



**ACCOR**  
**Services**

**Paris, 5th February 2004**



# *Well-being and Performance*

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About us

Our Results

Key drivers for growth

Examples of Accor Services offers

## About us





## World leader In « Vouchers Solutions »

- Strategic positioning in the HR Services market
  - Proven expertise through the Ticket Restaurant®
  - Dynamism supported by technological innovations
  - Resilient to a poor economic environment
  - Potential for growth virtually unlimited
-

- **34 countries**
- **14 million users**
- **300 000 clients**
- **765 000 affiliates**





- Supporting the Social and Economical efficiency of organizations looking to:
    - ▶ **Project an employee-friendly image**
    - ▶ **Increase their productivity**
  
  - Helping governments and public institutions to manage their social service benefits
- ... by designing, developing and managing integrated solutions that are practical, flexible and innovative

# Three product families

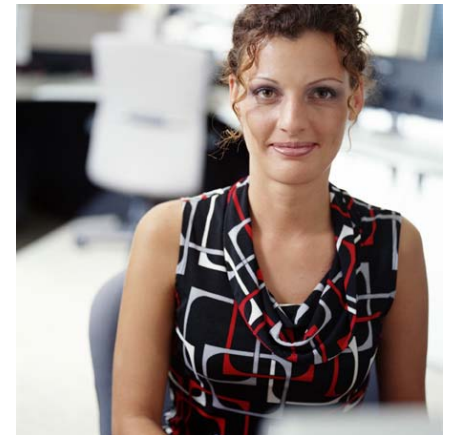
Accor Services has developed an extensive range of products to help companies improving their performance while fostering the well-being of their employees.

Our offer is organized around three key dimensions of human resources:

 Meeting Life Essentials

 Enhancing Well-being

 Improving Performance



Covering the basic needs of employees and citizens.

Enabling businesses and public institutions to meet their social responsibility.

- Employee benefits for day-to-day expenses
- Professional expense management
- Compliance with health, safety and labour legislation
- Facility Management
- Social programs management for public institutions and governments



 **Ticket Restaurant.**  
ACCOR services

 **Clean Way.**  
ACCOR services

 **Eyecare Vouchers.**  
ACCOR services

 **Accueil Partenaires.**  
ACCOR services

 **Ticket Service.**  
ACCOR services

Contribute to employees' stability by enabling them to balance their professional and private lives and increase company productivity.

- **Family support:** solutions for childcare or dependant care (childcare vouchers, helplines).
- « **Practical Support** » : services and information available by telephone, Internet or through a corporate concierge.
- **Psychological support** : practical information and psychological support.



 **Childcare Vouchers.**  
ACCOR services

 **Work|Life Benefits.**  
ACCOR services

 **Bien-Être à la Carte.**  
ACCOR services

 **Ticket Emploi Domicile.**  
ACCOR services

 **EAR.**  
ACCOR services

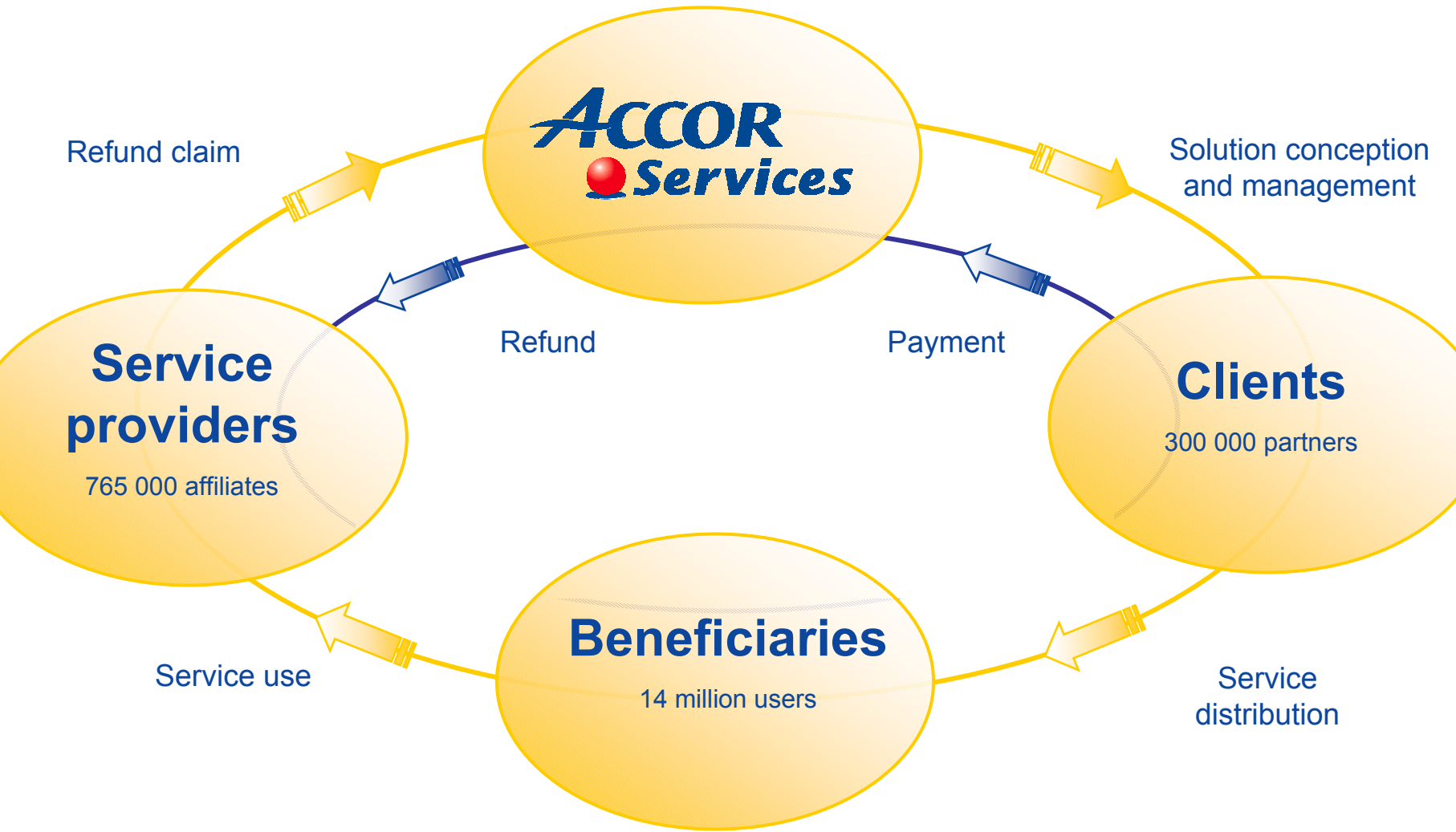
 **Davidson Trahaire.**  
ACCOR services

Motivate and create loyalty for employees, distribution networks and clients, to enhance business organization objectives.

- **Relationship marketing:** loyalty and motivation consulting and operations, distribution of Awards and event communication.
- **Payroll savings:** a product that facilitates access to employee savings plans in small and mid-sized businesses.
- **Continuing education :** consulting, organisation and management of training programs.



# The voucher solution in operation



- **Ensure a win-win situation for every-one involved.**

- ▶ **The client: in search of efficiency**

- Organizations earn productivity
- Benefiting in many cases from tax and social charges exemptions
- Public institutions grant social subsidies with greater ease and better control on funds

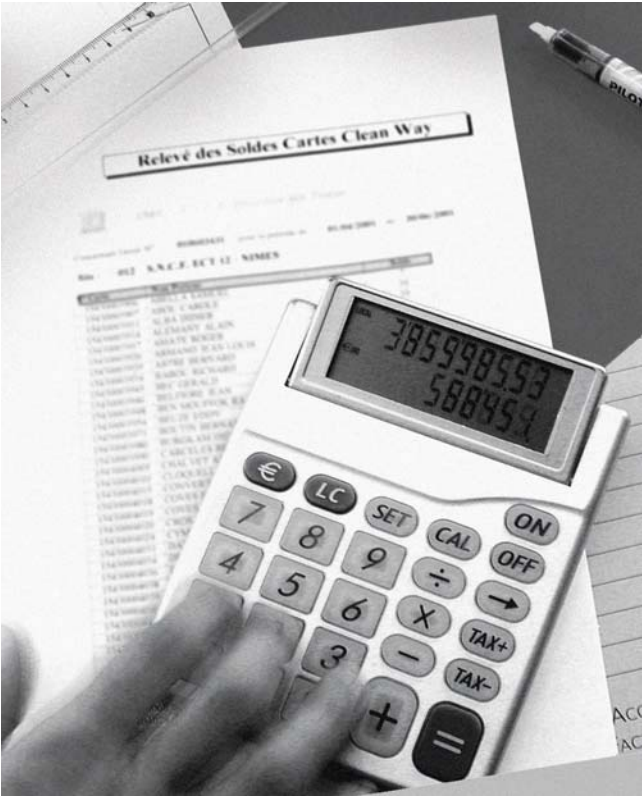
- ▶ **Employees and citizens: enhance performance**

- They enjoy greater purchasing power
- They have access to preferential offers
- They improve their quality of life

- ▶ **Affiliated service providers: sharing benefits**

- They increase sales avoiding risky payments
- They develop clients loyalty

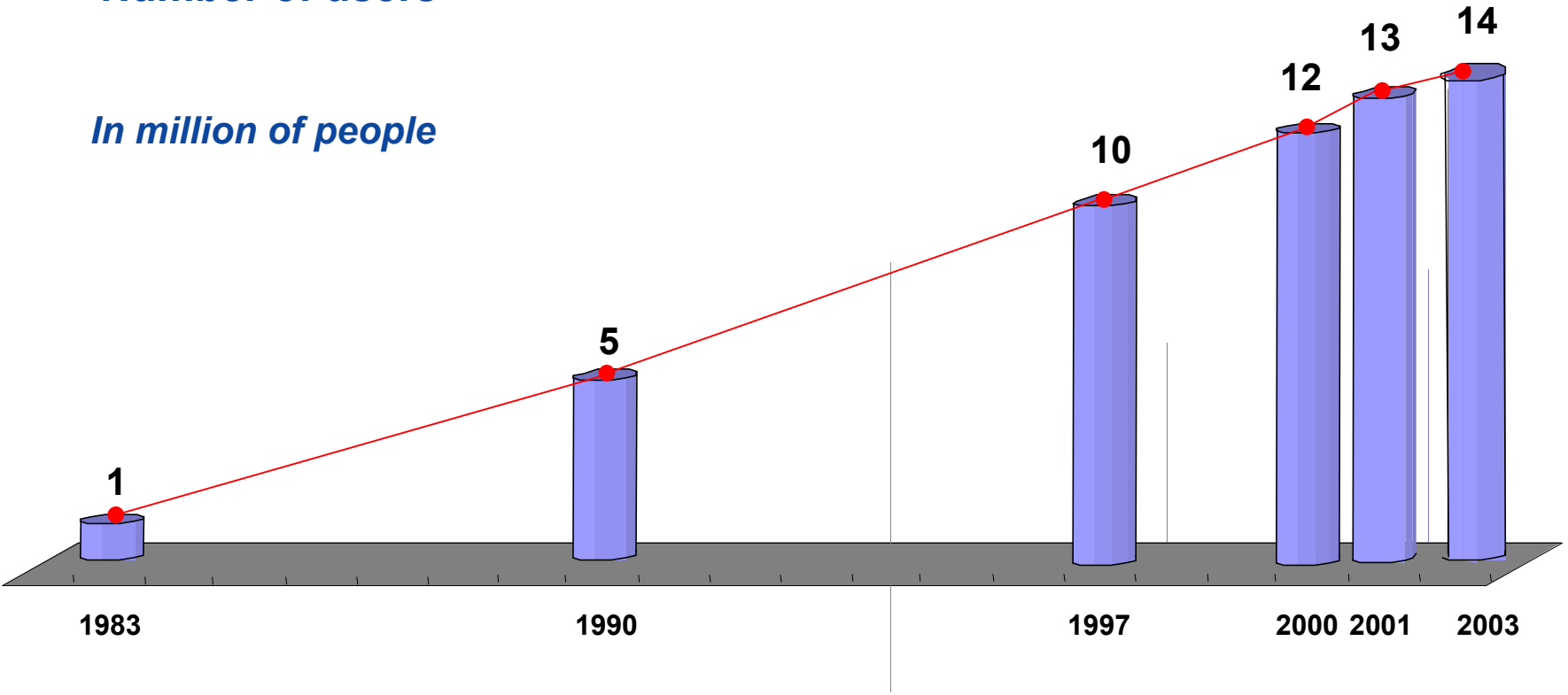
## Our Results



# A history of sustained growth (1)

■ Number of users

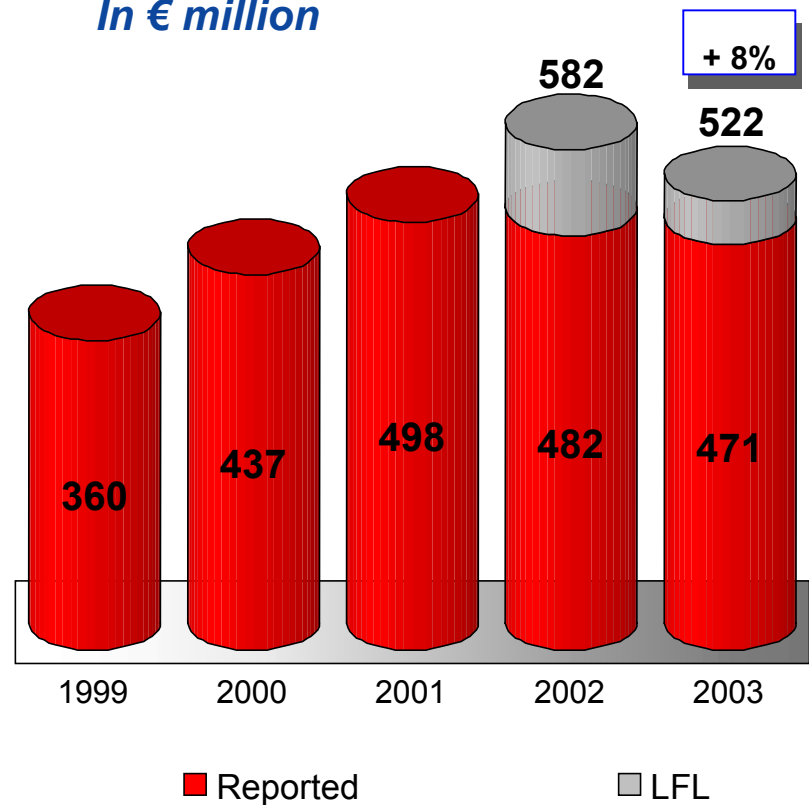
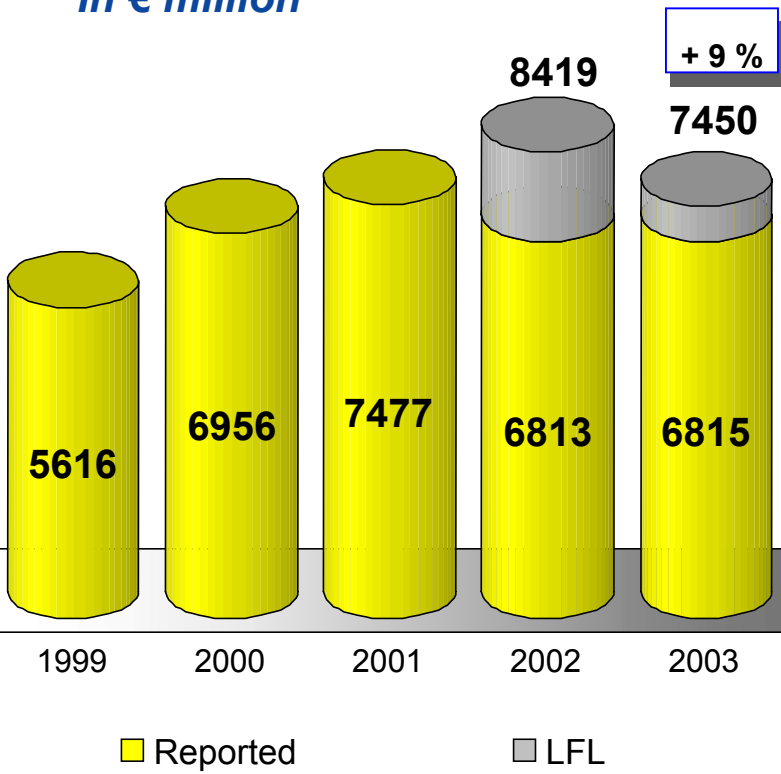
*In million of people*



# A history of sustained growth (2)

■ Issue Volume  
In € million

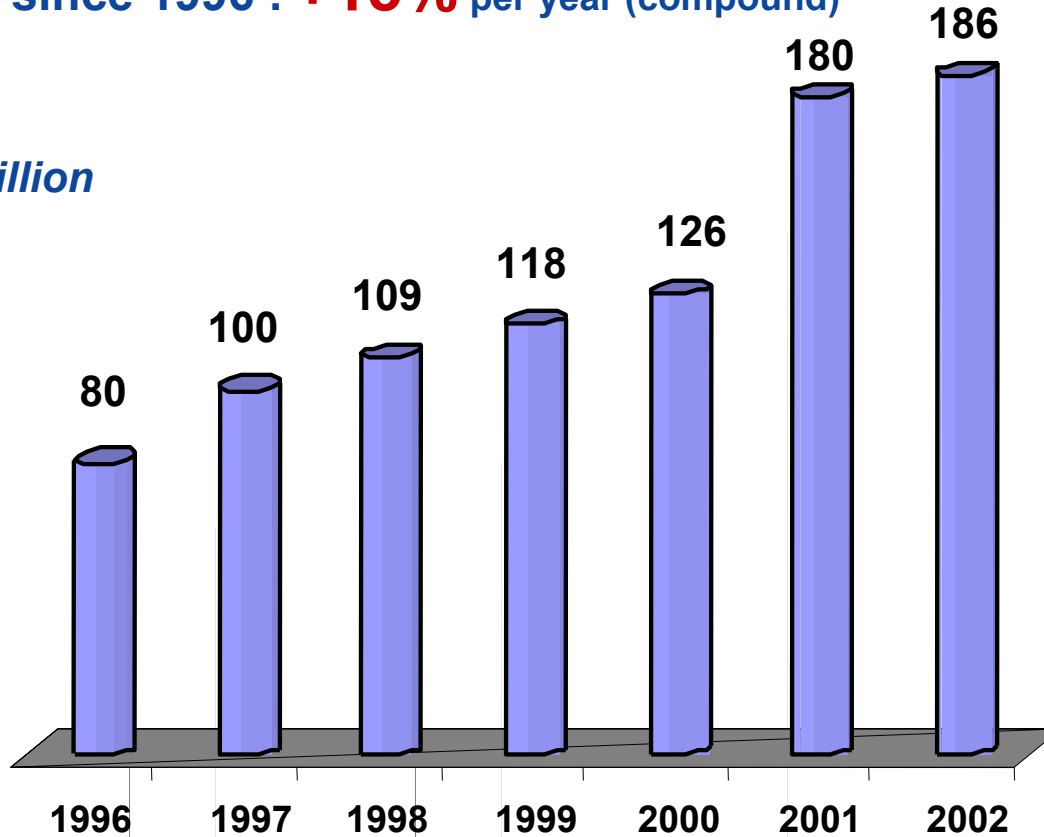
■ Revenues  
In € million



# A history of sustained growth (3)

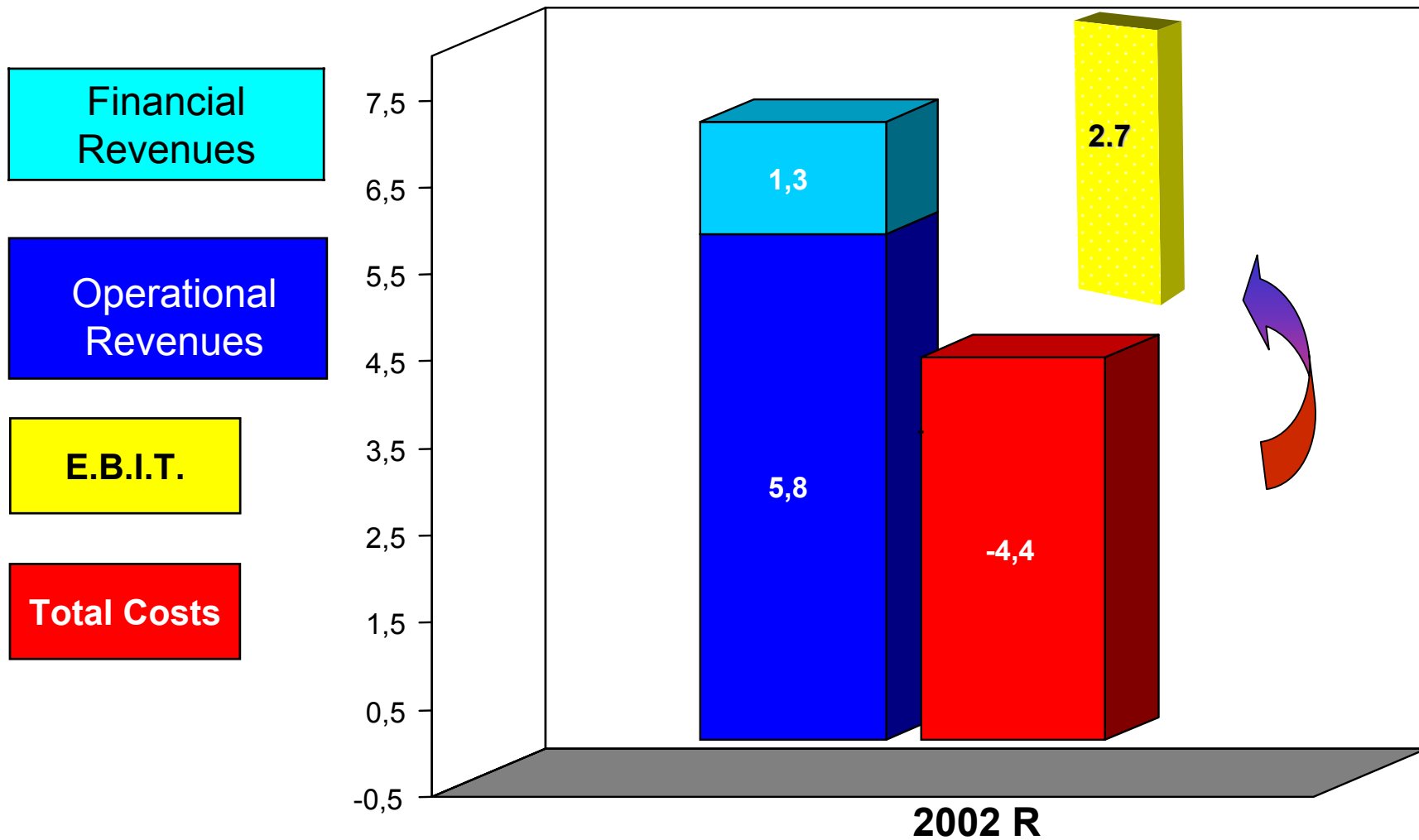
- P.B.T. since 1996 : **+15%** per year (compound)

*In € million*



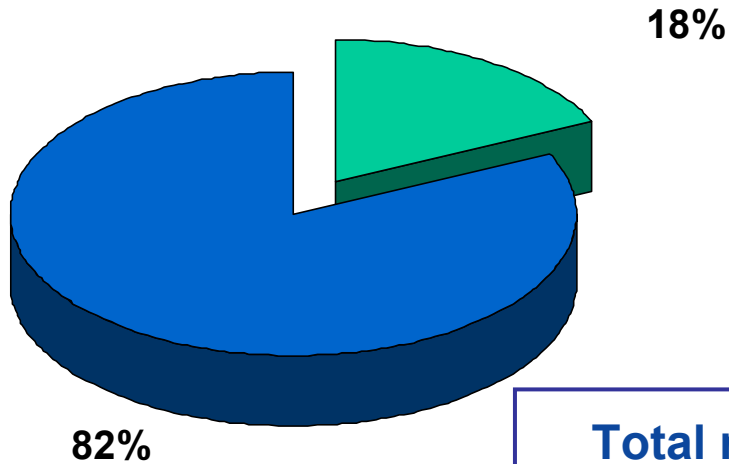
➔ **26% of Accor profits in 2002 (pre tax)**

# Revenues and margins: % of I.Volume

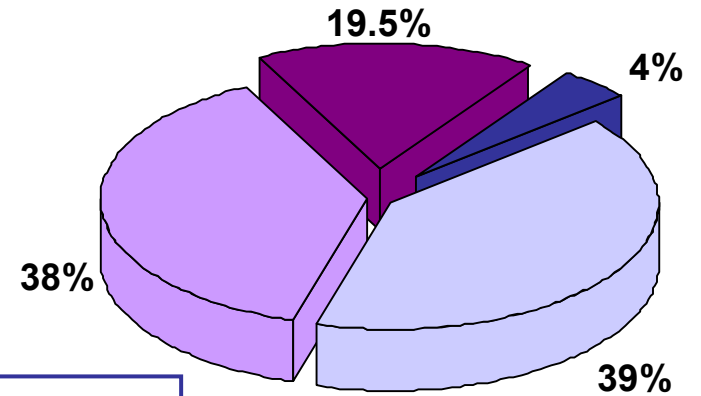


# A diversified, global offer

Revenues by family product







Revenues by geographic area



Total revenues in 2003 = 471 € millions

-  Luncheon Vouchers
-  New products

-  Americas (included Brazil)
-  Europe (France excepted)
-  France
-  Asia, Pacific, others

## Key Drivers for Growth





- **Geographic expansion**  
34 countries worldwide, today  
15 countries under study
- **Product/offer diversification**  
Adapted to Human Resources trends
- **Increasing use of new technologies**

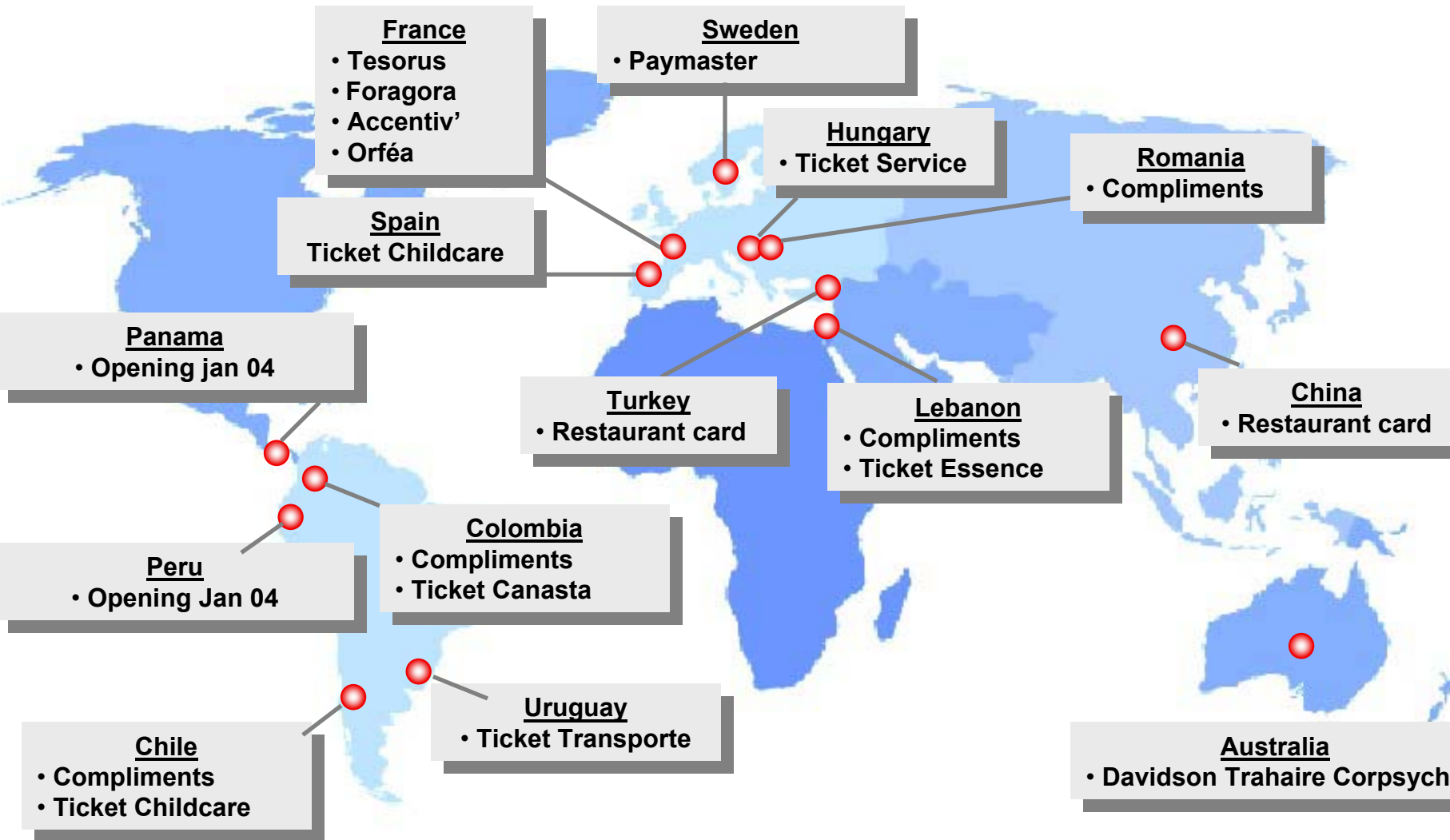
- A market leadership for Vouchers Solutions in most countries
- A worldwide presence supported by the Accor Group: a reference, a guarantee, with a growing number of business synergies with the hotels
- A capital of 14 million users and 300 000 clients with whom we are developing partnerships
- A recognised expertise in sales and marketing
- An efficient know-how in lobbying



- **The new expectations of employees** (*European study Hewitt – AS / 2002*)
  - ▶ **The new HR Managers' key objectives** today by order of importance:
    1. Establish the company as an attractive choice for job seekers
    2. Reduce the staff turnover
    3. Improve workers' balance between their professional and personal lives
  
  - ▶ **The employees main objectives :**
    1. Strike a balance between professional and private lives
    2. Earn a higher salary
    3. Work under less pressure and stress

- **New trends are emerging :**
  - ▶ Worklife balance : counselling, information platforms, practical services, coaching...
  - ▶ Employee retention thanks to new compensation schemes
  - ▶ Outsourcing of HR-related functions : training, professional expense management, meeting compliance standards
  - ▶ Coping with seniority breakdown : retirement, saving programs...
  
- **Traditional markets are opening to new categories of users:**
  - ▶ Workers for government & institutions
  - ▶ Public sector in France, Belgium, Italy, Brazil, ...

# Developments in 2002-2003, some examples





- Development of card technology (magnetic and smart cards)
- Use of Internet supports : on-line sales, ordering, follow-up, ... with dedicated portals
- Call centers, V.R.S. (voice recognition services) to facilitate access to information
- Implementation of shared back office

## Examples of Accor Services offers





- **Clean Way** : To adapt and match the HR offers meeting their expectations for a better work organisation
  - ▶ **Objective**                      **Facilitate and reduce the handling of employee business expenses (uniforms).**
  - ▶ **What?**                              **Cleaning of uniforms. Employees can manage effectively this service without cashing out.**
  - ▶ **How?**                                **Through a smart card accepted in a network of affiliated dry cleaners'.**



- **Bien-Etre à la Carte** : To adapt and match the HR offers meeting their expectations for a better work organisation
  - ▶ **Objectives**                      **Contribute to employees' stability by enabling them to balance their professional and private lives and increase employers' productivity.**
  - ▶ **What?**                                **Programs of services that provide solutions to employees' problems, offer legal and administrative counselling, and assist in finding day-to-day services...**
  - ▶ **How?**                                 **Supported by call centers, Internet or eventually a corporate concierge.**



- **Foragora** : To meet business development objectives by improving employees' skills through continuing education
  - ▶ **Objective**                      **Optimize the companies training expenses by improving their management processes and helping companies to match requirements and suppliers offers**
  
  - ▶ **What?**                              **Three areas of services:**
    - » **Foragora Conseil: organisation and financing for training programs**
    - » **Foragora Online: access to the most comprehensive training database and market offers**
    - » **Foragora Outsourcing: remote management and control of training processes**
  
  - ▶ **How?**                                **Through an efficient team of consultants with a unique methodology and know-how**



■ **Accentiv'** : Marketing agency and operator for relationship issues

- ▶ **Objective**                      **Motivating and creating loyalty for employees, distribution network and clients, to meet company development and profit-earning objectives.**
  
- ▶ **What?**                              **Creating and distributing rewards (gifts or gift vouchers), incentive travels, organising contests...**
  
- ▶ **A unique and international gift voucher brand in 20 countries**
  - » **More than 200 € million of I.V.**
  - » **1,5 million users**
  - » **15 000 clients**
  - » **100 000 affiliates**



## ■ Compliments, a range of three gift vouchers



Hotels



Travel



Universal

# Well-being and Performance

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Key drivers for growth :  
Geographic expansion + Range of  
products + Technologies



They increase and guarantee the  
development



The « Services »,  
Accor's 2<sup>nd</sup> core business



# Accor's second core business