

B & L ACCOR 4 LIMITED - Company Number 4445821

DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2012

The Directors' submit their report together with the accounts of the Company for the period ended 31 December 2012

REVIEW OF THE BUSINESS AND FUTURE PROSPECTS

The company was dormant throughout the year. The Directors anticipate that the company will purchase a plot of land in London in 2013 and will then commence the construction of a hotel development on the site.

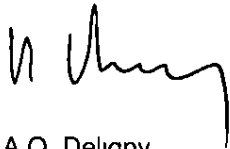
DIRECTORS AND THEIR INTERESTS

The Directors who held office during the year were

H A O Deligny (French)

None of the Directors held any interests in the shares of the Company or any other UK group company during the year. With respect to Directors' interests in the shares of Accor SA, the ultimate parent company, the Directors have taken advantage of the exemption provided by Statutory Instrument 1985-802.

By order of the Board



H A O Deligny
Director

5 January 2013

Registered Office

1 Shortlands
Hammersmith
London W6 8DR



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BALANCE SHEET AT 31 DECEMBER 2012

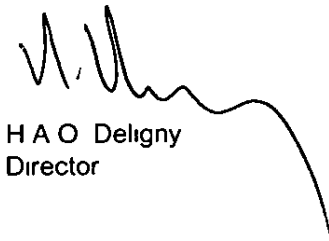
	<u>2012</u>		<u>2011</u>	
	£	£	£	£
ASSETS				
Debtors - Immediate Parent Company		1		1
		<u>1</u>		<u>1</u>
CAPITAL AND RESERVES				
Ordinary Shares of £1 each				
Authorised	1,000		1,000	
Issued and allotted		1		1
		<u>1</u>		<u>1</u>
Total equity shareholders' funds		<u>1</u>		<u>1</u>

For the year ending 31 December 2012 the company was entitled to exemption from audit under section 480 of the Companies Act 2006 relating to dormant companies

Directors responsibilities

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

Approved by the board of directors on 5 January 2013 and signed on their behalf by



H A O Deligny
Director

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NOTES TO THE ACCOUNTS

- 1 The Company did not trade during the year and therefore no profit and loss account is submitted
- 2 The Company's immediate parent company is Accor UK Business & Leisure Hotels Limited registered in England and Wales at 1 Shortlands, Hammersmith, London W6 8DR
The Company's intermediate parent company is Accor (UK) Limited, registered in England and Wales at 1 Shortlands, Hammersmith, London, W6 8DR
The Company's ultimate holding company is Accor S A , registered in France at 2 rue de la Mare-Neuve, 91000 EVRY, France