Hyatt Hotels Corporation
150 North Riverside Plaza
Chicago, IL 60606 USA

Dear Fellow Stockholders,

At Hyatt, our purpose is to care for people so they can be their best. But never did we imagine the tests that we have been put through over the past two years. How do we practice our purpose in the context of a pandemic? How do we practice our purpose in the context of a war? How do we practice our purpose towards our colleagues, guests, and owners through such dramatic impacts? These are the tests we have endured since 2020 – and not only has our purpose seen us through these times, it has propelled us to be a stronger, more agile, more capable, and more confident organization.

As we cross the two-year mark of the pandemic, we have successfully navigated the company through the disruptions experienced by our colleagues, guests, and owners. 2021 brought with it a rapid but uneven recovery, with shifting challenges across the globe and new virus variants interrupting smooth progress. While a number of challenges linger as we evolve to co-exist with COVID, we are driving an accelerating recovery, with Hyatt guests eager to share once again in the joy, connection, and adventure that travel brings. The forecast looks bright: we've seen demand remain strong with an unwavering desire to travel and connect, from leisure and business travelers alike. Highly resilient leisure demand shows no sign of dissipating while association and corporate groups and individual business travelers are booking travel at the strongest levels since the onset of the pandemic.

Hyatt has strong momentum coming off the most transformative year in our company's history since our IPO in 2009. Through our acquisition of Apple Leisure Group (ALG), Hyatt is now the world's largest operator of resorts in the fast-growing, luxury all-inclusive resorts segment, and offers the largest tour operator platform in the United States to destinations in Mexico and the Caribbean. This strategic acquisition of an asset-light management platform has doubled the number of resorts in our portfolio and generates powerful value creation opportunities for our shareholders, colleagues, guests, and owners across all of our brands. We also expect ALG to accelerate our growth – it has increased our European footprint by more than 60% and enhanced our strategic development pipeline with additional expansion opportunities in many new markets around the world. Since completing the transaction in November 2021, we've been hard at work on our integration efforts, welcoming more than 32,000 talented ALG colleagues who share our values and are committed to deepening our relationship with high-end travelers. Soon, we will be integrating AMR Collection resorts into the World of Hyatt loyalty program, now 30 million members strong and growing. World of Hyatt members will enjoy access to benefits when staying at AMR Collection's 100+ resorts and an additional 27 resorts in the pipeline.

In addition to this transformative acquisition, we added 99 legacy Hyatt hotels to our portfolio in 2021, focused on property types and markets we know our guests and World of Hyatt members desire. Through this strong organic growth and the addition of AMR Collection resorts, we entered 47 new markets last year and generated our fifth straight year of industry-leading Net Rooms Growth, totaling over 50% expansion over that period. In parallel, we have doubled down on our commitment to transition toward an asset-light earnings profile, realizing approximately $630 million of gross proceeds from owned hotel dispositions in 2021 and launching a new $2 billion asset disposition commitment. We are well on our way to reaching 80% fee-based earnings by the end of 2024.

We could not have realized this level of shareholder value creation without fundamentally changing how we work. Our global Hyatt family, now approximately 164,000 colleagues strong, is evolving to be more agile and outcomes-focused, taking work out of the system to drive innovation, and advancing care for our wide circle of stakeholders. One prime example of this spirit of innovation is our launch of Together by Hyatt, a suite of tools that reimagines meetings in a hybrid format. This platform was designed and launched in record time by a small cross-functional team that moved through numerous test-and-learn cycles. The response from our customers is very encouraging, especially as more and more organizations begin to bring their people back together.

We've also made tremendous progress across our Environmental, Social, and Governance (ESG) priorities which we brought together last year through the launch of our World of Care platform – our global approach to advancing care for the planet, people, and responsible business. World of Care connects our colleagues, guests, owners, and communities to address those areas of critical importance where we can have the greatest impact.

Our achievements this past year, as always, are a direct outcome of our unwavering focus on our purpose, to care for people so they can be their best. We have immense appreciation for every member of the Hyatt family, for stepping up to leverage opportunities and tackle challenges in a way that embodies our values. It's this growth mindset that makes us resilient in the face of any challenge and is the foundation of the execution of our strategy – enabling us to continuously win the loyalty of our guests and customers and enhance relationships with owners and operators.

We are delighted to welcome more and more travelers back, offering opportunities for human connection and renewed experiences in our growing portfolio of hotels around the world.

Thank you for your continued confidence in Hyatt.

With gratitude,

Thomas J. Pritzker
Executive Chairman of the Board

Mark S. Hoplamazian
President and Chief Executive Officer