



— ACCOR FOR SUSTAINABILITY



Before we begin, here is our

TASK AT HAND

Problem Statement 1

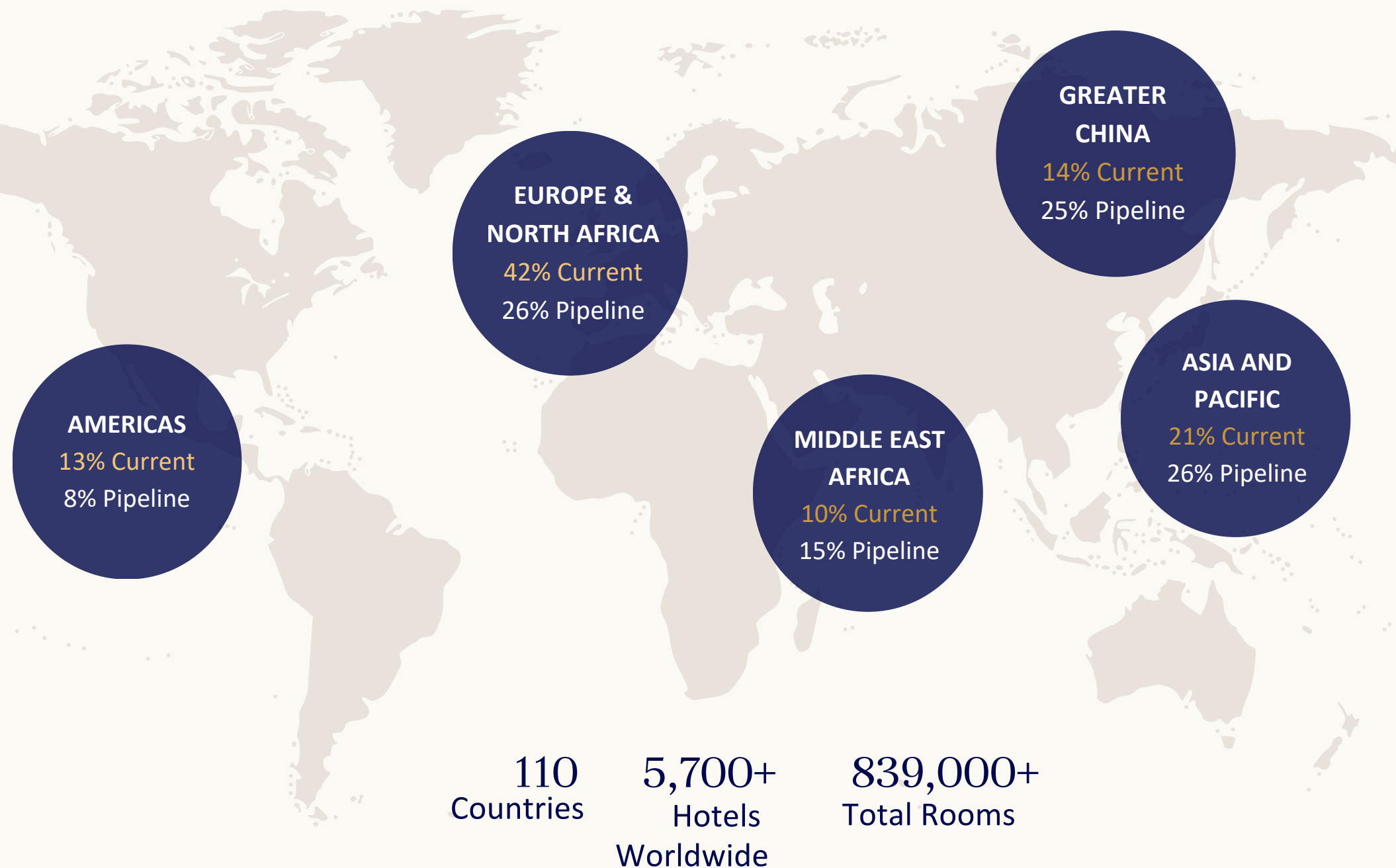
Is there a place for Accor in the **eco-tourism market** to become a **true leader** in sustainable tourism?

Problem Statement 2

How can Accor turn **sustainability** into a **business dimension**?

BIRD'S EYE TO ACCOR

WE ARE AROUND THE WORLD



46 BRANDS ACROSS 2 DIVISIONS

PREMIUM, MIDSACLE, ECONOMY

Covering 91% of Accor's total brand portfolio



LUXURY, LIFESTYLE

Covering 9% of Accor's total brand portfolio



BIRD'S EYE TO ACCOR

2 OPERATIONAL MODELS

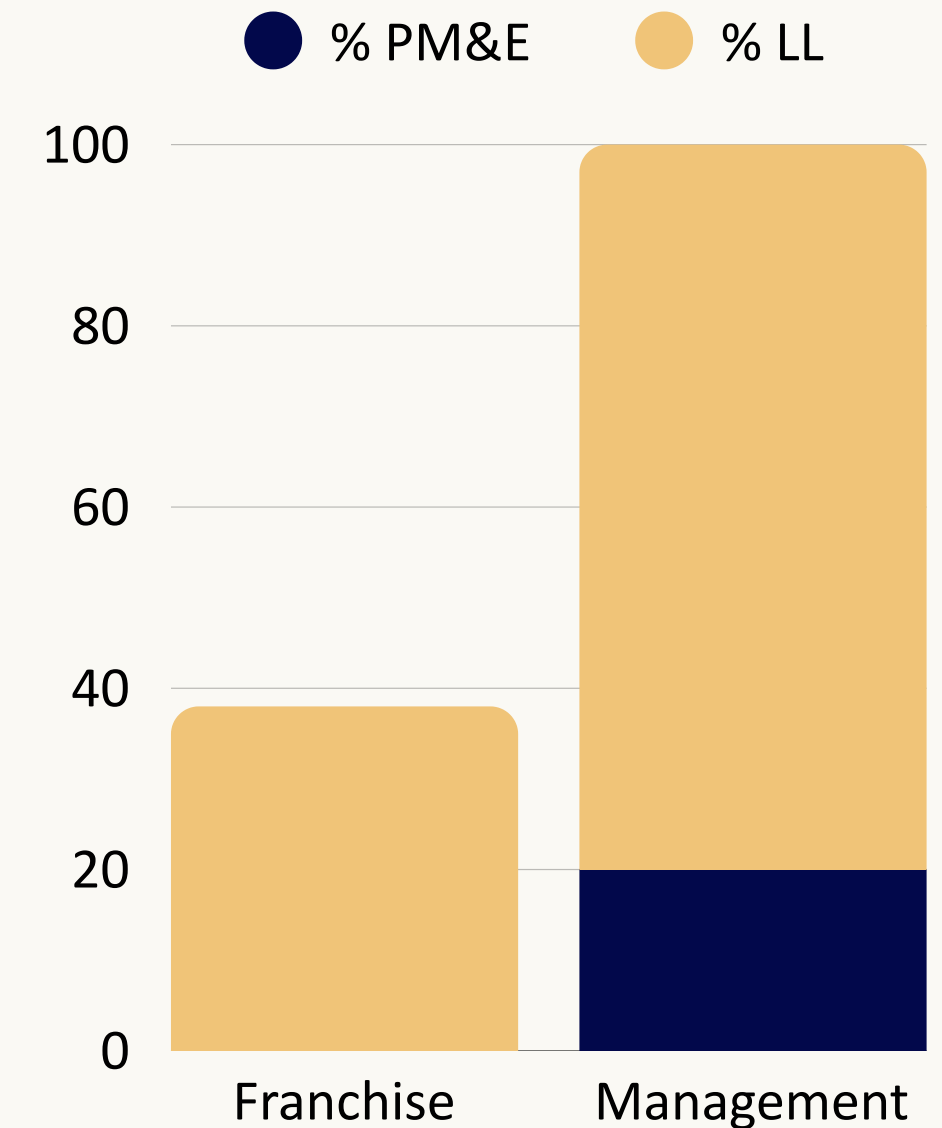
FRANCHISE CONTRACT

- Top-line revenue sharing
- Branding and trademark sharing
- 62% PM&E work under this agreement

MANAGEMENT CONTRACT

- Top-line and bottom line revenue sharing
- Operational expertise sharing
- 80% L&L are under this contract

CONTRACT MODEL SEGMENTATION BY DIVISIONS



ACCOR'S PERFORMANCE ACROSS SEGMENTS

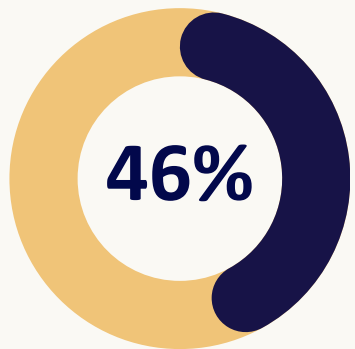
In € millions	H1 2023	H1 2024	Change (as reported)
Management & Franchise	403	431	+7%
Services To Owners	521	538	+3%
Hotel Assets & Other	494	505	+2%
Premium, Mid. & Eco.	1 418	1 473	+4%
Management & Franchise	210	242	+15%
Services To Owners	655	716	+9%
Hotel Assets & Other	155	285	+84%
Luxury & Lifestyle	1 020	1 243	+22%
Intercos	(37)	(39)	N/A
TOTAL	2 402	2 677	+11%

ACCOR'S EFFECTIVE GREEN STRATEGY

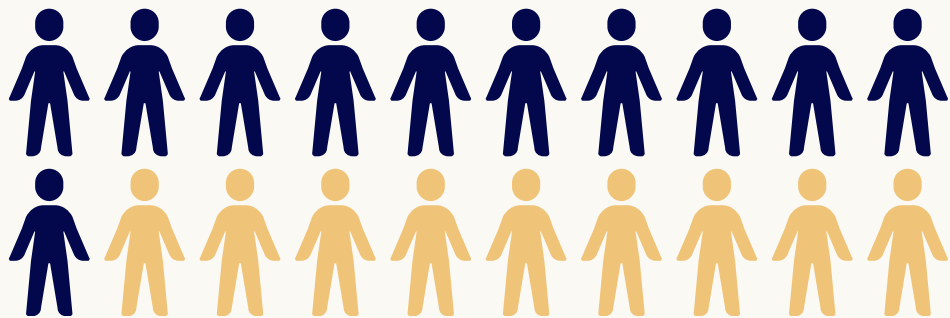


HOSPITALITY INDUSTRY & THE GREEN ECONOMY

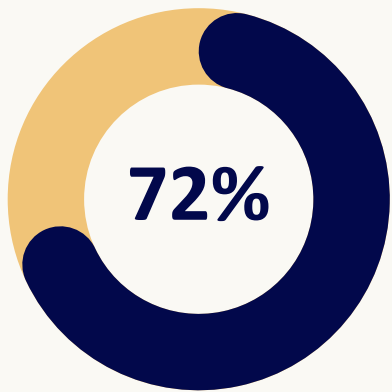
INDUSTRY INSIGHTS



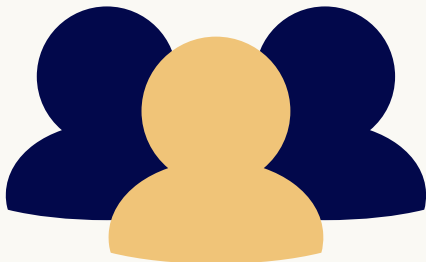
Guests who are willing to pay **10%** extra for sustainable stays



45% of consumers familiar with the term greenwashing and **54%** would cease purchases from a company found indulging in the same



Incumbents witnessed via eco-conscious loyalty programmes



Cost Optimisation- a top priority for hotel owners



Eco-tourism market (2022-2028)

EXPERT INSIGHTS

INTERNAL & EXTERNAL STAKEHOLDERS

“Smaller initiatives over time play a bigger role in the future”

The term “Eco-Toursim” has been terribly abused by the mainstream sector

“Ecotourism promotes env. awareness but involves high carbon costs”

“If we manage to make sustainability our signature, we can develop a competitive advantage”
-VP Procurement Sustainability, Strategy & Communication

“For sustainable finance to succeed, it must be operationally relevant, aligning with the needs of diverse stakeholders like mandate managers and franchise owners”

Can **Accor** ethically and effectively leverage **sustainability** and **eco-tourism** to establish itself as the **global leader** in the **hospitality industry**?

ACCOR'S PATH TO ECO-TOURISM & SUSTAINABILITY

HOTEL OWNERS



Increase roster of **hotel owners** with:



**Green Finance
Programme**

REVENUE GENERATION

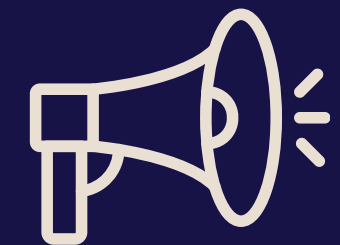


Revenue generation
through:



**Green Credit
Programme**

BRANDING



Branding and
awareness through:



- National Park Partnerships
- Rewilding



HOTEL OWNERS



GREEN FINANCE PLATFORM

A ONE-STOP DIGITAL SOLUTION FOR GREEN FINANCE.

Empower hotel owners with global access to green funding.

GREEN FINANCE PLATFORM

“Empowering hotels to build a sustainable future – from ground-breaking developments to operational excellence.”

THE VISION	THE CONCEPT	THE STEPS
• Empower sustainable hospitality • Drive collective impact • Pioneer industry change • Accelerate carbon neutrality	• A Centralized digital platform • Diverse funding options • Streamlined loan application process • Inclusive access to both large and small, existing & new hotel owners	• Register and submit project proposals. • Project evaluation based on impact, feasibility & alignment • Funding approval and tailored loans • Progress tracking & environmental impact

FOR FURTHER
VALUE
CREATION >>>

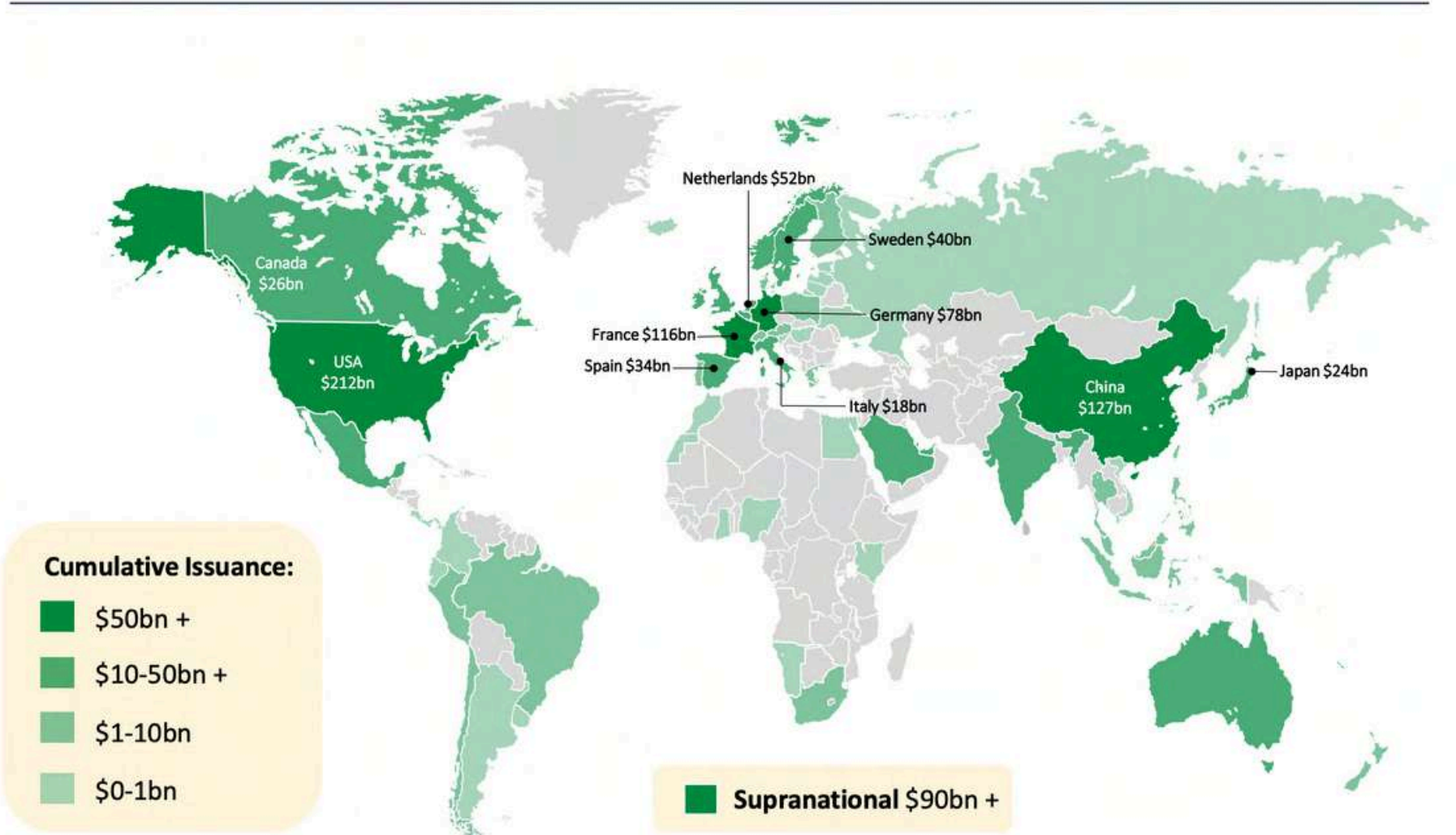
- *Generate recurring revenue through integrated software solutions*
- *Mandate the use of GAIA Platform & other tools*
- *Ensuring operational compliance and measurable impact*



GREEN FINANCING: AN OVERVIEW

MAPPING GLOBAL GREEN FINANCING EFFORTS

The \$1 Trillion Green Bond World



NATURE OF DEBTS WITHIN THE GREEN FINANCE WORLD

Activity-Based
Debt

Behaviour-Based
Debt

Transition
Debt

KEY FOCUS AREAS:

GREEN LOANS

- Made by a commercial lender to a borrower
- Pre-determined environmental objective
- Typically smaller and more private than green bond.

GREEN BONDS

- Issued by governments, banks & energy companies
- Clear environmental benefits
- An audit mechanism to ensure compliance

SUSTAINABILITY-LINKED BONDS & LOANS

- Pledge to meet pre-specified and sustainability targets
- Targets directly linked to the interest paid

SOCIAL BONDS AND LOANS

- Accounting factors from the wider spectrum of ESG
- Merging social aspects & financial decisions
- Significantly less developed than green finance



ENHANCED PROFITABILITY

- Expanded profit margins through utility savings.
- Increased revenues by meeting consumer demand for sustainable and differentiated products.

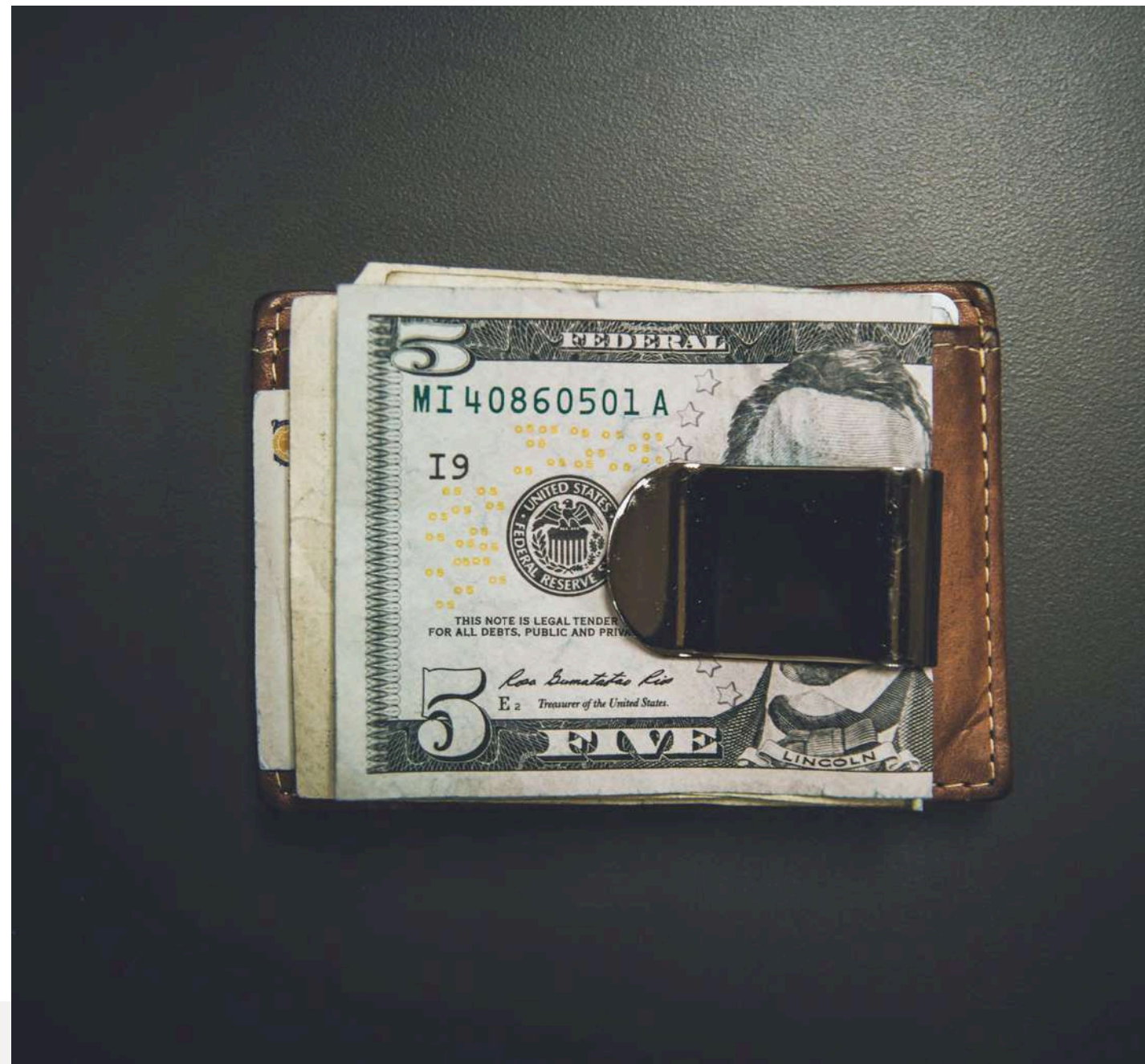


FUTURE-PROOF INVESTMENT

- Ensure the long-term supply and security of energy through sustainable sourcing.
- Integrate resilience and sustainability into business operations.

VALUE PROPOSITIONS

for green finance



RISK MITIGATION

- Reduce reputational risk by aligning with global sustainability expectations.
- Safeguard against regulatory risk by complying with evolving environmental laws



INCENTIVES & RECOGNITION

- Benefit from government incentives like tax credits and subsidies for green projects.
- Increase value and validation through certifications such as LEED or BREEAM, enhancing stakeholder trust.

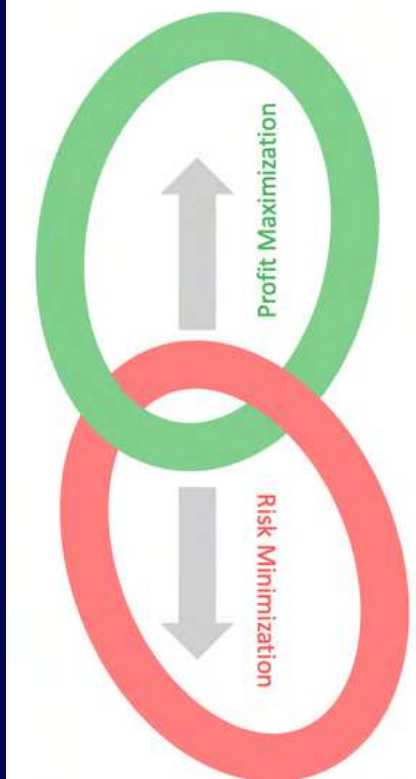
KEY PROPOSITIONS FOR HOTEL OWNERS



ADVANTAGES OF INTEGRATING ENVIRONMENTAL CONCERNS

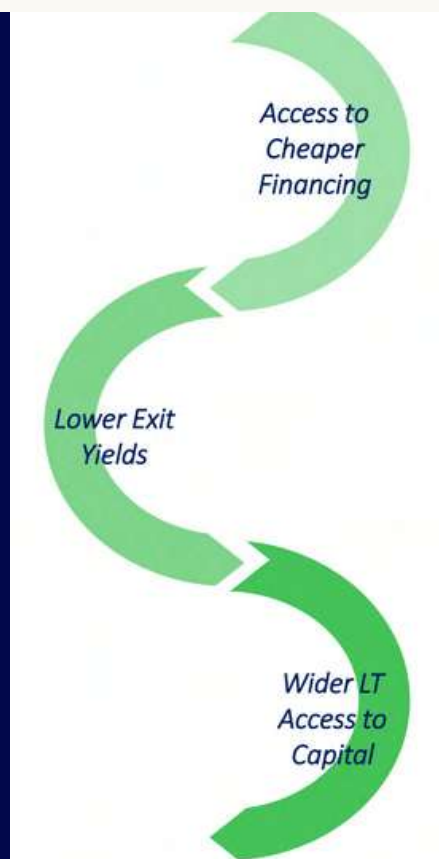
- **Lower Operating Costs-** Reduced operational expenses due to resource optimization
- **Higher Occupancy Levels-** Growing consumer preference for sustainable options increases occupancy rates
- **Increased Revenue-** Higher Average Daily Rates (ADR) and Revenue Per Available Room (RevPAR)

Profit Maximization and Risk Minimization
are Inextricably Linked:



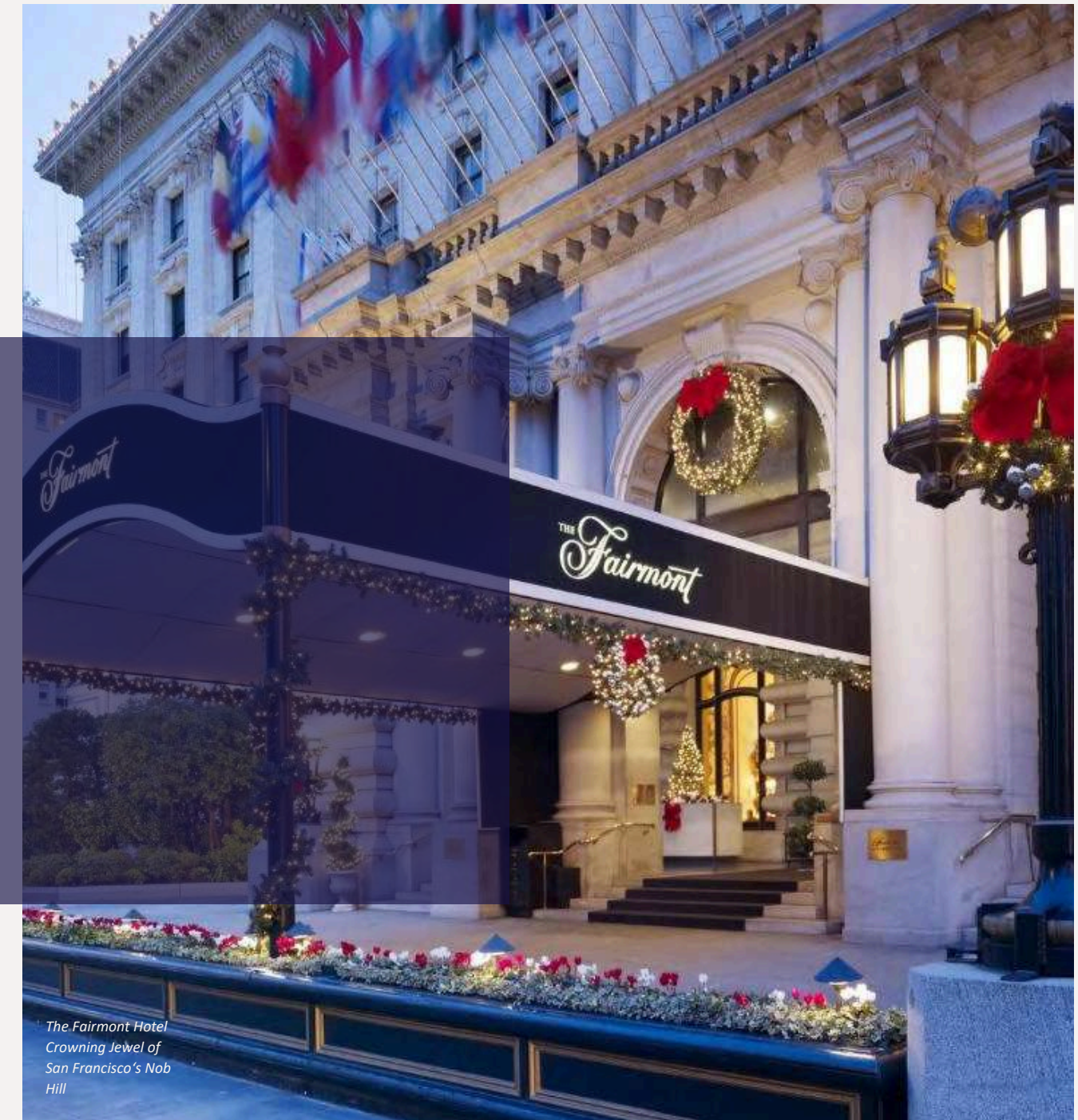
INVESTMENT APPEAL & OPPORTUNITIES

- **Attractive Investment:** higher returns, outperforming market averages.
- **Opportunities for Smaller Operators:** Smaller, more agile operators can lead the transition to sustainability, while larger operators face complexities in aligning diverse interests within their ecosystems



CAN ACCOR LEVERAGE GREEN FINANCE TO REVIVE HERITAGE PROPERTIES?

Acquiring and sustainably managing heritage properties will help limit negative environment impacts and preserve their architectural and cultural heritage for future generations.



*The Fairmont Hotel
Crowning Jewel of
San Francisco's Nob
Hill*

STRUCTURED GREEN HERITAGE BONDS



CONCEPT

Accor can structure Green Heritage Bonds as financial instruments to attract investors for heritage property restoration.

APPEAL FOR INVESTORS

- Investors earn higher returns while Contributing to Heritage Restoration.

IMPACT

- Accor functions as a mediator without deploying capital.
- Builds credibility while expanding its portfolio.

ACCOR'S ROLE

- Identify heritage properties with high restoration potential.
- Package these projects into green bond portfolios and market them to investors.
- Ensure proceeds are used exclusively for sustainable, energy-efficient restoration.

HERITAGE REVITALISATION WITH ESG FUNDS



STRATEGY

Accor can attract large-scale investors, such as **Sovereign Wealth Funds, ESG-Focused Funds, and Private Equity firms**, to invest in heritage property restoration.

ACCOR'S ROLE

- Identify properties and ensure they meet ESG criteria.
- Act as the operator post-restoration, managing properties for sustainable hospitality.
 - Provide investors with measurable sustainability metrics (carbon savings, energy efficiency).

IMPACT

- Creates a win-win: Accor grows its operational portfolio while investors achieve ESG targets.
- Revives heritage properties as economic and cultural hubs.



HERITAGE REVITALISATION WITH ESG FUNDS

HERITAGE PROPERTY OWNER'S APPEAL

Accor can present a strong value proposition by:

- **Access to Funding:** Attract global ESG investors to finance restorations
- **Sustainability Expertise:** Ensure green, energy-efficient upgrades
- **Increased Property Value:** Boost long-term profitability and market appeal
- **Flexible Revenue Models:** Offer revenue-sharing while owners retain ownership
- **Cultural Preservation:** Prioritise heritage conservation & authenticity

INVESTOR'S APPEAL

- ESG funds align with **low-carbon, cultural preservation** goals
 - **Long-term returns** through sustainable heritage tourism



REVENUE

company consultancy project



GREEN CIRCLE

A MEMBER'S ONLY GREEN CREDIT PROGRAMME FOR ACCOR LOYALISTS

Introducing a green tier within the Accor - 'Live Limitless' loyalty programme wherein members can attain internal & external rewards and benefits based on their sustainable and eco-conscious behaviours



A COMING-OF-AGE EXPERIENTIAL CLIQUE

KEY FACTORS TO CONSIDER:

Empowering Consumers to ‘Go Green’

- Rewards for Green Actions
- Badges for responsible behaviour
- Priority access to Partner Green Events

Creating a Platform for Change

- One-Stop sustainability platform for hospitality
- Ethical and sustainable community building

Attracting Partners with Purpose

- Elevating ethical brands
- The economical cost of purpose

Turning Data into Sustainable Innovation

- Decoding consumer behaviour
- Innovation driven by insight
- Consumer feedback loop



DRIVING CHANGE: **Empower, Attract, Innovate**

INCREASED CONSUMER LOYALTY:

Enhanced engagement from sustainability enthusiasts

MARKET LEADERSHIP:

Position as a leading sustainability-focused platform in the travel and ethical marketplace sectors

BUSINESS GROWTH:

Higher demand for partner hotels, ethical brands, and sustainability hospitality businesses

IGNITING INNOVATION:

Harnessing consumer insights to shape groundbreaking, sustainability-focused products and services



BRANDING



NATIONAL PARK PARTNERSHIPS

THREE APPROACHES TO COLLABORATE WITH
NATIONAL PARKS

Accor partners with national parks through standard management contracts, non-profit collaborations, and developing sustainable hotels, promoting eco-tourism, conservation, and responsible travel experiences worldwide

Inside National Parks (Luxury/Unique Stays)

\$250–\$3,500 per
night

Revenue per Room

50%–70%

Occupancy (Annual Avg.)

Near Gateway Towns or Cities

\$100–\$300 per
night

Revenue per Room

65%–85%

Occupancy (Annual Avg.)

CHALLENGES WITH NATIONAL PARKS



Legal and
Regulatory



Local Government
Bureau

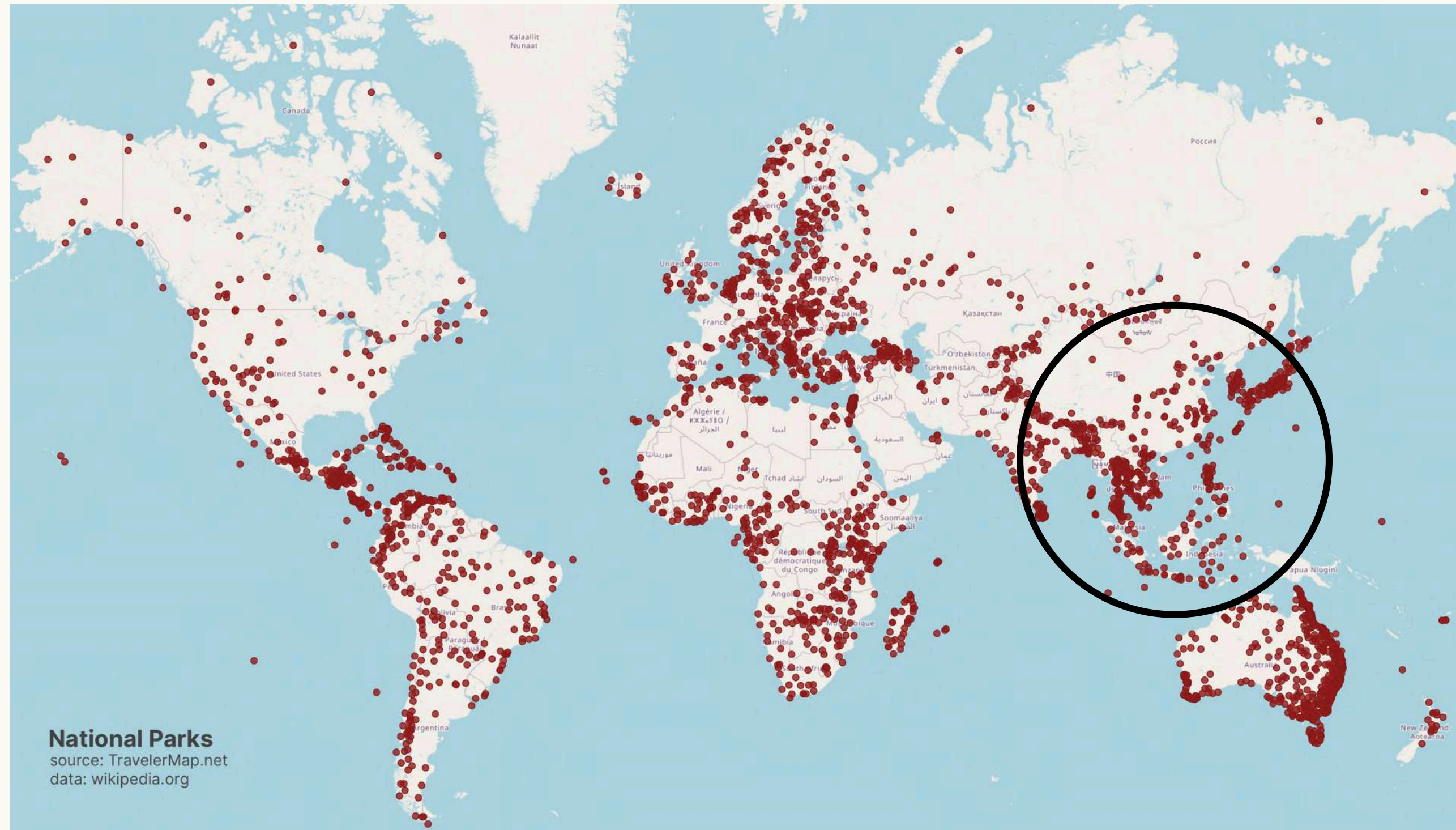


Local
Competitors



Conservationist
Concerns

WHY NATIONAL PARKS IN ASIA?



- Over 800 National Parks
- Geographical and Climatic Diversity
- Rich Biodiversity
- 296 UNESCO World Heritage Sites
- Climate Change Impact
- Rising Awareness of Environmental Issues
- Eco-Tourism Growth
- Economic Potential

COLLABORATING WITH NATIONAL PARKS



Standard Management Contract

Silks Place Taroko, Taiwan Fairmont Banff Springs

- Redevelop a pre-existing facility
- Apply sustainable standards
- Enhance guest experiences
- Promote via hotel group's platforms



Non-Profit Collaboration

Pahang National Park, Malaysia

- Full control of hotel operations
- Maintain original hotel name
- Minimal profit
- Profits return back to fund conservation
- Brand marketing



Rissai Valley, Jiuzhaigou

New Sustainable Hotels

Rissai Valley, Jiuzhaigou

- Partnership with local green developers
- Joint hotel development
- Integrate local culture, conservation focus



MODEL COMPARISONS

Aspect	Convert Existing Hotels	Non-Profit Collaboration	Build New Hotels
Strategic Focus	Retrofit hotels	Fund conservation	Build eco-luxury hotels
Local Impact	Hire locals, vendors	Engage communities, hire trails, rangers	Create jobs, support artisans
Promotion	Market globally	Highlight achievements	Collaborate storytelling

MODEL COMPARISONS

	1 Collaborate with National Parks	2 Convert Existing Hotels	3 Non-Profit Collaboration	3 Build New Hotels
Time		Short 6–24 months	Very Short 3–12 months	Long 3–5 years
Investment				
Revenue Potential		Immediate	Indirect	Steady returns
Funding		Invest in upgrades	Lead conservation initiatives	Support local development



REWILDING

Supporting habitat restoration boosts biodiversity and positions Accor as a future leader in conservation-focused hospitality.

Four Seasons Resort, Hawaii

REWILDING ASPECTS

Use of permaculture gardens for meditation spaces

Transformations of degraded or unused land into ecosystems.

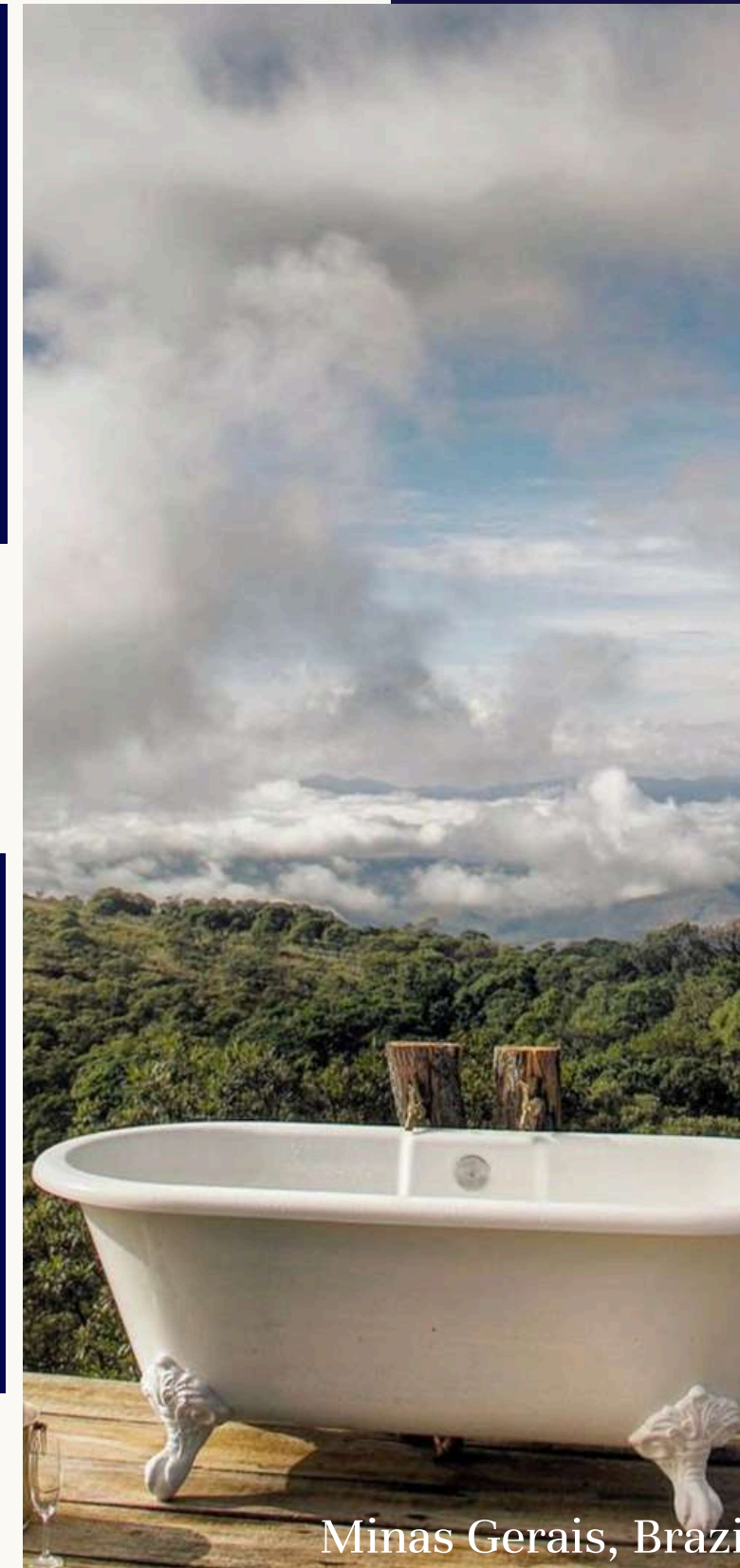
Premium

Luxury



Replace manicured lawns with sustainable wild gardens

Rewilded spaces with urban rooftop gardens and biodiversity hubs



Minas Gerais, Brazil



Villa M, France

APPROACH - THE MODELS

Aspect	Convert Existing Hotels	New Alliances
Risk Level	Low risk	Moderate risk
Revenue Generation	Through eco-stays, wildlife tours, and nature-inspired dining	Through luxury and premium eco-tourism experiences and memberships
Sustainability Impact	Replacing manicured lawns with native habitats reduces water use by 30% and supports local pollinators	Carbon-neutral construction using rewilded habitats can offset up to 1,000 tonnes of CO2 per property annually
Growth and Innovation Opportunities	Owners and franchise partners can benefit from reduced operational costs through community-led maintenance	Attracting global partnerships and funding for flagship eco-hotels



Keemala Eco Resort, Mexico

REWILDED BY ACCOR - VISION

Feature	Accor's Role	Innovation	KPI/Impact
Ecosystem Restoration	Wildlife reintroduction, biodiversity tracking	Eco-corridors, AI tracking	% of property rewilded, species count
Guest Experience	Nature tours, rewilding stays	AR nature tours, "Eco-therapy"	Guest participation, NPS scores (Eg: NPS score > 75)
Sustainability & ESG	ESG reporting, SDG alignment	Impact dashboards, AI biodiversity	Green certifications (100% eco-certified hotels by 2026)
Local Community	Jobs for local experts, community involvement	Eco-volunteering for guests	% Jobs created, local partnerships
Marketing & Branding	Eco-luxury positioning, storytelling	AR/VR nature tours, guest impact storytelling	% Social media engagement, new bookings



REWILDING IN FRANCE & EUROPE



Premium

Luxury



Novotel Megève Mont-Blanc
Open now until 12:00 AM · Hotel · 3.8 (7 reviews)
Set in the French Alps, this property can integrate alpine meadow restoration into its landscape, promoting local biodiversity and offering guests unique mountain nature experiences.

[Directions](#)[Website](#)[Call](#)



Novotel Amsterdam Schiphol Airport
Open now until 12:00 AM · Hotel · 4.3 (134 reviews)
Situated near Schiphol Airport, this property can convert its grounds into wetlands with native plants, supporting local bird species and offering guests a unique natural environment.

[Directions](#)[Website](#)[Call](#)



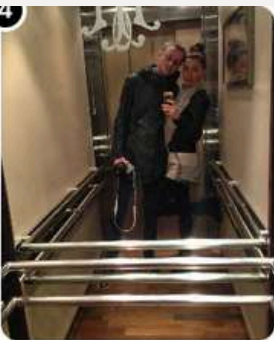
ibis Styles Les Houches Chamonix
Hotel · 3.1 (3 reviews)
Near Chamonix, this hotel can rewild its surroundings by planting native alpine species, creating natural habitats that attract local wildlife and enhance the guest experience.

[Directions](#)[Website](#)[Call](#)



Sofitel Quiberon Thalassa sea & spa
Open now until 12:00 AM · Hotel · 3.7 (17 reviews)
Situated on the rugged coast of Brittany, this property offers expansive grounds ideal for rewilding. Transforming manicured lawns into native coastal habitats can enhance biodiversity and provide guests with immersive nature experiences.

[Directions](#)[Website](#)[Call](#)



Fairmont Le Montreux Palace
Closed until 12:00 PM · Hotel · 4.6 (293 reviews)
With its extensive gardens along Lake Geneva, this luxury property can implement rewilding by introducing native plant species, creating a lakeside ecosystem that offers guests serene natural beauty.

[Directions](#)[Website](#)[Call](#)



Sofitel Warsaw Victoria
Open now until 12:00 AM · Hotel · 4.3 (316 reviews)
Located in the heart of Warsaw, this hotel can transform its urban green spaces into rewilded areas with native Polish flora, providing a natural oasis in the city center.

[Directions](#)[Website](#)[Call](#)



To sum up, here are our

KEY TAKE- AWAYS

Our Aim

Generate new approach with creative business ideas that help solve a collective business problem

Our Vision

To see Accor thrive in the hospitality industry through enhancing their sustainability initiatives and establishing themselves within the eco-tourism market

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Is National Park Lodging Becoming Unaffordable For Average Americans?

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The National Parks' Lodging Problem

The battle to control Africa's national parks

National Parks: Theories and Practices

Top 10 Issues Facing National Parks

The design journey of Rissai Valley, A Ritz-Carlton Reserve

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World's protected natural areas receive eight billion visits a year

Eco Tourism Market

Third Party Management

[Sustainabletravelchoicesutm_campaign=646393ef3c8e2b0001149d29&utm_content=643bba15b0377d00013d8f9a&utm_medium=smarpshare&utm_source=linkedin](https://sustainabletravelchoicesutm_campaign=646393ef3c8e2b0001149d29&utm_content=643bba15b0377d00013d8f9a&utm_medium=smarpshare&utm_source=linkedin)

SustainabilityInsights

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THANK YOU
OVER TO YOU