



Conference Call Comments on 2004 sales

January 26, 2005

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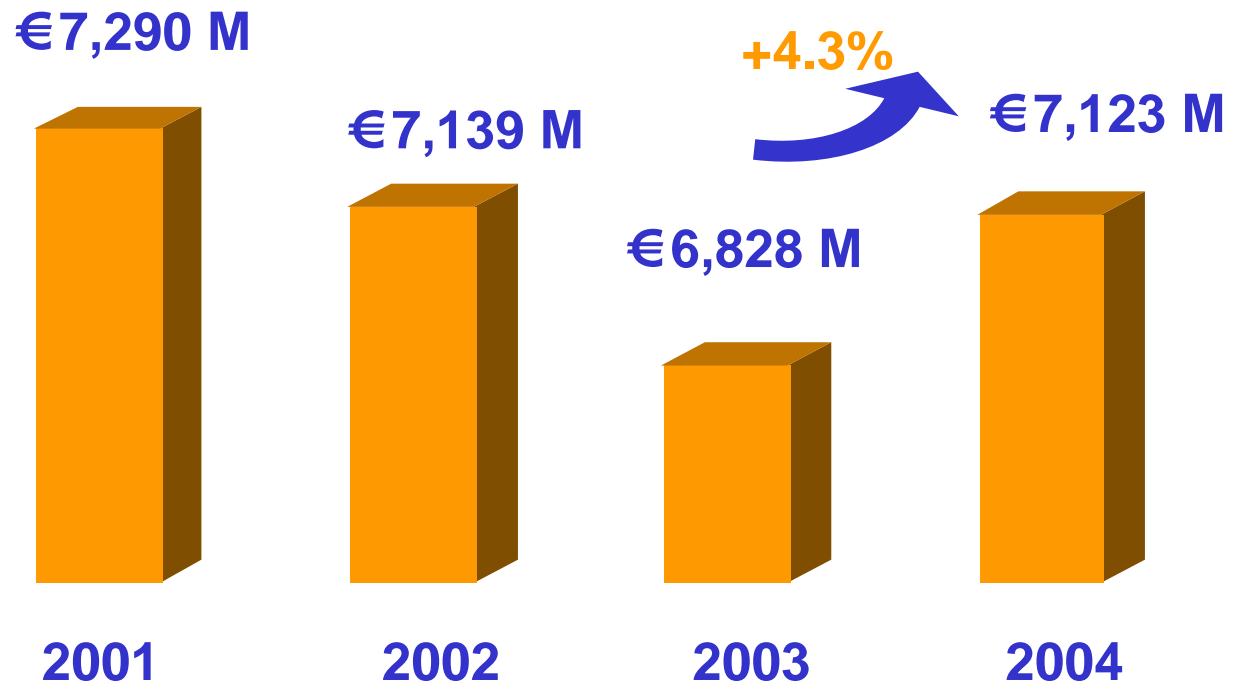


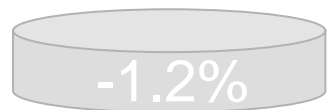
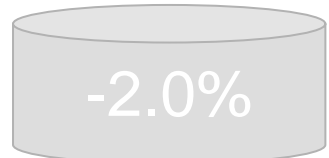
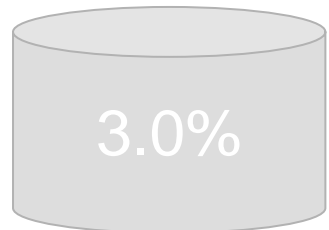
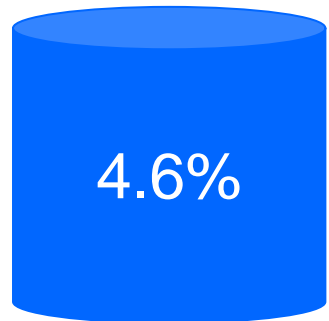
Accor 2004 sales



158 000 Associates
in 140 countries

- ▶ **HOTELS**
3 973 hotels
463 427 rooms
90 countries
- ▶ **SERVICES**
14 million
users in
34 countries
- ▶ **TRAVEL
AGENCIES**
- ▶ **CASINOS**
- ▶ **RESTAURANTS**
- ▶ **ON BOARD TRAIN
SERVICES**





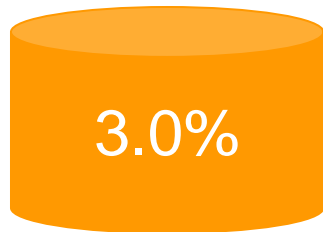
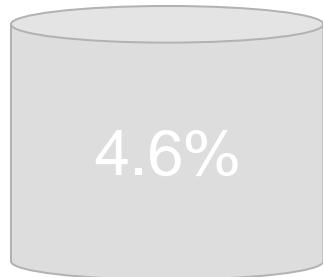
+4.3%
Total Reported

▶ Full year 2004 sales posted €7,123 million, **+4.6% like-for-like**, reflecting good level of business activities;

- **Hotels: + 4.1% like-for-like**
 - Upscale and midscale hotels: **+5.0%**
 - Economy hotels (excl. U.S.): **+3.3%**
 - U.S. economy hotels: **+2.6%**

- **Services: + 9.4% like-for-like**

FY sales highlights



+4.3%
Total Reported

▶ Business expansion:

- Hotels: 188 hotels; 23,472 rooms
- Services: acquisition in the incentive area
- Travel Agencies: integration of Protravel in France and Maritz in the U.S.

▶ Currency impact:

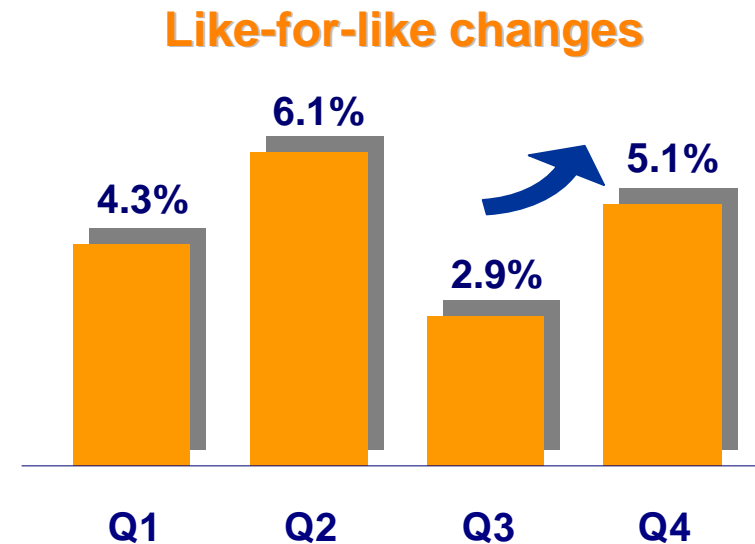
- €139 million mainly due to USD

▶ Disposals

Q4 sales highlights



- ▶ Return to previous trend as anticipated in Q4 versus Q3 after a weak summer time
- ▶ Strong rebound of the US Economy hotels
- ▶ Services: steady growth performance





Hotels



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FY sales

Upscale and Midscale hotels: €2,865 million



Like-for-like changes	H1 2004	Q3 2004	Q4 2004	FY 2004
▶ France	+2.9%	-2.6%	+1.6%	+1.1%
▶ Europe (excluding France)	+6.2%	+3.3%	+3.0%	+4.6%
<i>Sub-total Europe</i>	<i>+4.5%</i>	<i>+0.3%</i>	<i>+2.3%</i>	<i>+2.8%</i>
▶ North America	+19.4%	+16.6%	+15.8%	+17.8%
Total worldwide	+7.1%	+2.0%	+4.2%	+5.0%

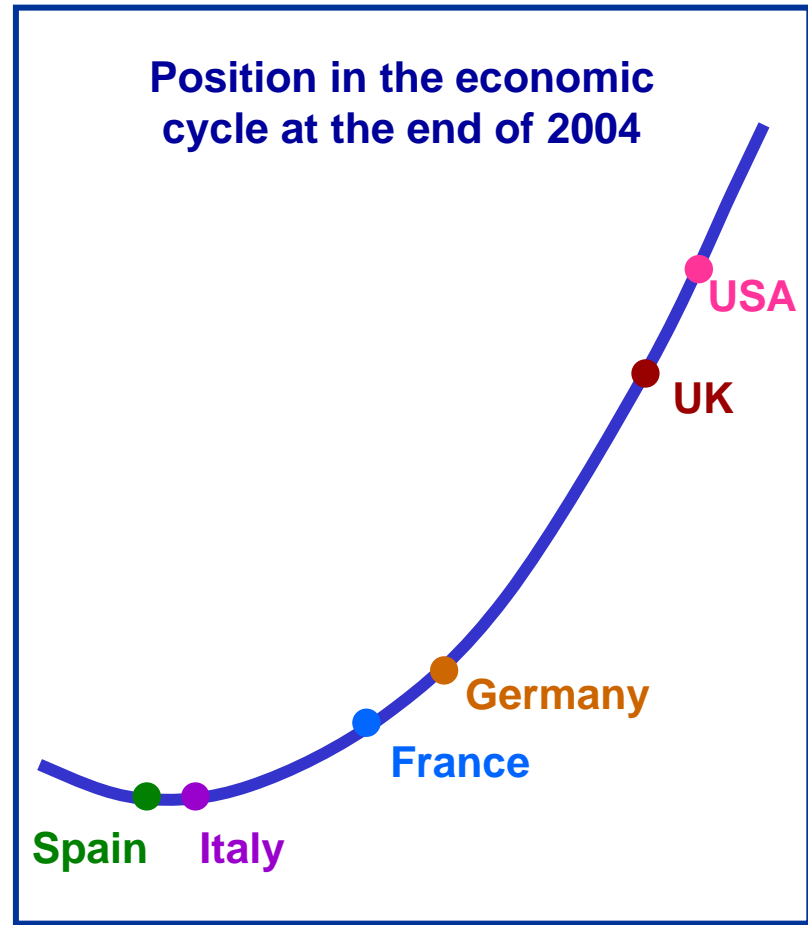


Like-for-like sales FY 2004

Upscale and Midscale hotels



	<i>in € million reported</i>	<i>Like-for-like changes</i>
France	1,057	+1.1%
Germany	348	+5.7%
UK	204	+9.7%
North America	186	+17.8%
Italy	91	+0.4%
Spain	56	-1.7%

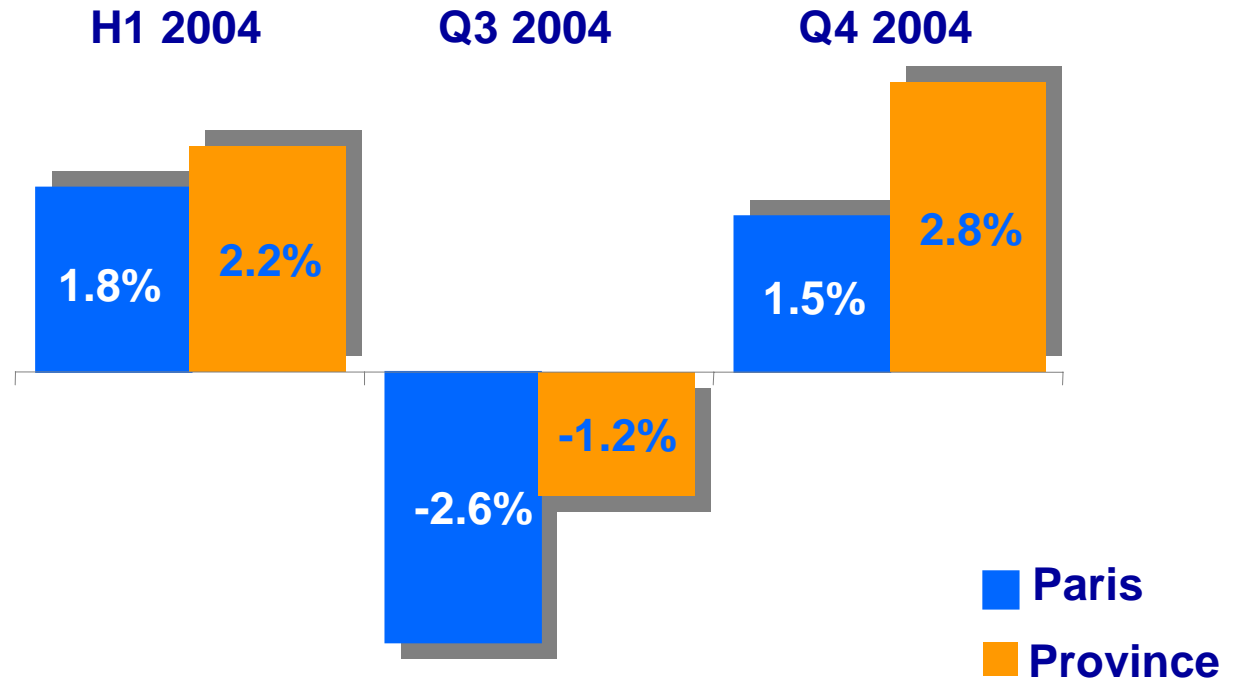


Upscale and midscale hotels in France

Paris / provinces



like-for-like RevPar



FY sales

Economy hotels : €1,249 million



Like-for-like changes	H1 2004	Q3 2004	Q4 2004	FY 2004
▶France	+3.0%	+2.1%	+2.0%	+2.5%
▶Europe (excl. France)	+4.7%	+3.6%	+3.1%	+4.0%
Total Economy Hotels (excl. U.S.)	+3.8%	+3.0%	+2.7%	+3.3%

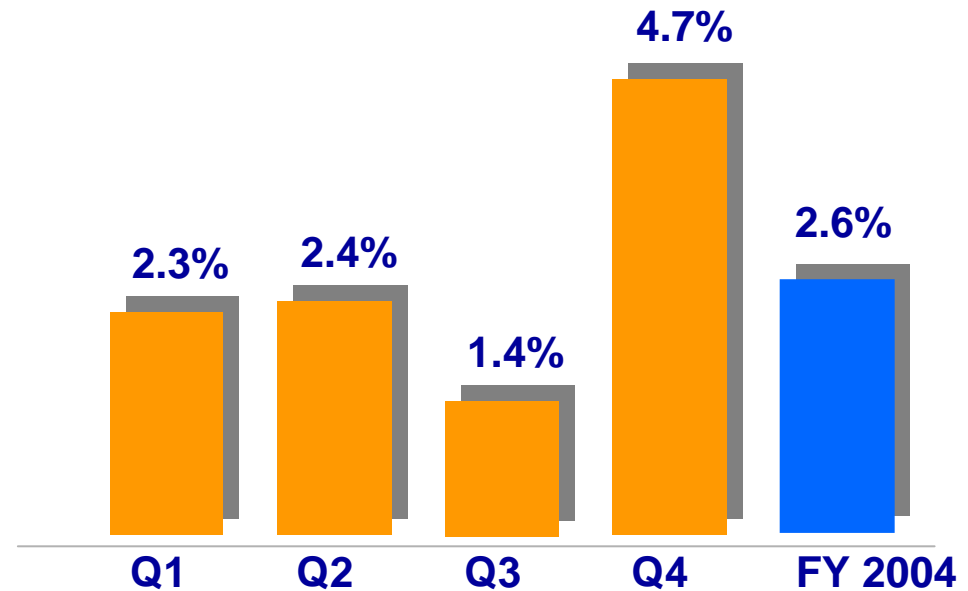


FY sales

Economy hotels in the U.S.: €922 million



► Strong rebound in Q4:



► Variation of full year sales on a reported basis: -6.7%
negative currency effect: €-90 million

Red Roof Inn

Positive impact of renovations



- ▶ 26 hotels under renovation
- ▶ 36 hotels fully renovated

Total network (247 hotels)

Δ RevPar 03/04

-9.5%

+13.7%

+2.2%

OR: +4.4 pts
ARR: +6.2%





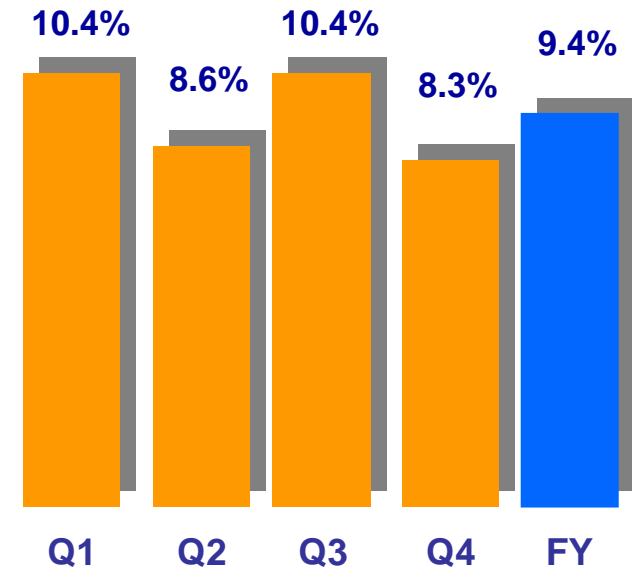
Services



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- ▶ Increase of volume issued 2004: +8.1% like-for-like
- ▶ Full year 2004 sales posted €507 million up 9.4% like-for-like up 7.5% on a reported basis
- ▶ Softening of negative currency impact: €-21 million in 2004

Quarterly sales



FY 2004 sales Services



	FY 2004 reported (in €million)	Reported	Like-for-like
▶ Europe	304	+11.3%	+7.5%
▶ Latin America	173	+1.0%	+11.8%
▶ Other	30	n/s	n/s
Total Services	507	+7.5%	+9.4%



Q4 2004 sales Services



	Q4 2004 reported (in €million)	Reported	Like-for-like
▶ Europe	82	+8.9%	+5.6%
▶ Latin America	47	+1.4%	+11.8%
▶ Other	8	n/s	n/s
Total Services	137	+6.2%	+8.3%





Other businesses



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Full year 2004 sales Travel agencies



	FY 2004 reported (in €million)	Like-for-Like Sales	
		Q4 2004	FY 2004
▶ Europe	283	+15.9%	+7.4%
▶ U.S. / Canada	115	+8.9%	-1.0%
▶ Other countries	43	+13.3%	+13.0%
Total	441	+14.1%	+5.7%

- ▶ **Full year sales posted €221 million, up 4.4% on a reported basis, up 0.5% like-for-like**
- ▶ **Slot machines (Accor Casinos) grew by 3.4% in Q4 and by 1.2% for the full year**
- ▶ **Strong impact of expansion in 2004: +3.9% mainly due to:**
 - Opening of a Casino in Switzerland (Fribourg)
 - Extension of number of slot machines in Carnac, Ste Maxime and Dinan (Belgium)



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Conclusion

- ▶ **Q4 in line with our expectations**
- ▶ **Last quarter improvement in the Economy segment in the U.S. bodes well for the future**
- ▶ **Good performances of hotels in Europe with the exception of southern European countries (France, Italy, Spain)**
- ▶ **Solid growth performances in the Services**

**Fourth quarter sales
confirm**

**2004 PBT objective
between
€570 and €590 million**



Appendix



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Hotels: RevPAR by segment as of December 2004 Year-To-Date



	Occupancy rate		A.R.R.	RevPAR (Δ in %)	
	(in %)	(Δ in pts)	(Δ in %)	Sub. and Mgd reported (1)	Sub. only like-for-like (2)
▶ Upscale and Midscale Europe	63.3%	+1.1	+0.2%	+1.9%	+2.4%
▶ Economy Europe	72.7%	+0.6	+2.5%	+3.3%	+2.7%
▶ Economy U.S.	65.0%	+0.6	+1.2%	+2.2%	+2.1%

(1) Subsidiaries (owned and leased) and managed, reported variation

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

Hotels RevPAR by country as of December 2004 Year-To-Date



(in local currency)	Number of rooms (1)	Occupancy rate		Average room rate (var in %)	RevPAR (change in %)	
		(in %)	(var in pts)		Subsidiaries & managed reported basis (1)	subsidiaries only like-for-like basis (2)
France	81,873	69.1	0.4	1.1	1.7	1.5
Germany	37,780	63.5	0.5	7.8	8.7	2.9
UK	11,345	75.0	1.1	5.4	6.9	6.7
Netherlands	6,434	67.7	-0.1	-0.1	-0.3	-0.9
Belgium	5,487	70.0	1.4	0.2	2.2	2.1
Spain	4,517	70.0	1.6	-1.2	1.1	-2.2
Italy	3,984	56.6	-1.5	-2.6	-5.2	-2.6
Hungary	3,348	67.5	8.1	0.4	14.1	14.1
USA (upscale and midscale)	3,765	71.1	7.8	5.1	18.0	18.5

(1) subsidiaries (owned and leased) and managed hotels

(2) at comparable scope

Reconciliation like-for-like RevPAR / Sales



	RevPAR Sub. and Mgd reported (1)	RevPAR Sub. Only like-for-like (2)	Like-for-like room revenues	Total like-for-like revenues
▶ Upscale – Midscale Europe	+1.9%	+2.4%	+3.1%	+2.8%
▶ Economy (excl. U.S.)	+3.3%	+2.7%	+3.2%	+3.2%
▶ Economy U.S.	+2.2%	+2.1%	+2.4%	+2.6%

(1) Subsidiaries (owned and leased) and managed, reported variation

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



Questions and Answers

Conference Call to Analysts Comments on Full year 2004 sales

26 January 2005

