

# Hyatt Hotels Corporation Investor Fact Book

Q1 2021

# 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](http://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 offering 20 premier brands. As of March 31, 2021, the Company's portfolio included more than 1,000 hotel, all-inclusive, and wellness resort properties in 68 countries across six continents. The Company's 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 employees, build relationships with guests and create value for shareholders. The Company's subsidiaries operate, manage, franchise, own, lease, develop, license, or provide services to hotels, resorts, branded residences, and vacation ownership properties, including under the **Park Hyatt®**, **Miraval®**, **Grand Hyatt®**, **Alila®**, **Andaz®**, **The Unbound Collection by Hyatt®**, **Destination by Hyatt™**, **Hyatt Regency®**, **Hyatt®**, **Hyatt Ziva™**, **Hyatt Zilara™**, **Thompson Hotels®**, **Hyatt Centric®**, **Caption by Hyatt**, **JdV by Hyatt™**, **Hyatt House®**, **Hyatt Place®**, **tommie™**, **UrCove**, and **Hyatt Residence Club®** 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](http://www.hyatt.com).

## 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.*

*Beginning in 2019, all RevPAR percentage changes are in constant dollars. Constant dollar currency, as we define it, is a non-GAAP measure. Prior to 2019, RevPAR percentage changes are on an “as reported” basis and constant currency basis as noted.*

*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](http://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.

## Segment Reporting Update

Effective January 1, 2020, the management fees from Miraval properties are now reported in the Americas management and franchising segment, and the operating results and financial position of underlying hotel results are now reported in our owned and leased hotels segment; the results of Miraval properties were previously reported in corporate and other. In addition, the license fees we receive from Hyatt Residence Club are now reported within our Americas management and franchising segment due to changes in the strategic oversight for these license agreements. These changes have been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

In addition, effective January 1, 2020, we classified Miraval wellness resorts as full service hotels. All schedules have been updated to reflect this change to our properties and statistics retrospectively to each of the quarters in 2019, and the year ended December 31, 2019.

## 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 collaboration 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](http://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.

**2020**

In March, Hyatt withdraws its previously announced 2020 outlook and earnings sensitivity as a result of the evolving impact of the COVID-19 pandemic.

In April, Hyatt announces significant actions to manage operating expenses and capital commitments in response to the COVID-19 pandemic. Hyatt took actions to ensure access to liquidity, including issuing \$450 million 5.375% senior notes due in 2025, and \$450 million 5.750% senior notes due in 2030, and amending the terms of a \$1.5 billion revolving credit facility.

In August, Hyatt secures an additional \$750 million of floating rate senior notes to improve liquidity in response to the COVID-19 pandemic.

**2021**

In March, Hyatt reaches an important milestone with the opening of our 1,000<sup>th</sup> hotel.

## Common Dividend

Declared	Ex-Date	Record	Payable	Amount	Type
2/13/20	2/25/20	2/26/20	3/09/20	0.20	U.S. Currency

**Total dividends in 2020: 0.20**

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
10/30/19	11/25/19	11/26/19	12/9/19	0.19	U.S. Currency

**Total dividends in 2019: 0.76**

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**

**Note:** The Company has discontinued all share repurchase activity effective March 3, 2020 and has suspended its quarterly dividend.

Segment Financial Summary - Revenue (unaudited) <sup>(a) (b) (c) (d)</sup>

(in millions)

	2021				
	Q1	Q2	Q3	Q4	YE
<i>Revenue</i>					
Owned and leased hotels.....	\$ 107				
Americas management and franchising.....	55				
ASPAC management and franchising.....	15				
EAME/SW Asia management and franchising .....	7				
Corporate and other.....	8				
Eliminations.....	(6)				
<b>Adjusted Revenues</b>	<b>\$ 186</b>				

  

	2020				
	Q1	Q2	Q3	Q4	YE
<i>Revenue</i>					
Owned and leased hotels.....	\$ 330	\$ 20	\$ 82	\$ 93	\$ 525
Americas management and franchising.....	111	10	33	40	194
ASPAC management and franchising.....	19	6	17	19	61
EAME/SW Asia management and franchising .....	10	2	5	6	23
Corporate and other.....	14	4	7	9	34
Eliminations.....	(18)	-	(5)	(4)	(27)
<b>Adjusted Revenues</b>	<b>\$ 466</b>	<b>\$ 42</b>	<b>\$ 139</b>	<b>\$ 163</b>	<b>\$ 810</b>

  

	2019				
	Q1	Q2	Q3	Q4	YE
<i>Revenue</i>					
Owned and leased hotels.....	\$ 477	\$ 499	\$ 441	\$ 466	\$ 1,883
Americas management and franchising.....	140	138	124	126	528
ASPAC management and franchising.....	32	32	32	40	136
EAME/SW Asia management and franchising .....	18	19	21	25	83
Corporate and other.....	15	15	15	16	61
Eliminations.....	(26)	(27)	(30)	(27)	(110)
<b>Adjusted Revenues</b>	<b>\$ 656</b>	<b>\$ 676</b>	<b>\$ 603</b>	<b>\$ 646</b>	<b>\$ 2,581</b>

  

	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)
<b>Adjusted Revenues</b>	<b>\$ 658</b>	<b>\$ 636</b>	<b>\$ 590</b>	<b>\$ 634</b>	<b>\$ 2,518</b>

  

	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)
<b>Adjusted Revenues</b>	<b>\$ 700</b>	<b>\$ 711</b>	<b>\$ 645</b>	<b>\$ 662</b>	<b>\$ 2,718</b>

(a) The segment results presented here for 2017 have been restated to reflect the adoption of Revenue from Contracts with Customers (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.

(d) Effective January 1, 2020, the results of Miraval are reported in the owned and leased hotels segment and Americas management and franchising segment. Fees from Hyatt Residence Club are reported in the Americas management and franchising segment. These changes have been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

	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)
<b>Total revenues</b>	<b>\$ 1,089</b>	<b>\$ 1,165</b>	<b>\$ 1,088</b>	<b>\$ 1,087</b>	<b>\$ 4,429</b>
	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)
<b>Total revenues</b>	<b>\$ 1,054</b>	<b>\$ 1,112</b>	<b>\$ 1,053</b>	<b>\$ 1,109</b>	<b>\$ 4,328</b>
	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)
<b>Total revenues</b>	<b>\$ 1,074</b>	<b>\$ 1,158</b>	<b>\$ 1,104</b>	<b>\$ 1,079</b>	<b>\$ 4,415</b>
	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)
<b>Total revenues</b>	<b>\$ 975</b>	<b>\$ 1,092</b>	<b>\$ 1,026</b>	<b>\$ 1,091</b>	<b>\$ 4,184</b>
	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)
<b>Total revenues</b>	<b>\$ 958</b>	<b>\$ 1,014</b>	<b>\$ 977</b>	<b>\$ 1,000</b>	<b>\$ 3,949</b>

(a) The segment results presented here for 2017 have been restated to reflect the adoption of Revenue from Contracts with Customers (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.

(d) Effective January 1, 2020, the results of Miraval are reported in the owned and leased hotels segment and Americas management and franchising segment. Fees from Hyatt Residence Club are reported in the Americas management and franchising segment. These changes have been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

	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)
<b>Total revenues</b>	<b>\$ 875</b>	<b>\$ 936</b>	<b>\$ 897</b>	<b>\$ 990</b>	<b>\$ 3,698</b>

  

	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)
<b>Total revenues</b>	<b>\$ 841</b>	<b>\$ 889</b>	<b>\$ 879</b>	<b>\$ 918</b>	<b>\$ 3,527</b>

  

	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)
<b>Total revenues</b>	<b>\$ 789</b>	<b>\$ 847</b>	<b>\$ 806</b>	<b>\$ 889</b>	<b>\$ 3,330</b>

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

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Segment Financial Summary - Adjusted EBITDA (unaudited) <sup>(a) (b) (c) (d)</sup>  
(in millions)

	2021				
	Q1	Q2	Q3	Q4	YE
<b>Adjusted EBITDA</b>					
Owned and leased hotels.....	\$ (25)				
Pro rata share of unconsolidated hospitality ventures.....	(4)				
Total owned and leased hotels.....	(29)				
Americas management and franchising.....	28				
ASPAC management and franchising.....	5				
EAME/SW Asia management and franchising.....	-				
Corporate and other.....	(24)				
Eliminations.....	-				
<b>Adjusted EBITDA</b>	<b>\$ (20)</b>				
<b>2020</b>					
	Q1	Q2	Q3	Q4	YE
<b>Adjusted EBITDA</b>					
Owned and leased hotels.....	\$ 28	\$ (68)	\$ (53)	\$ (42)	\$ (135)
Pro rata share of unconsolidated hospitality ventures.....	6	(10)	(3)	(6)	(13)
Total owned and leased hotels.....	34	(78)	(56)	(48)	(148)
Americas management and franchising.....	68	(3)	16	9	90
ASPAC management and franchising.....	8	(2)	9	9	24
EAME/SW Asia management and franchising.....	1	(11)	(2)	(3)	(15)
Corporate and other.....	(27)	(23)	(15)	(65)	(130)
Eliminations.....	2	-	-	-	2
<b>Adjusted EBITDA</b>	<b>\$ 86</b>	<b>\$ (117)</b>	<b>\$ (48)</b>	<b>\$ (98)</b>	<b>\$ (177)</b>
<b>2019</b>					
	Q1	Q2	Q3	Q4	YE
<b>Adjusted EBITDA</b>					
Owned and leased hotels.....	\$ 92	\$ 101	\$ 60	\$ 86	\$ 339
Pro rata share of unconsolidated hospitality ventures.....	11	14	13	12	50
Total owned and leased hotels.....	103	115	73	98	389
Americas management and franchising.....	93	102	93	92	380
ASPAC management and franchising.....	20	20	19	28	87
EAME/SW Asia management and franchising.....	10	11	12	16	49
Corporate and other.....	(40)	(37)	(33)	(42)	(152)
Eliminations.....	1	2	(1)	(1)	1
<b>Adjusted EBITDA</b>	<b>\$ 187</b>	<b>\$ 213</b>	<b>\$ 163</b>	<b>\$ 191</b>	<b>\$ 754</b>
<b>2018</b>					
	Q1	Q2	Q3	Q4	YE
<b>Adjusted EBITDA</b>					
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)	-
<b>Adjusted EBITDA</b>	<b>\$ 202</b>	<b>\$ 218</b>	<b>\$ 175</b>	<b>\$ 182</b>	<b>\$ 777</b>

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	2017				
	Q1	Q2	Q3	Q4	YE
<i>Adjusted EBITDA</i>					
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
<b>Adjusted EBITDA</b>	<b>\$ 218</b>	<b>\$ 224</b>	<b>\$ 177</b>	<b>\$ 173</b>	<b>\$ 792</b>
	2016				
	Q1	Q2	Q3	Q4	YE
<i>Adjusted EBITDA</i>					
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)
<b>Adjusted EBITDA</b>	<b>\$ 194</b>	<b>\$ 227</b>	<b>\$ 192</b>	<b>\$ 172</b>	<b>\$ 785</b>
	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)
<b>Adjusted EBITDA</b>	<b>\$ 185</b>	<b>\$ 215</b>	<b>\$ 171</b>	<b>\$ 179</b>	<b>\$ 750</b>
	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)
<b>Adjusted EBITDA</b>	<b>\$ 180</b>	<b>\$ 238</b>	<b>\$ 185</b>	<b>\$ 174</b>	<b>\$ 777</b>

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	2013				
	Q1	Q2	Q3	Q4	YE
<b>Adjusted EBITDA</b>					
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)
<b>Adjusted EBITDA</b>	<b>\$ 137</b>	<b>\$ 219</b>	<b>\$ 165</b>	<b>\$ 185</b>	<b>\$ 706</b>
	2012				
	Q1	Q2	Q3	Q4	YE
<b>Adjusted EBITDA</b>					
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)
<b>Adjusted EBITDA</b>	<b>\$ 131</b>	<b>\$ 184</b>	<b>\$ 160</b>	<b>\$ 153</b>	<b>\$ 628</b>
	2011				
	Q1	Q2	Q3	Q4	YE
<b>Adjusted EBITDA</b>					
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)
<b>Adjusted EBITDA</b>	<b>\$ 114</b>	<b>\$ 157</b>	<b>\$ 140</b>	<b>\$ 148</b>	<b>\$ 559</b>
	2010				
	Q1	Q2	Q3	Q4	YE
<b>Adjusted EBITDA</b>					
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)
<b>Adjusted EBITDA</b>	<b>\$ 116</b>	<b>\$ 140</b>	<b>\$ 116</b>	<b>\$ 123</b>	<b>\$ 495</b>
	2009				
	Q1	Q2	Q3	Q4	YE
<b>Adjusted EBITDA</b>					
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)
<b>Adjusted EBITDA</b>	<b>\$ 93</b>	<b>\$ 124</b>	<b>\$ 97</b>	<b>\$ 111</b>	<b>\$ 425</b>

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Fee Summary (unaudited) <sup>(a)</sup> <sup>(b)</sup> <sup>(c)</sup>  
(in millions)

	2021				
	Q1	Q2	Q3	Q4	YE
Base management fees.....	\$ 24				
Incentive management fees.....	8				
Franchise fees.....	17				
Other fee revenues.....	14				
<b>Management, franchise, and other fees</b>	<b>\$ 63</b>				
	2020				
	Q1	Q2	Q3	Q4	YE
Base management fees.....	\$ 47	\$ 8	\$ 19	\$ 22	\$ 96
Incentive management fees.....	8	(2)	6	10	22
Franchise fees.....	27	6	15	15	63
Other fee revenues.....	26	8	12	12	58
<b>Management, franchise, and other fees</b>	<b>\$ 108</b>	<b>\$ 20</b>	<b>\$ 52</b>	<b>\$ 59</b>	<b>\$ 239</b>
	2019				
	Q1	Q2	Q3	Q4	YE
Base management fees.....	\$ 63	\$ 68	\$ 64	\$ 65	\$ 260
Incentive management fees.....	34	39	33	45	151
Franchise fees.....	32	38	37	34	141
Other fee revenues.....	12	13	14	17	56
<b>Management, franchise, and other fees</b>	<b>\$ 141</b>	<b>\$ 158</b>	<b>\$ 148</b>	<b>\$ 161</b>	<b>\$ 608</b>
	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
<b>Management, franchise, and other fees</b>	<b>\$ 132</b>	<b>\$ 142</b>	<b>\$ 133</b>	<b>\$ 145</b>	<b>\$ 552</b>
	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
<b>Management, franchise, and other fees</b>	<b>\$ 114</b>	<b>\$ 130</b>	<b>\$ 123</b>	<b>\$ 131</b>	<b>\$ 498</b>
	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
<b>Management, franchise, and other fees</b>	<b>\$ 107</b>	<b>\$ 115</b>	<b>\$ 110</b>	<b>\$ 116</b>	<b>\$ 448</b>

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(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.

	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
<b>Management, franchise, and other fees</b>	<b>\$ 105</b>	<b>\$ 112</b>	<b>\$ 103</b>	<b>\$ 107</b>	<b>\$ 427</b>
	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
<b>Management, franchise, and other fees</b>	<b>\$ 89</b>	<b>\$ 103</b>	<b>\$ 94</b>	<b>\$ 101</b>	<b>\$ 387</b>
	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
<b>Management, franchise, and other fees</b>	<b>\$ 75</b>	<b>\$ 96</b>	<b>\$ 77</b>	<b>\$ 94</b>	<b>\$ 342</b>
	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
<b>Management, franchise, and other fees</b>	<b>\$ 79</b>	<b>\$ 80</b>	<b>\$ 68</b>	<b>\$ 80</b>	<b>\$ 307</b>
	2011				
	Q1	Q2	Q3	Q4	YE
Base management fees <sup>(b)</sup> .....	\$ 34	\$ 37	\$ 36	\$ 37	\$ 144
Incentive management fees <sup>(b)</sup> .....	25	26	18	28	97
Franchise fees <sup>(b)</sup> .....	6	8	8	8	30
Other fee revenues <sup>(b)</sup> .....	5	4	4	4	17
<b>Management, franchise, and other fees</b>	<b>\$ 70</b>	<b>\$ 75</b>	<b>\$ 66</b>	<b>\$ 77</b>	<b>\$ 288</b>
	2010				
	Q1	Q2	Q3	Q4	YE
Base management fees <sup>(c)</sup> .....	\$ 30	\$ 34	\$ 33	\$ 35	\$ 132
Incentive management fees <sup>(c)</sup> .....	20	23	19	31	93
Franchise fees <sup>(c)</sup> .....	4	5	6	5	20
Other fee revenues <sup>(b)</sup> .....	3	2	3	2	10
<b>Management, franchise, and other fees</b>	<b>\$ 57</b>	<b>\$ 64</b>	<b>\$ 61</b>	<b>\$ 73</b>	<b>\$ 255</b>
	2009				
	Q1	Q2	Q3	Q4	YE
Base management fees <sup>(c)</sup> .....	\$ 29	\$ 29	\$ 29	\$ 31	\$ 118
Incentive management fees <sup>(c)</sup> .....	20	20	14	25	79
Franchise fees <sup>(c)</sup> .....	3	4	4	4	15
Other fee revenues <sup>(b)</sup> .....	2	2	2	5	11
<b>Management, franchise, and other fees</b>	<b>\$ 54</b>	<b>\$ 55</b>	<b>\$ 49</b>	<b>\$ 65</b>	<b>\$ 223</b>

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Managed and Franchised Hotels (unaudited) <sup>(a) (b)</sup>  
*(includes owned and leased hotels)*

	Properties	Rooms	Properties	Rooms	Properties	Rooms	Properties	Rooms
<b>2021</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Total full service and select service hotels.....	993	238,247						
All-Inclusive.....	8	3,153						
<b>Total managed and franchised (a)</b>	<b>1,001</b>	<b>241,400</b>						
Vacation ownership.....	16							
Residential.....	38							
Condominium ownership.....	36							
<b>2020</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Total full service and select service hotels.....	924	223,474	931	225,198	955	229,293	974	235,272
All-Inclusive.....	8	3,153	8	3,153	8	3,153	8	3,153
<b>Total managed and franchised (a)</b>	<b>932</b>	<b>226,627</b>	<b>939</b>	<b>228,351</b>	<b>963</b>	<b>232,446</b>	<b>982</b>	<b>238,425</b>
Vacation ownership.....	16		16		16		16	
Residential.....	36		35		35		37	
Condominium ownership.....	37		37		37		36	
<b>2019</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Total full service and select service hotels.....	859	210,869	875	213,447	890	216,905	916	223,521
All-Inclusive.....	6	2,402	6	2,403	6	2,403	8	3,153
<b>Total managed and franchised (a)</b>	<b>865</b>	<b>213,271</b>	<b>881</b>	<b>215,850</b>	<b>896</b>	<b>219,308</b>	<b>924</b>	<b>226,674</b>
Vacation ownership.....	16		16		16		16	
Residential.....	22		32		32		36	
Condominium ownership.....	10		38		39		38	
<b>2018</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
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
<b>Total managed and franchised (a)</b>	<b>737</b>	<b>187,630</b>	<b>753</b>	<b>191,710</b>	<b>763</b>	<b>193,778</b>	<b>852</b>	<b>211,018</b>
Vacation ownership.....	16		16		16		16	
Residential.....	20		22		21		21	
Condominium ownership.....	-		-		-		10	
<b>2017</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
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
<b>Total managed and franchised (a)</b>	<b>673</b>	<b>175,048</b>	<b>695</b>	<b>178,448</b>	<b>703</b>	<b>180,060</b>	<b>728</b>	<b>185,713</b>
Vacation ownership.....	16		16		16		16	
Residential.....	19		20		20		20	
<b>2016</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
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
<b>Total managed and franchised (a)</b>	<b>618</b>	<b>163,973</b>	<b>633</b>	<b>166,784</b>	<b>645</b>	<b>169,132</b>	<b>663</b>	<b>173,534</b>
Vacation ownership.....	16		16		16		16	
Residential.....	18		18		18		19	

(a) Figures do not include vacation ownership, residential, or condominium ownership units.

(b) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

	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
<b>Total managed and franchised (a)</b>	<b>567</b>	<b>153,954</b>	<b>586</b>	<b>157,284</b>	<b>594</b>	<b>158,608</b>	<b>605</b>	<b>161,737</b>
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
<b>Total managed and franchised (a)</b>	<b>529</b>	<b>146,175</b>	<b>537</b>	<b>147,492</b>	<b>547</b>	<b>150,203</b>	<b>560</b>	<b>152,986</b>
Vacation ownership.....	15		15		15		16	
Residential.....	10		11		11		11	
	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
<b>Total managed and franchised (a)</b>	<b>483</b>	<b>134,986</b>	<b>499</b>	<b>139,713</b>	<b>510</b>	<b>141,592</b>	<b>523</b>	<b>145,324</b>
Vacation ownership.....	15		15		15		15	
Residential.....	10		10		10		10	
	2012							
	Q1		Q2		Q3		Q4	
<b>Total managed and franchised (a)</b>	<b>465</b>	<b>131,496</b>	<b>469</b>	<b>133,134</b>	<b>473</b>	<b>133,799</b>	<b>475</b>	<b>133,079</b>
Vacation ownership.....	15		15		15		15	
Residential.....	8		8		8		10	
	2011							
	Q1		Q2		Q3		Q4	
<b>Total managed and franchised (a)</b>	<b>428</b>	<b>124,452</b>	<b>433</b>	<b>125,281</b>	<b>455</b>	<b>128,664</b>	<b>460</b>	<b>130,534</b>
Vacation ownership.....	15		15		15		15	
Residential.....	8		8		8		8	
	2010							
	Q1		Q2		Q3		Q4	
<b>Total managed and franchised (a)</b>	<b>409</b>	<b>121,753</b>	<b>421</b>	<b>123,833</b>	<b>423</b>	<b>124,143</b>	<b>429</b>	<b>125,306</b>
Vacation ownership.....	15		15		15		15	
Residential.....	10		9		9		9	
	2009							
							Q4	
<b>Total managed and franchised (a)</b>							<b>399</b>	<b>120,031</b>
Vacation ownership.....							15	
Residential.....							10	

(a) Figures do not include vacation ownership, residential, or condominium ownership units.

(b) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

System-wide Comparable Managed and Franchised Hotels Statistics (unaudited) <sup>(a) (b) (c) (d)</sup>

(includes owned and leased hotels)

	2021				
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 129.45				
Occupancy <sup>(b)</sup> .....	35.4%				
RevPAR <sup>(b)</sup> .....	\$ 45.78				
RevPAR Change (in constant \$) <sup>(c)</sup> .....	(48.9%)				
2020					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 178.70	\$ 111.26	\$ 128.84	\$ 129.08	\$ 147.19
Occupancy <sup>(b)</sup> .....	51.2%	13.5%	29.8%	31.6%	31.6%
RevPAR <sup>(b)</sup> .....	\$ 91.53	\$ 15.01	\$ 38.45	\$ 40.77	\$ 46.49
RevPAR Change (in constant \$) <sup>(c)</sup> .....	(28.1%)	(89.4%)	(72.0%)	(68.9%)	(65.4%)
2019					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 185.77	\$ 186.04	\$ 178.27	\$ 181.74	\$ 182.97
Occupancy <sup>(b)</sup> .....	71.1%	77.7%	77.0%	72.0%	74.5%
RevPAR <sup>(b)</sup> .....	\$ 132.17	\$ 144.48	\$ 137.33	\$ 130.93	\$ 136.27
RevPAR Change (in constant \$) <sup>(c)</sup> .....	1.8%	1.3%	0.0%	(0.5%)	0.7%
2018					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 186.63	\$ 187.92	\$ 180.80	\$ 184.10	\$ 185.10
Occupancy <sup>(b)</sup> .....	72.4%	78.0%	77.6%	72.5%	75.2%
RevPAR <sup>(b)</sup> .....	\$ 135.20	\$ 146.64	\$ 140.29	\$ 133.52	\$ 139.24
RevPAR Change <sup>(c)</sup> .....	6.0%	4.6%	1.7%	0.1%	3.0%
RevPAR Change (in constant \$) <sup>(c)</sup> .....	4.3%	4.0%	2.8%	1.5%	3.1%
2017					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 181.69	\$ 182.07	\$ 178.01	\$ 183.83	\$ 181.62
Occupancy <sup>(b)</sup> .....	70.2%	77.0%	77.5%	72.6%	74.4%
RevPAR <sup>(b)</sup> .....	\$ 127.60	\$ 140.14	\$ 137.94	\$ 133.40	\$ 135.18
RevPAR Change <sup>(c)</sup> .....	4.4%	2.4%	1.7%	4.5%	3.3%
RevPAR Change (in constant \$) <sup>(c)</sup> .....	4.7%	2.9%	1.6%	3.8%	3.3%
2016					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 179.78	\$ 183.17	\$ 179.11	\$ 180.45	\$ 180.68
Occupancy <sup>(b)</sup> .....	69.5%	76.2%	76.8%	71.2%	73.4%
RevPAR <sup>(b)</sup> .....	\$ 124.92	\$ 139.50	\$ 137.59	\$ 128.54	\$ 132.67
RevPAR Change <sup>(c)</sup> .....	0.6%	1.5%	2.6%	1.6%	1.9%
RevPAR Change (in constant \$) <sup>(c)</sup> .....	2.2%	2.3%	2.5%	2.0%	2.5%

(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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

(d) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and the year ended December 31, 2020. Segment results for 2019 and prior periods have not been restated.

	2015				
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 181.42	\$ 183.63	\$ 179.06	\$ 180.56	\$ 180.74
Occupancy <sup>(b)</sup> .....	69.9%	76.3%	76.4%	70.9%	73.3%
RevPAR <sup>(b)</sup> .....	\$ 126.88	\$ 140.18	\$ 136.75	\$ 127.96	\$ 132.56
RevPAR Change <sup>(c)</sup> .....	4.6%	2.2%	1.6%	0.9%	2.3%
RevPAR Change (in constant \$) <sup>(c)</sup> .....	7.4%	5.6%	5.4%	3.8%	5.5%
2014					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 178.11	\$ 182.21	\$ 179.42	\$ 181.87	\$ 180.52
Occupancy <sup>(b)</sup> .....	69.3%	76.2%	76.0%	70.7%	73.1%
RevPAR <sup>(b)</sup> .....	\$ 123.49	\$ 138.92	\$ 136.33	\$ 128.61	\$ 131.98
RevPAR Change <sup>(c)</sup> .....	6.0%	5.5%	7.6%	3.1%	5.5%
RevPAR Change (in constant \$) <sup>(c)</sup> .....	7.7%	6.1%	8.0%	5.1%	6.7%
2013					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 175.09	\$ 175.88	\$ 170.23	\$ 177.40	\$ 174.08
Occupancy <sup>(b)</sup> .....	68.6%	75.5%	75.0%	70.7%	72.4%
RevPAR <sup>(b)</sup> .....	\$ 120.09	\$ 132.71	\$ 127.70	\$ 125.35	\$ 126.09
RevPAR Change <sup>(c)</sup> .....	2.4%	3.9%	4.3%	4.2%	3.7%
RevPAR Change (in constant \$) <sup>(c)</sup> .....	3.2%	4.6%	5.6%	5.9%	4.9%
2012					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 171.87	\$ 171.60	\$ 167.01	\$ 175.52	\$ 171.62
Occupancy <sup>(b)</sup> .....	68.3%	74.4%	73.2%	68.7%	71.1%
RevPAR <sup>(b)</sup> .....	\$ 117.31	\$ 127.73	\$ 122.33	\$ 120.54	\$ 122.04
RevPAR Change <sup>(c)</sup> .....	7.1%	6.8%	3.2%	4.2%	5.3%
RevPAR Change (in constant \$) <sup>(c)</sup> .....	7.4%	8.5%	4.7%	4.5%	6.3%
2011					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 167.28	\$ 166.84	\$ 162.58	\$ 171.12	\$ 167.13
Occupancy <sup>(b)</sup> .....	66.1%	72.5%	73.5%	68.2%	70.2%
RevPAR <sup>(b)</sup> .....	\$ 110.55	\$ 120.93	\$ 119.44	\$ 116.73	\$ 117.35
RevPAR Change <sup>(c)</sup> .....	9.5%	7.3%	8.2%	5.0%	7.4%
RevPAR Change (in constant \$) <sup>(c)</sup> .....	7.9%	4.5%	5.9%	5.0%	5.8%
2010					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 159.96	\$ 159.82	\$ 155.30	\$ 167.03	\$ 160.51
Occupancy <sup>(b)</sup> .....	63.7%	71.1%	71.2%	66.8%	68.3%
RevPAR <sup>(b)</sup> .....	\$ 101.98	\$ 113.59	\$ 110.58	\$ 111.59	\$ 109.55
RevPAR Change <sup>(c)</sup> .....	5.0%	11.5%	10.9%	7.5%	8.7%
RevPAR Change (in constant \$) <sup>(c)</sup> .....	2.1%	10.1%	10.0%	6.5%	7.2%
2009					
	Q1	Q2	Q3	Q4	YE
ADR <sup>(b)</sup> .....	\$ 168.03	\$ 158.89	\$ 149.98	\$ 161.44	\$ 159.25
Occupancy <sup>(b)</sup> .....	58.6%	64.6%	67.0%	64.5%	63.7%
RevPAR <sup>(b)</sup> .....	\$ 98.43	\$ 102.72	\$ 100.54	\$ 104.16	\$ 101.48
RevPAR Change <sup>(c)</sup> .....	-	-	-	(6.8%)	(18.7%)
RevPAR Change (in constant \$) <sup>(c)</sup> .....	-	-	-	(9.1%)	(17.1%)

(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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

(d) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and the year ended December 31, 2020. Segment results for 2019 and prior periods have not been restated.

Owned and Leased Hotels (unaudited) <sup>(a) (b)</sup>

	Properties	Rooms	Properties	Rooms	Properties	Rooms	Properties	Rooms
<b>2021</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
United States.....	25	12,607						
Other Americas.....	3	1,262						
EAME/SW Asia.....	7	1,435						
Select service hotels								
United States.....	1	171						
Other Americas.....	2	293						
EAME/SW Asia.....	1	330						
<b>Total owned and leased</b>	<b>39</b>	<b>16,098</b>						
<b>2020</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
United States.....	24	12,608	24	12,611	25	12,608	25	12,607
Other Americas.....	2	795	2	795	2	795	2	795
EAME/SW Asia.....	8	1,594	8	1,594	8	1,594	7	1,435
Select service hotels								
United States.....	1	171	1	171	1	171	1	171
Other Americas.....	2	293	2	293	2	293	2	293
EAME/SW Asia.....	1	330	1	330	1	330	1	330
<b>Total owned and leased</b>	<b>38</b>	<b>15,791</b>	<b>38</b>	<b>15,794</b>	<b>39</b>	<b>15,791</b>	<b>38</b>	<b>15,631</b>
<b>2019</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
United States.....	25	13,850	25	13,850	24	12,592	24	12,608
Other Americas.....	2	795	2	795	2	795	2	795
ASPAC.....	1	615	1	615	1	615	-	-
EAME/SW Asia.....	8	1,593	8	1,593	8	1,593	8	1,593
Select service hotels								
United States.....	1	171	1	171	1	171	1	171
Other Americas.....	2	293	2	293	2	293	2	293
EAME/SW Asia.....	1	330	1	330	1	330	1	330
<b>Total owned and leased</b>	<b>40</b>	<b>17,647</b>	<b>40</b>	<b>17,647</b>	<b>39</b>	<b>16,389</b>	<b>38</b>	<b>15,790</b>
<b>2018</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
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
<b>Total full service and select service hotels</b>	<b>35</b>	<b>16,616</b>	<b>37</b>	<b>16,914</b>	<b>38</b>	<b>17,382</b>	<b>37</b>	<b>17,235</b>
Wellness.....	3	399	3	399	3	399	3	410
<b>Total owned and leased</b>	<b>38</b>	<b>17,015</b>	<b>40</b>	<b>17,313</b>	<b>41</b>	<b>17,781</b>	<b>40</b>	<b>17,645</b>

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, or condominium ownership units.

(b) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

	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
<b>Total owned and leased</b>	<b>46</b>	<b>20,976</b>	<b>44</b>	<b>19,805</b>	<b>44</b>	<b>19,784</b>	<b>42</b>	<b>18,772</b>
	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
<b>Total owned and leased</b>	<b>42</b>	<b>20,317</b>	<b>42</b>	<b>20,496</b>	<b>42</b>	<b>20,296</b>	<b>43</b>	<b>20,595</b>
	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
<b>Total owned and leased</b>	<b>42</b>	<b>20,042</b>	<b>41</b>	<b>19,882</b>	<b>41</b>	<b>19,882</b>	<b>41</b>	<b>19,881</b>
	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
<b>Total owned and leased</b>	<b>87</b>	<b>26,627</b>	<b>87</b>	<b>26,628</b>	<b>88</b>	<b>26,838</b>	<b>43</b>	<b>20,542</b>

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, or condominium ownership units.

(b) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.



	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
<b>Total owned and leased</b>	<b>101</b>	<b>27,108</b>	<b>99</b>	<b>26,599</b>	<b>95</b>	<b>25,354</b>	<b>97</b>	<b>28,039</b>
	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
<b>Total owned and leased</b>	<b>108</b>	<b>27,197</b>	<b>109</b>	<b>27,953</b>	<b>109</b>	<b>27,954</b>	<b>103</b>	<b>27,349</b>
	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
<b>Total owned and leased</b>	<b>95</b>	<b>25,955</b>	<b>90</b>	<b>25,409</b>	<b>108</b>	<b>27,786</b>	<b>108</b>	<b>27,190</b>
	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
<b>Total owned and leased</b>	<b>102</b>	<b>28,315</b>	<b>102</b>	<b>28,380</b>	<b>100</b>	<b>27,756</b>	<b>96</b>	<b>26,488</b>
	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
<b>Total owned and leased</b>							<b>102</b>	<b>28,616</b>

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, or condominium ownership units.

(b) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

Comparable Owned and Leased Hotels Statistics (unaudited) <sup>(a)</sup> <sup>(b)</sup> <sup>(c)</sup> <sup>(d)</sup> <sup>(e)</sup>

		2021				
		Q1	Q2	Q3	Q4	YE
Comparable owned and leased hotels						
ADR <sup>(c)</sup> .....	\$	170.26				
Occupancy <sup>(c)</sup> .....		28.1%				
RevPAR <sup>(c)</sup> .....	\$	47.83				
RevPAR Change (in constant \$) <sup>(d)</sup> .....		(64.4%)				
		2020				
		Q1	Q2	Q3	Q4	YE
Comparable owned and leased hotels						
ADR <sup>(c)</sup> .....	\$	235.44	\$ 155.96	\$ 194.36	\$ 173.32	\$ 214.58
Occupancy <sup>(c)</sup> .....		55.3%	3.1%	14.6%	18.6%	22.9%
RevPAR <sup>(c)</sup> .....	\$	130.17	\$ 4.76	\$ 28.32	\$ 32.17	\$ 49.04
RevPAR Change (in constant \$) <sup>(d)</sup> .....		(25.8%)	(97.4%)	(83.1%)	(81.8%)	(72.2%)
		2019				
		Q1	Q2	Q3	Q4	YE
Comparable owned and leased hotels						
ADR <sup>(c)</sup> .....	\$	235.03	\$ 231.88	\$ 230.76	\$ 244.42	\$ 238.02
Occupancy <sup>(c)</sup> .....		74.0%	80.2%	78.9%	74.1%	76.8%
RevPAR <sup>(c)</sup> .....	\$	173.98	\$ 186.05	\$ 181.97	\$ 181.03	\$ 182.79
RevPAR Change (in constant \$) <sup>(d)</sup> .....		2.7%	2.3%	(0.1%)	1.4%	1.0%
		2018				
		Q1	Q2	Q3	Q4	YE
Comparable owned and leased hotels						
ADR <sup>(c)</sup> .....	\$	228.98	\$ 230.22	\$ 226.06	\$ 233.67	\$ 230.32
Occupancy <sup>(c)</sup> .....		74.5%	79.1%	79.2%	74.7%	76.9%
RevPAR <sup>(c)</sup> .....	\$	170.68	\$ 182.11	\$ 178.95	\$ 174.53	\$ 177.18
RevPAR Change <sup>(d)</sup> .....		3.5%	4.8%	4.9%	2.3%	3.9%
RevPAR Change (in constant \$) <sup>(d)</sup> .....		1.6%	4.1%	5.3%	3.0%	3.6%
		2017				
		Q1	Q2	Q3	Q4	YE
Comparable owned and leased hotels						
ADR <sup>(c)</sup> .....	\$	222.72	\$ 222.48	\$ 220.08	\$ 231.25	\$ 224.64
Occupancy <sup>(c)</sup> .....		74.0%	78.1%	77.3%	73.7%	75.9%
RevPAR <sup>(c)</sup> .....	\$	164.91	\$ 173.81	\$ 170.67	\$ 170.52	\$ 170.46
RevPAR Change <sup>(d)</sup> .....		1.9%	(1.7%)	(0.5%)	5.4%	1.0%
RevPAR Change (in constant \$) <sup>(d)</sup> .....		2.7%	(1.2%)	(1.1%)	4.1%	0.9%
		2016				
		Q1	Q2	Q3	Q4	YE
Comparable owned and leased hotels						
ADR <sup>(c)</sup> .....	\$	226.49	\$ 226.26	\$ 220.01	\$ 226.29	\$ 225.84
Occupancy <sup>(c)</sup> .....		74.2%	80.5%	79.7%	73.4%	76.9%
RevPAR <sup>(c)</sup> .....	\$	168.08	\$ 182.17	\$ 175.31	\$ 166.10	\$ 173.72
RevPAR Change <sup>(d)</sup> .....		2.4%	3.5%	0.3%	(1.4%)	1.2%
RevPAR Change (in constant \$) <sup>(d)</sup> .....		3.7%	4.5%	1.0%	(0.3%)	2.2%

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, 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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

(e) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and the year ended December 31, 2020. Segment results for 2019 and prior periods have not been restated.

	2015				
	Q1	Q2	Q3	Q4	YE
Comparable owned and leased hotels					
ADR <sup>(c)</sup> .....	\$ 221.81	\$ 218.44	\$ 217.91	\$ 225.80	\$ 221.00
Occupancy <sup>(c)</sup> .....	74.2%	79.1%	78.4%	72.5%	76.1%
RevPAR <sup>(c)</sup> .....	\$ 164.61	\$ 172.88	\$ 170.78	\$ 163.72	\$ 168.15
RevPAR Change <sup>(d)</sup> .....	3.8%	1.5%	2.5%	2.1%	2.4%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	6.5%	4.8%	5.9%	4.4%	5.4%
2014					
	Q1	Q2	Q3	Q4	YE
Comparable owned and leased hotels					
ADR <sup>(c)</sup> .....	\$ 214.49	\$ 213.55	\$ 210.58	\$ 217.26	\$ 214.13
Occupancy <sup>(c)</sup> .....	73.7%	79.2%	77.4%	73.4%	76.0%
RevPAR <sup>(c)</sup> .....	\$ 158.10	\$ 169.08	\$ 163.07	\$ 159.47	\$ 162.64
RevPAR Change <sup>(d)</sup> .....	6.5%	4.8%	7.6%	1.9%	5.4%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	6.3%	4.0%	7.3%	3.4%	5.2%
2013					
	Q1	Q2	Q3	Q4	YE
Full service					
ADR <sup>(c)</sup> .....	\$ 209.94	\$ 214.76	\$ 208.88	\$ 223.01	\$ 215.19
Occupancy <sup>(c)</sup> .....	69.7%	78.3%	78.3%	72.5%	74.7%
RevPAR <sup>(c)</sup> .....	\$ 146.42	\$ 168.18	\$ 163.50	\$ 161.60	\$ 160.78
RevPAR Change <sup>(d)</sup> .....	4.0%	7.0%	6.4%	6.8%	5.9%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	3.9%	6.9%	6.1%	6.3%	5.7%
Select service					
ADR <sup>(c)</sup> .....	\$ 100.97	\$ 106.71	\$ 106.55	\$ 111.83	\$ 112.65
Occupancy <sup>(c)</sup> .....	72.1%	82.1%	79.5%	74.2%	77.8%
RevPAR <sup>(c)</sup> .....	\$ 72.80	\$ 87.57	\$ 84.70	\$ 82.93	\$ 87.63
RevPAR Change <sup>(d)</sup> .....	6.8%	7.6%	4.4%	3.9%	5.7%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	6.8%	7.6%	4.4%	3.9%	5.7%
Comparable owned and leased hotels					
ADR <sup>(c)</sup> .....	\$ 182.18	\$ 186.96	\$ 183.16	\$ 221.35	\$ 212.54
Occupancy <sup>(c)</sup> .....	70.3%	79.2%	78.6%	72.6%	74.8%
RevPAR <sup>(c)</sup> .....	\$ 128.12	\$ 148.15	\$ 143.92	\$ 160.78	\$ 159.05
RevPAR Change <sup>(d)</sup> .....	4.5%	7.1%	6.0%	6.2%	5.9%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	4.4%	7.1%	5.8%	5.9%	5.7%
2012					
	Q1	Q2	Q3	Q4	YE
Full service					
ADR <sup>(c)</sup> .....	\$ 200.47	\$ 200.18	\$ 203.28	\$ 214.23	\$ 205.90
Occupancy <sup>(c)</sup> .....	70.2%	78.5%	76.3%	70.7%	73.7%
RevPAR <sup>(c)</sup> .....	\$ 140.77	\$ 157.23	\$ 155.12	\$ 151.36	\$ 151.75
RevPAR Change <sup>(d)</sup> .....	9.0%	8.0%	4.5%	7.2%	7.1%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	9.5%	10.1%	6.5%	7.3%	8.3%
Select service					
ADR <sup>(c)</sup> .....	\$ 103.58	\$ 108.29	\$ 108.58	\$ 106.58	\$ 106.87
Occupancy <sup>(c)</sup> .....	71.8%	80.9%	82.7%	74.9%	77.6%
RevPAR <sup>(c)</sup> .....	\$ 74.36	\$ 87.66	\$ 89.83	\$ 79.82	\$ 82.93
RevPAR Change <sup>(d)</sup> .....	4.3%	5.4%	5.1%	9.5%	6.6%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	4.3%	5.4%	5.1%	9.5%	6.6%
Comparable owned and leased hotels					
ADR <sup>(c)</sup> .....	\$ 172.76	\$ 173.22	\$ 173.03	\$ 180.21	\$ 174.74
Occupancy <sup>(c)</sup> .....	70.7%	79.2%	78.2%	71.9%	74.9%
RevPAR <sup>(c)</sup> .....	\$ 122.07	\$ 137.25	\$ 135.39	\$ 129.64	\$ 130.86
RevPAR Change <sup>(d)</sup> .....	8.3%	7.6%	4.6%	7.5%	7.0%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	8.7%	9.4%	6.3%	7.5%	8.1%

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, 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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

(e) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and the year ended December 31, 2020. Segment results for 2019 and prior periods have not been restated.

	2011				
	Q1	Q2	Q3	Q4	YE
<b>Full service</b>					
ADR <sup>(c)</sup> .....	\$ 200.35	\$ 199.38	\$ 194.64	\$ 204.01	\$ 199.44
Occupancy <sup>(c)</sup> .....	65.2%	73.8%	76.4%	68.8%	71.1%
RevPAR <sup>(c)</sup> .....	\$ 130.54	\$ 147.08	\$ 148.80	\$ 140.36	\$ 141.74
RevPAR Change <sup>(d)</sup> .....	0.5%	5.2%	9.0%	6.6%	5.5%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(0.3%)	2.3%	6.3%	6.5%	3.7%
<b>Select service</b>					
ADR <sup>(c)</sup> .....	\$ 93.36	\$ 92.27	\$ 92.01	\$ 90.11	\$ 91.21
Occupancy <sup>(c)</sup> .....	71.2%	81.4%	82.6%	72.8%	77.5%
RevPAR <sup>(c)</sup> .....	\$ 66.50	\$ 75.10	\$ 75.99	\$ 65.64	\$ 70.70
RevPAR Change <sup>(d)</sup> .....	10.1%	9.5%	10.5%	2.8%	8.4%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	10.1%	9.5%	10.5%	2.8%	8.4%
<b>Comparable owned and leased hotels</b>					
ADR <sup>(c)</sup> .....	\$ 171.68	\$ 170.47	\$ 167.34	\$ 178.19	\$ 174.36
Occupancy <sup>(c)</sup> .....	66.7%	75.7%	78.0%	69.7%	72.5%
RevPAR <sup>(c)</sup> .....	\$ 114.47	\$ 129.02	\$ 130.51	\$ 124.16	\$ 126.35
RevPAR Change <sup>(d)</sup> .....	2.0%	5.9%	9.2%	6.0%	5.9%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	1.4%	3.3%	6.9%	6.0%	4.4%
2010					
	Q1	Q2	Q3	Q4	YE
<b>Full service</b>					
ADR <sup>(c)</sup> .....	\$ 191.19	\$ 185.06	\$ 180.61	\$ 197.59	\$ 190.83
Occupancy <sup>(c)</sup> .....	65.3%	73.2%	73.2%	65.3%	69.5%
RevPAR <sup>(c)</sup> .....	\$ 124.82	\$ 135.43	\$ 132.12	\$ 129.04	\$ 132.64
RevPAR Change <sup>(d)</sup> .....	11.1%	9.8%	6.6%	2.9%	7.8%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	9.0%	9.5%	7.1%	3.2%	7.4%
<b>Select service</b>					
ADR <sup>(c)</sup> .....	\$ 89.84	\$ 87.62	\$ 86.99	\$ 87.04	\$ 87.26
Occupancy <sup>(c)</sup> .....	69.0%	78.3%	79.0%	73.1%	74.8%
RevPAR <sup>(c)</sup> .....	\$ 62.03	\$ 68.58	\$ 68.75	\$ 63.67	\$ 65.28
RevPAR Change <sup>(d)</sup> .....	2.9%	8.6%	8.4%	10.5%	7.6%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	2.9%	8.6%	8.4%	10.5%	7.6%
<b>Comparable owned and leased hotels</b>					
ADR <sup>(c)</sup> .....	\$ 162.29	\$ 159.89	\$ 156.29	\$ 167.20	\$ 163.15
Occupancy <sup>(c)</sup> .....	66.3%	74.4%	74.6%	67.3%	70.8%
RevPAR <sup>(c)</sup> .....	\$ 107.63	\$ 119.01	\$ 116.58	\$ 112.51	\$ 115.59
RevPAR Change <sup>(d)</sup> .....	9.8%	9.6%	6.9%	4.1%	7.8%
RevPAR Change (in constant \$) <sup>(d)</sup> .....	8.1%	9.4%	7.3%	4.4%	7.5%
2009					
	Q1	Q2	Q3	Q4	YE
<b>Full service</b>					
ADR <sup>(c)</sup> .....	\$ 183.45	\$ 175.05	\$ 167.72	\$ 185.45	\$ 181.41
Occupancy <sup>(c)</sup> .....	58.1%	66.5%	69.9%	64.9%	65.2%
RevPAR <sup>(c)</sup> .....	\$ 106.62	\$ 116.32	\$ 117.20	\$ 120.37	\$ 118.29
RevPAR Change <sup>(d)</sup> .....	-	-	-	(6.1%)	(18.8%)
RevPAR Change (in constant \$) <sup>(d)</sup> .....	-	-	-	(8.1%)	(17.4%)
<b>Select service</b>					
ADR <sup>(c)</sup> .....	\$ 102.15	\$ 93.66	\$ 90.52	\$ 87.75	\$ 93.15
Occupancy <sup>(c)</sup> .....	59.0%	69.4%	72.2%	67.7%	67.1%
RevPAR <sup>(c)</sup> .....	\$ 60.27	\$ 64.96	\$ 65.34	\$ 59.38	\$ 62.49
RevPAR Change <sup>(d)</sup> .....	-	-	-	(9.7%)	(16.5%)
RevPAR Change (in constant \$) <sup>(d)</sup> .....	-	-	-	(9.7%)	(16.5%)
<b>Comparable owned and leased hotels</b>					
ADR <sup>(c)</sup> .....	\$ 162.77	\$ 153.93	\$ 147.60	\$ 158.23	\$ 157.06
Occupancy <sup>(c)</sup> .....	58.3%	67.2%	70.5%	65.7%	65.7%
RevPAR <sup>(c)</sup> .....	\$ 94.96	\$ 103.41	\$ 104.01	\$ 103.88	\$ 103.21
RevPAR Change <sup>(d)</sup> .....	-	-	-	(6.7%)	(18.4%)
RevPAR Change (in constant \$) <sup>(d)</sup> .....	-	-	-	(8.3%)	(17.3%)

(a) Figures do not include unconsolidated hospitality ventures, vacation ownership, residential, 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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

(e) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and the year ended December 31, 2020. Segment results for 2019 and prior periods have not been restated.

Total Americas Managed and Franchised Hotels (unaudited) <sup>(a) (b)</sup>  
*(includes owned and leased hotels)*

	Properties	Rooms	Properties	Rooms	Properties	Rooms	Properties	Rooms
<b>2021</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
United States Managed.....	142	63,372						
Other Americas Managed.....	25	8,918						
United States Franchised.....	69	20,753						
Other Americas Franchised.....	5	924						
Subtotal.....	241	93,967						
Select service hotels								
United States Managed.....	43	6,400						
Other Americas Managed.....	13	1,857						
United States Franchised.....	391	54,023						
Other Americas Franchised.....	12	1,621						
Subtotal.....	459	63,901						
<b>Total full service and select service hotels</b>	<b>700</b>	<b>157,868</b>						
<b>2020</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
United States Managed.....	136	63,089	137	63,393	138	63,053	139	63,362
Other Americas Managed.....	25	8,915	25	8,915	25	8,915	25	8,916
United States Franchised.....	62	18,338	64	18,732	65	19,130	68	20,620
Other Americas Franchised.....	6	968	5	924	5	924	5	924
Subtotal.....	229	91,310	231	91,964	233	92,022	237	93,822
Select service hotels								
United States Managed.....	50	7,320	50	7,320	46	6,810	42	6,275
Other Americas Managed.....	12	1,734	12	1,734	13	1,857	13	1,857
United States Franchised.....	352	48,660	356	49,193	372	51,338	379	52,291
Other Americas Franchised.....	7	955	7	955	11	1,473	12	1,621
Subtotal.....	421	58,669	425	59,202	442	61,478	446	62,044
<b>Total full service and select service hotels</b>	<b>650</b>	<b>149,979</b>	<b>656</b>	<b>151,166</b>	<b>675</b>	<b>153,500</b>	<b>683</b>	<b>155,866</b>
<b>2019</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
United States Managed.....	141	62,949	137	61,972	136	61,871	134	62,787
Other Americas Managed.....	26	9,012	26	9,012	26	9,016	26	9,020
United States Franchised.....	57	17,977	57	17,977	59	18,633	61	19,388
Other Americas Franchised.....	5	828	5	828	6	968	6	968
Subtotal.....	229	90,766	225	89,789	227	90,488	227	92,163
Select service hotels								
United States Managed.....	48	6,917	47	6,790	49	7,155	50	7,320
Other Americas Managed.....	10	1,476	10	1,476	10	1,476	12	1,734
United States Franchised.....	326	44,965	336	46,256	341	46,890	349	48,256
Other Americas Franchised.....	7	955	7	955	7	955	7	955
Subtotal.....	391	54,313	400	55,477	407	56,476	418	58,265
<b>Total full service and select service hotels</b>	<b>620</b>	<b>145,079</b>	<b>625</b>	<b>145,266</b>	<b>634</b>	<b>146,964</b>	<b>645</b>	<b>150,428</b>
<b>2018</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
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
<b>Total full service and select service hotels</b>	<b>531</b>	<b>127,077</b>	<b>542</b>	<b>130,045</b>	<b>549</b>	<b>131,120</b>	<b>609</b>	<b>143,344</b>

(a) Figures do not include vacation ownership, residential, or condominium ownership units.

(b) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

	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
<b>Total full service and select service hotels</b>	<b>495</b>	<b>120,291</b>	<b>509</b>	<b>122,177</b>	<b>515</b>	<b>123,251</b>	<b>527</b>	<b>126,534</b>
	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
<b>Total full service and select service hotels</b>	<b>462</b>	<b>114,709</b>	<b>469</b>	<b>116,014</b>	<b>478</b>	<b>117,403</b>	<b>491</b>	<b>119,749</b>
	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
<b>Total full service and select service hotels</b>	<b>423</b>	<b>108,454</b>	<b>438</b>	<b>110,986</b>	<b>443</b>	<b>111,737</b>	<b>450</b>	<b>113,034</b>
	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
<b>Total full service and select service hotels</b>	<b>402</b>	<b>105,548</b>	<b>405</b>	<b>105,914</b>	<b>412</b>	<b>107,189</b>	<b>420</b>	<b>108,261</b>

(a) Figures do not include vacation ownership, residential, or condominium ownership units.

(b) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

	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
<b>Total full service and select service hotels</b>	<b>372</b>	<b>98,616</b>	<b>379</b>	<b>100,348</b>	<b>387</b>	<b>101,714</b>	<b>398</b>	<b>105,030</b>
	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
<b>Total full service and select service hotels</b>	<b>361</b>	<b>96,852</b>	<b>366</b>	<b>98,843</b>	<b>368</b>	<b>98,775</b>	<b>368</b>	<b>97,862</b>
	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
<b>Total full service and select service hotels</b>	<b>334</b>	<b>92,266</b>	<b>337</b>	<b>92,816</b>	<b>356</b>	<b>95,340</b>	<b>357</b>	<b>95,978</b>
	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
<b>Total full service and select service hotels</b>	<b>314</b>	<b>88,672</b>	<b>326</b>	<b>90,757</b>	<b>328</b>	<b>91,079</b>	<b>332</b>	<b>91,717</b>
	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
<b>Total full service and select service hotels</b>							<b>304</b>	<b>87,047</b>

(a) Figures do not include vacation ownership, residential, or condominium ownership units.

(b) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and 2019, and the years ended December 31, 2020 and December 31, 2019. Segment results for 2018 and prior periods have not been restated.

Americas Comparable Managed and Franchised Hotels Statistics (unaudited) <sup>(a) (b) (c) (d)</sup>  
*(includes owned and leased hotels)*

	2021				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 166.18				
Occupancy <sup>(c)</sup> .....	26.3%				
RevPAR <sup>(c)</sup> .....	\$ 43.62				
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(61.8%)				
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 99.46				
Occupancy <sup>(c)</sup> .....	48.4%				
RevPAR <sup>(c)</sup> .....	\$ 48.17				
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(34.7%)				
	2020				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 212.06	\$ 138.90	\$ 155.45	\$ 158.32	\$ 186.83
Occupancy <sup>(c)</sup> .....	54.3%	5.2%	17.7%	19.4%	24.2%
RevPAR <sup>(c)</sup> .....	\$ 115.25	\$ 7.29	\$ 27.55	\$ 30.70	\$ 45.13
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(24.2%)	(95.7%)	(82.7%)	(79.4%)	(71.3%)
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 132.59	\$ 98.10	\$ 105.05	\$ 95.69	\$ 110.93
Occupancy <sup>(c)</sup> .....	56.7%	21.6%	44.3%	42.7%	41.3%
RevPAR <sup>(c)</sup> .....	\$ 75.17	\$ 21.22	\$ 46.51	\$ 40.84	\$ 45.83
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(22.9%)	(81.2%)	(57.8%)	(57.3%)	(55.9%)
	2019				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 216.65	\$ 215.63	\$ 205.11	\$ 209.83	\$ 211.75
Occupancy <sup>(c)</sup> .....	71.8%	79.9%	77.6%	70.5%	74.9%
RevPAR <sup>(c)</sup> .....	\$ 155.54	\$ 172.28	\$ 159.14	\$ 147.84	\$ 158.68
RevPAR Change (in constant \$) <sup>(b)</sup> .....	3.1%	2.5%	1.5%	(0.6%)	1.7%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 138.85	\$ 142.25	\$ 139.03	\$ 133.84	\$ 138.60
Occupancy <sup>(c)</sup> .....	71.9%	80.1%	79.2%	71.8%	75.7%
RevPAR <sup>(c)</sup> .....	\$ 99.78	\$ 113.89	\$ 110.04	\$ 96.13	\$ 104.97
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(1.5%)	(2.4%)	(2.4%)	(1.8%)	(2.0%)
	2018				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 208.60	\$ 211.71	\$ 203.20	\$ 209.05	\$ 208.96
Occupancy <sup>(c)</sup> .....	73.1%	80.2%	78.4%	72.0%	75.9%
RevPAR <sup>(c)</sup> .....	\$ 152.52	\$ 169.79	\$ 159.26	\$ 150.45	\$ 158.67
RevPAR Change <sup>(b)</sup> .....	3.2%	3.8%	2.3%	2.7%	2.9%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	3.1%	4.0%	3.0%	3.4%	3.3%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 139.09	\$ 143.12	\$ 140.19	\$ 134.94	\$ 139.52
Occupancy <sup>(c)</sup> .....	74.3%	81.6%	80.1%	72.1%	77.1%
RevPAR <sup>(c)</sup> .....	\$ 103.31	\$ 116.73	\$ 112.34	\$ 97.30	\$ 107.60
RevPAR Change <sup>(b)</sup> .....	3.7%	2.6%	(0.8%)	(3.8%)	0.4%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	3.6%	2.6%	(0.7%)	(3.7%)	0.4%

(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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

(d) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and the year ended December 31, 2020. Segment results for 2019 and prior periods have not been restated.



	2017				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 206.80	\$ 205.82	\$ 198.09	\$ 204.69	\$ 204.59
Occupancy <sup>(c)</sup> .....	71.4%	79.5%	78.6%	71.6%	75.4%
RevPAR <sup>(c)</sup> .....	\$ 147.75	\$ 163.55	\$ 155.64	\$ 146.57	\$ 154.20
RevPAR Change <sup>(b)</sup> .....	5.0%	1.4%	(0.1%)	3.4%	2.4%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	5.1%	1.6%	(0.3%)	3.3%	2.4%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 136.98	\$ 140.05	\$ 138.25	\$ 135.92	\$ 137.90
Occupancy <sup>(c)</sup> .....	72.8%	81.2%	81.9%	74.4%	77.7%
RevPAR <sup>(c)</sup> .....	\$ 99.67	\$ 113.76	\$ 113.23	\$ 101.16	\$ 107.19
RevPAR Change <sup>(b)</sup> .....	3.8%	1.8%	1.7%	4.5%	2.9%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	3.9%	1.8%	1.7%	4.5%	2.9%
2016					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 199.44	\$ 203.73	\$ 198.22	\$ 200.54	\$ 200.71
Occupancy <sup>(c)</sup> .....	71.2%	79.9%	79.4%	70.8%	75.3%
RevPAR <sup>(c)</sup> .....	\$ 142.02	\$ 162.81	\$ 157.41	\$ 142.00	\$ 151.17
RevPAR Change <sup>(b)</sup> .....	1.3%	2.8%	3.6%	1.5%	2.3%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	2.2%	3.4%	3.8%	1.9%	2.8%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 132.47	\$ 137.93	\$ 137.18	\$ 132.54	\$ 135.27
Occupancy <sup>(c)</sup> .....	73.3%	81.6%	81.3%	73.0%	77.3%
RevPAR <sup>(c)</sup> .....	\$ 97.06	\$ 112.61	\$ 111.56	\$ 96.77	\$ 104.61
RevPAR Change <sup>(b)</sup> .....	6.7%	6.8%	4.6%	3.2%	5.3%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	6.8%	6.9%	4.6%	3.2%	5.4%
2015					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 193.77	\$ 198.03	\$ 193.46	\$ 196.10	\$ 195.37
Occupancy <sup>(c)</sup> .....	72.1%	80.0%	78.8%	71.0%	75.5%
RevPAR <sup>(c)</sup> .....	\$ 139.74	\$ 158.48	\$ 152.45	\$ 139.30	\$ 147.50
RevPAR Change <sup>(b)</sup> .....	7.5%	6.3%	4.0%	4.2%	5.5%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	8.3%	7.3%	5.3%	5.4%	6.6%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 128.44	\$ 130.88	\$ 130.58	\$ 126.48	\$ 129.13
Occupancy <sup>(c)</sup> .....	72.2%	80.1%	80.9%	73.6%	76.7%
RevPAR <sup>(c)</sup> .....	\$ 92.73	\$ 104.85	\$ 105.60	\$ 93.07	\$ 99.04
RevPAR Change <sup>(b)</sup> .....	10.1%	7.2%	7.2%	6.4%	7.7%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	10.1%	7.2%	7.2%	6.4%	7.7%
2014					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 184.59	\$ 188.49	\$ 186.19	\$ 188.62	\$ 186.87
Occupancy <sup>(c)</sup> .....	70.6%	78.9%	78.5%	70.6%	74.7%
RevPAR <sup>(c)</sup> .....	\$ 130.38	\$ 148.75	\$ 146.10	\$ 133.17	\$ 139.52
RevPAR Change <sup>(b)</sup> .....	7.7%	5.6%	8.4%	5.0%	6.6%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	8.6%	6.3%	8.8%	5.8%	7.3%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 117.41	\$ 121.71	\$ 123.52	\$ 121.12	\$ 121.12
Occupancy <sup>(c)</sup> .....	72.5%	80.7%	80.2%	72.3%	76.5%
RevPAR <sup>(c)</sup> .....	\$ 85.17	\$ 98.24	\$ 99.11	\$ 87.60	\$ 92.65
RevPAR Change <sup>(b)</sup> .....	7.0%	8.4%	9.7%	7.3%	8.1%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	7.0%	8.4%	9.7%	7.3%	8.2%

(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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

(d) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and the year ended December 31, 2020. Segment results for 2019 and prior periods have not been restated.

	2013				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 177.47	\$ 182.03	\$ 175.59	\$ 179.86	\$ 178.81
Occupancy <sup>(c)</sup> .....	69.2%	77.7%	78.1%	70.3%	73.9%
RevPAR <sup>(c)</sup> .....	\$ 122.74	\$ 141.48	\$ 137.11	\$ 126.51	\$ 132.14
RevPAR Change <sup>(b)</sup> .....	2.6%	5.5%	7.3%	6.7%	5.6%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	2.8%	5.6%	7.7%	7.3%	5.9%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 110.08	\$ 110.40	\$ 110.57	\$ 108.13	\$ 109.82
Occupancy <sup>(c)</sup> .....	72.4%	79.8%	79.1%	73.2%	76.1%
RevPAR <sup>(c)</sup> .....	\$ 79.70	\$ 88.09	\$ 87.45	\$ 79.16	\$ 83.61
RevPAR Change <sup>(b)</sup> .....	6.4%	6.0%	4.5%	4.0%	5.2%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	6.4%	6.0%	4.5%	4.0%	5.2%
2012					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 171.67	\$ 173.54	\$ 168.82	\$ 174.54	\$ 172.46
Occupancy <sup>(c)</sup> .....	70.3%	77.5%	75.9%	68.1%	72.9%
RevPAR <sup>(c)</sup> .....	\$ 120.60	\$ 134.56	\$ 128.12	\$ 118.81	\$ 125.67
RevPAR Change <sup>(b)</sup> .....	8.2%	8.6%	4.0%	5.3%	6.5%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	-	-	-	5.4%	6.8%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 104.03	\$ 104.57	\$ 105.00	\$ 103.46	\$ 104.29
Occupancy <sup>(c)</sup> .....	70.9%	78.6%	78.7%	72.3%	75.1%
RevPAR <sup>(c)</sup> .....	\$ 73.77	\$ 82.18	\$ 82.59	\$ 74.75	\$ 78.33
RevPAR Change <sup>(b)</sup> .....	7.2%	6.4%	6.0%	8.7%	7.0%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	-	-	-	8.7%	7.0%
2011					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 166.53	\$ 165.77	\$ 161.39	\$ 166.21	\$ 164.87
Occupancy <sup>(c)</sup> .....	66.7%	74.8%	76.2%	67.6%	71.3%
RevPAR <sup>(c)</sup> .....	\$ 111.02	\$ 124.07	\$ 123.00	\$ 112.28	\$ 117.61
RevPAR Change <sup>(b)</sup> .....	8.7%	5.6%	7.8%	6.5%	7.1%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 98.38	\$ 97.11	\$ 96.91	\$ 95.74	\$ 97.02
Occupancy <sup>(c)</sup> .....	68.6%	77.6%	77.8%	69.7%	73.4%
RevPAR <sup>(c)</sup> .....	\$ 67.45	\$ 75.33	\$ 75.42	\$ 66.70	\$ 71.24
RevPAR Change <sup>(b)</sup> .....	11.6%	9.6%	8.8%	5.5%	8.8%
2010					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 157.64	\$ 159.39	\$ 153.78	\$ 160.37	\$ 157.72
Occupancy <sup>(c)</sup> .....	64.2%	73.1%	73.3%	64.9%	68.9%
RevPAR <sup>(c)</sup> .....	\$ 101.17	\$ 116.53	\$ 112.77	\$ 104.11	\$ 108.67
RevPAR Change <sup>(b)</sup> .....	(1.9%)	7.2%	7.9%	4.4%	4.5%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 94.41	\$ 93.03	\$ 92.68	\$ 91.32	\$ 92.79
Occupancy <sup>(c)</sup> .....	65.0%	73.7%	74.0%	68.8%	70.4%
RevPAR <sup>(c)</sup> .....	\$ 61.39	\$ 68.59	\$ 68.62	\$ 62.83	\$ 65.35
RevPAR Change <sup>(b)</sup> .....	2.6%	7.8%	9.1%	9.5%	7.3%
2009					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 169.61	\$ 159.72	\$ 148.42	\$ 154.61	\$ 157.70
Occupancy <sup>(c)</sup> .....	60.7%	67.5%	69.6%	63.8%	65.4%
RevPAR <sup>(c)</sup> .....	\$ 102.92	\$ 107.87	\$ 103.33	\$ 98.69	\$ 103.19
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 104.50	\$ 97.24	\$ 90.94	\$ 90.78	\$ 95.50
Occupancy <sup>(c)</sup> .....	57.9%	66.8%	70.5%	64.0%	64.8%
RevPAR <sup>(c)</sup> .....	\$ 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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

(d) Miraval wellness resorts are now reported in with full service hotels. This change has been reflected in the segment results for each of the quarters in 2020 and the year ended December 31, 2020. Segment results for 2019 and prior periods have not been restated.

Total ASPAC Managed and Franchised Hotels (unaudited) <sup>(a)</sup>  
*(includes owned and leased hotels)*

	Properties	Rooms	Properties	Rooms	Properties	Rooms	Properties	Rooms
<b>2021</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
Managed.....	118	40,096						
Franchised.....	9	2,803						
Subtotal.....	127	42,899						
Select service hotels								
Managed.....	28	5,135						
Franchised.....	6	1,169						
Subtotal.....	34	6,304						
<b>Total managed and franchised hotels</b>	<b>161</b>	<b>49,203</b>						
<b>2020</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
Managed.....	111	36,074	110	36,081	113	37,018	116	39,327
Franchised.....	6	1,933	7	2,248	8	2,520	8	2,520
Subtotal.....	117	38,007	117	38,329	121	39,538	124	41,847
Select service hotels								
Managed.....	28	5,142	29	5,363	29	5,378	29	5,378
Franchised.....	1	160	1	154	1	154	6	1,169
Subtotal.....	29	5,302	30	5,517	30	5,532	35	6,547
<b>Total managed and franchised hotels</b>	<b>146</b>	<b>43,309</b>	<b>147</b>	<b>43,846</b>	<b>151</b>	<b>45,070</b>	<b>159</b>	<b>48,394</b>
<b>2019</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
Managed.....	102	33,529	103	33,754	106	34,911	110	36,026
Franchised.....	4	1,591	4	1,708	5	1,758	6	1,933
Subtotal.....	106	35,120	107	35,462	111	36,669	116	37,959
Select service hotels								
Managed.....	24	4,057	26	4,429	28	4,982	29	5,307
Franchised.....	-	-	-	-	-	-	1	160
Subtotal.....	24	4,057	26	4,429	28	4,982	30	5,467
<b>Total managed and franchised hotels</b>	<b>130</b>	<b>39,177</b>	<b>133</b>	<b>39,891</b>	<b>139</b>	<b>41,651</b>	<b>146</b>	<b>43,426</b>
<b>2018</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
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
<b>Total managed and franchised hotels</b>	<b>100</b>	<b>33,451</b>	<b>102</b>	<b>33,979</b>	<b>107</b>	<b>35,383</b>	<b>129</b>	<b>39,064</b>
<b>2017</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
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
<b>Total managed and franchised hotels</b>	<b>84</b>	<b>30,050</b>	<b>90</b>	<b>31,217</b>	<b>91</b>	<b>31,565</b>	<b>98</b>	<b>32,992</b>

(a) Figures do not include vacation ownership, residential, or condominium ownership units.

	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
<b>Total managed and franchised hotels</b>	<b>73</b>	<b>26,837</b>	<b>78</b>	<b>27,829</b>	<b>81</b>	<b>28,790</b>	<b>83</b>	<b>29,781</b>
	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
<b>Total managed and franchised hotels</b>	<b>67</b>	<b>24,921</b>	<b>68</b>	<b>24,982</b>	<b>70</b>	<b>25,589</b>	<b>72</b>	<b>26,276</b>
	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
<b>Total managed and franchised hotels</b>	<b>60</b>	<b>22,575</b>	<b>63</b>	<b>23,172</b>	<b>65</b>	<b>24,410</b>	<b>67</b>	<b>25,086</b>
	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
<b>Total managed and franchised hotels</b>	<b>55</b>	<b>21,734</b>	<b>56</b>	<b>22,037</b>	<b>59</b>	<b>22,595</b>	<b>59</b>	<b>22,417</b>
	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
<b>Total managed and franchised hotels</b>	<b>53</b>	<b>20,858</b>	<b>52</b>	<b>20,505</b>	<b>54</b>	<b>21,238</b>	<b>53</b>	<b>21,004</b>
	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
<b>Total managed and franchised hotels</b>	<b>50</b>	<b>19,961</b>	<b>51</b>	<b>20,204</b>	<b>51</b>	<b>20,244</b>	<b>53</b>	<b>20,981</b>
	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
<b>Total managed and franchised hotels</b>	<b>51</b>	<b>20,373</b>	<b>51</b>	<b>20,372</b>	<b>51</b>	<b>20,365</b>	<b>51</b>	<b>20,364</b>
	2009							
							Q4	
Full service hotels								
Managed.....							49	19,288
Franchised.....							2	988
<b>Total managed and franchised hotels</b>							<b>51</b>	<b>20,276</b>

(a) Figures do not include vacation ownership, residential, or condominium ownership units.

ASPAC Comparable Managed and Franchised Hotels Statistics (unaudited) <sup>(a)</sup> <sup>(b)</sup> <sup>(c)</sup>  
 (includes owned and leased hotels)

	2021				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 150.72				
Occupancy <sup>(c)</sup> .....	37.5%				
RevPAR <sup>(c)</sup> .....	\$ 56.50				
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(19.8%)				
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 67.61				
Occupancy <sup>(c)</sup> .....	48.0%				
RevPAR <sup>(c)</sup> .....	\$ 32.44				
RevPAR Change (in constant \$) <sup>(b)</sup> .....	40.9%				
	2020				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 192.95	\$ 120.92	\$ 138.85	\$ 158.85	\$ 155.27
Occupancy <sup>(c)</sup> .....	36.3%	24.0%	42.4%	45.9%	37.3%
RevPAR <sup>(c)</sup> .....	\$ 70.12	\$ 29.04	\$ 58.93	\$ 72.85	\$ 57.85
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(48.0%)	(79.1%)	(58.9%)	(52.3%)	(59.5%)
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 78.71	\$ 63.82	\$ 65.66	\$ 69.85	\$ 68.87
Occupancy <sup>(c)</sup> .....	30.6%	34.2%	57.9%	60.2%	45.8%
RevPAR <sup>(c)</sup> .....	\$ 24.12	\$ 21.84	\$ 38.03	\$ 42.03	\$ 31.55
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(47.5%)	(58.0%)	(29.3%)	(31.1%)	(40.7%)
	2019				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 207.29	\$ 197.86	\$ 190.80	\$ 205.26	\$ 200.57
Occupancy <sup>(c)</sup> .....	71.6%	74.8%	76.3%	75.3%	74.5%
RevPAR <sup>(c)</sup> .....	\$ 148.46	\$ 148.02	\$ 145.55	\$ 154.63	\$ 149.35
RevPAR Change (in constant \$) <sup>(b)</sup> .....	1.2%	1.2%	(2.0%)	(3.5%)	(0.8%)
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 87.28	\$ 84.37	\$ 80.00	\$ 86.14	\$ 84.36
Occupancy <sup>(c)</sup> .....	63.6%	70.3%	70.3%	69.7%	68.5%
RevPAR <sup>(c)</sup> .....	\$ 55.55	\$ 59.33	\$ 56.23	\$ 60.03	\$ 57.79
RevPAR Change (in constant \$) <sup>(b)</sup> .....	14.2%	10.3%	5.7%	4.2%	8.4%
	2018				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 214.40	\$ 205.37	\$ 194.41	\$ 208.97	\$ 205.77
Occupancy <sup>(c)</sup> .....	71.3%	74.9%	77.7%	76.6%	75.4%
RevPAR <sup>(c)</sup> .....	\$ 152.83	\$ 153.85	\$ 150.97	\$ 160.04	\$ 155.13
RevPAR Change <sup>(b)</sup> .....	12.0%	7.8%	0.7%	(0.6%)	4.7%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	6.7%	4.2%	2.5%	2.1%	3.8%
	2017				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 201.25	\$ 196.38	\$ 196.71	\$ 213.54	\$ 202.24
Occupancy <sup>(c)</sup> .....	67.8%	72.7%	76.2%	75.4%	73.3%
RevPAR <sup>(c)</sup> .....	\$ 136.45	\$ 142.74	\$ 149.86	\$ 161.00	\$ 148.20
RevPAR Change <sup>(b)</sup> .....	5.0%	5.4%	5.0%	5.8%	5.4%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	5.2%	7.2%	6.3%	4.3%	5.8%
	2016				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 208.94	\$ 204.52	\$ 200.70	\$ 207.71	\$ 205.23
Occupancy <sup>(c)</sup> .....	63.5%	66.3%	70.7%	72.5%	68.4%
RevPAR <sup>(c)</sup> .....	\$ 132.64	\$ 135.57	\$ 141.93	\$ 150.65	\$ 140.28
RevPAR Change <sup>(b)</sup> .....	(1.6%)	0.2%	4.4%	4.3%	1.9%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	1.9%	1.4%	1.8%	3.6%	2.2%

(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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

(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 <sup>(c)</sup> .....	\$ 218.56	\$ 215.00	\$ 203.60	\$ 215.32	\$ 212.95	
Occupancy <sup>(c)</sup> .....	64.5%	66.8%	70.1%	70.3%	67.9%	
RevPAR <sup>(c)</sup> .....	\$ 140.92	\$ 143.66	\$ 142.74	\$ 151.36	\$ 144.69	
RevPAR Change <sup>(b)</sup> .....	-	(4.2%)	(5.6%)	(4.0%)	(3.5%)	
RevPAR Change (in constant \$) <sup>(b)</sup> .....	5.8%	2.2%	3.1%	2.1%	3.3%	
2014						
	Q1	Q2	Q3	Q4	YE	
Full service hotels						
ADR <sup>(c)</sup> .....	\$ 229.10	\$ 230.36	\$ 224.58	\$ 231.66	\$ 229.57	
Occupancy <sup>(c)</sup> .....	64.3%	67.0%	70.0%	71.0%	68.2%	
RevPAR <sup>(c)</sup> .....	\$ 147.21	\$ 154.43	\$ 157.16	\$ 164.50	\$ 156.66	
RevPAR Change <sup>(b)</sup> .....	2.4%	3.6%	3.5%	(0.9%)	2.0%	
RevPAR Change (in constant \$) <sup>(b)</sup> .....	7.3%	5.1%	4.1%	3.1%	4.9%	
2013						
	Q1	Q2	Q3	Q4	YE	
Full service hotels						
ADR <sup>(c)</sup> .....	\$ 231.82	\$ 229.60	\$ 221.84	\$ 237.50	\$ 231.26	
Occupancy <sup>(c)</sup> .....	63.7%	66.7%	68.1%	70.5%	67.0%	
RevPAR <sup>(c)</sup> .....	\$ 147.65	\$ 153.03	\$ 151.10	\$ 167.40	\$ 154.97	
RevPAR Change <sup>(b)</sup> .....	(2.6%)	(3.5%)	(3.0%)	(1.3%)	(2.6%)	
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(0.4%)	(0.7%)	2.1%	4.2%	1.3%	
2012						
	Q1	Q2	Q3	Q4	YE	
Full service hotels						
ADR <sup>(c)</sup> .....	\$ 236.27	\$ 237.41	\$ 229.64	\$ 245.02	\$ 237.13	
Occupancy <sup>(c)</sup> .....	63.9%	67.1%	67.9%	68.6%	66.9%	
RevPAR <sup>(c)</sup> .....	\$ 151.02	\$ 159.24	\$ 155.98	\$ 167.97	\$ 158.59	
RevPAR Change <sup>(b)</sup> .....	10.2%	8.8%	3.7%	3.1%	6.7%	
RevPAR Change (in constant \$) <sup>(b)</sup> .....	-	-	-	2.9%	6.9%	
2011						
	Q1	Q2	Q3	Q4	YE	
Full service hotels						
ADR <sup>(c)</sup> .....	\$ 218.59	\$ 228.70	\$ 226.36	\$ 237.47	\$ 226.43	
Occupancy <sup>(c)</sup> .....	65.9%	66.6%	68.5%	71.9%	68.2%	
RevPAR <sup>(c)</sup> .....	\$ 144.12	\$ 152.34	\$ 155.16	\$ 170.72	\$ 154.37	
RevPAR Change <sup>(b)</sup> .....	15.4%	8.7%	10.2%	6.3%	9.8%	
2010						
	Q1	Q2	Q3	Q4	YE	
Full service hotels						
ADR <sup>(c)</sup> .....	\$ 197.77	\$ 207.44	\$ 203.68	\$ 226.13	\$ 209.26	
Occupancy <sup>(c)</sup> .....	62.3%	65.9%	68.1%	70.7%	66.8%	
RevPAR <sup>(c)</sup> .....	\$ 123.16	\$ 136.65	\$ 138.74	\$ 159.80	\$ 139.72	
RevPAR Change <sup>(b)</sup> .....	25.3%	32.0%	23.8%	19.0%	24.5%	
2009						
	Q1	Q2	Q3	Q4	YE	
Full service hotels						
ADR <sup>(c)</sup> .....	\$ 187.60	\$ 188.04	\$ 186.24	\$ 204.05	\$ 191.99	
Occupancy <sup>(c)</sup> .....	54.0%	55.4%	61.0%	66.2%	59.2%	
RevPAR <sup>(c)</sup> .....	\$ 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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

(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) <sup>(a)</sup>  
*(includes owned and leased hotels)*

	Properties	Rooms	Properties	Rooms	Properties	Rooms	Properties	Rooms
<b>2021</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
EAME Managed.....	55	12,986						
SW Asia Managed.....	43	11,958						
EAME Franchised .....	11	2,122						
SW Asia Franchised .....	2	328						
Subtotal.....	111	27,394						
Select service hotels								
EAME Managed.....	6	1,163						
SW Asia Managed.....	10	1,488						
EAME Franchised .....	5	1,131						
Subtotal.....	21	3,782						
<b>Total managed and franchised hotels</b>	<b>132</b>	<b>31,176</b>						
<b>2020</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
EAME Managed.....	55	13,287	55	13,287	56	13,470	55	13,033
SW Asia Managed.....	41	11,246	41	11,246	42	11,646	42	11,645
EAME Franchised .....	9	1,773	9	1,773	8	1,727	11	2,126
SW Asia Franchised .....	2	328	2	328	2	328	2	328
Subtotal.....	107	26,634	107	26,634	108	27,171	110	27,132
Select service hotels								
EAME Managed.....	7	1,333	7	1,333	6	1,163	6	1,163
SW Asia Managed.....	11	1,586	11	1,586	11	1,586	11	1,586
EAME Franchised .....	3	633	3	633	4	803	5	1,131
Subtotal.....	21	3,552	21	3,552	21	3,552	22	3,880
<b>Total managed and franchised hotels</b>	<b>128</b>	<b>30,186</b>	<b>128</b>	<b>30,186</b>	<b>129</b>	<b>30,723</b>	<b>132</b>	<b>31,012</b>
<b>2019</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
Full service hotels								
EAME Managed.....	48	11,915	53	12,923	53	12,923	54	13,075
SW Asia Managed.....	37	10,543	37	10,541	37	10,541	41	11,248
EAME Franchised .....	5	967	8	1,536	8	1,536	9	1,770
SW Asia Franchised .....	1	248	1	248	1	248	2	328
Subtotal.....	91	23,673	99	25,248	99	25,248	106	26,421
Select service hotels								
EAME Managed.....	7	1,309	6	1,217	6	1,217	6	1,217
SW Asia Managed.....	9	1,180	10	1,382	10	1,382	11	1,586
EAME Franchised .....	2	451	2	443	2	443	2	443
Subtotal.....	18	2,940	18	3,042	18	3,042	19	3,246
<b>Total managed and franchised hotels</b>	<b>109</b>	<b>26,613</b>	<b>117</b>	<b>28,290</b>	<b>117</b>	<b>28,290</b>	<b>125</b>	<b>29,667</b>
<b>2018</b>								
	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
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
<b>Total managed and franchised hotels</b>	<b>97</b>	<b>24,302</b>	<b>100</b>	<b>24,886</b>	<b>98</b>	<b>24,475</b>	<b>105</b>	<b>25,799</b>

(a) Figures do not include vacation ownership, residential, or condominium ownership units.

		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
<b>Total managed and franchised hotels</b>		<b>85</b>	<b>21,920</b>	<b>87</b>	<b>22,232</b>	<b>88</b>	<b>22,444</b>	<b>94</b>	<b>23,387</b>
		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
<b>Total managed and franchised hotels</b>		<b>77</b>	<b>20,026</b>	<b>80</b>	<b>20,540</b>	<b>80</b>	<b>20,538</b>	<b>83</b>	<b>21,603</b>
		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
<b>Total managed hotels</b>		<b>72</b>	<b>18,698</b>	<b>75</b>	<b>19,435</b>	<b>76</b>	<b>19,428</b>	<b>77</b>	<b>20,026</b>
		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
<b>Total managed hotels</b>		<b>65</b>	<b>17,127</b>	<b>67</b>	<b>17,480</b>	<b>68</b>	<b>17,678</b>	<b>68</b>	<b>17,758</b>
		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
<b>Total managed hotels</b>		<b>56</b>	<b>14,636</b>	<b>64</b>	<b>17,328</b>	<b>64</b>	<b>17,283</b>	<b>64</b>	<b>16,952</b>

(a) Figures do not include vacation ownership, residential, or condominium ownership units.



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	
<b>Total managed hotels</b>							<b>54</b>	<b>14,213</b>	
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	
<b>Total managed hotels</b>	<b>44</b>	<b>12,225</b>	<b>45</b>	<b>12,261</b>	<b>48</b>	<b>13,080</b>	<b>50</b>	<b>13,575</b>	
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	
<b>Total managed hotels</b>	<b>44</b>	<b>12,708</b>	<b>44</b>	<b>12,704</b>	<b>44</b>	<b>12,699</b>	<b>46</b>	<b>13,225</b>	
2009									
								Q4	
Full service hotels									
EAME Managed.....							32	8,501	
SW Asia Managed.....							12	4,207	
<b>Total managed hotels</b>							<b>44</b>	<b>12,708</b>	

(a) Figures do not include vacation ownership, residential, or condominium ownership units.

EAME/SW Asia Comparable Managed and Franchised Hotels Statistics (unaudited) <sup>(a) (b) (c)</sup>  
*(includes owned and leased hotels)*

	2021				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 123.84				
Occupancy <sup>(c)</sup> .....	29.6%				
RevPAR <sup>(c)</sup> .....	\$ 36.68				
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(58.2%)				
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 63.30				
Occupancy <sup>(c)</sup> .....	45.3%				
RevPAR <sup>(c)</sup> .....	\$ 28.70				
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(46.7%)				
	2020				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 171.93	\$ 122.95	\$ 172.48	\$ 129.59	\$ 159.62
Occupancy <sup>(c)</sup> .....	51.3%	6.4%	18.6%	25.3%	25.7%
RevPAR <sup>(c)</sup> .....	\$ 88.16	\$ 7.81	\$ 32.03	\$ 32.76	\$ 41.00
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(22.5%)	(93.9%)	(76.1%)	(75.6%)	(68.1%)
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 90.44	\$ 89.10	\$ 84.65	\$ 66.35	\$ 78.06
Occupancy <sup>(c)</sup> .....	58.2%	14.6%	29.4%	34.7%	33.9%
RevPAR <sup>(c)</sup> .....	\$ 52.66	\$ 12.99	\$ 24.93	\$ 23.00	\$ 26.49
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(12.7%)	(80.2%)	(63.8%)	(64.8%)	(58.0%)
	2019				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 175.62	\$ 189.84	\$ 181.75	\$ 183.50	\$ 182.73
Occupancy <sup>(c)</sup> .....	67.9%	69.0%	71.5%	73.7%	70.6%
RevPAR <sup>(c)</sup> .....	\$ 119.20	\$ 131.07	\$ 130.00	\$ 135.31	\$ 128.94
RevPAR Change (in constant \$) <sup>(b)</sup> .....	3.0%	3.7%	1.6%	7.2%	3.9%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 91.72	\$ 90.70	\$ 83.45	\$ 91.80	\$ 89.34
Occupancy <sup>(c)</sup> .....	65.8%	72.7%	77.9%	73.9%	73.0%
RevPAR <sup>(c)</sup> .....	\$ 60.39	\$ 65.98	\$ 65.04	\$ 67.84	\$ 65.24
RevPAR Change (in constant \$) <sup>(b)</sup> .....	8.1%	2.2%	(0.6%)	5.2%	3.6%
	2018				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 188.51	\$ 194.15	\$ 187.72	\$ 181.00	\$ 187.68
Occupancy <sup>(c)</sup> .....	67.5%	65.9%	67.8%	69.5%	67.6%
RevPAR <sup>(c)</sup> .....	\$ 127.24	\$ 127.92	\$ 127.36	\$ 125.73	\$ 126.83
RevPAR Change <sup>(b)</sup> .....	13.0%	7.7%	6.4%	(1.8%)	6.1%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	7.0%	6.5%	11.0%	2.7%	6.8%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 100.16	\$ 96.24	\$ 88.51	\$ 89.68	\$ 93.10
Occupancy <sup>(c)</sup> .....	68.0%	75.5%	83.2%	73.6%	75.2%
RevPAR <sup>(c)</sup> .....	\$ 68.11	\$ 72.64	\$ 73.66	\$ 65.97	\$ 69.98
RevPAR Change <sup>(b)</sup> .....	12.7%	9.0%	1.2%	(5.0%)	4.6%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	6.1%	4.9%	2.8%	(2.0%)	3.4%

(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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

	2017				
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 176.67	\$ 186.72	\$ 186.50	\$ 190.39	\$ 185.08
Occupancy <sup>(c)</sup> .....	63.7%	63.6%	64.2%	67.3%	64.6%
RevPAR <sup>(c)</sup> .....	\$ 112.57	\$ 118.81	\$ 119.67	\$ 128.10	\$ 119.57
RevPAR Change <sup>(b)</sup> .....	1.0%	3.3%	5.6%	7.8%	4.5%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	3.1%	5.1%	3.5%	3.8%	3.9%
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 94.95	\$ 90.29	\$ 90.61	\$ 95.09	\$ 92.31
Occupancy <sup>(c)</sup> .....	63.6%	73.8%	80.3%	73.1%	72.5%
RevPAR <sup>(c)</sup> .....	\$ 60.42	\$ 66.63	\$ 72.76	\$ 69.48	\$ 66.90
RevPAR Change <sup>(b)</sup> .....	7.8%	16.9%	15.0%	9.0%	12.0%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	8.6%	17.2%	11.6%	5.0%	10.3%
2016					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 181.12	\$ 189.58	\$ 181.31	\$ 180.71	\$ 183.12
Occupancy <sup>(c)</sup> .....	62.5%	62.7%	64.4%	66.6%	64.0%
RevPAR <sup>(c)</sup> .....	\$ 113.19	\$ 118.93	\$ 116.70	\$ 120.27	\$ 117.28
RevPAR Change <sup>(b)</sup> .....	(10.0%)	(11.9%)	(9.7%)	(6.3%)	(7.6%)
RevPAR Change (in constant \$) <sup>(b)</sup> .....	(5.9%)	(9.9%)	(7.8%)	(3.4%)	(4.6%)
<b>Select service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 102.51	\$ 90.71	\$ 87.76	\$ 98.96	\$ 94.84
Occupancy <sup>(c)</sup> .....	63.0%	63.5%	71.1%	69.4%	66.8%
RevPAR <sup>(c)</sup> .....	\$ 64.55	\$ 57.59	\$ 62.44	\$ 68.67	\$ 63.32
RevPAR Change <sup>(b)</sup> .....	19.4%	8.0%	4.7%	3.9%	8.6%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	21.9%	7.7%	5.0%	4.9%	9.4%
2015					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 205.65	\$ 211.26	\$ 209.65	\$ 197.09	\$ 202.72
Occupancy <sup>(c)</sup> .....	64.0%	66.1%	63.8%	64.1%	63.5%
RevPAR <sup>(c)</sup> .....	\$ 131.66	\$ 139.58	\$ 133.85	\$ 126.32	\$ 128.78
RevPAR Change <sup>(b)</sup> .....	(8.1%)	(13.2%)	(7.5%)	(12.3%)	(10.3%)
RevPAR Change (in constant \$) <sup>(b)</sup> .....	1.4%	(0.2%)	6.2%	(4.0%)	0.8%
2014					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 227.07	\$ 243.68	\$ 230.41	\$ 222.93	\$ 231.49
Occupancy <sup>(c)</sup> .....	63.7%	66.8%	63.6%	67.6%	65.4%
RevPAR <sup>(c)</sup> .....	\$ 144.56	\$ 162.71	\$ 146.59	\$ 150.65	\$ 151.50
RevPAR Change <sup>(b)</sup> .....	3.0%	3.8%	7.2%	(3.2%)	2.1%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	5.3%	3.9%	7.8%	2.6%	5.0%
2013					
	Q1	Q2	Q3	Q4	YE
<b>Full service hotels</b>					
ADR <sup>(c)</sup> .....	\$ 244.57	\$ 236.96	\$ 229.12	\$ 248.10	\$ 235.82
Occupancy <sup>(c)</sup> .....	64.3%	67.3%	60.1%	66.5%	64.2%
RevPAR <sup>(c)</sup> .....	\$ 157.37	\$ 159.43	\$ 137.74	\$ 164.99	\$ 151.38
RevPAR Change <sup>(b)</sup> .....	4.6%	5.3%	1.2%	3.3%	3.7%
RevPAR Change (in constant \$) <sup>(b)</sup> .....	6.2%	6.1%	2.4%	5.0%	5.0%

(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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

(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 <sup>(c)</sup> .....	\$ 244.40	\$ 237.32	\$ 228.09	\$ 243.29	\$ 238.45
Occupancy <sup>(c)</sup> .....	59.1%	61.1%	56.8%	64.4%	60.4%
RevPAR <sup>(c)</sup> .....	\$ 144.53	\$ 145.10	\$ 129.59	\$ 156.63	\$ 143.97
RevPAR Change <sup>(b)</sup> .....	(1.8%)	(5.1%)	(4.1%)	(0.8%)	(2.9%)
RevPAR Change (in constant \$) <sup>(b)</sup> .....	-	-	-	1.1%	2.5%
	2011				
	Q1	Q2	Q3	Q4	YE
Full service hotels					
ADR <sup>(c)</sup> .....	\$ 253.70	\$ 260.01	\$ 243.56	\$ 253.89	\$ 252.90
Occupancy <sup>(c)</sup> .....	59.8%	62.0%	58.5%	63.1%	60.8%
RevPAR <sup>(c)</sup> .....	\$ 151.62	\$ 161.19	\$ 142.37	\$ 160.30	\$ 153.86
RevPAR Change <sup>(b)</sup> .....	3.5%	9.9%	6.7%	(3.1%)	4.0%
	2010				
	Q1	Q2	Q3	Q4	YE
Full service hotels					
ADR <sup>(c)</sup> .....	\$ 239.61	\$ 234.76	\$ 231.00	\$ 250.52	\$ 239.28
Occupancy <sup>(c)</sup> .....	62.3%	63.5%	58.9%	66.9%	62.9%
RevPAR <sup>(c)</sup> .....	\$ 149.22	\$ 149.16	\$ 136.08	\$ 167.69	\$ 150.55
RevPAR Change <sup>(b)</sup> .....	12.5%	8.9%	7.8%	2.0%	7.4%
	2009				
	Q1	Q2	Q3	Q4	YE
Full service hotels					
ADR <sup>(c)</sup> .....	\$ 242.86	\$ 230.76	\$ 227.00	\$ 248.77	\$ 237.72
Occupancy <sup>(c)</sup> .....	55.2%	59.4%	56.3%	66.5%	59.4%
RevPAR <sup>(c)</sup> .....	\$ 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 and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

System-wide Comparable Brand Statistics (unaudited) <sup>(a) (b) (c) (d) (e)</sup>  
*(includes owned, leased, managed and franchised hotels)*

	2021				
	Q1	Q2	Q3	Q4	YE
<b>Park Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 299.41				
Occupancy <sup>(e)</sup> .....	33.8%				
RevPAR <sup>(e)</sup> .....	\$ 101.29				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(36.1%)				
<b>Grand Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 155.09				
Occupancy <sup>(e)</sup> .....	33.7%				
RevPAR <sup>(e)</sup> .....	\$ 52.34				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(49.3%)				
<b>Andaz</b>					
ADR <sup>(e)</sup> .....	\$ 241.49				
Occupancy <sup>(e)</sup> .....	33.3%				
RevPAR <sup>(e)</sup> .....	\$ 80.33				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(47.9%)				
<b>Hyatt Regency</b>					
ADR <sup>(e)</sup> .....	\$ 129.00				
Occupancy <sup>(e)</sup> .....	27.6%				
RevPAR <sup>(e)</sup> .....	\$ 35.66				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(59.4%)				
<b>Hyatt Centric</b>					
ADR <sup>(e)</sup> .....	\$ 142.23				
Occupancy <sup>(e)</sup> .....	35.4%				
RevPAR <sup>(e)</sup> .....	\$ 50.42				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(51.7%)				
<b>Hyatt Place</b>					
ADR <sup>(e)</sup> .....	\$ 92.88				
Occupancy <sup>(e)</sup> .....	47.5%				
RevPAR <sup>(e)</sup> .....	\$ 44.13				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(32.1%)				
<b>Hyatt House</b>					
ADR <sup>(e)</sup> .....	\$ 104.11				
Occupancy <sup>(e)</sup> .....	50.9%				
RevPAR <sup>(e)</sup> .....	\$ 52.94				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(36.8%)				
<b>Composite Luxury <sup>(a)</sup></b>					
ADR <sup>(e)</sup> .....	\$ 197.34				
Occupancy <sup>(e)</sup> .....	32.6%				
RevPAR <sup>(e)</sup> .....	\$ 64.39				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(45.6%)				
<b>Composite Upper-UpScale <sup>(b)</sup></b>					
ADR <sup>(e)</sup> .....	\$ 129.60				
Occupancy <sup>(e)</sup> .....	28.2%				
RevPAR <sup>(e)</sup> .....	\$ 36.54				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(59.0%)				
<b>Composite Upscale <sup>(c)</sup></b>					
ADR <sup>(e)</sup> .....	\$ 95.50				
Occupancy <sup>(e)</sup> .....	48.3%				
RevPAR <sup>(e)</sup> .....	\$ 46.08				
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(33.3%)				

(a) Includes Park Hyatt, Miraval, Grand Hyatt, Allia, Andaz, The Unbound Collection by Hyatt, and Thompson Hotels.

(b) Includes Destination by Hyatt, Hyatt Regency, Hyatt, Hyatt Centric, and JdV by Hyatt.

(c) Includes Hyatt Place and Hyatt House.

(d) RevPAR change and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

	2020				
	Q1	Q2	Q3	Q4	YE
<b>Park Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 352.58	\$ 237.96	\$ 273.31	\$ 314.23	\$ 311.55
Occupancy <sup>(e)</sup> .....	44.0%	12.5%	25.9%	30.9%	28.7%
RevPAR <sup>(e)</sup> .....	\$ 154.96	\$ 29.81	\$ 70.91	\$ 97.02	\$ 89.29
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(30.9%)	(87.0%)	(69.3%)	(62.5%)	(62.3%)
<b>Grand Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 217.88	\$ 120.70	\$ 141.19	\$ 158.23	\$ 174.39
Occupancy <sup>(e)</sup> .....	46.8%	12.7%	25.8%	29.7%	28.8%
RevPAR <sup>(e)</sup> .....	\$ 102.05	\$ 15.38	\$ 36.48	\$ 47.06	\$ 50.20
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(37.3%)	(90.6%)	(76.6%)	(71.4%)	(68.9%)
<b>Andaz</b>					
ADR <sup>(e)</sup> .....	\$ 305.25	\$ 135.89	\$ 160.58	\$ 214.81	\$ 232.48
Occupancy <sup>(e)</sup> .....	57.0%	13.8%	29.7%	36.8%	34.3%
RevPAR <sup>(e)</sup> .....	\$ 174.11	\$ 18.72	\$ 47.77	\$ 79.14	\$ 79.85
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(25.0%)	(92.2%)	(78.9%)	(68.8%)	(66.4%)
<b>Hyatt Regency</b>					
ADR <sup>(e)</sup> .....	\$ 177.68	\$ 114.25	\$ 132.76	\$ 127.11	\$ 150.87
Occupancy <sup>(e)</sup> .....	50.4%	9.4%	23.1%	25.2%	27.1%
RevPAR <sup>(e)</sup> .....	\$ 89.51	\$ 10.69	\$ 30.71	\$ 31.99	\$ 40.83
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(27.0%)	(92.3%)	(77.1%)	(74.0%)	(68.6%)
<b>Hyatt Centric</b>					
ADR <sup>(e)</sup> .....	\$ 213.20	\$ 148.20	\$ 136.50	\$ 146.45	\$ 181.55
Occupancy <sup>(e)</sup> .....	55.1%	4.2%	18.1%	24.1%	25.6%
RevPAR <sup>(e)</sup> .....	\$ 117.45	\$ 6.27	\$ 24.65	\$ 35.32	\$ 46.45
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(25.7%)	(96.6%)	(85.2%)	(79.8%)	(72.9%)
<b>Hyatt Place</b>					
ADR <sup>(e)</sup> .....	\$ 123.28	\$ 90.75	\$ 98.15	\$ 89.56	\$ 103.12
Occupancy <sup>(e)</sup> .....	54.3%	20.9%	43.2%	42.5%	40.2%
RevPAR <sup>(e)</sup> .....	\$ 66.92	\$ 18.99	\$ 42.39	\$ 38.04	\$ 41.47
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(23.4%)	(81.2%)	(56.7%)	(56.2%)	(55.5%)
<b>Hyatt House</b>					
ADR <sup>(e)</sup> .....	\$ 145.79	\$ 105.36	\$ 111.00	\$ 101.54	\$ 118.45
Occupancy <sup>(e)</sup> .....	58.4%	25.9%	48.4%	46.3%	44.8%
RevPAR <sup>(e)</sup> .....	\$ 85.14	\$ 27.25	\$ 53.74	\$ 47.06	\$ 53.01
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(23.0%)	(78.7%)	(58.2%)	(57.4%)	(55.6%)
<b>Composite Luxury<sup>(a)</sup></b>					
ADR <sup>(e)</sup> .....	\$ 251.57	\$ 145.20	\$ 181.16	\$ 198.62	\$ 210.87
Occupancy <sup>(e)</sup> .....	46.8%	11.7%	25.9%	29.9%	28.7%
RevPAR <sup>(e)</sup> .....	\$ 117.76	\$ 17.02	\$ 46.86	\$ 59.42	\$ 60.43
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(33.0%)	(90.8%)	(74.1%)	(68.6%)	(66.9%)
<b>Composite Upper-Upscale<sup>(b)</sup></b>					
ADR <sup>(e)</sup> .....	\$ 179.50	\$ 115.02	\$ 133.17	\$ 127.72	\$ 152.38
Occupancy <sup>(e)</sup> .....	50.9%	9.0%	22.7%	25.0%	26.9%
RevPAR <sup>(e)</sup> .....	\$ 91.36	\$ 10.32	\$ 30.16	\$ 31.89	\$ 41.06
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(26.9%)	(92.7%)	(77.9%)	(74.9%)	(69.1%)
<b>Composite Upscale<sup>(c)</sup></b>					
ADR <sup>(e)</sup> .....	\$ 128.68	\$ 94.65	\$ 101.34	\$ 92.46	\$ 106.89
Occupancy <sup>(e)</sup> .....	55.2%	22.0%	44.4%	43.4%	41.2%
RevPAR <sup>(e)</sup> .....	\$ 71.05	\$ 20.87	\$ 44.97	\$ 40.08	\$ 44.08
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(23.3%)	(80.5%)	(57.1%)	(56.5%)	(55.5%)

(a) Includes Park Hyatt, Miraval, Grand Hyatt, Allia, Andaz, The Unbound Collection by Hyatt, Thompson Hotels, and one unbranded property that we will rebrand in 2021.

(b) Includes Destination by Hyatt, Hyatt Regency, Hyatt, Hyatt Centric, and JoV by Hyatt.

(c) Includes Hyatt Place and Hyatt House.

(d) RevPAR change and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

	2019				
	Q1	Q2	Q3	Q4	YE
<b>Park Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 346.18	\$ 335.97	\$ 324.21	\$ 354.27	\$ 340.05
Occupancy <sup>(e)</sup> .....	67.0%	70.1%	71.1%	70.8%	69.8%
RevPAR <sup>(e)</sup> .....	\$ 232.06	\$ 235.61	\$ 230.47	\$ 250.78	\$ 237.27
RevPAR Change (in constant \$) <sup>(d)</sup> .....	3.0%	2.4%	0.6%	4.5%	2.6%
<b>Grand Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 229.77	\$ 223.56	\$ 209.95	\$ 220.42	\$ 220.80
Occupancy <sup>(e)</sup> .....	74.4%	76.8%	76.9%	75.7%	76.0%
RevPAR <sup>(e)</sup> .....	\$ 170.95	\$ 171.70	\$ 161.36	\$ 166.94	\$ 167.71
RevPAR Change (in constant \$) <sup>(d)</sup> .....	3.8%	2.0%	0.9%	(2.2%)	1.1%
<b>Andaz</b>					
ADR <sup>(e)</sup> .....	\$ 307.06	\$ 309.47	\$ 288.60	\$ 311.80	\$ 304.25
Occupancy <sup>(e)</sup> .....	75.9%	78.4%	78.1%	80.6%	78.3%
RevPAR <sup>(e)</sup> .....	\$ 232.99	\$ 242.72	\$ 225.45	\$ 251.42	\$ 238.16
RevPAR Change (in constant \$) <sup>(d)</sup> .....	7.3%	8.9%	5.6%	3.6%	6.3%
<b>Hyatt Regency</b>					
ADR <sup>(e)</sup> .....	\$ 182.79	\$ 184.43	\$ 177.40	\$ 176.69	\$ 180.38
Occupancy <sup>(e)</sup> .....	69.8%	77.4%	76.2%	70.4%	73.5%
RevPAR <sup>(e)</sup> .....	\$ 127.66	\$ 142.83	\$ 135.22	\$ 124.46	\$ 132.58
RevPAR Change (in constant \$) <sup>(d)</sup> .....	1.5%	2.1%	0.5%	(0.4%)	1.0%
<b>Hyatt Centric</b>					
ADR <sup>(e)</sup> .....	\$ 224.80	\$ 253.59	\$ 229.44	\$ 247.66	\$ 239.02
Occupancy <sup>(e)</sup> .....	75.6%	82.3%	82.6%	76.0%	79.1%
RevPAR <sup>(e)</sup> .....	\$ 169.93	\$ 208.73	\$ 189.58	\$ 188.17	\$ 189.15
RevPAR Change (in constant \$) <sup>(d)</sup> .....	5.3%	4.6%	(1.2%)	(1.0%)	1.7%
<b>Hyatt Place</b>					
ADR <sup>(e)</sup> .....	\$ 127.72	\$ 130.73	\$ 125.92	\$ 123.05	\$ 126.93
Occupancy <sup>(e)</sup> .....	70.6%	78.3%	77.5%	70.8%	74.3%
RevPAR <sup>(e)</sup> .....	\$ 90.14	\$ 102.41	\$ 97.58	\$ 87.08	\$ 94.35
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(2.4%)	(3.2%)	(3.5%)	(1.6%)	(2.7%)
<b>Hyatt House</b>					
ADR <sup>(e)</sup> .....	\$ 157.23	\$ 160.10	\$ 159.94	\$ 150.98	\$ 157.27
Occupancy <sup>(e)</sup> .....	73.3%	82.5%	82.8%	75.5%	78.6%
RevPAR <sup>(e)</sup> .....	\$ 115.28	\$ 132.04	\$ 132.47	\$ 113.95	\$ 123.55
RevPAR Change (in constant \$) <sup>(d)</sup> .....	3.3%	1.6%	1.4%	(1.1%)	1.3%
<b>Composite Luxury <sup>(a)</sup></b>					
ADR <sup>(e)</sup> .....	\$ 257.92	\$ 252.16	\$ 238.28	\$ 253.95	\$ 250.46
Occupancy <sup>(e)</sup> .....	73.2%	75.7%	75.9%	75.3%	75.0%
RevPAR <sup>(e)</sup> .....	\$ 188.75	\$ 190.95	\$ 180.88	\$ 191.28	\$ 187.95
RevPAR Change (in constant \$) <sup>(d)</sup> .....	4.0%	2.9%	1.4%	0.1%	2.1%
<b>Composite Upper-Upscale <sup>(b)</sup></b>					
ADR <sup>(e)</sup> .....	\$ 185.06	\$ 188.50	\$ 180.45	\$ 180.75	\$ 183.81
Occupancy <sup>(e)</sup> .....	70.2%	77.5%	76.5%	70.7%	73.7%
RevPAR <sup>(e)</sup> .....	\$ 129.93	\$ 146.09	\$ 138.02	\$ 127.80	\$ 135.50
RevPAR Change (in constant \$) <sup>(d)</sup> .....	1.7%	2.1%	0.4%	(0.5%)	0.9%
<b>Composite Upscale <sup>(c)</sup></b>					
ADR <sup>(e)</sup> .....	\$ 134.65	\$ 137.71	\$ 134.05	\$ 129.71	\$ 134.12
Occupancy <sup>(e)</sup> .....	71.2%	79.3%	78.7%	71.8%	75.3%
RevPAR <sup>(e)</sup> .....	\$ 95.87	\$ 109.18	\$ 105.50	\$ 93.18	\$ 100.98
RevPAR Change (in constant \$) <sup>(d)</sup> .....	(0.9%)	(1.9%)	(2.1%)	(1.4%)	(1.6%)

(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) RevPAR change and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

	2018				
	Q1	Q2	Q3	Q4	YE
<b>Park Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 350.51	\$ 343.64	\$ 332.07	\$ 353.58	\$ 347.97
Occupancy <sup>(e)</sup> .....	68.2%	70.2%	72.0%	69.8%	69.8%
RevPAR <sup>(e)</sup> .....	\$ 239.17	\$ 241.08	\$ 239.17	\$ 246.88	\$ 243.04
RevPAR Change <sup>(d)</sup> .....	10.6%	10.8%	5.6%	(2.6%)	5.8%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	6.9%	9.4%	9.3%	2.4%	6.9%
<b>Grand Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 232.70	\$ 229.78	\$ 215.25	\$ 228.06	\$ 226.22
Occupancy <sup>(e)</sup> .....	75.7%	78.0%	79.5%	77.4%	77.3%
RevPAR <sup>(e)</sup> .....	\$ 176.13	\$ 179.34	\$ 171.09	\$ 176.50	\$ 174.87
RevPAR Change <sup>(d)</sup> .....	6.6%	5.1%	(0.1%)	0.8%	2.7%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	3.8%	3.9%	1.7%	3.0%	2.8%
<b>Hyatt Regency</b>					
ADR <sup>(e)</sup> .....	\$ 181.28	\$ 183.70	\$ 177.31	\$ 176.73	\$ 180.14
Occupancy <sup>(e)</sup> .....	70.3%	76.6%	75.9%	70.8%	73.6%
RevPAR <sup>(e)</sup> .....	\$ 127.45	\$ 140.79	\$ 134.51	\$ 125.10	\$ 132.60
RevPAR Change <sup>(d)</sup> .....	4.6%	3.9%	2.4%	1.4%	3.1%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	3.1%	3.4%	3.3%	2.5%	3.2%
<b>Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 163.34	\$ 189.31	\$ 189.71	\$ 186.23	\$ 185.84
Occupancy <sup>(e)</sup> .....	74.9%	79.6%	78.1%	76.7%	78.7%
RevPAR <sup>(e)</sup> .....	\$ 122.28	\$ 150.73	\$ 148.07	\$ 142.86	\$ 146.26
RevPAR Change <sup>(d)</sup> .....	5.3%	7.4%	3.7%	3.0%	5.4%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	4.4%	7.8%	5.1%	5.0%	6.3%
<b>Andaz</b>					
ADR <sup>(e)</sup> .....	\$ 328.48	\$ 322.90	\$ 300.32	\$ 318.32	\$ 310.97
Occupancy <sup>(e)</sup> .....	72.5%	75.6%	74.7%	76.8%	74.5%
RevPAR <sup>(e)</sup> .....	\$ 238.06	\$ 244.16	\$ 224.45	\$ 244.32	\$ 231.59
RevPAR Change <sup>(d)</sup> .....	22.2%	8.6%	6.4%	7.5%	10.4%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	18.7%	6.7%	7.1%	9.0%	9.8%
<b>Hyatt Centric</b>					
ADR <sup>(e)</sup> .....	\$ 212.40	\$ 238.96	\$ 228.13	\$ 232.86	\$ 228.91
Occupancy <sup>(e)</sup> .....	82.9%	84.3%	84.9%	79.9%	82.2%
RevPAR <sup>(e)</sup> .....	\$ 176.01	\$ 201.33	\$ 193.58	\$ 185.94	\$ 188.17
RevPAR Change <sup>(d)</sup> .....	8.1%	5.4%	6.7%	2.0%	4.1%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	8.1%	5.6%	7.5%	2.8%	4.6%
<b>The Unbound Collection</b>					
ADR <sup>(e)</sup> .....	\$ 252.94	\$ 207.42	\$ 173.33	\$ 213.34	\$ 210.80
Occupancy <sup>(e)</sup> .....	72.0%	73.6%	71.6%	71.8%	72.6%
RevPAR <sup>(e)</sup> .....	\$ 182.14	\$ 152.75	\$ 124.06	\$ 153.23	\$ 152.94
RevPAR Change <sup>(d)</sup> .....	4.6%	7.4%	5.8%	4.2%	6.5%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	3.6%	6.7%	6.5%	5.2%	6.5%
<b>Hyatt Place</b>					
ADR <sup>(e)</sup> .....	\$ 131.27	\$ 135.69	\$ 131.17	\$ 126.67	\$ 131.39
Occupancy <sup>(e)</sup> .....	73.2%	80.3%	79.0%	70.8%	76.0%
RevPAR <sup>(e)</sup> .....	\$ 96.06	\$ 108.99	\$ 103.60	\$ 89.70	\$ 99.80
RevPAR Change <sup>(d)</sup> .....	4.1%	3.2%	(1.1%)	(5.1%)	0.2%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	3.7%	3.0%	(0.9%)	(4.8%)	0.2%
<b>Hyatt House</b>					
ADR <sup>(e)</sup> .....	\$ 156.09	\$ 157.37	\$ 157.49	\$ 150.52	\$ 155.45
Occupancy <sup>(e)</sup> .....	77.0%	84.5%	83.9%	77.0%	80.6%
RevPAR <sup>(e)</sup> .....	\$ 120.25	\$ 132.91	\$ 132.20	\$ 115.92	\$ 125.33
RevPAR Change <sup>(d)</sup> .....	4.3%	2.0%	0.1%	(0.3%)	1.5%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	4.2%	2.0%	0.1%	(0.3%)	1.5%

(d) RevPAR change and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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



	2017				
	Q1	Q2	Q3	Q4	YE
<b>Park Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 329.63	\$ 320.90	\$ 323.30	\$ 360.54	\$ 336.58
Occupancy <sup>(e)</sup> .....	65.6%	67.8%	70.1%	70.3%	68.3%
RevPAR <sup>(e)</sup> .....	\$ 216.25	\$ 217.67	\$ 226.48	\$ 253.58	\$ 229.73
RevPAR Change <sup>(d)</sup> .....	0.0%	2.6%	3.5%	8.0%	3.7%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	0.0%	3.5%	2.7%	6.3%	3.3%
<b>Grand Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 224.53	\$ 222.58	\$ 218.59	\$ 230.97	\$ 223.99
Occupancy <sup>(e)</sup> .....	73.6%	76.7%	78.4%	75.8%	76.0%
RevPAR <sup>(e)</sup> .....	\$ 165.26	\$ 170.61	\$ 171.34	\$ 175.17	\$ 170.21
RevPAR Change <sup>(d)</sup> .....	6.0%	3.7%	4.7%	4.2%	4.7%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	5.9%	4.2%	4.9%	2.9%	4.5%
<b>Hyatt Regency</b>					
ADR <sup>(e)</sup> .....	\$ 178.40	\$ 178.95	\$ 174.01	\$ 175.49	\$ 177.02
Occupancy <sup>(e)</sup> .....	68.3%	75.7%	75.5%	70.3%	72.6%
RevPAR <sup>(e)</sup> .....	\$ 121.83	\$ 135.45	\$ 131.40	\$ 123.40	\$ 128.57
RevPAR Change <sup>(d)</sup> .....	5.6%	2.4%	0.6%	4.0%	3.1%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	6.1%	3.0%	0.5%	3.3%	3.2%
<b>Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 157.52	\$ 184.58	\$ 184.96	\$ 181.54	\$ 180.56
Occupancy <sup>(e)</sup> .....	73.7%	76.1%	77.2%	76.4%	76.8%
RevPAR <sup>(e)</sup> .....	\$ 116.13	\$ 140.38	\$ 142.77	\$ 138.76	\$ 138.74
RevPAR Change <sup>(d)</sup> .....	6.5%	1.2%	0.7%	7.9%	4.7%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	7.2%	1.7%	0.8%	7.3%	4.9%
<b>Andaz</b>					
ADR <sup>(e)</sup> .....	\$ 314.33	\$ 321.91	\$ 302.72	\$ 318.98	\$ 308.42
Occupancy <sup>(e)</sup> .....	62.0%	69.8%	69.7%	71.2%	68.0%
RevPAR <sup>(e)</sup> .....	\$ 194.88	\$ 224.84	\$ 210.88	\$ 227.23	\$ 209.86
RevPAR Change <sup>(d)</sup> .....	(4.2%)	0.9%	1.8%	6.3%	1.3%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	(2.1%)	3.0%	2.3%	5.4%	2.3%
<b>Hyatt Centric</b>					
ADR <sup>(e)</sup> .....	\$ 214.26	\$ 225.83	\$ 216.60	\$ 231.78	\$ 222.58
Occupancy <sup>(e)</sup> .....	76.0%	84.6%	83.8%	78.6%	81.2%
RevPAR <sup>(e)</sup> .....	\$ 162.80	\$ 191.07	\$ 181.48	\$ 182.23	\$ 180.67
RevPAR Change <sup>(d)</sup> .....	0.6%	(0.4%)	(4.2%)	1.1%	(0.8%)
RevPAR Change (in constant \$) <sup>(d)</sup> ...	0.6%	(0.4%)	(4.2%)	1.1%	(0.8%)
<b>Hyatt Place</b>					
ADR <sup>(e)</sup> .....	\$ 129.10	\$ 132.26	\$ 129.66	\$ 128.46	\$ 129.97
Occupancy <sup>(e)</sup> .....	71.5%	79.9%	80.8%	73.6%	76.6%
RevPAR <sup>(e)</sup> .....	\$ 92.29	\$ 105.64	\$ 104.74	\$ 94.54	\$ 99.57
RevPAR Change <sup>(d)</sup> .....	4.4%	2.3%	2.2%	4.6%	3.3%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	4.5%	2.4%	2.1%	4.4%	3.3%
<b>Hyatt House</b>					
ADR <sup>(e)</sup> .....	\$ 153.00	\$ 154.80	\$ 155.63	\$ 150.77	\$ 153.63
Occupancy <sup>(e)</sup> .....	75.4%	84.2%	84.9%	77.1%	80.4%
RevPAR <sup>(e)</sup> .....	\$ 115.30	\$ 130.28	\$ 132.08	\$ 116.27	\$ 123.51
RevPAR Change <sup>(d)</sup> .....	2.5%	1.1%	1.1%	4.7%	2.3%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	2.5%	1.1%	1.1%	4.7%	2.3%

(d) RevPAR change and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

	2016				
	Q1	Q2	Q3	Q4	YE
<b>Park Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 330.38	\$ 318.71	\$ 305.49	\$ 342.06	\$ 329.73
Occupancy <sup>(e)</sup> .....	65.6%	66.9%	69.6%	69.9%	67.8%
RevPAR <sup>(e)</sup> .....	\$ 216.67	\$ 213.25	\$ 212.53	\$ 238.98	\$ 223.66
RevPAR Change <sup>(d)</sup> .....	(1.8%)	(2.0%)	0.1%	0.2%	(0.9%)
RevPAR Change (in constant \$) <sup>(d)</sup> ...	3.0%	0.3%	0.0%	1.4%	1.1%
<b>Grand Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 221.64	\$ 227.25	\$ 220.13	\$ 226.10	\$ 224.03
Occupancy <sup>(e)</sup> .....	69.5%	73.2%	75.9%	74.7%	73.4%
RevPAR <sup>(e)</sup> .....	\$ 154.06	\$ 166.45	\$ 167.04	\$ 168.82	\$ 164.39
RevPAR Change <sup>(d)</sup> .....	(3.5%)	(2.3%)	1.4%	2.0%	(0.3%)
RevPAR Change (in constant \$) <sup>(d)</sup> ...	0.9%	(1.1%)	0.4%	1.7%	0.4%
<b>Hyatt Regency</b>					
ADR <sup>(e)</sup> .....	\$ 174.97	\$ 178.39	\$ 173.89	\$ 171.00	\$ 174.67
Occupancy <sup>(e)</sup> .....	67.1%	74.6%	75.1%	68.7%	71.3%
RevPAR <sup>(e)</sup> .....	\$ 117.40	\$ 133.11	\$ 130.55	\$ 117.41	\$ 124.61
RevPAR Change <sup>(d)</sup> .....	(0.3%)	1.9%	3.3%	1.6%	2.0%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	1.0%	2.6%	3.4%	2.2%	2.7%
<b>Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 152.20	\$ 173.97	\$ 173.80	\$ 165.77	\$ 166.06
Occupancy <sup>(e)</sup> .....	70.9%	73.5%	72.1%	72.3%	71.9%
RevPAR <sup>(e)</sup> .....	\$ 107.85	\$ 127.95	\$ 125.40	\$ 119.79	\$ 119.33
RevPAR Change <sup>(d)</sup> .....	2.9%	(1.8%)	(0.9%)	(0.4%)	(1.0%)
RevPAR Change (in constant \$) <sup>(d)</sup> ...	3.7%	(1.5%)	(0.7%)	0.3%	(0.3%)
<b>Andaz</b>					
ADR <sup>(e)</sup> .....	\$ 330.02	\$ 339.45	\$ 324.49	\$ 352.52	\$ 336.44
Occupancy <sup>(e)</sup> .....	78.7%	84.2%	82.3%	76.6%	80.4%
RevPAR <sup>(e)</sup> .....	\$ 259.81	\$ 285.95	\$ 266.92	\$ 269.96	\$ 270.64
RevPAR Change <sup>(d)</sup> .....	5.9%	3.8%	2.6%	0.1%	3.0%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	6.7%	3.9%	3.2%	1.9%	3.9%
<b>Hyatt Centric</b>					
ADR <sup>(e)</sup> .....	\$ 221.10	\$ 245.30	\$ 238.27	\$ 241.79	\$ 236.88
Occupancy <sup>(e)</sup> .....	79.7%	87.3%	87.1%	81.1%	83.8%
RevPAR <sup>(e)</sup> .....	\$ 176.28	\$ 214.13	\$ 207.61	\$ 196.19	\$ 198.57
RevPAR Change <sup>(d)</sup> .....				(3.3%)	0.5%
RevPAR Change (in constant \$) <sup>(d)</sup> ...				(3.3%)	0.5%
<b>Hyatt Place</b>					
ADR <sup>(e)</sup> .....	\$ 126.22	\$ 131.93	\$ 130.36	\$ 126.81	\$ 129.00
Occupancy <sup>(e)</sup> .....	72.7%	80.1%	80.0%	72.4%	76.3%
RevPAR <sup>(e)</sup> .....	\$ 91.71	\$ 105.69	\$ 104.25	\$ 91.82	\$ 98.43
RevPAR Change <sup>(d)</sup> .....	6.4%	6.9%	5.0%	3.5%	5.4%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	6.6%	7.0%	5.1%	3.6%	5.6%
<b>Hyatt House</b>					
ADR <sup>(e)</sup> .....	\$ 150.08	\$ 152.26	\$ 153.06	\$ 147.07	\$ 151.13
Occupancy <sup>(e)</sup> .....	73.9%	84.2%	84.7%	74.9%	79.5%
RevPAR <sup>(e)</sup> .....	\$ 110.88	\$ 128.25	\$ 129.57	\$ 110.15	\$ 120.13
RevPAR Change <sup>(d)</sup> .....	8.8%	6.6%	3.1%	2.2%	5.1%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	8.8%	6.6%	3.1%	2.2%	5.1%

(d) RevPAR change and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.

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

	2015				
	Q1	Q2	Q3	Q4	YE
<b>Park Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 340.96	\$ 332.97	\$ 320.20	\$ 345.86	\$ 334.87
Occupancy <sup>(e)</sup> .....	66.7%	68.8%	70.0%	69.1%	68.6%
RevPAR <sup>(e)</sup> .....	\$ 227.29	\$ 228.93	\$ 223.99	\$ 239.01	\$ 229.82
RevPAR Change <sup>(d)</sup> .....	(3.9%)	(7.1%)	(5.1%)	(6.9%)	(5.8%)
RevPAR Change (in constant \$) <sup>(d)</sup> ...	4.1%	2.6%	6.4%	0.4%	3.3%
<b>Grand Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 230.45	\$ 236.07	\$ 228.24	\$ 230.45	\$ 230.77
Occupancy <sup>(e)</sup> .....	70.9%	75.3%	74.9%	72.8%	73.4%
RevPAR <sup>(e)</sup> .....	\$ 163.41	\$ 177.82	\$ 170.92	\$ 167.81	\$ 169.28
RevPAR Change <sup>(d)</sup> .....	(1.4%)	(2.1%)	(2.6%)	(2.9%)	(2.3%)
RevPAR Change (in constant \$) <sup>(d)</sup> ...	2.0%	2.8%	3.6%	1.5%	2.5%
<b>Hyatt Regency</b>					
ADR <sup>(e)</sup> .....	\$ 173.36	\$ 174.61	\$ 170.25	\$ 169.77	\$ 171.76
Occupancy <sup>(e)</sup> .....	68.5%	75.0%	74.8%	68.1%	71.6%
RevPAR <sup>(e)</sup> .....	\$ 118.79	\$ 130.97	\$ 127.31	\$ 115.68	\$ 122.99
RevPAR Change <sup>(d)</sup> .....	5.7%	3.2%	1.9%	2.2%	3.3%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	8.3%	6.3%	5.3%	4.9%	6.2%
<b>Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 180.29	\$ 207.82	\$ 206.38	\$ 176.31	\$ 179.02
Occupancy <sup>(e)</sup> .....	71.4%	81.3%	79.1%	74.8%	73.9%
RevPAR <sup>(e)</sup> .....	\$ 128.70	\$ 168.86	\$ 163.33	\$ 131.93	\$ 132.26
RevPAR Change <sup>(d)</sup> .....	9.3%	4.7%	4.1%	0.0%	3.9%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	10.9%	6.6%	5.6%	1.3%	5.7%
<b>Andaz</b>					
ADR <sup>(e)</sup> .....	\$ 322.01	\$ 339.82	\$ 325.05	\$ 347.23	\$ 333.64
Occupancy <sup>(e)</sup> .....	76.2%	81.0%	80.0%	77.7%	78.8%
RevPAR <sup>(e)</sup> .....	\$ 245.43	\$ 275.42	\$ 260.11	\$ 269.77	\$ 262.75
RevPAR Change <sup>(d)</sup> .....	15.1%	7.2%	2.1%	0.8%	5.9%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	18.0%	10.2%	4.6%	2.5%	8.4%
<b>Hyatt Place</b>					
ADR <sup>(e)</sup> .....	\$ 124.21	\$ 126.34	\$ 125.17	\$ 121.50	\$ 124.29
Occupancy <sup>(e)</sup> .....	71.1%	78.6%	79.1%	72.8%	75.4%
RevPAR <sup>(e)</sup> .....	\$ 88.37	\$ 99.32	\$ 98.97	\$ 88.50	\$ 93.73
RevPAR Change <sup>(d)</sup> .....	11.1%	7.1%	6.5%	5.8%	7.6%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	11.2%	7.1%	6.6%	5.9%	7.6%
<b>Hyatt House</b>					
ADR <sup>(e)</sup> .....	\$ 140.81	\$ 142.83	\$ 145.08	\$ 140.84	\$ 142.50
Occupancy <sup>(e)</sup> .....	74.0%	83.7%	85.7%	76.0%	79.9%
RevPAR <sup>(e)</sup> .....	\$ 104.22	\$ 119.62	\$ 124.38	\$ 106.99	\$ 113.84
RevPAR Change <sup>(d)</sup> .....	7.7%	7.3%	8.9%	7.7%	7.9%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	7.7%	7.3%	8.9%	7.7%	7.9%

(d) RevPAR change and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.  
(e) This data represents information reported in the most recent public filing in which the stated period was presented.

	2014				
	Q1	Q2	Q3	Q4	YE
<b>Park Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 349.34	\$ 340.51	\$ 322.18	\$ 342.56	\$ 338.57
Occupancy <sup>(e)</sup> .....	66.6%	68.0%	67.7%	69.9%	68.1%
RevPAR <sup>(e)</sup> .....	\$ 232.61	\$ 231.47	\$ 218.19	\$ 239.57	\$ 230.45
RevPAR Change <sup>(d)</sup> .....	4.4%	5.7%	6.1%	(1.6%)	3.5%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	9.5%	7.3%	7.8%	5.1%	7.4%
<b>Grand Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 238.90	\$ 248.09	\$ 241.87	\$ 242.80	\$ 242.98
Occupancy <sup>(e)</sup> .....	72.6%	76.3%	74.8%	74.3%	74.5%
RevPAR <sup>(e)</sup> .....	\$ 173.33	\$ 189.29	\$ 180.82	\$ 180.46	\$ 180.99
RevPAR Change <sup>(d)</sup> .....	5.2%	3.3%	4.7%	(0.6%)	3.1%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	8.4%	4.8%	5.4%	1.7%	5.0%
<b>Hyatt Regency</b>					
ADR <sup>(e)</sup> .....	\$ 171.54	\$ 174.14	\$ 172.10	\$ 170.30	\$ 171.49
Occupancy <sup>(e)</sup> .....	67.3%	74.5%	74.6%	68.2%	71.2%
RevPAR <sup>(e)</sup> .....	\$ 115.52	\$ 129.74	\$ 128.43	\$ 116.20	\$ 122.07
RevPAR Change <sup>(d)</sup> .....	5.7%	4.7%	7.6%	3.7%	5.4%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	7.0%	5.2%	8.1%	5.5%	6.5%
<b>Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 170.98	\$ 197.40	\$ 192.02	\$ 203.35	\$ 198.72
Occupancy <sup>(e)</sup> .....	67.1%	78.1%	78.6%	77.1%	76.5%
RevPAR <sup>(e)</sup> .....	\$ 114.70	\$ 154.17	\$ 150.83	\$ 156.73	\$ 152.04
RevPAR Change <sup>(d)</sup> .....	7.8%	10.6%	12.1%	8.8%	9.8%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	7.7%	10.3%	12.1%	9.2%	9.8%
<b>Andaz</b>					
ADR <sup>(e)</sup> .....	\$ 308.34	\$ 319.93	\$ 306.88	\$ 341.69	\$ 319.35
Occupancy <sup>(e)</sup> .....	69.7%	78.9%	80.4%	76.4%	76.4%
RevPAR <sup>(e)</sup> .....	\$ 215.07	\$ 252.55	\$ 246.64	\$ 261.21	\$ 244.00
RevPAR Change <sup>(d)</sup> .....	15.6%	11.0%	12.5%	8.0%	11.6%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	13.6%	8.6%	10.9%	9.1%	10.3%
<b>Hyatt Place</b>					
ADR <sup>(e)</sup> .....	\$ 113.33	\$ 118.22	\$ 119.36	\$ 116.76	\$ 117.02
Occupancy <sup>(e)</sup> .....	71.8%	79.4%	78.8%	71.6%	75.4%
RevPAR <sup>(e)</sup> .....	\$ 81.34	\$ 93.83	\$ 94.05	\$ 83.62	\$ 88.24
RevPAR Change <sup>(d)</sup> .....	8.1%	8.3%	10.0%	7.7%	8.6%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	8.1%	8.4%	10.0%	7.7%	8.6%
<b>Hyatt House</b>					
ADR <sup>(e)</sup> .....	\$ 129.01	\$ 131.38	\$ 134.97	\$ 133.66	\$ 132.81
Occupancy <sup>(e)</sup> .....	74.1%	84.3%	84.1%	74.2%	79.3%
RevPAR <sup>(e)</sup> .....	\$ 95.65	\$ 110.73	\$ 113.46	\$ 99.18	\$ 105.37
RevPAR Change <sup>(d)</sup> .....	4.3%	8.5%	9.0%	6.3%	7.1%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	4.3%	8.5%	9.0%	6.3%	7.1%

(d) RevPAR change and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.  
(e) This data represents information reported in the most recent public filing in which the stated period was presented.

	2013				
	Q1	Q2	Q3	Q4	YE
<b>Park Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 367.84	\$ 347.08	\$ 325.29	\$ 369.55	\$ 352.46
Occupancy <sup>(e)</sup> .....	63.5%	65.8%	65.0%	68.0%	65.6%
RevPAR <sup>(e)</sup> .....	\$ 233.68	\$ 228.26	\$ 211.57	\$ 251.16	\$ 231.16
RevPAR Change <sup>(d)</sup> .....	4.6%	6.8%	4.4%	5.1%	5.2%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	6.4%	8.3%	6.6%	8.2%	7.4%
<b>Grand Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 238.77	\$ 241.98	\$ 229.70	\$ 249.13	\$ 239.93
Occupancy <sup>(e)</sup> .....	70.6%	75.0%	73.8%	74.1%	73.4%
RevPAR <sup>(e)</sup> .....	\$ 168.64	\$ 181.39	\$ 169.46	\$ 184.72	\$ 176.08
RevPAR Change <sup>(d)</sup> .....	(1.0%)	2.1%	1.4%	3.0%	1.4%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	0.2%	3.2%	3.9%	6.1%	3.4%
<b>Hyatt Regency</b>					
ADR <sup>(e)</sup> .....	\$ 169.03	\$ 170.81	\$ 166.01	\$ 166.96	\$ 167.12
Occupancy <sup>(e)</sup> .....	66.8%	74.2%	73.9%	68.3%	70.8%
RevPAR <sup>(e)</sup> .....	\$ 112.94	\$ 126.76	\$ 122.75	\$ 114.02	\$ 118.34
RevPAR Change <sup>(d)</sup> .....	2.2%	3.6%	5.7%	4.2%	3.9%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	3.0%	4.3%	7.0%	5.7%	5.0%
<b>Hyatt</b>					
ADR <sup>(e)</sup> .....	\$ 160.52	\$ 170.12	\$ 165.57	\$ 167.74	\$ 166.01
Occupancy <sup>(e)</sup> .....	67.2%	76.7%	78.5%	72.0%	73.5%
RevPAR <sup>(e)</sup> .....	\$ 107.89	\$ 130.43	\$ 129.95	\$ 120.73	\$ 121.93
RevPAR Change <sup>(d)</sup> .....	5.8%	4.9%	5.0%	6.9%	5.5%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	5.4%	4.8%	4.7%	6.6%	5.4%
<b>Andaz</b>					
ADR <sup>(e)</sup> .....	\$ 261.88	\$ 289.69	\$ 282.86	\$ 306.75	\$ 288.06
Occupancy <sup>(e)</sup> .....	66.9%	80.1%	79.1%	75.7%	75.4%
RevPAR <sup>(e)</sup> .....	\$ 175.33	\$ 232.03	\$ 223.60	\$ 232.28	\$ 217.20
RevPAR Change <sup>(d)</sup> .....	2.1%	(0.4%)	(2.8%)	9.3%	2.0%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	2.4%	0.1%	(2.5%)	8.8%	2.1%
<b>Hyatt Place</b>					
ADR <sup>(e)</sup> .....	\$ 105.13	\$ 105.59	\$ 105.15	\$ 102.68	\$ 104.66
Occupancy <sup>(e)</sup> .....	71.5%	78.6%	77.6%	72.4%	75.0%
RevPAR <sup>(e)</sup> .....	\$ 75.18	\$ 82.98	\$ 81.60	\$ 74.32	\$ 78.53
RevPAR Change <sup>(d)</sup> .....	5.5%	5.7%	3.9%	4.2%	4.8%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	5.5%	5.7%	3.9%	4.2%	4.8%
<b>Hyatt House</b>					
ADR <sup>(e)</sup> .....	\$ 123.84	\$ 123.62	\$ 125.24	\$ 123.33	\$ 124.03
Occupancy <sup>(e)</sup> .....	75.0%	83.3%	83.4%	75.6%	79.3%
RevPAR <sup>(e)</sup> .....	\$ 92.84	\$ 102.98	\$ 104.47	\$ 93.24	\$ 98.40
RevPAR Change <sup>(d)</sup> .....	8.5%	6.7%	5.8%	3.5%	6.1%
RevPAR Change (in constant \$) <sup>(d)</sup> ...	8.5%	6.7%	5.8%	3.5%	6.1%

(d) RevPAR change and RevPAR change (in constant \$) is that which was published in the applicable quarterly filing.  
(e) This data represents information reported in the most recent public filing in which the stated period was presented.

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

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

Comparable Owned and Leased Hotels Operating Margin and Owned and Leased Hotels Operating Margin (unaudited) <sup>(a) (b) (c) (d)</sup>

	2021				
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	(19.7)%				
Percent change <sup>(b)</sup> .....	(35.5)%				
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	(10.9)%				
Percent change <sup>(b)</sup> .....	(28.8)%				
	2020				
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	15.8%	(382.5)%	(63.9)%	(44.3)%	(22.2)%
Percent change <sup>(b)</sup> .....	(8.1)%	(407.8)%	(83.2)%	(67.1)%	(45.1)%
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	17.9%	(341.1)%	(59.4)%	(39.5)%	(19.6)%
Percent change <sup>(b)</sup> .....	(10.6)%	(366.9)%	(79.0)%	(63.3)%	(43.2)%
	2019				
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	23.9%	25.3%	19.3%	22.8%	22.9%
Percent change <sup>(b)</sup> .....	(1.6)%	(1.1)%	(2.0)%	(2.4)%	(1.7)%
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	25.1%	25.8%	19.6%	23.8%	23.6%
Percent change <sup>(b)</sup> .....	1.2%	0.1%	(0.2)%	-	-
	2018				
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	25.5%	26.4%	21.3%	25.2%	24.6%
Percent change <sup>(b)</sup> .....	-	0.8%	0.1%	2.7%	0.8%
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	23.5%	26.3%	21.2%	24.6%	24.2%
Percent change <sup>(b)</sup> .....	0.8%	1.6%	0.7%	2.4%	1.4%
	2017				
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	25.5%	25.6%	21.2%	22.5%	23.8%
Percent change <sup>(b) (d)</sup> .....	NA	NA	NA	NA	NA
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	23.5%	25.6%	21.1%	22.7%	22.7%
Percent change <sup>(b) (d)</sup> .....	NA	NA	NA	NA	NA
	2016				
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	24.6%	26.1%	22.6%	21.0%	23.6%
Percent change <sup>(b)</sup> .....	-	(1.5)%	(0.5)%	(3.2)%	(1.3)%
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	25.3%	27.4%	23.4%	22.2%	24.5%
Percent change <sup>(b)</sup> .....	-	-	0.8%	(2.3)%	(0.3)%

(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 adoption of Revenue from Contracts with Customers (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.

	2015				
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	24.6%	27.6%	23.0%	24.2%	24.9%
Percent change <sup>(b)</sup> .....	0.3 %	0.2 %	(1.0)%	1.2 %	0.2 %
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	25.0%	27.6%	22.4%	24.6%	25.0%
Percent change <sup>(b)</sup> .....	0.5%	1.2 %	(0.6)%	1.5 %	0.7 %
2014					
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	24.3%	27.4%	24.0%	23.0%	24.7%
Percent change <sup>(b)</sup> .....	3.8 %	(0.4)%	0.6 %	(0.5)%	0.8 %
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	25.3%	26.5%	23.1%	23.7%	24.6%
Percent change <sup>(b)</sup> .....	1.2%	(0.2)%	1.9 %	(0.5)%	0.6 %
2013					
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	20.5%	27.8%	23.4%	23.5%	23.9%
Percent change <sup>(b)</sup> .....	0.2 %	1.5 %	(0.7)%	1.1 %	0.5%
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	20.0%	26.9%	22.6%	21.9%	22.3%
Percent change <sup>(b)</sup> .....	-	2.3%	0.2%	0.6 %	1.0%
2012					
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	20.3%	26.3%	24.1%	22.4%	23.4%
Percent change <sup>(b)</sup> .....	2.2 %	3.2%	0.7%	(0.1)%	1.5%
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	21.0%	25.7%	23.4%	22.5%	23.1%
Percent change <sup>(b)</sup> .....	1.2 %	1.2%	0.2%	(1.1)%	0.4%
2011					
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	18.1%	23.1%	23.4%	22.5%	21.9%
Percent change <sup>(b)</sup> .....	(1.2)%	0.5%	6.0%	3.1%	2.2%
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	18.8%	23.7%	22.5%	22.7%	21.9%
Percent change <sup>(b)</sup> .....	(1.3)%	0.8%	3.5%	1.8%	1.1%
2010					
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	19.3%	22.6%	17.4%	19.4%	19.7%
Percent change <sup>(b)</sup> .....	1.5%	2.3%	1.2%	1.7%	1.7%
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	20.2%	22.4%	18.5%	20.6%	20.8%
Percent change <sup>(b)</sup> .....	2.2%	1.3%	1.3%	2.1%	1.8%
2009					
	Q1	Q2	Q3	Q4	YE
Owned and leased hotels operating margin percentage <sup>(a)</sup> .....	17.8%	20.3%	16.2%	17.7%	18.0%
Percent change <sup>(b)</sup> .....	-	-	-	(3.3)%	(8.0)%
Comparable owned and leased hotels operating margin percentage <sup>(a)</sup> .....	17.7%	20.9%	17.1%	18.3%	18.6%
Percent change <sup>(b)</sup> .....	-	-	-	(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 adoption of Revenue from Contracts with Customers (ASU 2014-09) that went into effect on January 1, 2018. Segment results for 2016 and prior years have not been restated.



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