



HYATT

INVESTOR DAY 2026

DISCLAIMERS

Forward-Looking Statements

Forward-Looking Statements in this presentation, which are not historical facts, are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements include statements about our plans, strategies, positioning, illustrative financial outlook through 2028, growth trends and expectations, pipeline expectations, the number of properties we expect to open in the future, any future share repurchases under the additional repurchase authorization, our expectations for the World of Hyatt loyalty program, the amount by which the Company may reduce its real estate asset base, financial performance, prospects or future events, and involve known and unknown risks that are difficult to predict. As a result, our actual results, performance or achievements may differ materially from those expressed or implied by these forward-looking statements. In some cases, you can identify forward-looking statements by the use of words such as "may," "could," "expect," "intend," "plan," "seek," "anticipate," "believe," "estimate," "predict," "potential," "continue," "likely," "will" "would," "position" and variations of these terms and similar expressions, or the negative of these terms or similar expressions. Such forward-looking statements are necessarily based upon estimates and assumptions that, while considered reasonable by us and our management, are inherently uncertain. Factors that may cause actual results to differ materially from current expectations include, but are not limited to: general economic uncertainty in key global markets and a worsening of global economic conditions or low levels of economic growth; the rate and pace of economic recovery following economic downturns; global supply chain constraints and interruptions, rising costs of construction-related labor and materials, and increases in costs due to inflation or other factors that may not be fully offset by increases in revenues in our business; risks affecting the luxury, resort, and all-inclusive lodging segments; levels of spending in business, leisure, and group segments, as well as consumer confidence; declines in occupancy and average daily rate; limited visibility with respect to future bookings; loss of key personnel; domestic and international political and geopolitical conditions, including political or civil unrest or changes in trade policy; the impact of global tariff policies or regulations; economic sanctions or other government restrictions that may limit our ability to conduct business or receive payments; hostilities, or fear of hostilities, including the ongoing military conflict in the Middle East and security-related disruptions in Mexico, as well as terrorist attacks or other acts of violence, that affect travel; travel-related accidents; natural or man-made disasters, weather and climate-related events, such as hurricanes, earthquakes, tsunamis, tornadoes, droughts, floods, wildfires, oil spills, nuclear incidents, and global outbreaks of pandemics or contagious diseases, or fear of such outbreaks; the impact of government-issued travel advisories, airspace closures, or flight suspensions on international arrivals and hotel bookings in affected regions; our ability to successfully achieve specified levels of operating profits at hotels that have performance tests or guarantees in favor of our third-party owners; the impact of hotel renovations and redevelopments; risks associated with our capital allocation plans, share repurchase program, and dividend payments, including a reduction in, or elimination or suspension of, repurchase activity or dividend payments; the seasonal and cyclical nature of the real estate and hospitality businesses; changes in distribution arrangements, such as through internet travel intermediaries; changes in the tastes and preferences of our customers; relationships with colleagues and labor unions and changes in labor laws; the financial condition of, and our relationships with, third-party owners, franchisees, and hospitality venture partners; the possible inability of third-party owners, franchisees, or development partners to access the capital necessary to fund current operations or implement our plans for growth; risks associated with potential acquisitions and dispositions and our ability to successfully integrate completed acquisitions with existing operations or realize anticipated synergies; failure to successfully complete proposed transactions, including the failure to satisfy closing conditions or obtain required approvals; our ability to maintain effective internal control over financial reporting and disclosure controls and procedures; declines in the value of our real estate assets; unforeseen terminations of our management and hotel services agreements or franchise agreements; changes in federal, state, local, or foreign tax law; increases in interest rates, wages, and other operating costs; foreign exchange rate fluctuations or currency restructurings; risks associated with the introduction of new brand concepts, including lack of acceptance of new brands or innovation; general volatility of the capital markets and our ability to access such markets; changes in the competitive environment in our industry, industry consolidation, and the markets where we operate; our ability to successfully grow the World of Hyatt loyalty program and manage the Unlimited Vacation Club paid membership program; cyber incidents and information technology failures; outcomes of legal or administrative proceedings; and violations of regulations or laws related to our franchising business and licensing businesses and our international operations; and other risks discussed in the Company's filings with the SEC, including our annual report on Form 10-K, which filings are available from the SEC. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the cautionary statements set forth above. We caution you not to place undue reliance on any forward-looking statements, which are made only as of the date of this presentation. We do not undertake or assume any obligation to update publicly any of these forward-looking statements to reflect actual results, new information or future events, changes in assumptions or changes in other factors affecting forward-looking statements, except to the extent required by applicable law. If we update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements.

Non-GAAP Financial Measures

This presentation includes references to certain financial measures, each identified with the symbol "†", that are not calculated or presented in accordance with generally accepted accounting principles in the United States ("GAAP"). These non-GAAP financial measures have important limitations and should not be considered in isolation or as a substitute for measures of the Company's financial performance prepared in accordance with GAAP. In addition, these non-GAAP financial measures, as presented, may not be comparable to similarly titled measures of other companies due to varying methods of calculations.

During the first quarter of 2026, the Company revised its definition of Adjusted EBITDA to no longer include its pro rata share of unconsolidated owned and leased hospitality ventures' Adjusted EBITDA and recast prior-period results to provide comparability.

Key Business Metrics

This presentation includes references to certain key business metrics used by the Company, each identified with the symbol "◇".

References

Numerical tickmarks noted throughout this presentation correspond to the slide and tickmark numbers included in the Appendix and the references and general disclaimers referenced therein should be read in conjunction with information presented on each slide.

WELCOME

DIFFERENTIATION AT SCALE,
POSITIONED TO WIN

ELEVATING OUR BRANDS

BREAK

EXPANDING OUR DIFFERENTIATED
FOOTPRINT

GROWTH STRATEGY PANEL

BREAK

DELIVERING SUSTAINABLE LONG-TERM
VALUE FOR SHAREHOLDERS

MANAGEMENT Q&A



Mark Hoplamazian

CHAIRMAN, PRESIDENT &
CHIEF EXECUTIVE OFFICER



Joan Bottarini

CHIEF FINANCIAL OFFICER



Mark Vondrasek

CHIEF COMMERCIAL OFFICER



Amar Lalvani

PRESIDENT & CREATIVE DIRECTOR,
HYATT LIFESTYLE



Javier Águila

PRESIDENT, INCLUSIVE COLLECTION



Laurie Blair

SVP, GLOBAL MARKETING
& LOYALTY



Julienne Smith

HEAD OF AMERICAS GROWTH



Catie Cramer

HEAD OF LUXURY & LIFESTYLE
DEVELOPMENT, AMERICAS



Adam Rohman

SVP, INVESTOR RELATIONS, FP&A, AND
TREASURER



INVESTOR DAY 2026

DIFFERENTIATION AT SCALE, POSITIONED TO WIN



Mark Hoplamazian

CHAIRMAN, PRESIDENT &
CHIEF EXECUTIVE OFFICER

HYATT: A COMPELLING LONG-TERM INVESTMENT

DIFFERENTIATION AT SCALE

Global hospitality company serving the high-end traveler, with meaningful growth opportunities

ELEVATING PERFORMANCE

Insights-led and brand-focused organization driving value through innovation, agility, and speed

POSITIONED TO WIN

**For nearly 70 years,
we have not followed industry norms –
we have redefined them.**

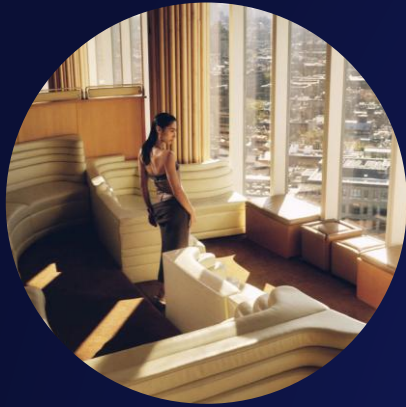
We *care* for people
so they can be their best.

COMPETITIVE ADVANTAGES POSITION HYATT TO WIN

PURPOSE-DRIVEN CULTURE FUELS PERFORMANCE



Portfolio of
differentiated, premium
brands



Premium guest base
prioritizes travel



Rapidly expanding,
experience-based
loyalty program

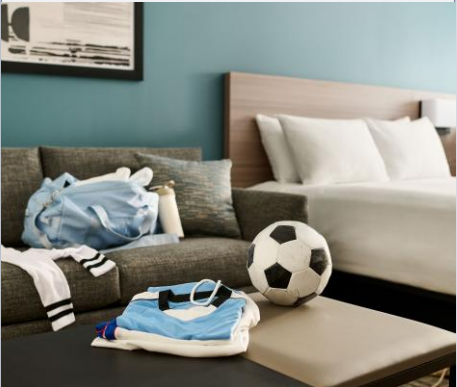


Durable owner value
proposition



Meaningful growth
opportunities

PORTFOLIO OF DIFFERENTIATED, HIGH-PERFORMING BRANDS¹

LUXURY	LIFESTYLE	INCLUSIVE	CLASSICS	ESSENTIALS
				
PARK HYATT® Alila® MIRAVAL® IMPRESSION BY SECRETS THE UNBOUND COLLECTION BY HYATT	ANdAZ. THOMPSON® HOTELS The Standard® DREAM® HOTELS breathless RESORTS & SPAS® BUNKHOUSE® HOTELS me and all hotels The Standard jd BY HYATT®	ZOËTRY® WELLNESS & SPA RESORTS HYATT ZILARA® HYATT ZIVA® SECRETS® Resorts & Spas DREAMS® Resorts & Spas HYATT vivid HOTELS & RESORTS BAHIA PRINCIPE® HOTELS & RESORTS SUNSCAPE® RESORTS & SPAS ALUA HOTELS & RESORTS	GRAND HYATT® HYATT REGENCY® DESTINATION BY HYATT® HYATT CENTRIC® HYATT VACATION CLUB HYATT®	Caption® BY HYATT unscripted BY HYATT HYATT PLACE® HYATT house® HYATT studios® HYATT SELECT UrCove — by HYATT — 逸扉酒店

OUR CORE GUESTS IN THE U.S. SPEND ON TRAVEL AND SPEND MORE WITH HYATT

~75%

of U.S. travel
spend by top two
income quintiles¹

>25%

Hyatt guest
spend per stay vs.
competitors²

70%

of Hyatt room
nights originating
from the U.S.³

WORLD OF HYATT DEMONSTRATES LOYALTY IS MORE THAN A TRANSACTION

**WORLD
OF
HYATT®**

**Strong
Elite Member
Benefits**



**Transparent
Award
Pricing**



**High
Redemption
Value**

DEEPEN LOYALTY AND INCREASE LIFETIME VALUE

PREMIUM BRANDS, LOYALTY PROGRAM, AND CUSTOMER BASE DRIVE VALUE FOR OUR OWNERS

We deliver strong operating results:

Premium RevPAR Index¹

Across Every Brand Portfolio

~50%

World of Hyatt
Occupancy

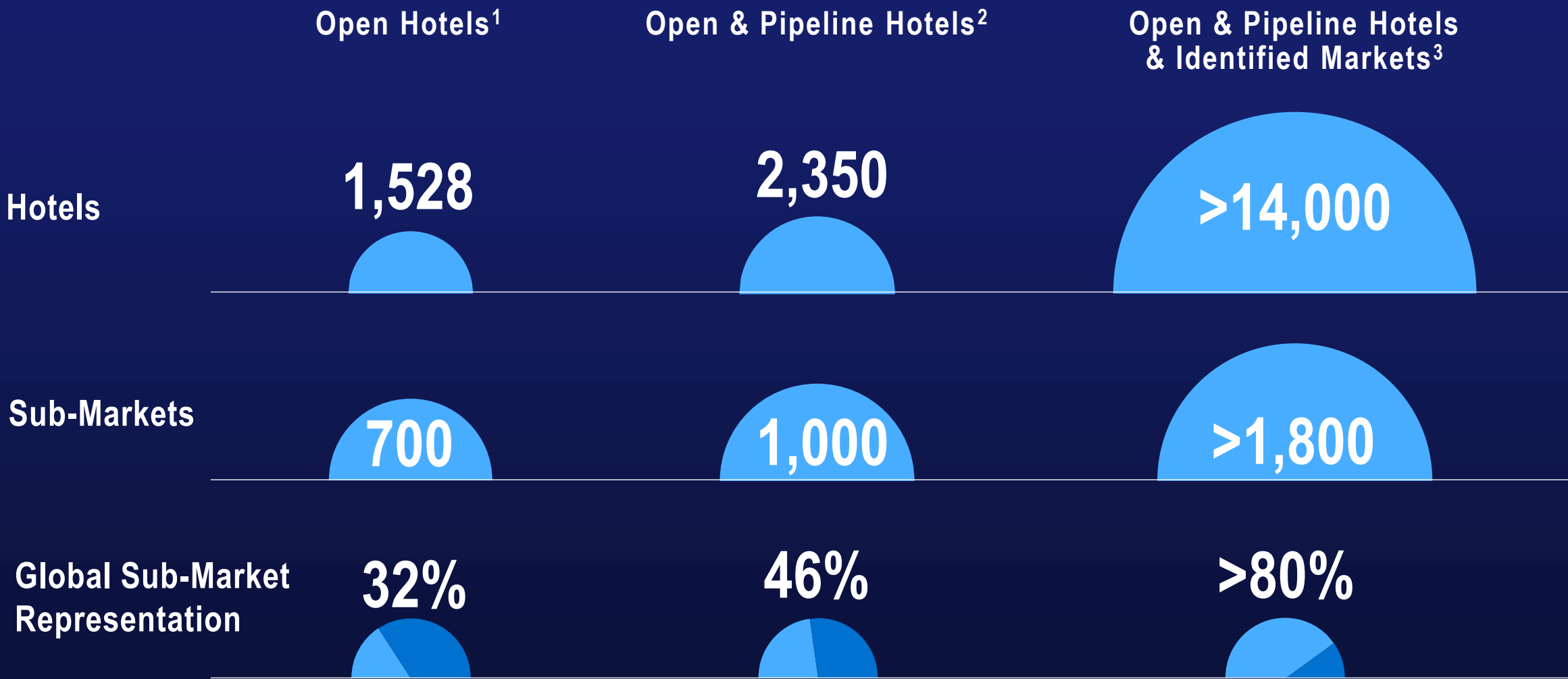
~70%

Direct Channel
Contribution



GRAND HYATT SINGAPORE

MEANINGFUL GROWTH OPPORTUNITIES FOR HYATT ACROSS THE WORLD



OUR PLAN TO ELEVATE HYATT TO SUSTAIN DURABLE COMPETITIVE ADVANTAGES



BRANDS DRIVE VALUE

- Sharpen brand focus to maximize operating results
- Drive enhanced fees and greater scale through stronger owner preference



ENABLED BY TALENT

- Foster talent advantage powered by Hyatt's culture of care
- Strengthen leadership capabilities and develop future leaders



POWERED BY TECHNOLOGY

- Embed AI as a strategic enabler across Hyatt's operating model
- Leverage data and insights to innovate and unlock greater potential

ESSENTIALS BRAND FOCUS IN ACTION: HYATT SELECT



INSIGHTS IDENTIFIED FROM CUSTOMERS AND DEVELOPERS:

- Guests wanted to stay with us in more locations
- Owners desired a transient-focused Upper-Midscale Hyatt brand
- Announced the Hyatt Select brand in 2025 and opened the first property eight months later
- 200+ properties open, in the pipeline, or in the funnel

LUXURY BRAND FOCUS IN ACTION: PARK HYATT NEW YORK

PARK HYATT®

INSIGHTS IDENTIFIED:

- Opportunity to increase spending from ultra luxury customers
- Under-utilized space at the top of the hotel

ACTIONS TAKEN:

- Invested CapEx to build a unique suite experience²
- Revamped commercial go-to-market strategy

**PARK HYATT
NEW YORK NOW
RANKS #1 IN ITS
COMPETITIVE SET¹**

SINCE 2023²:

- RevPAR index increased 18%
- Adjusted EBITDA[†] increased 85%

CULTURE OF CARE AND PURPOSE DIFFERENTIATES AND ELEVATES PERFORMANCE

- ✓ Hyatt's culture as a **competitive advantage** backed by disciplined investment in capabilities
- ✓ Deep leadership **bench** deployed across brands and markets
- ✓ Responsiveness through empowered teams and rapid experimentation
- ✓ Brand-level **outperformance** through talent placement in highest-value roles



TECHNOLOGY ENHANCES HOW HYATT DELIVERS DIFFERENTIATED EXPERIENCES

AI-enabled personalization
at scale enhances the
guest experience and
drives greater loyalty

AI tools streamline
operations and empower
colleagues, improving
service delivery

Data and insights improve
hotel performance, leading
to higher profitability and
owner returns

SUSTAINED DURABLE COMPETITIVE ADVANTAGES LEAD TO:

**PREMIUM REVPAR
GROWTH**

**INDUSTRY-LEADING
NET ROOMS GROWTH**

**COMPOUNDING
FEE GROWTH**

HYATT: A COMPELLING LONG-TERM INVESTMENT

DIFFERENTIATION AT SCALE

Global hospitality company serving the high-end traveler, with meaningful growth opportunities

ELEVATING PERFORMANCE

Insights-led and brand-focused organization driving value through innovation, agility, and speed

POSITIONED TO WIN



INVESTOR DAY 2026

ELEVATING OUR BRANDS

A differentiated approach
to driving growth



Mark Vondrasek

CHIEF COMMERCIAL OFFICER



Amar Lalvani

PRESIDENT & CREATIVE DIRECTOR,
HYATT LIFESTYLE



Javier Águila

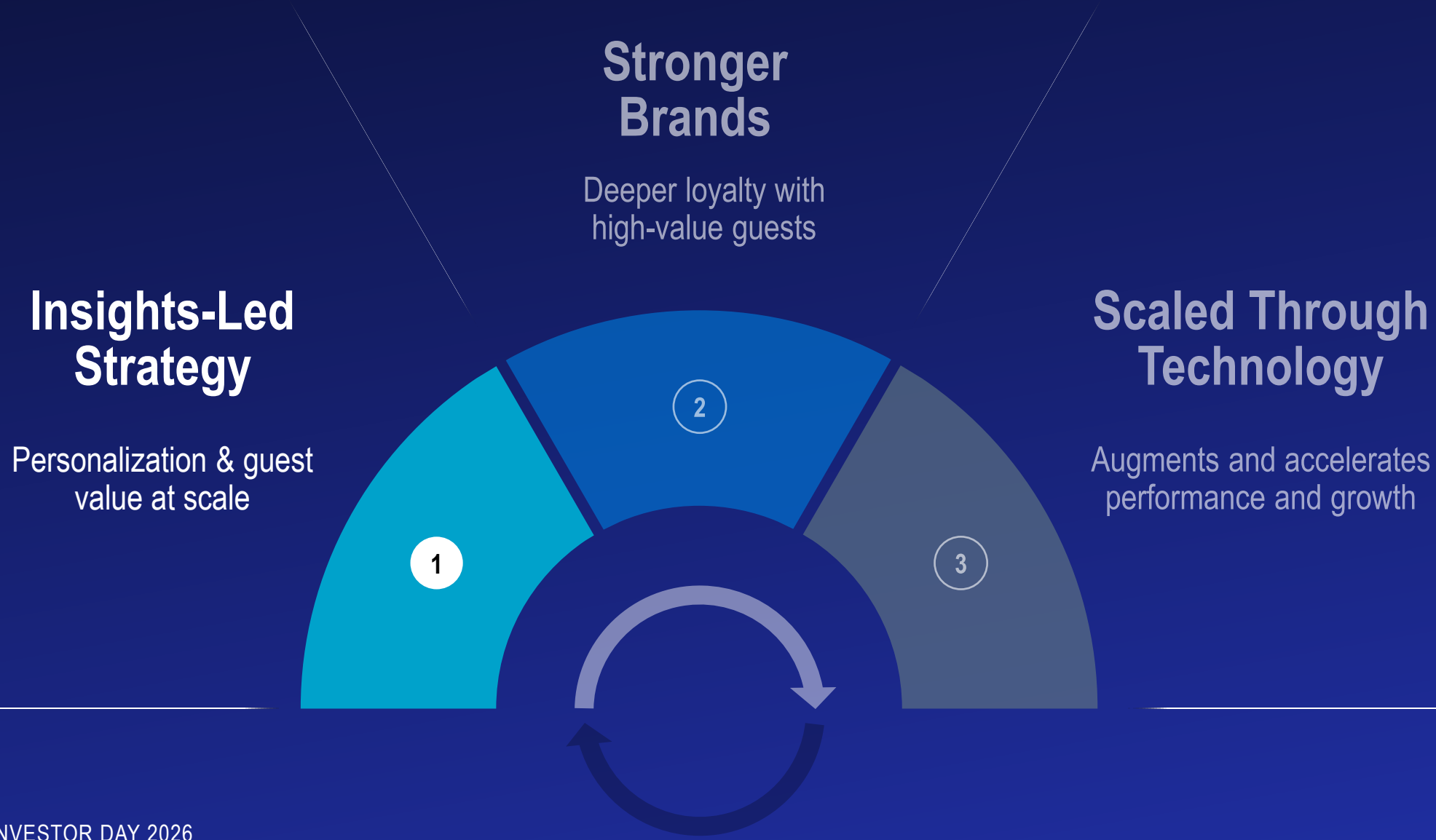
PRESIDENT,
INCLUSIVE COLLECTION



Laurie Blair

SVP, GLOBAL MARKETING
& LOYALTY

A DIFFERENTIATED GROWTH ENGINE



OUR BRANDS ATTRACT MORE AFFLUENT, HIGHER-SPENDING GUESTS

38%

In top 20%
affluence category

+26%

More lodging
spend

+25%

More spend on
each stay



**Growth,
Differentiation
& Better Owner
Economics**

INSIGHT TO IMPACT: HOW WE BUILD OUR BRANDS



**Start with deep
stakeholder insight**



**Design differentiated
brand experiences**



**Deliver measurable
customer & financial impact**



INFUSING WELLBEING INTO MEETINGS & EVENTS IS DRIVING DIFFERENTIATION AT SCALE

CUSTOMER INSIGHT

- Wellbeing is increasingly becoming an expectation in business travel
- Wellness economy growing at a 7%+ CAGR¹
- Miraval guests report 60% lower stress two months post-stay²

SCALED WELLBEING PLATFORM

198

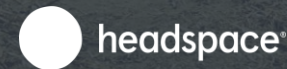
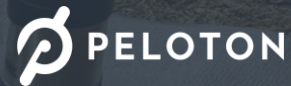
hotels

125+

experiences

1,500+

trained leaders



RESULTS

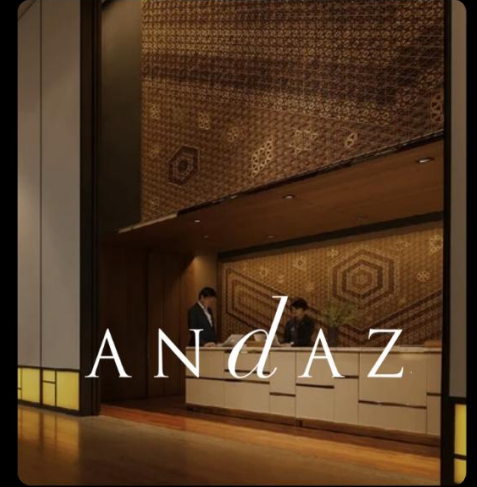
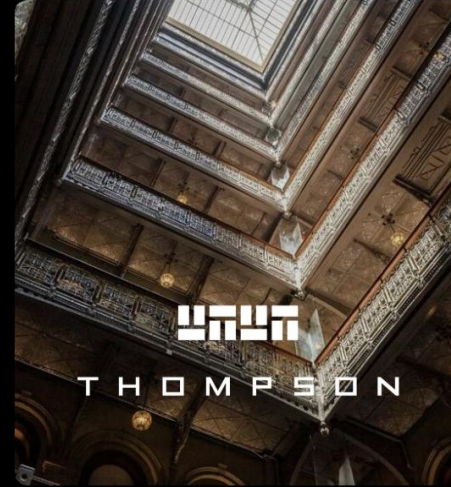
+20pt

Guest satisfaction lift³

+70%

Increased market share among Top 30 corporate accounts⁴

THE LIFESTYLE GROUP, HYATT



LIFESTYLE OPEN & OPERATING PROPERTIES



Andaz 5th Ave

LIFESTYLE OPEN & OPERATING PROPERTIES

The Standard, Austin



LIFESTYLE OPEN & OPERATING PROPERTIES



Thompson Madrid

LIFESTYLE OPEN & OPERATING PROPERTIES



The Standard, Miami

LIFESTYLE OPEN & OPERATING PROPERTIES

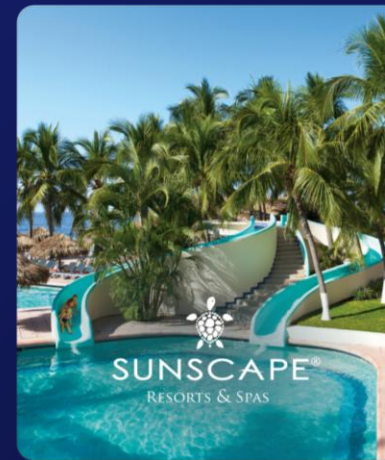
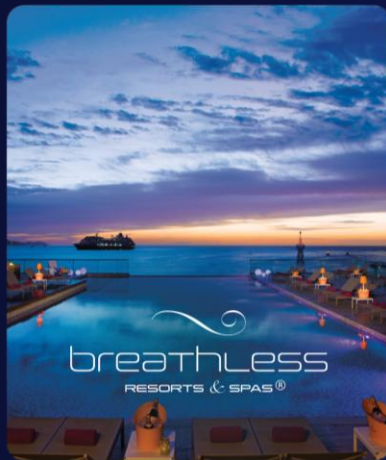
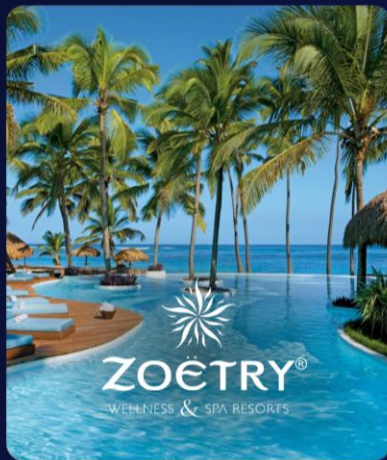


The Cape, a Thompson Hotel

THE LIFESTYLE GROUP, HYATT



HYATT'S INCLUSIVE COLLECTION



INCLUSIVE COLLECTION EXPANDS OUR REACH AND DIFFERENTIATION

A structural shift and a long runway for growth

155
RESORTS

58K+
ROOMS

+14,000 rooms vs closest competitor

NO LONGER NICHE



7 in 10 travelers have tried
all-inclusive¹

DRIVES STRONG LOYALTY



repeat rate

GENERATIONAL SHIFT



of 18–25s more likely
to choose all-inclusive
vs 5 years ago¹



HYATT ZIVA PUERTO VALLARTA



DREAMS CAP CANA RESORT & SPA

INCLUSIVE COLLECTION EXPANDS OUR REACH AND DIFFERENTIATION

Differentiated F&B concepts driving guest preference



HYATT ZIVA CAP CANA

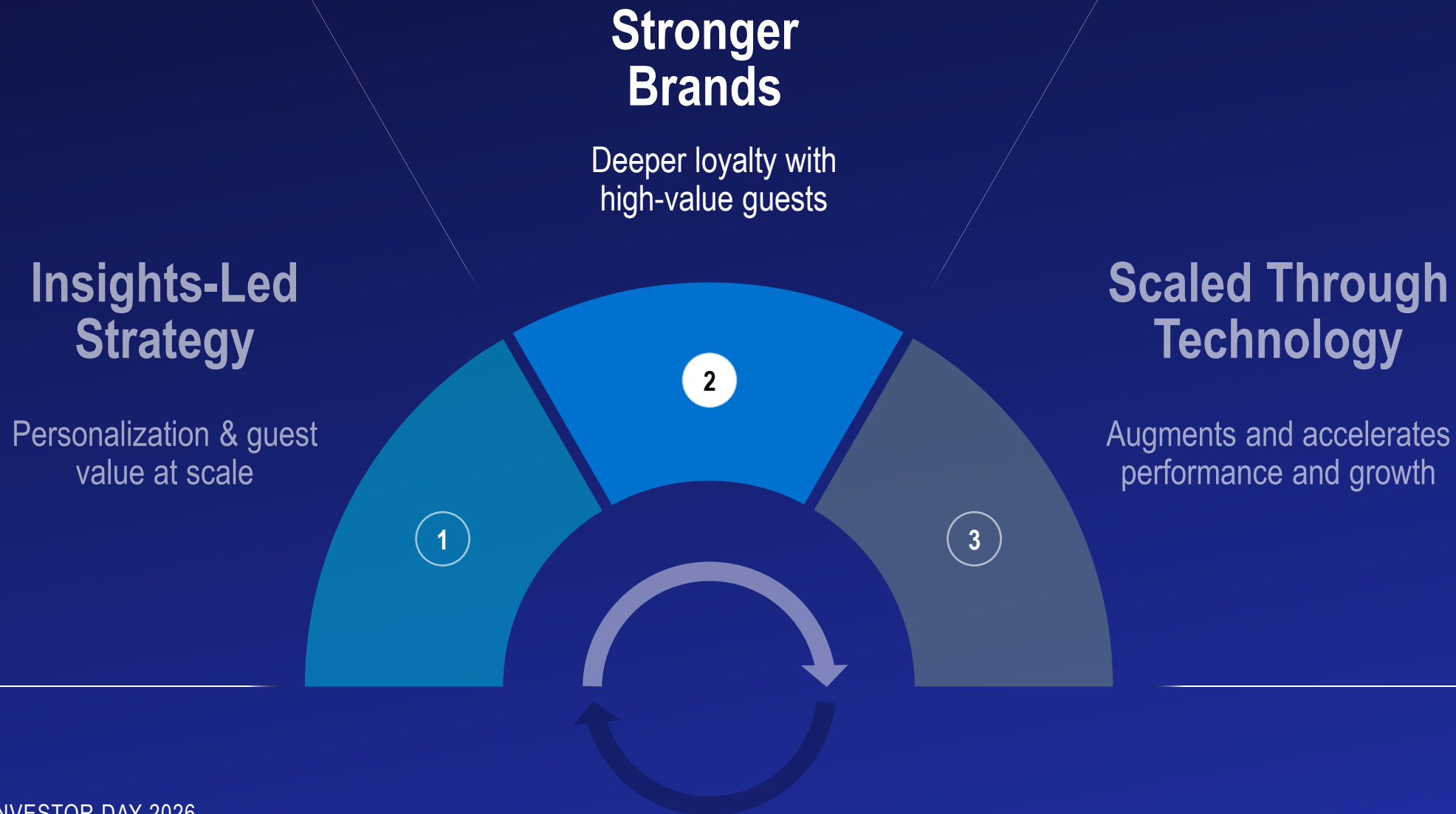


SECRETS LA ROMANA RESORT & SPA



HYATT ZILARA CANCÚN

A DIFFERENTIATED GROWTH ENGINE



DEEPER LOYALTY



**ESTABLISHED
POINTS OF
DIFFERENCE**



**HIGHER-VALUE
NEW MEMBERS**



**MORE STAYS,
MORE SPEND**



**ELEVATING
LOYALTY**

BEYOND TRANSACTIONS TO DRIVE TRUE ENGAGEMENT



Premium point
earning & redemption



Quality of elite tiers



Member choice



Unique, giftable awards



GUEST OF HONOR DELIVERS NEW HIGH-VALUE MEMBERS

When gifted a Guest of Honor award, new members¹:

2x

more spend
per year

5x

more likely to reach an elite
tier than all new members



THE FASTEST GROWING LOYALTY PROGRAM DELIVERING SCALE AND IMPACT

MEMBERSHIP GROWTH

+78%



2022 Today

MEMBER PENETRATION GROWTH

+400_{bps}



vs 2022

MEMBERS PER PROPERTY

+45%



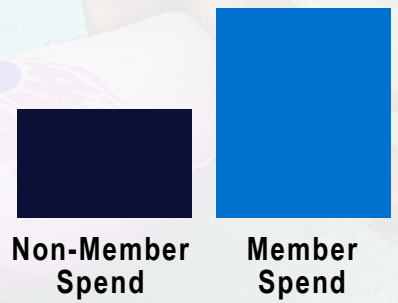
vs 2022

MEMBERS ARE MORE VALUABLE THAN EVER



93%

More spend than
non-members in 2025



+20 pts vs. 2022

38%

Increase in members
with 100+ qualifying
stay nights per year



vs. 2022

MORE STAYS, MORE SPEND, AT MORE BRANDS

THE WORLD OF HYATT NETWORK EFFECT



MR & MRS SMITH DRIVES NETWORK EFFECT AND DEEPENS ENGAGEMENT

MR & MRS
SMITH

NEW MEMBERS

4x

More likely to stay at
another Hyatt brand

STAYS

75%

Of member stays were
made by elite members

A CONNECTED AND GROWING EXPERIENCES PLATFORM



CREDIT CARD PORTFOLIO DELIVERS HIGHEST VALUE, PREMIUM GUESTS

\$105M

Credit Card and similar 3rd
party fees EBITDA in 2027,
doubling 2025 contribution

+221%

More stays per year than
non-cardholder members¹

+28%

More card spend vs comparable
travel co-brand cards²



PARK HYATT MARRAKECH, MOROCCO



ELEVATING THE FUTURE OF LOYALTY



A DIFFERENTIATED GROWTH ENGINE



TECHNOLOGY AS A GROWTH MULTIPLIER

Scalable Platform

Core Technology – CRS, RMS, PMS

Smarter Decisions

Hotel Heartbeat

Deeper Guest Engagement

Intent-based search & ChatGPT

AI RFP Tool

A SCALABLE PLATFORM DRIVES GROWTH AND EFFICIENCY



PROFIT-OPTIMIZED REVENUE MANAGEMENT SYSTEM

Rates and mix optimized for
profitability drives RGI



BEST-IN-CLASS CENTRAL RESERVATION SYSTEM

Enables new capabilities and
reducing costs and complexity

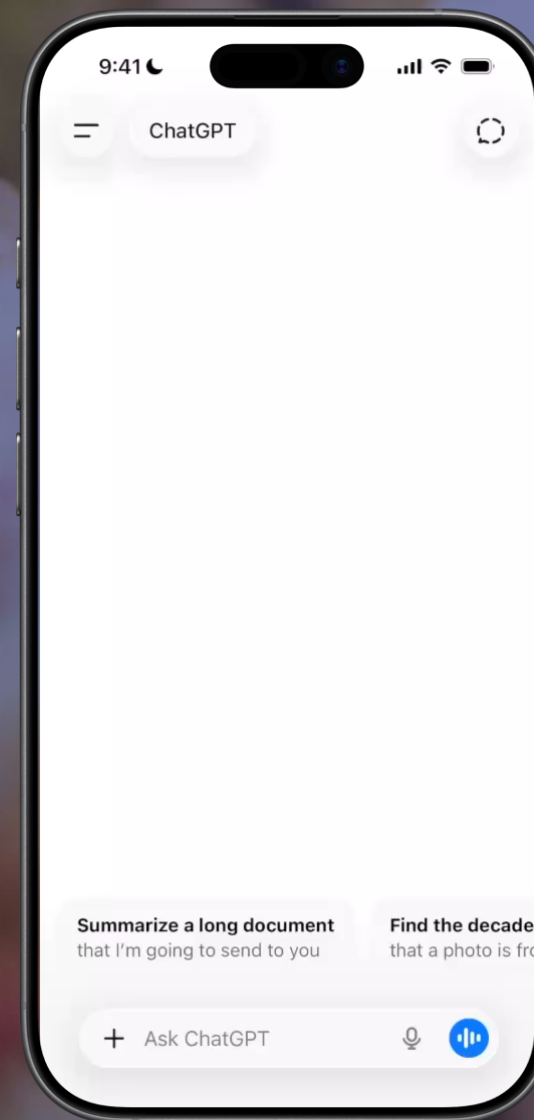
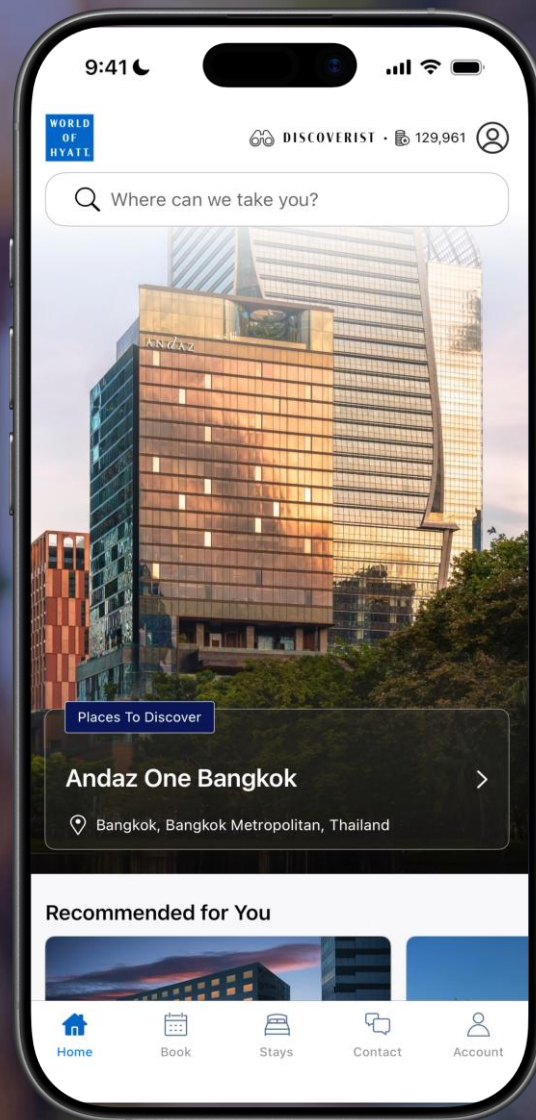


SPEED-TO-MARKET PROPERTY MANAGEMENT SYSTEM

Ease of integration and training
reduces operating friction

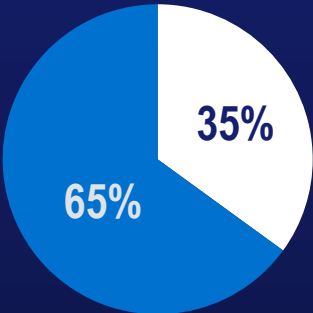


MEETING GUESTS WHERE THEY ARE

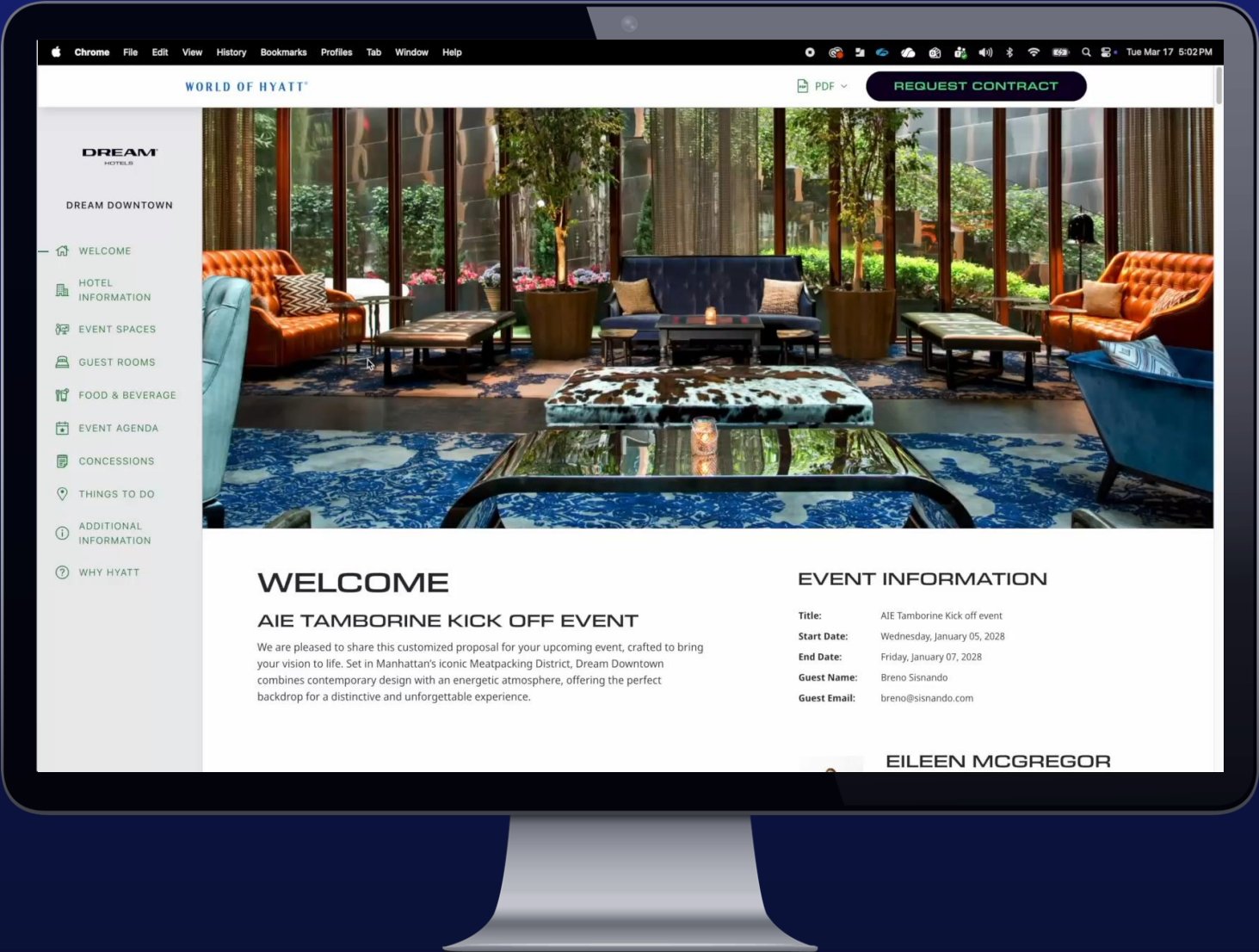


UNLOCKING DEEPER ENGAGEMENT AND PRODUCTIVITY

AI-powered RFP streamlines sales



Sales colleagues are spending 35% of their time prioritizing, vetting and gathering info for proposals



A DIFFERENTIATED GROWTH ENGINE



WE WIN THE GAME DIFFERENTLY — AND IT'S WORKING

DIFFERENTIATION AT SCALE

Global hospitality company serving the high-end traveler, with meaningful growth opportunities

ELEVATING PERFORMANCE

Insights-led and brand-focused organization driving value through innovation, agility, and speed

POSITIONED TO WIN



INVESTOR DAY 2026

EXPANDING OUR DIFFERENTIATED FOOTPRINT



Mark Hoplamazian

CHAIRMAN, PRESIDENT &
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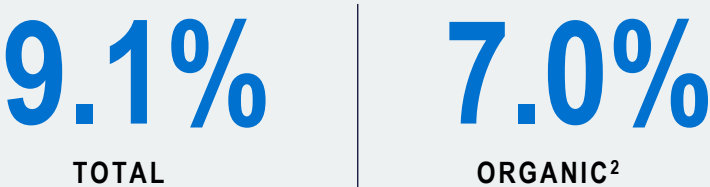
Hyatt's intentional growth strategy has delivered industry-leading net rooms growth for 9 consecutive years

HYATT HAS BUILT A DIFFERENTIATED GROWTH PLATFORM

STRATEGIC GROWTH PLATFORMS

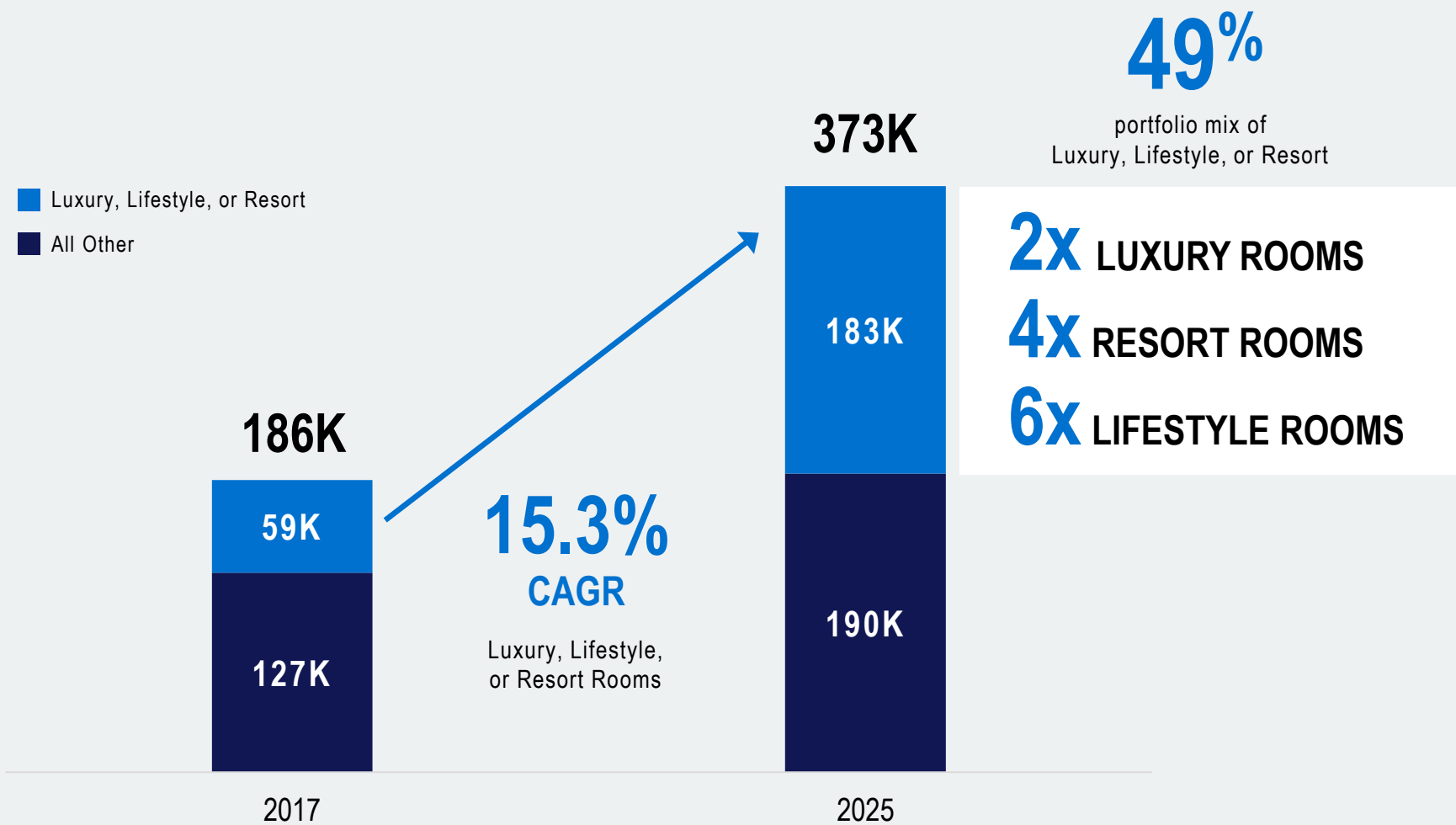


NET ROOMS GROWTH CAGR¹



HYATT IS WELL POSITIONED IN PREMIUM SEGMENTS

Luxury, Lifestyle, or Resort rooms as % of portfolio 2017–2025



HYATT HAS STRENGTHENED TOP MARKET COVERAGE, WITH SIGNIFICANT WHITESPACE FOR CONTINUED GROWTH

GLOBAL MARKETS¹

HYATT GLOBAL MARKET COVERAGE

Markets where there is currently at least one hotel

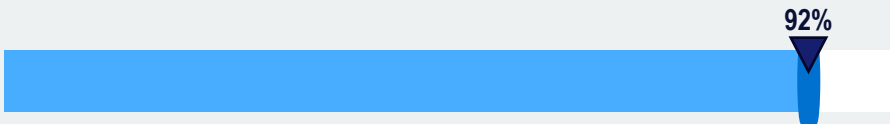
Hyatt Existing Existing + Pipeline

HOTELS PER MARKET

Hyatt has opportunity to increase hotel density per market

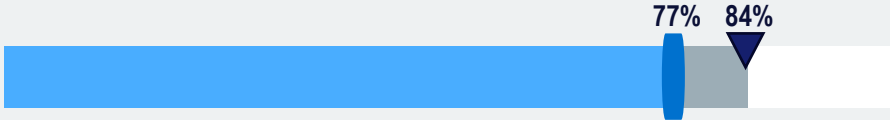
HYATT
EXISTING² + PIPELINE² PEERS³

TOP 50



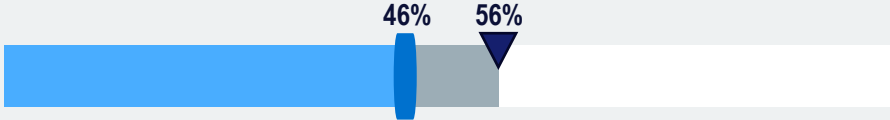
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51 – 150



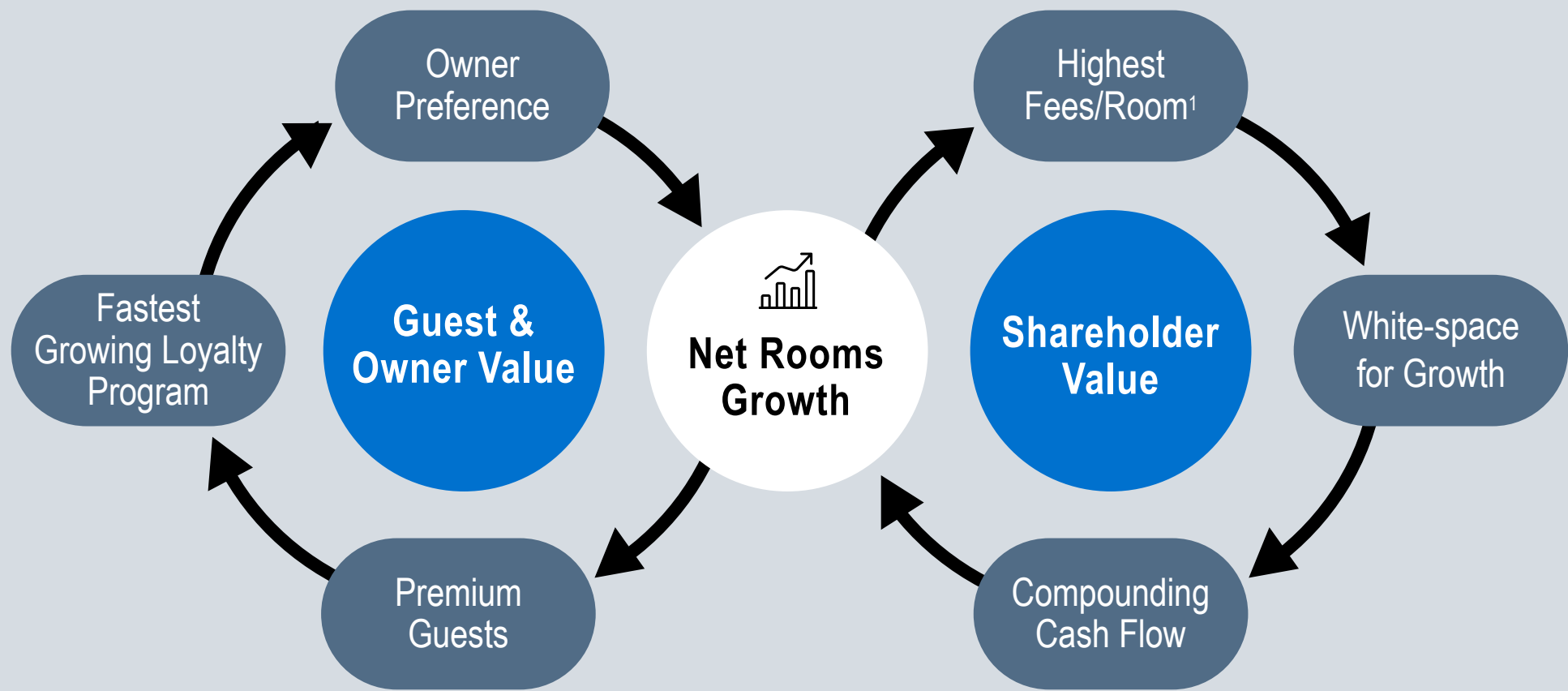
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151 – 674



3 3 12

GROWTH AT HYATT DRIVES HIGH-QUALITY, DURABLE VALUE CREATION FOR ALL STAKEHOLDERS



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

6% TO 8% NET ROOMS GROWTH
(2026 through 2028)



PREMIUM SEGMENTS

**HIGHER FEES
PER ROOM**



SCALABLE BRANDS

**FASTER, CAPITAL-LIGHT
GROWTH**



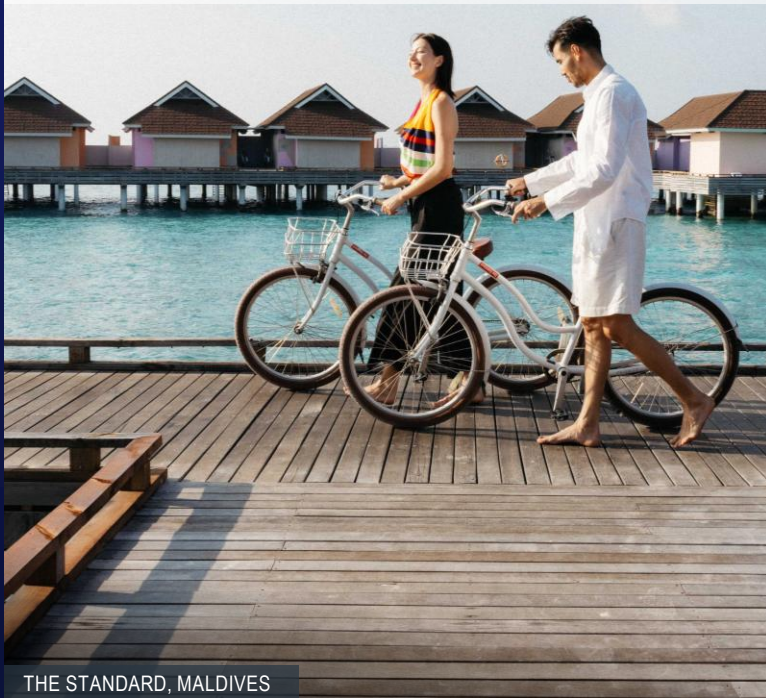
HIGH-GROWTH REGIONS

**BROADER
NETWORK REACH**

LONG-TERM NET ROOMS GROWTH DRIVERS

Premium Segments

Intentional growth in segments where demand, fee generation and network effects are strongest



THE STANDARD, MALDIVES

Scalable Brands

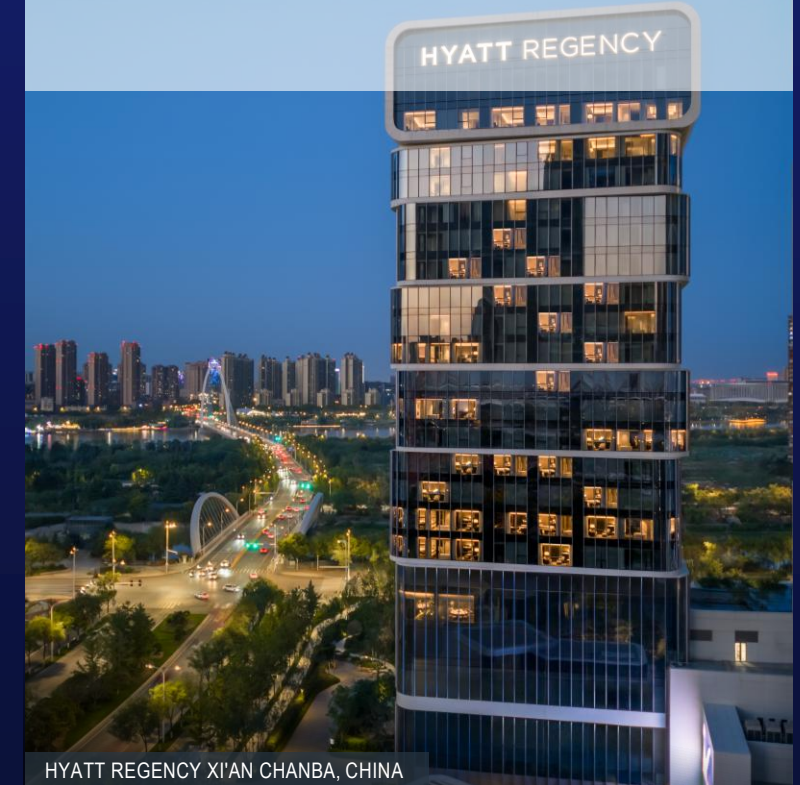
Portfolio of brands that enable faster, lower-capital expansion into underpenetrated markets



HYATT PLACE ATLANTA ALPHARETTA

High-Growth Regions

Positioned to accelerate growth in the world's largest travel markets



HYATT REGENCY XI'AN CHANBA, CHINA

PREMIUM SEGMENTS: LUXURY, LIFESTYLE, & RESORTS REMAIN A CRUCIAL VALUE LEVER

Higher Fees
per Room

2.0x

vs. non-Luxury, Lifestyle
and Resort properties

New Member
Spend

1.8x

vs. non-Luxury, Lifestyle
and Resort properties¹

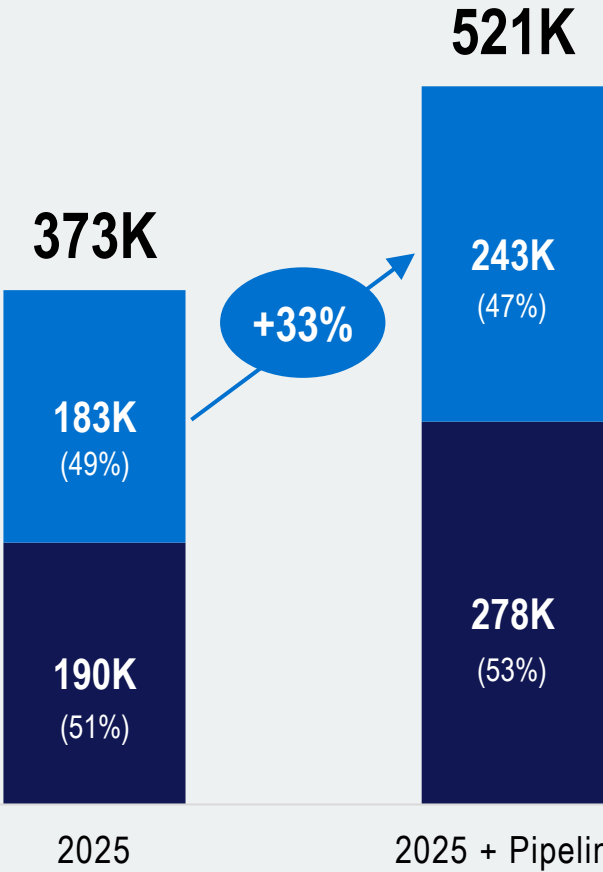
Skew towards
Top 50 Markets

30%+

of Existing & Pipeline Hotels
vs. ~20% across peers²

Luxury, Lifestyle, or Resort
rooms as % of portfolio

■ Luxury, Lifestyle, or Resort
■ All Other

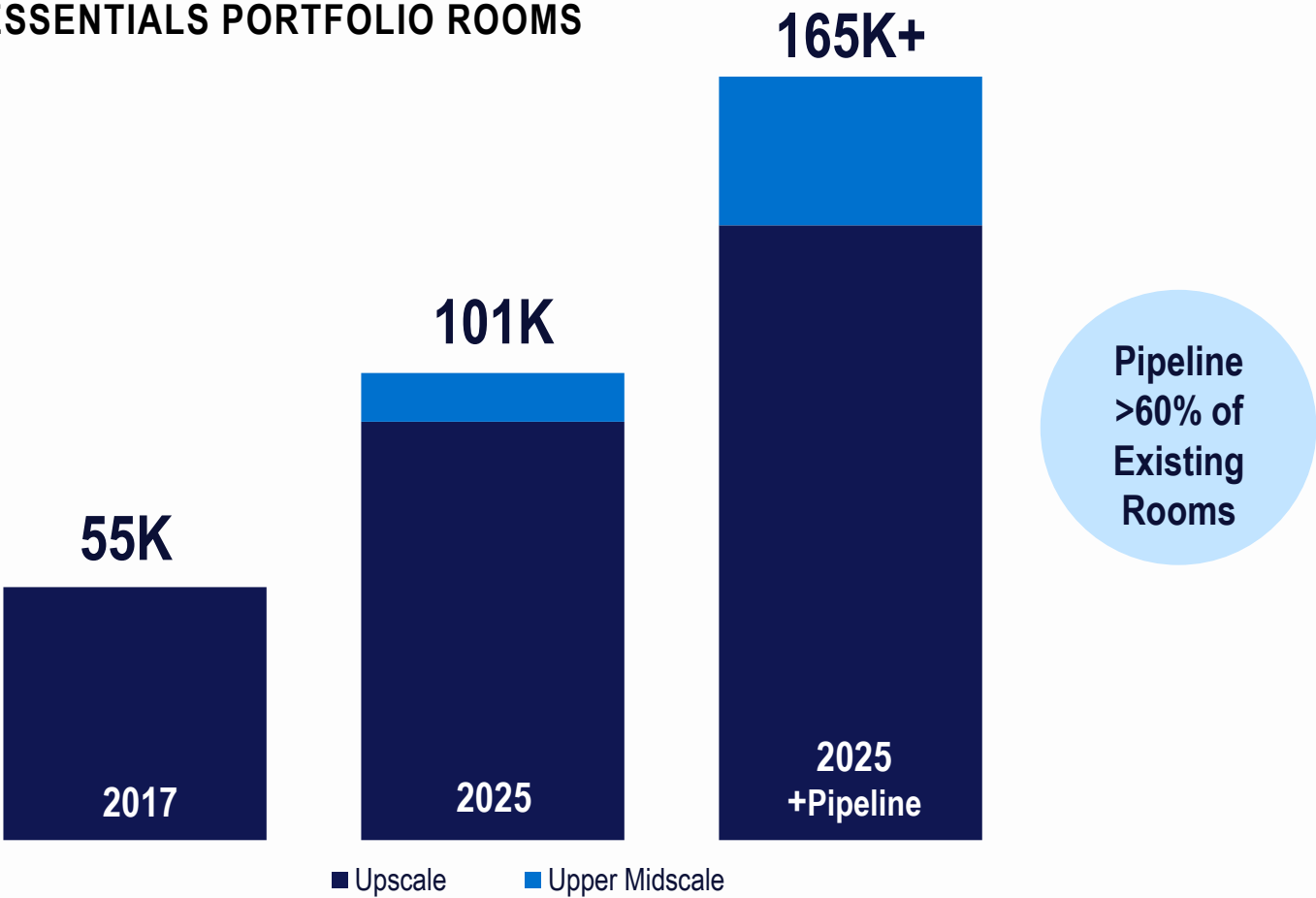


SCALABLE BRANDS: ESSENTIALS DRIVING ACCELERATED NET ROOMS GROWTH



EXPANDED PORTFOLIO ENABLES ENTRY INTO NEW MARKETS WITH LOWER COST AND FASTER SPEED

ESSENTIALS PORTFOLIO ROOMS



POSITIONED TO WIN IN HIGH-GROWTH REGIONS

UNITED STATES		300+ Submarkets where Hyatt doesn't have a brand presence¹	
GREATER CHINA		120%+ Pipeline as % of existing hotels	
INDIA		90% Increase in signings²	70% of existing pipeline

WHERE WE ARE TODAY...



HYATT'S EXISTING FOOTPRINT

1,528	373K	780+
Hotels	Hotel Rooms	Sub-Markets

HYATT'S DIFFERENTIATED BRANDS AND STRONG PERFORMANCE POSITION IT TO CAPTURE SHARE IN UNDERREPRESENTED MARKETS



GLOBAL OPPORTUNITY:
Markets where Hyatt
is underrepresented vs.
our closest peers

HYATT: A COMPELLING LONG-TERM INVESTMENT

DIFFERENTIATION AT SCALE

Global hospitality company serving the high-end traveler, with meaningful growth opportunities

ELEVATING PERFORMANCE

Insights-led and brand-focused organization driving value through innovation, agility, and speed

POSITIONED TO WIN



INVESTOR DAY 2026

EXPANDING OUR DIFFERENTIATED FOOTPRINT

GROWTH PANEL



Joan Bottarini

CHIEF FINANCIAL OFFICER



Julianne Smith

HEAD OF AMERICAS
GROWTH



Catie Cramer

HEAD OF LUXURY & LIFESTYLE
DEVELOPMENT, AMERICAS



Javier Águila

PRESIDENT,
INCLUSIVE COLLECTION



INVESTOR DAY 2026

DELIVERING SUSTAINABLE LONG-TERM VALUE FOR SHAREHOLDERS



Joan Bottarini

CHIEF FINANCIAL OFFICER

HYATT: A COMPELLING LONG-TERM INVESTMENT

DIFFERENTIATION AT SCALE

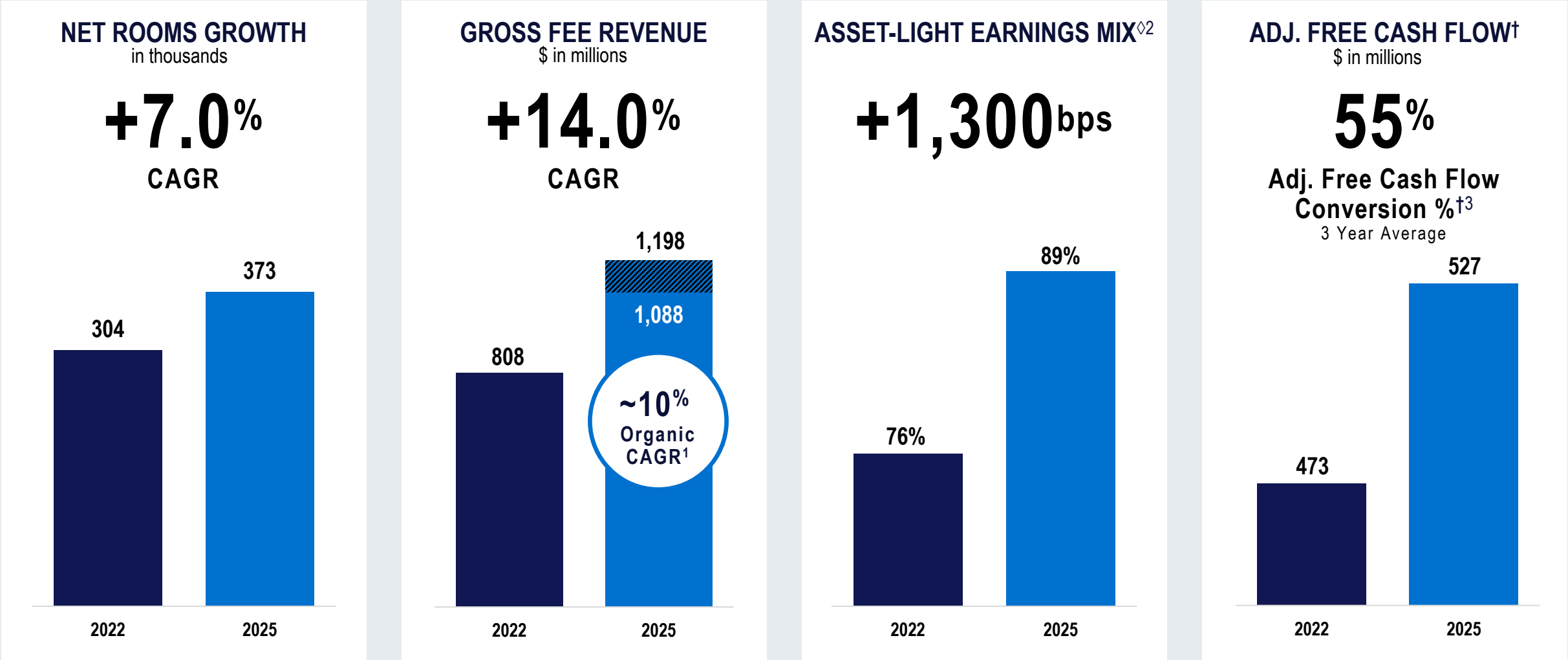
Global hospitality company serving the high-end traveler, with meaningful growth opportunities

ELEVATING PERFORMANCE

Insights-led and brand-focused organization driving value through innovation, agility, and speed

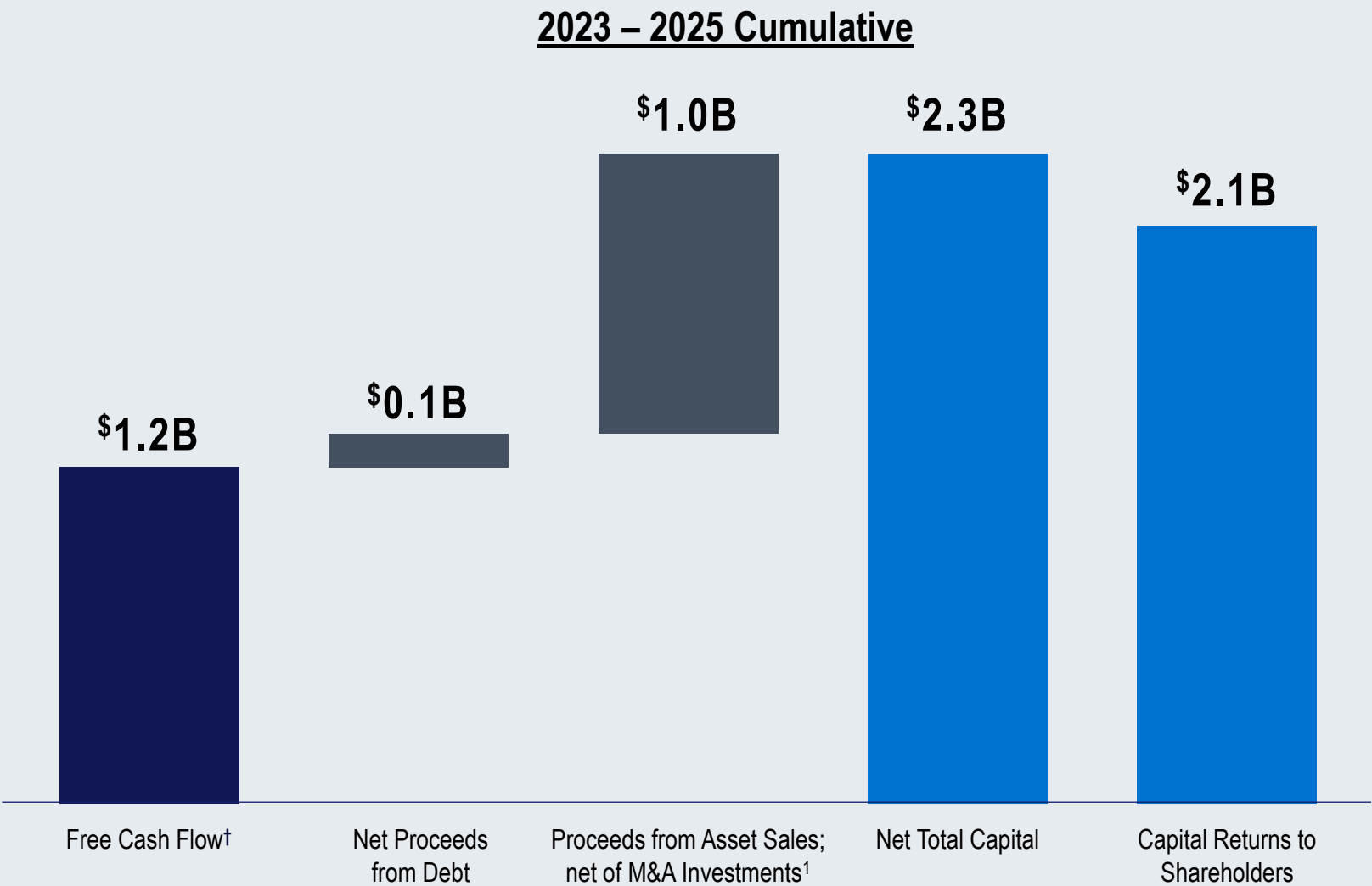
POSITIONED TO WIN

SINCE INVESTOR DAY 2023, WE HAVE TRANSFORMED THE BUSINESS AND DELIVERED STRONG RESULTS



WHILE RETURNING SIGNIFICANT CAPITAL TO SHAREHOLDERS AND REDUCING SHARE COUNT BY 11% SINCE 2022

\$ in billions



>90%
of Net Capital
Returned to
Shareholders

ENHANCING SHAREHOLDER VALUE INTO THE FUTURE



Premium RevPAR growth and industry-leading Net Rooms Growth fuels compounding fee growth



Predictable asset-light business model drives Free Cash Flow conversion



Unlock further value through highly-valued owned portfolio and other investments

**DRIVES GREATER FREE
CASH FLOW[†] AND
ENHANCES VALUE**

PREMIUM REVPAR GROWTH AND STRONG NET ROOMS GROWTH DRIVES FEES

2025 to 2028
3-Year CAGR

	Low	High
System-wide RevPAR [◇] Growth	2%	4%
Net Rooms Growth	6%	8%

RevPAR[◇] Growth + Net Rooms Growth Fee Algorithm

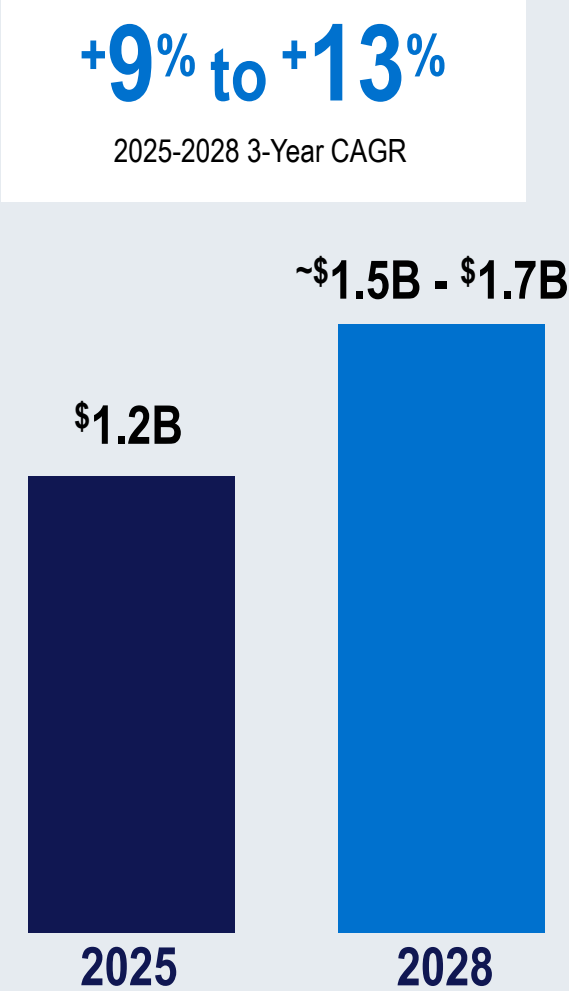
8% - 12%

Core Gross Fee Growth
3-Year CAGR



GROSS FEES CONTINUE TO DELIVER STRONG GROWTH RATES

\$ in billions



Gross Fees Modeling Assumptions

- Gross fees 3-Year CAGR benefits from new management agreements from Playa Hotels Acquisition
- Base and Franchise & Other fees account for ~75% of Gross fees
- Incentive fees expand on the strength of international RevPAR growth
- Gross fees benefit from license fees from co-branded credit card programs and branded residential license fees

OTHER MODEL ASSUMPTIONS

2025 - 2028

+2% to 3%

Adjusted G&A[†]
3-Year CAGR

+2% to 4%

Owned & Leased
Segment 3-Year CAGR

+2% to 4%

Distribution Segment
3-Year CAGR

\$150M to \$170M

Key Money
per Year

\$135M to \$140M

Capital Expenditures
per Year

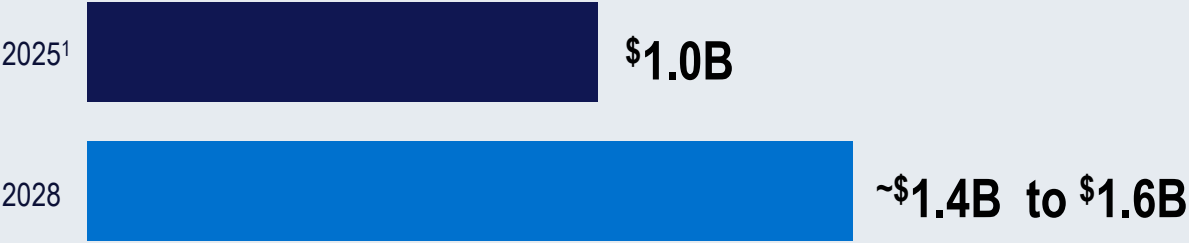
~27% to 30%

Effective Tax Rate %

2028 ILLUSTRATIVE ADJUSTED EBITDA[†] AND ADJUSTED FREE CASH FLOW[†] OUTLOOK

\$ in billions

ADJUSTED
EBITDA[†]



+11% to +16%
2025-2028 3-Year CAGR

ADJUSTED
FREE CASH
FLOW[†]

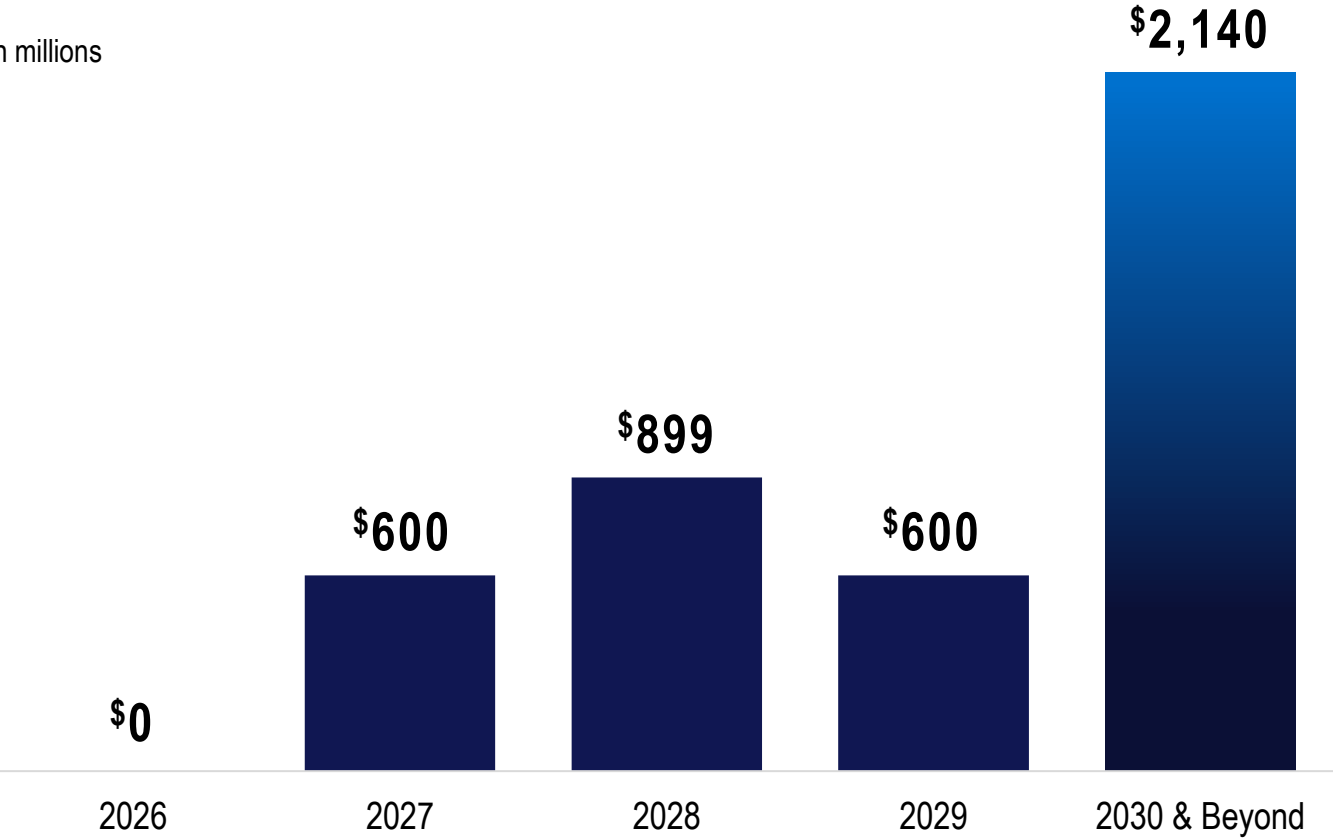


+14% to +18%
2025-2028 3-Year CAGR

COMMITTED TO INVESTMENT GRADE WITH CAPACITY FOR ADDITIONAL DEBT STARTING IN 2028

SENIOR NOTES MATURITIES BY YEAR¹

\$ in millions



\$4.2B

Total Senior Notes

\$1.5B

Revolver Capacity Available
Net of Letters of Credit
Outstanding

DURABLE EARNINGS AND FREE CASH FLOW[†] TO ENHANCE SHAREHOLDER VALUE

2026-2028 Cumulative Totals

Adjusted
EBITDA[†]

~\$3.8B – \$4.2B

Free Cash Flow[†]

~\$2.0B – \$2.2B

Incremental
Debt Capacity

~\$0.2B – \$0.5B

BALANCED CAPITAL ALLOCATION STRATEGY TO ENHANCE SHAREHOLDER VALUE

Accretive Investments in Growth

Maintain Investment Grade Profile

Steady Dividend Payment

Use Excess Cash for Share Repurchases

CASH AVAILABLE TO
ENHANCE VALUE

~\$2.2B - \$2.7B

2026 - 2028

OTHER OPPORTUNITIES TO ENHANCE VALUE

✓ Highly Valued Owned Portfolio

✓ Other Investments

**FURTHER VALUE
UNLOCKS**

HIGHLY VALUED OWNED HOTEL PORTFOLIO

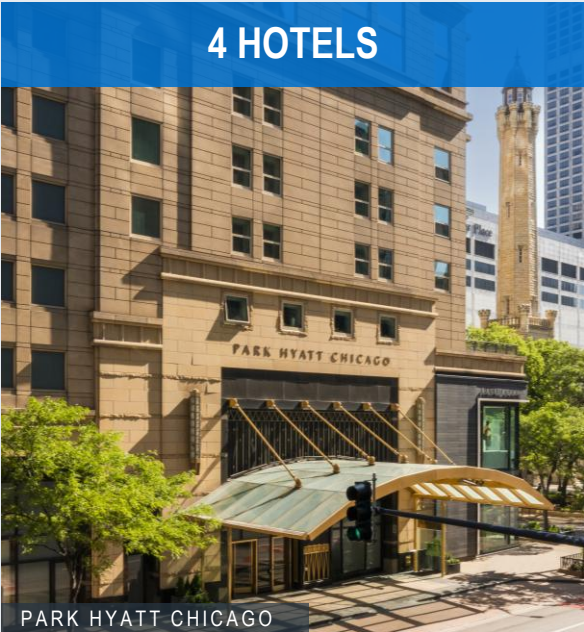
ESTIMATED VALUE
OF OWNED ASSETS¹

\$2.2B - \$2.5B

17 Wholly Owned Hotels²
(excludes leases)

LUXURY

4 HOTELS

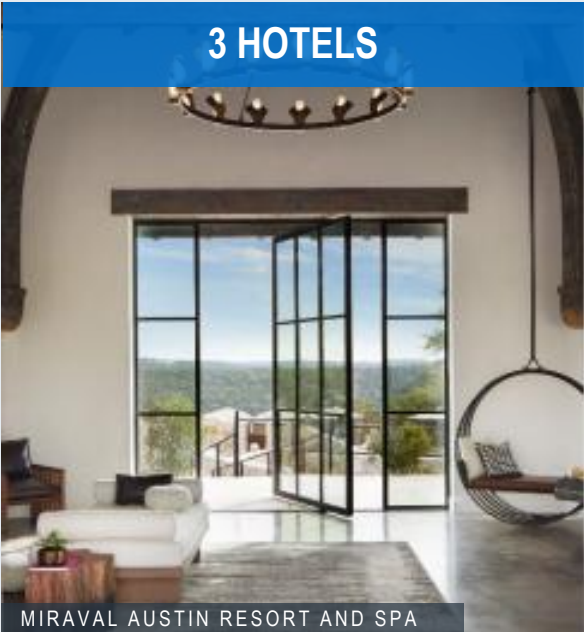


~\$125M

2025 Adjusted
EBITDA^{†3}

WELLBEING

3 HOTELS



~18x - 20x

Implied 2025
Adjusted EBITDA[†] Multiple

BUSINESS/CONVENTION

10 HOTELS



~\$25M

Run-Rate Fees

WE HAVE INVESTMENTS TO UNLOCK FURTHER VALUE

OTHER
INVESTMENTS

\$690M



\$315M

Hyatt Regency Orlando Preferred
Equity and Seller Financing



\$200M

Tortuga
Preferred Equity



~\$175M

Juniper Common
Equity Value¹

SUSTAINED DURABLE COMPETITIVE ADVANTAGES LEAD TO:

**PREMIUM REVPAR
GROWTH**

**INDUSTRY-LEADING
NET ROOMS GROWTH**

**COMPOUNDING
FEE GROWTH**

HYATT: A COMPELLING LONG-TERM INVESTMENT

DIFFERENTIATION AT SCALE

Global hospitality company serving the high-end traveler, with meaningful growth opportunities

ELEVATING PERFORMANCE

Insights-led and brand-focused organization driving value through innovation, agility, and speed

POSITIONED TO WIN



INVESTOR DAY 2026

MANAGEMENT Q&A



Mark Hoplamazian

CHAIRMAN, PRESIDENT &
CHIEF EXECUTIVE OFFICER



Joan Bottarini

CHIEF FINANCIAL OFFICER



Mark Vondrasek

CHIEF COMMERCIAL OFFICER



Adam Rohman

SVP, INVESTOR RELATIONS,
FP&A, AND TREASURER

HYATT

REFERENCES

SLIDE 9: PORTFOLIO OF DIFFERENTIATED, HIGH-PERFORMING BRANDS

1 Brand portfolio as of March 31, 2026.

SLIDE 10: OUR CORE GUESTS IN THE U.S. SPEND ON TRAVEL AND SPEND MORE WITH HYATT

1 The Federal Reserve and Bureau of Economic Analysis. U.S. income distribution and GDP growth data (latest available).

2 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.

3 For the year ended December 31, 2025.

SLIDE 12: PREMIUM BRANDS, LOYALTY PROGRAM, AND CUSTOMER BASE DRIVE VALUE FOR OUR OWNERS

Figures for the year ended December 31, 2025, unless otherwise noted.

1 Represents RevPAR Index from Smith Travel Research for each respective brand group for the year ended December 31, 2025.

SLIDE 13: MEANINGFUL GROWTH OPPORTUNITIES FOR HYATT ACROSS THE WORLD

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.

1 Represents hotels that were open as of December 31, 2025.

2 Represents hotels that were open or part of the executed hotel pipeline as of December 31, 2025.

3 Identified markets represent growth opportunities based on Hyatt's runway for growth, primarily in markets where Hyatt is underrepresented relative to its closest peers across Hyatt's existing brand portfolio.

Markets as defined by Smith Travel Research: "A geographic area normally composed of a Metropolitan Statistical Area."

SLIDE 15: ESSENTIALS BRAND FOCUS IN ACTION: HYATT SELECT

Figures as of March 31, 2026, unless otherwise noted.

SLIDE 16: LUXURY BRAND FOCUS IN ACTION: PARK HYATT NEW YORK

1 As of March 31, 2026, for the trailing 12 months.

2 Figures for the year ended December 31, 2023, compared to the year ended December 31, 2025.

SLIDE 19: SUSTAINED DURABLE COMPETITIVE ADVANTAGES LEAD TO:

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.

REFERENCES

SLIDE 23: OUR BRANDS ATTRACT MORE AFFLUENT, HIGHER-SPENDING GUESTS

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.

SLIDE 25: INFUSING WELLBEING INTO MEETINGS & EVENTS IS DRIVING DIFFERENTIATION AT SCALE

1 Global Wellness Institute, Global Wellness Economy Monitor, 2025.

2 Miraval Humin Study, 2026.

3 Hyatt Guest Satisfaction Study, 2025.

4 Hyatt Salesforce global enterprise consumer data, 2025.

SLIDE 34: INCLUSIVE COLLECTION EXPANDS OUR REACH AND DIFFERENTIATION

Figures for the year ended December 31, 2025, unless otherwise noted.

1 Hyatt-commissioned Skift survey (U.S. & Canada), 2025.

SLIDE 39: GUEST OF HONOR DELIVERS NEW HIGH-VALUE MEMBERS

1 Trailing 24 months ending March 31, 2026.

SLIDE 40: THE FASTEST GROWING LOYALTY PROGRAM DELIVERING SCALE AND IMPACT

Growth rate figures are for periods ending March 31, 2026, compared to the period ending December 31, 2022.

SLIDE 41: MEMBERS ARE MORE VALUABLE THAN EVER

Growth rate figures are for the full year for periods ending December 31, 2025, compared to the period ending December 31, 2022.

SLIDE 42: MORE STAYS, MORE SPEND, AT MORE BRANDS

Figures for the year ended December 31, 2025, unless otherwise noted.

1 New active members whose first stay occurred between March 31, 2024 and February 28, 2026, and who have stayed two or more times in the past two years.

SLIDE 45: CREDIT CARD PORTFOLIO DELIVERS HIGHEST VALUE, PREMIUM GUESTS

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.

1 For the year ended December 31, 2025.

2 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.

REFERENCES

SLIDE 56: HYATT HAS BUILT A DIFFERENTIATED GROWTH PLATFORM

1 Net Rooms Growth CAGR is calculated from the year ended December 31, 2017 to the year ended December 31, 2025.

2 Organic Net Room Growth CAGR excludes rooms associated with the asset-light acquisitions of Two Roads Hospitality, Apple Leisure Group (inclusive of the UVC Transaction), Dream Hotel Group, Me and All Hotels, Standard International, Playa Hotels, and the Bahia Principe Transaction.

SLIDE 57: HYATT IS WELL POSITIONED IN PREMIUM SEGMENTS

Luxury and resort rooms as defined by Smith Travel Research chain scale classification. Lifestyle includes Alila, Andaz, Bunkhouse Hotels, Dream Hotels, Hyatt Centric, JdV by Hyatt, Me and All Hotels, The Standard, The Standard X, The Unbound Collection by Hyatt, and Thompson Hotels brands.

SLIDE 58: HYATT HAS STRENGTHENED TOP MARKET COVERAGE, WITH SIGNIFICANT WHITESPACE FOR CONTINUED GROWTH

1 Based on Smith Travel Research Global Census as of December 31, 2025. Global market ranking determined by aggregate room count.

Markets as defined by Smith Travel Research: “A geographic area normally composed of a Metropolitan Statistical Area.”

2 As of December 31, 2025.

3 Peers referenced include Hilton Worldwide Holdings Inc., Marriott International Inc., and IHG Hotels & Resorts.

SLIDE 59: GROWTH AT HYATT DRIVES HIGH-QUALITY, DURABLE VALUE CREATION FOR ALL STAKEHOLDERS

1 Calculated as gross fees divided by total room count for the year ended December 31, 2025. Peers referenced include Hilton Worldwide Holdings Inc., Marriott International Inc., and IHG Hotels & Resorts.

SLIDE 60: DIFFERENTIATED WAYS HYATT CAN DELIVER COMPOUNDING, HIGH-QUALITY, DURABLE GROWTH

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.

SLIDE 62: PREMIUM SEGMENTS: LUXURY, LIFESTYLE, & RESORTS REMAIN A CRUCIAL VALUE LEVER

Figures for the year ended December 31, 2025, unless otherwise noted.

1 Based on member spend for the period from March 31, 2024 through February 28, 2026 for the Luxury, Lifestyle, and Inclusive classifications according to Hyatt’s brand portfolio grouping as of March 31, 2026.

2 Based on Smith Travel Research Global Census as of December 31, 2025. Global market ranking determined by aggregate room count. Peers referenced include Hilton Worldwide Holdings Inc., Marriott International Inc., and IHG Hotels & Resorts.

SLIDE 63: SCALABLE BRANDS: ESSENTIALS DRIVING ACCELERATED NET ROOMS GROWTH

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.

Figures for the respective years ended December 31, unless otherwise noted.

1 Summerfield Suites was acquired in 2006 and rebranded to Hyatt House in 2011.

REFERENCES

SLIDE 64: POSITIONED TO WIN IN HIGH-GROWTH REGIONS

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. Figures for the year ended December 31, 2025, unless otherwise noted.

1 Based on Smith Travel Research Global Census as of December 31, 2025. Sub-markets as defined by Smith Travel Research.

2 Year ended December 31, 2025 compared to year ended December 31, 2024.

SLIDE 65: WHERE WE ARE TODAY

Figures for the year ended December 31, 2025.

Sub-markets as defined by Smith Travel Research. Closest peers referenced include Hilton Worldwide Holdings Inc., Marriott International Inc., and IHG Hotels & Resorts.

SLIDE 66: HYATT'S DIFFERENTIATED BRANDS AND STRONG PERFORMANCE POSITION IT TO CAPTURE SHARE IN UNDERREPRESENTED MARKETS

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.

Global opportunity represents Hyatt's runway for growth, primarily in markets where Hyatt is underrepresented relative to its closest peers across Hyatt's existing brand portfolio.

SLIDE 71: SINCE INVESTOR DAY 2023, WE HAVE TRANSFORMED THE BUSINESS AND DELIVERED STRONG RESULTS

1 Organic CAGR excludes fees associated with the asset-light acquisitions of Dream Hotel Group, Me and All Hotels, Standard International, Playa Hotels, the Bahia Principe Transaction, and the UVC Transaction.

2 Excludes the impact of the period of ownership of the Playa assets in 2025. Asset-Light Earnings Mix has been adjusted for all years to exclude the pro rata share of JV EBITDA.

3 2025 figures exclude impact of the Playa Hotel Acquisition. Three-year average for full years 2023, 2024, and 2025.

SLIDE 72: WHILE RETURNING SIGNIFICANT CAPITAL TO SHAREHOLDERS AND REDUCING SHARE COUNT BY 11% SINCE 2022

1 Net of cash disposed, cash paid for transaction costs, cash paid or received for proration adjustments, and/or debt assumed by the buyer, as applicable.

SLIDE 73: ENHANCING SHAREHOLDER VALUE INTO THE FUTURE

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.

SLIDE 74: PREMIUM REVPAR GROWTH AND STRONG NET ROOMS GROWTH DRIVES FEES

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.

REFERENCES

SLIDE 75: GROSS FEES CONTINUE TO DELIVER STRONG GROWTH RATES

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.

SLIDE 76: OTHER MODEL ASSUMPTIONS

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.

SLIDE 77: 2028 ILLUSTRATIVE ADJUSTED EBITDA[†] AND ADJUSTED FREE CASH FLOW[†] OUTLOOK

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.

1 Reflects a reduction of \$78 million in 2025 owned and leased segment Adjusted EBITDA to account for the period of ownership of hotels acquired as part of the Playa Hotels Acquisition and the impact of assets sold in 2025.

2 Reflects Adjusted Free Cash excluding the impact of the Playa Hotels Acquisition.

SLIDE 78: COMMITTED TO INVESTMENT GRADE WITH CAPACITY FOR ADDITIONAL DEBT STARTING IN 2028

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.

Total debt figures as of March 31, 2026.

1 Chart excludes \$51 million of variable rate term loan, \$19 million of floating average rate loan, \$3 million of finance lease obligations, \$32 million of unamortized discounts and deferred financing fees, as well as Hyatt's revolving credit facility.

SLIDE 79: DURABLE EARNINGS AND FREE CASH FLOW[†] TO ENHANCE SHAREHOLDER VALUE

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.

SLIDE 80: BALANCED CAPITAL ALLOCATION STRATEGY TO ENHANCE SHAREHOLDER VALUE

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.

Share repurchases may be made from time to time in the open market, in privately negotiated transactions, or otherwise, including pursuant to a Rule 10b5-1 plan or an accelerated share repurchase transaction, at prices that the Company deems appropriate and subject to market conditions, applicable law, and other factors deemed relevant in the Company's sole discretion. The common stock repurchase program applies to the Company's Class A common stock and/or the Company's Class B common stock. The share repurchase program does not obligate the Company to repurchase any dollar amount or number of shares, and the program may be suspended or discontinued at any time and does not have an expiration date.

SLIDE 82: HIGHLY VALUED OWNED HOTEL PORTFOLIO

1 Value is based on the estimated gross sales price of the asset and does not include the value of the fee stream that Hyatt could retain upon sale of the asset.

2 Number of hotels remaining in the owned and leased portfolio. Leases are not included in the estimated value remaining or the hotel count.

3 Reflects a reduction of \$78 million in 2025 owned and leased segment Adjusted EBITDA to account for period of ownership of hotels acquired as part of the Playa Hotels Acquisition and the impact of assets sold in 2025.

REFERENCES

SLIDE 83: WE HAVE INVESTMENTS TO UNLOCK FURTHER VALUE

¹ Approximate value as of March 31, 2026.

SLIDE 84: SUSTAINED DURABLE COMPETITIVE ADVANTAGES LEAD TO

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.

APPENDIX



INVESTOR DAY 2026



DISCLAIMERS

Forward-Looking Statements

Forward-Looking Statements in this presentation, which are not historical facts, are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements include statements about our plans, strategies, positioning, illustrative financial outlook through 2028, our investment grade credit profile, our incremental debt capacity, growth trends, expectations and investments, growth location opportunities, pipeline expectations, revenue expectations, fee-based earnings expectations, the number of properties we expect to open in the future, any future share repurchases under the additional repurchase authorization, future dividend expectations, our expectations for the World of Hyatt loyalty program, the amount by which the Company may reduce its real estate asset base and the timeframe for such dispositions, the expected valuations of the Company's owned assets, financial performance, prospects or future events, and involve known and unknown risks that are difficult to predict. As a result, our actual results, performance or achievements may differ materially from those expressed or implied by these forward-looking statements. In some cases, you can identify forward-looking statements by the use of words such as "may," "could," "expect," "intend," "plan," "seek," "anticipate," "believe," "estimate," "predict," "potential," "continue," "likely," "will" "would," "position" and variations of these terms and similar expressions, or the negative of these terms or similar expressions. Such forward-looking statements are necessarily based upon estimates and assumptions that, while considered reasonable by us and our management, are inherently uncertain. Factors that may cause actual results to differ materially from current expectations include, but are not limited to: general economic uncertainty in key global markets and a worsening of global economic conditions or low levels of economic growth; the rate and pace of economic recovery following economic downturns; global supply chain constraints and interruptions, rising costs of construction-related labor and materials, and increases in costs due to inflation or other factors that may not be fully offset by increases in revenues in our business; risks affecting the luxury, resort, and all-inclusive lodging segments; levels of spending in business, leisure, and group segments, as well as consumer confidence; declines in occupancy and average daily rate; limited visibility with respect to future bookings; loss of key personnel; domestic and international political and geopolitical conditions, including political or civil unrest or changes in trade policy; the impact of global tariff policies or regulations; economic sanctions or other government restrictions that may limit our ability to conduct business or receive payments; hostilities, or fear of hostilities, including the ongoing military conflict in the Middle East and security-related disruptions in Mexico, as well as terrorist attacks or other acts of violence, that affect travel; travel-related accidents; natural or man-made disasters, weather and climate-related events, such as hurricanes, earthquakes, tsunamis, tornadoes, droughts, floods, wildfires, oil spills, nuclear incidents, and global outbreaks of pandemics or contagious diseases, or fear of such outbreaks; the impact of government-issued travel advisories, airspace closures, or flight suspensions on international arrivals and hotel bookings in affected regions; our ability to successfully achieve specified levels of operating profits at hotels that have performance tests or guarantees in favor of our third-party owners; the impact of hotel renovations and redevelopments; risks associated with our capital allocation plans, share repurchase program, and dividend payments, including a reduction in, or elimination or suspension of, repurchase activity or dividend payments; the seasonal and cyclical nature of the real estate and hospitality businesses; changes in distribution arrangements, such as through internet travel intermediaries; changes in the tastes and preferences of our customers; relationships with colleagues and labor unions and changes in labor laws; the financial condition of, and our relationships with, third-party owners, franchisees, and hospitality venture partners; the possible inability of third-party owners, franchisees, or development partners to access the capital necessary to fund current operations or implement our plans for growth; risks associated with potential acquisitions and dispositions and our ability to successfully integrate completed acquisitions with existing operations or realize anticipated synergies; failure to successfully complete proposed transactions, including the failure to satisfy closing conditions or obtain required approvals; our ability to maintain effective internal control over financial reporting and disclosure controls and procedures; declines in the value of our real estate assets; unforeseen terminations of our management and hotel services agreements or franchise agreements; changes in federal, state, local, or foreign tax law; increases in interest rates, wages, and other operating costs; foreign exchange rate fluctuations or currency restructurings; risks associated with the introduction of new brand concepts, including lack of acceptance of new brands or innovation; general volatility of the capital markets and our ability to access such markets; changes in the competitive environment in our industry, industry consolidation, and the markets where we operate; our ability to successfully grow the World of Hyatt loyalty program and manage the Unlimited Vacation Club paid membership program; cyber incidents and information technology failures; outcomes of legal or administrative proceedings; and violations of regulations or laws related to our franchising business and licensing businesses and our international operations; and other risks discussed in the Company's filings with the SEC, including our annual report on Form 10-K, which filings are available from the SEC. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the cautionary statements set forth above. We caution you not to place undue reliance on any forward-looking statements, which are made only as of the date of this presentation. We do not undertake or assume any obligation to update publicly any of these forward-looking statements to reflect actual results, new information or future events, changes in assumptions or changes in other factors affecting forward-looking statements, except to the extent required by applicable law. If we update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements.

Non-GAAP Financial Measures

This presentation includes references to certain financial measures, each identified with the symbol "†", that are not calculated or presented in accordance with generally accepted accounting principles in the United States ("GAAP"). These non-GAAP financial measures have important limitations and should not be considered in isolation or as a substitute for measures of the Company's financial performance prepared in accordance with GAAP. In addition, these non-GAAP financial measures, as presented, may not be comparable to similarly titled measures of other companies due to varying methods of calculations.

During the first quarter of 2026, the Company revised its definition of Adjusted EBITDA to no longer include its pro rata share of unconsolidated owned and leased hospitality ventures' Adjusted EBITDA and recast prior-period results to provide comparability.

Key Business Metrics

This presentation includes references to certain key business metrics used by the Company; each identified with the symbol "◇". For how we define these metrics, please refer to the definitions beginning on slide 3 of this presentation.

DEFINITIONS

Adjusted Earnings Before Interest Expense, Taxes, Depreciation, and Amortization ("Adjusted EBITDA"): We use the term Adjusted EBITDA throughout this Investor Presentation. Adjusted EBITDA, as we define it, is a non-GAAP measure. We define Adjusted EBITDA as net income (loss) attributable to Hyatt Hotels Corporation plus net income (loss) attributable to noncontrolling interests, adjusted to exclude the following items:

- payments to customers ("contra revenue"), including performance cure payments and amortization of management and hotel services agreement and franchise agreement assets ("key money assets");
- revenues for reimbursed costs;
- reimbursed costs that we intend to recover over the long term;
- stock-based compensation expense;
- transaction and integration costs;
- depreciation and amortization;
- equity earnings (losses) from unconsolidated hospitality ventures;
- interest expense;
- gains (losses) on sales of real estate and other;
- asset impairments;
- other income (loss), net; and
- benefit (provision) for income taxes.

We calculate consolidated Adjusted EBITDA by adding the Adjusted EBITDA of each of our reportable segments and eliminations to unallocated overhead expenses.

Our board of directors and executive management team focus on Adjusted EBITDA as one of the key performance and compensation measures both on a segment and on a consolidated basis. Adjusted EBITDA assists us in comparing our performance over various reporting periods on a consistent basis because it removes from our operating results the impact of items that do not reflect our core operations both on a segment and on a consolidated basis. Our Chairman, President and Chief Executive Officer, who is our chief operating decision maker ("CODM"), also evaluates the performance of each of our reportable segments and determines how to allocate resources to those segments, in part, by assessing the Adjusted EBITDA of each segment. In addition, the talent and compensation committee of our board of directors determines the annual variable compensation and long-term incentive compensation for certain members of our management based in part on financial measures including and/or derived from consolidated Adjusted EBITDA, segment Adjusted EBITDA, or some combination of both.

We believe Adjusted EBITDA is useful to investors because it provides investors with the same information that we use internally for purposes of assessing our operating performance and making compensation decisions and facilitates our comparison of results with our prior-period and forecasted results as well as our industry and competitors.

Adjusted EBITDA excludes certain items that can vary widely across different industries and among companies within the same industry, including interest expense and benefit or provision for income taxes, which are dependent on company specifics, including capital structure, credit ratings, tax policies, and jurisdictions in which they operate; depreciation and amortization, which are dependent on company policies including how the assets are utilized as well as the lives assigned to the assets; contra revenue, which is dependent on company policies and strategic decisions regarding payments to hotel owners; and stock-based compensation expense, which varies among companies as a result of different compensation plans companies have adopted.

We exclude revenues for reimbursed costs and reimbursed costs which relate to the reimbursement of payroll costs and system-wide services and programs that we operate for the benefit of our hotel owners as contractually we do not provide services or operate the related programs to generate a profit or bear a loss over the long term. If we collect amounts in excess of amounts spent, we have a commitment to our hotel owners to spend these amounts on the related system-wide services and programs. Additionally, if we spend in excess of amounts collected, we have a contractual right to adjust future collections or expenditures to recover prior-period costs. These timing differences are due to our discretion to spend in excess of revenues earned or less than revenues earned in a single period to ensure that the system-wide services and programs are operated in the best long-term interests of our hotel owners. Over the long term, these programs and services are not designed to impact our economics, either positively or negatively, and instead are designed to result in a cumulative break-even balance. Therefore, we exclude the net impact when evaluating period-over-period changes in our operating results. Adjusted EBITDA includes reimbursed costs related to system-wide services and programs that we do not intend to recover from hotel owners. Finally, we exclude other items that are not core to our operations and may vary in frequency or magnitude, such as transaction and integration costs, asset impairments, unrealized and realized gains and losses on marketable securities, and gains and losses on sales of real estate and other.

Adjusted EBITDA is not a substitute for net income (loss) attributable to Hyatt Hotels Corporation, net income (loss), or any other measure prescribed by GAAP. There are limitations to using non-GAAP measures such as Adjusted EBITDA. Although we believe that Adjusted EBITDA can make an evaluation of our operating performance more consistent because it removes items that do not reflect our core operations, other companies in our industry may define Adjusted EBITDA differently than we do. As a result, it may be difficult to use Adjusted EBITDA or similarly named non-GAAP measures that other companies may use to compare the performance of those companies to our performance. Because of these limitations, Adjusted EBITDA should not be considered as a measure of the income or loss generated by our business. Our management compensates for these limitations by referencing our GAAP results and using Adjusted EBITDA supplementally.

DEFINITIONS

Adjusted General and Administrative Expenses: Adjusted general and administrative expenses, as we define it, is a non-GAAP measure. Adjusted general and administrative expenses excludes the impact of deferred compensation plans funded through rabbi trusts and stock-based compensation expense. Adjusted general and administrative expenses assists us in comparing our performance over various reporting periods on a consistent basis because it removes from our operating results the impact of items that do not reflect our core operations, both on a segment and consolidated basis.

Asset-Light Earnings Mix: Asset-Light Earnings Mix is calculated as Adjusted EBITDA from the management and franchising segment and distribution segment divided by Adjusted EBITDA, excluding overhead and eliminations. Our management uses this calculation to assess the composition of the Company's earnings.

Average Daily Rate ("ADR"): ADR represents hotel room revenues divided by the total number of rooms sold in a given period. ADR measures the average room price attained by a property, and ADR trends provide useful information concerning the pricing environment and the nature of the customer base of a property or group of properties. ADR is a commonly used performance measure in our industry, and we use ADR to assess the pricing levels that we are able to generate by customer group, as changes in rates have a different effect on overall revenues and incremental profitability than changes in occupancy, as described below.

Bahia Principe Transaction: During the year ended December 31, 2024, the Company entered into a shareholders' agreement with an unrelated third party and acquired 50% of the outstanding shares of Management Hotelero Piñero, S.L. The joint venture, which is a variable interest entity, owns the Bahia Principe brand and manages Bahia Principe Hotels & Resorts-branded properties. As we are the primary beneficiary of the joint venture, we consolidate the operating results and financial position of the entity in our consolidated financial statements.

Free Cash Flow and Adjusted Free Cash Flow: Free Cash Flow represents net cash provided by operating activities less capital expenditures. Adjusted Free Cash Flow represents Free Cash Flow less estimated cash taxes on asset sales and costs associated with the Playa Hotels Acquisition. We believe Free Cash Flow and Adjusted Free Cash Flow to be useful liquidity measures to us and investors to evaluate the ability of our operations to generate cash for uses other than capital expenditures, cash taxes on asset sales, and costs associated with the Playa Hotels Acquisition and, after debt service and other obligations, our ability to grow our business through acquisitions and investments, as well as our ability to return cash to shareholders through dividends and share repurchases. Free Cash Flow and Adjusted Free Cash Flow are not necessarily representative of how we will use excess cash. Free Cash Flow and Adjusted Free Cash Flow are not substitutes for net cash provided by operating activities or any other measure prescribed by GAAP. There are limitations to using non-GAAP measures such as Free Cash Flow and Adjusted Free Cash Flow, and management compensates for these limitations by referencing our GAAP results and using Free Cash Flow and Adjusted Free Cash Flow supplementally.

Net Package ADR: Net Package ADR represents net package revenues divided by the total number of rooms sold in a given period. Net package revenues generally include revenue derived from the sale of packages at all-inclusive resorts comprised of rooms, food and beverage, and entertainment revenues, net of compulsory tips paid to employees. Net Package ADR measures the average room price attained by a property, and Net Package ADR trends provide useful information concerning the pricing environment and the nature of the customer base of a property or group of properties. Net Package ADR is a commonly used performance measure in our industry, and we use Net Package ADR to assess the pricing levels that we are able to generate by customer group, as changes in rates have a different effect on overall revenues and incremental profitability than changes in occupancy, as described below.

Net Package Revenue Per Available Room ("RevPAR"): Net Package RevPAR is the product of the Net Package ADR and the average daily occupancy percentage. Net Package RevPAR generally includes revenue derived from the sale of packages comprised of rooms, food and beverage, and entertainment revenues, net of compulsory tips paid to employees. Our management uses Net Package RevPAR to identify trend information with respect to room revenues from comparable properties and to evaluate property performance on a geographical and segment basis. Net Package RevPAR is a commonly used performance measure in our industry. Net Package RevPAR changes that are driven predominantly by changes in occupancy have different implications for overall revenue levels and incremental profitability than do changes that are driven predominantly by changes in average room rates. For example, increases in occupancy at a property would lead to increases in net package revenues and additional variable operating costs, including housekeeping services, utilities, and room amenity costs. In contrast, changes in average room rates typically have a greater impact on margins and profitability as average room rate changes result in minimal direct impacts to variable operating costs.

Occupancy: Occupancy represents the total number of rooms sold divided by the total number of rooms available at a property or group of properties. Occupancy measures the utilization of a property's available capacity. We use occupancy to gauge demand at a specific property or group of properties in a given period. Occupancy levels also help us determine achievable ADR levels as demand for property rooms increases or decreases.

Playa Hotels Acquisition: On June 17, 2025, the Company completed the acquisition of Playa Hotels & Resorts N.V. ("Playa Hotels" or "Playa"), a leading owner, operator, and developer of all-inclusive resorts in Mexico, the Dominican Republic, and Jamaica, for a purchase price of \$13.50 per share, or an enterprise value of approximately \$2.6 billion, including approximately \$900 million of debt, net of cash acquired.

Playa Real Estate Transaction: On December 30, 2025, affiliates of the Company closed on the sale of the real estate portfolio previously acquired from Playa for approximately \$2 billion to Tortuga Resorts ("Tortuga"). As previously disclosed, the Company sold one of these properties to a separate third-party buyer on September 18, 2025 for \$22 million. Between the completion of the earlier sale and the Tortuga transaction, Hyatt has sold the entire Playa real estate portfolio for a total of \$2 billion. Hyatt and Tortuga entered into 50-year management agreements for 13 of 14 properties in the portfolio, with terms consistent with Hyatt's existing all-inclusive fee structure. The remaining property is subject to a separate contractual arrangement.

DEFINITIONS

RevPAR: RevPAR is the product of the ADR and the average daily occupancy percentage. RevPAR does not include non-room revenues, which consist of ancillary revenues generated by a property, such as food and beverage, parking, and other guest service revenues. Our management uses RevPAR to identify trend information with respect to room revenues from comparable properties and to evaluate property performance on a geographical and segment basis. RevPAR is a commonly used performance measure in our industry. RevPAR changes that are driven predominantly by changes in occupancy have different implications for overall revenue levels and incremental profitability than do changes that are driven predominantly by changes in average room rates. For example, increases in occupancy at a property would lead to increases in room revenues and additional variable operating costs, including housekeeping services, utilities, and room amenity costs, and could also result in increased ancillary revenues, including food and beverage. In contrast, changes in average room rates typically have a greater impact on margins and profitability as average room rate changes result in minimal direct impacts to variable operating costs.

UVC Transaction: During the year ended December 31, 2024, we completed a restructuring of the entity that owns the Unlimited Vacation Club paid membership program business and sold 80% of the entity to an unrelated third party for \$80 million. As a result of the transaction, we deconsolidated the entity as we no longer have a controlling financial interest, and we account for our remaining 20% ownership interest as an equity method investment in an unconsolidated hospitality venture (the “UVC Transaction”). We continue to manage the Unlimited Vacation Club business under a long-term management agreement and license and royalty agreement. The operating results of the Unlimited Vacation Club business prior to the UVC Transaction are reported within our distribution segment.

2028 ILLUSTRATIVE OUTLOOK

	Illustrative 2028 Outlook	2025	2025-2028 CAGR
System-wide Hotels RevPAR Growth			2.0% to 4.0%
Net Rooms Growth			6.0% to 8.0%
(in millions)			
Net income (loss) attributable to Hyatt Hotels Corporation	\$490 - \$635	\$(52)	
Gross Fees	\$1,550 - \$1,710	\$1,198	9% to 13%
Adjusted G&A Expenses	\$465 - \$475	\$445	(2)% to (1)%
Adjusted EBITDA (a)	\$1,400 - \$1,585	\$1,025	11% to 16%
Capital Expenditures (b)	Approx. \$140	\$148	Approx. (2)%
Adjusted Free Cash Flow (b)	\$775 - \$875	\$527	14% to 18%

(a) Reflects a reduction of \$78 million in 2025 owned and leased segment Adjusted EBITDA to account for period of ownership of hotels acquired as part of the Playa Hotels Acquisition and the impact of assets sold in 2025. During the three months ended March 31, 2026, the Company revised its definition of Adjusted EBITDA to no longer include pro rata share of unconsolidated hospitality owned and leased ventures' Adjusted EBITDA and recast prior-period results to provide comparability.

(b) Reflects Capital Expenditures and Adjusted Free Cash Flow for year ended December 31, 2025 for Hyatt (ex-Playa). Please see slide 8 for details.

NON-GAAP MEASURES RECONCILIATION

RECONCILIATION OF NET INCOME (LOSS) ATTRIBUTABLE TO HYATT HOTELS CORPORATION TO ADJUSTED EBITDA
2022 – 2025

(in millions)

	Year Ended December 31,			
	2022	2023	2024	2025
Net income (loss) attributable to Hyatt Hotels Corporation	\$ 455	\$ 220	\$ 1,296	\$ (52)
Contra revenue	31	47	69	86
Revenues for reimbursed costs	(2,620)	(3,058)	(3,352)	(3,629)
Reimbursed costs	2,632	3,144	3,457	3,682
Stock-based compensation expense (a)	60	75	62	68
Transaction and integration costs	35	42	42	173
Depreciation and amortization	426	397	333	325
Equity (earnings) losses from unconsolidated hospitality ventures	(5)	1	(31)	46
Interest expense	150	145	180	317
(Gains) losses on sales of real estate and other	(263)	(18)	(1,245)	15
Asset impairments	38	30	213	40
Other (income) loss, net	34	(124)	(257)	(101)
(Benefit) provision for income taxes	(92)	90	267	130
Net income attributable to noncontrolling interests	—	—	—	3
Adjusted EBITDA (b)	\$ 881	\$ 991	\$ 1,034	\$ 1,103

(a) Includes amounts recognized in general and administrative expenses, owned and leased expenses, and distribution expenses; excludes amounts recognized in transaction and integration costs.

(b) During the three months ended March 31, 2026, the Company revised its definition of Adjusted EBITDA to no longer include pro rata share of unconsolidated hospitality owned and leased ventures' Adjusted EBITDA and recast prior-period results to provide comparability.

NON-GAAP MEASURES RECONCILIATION

RECONCILIATION OF NET INCOME (LOSS) ATTRIBUTABLE TO HYATT HOTELS CORPORATION TO ADJUSTED EBITDA 2025

(in millions)

	Year Ended December 31, 2025		
	Hyatt (ex-Playa)	Playa (a)	Consolidated
Net income (loss) attributable to Hyatt Hotels Corporation	\$ 161	\$ (213)	\$ (52)
Contra revenue	86	—	86
Revenues for reimbursed costs	(3,629)	—	(3,629)
Reimbursed costs	3,682	—	3,682
Stock-based compensation expense (b)	64	4	68
Transaction and integration costs	32	141	173
Depreciation and amortization	324	1	325
Equity (earnings) losses from unconsolidated hospitality ventures	46	—	46
Interest expense	206	111	317
(Gains) losses on sales of real estate and other	(19)	34	15
Asset impairments	40	—	40
Other (income) loss, net	(101)	—	(101)
Provision for income taxes	130	—	130
Net income attributable to noncontrolling interests	3	—	3
Adjusted EBITDA (c)	\$ 1,025	\$ 78	\$ 1,103

(a) Includes amounts incurred specifically related to Playa, including amounts recognized by Playa during Hyatt's period of ownership; amounts recognized by Hyatt prior to and following the completion of the acquisition; and amounts related to the Playa Real Estate Transaction.

(b) Includes amounts recognized in general and administrative expenses, owned and leased expenses, and distribution expenses; excludes amounts recognized in transaction and integration costs.

(c) During the three months ended March 31, 2026, the Company revised its definition of Adjusted EBITDA to no longer include pro rata share of unconsolidated hospitality owned and leased ventures' Adjusted EBITDA and recast prior-period results to provide comparability.

NON-GAAP MEASURES RECONCILIATION

2025 ADJUSTED EBITDA AS REPORTED TO 2025 ADJUSTED EBITDA BASELINE AFTER ADJUSTING FOR ASSET SALES

	Year Ended December 31, 2025
(in millions)	
2025 Adjusted EBITDA As Recast (a)	\$ 1,103
Adjustment to owned and leased segment Adjusted EBITDA from sold assets (b)	(5)
Adjustment to owned and leased segment Adjusted EBITDA from sold Playa assets (c)	(73)
Total adjustment to owned and leased segment Adjusted EBITDA from sold assets	(78)
2025 Adjusted EBITDA Baseline	\$ 1,025

- (a) During the three months ended March 31, 2026, the Company revised its definition of Adjusted EBITDA to no longer include its pro rata share of unconsolidated owned and leased hospitality ventures' Adjusted EBITDA and recast prior-period results to provide comparability.
- (b) Represents the owned and leased segment Adjusted EBITDA contribution in each period for hotels that have been sold as of March 31, 2026 and for which the company entered into long-term management or franchise agreements upon sale; excludes gross fee revenues retained following the sale.
- (c) Represents the owned and leased segment Adjusted EBITDA contribution for hotels acquired as part of the Playa Hotels Acquisition that were sold as part of the Playa Real Estate Transaction; excludes gross fee revenues retained following the sale.

NON-GAAP MEASURES RECONCILIATION

RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO FREE CASH FLOW AND ADJUSTED FREE CASH FLOW
2022 – 2025

(in millions)

	Year Ended December 31,			
	2022	2023	2024	2025
Net cash provided by operating activities	\$ 674	\$ 800	\$ 633	\$ 379
Capital expenditures	(201)	(198)	(170)	(220)
Free Cash Flow	\$ 473	\$ 602	\$ 463	\$ 159
Cash taxes on asset sales	—	—	77	117
Costs associated with the Playa Hotel Acquisition (a)	—	—	—	198
Adjusted Free Cash Flow	\$ 473	\$ 602	\$ 540	\$ 474

(a) Includes cash paid for transaction and integration costs, interest on the delayed draw term loan facility, and other costs associated with the acquisition.

NON-GAAP MEASURES RECONCILIATION

RECONCILIATION OF NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES TO FREE CASH FLOW AND ADJUSTED FREE CASH FLOW
2025

(in millions)	Year Ended December 31, 2025		
	Hyatt (ex-Playa)	Playa	Consolidated
Net cash provided by (used in) operating activities	\$ 558	\$ (179)	\$ 379
Capital expenditures	(148)	(72)	(220)
Free Cash Flow	\$ 410	\$ (251)	\$ 159
Cash taxes on asset sales	117	—	117
Costs associated with the Playa Hotel Acquisition (a)	—	198	198
Adjusted Free Cash Flow	\$ 527	\$ (53)	\$ 474

(a) Includes cash paid for transaction and integration costs, interest on the delayed draw term loan facility, and other costs associated with the acquisition.

NON-GAAP MEASURES RECONCILIATION

ILLUSTRATIVE OUTLOOK: NET INCOME ATTRIBUTABLE TO HYATT HOTELS CORPORATION TO ADJUSTED EBITDA
2028E

(in millions)

	Year Ending December 31, 2028 Outlook Range	
	Low Case	High Case
Net income attributable to Hyatt Hotels Corporation	\$ 490	\$ 635
Contra revenue	75	85
Reimbursed costs, net (a)	110	70
Stock-based compensation expense (b)	60	70
Transaction and integration costs	20	10
Depreciation and amortization	310	310
Equity (earnings) losses from unconsolidated hospitality ventures	5	5
Interest expense	265	290
Asset impairments	—	—
Other (income) loss, net	(140)	(160)
Provision for income taxes	205	265
Net income attributable to noncontrolling interests	—	5
Adjusted EBITDA	\$ 1,400	\$ 1,585

(a) Reimbursed costs are presented net of revenues for reimbursed costs as the Company cannot forecast the gross amounts without unreasonable effort.

(b) Includes amounts recognized in general and administrative expenses and distribution expenses; excludes amounts recognized in transaction and integration costs.

NON-GAAP MEASURES RECONCILIATION

ILLUSTRATIVE OUTLOOK: NET INCOME ATTRIBUTABLE TO HYATT HOTELS CORPORATION TO ADJUSTED EBITDA
2026E – 2028E

(in millions)

	2026-2028 Cumulative Illustrative Outlook Ranges	
	Low Case	High Case
Net income attributable to Hyatt Hotels Corporation	\$ 1,170	\$ 1,505
Contra revenue	219	239
Reimbursed costs, net (a)	330	210
Stock-based compensation expense (b)	185	205
Transaction and integration costs	90	60
Depreciation and amortization	930	930
Equity (earnings) losses from unconsolidated hospitality ventures	15	15
Interest expense	785	820
Asset impairments	21	21
Other (income) loss, net	(400)	(460)
Provision for income taxes	485	605
Net income attributable to noncontrolling interests	—	15
Adjusted EBITDA	\$ 3,830	\$ 4,165

(a) Reimbursed costs are presented net of revenues for reimbursed costs as the Company cannot forecast the gross amounts without unreasonable effort.

(b) Includes amounts recognized in general and administrative expenses, and distribution expenses; excludes amounts recognized in transaction and integration costs.

NON-GAAP MEASURES RECONCILIATION

ILLUSTRATIVE OUTLOOK: NET CASH PROVIDED BY OPERATING ACTIVITIES TO FREE CASH FLOW AND ADJUSTED FREE CASH FLOW
2028E

(in millions)

	Year Ending December 31, 2028 Outlook Range	
	Low Case	High Case
Net cash provided by operating activities	\$ 910	\$ 1,015
Capital expenditures	(135)	(140)
Free Cash Flow	\$ 775	\$ 875
Cash taxes on asset sales	—	—
Costs associated with the Playa Hotels Acquisition (a)	—	—
Adjusted Free Cash Flow	\$ 775	\$ 875

(a) Includes taxes and other costs related to the Playa Hotels Acquisition.

NON-GAAP MEASURES RECONCILIATION

ILLUSTRATIVE OUTLOOK: NET CASH PROVIDED BY OPERATING ACTIVITIES TO FREE CASH FLOW AND ADJUSTED FREE CASH FLOW
2026E - 2028E

(in millions)

	2026-2028 Cumulative Illustrative Outlook Ranges	
	Low Case	High Case
Net cash provided by operating activities	\$ 2,373	\$ 2,603
Capital expenditures	(405)	(420)
Free Cash Flow	\$ 1,968	\$ 2,183
Cash taxes on asset sales	4	4
Costs associated with the Playa Hotels Acquisition (a)	83	83
Adjusted Free Cash Flow	\$ 2,055	\$ 2,270

(a) Includes taxes and other costs related to the Playa Hotels Acquisition.

HYATT