WE BUILD

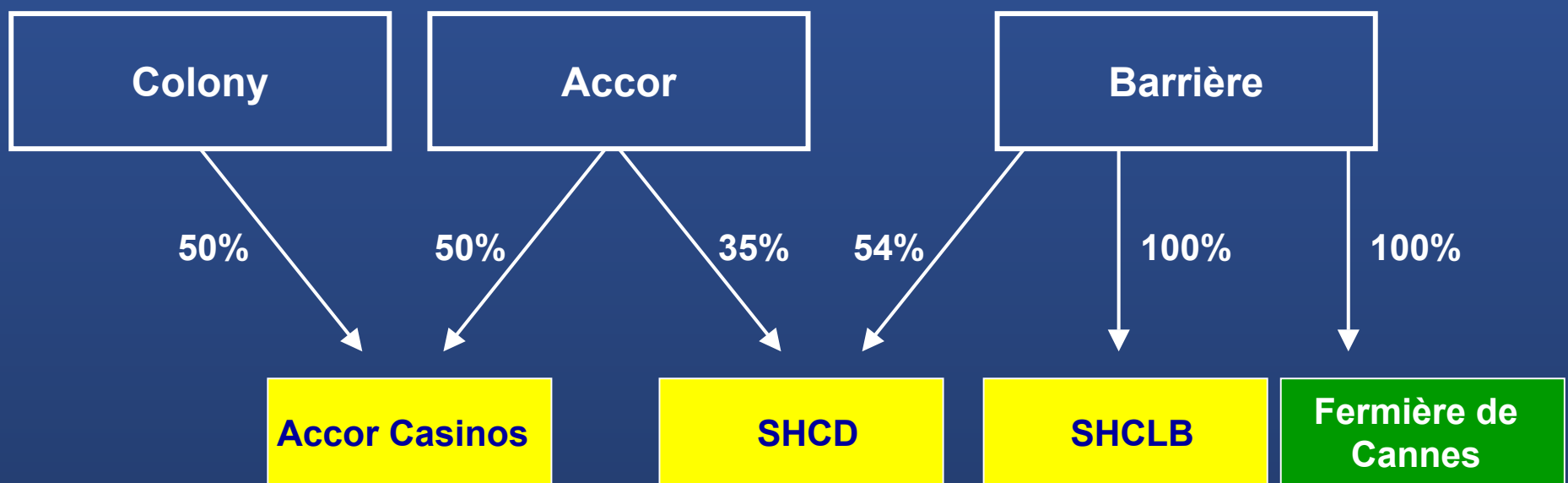
SMILES

Partnership in Casinos

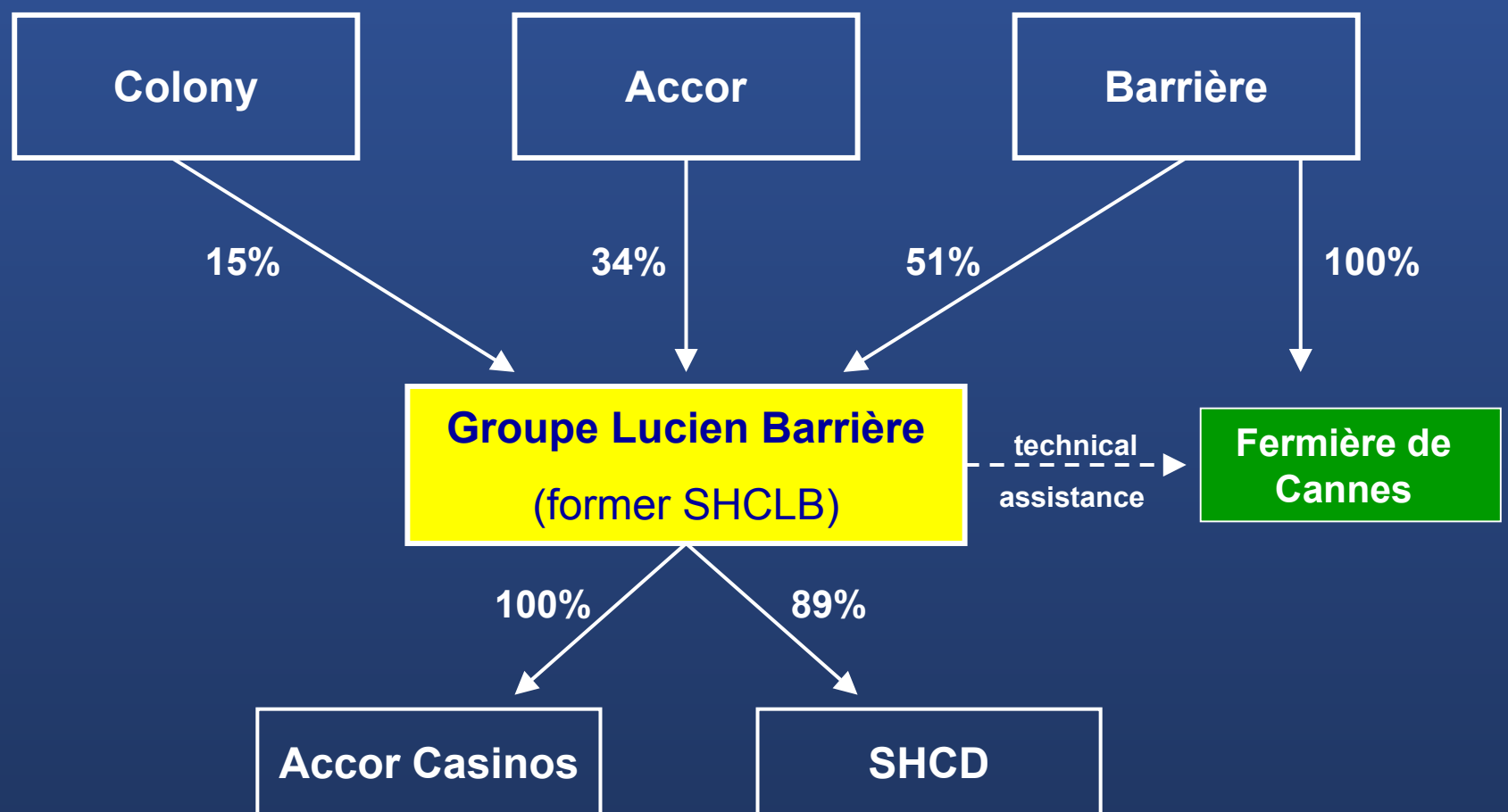
January 2004

Introduction

Casinos: Current Situation



Casinos: Proposed Transaction



Strategic Goals

- Creation of the European leader in casinos with €771 million in gross gaming revenues (2003 data)
- Unique positioning as the industry continues to consolidate in Europe
- Pooling of expertise in several areas: marketing, finance, purchasing, human resources and technology
- Management focused on driving earnings growth

The Complementarity of the New Network

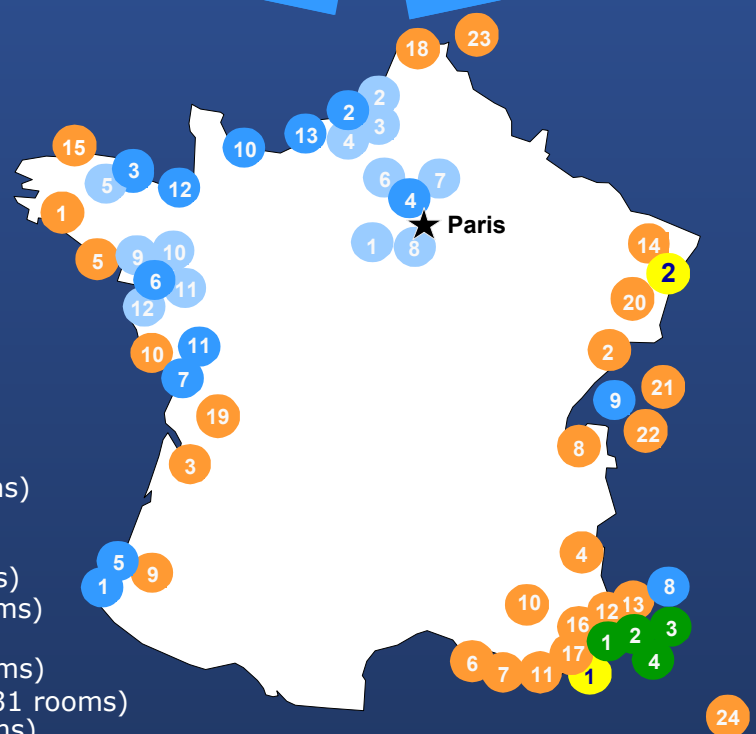
Barrière

Casinos

1. Biarritz
2. Deauville
3. Dinard
4. Enghien
5. Hossegor
6. La Baule
7. La Rochelle
8. Menton
9. Montreux
10. Riva Bella
11. Royan
12. Saint-Malo
13. Trouville

Hotels & Restaurants

1. Carre d'Or (82 rooms)
2. Deauville (Royal – 252 rooms)
3. Deauville (Normandy – 291 rooms)
4. Deauville (Golf – 178 rooms)
5. Dinard (90 rooms)
6. Enghien (Grand Hotel – 47 rooms)
7. Enghien (Hôtel du Lac – 109 rooms)
8. Fouquet's
9. La Baule (L'Hermitage – 211 rooms)
10. La Baule (Castel Marie-Louise – 31 rooms)
11. La Baule (Hôtel Royal – 109 rooms)
12. La Baule (other)



Fermière de Cannes

1. Casino Croisette
2. Casino Noga Hilton
3. Hôtel Majestic (305 rooms)
4. Hôtel Gray d'Albion (200 rooms)

Accor Casinos

Casinos

1. Benodet
2. Besancon
3. Bordeaux
4. Briancon (opening in 2004)
5. Carnac
6. Carry Le Rouet
7. Cassis
8. Chamonix
9. Dax
10. Les Sables d'Olonnes
11. Port Leucate (in development)
12. Cannes-Mandelieu
13. Nice (Casino Ruhl)
14. Niederbronn
15. Perros-Guirec
16. Saint-Raphael
17. Saint-Maxime
18. Le Touquet
19. Jonzac
20. Ribeauvillé (opening in 2004)
21. Fribourg
22. Courrendlin
23. Dinant
24. Malta

Hotels

1. Sofitel Mandelieu (213 rooms)
2. Niederbronn (65 rooms)

The New Company: Key Figures (2003 data)

	Accor Casinos	SHCD	SHCLB	GLB
Slot machines	2,322	1,254	1,080	4,656
Hotels	2	6	4	13
Sales (€ millions)	389	369	165	923
Gross gaming revenues (€ millions)	360	304	107	771

✓ ***Solid balance sheet and capacity to fund growth***

Governance / Shareholder agreement

- Supervisory Board: Dominique Desseigne, Chairman
  Benjamin Cohen, Vice-Chairman

  Management Board: Sven Boinet, CEO

- Most important decisions made jointly
- Specific missions assigned to Dominique Desseigne
- Preempting right for Accor if Colony wants to sell
- Put on Accor held by Colony on its 15% (market value)
- Accor benefits from a call
- Shareholder agreement transferred to buyer in case of disposal

Financial Impact on Accor

- Consolidated using the proportional method
- Slightly accretive at PBT and EPS level

  Capital gain in 2004
- Debt reduction

High potential of improvement

- Creation of an integrated group with complementary expertise
- Ramping up of recent projects
- Commercial and operational synergies
- Expansion and participation to industry consolidation

Appendix

French Casinos: Top 20

Rank	Casino	Group	2003 gross gaming revenues
1	Enghien	Barrière	117,064
2	Tour de Salvagny Charbonnière	Partouche	70,452
3	Divonnes	Didot	66,585
4	Ruhl	Accor	63,761
5	Aix en Provence	Partouche	62,152
6	Deauville	Barrière	57,694
7	Cannes Croisette	Barrière	55,798
8	Amneville	Tranchant	53,967
9	Forges les Eaux	Partouche	50,908
10	Lyon	Partouche	40,716
11	Cassis	Accor	40,657
12	Saint Amand	Partouche	38,036
13	Bordeaux	Accor	37,858
14	Annemasse	Didot	37,291
15	Antibes la Siesta	Moliflor	36,879
16	Evian Royal	Danone	34,934
17	Trouville	Barrière	34,868
18	Montrond	Moliflor	31,343
19	La Grande Motte	Partouche	30,443
20	Menton	Barrière	29,868

Casinos groups: French Market Share

Group	Casinos	Slot machines	Gross gaming revenues 2003 (in € millions)	Market share 2003
Partouche	43	4,442	694	27.2%
Barrière	13	2,374	433	17.0%
Accor Casinos	17	2,082	338	13.3%
Moliflor	20	1,681	249	9.8%
Tranchant	18	1,393	205	8.0%
Didot	3	595	107	4.2%
Small operators (5)	25	1,464	168	6.6%
Independents	43	2,629	354	13.9%
Total France	182	16,660	2 547	100.0%