

| Provision | Section in franchise or other agreement | Summary |
|---|--|---|
| s. Modification of the agreement | 18.5 of Franchise Agreement; 15 of Central Services Terms | Only writing signed by duly-authorized officers may modify agreement, but we may change Hotel System, System Standards, System Services, and services (and related prices) provided under the schedules to the Central Services Terms. |
| t. Integration/merger clause | 18.5 of Franchise Agreement; 8(f) of Confidentiality Agreement | Only terms of Franchise Agreement and Confidentiality Agreement are binding (subject to state law). Any representations or promises made outside of the disclosure document and those agreements may not be enforceable. |
| u. Dispute resolution by arbitration or mediation | 14.1 of Franchise Agreement; 11 of Central Services Terms | Except for claims arising from your non-payment or underpayment of amounts you owe us or any of our affiliates (which, at our option, may also be brought in a court of law in our home state), we and you must arbitrate all disputes at a location the arbitrator chooses within 10 miles of our then current principal business address (currently Chicago, Illinois). |
| v. Choice of forum | 14.3 of Franchise Agreement; 11 of Central Services Terms | Subject to arbitration obligation and state law, litigation generally must be in our home state (currently Illinois). |
| w. Choice of law | 14.2 of Franchise Agreement; 8C of Confidentiality Agreement; 11 of Central Services Terms | Except for Federal Arbitration Act and other federal law, and subject to state law, Illinois law applies. |

Item 18

PUBLIC FIGURES

We do not use any public figure to promote our franchise.

Item 19

FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only

if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location under particular circumstances.

Characteristics of Covered Hotels and Urban Hotels

As of December 31, 2025, there were 361 Brand Hotels operating in North America, which we define as the U.S. and Canada. 346 of these Brand Hotels (the “Covered Hotels”) operated during all of 2025 while 11 opened during 2025. 4 Brand Hotels were excluded from the group of Covered Hotels because they temporarily closed during a portion of 2025. All of the financial performance representations (“FPRs”) in this Item 19 relate to the results during the period from January 1, 2025 through December 31, 2025 for the 346 Covered Hotels or a defined subset of the Covered Hotels. When we use the term “Gross Rooms Revenue” in this Item 19, it has the definition listed in Item 6.

The Covered Hotels are similar in size and services offered to the Brand Hotels that we expect franchisees will develop. The Covered Hotels operate in a mix of urban and suburban sites. The Covered Hotels had operated under the “Hyatt Place” name for an average of 11.8 years as of December 31, 2025. Some of the Covered Hotels converted from another brand and system to the “Hyatt Place” name and therefore had an existing marketing and customer base before converting to the “Hyatt Place” name. The average number of rooms at the Covered Hotels is 139, with 520 as the highest room count and 79 as the lowest room count. The Covered Hotels operate throughout the United States and Canada and are generally not concentrated in specific regions or markets. During 2025, approximately 79.1% of the reservations at the Covered Hotels were for 1 to 4 nights, approximately 15.3% were for 5 to 11 nights, approximately 3.4% were for 12 to 29 nights, and approximately 2.2% were for 30 or more nights.

We classify the Covered Hotels as Franchised Covered Hotels and Owned/Managed Covered Hotels. “Franchised Covered Hotels” are the 321 Covered Hotels that franchisees own and operate. Some of these Franchised Covered Hotels might be joint ventures in which our affiliate owns less than 50% of the ownership interest. “Owned/Managed Covered Hotels” are the 25 Covered Hotels in which our affiliate owns at least a 50% interest or that our affiliate manages for a third party. The results of operations for Owned/Managed Covered Hotels that we manage for third parties are not materially different from the results of operations of other similarly situated Owned/Managed Covered Hotels.

These FPRs also contain information on Urban Hotels. We classify 88 of the Covered Hotels as “Urban Hotels” because they operate in a densely populated part of a large metropolitan area. 6 of the Urban Hotels (the “Owned/Managed Urban Hotels”) are Owned/Managed Covered Hotels, and the other 82 (the “Franchised Urban Hotels”) are Franchised Covered Hotels. The Urban Hotels have operated under the “Hyatt Place” name for an average of 9.3 years. Some of the Urban Hotels converted from another brand and system to the “Hyatt Place” name and therefore had an existing marketing and customer base before converting to the “Hyatt Place” name. The average number of rooms at the Urban Hotels is 165 with 520 as the highest room count and 91 as the lowest room count.

First FPR: Hyatt Statistics for Occupancy Rate, Average Daily Rate and RevPAR

“Occupancy Rate” is the total number of room nights sold for a hotel during 2025 divided by the total number of available room nights for that hotel during 2025. To calculate the average Occupancy Rate for all Covered Hotels (or a subgroup of Covered Hotels), we divided the total number of room nights sold for all Covered Hotels (or that subgroup) by the total number of available room nights for those hotels.

“Average Daily Rate” is the Gross Rooms Revenue for a hotel during 2025 divided by the total number of room nights sold for that hotel during 2025. To calculate the Average Daily Rate for all Covered Hotels (or a subgroup of Covered Hotels), we divided the aggregate Gross Rooms Revenue for the Covered Hotels (or that subgroup) by the total number of room nights sold for those hotels.

“RevPAR,” or revenue per available room, is the Gross Rooms Revenue for a hotel during 2025 divided by the total number of available room nights for that hotel during 2025. To calculate the RevPAR for all Covered Hotels (or a subgroup of Covered Hotels), we divided the aggregate Gross Rooms Revenue for the Covered Hotels (or that subgroup) by the total number of available room nights for those hotels.

Occupancy Rate, Average Daily Rate and RevPAR for 2025

| | # | Average Occupancy Rate | Average Daily Rate | Average RevPAR |
|------------------------------|-----|------------------------|--------------------|----------------|
| Franchised Covered Hotels | 321 | 71.2% | \$157.87 | \$112.46 |
| Owned/Managed Covered Hotels | 25 | 68.4% | \$148.60 | \$101.61 |
| All Covered Hotels | 346 | 71.0% | \$157.23 | \$111.67 |
| | | | | |
| Franchised Urban Hotels | 82 | 73.8% | \$190.31 | \$140.45 |
| Owned/Managed Urban Hotels | 6 | 66.0% | \$208.09 | \$137.28 |
| All Urban Hotels | 88 | 73.2% | \$191.49 | \$140.21 |

The table below reflects the highest, lowest and median Average Occupancy Rate, Average Daily Rate and Average RevPAR of the Covered Hotels or Urban Hotels, and the number and percentage of Covered Hotels or Urban Hotels whose results exceeded the averages in the table above.

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Statistics for Occupancy Rate, Average Daily Rate and RevPAR for 2025

| | Occupancy Rate | | | Average Daily Rate | | | RevPAR | | |
|------------------------------|----------------|--------|-----------------------|--------------------|----------|-----------------------|------------------|----------|-----------------------|
| | High / Low | Median | #/% Exceeding Average | High / Low | Median | #/% Exceeding Average | High / Low | Median | #/% Exceeding Average |
| Franchised Covered Hotels | 97.1%/32.3% | 70.9% | 158/49.2% | \$286.45/\$67.06 | \$141.12 | 103/32.1% | \$273.23/\$27.30 | \$99.06 | 115/35.8% |
| Owned/Managed Covered Hotels | 88.5%/47.5% | 67.2% | 12/48% | \$279.89/\$99.23 | \$123.55 | 6/24% | \$230.35/\$57.50 | \$82.60 | 7/28% |
| All Covered Hotels | 97.1%/32.3% | 70.7% | 166/48% | \$286.45/\$67.06 | \$139.18 | 109/31.5% | \$273.23/\$27.30 | \$98.04 | 119/34.4% |
| | | | | | | | | | |
| Franchised Urban Hotels | 97.1%/47.1% | 72.3% | 35/42.7% | \$286.45/\$95.21 | \$169.88 | 29/35.4% | \$273.23/\$51.15 | \$120.27 | 26/31.7% |
| Owned/Managed Urban Hotels | 82.3%/47.5% | 63.5% | 2/33.3% | \$279.89/\$121.15 | \$183.01 | 1/16.7% | \$230.35/\$57.50 | \$108.92 | 1/16.7% |
| All Urban Hotels | 97.1%/47.1% | 71.8% | 39/44.3% | \$286.45/\$95.21 | \$170.43 | 31/35.2% | \$273.23/\$51.15 | \$120.03 | 27/30.7% |

Second FPR: Market Share/Smith Travel Indices

Smith Travel Research, Inc. (“Smith Travel”) is an independent research company that compiles and analyzes data in the lodging and travel industries. Most major hotels, including Brand Hotels, report information to Smith Travel that it uses in its analysis and reporting. First, Smith Travel determines a hotel’s market area using Metropolitan Statistical Areas (“MSAs”), a group of MSAs or a group of counties. Then Smith Travel and the reporting hotel determine the competitive set for each reporting hotel based on a number of competitive characteristics, including room count, services and amenities offered, and pricing. Smith Travel then attempts to ensure some variation among the brands included in the competitive set. Smith Travel excludes from the competitive set some hotels that do not report information, and in some cases excludes hotels (some of which are Brand Hotels) that do report information. While Smith Travel does not fully explain the reasons for its decision to exclude reporting hotels, typically Smith Travel will exclude hotels that are open less than one full year, hotels that do not have at least 3 other hotels in the competitive set in the market area, market areas where a single brand exceeds 40% of the competitive set, and market areas where a single hotel company’s hotels comprise more than 60% of the competitive set.

Among the data that Smith Travel reports are indices that represent a particular hotel’s performance relative to its competitive set. These indices reflect Smith Travel’s calculation of the “fair share” of the particular metric that each hotel captures relative to the competitive set. An index of 100 means a hotel is capturing a fair share compared to the competitive set. An index greater than 100 represents more than a fair share of the competitive set’s performance, and an index below 100 reflects less than a fair share of the competitive set’s performance. In calculating its indices, Smith Travel uses a portfolio weighting system to adjust the particular hotel’s number of available rooms to the competitive set’s number of available rooms.

Smith Travel compiled the information on the Covered Hotels that we use for this second FPR. “Occupancy Rate Index,” “Rate Index” and “RevPAR Index” for a hotel mean, respectively, the hotel’s Occupancy Rate, Average Daily Rate or RevPAR (as applicable) divided by the Occupancy Rate, Average Daily Rate or RevPAR (as applicable) for all hotels in the competitive set, multiplied by 100. Smith Travel calculated the average Occupancy Rate Index, average Rate Index and average RevPAR Index for all Covered Hotels during 2025 using the same methodology that we used for calculating average Occupancy Rate, Average Daily Rate, and average RevPAR that we described above.

Smith Travel Occupancy Rate Index, Travel Rate Index, and RevPAR Index for 2025

| | # | Average Occupancy Rate Index | Average Travel Rate Index | Average RevPAR Index |
|------------------------------|-----|------------------------------|---------------------------|----------------------|
| Franchised Covered Hotels | 321 | 104.7 | 100.5 | 105.8 |
| Owned/Managed Covered Hotels | 25 | 102.6 | 102.1 | 105.0 |
| All Covered Hotels | 346 | 104.6 | 100.6 | 105.8 |
| | | | | |
| Franchised Urban Hotels | 82 | 106.5 | 100.9 | 107.8 |
| Owned/Managed Urban Hotels | 6 | 98.2 | 106.4 | 104.7 |
| All Urban Hotels | 88 | 106.0 | 101.3 | 107.6 |

The table below reflects the highest, lowest and median Smith Travel Occupancy Rate Index, Travel Rate Index and RevPAR Index of the Covered Hotels or Urban Hotels, and the number and percentage of Covered Hotels or Urban Hotels whose results exceeded the averages in the table above.

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**Statistics for Smith Travel Occupancy Rate Index, Travel Rate Index and RevPAR Index
for 2025**

| | Occupancy Rate Index | | | Travel Rate Index | | | RevPAR Index | | |
|------------------------------|----------------------|--------|-----------------------|-------------------|--------|-----------------------|----------------|--------|-----------------------|
| | High / Low | Median | #/% Exceeding Average | High / Low | Median | #/% Exceeding Average | High / Low | Median | #/% Exceeding Average |
| Franchised Covered Hotels | 144.8/ 53.8 | 104.4 | 155/48.3% | 159.7/ 71.3 | 99.5 | 152/47.4% | 225.6/ 44.9 | 105.1 | 155/48.3% |
| Owned/Managed Covered Hotels | 152.1/ 83.2 | 100.3 | 11/44% | 125.8/ 86.9 | 100.9 | 10/40% | 158.3/ 79.2 | 100.8 | 11/44% |
| All Covered Hotels | 152.1/ 53.8 | 104.2 | 166/48% | 159.7/ 71.3 | 99.6 | 164/47.4% | 225.6/ 44.9 | 105.0 | 166/48% |
| Franchised Urban Hotels | 142.2/ 71.1 | 105.2 | 35/42.7% | 130.3/ 71.3 | 100.7 | 41/50% | 163.5/ 50.7 | 105.1 | 36/43.9% |
| Owned/Managed Urban Hotels | 108.7/ 83.2 | 102.1 | 4/66.7% | 111.9/ 101.0 | 106.2 | 2/33.3% | 115.7/ 84.0 | 111.2 | 4/66.7% |
| All Urban Hotels | 142.2/ 71.1 | 105.2 | 38/43.2% | 130.3/ 71.3 | 101.2 | 43/48.9% | 163.5/ 50.7 | 105.1 | 40/45.5% |

Smith Travel developed the methodologies, collected the information and calculated the indices referenced in these financial performance representations. We did not do so. We developed the explanations of how Smith Travel collects information and calculates indices based on publicly-available information and our conversations with Smith Travel’s representatives, but we cannot confirm whether Smith Travel’s information or methodology is accurate. We are relying on Smith Travel in reporting this information.

Third FPR: World of Hyatt Program Contribution

World of Hyatt is the frequent guest loyalty program that Hyatt Corporation maintains. It covers all Hyatt Network Hotels.

This third FPR covers the average revenue that Covered Hotels (or a subset of Covered Hotels) received from World of Hyatt members during 2025 and the average percentage and number of room nights that World of Hyatt members occupied at Covered Hotels (or a subset of Covered Hotels) during 2025.

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World of Hyatt Revenue, Occupancy Percentage and Occupied Room Nights for 2025

| | # | Average % Revenue from WOH | Average % WOH-Occupied Room Nights | Average # WOH-Occupied Room Nights |
|------------------------------|-----|----------------------------|------------------------------------|------------------------------------|
| Franchised Covered Hotels | 321 | 56.5% | 49.6% | 17,645 |
| Owned/Managed Covered Hotels | 25 | 57.9% | 53.6% | 18,526 |
| All Covered Hotels | 346 | 56.6% | 49.9% | 17,708 |
| Franchised Urban Hotels | 82 | 56.6% | 49.5% | 21,266 |
| Owned/Managed Urban Hotels | 6 | 61.4% | 56.8% | 24,226 |
| All Urban Hotels | 88 | 57.0% | 50.0% | 21,468 |

The table below reflects the highest, lowest and median revenue from World of Hyatt members and percentage and number of room nights that World of Hyatt members occupied at Covered Hotels or Urban Hotels, and the number and percentage of Covered Hotels or Urban Hotels whose results exceeded the averages in the table above.

Statistics for World of Hyatt Revenue, Occupancy Percentage and Occupied Room Nights for 2025

| | % Revenue from WOH | | | % WOH-Occupied Room Nights | | | # WOH-Occupied Room Nights | | |
|------------------------------|--------------------|--------|-----------------------|----------------------------|--------|-----------------------|----------------------------|--------|-----------------------|
| | High / Low | Median | #/% Exceeding Average | High / Low | Median | #/% Exceeding Average | High / Low | Median | #/% Exceeding Average |
| Franchised Covered Hotels | 84.8%/30.9% | 57.9% | 67/20.9% | 74.1%/25.6% | 49.6% | 160/49.8% | 85,630/3,816 | 16,453 | 127/39.6% |
| Owned/Managed Covered Hotels | 74.5%/35.4% | 57.3% | 5/20% | 66.0%/39.0% | 52.9% | 12/48% | 50,058/10,392 | 16,857 | 8/32% |
| All Covered Hotels | 84.8%/30.9% | 57.9% | 75/21.7% | 74.1%/25.6% | 49.8% | 172/49.7% | 85,630/3,816 | 16,489 | 135/39% |
| Franchised Urban Hotels | 82.6%/36.3% | 59.2% | 53/64.6% | 71.9%/31.4% | 49.0% | 38/46.3% | 85,630/7,564 | 18,535 | 32/39% |
| Owned/Managed Urban Hotels | 74.5%/55.1% | 60.6% | 3/50% | 66.0%/46.5% | 56.5% | 3/50% | 50,058/14,646 | 19,804 | 1/16.7% |
| All Urban Hotels | 82.6%/36.3% | 59.2% | 58/65.9% | 71.9%/31.4% | 49.3% | 41/46.6% | 85,630/7,564 | 19,004 | 34/38.6% |

Additional Information: Reservation Channel Mix

Brand Hotels receive reservations from a number of different sources or “reservation channels.” The table below describes average split of Gross Rooms Revenue for Covered Hotels (or a subset of Covered Hotels) during 2025 from Direct Channels and Indirect Channels, as we define these terms below.

| | # | Direct Channel Contribution | Indirect Channel Contribution |
|------------------------------|-----|-----------------------------|-------------------------------|
| Franchised Covered Hotels | 321 | 57.2% | 42.8% |
| Owned/Managed Covered Hotels | 25 | 58.5% | 41.5% |
| All Covered Hotels | 346 | 57.3% | 42.7% |
| Franchised Urban Hotels | 82 | 52.6% | 47.4% |
| Owned/Managed Urban Hotels | 6 | 57.4% | 42.6% |
| All Urban Hotels | 88 | 52.9% | 47.1% |

The “Direct Channels” consist of:

- the electronic rooming list, which are reservations originating from the Hyatt Group’s proprietary group rooming list software tool;
- GPGS, which are reservations made through the global property and guest services centers that the Hyatt Group operates. These centers field voice calls routed from Hyatt Network Hotels and from the Hyatt Group’s toll-free reservations phone number; and
- Hyatt.com, which are reservations originating from the reservation tools on the Hotel System Website and any Hyatt-branded website or mobile app (such as the World of Hyatt app).

The “Indirect Channels” consist of:

- GDS, which are reservations originating from the global distribution system that travel agencies use, including business that our affiliate’s group sales/national accounts teams negotiate; and
- Indirect Internet, which are reservations originating from third-party online travel agencies (as we determine them) with whom the Hyatt Group has a distribution agreement.

Comments to All Financial Performance Representations

Prospective franchisees and sellers of franchises should be advised that no certified public accountant has audited any of the figures in these financial performance representations nor expressed their opinion concerning their contents or form. We will provide written substantiation for all of these financial performance representations upon your reasonable request. Except for

the Smith Travel figures, we derived these figures based on our and our affiliates' internal unaudited financial information, and no third party has independently investigated the figures.

The figures contained in these financial performance representations do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the revenue figures to obtain net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating a Brand Hotel. Franchisees or former franchisees, listed in this disclosure document, may be one source of this information.

Your results will depend on many factors, including the size, age and condition of your Hotel; the services and amenities your Hotel offers; the quality of the service at the Hotel; the market for lodging in your Hotel's area, including whether the Hotel is near an airport, vacation destination, central business district or other features that attract travelers; general economic conditions; relationships with other businesses near the Hotel; competition; seasonality and weather; pricing; and your sales and marketing effectiveness. These and other factors will significantly impact the results that a Brand Hotel can expect to achieve.

Some hotels have sold or earned this amount. Your individual results may differ. There is no assurance that you'll sell or earn as much.

Other than the preceding financial performance representations, we do not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting Julienne Smith, our Head of Development, at 150 North Riverside Plaza, Chicago, Illinois 60606, (312) 750-1234, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20

OUTLETS AND FRANCHISEE INFORMATION

All numbers appearing in the tables below are as of December 31 in each year. We include both Brand Hotels that our affiliates own and operate, and Brand Hotels that our affiliates manage for third-party owners under management agreements, as "company-owned" Brand Hotels. We count Brand Hotels in which our affiliates have at least a 50% equity interest in the hotel's ownership entity as "company-owned" hotels that our affiliates own and operate for purposes of the tables (regardless of the type of agreement governing the hotel's operation). Our affiliates owned and operated 3 Brand Hotels as of December 31, 2023, 3 Brand Hotels as of December 31, 2024, and 3 Brand Hotels as of December 31, 2025. Our affiliates manage the remaining "company-owned" Brand Hotels for third-party owners.