



Press Release

New Executive Committee of Accor

Paris, January 11, 2006

In line with the new corporate governance structure put in place at the Shareholders' Meeting on January 9, 2006, Gilles Pélisson appointed as Chief Executive Officer by the Board of Directors, has presented to Accor managers his Executive Committee. The new team combines operating executives and corporate support executives.

- Philippe Adam, who just joined Accor, is appointed Executive Vice President, Strategy and Hotel Development,
- Firmin António, Chief Operating Officer, Accor Latin America,
- David Baffsky, Chief Operating Officer, Accor Asia Pacific,
- Yann Caillère, who recently joined Accor, is appointed Chief Operating Officer, Hotels Southern Europe, Middle East, Africa and is in charge of operations for Sofitel,
- Roberto Cusin, Chief Operating Officer, Accor Italy,
- Michael Flaxman, Chief Operating Officer, Hotels Northern Europe,
- Cathy Kopp, Executive Vice President, Human Resources and Sustainable Development,
- Georges Le Mener, Chief Operating Officer, Accor North America,
- Serge Ragozin, Chief Operating Officer, Accor Services,
- Jacques Stern, Chief Financial Officer, in charge of Purchasing and Information Technology Systems,
- Pierre Todorov, Corporate Secretary and Secretary of the Board of Directors.
- An Executive Vice-President Hotels and Brands Marketing will soon join the Group.

Appendix: Biographies of Executive Committee Members.

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Appendix: Biographies of Executive Committee Members



Gilles Pélisson

A graduate of France's ESSEC Business School and the Harvard Business School (MBA), Gilles Pélisson began his career with Accor in 1983, in the United States and then in the Asia-Pacific region. In particular, he served as Co-Chairman of the Novotel hotel chain. He was appointed Chief Executive Officer of Euro Disney in 1995 and Chairman and Chief Executive Officer in 1997. He joined Suez in 2000. He moved to Bouygues Telecom in 2001, where he served as Chief Executive Officer before being appointed Chairman and Chief Executive Officer in February 2004.

Gilles Pélisson is also Director of Bic S.A. and Chairman of the Supervisory Board of Groupe ESSEC.



Philippe Adam

A graduate of the Strasbourg Institut d'Etudes Politiques, Philippe Adam holds a law degree and an MBA from the University of Kansas. After gaining initial experience as a financial analyst, he joined Accor in 1986 as Deputy Finance Director of Ibis Hotels, moving on to become Chief Financial Officer and Human Resources Director at Hotelia, then Chief Financial Officer at Accor Services/Eurest International. In 1996, he joined Compass Group, where he successively held the positions of Executive Vice President - International Division, Chairman and CEO - Western Division and Group Executive Vice President - Mergers and Acquisitions. Until 2005, he was involved in setting up and developing Novae Restauration.



Firmin António

After graduating with degrees in Economics and Management from the Conservatoire National des Arts et Métiers in Paris, Firmin António started working for Accor in 1968. In 1974, he created the Ticket Restaurant subsidiary in Portugal, before setting up the Brazilian subsidiary, Ticket Serviços in 1976, marking Accor's entry into the Brazilian market. Today, Firmin Antonio heads Accor Brasil, a joint venture between Accor, Brascan and Espirito Santo, and Accor Hotels in South America.

He is also Chairman of the Boards of GRSA (a joint venture with Compass Group International), Dalkia Brasil (a joint venture with Veolia Environment), Carlson Wagonlit Travel Brazil and Accor TOP (a joint venture with Espirito Santo Viagens).



David Baffsky

A graduate in law from the University of Sydney, David Baffsky was the founder, and until January 1991, senior partner of a Sydney legal firm. In 1986 he was appointed Chairman of Citistate Corporation Limited, an Australian public company specializing in property development and corporate investment. In 1993, he became the Chairman of Accor Asia Pacific. Mr. Baffsky was a director of Club Méditerranée (Australia) Pty Ltd from 1985 to 2000 and is a director of Tourism Asset Holdings Ltd.



Yann Caillère

A graduate of the Thonon-les-Bains Ecole Hôtelière, Yann Caillère began his career in the international arena, before joining Pullman (Frantel, then Société Française des Wagons Lits following successive mergers), where he held various operational positions. In 1995, he joined Disneyland Resort Paris, as Chief Executive Officer, Luxury Hotels and Conventions, moving on to become Chief Operating Officer then Chief Executive Officer of the resort. In October 2004, he joined the Louvre Hôtels Group as Chairman and Chief Executive Officer.



Roberto Cusin

Born in San Paolo di Piave, Italy, Roberto Cusin began his career by launching his own food services business, and in 1960 set up Gemeaz Cusin, Italy's pioneer provider of food services to companies, bars and restaurants. In 1975, he founded Scapa Italia, a central food purchasing agency, and in 1976 he created Gemeaz Cusin – Ticket Restaurant, Italy's first meal voucher issuer. Following Accor's creation in 1982, Roberto Cusin set up Sifalberghi, the Italian hotel subsidiary who currently manages 41 hotels.



Michael Flaxman

A graduate of Westminster Hotel School in London, Michael Flaxman began his career at Forte Hotels in North America. After working in various operational positions for Thistle Hotels and Trusthouse Forte Hotels, he joined Accor in 1983 as Vice President, Development for North America. In 1992, he was appointed Development Director for Novotel and was also Regional Operations Director responsible for several countries in Europe, Asia and Africa. In 1994, he became Managing Director Novotel UK, in 1997 taking responsibility for Accor Business & Leisure Hotels UK and Ireland. In 1999, he became Managing Director, Hotels, Northern, Central and Eastern Europe. Michael is also responsible for Sales, Distribution and Loyalty Strategy for Accor Hotels in Europe, the Middle East and Africa.



Cathy Kopp

After earning master's degrees in mathematics, Cathy Kopp joined IBM France in 1973 as an engineer. After holding a number of operational positions, she moved into IBM France as Director of Human Resources in 1992, before being appointed Vice President Human Resources of the Storage Division, based in California, USA, in 1996, subsequently becoming Vice President Global Employee Relations, Human Resources for the IBM Corporation in 1998. Cathy Kopp was named Chief Executive Officer for IBM France in 2000, then Chairman and CEO. She joined the LVMH Group in 2001 as Vice President, Corporate Human Resources, before becoming Accor's Human Resources General Manager in November 2002.

Cathy Kopp is a non-voting director of Schneider Electric and was appointed to the French Authority to Combat Discrimination (HALDE) by the French Prime Minister.



Georges Le Mener

A graduate of Ecole Hôtelière in Paris, Georges Le Mener began his career with Accor in 1969, serving in a variety of leadership positions, including Executive Vice President of Operations, Vice President of Human Relations and Director of the Office of the Chairman. In 1992, he joined Motel6 in the United States as Chief Executive Officer, becoming President of Accor North America with the development of Midscale and Upscale Accor hotels in the United States.



Serge Ragozin

A graduate of France's HEC business school, Serge Ragozin served as Marketing Manager of General Foods, Marketing Manager of Nabisco Brands France, General Manager of Mainland Europe Area at Williams Holding and General Manager of Hôtels Concorde. He joined Accor in 1997, where he was Vice President for Hotels, then Executive Senior Vice President International Supports. He was appointed Chief Operating Officer, Accor Services in June 2005.



Jacques Stern

A certified public accountant and graduate of the École Supérieure de Commerce de Lille, Jacques Stern began his career with Price Waterhouse as an external auditor. He joined Accor in 1992 as Consolidation Officer and became Group Financial Planning Officer in 1996. He was then successively appointed Group Controller (2000), Executive Deputy Chief Financial Officer (2002) and Chief Financial Officer (2003). In March 2005, he was appointed Member of the Management Board, in charge of Finance.



Pierre Todorov

A graduate of Ecole Normale Supérieure and of ENA, and a teaching degree in philosophy, Pierre Todorov began his career with France's Council of State. In 1990, he joined the Lagardère Group, where he was Deputy Chief Executive Officer – International Operations in the Magazine Publishing Division (Hachette Filipacchi Medias). In 1997, he joined Accor as General Secretary, acting as secretary to the Management Board and the Supervisory Board. He is now secretary to the Board of Directors.

Pierre Todorov is also Vice Chairman of the Company Law Commission set up by the French employers' federation, Medef, and member of the Scientific Board of the "Attractivité du Droit français" commission.