



Motel 6 / Studio 6

Brand Facts
2009





For more than forty years, Accor has constantly reinvented its business to keep pace with the world around it, with the goal of providing innovative, high-quality products to Hospitality and Services customers.

In Hospitality, Accor's ambition to be the world leader in economy and midscale hotels and a major player in the upscale segment, with a portfolio of powerful, easy-to-identify brands. These brands are federated under the Accor Hospitality banner.

Accor Services designs, develops, and manages innovative solutions that improve the performance of corporate and public institution customers thanks to easy-to-use products that cover a growing range of needs. Accor Services is the world's leading issuer of service vouchers.

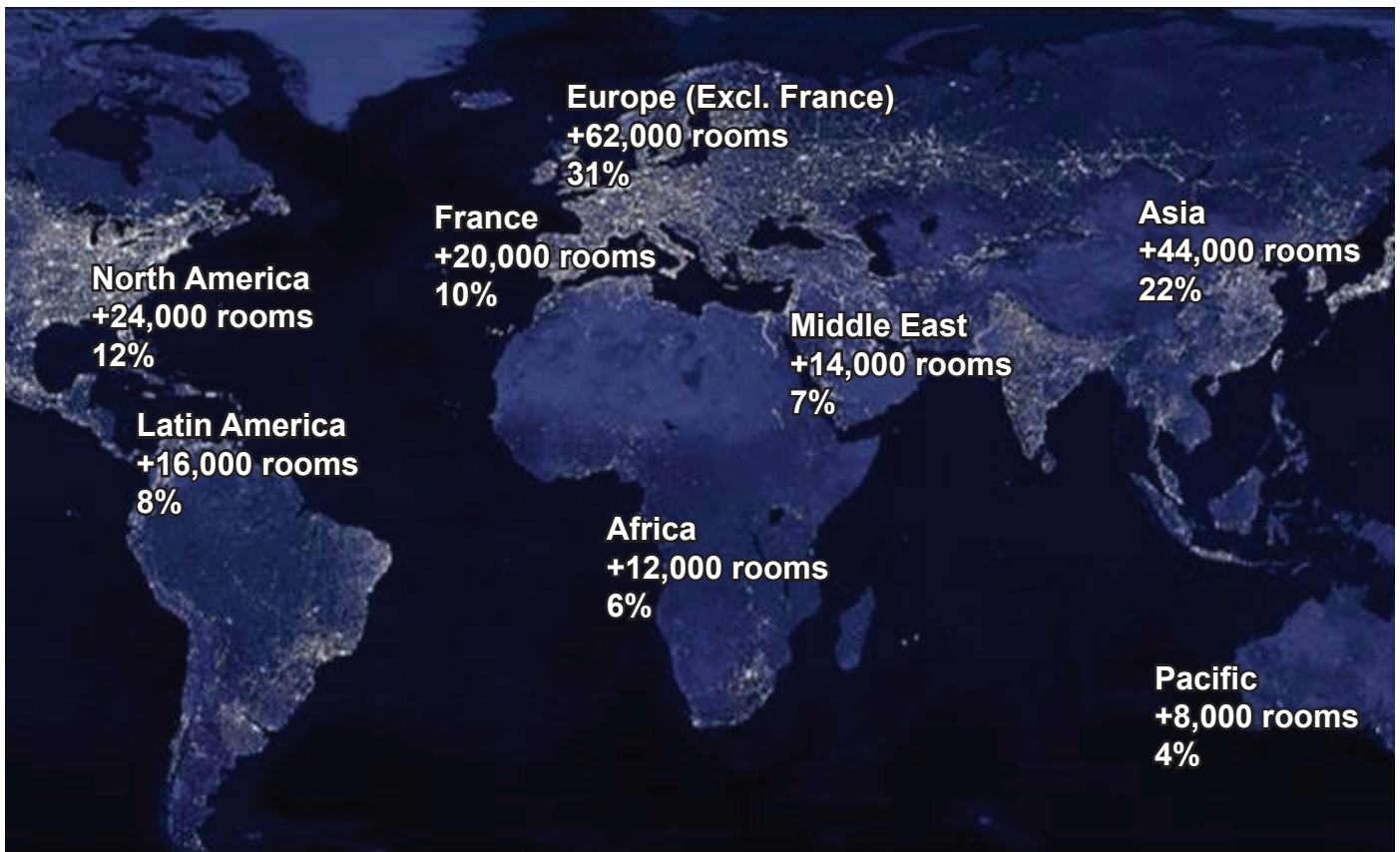
150,000 employees
around the world

4,000 hotels

500,000 rooms

30 million
service users

100 countries

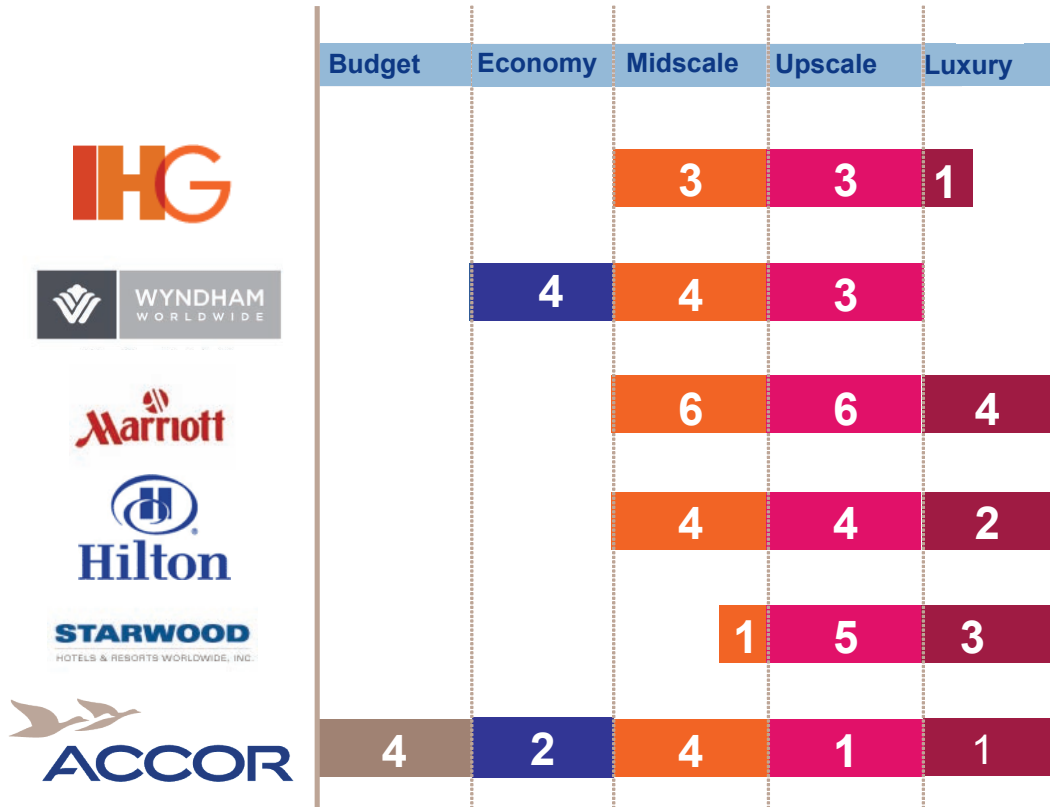


Accor Hospitality in 2010

200,000 new rooms in five years,
doubling the annual pace of openings

36% Economy and Budget
34% Midscale
10% Upscale and luxury

Number of Brands per Market Segment



Worldwide Split of Hotel Network (%)

Values based on 12/07

■ EMEA
 ■ Asia Pacific
 ■ / ■ North / Latin America





Accor North America

Headquartered in Dallas (Carrollton), Texas, Accor North America operates more than 1,000 upscale and economy properties including nationwide economy leaders Studio 6 and Motel 6, Sofitel luxury hotels and upscale Novotel hotel locations in the U.S. and Canada.

MOTEL 6

Established in 1962 in Santa Barbara, California, Motel 6 is a leader in budget hotels in the United States and is also present in Canada, represented by Realstar Hospitality. Motel 6 offers quality economy lodging at the lowest price of any national chain.

STUDIO 6

Studio 6 is a quickly growing brand in economy extended stay lodging with more than 50 locations in the U.S and Canada, represented by Realstar Hospitality. Providing affordable comfort for extended stays, Studio 6 units are conveniently located in major business complexes.

SOFITEL

As the international luxury hotel brand of Accor, Sofitel operates more than 160 hotels and resorts in 51 countries in Europe, Africa/Middle East, Asia/Pacific, South America, including 10 in North America. Because no one country or city is the same, Sofitel has made each of its hotels around the world a truly unique establishment. Combining the spirit of each place with the values of modernity, refinement and absolute comfort, they are all imbued in their inimitable way with the French "art de vivre."

NOVOTEL

Accor co-founders, Paul Dubrule and Gerard Pelisson wanted to introduce the concept of a modern hotel chain in France, and as a result the first Novotel opened in 1967 at Lille Lesquin, France. More than 40 years later, Novotel has more than 400 hotels located in 56 countries. Today, Novotel is an international network of convenient, modern hotels and guarantees quality service in a relaxed informal environment for both business and leisure travel.

Motel 6 Facts



CEO
COO / President
Chief Financial Officer
EVP Franchise & Procurement
Sr. Vice President - Franchising

Oliver Poirot
Jim Amorosia
Didier Bosc
Bernard Rudler
Dean Savas

Geography:

With locations throughout the United States and Canada, you'll find a conveniently located Motel 6 almost anywhere you travel. We've recently added new properties in Virginia Beach, Buffalo, Biloxi and other great destinations.

History of Motel 6:

In 1962, Motel 6 developed a unique concept where travelers could find consistent, quality economy lodging at the lowest price of any national brand. The price of the original Motel 6 room was \$6 (as reflected in the brand name), emphasizing the low-price concept. In 1990, Motel 6 was acquired by an investor group led by Accor. Motel 6 is now the largest company-owned and operated budget lodging chain in the United States.

Motel 6 Standard Amenities:

Standard amenities include Wi-Fi internet access, free local phone calls, no long distance access charges, free morning coffee, data ports, and a channel line-up including HBO, ESPN/ESPN2, and CNN. All Motel 6 properties welcome pets, and most locations offer swimming pools and guest laundry facilities. Guests can save even more with Click 6 web bargains, available only at motel6.com.

"We'll Leave The Light On For You"®

The brand's advertising campaign, featuring on-air personality Tom Bodett, began in 1986 and proved an instant success for Motel 6, turning the chain into a household name. The campaign has won more advertising awards than any other brand in the lodging industry, which is understandable, given that Motel 6 has the highest advertising recognition factor in the budget lodging category. In 1999, Motel 6 was acknowledged by Ad Age magazine as having one of the top 100 advertising campaigns in the last 100 years. Motel 6 was the only lodging company to earn this distinction. Ask most people about Motel 6, and they will say, "that's the place where they leave the light on for you."

Target Demographics:

Families on a budget and cost-conscious business travelers.

Studio 6 Facts

CEO
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Geography:

Studio 6 locations are found in Arizona, Florida, Georgia, Indiana, Louisiana, Mississippi, New Jersey, New Mexico, North Carolina, Ohio, Oklahoma, Ontario, Tennessee, Texas, Utah and Washington.

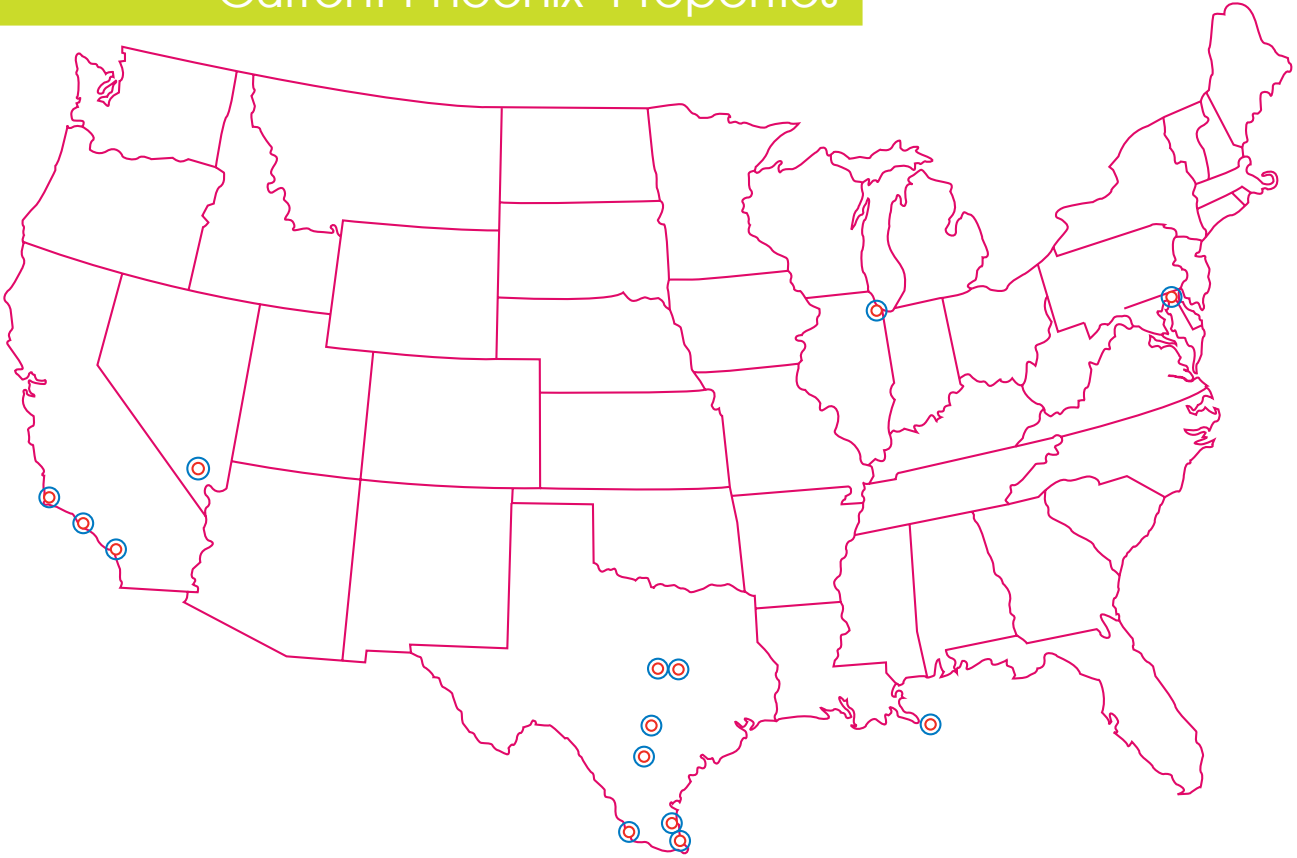
History of Studio 6:

Studio 6 Extended Stay features the fully furnished rooms found in a traditional hotel, but adds special amenities and affordable weekly rates to accommodate travelers staying for five nights or more. The studios, which are approximately 280-290 square feet, feature sleeping areas and fully furnished kitchens complete with refrigerators and microwaves, cook-top stoves, cookware and dinnerware. Studio 6 is priced in the middle of the budget extended-stay market. Studio 6 Extended Stay was launched in Tucson, Arizona on January 22, 1999. In October 2000, the Studio 6 brand became international with the opening of its Mississauga, Canada location. The first franchised Studio 6 opened in Port Arthur, Texas in 2001.

Studio 6 Standard Amenities:

Guest amenities include free local phone calls, voicemail, remote control television with expanded cable TV package including HBO and ESPN, Wi-Fi Internet service and weekly housekeeping service. Guest laundry facilities and prepaid phone cards are available. The front desk closes by 8:00 p.m. each day. Lobbies feature a night window and 24-hour security box for late check-ins.

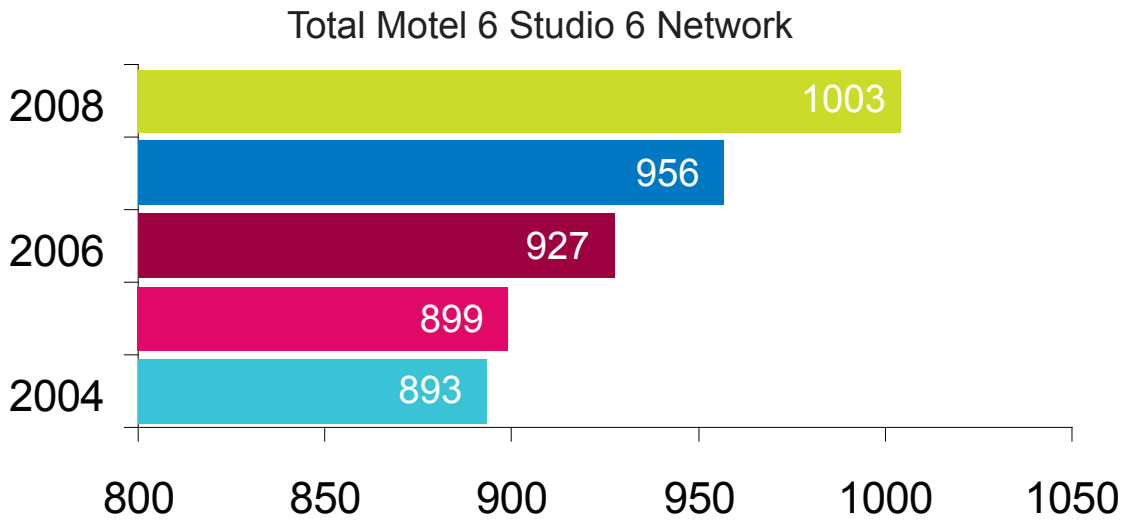
Current Phoenix Properties



2009 Phoenix Properties



Motel 6 / Studio 6 Growth



Updating as we Grow...



1962



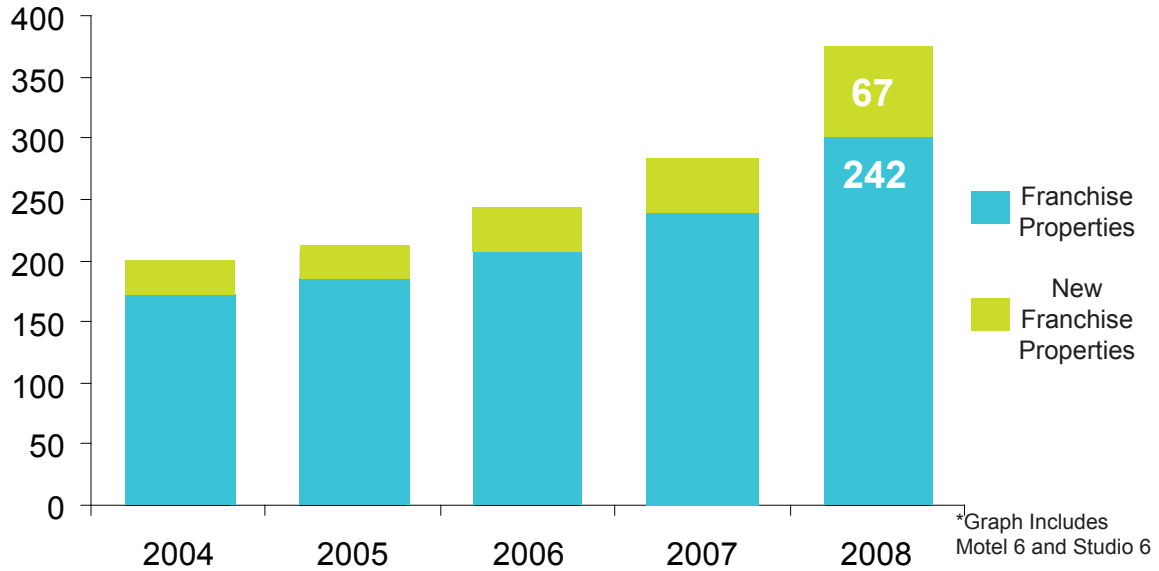
1995



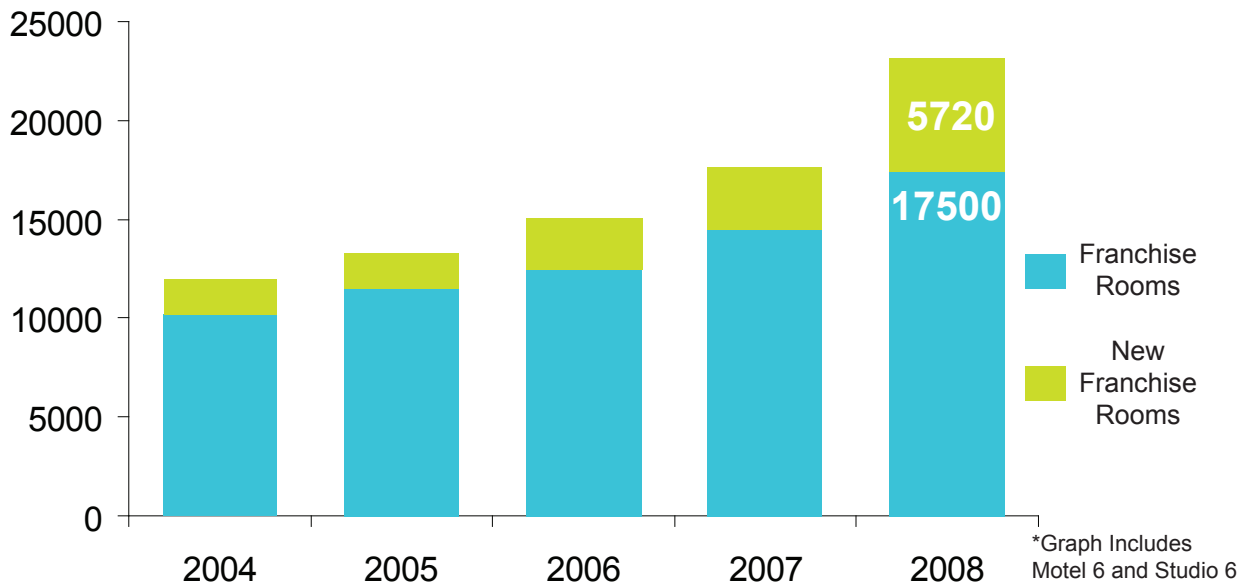
2009

Franchise Growth

Franchise Property Growth



Franchise Room Growth



47 Years of Innovation

Motel 6 began in 1962 at \$6 a night. TV was optional, but pets have always been welcome.





It took 29 years to reach 500 properties and 18 more to reach 1,000. In 2008, a record number of 67 new franchises were added to the network.

Motel 6 Phoenix Renovations



ABOUT THE PHOENIX RENOVATION:

Motel 6 introduced its new “Phoenix” prototype in March 2008 and is currently undergoing a rigorous renovation schedule at select properties in key markets. Renovated properties will feature selected elements of the “Phoenix” interior design. Renovated properties will begin using the new Motel 6 logo to signify to travelers that the new “Phoenix” guest rooms are available inside.

PHOENIX RENOVATION FEATURES:

The Phoenix design embodies the heart of Motel 6 – it’s no-frills, uncomplicated and efficient with a new modern edge. Priestman Goode of London designed the guest room to optimize the use of space by combining multiple functions into a single piece of furniture to provide modern functionality.

- Sleek modern design with bright accent colors
- Ambient lighting from energy-efficient fluorescent light bulbs
- Wood-effect laminate flooring made of 80% pre-consumer recycled material
- 32-inch flat screen HDTV
- Multi-media panel that includes plug-ins for mp3 players, video game systems and laptops
- Pedestal beds with room for storage space underneath
- Settee/banquette seating area for two
- Modern bathroom with double doors, black granite counter top with raised sink, large vanity area with bright decorative towel cubby on the wall

Additional “Phoenix” renovation features may include a lobby with a new 24-hour food and beverage vending market place.

Motel 6 completed renovation on 24 properties in 2008:

- Santa Barbara-Goleta, CA
- Santa Barbara-South, CA
- San Diego-Downtown, CA
- Chicago-Arlington Heights, IL
- Baltimore, MD
- Las Vegas-Tropicana, NV
- Austin-Central, TX
- Corpus Christi-East, TX
- Dallas-Addison, TX
- Dallas-DFW Airport, TX
- Dallas-Duncanville, TX
- Dallas-Irving, TX
- Dallas-Lewisville, TX
- Dallas-Plano, TX
- Fort Worth-East, TX
- Fort Worth-North, TX
- Laredo, TX
- San Antonio Downtown, TX
- San Antonio-Fiesta, TX
- San Antonio-North, TX
- San Antonio-Sam Houston, TX
- San Antonio-West, TX
- San Marcos, TX
- South Padre Island, TX

For Immediate Release:

MOTEL 6 REINVENTS THE ECONOMY LODGING SEGMENT WITH “PHOENIX” PROTOTYPE

Phoenix Design Combines Modern Style, Functionality and Value

DALLAS (March 11, 2008) – Motel 6, known for offering a clean, comfortable room for the lowest price of any national chain, is reinventing the economy lodging experience with the announcement of its first new prototype in 12 years. Accor North America, one of the nation’s largest hotel owner/operators and the parent company of Motel 6, today unveiled the Motel 6 “Phoenix” prototype. In early consumer feedback guests found the new prototype to have a modern, European boutique-style flair that they find both unexpected and appealing.

“We are excited to have received such positive reactions from our customers about the “Phoenix” design, and are confident that our future guests will also appreciate the fresh, modern design look and welcoming appeal of the new rooms,” said Olivier Poirot, CEO of Motel 6 and Studio 6. “The “Phoenix” prototype will set a new standard for economy hotels. We are also very excited to resume Motel 6 corporate development again and to have this new prototype to offer our guests and franchisees. By increasing the growth of both corporately-owned and franchised locations in our network, Motel 6 and Studio 6 are getting closer to achieving the goal of reaching 1,200 North American properties by 2010.”

The Phoenix prototype, named after the mythical bird symbolizing rebirth and renewal, signifies the reinvention of Motel 6 and the re-establishing of its position as the uncontested leader in price value in the economy segment. True to the spirit of Motel 6, the new design is simple, functional and straight to the point. Priestman Goode of London designed the room to optimize the use of space by combining multiple functions into a single piece of furniture to provide modern functionality.

Major features of the Phoenix prototype include a new building exterior designed by BOKA Powell, a spacious lobby with a new 24-hour food and beverage vending market place, and a modern guestroom design that features bright accent colors. The room includes ambient lighting, wood-effect flooring rather than carpet, and a 32-inch flat-screen TV. The flat screen TV is displayed on the entertainment unit which conceals the door-less wardrobe behind it, thus combining two needs into one unit. Also included on the entertainment unit is a cubby for personal items and a multi-media panel allowing guests to plug in their mp3 players, CD players and laptop computers – this feature allows guests to listen to their favorite tunes or use the flat-screen TV as their computer monitor while enjoying Wi-Fi internet access in their room. The room also features pedestal beds with a new taupe-colored coverlet and pillow-top platform mattress. Guests will also notice the clean style and the upscale touch of the colored bed scarf that matches the accent wall color.

The settee/banquette seating area is a new feature for Motel 6 that will set it apart from others in the economy sector. The “table for two” is situated in the corner of the room with a design that encourages and allows for interaction between guests, whether during meals, discussions or games. The new, modern bathroom features double doors, black granite counter top with a vessel/raised sink and a walk-in shower that includes a molded seat for comfort and convenience. The bathroom features a large vanity area with a bright decorative towel cubby on the wall that adds extra accent lighting.

Upon entering the room the guest is greeted by a short corridor, leading into the open space of the room. The bathroom is situated off of the entrance corridor, and for added privacy all of its elements are separate from the rest of the room. The feel of the bedroom is bright and airy due in large part to the minimal furniture that, by design, seems to float in the space. The pedestal bed allows for storage of luggage under the bed and allows for easy cleaning access and visibility.

“This design embodies the heart of Motel 6 – it’s no-frills, uncomplicated and efficient with a new modern edge,” said Jim Amorosia, president and COO of Motel 6 and Studio 6. “The Phoenix prototype offers the best of both worlds - a modern feel at the lowest price of any national chain.”

After a design competition, the Phoenix prototype design by Priestman Goode was chosen based on input from franchisees and guests. The first Phoenix prototype will be a corporate-owned location, and construction will begin in the latter half of 2008. The new prototype will be available to franchisees in the summer of 2009. Future plans call for many current Motel 6 corporate properties to be retrofitted with elements of the new prototype. For more information on Motel 6, please visit motel6.com.

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For Immediate Release:

Motel 6/Studio 6 Opens 1000th Property **Biloxi Location is Reborn after Destruction by Hurricane Katrina**

DALLAS, Texas (January 26, 2009) – Motel 6 announces the opening of its 1000th Motel 6/Studio 6 property and the first corporately-built and owned location to feature the new “Phoenix” room design. The property in Biloxi, Mississippi, held its grand opening ceremony yesterday, and showcases the chain’s room of the future, with a modern, European boutique-style design. This event also represents a rebirth for Motel 6 in Biloxi, as the original location was destroyed by Hurricane Katrina in 2005.

“The 1000th property is a great milestone in Motel 6/Studio 6 history, and we’re proud to be rebuilding in Biloxi,” said Olivier Poirot, CEO for Accor North America, Motel 6 and Studio 6. “With all that this region went through during and after Katrina, Motel 6 is glad to play a small part in the rejuvenation of the Mississippi Gulf Coast.”

Once again, Biloxi has a clean, affordable lodging choice for family travelers, spring breakers, seniors, gaming enthusiasts, or any budget-minded traveler interested in a convenient getaway. In honor of the opening and the 1000th property milestone, the first guest to stay at the new property was charged \$6 for the night – the original Motel 6 room rate dating back to 1962, and the reason for the Motel 6 name.

In addition to its modern styling, the “Phoenix” design also incorporates a number of green and environmentally friendly features, such as wood-effect laminate flooring made of 80% pre-consumer recycled material, as well as the company’s ongoing earth-friendly initiatives like the fluorescent light bulb and battery recycling program, the use of technologically advanced heating and cooling systems, and water conservation measures.

With its many casinos, beaches, restaurants, and shopping choices, Biloxi offers entertainment and recreation opportunities for all ages. And with a prime location right across the street from the beach, the Biloxi Motel 6 is a great choice for those who want to be close to everything the city has to offer. The property is located just minutes away from many of the casinos and attractions in the city, and only 10 minutes from the airport. In addition, the Biloxi location has 30 studio rooms with kitchenettes, many of which feature ocean-front views.

The efficient, simple and modern design of the “Phoenix” represents a revolution for economy lodging in both appearance and environmentally-conscious practices. It will change the way travelers look at economy lodging – offering guests a modern feel while maintaining Motel 6’s traditional affordability.

The “Phoenix” prototype was first unveiled by Motel 6 in March of 2008. In addition to the wood-effect flooring, the room also includes ambient lighting, a multi-media panel for mp3 players, CD players and laptop computers, Wi-Fi internet access, a settee/banquette seating area, and a 32-inch flat-screen TV.

Currently, Motel 6 corporate properties in select markets around the country are being renovated with elements of the new prototype. For more information on Motel 6, please visit motel6.com.

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For Immediate Release:

MOTEL 6 ROLLS OUT NEW LOGO

New Logo at Motel 6 Properties Nationwide Signals “Something New” Is Inside

DALLAS, Texas (January 26, 2009) - Motel 6, known for offering a clean, comfortable room for the lowest price of any national chain, introduces its new logo with a fresh, modern design that reflects the chic look and feel of Motel 6's revolutionary new “Phoenix” prototype design.

“Our new Motel 6 logo design came from the desire to play off the history of the past and current classic Motel 6 logos, while at the same time modernizing its look,” said Olivier Poirot, CEO of Accor North America, Motel 6 and Studio 6. “As we continue to renovate Motel 6 properties nationwide with the new ‘Phoenix’ design, travelers can expect to see the new logo more frequently.”

The new Motel 6 logo is being rolled out across the nation at renovated properties that include new “Phoenix” interior features. The roadside visibility of the new logo is a curbside symbol to travelers that something new is happening inside. New features include Motel 6's sleek, European boutique-style guest rooms with wood-effect laminate flooring made up of 80% pre-consumer recycled material in place of carpet, a settee seating area for two, fresh new bathroom elements, a 32-inch flat-screen TV, and a multi-media panel with plug-ins for mp3 players, video game systems and laptop computers. Also included in the new interior design is a lobby with a 24-hour food and beverage market place.

The original Motel 6 logo was introduced in 1962 and was updated in 1996 in conjunction with the company's introduction of franchising. The new logo was designed for Motel 6 by Envision group, Motel 6's inter-creative and marketing agency.

For more information about Motel 6 and to find a listing of properties that have been renovated inside, visit www.motel6.com.

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ACCOR NORTH AMERICA OPENS 57 LOCATIONS IN 2008

New Additions Join Over 1,000 Economy Lodging Properties
Offering Great Amenities at Affordable Rates

DALLAS, Texas (January 26, 2008) – Accor North America, one of the nation's largest owner/operators of economy lodging, announces the opening of 57 Motel 6 and Studio 6 locations in 2008, including six corporate acquisitions. The latest openings include 50 Motel 6 locations and seven Studio 6 properties, with a room count of 4,837. In line with Accor's plans to double the number of franchise properties for its economy brands, new Motel 6 and Studio 6 properties are now open in the following locations:

Motel 6:

Parker, AZ	Springfield, MO	Portland, OR (2)
Sacramento, CA	Independence, MO	Harrisburg, PA
Concord, CA	Missoula, MT	Santee, SC
Hesperia, CA	Omaha, NE (2)	Rock Hill, SC
Santa Nella, CA	Buffalo, NY*	Kingston, TN
Rome, GA	Niagara Falls, NY	East Ridge, TN
Acworth, GA	Albany, NY	San Antonio, TX
Norcross, GA	Cleveland, OH*	Fredericksburg, TX
Urbana, IL	Mansfield, OH	Canton, TX
Mishawaka, IN	London, OH	Fredericksburg, VA
Lebanon, IN	Mason, OH	Virginia Beach, VA*
Goodland, KS	Dayton, OH	Pasco, WA
West Monroe, LA	Altus, OK	Douglas, WY
Westborough, MA	Norman, OK	Claresholm, AB
Adrian, MI	Oklahoma City, OK	Grand Prairie, AB
Wentzville, MO	Hermiston, OR	Stony Plain, AB

Studio 6:

Holland, OH	Beaumont, TX	Grand Prairie, TX
Greensboro, NC*	Pascagoula, MS*	Ocean Springs, MS*

**Indicates Corporate Property*

"Our growth plans in North America are consistent with Accor's philosophy to maintain balance as an owner/operator, management partner and franchisor," said Olivier Poirot, CEO for Accor North America, Motel 6 and Studio 6. "By increasing the growth of both franchised and corporately-owned locations in our network, Accor is getting closer to achieving our goal of reaching 1,200 North American properties by 2010."

The 2008 additions cover 29 U.S. states and one Canadian province and include 67 new franchises (17 of which were corporate conversions). Accor North America currently has over 1,000 economy lodging locations in the U.S. and Canada, with roughly 30 percent of its network consisting of franchises.

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For Immediate Release:

STUDIO 6 UNVEILS A NEW WAY TO STAY WITH CHIC PROTOTYPE **Studio 6 Prototype Combines Modern Style, Comfort and Value**

DALLAS (April 21, 2009) – Accor North America, one of the nation's largest hotel owner/operators and the parent company of Studio 6 Extended Stay, today announced its plans for the first new Studio 6 prototype in eight years. Studio 6 is revamping the budget extended stay experience by introducing a modern, simple and functional design while continuing to provide the same special amenities and affordable weekly rates to accommodate travelers staying five nights or more.

Major features of the Studio 6 prototype include light and open living areas, a warm and contemporary color scheme with matching bed scarf and window drapery, a sleek black granite bathroom counter top with a vessel/raised sink, and a walk-in shower (bathtubs available). The studio design includes a 32-inch flat-screen HD TV and multi-media panel with A/V connections for mp3 players, video game systems and laptop computers – this feature allows guests to listen to their favorite tunes or use the flat-screen HD TV as their computer monitor while enjoying Wi-Fi internet access in their room. The carpet will be replaced with wood-effect laminate flooring made of 80% pre-consumer recycled material, a critical component of the updated Studio 6 design. The room also features pedestal beds with a neutral-colored coverlet and colorful bed scarf. In addition to the new features, Studio 6 guests can still count on standard amenities such as fully-equipped kitchens with a microwave, stove top, coffee maker, cooking utensils and refrigerator.

The new prototype features separate seating areas for eating and working. The kitchen offers a bar with stool seating and an additional small flat-screen TV for guest convenience while eating or cooking, and the settee/banquette is conveniently situated in the corner of the living area, providing a “table for two.” This unique feature encourages and allows for interaction between guests, whether during meals, discussions or games and adds to the residential spirit of the new design. The new, modern bathroom features double doors, black granite and a large vanity area with personal storage space. The pedestal bed allows for storage of luggage under the bed and allows for easy cleaning access and visibility. Priestman Goode of London designed the room to optimize the use of space and to provide a comfortable, residential feel for extended stay guests.

“The fresh look of this new design will allow our extended stay customers to feel more comfortable and at home during their time at Studio 6,” said Olivier Poirot, CEO for Accor North America, Motel 6 and Studio 6. “The prototype offers the best of both worlds - a modern feel at an affordable price.”

The first Studio 6 prototype will be a corporate-owned location in the Dallas/Ft. Worth area, and construction will begin in the summer of 2009. Future plans call for Studio 6 corporate properties to be retrofitted with elements of the new prototype, and franchisees can begin construction on this prototype in summer of 2010. For more information on Studio 6, please visit staystudio6.com.

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For Media Inquiries:

Media Contact:

Laura Rojo-Eddy

Corporate Communications Manager

(972) 360-5970

lrojo@accor-na.com

Website Resources:

accor-na.com/mediaroom

motel6.com

studio6.com

goin6.com

North American Headquarters:

4001 International Parkway

Carrollton, Texas 75007

(972) 360-9000