

Decisions made by the Board of Directors on February 19, 2020

Chairman and Chief Executive Officers' variable compensation for 2019

At its meeting held on February 19, 2020, the Board of Directors made the following decisions concerning 2019 variable compensation for the Chairman and Chief Executive Officer of the Company, after a review by the Compensation, Appointments and CSR Committee.

To determine the variable portion of Mr. Bazin's compensation for 2019, the Board first assessed the extent to which the related objectives have been met. Based on its findings, the gross amount of this compensation was set at €1,126,113 representing 90% of the reference amount of €1,250,000 (and 119% of his fixed compensation).

The total includes:

- €838, 613 for the quantitative objectives, which were 83.9% met overall (0% for Accor's TSR versus the TSR of eight other international hotel groups and 0% for Accor's TSR versus the TSR of other CAC 40 companies). The confidentiality of other quantitative objectives, relating to the budget and internal ambition (these objectives are not public), does not allow the disclosure of the percentage reached. However, it is specified that objectives relating to the budget (EBITDA and Free Cash-Flows, excluding disposals and internal growth, including the change in operational working capital requirements), have been exceeded. At last, the objectives relating to internal ambition, namely (i) the customer experience objective and (ii) the targets relating to employee commitments and sustainable performance and CSR, were also exceeded.
- €287,500 in relation to the qualitative objectives, both of which have been achieved at a level of 115%, including 120% for the strategic vision and identification of strategic options and 110% due to the successful implementation of the new post-booster organization and the evolution of the Group's Businesses.