

Press Release November 22, 2010

Sébastien Valentin Appointed Senior Vice President, Financial Communications and Investor Relations

Sébastien Valentin joins Accor as Senior Vice President, Financial Communications and Investor Relations.

Mr. Valentin, 42, holds degrees in law and journalism. He began his career in 1996 at the MKG Conseil consulting firm, first as a research analyst then as a journalist in charge of editing the HTR magazine.

In 2001, Mr. Valentin joined IXIS Securities as a financial analyst for the hotel and leisure industry. He then worked as marketing director from 2004 to 2006, before becoming head of socially responsible investment research, a position he held until 2007. He then joined Société Générale's equity research team as senior analyst in charge of hotels & leisure.

Throughout his career, Mr. Valentin has acquired extensive knowledge of the hotel industry and expertise in financial communications and investor relations. In 2003, 2004, 2009 and 2010, he ranked among the top ten for his industry research in the Extel Europe Survey.

Accor, the world's leading hotel operator and market leader in Europe, is present in 90 countries with 4,100 hotels and close to 500,000 rooms.

Accor's broad portfolio of hotel brands - Sofitel, Pullman, MGallery, Novotel, Suite Novotel, Mercure, Adagio, ibis, all seasons, Etap Hotel, 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.

MEDIA CONTACTS Charlotte Thouvard Vice President Communications Accor EMEA in Charge of Corporate Media Relations Phone: +33 (0) 1 45 38 18 28

Charlotte Bourgeois-Cleary Phone: +33 (0) 1 45 38 84 84