

Hyatt Hotels Corporation Investor Fact Book

Q2 2019

Hyatt Hotels Corporation

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About the Fact Book

This fact book is a summary of Hyatt Hotels Corporation's (the "Company," "we," "our" or "us") historical financial and operational information. As used in this Fact Book, the terms "Company," "we," "us," or "our" mean Hyatt Hotels Corporation and its consolidated subsidiaries.

This fact book does not provide the Company's consolidated financial information and tables. You may access any filed documents at the SEC's website at www.sec.gov or at Hyatt's Investor Relations website at <http://investors.hyatt.com>.

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Hyatt Hotels Corporation Profile

Hyatt Hotels Corporation is a global hospitality company with widely recognized, industry leading brands and a tradition of innovation developed over our more than sixty-year history. Our purpose is to care for people so they can be their best. Our goal is to deliver distinctive experiences for our guests. Our shared core values include respect, integrity, humility, empathy, creativity and fun. Our purpose, goal and values are brought to life by our colleagues, whom we refer to as the Hyatt family. We believe that our colleagues embody our purpose of caring for people, including each other, our guests and ultimately our owners. This commitment to genuine service and care is what differentiates us and drives guest preference.

Hyatt Hotels Corporation, headquartered in Chicago, is a leading global hospitality company with a portfolio of 19 premier brands. As of June 30, 2019, the Companys portfolio included more than 875 properties in over 60 countries across six continents. The Companys purpose to care for people so they can be their best informs its business decisions and growth strategy and is intended to attract and retain top colleagues, build relationships with guests and create value for shareholders. The Companys subsidiaries develop, own, operate, manage, franchise, license or provide services to hotels, resorts, branded residences, vacation ownership properties, and fitness and spa locations, including under the **Park Hyatt®**, **Miraval®**, **Grand Hyatt®**, **Alila®**, **Andaz®**, **The Unbound Collection by Hyatt®**, **Destination®**, **Hyatt Regency®**, **Hyatt®**, **Hyatt Ziva™**, **Hyatt Zilara™**, **Thompson Hotels®**, **Hyatt Centric®**, **Hyatt House®**, **Hyatt Place®**, **Joie de Vivre®**, **tommie™**, **Hyatt Residence Club®** and **Exhale®** brand names, and operates the World of Hyatt® loyalty program that provides distinct benefits and exclusive experiences to its valued members. For more information, please visit www.hyatt.com.

Our colleagues are more than 139,000 individuals working at our corporate and regional offices and our managed, franchised and owned properties around the world.

Definitions

In this presentation, we have referred to Adjusted EBITDA and Adjusted Revenues. Adjusted EBITDA and Adjusted Revenues, as we define are non-GAAP measures. For our definition of Adjusted EBITDA and a reconciliation of consolidated Adjusted EBITDA to EBITDA and a reconciliation of EBITDA to net income (loss) attributable to Hyatt Hotels Corporation, please refer to Part II, Item 7 “Management’s Discussion and Analysis of Financial Condition and Results of Operations – Key Business Metrics Evaluated by Management – Adjusted EBITDA” of our annual report on Form 10-K or the information posted on the Investor Relations page of the Company’s website, which can be accessed at <http://www.hyatt.com> and by selecting the Investor Relations link located at the bottom of the page (or <http://investors.hyatt.com>). Please also see Hyatt’s investor relations website at <http://investors.hyatt.com> under Investor Relations – Financial Information – Non-GAAP Reconciliations for a reconciliation of various non-GAAP measures to their corresponding GAAP measures presented on a quarterly basis.

Effective January 1, 2016, our definition of Adjusted EBITDA has been updated to exclude stock-based compensation expense, to facilitate comparison with our competitors. We have applied this change in the definition of Adjusted EBITDA to historical results to allow for comparability between the periods presented.

Effective January 1, 2018, we made two modifications to our definition of Adjusted EBITDA with the implementation of ASU 2014-09 Revenue from Contracts with Customers. Our definition has been updated to exclude Contra revenue which was previously recognized as amortization expense. As this is strictly a matter of financial presentation, we have excluded Contra revenue in order to be consistent with our prior treatment and to reflect the way in which we manage our business. We have also excluded revenues for the reimbursement of costs incurred on behalf of managed and franchised properties and costs incurred on behalf of managed and franchised properties. These revenues and costs previously netted to zero within Adjusted EBITDA. Under ASU 2014-09, the recognition of certain revenue differs from the recognition of related costs, creating timing differences that would otherwise impact Adjusted EBITDA. We have not changed our management of these revenues or expenses, nor do we consider these timing differences to be reflective of our core operations. These changes reflect how our management evaluates each segment’s performance and also facilitate comparison with our competitors. We have applied this change to 2017 quarterly and year end historical results to allow for comparability between the periods presented. Periods 2016 and prior do not reflect changes related to ASU 2014-09.

All RevPAR and ADR percentage changes are in constant dollars. Constant dollar currency, as we define it, is a non-GAAP measure.

For the definition of terms used in this fact book and not defined herein, please see the section titled “DEFINITIONS” of both our most recent earnings release and our earnings release for the relevant fiscal period. All of our earnings releases have been filed on a current report on Form 8-K and can be accessed at the SEC’s website at www.sec.gov or at Hyatt’s investor relations website at <http://investors.hyatt.com>.

Segment Realignment

Our results for periods beginning after October 1, 2012 reflect the segment structure of our organization following our realignment, which was effective during the fourth quarter of 2012. Segment results discussed here for the fiscal years 2009, 2010, 2011 and the first three quarters of 2012, have been recast to discuss our results as if our new operating structure had existed in that period.

Unaudited Historical Segment Information

All historical financial information included herein is unaudited. We have recast our unaudited historical segment information to reflect our reportable segments following our 2012 realignment as if they existed for those prior periods. Our consolidated results were not affected by our change in reportable segments.

The unaudited financial information herein is not intended as a substitute for the segment information within the footnotes to the financial statements that have been reported in the Company’s Form 10-Ks.

Corporate Highlights

1957

Jay Pritzker purchases the very first Hyatt House hotel from business partners, Mr. Hyatt von Dehn and Mr. Jack Dyer Crouch. The small motor hotel is adjacent to the Los Angeles International Airport in Los Angeles, Calif.

1962

Hyatt goes public, changing its name to Hyatt Corporation.

1963

Advertised as “The World’s First Fly-In Hotels”, Hyatt has three divisions: Hyatt House hotels, Hyatt Chalet motels, and Hyatt Lodges. The properties are primarily in the western United States, but in 1963 Hyatt expands east with a property in Lincolnwood, Ill. near the Pritzker’s home.

Hyatt creates an innovative program directed towards executive secretaries responsible for travel arrangements called HERS (Hyatt Executive Reservation Secretaries).

1964

The Company establishes three new regional sales offices, serving Northern California, Southern California and greater Chicago and the Midwest. A toll-free, direct reservation line to Hyatt House Hotels is set up for approximately three-dozen major cities.

1967

The first “Regency” is introduced in Atlanta, Ga. Its first major John Portman designed hotel, Hyatt Regency Atlanta features original, groundbreaking design with a dramatic, 21-story atrium lobby. The revolutionary architecture spawns scores of atrium lobbies around the world, effectively changing the course of the lodging industry and reshaping the Hyatt brand as an innovative and significant global hospitality leader.

1968

In 1968, Hyatt International forms and subsequently becomes a separate public company.

1969

Hyatt Regency Hong Kong welcomes its first guests in 1969 as the first international Hyatt hotel.

1971

Hyatt Regency O’Hare opens its doors.

1972

The Company opens a central reservations office with an 800 number in Omaha, Neb.

1973

Hyatt Regency San Francisco opens its doors.

1976

The Company manages a total of more than 50 hotels. The first Regency Club opens.

1977

Hyatt headquarters moves to Chicago, first to an airport location and later downtown.

1979

Hyatt Corporation is taken private by the Pritzker family business interests.

1980

The Company introduces the Grand Hyatt brand as it opens Grand Hyatt New York. Additionally, the Company adds the Park Hyatt brand to its portfolio and solidifies its entry into the luxury resort market with the opening of Hyatt Regency Maui Resort & Spa in Hawaii.

Hyatt Regency Chicago opens its west tower, becoming the largest hotel in Chicago with more than 2,000 guestrooms.

1982

Hyatt International is taken private by the Pritzker family business interests.

1987

Hyatt Gold Passport makes its debut.

1988

Camp Hyatt is introduced.

1990s

The Company emphasizes the Hyatt touch, placing the tag line “Feel the Hyatt Touch” on Hyatt’s advertising, featuring the new Hyatt crescent logo. The crescent shape is meant to symbolize Hyatt’s “sunrise-to-sunset service.”

Hyatt.com is launched and Hyatt Residence Club is born.

1998

Grand Hyatt Shanghai becomes the world’s highest hotel, occupying floors 53–87 of an 88-story tower.

2004

Substantially all hospitality assets are consolidated under a single identity, Global Hyatt Corporation.

In December, Hyatt announces it will acquire AmeriSuites, an upscale chain of all suite business class hotels, from affiliates of the Blackstone Group. The AmeriSuites properties are later rebranded as Hyatt Place in 2006.

2005

Hyatt’s corporate office moves into the newly opened Hyatt Center building in downtown Chicago.

2006

Hyatt Place brand debuts in Lombard, Ill.

Hyatt acquires a second select service brand, Summerfield Suites, and rebrands the properties to Hyatt Summerfield Suites.

2007

Hyatt introduces the Andaz brand and opens its first hotel without the Hyatt name, the Andaz Liverpool Street in London.

2008

Hyatt sells Microtel Inns & Suites and Hawthorn Suites hotel brands to Wyndham Worldwide.

Park Hyatt Shanghai takes the title of world's highest hotel, occupying floors 79–93 of the 101-story Shanghai World Financial Center.

2009

Global Hyatt Corporation changes its name to Hyatt Hotels Corporation.

In May, Hyatt launches Hyatt Concierge, becoming the first hospitality company in the world to deploy a designated concierge site on Twitter.

In November, Hyatt completes an initial public offering of Class A common stock which begins trading publicly on the New York Stock Exchange under the symbol *H*.

Hyatt at Olive 8 opens and receives the LEED® Silver rating from the U.S. Green Building Council (USGBC), a first for hotel/condominium buildings in the Seattle area. Hyatt at Olive 8 hotel is also one of only 20 hotels in the U.S. to be officially designated "green" by the LEED (Leadership in Energy and Environmental Design) Green Building Rating System.

2010

Hyatt introduces the Hyatt Card, a partnership with Visa.

2011

Hyatt announces its select service brands are expanding internationally.

Hyatt announces that one of its wholly owned subsidiaries acquired a portfolio of assets from LodgeWorks, L.P. and its private equity partners. The transaction includes the purchase of 20 hotels and the management or franchise rights to an additional four hotels. Key members of the LodgeWorks management and development team join Hyatt as part of the transaction.

Park Hyatt Paris-Vendôme is awarded a five-star classification of the highest distinction - it is named by the government as one of eight official palace hotels in France.

The Company introduces Hyatt Thrive (thrive.hyatt.com), Hyatt's global corporate responsibility platform.

2012

Hyatt evolves its extended-stay brand into a distinctive new hotel concept - Hyatt House®. As a part of the rebranding, all Hyatt Summerfield Suites and 15 Hotel Sierra properties undergo official name and signage changes.

In May, Hyatt completes an approximately \$190 million acquisition of its first hotel in Mexico City.

Hyatt's select service brands make its international debut with the opening of Hyatt Place San Jose/Pinares in Costa Rica.

Effective October 1, Hyatt realigns its corporate and regional operations.

2013

Hyatt acquires The Driskill, a historic landmark hotel in Austin, Texas for approximately \$85 million.

Hyatt acquires The Peabody Orlando hotel for approximately \$717 million in October and rebrands the 1,641-room hotel as Hyatt Regency Orlando.

Hyatt Ziva and Hyatt Zilara debut in Mexico as the Company's first all-inclusive resort brands, marking Hyatt's entry into the fast growing, all-inclusive segment.

2014

In March, Hyatt closes the sale of 10 Hyatt, Hyatt Place and Hyatt House hotels, totaling 1,560 rooms, for approximately \$313 million.

Hyatt hosts its first Investor Meeting in Company history.

Hyatt Place Shenzhen Dongmen opens in May, marking the official arrival of the Hyatt Place brand in China.

Park Hyatt New York opens its doors in August as the flagship hotel of the globally recognized Park Hyatt brand.

The Company closes the sale of Hyatt Residential Group in October for approximately \$220 million.

During the fourth quarter, Hyatt sells 43 select service hotels (5,581 rooms) for approximately \$643 million.

2015

In January, Hyatt introduces Hyatt Centric, a new, full service lifestyle brand designed for business and leisure travelers.

Hyatt Centric The Loop Chicago opens its doors in April, marking the first hotel launched under the Hyatt Centric brand.

The first combined Hyatt Place and Hyatt House hotels open under one roof in September in Charleston, S.C.

2016

In March, Hyatt announces the launch of The Unbound Collection by Hyatt, a global collection of unique and independent stay experiences.

Hyatt completes the acquisition of the 380-room Thompson Miami Beach hotel in April for approximately \$238 million and rebrands the hotel as The Confidante as part of The Unbound Collection by Hyatt.

In July, the Company completes the acquisition of the Royal Palms Resort and Spa in Arizona (119 rooms) for \$88 million and rebrands the hotel as part of The Unbound Collection by Hyatt.

2017

Hyatt acquires Cranwell Spa & Golf Resort and Miraval Group a renowned provider of wellness and mindfulness experiences, for \$237 million in January.

In March, the Company launches World of Hyatt, a new loyalty program.

Purchases Exhale, which provides spa services and high-quality fitness classes, for approximately \$16 million during the third quarter.

Hyatt announces \$1.5 billion disposition program to reduce real estate exposure.

2018

Hyatt initiates a quarterly cash dividend of \$0.15 per share. (\$0.60 annually)

In March, the company sold the Andaz Maui at Wailea Resort (301 rooms), the Grand Hyatt San Francisco (668 rooms), and the Hyatt Regency Coconut Point Resort and Spa (454 rooms) for pretax net proceeds of approximately \$992 million in a portfolio sale to Host Hotels & Resorts, Inc. Two of these properties were included in the \$1.5 billion disposition program.

Hyatt announces strategic collaboration with Small Luxury Hotels (SLH) to enhance World of Hyatt loyalty program.

In November, Hyatt acquired Two Roads Hospitality LLC, an international lifestyle hotel management company with a unique collection of distinctive brands and a robust development pipeline.

2019

Hyatt increases quarterly cash dividend to \$0.19. (\$0.76 annually)

In March, Hyatt announces additional \$1.5 billion disposition program to reduce real estate exposure.

Hyatt announces strategic collaboration with American Airlines to enhance World of Hyatt loyalty program.

Common Dividend

| Declared | Ex-Date | Record | Payable | Amount | Type |
|---------------------------------|----------|-------------|----------|--------|---------------|
| 2/13/19 | 2/26/19 | 2/27/19 | 3/11/19 | 0.19 | U.S. Currency |
| 5/16/19 | 5/28/19 | 5/29/19 | 6/10/19 | 0.19 | U.S. Currency |
| 7/31/19 | 8/26/19 | 8/27/19 | 9/9/19 | 0.19 | U.S. Currency |
| Total dividends in 2019: | | 0.57 | | | |
| 2/14/18 | 3/21/18 | 3/22/18 | 3/29/18 | 0.15 | U.S. Currency |
| 5/16/18 | 6/18/18 | 6/19/18 | 6/28/18 | 0.15 | U.S. Currency |
| 7/31/18 | 9/5/18 | 9/6/18 | 9/20/18 | 0.15 | U.S. Currency |
| 10/30/18 | 11/27/18 | 11/28/18 | 12/10/18 | 0.15 | U.S. Currency |
| Total dividends in 2018: | | 0.60 | | | |

Segment Financial Summary - Revenue (unaudited) ^{(a) (b) (c)}
(in millions)

| | 2019 | | | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 458 | \$ 481 | | | |
| Americas management and franchising..... | 139 | 136 | | | |
| ASPAC management and franchising..... | 32 | 32 | | | |
| EAME/SW Asia management and franchising | 18 | 19 | | | |
| Corporate and other..... | 35 | 34 | | | |
| Eliminations..... | (26) | (26) | | | |
| Adjusted Revenues | \$ 656 | \$ 676 | | | |
| <hr/> | | | | | |
| | 2018 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 507 | \$ 478 | \$ 443 | \$ 461 | \$ 1,889 |
| Americas management and franchising..... | 98 | 108 | 95 | 99 | 400 |
| ASPAC management and franchising..... | 30 | 30 | 30 | 37 | 127 |
| EAME/SW Asia management and franchising | 18 | 19 | 21 | 22 | 80 |
| Corporate and other..... | 32 | 31 | 26 | 43 | 132 |
| Eliminations..... | (27) | (30) | (25) | (28) | (110) |
| Adjusted Revenues | \$ 658 | \$ 636 | \$ 590 | \$ 634 | \$ 2,518 |
| <hr/> | | | | | |
| | 2017 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 575 | \$ 569 | \$ 510 | \$ 518 | \$ 2,172 |
| Americas management and franchising..... | 90 | 105 | 94 | 91 | 380 |
| ASPAC management and franchising..... | 25 | 27 | 27 | 33 | 112 |
| EAME/SW Asia management and franchising | 16 | 16 | 17 | 20 | 69 |
| Corporate and other..... | 22 | 26 | 25 | 27 | 100 |
| Eliminations..... | (28) | (32) | (28) | (27) | (115) |
| Adjusted Revenues | \$ 700 | \$ 711 | \$ 645 | \$ 662 | \$ 2,718 |
| <hr/> | | | | | |
| | 2016 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 516 | \$ 559 | \$ 519 | \$ 525 | \$ 2,119 |
| Americas management and franchising..... | 91 | 100 | 90 | 90 | 371 |
| ASPAC management and franchising..... | 22 | 22 | 23 | 29 | 96 |
| EAME/SW Asia management and franchising | 16 | 16 | 15 | 18 | 65 |
| Corporate and other..... | 9 | 13 | 12 | 9 | 43 |
| Other revenues from managed and franchised properties | 457 | 480 | 448 | 448 | 1,833 |
| Eliminations..... | (22) | (25) | (19) | (32) | (98) |
| Total revenues | \$ 1,089 | \$ 1,165 | \$ 1,088 | \$ 1,087 | \$ 4,429 |
| <hr/> | | | | | |
| | 2015 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 509 | \$ 540 | \$ 500 | \$ 530 | \$ 2,079 |
| Americas management and franchising..... | 88 | 96 | 85 | 85 | 354 |
| ASPAC management and franchising..... | 21 | 23 | 21 | 26 | 91 |
| EAME/SW Asia management and franchising | 16 | 17 | 16 | 18 | 67 |
| Corporate and other..... | 9 | 10 | 10 | 11 | 40 |
| Other revenues from managed and franchised properties | 433 | 451 | 440 | 462 | 1,786 |
| Eliminations..... | (22) | (25) | (19) | (23) | (89) |
| Total revenues | \$ 1,054 | \$ 1,112 | \$ 1,053 | \$ 1,109 | \$ 4,328 |

(a) The segment results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.

(b) The segment results presented here for periods prior to October 1, 2012 have been recast to show our results as if our new reportable segments had existed in these periods. These reporting changes did not change the consolidated results of Hyatt Hotels Corporation for such periods.

(c) Certain periods in 2009 have not been adjusted for the insignificant impact from discontinued operations.

| | 2014 | | | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 548 | \$ 592 | \$ 555 | \$ 551 | \$ 2,246 |
| Americas management and franchising..... | 75 | 92 | 80 | 80 | 327 |
| ASPAC management and franchising..... | 21 | 20 | 22 | 25 | 88 |
| EAME/SW Asia management and franchising | 18 | 19 | 18 | 22 | 77 |
| Corporate and other..... | 21 | 23 | 24 | 7 | 75 |
| Other revenues from managed and franchised properties | 416 | 440 | 431 | 420 | 1,707 |
| Eliminations..... | (25) | (28) | (26) | (26) | (105) |
| Total revenues | \$ 1,074 | \$ 1,158 | \$ 1,104 | \$ 1,079 | \$ 4,415 |
| | 2013 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 492 | \$ 572 | \$ 521 | \$ 557 | \$ 2,142 |
| Americas management and franchising..... | 64 | 75 | 65 | 88 | 292 |
| ASPAC management and franchising..... | 19 | 22 | 17 | 25 | 83 |
| EAME/SW Asia management and franchising | 15 | 28 | 19 | 10 | 72 |
| Corporate and other..... | 20 | 21 | 22 | 15 | 78 |
| Other revenues from managed and franchised properties | 388 | 403 | 406 | 425 | 1,622 |
| Eliminations..... | (23) | (29) | (24) | (29) | (105) |
| Total revenues | \$ 975 | \$ 1,092 | \$ 1,026 | \$ 1,091 | \$ 4,184 |
| | 2012 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 473 | \$ 528 | \$ 503 | \$ 517 | \$ 2,021 |
| Americas management and franchising..... | 64 | 69 | 59 | 64 | 256 |
| ASPAC management and franchising..... | 22 | 21 | 19 | 24 | 86 |
| EAME/SW Asia management and franchising | 15 | 16 | 14 | 18 | 63 |
| Corporate and other..... | 17 | 20 | 22 | 19 | 78 |
| Other revenues from managed and franchised properties | 389 | 386 | 384 | 384 | 1,543 |
| Eliminations..... | (22) | (26) | (24) | (26) | (98) |
| Total revenues | \$ 958 | \$ 1,014 | \$ 977 | \$ 1,000 | \$ 3,949 |
| | 2011 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 432 | \$ 484 | \$ 470 | \$ 493 | \$ 1,879 |
| Americas management and franchising..... | 53 | 58 | 53 | 59 | 223 |
| ASPAC management and franchising..... | 19 | 20 | 18 | 24 | 81 |
| EAME/SW Asia management and franchising | 16 | 17 | 15 | 19 | 67 |
| Corporate and other..... | 14 | 17 | 18 | 17 | 66 |
| Other revenues from managed and franchised properties | 359 | 360 | 343 | 403 | 1,465 |
| Eliminations..... | (18) | (20) | (20) | (25) | (83) |
| Total revenues | \$ 875 | \$ 936 | \$ 897 | \$ 990 | \$ 3,698 |
| | 2010 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 451 | \$ 483 | \$ 455 | \$ 470 | \$ 1,859 |
| Americas management and franchising..... | 47 | 53 | 49 | 50 | 199 |
| ASPAC management and franchising..... | 14 | 17 | 17 | 23 | 71 |
| EAME/SW Asia management and franchising | 16 | 16 | 13 | 20 | 65 |
| Corporate and other..... | 11 | 12 | 11 | 11 | 45 |
| Other revenues from managed properties..... | 322 | 330 | 352 | 364 | 1,368 |
| Eliminations..... | (20) | (22) | (18) | (20) | (80) |
| Total revenues | \$ 841 | \$ 889 | \$ 879 | \$ 918 | \$ 3,527 |

(a) The segment results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.

(b) The segment results presented here for periods prior to October 1, 2012 have been recast to show our results as if our new reportable segments had existed in these periods. These reporting changes did not change the consolidated results of Hyatt Hotels Corporation for such periods.

(c) Certain periods in 2009 have not been adjusted for the insignificant impact from discontinued operations.

| | 2009 | | | | |
|---|---------------|---------------|---------------|---------------|-----------------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Revenue</i> | | | | | |
| Owned and leased hotels..... | \$ 416 | \$ 459 | \$ 438 | \$ 468 | \$ 1,780 |
| Americas management and franchising..... | 46 | 49 | 44 | 48 | 187 |
| ASPAC management and franchising..... | 11 | 13 | 12 | 20 | 56 |
| EAME/SW Asia management and franchising | 14 | 14 | 13 | 19 | 60 |
| Corporate and other..... | 16 | 13 | 10 | 10 | 49 |
| Other revenues from managed properties..... | 303 | 320 | 309 | 346 | 1,278 |
| Eliminations..... | (17) | (21) | (20) | (22) | (80) |
| Total revenues | \$ 789 | \$ 847 | \$ 806 | \$ 889 | \$ 3,330 |

(a) The segment results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.

(b) The segment results presented here for periods prior to October 1, 2012 have been recast to show our results as if our new reportable segments had existed in these periods. These reporting changes did not change the consolidated results of Hyatt Hotels Corporation for such periods.

(c) Certain periods in 2009 have not been adjusted for the insignificant impact from discontinued operations.

Segment Financial Summary - Adjusted EBITDA (unaudited) ^(a) ^(b) ^(c)
(in millions)

| | 2019 | | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Adjusted EBITDA | | | | | |
| Owned and leased hotels..... | \$ 90 | \$ 100 | | | |
| Pro rata share of unconsolidated hospitality ventures..... | 11 | 14 | | | |
| Total owned and leased hotels..... | 101 | 114 | | | |
| Americas management and franchising..... | 92 | 101 | | | |
| ASPAC management and franchising..... | 20 | 20 | | | |
| EAME/SW Asia management and franchising..... | 10 | 11 | | | |
| Corporate and other..... | (37) | (35) | | | |
| Eliminations..... | 1 | 2 | | | |
| Adjusted EBITDA | \$ 187 | \$ 213 | | | |
| 2018 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Adjusted EBITDA | | | | | |
| Owned and leased hotels..... | \$ 103 | \$ 102 | \$ 77 | \$ 91 | \$ 373 |
| Pro rata share of unconsolidated hospitality ventures..... | 10 | 18 | 14 | 13 | 55 |
| Total owned and leased hotels..... | 113 | 120 | 91 | 104 | 428 |
| Americas management and franchising..... | 87 | 96 | 83 | 86 | 352 |
| ASPAC management and franchising..... | 18 | 18 | 19 | 23 | 78 |
| EAME/SW Asia management and franchising..... | 10 | 11 | 12 | 13 | 46 |
| Corporate and other..... | (29) | (27) | (29) | (42) | (127) |
| Eliminations..... | 3 | - | (1) | (2) | - |
| Adjusted EBITDA | \$ 202 | \$ 218 | \$ 175 | \$ 182 | \$ 777 |
| 2017 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Adjusted EBITDA | | | | | |
| Owned and leased hotels..... | \$ 116 | \$ 118 | \$ 89 | \$ 94 | \$ 417 |
| Pro rata share of unconsolidated hospitality ventures..... | 26 | 18 | 15 | 14 | 73 |
| Total owned and leased hotels..... | 142 | 136 | 104 | 108 | 490 |
| Americas management and franchising..... | 76 | 93 | 81 | 77 | 327 |
| ASPAC management and franchising..... | 15 | 16 | 17 | 22 | 70 |
| EAME/SW Asia management and franchising..... | 8 | 8 | 10 | 11 | 37 |
| Corporate and other..... | (28) | (29) | (33) | (45) | (135) |
| Eliminations..... | 5 | — | (2) | — | 3 |
| Adjusted EBITDA | \$ 218 | \$ 224 | \$ 177 | \$ 173 | \$ 792 |
| 2016 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Adjusted EBITDA | | | | | |
| Owned and leased hotels..... | \$ 103 | \$ 121 | \$ 97 | \$ 95 | \$ 416 |
| Pro rata share of unconsolidated hospitality ventures..... | 28 | 28 | 23 | 21 | 100 |
| Total owned and leased hotels..... | 131 | 149 | 120 | 116 | 516 |
| Americas management and franchising..... | 76 | 89 | 77 | 76 | 318 |
| ASPAC management and franchising..... | 12 | 12 | 14 | 19 | 57 |
| EAME/SW Asia management and franchising..... | 8 | 8 | 8 | 9 | 33 |
| Corporate and other..... | (33) | (31) | (27) | (48) | (139) |
| Adjusted EBITDA | \$ 194 | \$ 227 | \$ 192 | \$ 172 | \$ 785 |

(a) The segment results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.

(b) The segment results presented here for periods prior to October 1, 2012 have been recast to show our results as if our new reportable segments had existed in these periods. These reporting changes did not change the consolidated results of Hyatt Hotels Corporation for such periods.

(c) Effective January 1, 2016, our definition of Adjusted EBITDA has been updated to exclude stock-based compensation expense, to facilitate comparison with our competitors. We have applied this change in the definition of Adjusted EBITDA to historical results to allow for comparability between the periods presented.

| | 2015 | | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Adjusted EBITDA</i> | | | | | |
| Owned and leased hotels..... | \$ 101 | \$ 121 | \$ 89 | \$ 102 | \$ 413 |
| Pro rata share of unconsolidated hospitality ventures..... | 23 | 19 | 21 | 17 | 80 |
| Total owned and leased hotels..... | 124 | 140 | 110 | 119 | 493 |
| Americas management and franchising..... | 73 | 82 | 74 | 71 | 300 |
| ASPAC management and franchising..... | 12 | 13 | 12 | 18 | 55 |
| EAME/SW Asia management | 7 | 9 | 7 | 10 | 33 |
| Corporate and other..... | (31) | (29) | (32) | (39) | (131) |
| Adjusted EBITDA | \$ 185 | \$ 215 | \$ 171 | \$ 179 | \$ 750 |
| | 2014 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Adjusted EBITDA</i> | | | | | |
| Owned and leased hotels..... | \$ 105 | \$ 132 | \$ 104 | \$ 102 | \$ 443 |
| Pro rata share of unconsolidated hospitality ventures..... | 20 | 25 | 19 | 16 | 80 |
| Total owned and leased hotels..... | 125 | 157 | 123 | 118 | 523 |
| Americas management and franchising..... | 58 | 80 | 68 | 59 | 265 |
| ASPAC management and franchising..... | 12 | 12 | 10 | 15 | 49 |
| EAME/SW Asia management | 11 | 11 | 9 | 12 | 43 |
| Corporate and other..... | (26) | (22) | (25) | (30) | (103) |
| Adjusted EBITDA | \$ 180 | \$ 238 | \$ 185 | \$ 174 | \$ 777 |
| | 2013 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Adjusted EBITDA</i> | | | | | |
| Owned and leased hotels..... | \$ 79 | \$ 126 | \$ 98 | \$ 100 | \$ 403 |
| Pro rata share of unconsolidated hospitality ventures..... | 16 | 19 | 13 | 20 | 68 |
| Total owned and leased hotels..... | 95 | 145 | 111 | 120 | 471 |
| Americas management and franchising..... | 50 | 64 | 53 | 73 | 240 |
| ASPAC management and franchising..... | 10 | 14 | 10 | 19 | 53 |
| EAME/SW Asia management | 8 | 21 | 11 | 1 | 41 |
| Corporate and other..... | (26) | (25) | (20) | (28) | (99) |
| Adjusted EBITDA | \$ 137 | \$ 219 | \$ 165 | \$ 185 | \$ 706 |
| | 2012 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Adjusted EBITDA</i> | | | | | |
| Owned and leased hotels..... | \$ 75 | \$ 110 | \$ 97 | \$ 87 | \$ 369 |
| Pro rata share of unconsolidated hospitality ventures..... | 18 | 22 | 18 | 15 | 73 |
| Total owned and leased hotels..... | 93 | 132 | 115 | 102 | 442 |
| Americas management and franchising..... | 48 | 55 | 50 | 52 | 205 |
| ASPAC management and franchising..... | 12 | 11 | 10 | 16 | 49 |
| EAME/SW Asia management | 6 | 9 | 6 | 7 | 28 |
| Corporate and other..... | (28) | (23) | (21) | (24) | (96) |
| Adjusted EBITDA | \$ 131 | \$ 184 | \$ 160 | \$ 153 | \$ 628 |

(a) The segment results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.

(b) The segment results presented here for periods prior to October 1, 2012 have been recast to show our results as if our new reportable segments had existed in these periods. These reporting changes did not change the consolidated results of Hyatt Hotels Corporation for such periods.

(c) Effective January 1, 2016, our definition of Adjusted EBITDA has been updated to exclude stock-based compensation expense, to facilitate comparison with our competitors. We have applied this change in the definition of Adjusted EBITDA to historical results to allow for comparability between the periods presented.

| | 2011 | | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Adjusted EBITDA</i> | | | | | |
| Owned and leased hotels..... | \$ 60 | \$ 92 | \$ 84 | \$ 86 | \$ 322 |
| Pro rata share of unconsolidated hospitality ventures..... | 15 | 22 | 22 | 19 | 78 |
| Total owned and leased hotels..... | 75 | 114 | 106 | 105 | 400 |
| Americas management and franchising..... | 41 | 45 | 41 | 44 | 171 |
| ASPAC management and franchising..... | 11 | 9 | 9 | 15 | 44 |
| EAME/SW Asia management..... | 8 | 11 | 6 | 11 | 36 |
| Corporate and other..... | (21) | (22) | (22) | (27) | (92) |
| Adjusted EBITDA | \$ 114 | \$ 157 | \$ 140 | \$ 148 | \$ 559 |
| | 2010 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Adjusted EBITDA</i> | | | | | |
| Owned and leased hotels..... | \$ 68 | \$ 85 | \$ 66 | \$ 69 | \$ 288 |
| Pro rata share of unconsolidated hospitality ventures..... | 14 | 18 | 18 | 18 | 68 |
| Total owned and leased hotels..... | 82 | 103 | 84 | 87 | 356 |
| Americas management and franchising..... | 32 | 42 | 38 | 37 | 149 |
| ASPAC management and franchising..... | 7 | 9 | 8 | 14 | 38 |
| EAME/SW Asia management..... | 6 | 9 | 8 | 10 | 33 |
| Corporate and other..... | (11) | (23) | (22) | (25) | (81) |
| Adjusted EBITDA | \$ 116 | \$ 140 | \$ 116 | \$ 123 | \$ 495 |
| | 2009 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| <i>Adjusted EBITDA</i> | | | | | |
| Owned and leased hotels..... | \$ 55 | \$ 75 | \$ 57 | \$ 58 | \$ 245 |
| Pro rata share of unconsolidated hospitality ventures..... | 10 | 18 | 15 | 16 | 59 |
| Total owned and leased hotels..... | 65 | 93 | 72 | 74 | 304 |
| Americas management and franchising..... | 30 | 35 | 29 | 29 | 123 |
| ASPAC management and franchising..... | 4 | 4 | 6 | 13 | 27 |
| EAME/SW Asia management..... | 7 | 6 | 7 | 12 | 32 |
| Corporate and other..... | (13) | (14) | (17) | (17) | (61) |
| Adjusted EBITDA | \$ 93 | \$ 124 | \$ 97 | \$ 111 | \$ 425 |

(a) The segment results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.

(b) The segment results presented here for periods prior to October 1, 2012 have been recast to show our results as if our new reportable segments had existed in these periods. These reporting changes did not change the consolidated results of Hyatt Hotels Corporation for such periods.

(c) Effective January 1, 2016, our definition of Adjusted EBITDA has been updated to exclude stock-based compensation expense, to facilitate comparison with our competitors. We have applied this change in the definition of Adjusted EBITDA to historical results to allow for comparability between the periods presented.

Fee Summary (unaudited) ^(a) ^(b) ^(c)
(in millions)

| | 2019 | | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees..... | \$ 63 | \$ 68 | | | |
| Incentive management fees..... | 34 | 39 | | | |
| Franchise fees..... | 32 | 38 | | | |
| Other fee revenues..... | 12 | 13 | | | |
| Management, franchise, and other fees | \$ 141 | \$ 158 | | | |
| | 2018 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees..... | \$ 53 | \$ 59 | \$ 55 | \$ 58 | \$ 225 |
| Incentive management fees..... | 34 | 38 | 33 | 43 | 148 |
| Franchise fees..... | 28 | 35 | 33 | 31 | 127 |
| Other fee revenues..... | 17 | 10 | 12 | 13 | 52 |
| Management, franchise, and other fees | \$ 132 | \$ 142 | \$ 133 | \$ 145 | \$ 552 |
| | 2017 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees..... | \$ 47 | \$ 52 | \$ 51 | \$ 52 | \$ 202 |
| Incentive management fees..... | 30 | 34 | 31 | 40 | 135 |
| Franchise fees..... | 26 | 30 | 30 | 28 | 114 |
| Other fee revenues..... | 11 | 14 | 11 | 11 | 47 |
| Management, franchise, and other fees | \$ 114 | \$ 130 | \$ 123 | \$ 131 | \$ 498 |
| | 2016 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees..... | \$ 45 | \$ 49 | \$ 49 | \$ 47 | \$ 190 |
| Incentive management fees..... | 30 | 30 | 25 | 32 | 117 |
| Franchise fees..... | 23 | 27 | 27 | 27 | 104 |
| Other fee revenues..... | 9 | 9 | 9 | 10 | 37 |
| Management, franchise, and other fees | \$ 107 | \$ 115 | \$ 110 | \$ 116 | \$ 448 |
| | 2015 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees..... | \$ 44 | \$ 49 | \$ 47 | \$ 47 | \$ 187 |
| Incentive management fees..... | 30 | 30 | 23 | 30 | 113 |
| Franchise fees..... | 21 | 22 | 24 | 21 | 88 |
| Other fee revenues..... | 10 | 11 | 9 | 9 | 39 |
| Management, franchise, and other fees | \$ 105 | \$ 112 | \$ 103 | \$ 107 | \$ 427 |
| | 2014 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees..... | \$ 41 | \$ 48 | \$ 45 | \$ 46 | \$ 180 |
| Incentive management fees..... | 27 | 28 | 25 | 31 | 111 |
| Franchise fees..... | 14 | 17 | 18 | 16 | 65 |
| Other fee revenues..... | 7 | 10 | 6 | 8 | 31 |
| Management, franchise, and other fees | \$ 89 | \$ 103 | \$ 94 | \$ 101 | \$ 387 |

(a) The results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Results for 2016 and prior years have not been restated.

(b) Historical numbers are as reported in the most recent public filing in which the respective period was presented, except for certain reclassifications that were made to conform to the current year presentation.

(c) Historical numbers are as reported in the most recent public filing in which the respective period was presented, and in certain circumstances have not been adjusted for the insignificant impact from reclassifications or discontinued operations.

| | 2013 | | | | |
|--|--------------|--------------|--------------|--------------|---------------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees..... | \$ 37 | \$ 43 | \$ 41 | \$ 42 | \$ 163 |
| Incentive management fees..... | 25 | 35 | 20 | 20 | 100 |
| Franchise fees..... | 10 | 12 | 13 | 13 | 48 |
| Other fee revenues..... | 3 | 6 | 3 | 19 | 31 |
| Management, franchise, and other fees | \$ 75 | \$ 96 | \$ 77 | \$ 94 | \$ 342 |
| | 2012 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees..... | \$ 38 | \$ 40 | \$ 37 | \$ 39 | \$ 154 |
| Incentive management fees..... | 26 | 26 | 18 | 27 | 97 |
| Franchise fees..... | 8 | 10 | 10 | 9 | 37 |
| Other fee revenues..... | 7 | 4 | 3 | 5 | 19 |
| Management, franchise, and other fees | \$ 79 | \$ 80 | \$ 68 | \$ 80 | \$ 307 |
| | 2011 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees ^(b) | \$ 34 | \$ 37 | \$ 36 | \$ 37 | \$ 144 |
| Incentive management fees ^(b) | 25 | 26 | 18 | 28 | 97 |
| Franchise fees ^(b) | 6 | 8 | 8 | 8 | 30 |
| Other fee revenues ^(b) | 5 | 4 | 4 | 4 | 17 |
| Management, franchise, and other fees | \$ 70 | \$ 75 | \$ 66 | \$ 77 | \$ 288 |
| | 2010 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees ^(c) | \$ 30 | \$ 34 | \$ 33 | \$ 35 | \$ 132 |
| Incentive management fees ^(c) | 20 | 23 | 19 | 31 | 93 |
| Franchise fees ^(c) | 4 | 5 | 6 | 5 | 20 |
| Other fee revenues ^(b) | 3 | 2 | 3 | 2 | 10 |
| Management, franchise, and other fees | \$ 57 | \$ 64 | \$ 61 | \$ 73 | \$ 255 |
| | 2009 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Base management fees ^(c) | \$ 29 | \$ 29 | \$ 29 | \$ 31 | \$ 118 |
| Incentive management fees ^(c) | 20 | 20 | 14 | 25 | 79 |
| Franchise fees ^(c) | 3 | 4 | 4 | 4 | 15 |
| Other fee revenues ^(b) | 2 | 2 | 2 | 5 | 11 |
| Management, franchise, and other fees | \$ 54 | \$ 55 | \$ 49 | \$ 65 | \$ 223 |

(a) The results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Results for 2016 and prior years have not been restated.

(b) Historical numbers are as reported in the most recent public filing in which the respective period was presented, except for certain reclassifications that were made to conform to the current year presentation.

(c) Historical numbers are as reported in the most recent public filing in which the respective period was presented, and in certain circumstances have not been adjusted for the insignificant impact from reclassifications or discontinued operations.

Managed and Franchised Hotels (unaudited) ^(a)
 (includes owned and leased hotels)

| | Properties | Rooms | Properties | Rooms | Properties | Rooms | Properties | Rooms |
|---|------------|----------------|------------|----------------|------------|----------------|------------|----------------|
| 2019 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total full service and select service hotels..... | 856 | 210,459 | 872 | 213,037 | | | | |
| Wellness..... | 3 | 410 | 3 | 410 | | | | |
| All-Inclusive..... | 6 | 2,402 | 6 | 2,403 | | | | |
| Total managed and franchised (a) | 865 | 213,271 | 881 | 215,850 | | | | |
| Vacation ownership..... | 16 | | 16 | | | | | |
| Residential..... | 22 | | 32 | | | | | |
| Condominium ownership..... | 10 | | 38 | | | | | |
| 2018 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total full service and select service hotels..... | 728 | 184,830 | 744 | 188,910 | 754 | 190,978 | 843 | 208,207 |
| Wellness..... | 3 | 399 | 3 | 399 | 3 | 399 | 3 | 410 |
| All-Inclusive..... | 6 | 2,401 | 6 | 2,401 | 6 | 2,401 | 6 | 2,401 |
| Total managed and franchised (a) | 737 | 187,630 | 753 | 191,710 | 763 | 193,778 | 852 | 211,018 |
| Vacation ownership..... | 16 | | 16 | | 16 | | 16 | |
| Residential..... | 20 | | 22 | | 21 | | 21 | |
| Condominium ownership..... | - | | - | | - | | 10 | |
| 2017 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total full service and select service hotels..... | 664 | 172,261 | 686 | 175,626 | 694 | 177,260 | 719 | 182,913 |
| Wellness..... | 3 | 386 | 3 | 421 | 3 | 399 | 3 | 399 |
| All-Inclusive..... | 6 | 2,401 | 6 | 2,401 | 6 | 2,401 | 6 | 2,401 |
| Total managed and franchised (a) | 673 | 175,048 | 695 | 178,448 | 703 | 180,060 | 728 | 185,713 |
| Vacation ownership..... | 16 | | 16 | | 16 | | 16 | |
| Residential..... | 19 | | 20 | | 20 | | 20 | |
| 2016 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total full service and select service hotels..... | 612 | 161,572 | 627 | 164,383 | 639 | 166,731 | 657 | 171,133 |
| All-Inclusive..... | 6 | 2,401 | 6 | 2,401 | 6 | 2,401 | 6 | 2,401 |
| Total managed and franchised (a) | 618 | 163,973 | 633 | 166,784 | 645 | 169,132 | 663 | 173,534 |
| Vacation ownership..... | 16 | | 16 | | 16 | | 16 | |
| Residential..... | 18 | | 18 | | 18 | | 19 | |
| 2015 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total full service and select service hotels..... | 562 | 152,073 | 581 | 155,403 | 589 | 156,754 | 599 | 159,336 |
| All-Inclusive..... | 5 | 1,881 | 5 | 1,881 | 5 | 1,854 | 6 | 2,401 |
| Total managed and franchised (a) | 567 | 153,954 | 586 | 157,284 | 594 | 158,608 | 605 | 161,737 |
| Vacation ownership..... | 16 | | 16 | | 16 | | 16 | |
| Residential..... | 16 | | 16 | | 17 | | 17 | |
| 2014 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total full service and select service hotels..... | 527 | 145,250 | 535 | 146,566 | 545 | 149,277 | 555 | 151,105 |
| All-Inclusive..... | 2 | 925 | 2 | 926 | 2 | 926 | 5 | 1,881 |
| Total managed and franchised (a) | 529 | 146,175 | 537 | 147,492 | 547 | 150,203 | 560 | 152,986 |
| Vacation ownership..... | 15 | | 15 | | 15 | | 16 | |
| Residential..... | 10 | | 11 | | 11 | | 11 | |

(a) Figures do not include vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

| | 2013 | | | | | | | |
|---|------------|----------------|------------|----------------|------------|----------------|------------|----------------|
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total full service and select service hotels..... | 483 | 134,986 | 499 | 139,713 | 510 | 141,592 | 521 | 144,399 |
| All-Inclusive..... | ---- | ---- | ---- | ---- | ---- | ---- | 2 | 925 |
| Total managed and franchised (a) | 483 | 134,986 | 499 | 139,713 | 510 | 141,592 | 523 | 145,324 |
| Vacation ownership..... | 15 | | 15 | | 15 | | 15 | |
| Residential..... | 10 | | 10 | | 10 | | 10 | |
| | 2012 | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total managed and franchised (a) | 465 | 131,496 | 469 | 133,134 | 473 | 133,799 | 475 | 133,079 |
| Vacation ownership..... | 15 | | 15 | | 15 | | 15 | |
| Residential..... | 8 | | 8 | | 8 | | 10 | |
| | 2011 | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total managed and franchised (a) | 428 | 124,452 | 433 | 125,281 | 455 | 128,664 | 460 | 130,534 |
| Vacation ownership..... | 15 | | 15 | | 15 | | 15 | |
| Residential..... | 8 | | 8 | | 8 | | 8 | |
| | 2010 | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Total managed and franchised (a) | 409 | 121,753 | 421 | 123,833 | 423 | 124,143 | 429 | 125,306 |
| Vacation ownership..... | 15 | | 15 | | 15 | | 15 | |
| Residential..... | 10 | | 9 | | 9 | | 9 | |
| | 2009 | | | | | | | |
| | | | | | | | Q4 | |
| Total managed and franchised (a) | | | | | | | 399 | 120,031 |
| Vacation ownership..... | | | | | | | 15 | |
| Residential..... | | | | | | | 10 | |

(a) Figures do not include vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

System-wide Comparable Managed and Franchised Hotels Statistics (unaudited) ^{(a) (b) (c)}

(includes owned and leased hotels)

| | 2019 | | | | |
|------------------------------------|-------------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 185.77 | \$ 186.04 | | | |
| Occupancy ^(b) | 71.1% | 77.7% | | | |
| RevPAR ^(b) | \$ 132.17 | \$ 144.48 | | | |
| RevPAR Change ^(c) | 1.8% | 1.3% | | | |
| | 2018 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 186.63 | \$ 187.92 | \$ 180.80 | \$ 184.10 | \$ 185.10 |
| Occupancy ^(b) | 72.4% | 78.0% | 77.6% | 72.5% | 75.2% |
| RevPAR ^(b) | \$ 135.20 | \$ 146.64 | \$ 140.29 | \$ 133.52 | \$ 139.24 |
| RevPAR Change ^(c) | 6.0% | 4.6% | 1.7% | 0.1% | 3.0% |
| | 2017 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 182.50 | \$ 183.54 | \$ 179.71 | \$ 184.83 | \$ 182.66 |
| Occupancy ^(b) | 71.5% | 77.8% | 77.9% | 72.7% | 75.0% |
| RevPAR ^(b) | \$ 130.41 | \$ 142.81 | \$ 139.96 | \$ 134.37 | \$ 136.98 |
| RevPAR Change ^(c) | 4.4% | 2.4% | 1.7% | 4.5% | 3.3% |
| | 2016 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 179.78 | \$ 183.17 | \$ 179.11 | \$ 180.45 | \$ 180.68 |
| Occupancy ^(b) | 69.5% | 76.2% | 76.8% | 71.2% | 73.4% |
| RevPAR ^(b) | \$ 124.92 | \$ 139.50 | \$ 137.59 | \$ 128.54 | \$ 132.67 |
| RevPAR Change ^(c) | 0.6% | 1.5% | 2.6% | 1.6% | 1.9% |
| | 2015 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 181.42 | \$ 183.63 | \$ 179.06 | \$ 180.56 | \$ 180.74 |
| Occupancy ^(b) | 69.9% | 76.3% | 76.4% | 70.9% | 73.3% |
| RevPAR ^(b) | \$ 126.88 | \$ 140.18 | \$ 136.75 | \$ 127.96 | \$ 132.56 |
| RevPAR Change ^(c) | 4.6% | 2.2% | 1.6% | 0.9% | 2.3% |
| | 2014 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 178.11 | \$ 182.21 | \$ 179.42 | \$ 181.87 | \$ 180.52 |
| Occupancy ^(b) | 69.3% | 76.2% | 76.0% | 70.7% | 73.1% |
| RevPAR ^(b) | \$ 123.49 | \$ 138.92 | \$ 136.33 | \$ 128.61 | \$ 131.98 |
| RevPAR Change ^(c) | 6.0% | 5.5% | 7.6% | 3.1% | 5.5% |

(a) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(b) This data represents information reported in the most recent public filing in which the stated period was presented.

(c) RevPAR change shown is that which was published in the most recent applicable public filing.

| | 2013 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 175.09 | \$ 175.88 | \$ 170.23 | \$ 177.40 | \$ 174.08 |
| Occupancy ^(b) | 68.6% | 75.5% | 75.0% | 70.7% | 72.4% |
| RevPAR ^(b) | \$ 120.09 | \$ 132.71 | \$ 127.70 | \$ 125.35 | \$ 126.09 |
| RevPAR Change ^(c) | 2.4% | 3.9% | 4.3% | 4.2% | 3.7% |

| | 2012 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 171.87 | \$ 171.60 | \$ 167.01 | \$ 175.52 | \$ 171.62 |
| Occupancy ^(b) | 68.3% | 74.4% | 73.2% | 68.7% | 71.1% |
| RevPAR ^(b) | \$ 117.31 | \$ 127.73 | \$ 122.33 | \$ 120.54 | \$ 122.04 |
| RevPAR Change ^(c) | 7.1% | 6.8% | 3.2% | 4.2% | 5.3% |

| | 2011 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 167.28 | \$ 166.84 | \$ 162.58 | \$ 171.12 | \$ 167.13 |
| Occupancy ^(b) | 66.1% | 72.5% | 73.5% | 68.2% | 70.2% |
| RevPAR ^(b) | \$ 110.55 | \$ 120.93 | \$ 119.44 | \$ 116.73 | \$ 117.35 |
| RevPAR Change ^(c) | 9.5% | 7.3% | 8.2% | 5.0% | 7.4% |

| | 2010 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 159.96 | \$ 159.82 | \$ 155.30 | \$ 167.03 | \$ 160.51 |
| Occupancy ^(b) | 63.7% | 71.1% | 71.2% | 66.8% | 68.3% |
| RevPAR ^(b) | \$ 101.98 | \$ 113.59 | \$ 110.58 | \$ 111.59 | \$ 109.55 |
| RevPAR Change ^(c) | 5.0% | 11.5% | 10.9% | 7.5% | 8.7% |

| | 2009 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| ADR ^(b) | \$ 168.03 | \$ 158.89 | \$ 149.98 | \$ 161.44 | \$ 159.25 |
| Occupancy ^(b) | 58.6% | 64.6% | 67.0% | 64.5% | 63.7% |
| RevPAR ^(b) | \$ 98.43 | \$ 102.72 | \$ 100.54 | \$ 104.16 | \$ 101.48 |
| RevPAR Change ^(c) | --- | --- | --- | (6.8%) | (18.7%) |

(a) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(b) This data represents information reported in the most recent public filing in which the stated period was presented.

(c) RevPAR change shown is that which was published in the most recent applicable public filing.

Owned and Leased Hotels (unaudited) ^(a)

| | Properties | Rooms | Properties | Rooms | Properties | Rooms | Properties | Rooms |
|--|------------|---------------|------------|---------------|------------|---------------|------------|---------------|
| 2019 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 22 | 13,440 | 22 | 13,440 | | | | |
| Other Americas..... | 2 | 795 | 2 | 795 | | | | |
| ASPAC..... | 1 | 615 | 1 | 615 | | | | |
| EAME/SW Asia..... | 8 | 1,593 | 8 | 1,593 | | | | |
| Select service hotels | | | | | | | | |
| United States..... | 1 | 171 | 1 | 171 | | | | |
| Other Americas..... | 2 | 293 | 2 | 293 | | | | |
| EAME/SW Asia..... | 1 | 330 | 1 | 330 | | | | |
| Total full service and select service hotels | 37 | 17,237 | 37 | 17,237 | | | | |
| Wellness..... | 3 | 410 | 3 | 410 | | | | |
| Total owned and leased | 40 | 17,647 | 40 | 17,647 | | | | |
| 2018 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 20 | 12,226 | 20 | 12,217 | 22 | 13,440 | 22 | 13,440 |
| Other Americas..... | 3 | 1,548 | 3 | 1,548 | 2 | 793 | 2 | 795 |
| ASPAC..... | 1 | 601 | 1 | 615 | 1 | 615 | 1 | 615 |
| EAME/SW Asia..... | 8 | 1,591 | 8 | 1,591 | 8 | 1,591 | 8 | 1,591 |
| Select service hotels | | | | | | | | |
| United States..... | 2 | 320 | 2 | 320 | 2 | 320 | 1 | 171 |
| Other Americas..... | - | - | 2 | 293 | 2 | 293 | 2 | 293 |
| EAME/SW Asia..... | 1 | 330 | 1 | 330 | 1 | 330 | 1 | 330 |
| Total full service and select service hotels | 35 | 16,616 | 37 | 16,914 | 38 | 17,382 | 37 | 17,235 |
| Wellness..... | 3 | 399 | 3 | 399 | 3 | 399 | 3 | 410 |
| Total owned and leased | 38 | 17,015 | 40 | 17,313 | 41 | 17,781 | 40 | 17,645 |
| 2017 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 28 | 16,007 | 26 | 14,801 | 26 | 14,802 | 23 | 13,641 |
| Other Americas..... | 3 | 1,548 | 3 | 1,548 | 3 | 1,548 | 3 | 1,548 |
| ASPAC..... | 1 | 601 | 1 | 601 | 1 | 601 | 1 | 601 |
| EAME/SW Asia..... | 9 | 1,933 | 9 | 1,933 | 9 | 1,933 | 9 | 1,933 |
| Select service hotels | | | | | | | | |
| United States..... | 1 | 171 | 1 | 171 | 1 | 171 | 2 | 320 |
| EAME/SW Asia..... | 1 | 330 | 1 | 330 | 1 | 330 | 1 | 330 |
| Total full service and select service hotels | 43 | 20,590 | 41 | 19,384 | 41 | 19,385 | 39 | 18,373 |
| Wellness..... | 3 | 386 | 3 | 421 | 3 | 399 | 3 | 399 |
| Total owned and leased | 46 | 20,976 | 44 | 19,805 | 44 | 19,784 | 42 | 18,772 |

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

| | 2016 | | | | | | | |
|-------------------------------|------------|---------------|-----------|---------------|-----------|---------------|-----------|---------------|
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 26 | 15,415 | 26 | 15,594 | 27 | 15,713 | 28 | 16,012 |
| Other Americas..... | 3 | 1,548 | 3 | 1,548 | 3 | 1,548 | 3 | 1,548 |
| ASPAC..... | 1 | 601 | 1 | 601 | 1 | 601 | 1 | 601 |
| EAME/SW Asia..... | 10 | 2,252 | 10 | 2,252 | 9 | 1,933 | 9 | 1,933 |
| Select service hotels | | | | | | | | |
| United States..... | 1 | 171 | 1 | 171 | 1 | 171 | 1 | 171 |
| EAME/SW Asia..... | 1 | 330 | 1 | 330 | 1 | 330 | 1 | 330 |
| Total owned and leased | 42 | 20,317 | 42 | 20,496 | 42 | 20,296 | 43 | 20,595 |
| 2015 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 26 | 15,415 | 26 | 15,415 | 26 | 15,415 | 26 | 15,415 |
| Other Americas..... | 2 | 1,112 | 2 | 1,112 | 2 | 1,112 | 2 | 1,112 |
| ASPAC..... | 1 | 601 | 1 | 601 | 1 | 601 | 1 | 601 |
| EAME/SW Asia..... | 10 | 2,255 | 10 | 2,253 | 10 | 2,253 | 10 | 2,252 |
| Select service hotels | | | | | | | | |
| United States..... | 2 | 329 | 1 | 171 | 1 | 171 | 1 | 171 |
| EAME/SW Asia..... | 1 | 330 | 1 | 330 | 1 | 330 | 1 | 330 |
| Total owned and leased | 42 | 20,042 | 41 | 19,882 | 41 | 19,882 | 41 | 19,881 |
| 2014 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 26 | 15,428 | 26 | 15,429 | 27 | 15,639 | 27 | 15,914 |
| Other Americas..... | 4 | 2,102 | 4 | 2,102 | 4 | 2,102 | 2 | 1,112 |
| ASPAC..... | 1 | 601 | 1 | 601 | 1 | 601 | 1 | 601 |
| EAME/SW Asia..... | 10 | 2,256 | 10 | 2,256 | 10 | 2,256 | 10 | 2,256 |
| Select service hotels | | | | | | | | |
| United States..... | 45 | 5,910 | 45 | 5,910 | 45 | 5,910 | 2 | 329 |
| EAME/SW Asia..... | 1 | 330 | 1 | 330 | 1 | 330 | 1 | 330 |
| Total owned and leased | 87 | 26,627 | 87 | 26,628 | 88 | 26,838 | 43 | 20,542 |
| 2013 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 32 | 14,724 | 30 | 14,216 | 26 | 12,972 | 27 | 15,498 |
| Other Americas..... | 4 | 2,102 | 4 | 2,102 | 4 | 2,102 | 4 | 2,102 |
| ASPAC..... | 1 | 601 | 1 | 601 | 1 | 601 | 1 | 601 |
| EAME/SW Asia..... | 11 | 2,438 | 11 | 2,438 | 11 | 2,438 | 11 | 2,438 |
| Select service hotels | | | | | | | | |
| United States..... | 53 | 7,243 | 53 | 7,242 | 53 | 7,241 | 54 | 7,400 |
| Total owned and leased | 101 | 27,108 | 99 | 26,599 | 95 | 25,354 | 97 | 28,039 |

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

| | 2012 | | | | | | | |
|-------------------------------|------------|---------------|------------|---------------|------------|---------------|------------|---------------|
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 31 | 14,535 | 31 | 14,535 | 31 | 14,536 | 31 | 14,536 |
| Other Americas..... | 3 | 1,347 | 4 | 2,103 | 4 | 2,103 | 4 | 2,102 |
| ASPAC..... | 1 | 601 | 1 | 601 | 1 | 601 | 1 | 601 |
| EAME/SW Asia..... | 9 | 2,002 | 9 | 2,002 | 9 | 2,002 | 11 | 2,441 |
| Select service hotels | | | | | | | | |
| United States..... | 64 | 8,712 | 64 | 8,712 | 64 | 8,712 | 56 | 7,669 |
| Total owned and leased | 108 | 27,197 | 109 | 27,953 | 109 | 27,954 | 103 | 27,349 |
| | 2011 | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 28 | 14,960 | 28 | 14,934 | 32 | 15,274 | 31 | 14,528 |
| Other Americas..... | 3 | 1,347 | 3 | 1,347 | 3 | 1,347 | 3 | 1,347 |
| ASPAC..... | 1 | 601 | 1 | 601 | 1 | 601 | 1 | 601 |
| EAME/SW Asia..... | 9 | 2,006 | 9 | 2,002 | 9 | 2,002 | 9 | 2,002 |
| Select service hotels | | | | | | | | |
| United States..... | 54 | 7,041 | 49 | 6,525 | 63 | 8,562 | 64 | 8,712 |
| Total owned and leased | 95 | 25,955 | 90 | 25,409 | 108 | 27,786 | 108 | 27,190 |
| | 2010 | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | 34 | 17,187 | 34 | 17,252 | 33 | 16,761 | 29 | 15,493 |
| Other Americas..... | 3 | 1,347 | 3 | 1,347 | 3 | 1,347 | 3 | 1,347 |
| ASPAC..... | 1 | 601 | 1 | 601 | 1 | 601 | 1 | 601 |
| EAME/SW Asia..... | 9 | 2,011 | 9 | 2,011 | 9 | 2,006 | 9 | 2,006 |
| Select service hotels | | | | | | | | |
| United States..... | 55 | 7,169 | 55 | 7,169 | 54 | 7,041 | 54 | 7,041 |
| Total owned and leased | 102 | 28,315 | 102 | 28,380 | 100 | 27,756 | 96 | 26,488 |
| | 2009 | | | | | | | |
| | | | | | | | Q4 | |
| Full service hotels | | | | | | | | |
| United States..... | | | | | | | 34 | 17,488 |
| Other Americas..... | | | | | | | 3 | 1,347 |
| ASPAC..... | | | | | | | 1 | 601 |
| EAME/SW Asia..... | | | | | | | 9 | 2,011 |
| Select service hotels | | | | | | | | |
| United States..... | | | | | | | 55 | 7,169 |
| Total owned and leased | | | | | | | 102 | 28,616 |

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

Comparable Owned and Leased Hotels Statistics (unaudited) ^{(a) (b) (c) (d)}

| | 2019 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 235.03 | \$ 231.88 | | | |
| Occupancy ^(c) | 74.0% | 80.2% | | | |
| RevPAR ^(c) | \$ 173.98 | \$ 186.05 | | | |
| RevPAR Change ^(d) | 2.7% | 2.3% | | | |
| | | | | | |
| | 2018 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 228.98 | \$ 230.22 | \$ 226.06 | \$ 233.67 | \$ 230.32 |
| Occupancy ^(c) | 74.5% | 79.1% | 79.2% | 74.7% | 76.9% |
| RevPAR ^(c) | \$ 170.68 | \$ 182.11 | \$ 178.95 | \$ 174.53 | \$ 177.18 |
| RevPAR Change ^(d) | 3.5% | 4.8% | 4.9% | 2.3% | 3.9% |
| | | | | | |
| | 2017 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 228.22 | \$ 225.49 | \$ 223.50 | \$ 234.59 | \$ 228.75 |
| Occupancy ^(c) | 75.0% | 79.4% | 78.1% | 74.6% | 76.7% |
| RevPAR ^(c) | \$ 171.22 | \$ 179.05 | \$ 174.45 | \$ 175.01 | \$ 175.53 |
| RevPAR Change ^(d) | 1.9% | (1.7%) | (0.5%) | 5.4% | 1.0% |
| | | | | | |
| | 2016 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 226.49 | \$ 226.26 | \$ 220.01 | \$ 226.29 | \$ 225.84 |
| Occupancy ^(c) | 74.2% | 80.5% | 79.7% | 73.4% | 76.9% |
| RevPAR ^(c) | \$ 168.08 | \$ 182.17 | \$ 175.31 | \$ 166.10 | \$ 173.72 |
| RevPAR Change ^(d) | 2.4% | 3.5% | 0.3% | (1.4%) | 1.2% |
| | | | | | |
| | 2015 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 221.81 | \$ 218.44 | \$ 217.91 | \$ 225.80 | \$ 221.00 |
| Occupancy ^(c) | 74.2% | 79.1% | 78.4% | 72.5% | 76.1% |
| RevPAR ^(c) | \$ 164.61 | \$ 172.88 | \$ 170.78 | \$ 163.72 | \$ 168.15 |
| RevPAR Change ^(d) | 3.8% | 1.5% | 2.5% | 2.1% | 2.4% |
| | | | | | |
| | 2014 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service | | | | | |
| ADR ^(c) | \$ 218.24 | \$ 220.58 | \$ 219.67 | | |
| Occupancy ^(c) | 72.1% | 79.9% | 79.8% | | |
| RevPAR ^(c) | \$ 157.27 | \$ 176.23 | \$ 175.34 | | |
| RevPAR Change ^(d) | 7.4% | 4.8% | 7.2% | | |
| | | | | | |
| Select service | | | | | |
| ADR ^(c) | \$ 106.90 | \$ 113.24 | \$ 115.57 | | |
| Occupancy ^(c) | 68.8% | 81.3% | 80.2% | | |
| RevPAR ^(c) | \$ 73.59 | \$ 92.09 | \$ 92.74 | | |
| RevPAR Change ^(d) | 1.1% | 5.2% | 9.5% | | |
| | | | | | |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 214.49 | \$ 213.55 | \$ 210.58 | \$ 217.26 | \$ 214.13 |
| Occupancy ^(c) | 73.7% | 79.2% | 77.4% | 73.4% | 76.0% |
| RevPAR ^(c) | \$ 158.10 | \$ 169.08 | \$ 163.07 | \$ 159.47 | \$ 162.64 |
| RevPAR Change ^(d) | 6.5% | 4.8% | 7.6% | 1.9% | 5.4% |

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

(b) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(c) This data represents information reported in the most recent public filing in which the stated period was presented.

(d) RevPAR change shown is that which was published in the most recent applicable public filing.

| | 2013 | | | | |
|---|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service | | | | | |
| ADR ^(c) | \$ 209.94 | \$ 214.76 | \$ 208.88 | \$ 223.01 | \$ 215.19 |
| Occupancy ^(c) | 69.7% | 78.3% | 78.3% | 72.5% | 74.7% |
| RevPAR ^(c) | \$ 146.42 | \$ 168.18 | \$ 163.50 | \$ 161.60 | \$ 160.78 |
| RevPAR Change ^(d) | 4.0% | 7.0% | 6.4% | 6.8% | 5.9% |
| Select service | | | | | |
| ADR ^(c) | \$ 100.97 | \$ 106.71 | \$ 106.55 | \$ 111.83 | \$ 112.65 |
| Occupancy ^(c) | 72.1% | 82.1% | 79.5% | 74.2% | 77.8% |
| RevPAR ^(c) | \$ 72.80 | \$ 87.57 | \$ 84.70 | \$ 82.93 | \$ 87.63 |
| RevPAR Change ^(d) | 6.8% | 7.6% | 4.4% | 3.9% | 5.7% |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 182.18 | \$ 186.96 | \$ 183.16 | \$ 221.35 | \$ 212.54 |
| Occupancy ^(c) | 70.3% | 79.2% | 78.6% | 72.6% | 74.8% |
| RevPAR ^(c) | \$ 128.12 | \$ 148.15 | \$ 143.92 | \$ 160.78 | \$ 159.05 |
| RevPAR Change ^(d) | 4.5% | 7.1% | 6.0% | 6.2% | 5.9% |
| 2012 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service | | | | | |
| ADR ^(c) | \$ 200.47 | \$ 200.18 | \$ 203.28 | \$ 214.23 | \$ 205.90 |
| Occupancy ^(c) | 70.2% | 78.5% | 76.3% | 70.7% | 73.7% |
| RevPAR ^(c) | \$ 140.77 | \$ 157.23 | \$ 155.12 | \$ 151.36 | \$ 151.75 |
| RevPAR Change ^(d) | 9.0% | 8.0% | 4.5% | 7.2% | 7.1% |
| Select service | | | | | |
| ADR ^(c) | \$ 103.58 | \$ 108.29 | \$ 108.58 | \$ 106.58 | \$ 106.87 |
| Occupancy ^(c) | 71.8% | 80.9% | 82.7% | 74.9% | 77.6% |
| RevPAR ^(c) | \$ 74.36 | \$ 87.66 | \$ 89.83 | \$ 79.82 | \$ 82.93 |
| RevPAR Change ^(d) | 4.3% | 5.4% | 5.1% | 9.5% | 6.6% |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 172.76 | \$ 173.22 | \$ 173.03 | \$ 180.21 | \$ 174.74 |
| Occupancy ^(c) | 70.7% | 79.2% | 78.2% | 71.9% | 74.9% |
| RevPAR ^(c) | \$ 122.07 | \$ 137.25 | \$ 135.39 | \$ 129.64 | \$ 130.86 |
| RevPAR Change ^(d) | 8.3% | 7.6% | 4.6% | 7.5% | 7.0% |
| 2011 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service | | | | | |
| ADR ^(c) | \$ 200.35 | \$ 199.38 | \$ 194.64 | \$ 204.01 | \$ 199.44 |
| Occupancy ^(c) | 65.2% | 73.8% | 76.4% | 68.8% | 71.1% |
| RevPAR ^(c) | \$ 130.54 | \$ 147.08 | \$ 148.80 | \$ 140.36 | \$ 141.74 |
| RevPAR Change ^(d) | 0.5% | 5.2% | 9.0% | 6.6% | 5.5% |
| Select service | | | | | |
| ADR ^(c) | \$ 93.36 | \$ 92.27 | \$ 92.01 | \$ 90.11 | \$ 91.21 |
| Occupancy ^(c) | 71.2% | 81.4% | 82.6% | 72.8% | 77.5% |
| RevPAR ^(c) | \$ 66.50 | \$ 75.10 | \$ 75.99 | \$ 65.64 | \$ 70.70 |
| RevPAR Change ^(d) | 10.1% | 9.5% | 10.5% | 2.8% | 8.4% |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 171.68 | \$ 170.47 | \$ 167.34 | \$ 178.19 | \$ 174.36 |
| Occupancy ^(c) | 66.7% | 75.7% | 78.0% | 69.7% | 72.5% |
| RevPAR ^(c) | \$ 114.47 | \$ 129.02 | \$ 130.51 | \$ 124.16 | \$ 126.35 |
| RevPAR Change ^(d) | 2.0% | 5.9% | 9.2% | 6.0% | 5.9% |

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

(b) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(c) This data represents information reported in the most recent public filing in which the stated period was presented.

(d) RevPAR change shown is that which was published in the most recent applicable public filing.

| | 2010 | | | | |
|---|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service | | | | | |
| ADR ^(c) | \$ 191.19 | \$ 185.06 | \$ 180.61 | \$ 197.59 | \$ 190.83 |
| Occupancy ^(c) | 65.3% | 73.2% | 73.2% | 65.3% | 69.5% |
| RevPAR ^(c) | \$ 124.82 | \$ 135.43 | \$ 132.12 | \$ 129.04 | \$ 132.64 |
| RevPAR Change ^(d) | 11.1% | 9.8% | 6.6% | 2.9% | 7.8% |
| Select service | | | | | |
| ADR ^(c) | \$ 89.84 | \$ 87.62 | \$ 86.99 | \$ 87.04 | \$ 87.26 |
| Occupancy ^(c) | 69.0% | 78.3% | 79.0% | 73.1% | 74.8% |
| RevPAR ^(c) | \$ 62.03 | \$ 68.58 | \$ 68.75 | \$ 63.67 | \$ 65.28 |
| RevPAR Change ^(d) | 2.9% | 8.6% | 8.4% | 10.5% | 7.6% |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 162.29 | \$ 159.89 | \$ 156.29 | \$ 167.20 | \$ 163.15 |
| Occupancy ^(c) | 66.3% | 74.4% | 74.6% | 67.3% | 70.8% |
| RevPAR ^(c) | \$ 107.63 | \$ 119.01 | \$ 116.58 | \$ 112.51 | \$ 115.59 |
| RevPAR Change ^(d) | 9.8% | 9.6% | 6.9% | 4.1% | 7.8% |
| | 2009 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service | | | | | |
| ADR ^(c) | \$ 183.45 | \$ 175.05 | \$ 167.72 | \$ 185.45 | \$ 181.41 |
| Occupancy ^(c) | 58.1% | 66.5% | 69.9% | 64.9% | 65.2% |
| RevPAR ^(c) | \$ 106.62 | \$ 116.32 | \$ 117.20 | \$ 120.37 | \$ 118.29 |
| RevPAR Change ^(d) | --- | --- | --- | (6.1%) | (18.8%) |
| Select service | | | | | |
| ADR ^(c) | \$ 102.15 | \$ 93.66 | \$ 90.52 | \$ 87.75 | \$ 93.15 |
| Occupancy ^(c) | 59.0% | 69.4% | 72.2% | 67.7% | 67.1% |
| RevPAR ^(c) | \$ 60.27 | \$ 64.96 | \$ 65.34 | \$ 59.38 | \$ 62.49 |
| RevPAR Change ^(d) | --- | --- | --- | (9.7%) | (16.5%) |
| Comparable owned and leased hotels | | | | | |
| ADR ^(c) | \$ 162.77 | \$ 153.93 | \$ 147.60 | \$ 158.23 | \$ 157.06 |
| Occupancy ^(c) | 58.3% | 67.2% | 70.5% | 65.7% | 65.7% |
| RevPAR ^(c) | \$ 94.96 | \$ 103.41 | \$ 104.01 | \$ 103.88 | \$ 103.21 |
| RevPAR Change ^(d) | --- | --- | --- | (6.7%) | (18.4%) |

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

(b) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(c) This data represents information reported in the most recent public filing in which the stated period was presented.

(d) RevPAR change shown is that which was published in the most recent applicable public filing.

Total Americas Managed and Franchised Hotels (unaudited) ^(a)
(includes owned and leased hotels)

| | Properties | Rooms | Properties | Rooms | Properties | Rooms | Properties | Rooms |
|---|------------|----------------|------------|----------------|------------|----------------|------------|----------------|
| 2019 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 138 | 62,539 | 134 | 61,562 | | | | |
| Other Americas Managed..... | 26 | 9,012 | 26 | 9,012 | | | | |
| United States Franchised..... | 57 | 17,977 | 57 | 17,977 | | | | |
| Other Americas Franchised..... | 5 | 828 | 5 | 828 | | | | |
| Subtotal..... | 226 | 90,356 | 222 | 89,379 | | | | |
| Select service hotels | | | | | | | | |
| United States Managed..... | 48 | 6,917 | 47 | 6,790 | | | | |
| Other Americas Managed..... | 10 | 1,476 | 10 | 1,476 | | | | |
| United States Franchised..... | 326 | 44,965 | 336 | 46,256 | | | | |
| Other Americas Franchised..... | 7 | 955 | 7 | 955 | | | | |
| Subtotal..... | 391 | 54,313 | 400 | 55,477 | | | | |
| Total full service and select service hotels | 617 | 144,669 | 622 | 144,856 | | | | |
| 2018 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 96 | 52,348 | 95 | 52,037 | 96 | 52,225 | 143 | 63,282 |
| Other Americas Managed..... | 22 | 8,776 | 22 | 8,780 | 23 | 9,152 | 26 | 8,935 |
| United States Franchised..... | 50 | 15,426 | 53 | 17,349 | 52 | 17,154 | 52 | 17,153 |
| Other Americas Franchised..... | 3 | 408 | 5 | 828 | 5 | 828 | 5 | 828 |
| Subtotal..... | 171 | 76,958 | 175 | 78,994 | 176 | 79,359 | 226 | 90,198 |
| Select service hotels | | | | | | | | |
| United States Managed..... | 52 | 7,402 | 53 | 7,570 | 52 | 7,408 | 48 | 6,917 |
| Other Americas Managed..... | 10 | 1,476 | 10 | 1,476 | 10 | 1,476 | 10 | 1,476 |
| United States Franchised..... | 293 | 40,440 | 299 | 41,204 | 306 | 42,193 | 320 | 44,069 |
| Other Americas Franchised..... | 5 | 801 | 5 | 801 | 5 | 684 | 5 | 684 |
| Subtotal..... | 360 | 50,119 | 367 | 51,051 | 373 | 51,761 | 383 | 53,146 |
| Total full service and select service hotels | 531 | 127,077 | 542 | 130,045 | 549 | 131,120 | 609 | 143,344 |
| 2017 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 99 | 53,525 | 97 | 52,835 | 97 | 52,889 | 96 | 52,378 |
| Other Americas Managed..... | 22 | 7,518 | 22 | 7,506 | 21 | 7,196 | 22 | 8,776 |
| United States Franchised..... | 44 | 13,526 | 46 | 14,222 | 48 | 14,859 | 49 | 15,228 |
| Other Americas Franchised..... | 1 | 44 | 1 | 44 | 2 | 182 | 3 | 408 |
| Subtotal..... | 166 | 74,613 | 166 | 74,607 | 168 | 75,126 | 170 | 76,790 |
| Select service hotels | | | | | | | | |
| United States Managed..... | 54 | 7,653 | 54 | 7,653 | 54 | 7,653 | 55 | 7,802 |
| Other Americas Managed..... | 9 | 1,335 | 9 | 1,335 | 9 | 1,335 | 9 | 1,335 |
| United States Franchised..... | 262 | 36,008 | 275 | 37,781 | 279 | 38,336 | 288 | 39,806 |
| Other Americas Franchised..... | 4 | 682 | 5 | 801 | 5 | 801 | 5 | 801 |
| Subtotal..... | 329 | 45,678 | 343 | 47,570 | 347 | 48,125 | 357 | 49,744 |
| Total full service and select service hotels | 495 | 120,291 | 509 | 122,177 | 515 | 123,251 | 527 | 126,534 |
| 2016 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 96 | 52,861 | 97 | 53,234 | 98 | 53,355 | 99 | 53,546 |
| Other Americas Managed..... | 17 | 6,412 | 18 | 6,590 | 19 | 6,790 | 21 | 7,260 |
| United States Franchised..... | 43 | 13,515 | 43 | 13,515 | 44 | 13,563 | 45 | 13,793 |
| Other Americas Franchised..... | 1 | 44 | 1 | 44 | 1 | 44 | 1 | 44 |
| Subtotal..... | 157 | 72,832 | 159 | 73,383 | 162 | 73,752 | 166 | 74,643 |
| Select service hotels | | | | | | | | |
| United States Managed..... | 55 | 7,699 | 55 | 7,699 | 56 | 7,902 | 56 | 7,902 |
| Other Americas Managed..... | 7 | 1,038 | 7 | 1,038 | 7 | 1,038 | 9 | 1,335 |
| United States Franchised..... | 241 | 32,874 | 246 | 33,628 | 251 | 34,445 | 257 | 35,348 |
| Other Americas Franchised..... | 2 | 266 | 2 | 266 | 2 | 266 | 3 | 521 |
| Subtotal..... | 305 | 41,877 | 310 | 42,631 | 316 | 43,651 | 325 | 45,106 |
| Total full service and select service hotels | 462 | 114,709 | 469 | 116,014 | 478 | 117,403 | 491 | 119,749 |

^(a) Figures do not include vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

| | 2015 | | | | | | | |
|---|------------|----------------|------------|----------------|------------|----------------|------------|----------------|
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 100 | 54,771 | 101 | 55,072 | 101 | 55,079 | 99 | 54,411 |
| Other Americas Managed..... | 15 | 5,660 | 16 | 5,974 | 16 | 5,977 | 16 | 5,977 |
| United States Franchised..... | 35 | 10,914 | 37 | 11,278 | 36 | 11,169 | 39 | 12,147 |
| Other Americas Franchised..... | --- | --- | 1 | 44 | 1 | 44 | 1 | 44 |
| Subtotal..... | 150 | 71,345 | 155 | 72,368 | 154 | 72,269 | 155 | 72,579 |
| Select service hotels | | | | | | | | |
| United States Managed..... | 50 | 6,951 | 49 | 6,793 | 51 | 7,097 | 52 | 7,291 |
| Other Americas Managed..... | 7 | 1,038 | 7 | 1,038 | 7 | 1,038 | 7 | 1,038 |
| United States Franchised..... | 216 | 29,120 | 227 | 30,787 | 230 | 31,207 | 235 | 32,000 |
| Other Americas Franchised..... | --- | --- | --- | --- | 1 | 126 | 1 | 126 |
| Subtotal..... | 273 | 37,109 | 283 | 38,618 | 289 | 39,468 | 295 | 40,455 |
| Total full service and select service hotels | 423 | 108,454 | 438 | 110,986 | 443 | 111,737 | 450 | 113,034 |
| 2014 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 101 | 55,371 | 101 | 55,402 | 102 | 55,612 | 102 | 55,617 |
| Other Americas Managed..... | 16 | 5,955 | 15 | 5,660 | 15 | 5,660 | 15 | 5,660 |
| United States Franchised..... | 33 | 10,197 | 33 | 10,183 | 33 | 10,294 | 34 | 10,416 |
| Subtotal..... | 150 | 71,523 | 149 | 71,245 | 150 | 71,566 | 151 | 71,693 |
| Select service hotels | | | | | | | | |
| United States Managed..... | 96 | 12,979 | 97 | 13,083 | 96 | 12,975 | 51 | 7,102 |
| Other Americas Managed..... | 3 | 381 | 2 | 277 | 4 | 588 | 6 | 893 |
| United States Franchised..... | 153 | 20,665 | 157 | 21,309 | 162 | 22,060 | 212 | 28,573 |
| Subtotal..... | 252 | 34,025 | 256 | 34,669 | 262 | 35,623 | 269 | 36,568 |
| Total full service and select service hotels | 402 | 105,548 | 405 | 105,914 | 412 | 107,189 | 420 | 108,261 |
| 2013 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 105 | 54,910 | 103 | 54,873 | 102 | 54,430 | 101 | 55,368 |
| Other Americas Managed..... | 15 | 5,802 | 15 | 5,800 | 15 | 5,800 | 16 | 5,953 |
| United States Franchised..... | 24 | 7,496 | 28 | 8,511 | 31 | 9,557 | 33 | 10,190 |
| Subtotal..... | 144 | 68,208 | 146 | 69,184 | 148 | 69,787 | 150 | 71,511 |
| Select service hotels | | | | | | | | |
| United States Managed..... | 92 | 12,330 | 92 | 12,329 | 93 | 12,451 | 96 | 12,979 |
| Other Americas Managed..... | 1 | 120 | 1 | 120 | 1 | 120 | 2 | 277 |
| United States Franchised..... | 135 | 17,958 | 140 | 18,715 | 145 | 19,356 | 150 | 20,263 |
| Subtotal..... | 228 | 30,408 | 233 | 31,164 | 239 | 31,927 | 248 | 33,519 |
| Total full service and select service hotels | 372 | 98,616 | 379 | 100,348 | 387 | 101,714 | 398 | 105,030 |
| 2012 | | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 107 | 56,515 | 107 | 56,515 | 106 | 56,015 | 104 | 54,722 |
| Other Americas Managed..... | 15 | 5,397 | 16 | 6,153 | 16 | 6,153 | 15 | 5,802 |
| United States Franchised..... | 21 | 6,376 | 23 | 7,047 | 23 | 7,047 | 24 | 7,515 |
| Subtotal..... | 143 | 68,288 | 146 | 69,715 | 145 | 69,215 | 143 | 68,039 |
| Select service hotels | | | | | | | | |
| United States Managed..... | 95 | 12,781 | 95 | 12,781 | 95 | 12,781 | 96 | 12,929 |
| Other Americas Managed..... | --- | --- | --- | --- | --- | --- | 1 | 120 |
| United States Franchised..... | 123 | 15,783 | 125 | 16,347 | 128 | 16,779 | 128 | 16,774 |
| Subtotal..... | 218 | 28,564 | 220 | 29,128 | 223 | 29,560 | 225 | 29,823 |
| Total full service and select service hotels | 361 | 96,852 | 366 | 98,843 | 368 | 98,775 | 368 | 97,862 |

(a) Figures do not include vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

| | 2011 | | | | | | | |
|---|------------|---------------|------------|---------------|------------|---------------|------------|---------------|
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 106 | 56,542 | 106 | 56,516 | 108 | 56,421 | 107 | 56,507 |
| Other Americas Managed..... | 15 | 5,397 | 15 | 5,397 | 15 | 5,397 | 15 | 5,397 |
| United States Franchised..... | 17 | 5,216 | 17 | 5,222 | 19 | 5,682 | 20 | 6,046 |
| Subtotal..... | 138 | 67,155 | 138 | 67,135 | 142 | 67,500 | 142 | 67,950 |
| Select service hotels | | | | | | | | |
| United States Managed..... | 81 | 10,522 | 76 | 10,006 | 93 | 12,497 | 95 | 12,781 |
| United States Franchised..... | 115 | 14,589 | 123 | 15,675 | 121 | 15,343 | 120 | 15,247 |
| Subtotal..... | 196 | 25,111 | 199 | 25,681 | 214 | 27,840 | 215 | 28,028 |
| Total full service and select service hotels | 334 | 92,266 | 337 | 92,816 | 356 | 95,340 | 357 | 95,978 |
| | 2010 | | | | | | | |
| | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | 107 | 56,953 | 108 | 57,349 | 108 | 57,206 | 106 | 56,537 |
| Other Americas Managed..... | 14 | 5,047 | 15 | 5,397 | 15 | 5,397 | 15 | 5,397 |
| United States Franchised..... | 11 | 3,404 | 12 | 3,619 | 13 | 3,947 | 16 | 4,767 |
| Subtotal..... | 132 | 65,404 | 135 | 66,365 | 136 | 66,550 | 137 | 66,701 |
| Select service hotels | | | | | | | | |
| United States Managed..... | 81 | 10,436 | 81 | 10,436 | 80 | 10,308 | 81 | 10,522 |
| United States Franchised..... | 101 | 12,832 | 110 | 13,956 | 112 | 14,221 | 114 | 14,494 |
| Subtotal..... | 182 | 23,268 | 191 | 24,392 | 192 | 24,529 | 195 | 25,016 |
| Total full service and select service hotels | 314 | 88,672 | 326 | 90,757 | 328 | 91,079 | 332 | 91,717 |
| | 2009 | | | | | | | |
| | | | | | | | Q4 | |
| Full service hotels | | | | | | | | |
| United States Managed..... | | | | | | | 103 | 56,096 |
| Other Americas Managed..... | | | | | | | 14 | 5,047 |
| United States Franchised..... | | | | | | | 11 | 3,401 |
| Subtotal..... | | | | | | | 128 | 64,544 |
| Select service hotels | | | | | | | | |
| United States Managed..... | | | | | | | 80 | 10,285 |
| United States Franchised..... | | | | | | | 96 | 12,218 |
| Subtotal..... | | | | | | | 176 | 22,503 |
| Total full service and select service hotels | | | | | | | 304 | 87,047 |

(a) Figures do not include vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

Americas Comparable Managed and Franchised Hotels Statistics (unaudited) ^(a) ^(b) ^(c)
 (includes owned and leased hotels)

| | 2019 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 216.65 | \$ 215.63 | | | |
| Occupancy ^(c) | 71.8% | 79.9% | | | |
| RevPAR ^(c) | \$ 155.54 | \$ 172.28 | | | |
| RevPAR Change ^(b) | 3.1% | 2.5% | | | |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 138.85 | \$ 142.25 | | | |
| Occupancy ^(c) | 71.9% | 80.1% | | | |
| RevPAR ^(c) | \$ 99.78 | \$ 113.89 | | | |
| RevPAR Change ^(b) | (1.5%) | (2.4%) | | | |
| 2018 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 208.60 | \$ 211.71 | \$ 203.20 | \$ 209.05 | \$ 208.96 |
| Occupancy ^(c) | 73.1% | 80.2% | 78.4% | 72.0% | 75.9% |
| RevPAR ^(c) | \$ 152.52 | \$ 169.79 | \$ 159.26 | \$ 150.45 | \$ 158.67 |
| RevPAR Change ^(b) | 3.2% | 3.8% | 2.3% | 2.7% | 2.9% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 139.09 | \$ 143.12 | \$ 140.19 | \$ 134.94 | \$ 139.52 |
| Occupancy ^(c) | 74.3% | 81.6% | 80.1% | 72.1% | 77.1% |
| RevPAR ^(c) | \$ 103.31 | \$ 116.73 | \$ 112.34 | \$ 97.30 | \$ 107.60 |
| RevPAR Change ^(b) | 3.7% | 2.6% | (0.8%) | (3.8%) | 0.4% |
| 2017 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 206.75 | \$ 206.25 | \$ 198.93 | \$ 204.24 | \$ 204.18 |
| Occupancy ^(c) | 72.2% | 80.1% | 79.1% | 71.9% | 75.8% |
| RevPAR ^(c) | \$ 149.19 | \$ 165.17 | \$ 157.29 | \$ 146.81 | \$ 154.82 |
| RevPAR Change ^(b) | 5.0% | 1.4% | (0.1%) | 3.4% | 2.4% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 136.03 | \$ 139.32 | \$ 137.73 | \$ 135.42 | \$ 137.30 |
| Occupancy ^(c) | 74.1% | 82.3% | 82.4% | 74.7% | 78.4% |
| RevPAR ^(c) | \$ 100.79 | \$ 114.60 | \$ 113.43 | \$ 101.14 | \$ 107.62 |
| RevPAR Change ^(b) | 3.8% | 1.8% | 1.7% | 4.5% | 2.9% |
| 2016 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 199.44 | \$ 203.73 | \$ 198.22 | \$ 200.54 | \$ 200.71 |
| Occupancy ^(c) | 71.2% | 79.9% | 79.4% | 70.8% | 75.3% |
| RevPAR ^(c) | \$ 142.02 | \$ 162.81 | \$ 157.41 | \$ 142.00 | \$ 151.17 |
| RevPAR Change ^(b) | 1.3% | 2.8% | 3.6% | 1.5% | 2.3% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 132.47 | \$ 137.93 | \$ 137.18 | \$ 132.54 | \$ 135.27 |
| Occupancy ^(c) | 73.3% | 81.6% | 81.3% | 73.0% | 77.3% |
| RevPAR ^(c) | \$ 97.06 | \$ 112.61 | \$ 111.56 | \$ 96.77 | \$ 104.61 |
| RevPAR Change ^(b) | 6.7% | 6.8% | 4.6% | 3.2% | 5.3% |
| 2015 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 193.77 | \$ 198.03 | \$ 193.46 | \$ 196.10 | \$ 195.37 |
| Occupancy ^(c) | 72.1% | 80.0% | 78.8% | 71.0% | 75.5% |
| RevPAR ^(c) | \$ 139.74 | \$ 158.48 | \$ 152.45 | \$ 139.30 | \$ 147.50 |
| RevPAR Change ^(b) | 7.5% | 6.3% | 4.0% | 4.2% | 5.5% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 128.44 | \$ 130.88 | \$ 130.58 | \$ 126.48 | \$ 129.13 |
| Occupancy ^(c) | 72.2% | 80.1% | 80.9% | 73.6% | 76.7% |
| RevPAR ^(c) | \$ 92.73 | \$ 104.85 | \$ 105.60 | \$ 93.07 | \$ 99.04 |
| RevPAR Change ^(b) | 10.1% | 7.2% | 7.2% | 6.4% | 7.7% |

(a) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.
 (b) RevPAR change shown is based on the applicable years comparable hotels compared to the respective prior year using the comparable hotels for the applicable year. For example, the 2013 RevPAR change is calculated using 2013 and 2012 RevPAR statistics based upon the 2013 comparable set.
 (c) This data represents information reported in the most recent public filing in which the stated period was presented.

| | 2014 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 184.59 | \$ 188.49 | \$ 186.19 | \$ 188.62 | \$ 186.87 |
| Occupancy ^(c) | 70.6% | 78.9% | 78.5% | 70.6% | 74.7% |
| RevPAR ^(c) | \$ 130.38 | \$ 148.75 | \$ 146.10 | \$ 133.17 | \$ 139.52 |
| RevPAR Change ^(b) | 7.7% | 5.6% | 8.4% | 5.0% | 6.6% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 117.41 | \$ 121.71 | \$ 123.52 | \$ 121.12 | \$ 121.12 |
| Occupancy ^(c) | 72.5% | 80.7% | 80.2% | 72.3% | 76.5% |
| RevPAR ^(c) | \$ 85.17 | \$ 98.24 | \$ 99.11 | \$ 87.60 | \$ 92.65 |
| RevPAR Change ^(b) | 7.0% | 8.4% | 9.7% | 7.3% | 8.1% |
| 2013 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 177.47 | \$ 182.03 | \$ 175.59 | \$ 179.86 | \$ 178.81 |
| Occupancy ^(c) | 69.2% | 77.7% | 78.1% | 70.3% | 73.9% |
| RevPAR ^(c) | \$ 122.74 | \$ 141.48 | \$ 137.11 | \$ 126.51 | \$ 132.14 |
| RevPAR Change ^(b) | 2.6% | 5.5% | 7.3% | 6.7% | 5.6% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 110.08 | \$ 110.40 | \$ 110.57 | \$ 108.13 | \$ 109.82 |
| Occupancy ^(c) | 72.4% | 79.8% | 79.1% | 73.2% | 76.1% |
| RevPAR ^(c) | \$ 79.70 | \$ 88.09 | \$ 87.45 | \$ 79.16 | \$ 83.61 |
| RevPAR Change ^(b) | 6.4% | 6.0% | 4.5% | 4.0% | 5.2% |
| 2012 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 171.67 | \$ 173.54 | \$ 168.82 | \$ 174.54 | \$ 172.46 |
| Occupancy ^(c) | 70.3% | 77.5% | 75.9% | 68.1% | 72.9% |
| RevPAR ^(c) | \$ 120.60 | \$ 134.56 | \$ 128.12 | \$ 118.81 | \$ 125.67 |
| RevPAR Change ^(b) | 8.2% | 8.6% | 4.0% | 5.3% | 6.5% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 104.03 | \$ 104.57 | \$ 105.00 | \$ 103.46 | \$ 104.29 |
| Occupancy ^(c) | 70.9% | 78.6% | 78.7% | 72.3% | 75.1% |
| RevPAR ^(c) | \$ 73.77 | \$ 82.18 | \$ 82.59 | \$ 74.75 | \$ 78.33 |
| RevPAR Change ^(b) | 7.2% | 6.4% | 6.0% | 8.7% | 7.0% |
| 2011 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 166.53 | \$ 165.77 | \$ 161.39 | \$ 166.21 | \$ 164.87 |
| Occupancy ^(c) | 66.7% | 74.8% | 76.2% | 67.6% | 71.3% |
| RevPAR ^(c) | \$ 111.02 | \$ 124.07 | \$ 123.00 | \$ 112.28 | \$ 117.61 |
| RevPAR Change ^(b) | 8.7% | 5.6% | 7.8% | 6.5% | 7.1% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 98.38 | \$ 97.11 | \$ 96.91 | \$ 95.74 | \$ 97.02 |
| Occupancy ^(c) | 68.6% | 77.6% | 77.8% | 69.7% | 73.4% |
| RevPAR ^(c) | \$ 67.45 | \$ 75.33 | \$ 75.42 | \$ 66.70 | \$ 71.24 |
| RevPAR Change ^(b) | 11.6% | 9.6% | 8.8% | 5.5% | 8.8% |

(a) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(b) RevPAR change shown is based on the applicable years comparable hotels compared to the respective prior year using the comparable hotels for the applicable year. For example, the 2013 RevPAR change is calculated using 2013 and 2012 RevPAR statistics based upon the 2013 comparable set.

(c) This data represents information reported in the most recent public filing in which the stated period was presented.

| | 2010 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 157.64 | \$ 159.39 | \$ 153.78 | \$ 160.37 | \$ 157.72 |
| Occupancy ^(c) | 64.2% | 73.1% | 73.3% | 64.9% | 68.9% |
| RevPAR ^(c) | \$ 101.17 | \$ 116.53 | \$ 112.77 | \$ 104.11 | \$ 108.67 |
| RevPAR Change ^(b) | (1.9%) | 7.2% | 7.9% | 4.4% | 4.5% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 94.41 | \$ 93.03 | \$ 92.68 | \$ 91.32 | \$ 92.79 |
| Occupancy ^(c) | 65.0% | 73.7% | 74.0% | 68.8% | 70.4% |
| RevPAR ^(c) | \$ 61.39 | \$ 68.59 | \$ 68.62 | \$ 62.83 | \$ 65.35 |
| RevPAR Change ^(b) | 2.6% | 7.8% | 9.1% | 9.5% | 7.3% |
| | 2009 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 169.61 | \$ 159.72 | \$ 148.42 | \$ 154.61 | \$ 157.70 |
| Occupancy ^(c) | 60.7% | 67.5% | 69.6% | 63.8% | 65.4% |
| RevPAR ^(c) | \$ 102.92 | \$ 107.87 | \$ 103.33 | \$ 98.69 | \$ 103.19 |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 104.50 | \$ 97.24 | \$ 90.94 | \$ 90.78 | \$ 95.50 |
| Occupancy ^(c) | 57.9% | 66.8% | 70.5% | 64.0% | 64.8% |
| RevPAR ^(c) | \$ 60.53 | \$ 64.92 | \$ 64.09 | \$ 58.11 | \$ 61.91 |

(a) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(b) RevPAR change shown is based on the applicable years comparable hotels compared to the respective prior year using the comparable hotels for the applicable year. For example, the 2013 RevPAR change is calculated using 2013 and 2012 RevPAR statistics based upon the 2013 comparable set.

(c) This data represents information reported in the most recent public filing in which the stated period was presented.

Total ASPAC Managed and Franchised Hotels (unaudited) ^(a)
(includes owned and leased hotels)

| | Properties | | Rooms | | Properties | | Rooms | | Properties | | Rooms | | Properties | | Rooms | |
|--|------------|---------------|------------|---------------|------------|---------------|------------|---------------|------------|--|-------|--|------------|--|-------|--|
| 2019 | | | | | | | | | | | | | | | | |
| | Q1 | | | | Q2 | | | | Q3 | | | | Q4 | | | |
| Full service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 102 | 33,529 | 103 | 33,754 | | | | | | | | | | | | |
| Franchised..... | 4 | 1,591 | 4 | 1,708 | | | | | | | | | | | | |
| Subtotal..... | 106 | 35,120 | 107 | 35,462 | | | | | | | | | | | | |
| Select service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 24 | 4,057 | 26 | 4,429 | | | | | | | | | | | | |
| Subtotal..... | 24 | 4,057 | 26 | 4,429 | | | | | | | | | | | | |
| Total managed and franchised hotels | 130 | 39,177 | 133 | 39,891 | | | | | | | | | | | | |
| 2018 | | | | | | | | | | | | | | | | |
| | Q1 | | | | Q2 | | | | Q3 | | | | Q4 | | | |
| Full service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 80 | 29,244 | 82 | 29,772 | 86 | 30,871 | 102 | 33,570 | | | | | | | | |
| Franchised..... | 3 | 1,286 | 3 | 1,286 | 4 | 1,591 | 4 | 1,591 | | | | | | | | |
| Subtotal..... | 83 | 30,530 | 85 | 31,058 | 90 | 32,462 | 106 | 35,161 | | | | | | | | |
| Select service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 17 | 2,921 | 17 | 2,921 | 17 | 2,921 | 23 | 3,903 | | | | | | | | |
| Subtotal..... | 17 | 2,921 | 17 | 2,921 | 17 | 2,921 | 23 | 3,903 | | | | | | | | |
| Total managed and franchised hotels | 100 | 33,451 | 102 | 33,979 | 107 | 35,383 | 129 | 39,064 | | | | | | | | |
| 2017 | | | | | | | | | | | | | | | | |
| | Q1 | | | | Q2 | | | | Q3 | | | | Q4 | | | |
| Full service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 76 | 27,940 | 78 | 28,483 | 79 | 28,831 | 80 | 29,173 | | | | | | | | |
| Franchised..... | 3 | 1,286 | 3 | 1,286 | 3 | 1,286 | 3 | 1,286 | | | | | | | | |
| Subtotal..... | 79 | 29,226 | 81 | 29,769 | 82 | 30,117 | 83 | 30,459 | | | | | | | | |
| Select service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 5 | 824 | 9 | 1,448 | 9 | 1,448 | 15 | 2,533 | | | | | | | | |
| Subtotal..... | 5 | 824 | 9 | 1,448 | 9 | 1,448 | 15 | 2,533 | | | | | | | | |
| Total managed and franchised hotels | 84 | 30,050 | 90 | 31,217 | 91 | 31,565 | 98 | 32,992 | | | | | | | | |
| 2016 | | | | | | | | | | | | | | | | |
| | Q1 | | | | Q2 | | | | Q3 | | | | Q4 | | | |
| Full service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 69 | 25,415 | 70 | 25,717 | 73 | 26,678 | 75 | 27,669 | | | | | | | | |
| Franchised..... | 3 | 1,284 | 3 | 1,286 | 3 | 1,286 | 3 | 1,286 | | | | | | | | |
| Subtotal..... | 72 | 26,699 | 73 | 27,003 | 76 | 27,964 | 78 | 28,955 | | | | | | | | |
| Select service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 1 | 138 | 5 | 826 | 5 | 826 | 5 | 826 | | | | | | | | |
| Subtotal..... | 1 | 138 | 5 | 826 | 5 | 826 | 5 | 826 | | | | | | | | |
| Total managed and franchised hotels | 73 | 26,837 | 78 | 27,829 | 81 | 28,790 | 83 | 29,781 | | | | | | | | |
| 2015 | | | | | | | | | | | | | | | | |
| | Q1 | | | | Q2 | | | | Q3 | | | | Q4 | | | |
| Full service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 64 | 23,789 | 65 | 23,850 | 66 | 24,163 | 68 | 24,848 | | | | | | | | |
| Franchised..... | 2 | 988 | 2 | 988 | 3 | 1,282 | 3 | 1,284 | | | | | | | | |
| Subtotal..... | 66 | 24,777 | 67 | 24,838 | 69 | 25,445 | 71 | 26,132 | | | | | | | | |
| Select service hotels | | | | | | | | | | | | | | | | |
| Managed..... | 1 | 144 | 1 | 144 | 1 | 144 | 1 | 144 | | | | | | | | |
| Subtotal..... | 1 | 144 | 1 | 144 | 1 | 144 | 1 | 144 | | | | | | | | |
| Total managed and franchised hotels | 67 | 24,921 | 68 | 24,982 | 70 | 25,589 | 72 | 26,276 | | | | | | | | |

(a) Figures do not include vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

| | | 2014 | | | | | | | |
|--|--|-----------|---------------|-----------|---------------|-----------|---------------|-----------|---------------|
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| Managed..... | | 58 | 21,587 | 60 | 22,040 | 62 | 23,278 | 64 | 23,954 |
| Franchised..... | | 2 | 988 | 2 | 988 | 2 | 988 | 2 | 988 |
| Subtotal..... | | 60 | 22,575 | 62 | 23,028 | 64 | 24,266 | 66 | 24,942 |
| Select service hotels | | | | | | | | | |
| Managed..... | | --- | --- | 1 | 144 | 1 | 144 | 1 | 144 |
| Subtotal..... | | --- | --- | 1 | 144 | 1 | 144 | 1 | 144 |
| Total managed and franchised hotels | | 60 | 22,575 | 63 | 23,172 | 65 | 24,410 | 67 | 25,086 |
| | | 2013 | | | | | | | |
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| Managed..... | | 53 | 20,746 | 54 | 21,049 | 57 | 21,607 | 57 | 21,429 |
| Franchised..... | | 2 | 988 | 2 | 988 | 2 | 988 | 2 | 988 |
| Total managed and franchised hotels | | 55 | 21,734 | 56 | 22,037 | 59 | 22,595 | 59 | 22,417 |
| | | 2012 | | | | | | | |
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| Managed..... | | 51 | 19,870 | 50 | 19,517 | 52 | 20,250 | 51 | 20,016 |
| Franchised..... | | 2 | 988 | 2 | 988 | 2 | 988 | 2 | 988 |
| Total managed and franchised hotels | | 53 | 20,858 | 52 | 20,505 | 54 | 21,238 | 53 | 21,004 |
| | | 2011 | | | | | | | |
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| Managed..... | | 48 | 18,973 | 49 | 19,216 | 49 | 19,256 | 51 | 19,993 |
| Franchised..... | | 2 | 988 | 2 | 988 | 2 | 988 | 2 | 988 |
| Total managed and franchised hotels | | 50 | 19,961 | 51 | 20,204 | 51 | 20,244 | 53 | 20,981 |
| | | 2010 | | | | | | | |
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| Managed..... | | 49 | 19,385 | 49 | 19,384 | 49 | 19,377 | 49 | 19,376 |
| Franchised..... | | 2 | 988 | 2 | 988 | 2 | 988 | 2 | 988 |
| Total managed and franchised hotels | | 51 | 20,373 | 51 | 20,372 | 51 | 20,365 | 51 | 20,364 |
| | | 2009 | | | | | | | |
| | | Q4 | | | | | | | |
| Full service hotels | | | | | | | | | |
| Managed..... | | | | | | | | 49 | 19,288 |
| Franchised..... | | | | | | | | 2 | 988 |
| Total managed and franchised hotels | | | | | | | | 51 | 20,276 |

(a) Figures do not include vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

ASPAC Comparable Managed and Franchised Hotels Statistics (unaudited) ^(a) ^(b) ^(c)
(includes owned and leased hotels)

| | 2019 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 207.29 | \$ 197.86 | | | |
| Occupancy ^(c) | 71.6% | 74.8% | | | |
| RevPAR ^(c) | \$ 148.46 | \$ 148.02 | | | |
| RevPAR Change ^(b) | 1.2% | 1.2% | | | |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 87.28 | \$ 84.37 | | | |
| Occupancy ^(c) | 63.6% | 70.3% | | | |
| RevPAR ^(c) | \$ 55.55 | \$ 59.33 | | | |
| RevPAR Change ^(b) | 14.2% | 10.3% | | | |
| 2018 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 214.40 | \$ 205.37 | \$ 194.41 | \$ 208.97 | \$ 205.77 |
| Occupancy ^(c) | 71.3% | 74.9% | 77.7% | 76.6% | 75.4% |
| RevPAR ^(c) | \$ 152.83 | \$ 153.85 | \$ 150.97 | \$ 160.04 | \$ 155.13 |
| RevPAR Change ^(b) | 12.0% | 7.8% | 0.7% | (0.6%) | 4.7% |
| 2017 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 202.59 | \$ 198.05 | \$ 198.69 | \$ 214.55 | \$ 203.38 |
| Occupancy ^(c) | 68.7% | 72.2% | 75.0% | 74.3% | 72.7% |
| RevPAR ^(c) | \$ 139.25 | \$ 142.92 | \$ 149.04 | \$ 159.43 | \$ 147.83 |
| RevPAR Change ^(b) | 5.0% | 5.4% | 5.0% | 5.8% | 5.4% |
| 2016 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 208.94 | \$ 204.52 | \$ 200.70 | \$ 207.71 | \$ 205.23 |
| Occupancy ^(c) | 63.5% | 66.3% | 70.7% | 72.5% | 68.4% |
| RevPAR ^(c) | \$ 132.64 | \$ 135.57 | \$ 141.93 | \$ 150.65 | \$ 140.28 |
| RevPAR Change ^(b) | (1.6%) | 0.2% | 4.4% | 4.3% | 1.9% |
| 2015 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 218.56 | \$ 215.00 | \$ 203.60 | \$ 215.32 | \$ 212.95 |
| Occupancy ^(c) | 64.5% | 66.8% | 70.1% | 70.3% | 67.9% |
| RevPAR ^(c) | \$ 140.92 | \$ 143.66 | \$ 142.74 | \$ 151.36 | \$ 144.69 |
| RevPAR Change ^(b) | --- | (4.2%) | (5.6%) | (4.0%) | (3.5%) |
| 2014 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 229.10 | \$ 230.36 | \$ 224.58 | \$ 231.66 | \$ 229.57 |
| Occupancy ^(c) | 64.3% | 67.0% | 70.0% | 71.0% | 68.2% |
| RevPAR ^(c) | \$ 147.21 | \$ 154.43 | \$ 157.16 | \$ 164.50 | \$ 156.66 |
| RevPAR Change ^(b) | 2.4% | 3.6% | 3.5% | (0.9%) | 2.0% |
| 2013 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 231.82 | \$ 229.60 | \$ 221.84 | \$ 237.50 | \$ 231.26 |
| Occupancy ^(c) | 63.7% | 66.7% | 68.1% | 70.5% | 67.0% |
| RevPAR ^(c) | \$ 147.65 | \$ 153.03 | \$ 151.10 | \$ 167.40 | \$ 154.97 |
| RevPAR Change ^(b) | (2.6%) | (3.5%) | (3.0%) | (1.3%) | (2.6%) |

(a) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(b) RevPAR change shown is based on the applicable years comparable hotels compared to the respective prior year using the comparable hotels for the applicable year. For example, the 2013 RevPAR change is calculated using 2013 and 2012 RevPAR statistics based upon the 2013 comparable set.

(c) This data represents information reported in the most recent public filing in which the stated period was presented.

| 2012 | | | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|--|
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 236.27 | \$ 237.41 | \$ 229.64 | \$ 245.02 | \$ 237.13 | |
| Occupancy ^(c) | 63.9% | 67.1% | 67.9% | 68.6% | 66.9% | |
| RevPAR ^(c) | \$ 151.02 | \$ 159.24 | \$ 155.98 | \$ 167.97 | \$ 158.59 | |
| RevPAR Change ^(b) | 10.2% | 8.8% | 3.7% | 3.1% | 6.7% | |
| 2011 | | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 218.59 | \$ 228.70 | \$ 226.36 | \$ 237.47 | \$ 226.43 | |
| Occupancy ^(c) | 65.9% | 66.6% | 68.5% | 71.9% | 68.2% | |
| RevPAR ^(c) | \$ 144.12 | \$ 152.34 | \$ 155.16 | \$ 170.72 | \$ 154.37 | |
| RevPAR Change ^(b) | 15.4% | 8.7% | 10.2% | 6.3% | 9.8% | |
| 2010 | | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 197.77 | \$ 207.44 | \$ 203.68 | \$ 226.13 | \$ 209.26 | |
| Occupancy ^(c) | 62.3% | 65.9% | 68.1% | 70.7% | 66.8% | |
| RevPAR ^(c) | \$ 123.16 | \$ 136.65 | \$ 138.74 | \$ 159.80 | \$ 139.72 | |
| RevPAR Change ^(b) | 25.3% | 32.0% | 23.8% | 19.0% | 24.5% | |
| 2009 | | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 187.60 | \$ 188.04 | \$ 186.24 | \$ 204.05 | \$ 191.99 | |
| Occupancy ^(c) | 54.0% | 55.4% | 61.0% | 66.2% | 59.2% | |
| RevPAR ^(c) | \$ 101.34 | \$ 104.20 | \$ 113.65 | \$ 135.09 | \$ 113.67 | |

(a) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(b) RevPAR change shown is based on the applicable years comparable hotels compared to the respective prior year using the comparable hotels for the applicable year. For example, the 2013 RevPAR change is calculated using 2013 and 2012 RevPAR statistics based upon the 2013 comparable set.

(c) This data represents information reported in the most recent public filing in which the stated period was presented.

Total EAME/SW Asia Managed and Franchised Hotels (unaudited) ^(a)
(includes owned and leased hotels)

| | Properties | | Rooms | | Properties | | Rooms | | Properties | | Rooms | | Properties | | Rooms | |
|--|------------|---------------|------------|---------------|------------|---------------|------------|---------------|------------|--|-------|--|------------|--|-------|--|
| | 2019 | | | | | | | | | | | | | | | |
| | Q1 | | | | Q2 | | | | Q3 | | | | Q4 | | | |
| Full service hotels | | | | | | | | | | | | | | | | |
| EAME Managed..... | 48 | 11,915 | 53 | 12,923 | | | | | | | | | | | | |
| SW Asia Managed..... | 37 | 10,543 | 37 | 10,541 | | | | | | | | | | | | |
| EAME Franchised..... | 5 | 967 | 8 | 1,536 | | | | | | | | | | | | |
| SW Asia Franchised..... | 1 | 248 | 1 | 248 | | | | | | | | | | | | |
| Subtotal..... | 91 | 23,673 | 99 | 25,248 | | | | | | | | | | | | |
| Select service hotels | | | | | | | | | | | | | | | | |
| EAME Managed..... | 7 | 1,309 | 6 | 1,217 | | | | | | | | | | | | |
| SW Asia Managed..... | 9 | 1,180 | 10 | 1,382 | | | | | | | | | | | | |
| EAME Franchised..... | 2 | 451 | 2 | 443 | | | | | | | | | | | | |
| Subtotal..... | 18 | 2,940 | 18 | 3,042 | | | | | | | | | | | | |
| Total managed and franchised hotels | 109 | 26,613 | 117 | 28,290 | | | | | | | | | | | | |
| | 2018 | | | | | | | | | | | | | | | |
| | Q1 | | | | Q2 | | | | Q3 | | | | Q4 | | | |
| Full service hotels | | | | | | | | | | | | | | | | |
| EAME Managed..... | 43 | 10,833 | 44 | 10,973 | 42 | 10,666 | 45 | 11,226 | | | | | | | | |
| SW Asia Managed..... | 34 | 10,030 | 34 | 10,270 | 34 | 10,165 | 36 | 10,376 | | | | | | | | |
| EAME Franchised..... | 3 | 542 | 4 | 498 | 4 | 502 | 5 | 967 | | | | | | | | |
| SW Asia Franchised..... | - | - | 1 | 248 | 1 | 248 | 1 | 248 | | | | | | | | |
| Subtotal..... | 80 | 21,405 | 83 | 21,989 | 81 | 21,581 | 87 | 22,817 | | | | | | | | |
| Select service hotels | | | | | | | | | | | | | | | | |
| EAME Managed..... | 7 | 1,309 | 7 | 1,309 | 7 | 1,309 | 7 | 1,309 | | | | | | | | |
| SW Asia Managed..... | 8 | 1,137 | 8 | 1,137 | 8 | 1,134 | 9 | 1,222 | | | | | | | | |
| EAME Franchised..... | 2 | 451 | 2 | 451 | 2 | 451 | 2 | 451 | | | | | | | | |
| Subtotal..... | 17 | 2,897 | 17 | 2,897 | 17 | 2,894 | 18 | 2,982 | | | | | | | | |
| Total managed and franchised hotels | 97 | 24,302 | 100 | 24,886 | 98 | 24,475 | 105 | 25,799 | | | | | | | | |
| | 2017 | | | | | | | | | | | | | | | |
| | Q1 | | | | Q2 | | | | Q3 | | | | Q4 | | | |
| Full service hotels | | | | | | | | | | | | | | | | |
| EAME Managed..... | 39 | 9,955 | 40 | 10,166 | 40 | 10,166 | 42 | 10,623 | | | | | | | | |
| SW Asia Managed..... | 33 | 9,811 | 33 | 9,811 | 34 | 10,023 | 34 | 10,031 | | | | | | | | |
| EAME Franchised..... | 1 | 79 | 1 | 79 | 1 | 79 | 2 | 148 | | | | | | | | |
| Subtotal..... | 73 | 19,845 | 74 | 20,056 | 75 | 20,268 | 78 | 20,802 | | | | | | | | |
| Select service hotels | | | | | | | | | | | | | | | | |
| EAME Managed..... | 5 | 839 | 5 | 839 | 5 | 839 | 6 | 997 | | | | | | | | |
| SW Asia Managed..... | 6 | 887 | 7 | 988 | 7 | 988 | 8 | 1,137 | | | | | | | | |
| EAME Franchised..... | 1 | 349 | 1 | 349 | 1 | 349 | 2 | 451 | | | | | | | | |
| Subtotal..... | 12 | 2,075 | 13 | 2,176 | 13 | 2,176 | 16 | 2,585 | | | | | | | | |
| Total managed and franchised hotels | 85 | 21,920 | 87 | 22,232 | 88 | 22,444 | 94 | 23,387 | | | | | | | | |
| | 2016 | | | | | | | | | | | | | | | |
| | Q1 | | | | Q2 | | | | Q3 | | | | Q4 | | | |
| Full service hotels | | | | | | | | | | | | | | | | |
| EAME Managed..... | 37 | 9,508 | 38 | 9,650 | 38 | 9,650 | 39 | 9,956 | | | | | | | | |
| SW Asia Managed..... | 30 | 8,959 | 31 | 9,164 | 31 | 9,162 | 32 | 9,563 | | | | | | | | |
| Subtotal..... | 67 | 18,467 | 69 | 18,814 | 69 | 18,812 | 71 | 19,519 | | | | | | | | |
| Select service hotels | | | | | | | | | | | | | | | | |
| EAME Managed..... | 4 | 669 | 5 | 839 | 5 | 839 | 5 | 839 | | | | | | | | |
| SW Asia Managed..... | 6 | 890 | 6 | 887 | 6 | 887 | 6 | 887 | | | | | | | | |
| EAME Franchised..... | --- | --- | --- | --- | --- | --- | 1 | 358 | | | | | | | | |
| Subtotal..... | 10 | 1,559 | 11 | 1,726 | 11 | 1,726 | 12 | 2,084 | | | | | | | | |
| Total managed and franchised hotels | 77 | 20,026 | 80 | 20,540 | 80 | 20,538 | 83 | 21,603 | | | | | | | | |

(a) Figures do not include vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

| | | 2015 | | | | | | | |
|-----------------------------|--|-----------|---------------|-----------|---------------|-----------|---------------|-----------|---------------|
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| EAME Managed..... | | 37 | 9,506 | 37 | 9,507 | 37 | 9,507 | 37 | 9,506 |
| SW Asia Managed..... | | 29 | 8,149 | 30 | 8,645 | 30 | 8,508 | 30 | 8,960 |
| Subtotal..... | | 66 | 17,655 | 67 | 18,152 | 67 | 18,015 | 67 | 18,466 |
| Select service hotels | | | | | | | | | |
| EAME Managed..... | | 2 | 425 | 4 | 665 | 4 | 669 | 4 | 669 |
| SW Asia Managed..... | | 4 | 618 | 4 | 618 | 5 | 744 | 6 | 891 |
| Subtotal..... | | 6 | 1,043 | 8 | 1,283 | 9 | 1,413 | 10 | 1,560 |
| Total managed hotels | | 72 | 18,698 | 75 | 19,435 | 76 | 19,428 | 77 | 20,026 |
| | | 2014 | | | | | | | |
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| EAME Managed..... | | 34 | 8,909 | 35 | 9,052 | 36 | 9,250 | 35 | 9,147 |
| SW Asia Managed..... | | 28 | 7,678 | 28 | 7,678 | 28 | 7,678 | 28 | 7,685 |
| Subtotal..... | | 62 | 16,587 | 63 | 16,730 | 64 | 16,928 | 63 | 16,832 |
| Select service hotels | | | | | | | | | |
| EAME Managed..... | | 2 | 425 | 2 | 425 | 2 | 425 | 2 | 425 |
| SW Asia Managed..... | | 1 | 115 | 2 | 325 | 2 | 325 | 3 | 501 |
| Subtotal..... | | 3 | 540 | 4 | 750 | 4 | 750 | 5 | 926 |
| Total managed hotels | | 65 | 17,127 | 67 | 17,480 | 68 | 17,678 | 68 | 17,758 |
| | | 2013 | | | | | | | |
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| EAME Managed..... | | 33 | 8,079 | 37 | 9,802 | 37 | 9,763 | 36 | 9,337 |
| SW Asia Managed..... | | 22 | 6,442 | 26 | 7,411 | 26 | 7,405 | 26 | 7,405 |
| Subtotal..... | | 55 | 14,521 | 63 | 17,213 | 63 | 17,168 | 62 | 16,742 |
| Select service hotels | | | | | | | | | |
| EAME Managed..... | | --- | --- | --- | --- | --- | --- | 1 | 95 |
| SW Asia Managed..... | | 1 | 115 | 1 | 115 | 1 | 115 | 1 | 115 |
| Subtotal..... | | 1 | 115 | 1 | 115 | 1 | 115 | 2 | 210 |
| Total managed hotels | | 56 | 14,636 | 64 | 17,328 | 64 | 17,283 | 64 | 16,952 |
| | | 2012 | | | | | | | |
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| EAME Managed..... | | 32 | 7,964 | 32 | 7,964 | 32 | 7,964 | 33 | 8,084 |
| SW Asia Managed..... | | 19 | 5,822 | 19 | 5,822 | 19 | 5,822 | 20 | 6,014 |
| Subtotal..... | | 51 | 13,786 | 51 | 13,786 | 51 | 13,786 | 53 | 14,098 |
| Select service hotels | | | | | | | | | |
| SW Asia Managed..... | | | | | | | | 1 | 115 |
| Subtotal..... | | | | | | | | 1 | 115 |
| Total managed hotels | | | | | | | | 54 | 14,213 |
| | | 2011 | | | | | | | |
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| EAME Managed..... | | 31 | 7,795 | 31 | 7,781 | 32 | 7,961 | 32 | 7,961 |
| SW Asia Managed..... | | 13 | 4,430 | 14 | 4,480 | 16 | 5,119 | 18 | 5,614 |
| Total managed hotels | | 44 | 12,225 | 45 | 12,261 | 48 | 13,080 | 50 | 13,575 |
| | | 2010 | | | | | | | |
| | | Q1 | | Q2 | | Q3 | | Q4 | |
| Full service hotels | | | | | | | | | |
| EAME Managed..... | | 32 | 8,501 | 32 | 8,497 | 32 | 8,492 | 33 | 8,795 |
| SW Asia Managed..... | | 12 | 4,207 | 12 | 4,207 | 12 | 4,207 | 13 | 4,430 |
| Total managed hotels | | 44 | 12,708 | 44 | 12,704 | 44 | 12,699 | 46 | 13,225 |
| | | 2009 | | | | | | | |
| | | Q4 | | | | | | | |
| Full service hotels | | | | | | | | | |
| EAME Managed..... | | | | | | | | 32 | 8,501 |
| SW Asia Managed..... | | | | | | | | 12 | 4,207 |
| Total managed hotels | | | | | | | | 44 | 12,708 |

(a) Figures do not include vacation ownership, residential, branded spas and fitness studios, or condominium ownership units.

EAME/SW Asia Comparable Managed and Franchised Hotels Statistics (unaudited) ^{(a) (b) (c)}
(includes owned and leased hotels)

| | 2019 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 175.62 | \$ 189.84 | | | |
| Occupancy ^(c) | 67.9% | 69.0% | | | |
| RevPAR ^(c) | \$ 119.20 | \$ 131.07 | | | |
| RevPAR Change ^(b) | 3.0% | 3.7% | | | |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 91.72 | \$ 90.70 | | | |
| Occupancy ^(c) | 65.8% | 72.7% | | | |
| RevPAR ^(c) | \$ 60.39 | \$ 65.98 | | | |
| RevPAR Change ^(b) | 8.1% | 2.2% | | | |
| 2018 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 188.51 | \$ 194.15 | \$ 187.72 | \$ 181.00 | \$ 187.68 |
| Occupancy ^(c) | 67.5% | 65.9% | 67.8% | 69.5% | 67.6% |
| RevPAR ^(c) | \$ 127.24 | \$ 127.92 | \$ 127.36 | \$ 125.73 | \$ 126.83 |
| RevPAR Change ^(b) | 13.0% | 7.7% | 6.4% | (1.8%) | 6.1% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 100.16 | \$ 96.24 | \$ 88.51 | \$ 89.68 | \$ 93.10 |
| Occupancy ^(c) | 68.0% | 75.5% | 83.2% | 73.6% | 75.2% |
| RevPAR ^(c) | \$ 68.11 | \$ 72.64 | \$ 73.66 | \$ 65.97 | \$ 69.98 |
| RevPAR Change ^(b) | 12.7% | 9.0% | 1.2% | (5.0%) | 4.6% |
| 2017 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 172.95 | \$ 186.07 | \$ 186.67 | \$ 189.05 | \$ 183.78 |
| Occupancy ^(c) | 66.1% | 66.0% | 66.0% | 68.6% | 66.7% |
| RevPAR ^(c) | \$ 114.33 | \$ 122.85 | \$ 123.21 | \$ 129.65 | \$ 122.55 |
| RevPAR Change ^(b) | 1.0% | 3.3% | 5.6% | 7.8% | 4.5% |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 100.11 | \$ 93.21 | \$ 92.75 | \$ 103.34 | \$ 97.25 |
| Occupancy ^(c) | 69.5% | 72.2% | 77.4% | 72.4% | 72.9% |
| RevPAR ^(c) | \$ 69.61 | \$ 67.30 | \$ 71.79 | \$ 74.82 | \$ 70.90 |
| RevPAR Change ^(b) | 7.8% | 16.9% | 15.0% | 9.0% | 12.0% |
| 2016 | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Full service hotels | | | | | |
| ADR ^(c) | \$ 181.12 | \$ 189.58 | \$ 181.31 | \$ 180.71 | \$ 183.12 |
| Occupancy ^(c) | 62.5% | 62.7% | 64.4% | 66.6% | 64.0% |
| RevPAR ^(c) | \$ 113.19 | \$ 118.93 | \$ 116.70 | \$ 120.27 | \$ 117.28 |
| RevPAR Change ^(b) | (10.0%) | (11.9%) | (9.7%) | (6.3%) | (7.6%) |
| Select service hotels | | | | | |
| ADR ^(c) | \$ 102.51 | \$ 90.71 | \$ 87.76 | \$ 98.96 | \$ 94.84 |
| Occupancy ^(c) | 63.0% | 63.5% | 71.1% | 69.4% | 66.8% |
| RevPAR ^(c) | \$ 64.55 | \$ 57.59 | \$ 62.44 | \$ 68.67 | \$ 63.32 |
| RevPAR Change ^(b) | 19.4% | 8.0% | 4.7% | 3.9% | 8.6% |

(a) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(b) RevPAR change shown is based on the applicable years comparable hotels compared to the respective prior year using the comparable hotels for the applicable year. For example, the 2013 RevPAR change is calculated using 2013 and 2012 RevPAR statistics based upon the 2013 comparable set.

(c) This data represents information reported in the most recent public filing in which the stated period was presented.

| 2015 | | | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|--|
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 205.65 | \$ 211.26 | \$ 209.65 | \$ 197.09 | \$ 202.72 | |
| Occupancy ^(c) | 64.0% | 66.1% | 63.8% | 64.1% | 63.5% | |
| RevPAR ^(c) | \$ 131.66 | \$ 139.58 | \$ 133.85 | \$ 126.32 | \$ 128.78 | |
| RevPAR Change ^(b) | (8.1%) | (13.2%) | (7.5%) | (12.3%) | (10.3%) | |
| Select service hotels | | | | | | |
| ADR ^(c) | \$ 107.59 | \$ 98.02 | \$ 93.75 | \$ 103.26 | \$ 100.35 | |
| Occupancy ^(c) | 55.1% | 65.6% | 66.8% | 69.6% | 64.3% | |
| RevPAR ^(c) | \$ 59.33 | \$ 64.30 | \$ 62.62 | \$ 71.90 | \$ 64.57 | |
| RevPAR Change ^(b) | | | | | | |
| 2014 | | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 227.07 | \$ 243.68 | \$ 230.41 | \$ 222.93 | \$ 231.49 | |
| Occupancy ^(c) | 63.7% | 66.8% | 63.6% | 67.6% | 65.4% | |
| RevPAR ^(c) | \$ 144.56 | \$ 162.71 | \$ 146.59 | \$ 150.65 | \$ 151.50 | |
| RevPAR Change ^(b) | 3.0% | 3.8% | 7.2% | (3.2%) | 2.1% | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 244.57 | \$ 236.96 | \$ 229.12 | \$ 248.10 | \$ 235.82 | |
| Occupancy ^(c) | 64.3% | 67.3% | 60.1% | 66.5% | 64.2% | |
| RevPAR ^(c) | \$ 157.37 | \$ 159.43 | \$ 137.74 | \$ 164.99 | \$ 151.38 | |
| RevPAR Change ^(b) | 4.6% | 5.3% | 1.2% | 3.3% | 3.7% | |
| 2012 | | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 244.40 | \$ 237.32 | \$ 228.09 | \$ 243.29 | \$ 238.45 | |
| Occupancy ^(c) | 59.1% | 61.1% | 56.8% | 64.4% | 60.4% | |
| RevPAR ^(c) | \$ 144.53 | \$ 145.10 | \$ 129.59 | \$ 156.63 | \$ 143.97 | |
| RevPAR Change ^(b) | (1.8%) | (5.1%) | (4.1%) | (0.8%) | (2.9%) | |
| 2011 | | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 253.70 | \$ 260.01 | \$ 243.56 | \$ 253.89 | \$ 252.90 | |
| Occupancy ^(c) | 59.8% | 62.0% | 58.5% | 63.1% | 60.8% | |
| RevPAR ^(c) | \$ 151.62 | \$ 161.19 | \$ 142.37 | \$ 160.30 | \$ 153.86 | |
| RevPAR Change ^(b) | 3.5% | 9.9% | 6.7% | (3.1%) | 4.0% | |
| 2010 | | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 239.61 | \$ 234.76 | \$ 231.00 | \$ 250.52 | \$ 239.28 | |
| Occupancy ^(c) | 62.3% | 63.5% | 58.9% | 66.9% | 62.9% | |
| RevPAR ^(c) | \$ 149.22 | \$ 149.16 | \$ 136.08 | \$ 167.69 | \$ 150.55 | |
| RevPAR Change ^(b) | 12.5% | 8.9% | 7.8% | 2.0% | 7.4% | |
| 2009 | | | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE | |
| Full service hotels | | | | | | |
| ADR ^(c) | \$ 242.86 | \$ 230.76 | \$ 227.00 | \$ 248.77 | \$ 237.72 | |
| Occupancy ^(c) | 55.2% | 59.4% | 56.3% | 66.5% | 59.4% | |
| RevPAR ^(c) | \$ 134.07 | \$ 136.98 | \$ 127.85 | \$ 165.53 | \$ 141.16 | |

(a) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

(b) RevPAR change shown is based on the applicable years comparable hotels compared to the respective prior year using the comparable hotels for the applicable year. For example, the 2013 RevPAR change is calculated using 2013 and 2012 RevPAR statistics based upon the 2013 comparable set.

(c) This data represents information reported in the most recent public filing in which the stated period was presented.

System-wide Comparable Brand Statistics ^{(a) (b) (c) (d)}
(includes owned, leased, managed and franchised hotels)

| | 2019 | | | | |
|---|-----------|-----------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Park Hyatt | | | | | |
| ADR..... | \$ 346.18 | \$ 335.97 | | | |
| Occupancy..... | 67.0% | 70.1% | | | |
| RevPAR..... | \$ 232.06 | \$ 235.61 | | | |
| RevPAR Change ^(d) | 3.0% | 2.4% | | | |
| Grand Hyatt | | | | | |
| ADR..... | \$ 229.77 | \$ 223.56 | | | |
| Occupancy..... | 74.4% | 76.8% | | | |
| RevPAR..... | \$ 170.95 | \$ 171.70 | | | |
| RevPAR Change ^(d) | 3.8% | 2.0% | | | |
| Andaz | | | | | |
| ADR..... | \$ 307.06 | \$ 309.47 | | | |
| Occupancy..... | 75.9% | 78.4% | | | |
| RevPAR..... | \$ 232.99 | \$ 242.72 | | | |
| RevPAR Change ^(d) | 7.3% | 8.9% | | | |
| Hyatt Regency | | | | | |
| ADR..... | \$ 182.79 | \$ 184.43 | | | |
| Occupancy..... | 69.8% | 77.4% | | | |
| RevPAR..... | \$ 127.66 | \$ 142.83 | | | |
| RevPAR Change ^(d) | 1.5% | 2.1% | | | |
| Hyatt Centric | | | | | |
| ADR..... | \$ 224.80 | \$ 253.59 | | | |
| Occupancy..... | 75.6% | 82.3% | | | |
| RevPAR..... | \$ 169.93 | \$ 208.73 | | | |
| RevPAR Change ^(d) | 5.3% | 4.6% | | | |
| Hyatt Place | | | | | |
| ADR..... | \$ 127.72 | \$ 130.73 | | | |
| Occupancy..... | 70.6% | 78.3% | | | |
| RevPAR..... | \$ 90.14 | \$ 102.41 | | | |
| RevPAR Change ^(d) | (2.4%) | (3.2%) | | | |
| Hyatt House | | | | | |
| ADR..... | \$ 157.23 | \$ 160.10 | | | |
| Occupancy..... | 73.3% | 82.5% | | | |
| RevPAR..... | \$ 115.28 | \$ 132.04 | | | |
| RevPAR Change ^(d) | 3.3% | 1.6% | | | |
| Composite Luxury ^(a) | | | | | |
| ADR..... | \$ 257.92 | \$ 252.16 | | | |
| Occupancy..... | 73.2% | 75.7% | | | |
| RevPAR..... | \$ 188.75 | \$ 190.95 | | | |
| RevPAR Change ^(d) | 4.0% | 2.9% | | | |
| Composite Upper-Upscale ^(b) | | | | | |
| ADR..... | \$ 185.06 | \$ 188.50 | | | |
| Occupancy..... | 70.2% | 77.5% | | | |
| RevPAR..... | \$ 129.93 | \$ 146.09 | | | |
| RevPAR Change ^(d) | 1.7% | 2.1% | | | |
| Composite Upscale ^(c) | | | | | |
| ADR..... | \$ 134.65 | \$ 137.71 | | | |
| Occupancy..... | 71.2% | 79.3% | | | |
| RevPAR..... | \$ 95.87 | \$ 109.18 | | | |
| RevPAR Change ^(d) | (0.9%) | (1.9%) | | | |

^(a) Includes Park Hyatt, Grand Hyatt, and Andaz.

^(b) Includes The Unbound Collection by Hyatt, Hyatt Regency, Hyatt Centric, and Hyatt.

^(c) Includes Hyatt Place and Hyatt House.

^(d) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

| | 2018 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Park Hyatt | | | | | |
| ADR..... | \$ 350.51 | \$ 343.64 | \$ 332.07 | \$ 353.58 | \$ 347.97 |
| Occupancy..... | 68.2% | 70.2% | 72.0% | 69.8% | 69.8% |
| RevPAR..... | \$ 239.17 | \$ 241.08 | \$ 239.17 | \$ 246.88 | \$ 243.04 |
| RevPAR Change ^(d) | 10.6% | 10.8% | 5.6% | (2.6%) | 5.8% |
| Grand Hyatt | | | | | |
| ADR..... | \$ 232.70 | \$ 229.78 | \$ 215.25 | \$ 228.06 | \$ 226.22 |
| Occupancy..... | 75.7% | 78.0% | 79.5% | 77.4% | 77.3% |
| RevPAR..... | \$ 176.13 | \$ 179.34 | \$ 171.09 | \$ 176.50 | \$ 174.87 |
| RevPAR Change ^(d) | 6.6% | 5.1% | (0.1%) | 0.8% | 2.7% |
| Hyatt Regency | | | | | |
| ADR..... | \$ 181.28 | \$ 183.70 | \$ 177.31 | \$ 176.73 | \$ 180.14 |
| Occupancy..... | 70.3% | 76.6% | 75.9% | 70.8% | 73.6% |
| RevPAR..... | \$ 127.45 | \$ 140.79 | \$ 134.51 | \$ 125.10 | \$ 132.60 |
| RevPAR Change ^(d) | 4.6% | 3.9% | 2.4% | 1.4% | 3.1% |
| Hyatt | | | | | |
| ADR..... | \$ 163.34 | \$ 189.31 | \$ 189.71 | \$ 186.23 | \$ 185.84 |
| Occupancy..... | 74.9% | 79.6% | 78.1% | 76.7% | 78.7% |
| RevPAR..... | \$ 122.28 | \$ 150.73 | \$ 148.07 | \$ 142.86 | \$ 146.26 |
| RevPAR Change ^(d) | 5.3% | 7.4% | 3.7% | 3.0% | 5.4% |
| Andaz | | | | | |
| ADR..... | \$ 328.48 | \$ 322.90 | \$ 300.32 | \$ 318.32 | \$ 310.97 |
| Occupancy..... | 72.5% | 75.6% | 74.7% | 76.8% | 74.5% |
| RevPAR..... | \$ 238.06 | \$ 244.16 | \$ 224.45 | \$ 244.32 | \$ 231.59 |
| RevPAR Change ^(d) | 22.2% | 8.6% | 6.4% | 7.5% | 10.4% |
| Hyatt Centric | | | | | |
| ADR..... | \$ 212.40 | \$ 238.96 | \$ 228.13 | \$ 232.86 | \$ 228.91 |
| Occupancy..... | 82.9% | 84.3% | 84.9% | 79.9% | 82.2% |
| RevPAR..... | \$ 176.01 | \$ 201.33 | \$ 193.58 | \$ 185.94 | \$ 188.17 |
| RevPAR Change ^(d) | 8.1% | 5.4% | 6.7% | 2.0% | 4.1% |
| The Unbound Collection | | | | | |
| ADR..... | \$ 252.94 | \$ 207.42 | \$ 173.33 | \$ 213.34 | \$ 210.80 |
| Occupancy..... | 72.0% | 73.6% | 71.6% | 71.8% | 72.6% |
| RevPAR..... | \$ 182.14 | \$ 152.75 | \$ 124.06 | \$ 153.23 | \$ 152.94 |
| RevPAR Change ^(d) | 4.6% | 7.4% | 5.8% | 4.2% | 6.5% |
| Hyatt Place | | | | | |
| ADR..... | \$ 131.27 | \$ 135.69 | \$ 131.17 | \$ 126.67 | \$ 131.39 |
| Occupancy..... | 73.2% | 80.3% | 79.0% | 70.8% | 76.0% |
| RevPAR..... | \$ 96.06 | \$ 108.99 | \$ 103.60 | \$ 89.70 | \$ 99.80 |
| RevPAR Change ^(d) | 4.1% | 3.2% | (1.1%) | (5.1%) | 0.2% |
| Hyatt House | | | | | |
| ADR..... | \$ 156.09 | \$ 157.37 | \$ 157.49 | \$ 150.52 | \$ 155.45 |
| Occupancy..... | 77.0% | 84.5% | 83.9% | 77.0% | 80.6% |
| RevPAR..... | \$ 120.25 | \$ 132.91 | \$ 132.20 | \$ 115.92 | \$ 125.33 |
| RevPAR Change ^(d) | 4.3% | 2.0% | 0.1% | (0.3%) | 1.5% |

^(d) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

| | 2017 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Park Hyatt | | | | | |
| ADR..... | \$ 326.73 | \$ 316.87 | \$ 315.04 | \$ 361.30 | \$ 335.31 |
| Occupancy..... | 66.3% | 69.0% | 69.8% | 71.5% | 69.2% |
| RevPAR..... | \$ 216.68 | \$ 218.75 | \$ 219.91 | \$ 258.19 | \$ 231.94 |
| RevPAR Change ^(d) | 0.0% | 2.6% | 3.5% | 8.0% | 3.7% |
| Grand Hyatt | | | | | |
| ADR..... | \$ 223.01 | \$ 223.60 | \$ 221.39 | \$ 231.81 | \$ 225.22 |
| Occupancy..... | 73.2% | 77.2% | 79.0% | 75.9% | 76.4% |
| RevPAR..... | \$ 163.30 | \$ 172.57 | \$ 174.94 | \$ 175.87 | \$ 172.12 |
| RevPAR Change ^(d) | 6.0% | 3.7% | 4.7% | 4.2% | 4.7% |
| Hyatt Regency | | | | | |
| ADR..... | \$ 178.89 | \$ 179.10 | \$ 173.88 | \$ 174.53 | \$ 176.64 |
| Occupancy..... | 69.3% | 76.1% | 75.5% | 70.0% | 72.7% |
| RevPAR..... | \$ 123.95 | \$ 136.28 | \$ 131.35 | \$ 122.14 | \$ 128.43 |
| RevPAR Change ^(d) | 5.6% | 2.4% | 0.6% | 4.0% | 3.1% |
| Hyatt | | | | | |
| ADR..... | \$ 155.12 | \$ 178.64 | \$ 172.22 | \$ 175.00 | \$ 169.75 |
| Occupancy..... | 74.1% | 72.5% | 73.3% | 73.8% | 73.6% |
| RevPAR..... | \$ 114.90 | \$ 129.55 | \$ 126.30 | \$ 129.23 | \$ 124.94 |
| RevPAR Change ^(d) | 6.5% | 1.2% | 0.7% | 7.9% | 4.7% |
| Andaz | | | | | |
| ADR..... | \$ 329.34 | \$ 344.46 | \$ 330.92 | \$ 353.03 | \$ 339.68 |
| Occupancy..... | 75.6% | 83.7% | 82.1% | 81.3% | 80.7% |
| RevPAR..... | \$ 248.94 | \$ 288.42 | \$ 271.62 | \$ 287.06 | \$ 274.11 |
| RevPAR Change ^(d) | (4.2%) | 0.9% | 1.8% | 6.3% | 1.3% |
| Hyatt Centric | | | | | |
| ADR..... | \$ 219.52 | \$ 238.68 | \$ 226.84 | \$ 242.39 | \$ 232.00 |
| Occupancy..... | 80.8% | 89.4% | 87.7% | 81.9% | 84.9% |
| RevPAR..... | \$ 177.35 | \$ 213.28 | \$ 198.94 | \$ 198.45 | \$ 197.06 |
| RevPAR Change ^(d) | 0.6% | (0.4%) | (4.2%) | 1.1% | (0.8%) |
| Hyatt Place | | | | | |
| ADR..... | \$ 129.81 | \$ 133.14 | \$ 130.89 | \$ 129.77 | \$ 131.02 |
| Occupancy..... | 73.8% | 81.2% | 81.4% | 74.0% | 77.6% |
| RevPAR..... | \$ 95.74 | \$ 108.17 | \$ 106.55 | \$ 96.02 | \$ 101.69 |
| RevPAR Change ^(d) | 4.4% | 2.3% | 2.2% | 4.6% | 3.3% |
| Hyatt House | | | | | |
| ADR..... | \$ 151.96 | \$ 153.72 | \$ 154.12 | \$ 149.75 | \$ 152.83 |
| Occupancy..... | 74.8% | 84.3% | 85.0% | 77.0% | 80.4% |
| RevPAR..... | \$ 113.62 | \$ 129.62 | \$ 131.03 | \$ 115.36 | \$ 122.85 |
| RevPAR Change ^(d) | 2.5% | 1.1% | 1.1% | 4.7% | 2.3% |

^(d) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

| | 2016 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Park Hyatt | | | | | |
| ADR..... | \$ 330.38 | \$ 318.71 | \$ 305.49 | \$ 342.06 | \$ 329.73 |
| Occupancy..... | 65.6% | 66.9% | 69.6% | 69.9% | 67.8% |
| RevPAR..... | \$ 216.67 | \$ 213.25 | \$ 212.53 | \$ 238.98 | \$ 223.66 |
| RevPAR Change ^(d) | (1.8%) | (2.0%) | 0.1% | 0.2% | (0.9%) |
| Grand Hyatt | | | | | |
| ADR..... | \$ 221.64 | \$ 227.25 | \$ 220.13 | \$ 226.10 | \$ 224.03 |
| Occupancy..... | 69.5% | 73.2% | 75.9% | 74.7% | 73.4% |
| RevPAR..... | \$ 154.06 | \$ 166.45 | \$ 167.04 | \$ 168.82 | \$ 164.39 |
| RevPAR Change ^(d) | (3.5%) | (2.3%) | 1.4% | 2.0% | (0.3%) |
| Hyatt Regency | | | | | |
| ADR..... | \$ 174.97 | \$ 178.39 | \$ 173.89 | \$ 171.00 | \$ 174.67 |
| Occupancy..... | 67.1% | 74.6% | 75.1% | 68.7% | 71.3% |
| RevPAR..... | \$ 117.40 | \$ 133.11 | \$ 130.55 | \$ 117.41 | \$ 124.61 |
| RevPAR Change ^(d) | (0.3%) | 1.9% | 3.3% | 1.6% | 2.0% |
| Hyatt | | | | | |
| ADR..... | \$ 152.20 | \$ 173.97 | \$ 173.80 | \$ 165.77 | \$ 166.06 |
| Occupancy..... | 70.9% | 73.5% | 72.1% | 72.3% | 71.9% |
| RevPAR..... | \$ 107.85 | \$ 127.95 | \$ 125.40 | \$ 119.79 | \$ 119.33 |
| RevPAR Change ^(d) | 2.9% | (1.8%) | (0.9%) | (0.4%) | (1.0%) |
| Andaz | | | | | |
| ADR..... | \$ 330.02 | \$ 339.45 | \$ 324.49 | \$ 352.52 | \$ 336.44 |
| Occupancy..... | 78.7% | 84.2% | 82.3% | 76.6% | 80.4% |
| RevPAR..... | \$ 259.81 | \$ 285.95 | \$ 266.92 | \$ 269.96 | \$ 270.64 |
| RevPAR Change ^(d) | 5.9% | 3.8% | 2.6% | 0.1% | 3.0% |
| Hyatt Centric | | | | | |
| ADR..... | \$ 221.10 | \$ 245.30 | \$ 238.27 | \$ 241.79 | \$ 236.88 |
| Occupancy..... | 79.7% | 87.3% | 87.1% | 81.1% | 83.8% |
| RevPAR..... | \$ 176.28 | \$ 214.13 | \$ 207.61 | \$ 196.19 | \$ 198.57 |
| RevPAR Change ^(d) | | | | (3.3%) | 0.5% |
| Hyatt Place | | | | | |
| ADR..... | \$ 126.22 | \$ 131.93 | \$ 130.36 | \$ 126.81 | \$ 129.00 |
| Occupancy..... | 72.7% | 80.1% | 80.0% | 72.4% | 76.3% |
| RevPAR..... | \$ 91.71 | \$ 105.69 | \$ 104.25 | \$ 91.82 | \$ 98.43 |
| RevPAR Change ^(d) | 6.4% | 6.9% | 5.0% | 3.5% | 5.4% |
| Hyatt House | | | | | |
| ADR..... | \$ 150.08 | \$ 152.26 | \$ 153.06 | \$ 147.07 | \$ 151.13 |
| Occupancy..... | 73.9% | 84.2% | 84.7% | 74.9% | 79.5% |
| RevPAR..... | \$ 110.88 | \$ 128.25 | \$ 129.57 | \$ 110.15 | \$ 120.13 |
| RevPAR Change ^(d) | 8.8% | 6.6% | 3.1% | 2.2% | 5.1% |

^(d) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

| | 2015 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Park Hyatt | | | | | |
| ADR..... | \$ 340.96 | \$ 332.97 | \$ 320.20 | \$ 345.86 | \$ 334.87 |
| Occupancy..... | 66.7% | 68.8% | 70.0% | 69.1% | 68.6% |
| RevPAR..... | \$ 227.29 | \$ 228.93 | \$ 223.99 | \$ 239.01 | \$ 229.82 |
| RevPAR Change ^(d) | (3.9%) | (7.1%) | (5.1%) | (6.9%) | (5.8%) |
| Grand Hyatt | | | | | |
| ADR..... | \$ 230.45 | \$ 236.07 | \$ 228.24 | \$ 230.45 | \$ 230.77 |
| Occupancy..... | 70.9% | 75.3% | 74.9% | 72.8% | 73.4% |
| RevPAR..... | \$ 163.41 | \$ 177.82 | \$ 170.92 | \$ 167.81 | \$ 169.28 |
| RevPAR Change ^(d) | (1.4%) | (2.1%) | (2.6%) | (2.9%) | (2.3%) |
| Hyatt Regency | | | | | |
| ADR..... | \$ 173.36 | \$ 174.61 | \$ 170.25 | \$ 169.77 | \$ 171.76 |
| Occupancy..... | 68.5% | 75.0% | 74.8% | 68.1% | 71.6% |
| RevPAR..... | \$ 118.79 | \$ 130.97 | \$ 127.31 | \$ 115.68 | \$ 122.99 |
| RevPAR Change ^(d) | 5.7% | 3.2% | 1.9% | 2.2% | 3.3% |
| Hyatt | | | | | |
| ADR..... | \$ 180.29 | \$ 207.82 | \$ 206.38 | \$ 176.31 | \$ 179.02 |
| Occupancy..... | 71.4% | 81.3% | 79.1% | 74.8% | 73.9% |
| RevPAR..... | \$ 128.70 | \$ 168.86 | \$ 163.33 | \$ 131.93 | \$ 132.26 |
| RevPAR Change ^(d) | 9.3% | 4.7% | 4.1% | 0.0% | 3.9% |
| Andaz | | | | | |
| ADR..... | \$ 322.01 | \$ 339.82 | \$ 325.05 | \$ 347.23 | \$ 333.64 |
| Occupancy..... | 76.2% | 81.0% | 80.0% | 77.7% | 78.8% |
| RevPAR..... | \$ 245.43 | \$ 275.42 | \$ 260.11 | \$ 269.77 | \$ 262.75 |
| RevPAR Change ^(d) | 15.1% | 7.2% | 2.1% | 0.8% | 5.9% |
| Hyatt Centric | | | | | |
| ADR..... | | | | \$ 256.42 | \$ 248.71 |
| Occupancy..... | | | | 83.2% | 83.9% |
| RevPAR..... | | | | \$ 213.38 | \$ 208.64 |
| RevPAR Change ^(d) | | | | | |
| Hyatt Place | | | | | |
| ADR..... | \$ 124.21 | \$ 126.34 | \$ 125.17 | \$ 121.50 | \$ 124.29 |
| Occupancy..... | 71.1% | 78.6% | 79.1% | 72.8% | 75.4% |
| RevPAR..... | \$ 88.37 | \$ 99.32 | \$ 98.97 | \$ 88.50 | \$ 93.73 |
| RevPAR Change ^(d) | 11.1% | 7.1% | 6.5% | 5.8% | 7.6% |
| Hyatt House | | | | | |
| ADR..... | \$ 140.81 | \$ 142.83 | \$ 145.08 | \$ 140.84 | \$ 142.50 |
| Occupancy..... | 74.0% | 83.7% | 85.7% | 76.0% | 79.9% |
| RevPAR..... | \$ 104.22 | \$ 119.62 | \$ 124.38 | \$ 106.99 | \$ 113.84 |
| RevPAR Change ^(d) | 7.7% | 7.3% | 8.9% | 7.7% | 7.9% |

^(d) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

| | 2014 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Park Hyatt | | | | | |
| ADR..... | \$ 349.34 | \$ 340.51 | \$ 322.18 | \$ 342.56 | \$ 338.57 |
| Occupancy..... | 66.6% | 68.0% | 67.7% | 69.9% | 68.1% |
| RevPAR..... | \$ 232.61 | \$ 231.47 | \$ 218.19 | \$ 239.57 | \$ 230.45 |
| RevPAR Change ^(d) | 4.4% | 5.7% | 6.1% | (1.6%) | 3.5% |
| Grand Hyatt | | | | | |
| ADR..... | \$ 238.90 | \$ 248.09 | \$ 241.87 | \$ 242.80 | \$ 242.98 |
| Occupancy..... | 72.6% | 76.3% | 74.8% | 74.3% | 74.5% |
| RevPAR..... | \$ 173.33 | \$ 189.29 | \$ 180.82 | \$ 180.46 | \$ 180.99 |
| RevPAR Change ^(d) | 5.2% | 3.3% | 4.7% | (0.6%) | 3.1% |
| Hyatt Regency | | | | | |
| ADR..... | \$ 171.54 | \$ 174.14 | \$ 172.10 | \$ 170.30 | \$ 171.49 |
| Occupancy..... | 67.3% | 74.5% | 74.6% | 68.2% | 71.2% |
| RevPAR..... | \$ 115.52 | \$ 129.74 | \$ 128.43 | \$ 116.20 | \$ 122.07 |
| RevPAR Change ^(d) | 5.7% | 4.7% | 7.6% | 3.7% | 5.4% |
| Hyatt | | | | | |
| ADR..... | \$ 170.98 | \$ 197.40 | \$ 192.02 | \$ 203.35 | \$ 198.72 |
| Occupancy..... | 67.1% | 78.1% | 78.6% | 77.1% | 76.5% |
| RevPAR..... | \$ 114.70 | \$ 154.17 | \$ 150.83 | \$ 156.73 | \$ 152.04 |
| RevPAR Change ^(d) | 7.8% | 10.6% | 12.1% | 8.8% | 9.8% |
| Andaz | | | | | |
| ADR..... | \$ 308.34 | \$ 319.93 | \$ 306.88 | \$ 341.69 | \$ 319.35 |
| Occupancy..... | 69.7% | 78.9% | 80.4% | 76.4% | 76.4% |
| RevPAR..... | \$ 215.07 | \$ 252.55 | \$ 246.64 | \$ 261.21 | \$ 244.00 |
| RevPAR Change ^(d) | 15.6% | 11.0% | 12.5% | 8.0% | 11.6% |
| Hyatt Place | | | | | |
| ADR..... | \$ 113.33 | \$ 118.22 | \$ 119.36 | \$ 116.76 | \$ 117.02 |
| Occupancy..... | 71.8% | 79.4% | 78.8% | 71.6% | 75.4% |
| RevPAR..... | \$ 81.34 | \$ 93.83 | \$ 94.05 | \$ 83.62 | \$ 88.24 |
| RevPAR Change ^(d) | 8.1% | 8.3% | 10.0% | 7.7% | 8.6% |
| Hyatt House | | | | | |
| ADR..... | \$ 129.01 | \$ 131.38 | \$ 134.97 | \$ 133.66 | \$ 132.81 |
| Occupancy..... | 74.1% | 84.3% | 84.1% | 74.2% | 79.3% |
| RevPAR..... | \$ 95.65 | \$ 110.73 | \$ 113.46 | \$ 99.18 | \$ 105.37 |
| RevPAR Change ^(d) | 4.3% | 8.5% | 9.0% | 6.3% | 7.1% |

^(d) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

| | 2013 | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Park Hyatt | | | | | |
| ADR..... | \$ 367.84 | \$ 347.08 | \$ 325.29 | \$ 369.55 | \$ 352.46 |
| Occupancy..... | 63.5% | 65.8% | 65.0% | 68.0% | 65.6% |
| RevPAR..... | \$ 233.68 | \$ 228.26 | \$ 211.57 | \$ 251.16 | \$ 231.16 |
| RevPAR Change ^(d) | 4.6% | 6.8% | 4.4% | 5.1% | 5.2% |
| Grand Hyatt | | | | | |
| ADR..... | \$ 238.77 | \$ 241.98 | \$ 229.70 | \$ 249.13 | \$ 239.93 |
| Occupancy..... | 70.6% | 75.0% | 73.8% | 74.1% | 73.4% |
| RevPAR..... | \$ 168.64 | \$ 181.39 | \$ 169.46 | \$ 184.72 | \$ 176.08 |
| RevPAR Change ^(d) | (1.0%) | 2.1% | 1.4% | 3.0% | 1.4% |
| Hyatt Regency | | | | | |
| ADR..... | \$ 169.03 | \$ 170.81 | \$ 166.01 | \$ 166.96 | \$ 167.12 |
| Occupancy..... | 66.8% | 74.2% | 73.9% | 68.3% | 70.8% |
| RevPAR..... | \$ 112.94 | \$ 126.76 | \$ 122.75 | \$ 114.02 | \$ 118.34 |
| RevPAR Change ^(d) | 2.2% | 3.6% | 5.7% | 4.2% | 3.9% |
| Hyatt | | | | | |
| ADR..... | \$ 160.52 | \$ 170.12 | \$ 165.57 | \$ 167.74 | \$ 166.01 |
| Occupancy..... | 67.2% | 76.7% | 78.5% | 72.0% | 73.5% |
| RevPAR..... | \$ 107.89 | \$ 130.43 | \$ 129.95 | \$ 120.73 | \$ 121.93 |
| RevPAR Change ^(d) | 5.8% | 4.9% | 5.0% | 6.9% | 5.5% |
| Andaz | | | | | |
| ADR..... | \$ 261.88 | \$ 289.69 | \$ 282.86 | \$ 306.75 | \$ 288.06 |
| Occupancy..... | 66.9% | 80.1% | 79.1% | 75.7% | 75.4% |
| RevPAR..... | \$ 175.33 | \$ 232.03 | \$ 223.60 | \$ 232.28 | \$ 217.20 |
| RevPAR Change ^(d) | 2.1% | (0.4%) | (2.8%) | 9.3% | 2.0% |
| Hyatt Place | | | | | |
| ADR..... | \$ 105.13 | \$ 105.59 | \$ 105.15 | \$ 102.68 | \$ 104.66 |
| Occupancy..... | 71.5% | 78.6% | 77.6% | 72.4% | 75.0% |
| RevPAR..... | \$ 75.18 | \$ 82.98 | \$ 81.60 | \$ 74.32 | \$ 78.53 |
| RevPAR Change ^(d) | 5.5% | 5.7% | 3.9% | 4.2% | 4.8% |
| Hyatt House | | | | | |
| ADR..... | \$ 123.84 | \$ 123.62 | \$ 125.24 | \$ 123.33 | \$ 124.03 |
| Occupancy..... | 75.0% | 83.3% | 83.4% | 75.6% | 79.3% |
| RevPAR..... | \$ 92.84 | \$ 102.98 | \$ 104.47 | \$ 93.24 | \$ 98.40 |
| RevPAR Change ^(d) | 8.5% | 6.7% | 5.8% | 3.5% | 6.1% |

^(d) Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

| | 2012 | | | | |
|----------------------|-----------|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Park Hyatt | | | | | |
| ADR..... | \$ 358.59 | \$ 346.68 | \$ 330.65 | \$ 356.26 | \$ 348.12 |
| Occupancy..... | 60.2% | 61.2% | 60.9% | 65.2% | 61.9% |
| RevPAR..... | \$ 215.84 | \$ 212.23 | \$ 201.36 | \$ 232.13 | \$ 215.40 |
| Grand Hyatt | | | | | |
| ADR..... | \$ 238.35 | \$ 239.95 | \$ 230.62 | \$ 250.79 | \$ 239.90 |
| Occupancy..... | 72.1% | 74.6% | 72.9% | 71.9% | 72.9% |
| RevPAR..... | \$ 171.88 | \$ 178.97 | \$ 168.01 | \$ 180.40 | \$ 174.81 |
| Hyatt Regency | | | | | |
| ADR..... | \$ 165.48 | \$ 166.23 | \$ 161.55 | \$ 166.48 | \$ 165.18 |
| Occupancy..... | 66.6% | 73.2% | 71.5% | 66.2% | 69.3% |
| RevPAR..... | \$ 110.27 | \$ 121.76 | \$ 115.45 | \$ 110.16 | \$ 114.46 |
| Hyatt | | | | | |
| ADR..... | \$ 156.14 | \$ 163.40 | \$ 161.47 | \$ 163.22 | \$ 161.67 |
| Occupancy..... | 67.5% | 77.8% | 78.5% | 70.3% | 73.5% |
| RevPAR..... | \$ 105.42 | \$ 127.11 | \$ 126.80 | \$ 114.81 | \$ 118.80 |
| Andaz | | | | | |
| ADR..... | \$ 259.10 | \$ 282.61 | \$ 284.93 | \$ 291.95 | \$ 280.32 |
| Occupancy..... | 68.3% | 81.9% | 80.1% | 71.7% | 75.4% |
| RevPAR..... | \$ 176.91 | \$ 231.43 | \$ 228.27 | \$ 209.46 | \$ 211.42 |
| Hyatt Place | | | | | |
| ADR..... | \$ 98.47 | \$ 99.11 | \$ 99.02 | \$ 97.40 | \$ 98.52 |
| Occupancy..... | 70.4% | 77.6% | 77.4% | 71.0% | 74.1% |
| RevPAR..... | \$ 69.34 | \$ 76.93 | \$ 76.61 | \$ 69.16 | \$ 73.01 |
| Hyatt House | | | | | |
| ADR..... | \$ 118.85 | \$ 118.85 | \$ 120.38 | \$ 119.03 | \$ 119.30 |
| Occupancy..... | 72.3% | 81.2% | 82.2% | 75.7% | 77.8% |
| RevPAR..... | \$ 85.90 | \$ 96.55 | \$ 98.92 | \$ 90.06 | \$ 92.87 |

⁽⁶⁾ Inventory included for comparable calculations may vary in each time period based on the definition of comparable hotels on the latest date the information was published.

Comparable Owned and Leased Hotels Operating Margin and Owned and Leased Hotels Operating Margin (unaudited) ^{(a) (b) (c) (d)}

| | 2019 | | | | |
|---|--------|--------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 23.9% | 25.3% | | | |
| Percent change ^(b) | (1.6)% | (1.1)% | | | |
| Comparable owned and leased hotels operating margin percentage ^(a) | 24.7% | 26.4% | | | |
| Percent change ^(b) | 1.2% | 0.1 % | | | |

| | 2018 | | | | |
|---|-------|-------|-------|-------|-------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 25.5% | 26.4% | 21.3% | 25.2% | 24.6% |
| Percent change ^(b) | --- | 0.8 % | 0.1 % | 2.7 % | 0.8% |
| Comparable owned and leased hotels operating margin percentage ^(a) | 24.3% | 27.2% | 21.8% | 25.1% | 24.1% |
| Percent change ^(b) | 0.8% | 1.6 % | 0.7 % | 2.4 % | 1.4 % |

| | 2017 | | | | |
|---|-------|-------|-------|-------|-------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 25.5% | 25.6% | 21.2% | 22.5% | 23.8% |
| Percent change ^{(b) (d)} | NA | NA | NA | NA | NA |
| Comparable owned and leased hotels operating margin percentage ^(a) | 23.5% | 25.6% | 21.1% | 23.7% | 22.7% |
| Percent change ^{(b) (d)} | NA | NA | NA | NA | NA |

| | 2016 | | | | |
|---|-------|--------|--------|--------|--------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 24.6% | 26.1% | 22.6% | 21.0% | 23.6% |
| Percent change ^(b) | --- | (1.5)% | (0.5)% | (3.2)% | (1.3)% |
| Comparable owned and leased hotels operating margin percentage ^(a) | 25.3% | 27.4% | 23.4% | 22.2% | 24.5% |
| Percent change ^(b) | --- | --- | 0.8 % | (2.3)% | (0.3)% |

| | 2015 | | | | |
|---|-------|-------|--------|-------|-------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 24.6% | 27.6% | 23.0% | 24.2% | 24.9% |
| Percent change ^(b) | 0.3 % | 0.2 % | (1.0)% | 1.2 % | 0.2 % |
| Comparable owned and leased hotels operating margin percentage ^(a) | 25.0% | 27.6% | 22.4% | 24.6% | 25.0% |
| Percent change ^(b) | 0.5% | 1.2 % | (0.6)% | 1.5 % | 0.7 % |

(a) This data represents information reported in the most recent public filing in which the stated period was presented.

(b) Percentage change shown is that which was published in the most recent applicable public filing.

(c) The realignment of our reporting structures in October 2012 did not impact the owned and leased segment and therefore these statistics agree to our most recent applicable public filing.

(d) The segment results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.

| | 2014 | | | | |
|---|-------------|--------|--------|--------|--------|
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 24.3% | 27.4% | 24.0% | 23.0% | 24.7% |
| Percent change ^(b) | 3.8 % | (0.4)% | 0.6 % | (0.5)% | 0.8 % |
| Comparable owned and leased hotels operating margin percentage ^(a) | 25.3% | 26.5% | 23.1% | 23.7% | 24.6% |
| Percent change ^(b) | 1.2% | (0.2)% | 1.9 % | (0.5)% | 0.6 % |
| | 2013 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 20.5% | 27.8% | 23.4% | 23.5% | 23.9% |
| Percent change ^(b) | 0.2 % | 1.5 % | (0.7)% | 1.1 % | 0.5% |
| Comparable owned and leased hotels operating margin percentage ^(a) | 20.0% | 26.9% | 22.6% | 21.9% | 22.3% |
| Percent change ^(b) | --- | 2.3% | 0.2% | 0.6 % | 1.0% |
| | 2012 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 20.3% | 26.3% | 24.1% | 22.4% | 23.4% |
| Percent change ^(b) | 2.2 % | 3.2% | 0.7% | (0.1)% | 1.5% |
| Comparable owned and leased hotels operating margin percentage ^(a) | 21.0% | 25.7% | 23.4% | 22.5% | 23.1% |
| Percent change ^(b) | 1.2 % | 1.2% | 0.2% | (1.1)% | 0.4% |
| | 2011 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 18.1% | 23.1% | 23.4% | 22.5% | 21.9% |
| Percent change ^(b) | (1.2)% | 0.5% | 6.0% | 3.1% | 2.2% |
| Comparable owned and leased hotels operating margin percentage ^(a) | 18.8% | 23.7% | 22.5% | 22.7% | 21.9% |
| Percent change ^(b) | (1.3)% | 0.8% | 3.5% | 1.8% | 1.1% |
| | 2010 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 19.3% | 22.6% | 17.4% | 19.4% | 19.7% |
| Percent change ^(b) | 1.5% | 2.3% | 1.2% | 1.7% | 1.7% |
| Comparable owned and leased hotels operating margin percentage ^(a) | 20.2% | 22.4% | 18.5% | 20.6% | 20.8% |
| Percent change ^(b) | 2.2% | 1.3% | 1.3% | 2.1% | 1.8% |
| | 2009 | | | | |
| | Q1 | Q2 | Q3 | Q4 | YE |
| Owned and leased hotels operating margin percentage ^(a) | 17.8% | 20.3% | 16.2% | 17.7% | 18.0% |
| Percent change ^(b) | --- | --- | --- | (3.3)% | (8.0)% |
| Comparable owned and leased hotels operating margin percentage ^(a) | 17.7% | 20.9% | 17.1% | 18.3% | 18.6% |
| Percent change ^(b) | --- | --- | --- | (2.2)% | (7.0)% |

(a) This data represents information reported in the most recent public filing in which the stated period was presented.

(b) Percentage change shown is that which was published in the most recent applicable public filing.

(c) The realignment of our reporting structures in October 2012 did not impact the owned and leased segment and therefore these statistics agree to our most recent applicable public filing.

(d) The segment results presented here for 2017 have been restated to reflect the new revenue recognition standard (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.