DRIVING FINANCIAL RESULTS

JOAN BOTTARINI | EVP & CHIEF FINANCIAL OFFICER

HOTEL FIGUEROA, CALIFORNIA

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, outlook for 2023 and illustrative outlook for 2024 and 2025, growth trends, pipeline expectations, the amount by which the Company intends to reduce its real estate asset base, the expected amount of gross proceeds from the sale of such assets, and the anticipated timeframe for such asset dispositions, the number of properties we expect to open in the future, booking trends, RevPAR trends, our expected net income, our expected Adjusted EBITDA, our expected Net Deferrals and Net Financed Contracts, our expected Adjusted SG&A expense, our expected capital expenditures, our expected net rooms growth, our expected system-wide RevPAR, our expected free cash flow, our 2030 environmental goals, our 2025 Change Starts Here commitments, 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" 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 the 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 geo-political conditions, including political or civil unrest or changes in trade policy; hostilities, or fear of hostilities, including future terrorist attacks, that affect travel; travel-related accidents; natural or man-made disasters, weather and climate-related events, such as earthquakes, tsunamis, tornadoes, hurricanes, droughts, floods, wildfires, oil spills, nuclear incidents, and global outbreaks of pandemics or contagious diseases, or fear of such outbreaks; the pace and consistency of recovery following the COVID-19 pandemic and the long-term effects of the pandemic, additional resurgence, or COVID-19 variants, including with respect to global and regional economic activity, travel limitations or bans, the demand for travel, transient and group business, and levels of consumer confidence; the ability of third-party owners, franchisees, or hospitality venture partners to successfully navigate the impacts of the COVID-19 pandemic, any additional resurgence, or COVID-19 variants or other pandemics, epidemics or other health crises; our ability to successfully achieve certain 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 property 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, including with respect to our acquisition of Apple Leisure Group and Dream Hotel Group and the successful integration of each business; failure to successfully complete proposed transactions (including the failure to satisfy closing conditions or obtain required approvals); our ability to successfully execute on our strategy to expand our management and franchising business while at the same time reducing our real estate asset base within targeted timeframes and at expected values; declines in the value of our real estate assets; unforeseen terminations of our management 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, including as a result of the COVID-19 pandemic, industry consolidation, and the markets where we operate; our ability to successfully grow the World of Hyatt loyalty program and Unlimited Vacation Club paid membership program; cyber incidents and information technology failures; outcomes of legal or administrative proceedings; 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 l"†", 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. For how we define the non-GAAP financial measures and a reconciliation of each non-GAAP financial measure to the most directly comparable GAAP measure, please refer to the Appendix at the end of this presentation.

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 Appendix at the end of this presentation.

TRANSFORMING OUR EARNINGS PROFILE

- Operational and Commercial Execution Leading to **Record Performance** and **Free Cash Flow**†
- Strong Outlook Supported by **Optimal Positioning** and **Investment in Capabilities**
- **Industry Leading Growth** Driven by Powerful Network Effect and Brand Preference
- Capital Allocation Strategy **Fueling Growth** and **Delivering Returns for Shareholders**
- Fundamentally an **Asset-Light** Company with a Track Record of **Unlocking Value**

PARK HYATT SYDNEY, AUSTRALIA

ACHIEVED STRONG OPERATIONAL & FINANCIAL RESULTS IN 2022

Operational Results

$908M + **$94M** + **$63M**

Adjusted EBITDA† | Net Deferrals◊ | Net Financed Contracts◊

6.7%
Full-Year Net Rooms Growth

117,000
Record Rooms Pipeline

Cash Flow & Capital Allocation

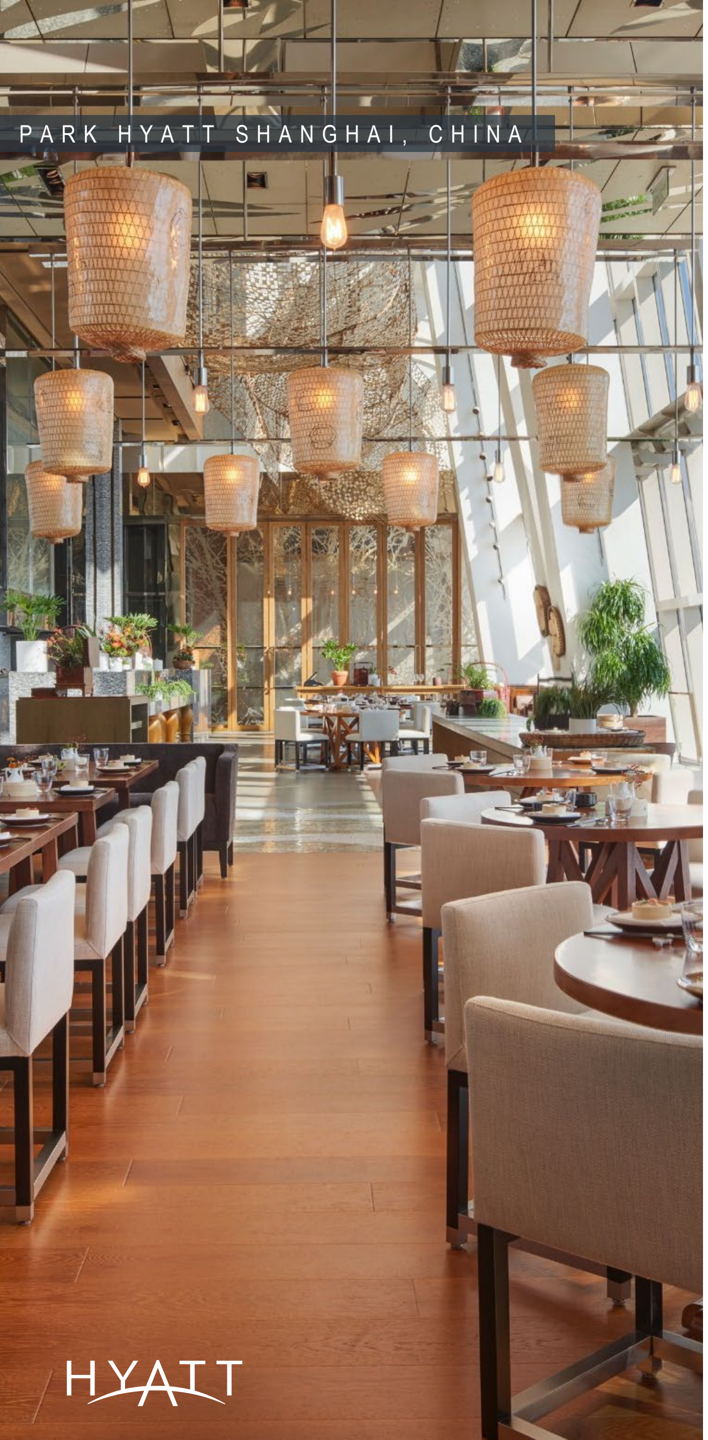
$473M
Free Cash Flow†

$717M
Proceeds from Dispositions Less Acquisitions

$369M
Class A Shares Repurchased

$880M
Debt Reduction

Figures as of fiscal year end 2022.



HYATT IS POSITIONED FOR STRONG GROWTH IN 2023

Q1 2023 RESULTS

+43%
System-wide RevPAR◊ vs LY

+33%
System-wide Net Package RevPAR◊ vs LY

+6%
System-wide RevPAR◊ vs 2019 Levels

+3%
Asia Pacific RevPAR◊ vs 2019 Levels

FULL-YEAR 2023 PACE

+24%
Group Pace vs LY

+15%
Net Package RevPAR◊ Pace vs LY

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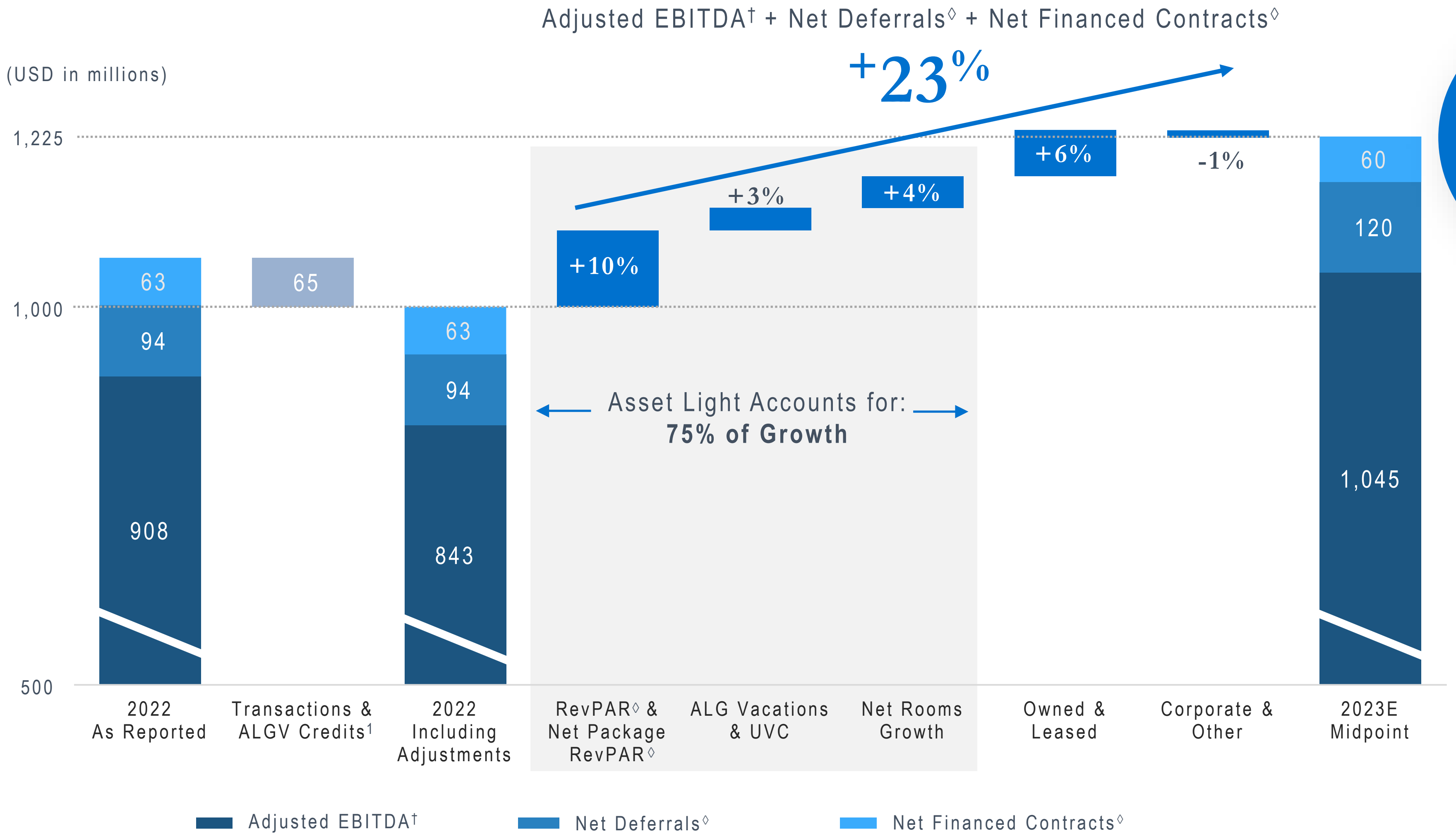
Figures as of March 31, 2023 and include comparable hotels◊ for 2022 and 2023, and 2019 and 2023. LY (last year) refers to three months ended March 31, 2022.
Group Pace based on same set of Americas Full Service Managed properties.

OUTLOOK FOR 2023 IMPLIES ANOTHER YEAR OF RECORD RESULTS

2023 OUTLOOK



23%

Growth Driven by

2023 Outlook

12%-16%

System-wide RevPAR◊ Growth

~6%

Net Rooms Growth

[1] ALGV Credits adjustment related to the expiration of non-recurring, pandemic-related travel credits and refunds. Figures may not tie-out due to rounding.
The Company's 2023 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.

FULL-YEAR 2023 OUTLOOK IS STRONG

12-16%
RevPAR◊ Range

~$225M
Net Income

~6%
Net Rooms Growth

~$550M
Free Cash Flow†

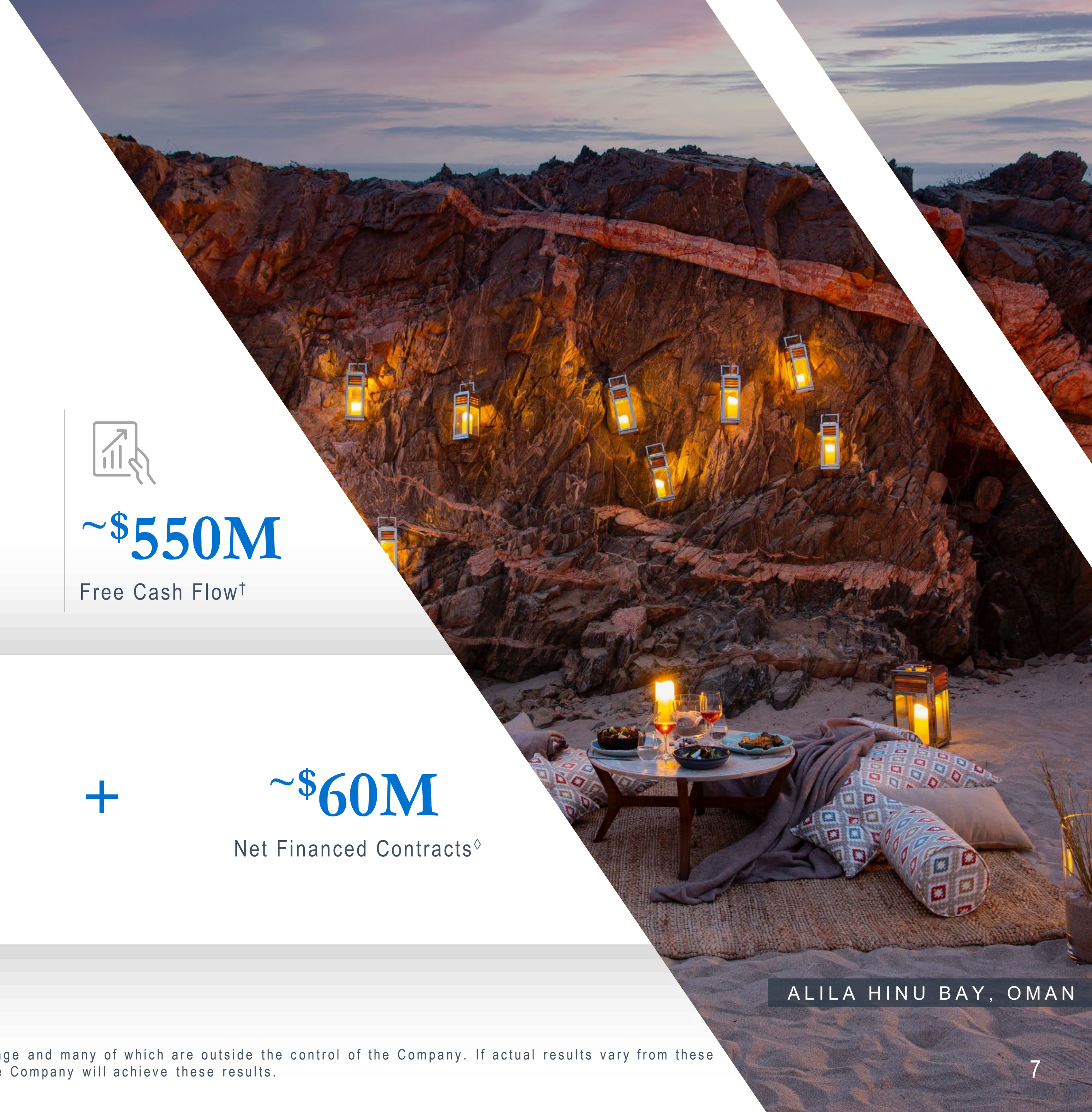
$1,020M to $1,070M
Adjusted EBITDA†

\+

~$120M
Net Deferrals◊

\+

~$60M
Net Financed Contracts◊


ALILA HINU BAY, OMAN

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The Company's 2023 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.

GROWTH EXPECTED TO CONTINUE IN 2024 & 2025

EXPECTED ILLUSTRATIVE CAGR: 2024-2025

System-wide RevPAR◊

3% - 7%

Net Package RevPAR◊

3% - 7%

ALG Vacations Departures Move Directionally with Net Package RevPAR◊

Net Rooms Growth

6% - 7%

UVC Signed Contracts Move Directionally with Net Rooms Growth

ADDITIONAL ILLUSTRATIVE ASSUMPTIONS

$1.3B

Approximate Asset Sales in 2023 and 2024

~$100M

Run-Rate Capital Expenditures Reduced to ~$100M in 2025

3%

Adjusted SG&A† Growth

ALILA NAPA VALLEY, CALIFORNIA

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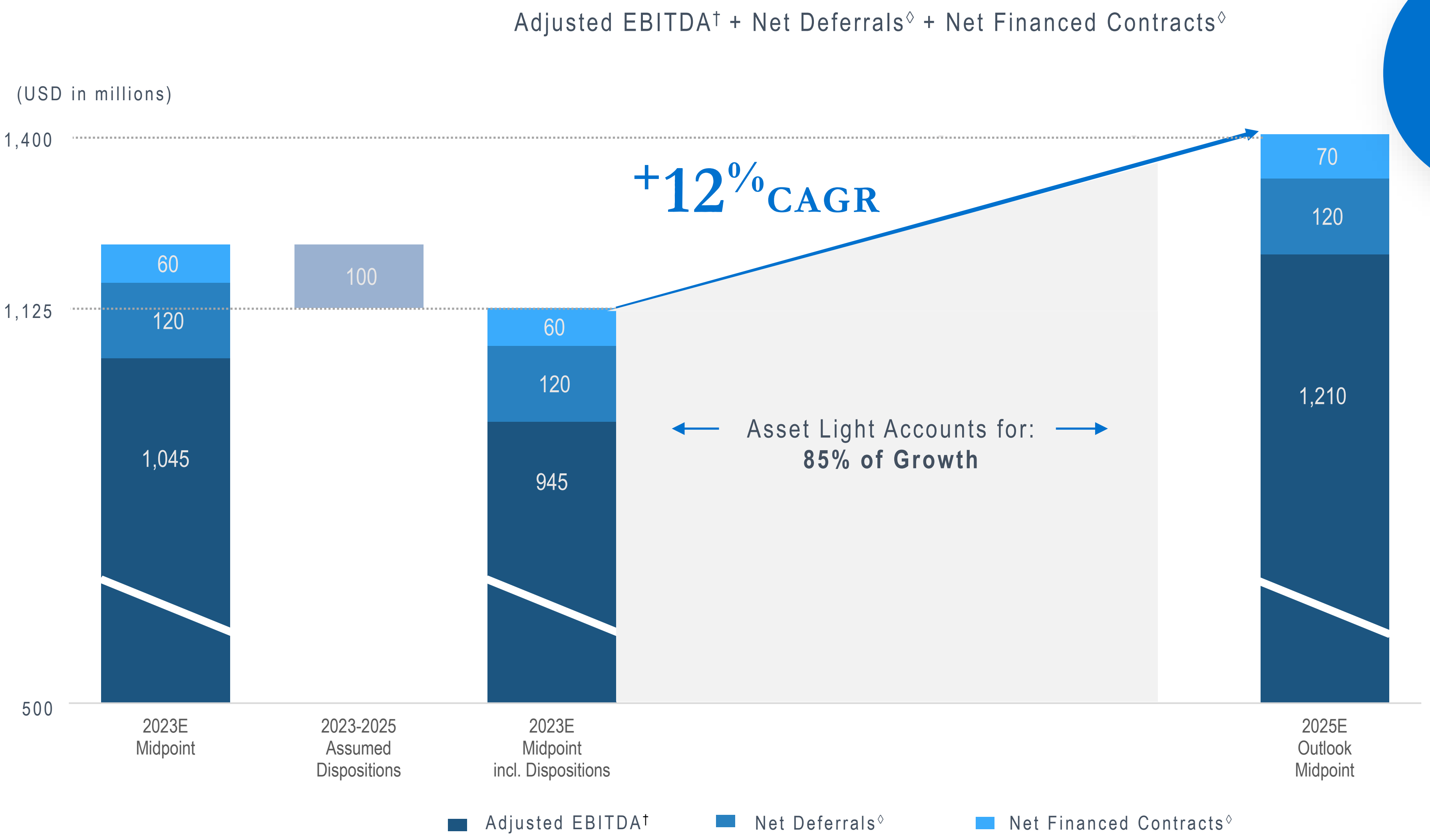
The Company's illustrative long-term outlook for 2024 and 2025 is based on a number of assumptions that are subject to change and many of which are outside the control of the Company. If actual results vary from these assumptions, the Company's expectations may change. There can be no assurance that the Company will achieve these results.

2025 ILLUSTRATIVE OUTLOOK REFLECTS STRONG MOMENTUM



12%
CAGR
2024 & 2025

2024-2025 Outlook

5%

System-wide RevPAR◊ & Net Package RevPAR◊ Growth at the midpoint

6.5%

Net Rooms Growth at the midpoint

The Company's illustrative long-term outlook for 2024 and 2025 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.

EARNINGS MODEL SENSITIVITIES REFLECT A MORE RESILIENT, ASSET LIGHT, & FREE CASH FLOW† GENERATIVE BUSINESS

KEY METRICS		EARNINGS MODEL SENSITIVITIES FOR 2024 AND 2025		
System-wide RevPAR◊ + Net Package RevPAR◊	+/- 1 point =	Fee-Based Adjusted EBITDA† ~\$8 – \$12M	+ O&L Adjusted EBITDA† ~\$3 – \$5M	+/- \$15M – \$25M in Adjusted EBITDA† + Net Deferrals◊ + Net Financed Contracts◊
ALG Vacations Departures + UVC Signed Contracts	+/- 1 point =	ALG Adjusted EBITDA† ~\$2 – \$4M	+ Net Deferrals◊ & Net Financed Contracts◊ ~\$1 – \$2M	
Net Rooms Growth	+/- 1 point =	Fee-Based Adjusted EBITDA† ~\$6 – \$8M		
Corporate & Other	+/- 1 point =	Corporate & Other ~(\$2M)		

Asset Light | Owned & Leased

System-wide RevPAR◊ and Net Package RevPAR◊ include Comparable hotels◊.
The Company's illustrative long-term outlook for 2024 and 2025 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.

ASSET-LIGHT, FEE-DRIVEN MODEL INCREASES CASH FLOW AND REDUCES VOLATILITY

Benefits of Asset-Light Business Model

- More Predictable Earnings Stream Driven by Top-Line Revenue
- Long-Term Durable Contracts
- Low Capital Intensity
- Higher Free Cash Flow†
- Increased Returns to Shareholders

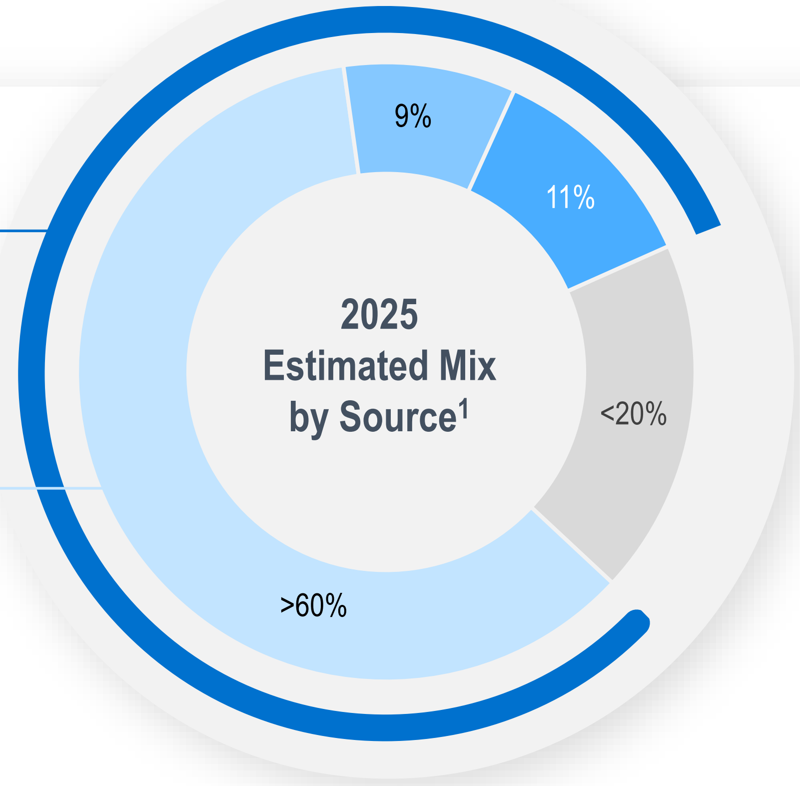
>80%

Asset-Light Earnings Mix◊

$1.2B

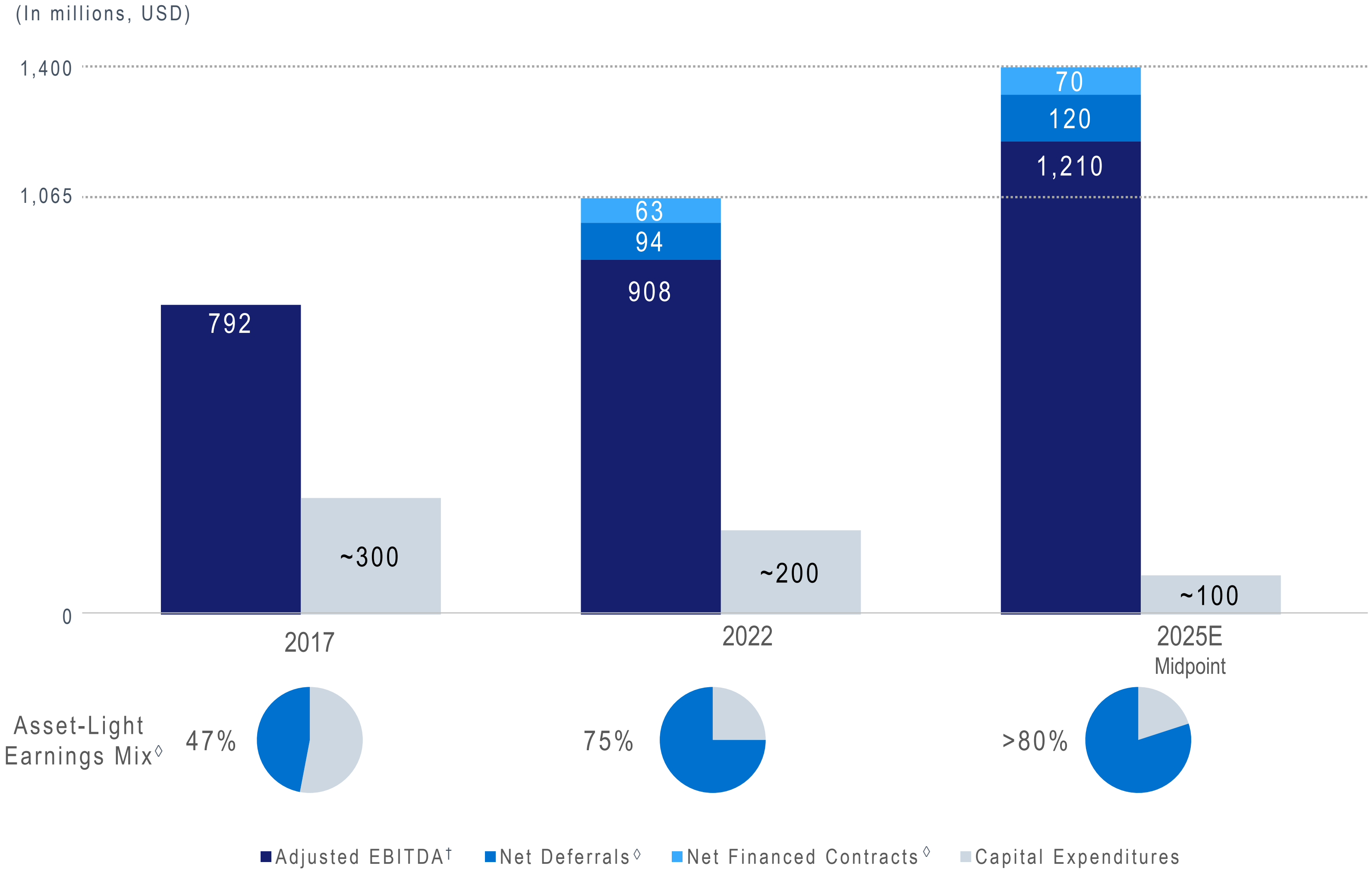
Total Fee Revenue

- Fee-Based Earnings
- Unlimited Vacation Club[2]
- Distribution & Destination Management
- Owned & Leased



[1] Estimated Mix by source based on 2025 estimates for Adjusted EBITDA†, Net Deferrals◊, and Net Financed Contracts◊, and excludes Corporate & Other.
[2] Unlimited Vacation Club figures include Net Deferrals◊ and Net Financed Contracts◊.
The Company's illustrative long-term outlook for 2024 and 2025 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.

ASSET LIGHT TRANSFORMATION DRIVES LOWER CAPITAL EXPENDITURES...



2025 ILLUSTRATIVE OUTLOOK

~$200M

Run-Rate Capital Expenditures
Reduction
since 2017

>33pt

Asset-Light Earnings Mix◊
Increase
since 2017

Figures calculated as of each respective fiscal year end; 2017 figures based on restated values provided in the 2018 financial statements. The Company's illustrative long-term outlook for 2024 and 2025 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.

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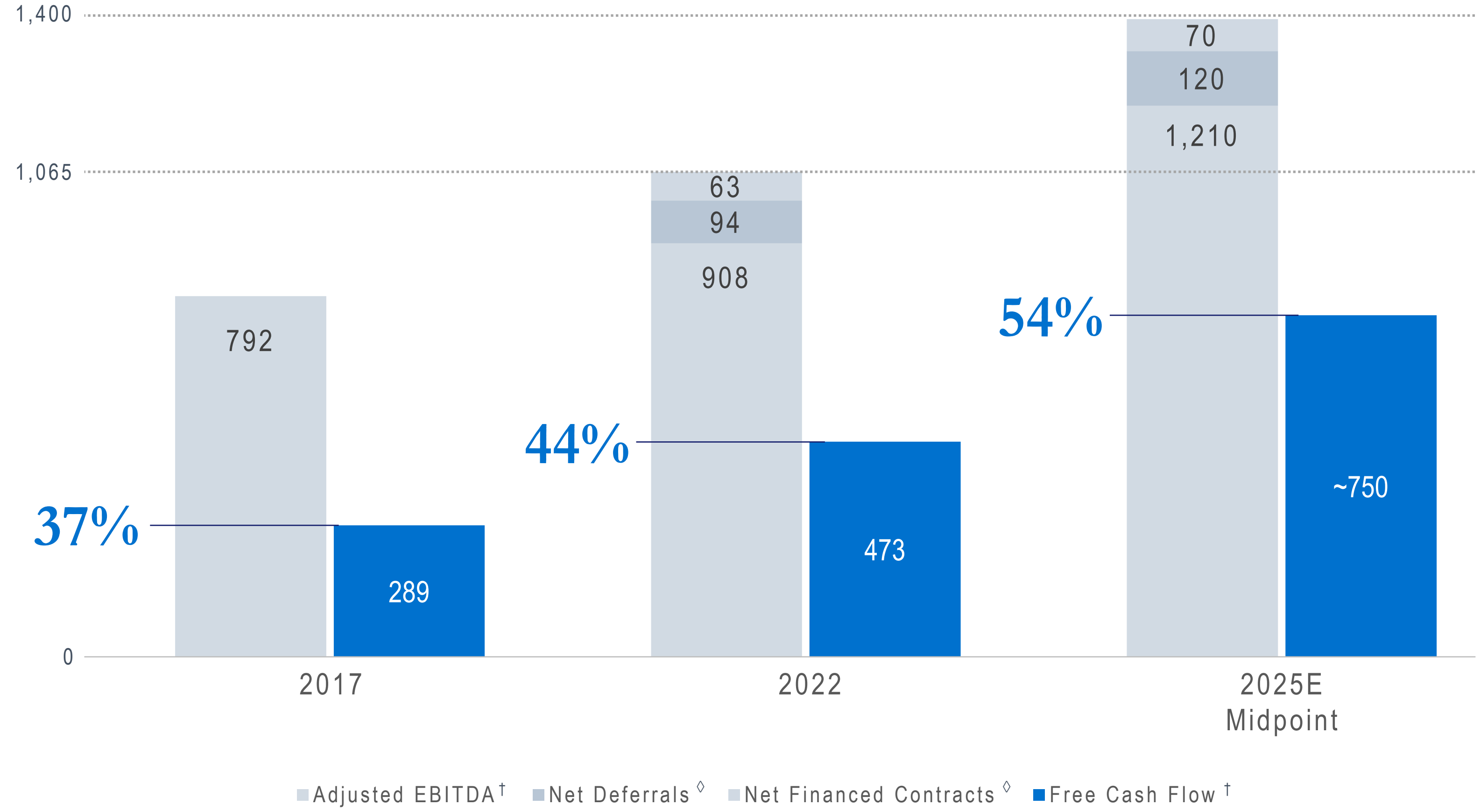
...AND HIGHER FREE CASH FLOW CONVERSION◊

(In millions, USD)



2025 ILLUSTRATIVE OUTLOOK

~$450M

Free Cash Flow† Growth
since 2017

~17pt

Free Cash Flow
Conversion◊ Percentage Increase
since 2017

Figures calculated as of each respective fiscal year end; 2017 figures based on restated values provided in the 2018 financial statements. The Company's illustrative long-term outlook for 2024 and 2025 and illustrative long-term Free Cash Flow outlook 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.

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FREE CASH FLOW† RESULTS IN SIGNIFICANT CUMULATIVE CASH GENERATION OVER THE NEXT THREE YEARS

	2023E – 2025E CUMULATIVE RANGE at the Midpoint
Adjusted EBITDA† + Net Deferrals◊ + Net Financed Contracts◊ Illustrative Outlook Range	~$3.8B
Free Cash Flow† Illustrative Outlook Range	~$1.9B

Free Cash Flow† illustrative outlook range assumes no taxes on assumed asset dispositions as the amount is not estimable.
The Company's illustrative long-term outlook for 2023, 2024 and 2025 and illustrative long-term Free Cash Flow outlook 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.

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SIGNIFICANT CASH ON HAND TO INVEST IN GROWTH & INCREASE SHAREHOLDER RETURNS

CUMULATIVE ILLUSTRATIVE 2023E TO 2025E

Free Cash Flow†	+	Post-Tax O&L Disposition Proceeds
~$1.9B		~$1.1B
		$1.3B O&L Disposition Proceeds less ~15% assumed tax rate

CASH AVAILABLE TO DRIVE VALUE

~$3.0B

CAPITAL ALLOCATION PRIORITIES

Invest for Growth

Return Capital to Shareholders

Free Cash Flow† illustrative outlook range assumes no taxes on assumed asset dispositions as the amount is not estimable.
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INVEST FOR GROWTH: HYATT WILL CONTINUE TO PRIORITIZE INVESTMENTS IN ASSET LIGHT PLATFORMS

MIRAVAL

Acquired 2017

$400M

Acquisition Price
+ Development CapEx

TWO ROADS HOSPITALITY

Acquired 2018

$467M

Acquisition Price

APPLE LEISURE GROUP

Acquired 2021

$2.7B

Acquisition Price

DREAMHOTELGROUP

Acquired 2023

$125M

Acquisition Price[1]

~8X

Aggregate Earnings Multiple on Purchase Price

- Asset Light
- Complementary or Adjacent Customer Base
- Significant Embedded & Prospective Growth
- Expands Geographic Footprint
- Offers Compelling Guest Experience

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[1] Does not include $175M of contingent consideration through 2028.
Figures based on the date of each respective acquisition date.

COMMITTED TO RETURNING CAPITAL THROUGH DIVIDENDS & EXCESS CASH THROUGH SHARE REPURCHASES


ALILA VILLAS ULUWATU, INDONESIA

$0.15

per share

QUARTERLY DIVIDEND REINSTATED

Hyatt resumes cash dividends, declaring a **$0.15 per share cash dividend**[1] for the second quarter of 2023

$1.5B

Total authorization

SHARE REPURCHASE AUTHORIZATION

Hyatt increases authorization by $1 billion — now has **total authorization of $1.5 billion**[2]

[1] Second Quarter 2023 dividend payable on June 12, 2023 to shareholders of record as of May 30, 2023.

[2] 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 common stock repurchase program does not obligate the Company to repurchase any dollar amount or number of shares of common stock and the program may be suspended or discontinued at any time.

COMMITTED TO INVESTMENT GRADE

Credit Ratings

BBB-	Baa3	BBB-
Stable	Stable	Negative
S&P Global Ratings	Moody's	FitchRatings

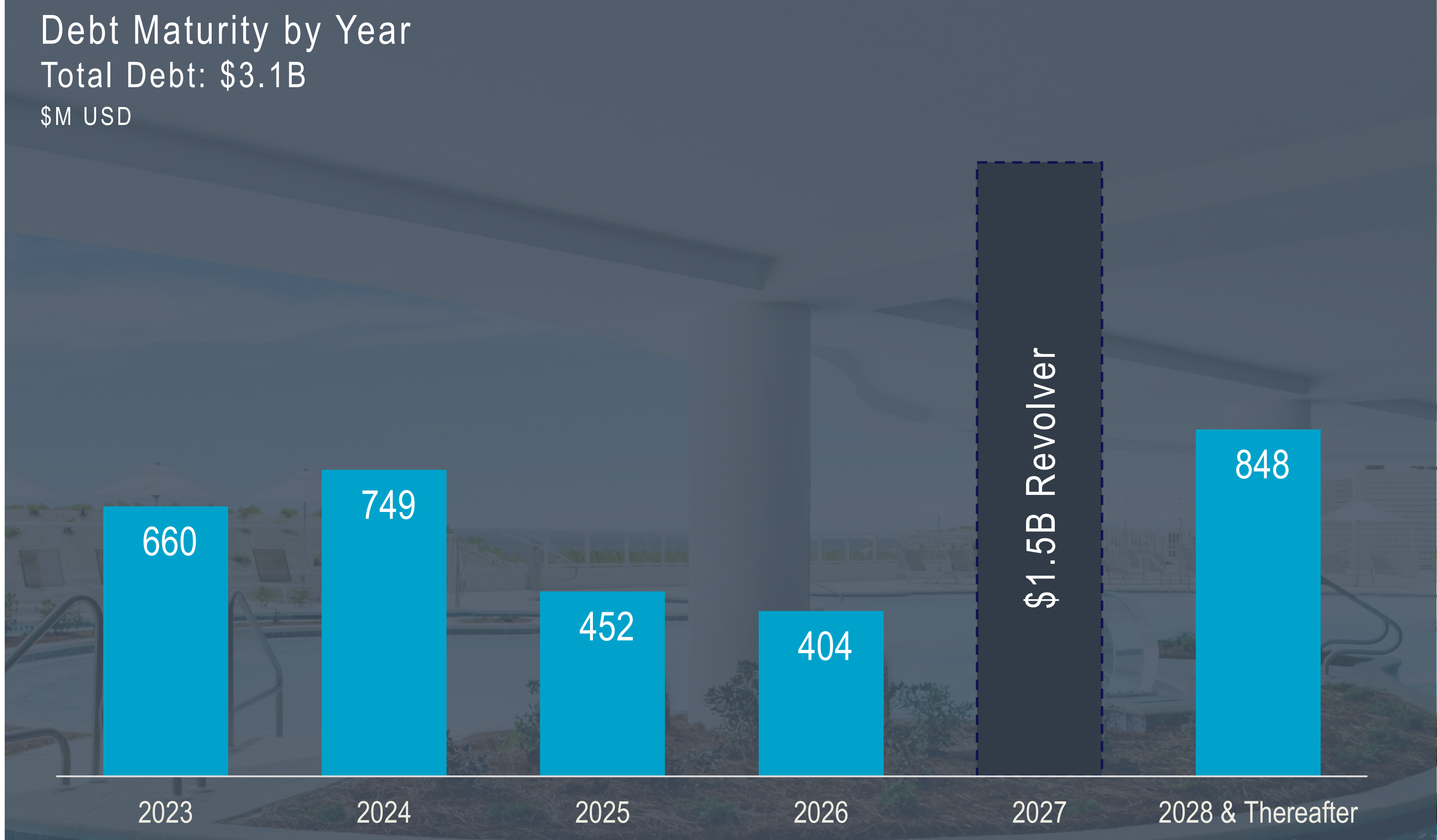
Liquidity

Strong position with:

$1.2B
Cash, Cash Equivalents, & Short-Term Investments

$1.5B
Revolver Capacity Available

HYATT PLACE PANAMA CITY BEACH / BEACHFRONT, FLORIDA



Total Debt and Liquidity figures as of December 31, 2022.

UNLOCKING VALUE THROUGH ASSET SALES IS CORE TO OUR LONG-TERM STRATEGY

	2017	2018	2019	2020	2021	2022	TOTAL
Asset Sales	$305M[1] HR Scottsdale Royal Palms Resort	$1.4B GH San Francisco AZ Maui HR Coconut Point HR Mexico City	$956M HR Atlanta GH Seoul San Francisco Lease	$11M HR Baku	$779M HR Lost Pines HR Lake Tahoe Alila Ventana Big Sur[2] HR Bishkek	$852M HR Indian Wells GH San Antonio Driskill Confidante Miami Beach HR Mainz HR Greenwich	**$4.3B**
Asset Purchases		$260M HR Phoenix HR Indian Wells			$148M Alila Ventana Big Sur[2]	$135M Hotel Irvine	**$0.5B**

>16x
EBITDA Multiple[1]

$3.8B
Net Total to Date

$40M
Run-Rate Fees

GRAND HYATT GOA, INDIA

[1] Figure does not include sales proceeds on Hyatt Regency Grand Cypress, Hyatt Regency Monterey, and Hyatt Regency Louisville; these occurred in 2017 prior to Hyatt's asset disposition commitment announcement.
[2] Purchased and sold the asset in same fiscal year.
Figures based on respective fiscal year end and through March 31, 2023.

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HIGH QUALITY & DIVERSE ASSET BASE PROVIDES OPTIONALITY FOR CURRENT COMMITMENT & BEYOND

CURRENT PORTFOLIO OF OWNED ASSETS AT 13 – 15X MULTIPLE IMPLIES $3.9B – $4.5B OF VALUE

IRREPLACEABLE LUXURY

5 HOTELS

PARK HYATT PARIS-VENDÔME

LUXURY WELLBEING/RESORTS

4 HOTELS

MIRAVAL AUSTIN RESORT AND SPA

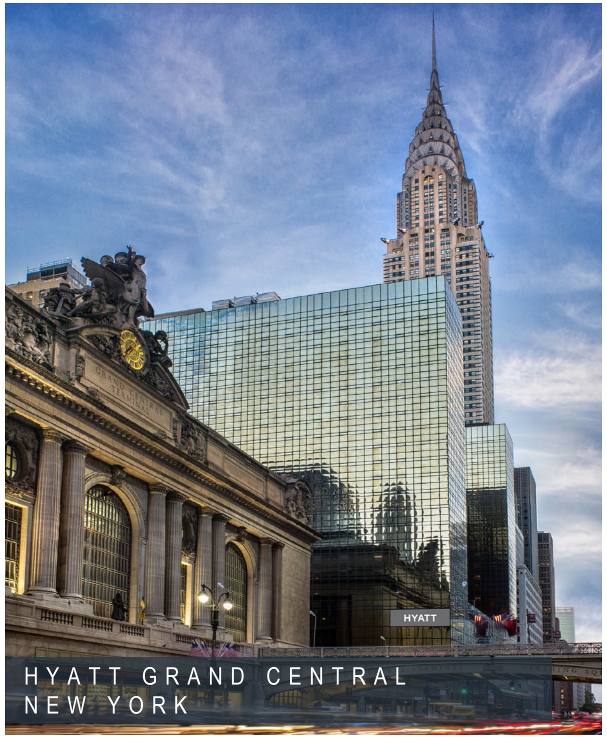
GROUP/CONVENTION

7 HOTELS

HYATT REGENCY ORLANDO

BUSINESS/OTHER

7 HOTELS



HYATT GRAND CENTRAL NEW YORK

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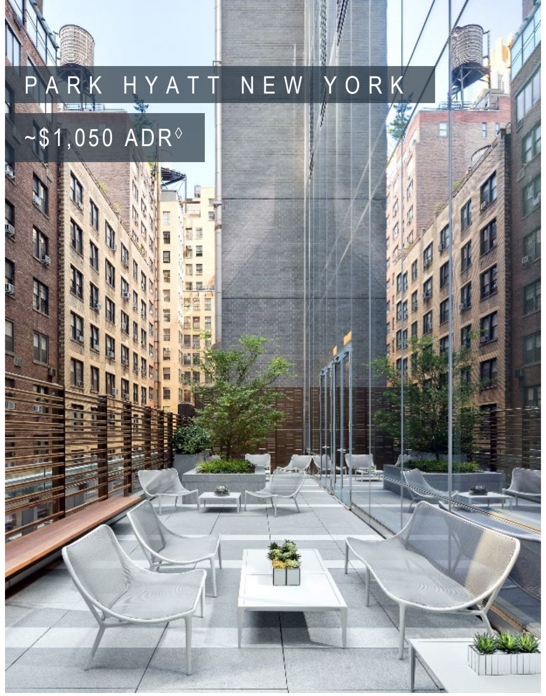
IRREPLACEABLE LUXURY

5 Iconic Sought After Locations

PARK HYATT CHICAGO

~$500 ADR◊



PARK HYATT NEW YORK

~$1,050 ADR◊

PARK HYATT ZURICH

~$750 ADR◊

PARK HYATT PARIS-VENDÔME

~$1,000 ADR◊

ANDAZ LONDON LIVERPOOL STREET

~$350 ADR◊

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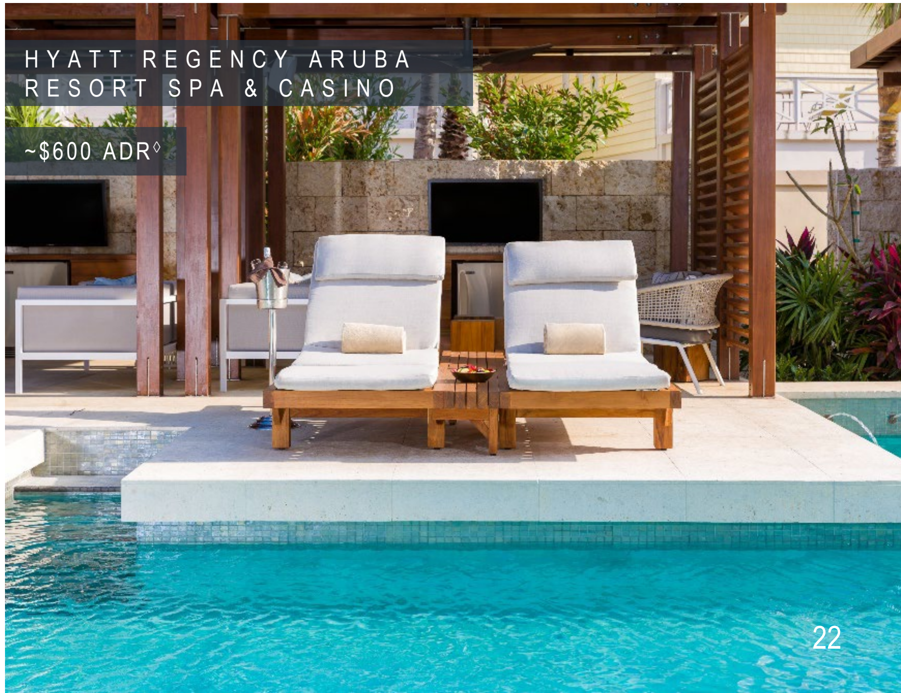
Figures based on full year estimates for 2023

LUXURY WELLBEING/ RESORTS

High barrier to entry resorts on expansive acreage



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TRevPOR is defined as Total Revenue per Occupied Room.
Figures based on full year estimates for 2023.

GROUP & CONVENTION HOTELS

UNIQUELY POSITIONED WITH OVER 400K SQ. FT
OF AGGREGATE MEETING SPACE; STRONG GROUP DEMAND
TRENDS WITH VERY LIMITED NEW CONVENTION HOTEL SUPPLY

Figures as of March 31, 2023.

SHIFT TOWARDS ASSET LIGHT CONTINUES

ASSET-LIGHT EARNINGS MIX◊

2017
47%

+2800 bps

2022
75%

+500 bps

Illustrative 2025
>80%

2026 & BEYOND
Ongoing shift
+100bps
per year and ability to shift further through monetizing owned assets


THE CAROLINA INN, NORTH CAROLINA

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Figures calculated as of each respective fiscal year end.
The Company's illustrative long-term outlook for 2025 and 2026 and beyond 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.

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