

## Press Release

Paris, January 15, 2008

# 2007 Revenue Up by a Strong 6.8%

## Sustained Growth in the Fourth Quarter: Up 6.9% Like-For-Like

### 2007 Operating Profit Before Tax and non-recurring items upgraded to slightly above €900 million

Accor's consolidated revenue totaled **€8,121 million in 2007**, an increase of 6.8% compared with the previous year. Based on a comparable scope of consolidation and at constant exchange rates, the like-for-like increase was 6.5%.

Revenue (in € millions)	2006 <sup>(1)</sup>	2007	Reported change	Like-for-like change <sup>(2)</sup>
<b>Hotels</b>	<b>5,410</b>	<b>5,830</b>	<b>+7.8%</b>	<b>+5.8%</b>
Upscale and Midscale	2,927	3,370	+15.1%	+7.2%
Economy	1,492	1,618	+8.4%	+6.1%
Economy US	991	841	-15.1%	+1.5%
<b>Services</b>	<b>760</b>	<b>885</b>	<b>+16.5%</b>	<b>+11.9%</b>
Other businesses	1,437	1,406	-2.1%	+6.0%
<b>Total</b>	<b>7,607</b>	<b>8,121</b>	<b>+6.8%</b>	<b>+6.5%</b>

(1) In accordance with IFRS 5, CWT revenue has been classified in Results from discontinued operations until its disposal in August, 2006.

(2) Based on a comparable scope of consolidation and at constant exchange rates.

The Group's expansion strategy boosted revenue for the year by 7.9%, while the disposals carried out under the ongoing asset right strategy and divestments of non-strategic businesses led to a 6.5% reduction. The currency effect for the year was a negative 1.1%.

**Revenue for the fourth quarter of 2007 came to €2,002 million**, up 1.9% over the year-earlier period. Reported growth takes into account the divestment of Red Roof Inns and the Italian Food Services business, which were removed from the scope of consolidation effective August 31, 2007 and September 30, 2007 respectively. **The like-for-like increase in revenue for the quarter was 6.9%**, versus 6.6% in the third quarter and 6.1% in the first half.

This very good fourth quarter performance reflects:

- Sustained demand in the Hotels business, with revenue up 6.9% like-for-like compared with increases of 6.1% in the third quarter and 5.2% in the first half. Growth was led by Europe, where all segments performed well. Revenue in this region rose 7.9% like-for-like in the fourth quarter – compared to a 6.9% increase in worldwide Hotels revenue – reflecting a significant improvement in occupancy rates and average prices.
- The Services business also enjoyed sustained growth, with fourth quarter revenue up 11.5% like-for-like.

The expansion strategy lifted revenue for the quarter by 8.6%, while divestments (mainly of Red Roof Inns, Go Voyages and the Italian Food Services business) had a negative impact of 12.6%. The currency effect for the quarter was a negative 1.1%, mainly reflecting the euro's appreciation against the dollar.

## Services

### Reported 2007 revenue up 16.5%

**Revenue from the Services business in 2007 increased 16.5% on a reported basis** and 11.9% like-for-like, in line with the Group's medium-term organic growth target for the business of 8% to 16% a year.

The Group's assertive expansion strategy in the Services business – including the acquisition of Kadéos, France's leading gift card and voucher company – drove 6.0% revenue growth, while the depreciation of certain South American currencies against the euro led to a negative currency effect of 0.9%.

**Services revenue for the fourth quarter was 20.6% higher** on a reported basis and 11.5% like-for-like.

In Europe, fourth quarter revenue increased 9.7% like-for-like, on the back of 14.3% growth in the third quarter and 13.5% in the first half, translating into a 12.5% increase over the year. Registered growth in the fourth quarter reflects a more modest increase in France for products other than Meal Vouchers and also in the United Kingdom for Childcare Vouchers business after several years of strong revenue increase.

In Latin America, revenue for the quarter was up 12.3% like-for-like, compared with 8.4% in the third quarter and 8.6% in the first half, driving a 9.5% increase over the year. The sustained growth observed in the fourth quarter attests to the improved situation in Brazil, where revenue grew 4.1% like-for-like after dipping 0.6% in the third quarter, and to continued strong gains in other South American markets, where revenue was 24.2% higher (excluding Brazil).

## Hotels

### Reported 2007 revenue up 7.8%

**Hotels revenue for the year rose 7.8% on a reported basis** and 5.8% like-for-like, reflecting the upturn in the European hotel cycle observed since mid-2005, which led to improved occupancy rates and higher average prices. “Dynamic pricing” policy implemented by Accor combined with its “marketplace policy” also led to improved RevPAR.

The 2007 Rugby World Cup generated €16 million in revenue for the Hotels business. Excluding this event, the Hotels business’s revenue would have increased by 5.5% like-for-like, compared with the actual like-for-like increase of 5.8%.

In addition, Germany’s Dorint was consolidated for the first time and 28,400 new rooms were opened. In all, the Group’s Hotel expansion strategy boosted annual Hotels revenue by 9.5%. During the year, the Group continued to sell hotel properties under its “asset right” strategy. These transactions, which included outright sales and sales under management-back and franchise-back agreements, reduced Hotels revenue for the year by 6.0%. The currency effect in the Hotels business was a negative 1.6%, mainly due to the euro’s appreciation against the dollar.

**Hotels revenue for the fourth quarter rose 6.0% on a reported basis** and 6.9% like-for-like. Excluding the effect of the Rugby World Cup, the like-for-like increase was 6.5%.

In Europe, fourth quarter Hotels revenue increased 7.9% like-for-like, on the back of 6.7% growth in the third quarter and 5.4% in the first half, leading to a 6.4% increase over the year.

### Upscale and Midscale Hotels

Revenue from upscale and midscale hotels rose 8.8% like-for-like in the fourth quarter, compared with increases of 7.7% in the third quarter and 6.0% in the first half, translating into annual growth of 7.2%.

In France, which accounts for over 36% of revenue from this segment, growth came to 10.6% like-for-like in the fourth quarter and 9.0% over the full year. This performance was attributable to a sharp 12.8% rise in RevPAR, reflecting the efficiency of Accor’s “dynamic pricing” policy, with the French transport strikes having only a limited impact on fourth quarter business.

Northern Europe also performed well in the fourth quarter, particularly the United Kingdom and Germany where like-for-like revenue was up 10.7% and 5.0% respectively, compared with a 6.7% increase and a 0.4% decline in the third quarter, and rises of 8.1% and 1.2% in the first half. Over the full year, revenue was up 8.5% like-for-like in the United Kingdom and 1.7% in Germany, where 2006 activity had been boosted by the Football World Cup.

### Economy Hotels (outside the United States)

Revenue from economy hotels outside the United States rose 6.6% like-for-like in the fourth quarter, compared with increases of 6.2% in the third quarter and 5.7% in the first half, leading to annual growth of 6.1%.

In France, which contributes 42% of the segment’s revenue, like-for-like growth in the fourth quarter came to 5.6%, versus 6.0% in the third quarter and 3.6% in the first half, leading to a 4.7% increase over the year.

In the United Kingdom, revenue increased 8.0% like-for-like in the fourth quarter, compared with 10.2% in the third quarter and 12.4% in the first half, representing annual growth of 10.6%. In Germany, fourth quarter revenue was 4.9% higher like-for-like, compared with increases of 3.0% in the third quarter and 0.6% in the first half. Over the full year, like-for-like revenue growth in Germany stood at 2.3%.

## US Economy Hotels

Like-for-like revenue from economy hotels in the United States was up 1.5% for the year. Growth slowed to 0.7% in the fourth quarter, from 1.6% in the third quarter and 1.9% in the first half. The 15.1% decline in reported revenue for the year reflects the early-September divestment of Red Roof Inns, which was removed from the scope of consolidation effective August 31, 2007, and the dollar's weakness against the euro.

Motel 6's like-for-like revenue rose 0.7% in the fourth quarter, compared with increases of 1.6% in the third quarter and 1.2% in the first half, translating into 1.2% growth over the full year. The modest growth in the fourth quarter reflects the gas price per gallon surge and the slowdown of housing starts.

## Other businesses

Reported revenue from other businesses contracted 22.8% in the fourth quarter, following divestment of the Italian Food Services business (removed from the scope of consolidated effective September 30, 2007) and of Go Voyages (removed from the scope of consolidation effective April 30, 2007). Like-for-like growth in revenue from other businesses was 4.7% for the fourth quarter and 6.0% for the year. Amongst these activities, Lenôte annual reported revenue rose 5.6%, reflecting the positive impact of the Rugby World Cup (bringing €2 million additional revenue) and Pré Catelan Restaurant's obtaining of a third Michelin Star.

## 2007 earnings objective

Dynamic growth in the European hotel market in the fourth quarter and ongoing sustained growth in the Services business led to higher-than-expected revenue for the last three months of the year. **As a result, the Group has upgraded its 2007 earnings forecast and now expects to report Operating Profit before tax and non-recurring items slightly above €900 million**, compared with the target of €870 million to €890 million announced in August 2007.

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**Accor, the European leader and a major global group in hotels, the global leader in services to corporate clients and public institutions, operates in nearly 100 countries with 170,000 employees.** It offers to its clients over 40 years of expertise in its two core businesses:

- **Hotels**, with the **Sofitel, Pullman, Novotel, Mercure, Suitehotel, Ibis, All Seasons, Etap Hotel, Formule 1** and **Motel 6** brands, representing more than 4,000 hotels and nearly 500,000 rooms in 90 countries, as well as strategically related activities, such as Lenôte.
- **Services**, with 23 million people in nearly 40 countries benefiting from **Accor Services** products in human resources, marketing services and expense management.

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## Revenue

In Euros thousand	Quarter 1		Quarter 2		Quarter 3		Quarter 4		December-end (YTD)	
	2 006	2 007	2 006	2 007	2 006	2 007	2 006	2 007	2 006	2 007
<b>HOTELS</b>										
Upscale and Midscale	667 354	752 525	765 185	866 144	730 509	857 846	764 168	893 879	2 927 217	3 370 394
Economy	323 411	355 053	393 521	416 412	402 604	439 038	372 629	407 511	1 492 165	1 618 015
Economy US	231 601	215 940	260 157	245 286	278 115	242 971	220 808	137 184	990 681	841 383
<b>Total HOTELS</b>	<b>1 222 367</b>	<b>1 323 519</b>	<b>1 418 863</b>	<b>1 527 843</b>	<b>1 411 227</b>	<b>1 539 856</b>	<b>1 357 605</b>	<b>1 438 574</b>	<b>5 410 062</b>	<b>5 829 792</b>
<b>SERVICES</b>	<b>179 360</b>	<b>206 984</b>	<b>185 118</b>	<b>210 783</b>	<b>178 503</b>	<b>206 261</b>	<b>216 570</b>	<b>261 146</b>	<b>759 552</b>	<b>885 174</b>
<b>Other Businesses</b>										
Casinos	76 980	78 172	80 759	80 619	86 099	91 942	92 474	95 437	336 311	346 170
Restaurants	141 609	151 766	141 505	164 521	130 816	147 666	161 600	109 352	575 530	573 306
On-board train services	59 343	59 704	65 572	70 568	73 360	75 109	66 410	67 418	264 685	272 798
Other	53 551	67 292	65 202	72 771	70 899	43 818	70 909	30 035	260 562	213 917
<b>Total other businesses</b>	<b>331 483</b>	<b>356 935</b>	<b>353 038</b>	<b>388 480</b>	<b>361 173</b>	<b>358 534</b>	<b>391 393</b>	<b>302 242</b>	<b>1 437 088</b>	<b>1 406 191</b>
<b>Total</b>	<b>1 733 210</b>	<b>1 887 437</b>	<b>1 957 020</b>	<b>2 127 106</b>	<b>1 950 904</b>	<b>2 104 651</b>	<b>1 965 568</b>	<b>2 001 962</b>	<b>7 606 702</b>	<b>8 121 156</b>

	Quarter 1		Quarter 2		Quarter 3		Quarter 4		December-end (YTD)	
	Change Reported %	Change L/L % (*)	Change Reported %	Change L/L % (*)	Change Reported %	Change L/L % (*)	Change Reported %	Change L/L % (*)	Change Reported %	Change L/L % (*)
<b>HOTELS</b>										
Upscale and Midscale	12.8%	8.2%	13.2%	4.1%	17.4%	7.7%	17,0%	8.8%	15.1%	7.2%
Economy	9.8%	7.9%	5.8%	4.0%	9,0%	6.2%	9.4%	6.6%	8.4%	6.1%
Economy US	-6.8%	2,0%	-5.7%	1.8%	-12.6%	1.6%	-37.9%	0.7%	-15.1%	1.5%
<b>Total HOTELS</b>	<b>8.3%</b>	<b>7.0%</b>	<b>7.7%</b>	<b>3.7%</b>	<b>9.1%</b>	<b>6.1%</b>	<b>6.0%</b>	<b>6.9%</b>	<b>7.8%</b>	<b>5.8%</b>
<b>SERVICES</b>	<b>15.4%</b>	<b>14.1%</b>	<b>13.9%</b>	<b>10.0%</b>	<b>15.6%</b>	<b>12.3%</b>	<b>20.6%</b>	<b>11.5%</b>	<b>16.5%</b>	<b>11.9%</b>
<b>Other Businesses</b>										
Casinos	1.5%	3.5%	-0.2%	1.2%	6.8%	8.2%	3.2%	3.9%	2.9%	4.3%
Restaurants	7.2%	9.1%	16.3%	15.2%	12.9%	10.6%	-32.3%	7.4%	-0.4%	10.4%
On-board train services	0.6%	-2.3%	7.6%	4.3%	2.4%	2.3%	1.5%	-1.8%	3.1%	0.8%
Other	25.7%	13.2%	11.6%	-1.4%	-38.2%	-0.9%	-57.6%	5.5%	-17.9%	3.6%
<b>Total other businesses</b>	<b>7.7%</b>	<b>6.4%</b>	<b>10.0%</b>	<b>6.9%</b>	<b>-0.7%</b>	<b>6.1%</b>	<b>-22.8%</b>	<b>4.7%</b>	<b>-2.1%</b>	<b>6.0%</b>
<b>Total</b>	<b>8.9%</b>	<b>7.6%</b>	<b>8.7%</b>	<b>4.8%</b>	<b>7.9%</b>	<b>6.6%</b>	<b>1.9%</b>	<b>6.9%</b>	<b>6.8%</b>	<b>6.5%</b>

\*Based on constant scope of consolidation and exchange rates

## 2007 RevPAR by Segment and by Country (December-end, YTD)

HOTELS : RevPAR by segment at at December-end 2007 (YTD)	Occupancy Rate Subsidiaries (reported)		Average room rate Subsidiaries (reported)		RevPAR			
	(in %)	(chg in pts)		(chg in %)	Subsidiaries (reported) (chg in %)	Subsidiaries (like-for-like(1))	Subsidiaries & managed (reported)	
Upscale and Midscale Europe (in €)	67.5%	+2.5	103	+5.8%	70	+10.0%	+8.8%	+11.0%
Economy Europe (in €)	74.0%	+1.3	55	+4.3%	41	+6.1%	+5.9%	+6.2%
Economy US (in \$)	65.6%	+0.7	47	+0.6%	31	+1.7%	+1.8%	+1.7%

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

UPSCALE AND MIDSCALE HOTELS RevPAR by country at at December-end 2007 (YTD) (in local currency)	Number of rooms	Occupancy Rate Subsidiaries (reported)		Average room rate Subsidiaries (reported)		RevPAR			
		(in %)	(chg in pts)		(chg in %)	Subsidiaries (reported) (chg in %)	Subsidiaries (like-for-like(1))	Subsidiaries & managed (reported)	
France	30 097	67.3%	+4.2	110	+5.5%	74	+12.6%	+10.8%	+11.4%
Germany	21 056	65.0%	+0.4	90	+13.9%	59	+14.6%	+6.0%	+8.7%
Netherlands	4 249	68.5%	+2.0	114	+2.1%	78	+5.1%	+6.0%	+4.6%
Belgium	2 206	71.5%	+2.7	102	+3.8%	73	+7.9%	+7.7%	+8.9%
Spain	2 259	66.5%	+4.8	99	+4.5%	66	+12.7%	+12.7%	+12.8%
Italy	3 027	63.9%	-0.2	118	+2.8%	75	+2.5%	+5.0%	+2.5%
UK ( in £)	5 346	78.3%	+1.4	85	+6.4%	67	+8.4%	+6.9%	+0.4%
USA (in \$)	510	92.7%	+20.0	248	+14.4%	230	+45.9%	+20.3%	+22.0%

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

ECONOMY HOTELS RevPAR by country at at December-end 2007 (YTD) (in local currency)	Number of rooms	Occupancy Rate Subsidiaries (reported)		Average room rate Subsidiaries (reported)		RevPAR			
		(in %)	(chg in pts)		(chg in %)	Subsidiaries (reported) (chg in %)	Subsidiaries (like-for-like(1))	Subsidiaries & managed (reported)	
France	43 881	73.5%	+0.7	47	+4.1%	35	+5.1%	+4.6%	+5.0%
Germany	15 122	71.2%	+0.1	56	+4.0%	40	+4.2%	+4.2%	+4.4%
Netherlands	2 209	82.0%	+1.3	77	+5.2%	64	+6.9%	+6.7%	+6.9%
Belgium	2 564	78.1%	+2.1	65	+3.3%	51	+6.2%	+8.1%	+6.2%
Spain	4 069	77.9%	+1.7	54	+4.4%	42	+6.7%	+5.8%	+6.7%
Italy	1 395	66.0%	+6.3	74	+3.6%	49	+14.5%	+15.5%	+14.5%
UK ( in £)	7 361	77.1%	+3.0	53	+5.1%	41	+9.3%	+10.6%	+9.4%
USA (in \$)	97 638	65.7%	+0.7	47	+0.6%	31	+1.7%	+1.8%	+1.7%

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

## Fourth Quarter 2007 RevPAR by Segment and by Country (fourth quarter)

HOTELS : RevPAR by segment Q4 2007	Occupancy rate		Average room rate		RevPAR			
	Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries	Subsidiaries & managed (reported)
	(in %)	(chg in pts)	(chg in %)		(chg in %)		(like-for-like(1))	
Upscale and Midscale Europe (in €)	67.8	+3.3	106	+7.2%	72	+12.6%	+11.5%	+12.4%
Economy Europe (in €)	72.2	+2.0	56	+4.1%	40	+7.1%	+7.1%	+7.0%
Economy US (in \$)	61.8	+1.1	44	-5.1%	27	-3.3%	+0.4%	-3.3%

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

UPSCALE AND MIDSCALE HOTELS RevPAR by country Q4 2007 (in local currency)	Number of rooms	Occupancy Rate		Average room rate		RevPAR			
		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries	Subsidiaries & managed (reported)
		(in %)	(chg in pts)	(chg in %)		(chg in %)		(like-for-like(1))	
France	29 683	67.5	+4.5	116	+7.4%	78	+15.1%	+12.8%	+11.6%
Germany	20 601	66.6	+1.6	92	+19.5%	61	+22.5%	+12.9%	+14.8%
Netherlands	4 164	67.3	+2.0	117	+2.9%	79	+6.1%	+7.5%	+5.3%
Belgium	2 126	72.2	+2.2	107	+5.7%	77	+9.0%	+7.9%	+9.8%
Spain	2 259	65.1	+4.6	101	+8.1%	66	+16.3%	+16.3%	+16.3%
Italy	2 901	66.7	+5.1	115	+3.3%	77	+11.8%	+13.4%	+11.8%
UK ( in £)	5 342	78.1	+1.1	89	+6.6%	69	+8.1%	+6.8%	-1.8%
USA (in \$)	480	95.2	+17.8	319	+19.5%	303	+47.1%	+19.0%	+20.5%

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

ECONOMY HOTELS RevPAR by country Q4 2007 (in local currency)	Number of rooms	Occupancy Rate		Average room rate		RevPAR			
		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries (reported)		Subsidiaries	Subsidiaries & managed (reported)
		(in %)	(chg in pts)	(chg in %)		(chg in %)		(like-for-like(1))	
France	43 274	71.1	+1.5	48	+4.3%	34	+6.5%	+5.5%	+6.5%
Germany	15 050	69.9	+0.9	57	+5.7%	40	+7.1%	+7.7%	+6.8%
Netherlands	2 193	77.0	-2.8	78	+5.5%	60	+1.9%	+1.2%	+1.9%
Belgium	2 560	80.6	+3.7	66	+3.9%	53	+8.9%	+9.7%	+8.9%
Spain	4 323	74.9	+2.9	55	+3.8%	41	+8.0%	+5.5%	+8.0%
Italy	1 351	69.2	+10.6	75	+8.3%	52	+27.9%	+30.2%	+27.9%
UK ( in £)	7 512	76.6	+2.0	54	+5.5%	42	+8.4%	+9.5%	+8.8%
USA (in \$)	80 092	61.8	+1.1	44	-5.1%	27	-3.3%	+0.4%	-3.3%

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