrating the Disabled Project team hired 37 people with disabilities on permanent contracts and organized 92 disability training and sensitivity sessions, in part thanks to the partnerships with schools. On a full-time equivalent basis, a total of 536 disabled persons were employed in France at end-2012.

In other host countries, a variety of initiatives have been taken to support jobs for the disabled. In Thailand, for example, a program was introduced in all Accor hotels in 2011 to hire and onboard people with disabilities. In 2012, it received an award from Thailand's Ministry of Labor on the International Day of People with Disabilities.

> the Professions Challenge

Open to hotel industry beginners working for Accor anywhere in the world, the Professions Challenge celebrates the reception, kitchen, dining room and bar professions. For its tenth year, the contest was relayed on the AccorJobs Facebook page and on Twitter@accorjobs, with the eight winners receiving their awards from Denis Hennequin during a ceremony held at the Mercure Paris Centre Tour Eiffel on January 15, 2013.



Participants in Accor's 2012 Professions Challenge.



The new Accor women's network

Women account for 50% of the Accor workforce but only 27% of our hotel general managers and 13% of our directors of operations.

In response, a new women's network was created in late 2012 to help increase the number of women in management positions. Women at Accor Generation (WAAG) is led by an international team of men and women and structured around eight regional networks. It provides a forum for discussion and innovation that aims to increase the percentage of women managers – with a target of 35% women among hotel general managers in 2015 – and to make our hotels even more welcoming for female guests.



We aim for every women to achieve her ambition.

THE ACCOR FOUNDATION

Over the past four years, our community outreach strategy has been led by the Accor Foundation, with the ambitious goal of forging ties between cultures by supporting the development of disadvantaged individuals and their integration into the community.

EMPLOYEE ENGAGEMENT

Since 2008, the Foundation has been active in 35 countries, supporting 147 projects and directly reaching more than 85,000 people who are outside mainstream society. These initiatives are primarily being led by Accor employees, who are the driving force behind the Foundation's activities. It is with them, and thanks to their commitment, that the Foundation sets up the projects, tracks their performance and measures their impact.



A week of action

In late December 2012, the Foundation organized a Solidarity Week with the participation of head offices and hotels in 33 countries. Employees rallied around a very diverse array of initiatives, including clothing drives, socially responsible product sales, association tea parties and orphanage visits.

In 2012, more than 6,000 employees were directly involved in the 41 local initiatives financed by the Accor Foundation worldwide. These projects focus on three major areas of outreach:

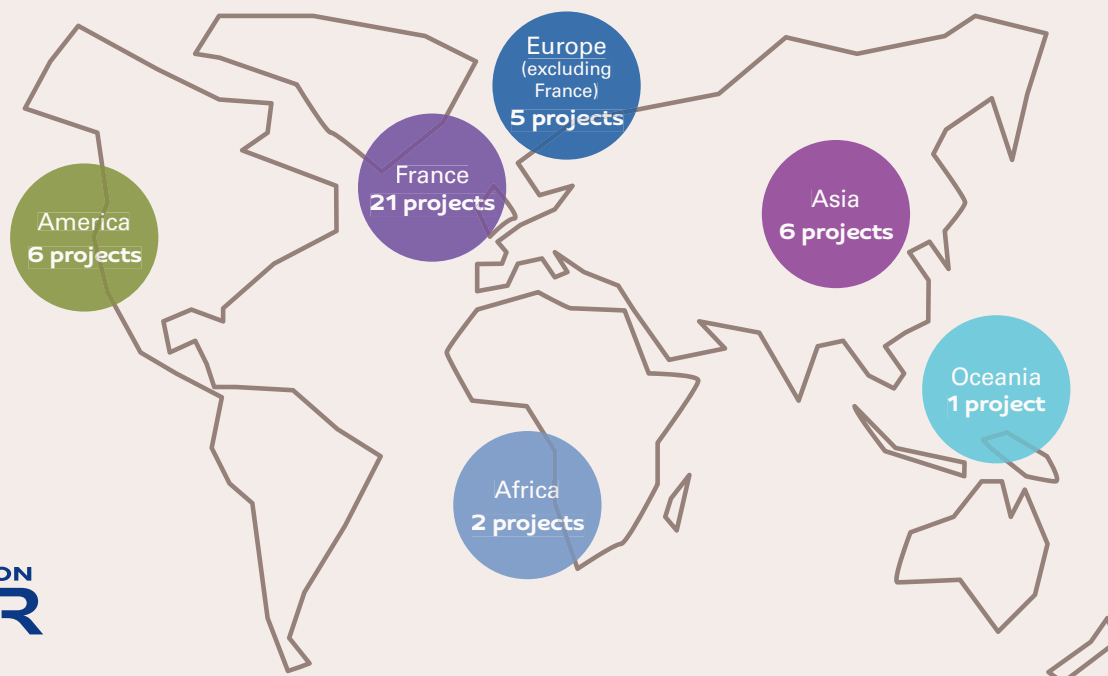
- local know-how (4 projects);
- training and insertion (33 projects);
- humanitarian and emergency aid (4 projects).

Already well-established and highly regarded across the Group, the Accor Foundation now wants to involve a greater number of stakeholders (guests, suppliers and partners) in its community outreach projects, for example through fund raising in hotels.

PROMOTING SUCCESSFUL INTEGRATION

The Foundation's objective is to empower the people it supports so that they can live independently. This is why it strives to deploy project models that are economically viable and self-sustaining over the medium term. In 2012, support was provided to more than 200,000 direct and indirect beneficiaries, including disadvantaged young people, marginalized single mothers and struggling craftsmen. More than 50% of project participants are now employed, and several projects have already reached self-sufficiency in China and India, as well as in Poland, where the Foundation has been able to withdraw.

Projects financed in 2012 by region





Renzo Lorio
Senior Vice-President Novotel
Southern Europe and General
Manager, Accor Italy

**Why are you involved
in this project?**

"Learning a trade and having an opportunity to do your best is one of the most powerful drivers of upward social mobility. I immediately appreciated the opportunity of working with In-Presa in its commitment to giving certain disadvantaged young people a chance to recover their role in society thanks to gainful employment."

TRAINING AND INSERTION

Italy: the "Tessere Legami" project

Objective: to bring disadvantaged young people into the job market through certification-backed training programs.

Association supported: In-Presa

In a Milan suburb, the In-Presa association runs a vocational school where disadvantaged young people are trained to be sous-chefs. To enable them to develop new capabilities as they prepare to enter the job market, the Accor Foundation is supporting the creation and installation of a pastry kitchen in the school. From the start of the 2013 term, 62 young people will be trained in the pastry trades, giving them additional skills to help them to find a job.

LOCAL KNOW-HOW

India: the "Maison de l'Artisanat" project

Objective: to help 14 communities of disadvantaged craftsmen and women to earn a living from their traditional skills, such as woodworking, hand weaving, silk painting, leatherworking, etc.

Association supported:

Dastkar, which means "artisan" in Hindi

Since 2009, the Accor Foundation has supported Dastkar's program to help disadvantaged craftsmen and women in 14 communities to adapt their products to national and international demand, and to give them training in marketing techniques. In 2012, the Foundation continued its support by setting up a Dastkar boutique in the "Maison de l'Artisanat" in New Delhi, where the artisan communities can sell their products, thereby increasing their income and improving their quality of life.



Kritika Nagpal,
Human Resources Manager,
ibis Delhi Center

**Why are you involved
in this project?**

"It is for me an immense sense of satisfaction

at being able, thanks to this project, to make a small difference to the cause of those artisans and crafts people in India, immensely talented, gifted and passionately committed to their skills, but completely lacked the means."



Graeme Ham, Director of Human Resources,
Accor New Zealand and Fiji

How did you get involved in this project?

"When the flooding occurred early in 2012, I organized fundraising to help families affected and then turned to Foundation Accor to provide specific assistance for the children who faced ongoing severe and acute malnutrition. Of all the humanitarian challenges in the world, this one is on our doorstep. I'm proud to work for a global hotel group that cares for the communities in which we operate hotels. It's part of our Accor DNA."



HUMANITARIAN AND EMERGENCY

Fiji: to support victims of the early 2012 flooding in Fiji

Association supported: Cure-Kids Fiji

In the aftermath of the floods that hit west Fiji in early 2012, epidemics spread, mainly affecting children. The Accor Foundation released emergency funds of €10,000 to allow Cure-Kids Fiji to buy care kits for 182 children affected by the epidemics, which were then distributed by Accor Fiji employees.

REINVENTING HOTELS SUSTAINABLY



Sustainable development



Launched in April 2012, our PLANET 21 program is designed **to reinvent hospitality on a sustainable basis**. It reflects our deep involvement in sustainability, where we intend **to set the standard** and act as the industry leader.

PLANET 21 comprises **21 commitments**, backed by measurable objectives for 2015, which are being pursued to make the Earth a better place to live. **At Accor, we see sustainable development as an integral part of our growth.**

We recognize that our guests and partners are increasingly concerned about social and environmental issues.

That's why we have placed the PLANET 21 process at the heart of our strategy and are actively encouraging our guests and partners to join us in fulfilling its promise.

PLANET 21, ONE YEAR ON

The ambitious PLANET 21 program, which is unique in the hospitality industry, was launched on April 21, 2012, marking the start of a new phase in the sustainable development process pursued by Accor since 1994. Through PLANET 21, we are reinventing the hotel business sustainably, while serving as a driving force for the entire industry. The program is also a way for us to create competitive advantage at a time when travelers are increasingly sensitive to social and environmental issues.



The PLANET 21 Pledge

A GLOBAL LAUNCH

To celebrate PLANET 21's global launch, a multitude of events were organized in our hotels worldwide, including guest awareness campaigns, sustainable development training sessions, buffets with eco-friendly and fair trade products, and tree planting projects. Employees in more than 70 countries responded enthusiastically, with a great many of them organizing their own initiatives to meet the PLANET 21 commitments. Dozens of press conferences were also held worldwide, in Brazil, France, Germany, Hong Kong, Indonesia, Mexico, Morocco, the Netherlands, Peru, Poland, Portugal, Turkey and the United Kingdom.

PERFORMANCE AND COMMITMENT, THE CORNERSTONES OF PLANET 21

Unique in ambition and scope, the PLANET 21 program is built on two core components:

- **a continuous improvement strategy** structured around 7 pillars and 21 commitments, each backed by measurable objectives for 2015 (see table opposite). PLANET 21 is managed using the OPEN management application that enables hotels to accurately track their sustainable development performance via 65 operational checkpoints and a comparative analysis system covering the entire network;
- **a participative engagement process** in which guests and employees are invited to contribute to the hotels' sustainable development initiatives. In support, innovative signage has been deployed to inform and motivate people to participate, with friendly, helpful messages that encourage without being self-righteous. Guests also play a key role in our Plant for the Planet reforestation project by using their bath towels for more than one night.



7 pillars, 21 commitments and measurable objectives for 2015

7 PILLARS	21 COMMITMENTS	2015 OBJECTIVES
 Health	1. Ensure healthy interiors.	85% of hotels use eco-labeled products.
	2. Promote responsible eating.	80% of hotels promote balanced dishes.
	3. Prevent diseases.	95% of hotels organize disease prevention training for employees.
 Nature	4. Reduce our water use.	15% reduction in water use between 2011 and 2015 (owned, leased and managed hotels).
	5. Expand waste recycling.	85% of hotels recycle their waste.
	6. Protect biodiversity.	60% of hotels participate in the Plant for the Planet reforestation project.
 Carbon	7. Reduce our energy use.	10% reduction in energy use between 2011 and 2015 (owned, leased and managed hotels).
	8. Reduce our CO ₂ emissions.	10% reduction in CO ₂ emissions between 2011 and 2015 (owned, leased and managed hotels).
	9. Increase the use of renewable energy.	10% of hotels use renewable energy.
 Innovation	10. Encourage eco-design.	40% of hotels have at least 3 eco-designed room components.
	11. Promote sustainable building.	21 new or renovated hotels are certified as sustainable buildings.
	12. Introduce sustainable offers and technologies.	20% of owned and leased hotels offer green meeting solutions.
 Local	13. Protect children from abuse.	70% of hotels have committed to protecting children.
	14. Support responsible purchasing practices.	70% of hotels purchase and promote products originating in their host country.
	15. Protect ecosystems.	100% of hotels ban endangered seafood species from restaurant menus.
 Employment	16. Support employee growth and skills.	75% of hotel managers are promoted from internal mobility.
	17. Make diversity an asset.	Women account for 35% of hotel managers.
	18. Improve quality of worklife.	100% of host countries organize an employee opinion survey every two years.
 Dialogue	19. Conduct our business openly and transparently.	Accor is included in 6 internationally-recognized socially responsible investment indices or standards.
	20. Engage our franchised and managed hotels.	40% of all non-budget hotels, across all operating structures, are ISO 14001-certified.
	21. Share our commitment with suppliers.	100% of purchasing contracts are in compliance with our Procurement Charter 21.



HEALTH: WELCOMING GUESTS WITH A GUARANTEE

In today's uncertain world, where food-related, hygiene and environmental threats abound, we provide guests and employees with a healthy environment and a haven of tranquility.

Commitment	2015 Objective	2012 Result
1. Ensure healthy interiors.	85% of hotels use eco-labeled products.	89%
2. Promote responsible eating.	80% of hotels promote balanced dishes.	87%
3. Prevent diseases.	95% of hotels organize disease prevention training for employees.	40%

MAJOR ACHIEVEMENTS IN 2012

Nearly 90% of hotels use eco-labeled cleaning products

In public places like buses, trains, schools and hospitals, or commercial buildings such as offices and shops, or even in homes, the importance of indoor air quality is often overlooked despite the potentially significant impact on people's health. The presence in enclosed areas of substances like volatile organic compounds or formaldehyde depends on a number of factors, including the building's design (insulation), the materials selected (floor coverings and wall paint) and the cleaning products used. With a network of 3,500 hotels worldwide, Accor is taking action on what it considers to be an important issue for both employees and guests. **As of end-2012, 89% of the hotels were using eco-labeled products, compared with 68% in 2011, and more than a quarter had rooms with eco-designed components.**

Promoting balanced nutrition

Health and nutrition go hand in hand and a balanced diet is a primary factor in preventing major health problems such as high blood pressure and diabetes. With more than 130 million meals served a year in our hotels, Accor has a key role to play. Our efforts in this area include offering healthy food and educating guests and employees about the importance of a balanced diet. **At end-2012, 87% of our hotels offered guests nutritionally-balanced dishes, compared with 62% in 2011.** In addition to consulting nutritionists when developing restaurant menus, we also conduct campaigns to change employee habits. The pilot Nutrition at Work project, for example, was launched in June 2012 in partnership with Danone Nutrition Services.

Conducted over a period of six months at our corporate headquarters in Paris, it helped to raise employee awareness of balanced diet basics through conferences by nutritional experts and physicians, newsletters, training sessions and consultations with a dietician.



Combatting epidemics in locally effective ways

Accor has long been engaged in combating HIV/AIDS through programs to train employees and raise guest awareness. With PLANET 21, we are expanding this commitment and targeting other local health issues that may affect our guests and employees. An example is the E-care website introduced in sub-Saharan Africa, which provides practical handbooks and advice about diseases and other health problems prevalent in the region, including malaria, diabetes and high blood pressure, as well as the afflictions of daily life, such as back pain, stress management, etc. Its deployment is being supported by an awareness campaign aimed at the 2,500 employees working in the region.



NATURE: PRESERVING, RECYCLING AND REPLANTING

To protect our environment, we are reducing our water use and recycling our waste. In addition, we have already planted 2 million trees as part of a global reforestation project supported by the United Nations.

Commitment	2015 Objective	2012 Result
4. Reduce our water use.	15% reduction in water use between 2011 and 2015 (owned, leased and managed hotels).	-5%
5. Expand waste recycling.	85% of hotels recycle their waste.	79%
6. Protect biodiversity.	60% of hotels participate in the Plant for the Planet reforestation project.	39%

MAJOR ACHIEVEMENTS IN 2012

Ongoing programs to reduce water use

Because water is a vital resource whose availability and access vary widely from one region to another, Accor introduced a program several years ago to reduce water use and raise employee awareness. In 2012, 95% of our hotels tracked and analyzed their water use monthly and more than 90% of them had installed flow regulators in showers and sinks. In addition, 90% of the network has implemented a preventive maintenance plan that includes regular flow checks, particularly at night.

After reducing water use in the owned and leased hotels by 12% between 2006 and 2010, we lowered it by a further 5% in owned, leased and managed hotels between 2011 and 2012.



Plant for the Planet, a commitment unmatched in the hospitality industry

Initiated in 2009, Plant for the Planet is an ambitious reforestation program that invites guests to reuse their bath towels and hoteliers to donate half of the laundry savings to one of the reforestation projects supported by Accor around the world. Plant for the Planet is the hospitality industry's only initiative where guests can contribute directly to a very practical environmental stewardship program.

At end-2012, 39% of hotels were participating in the program, which has financed the planting of 3 million trees since 2009.

Plant for the Planet goes local with Pur Projet

In 2012, we stepped up our commitment and began deploying reforestation projects close to our hotels in partnership with Pur Projet, an organization founded by Tristan Lecomte, the creator of fair trade company Alter Eco. Pur Projet leads agroforestry-based reforestation projects to support the development of local communities and create new sources of revenue for local farmers. As part of this partnership, since April 2012 Accor has initiated new planting projects in China, France, India, Japan, South Korea, Spain and Thailand. In India, 3,550 trees have been planted on land worked by small farmers in the Kaithal district with the goal of developing agro-ecological models, diversifying the farmers' revenue sources and reducing the impact on climate change. **By the end of 2013, Accor-supported reforestation projects are scheduled to be up and running in 21 countries worldwide, compared with 7 between 2009 and 2012.**



"Trees are a source of life; they prevent erosion, protect biodiversity and help fight against climate change," says **Pur Project founder Tristan Lecomte**. "Accor has established itself as a pioneer in reforestation, with a high-profile initiative that brings together hoteliers, employees and guests."



CARBON: REDUCING AND OPTIMIZING

Hotel energy use accounts for our greatest impact on the environment, which means that it also represents our primary pathway to improvement. That's why we are systematically deploying energy efficiency programs and renewable energy solutions.

Commitment	2015 Objective	2012 Result
7. Reduce our energy use.	10% reduction in energy use between 2011 and 2015 (owned, leased and managed hotels).	+3%
8. Reduce our CO ₂ emissions.	10% reduction in CO ₂ emissions between 2011 and 2015 (owned, leased and managed hotels).	+10%
9. Increase the use of renewable energies.	10% of hotels use renewable energies.	6%

MAJOR ACHIEVEMENTS IN 2012

A successful commitment to eco-efficient lighting



In 2012, Accor participated in the Pacte LED project launched by France's agency for environment and energy management (ADEME) to develop LED-based lighting solutions to replace halogen bulbs. During the test phase, the new bulbs were installed and assessed in Accor hotels. The outcomes were extremely positive, with energy use reduced by 75% for lighting quality that was the same or better than the halogen alternative. This means, for example, that replacing all of the 59 million or so halogen bulbs in France would save 0.96 to 1.16 TWh of electricity per year – equivalent to the annual energy consumption of a town with 135,000 inhabitants – and avoid the release of 138,000 tonnes of CO₂.



In response to these very positive results, we stepped up the pace of our bulb replacement program and, in just a few months, **up to 40% of the most energy-intensive bulbs had been changed in several countries.**

An innovative partnership to optimize energy use

In 2012, Accor formed a partnership with Metnext, the European leader in business weather intelligence, which has developed a dedicated modeling system for the hospitality industry that reflects the combined impact of weather and occupancy rates on hotel energy use. The OPEN application's energy use module was therefore upgraded during the year with a scorecard indicating whether a hotel's energy performance is due to exogenous factors, such as favorable weather or a low occupancy rate, or to more effective management of energy consumption thanks to better equipment, responsible practices or maintenance work. The 3% increase in 2012, for example, primarily reflected the greater use of heating (up 8%) and air conditioning (up 2%) due to the harsher winter and hotter summer experienced during the year.





INNOVATION: INVENTING AND TRANSFORMING

By fully integrating sustainable development into our operating procedures and offers, we are responding proactively to emerging customer expectations and supporting the development of new business models, making PLANET 21 the crucible for the hospitality industry of the future.

Commitment	2015 Objective	2012 Result
10. Encourage eco-design.	40% of hotels have at least 3 eco-designed room components.	23%
11. Promote sustainable building.	21 new or renovated hotels are certified as sustainable buildings.	2 hotels
12. Introduce responsible hotel offers and technologies.	20% of owned and leased hotels offer green meeting solutions.	Launching in 2013

MAJOR ACHIEVEMENTS IN 2012

Significant progress in eco-designed bedding

Eco-design is a continuous improvement process that builds environmental stewardship into each stage of a product's life cycle, from raw materials procurement to end-of-life recycling. In France, Mercure has its duvets and pillows made from recycled mineral water bottles, with an average 35 half-liter bottles used for a duvet and only 16 for a pillow. At the end of their useful lives, the bedding can be recycled in turn and used, for example, as home insulation. **This initiative has already been deployed in more than 100 Mercure hotels.**



Mercure Paris Centre Tour Eiffel – France

A similar approach has been taken by the ibis family, whose new bedding solution also includes recyclable duvets and pillows, as well as a mattress that is 60% composed of a fully recycled foam core. The latter has already been installed in more than half of the ibis family hotels. In addition, the box springs are made from FSC- or PEFC-certified wood from sustainably managed

forests. During the year, Mercure and Novotel continued to deploy "ergo-beds" that make it easier to lift the mattress and box springs, significantly improving workstation ergonomics for the brands' housekeepers. Nearly 9,000 of the units have been installed in France and the concept is now being rolled out in other countries.

Giving Accor furniture a new lease on life

Another demonstration of our determination to deliver innovative, sustainable solutions is the reBorn project launched in early 2012. A first in the hotel industry, the initiative offers hoteliers renovating their hotels the possibility of selling used furniture and decorative accessories in good condition through a variety of channels, including a dedicated eBay boutique. Nearly 3,000 items of furniture were put up for sale in 2012 and have already been given a new lease on life.

Promoting sustainable building

The design, construction and renovation phases are crucial for limiting a building's environmental impact. This is why a certain number of standards and regulations are being introduced to encourage the development of eco-efficient buildings. In response to these new requirements and to the rising percentage of hotel costs that relate to energy, Accor regularly reinforces its own standards and is conducting pilot trials to test solutions that will make its hotels even more efficient in the future. In 2012, for example, our sustainable construction and renovation guidelines were updated and tightened to include best hotel practices and to challenge the most advanced hotels. In addition, progress was made on a number of high-level environmental indicators, so that by year-end **31% of hotels were recovering energy from the ventilation system (up 6 points from 2011) and 28% were using building management software to manage their energy use (up 10 points).**



LOCAL: CONTRIBUTING AND PROTECTING

Firmly rooted in our host communities, we contribute directly to their economic development, which we share, and protect what is most precious, yet so vulnerable: their children and their surrounding natural ecosystems.

Commitment	2015 Objective	2012 Result
13. Protect children from abuse.	70% of hotels have pledged to protect children.	38%
14. Develop responsible procurement practices.	70% of hotels purchase and promote locally sourced products.	68%
15. Protect ecosystems.	100% of hotels have banned endangered seafood from restaurant menus.	83%

MAJOR ACHIEVEMENTS IN 2012

Actively combatting the sexual exploitation of children

Unfortunately, in several regions of the world, children are still too often the particularly vulnerable victims of sexual exploitation. As a global leader in the tourist industry, Accor has a responsibility to do everything possible to prevent this abhorrent practice in its hotels. Since 2001, for example, we have worked closely with ECPAT International, a non-governmental organization that aims to end child prostitution, child pornography and trafficking of children for sexual purposes.

- ECPAT France, Accor and two French police organizations – the International Cooperation Directorate (DCI) and the Central Office for the Repression of Violence Against Individuals (OCRVP) – joined forces to prepare a manual describing reporting procedures for the hotel industry. It helps hotel staff to identify suspected cases of child sexual tourism and to collaborate more effectively with child protection organizations. **Finalized in 2012 after a pilot program in Ghana, the Dominican Republic and Thailand, the manual is being distributed more widely in 2013 in versions adapted to local conditions.**

- In 2012, Accor became a partner in a public-private project for the protection of children, alongside the Code of Conduct organization, other private partners from the tourism industry, including TUI, Kuoni and ITB, and Germany's international cooperation agency GIZ. The project is designed to introduce e-learning and monitoring resources for use by the participants.

Accor hotels in the Netherlands and Poland signed the Code of Conduct in 2012, bringing the number of our signatory countries to 36.

Solid partnerships to safeguard ecosystems

Ecosystems sustain the life and diversity of plant and animal species, but many are seriously threatened by human activities. Because of the nature of its business and global scope, the hospitality industry has a role to play in setting an example for others. Accor takes a proactive approach by managing the origin of the biological resources used in its operations.

Endangered seafood, for example, has been banned from restaurant menus in 83% of our hotels. In 2012, we stepped up our involvement in the Seafood Choices Alliance, an international program created by non-governmental organization SeaWeb to drive change in the seafood industry. This resulted in a purchasing best practices handbook, describing specifications for sustainable fishing, and a questionnaire for suppliers. Hotels are conducting similar initiatives locally. In sub-Saharan Africa, for example, a guide to sustainable seafood procurement has been prepared in partnership with a local NGO and distributed to hotels in the region.



Extending responsible purchasing practices

Given their positive impact on people and the environment, Accor hotels are encouraged to support responsible, eco-friendly or sustainable production methods. As a result, **68% of the hotels purchased and promoted locally sourced products at end-2012, compared with 51% a year earlier.** Many of them also continued to support fair trade during the year, by offering products carrying the Fairtrade/Max Havelaar or Rainforest Alliance labels and by actively participating in the production chain. In Cambodia, for example, a partnership formed in 2011 between the Sofitel hotel in Siem Reap and the Agrisud NGO has created a distribution network for local fruit and vegetables that will enable a group of local producers to achieve financial independence before the end of 2013.



EMPLOYMENT: DEVELOPING AND NURTURING

Our robust expansion is underpinned by the extraordinary social, cultural and professional diversity of our 160,000 employees. We are committed to helping them to develop their skills and responsibilities with the goal of offering them motivating, rewarding careers and enhancing their employability.

Commitment	2015 Objective	2012 Result
16. Support employee growth and skills.	75% of hotel managers are promoted from within.	80%
17. Make diversity an asset.	Women account for 35% of hotel managers.	27%
18. Improve quality of worklife.	100% of country organizations conduct an employee opinion survey every two years.	71 countries

MAJOR ACHIEVEMENTS IN 2012

Enhancing employability

As the world's leading hotel operator, Accor has acquired an international reputation for its ability to develop employee skills, in particular through the unmatched resources of the Académie Accor and its network of 17 campuses on five continents. As the world's leading hotel school, we are helping, day after day, to enhance our people's employability and support their personal and professional growth (see pages 62 to 71). This is illustrated by the fact that 80% of our hotel general managers were promoted from within. More than 450,000 days of training were provided in 2012, or 3.4 days per employee. The year also saw the **launch of an ambitious sustainable development e-learning program** to teach hotel staff the eco-friendly practices applicable in their jobs in each part of the hotel. While deployed primarily in France for the moment, this unique program is available in eight languages.

Diversity, an Accor priority

Accor is committed to having women ultimately account for 50% of hotel general managers, with an interim target of 35% in 2015. **As of end-2012, women held 27% of these positions.** During the year, the international Women at Accor Generation (WAAG) network was created to help increase the number of women in management positions and change attitudes more quickly (see page 71).

Awards for quality of worklife

Because hospitality is a service business, employees are the primary drivers of our success. Their well-being in the workplace is a key challenge that determines not only our appeal as an employer, but also our employees' personal performance and loyalty. That's why we pay particular attention to employee



well-being, as reflected in the opinion surveys carried out in 68 countries in 2012. **This commitment was recognized during the year when Accor appeared for the first time in the Great Place to Work® Institute's list of the world's 25 best multinational workplaces.** Accor is the first French multinational to appear in the prestigious selection, which is based on the world's broadest survey on the quality of worklife. The global accolade came on top of the seven national Best Place to Work rankings we earned during the year, in Argentina, Austria, Brazil, Chile, Mexico, Peru and the United Kingdom.



DIALOGUE: SHARING AND REACHING

Through our commitments to franchisees and suppliers, we are engaging our partners in our sustainable development strategy and integrating them into the responsibility chain.

Commitment	2015 Objective	2012 Result
19. Conduct our business openly and transparently.	Accor is included in 6 internationally-recognized socially responsible investment indices or standards.	4 indices
20. Engage our franchised and managed hotels.	40% of all non-budget hotels, across all operating structures, are ISO 14001-certified.	31%
21. Share our approach with suppliers.	100% of purchasing contracts are in compliance with our Procurement Charter 21.	60%

MAJOR ACHIEVEMENTS IN 2012

Setting the example in transparent, ethical business practices

Accor is the only hotel operator included in the four leading socially responsible investment indexes: the Dow Jones Sustainability Indexes, FTSE4Good, ASPI Eurozone and the Ethibel Sustainability Index. We have also participated since 2006 in the Carbon Disclosure Project (CDP), a major survey conducted on behalf of 475 institutional investors. Our scores have steadily improved since 2010 and, in 2012, we ranked third behind Renault and PSA Peugeot Citroën among France's consumer discretionary stocks.



To earn this highly demanding international certification, management teams in every hotel, whether owned, leased, managed or franchised, deploy carefully organized diligence procedures, based on unwavering compliance with the latest legislation and an ambitious continuous improvement process.

As of end-2012, 785 hotels or 31% of the network had been certified, including 565 ibis hotels in 18 countries.

... as well as suppliers

Because sustainable development is a holistic process, it has been integrated into our supplier relationships for almost a decade. Significant progress was made in this area in 2012, when Procurement Charter 21 clauses were included in nearly 2,000 supplier contracts, or more than 60% of all approved contracts versus 40% in 2011, and 40 product categories included sustainable development criteria. In addition, the risks associated with the main purchasing categories were analyzed during the year and more than 60 supplier audits were performed by outside organizations. Over the past two years, a total of 203 suppliers have been audited and around 40 remedial action plans have been implemented.

Encouraging engagement among managed and franchised partners...

As we continue to transform our business model, a greater proportion of the network is made up of managed and franchised hotels, which accounted for 57% of the hotel base at the end of 2012. To ensure successful outcomes of our sustainable development process, these partners are actively encouraged to integrate sustainable development into the day-to-day management of their hotels. As a result, one of the PLANET 21 objectives is to have 40% of the hotel base ISO 14001-certified by 2015, across all operating structures.



INVOLVING GUESTS IN PLANET 21

To encourage guests to contribute to hotel initiatives, innovative signage has been deployed to inform and motivate people to participate, with friendly, helpful messages that encourage buy-in without making anyone feel guilty. The signage demonstrates the hotel's commitment and varies according to its PLANET 21 performance.



DRIVING ROBUST SUSTAINABLE GROWTH



Performance indicators



In 2012, Accor met its commitments, delivering sustained growth for the year and earnings in line with objectives. Revenue rose by 2.7% at constant scope of consolidation and exchange rates, while earnings before interest and tax (EBIT) improved by 3%.

In line with our strategic plan, several structural projects were concurrently led during the year to quickly and successfully drive our transformation and **secure the future fast, sustainable growth** that will provide a source of shareholder return.

We are committed **to fostering close ties with shareholders** and the financial community through regularly-held events and a variety of communication media, to provide transparent, up-to-date information in line with everyone's needs.

SHAREHOLDER RELATIONS

In addition to the Annual Meeting and the events organized to present the annual results, Accor keeps both private and institutional shareholders informed of the latest developments on a highly responsive daily basis. This information is tailored to the specific needs of different types of shareholders and financial analysts while constantly complying with the principle of fair access to information.

MEETINGS WITH INVESTORS

In 2012, meetings were held with 523 representatives of more than 450 financial institutions and 19 roadshows were organized in Europe, North America and Asia. These events included hotel visits that enabled investors to talk with line managers and gain a better understanding of management practices and processes. Accor also took part in seven investor conferences during the year, in France, the United Kingdom and the United States. Held on May 10, 2012 at the Novotel Paris Tour Eiffel, the Annual Shareholders' Meeting was attended by 341 people and provided many opportunities for exchanging views and opinions.

THE ACCOR SHAREHOLDERS CLUB

Created in May 2000, the Accor Shareholders Club had 8,143 members at year-end 2012, with each one owning at least 50 bearer shares or one registered share. Among the many advantages members enjoy are regular e-mail updates throughout the year with press releases, the Letter to Shareholders and other news, the possibility of subscribing to all of our other corporate publications, the opportunity to discover our businesses in a more personal way through site visits, and VIP invitations to investor events in which Accor participates. As part of the Le Club Accorhotels loyalty program, Shareholders Club members receive a Le Club Accorhotels Platinum Card which doubles the points earned when they stay at participating hotels and offers them exclusive advantages. Club members also receive promotional offers on Group products.

WORKING GROUP ON THE PRIVATE SHAREHOLDER RELATIONS PROCESS

Created in 2007, a working group of Shareholders Club members is exploring ways to encourage exchanges of views and opinions with our private shareholders and to improve the private shareholder relations process. The group currently comprises 13 members, who met on June 25, 2012 at Accor headquarters in Paris to discuss the following agenda:

- a review of measurable progress towards objectives and presentations on the Group's strategic vision and its main vectors, including an innovative brand strategy, highly efficient development driven by an effective distribution system, a strong sustainable development commitment with the launch of the PLANET 21 process, an active asset management program and the successful disposal of Motel 6;

- an in-depth look at the deployment of the ibis project to revitalize the ibis, all seasons and Etap Hotel economy brands around the ibis mega-brand. Afterwards, the group visited the ibis Paris Bercy Village to see for themselves how the rebranding is being applied;
- workshops to review the Shareholders' Meeting and analyze the various shareholder communication media.

EASILY ACCESSIBLE INFORMATION TAILORED TO SHAREHOLDER PROFILES

All of the Group's financial news and publications can be accessed in the "Finance" section of the Accor.com website, which serves as a comprehensive investor relations database. The site carries live and deferred webcasts of results presentations, Investor Days and Annual Shareholders' Meetings. It also tracks the Accor share price in real time and features a dedicated section for private shareholders and members of the Shareholders Club. A wide array of documents far exceeding regulatory requirements may be viewed in the "Finance" section of the website. These documents, which cover both current and previous years, include:

- the Registration Document filed with the Autorité des Marchés Financiers (available in electronic form since 1997);
- the Annual Report;
- a corporate brochure describing the Group and its values;
- information memoranda filed with the "Autorité des Marchés Financiers" concerning corporate actions;
- notices of Shareholders' Meetings, sent systematically to registered shareholders and on request to members of the Shareholders Club;
- the Letter to Shareholders, available on request in electronic form and accessible via the corporate website.

Legal documents are on display at the Company's primary business office, Immeuble Odyssey, 110, avenue de France, 75013 Paris, France.

Since January 20, 2007, when the European Transparency Directive was transposed into French law, Accor has issued its regulatory filings through a professional disclosure service that complies with the criteria set out in the "Autorité des Marchés Financiers" general regulations. The filings are also available on the corporate website.

**Registered shares
managed by Société
Générale**

32, rue du Champ-de-Tir
CS 30812
44308 Nantes Cedex 03
France

THE ACCOR SHARE

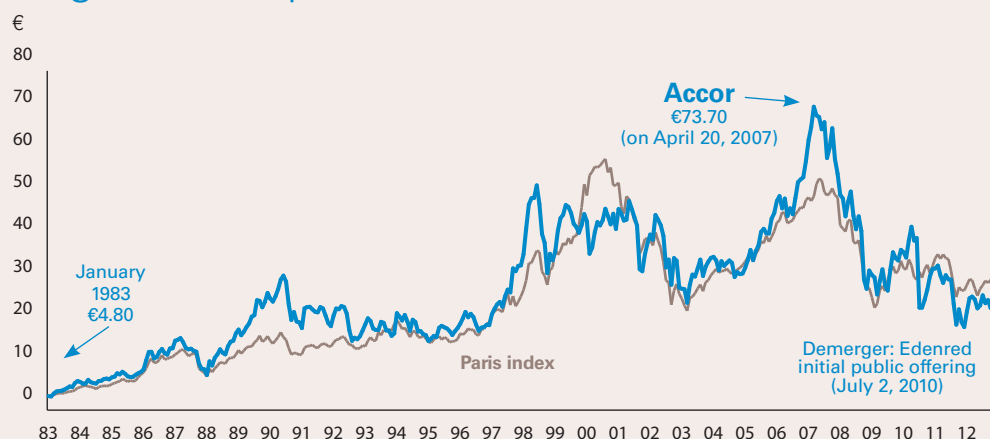


SHARE PERFORMANCE

In euros		2007*	2008*	2009*	2010	2011	2012
Accor	Year-end closing	54.70	35.11	38.25	33.30	19.59	26.70
	High for the year	75.32	56.30	39.95	34.03	36.20	27.60
	Low for the year	52.21	24.23	25.20	22.26	17.03	18.80
	Change for the year	-6.8%	-43.1%	+8.9%	+25.2%	-41.2%	+35.3%
	Market value (€ billions)	12.6	7.7	8.6	7.6	4.5	6.1
	Net yield ⁽¹⁾	5.8% ⁽²⁾	4.7% ⁽³⁾	2.7% ⁽⁴⁾	1.9% ⁽⁵⁾	5.9% ⁽⁶⁾	2.85% ⁽⁷⁾
CAC 40	Change for the year	+1.3%	-42.6%	+22.3%	-5.2%	-19.0%	+15.2%

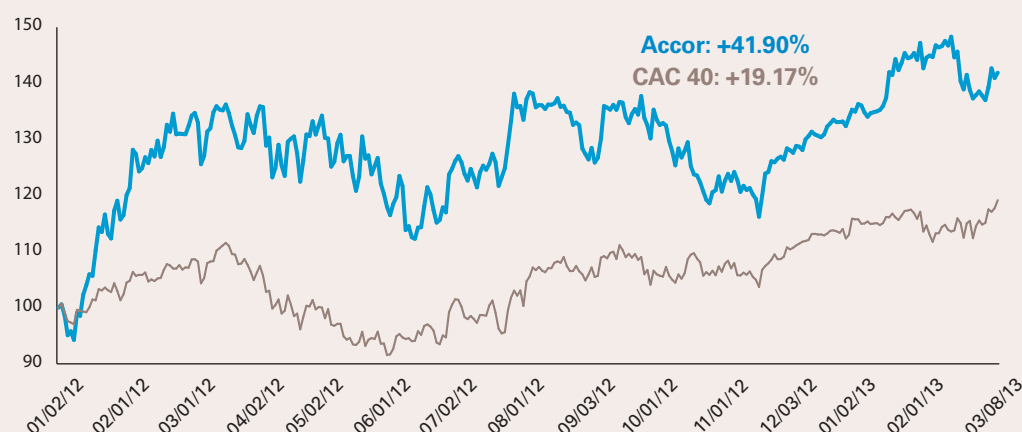
* Prices prior to 2010 have not been adjusted for the Edenred share. (1) Based on year-end closing. (2) 3% on the ordinary dividend of €1.65 per share; 5.8% including the special dividend of €1.50. (3) Based on the ordinary dividend of €1.65 per share. (4) Based on the ordinary dividend of €1.05 per share. (5) Based on the ordinary dividend of €0.62 per share. (6) 3.3% on the ordinary dividend of €0.65 per share; 5.9% including the special dividend of €0.50. (7) Based on the ordinary dividend of €0.76 recommended for approval at the Annual Shareholders' Meeting on April 25, 2013.

Long-term share performance⁽¹⁾



(1) Prices prior to the demerger have not been adjusted for the Edenred share.

Accor share performance (base 100 at January 3, 2012)



Listed on
NYSE Euronext Paris
Compartment A

ISIN
FR0000120404

Included in the following indexes

CAC 40
EURONEXT 100
FTSEurofirst 80
DJ Stoxx 600
DJ EuroStoxx
MSCI Europe

Included in the following sustainability indexes

Dow Jones Sustainability Index
FTSE4Good
ASPI Eurozone
Ethibel Sustainability Index

2012 RESULTS

In compliance with IFRS 5, following the sale of Motel 6/Studio 6 to Blackstone on October 1, 2012, the 2011 data presented in this section have been adjusted for the reclassification of the US Economy Hotels business in “discontinued operations.”

Earnings before interest and tax (EBIT) amounted to €526 million in 2012, representing a year-on-year increase of 3.0% based on constant scope of consolidation and exchange rates (like-for-like) and of 2.0% as reported. The 2012 results were primarily shaped by a reduction in impairment, depreciation and amortization charges due to the asset management program, which offset the deployment of the ibis mega-brand and the acquisitions-related depreciation and amortization expense.

Sustained demand throughout the year enabled Accor to meet the objectives announced to the market. In so doing, we once again benefited from the virtuous circle strategy built on two key foundations: asset light development and the growing importance of emerging markets.

The year also saw two major changes in the brand portfolio. The first was the disposal of Motel 6, a major step that enabled us to refocus on markets that offer the most growth potential and highest margins, and where we already hold demonstrated

leadership positions. The second was the very fast deployment of the ibis mega-brand project, with more than 1,500 hotels around the world rebranded as ibis, ibis Styles or ibis *budget* by the end of 2012.

REVENUE

Consolidated revenue totaled €5,649 million in 2012, up 2.7% like-for-like and 1.5% on a reported basis. The increase for the year can be analyzed as follows:

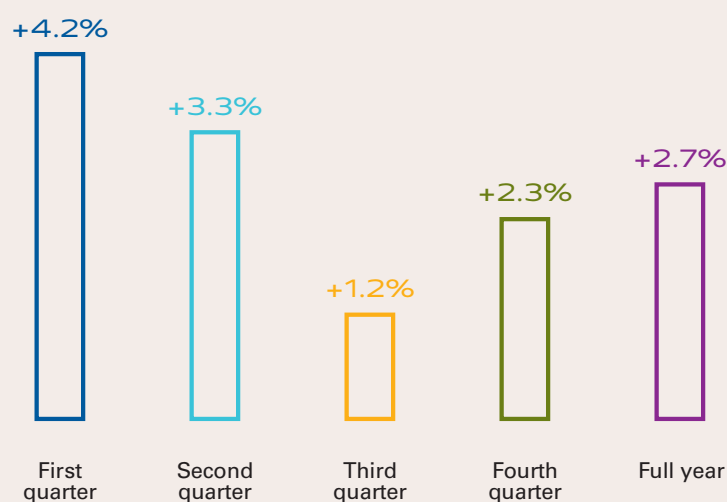
- expansion, which added €154 million or 2.8% to reported growth, led by the integration of 266 hotels totaling 38,085 new rooms over the year;
- changes in the scope of consolidation, which reduced reported revenue by €285 million or 5.1%, primarily as a result of the asset disposal strategy and the €76-million impact of the Lenôtre sale;
- the positive currency effect, which increased reported revenue by €60 million or 1.1%, primarily as a result of gains in the Australian dollar and the British pound against the euro.

The increase in revenue was led by sustained demand throughout the year. The main European contributing countries France, Germany and the United Kingdom, turned in a good performance, but the situation in Southern Europe continued to deteriorate. Revenue growth in Europe was lifted by sustained demand in key cities and the solid improvement in room rates in every segment. Business also benefited from the strong growth in emerging markets, especially in Latin America and the Asia-Pacific region, where operations reported very fast revenue gains throughout the year.

EBITDAR

Earnings before interest, taxes, depreciation, amortization and rental expense (EBITDAR) represents a key financial performance indicator. Consolidated EBITDAR rose by 1.9% like-for-like over the year, to €1,788 million.

Quarterly change in hotels revenue,
like-for-like and year-on-year



EBITDAR represented 31.7% of consolidated revenue in 2012, a year-on-year increase of 0.1 point as reported and a decline of 0.3 point like-for-like.

In the Upscale and Midscale segment, EBITDAR margin was stable at 28.8% of revenue (down 0.1 point as reported and 0.5 point like-for-like). This represented a satisfactory performance given, in particular, the renovation of several Pullman hotels and the persistent deterioration in the Southern European economies.

In the Economy segment, EBITDAR margin stood at a new record high 38.6%, up 0.4 point as reported and stable like-for-like, supported by robust demand and the segment's sustained development under asset-light agreements, particularly in emerging markets. A total of 15,000 rooms were opened in the ibis family during the year.

EARNINGS BEFORE INTEREST AND TAX (EBIT)

EBIT, corresponding to EBITDAR after depreciation, amortization, provisions and rental expense, improved by 3.0% like-for-like to €526 million from €515 million in 2011.



NET PROFIT, GROUP SHARE

Accor ended the year with net loss, Group share of €599 million, versus a net profit, Group share of €27 million in 2011.

The 2012 figure included the €679 million non-cash capital loss on the disposal of Motel 6/Studio 6.

As a result, the loss per share, based on the weighted average 227,265,626 shares outstanding in 2012, amounted to €2.64, compared with earnings per share of €0.12 for the previous year.

Operating profit before non-recurring items, net of tax amounted to €345 million, representing €1.52 per share. At the Annual Meeting on April 25, 2013, shareholders will be asked to approve the payment of a dividend of €0.76 per share, for a 50% payout ratio, compared with €1.15 the year before.

Key figures

€5,649
million in revenue

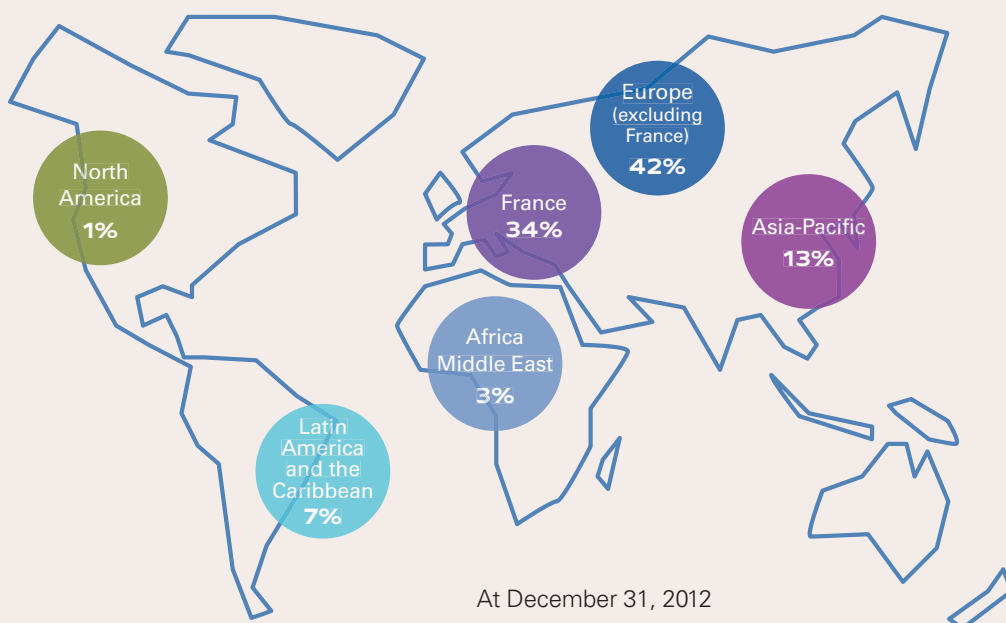
€1,788
million in EBITDAR

31.7%
EBITDAR margin

€526
million in EBIT

€345
million in operating profit
before non-recurring items,
net of tax

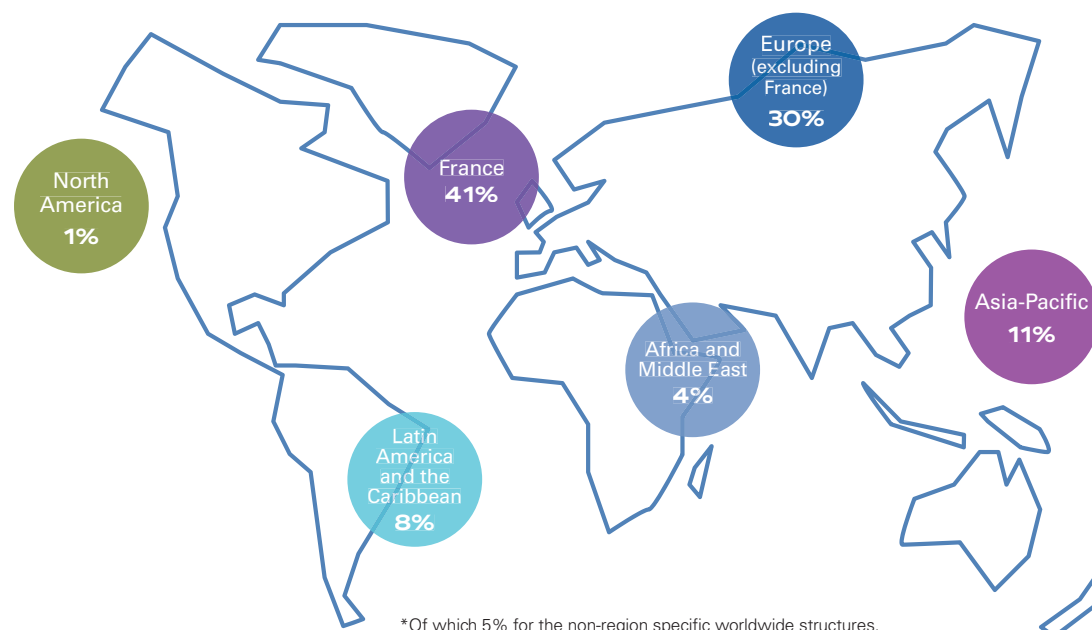
Revenue by region



At December 31, 2012

FINANCIAL FLOWS

EBIT by region
(€526 million*)



€694 million
in funds from
operations

before non-recurring items (cash available to finance investments and dividend payments), up from €670 million in 2011.

€299 million
in renovation and
maintenance expenditure

After renovation and maintenance expenditure, free cash flow stood at €434 million.

€0.76
dividend⁽¹⁾ per share,

up 17% compared with 2011.

The payout rate is calculated on operating profit before non-recurring items, net of tax⁽²⁾.

(1) Submitted to shareholders for approval at the Annual Meeting on April 25, 2013.

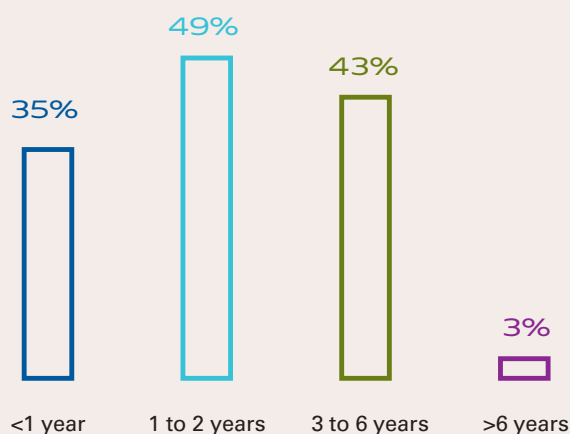
(2) Operating profit before non-recurring items, net of tax = operating profit before tax and non-recurring items less operating tax, less non-controlling interests.

€421 million
in net debt at
December 31, 2012
versus €226 million at year-end 2011.

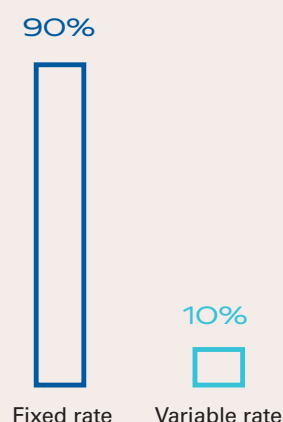
€606 million
in proceeds from asset sales
Impact of the asset management program
on adjusted net debt in 2012.

Average cost of gross debt: 5.37%

Gross debt by maturity



Gross debt by type of rate



14.0% ROCE

A measure of how effectively a company uses the money invested in its operations, return on capital employed (ROCE) stood at 14.0% in 2012. It is the ratio of:

- EBITDAR for each business plus investment income (dividends and interest from associates and non-consolidated companies);
- divided by average non-current assets, before depreciation, amortization and provisions, plus working capital.

28.5%,
versus 26.0% in 2011.
Funds from operations
excluding non-
recurring transactions/
adjusted net debt.

An indicator of the Group's solvability, this ratio is calculated with net debt adjusted for the 7% discounting of future minimum lease payments.

SUMMARY FINANCIAL STATEMENTS

SUMMARY STATEMENTS OF INCOME

In € millions	2011 ⁽¹⁾	2012
Consolidated revenue	5,568	5,649
Operating expense	(3,809)	(3,861)
EBITDAR	1,759	1,788
Rental expense	(903)	(938)
EBITDA	856	850
Depreciation, amortization and provisions	(341)	(324)
EBIT	515	526
Net financial expense	(92)	(75)
Share of profit of associates	5	17
Operating profit before tax and non-recurring items	429	468
Restructuring costs	(38)	(40)
Impairment losses	(64)	(119)
Gains and losses on management of hotel properties	105	11
Gains and losses on management of other assets	6	(81)
Operating profit before tax	437	239
Income tax expense	(166)	(143)
Profit or loss from discontinued operations	(221)	(679)
Net profit/(loss)	50	(584)
Net profit/(loss), Group share	27	(599)
Net profit attributable to minority interests	23	15
<i>Weighted average number of shares outstanding (in thousands)</i>	<i>227,107</i>	<i>227,266</i>
In €		
Earnings per share	1.09	0.35
Ordinary dividend per share	1.15⁽²⁾	0.76

(1) In accordance with IFRS, the consolidated income statement for the year ended December 31, 2011 has been adjusted for the profit or loss from operations discontinued in 2012, i.e. the Economy Hotels in the United States business and the onboard train services business.

(2) Including a special dividend of €0.50.

SUMMARY BALANCE SHEETS

In € millions	2011	2012
ASSETS		
Goodwill	712	840
Intangible assets	373	264
Property, plant and equipment	3,257	2,592
Total non-current financial assets	549	632
Total non-current assets	5,038	4,479
Total current assets	2,576	2,925
Total assets	8,000	7,560
EQUITY AND LIABILITIES		
Equity attributable to shareholders	3,537	2,759
Equity	3,768	2,989
Total non-current liabilities	1,850	1,799
Total current liabilities	2,293	2,736
Total liabilities and shareholders' equity	8,000	7,560

SUMMARY STATEMENTS OF CASH FLOWS

In € millions	2011	2012
Funds from operations excluding non-recurring transactions	670	694
Renovation and maintenance expenditure	(268)	(299)
Expansion expenditure	(203)	(245)
Recurring free cash flow	199	150
Acquisitions	(9)	(410)
Sofitel Los Angeles	–	(21)
Sofitel Rio deposit	(79)	–
ibis megabrand	(4)	(38)
Proceeds from disposals of hotel assets	396	352
Proceeds from disposals of other assets	106	19
Dividends	(155)	(269)
Decrease/(increase) in working capital	11	3
Proceeds from issue of share capital	(19)	(158)
Change in % interest in subsidiaries (buyout of non-controlling interests in Italy and in Orbis)	(50)	(6)
Other	(81)	(59)
Cash flow from discontinued operations	190	242
Decrease/(increase) in net debt	504	(195)



2012 REGISTRATION DOCUMENT

Detailed financial data are included in the Registration Document filed with “Autorité des Marchés Financiers”. Its table of contents is presented below.

CONTENTS

1. CORPORATE PRESENTATION
2. CORPORATE RESPONSABILITY
3. CORPORATE GOVERNANCE
4. FINANCIAL REVIEW
5. FINANCIAL STATEMENTS
6. CAPITAL AND OWNERSHIP STRUCTURE
7. OTHER INFORMATION

The Registration Document can be downloaded from our website accor.com/finance.

PLANET 21 STRATEGY



PILLARS	COMMITMENTS	2015 OBJECTIVES
 Health	1. Ensure healthy interiors.	85% of hotels use eco-labeled products.
	2. Promote responsible eating.	80% of hotels promote balanced dishes.
	3. Prevent diseases.	95% of hotels organize disease prevention training for employees.
 Nature	4. Reduce our water use.	15% reduction in water use between 2011 and 2015 (owned, leased and managed hotels ⁽¹⁾).
	5. Expand waste recycling.	85% of hotels recycle their waste.
	6. Protect biodiversity.	60% of hotels participate in the Plant for the Planet reforestation project.
 Carbon	7. Reduce our energy use.	10% reduction in energy use between 2011 and 2015 (owned, leased and managed hotels ⁽¹⁾).
	8. Reduce our CO ₂ emissions.	10% reduction in CO ₂ emissions between 2011 and 2015 (owned, leased and managed hotels ⁽¹⁾).
	9. Increase the use of renewable energy.	10% of hotels use renewable energy.
 Innovation	10. Encourage eco-design.	40% of hotels have at least 3 eco-designed room components.
	11. Promote sustainable building.	21 new or renovated hotels are certified as sustainable buildings.
	12. Introduce sustainable offers and technologies.	20% of owned and leased hotels offer green meeting solutions.
 Local	13. Protect children from abuse.	70% of hotels have committed to protecting children.
	14. Support responsible purchasing practices.	70% of hotels purchase and promote products originating in their host country.
	15. Protect ecosystems.	100% of hotels ban endangered seafood species from restaurant menus.
 Employment	16. Support employee growth and skills.	75% of hotel managers are promoted through internal mobility.
	17. Make diversity an asset.	Women account for 35% of hotel managers.
	18. Improve quality of worklife.	100% of country organizations conduct an employee opinion survey every two years.
 Dialogue	19. Conduct our business openly and transparently.	Accor is included in 6 internationally-recognized socially responsible investment indices or standards.
	20. Engage our franchised and managed hotels.	40% of all non-budget hotels, across all operating structures, are ISO 14001-certified.
	21. Share our commitment with suppliers.	100% of purchasing contracts are in compliance with our Procurement Charter 21.

Unless otherwise noted, the PLANET 21 Commitments concern all Accor Group hotels, whether owned, leased, managed or franchised.

2012 RESULTS	ADDITIONAL INDICATORS – 2012 RESULTS (WITHOUT OBJECTIVES)
89%	88% of hotels use eco-labeled cleaning products. 11% of hotels use eco-labeled wall paint. 9% of hotels use eco-labeled floor coverings.
87%	Number of hotels offering vegetarian dishes (indicator under construction).
40%	934 hotels are equipped with condom vending machines. 14,637 employees have been trained in HIV/AIDS prevention. 8,940 ergonomic beds installed in France by year-end 2012.
5% reduction in 2012	95% of hotels monitor and analyze water use monthly. 93% of hotels have installed flow regulators on showers and faucets. 189 hotels are equipped with rainwater recovery installations.
79%	91% of hotels sort and recycle batteries. 90% of hotels sort and process compact fluorescent tubes and light bulbs. 86% of hotels sort and recycle paper and cardboard.
39%	87% of hotels use locally adapted plants. 71% use eco-friendly gardening products. 82% of hotels use certified paper for printing.
3% increase in 2012	93% of hotels monitor and analyze energy use monthly. 94% hotels use low-consumption lamps for 24/7 lighting. 92% of hotels monitor the optimum settings of energy installations.
10% increase in 2012	76% of hotels check that equipment containing HCFCs and HFCs is leak-proof. 68% of hotels use energy-efficient boilers. 65% of hotels use energy-efficient air conditioning and cooling equipment.
6%	183 hotels use renewable energies. 145 hotels are equipped with solar panels for domestic hot water.
23%	57% of hotels use dispensers or eco-responsible packaging for bathroom products. 20% of hotels have eco-labeled bathroom products. 10% of hotels use responsible bedding components.
2 hotels	28% of hotels use building management software to manage their energy use. 68% of hotels use energy-efficient bulbs for frontage lighting. 31% of hotels recover energy from the ventilation system.
Launching in 2013	LED-based lighting solutions being tested. Filtered instead of bottled water for meetings being tested.
38%	36 country organizations have signed the Code of Conduct for the Protection of Children. More than 30,000 employees have been trained in preventing child sex tourism. 111 hotels are involved in programs to help marginalized minors reintegrate into society.
68%	56% of hotels serve fair trade products (with the Fairtrade/Max Havelaar label). 15% of hotels serve sustainable products (with the Rainforest Alliance or other recognized label). Around 526 tonnes of fair-trade-sourced hot beverages served in our hotels in 2012.
83%	87% of hotels ensure proper sanitation of wastewater. 97% of hotels train staff in good environmental practices.
80%	Number of employees attending a training course leading to certification (indicator under construction). 321 hotels offer employees classes in the host country language.
27%	0.8% of employees have disabilities (owned, leased and managed hotels, outside the United States).
71 countries	369 hotels organize training to prevent psychosocial risks.
4 indices	Meetings were held with 523 investors during the year to present our management practices.
31%	55% of franchised hotels comply with the “standard level” defined in the Charter 21 ⁽²⁾ .
60%	204 suppliers have been audited by an independent organization over the past two years. 90% of European contracts include REACH compliance for chemicals.

(1) In 2012, managed hotels were added to the PLANET 21 targets concerning water, energy and CO₂.

(2) The standard level is reached when 10 of the Charter 21 key action points have been completed.

GROUP SUSTAINABLE DEVELOPMENT INDICATORS

WATER AND ENERGY

Since 2005, the hotel performance optimization process has been driven by a dedicated, regularly upgraded module in the OPEN application and by the deployment of a management process specific to the hotels business, based primarily on the Accor-developed BOOST method.

Indicators related to water, energy and greenhouse gas emissions concern all of the owned, leased and managed hotels. Franchised hotels, hotelF1, Formule1 and ibis *budget* hotels under commission-based management contracts in France, Australia and South Africa, Mercure Apartments in Brazil and Adagio City Aparthotels are not included in the scope of reporting for water and energy data.

Compliance with the procedures for reporting water use, energy use and greenhouse gas emissions and the reliability of these procedures have been reviewed by Ernst & Young since 2009.

Consumption figures by brand are stated per available room for energy and per room night for water. They cover all of the water and energy used on-site and in the rooms, as well as for such hotel operations as cleaning and maintenance of equipment and facilities, food services, grounds watering, laundry services, swimming pools, etc.

WATER AND ENERGY CONSUMPTION	France		Rest of Europe		North America		Latin America and Caribbean		Asia		Pacific		Africa and Middle East		Scope of reporting	
	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	2011	2012
Number of validated hotels	373	17	614	51	3	12	46	0	38	128	41	71	19	46	1,336 ⁽¹⁾	1,459
Energy used (MWh)	455,584	46,588	919,345	130,854	13,500	108,085	63,682	–	38,914	952,289	79,018	219,291	75,145	138,516	2,896,146	3,240,807
Water used (thousands of cu.m)	3,042	277	5,332	702	59	626	817	–	410	10,220	704	1,716	763	1,072	24,786	25,740

WATER AND ENERGY CONSUMPTION BY BRAND	Sofitel	Pullman	Novotel	Suite Novotel	Mercure and MGallery	ibis	ibis Styles	ibis <i>budget</i>	HotelF1	Formule 1
Energy use (kWh per available room)	98	74	47	25	41	22	23	13	11	12
Water use (liters per room night)	885	739	308	163	302	175	240	118	112	107

GREENHOUSE GAS EMISSIONS	France		Rest of Europe		North America		Latin America and Caribbean		Asia		Pacific		Africa and Middle East		Scope of reporting	
	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	2011	2012
Number of validated hotels	373	17	614	51	3	12	46	0	38	128	41	71	19	46	1,336 ⁽¹⁾	1,459
Direct emissions (tonnes of CO ₂ equivalent)	22,843	1,246	65,436	11,425	1,327	8,738	3,941	–	3,094	70,697	4,588	15,320	5,003	8,059	186,455	221,716
Indirect emissions (tonnes of CO ₂ equivalent)	28,415	3,339	287,663	28,722	1,247	30,229	4,614	–	17,564	421,865	47,887	102,731	24,032	72,234	892,678	1,070,541
Total emissions (tonnes of CO ₂ equivalent)	51,258	4,584	353,098	40,147	2,574	38,967	8,556	–	20,657	492,563	52,475	118,050	29,034	80,293	1,079,134	1,292,256

(1) Excluding Motel 6 and Studio 6.

CHARTER 21

Introduced in 2005, Charter 21 recommends 65 actions – such as recycling glass, recovering rainwater and using eco-labeled products – that hotels can deploy to effectively reduce their environmental footprint. Updated in 2011, the Charter now addresses social responsibility issues like the organization of staff training on health and well-being or the purchase of fair trade products. Charter 21 is structured in five parts: management, energy, water, waste and products.

Unless otherwise specified, these results concern all Accor hotels worldwide, with the exception of the Adagio City Aparthotels, which do not apply Charter 21, and the sea & spa facilities, which apply the same Charter actions as their host hotels and whose data are therefore consolidated with those of the hotel. Results are expressed as a percentage comparing the number of hotels implementing a given action to the total number of hotels applying the Charter. Some actions apply only to hotels equipped with special facilities, such as a restaurant or laundry. In this case, the percentage of hotels having implemented these actions is calculated based solely on the total number of hotels concerned (designated “applicable hotels” in the tables).

MANAGEMENT										
Raising employee and guest awareness	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	3,757	3,080	–
Train employees in best environmental practices	97%	98%	100%	96%	95%	93%	90%	95%	97%	+3%
Designate sustainability manager	56%	79%	88%	80%	76%	54%	82%	42%	67%	+18%
Raise guest awareness of sustainable development issues	92%	95%	100%	97%	83%	82%	86%	90%	91%	+2%
Risk prevention	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	3,757	3,080	–
Use CFC-free and PCB-free technical installations	54%	71%	50%	63%	50%	69%	77%	42%	61%	+11%
Verify that installations containing HCFCs and HFCs are leak-proof	65%	90%	94%	85%	66%	78%	72%	76%	76%	+3%
Training and awareness building	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	–	3,080	–
Organize health and well-being training	24%	44%	69%	52%	65%	57%	72%	–	40%	NEW
Protecting children from abuse	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1285	927	16	203	266	237	146	–	3,080	–
Prevent sexual tourism involving children	4%	27%	6%	71%	34%	16%	50%	25%	21%	+19%
Number of employees trained	566	5,809	20	5,943	13,449	522	3,745	23,459	30,054	–
Display customer awareness campaigns	15%	25%	6%	68%	27%	3%	28%	12%	17%	8%
Involved in programs to help marginalized minors re-enter society	2%	2%	0%	7%	12%	2%	9%	–	4%	NEW
Relay national missing children alerts	4%	4%	6%	5%	11%	4%	8%	–	9%	NEW
Certifications	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		
								2011	2012	
ISO 14001 (ibis)	222	214	0	78	10	18	23	419	565	
EarthCheck (Novotel)	68	87	0	10	32	16	7	137	220	

GROUP SUSTAINABLE DEVELOPMENT INDICATORS

ENERGY										
Energy efficiency	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	3,757	3,080	–
Monitor and analyze monthly use	88%	98%	100%	97%	99%	91%	93%	94%	93%	0%
Use energy-efficient light bulbs for 24/7 lighting	92%	96%	100%	99%	95%	94%	90%	90%	94%	+6%
Insulate pipes containing hot/cold fluids	89%	97%	100%	96%	88%	88%	86%	90%	91%	+2%
Monitor the optimum settings on equipment	91%	97%	100%	97%	86%	83%	96%	92%	92%	+1%
Use a timer for frontage lighting	92%	93%	100%	78%	84%	89%	93%	70%	91%	+9%
Use energy-efficient light bulbs in rooms	87%	88%	94%	95%	83%	91%	83%	87%	88%	+4%
Use a central light switch in guest rooms	46%	42%	25%	62%	77%	60%	73%	36%	51%	+8%
Use energy-efficient light bulbs for outdoor signage	64%	65%	81%	71%	77%	73%	77%	56%	67%	+22%
Use energy-efficient boilers	64%	76%	75%	84%	61%	56%	66%	62%	68%	+5%
Recover energy from the ventilation system	22%	48%	25%	16%	39%	12%	35%	25%	31%	0%
Use energy-efficient light bulbs for frontage lighting	61%	70%	81%	87%	70%	71%	71%	65%	68%	+9%
Use a building management system to manage energy consumptions	15%	40%	88%	30%	38%	37%	30%	18%	28%	+5%
Use speed controllers for fan and pump motors	12%	37%	69%	44%	59%	43%	38%	19%	30%	+5%
Number of hotels	903	724	15	198	263	227	143	2,948	2,473	–
Use energy-efficient air conditioning cooling equipment	60%	67%	60%	73%	70%	59%	75%	50%	65%	+7%
Equipped with a timer for common area air conditioning	20%	56%	67%	24%	52%	63%	45%	27%	40%	+7%
Number of hotels	325	364	13	167	194	160	90	1,202	1,313	–
Use energy-efficient minibars	78%	74%	69%	80%	83%	52%	80%	75%	75%	+1%

WATER

Reducing water use	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	3,757	3,080	–
Monitor and analyze monthly use	94%	98%	94%	98%	98%	89%	96%	93%	93%	+3%
Use flow regulators on faucets/shower heads	94%	95%	100%	90%	86%	90%	90%	88%	93%	+6%
Monitor the optimum settings on equipment	90%	96%	100%	94%	83%	85%	95%	90%	91%	+2%
Use sub-meters to improve monitoring	21%	27%	25%	20%	63%	45%	60%	18%	30%	+8%
Eliminate waste-water cooling systems	67%	76%	81%	70%	61%	50%	64%	46%	68%	+11%
Use motion sensors for bathroom faucets	19%	30%	75%	34%	44%	19%	21%	17%	26%	+5%
Use dual flush toilets	45%	61%	25%	41%	56%	84%	64%	36%	54%	+8%
Recover rainwater for gardens watering and toilet flushing	2%	5%	0%	6%	20%	19%	64%	4%	6%	+1%
Use a water-efficient laundry service	34%	63%	69%	63%	53%	51%	3%	34%	49%	+13%
Number of applicable hotels	874	499	11	158	209	139	118	2,668	2,008	–
Use selective grounds watering methods	78%	75%	73%	85%	65%	88%	79%	75%	77%	+6%

Water pollution	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	3,757	3,080	–
Ensure proper wastewater treatment	89%	92%	69%	92%	83%	70%	73%	82%	87%	+7%
Recycle grey water	2%	4%	13%	14%	29%	13%	7%	6%	6%	–1%

GROUP SUSTAINABLE DEVELOPMENT INDICATORS

WASTE

Waste resource recovery	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	3,757	3,080	–
Sort and recycle paper/cardboard	77%	97%	94%	95%	90%	84%	77%	73%	86%	+6%
Sort and recycle glass bottles and packaging	82%	96%	94%	93%	85%	78%	68%	73%	86%	+3%
Recycle plastic packaging	57%	85%	88%	94%	82%	65%	68%	64%	–	+0%
Recycle metal packaging	42%	72%	81%	93%	81%	60%	55%	55%	60%	+1%
Offer guests waste sorting opportunities	11%	27%	56%	63%	41%	32%	19%	22%	24%	–2%
Number of hotels	524	562	16	182	263	195	137	1,747	1,879	–
Sort and recycle organic waste from restaurants	26%	66%	56%	37%	67%	32%	24%	44%	45%	+1%
Collect and treat cooking oil	97%	96%	100%	92%	78%	91%	72%	91%	91%	+1%
Collect and treat edible fats	97%	91%	94%	84%	70%	70%	59%	85%	85%	+1%
Number of hotels	874	499	11	158	209	139	118	2,668	2,008	–
Sort and recycle green waste from gardens	59%	70%	64%	42%	59%	68%	46%	42%	61%	+7%
Management of hazardous industrial waste	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	3,757	3,080	–
Sort and dispose of batteries	99%	99%	94%	94%	57%	69%	68%	91%	91%	+1%
Sort and dispose of fluorescent bulbs and tubes	97%	98%	100%	93%	75%	64%	40%	91%	90%	+0%
Recycle electric and electronic equipment	86%	93%	100%	80%	72%	49%	35%	64%	81%	+5%
Sort and recycle ink cartridges	99%	99%	100%	91%	96%	87%	79%	92%	96%	+5%

PRODUCTS

Nutritional balance	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	524	562	16	182	263	195	137	1,747	1,879	–
Offer balanced dishes in the restaurant	86%	90%	94%	85%	90%	86%	74%	62%	87%	+15%

Eco-conception	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	3,757	3,080	–
Use eco-friendly cleaning products	83%	92%	94%	92%	92%	89%	94%	51%	88%	+29%
Use eco-designed dispensers or packaging for bathroom products	50%	67%	56%	60%	63%	53%	47%	39%	57%	+10%
Use eco-designed materials in guest rooms	18%	25%	38%	43%	56%	34%	36%	33%	27%	+9%
Use certified paper for printing	83%	86%	88%	79%	74%	82%	68%	77%	82%	+11%

Biodiversity	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	524	562	16	182	263	195	137	1,747	1,879	–
Ban endangered seafood species from restaurant menus	82%	86%	75%	85%	80%	89%	69%	68%	83%	+10%

Local food products	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	524	562	16	182	263	195	137	1,747	1,879	–
Purchase and promote local food products	60%	63%	81%	66%	81%	79%	78%	51%	68%	+10%

Fair trade and sustainable agriculture	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,284	803	16	0	0	0	0	3,085	2,371	–
Serve fair trade products	89%	23%	19%	N/A	N/A	N/A	N/A	34%	56%	+8%

	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa and Middle East	Scope of reporting		Change at comparable scope of reporting
								2011	2012	
Number of hotels	1,285	927	16	203	266	237	146	3,757	3,080	–
Serve sustainable products	3%	29%	25%	14%	19%	19%	20%	9%	47%	+6%

HUMAN RESOURCES INDICATORS

The men and women of Accor worldwide

Employee and diversity data are reported and the related indicators managed via the HR DATA application that was revamped in 2009 and redeployed in 2010. The application has been steadily upgraded with new features to enhance user-friendliness, but more importantly to improve the reliability of the reported data. In addition to collecting and consolidating employee and diversity indicators, the application allows users to export employee relations scorecards. They can also easily display data trends from one period to another for a given issue or to compare two issues.

Wider use of these scorecards will be encouraged by a series of training sessions to be organized in 2013.

The corporate reporting process is defined in the **human resources reporting protocol** and the **diversity reporting protocol**, which apply to everyone involved in the reporting chain, from the Accor head office to hotels. They provide a detailed, comprehensive description of Group procedures and definitions, the methods used to measure data and indicators, and the areas at risk that require particular attention. They also mention any country-specific features, which are frequently updated. Versions of the protocols in French and English have been distributed to everyone responsible for the reporting process. They are also available on request from the corporate

Human Resources Department, together with all of the training support documents that make up Accor's reporting standards.

Unless otherwise noted, all of the indicators disclosed in the social responsibility report are based on the reported employee and diversity data. The scope of this reporting is described below.

Employee data are reported for:

- people who work in head offices, owned hotels and leased hotels, who are direct employees of the Accor Group;
- people who work in the managed hotels, who are managed by Accor but are not direct employees of the Accor Group.

Employee data do not include:

- employees of owned, leased and managed hotels closed as of December 31, 2012;
- contingent workers, interns and temporary workers;
- employees of franchised hotels or units in which Accor owns an equity interest but does not exercise any management responsibility (commission-based management contracts and Adagio Aparthotels).

Workforce indicators are measured and disclosed on the basis of the monthly average number of employees.

As of December 31, 2012, Accor employed **133,886 people** in owned, leased and managed hotels, compared with 144,893 a year earlier.

WORKFORCE BY BUSINESS AND REGION AT DECEMBER 31, 2012	France	Rest of Europe	Asia-Pacific	Latin America and Caribbean	Other countries	Total 2012	Total 2011
OWNED AND LEASED HOTELS PAYROLL EMPLOYEES	15,264	21,242	4,665	4,768	2,958	48,897	67,090
Upscale and Midscale Hotels	9,672	15,562	3,019	2,536	2,319	33,108	36,882
Economy Hotels	5,592	5,680	1,646	2,232	639	15,789	15,913
Economy Hotels in the United States	–	–	–	–	–	–	14,296
MANAGED HOTELS NON-PAYROLL EMPLOYEES	1,325	5,207	55,635	5,943	15,794	83,905	76,650
Upscale and Midscale Hotels	1,279	4,232	51,654	4,873	14,184	76,222	69,289
Economy Hotels	46	975	3,981	1,070	1,610	7,683	7,361
HOLDING COMPANY – PAYROLL EMPLOYEES	1,084	–	–	–	–	1,084	1,153
TOTAL⁽¹⁾	17,673	26,449	60,301	10,711	18,752	133,886	144,893

(1) Except for 6 managed hotels in Germany and 20 managed hotels in France.

“Other countries” includes the Africa-Middle East and North America regions. As of end-2012, Accor had 15,943 employees in Africa-Middle East, of whom 2,720 were payroll employees, and 2,809 employees in North America, of whom 238 were payroll employees.

In addition to employees working in head offices and in owned, leased and managed hotels, **Accor estimates that another 30,000 people are employed in the franchised hotels.**

Lastly, by the nature of its business and in its relationships with partners, Accor is a major source of indirect jobs. The outside workforce includes temporary and contingent workers who support in-house teams during peak periods, as well as sub-contractor employees in such areas as laundry services, housekeeping, landscaping and call centers.

HUMAN RESOURCES DATA AT DECEMBER 31, 2012		France	Rest of Europe	Asia-Pacific	Latin America and Caribbean	Other countries	Total 2012	Total 2011
Number of payroll and non-payroll employees		17,674	26,449	60,301	10,711	18,753	133,886	144,893
% women		57%	56%	44%	53%	27%	47%	50%
% men		43%	44%	56%	47%	73%	53%	50%
% under permanent contract		86%	82%	62%	95%	72%	73%	77%
% women		56%	55%	44%	53%	31%	47%	51%
% men		44%	45%	56%	47%	69%	53%	49%
By age								
Under 25		15%	20%	24%	20%	11%	20%	20%
25 to 34 years		32%	36%	41%	42%	39%	39%	37%
35 to 44 years		26%	22%	22%	25%	27%	23%	24%
45 to 54 years		19%	15%	10%	10%	17%	13%	14%
Over 55 years		8%	7%	3%	3%	6%	5%	5%
By seniority								
Less than six months		10%	9%	19%	17%	11%	15%	17%
Six months to two years		18%	26%	38%	35%	27%	31%	28%
Two to five years		19%	24%	22%	25%	22%	22%	24%
Five to ten years		23%	19%	12%	16%	18%	16%	14%
More than ten years		30%	22%	9%	7%	22%	16%	17%

HUMAN RESOURCES INDICATORS

MANAGEMENT AT DECEMBER 31, 2012	France	Rest of Europe	Asia- Pacific	Latin America and Caribbean	Other countries	Total 2012	Total 2011
% of total workforce ⁽¹⁾	26%	17%	27%	12%	12%	22%	19%
% women	48%	48%	39%	46%	26%	41%	43%
% men	52%	52%	61%	54%	74%	59%	57%
By age							
Under 25	2%	2%	7%	2%	3%	5%	5%
25 to 34 years	32%	34%	47%	48%	27%	41%	39%
35 to 44 years	34%	36%	31%	31%	35%	33%	33%
45 to 54 years	24%	20%	12%	15%	26%	16%	18%
Over 55 years	8%	8%	3%	4%	9%	5%	5%

(1) A manager is defined as an employee who manages a team and/or has a high level of expertise.

WORKING HOURS AT DECEMBER 31, 2012	France	Rest of Europe	Asia- Pacific	Latin America and Caribbean	Other countries	Total 2012	Total 2011
% full-time employees	77%	79%	89%	99%	99%	88%	89%
% part-time employees ⁽²⁾	23%	21%	11%	1%	1%	12%	11%
Average number of days absent per employee over the year for illness, occupational disease and workplace accidents ⁽³⁾	16.7	10.0	2.3	12.3	4.4	6.9	6.2
Average number of days absent per employee over the year for other reasons ⁽⁴⁾	7.7	2.2	0.7	2.6	2.0	2.3	1.8

(2) A part-time employee is one who works fewer than a country's legal working hours, without including any overtime.

(3) Total number of days absent, divided by total number of employees. Does not include maternity and paternity leave.

(4) Total days of authorized and un-authorized unpaid leave, divided by total number of employees. Does not include maternity and paternity leave.

TRAINING AT DECEMBER 31, 2012	France	Rest of Europe	Asia- Pacific	Latin America and Caribbean	Other countries	Total 2012	Total 2011
Average number of days of training per employee ⁽⁵⁾	1.5	1.7	4.1	4.7	4.7	3.4	3.0
Average number of days of training for managers	2.6	2.8	4.5	5.1	9.4	4.3	4.4
Average number of days of training for non-managers	1.1	1.4	4.0	4.6	4.1	3.2	2.7
Number of employees having attended at least one training course	8,685	22,151	85,222	11,111	16,835	144,004	143,937
Of whom managers	3,059	4,238	22,051	1,225	2,691	33,264	31,566
Of whom non-managers	5,626	17,913	63,171	9,886	14,144	110,740	112,371
Total number of days of training	26,005	43,818	248,174	49,938	88,831	456,766	435,092

(5) Total number of days of training over the year divided by total number of employees.

METHODOLOGY

- **Training:** the number of reported training days includes courses conducted by the Académie Accor and contract service providers for hotels and head offices, as well as the brand program training led by managers for their teams. Accor considers that these data reflect the majority of the training offered to employees. However, part of the training conducted in the hotels may not be reported to Group level. Examples include induction courses for new hires or non-brand program courses led by managers with the help of specialized materials provided by the Académie Accor.
- **Number of days of training:** training in a country's hotels and head offices is reported in number of days rather than hours. When courses, such as e-learning modules, last only a few hours, they are converted into days on the basis of eight hours per day.
- **Absenteeism "for other reasons":** these absences do not give rise to any direct costs for the Group because they include authorized and unauthorized unpaid leave (other than for family events), depending on local labor laws.

Contacts

If you are a shareholder...

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You can also consult:

- the 2012 Registration Document and the Annual Financial Report, which are available in the "Finance" section of accor.com;
- the 2012 Annual Report, available in an interactive version in the Group section of accor.com.



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If you are a journalist...

For questions about Accor, you can contact the Group Media Relations Department.

E-mail: service.presse@accor.com

You can also find a list of all media contacts by brand and by region in the "Press" section of accor.com.



For more information about the Accor Foundation

Available at fondation-accor.com/en

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The document was written and produced by the Accor Communication and External Relations Department.

Design and layout: IIAVAS WORLDWIDE PARIS

Photo credits: Abaca Corporate/Benoît Laboup/Boris Zuliani/Marc Tey/Matilde Gattoni/Robert Masters – Alexia Silvagni – Ali Rangconwalla – Anne-Emmanuelle Thion – Annemiek Veldman – Bernard Vanden Eynde – Carole Bellaïche – Cédric Houin – Christoph Weiss – Christophe Bielsa – 5.5 designers/Colombe Clier – Clay Lilly – Coco Amardeil – Dastkar – Dewandra Djelantik – Diego Cervo – Dilip Bhatia – Edmondo Angelelli – Emmanuel Reyboz – Emmanuel Serna – Éric Cuvillier – Erich Silalahi – Fabrice Rambert – François Halard – Gabriel Ulung Wicaksono – Gérard Vallet – Grégoire Gardette – Grégoire Le Bacon – Gu Han – Hamilton Lund – In-Presa – Jack Burlot – Jacques Yves Gucia – Jerzy Malinowski – Joël Biletta – Krastin Shopov – Manoo Manookulkit – Marc Bertrand – Michael Su – Noella de Bermingham – Panchee Kiattipong – Philippe Wang – Pierre-Emmanuel Rastoin – Pol Guillard – Rémy Cortin – Rodolphe Optich – Sam Nugroho – Seree Palanusont – Slava Pozdnyakov – Stefan Kraus – Steve Wells – Sylvie Becquet – Theeranuj Karnasuta Wongwaisayawan – Thierry Antablian – Thierry Bouët – Vichai Kiatamornvong – William Denizet – Xu Qing – Yoann Obrenovitch – Yves Forestier – D.R.

Copywriting: Antoine Blachez.



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