ACCOR HOTELS

Feel Welcome

Press release
Paris, 21 February 2017

Nicolas Sarkozy joins AccorHotels' Board of Directors to support its international vision

As part of the acceleration of the expansion strategy of the Group and its portfolio of international brands, the Board of Directors has decided during its meeting today to set up an *International Strategy Committee*. This Committee will focus on the development of AccorHotels' network and brand portfolio throughout the world, as well as on the promotion of French tourism.

Accor's Board of Directors has also taken note of the resignation of Mr Nadra Moussalem as Director, following Colony Capital's decision to sell its shareholding in Accor. The Board thanks both Colony Capital and Mr Nadra Moussalem for their support of the Group's transformation as well as their meaningful and active role within the Board of Directors for the past 12 years.

To succeed him, the Board has unanimously coopted Nicolas Sarkozy as an independent Director, as of today, for the remainder of Mr Moussalem's term, at the close of the Shareholders meeting convened to approve the financial statements for 2018.

This appointment reflects the ambition of the Group to pursue the implementation of its strategy and to promote both AccorHotels brands worldwide and the unrivalled French know-how in tourism.

Nicolas Sarkozy will chair the *International Strategy Committee* whose missions and members will be further detailed by a forthcoming Board meeting.

Nicolas Sarkozy declares: « I am glad to contribute to the development and the international reach of Accorhotels, one of France's flagship companies. The success of the Group as well as the quality of its management are outstanding assets, shaping AccorHotels into one of the leading showcases of the French economic landscape".

Sébastien Bazin, Chairman & CEO of AccorHotels adds: « The Board welcomes this new appointment. The international expertise of Nicolas Sarkozy and his perfect knowledge of geopolitical issues are tremendous assets for the Group».

ABOUT ACCORHOTELS

AccorHotels is a world-leading travel & lifestyle group and digital innovator offering unique experiences in more than 4,000 hotels, resorts and residences, as well as in over 3,500 of the finest private homes around the globe. Benefiting from dual expertise as an investor and operator through its HotelServices and HotelInvest divisions, AccorHotels operates in 95 countries.

Its portfolio comprises internationally acclaimed luxury brands including Raffles, Fairmont, Sofitel Legend, SO Sofitel, Sofitel, onefinestay, MGallery by Sofitel, Pullman and Swissôtel; as well as the popular midscale and boutique brands of Novotel, Mercure, Mama Shelter and Adagio; the in-demand economy brands including ibis, ibis Styles, ibis budget and the regional brands Grand Mercure, The Sebel and hotelF1. With an unmatched collection of brands and a rich history spanning close to five decades, AccorHotels, along with its global team of more than 240,000 dedicated women and men, has a purposeful and heartfelt mission: to make every guest Feel Welcome. Guests enjoy access to one of the world's most rewarding hotel loyalty programs – Le Club AccorHotels.

AccorHotels is active in its local communities and committed to sustainable development and solidarity through PLANET 21, a comprehensive program that brings together employees, guests and partners to drive sustainable growth.

Accor SA is publicly listed with shares trading on the Euronext Paris exchange (ISIN code: FR0000120404) and the OTC marketplace (Code: ACRFY) in the United States.

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