

GLOSSARY OF TECHNICAL TERMS

“AI”	artificial intelligence
“ADR by bed”	average daily rate by bed, i.e. the Business Volume STS divided by the total number of beds sold
“ADR by room”	average daily rate by room, i.e. the Business Volume STS divided by the total number of rooms sold
“Business Volume”	the aggregate sales generated, regardless of business model
“Business Volume STS”	the Business Volume generated from guest stays, tours and related services
“capacity of resorts”	the total number of beds/rooms available for sale over a period or year
“Chef de Village”	the person in charge of a Club Med resort who oversees and manages the operation of the resort
“CRM”	customer relationship management
“direct sales channel”	sales channels through which we directly offer our services to customers, including our proprietary channels and our official sales channels on third-party platforms
“G.E.”	<i>Gentil Employé</i> , local staff who perform traditional resort and back-office functions and are mainly responsible for accommodations, dining and beverage, as well as technical services
“G.O.”	<i>Gentil Organisateur</i> , activities leaders or customer service receptionists, as well as managerial and administrative staff at Club Med resorts, who are also expected to engage with guests
“G.O. Match”	our AI-enabled G.O. workforce allocation and role matching tool
“GM Copilot”	our AI-enabled customer inquiry and assistance tool
“MICE”	meeting, incentive, conference and exhibition
“occupancy rate”	the ratio expressed as a percentage between the total number of beds/rooms sold and the total number of beds/rooms available for sale over a period or year
“OTA”	online travel agency
“source market”	the geographical market in which a booking took place

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“repurchase rate”	the percentage of Great Members who made at least one new booking during the specified period following the relevant reference date, over those Great Members who, as of such reference date, had either made a booking at one of our resorts during the preceding two years or had an existing/active booking for a future stay
“RevPAB”	the total Business Volume divided by the capacity of resorts by bed
“RevPAR”	the total Business Volume divided by the capacity of resorts by room