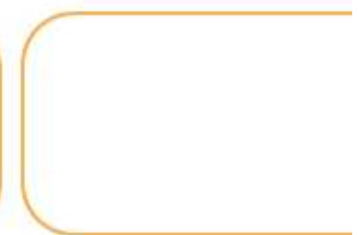
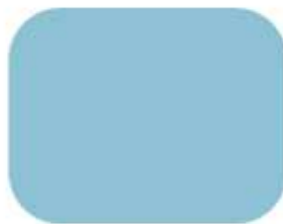


Motivano Presentation



MOTIVANO



- What is Motivano?
- Understanding the business model
- What does Motivano bring to Accor Services in the UK?
- Motivano's potential market in Europe

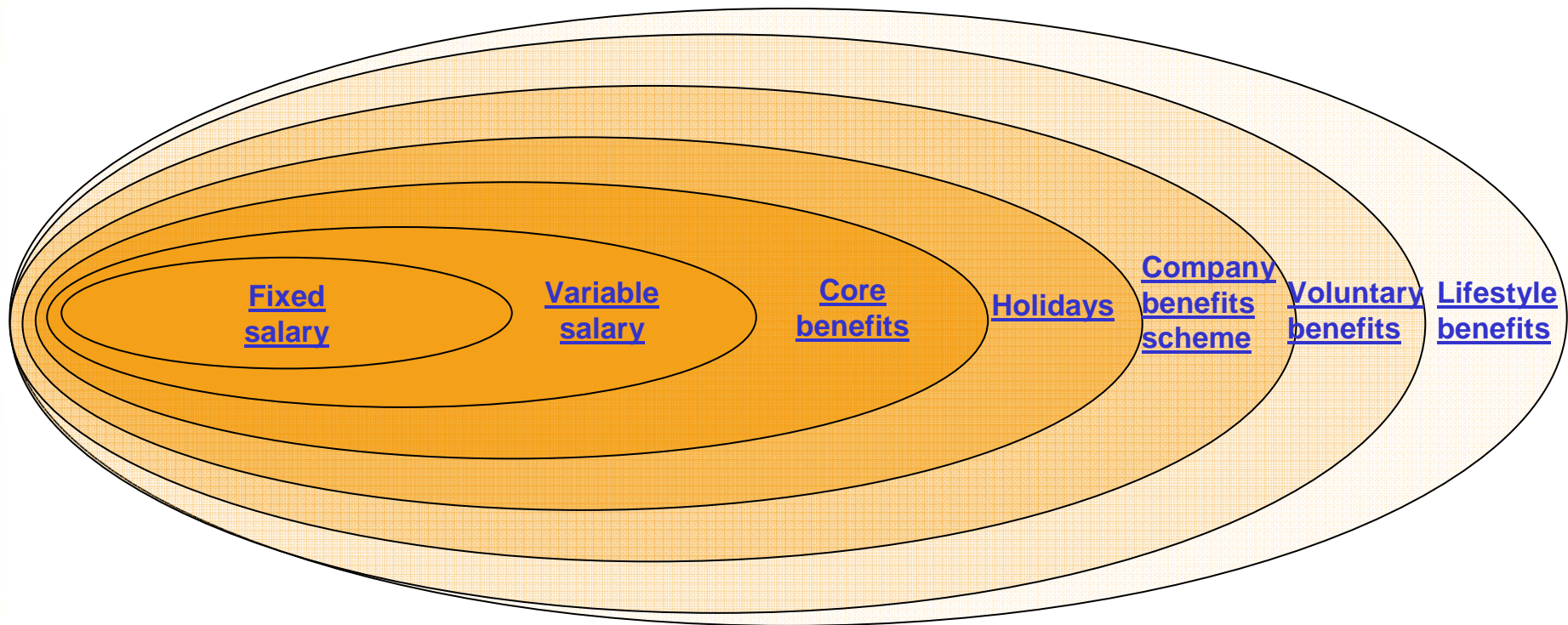


WINNER

What is Motivano?

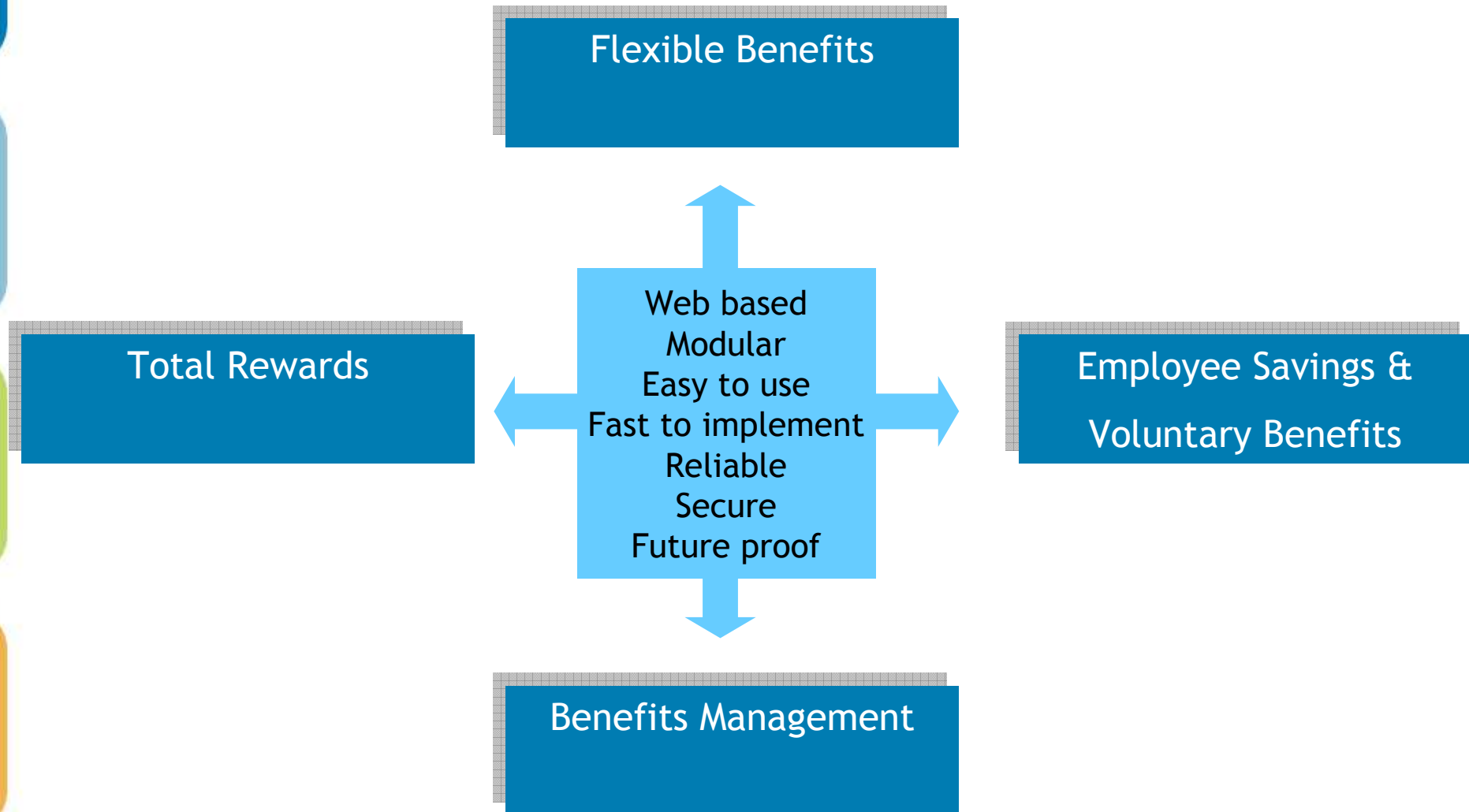


The UK is the most flexible and innovative environment for employee benefits...



... combining funding from employers and employees with a variety of tax treatments

Motivano provides a platform that enables clients to deliver effective reward solutions in four main areas



Employee Savings and Voluntary Benefits



motivano
inspiring people

Example

Value proposition:

- Increase employees' purchasing power
- Enhance employers profile and reinforce reward brand and strategy

Motivano's Offer:

- 160 suppliers offering discounts fully passed on to employees

Business Model:

- Monthly fee per employee

Sainsbury's
Try something new today


HOME | YOU CHOOSE | SSA OFFERS

Welcome Admin User | 17 September 2007 | My Details | Feedback | Sign Out

Welcome to your 'You Choose' website

Dear colleague

One of our Famous Five messages is 'Great place to work', and there are lots of things that make our business great. We already have some fantastic benefits that we all enjoy in addition to base pay. These include our pension plans, and of course colleague discount so we can buy our great products at an even better price.



But that isn't where it stops. We have been working really hard to improve the 'You Choose' benefits offer and have been able to add a great range of new offers, in addition to those we already enjoy. New offers include up to 80% off gym membership, as well as discounts and offers on different kinds of products and services - from home and garden to insurance and finance.





It's really simple for us all to take up any of the offers, by picking up the phone, or accessing here, online.

And don't forget, for those of us who are members of the Sainsbury's Social Association (SSA), we can enjoy even more special offers with great rates at theme parks, shows, exhibitions and hotels.

So why not browse through our offers and find out what you can try through 'You Choose'.

I hope you enjoy as many of them as possible.

Imelda
HR Director

 Healthforce Save up to 60% - Health-Force is a company dedicated to bringing you more affordable gym membership.	 Sainsbury's Finance Sainsbury's Finance offers colleagues a range of products including, loans, credit cards, insurances and savings accounts.
 Hewlett Packard Discount from HP - The HP EPP store offers Sainsbury's colleagues an exclusive benefit program allowing you up to 25% discount.	 Thomas Cook Holidays Discounted Holidays - Save up to 7% guaranteed all year round on 1,000's of holidays, charter flights, UK breaks and even late deals.

Privacy Policy | Terms and Conditions | Help

Competitive landscape

Two main actors

- HR Consultants (Hewitt, Mercer, Towers Perrin, PWC, Watson Wyatt...)
 - Concentrated on large companies over 5,000 employees
- Specialized providers (Motivano, You@work, Bringme, ...)
 - Good technology (web based), sell directly or through Independent Financial Advisors

Motivano clients include both Fortune 500 companies as well as small and medium sized businesses



What is the MOTIVANO business model?



Motivano business model is based on a high proportion of recurring revenues

- | | |
|--------------------------------------------------------------------------|-----|
| • Set-up and Consulting Fees | 10% |
| • Per employee per month (PEPM)
(pricing starts at £20/employee/year) | 90% |

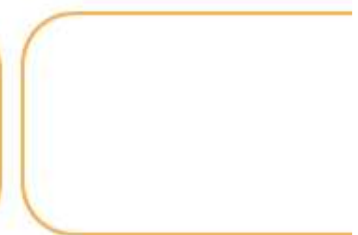
- Low attrition business

Benefits are difficult to downgrade
High switching costs

- Significant opportunities for up-selling

Employee Savings => Total Reward => Flexible Benefits

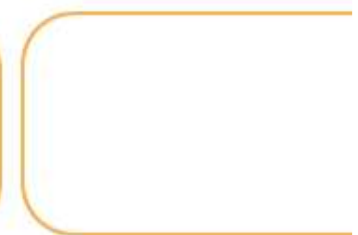
What does Motivano bring to Accor Services UK ?



Motivano complements Accor Services' know-how and technology and brings new revenue opportunities for Accor Services in the UK

- **Technology essential in the move towards flexibility**
- **Flexible Benefits: A new market segment, strong growth**
In companies over 250 employees penetration currently at 10% -
estimated potential penetration 70%
- **Solution provider = segment specific solutions**
New audience: HR Directors and CEOs (as opposed to HR Managers)
- **Enhances Accor Services' understanding of the benefits marketplace**
- **Leverage possibilities between employee savings and our network of gift card and gift voucher retailers and cross selling opportunities with other Accor Services products (childcare vouchers...)**

Can this be leveraged outside the UK?



MOTIVANO - a range of services in a growing market that can be rolled out according to local conditions



Focus on three core modules

Employee Savings

Total Rewards

Flexible Benefits

- Completely independent of local tax legislation
- Potential in all Accor Services countries

- Partially Tax dependent
- Four countries identified