

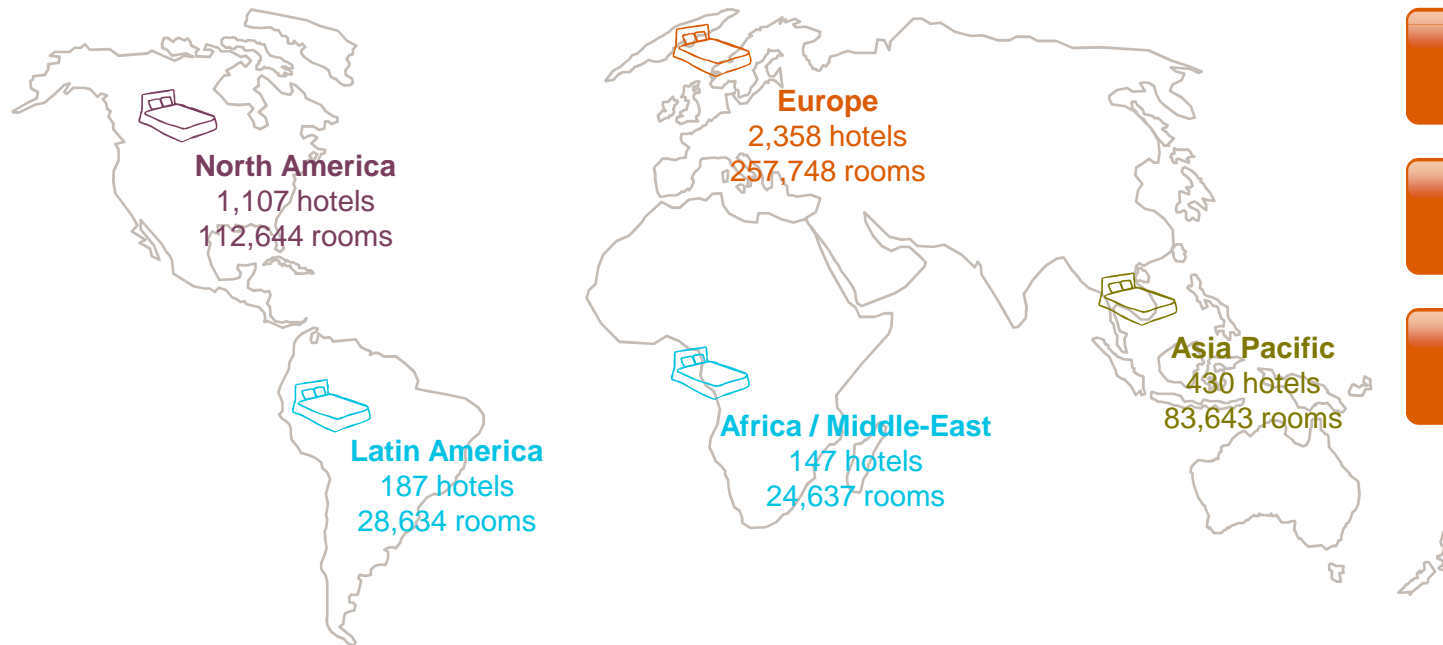


Accor reinvents hotels... sustainably

A 15-year commitment



Accor, the world's largest hotel operator and leading hotel employer



145,000
employees

More than
4,200 hotels

In more than
90 countries

Revenue of
€5,948 Million

A longstanding commitment



1994

Creation of the Environment Department

1998

1st Accor Hotels Environment Charter

2001

1st hotel group engaging partnership with ECPAT

2002

Creation of the Sustainable development department

2003

**Commitment to the UN Global Compact
1st Accor Sustainable Procurement charter**

2004

**ibis commits to ISO 14001
Accor in the DJSI**

2005

Launch of OPEN, Accor's Environmental management tool

2006

**Launch of the Earth Guest program
Global commitment against HIV/AIDS**

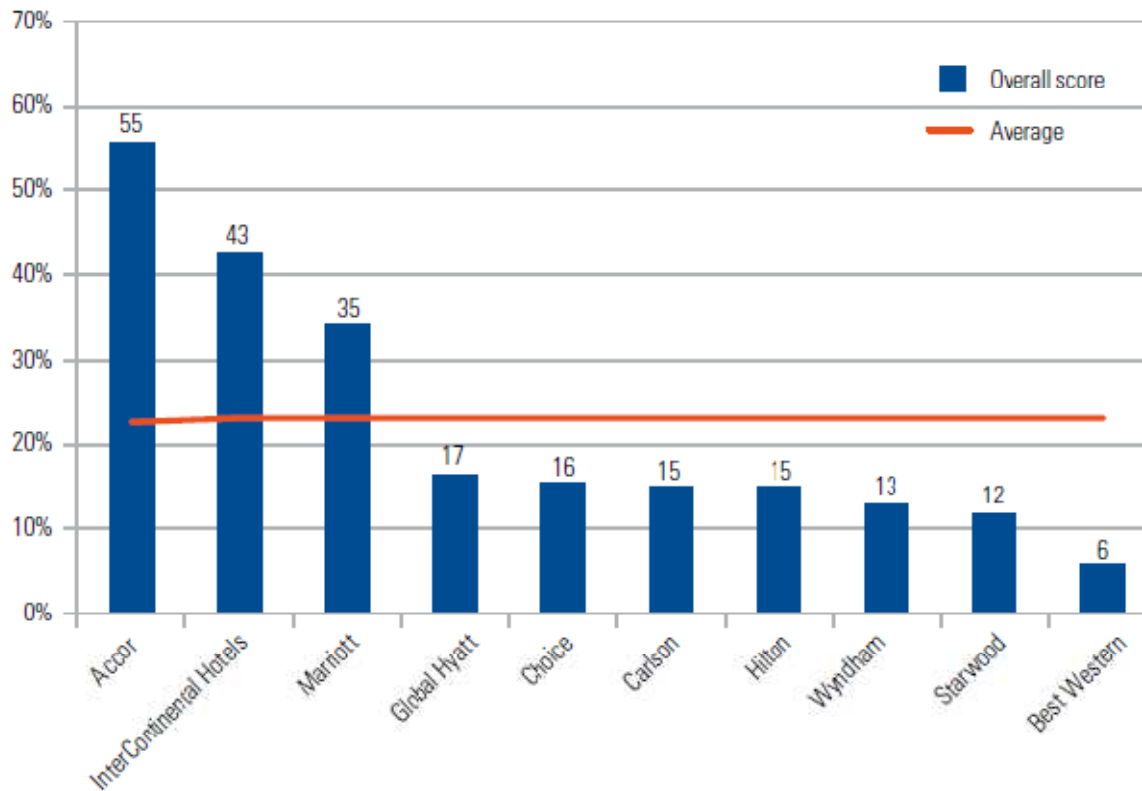
2011

Plant for the Planet : 1.7 million trees financed, 1,200 hotels committed

Accor, a CSR leader in the hospitality industry recognized by experts



Accor, leader in sustainable development among the 10 largest hotel networks in the world
[Tomorrow's Value Rating ranking – October 2009]



March 2011
9 consumer associations recognize Accor as the hotel industry's CSR leader

4 leading international socially responsible investment indices



FTSE4Good Index Series



Several rewards

GLOBAL VISION AWARDS



ACCOR



8 priorities for the whole Group

Acting in favour of people



Local development



Child protection



Fight against epidemics



Balanced food

Preserving the environment



Energy



Water



Waste



Biodiversity

2006-2010: concrete results



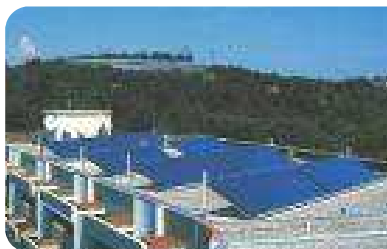
	2006	2010
LOCAL DEVELOPMENT	Fair trade in 17 countries France : 187 tons per year	Fair trade in 21 countries France : 335 tons
CHILD PROTECTION	16 countries committed against child sex tourism (ECPAT/UNWTO Code of Conduct) 2,000 employees trained per year	33 countries committed 10,000 employees trained per year
FIGHT AGAINST EPIDEMICS	« ACT-HIV » tool created in 2007 190 hotels with condom dispensers	32 countries committed 40,000 employees trained 2,000 hotels with condom dispensers
BALANCED FOOD	Balanced menus at ibis in France	Balanced menus at: - ibis in France and Spain - Novotel in 35 countries (children menus)



2006-2010: concrete results



	2006	2010
ENVIRONMENTAL MANAGEMENT	207 certified hotels (5% network) 93% of owned and leased hotels 41% of franchised hotels ...implement Accor's Environment Charter	495 certified hotels (12% network) 100% of owned and leased hotels 73% of franchised hotels ...implement Accor's Environment Charter
ENERGY	73% of owned & leased hotels with low energy bulbs 43 hotels with solar panels	-5.5% on energy consumption vs 2006 85% of o.&l.hotels with low energy bulbs 116 hotels with solar panels
WATER	78% of owned & leased hotels have water flow regulators	-12% on water consumption vs. 2006 93% of o.&l.hotels with water flow regulators
WASTE	45% of o.&l. hotels recycle paper, glass & cardboard 53% recycle fluorescent lightbulbs	53% of o.&l. hotels recycle paper, glass & cardboard 83% recycle fluorescent lightbulbs
BIODIVERSITY	50% of hotels engaged in local actions Certified wood at ibis and Novotel 450 hotels offer organic food products	76% of hotels engaged in local actions Ecolabelled guest amenities: ibis, Novotel 1,100 hotels offer organic food products

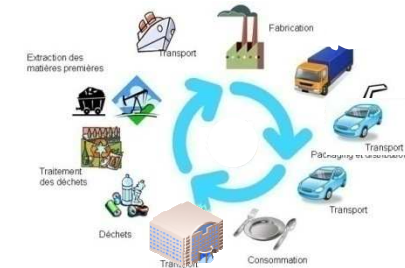


Biodiversity: My hotel in action
A path to sustainable use of biological resources

Re-invent hotels... sustainably

Re-invent... impact measurement

- ▶ Quantified measurement of ALL impacts (LCA inspired method)
- ▶ Objective: identify efficient work areas



Re-invent... sector joint action

- ▶ Launch of Earth Guest Research: an open platform of shared knowledge, freely accessible to all, about sustainability in the hospitality industry.
- ▶ 1st contribution: 1st international tracking study on hotel guests' expectations regarding sustainability



Re-invent... daily practices

- ▶ Innovative building
- ▶ Innovative projects



Plant for the Planet

Accor reinvents towel re-use



Since 2009, Accor is a key partner of the “Billion Tree Campaign” led by the United Nations Environment Program

A win-win project that finances 7 reforestation projects in the world and supports local economic and social development



▶ Why?

- To fight massively against deforestation, an ecological and human catastrophe
- An area the size of a football field disappears every 3 seconds...

▶ How?

- By encouraging guests to reuse their towels more than one night:
« Here, YOUR towels plant trees »
- **On average, 5 towels reused = 1 tree planted**



▶ Where?

- The 7 projects are in: Australia, Brazil, Indonesia, Romania, Senegal, Thailand, USA

▶ What results?

- The planting began in early 2009
- In April 2011: **1.7 million trees** have been funded and **1,200 hotels** are committed

Accor's objective:

Fund the planting of 3 million trees by end 2012 thanks to the commitment of the Group's 4,200 hotels.



Thank you



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