

# GROWING WITH INTENT

MARK HOPLAMAZIAN | PRESIDENT & CHIEF EXECUTIVE OFFICER

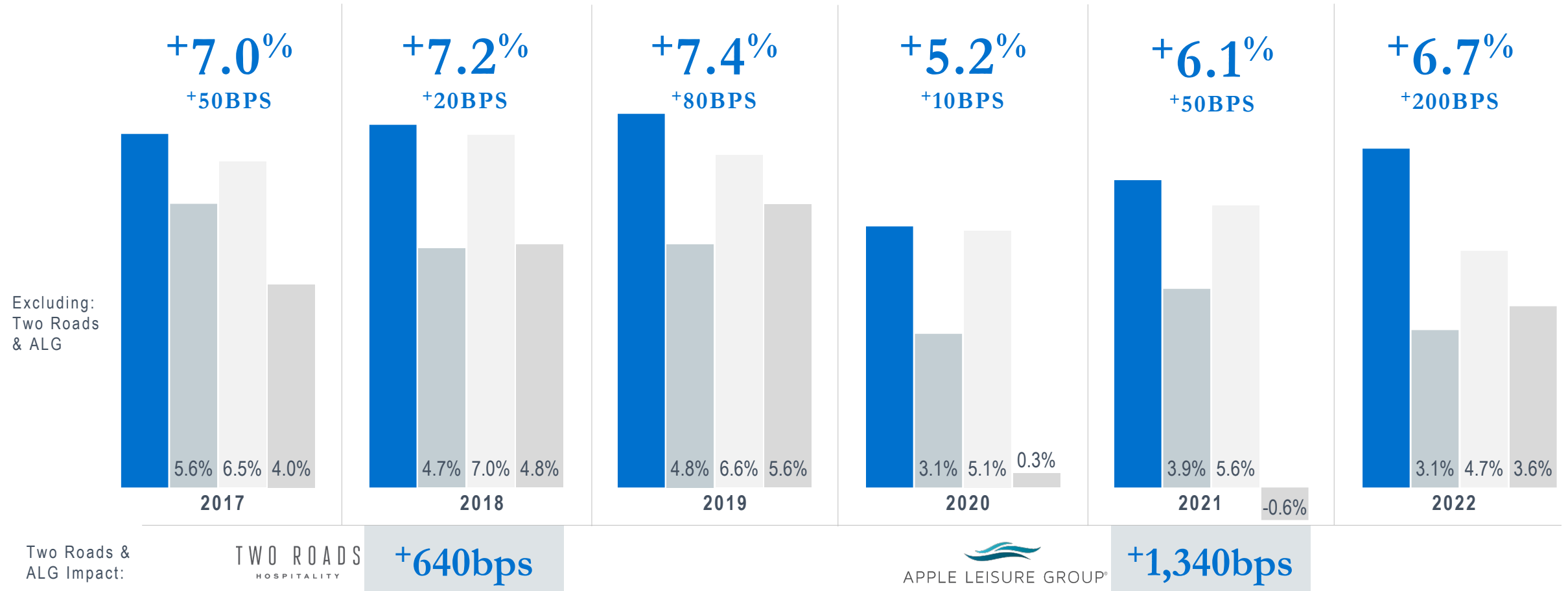
ALILA WUZHEN, CHINA

HYATT

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# HYATT HAS LED THE INDUSTRY IN NET ROOMS GROWTH FOR 6 CONSECUTIVE YEARS

NET ROOMS GROWTH 2017 – 2022



Net rooms growth basis point comparison represents Hyatt Hotels Corporation compared to the next closest peer figure. Hyatt Hotels Corporation net rooms growth excludes the impact of mergers and acquisitions; peer figures have not been adjusted. Source: 2017-2022 Public filings for Hyatt Hotels Corporation, Hilton Worldwide Holdings Inc., Marriott International Inc., and IHG Hotels & Resorts.



# WE'VE GROWN WITHOUT COMPROMISING QUALITY...

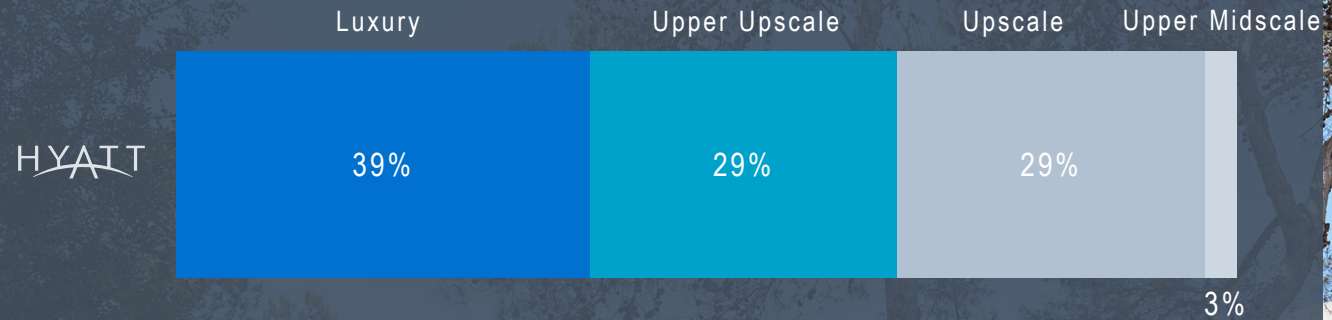
Chain scale mix of net rooms growth over the past 5 years (2017-2022)

Chain scales defined by Smith Travel Research.

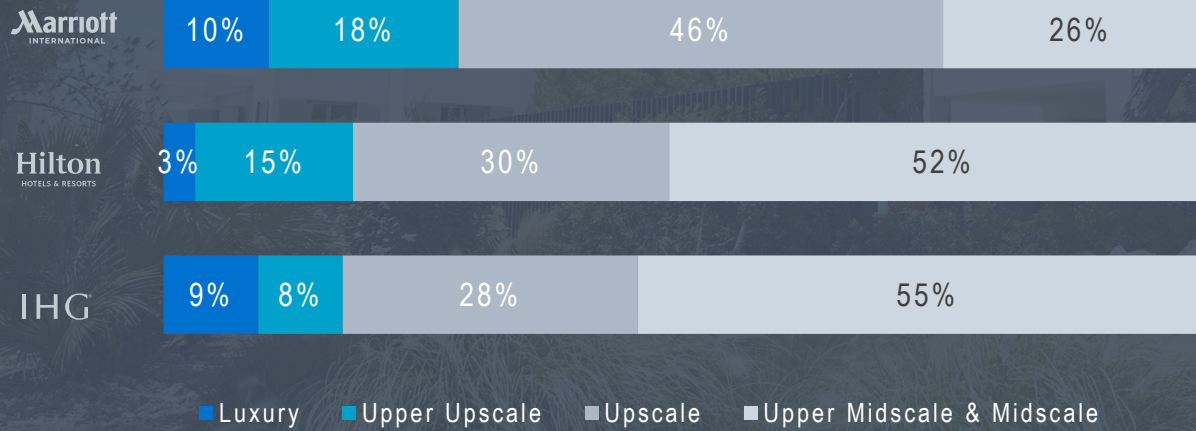
Source: Chain Scale determined by Smith Travel Research. Excludes brands listed as other or excluded from STR Chain Scales. Figures do not include vacation ownership, residential, condominium ownership units, or yachts.

Source: 2017-2022 Earnings Releases and Annual Reports; Hyatt Hotels Corporation, Hilton Worldwide Holdings Inc., Marriott International Inc., and IHG Hotels & Resorts.

Hyatt focused growth on **Luxury** properties to serve high-end customers



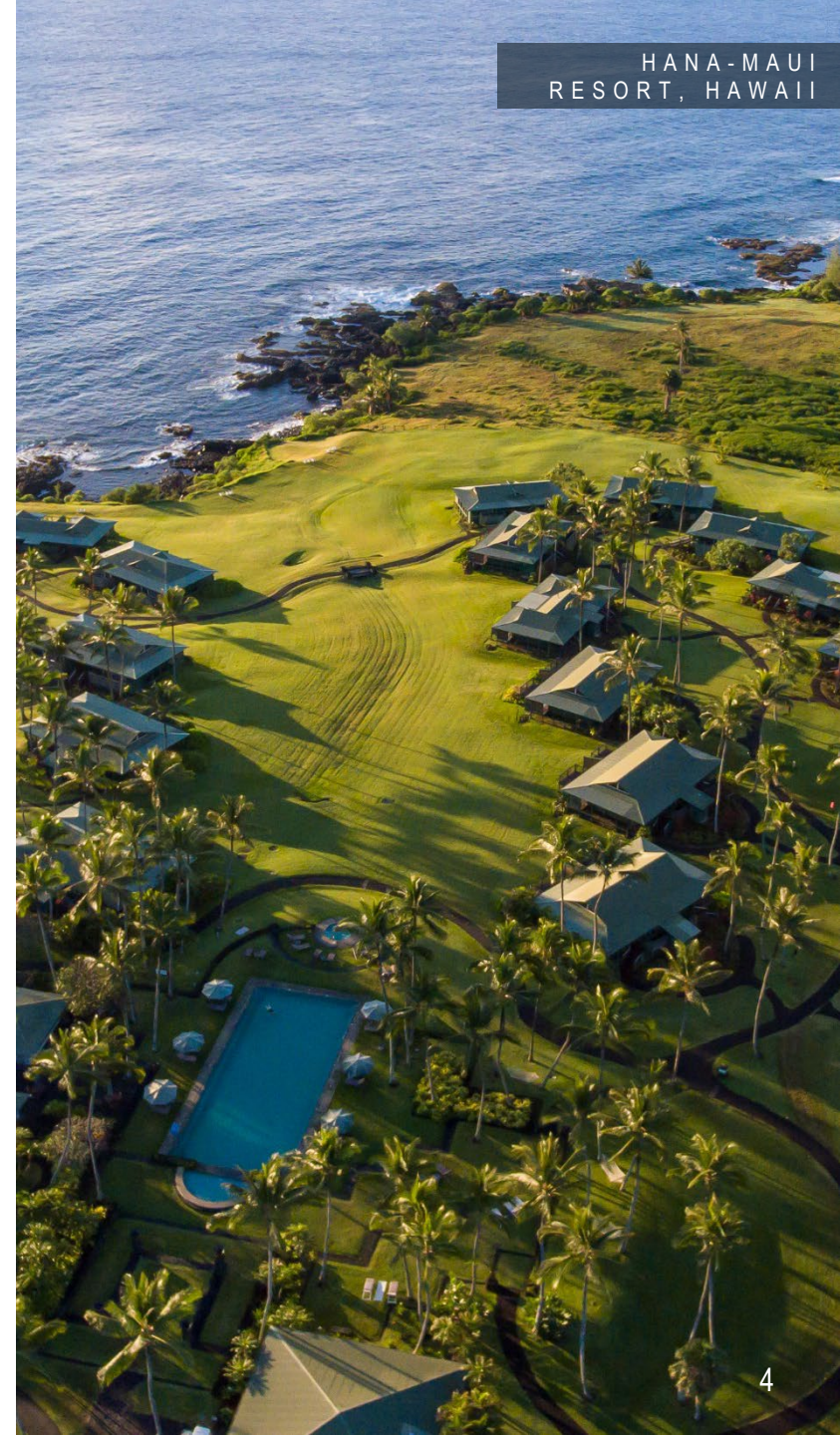
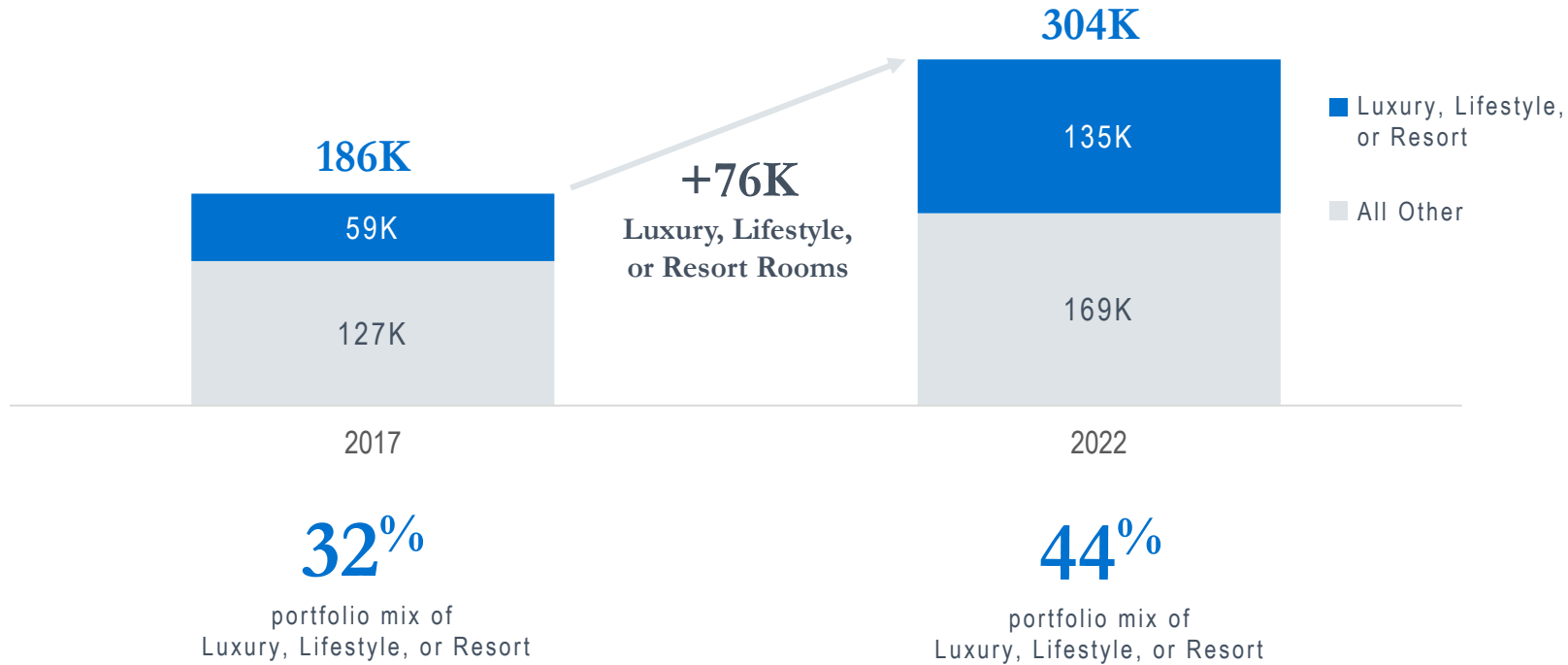
While competitors focused on **Upscale and Upper Midscale & Midscale**





# ... AND TRANSFORMED OUR PORTFOLIO

LUXURY, LIFESTYLE, OR RESORT ROOMS AS % OF PORTFOLIO 2017 – 2022





## SINCE 2017, HYATT HAS:

**2X**

Luxury Rooms

**3X**

Resort Rooms

**4X**

Lifestyle Rooms

**18**

New Countries  
entered

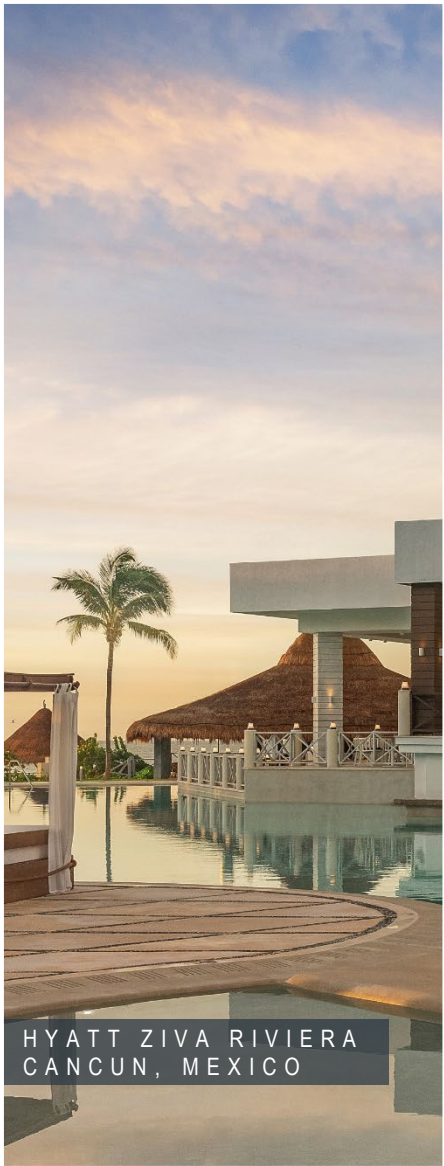
**224**

New Sub-Markets  
entered

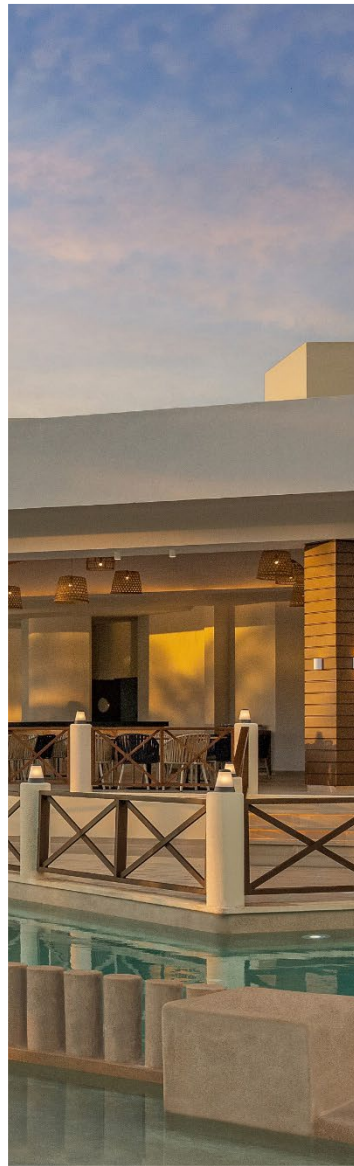
**13**

Brands added



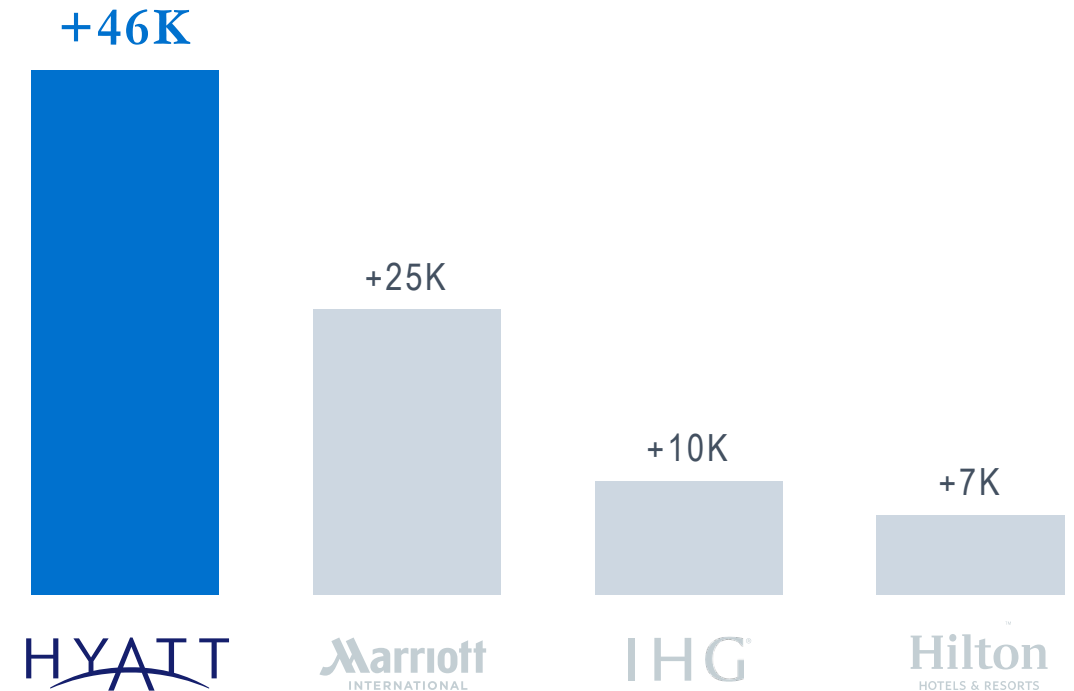


HYATT ZIVA RIVIERA  
CANCUN, MEXICO



# HYATT HAS THE FASTEST GROWING LUXURY PORTFOLIO

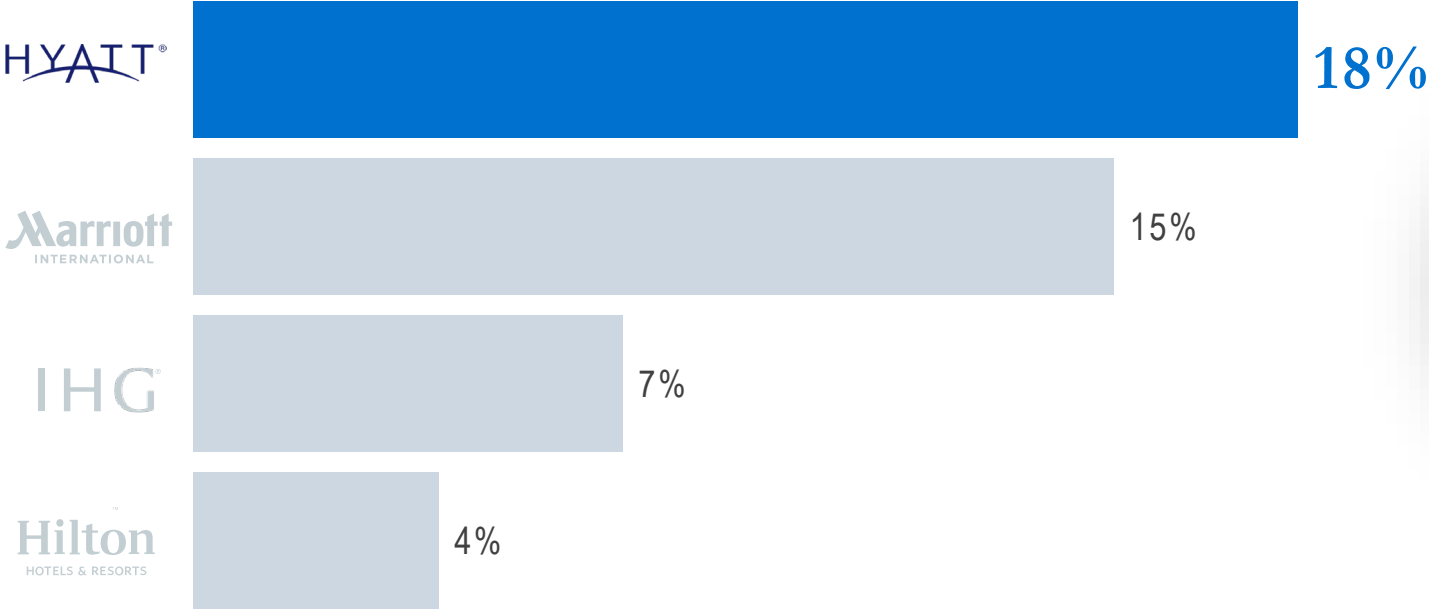
Net change in Luxury Chain Scale rooms 2017 – 2022





# HYATT IS DIFFERENTIATED WITH A COMMANDING POSITION IN PROPERTIES MOST VALUED BY OUR LOYALTY MEMBERS

GLOBAL MARKET SHARE OF LUXURY BRANDED ROOMS IN RESORT LOCATIONS



**#1**  
Global Market share of Luxury Rooms in Resort Locations





# HYATT IS THE PREMIER HOTEL BRAND FOR HIGH-END TRAVELERS

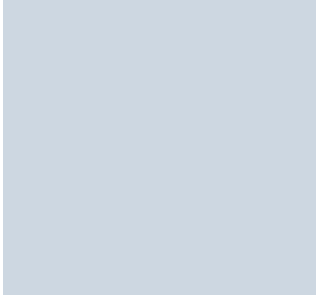
Average Rates

\$195



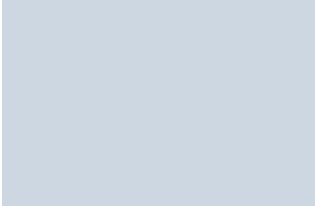
HYATT

\$173



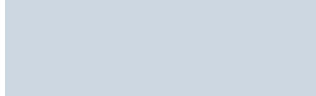
Marriott  
INTERNATIONAL

\$151



Hilton  
HOTELS & RESORTS

\$124



IHG

ANDAZ MAUI AT WAILEA  
RESORT, HAWAII



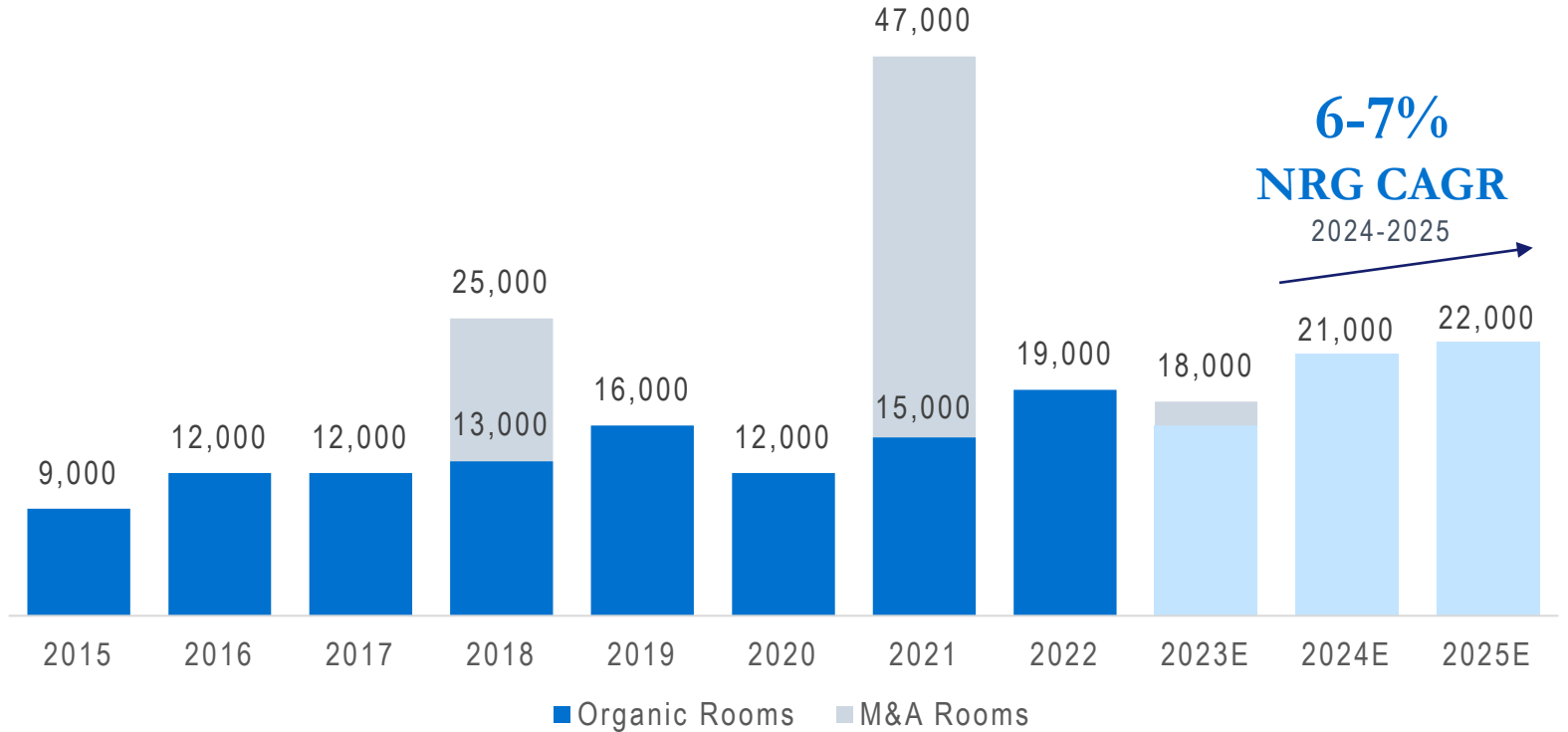
# HYATT'S GROWTH OUTLOOK IS STRONG

PARK HYATT MALDIVES  
HADAHAA, INDONESIA

HYATT



# WE EXPECT TO MAINTAIN OUR INDUSTRY LEADING POSITION; NET ROOMS GROWTH OF 6-7% PLANNED



7PINES RESORT SARDINIA, ITALY



Organic and M&A rooms represents net rooms added per year as of each respective fiscal year end. The Company's 2023 outlook and illustrative long-term outlook for 2024 and 2025 are 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.



# RECORD PIPELINE FUELS ROOMS GROWTH

580

PROPERTIES

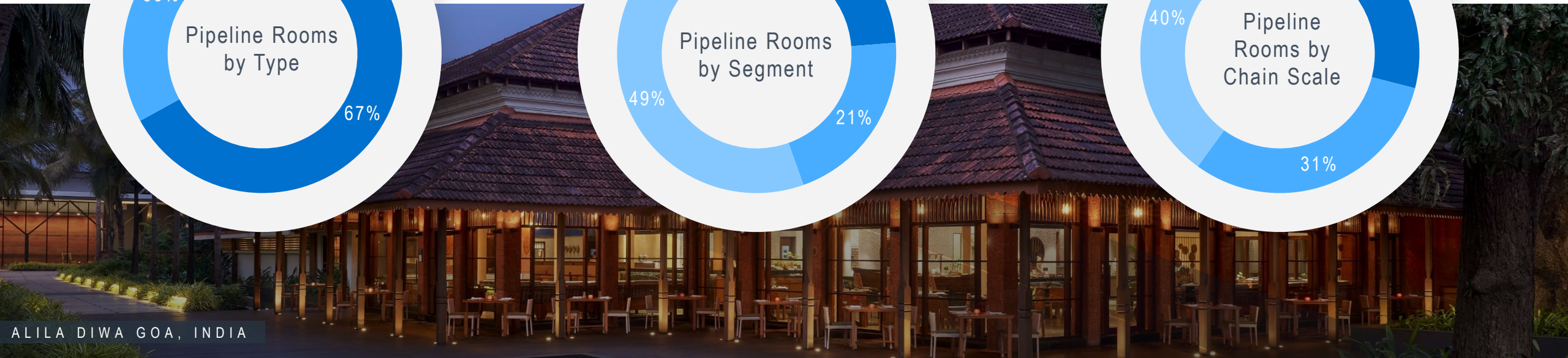
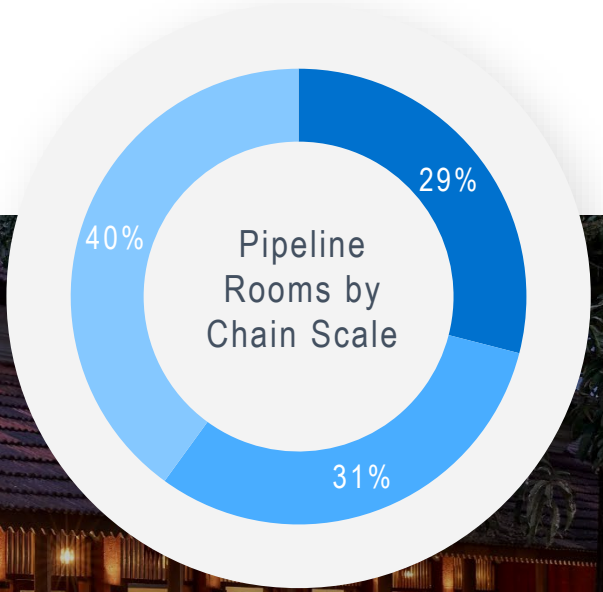
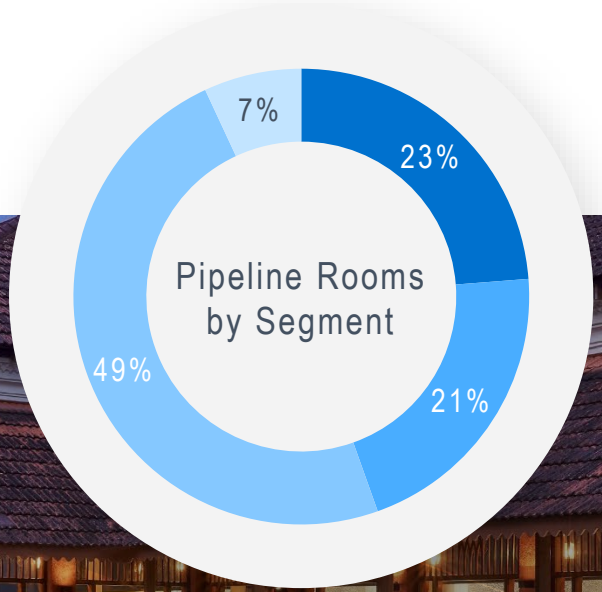
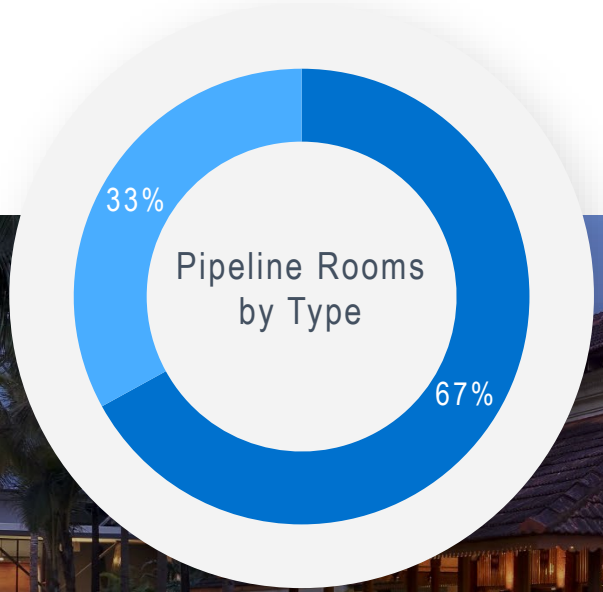
117,000

ROOMS

■ Franchised ■ Managed

■ Americas ■ EAME  
■ ASPAC ■ ALG

■ Luxury<sup>1</sup> ■ Upper Upscale<sup>2</sup>  
■ Upscale & Upper Midscale<sup>3</sup>



ALILA DIWA GOA, INDIA



Figures as fiscal year end 2022. Pipeline represents approximate mix. Chain scale classification as defined by Smith Travel Research. Source: 2017-2022 Earnings Releases and Annual Reports; Hyatt Hotels Corporation, Hilton Worldwide Holdings Inc., Marriott International Inc., and IHG Hotels & Resorts



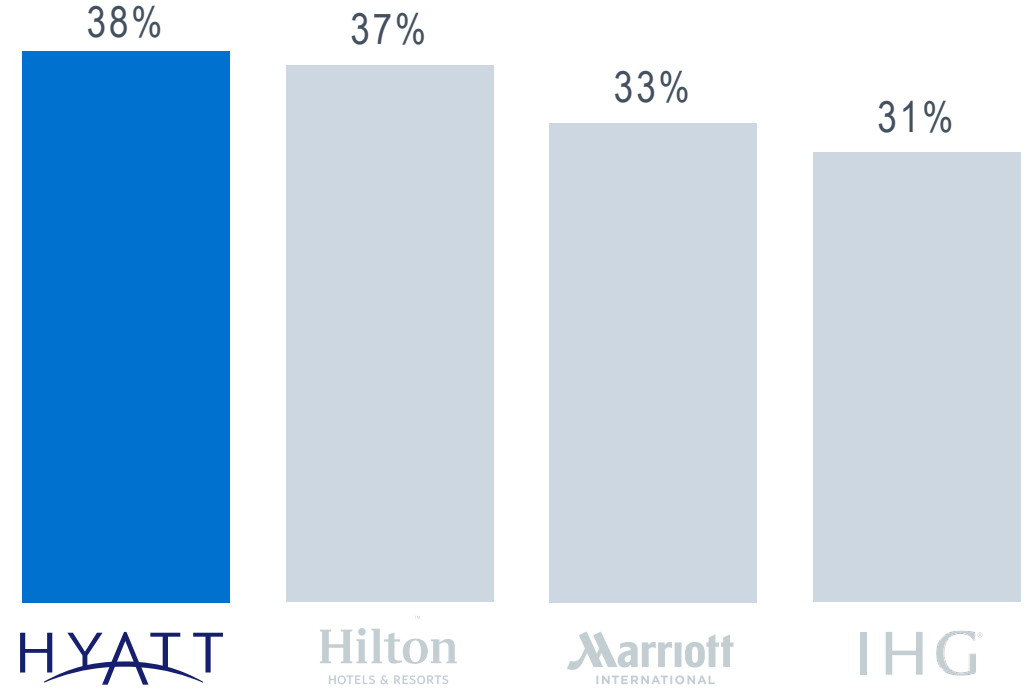
ALILA SOLO,  
INDONESIA



ANDAZ MUNICH SCHWABINGER  
TOR, GERMANY

# OUR PIPELINE LEADS THE INDUSTRY AS % OF EXISTING BASE

ROOMS IN PIPELINE AS % OF EXISTING ROOMS





# SIGNIFICANT OPPORTUNITY TO ENTER MORE MARKETS AND EXPAND DEPTH IN EACH MARKET

## HOTELS PER MARKET

Peer Average

14

Hotels per Market

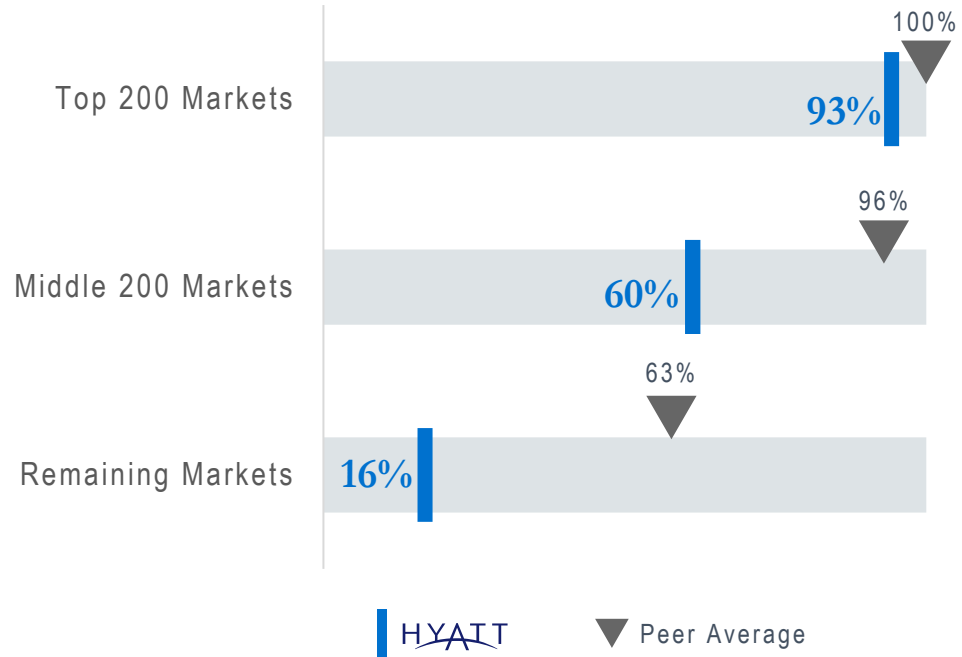
HYATT

4

Hotels per Market

Hyatt peers, on average, have  
**10 more hotels**  
 per market compared to Hyatt,  
 giving significant room for growth

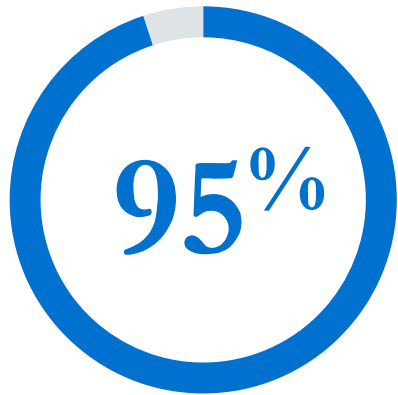
## GLOBAL MARKET COVERAGE: HYATT COMPARED TO PEERS



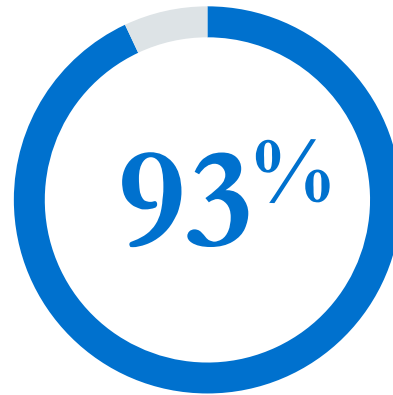
Peer figures include Hilton Worldwide Holdings Inc., Marriott International Inc., and IHG Hotels & Resorts as of December 31, 2022. Markets and location type determined by Smith Travel Research. Top 200 Markets are determined by aggregate room count of Hyatt, Marriott, Hilton, and IHG by market, globally. Source: Smith Travel Research Census as of December 2022.

# ATTRACTIVE FOUNDATION FOR GROWTH

BRAND AWARENESS, LOCATION IN TOP MARKETS, & PORTFOLIO DIFFERENTIATION PROVIDE AN OPPORTUNITY FOR SIGNIFICANT EXPANSION



Hyatt brand awareness<sup>1</sup> in U.S., in line with top competitors & ahead of competitive set average

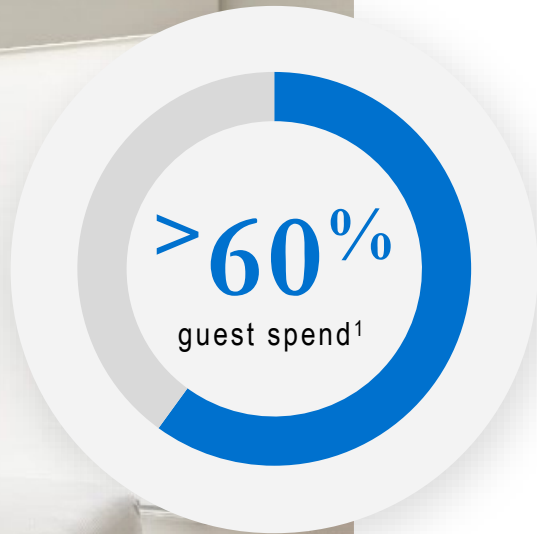
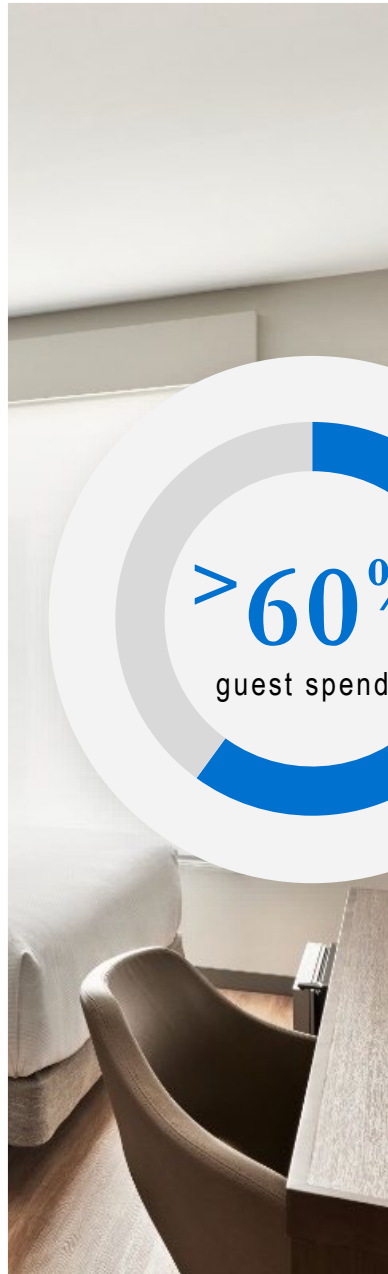
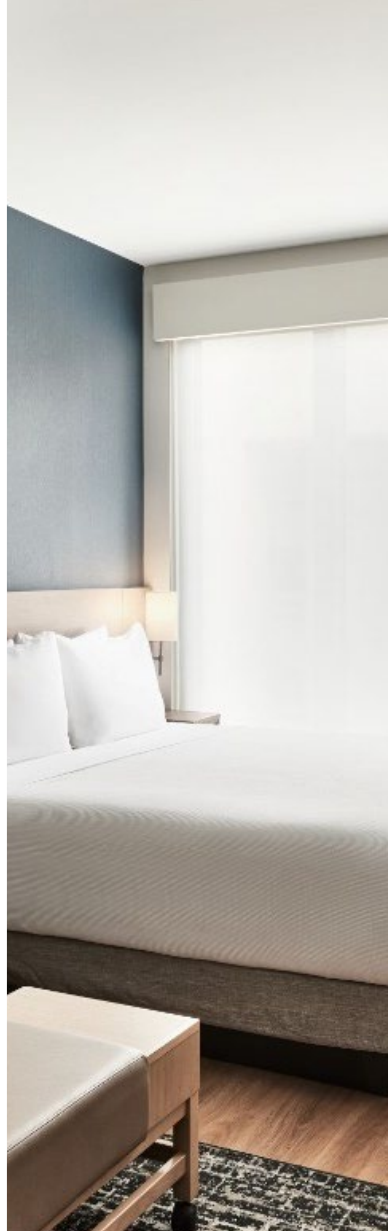


Hotel presence in top 200 global markets



HYATT CENTRIC CAMPESTRE LEÓN, FRANCE





## BACKED BY DATA

OUR RESEARCH CONFIRMS THE OPPORTUNITY

When guests who stay at Hyatt also stay with a competitor, nearly two-thirds of the time it is because:



**there is no Hyatt within 5 miles, or,**



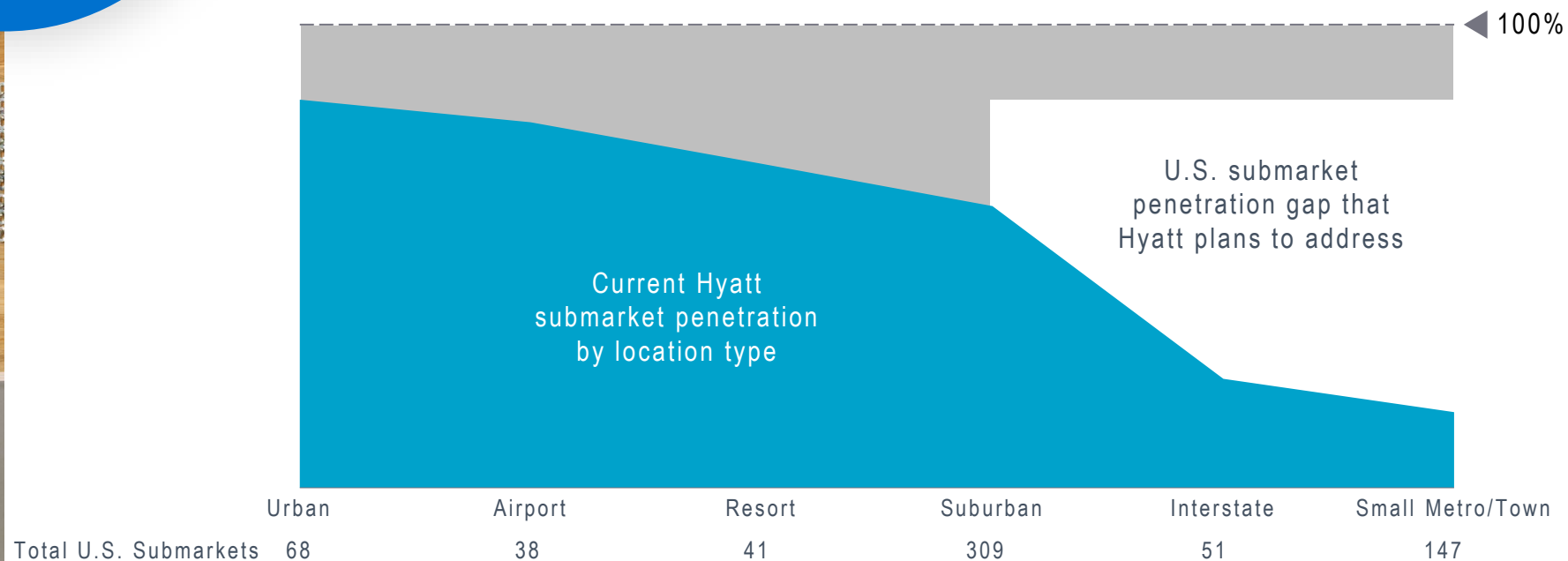
**the guest stayed at a lower chain scale hotel**

250+

U.S. Submarkets  
Targeted  
to Enter

# GROWING OUR FOOTPRINT

SIGNIFICANT OPPORTUNITY TO BROADEN OUR SUBMARKET  
PRESENCE IN THE UNITED STATES



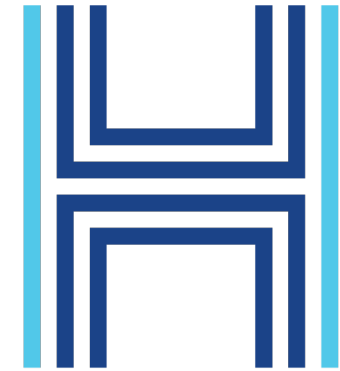
Source: Smith Travel Research Census. U.S. Submarket locations determined by sub-market, October 2022.

The Company's illustrative long-term outlook 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.





**AN UPPER MIDSCALE  
BRAND CONCEIVED  
BY DEVELOPERS**



**HYATT**  
studios





# DEVELOPER-DRIVEN APPROACH

BRAND RESPONSIVE TO GUEST & OWNER NEEDS



Simple design that is intended to keep construction costs low



Extended stay offering designed to be flexible for developer needs



Operating model designed to be efficient, streamline hotel operations, & generate outsized returns



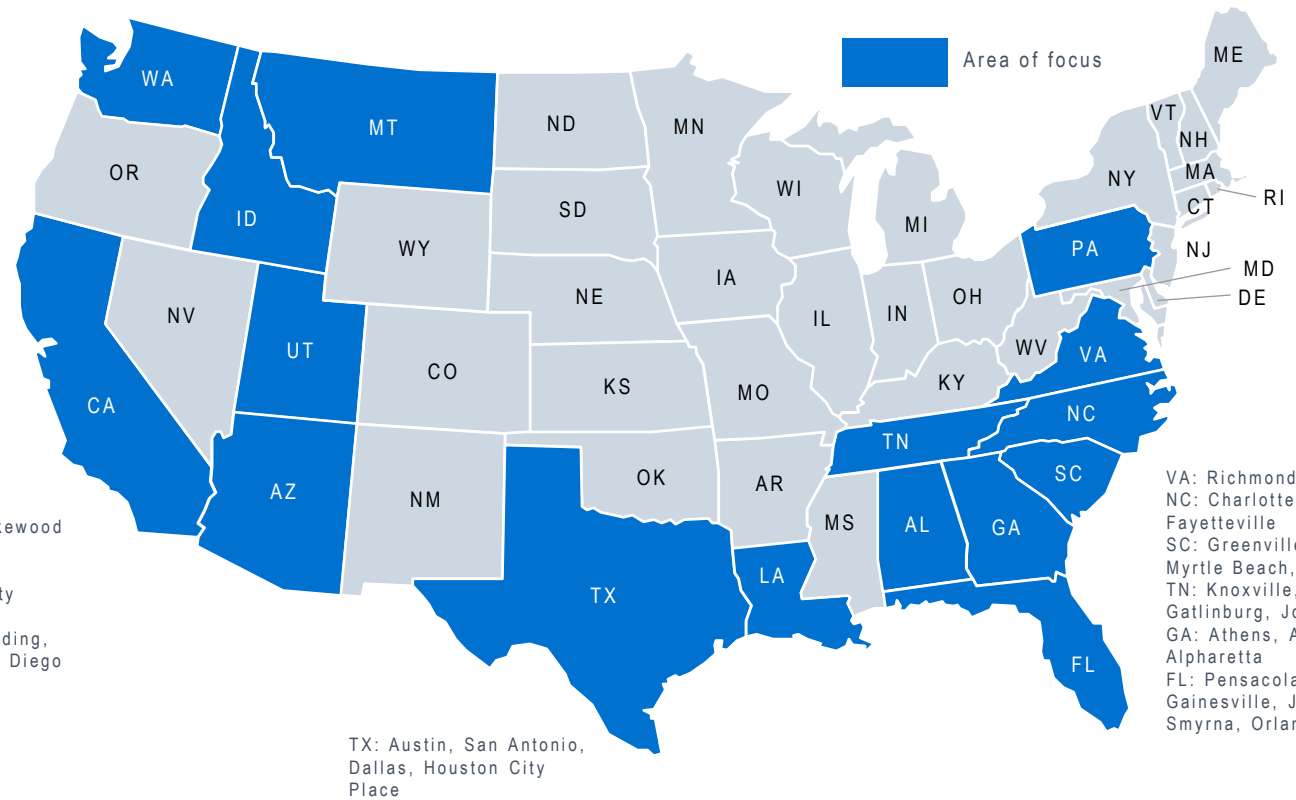
# BOOSTS NETWORK EFFECT & FURTHER ACCELERATES INDUSTRY LEADING GROWTH

INTEREST IS STRONG

>100

The Hyatt Studios brand has **letters of interest** totaling more than 100 properties with the first scheduled hotel to open in late 2024

INTEREST EXPRESSED IN THE FOLLOWING MARKETS



# MULTIPLE LEVERS TO DRIVE INDUSTRY LEADING GROWTH

ILLUSTRATIVE ANNUAL NET ROOMS GROWTH OUTLOOK  
2024 – 2025

6% – 7%

## NEW CONSTRUCTION

~40%

Pipeline rooms are  
under construction

## CONVERSIONS

>20%

of Net Rooms Growth  
expected to come from  
conversions

## RAMPING UPPER MIDSCALE

