

Country Report - Directors

CEO Biographies - (Where more than one CEO is named the position was held by both during the latest year) :

Company:	Sector:	Name:	Surname:	Gender:	Director Nationality:	Age at Latest Year End:
Accor	Hospitality	Denis	Hennequin	Male	France	54

CEO Remuneration - USD:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2011	1	1,044,568	22,131,309	1,044,568	22,131,309
2012	1	1,071,080	2,335,832	1,071,080	2,335,832

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2011	2	1,902,425	24,098,549	951,212	12,049,274
2012	2	1,868,346	3,618,157	934,173	1,809,078

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2011	10	712,813	71,281
2012	10	672,138	67,214