

***Conference Call
Q3 2006 Revenue***

October 19, 2006

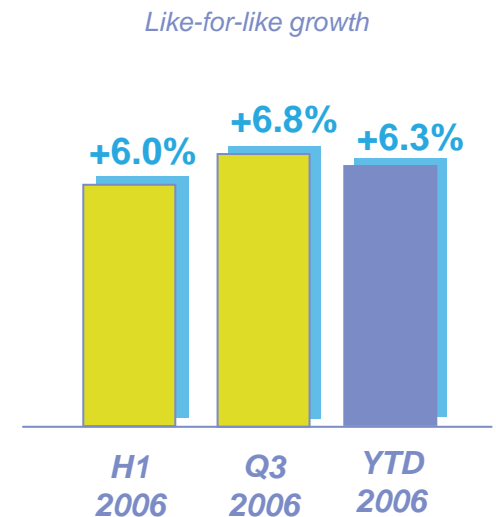


► **Solid YTD growth: +7.0% reported, +6.3% like-for-like**

- **Hotels: +5.7% reported, +5.8% like-for-like**
- **Services: +22.7% reported, +15.9% like-for-like**

► **Growth acceleration in Q3**

- **+6.8% like-for-like in Q3 vs. +6.0% in H1**



Q3 2006 Revenue: €1,951M

Highlights



+6.8%

Like-for-like

► L/L growth acceleration in Q3: +6.8% vs. +6.0% in H1

+2.9%

Expansion

- **Hotels: +6.3% like-for-like**
 - ✓ Northern Europe: strong performance confirmed
 - ✓ Southern Europe(*): recovery on track

-4.4%

Disposals

- **Services: +15.1% like-for-like**

-0.8%

Currency impact

► Perimeter and currency impact: -2.3% in Q3 vs. +2.4% in H1

+4.5%

Total reported

- **Negative currency impact in Q3: -0.8% vs. +2.2% in H1**
- **More disposals in Q3: impact -4.4% vs. -3.4% in H1**

(*) Including France

Group Revenue:

Contribution from expansion +2.9%



▶ Hotels: +3.4%

- Opening of 15,538 rooms over the first 9 months out of which 66% under franchise and management

▶ Services: +3.1%

- Growth essentially due to 3 acquisitions:
 - ✓ Stimula (France) – gift vouchers, Q4 2005
 - ✓ Commuter check (USA) – transportation vouchers, Q1 2006
 - ✓ Serial (Italy) – meal voucher, Q3 2006

Group Revenue: Impact from disposals -4.4%



- ▶ In accordance with the Asset Management Strategy, hotel disposals in Q3 has a negative impact on revenue of 5.2% vs. 4.0% in H1

Impact from disposals

	H1	Q3
Upscale & Midscale	-6.5%	-8.7%
Economy	-0.3%	-1.3%
Economy US	-1.5%	-1.3%
TOTAL	-4.0%	-5.2%

Group Revenue: Currency Impact -0.8%



	H1	Q3
Currency impact on total Group revenue	+2.2%	-0.8%

Currency impact on revenue in USD

+4.6%

-3.4%

Currency impact on revenue in Brazilian Real

+23.8%

+5.8%

Upscale / Midscale Hotels



Q3 Revenue

Upscale and Midscale hotels Q3 Highlights



Overall growth acceleration +7.6% L/L in Q3 vs. +5.7% in H1

► Northern Europe: favorable trend confirmed

- **Germany:**
 - ✓ +14.0% L/L in Q3 vs. +10.4% in H1
 - ✓ Excluding Football World Cup: +11.4% L/L in Q3 vs. +7.3% in H1
- **UK:** +12.3% L/L in Q3 vs. +7.5% in H1
- **Benelux:** +6.1% L/L in Q3 vs. +6.0% in H1

Upscale and Midscale hotels Q3 Highlights



► Southern Europe: recovery on track

- **Spain:** +14.0% L/L in Q3 vs. +9.9% in H1
- **Italy:** +11.4% L/L in Q3 vs. +8.0% in H1
- **France:** +4.5% L/L in Q3 vs. +2.1% in H1
 - ✓ France excl. Foncière des Murs renovations: +5.8%L/L in Q3 vs. +3.9% in H1
 - ✓ Sofitel: strong Revpar improvement in Q3 +10.5% L/L vs. +7.9% in H1

Economy hotels



Q3 Revenue

Economy hotels Q3 Highlights



- ▶ Overall growth acceleration +5.8% L/L in Q3 vs. +4.7% in H1
- ▶ Northern Europe: favorable trend confirmed
 - **Germany:**
 - ✓ +4.6% L/L in Q3 vs. +7.7% in H1
 - ✓ Excluding Football World Cup: +3.2% L/L in Q3 vs. +4.3% in H1
 - **UK:** +12.9% L/L in Q3 vs. +0.7% in H1
- ▶ Southern Europe: recovery on track
 - **France:** +3.6% L/L in Q3 vs. +3.1% in H1
 - **Spain:** +13.3% L/L in Q3 vs. +8.9% in H1
 - **Italy:** +4.6% L/L in Q3 vs. +4.1% in H1

Economy US Hotels



Q3 Revenue

Economy U.S. hotels Q3 Highlights

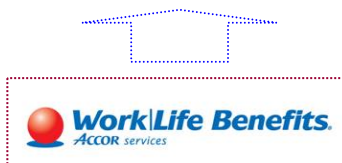


- ▶ Deceleration in Q3: +3.7% like-for-like vs. +6.0% in H1
 - Rising oil prices in July and August
 - Negative comparison base due to impact of hurricanes in September 2005

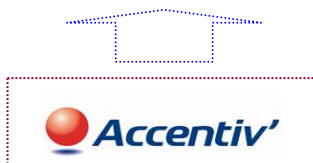
▶ <i>Revpar</i>	H1	Q3
Motel 6	+6.7%	+4.1%
Red Roof Inn	+5.3%	+3.5%

SERVICES

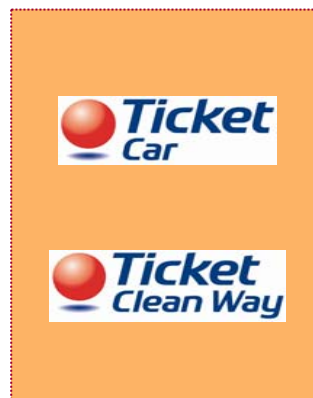
Human Resources



Marketing Services



Expense Management



Services Q3 Highlights



▶ Outstanding growth: +15.1% like-for-like

- Latin America: +19.2% L/L
- Europe: +12.3% L/L

▶ Organic growth driven by:

- Extension of product range
 - ✓ Belgium: +20.1% L/L (Ticket Emploi Service)
 - ✓ UK: +11.4% L/L (Childcare Voucher)
 - ✓ Mexico: +31.4% L/L (Ticket car)
- Increase of penetration rate
 - ✓ Argentina: +38.8% L/L



OTHER BUSINESSES



Groupe
Lucien Barrière

LENÔTRE
PARIS








GEMEAZ CUSIN
La Grande Ristorazione all'Italiana

compagnie des
wagons-lits



Other businesses Q3 2006 Revenue



	H1 2006	Q3 2006
	variation L/L	variation L/L
 Groupe Lucien Barrière	+3.7%	+2.5%
 LE NÔTRE PARIS	+2.7%	+8.6%
 GEMEAZ CUSIN La Grande Ristorazione all'Italiana		
 compagnie des wagons-lits	-2.5%	+0.2%
 GO voyages	+11.9%	+6.9%
Casinos		
Restaurants		
Onboard Train Services		
Holding & Other		
TOTAL	+3.2%	+4.9%

Conclusion



- ▶ L/L revenue growth acceleration in Q3

- ▶ Strong overall performance
 - **Hotels**
 - ✓ Northern Europe:
 - Strong growth confirmed in Germany, UK, Benelux

 - ✓ Southern Europe:
 - Recovery on track in France
 - Strong growth in Spain and Italy

 - ✓ Economy US:
 - Deceleration due to oil price surge and hurricanes comparison effect
 - **Services**
 - ✓ Outstanding performance across all regions

2006 Profit Before Tax objective maintained
€680m / €700m

**Conference Call
Q3 2006 Revenue**

Questions and Answers

October 19, 2006



Upscale and Midscale hotels

Q3 2006 Revenue



	Q3 06	Change	
		Reported	Like-for-like
	In € million		
Total Worldwide	746.7	+2.6%	+7.6%
<i>Of which:</i>			
▶ France	277.5	+4.1%	+4.5%
▶ Europe (excl. France)	304.4	+9.0%	+10.9%
▶ North America	34.3	-33.8%	+6.9%
▶ Emerging countries	120.2	+0.4%	+6.7%

Economy hotels

Q3 2006 Revenue



	Q3 06 In €million	Change	
		Reported	Like-for-like
▶ France	173.4	+3.0%	+3.6%
▶ Europe (excl. France)	191.5	+11.2%	+7.5%
▶ Other	34.7	+13.6%	+7.8%
Total Economy Worldwide (excl. U.S.)	399.6	+7.7%	+5.8%

Economy U.S. hotels

Q3 2006 Revenue



	Q3 06	Change	
		Reported	Like-for-like
	In € million		
Motel 6	195.2	-0.1%	+3.8%
Red Roof Inn	78.1	-2.4%	+3.1%
Other	4.8	+2.0%	+5.6%
Total Revenue	278.1	-0.7%	+3.7%

Services

Q3 2006 Revenue



	Q3 2006 In € million	Change	
		Reported	Like-for-like
Total Services	178.5	+17.1%	+15.1%
<i>Of which:</i>			
▶ Europe	93.1	+15.8%	+12.3%
▶ Latin America	75.3	+18.9%	+19.2%

Reconciliation like-for-like RevPAR / Revenue as of September YTD



	RevPAR Sub. and Managed Reported	RevPAR Sub. Only Like-for-like	Like-for-like room revenues	Total Like-for-like revenues
▶ Upscale and Midscale Europe	+8.4%	+7.5%	+6.9%	+5.9%
▶ Economy Europe	+5.7%	+5.3%	+5.3%	+4.9%
▶ Economy U.S (\$)	+5.4%	+5.1%	+5.0%	+5.1%

Hotels: RevPAR by segment as of September 2006 (YTD)



	Occupancy Rate		Average room Rate		RevPAR			
	(Reported)		(Reported)		Sub. Reported	Sub. Reported	Sub. L/L(1)	Sub.+Mgt Reported
	In %	In pts	In €	In %				
Upscale and Midscale Europe	65.4%	+2.0	98	+4.8%	64	+8.2%	+7.5%	+8.4%
Economy Europe	73.5%	-0.2	52	+6.2%	38	+6.0%	+5.3%	+5.7%
Economy U.S (\$)	66.4%	-0.6	47	+6.4%	31	+5.4%	+5.1%	+5.4%

(1) At comparable scope of currency and perimeter

Hotels: RevPAR by country as of September 2006 (YTD)



UPSCALE -MIDSCALE <i>In local currency</i>	Number of rooms	Occupancy Rate		Average room Rate		RevPAR			
		(Reported)		(Reported)		Sub. Reported	Sub. Reported	Sub. L/L(1)	Sub.+Mgt Reported
		In %	In pts	In €	In %				
France	30,418	63.2%	+1.2	104	+2.5%	66	+4.5%	+4.0%	+4.8%
Germany	13,619	65.7%	+5.1	78	+8.7%	51	+17.9%	16.3%	+15.3%
Netherlands	3,696	67.0%	+0.5	110	+10.0%	74	+10.9%	+10.9%	+10.8%
Belgium	2,230	68.4%	+1.6	97	+1.6%	67	+4.0%	+4.0%	+7.4%
Spain	2,253	62.0%	-0.9	96	+1.0%	59	-0.3%	+13.3%	-1.2%
Italy	3,086	64.8%	+4.0	115	+1.7%	75	+8.4%	+8.4%	+8.4%
UK (in £)	5,163	76.8%	+3.8	79	+4.0%	60	+9.5%	+9.6%	+9.6%
USA (in \$)	2,352	71.4%	-3.1	203	+18.8%	145	+13.9%	+10.7%	+12.0%

(1) At comparable scope of currency and perimeter

Hotels: RevPAR by country as of September 2006 (YTD)



ECONOMY HOTELS <i>In local currency</i>	Number of rooms	Occupancy Rate		Average room Rate		RevPAR			
		(Reported)		(Reported)		Sub. Reported	Sub. Reported	Sub. L/L(1)	Sub.+Mgt Reported
		In %	In pts	In €	In %				
France	44,295	73.9%	-1.2	45	+5.3%	33	+3.6%	+3.5%	+3.6%
Germany	15,324	71.8%	+0.3	54	+7.0%	39	+7.4%	+7.4%	+7.9%
Netherlands	2,215	81.0%	+6.6	74	+6.0%	60	+15.4%	+15.4%	+15.4%
Belgium	2,477	75.7%	+0.3	62	+3.9%	47	+4.3%	+4.3%	+4.3%
Spain	3,623	77.7%	+3.6	52	+6.1%	40	+11.3%	+10.7%	+11.3%
Italy	1,340	59.5%	+0.7	73	+1.2%	43	+2.4%	+5.3%	+2.4%
UK (in £)	6,740	74.0%	-1.0	50	+5.2%	37	+3.8%	+4.9%	+4.3%
USA (in \$)	107,870	66.4%	-0.6	47	+6.4%	31	+5.4%	+5.1%	+5.4%

(1) At comparable scope of currency and perimeter