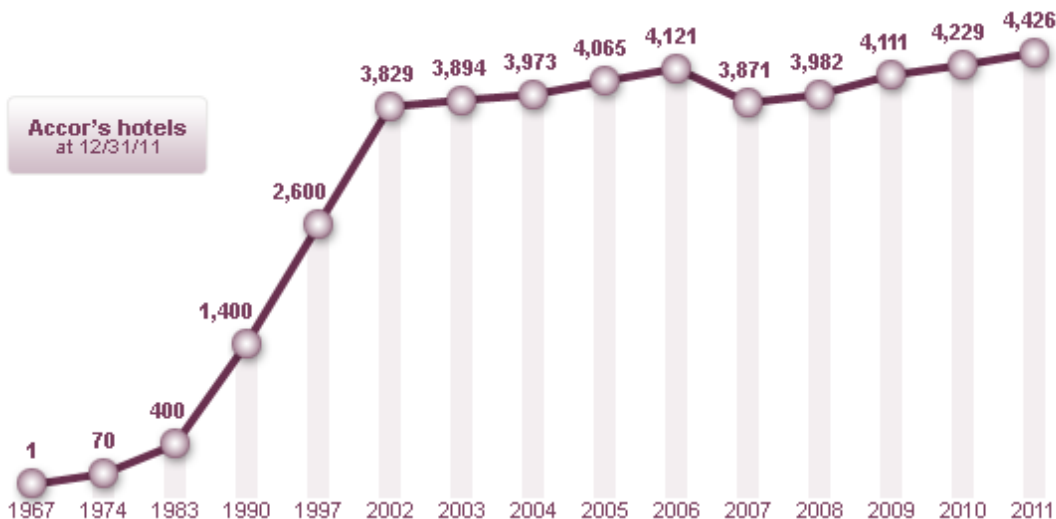


# Key figures

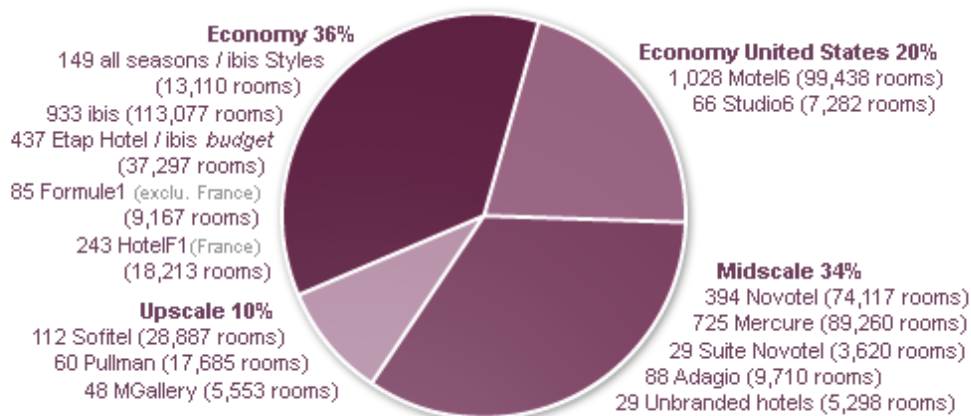
In nearly 45 years Accor has **built a unique network with more than 4,400 hotels.**

Its balanced hotel portfolio is a major asset through growth phases and hard times alike with a range of brands targeting each market segment, international coverage to match worldwide demand, and a preference for direct management.

## The hotel portfolio evolution



## The hotel portfolio per brand



% based on number of rooms

at 12/31/11

## The hotel portfolio per operating type



