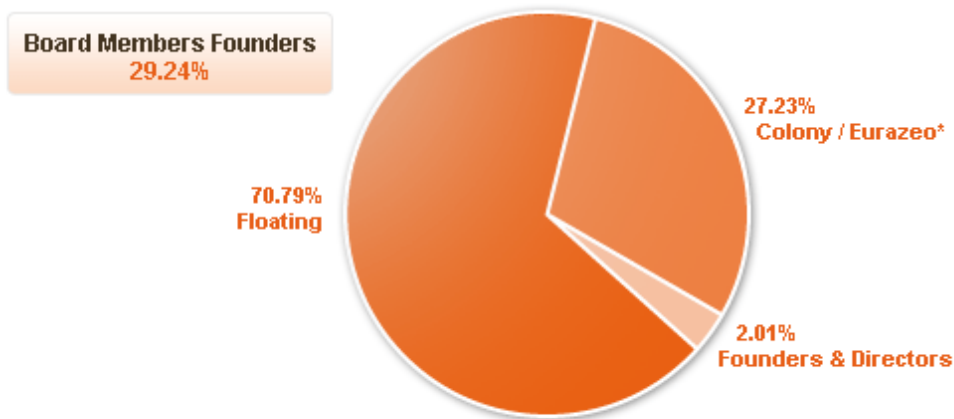


Ownership Structure

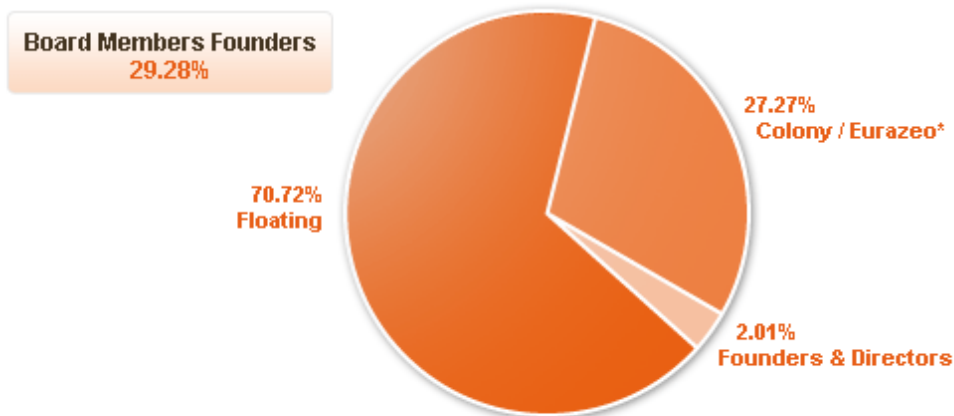
- Accor shareholding at December, 2010
- Accor shareholding at July 15, 2010
- Accor shareholding at December 31, 2009
- Accor shareholding at May 13, 2009
- Accor Shareholding at December 31, 2008
- Accor shareholding at May 13, 2008
- Shareholding structure at December 31, 2007

Accor shareholding at June 30, 2011



* Shareholders' agreement between ColTime and ColDay (Colony Capital) and Legendre Holding 19 (Eurazeo)

Accor shareholding at December 31, 2010



* Shareholders' agreement between ColTime and ColDay (Colony Capital) and Legendre Holding 19 (Eurazeo)

Total number of Accor shares = 226 793 949

Accor shareholding at July 15, 2010

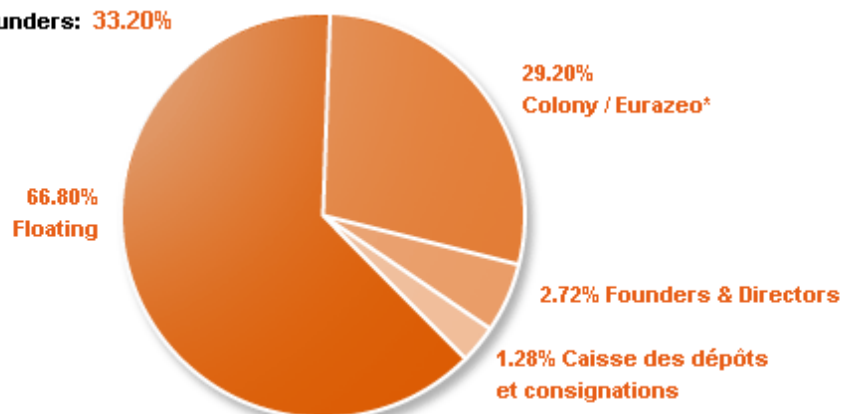
Board Members, Founders: 29.87%



Total number of Accor shares = 227,898,962

Accor shareholding at December 31, 2009

Board Members, Founders: 33.20%

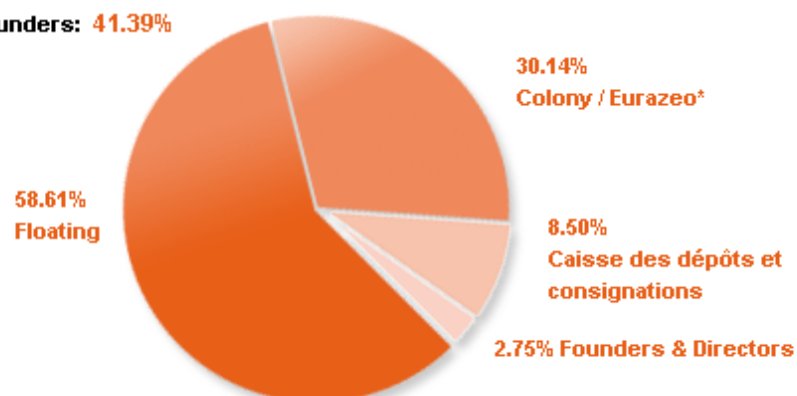


* Shareholders' agreement between ColTime and ColDay (Colony Capital) and Legendre Holding 19 (Eurazeo)

Total number of Accor shares = 225,458,199

Accor shareholding at May 13, 2009

Board Members, Founders: 41.39%

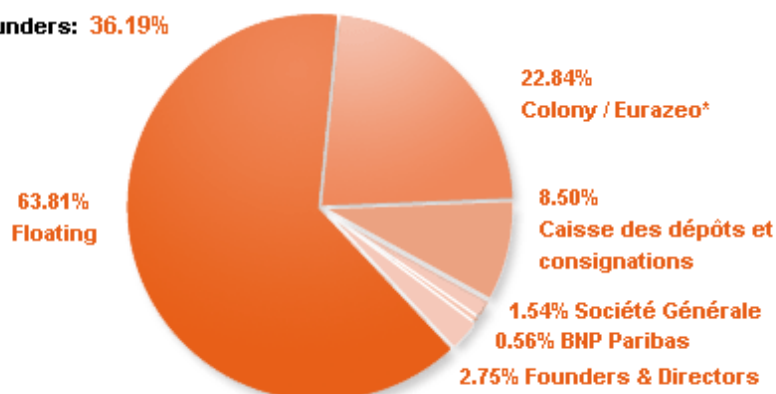


* Shareholders' agreement between ColTime and ColDay (Colony Capital) and Legendre Holdings 19 (Eurazeo)

Total number of Accor shares = 219,894,523

Accor Shareholding at December 31, 2008

Board Members, Founders: 36.19%

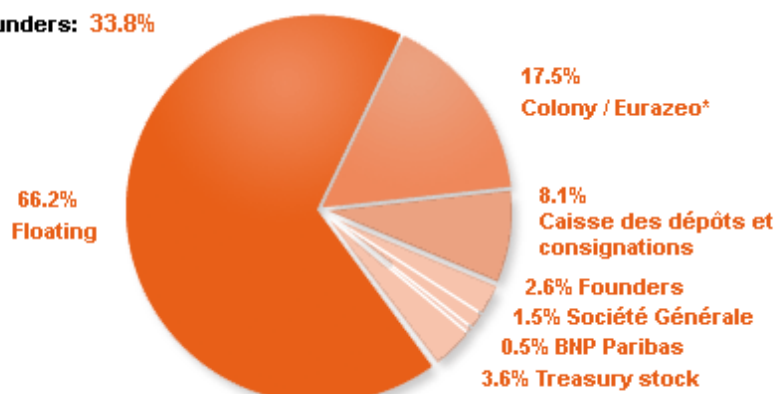


* Shareholders' agreement between ColTime and ColDay (Colony Capital) and Legendre Holdings 19 (Eurazeo)

Total number of Accor shares = 219,894,523

Accor shareholding at May 13, 2008

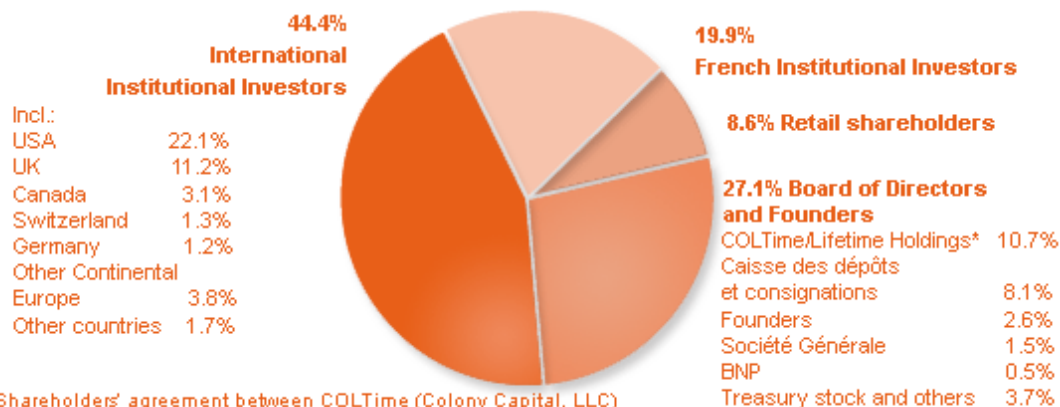
Board Members, Founders: 33.8%



* Shareholders' agreement between ColTime and ColDay (Colony Capital) and Legendre Holdings 19 (Eurazeo)

Total number of Accor shares = 230,097,383

Shareholding structure at December 31, 2007



* Shareholders' agreement between COLTime (Colony Capital, LLC) and Lifetime Holdings (TPG - Axon Capital Management, LP)

Total number of Accor shares = 229,917,794

Source: "TPI" - bearer shares from Euroclear France, registered shares and Capital Bridge and shareholding statements released to Autorité des marchés financiers