



Information regarding the components of remuneration of Mr. Sébastien Bazin, Chairman and Chief Executive Officer
Decisions made by the Board of Directors held on 18 February 2026

At its meeting held on 18 February 2026, the Board of Directors, upon recommendation of the Compensation and Appointments Committee, made the following decisions concerning the components of compensation of the Chairman and Chief Executive Officer.

Annual Variable Compensation for the 2025 financial year

To determine the variable portion of Mr. Sébastien Bazin's compensation for 2025 fiscal year, the Board of Directors assessed the extent to which the related objectives have been met. Based on its findings, this amount was set at **€1,556,577**. The total includes:

- €1,220,577 for the quantitative objectives (amounting to 80% of the total variable compensation) which, overall, were 109% reached.

⇒ *Financial criteria:*

The targets for recurring EBITDA and free cash flow (excluding disposals and acquisitions), after change in operating working capital, recorded achievement rates of 99.59% for recurring EBITDA and 100.8% for Free Cash-Flow, enabling a payout of, respectively, 97.9% and 109.6% on these criteria.

⇒ *Non-financial criteria:*

Regarding the criterion relating to net network growth, the target has been reached at 100%, the payment for this criterion is 100%.



Regarding the criterion relating to the percentage of reduction in water performance at 31 December 2025, the target of 4% was exceeded, reaching 5.2%, which allows a payment of 136% on this criterion.

Regarding the criterion relating to the percentage of subsidiary, managed and franchised hotels eco-certified as of December 31, 2025, the target of 55% was exceeded. The percentage achieved of 56.7% therefore allows a payment of 110.2% on this criterion.

Finally, regarding the criterion relating to the percentage of women holding a position at least equivalent to VP (Vice President) level at December 31, 2025, the target of 40% was reached. The percentage achieved of 41.2% allows a payment of 160% on this criterion.

- €336,000 in relation to the qualitative objectives (amounting to 20% of the total variable compensation), both of which have been achieved at a level of 120% considering the very satisfactory execution of the strategic roadmap and the significant work undertaken in talent development.

Consequently, Mr. Sébastien Bazin's variable annual compensation represents 111.2% of the reference amount and 163.9% of his fixed annual compensation for 2025 fiscal year.