



Paris, August 28th, 2015

GROUP ORGANIZATION AND APPOINTMENT MEMO



I am pleased to announce the appointment of **Amir Nahai**, as **Chief Executive Officer Group Food and Beverage** effective **September 1st, 2015**. He reports to me and is a member of the Group's Executive Committee.

In 2014, we laid out four objectives to accelerate our transformation and reinforce our commitment to building the hospitality leader of the future. Redefining and reinvigorating F&B is one of these strategic planks and Amir has been involved in the

project from day one.

Beginning 18 months ago, Amir led the Bain team that worked hand in hand with myself, Sven Boinet, global Marketing and each of the regional CEOs HotelServices and their teams to fundamentally rethink how we approach F&B with our customers, employees and partners. His joining us full-time further cements our continued investment in innovation and customer excellence. His wealth of experience in food and beverage, digital transformation, analytics and customer advocacy will undoubtedly be a great asset to AccorHotels.

Amir will be responsible for F&B performance at the worldwide level. He will work with regional CEOs HotelServices and global Marketing to define our objectives and strategy for each region and brand. He will support each region with functional support and expertise. He will also be accountable for building and rolling out existing and new concepts both internally and with our external partners.

Equally important, Amir will work with global and regional HR to build a world-class F&B career track. Simply put, we want AccorHotels to become the best place in the world for F&B talent to work. This will mean collaborating with each of you and building on our existing foundation to enhance our training, support and career management. Not only do we want our guests to have a world-class experience but we want to grow and develop the career of each F&B team member at every level.

In the near term, Frederique Lardet and Fabrice Blondeau will report to Amir as he continues to build out his broader team over the next few months.



Amir was previously a partner at Bain and Company's New York office, and has more than 15 years of experience at Bain within the hospitality, gaming, media/entertainment and technology sectors. Amir has supported clients across the globe and has worked out of multiple offices in the US (Boston, New York, Los Angeles), Asia (Singapore, Thailand, India, China) and Europe (Paris, London). He speaks four languages and completed the early part of his education in France. Amir holds a BA in Government from Dartmouth College and an MBA from the Tuck School of Business at Dartmouth.

I wish Amir every success in his new position.

Sébastien Bazin