



Decisions made by the Board of Directors Chairman and Chief Executive Officer' variable compensation for 2022

At its meetings held on 22 February and 20 March 2023, the Board of Directors, upon recommendation of the Compensation, Appointments and CSR Committee, made the following decisions concerning 2022 variable compensation of the Chairman and Chief Executive Officer.

To determine the variable portion of Mr. Sébastien Bazin's compensation for 2022 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 €1,559,129. The total includes:

- €1,271,629 for the quantitative objectives (amounting to 80% of the total variable compensation) which, overall, were 127.2% reached. The confidentiality of other quantitative objectives, relating to the budget and internal ambition (which themselves are not made public), does not allow the disclosure of the achievement rates. However, it is specified that objectives relating to the budget (EBITDA and Free Cash-Flows, excluding disposals and external growth) including the change in operational working capital requirements, were exceeded, allowing a maximum payment rate of 160% for these criteria. The RESET savings criterion was achieved and the payment rate for this criterion was 100%. The ESG criteria were also met or exceeded, with an average achievement rate of 107.6%, leading to an average payment rate of 114.7%. In contrast, the objective relating to organic growth in the number of rooms (net of transfers to another brand) was only achieved at 96%, leading to a payment rate of 90% for this criterion.
- €287,500 in relation to the qualitative objectives (amounting to 20% of the total variable compensation), both of which have been achieved at a level of 115%.



Consequently, Mr. Sébastien Bazin's variable annual compensation represents 124.7% of the reference amount and 164.1% of his fixed annual compensation for 2022 fiscal year.