



Information regarding the components of remuneration of Mr. Sébastien Bazin, Chairman and Chief Executive Officer
Decisions made by the Board of Directors held on 19 March 2026

At its meeting held on 19 March 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.

Fixed Compensation for the 2026 financial year

The Board of Directors decided to maintain unchanged the amount of the Chairman and Chief Executive Officer's annual fixed compensation to **€950,000** for 2026.

Annual Variable Compensation for the 2026 financial year

The Board of Directors decided to maintain the gross annual reference amount of Mr. Sébastien Bazin's variable compensation to **€1,400,000**.

This variable compensation could represent between 0% and 150% of the annual reference amount, i.e. the equivalent of a variable compensation between 0% and 221% of his annual fixed compensation.

The Board decided that Mr. Sébastien Bazin's annual variable compensation will be based on the achievement of the following performance objectives:



1. Quantitative objectives (accounting for 80 % of the total weight):

⇒ *Financial criteria (50%):*

- Recurring EBITDA in line with the 2026 budget (25%),
- Free Cash-Flow (excluding disposals and acquisitions) after change in operating working capital, in line with the 2026 budget (25%).

The nature and weighting of the financial criteria have been maintained, thus maintaining a significant overall weighting on financial criteria and remaining in line with market practices.

⇒ *Non-financial criteria (30%):*

- Net Unit Growth (15 %),
- Environmental, Social and Governance criteria (ESG) (15 %).

ESG criteria retained are the following:

- Stay Pillar (10%), two criteria:
 - Reduction in water intensity (l./room occupied) in owned, leased, managed and franchised hotels as at December 31, 2026, compared to 2025 (based on the network as at December 31, 2025) (5%).
 - Percentage of owned and leased, managed and franchised hotels that are eco-certified as at December 31, 2026 (based on the network as at December 31, 2025) (5%). It should be noted that a hotel is eco-certified when it has been awarded an eco-label by a recognized certification partner.
- People Pillar (5%), one criterion: Percentage owned and leased and managed hotels that carried out an analysis of compliance with accessibility criteria as at December 31, 2026.

2. Qualitative objective (accounting for 20% of the total weight):

- Change the organization and ways of working to support the acceleration of franchise strategy;
- Development of top leadership.

Exceptional bonus

The Board of Directors maintains the principle to which it reserves the right to decide on the payment of an **exceptional bonus**. In response to requests from certain shareholders, the Board has clarified that this exceptional bonus would be payable only in the event of a significant and transformative transaction or operation that creates value for shareholders. Should the Board decide to pay such bonus, the specific circumstances justifying the decision, as well as the amount granted, would be disclosed and explained. In any case, the amount of the exceptional bonus shall not exceed a maximum cap equal to 100% of the target total annual short-term compensation (comprising fixed and reference variable). By raising the cap while more precisely defining the conditions that could justify the payment of such bonus, the Board sought to make it relevant and effective mechanism aligned with the interests of shareholders.

Long-term Compensation

Regarding the granting of performance shares for the 2026 financial year, the Board of Directors decided to maintain the cap on the number of performance shares that may be granted to the Chairman and Chief Executive Officer to a number equivalent to 280% of his gross annual fixed compensation. In any event, the number of performance shares that may be granted to him shall not represent more than 15% of the total number of performance shares granted to employees.

In addition to the requirement that the Chairman and Chief Executive Officer continues to be employed by the Group at the end of the three-year vesting period, these performance shares shall only vest in accordance with the following performance conditions:

⇒ *Internal conditions (weighting 70%):*

- recurring EBITDA vs. the budgeted amount (30%);
- Free Cash-Flow (excluding disposals and acquisitions) after change in operating working capital vs. the budgeted amount (20%);
- Reduction of greenhouse gas emissions achieved by the headquarters, offices, owned and leased hotels and Other Activities at December 31, 2028, compared with 2019 (10%);
- Percentage of women holding a position at least equivalent to VP (Vice President) level (Group employees at the headquarters and owned and leased hotels, excluding hotel general managers) at December 31, 2028 (10%);

⇒ *Relative external condition (weighting 30%):*



- Accor's Total Shareholder Return (TSR) versus the change of a composite index comprising European and international hotel groups (Melia, Whitbread, Hilton, Marriott, Hyatt, IHG).

In addition, the performance shares are subject to a lockup period and the Chairman and Chief Executive Officer is required to retain a certain proportion of the shares for as long as he remains in this position.