



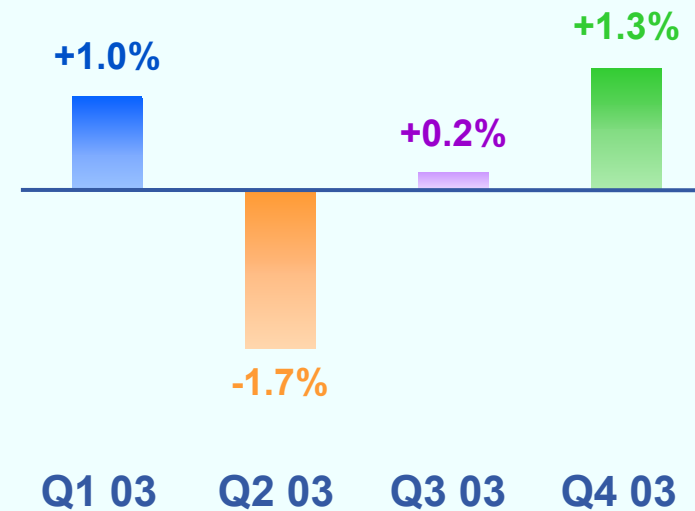
***Combined Annual and  
Extraordinary Shareholders'  
Meeting of May 4, 2004***

- ▶ 2003 was an exceptionally difficult year for our businesses
- ▶ In this context, Accor demonstrated its resilience and pursued its expansion
- ▶ After managing three difficult years,  
Accor is positioned to leverage the expected rebound

► **2003 Sales: € 6,828 million** (- € 311 million)

- Like-for-like*	+0.1%
- Expansion	+3.4%
- Disposals	-2.4%
- Currency	-5.4%
Reported	<hr/> -4.3%

**Like-for-like change**



\* On a constant perimeter and currency basis

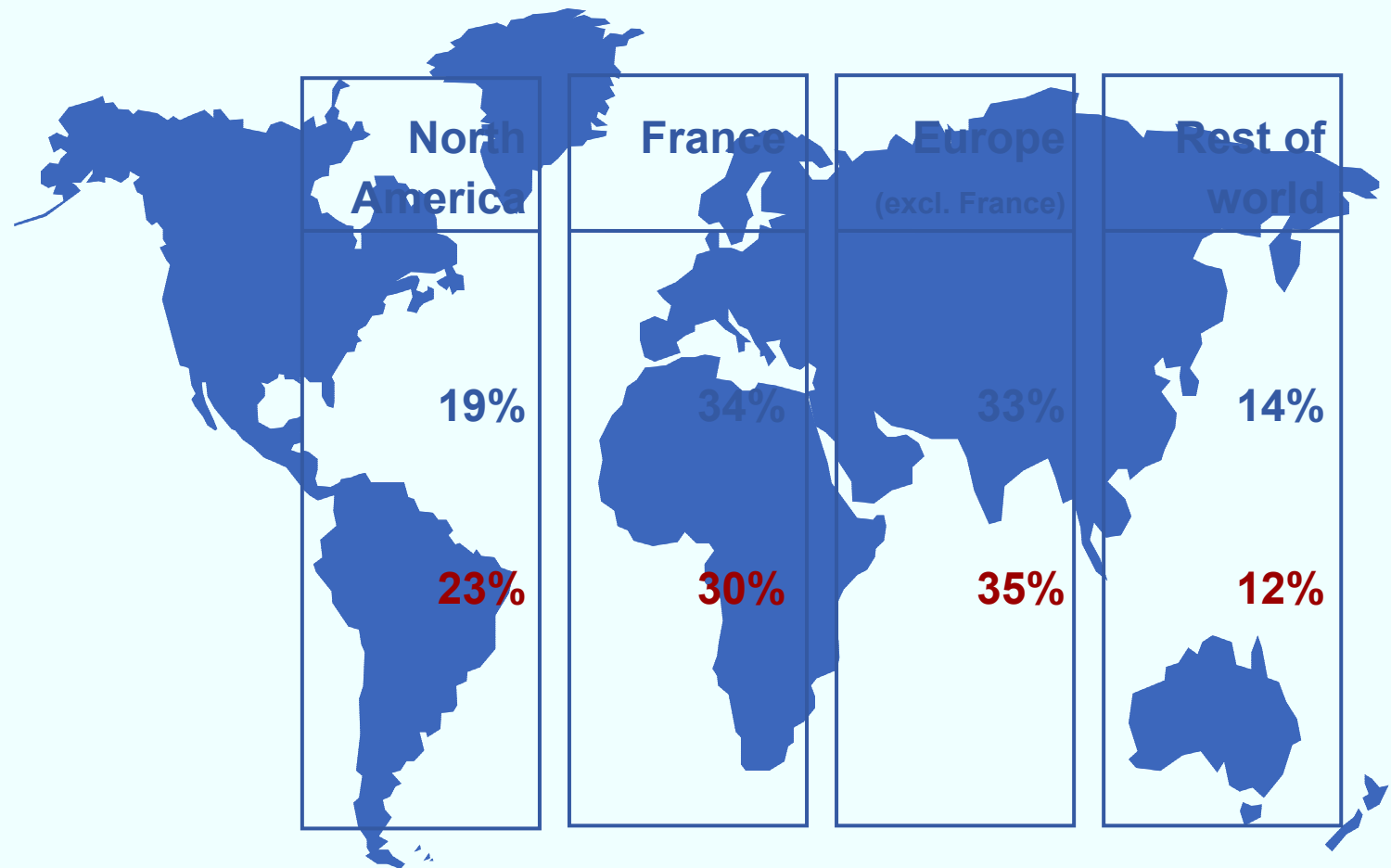
► 2003 Ebitdar: € 1,769 million

	change
- like-for-like*	- € 58 M
- expansion	+€ 43 M
- disposals	- € 21 M
- currency	- € 131 M
	<hr/>
<b>Reported</b>	<b>- € 167 M</b>
or	<b>-8.6%</b>

\* On a constant perimeter and currency basis

**2003 Sales**  
€6,828 million

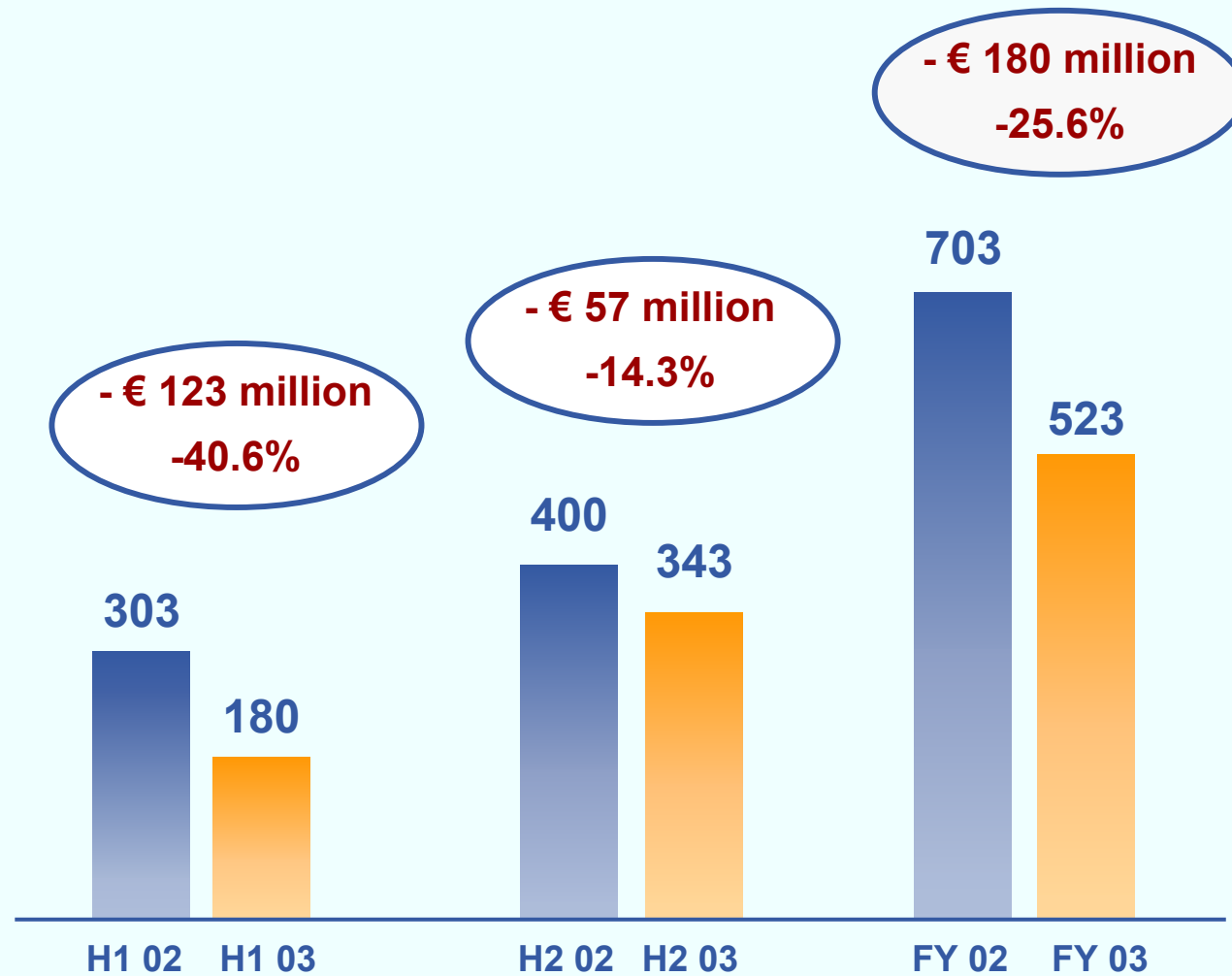
**Ebitdar**  
€1,769 million



in € millions	2002	2003
▶ <b>Ebitdar</b>	<b>1,936</b>	<b>1,769</b>
<i>Ebitdar margin</i>	<i>27.1%</i>	<i>25.9%</i>
▶ <b>Holding costs</b>	<b>(1,247)</b>	<b>(1,240)</b>
<i>(Rental expense + Depreciation + Net interest expense)</i>		
▶ <b>Net income (loss) from associated companies</b>	<b>14</b>	<b>(6)</b>
▶ <b>PBT</b>	<b>703</b>	<b>523</b>

# PBT: improvement during the second half

PBT  
in € millions



in € millions	2002	2003
▶ <b>PBT</b>	<b>703</b>	<b>523</b>
▶ Capital gains	24	51
▶ Amortization of goodwill	(109)	(107)
▶ Tax	(234)	(163)
<i>effective tax rate</i>	<i>(31.0%)</i>	<i>(27.6%)</i>
▶ Exceptional items	68	0
▶ Minority interests	(22)	(34)
▶ <b>Net income, group share</b>	<b>430</b>	<b>270</b>
<b>E.P.S. (in €)</b>	<b>2.18</b>	<b>1.36</b>

in € millions	2002	2003
▶ Cash flow from operations	961	847
▶ Investments for renovation and maintenance	(316)	(284)
▶ <b>Free cash flow</b>	<b>645</b>	<b>563</b>
▶ Disposals	660	461
▶ Investments for expansion	(802)	(586)
<b>Net debt</b>	<b>2,802</b>	<b>2,462</b>

***Debt reduced by € 340 million  
(€ 170 million excluding currency effect)***

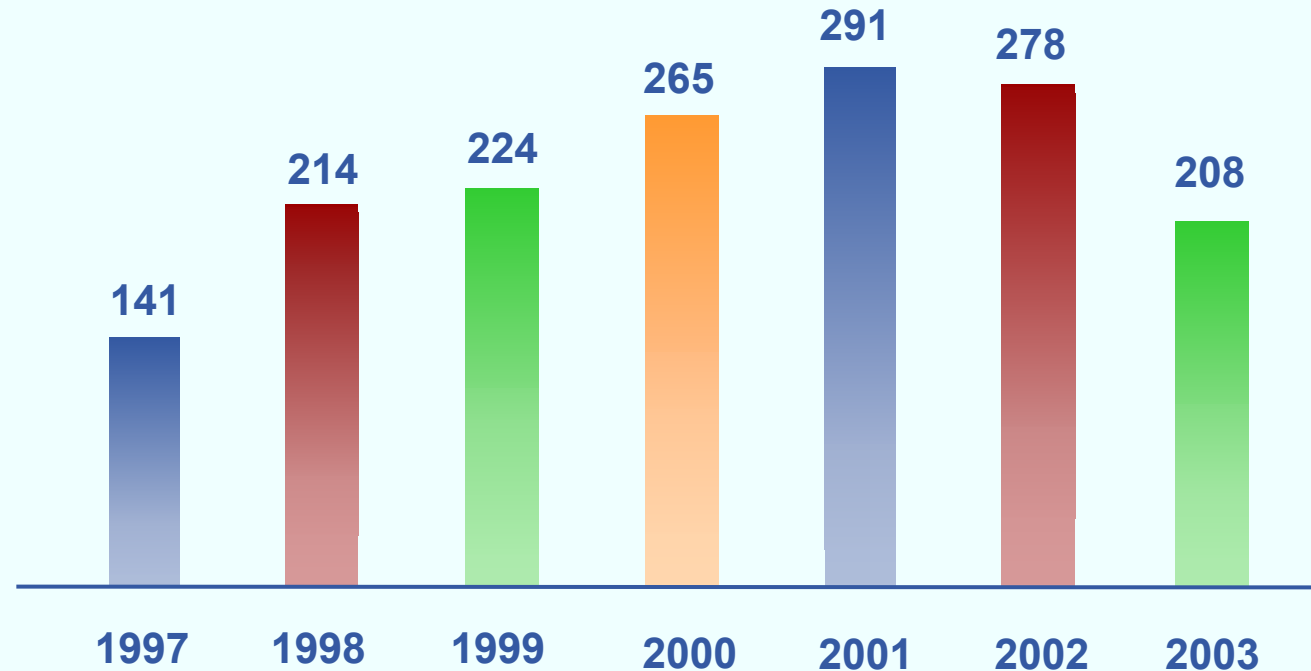
in € millions	2002	2003
▶ Equity and minority interests	3,984	3,683
▶ Net debt	2,802	2,462
▶ <b>Financial ratios</b>		
– Net debt-to-equity (gearing)	<b>70.3%</b>	<b>66.8%</b>
– Interest cover (1)	<b>x5.6</b>	<b>x5.6</b>
– F.F.O. (2) / Adjusted net debt (3)	<b>16.5%</b>	<b>15.7%</b>

(1) Ebitdar / (cash financial expense + 1/3 of full-year rents)

(2) Funds from operations = Consolidated cash flow from operations + 2/3 of full-year rental expense

(3) Net debt adjusted to include eight times current year rental expense

Value creation  
In € millions



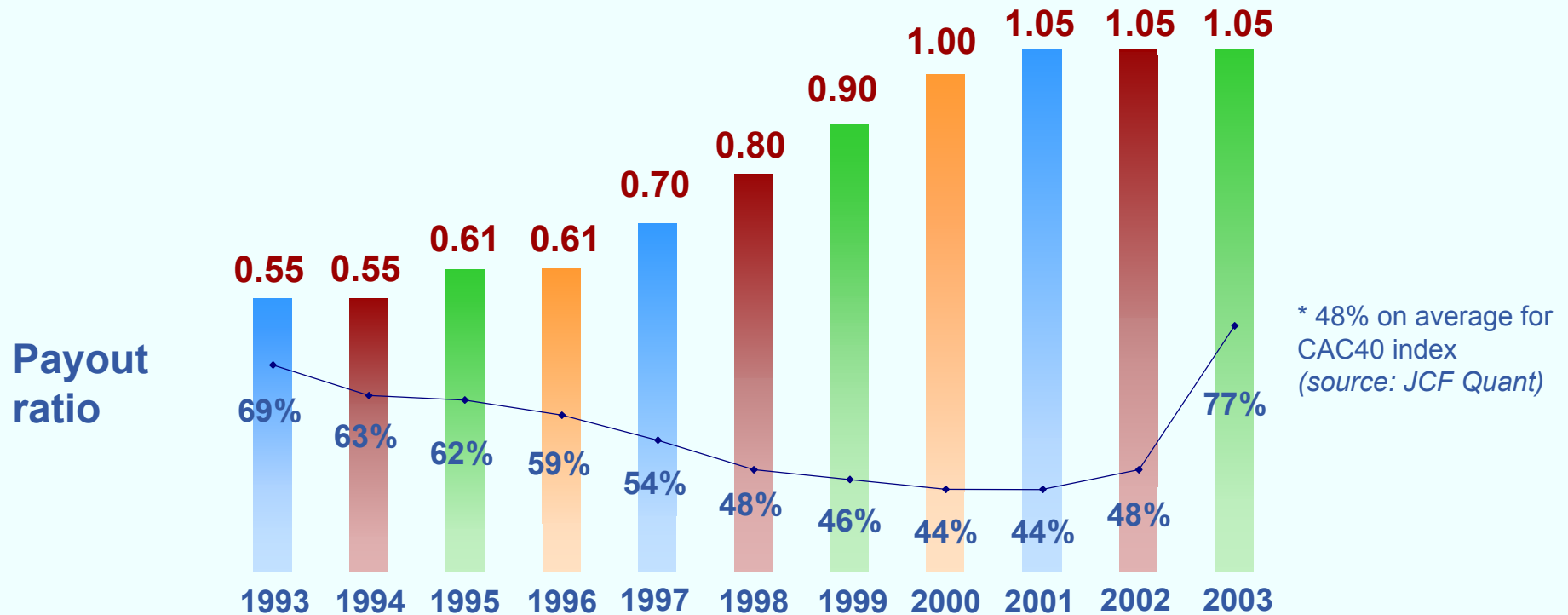
	1997	1998	1999	2000	2001	2002	2003
<b>ROCE before tax</b>	10.2%	11.2%	11.2%	11.7%	11.5%	10.7%	9.2%
<b>ROCE after tax</b>	8.1%	8.7%	8.7%	9.0%	9.1%	8.6%	7.6%
<b>WACC</b> (Weighted Average Cost of Capital)	6.4%	6.3%	6.4%	6.7%	6.6%	6.2%	5.8%



## Dividend of €1.05 unchanged from 2002

**2003 Yield: 4.4%**

(including « avoir fiscal » tax credit, based on €35.90 Accor share price as of December 31, 2003)



**Payable May 17, 2004**

