



COMBINED SHAREHOLDERS' MEETING OF MAY 20, 2022

ANSWERS TO WRITTEN QUESTIONS

Question from Mr. Lluís Peralta Zaragoza

“Congratulations on your executive compensation ESG criteria, and the detail provided. Are you planning to include additional criteria such as water usage or contribution to local communities’ prosperity?”

Answer:

For the year 2022, Accor has dedicated 15% of its management’s variable compensation to ESG issues corresponding to the year's top priorities in terms of sustainable development.

These criteria will certainly evolve according to the priorities that the Group will have set and the major challenges that it will have to face in the years to come.