



Hyatt Hotels Corporation
71 South Wacker Drive
Chicago, IL 60606 USA

Dear Fellow Stockholders:

Our goal is to become the most preferred brand for our colleagues, guests and owners in each segment that we serve. In 2013, we believe we made strong and measurable progress in pursuit of our mission of making a difference in the lives of those we touch every day.

You can review the details of our financial performance in the following pages. In short, 2013 was a very solid year. We increased our adjusted EBITDA by 12.2 percent compared with 2012, driven by strong performance from owned, managed and franchised hotels. Owned and leased results were especially strong, with comparable RevPAR increasing by 5.7 percent (in constant currency) over the prior year. Our management and franchise fee businesses also performed well, with comparable systemwide RevPAR up 4.9 percent (in constant currency) in 2013, as compared to the previous year.

Hyatt achieved these results in a year that saw our Company foster greater adaptability and innovation among our colleagues. We not only improved the performance of our existing hotels but we also expanded our brand presence into attractive new markets for our guests. We recycled and redeployed our capital in ways that generated significant returns and that, in our view, will create continued benefits into the future.

We believe the foundation for our success is the passion and creativity of our people, the power of our brands, and the realization of our growth and capital strategies. These are the factors that we think set us apart in 2013. And we believe they will continue to differentiate Hyatt and drive superior growth for our stockholders over the long-term.

People: Improving Loyalty Through Engagement & Listening

We take pride in our great workplaces, our unique culture and the deep emotional connections that unite our more than 95,000 colleagues around the world. We believe that further engaging our colleagues to find new ways to better serve our guests and support each other will contribute to increased guest satisfaction and loyalty that will set us apart from our competitors.

Our focus is on unleashing our colleagues' passion for hospitality by encouraging them to listen to one another and to our guests on a deeper, more personal level. To do so, we conducted the largest guest listening exercise in our history with 40 facilitated focus groups around the world, and in 2013, we introduced new services and amenities for our female guests based on what they told us about their individual preferences. We worked with our colleagues to "change the conversation" with one another and with guests through empathetic listening. We then supported our colleagues in using what they heard to propose and test new innovations in the guest experience – and witnessed the launch of many new initiatives at our hotels.

As a result of these efforts, for the second consecutive year, we were a recipient of the 2013 Gallup Great Workplace Award, which recognized Hyatt for having one of the most engaged and productive workforces in the world. And our guests continued to demonstrate increased satisfaction with Hyatt, with membership in our Hyatt Gold Passport loyalty program growing by more than 13 percent last year.

We are also demonstrating our commitment to unleashing our colleagues and listening to our communities through ongoing investments in Hyatt Thrive – our corporate responsibility platform. In 2013, our colleagues around the world participated in our third annual Global Month of Community Service and we launched a global philanthropy initiative, Ready To Thrive, focused on literacy and career development in the local communities in which we operate.

Brands: Differentiating Our Strong Portfolio

Hyatt has built a purposeful portfolio of widely recognized, industry-leading brands. And we believe our brands give us a competitive advantage in attracting and driving preference for our colleagues, guests and owners. To seize that advantage, we are identifying significant opportunities to leverage the power of our individual brands as we develop stronger emotional connections between those brands and our guests.

In 2013, we further strengthened our portfolio of brands by launching Hyatt Ziva and Hyatt Zilara, two new all inclusive resort brands, and opening the first resorts under these brands in San Jose del Cabo and Cancun, Mexico. We are focusing on using our distinctive approach to empathetic listening and innovation to redefine this fast-growing category to better reflect what guests truly want from an all inclusive stay.

Our mix of managed, franchised and owned hotels offers multiple earnings drivers and provides the flexibility to evaluate growth opportunities across these three lines of business. To ensure that we fully capitalize on those opportunities, we have focused on generating higher levels of RevPAR, enhanced owned and leased margins and higher fees over the long-term.

Strategy: Creating Value Through Growth & Smart Use of Capital

Our brands are widely recognized and have an excellent reputation for service. This offers us a unique opportunity to grow our presence in attractive markets where our guests are traveling. 2013 was one of the largest and most meaningful expansion years in our history. We opened 51 new hotels around the world in markets including New York, Orlando, Austin, Bangalore, Ahmedabad and Shenyang.

By year's end, our base of executed contracts for future growth had expanded to 240 hotels around the world, representing approximately 40 percent of our current system size. Our growth strategy is focused on further expansion in emerging markets like China and India – where we have 80 and 60 hotels open or under development, respectively – as well as key international markets such as Austria, Russia, the Netherlands, Latin America and the Middle East. We are also intent on growing our select service presence, with new managed hotels under development in Brazil, China, India, Mexico, Morocco, Panama, Thailand, and Saudi Arabia. Additionally, we have a team focused on increasing our hotel presence in the United States with significant progress shown in expansion in markets in which we remain underrepresented.

Hand in hand with these growth plans, 2013 was one of our most active years ever in driving our asset recycling strategy and funding our growth in targeted areas. In 2013, we sold seven full service and four select service hotels at strong pricing, generating more than \$500 million in aggregate, while maintaining our brand presence through new long-term management or franchise agreements. In addition, we realized approximately \$400 million in cash proceeds from repayments of loan receivables and through the sale of joint venture investments and a buyout of the preferred equity interest in a joint venture. We deployed more than \$1.2 billion of capital into acquisitions and other investments in new hotel opportunities, including our acquisition of The Driskill in Austin, Texas and Hyatt Regency Orlando, and our investment in the all inclusive segment. We continued to return capital to our stockholders and, in 2013, we repurchased approximately \$275 million of our common stock.

We encourage you to carefully review our annual report on Form 10-K that accompanies this letter for more information.

On behalf of our colleagues around the world, we thank you for your confidence in Hyatt. We look forward to reporting to you on our success in 2014, as we continue our journey to drive preference for our colleagues, guests and owners and long-term value for our stockholders.

Sincerely,



Thomas J. Pritzker
Executive Chairman of the Board



Mark S. Hoplamazian
President and Chief Executive Officer