Q3 2025 RESULTS



ASSET-LIGHT, HIGHLY RESILIENT FRANCHISE BUSINESS MODEL GENERATES HIGH MARGINS & SIGNIFICANT FREE CASH FLOW



Highlights

- Record global pipeline of 257,000 rooms, up 4% year-over-year
- Awarded 204 development contracts globally, representing year-over-year growth of 24%
- Ancillary revenues increased 18% year-over-year
- Generated free cash flow of \$97MM^(a)
- Returned \$101MM to shareholders through \$70MM of share repurchases and quarterly cash dividends of \$0.41 per share
- Recognized by NJBIZ as one of the Best Places to Work in New Jersey in 2025

Global NRG	Royalty Rate
YOY Growth 1 4%	U.S. YOY Growth 19 bps Int'l YOY Growth 12 bps
U.S. Pipeline	Global Pipeline
YOY Growth 4%	YOY Growth 19 4%
FeePAR Premium >30% vs. U.S. System	
Rooms Under	Room Openings
Construction	Record Global YTD ~49K
YOY Growth	YOY Growth 19 9%

Adjusted EBITDA(b) \$213MM Adjusted Diluted EPS(c) \$1.46

Record Pipeline ~257,000 rooms **New Construction** 70% Midscale and Up Chainscales 58% International 17% Extended Stay