



PARK HYATT CHICAGO

INVESTOR DAY 2026 HIGHLIGHTS

DIFFERENTIATION AT SCALE, POSITIONED TO WIN

Global hospitality leader serving the high-end traveler with durable competitive advantages

25%+

More guest spend per stay vs. competitors¹

EXPANDING OUR DIFFERENTIATED FOOTPRINT

Leadership in luxury, lifestyle and resorts fuels focused expansion into high-potential markets

Record pipeline of
151K+
rooms

ELEVATING OUR BRANDS

Brand portfolio captures premium guests across segments through distinct, compelling experiences

~50%

World of Hyatt occupancy

DELIVERING SUSTAINABLE LONG-TERM VALUE FOR SHAREHOLDERS

Asset-light, fee-driven model and disciplined capital allocation support growing cash flow and durable returns

\$2.1B
Capital returned to shareholders since 2022



For nearly 70 years, Hyatt has made bold moves, set new standards and redefined norms. Today, Hyatt's differentiated premium positioning is stronger than ever. As we continue to elevate our brands, talent and technology, we believe Hyatt is uniquely positioned to win in the next era of hospitality."



MARK S. HOPLAMAZIAN
CHAIRMAN, PRESIDENT & CEO

DIFFERENTIATED WAYS HYATT CAN DELIVER COMPOUNDING, HIGH-QUALITY, DURABLE GROWTH

6-8%

NET ROOMS GROWTH²

PREMIUM SEGMENTS



HIGHER FEES PER ROOM

SCALABLE BRANDS



FASTER, CAPITAL-LIGHT GROWTH

HIGH-GROWTH REGIONS



BROADER NETWORK REACH

ILLUSTRATIVE FINANCIAL OUTLOOK

Three-year compounded annual growth rates from 2025 to 2028²

9-13%

GROSS FEE GROWTH

11-16%

ADJUSTED EBITDA[†] GROWTH

14-18%

ADJUSTED FREE CASH FLOW[†] GROWTH



We believe our compelling growth strategy paves a clear path for consistent compounding free cash flow growth and shareholder value creation well into the future."



JOAN BOTTARINI
CHIEF FINANCIAL OFFICER

The Company has announced a \$1 billion increase to Hyatt's share repurchase authorization, resulting in a total repurchase authorization of approximately \$1.5 billion.

Financial and performance information presented is as of or for the quarter ended March 31, 2026, with comparisons to the prior year period as applicable, unless otherwise noted. See our Q1 2026 earnings press release and schedules available at www.investors.hyatt.com for full information.

¹ Aggregated data based on a Visa Consulting and Analytics study, based on consumer data on Hyatt consumer co-brands acquired in 2025, compared to a relevant benchmark acquired in the same period.

² The Company's illustrative financial outlook through 2028 is based on a number of assumptions that are subject to change and many of which are outside the control of the Company. If actual results vary from these assumptions, the Company's expectations may change. There can be no assurance that the Company will achieve these results. No disposition or acquisition activity beyond what has been completed as of the date of this presentation has been included in the illustrative outlook.

[†] Certain financial measures included on these pages, including Adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) and Adjusted Free Cash Flow, are not presented in accordance with U.S. GAAP. See our May 2026 Investor Day presentation and appendix at www.investors.hyatt.com for a discussion of the manner in which the non-GAAP measures are determined and reconciliations to the most directly comparable GAAP measures.

This page includes "forward-looking statements," including financial and other forward-looking information about our illustrative financial outlook through 2028, our capital allocation plans, including our share repurchase expectations, our growth plans and growth prospects, and our plans, strategies, prospects or future events which are subject to numerous risks and uncertainties that could cause actual results to differ materially. These statements should be considered in conjunction with the risk factors we discuss in our SEC filings. We undertake no obligation to update or revise these statements, which are made as of May 28, 2026.