

Company Information Report

Contact Details

Home Country:	Postal Address:	Postal Address:	City:	Area code:	Head Office Telephone:	Email:	Website:	Company Registration Date::	Latest Annual Report:	Recording Currency:
France	110 avenue de France –	Immeuble Odyssey	75013 Paris	0	0	comfi@accor.com	http://www.accor.com	0	2012/12/31	euro

GUF Information

GUF in this sector:	Signed an IFA:	IFA signing Date:
IUF	Yes	1995/06/01

Sector Information

Sector:	Stock Exchange Listings:	Major Competitors:
Hospitality	Euronext in Brussels (NYX)	0

Five Major Shareholders

21% ColDay/Legendre Holding 19 (Board members)
3% Founders
0%
0%
0%

Company Performance Report

Company Performance in US Dollars - USD

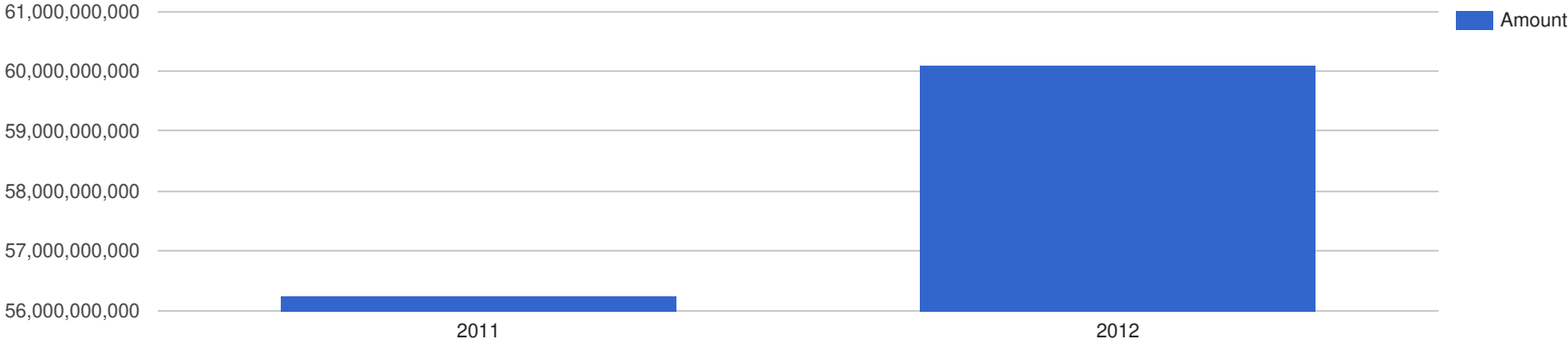
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2011	7,754,874,652	608,635,097	11,142,061,281	3,193,593,315
2012	7,260,925,450	307,197,943	9,717,223,650	5,829,048,843

Company Performance in South African Rand - ZAR

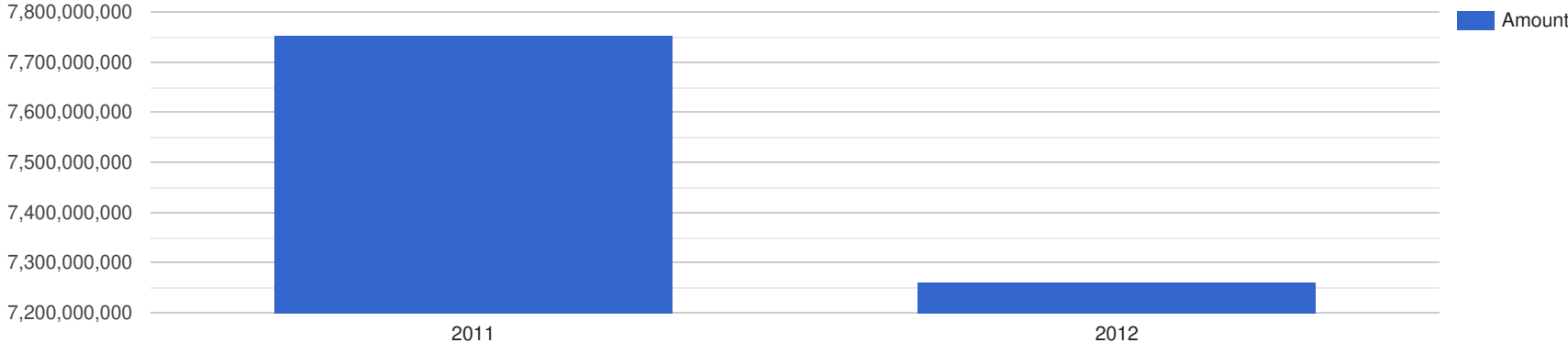
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2011	56,242,424,242	4,414,141,414	80,808,080,808	23,161,616,162
2012	60,095,744,681	2,542,553,191	80,425,531,915	48,244,680,851

Company Performance Changes Report

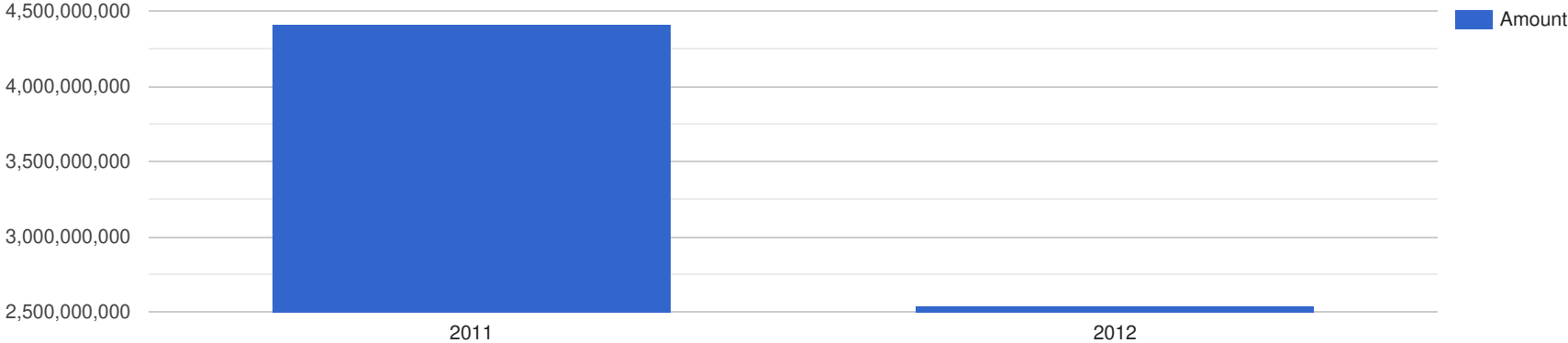
Company Revenue - ZAR



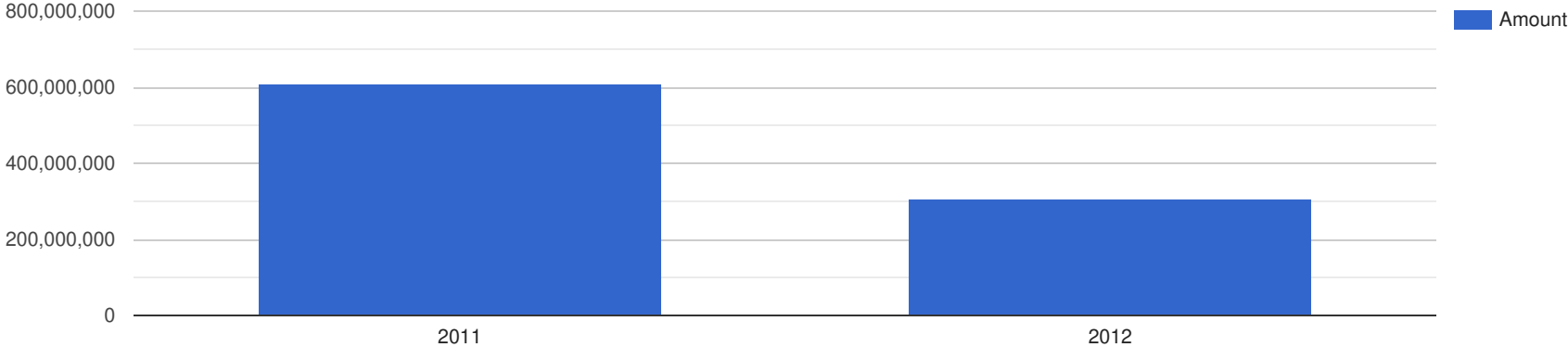
Company Revenue - USD



Company Profit Before Tax - ZAR



Company Profit Before Tax - USD



Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2011	Hennequin	Denis	Male	Yes	Yes
2012	Hennequin	Denis	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2011	1,044,568	21,281	21,065,460	0	22,131,309	0	22,131,309
2012	1,071,080	31,076	1,233,676	0	2,335,832	0	2,335,832

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2011	2	1,902,425	24,098,549	951,212	12,049,274
2012	2	1,868,346	3,618,157	934,173	1,809,078

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2011	10	712,813	71,281
2012	10	672,138	67,214

CEO Remuneration - ZAR:

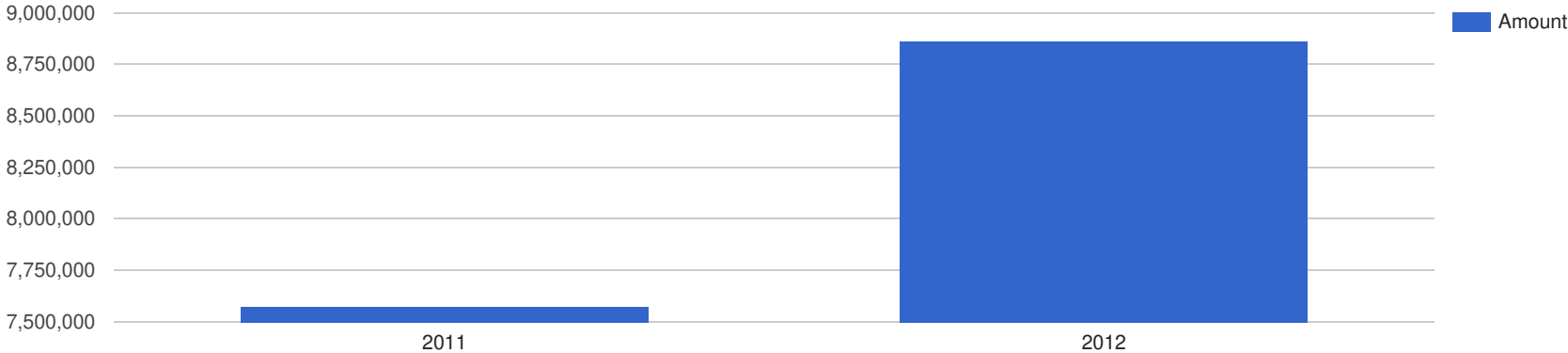
Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2011	7,575,758	154,343	152,777,778	0	160,507,879	0	160,507,879
2012	8,864,894	257,202	10,210,638	0	19,332,734	0	19,332,734

Executive Director Remuneration - ZAR:

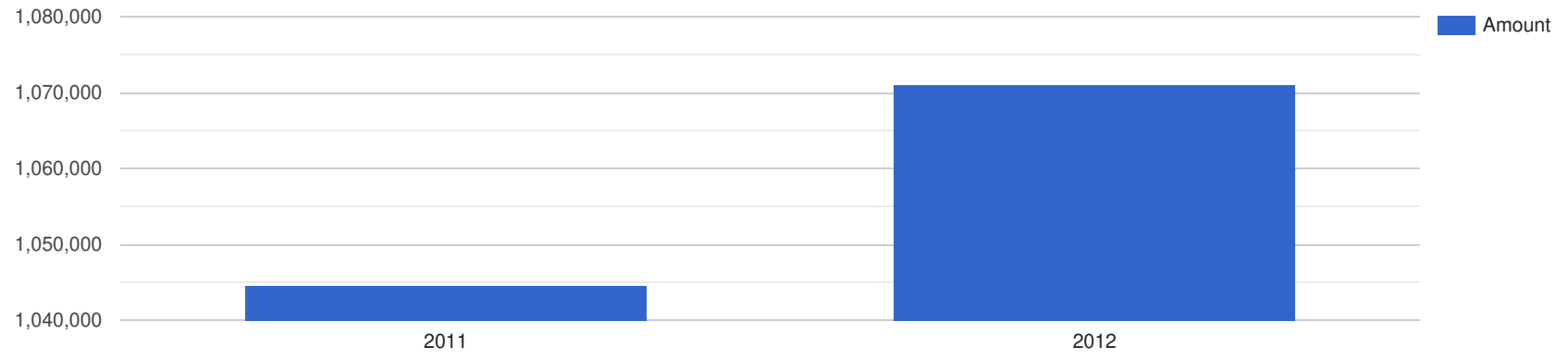
Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2011	2	13,797,384	174,775,333	6,898,692	87,387,667
2012	2	15,463,543	29,946,021	7,731,771	14,973,011

Company Directors Fee Changes

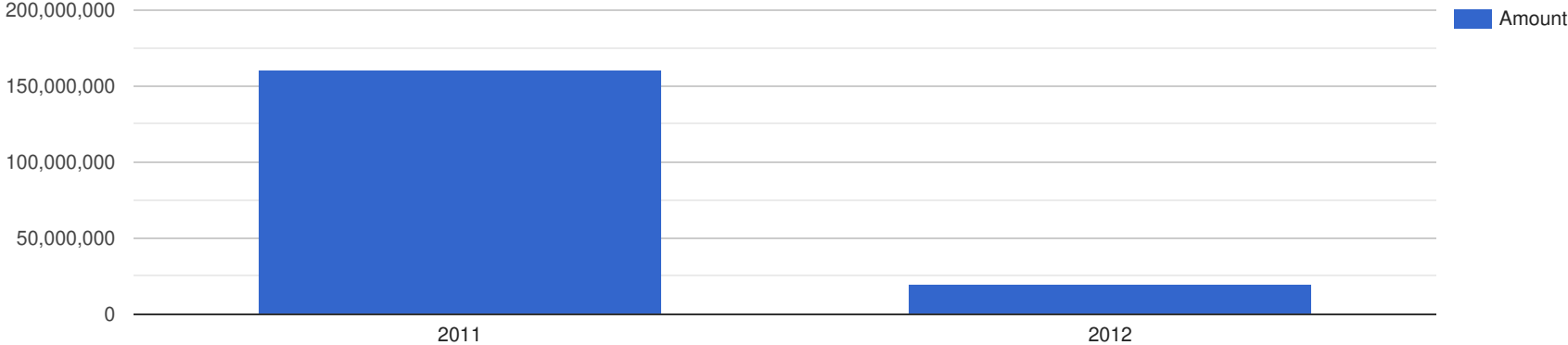
CEO Salary - ZAR



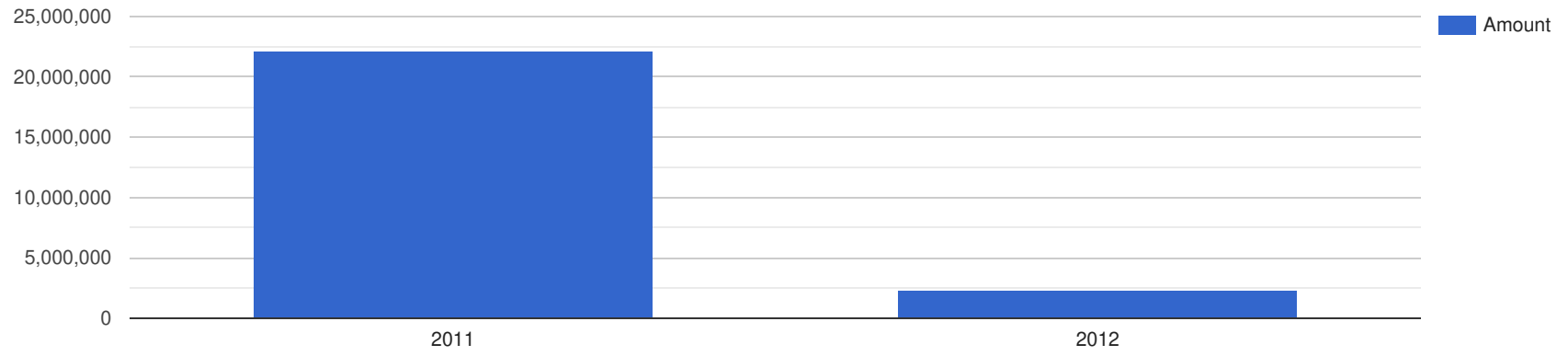
CEO Salary - USD



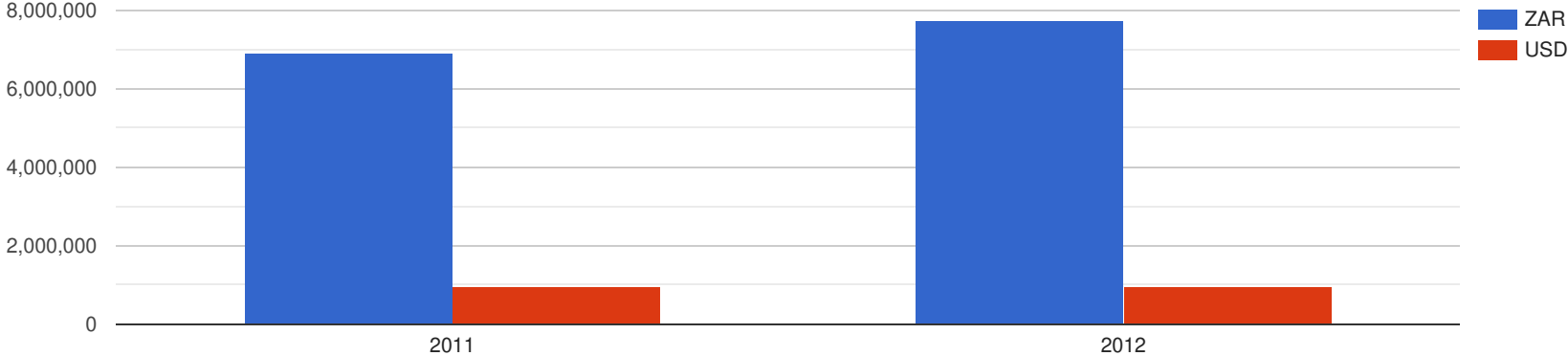
CEO Remuneration - ZAR



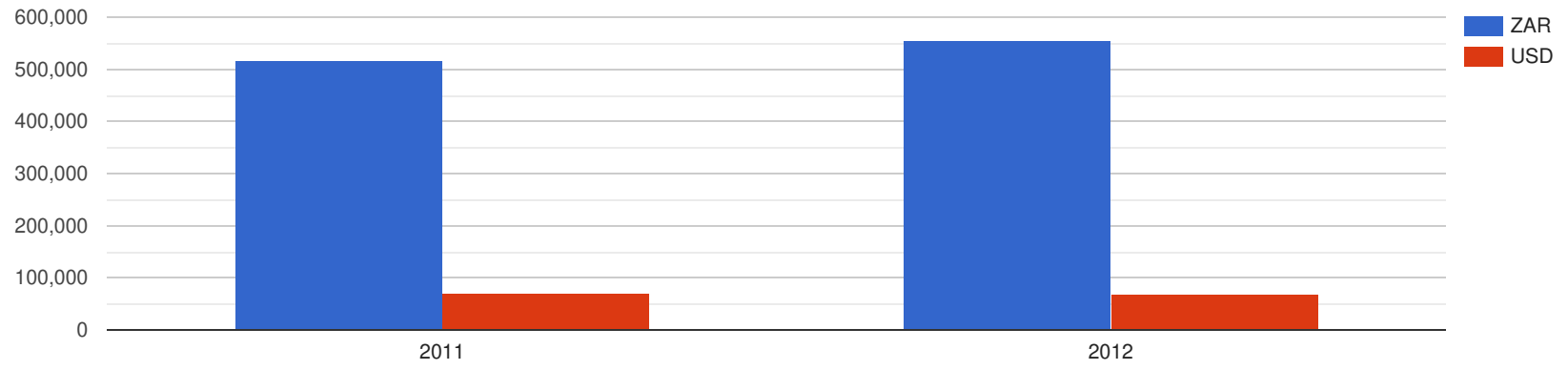
CEO Remuneration - USD



Average Executive Director Salary



Average Non-Executive Director



Company Employees Report

Total Employee Count:

Year End:	No. Employees:	No. Contractors:	Total Workforce
2011	0	0	144893
2012	0	0	133886

Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
France	Yes	No	0
Algeria	No	No	0
Benin	No	No	0
Cameroon	No	No	0
Chad	No	No	0
Egypt	No	No	0
Equatorial Guinea	No	No	0
Ghana	No	No	0
Ivory Coast	No	No	0
Madagascar	No	No	0
Mauritius	No	No	0
Morocco	No	No	0
Nigeria	No	No	0
Sénégal	No	No	0
South Africa	No	No	0
Togo	No	No	0
Tunisia	No	No	0

