

Press release

November 26, 2008

Double recognition for Pullman at Hospitality Awards: - Best Innovative Concept - Best Advertising Campaign

The **9th annual Hospitality Awards** organized by MKG Group and attended by 700 members of the international hotel industry took place on November 18. Pullman earned two prestigious awards:

- one for the **innovative "Get Closer" concept**,
- plus a second award for its **"Check-in. Chill-out" advertising campaign**.

Less than a year after the reinvention of the historic brand—designed to address the expectations of a clientele seeking **an upscale environment with a unique blend of comfort, pleasure and modernity**—these awards constitute powerful recognition from the hospitality industry.

Get Closer, a truly innovative positioning in the upscale hotel segment

Get Closer is the fruit of close collaboration between Accor's operational, marketing and human resources teams in order to forge an exciting new hotel culture around the Pullman brand. This vision is translated into a reality for guests at multiple levels:

- The **product**, with all the "basics" (rooms, lobby, etc.) and services revisited to express this positioning. Pullman innovations include:
 - o **Table d'hôtes:** Convivial "chef's tables" where business travelers can enjoy food in a relaxed social setting.
 - o **Innovative Breaks:** Breaks during meetings provide a chance for relaxation and creativity, with themed activities, tastings and special events.
 - o **A la carte Coaches:** Accomplished leaders (sports, artists, business people, etc.) facilitate all or part of an event.
- **Human Resources**, with:
 - o **Creation of a shared Human Resources model** that unifies the values of the brand, management methods, staff development and energizes change.
 - o **Creation of entirely new hotel professions:** Welcomer, IT Solutions Manager, Event Manager...designed to take personal service for guests and efficiency to new levels of excellence.

Stéphane Rousseau, Pullman Director of Human Resources, said: *"Pullman is a totally new approach to upscale hotels. Get Closer is a promise not only to our guests, but also to our employees. We make the upscale experience warm and friendly, providing closer personal service for guests so that they themselves feel closer to their own 'home base' business and personal environment. What we're doing is to forge an exceptional 'high-end' culture for both guests and staff."*

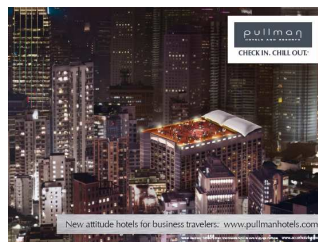
A groundbreaking advertising campaign that creates new territory for the hotel industry

Launched in conjunction with the brand on December 10, 2007, the Pullman ad campaign—created by the **McCann agency**—anchors the brand in the hotel universe while illustrating a fresh new offering. “*This campaign is completely the opposite of conventional hotel advertising,*” says Pullman International Marketing Director Philippe Mettey. “*It illustrates our brand’s innovative positioning and marks a complete break with the traditional vision of upscale hotels.*”

The Pullman campaign goes beyond the contexts of the room to illustrate the pillars of this new offer: **convivial hospitality, calm and connectivity**.

These three fundamentals are developed with five striking visuals:

- A “**swimming pool**” bed to express comfort and freshness,
- A “**bar-lounge**” bed, emblematic of a convivial and efficient ambiance,
- A “**restaurant-terrace**” bed to underline a convivial *art de vivre*,
- A “**garden**” bed to present stress-free connectivity and rest for the spirit,
- A “**tennis court**” bed to evoke the convivial side of business meetings.



The ads broke in May 2008 in the **European trade press, both online and print**. The “Check-in Chill-out” campaign also began running on **billboards in eight airports** in France (Orly and Roissy), **Germany** (Frankfurt, Munich, Dusseldorf, Cologne), **Belgium** (Zaventem) and the **United Kingdom** (Heathrow).

At December 31, 2008, the Pullman network will count some thirty hotels in Europe, Africa and Asia.

9th annual Hospitality Awards: a showcase for exemplary innovations and achievements

The Hospitality Awards are organized by the MKG Group, the European leader in consulting for the hospitality industry. The awards recognize the exemplary achievements and initiatives by individual hotels, brands and hotel groups around the world.

The 2008 Awards were chaired by **Arne Sorenson, Executive Vice President and Chief Financial Officer of Marriott International**. The rules are defined by an Advisory Board comprising twenty leaders from the global hotel industry and headed by Richard Gomel, President of the Groupe du Louvre Hospitality Division.

The international jury for the 2008 Awards was **co-chaired by Clara Gaymard, President and CEO of General Electric Western Europe**, and by **Stanislas de Quercize, CEO of Van Cleef & Arpels**.

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Pullman is the upscale hotel brand of Accor. It was designed with the requirements of business women and men in mind.

Located in the main regional and international cities, Pullman hotels provide **an extensive range of tailored services, access to groundbreaking technologies** and the "Co-Meeting" offer, a **new approach to organizing meetings, seminars and high-end incentives**. At Pullman hotels, business travelers can choose between **being independent or relying on the staff** available round the clock.

Starting 2009, the Pullman network will count on **59 hotels in 23 countries across Europe, Asia, the Middle East and Latin America**. By 2015, we expect over 300 establishments around the world.

All the information you need concerning Pullman hotels is available on its website www.pullmanhotels.com.

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

- **Hotels**, with the **Sofitel, Pullman, MGallery, Novotel, Mercure, Suitehotel, Ibis, all seasons, Etap Hotel, Formule 1 and Motel 6** brands, representing 4,000 hotels and nearly 500,000 rooms in 90 countries, as well as strategically related activities, such as **Lenôtre**;
- **Services**, with 30 million people in 40 countries benefiting from Accor Services products in employee and public benefits, rewards and loyalty, and expense management.

Pullman Press contact

Nathalie Dubus
Tel. +33 (0)1 61 61 77 08
nathalie.dubus@accor.com