



Opening in a new country

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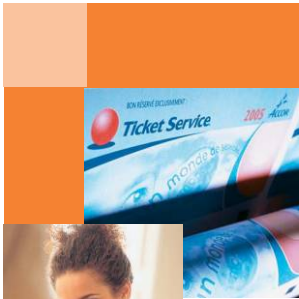
Deputy Chief Operating Officer

ACCOR  **SERVICES**



Country opening

Phase 1: choosing the country



- 📍 A long term screening and market study process

Macroeconomic indicators

Estimating the target population
(GDP, Growth, % services, etc.)

Tax system

Payroll taxes
- Employer
- Employee

Corporate income tax

Income tax

Market studies

Meals
Food
Childcare
Transport
etc.



Country opening

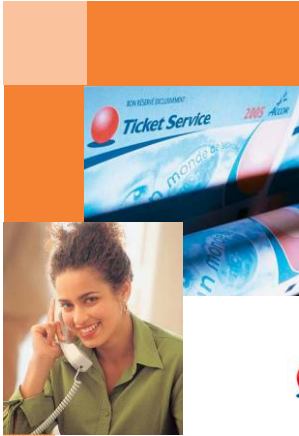
Phase 2: Discussions with all players



- Meeting with key partners:
 - Government officials and tax authorities
 - Labor unions and employer organizations
 - Small and large companies
 - Future affiliates (retailers, restaurants, etc.)
- Providing expertise:
 - International organizations (ILO, World Bank)
 - Macroeconomic impact study
- Laying the grounds for legislators



Ticket Restaurant (France): Financial benefits (employer, employee)



- Reduction in employer costs
- Increase in employee purchasing power



Increase in purchasing power	
w.vouchers	w/o vouchers

Company contribution	1 000	1 000
Employer payroll taxes (50%)	0	500
Cost for the employer	1 000	1 500

1 000	1 000
0	500
1 000	1 500

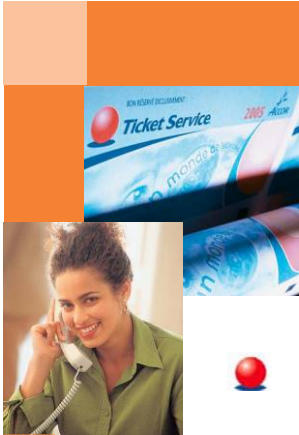
A 33% gain for the employer

Amount subject to taxes (20%)	0	200
Income tax (10% marginal rate)	0	100
Benefit for the employee (after taxes)	1 000	700

0	200
0	100
1 000	700

A 43% gain for the employee

Ticket Restaurant (France): Benefits for the government



- Tax exemptions offset by new revenue
- Creates jobs, with no additional cost for the government



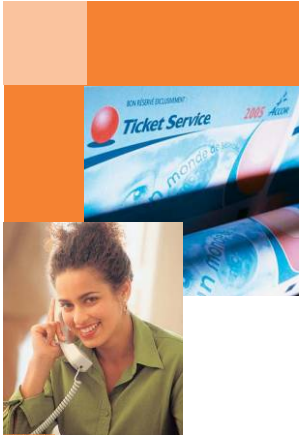
Cost of payroll and other tax exemptions (1,387)

Income tax	(162)
Payroll taxes	(1 172)
Other employee tax	(53)

Payroll and other tax revenues 1 377

	VAT	475
Increase in consumption	Corporate income tax	54
	Income tax	64
Job creation	Payroll taxes	695
	Other employee taxes	89

Ticket Restaurant (France): Benefits for restaurants



- Increased revenue
- Loyal customers
- Secure payment



% of meals paid for with vouchers

15.14%

or 536 million meals

Jobs directly linked to meal vouchers

55,000

Source: Ernst & Young restaurant voucher impact study