



Press Release
February 22, 2011

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from the Board of Directors

The Accor Board of Directors, meeting on February 22, 2011 under the chairmanship of Denis Hennequin and acting on a recommendation by the Compensation, Appointments Committee and Corporate Governance has appointed Mercedes Erra as a new director. Ratification of the appointment will be submitted to shareholder approval at the Annual Meeting on May 30, 2011.

The Board of Directors has determined that Ms. Erra fulfills the independence criteria set out in the AFEP-MEDEF corporate governance code for listed companies.

- **New director appointed:**

Mercedes Erra **, Executive Co-Chairman of Euro RSCG Worldwide, will bring to the Board her recognized experience in building and managing brands. In particular, she has contributed to major strategic shifts in such brands as Danone (health), Evian (youth), Air France (the legend of travel), Canal+ (media creativity).

- **Members of the Board of Directors:**

- **Denis Hennequin**, Chairman and Chief Executive Officer.
- **Jean-Paul Bailly***, Chairman of Groupe La Poste.
- **Thomas J. Barrack**, Founder, Chairman and Chief Executive Officer of Colony Capital LLC.
- **Sébastien Bazin**, Managing Director Europe and Chief Executive Officer of Colony Capital SAS.
- **Philippe Citerne***, Former Chief Operating Officer of Société Générale.
- **Mercedes Erra***, Executive Co-Chairman of Euro RSCG Worldwide.
- **Sophie Gasperment***, Chief Executive Officer of The Body Shop International (L'Oréal Group).
- **Bertrand Meheut***, Chairman of the Groupe Canal+ Management Board.
- **Virginie Morgon**, Member of the Eurazeo Management Board.
- **Franck Riboud***, Chairman and Chief Executive Officer of Danone
- **Patrick Sayer**, Chairman of the Management Board of Eurazeo.

**Independent directors*

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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****Biography:**

Mercedes Erra**, Executive Co-Chairman of Euro RSCG Worldwide.

Mercedes Erra is Executive Co-Chairman of Euro RSCG Worldwide, President of Euro RSCG France, Founder of BETC Euro RSCG, France's leading advertising agency, and Managing Director of Havas. She is also the Honorary President of the HEC Association.

Ms. Erra specializes in building and managing global brands. In this role, she created BETC Consulting and BETC Consumer Intelligence, two business units that focus on consumer and brand expertise. She contributed to major strategic shifts in the brands she worked for (health for Danone, youth for Evian, Air France vision – making the sky the best place on earth, Canal+ the most creative media brand). In 15 years, the agency she founded, Euro RSCG Worldwide, has become France's leading advertising agency, ranked the world's second most creative agency in the Gunn report January 2011).

Since January 2010, Ms. Erra has served as Chairman of the Board of Directors of the Cité Nationale de l'Histoire de l'Immigration in Paris.

A graduate of the HEC business school and of the Sorbonne (Masters and Professor of Letters), she teaches a post-graduate course in Marketing and Corporate Communication at Université de Paris 2 (Assas). Ms. Erra is Chevalier of the Légion d'Honneur and recipient of the French National Order of Merit.