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Accor

Annual General Meeting held to approve the financial statements for the year ended December 31, 2017

Statutory auditors' attestation on the information communicated in accordance with the requirements of article L. 225-115 4° of the French commercial code (*Code de commerce*) relating to the total amount of remuneration paid to the highest-paid employees for the year ended December 31, 2017

DELOITTE & ASSOCIES
185, avenue Charles-de-Gaulle
92524 Neuilly-sur-Seine Cedex
S.A. au capital de € 1.723.040

Commissaire aux Comptes
Membre de la compagnie
régionale de Versailles

ERNST & YOUNG et Autres
1/2, place des Saisons
92400 Courbevoie - Paris-La Défense 1
S.A.S. à capital variable

Commissaire aux Comptes
Membre de la compagnie
régionale de Versailles

Accor

Annual General Meeting held to approve the financial statements for the year ended December 31, 2017

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To the Shareholders,

In our capacity as statutory auditors of your Company and in accordance with the requirements of Article L. 225-115 4° of the French Commercial Code (*Code de commerce*), we have prepared this attestation on the information relating to the total amount of remuneration paid to the highest-paid employees for the year ended December 31, 2017 contained in the attached document.

This information was prepared under the Board of Director's responsibility. Our role is to attest this information.

As part of our engagement as statutory auditors, we have audited the annual financial statements of your Company for the year ended December 31, 2017. Our audit was conducted in accordance with professional standards applicable in France, and was planned and performed for the purpose of forming an opinion on the annual financial statements taken as a whole and not on any individual component of the accounts used to determine the total amount of remuneration paid to the highest-paid employees. Accordingly, our audit tests and samples were not carried out with this objective and we do not express any opinion on any components of the accounts taken individually.

We performed those procedures which we considered necessary to comply with professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) relating to this type of engagement. These procedures, which constitute neither an audit nor a review, consisted in performing the necessary reconciliations between the total amount of remuneration paid to the highest-paid employees and the accounting records and verifying that it is consistent with the data used to prepare the annual financial statements for the year ended December 31, 2017.

On the basis of our work, we have no matters to report on the reconciliation of the total amount of remuneration paid to the highest-paid employees contained in the attached document and as amounting to € 7,927,312 with the accounting records used to prepare the annual financial statements for the year ended December 31, 2017.

This attestation shall constitute certification of accuracy of the total amount of remuneration paid to the highest-paid employees within the meaning of Article L. 225-115 4° of the French Commercial Code (*Code de commerce*).

This attestation has been prepared solely for your attention within the context described above and may not be used, distributed or referred to for any other purpose.

Neuilly-sur-Seine and Paris-La Défense, March 16, 2018

The Statutory Auditors
French original signed by

DELOITTE & ASSOCIES

ERNST & YOUNG et Autres

David Dupont-Noel

Guillaume Crunelle

Jacques Pierres