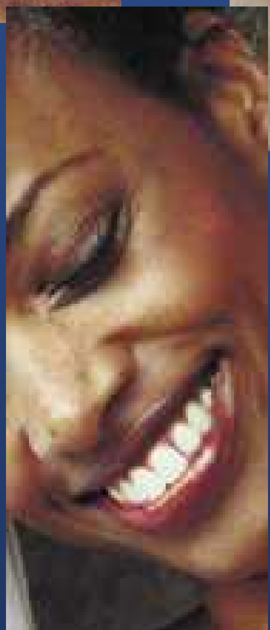
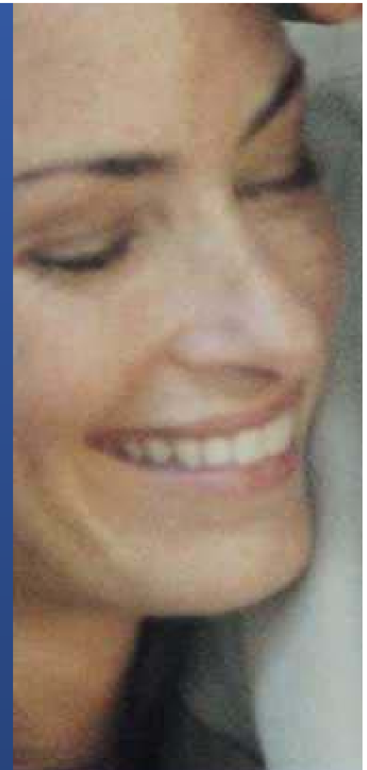


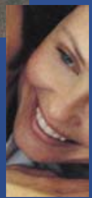


ACCOR

WE BUILD SMILES

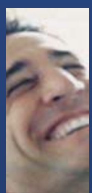
2002 Interim Results

Outline

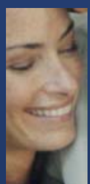


- 2002 Interim Results

- Short Term Context



- Fundamentals of Accor's Long Term Strategy

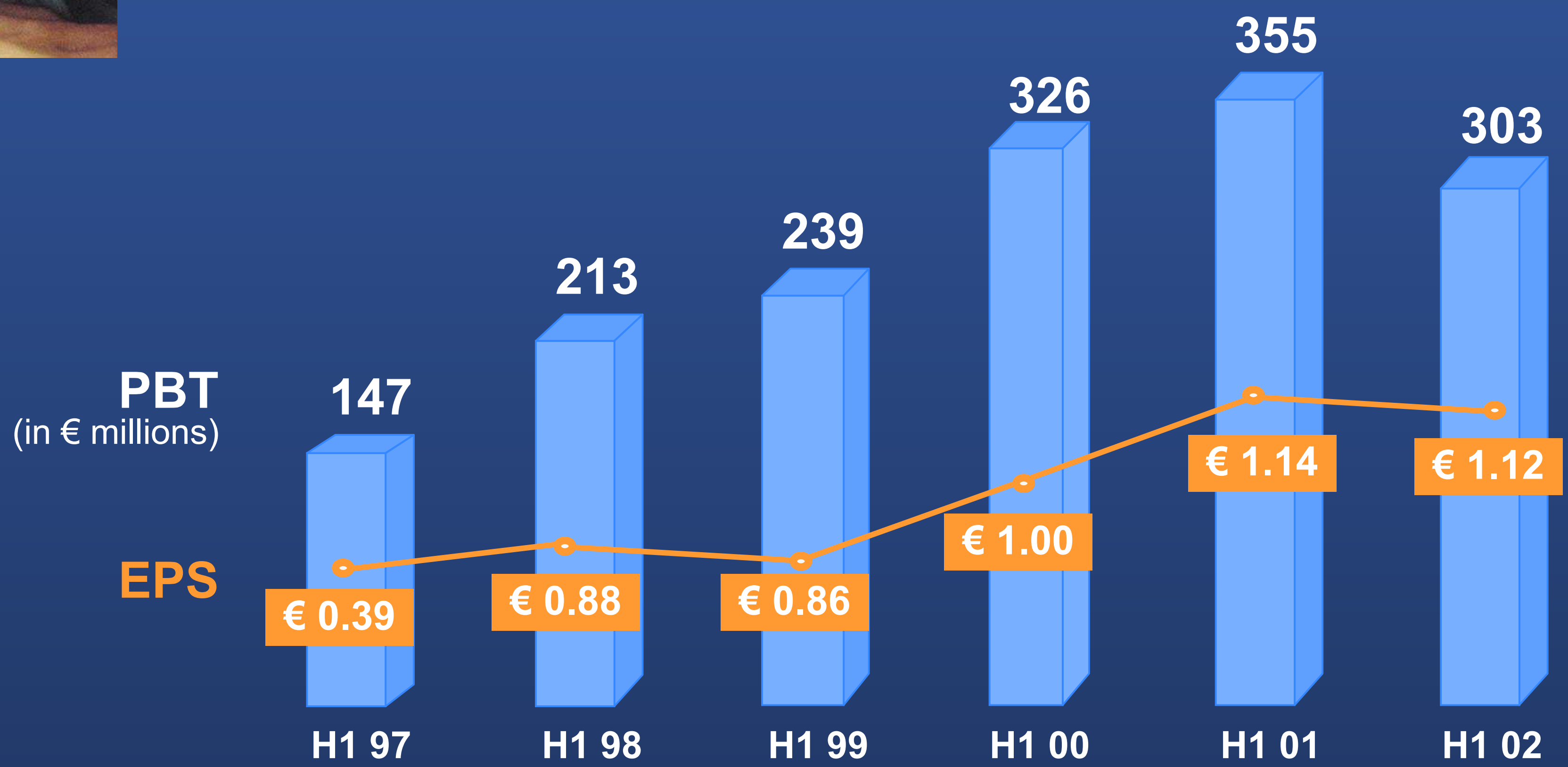


- Outlook for 2002 and Beyond

2002

Interim Results

Despite a Difficult Economic Context Worldwide...



… PBT and EPS Showed Good Resilience

Favorable Benchmark of H1 2002 Results

	ACCOR	Six Continents	Hilton Group	NH Hoteles	Société du Louvre	Sol Melia	Marriott Int'l	Starwood	Hilton Corp.
▶ PBT	-14.7%	-28.2%	-9.9%	+1.9%	-31,2%	-82.6%	-35.4%	-46.6%	-31.6%
▶ EPS	-1.7%	-29.2%	-50.4%	-18.2%	-32,9%	-92.9%	-15.5%	-36.6%	-21.1%

Accor is More Resilient

Key Figures

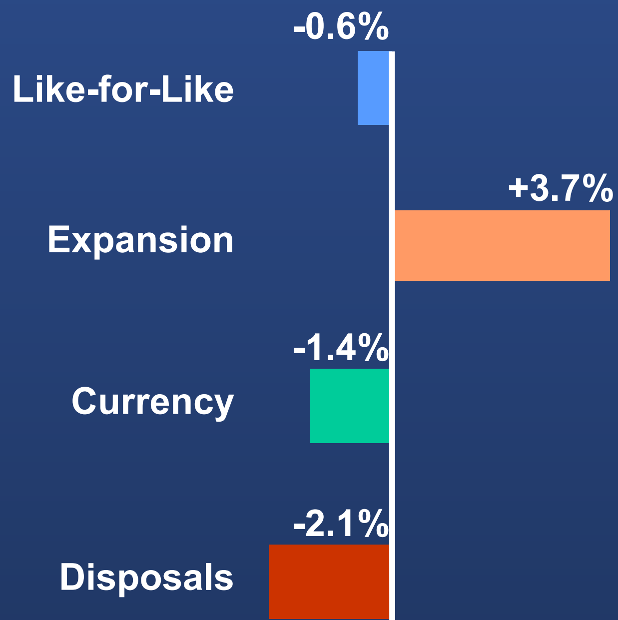
(in € millions)	H1 2000	H1 2001	H1 2002	Δ 02/01
Sales	3,316	3,600	3,585	-0.4%
Ebitdar	851	960	933	-2.8%
% sales	*25.7%*	*26.7%*	*26.0%*	
PBT	326	355	303	-14.7%
Net income	196	224	221	-1.3%
EPS (in €)	1.00	1.14	1.12	-1.7%
Cash flow from operations	434	504	465	-7.7%

Group Margin Held Firm

Sales:
€ 3,585 million

-0.4%

€ -15 m

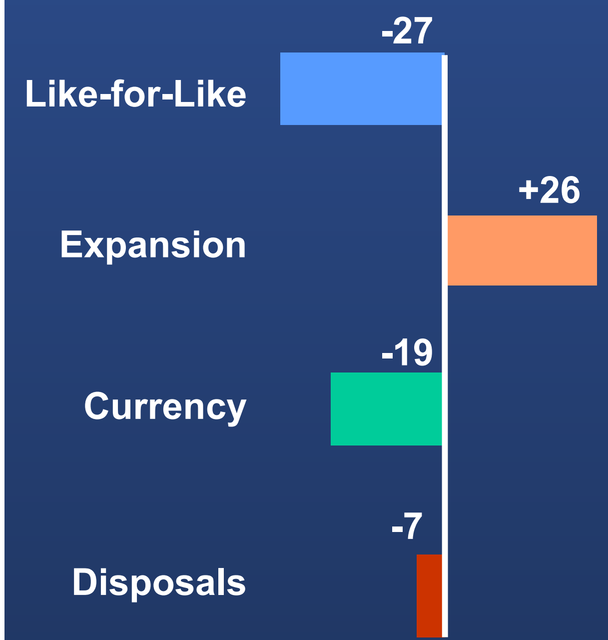


(In € millions)	H1 2002	*% change*
Business and leisure hotels	1,327	*-0.7%*
Economy hotels	529	*+8.5%*
U.S. economy hotels	622	*-5.1%*
▶ **Hotels**	**2,478**	**-**
▶ **Services**	**247**	*+2.5%**
▶ Travel agencies	238	*-10.5%*
▶ Casinos	148	*+2.0%*
▶ Other	474	*+1.0%*
▶ **Total**	**3,585**	***-0.4%***

** Services: +17.9% on a like-for-like basis*

Ebitdar:
€ 933 million

€ -27 m



(In € millions)	H1 2002	*change*
Business and leisure hotels	330	-35
Economy hotels	184	+5
U.S. economy hotels	231	-15
▶ **Hotels**	**745**	**-45**
▶ **Services**	**106**	**+6**
▶ Travel agencies	33	+10
▶ Casinos	24	-3
▶ Other	25	+5
▶ **Total**	**933**	**-27**

PBT:
€ 303 million

(in € millions)	*H1 2001*	*H1 2002*
▶ **Ebitdar**	**960**	**933**
– **Rental expense**	**(344)**	**(365)**
– **Depreciation and provisions**	**(223)**	**(243)**
– **Financial expense**	**(42)**	**(26)**
– **Associated companies**	**4**	**4**
▶ **PBT**	**355**	**303**

Net Income and EPS

(in € millions)	H1 2001	H1 2002
▶ PBT	355	303
– Capital gains	52	92
– Goodwill amortization	(49)	(50)
– Income tax	(121)	(111)
– Minority interests	(13)	(13)
▶ Net income, Group share	224	221
▶ EPS	1.14	1.12

Cash Flow

(in € millions)	*H1 2001*	*H1 2002*
▶ **Cash flow from operations**	**504**	**465**
In % of sales	*14%*	*13%*
– **Investments for renovation and maintenance**	**(203)**	**(159)**
▶ **Free cash flow**	**301**	**306**
– **Investments for expansion**	**(493)**	**(407)**
– **Disposals**	**228**	**392**

Total Capex Decreased by 18.7% in H1 2002

Financial Ratios and Ratings

	June 2001	Dec 2001	June 2002
▶ **Net debt** (in € millions)	**3,153**	**2,849**	**3,094**
▶ **Financial ratios**			
– **Net debt-to-equity (Gearing)**	**76.7%**	**66.6%**	**80.0%**
– **Interest coverage**	**x5.2**	**x5.4**	**x5.3**
– **F.F.O. / Adjusted net debt (1)**	**18.0%**	**17.3%**	**16.1%**

*(1) Net debt including **eight times** current year rental expense*

▶ **Ratings**

STANDARD & POOR'S

Long Term	BBB / Stable
Short Term	A-2

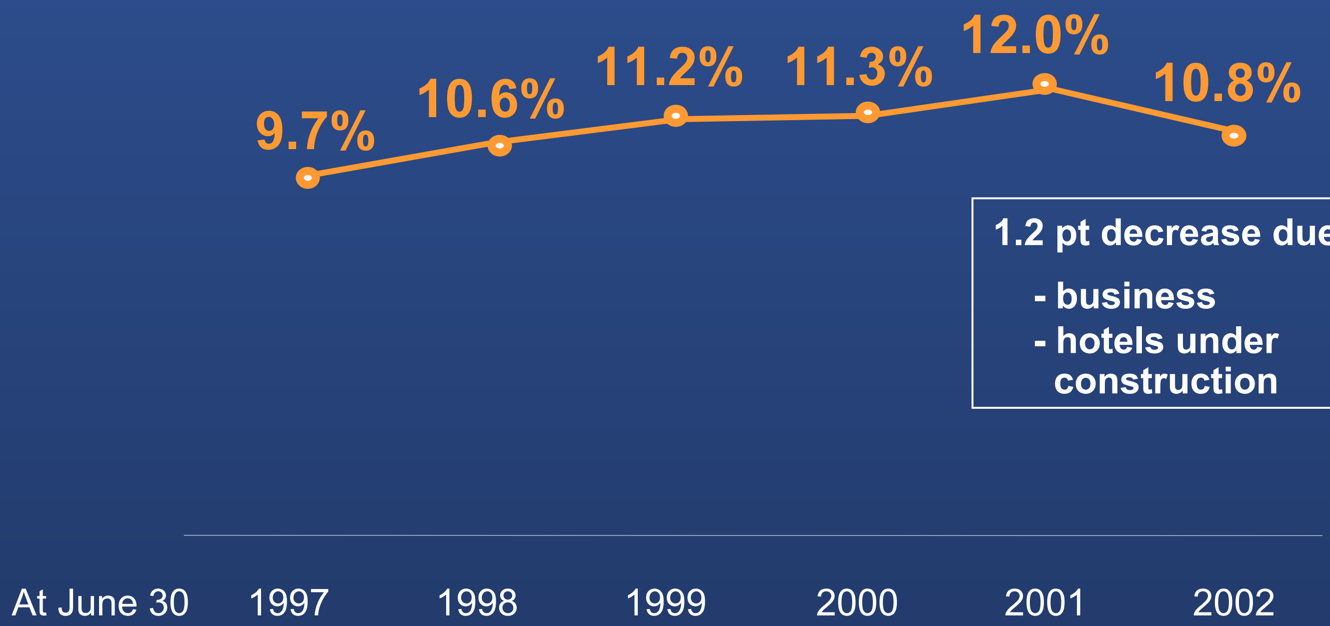
FitchRatings

Long Term	BBB+ / Stable
Short Term	F2

Off-Balance Sheet Commitments
at June 30, 2002

(in € millions)	*Dec 2001*	*June 2002*
– **Guarantees on bank loans**	**27**	**28**
– **Put options**	**95**	**150**
– **Put on Accor shares**	**66**	**62**
– **Other commitments**	**85**	**90**
▶ **Off-balance sheet commitments**	**273**	**330**
in % of capital employed	***2.3%***	***2.8%***

Return on Capital Employed



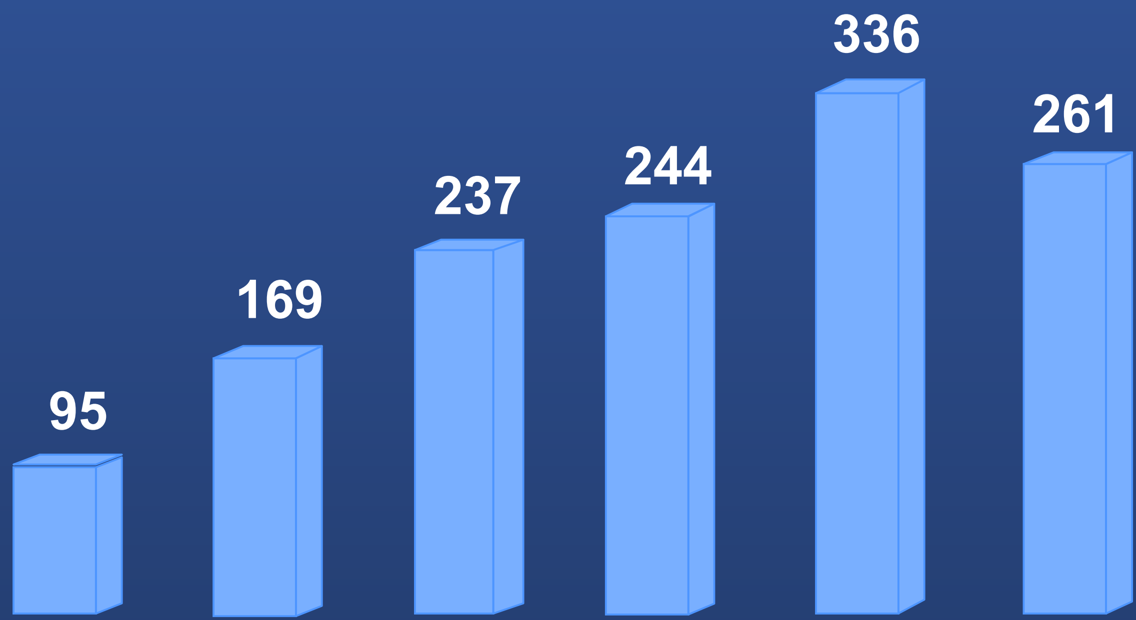
1.2 pt decrease due to

- business	**-0.8**
- hotels under construction	**-0.4**

based on a 12-month period

Value Creation (EVA)

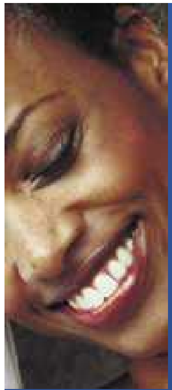
(in € millions)



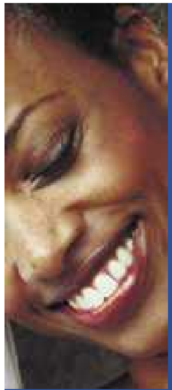
As of June	1997	1998	1999	2000	2001	2002
ROCE after tax	***7.7%***	***8.3%***	***8.9%***	***8.8%***	***9.3%***	***8.4%***
WACC *(1)*	***6.5%***	***6.4%***	***6.2%***	***6.5%***	***6.4%***	***6.1%***

(1) Weighted Average Cost of Capital

On a twelve month period

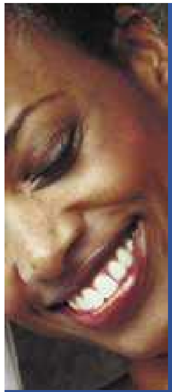


Short Term
Context



Short Term Context

- **Economic slowdown**
- **Volatility of Latin American currencies**
- **Increase of Labor costs**
- **Decline of Capex**
- **Cost savings**
- **Increase Group debt maturity**

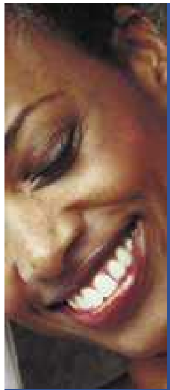


Slowdown in Activity in Business and Leisure Hotels

SOFITEL ACCOR HOTELS & RESORTS · NOVOTEL ACCOR hotels · Mercure ACCOR hotels

(in € millions)	H1 2001	H1 2002	*change* Reported	*change* Like-for-Like
Sales	**1,337**	**1,327**	***-10***	***-21***
Ebitdar	**365**	**330**	***-35***	***-44***
Operating margin	**27.3%**	**24.8%**	***-2.5 pt***	***-2.9 pt***

(in € millions, change on a like-for-like basis)	Sales	Ebitdar	∆ margin
U.S.	**(13)**	**(13)**	**-11.0 pt**
Europe	**(18)**	**(22)**	**-1.8 pt**

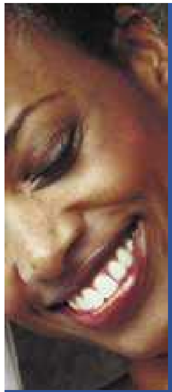


Currency Fluctuations in Services

Ticket Alimentação ACCOR services
Ticket Restaurant ACCOR services
Ticket Car ACCOR services

(in € millions)	H1 2001	H1 2002	*change* Reported	*change* Like-for-Like
Sales	**241**	**247**	***+6***	***+43***
Ebitdar	**100**	**106**	***+6***	***+26***
Operating margin	**41.2%**	**42.9%**	***+1.6 pt***	***+2.6 pt***

	Δ € M
Currency impact on Ebitdar	**-19**
Currency hedge (booked as financial income)	**+11**



Labor Costs in Economy Hotels

(in € millions)	H1 2001	H1 2002	*change*	
			Reported	*Like-for-Like*
Sales	**488**	**530**	***+41***	***+18***
Ebitdar	**179**	**184**	***+5***	***-3***
Operating margin	**36.7%**	**34.9%**	***-1.8 pt***	***-1.8 pt***

Margin in France on a like-for-like basis	**-3.1 pt**
Margin in Europe (excl. France) **on a like-for-like basis**	**+0.7 pt**

Decline in Capex at June 30, 2002

(in € millions)	Hotels	Other	Total	*% change*
– Renovation	(44)	-	(44)	*-21.7%*
– Expansion	(28)	(58)	(86)	*-17.4%*
▶ Total	(72)	(58)	(130)	*-18.7%*

Cost Savings in U.S. Economy Hotels

(in € millions)	H1 2001	H1 2002	*change* Reported	Like-for-Like
Sales	**655**	**622**	***-33***	***-33***
Ebitdar	**246**	**231**	***-15***	***-14***
Operating margin	**37.6%**	**37.2%**	***-0.4 pt***	***-0.4 pt***

Cost savings	Δ € M
Labor	**5.0**
Energy	**6.2**
Corporate expenses and other	**7.6**

Restructuring of Operating Costs in Travel Agencies

Carlson Wagonlit Travel

ACCOR

(in € millions)	H1 2001	H1 2002	*change* Reported	*change* Like-for-Like
Sales	**265**	**237**	***-28***	***-29***
Ebitdar	**23**	**33**	***+10***	***+11***
Operating margin	**8.5%**	**13.8%**	***+5.3 pt***	***+5.5 pt***

(in € millions, on a like-for-like basis)	Europe	North America
Δ Sales	**-4**	**-20**
Δ Cost savings	**+5**	**+29**
Δ Ebitdar	**+1**	**+9**

Long Term Refinancing in April 2002

- **5-Year convertible bond** **€ 570 M**
  1% coupon, Yield 3 1/8

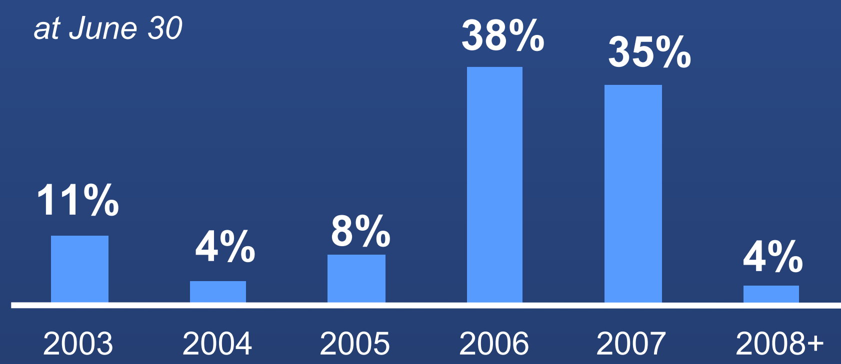
- **To increase Group debt maturity**

- **Average interest rate on total debt**
  at June 30, 2002 **3,85%**

- **Committed lines of credit**
  unused as of June 30, 2002 **€ 1,620 M**

Debt Maturity

(after refinancing)

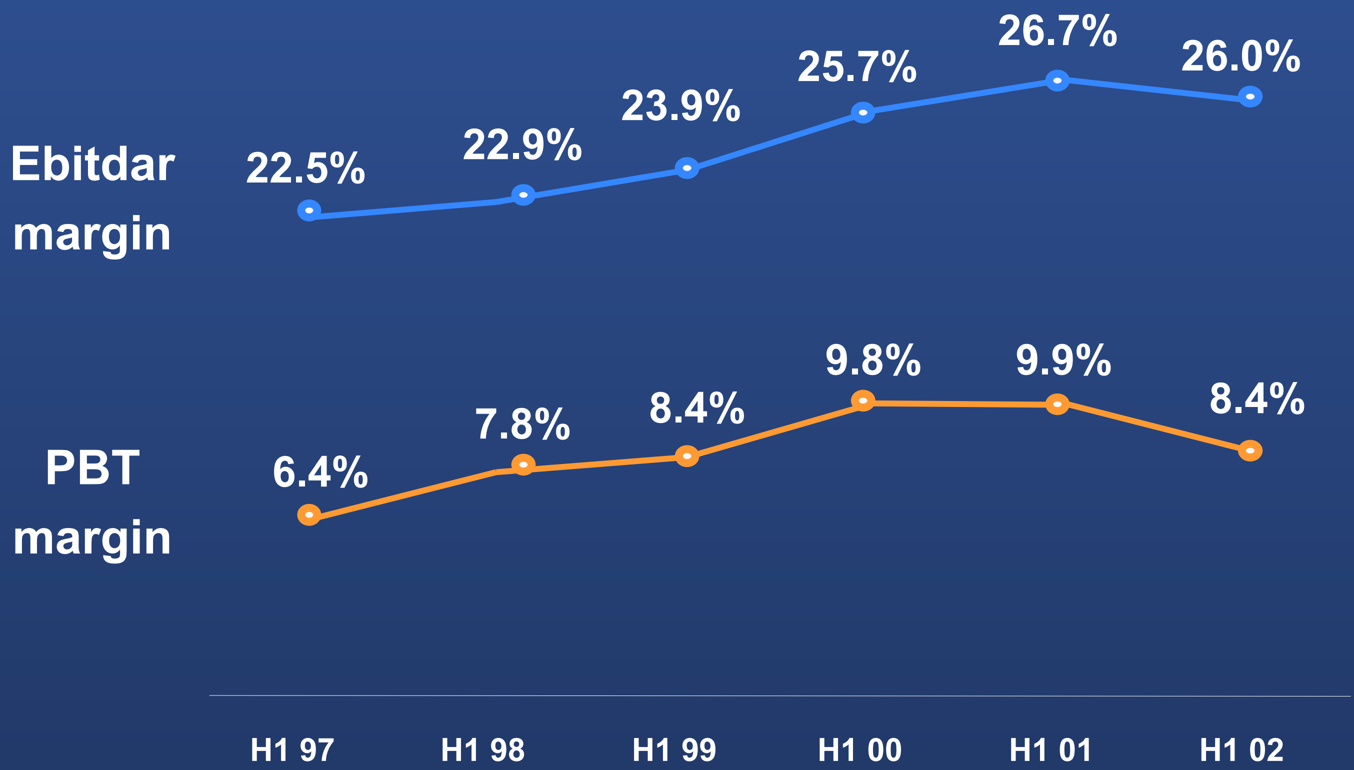


Fundamentals of Accor's Long Term Strategy

Fundamentals of Accor's Long Term Strategy

- Resilient Group margins
- Efficient Accor hotel integrated network
- Strong growth of Services
- Sustained pace of expansion

Resilient Group Margins



Accor Hotels Integrated Network: Efficient tools dedicated to Sales and Marketing

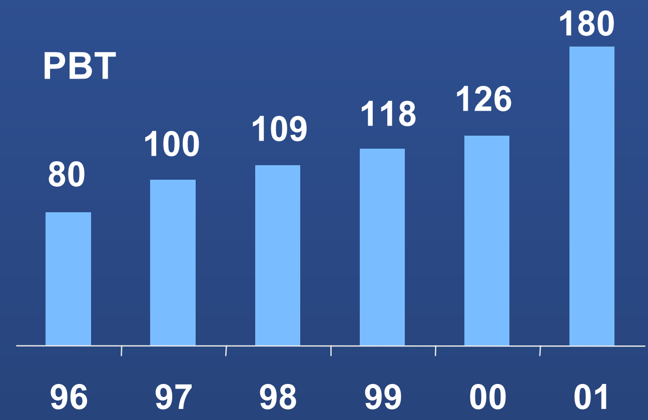
- **Optimization of sales thanks to appropriate decision support tools**
  - The new central reservation system will be fully implemented by year-end 2002
  - Area Yield-Management: implementation before end 2003 in order to maximize RevPAR

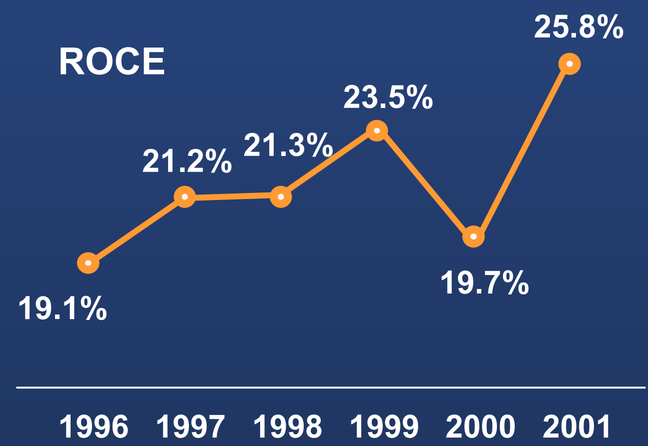
- **The Internet : Worldwide distribution of Accor's offer**
  - Spectacular growth of bookings as of July 31: +130% in Europe
    + 40% in the U.S.
  - Bookings in % of business volume in July : 2.5% for Business and Leisure
    5% for Economy hotel in Europe
    7% for Economy hotels in the U.S.

Services: Strong Growth with New Development

ACCOR services

- **Steady growth in PBT**
  +18% Cagr 1996-2001
- **Non-capital intensive**
  (6.6 % of total capital employed)
- **High return on capital employed**
- **New sources of growth derived from new products and countries**



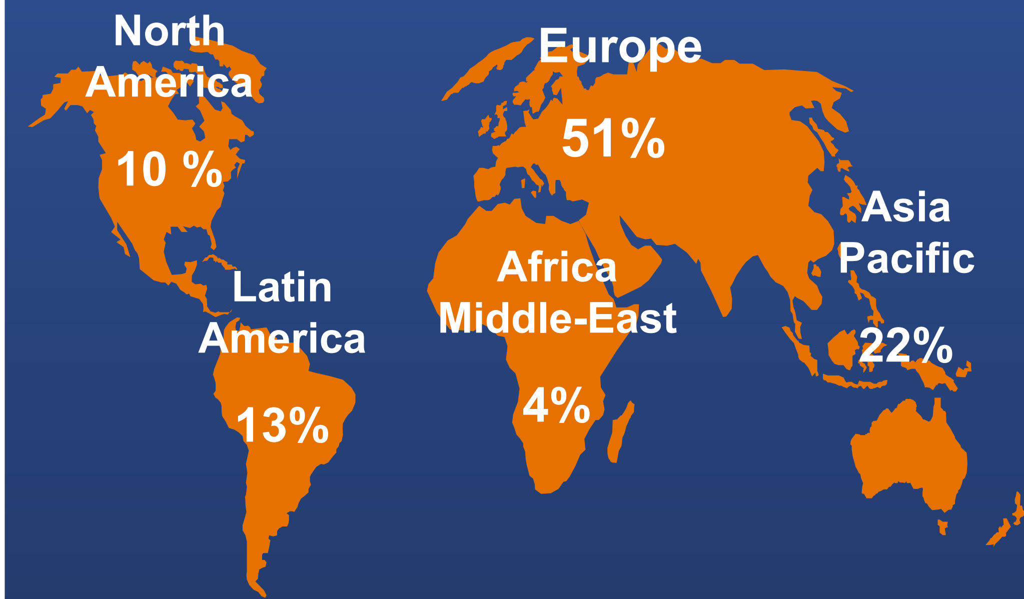


Sustained Pace of Hotel Expansion: Openings at August 31, 2002

ACCOR

(In % of rooms)

SOFITEL ACCOR HOTELS & RESORTS	15%
NOVOTEL ACCOR hotels, Mercure ACCOR hotels	50%
ibis ACCOR hotels, Etap ACCOR hotels, HOTEL FORMULE 1 ACCOR hotels	29%
red roof inns ACCOR hotels, MOTEL 6 ACCOR hotels	6%



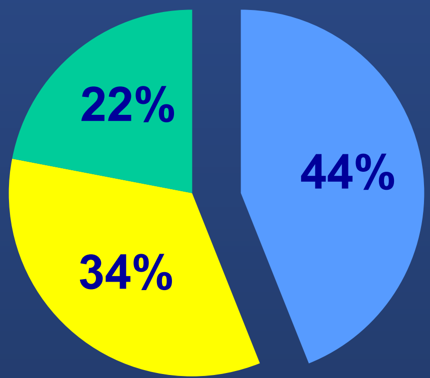
140 hotels (18,491 rooms)

Openings at August 31, 2002: Owned and Leased Hotels

ACCOR

(In % of rooms)

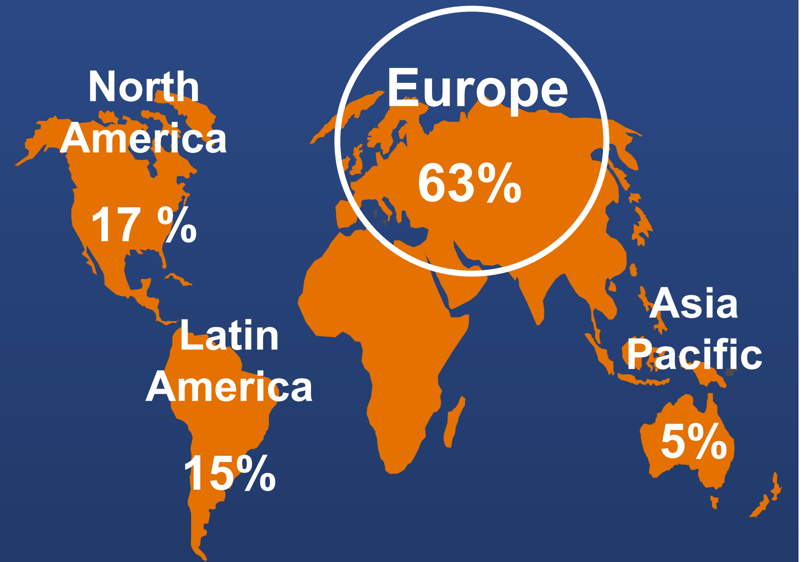
By type of operation



- Owned and leased
- Management
- Franchise

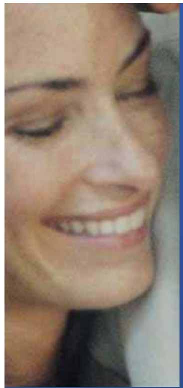
59 hotels (8,201 rooms)

Sofitel	15%
Novotel, Mercure	38%
ibis, Etap, Formule 1	38%
red roof inns, Motel 6	9%



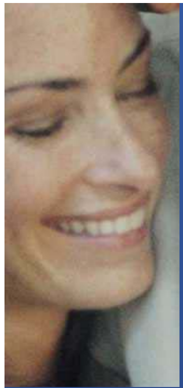
Outlook for 2002

and Beyond



Outlook for 2002...

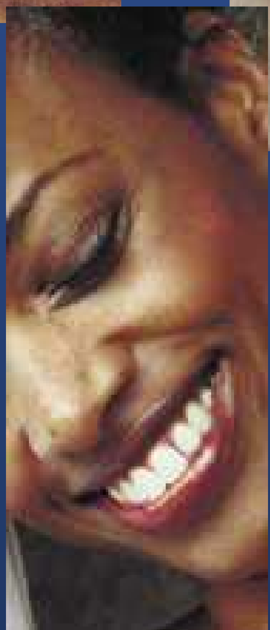
Despite an environment which remains uncertain, Accor expects to reach the objective of PBT € 700 million and EPS close to € 2.20 on a full-year basis



… and Beyond

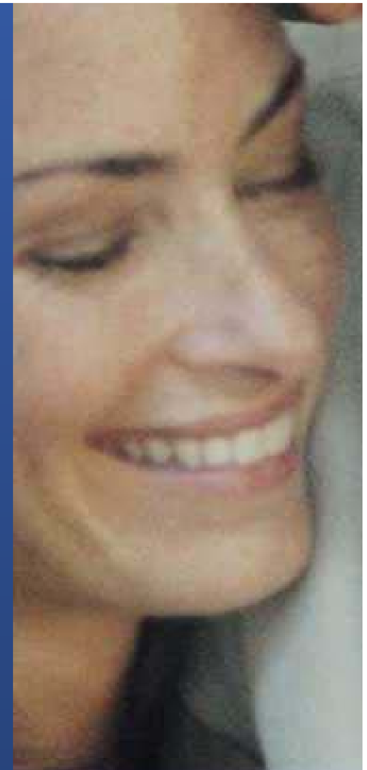
- Effectiveness of the Accor business model thanks to its:
  - Geographic allocation
  - Business mix
- High responsiveness from people in the field
  - Rapid implementation of the cost control program and capex reduction
  - Ability to seize expansion opportunities
  - Management of currency risks
- Long term view remains intact





ACCOR

WE BUILD SMILES



2002
Interim Results