FULL-YEAR 2022 RESULTS

THE LARGEST HOTEL FRANCHISING COMPANY IN THE WORLD*

<table>
<thead>
<tr>
<th></th>
<th>Adj. EBITDA (b)</th>
<th>Highest Pipeline on Record</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$650MM</td>
<td>~219,000 rooms</td>
</tr>
<tr>
<td>Adjusted Diluted EPS (c)</td>
<td>$3.96</td>
<td></td>
</tr>
</tbody>
</table>

Global RevPAR (a)
- v. 2021: ↑ 20%
- v. 2019: ↑ 7%

U.S. RevPAR
- v. 2021: ↑ 12%
- v. 2019: ↑ 9%

YoY NRG
- Global: ↑ 4%
- U.S.: ↑ 1%

# Contracts Awarded: 882

Global Pipeline
- YoY Growth: ↑ 1,230 bps

U.S. Pipeline
- YoY Growth: ↑ 3,430 bps

Highlights:
- Exceeded top end of full-year adjusted EBITDA outlook
- Generated Free Cash Flow (d) of $360MM
- Returned record-high $561MM to shareholders and Board authorized increase of quarterly cash dividend by 9%
- Awarded 170 deals for ECHO Suites, our new extended-stay brand, since March 2022 launch
- Grew development pipeline sequentially for 10th consecutive quarter
- Qualified as a constituent of the 2022 Dow Jones Sustainability Index

(a) Represents RevPAR comparisons in constant currency:
(b) Adjusted EBITDA is defined as EBITDA plus special items.
(c) EPS is defined as net income per share.
(d) Net cash from operating, investing and financing activities for full-year 2022 were $399MM, $179MM and ($384MM), respectively.

*Largest hotel franchising company in the world based on the number of properties.