Q2 2025 RESULTS



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

- Record global pipeline of 255,000 rooms, up 5% year-over-year
- Awarded 229 development contracts globally, representing year-over-year growth of 40% and first half growth of 23%

Highlights

- Ancillary revenues increased 19% year-over-year
- Adjusted EBITDA growth of 5% and adjusted diluted EPS growth of 11%, on a comparable basis (a)
- Generated adjusted free cash flow of \$88MM^(b)
- Returned \$109MM to shareholders through \$77MM of share repurchases and quarterly cash dividends of \$0.41 per share
- Recognized by Newsweek as one of the Global Most Loved Workplaces in 2025

Global NRG YOY Growth	Royalty Rate Growth U.S. YOY 6 bps Int'l YOY 13 bps
U.S. Pipeline YOY Growth	Global Pipeline YOY Growth
U.S. Pipeline FeePAR Premium vs. U.S. System ~30%	Global YTD Room Openings ~31K YOY Growth

Adjusted EBITDA^(a)

\$195MM

50 comparable YOY growth

Adjusted Diluted EPS^(a)

\$1.33

· 1196 comparable YOY growth

Record Pipeline

~255,000

rooms

76% New Construction

70% Midscale and Up Chainscales

58% International

17% Extended Stay