



Press Release

March 12, 2009

Press Release from the Board of Directors

Meeting under the chairmanship of Gilles Pélisson on Thursday, March 12, the Accor Board of Directors approved the list of people recommended by the Compensation and Appointments Committee for election. The list will be submitted to shareholders at the Annual Meeting on May 13, 2009.

• Current Board members:

- **Thomas J. Barrack**, Founder, Chairman and Chief Executive Officer of Colony Capital LLC.
- **Sébastien Bazin**, Chief Executive Officer Europe of Colony Capital SAS.
- **Philippe Citerne**, Deputy Chief Operating Officer of Société Générale.
- **Gabriele Galateri di Genola**, Chairman of Telecom Italia SpA.
- **Gilles Pélisson**, Chairman and Chief Executive Officer of Accor.
- **Alain Quinet**, Vice President Finance and Strategy and Member of the Executive Committee of Caisse des Dépôts et Consignations.
- **Franck Riboud**, Chairman and Chief Executive Officer of Danone.
- **Patrick Sayer**, Chairman of the Executive Board of Eurazeo.

• New Board members:

- **Jean-Paul Bailly***, Chairman of the French Post Office (Groupe La Poste), will bring his experience in leading major mass market-oriented companies (i.e. the Paris Transit Authority, RATP) or managing large networks focused on human services (the French Post Office).
- **Denis Hennequin***, President, McDonald's Europe, will bring his international expertise in franchising and managing a vast chain of restaurants, a business quite similar to economy hotels.
- **Bertrand Meheut***, Chairman and CEO of Canal+ Group, will bring his background in manufacturing and as the Chairman of a well-known European media group close to major social issues such as culture, young people and sports.

A fourth representative of the Colony/Eurazeo concert group will also be recommended to shareholders for election:

- **Virginie Morgon***, Executive Board Member of Eurazeo.

The new Board will be therefore composed of 12 members and according to Afep/Medef recommendations, its governance will respect a balance between independent and non-independent members. Upon election, the new Board will determine whether each Board member is independent or not.

The future Board will be structured around three committees:

- The Audit and Risks Committee.
- The Compensation and Corporate Governance Committee.
- The Investments Committee, which will review any proposed acquisitions or disposals whose value exceeds €100 million.

In light of the future Board's smaller size, the Group's major strategic initiatives will be directly discussed by the Board members.

In addition, a Vice-Chairman of the Board of Directors will be appointed from among the independent members, as Lead Independent Director, in charge of relationships with shareholders who are not represented on the Board.

*Biographies attache

Accor, a major global group and the European leader in hotels, as well as the global leader in services to corporate clients and public institutions, operates in nearly 100 countries with 150,000 employees. It offers to its clients over 40 years of expertise in two core businesses:

- **Hotels**, with the **Sofitel, Pullman, MGallery, Novotel, Mercure, Suitehotel, Ibis, all seasons, Etap Hotel, Formule 1** and **Motel 6** brands, representing 4,000 hotels and nearly 500,000 rooms in 90 countries, as well as strategically related activities, such as **Lenôtre**.

- **Services**, with 32 million people in 40 countries benefiting from Accor Services products in employee and public benefits, rewards and loyalty, and expense management.

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* Biographies

Jean-Paul Bailly, Chairman of the French Post Office (Groupe La Poste)

Jean-Paul BAILLY has devoted his whole career to the Public Services through his participation in the management and running of two big public companies, first the RATP (Paris Transport Authority) then La Poste (The french Post Office). Between 1970 and 1977, Jean-Paul BAILLY held several positions of responsibility within the RATP (Régie Autonome des Transports Parisiens). In 1978, he took over the running of French Technical Cooperation in Mexico. In 1982, he moved back to the RATP, where notably he held the posts of Departmental Manager of bus rolling stock, Manager of the Métro and RER (Paris suburban rail system) and Personnel Manager. In 1990, he was appointed Deputy Managing Director of the RATP then Chairman and Managing Director in 1994. Between 1997 and 2001, he also took on the Chairmanship of the UITP (International Public Transport Union). Since 2002, Jean-Paul BAILLY has been Chairman of the La Poste Group.

Since 2008, he is member of GDF-Suez Board of Directors and member of Fondation du Collège de France Board of Directors.

A graduate of the Ecole Polytechnique and MIT (Cambridge, Massachusetts, USA), and a member of the Conseil Economique, Social et Environnemental (Economic, Social and Environmental advisory committee) since 1995, Jean-Paul BAILLY is an Officer of the Legion of Honour and the French Order of Merit.

Denis Hennequin, President and Chief Executive Office, McDonald's Europe

Denis Hennequin is President of McDonald's Europe and is responsible for the Company's 6,600 restaurants in 40 countries. He began his career at McDonald's in 1984 as an Assistant Restaurant Manager. After becoming a Restaurant Manager, he rose through the organization holding numerous positions including Training & Recruitment Consultant, Field Service Consultant, Director of Franchising, Director of Operations and Regional Manager for Paris and surrounding suburbs. He was subsequently Vice President of Operations, Human Resources, Development & Regional Coordination. In 1996, Denis was appointed President & Managing Director of McDonald's France. He became Executive Vice President for McDonald's Europe in 2004 and President of McDonald's Europe in 2005.

Denis holds a Bachelor's degree in Economics and a Master's degree in Private International and Social Law.

Bertrand Meheut , Chairman and CEO of Canal+ Group

Bertrand Meheut joined CANAL+ Group in September 2002.

He held various senior positions in the life sciences industry. He spent most of his career at Rhône-Poulenc, which he joined in 1984 as deputy COO, Europe. He successively was CEO of the company's German affiliate, deputy CEO of Rhône-Poulenc Agro before becoming Executive VP and COO Europe.

When Rhône Poulenc merged with Germany's Hoechst to form Aventis in 1999, Bertrand Meheut was appointed COO of Aventis CropScience, an Aventis and Schering subsidiary involved in agrichemicals and biotechnologies with sales of €4.5 billion and 16,000 employees. His last position there before joining Canal+ Group was Chairman and CEO.

Bertrand holds an engineering degree from Ecole des Mines and is also member of the Vivendi Executive Board.

Virginie Morgon, Executive Board Member of Eurazeo.

Virginie Morgon has been a member of Eurazeo's Executive Board since January 2008. She co-leads the investment team. After working as an investment banker in New York and London, she became a senior partner at Lazard Frères in 2000 and was also responsible for the European Food, Retail and Consumer goods sector. During her 15 years at Lazard, she advised numerous French and international groups such as Air Liquide, Danone, Kingfisher/Castorama and Kesa/Darty, Publicis.

Virginie Morgon is member of the Board of Directors of the Women's Forum for the Economy & Society (WEFCOS).

Virginie Morgon has a degree from l'Institut d'Etudes Politiques de Paris (Economics and Finance section) and holds a Master in Economics and Management (MIEM) from the University of Bocconi (Milan, Italy).