Conference Call to Analysts

Comments on H1 2004 Sales

July 28, 2004

ACCOR.com

H1 2004 Sales Highlights

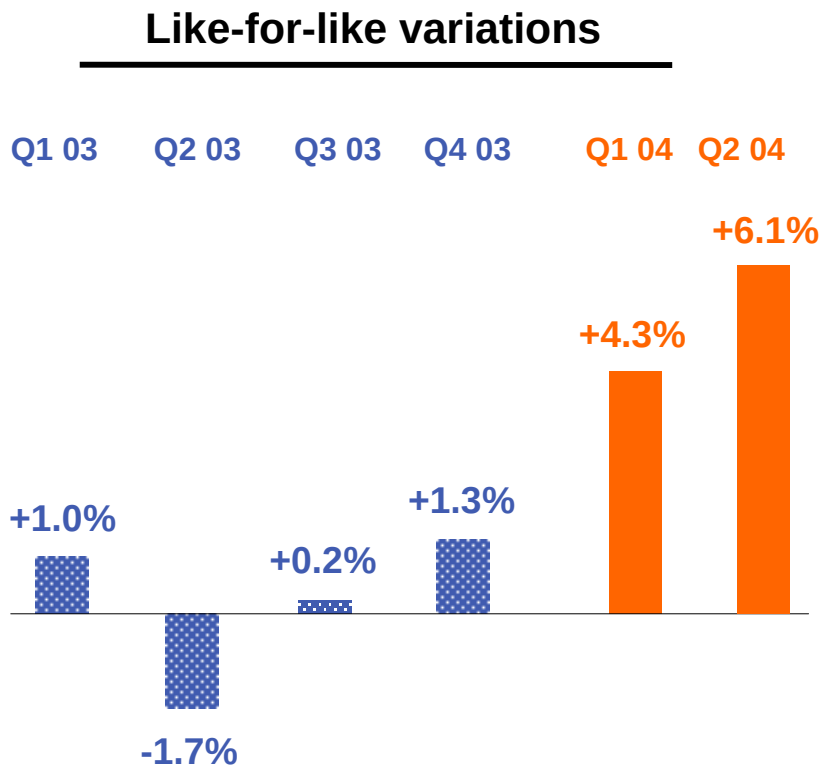
- **H1 2004 sales posted € 3,443 million**

  +4.1% on a reported basis (€ +136 million)

  +5.3% like-for-like

- **Q2 2004 sales posted € 1,845 million**

  Improvement accelerated in Q2 compared to Q1 2004



H1 2004 Sales
Reported sales analysis

	Q1 2004	Q2 2004	H1 2004
– Accelerating **Like-for-like** variation	**+4.3%**	**+6.1%**	**+5.3%**
– Contribution of **Expansion** mainly in Economy Hotels	**+2.3%**	**+2.4%**	**+2.4%**
– Reduced Impact from **Currencies**	**-2.9%**	**-1.4%**	**-2.1%**
– Impact from **Disposals,** mainly in non core business	**-1.2%**	**-1.6%**	**-1.4%**
▶ **Reported** variation	**2.6%**	**+5.5%**	**+4.1%**

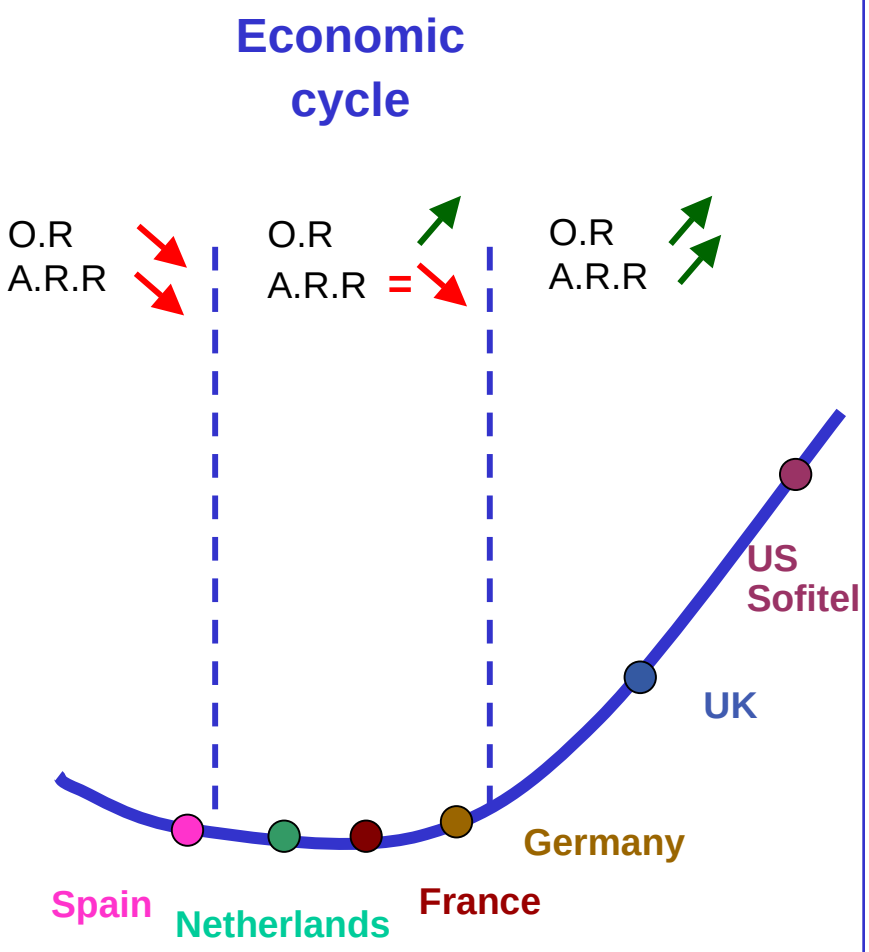
H1 2004 Sales
Analysis by Business Segment

	Reported		△ Like-for-like		
	€ millions	△	Q1 04	Q2 04	H1 04
▶ **HOTELS**	**2,455**	**+4.8%**	**+4.2%**	**+6.4%**	**+5.4%**
▶ **SERVICES**	**249**	**+7.8%**	**+10.4%**	**+8.6%**	**+9.5%**
▶ Other businesses	739	+0.8%	+2.7%	+4.4%	+3.6%
▶ **Total**	**3,443**	**+4.1%**	**+4.3%**	**+6.1%**	**+5.3%**

Hotels

Upscale and Midscale Hotels
Like-for-like RevPAR

	Q1 04	Q2 04
– Spain	-1.1%	-13.3%
– France	+0.7%	+3.1%
– Netherlands	-7.9%	+3.6%
– Germany	-3.1%	+9.4%
– UK	+6.6%	+12.6%
– US	+17.2%	+21.3%



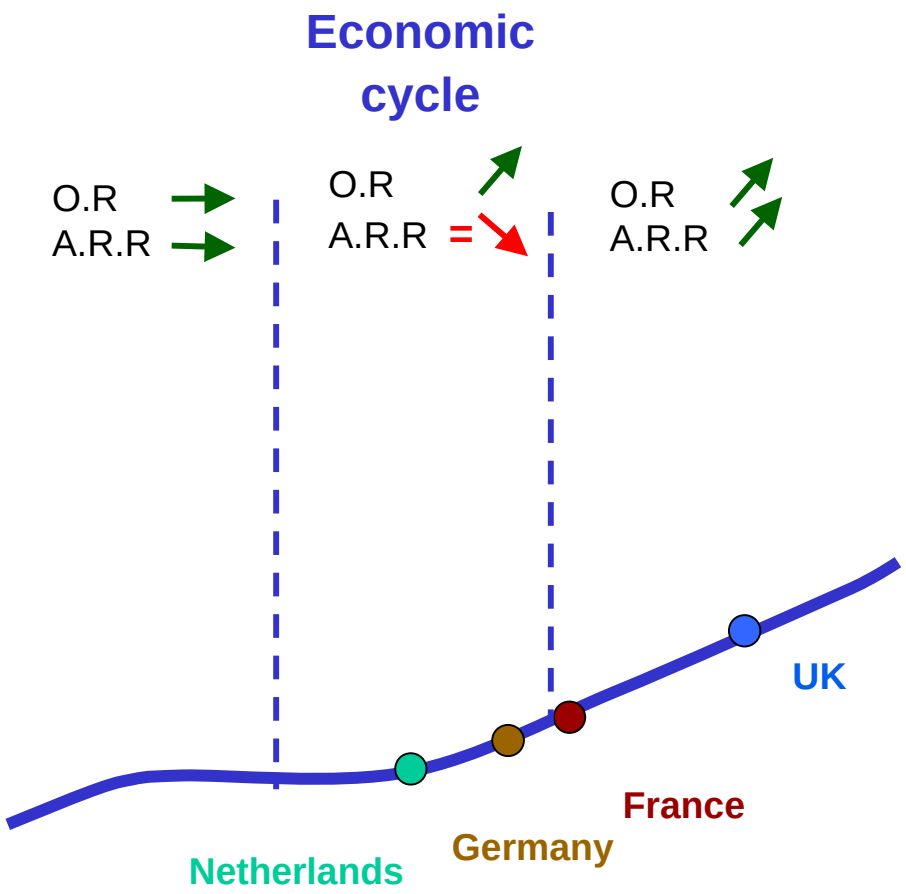
O.R : Occupancy Rate
A.R.R : Average Room Rate

Upscale and Midscale
H1 2004 Sales: € 1,413 million

	△ Like-for-like		
	Q1 04	**Q2 04**	**H1 04**
– **France**	**+1.0%**	**+4.5%**	**+2.9%**
– **Europe (excl. France)**	**+4.1%**	**+8.0%**	**+6.2%**
Subtotal Europe	***+2.5%***	***+6.2%***	***+4.5%***
– **United States**	**+18.2%**	**+21.4%**	**+19.8%**
▶ **Worldwide**	**+4.9%**	**+9.1%**	**+7.1%**

Economy Europe
Like-for-like RevPAR

	Q1 04	Q2 04
– France	+3.6%	+2.3%
– Germany	-0.7%	+2.9%
– Netherlands	-11.1%	+6.1%
– UK	+5.9%	+8.4%



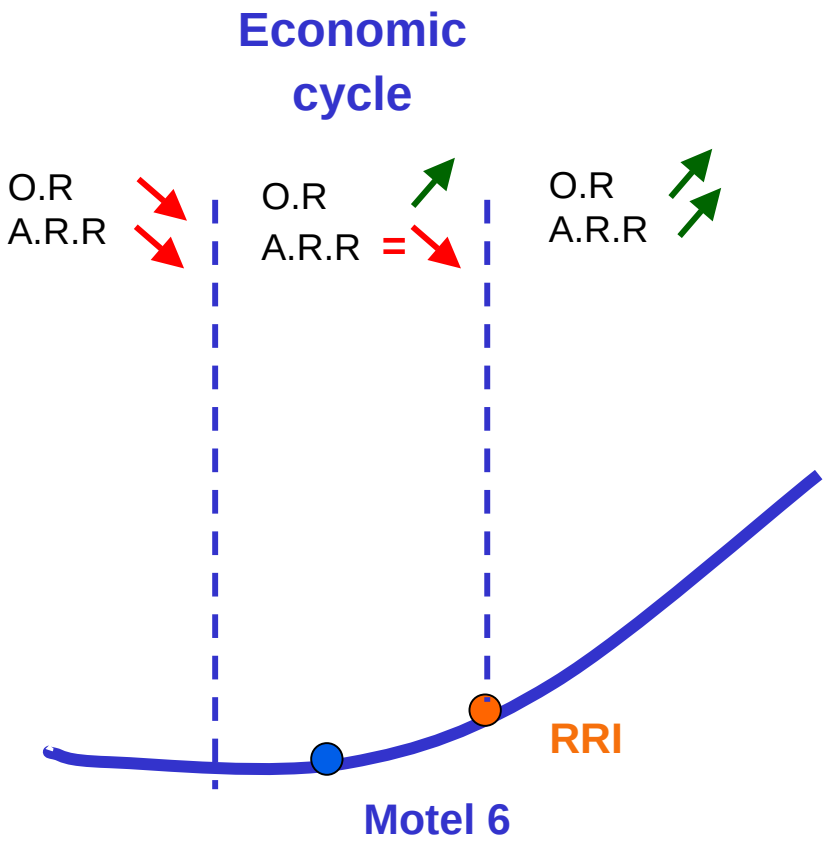
O.R : Occupancy Rate
A.R.R : Average Room Rate

Economy Hotels
H1 2004 Sales: € 594 million

	△ Like-for-like		
	Q1 04	**Q2 04**	**H1 04**
– **France**	**+4.0%**	**+2.1%**	**+3.0%**
– **Europe (excl. France)**	**+4.0%**	**+5.3%**	**+4.7%**
Subtotal Europe	***+4.0%***	***+3.6%***	***+3.8%***
▶ **Worldwide (excl. U.S.)**	**+4.1%**	**+3.8%**	**+3.9%**

US Economy
Like-for-like RevPAR

	Q1 04	Q2 04
– Motel 6	+0.8%	+1.8%
– Red Roof	+2.0%	+1.8%



O.R : Occupancy Rate
A.R.R : Average Room Rate

U.S. Economy
H1 2004 Sales: € 449 million

	△ Like-for-like		
	Q1 04	Q2 04	H1 04
▶ U.S. Economy hotels	+2.3%	+2.4%	+2.4%

Services

Services
H1 2004 Like-for-Like Sales: € 249 million

- **Like-for-like volume issued in H1:**

  € 3,631 million, + 11.3%

- **H1 sales posted € 249 million**

  + 7.8% reported

  + 9.5% like-for-like

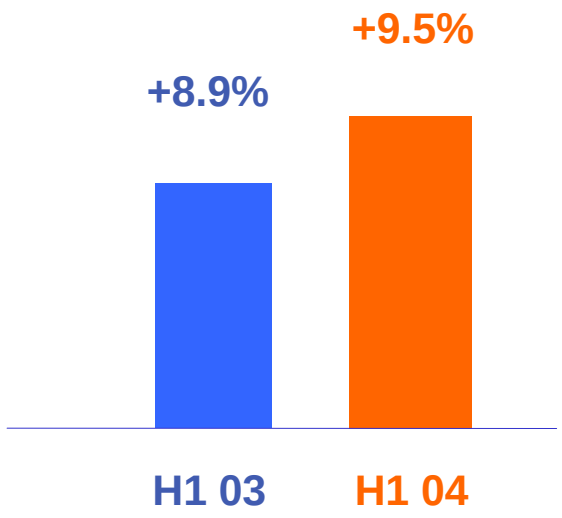
- **Currency impact still strong:**

  - 3.3% in Q1 2004

  - 4.6% in Q2 2004

Sales

Like-for-like variations



Ticket Restaurant Accor services · Clean Way Vouchers Accor services · Bien-Être à la Carte Accor services · Tesorus Accor services · Accentiv' Accor services

Services
H1 2004 Like-for-Like Sales

	△ Like-for-like		
	Q1 04	Q2 04	H1 04
– Europe	+8.4%	+7.6%	+8.0%
– Latin America	+12.7%	+10.0%	+11.2%
▶ Total Services	+10.4%	+8.6%	+9.5%

Ticket Restaurant ACCOR services · Eyecare Vouchers ACCOR services · Clean Way Vouchers ACCOR services · Ticket Alimentação ACCOR services · Ticket Emploi Domicile ACCOR services

Other Businesses

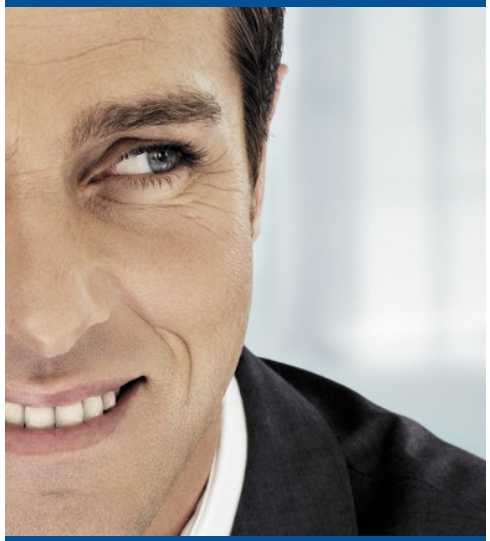
Travel Agencies
H1 2004 Sales: € 193 million

		△ Like-for-like	
	Q1 04	Q2 04	H1 04
▶ **Traffic**	**+2.3%**	**+8.6%**	**+5.4%**
(Of which)			
– **Europe**	**-1.0%**	**+5.7%**	**+2.3%**
– **U.S. / Canada**	**+8.4%**	**+12.4%**	**+10.4%**
▶ **Sales**	**-3.4%**	**+4.0%**	**+0.4%**

Casinos
H1 2004 Sales: € 107 million

	△ Like-for-like		
	Q1 04	**Q2 04**	**H1 04**
▶ **Total**	**-0.5%**	**+1.8%**	**+0.7%**
Of Which:			
– **Slot Machines** (Accor Casinos)	**-1.8%**	**+2.4%**	**+0.3%**

Conclusion



Appendix

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Hotels: RevPAR by segment
June 2004 Year-To-Date

	Occupancy rate (in %)	Occupancy rate (Δ in pts)	A.R.R. (Δ in %)	RevPAR (Δ in %) reported Sub. and Mgd (1)	RevPAR (Δ in %) excl. expansion Sub. only (2)
▶ **Upscale and Midscale Europe**	**62.6%**	**+2.7**	**-0.9%**	**+3.6%**	**+3.1%**
▶ **Economy Europe**	**71.4%**	**+1.1**	**+2.2%**	**+3.8%**	**+3.2%**
▶ **Economy U.S. (in USD)**	**63.6%**	**+0.2**	**+1.3%**	**+1.5%**	**+1.4%**

(1) Subsidiaries (owned and leased) hotels and hotels under management contract

(2) Subsidiaries only, on same perimeter and currency basis

Hotels: RevPAR by country
June 2004 Year-To-Date

(in local currency)	Number of rooms (1)	Occupancy Rate (in %)	Occupancy Rate (Δ in pts)	Average Rate (Δ in %)	RevPAR (Δ in %) reported Sub. and Mgd (1)	RevPAR (Δ in %) excl. expansion Sub. only (2)
France	82,696	68.6%	+1.3	+0.5%	+2.5%	+2.5%
Germany	31,331	62.7%	+1.8	-1.0%	+1.9%	+2.3%
UK	11,232	73.1%	+2.9	+5.5%	+9.9%	+8.4%
The Netherlands	5,853	67.3%	+1.4	-3.3%	-1.3%	-1.9%
Belgium	5,376	68.0%	+1.4	-1.1%	+0.9%	+2.9%
Spain	4,069	69.9%	+3.4	-7.1%	-2.3%	-1.9%
Italy	3,817	57.0%	-0.5	-1.9%	-2.7%	+0.1%
Hungary	3,314	60.6%	+8.2	+3.6%	+19.9%	+19.8%
USA (upscale and midscale)	3,764	70.4%	+8.6	+3.8%	+18.3%	+19.3%

(1) Subsidiaries (owned and leased) hotels and hotels under management contract

(2) Subsidiaries only, on same perimeter and currency basis

H1 2004
Reconciliation RevPAR/Sales

	RevPAR △reported	RevPAR △L/L	Lodging △Sales	F&B △Sales	Tot.Sales △L/L
▶ **Upscale and Midscale Europe**	**+3.6%**	**+3.1%**	**+5.0%**	**+3.6%**	**+4.5%**
▶ **Economy Europe**	**+3.8%**	**+3.2%**	**+4.0%**	**+2.6%**	**+3.8%**
▶ **Economy U.S. (in USD)**	**+1.5%**	**+1.4%**	**+2.0%**	**N/S**	**+2.4%**

H1 2004 Hotel Sales

	Upscale and Midscale	Economy Hotels			
	€ Millions	€ Millions	Total	Reported △	L/L △
– France	537	289	826	+3.6%	+2.9%
– Europe (excl. France)	531	263	794	+9.9%	+5.7%
Subtotal Europe	*1,067*	*552*	*1,619*	*+6.6%*	*+4.2%*
– U.S.A/Canada	90	449	539	-5.6%	+4.9%
▶ Worldwide	1,413	1,042	2,455	+4.8%	+5.4%