



Acquisition of stake in Groupe Lucien Barrière completed

Fimalac Développement, the vehicle for Fimalac's diversified activities, today completed its acquisition of a 34% interest in **Groupe Lucien Barrière** from Accor, under the terms and conditions announced on January 12, 2011.

In light of the capital reduction carried out simultaneously by Groupe Lucien Barrière by canceling 15% of its own shares, which were acquired from Accor, Fimalac Développement now holds a **40%** interest. Representing a total cost of **€186 million**, the acquisition was paid for with Fimalac's own funds.

Paris – March 4, 2011