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UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, D.C. 20549

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Form 8-K  
CURRENT REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE  
SECURITIES EXCHANGE ACT OF 1934

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OCTOBER 20, 2003 (OCTOBER 20, 2003)  
(DATE OF REPORT (DATE OF EARLIEST EVENT REPORTED))

CENDANT CORPORATION  
(EXACT NAME OF REGISTRANT AS SPECIFIED IN ITS CHARTER)

DELAWARE (STATE OR OTHER JURISDICTION OF INCORPORATION OR ORGANIZATION)	1-10308 (COMMISSION FILE NO.)	06-0918165 (I.R.S. EMPLOYER IDENTIFICATION NUMBER)
9 WEST 57TH STREET NEW YORK, NY (ADDRESS OF PRINCIPAL EXECUTIVE OFFICE)		10019 (ZIP CODE)

(212) 413-1800  
(REGISTRANT'S TELEPHONE NUMBER, INCLUDING AREA CODE)

NONE  
(FORMER NAME OR FORMER ADDRESS, IF CHANGED SINCE LAST REPORT)

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ITEM 7. FINANCIAL STATEMENTS AND EXHIBITS

(c) Exhibits.

See Exhibit Index.

ITEM 12. RESULTS OF OPERATIONS AND FINANCIAL CONDITION

On October 20, 2003, we reported our third quarter 2003 results. Our third quarter 2003 results are discussed in detail in the press release attached hereto as Exhibit 99, which is incorporated by reference in its entirety. The information furnished under Item 12 of this Current Report on Form 8-K, including Exhibit 99, shall be deemed to be "filed" for purposes of the Securities Exchange Act of 1934, as amended, and incorporated by reference in any of our filings under the Securities Act of 1933, as amended, as may be specified in such filing.

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

CENDANT CORPORATION

BY: /s/ Virginia M. Wilson  
-----  
Virginia M. Wilson  
Executive Vice President and  
Chief Accounting Officer

Date: October 20, 2003

CENDANT CORPORATION  
CURRENT REPORT ON FORM 8-K  
REPORT DATED OCTOBER 20, 2003 (OCTOBER 20, 2003)

EXHIBIT INDEX

EXHIBIT NO. ---	DESCRIPTION -----
99	Press Release: Cendant Reports Record Operating Results for the Third Quarter of 2003, Exceeding Projections

[LOGO]

CENDANT REPORTS RECORD OPERATING RESULTS FOR  
THE THIRD QUARTER OF 2003, EXCEEDING PROJECTIONS

3Q 2003 EPS from Continuing Operations Increased 96% to \$0.47  
Versus \$0.24 in 3Q 2002

3Q 2003 Net Cash Provided By Operating Activities Increased to \$1.06 Billion  
Versus \$1.05 Billion in 3Q 2002

3Q 2003 Free Cash Flow Increased 94% to \$1.0 Billion  
Versus \$0.5 Billion in 3Q 2002

2003 EPS from Continuing Operations Projection Raised to \$1.40 - \$1.41

NEW YORK, NY, OCTOBER 20, 2003 - Cendant Corporation (NYSE: CD) today reported third quarter 2003 EPS from Continuing Operations of \$0.47, versus \$0.24 in third quarter 2002, an increase of 96%. This result exceeded the Company's prior projection of \$0.44 - \$0.45.

As a result of the better than expected third quarter results, the Company raised its EPS from Continuing Operations projection for full year 2003 to \$1.40 - \$1.41 from its prior projection of \$1.37 - \$1.39, an increase of approximately 40% versus the prior year. The Company also forecasts 2003 Net Cash Provided by Operating Activities exceeding \$5 billion and Free Cash Flow approaching \$2.5 billion. These projections reflect prolonged strength in the residential real estate market and modestly improving travel activity, balanced by lower mortgage refinancing volumes and the challenges of the current economic environment.

Cendant's Chairman, Chief Executive Officer and President, Henry R. Silverman, stated: "During the third quarter, residential real estate sales and mortgage volumes continued to show robust year over year growth, and leisure travel trends continued to firm, enabling us to exceed our projections for the quarter. Despite a challenging environment, our diversified portfolio on the whole generated organic growth.

"In 2004, we expect that continued strong results from our real estate franchise and brokerage businesses, improving travel trends, and the successful completion of the integration of the principal car and truck rental operations of Budget Group, Inc. will more than offset the likely decline in mortgage refinancing from which Cendant has benefited in 2003. We continue to expect that the Company will generate in excess of \$2 billion of Free Cash Flow per year for the foreseeable future. We intend to deploy our cash primarily to reduce corporate debt and repurchase common stock and, as

previously announced, in first quarter 2004, we intend to begin paying a quarterly cash dividend on our common shares."

### THIRD QUARTER ACHIEVEMENTS

The Company made considerable progress towards its cash flow generation, debt reduction and share repurchase goals during the quarter:

- o Generated Net Cash Provided by Operating Activities of approximately \$1.06 billion and Free Cash Flow of approximately \$1.0 billion due to favorable operating results and, in part, to the timing of cash inflows and a tax refund advance of \$175 million, which will be partially offset in fourth quarter 2003 by tax payments. See Table 7 for a description of Free Cash Flow and a reconciliation to Net Cash Provided by Operating Activities.
- o Reduced corporate debt net of cash on the balance sheet by \$878 million, including the prepayment of our \$375 million mandatorily redeemable debt securities at par. Corporate debt excludes Debt under Management and Mortgage Programs. See Table 5 for more detailed information.
- o Utilized \$249 million of cash for the repurchase of common stock.

In addition:

- o The Company's Board of Directors authorized an additional \$500 million, plus proceeds from stock option exercises, for the repurchase of common

stock.

o The Company completed its analysis with respect to Trilegiant Corporation and Bishop's Gate Residential Mortgage Trust pursuant to FASB Interpretation No. 46, and consolidated those entities effective July 1, 2003. As previously disclosed, the consolidation of Trilegiant resulted in a non-cash charge of \$293 million, to reflect the cumulative effect of accounting change in third quarter 2003, which had no impact on cash flow or income from continuing operations or the related per share amounts.

### THIRD QUARTER 2003 RESULTS OF REPORTABLE OPERATING SEGMENTS

The following discussion of operating results focuses on revenue and EBITDA for each of our reportable operating segments. EBITDA is defined as earnings from continuing operations before non-program related depreciation and amortization, non-program related interest, amortization of pendings and listings, income taxes and minority interest. EBITDA is the measure that we use to evaluate performance in each of our reportable operating segments in accordance with generally accepted accounting principles. Revenue and EBITDA are expressed in millions. See Table 8 for details on the organic growth of our reportable operating segments for third quarter 2003.

#### REAL ESTATE SERVICES

(Consisting of the Company's real estate franchise brands, brokerage operations, mortgage services, settlement services and relocation services)

2003	2002
% CHANGE	-
-----	-
-----	-
REVENUE \$	
1,998	\$
1,331	50%
-----	-
-	-----
-----	-
EBITDA \$	
436	\$ 59
	639%
=====	
=====	
=====	

Revenue and EBITDA increased due to strong organic growth in substantially all of our real estate businesses. In particular, we generated growth in our mortgage business as a result of an increase of 107% in mortgage loan production revenue and the absence of the \$275 million mortgage servicing rights asset write-down recorded in third quarter 2002. Real estate franchise royalty and marketing fund revenues increased 18%, primarily due to a 10% increase in home sale transactions and a 12% increase in average price, and revenue generated by our NRT real estate brokerage business increased 18% organically, primarily due to increases in home sale transactions and average price. Acquisitions by NRT subsequent to second quarter 2002 and increased volumes of settlement services also contributed to the quarter-over-quarter increase in revenue and EBITDA.

#### HOSPITALITY

(Consisting of the Company's nine franchised lodging brands, timeshare exchange and timeshare sales and marketing, and vacation rental businesses)

2003	2002
% CHANGE	-
-----	-
-----	-
REVENUE \$	
696	\$ 671
4%	-----
-----	-
-----	-
-- EBITDA	
\$ 189	\$
204	(7%)
=====	

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=====

Revenue and EBITDA were positively impacted by 10% growth in timeshare sales revenue and 7% growth in RCI timeshare subscription and exchange revenue. As previously announced, the principal securitization structure for our timeshare receivables was amended in third quarter 2003, which resulted in our consolidation of that structure and, in turn, increased the transparency of our operating results. Subsequent to consolidation, we no longer recognize gains upon the securitization of timeshare receivables, which had a negative impact on EBITDA for third quarter 2003. EBITDA also declined due to higher product costs on developed timeshare inventory and an increased investment in timeshare marketing, which should generate incremental revenues and EBITDA in future periods. EBITDA was reduced by approximately \$30 million due to these three factors; however, in fourth quarter 2003, we expect Hospitality operating results to exceed the prior year period's levels.

#### TRAVEL DISTRIBUTION

(Consisting of electronic global distribution services for the travel industry and on-line and off-line travel agency services)

2003	2002
% CHANGE	-
----	----
-----	
REVENUE \$	
424	\$ 432
(2%)	-----
-----	
-- EBITDA	
\$ 119	\$
129	(8%)

=====  
=====  
===

Revenue and EBITDA were negatively impacted by decreased international travel volumes, including a 3% reduction in Galileo air travel booking fees. In addition, Trip Network, Inc., which operates the on-line travel business of Cheap Tickets and was acquired in March 2003, contributed incremental revenue but negatively affected EBITDA. The global travel industry continued to be subjected to negative economic pressures and geopolitical concerns; however, successful cost reduction efforts have mitigated the EBITDA impact from reduced travel demand.

#### VEHICLE SERVICES

(Consisting of vehicle rental, vehicle management services and fleet card services)

2003	2002
% CHANGE	-
----	----
-----	
REVENUE \$	
1,574	\$
1,085	45%
-----	
-	-----
-----	
EBITDA \$	
187	\$ 143
	31%

=====  
=====  
==

Revenue and EBITDA increased due to the acquisition of the principal car and truck rental operations of Budget Group, Inc. in fourth quarter 2002 and due to organic growth in Wright Express' fuel card management business. Lower domestic car rental volume at Avis was partially offset by a 2% increase in car rental

pricing. The integration of Budget, which represents a significant growth opportunity in 2004, is proceeding according to plan.

#### FINANCIAL SERVICES

(Consisting of individual membership products, insurance-related services, financial services enhancement products and tax preparation services)

2003	2002
% CHANGE	-
----	----
-----	
REVENUE \$	
370	\$ 322
15%	-----
-----	
- EBITDA \$	
62	\$ 122
(49%)	
=====	
=====	
===	

Revenue increased primarily due to the consolidation of Trilegiant on July 1, 2003 pursuant to FASB Interpretation No. 46; however, there was minimal impact on EBITDA. Revenue and EBITDA were reduced, as expected, by the continued attrition of the base of members that we retained at the time of the 2001 outsourcing of our membership business to Trilegiant. The effect on EBITDA was partially mitigated by a net reduction in expenses from servicing fewer members. In addition, revenue and EBITDA were positively impacted by growth in our insurance-wholesale businesses and negatively impacted by the timing of revenue at Jackson Hewitt, our tax preparation business, and by restructuring costs at Cims, our international membership business, during third quarter 2003, which will benefit operating results in future periods. Although the year-over-year EBITDA comparisons for Financial Services

have been negative throughout much of 2003, we expect the EBITDA of this division in 2004 to exceed 2003 levels.

#### OTHER ITEMS

- o As of September 30, 2003, the Company had approximately \$1.0 billion of cash and cash equivalents and approximately \$6.3 billion of corporate debt outstanding, including \$863 million of mandatorily convertible Upper DECS securities.
- o As of September 30, 2003, the Company's \$2.9 billion credit facility was supporting \$1.2 billion in letters of credit used primarily as credit enhancement for our debt under management and mortgage programs. The Company had \$1.7 billion of availability for use as of September 30, 2003.
- o As of September 30, 2003, the Company's net debt to total capitalization ratio was 34.6%, versus 41.9% as of December 31, 2002 (see calculation on Table 5). The Company's interest coverage ratio was 13 to 1 for third quarter 2003 (see calculation on Table 1).
- o Weighted average common shares outstanding, including dilutive securities, used to calculate EPS was 1.039 billion for third quarter 2003, versus 1.058 billion for third quarter 2002.

#### 2003 OUTLOOK

The Company projects the following EPS from Continuing Operations for the remainder of 2003:

FOURTH	
FULL	
QUARTER	
YEAR --	
-----	
---	
2003	
\$0.27	
\$1.40 -	
1.41(a)	
2002	

\$0.24  
\$1.01(b)

- (a) The projected result is presented as a range to reflect the potential variance from rounding the quarterly amounts.
- (b) Reflects the reclassification of extraordinary losses on the early extinguishments of debt (\$0.03 for full year) to continuing operations in accordance with the adoption of a new accounting pronouncement under generally accepted accounting principles effective January 1, 2003.

The comparability of the Company's earnings from 2002 to 2003 is impacted by the acquisitions of NRT in April 2002, Trendwest in May 2002, and Budget's car and truck rental operations in November 2002; the mortgage servicing rights asset write-down in third quarter 2002; the securities litigation charge recorded in fourth quarter 2002; the debt extinguishment costs incurred in second quarter 2002 and first quarter 2003, which are partially mitigated by reduced interest expense in subsequent quarters; the gain on sale of our equity investment in Entertainment Publications, Inc. in first quarter 2003; and the consolidation of Trilegiant on July 1, 2003.

The Company also announced the following detailed financial projections for full year 2003 (in millions):

FULL YEAR 2002	FULL YEAR 2003
REVENUE ACTUAL	PROJECTED -----
-----	
-- Real Estate Services	\$4,687
	\$6,550 - 6,650
Hospitality	2,180 2,500 -
2,550 Travel	
Distribution	1,695 1,650 -
1,700 Vehicle	
Services	4,175
5,650 - 5,750	
Financial	
Services	1,325
1,375 - 1,400 --	
-----	
----- Total	
Reportable	
Operating	
Segments	\$14,062
\$17,775 - 18,000	
Corporate and	
Other	26 50 - 75
-----	
----- Total	
Revenue	\$14,088
\$17,825 - 18,075	
=====	
=====	
EBITDA Real	
Estate Services	\$832 \$1,250 -
	1,275
Hospitality	625
635 - 660 Travel	
Distribution	526
450 - 475	
Vehicle Services	
408 450 - 475	
Financial	
Services	450 350
- 375 ----- --	
-----	
Total Reportable	
Operating	
Segments	\$2,841
\$3,185 - 3,210	
Corporate and	
Other	(198) (75)

- 50)
Depreciation and amortization(a)
(466) (535 - 520)
Amortization of pendings/listings
(256) (20 - 15)
Interest
expense, net (b)
(304) (375 - 365) ----- --- -----
Pretax income
\$1,617 \$2,180 - 2,260 Provision
for income taxes
(544) (725 - 755) Minority
interest (22)
(25 - 20) ----- -----
-- Income from continuing operations
\$1,051 \$1,430 - 1,485 ===== =====
Diluted weighted average shares outstanding (c)
1,043 1,041 - 1,038

- \* Projections do not total because we do not expect the actual results of all segments to be at the lowest or highest end of any projected range simultaneously.
- \* The effective tax rate is expected to be 33.3% in 2003.
- (a) Depreciation and amortization excludes amounts related to our assets under management and mortgage programs, and interest expense excludes amounts related to our debt under management and mortgage programs, both of which are already reflected in EBITDA.
- (b) 2002 interest expense includes \$42 million of losses on the early extinguishment of debt in connection with the adoption of a new accounting pronouncement under generally accepted accounting principles effective January 1, 2003, which required the reclassification of such losses from extraordinary items to continuing operations. 2003 interest expense includes \$58 million of losses on the early extinguishment of debt.
- (c) Diluted weighted average shares outstanding forecasted for 2003 reflect the full-year impact of the Trendwest and NRT acquisitions, which were completed in 2002 for stock, offset by actual and anticipated common stock repurchases.

#### INVESTOR CONFERENCE CALL

Cendant will host a conference call to discuss the third quarter results on Tuesday, October 21, 2003, at 11:00 a.m. (EST). Investors may access the call live at [WWW.CENDANT.COM](http://WWW.CENDANT.COM) or by dialing (719) 457-2679. A web replay will be available at [WWW.CENDANT.COM](http://WWW.CENDANT.COM) following the call. A telephone replay will be available from 2:00 p.m. (EST) on October 21, 2003 until 8:00 p.m. (EST) on October 28, 2003 at (719) 457-0820, access code: 582271.

Cendant Corporation is primarily a provider of travel and residential real estate services. With approximately 90,000 employees, New York City-based Cendant provides these services to businesses and consumers in over 100 countries.

More information about Cendant, its companies, brands and current SEC filings may be obtained by visiting the Company's Web site at [WWW.CENDANT.COM](http://WWW.CENDANT.COM) or by calling 877-4-INFOCD (877-446-3623).



STATEMENTS ABOUT FUTURE RESULTS MADE IN THIS RELEASE, INCLUDING THE PROJECTIONS, AND THE STATEMENTS ATTACHED HERETO CONSTITUTE FORWARD-LOOKING STATEMENTS WITHIN THE MEANING OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995. THESE STATEMENTS ARE BASED ON CURRENT EXPECTATIONS AND THE CURRENT ECONOMIC ENVIRONMENT. THE COMPANY CAUTIONS THAT THESE STATEMENTS ARE NOT GUARANTEES OF FUTURE PERFORMANCE. ACTUAL RESULTS MAY DIFFER MATERIALLY FROM THOSE EXPRESSED OR IMPLIED IN THE FORWARD-LOOKING STATEMENTS. IMPORTANT ASSUMPTIONS AND OTHER IMPORTANT FACTORS THAT COULD CAUSE ACTUAL RESULTS TO DIFFER MATERIALLY FROM THOSE IN THE FORWARD-LOOKING STATEMENTS ARE SPECIFIED IN CENDANT'S FORM 10-Q FOR THE PERIOD ENDED JUNE 30, 2003.

SUCH FORWARD-LOOKING STATEMENTS INCLUDE PROJECTIONS. SUCH PROJECTIONS WERE NOT PREPARED IN ACCORDANCE WITH PUBLISHED GUIDELINES OF THE AMERICAN INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OR THE SEC REGARDING PROJECTIONS AND FORECASTS, NOR HAVE SUCH PROJECTIONS BEEN AUDITED, EXAMINED OR OTHERWISE REVIEWED BY INDEPENDENT AUDITORS OF CENDANT OR ITS AFFILIATES. IN ADDITION, SUCH PROJECTIONS ARE BASED UPON MANY ESTIMATES AND ARE INHERENTLY SUBJECT TO SIGNIFICANT ECONOMIC, COMPETITIVE AND OTHER UNCERTAINTIES AND CONTINGENCIES, INCLUDING BUT NOT LIMITED TO THE IMPACT OF WAR, TERRORISM OR PANDEMICS, WHICH ARE BEYOND THE CONTROL OF MANAGEMENT OF CENDANT AND ITS AFFILIATES. ACCORDINGLY, ACTUAL RESULTS MAY BE MATERIALLY HIGHER OR LOWER THAN THOSE PROJECTED. THE INCLUSION OF SUCH PROJECTIONS HEREIN SHOULD NOT BE REGARDED AS A REPRESENTATION BY CENDANT OR ITS AFFILIATES THAT THE PROJECTIONS WILL PROVE TO BE CORRECT.

THIS RELEASE INCLUDES CERTAIN NON-GAAP FINANCIAL MEASURES AS DEFINED UNDER SEC RULES. AS REQUIRED BY SEC RULES, WE HAVE PROVIDED A RECONCILIATION OF THOSE MEASURES TO THE MOST DIRECTLY COMPARABLE GAAP MEASURES, WHICH IS CONTAINED IN THE TABLES TO THIS RELEASE AND ON OUR WEB SITE AT WWW.CENDANT.COM.

MEDIA CONTACT:  
 Elliot Bloom  
 212-413-1832

INVESTOR CONTACTS:  
 Sam Levenson  
 212-413-1834

Henry A. Diamond  
 212-413-1920

# # #

Tables Follow

Table 1

Cendant Corporation and Subsidiaries  
 SUMMARY DATA SHEET  
 (Dollars in millions, except per share data)

2003	2002	%
CHANGE	----	-
----	-----	
INCOME		
STATEMENT		
ITEMS FOR		
THIRD QUARTER		
Net Revenues		
\$ 5,062	\$	
3,839		32%
Pretax Income		
(A) 738	379	
95% Income		
from		
Continuing		
Operations		
486	250	94%
EPS from		
Continuing		
Operations		
(diluted)		
0.47	0.24	96%
BALANCE SHEET		
ITEMS AS OF		
SEPTEMBER 30,		
2003 AND		
DECEMBER 31,		
2002 Total		

Corporate  
 Debt  
 (Excluding  
 Upper DECS) \$  
 5,419 \$ 5,976  
 Cash and Cash  
 Equivalents  
 1,004 126  
 Total  
 Stockholders'  
 Equity 9,955  
 9,315 Net  
 Debt to Total  
 Capitalization  
 Ratio 34.6%  
 41.9% CASH  
 FLOW ITEMS  
 FOR THIRD  
 QUARTER Net  
 Cash Provided  
 by Operating  
 Activities \$  
 1,061 \$ 1,047  
 Free Cash  
 Flow (B)  
 1,019 524 Net  
 Cash Provided  
 by (Used in)  
 Management  
 and Mortgage  
 Program  
 Activities  
 (C) 48 (61)  
 Payments Made  
 for Current  
 Period  
 Acquisitions,  
 Net of Cash  
 Acquired (36)  
 (324) Net  
 Debt  
 Repayments  
 (444) (336)  
 Net  
 Repurchases  
 of Common  
 Stock (128)  
 (64) INTEREST  
 COVERAGE  
 RATIOS FOR  
 THIRD QUARTER  
 Total EBITDA  
 \$ 951 \$ 617  
 Non-program  
 related  
 Interest  
 Expense, net  
 75 68  
 Interest  
 Coverage 13  
 to 1 9 to 1  
 REPORTABLE  
 OPERATING  
 SEGMENT  
 RESULTS

THIRD QUARTER  
 % CHANGE ----  
 -----  
 ---  
 -----  
 NET REVENUES  
 2003 2002 AS  
 REPORTED  
 ORGANIC (D) -  
 -----  
 -----  
 ----- Real  
 Estate

Services \$  
 1,998 \$ 1,331  
 50% 45%  
 Hospitality  
 696 671 4% 5%  
 Travel  
 Distribution  
 424 432 (2%)  
 (6%) Vehicle  
 Services  
 1,574 1,085  
 45% --  
 Financial  
 Services 370  
 322 15% (21%)  
 -----  
 ----- Total  
 Reportable  
 Segments  
 5,062 3,841  
 32% 14%  
 Corporate and  
 Other -- (2)  
 \* -----  
 -----  
 Total Company  
 \$ 5,062 \$  
 3,839 32%  
 =====  
 =====  
 EBITDA Real  
 Estate  
 Services \$  
 436 \$ 59 639%  
 629%  
 Hospitality  
 189 204 (7%)  
 (8%) Travel  
 Distribution  
 119 129 (8%)  
 (2%) Vehicle  
 Services 187  
 143 31% --  
 Financial  
 Services 62  
 122 (49%)  
 (50%) -----  
 -----  
 Total  
 Reportable  
 Segments 993  
 657 51% 48%  
 Corporate and  
 Other (E)  
 (42) (40) ---  
 -----  
 --- Total  
 Company 951  
 617 Less:  
 Non-program  
 related  
 depreciation  
 and  
 amortization  
 129 121 Non-  
 program  
 related  
 interest  
 expense, net  
 75 68 Early  
 extinguishment  
 of debt 4 4  
 Amortization  
 of pendings  
 and listings  
 5 45 -----  
 -----  
 Pretax Income  
 (A) \$ 738 \$  
 379 95%

=====  
=====

\* Not meaningful.

- (A) Referred to as "Income before income taxes and minority interest" on the Consolidated Condensed Statements of Income presented on Table 2.
- (B) See Table 7 for the underlying calculations and reconciliations.
- (C) Included as a component of Free Cash Flow. This amount represents the net cash flows from the operating, investing and financing activities of management and mortgage programs.
- (D) See Table 8 for underlying calculations.
- (E) Principally reflects unallocated corporate overhead.

Table 2

CENDANT CORPORATION AND SUBSIDIARIES  
CONSOLIDATED CONDENSED STATEMENTS OF INCOME  
(In millions, except per share data)

THREE MONTHS  
ENDED NINE  
MONTHS ENDED  
SEPTEMBER 30,  
SEPTEMBER 30,

-----  
-----  
-- 2003 2002  
2003 2002 ---

--- REVENUES  
Service fees  
and  
membership-  
related, net  
\$ 3,516 \$  
2,799 \$ 9,476  
\$ 7,299  
Vehicle-  
related 1,538  
1,034 4,211  
2,905 Other 8  
6 49 34 -----

-----  
-----  
-- Net  
revenues  
5,062 3,839  
13,736 10,238  
-----  
-----

-----  
EXPENSES  
Operating  
2,596 2,008  
7,010 4,701  
Vehicle  
depreciation,  
lease charges  
and interest,  
net 651 523  
1,865 1,532  
Marketing and  
reservation  
491 379 1,312  
1,059 General  
and  
administrative  
358 301 1,038  
876 Non-  
program  
related  
depreciation

and			
amortization			
129 121 387			
337 Non-			
program			
related			
interest,			
net: Interest			
expense, net			
75 68 234 194			
Early			
extinguishment			
of debt 4 4			
58 42			
Acquisition			
and			
integration			
related			
costs:			
Amortization			
of pendings			
and listings			
5 45 12 239			
Other 15 11			
30 24 -----			
- - - - -			
- - - - -			
Total			
expenses			
4,324 3,460			
11,946 9,004			
- - - - -			
- - - - -			
- - - - -			
INCOME BEFORE			
INCOME TAXES			
AND MINORITY			
INTEREST 738			
379 1,790			
1,234			
Provision for			
income taxes			
248 121 596			
414 Minority			
interest, net			
of tax 4 8 17			
16 -----			
- - - - -			
- - - - -			
INCOME FROM			
CONTINUING			
OPERATIONS			
486 250 1,177			
804 Income			
from			
discontinued			
operations,			
net of tax --			
-- -- 51 Loss			
on disposal			
of			
discontinued			
operations,			
net of tax --			
-- -- (256) -			
- - - - -			
- - - - -			
----- INCOME			
BEFORE			
CUMULATIVE			
EFFECT OF			
ACCOUNTING			
CHANGE 486			
250 1,177 599			
Cumulative			
effect of			
accounting			
change, net			
of tax (293)			
-- (293) -- -			
- - - - -			

```

-----
----- NET
INCOME $ 193
$ 250 $ 884 $
599 =====
=====
=====
EARNINGS PER
SHARE BASIC
Income from
continuing
operations $
0.48 $ 0.24 $
1.15 $ 0.79
Cumulative
effect of
accounting
change (0.29)
-- (0.28) --
Net income
0.19 0.24
0.87 0.59
DILUTED
Income from
continuing
operations $
0.47 $ 0.24 $
1.13 $ 0.77
Cumulative
effect of
accounting
change (0.28)
-- (0.28) --
Net income
0.19 0.24
0.85 0.58
WEIGHTED
AVERAGE
SHARES Basic
1,013 1,039
1,019 1,014
Diluted 1,039
1,058 1,039
1,043

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Table 3  
(page 1 of 2)

CENDANT CORPORATION AND AFFILIATES  
SEGMENT REVENUE DRIVER ANALYSIS  
(REVENUE DOLLARS IN THOUSANDS)

```

THIRD QUARTER -----
-----
-----
2003 2002 % Change -
-----
-- ----- REAL
ESTATE SERVICES
SEGMENT REAL ESTATE
FRANCHISE Closed
Sides - Domestic
620,567 562,645 10%
Average Price $
220,748 $ 197,645
12% Royalty and
Marketing Revenue
(A) $ 213,310 $
180,614 18% Total
Revenue $ 222,410 $
187,639 19% REAL
ESTATE BROKERAGE Net
Revenue from Real
Estate Transactions
(B) $ 1,240,620 $

```

1,005,057 23% Other  
 Revenue \$ 11,054 \$  
 9,610 15% Total  
 Revenue \$ 1,251,674  
 \$ 1,014,667 23%  
 RELOCATION Service  
 Based Revenue  
 (Referrals,  
 Outsourcing, etc.) \$  
 81,657 \$ 78,710 4%  
 Asset Based Revenue  
 (Home Sale Closings  
 and Financial  
 Income) \$ 37,562 \$  
 38,642 (3%) Total  
 Revenue \$ 119,219 \$  
 117,352 2% MORTGAGE  
 Production Loans  
 Closed to be  
 Securitized  
 (millions) \$ 21,121  
 \$ 9,870 114% Other  
 Production Loans  
 Closed (millions) \$  
 6,473 \$ 5,149 26%  
 Production Loans  
 Sold (millions) \$  
 19,228 \$ 9,156 110%  
 Average Servicing  
 Loan Portfolio  
 (millions) \$ 125,244  
 \$ 108,333 16%  
 Production Revenue \$  
 428,206 \$ 207,209  
 107% Gross Recurring  
 Servicing Revenue \$  
 112,096 \$ 103,173 9%  
 Amortization and  
 Impairment of  
 Mortgage Servicing  
 Rights (C) \$  
 (282,285) \$  
 (420,781) \* Hedging  
 Activity for  
 Mortgage Servicing  
 Rights \$ 18,295 \$  
 25,460 \* Other  
 Servicing Revenue  
 (D) \$ (1,064) \$  
 3,433 \* Total  
 Revenue (C) \$  
 275,248 \$ (81,506) \*  
 SETTLEMENT SERVICES  
 Title and Appraisal  
 Units 156,401  
 120,464 30% Total  
 Revenue \$ 131,396 \$  
 93,299 41%  
 HOSPITALITY SEGMENT  
 LODGING RevPAR \$  
 30.97 \$ 29.99 3%  
 Weighted Average  
 Rooms Available  
 485,491 517,903 (6%)  
 Royalty, Marketing  
 and Reservation  
 Revenue \$ 108,828 \$  
 112,981 (4%) Total  
 Revenue \$ 123,124 \$  
 128,175 (4%) RCI (E)  
 Average  
 Subscriptions  
 2,954,236 2,884,272  
 2% Average  
 Subscription Fee \$  
 58.63 \$ 57.68 2%  
 Subscription Revenue  
 \$ 43,305 \$ 41,588 4%  
 Timeshare Exchanges  
 445,922 459,864 (3%)  
 Average Exchange Fee

\$ 160.65 \$ 144.02  
 12% Exchange Fee  
 Revenue \$ 71,638 \$  
 66,228 8% Total  
 Revenue \$ 146,179 \$  
 148,187 (1%)  
 FAIRFIELD RESORTS  
 Tours 164,880  
 150,057 10% Total  
 Revenue \$ 237,807 \$  
 230,761 3% TRENDWEST  
 RESORTS Tours  
 109,863 105,005 5%  
 Total Revenue \$  
 157,663 \$ 141,834  
 11% VACATION RENTAL  
 GROUP Cottage Weeks  
 Sold 132,148 130,178  
 2% Total Revenue (F)  
 \$ 31,807 \$ 22,658  
 40% - -----

--- \* Not  
 meaningful. (A)  
 Includes  
 intercompany  
 royalties paid by  
 Real Estate  
 Brokerage. (B) Net  
 of intercompany  
 royalties paid to  
 Real Estate  
 Franchise. (C) The  
 2002 amounts include  
 \$275 million of  
 impairment related  
 to reductions in  
 interest rates and  
 accelerations in  
 loan repayments, as  
 well as an update to  
 the Company's loan  
 prepayment model,  
 all of which  
 occurred during  
 third quarter 2002.  
 There was no  
 impairment recorded  
 in third quarter  
 2003. (D) Includes  
 net interest expense  
 of \$16 million for  
 both 2003 and 2002.  
 (E) Includes weeks  
 and points members.  
 (F) The 2003 amount  
 includes the revenue  
 of a company  
 acquired in October  
 2002. Accordingly,  
 third quarter 2002  
 revenue is not  
 comparable to the  
 current period  
 amount. Table 3  
 (page 2 of 2)

CENDANT CORPORATION  
 AND AFFILIATES  
 SEGMENT REVENUE  
 DRIVER ANALYSIS  
 (REVENUE DOLLARS IN  
 THOUSANDS) THIRD  
 QUARTER -----  
 -----  
 2003 2002 % Change -  
 -----  
 -- ----- TRAVEL  
 DISTRIBUTION SEGMENT  
 Galileo Domestic  
 Booking Volume  
 (000's) Air (A)



20,578 20,382 1%  
Car/Hotel 4,487  
4,491 -- Galileo  
International  
Booking Volume  
(000's) Air (A)  
42,428 44,262 (4%)  
Car/Hotel 1,286  
1,237 4% Galileo  
Worldwide Booking  
Volume (000's) Air  
(A) 63,006 64,644  
(3%) Car/Hotel 5,773  
5,728 1% Galileo  
Revenue \$379,277  
\$395,485 (4%) Travel  
Services On-line  
Gross Bookings  
(000's) \$288,252  
\$223,871 29% Travel  
Services Off-line  
Gross Bookings  
(000's) \$128,539  
\$116,527 10% Total  
Revenue (B) \$423,968  
\$432,080 (2%)

VEHICLE SERVICES  
SEGMENT AVIS Rental  
Days (000's) 15,784  
16,619 (5%) Time and  
Mileage Revenue per  
Day \$ 41.21 \$ 40.21  
2% Average Length of  
Rental (stated in  
Days) 3.77 3.94 (4%)  
Total Revenue  
\$705,475 \$715,191  
(1%) BUDGET (C) Car  
Rental Days (000's)  
8,380 8,193 2% Time  
and Mileage Revenue  
per Day \$ 35.06 \$  
35.09 -- Average  
Length of Rental  
(stated in Days)  
4.50 4.51 -- Car  
Rental Revenue  
\$330,035 (D) Truck  
Rental Revenue  
\$162,364 (D) Total  
Revenue \$492,399 (D)

VEHICLE MANAGEMENT  
AND FUEL CARD  
SERVICES Average  
Fleet (Leased)  
313,858 318,725 (2%)  
Average Number of  
Cards (000's) 3,833  
3,657 5% Service  
Based Revenue \$  
58,824 \$ 50,103 17%  
Asset Based Revenue  
\$317,282 \$319,578  
(1%) Total Revenue  
\$376,106 \$369,681 2%

FINANCIAL SERVICES  
SEGMENT  
Insurance/Wholesale-  
related Revenue  
\$155,472 \$134,653  
15% Individual  
Membership Revenue  
(E) (F) \$203,178  
\$155,561 \*  
Trilegiant Royalty  
Paid to Cendant (G)  
\$ 11,829 \$ 2,829 \*  
Total Revenue (F)  
\$369,965 \$322,109 \*

\* Not meaningful.

- (A) The 2002 amounts have been revised to reflect segments on a basis consistent with 2003 and with industry standards.
- (B) The 2003 amount includes the revenues of businesses acquired during or subsequent to the third quarter of 2002. Accordingly, third quarter 2002 revenue is not comparable to the current period amount.
- (C) The methodology for calculating Budget's revenue drivers currently differs from the methodology used for the Avis business as Budget has not yet been integrated onto our system. Due to the methodology difference, Budget's length of rental will be longer than Avis' based on a rental of the same duration and, accordingly, Budget's time and mileage per day will be lower than Avis' for the same rental. The integration is expected to occur by the end of second quarter 2004.
- (D) The operations of this business were acquired subsequent to the third quarter of 2002.
- (E) Includes membership fee revenues that the Company continues to collect from the members that existed as of July 2001, as well as membership fee revenues (including the royalty paid to Cendant) generated from Trilegiant's members.
- (F) As of July 1, 2003, Cendant began consolidating the results of Trilegiant pursuant to a new accounting standard. Accordingly, third quarter 2002 revenues are not comparable to the current period amounts.
- (G) Reflects only Cendant's royalty received from Trilegiant on revenues generated by Trilegiant's members (those who joined the clubs and programs subsequent to July 2001). As the Company now consolidates Trilegiant (as of July 1, 2003), this royalty is eliminated in consolidation.

Table 4

CENDANT CORPORATION AND SUBSIDIARIES  
CONSOLIDATED CONDENSED BALANCE SHEETS  
(IN BILLIONS)

AS OF	AS OF
SEPTEMBER 30,	DECEMBER
2003	31, 2002
----	----
-----	-----
----- ASSETS	
Current	
assets: Cash	
and cash	
equivalents \$	
1.0	\$ 0.1
Other current	
assets	3.2
3.3	-----
-	-----
Total current	
assets	4.2
3.4	Property
	and
	equipment,
	net
1.7	1.8
Goodwill, net	
10.9	10.7
Other non-	
current	
assets	4.3
4.9	-----
-	-----
Total assets	
exclusive of	
assets under	
programs	21.1
20.8	Assets
	under
	management
	and mortgage

programs 20.0

15.1 -----

-- -----

TOTAL ASSETS  
\$ 41.1 \$ 35.9

=====

=====

LIABILITIES  
AND

STOCKHOLDERS'

EQUITY

Current

liabilities:

Current

portion of

long-term

debt \$ 0.7 \$

-- Other

current

liabilities

5.3 5.0 -----

-----

--- Total

current

liabilities

6.0 5.0 Long-

term debt,

excluding

Upper DECS

4.7 5.6 Upper

DECS 0.9 0.9

Other non-

current

liabilities

1.2 0.9 -----

-----

--- Total

liabilities

exclusive of

liabilities

under

programs 12.8

12.4

Liabilities

under

management

and mortgage

programs 18.3

13.8

Mandatorily

redeemable

preferred

interest in a

subsidiary --

0.4 Total

stockholders'

equity 10.0

9.3 -----

-----

TOTAL

LIABILITIES

AND

STOCKHOLDERS'

EQUITY \$ 41.1

\$ 35.9

=====

=====

Table 5

CENDANT

CORPORATION

AND

SUBSIDIARIES

SCHEDULE OF

CORPORATE

DEBT (A) (IN

MILLIONS)

EARLIEST

MANDATORY

SEPTEMBER 30,

JUNE 30,

MARCH 31,

DECEMBER 31,  
 REDEMPTION  
 DATE MATURITY  
 DATE 2003  
 2003 2003  
 2002 - -----  
 -----  
 -----  
 -----  
 -----  
 --- NET DEBT  
 December 2003  
 December 2003  
 7 3/4% notes  
 \$ 229 \$ 229 \$  
 229 \$ 966  
 February 2004  
 February 2021  
 Zero coupon  
 senior  
 convertible  
 contingent  
 notes (B) 428  
 425 422 420  
 May 2004 May  
 2021 Zero  
 coupon  
 convertible  
 debentures  
 (C) 7 7 401  
 857 November  
 2004 November  
 2011 3 7/8%  
 convertible  
 senior  
 debentures  
 (D) 804 804  
 804 1,200  
 August 2006  
 August 2006 6  
 7/8% notes  
 849 849 849  
 849 January  
 2008 January  
 2008 6 1/4%  
 notes 796 796  
 796 - May  
 2009 May 2009  
 11% senior  
 subordinated  
 notes 337 398  
 435 530 March  
 2010 March  
 2010 6 1/4%  
 notes 348 348  
 348 - January  
 2013 January  
 2013 7 3/8%  
 notes 1,190  
 1,190 1,189 -  
 March 2015  
 March 2015 7  
 1/8% notes  
 250 250 250 -  
 December 2005  
 Revolver  
 borrowings --  
 -- -- 600 Net  
 hedging gains  
 (E) 80 163 81  
 89 Other 101  
 86 88 90 ----  
 -----  
 -----  
 5,419 5,545  
 5,892 5,601  
 Plus:  
 Mandatorily  
 redeemable  
 preferred

interest --  
 375 375 375 -  
 -----  
 - - - - -  
 -- Total  
 corporate  
 debt,  
 excluding  
 Upper DECS  
 5,419 5,920  
 6,267 5,976  
 Less: Cash  
 and cash  
 equivalents  
 1,004 627 580  
 126 -----  
 -----  
 ----- 4,415  
 5,293 5,687  
 5,850 Plus:  
 Upper DECS  
 863 863 863  
 863 -----  
 -----  
 ----- NET  
 DEBT \$ 5,278  
 \$ 6,156 \$  
 6,550 \$ 6,713  
 =====  
 =====  
 =====  
 =====  
 TOTAL  
 CAPITALIZATION  
 Total  
 Stockholders'  
 Equity \$  
 9,955 \$ 9,776  
 \$ 9,529 \$  
 9,315 Net  
 Debt (per  
 above) 5,278  
 6,156 6,550  
 6,713 -----  
 - - - - -  
 - - - - -  
 TOTAL  
 CAPITALIZATION  
 \$ 15,233 \$  
 15,932 \$  
 16,079 \$  
 16,028  
 =====  
 =====  
 =====  
 ===== NET  
 DEBT TO TOTAL  
 CAPITALIZATION  
 RATIO 34.6%  
 38.6% 40.7%  
 41.9%

-----  
 (A) Amounts presented herein exclude debt under management and mortgage programs.

(B) Each \$1,000 principal amount is convertible into 33.4 shares of CD common stock during the fourth quarter of 2003 if the average price of CD common stock exceeds \$21.45 during the stipulated measurement periods. The average price of CD common stock at which the notes are convertible increases on a quarterly basis by a stipulated percentage. Redeemable by the Company after February 13, 2004. Holders may require the Company to repurchase the notes on February 13, 2004, 2009 and 2014. Issued at a discount resulting in a yield-to-maturity of 2.5%.

(C) Each \$1,000 principal amount is convertible into 39.08 shares of CD common stock if the average price of CD common stock exceeds \$28.15 during the stipulated measurement periods. Redeemable by the Company after May 4, 2004. Holders may require the Company to repurchase the debentures on May 4, 2004, 2006, 2008, 2011 and 2016. The 2003 year to

date redemptions eliminated approximately 33 million shares of potential dilution.

- (D) Each \$1,000 principal amount is convertible into 41.58 shares of CD common stock during 2003 if the average price of CD common stock exceeds \$28.59 during the stipulated measurement periods. The average price of CD common stock at which the debentures are convertible decreases annually by a stipulated percentage. Redeemable by the Company after November 27, 2004. Holders may require the Company to repurchase the debentures on November 27, 2004 and 2008. The 2003 year to date repurchases eliminated approximately 16 million shares of potential dilution.
- (E) As of September 30, 2003, represents \$213 million of realized gains resulting from fair value hedges that will be amortized by the Company to reduce future interest expense, partially offset by \$133 million of mark to market adjustments on current fair value interest rate hedges.

Table 6

CENDANT CORPORATION AND SUBSIDIARIES  
 CONSOLIDATED CONDENSED STATEMENTS OF CASH FLOWS  
 (IN MILLIONS)

THREE MONTHS ENDED NINE MONTHS ENDED SEPTEMBER 30, SEPTEMBER 30, ----- ----- ----- ----- 2003 2002 2003 2002 ----- ----- ----- ----- -----		
	---	
	OPERATING ACTIVITIES	
	Net cash provided by (used in) operating activities exclusive of management and mortgage programs \$	
	1,048 \$ 680	
	\$ 2,366 \$	
	(1,595) Net cash provided by operating activities of management and mortgage programs 13	
	367 1,059	
	1,958 ----- ----- ----- -----	
	---	
	NET CASH PROVIDED BY OPERATING ACTIVITIES	
	1,061 1,047	
	3,425 363 - -----	

-----  
-----  
-----  
INVESTING  
ACTIVITIES  
Property  
and  
equipment  
additions  
(111) (96)  
(309) (235)  
Net assets  
acquired,  
net of cash  
acquired,  
and  
acquisition-  
related  
payments  
(99) (392)  
(234)  
(1,015)  
Proceeds  
from  
stockholder  
litigation  
settlement  
trust -- --  
-- 1,410  
Proceeds  
from  
disposition  
of  
business,  
net of  
transaction-  
related  
payments --  
(25) --  
1,175  
Proceeds  
received on  
asset sales  
34 6 120 9  
Other, net  
19 (9) 88  
(33) -----  
-----  
-----

-- Net cash  
provided by  
(used in)  
investing  
activities  
exclusive  
of  
management  
and  
mortgage  
programs  
(157) (516)  
(335) 1,311  
-----  
-----  
-----

-----  
Management  
and  
mortgage  
programs:  
Net  
investment  
in vehicles  
(251) (674)  
(1,821)  
(1,854) Net  
timeshare  
receivables  
and  
inventory

160 (1) 127  
(85) Net  
relocation  
receivables  
36 (25)  
(56) 40 Net  
mortgage  
servicing  
rights,  
related  
derivatives  
and  
mortgage-  
backed  
securities  
(600) (1)  
(519) (413)  
-----  
-----  
-----

(655) (701)  
(2,269)  
(2,312) ---  
-----  
-----  
-----

----- NET  
CASH USED  
IN  
INVESTING  
ACTIVITIES  
(812)  
(1,217)  
(2,604)  
(1,001) ---  
-----  
-----  
-----

-----  
FINANCING  
ACTIVITIES  
Proceeds  
from  
borrowings  
-- -- 2,588  
3 Principal  
payments on  
borrowings  
(444) (336)  
(3,215)  
(1,462)  
Issuances  
of common  
stock 121 6  
247 102  
Repurchases  
of common  
stock (249)  
(70) (710)  
(197)  
Other, net  
-- (12)  
(86) (30) -  
-----  
-----  
-----

----- Net  
cash used  
in  
financing  
activities  
exclusive  
of  
management  
and  
mortgage  
programs  
(572) (412)  
(1,176)  
(1,584) ---



-----  
 -----  
 -----  
 -----  
 Management  
 and  
 mortgage  
 programs:  
 Proceeds  
 from  
 borrowings  
 8,945 2,070  
 22,570  
 9,425  
 Principal  
 payments on  
 borrowings  
 (8,216)  
 (2,025)  
 (21,041)  
 (9,212) Net  
 change in  
 short-term  
 borrowings  
 (38) 230  
 (276) 194  
 Other (1)  
 (2) (10)  
 (8) -----  
 -----  
 -----  
 - 690 273  
 1,243 399 -  
 -----  
 -----  
 -----  
 ----- NET  
 CASH  
 PROVIDED BY  
 (USED IN)  
 FINANCING  
 ACTIVITIES  
 118 (139)  
 67 (1,185)  
 -----  
 -----  
 -----  
 -----  
 Effect of  
 changes in  
 exchange  
 rates on  
 cash and  
 cash  
 equivalents  
 10 28 (10)  
 12 Cash  
 provided by  
 discontinued  
 operations  
 -- -- -- 74  
 -----  
 -----  
 -----  
 Net  
 increase  
 (decrease)  
 in cash and  
 cash  
 equivalents  
 377 (281)  
 878 (1,737)  
 Cash and  
 cash  
 equivalents,  
 beginning  
 of period  
 627 486 126  
 1,942 -----

```

-----
-----
-----
--- CASH
AND CASH
EQUIVALENTS,
END OF
PERIOD $
1,004 $ 205
$ 1,004 $
205
=====
=====
=====
=====

```

Table 7

CENDANT CORPORATION AND SUBSIDIARIES  
 CONSOLIDATED SCHEDULES OF FREE CASH FLOWS  
 (IN MILLIONS)

Free Cash Flow is useful to management and the Company's investors in measuring the cash generated by the Company that is available to be used to repurchase stock, repay debt obligations, pay dividends and invest in future growth through new business development activities or acquisitions. Free Cash Flow should not be construed as a substitute in measuring operating results or liquidity. Such metric may not be comparable to similarly titled measures used by other companies and is not a measurement recognized under generally accepted accounting principles. A reconciliation of Free Cash Flow to the appropriate measure recognized under generally accepted accounting principles (Net Cash Provided by Operating Activities) is presented below.

```

THREE MONTHS
ENDED NINE
MONTHS ENDED
SEPTEMBER
30,
SEPTEMBER
30, -----
-----
-----
-----
2003 2002
2003 2002 --
-----
-----
-- Pretax
income $ 738
$ 379 $
1,790 $
1,234
Addback of
non-cash
depreciation
and
amortization:
Non-program
related 129
121 387 337
Pendings and
listings 5
45 12 239
Tax refunds
(payments),
net 107 (7)
58 (77)
Working
capital (A)
83 (133) 199
(431)
Capital
expenditures
(111) (96)
(309) (235)
Other 20 276

```

40 (40)  
Management  
and mortgage  
programs (B)  
48 (61) 33  
45 -----  
-----

----- FREE  
CASH FLOW  
BEFORE  
STOCKHOLDER  
LITIGATION  
PAYMENTS  
1,019 524  
2,210 1,072  
Stockholder  
litigation  
payments --  
-- --  
(1,440) ----  
-----  
-----

-----  
FREE CASH  
FLOW 1,019  
524 2,210  
(368)  
Current  
period  
acquisitions,  
net of cash  
acquired  
(36) (324)  
(80) (867)  
Payments  
related to  
prior period  
acquisitions  
(63) (68)  
(154) (148)  
Net  
repurchases  
of common  
stock (128)  
(64) (463)  
(95) Net  
proceeds  
from  
(payments  
related to)  
disposition  
of business  
-- (25) --  
1,175  
Investments  
and other 29  
12 (8) 25  
Net  
repayments  
of  
borrowings  
(444) (336)  
(627)  
(1,459) ----  
-----  
-----

-----  
- NET  
INCREASE  
(DECREASE)  
IN CASH AND  
CASH  
EQUIVALENTS  
(PER TABLE  
6) \$ 377 \$  
(281) \$ 878  
\$(1,737)  
=====  
=====

=====  
=====

-----  
(A) The nine months ended September 30, 2003 include approximately \$200 million of proceeds received from the termination of interest rate swaps on corporate debt instruments. The Company reset these hedge positions to create a desired balance between its floating rate debt and floating rate assets.

(B) Cash flows related to management and mortgage programs may fluctuate significantly from period to period due to the timing of the underlying management and mortgage program transactions (i.e., timing of mortgage loan origination versus sale). For the three months ended September 30, 2003 and 2002, the net cash flows from the activities of management and mortgage programs is reflected on Table 6 as follows: (i) net cash provided by operating activities of \$13 million and \$367 million, respectively, (ii) net cash used in investing activities of \$655 million and \$701 million, respectively, and (iii) net cash provided by financing activities of \$690 million and \$273 million, respectively. For the nine months ended September 30, 2003 and 2002, the net cash flows from the activities of management and mortgage programs is reflected on Table 6 as follows: (i) net cash provided by operating activities of \$1,059 million and \$1,958 million, respectively, (ii) net cash used in investing activities of \$2,269 million and \$2,312 million, respectively and (iii) net cash provided by financing activities of \$1,243 million and \$399 million, respectively.

RECONCILIATION OF FREE CASH FLOW TO NET CASH  
PROVIDED BY OPERATING ACTIVITIES  
(In millions)

Three  
Months  
Ended Nine  
Months  
Ended  
September  
30,  
September  
30, -----  
-----  
-----  
-- 2003  
2002 2003  
2002 -----  
-----  
----- FREE  
CASH FLOW  
(PER ABOVE)  
\$ 1,019 \$  
524 \$ 2,210  
\$ (368)  
Cash  
(inflows)  
outflows  
included in  
Free Cash  
Flow but  
not  
reflected  
in Net Cash  
Provided by  
Operating  
Activities:  
Investing  
activities  
of  
management  
and  
mortgage  
programs  
655 701  
2,269 2,312  
Financing  
activities  
of

management  
and  
mortgage  
programs  
(690) (273)  
(1,243)  
(399)  
Capital  
expenditures  
111 96 309  
235

Proceeds  
received on  
asset sales  
(34) (6)  
(120) (9)  
Reductions  
to Net Cash  
Provided by  
Operating  
Activities  
but not  
reflected  
in Free  
Cash Flow:  
Funds  
released  
from  
stockholder  
litigation  
settlement  
trust (a) -  
- - - -  
(1,410)  
Other -- 5  
-- 2 -----  
-----  
- - - - -  
----- NET

CASH  
PROVIDED BY  
OPERATING  
ACTIVITIES  
(PER TABLE  
6) \$ 1,061  
\$ 1,047 \$  
3,425 \$ 363

=====  
=====  
=====

PROJECTED  
2003 (FULL  
YEAR) -----  
-----

- FREE CASH  
FLOW \$  
2,500 Cash  
(inflows)  
outflows  
included in  
Free Cash  
Flow but  
not  
reflected  
in Net Cash  
Provided by  
Operating  
Activities:  
Investing  
and  
financing  
activities  
of  
management  
and  
mortgage  
programs  
2,250  
Capital  
expenditures

Proceeds  
 received on  
 asset sales  
 (130) -----  
 ---- NET  
 CASH  
 PROVIDED BY  
 OPERATING  
 ACTIVITIES  
 \$ 5,085  
 =====

-----  
 (a) Represents payments made by the Company to the stockholder litigation settlement trust in 2001. Such funds were then released directly from the trust in 2002 to pay off a portion of the Company's stockholder litigation settlement liability. The extinguishment of the liability was reported as a reduction to net cash provided by operating activities during 2002 but is not reflected in Free Cash Flow during 2002, as such amount did not represent payments made by the Company during 2002.

Table 8

CENDANT CORPORATION AND SUBSIDIARIES  
 ORGANIC GROWTH BY SEGMENT  
 (IN MILLIONS)

Organic growth represents the results of our reportable operating segments excluding the impact of acquisitions, dispositions and other items that would affect the comparability of the period over period results. See Table 1 for the reported results of each of our operating segments.

REVENUES  
 EBITDA  
 THIRD  
 QUARTER  
 THIRD  
 QUARTER ---  
 -----  
 -----  
 -----  
 -----  
 -----  
 ----- 2003  
 2002 %\*  
 2003 2002  
 %\* -----  
 -----  
 -----  
 -----  
 ----- Real  
 Estate  
 Services  
 (A) \$1,938  
 \$1,334 45%  
 \$ 436 \$ 60  
 629%  
 Hospitality  
 (B) 657 628  
 5% 153 167  
 (8%) Travel  
 Distribution  
 (C) 408 432  
 (6%) 126  
 129 (2%)  
 Vehicle  
 Services  
 (D) 1,082  
 1,084 --  
 143 144 --  
 Financial  
 Services  
 (E) 256 322  
 (21%) 61  
 122 (50%) -  
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Total  
Reportable  
Segments  
\$4,341  
\$3,800 14%  
\$ 919 \$ 622  
48% =====  
=====

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\* Amounts may not calculate due to rounding in millions.

- (A) Includes reductions to revenue and EBITDA growth of \$63 million and \$1 million, respectively, primarily related to the acquisition of real estate brokerage businesses during or subsequent to third quarter 2002. The 2002 amounts reflect a \$275 million provision for impairment of the Company's mortgage servicing rights asset related to reductions in interest rates and accelerations in loan repayments, as well as an update to the Company's loan prepayment model, all of which occurred during third quarter 2002. There was no impairment recorded in third quarter 2003.
- (B) Includes increases to revenue and EBITDA growth of \$4 million and \$1 million, respectively, primarily related to the acquisition of a European vacation rental company (October 2002), the acquisition of FFD Development Company, LLC (February 2003) and the consolidation of Sierra Receivables Funding Corporation (September 2003, pursuant to FASB Interpretation No. 46).
- (C) Includes a reduction to revenue growth of \$16 million and an increase to EBITDA growth of \$7 million primarily related to the acquisitions of Lodging.com (August 2002), Trip Network, Inc. (March 2003), Neat Group (May 2003) and several national distribution companies in Europe during or subsequent to third quarter 2002.
- (D) Includes reductions to revenue and EBITDA growth of \$491 million and \$45 million, respectively, primarily related to the November 2002 acquisition of certain assets of Budget Group, Inc.
- (E) Includes a reduction to revenue growth of \$114 million and an increase to EBITDA growth of \$1 million primarily related to the consolidation of Trilegiant Corporation (July 2003, pursuant to FASB Interpretation No. 46).