

Press release

January 25th, 2011

Accor: new Executive Committee

Denis Hennequin, Chairman and CEO, has announced the creation of a new leaner Executive Committee focused on the Group's strategic objectives.

"Consolidating functions in a leaner Executive Committee with increased powers will make for greater efficiency," said Mr. Hennequin. "Our common goal will be to increase the value and visibility of our brands, speed our development, and continue to diversify our operating structures through franchising and management contracts."

The members of the new Executive Committee will be as follows:

- **Yann Caillère**, President and Chief Operating Officer.
- **Grégoire Champetier**, Global Chief Marketing Officer, responsible for Brand Strategy, Design Strategy, Marketing, Distribution.
- **Anne-Marie Cambourieu**, Global Chief Human Resources Officer, who will also have responsibility for Group Organization, Transformation and Sustainable Development.
- **Dominique Esnault**, who joins the Executive Committee as Global Chief Operations Support in charge of Development, Franchising, Procurement, Technical Services & Design Management.
- **Pascal Quint**, Corporate Secretary in charge of Legal Affairs, Insurance and Risk Management, who will be adding the Audit Department to his portfolio of responsibilities. He is also Secretary of the Board of Directors.
- **Sophie Stabile**, Global Chief Financial Officer, who is now also responsible for Group Information Systems.
- **Marc Vieilledent**, Global Executive Vice President Asset Management, responsible for Asset Management & Strategy, together with Mergers - Acquisitions.

Accor, the world's leading hotel operator and market leader in Europe, is present in 90 countries with 4,200 hotels and more than 500,000 rooms.

Accor's broad portfolio of hotel brands - **Sofitel, Pullman, MGallery, Novotel, Suite Novotel, Mercure, Adagio, ibis, all seasons, Etap Hotel, Formule 1, hotelF1 and Motel 6**, and its related activities, **Thalassa sea & spa** and **Lenôtre** - provide an extensive offer from luxury to budget. With **145,000 employees** worldwide, the Group offers to its **clients and partners** nearly 45 years of know-how and expertise.

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Appendix: biographies of Executive Committee members

- **Denis Hennequin, Chairman and CEO**

Denis Hennequin, 52, now holds the position of Executive Director of Accor. Denis Hennequin had been President of McDonald's Europe since 2005, responsible for 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 held various positions within the company, as Training & Recruitment Consultant, Field Service Consultant, Director of Franchising, Director of Operations, and Regional Manager for Paris and the surrounding suburbs. Subsequently, he held the positions of Vice-President in charge of Development, Human Resources and the Regions. In 1996, he was appointed President and Managing Director of McDonald's France. He became Executive Vice-President for McDonald's Europe in 2005. Denis Hennequin has a Bachelor's degree in Economics and a Master's degree in Business Law and Tax Law.

- **Yann Caillère, President and Chief Operating Officer**

Yann Caillère, 57, is a graduate of the Ecole Hôtelière de Thonon-les-Bains. He began his career outside France before joining Pullman (Frantel, then Compagnie Internationale des Wagons Lits). In 1995, he joined Disneyland Resort Paris, as Executive Vice President, Luxury Hotels and Conventions, before becoming Senior Vice-President of the hotels division, COO and President. In October 2004, he was appointed Chairman of the Louvre Hôtels Group.

He joined Accor in January 2006 as Chief Operating Officer Hotels, France, Southern Europe, Africa, Middle East, and Sofitel Worldwide. He is a member of the Executive Committee. In May 2009, he took charge of Europe, Middle East, Africa, Sofitel Worldwide, and Hotel Design and Construction Worldwide. On 26 August 2010, he was appointed Deputy CEO in charge of Europe, Middle East, Africa, Sofitel Worldwide, and Group Design and Construction. He is now responsible for all Group Operations in Europe Middle-East Africa, Asia Pacific and the Americas.

- **Anne-Marie Cambourieu, Global Chief Human Resources Officer**

Anne-Marie Cambourieu, 51, has a Master's degree in private law and an advanced degree in personnel management and employment law. She began her career with Philips France in 1983 as Recruitment Manager, before being appointed head of Human Resources IT. She joined Whirlpool in 1988 as Director of Human Resources for Western Europe. In 1997, she moved to Danone as Director of Human Resources Development. In 2002, she was appointed Director of Human Resources and to the Management Committee of the Dairy Products Division. At the same time, she was appointed to the Group's Human Resources Management Committee. In 2009, she was appointed Vice-President of Human Resources at Bull. Anne-Marie Cambourieu joined Accor's Executive Committee in September 2010. As Global Chief Human Resources Officer, she is now also responsible for Group Organization, Transformation and Sustainable Development.

- **Grégoire Champetier, Global Chief Marketing Officer**

Grégoire Champetier, 47, is a graduate of ESSEC and of the I.E.P. de Paris, and has a degree in law. He was previously Chairman of the Management Board of Alain Affelou. He began his career with the Organising Committee of the Albertville Winter Olympic Games before joining the advertising agency Publicis Conseil in 1992 as Group Manager and then Director of Clientele. In 1996 he joined the advertising company BDDP as Director of Clientele, and became an Associate Director in 1998 before joining the McDonald's Group, in 2001, where he held the positions of Director of Marketing, Communication and Studies France, then Vice-President France, and finally Senior Vice-President, France & Southern Division. In 2008, he became chairman of Publicis Activ, the Group network of regional agencies, a position he occupied until 2009. He joins Accor in January 2011; as Global Chief Marketing Officer, he is responsible for Brand Strategy, Design Strategy, Marketing, Distribution.

- **Dominique Esnault, Global Chief Operations Support**

Dominique Esnault, 49, is a graduate of ESSEC. She began her career with Danone in 1984, as Assistant Product Manager for the Taillefine brand. In 1986, she joined the Unilever group where she successively held several positions as product manager and group manager. In 1995, she became Marketing Director, Europe, for the Hair Care Division, and Director of the “Lead Hair Innovation Center” worldwide, positions in which she was able, among other things, to supervise that category’s international development strategy. In 1999, she joined Accor as Marketing Director, Worldwide, for the Sofitel, Novotel and Mercure brands, before becoming Deputy Executive Vice-President, Deluxe and Mid-Range Hotel Marketing Worldwide (2000), Deputy Executive Vice-President, Hotel Marketing Worldwide (2003), Director of AccorWeb (2004), and Project Director, Sofitel Worldwide (2006). At the end of 2007, she took the position of CEO, Ibis France, where she is responsible for more than 380 hotels, including 245 franchised establishments and nearly 4,000 employees. Dominique Esnault is now in charge of Group Development, Franchising, Procurement, and Technical Services & Design Management. She is a member of the Executive Committee.

- **Pascal Quint, Corporate Secretary**

Pascal Quint has a degree in Private Law from the University of Lille II, and a Master of Laws degree in European Law from the University of Exeter, in England. Born in 1957, he began his career in 1983 as a Legal Advisor at Clifford Turner in Paris. He went on to work as Corporate Legal Advisor for Liphia, and subsequently for IBM France, before being appointed as European Counsel at Corning Glass in 1988. In 1991, he joined Euro Disney as Manager, Legal Affairs, where he was promoted to the position of Director, Legal Affairs in 1992. After serving as Director, Legal Affairs of Sanofi’s Pharmacy division from 1994 to 1996, he returned to Euro Disney as Vice-President and General Counsel until 2004, when he was recruited by Cegelec as Senior Vice-President and Group General Counsel. In September 2008, he joined Accor’s Executive Committee as Corporate Secretary and Secretary of the Board of Directors. In charge of Legal Affairs, Insurance and Risk Management, he is now adding the Audit Department to his portfolio of responsibilities.

- **Sophie Stabile, Global Chief Financial Officer**

Sophie Stabile, 40, is a graduate of the Ecole Supérieure de Gestion et Finances. She began her career with Deloitte, before joining Accor in 1999 to head the Group’s Consolidation and Information System Department. In 2006, she was appointed as Group Controller-General, a post in which she supervises the consolidation process, international Finance Departments and the Financial Control, Internal Audit, Group Holding Company and Financial Back-office Departments. Since May 2010, she has also in been charge of the Investor Relations, Cash Management and Tax Affairs Departments. Sophie Stabile has been Global Chief Financial Officer since May 2010, and has been a member of Accor’s Executive Committee since August 2010. She is now also responsible for Group Information Systems.

- **Marc Vieilledent, Global Executive Vice President Asset Management**

Marc Vieilledent, 43, is a graduate of the Ecole Supérieure de Commerce de Paris and a chartered accountant. He began his career at Pricewaterhouse as an external auditor. He joined Accor in 1997, where he has held the positions of Vice-President, Consolidation and Investment Control, and of Senior Vice-President, Corporate Finance and Property Management. Since 2003, he has supervised the Group’s mergers and acquisitions and asset management activities. Marc Vieilledent has been a member of Accor’s Executive Committee since August 2010. As Global Executive Vice President Asset Management he is responsible for Asset Management & Strategy, as well as Mergers - Acquisitions.