FRANCHISE DISCLOSURE DOCUMENT

Hyatt House Franchising, L.L.C.
a Kansas limited liability company
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The franchise offered is to operate an upscale, extended stay Hyatt House Hotel.

The total investment necessary to begin operation of a Hyatt House Hotel ranges from $13,629,297 to $40,143,980. This includes $154,075 to $752,352 that must be paid to the franchisor or affiliate.

This disclosure document summarizes certain provisions of your franchise agreement and other information in plain English. Read this disclosure document and all accompanying agreements carefully. You must receive this disclosure document at least 14 calendar-days before you sign a binding agreement with, or make any payment to, the franchisor or an affiliate in connection with the proposed franchise sale. **Note, however, that no governmental agency has verified the information contained in this document.**

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact Rebecca Smetters (rebecca.smetters@hyatt.com) at 150 North Riverside Plaza, Chicago, Illinois 60606 and (312) 780-5828.

The terms of your contract will govern your franchise relationship. Don't rely on the disclosure document alone to understand your contract. Read all of your contract carefully. Show your contract and this disclosure document to an advisor, like a lawyer or an accountant.

Buying a franchise is a complex investment. The information in this disclosure document can help you make up your mind. More information on franchising, such as "A Consumer's Guide to Buying a Franchise," which can help you understand how to use this disclosure document, is available from the Federal Trade Commission. You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC's home page at www.ftc.gov for additional information. Call your state agency or visit your public library for other sources of information on franchising.

There may also be laws on franchising in your state. Ask your state agencies about them.

Issuance date of this Franchise Disclosure Document: March 26, 2024, as amended May 7, 2024

How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information:

QUESTION	WHERE TO FIND INFORMATION
How much can I earn?	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees. You can find their names and contact information in Item 20 or Exhibits G and H.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit A includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
Will my business be the only Hyatt House Hotel business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
What's it like to be a Hyatt House Hotel franchisee?	Item 20 or Exhibits G and H lists current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

What You Need To Know About Franchising *Generally*

Continuing responsibility to pay fees. You may have to pay royalties and other fees even if you are losing money.

Business model can change. The franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

Supplier restrictions. You may have to buy or lease items from the franchisor or a limited group of suppliers the franchisor designates. These items may be more expensive than similar items you could buy on your own.

Operating restrictions. The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location, your access to customers, what you sell, how you market, and your hours of operation.

Competition from franchisor. Even if the franchise agreement grants you a territory, the franchisor may have the right to compete with you in your territory.

Renewal. Your franchise agreement may not permit you to renew. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your franchise business.

When your franchise ends. The franchise agreement may prohibit you from operating a similar business after your franchise ends even if you still have obligations to your landlord or other creditors.

Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling franchises in the state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in Exhibit D.

Your state also may have laws that require special disclosures or amendments be made to your franchise agreement. If so, you should check the State Specific Addenda. See the Table of Contents for the location of the State Specific Addenda.

Special Risks to Consider About *This* Franchise

Certain states require that the following risk(s) be highlighted:

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by arbitration and/or litigation only in Illinois. Out-of-state arbitration or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to arbitrate or litigate with the franchisor in Illinois than in your own state.

Certain states may require other risks to be highlighted. Check the "State Specific Addenda" (if any) to see whether your state requires other risks to be highlighted.

THE FOLLOWING PROVISIONS APPLY ONLY TO TRANSACTIONS GOVERNED BY THE MICHIGAN FRANCHISE INVESTMENT LAW

THE STATE OF MICHIGAN PROHIBITS CERTAIN UNFAIR PROVISIONS THAT ARE SOMETIMES IN FRANCHISE DOCUMENTS. IF ANY OF THE FOLLOWING PROVISIONS ARE IN THESE FRANCHISE DOCUMENTS, THE PROVISIONS ARE VOID AND CANNOT BE ENFORCED AGAINST YOU.

Each of the following provisions is void and unenforceable if contained in any documents relating to a franchise:

(a) A prohibition on the right of a franchisee to join an association of franchisees.

(b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel which deprives a franchisee of rights and protections provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.

(c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.

(d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures, and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if: (i) The term of the franchise is less than 5 years and (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor's intent not to renew the franchise.

(e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.

(f) A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.

(g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:

(i) The failure of the proposed transferee to meet the franchisor's then current reasonable qualifications or standards.

(ii) The fact that the proposed transferee is a competitor of the franchisor or subfranchisor.

(iii) The unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations.

(iv) The failure of the franchisee or proposed transferee to pay any sums owing to the franchisor or to cure any default in the franchise agreement existing at the time of the proposed transfer.

(h) A provision that requires the franchisee to resell to the franchisor items that are not uniquely identified with the franchisor. This subdivision does not prohibit a provision that grants to a franchisor a right of first refusal to purchase the assets of a franchise on the same terms and conditions as a bona fide third party willing and able to purchase those assets, nor does this subdivision prohibit a provision that grants the franchisor the right to acquire the assets of a franchise for the market or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subdivision (c).

(i) A provision which permits the franchisor to directly or indirectly convey, assign, or otherwise transfer its obligations to fulfill contractual obligations to the franchisee unless provision has been made for providing the required contractual services.

If the franchisor's most recent financial statements are unaudited and show a net worth of less than $100,000.00, the franchisee may request the franchisor to arrange for the escrow of initial investment and other funds paid by the franchisee until the obligations, if any, of the franchisor to provide real estate, improvements, equipment, inventory, training or other items included in the franchise offering are fulfilled. At the option of the franchisor, a surety bond may be provided in place of escrow.

THE FACT THAT THERE IS A NOTICE OF THIS OFFERING ON FILE WITH THE ATTORNEY GENERAL DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION, OR ENFORCEMENT BY THE ATTORNEY GENERAL.

Any questions regarding this notice should be directed to:

State of Michigan
Consumer Protection Division
Attn: Franchise Section
670 G. Mennen Building
Lansing, Michigan 48913
Telephone Number: (517) 335-7567

Notwithstanding paragraph (f) above, we intend to enforce fully the provisions of the arbitration section in our Franchise Agreement. We believe that paragraph (f) is unconstitutional and cannot preclude us from enforcing our arbitration provision. If you acquire a franchise, you acknowledge that we will seek to enforce that section as written, and that the terms of the Franchise Agreement will govern our relationship with you, including the specific requirements of the arbitration section.

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Item 1

THE FRANCHISOR AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

To simplify the language in this disclosure document, "we," "us" or "our" means Hyatt House Franchising, L.L.C., the franchisor. "You" means the entity acquiring a franchise. One or more of the owners of a Controlling Ownership Interest (defined in Item 15) in you who we specify must sign the Guaranty and Assumption of Obligations, which means that all provisions of the Franchise Agreement (Exhibit C) also will apply to those owners. We expect that only entities, and not individuals, will acquire our franchises.

Our Company History and Parents

We were formed as a Kansas limited partnership called SF Hotel Company, L.P. and later changed our name to Summerfield Hotel Company L.P. In January 2006, one of our parent companies, Select Hotels Group, L.L.C. ("Select Hotels"), acquired all of the ownership interests in Hyatt House Hotel Holding Company, L.L.C. ("Hyatt House Holding") (then known as Summerfield Hotel Holding Company, LLC), our direct parent company (the "Acquisition"). We then converted to a Kansas limited liability company named Summerfield Hotel Company, L.L.C. In September 2011 we changed our name to Hyatt House Franchising, L.L.C. Our principal business address is 150 North Riverside Plaza, Chicago, Illinois 60606. If we have an agent for service of process in your state, we disclose that agent in Exhibit D.

We do business only under our company name and the Proprietary Marks (defined below). We owned hotels under the Summerfield Suites® brand from June 1998 until 2003. We began to offer franchises for Summerfield Suites® hotels in August 1999. In 2000, we changed these hotels' trade names from Summerfield Suites® to Summerfield Suites® by Wyndham. After the Acquisition, the existing Summerfield Suites® by Wyndham hotels ceased using the "by Wyndham" designation and began operating under the Summerfield Suites® name and then the Hyatt® Summerfield Suites name. We began offering franchises for hotels to operate under the Hyatt® Summerfield Suites name after the Acquisition. In September 2011, we announced our decision to rebrand the Hyatt® Summerfield Suites hotels under the Hyatt House® brand and began offering franchises for hotels operating under the Hyatt House® brand. All of the hotels operating under the Hyatt® Summerfield Suites brand have converted to the Hyatt House® brand. In this disclosure document, "Hyatt House Hotels" means upscale, extended stay hotels that use the Hotel System (defined below) and are identified by the Proprietary Marks (defined below), including those that used to operate under the Hyatt® Summerfield Suites brand.

We have never operated hotels under the Hyatt House® name, but some of our affiliates do. We have no predecessors required to be disclosed in this Item and no business activities that are not described here. Our parent companies are Hyatt Hotels Corporation, Hyatt Corporation, Select Hotels, and Hyatt House Holding, each of whose principal business address is the same as our address. We have offered franchises for Hyatt House Hotels (including under the Hyatt® Summerfield Suites name) since February 2006 and have never offered franchises in any other line of business.

Franchise Rights for Hyatt House Hotels

We grant franchises for, and some of our affiliates operate, Hyatt House Hotels. Hyatt House Hotels traditionally offer upscale, all-suite extended stay hotels offering studio, 1-bedroom and 2-bedroom suites incorporating state-of-the-art technology, design and entertainment components. They typically are in primary and secondary cities and offer complimentary hot breakfast, free high-speed Internet access, a fitness center, swimming pool and meeting space. We call the Hyatt House Hotel that you will operate under the Franchise Agreement your "Hotel." You operate the Hotel only from the location we approve before signing the Franchise Agreement.

The "Hotel System" means the concept and system associated with the establishment and operation of Hyatt House Hotels, as we periodically modify it. The Hotel System now includes: (a) the trade names, trademarks, and service marks "Hyatt House®" and other trade names, trademarks, service marks, logos, slogans, trade dress, domain names, and other source and origin designations (including all derivatives) that we or our affiliate periodically develops and we periodically designate for use with the Hotel System (collectively, the "Proprietary Marks"); (b) all copyrightable materials that we or our affiliate periodically develops and we periodically designate for use with the Hotel System, including the contents of our secure extranet, electronic media, marketing materials (including advertising, marketing, promotional, and public relations materials and business and marketing plans), the Design and Construction Standards (defined below), sample architectural plans, drawings, designs, and layouts, such as site, floor, plumbing, lobby, electrical, and landscape plans and building designs, whether or not registered with the U.S. Copyright Office (collectively, the "Copyrighted Materials"); (c) all Confidential Information (defined in Item 14); (d) the standards that we periodically prescribe detailing certain design criteria to be incorporated into the design and layout of the Hotel, and our minimum standards for engineering and construction of newly constructed, renovated or adapted Hyatt House Hotels, all as we determine them (the "Design and Construction Standards"); (e) the central reservations system and related services for Hyatt House Hotels, as we may periodically modify it ("CRS"); (f) the global distribution systems ("GDS") and the online travel agencies and other alternative distribution systems ("ADS") that we periodically authorize or require for the Hotel and other similarly situated Hyatt House Hotels, subject to Reasonable Deviations (defined in Item 8); (g) management, personnel, and operational training programs, materials, and procedures; (h) standards, specifications, procedures, and rules for operations, marketing, construction, equipment, furnishings, and quality assurance that we implement and may periodically modify for Hyatt House Hotels (collectively, "System Standards") we describe in our confidential owner extranet, as we periodically amend them, or in other written or electronic communications; (i) marketing, advertising, and promotional programs; and (j) Mandatory Services and Non-Mandatory Services (each defined in Item 6).

Before signing the Franchise Agreement, and while you apply for franchise rights, you must submit the Franchise Application (Exhibit B) through our online application portal and pay the application fee. We will refund the application fee less a fee to cover our costs if you withdraw your franchise application before we approve it or if we do not approve it. During your evaluation process, and before receiving any Confidential Information, you must sign the Confidentiality Agreement (Exhibit F) (the "Confidentiality Agreement"). Because we may engage in

negotiations with you and other franchisees, you may sign a Franchise Agreement with us that differs significantly from the agreements that other franchisees sign for Hyatt House Hotels.

Competition and the Market

The hotel market is well-established and highly competitive. Hyatt House Hotels compete with other national select- and full-service hotel systems and with regional and local hotels that offer comparable services and lodging products. Hyatt House Hotels will target both corporate business travelers and family weekend leisure travelers. Some competitors of Hyatt House Hotels may be larger, may operate more hotels and may have greater resources than we do. Other competitive factors include room rates, quality of accommodations, name recognition, service levels, geographic area, site location, general economic conditions and your management capabilities.

Our Affiliates Who Supply the Franchise Network or Offer Franchises

The following companies are our affiliates who currently provide products or services to Hyatt House Hotel franchisees.

- Hyatt Corporation administers the "World of Hyatt" program, under which members earn points for eligible amounts guests spend at Hyatt Network Hotels and resorts worldwide. "Hyatt Network Hotels" are Hyatt House Hotels and other hotels, resorts, lodging facilities and other accommodations and hospitality affiliations that we, our affiliates, or our or their franchisees or licensees periodically own and/or operate under the name "Hyatt" or another brand that any of our affiliates own, regardless of whether those brands utilize the "Hyatt" mark in their names. Other companies that provide hospitality or hospitality-related services to members, including other hotel operators, airlines and car rental companies, as well as branded hotel chains that Hyatt Corporation's affiliates own, manage or license, also participate in the World of Hyatt program. Hyatt Corporation also will provide most of the Mandatory Services and Non-Mandatory Services to Hyatt House Hotel franchisees. Hyatt Corporation (directly or through affiliates) has owned, operated, provided services to, and/or managed hotels since 1957 and currently owns, operates, provides services to, and manages (directly or through affiliates) hotels and lodging facilities under more than 25 lodging brands. Hyatt Corporation has never offered franchises in any line of business.

- Rosemont Project Management, L.L.C. ("Rosemont") is a purchasing company that provides optional project management services and purchasing services for certain furniture, fixtures and equipment that Hyatt House Hotels use. Rosemont has never operated hotels or offered franchises in any line of business. Rosemont's principal business address is the same as our address.

We call Hyatt Corporation, Rosemont, us, and any of our other affiliates who also are subsidiaries of Hyatt Hotels Corporation that currently, or may in the future, provide goods or services to you during the Franchise Agreement's term, the "Hyatt Group."

The following companies are our affiliates who currently offer franchises or licenses in the United States and around the world. The branded hotels that some of these affiliates operate or franchise might use the same reservations systems and other systems and processes as Hyatt House Hotels.

- Hyatt Franchising, L.L.C. (formerly known as Hyatt Franchise Corporation) ("Hyatt Franchising") offered franchises for full service hotels operating in the United States under the Hyatt® name (without a sub-brand) from December 1994 until April 1997 and again from September 2006 until January 2015. Hyatt Franchising offered franchises for full service hotels operating in the United States under the Hyatt Regency® name from September 1994 until April 1997 and began offering these franchises again in September 2006. Hyatt Franchising also began offering franchises for full service hotels operating in the United States under the Hyatt Centric® name in February 2015 and franchises for unique, up-scale accommodations and hospitality affiliations operating in the United States under their own names but associated with The Unbound Collection by Hyatt® name since June 2016. Hyatt Franchising began offering franchises for "lifestyle" hotels operating in the United States under the brand names "Destination®" and "joie de vivre®" (also referred to as "JdV®") in May 2019 and under the brand name "Caption by Hyatt®" in September 2019. Hyatt Franchising now refers to these brands as "Destination by Hyatt®", JdV by Hyatt®" and "Caption by Hyatt®" respectively. Hyatt Franchising has offered franchises for upper-midscale, extended stay hotels operating in the United States under the brand name "Hyatt Studios™" since May 2023. Hyatt Franchising has never operated hotels or offered franchises in any other line of business. Hyatt Franchising's principal business address is the same as our address.

- Hyatt Place Franchising, L.L.C. ("Hyatt Place") has offered franchises for select service hotels operating in the United States under the Hyatt Place® name since September 2005. Hyatt Place has never operated hotels or offered franchises in any other line of business. Hyatt Place's principal business address is the same as our address.

- Hyatt Franchising Canada Corp. ("Hyatt Franchising Canada") has offered franchises for full service hotels operating in Canada since November 2007. Hyatt Franchising Canada has never operated hotels or offered franchises in any other line of business. Hyatt Franchising Canada's principal business address is the same as our address.

- Hyatt International (Europe Africa Middle East) LLC ("Hyatt International EAME") has offered franchises for full service hotels, select service hotels and/or extended stay hotels operating in the European Union since June 2014. Hyatt International EAME has never operated hotels or offered franchises in any other line of business but provides services to certain hotels in the European Union. Hyatt International EAME's principal business address is The Circle 09, 8058 Zurich-Airport, Switzerland.

- Hyatt Place Canada Corporation ("Hyatt Place Canada") has offered franchises for select service hotels operating in Canada under the Hyatt Place® name since August 2006. Hyatt Place Canada has never operated hotels or offered franchises in any other line of business. Hyatt Place Canada's principal business address is the same as our address.

- Hyatt House Canada, Inc. (formerly known as Hyatt Summerfield Suites Canada, Inc.) ("Hyatt House Canada") has offered franchises for extended stay hotels operating in Canada since September 2007. Hyatt House Canada has never operated hotels or offered franchises in any other line of business. Hyatt House Canada's principal business address is the same as our address.

- Hyatt Franchising Latin America, L.L.C. ("Hyatt Franchising Latin America") has offered franchises for select service hotels, extended stay hotels, full service hotels and/or all-inclusive resorts operating in the Caribbean, Mexico, Central America, and South America since February 2013. Hyatt Franchising Latin America has never operated hotels or all-inclusive resorts or offered franchises in any other line of business. Hyatt Franchising Latin America's principal business address is the same as our address.

- Hyatt International – Asia Pacific, Limited ("Hyatt International Asia Pacific") has offered franchises for full service hotels and select service hotels in Asia since July 2016. Hyatt International Asia Pacific has never operated hotels or offered franchises in any other line of business. Hyatt International Asia Pacific's principal business address is Suite 1302-07, 13/F, The Gateway, Tower 1, 25 Canton Road, Kowloon, Hong Kong.

Industry-Specific Regulations

You must comply with a number of federal, state and local laws that apply generally to establishing and operating hotel businesses. The laws involve, among other things, zoning and construction, public accommodations, accessibility by persons with disabilities, health and safety, and labor. Many laws vary from jurisdiction to jurisdiction. You must learn about and comply with all applicable laws. Examples of these laws include:

Health & Sanitation. Most states have regulations or statutes governing the lodging business and related services, including food handling and preparation. Many state and local authorities require lodging businesses to obtain licenses to assure compliance with health and sanitation codes. Health-related laws may affect the use of linens, towels and glassware, among other things.

Alcoholic Beverages. Alcoholic beverage service in a Hyatt House Hotel is subject to extensive regulations and licensing governing virtually all aspects of the beverage service.

Facility Operations. Lodging facilities must comply with innkeepers' laws that, among other things, might (i) allow innkeepers under certain circumstances to impose liens against the

possessions of guests who do not pay their bills; (ii) limit the liability of innkeepers regarding guests' valuables; (iii) require posting of house rules and room rates in each room or near the registration area; (iv) require registration of guests and proof of identity at check-in, and retention of records for a specified period of time; (v) limit the rights of innkeepers to refuse lodging to certain guests; and (vi) limit innkeepers' rights to evict guests under certain circumstances. Applicable federal and state civil rights laws prohibit discrimination in hotels on the basis of race, creed, color or national origin. Some states prohibit "overbooking" and require innkeepers to find other accommodations if the guest has paid a deposit. Some states and municipalities also have enacted laws and regulations governing non-smoking areas and guest rooms. In addition, the general business laws, rules and regulations which apply to hotels in your jurisdiction will affect you. This includes any government orders related to emergent conditions, such as natural disasters and public health emergencies.

Persons with Disabilities. The accessibility laws, which include the Americans with Disabilities Act ("ADA") and all other laws, rules, regulations and ordinances governing accommodations for or relationships with persons with disabilities or similar individuals, as periodically in effect, require (among other things) that public accommodations, including hotels, (i) offer facilities without discriminating against persons with disabilities; (ii) offer auxiliary aids and services to enable a person with a disability to use and enjoy the establishment's goods or services if doing so is not unduly burdensome or disruptive to business; and (iii) remove barriers to mobility or communication to the extent readily achievable. The U.S. Department of Justice has published "accessibility guidelines" ("ADAAG") that specify, among other things, a minimum number of handicapped-accessible rooms, assistance devices for hearing, speech, and visually impaired persons, and general design and construction standards that apply to all areas of facilities. Under the ADA, all new public accommodations and commercial facilities must be "readily accessible to and useable by individuals with disabilities," unless it would be structurally impractical to do so. Alterations of existing facilities also might need to comply with the ADA and ADAAG. In addition, many states and municipalities have their own laws and regulations addressing disability discrimination, access requirements, building modifications and alterations and building code requirements.

Fire Safety. The Hotel and Motel Safety Act of 1990 (the "Safety Act") encourages public accommodations to install hard wired single-station smoke detectors. Certain travel directories include only those facilities that comply with the Safety Act. Other state and local fire and life safety codes might require maps, lighting systems and other safety measures unique to lodging facilities.

OSHA Regulations. Like many other businesses, lodging facilities are subject to Occupational Safety and Health Administration ("OSHA") standards. State occupational safety laws and rules may also apply.

Telephone Charges. Federal, state and local laws and regulations affect the re-offering of local, intrastate, and long distance telephone service in hotel guest rooms and at coin box telephones. Some states regulate or prohibit surcharges on local and intrastate calls.

Hotel Room Occupancy Tax Laws. You may be required to pay local or state room occupancy taxes in your jurisdiction.

Menu and Labeling Laws. Federal, state and local laws and regulations govern menu labeling. These laws and regulations may, among other things, require you to post caloric information on menus and provide additional written nutrition information to consumers upon request.

In addition to these laws, you must also comply with laws that apply generally to all businesses. You should investigate these laws.

Item 2

BUSINESS EXPERIENCE

Executive Vice President – Chief Growth Officer: Jim Chu

Mr. Chu has been our and Hyatt Hotels Corporation's Executive Vice President – Chief Growth Officer since June 2022. From March 2021 until May 2022, he was our and Hyatt Hotels Corporation's Executive Vice President – Global Franchising and Development. From March 2018 until February 2021, he was our and Hyatt Hotels Corporation's Global Head of Development and Owner Relations. Each of Mr. Chu's positions with us and our affiliates has been in Chicago, Illinois.

Head of Americas Development – Daniel Hansen

Mr. Hansen has been our and Hyatt Hotels Corporation's Head of Americas Development since April 2024. He has also been Hyatt Franchising's Global Head, Hyatt Studios since May 2023. From January 2022 until May 2023, he was the owner and President of Parabellum Advisory, LLC in Austin, Texas, a company providing consulting services for hotel owners. He served as the President and CEO of Summit Hotel Properties in Austin Texas from February 2011 until January 2021. He held the additional roles of its Chairman of the Board from January 2017 until January 2021 and its Executive Chairman from January 2021 until January 2022.

Executive Vice President, Group President – Americas: Peter Sears

Mr. Sears has been our and Hyatt Hotels Corporation's Executive Vice President, Group President – Americas in Chicago, Illinois since September 2014.

Senior Vice President, Development & Owner Relations: Jim Tierney

Mr. Tierney has been our and Hyatt Hotels Corporation's Senior Vice President, Development & Owner Relations since June 2019. From October 2017 until May 2019, he was our Corporate Vice President, Development & Owner Relations (East Division).

Global Head of Franchise & Owner Relations: Paul Daly

Mr. Daly has been our and Hyatt Hotels Corporation's Global Head of Franchise & Owner Relations since January 2024. From March 2021 until December 2023, he was our and Hyatt Hotels Corporation's Senior Vice President, Franchise Operations & Owner Relations. Before that, he was the Senior Vice President, Global Select and Franchise Operations & Owner Relations for us and Hyatt Place from August 2019 until March 2021. From August 2018 until August 2019, he was Global Head of Guest Satisfaction Innovation for Hyatt Hotels Corporation in Chicago, Illinois.

Item 3

LITIGATION

No litigation is required to be disclosed in this Item.

Item 4

BANKRUPTCY

No bankruptcy is required to be disclosed in this Item.

Item 5

INITIAL FEES

Application Fee

You will pay us a lump-sum application fee when you submit the Franchise Application through our online application portal. If the Hotel is new to the Hyatt House network, the lump-sum new development application fee is $75,000 plus an additional $500 for each guest room in the Hotel over 150 rooms. If you are purchasing an existing Hyatt House Hotel, you or the transferor will pay us a lump-sum change of ownership application fee of $150,000 when you submit the Franchise Application through our online application portal. If you withdraw your Franchise Application before we approve it, or if we do not approve your Franchise Application for any reason, then we will refund your application fee, less a $7,500 fee to cover our costs for evaluating your application. After we approve your Franchise Application, the application fee is non-refundable, even if we and you do not sign a Franchise Agreement. If you and we agree to add any guest rooms to the Hotel before the Hotel opens, then you must pay us, when we approve the additional guest rooms, an additional non-refundable application fee of $500 multiplied by the number of additional guest rooms over 150 total guest rooms at the Hotel.

New Development Diversity Development Incentive

In order to increase diversity among owners of newly constructed or converted Hyatt House Hotels, we have established a diversity development incentive applicable to Black, Latino, Native

American/First Nations and Women franchise applicants (collectively, "Diverse Applicants"). To qualify for the incentive, the franchisee must be an individual who is a Diverse Applicant or an entity in which a Diverse Applicant or Diverse Applicants have a "Controlling Ownership Interest" (defined in Item 15). If you apply for the incentive under our policy and we determine that you meet the qualifications (and we otherwise approve your franchise application), we will reduce the new development application fee by $50,000. If we apply the reduction to your new development application fee and we later determine that you did not meet the qualifications for the incentive, or if you transfer the Franchise Agreement to a party that does not meet the qualifications at any time within 1 year following the Hotel's opening date, you must pay the amount of the discount to us upon notice from us. The diversity development incentive is only available if the Hotel is new to the Hyatt House Hotel network.

Operator Approval Fee

If you or the management company that you select to operate the Hotel is not already an approved operator of Hyatt House Hotels, you or the management company must complete our new operator screening process and pay a new operator approval fee. Currently, the new operator approval fee is $10,000 to enter the operator approval screening process, plus re-entry fees up to $10,000 if you fail to successfully complete any stage of the process. We may periodically increase the new operator approval fee and/or the re-entry fees.

Comfort Letter Fee

You must obtain a comfort letter or similar agreement, the current form of which is attached as Exhibit J, that we reasonably specify from each lender, each ground lessor (if applicable), the owner of fee simple title to the Hotel's real property or building and improvements (if you are not that owner), and each other entity with an interest (or any power or right, conditional or otherwise, to acquire an interest) in the Hotel's real property or building and improvements (each a "Comfort Letter Party"). Under this comfort letter or similar agreement, the Comfort Letter Party agrees (among other things) to assume your obligations under the Franchise Agreement (subject to our rights under the Franchise Agreement) if the Comfort Letter Party or any of its affiliates acquires title or otherwise assumes possession, or the right to sell or direct the disposition of, the Hotel's real property or building and improvements. You must pay our then applicable, non-refundable comfort letter fee, which currently is $2,500, for each comfort letter that we negotiate relating to the Hotel.

Consulting Services

At your option, you may ask Rosemont, our affiliate, to assist you with pre-opening consulting services for the Hotel. Rosemont's fees for this optional assistance would range from $0 to $250,000, depending on how much and what kind of assistance you ask Rosemont to provide.

IT Project Management Services and Implementation and Training for Hyatt Proprietary Systems

We will provide the IT project management services, which are described in Exhibit E of the Franchise Agreement, relating to the opening of the Hotel (the "IT Project Management

Services"). Our performance is dependent on your timely, accurate, and effective performance of all responsibilities listed in Exhibit E to the Franchise Agreement. These services include blueprint review and IT project management and planning, and installation, configuration and training services for Hyatt proprietary systems. You must pay us a non-refundable fee of $58,300 for a Hotel with up to 250 guest rooms, and you must reimburse us or our affiliate for our or its reasonable expenses in rendering the IT Project Management Services, including any necessary transportation, lodging and meals (which we anticipate will range from $6,500 to $11,000), plus applicable taxes. If your Hotel is larger than 250 guest rooms, we may require a larger IT Project Management Services Fee, which we and you would agree on before signing the Franchise Agreement. We will invoice the IT Project Management Services Fee (including expenses) on or after we complete an IT Project Management Service or upon your termination of the Hotel development project or the IT Project Management Services, for any reason, in either event regardless of whether we have approved the Hotel for opening.

Additional Pre-Opening Advisory Services

You may request additional guidance, services or assistance during the pre-opening period concerning the development, construction, or inspection and approval process that is beyond what we typically provide to similarly situated Hyatt House Hotels. If we agree to provide this additional guidance and advice (for example, making more than a reasonable number of visits to the Hotel during the development and construction period), then you must pay our then current fees for our services. The costs of these fees will vary depending on the additional guidance or service you request, but we estimate that you may pay between $0 and $200,000 for additional services or guidance before the Hotels opens.

Pre-Opening Training Fees and Expenses

In connection with the Hotel opening, we will provide owner/operator orientation and training to the Hotel management and staff on elements of the Hotel System. We may conduct training via remote learning, or in person (in one or more visits to the Hotel), or both, as we determine in our sole discretion. These fees and expenses will vary depending on how many people attend each particular training program, how much training they need, and where we conduct training. We currently estimate that the fees you pay to us and our affiliates for orientation and various initial training programs will range from $10,625 to $18,550. You must pay these amounts upon receiving our invoice and before the pre-opening team arrives at the Hotel. You must also reimburse us and our affiliates for our and their personnel's travel and living expenses associated with any training programs that we provide on site at the Hotel. We currently estimate that reimbursement of our and our affiliates' expenses associated with these training programs, not including the tuition fees described above, will range from $3,650 to $6,500.

Extension Fee

If you are constructing a new Hotel, you must start and complete construction and open the Hotel, according to the timetables in the Franchise Agreement. If you are converting an existing hotel to a Hyatt House Hotel, you must start renovation and open the Hotel under the Hotel System according to the timetables in the Franchise Agreement. We may terminate the Franchise

Agreement if you fail to meet the required timetable. You may request one or more extensions of time by giving us, at least 3 months before the opening deadline, a written extension request and a $10,000 "Extension Fee." We will inform you of the length of the extension if and when we grant it. We will refund the Extension Fee only if we deny the extension. We may waive this fee under some circumstances.

Revenue Management Services

You may elect to begin receiving certain revenue management services for your Hotel before the Hotel begins operating under the Proprietary Marks under our Service Agreement for Revenue Management Services (Exhibit I). Depending on some factors concerning your (or your approved management company's) experience, we may in some situations require you to sign our Service Agreement for Revenue Management Services and receive revenue services from us. If you sign the Service Agreement for Revenue Management Services, then we will provide specialized central revenue management services on a daily, weekly, monthly, and annual basis to assist you in a variety of essential Hotel functions, including resource planning, inventory controls, market segmentation, and industry and competitor analyses for the Hotel (as more specifically described in Exhibit I). The current, non-refundable monthly subscription fee due under the Service Agreement for Revenue Management Services is dependent upon the service tier level then in effect: for the "Tactical" Tier Level: $1,000 per month; for the "Essential" Tier Level: $1,000 per month for calendar months preceding the Opening Month (if applicable) and $2,000 per month from and after the Opening Month; and for the "Premium Tier Level: $1,750 per month for calendar months preceding the Opening Month (if applicable) and $3,500 per month from and after the Opening Month. "Opening Month" means the calendar month in which the Hotel first opens to the public as a Hyatt branded or affiliated hotel, but if that date occurs after the 16th day of the month, then the "Opening Month" is the immediately following calendar month. We would provide services under the Service Agreement for Revenue Management Services for up to 90 days before the anticipated or scheduled opening date of the Hotel for the "Essential" service tier level or for up to 120 days before the anticipated or scheduled opening date of the Hotel for the "Premium" service tier level. You must pay these amounts within 30 days after you receive each invoice for services rendered and expenses incurred during the previous month. The total amount you may pay us for pre-opening revenue management services ranges from $0 to $7,000. We also reserve the right to charge you for reimbursement of expenses reasonably incurred by us, including for transportation and related expenses, printing, photocopying, postage, and delivery services. We may periodically increase these fees at any time upon 30 days' written notice to you, but we may not increase these fees by more than 10% per calendar year. These payments are not refundable.

Field Marketing Program.

Up to 6 months before the opening of your Hotel, you may elect to receive from the Hyatt Group certain centralized resources to guide and support local integrated marketing for hotels that leverage the expertise of a designated field marketing team for a fee (which may contain a profit component, not to exceed a competitive amount), pursuant to a Field Marketing Program Opt-In Agreement (Exhibit L) (the "Field Marketing Program Opt-In Agreement"). Inclusions and deliverables vary by service level, and may include management of local digital marketing,

regional marketing campaigns, website management, social media consultation, local promotion creation and execution, and brand activations. The current non-refundable monthly subscription fee due under the Field Marketing Program Opt-In Agreement is dependent on the service tier level then in effect for Tier 1: $967 per month; for Tier 2: $1,813 per month; and for Tier 3: $2,667 per month. The total amount you may pay us for pre-opening field marketing services ranges from $0 to $16,002.

Refundability and Range of Initial Fees

Except as we describe above concerning the application fee and Extension Fee, none of these payments are refundable under any circumstances. In addition, other than the application fee, Extension Fee and Comfort Letter Fee, all of the ranges of initial fees described in this Item 5 reflect the current fees for services rendered and depending on when the Hotel is developed or remodeled, may be higher in subsequent years. During our 2023 fiscal year, franchisees signing our Franchise Agreement paid, or made commitments to pay, total initial fees as described in this Item 5 to us and/or our affiliates ranging from $47,075 to $182,550.

Item 6

OTHER FEES

We group the ongoing fees that you will pay to us and other companies in the Hyatt Group when operating the Hotel into 3 categories. The first category includes the fees that the Franchise Agreement specifies. Except as described below, these fees are typically imposed and collected by and payable to us. The second category includes the fees for those System Services that we typically classify as Mandatory Services for Hyatt House Hotels. The third category includes the fees for those System Services that we typically classify as Non-Mandatory Services for Hyatt House Hotels. Depending on the particular circumstances of the Hotel, including its size, location and market positioning, we may reclassify some of the Mandatory Services listed below as Non-Mandatory Services and/or may reclassify some of the Non-Mandatory Services listed below as Mandatory Services for the Hotel. The fees in the second and third group are typically imposed and collected by and payable to Hyatt Corporation. At times we may collect amounts on behalf of our affiliates for services that they provide to franchisees. This Item does not cover the ongoing fees or payments relating to the Hotel's operation that you pay directly to third parties.

Except for the application fee, all fees are non-refundable. In some cases we might negotiate some of the fees that some franchisees will pay, such as franchisees agreeing to develop multiple Hyatt House Hotels or acquiring existing Hyatt House Hotels. Otherwise, except as described below, all fees are uniform or are calculated on a uniform basis. There currently are no franchisee advertising cooperatives in the Hyatt House Hotel network.

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Fees Under the Franchise Agreement

You will pay these fees to us under the Franchise Agreement.

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
Royalty Fee	5% of Gross Rooms Revenue(1)	10th day of each month or later day we periodically specify ("Payment Day"), based on Gross Rooms Revenue during previous month	See Notes 2 and 3
Cooperative advertising contributions	Amount Cooperative determines	As Cooperative determines	Payable only if you decide to participate in a Cooperative in your area
World of Hyatt program assessment	Currently 4% of eligible revenue or 2% of eligible revenue when a guest is enrolled on-property in World of Hyatt for that enrolling stay, but could increase if costs increase (See Note 4)	Monthly	See Note 4
Comfort letter fee	Currently $2,500, but could increase if costs increase	As incurred	Due for each comfort letter you must obtain
Quality assurance, compliance and guest satisfaction programs(8)	Will vary under circumstances based on the Focused Improvement Policy ("FIP") fees, which currently range from $5,000 to $20,000 per each stage of FIP, plus personnel's related expenses, and the Brand Protection Program ("BPP") fees, which are currently $45,000 per year. See Note 5	As incurred	In addition to the FIP and BPP fees, you must reimburse us for all costs, actions and additional training for your personnel. You must also participate in compliance (including for data security), best rate guarantee and guest satisfaction programs, and/or requirements to effect credits or discounts to guests, as we determine according to System Standards. (See Note 5)

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
On-site quality assurance inspections	Currently, $500 to $1,700 per annual inspection, but could increase if our costs increase	As incurred	You must also pay for any re-inspection needed due to a failed inspection (currently, also $500 to $1,700 per inspection) and reverse the folio charge for the inspection company. (See Note 5)
Additional training and assistance	$875 per trainer per day plus our expenses, but could increase if our costs increase	As incurred	Due if you request, or we require, supplemental or optional training programs, including replacement training for new Core Management personnel hired after the Hotel opens. You also pay for the incurred travel, lodging, and other expenses for your attendees
PMS hosting fees	Currently, $6.65 per room per month, but could increase if costs increase	Monthly	Due if we provide subscription and hosting services for the Hotel's property management system under the subscription and hosting services agreement (Exhibit K) (the "Subscription and Hosting Services Agreement")
Training tools and materials	Currently $3.64 per guest room per year, but could increase if our costs increase	Annually	Covers the cost of developing certain training tools and materials relating to Hyatt standards and policies.
Fees for owner convention	Currently $2,000 to $5,000 per attendee, but could increase if our costs increase	As incurred (typically before the convention)	We and our affiliates hold owner conventions when we or they determine, typically annually or biennially. In addition to the fee for attendance, you must pay for the incurred travel, lodging, and other expenses for your attendees
Fees for leadership summit	Currently $3,000 to $6,000 per attendee, but could increase if our costs increase	As incurred (typically before the leadership summit)	We and our affiliates periodically hold leadership summits that we recommend or may require your Hotel's general manager and/or above-property leaders to attend. Currently, a leadership summit occurs approximately once every 4 years. In addition to the fee for attendance, you must pay the travel, lodging, and other expenses for your attendees

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
Application fee for new guest rooms (added after Hotel opens)	Greater of the then current PIP fee (currently $10,000) or $500 times number of new guest rooms	PIP fee (currently $10,000) due when you request approval, remainder due when we approve plans	Due only if you propose adding new guest rooms to the Hotel during Franchise Agreement's term
Operator approval fee and re-entry fees	Currently $10,000 to $20,000, but could increase	Before the new management company enters our operator screening process	Applies if you appoint a new management company to operate the Hotel if that new management company is not already an approved operator of Hyatt House Hotels
Transfer fee	No fee for transfers, but you or the transferee must pay the then-current amount of the change of ownership application fee	Together with transfer application	Applies to control transfers. We will refund the change of ownership application fee paid (less $7,500) if we disapprove transfer
Fee for review of offering materials	$5,000	When submitting materials for our review	Due only if you or your owners propose offering of ownership interests in you or an owner
Property Improvement Plan ("PIP") fee for successor franchise	Then current PIP fee – currently $10,000, but could increase	With successor franchise application	
Royalty fee upon termination	$5,000 per day plus our costs and expenses	As incurred	Due only if, and while, you fail to properly de-identify the Hotel after expiration or termination
Liquidated damages upon termination**(10)**	See Note 6	15 days after termination	Due if Franchise Agreement terminates before its term expires
Audit expenses	Cost of audit	As incurred	Due only if our audit reveals an understatement of 3% or more or if you fail to report on time or willfully underpay amounts
Late fee and interest	$225 late fee plus lesser of 1½% per month or the highest rate law allows	As incurred	Late fee is due on all overdue amounts. Interest is due on all amounts more than 7 days late or not available for withdrawal by due date

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
Costs and attorneys' fees	Will vary under circumstances	As incurred	Due if we prevail in dispute
Indemnification	Will vary under circumstances	As incurred	You must reimburse us and related parties for all claims and related costs arising from your application, the Hotel's development or operation (including failure to open on time), your breach, and your Hotel's proportionate share of our expenses in defending or controlling the defense of actions that involve both the Hotel and any other Hyatt Network Hotel
Testing of new product/supplier	Our costs, currently $5,000 for testing of new products/suppliers	As incurred	Due only if you request our approval of supplier or item
Insurance	Premiums and our costs plus fee (currently $200 per guest room per year)	As incurred	If you fail to obtain and maintain insurance, we may (if we choose) obtain it on your behalf and charge you our premiums and costs, plus a fee

System Services, System Services Costs, and System Services Charges

If you are in full compliance with your obligations under the Franchise Agreement, one or more members of the Hyatt Group will provide you those System Services we periodically specify. You must participate in all Mandatory Services and related programs, and may (at your option) participate in any or all Non-Mandatory Services and related programs, in the manner that we periodically specify. "System Services" means those services that the Hyatt Group generally and periodically makes available on a central, regional, or other shared or group basis (whether in whole or in part) to those Hyatt House Hotels and other Hyatt Network Hotels that the Hyatt Group reasonably determines will be provided those services. We categorize System Services as either Mandatory Services or Non-Mandatory Services. "Mandatory Services" means those mandatory System Services that one or more members of the Hyatt Group provides to the Hotel and certain other Hyatt House Hotels and other Hyatt Network Hotels, and that the Hyatt Group reasonably determines must be acquired only from the Hyatt Group. "Non-Mandatory Services" means those non-mandatory System Services that one or more members of the Hyatt Group provides to the Hotel and certain other Hyatt House Hotels and other Hyatt Network Hotels that the Hyatt Group reasonably determines will be offered to the Hotel and certain other Hyatt House Hotels and other Hyatt Network Hotels on an optional basis.

We may periodically add to, delete from, and otherwise modify System Services, the scope of and manner of providing System Services, upon written notice to you. "System Services Costs"

means, for the System Services in which the Hotel participates (or is required to participate), all costs that the Hyatt Group actually incurs or properly accrues during the period of determination in providing those System Services, including out-of-pocket expenses, costs for employees, occupancy costs, capital costs, administrative expenses, carrying costs and other costs. Any allocation of shared costs that the Hyatt Group makes in good faith and with the intention of fairly allocating those costs to System Services is binding on us and you. The Hyatt Group may vary these allocations depending on, among other things, the specific brand, size or market positioning of the Hotel. System Services Costs include the actual costs that the Hyatt Group incurs and are not subject to any mark-up, premium or profit on any Mandatory Services, but may include a profit or mark-up component on Non-Mandatory Services.

"System Services Charges" means the amounts that the Hyatt Group charges the Hotel, and you will pay, for the Hotel's equitably allocable share of the System Services Costs attributable to the System Services in which the Hotel participates (or is obligated to participate), as the Hyatt Group periodically determines them. The Hyatt Group determines System Services Charges on the same basis as it determines those amounts for other Hyatt House Hotels and Hyatt Network Hotels that we periodically and reasonably determine are similarly situated with the Hotel (subject to Reasonable Deviations (as defined in Item 8) and that participate in those System Services in the same manner (collectively, "Participating Hotels"). The Hyatt Group may in its reasonable discretion periodically change its method of allocation of the System Services Costs among Participating Hotels, and the categories of Hyatt House Hotels and/or other Hyatt Network Hotels that are classified as Participating Hotels, but will at all times determine the method of allocation and categories of Participating Hotels on a reasonable, equitable and non-discriminatory basis.

Current System Services Charges for Mandatory Services

The following reflects the current System Services Charges for the current Mandatory Services. These amounts are estimates, and may change over time and/or as our and the Hyatt Group's costs of providing Mandatory Services changes.

OTHER FEES

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
Commercial Services Fee [7]	Currently 3.5% of Gross Rooms Revenue, but could increase if costs increase	Payment Day, based on Gross Rooms Revenue during previous month	See Note 7
Digital Acquisition Fee [8]	Currently 1.35% of Gross Rooms Revenue through the Digital Channels, but could increase if costs or scope of services increase	Payment Day	See Note 8

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
Global distribution services and other reservation services [(9)]	Currently averages about $8.50 per reservation, but could increase if costs increase	Payment Day	At our option, you must subscribe to certain GDS and/or ADS through us. See Note 9
Costs for Mandatory Contracts [(10)]	Your allocable share of Hyatt Group's costs, currently $1,500 to $7,500 per month but could increase if costs increase	Payment Day	Covers contracts with vendors or service providers (like certain credit card acceptance agreements, music license agreements and telecommunications agreements) that cover the Hotel and all or certain subsets of Hyatt House Hotels
Other corporate services [(11)]	Your share of Hyatt Group's costs, currently $500 to $5,000 per month, but could increase if costs increase	Payment Day	See Note 11

Current System Services Charges for Non-Mandatory Services

The following reflects the current System Services Charges for the current Non-Mandatory Services. Currently you may choose to use, or not use, any of these Non-Mandatory Services at your Hotel.

OTHER FEES

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
Field Marketing Program[(12)]	Currently $967 to $2,667 per month, depending on the services provided, but could increase if costs increase	As incurred	See Note 12

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
Subscription fee and expenses for Revenue Management Services	Tactical Tier: Currently $1,000/month Essential Tier: Currently $1,000/month before Opening Month and $2,000/month from and after Opening Month. Premium Tier: Currently $1,750/month before Opening Month and $3,500/month after Opening Month	Within 30 days after receiving invoice	
Purchasing services	Will vary depending on items purchased	As incurred	You might choose to buy items through our affiliate
Optional corporate services	Actual costs, which will vary depending on assistance needed	As incurred	The Hyatt Group corporate office may provide temporary employees for your Hotel at your request.
Other related party transactions	Will vary depending on assistance provided and other circumstances	As incurred	Your Hotel will routinely engage in transactions with Hyatt House Hotels and other Hyatt Network Hotels, some of which our affiliate may own or operate. For example, your Hotel may pay for using another hotel's staff (during high demand periods) or for another hotel redeeming quality assurance certificates that your Hotel previously issued to resolve a guest service problem at the Hotel.
Optional technology services	Will vary depending on service(s) you acquire	As incurred	Covers some point-of-sale, accounting, procurement, guest service and other IT-related services that you may choose to acquire

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
Regional sales commission	Currently none. If implemented, will vary under the program terms	As incurred	In the future, the Hyatt Group may offer sales services to Hyatt House Hotels and other Hyatt Network Hotels on a local or regional basis. If the Hyatt Group offers these sales services, it may charge a fee to Hyatt House Hotels and other Hyatt Network Hotels that participate in or accept reservations from the program. The Hyatt Group may charge the fee on a commission, flat fee, or shared basis

In addition to any sales, use and other taxes that applicable law requires or permits us to collect from you for providing goods or services under the Franchise Agreement, you must pay us all federal, state, local or foreign (a) sales, use, excise, privilege, occupation or any other transactional taxes, and (b) other taxes or similar exactions, no matter how designated, that are imposed on us or that we are required to withhold relating to the receipt or accrual of amounts you pay us under the Franchise Agreement, excluding only taxes imposed on us for the privilege of conducting business and calculated based on our net income, capital, net worth, gross receipts, or some other basis or combination of those factors, but not excluding any gross receipts taxes imposed on us or our affiliates for your payments intended to reimburse us or our affiliates for expenditures incurred for your benefit and on your behalf. You must make these additional required payments in an amount necessary to provide us with after-tax receipts (taking into account any additional required payments) equal to the same amounts that we would have received if the additional tax liability or withholding had not been imposed or required.

Explanatory Notes to All Charts

1. Gross Rooms Revenue. "Gross Rooms Revenue" means "Total Rooms Revenue" or its equivalent, as determined in accordance with the Uniform System of Accounts for the Lodging Industry, Eleventh Edition, as published by the Educational Institute of the American Hotel and Motel Association, 2014, or a later edition that we approve, plus any revenue from resort fees, destination fees, or similar mandatory charges. If you receive any proceeds from any business interruption insurance applicable to the rental of rooms at the Hotel, then there will be added to Gross Rooms Revenue an amount equal to the imputed gross revenues that the insurer used to calculate those proceeds. Inclusion of resort fees, destination fees, or similar fees in "Gross Rooms Revenue" does not constitute our approval of or authorization to charge those fees.

2. Royalty Fee. Your Royalty Fee will be 5% of Gross Rooms Revenue accrued during the previous month. If you are constructing a new Hotel, we may agree to reduce your Royalty Fee for the first 1-3 years of the Hotel's operations.

3. Electronic Payments. You must make all payments for Royalty Fees, System Services Charges, and other amounts due to us or any member of the Hyatt Group under the Franchise Agreement or relating to the Hotel by electronic funds transfer ("EFT") in compliance with System Standards. We periodically may change the procedure for payments. You must make funds available in your account to cover payments when due. You may not change your bank, financial institution, or account used in the operation of the Hotel without first telling us.

4. World of Hyatt Program. Hyatt House Hotels must participate in, and pay all charges related to, the Hyatt Group's frequent guest loyalty program (the "Loyalty Program"), called the "World of Hyatt" program. The Hyatt Group assesses each Participating Hotel and certain other hotels an amount in the Hyatt Group's discretion to operate the Loyalty Program, which amount may change periodically. The assessment for each participating Hyatt House Hotel (including the Hotel) is currently 4% of all eligible revenue generated at that hotel from members of the program (excluding applicable taxes) who provide their World of Hyatt member number when booking or 2% of that eligible revenue when a guest is enrolled on-property in World of Hyatt for that enrolling stay.

Under separate contractual arrangements, the following companies will participate in alliances with the World of Hyatt program in 2024: (i) the master licensee for Hyatt Residence Club and Hyatt Vacation Club, our shared ownership brands; (ii) HyCard, Inc., our affiliate (in relation with JPMorgan Chase Bank, the issuing company of the World of Hyatt credit cards); (iii) American Airlines; and (iv) Headspace, Inc. The Hyatt Group may allocate assessments for these programs at different rates than those applied to Hyatt House Hotels, given the difference in the products and services being offered to Loyalty Program members. Owners of Participating Hotels bear no cost from including these programs in the Loyalty Program. The Hyatt Group also may agree to other similar joint marketing or co-branding arrangements in the future.

Currently, the Hyatt Group deposits all funds that it collects for the Loyalty Program (including sales of points and other related fees) into segregated accounts and invests a portion of the funds in various investment securities (primarily fixed income) that independent investment managers manage. These funds are designated to fund the Loyalty Program obligations, including all marketing and administrative costs, and current and future award redemptions. The Hyatt Group may periodically change the method of funding the Loyalty Program, the assessment methodology and other program attributes. An independent accounting firm audits the Loyalty Program on an annual basis and we will make copies of the audit reports available upon request. We may periodically change the assessment methodology and other program attributes in the future.

The Hyatt Group also has contractual arrangements with participating airlines under which Participating Hotel guests may choose to receive airline miles, in lieu of Loyalty Program points, as a result of their stay. The Participating Hotel must pay the actual cost of those miles that the airline charges to the Hyatt Group. Guests choosing airline miles for a stay at a Participating Hotel are not entitled to Loyalty Program points for that stay.

We may periodically change the assessment methodology and other program attributes in the future.

5. Quality Assurance. The Hotel must participate in quality assurance, compliance and guest satisfaction programs that we periodically develop and modify (collectively, the "Quality Assurance Program"). You must pay your allocable share of all fees and other costs associated with the Quality Assurance Program. Our representatives may inspect or audit the Hotel at any time, with or without notice to you, to determine whether you and the Hotel are complying with the Hotel System, System Standards, and the terms of the Franchise Agreement, and you will give them free lodging (subject to availability) during the inspection period. If we determine that the Hotel is not complying with the Hotel System, System Standards, or any other Franchise Agreement provisions, then you will pay or bear the cost of the Hotel's allocable share of all fees and other costs associated with the Quality Assurance Program to correct the non-compliance. This includes (a) reimbursing our costs related to your non-compliance, such as travel and living expenses, guest satisfaction payments or expenses, and other costs for administering any necessary actions, follow-up inspections, audits or re-evaluation visits until you have fully corrected the non-compliance, (b) paying for meetings and additional brand standards training programs that we specify and require your personnel to attend relating to your non-compliance, and (c) paying program fees which we and/or our affiliates may use to promote guest satisfaction initiatives for Hyatt Network Hotels. These amounts will vary depending on the extent of your non-compliance and may increase if our costs increase. Currently, we impose the following fees for each 6-month FIP stage if the Hotel is placed in or remains in FIP protocols as a result of QA scores below requirements: (i) FIP Stage 1 – $5,000 administrative fee; (ii) Stage 2 – $15,000 administrative fee; and (iii) Stage 3 – $20,000 administrative fee. In addition, if the Hotel does not achieve passing scores necessary to exit the FIP protocols by the end of Stage 3, the Hotel is placed in our BPP program, which requires the Hotel to pay an administrative fee of $45,000 per year. We may, as we deem appropriate, reduce or refund FIP fees based on improved performance and/or your accelerated compliance with hotel renovation requirements. Under the FIP and BPP policies currently in place, Hyatt House Hotels are eligible for up to a 100% reduction of the applicable FIP or BPP fee, based on improvement in performance.

6. Liquidated Damages. The amount of liquidated damages you must pay us if the Franchise Agreement terminates varies depending on when the Franchise Agreement terminates. Upon termination of the Franchise Agreement before the term expires for any reason (subject to Article X of the Franchise Agreement), you must pay us, within 15 days after the date of that termination, liquidated damages in a lump sum equal to (a) the lesser of 36 or the number of months then remaining in the Franchise Agreement term had it not been terminated, multiplied by (b) the sum of (i) the Average Monthly Revenue times 5% for lost future Royalty Fees, plus (ii) the Average Monthly Revenue times 3.5% for lost future System Services Charges.

"Average Monthly Revenue**"** means: (i) if, as of the effective date of termination, at least 36 months have elapsed since the Hotel's opening date, the average monthly Gross Rooms Revenue of the Hotel during the 12 full calendar months preceding the month of termination; or (ii) if, as of the effective date of termination, the Hotel's opening date has not yet occurred, the average monthly Gross Rooms Revenue per available guest room for all Hyatt House Hotels in the United States (including those that we and our affiliates own, manage, and franchise) during the 12 full calendar months preceding the month of termination, multiplied by the number of guest rooms approved for the Hotel; or (iii) if, as of the effective date of termination, the Hotel's opening date has occurred but less than 36 months have elapsed since the Hotel's opening date, either (a)

the amount determined under part (ii) above or (b) the average monthly Gross Rooms Revenue of the Hotel during the period from the Hotel's opening date until the effective date of termination, whichever of (a) or (b) is greater.

However, if "Average Monthly Revenues" as determined under any part of (i) through (iii) above was materially and negatively impacted during the preceding 12 full calendar month period by a disruption in Hotel operations resulting from force majeure, casualty, suspension of operations (whether or not we consented to it), renovation of the Hotel, or any other similar circumstances, then we will determine "Average Monthly Revenue" by referencing the most recent 12 full calendar month period before termination during which the Hotel performance was not impacted.

If we or you terminate the Franchise Agreement because of a Consequential Termination, then the liquidated damages are 150% of the amount calculated above. A "Consequential Termination" occurs if (1) the Franchise Agreement's termination involves a transfer of the Hotel or its assets, or a direct or indirect Controlling Ownership Interest in you, to a Competitor (defined below); or (2) there are 3 or more franchise agreements for Hyatt-Related Select Service Brand (defined below) hotels with you or your affiliates (including the Franchise Agreement) that we (or our affiliate) terminate because of your (or your affiliate's) default or you (or your affiliates) terminate in breach of the applicable agreement. A "Hyatt-Related Select Service Brand" means any brand under which or in affiliation with which a select service Hyatt Network Hotel operates. A "Competitor" is any entity that owns, franchises and/or manages, or is an affiliate of any entity that owns, franchises and/or manages, a select service hotel brand, trade name or service mark for a system of at least 4 hotels with an average daily room rate for all or substantially all of the hotels in the U.S. during the then most recent full calendar year that is at least 60% of the average daily room rate for Hyatt House Hotels operating in the U.S.

If a governmental agency or other authority condemns or takes by eminent domain or expropriation all or a substantial portion of the Hotel, and we and you do not agree to terms for relocating the Hotel, then either we or you may terminate the Franchise Agreement. If you and your owners sign our then current form of termination agreement and a general release, in a form satisfactory to us (together, a "Termination Agreement"), then you need not pay us liquidated damages when the Franchise Agreement terminates. The Termination Agreement will provide that if you or your affiliate begins construction on or operation of a new select service hotel at any location within the Area of Protection during the 24-month period following the termination, other than a Hyatt Network Hotel or a hotel that was already under contract to be developed at that particular location within the Area of Protection on the date that the Termination Agreement is signed, then you must pay us liquidated damages of $5,000 multiplied by the number of guest rooms at that new select service hotel. If you and your owners do not sign a Termination Agreement, then you must pay us liquidated damages when the Franchise Agreement terminates.

If the Hotel is damaged by fire, flood, accident, hurricane or other casualty, you must notify us immediately. If the cost to repair the damage is less than or equal to the greater of (a) 60% of the market value of the Hotel immediately prior to the casualty, or (b) the amount of insurance proceeds made available to you in connection with the casualty ("Damage Threshold"), then you must repair the damage promptly according to the System Standards and the Franchise Agreement's other terms and conditions. If the damage or repair requires you to close all or any

portion of the Hotel, then you must commence reconstruction as soon as practicable (but in any event within 4 months) after closing the Hotel and reopen for continuous business operations as a Hyatt House Hotel as soon as practicable (but in any event within 24 months) after closing the Hotel, but not without complying with the Franchise Agreement's other terms and conditions. The Franchise Agreement's term will be extended for the period of time during which the Hotel is closed, and you need not make any payments of Royalty Fees or System Services Charges while the Hotel is closed unless you receive insurance proceeds compensating you for lost Gross Rooms Revenue during such period, in which case you must pay Royalty Fees and System Services Charges on the amount of proceeds received allocable to such loss.

If the cost to repair the damage from the casualty exceeds the Damage Threshold, you may either: (a) repair the damage promptly according to the System Standards and the Franchise Agreement's other terms and conditions; or (b) elect to terminate the Franchise Agreement if you and your owners sign a Termination Agreement and pay a termination fee equal to the lesser of (i) the liquidated damages and (ii) the insurance proceeds you receive as a result of the casualty minus amounts required to be paid to your lenders minus unreturned capital investment of your owners (the "Net Recovery").

You must provide us any documentation that we may reasonably request to calculate the Damage Threshold, the insurance proceeds you receive for any casualty, and the Net Recovery amount (if applicable). Any Termination Agreement that you and we sign will provide that if you, any of your affiliates, or any other entity (including any buyer of the Hotel) begins construction on or operation of a full service hotel at the Hotel's site other than a Hyatt House Hotel or another Hyatt Network Hotel at any time during the 24-month period following the effective date of termination of the Franchise Agreement, then you or your owners must pay us liquidated damages equal to the difference between (i) the amount of liquidated damages that you would have otherwise owed us under the Franchise Agreement at the time of termination, minus (ii) the amount of liquidated damages you actually paid us at the time of termination.

7. Commercial Services Fee. The "Commercial Services Fee" currently covers the costs for the following commercial services that the Hyatt Group makes available to the Hotel and other Participating Hotels (the "Commercial Services"):

(a) brand-wide marketing, advertising, public relations, and guest satisfaction program management and research for the Hotel;

(b) Global Property and Guest Services which provide, among other things, centralized reservation services (including the services and charges for the base reservation fee which applies regardless of channel, and certain additional reservation fees based on channels) and care professionals supporting the business by enhancing the guest experience;

(c) revenue management technology, including the Hyatt Group's proprietary revenue management software, and advisory and support services, such as pricing strategy across channels and on-going training, support, and tools for pricing and inventory applications;

(d) group sales support, including lead generation from Hyatt Group's global and regional sales offices, account management, and account development, and transient and luxury sales promotion services (including Consortia);

(e) sales and catering system services, including account management, booking pipeline management, and analysis through our designated sales software systems;

(f) property management system services, including Opera PMS, web-in/web-out and hosting, and interface file, maintenance, and support;

(g) the Hyatt Group's digital product technology and infrastructure including Hyatt.com and the mobile app; and

(h) other technology services, including e-learning, e-mail, HyattConnect, SharePoint, identify access management, ServiceNow, in-room technology, and network access.

The Hyatt Group may periodically change the benefits and services currently included as Commercial Services and the charges and fees for those benefits and services. The Hyatt Group may adopt other methodologies for fees and charges related to chain-wide programs to Participating Hotels, including segregation by brand, geographic location, or other criteria that the Hyatt Group deems appropriate in its discretion. The Hyatt Group may periodically allocate the Commercial Services Fee as a fixed charge, percentage charge, direct billback, or any other combination of multiple allocation methodologies. The Hyatt Group may spend in any year more or less than the total Commercial Services Fee contributions in that year, but will use all Commercial Services Fees collected for Commercial Services.

8. Digital Acquisition Fee. We currently charge the Hotel and other Participating Hotels the "Digital Acquisition Fee" to help drive bookings through the Hyatt Group's online direct booking channels (the "Digital Channels"). The Digital Channels currently are the Hotel System Website and any Hyatt-branded website or mobile app (such as the World of Hyatt app). You must pay the Digital Acquisition Fee on the subset of Gross Rooms Revenue resulting from reservations that are generated through the Digital Channels, whether directly or via a link from another platform, such as a search engine advertisement, social media page, or any Franchisee Organization Website. We may, in our sole judgment and subject to change, exclude certain types of bookings that originate through Digital Channels for purposes of calculating the Digital Acquisition Fee and certain portions of Gross Rooms Revenue that is generated through the Digital Channels, such as the Upsell Revenue (defined below). Digital Channels do not include reservations placed through external sources, such as online travel agencies (e.g., priceline.com and expedia.com) or through Hyatt-managed channels that are not digital in nature, such as reservations placed via telephone calls to our global contact center.

9. GDS and Other Reservations Services. In addition to the global contact centers, the costs of which the Hyatt Group allocates to each Participating Hotel as part of the Commercial Services Fee, GDSs accept reservations for Participating Hotels and confirm the reservations with the Hyatt Group through the central reservations center. The Hyatt Group incurs a reservations

fee for each reservation that these supplemental reservations systems accept, which currently averages approximately $8.50 per reservation, and the Hyatt Group passes on the charge to the hotel receiving the reservation at cost without imposing a markup or receiving a profit.

The Commercial Services Fee and these other reservation services fees include some of the current charges from providers of products or services for the Hotel, including the then current CRS operator (if applicable), the then current GDS and ADS operators (if applicable), and other suppliers to the Hotel, which may include us and/or our affiliates (collectively, "Providers"), that we currently collect from franchisees and pay (on their behalf) to the Providers. If any Provider assesses a single or group fee or other charge that covers all or a group of Hyatt House Hotels or other Hyatt Network Hotels to which that Provider provides products or services, then our calculation of that fee or other charge among the Hotel and other Participating Hotels is final. The Providers may periodically increase the fees and other charges they impose. At our option, you must begin paying these fees and other charges directly to the applicable Provider(s).

10. Mandatory Contracts. The Hyatt Group periodically enters into relationships with vendors or providers of services that may require mandatory participation by all or certain subsets of Participating Hotels, such as certain contracts provided through Avendra, LLC, credit card acceptance agreements, music license agreements and certain telecommunications agreements. While the Hyatt Group does not receive any fees, rebates or commissions under these mandatory contracts, certain of the mandatory contracts may provide for promotional or other allowances that the Hyatt Group then allocates among Participating Hotels, as the Hyatt Group determines or the applicable vendor or supplier requires, or that the Hyatt Group uses for activities benefiting all or substantially all Participating Hotels.

11. Other Corporate Services. The Hyatt Group provides a number of other corporate services and programs for the benefit of Participating Hotels for which those hotels reimburse the Hyatt Group on a cost recovery basis, including taxes, if applicable. These services and programs include group sales promotional programs and events that 2 or more Participating Hotels sponsor, property evaluations, profit improvement services, quality assurance materials, security services, certain training programs and other various services. As part of these other corporate services, the Hyatt Group currently provides "upsell" services for Hyatt House Hotels and other Participating Hotels, offering room upgrades to guests having reservations at the Hotel before they arrive. If the guest purchases the room upgrade, you must pay the Hyatt Group a commission on the additional revenue. That commission currently is 5% of the difference between the Gross Rooms Revenue at the upgraded rate and the Gross Rooms Revenue at the rate the guest originally booked, excluding taxes (the "Upsell Revenue"). The Upsell Revenue currently does not include any additional revenue resulting from the upgrade, such as early arrival fees and additional revenue derived from upgrades to the F&B Operations.

12. Field Marketing Program. The Hyatt Group currently offers to Participating Hotels centralized resources to guide and support local integrated marketing for hotels that leverage the expertise of a designated field marketing team for a fee (which may contain a profit component, not to exceed a competitive amount), pursuant to a Field Marketing Program Opt-In Agreement. Inclusions and deliverables vary by service level, and may include management of local digital

marketing, regional marketing campaigns, website management, social media consultation, local promotion creation and execution, and brand activations.

Item 7

ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

Column 1 Type of expenditure	Column 2 Amount	Column 3 Method of Payment	Column 4 When due	Column 5 To whom payment is to be made
New development application fee or change of ownership application fee (1)	$75,000 to $150,000	Lump sum	Upon signing Franchise Application	Us
Comfort letter fee(s)	$0 to $5,000	Lump sum	When your lender(s) sign a comfort letter with us	Us
Extension of opening deadline	$0 to $10,000	As agreed	When you request extension of Hotel opening deadline	Us
IT Project Management Services fee and expense reimbursement	$64,800 to $69,300	As agreed	Before the Hotel opens	Us
Signage	$65,000 to $100,000	As agreed	As incurred	Suppliers
Telecommunications systems, security system and Technology System equipment and fees (2)	$620,000 to $755,000	As agreed	As incurred	Suppliers and Hyatt Corporation
Architecture and design	$276,429 to $866,143	As agreed	As incurred	Architects, engineers, designers and other professionals

Column 1 Type of expenditure	Column 2 Amount	Column 3 Method of Payment	Column 4 When due	Column 5 To whom payment is to be made
Construction, improvements, remodeling, decorating costs and other sitework	$9,321,429 to $29,207,143	As agreed	As incurred	General contractor, suppliers and us or our affiliate
Furniture, fixtures, other fixed assets and equipment (3)	$1,735,650 to $5,438,370	As agreed	As incurred	Suppliers
Operating supplies & equipment (4)	$381,214 to $1,194,471	As agreed	As incurred	Suppliers
General and administrative buildout costs (5)	$305,000 to $485,000	As agreed	As incurred	Third parties
Revenue management fees (6)	$0 to $17,500	As agreed	Monthly, if you participate in the revenue management program	Us
Field marketing program fees (6)	$0 to $24,003	As agreed	Monthly, if you participate in the field marketing program	Us
Pre-opening marketing and sales expenses (7)	$45,000 to $250,000	As agreed	Before opening	Us and third parties
Liquor license (8)	$30,000 to $400,000	As agreed	As incurred	Government agency or previous license holder
Operator approval fees	$0 to $20,000	As agreed	Before we begin the operator screening process	Us
Training expenses (fees and reimbursements payable to us)	$14,275 to $25,050	As agreed	As incurred	Us
Training expenses (your and your personnel's costs to attend)	$19,500 to $27,000	As agreed	As incurred	Suppliers
Additional optional training	$0 to $200,000	As agreed	As incurred	Us

Column 1 Type of expenditure	Column 2 Amount	Column 3 Method of Payment	Column 4 When due	Column 5 To whom payment is to be made
Miscellaneous pre-opening costs (9)	$276,000 to $375,000	As agreed	As incurred	Suppliers, employees, us and Hyatt Corporation
Additional funds - 3 months (10)	$400,000 to $525,000	As agreed	As incurred	Suppliers, employees, us and Hyatt Corporation
TOTAL ESTIMATED INITIAL INVESTMENT (excluding real estate costs) (11)	$13,629,297 to $40,143,980			

Explanatory Notes

1. Application fee. The application fee listed above is for a Hyatt House Hotel with 90 to 200 guest rooms. In Item 5, we describe the application fee, the conditions for its refund, and the diversity development incentive under which we might reduce the new development application fee.

2. Telecommunications systems, security system and Technology System equipment. We or our affiliate will review the Hotel and/or its plans and specifications to develop a proposal relating to the equipment required for the telecommunications systems, security system, and Technology System for your Hotel. We include in this estimate the projected costs of acquisition/installation and the annual support and service contracts for the first year that the Hyatt Group provides as part of Mandatory Services.

3. Furniture, fixtures, other fixed assets, and equipment. Costs for fixtures, equipment, furnishings, furniture, room equipment and appliances and other items (collectively, "FF&E") depend mostly on the Hotel's size and configuration. This item covers costs for all FF&E for the Hotel except the costs for telecommunications systems, security system and Technology System equipment and related fees that we describe separately in Note 2 above and the OS&E that we describe in Note 4 below.

4. Operating Supplies and Equipment. Costs for initial operating supplies and equipment, including initial food and beverage inventory, bed linens, personal care amenities, cleaning supplies, and other consumables and similar items we periodically specify for the Hotel (collectively, "OS&E") depend mostly on the Hotel's size and location. This item does not include the FF&E for the Hotel that we describe in Note 3 above or the costs for telecommunications systems, security system, and Technology System equipment and related fees that we describe in Note 2 above.

5. General and administrative. This item includes costs for permit fees, security deposits, utility deposits and startup requirements, impact fees (one-time charges that the government levies to offset service costs relating to the new development), tap fees (charges for connecting to existing water or sewer lines), and various business licenses. Landlords sometimes pay some of the tap or impact fees, and the amount depends on municipal requirements and the final Hotel configuration. This item also includes costs for insurance, legal and accounting expenses.

6. Revenue management fees and field marketing program fees. These items include revenue management program fees and field marketing program fees, respectively, during the pre-opening period and the first 3 months of operation. We describe these fees in Item 5.

7. Pre-opening marketing and sales expenses. This item includes costs for marketing and sales programs that you undertake before the Hotel opens, including payments of the applicable System Services Charges during the pre-opening period and the costs to establish and operate a sales office during the pre-opening period. It does not include field marketing or revenue management program fees that you pay to us if you participate in those programs.

8. Liquor license. Liquor license costs vary widely depending on the jurisdiction. In most jurisdictions, the cost will be on the low end of the range, but could be on the high end (or even exceed the high end) in those jurisdictions that consider a liquor license to be an asset. You may be able to apply for a full spirits liquor license and pay standard costs for this license that would be on the lower end of the estimate. However, if your property is located in a "quota" city or state, you might need to locate and purchase a full spirits liquor license on the open market, which could mean your anticipated costs are on the mid-to-high range of this cost estimate. If you purchase a liquor license on the open market, you may be able to re-sell your liquor license in those jurisdictions to another licensee if you sell your Hotel. The liquor license that you apply for or purchase must include beer, wine and full spirits, as allowable under applicable law in the Hotel's jurisdiction. If you engage a third party to be the F&B Operator (defined in Item 8), depending on the jurisdiction, you might not need a liquor license.

9. Miscellaneous pre-opening costs. This item includes costs for office and other supplies, wages for Hotel management and employees before opening and other miscellaneous pre-paid opening expenses, as well as estimated amounts you may pay to us or our affiliates for optional training or consulting services.

10. Additional funds – 3 months. This item estimates your initial start-up expenses (other than the items identified separately in the table). These expenses include payroll costs for the Hotel's personnel but not any management fees or similar draw. These figures are estimates, and we cannot guarantee that you will not have additional expenses starting the business. Your costs depend on how closely you follow our methods and procedures; your management skill, experience, and business acumen; local economic conditions; the local market for the Hotel's services; the prevailing wage rate; competition; and the sales level reached during the initial period.

11. Total estimated initial investment (excluding real estate costs). The estimated amounts presented in the table above are to construct a new, full-size Hyatt House Hotel with 90

to 200 guest rooms, according to the Design and Construction Standards and the Hotel System. We relied on our affiliates' experience in developing and operating hotels since 1957 to compile the estimate for additional funds and other figures. You should review these figures carefully with a business advisor before deciding to acquire the franchise. Except as described in Item 10, we do not offer financing directly or indirectly for any part of the initial investment. The availability and terms of financing depend on many factors, including the availability of financing generally, your creditworthiness and collateral, and lending policies of financial institutions from which you request a loan. The estimate does not include any finance charge, interest, or debt service obligations. Except for a portion of the application fee that we will refund if we do not approve the application, no amounts in the chart are refundable.

Hyatt House Hotels typically are in primary markets in urban, densely-populated locations. They will typically occupy property of 1 to 3 acres, but the amount of land the Hotel requires will vary greatly depending upon local building codes, setback requirements, parking requirements and similar factors. Leasing or purchase costs vary widely and depend on geographic location, size, visibility, local rental rates, other businesses in the area, other local economic conditions, the site's market potential, the type of ownership or leasehold interest and other factors. Because of these factors, this table does not estimate the costs for the Hotel's rent or security deposit, or the purchase price for the building or land on which the Hotel is located (if you decide to buy, rather than lease, the land and/or premises).

If you own an existing hotel that you plan to convert from another brand to a Hyatt House Hotel, you might already have incurred many of the costs listed in this Item, but you still will incur significant costs to upgrade and renovate the Hotel to meet our current standards for Hyatt House Hotels. These costs vary widely and depend primarily on the Hotel's existing condition and FF&E. Before we and you sign the Franchise Agreement, we will prepare a PIP on your Hotel and provide details about our conversion and upgrade requirements for the Hotel.

Item 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

You must operate the Hotel according to our System Standards, which may regulate, among other things, the types, models, and brands of products and services your Hotel uses; required and authorized products and services that the Hotel must offer to customers and quality standards for those products and services (including F&B Operations, as defined below); and designated and approved suppliers of these products and services, which may include or be limited to us and/or our affiliates that we may designate. "F&B Operations" means all food and beverage operations for Hotel guests and patrons consisting of the following (in each case, to the extent applicable): (a) restaurant, dining, bar, lounge, and retail food and beverage services; (b) banquet, meeting, event, catering (including outside catering), and room services; (c) a multi-functional service area that serves coffee and breakfast, lunch and dinner menu items, and alcoholic beverages; (d) grab-and-go food and beverage items available for purchase in a Hotel market; (e) a communal area serving as a combination restaurant, bar, coffee shop and workplace; (f) a standalone restaurant and/or rooftop bar; and (g) all other food, beverage and related services at the Hotel.

If you are constructing a new Hyatt House Hotel or converting an existing hotel or other building to a Hyatt House Hotel, we or Hyatt Corporation will advise you on the System Standards to be met, the aesthetics to be reflected, and the systems to be installed at the Hotel, so the Hotel can be opened and operated as a Hyatt House Hotel. We and Hyatt Corporation are the only approved suppliers for these services if you are constructing a new Hotel. We also provide IT Project Management Services and other technology-related services as well as PMS hosting services.

You must use the Opera PMS at the Hotel. You must sign the Subscription and Hosting Services Agreement and engage us to host the PMS remotely. We will provide services necessary to install access to the PMS at the Hotel under the Franchise Agreement. You must also sign an agreement with our designated supplier to provide connectivity services and training for the PMS. If your Hotel is in Hawaii or Puerto Rico, under certain circumstances (with our approval), we may permit you to self-host the PMS at the Hotel.

System Services

Mandatory Services and Non-Mandatory Services comprise the System Services. If you are in full compliance with your obligations under the Franchise Agreement, we or one or more members of the Hyatt Group will provide you those System Services that we periodically specify. You must participate in all Mandatory Services and related programs, and may (at your option) participate in any or all Non-Mandatory Services and related programs, in the manner that we periodically specify. You must acquire all Mandatory Services (as we periodically modify them) only from a member of the Hyatt Group. We may periodically add to, delete from, and otherwise modify these System Services, and the scope of and manner of providing System Services, upon notice to you. Also, due to the differences in products, services, markets and hospitality experiences among Hyatt House Hotels and other Hyatt Network Hotels, we may, where we deem appropriate in our judgment: (a) classify certain System Services as Mandatory Services for the Hotel which we classify as Non-Mandatory Services or do not offer to other Hyatt House Hotels and/or other Hyatt Network Hotels; (b) not provide to the Hotel certain System Services that we provide to other Hyatt House Hotels and/or other Hyatt Network Hotels; and (c) limit the scope of those System Services provided to franchised Hyatt House Hotels, such as by limiting the access that franchised Hyatt House Hotels have to certain customer and other proprietary information for Hyatt Network Hotels other than the Hotel. We describe the current System Services and the current charges for those System Services in Item 6.

Avendra, LLC ("Avendra") is a products and services sourcing company that offers volume contracts to its customer hotels on a variety of FF&E and other items used in hotel operations, including food and beverage equipment and supplies (such as branded and commodity programs), operating equipment and supplies (such as linens, pillows, terry, and light bulbs), and other products and services (such as printing and stationery, logoed items, chemicals, and pest elimination), at competitive prices that Avendra negotiates. You determine whether, and the extent to which, your Hotel will use Avendra's services. However, if you choose not to use Avendra, you might find it impracticable to purchase certain products for the Hotel (such as bathroom amenities made specifically for Hyatt Network Hotels) elsewhere.

You may, and if we require (depending on your or your approved management company's experience) you must, acquire revenue management services from us. You also may, but are not required to, use Rosemont's purchasing and project management services and acquire our pre-opening advisory assistance for your Hotel. If you are constructing a new Hyatt House Hotel, you may decide to engage us (or our affiliate) to provide technical services and assistance relating to the Hotel's development. We or another member of the Hyatt Group, Avendra and Rosemont negotiate purchase arrangements with suppliers, including price terms, for some required Hotel items. When we do so, we seek to promote the overall interests of the network of Hyatt House Hotels and other Hyatt Network Hotels and our interests as the franchisor. We do not provide material benefits (like renewal or granting additional franchises) to individual franchisees for purchasing particular products or services or for using particular suppliers.

You must participate in, connect with, and use the authorized CRS, GDS and ADS as we periodically designate for offering, booking, modifying, and communicating guest room reservations for the Hotel and bear all related costs and expenses. You may only use the GDS and ADS that we periodically authorize. You must honor and give first priority on available rooms to all confirmed reservations that the CRS, GDS or ADS refer to the Hotel. The CRS and approved GDS and ADS are the only reservation systems or services that the Hotel may use for reservations. You will establish the Hotel's room rates, if those rates and your pricing policies comply with System Standards (to the maximum extent the law allows). You must comply with our "best price guarantee" and related policies, as we periodically modify them. You may not charge any guest a rate higher than the rate that the reservations center specifies to the guest when the guest makes the reservation.

Except as described here and in Item 6, in providing these and other products and services to you, the Hyatt Group companies have the right to charge prices that exceed their costs and include a profit margin. Except as described above or in Item 5 or 6, there currently are no other goods or services for the Hotel that you must buy or lease from us or one of our affiliates or for which we or one of our affiliates is an approved supplier or the only approved supplier.

Approved Suppliers, Hotel System and System Standards

Promptly after preparing the plans for your Hotel's construction or remodeling, you must prepare and deliver to us for our approval a plan for conducting and administering the F&B Operations at the Hotel (the "F&B Operations Plan"). The F&B Operations Plan will contain the identity of any proposed restaurant operator or other operator of some or all F&B Operations at the Hotel (other than you or your approved management company) (each an "F&B Operator") and the restaurant concept(s) that you plan to incorporate as part of or adjacent to the Hotel. You must make the modifications to the F&B Operations Plan that we reasonably specify and ensure that the Hotel and its F&B Operations operate according to the approved F&B Operations Plan. You may not make any material changes to the F&B Operations Plan (including any changes to the proposed restaurant concept(s) and/or F&B Operator(s)) without our prior written approval. Before the Hotel begins operating under the Proprietary Marks, you must require each F&B Operator to sign the documents we reasonably specify to protect our (and our affiliates') intellectual property and other rights. At our option, you must submit to us for our prior approval any proposed lease or other agreement between you (or your affiliate or management company) and the F&B Operator

under which the F&B Operator will conduct F&B Operations, in which case you may not sign (or permit your affiliate or management company to sign) any lease or other agreement that we have not approved.

If you or your management company do not have in-house technology services support, you must contract with a third party technology consultant that meets our qualifications for "break/fix" support. You must also use our designated cyber end point protection and web filtering tools and enter into agreements with suppliers of such services, as applicable.

You currently must use our designated third party provider of travel agent commission program services. This provider calculates travel agent commissions, remits them to travel agents and collects them from participating hotels. You also must use our designated provider of quality assurance and inspection services. Except as described in this Item or in Items 5 or 6, there currently are no goods, services, supplies, fixtures, equipment, inventory, computer hardware and software, real estate, or comparable items related to establishing or operating the Hotel that you must buy from us, our affiliates, or designated or approved suppliers. None of our officers currently owns an interest in any supplier to Hyatt House Hotel franchisees.

However, you must buy or lease most other products and services for your Hotel according to our System Standards. We issue and modify standards and specifications based on our, our affiliates' and our franchisees' experience in operating Hyatt House Hotels and other Hyatt Network Hotels. Our standards and specifications may impose minimum requirements for delivery, performance, reputation, prices, quality, design, and appearance, among other factors. You must ensure that the Hotel strictly complies with all applicable laws and maintains adequate insurance policy coverage in the amounts that we periodically specify. Our System Standards or other communications will identify our standards and specifications and/or names of approved suppliers.

If you wish to obtain any FF&E, supplies, or other goods and services from a source that we have not previously approved as meeting our System Standards (for those items that require supplier approval), you must send us a written request with any information and samples we consider necessary to determine whether the product, service and source meet our then current criteria. If you comply with our processes and procedures, we will respond to your request within a reasonable time period (typically 30 days) after receiving all information we request. We may charge you our costs to review your request and evaluate the product, service and/or source. We may condition our approval on standards and requirements relating to quality, quantity, warranties, prices, volume capability, frequency of delivery, distribution methods and locations, standards of service (including prompt attention to complaints), consistency, reliability, financial capability, labor and customer relations, the willingness and ability to comply with our vendor compliance guide and other criteria. We may modify our System Standards in this area as we deem best. We may, at our option, revoke our approval of certain goods, services or sources if they fail to continue to meet our System Standards. We may designate a particular source for, or model or brand of, FF&E, supplies or other goods or services that we (in our sole judgment) determine to be critical to the Hotel System.

If the Hyatt Group receives any payments from vendors or service providers whose costs are included as part of System Services Costs, the Hyatt Group currently will offset them against System Services Costs. We and our affiliates may receive rebates, commissions, payments, benefits and other material consideration from suppliers on account of their actual or prospective dealings with you and other franchisees and owners of Hyatt House Hotels, but neither we nor our affiliates will receive rebates from suppliers based solely on the volume of your purchases from those suppliers unless we either forward those rebates to you, use them to cover System Services Costs, or otherwise use those rebates for the benefit of the Hotel System or the Hyatt House Hotel network. During the 2023 fiscal year, Hyatt Corporation received $125,186 in rebates from suppliers of food and beverage products and office supplies based on purchases that franchised Hyatt House Hotels made from those suppliers, but Hyatt Corporation used this entire amount to offset part of the System Services Costs. In addition, Hyatt House Hotel network suppliers attending franchisee conventions, conferences, or other meetings of Hyatt House Hotel owners make contributions to us or other members of the Hyatt Group (which do not derive from franchisee purchases) that we use to defray your and other franchisees' and owners' costs of attending these functions. Except for these payments, neither we nor our affiliates currently receive, or have negotiated to receive, similar payments or other material consideration from suppliers based on our franchisees' purchases or leases, although our affiliates currently receive rebates from suppliers based on goods and services they buy for Hyatt House Hotels that they operate.

You also must participate in and comply with the terms of all of our mandatory marketing, reservation service, rate and room inventory management, advertising, cooperative advertising, guest frequency and loyalty, social responsibility, discount or promotional, customer award, customer loyalty, Internet, computer, training and operating programs, including a PMS that interfaces with the CRS or any other central reservation system that we periodically adopt. We may periodically establish and/or coordinate these programs with third parties we designate. These third parties might (but need not) be our affiliates. You must sign and comply with any license, participation and other agreements we periodically specify relating to these programs.

You may not make any material changes to the Hotel's construction, including any changes to any structural or life safety equipment or systems, the number and/or type of guest rooms or common areas, or any architectural features, without our prior written consent and complying with our conditions and procedures. We may periodically require you to upgrade or renovate the Hotel, including by altering the Hotel's appearance and/or replacing a material portion of improvements and/or FF&E, to comply with then current building décor, appearance, trade dress standards and other aspects of the Hotel System that we have established and then require for new similarly situated Hyatt House Hotels (subject to Reasonable Deviations (defined below)). This upgrading or renovation might require you to invest additional capital in the Hotel and/or incur higher operating costs. You must implement the upgrading and renovation within the time period we request. However, all of these upgrades and renovations will apply to similarly situated Hyatt House Hotels (subject to Reasonable Deviations). In order to assist you in having funds available to make any necessary capital expenditures at the Hotel and comply with your upgrade and renovation obligations (but without limiting those obligations), each month you must deposit into a separate account that you control an amount equal to (a) 3% of the Hotel's Gross Rooms Revenue accrued during the first year of operations, (b) 4% of the Hotel's Gross Rooms Revenue accrued

during the second year of operations, and (c) 5% of the Hotel's Gross Rooms Revenue accrued during the balance of the Franchise Agreement's term. You will use these funds only to make approved capital expenditures and comply with your upgrade and renovation obligations, although your obligations may require you to spend more than the amount in the account.

"Reasonable Deviations" means that, if the market area or circumstances of a Hyatt House Hotel warrant, then, in our Reasonable Business Judgment (defined below), we may apply an aspect of the Hotel System, System Standard, requirement, fee or other term or condition to the Hotel in a manner which differs from the manner in which that aspect of the Hotel System, requirement, fee or other term or condition applies to one or more other similarly situated Hyatt House Hotels. "Reasonable Business Judgment" means that our action or inaction has a business basis that is intended to benefit the Hyatt House Hotel network or the profitability of the network, including us and our affiliates, regardless of whether some individual hotels may be unfavorably affected; or to increase the value of the Proprietary Marks; or to increase or enhance overall hotel guest or franchisee or owner satisfaction; or to minimize possible brand inconsistencies or customer confusion.

Collectively, the purchases and leases you must make from us, from designated or approved suppliers, or according to our System Standards represent approximately 95% of your total purchases and leases to establish, and approximately 95% of your total purchases and leases to operate, the Hotel. During our 2023 fiscal year, we did not derive any revenue from selling or leasing products or services directly to Hyatt House Hotel franchisees, but our affiliates collected about $4,472,573 in fees and other revenue from providing various products and services to Hyatt House Hotel franchisees, including revenue for chain services, IT-related services and other ancillary services. In addition, Hyatt House Hotel franchisees received $52,225,646 more in loyalty program reimbursements than they paid in loyalty program fees during 2023. We derived these figures from our affiliates' internal financial records.

Item 9

FRANCHISEE'S OBLIGATIONS

This table lists your principal obligations under the franchise and other agreements. It will help you find more detailed information about your obligations in these agreements and in other items of this disclosure document.

Obligation	Section in agreement	Disclosure document item
a. Site selection and acquisition/lease	1.1, 2.5 and 2.6 of Franchise Agreement	7 and 11
b. Pre-opening purchases/leases	2.1, 2.2, 2.5, 2.7, 3.3, 4.3, 4.4 and 5.1 and Articles 2 and 9 and Exhibit B of Franchise Agreement	5, 7, 8 and 11

Obligation		Section in agreement	Disclosure document item
c.	Site development and other pre-opening requirements	2.1 to 2.4 and Exhibit B of Franchise Agreement; 1 to 4 of Service Agreement for Revenue Management Services	5, 7, 8 and 11
d.	Initial and ongoing training	3.1, 3.4, 4.2 and 12.4 and Exhibit B of Franchise Agreement	5, 6, 7 and 11
e.	Opening	2.5 of Franchise Agreement	5 and 11
f.	Fees	2.2, 2.5, 3.1, 3.3, 3.4, 4.1, 4.2, 4.4, 4.8, 5.3, 7.5, 8.3, 12.4, 12.8, 13.2, 14.4, 16.1, 16.2 and 16.5 and Articles 3, 6, 9 and 10 and Exhibit B of Franchise Agreement; Franchise Application; 7 of Confidentiality Agreement; 5 of Service Agreement for Revenue Management Services; 6 and 8 of Subscription and Hosting Services Agreement; 4 and Exhibit A of Field Marketing Program Opt-In Agreement	5, 6, 7, 8 and 11
g.	Compliance with standards and policies/operating manual	2.1 to 2.3, 2.6, 3.2, 3.3, 5.1, 5.3, 5.4, 7.4 and 11.2 and Article 4 of Franchise Agreement; Management Company Rider	6, 8, 11, 13, 14 and 15
h.	Trademarks and proprietary information	3.2, 5.3 and 16.1 and Article 11 of Franchise Agreement; Confidentiality Agreement; Management Company Rider; 10 of Service Agreement for Revenue Management Services; 11 of Subscription and Hosting Services Agreement; 6 of Field Marketing Program Opt-In Agreement	11, 13 and 14
i.	Restrictions on products/services offered	4.1, 4.3, 4.4, 4.5 and 4.6 of Franchise Agreement	8, 11 and 16
j.	Warranty and customer service requirements	4.3 and 4.5 of Franchise Agreement; 7 of Subscription and Hosting Services Agreement	8, 12 and 16
k.	Territorial development and sales quotas	Not applicable	Not applicable

Obligation		Section in agreement	Disclosure document item
l.	Ongoing product/service purchases	3.2, 3.3, 4.1, 4.3, 4.4, 4.5, and 4.6 of Franchise Agreement; 2 through 5 of Service Agreement for Revenue Management Services	5, 6, 7, 8 and 11
m.	Maintenance, appearance, and remodeling requirements	3.2, 4.3, 4.4, 4.6, 4.7, 4.8 and 10.2 of Franchise Agreement	6, 8, 11 and 16
n.	Insurance	Article 9 of Franchise Agreement; 8 of Service Agreement for Revenue Management Services; 8 of Field Marketing Program Opt-In Agreement	6, 7 and 8
o.	Advertising	4.1, 4.3, 4.5 and Article 5 of Franchise Agreement	6, 8 and 11
p.	Indemnification	2.5 and 8.3 of Franchise Agreement; 7 of Confidentiality Agreement; 7 of Service Agreement for Revenue Management Services; 8 of Subscription and Hosting Services Agreement; 9 of Field Marketing Program Opt-In Agreement	6
q.	Owner's participation/ management/staffing	3.1, 3.2, 4.2 and 4.6 of Franchise Agreement; Management Company Rider; 2 of Service Agreement for Revenue Management Services	5, 7, 11 and 15
r.	Records and reports	4.3 and 4.7 and Article 7 of Franchise Agreement	6
s.	Inspections and audits	4.3, 4.8, 7.4 and 7.5 of Franchise Agreement	6
t.	Transfer	12.2 to 12.9 of Franchise Agreement and 8(e) of Confidentiality Agreement; 13 of Subscription and Hosting Services Agreement; 13 of Field Marketing Program Opt-In Agreement	6 and 17
u.	Renewal	Article 13 of Franchise Agreement	6 and 17

Obligation		Section in agreement	Disclosure document item
v.	Post-termination obligations	12.4 and Articles 10, 14 and 16 of Franchise Agreement; 7 and 10 of Service Agreement for Revenue Management Services; 10d of Subscription and Hosting Services Agreement; 1 of Field Marketing Program Opt-In Agreement	6, 13, 14 and 17
w.	Non-competition covenants	4.2, 4.10 and 4.11 of Franchise Agreement	15 and 17
x.	Dispute resolution	Article 14 of Franchise Agreement; 8 of Confidentiality Agreement; 12 of Service Agreement for Revenue Management Services; 11 of Field Marketing Program Opt-In Agreement	6 and 17
y.	Honoring guest room rates	3.3 and 4.5 of Franchise Agreement	8
z.	Guarantor Monetary threshold	12.1 of Franchise Agreement and Guaranty	15
aa.	Right of first offer	Exhibit C of Franchise Agreement	17

Item 10

FINANCING

We do not have a fixed financial assistance program for our franchisees and typically do not offer financial assistance to franchisees. However, in some cases we periodically may offer financial assistance to franchisees developing new Hyatt House Hotels or converting existing hotels from other brands to the Hotel System. We have no formal criteria to determine which franchisees will receive financial assistance or the amount or timing of the assistance. The terms of any financial assistance, including amount, interest rate, and repayment terms, will vary widely and depend on our agreement with the franchisee and its particular circumstances. Our decision to offer financial assistance depends on what we think is best for us and the Hyatt House Hotel franchise network. We have no obligation to offer financial assistance to any franchisee.

Except as described above, neither we nor our affiliates offer direct or indirect financing. Neither we nor our affiliates guarantee your note, lease or obligation.

Item 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS, AND TRAINING

Except as listed below, Hyatt House Franchising, L.L.C. is not required to provide you with any assistance.

Before you begin operating the Hotel, we or another member of the Hyatt Group will:

(1) Approve a site for the Hotel that meets our requirements. We do not provide any site selection assistance or specify an area within which you may look for a site. We do not own hotel premises and lease them to franchisees. In determining whether to approve a site, we consider, among other things, demographic characteristics, traffic patterns, parking, visibility, allowed signage, the predominant character of the neighborhood, competition from other lodging facilities in the area, the nature of other businesses near the site, and other commercial characteristics (including the purchase price or rental obligations and other lease terms) and the proposed site's size, appearance, and other physical characteristics. You may not develop a Hyatt House Hotel at a site that we do not approve. We and you will not sign a Franchise Agreement until you have located and we have approved the Hotel's site. If you are converting an existing hotel from another brand to the Hotel System, we will inspect the hotel and prepare a PIP to provide details on our upgrade requirements. Each Comfort Letter Party must sign a comfort letter or similar agreement that we reasonably specify. (Sections 2.1 and 2.7 and Exhibit B of Franchise Agreement)

(2) Communicate our then current specifications and requirements for designing and developing a Hyatt House Hotel, including the Design and Construction Standards. We will provide a briefing virtually, at our headquarters, or at another location we designate, to acquaint your managing owner or senior operations officer with our building process and support structure. If you are constructing a new Hotel at the site, you must design and construct the Hotel according to our Design and Construction Standards and Hotel System. If you are converting an existing hotel from another brand to the Hotel System, you must renovate the Hotel according to the PIP, which may reference some or all of our Design and Construction Standards and the Hotel System. The PIP is attached to the Franchise Agreement when we and you sign it. You may not make any material changes to plans set forth in the PIP (including any changes to any structural or life safety equipment or systems, the number and/or type of guest rooms or common areas, or any architectural features), without our prior written consent, which we will not unreasonably withhold. We and our affiliates may operate, and authorize others to operate, Hyatt House Hotels within or outside the United States providing additional, fewer and/or different amenities and services to guests than the Hotel provides, or that otherwise operate in a manner that is substantially different from the manner in which the Hotel operates. We may establish and periodically modify the Hotel System and System Standards for certain Hyatt House Hotels in a manner that is different from the Hotel System and System Standards that apply to some or all Hyatt House Hotels within or outside the United States. (Sections 2.1, 2.6 and 2.8 and Exhibit B of Franchise Agreement)

(3) As described in Item 8, identify the brands, types, makes and/or models of FF&E and other items (including both products and services) that meet our System Standards and, if we require, designated and approved suppliers of these items. We or our designated affiliate will directly provide and deliver, and in certain cases install, some items. We will provide you with the names of approved suppliers for some items. Our System Standards or other communications provide our standards and specifications for some items. (Sections 3.3, 4.3 and 4.4 of Franchise Agreement)

(4) Approve your initial design development documents and detailed plans for a new Hotel, including working drawings and specifications, if they comply with our Design and Construction Standards, Hotel System and System Standards. You must prepare and submit the plans to us for our approval and change the plans as we specify. You may not begin constructing, remodeling or developing the Hotel until we have approved the plans. You may not change the approved plans, including by changing any structural or life safety equipment or systems, the number or type of guest rooms or common areas, or any architectural features, without our prior approval. (Section 2.1 and Exhibit B of Franchise Agreement)

(5) If applicable, approve an F&B Operations Plan and F&B Operator(s) that meet our requirements. (Section 2.3 of Franchise Agreement)

(6) Approve your establishing a temporary or permanent sales office at the Hotel's site to solicit and accept reservations during the pre-opening period for stays after the Hotel's opening date, if we permit you to establish a pre-opening sales office and it meets our requirements. Promptly after we or our designee installs the Technology System at the Hotel, you must, at our option, staff the pre-opening sales office with the Hotel's director of sales and begin operating the pre-opening sales office. (Section 2.4 of Franchise Agreement)

(7) Provide the applicable System Services for the Hotel during its pre-opening period. (Section 4.1 of Franchise Agreement)

(8) Approve a pre-opening marketing program that you prepare according to our requirements. At least 120 days before the Hotel's opening, you must prepare and submit to us for our approval a written pre-opening marketing program that satisfies our requirements and contemplates spending at least $500 times the number of guest rooms at the Hotel. You must change the program as we specify and implement the approved program. We anticipate your spending additional amounts on pre-opening marketing as well. (Section 5.1 of Franchise Agreement)

(9) Provide data installation services relating to the initial set-up of the CRS, GDS and ADS at the Hotel, IT project management implementation services and other technology-related services described in Item 5. (Section 2.2 of Franchise Agreement) We describe the Technology System later in this Item.

(10) Provide you access to the CRS and listings in advertising publications that we periodically specify during the period before the Hotel's opening date that we reasonably specify. (Section 3.3 of Franchise Agreement)

(11) Train your Hotel's senior manager-level employees whom we periodically designate, which may include (as applicable), the general manager, rooms director, director of sales, engineering director, director of food and beverage, director of catering, executive chef, and assistant general manager (collectively the "Core Management") and other Hotel personnel we specify in the operation of a Hyatt House Hotel to help ensure compliance with System Standards. We will place our trainer(s) at the Hotel for its opening. (Section 3.1 of Franchise Agreement)

(12) Provide you access to the System Standards . You must comply with the System Standards, as we periodically modify them, except for any employment-related or other policies and procedures which are clearly indicated in the System Standards as being for your optional use. We may communicate the System Standards to you using various means that we may periodically establish, including electronic media and/or written materials, and you must continuously monitor and access any updates to the System Standards or other aspects of the Hotel System. The System Standards and any passwords or other digital identifications necessary to access the System Standards are confidential.

Any materials, guidance or assistance that we provide on employment-related policies or procedures, whether in the System Standards or otherwise, are solely for your (or your management company's) optional use. Those materials, guidance and assistance do not form part of the mandatory System Standards. You (or your approved management company) will determine to what extent, if any, these materials, guidance or assistance should apply to the Hotel's employees. We do not dictate or control labor or employment matters for franchisees and their employees. You (or your approved management company) are solely responsible for determining the terms and conditions of employment for all Hotel employees (including Core Management), for all decisions concerning the hiring, firing and discipline of Hotel employees, and for all other aspects of the Hotel's labor relations and employment practices. (Sections 3.2 and 4.3 of Franchise Agreement)

(13) Authorize your Hotel to open under the Proprietary Marks if you satisfy our pre-opening conditions as set forth in the System Standards or otherwise in writing. We will use commercially reasonable efforts in our review and approval of plans and in our approval process to open the Hotel, including by making a reasonable number of visits to the Site (to the extent practical under the circumstances) and providing reasonable guidance and advice relating to the Hotel's development or conversion. We act only in an advisory capacity and are not responsible for the adequacy or coordination of any plans and specifications, the integrity of any structures, compliance with applicable laws (including accessibility laws) or any insurance requirements, or obtaining any permits. We will have no liability to you for the Hotel's construction or renovation. You must give us certificates from your contractors concerning the Hotel's compliance. (Sections 2.5 and 2.6 of Franchise Agreement)

(14) Provide revenue management services for the Hotel if you choose to acquire them or we determine that you must acquire them. (Sections 2 and 3 of Service Agreement for Revenue Management Services)

(15) Provide field marketing program services for the Hotel if you choose to acquire them. (Section 2 of Field Marketing Program Opt-In Agreement)

During your operation of the Hotel, we or another member of the Hyatt Group will:

(1) Continue to provide the System Services for the Hotel, as we periodically modify them. (Section 4.1 of Franchise Agreement)

(2) Advise you periodically regarding the Hotel's operation, for example, concerning System Standards and advertising and marketing materials and programs. If you request, and we agree to provide, additional or special guidance, assistance, or training, or if you sign the Service Agreement for Revenue Management Services, you must pay our then applicable charges and travel and living expenses. Any specific training, guidance or assistance that we provide does not create an obligation (whether by course of dealing or otherwise) to continue providing that specific training, guidance or assistance, all of which we may periodically modify. (Section 3.4 of Franchise Agreement and Sections 2 to 4 of Service Agreement for Revenue Management Services)

(3) Let you use our Proprietary Marks. (Sections 11.1 to 11.4 of Franchise Agreement)

(4) Let you use our Confidential Information and Copyrighted Materials. (Sections 11.1, 11.5 and 11.6 of Franchise Agreement)

(5) Provide you access to the System Standards as we may modify them periodically. You must restrict (and ensure your management company restricts) access to the System Standards according to our policies, as we periodically modify them. If there is a dispute over their contents, our master copy of the System Standards controls. Because complete and detailed uniformity under many varying conditions might not be possible or practical, we may, as we deem best, vary the Hotel System and System Standards for any Hyatt House Hotel based upon the peculiarities of any condition or factors that we consider important to that hotel's successful operation. We need not grant you a similar variation or accommodation. The table of contents for the System Standards in effect as of the issuance date of this disclosure document is Exhibit E and reflects that the System Standards comprise 3,623 pages. (Sections 3.2 and 4.3 of Franchise Agreement)

(6) Provide you access to the CRS and listings in advertising publications that we periodically specify during the Franchise Agreement's term. (Section 3.3 of Franchise Agreement)

(7) Conduct periodic inspections of the Hotel and otherwise maintain the Quality Assurance Program for the Hyatt House Hotel franchise network. (Section 4.8 of the Franchise Agreement)

(8) Provide hosting and subscription services for the Hotel's PMS when you sign the Subscription and Hosting Services Agreement. (Section 1 of Subscription and Hosting Services Agreement)

(9) Continue to provide revenue management services if we choose to offer and either you chose to acquire them or we determine that you must acquire them. (Sections 2 and 3 of Service Agreement for Revenue Management Services)

(10) Continue to provide field marketing program services for the Hotel if we choose to offer and you choose to acquire them. (Section 2 of Field Marketing Program Opt-In Agreement)

Advertising and Marketing

Except for the System Services, which we describe in Item 6, there are no advertising funds or local or regional advertising cooperatives to which you must contribute. However, promoting Hyatt House Hotels as a single chain in the United States is an important part of the Hotel System, so you must participate in and use, in the manner we specify, all advertising, marketing and promotional activities, materials and programs that we periodically require for the Hotel. (Section 5.2 of Franchise Agreement) The Hyatt Group prepares advertising, marketing and promotional programs as part of System Services. (Section 4.1 of Franchise Agreement) These programs may cover any media (including print, radio, television and electronic) and their scope may be local, regional, national or international or focus on a subset of hotels (like resort hotels or convention hotels). The Hyatt Group's corporate personnel and advertising agencies develop these programs. We will not use funds that franchisees pay for System Services principally to solicit new franchise sales. We will not prepare any periodic accounting of how we and our affiliates spend these funds. The Hyatt Group need not spend any amount on advertising, marketing or promotional programs in the area where the Hotel is located.

There currently are no franchisee advertising councils that advise us on advertising and marketing policies. However, we may form, change, and dissolve these councils.

We may identify a region in which 2 or more Hyatt House Hotels are located (including, if applicable, those that we or our affiliates own or operate) to establish a local or regional advertising cooperative (a "Cooperative"). We may form, change, dissolve and merge Cooperatives. The Cooperative's purpose will be to collect funds from its members and to plan, discuss, organize, develop, utilize, produce, disseminate, and implement marketing, advertising and promotional programs and materials on a collective basis (and to cover related expenses) for participating Hyatt House Hotels. We will not require you to participate in a Cooperative. However, if you choose to participate in the Cooperative, you must do so according to the Cooperative's rules, including by paying your Hotel's allocable share for any advertising, marketing, promotional and other programs that the Cooperative conducts. The Cooperative is in charge of its own administration and determines contributions. Cooperative members typically contribute to programs at the same rate. We anticipate that Cooperatives will operate from written governing documents and prepare financial statements that member franchisees may review. All restrictions relating to any advertising, marketing or promotional materials and programs that you use or conduct also apply

to any materials and programs that the Cooperative uses or conducts. (Section 5.5 of Franchise Agreement)

You must ensure that all advertising, marketing, and promotional materials, all public relations plans and programs, and all uses of the Proprietary Marks are conducted in a dignified manner and comply with the System Standards, including the use of our standard templates where applicable, and which may, at our option, require our prior approval of materials that we have not previously approved. You must discontinue using any materials (including previously-approved materials) and stop engaging in any plans and programs (including previously-approved plans and programs) within the timeframe we specify after you receive written notice from us. You may not use Guest Information (defined in Item 14) in conducting marketing, advertising and promotional programs for the Hotel, except for programs conducted by or through us or with our supervision in each instance. (Section 5.3 of Franchise Agreement).

The "Hotel System Website" is a website that we or one or more members of the Hyatt Group develops, maintains and/or authorizes for all or a certain group of Hyatt House Hotels that we periodically specify (and, at our option, other Hyatt Network Hotels). We currently provide each participating Hyatt House Hotel a separate webpage on the Hotel System Website. You must comply with all System Standards relating to the Hotel System Website, including by providing us (or our designee) all information and other materials concerning the Hotel that we periodically request and promptly notifying us whenever any information concerning the Hotel on the Hotel's webpage is no longer accurate. By providing Hotel-related information and materials, you are representing to us that they are accurate and not misleading and do not infringe any third party's intellectual property or other rights. We have the final decision about all information or materials appearing on the Hotel System Website. As between us and you, we own all intellectual property rights and other rights in and to the Hotel System Website, including all data that visitors supply or the Hotel System Website obtains. We may discontinue the Hotel System Website and/or any of its content (including separate webpages for participating Hyatt House Hotels) at any time.

You may not develop, maintain or authorize any website or other electronic medium (other than the Hotel System Website) that has the word "hyatt" or any similar word, or any of the Proprietary Marks, as part of its domain name or URL or that accepts reservations for the Hotel (other than through an approved link to a Hotel System Website) or otherwise sells any products or services associated with the Hotel or any of the Proprietary Marks. In addition, except for the Hotel System Website, approved ADS, and as otherwise provided here, you may not develop, maintain or authorize any other website, other online presence or other electronic medium that describes or in any other way promotes the Hotel or displays any of the Proprietary Marks. You may, with our approval (which we will not unreasonably withhold) and subject to compliance with System Standards, authorize any Travel Services Website or Franchisee Organization Website to list and promote the Hotel together with other hotels. A "Travel Services Website" is a website that a third party (which is not your affiliate) operates that promotes and sells travel-related products and services for a number of hotel brands, including other Hyatt Network Hotels. A "Franchisee Organization Website" is a website that mentions the Hotel and other hotels in which you and your affiliates have an interest as part of your and their portfolio of properties and that has a primary purpose of promoting the entire portfolio (rather than only promoting the Hotel). (Section 5.4 of Franchise Agreement)

Technology System

You must use the computer hardware, software, and related equipment (the "Technology System") that we or our affiliate periodically designate to operate the Hotel. The Hotel will use the Technology System to administer the CRS and the property management system (the "PMS"); automate front desk registration/cashiering, telephone switchboard, housekeeping and accounting functions; record and track sales and labor data; run the point-of-sale ("POS"), key lock system, in-room entertainment, sound and related systems; and perform a variety of other management and reporting functions. To meet our current brand standards, you must install the following systems: Property Management, Point of Sale, Revenue Management, Sales Key Lock, PBX/Phones, Call Accounting, In-Room Entertainment, High Speed Internet Service, Guest Computing, Hotel Music Services, Security, and Scent. The Technology System will generate and store revenue, cash, payment, labor and other operational data relating to the Hotel and its operations. We will provide project management implementation and related services for the Technology System. Based on our current requirements for a Hyatt House Hotel, we estimate that it will cost approximately $620,000 to $755,000 for you to acquire and install the Technology System at the Hotel.

You currently must acquire the PMS, POS system, and certain other components of the Technology System only from our designated vendors. You must acquire 24/7 support, maintenance, and warranty coverage from us or our designated PMS and POS vendor. Our designated PMS and POS vendor currently charges $6.65 per room per month but may increase this amount upon notice to you. Our designated PMS and POS vendor will also provide upgrades and updates to its licensed software if we approve them. You also must acquire maintenance from our designated PBX/phones vendor, our designated key lock vendor, and our designated sound system vendor, who currently charges $18.95 per month to provide quarterly updates to the playlist that the Hyatt House Hotel network uses. We or another member of the Hyatt Group will provide other maintenance, support, upgrades and updates for parts of the Technology System and certain other technology services as part of the Mandatory Services for the Hotel, all of which are included in the Commercial Services Fee. No other party has an obligation to provide ongoing maintenance, repairs, upgrades or updates to the Technology System. The cost of other optional maintenance, updating, upgrading and support contracts varies widely depending on the market and the level of support you need. If you or your management company do not have in-house technology services support, you must contract with a third party technology consultant that meets our qualifications for "break/fix" support. You must also use our designated cyber end point protection and web filtering tools and enter into agreements with suppliers of such services, if applicable.

We may periodically require changes, upgrades, or updates to the Technology System. No contract limits the frequency or cost of changes, upgrades or updates. We or our affiliates may charge you reasonable fees for software or other technology that we license to the Hotel and for other Technology System maintenance and support services that we or they periodically provide to the Hotel, such as revenue management software, PMS enhancements, Hyatt's Collaboration Network including HyattConnect, SharePoint Knowledge Network, E-Mail, User Identity Access Management, Learning Management Systems and Wide Area Network and Remote Access support. We will have independent, unlimited access to the information that the Technology System generates and tracks. (Sections 4.3, 4.4 and 7.4 of Franchise Agreement)

Hotel Opening

If you are developing a new Hyatt House Hotel, including by adapting an existing building to a new use as a hotel, we estimate that you will open the Hotel approximately 20 to 36 months after paying the application fee. If you are converting an existing hotel from another brand to a Hyatt House Hotel, we estimate that you will open the Hotel approximately 9 to 12 months after paying the application fee. The interval depends on the time it takes for you to finalize acquisition of the Hotel's premises (if applicable) and sign the Franchise Agreement, the suitability of the site, weather, the location and condition of the premises (including the premises' former use) and the construction schedule for the Hotel. You must open and begin operating the Hotel within 24 months after signing the Franchise Agreement for new Hyatt House Hotels and 6 months after signing the Franchise Agreement for converted hotels (unless we agree to a longer period before we and you sign the Franchise Agreement). You also must meet various interim deadlines for the Hotel's development. If you do not meet these requirements, then you must pay the $10,000 extension fee to us and request an extension, which we may grant or deny at our option. If we approve the extension, we will set a new opening deadline, the extension fee is non-refundable, and we may (at our option) require you to modify any previously-approved detailed plans or the PIP (as applicable), to comply with the then current design, equipment and other aspects of the Hotel System. If you do not open the Hotel by the required completion date, we may terminate the Franchise Agreement.

You may not open or begin operating the Hotel under the Proprietary Marks until we have notified you in writing that: (1) you have properly developed and equipped the Hotel in compliance with the Franchise Agreement and all applicable laws; (2) Hotel personnel have completed all pre-opening training to our satisfaction; (3) you have paid all amounts then due to us and our affiliates; (4) you have obtained all required certificates of occupancy, licenses and permits to operate the Hotel; (5) you have given us evidence of insurance coverage and payment of premiums we request; (6) you have given us certifications concerning the Hotel's construction; and (7) we have conducted a pre-opening inspection and approved the Hotel for opening under the Proprietary Marks. You must open and begin operating the Hotel under the Proprietary Marks within 10 days after receiving our authorization, which we will not unreasonably withhold or delay. We may terminate the Franchise Agreement if you do not meet these deadlines. Our determination that you have met all of our pre-opening requirements is not a representation or warranty, express or implied, that the Hotel complies with any laws or is safe for occupancy, nor will such determination act as a waiver of your non-compliance, or our right to demand full compliance, with our pre-opening requirements or any other provision of the Franchise Agreement. You must indemnify us for costs and expenses we incur because of your failure to open on time, including amounts we pay to customers whose reservations are canceled. (Sections 2.1 to 2.6 and Exhibit B of Franchise Agreement)

You must and must cause your lessees and your affiliates and their respective lessees to: (a) develop, maintain and operate all Non-Hotel Components within the Mixed-Use Site (as defined in Item 16) in accordance with quality, design and operational standards consistent with the quality, design and operational standards applicable to the Hotel, (b) refrain from advertising, marketing or promoting the Non-Hotel Components as being associated with or part of the Hotel, the "Hyatt House" brand or any other Proprietary Marks, except in connection with the Hotel,

advertisement and promotion approved pursuant to Section 5 of the Franchise Agreement; and (c) operate the Non-Hotel Components in a way that, in our reasonable judgment, does not damage or reflect adversely on the goodwill associated with any Proprietary Mark.

Training

Our current required initial training program has 7 parts: the Owner Briefing, the Owner/Operator Orientation, the General Manager University, the operations training program, the sales/catering/revenue training program, the training programs for other Hotel personnel, and the Pre-Opening Brand Training. Except for any optional courses that we choose to provide, all initial training is mandatory. Our Franchise People & Learning Department administers and directs all of our initial training in coordination with our corporate operations team. Julie Suh, Associate Vice President, People & Learning, leads the Franchise People & Learning Department. Julie joined us and our affiliates in 2022. She has over 20 years of experience in the hotel/hospitality industry. We also have a staff of training professionals who conduct various training programs. These staff members typically have at least 15 years of experience in hotel and/or learning and development roles and at least 5 years of experience with us or our affiliates. The System Standards, videos, charts, pamphlets, and other training aids serve as the instructional materials for the training programs. You must pay us the fees and expenses described in Item 5 and Item 6 and you are responsible for all travel and living expenses (including travel, lodging, food and beverage, and miscellaneous charges) for your personnel.

Owner Briefing

Your managing owner or senior operations officer must attend a briefing, either virtually or at our corporate headquarters in Chicago, Illinois, within 6 months (for new construction hotels) or 3 months (for conversion hotels) after signing the Franchise Agreement. Our SVP Global Franchise Operations & Owner Relations supervises this briefing, which we hold whenever necessary. There are no instructional materials or tasks that your managing owner or senior operations officer must complete to our satisfaction. As of the date of this disclosure document, this 2-day briefing takes place in a classroom or virtual setting covers the following topics:

TRAINING PROGRAM
Owner Briefing

Subject	Hours of Classroom Training	Hours of On the Job Training	Location
An overview of our building process and support structure	8	0	Chicago, Illinois, a Hyatt hotel location we designate, or virtually
Total Hours – Owners Briefing	8	0	

Owner/Operator Orientation

Your managing owner and senior operations officer must attend and complete to our satisfaction the owner/operator orientation program ("Orientation") within 6 months after signing the Franchise Agreement for existing Hyatt House Hotels or within 6 months after the Hotel's opening date for new Hyatt House Hotels. We conduct Orientation virtually, or in person at a Hyatt hotel location we designate or at our company headquarters in Chicago, Illinois approximately once per quarter. As of the date of this disclosure document, this 2-day briefing takes place in a classroom or virtual setting and covers the following topics:

TRAINING PROGRAM
Owner/Operator Orientation

Subject	Hours of Classroom Training	Hours of On the Job Training	Location
Introduction to Hyatt brands, support functions, strategy, tools, and culture	8	0	Chicago, Illinois, Hyatt hotel location we designate, or virtually
FF&E, design, F&B, brand standards and purchasing	8	0	Chicago, Illinois, Hyatt hotel location we designate, or virtually
Total Hours – Owners Orientation	16	0	

General Manager University

The Hotel's proposed general manager must attend General Manager University, which provides an overview of Hyatt's brand requirements and the tools made available by us in support of these requirements. General Manager University consists of self-paced eLearning, virtual and in-person training, and a learning assessment. The self-paced eLearning and virtual components of General Manager University must be completed at least 3 months before the Hotel's anticipated opening date or within 3 months of hire for general managers hired at an already opened Hyatt hotel location. The required in-person training component is a 3-day workshop at our corporate headquarters in Chicago, Illinois or at a Hyatt hotel location we specify, and gives the general manager an opportunity to meet our affiliates' personnel who will be providing training. The in-person training component must be completed at least 3 months after the Hotel's opening date or within 3 months after the hiring date of each general manager for any general managers who are hired to work at Hyatt House Hotels that are already open and in operation as of the date that the general manager is hired. The final learning assessment must be completed approximately 3 months after the general manager has completed the 3-day in-person training. Our SVP Global Franchise Operations & Owner Relations supervises this orientation, for which we maintain an ongoing schedule adjusting to the volume of general manager hires. General managers must

consistently participate in all aspects of General Manager University in order to successfully complete it.

As of the date of this disclosure document, this training includes the following topics:

TRAINING PROGRAM
General Manager University

Subject	Hours of Classroom Training	Hours of On-the-Job Training	Location
Hyatt culture and portfolio of brands, brand expectations, standards, key metrics and tools	20	0	Self-paced eLearning and virtually
Hyatt's Loyalty Program (World of Hyatt)	15-25	0	Virtually, or at a Chicago, Illinois Hyatt hotel or office we designate
Total Hours – General Managers University	**35-45**	**0**	

Operations Training and Sales/Events/Revenue Management Training

Your Hotel's Core Management team and other personnel we specify (as described in the chart below) must complete various initial mandatory brand standard training courses to our satisfaction before the Hotel's opening. We conduct some of this training at our company headquarters in Chicago, Illinois. Additionally, components of the training may take place at a Hyatt hotel we designate. We conduct this training according to an annual schedule, with some programs held quarterly or semi-annually and others held as often as necessary. In some instances, as needed to meet your Hotel's opening date, we may send our trainers to your Hotel to conduct training programs that we typically hold at our headquarters. We recommend that managers and directors who are new to their role attend the live classroom New Hire Training and complete online training within 6 months of being hired. There are some periodic requirements that your operational, sales/events/revenue managers must complete to our satisfaction, including eLearning knowledge checks and assessments, and full attendance and participation in virtually-facilitated programs.

As of the date of this disclosure document, this training includes the following topics:

TRAINING PROGRAM
Operations

Subject	Hours of Classroom Training	Hours of On-the-Job Training	Location
New Hire Training - for hotel senior leadership positions including but not limited to: General Managers, Director of Operations, Food and Beverage Directors, Rooms Directors and/or other senior operational leaders – Topics include: the fundamentals of Hyatt hotel operations, brand standards, HySat, In-Stay Engagement, Colleague Advantage, and Guest Experience Resource Library	8-16	0	Your Hotel
Hyatt's Loyalty Program (World of Hyatt)	4	0	Your Hotel
Operations: Hyatt's brand/operations training defines service and skill standards required for hourly and management	0	24-60 (based on position help)	Your Hotel
Reservations Managers: Central reservations system training	16	0	Your Hotel, a Hyatt hotel we designate, Chicago, Illinois or Virtually
Revenue Management Systems Training	3	0	Self-paced eLearning & Facilitator-led Virtual Classroom
System Users: Property management system (various by position)	16-40	16	Your Hotel, a Hyatt hotel we designate, Chicago, Illinois or Virtually
Total Hours – Operations Training	47-79	40-76	

TRAINING PROGRAM
Sales/Events/Revenue Management

Subject	Hours of Classroom Training	Hours of On-the-Job Training	Location
Sales Leader: Hyatt Sales Onboarding	30 (completed within 90 days of hire)	0	Virtually-facilitated program
Sales Leader: Sales Management Self-Paced Learning Path	13	0	Self-paced eLearning & Facilitator-Led Virtual Classroom
Sales Leader: World of Hyatt How it Works	2	0	Self-paced eLearning
Hyatt Sales Skills Curriculum	10	0	Self-paced eLearning & Facilitator-Led Virtual Classroom
Sales Leader: Revenue Management Software Training for Hotel General Managers & Directors of Sales	5	0	Virtually-facilitated program
Revenue Management Orientation	2	0	Virtually-facilitated program
Revenue Systems Training for all day-to-day users	50	0	Self-paced eLearning & Facilitator-Led Virtual
Revenue Management Software Certification (All Hyatt House Hotels are required to have 2 certified users)	1.5	0	Self-paced eLearning
Events: Systems Training	23	0	Self-paced eLearning & Facilitator-Led Virtual
Total Hours – Sales/Events/Revenue Management Training	**136.5**	**0**	

Training for Other Personnel

We also offer other brand standard training programs for various Hotel personnel that a representative from your Hotel will facilitate as often as needed. Some of these programs include instructional materials or tasks that personnel must complete to our satisfaction, as indicated below.

As of the date of this disclosure document, this training includes the following topics:

Subject	Hours of Classroom Training	Hours of On-the Job Training	Location
New Hotel Orientation	4	0	Your Hotel
Department Training – Train the Trainer	0	6-12	Your Hotel
Guest Experiences Training - including but not limited to Creating Connections / In Stay Engagement, GEM, Colleague Advantage Pre-arrival Dashboard, Brand Experience Guide, BOB / HyGEO, Guest Experience Resource Library	8-16	4-8	Your Hotel
Guest Loyalty Training (World of Hyatt) – program completion requires 80% correct on eLearning knowledge test	1-6 (varies by position)	1-4	Your Hotel
Related position systems training – including but not limited to Opera, Reserve, Colleague Advantage, Simphony	4-8 (varies by position)	4-12 (varies by position)	Your Hotel – onsite and virtual
Total Hours – Other Personnel	**17-34**	**15-36**	

Training for Other Personnel – Required

We also require other brand standard training programs for various Hotel personnel that a representative from your Hotel will facilitate as often as needed. Instructional materials are provided, and tasks which must be completed to our satisfaction are indicated below. These requirements are routinely updated and subject to change.

As of the date of this disclosure document, this required training includes the following topics:

Subject	Hours of Classroom Training	Hours of On-the-Job Training	Location
World of Hyatt Host	1-6 (varies by position)	0-4	Self-paced eLearning

World of Hyatt How it Works	1	0	Self-paced eLearning
World of Hyatt Training	6	1-2	Your Hotel
Hyatt's Human Trafficking Training – this program requires annual retraining for all employees	1-3	0	Self-paced eLearning
Global Privacy Program – this program requires annual retraining for all employees	1-3	0	Your Hotel – Hotel manager to facilitate the training
Total Hours – Other Personnel	**10-19**	**1-6**	

Pre-Opening Brand Training

For the final part of our required initial training program, we send a pre-opening team of 2 to 3 trainers (at our option) to assist with training the Hotel staff on brand standards and related issues concerning the Hotel's opening. You must pay us a fee and our trainers' travel and living expenses. The trainers arrive at or before the opening and typically stay for a minimum of 7 nights (not including virtual training), although we may (at our option) conduct this training on more than 1 visit. There are no instructional materials or tasks that you must complete to our satisfaction. As of the date of this disclosure document, there is no predetermined agenda for this on-the-job training. The trainers will generally train Hotel managers and staff with aspects of day-to-day operations, including:

- Guest services
- Housekeeping and laundry efficiencies
- Food and beverage
- Front desk
- Culinary (if applicable)
- Hyatt systems, tools, and initiatives with hotel leaders

Additional, Supplemental, and Optional Training Programs During Franchise Term

If any member of the Hotel's Core Management team or other individuals whom we required to attend training ceases to hold that position, you (or the approved management company or any F&B Operator) must have their replacement attend and successfully complete the applicable mandatory brand standard training programs that we reasonably specify, some of which we describe above, within 90 days (or a longer period we periodically designate) after assuming their position. We may charge fees for this training, and you must pay all travel and living expenses. If we determine that any Hotel personnel have failed to satisfactorily complete any training program, you (or the approved management company or F&B Operator) must immediately hire a substitute and promptly arrange for that person to complete training to our satisfaction.

We may, at the times and places we deem best, require the Hotel's Core Management and other personnel to participate in regional and national conventions, meetings and other brand standard training programs that we periodically specify. For example, we may require additional training when major concept and repositioning changes occur in a food and beverage outlet at the Hotel. These individuals must attend any supplemental training within the time period we reasonably specify after you receive notice from us. We also may periodically hold an owner convention for all or a certain group of Hyatt Hotels and/or all or certain other Hyatt Network Hotels at a location we periodically designate. You must pay our fees for these programs and conventions. You must pay all of your personnel's travel, living and other expenses (including local transportation expenses) and compensation relating to these training programs and conventions. (Sections 3.1 and 3.4 and Exhibit B of Franchise Agreement)

In addition to our mandatory initial training programs, we also offer various optional brand standard training courses for Hotel personnel during the Franchise Agreement's term. We typically update the menu of optional courses annually to address then current hotel and business needs. These optional offerings include discounted enrollment for eCornell's self-paced, facilitated courses and certificate programs specifically curated for hospitality professionals. We also make available other virtually-facilitated commercial services offerings and over 1,600 free, multi-lingual self-paced courses via our learning platform. In addition, we periodically offer optional instructor-led or virtual programs for a fee. You may, at your option, send Hotel personnel to some or all of these programs if you pay our then current fees. We typically conduct optional training programs either at our headquarters in Chicago, Illinois, at your Hotel, or at another operating Hyatt hotel. We offer optional brand standards training programs on an ongoing basis. 100% of our new franchisees attended at least one optional brand standards training program in 2023.

Item 12

TERRITORY

You must operate the Hotel only from a specific site that we first approve. Your rights under the Franchise Agreement are limited to operating the Hotel at the approved site. If all or a substantial portion of the Hotel is condemned or suffers a casualty requiring you to close all or a portion of the Hotel, you may relocate the Hotel to a location we approve.

Unless the Hotel is an operating Hyatt House Hotel, we and you will agree on the boundaries of your "Area of Protection" before signing the Franchise Agreement. We typically define the Area of Protection's boundaries using geographic references (such as streets or rivers) or as a circle with the Hotel at its center. The Area of Protection's size will vary depending on the Hotel's size and location. It could be as small as a few blocks in urban areas and up to about a 3 mile radius from the Hotel's entrance in certain suburban areas. We also will assign an "AOP Term" and list the AOP Term in the Franchise Agreement before we and you sign it. The AOP Term is the time period during which your rights in the Area of Protection will apply. The AOP Term begins on the effective date of the Franchise Agreement and typically ends 3 years after the Hotel's opening date.

Subject to the one exception below, neither we nor any of our affiliates will open and operate during the AOP Term, nor authorize any other party to open and operate during the AOP Term, any other Hyatt House Hotels the physical premises of which are located within the Area of Protection. One exception to this restriction is that, during the AOP Term, if we or any affiliate acquires ownership of or the right to operate, manage, franchise or license (regardless of the form of transaction) another group of at least 4 hotels, one or more of which hotels are located or are under contract or construction to be located in the Area of Protection, then we and our affiliates will have the unrestricted right to convert, or cause to be converted, the acquired hotel(s) within the Area of Protection from its (or their) original trade identity to operate under the Proprietary Marks and the Hotel System. We then may operate, or authorize any other party to operate, those hotel(s) as Hyatt House Hotel(s), even if one or more of the other acquired hotels, whether operating within or outside the Area of Protection, are not converted to Hyatt House Hotels.

If the Hotel is an operating Hyatt House Hotel, you may not receive any Area of Protection or AOP Term when signing the Franchise Agreement. We will make the determination of whether to provide any Area of Protection based on the time during which the Hotel has operated under the "Hyatt House" name and the market conditions under which the Hotel operates.

Your rights in the Area of Protection apply only during the AOP Term. Following the AOP Term, you will have no territorial rights or protection, whether within or outside the Area of Protection, and we and our affiliates may open and operate, and authorize any other parties to open and operate, other Hyatt House Hotels the physical premises of which are located within the Area of Protection, including under franchise applications submitted and/or franchise agreements and other agreements signed during the AOP Term. Because we and others may establish and operate one or more Hyatt House Hotels and other Hyatt Network Hotels within the Area of Protection after the AOP Term expires, and during the AOP Term under the exception above, you will not receive an exclusive territory. You may face competition from other franchisees, from outlets we own, or from other channels of distribution or competitive brands that we control.

Except for the limited exclusivity described above, your rights under the Franchise Agreement are nonexclusive in all respects, the Hotel has no territorial protection whatsoever, and we and our affiliates have the right without restriction to engage in all activities we and they desire (including concerning all types of lodging facilities) at any time and place, whether or not using the Proprietary Marks or any aspect of the Hotel System, and whether or not those activities compete with your Hotel. We and our affiliates may use or benefit from, among other things, common computer systems, administrative systems, reservation systems, purchasing systems, and personnel and may provide some or all of the System Services to other Hyatt Network Hotels and other hotels, lodging facilities and other businesses, even if they compete with the Hotel. You will have no right to pursue any claims, demands, or damages as a result of these activities, whether under breach of contract, unfair competition, implied covenant of good faith and fair dealing, divided loyalty, or other theories.

You have no options, rights of first refusal or similar rights to acquire additional franchises. Continuation of your territorial rights does not depend on your achieving a certain sales volume, market penetration or other contingency. We may not alter your Area of Protection or territorial rights during the AOP Term.

There are no restrictions on where you or other Hyatt House Hotel operators (including us and our affiliates) may solicit customers or accept orders. We and our affiliates may use other channels of distribution, such as the Internet, catalog sales, telemarketing, or other direct marketing, to make sales in the Area of Protection under the Proprietary Marks and other trademarks without compensating you. You may use other channels of distribution, such as the Internet, catalog sales, telemarketing, or other direct marketing, to advertise and market the Hotel outside of the Area of Protection with our approval. Except for the CRS, you may not use the Internet or any other method to accept reservations for the Hotel.

As described in Item 1, Hyatt Corporation and certain of its affiliates operate and/or grant franchises for various types of hotel, resort, spa, timeshare and other lodging facilities, other accommodations and hospitality affiliations that operate under the Hyatt® name and other trade names. (We disclose the principal business addresses for Hyatt Corporation and some of these affiliates, and these other trade names, in Item 1.) We share offices and/or training locations with Hyatt Corporation and some of its other affiliates. These facilities may solicit and serve customers located near your Hotel's location. You should expect to find, now and in the future, facilities identified with the Hyatt® name and/or these other trade names, and other brands that we and our affiliates operate, franchise, or develop in the future, in your Area of Protection. These facilities will sell goods and services similar to those that you will sell. If conflicts arise between our franchisees and the franchisees and operators of these other facilities, we will analyze them and take the actions (if any) that we deem appropriate. We also may (but need not) develop internal policies for dealing with conflicts.

Item 13

TRADEMARKS

Hyatt Corporation registered the following principal Proprietary Marks on the Principal Register of the United States Patent and Trademark Office (the "PTO"):

Mark	Registration No.	Registration Date
Hyatt	945,384	October 17, 1972
Hyatt House	4,258,583	December 11, 2012
Hyatt House logo	4,258,686	December 11, 2012
World of Hyatt	5,201,881	May 9, 2017

Hyatt Corporation has made all required renewal and affidavit filings for these registrations.

Hyatt Corporation granted us the rights to use and sublicense the Proprietary Marks under a Trademark License Agreement dated January 5, 2006, as amended (the "Trademark License Agreement"). That agreement has a perpetual term, subject to termination by Hyatt Corporation for cause. Hyatt Corporation may terminate the agreement if it no longer owns a majority interest in us, if we fail to make a required payment and do not cure the failure within 7 days after notice, if we fail to maintain or require our sublicensees to maintain Hyatt Corporation's prescribed

standards of quality and service and do not cure the failure within 30 days after notice, if we fail to comply with any other provision of the agreement and do not cure the failure within 30 days after notice, or if we have an insolvency event and do not cure the failure within 60 days after notice. If Hyatt Corporation terminates the Trademark License Agreement because we failed to maintain or failed to require our sublicensees to maintain Hyatt Corporation's standards of quality and service, Hyatt Corporation may enter into a license with our authorized franchisees, but only if the franchisee not in default of its franchise agreement. No other agreements significantly limit our rights to use or license the Proprietary Marks in a manner material to the franchise.

There are no currently effective material determinations of the PTO, the Trademark Trial and Appeal Board, any state trademark administrator or any court, and no pending infringement, opposition or cancellation proceedings or other material federal or state court litigation, involving the Proprietary Marks. We do not know of any superior prior rights or infringing uses that could materially affect your use of the Proprietary Marks in any state.

You must follow our rules when using the Proprietary Marks. You (and any F&B Operators at the Hotel) may not use the Proprietary Marks with any Hotel restaurant operations without our prior written consent, which we will not unreasonably withhold, and complying with all related System Standards. If we discover your unauthorized use of the Proprietary Marks, we may require you to destroy (with no reimbursement from us) all offending items reflecting that unauthorized use. You must notify us immediately of any apparent infringement or challenge to your use of any Proprietary Mark, or of any person's claim of any rights in any Proprietary Mark, and not communicate with any person other than us, our affiliates, and our and their attorneys, and your attorneys, regarding any infringement, challenge, or claim. We and our affiliates may take the action we and they deem appropriate (including no action) and control exclusively any litigation, PTO proceeding, or other proceeding arising from any infringement, challenge, or claim or otherwise concerning any Proprietary Mark. You must sign any documents and take any other reasonable actions that, in the opinion of our and our affiliates' attorneys, are necessary or advisable to protect and maintain our and our affiliates' interests in any litigation or PTO or other proceeding or otherwise to protect and maintain our and our affiliates' interests in the Proprietary Marks. We will reimburse your reasonable out-of-pocket costs for taking any requested action.

If it becomes advisable at any time for us and/or you to modify, discontinue using, and/or replace any Proprietary Mark and/or to use one or more additional, substitute, or replacement trade or service marks, you must comply with our directions within a reasonable time after receiving notice. Neither we nor our affiliates will reimburse you for any costs or expenses you incur relating to these directions, including your expenses of changing the Hotel's signs, any loss of revenue due to any modified or discontinued Proprietary Mark, or your expenses of promoting a modified or substitute trademark or service mark. Our rights in this paragraph apply to any of the Proprietary Marks (and any portion of any Proprietary Mark) that we authorize you to use.

We will reimburse you for all damages and expenses that you incur in any trademark infringement proceeding disputing your authorized use of any Proprietary Mark if you have timely notified us of, and comply with our directions in responding to, the proceeding. We will defend you in the proceeding and, at our option, we and/or our affiliate(s) may defend and control the defense of any proceeding arising from your use of any Proprietary Mark.

Item 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

No patents or pending patent applications are material to the franchise. We and our affiliates claim copyright protection for the Copyrighted Materials. We have not registered these Copyrighted Materials with the United States Copyright Office but need not do so at this time in order to protect them. You must follow our rules when using the Copyrighted Materials. You may use the Copyrighted Materials only as we specify to operate the Hotel under the Franchise Agreement.

You must notify us immediately of any apparent infringement or challenge to your use of any Copyrighted Materials or Confidential Information, or of any person's claim of any rights in any Copyrighted Materials or Confidential Information, and not communicate with any person other than us, our affiliates, and our and their attorneys, and your attorneys, regarding any infringement, challenge, or claim. We and our affiliates may take the action we and they deem appropriate (including no action) and control exclusively any litigation or administrative proceeding arising from any infringement, challenge, or claim or otherwise concerning any Copyrighted Materials or Confidential Information. You must sign any documents and take any other reasonable actions that, in the opinion of our and our affiliates' attorneys, are necessary or advisable to protect and maintain our and our affiliates' interests in any litigation or other proceeding or otherwise to protect and maintain our and our affiliates' interests in the Copyrighted Materials and Confidential Information. We will reimburse your reasonable out-of-pocket costs for taking any requested action. We need not participate in your defense nor indemnify you for damages and expenses you incur if you are a party to any administrative or judicial proceeding involving any Copyrighted Materials or if the proceeding is resolved unfavorably to you.

If it becomes advisable at any time in our sole judgment for you to modify or discontinue using any of the Copyrighted Materials and/or for you to use one or more additional or substitute copyrighted or copyrightable items, you must immediately comply with our directions.

There are no effective material determinations of, or pending material proceedings before, the PTO, the United States Copyright Office, or any court involving the Copyrighted Materials. We do not know of any infringement of the Copyrighted Materials that could materially affect you. No agreement significantly limits our right to use or license the Copyrighted Materials.

You will sign the Confidentiality Agreement while we and you are evaluating whether to start a franchise relationship. You must keep confidential all information concerning development plans for particular sites or markets and information concerning our plans, strategies, operations, processes, and System Standards, including any information in the PIP that we conduct or prepare for your hotel. These obligations continue even if we and you do not sign a Franchise Agreement. You must take reasonable measures to ensure that your employees, agents and advisors comply with these restrictions and are responsible if they fail to do so. You also must promise us that our and your discussions and, if applicable, your signing a Franchise Agreement do not violate any laws, breach any agreements or require any consents.

We and our affiliates possess (and will continue to develop and acquire) Confidential Information, some of which constitutes trade secrets under applicable law, relating to developing and operating Hyatt House Hotels. "Confidential Information" includes: (1) site selection criteria; (2) the substance, design, and construction of Hyatt House Hotels and the Design and Construction Standards; (3) training and operations materials and modules; (4) methods, formats, specifications, standards, systems, procedures, sales and marketing techniques, knowledge, and experience used in developing and operating Hyatt House Hotels; (5) marketing, advertising and promotional programs for Hyatt House Hotels; (6) Guest Information (defined below) and any information and data relating to guests and customers of other Hyatt House Hotels and/or other Hyatt Network Hotels; (7) knowledge of specifications for and suppliers of FF&E and other products and supplies that are uniquely identified with Hyatt House Hotels and/or other Hyatt Network Hotels; (8) any part of the Technology System and other computer software or other technology that is proprietary to us, our affiliates or the Hotel System, including digital passwords and identifications and any source code of, and data, reports, and other printed materials generated by, the software or other technology; (9) knowledge of the operating results and financial performance of Hyatt House Hotels other than the Hotel; (10) graphic designs and related intellectual property; and (11) any negotiated provisions of the Franchise Agreement and any other agreements we sign with you**.**

Confidential Information is proprietary and includes our and our affiliate's trade secrets. You (a) must not use (or allow your affiliates to use) Confidential Information in any other business or capacity; (b) must keep confidential each item that is a part of Confidential Information, both during and after the Franchise Agreement's term (afterward for as long as the item is not generally known in the hotel industry); (c) must not make unauthorized copies of any Confidential Information disclosed via electronic medium or in written or other tangible form; and (d) must adopt and implement reasonable procedures that we periodically specify to prevent unauthorized use or disclosure of Confidential Information.

Confidential Information does not include information, knowledge, or know-how that you can demonstrate lawfully came to your attention before we or our affiliate provided it to you or your affiliate directly or indirectly; that, at the time we or our affiliate disclosed it to you, already had lawfully become generally known in the hotel industry through publication or communication by others (without violating an obligation to us or our affiliate); or that, after we or our affiliate disclose it to you, lawfully becomes generally known in the hotel industry through publication or communication by others (without violating an obligation to us or our affiliate). However, if we include any matter in Confidential Information, anyone who claims that it is not Confidential Information must prove that one of these exclusions is satisfied.

All Guest Information is our property and part of Confidential Information. "Guest Information" means information and data relating to or derived from the Hotel's guests and other customers during the Franchise Agreement's term, whether obtained from the guest or customer or from any other source, including names, preferences, and other information about the guests' or customers' experiences and/or purchases, and including information stored in or provided to the CRS or the Hotel's property management system. We have the right periodically during the Franchise Agreement's term, without notice to you, to access the Hotel's property management system and other computer systems to retrieve Guest Information. We and our affiliates may use,

and allow others to use, the Guest Information in any manner that we deem appropriate (subject to applicable law).

You may use the Guest Information, and certain other information and data relating to guests and customers of other Hyatt House Hotels and/or other Hyatt Network Hotels that we periodically specify, during the Franchise Agreement's term only to market to and provide services to the Hotel's guests and potential guests in compliance with the System Standards and all applicable laws, rules and regulations. You must ensure that your affiliates may not access, and neither you nor any of your affiliates may use, any of that Guest Information or that other information or data in any other business or capacity. However, following the Franchise Agreement's expiration or termination, you may use, and allow your affiliates and others to use, any Guest Information that was generated at the Hotel (and that we or our affiliate did not supply to the Hotel) during the guest's stay at the Hotel and stored in the Hotel's property management system database in any manner that you deem appropriate (subject to applicable law) at your own risk, if you comply, and ensure that any recipients of that Guest Information from you comply, with our then current policies and procedures regarding the collection, storage, use, processing and transfer of personal and/or financial data. If there is an actual or suspected breach of security or unauthorized access of Guest Information or other information from the Hotel's property management system or other computer system database, you must notify us promptly and we may require you to use a third party supplier we designate, at your sole cost and expense, to review and if necessary, remediate that breach or unauthorized access. You must not take any action that could jeopardize our or our affiliate's ability to comply with, or make certifications under, any law, regulation, contract, program or policy related to Guest Information (including privacy laws, privacy notices and PCI certifications) and applicable to us or our affiliate.

You must promptly disclose to us all inventions, innovations and discoveries relating to a Hyatt House Hotel and based or relying upon any element of the Hotel System, including any advertising, marketing, promotional or public relations plans, programs or materials that you or your contractors develop for the Hotel (collectively, "Innovations"), whether or not protectable intellectual property and whether created by or for you, your affiliates or contractors, or your or their employees. Innovations are our or our affiliate's sole and exclusive property, part of the Hotel System, and works made-for-hire for us or our affiliate. You may not use any Innovation in operating the Hotel or otherwise without our prior written consent. If any Innovation does not qualify as a "work made-for-hire" for us or our affiliate, you assign ownership of that Innovation, and all related intellectual property rights and other rights to that Innovation, to us and must take whatever action (including signing assignment or other documents) we request to evidence our ownership or to help us obtain intellectual property rights in the Innovation.

Item 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

Hotel Management

Either a management company we approve, or you (if we approve you to manage the Hotel), must at all times retain and exercise direct management control over all aspects of the Hotel's business and be the employer of the Hotel's Core Management and other personnel, unless an F&B Operator whom we approve employs the individual(s) serving as director of food and beverage, director of catering, and/or executive chef for the Hotel. You may not enter into any lease, management agreement, or other similar arrangement with any management company for the management or other oversight of all or a part of the Hotel's operation (a "Management Arrangement") without our prior written approval of the management company, and you may not yourself manage the Hotel without our approval of you as the Hotel's operator. We will not unreasonably withhold our approval if the management company or you (as applicable) meets our minimum qualifications and ensures that its or your personnel attend and satisfactorily complete required brand standard training programs. If we approve a management company, as a condition of that approval, the management company must sign the documents we require to protect our intellectual property rights and reflect its agreement to perform its management responsibilities and operate the Hotel in compliance with the Franchise Agreement. Our current form of Management Company Rider is attached as Exhibit F to the Franchise Agreement.

We may refuse to approve a management company that is a Brand Owner. "Brand Owner" means any entity that (a) is either a franchisor or owner of a Competing Brand (defined below), (b) manages or otherwise operates hotels exclusively for the franchisor or owner of a Competing Brand, or (c) is an affiliate of any entity described in (a) or (b) above. A "Competing Brand" is a hotel concept that has at least 5 hotels operating under that concept's trade name anywhere in the world and that, in our reasonable opinion, competes with Hyatt House Hotels. If the management company or you (if we approve you to manage the Hotel) at any time becomes a Brand Owner, fails to meet our minimum qualifications (as we may periodically modify them) or fails to comply with the Franchise Agreement, the Management Company Rider, or any conditions of operator approval that we previously imposed, then we may revoke our approval of that management company or you as the Hotel's manager. You then must promptly terminate the Management Arrangement (if applicable) and either assume direct control of the Hotel's management and operation, if we approve you to manage the Hotel, or engage another management company we approve.

You must ensure that all F&B Operations operate in full compliance with all applicable laws, rules and regulations and all applicable System Standards. You must provide, or cause the management company to provide, all brand standard training programs to the F&B Operator that we periodically specify. If the F&B Operator at any time fails to operate in full compliance with all applicable laws, rules and regulations and all applicable System Standards, or fails to comply with any agreement with us, then, without limiting our other rights and remedies under the Franchise Agreement and applicable law, we may revoke our approval of the F&B Operator. You

then must promptly terminate your arrangement with the F&B Operator and either assume (if we approve you to manage the Hotel) or have your approved management company assume direct control of the Hotel's F&B Operations or engage another approved F&B Operator we approve.

At our option, before the Hotel's general manager is engaged, you must submit to us the proposed candidate's identity and qualifications. If the general manager fails to ensure that the Hotel satisfies our quality assurance requirements and other brand standards, then we may require you (or your approved management company) to hire a new general manager for the Hotel. You or the management company (as applicable) is solely responsible for hiring the Core Management and other Hotel personnel and determining the terms and conditions of their employment. You (or your approved management company or F&B Operator) must hire and properly train all Core Management personnel and have a Core Management team in place at the Hotel at all times. Also, all members of the Hotel's Core Management must spend all of their working time at the Hotel fulfilling their management and operational responsibilities and may not concurrently maintain a position at another lodging facility or in any other capacity related to the lodging industry.

A Core Management team who has satisfactorily completed our initial training program must devote all of its business time to supervising the Hotel's day-to-day operations. Your Hotel's general manager and other Core Management personnel need not have an equity interest in the Hotel or in you.

Guaranty and Guarantor Monetary Threshold

We expect that only business entities, and not individuals, will sign our Franchise Agreement. You must cause one or more of the direct and indirect owners (whether they are individuals or business entities) of a Controlling Ownership Interest (defined below) in you which we specify to sign the form of Guaranty and Assumption of Franchisee's Obligations attached to the Franchise Agreement (the "Guaranty"). Under the Guaranty, these owners must personally guaranty all of your obligations under the Franchise Agreement and be personally bound by, and personally liable for the breach of, every provision of the Franchise Agreement, both monetary and non-monetary, including the confidentiality and arbitration obligations.

In addition, each owner that signs the Guaranty must agree, and you must ensure, that at least one guarantor will satisfy the Guarantor Monetary Threshold at all times during the Franchise Agreement's term. The "Guarantor Monetary Threshold" means the minimum amount of total assets less total liabilities (excluding Hotel assets and liabilities relating solely to the Hotel), each as calculated according to U.S. generally accepted accounting principles, and the minimum amount of liquid assets (consisting of cash, cash equivalents and marketable securities), that at least one guarantor (whether an individual or an entity) must maintain at all times during the Franchise Agreement's term. We will determine the amount of the Guarantor Monetary Threshold as of the Franchise Agreement's effective date based on information we deem relevant, including the Hotel's size, the market in which the Hotel will operate, and our assessment of our risk or exposure in the transaction. We will list the initial Guarantor Monetary Threshold in Exhibit B to the Franchise Agreement before we and you sign it. The Guarantor Monetary Threshold will increase automatically each year of the Franchise Agreement's term, without notice from us, effective on the first day of the calendar month during which the Franchise Agreement's effective date falls,

by an amount equal to the CPI Increase. The "CPI Increase" means the amount to be adjusted multiplied by a fraction, the numerator of which is the Consumer Price Index for All Urban Consumers for All Items, which the U.S. Department of Labor, Bureau of Labor Statistics publishes (the "Base Index") as of the first day of the calendar month during which the increase is to take effect, and the denominator of which is the Base Index in effect on the Franchise Agreement's effective date or used for the most recent increase (whichever is later). If the Base Index is no longer published, we may designate another reasonably comparable index for calculating changes in the cost of living or purchasing power for consumers. Your guarantors must provide us on an annual basis financial statements or other documents that we reasonably specify, which you or the guarantor certify in the manner we specify, demonstrating that at least one guarantor satisfies the Guarantor Monetary Threshold. You and your guarantors must reasonably cooperate with all auditing and reporting requirements relating to the Guarantor Monetary Threshold.

A "Controlling Ownership Interest" in you or one of your owners (if that owner is a legal entity) means, whether directly or indirectly, either: (a) the record or beneficial ownership of, or right to control, 50% or more of the investment capital, equity, rights to receive profits or losses, or other rights to participate in your or the entity's results; or (b) the effective control of the power to direct or cause the direction of your or that entity's management and policies, including a general partnership interest (if the entity is a partnership) and a manager or managing member interest (if the entity is a limited liability company), or the power to appoint or remove any party having these powers. In addition, in the case of (a) or (b), the determination of whether a "Controlling Ownership Interest" exists is made both immediately before and immediately after a proposed transfer.

Item 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

Under the Franchise Agreement, you must offer all products and provide all services that we periodically authorize for your Hotel (including F&B Operations) in compliance with all applicable laws and according to our quality standards. We may change these products and services at any time, and there is no limit on this right. You may not sell any products or perform any services at the Hotel that we have not authorized. You also must obtain our approval of your relationship with any F&B Operator, including the restaurant concept and the lease terms. The Franchise Agreement contains no restrictions on the customers to whom you may provide goods and services.

If the Hotel is or will be part of a site (whether newly constructed or adapted) that is owned or developed by you, your owner, or your affiliate ("Mixed-Use Site"), which may include, in addition to the Hotel, any residential, retail, restaurant, commercial or public space that is located on the same single, contiguous site as the Hotel but which operates separate from the Hotel ("Non-Hotel Components"), no part or portion of the Mixed-Use Site may be used to operate: (i) a pawnshop, check-cashing business, gentlemen's club, pornography retailer, or other sexually-oriented business, or (ii) a package liquor store, marijuana dispensary, or gambling business, without our prior written consent, which consent may be granted or withheld in our sole judgment,

or (iii) a bar, lounge, club or similar establishment situated within 300 feet of any part of the Hotel's interior footprint, whose revenues are derived more than 50% from the sale of alcoholic beverages, without our prior written consent, which consent will not be withheld unless we reasonably determine that the establishment might have a material negative impact on guests of the Hotel.

You will establish the Hotel's room rates if those rates and your pricing policies comply with System Standards (to the maximum extent the law allows). You must comply with our "best price guarantee" and related policies, as we periodically modify them. You may not charge any guest a rate higher than the rate that the reservations center specifies to the guest at the time the guest makes the reservation. You may not change the number of guest rooms in the Hotel without our consent.

Item 17

RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

This table lists certain important provisions of the franchise and related agreements. You should read these provisions in the agreements attached to this disclosure document.

Provision	Section in franchise or other agreement	Summary
a. Length of the franchise term	1.2 and 10.2 of Franchise Agreement; 2 of Confidentiality Agreement; 1 of Service Agreement for Revenue Management Services; 10 of Subscription and Hosting Services Agreement; 1 of Field Marketing Program Opt-In Agreement	Franchise Agreement's term expires 20 years after Hotel's opening date. If you acquire an existing Hyatt House Hotel from a franchisee, the term will be the remaining term on the selling franchisee's agreement. Term extends for period during which Hotel is closed for casualty. Confidentiality Agreement's obligations continue for 5 years or indefinitely for trade secrets. Service Agreement for Revenue Management Services' terms expire upon the Franchise Agreement's termination or expiration. Subscription and Hosting Services Agreement expires when our affiliate's PMS license terminates or Hotel no longer operates under a Hyatt brand. Field Marketing Program Opt-In Agreement terminates if the Franchise Agreement expires or is terminated and Hotel no longer operates under a Hyatt brand.
b. Renewal or extension of the term	13.1 of Franchise Agreement	If you have substantially complied with Franchise Agreement during term, are then fully complying, meet our then current standards for new franchisees, have received passing quality assurance scores during previous 3 years, and

Provision	Section in franchise or other agreement	Summary
		have rights to maintain possession of Hotel for at least 10 years, you may acquire successor franchise for 10 years on then current terms (which may be materially different).
c. Requirements for franchisee to renew or extend	13.1, 13.2 and 13.3 of Franchise Agreement	Under Franchise Agreement, you must renovate, remodel or expand Hotel and FF&E; give us notice; sign then current form of agreement (which may be materially different) and ancillary documents; pay PIP fee; and sign general releases (if state law allows). "Renewal" means signing our then current franchise agreement for the 10-year successor franchise term, which could contain materially different terms (including fees).
d. Termination by franchisee	1 of Service Agreement for Revenue Management Services; 10b of Subscription and Hosting Services Agreement; 1.a and 1.c of Field Marketing Program Opt-In Agreement	You may not terminate the Franchise Agreement or Confidentiality Agreement except as the law allows. You may terminate the Service Agreement for Revenue Management Services with or without cause by providing 90 days' written notice to us, unless we require you to sign the agreement in connection with signing the Franchise Agreement, in which case you may not terminate without cause during the first 2 years or other period we specify. You may terminate the Subscription and Hosting Services Agreement upon our material breach if not cured within 30 days' following receipt of notice, and may terminate the Subscription and Hosting Services Agreement without cause on 6 months' notice. You may terminate the Field Marketing Program Opt-In Agreement upon our material breach if not cured within 10 days following receipt of notice, and may terminate the Field Marketing Program Opt-In Agreement without cause on 90 days' notice , but, if we required you to sign a Field Marketing Program Opt-In Agreement as a condition to entering into a Franchise Agreement with you, you may not terminate the Field Marketing Program Opt-In Agreement during the first 2 years of the Field Marketing Program Opt-In Agreement's term.
e. Termination by franchisor without cause	1 of Service Agreement for Revenue	We may not terminate the Franchise Agreement without cause. We may terminate the Service Agreement for Revenue Management Services

Provision	Section in franchise or other agreement	Summary
	Management Services; 10a of Subscription and Hosting Services Agreement; 1.a of Field Marketing Program Opt-In Agreement	by providing 90 days' written notice to you. We may terminate the Subscription and Hosting Services Agreement for any reason upon 30 days' written notice to you. We may terminate the Field Marketing Program Opt-In Agreement for any reason upon 90 days' written notice to you.
f. Termination by franchisor with cause	15.1 and 15.2 of Franchise Agreement; 1 of Service Agreement for Revenue Management Services; 6c of Subscription and Hosting Services Agreement; 1.c of Field Marketing Program Opt-In Agreement	We may terminate the Franchise Agreement only if you, your guarantors, or your owners commit any one of several violations. We may terminate Service Agreement for Revenue Management Services if you breach your obligations under that Agreement. We may terminate the Subscription and Hosting Services Agreement upon your material breach if not cured within 30 days following receipt of notice. We may terminate the Field Marketing Program Opt-In Agreement upon your material breach if not cured within 10 days following receipt of notice.
g. "Cause" defined – curable defaults	15.1 and 15.3 of Franchise Agreement; 1c and 10a of Subscription and Hosting Services Agreement	Under Franchise Agreement you have 24 hours to shut down if we determine there is serious threat or danger to public health or safety; 10 days to cure failures to send us real estate documents or evidence of insurance and failures to pay amounts owed to us or our affiliates; 30 days to cure failures to pay taxes, develop Hotel according to deadlines, pay Providers, and comply with related agreements (unless related agreement has shorter cure period) and other defaults not listed in (h) below; and 60 days to cure failure to ensure that at least one guarantor satisfies the Guarantor Monetary Threshold. Upon your default (and after any applicable cure period), we also may suspend your rights to use CRS/GDS/ADS and advertising materials, remove Hotel from advertising publications and programs, and/or the Hotel System Website, suspend or terminate fee reductions, and/or refuse to provide support. Under Subscription and Hosting Services Agreement, if any payment is 45 days late, or if you misuse the PMS or

Provision	Section in franchise or other agreement	Summary
		related services or upon government authority request, we may suspend services.
h. "Cause" defined – non-curable defaults	15.2 of Franchise Agreement	Bankruptcy-related events, failing to discharge judgments exceeding $100,000, you stop operating Hotel or identifying Hotel with Proprietary Marks or lose possession, you or affiliate contests ownership of or tries to register our intellectual property, unauthorized transfer, conviction of felony, committing action or other offense likely to reflect adversely on us or the Proprietary Marks, knowingly maintaining false books or submitting false reports, unauthorized use or disclosure of Confidential Information, violation of law (including trade restriction laws), and repeated defaults.
i. Franchisee's obligations on termination/non-renewal	16 of Franchise Agreement; 7 and 10 of Service Agreement for Revenue Management Services; 10d of Subscription and Hosting Services Agreement; 1 of Field Marketing Program Opt-In Agreement	Return confidential materials, de-identify Hotel, stop uses of Hotel System with F&B Operations, change telephone listing, stop references to association with us, stop using the Hotel website and the domain name, cancel assumed name registrations, allow inspections, pay amounts owed, allow us to contact customers, pay liquidated damages and stop using services.
j. Assignment of contract by franchisor	12.10 of Franchise Agreement; 13 of Subscription and Hosting Services Agreement; 12 of Field Marketing Program Opt-In Agreement	We may transfer and change ownership or form without restriction. We have no further obligations after transfer.
k. "Transfer" by franchisee-defined	12.2 of Franchise Agreement	Includes transfer of any interest in Franchise Agreement, the Hotel or substantially all of its assets, or you or your owners.
l. Franchisor approval of transfer by franchisee	12.2 to 12.5 of Franchise Agreement; 12 of Subscription and	No transfers of Franchise Agreement, the Subscription and Hosting Services Agreement, the Field Marketing Program Opt-In Agreement, the Hotel or its assets, or Controlling Ownership

Provision	Section in franchise or other agreement	Summary
	Hosting Services Agreement; 13 of Field Marketing Program Opt-In Agreement	Interests without our approval. However, you may mortgage hotel to lender and your owners may transfer ownership interests for estate planning purposes. Your owners may transfer non-Controlling Ownership Interests without our approval if transferee and its owners (other than a small interest public owner) are not Brand Owners or sanctioned persons, you remain in compliance with laws, the transfer does not through one or a series of transactions transfer or create a Controlling Ownership Interest, and you notify us within 30 days after transfer.
m. Conditions for franchisor approval of transfer	12.4 and 12.7 of Franchise Agreement; 8(e) of Confidentiality Agreement; 14 of Service Agreement for Revenue Management Services	Under Franchise Agreement, transferee and owners qualify, you pay transfer fee and other amounts owed and have complied with Franchise Agreement, transferee's personnel complete training, at our option, either transferee and owners sign then current franchise agreement and related documents (which may be materially different), or the agreements and related documents that we specify under which they assume all of your rights and obligations under the Franchise Agreement, you and your guarantors sign termination and release (if state law allows), transferee agrees to renovate, remodel or expand Hotel and FF&E, we determine capital structure, debt service and overall financial status after transfer will not adversely affect Hotel's operation, you remain liable, and you stop associating with us. Neither you nor your Controlling Owner may conduct a public offering. We may review and comment on offering materials for private offerings. Confidentiality Agreement is not transferable. Service Agreement for Revenue Management Services is transferable only with simultaneous transfer of Franchise Agreement.
n. Franchisor's right of first refusal to acquire franchisee's business	1.5 and Exhibit C of Franchise Agreement	We only have right of first offer on transfers of the Hotel or a Controlling Ownership Interest in you if we and you sign Exhibit C. We will require Exhibit C only for certain markets that we determine are strategic to us.

Provision	Section in franchise or other agreement	Summary
o. Franchisor's option to purchase franchisee's business	Not applicable	Not applicable.
p. Death or disability of franchisee	12.7 of Franchise Agreement	Upon death or incompetence of owner of a Controlling Ownership Interest in you or your controlling owner, representative must transfer to approved transferee within 6 months.
q. Non-competition covenants during the term of the franchise	4.2, 4.10 and 4.11 of Franchise Agreement	No covenant not to compete, but neither you nor Hotel management company may be a Brand Owner.
r. Non-competition covenants after the franchise is terminated or expires	Not applicable	Not applicable.
s. Modification of the agreement	18.5 of Franchise Agreement; 12 of Service Agreement for Revenue Management Services; 16 of Subscription and Hosting Services Agreement; 15 of Field Marketing Program Opt-In Agreement	Only writing signed by duly-authorized officers may modify agreement, but we may change Hotel System, System Standards, and System Services.
t. Integration/merger clause	18.5 of Franchise Agreement; 8(f) of Confidentiality Agreement; 12 of Service Agreement for Revenue Management Services; 16 of Subscription and Hosting Services Agreement; 14 of Field Marketing Program Opt-In Agreement	Only terms of Franchise Agreement, Confidentiality Agreement and Service Agreement for Revenue Management Services are binding (subject to state law). Any representations or promises made outside of the disclosure document and those agreements may not be enforceable.

Provision	Section in franchise or other agreement	Summary
u. Dispute resolution by arbitration or mediation	14.1 of Franchise Agreement; 12 of Service Agreement for Revenue Management Services; 16 of Subscription and Hosting Services Agreement; 11 of Field Marketing Program Opt-In Agreement	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; 12 of Service Agreement for Revenue Management Services; 16 of Subscription and Hosting Services Agreement; 11 of Field Marketing Program Opt-In Agreement	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; 12 of Service Agreement for Revenue Management Services; 16 of Subscription and Hosting Services Agreement; 11 of Field Marketing Program Opt-In Agreement	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, 2023, there were 117 Hyatt House Hotels operating in North America, which we define as the U.S. and Canada. 108 of these Hyatt House Hotels (the "Covered Hotels") operated during all of 2023 while the other 9 opened during 2023. No Hyatt House Hotels were excluded from the group of Covered Hotels because they closed during 2023. All of the financial performance representations ("FPRs") in this Item 19 relate to the results during the period from January 1, 2023 through December 31, 2023 for the 108 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 Hyatt House 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 House" name for an average of 9.3 years as of December 31, 2023. Some of the Covered Hotels converted from another brand and system to the "Hyatt House" name and therefore had an existing marketing and customer base before converting to the "Hyatt House" name. The average number of rooms at the Covered Hotels is 146, with 264 as the highest room count and 91 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 2023, 60.9% of the reservations at the Covered Hotels were for 1 to 4 nights, 17.6% were for 5 to 11 nights, 9.2% were for 12 to 29 nights, and 12.3% 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 99 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 9 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 30 of the Covered Hotels as "Urban Hotels" because they operate in a densely populated part of a large metropolitan

area. 3 of the Urban Hotels (the "Owned/Managed Urban Hotels") are Owned/Managed Covered Hotels, and the other 27 (the "Franchised Urban Hotels") are Franchised Covered Hotels. The Urban Hotels have operated under the "Hyatt House" name for an average of 7.3 years. Some of the Urban Hotels converted from another brand and system to the "Hyatt House" name and therefore had an existing marketing and customer base before converting to the "Hyatt House" name. The average number of rooms at the Urban Hotels is 164 with 258 as the highest room count and 100 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 2023 divided by the total number of available room nights for that hotel during 2023. 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 2023 divided by the total number of room nights sold for that hotel during 2023. 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 2023 divided by the total number of available room nights for that hotel during 2023. 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.

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Occupancy Rate, Average Daily Rate and RevPAR for 2023

		#	Average Occupancy Rate	Average Daily Rate	Average RevPAR
Franchised Covered Hotels		99	74.5%	$167.76	$124.91
Owned/Managed Covered Hotels		9	72.4%	$195.29	$141.33
All Covered Hotels		108	74.2%	$170.40	$126.52
Franchised Urban Hotels		27	75.7%	$189.17	$143.26
Owned/Managed Urban Hotels		3	71.5%	$188.58	$134.85
All Urban Hotels		30	75.2%	$189.10	$142.25

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.

Statistics for Occupancy Rate, Average Daily Rate and RevPAR for 2023

	Occupancy Rate			Average Daily Rate			RevPAR		
	High / Low	**Median**	**#/% Exceeding Average**	**High / Low**	**Median**	**#/% Exceeding Average**	**High / Low**	**Median**	**#/% Exceeding Average**
Franchised Covered Hotels	95.7% / 36.8%	74.7%	52 / 52.5%	$285.99 / $74.92	$155.80	39 / 39.4%	$243.41 / $27.60	$114.65	38 / 38.4%
Owned/Managed Covered Hotels	82.8% / 63.8%	69.7%	4 / 44.4%	$223.72 / $174.42	$190.23	3 / 33.3%	$161.04 / $111.89	$143.14	5 / 55.6%
All Covered Hotels	95.7% / 36.8%	74.6%	56 / 51.9%	$285.99 / $74.92	$161.05	44 / 40.7%	$243.41 / $27.60	$115.78	45 / 41.7%
Franchised Urban Hotels	88.9% / 54.6%	76.9%	16 / 59.3%	$285.99 / $93.20	$176.01	10/37%	$243.41 / $62.33	$134.22	12 / 44.4%
Owned/Managed Urban Hotels	79.6% / 64.1%	68.0%	1 / 33.3%	$196.98 / $174.42	$187.93	1 / 33.3%	$156.71 / $111.89	$127.79	1 / 33.3%
All Urban Hotels	88.9% / 54.6%	76.7%	18 / 60%	$285.99 / $93.20	$178.84	11 / 36.7%	$243.41 / $62.33	$132.11	13 / 43.3%

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 Hyatt House 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 Hyatt House 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 2023 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 2023

	#	Average Occupancy Rate Index	Average Travel Rate Index	Average RevPAR Index
Franchised Covered Hotels	99	106.6	102.6	110.0
Owned/Managed Covered Hotels	9	107.2	114.5	122.5
All Covered Hotels	108	106.7	103.6	111.0
Franchised Urban Hotels	27	106.5	99.6	106.4
Owned/Managed Urban Hotels	3	111.4	110.6	123.3
All Urban Hotels	30	107.0	100.7	108.1

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.

Statistics for Smith Travel Occupancy Rate Index, Travel Rate Index and RevPAR Index for 2023

	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	140.3 / 59.2	107.1	51 / 51.5%	143.6 / 76.8	102.8	50 / 50.5%	176.1 / 47.7	110.2	51 / 51.5%
Owned/Managed Covered Hotels	124.9 / 99.6	103.6	3 / 33.3%	130.5 / 101.4	113.3	4 / 44.4%	141.5 / 105.7	125.1	5 / 55.6%
All Covered Hotels	140.3 / 59.2	106.8	55 / 50.9%	143.6 / 76.8	103.6	54 / 50%	176.1 / 47.7	111.5	57 / 52.8%
Franchised Urban Hotels	139.2 / 91.8	103.0	12 / 44.4%	115.4 / 78.0	99.7	14 / 51.9%	145.0 / 72.0	105.3	15 / 55.6%
Owned/Managed Urban Hotels	124.9 / 102.3	106.9	1 / 33.3%	117.2 / 101.4	113.3	2 / 66.7%	141.5 / 108.4	119.9	1 / 33.3%
All Urban Hotels	139.2 / 91.8	103.1	12 / 40%	117.2 / 78.0	100.4	13 / 43.3%	145.0 / 72.0	107.7	16 / 53.3%

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 2023 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 2023.

World of Hyatt Revenue, Occupancy Percentage and Occupied Room Nights for 2023

	#	Average % Revenue from WOH	Average % WOH-Occupied Room Nights	Average # WOH-Occupied Room Nights
Franchised Covered Hotels	99	57.5%	49.2%	19,169
Owned/Managed Covered Hotels	9	68.8%	62.3%	28,306
All Covered Hotels	108	58.8%	50.5%	19,930
Franchised Urban Hotels	27	53.2%	44.6%	19,807
Owned/Managed Urban Hotels	3	57.2%	52.6%	27,023
All Urban Hotels	30	53.7%	45.5%	20,529

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 2023

	% 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	89.5% / 27.6%	59.0%	54 / 54.5%	85.3% / 23.1%	49.5%	50 / 50.5%	48,570 / 7,882	17,678	37 / 37.4%
Owned/Managed Covered Hotels	88.6% / 51.8%	65.9%	4 / 44.4%	80.7% / 47.2%	60.6%	4 / 44.4%	38,498 / 18,031	27,280	3 / 33.3%
All Covered Hotels	89.5% / 27.6%	59.4%	58 / 53.7%	85.3% / 23.1%	50.4%	53 / 49.1%	48,570 / 7,882	18,116	39 / 36.1%
Franchised Urban Hotels	75.1% / 27.6%	56.0%	16 / 59.3%	65.7% / 28.1%	44.8%	15 / 55.6%	31,561 / 10,071	18,285	9 / 33.3%
Owned/Managed Urban Hotels	60.3% / 51.8%	58.0%	2 / 66.7%	56.7% / 47.2%	51.0%	1 / 33.3%	38,498 / 18,031	24,540	1 / 33.3%
All Urban Hotels	75.1% / 27.6%	56.6%	16 / 53.3%	65.7% / 28.1%	47.2%	16 / 53.3%	38,498 / 10,071	18,497	11 / 36.7%

Additional Information: Reservation Channel Mix

Hyatt House 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 2023 from Direct Channels and Indirect Channels, as we define these terms below.

		#	Direct Channel Contribution	Indirect Channel Contribution
Franchised Covered Hotels		99	62.0%	38.0%
Owned/Managed Covered Hotels		9	54.8%	45.2%
All Covered Hotels		108	61.2%	38.8%
Franchised Urban Hotels		27	59.1%	40.9%
Owned/Managed Urban Hotels		3	59.7%	40.3%
All Urban Hotels		30	59.2%	40.8%

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 Hyatt House 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 Hyatt House 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 Jim Chu, our Chief Growth Officer, 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 Hyatt House Hotels that our affiliates own and operate, and Hyatt House Hotels that our affiliates manage for third-party owners under management agreements, as "company-owned" Hyatt House Hotels. We count Hyatt House 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 1 Hyatt House Hotels as of December 31, 2021, 1 Hyatt House Hotels as of December 31, 2022, and 1 Hyatt House Hotels as of December 31, 2023. Our affiliates manage the remaining "company-owned" Hyatt House Hotels for third-party owners. As described in Item 1, the Hyatt House Hotels listed in the tables below operated under the Hyatt® Summerfield Suites name and converted to the Hyatt House® name during 2011 and 2012.

Table No. 1

Systemwide Outlet Summary
For years 2021 to 2023

Column 1 Outlet Type	Column 2 Year	Column 3 Outlets at the Start of the Year	Column 4 Outlets at the End of the Year	Column 5 Net Change
Franchised	2021	83	98	+15
	2022	98	100	+2
	2023	100	107	+7
Company-Owned	2021	12	10	-2
	2022	10	10	0
	2023	10	9	-1
Total Outlets	**2021**	**95**	**108**	**+13**
	2022	**108**	**110**	**+2**
	2023	**110**	**116**	**+6**

Table No. 2

Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For years 2021 to 2023

Column 1 State	Column 2 Year	Column 3 Number of Transfers
Arizona	2021	0
	2022	1
	2023	0
Florida	2021	2
	2022	0
	2023	1

Column 1 State	Column 2 Year	Column 3 Number of Transfers
Illinois	2021	0
	2022	0
	2023	1
Michigan	2021	0
	2022	1
	2023	0
North Carolina	2021	0
	2022	1
	2023	0
Ohio	2021	0
	2022	1
	2023	0
Pennsylvania	2021	0
	2022	1
	2023	0
Texas	2021	2
	2022	2
	2023	0
Utah	2021	0
	2022	0
	2023	1
Total	**2021**	**4**
	2022	**7**
	2023	**3**

Note: Franchisees sometimes restructure their organizations and assign franchise agreements from one company to another within the same ownership group. We do not consider these restructuring transactions to be "transfers" because the ultimate ownership and control group does not change.

Table No. 3

Status of Franchised Outlets
For years 2021 to 2023

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9
State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
Alaska	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
	2023	1	0	0	0	0	0	1
Arizona	2021	2	1	0	0	0	0	3
	2022	3	0	0	0	0	0	3
	2023	3	0	0	0	0	0	3
Arkansas	2021	0	0	0	0	0	0	0
	2022	0	0	0	0	0	0	0
	2023	0	1	0	0	0	0	1
California	2021	7	3	0	0	0	0	10
	2022	10	0	0	0	0	0	10
	2023	10	3	0	0	0	0	13
Colorado	2021	6	1	1	0	0	0	6
	2022	6	0	0	0	0	0	6
	2023	6	1	0	0	0	0	7
Connecticut	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
	2023	2	0	0	0	0	0	2
Delaware	2021	0	0	0	0	0	0	0
	2022	0	1	0	0	0	0	1
	2023	1	0	0	0	0	0	1

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9
State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
District of Columbia	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
	2023	1	0	0	0	0	0	1
Florida	2021	4	3	0	0	0	0	7
	2022	7	0	0	0	0	0	7
	2023	7	1	0	0	0	0	8
Georgia	2021	3	1	0	0	0	0	4
	2022	4	0	0	0	0	0	4
	2023	4	0	0	0	0	0	4
Illinois	2021	7	0	0	0	0	0	7
	2022	7	0	0	0	0	0	7
	2023	7	0	0	0	0	0	7
Indiana	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
	2023	2	0	0	0	0	0	2
Kentucky	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
	2023	1	0	0	0	0	0	1
Massachusetts	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
	2023	2	0	0	0	0	0	2
Michigan	2021	0	0	0	0	0	0	0
	2022	0	0	0	0	0	0	0
	2023	0	1	0	0	0	0	1

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9
State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
Minnesota	2021	0	1	0	0	0	0	1
	2022	1	0	0	0	0	0	1
	2023	1	1	0	0	0	0	2
New Jersey	2021	7	0	0	0	0	0	7
	2022	7	0	0	0	0	0	7
	2023	7	0	1	0	0	0	6
New Mexico	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
	2023	1	0	0	0	0	0	1
New York	2021	3	0	0	0	0	0	3
	2022	3	0	0	0	0	0	3
	2023	3	0	0	0	0	0	3
North Carolina	2021	4	1	0	0	0	0	5
	2022	5	0	0	0	0	0	5
	2023	5	0	0	0	0	0	5
North Dakota	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
	2023	1	0	0	0	0	0	1
Ohio	2021	0	1	0	0	0	0	1
	2022	1	0	0	0	0	0	1
	2023	1	0	0	0	0	0	1
Oregon	2021	0	1	0	0	0	0	1
	2022	1	0	0	0	0	0	1
	2023	1	1	0	0	0	0	2

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9
State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
Pennsylvania	2021	4	1	0	0	0	0	5
	2022	5	0	0	0	0	0	5
	2023	5	0	0	0	0	0	5
South Carolina	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
	2023	2	0	0	0	0	0	2
Tennessee	2021	2	2	0	0	0	0	4
	2022	4	0	0	0	0	0	4
	2023	4	0	0	0	0	0	4
Texas	2021	10	1	0	0	0	0	11
	2022	11	1	0	0	0	0	12
	2023	12	1	2	0	0	0	11
Utah	2021	3	0	0	0	0	0	3
	2022	3	0	0	0	0	0	3
	2023	3	0	0	0	0	0	3
Virginia	2021	5	0	1	0	0	0	4
	2022	4	0	0	0	0	0	4
	2023	4	0	0	0	0	0	4
Washington	2021	3	0	0	0	0	0	3
	2022	3	0	0	0	0	0	3
	2023	3	0	0	0	0	0	3
Totals	**2021**	**83**	**17**	**2**	**0**	**0**	**0**	**98**
	2022	**98**	**2**	**0**	**0**	**0**	**0**	**100**
	2023	**100**	**10**	**3**	**0**	**0**	**0**	**107**

Table No. 4
Status of Company-Owned Outlets
For years 2021 to 2023

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
State	Year	Outlets at Start of the Year	Outlets Opened	Outlets Reacquired From Franchisee	Outlets Closed	Outlets Sold to Franchisee	Outlets at End of the Year
California	2021	8	0	0	0	1	7
	2022	7	0	0	0	0	7
	2023	7	0	0	0	0	7
Louisiana	2021	1	0	0	0	0	1
	2022	1	0	0	0	0	1
	2023	1	0	0	0	0	1
North Carolina	2021	1	0	0	0	0	1
	2022	1	0	0	0	0	1
	2023	1	0	0	0	0	1
Oregon	2021	1	0	0	0	0	1
	2022	1	0	0	0	0	1
	2023	1	0	0	0	1	0
Tennessee	2021	1	0	0	0	1	0
	2022	0	0	0	0	0	0
	2023	0	0	0	0	0	0
Totals	**2021**	**12**	**0**	**0**	**0**	**2**	**10**
	2022	**10**	**0**	**0**	**0**	**0**	**10**
	2023	**10**	**0**	**0**	**0**	**1**	**9**

Table No. 5

Projected Openings As Of December 31, 2023

Column 1 State	Column 2 Franchise Agreements Signed But Outlet Not Opened	Column 3 Projected New Franchised Outlet In The Next Fiscal Year	Column 4 Projected New Company-Owned Outlet In the Next Fiscal Year
Arizona	1	0	0
California	12	0	0
Colorado	1	0	0
Florida	7	1	0
Georgia	2	0	0
Hawaii	1	0	0
Indiana	1	0	0
Maryland	1	1	0
Michigan	6	2	0
Mississippi	1	0	0
Missouri	1	0	0
Montana	1	0	0
New Jersey	3	0	0
New York	4	0	0
North Carolina	1	1	0
Ohio	2	1	0
Oregon	2	0	0
Pennsylvania	2	0	0
South Carolina	1	0	0
Tennessee	2	0	0
Texas	1	0	0
Utah	1	0	0

Column 1 State	Column 2 Franchise Agreements Signed But Outlet Not Opened	Column 3 Projected New Franchised Outlet In The Next Fiscal Year	Column 4 Projected New Company-Owned Outlet In the Next Fiscal Year
Washington	1	0	0
Total	**55**	**6**	**0**

Exhibit G is a list of Hyatt House Hotel franchisees as of December 31, 2023 and the addresses and telephone numbers of each of their outlets. Exhibit H is a list of the Hyatt House Hotel franchisees who had an outlet terminated, canceled, transferred or not renewed or otherwise voluntarily or involuntarily ceased to do business under our Franchise Agreement during our most recent fiscal year. No franchisee has failed to communicate with us within 10 weeks before this disclosure document's issuance date.

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

As of the issuance date of this disclosure document, no franchisees have signed confidentiality clauses that restrict them from discussing with you their experiences as a franchisee in our franchise system during our last 3 fiscal years and there are no trademark-specific franchisee organizations associated with the Hyatt House Hotel franchise system.

Item 21

FINANCIAL STATEMENTS

Attached to this Disclosure Document as Exhibit A are the audited consolidated financial statements of our parent company, Hyatt Hotels Corporation, as of December 31, 2023 and 2022 and for the fiscal years ended December 31, 2023, 2022 and 2021.

Hyatt Hotels Corporation absolutely and unconditionally guarantees the performance of our obligations to franchisees under the Franchise Agreement. The Guarantee of Performance also is included in Exhibit A.

Item 22

CONTRACTS

The following agreements are attached as exhibits to this disclosure document:

Exhibit B	Franchise Application
Exhibit C	Franchise Agreement
Exhibit F	Confidentiality Agreement
Exhibit I	Service Agreement for Revenue Management Services
Exhibit J	Comfort Letter
Exhibit K	Subscription and Hosting Services Agreement
Exhibit L	Field Marketing Program Opt-In Agreement
Exhibit M	State-Specific Riders to agreements, including form of release used upon renewal or transfer

Item 23

RECEIPTS

Our and your copies of the Franchise Disclosure Document Receipt are the last 2 pages of this disclosure document.

EXHIBIT A

FINANCIAL STATEMENTS

GUARANTEE OF PERFORMANCE

GUARANTEE OF PERFORMANCE

For value received, **HYATT HOTELS CORPORATION**, a Delaware corporation located at 150 North Riverside Plaza, Chicago, Illinois 60606 (the "Guarantor"), absolutely and unconditionally guarantees to assume the duties and obligations of **HYATT HOUSE FRANCHISING, L.L.C.**, a Kansas limited liability company located at 150 North Riverside Plaza, Chicago, Illinois 60606 (the "Franchisor"), under its franchise registration in each state where the franchise is registered, and under its Franchise Agreement identified in its 2024 Franchise Disclosure Document, as it may be amended, and as that Franchise Agreement may be entered into with franchisees and amended, modified or extended from time to time. This guarantee continues until all such obligations of the Franchisor under its franchise registrations and the Franchise Agreement are satisfied or until the liability of Franchisor to its franchisees under the Franchise Agreement has been completely discharged, whichever first occurs. The Guarantor is not discharged from liability if a claim by a franchisee against the Franchisor remains outstanding. Notice of acceptance is waived. The Guarantor does not waive receipt of notice of default on the part of the Franchisor. This guarantee is binding on the Guarantor and its successors and assigns.

The Guarantor signs this guarantee at Chicago, Illinois on the 26th day of March, 2024.

Guarantor:

HYATT HOTELS CORPORATION

By: _____

Peter Sears

Title: Executive Vice President,
Group President – Americas

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Stockholders and the Board of Directors of Hyatt Hotels Corporation

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of Hyatt Hotels Corporation and subsidiaries (the "Company") as of December 31, 2023 and 2022, the related consolidated statements of income (loss), comprehensive income (loss), stockholders' equity, and cash flows, for each of the three years in the period ended December 31, 2023, and the related notes and the financial statement schedule listed in the Index at Item 15 (collectively referred to as the "financial statements"). In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2023 and 2022, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2023, in conformity with accounting principles generally accepted in the United States of America.

Basis for Opinion

These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company's financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current-period audit of the financial statements that was communicated or required to be communicated to the audit committee and that (1) relates to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

Deferred Revenue Related to the Loyalty Program – Refer to Notes 2 and 3 to the financial statements

Critical Audit Matter Description

The Company operates the loyalty program for the benefit of the Hyatt portfolio of properties during the period of their participation in the loyalty program. The Company's estimate of the value of the deferred revenue liability related to the loyalty program ("the liability") is $1,130 million as of December 31, 2023 and is actuarially determined based on the anticipated timing and value of future point redemptions, including an estimate of the breakage for points that will not be redeemed. Changes in the estimates used in the determination of the liability could result in a material change to the liability.

Given the subjectivity of the Company's breakage assumption, performing audit procedures to evaluate the reasonableness of this estimate involved a higher degree of auditor judgment and an increased extent of effort, including the need to involve our actuarial specialists in performing audit procedures over the liability.

How the Critical Audit Matter Was Addressed in the Audit

Our audit procedures related to the liability included the following, among others:

- We tested the effectiveness of the Company's controls related to the liability, including those over the estimation of the breakage assumption.
- We tested the underlying data that served as the basis for the actuarial estimate, including points earned and redemptions, to test that the inputs to the actuarial estimate were reasonable.
- With the assistance of our actuarial specialists, we developed independent estimates of the liability and compared our estimates to management's estimate.

/s/ Deloitte & Touche LLP

Chicago, Illinois
February 23, 2024

We have served as the Company's auditor since 2003.

HYATT HOTELS CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME (LOSS)

For the Years Ended December 31, 2023, December 31, 2022, and December 31, 2021

(In millions of dollars, except per share amounts)

	2023	2022	2021
REVENUES:			
Owned and leased hotels	$ 1,339	$ 1,235	$ 838
Management, franchise, license, and other fees	985	808	418
Contra revenue	(47)	(31)	(35)
Net management, franchise, license, and other fees	938	777	383
Distribution and destination management	1,032	986	115
Other revenues	300	273	109
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties	3,058	2,620	1,583
Total revenues	6,667	5,891	3,028
DIRECT AND SELLING, GENERAL, AND ADMINISTRATIVE EXPENSES:			
Owned and leased hotels	1,022	916	725
Distribution and destination management	848	775	112
Depreciation and amortization	397	426	310
Other direct costs	336	280	127
Selling, general, and administrative	615	464	366
Costs incurred on behalf of managed and franchised properties	3,144	2,632	1,639
Direct and selling, general, and administrative expenses	6,362	5,493	3,279
Net gains (losses) and interest income from marketable securities held to fund rabbi trusts	55	(75)	43
Equity earnings (losses) from unconsolidated hospitality ventures	(1)	5	28
Interest expense	(145)	(150)	(163)
Gains on sales of real estate and other	18	263	414
Asset impairments	(30)	(38)	(8)
Other income (loss), net	108	(40)	(19)
INCOME BEFORE INCOME TAXES	310	363	44
BENEFIT (PROVISION) FOR INCOME TAXES	(90)	92	(266)
NET INCOME (LOSS)	220	455	(222)
NET INCOME (LOSS) ATTRIBUTABLE TO NONCONTROLLING INTERESTS	—	—	—
NET INCOME (LOSS) ATTRIBUTABLE TO HYATT HOTELS CORPORATION	$ 220	$ 455	$ (222)
EARNINGS (LOSSES) PER SHARE—Basic			
Net income (loss)	$ 2.10	$ 4.17	$ (2.13)
Net income (loss) attributable to Hyatt Hotels Corporation	$ 2.10	$ 4.17	$ (2.13)
EARNINGS (LOSSES) PER SHARE—Diluted			
Net income (loss)	$ 2.05	$ 4.09	$ (2.13)
Net income (loss) attributable to Hyatt Hotels Corporation	$ 2.05	$ 4.09	$ (2.13)

See accompanying Notes to consolidated financial statements.

HYATT HOTELS CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)
For the Years Ended December 31, 2023, December 31, 2022, and December 31, 2021
(In millions of dollars)

	2023	2022	2021
Net income (loss)	$ 220	$ 455	$ (222)
Other comprehensive income (loss), net of taxes:			
Foreign currency translation adjustments, net of tax of $(3), $—, and $1 for the years ended December 31, 2023, December 31, 2022, and December 31, 2021, respectively	46	4	(61)
Available-for-sale debt securities unrealized fair value adjustments, net of tax of $(4), $4, and $— for the years ended December 31, 2023, December 31, 2022, and December 31, 2021, respectively	15	(10)	(2)
Derivative instrument adjustments, net of tax of $(1), $(1), and $— for the years ended December 31, 2023, December 31, 2022, and December 31, 2021, respectively	6	5	7
Pension liabilities adjustments, net of tax of $—, $(1), and $— for the years ended December 31, 2023, December 31, 2022, and December 31, 2021, respectively	—	4	3
Other comprehensive income (loss)	67	3	(53)
COMPREHENSIVE INCOME (LOSS)	287	458	(275)
COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO NONCONTROLLING INTERESTS	—	—	—
COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO HYATT HOTELS CORPORATION	$ 287	$ 458	$ (275)

See accompanying Notes to consolidated financial statements.

HYATT HOTELS CORPORATION AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEETS
As of December 31, 2023 and December 31, 2022
(In millions of dollars, except share and per share amounts)

	2023	2022
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	$ 881	$ 991
Restricted cash	34	39
Short-term investments	15	158
Receivables, net of allowances of $50 and $63 at December 31, 2023 and December 31, 2022, respectively	883	834
Inventories	9	9
Prepaids and other assets	195	180
Prepaid income taxes	51	39
Assets held for sale	62	—
Total current assets	2,130	2,250
Equity method investments	211	178
Property and equipment, net	2,340	2,384
Financing receivables, net of allowances of $42 and $44 at December 31, 2023 and December 31, 2022, respectively	73	60
Operating lease right-of-use assets	369	385
Goodwill	3,205	3,101
Intangibles, net	1,670	1,668
Deferred tax assets	358	257
Other assets	2,477	2,029
TOTAL ASSETS	$ 12,833	$ 12,312
LIABILITIES AND EQUITY		
CURRENT LIABILITIES:		
Current maturities of long-term debt	$ 751	$ 660
Accounts payable	493	500
Accrued expenses and other current liabilities	468	415
Current contract liabilities	1,598	1,438
Accrued compensation and benefits	210	235
Current operating lease liabilities	41	39
Liabilities held for sale	17	—
Total current liabilities	3,578	3,287
Long-term debt	2,305	2,453
Long-term contract liabilities	1,759	1,495
Long-term operating lease liabilities	273	298
Other long-term liabilities	1,351	1,077
Total liabilities	9,266	8,610
Commitments and contingencies (see Note 15)		
EQUITY:		
Preferred stock, $0.01 par value per share, 10,000,000 shares authorized and none outstanding at both December 31, 2023 and December 31, 2022	—	—
Class A common stock, $0.01 par value per share, 1,000,000,000 shares authorized, 44,275,818 issued and outstanding at December 31, 2023, and Class B common stock, $0.01 par value per share, 390,751,535 shares authorized, 58,757,123 shares issued and outstanding at December 31, 2023. Class A common stock, $0.01 par value per share, 1,000,000,000 shares authorized, 47,482,787 issued and outstanding at December 31, 2022, and Class B common stock, $0.01 par value per share, 390,912,161 shares authorized, 58,917,749 shares issued and outstanding at December 31, 2022	1	1
Additional paid-in capital	—	318
Retained earnings	3,738	3,622
Accumulated other comprehensive loss	(175)	(242)
Total stockholders' equity	3,564	3,699
Noncontrolling interests in consolidated subsidiaries	3	3
Total equity	3,567	3,702
TOTAL LIABILITIES AND EQUITY	$ 12,833	$ 12,312

See accompanying Notes to consolidated financial statements.

HYATT HOTELS CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS

For the Years Ended December 31, 2023, December 31, 2022, and December 31, 2021

(In millions of dollars)

	2023	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net income (loss)	$ 220	$ 455	$ (222)
Adjustments to reconcile net income (loss) to net cash provided by operating activities:			
Gains on sales of real estate and other	(18)	(263)	(414)
Depreciation and amortization	397	426	310
Amortization of share awards	75	61	59
Amortization of operating lease right-of-use assets	42	35	27
Deferred income taxes	(125)	(259)	200
Asset impairments	30	38	8
Equity (earnings) losses from unconsolidated hospitality ventures	1	(5)	(28)
Contra revenue	47	31	35
Loss on extinguishment of debt	—	9	2
Unrealized (gains) losses, net	(36)	55	(14)
Distributions from unconsolidated hospitality ventures	9	16	2
Contingent consideration liability fair value adjustment	9	—	—
Other	(54)	(92)	(38)
Increase (decrease) in cash attributable to changes in assets and liabilities			
Receivables, net	—	(209)	(85)
Prepaid income taxes	(24)	2	255
Prepaids and other assets	(66)	(114)	(54)
Other long-term assets	(92)	(110)	(10)
Accounts payable, accrued expenses, and other current liabilities	(29)	96	87
Contract liabilities	492	491	213
Operating lease liabilities	(43)	(35)	(25)
Accrued compensation and benefits	(22)	46	33
Other long-term liabilities	(13)	—	(25)
Other, net	—	—	(1)
Net cash provided by operating activities	$ 800	$ 674	$ 315

(Continued)

See accompanying Notes to consolidated financial statements.

HYATT HOTELS CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS
For the Years Ended December 31, 2023, December 31, 2022, and December 31, 2021
(In millions of dollars)

	2023	2022	2021
CASH FLOWS FROM INVESTING ACTIVITIES:			
Purchases of marketable securities and short-term investments	$ (483)	$ (952)	$ (793)
Proceeds from marketable securities and short-term investments	576	1,060	1,240
Contributions to equity method and other investments	(43)	(8)	(29)
Return of equity method and other investments	7	54	98
Acquisitions, net of cash acquired	(175)	(174)	(2,916)
Capital expenditures	(198)	(201)	(111)
Issuance of financing receivables	(43)	(25)	(21)
Proceeds from financing receivables	1	17	7
Proceeds from sales of real estate and other, net of cash disposed	(10)	625	758
Other investing activities	3	20	(5)
Net cash provided by (used in) investing activities	(365)	416	(1,772)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Proceeds from debt, net of issuance costs of $4, $—, and $11, respectively	596	—	1,949
Repayments and repurchases of debt	(660)	(711)	(1,218)
Repurchases of common stock	(453)	(369)	—
Proceeds from issuance of Class A common stock, net of offering costs of $—, $—, and $25, respectively	—	—	575
Utilization of restricted cash for legal defeasance of Series 2005 Bonds	—	(8)	—
Dividends paid	(47)	—	—
Other financing activities	(14)	(18)	(18)
Net cash provided by (used in) financing activities	(578)	(1,106)	1,288
EFFECT OF EXCHANGE RATE CHANGES ON CASH	(2)	18	(3)
NET INCREASE (DECREASE) IN CASH, CASH EQUIVALENTS, AND RESTRICTED CASH, INCLUDING CASH, CASH EQUIVALENTS, AND RESTRICTED CASH CLASSIFIED WITHIN CURRENT ASSETS HELD FOR SALE	(145)	2	(172)
CASH, CASH EQUIVALENTS, AND RESTRICTED CASH RECLASSIFIED TO ASSETS HELD FOR SALE	(3)	—	—
NET INCREASE (DECREASE) IN CASH, CASH EQUIVALENTS, AND RESTRICTED CASH	(148)	2	(172)
CASH, CASH EQUIVALENTS, AND RESTRICTED CASH—BEGINNING OF YEAR	1,067	1,065	1,237
CASH, CASH EQUIVALENTS, AND RESTRICTED CASH—END OF YEAR	$ 919	$ 1,067	$ 1,065

(Continued)

See accompanying Notes to consolidated financial statements.

HYATT HOTELS CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS
For the Years Ended December 31, 2023, December 31, 2022, and December 31, 2021
(In millions of dollars)

Supplemental disclosure of cash flow information:

	2023	2022	2021
Cash and cash equivalents	$ 881	$ 991	$ 960
Restricted cash	34	39	57
Restricted cash included in other assets (see Note 10)	4	37	48
Total cash, cash equivalents, and restricted cash	$ 919	$ 1,067	$ 1,065

	2023	2022	2021
Cash paid during the period for interest	$ 115	$ 138	$ 145
Cash paid (received) during the period for income taxes, net	$ 153	$ 101	$ (210)
Cash paid for amounts included in the measurement of operating lease liabilities	$ 54	$ 47	$ 41
Non-cash investing and financing activities are as follows:			
Change in accrued capital expenditures	$ 9	$ 1	$ 2
Non-cash contributions to equity method and other investments (see Note 4, Note 7, Note 15)	$ 4	$ —	$ 61
Non-cash issuance of financing receivables (see Note 7)	$ —	$ —	$ 11
Non-cash right-of-use assets obtained in exchange for operating lease liabilities	$ 16	$ 25	$ 16
Non-cash legal defeasance of Series 2005 Bonds (see Note 7)	$ —	$ 166	$ —
Non-cash reduction in right-of-use assets and operating lease liabilities for lease reassessment	$ —	$ 13	$ —
Non-cash held-to-maturity debt security received (see Note 7)	$ —	$ 19	$ —
Non-cash repurchases of common stock (see Note 16)	$ —	$ 9	$ —
Non-cash contingent consideration liability assumed in acquisition (see Note 7)	$ 107	$ —	$ —
Non-cash contingent consideration receivable recorded in disposition (see Note 7)	$ 28	$ —	$ —
Non-cash redemption of held-to-maturity debt security in exchange for equity method investment (see Note 4)	$ 32	$ —	$ —
Non-cash redemption of financing receivables	$ 20	$ —	$ —
Non-cash dividends declared (see Note 16)	$ 1	$ —	$ —

(Concluded)

See accompanying Notes to consolidated financial statements.

HYATT HOTELS CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY
For the Years Ended December 31, 2023, December 31, 2022, and December 31, 2021
(In millions except share and per share amounts)

	Common Shares Outstanding		Common Stock Amount		Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Noncontrolling Interests in Consolidated Subsidiaries	Total
	Class A	Class B	Class A	Class B					
BALANCE—January 1, 2021	39,250,241	62,038,918	$ 1	$ —	$ 13	$ 3,389	$ (192)	$ 3	$ 3,214
Total comprehensive loss	—	—	—	—	—	(222)	(53)	—	(275)
Employee stock plan issuance	46,311	—	—	—	4	—	—	—	4
Share-based payment activity	589,851	—	—	—	48	—	—	—	48
Class share conversions	2,385,647	(2,385,647)	—	—	—	—	—	—	—
Issuance of Class A common stock	8,050,000	—	—	—	575	—	—	—	575
BALANCE—December 31, 2021	50,322,050	59,653,271	$ 1	$ —	$ 640	$ 3,167	$ (245)	$ 3	$ 3,566
Total comprehensive income	—	—	—	—	—	455	3	—	458
Repurchases of common stock	(4,233,894)	—	—	—	(369)	—	—	—	(369)
Liability for repurchases of common stock (1)	—	—	—	—	(9)	—	—	—	(9)
Employee stock plan issuance	60,543	—	—	—	5	—	—	—	5
Share-based payment activity	598,566	—	—	—	51	—	—	—	51
Class share conversions	735,522	(735,522)	—	—	—	—	—	—	—
BALANCE—December 31, 2022	47,482,787	58,917,749	$ 1	$ —	$ 318	$ 3,622	$ (242)	$ 3	$ 3,702
Total comprehensive income	—	—	—	—	—	220	67	—	287
Repurchases of common stock (2)	(4,123,828)	—	—	—	(391)	(56)	—	—	(447)
Employee stock plan issuance	61,977	—	—	—	6	—	—	—	6
Share-based payment activity	694,256	—	—	—	67	—	—	—	67
Cash dividends declared of $0.15 per share (see Note 16) (3)	—	—	—	—	—	(18)	—	—	(18)
Class share conversions	160,626	(160,626)	—	—	—	—	—	—	—
BALANCE—December 31, 2023	44,275,818	58,757,123	$ 1	$ —	$ —	$ 3,738	$ (175)	$ 3	$ 3,567

(1) Represents repurchases of 106,116 shares for $9 million that were initiated prior to December 31, 2022, but settled in the first quarter of 2023. At December 31, 2022, the shares were included in shares outstanding and the liability was recorded in accrued expenses and other current liabilities on our consolidated balance sheet.

(2) Includes a $3 million liability for the 1% U.S. federal excise tax on certain share repurchases enacted by the Inflation Reduction Act of 2022.

(3) Includes a $1 million liability recorded in accrued expenses and other current liabilities on our consolidated balance sheet to be paid upon vesting of certain stock-based compensation awards.

See accompanying Notes to consolidated financial statements.

HYATT HOTELS CORPORATION AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(amounts in millions, unless otherwise indicated)

1. ORGANIZATION

Hyatt Hotels Corporation, a Delaware corporation, and its consolidated subsidiaries have offerings that consist of full service hotels and resorts, select service hotels, all-inclusive resorts, and other properties, including timeshare, fractional, and other forms of residential and vacation units. We also offer distribution and destination management services through ALG Vacations, a paid membership program through the Unlimited Vacation Club, and a boutique and luxury global travel platform through Mr & Mrs Smith. At December 31, 2023, our hotel portfolio included 613 full service hotels, comprising 193,114 rooms throughout the world; 598 select service hotels, comprising 87,600 rooms, of which 458 hotels are located in the United States; and 124 all-inclusive resorts, comprising 41,427 rooms. At December 31, 2023, our portfolio of properties operated in 77 countries around the world. Additionally, we provide certain reservation and/or loyalty program services to hotels that are unaffiliated with our hotel portfolio and operate under other trade names or marks owned by such hotels or licensed by third parties.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Principles of Consolidation—Our consolidated financial statements present the results of operations, financial position, and cash flows of Hyatt Hotels Corporation and its majority owned and controlled subsidiaries. All intercompany accounts and transactions have been eliminated in consolidation.

Use of Estimates—We are required to make estimates and assumptions that affect the amounts reported in our consolidated financial statements and accompanying Notes. Our estimates and assumptions are subject to inherent risk and uncertainty, and actual results could differ materially from our estimated amounts.

Reclassifications—Certain prior year amounts have been reclassified to conform to the current year presentation.

Revenue Recognition—Our revenues are primarily derived from the products and services provided to our customers and are generally recognized when control of the product or service has transferred to the customer. Our customers include third-party owners and franchisees, guests at owned and leased hotels, Unlimited Vacation Club members, ALG Vacations customers, Mr & Mrs Smith customers, a third-party partner through our co-branded credit card programs, and owners and guests of residential and vacation units. A summary of our revenue streams is as follows:

- *Owned and leased hotels revenues*—Owned and leased hotels revenues are derived from room rentals and services provided at our owned and leased hotels. We present revenues net of sales, occupancy, and other taxes. Taxes collected on behalf of and remitted to governmental taxing authorities are excluded from the transaction price of the underlying products and services.

- *Management, franchise, license, and other fees*—Management fees primarily consist of a base fee, which is generally calculated as a percentage of gross revenues, and an incentive fee, which is generally computed based on a hotel profitability measure. Included in the management fees are fees that we earn in exchange for providing the hotel access to Hyatt's intellectual property ("IP"). Franchise fees consist of an initial fee and ongoing royalty fees computed as a percentage of gross room revenues and as applicable, food and beverage revenues. License fees represent revenues associated with the licensing of the Hyatt brand names through our co-branded credit card programs and with sales of our branded residential units. Other fees include termination fees, revenues from hotel services provided to certain ALG resorts, and commission fees related to Mr & Mrs Smith.

- *Net management, franchise, license, and other fees*—Management, franchise, license, and other fees are reduced by (i) the amortization of management and hotel services agreement and franchise agreement assets and (ii) performance cure payments, which constitute payments to customers. Consideration provided to customers related to management and hotel services agreement and franchise agreement assets is recorded in other assets and amortized to Contra revenue over the expected customer life, typically the initial term of the management and hotel services agreement or franchise agreement.

- *Distribution and destination management*—Distribution and destination management revenues include revenues from the sale of vacation packages, experiences, and charter flights through ALG Vacations and destination services and excursions offered through Amstar.

- *Other revenues*—Other revenues include revenues from our Unlimited Vacation Club paid membership club offering member benefits primarily at ALG resorts within Mexico, the Caribbean, and Central America, revenues from the Destination Residential Management business, which was sold during the year ended December 31, 2023 (see Note 7), and the sale of promotional awards through our co-branded credit card programs.
- *Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties*—Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties represent the reimbursement of costs incurred on behalf of third-party owners and franchisees. These reimbursed costs relate primarily to payroll at managed properties where we are the employer, as well as reimbursements for costs incurred related to system-wide services and the loyalty program operated on behalf of owners of managed and franchised properties.

The products and services we offer to our customers are comprised of the following performance obligations:

Management and hotel services agreements and franchise agreements

- *Access to Hyatt's IP, including the Hyatt brand names*—We receive sales-based fees from hotel owners in exchange for providing access to our IP, including the Hyatt brand names and systems, among other services. Fees are generally payable on a monthly basis as hotel owners and franchisees derive value from access to our IP. Fees are recognized over time as services are rendered. Under our franchise agreements, we also receive initial fees from hotel owners and franchisees. The initial fees do not represent a distinct performance obligation, and therefore, are combined with the royalty fees and deferred and recognized in management, franchise, license, and other fees over the expected customer life, which is typically the initial term of the franchise agreement.
- *System-wide services*—We provide system-wide services on behalf of owners of managed and franchised properties. The promise to provide system-wide services is not a distinct performance obligation because it is attendant to the access to our IP. Therefore, this promise is combined with the access to our IP to form a single performance obligation.

  Hyatt's system-wide services are accounted for under a fund model whereby hotel owners and franchisees are invoiced a system-wide assessment fee on a monthly basis. We recognize the revenues over time as services are provided in revenues for the reimbursement of costs incurred on behalf of managed and franchised properties. We have discretion over how we spend program revenues, and therefore, we are the principal. Expenses related to the system-wide programs are recognized as incurred in costs incurred on behalf of managed and franchised properties. Over time, we intend to manage the system-wide programs to break-even and not earn a profit on these services, but the timing of revenues received from the owners may not align with the timing of the expenses incurred to operate the programs. Therefore, any difference between the revenues and expenses will impact our net income (loss).
- *Management and hotel services agreement services*—Under the terms of our management and hotel services agreements, we provide management and hotel services, which form a single performance obligation that qualifies as a series. In exchange, we receive variable consideration in the form of management or hotel services fees which are comprised of base and/or incentive fees. Incentive fees are typically subject to the achievement of certain profitability targets, and therefore, we apply judgment in determining the amount of incentive fees recognized each period. Incentive fee revenues are recognized to the extent it is probable that we will not reverse a significant portion of the fees in a subsequent period. We rely on internal financial forecasts and historical trends to estimate the amount of incentive fee revenues recognized and the probability that incentive fees will reverse in the future. Generally, base management and hotel services fees are due and payable on a monthly basis as services are provided, and incentive fees are due and payable based on the terms of the agreement, but at a minimum, incentive fees are billed and collected annually. Revenues are recognized over time as services are rendered.

  Under the terms of certain management agreements, primarily within the U.S., we are the employer of hotel employees. When we are the employer, we are reimbursed for costs incurred related to the employee management services with no added margin, and the reimbursements are recognized over time as services are rendered in revenues for the reimbursement of costs incurred on behalf of managed and franchised properties. In jurisdictions in which we are the employer, we have discretion over how employee management services are provided, and therefore, we are the principal.
- *Loyalty program administration*—We administer the loyalty program for the benefit of Hyatt's portfolio of properties during the period of their participation in the loyalty program. Under the program, members earn points based on their spend at our properties and through our experience platform; by transacting with our strategic loyalty alliances, including American Airlines; or in connection with spend on the World of Hyatt co-branded

consumer and business credit cards. Loyalty program points can be redeemed for the right to stay at participating properties, as well as for other goods and services from third parties. Points earned by loyalty program members represent a material right to free or discounted goods or services in the future.

The loyalty program has one performance obligation that consists of marketing and managing the program and arranging for award redemptions by members. These two promises are not distinct because the promise to market and manage the program does not benefit the customer without the related arrangement for award redemptions. The costs of administering the loyalty program are charged to the properties through an assessment fee based on members' qualified expenditures. The assessment fee is billed and collected monthly, and revenues received by the program are deferred until a member redeems points. Upon redemption of points at managed and franchised properties, we recognize the previously deferred revenue in revenues for the reimbursement of costs incurred on behalf of managed and franchised properties, net of redemption expense paid to managed and franchised hotels. We are responsible for arranging for the redemption of promotional awards, but we do not directly fulfill the award night obligation except at owned and leased hotels. Therefore, we are the agent with respect to this performance obligation for managed and franchised hotels, and we are the principal with respect to owned and leased hotels. A portion of our owned and leased hotels revenues is deferred upon initial stay as points are earned by program members at owned or leased hotels, and revenues are recognized upon redemption at owned or leased hotels.

The revenues recognized each period are based on the number of loyalty points redeemed and the revenue per point, which includes an estimate of breakage for the loyalty points that will not be redeemed. Determining breakage involves significant judgment, and we engage third-party actuaries to assist us in estimating the ultimate redemption ratios used in the breakage calculations and the amount of revenues recognized upon redemption. Changes to the expected ultimate redemption assumptions are reflected in the current period. Any revenues in excess of the anticipated future redemptions are used to fund the other operational expenses of the program.

Room rentals and other services provided at owned and leased hotels

We provide room rentals and other services to our guests, including, but not limited to, food and beverage, spa, laundry, and parking. These products and services each represent individual performance obligations, and in exchange for these services, we receive fixed amounts based on published rates or negotiated contracts. Payment is due in full at the time the services are rendered or the goods are provided. If a guest enters into a package including multiple goods or services, the fixed price is allocated to each distinct good or service based on the standalone selling price for each item. Revenues are recognized over time when we transfer control of the good or service to the customer. Room rental revenues are recognized on a daily basis as the guest occupies the room, and revenues related to other products and services are recognized when the product or service is provided to the guest.

Hotels commonly enter into arrangements with online travel agencies, trade associations, and other entities. As part of these arrangements, we may pay the other party a commission or rebate based on the revenues generated through that channel. We recognize revenues gross or net of rebates and commissions depending on the terms of each contract.

Global travel platform bookings

Through Mr & Mrs Smith, we offer direct booking access primarily to properties that are unaffiliated with our hotel portfolio and operate under other trade names or marks owned by such hotels or licensed by third parties. Mr & Mrs Smith also has arrangements with third-party partners that market hotel offerings through their respective booking channels. In exchange for bookings made directly through Mr & Mrs Smith and through third-party partners, we receive variable consideration representing a commission fee from hotel owners, which is based on the total transaction value of the associated booking. Commission fee revenues are recognized at the time of the guest's stay in management, franchise, license, and other fees revenues. Certain bookings require prepayment for travel prior to stay. These deposits are recorded as contract liabilities on our consolidated balance sheets until the stay occurs, at which point revenues are recognized in management, franchise, license, and other fees revenues, net of amounts paid to hotel owners or third-party partners.

Distribution and destination management

ALG Vacations offers traditional leisure travel products and services on an individual and package basis to destinations primarily within Latin America and the Caribbean. Travel products and services include some or all of the following:

- Performance obligations in which third-party suppliers are primarily responsible for providing the services and ALG Vacations is the agent;

- *Commercial air transportation provided by third-party air carriers*—revenues are recognized at the time of booking, net of related payments to suppliers;
- *Hotel accommodations provided by ALG resorts and third-party branded hotels and resorts*—revenues are recognized on a net basis as the guest occupies the room;
- *Travel insurance provided by third-party insurance companies*—revenues are recognized at the time of booking, net of related payments to suppliers;
- *Car rental reservations provided by third-party companies*—revenues are recognized on a daily basis as the guest utilizes the rental car, net of related costs; and
- *Excursions provided by third-party companies*—revenues are recognized on the day of the excursion, net of related costs.

- Performance obligations in which ALG Vacations is primarily responsible for providing the services and is the principal:
  - *Chartered air transportation provided by ALG Vacations*—gross revenues are recognized at the time of departure and return; and
  - *Ground transportation and excursions provided by Amstar*—gross revenues are recognized at the time of departure and return.

In exchange for the products and services provided, we receive fixed and variable consideration that is allocated between the performance obligations based on relative standalone selling prices. For all performance obligations, we utilize a cost plus margin approach to determine the standalone selling price. For car rental reservations and excursions provided by third-party companies, we allocate the standalone selling price using observable transaction prices. ALG Vacation's customers pay for travel prior to trip departure and these deposits are recorded as contract liabilities until the transfer of control of the related performance obligation occurs, at which point the related revenues are recognized in distribution and destination management revenues. For certain airline, hotel, and car rental transactions, we also receive fees through global distribution systems ("GDS") that provide the computer systems through which travel supplier inventory is made available and reservations are booked. Payments received through GDS are considered commissions from suppliers and are recognized as revenues at the time of booking in distribution and destination management revenues.

We provide advertising services to travel suppliers on our consumer websites and travel agent websites, in travel brochures, and via other media. Revenues from advertising are recognized in distribution and destination management revenues when the service is provided.

Membership club

Through the Unlimited Vacation Club, we enter into membership contracts with guests that provide various benefits, which each represent a performance obligation: access to preferred rates and benefits at participating properties, free room stays, up-front incentives, including gifts and upgrades, loyalty points, the right to renew after the initial contract term, and initial memberships to third-party vacation exchange services.

Membership contracts may be paid in full at commencement or by making a deposit and paying the remaining balance in monthly installments over an average term of less than 4 years. Members are required to pay an annual renewal fee to have continuous access to the benefits outlined in the contract. The unpaid portion of the membership contract does not meet the definition of an asset or a financing receivable as the unpaid balance relates to future services to be provided by us, and our right to collect future cash flows is conditional on our ability to provide continuous access to the member over the contract term.

In exchange for the membership club benefits, we receive fixed and variable consideration. The transaction price includes cash consideration received and the unpaid portion of the membership contract and is allocated between the performance obligations based on the relative standalone selling prices of each performance obligation. We utilize observable transaction prices and/or adjusted market assumptions in determining the relative standalone selling price of each performance obligation. Membership fees received are recorded as contract liabilities, and the revenues allocated to each performance obligation are recognized as follows within other revenues on our consolidated statements of income (loss):

- *Preferred rates and benefits at participating properties*—revenues are recognized over the estimated customer life, which ranges from 3 to 25 years, using the straight-line method;
- *Free night stays and up-front incentives*—revenues are recognized upon redemption, net of redemption expenses as we are the agent;
- *Loyalty points*—revenues are recognized upon redemption, net of redemption expenses as we are the agent;
- *Right to renew after the initial contract term*—this performance obligation represents a material right and revenues are recognized annually as earned; and
- *Initial memberships to third-party vacation exchange services*—revenues are recognized over the exchange membership term, net of expenses as we are the agent.

Members can upgrade their membership to a higher tier for an additional fee, which results in additional products and services that are separable from the initial contract; and therefore, upgrades are considered a cancellation of the old contract and the creation of a new contract. Members can also downgrade their membership by opting out of paying the unpaid portion of the membership contract. Downgrades do not result in additional distinct goods or services, and therefore, the revised consideration is allocated to the remaining performance obligations, with an adjustment to revenues recognized on the date of downgrade for performance to date under the contract.

Co-branded credit card programs

We have co-branded credit card agreements with a third party, and under the terms of the agreements, we have various performance obligations: granting a license to the Hyatt name, arranging for the fulfillment of points issued to cardholders through the loyalty program, and awarding cardholders with free room nights upon achievement of certain program milestones. The loyalty points and free room nights represent material rights that can be redeemed for free or discounted services in the future.

In exchange for the products and services provided, we receive fixed and variable consideration which is allocated between the performance obligations based on their relative standalone selling prices. Significant judgment is involved in determining the relative standalone selling prices, and therefore, we engage a third-party valuation specialist for assistance. We utilize a relief from royalty method to determine the revenues allocated to the license and the revenues are recognized over time as the licensee derives value from access to Hyatt's brand name. We utilize observable transaction prices and adjusted market assumptions to determine the standalone selling price of a loyalty point, and we utilize a cost plus margin approach to determine the standalone selling price of the free room nights. The revenues allocated to loyalty program points and free night awards are deferred and recognized upon redemption or expiration of a card member's promotional awards, net of redemption expense when we are the agent. We are responsible for arranging for the redemption of promotional awards, but we do not directly fulfill the award night obligation except at owned and leased hotels. Therefore, we are the agent for managed and franchised hotels, and we are the principal with respect to owned and leased hotels.

We satisfy the following performance obligations over time: access to Hyatt's symbolic IP, services provided under management and hotel services agreements, administration of the loyalty program, license of our brand name through our co-branded credit card agreements, and access to preferred pricing for Unlimited Vacation Club members. Each of these performance obligations is considered a sales-based royalty or a series of distinct services, and although the activities to fulfill each of these promises may vary from day to day, the nature of each promise is the same and the customer benefits from the services every day.

For each performance obligation satisfied over time, we recognize revenues using an output method based on the value transferred to the customer. Revenues are recognized based on the transaction price and the observable outputs related to each performance obligation. We deem the following to represent our progress in satisfying these performance obligations:

- revenues and operating profits earned by the hotels during the reporting period for access to Hyatt's IP as it is indicative of the value third-party owners and franchisees derive;
- revenues and operating profits of the hotels for the promise to provide services to the hotels under management and hotel services agreements;
- award night redemptions or point redemptions with third-party partners for the administration of the loyalty program performance obligation;
- cardholder spend for the license to the Hyatt name through our co-branded credit card programs as it is indicative of the value our partner derives from the use of our name; and
- time elapsed as we provide access to ALG resorts under the Unlimited Vacation Club paid membership program.

Within our management and hotel services agreements, we have two performance obligations: providing access to Hyatt's IP and providing management and hotel services. Although these constitute two separate performance obligations, both obligations represent services that are satisfied over time, and we recognize revenues using an output method based on the performance of the hotel. Therefore, we have not allocated the transaction price between these two performance obligations as the allocation would result in the same pattern of revenue recognition.

Revenues are adjusted for the effects of a significant financing component when the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year.

We have applied the practical expedient that permits the omission of prior-period information about revenues allocated to future performance obligations, and we do not estimate revenues allocated to remaining performance obligations for the following:

- Deferred revenue related to the loyalty program, base and incentive management fee revenues, and deferred revenues associated with our paid membership program related to preferred rates and benefits at participating properties as the revenues are allocated to a wholly unperformed performance obligation in a series;
- Revenues related to royalty fees as they are considered sales-based royalty fees;
- Revenues received for free nights granted through our co-branded credit card programs as the awards have an original duration of 12 months;
- Revenues related to advanced bookings at owned and leased hotels as each stay has a duration of 12 months or less; and
- Revenues related to ALG Vacations and Mr & Mrs Smith as bookings are generally for travel within 12 months or less.

Contract Balances—Our payments from customers are based on the billing terms established in our contracts. Customer billings are recorded as accounts receivable when our right to consideration is unconditional. If our right to consideration is conditional on future performance under the contract, the balance is recorded as a contract asset. Due to certain profitability hurdles in our management and hotel services agreements, incentive fees are considered contract assets until the risk related to achieving the profitability metric no longer exists. Once the profitability hurdle has been met, the incentive fee receivable balance will be recorded in accounts receivable. Contract assets are recorded in receivables, net on our consolidated balance sheets. Payments received in advance of performance under the contract are recorded as current or long-term contract liabilities on our consolidated balance sheets and recognized as revenues as we perform under the contract.

Costs Incurred to Obtain Contracts with Customers—We incur incremental costs to obtain contracts with Unlimited Vacation Club members. The incremental costs, which primarily relate to sales commissions, are deferred and recorded as current or long-term other assets on our consolidated balance sheets. The costs are amortized in other direct costs on our consolidated statements of income (loss) over the same period as the associated revenues, using the straight-line method over the customer life, which ranges from 3 to 25 years. We assess costs incurred to obtain contracts with customers for impairment quarterly and when events or circumstances indicate the carrying value may not be recoverable.

At December 31, 2023 and December 31, 2022, we had $27 million and $15 million, respectively, of deferred costs recorded in prepaids and other assets and $194 million and $106 million, respectively, recorded in other assets on our consolidated balance sheets. During the years ended December 31, 2023, December 31, 2022, and December 31, 2021, we recognized $27 million, $9 million, and an insignificant amount, respectively, of amortization expense related to these deferred costs.

Foreign Currency—The functional currency of our consolidated entities located outside the U.S. is generally the local currency. The assets and liabilities of these entities are translated into U.S. dollars at period-end exchange rates, and the related gains and losses, net of applicable deferred income taxes, are recorded in accumulated other comprehensive income (loss) on our consolidated balance sheets. Gains and losses from foreign currency transactions, including those related to intercompany receivables and payables, are recognized in other income (loss), net on our consolidated statements of income (loss).

Fair Value—We apply the provisions of fair value measurement to various financial instruments, which we measure at fair value on a recurring basis, and to various financial and nonfinancial assets and liabilities, which we measure at fair value on a nonrecurring basis. We disclose the fair value of our financial assets and liabilities based on observable market information, where available, or market participant assumptions. These assumptions are subjective in nature and involve matters of judgment; and therefore, fair values cannot always be determined with precision. When determining fair value, we maximize the use of observable inputs and minimize the use of unobservable inputs. The three levels of the fair value hierarchy are as follows:

- Level One—Fair values based on unadjusted quoted prices in active markets for identical assets and liabilities;
- Level Two—Fair values based on quoted market prices for similar assets and liabilities in active markets, quoted prices in inactive markets for identical assets and liabilities, and inputs other than quoted market prices that are observable for the asset or liability; and
- Level Three—Fair values based on inputs that cannot be corroborated by observable market data and reflect the use of significant management judgment. Valuation techniques may include the use of discounted cash flow models and similar techniques and may be internally developed.

We recognize transfers in and transfers out of the levels of the fair value hierarchy as of the end of each quarterly reporting period.

We typically utilize the market approach and income approach for valuing our financial instruments. The market approach utilizes prices and information generated by market transactions involving identical or similar assets and liabilities, and the income approach uses valuation techniques to convert future cash flows or earnings to a single, discounted present value. For instances in which the inputs used to measure fair value fall into different levels of the fair value hierarchy, the classification within the fair value hierarchy has been determined based on the lowest level input that is significant to the fair value measurement in its entirety. Our assessment of the significance of a particular input to the fair value measurement requires judgment and may affect the classification of fair value assets and liabilities within the fair value hierarchy.

The carrying values of our current financial assets and current financial liabilities approximate fair values with the exception of debt and equity securities (see below and Note 4) and financing receivables (see Note 6). The fair value of long-term debt is discussed in Note 11, and the fair value of our guarantee liabilities and contingent consideration receivables and liabilities is discussed below and in Note 7 and Note 15. We do not have nonfinancial assets or nonfinancial liabilities required to be measured at fair value on a recurring basis.

Cash Equivalents—We consider all highly liquid investments purchased with an original maturity of three months or less at the date of purchase to be cash equivalents. Our cash equivalents, except for time deposits discussed below and in Note 4, are classified as Level One in the fair value hierarchy as we are able to obtain market pricing information on an ongoing basis.

Restricted Cash—Cash deposited or held in escrow under contractual or regulatory requirements is classified as restricted cash. Our restricted cash may include sales proceeds pursuant to like-kind exchanges, escrow deposits, deposits with banks that collateralize our obligations to certain vendors, and other arrangements.

Equity Method Investments—We have investments in unconsolidated hospitality ventures accounted for under the equity method. These investments are an integral part of our business and strategically and operationally important to our overall results. When we receive a distribution from an investment, we determine whether it is a return on our investment or a return of our investment based on the underlying nature of the distribution. Certain equity method investments are reported on a

lag of up to three months. When intervening events occur during the time lag, we recognize the impact in our consolidated financial statements.

We assess investments in unconsolidated hospitality ventures for impairment quarterly, and when there is an indication that a loss in value has occurred, we evaluate the carrying value in comparison to the estimated fair value of the investment. Fair value is based on internally-developed discounted cash flow models, third-party appraisals, and if appropriate, current estimated net sales proceeds from pending offers. Under the discounted cash flow approach, we utilize various assumptions requiring judgment, including projected future cash flows, discount rates, and capitalization rates, which are primarily Level Three assumptions. Our estimates of projected future cash flows are based on historical data, various internal estimates, and a variety of external sources, and are developed as part of our routine, long-term planning process.

If the estimated fair value is less than the carrying value, we apply judgment to determine whether the decline in value is other than temporary. In determining this, we consider factors including, but not limited to, the length of time and extent of the decline, loss of value as a percentage of the cost, financial condition and near-term financial projections, our intent and ability to recover the lost value, and current economic conditions. Impairments deemed other than temporary are recognized in equity earnings (losses) from unconsolidated hospitality ventures on our consolidated statements of income (loss).

For additional information about equity method investments, see Note 4.

Debt and Equity Securities—Excluding equity method investments, debt and equity securities consist of various investments:

- Equity securities consist of interest-bearing money market funds, mutual funds, exchange-traded funds, common shares, and preferred shares. Equity securities with a readily determinable fair value are recorded at fair value on our consolidated balance sheets based on listed market prices or dealer quotations where available and are classified as Level One in the fair value hierarchy as we are able to obtain pricing information on an ongoing basis. Equity securities without a readily determinable fair value are recorded at cost less any impairment, plus or minus changes resulting from observable price changes in orderly transactions for the identical or similar investment of the same issuer. Net gains and losses, both realized and unrealized, and impairment charges on equity securities are recognized in other income (loss), net on our consolidated statements of income (loss).

- Debt securities include preferred shares, convertible investments, time deposits, and fixed income securities, including U.S. government obligations, obligations of other government agencies, corporate debt, mortgage-backed and asset-backed securities, and municipal and provincial notes and bonds. Debt securities are classified as trading, available-for-sale ("AFS"), or HTM.

  - Trading securities—recorded at fair value based on listed market prices or dealer price quotations, where available. Net gains and losses, both realized and unrealized, on trading securities are recognized in net gains (losses) and interest income from marketable securities held to fund rabbi trusts or other income (loss), net, depending on the nature of the investment, on our consolidated statements of income (loss).

  - AFS securities—recorded at fair value based on listed market prices or dealer price quotations, where available. Unrealized gains and losses on AFS debt securities are recorded in accumulated other comprehensive income (loss) on our consolidated balance sheets. Realized gains and losses on AFS debt securities are recognized in other income (loss), net on our consolidated statements of income (loss). AFS securities are assessed quarterly for expected credit losses, which are recognized in other income (loss), net on our consolidated statements of income (loss). In determining the allowance for credit losses, we evaluate AFS securities at the individual security level and consider our investment strategy, current market conditions, financial strength of the underlying investments, term to maturity, credit rating, and our intent and ability to sell the securities.

  - HTM securities—investments that we have the intent and ability to hold until maturity are recorded at amortized cost, net of expected credit losses. HTM securities are assessed for expected credit losses quarterly, and credit losses are recognized in other income (loss), net on our consolidated statements of income (loss). In determining the allowance for credit losses, we evaluate HTM securities individually due to the unique risks associated with each security, and we consider the financial strength of the underlying assets, including the current and forecasted performance of the property, term to maturity, credit quality of the owner, and current market conditions.

  We classify debt securities as current or long-term based on their contractual maturity dates and our intent and ability to hold the investment. Our debt securities are primarily classified as Level Two in the fair value hierarchy. Time deposits are recorded at par value, which approximates fair value, and are therefore classified as Level Two. The remaining securities, other than our investment in preferred shares, are classified as Level Two due to the use and

weighting of multiple market inputs being considered in the final price of the security. Our investments in preferred shares and a convertible debt security are classified as Level Three as discussed in Note 4.

Interest income on preferred shares that earn a return is recognized in other income (loss), net.

For additional information about debt and equity securities, see Note 4.

Accounts Receivables—Our accounts receivables primarily consist of trade receivables due from guests for services rendered at our owned and leased properties, from hotel owners with whom we have management and hotel services agreements and franchise agreements for services rendered and for reimbursements of costs incurred on behalf of managed and franchised properties, from third-party financial institutions for credit and debit card transactions, from a third-party partner for our co-branded credit card programs, and from ALG Vacations and Mr & Mrs Smith customers. We assess all accounts receivables for credit losses quarterly and establish an allowance to reflect the net amount expected to be collected. The allowance for credit losses is based on an assessment of historical collection activity, the nature of the receivable, geographic considerations, and the current business environment and is recognized in owned and leased hotels expenses, distribution and destination management expenses, or selling, general, and administrative expenses on our consolidated statements of income (loss), based on the nature of the receivable. For additional information about accounts receivables, see Note 6.

Financing Receivables—Financing receivables represent contractual rights to receive money either on demand or on fixed or determinable dates and are recorded on our consolidated balance sheets at amortized cost, net of expected credit losses. We recognize interest as earned and include accrued interest in the amortized cost basis of the asset.

Our financing receivables are composed of individual, unsecured loans and other types of unsecured financing arrangements provided to hotel owners. These financing receivables are generally subordinate to senior financing and have stated maturities and interest rates, but the repayment terms vary and may be dependent on future cash flows of the hotel. We individually assess all financing receivables for credit losses quarterly and establish an allowance to reflect the net amount expected to be collected. We estimate credit losses based on an analysis of several factors, including current economic conditions, industry trends, and specific risk characteristics of the financing receivable, including capital structure, loan performance, market factors, and the underlying hotel performance. Adjustments to credit losses are recognized in other income (loss), net on our consolidated statements of income (loss).

We evaluate accrued interest allowances separately from the financing receivable assets. On an ongoing basis, we monitor the credit quality of our financing receivables based on historical and expected future payment activity. We determine if financing to hotel owners is nonperforming based on facts and circumstances of the individual financing receivables, including, but not limited to, if interest or principal is greater than 90 days past due based on the contractual terms of the individual financing receivables or if an allowance has been established for our other financing arrangements with that borrower. If we consider a financing receivable to be nonperforming, we place the financing receivable on nonaccrual status.

For financing receivables on nonaccrual status, we recognize interest income in other income (loss), net on our consolidated statements of income (loss) when cash is received. Accrual of interest income is resumed and potential reversal of any associated allowance for credit loss occurs when the receivable becomes contractually current and collection doubts are removed.

After an allowance for credit losses has been established, we may determine the receivable balance is uncollectible when all commercially reasonable means of recovering the receivable balance have been exhausted. We write off uncollectible balances by reversing the financing receivable and the related allowance for credit losses.

Financing receivables acquired in a business combination that have experienced more-than-insignificant deterioration in credit quality since origination are considered purchased with credit deterioration ("PCD") assets. PCD assets are accounted for at the purchase price or acquisition date fair value with an estimate of expected credit losses to arrive at an initial amortized cost basis. We use certain indicators, such as past due status and specific risk characteristics of the financing receivable, including capital structure, loan performance, market factors, and the underlying hotel performance, in identifying and assessing whether the acquired financing receivables are considered PCD assets.

For additional information about financing receivables, see Note 6.

Inventories—Inventories are comprised of operating supplies and equipment that primarily have a period of consumption of two years or less and food and beverage items at our owned and leased hotels, which are generally valued at the lower of cost (first-in, first-out) or net realizable value.

Property and Equipment and Definite-Lived Intangible Assets—Property and equipment is stated at cost, including interest incurred during development and construction periods, less accumulated depreciation. Definite-lived intangible assets

are recorded at the acquisition date fair value, less accumulated amortization. Depreciation and amortization are recognized over the estimated useful lives of the assets, primarily using the straight-line method.

Property and equipment are depreciated over the following useful lives:

Buildings and improvements	10–50 years
Leasehold improvements	The shorter of the lease term or useful life of asset
Furniture and equipment	3–20 years
Computers	3–7 years

Definite-lived intangible assets are amortized over the following useful lives:

Management and hotel services agreement and franchise agreement intangibles	3–30 years
Customer relationships intangibles	4–12 years
Other intangibles	Varies based on the nature of the asset

We assess property and equipment and definite-lived intangible assets for impairment quarterly, and when events or circumstances indicate the carrying value may not be recoverable, we evaluate the net book value of the assets by comparing it to the projected undiscounted future cash flows of the assets. Under the undiscounted cash flow approach, the primary assumption requiring judgment is our estimate of projected future operating cash flows, which are based on historical data, various internal estimates, and a variety of external resources, which are primarily Level Three assumptions, and are developed as part of our routine, long-term planning process.

If the projected undiscounted future cash flows are less than the net book value of the assets, the fair value is determined based on internally-developed discounted cash flows of the assets, third-party appraisals or broker valuations, or if appropriate, current estimated net sales proceeds from pending offers. Under the discounted cash flow approach, we utilize various assumptions requiring judgment, including projected future cash flows, discount rates, and capitalization rates. The excess of the net book value over the estimated fair value is recognized in asset impairments on our consolidated statements of income (loss).

We evaluate the carrying value of our property and equipment and definite-lived intangible assets based on our plans, at the time, for such assets and consider qualitative factors such as future development in the surrounding area, status of local competition, and any significant adverse changes in the business climate. Changes to our plans, including a decision to dispose of or change the intended use of an asset, may have a material impact on the carrying value of the asset.

For additional information about property and equipment and definite-lived intangible assets, see Note 5 and Note 9, respectively.

Leases—We primarily lease land, buildings, office space, and equipment. We determine whether an arrangement is an operating or finance lease at inception. For our management and hotel services agreements, we apply judgment in order to determine whether the contract is accounted for as a lease or management or hotel services agreement based on the specific facts and circumstances of each agreement. In evaluating whether an agreement constitutes a lease, we review the contractual terms to determine which party obtains both the economic benefits and control of the assets. In arrangements where we control the assets and obtain substantially all of the economic benefits, we account for the contract as a lease.

Certain of our leases include options to extend the lease term at our discretion. We include lease extension options in our operating lease ROU assets and lease liabilities when it is reasonably certain that we will exercise the options. Our extension options range from approximately 1 to 25 years, and the impacts of all currently available options are recorded in our operating lease ROU assets and lease liabilities. Our lease agreements do not contain any significant residual value guarantees or restrictive covenants.

We assess operating lease ROU assets for impairment quarterly, and when events or circumstances indicate the carrying value may not be recoverable, we evaluate the net book value of the assets by comparing it to the projected undiscounted future cash flows of the assets. If the carrying value of the assets is determined to not be recoverable and is in excess of the estimated fair value, we recognize an impairment charge in asset impairments on our consolidated statements of income (loss).

As our leases do not provide an implicit borrowing rate, we use our estimated IBR to determine the present value of our lease payments and apply a portfolio approach. We apply judgment in estimating our IBR, including assumptions related to currency risk and our credit risk. We also consider our recent debt issuances as well as publicly available data for instruments with similar characteristics when determining our IBR.

Our operating leases may include the following terms: (i) fixed minimum lease payments, (ii) variable lease payments based on a percentage of the hotel's profitability measure, as defined in the lease, (iii) lease payments equal to the greater of a minimum or variable lease payments based on a percentage of the hotel's profitability measure, as defined in the lease, (iv) lease payments adjusted for changes in an index or market value, or (v) variable lease payments based on a percentage split of the total gross revenues, as defined in the lease. Future lease payments that are contingent are not included in the measurement of the operating lease liability or in the future maturities table (see Note 8).

For office space, land, and hotel leases, we do not separate the lease and nonlease components, which primarily relate to common area maintenance and utilities. We combine lease and nonlease components for those leases where we are the lessor, and we exclude all leases with terms of 12 months or less from the operating lease ROU assets and lease liabilities.

For additional information about leases, see Note 8.

Acquisitions—We evaluate the facts and circumstances of each acquisition to determine whether the transaction should be accounted for as an asset acquisition or a business combination.

Under the supervision of management, independent third-party valuation specialists estimate the fair value of the assets or businesses acquired using various recognized valuation methods, including the income approach, cost approach, relief from royalty approach, and sales comparison approach, all of which are primarily based on Level Three assumptions. Assumptions utilized in determining the fair value under these approaches include, but are not limited to, historical financial results when applicable, projected cash flows, discount rates, capitalization rates, royalty rates, current market conditions, likelihood of contract renewals, and comparable transactions. In a business combination, the fair value is allocated to tangible assets and liabilities and identifiable intangible assets, with any remaining value assigned to goodwill, if applicable. In an asset acquisition, any difference between the consideration paid and the fair value of the assets acquired is allocated across the identified assets based on the relative fair value. When we acquire the remaining ownership interest in or the property from an unconsolidated hospitality venture in a step acquisition, we estimate the fair value of our equity interest using the assumed cash proceeds we would receive from sale to a third party at a market sales price, which is determined using our fair value methodologies and assumptions.

The results of operations of properties or businesses have been included on our consolidated statements of income (loss) since their respective dates of acquisition. Assets acquired and liabilities assumed in acquisitions are recorded on our consolidated balance sheets at the respective acquisition dates based on their estimated fair values. In business combinations, the purchase price allocations may be based on preliminary estimates and assumptions. Accordingly, the allocations are subject to revision when we receive final information, including appraisals and other analyses.

Acquisition-related costs incurred in conjunction with a business combination are recognized in other income (loss), net on our consolidated statements of income (loss). In an asset acquisition, these costs are included in the total consideration paid and allocated to the acquired assets.

Periodically, we enter into like-kind exchange agreements upon the disposition or acquisition of certain properties. Pursuant to the terms of these agreements, the proceeds from the sales are placed into an escrow account administered by a qualified intermediary and are unavailable for our use until released. The proceeds are recorded as restricted cash on our consolidated balance sheets and released (i) if they are utilized as part of a like-kind exchange agreement, (ii) if we do not identify a suitable replacement property within 45 days after the agreement date, or (iii) when a like-kind exchange agreement is not completed within the remaining allowable time period.

For additional information about acquisitions, see Note 7.

Contingent Consideration—As part of our acquisitions and dispositions, we may enter into contingent consideration arrangements whereby the buyer pays the seller additional consideration after transaction close upon the achievement of certain milestones, performance-based metrics, or other objectives as prescribed per the terms of the related agreement.

Contingent consideration payable arising from acquisitions is recorded at fair value as a liability on the acquisition date. In order to estimate the fair value, we generally utilize a Monte Carlo simulation to model the probability of possible outcomes. The valuation methodology includes assumptions and judgments regarding discount rates, estimated probability of achieving the contractual objectives, and expected timing of payments, which are primarily Level Three assumptions. Contingent consideration liabilities are recorded in accrued expenses and other current liabilities or other long-term liabilities on our consolidated balance sheets and are remeasured at fair value on a quarterly basis. Changes in fair value are recognized in other income (loss), net on our consolidated statements of income (loss).

Contingent consideration receivable arising from dispositions is recorded at fair value as an asset upon sale. In order to estimate the fair value, we generally utilize a Monte Carlo simulation or a probability-based weighting approach to model possible outcomes. The valuation methodology includes assumptions and judgments regarding discount rates, estimated probability of achieving the contractual objectives, operating results, and expected timing of payments, which are primarily Level Three assumptions. Contingent consideration receivables are recorded in receivables, net or other assets on our consolidated balance sheets. Changes in the carrying value are recognized in gains (losses) on sales of real estate and other on our consolidated statements of income (loss) when realizable.

For additional information about contingent consideration, see Note 7 and Note 15.

Goodwill—Goodwill represents the future economic benefits arising from other assets acquired in a business combination that are not individually identified or separately recognized. We evaluate goodwill for impairment annually during the fourth quarter of each year using balances at October 1 and at interim dates if indicators of impairment exist. Goodwill impairment is determined by comparing the fair value of a reporting unit to its carrying amount.

We evaluate the fair value of the reporting unit by performing a qualitative or quantitative assessment. In any given year, we can elect to perform a qualitative assessment to determine whether it is more likely than not that the fair value of a reporting unit is less than its carrying value. If it is more likely than not that the fair value is less than the carrying value, or we elect to bypass the qualitative assessment, we proceed to the quantitative assessment.

When determining fair value, we utilize internally-developed discounted future cash flow models, third-party valuation specialist models, which may include income-based and/or market-based approaches, third-party appraisals or broker valuations, and if appropriate, current estimated net sales proceeds from pending offers. Under an income-based approach, we utilize various assumptions requiring judgment, including projected future cash flows, discount rates, and capitalization rates. Our estimates of projected future cash flows are based on historical data, various internal estimates, and a variety of external sources, which are primarily Level Three assumptions, and are developed as part of our routine, long-term planning process. For certain reporting units, we apply a weighting of an income-based approach and a market-based approach, which utilizes the guideline public companies method and is based on earnings multiple data derived from publicly traded peer group companies. We then compare the estimated fair value to our carrying value. If the carrying value is in excess of the fair value, we recognize an impairment charge in asset impairments on our consolidated statements of income (loss) based on the amount by which the carrying value of the reporting unit exceeded the fair value, limited to the carrying amount of goodwill. For additional information about goodwill, see Note 9.

Indefinite-Lived Intangible Assets—We have certain brand and other indefinite-lived intangible assets that were acquired through various business combinations. At the time of each acquisition, fair value was estimated using a relief from royalty method.

We evaluate indefinite-lived intangible assets for impairment annually during the fourth quarter of each year using balances at October 1 and at interim dates if indicators of impairment exist. We use the relief from royalty method to estimate the fair value. When determining fair value, we utilize internally-developed discounted future cash flow models and third-party valuation specialist models, which include various assumptions requiring judgment, including projected future cash flows, discount rates, and market royalty rates that are primarily Level Three assumptions. Our estimates of projected cash flows are based on historical data, various internal estimates, and a variety of external sources, and are developed as part of our routine, long-term planning process. We then compare the estimated fair value to our carrying value. If the carrying value is in excess of the fair value, we recognize an impairment charge in asset impairments on our consolidated statements of income (loss). For additional information about indefinite-lived intangible assets, see Note 9.

Guarantees—We enter into performance guarantees related to certain hotels we manage. We also enter into debt repayment guarantees with respect to certain unconsolidated hospitality ventures and certain managed or franchised hotels. We record a liability for the fair value of these guarantees at their inception date. In order to estimate the fair value, we use scenario-based weighting, which utilizes a Monte Carlo simulation to model the probability of possible outcomes. The valuation methodology includes assumptions and judgments regarding probability weighting, discount rates, volatility, hotel operating results, and hotel property sales prices, which are primarily Level Three assumptions. The fair value is not revalued due to future changes in assumptions. The corresponding offset depends on the circumstances in which the guarantee was issued and is recorded to equity method investments, other assets, or other income (loss), net. We amortize the liability for the fair value of a guarantee into income over the term of the guarantee using a systematic and rational, risk-based approach. Guarantees related to our managed or franchised hotels and our unconsolidated hospitality ventures are amortized into income in other income (loss), net and in equity earnings (losses) from unconsolidated hospitality ventures, respectively, on our consolidated statements of income (loss).

- Performance and other guarantees—On a quarterly basis, we evaluate the likelihood of funding under a guarantee. To the extent we determine an obligation to fund is both probable and estimable based on performance during the period, we record a separate contingent liability and recognize expense in other income (loss), net.

- Debt repayment guarantees—At guarantee inception and on a quarterly basis, we evaluate the risk of funding under a guarantee. We assess credit risk based on the current and forecasted performance of the underlying property, whether the property owner is current on debt service, the historical performance of the underlying property, and the current market, and we record a separate liability and recognize expense in other income (loss), net or equity earnings (losses) from unconsolidated hospitality ventures based on the nature of the guarantee.

For additional information about guarantees, see Note 15.

Income Taxes—We account for income taxes to recognize the amount of taxes payable or refundable for the current year and the amount of deferred tax assets and liabilities resulting from the future tax consequences of differences between the financial statements and tax basis of the respective assets and liabilities. We assess the realizability of our deferred tax assets and record a valuation allowance when it is more likely than not that some or all of our deferred tax assets are not realizable. This assessment is completed by tax jurisdiction and relies on the weight of both positive and negative evidence available with significant weight placed on recent financial results. When necessary, we use systematic and logical methods to estimate when deferred tax liabilities will reverse and generate taxable income and when deferred tax assets will reverse and generate tax deductions.

We recognize the financial statement effect of a tax position when, based on the technical merits of the uncertain tax position, it is more likely than not to be sustained on a review by taxing authorities. We review these estimates and make changes to recorded amounts of uncertain tax positions as facts and circumstances warrant. For additional information about income taxes, see Note 14.

Stock-Based Compensation—As part of our LTIP, we award time-vested stock appreciation rights ("SARs"), time-vested restricted stock units ("RSUs"), and performance-vested restricted stock units ("PSUs") to certain employees and non-employee directors. In addition, non-employee directors may elect to receive their annual fees and/or annual equity retainers in the form of shares of our Class A common stock. Under the LTIP, we are authorized to issue up to 22,375,000 shares:

- *SARs*—Each vested SAR gives the holder the right to the difference between the value of one share of our Class A common stock at the exercise date and the value of one share of our Class A common stock at the grant date. The value of the SARs is determined using the fair value of our common stock at the grant date based on the closing stock price of our Class A common stock. SARs generally vest 25% annually over four years, beginning on the first anniversary after the grant date. Vested SARs can be exercised over their life as determined in accordance with the LTIP. All SARs have a 10-year contractual term, are settled in shares of our Class A common stock, and are accounted for as equity instruments.

  We recognize compensation expense on a straight-line basis from the date of grant through the requisite service period, which is generally the vesting period, unless the employee meets retirement eligibility criteria resulting in immediate recognition. We recognize the effect of forfeitures as they occur.

- *RSUs*—Each vested RSU will generally be settled by delivery of a single share of our Class A common stock and therefore is accounted for as an equity instrument. In certain situations, we grant a limited number of cash-settled RSUs, which are recorded as liability instruments. The cash-settled RSUs represent an insignificant portion of previous grants.

  The value of the RSUs is determined using the fair value of our common stock at the grant date based on the closing stock price of our Class A common stock. Awards are generally settled as each individual tranche vests under the relevant agreements. We recognize compensation expense over the requisite service period of the individual grant, which is generally a vesting period of one to four years, unless the employee meets retirement eligibility criteria resulting in immediate recognition. We recognize the effect of forfeitures as they occur.

  Under certain circumstances, we have issued time-vested RSUs with performance requirements, which vest based on the satisfaction of a continued employment requirement and the attainment of specified performance-vesting conditions that are established annually and eligible to be earned in tranches. Generally, these RSUs fully vest and settle in Class A common stock to the extent performance requirements for the applicable tranche are achieved and if the requisite service period, which is generally three to five years, is satisfied. The value of the RSUs is determined using the fair value of our common stock at the grant date based on the closing stock price of our Class A common stock. Due to the fact that the performance conditions are established annually, each tranche typically has its own grant

date. We did not issue any such RSUs during the years ended December 31, 2023 and December 31, 2022. At December 31, 2023, all approved RSUs have met the grant date criteria and were deemed granted.

- *PSUs*—PSUs vest and are settled in Class A common stock based on the performance of the Company through the end of the applicable performance period relative to the applicable performance target and are generally subject to a continued employment requirement through the applicable performance period. The PSUs are eligible to vest at the end of the performance period only to the extent the performance threshold is met and continued service requirements are satisfied; there is no interim performance metric, except in the case of certain change in control transactions.

  The value of the PSUs is determined using the fair value of our common stock at the grant date based on the closing stock price of our Class A common stock. PSUs may include a relative total shareholder return ("TSR") modifier to determine the number of shares earned at the end of the performance period. Under the supervision of management, independent third-party valuation specialists estimate the fair value of the PSUs that include the TSR modifier using a Monte Carlo simulation to model the probability of possible outcomes. The Monte Carlo simulation uses the grant date stock price as a key input and includes assumptions and judgments regarding the risk-free interest rate, expected volatility, and annual dividend yield. Generally, the fair value of the PSUs estimated using a Monte Carlo simulation does not significantly differ from the fair value based on the grant date stock price.

  We recognize compensation expense over the requisite performance period, which is generally a vesting period of approximately three to six years. Compensation expense recognized is dependent on management's quarterly assessment of the expected achievement relative to the applicable performance targets. We recognize the effect of forfeitures as they occur.

For additional information about stock-based compensation, see Note 17.

Loyalty Program—The loyalty program is funded through contributions from participating properties and third-party loyalty alliances based on eligible revenues from loyalty program members and returns on marketable securities. The funds are used for the redemption of member awards and payment of operating expenses. Operating costs are expensed as incurred and recognized in costs incurred on behalf of managed and franchised properties on our consolidated statements of income (loss).

The program invests amounts received from the participating properties and third-party loyalty alliances in marketable securities, which are included in cash and cash equivalents, short-term investments, and other assets on our consolidated balance sheets (see Note 4). Deferred revenues related to the loyalty program are classified as current and long-term contract liabilities on our consolidated balance sheets (see Note 3). The costs of administering the loyalty program, including the estimated cost of award redemption, are charged to the participating properties and third-party loyalty alliances based on members' qualified expenditures.

Advertising Costs—We expense costs to produce advertising in the period incurred and costs to communicate advertising as the communication occurs. Advertising costs are generally reimbursed by our third-party owners and franchisees and are recognized in revenues for the reimbursement of costs incurred on behalf of managed and franchised properties and costs incurred on behalf of managed and franchised properties on our consolidated statements of income (loss). Certain advertising costs associated with our Apple Leisure Group segment are not reimbursable. During the years ended December 31, 2023, December 31, 2022, and December 31, 2021, we recognized approximately $65 million, $67 million, and $13 million, respectively, of advertising costs related to ALG in distribution and destination management expenses on our consolidated statements of income (loss).

Government Assistance—We receive government subsidies, primarily in the form of cash, related to expenses such as salaries, wages, and taxes. The subsidies are recorded when there is reasonable assurance the conditions of the subsidies will be met and the subsidies will be received. The subsidies are recognized as a benefit against the related expense on our consolidated statements of income (loss) over the period that the subsidies are intended to compensate. Our subsidies primarily relate to the Coronavirus Aid, Relief, and Economic Security ("CARES") Act and the American Rescue Plan Act of 2021 ("ARPA"). The CARES Act, enacted in March 2020, as well as subsequently enacted legislation, including ARPA, provided economic support due to the COVID-19 pandemic. The CARES Act included an employee retention credit, which is a refundable tax credit against certain employment taxes. ARPA provided a refundable subsidy tax credit to employers to offset the costs of COBRA coverage for certain qualified employees from April 1, 2021 through September 30, 2021. During the years ended December 31, 2023 and December 31, 2022, we received $19 million and $6 million, respectively, of government assistance related to these programs in the form of cash. The benefit from the government subsidies was primarily recognized against the related expenses in prior periods. At December 31, 2023 and December 31, 2022, we had $7 million and $26 million, respectively, related to these programs recorded in receivables, net on our consolidated balance sheets.

Adopted Accounting Standards

Reference Rate Reform—In March 2020, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update No. 2020-04 ("ASU 2020-04"), *Reference Rate Reform (Topic 848): Facilitation of the Effects of Reference Rate Reform on Financial Reporting*. ASU 2020-04 provides optional expedients and exceptions that we can elect to adopt, subject to meeting certain criteria, regarding contract modifications, hedging relationships, and other transactions that reference the London Interbank Offered Rate ("LIBOR") or another reference rate expected to be discontinued because of reference rate reform. In December 2022, the FASB issued Accounting Standards Update No. 2022-06 ("ASU 2022-06"), *Reference Rate Reform (Topic 848): Deferral of the Sunset Date of Topic 848*. ASU 2022-06 was effective upon issuance and defers the sunset date of Topic 848 by two years, extending the provisions of ASU 2020-04 through December 31, 2024. During the year ended December 31, 2023, we amended certain LIBOR-based contracts and adopted the provisions of ASU 2020-04 in conjunction with the amendments. We are also in the process of converting other LIBOR-based contracts to alternative reference rates. ASU 2020-04 did not materially impact our consolidated financial statements upon adoption and is not expected to have a material future impact as we apply optional expedients or exceptions.

Future Adoption of Accounting Standards

Disclosure Improvements—In October 2023, the FASB issued Accounting Standards Update No. 2023-06 ("ASU 2023-06"), *Disclosure Improvements: Codification Amendments in Response to the SEC's Disclosure Update and Simplification Initiative*. ASU 2023-06 modifies the disclosure and presentation requirements for certain FASB Accounting Standards Codification topics to align with the SEC's regulations. The effective date for each amendment will be the date on which the SEC's removal of that related disclosure from its regulations becomes effective, if the SEC removes the disclosure by June 30, 2027. The provisions of ASU 2023-06 are to be applied prospectively, with early adoption prohibited. We do not expect the adoption of ASU 2023-06 to have a material impact on our consolidated financial statements and accompanying Notes.

Segment Reporting—In November 2023, the FASB issued Accounting Standards Update No. 2023-07 ("ASU 2023-07"), *Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures*. ASU 2023-07 improves reportable segment disclosure requirements, primarily through enhanced disclosures about significant segment expenses and information used to evaluate segment performance. The provisions of ASU 2023-07 are effective for fiscal years beginning after December 15, 2023 and interim periods within fiscal years beginning after December 15, 2024, with early adoption permitted, and require retrospective adoption for all prior periods presented. We are currently assessing the impact of adopting ASU 2023-07.

Income Taxes—In December 2023, the FASB issued Accounting Standards Update No. 2023-09 ("ASU 2023-09"), *Income Taxes (Topic 740): Improvements to Income Tax Disclosures*. ASU 2023-09 requires enhanced annual income tax disclosures including (1) disaggregation of effective tax rate reconciliation categories, (2) additional information for reconciling items that meet a quantitative threshold, and (3) incomes taxes paid by jurisdiction. The provisions of ASU 2023-09 are effective for fiscal years beginning after December 15, 2024, with early adoption permitted, and may be applied either prospectively or retrospectively for all prior periods presented. We are currently assessing the impact of adopting ASU 2023-09.

3. REVENUE FROM CONTRACTS WITH CUSTOMERS

Disaggregated Revenues

The following tables present our revenues disaggregated by the nature of the product or service:

	Year Ended December 31, 2023							
	Owned and leased hotels	Americas management and franchising	ASPAC management and franchising	EAME management and franchising	Apple Leisure Group	Corporate and other	Eliminations	Total
Rooms revenues (1)	$ 848	$ —	$ —	$ —	$ 26	$ —	$ (29)	$ 845
Food and beverage	333	—	—	—	—	—	—	333
Other	159	—	—	—	2	—	—	161
Owned and leased hotels	1,340	—	—	—	28	—	(29)	1,339
Base management fees	—	250	69	40	55	—	(40)	374
Incentive management fees	—	69	84	34	61	—	(16)	232
Franchise, license, and other fees	—	225	17	16	36	85	—	379
Management, franchise, license, and other fees	—	544	170	90	152	85	(56)	985
Contra revenue	—	(26)	(3)	(13)	(5)	—	—	(47)
Net management, franchise, license, and other fees	—	518	167	77	147	85	(56)	938
Distribution and destination management	—	—	—	—	1,032	—	—	1,032
Other revenues	—	82	—	—	189	28	1	300
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties	—	2,667	155	96	140	—	—	3,058
Total	$ 1,340	$ 3,267	$ 322	$ 173	$ 1,536	$ 113	$ (84)	$ 6,667

(1) Apple Leisure Group includes package revenues for all-inclusive leased properties.

	Year Ended December 31, 2022							
	Owned and leased hotels	Americas management and franchising	ASPAC management and franchising (2)	EAME management and franchising (2)	Apple Leisure Group	Corporate and other	Eliminations	Total
Rooms revenues (1)	$ 780	$ —	$ —	$ —	$ 20	$ —	$ (28)	$ 772
Food and beverage	305	—	—	—	—	—	—	305
Other	157	—	—	—	1	—	—	158
Owned and leased hotels	1,242	—	—	—	21	—	(28)	1,235
Base management fees	—	225	45	34	52	—	(37)	319
Incentive management fees	—	64	40	33	68	—	(13)	192
Franchise, license, and other fees	—	190	14	17	26	50	—	297
Management, franchise, license, and other fees	—	479	99	84	146	50	(50)	808
Contra revenue	—	(24)	(2)	(4)	(1)	—	—	(31)
Net management, franchise, license, and other fees	—	455	97	80	145	50	(50)	777
Distribution and destination management	—	—	—	—	986	—	—	986
Other revenues	—	119	—	—	137	15	2	273
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties	—	2,271	157	78	114	—	—	2,620
Total	$ 1,242	$ 2,845	$ 254	$ 158	$ 1,403	$ 65	$ (76)	$ 5,891

(1) Apple Leisure Group includes package revenues for all-inclusive leased properties.

(2) Amounts presented have been adjusted for changes within the segments effective on January 1, 2023 (see Note 19).

	Year Ended December 31, 2021							
	Owned and leased hotels	Americas management and franchising	ASPAC management and franchising (1)	EAME management and franchising (1)	Apple Leisure Group	Corporate and other	Eliminations	Total
Rooms revenues	$ 519	$ —	$ —	$ —	$ —	$ —	$ (17)	$ 502
Food and beverage	196	—	—	—	—	—	—	196
Other	140	—	—	—	—	—	—	140
Owned and leased hotels	855	—	—	—	—	—	(17)	838
Base management fees	—	130	40	19	5	—	(25)	169
Incentive management fees	—	19	23	13	10	—	(7)	58
Franchise, license, and other fees	—	128	15	5	6	37	—	191
Management, franchise, license, and other fees	—	277	78	37	21	37	(32)	418
Contra revenue	—	(19)	(4)	(12)	—	—	—	(35)
Net management, franchise, license, and other fees	—	258	74	25	21	37	(32)	383
Distribution and destination management	—	—	—	—	115	—	—	115
Other revenues	—	84	—	—	19	4	2	109
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties	—	1,410	108	54	11	—	—	1,583
Total	$ 855	$ 1,752	$ 182	$ 79	$ 166	$ 41	$ (47)	$ 3,028

(1) Amounts presented have been adjusted for changes within the segments effective on January 1, 2023 (see Note 19).

Contract Balances

Contract assets were insignificant at both December 31, 2023 and December 31, 2022.

Contract liabilities were comprised of the following:

	December 31, 2023	December 31, 2022
Deferred revenue related to the paid membership program	$ 1,204	$ 1,013
Deferred revenue related to the loyalty program	1,130	928
Deferred revenue related to travel distribution and destination management services	719	732
Deferred revenue related to insurance programs	75	66
Advanced deposits	57	61
Initial fees received from franchise owners	45	45
Other deferred revenue	127	88
Total contract liabilities	$ 3,357	$ 2,933

Revenue recognized during the years ended December 31, 2023 and December 31, 2022 included in the contract liabilities balance at the beginning of each year was $1,224 million and $947 million, respectively. This revenue primarily relates to travel distribution and destination management services, the loyalty program, and the Unlimited Vacation Club paid membership program.

Revenue Allocated to Remaining Performance Obligations

Revenue allocated to remaining performance obligations represents contracted revenue that has not yet been recognized, which includes deferred revenue and amounts that will be invoiced and recognized as revenue in future periods. Contracted revenue expected to be recognized in future periods was approximately $575 million at December 31, 2023, approximately 20% of which we expect to recognize over the next 12 months, with the remainder to be recognized thereafter.

4. DEBT AND EQUITY SECURITIES

We invest in debt and equity securities that we believe are strategically and operationally important to our business. These investments take the form of (i) equity method investments where we have the ability to significantly influence the operations of the entity, (ii) marketable securities held to fund operating programs and for investment purposes, and (iii) other types of investments.

Equity Method Investments

Equity method investments were $211 million and $178 million at December 31, 2023 and December 31, 2022, respectively, and are primarily recorded in our owned and leased hotels segment.

The carrying values and ownership interests of our investments in unconsolidated hospitality ventures accounted for under the equity method were as follows:

Investee	Existing or future hotel property	Ownership interest	Carrying value	
			December 31, 2023	December 31, 2022
Hyatt of Baja, S. de. R.L. de C.V.	Park Hyatt Los Cabos Hotel and Residences	50.0 %	$ 74	$ 59
Juniper Hotels Private Limited	Hyatt Regency Ahmedabad, Andaz Delhi, Grand Hyatt Mumbai Hotel & Residences, Hyatt Place Hampi, Hyatt Raipur, Hyatt Regency Lucknow	50.0 %	28	—
HP Boston Partners, LLC	Hyatt Place Boston / Seaport District	50.0 %	22	25
Hotel am Belvedere Holding GmbH & Co KG	Andaz Vienna Am Belvedere	50.0 %	13	15
HRM HoldCo, LLC	Hyatt Regency Miami	50.0 %	13	10
HC Lenox JV LLC	Hyatt Centric Buckhead Atlanta	50.0 %	9	11
Hotel Hoyo Uno, S. de R.L. de C.V.	Andaz Mayakoba Resort Riviera Maya	40.0 %	7	9
H.E. Philadelphia HC Hotel, L.L.C.	Hyatt Centric Center City Philadelphia	40.0 %	7	11
CBR HCN, LLC	Hyatt Centric Downtown Nashville	40.0 %	6	8
Other	Various		32	30
Total equity method investments			$ 211	$ 178

During the year ended December 31, 2023, we acquired 50% of the outstanding shares of a third-party entity that owns three of our managed properties in India in exchange for the non-cash redemption of a HTM debt security. Upon completion, one of our unconsolidated hospitality ventures in India acquired 100% of the outstanding shares of the entity, and we recorded a $32 million equity method investment. On September 28, 2023, our unconsolidated hospitality venture publicly filed a draft red herring prospectus with the Securities and Exchange Board of India in conjunction with a proposed initial public offering of equity shares, subject to market conditions and regulatory approvals.

During the year ended December 31, 2022, we had the following activity:

- We received $23 million of proceeds related to the sale of our ownership interest in an equity method investment and recognized a $4 million pre-tax gain in equity earnings (losses) from unconsolidated hospitality ventures on our consolidated statements of income (loss), net of a $5 million reclassification from accumulated other comprehensive loss (see Note 16).
- An equity method investment, in which we hold an ownership interest, sold the underlying hotel to a third party, and we received $16 million of proceeds. We recognized a $15 million net gain in equity earnings (losses) from unconsolidated hospitality ventures on our consolidated statements of income (loss).

During the year ended December 31, 2021, we had the following activity:

- We received $83 million of sales proceeds and recognized $31 million of net gains in equity earnings (losses) from unconsolidated hospitality ventures on our consolidated statements of income (loss) resulting from sales activity related to certain equity method investments within our owned and leased hotels segment.
- We purchased our hospitality venture partner's interest in the entities that own Grand Hyatt São Paulo for $6 million of cash, and we repaid the $78 million third-party mortgage loan on the property. We recognized a $69 million pre-tax

gain in equity earnings (losses) from unconsolidated hospitality ventures on our consolidated statements of income (loss) (see Note 7).

Marketable Securities

We hold marketable securities with readily determinable fair values to fund certain operating programs and for investment purposes. We periodically transfer available cash and cash equivalents to purchase marketable securities for investment purposes.

Marketable Securities Held to Fund Operating Programs—Marketable securities held to fund operating programs, which are recorded at fair value on our consolidated balance sheets, were as follows:

	December 31, 2023	December 31, 2022
Loyalty program (Note 10)	$ 807	$ 728
Deferred compensation plans held in rabbi trusts (Note 10 and Note 13)	489	420
Captive insurance company (Note 10)	94	110
Total marketable securities held to fund operating programs	$ 1,390	$ 1,258
Less: current portion of marketable securities held to fund operating programs included in cash and cash equivalents and short-term investments	(320)	(339)
Marketable securities held to fund operating programs included in other assets	$ 1,070	$ 919

At December 31, 2023 and December 31, 2022, marketable securities held to fund operating programs included:

- $330 million and $174 million, respectively, of AFS debt securities with contractual maturity dates ranging from 2024 through 2069. The amortized cost of our AFS debt securities approximates fair value;
- $25 million and $138 million, respectively, of time deposits classified as HTM debt securities with contractual maturity dates ranging from 2024 through 2025. The amortized cost of our time deposits approximates fair value;
- $15 million and $62 million, respectively, of equity securities with a readily determinable fair value.

Net unrealized and realized gains (losses) from marketable securities held to fund operating programs recognized on our consolidated financial statements were as follows:

	Year Ended December 31,		
	2023	2022	2021
Unrealized gains (losses), net			
Net gains (losses) and interest income from marketable securities held to fund rabbi trusts (1)	$ 42	$ (89)	$ (7)
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties (2)	21	(42)	(4)
Other income (loss), net (Note 21)	10	(37)	(11)
Other comprehensive income (loss) (Note 16)	10	(14)	(2)
Realized gains (losses), net			
Net gains (losses) and interest income from marketable securities held to fund rabbi trusts (1)	$ 13	$ 14	$ 50
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties (2)	6	7	23
Other income (loss), net (Note 21)	(2)	—	2

(1) Unrealized and realized gains and losses recognized in net gains (losses) and interest income from marketable securities held to fund rabbi trusts are offset by amounts recognized in owned and leased hotels expenses and selling, general, and administrative expenses with no impact on net income (loss).

(2) Unrealized and realized gains and losses recognized in revenues for the reimbursement of costs incurred on behalf of managed and franchised properties related to investments held to fund rabbi trusts are offset by amounts recognized in costs incurred on behalf of managed and franchised properties with no impact on net income (loss).

Marketable Securities Held for Investment Purposes—Marketable securities held for investment purposes, which are recorded at cost or fair value, depending on the nature of the investment, on our consolidated balance sheets, were as follows:

	December 31, 2023	December 31, 2022
Interest-bearing money market funds	$ 284	$ 430
Common shares in Playa N.V. (Note 10)	105	79
Time deposits (1)	11	10
Total marketable securities held for investment purposes	$ 400	$ 519
Less: current portion of marketable securities held for investment purposes included in cash and cash equivalents and short-term investments	(294)	(440)
Marketable securities held for investment purposes included in other assets	$ 106	$ 79

(1) Time deposits have contractual maturity dates ranging from 2024 through 2025. The amortized cost of our time deposits approximates fair value.

We hold common shares in Playa Hotels & Resorts N.V. ("Playa N.V."), which are accounted for as an equity security with a readily determinable fair value as we do not have the ability to significantly influence the operations of the entity. We did not sell any of these common shares during the years ended December 31, 2023 or December 31, 2022. Net unrealized gains (losses) recognized on our consolidated statements of income (loss) were as follows:

	Year Ended December 31,		
	2023	2022	2021
Other income (loss), net (Note 21)	$ 26	$ (18)	$ 25

Fair Value—We measure marketable securities at fair value on a recurring basis:

	December 31, 2023	Cash and cash equivalents	Short-term investments	Other assets
Level One—Quoted Prices in Active Markets for Identical Assets				
Interest-bearing money market funds	$ 599	$ 599	$ —	$ —
Mutual funds and exchange-traded funds	495	—	—	495
Common shares	114	—	—	114
Level Two—Significant Other Observable Inputs				
Time deposits	36	—	10	26
U.S. government obligations	250	—	—	250
U.S. government agencies	37	—	—	37
Corporate debt securities	212	—	5	207
Mortgage-backed securities	19	—	—	19
Asset-backed securities	24	—	—	24
Municipal and provincial notes and bonds	4	—	—	4
Total	$ 1,790	$ 599	$ 15	$ 1,176

	December 31, 2022	Cash and cash equivalents	Short-term investments	Other assets
Level One—Quoted Prices in Active Markets for Identical Assets				
Interest-bearing money market funds	$ 620	$ 620	$ —	$ —
Mutual funds	482	—	—	482
Common shares in Playa N.V.	79	—	—	79
Level Two—Significant Other Observable Inputs				
Time deposits	148	1	145	2
U.S. government obligations	237	—	3	234
U.S. government agencies	55	—	8	47
Corporate debt securities	109	—	2	107
Mortgage-backed securities	21	—	—	21
Asset-backed securities	21	—	—	21
Municipal and provincial notes and bonds	5	—	—	5
Total	$ 1,777	$ 621	$ 158	$ 998

During the years ended December 31, 2023 and December 31, 2022, there were no transfers between levels of the fair value hierarchy.

Other Investments

HTM Debt Securities—We hold investments in third-party entities associated with certain of our hotels. The investments are redeemable on various dates through 2062 and recorded as HTM debt securities within other assets on our consolidated balance sheets:

	December 31, 2023	December 31, 2022
HTM debt securities	$ 53	$ 96
Less: allowance for credit losses	(13)	(31)
Total HTM debt securities, net of allowances	$ 40	$ 65

The following table summarizes the activity in our HTM debt securities allowance for credit losses:

	2023	2022
Allowance at January 1	$ 31	$ 38
Reversals, net (1)	(15)	(7)
Write-offs	(3)	—
Allowance at December 31	$ 13	$ 31

(1) Provisions for credit losses were partially or fully offset by interest income recognized in the same periods (see Note 21).

We estimated the fair value of these HTM debt securities to be approximately $41 million and $81 million at December 31, 2023 and December 31, 2022, respectively. The fair values of our investments in preferred shares, which are classified as Level Three in the fair value hierarchy, are estimated using internally-developed discounted cash flow models based on current market inputs for similar types of arrangements. The primary sensitivity in these models is the selection of appropriate discount rates. Fluctuations in these assumptions could result in different estimates of fair value. The remaining HTM debt securities are classified as Level Two in the fair value hierarchy due to the use and weighting of multiple market inputs being considered in the final price of the security.

Convertible Debt Security—During the year ended December 31, 2023, we invested in a $30 million convertible debt security associated with a franchised property, which is classified as AFS and recorded in other assets on our consolidated balance sheet. The investment has a contractual maturity date in 2029. The convertible debt investment is remeasured at fair value on a recurring basis and is classified as Level Three in the fair value hierarchy. We estimated the fair value of this investment to be $39 million at December 31, 2023. The fair value is estimated using a discounted future cash flow model, and the primary sensitivity in the model is the selection of an appropriate discount rate. Fluctuations in our assumptions could result in different estimates of fair value. Net unrealized gains recognized on our consolidated financial statements were as follows:

	Year Ended December 31,		
	2023	2022	2021
Other comprehensive income (loss) (Note 16)	$ 9	$ —	$ —

Equity Securities Without a Readily Determinable Fair Value—At December 31, 2023 and December 31, 2022, we held $16 million and $12 million, respectively, of investments in equity securities without a readily determinable fair value, which are recorded within other assets on our consolidated balance sheets and represent investments in entities where we do not have the ability to significantly influence the operations of the entity.

5. PROPERTY AND EQUIPMENT, NET

	December 31, 2023	December 31, 2022
Land	$ 564	$ 557
Buildings and improvements	2,645	2,658
Leasehold improvements	191	184
Furniture, equipment, and computers	1,166	1,136
Construction in progress	23	30
Property and equipment	4,589	4,565
Less: accumulated depreciation	(2,249)	(2,181)
Total property and equipment, net	$ 2,340	$ 2,384

	Year Ended December 31,		
	2023	2022	2021
Depreciation expense	$ 219	$ 216	$ 262

6. RECEIVABLES

Receivables

At December 31, 2023 and December 31, 2022, we had $883 million and $834 million, respectively, of net receivables, recorded on our consolidated balance sheets.

The following table summarizes the activity in our receivables allowance for credit losses:

	2023	2022
Allowance at January 1	$ 63	$ 53
Write-offs	(8)	(13)
Provisions (reversals), net	(5)	20
Other	—	3
Allowance at December 31	$ 50	$ 63

Financing Receivables

	December 31, 2023	December 31, 2022
Unsecured financing to hotel owners	$ 137	$ 120
Less: current portion of financing receivables, included in receivables, net	(22)	(16)
Less: allowance for credit losses	(42)	(44)
Total long-term financing receivables, net of allowances	$ 73	$ 60

Allowance for Credit Losses—The following table summarizes the activity in our unsecured financing receivables allowance for credit losses:

	2023	2022
Allowance at January 1	$ 44	$ 69
Write-offs (1)	(2)	(15)
Reversals, net	—	(9)
Foreign currency exchange, net	—	(1)
Allowance at December 31	$ 42	$ 44

(1) The amount written off during the year ended December 31, 2022 primarily related to loans with a third party that were sold.

Credit Monitoring—Our unsecured financing receivables were as follows:

	December 31, 2023			
	Gross loan balance (principal and interest)	Related allowance	Net financing receivables	Gross receivables on nonaccrual status
Loans	$ 128	$ (39)	$ 89	$ 22
Other financing arrangements	9	(3)	6	—
Total unsecured financing receivables	$ 137	$ (42)	$ 95	$ 22

	December 31, 2022			
	Gross loan balance (principal and interest)	Related allowance	Net financing receivables	Gross receivables on nonaccrual status
Loans	$ 118	$ (43)	$ 75	$ 22
Other financing arrangements	2	(1)	1	1
Total unsecured financing receivables	$ 120	$ (44)	$ 76	$ 23

Fair Value—We estimated the fair value of financing receivables to be approximately $133 million and $117 million at December 31, 2023 and December 31, 2022, respectively. The fair values, which are classified as Level Three in the fair value hierarchy, are estimated using discounted future cash flow models. The principal inputs used are projected future cash flows and the discount rate, which is generally the effective interest rate of the loan.

7. ACQUISITIONS AND DISPOSITIONS

Acquisitions

Mr & Mrs Smith—During the year ended December 31, 2023, we acquired 100% of the outstanding shares of Smith Global Limited, doing business as Mr & Mrs Smith, in a business combination through a locked box structure. The enterprise value of £53 million was subject to customary adjustments related to indebtedness and net working capital as of the locked box date, as well as a value accrual representing the economic value from the locked box date through the acquisition date.

We closed on the transaction on June 2, 2023 and paid cash of £58 million (approximately $72 million using exchange rates as of the acquisition date).

Net assets acquired were determined as follows:

Cash paid, net of cash acquired	$	50
Cash acquired		22
Net assets acquired	$	72

The acquisition includes technology related to a boutique and luxury global travel platform, brand name, and relationships with affiliated hotel owners. Following the acquisition date, fee revenues and operating expenses of Mr & Mrs Smith were recognized on our consolidated statements of income (loss). For the period from the acquisition date through December 31, 2023, total revenues and net income attributable to Mr & Mrs Smith were $15 million and $2 million, respectively.

Our consolidated balance sheet at December 31, 2023 reflects preliminary estimates of the fair value of the assets acquired and liabilities assumed based on available information as of the acquisition date. The fair values of intangible assets acquired are estimated using discounted future cash flow models, the relief from royalty method, or a cost-based approach. Depending on the valuation method, these estimates include revenue projections based on long-term growth rates, expected attrition, historical cost information, and/or an obsolescence factor, all of which are primarily Level Three assumptions. The remaining assets and liabilities were recorded at their carrying values, which approximate their fair values.

During the year ended December 31, 2023, the fair values of certain assets acquired and liabilities assumed were revised, which resulted in insignificant measurement period adjustments.

We will continue to evaluate the contracts acquired and the underlying inputs and assumptions used in our valuation of assets acquired and liabilities assumed. Accordingly, these estimates, along with any related tax impacts, are subject to change during the measurement period, which is up to one year from the date of acquisition.

The following table summarizes the preliminary fair value of the identifiable net assets acquired at the acquisition date:

Cash and cash equivalents	$	22
Receivables		6
Prepaids and other assets		1
Goodwill (1)		39
Indefinite-lived intangibles (2)		12
Customer relationships intangibles (3)		12
Other intangibles (4)		16
Deferred tax assets		2
Total assets acquired	$	110
Accounts payable	$	1
Accrued expenses and other current liabilities		7
Current contract liabilities		17
Long-term contract liabilities		3
Other long-term liabilities		10
Total liabilities assumed	$	38
Total net assets acquired attributable to Hyatt Hotels Corporation	$	72

(1) The goodwill, which is recorded in corporate and other, is attributable to growth opportunities we expect to realize through direct booking access to properties within the Mr & Mrs Smith platform through our distribution channels. Goodwill is not tax deductible.
(2) Relates to the Mr & Mrs Smith brand name.
(3) Amortized over a useful life of 12 years.
(4) Amortized over a useful life of 10 years.

During the year ended December 31, 2023, we recognized $5 million of transaction costs, primarily related to financial advisory and legal fees, in other income (loss), net on our consolidated statements of income (loss) (see Note 21).

Dream Hotel Group—During the year ended December 31, 2023, a Hyatt affiliate acquired 100% of the limited liability company interests of each of Chatwal Hotels & Resorts, LLC, DHG Manager, LLC, and each of the subsidiaries of DHG Manager, LLC (collectively, Dream Hotel Group) for $125 million of base consideration, subject to customary adjustments related to working capital and indebtedness, and up to an additional $175 million of contingent consideration to be paid through 2028 upon the achievement of certain milestones related to the development of additional hotels and/or potential new hotels previously identified by the sellers.

We closed on the transaction on February 2, 2023 and paid $125 million of cash. Upon acquisition, we recorded a $107 million contingent consideration liability at fair value in other long-term liabilities on our consolidated balance sheet. The fair value was estimated using a Monte Carlo simulation to model the likelihood of achieving the agreed-upon milestones based on available information as of the acquisition date. The valuation methodology includes assumptions and judgments regarding the discount rate, estimated probability of achieving the milestones, and expected timing of payments, which are primarily Level Three assumptions.

Net assets acquired were determined as follows:

Cash paid	$	125
Fair value of contingent consideration		107
Net assets acquired	$	232

The acquisition includes management and license agreements for both operating and additional hotels that are expected to open in the future, primarily across North America, and the affiliated trade names for three lifestyle hotel brands. Following the acquisition date, fee revenues and operating expenses of Dream Hotel Group were recognized on our consolidated statements of income (loss). For the period from the acquisition date through December 31, 2023, total revenues and net income attributable to Dream Hotel Group were $7 million and $4 million, respectively.

Our consolidated balance sheet at December 31, 2023 reflects estimates of the fair value of the assets acquired and liabilities assumed based on available information as of the acquisition date. The fair values of intangible assets acquired were estimated using either discounted future cash flow models or the relief from royalty method, both of which include revenue projections based on the expected contract terms and long-term growth rates, which are primarily Level Three assumptions. The remaining assets and liabilities were recorded at their carrying values, which approximate their fair values.

During the year ended December 31, 2023, the fair values of certain assets acquired and liabilities assumed were finalized. The measurement period adjustments primarily resulted from the refinement of certain assumptions, including contract terms and useful lives, which affected the underlying cash flows in the valuation and were based on facts and circumstances that existed at the acquisition date. We finalized the fair values of the assets acquired and liabilities assumed in the fourth quarter of 2023. Measurement period adjustments recorded on our consolidated balance sheet at December 31, 2023 include a $21 million decrease in intangibles, net with a corresponding increase to goodwill.

The following table summarizes the fair value of the identifiable net assets acquired at the acquisition date:

Receivables	$	1
Goodwill (1)		62
Indefinite-lived intangibles (2)		20
Management agreement intangibles (3)		143
Other intangibles (2)		7
Total assets acquired	$	233
Long-term contract liabilities	$	1
Total liabilities assumed	$	1
Total net assets acquired attributable to Hyatt Hotels Corporation	$	232

(1) The goodwill, which is tax deductible and recorded on the Americas management and franchising segment, is attributable to the growth opportunities we expect to realize by expanding our lifestyle offerings and providing global travelers with an increased number of elevated hospitality experiences.
(2) Includes intangible assets related to the Dream Hotels, The Chatwal, and Unscripted Hotels brand names. Certain brand names are amortized over useful lives of 20 years.
(3) Amortized over useful lives of approximately 9 to 22 years, with a weighted-average useful life of approximately 17 years.

During the year ended December 31, 2023, we recognized $7 million of transaction costs, primarily related to regulatory, financial advisory, and legal fees, in other income (loss), net on our consolidated statements of income (loss) (see Note 21).

Hyatt Regency Irvine—During the year ended December 31, 2022, we acquired Hyatt Regency Irvine from an unrelated third party for $135 million, net of closing costs and proration adjustments. Upon completion of the asset acquisition, we recorded $135 million of property and equipment within our owned and leased hotels segment on our consolidated balance sheet.

Apple Leisure Group—During the year ended December 31, 2021, we acquired 100% of the outstanding limited partnership interests in Casablanca Global Intermediate Holdings L.P., doing business as ALG, and 100% of the outstanding ordinary shares of Casablanca Global GP Limited, its general partner, in a business combination for a purchase price of $2.7 billion. The transaction included $69 million of contingent consideration payable upon the achievement of certain targets related to ALG's outstanding travel credits; however, we did not record a contingent liability as the achievement was not considered probable as of the acquisition date.

We closed on the transaction on November 1, 2021 and paid $2,718 million of cash, inclusive of $39 million of purchase price adjustments for amounts due back to the seller that were recorded in accrued expenses and other current liabilities on our consolidated balance sheet at December 31, 2021 and paid during the year ended December 31, 2022.

Net assets acquired were determined as follows:

Cash paid, net of cash acquired	$	2,718
Cash and cash equivalents acquired		460
Restricted cash acquired		16
Net assets acquired	$	3,194

The acquisition includes (i) management and hotel services agreements for operating and pipeline hotels, primarily across Mexico, the Caribbean, Central America, and Europe, and brand names affiliated with ALG resorts; (ii) customer relationships and brand names related to ALG Vacations; and (iii) customer relationships and a brand name associated with the Unlimited Vacation Club paid membership program.

Upon acquisition, we recorded estimates of the fair value of the assets acquired and liabilities assumed based on available information as of the acquisition date. The fair values of intangible assets acquired were estimated using either discounted future cash flow models or the relief from royalty method, both of which include revenue projections based on the expected contract terms and long-term growth rates, which are primarily Level Three assumptions. The fair values of performance guarantee liabilities assumed were estimated using scenario-based weighting, which utilizes a Monte Carlo simulation to model the probability of possible outcomes. The valuation methodology includes assumptions and judgments regarding probability weighting, discount rates, volatility, and hotel operating results as well as qualitative factors, which are primarily Level Three assumptions (see Note 15). The remaining assets and liabilities were recorded at their carrying values, which approximate their fair values.

During the year ended December 31, 2022, the fair values of certain assets acquired and liabilities assumed were finalized. The measurement period adjustments primarily resulted from the refinement of certain assumptions, including contract terms, renewal periods, and useful lives, which affected the underlying cash flows in the valuation and were based on facts and circumstances that existed at the acquisition date. Measurement period adjustments recorded on our consolidated balance sheet at December 31, 2022 primarily include a $94 million increase in other long-term liabilities, largely due to performance guarantees (see Note 15); a $55 million decrease in intangibles, net; a $19 million decrease in long-term contract liabilities; and a $16 million decrease in property and equipment, net, all of which contributed to a corresponding $147 million increase to goodwill. We finalized the fair values of the assets acquired and liabilities assumed in the fourth quarter of 2022. During the year ended December 31, 2022, we recognized an increase of expenses of approximately $11 million on our consolidated statements of income (loss), primarily related to amortization, that would have been recognized during the year ended December 31, 2021, if the measurement period adjustments would have been made as of the acquisition date.

The following table summarizes the fair value of the identifiable net assets acquired recorded at the acquisition date on the Apple Leisure Group segment:

Cash and cash equivalents	$	460
Restricted cash		16
Receivables		168
Prepaids and other assets		69
Property and equipment		6
Financing receivables, net		19
Operating lease right-of-use assets		79
Goodwill (1)		2,824
Indefinite-lived intangibles (2)		491
Management and hotel services agreement intangibles (3)		479
Customer relationships intangibles (4)		608
Other intangibles		15
Other assets		30
Total assets acquired	$	5,264
Accounts payable	$	255
Accrued expenses and other current liabilities		98
Current contract liabilities (5)		638
Accrued compensation and benefits		49
Current operating lease liabilities		8
Long-term contract liabilities (5)		719
Long-term operating lease liabilities		71
Other long-term liabilities		232
Total liabilities assumed	$	2,070
Total net assets acquired attributable to Hyatt Hotels Corporation	$	3,194

(1) The goodwill is attributable to the growth opportunities we expect to realize by expanding our footprint in all-inclusive luxury and resort travel, increasing choices and experiences for guests, and enhancing end-to-end leisure travel offerings. Goodwill of $36 million is tax deductible.
(2) Includes intangible assets related to various ALG brand names.
(3) Amortized over useful lives of approximately 1 to 19 years, with a weighted-average useful life of approximately 11 years.
(4) Amortized over useful lives of 4 to 11 years, with a weighted-average useful life of approximately 8 years.
(5) Contract liabilities assumed were recorded at carrying value at the date of acquisition.

Following the acquisition date, the operating results of ALG were recognized in our consolidated statements of income (loss). For the period from the acquisition date through December 31, 2021, total revenues attributable to ALG were $166 million, and the net loss attributable to ALG was $28 million, which included $22 million of amortization expense recognized related to the acquired definite-lived intangibles assets.

We recognized $45 million of transaction costs, primarily related to regulatory, financial advisory, and legal fees, in other income (loss), net on our consolidated statements of income (loss) during the year ended December 31, 2021 (see Note 21).

Unaudited Pro Forma Combined Financial Information

The following table presents the unaudited pro forma combined results of Hyatt and ALG for the year ended December 31, 2021 as if the ALG Acquisition had occurred on January 1, 2020:

Total revenues	$	3,732
Net loss		(277)

The unaudited pro forma combined financial information was based on the historical financial information of Hyatt and ALG and includes (i) incremental amortization expense to be incurred based on the final fair values of the identifiable intangible assets acquired; (ii) additional interest expense associated with the senior notes issuance to finance the acquisition

(see Note 11); (iii) transaction incentive compensation expense and equity-based compensation expense due to change in control provisions; (iv) the elimination of expenses related to deferred cost assets that were not separately recorded as a part of our purchase price allocation; (v) the reclassification of various expenses, primarily transaction costs incurred; and (vi) the assumption that Accounting Standards Update No. 2021-08, *Business Combinations (Topic 805), Accounting for Contract Assets and Contract Liabilities from Contracts with Customers*, was effective beginning January 1, 2020. The unaudited pro forma combined financial information does not necessarily reflect what the combined company's financial condition or results of operations would have been had the transaction and the related financing occurred on the date indicated. The unaudited pro forma combined financial information also may not be useful in predicting the future financial condition and results of operations of the combined company following the transaction. In addition, the unaudited pro forma combined financial information does not give effect to any cost savings, operating synergies or revenue synergies that may result from the transaction, or the costs to achieve any such synergies.

Land—During the year ended December 31, 2021, we acquired $7 million of land through an asset acquisition from an unrelated third party to develop a hotel in Tempe, Arizona.

Alila Ventana Big Sur—During the year ended December 31, 2021, we completed an asset acquisition of Alila Ventana Big Sur for $146 million, net of closing costs and proration adjustments, which primarily consisted of $149 million of property and equipment. The seller is indirectly owned by a limited partnership affiliated with the brother of our Executive Chairman. The acquisition was identified as replacement property in a potential reverse like-kind exchange; however, we sold the property before a suitable replacement property was identified.

During the year ended December 31, 2021, we sold the property to an unrelated third party for approximately $148 million, net of closing costs and proration adjustments, and accounted for the transaction as an asset disposition. Upon sale, we entered into a long-term management agreement for the property. The sale resulted in a $2 million pre-tax gain, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2021. The operating results and financial position of this hotel during our period of ownership remain within our owned and leased hotels segment.

Grand Hyatt São Paulo—We previously held a 50% interest in the entities that own Grand Hyatt São Paulo, and we accounted for the investment as an unconsolidated hospitality venture under the equity method. During the year ended December 31, 2021, we purchased the remaining 50% interest for $6 million of cash. Additionally, we repaid the $78 million third-party mortgage loan on the property and were released from our debt repayment guarantee. The transaction was accounted for as an asset acquisition, and we recognized a $69 million pre-tax gain related to the transaction in equity earnings (losses) from unconsolidated hospitality ventures on our consolidated statements of income (loss). The pre-tax gain is primarily attributable to a $42 million reversal of other long-term liabilities associated with our equity method investment and a $22 million reclassification from accumulated other comprehensive loss.

Net assets acquired were determined as follows:

Cash paid	$	6
Repayment of third-party mortgage loan		78
Fair value of our previously-held equity method investment		6
Net assets acquired	$	90

Upon acquisition, we recorded $101 million of property and equipment and $11 million of deferred tax liabilities within our owned and leased hotels segment on our consolidated balance sheet.

Dispositions

Destination Residential Management—During the year ended December 31, 2023, we sold our interests in the entities which own the Destination Residential Management business to an unrelated third party for $2 million of base consideration, subject to customary adjustments related to working capital and indebtedness, and up to an additional $48 million of contingent consideration. The contingent consideration will be earned within two years following the sale upon the achievement of certain performance-based metrics and the extensions of certain contracts related to the rental programs and/or homeowner associations. Upon sale, we recorded a $28 million contingent consideration receivable at fair value in other assets on our consolidated balance sheet.

The fair value of the contingent consideration receivable was estimated using a Monte Carlo simulation to model the likelihood of achieving the performance-based metrics and a probability-based weighting approach to determine the likelihood of extending certain contracts. The valuation methodology includes assumptions and judgments regarding probability

weighting, discount rates, operating results, and expected timing of payments, which are primarily Level Three assumptions. We did not recognize any changes in the carrying value of the contingent consideration receivable during the year ended December 31, 2023.

The transaction was accounted for as a business disposition, and we recognized a $19 million pre-tax gain in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2023. In conjunction with the disposition, we transferred $10 million of cash to the buyer related to advanced deposits. The operating results and financial position of this business prior to the sale remain within our Americas management and franchising segment.

Hyatt Regency Greenwich—During the year ended December 31, 2022, we sold Hyatt Regency Greenwich to an unrelated third party for approximately $38 million, net of closing costs and proration adjustments, and accounted for the transaction as an asset disposition. Upon sale, we entered into a long-term management agreement for the property. The sale resulted in a $14 million pre-tax gain, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2022. The operating results and financial position of this hotel prior to the sale remain within our owned and leased hotels segment.

Hyatt Regency Mainz—During the year ended December 31, 2022, we sold the share of the entity that is the operating lessee of Hyatt Regency Mainz to an unrelated third party for a nominal amount, net of closing costs, and accounted for the transaction as an asset disposition. Upon sale, we entered into a long-term franchise agreement for the property. The sale resulted in an insignificant pre-tax loss, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during year ended December 31, 2022. The operating results and financial position of this hotel prior to the sale remain within our owned and leased hotels segment.

The Confidante Miami Beach—During the year ended December 31, 2022, we sold The Confidante Miami Beach to an unrelated third party for approximately $227 million, net of closing costs and proration adjustments, and accounted for the transaction as an asset disposition. Upon sale, we entered into a long-term management agreement for the property. The sale resulted in a $24 million pre-tax gain, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2022. The operating results and financial position of this hotel prior to the sale remain within our owned and leased hotels segment.

The Driskill—During the year ended December 31, 2022, we sold The Driskill to an unrelated third party for approximately $119 million, net of closing costs and proration adjustments, and accounted for the transaction as an asset disposition. Upon sale, we entered into a long-term management agreement for the property. The sale resulted in a $51 million pre-tax gain, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2022. The operating results and financial position of this hotel prior to the sale remain within our owned and leased hotels segment.

Grand Hyatt San Antonio River Walk—During the year ended December 31, 2022, we sold Grand Hyatt San Antonio River Walk to an unrelated third party and accounted for the transaction as an asset disposition. We received approximately $109 million of cash consideration, net of closing costs; a $19 million HTM debt security as additional consideration; and $18 million from the release of restricted cash held for debt service related to the Series 2005 Bonds. At the time of sale, we had $166 million of outstanding debt related to the Series 2005 Bonds, inclusive of accrued interest and net of $4 million of unamortized discounts, which was legally defeased in conjunction with the sale (see Note 11). Upon sale, we entered into a long-term management agreement for the property.

The sale resulted in a $137 million pre-tax gain, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2022. In connection with the disposition, we recognized a $7 million goodwill impairment charge in asset impairments on our consolidated statements of income (loss) during the year ended December 31, 2022 (see Note 9). The assets disposed represented the entirety of the reporting unit and therefore, no business operations remained to support the related goodwill, which was therefore impaired. The operating results and financial position of this hotel prior to the sale remain within our owned and leased hotels segment.

Hyatt Regency Indian Wells Resort & Spa—During the year ended December 31, 2022, we sold Hyatt Regency Indian Wells Resort & Spa to an unrelated third party for approximately $136 million, net of closing costs and proration adjustments, and accounted for the transaction as an asset disposition. Upon sale, we entered into a long-term management agreement for the property. The sale resulted in a $40 million pre-tax gain, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2022. The operating results and financial position of this hotel prior to the sale remain within our owned and leased hotels segment.

Hyatt Regency Miami—During the year ended December 31, 2021, we formed an unconsolidated hospitality venture with an unrelated third party and contributed Hyatt Regency Miami assets to the new entity resulting in the derecognition of the nonfinancial assets in the subsidiary. The agreed-upon value of the assets, which were primarily property and equipment, was $22 million. As a result of the transaction, we recorded our 50% ownership interest as an equity method investment, recorded a financing receivable from the unconsolidated hospitality venture, a related party (see Note 18), and recognized a $2 million pre-tax gain in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2021. Our $11 million equity method investment (see Note 4) and $11 million financing receivable (see Note 6) were recorded at fair value based on the value of assets contributed. The operating results and financial position of this hotel prior to the derecognition of the assets remain within our owned and leased hotels segment.

Hyatt Regency Bishkek—During the year ended December 31, 2021, we sold our interest in the consolidated hospitality venture that owns Hyatt Regency Bishkek to our venture partner for approximately $3 million, net of cash disposed, closing costs, and proration adjustments, and accounted for the transaction as an asset disposition. Upon sale, we entered into a long-term management agreement for the property. The sale resulted in an insignificant pre-tax gain, including the reclassification of $7 million of currency translation gains from accumulated other comprehensive loss, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2021. The operating results and financial position of this hotel prior to the sale remain within our owned and leased hotels segment.

Hyatt Regency Lake Tahoe Resort, Spa and Casino—During the year ended December 31, 2021, we sold Hyatt Regency Lake Tahoe Resort, Spa and Casino to an unrelated third party for approximately $343 million, net of closing costs and proration adjustments, and accounted for the transaction as an asset disposition. Upon sale, we entered into a long-term management agreement for the property. The sale resulted in a $305 million pre-tax gain, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2021. The operating results and financial position of this hotel prior to the sale remain within our owned and leased hotels segment.

Hyatt Regency Lost Pines Resort and Spa—During the year ended December 31, 2021, we sold Hyatt Regency Lost Pines Resort and Spa to an unrelated third party for approximately $268 million, net of closing costs and proration adjustments, and accounted for the transaction as an asset disposition. Upon sale, we entered into a long-term management agreement for the property. The sale resulted in a $104 million pre-tax gain, which was recognized in gains on sales of real estate and other on our consolidated statements of income (loss) during the year ended December 31, 2021. The operating results and financial position of this hotel prior to the sale remain within our owned and leased hotels segment.

Held For Sale

Hyatt Regency Aruba Resort Spa and Casino—During the year ended December 31, 2023, we signed a share purchase agreement to sell the shares of the entities that own Hyatt Regency Aruba Resort Spa and Casino for a sales price of $240 million, including $41 million of seller financing. At December 31, 2023, the related assets and liabilities were classified as held for sale within our owned and leased hotels segment on our consolidated balance sheet. Assets held for sale were $62 million, which primarily consists of $53 million of property and equipment, net, and liabilities held for sale were $17 million, of which $7 million relates to contract liabilities. On February 9, 2024, we completed the sale of the entities to an unrelated third party and entered into a long-term management agreement.

8. LEASES

Lessee

A summary of operating lease expenses, net of insignificant sublease income, was as follows:

	Year Ended December 31,		
	2023	2022	2021
Minimum rentals	$ 49	$ 44	$ 41
Contingent rentals	98	111	71
Total operating lease expenses	$ 147	$ 155	$ 112

Total lease expenses related to short-term leases and finance leases were insignificant for the years ended December 31, 2023, December 31, 2022, and December 31, 2021.

Supplemental balance sheet information related to finance leases was as follows:

	December 31, 2023	December 31, 2022
Property and equipment, net (1)	$ 5	$ 6
Current maturities of long-term debt	$ 2	$ 2
Long-term debt	4	5
Total finance lease liabilities	$ 6	$ 7

(1) Finance lease assets are net of $14 million and $16 million of accumulated amortization at December 31, 2023 and December 31, 2022, respectively.

Weighted-average remaining lease terms and discount rates were as follows:

	December 31, 2023	December 31, 2022
Weighted-average remaining lease term in years		
Operating leases (1)	15	15
Finance leases	3	4
Weighted-average discount rate		
Operating leases	3.7 %	3.6 %
Finance leases	1.2 %	1.0 %

(1) Certain of our hotel and land leases have nominal or contingent rental payments and are excluded from the weighted-average remaining lease term calculation resulting in a lower weighted-average term.

The maturities of lease liabilities for the next five years and thereafter are as follows:

Year Ending December 31,	Operating leases (1), (2)	Finance leases
2024	$ 50	$ 2
2025	42	2
2026	36	2
2027	33	—
2028	31	—
Thereafter	205	—
Total minimum lease payments	$ 397	$ 6
Less: amount representing interest	(83)	—
Present value of minimum lease payments	$ 314	$ 6

(1) Operating lease payments have not been reduced by $15 million of future sublease receipts.
(2) Excludes an insignificant amount of operating lease payments reclassified to liabilities held for sale (see Note 7).

Lessor—We lease retail space under operating leases at certain of our owned hotels. Rental payments are primarily fixed with certain variable payments based on a contractual percentage of revenues. Rental income recognized in owned and leased hotels revenues on our consolidated statements of income (loss) was follows:

	Year Ended December 31,		
	2023	2022	2021
Rental income	$ 11	$ 12	$ 13

The future minimum lease receipts scheduled to be received for the next five years and thereafter are as follows:

Year Ending December 31,	
2024	$ 10
2025	7
2026	7
2027	4
2028	2
Thereafter	1
Total minimum lease receipts (1)	$ 31

(1) Excludes an insignificant amount of lease receipts related to the property classified as held for sale (see Note 7).

9. GOODWILL AND INTANGIBLE ASSETS, NET

Goodwill

	Owned and leased hotels	Americas management and franchising	ASPAC management and franchising	EAME/SW Asia management and franchising	Apple Leisure Group (1)	Corporate and other	Total
Balance at January 1, 2022							
Goodwill	$ 210	$ 232	$ —	$ —	$ 2,677	$ 4	$ 3,123
Accumulated impairment losses	(154)	—	—	—	—	(4)	(158)
Goodwill, net	$ 56	$ 232	$ —	$ —	$ 2,677	$ —	$ 2,965
Activity during the year							
Measurement period adjustments (Note 7)	—	—	—	—	147	—	147
Foreign currency translation adjustments	—	—	—	—	(4)	—	(4)
Impairment losses	(7)	—	—	—	—	—	(7)
Balance at December 31, 2022							
Goodwill	210	232	—	—	2,820	4	3,266
Accumulated impairment losses	(161)	—	—	—	—	(4)	(165)
Goodwill, net	$ 49	$ 232	$ —	$ —	$ 2,820	$ —	$ 3,101
Activity during the year							
Additions	—	62	—	—	—	39	101
Foreign currency translation adjustments	—	—	—	—	3	—	3
Balance at December 31, 2023							
Goodwill	210	294	—	—	2,823	43	3,370
Accumulated impairment losses	(161)	—	—	—	—	(4)	(165)
Goodwill, net	$ 49	$ 294	$ —	$ —	$ 2,823	$ 39	$ 3,205

(1) One of our reporting units with $914 million of allocated goodwill had a negative carrying value at December 31, 2023.

During the years ended December 31, 2023 and December 31, 2021, we did not recognize any goodwill impairment charges.

During the year ended December 31, 2022, we sold Grand Hyatt San Antonio River Walk to an unrelated third party and accounted for the transaction as an asset disposition. In connection with the sale, we recognized a $7 million goodwill impairment charge in asset impairments on our consolidated statements of income (loss) within our owned and leased hotel segment (see Note 7).

Intangibles

	Weighted-average useful lives in years	December 31, 2023 Gross carrying value	Accumulated amortization	Net carrying value
Management and hotel services agreement and franchise agreement intangibles	15	$ 906	$ (248)	$ 658
Brand and other indefinite-lived intangibles	—	608	—	608
Customer relationships intangibles	8	620	(243)	377
Other intangibles	11	33	(6)	27
Total		$ 2,167	$ (497)	$ 1,670

	December 31, 2022 Gross carrying value	Accumulated amortization	Net carrying value
Management and hotel services agreement and franchise agreement intangibles	$ 786	$ (184)	$ 602
Brand and other indefinite-lived intangibles	593	—	593
Customer relationships intangibles	608	(145)	463
Other intangibles	22	(12)	10
Total	$ 2,009	$ (341)	$ 1,668

	Year Ended December 31, 2023	2022	2021
Amortization expense	$ 178	$ 210	$ 48

We estimate amortization expense for definite-lived intangibles for the next five years and thereafter as follows:

Year Ending December 31,	
2024	$ 162
2025	138
2026	113
2027	102
2028	98
Thereafter	449
Total amortization expense	$ 1,062

During the years ended December 31, 2023 and December 31, 2022, we recognized $17 million and $21 million, respectively, of impairment charges related to brand intangibles, as we determined the carrying values of certain assets were in excess of fair values, and $12 million and $10 million, respectively, of impairment charges related to management agreement intangibles, primarily as a result of contract terminations. The impairment charges were recognized in asset impairments on our consolidated statements of income (loss), primarily within our Apple Leisure Group segment. The judgments and assumptions used in determining the impairment charges are classified as Level Three in the fair value hierarchy.

During the year ended December 31, 2021, we recognized $8 million of impairment charges related to management and franchise agreement intangibles, primarily as a result of contract terminations. The impairment charges were recognized in asset impairments on our consolidated statements of income (loss), primarily within our Americas management and franchising segment. The judgments and assumptions used in determining the impairment charges are classified as Level Three in the fair value hierarchy.

10. OTHER ASSETS

	December 31, 2023	December 31, 2022
Management and hotel services agreement and franchise agreement assets constituting payments to customers (1)	$ 896	$ 699
Marketable securities held to fund the loyalty program (Note 4)	495	406
Marketable securities held to fund rabbi trusts (Note 4)	489	420
Deferred costs related to the paid membership program	194	106
Common shares in Playa N.V. (Note 4)	105	79
Long-term investments (Note 4)	96	77
Marketable securities held for captive insurance company (Note 4)	86	93
Long-term restricted cash	4	37
Other	112	112
Total other assets	$ 2,477	$ 2,029

(1) Includes cash consideration as well as other forms of consideration provided, such as debt repayment or performance guarantees.

11. DEBT

	December 31, 2023	December 31, 2022
$700 million senior unsecured notes maturing in 2023—1.300%	$ —	$ 656
$750 million senior unsecured notes maturing in 2024—1.800%	746	746
$450 million senior unsecured notes maturing in 2025—5.375%	450	450
$400 million senior unsecured notes maturing in 2026—4.850%	400	400
$600 million senior unsecured notes maturing in 2027—5.750%	600	—
$400 million senior unsecured notes maturing in 2028—4.375%	399	399
$450 million senior unsecured notes maturing in 2030—5.750%	440	440
Floating average rate loan	28	29
Other	—	1
Total debt before finance lease obligations	3,063	3,121
Finance lease obligations (Note 8)	6	7
Total debt	3,069	3,128
Less: current maturities	(751)	(660)
Less: unamortized discounts and deferred financing fees (1)	(13)	(15)
Total long-term debt	$ 2,305	$ 2,453

(1) Includes $1 million and $2 million of unamortized discounts and deferred financing fees related to current maturities at December 31, 2023 and December 31, 2022, respectively.

Under existing agreements, maturities of debt for the next five years and thereafter are as follows:

Year Ending December 31,	
2024	$ 750
2025	454
2026	404
2027	604
2028	403
Thereafter	448
Total maturities of debt (1)	$ 3,063

(1) Excludes $6 million of finance lease obligations and $13 million of unamortized discounts and deferred financing fees.

Senior Notes—At December 31, 2023 and December 31, 2022, we had unsecured Senior Notes as further described below. Interest on the outstanding Senior Notes is payable semi-annually. We may redeem some or all of the Senior Notes at any time prior to their maturity at a redemption price equal to 100% of the principal amount of the Senior Notes redeemed plus

accrued and unpaid interest, if any, to the date of redemption plus a make-whole amount, if any. The amount of any make-whole payment depends, in part, on the yield of U.S. Treasury securities with a comparable maturity to the Senior Notes at the date of redemption. A summary of the terms of our outstanding Senior Notes, by year of issuance, is as follows:

- In 2011, we issued $250 million of 5.375% senior notes due 2021 at an issue price of 99.846% (the "2021 Notes").
- In 2013, we issued $350 million of 3.375% senior notes due 2023 at an issue price of 99.498% (the "2023 Notes").
- In 2016, we issued $400 million of 4.850% senior notes due 2026 at an issue price of 99.920% (the "2026 Notes").
- In 2018, we issued $400 million of 4.375% senior notes due 2028 at an issue price of 99.866% (the "2028 Notes").
- In 2020, we issued $750 million of three-month LIBOR plus 3.000% senior notes due 2022 (the "2022 Notes"), $450 million of 5.375% senior notes due 2025 (the "2025 Notes"), and $450 million of 5.750% senior notes due 2030 (the "2030 Notes"). We received approximately $1,635 million of net proceeds from the sale, after deducting $15 million of underwriting discounts and other offering expenses. We used a portion of the proceeds from these issuances to repay all outstanding borrowings on our revolving credit facility and settle outstanding interest rate locks, and we used the remainder for general corporate purposes.
- In 2021, we issued $700 million of 1.300% senior notes due 2023 at an issue price of 99.941% (the "2023 Fixed Rate Notes"), $300 million of floating rate senior notes due 2023 (the "2023 Floating Rate Notes"), and $750 million of 1.800% senior notes due 2024 at an issue price of 99.994% (the "2024 Fixed Rate Notes"). We received approximately $1,738 million of net proceeds, after deducting $11 million of underwriting discounts and other offering expenses. We used the net proceeds from the senior notes issuance to fund a portion of the purchase price for the ALG Acquisition, redeem the 2022 Notes, and pay fees and expenses related to the senior notes issuance.
- In 2023, we issued $600 million of 5.750% senior notes due 2027 at an issue price of 99.975% (the "2027 Notes"). We received approximately $596 million of net proceeds from the sale, after deducting $4 million of underwriting discounts and other offering expenses. We used the net proceeds from the senior notes issuance, together with cash on hand, to repay the outstanding balance on the 2023 Fixed Rate Notes, as described below.

Senior Notes Redemptions, Repayments, and Repurchases—During the year ended December 31, 2023, we repaid the 2023 Fixed Rate Notes, of which there was $638 million outstanding, at maturity for approximately $642 million, inclusive of $4 million of accrued interest. Additionally, we repurchased approximately $18 million of principal on the 2023 Fixed Rate Notes in the open market.

During the year ended December 31, 2022, we redeemed the 2023 Floating Rate Notes, of which there was $300 million of aggregate principal outstanding, at a redemption price of approximately $302 million, which was calculated in accordance with the terms of the 2023 Floating Rate Notes and included principal and $2 million of accrued interest. We also redeemed the 2023 Notes, of which there was $350 million of aggregate principal outstanding, at a redemption price of approximately $353 million, which was calculated in accordance with the terms of the 2023 Notes and included principal and $3 million of accrued interest. Additionally, we paid approximately $58 million to repurchase $44 million of principal on the 2023 Fixed Rate Notes, $4 million of principal on the 2024 Fixed Rate Notes, $1 million of principal on the 2028 Notes, and $10 million of principal on the 2030 Notes in the open market. During the year ended December 31, 2022, we incurred an insignificant net loss on extinguishment of debt recognized in other income (loss), net on our consolidated statements of income (loss) related to this activity (see Note 21).

During the year ended December 31, 2021, we repaid the outstanding 2021 Notes at maturity for approximately $257 million, inclusive of $7 million of accrued interest. We also redeemed the 2022 Notes, of which there was $750 million of aggregate principal outstanding, at a redemption price of approximately $753 million, which was calculated in accordance with the terms of the 2022 Notes and included principal and $3 million of accrued interest. The $2 million loss on extinguishment of debt was recognized in other income (loss), net on our consolidated statements of income (loss) (see Note 21).

Series 2005 Bonds—During the year ended December 31, 2022, the Series 2005 Bonds were legally defeased in conjunction with the sale of Grand Hyatt San Antonio River Walk (see Note 7). The Series 2005 Bonds had $166 million outstanding prior to defeasance, inclusive of accrued interest and net of $4 million of unamortized discounts, and we recognized an $8 million loss on extinguishment of debt related to restricted cash utilized to defease the debt. The loss was recognized in other income (loss), net on our consolidated statements of income (loss) during the year ended December 31, 2022 (see Note 21).

Floating Average Rate Loan—During the year ended December 31, 2012, we obtained a secured construction loan with Banco Nacional de Desenvolvimento Econômico e Social - BNDES ("BNDES") in order to develop Grand Hyatt Rio de

Janeiro. The loan was split into four separate sub-loans. Sub-loans (a) and (b) mature in 2031 and bear interest at the Brazilian Long Term Interest Rate - TJLP plus 2.02%, and when the TJLP rate exceeds 6%, the amount corresponding to the TJLP portion above 6% is required to be capitalized daily. Sub-loans (c) and (d) matured during the year ended December 31, 2023. At December 31, 2023, the weighted-average interest rates for the sub-loans we have drawn upon is 8.02%. At December 31, 2023 and December 31, 2022, we had Brazilian Real ("BRL") 136 million, or $28 million, and BRL 154 million, or $29 million, outstanding, respectively.

Revolving Credit Facility—During the year ended December 31, 2022, we entered into a credit agreement with a syndicate of lenders that provides for a $1.5 billion senior unsecured revolving credit facility that matures in May 2027. The credit agreement refinanced and replaced in its entirety our Second Amended and Restated Credit Agreement dated January 6, 2014, as amended. The revolving credit facility provides for the making of revolving loans to us in U.S. dollars and, subject to a sublimit of $250 million, certain other currencies, and the issuance of up to $300 million of letters of credit for our own account or for the account of our subsidiaries. We have the option during the term of the revolving credit facility to increase the revolving credit facility by an aggregate amount of up to an additional $500 million provided that, among other things, new and/or existing lenders agree to provide commitments for the increased amount. We may prepay any outstanding aggregate principal amount, in whole or in part, at any time, subject to customary breakage costs and upon proper notice. The credit agreement contains customary affirmative, negative, and financial covenants; representations and warranties; and default provisions.

During the years ended December 31, 2023 and December 31, 2022, we had no borrowings or repayments on our revolving credit facility in effect for each of the respective periods. At both December 31, 2023 and December 31, 2022, we had no balance outstanding. At December 31, 2023, we had $1,496 million of borrowing capacity available under our revolving credit facility, net of letters of credit outstanding.

At December 31, 2023 and December 31, 2022, we had $256 million and $263 million, respectively, of letters of credit outstanding, excluding letters of credit outstanding that reduce our borrowing capacity under our revolving credit facility (see Note 15).

Fair Value—We estimated the fair value of debt, which consists of our Senior Notes and other long-term debt, excluding finance leases. Our Senior Notes are classified as Level Two due to the use and weighting of multiple market inputs in the final price of the security. We estimated the fair value of other debt instruments using a discounted cash flow analysis based on current market inputs for similar types of arrangements. We classified our other debt instruments and revolving credit facility, if applicable, as Level Three based on the lack of available market data. The primary sensitivity in these models is based on the selection of appropriate discount rates. Fluctuations in our assumptions will result in different estimates of fair value.

	December 31, 2023				
	Carrying value	Fair value	Quoted prices in active markets for identical assets (Level One)	Significant other observable inputs (Level Two)	Significant unobservable inputs (Level Three)
Debt (1)	$ 3,063	$ 3,062	$ —	$ 3,032	$ 30

(1) Excludes $6 million of finance lease obligations and $13 million of unamortized discounts and deferred financing fees.

	December 31, 2022				
	Carrying value	Fair value	Quoted prices in active markets for identical assets (Level One)	Significant other observable inputs (Level Two)	Significant unobservable inputs (Level Three)
Debt (2)	$ 3,121	$ 3,006	$ —	$ 2,976	$ 30

(2) Excludes $7 million of finance lease obligations and $15 million of unamortized discounts and deferred financing fees.

12. EMPLOYEE BENEFIT PLANS

Defined Benefit Plans—We sponsor supplemental executive retirement plans consisting of funded and unfunded defined benefit plans for certain former executives. Retirement benefits are based primarily on the former employees' salary, as defined, and are payable upon satisfaction of certain service and age requirements as defined by the plans. At both December 31, 2023 and December 31, 2022, the accumulated benefit obligation related to the unfunded U.S. plan was $16 million, of which $15 million was recorded in other long-term liabilities on our consolidated balance sheets (see Note 13). At December 31, 2023, we expect $1 million of benefits to be paid annually over the next 10 years.

Defined Contribution Plans—We provide retirement benefits to certain eligible employees under the Retirement Savings Plan (a qualified plan under Internal Revenue Code Section 401(k)), the FRP, and other similar plans. During the years

ended December 31, 2023, December 31, 2022, and December 31, 2021, we recognized $43 million, $38 million, and $28 million, respectively, of expenses related to the Retirement Savings Plan based on a percentage of eligible employee contributions on stipulated amounts. The majority of these contributions relate to hotel property-level employees, which are reimbursable to us, and are recognized in revenues for the reimbursement of costs incurred on behalf of managed and franchised properties and costs incurred on behalf of managed and franchised properties on our consolidated statements of income (loss).

Deferred Compensation Plans—We provide nonqualified deferred compensation for certain employees through the DCP. Contributions and investment elections are determined by the employees, and we provide contributions to certain eligible employees according to pre-established formulas. The DCP is fully funded through a rabbi trust, and therefore changes in the underlying securities impact the deferred compensation liability, which is recorded in other long-term liabilities (see Note 13) and the corresponding marketable securities assets, which are recorded in other assets (see Note 10) on our consolidated balance sheets.

Employee Stock Purchase Program—We provide the ESPP, which is intended to qualify under Section 423 of the Internal Revenue Code. The ESPP provides eligible employees the opportunity to purchase shares of our common stock on a quarterly basis through payroll deductions at a price equal to 95% of the fair value on the last trading day of each quarter. We issued 61,977, 60,543, and 46,311 shares under the ESPP during the years ended December 31, 2023, December 31, 2022, and December 31, 2021, respectively.

Seniority Premiums—We provide post-employment benefits to certain eligible employees in Mexico based on their seniority and the nature and timing of their departure, as required by Mexican labor laws. At December 31, 2023 and December 31, 2022, we had $15 million and $13 million, respectively, of total liabilities related to the benefits, which included $11 million and $10 million recorded in other long-term liabilities (see Note 13) and $4 million and $3 million recorded in accrued expenses and other current liabilities, respectively, on our consolidated balance sheets.

13. OTHER LONG-TERM LIABILITIES

	December 31, 2023	December 31, 2022
Deferred compensation plans funded by rabbi trusts (Note 4)	$ 489	$ 420
Income taxes payable	407	339
Guarantee liabilities (Note 15)	142	124
Contingent consideration liability (Note 15)	115	—
Self-insurance liabilities (Note 15)	73	68
Deferred income taxes (Note 14)	66	72
Other	59	54
Total other long-term liabilities	$ 1,351	$ 1,077

14. TAXES

Our tax provision includes federal, state, local, and foreign income taxes.

	Year Ended December 31,		
	2023	2022	2021
U.S. income before income taxes	$ 188	$ 349	$ 14
Foreign income before income taxes	122	14	30
Income before income taxes	$ 310	$ 363	$ 44

The provision (benefit) for income taxes was comprised of the following:

	Year Ended December 31,		
	2023	2022	2021
Current:			
Federal	$ 106	$ 100	$ 43
State	21	10	10
Foreign	88	57	13
Total Current	$ 215	$ 167	$ 66
Deferred:			
Federal	$ (62)	$ (184)	$ 191
State	(4)	(77)	—
Foreign	(59)	2	9
Total Deferred	$ (125)	$ (259)	$ 200
Provision (benefit) for income taxes	$ 90	$ (92)	$ 266

The following is a reconciliation of the statutory federal income tax rate to the effective tax rate:

	Year Ended December 31,		
	2023	2022	2021
Statutory U.S. federal income tax rate	21.0 %	21.0 %	21.0 %
State income taxes—net of federal tax benefit	4.2	5.2	24.1
Impact of foreign operations (1)	15.3	6.6	(37.0)
ALG foreign asset restructuring	(15.3)	—	—
Change in valuation allowances	(7.7)	(58.6)	567.7
Tax contingencies	9.4	6.2	9.2
Foreign unconsolidated hospitality ventures	0.1	0.4	20.0
U.S. net operating loss carryback benefit at 35%	—	—	(4.1)
U.S. foreign tax credits valuation allowance	—	(4.7)	(18.6)
Other (2)	1.9	(1.3)	21.2
Effective income tax rate	28.9 %	(25.2)%	603.5 %

(1) Excludes unconsolidated hospitality ventures losses.

(2) Includes the impact of non-deductible transaction costs in 2022 and 2021 as a result of the ALG Acquisition (see Note 7).

Significant items affecting the 2023 effective tax rate include the rate differential on foreign operations and the impact of tax contingencies. These expenses were partially offset by the non-cash tax benefit from the foreign asset restructuring undertaken to further integrate the Hyatt and ALG businesses and the release of a valuation allowance on U.S. federal and state deferred tax assets.

Significant items affecting the 2022 effective tax rate include the impact of a $250 million non-cash benefit as a result of the release of a valuation allowance on U.S. federal and state deferred tax assets and U.S. foreign tax credit carryforwards. This benefit was partially offset by the impact of tax contingencies and the impact of foreign operations.

Significant items affecting the 2021 effective tax rate include the impact of a non-cash expense to record a valuation allowance on U.S. federal and state deferred tax assets and the state impact of U.S. operations. These expenses were offset by the release of a valuation allowance recorded on a portion of our U.S. foreign tax credit carryforwards expected to be utilized and the impact of foreign operations.

The components of the net deferred tax assets and deferred tax liabilities were comprised of the following:

	December 31, 2023	December 31, 2022
Deferred tax assets related to:		
Loyalty program	$ 238	$ 190
Employee benefits	146	144
Foreign net operating losses and credit carryforwards	144	146
Deferred revenues	115	91
Long-term operating lease liabilities	88	94
Interest deduction limitations	66	66
Federal and state net operating losses and credit carryforwards	34	53
Allowance for uncollectible assets	24	26
Unrealized losses	11	14
Investments	10	18
Other	72	74
Valuation allowance	(253)	(262)
Total deferred tax assets	$ 695	$ 654
Deferred tax liabilities related to:		
Intangibles	$ (169)	$ (216)
Operating lease ROU assets	(95)	(101)
Property and equipment	(74)	(95)
Prepaid expenses	(24)	(18)
Investments	(18)	(24)
Unrealized gains	(5)	(2)
Other	(18)	(13)
Total deferred tax liabilities	$ (403)	$ (469)
Net deferred tax assets (liabilities)	$ 292	$ 185
Recorded on our consolidated balance sheets as:		
Deferred tax assets—noncurrent	$ 358	$ 257
Deferred tax liabilities—noncurrent	(66)	(72)
Total	$ 292	$ 185

During the year ended December 31, 2023, significant changes to our deferred tax assets included a $48 million increase related to the loyalty program deferred tax asset as a result of changes in the loyalty program's deferred revenue liability. Significant changes to our deferred tax liabilities at December 31, 2023 included a $47 million decrease in intangibles driven by a foreign asset restructuring undertaken to further integrate the Hyatt and ALG business.

At December 31, 2023, we had $169 million of deferred tax assets for future tax benefits related to federal, state, and foreign net operating losses and $9 million of benefits related to federal and state credits. Of these deferred tax assets, $49 million related to net operating losses and federal and state credits that expire in 2024 through 2043 and $129 million related to federal, state, and foreign net operating losses that have no expiration date and may be carried forward indefinitely. A $253 million valuation allowance was recorded on deferred tax assets that we do not believe are more likely than not to be realized.

At December 31, 2023, we had $324 million of accumulated undistributed earnings generated by our foreign subsidiaries, the majority of which have been subject to U.S. tax. Any potential additional taxes due with respect to such earnings or the excess of book basis over tax basis of our foreign investments would generally be limited to an insignificant amount of foreign withholding and/or U.S. state income taxes. We continue to assert that undistributed net earnings with respect to certain foreign subsidiaries that have not previously been taxed in the U.S. are indefinitely reinvested.

At December 31, 2023, December 31, 2022, and December 31, 2021, total unrecognized tax benefits recorded in other long-term liabilities on our consolidated balance sheets were $301 million, $253 million, and $205 million, of which $120 million, $102 million, and $186 million, respectively, would impact the effective tax rate, if recognized. It is reasonably possible that a reduction of up to $13 million of unrecognized tax benefits could occur within 12 months resulting from the

expiration of certain tax statutes of limitations. Further, while it is reasonably possible that the amount of uncertain tax benefits associated with the U.S. treatment of the loyalty program discussed below could significantly change within the next 12 months, at this time, we are not able to estimate the range by which the reasonably possible outcomes of the pending litigation could impact our uncertain tax benefits within the next 12 months.

A reconciliation of unrecognized tax benefits is as follows:

	2023	2022	2021
Unrecognized tax benefits—January 1	$ 253	$ 205	$ 146
Total increases—current-period tax positions	54	38	12
Total increases (decreases)—prior-period tax positions	(3)	22	50
Settlements	—	—	(1)
Lapse of statute of limitations	(9)	(5)	(2)
Foreign currency fluctuation	6	(7)	—
Unrecognized tax benefits—December 31	$ 301	$ 253	$ 205

In 2023, the $48 million net increase in uncertain tax positions was primarily related to foreign tax filing positions and an accrual for the U.S. treatment of the loyalty program.

In 2022, the $48 million net increase in uncertain tax positions was primarily related to foreign tax filing positions identified as a result of the ALG Acquisition and an accrual for the U.S. treatment of the loyalty program.

In 2021, the $59 million net increase in uncertain tax positions was primarily related to U.S. and local filing positions acquired as a result of the ALG Acquisition and an accrual for the U.S. treatment of the loyalty program.

We recognize accrued interest and penalties related to unrecognized tax benefits as a component of income tax expense. Total gross accrued interest and penalties were $133 million, $111 million, and $93 million at December 31, 2023, December 31, 2022, and December 31, 2021, respectively.

The amount of interest and penalties recognized as a component of our income tax expense in 2023 was $23 million, primarily related to interest accrued on the U.S. treatment of the loyalty program and foreign tax matters. The amount of interest and penalties recognized as a component of our income tax expense in 2022 was $21 million, primarily related to foreign tax matters. The amount of interest and penalties recognized as a component of our income tax expense in 2021 was a $8 million expense, primarily related to foreign tax matters.

We are subject to audits by federal, state, and foreign tax authorities. U.S. tax years 2018 through 2020 are currently under field exam. U.S. tax years 2009 through 2011 have been subject to a U.S. Tax Court case concerning the tax treatment of the loyalty program in which the IRS is asserting that loyalty program contributions are taxable income to the Company. U.S. tax years 2012 through 2017 are pending the outcome of the issue currently in U.S. Tax Court.

The Tax Court issued an opinion on October 2, 2023 related to the aforementioned case and determined that the Company must recognize approximately $12 million in net taxable income for the tax years 2009 through 2011, but that the Company need not recognize approximately $228 million in net taxable income that preceded 2009. The Company is evaluating the Tax Court's decision and potential appeal options. In order to appeal the Tax Court's ruling, the Company would be required to pay the tax liability and interest related to the 2009 through 2011 tax years as determined by the Tax Court, which is estimated to be $2 million. If the Company were to appeal and the Tax Court's opinion is upheld on appeal, the estimated income tax payment due for the subsequent years 2012 through 2023 is $215 million, including $31 million of estimated interest, net of federal benefit. We believe we have an adequate uncertain tax liability recorded in accordance with Accounting Standards Codification 740, *Income Taxes*, for this matter and believe that the ultimate outcome of this matter will not have a material effect on our consolidated financial position, results of operations, or liquidity.

We have several state audits pending, including in California, Illinois, and New York. State income tax returns are generally subject to examination for a period of 3 to 5 years after filing of the return. However, the state impact of any federal changes remains subject to examination by various states for a period generally up to one year after formal notification to the states of the federal changes. We also have several foreign audits pending. The statutes of limitations for the foreign jurisdictions ranges from 3 to 10 years after filing the applicable tax return.

15. COMMITMENTS AND CONTINGENCIES

In the ordinary course of business, we enter into various commitments, guarantees, surety and other bonds, and letter of credit agreements.

Commitments—At December 31, 2023, we are committed, under certain conditions, to lend, provide certain consideration to, or invest in various business ventures up to $477 million, net of any related letters of credit.

Performance Guarantees—Certain of our contractual agreements with third-party owners require us to guarantee payments to the owners if specified levels of operating profit are not achieved by their hotels. Except as described below, at December 31, 2023, our performance guarantees had $104 million of remaining maximum exposure and expire between 2024 and 2042.

Through acquisitions, we acquired certain management and hotel services agreements with performance guarantees based on annual performance levels and with expiration dates between 2027 and 2045. Contract terms within certain management and hotel services agreements limit our exposure, and therefore, we are unable to reasonably estimate our maximum potential future payments.

At December 31, 2023 and December 31, 2022, we had $99 million and $108 million, respectively, of total performance guarantee liabilities, which included $91 million and $96 million, respectively, recorded in other long-term liabilities and $8 million and $12 million, respectively, recorded in accrued expenses and other current liabilities on our consolidated balance sheets.

Additionally, we enter into certain management contracts where we have the right, but not an obligation, to make payments to certain hotel owners if their hotels do not achieve specified levels of operating profit. If we choose not to fund the shortfall, the hotel owner has the option to terminate the management contract. At both December 31, 2023 and December 31, 2022, we had an insignificant amount recorded in accrued expenses and other current liabilities on our consolidated balance sheets related to these performance cure payments.

Debt Repayment Guarantees—We enter into various debt repayment guarantees in order to assist third-party owners, franchisees, and unconsolidated hospitality ventures in obtaining third-party financing or to obtain more favorable borrowing terms.

Geographical region	Maximum potential future payments (1)	Maximum exposure net of recoverability from third parties (1)	Other long-term liabilities recorded at December 31, 2023	Other long-term liabilities recorded at December 31, 2022	Year of guarantee expiration (2)
United States (3), (4)	$ 140	$ 41	$ 30	$ 3	various, through 2027
All foreign (3), (5)	200	178	21	25	various, through 2031
Total	$ 340	$ 219	$ 51	$ 28	

(1) Our maximum exposure is generally based on a specified percentage of the total principal due upon borrower default.
(2) Certain underlying debt agreements have extension periods which are not reflected in the year of guarantee expiration.
(3) We have agreements with our unconsolidated hospitality venture partners or the respective third-party owners or franchisees to recover certain amounts funded under the debt repayment guarantee; the recoverability mechanism may be in the form of cash or HTM debt security.
(4) Certain agreements give us the ability to assume control of the property if defined funding thresholds are met or if certain events occur.
(5) Under certain debt repayment guarantees associated with hotel properties in India, we have the contractual right to recover amounts funded from an unconsolidated hospitality venture, which is a related party, and therefore, we expect our maximum exposure for these guarantees to be approximately $83 million, taking into account our partner's 50% ownership interest in the unconsolidated hospitality venture. Under certain events or conditions, we have the right to force the sale of the properties in order to recover amounts funded.

At December 31, 2023, we are not aware, nor have we received any notification, that our third-party owners, franchisees, or unconsolidated hospitality ventures are not current on their debt service obligations where we have provided a debt repayment guarantee.

Guarantee Liabilities Fair Value—We estimated the fair value of our guarantees to be $148 million and $124 million at December 31, 2023 and December 31, 2022, respectively. Based on the lack of available market data, we have classified our guarantees as Level Three in the fair value hierarchy.

Contingent Consideration Fair Value—We may pay up to an additional $175 million of contingent consideration through 2028 as a result of our acquisition of Dream Hotel Group (see Note 7). At December 31, 2023, we had $174 million of potential future consideration remaining. The contingent consideration liability, which is remeasured at fair value on a recurring

basis and is classified as Level Three in the fair value hierarchy, is recorded in other-long term liabilities on our consolidated balance sheets. The following table summarizes the change in fair value recognized in other income (loss), net on our consolidated statements of income (loss):

	2023
Fair value as of acquisition date	$ 107
Change in fair value (Note 21)	9
Payments	(1)
Fair value at December 31 (Note 13)	$ 115

Insurance—We obtain insurance for potential losses from general liability, property, automobile, aviation, environmental, workers' compensation, employment practices, crime, cyber, and other miscellaneous risks. A portion of these risks is retained through a U.S.-based and licensed captive insurance company that is a wholly owned subsidiary of Hyatt and generally insures our deductibles and retentions. Reserve requirements are established based on actuarial projections of ultimate losses. Reserves for losses in our captive insurance company to be paid within 12 months are $41 million and $39 million at December 31, 2023 and December 31, 2022, respectively, and are recorded in accrued expenses and other current liabilities on our consolidated balance sheets. Reserves for losses in our captive insurance company to be paid in future periods are $73 million and $68 million at December 31, 2023 and December 31, 2022, respectively, and are recorded in other long-term liabilities on our consolidated balance sheets (see Note 13).

Collective Bargaining Agreements—At December 31, 2023, approximately 21% of our U.S.-based employees were covered by various collective bargaining agreements, generally providing for basic pay rates, working hours, other conditions of employment, and orderly settlement of labor disputes. Certain employees are covered by union-sponsored, multi-employer pension and health plans pursuant to agreements between various unions and us. Generally, labor relations have been maintained in a normal and satisfactory manner, and we believe our employee relations are good.

Surety and Other Bonds—Surety and other bonds issued on our behalf were $253 million at December 31, 2023 and primarily relate to our insurance programs, litigation, taxes, licenses, liens, and utilities for our lodging operations.

Letters of Credit—Letters of credit outstanding on our behalf at December 31, 2023 were $260 million, which primarily relate to our ongoing operations, collateral for customer deposits associated with ALG Vacations, collateral for estimated insurance claims, and securitization of our performance under certain debt repayment guarantees, which are only called on if the borrower defaults on its obligations or we default on our guarantees. Of the letters of credit outstanding, $4 million reduces the available capacity under our revolving credit facility (see Note 11).

Capital Expenditures—As part of our ongoing business operations, expenditures are required to complete renovation projects that have been approved.

Other—We act as general partner of various partnerships owning hotel properties that are subject to mortgage indebtedness. These mortgage agreements generally limit the lender's recourse to security interests in assets financed and/or other assets of the partnership(s) and/or the general partner(s) thereof.

In conjunction with financing obtained for our unconsolidated hospitality ventures and certain managed or franchised hotels, we may provide standard indemnifications to the lender for loss, liability, or damage occurring as a result of our actions or actions of the other unconsolidated hospitality venture partners or the respective third-party owners or franchisees.

As a result of certain dispositions, we have agreed to provide customary indemnifications to third-party purchasers for certain liabilities incurred prior to sale and for breach of certain representations and warranties made during the sales process, such as representations of valid title, authority, and environmental issues that may not be limited by a contractual monetary amount. These indemnification agreements survive until the applicable statutes of limitation expire or until the agreed-upon contract terms expire.

We are subject, from time to time, to various claims and contingencies related to lawsuits, taxes, and environmental matters, as well as commitments under contractual obligations. Many of these claims are covered under our current insurance programs, subject to deductibles. Although the ultimate liability for these matters cannot be determined at this point, based on information currently available, we do not expect the ultimate resolution of such claims and litigation to have a material effect on our consolidated financial statements.

During the year ended December 31, 2018, we received a notice from the Indian tax authorities assessing additional service tax on our operations in India. We appealed this decision and do not believe a loss is probable, and therefore, we have

not recorded a liability in connection with this matter. At December 31, 2023, our maximum exposure is not expected to exceed $18 million.

16. STOCKHOLDERS' EQUITY AND COMPREHENSIVE LOSS

Common Stock—At December 31, 2023, Pritzker family business interests beneficially owned, in the aggregate, approximately 96.1% of our Class B common stock and approximately 1.4% of our Class A common stock, representing approximately 55.4% of the outstanding shares of our common stock and approximately 89.5% of the total voting power of our outstanding common stock. As a result, consistent with the voting agreements contained in the Amended and Restated Global Hyatt Agreement and Amended and Restated Foreign Global Hyatt Agreement, Pritzker family business interests are able to exert a significant degree of influence or actual control over our management and affairs and over matters requiring stockholder approval, including the election of directors and other significant corporate transactions. While the voting agreements are in effect, they may provide our board of directors with effective control over matters requiring stockholder approval. Because of our dual class ownership structure, Pritzker family business interests will continue to exert a significant degree of influence or actual control over matters requiring stockholder approval, even if they own less than 50% of the outstanding shares of our common stock. Pursuant to the Amended and Restated Global Hyatt Agreement and Amended and Restated Foreign Global Hyatt Agreement, the Pritzker family business interests have agreed to certain voting agreements and to certain limitations with respect to the sale of shares of our common stock. In addition, other stockholders beneficially own, in the aggregate, approximately 3.9% of our outstanding Class B common stock representing approximately 2.2% of the outstanding shares of our common stock and approximately 3.6% of the total voting power of our outstanding common stock. Pursuant to the 2007 Stockholders' Agreement, these entities have also agreed to certain voting agreements and to certain limitations with respect to the sale of shares of our common stock.

Share Repurchase—On December 18, 2019 and May 10, 2023, our board of directors authorized repurchases of up to $750 million and $1,055 million, respectively, of our common stock. These repurchases may be made from time to time in the open market, in privately negotiated transactions, or otherwise, including pursuant to a Rule 10b5-1 plan or an ASR transaction, at prices we deem appropriate and subject to market conditions, applicable law, and other factors deemed relevant in our sole discretion. The common stock repurchase program applies to our Class A and Class B common stock. The common stock repurchase program does not obligate us to repurchase any dollar amount or number of shares of common stock, and the program may be suspended or discontinued at any time.

	Year Ended December 31,		
	2023	2022	2021
Total number of shares repurchased (1)	4,123,828	4,233,894	—
Weighted-average price per share	$ 109.86	$ 87.07	$ —
Aggregate purchase price (2)	$ 453	$ 369	$ —
Shares repurchased as a percentage of total common stock outstanding (3)	4%	4%	—%

(1) The year ended December 31, 2023 includes repurchases of 106,116 shares that were initiated prior to December 31, 2022, but settled in the first quarter of 2023. At December 31, 2022, a $9 million share repurchase liability was recorded in accrued expenses and other current liabilities on our consolidated balance sheet.

(2) Excludes related insignificant expenses.

(3) Calculated based on the total common stock outstanding as of December 31 of the prior year.

The shares of Class A common stock repurchased in the open market were retired and returned to the status of authorized and unissued shares. At December 31, 2023, we had $1.2 billion remaining under the combined share repurchase authorizations.

Common Stock Issuance—During the year ended December 31, 2021, we completed an underwritten public offering of our Class A common stock at a price of $74.50 per share. We issued and sold 8,050,000 shares, including 1,050,000 shares issued in connection with the full exercise of the underwriters' over-allotment option.

We received $575 million of net proceeds from the common stock issuance, after deducting approximately $25 million of underwriting discounts and other offering expenses. We used the proceeds from the common stock issuance to fund a portion of the ALG Acquisition (see Note 7).

Dividend—During the year ended December 31, 2023, we declared $21 million and $27 million of cash dividends to Class A and Class B stockholders of record, respectively. During the years ended December 31, 2022 and December 31, 2021, we did not declare or pay dividends to Class A or Class B stockholders of record.

Date declared	Dividend per share amount for Class A and Class B	Date of record	Date paid
May 11, 2023	$ 0.15	May 30, 2023	June 12, 2023
August 3, 2023	$ 0.15	August 25, 2023	September 8, 2023
November 2, 2023	$ 0.15	November 22, 2023	December 6, 2023

Accumulated Other Comprehensive Loss

The components of accumulated other comprehensive loss, net of tax impacts, were as follows:

	Balance at January 1, 2023	Current period other comprehensive income (loss) before reclassification	Amount reclassified from accumulated other comprehensive loss	Balance at December 31, 2023
Foreign currency translation adjustments	$ (202)	$ 46	$ —	$ (156)
AFS debt securities unrealized fair value adjustments (1)	(11)	12	3	4
Derivative instrument adjustments (2)	(29)	1	5	(23)
Accumulated other comprehensive loss	$ (242)	$ 59	$ 8	$ (175)

(1) The amount reclassified from accumulated other comprehensive loss included realized losses recognized in other income (loss), net related to marketable securities held for our captive insurance company (see Note 21).

(2) The amount reclassified from accumulated other comprehensive loss included realized losses recognized in interest expense related to the settlement of interest rate locks. We expect to reclassify $5 million of losses, net of insignificant tax impacts, over the next 12 months.

	Balance at January 1, 2022	Current period other comprehensive income (loss) before reclassification	Amount reclassified from accumulated other comprehensive loss	Balance at December 31, 2022
Foreign currency translation adjustments (3)	$ (206)	$ (1)	$ 5	$ (202)
AFS debt securities unrealized fair value adjustments	(1)	(10)	—	(11)
Pension liabilities adjustments	(4)	4	—	—
Derivative instrument adjustments (4)	(34)	—	5	(29)
Accumulated other comprehensive loss	$ (245)	$ (7)	$ 10	$ (242)

(3) The amount reclassified from accumulated other comprehensive loss included realized losses recognized in equity earnings (losses) from unconsolidated hospitality ventures related to the disposition of our ownership interest in an unconsolidated hospitality venture (see Note 4).

(4) The amount reclassified from accumulated other comprehensive loss included realized losses recognized in interest expense related to the settlement of interest rate locks.

17. STOCK-BASED COMPENSATION

Compensation expense and unearned compensation presented below exclude (i) amounts related to employees of our managed hotels and other employees whose payroll is reimbursed, as these expenses have been, and will continue to be, reimbursed by our third-party owners and are recognized in revenues for the reimbursement of costs incurred on behalf of managed and franchised properties and costs incurred on behalf of managed and franchised properties on our consolidated statements of income (loss) and (ii) insignificant amounts related to employees of our owned and leased hotels recognized in owned and leased hotels expenses on our consolidated statements of income (loss). Stock-based compensation expense recognized in selling, general, and administrative expenses and distribution and destination management expenses on our consolidated statements of income (loss) related to these awards was as follows:

	Year Ended December 31,		
	2023	2022	2021
SARs	$ 13	$ 12	$ 10
RSUs	40	36	23
PSUs	22	13	17
Total	$ 75	$ 61	$ 50

The income tax benefit recognized at the time of vest related to these awards was as follows:

	Year Ended December 31,		
	2023	2022	2021
SARs	$ 1	$ —	$ —
RSUs	5	5	$ 4
PSUs	2	1	1
Total	$ 8	$ 6	$ 5

SARs—A summary of SAR activity is presented below:

	SARs	Weighted-average exercise price	Weighted-average remaining contractual term
Outstanding at December 31, 2022	4,208,117	$ 62.10	5.92
Granted	284,912	111.71	
Exercised	(609,682)	52.80	
Forfeited or expired	—	—	
Outstanding at December 31, 2023	3,883,347	$ 67.20	5.68
Exercisable at December 31, 2023	2,844,554	$ 61.44	4.94

The weighted-average grant date fair value for the awards granted in 2023, 2022, and 2021 was $48.54, $37.56, and $28.68, respectively.

The fair value of each SAR was estimated on the date of grant using the Black-Scholes-Merton option-pricing model with the following weighted-average assumptions:

	2023	2022	2021
Exercise price	$ 111.71	$ 94.60	$ 80.46
Expected life in years	6.24	6.24	6.24
Risk-free interest rate	3.70 %	2.40 %	1.10 %
Expected volatility	37.37 %	36.07 %	34.49 %
Annual dividend yield	—%	—%	—%

Due to a lack of historical exercise activity, the expected life was estimated based on the midpoint between the vesting period and the contractual life of each SAR. The risk-free interest rate was based on U.S. Treasury instruments with similar expected life. We calculate volatility using our trading history over a time period consistent with our expected term assumption. The dividend yield assumption is based on the expected annualized dividend payment at the date of grant.

During the years ended December 31, 2023, December 31, 2022, and December 31, 2021, the intrinsic value of exercised SARs was $47 million, $21 million, and $31 million, respectively. The total intrinsic value of SARs outstanding at December 31, 2023 was $245 million, and the total intrinsic value for exercisable SARs at December 31, 2023 was $196 million.

RSUs—A summary of the status of the nonvested RSU awards outstanding under the LTIP, including certain RSUs with a performance component, is presented below:

	RSUs	Weighted-average grant date fair value
Nonvested at December 31, 2022	1,180,505	$ 78.78
Granted	482,224	111.26
Vested	(494,069)	77.04
Forfeited or canceled	(28,125)	89.41
Nonvested at December 31, 2023	1,140,535	$ 93.01

The weighted-average grant date fair value for the awards granted in 2023, 2022, and 2021 was $111.26, $91.95, and $81.59, respectively. The liability and related expense for granted cash-settled RSUs are insignificant at and for the year ended December 31, 2023. The fair value of RSUs vested during the years ended December 31, 2023, December 31, 2022, and December 31, 2021 was $55 million, $41 million, and $34 million, respectively.

At December 31, 2023, the total intrinsic value of nonvested RSUs was $149 million.

PSUs—A summary of the status of the nonvested PSU awards outstanding under the LTIP is presented below:

	PSUs	Weighted-average grant date fair value
Nonvested at December 31, 2022	422,018	$ 82.22
Granted	133,383	120.64
Vested	—	—
Forfeited or canceled	—	—
Nonvested at December 31, 2023	555,401	$ 91.45

The weighted-average grant date fair value for the awards granted in 2023, 2022, and 2021 was $120.64, $83.58, and $82.02, respectively. During the year ended December 31, 2023, no PSUs vested. The fair value of PSUs vested during the years ended December 31, 2022 and December 31, 2021 was $10 million and $4 million, respectively.

At December 31, 2023, the total intrinsic value of nonvested PSUs was $72 million, if target performance is achieved.

Unearned Compensation—Our total unearned compensation for our stock-based compensation programs at December 31, 2023 was $3 million for SARs, $30 million for RSUs, and $20 million for PSUs, which will be recognized in selling, general, and administrative expenses and distribution and destination management expenses over a weighted-average period of 2 years.

18. RELATED-PARTY TRANSACTIONS

In addition to those included elsewhere in the Notes to our consolidated financial statements, related-party transactions entered into by us are summarized as follows:

Legal Services—A partner in a law firm that provided services to us throughout 2023, 2022, and 2021 is the brother-in-law of our Executive Chairman. During the years ended December 31, 2023, December 31, 2022, and December 31, 2021, we incurred $15 million, $14 million, and $9 million, respectively, of legal fees with this firm. At December 31, 2023 and December 31, 2022, we had $2 million and insignificant amounts, respectively, due to the law firm.

Equity Method Investments—We have equity method investments in entities that own, operate, manage, or franchise properties for which we receive management, franchise, or license fees. We recognized $23 million, $22 million, and $11 million of fees during the years ended December 31, 2023, December 31, 2022, and December 31, 2021, respectively. In addition, in some cases we provide loans (see Note 6 and Note 7) or guarantees (see Note 15) to these entities. During the years ended December 31, 2023, December 31, 2022, and December 31, 2021, we recognized $6 million, $7 million, and $6 million,

respectively, of income related to these guarantees. At December 31, 2023 and December 31, 2022, we had $43 million and $33 million, respectively, of net receivables due from these properties, inclusive of $21 million in both periods, classified as financing receivables on our consolidated balance sheets. Our ownership interest in these unconsolidated hospitality ventures varies from 24% to 50%. See Note 4 for further details regarding these investments.

In addition to the aforementioned fees, we provide system-wide services on behalf of owners of managed and franchised properties and administer the loyalty program for the benefit of Hyatt's portfolio of properties. These expenses have been, and will continue to be, reimbursed by our third-party owners and franchisees and are recognized in revenues for the reimbursement of costs incurred on behalf of managed and franchised properties and costs incurred on behalf of managed and franchised properties on our consolidated statements of income (loss).

Class B Share Conversion—During the years ended December 31, 2023, December 31, 2022, and December 31, 2021, 160,626 shares, 735,522 shares, and 2,385,647 shares, respectively, of Class B common stock were converted on a share-for-share basis into shares of Class A common stock, $0.01 par value per share. The shares of Class B common stock that were converted into shares of Class A common stock have been retired, thereby reducing the shares of Class B common stock authorized and outstanding.

Charitable Contribution—During the year ended December 31, 2022, we contributed $5 million to the Hyatt Hotels Foundation. The charitable contribution was recognized in selling, general, and administrative expenses on our consolidated statements of income (loss).

19. SEGMENT AND GEOGRAPHIC INFORMATION

Our reportable segments are components of the business which are managed discretely and for which discrete financial information is reviewed regularly by the CODM to assess performance and make decisions regarding the allocation of resources. Effective January 1, 2023, we changed the strategic and operational oversight for our properties located in the Indian subcontinent. Revenues and assets associated with these properties are now reported in the ASPAC management and franchising segment. The segment changes have been reflected retrospectively for the years ended December 31, 2022 and December 31, 2021. We define our reportable segments as follows:

- ***Owned and leased hotels***—This segment derives its earnings from owned and leased hotel properties located predominantly in the United States but also in certain international locations, and for purposes of segment Adjusted EBITDA, includes our pro rata share of unconsolidated hospitality ventures' Adjusted EBITDA, based on our ownership percentage of each venture. Adjusted EBITDA includes intercompany expenses related to management fees paid to the Company's management and franchising segments, which are eliminated in consolidation. Intersegment revenues relate to promotional award redemptions earned by our owned and leased hotels related to our co-branded credit card programs and are eliminated in consolidation.

- ***Americas management and franchising***—This segment derives its earnings primarily from a combination of management and hotel services and licensing of our portfolio of brands to franchisees located in the United States, Canada, the Caribbean, Mexico, Central America, and South America, as well as revenues from the Destination Residential Management business, which was sold during the year ended December 31, 2023 (see Note 7). This segment's revenues also include the reimbursement of costs incurred on behalf of managed and franchised properties. These reimbursed costs relate primarily to payroll at managed properties where the Company is the employer, as well as system-wide services and the loyalty program operated on behalf of owners of managed and franchised properties. The intersegment revenues relate to management fees earned from the Company's owned and leased hotels and are eliminated in consolidation.

- ***ASPAC management and franchising***—This segment derives its earnings primarily from a combination of management and hotel services and licensing of our portfolio of brands to franchisees located in Greater China, East and Southeast Asia, the Indian subcontinent, and Oceania. This segment's revenues also include the reimbursement of costs incurred on behalf of managed and franchised properties. These reimbursed costs relate primarily to system-wide services and the loyalty program operated on behalf of owners of managed and franchised properties.

- ***EAME management and franchising***—This segment derives its earnings primarily from a combination of management and hotel services and licensing of our portfolio of brands to franchisees located in Europe, Africa, the Middle East, and Central Asia. This segment's revenues also include the reimbursement of costs incurred on behalf of managed and franchised properties. These reimbursed costs relate primarily to system-wide services and the loyalty program operated on behalf of owners of managed and franchised properties. The intersegment revenues relate to management fees earned from the Company's owned and leased hotels and are eliminated in consolidation.

- ***Apple Leisure Group***—This segment derives its earnings from distribution and destination management services offered through ALG Vacations; management and hotel services primarily for all-inclusive ALG resorts located in Mexico, the Caribbean, Central America, South America, and Europe; and through a paid membership program offering benefits primarily at ALG resorts in Mexico, the Caribbean, and Central America. This segment's revenues also include the reimbursement of costs incurred on behalf of managed and franchised properties. These reimbursed costs relate to certain system-wide services provided on behalf of owners of ALG resorts.

Our CODM evaluates performance based on owned and leased hotels revenues; management, franchise, license, and other fees revenues; distribution and destination management revenues; other revenues; and Adjusted EBITDA. Adjusted EBITDA, as we define it, is a non-GAAP measure. We define Adjusted EBITDA as net income (loss) attributable to Hyatt Hotels Corporation plus our pro rata share of unconsolidated owned and leased hospitality ventures' Adjusted EBITDA based on our ownership percentage of each owned and leased venture, adjusted to exclude interest expense; benefit (provision) for income taxes; depreciation and amortization; Contra revenue; revenues for the reimbursement of costs incurred on behalf of managed and franchised properties; costs incurred on behalf of managed and franchised properties that we intend to recover over the long term; equity earnings (losses) from unconsolidated hospitality ventures; stock-based compensation expense; gains (losses) on sales of real estate and other; asset impairments; and other income (loss), net.

The table below shows summarized consolidated financial information by segment. Included within corporate and other are the results related to our co-branded credit card programs, the results of Mr & Mrs Smith, and unallocated corporate expenses.

	Year Ended December 31,		
	2023	2022	2021
Owned and leased hotels			
Owned and leased hotels revenues	$ 1,340	$ 1,242	$ 855
Intersegment revenues (1)	29	28	17
Adjusted EBITDA	312	307	91
Depreciation and amortization	182	186	230
Capital expenditures	138	143	80
Americas management and franchising			
Management, franchise, license, and other fees revenues	544	479	277
Contra revenue	(26)	(24)	(19)
Other revenues	82	119	84
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties	2,667	2,271	1,410
Intersegment revenues (1)	47	42	29
Adjusted EBITDA	469	422	231
Depreciation and amortization	26	21	22
Capital expenditures	—	1	1
ASPAC management and franchising			
Management, franchise, license, and other fees revenues	170	99	78
Contra revenue	(3)	(2)	(4)
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties	155	157	108
Adjusted EBITDA	126	54	34
Depreciation and amortization	2	2	3
Capital expenditures	2	—	—
EAME management and franchising			
Management, franchise, license, and other fees revenues	90	84	37
Contra revenue	(13)	(4)	(12)
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties	96	78	54
Intersegment revenues (1)	9	8	3
Adjusted EBITDA	61	47	12
Capital expenditures	1	1	4
Apple Leisure Group			
Owned and leased hotels revenues	28	21	—
Management, franchise, license, and other fees revenues	152	146	21
Contra revenue	(5)	(1)	—
Distribution and destination management revenues	1,032	986	115
Other revenues	189	137	19
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties	140	114	11
Adjusted EBITDA	199	231	4
Depreciation and amortization	159	192	22
Capital expenditures	28	26	4

	Year Ended December 31,		
	2023	2022	2021
Corporate and other			
Revenues	113	65	41
Intersegment revenues (1)	(1)	(2)	(2)
Adjusted EBITDA	(139)	(154)	(116)
Depreciation and amortization	28	25	33
Capital expenditures	29	30	22
Eliminations			
Revenues (1)	(84)	(76)	(47)
Adjusted EBITDA	1	1	1
TOTAL			
Revenues	$ 6,667	$ 5,891	$ 3,028
Adjusted EBITDA	1,029	908	257
Depreciation and amortization	397	426	310
Capital expenditures	198	201	111

(1) Intersegment revenues are included in management, franchise, license, and other fees revenues, owned and leased hotels revenues, and other revenues and eliminated in Eliminations.

The table below presents summarized consolidated balance sheet information by segment:

	December 31, 2023	December 31, 2022
Total assets:		
Owned and leased hotels	$ 2,999	$ 2,989
Americas management and franchising	1,499	1,266
ASPAC management and franchising	273	235
EAME management and franchising	320	273
Apple Leisure Group	5,266	5,143
Corporate and other	2,476	2,406
Total	$ 12,833	$ 12,312

The following tables present revenues and property and equipment, net, operating lease ROU assets, intangibles, net, and goodwill by geographical region:

	Year Ended December 31,		
	2023	2022	2021
Revenues:			
United States	$ 5,074	$ 4,560	$ 2,311
All foreign	1,593	1,331	717
Total	$ 6,667	$ 5,891	$ 3,028

	December 31, 2023	December 31, 2022
Property and equipment, net, operating lease ROU assets, intangibles, net, and goodwill:		
United States	$ 3,937	$ 3,877
All foreign	3,647	3,661
Total	$ 7,584	$ 7,538

The table below provides a reconciliation of our net income (loss) attributable to Hyatt Hotels Corporation to EBITDA and a reconciliation of EBITDA to our consolidated Adjusted EBITDA:

	Year Ended December 31,		
	2023	2022	2021
Net income (loss) attributable to Hyatt Hotels Corporation	**$ 220**	**$ 455**	**$ (222)**
Interest expense	145	150	163
(Benefit) provision for income taxes	90	(92)	266
Depreciation and amortization	397	426	310
EBITDA	**852**	**939**	**517**
Contra revenue	47	31	35
Revenues for the reimbursement of costs incurred on behalf of managed and franchised properties	(3,058)	(2,620)	(1,583)
Costs incurred on behalf of managed and franchised properties	3,144	2,632	1,639
Equity (earnings) losses from unconsolidated hospitality ventures	1	(5)	(28)
Stock-based compensation expense	75	61	50
Gains on sales of real estate and other	(18)	(263)	(414)
Asset impairments	30	38	8
Other (income) loss, net	(108)	40	19
Pro rata share of unconsolidated owned and leased hospitality ventures' Adjusted EBITDA	64	55	14
Adjusted EBITDA	**$ 1,029**	**$ 908**	**$ 257**

20. EARNINGS (LOSSES) PER SHARE

The calculation of basic and diluted earnings (losses) per share, including a reconciliation of the numerator and denominator, is as follows:

	Year Ended December 31,		
	2023	2022	2021
Numerator:			
Net income (loss)	$ 220	$ 455	$ (222)
Net income (loss) attributable to noncontrolling interests	—	—	—
Net income (loss) attributable to Hyatt Hotels Corporation	$ 220	$ 455	$ (222)
Denominator:			
Basic weighted-average shares outstanding (1)	104,861,037	109,093,790	103,970,738
Stock-based compensation	2,865,924	2,171,149	—
Diluted weighted-average shares outstanding (1)	107,726,961	111,264,939	103,970,738
Basic Earnings (Losses) Per Share:			
Net income (loss)	$ 2.10	$ 4.17	$ (2.13)
Net income (loss) attributable to noncontrolling interests	—	—	—
Net income (loss) attributable to Hyatt Hotels Corporation	$ 2.10	$ 4.17	$ (2.13)
Diluted Earnings (Losses) Per Share:			
Net income (loss)	$ 2.05	$ 4.09	$ (2.13)
Net income (loss) attributable to noncontrolling interests	—	—	—
Net income (loss) attributable to Hyatt Hotels Corporation	$ 2.05	$ 4.09	$ (2.13)

(1) The computations reflect a reduction in shares outstanding at December 31, 2022 for the repurchases of 106,116 shares that were initiated prior to December 31, 2022, but settled in the first quarter of 2023.

The computations of diluted earnings (losses) per share for the years ended December 31, 2023, December 31, 2022, and December 31, 2021 do not include the following shares of Class A common stock assumed to be issued as stock-settled SARs, RSUs, and PSUs because they are anti-dilutive.

	Year Ended December 31,		
	2023	2022	2021
SARs	57,200	9,800	1,275,400
RSUs	2,400	3,200	563,700
PSUs	—	—	105,400

21. OTHER INCOME (LOSS), NET

	Year Ended December 31,		
	2023	2022	2021
Interest income	$ 74	$ 44	$ 28
Unrealized gains (losses), net (Note 4)	36	(55)	14
Depreciation recovery	21	15	17
Credit loss reversals (provisions), net (Note 4 and Note 6)	17	16	(22)
Guarantee amortization income (Note 15)	17	20	3
Loss on extinguishment of debt (Note 11)	—	(9)	(2)
Restructuring costs	(4)	(39)	(3)
Contingent consideration liability fair value adjustment (Note 7 and Note 15)	(9)	—	—
Foreign currency exchange, net	(10)	(12)	6
Transaction costs (Note 7)	(16)	(6)	(46)
Guarantee expense (Note 15)	(19)	(13)	(10)
Other, net	1	(1)	(4)
Other income (loss), net	$ 108	$ (40)	$ (19)

During the year ended December 31, 2023, we recognized $5 million of restructuring expenses for severance costs related to the 2024 segment realignment (see Note 22). During the year ended December 31, 2022, we recognized $39 million of restructuring expenses for severance costs related to the planned future redevelopment of an owned hotel, net of $10 million reimbursed by the developer.

22. SUBSEQUENT EVENTS

Unlimited Vacation Club—On February 14, 2024, we completed a restructuring of the entity that owns the Unlimited Vacation Club business and sold 80% of the entity to an unrelated third party for $80 million. As a result of the transaction, we deconsolidated the entity as we no longer have a controlling financial interest and accounted for our remaining 20% ownership interest as an equity method investment. In conjunction with the transaction, we entered into a long-term management agreement and license and royalty agreement with the unconsolidated hospitality venture.

Segment realignment—On February 23, 2024, we announced that during the quarter ending March 31, 2024, we realigned our reportable segments to align with our business strategy, the organizational changes for certain members of our leadership team, and the manner in which our CODM assesses performance and makes decisions regarding the allocation of resources. As a result of the realignment during the quarter ending March 31, 2024, a summary of our reportable segments is as follows:

- Management and franchising, which consists of the provision of management, franchising, and hotel services, or the licensing of our intellectual property to, (i) our property portfolio, (ii) our co-branded credit card programs, and (iii) other hospitality-related businesses, including the Unlimited Vacation Club;
- Owned and leased, which consists of our owned and leased hotel portfolio and, for purposes of owned and leased segment Adjusted EBITDA, our pro rata share of unconsolidated hospitality ventures' Adjusted EBITDA based on our ownership percentage of each venture; and
- Distribution, which consists of distribution and destination management services offered through ALG Vacations and the boutique and luxury global travel platform offered through Mr & Mrs Smith.

HYATT HOTELS CORPORATION AND SUBSIDIARIES

SCHEDULE II—VALUATION AND QUALIFYING ACCOUNTS
For the Years Ended December 31, 2023, December 31, 2022, and December 31, 2021
(In millions of dollars)

Description	Balance at beginning of period	Additions charged to revenues, costs, and expenses	Additions charged to other accounts	Deductions	Balance at end of period
Year Ended December 31, 2023:					
Deferred tax assets—valuation allowance	$ 262	$ 28	$ 13	$ (50)	$ 253
Year Ended December 31, 2022:					
Deferred tax assets—valuation allowance	478	31	3	(250) A	262
Year Ended December 31, 2021:					
Deferred tax assets—valuation allowance	82	242 B	154 C	—	478

A—This amount primarily relates to the release of the valuation allowance recorded on U.S. federal and state deferred tax assets.
B—This amount primarily relates to the valuation allowance recorded on U.S. federal and state deferred tax assets.
C—This amount primarily relates to the valuation allowance recorded on deferred tax assets as a result of the ALG Acquisition.

See Note 6 to our Consolidated Financial Statements for a summary of our receivables and financing receivables allowance for credit losses.

EXHIBIT B

FRANCHISE APPLICATION

Hyatt

To: Hyatt Franchising, L.L.C., Hyatt Place Franchising, L.L.C.,
Hyatt House Franchising, L.L.C. (as applicable, "Franchisor")
150 North Riverside Plaza
Chicago, Illinois 60606

This Franchise Application ("Application") is submitted to Franchisor by the undersigned applicant, and its officers, directors, and shareholders as applicable ("Applicant") to induce Franchisor to grant a franchise to Applicant or an entity owned and controlled by Applicant (in either case, "Franchisee" or "Franchisee Entity"), on the terms and conditions set forth in Franchisor's standard Franchise Agreement, for a proposed Hotel under the Hyatt-affiliated brand and at the address or location listed below (the "Hotel").

HOTEL SITE

Brand and Proposed Name of the Hotel	
Address of the intended site of the Hotel (the "Site") If no address exists, state the nearest intersection or other information regarding the Site	Click here to enter text.
Will the Site be leased or owned by Applicant's organization?	Click here to enter text.
If Site will be owned, but the sale has not yet taken place, what is the expected closing date of the sale?	Click here to enter text.
If Site will be owned, will Franchisee Entity or an affiliated entity hold title? (If an affiliate will hold title, the Franchisee Entity must lease the Site)	
If Site will be leased, state name and relationship of the lessor to Applicant and Franchisee Entity (parent, affiliated party, third party, etc.). (**NOTE**: leases must be for at least the term of the franchise agreement)	Click here to enter text.

APPLICANT

Company Name	Click here to enter text.	
Principal Owners of Company		
Any Previous Name[s] used in the Past Five Year	Click here to enter text.	
Address	Click here to enter text.	
Telephone	Click here to enter text.	
Applicant is:	☐ corporation	☐ partnership
	☐ limited liability company	☐ other Click here to enter text.
Jurisdiction of organization	Click here to enter text.	
Name of primary contact during the Franchise Application process	Click here to enter text.	
Telephone	Click here to enter text.	
Email	Click here to enter text.	

APPLICANT'S EXPERIENCE

Has Applicant (or any other parent or affiliated entity of the intended Franchisee Entity) conducted business (whether or not in the lodging industry) for at least five (5) years? ☐ yes ☐ no

Does Applicant (or any other parent or affiliated entity of the intended Franchisee Entity) have a net worth of at least six million one hundred sixty-five thousand five hundred dollars ($6,165,500)? ☐ yes ☐ no

FRANCHISEE ENTITY (IF DIFFERENT THAN APPLICANT & IF KNOWN)

Legal Name	Click here to enter text.	
Any Previous Name[s] used in the Past Five Year	Click here to enter text.	
Address	Click here to enter text.	
Telephone	Click here to enter text.	
Franchisee Entity is:	☐ corporation	☐ partnership
	☐ limited liability company	☐ other Click here to enter text.
Jurisdiction of organization	Click here to enter text.	

GUARANTOR

(The Franchise Agreement must be guaranteed by an individual or entity other than the Franchisee Entity, meeting Franchisor's net worth requirements as described in Franchisor's Franchise Disclosure Document (FDD) and/or the term sheet, if any)

Legal Name	Click here to enter text.	
Any Previous Name[s] used in the Past Five Year	Click here to enter text.	
Address	Click here to enter text.	
Telephone	Click here to enter text.	
Guarantor is:	☐ individual(s)	☐ limited liability company
	☐ corporation	☐ partnership
	☐ other Click here to enter text.	
Jurisdiction of organization (if applicable)	Click here to enter text.	
List any properties, other than the Hotel, that the guarantor has an ownership interest in or for which the guarantor guarantees obligations under a franchise agreement or management agreement.	Click here to enter text.	

GUARANTOR FINANCIAL STATEMENTS

Please upload current financial statements (including balance sheet and profit and loss or income statement) for each Guarantor. If Guarantor is a partnership, corporation, or limited liability company, the statements should be submitted for the partnership, corporation or limited liability company, and for each partner, stockholder, or member.

GOVERNING DOCUMENTS

Please attach any relevant corporate formation and governance documents and operating agreements relating to the Applicant and the Franchisee Entity. Franchisor may require you to submit these documents for Guarantor and any other entities within the ownership structure for the Hotel, at a later time.

FINANCING

Please describe how you intend to finance the acquisition of the land and the construction of the Hotel. Describe how you will source both the equity and debt that will be needed and if it has already been secured

Click here to enter text.

PUBLIC FACILITIES

Describe any public facilities that will be located within the same building as the proposed hotel (e.g. brand unaffiliated restaurant, bar, health club, retail, expanded meeting space, structure parking):

Click here to enter text.

PROJECTED TIMELINE

Projected construction start date	Click here to enter text.
Projected hotel opening date	Click here to enter text.

CREDIT INFORMATION

Has Applicant, Franchisee, Guarantor, or any partner, shareholder, member, officer, or director of any of them ever been adjudged bankrupt? ☐ yes ☐ no

If yes, state name of court, case number, and date when adjudication was made:

Click here to enter text.

OWNERSHIP STRUCTURE

ORGANIZATION STRUCTURE CHART

Please upload an ownership structure chart showing the names of all shareholders/members (whether an individual or an entity) of the franchisee and (if different) the Hotel. For each entity listed in the chart, include the complete name of the entity as it appears in the certificate of incorporation (or equivalent document), the state of incorporation, and the percent interest that the entity holds in the franchisee entity (or the Hotel).

For each entity included in the ownership structure, list names of all shareholders that have a greater than 10% ownership interest in the entity, the right to control the entity, or that would be otherwise be considered a true owner regardless of their ownership percentage. Identify any entity that is a public company or a municipality or other form of governmental entity.

SHAREHOLDERS/MEMBERS OF APPLICANT

COMPLETE A SEPARATE ROW WITHIN "TABLE A" BELOW FOR EACH SHAREHOLDER OR MEMBER IDENTIFIED IN APPLICANT'S OWNERSHIP STRUCTURE CHART THAT IS AN INDIVIDUAL.

TABLE A - Individuals

INDIVIDUAL SHAREHOLDER/MEMBERS OF APPLICANT AND FRANCHISEE				
NAME	DATE OF BIRTH	COUNTRY OF RESIDENCE [AND NATIONALITY, IF DIFFERENT]	GOVERNMENT OFFICIAL [Y/N]	Related Entity Name from organization structure chart

COMPLETE A SEPARATE "TABLE B" FOR EACH SHAREHOLDER OR MEMBER IDENTIFIED IN APPLICANT'S OWNERSHIP STRUCTURE CHART THAT IS AN ENTITY.

TABLE B Officers/Directors

LIST OF DIRECTORS AND OFFICERS FOR THE ENTITY that will control the franchisee entity.				
DIRECTOR NAME & TITLE	**DATE OF BIRTH**	**COUNTRY OF RESIDENCE [AND NATIONALITY, IF DIFFERENT]**	**GOVERNMENT OFFICIAL [Y/N]**	**TITLE AND EMPLOYER**
OFFICER NAME & TITLE	**DATE OF BIRTH**	**COUNTRY OF RESIDENCE [AND NATIONALITY, IF DIFFERENT]**	**GOVERNMENT OFFICIAL [Y/N]**	**TITLE AND EMPLOYER**
Chief Executive Officer or Equivalent: **Name:**				
Chief Financial Officer or Equivalent: **Name:**				
Responsible Person [if not identified above] **Name:**				
Person with day-to-day operational responsibility for the Hotel [if not identified above] **Name:**				

If the Applicant maintains an official list of shareholders, or is required to file such a list with the government, provide a copy of that list if different from the structure chart.

PAYMENT INSTRUCTIONS

Please send the application fee via wire transfer according to the wiring instructions below. If you are unable to pay the application fee via wire transfer, please send a check to the business address listed below and include the property/project name in the memo field.

Wire Transfer Information:		Check Payment Information:
Account Number:	87652-61131	Hyatt Corporation
Swift Code:	BOFAUS3N	16417 Collections Center Drive
Bank Address:	New York, New York	Chicago, Illinois 60693
Account Name:	Hyatt Corporation	
Bank Routing Number:	026009593	
Bank Name:	Bank of America	
You must indicate property/project name in memo field regardless of whether payment is by wire transfer or check.		

REPRESENTATIONS AND WARRANTIES

Applicant and Franchisee represent and warrant that the information and materials contained in this Application (including the documents submitted with this Application to Hyatt before the date of this Application or later supplemented to this Application,) are or will be true, complete and current. Franchisor shall not be deemed to have knowledge of any facts not contained in this Application or in the attached documents.

Included with this Application is the application fee in the amount specified in the FDD or letter of intent. Applicant hereby expressly acknowledges that acceptance and deposit of the application fee by Franchisor does not, in any respect, bind or obligate Franchisor to enter into a Franchise Agreement granting Applicant a franchise. This Application is neither an offer of a franchise by Franchisor nor a contract for the acquisition of a franchise or any other rights to operate a Hyatt-affiliated Hotel. Applicant further acknowledges that the research, investigation, review and approval process and similar administrative functions of Franchisor constitute the sole and only consideration for the application fee submitted herewith. If Applicant withdraws this Application before Franchisor approves it, or if Franchisor does not approve this Application for any reason, Franchisor will refund Applicant's application fee less a $5,000 fee to cover Franchisor's costs associated with evaluating this Application; however, after Franchisor approves this Application, Applicant's application fee is not refundable, even if Franchisor and Applicant do not sign a Franchise Agreement.

Applicant, Franchisee and any partner, stockholder, member, officer or director further represents and warrants that:

a) Applicant and its controlling shareholders have not been involved in an investigation by a court or government agency regarding a potential violation of any applicable law prohibiting fraud, bribery or other corrupt activity, except as disclosed in an attachment submitted herewith;

b) No Government Official is entitled to compensation or benefits in relation to the acquisition, development, construction or operation of the Hotel, except as disclosed in an attachment submitted herewith;

Applicant, its controlling shareholders and their officers, and directors (including any authorized agents) have complied with all applicable anti-corruption laws in connection with the acquisition, construction, development, operation and ownership of the Hotel, and the formation of the Applicant and its affiliates, if applicable;

c) Applicant has or will have an Anti-Corruption Policy, Code of Conduct, or similar corporate compliance program regarding compliance with applicable anti-corruption laws (including bribery of Government Officials) and/or the prevention of unlawful conduct;

d) Neither Applicant nor its affiliates are party to a binding agreement with a third party for branding of the Hotel, other than agreement that may be unilaterally terminated by Applicant or its affiliate or that will expire by prior to a franchise agreement with Hyatt taking effect; and

e) Applicant hereby releases Hyatt, its respective officers, employees, and agents from any liability for any damage whatsoever as a result of any investigative inquiry, consumer report, or investigative consumer report necessary to confirm the information in this Application which is received by Hyatt, its representatives, and designees.

SIGNATURE PAGE

Please upload a signed pdf copy of the signature.

APPLICANT:

_____

By:_____

Name: _____

Title: _____

Date: _____

EXHIBIT C

FRANCHISE AGREEMENT

BRAND HOTEL
FRANCHISE AGREEMENT

DATED: _____, 2024

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BRAND HOTEL
FRANCHISE AGREEMENT

THIS FRANCHISE AGREEMENT is made and entered into as of _____, 2024 (this "**Agreement**") by and between _____, a _____ ("**Franchisee**") and the franchisor entity set forth in Exhibit B ("**Hyatt**").

PRELIMINARY STATEMENT

Franchisee is the owner of, or has the right to occupy, certain real property located at the Site. Hyatt has the right to grant franchises for Brand Hotels. Franchisee wishes to enter into this Agreement to obtain a franchise to use the Hotel System to operate a Brand Hotel located at the Site. In addition to other terms defined in this Agreement, the initial capitalized terms shall have the meanings set forth in Exhibit A or Exhibit B (as applicable).

NOW, THEREFORE, Franchisee and Hyatt agree as follows:

ARTICLE I

GRANT OF FRANCHISE, TERM AND AREA OF PROTECTION

1.1 **Grant of Franchise**. Hyatt grants Franchisee, and Franchisee accepts, the non-exclusive right and obligation to use the Hotel System during the Term (defined below in Section 1.2) to build or convert, and operate, the Hotel at the Site in affiliation with the Proprietary Marks in accordance with this Agreement's terms.

1.2 **Term**. The term of this Agreement (the "**Term**") will commence on the Effective Date and expire without notice on the date which is twenty (20) years after the Opening Date, subject to its earlier termination as set forth in this Agreement.

1.3 **Rights in Area of Protection During AOP Term**. Subject to the one exception below, neither Hyatt nor any of its Affiliates will open and operate during the AOP Term, nor authorize any other party to open and operate during the AOP Term, any other Brand Hotels the physical premises of which are located within the Area of Protection. The one exception to this restriction is that, during the AOP Term, if Hyatt or any Affiliate acquires ownership of or the right to operate, manage, franchise or license (regardless of the form of transaction) another group of at least four (4) hotels, one (1) or more of which hotels are located or are under contract or construction to be located in the Area of Protection, then Hyatt and/or its Affiliates will have the unrestricted right to convert, or cause to be converted, the acquired hotel(s) within the Area of Protection from its (or their) original trade identity to operate in affiliation with the Proprietary Marks and the Hotel System, and thereafter to operate or authorize any other party to operate such hotel(s) as Brand Hotels, even if one (1) or more of the other acquired hotels, whether operating within or outside the Area of Protection, are not converted to Brand Hotels.

Franchisee's rights in the Area of Protection apply only during the AOP Term. Following the AOP Term, Franchisee will have no territorial rights or protection whatsoever, whether within or outside the Area of Protection, and Hyatt and its Affiliates may open and operate, and authorize any other parties to open and operate, other Brand Hotels the physical premises of which are

located within the Area of Protection, including pursuant to franchise applications submitted and/or franchise agreements and other agreements signed during the AOP Term.

1.4 **No Other Restrictions**. Except for the limited exclusivity provided in Section 1.3, Franchisee's rights under this Agreement are nonexclusive in all respects, the Hotel has no territorial protection whatsoever, and Hyatt and its Affiliates have the right without restriction to engage in any and all activities Hyatt and they desire (including with respect to any and all types of lodging facilities), at any time and place, whether or not using the Proprietary Marks or any aspect of the Hotel System, and whether or not those activities compete with the Hotel. Without limiting the foregoing, Franchisee acknowledges that Hyatt and its Affiliates currently operate other franchised and non-franchised systems for lodging facilities and other accommodations and hospitality affiliations that use different brand names, trademarks, and service marks, including those with the "Hyatt" name as part of their brand name, some of which might operate and have facilities in the Area of Protection during the AOP Term, that will compete directly with Franchisee. Hyatt and its Affiliates may use or benefit from, among other things, common computer systems, administrative systems, reservation systems, purchasing systems and personnel, and may provide some or all System Services to other Hyatt Network Hotels and other hotels, lodging facilities and other businesses, even if they compete with the Hotel. Franchisee will have no right to pursue any claims, demands, or damages as a result of these activities, whether under breach of contract, unfair competition, implied covenant of good faith and fair dealing, divided loyalty, or other theories.

1.5 **Right of First Offer**. If Hyatt determines that the Site is located in a strategic market for Hyatt and its Affiliates, then simultaneously with signing this Agreement, Hyatt and Franchisee shall sign and deliver to each other the Right of First Offer attached as Exhibit C. Hyatt and Franchisee acknowledge that, unless they sign and deliver to each other the Right of First Offer, the terms of the Right of First Offer and Exhibit C shall not apply to the Hotel or Franchisee.

ARTICLE II

DEVELOPMENT AND OPENING OF THE HOTEL

2.1 **Hotel Development**. Franchisee shall develop the Hotel at the Site in accordance with the development provisions in Exhibit B. Franchisee acknowledges and agrees that the selection of the Site for the Hotel or the failure of Hyatt to object to the Site, does not constitute an assurance, representation or warranty by Hyatt of any kind, express or implied, as to the suitability (commercially or otherwise) of the Site for the Hotel or for any other purpose. Hyatt shall not be responsible for the failure of the Site approved by Hyatt to meet expectations as to revenue, income or operational criteria. Franchisee further acknowledges and agrees that approval of the Site for the Hotel is based on Franchisee's own independent investigation of the suitability of the Site.

2.2 **IT Project Management Services**.

(a) **IT Project Management Services**. Franchisee shall install information technology system(s) for the Hotel in accordance with the System Standards. To assist Franchisee in installing and implementing information technology system(s) that meet

Hyatt's requirements and in consideration of the IT Project Management Services Fee, Hyatt will provide the IT Project Management Services in connection with the opening of the Hotel in accordance with this Section 2.2. Hyatt will staff the IT Project Management Services using its employees or third party contractors, as Hyatt determines.

(b) **Franchisee Responsibilities**. Franchisee agrees to perform, in a timely manner, the tasks identified as Franchisee's responsibilities in Exhibit E. Franchisee acknowledges that Hyatt's performance of the IT Project Management Services is dependent on Franchisee's timely, accurate, and effective performance of all Franchisee's responsibilities set forth in Exhibit E, including providing written notice to Hyatt of Franchisee's designated representative. Franchisee further acknowledges and agrees that its failure to perform may prevent or delay Hyatt's performance of the IT Project Management Services and/or require modifications to the services performed, including an adjustment to the scope of work, completion schedule or fees.

(c) **Site Preparation**. Franchisee will be responsible for all site preparation at the Hotel in connection with the IT Project Management Services. Without limitation, Franchisee is responsible for all climate control, physical safety and security, provision of adequate electric and telecommunications utilities, and wiring for all equipment and devices. Franchisee will also provide such work space, supplies, hardware and software as are reasonably required for each assignment.

(d) **Hyatt Limited Warranty**. Hyatt warrants that the IT Project Management Services will be performed in substantial accordance with the specifications set forth in Exhibit E. If any IT Project Management Services do not comply with this warranty, Franchisee must notify Hyatt in writing within thirty (30) days after completion of the IT Project Management Services. As to any valid warranty claim, Hyatt will at its option: (i) repair the defect; (ii) re-perform the defective IT Project Management Services; or (iii) refund sums paid by Franchisee to Hyatt for the defective IT Project Management Services. Following expiration of the warranty period, Franchisee accepts the IT Project Management Services in their "AS-IS" condition. The foregoing constitutes Franchisee's sole and exclusive remedies in response to a warranty claim. Hyatt makes no representation or warranty with respect to: (1) software, equipment, or goods manufactured, developed or provided by others, including Franchisee; (2) use of the IT Project Management Services in a manner contrary to instructions from Hyatt; (3) use of the IT Project Management Services in combination with goods or IT Project Management Services not delivered by Hyatt; (4) defects caused by Franchisee; or (5) other events outside the control of Hyatt. EXCEPT AS STATED ABOVE, HYATT MAKES NO OTHER REPRESENTATIONS OR WARRANTIES, EXPRESS OR IMPLIED, AS TO IT PROJECT MANAGEMENT SERVICES, GOODS OR SOFTWARE DELIVERED, INCLUDING WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, NON-INFRINGEMENT, QUALITY, PERFORMANCE, INTEGRATION, SECURITY, SYSTEM UPTIME, DATA INTEGRITY, OR TITLE. HYATT MAKES NO REPRESENTATIONS OR WARRANTIES THAT SYSTEM DISRUPTIONS, SECURITY BREACHES OR IMPAIRMENTS WILL NOT OCCUR AND DISCLAIMS ALL RELATED EXPRESS AND IMPLIED WARRANTIES.

HYATT SHALL NOT BE LIABLE FOR ANY LOSS OF DATA, CORRUPTION OF DATA, OR NETWORK INSECURITY.

(e) **Franchisee Limited Warranty**. Franchisee represents and warrants that access by Hyatt to software licensed or controlled by Franchisee is permitted under the applicable third party license agreements. Except with respect to systems owned or controlled by Hyatt or a vendor selected by Hyatt, Franchisee represents and warrants that Hyatt's performance of the IT Project Management Services will not constitute a misappropriation of any intellectual property or other proprietary or contractual rights of any third party or a violation of any applicable law, regulation, rule or order.

(f) **Procurement of Third Party Components**. All software, equipment, and other goods required for Franchisee's use in connection with its business operations will be procured directly by Franchisee from the appropriate third party vendor. Hyatt will not be responsible for procuring any third party deliverables for use by Franchisee unless otherwise agreed to by Hyatt in a separate writing approved by an authorized officer of Hyatt. Franchisee will comply with the terms of all underlying third party agreements, including all third party software license agreements. Franchisee shall also engage a third party service provider in accordance with this Agreement to support all third party hardware and software installed at the Hotel, and such engagement shall be in place as of the date Hyatt completes all Services.

(g) **Data Back-Up & Disaster Recovery**. Franchisee will maintain in accordance with this Agreement and the System Standards: (i) appropriate data back-up and storage procedures to minimize any harm occurring from loss or corruption of data whatever the cause and (ii) an appropriate disaster recovery and business continuance plan to be activated in response to a technology crisis or system downtime.

(h) **Changes in Scope, Fees**. Hyatt and Franchisee acknowledge and agree that the scope of the IT Project Management Services may change between the Effective Date and the date that the IT Project Management Services are provided, as a result of modifications to the technology systems required under the Hotel System. If any such changes result in an increase to Hyatt's costs in providing the IT Project Management Services, Hyatt shall have the right to charge a reasonable additional fee in connection therewith.

2.3 **F&B Operations and Spa Operations**.

(a) **[F&B Operations Plan**. At Hyatt's option, Franchisee must prepare and deliver to Hyatt for its approval the F&B Operations Plan describing Franchisee's proposal for conducting F&B Operations at the Hotel. Franchisee shall make such modifications to the F&B Operations Plan that Hyatt reasonably specifies and ensure that the Hotel and its F&B Operations operate in accordance with the approved F&B Operations Plan. Franchisee may not make any material changes to the F&B Operations Plan (including any changes to the proposed restaurant concept(s) and/or F&B Operator(s)) without Hyatt's prior written approval. Before the Hotel begins operating in affiliation with the Proprietary Marks, Franchisee shall require each F&B Operator (if any) to sign such documents as

Hyatt reasonably specifies to protect Hyatt's (and its Affiliates') intellectual property and other rights. At Hyatt's option, Franchisee must submit to Hyatt for its prior approval any proposed lease or other agreement between Franchisee (or its Affiliate or the Management Company) and the F&B Operator pursuant to which the F&B Operator will conduct F&B Operations, in which case Franchisee may not sign (or permit its Affiliate or the Management Company to sign) any such lease or other agreement that Hyatt has not approved.]

(b) **[Spa Operations**. If the Hotel has Spa Operations, Franchisee may subcontract the management of the Spa Operations to a Spa Operator only if (i) Hyatt (in its sole judgment) approves of the Spa Operator, the spa concept and the terms of the lease or other arrangement between Franchisee and the Spa Operator; (ii) the Spa Operator complies with all applicable System Standards; and (iii) the spa does not use the Proprietary Marks in any manner (unless Hyatt authorizes such use in writing).]

2.4 **[Pre-Opening Sales Office**. Promptly after the Technology System is installed at the Hotel, at Hyatt's option, Franchisee must open and begin operating a Pre-Opening Sales Office at the Site, staffed by the Hotel's director of sales.]

2.5 **Opening the Hotel**. Franchisee may not open or begin operating the Hotel in affiliation with the Proprietary Marks until Hyatt has notified Franchisee in writing that Franchisee has satisfied all of the pre-opening conditions set forth in the System Standards or otherwise in writing. Franchisee must open and begin operating the Hotel under the Hotel System and in affiliation with the Proprietary Marks on or before the Opening Deadline. Franchisee may request an extension of the Opening Deadline by submitting to Hyatt, at least three (3) months before the Opening Deadline, a written request for extension and an extension fee in the amount set forth in Exhibit B. If Hyatt approves the extension, Hyatt will set a new Opening Deadline, the extension fee will be non-refundable, and Hyatt may (at its option) require Franchisee to modify any previously-approved plans, construction documents, or the PIP (as applicable), to comply with the then current design, equipment and other aspects of the Hotel System. If Hyatt denies the extension, Hyatt will refund the extension fee. Franchisee shall indemnify Hyatt for all costs and expenses that Hyatt incurs directly or indirectly as a result of Franchisee's failure to open the Hotel on or before the anticipated Opening Date specified by Franchisee or the Opening Deadline, whichever is earlier, including any amounts that Hyatt pays with respect to customers whose reservations at the Hotel are cancelled.

2.6 **Hyatt's Role in Pre-Opening Phase**. Hyatt agrees to use commercially reasonable efforts in connection with its review and approval of plans and its approval to open the Hotel in affiliation with the Proprietary Marks, including by making a reasonable number of visits to the Site and providing reasonable guidance and advice relating to the Hotel's development or conversion. Franchisee must pay Hyatt's then current fees (if any) for any additional guidance, services or assistance (beyond what Hyatt typically provides to similarly situated Brand Hotels, subject to Reasonable Deviations) that Franchisee requests, and that Hyatt (at its option) agrees to provide, in connection with the Hotel's development or conversion. Hyatt's review and approval of plans, its providing construction, design, architectural, planning and/or related services in connection with the Hotel (whether before or after signing this Agreement), and its approval to open the Hotel in affiliation with the Proprietary Marks are intended only to determine compliance

with Hyatt's pre-opening requirements. Hyatt's determination that Franchisee has met all of Hyatt's pre-opening requirements will not constitute a representation or warranty, express or implied, that the Hotel complies with any laws or is safe for occupancy, nor shall such determination act as a waiver of Franchisee's non-compliance, or of Hyatt's right to demand full compliance, with such pre-opening requirements or any other provision of this Agreement. Hyatt will have no liability to Franchisee for the Hotel's construction or renovation. It is Franchisee's responsibility to ensure that the Hotel (a) complies with Hyatt's requirements as communicated to Franchisee by Hyatt, (b) complies with all Accessibility Laws and other applicable ordinances, building codes, and permit requirements, and (c) is safe for occupancy.

2.7 **Comfort Letter Parties**. Franchisee must cause each Comfort Letter Party to sign a comfort letter or other agreement that Hyatt reasonably specifies under which such Comfort Letter Party agrees, among other things, to assume Franchisee's obligations under this Agreement (subject to Hyatt's rights under ARTICLE XII) if the Comfort Letter Party or any of its Affiliates acquires title or otherwise assumes possession, or the right to sell or direct the disposition of, the Hotel's real property or building and improvements. Franchisee shall pay Hyatt its then current comfort letter fee for each comfort letter that Hyatt negotiates relating to the Hotel. In addition, upon Hyatt's request from time to time, Franchisee must cause each Comfort Letter Party to sign and deliver to Hyatt an estoppel in the form that Hyatt reasonably specifies concerning the status of Franchisee's contractual relationship with that Comfort Letter Party.

2.8 **Hotel System Variations**. Franchisee acknowledges that Hyatt and its Affiliates may operate, and authorize others to operate, Brand Hotels within or outside the United States providing additional, fewer and/or different amenities and services to guests than the Hotel provides or that otherwise operate in a manner that is substantially different from the manner in which the Hotel operates. Hyatt may establish and periodically modify the Hotel System and System Standards for certain Brand Hotels in a manner that is different from the Hotel System and System Standards that apply to some or all Brand Hotels.

ARTICLE III

TRAINING, GUIDANCE AND ASSISTANCE

3.1 **Training**.

(a) **Owner and Management Company Orientation**. Within the time period that Hyatt reasonably specifies after the Effective Date, (i) Franchisee's managing owner and senior operations officer must attend an owner orientation program, and (ii) a senior operations officer for Franchisee's initial Management Company must attend an operator orientation program, in each case virtually, at Hyatt's headquarters in Chicago, Illinois, or at another location Hyatt designates.

(b) **General Manager Orientation**. Within the time period that Hyatt reasonably specifies before the Hotel's anticipated Opening Date, the Hotel's proposed general manager must attend an orientation program virtually, at Hyatt's headquarters in Chicago, Illinois, or at another location Hyatt designates. If Franchisee or the Management Company replaces the Hotel's general manager during the Term (subject to Section 4.2),

the replacement general manager must attend the orientation program within thirty (30) days (or such longer period that Hyatt periodically designates) after assuming that position. Franchisee must pay Hyatt's then current fee for this orientation program and any additional programs that the Hotel's personnel attend.

(c) **Initial Training Programs**. Before opening the Hotel for business in affiliation with the Proprietary Marks, members of the Core Management team and other Hotel personnel whom Hyatt specifies must attend and successfully complete Hyatt's brand standard training programs and curriculum for their respective positions. During the Term, if Franchisee, the Management Company or the approved F&B Operator (if any) replaces any member of its Core Management team or any other individual whom Hyatt required to attend training, that person's replacement must attend and successfully complete the applicable brand standard training programs that Hyatt reasonably specifies within ninety (90) days (or such longer period that Hyatt periodically designates) after assuming that position. Hyatt will designate the dates, locations, and duration of training.

(d) **Pre-Opening Training**. Hyatt will provide pre-opening training to the Hotel staff on brand standards and related issues in connection with the Hotel's opening in affiliation with the Proprietary Marks. Hyatt may conduct this training via remote learning, in one or more visits to the Hotel, or both, as Hyatt determines in its sole option. Franchisee must pay Hyatt's then current fee and the trainers' travel and living expenses associated with any training that Hyatt provides on-site at the Hotel. If Hyatt provides on-site training, the trainers will arrive at or before the Hotel's opening in affiliation with the Proprietary Marks and stay for the period that Hyatt specifies.

(e) **Supplemental and Optional Training**. Hyatt may, at such times and places as it deems best, require the Core Management and/or other Hotel personnel that Hyatt reasonably specifies to participate in regional and national conventions, meetings, and other brand standard training programs that Hyatt periodically specifies. Hyatt also may, at its option, offer various optional training programs from time to time during the Term.

(f) **Training Fees and Expenses**. Franchisee must pay Hyatt's then current fees for any conventions, meetings and other initial, supplemental and optional training programs that the Hotel's personnel attend. Franchisee also is responsible for all related compensation, and travel and living expenses that Hotel personnel incur. If Hyatt holds any training at the Hotel, Franchisee must provide free lodging for Hyatt's representatives, subject to availability.

3.2 **Providing System Standards**. Hyatt shall provide Franchisee access to the System Standards during the Term. Franchisee must comply with the System Standards, as Hyatt periodically modifies them, except for any employment-related or other policies and procedures which are clearly indicated in the System Standards as being for Franchisee's optional use. Hyatt may communicate the System Standards to Franchisee using various means that Hyatt may periodically establish, including electronic media and/or written materials, and Franchisee agrees continuously to monitor and access any updates to the System Standards or other aspects of the Hotel System. Franchisee agrees to restrict (and ensure the Management Company restricts)

access to the System Standards in accordance with Hyatt's policies, as Hyatt periodically modifies them. If there is a dispute over their contents, Hyatt's master version of the System Standards controls. Franchisee agrees that the System Standards and any passwords or other digital identifications necessary to access the System Standards are part of the Confidential Information.

3.3 **CRS, GDS, ADS and IT Services**. During the period before the Hotel's Opening Date that Hyatt reasonably specifies and continuing for the remainder of the Term, Hyatt shall provide Franchisee access to the CRS and listings in advertising publications that Hyatt periodically specifies. Hyatt also may, at its option, provide IT project management implementation services and other services relating to the computing equipment and other technology at the Hotel during the Term. Franchisee must pay Hyatt's reasonable fees and reimburse Hyatt's expenses in connection with such assistance.

3.4 **General Guidance and Assistance**. During the Term, Hyatt may advise Franchisee from time to time regarding the Hotel's operation, for example, with respect to System Standards and advertising and marketing materials and programs. If Franchisee requests, and Hyatt agrees to provide, additional or special guidance, assistance, or training, Franchisee agrees to pay Hyatt's then applicable charges and travel and living expenses. Any specific training, guidance or assistance that Hyatt provides does not create an obligation (whether by course of dealing or otherwise) to continue providing that specific training, guidance or assistance, all of which Hyatt may periodically modify.

3.5 **Other Arrangements and Delegation**. Hyatt may make arrangements with its Affiliates or other third parties to provide development, marketing, operations, administration, technical, and support functions, facilities, services, and/or personnel related to the Hotel System. Hyatt may delegate the performance of any portion or all of its obligations under this Agreement to third party designees, whether these designees are its Affiliates, agents, or independent contractors with whom Hyatt contracts to perform these obligations. If Hyatt does so, the third party designees will be obligated to perform the delegated functions for Franchisee in compliance with this Agreement.

ARTICLE IV

OPERATION OF THE HOTEL

4.1 **System Services**. If Franchisee is in full compliance with its obligations under this Agreement, Hyatt or one or more members of the Hyatt Group will provide to Franchisee those System Services periodically specified by Hyatt. Franchisee must participate in all Mandatory Services and related programs, and may (at Franchisee's option) participate in any or all Non-Mandatory Services and related programs, in the manner that Hyatt periodically specifies. Hyatt may from time to time add to, delete from, and otherwise modify these System Services, and the scope of and manner of providing System Services, upon notice to Franchisee. Also, due to the differences in products, services, markets and hospitality experiences among Brand Hotels and other Hyatt Network Hotels, Hyatt may, where it deems appropriate in its judgment: (a) classify certain System Services as Mandatory Services under this Agreement which Hyatt classifies as Non-Mandatory Services or does not offer to other Brand Hotels and/or other Hyatt Network Hotels; (b) not provide to the Hotel certain System Services that Hyatt provides to other Brand

Hotels and/or other Hyatt Network Hotels; and (c) limit the scope of those System Services provided to franchised Brand Hotels, including, by way of example and without limitation, by limiting the access that franchised Brand Hotels have to certain customer and other proprietary information for Hyatt Network Hotels other than the Hotel.

4.2 **Management of the Hotel**. Either a Management Company that Hyatt approves pursuant to this Section 4.2, or Franchisee (if Hyatt approves Franchisee to manage the Hotel pursuant to this Section 4.2), must at all times retain and exercise direct management control over all aspects of the Hotel's business and must be the employer of the Hotel's Core Management and other personnel, unless an F&B Operator whom Hyatt approves employs the individual(s) serving as director of food and beverage, director of catering, and/or executive chef for the Hotel.

(a) **Franchisee or Management Company as Manager**. Franchisee may not enter into a Management Arrangement without Hyatt's prior written approval of the Management Company, and Franchisee may not itself manage the Hotel without Hyatt's approval of Franchisee as the Hotel's operator. Hyatt will not unreasonably withhold its approval if the Management Company or Franchisee (as applicable) meets Hyatt's minimum qualifications, including Hyatt's then current operator approval fee, and ensures that its personnel attend and satisfactorily complete required brand standard training programs. If Hyatt approves a Management Company, as a condition of that approval, the Management Company must (i) sign the documents Hyatt requires to protect its intellectual property rights and to reflect the Management Company's agreement to perform its management responsibilities and otherwise operate the Hotel in compliance with this Agreement (collectively, the "**Management Company Documents**"); and (ii) attend and successfully complete Hyatt's designated then current operator training programs for Brand Hotels, if any. The current version of the Management Company Documents is attached as Exhibit F. Nevertheless, Hyatt may refuse to approve a Management Company which is a Brand Owner. If Hyatt has preliminarily approved a Management Company as of the Effective Date, or if Hyatt has preliminary approved Franchisee to manage the Hotel as of the Effective Date, then that approval is indicated on Exhibit B.

If an approved Management Company or Franchisee (if Hyatt approves Franchisee to manage the Hotel) at any time becomes a Brand Owner, fails to attend and successfully complete Hyatt's designated operator training, fails to meet Hyatt's minimum qualifications (as Hyatt may periodically modify them) or fails to comply with this Agreement, the Management Company Documents, or any conditions of operator approval previously imposed by Hyatt, then, without limiting Hyatt's other rights and remedies under this Agreement and applicable law, Hyatt may revoke its approval of that Management Company or of Franchisee as the manager of the Hotel. If Hyatt does so, then Franchisee must promptly terminate the Management Arrangement with that Management Company (if applicable) and either assume direct control of the Hotel's management and operation, if Hyatt approves Franchisee to manage the Hotel, or engage another Management Company that Hyatt has approved in writing.

(b) **Management Qualifications**. At Hyatt's option, before any general manager, director of sales (if applicable) or director of revenue management (if applicable) for the Hotel are engaged, Franchisee must submit to Hyatt the identity and qualifications

of the proposed candidates. These personnel must be in place and working on behalf of the Hotel by the time period Hyatt specifies. If the Hotel's general manager fails to ensure that the Hotel satisfies Hyatt's quality assurance requirements or other brand standards, or the Hotel's director of sales (if applicable) or director of revenue management (if applicable) fails to ensure that the Hotel satisfies Hyatt's brand standards relevant to the subject area for which that individual has responsibility, then, without limiting Hyatt's other rights and remedies under this Agreement and applicable law, Hyatt may require Franchisee or the Management Company (as applicable) to appoint a new individual to serve in that position for the Hotel within the time period that Hyatt specifies.

(c) **Core Management Staffing**. Franchisee, the Management Company or the approved F&B Operator (as applicable) is solely responsible for hiring the Core Management and other Hotel personnel and determining the terms and conditions of their employment. Franchisee, the Management Company or the approved F&B Operator (as applicable) must hire and properly train all Core Management and have a Core Management team in place at the Hotel at all times. Franchisee must ensure that all members of the Hotel's Core Management whom Franchisee or the Management Company employ spend all of their working time at the Hotel fulfilling their management and operational responsibilities and do not concurrently maintain a position at another lodging facility or in any other capacity related to the lodging industry.

4.3 **System Standards**. Subject to ARTICLE X, Franchisee must operate the Hotel twenty-four (24) hours a day, every day, and use the Hotel and its premises solely for the business franchised under this Agreement. Franchisee, and not Hyatt, shall be responsible for providing a safe and secure environment at the Hotel and the Site for guests, employees, and members of the public. Franchisee must at all times ensure that the Hotel is operated in compliance with the Hotel System and all other mandatory System Standards Hyatt periodically communicates to Franchisee, as Hyatt may periodically modify them. System Standards may regulate any aspect of the Hotel's operation and the products and services that the Hotel uses and offers to guests and other customers, including participation in and compliance with the terms of all of Hyatt's mandatory marketing, reservation service, rate and room inventory management, advertising, guest frequency and loyalty, social responsibility, discount or promotional, training and operating programs, including a property management system that interfaces with the CRS. Franchisee must sign and comply with any license, participation and other agreements Hyatt periodically specifies relating to these programs.

Despite Hyatt's right to establish and periodically to modify System Standards for the Hotel and modify the Hotel System as Hyatt deems best, Franchisee retains the right to control, and responsibility for, the Hotel's day-to-day management and operation and implementing and maintaining System Standards at the Hotel. Because complete and detailed uniformity under many varying conditions might not be possible or practical, Hyatt reserves the right, as Hyatt deems best, to vary the Hotel System and System Standards for any Brand Hotel based upon the peculiarities of any condition or factors that Hyatt considers important to that hotel's successful operation. Franchisee has no right to require Hyatt to grant Franchisee a similar variation or accommodation.

Hyatt and Franchisee agree that any materials, guidance or assistance that Hyatt provides with respect to employment-related policies or procedures are solely for Franchisee's (and/or the

Management Company's) optional use. Those materials, guidance and assistance do not form part of the mandatory System Standards. Franchisee (or the Management Company) will determine to what extent, if any, these materials, guidance or assistance should apply to the Hotel's employees. Franchisee acknowledges that Hyatt does not dictate or control labor or employment matters for franchisees and their employees. Franchisee (or the Management Company) is solely responsible for determining the terms and conditions of employment for all Hotel employees (including Core Management), for all decisions concerning the hiring, firing and discipline of Hotel employees, and for all other aspects of the Hotel's labor relations and employment practices.

4.4 **Sources of Products and Services**. Hyatt may require Franchisee to acquire FF&E, supplies, and other goods and services only from Hyatt (or its Affiliate) or from one or more sources that Hyatt periodically designates or approves. If Franchisee wishes to obtain any FF&E, supplies, or other goods and services from a source that Hyatt has not previously approved as a supplier of the particular item or service, Franchisee must comply with Hyatt's then current supplier approval standards. Upon Hyatt's request, Franchisee must reimburse Hyatt's costs in reviewing Franchisee's request and evaluating the product, service and/or source. Hyatt may designate a particular source for, or model or brand of, FF&E, supplies or other goods or services that Hyatt (in its sole judgment) determines to be critical to the Hotel System. Hyatt and its Affiliates have the right to receive rebates, commissions, and other consideration from suppliers on account of their actual or prospective dealings with Franchisee and other franchisees and owners of Brand Hotels, but (subject to Section 4.1) neither Hyatt nor its Affiliates will receive rebates from suppliers based solely on the volume of Franchisee's purchases from those suppliers unless Hyatt either forwards those rebates to Franchisee, uses them to cover System Services Costs, or otherwise uses those rebates for the benefit of the Hotel System or the Brand Hotel network.

4.5 **CRS, GDS and ADS**. Franchisee must participate in, connect with, and use the authorized CRS, GDS and ADS (and only the authorized CRS, GDS and ADS) in the manner Hyatt periodically designates for offering, booking, modifying, and communicating guest room reservations for the Hotel. Franchisee must honor and give first priority on available rooms to all confirmed reservations that the CRS, GDS or ADS refers to the Hotel. The CRS and approved GDS and ADS are the only reservation systems or services that the Hotel may use for reservations. Franchisee will establish the Hotel's room rates, provided that those rates and Franchisee's pricing policies comply with System Standards (to the maximum extent the law allows). Franchisee may not charge any guest a rate higher than the rate that the reservations center specifies to the guest when the guest makes the reservation.

4.6 **F&B Operations and Spa Operations**. Franchisee is responsible for ensuring that all F&B Operations and all Spa Operations (if the Hotel has Spa Operations) operate in full compliance with all applicable laws, rules and regulations and all applicable System Standards. Franchisee agrees to provide, or cause the Management Company to provide, all training programs to the F&B Operator and Spa Operator (as applicable) that Hyatt periodically specifies. If the F&B Operator or Spa Operator at any time fails to operate in full compliance with all applicable laws, rules and regulations and all applicable System Standards, or fails to comply with any agreement with Hyatt, then, without limiting Hyatt's other rights and remedies under this Agreement and applicable law, Hyatt may revoke its approval of the F&B Operator or Spa Operator (as applicable). If Hyatt does so, then Franchisee must promptly terminate its arrangement with the F&B Operator or Spa Operator and either assume direct control of the

Hotel's F&B Operations or Spa Operations (as applicable), if Hyatt has approved Franchisee to manage the Hotel, or engage another approved F&B Operator or Spa Operator that Hyatt has approved in writing.

4.7 **Upgrading the Hotel and CapEx Account**. Franchisee may not make any material changes to the Hotel's construction, including any changes to any structural or life safety equipment or systems, the number and/or type of guest rooms or common areas, or any architectural features, without Hyatt's prior written consent and complying with such conditions and procedures that Hyatt periodically establishes for such changes. Without limiting Hyatt's rights and Franchisee's obligations under Section 4.3, Hyatt may require Franchisee at any time and from time to time during the Term to upgrade or renovate the Hotel, including by altering the Hotel's appearance and/or replacing a material portion of improvements and/or FF&E, to comply with then current building décor, appearance, trade dress standards and other aspects of the Hotel System that Hyatt has established and then requires for new similarly situated Brand Hotels (subject to Reasonable Deviations). This upgrading or renovation may obligate Franchisee to invest additional capital in the Hotel and/or incur higher operating costs. Franchisee agrees to implement such upgrading and renovation within the time period Hyatt requests, provided that all such upgrades and renovations apply to similarly situated Brand Hotels (subject to Reasonable Deviations).

In order to assist Franchisee in having funds available to make any necessary capital expenditures at the Hotel and comply with its obligations under this Section 4.7 (but without limiting those obligations), each month Franchisee shall deposit into a separate account that Franchisee controls the amount set forth in Exhibit B. Upon Hyatt's reasonable request, Franchisee will periodically provide Hyatt information concerning the funds in and expenditures from that account. Franchisee shall use such funds only for the purpose of making approved capital expenditures and complying with its upgrade and other obligations under this Section 4.7, although such obligations may require Franchisee to spend more than the amount then in that account.

4.8 **Inspections/Compliance Assistance and Quality Assurance Program**. Hyatt may inspect the Hotel at any time, with or without notice to Franchisee, to determine whether Franchisee and the Hotel are complying with the Hotel System, System Standards, and other provisions of this Agreement. Franchisee must give Hyatt's representatives free lodging (subject to availability) during the inspection period. The Hotel also must participate in and pay its allocable share of all fees and other costs associated with the Quality Assurance Program. If Hyatt determines that the Hotel is failing to comply with the System Standards or any other terms and conditions of this Agreement, then, without limiting Hyatt's other rights or remedies under this Agreement, any other agreement or applicable law, Franchisee must: (a) reimburse Hyatt for its costs related to that non-compliance, including fees, travel and living expenses, guest satisfaction payments or expenses, and other costs for administering any necessary actions, follow-up inspections, audits or re-evaluation visits until the failures to comply have been fully corrected, and (b) ensure that applicable Hotel personnel attend meetings and additional brand standard training programs that Hyatt specifies, at Franchisee's sole expense, relating to that non-compliance.

4.9 **Compliance With Laws**. Franchisee must strictly comply with all laws, rules, regulations and other legal and governmental requirements concerning the Hotel's development

and operation, including by (a) ensuring that the Hotel is at all times in full compliance with the Accessibility Laws; (b) paying all taxes when due; and (c) obtaining and maintaining (or ensuring that the Management Company, F&B Operator and/or Spa Operator, as applicable, obtains and maintains) all licenses (including all liquor licenses) and permits necessary to operate the Hotel, including the F&B Operations and Spa Operations (if the Hotel has Spa Operations). Franchisee agrees to comply, and to assist Hyatt to the fullest extent possible in its efforts to comply, with the Trade Restriction Laws, Anti-Corruption Laws and Privacy Laws. In connection with that compliance, Franchisee (on behalf of itself and its Owners, excluding any Public Owners) certifies, represents, and warrants as of the Effective Date that none of Franchisee's nor any such Owner's property or interests is subject to being blocked under, and that Franchisee and such Owners otherwise are not in violation of, any of the Trade Restriction Laws. Franchisee represents and warrants that as of the Effective Date it has in place, and covenants to maintain in place throughout the Term, commercially reasonable compliance programs, policies and procedures designed to prevent any violations of, and promptly to detect any risks of violation or potential violation of, any Trade Restriction Laws, Anti-Corruption Laws or Privacy Laws, including procedures for conducting background checks on Owners and prospective Owners (other than Public Owners).

4.10 **No Diverting Business**. Franchisee must refer guests and customers, wherever reasonably possible, only to Brand Hotels or other Hyatt Network Hotels, not use the Hotel or the Hotel System to promote a competing business or other lodging facility, and not divert business from the Hotel to a competing business.

4.11 **No Brand Owners**. Franchisee represents and warrants to Hyatt that neither Franchisee nor any of its Owners (other than a Public Owner) is a Brand Owner and agrees that neither Franchisee nor any of its Owners (other than a Public Owner) at any time during the Term shall be or become a Brand Owner.

4.12 **Restrictions on Use of the Site**. If the Hotel is or will be part of a Mixed-Use Site:

(a) Franchisee agrees to ensure that no part or portion of the Mixed-Use Site is used to operate (i) a pawnshop, check-cashing business, gentleman's club, pornography retailer, or other sexually-oriented business, or (ii) a package liquor store, marijuana dispensary, or gambling business, without Hyatt's prior written consent, which consent may be granted or withheld in Hyatt's sole judgment, or (iii) a bar, lounge, club or similar establishment situated within three hundred (300) feet of any part of the Hotel's interior footprint, whose revenues are derived more than fifty percent (50%) from the sale of alcoholic beverages, without Hyatt's prior written consent, which consent will not be withheld unless Hyatt reasonably determines that the establishment might have a material negative impact on guests of the Hotel.

(b) Franchisee shall and shall cause its lessees and its Affiliates and their respective lessees to: (i) develop, maintain and operate all Non-Hotel Components within the Mixed-Use Site in accordance with quality, design and operational standards consistent with the quality, design and operational standards applicable to the Hotel, (ii) refrain from advertising, marketing or promoting the Non-Hotel Components as being associated with or part of the Hotel, the Brand, the Brand Hotels, or any other Proprietary Marks, except in connection with Hotel, advertisement and promotion approved pursuant to ARTICLE V

of this Agreement; and (iii) operate the Non-Hotel Components in a way that, in Hyatt's reasonable judgment, does not damage or reflect adversely on the goodwill associated with any Proprietary Mark.

(c) Franchisee shall and shall cause its lessees and its Affiliates and their respective lessees to, obtain and maintain throughout the Term, with respect to the Non-Hotel Components, the insurance coverages meeting then-current industry standards.

(d) Hyatt shall have the right to review the applicable provisions of agreements between Franchisee or its Affiliates and operators of the Non-Hotel Components to determine compliance with this Section 4.12.

ARTICLE V

ADVERTISING AND MARKETING

5.1 **Pre-Opening Marketing**. At least one hundred twenty (120) days before the Hotel's Opening Date, Franchisee must prepare and submit to Hyatt for its approval a written pre-opening marketing program that satisfies Hyatt's requirements and contemplates spending at least the amount set forth in Exhibit B. Franchisee must change the program as Hyatt specifies and implement the approved program.

5.2 **Participation in Advertising and Marketing**. Franchisee acknowledges that promoting Brand Hotels as a single chain in the United States is an important part of the Hotel System. Franchisee must participate in and use, in the manner that Hyatt specifies, all advertising, marketing and promotional activities, materials and programs that Hyatt periodically requires for the Hotel.

5.3 **Approval of Marketing Programs and Materials**. Subject to Hyatt's requirements and at Franchisee's expense, Franchisee may conduct local and regional marketing, advertising and promotional programs for the Hotel. Franchisee must ensure that all advertising, marketing and promotional materials, all public relations plans and programs, and all uses of the Proprietary Marks are conducted in a dignified manner and in accordance with the System Standards, including the use of Hyatt's standard templates where applicable, and which may, at Hyatt's option, require Hyatt's prior approval of materials not previously approved by Hyatt in the manner Hyatt specifies. Franchisee must discontinue using any materials, including previously-approved materials, and cease engaging in any plans and programs, including previously-approved plans and programs, within the timeframe Hyatt specifies after Franchisee receives written notice from Hyatt. Franchisee may not use Guest Information in conducting marketing, advertising and promotional programs for the Hotel unless conducted by or through Hyatt or with Hyatt's supervision in each instance. Franchisee shall pay Hyatt the reasonable fees that Hyatt periodically establishes for optional marketing, advertising and promotional materials and programs that Franchisee chooses to acquire from Hyatt or its Affiliates or in which Franchisee chooses to participate.

5.4 **Websites and Electronic Media**.

(a) Hyatt may maintain (or authorize any other entity to maintain) the Hotel System Website to advertise, market and promote all or a certain group of Brand Hotels that Hyatt periodically specifies (and, at Hyatt's option, other Hyatt Network Hotels). Franchisee must comply with all System Standards relating to the Hotel System Website, including by providing Hyatt (or its designee) all information and other materials concerning the Hotel that Hyatt periodically requests and promptly notifying Hyatt whenever any information concerning the Hotel on the Hotel System Website is no longer accurate. By providing Hotel-related information and materials, Franchisee is representing to Hyatt that they are accurate and not misleading and do not infringe any third party's intellectual property or other rights. Hyatt shall have the final decision about all information or materials appearing on the Hotel System Website. As between Hyatt and Franchisee, Hyatt owns all intellectual property rights and other rights in and to the Hotel System Website, including data that visitors supply or the Hotel System Website obtains. Hyatt may discontinue the Hotel System Website and/or any of its content (including separate webpages for participating Brand Hotels) at any time.

(b) Franchisee may not develop, maintain or authorize any website or other electronic medium (other than the Hotel System Website) that either has the word "hyatt" or any similar word, or any of the Proprietary Marks, as part of its domain name or URL or that accepts reservations for the Hotel (other than through an approved link to a Hotel System Website) or otherwise sells any products or services associated with the Hotel or any of the Proprietary Marks. In addition, except for the Hotel System Website, approved ADS, and as otherwise provided in this Section 5.4, Franchisee may not develop, maintain or authorize any other website, other online presence or other electronic medium that describes or in any other way promotes the Hotel or displays any of the Proprietary Marks. Franchisee may, with Hyatt's approval (which it will not unreasonably withhold) and subject to compliance with System Standards, authorize any Travel Services Website or Franchisee Organization Website to list and promote the Hotel together with other hotels.

5.5 **Cooperative Advertising Programs**. Hyatt may identify a region in which two (2) or more Brand Hotels are located in order to establish a local or regional advertising cooperative (a "**Cooperative**"). Hyatt may form, change, dissolve and merge Cooperatives. The Cooperative's purpose will be to collect funds from its members and to plan, discuss, organize, develop, utilize, produce, disseminate, and implement marketing, advertising and promotional programs and materials on a collective basis (and to cover related expenses) for participating Brand Hotels. Hyatt will not require Franchisee to participate in a Cooperative. However, if Franchisee chooses to participate in the Cooperative, Franchisee must do so according to the Cooperative's rules, including paying the Hotel's allocable share of any advertising, marketing, promotional and other programs that the Cooperative conducts. All restrictions under this Agreement relating to any advertising, marketing or promotional programs that Franchisee conducts also apply to any such programs that the Cooperative conducts.

ARTICLE VI

FEES AND PAYMENTS

6.1 **Initial Fees**.

(a) The initial Application Fee was fully earned by Hyatt and non-refundable upon Hyatt's approval of Franchisee's franchise application before Hyatt and Franchisee signed this Agreement. If Hyatt and Franchisee agree to add guest rooms to the Hotel above the number of rooms stated in Exhibit B before the Hotel opens, then Franchisee must pay Hyatt, when Hyatt approves the additional guest rooms, an additional Application Fee in an amount equal to the amount set forth in Exhibit B. After the Hotel opens, if Franchisee wants to add any guest rooms to the Hotel, Franchisee must pay Hyatt's then current PIP fee (currently the amount set forth in Exhibit B when Franchisee requests Hyatt's approval of Franchisee's plans. This PIP fee is non-refundable. Hyatt will apply this PIP fee toward the additional Application Fee of the amount set forth in Exhibit B if Hyatt approves Franchisee's plans. If the PIP fee exceeds the additional Application Fee, Hyatt may keep the excess. The remaining portion of the additional Application Fee is due, fully earned by Hyatt, and non-refundable on the date Hyatt approves Franchisee's plans to develop the additional guest rooms.

(b) In connection with the IT Project Management Services, Franchisee shall pay Hyatt the "**IT Project Management Services Fee**" as set forth in Exhibit B. The IT Project Management Services Fee is non-refundable.

(c) [If Franchisee is constructing a new Hotel, adapting a non-hotel space for use as a Hotel, or conducting a significant renovation of an existing hotel in connection with conversion to a Brand Hotel, Franchisee shall pay Hyatt a design services review fee (the "**Design Services Review Fee**") as set forth in Exhibit B. The Design Services Review Fee is non-refundable.]

6.2 **Monthly Fees to Hyatt**. On or before the tenth (10^{th}) day of each month or such later day of the month that Hyatt periodically specifies, Franchisee shall pay Hyatt:

(a) a "**Royalty Fee**" equal to the amount set forth in Exhibit B;

(b) the System Services Charges for the previous month. Franchisee acknowledges that System Services Charges will include an allocable proportion of certain System Services Costs incurred during the period before the Hotel opens in accordance with this Agreement. System Services Charges shall be determined on the same basis as such amounts are determined for other Participating Hotels. Any allocation of shared costs that the Hyatt Group makes in good faith and with the intention of fairly allocating such costs to System Services shall be binding on the parties hereto. System Services Costs shall include the actual costs incurred by the Hyatt Group and shall not be subject to any mark-up, premium or profit on any Mandatory Services, but may include a profit or mark-up component on Non-Mandatory Services as described above or as determined by the Hyatt Group. The Hyatt Group may in its reasonable judgment periodically change its

method of allocation of the System Services Costs among Participating Hotels, and the categories of Brand Hotels and/or other Hyatt Network Hotels that are classified as Participating Hotels, provided that such method of allocation and categories of Participating Hotels shall at all times be determined on a reasonable, equitable and non-discriminatory basis; and

(c) all fees and other amounts that Hyatt (or its Affiliates) then has paid or has agreed to pay on Franchisee's behalf to any Providers. If any Provider assesses a single or group fee or other charge that covers all or a group of Brand Hotels or other Hyatt Network Hotels to which that Provider provides products or services, Franchisee agrees that Hyatt's allocation of that fee or other charge among the Hotel and other participating hotels is final. The Providers may periodically increase the fees and other charges they impose. At Hyatt's option, Franchisee must begin paying these fees and other charges directly to the applicable Provider(s).

6.3 **Payments to Other Parties**. Franchisee agrees to pay on a timely basis, as and when due, all amounts owed to third parties (including Hyatt's Affiliates) arising out of the Hotel's operation (excluding only amounts owed which are reasonably in dispute), including: (a) applicable commissions to travel agents and third party reservation service charges and otherwise participate in any Hotel System travel agent commission payment program, as Hyatt periodically modifies it; (b) all commissions and fees for reservations Franchisee accepts through any sources (including the Internet), whether processed through Hyatt, the CRS, or any Provider's reservation system or billed directly to Franchisee; (c) all fees and assessments due for guest frequency programs and other marketing programs Hyatt periodically initiates that are attributable to the Hotel; and (d) all contributions for cooperative advertising programs in which Franchisee agrees to participate, as required in Section 5.5.

6.4 **Electronic Funds Transfer**. Franchisee must make all payments for Royalty Fees, System Services Charges and other amounts due to Hyatt or any member of the Hyatt Group under this Agreement or otherwise in connection with the Hotel by electronic funds transfer ("**EFT**") in compliance with System Standards. Hyatt periodically may change the procedure for payments hereunder. Funds must be available in Franchisee's account to cover payments when due. Franchisee may not change its bank, financial institution, or account used in connection with the operation of the Hotel without first telling Hyatt.

6.5 **Late Fee and Late Payment Interest**. Franchisee agrees to pay Hyatt a late fee of Two Hundred Twenty-Five Dollars ($225) for each required payment not made on or before its original due date and for each required payment or authorized automatic debit not honored by Franchisee's financial institution. The late fee is not interest or a penalty but compensates Hyatt for increased administrative and management costs due to Franchisee's late payment. In addition, all amounts that Franchisee owes Hyatt that are more than seven (7) days late, or that are not available for withdrawal by automatic debit when due (if the amounts are payable by automatic debit), will bear interest accruing as of their original due date at one and one-half percent (1.5%) per month or the highest commercial contract interest rate the law allows, whichever is less. Franchisee acknowledges that this Section 6.5 is not Hyatt's agreement to accept any payments after they are due or Hyatt's commitment to extend credit to, or otherwise finance Franchisee's operation of, the Hotel.

6.6 **Application of Payments**. Despite any designation Franchisee makes, Hyatt may apply any of Franchisee's payments to any of Franchisee's past due indebtedness to Hyatt or its Affiliates. Hyatt may set off any amounts Franchisee or its Affiliates owe Hyatt or its Affiliates against any amounts that Hyatt or its Affiliates owe Franchisee or its Affiliates. Franchisee may not withhold payment of any amounts Franchisee owes Hyatt or its Affiliates due to Hyatt's alleged nonperformance of any of its obligations under this Agreement.

6.7 **Taxes on Franchisee's Payments**. In addition to any sales, use and other taxes that applicable law requires or permits Hyatt to collect from Franchisee for providing goods or services under this Agreement, Franchisee shall pay to Hyatt all Transaction Taxes in an amount necessary to provide Hyatt with after-tax receipts (taking into account any additional payments required hereunder) equal to the same amounts that Hyatt would have received under this Agreement if such Transaction Taxes had not been imposed.

6.8 **Non-Refundability**. Unless otherwise specified, all fees that Franchisee paid to Hyatt or its Affiliates before or simultaneously with the execution of this Agreement, or pays to Hyatt or its Affiliates during the Term, are non-refundable.

ARTICLE VII

BOOKS AND RECORDS, AUDITS AND REPORTING

7.1 **Reports**. Franchisee must prepare and deliver to Hyatt the operating statements, financial statements and other reports relating to the Hotel that Hyatt periodically requires, prepared in the form, by the methods, and within the timeframes that Hyatt periodically specifies in the System Standards. Hyatt may use such information for all reasonable purposes. Hyatt may require Franchisee to have audited financial statements prepared annually during the Term.

7.2 **Lender and Ground Lessor Information**. Franchisee must send Hyatt current contact information for each Lender and Ground Lessor upon Hyatt's request or any change in the Lender's or Ground Lessor's information, and must provide Hyatt written notice of any proposed material amendments to any mortgage or loan facility covering the Hotel, together with information concerning the proposed amendment and Franchisee's financial condition that Hyatt reasonably requests, at least fifteen (15) days before finalizing the amendment. Upon Hyatt's request, Franchisee must provide Hyatt copies of all ground leases, subleases and other arrangements with any Ground Lessor. Franchisee must promptly send Hyatt a copy of any notices of default, termination, or other exercise of any default rights or remedies that Franchisee receives from or delivers to any Lender or Ground Lessor, together with all other information that Hyatt reasonably requests relating to any such defaults or termination. Franchisee agrees that Hyatt may, at its option and without breaching any rights of or obligations to Franchisee, have discussions and share information with any Lender, Ground Lessor, supplier or other vendor concerning the Hotel or Franchisee.

7.3 **Other Actions or Events**. Franchisee must notify Hyatt in writing within ten (10) days after Franchisee receives information or documentation about any lawsuit, action, or proceeding, or the issuance of any injunction, award, or decree of any court, quasi-judicial body,

or governmental agency, that might adversely affect the Hotel, Franchisee's ability to perform its obligations under this Agreement, or Franchisee's financial condition.

7.4 **Preparation and Maintenance of Books and Records**. Franchisee agrees to: (a) prepare on a current basis in a form satisfactory to Hyatt, and thereafter maintain in accordance with System Standards, complete and accurate records concerning Gross Rooms Revenue and all financial, operating, marketing, and other aspects of the Hotel; and (b) maintain an accounting system that fully and accurately reflects all financial aspects of the Hotel. Hyatt reserves the right to access Franchisee's computer system independently to obtain sales information, occupancy information, and other data and information relating to the Hotel.

7.5 **Audit**. Hyatt may at any time during Franchisee's regular business hours, and with prior notice to Franchisee, examine Franchisee's and the Hotel's business and accounting records, tax records and returns, and other records. Franchisee agrees to cooperate fully in any examination. If any examination discloses an understatement of the Hotel's Gross Rooms Revenue, Franchisee agrees to pay Hyatt, within fifteen (15) days after receiving the examination report, the Royalty Fees, System Services Charges and other fees due on the amount of the understatement, together with the late fee and interest in accordance with Section 6.5. Furthermore, if Hyatt determines that an examination is necessary due to Franchisee's failure to furnish reports or other information when required, or if Hyatt's examination reveals a Royalty Fee or System Services Charge underpayment of three percent (3%) or more of the total amount owed during any six (6)-month period, or that Franchisee willfully understated the Hotel's Gross Rooms Revenue, Franchisee agrees to reimburse Hyatt for the costs of the examination, including out-of-pocket costs and compensation of Hyatt's employees. These remedies are in addition to Hyatt's other remedies and rights under this Agreement and applicable law.

ARTICLE VIII

RELATIONSHIP OF THE PARTIES AND INDEMNIFICATION

8.1 **Relationship of the Parties**. Franchisee is an independent contractor. Neither Hyatt nor Franchisee is the legal representative or agent of, or has the power to obligate, the other for any purpose. No partnership, joint venture, affiliate, agency, fiduciary, or employment relationship is intended or created by this Agreement. Hyatt and Franchisee may not make any express or implied agreements, warranties, guarantees, or representations, or incur any debt, in the name or on behalf of the other nor represent that Hyatt's and Franchisee's relationship is other than franchisor and franchisee. Hyatt will not be obligated for any damages to any person or property directly or indirectly arising out of the Hotel's operation or the business Franchisee conducts under this Agreement.

8.2 **Franchisee's Notices to Public Concerning Independent Status**. Franchisee must provide notices making clear to the public that Hyatt is not the Hotel's owner or operator and is not accountable for events occurring at the Hotel. Franchisee also agrees to communicate clearly with Hotel employees in employment agreements, handbooks and other materials that Franchisee (or the Management Company, as applicable), and not Hyatt or its Affiliates, is the employer of all Hotel employees.

8.3 **Franchisee's Indemnification and Defense of Hyatt**.

(a) **Indemnification**. In addition to Franchisee's obligation under this Agreement to procure and maintain insurance, Franchisee agrees to indemnify and hold harmless the Hyatt Indemnified Parties against, and to reimburse any one or more of the Hyatt Indemnified Parties for, all Losses directly or indirectly arising out of, resulting from, or in connection with (i) the application Franchisee submitted to Hyatt for the rights granted under this Agreement; (ii) the development or operation of the Hotel, including the use of any Market Descriptor or Hotel IP in connection with the Hotel and any claim or allegation relating to the Accessibility Laws, and including claims alleging either intentional or negligent conduct, acts or omissions by Hyatt or its Affiliates (or any of their agents, employees or representatives) relating to the operation of the Hotel, the F&B Operations, the Spa Operations (if any) or the Hotel System, subject to Section 8.4(a); or (iii) Franchisee's breach of this Agreement.

(b) **Defense**. Franchisee shall notify Hyatt within five (5) days after receiving notice of any Proceeding covered in Section 8.3(a) naming any Hyatt Indemnified Party as a defendant or potential defendant and shall include with such notification copies of all correspondence or court papers relating to the Proceeding. Franchisee agrees to defend (at Franchisee's expense) the Hyatt Indemnified Parties from and against any and all Proceedings directly or indirectly arising out of, resulting from, or in connection with any matter described in Section 8.3(a)(i) through (iii), including those alleging a Hyatt Indemnified Party's negligence or willful misconduct, subject to Section 8.4(a). Each Hyatt Indemnified Party may at Franchisee's expense defend and control the defense of any Proceeding described in this Section 8.3(b) and agree to settlements and take any other remedial, corrective, or other actions, without limiting Franchisee's obligations under Section 8.3(a), provided that the Hyatt Indemnified Party will seek Franchisee's advice and counsel, and keep Franchisee informed, with regard to any proposed or contemplated settlement.

(c) **Separate Counsel and Settlement**. If separate counsel is appropriate in Hyatt's opinion because of actual or potential conflicts of interest, Hyatt may retain attorneys and/or independently defend any Proceeding subject to indemnification under this Section 8.3 at Franchisee's sole expense. No party may agree to any settlement in any Proceeding that could have an adverse effect on Hyatt, its Affiliates, the Hotel System, or other franchisees without Hyatt's prior approval.

(d) **Right to Control Defense of Certain Proceedings**. Without limiting Hyatt's rights or Franchisee's obligations under this Section 8.3, Hyatt (or its designee) has the right to defend and control the defense of any Proceeding arising from any Data Breach or any class action or other Proceeding involving both the Hotel and any other Brand Hotel or Hyatt Network Hotel, regardless of whether Hyatt or any of the other Hyatt Indemnified Parties are named defendants in that Proceeding. Franchisee shall promptly reimburse Hyatt for the Hotel's proportionate share of all reasonable expenses that Hyatt incurs in connection with any Proceeding covered by this Section 8.3(d). Hyatt shall allocate those expenses equitably among the Hotel and all other Brand Hotels and Hyatt Network Hotels involved in the Proceeding in any manner that Hyatt reasonably determines.

8.4 **Hyatt's Indemnification and Defense of Franchisee**.

(a) **Indemnification**. Hyatt agrees to indemnify and hold harmless the Franchisee Indemnified Parties against, and to reimburse any one or more of the Franchisee Indemnified Parties for, any and all Losses (including defense costs and other Losses incurred in defending any Proceeding described in Section 8.3(b), if applicable) directly or indirectly arising out of, resulting from, or in connection with (i) a final decision by a court of competent jurisdiction not subject to further appeal that Hyatt, its Affiliate, or any of their respective employees directly engaged in willful misconduct or gross negligence or intentionally caused the property damage or bodily injury that is the subject of the claim with respect to the operation of the Hotel, so long as the claim is not asserted on the basis of (A) theories of vicarious liability (including agency, apparent agency, or joint employer), (B) Hyatt's failure to compel Franchisee to comply with this Agreement, or (C) negligence or misconduct in connection with the development or construction of the Hotel, all of which are claims for which the Franchisee Indemnified Parties are not entitled to indemnification under this Section 8.4; or (ii) any trademark infringement Proceeding disputing Franchisee's authorized use of any Proprietary Mark under this Agreement, provided that Franchisee has timely notified Hyatt of, and complies with Hyatt's directions in responding to, the Proceeding.

(b) **Defense**. Hyatt agrees to defend (at Hyatt's expense) the Franchisee Indemnified Parties from and against any and all Proceedings described in Section 8.4(a)(ii). At Hyatt's option, Hyatt and/or its Affiliate(s) may defend and control the defense of any other Proceeding arising from or relating to the Proprietary Marks or Franchisee's use of any Proprietary Mark under this Agreement. Hyatt may agree to settlements and take any other remedial, corrective, or other actions with respect to any Proceeding described in this Section 8.4(b), provided that Hyatt will seek Franchisee's advice and counsel, and keep Franchisee informed, with regard to any proposed or contemplated settlement.

8.5 **Survival and Mitigation**. The obligations under Sections 8.3 and 8.4 will continue in full force and effect subsequent to and notwithstanding this Agreement's expiration or termination. A Hyatt Indemnified Party or Franchisee Indemnified Party need not seek recovery from any insurer or other third party, or otherwise mitigate its Losses, in order to maintain and recover fully a claim under Section 8.3 or 8.4 (as applicable). The obligation to indemnify under Section 8.3 or 8.4 (as applicable) shall not be limited in any way by reason of any insurance that any indemnified party maintains.

ARTICLE IX

INSURANCE

At Franchisee's expense, Franchisee must procure and at all times during the Term maintain such insurance covering the risks, in the amounts, and with the deductibles, retentions and other provisions, as set forth in the System Standards from time to time. All insurance must by endorsement specifically name Hyatt and its Affiliates (and Hyatt's and their employees and agents) as additional insureds. Franchisee must purchase each policy from an insurance company

reasonably acceptable to Hyatt. Either the insurer or Franchisee must provide at least thirty (30) days' prior written notice to Hyatt of any insurance policy's cancellation, non-renewal or material change. Franchisee must deliver to Hyatt a certificate of insurance (or certified copy of such insurance policy if Hyatt requests) evidencing the required coverages and setting forth the amount of any deductibles not less than ten (10) days after their respective inception dates. Franchisee must ensure that each F&B Operator (if any) and Spa Operator (if any) maintains the insurance and otherwise complies with all applicable obligations under this ARTICLE IX that Hyatt periodically specifies, including by naming Hyatt and any Affiliates that Hyatt periodically designates (and Hyatt's and their employees and agents) as additional insureds and delivering certificates of insurance to Hyatt. If Franchisee fails for any reason to procure or maintain the insurance required by this Agreement, Hyatt shall have the right and authority (although without any obligation to do so) to immediately procure such insurance and to charge Franchisee the cost together with a reasonable fee for Hyatt's expenses. Hyatt shall have the right to review Franchisee's insurance coverage for the foregoing requirements from time to time during the Term and to update requirements for insurance coverage in response to material changes in the circumstances of the Hotel, then-current industry practices, and changes in economic conditions. Franchisee shall promptly comply with Hyatt's updated requirements.

ARTICLE X

CONDEMNATION AND DAMAGE

10.1 **Condemnation**. Franchisee must immediately notify Hyatt of any proposed taking all or a substantial portion of the Hotel by eminent domain, condemnation or expropriation. If the parties do not otherwise agree to relocate the Hotel, then either party may terminate this Agreement immediately upon written notice to the other. If Franchisee and its Owners sign a Termination Agreement, then Franchisee shall not be required to pay liquidated damages pursuant to Section 16.5 at the time of termination. However, such Termination Agreement shall provide that if Franchisee or any of its Affiliates begins construction on or operation of a hotel of the same Hotel Type at any location within the Area of Protection at any time during the twenty-four (24) month period following the effective date of termination of this Agreement, other than a Hyatt Network Hotel or a hotel that was already under contract to be developed at that particular location within the Area of Protection on the date that the Termination Agreement is signed, then Franchisee or its Owners must pay Hyatt liquidated damages equal to the amount set forth in Exhibit B multiplied by the number of guest rooms in that new hotel of the same Hotel Type. If Franchisee and its Owners fail to sign such Termination Agreement within a reasonable time after Hyatt delivers it to Franchisee, then Franchisee must pay Hyatt liquidated damages pursuant to Section 16.5 at the time of termination, in addition to complying with its other post-termination obligations under this Agreement.

10.2 **Damage**. If the Hotel is damaged by fire, flood, accident, hurricane or other casualty, Franchisee must notify Hyatt immediately.

(a) If the cost to repair the damage is less than or equal to the Damage Threshold, then Franchisee must repair the damage promptly according to the System Standards and this Agreement's other terms and conditions. If the damage or repair requires Franchisee to close all or any portion of the Hotel, then Franchisee must

commence reconstruction as soon as practicable (but in any event within four (4) months) after closing the Hotel and reopen for continuous business operations as a Brand Hotel as soon as practicable (but in any event within twenty-four (24) months) after closing the Hotel, but not without complying with this Agreement's other terms and conditions. The Term will be extended for the period of time during which the Hotel is closed pursuant to this Section 10.2(a), and Franchisee need not make any payments of Royalty Fees or System Services Charges while the Hotel is closed pursuant to this Section 10.2(a) unless Franchisee receives insurance proceeds compensating Franchisee for lost Gross Rooms Revenue during such period, in which case Franchisee must pay Royalty Fees and System Services Charges on the amount of proceeds received allocable to such loss.

(b) If the cost to repair the damage from the casualty exceeds the Damage Threshold, then Franchisee may either: (i) repair the damage promptly according to the System Standards and this Agreement's other terms and conditions; or (ii) elect to terminate this Agreement upon written notice to Hyatt. If Franchisee elects to terminate this Agreement pursuant to Section 10.2(b)(ii), Franchisee and its Owners must sign a Termination Agreement and pay a termination fee (in lieu of liquidated damages or Brand Damages) in an amount equal to the lesser of the liquidated damages calculated pursuant to Section 16.5 and the Net Recovery, provided that if the Net Recovery is less than zero, no termination fee shall be required upon signing the Termination Agreement.

(c) Franchisee must provide Hyatt such documentation as Hyatt may reasonably request to calculate the Damage Threshold, the insurance proceeds Franchisee receives in connection with any casualty, and the Net Recovery amount (if applicable). Any Termination Agreement signed pursuant to this Section 10.2 shall provide that if Franchisee, any of its Affiliates, or any other entity (including any buyer of the Hotel) begins construction on or operation of a hotel of the same Hotel Type at the Site other than a Brand Hotel or another Hyatt Network Hotel at any time during the twenty-four (24)-month period following the effective date of termination of this Agreement, then Franchisee or its Owners must pay Hyatt liquidated damages equal to the difference between (i) the amount that would have been payable pursuant to Section 16.5 at the time of termination, less (ii) the amount of liquidated damages actually paid at the time of termination pursuant to this Section 10.2.

ARTICLE XI

PROPRIETARY RIGHTS

11.1 **Ownership and Goodwill of Proprietary Marks, Copyrighted Materials, and Confidential Information**. Hyatt's Affiliate has licensed the Proprietary Marks, Copyrighted Materials, and Confidential Information to Hyatt to use and sublicense in franchising, developing, and operating Brand Hotels. Franchisee's right to use the Proprietary Marks, Copyrighted Materials, and Confidential Information is derived only from this Agreement and is limited to Franchisee's developing and operating the Hotel according to this Agreement and all System Standards that Hyatt prescribes during the Term. Franchisee's unauthorized use of the Proprietary Marks, Copyrighted Materials, or Confidential Information is a breach of this Agreement and infringes Hyatt's and its Affiliate's rights in them. Franchisee's use of the Proprietary Marks,

Copyrighted Materials, and Confidential Information and any goodwill established by that use are exclusively for Hyatt's and its Affiliate's benefit, and this Agreement does not confer any goodwill or other interests in the Proprietary Marks, Copyrighted Materials or Confidential Information upon Franchisee, other than the right to develop and operate the Hotel under this Agreement. Franchisee may not at any time during or after the Term contest or assist any other person or entity in contesting the validity, or Hyatt's and its Affiliate's ownership, of any of the Proprietary Marks, Copyrighted Materials, or Confidential Information.

11.2 **Limitations on Franchisee's Use of Proprietary Marks**. Franchisee shall use the Proprietary Marks, along with a Market Descriptor designated or approved by Hyatt, as the sole identification of the Hotel. The Market Descriptor is not a Proprietary Mark. Hyatt makes no representation concerning Franchisee's right to use any Market Descriptor requested by Franchisee and approved by Hyatt. Hyatt has the right to require Franchisee to change, or discontinue use of any previously-approved, Market Descriptor and to substitute an alternative Market Descriptor in its place as Hyatt deems necessary or advisable, and Franchisee agrees to promptly adhere to Hyatt's instructions in connection therewith. Franchisee (or the Management Company) must identify itself as the Hotel's independent owner (or operator) in the manner that Hyatt periodically specifies. Franchisee may not use any Proprietary Mark (a) as part of any corporate or legal business name; (b) with any prefix, suffix, or other modifying words, terms, designs, or symbols (other than logos Hyatt licenses to Franchisee); (c) in providing or selling any unauthorized services or products; (d) as part of any domain name, homepage, meta tags, keyword, electronic address, or otherwise in connection with a website (unless Hyatt has approved such use in advance); or (e) in any other manner Hyatt has not expressly authorized in writing. Franchisee (and, if applicable, any restaurant operators at the Hotel) may use the Proprietary Marks in connection with any Hotel restaurant operations only with Hyatt's prior written consent and in compliance with all System Standards relating thereto. If Hyatt discovers Franchisee's unauthorized use of the Proprietary Marks, in addition to Hyatt's other rights and remedies under this Agreement and applicable law, Hyatt may require Franchisee to destroy (with no reimbursement from Hyatt) all offending items reflecting such unauthorized use.

Franchisee may not use any Proprietary Mark in advertising the transfer, sale, or other disposition of the Hotel or an ownership interest in Franchisee or any of its Owners without Hyatt's prior written consent, which Hyatt will not unreasonably withhold. Franchisee agrees to display the Proprietary Marks as Hyatt periodically prescribes at the Hotel and on advertising and other materials Hyatt periodically designates. Franchisee agrees to give the notices of trade and service mark registrations that Hyatt periodically specifies and to obtain any fictitious or assumed name registrations required under applicable law.

11.3 **Notification of Infringements and Claims**. Franchisee agrees to notify Hyatt immediately of any apparent infringement or challenge to Franchisee's use of any Proprietary Mark, Copyrighted Materials, or Confidential Information, or of any person's claim of any rights in any Proprietary Mark, Copyrighted Materials, or Confidential Information, and not to communicate with any person other than Hyatt, its Affiliates, and its and their attorneys, and Franchisee's attorneys, regarding any infringement, challenge, or claim. Hyatt and its Affiliates may take the action it and they deem appropriate (including no action) and control exclusively any Proceeding arising from any infringement, challenge, or claim or otherwise concerning any Proprietary Mark, Copyrighted Materials, or Confidential Information. Franchisee agrees to sign

any documents and take any other reasonable actions that, in the opinion of Hyatt's and its Affiliates' attorneys, are necessary or advisable to protect and maintain Hyatt's and its Affiliates' interests in any Proceeding or otherwise to protect and maintain Hyatt's and its Affiliates' interests in the Proprietary Marks, Copyrighted Materials, and Confidential Information. Hyatt or its Affiliate will reimburse Franchisee's reasonable out-of-pocket costs for taking any requested action.

11.4 **Discontinuing Use of Proprietary Marks**. If it becomes advisable at any time for Hyatt and/or Franchisee to modify, discontinue using, and/or replace any Proprietary Mark and/or to use one or more additional, substitute, or replacement trade or service marks, Franchisee agrees to comply with Hyatt's directions within a reasonable time after receiving notice. Neither Hyatt nor its Affiliates will reimburse Franchisee for any costs or expenses incurred in connection with such directions, including expenses of changing the Hotel's signs, any loss of revenue due to any modified or discontinued Proprietary Mark, or Franchisee's expenses of promoting a modified or substitute trademark or service mark. Hyatt's rights in this Section 11.4 apply to any and all of the Proprietary Marks (and any portion of any Proprietary Mark) that this Agreement authorizes Franchisee to use.

11.5 **Confidential Information**. Hyatt and its Affiliates possess (and will continue to develop and acquire) Confidential Information, some of which constitutes trade secrets under applicable law. Franchisee agrees that the Confidential Information is proprietary to Hyatt and its Affiliates, includes Hyatt's and its Affiliate's trade secrets, and is disclosed to Franchisee only on the condition that Franchisee agrees, and Franchisee hereby does agree, that Franchisee: (a) will not use (or allow any of its Affiliates to use) Confidential Information in any other business or capacity; (b) will keep confidential each item deemed to be a part of Confidential Information, both during and after the Term (afterward for as long as the item is not generally known in the hotel industry); (c) will not make unauthorized copies of any Confidential Information disclosed via electronic medium or in written or other tangible form; and (d) will adopt and implement reasonable procedures that Hyatt periodically specifies to prevent unauthorized use or disclosure of Confidential Information.

11.6 **Guest Information**. All Guest Information is Hyatt's property and part of Confidential Information. Hyatt has the right from time to time during the Term, without notice to Franchisee, to access the Hotel's property management system and other computer systems to retrieve Guest Information. Hyatt and its Affiliates may use, and allow others to use, the Guest Information in any manner that Hyatt deems appropriate (subject to applicable law).

Franchisee may use the Guest Information, and certain other information and data relating to guests and customers of other Brand Hotels and/or other Hyatt Network Hotels that Hyatt periodically specifies, during the Term only to provide services to guests and potential guests of the Hotel in accordance with the System Standards and all applicable laws, rules and regulations. Franchisee must ensure that its Affiliates may not access, and neither Franchisee nor any of its Affiliates may use, any such Guest Information or such other information and data in any other business or capacity. However, following the expiration or termination of this Agreement, Franchisee may use, and allow its Affiliates and others to use, any Guest Information that was generated at the Hotel (and not supplied to the Hotel by Hyatt or its Affiliate) during the guest's stay at the Hotel and stored in the Hotel's property management system database in any manner

that Franchisee deems appropriate (subject to applicable law) at Franchisee's own risk, provided that Franchisee complies, and ensures that any recipients of that Guest Information from Franchisee (whether directly or indirectly) comply, with Hyatt's then current policies and procedures regarding the collection, storage, use, processing and transfer of personal and/or financial data. If there is a Data Breach, Franchisee must notify Hyatt promptly and Hyatt may require Franchisee to use a third party supplier designated by Hyatt, at Franchisee's sole cost and expense, to review and if necessary, remediate such breach or unauthorized access. Franchisee shall not take any action that could jeopardize Hyatt's or its Affiliate's ability to comply with, or make certifications under, any law, regulation, contract, program or policy related to Guest Information (including Privacy Laws, privacy notices and PCI certifications) and applicable to Hyatt or such Affiliate.

11.7 **Innovations**. All Innovations must be promptly disclosed to Hyatt and will be deemed to be Hyatt's or its Affiliate's sole and exclusive property, part of the Hotel System, and works made-for-hire for Hyatt or its Affiliates. However, Franchisee may not use any Innovation in operating the Hotel or otherwise without Hyatt's prior written consent. If any Innovation does not qualify as a "work made-for-hire" for Hyatt or its Affiliate, by this paragraph Franchisee assigns ownership of that Innovation, and all related intellectual property rights and other rights to that Innovation, to Hyatt and agrees to take whatever action (including signing assignment or other documents) that Hyatt requests to evidence its ownership or to help Hyatt obtain intellectual property rights in the Innovation.

11.8 **Hotel IP**. Franchisee hereby grants Hyatt and its Affiliates the right to use the Hotel IP in connection with the marketing, promotion, and publicity of the Hotel, the Proprietary Marks, other Brand Hotels, Hyatt Network Hotels, and Hyatt's loyalty program(s), and otherwise to perform Hyatt's obligations under this Agreement, including use of the Hotel IP in connection with the CRS, the Hotel System Website, and any other media, technology or device now known or hereafter developed, without further authorization from or remuneration to Franchisee. As part of this license, Hyatt and its Affiliates have the right to use, copy, publish, distribute, and license others to use the Hotel IP, as needed, and may alter, retouch, crop or use in composite form the Hotel IP, in any way. Franchisee represents and warrants that Franchisee owns or has all valid rights to use the Hotel IP and that use of the Hotel IP by Hyatt and its Affiliates as permitted hereunder will not violate the rights of any third party.

ARTICLE XII

OWNERSHIP OF FRANCHISEE AND TRANSFER

12.1 **Ownership of Franchisee and Guarantors**.

(a) **Franchisee's Owners**. Franchisee represents and warrants that: (a) Exhibit G completely and accurately identifies all Owners (other than any Limited Interest Owner) and describes their ownership interests (whether direct or indirect) in Franchisee; and (b) none of Franchisee's Owners (other than a Public Owner) is a Sanctioned Person. Without limiting Hyatt's rights or Franchisee's obligations under this ARTICLE XII, upon Hyatt's reasonable request, Franchisee agrees to provide Hyatt information about the identity of the Owners (other than a Public Owner) and their

ownership interests (whether direct or indirect) in Franchisee from time to time using the forms and formats that Hyatt reasonably specifies.

(b) **Guaranty**. Franchisee must ensure that one or more of the Controlling Owners which Hyatt specifies as of the Effective Date signs Hyatt's Guaranty and Assumption of Obligations (the "**Guaranty**"), the current form of which is attached as Exhibit H. Franchisee represents and warrants that at least one Guarantor satisfies the Guarantor Monetary Threshold as of the Effective Date, and Franchisee agrees to ensure that at least one Guarantor continues to satisfy the Guarantor Monetary Threshold (as it may be increased in accordance with Exhibit B) at all times during the Term. Franchisee agrees to, and shall cause its Guarantors to, reasonably cooperate with Hyatt in connection with all auditing and reporting requirements that Hyatt reasonably specifies relating to the Guarantor Monetary Threshold.

12.2 **Transfer by Franchisee – Defined**. Franchisee acknowledges that the rights and duties this Agreement creates are personal to Franchisee and its Controlling Owners and that Hyatt has granted Franchisee the rights under this Agreement in reliance upon Hyatt's perceptions of Franchisee's and its Controlling Owners' collective character, skill, aptitude, attitude, business ability, and financial capacity. Accordingly, unless otherwise specified in this ARTICLE XII, neither this Agreement (or any interest in this Agreement), the Hotel or substantially all of its assets, nor any ownership interest in Franchisee or any Owner (if such Owner is a legal entity) may be transferred (as defined in Exhibit A) without complying with the terms and conditions applicable to such transfer in this ARTICLE XII. A transfer of the Hotel's ownership, possession, or control, or substantially all of its assets, may be made only with a transfer of this Agreement. Any transfer without complying with the terms and conditions applicable to such transfer in this ARTICLE XII, including Hyatt's approval (where such approval is required under this Agreement), is a breach of this Agreement.

12.3 **Non-Control Transfers**. Subject to the other provisions of this ARTICLE XII, Franchisee and/or any of its Owners may consummate any Non-Control Transfers, without seeking or receiving Hyatt's consent, if (a) neither the proposed transferee nor any of its direct and indirect owners (if the transferee is a legal entity), other than a Public Owner, is a Brand Owner or Sanctioned Person; and (b) such transfer does not, whether in one transaction or a series of related transactions (regardless of the time period over which these transactions take place), result in the transfer or creation of a direct or indirect Controlling Ownership Interest in Franchisee. Within thirty (30) days after the effective date of any Non-Control Transfer (other than transfers among then-existing Owners), Franchisee shall provide Hyatt an updated Exhibit G (if the previously effective version of Exhibit G has changed) or such other information as Hyatt reasonably requests from time to time concerning any new Non-Controlling Owners (other than Limited Interest Owners).

12.4 **Control Transfers**. Franchisee must notify Hyatt in writing at least ten (10) days in advance of Franchisee's listing the Hotel or a direct or indirect Controlling Ownership Interest in Franchisee for sale and promptly send Hyatt all information that Hyatt reasonably requests regarding any proposed sale. In connection with any proposed Control Transfer, Franchisee must submit to Hyatt, on behalf of the proposed transferee, a complete application for a new franchise agreement (the "**Change of Ownership Application**"), accompanied by payment of Hyatt's then

current application fee (although no such fee is due if the transfer is to the spouse, child, parent, or sibling of the Owner(s) or from one individual or entity who is an Owner as of the Effective Date to another individual or entity who is an Owner as of the Effective Date) and information concerning any proposed replacement Guarantor. If Hyatt does not approve the Change of Ownership Application and consent to the proposed Control Transfer, Hyatt will refund any application fee paid, less Seven Thousand Five Hundred Dollars ($7,500) for processing costs. Hyatt will process the Change of Ownership Application according to this Section 12.4 and its then current procedures. Hyatt has sixty (60) days from its receipt of the completed and signed Change of Ownership Application to consent or withhold its consent to the proposed Control Transfer. No Control Transfer may occur without Hyatt's prior written consent.

If Franchisee (and each of its Guarantors) is complying with this Agreement, then, subject to the other provisions of this ARTICLE XII, Hyatt will not unreasonably withhold its approval of a Control Transfer if all of the following conditions are met before or concurrently with the effective date of the Control Transfer:

(a) the transferee and each of its direct and indirect owners (if the transferee is a legal entity) has, in Hyatt's judgment, the necessary business experience, aptitude, and financial resources to operate the Hotel and meets Hyatt's then applicable standards for Brand Hotel franchisees;

(b) Franchisee has paid all amounts owed to Hyatt, its Affiliates and third party vendors, and has not violated any provision of this Agreement or any other agreement with Hyatt or its Affiliate, in each case during both the sixty (60)-day period before Franchisee requested Hyatt's consent to the transfer and the period between Franchisee's request and the effective date of the transfer;

(c) the transferee's general manager and other Hotel management personnel that Hyatt specifies, if different from the Hotel's general manager and management personnel, satisfactorily complete Hyatt's required brand standard training programs;

(d) the transferee and its owners (if the transfer is of this Agreement), or Franchisee and its Owners (if the transfer is of a Controlling Ownership Interest in Franchisee or one of its Controlling Owners), at Hyatt's option, either sign: (i) Hyatt's then current form of franchise agreement and related documents for use with existing Brand Hotels (including guarantees and assumptions of obligations), any and all of the provisions of which may differ materially from any and all of those contained in this Agreement, including the Royalty Fee and System Services Charges, and the term of which franchise agreement will be, at Hyatt's option, either twenty (20) years or the remaining unexpired portion of the Term; or (ii) the agreements and related documents (including guarantees and assumptions of obligations) that Hyatt then specifies under which they assume (or confirm the continued effectiveness of) all of Franchisee's rights and obligations under this Agreement;

(e) Franchisee signs a Termination Agreement and Franchisee and all Guarantors sign all documents Hyatt requests evidencing their agreement to remain liable

or assume liability for all obligations to Hyatt and its Affiliates existing before the effective date of the transfer;

(f) Hyatt has determined that Franchisee's or the transferee's (as applicable) capital structure, debt service and overall financial status following the transfer will not adversely affect the operation of the Hotel;

(g) the transferee (if the transfer is of this Agreement) or Franchisee (if the transfer is of a Controlling Ownership Interest in Franchisee or one of its Controlling Owners) agrees (regardless of cost) to renovate, remodel and/or expand the Hotel, which may include structural alterations, adding or replacing improvements and FF&E, and otherwise modifying the Hotel, as Hyatt requires to comply with the Hotel System and System Standards then applicable for new similarly situated Brand Hotels, subject to Reasonable Deviations; and

(h) Franchisee (if Franchisee will no longer operate the Hotel) and its transferring Owners agree that they will not directly or indirectly at any time or in any manner use any Proprietary Mark, Copyrighted Materials or Confidential Information, except as otherwise permitted under any then effective agreement with Hyatt or its Affiliate.

Hyatt may review all information regarding the Hotel that Franchisee gives the proposed transferee, correct any information that Hyatt believes is inaccurate, and give the transferee copies of any reports that Franchisee has given Hyatt or Hyatt has made regarding the Hotel.

12.5 **Permitted Control Transfers**. Notwithstanding Section 12.4:

(a) any Controlling Owner may, without Hyatt's prior written consent and without complying with the other terms and conditions of Section 12.4, transfer its interest in Franchisee (or Franchisee's Controlling Owner) to any other entity in which such Controlling Owner owns (directly or indirectly) all of the ownership interests, as long as the transferee is not a Brand Owner or a Sanctioned Person and Franchisee notifies Hyatt in writing of the transfer no later than thirty (30) days following the effective date of such Transfer; and

(b) any Owner who is an individual may, without Hyatt's prior written consent and without complying with the other terms and conditions of Section 12.4, transfer that Owner's interest in Franchisee (or Franchisee's Owner) to a trust or other entity established for estate planning purposes, as long as that Owner is a trustee of, or otherwise controls the exercise of the rights in Franchisee (or Franchisee's Owner) held by, the trust or other entity, continues to comply with and ensures the trust's or other entity's compliance with the applicable provisions of this Agreement (if such Owner is a Guarantor), and notifies Hyatt in writing of the transfer at least ten (10) days prior to its anticipated effective date. Dissolution of or transfers from any trust or other entity described in this Section 12.5(b) are subject to all applicable terms and conditions of Section 12.3 or 12.4.

12.6 **Security Interests**. Franchisee's Owners may pledge their ownership interests in any Non-Controlling Owner to a Lender, without having to obtain Hyatt's prior approval.

Franchisee may mortgage or otherwise grant a Security Interest in the Hotel and its assets (but not this Agreement) to a Lender, and Franchisee's Owners may pledge their ownership interests in Franchisee or any Controlling Owner to a Lender, without having to obtain Hyatt's prior approval and without complying with the other terms and conditions of Section 12.4, provided the Lender signs Hyatt's form of comfort letter pursuant to Section 2.7. Unless otherwise specified in any then effective comfort letter, the terms and conditions of this Agreement (including Section 12.3 or 12.4) apply to any foreclosure or other exercise of any rights or remedies with respect to any Security Interest.

12.7 **Transfers of Equity Interest Upon Death**. Upon the death or mental incompetency of a person with a Controlling Ownership Interest in Franchisee or one of its Controlling Owners, that person's executor, administrator, or personal representative ("**Representative**") must, within six (6) months after the date of death or mental incompetency, transfer the Owner's interest in Franchisee or the Controlling Owner to a third party or to the other Owner(s) of Franchisee, if any, subject to the conditions set forth in Section 12.4(a), 12.4(b), and 12.4(f) above, and provided that at least one Guarantor that satisfies the Guarantor Monetary Threshold (as it may be increased in accordance with Exhibit B). In the case of a transfer by devise or inheritance, if the heirs or beneficiaries cannot meet the foregoing conditions within this six (6)-month period, the Representative will have twelve (12) months from the date of death or mental incompetency to dispose of the interest in accordance with this Section 12.7. If this required transfer does not occur within the required timeframe, Hyatt shall have the right to terminate this Agreement upon written notice to Franchisee, provided that Franchisee will not be liable for liquidated damages pursuant to Section 16.5 or Brand Damages in connection with such termination.

12.8 **Public Offerings and Disclosures**.

(a) **Public Offering of Securities**. Notwithstanding Sections 12.3 and 12.4, neither Franchisee nor any Controlling Owner may offer any ownership interests or other securities in a public offering for which a registration statement must be filed with the Securities and Exchange Commission or any similar regulatory agency (whether within or outside the United States) having jurisdiction over the sale of securities.

(b) **Private Placement Offering Materials**. With respect to any private placement of ownership interests in Franchisee or any Owner, Franchisee agrees to submit all Offering Materials to Hyatt for its prior approval. No Offering Materials may imply or state (by use of the Proprietary Marks or otherwise) that Hyatt or its Affiliate is participating as an underwriter, issuer, or Franchisee's (or its Owner's) representative, suggest that Hyatt or its Affiliate endorses the offering or agrees with any financial projections, or otherwise contain any information about Hyatt or its Affiliates, this Agreement, Hyatt's relationship with Franchisee or the network of Brand Hotels or other Hyatt Network Hotels (other than the Hotel) that Hyatt disapproves. Hyatt's review and approval of the Offering Materials is not its endorsement of the offering or representation that Franchisee or its Owner is complying with applicable laws. Franchisee must pay Hyatt a non-refundable fee equal to Five Thousand Dollars ($5,000) to review the proposed Offering Materials. Hyatt may require changes to the Offering Materials for the purposes

specified above and has the right to request and receive a full indemnification from all participants in the offering before issuing Hyatt's consent.

12.9 **Non-Waiver of Claims**. Hyatt's consent to a transfer is not a representation of the fairness of the terms of any contract between Franchisee (or its Owners) and the transferee, a guarantee of the Hotel's or transferee's prospects of success, or a waiver of any claims Hyatt has against Franchisee (or its Owners) or of Hyatt's right to demand the transferee's full compliance with this Agreement or any other agreement with Franchisee or the transferee.

12.10 **Transfer by Hyatt**. Franchisee represents that Franchisee has not signed this Agreement in reliance on any particular direct or indirect owner, officer or employee remaining with Hyatt in that capacity. Hyatt may change its ownership or form and/or assign this Agreement and any other agreement to a third party without restriction. After Hyatt's assignment of this Agreement to a third party who expressly assumes the obligations under this Agreement, Hyatt no longer will have any performance or other obligations under this Agreement. Such an assignment shall constitute a release of Hyatt and a novation with respect to this Agreement, and the assignee shall be liable to Franchisee as if it had been an original party to this Agreement.

ARTICLE XIII

SUCCESSOR FRANCHISE

13.1 **Right to a Successor Franchise Agreement**. When this Agreement expires, if Franchisee (and, as applicable, each Guarantor): (a) has substantially complied with this Agreement during its Term and is in full compliance with this Agreement (including all System Standards) as of the date upon which this Agreement expires; (b) then meets Hyatt's then applicable standards for franchisees and owners of franchisees of Brand Hotels; (c) has received passing Quality Assurance Scores (as defined in the System Standards) on all evaluations conducted during the preceding three (3)-year period; and (d) has the right to maintain possession of the Hotel for at least ten (10) years following this Agreement's expiration, then Hyatt will offer Franchisee the right to enter into a successor franchise agreement to continue operating the Hotel as a Brand Hotel for a term commencing immediately upon the expiration of this Agreement and expiring ten (10) years from that date (the "**Successor Franchise Right**") in accordance with this ARTICLE XIII. If Franchisee (or any Guarantor) does not meet the requirements of this Section 13.1, then Hyatt need not enter into a successor franchise agreement with Franchisee, whether or not Hyatt notified Franchisee of the non-compliance or had, or chose to exercise, the right to terminate this Agreement during its Term.

13.2 **Successor Franchise Notice and PIP**. Franchisee agrees to give Hyatt written notice of Franchisee's election to exercise or not to exercise the Successor Franchise Right no more than twenty-one (21) months, and no less than eighteen (18) months, before this Agreement expires. Simultaneously with submitting its notice to exercise the Successor Franchise Right, Franchisee shall pay Hyatt its then current PIP fee, which is non-refundable. Franchisee's failure to deliver such notice within such timeframe or to pay such PIP fee shall be deemed Franchisee's decision not to exercise the Successor Franchise Right. Within ninety (90) days after Hyatt receives Franchisee's notice and payment of the PIP fee, Hyatt agrees to notify Franchisee of Hyatt's decision either to:

(a) deny Franchisee's election to exercise the Successor Franchise Right based on the failure to satisfy the conditions in Section 13.1 (and Hyatt shall provide the reasons for its decision); or

(b) approve Franchisee's election to exercise Successor Franchise Right, subject to (i) Franchisee's renovating, remodeling and/or expanding the Hotel (which may include structural alterations), adding or replacing improvements and FF&E, and otherwise modifying the Hotel as Hyatt requires to comply with the Hotel System and System Standards then applicable for new similarly situated Brand Hotels (subject to Reasonable Deviations), which must be completed to Hyatt's reasonable satisfaction before the Term expires in accordance with the PIP that Hyatt prepares (including the timeframes set forth therein); and (ii) Franchisee's (and each Guarantor's) continued compliance with the other provisions of this Agreement during the remaining Term.

13.3 **Agreements/Releases**. If Franchisee satisfies all of the other conditions for a successor franchise agreement under this ARTICLE XIII, Franchisee agrees to sign the form of franchise agreement and any ancillary agreements Hyatt then customarily uses in granting franchises for Brand Hotels (modified as necessary to reflect the fact that it is for a successor franchise and that there will be no further renewal or successor franchise rights), which may contain provisions that differ materially from any and all of those contained in this Agreement, except that Hyatt will not charge a successor franchise fee. Franchisee and the Guarantors further agree to sign general releases, in a form satisfactory to Hyatt, of any and all claims against Hyatt and its Affiliates and its and their respective owners, officers, directors, managers, employees, agents, representatives, successors, and assigns.

ARTICLE XIV

DISPUTE RESOLUTION

14.1 **Arbitration**. All controversies, disputes, or claims between Hyatt (and/or its Related Parties) and Franchisee (and/or its Related Parties) arising out of or related to: (a) this Agreement or any other agreement between Franchisee and Hyatt or any of its Affiliates; (b) Hyatt's (or any of its Affiliates') relationship with Franchisee; (c) the scope or validity of this Agreement or any other agreement between Franchisee and Hyatt or any of its Affiliates, or any provision of any of those agreements (including the validity and scope of the arbitration obligation under this Section 14.1, which Hyatt and Franchisee acknowledge is to be determined by an arbitrator, not a court); or (d) any aspect of the Hotel System or any System Standard, must be submitted for binding arbitration to the American Arbitration Association (the "**AAA**"). The arbitration proceedings will be conducted by one (1) arbitrator and, except as this Section 14.1 otherwise provides, according to the AAA's then current commercial arbitration rules. The arbitrator must be a licensed attorney, have hotel industry experience, and be listed on the AAA's National Roster of Neutrals (or such other equivalent replacement roster of experienced arbitrators that the AAA designates). All proceedings shall be conducted at a suitable location chosen by the arbitrator that is within ten (10) miles of Hyatt's then current principal business address. The arbitrator shall have no authority to select a different hearing locale. All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. Sections 1 et seq.) and not by any state arbitration law.

The arbitrator has the right to award any relief that the arbitrator deems proper, including money damages (with interest on unpaid amounts from the date due, as well as post-award interest, in accordance with Section 6.5), specific performance, injunctive relief, and attorneys' fees and costs, provided that the arbitrator may not declare any Proprietary Mark generic or otherwise invalid or, except as expressly provided in Section 14.5 below, award any punitive, exemplary, or treble or other forms of multiple damages against either party (Hyatt and Franchisee hereby waiving to the fullest extent permitted by law, except as expressly provided in Section 14.5 below, any right to or claim for any punitive, exemplary, and treble and other forms of multiple damages against the other). The award of the arbitrator shall be conclusive and binding upon all parties and judgment upon the award may be entered in any court of competent jurisdiction.

Hyatt and Franchisee agree to be bound by the provisions of any limitation on the period of time in which claims must be brought under applicable law or this Agreement, whichever expires earlier. Hyatt and Franchisee further agree that, in any arbitration proceeding, each must submit or file any claim that would constitute a compulsory counterclaim (as defined by the Federal Rules of Civil Procedure) within the same proceeding as the claim to which it relates. Any claim that is not submitted or filed as required is forever barred. The arbitrator may not consider any settlement discussions or offers that might have been made by either Franchisee or Hyatt or any of their related parties.

Hyatt and Franchisee agree that arbitration will be conducted on an individual, not a class-wide, basis; that only Hyatt and Franchisee (and/or their respective Related Parties, as applicable) may be the parties to any arbitration proceedings described in this Section 14.1; and that an arbitration proceeding between Hyatt and Franchisee (and/or their respective Related Parties) may not be consolidated with any other arbitration proceeding between Hyatt and any other person or entity. Notwithstanding the foregoing or anything to the contrary in this Section 14.1 or Section 18.2, if any court or arbitrator determines that all or any part of the preceding sentence is unenforceable with respect to a dispute that otherwise would be subject to arbitration under this Section 14.1, then all parties agree that this arbitration clause shall not apply to that dispute and that such dispute shall be resolved in a judicial proceeding in accordance with this ARTICLE XIV (excluding this Section 14.1).

Despite this Section 14.1, Hyatt and Franchisee each have the right to seek temporary restraining orders and temporary or preliminary injunctive relief from a court of competent jurisdiction; provided, however, that Hyatt and Franchisee must contemporaneously submit the dispute for arbitration on the merits as provided in this Section 14.1. The provisions of this Section 14.1 are intended to benefit and bind certain third party non-signatories and will continue in full force and effect subsequent to and notwithstanding this Agreement's expiration or termination.

14.2 **Governing Law**. All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. Sections 1 et seq.). Except to the extent governed by the Federal Arbitration Act**,** the United States Trademark Act of 1946 (Lanham Act, 15 U.S.C. Sections 1051 et seq.) or other federal law, this Agreement, the franchise, and all claims arising from the relationship between Hyatt (and/or any of its Affiliates) and Franchisee will be governed by the laws of the State of Illinois, without regard to its conflict of laws rules, except that any Illinois law regulating the offer or sale of franchises, business opportunities, or similar interests, or governing

the relationship between a franchisor and a franchisee or any similar relationship, will not apply unless its jurisdictional requirements are met independently without reference to this Section 14.2.

14.3 **Consent to Jurisdiction**. Subject to the parties' arbitration obligations and the provisions below, Franchisee agrees that all actions arising under this Agreement or otherwise as a result of the relationship between Franchisee and Hyatt (and/or any of its Affiliates) must be commenced in the state or federal court of general jurisdiction closest to Hyatt's then current principal business address, and Franchisee irrevocably submits to the jurisdiction of those courts and waives any objection it might have to either the jurisdiction of or venue in those courts. Nonetheless, Franchisee agrees that Hyatt may enforce this Agreement and any arbitration orders and awards in the courts of the state or states in which Franchisee is domiciled or the Hotel is located.

14.4 **Attorneys' Fees**. If either party initiates a formal legal proceeding under or relating to this Agreement or the relationship between Franchisee and Hyatt (and/or any of its Affiliates), the non-prevailing party in that proceeding (as determined by the judge or arbitrator, as applicable) must reimburse the prevailing party for all of the prevailing party's costs and expenses that it incurs, including reasonable accounting, attorneys', arbitrators', and related fees.

14.5 **Waiver Of Punitive Damages And Jury Trial**. EXCEPT FOR THE INDEMNIFICATION OBLIGATIONS FOR THIRD PARTY CLAIMS UNDER SECTIONS 8.3 AND 8.4, AND EXCEPT FOR PUNITIVE, EXEMPLARY, AND TREBLE AND OTHER FORMS OF MULTIPLE DAMAGES AVAILABLE TO EITHER PARTY UNDER FEDERAL LAW, HYATT AND FRANCHISEE WAIVE TO THE FULLEST EXTENT PERMITTED BY LAW ANY RIGHT TO OR CLAIM FOR ANY PUNITIVE, EXEMPLARY, AND TREBLE AND OTHER FORMS OF MULTIPLE DAMAGES AGAINST THE OTHER AND AGREE THAT, IN THE EVENT OF A DISPUTE BETWEEN HYATT AND FRANCHISEE, THE PARTY MAKING A CLAIM WILL BE LIMITED TO EQUITABLE RELIEF AND TO RECOVERY OF ANY ACTUAL DAMAGES (INCLUDING LIQUIDATED DAMAGES) IT SUSTAINS.

SUBJECT TO THE PARTIES' ARBITRATION OBLIGATIONS, HYATT AND FRANCHISEE IRREVOCABLY WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY, BROUGHT BY EITHER HYATT OR FRANCHISEE.

14.6 **Limitations of Claims**. EXCEPT FOR CLAIMS ARISING FROM FRANCHISEE'S NON-PAYMENT OR UNDERPAYMENT OF AMOUNTS FRANCHISEE OWES HYATT OR ANY OF ITS AFFILIATES, ANY AND ALL CLAIMS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR HYATT'S (OR ANY OF ITS AFFILIATES') RELATIONSHIP WITH FRANCHISEE WILL BE BARRED UNLESS A LEGAL PROCEEDING (IN THE REQUIRED OR PERMITTED FORUM) IS COMMENCED WITHIN EIGHTEEN (18) MONTHS FROM THE DATE ON WHICH THE PARTY ASSERTING THE CLAIM KNEW OR SHOULD HAVE KNOWN OF THE FACTS GIVING RISE TO THE CLAIMS.

ARTICLE XV

DEFAULT AND TERMINATION

15.1 **Termination by Hyatt After Opportunity to Cure**. Hyatt has the right to terminate this Agreement, effective on the date stated in Hyatt's written notice (or the earliest date permitted by applicable law), if:

(a) Hyatt determines that a serious threat or danger to public health or safety results from the construction, maintenance, or operation of the Hotel, such that an immediate shutdown of the Hotel or construction site is necessary to avoid a substantial liability or loss of goodwill to the Hotel System, and Franchisee fails to shut down the Hotel or construction site within twenty-four (24) hours after delivery of Hyatt's written notice to Franchisee;

(b) Franchisee fails to pay Hyatt or any of its Affiliates any fees or other amounts due under this Agreement or any other agreement, and does not cure that default within ten (10) days after delivery of Hyatt's written notice of default to Franchisee;

(c) Franchisee does not buy, maintain, or send Hyatt evidence of required insurance coverage and does not cure that default within ten (10) days after delivery of Hyatt's written notice of default to Franchisee;

(d) Franchisee fails to pay when due any financial obligation to a Provider or otherwise fails to comply with any other provision of this Agreement, any aspect of the Hotel System or any System Standard, and does not cure that default within thirty (30) days after delivery of Hyatt's written notice of default to Franchisee;

(e) Franchisee fails to comply with any other agreement with Hyatt or its Affiliates relating to the Hotel and does not cure that default within thirty (30) days (or such shorter time period that the other agreement specifies for curing that default) after delivery of Hyatt's written notice of default to Franchisee; or

(f) Franchisee fails to ensure that at least one Guarantor satisfies the Guarantor Monetary Threshold and does not cure that default (by providing the financial statements demonstrating that at least one Guarantor then satisfies the Guarantor Monetary Threshold) within sixty (60) days after delivery of Hyatt's written notice of default to Franchisee.

15.2 **Termination by Hyatt Without Opportunity to Cure**. Hyatt may terminate this Agreement immediately, without giving Franchisee an opportunity to cure the default, effective upon delivery of written notice to Franchisee (or such later date as required by law), if:

(a) Franchisee or any Guarantor admits its inability to pay its debts as they become due or makes a general assignment for the benefit of creditors; suffers an action to dissolve or liquidate; commences or consents to any case, proceeding, or action seeking reorganization, arrangement, adjustment, liquidation, dissolution, or composition of debts under any law relating to bankruptcy, insolvency, reorganization, or relief of debtors; suffers an appointment of a receiver, trustee, custodian, or other official for any portion of

its property or the Hotel; takes any corporate or other action to authorize any of the actions set forth above in this Section 15.2(a); has any case, proceeding, or other action commenced against it as debtor seeking an order for relief, or seeking reorganization, arrangement, adjustment, liquidation, dissolution, or composition of it or its debts under any law relating to bankruptcy, insolvency, reorganization, or relief of debtors, or seeking appointment of a receiver, trustee, custodian, or other official for it or any portion of its property or the Hotel, and such case, proceeding, or other action results in an order for relief against it that is not fully stayed within seven (7) business days after being entered or remains un-dismissed for forty-five (45) days; has an attachment of Fifty Thousand Dollars ($50,000) or more on all or any part of the Hotel or any of its assets that remains for at least ninety (90) days; or fails, within sixty (60) days after the entry of a final judgment against it in any amount exceeding One Hundred Thousand Dollars ($100,000), to discharge, vacate, or reverse the judgment, to stay its execution, or, if appealed, to discharge the judgment within thirty (30) days after a final adverse decision in the appeal;

(b) Franchisee ceases operating the Hotel at the Site in affiliation with the Proprietary Marks, fails to identify the Hotel to the public as a Brand Hotel, or loses possession of or the right to possess all or a significant part of the Hotel, for any reason except as otherwise provided in this Agreement;

(c) Franchisee or any of its Affiliates contests in any court or other Proceeding Hyatt's or its Affiliate's ownership of all or any portion of the Hotel System or the validity of any Proprietary Mark, Copyrighted Materials, or Confidential Information, or registers or attempts to register any Proprietary Mark or a derivative thereof;

(d) Franchisee (or any of its Owners) makes a transfer in violation of ARTICLE XII;

(e) Franchisee or any of its Owners or Guarantors is, or is discovered to have been, convicted of a felony or enters or is discovered to have entered a plea of no contest to a felony, unless (i) the Owner is a Limited Interest Owner; and (ii) such Owner divests all of such Owner's direct and indirect ownership interests in Franchisee within sixty (60) days after the date of the conviction or plea;

(f) Franchisee or any of its Owners or Guarantors commits (or is discovered to have committed) any action or any other offense likely in Hyatt's reasonable opinion to reflect materially adversely upon Hyatt, its Affiliates, the Hotel System, or the Proprietary Marks, unless (i) the Owner is a Limited Interest Owner; and (ii) such Owner divests all of such Owner's direct and indirect ownership interests in Franchisee within sixty (60) days after notice from Hyatt;

(g) Franchisee knowingly maintains false books and records of account or knowingly submits false or misleading reports or information to Hyatt or its Affiliate, including any information Franchisee provided or failed to provide on its franchise application;

(h) Franchisee (or any of its Owners) knowingly makes any unauthorized use or disclosure of any part of the System Standards or any other Confidential Information;

(i) Franchisee violates any law, ordinance, or regulation and does not begin to cure the violation immediately after receiving notice from Hyatt or any other party and to complete the cure as soon as is reasonably practicable or within the timeframe allowed by law, whichever is shorter;

(j) Franchisee (1) fails on three (3) or more separate occasions within any twelve (12) consecutive month period to comply with this Agreement, whether the failures relate to the same or different obligations under this Agreement and whether or not Hyatt provides formal written notice to Franchisee of or Franchisee corrects the failures; or (2) fails on two (2) or more separate occasions within any six (6) consecutive month period to comply with the same obligation under this Agreement, whether or not Hyatt provides formal written notice to Franchisee of or Franchisee corrects the failures; or

(k) Franchisee's or any of its Owners' (other than a Public Owner's) assets, property, or interests are blocked under any Trade Restriction Law, or Franchisee or any of its Owners (other than a Public Owner) otherwise violate any Trade Restriction Law.

15.3 **Suspension of Rights and Services**. Upon Franchisee's failure to remedy any default or failure to comply with this Agreement specified in any written notice issued to Franchisee under Section 15.1 (following any cure period specified for such default or failure in Section 15.1) or Section 15.2, Hyatt has the right, until Franchisee remedies such default or failure to Hyatt's satisfaction, to (a) suspend Franchisee's right to use, and Franchisee's access to, the CRS, the GDS and ADS, and/or other System Services; (b) remove the Hotel from Hyatt's advertising publications and programs and/or remove the Hotel's webpage from the Hotel System Website; (c) suspend or terminate any temporary or other fee reductions to which Hyatt might have agreed in this Agreement or any amendment(s) to this Agreement; and/or (d) refuse to provide any operational support that this Agreement otherwise requires. If Hyatt suspends Franchisee from the CRS, Hyatt has the right to divert reservations previously made for the Hotel to other Brand Hotels or Hyatt Network Hotels. If Hyatt exercises its right to suspend Franchisee's access to the CRS or other System Services, such suspension will last no more than six (6) months, after which time Hyatt shall either reinstate Franchisee's access or terminate this Agreement. Hyatt's exercise of this right will not constitute an actual or constructive termination of this Agreement nor be Hyatt's sole and exclusive remedy for Franchisee's default or failure to comply with this Agreement. If Hyatt exercises its right not to terminate this Agreement but to implement any remedies in this Section 15.3, Hyatt may at any time after the appropriate cure period under the written notice has lapsed (if any) terminate this Agreement without giving Franchisee any additional corrective or cure period. During any suspension period, Franchisee must continue to pay all fees and other amounts due under, and otherwise comply with, this Agreement and all related agreements. Hyatt's exercise of its rights under this Section 15.3 will not be a waiver by Hyatt of any breach of this Agreement. If Hyatt rescinds any suspension of Franchisee's rights, Franchisee will not be entitled to any compensation for any fees, expenses or losses Franchisee might have incurred due to Hyatt's exercise of any suspension right provided in this Section 15.3.

15.4 **General Provisions Concerning Default and Termination**. In any arbitration or other proceeding in which the validity of any termination of this Agreement or Hyatt's refusal to enter into a successor franchise agreement is contested, each party may cite to and rely upon all defaults or violations of this Agreement, not only the defaults or violations referenced in any written notice. Franchisee agrees that Hyatt has the right and authority (but not the obligation) to notify Franchisee's Lender and any or all of Franchisee's Owners, creditors and/or suppliers if Franchisee is in default under, or Hyatt has terminated, this Agreement.

ARTICLE XVI

RIGHTS AND OBLIGATIONS UPON EXPIRATION OR TERMINATION

16.1 **De-Identification**. Beginning on the date upon which this Agreement terminates or expires, Franchisee must immediately cease using the Hotel System and begin to de-identify the Hotel by taking whatever action Hyatt deems necessary to ensure that the Hotel no longer is identified as a Brand Hotel. Franchisee agrees to take the following steps, among other actions that Hyatt then specifies, to de-identify the Hotel:

(a) return to Hyatt all Copyrighted Materials, and all materials containing Confidential Information (other than Guest Information stored in the Hotel's property management system database that Franchisee is permitted to use after this Agreement's expiration or termination pursuant to Section 11.6) or bearing any of the Proprietary Marks, and cease using all such items;

(b) remove all structures and items identifying the Hotel System, including all elements of the trade dress and other distinctive features, devices, and/or items associated with the Hotel System, such as (for example) FF&E that is uniquely identified with a Brand Hotel and/or other Hyatt Network Hotels, interior signage, phone face plates, memo pads, pens, cups, glasses, and all other materials bearing one or more of the Proprietary Marks. With respect to the Hotel's exterior signage, Franchisee must (i) immediately schedule the permanent removal of all exterior signage bearing any of the Proprietary Marks and give Hyatt written evidence of that schedule, (ii) immediately cover all such exterior signage in a professional manner, and (iii) permanently remove all such exterior signage within thirty (30) days after this Agreement expires or terminates. In addition, Franchisee must make at its expense such specific additional changes that Hyatt reasonably requests to de-identify the Hotel;

(c) stop all uses of the Proprietary Marks, Confidential Information and other aspects of the Hotel System in connection with any F&B Operations or Spa Operations (if any);

(d) change the Hotel's telephone listing and immediately stop answering the telephone in any way that would lead a current or prospective customer, vendor, or other person to believe that the Hotel still is affiliated with the Brand Hotel network or with Hyatt;

(e) stop all uses of the Proprietary Marks on any Franchisee Organization Website and require all third party websites to remove any references that directly or indirectly associate the Hotel with the Proprietary Marks;

(f) cancel all fictitious, assumed, or other business name registrations relating to Franchisee's use of the Proprietary Marks; and

(g) permit Hyatt's representatives to enter the Hotel on no less than twenty-four (24) hours' prior notice to conduct inspections on a periodic basis until de-identification is completed to Hyatt's satisfaction.

Beginning on the date upon which this Agreement terminates or expires and continuing until de-identification is completed to Hyatt's satisfaction, Franchisee must maintain a conspicuous sign at the registration desk in a form that Hyatt specifies stating that the Hotel no longer is associated with the Brand Hotel network. Franchisee and its Affiliates may not, without Hyatt's permission, represent to Hotel customers, prospective customers or the public that the Hotel is or was a Brand Hotel, or otherwise hold itself out to the public as a former franchisee of Hyatt's or as the former operator of a Brand Hotel, except in the limited case of informing investors, prospective investors, or lenders that Franchisee has general experience in operating a Brand Hotel. Subject to the terms of Subsection (b) above with respect to exterior signage, Franchisee shall complete all de-identification obligations under this Section 16.1 to Hyatt's satisfaction, and provide a written certification to Hyatt indicating such completion, on or before the date which is fifteen (15) days after this Agreement terminates or expires. If Franchisee fails to comply with any of the de-identification provisions in this Section 16.1, Franchisee agrees to: (i) pay Hyatt a royalty fee of Five Thousand Dollars ($5,000) per day until de-identification is completed to Hyatt's satisfaction; and (ii) permit Hyatt's representatives to enter the Hotel to complete the de-identification process at Franchisee's expense.

16.2 **Pay Amounts Owed**. Unless otherwise provided in this Agreement, within five (5) days after the termination or expiration of this Agreement, Franchisee must pay all amounts owed to Hyatt and its Affiliates under this Agreement or any other agreement.

16.3 **Contacting Customers**. Upon this Agreement's termination or expiration for any reason, Hyatt has the right to contact those individuals or entities who have reserved rooms with Franchisee through the CRS, and any other Hotel customers, and inform them that Franchisee's lodging facility no longer is part of the Brand Hotel network. Hyatt also has the right to inform those individuals, entities and customers of other Brand Hotels and Hyatt Network Hotels that are proximately located to Franchisee's lodging facility in case they prefer to change their reservations so that they can stay at a Hyatt Network Hotel. Hyatt's exercise of these rights will not constitute an interference with Franchisee's contractual or business relationships. Franchisee acknowledges that the individuals and entities that made reservations with Franchisee's lodging facility when it was a Brand Hotel under this Agreement constitute Hyatt's customers.

16.4 **Survival**. The following provisions of this Agreement shall survive termination or expiration of this Agreement regardless of the circumstances: Sections 6.5, 6.7, 7.4, 8.1, 8.3, 8.4, 11.1, 11.5, 11.6, 11.7 and 15.4 and ARTICLE IX, ARTICLE XIV, ARTICLE XVI, ARTICLE XVII and ARTICLE XVIII. Additionally, all of Hyatt's and Franchisee's obligations that by their

terms or by implication are to be performed after the termination or expiration of the Term shall survive such termination or expiration.

16.5 **Liquidated Damages**. Franchisee acknowledges and confirms that Hyatt will suffer substantial damages as a result of the termination of this Agreement before the Term expires, including Brand Damages. Hyatt and Franchisee acknowledge that Brand Damages are difficult to estimate accurately and proof of Brand Damages would be burdensome and costly, although such damages are real and meaningful to Hyatt. Therefore, upon termination of this Agreement before the Term expires for any reason (subject to ARTICLE X), Franchisee agrees to pay Hyatt, within fifteen (15) days after the date of such termination, liquidated damages in a lump sum equal to the amount set forth in Exhibit B.

Notwithstanding the foregoing, if this Agreement is terminated because of a Consequential Termination, then the liquidated damages are one hundred fifty percent (150%) of the amount calculated in the preceding paragraph.

Franchisee agrees that the liquidated damages calculated under this Section 16.5 represent the best estimate of Hyatt's Brand Damages arising from any termination of this Agreement before the Term expires. Franchisee's payment of the liquidated damages to Hyatt will not be considered a penalty but, rather, a reasonable estimate of fair compensation to Hyatt for the Brand Damages Hyatt will incur because this Agreement did not continue for the Term's full length. Franchisee acknowledges that Franchisee's payment of liquidated damages is full compensation to Hyatt only for the Brand Damages resulting from the early termination of this Agreement and is in addition to, and not in lieu of, Franchisee's obligations to pay other amounts due to Hyatt under this Agreement as of the date of termination and to comply strictly with the de-identification procedures of Section 16.1 and Franchisee's other post-termination obligations. If any valid law or regulation governing this Agreement limits Franchisee's obligation to pay, and/or Hyatt's right to receive, the liquidated damages for which Franchisee is obligated under this Section 16.5, then Franchisee shall be liable to Hyatt for any and all Brand Damages Hyatt incurs, now or in the future, as a result of Franchisee's breach of this Agreement.

16.6 **System Services**. Beginning on the date that this Agreement terminates or expires, Hyatt and its Affiliates shall stop providing System Services to the Hotel.

ARTICLE XVII

NOTICES

All written notices, reports, and payments permitted or required to be delivered by this Agreement or the System Standards will be deemed to be delivered (whether or not delivery is accepted): (a) at the time delivered by hand; (b) at the time delivered via computer transmission if the sender has confirmation of a successful transmission, and, in the case of the Royalty Fees, System Services Charges, and other amounts due, at the time Hyatt actually receives payment via EFT; (c) one (1) business day after transmission by email or other electronic system if the sender has confirmation of successful transmission; (d) one (1) business day after being placed in the hands of a nationally recognized commercial courier service for next business day delivery; or (e) three (3) business days after placement in the United States Mail by Certified Mail, Return

Receipt Requested, postage prepaid. Either Hyatt or Franchisee may change the person and/or address for notice by giving thirty (30) days' prior notice to the other party by any of the means specified in subparagraphs (a) through (e) above.

Notices to Hyatt:	Hyatt 150 North Riverside Plaza Chicago, Illinois 60606 Attention: General Counsel E-mail: office.of.general.counsel@hyatt.com	Notices to Franchisee :	[ENTITYNAMECAPS] [PCADDRESS1] [PCADDRESS2] Attention: [PCNAME] E-mail: _____

ARTICLE XVIII

GENERAL

18.1 **The Exercise of Hyatt's Judgment**. Hyatt has the right from time to time to develop, operate, and change the Hotel System and System Standards in any manner not specifically prohibited by this Agreement. Whenever Hyatt has reserved in this Agreement a right to take or to withhold an action, or to grant or decline to grant Franchisee the right to take or omit an action, Hyatt may, except as otherwise specifically provided in this Agreement, make its decision or exercise its rights based on information readily available to it and its judgment of what is in the best interests of Hyatt and its Affiliates, the Brand Hotel network generally, or the Hotel System at the time its decision is made, without regard to whether Hyatt could have made other reasonable or even arguably preferable alternative decisions or whether its decision promotes Hyatt's (or its Affiliates') financial or other individual interest. Except where this Agreement expressly obligates Hyatt reasonably to approve or not unreasonably to withhold its approval of any of Franchisee's actions or requests, Hyatt has the absolute right to refuse any request Franchisee makes or to withhold its approval of any of Franchisee's proposed, initiated, or completed actions that require its approval. However, Hyatt may withhold its consent, whenever and wherever otherwise required, if Franchisee is in default under this Agreement.

18.2 **Severability and Interpretation**. Except as expressly provided to the contrary in this Agreement (including in Section 14.1), each section, subsection, paragraph, term, and provision of this Agreement is severable, and if, for any reason, any part is held to be invalid or contrary to or in conflict with any applicable present or future law or regulation in a final, unappealable ruling issued by any court, agency, or tribunal with competent jurisdiction, that ruling will not impair the operation of, or otherwise affect, any other portions of this Agreement, which will continue to have full force and effect and bind the parties. If any applicable and binding law or rule of any jurisdiction requires more notice than this Agreement requires of this Agreement's termination or of Hyatt's refusal to offer Franchisee the Successor Franchise Right, or some other action that this Agreement does not require, or if, under any applicable and binding law or rule of any jurisdiction, any provision of this Agreement or any System Standard is invalid, unenforceable, or unlawful, the notice and/or other action required by the law or rule will be substituted for the comparable provisions of this Agreement, and Hyatt may modify the invalid or unenforceable provision or System Standard to the extent required to be valid and enforceable or delete the unlawful provision in its entirety. Franchisee agrees to be bound by any promise or

covenant imposing the maximum duty the law permits that is subsumed within any provision of this Agreement, as though it were separately articulated in and made a part of this Agreement.

18.3 **Waiver of Obligations and Force Majeure**. Hyatt and Franchisee may unilaterally waive or reduce any obligation of or restriction upon the other under this Agreement only by a signed written instrument, effective upon delivery of written notice to the other or another effective date stated in the notice of waiver. Any waiver granted will be without prejudice to any other rights Hyatt or Franchisee have, will be subject to continuing review, and may be revoked at any time and for any reason effective upon delivery of ten (10) days' prior written notice.

Hyatt and Franchisee will not waive or impair any right, power, or option this Agreement reserves (including Hyatt's right to demand compliance with every term, condition, and covenant or to declare any breach to be a default and to terminate this Agreement before the Term expires) because of any custom or practice that varies from this Agreement's terms; Hyatt's or Franchisee's failure, refusal, or neglect to exercise any right under this Agreement or to insist upon the other's compliance with this Agreement, including any System Standard; Hyatt's waiver of or failure to exercise any right, power, or option, whether of the same, similar, or different nature, with other Brand Hotels; the existence of franchise agreements for other Brand Hotels that contain provisions differing from those contained in this Agreement; or Hyatt's acceptance of any payments due from Franchisee after any breach of this Agreement. No special or restrictive legend or endorsement on any check or similar item given to either party will be a waiver, compromise, settlement, or accord and satisfaction. The receiving party is authorized to remove any legend or endorsement, and it will have no effect.

Neither Hyatt nor Franchisee will be liable for loss or damage or be in breach of this Agreement, including Franchisee's obligations to develop and open the Hotel under ARTICLE II, if Hyatt's or Franchisee's failure to perform its obligations results from Force Majeure. Any delay resulting from Force Majeure will extend performance accordingly or excuse performance, in whole or in part, as may be reasonable, except that Force Majeure will not excuse payments of amounts owed at the time of the occurrence or payment of Royalty Fees, System Services Charges or other payments due afterward.

18.4 **Binding Effect**. This Agreement is valid and enforceable only when signed by Franchisee and signed and accepted by Hyatt at its office in Chicago, Illinois, whether signed by original or electronic signature. This Agreement may be executed in one or more counterparts, which, when taken as a whole, shall constitute a single agreement.

18.5 **Entire Agreement and Construction**. This Agreement is binding upon Hyatt and Franchisee and their respective permitted assigns and successors in interest. Subject to Hyatt's right to modify the Hotel System, System Standards, System Services and System Services Charges (including the methods of allocating costs for System Services), from time to time, this Agreement may not be modified except by a written agreement signed by both Hyatt's and Franchisee's duly-authorized officers. The Preliminary Statement and Exhibits, the attached PIP (if applicable), any state-specific Rider to this Agreement signed by Hyatt and Franchisee at the same time as this Agreement, and the Franchise Application that Franchisee (or its Owner or Affiliate) submitted to Hyatt relating to the Hotel, are a part of this Agreement, which constitutes Hyatt's and Franchisee's entire agreement, and there are no other oral or written understandings

or agreements between Hyatt and Franchisee, and no other oral or written representations by Hyatt, relating to the subject matter of this Agreement, the franchise relationship, or the Hotel (any understandings or agreements reached, or any representations made, before this Agreement are superseded by this Agreement). Franchisee may not rely on any alleged oral or written understandings, agreements, or representations not contained in this Agreement. Notwithstanding the foregoing, nothing in this Agreement or any related agreement shall disclaim or require Franchisee to waive reliance on any representation that Hyatt made in the most recent franchise disclosure document (including its exhibits and amendments) that Hyatt delivered to Franchisee or its representative.

Any policies that Hyatt adopts and implements from time to time to guide Hyatt in its decision-making are subject to change, are not a part of this Agreement, and are not binding on Hyatt. Except as expressly provided in this Agreement, nothing in this Agreement is intended or deemed to confer any rights or remedies upon any person or legal entity not a party to this Agreement.

References in this Agreement to "Hyatt" with respect to all of Hyatt's rights and all of Franchisee's obligations to Hyatt under this Agreement include any of Hyatt's Affiliates, and its and their successors and assigns, with whom Franchisee deals. The headings in this Agreement are for convenience only and will not control or affect the meaning or construction of any provision. Time is of the essence in this Agreement, and all provisions of this Agreement shall be so interpreted.

18.6 **Cumulative Remedies**. Hyatt's and Franchisee's rights under this Agreement are cumulative, and their exercise or enforcement of any right or remedy under this Agreement will not preclude their exercise or enforcement of any other right or remedy that they are entitled by law to enforce.

ARTICLE XIX

ACKNOWLEDGEMENTS

19.1 **Franchisee Acknowledgements.** To induce Hyatt to sign this Agreement and grant Franchisee the rights under this Agreement, Franchisee represents, warrants and acknowledges that:

(a) Hyatt's approval of the Site is not a guarantee or warranty, express or implied, of the success or profitability of a Brand Hotel at that location;

(b) all statements Franchisee has made and all materials (including ownership information and descriptions of Franchisee's and/or its Affiliates' ownership structure(s)) it has given Hyatt in acquiring the rights under this Agreement are accurate and complete and that Franchisee has made no misrepresentations or material omissions in obtaining those rights;

(c) Franchisee is duly organized, validly existing and in good standing under the laws of the jurisdiction of its formation, and Franchisee's execution and delivery of this Agreement and performance of its obligations hereunder (i) have been duly authorized by

all necessary company action, (ii) do not and will not violate or result in a breach or default under any applicable law or any agreement to which Franchisee is a party or by which it is bound, and (iii) do not require the consent of any third party that has not been obtained; and

(d) In accordance with an exemption available under the Federal Trade Commission's Trade Regulation Rule entitled "Disclosure Requirements and Prohibitions Concerning Franchising," 16 C.F.R. Section 436.8(a)(5)(ii), Franchisee, or its parent or any of its Affiliates, is an entity that has been in business for at least five (5) years and has a net worth of at least $6,165,500.

19.2 **Franchisee Acknowledgements in Certain States**. The following representations, warranties and acknowledgements shall be made by and binding on Franchisee, unless this Agreement and/or the relationship between Hyatt and Franchisee is subject to state franchise registration and/or disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington or Wisconsin.

(a) Franchisee represents, warrants and acknowledges that it has independently investigated and evaluated the opportunity of investing in the hotel industry generally and specifically the Brand Hotel franchise opportunity, including the current and potential market conditions and competitive factors and risks, and recognizes that, like any other business, the nature of a Brand Hotel's business will evolve and change over time.

(b) Franchisee represents, warrants and acknowledges that, except as expressly set forth in the franchise disclosure document that Hyatt delivered to Franchisee or its representative, Franchisee has not received from Hyatt, and is not relying upon, and that Hyatt expressly disclaims making, any representation, warranty or guaranty, express or implied, as to the actual or potential volume, sales, income or profits of the Hotel or any other Brand Hotel, and any information Franchisee has acquired from other Brand Hotel owners, including information regarding their sales, profits or cash flows, is not information obtained from Hyatt, and Hyatt makes no representation about that information's accuracy.

(c) Franchisee represents, warrants and acknowledges that it has no knowledge of any representations made about the Brand Hotel franchise opportunity by Hyatt, its Affiliates or any of their respective officers, directors, managers, owners or agents that are contrary to the statements made in Hyatt's franchise disclosure document or to the terms and conditions of this Agreement.

(d) Franchisee represents, warrants and acknowledges that it is relying solely on Hyatt, and not on any Affiliate of Hyatt, with regard to Hyatt's financial and other obligations under this Agreement, and no employee or other person speaking on behalf of, or otherwise representing, Hyatt has made any statement or promise to the effect that Hyatt's Affiliates guarantee Hyatt's performance or financially back Hyatt.

19.3 **No Waiver or Disclaimer of Reliance in Certain States**. The following provision applies only to franchisees and franchises that are subject to state franchise registration/disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin:

> No statement, questionnaire, or acknowledgement signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by Hyatt, any franchise seller, or any other person acting on behalf of Hyatt. This provision supersedes any other term of any document executed in connection with the franchise.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the parties have signed this Agreement as of the dates set forth by their signatures, to be effective as of the Effective Date (regardless of the dates of the parties' signatures).

FRANCHISEE:

[ENTITYNAMECAPS]

By: _____
Name: _____
Title: _____

HYATT:

[FRANCHISOR ENTITY]

By: _____
Name: _____
Title: _____

EXHIBIT A
to the
BRAND HOTEL FRANCHISE AGREEMENT

DEFINED TERMS

In addition to any other terms defined in this Agreement, the following terms shall have the respective meanings as indicated below.

"**Accessibility Laws**" means the Americans with Disabilities Act and other laws, rules, regulations and ordinances governing accommodations for or relationships with persons with disabilities or similar individuals, as in effect from time to time.

"**ADS**" means the online travel agencies and other alternative distribution systems that Hyatt may periodically authorize or require for Franchisee's Hotel and other similarly situated Brand Hotels (subject to Reasonable Deviations).

"**Affiliate**" means, with respect to a party, any person or entity directly or indirectly owned or controlled by, under common control with, or owning or controlling, such party. For purposes of this definition, "**control**" means the power to direct or cause the direction of management and policies.

"**Anti-Corruption Laws**" means any laws, rules or regulations relating to anti-corruption, anti-bribery, anti-money laundering, or similar prohibited conduct or otherwise relating to the maintenance of accurate books and records and internal controls

"Average Monthly Revenues" has the meaning set forth in Exhibit B.

"**Brand**" has the meaning set forth in Exhibit B.

"**Brand Damages**" means lost Royalty Fees, lost System Services Charges, lost market penetration and goodwill, loss of Hotel System representation in the Hotel's market area, confusion of national accounts and individual customers, disadvantage in competing for national accounts and other types of bookings for Brand Hotels, lost opportunity costs, and expenses that Hyatt will incur in developing or finding another franchisee to develop another Brand Hotel in the Hotel's market area.

"**Brand Hotel**" means a hotel operating under the Hotel System and the Proprietary Marks.

"**Brand Owner**" means any entity that (a) is either a franchisor or owner of a Competing Brand (defined below), (b) manages or otherwise operates hotels exclusively for the franchisor or owner of a Competing Brand, or (c) is an Affiliate of any entity described in (a) or (b) above. A "**Competing Brand**" is a hotel concept that has at least five (5) hotels operating under that concept's trade name anywhere in the world and that, in Hyatt's reasonable opinion, competes with Brand Hotels. For the avoidance of doubt, Franchisee shall not be deemed a Brand Owner under this Agreement merely because Franchisee's Affiliates operate (as franchisees and/or managers) hotels of multiple Competing Brands.

"**Comfort Letter Party**" means each Lender, each Ground Lessor (if applicable), the owner of fee simple title to the Hotel's real property or building and improvements (if Franchisee is not that owner), and each other entity with an interest (or any power or right, conditional or otherwise, to acquire an interest) in the Hotel's real property or building and improvements.

"**Confidential Information**" means (a) site selection criteria; (b) the substance, design, and construction of Brand Hotels and the Design and Construction Standards; (c) training and operations materials and modules, including the System Standards; (d) methods, formats, specifications, standards, systems, procedures, sales and marketing techniques, knowledge, and experience used in developing and operating Brand Hotels; (e) marketing, advertising and promotional programs for Brand Hotels; (f) Guest Information and any information and data relating to guests and customers of other Brand Hotels and/or other Hyatt Network Hotels; (g) knowledge of specifications for and suppliers of FF&E and other products and supplies that are uniquely identified with Brand Hotels and/or other Hyatt Network Hotels; (h) any part of the Technology System and other computer software or other technology that is proprietary to Hyatt, its Affiliates or the Hotel System, including digital passwords and identifications and any source code of, and data, reports, and other printed materials generated by, the software or other technology; (i) knowledge of the operating results and financial performance of Brand Hotels other than the Hotel; (j) graphic designs and related intellectual property; and (k) any negotiated provisions of this Agreement (including any amendment to this Agreement) and any other difference between the terms of this Agreement (including any amendment to this Agreement) and the terms of the standard form of Franchise Agreement in the Brand Hotel franchise disclosure document. However, Confidential Information does not include information, knowledge, or know-how that Franchisee can demonstrate lawfully came to its attention before Hyatt or its Affiliate provided it to Franchisee or its Affiliate directly or indirectly; that, at the time Hyatt or its Affiliate disclosed it to Franchisee, already had lawfully become generally known in the hotel industry through publication or communication by others (without violating an obligation to Hyatt or its Affiliate); or that, after Hyatt or its Affiliate disclose it to Franchisee, lawfully becomes generally known in the hotel industry through publication or communication by others (without violating an obligation to Hyatt or its Affiliate). If Hyatt includes any matter in Confidential Information, anyone who claims that it is not Confidential Information must prove that one of the exclusions provided in the preceding sentence is satisfied.

"**Consequential Termination**" has the meaning set forth in Exhibit B.

"**Control Transfer**" means any transfer (as defined in this Exhibit A) of (a) this Agreement (or any interest in this Agreement), (b) the Hotel or all or substantially all of its assets, (c) a Controlling Ownership Interest in Franchisee, whether in one transaction or a series of related transactions (regardless of the time period over which these transactions take place), or (d) a Controlling Ownership Interest in any Controlling Owner (if such Owner is a legal entity), whether in one transaction or a series of related transactions (regardless of the time period over which these transactions take place).

"**Controlling Owner**" means an individual or legal entity holding a direct or indirect Controlling Ownership Interest in Franchisee.

"**Controlling Ownership Interest**" in a legal entity means, whether directly or indirectly, either (a) the record or beneficial ownership of, or right to control, fifty percent (50%) or more of the investment capital, equity, rights to receive profits or losses, or other rights to participate in the results of the entity, or (b) the effective control of the power to direct or cause the direction of that entity's management and policies, including a general partnership interest (with respect to an entity that is a partnership) and a manager or managing member interest (with respect to an entity that is a limited liability company), or the power to appoint or remove any such party. In the case of (a) or (b), the determination of whether a "Controlling Ownership Interest" exists is made both immediately before and immediately after a proposed transfer.

"**Copyrighted Materials**" means all copyrightable materials that Hyatt or its Affiliate periodically develops and Hyatt periodically designates for use in connection with the Hotel System, including the contents of Hyatt's secure extranet, electronic media, marketing materials (including advertising, marketing, promotional, public relations materials and business and marketing plans), the Design and Construction Standards, sample architectural plans, drawings, designs, and layouts such as, without limitation, site, floor, plumbing, lobby, electrical, and landscape plans and building designs, whether or not registered with the U.S. Copyright Office.

"**Core Management**" means, as applicable, the general manager, rooms director, director of sales, engineering director, director of food and beverage, director of catering, executive chef, and assistant general manager for the Hotel.

"**CPI Increase**" means the amount to be adjusted multiplied by a fraction, the numerator of which is the Consumer Price Index for all Urban Consumers for All Items, as published by the U.S. Department of Labor, Bureau of Labor Statistics (the "**Base Index**") as of the first day of the calendar month during which the increase is to take effect, and the denominator of which is the Base Index in effect on the Effective Date or used for the most recent increase (whichever is later). If the Base Index is no longer published, Hyatt may designate another reasonably comparable index for calculating changes in the cost of living or purchasing power for consumers.

"**CRS**" means the central reservations system and related services for Brand Hotels, as Hyatt may periodically modify it.

"**Damage Threshold**" means the greater of (a) sixty percent (60%) of the market value of the Hotel immediately prior to the time of fire, flood, accident, hurricane or other casualty, or (b) the amount of insurance proceeds made available to Franchisee in connection with the casualty.

"**Data Breach**" means an actual or suspected breach of security or unauthorized access of Guest Information or other information from the Hotel's property management system or other computer system database.

"**Design and Construction Standards**" means the standards that Hyatt periodically prescribes detailing certain design criteria to be incorporated into the design and layout of the Hotel, and Hyatt's minimum standards for engineering and construction of newly constructed, renovated, or adapted Brand Hotels, including refreshing the Hotel according to periodic, scheduled upgrades, all as Hyatt determines them.

"**Effective Date**" means the date listed on page one of this Agreement, regardless of the date upon which Hyatt and Franchisee sign this Agreement.

"**F&B Operations**" means all food and beverage operations for Hotel guests and patrons consisting of the following (in each case, to the extent applicable): (a) restaurant, dining, bar, lounge, and retail food and beverage services; (b) banquet, meeting, event, catering (including outside catering), and room services; (c) a multi-functional service area that serves coffee and breakfast, lunch and dinner menu items, and alcoholic beverages; (d) grab-and-go food and beverage items available for purchase in a Hotel market; (e) a communal area serving as a combination restaurant, bar, coffee shop and workplace; (f) a standalone restaurant and/or rooftop bar; and (g) all other food, beverage and related services at the Hotel.

"**F&B Operations Plan**" means the plan for conducting and administering the F&B Operations at the Hotel that Franchisee prepares at Hyatt's request and subject to Hyatt's approval.

"**F&B Operator**" means, if applicable, the restaurant operator or other operator of some or all F&B Operations at the Hotel, other than Franchisee or the Management Company.

"**FF&E**" means all fixtures; equipment; furnishings; furniture; telephone systems; communications systems; copiers; signs; the Technology System and other property management, revenue optimization, in-room entertainment, and other computer and technology systems; and other similar items that Hyatt periodically specifies for the Hotel.

"**Force Majeure"** means (a) compliance with the orders, requests or recommendations of any federal, state, or municipal government, unless such order, request or recommendation arises because of Hyatt's or Franchisee's failure to comply with any applicable law, regulation or ordinance; (b) fire, flood, accident, hurricane, or other calamity or act of God; (c) strikes, embargoes, war, civil disturbance, acts of terrorism or similar events; or (d) any other similar event or cause.

"**Franchisee Indemnified Parties**" means Franchisee, its Affiliates, and its and their respective owners, officers, directors, managers, agents, employees, representatives, successors, and assigns.

"**Franchisee Organization Website**" means a website that mentions the Hotel and other hotels in which Franchisee and its Affiliates have an interest as part of Franchisee's and its Affiliates' portfolio of properties and that has a primary purpose of promoting the entire portfolio (rather than only promoting the Hotel).

"**GDS**" means the global distribution systems that Hyatt periodically authorizes or requires for Franchisee's Hotel and other similarly situated Brand Hotels (subject to Reasonable Deviations).

"**Gross Rooms Revenue**" means "Total Rooms Revenue," or the equivalent thereof, as determined in accordance with the Uniform System of Accounts, plus any revenue from resort fees, destination fees, or similar mandatory charges. If Franchisee receives any proceeds from any business interruption insurance applicable to the rental of rooms at the Hotel, then there shall be added to Gross Rooms Revenue an amount equal to the imputed gross revenues that the insurer

used to calculate those proceeds. Inclusion of resort fees, destination fees, or similar fees in "Gross Rooms Revenue" does not constitute approval of or authorization by Hyatt to charge such fees.

"**Ground Lessor**" means any person or entity (including any Affiliate of Franchisee) that, directly or through one or more other people or entities, leases or subleases all or any part of the Hotel's real property or improvements to Franchisee or that otherwise has any fee simple ownership or leasehold interest in the Site or the Hotel.

"**Guarantor**" means each individual or entity who from time to time guarantees Franchisee's obligations under this Agreement.

"**Guarantor Monetary Threshold**" means the minimum amount of total assets less total liabilities (excluding Hotel assets and liabilities relating solely to the Hotel), each as calculated in accordance with U.S. generally accepted accounting principles, and the minimum amount of liquid assets (consisting of cash, cash equivalents and marketable securities), that at least one Guarantor (whether an individual or an entity) must maintain at all times during the Term. The amount of the Guarantor Monetary Threshold as of the Effective Date is listed in Exhibit B.

"**Guest Information**" means information and data relating to or derived from the Hotel's guests and other customers during the Term, whether obtained from the guest or customer or from any other source, including names, preferences, and other information about the guests' or customers' experiences and/or purchases, and including information stored in or provided to the CRS or the Hotel's property management system.

"**Hotel**" means the Brand Hotel located at the Site that Franchisee will operate pursuant to this Agreement. The Hotel includes all structures, facilities, appurtenances, FF&E, entrances, exits, and parking areas located on the Site or any other real property that Hyatt approves for Hotel expansion, signage, or other facilities.

"**Hotel IP**" means, to the extent not part of the Hotel System, all images, videos, renderings, recordings, text, restaurant, gift shop, spa and other outlet or amenity names, or other content relating to the Hotel and the Non-Hotel Components provided to Hyatt or its Affiliate by Franchisee or its Affiliate.

"**Hotel System**" means the concept and system associated with the establishment and operation of Brand Hotels, as Hyatt periodically modifies it. The Hotel System now includes: (a) the Proprietary Marks; (b) all Copyrighted Materials; (c) all Confidential Information; (d) the Design and Construction Standards; (e) the CRS; (f) the required or authorized GDS and ADS; (g) management, personnel, and operational training programs, materials, and procedures; (h) System Standards; (i) marketing, advertising, and promotional programs; and (j) Mandatory Services and Non-Mandatory Services.

"**Hotel System Website**" means a website that Hyatt or one or more members of the Hyatt Group develops, maintains and/or authorizes for all or a certain group of Brand Hotels that Hyatt periodically specifies (and, at Hyatt's option, other Hyatt Network Hotels).

"**Hotel Type**" means the type of hotel set forth in Exhibit B.

"**Hyatt Group**" means Hyatt and any of its Affiliates who from time to time provide goods or services to Franchisee and/or other Participating Hotels.

"**Hyatt Indemnified Parties**" means Hyatt, its Affiliates, and its and their respective owners, officers, directors, managers, agents, employees, representatives, successors, and assigns.

"**Hyatt Network Hotels**" means the Brand Hotels and other hotels, resorts, lodging facilities and other accommodations and hospitality affiliations that from time to time are owned and/or operated by Hyatt, its Affiliates, or its or their franchisees or licensees under the name "Hyatt" or another brand owned by any of Hyatt's Affiliates, regardless of whether those brands utilize the "Hyatt" mark in their names.

"**Include**" and "**including**," whenever used in this Agreement, whether capitalized or not, will mean "including, by way of example, but without limitation."

"**Innovations**" means all inventions, innovations and discoveries relating to a Brand Hotel and based or relying upon any element of the Hotel System, including any advertising, marketing, promotional or public relations plans, programs or materials that Franchisee or its contractors develop for the Hotel, whether or not protectable intellectual property and whether created by or for Franchisee, its Affiliates or contractors, or its or their employees.

"**IT Project Management Services**" means the services described in Exhibit E to this Agreement.

"**Lender**" means each financial institution or other party (including an Affiliate of Franchisee), if any, that provided or provides any financing for Franchisee's acquisition, development, and/or operation of the Hotel, including any mortgagee or trustee under any deed of trust and any mezzanine lender or other party that takes a pledge of Franchisee's or any Controlling Owner's ownership interests as security for the repayment of any such financing.

"**Limited Interest Owner**" means any Non-Controlling Owner who is not a Guarantor and who owns (directly or indirectly) ten percent (10%) or less of the ownership interests in Franchisee.

"**Losses**" means any and all losses, expenses, obligations, diminutions in value, liabilities, damages (actual, consequential, or otherwise), and reasonable defense costs that an indemnified party incurs. For purposes of this definition, defense costs include accountants', arbitrators', attorneys', and expert witness fees, costs of investigation and proof of facts, court costs, travel and living expenses, and other expenses of litigation, arbitration, or alternative dispute resolution, regardless of whether litigation, arbitration, or alternative dispute resolution is commenced.

"**Management Arrangement**" means any lease, management agreement, or other similar arrangement with any entity for the management or other oversight of all or a part of the Hotel's operation.

"**Management Company**" means any entity (including any Affiliate of Franchisee) that Hyatt approves as the Hotel's manager pursuant to a Management Arrangement.

"**Mandatory Services**" means those mandatory System Services that one or more members of the Hyatt Group provides to the Hotel and certain other Brand Hotels and other Hyatt Network Hotels that the Hyatt Group reasonably determines must acquire those Mandatory Services only from the Hyatt Group.

"**Market Descriptor**" means any geographic or market descriptor that Hyatt periodically approves for Franchisee's use to identify the Hotel along with the Proprietary Marks.

"**Mixed-Use Site**" means a site (whether newly constructed or adapted) that is owned or developed by Franchisee, its Owner or Affiliate, which may include, in addition to the Hotel, certain Non-Hotel Components.

"**Net Recovery**" means the aggregate insurance proceeds that Franchisee and its Affiliates receive or are entitled to receive relating directly or indirectly to the casualty impacting the Hotel, less the aggregate of (a) the portion of such proceeds that Franchisee and its Affiliates are required to pay to Lenders (or that Lenders are permitted to collect) under any applicable loan or credit agreement covering the Hotel, and (b) the portion of such proceeds that Franchisee and its Affiliates are required to pay to Owners under any partnership agreement, limited liability company operating agreement or similar governing document in effect prior to the casualty in order to return to such Owners any unreturned capital investment they made in connection with the development of the Hotel.

"**Non-Control Transfer**" means any transfer (as defined in this Exhibit A) of (a) a non-Controlling Ownership Interest in Franchisee, (b) a non-Controlling Ownership Interest in any Controlling Owner (if such Owner is a legal entity), or (c) a Controlling Ownership Interest or non-Controlling Ownership Interest in any Non-Controlling Owner (if such Owner is a legal entity).

"**Non-Controlling Owner**" means any Owner which is not a Controlling Owner.

"**Non-Hotel Components**" means residential, retail, restaurant, commercial or public spaces that are located on the same single, contiguous site as the Hotel but which operate separate from the Hotel.

"**Non-Mandatory Services**" means those non-mandatory System Services that one or more members of the Hyatt Group provides to the Hotel and certain other Brand Hotels and other Hyatt Network Hotels that the Hyatt Group reasonably determines will be offered the option, but will not be required, to acquire those Non-Mandatory Services from the Hyatt Group.

"**Offering Materials**" means all disclosure documents and other written or electronic materials that Franchisee or any Owner (or any of their agents or representatives) intends to provide to any offeree or prospective purchaser of any ownership interests or other securities in Franchisee or any Owner (if that owner is an entity) which contain information about Hyatt or its Affiliates, this Agreement, Hyatt's relationship with Franchisee, or the network of Brand Hotels or other Hyatt Network Hotels (other than the Hotel).

"**Opening Date**" means: (a) for purposes of calculating the Term pursuant to Section 1.2 of this Agreement, the date upon which Franchisee has first opened the Hotel for business in

affiliation with the Brand with at least ninety percent (90%) of the number guest rooms specified in Exhibit B available as inventory in the CRS and (b) for all other purposes under this Agreement, the date upon which Franchisee first opens the Hotel for business in affiliation with the Brand.

"**Owner**" means any person or entity holding a direct or indirect ownership interest (whether of record, beneficially, or otherwise) or voting rights in Franchisee, including any person or entity who has a direct or indirect interest in Franchisee, this Agreement, the franchise, or the Hotel and any person or entity who has any other legal or equitable interest, or the power to vest in themselves any legal or equitable interest, in their revenue, profits, rights, or assets or any capital appreciation relating thereto.

"**Participating Hotels**" means, with respect to any System Services, those other Brand Hotels and Hyatt Network Hotels that Hyatt reasonably determines from time to time are similarly situated with the Hotel (subject to Reasonable Deviations) and that participate in such System Services in the same manner.

"**Person**" or "**persons**" as the context requires, means an individual (and the heirs, executors, administrators, or other legal representatives of an individual), a partnership, a joint venture, a firm, a company, a corporation, a government or any department or agency thereof, a trustee, a trust, an unincorporated organization, or any other legal entity of whatever kind or nature.

"**PIP**" means Property Improvement Plan.

"**Pre-Opening Sales Office**" means a temporary or permanent sales office at the Site to solicit and accept reservations before the Opening Date for stays after the Opening Date.

"**Privacy Laws**" means any international, national, state, local or other law, code, rule or regulation that regulates the collection, processing, storage, transmission or use of Guest Information or other personally-identifiable information in any way, including data protection laws, laws regulating marketing or electronic communications, and information security regulations.

"**Proceeding**" means any claim asserted or inquiry made (whether formally or informally), and any legal action, investigation or other proceeding (including any arbitration proceeding) brought, by any governmental agency or other person or entity.

"**Proprietary Marks**" means the trade names, trademarks, and service marks, Brand, and such other trade names, trademarks, service marks, logos, slogans, trade dress, domain names, and other designations of source and origin (including all derivatives of the foregoing) that Hyatt or its Affiliate periodically develops and Hyatt periodically designates for use in connection with the Hotel System.

"**Providers**" means providers of products or services for the Hotel, including the then current CRS operator (if applicable), then current GDS and ADS operators (if applicable), and other suppliers to the Hotel, which may include Hyatt and/or its Affiliates.

"**Public Owner**" means any holder of five percent (5%) or less of any class of securities of a Non-Controlling Owner which are publicly traded on any securities exchange or quoted in

any publication or electronic reporting service maintained by the National Association of Securities Dealers, Inc. or any of its successors.

"**Quality Assurance Programs**" means the quality assurance, compliance and guest satisfaction programs for the Hotel that Hyatt periodically develops and modifies.

"**Reasonable Business Judgment**" means that Hyatt's action or inaction has a business basis that is intended to benefit the Brand Hotel network or the profitability of the network, including Hyatt and its Affiliates, regardless of whether some individual hotels may be unfavorably affected; or to increase the value of the Proprietary Marks; or to increase or enhance overall hotel guest or franchisee or owner satisfaction; or to minimize possible brand inconsistencies or customer confusion.

"**Reasonable Deviations**" means that, if the market area or circumstances of a Brand Hotel warrant, then, in Hyatt's Reasonable Business Judgment, Hyatt may apply an aspect of the Hotel System, System Standard, requirement, fee or other term or condition to the Hotel in a manner which differs from the manner in which that aspect of the Hotel System, requirement, fee or other term or condition applies to one or more other similarly situated Brand Hotels.

"**Related Parties**" means, with respect to each of Hyatt and Franchisee, each of their respective Affiliates (and, with respect to Franchisee, the Guarantors), and all of its and their respective owners, officers, managers, directors, agents and/or employees.

"**Sanctioned Person**" means (a) any individual, entity or organization, including any government or agency thereof, with whom either Franchisee or Hyatt is prohibited from doing business or maintaining a relationship under any Trade Restriction Law; and (b) any individual, entity or organization who is controlled by, or acting as the agent or nominee of, anyone listed in subsection (a).

"**Security Interest**" means any lien, charge, pledge, mortgage, security interest or other encumbrance.

"**Spa Operations**" means all spa and related operations and services for Hotel guests and patrons, consisting of all therapy, massage and other treatments, salon services and other spa-related services, if applicable for the Hotel.

"**Spa Operator**" means the operator of Spa Operations (if any) at the Hotel, other than Franchisee or the Management Company.

"**System Services**" means those services generally made available by the Hyatt Group from time to time on a central, regional, or other shared or group basis (whether in whole or in part) to all or certain Brand Hotels and other Hyatt Network Hotels that the Hyatt Group reasonably determines shall be provided such services, and which are categorized as either Mandatory Services or Non-Mandatory Services.

"**System Services Charges**" means the amounts that the Hyatt Group charges the Hotel, and Franchisee hereby agrees to pay, for the Hotel's equitably allocable share of the System

Services Costs attributable to the System Services in which the Hotel participates (or is obligated to participate), as periodically determined by the Hyatt Group.

"**System Services Costs**" means, with respect to any of the System Services in which the Hotel participates (or is required to participate), all costs actually incurred or properly accrued by any member of Hyatt Group during the period of determination in respect of the provision of such System Services, including out-of-pocket expenses, costs for employees, occupancy costs, capital costs, administrative expenses, carrying costs and other costs incurred directly or indirectly in providing System Services.

"**System Standards**" means standards, specifications, procedures, and rules for operations, marketing, construction, equipment, furnishings, and quality assurance that Hyatt implements and may periodically modify for Brand Hotels.

"**Technology System**" means certain computer systems, sales and marketing systems, communications equipment and related equipment and supplies that Hyatt or its Affiliate will require Franchisee to use in the Hotel's operation.

"**Termination Agreement**" means Hyatt's then current form of agreement that would terminate (or confirm the termination of) this Agreement and include a general release, in a form satisfactory to Hyatt, of any and all claims against Hyatt and its Affiliates, and its and their respective owners, officers, directors, managers, employees, agents, representatives, successors and assigns. If the Termination Agreement is required pursuant to the terms of this Agreement, it must be signed by Hyatt, Franchisee and each then current Guarantor, and, if neither Franchisee nor any then current Guarantor then maintains the Guarantor Monetary Threshold, Franchisee must require an Owner or other entity that maintains the Guarantor Monetary Threshold to assume and agree to be bound by Franchisee's obligations under the Termination Agreement.

"**Trade Restriction Laws**" mean Executive Order 13224 issued by the President of the United States, the USA PATRIOT Act, the list of prohibited countries, individuals, organizations and entities maintained by the U.S. Department of Treasury Office of Foreign Assets Control, and all other present and future federal, state, and local laws, ordinances, regulations, policies, lists, and other requirements of any governmental authority addressing or in any way relating to terrorist acts, acts of war, trade, economic or investment sanctions or prohibitions, or similar restrictions.

"**Transaction Taxes**" means federal, state, local or foreign (a) sales, use, excise, privilege, occupation or any other transactional taxes, and (b) other taxes or similar exactions, no matter how designated, that are imposed on Hyatt or that Hyatt is required to withhold in connection with the receipt or accrual of amounts payable by Franchisee to Hyatt under this Agreement, excluding only taxes imposed on Hyatt for the privilege of conducting business and calculated with respect to Hyatt's net income (including Royalty Fee income), capital, net worth, gross receipts, or some other basis or combination thereof, but not excluding any gross receipts taxes imposed on Hyatt or its Affiliates for Franchisee's payments intended to reimburse Hyatt or its Affiliates for expenditures incurred for the benefit and on behalf of Franchisee.

"**Transfer**" (whether or not such term is capitalized) means and includes a voluntary, involuntary, direct, or indirect assignment, sale, gift, or other disposition of any interest in this

Agreement; Franchisee; the Hotel or substantially all of its assets; any of Franchisee's Owners (if such Owner is a legal entity); or any right to receive all or a portion of the Hotel's, Franchisee's, or any Owner's profits or losses or any capital appreciation relating to the Hotel, Franchisee or any Owner. An assignment, sale, gift, or other disposition includes the following events: (a) transfer of ownership of capital stock, a partnership or membership interest, or another form of ownership interest; (b) merger or consolidation or issuance of additional securities or other forms of ownership interest; (c) any sale or other transfer of a security or other interest convertible to an ownership interest; (d) transfer in a divorce, insolvency, or entity dissolution proceeding or otherwise by operation of law; (e) transfer by will, declaration of or transfer in trust, or under the laws of intestate succession; and (f) foreclosure upon or exercising any similar rights or remedies with respect to any Security Interest in this Agreement (to someone other than Hyatt), the Hotel or an ownership interest in Franchisee or one of its Owners, foreclosure upon the Hotel, or Franchisee's transfer, surrender, or loss of the Hotel's possession, control, or management.

"**Travel Services Website**" means a website operated by a third party (which is not an Affiliate of Franchisee) that promotes and sells travel-related products and services for a number of hotel brands, including other Hyatt Network Hotels.

"**Uniform System of Accounts**" means the Uniform System of Accounts for the Lodging Industry, Eleventh Edition, as published by the Educational Institute of the American Hotel and Motel Association, 2014, or a later edition that Hyatt approves.

EXHIBIT B
to the
BRAND HOTEL FRANCHISE AGREEMENT

HYATT HOUSE – BRAND APPENDIX

1. The "**Site**" means a Brand Hotel located at:

HOTELADDRESS1

HOTELADDRESS2

2. Number of Approved Guest Rooms: _____ Rooms

3. Pursuant to Section 4.2(a), Hyatt hereby approves: [_____ as the initial Management Company to operate the Hotel] ***or*** [Franchisee to operate the Hotel.]

4. Franchisee paid an "**Application Fee**" of **$_____** before signing this Agreement. If Hyatt applies a discount to the Application Fee pursuant to an incentive program, Franchisee must pay the amount of the discount to Hyatt within thirty (30) days after receiving written notice from Hyatt if: (a) at any time during the Term, Hyatt determines that Franchisee did not satisfy the qualifications for such incentive program as of the Effective Date of the Franchise Agreement; or (b) within one (1) year following the Opening Date of the Hotel, Franchisee or its Owner(s) engage in a Control Transfer that results in neither Franchisee, Franchisee's Controlling Owner(s), the transferee, nor the individual(s) holding a Controlling Ownership Interest in transferee entity (as applicable) satisfying the qualifications for such incentive program.

5. Franchisee shall pay Hyatt an "**IT Project Management Services Fee**" in the fixed amount of **$_____** plus reimbursement of Hyatt's or its Affiliate's reasonable expenses in rendering the IT Project Management Services, including any necessary transportation, lodging and meals, plus applicable taxes thereon. The IT Project Management Services Fee (including expenses) will be invoiced by Hyatt no earlier than: (a) Hyatt's completion of the IT Project Management Services or (b) upon Franchisee's termination of the Hotel development project or the IT Project Management Services, for any reason, in either event regardless of whether Hyatt has approved the Hotel for opening.

6. [*Franchisee shall pay Hyatt a "Design Services Review Fee" in the fixed amount of $___, plus applicable taxes thereon, in accordance with the following schedule: (a) an initial payment in the amount of $_____. will be due and payable concurrently with the execution of this Agreement and (b) the balance payable in _____ (__) equal monthly installments of $_____ each, with the first such installment due and payable on _____.]*

7. Franchisee shall comply with the provisions set forth in this Exhibit B concerning the Hotel's development.

8. The "**AOP Term**" means the period during which time the rights in the Area of Protection apply according to the terms and conditions of Section 1.3 of the Agreement, which begins on the Effective Date and ends on the earlier of: (a) the date which is _____ (_) years after the Opening Date; and (b) _____, 20___.

9. The "**Area of Protection**" is defined as _____. The Area of Protection is depicted on the map attached below. However, if there is an inconsistency between the language in this Exhibit B and the attached map, the language in this Exhibit B shall control.

[Insert map here]

10. Franchisee shall comply with the following provisions concerning the Hotel's development:

Include the following provisions only if Franchisee is not converting an existing hotel at the Site to a Brand Hotel.

(a) Within four (4) months after the Effective Date, Franchisee must prepare and submit to Hyatt for its approval the initial design development documents for the Hotel, commonly known as "50% drawings" (the "**Design Development Documents**"). The Design Development Documents must comply with the Design and Construction Standards and the Hotel System.

(b) Within six (6) months after the Effective Date, Franchisee's managing owner or senior operations officer must attend at Franchisee's expense a briefing virtually, at Hyatt's headquarters in Chicago, Illinois or another location Hyatt specifies to acquaint Franchisee with Hyatt's building process and support structure.

(c) Within nine (9) months after the Effective Date, Franchisee must prepare and submit to Hyatt for its approval complete working drawings and specifications for the Hotel, with such detail and containing such information that Hyatt requires, covering: the Hotel property; all structural, mechanical, electrical, plumbing, heating, ventilating, air conditioning and life safety equipment and systems; major architectural features and systems, including site layout and outline specifications; specifications for all proposed FF&E; and complete interior design drawings, with detail sufficient to enable submission of construction permitting applications and secure contractor pricing (the "**Detailed Construction Documents**"). The Detailed Construction Documents may not deviate from the Design Development Documents (in the form that Hyatt approved them) and must comply with the Design and Construction Standards and the Hotel System.

(d) Construction of the Hotel may not begin until Hyatt has approved the Detailed Construction Documents in writing. For purposes of this Agreement, construction of the Hotel is deemed to have begun when the vertical construction or adaptation of the Hotel portion of the building begins for mixed use projects or upon pouring concrete for the Hotel's foundation or finished slab for all other projects. After Hyatt approves the Detailed Construction Documents, Franchisee may not make any material changes to them

(including any changes to any structural or life safety equipment or systems, the number and/or type of guest rooms or common areas, or any architectural features) without Hyatt's prior written consent, which Hyatt will not unreasonably withhold. If material changes in the Detailed Construction Documents are required during the course of the Hotel's development, Franchisee must notify Hyatt and seek Hyatt's consent as promptly as reasonably possible.

(e) Construction must begin within twelve (12) months after the Effective Date. Franchisee shall notify Hyatt within (5) days after construction begins, and construction shall continue uninterrupted (unless interrupted by Force Majeure) until the Hotel is completed. Franchisee must construct the Hotel according to the Detailed Construction Documents (in the form that Hyatt approved them) and the Hotel System.

(f) The "**Opening Deadline**" means the date which is _____ (__) months after the Effective Date.

Include the following provisions if Franchisee is converting an existing hotel at the Site to a Brand Hotel.

(a) Within three (3) months after the Effective Date, Franchisee's managing owner or senior operations officer must attend at Franchisee's expense a briefing virtually, at Hyatt's headquarters in Chicago, Illinois or another location Hyatt specifies to acquaint Franchisee with Hyatt's building process and support structure.

(b) Franchisee agrees to renovate the Hotel according to the Hotel System and in accordance with, and within the time frames set forth on, the PIP attached as Exhibit D. Franchisee may not make any material changes to plans set forth in the PIP (including any changes to any structural or life safety equipment or systems, the number and/or type of guest rooms or common areas, or any architectural features) without Hyatt's prior written consent, which Hyatt will not unreasonably withhold.

(c) If this Agreement anticipates Franchisee's conversion of an existing franchised or managed facility to a Brand Hotel, then before any Proprietary Marks (including signage) are installed or displayed at the Site, and before the Hotel is authorized to open as a Brand Hotel, Franchisee must submit evidence reasonably satisfactory to Hyatt of the termination of Franchisee's previous franchise or management agreement in accordance with applicable legal requirements.

(d) The "**Opening Deadline**" means the date which is _____ (__) months after the Effective Date, unless otherwise provided in the PIP.

11. The following Brand-specific provisions shall apply:

Section Reference	Subject	Applicable Term
Preamble	Franchisor Entity	Hyatt House Franchising, L.L.C., a Kansas limited liability company
2.5	Extension Fee	Ten Thousand Dollars ($10,000)
4.7	CapEx Account	(a) three percent (3%) of the Hotel's Gross Rooms Revenue accrued during the First Year, (b) four percent (4%) of the Hotel's Gross Rooms Revenue accrued during the Second Year, and (c) five percent (5%) of the Hotel's Gross Rooms Revenue accrued during the balance of the Term.
5.1	Pre-Opening Marketing	Five Hundred Dollars ($500) multiplied by the number of guest rooms at the Hotel above the number of rooms stated in Exhibit B
6.1(a)	Additional Application Fee	Five Hundred Dollars ($500) multiplied by the number of additional guest rooms over 150 total guest rooms at the Hotel
6.1(a)	Current PIP Fee	Ten Thousand Dollars ($10,000)
6.2(a)	Royalty Fee	Five percent (5%) of the Hotel's Gross Rooms Revenue accrued during previous month.
10.1	Liquidated Damages – Condemnation	Five Thousand Dollars ($5,000)
16.5	Liquidated Damages	(a) the lesser of thirty-six (36) or the number of months then remaining in this Agreement's term had it not been terminated, multiplied by (b) the sum of (i) the Average Monthly Revenue times five percent (5%) for lost future Royalty Fees, plus (ii) the Average Monthly Revenue times three and one-half percent (3.5%) for lost future System Services Charges.
Exhibit A	Definition of "**Average Monthly Revenues**"	(i) if, as of the effective date of termination, at least thirty-six (36) months have elapsed since the Opening Date, the average monthly Gross Rooms Revenue of the Hotel during the twelve (12) full calendar months preceding the month of termination; or (ii) if, as of the effective date of termination, the Opening Date has not yet occurred, the average monthly Gross Rooms Revenue per available guest room for all Brand Hotels in the United States (including those that Hyatt and its Affiliates own, manage, and franchise) during the twelve (12) full calendar months preceding the month of termination, multiplied by the number of guest rooms approved for the Hotel; or (iii) if, as of the effective date of termination, the Opening Date has occurred but less than thirty-six (36) months have elapsed since the Opening Date, either (a) the amount determined under part (ii) above or (b) the average monthly Gross Rooms Revenue of the Hotel during the period from the

Section Reference	Subject	Applicable Term
		Opening Date until the effective date of termination, whichever of (a) or (b) is greater. Notwithstanding the foregoing, if "Average Monthly Revenues" as determined pursuant to any part of (i) through (iii) above has been materially and negatively impacted during the preceding twelve (12) full calendar month period by a disruption in Hotel operations resulting from Force Majeure, casualty, suspension of operations (whether or not consented to by Hyatt), renovation of the Hotel, or any other similar circumstances, "Average Monthly Revenue" shall be determined by reference to the most recent twelve (12) full calendar month period preceding termination, during which the Hotel performance was not so impacted.
Exhibit A	Definition of "**Brand**"	Hyatt House®
Exhibit A	Definition of "**Consequential Termination**"	A termination of this Agreement if (a) such termination involves a transfer of the Hotel or its assets, or a Controlling Ownership Interest in Franchisee or its Controlling Owner, to a Competitor; or (b) there are three (3) or more franchise agreements for Hyatt-Related Select Service Brand (defined below) hotels (including this Agreement) with Franchisee or its Affiliates that Hyatt (or its Affiliate) terminates because of Franchisee's (or its Affiliate's) default or Franchisee (or its Affiliate) terminates in breach of the applicable agreement. For purposes of this definition, a "**Hyatt-Related Select Service Brand**" means any brand under which or in affiliation with which a select service Hyatt Network Hotel operates. For purposes of this definition, a "**Competitor**" is any entity that owns, franchises and/or manages, or is an affiliate of any entity that owns, franchises and/or manages, an extended stay hotel brand, trade name or service mark for a system of at least four (4) hotels with an average daily room rate for all or substantially all of the hotels in the U.S. during the then most recent full calendar year that is at least sixty percent (60%) of the average daily room rate for Brand Hotels operating in the U.S.
Exhibit A	Definition of "**First Year**"	The following definition is added to Exhibit A: "**First Year**" means the calendar twelve (12)-month period beginning on the first (1^{st}) day of the calendar month during which the Opening Date occurs.
Exhibit A	Guarantor Monetary Threshold	The "**Guarantor Monetary Threshold**" means each of the following: (a) the amount of total assets less total liabilities (excluding Hotel assets and liabilities relating solely to the

Section Reference	Subject	Applicable Term
		Hotel), each as calculated in accordance with U.S. generally accepted accounting principles, equal to or exceeding **$** _____ as of the date hereof; and (b) liquid assets (consisting of cash, cash equivalents and marketable securities) equal to or exceeding $500,000 as of the date hereof; provided, however, that Hyatt will waive (b) during any period in which Franchisee (i) is in compliance with Section 6.4 of the Franchise Agreement and (ii) has not, for a period of sixty (60) or more days, owed Hyatt or its Affiliates any past-due payments. Each of these dollar amounts shall increase automatically each year, without notice from Hyatt, effective on the first day of the calendar month during which the Franchise Agreement's Effective Date falls, by an amount equal to the CPI Increase.
Exhibit A	Definition of "**Hotel Type**"	Extended stay hotel
Exhibit A	Definition of "**Second Year**"	The following definition is added to Exhibit A: "**Second Year**" means the calendar twelve (12)-month period beginning on the first (1st) anniversary of the first (1st) day of the calendar month during which the Opening Date occurs.

FRANCHISEE:

[ENTITYNAMECAPS]

By: _____
Name: _____
Title: _____

HYATT:

[FRANCHISOR ENTITY]

By: _____
Name: _____
Title: _____

EXHIBIT C
to the
BRAND HOTEL FRANCHISE AGREEMENT

RIGHT OF FIRST OFFER FOR STRATEGIC MARKETS

By signing this Exhibit C, Hyatt and Franchisee acknowledge that Hyatt's right of first offer reflected in this Exhibit C applies to this Agreement. If Hyatt and Franchisee do not sign this Exhibit C, then it does not apply to this Agreement. Hyatt has the unrestricted right to assign its right of first offer to an Affiliate or other third party, who then will have Hyatt's rights and obligations described in this Exhibit C.

If Franchisee (or any of its Owners) at any time during the Term determine to sell or transfer for consideration this Agreement, the Hotel or all or substantially all of its assets, or a Controlling Ownership Interest in Franchisee or its Controlling Owner (except to or among Franchisee's Owners as of the Effective Date, which is not subject to this Exhibit C), then Franchisee must first give Hyatt the opportunity to acquire those rights (the "**Offered Rights**") by delivering written notice to Hyatt. Franchisee's notice must contain a summary of the material terms and conditions of the proposed sale or transfer, including (without limitation) the proposed consideration and the terms of any financing Franchisee or its Affiliate will provide for the proposed purchase price (the "**Offer Terms**"). The Offer Terms must relate exclusively to the Offered Rights and not to any other assets or rights.

Hyatt will then have thirty (30) days after receiving the Offer Terms to notify Franchisee whether Hyatt elects to acquire the Offered Rights on the Offer Terms, provided that (1) Hyatt may substitute cash, a cash equivalent, or marketable securities for any form of payment proposed in the Offer Terms (such as ownership interests in an entity) and may elect to pay the net present value of any payments to be made over time; (2) Hyatt must be afforded the opportunity to conduct customary due diligence on the Offered Rights; and (3) Hyatt must receive, and Franchisee and its Owners agree to make, all customary representations, warranties, and indemnities in Hyatt's purchase, including representations and warranties as to ownership and condition of and title to assets; liens and encumbrances on assets; validity of contracts and agreements; liabilities affecting the assets, contingent or otherwise; and indemnities for all actions, events, and conditions that existed or occurred in connection with the Hotel or Franchisee's business before the closing.

If Hyatt exercises the right of first offer, the closing will take place at a location and on a date that Hyatt chooses, within ninety (90) days after Hyatt delivers its notice of exercise to Franchisee or such longer period as may be contemplated by the Offer Terms. Hyatt and Franchisee will sign documents, including deeds, affidavits, transfers and assignments, and any other documents necessary or appropriate for the sale or transfer of the Offered Rights. Franchisee must satisfy all liens, mortgages, and/or encumbrances on the Hotel. Hyatt and Franchisee will share equally any closing costs.

If Hyatt notifies Franchisee in writing that Hyatt does not intend to exercise its right of first offer with respect to any Offer Terms, or fails to notify Franchisee of Hyatt's decision within the thirty (30)-day period described above, then Franchisee thereafter may offer the Offered Rights to

any third party on terms no more favorable to that party than the Offer Terms. However, Franchisee or its Owners may sell or transfer the Offered Rights only if Hyatt otherwise approves the transfer in accordance with, and Franchisee (and its Owners) and the transferee comply with the conditions in, ARTICLE XII of this Agreement. This means that, even if Hyatt does not exercise Hyatt's right of first offer, if the proposed transfer otherwise would not be allowed under ARTICLE XII, Franchisee (or its Owners) may not move forward with the transfer at all.

Later, Franchisee may determine to offer the Offered Rights on terms which are more favorable to the buyer than the Offer Terms, or Franchisee may determine to change the Offered Rights, then Franchisee must first offer those new terms to Hyatt according to the procedures described above. In addition, if Franchisee does not sell or transfer the Offered Rights in compliance with this Exhibit C and the conditions in ARTICLE XII within twelve (12) months after Hyatt first receives notice of the Offered Rights, then the rights under this Exhibit C shall once again apply with respect to those Offer Terms, and Franchisee may not sell or transfer for consideration the Offered Rights without first giving Hyatt the opportunity to acquire those rights according to this Exhibit C.

By signing below, Hyatt and Franchisee acknowledge and agree that the terms of this Exhibit C will apply to this Agreement.

FRANCHISEE:

[ENTITYNAMECAPS]

By: _____
Name: _____
Title: _____

HYATT:

[FRANCHISOR ENTITY]

By: _____
Name: _____
Title: _____

EXHIBIT D
to the
BRAND HOTEL FRANCHISE AGREEMENT

DESIGN APPROVAL REVIEW PROCESS OR
PROPERTY IMPROVEMENT PLAN
(as applicable)

EXHIBIT E
to the
BRAND HOTEL FRANCHISE AGREEMENT

IT PROJECT MANAGEMENT SERVICES

[SELECT SERVICE]

HYATT IT PROJECT MANAGEMENT SERVICES AND IMPLEMENTATION AND TRAINING FOR HYATT PROPRIETARY SYSTEMS

1. Scope of Services, Part 1

IT Project Management Services - The overall process includes a Blueprint Review and IT Project Management & Planning. Listed below are the activities for each component which are included in the IT Project Management Services fee.

- Initial Discussion
  - Blueprint Review.
  - Provide and review IT Systems Bid Book, Hyatt IT Brand Standards, Cabling SOW, etc. (Collectively "IT Systems Requirements").
- Project Management and Planning
  - Communicate status on an agreed upon schedule.
  - Plan and direct the overall IT Project Management activities through implementation and sign-off.
  - Monitor all Teams/Vendors with respect to standard work processes related to IT System installations.
  - Coordinate installation of the standard IT Systems and facilitate communication between Vendor and hotel.
  - Act as the Single Point of Contact ("SPOC") for IT problem escalation during Vendor installations.
  - Provide specifications and oversight for low voltage cabling.
- Procurement Assistance
  - Review IT orders for accuracy and pricing ("Purchase Orders").
  - Communicate IT Systems Requirements to Vendors.
  - Manage and provide reports of any modifications and/or updates to original Purchase Orders ("Change Orders").
- Vendor Management and Scheduling
  - Be the SPOC for Hyatt IT Vendor scheduling and coordination.
  - Work with construction general contractor or Owner to identify schedule touch points and dependencies.
  - Manage Hyatt Vendor issues.
  - Communicate Hyatt IT Vendor on-site dates.
  - Coordinate Hyatt IT Vendor training and hotel signoff.
  - Schedule and facilitate Hyatt Vendor meetings as possible.

- EMV on-property setup, on-property mobile entry setup, interface configuration support.
- Hyatt Network Operations consulting – VPN setup and systems whitelisting.
- Hyatt Telecom consulting – faceplate approval, Auto-attendant setup and standardization, Music on hold setup and standardization.

- On-site Visits - The following visits are approximate. They may be removed, combined or added as necessary.

- Visit 1 – Review Cabling at 50% installation.
- Visit 2 – Review Cabling at 90% installation.
- Visit 3 – End of Construction Walk-through and Computer Room setup (if needed), also onsite w/ Sound & Security system teams.
- Visit 4 – Hotel pre-opening week, on-site week before opening with PMS/POS, keylock, E-room, In-room Entertainment and telephone teams.
- Visit 5 – On-site for opening/Project close out.

2. Scope of Services, Part 2

Remote installation, configuration and training services for Hyatt proprietary systems - This process covers Hyatt's installation, configuration, and training services for the following systems which are included on Hyatt's consolidated invoice:

- Online Check-in / Express Check-out – remote installation and training
- Mobile Entry Service – remote installation and training
- Colleague Advantage – remote installation and training
- Envision Lite – remote installation and training
- Property Management – remote installation and training resource management
- Guest Request System (HyGeo) – installation and training

3. Out Of Scope Items

The following services are not included in the Hyatt IT Project Management Services Statement of Work:

- Installation and configuration of network, server, or workstation hardware and software
- Configuration of system interfaces to Opera
- Purchasing required hardware, software, interfaces and licenses.
- Performing upgrades to existing equipment intended for re-use in new hotel opening
- Installing non-standard software or systems hardware outside of hardware detailed above
- Installation and configuration of 'off-brand' hardware or hardware not purchased within Hyatt specification
- Configuration of equipment intended for use beyond Hyatt's standard configuration (i.e., configuration of redundant/hot-swap devices)
- Configuration of Virtual Machine-based systems, to include the Domain Controller
- Setup and configuration of systems typically configured by respective vendors
- Installing or terminating any low-voltage cabling or manufacture of patch cables
- Performing training for vendor-specific systems

- Supporting hardware or systems software following install.
- Installation & configuration of server backup software

4. Deliverables And Work Product

The Hyatt IT Systems Bid Book will include specified pricing for standard computer systems (the "Bid Book"). Hyatt will designate a Consultant (the "IT Project Manager") to manage property project plans from checklists to final signoffs, manage and maintain an updated issues list, as well as review the existing documentation regularly in order to update the master based on real time adjustments. Further, the IT Project Manager will be responsible for timely delivery of IT Site Reports after all on-site visits.

5. Roles and Responsibilities

Legend: O = Owns, P = Participates, R = Reviews

Task Description	Hotel Owner/ Mgmt	Hotel GM	Hyatt IT	General Contractor
Approve IT SOW	O		R	
Perform Blueprint Review	P		O	
Review Blueprint Variances	P		O	
Review Bid Book and Vendor Quotes	P		O	
Select Vendors for systems that do not require a mandatory vendor	O		R	
Provide specifications to meet Hyatt Brand Standards	R		O	
Provide IT Systems Electric and Low Voltage Cabling Specifications			O	P
Review specifications of hotel selected vendors	O		R	
Generate purchase orders	O		R	
Process deposits	O		R	
Communicate construction milestones and dates	R	R	R	O
Install IT Electric and Cabling			R	O
Approve vendor change orders as needed	O		R	
Schedule IT vendor installations		R	O	
Coordinate Computer Room and Gallery Host Stand installations	O	P	R	
Schedule IT vendor training		P	O	
Post implementation walk-through	P	P	O	

6. Project Schedule

Upon approval of this Statement of Work, an IT Project Manager will be assigned to perform a Blueprint Review. An IT System Installation and Training Schedule will be produced approximately 90 days prior to the Hotel opening for business to the public.

Sample Hotel Schedule:

Task	Blueprint Review	50% Cabling	90% Cabling		Computer Room	PBX & Sound Head End	Security & Keylock Systems		Review Vendor Progress, HSIA & E-	In-Room Entertainment, PMS &	Hotel Opening	Live Support	Close Out
Time Scale in Weeks	45	32	9	8	7	6	5	4	3	2	1	P1	P2
Validate POs & Shipping ETAs													
Coordinate with GC PM or Owner's Representative													
Vendor Coordination & Scheduling													
Post-Install Support													
PM On-site Timeframes													

Note: Above schedule is a sample. Actual timeframe will differ based on the property and/or permits.

7. Project Dependencies

Critical milestones for IT Systems are dependent on available electricity, conduit, core drilling and cabling in the Computer Room, Gallery Host Stand, E-room, Meeting Rooms, etc. Every effort will be taken to schedule computer system vendors without change or expedite fees since this will add to the cost of the Project.

8. Completion Criteria

This Statement of Work will be deemed completed when:

- the Computer Room installed and operational;
- the Gallery Host Stand installed and operational;
- the Hyatt Standard IT Systems are installed an operational; and
- completion of Vendor training.

STATEMENT OF WORK – Computing Environment Setup and Configuration

1. Scope Of Services

Computing environment setup and configuration includes the following items:

- Unpacking of systems components to include Firewall, Domain Controller Server, Administrative Network Switch, all workstations, and miscellaneous hardware. This includes disposal of packing materials
- Installation of Hyatt computing equipment into racks in Computer room
- Installation of firewall on to racks in Telco room unless this work is completed by others
- Configuration and installation of administrative network switch
- Set up and configuration of KVM hardware in Computer room
- Set up, configuration and placement of Domain Controller to include set up of Server operating system and set up of UserID's per Hyatt's standard procedures for franchise installations
- Connecting all Hyatt standard systems equipment to administrative network
- Setup, configuration, and placement of end-user workstations to include front desk and all back of house workstation hardware, keyboards, and pointing devices per Hyatt's standard procedure for franchise installations
- Installation of Hyatt central systems software and access to systems to include PMS, Reservation System, Sales System, and Revenue Management Systems
- Installation of Hyatt approved endpoint protection and Microsoft Office
- Installation and configuration of hotel-provided on-line backup for domain controller
- Turnover of installation documentation to hotel management at conclusion of project

2. Out Of Scope

The following services are not included in the Computing Environment Setup and Configuration Statement of Work:

- Performing upgrades to existing equipment intended for re-use in new hotel opening
- Installing non-standard software or systems hardware outside of hardware detailed above
- Installation and configuration of 'off-brand' hardware or hardware not purchased within Hyatt specification
- Configuration of equipment intended for use beyond our standard configuration (i.e., configuration of redundant/hot-swap devices)
- Configuration of Virtual Machine-based systems, to include the Domain Controller
- Setup and configuration of systems typically configured by respective vendors
- Any and all low-voltage cabling or manufacture of patch cables

- Purchasing required hardware, software, interfaces and licenses
- Performing training for vendor-specific systems
- Ongoing support of systems and hardware following hotel opening
- Integrating or troubleshooting non-standard Hyatt computer systems
- Provide any physical or logical connection between the administrative network and the guest network
- Installation and configuration of backup software to be used with workstations
- Installation and configuration of PMS interfaces unless this work is ready for completion while resource is on site

3. Deliverables And Work Product

Hyatt will provide a qualified technical project manager to perform the installation and configuration of the hotel's computing environment. The Hyatt standard computing environment typically consists of a firewall, network switch, KVM, and 6 – 10 general use workstations to include front desk workstations. This equipment will be installed, configured and placed in its respective locations. Hyatt will coordinate activities with circuit/firewall vendors to connect the Hyatt computing environment to the data circuit to ensure internet access and access to Hyatt's central systems. Hyatt will configure the network switch and connect all standard devices to the network and ensure functional performance of all devices.

It is strongly recommended that hotel ownership or management contracts with an IT outsourced provider to observe Hyatt's IT resources to ensure continuity of support following hotel opening.

4. Project Dependencies

Critical milestones for IT Systems are dependent on available electricity, conduit, core drilling and cabling in the Computer Room, Gallery Host Stand, E-room, Meeting Rooms, etc. Every effort will be taken to schedule computer system vendors without change or expedite fees since this will add to the cost of the Project.

5. Completion Criteria

This Computing Environment Setup and Configuration Statement of Work will be deemed completed when:

- the Computer Room installed and operational;
- the Gallery Host Stand installed and operational;
- the Hyatt Standard IT Systems are installed an operational.

EXHIBIT F
to the
BRAND HOTEL FRANCHISE AGREEMENT

MANAGEMENT COMPANY DOCUMENTS

MANAGEMENT COMPANY RIDER
to the Franchise Agreement dated as of _____, 2024 ("Franchise Agreement")
between _____ ("Hyatt") and
_____("Franchisee")

_____ ("Management Company") has entered into a Management Agreement with Franchisee (as amended, the "Management Agreement") under which Management Company will operate the Brand Hotel located at _____ (the "Hotel") in accordance with the terms and conditions of the Franchise Agreement. However, under the Franchise Agreement, Management Company may not operate the Hotel without Hyatt's consent, and Hyatt is unwilling to provide such consent unless Franchisee and Management Company agree to the terms of this Rider.

In consideration of the rights granted to Management Company under the Management Agreement and of Hyatt's consent (under the Franchise Agreement) to Management Company's operation of the Hotel, Management Company hereby acknowledges and ratifies the terms and conditions of the Franchise Agreement and agrees to fully observe and be bound by all terms, conditions and restrictions regarding the management and operation of the Hotel set forth in the Franchise Agreement for as long as Management Company operates the Hotel, as if and as though Management Company had executed the Franchise Agreement as "Franchisee," including, without limitation, all terms and conditions of ARTICLE IV and ARTICLE V of the Franchise Agreement (other than Section 4.2(a)). Management Company further agrees to be bound by the confidentiality and other covenants set forth in Sections 11.5, 11.6, and 11.7 of the Franchise Agreement (including all remedies available to Hyatt under the Franchise Agreement for breach thereof) during and subsequent to its tenure as manager of the Hotel. However, notwithstanding the foregoing, nothing in this Rider constitutes an agreement of Management Company: (a) to pay or assume any financial obligation of Franchisee to Hyatt or to any third party, including any obligation of Franchisee to pay Royalty Fees or System Services Charges or any liquidated damages pursuant to Section 16.5 of the Franchise Agreement; or (b) to be bound by any provision in ARTICLE XII of the Franchise Agreement. Management Company represents and warrants to Hyatt and Franchisee that Management Company is not a Brand Owner, as defined in the Franchise Agreement.

Management Company agrees that Hyatt may enforce directly against Management Company those terms and conditions of the Franchise Agreement to which Management Company has hereby agreed to be bound. Franchisee acknowledges and agrees that any act or omission of Management Company relating directly or indirectly to the Hotel will be deemed and considered the act or omission of Franchisee for purposes of Hyatt's rights and remedies under the Franchise Agreement (including, without limitation, Franchisee's indemnification and defense obligations under Section 8.3 of the Franchise Agreement), any other agreement, or applicable law. ARTICLE

VIII, ARTICLE XIV (including, without limitation, the arbitration provisions) and ARTICLE XVIII of the Franchise Agreement, entitled "Relationship of Parties and Indemnification," "Dispute Resolution," and "General," respectively, are incorporated by reference in this Rider and will govern all aspects of Hyatt's and Management Company's relationship and this Rider as if fully restated within the text of this Rider, with all references to "Franchisee" interpreted as references to Management Company.

MANAGEMENT COMPANY:

_____
a(n) _____

By:_____
Name:_____
Title:_____

[FRANCHISOR ENTITY], a _____ limited liability company

By:_____
Name:_____
Title:_____

FRANCHISEE:

_____
a(n) _____

By:_____
Name:_____
Title:_____

EXHIBIT G
to the
BRAND HOTEL FRANCHISE AGREEMENT

FRANCHISEE'S OWNERSHIP

FRANCHISEE:

[ENTITYNAMECAPS]

By: _____
Name: _____
Title: _____

HYATT:

[FRANCHISOR ENTITY]

By: _____
Name: _____
Title: _____

EXHIBIT H
to the
BRAND HOTEL FRANCHISE AGREEMENT

GUARANTY AND ASSUMPTION OF OBLIGATIONS

THIS GUARANTY AND ASSUMPTION OF OBLIGATIONS ("**Guaranty**") is given this _____ day of _____, 2024, by the undersigned party or parties (individually and collectively, "**Guarantor**") in favor of _____, a _____ limited liability company (together with its successors and assigns, "**Hyatt**").

WHEREAS, **[_____]** ("**Franchisee**") owns the hotel to be known as the Brand Hotel located or to be located at the Site identified in the Franchise Agreement (defined below) (the "**Hotel**");

WHEREAS, simultaneously herewith, Franchisee is entering into a Brand Hotel Franchise Agreement (as amended, modified or amended and restated from time to time, the "**Franchise Agreement**") with Hyatt with respect to the Hotel;

WHEREAS, Guarantor is either an owner (whether direct or indirect) of Franchisee or otherwise has a direct or indirect relationship with Franchisee or its affiliates, Guarantor will benefit significantly from Hyatt's entering into the Franchise Agreement with Franchisee, and Hyatt will not enter into the Franchise Agreement unless each of the undersigned agrees to sign and comply with the terms of this Guaranty;

WHEREAS, as a condition to entering into the Franchise Agreement, Hyatt has required that Guarantor guarantee the payment and performance of the Guaranteed Obligations (as defined herein), subject to the terms of this Guaranty.

NOW, THEREFORE, as a material inducement to Hyatt entering into the Franchise Agreement, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Guarantor hereby does irrevocably and unconditionally warrant and represent unto and covenant as follows:

1. **Recitals; Defined Terms**. The recitals above are a part of this Guaranty, form a basis for this Guaranty, and shall be considered prima facie evidence of the facts and documents referred to therein. Defined terms used but not defined herein shall have the meanings ascribed to them in the Franchise Agreement.

2. **Guaranty**. Guarantor hereby irrevocably and unconditionally personally guarantees to Hyatt and its successors and assigns Franchisee's punctual payment and performance of, and agrees to be personally bound by and personally liable for the breach of, each and every Guaranteed Obligation. Guarantor hereby irrevocably and unconditionally covenants and agrees that it is liable for the Guaranteed Obligations as a primary obligor.

3. **Guaranteed Obligations**. As used herein, the term "Guaranteed Obligations" means (i) Franchisee's payment in full of all of Franchisee's monetary obligations including but

not limited to Franchisee's payment of any liquidated damages that become due and payable pursuant to the Franchise Agreement as and when required pursuant to the Franchise Agreement, and (ii) Franchisee's performance of each and every provision in the Franchise Agreement (including any amendments or modifications of the Franchise Agreement), including, without limitation: (a) obligations to take or refrain from taking specific actions or to engage or refrain from engaging in specific activities, including, without limitation, the confidentiality and transfer requirements and the prohibitions with respect to Brand Owners; and (b) the arbitration requirements and other enforcement provisions in ARTICLE XIV and ARTICLE XVIII of the Franchise Agreement.

4. **Guarantor Monetary Threshold**. Guarantor represents and agrees that, at the time of signing this Guaranty and at all times during the term of the Franchise Agreement, at least one of the undersigned or another then current guarantor of Franchisee's obligations under the Franchise Agreement satisfies the Guarantor Monetary Threshold (defined below). The "**Guarantor Monetary Threshold**" means each of the following: (a) the amount of total assets less total liabilities (excluding Hotel assets and liabilities relating solely to the Hotel), each as calculated in accordance with U.S. generally accepted accounting principles, equal to or exceeding _____ Dollars ($_____) as of the date hereof; and (b) liquid assets (consisting of cash, cash equivalents and marketable securities) equal to or exceeding _____ Dollars ($_____) as of the date hereof. Each dollar amount in this Section 4 shall increase automatically each year, without notice from Hyatt, effective on the first day of the calendar month during which the Franchise Agreement's Effective Date falls, by an amount equal to the CPI Increase. The "**CPI Increase**" means the amount to be adjusted multiplied by a fraction, the numerator of which is the Consumer Price Index for all Urban Consumers for All Items, as published by the U.S. Department of Labor, Bureau of Labor Statistics (the "**Base Index**") as of the first day of the calendar month during which the increase is to take effect, and the denominator of which is the Base Index in effect on the Franchise Agreement's Effective Date or used for the most recent increase (whichever is later). If the Base Index is no longer published, Hyatt may designate another reasonably comparable index for calculating changes in the cost of living or purchasing power for consumers. Guarantor agrees to provide Hyatt on an annual basis financial statements or other documents that Hyatt reasonably specifies, certified by Guarantor in the manner that Hyatt specifies, demonstrating that at least one Guarantor satisfies the Guarantor Monetary Threshold. Upon reasonable advance notice, but no more than twice during any calendar year during the Franchise Agreement's term, Hyatt may examine the undersigned's business, bookkeeping, accounting and tax records to ascertain compliance with the Guarantor Monetary Threshold. In addition to and without limiting Hyatt's other rights and remedies under the Franchise Agreement, this Guaranty or applicable law, Guarantor acknowledges that Hyatt may terminate the Franchise Agreement (subject to the applicable notice and cure period in the Franchise Agreement) if at least one Guarantor or another guarantor of Franchisee's obligations under the Franchise Agreement does not satisfy the Guarantor Monetary Threshold at all times during the Franchise Agreement's term.

5. **Nature of Guaranty**. Guarantor consents and agrees that: (1) the representations, warranties, agreements, liabilities, and obligations of Guarantor set forth in this Guaranty shall apply to each of the undersigned parties in its individual capacity; (2) notwithstanding the foregoing, each of the undersigned's direct and immediate liability under this Guaranty will be

joint and several, both with Franchisee and among the other parties (if any) comprising Guarantor; (3) Guarantor will render any payment or performance required under the Franchise Agreement upon demand if Franchisee fails or refuses punctually to do so; (4) this liability will not be contingent or conditioned upon Hyatt's pursuit of any remedies against Franchisee or any other person or entity; (5) this liability will not be diminished, relieved, or otherwise affected by any extension of time, credit, or other indulgence that Hyatt may from time to time grant to Franchisee or any other person or entity, including, without limitation, the acceptance of any partial payment or performance or the compromise or release of any claims (including the release of other guarantors), none of which will in any way modify or amend this Guaranty, which will be continuing and irrevocable during and after the term of the Franchise Agreement (including extensions) for so long as any performance is or might be owed under the Franchise Agreement by Franchisee or any of its guarantors and for so long as Hyatt has any cause of action against Franchisee or any of its guarantors; and (6) this Guaranty will continue in full force and effect for (and as to) any extension or modification of the Franchise Agreement and despite the transfer of any direct or indirect interest in the Franchise Agreement or Franchisee, and Guarantor waives notice of any and all renewals, extensions, modifications, amendments, or transfers.

6. **Waivers**.

(a) Guarantor hereby waives: (i) all rights to payments and claims for reimbursement or subrogation that Guarantor may have against Franchisee arising as a result of the undersigned's execution of and performance under this Guaranty, for the express purpose that none of the undersigned shall be deemed a "creditor" of Franchisee under any applicable bankruptcy law with respect to Franchisee's obligations to Hyatt; (ii) all rights to require Hyatt to proceed against Franchisee for any payment required under the Franchise Agreement, proceed against or exhaust any security from Franchisee, take any action to assist any of the undersigned in seeking reimbursement or subrogation in connection with this Guaranty or pursue, enforce or exhaust any remedy, including any legal or equitable relief, against Franchisee; (iii) any benefit of, any right to participate in, any security now or hereafter held by Hyatt; and (iv) acceptance and notice of acceptance by Hyatt of Guarantor's undertakings under this Guaranty, all presentments, demands and notices of demand for payment of any indebtedness or non-performance of any obligations hereby guaranteed, protest, notices of dishonor, notices of default to any party with respect to the indebtedness or nonperformance of any obligations hereby guaranteed (except as otherwise expressly provided herein or in the Franchise Agreement), and any other notices and legal or equitable defenses to which Guarantor may be entitled. Hyatt shall have no present or future duty or obligation to the undersigned under this Guaranty, and each of the undersigned waives any right to claim or assert any such duty or obligation, to discover or disclose to the undersigned any information, financial or otherwise, concerning Franchisee, any other guarantor, or any collateral securing any obligations of Franchisee to Hyatt. Without affecting the obligations of the undersigned under this Guaranty, Hyatt may, without notice to the undersigned, extend, modify, supplement, waive strict compliance with, or release all or any provisions of the Franchise Agreement or any indebtedness or obligation of Franchisee, or settle, adjust, release, or compromise any claims against Franchisee or any other guarantor, make advances for the purpose of performing any obligations of Franchisee under the Franchise Agreement, assign the Franchise Agreement

or the right to receive any sum payable under the Franchise Agreement, and the undersigned each hereby jointly and severally waive notice of same. The undersigned expressly acknowledge that the obligations hereunder survive the expiration or termination of the Franchise Agreement.

(b) In addition, Guarantor waives any defense arising by reason of any of the following: (i) any disability or any counterclaim or right of set-off or other defense of Franchisee, (ii) any lack of authority of Franchisee with respect to the Franchise Agreement, (iii) the cessation from any cause whatsoever of the liability of Franchisee, (iv) any circumstance whereby the Franchise Agreement shall be void or voidable as against Franchisee or any of Franchisee's creditors, including a trustee in bankruptcy of Franchisee, by reason of any fact or circumstance, (v) any event or circumstance that might otherwise constitute a legal or equitable discharge of the undersigned's obligations hereunder, except that the undersigned do not waive any defense arising from the due performance by Franchisee of the terms and conditions of the Franchise Agreement, (vi) any right or claim of right to cause a marshaling of the assets of Franchisee or any other guarantor, and (vii) any act or omission of Franchisee.

(c) Guarantor's obligations under this Guaranty shall not be released, diminished, impaired, reduced or adversely affected by any of the following and Guarantor waives any common law, equitable, statutory or other rights (including, without limitation, rights to notice, other than notices required in this Guaranty) which Guarantor might otherwise have as a result of or in connection with any of the following:

(i) any increase, modification, alteration or rearrangement of all or any part of the Guaranteed Obligations, the Franchise Agreement or any other document, instrument, contract or understanding between Franchisee and Hyatt or any other parties pertaining to the Guaranteed Obligations, or any failure of Hyatt to notify Guarantor of any such action.

(ii) any adjustment, indulgence, forbearance or compromise that might be granted or given by Hyatt to Franchisee or Guarantor.

(iii) the insolvency, bankruptcy, arrangement, adjustment, composition, liquidation, disability, dissolution or lack of power of Franchisee, Guarantor or any other party at any time liable for the payment or performance of all or part of the Guaranteed Obligations; or any dissolution of Franchisee or Guarantor, or any sale, lease or transfer of any or all of the assets of Franchisee or Guarantor, or any changes in the direct or indirect owners of Franchisee or Guarantor; or any reorganization of Franchisee or Guarantor.

7. **Representations**. Guarantor represents and warrants to Hyatt that (a) if it is a business entity, it is duly organized, validly existing and in good standing under the laws of the jurisdiction of its formation, and its execution and delivery of this Guaranty have been duly authorized by all necessary company action; and (b) the undersigned's execution and delivery of, and performance under, this Guaranty do not and will not violate or result in a breach or default

under any applicable law or any agreement to which the undersigned is a party or by which it is bound, and does not require the consent of any third party that has not been obtained.

8. **Expenses**. If Hyatt is required to enforce this Guaranty in a judicial or arbitration proceeding and prevails in such proceeding, Guarantor shall reimburse Hyatt for Hyatt's costs and expenses, including, but not limited to, reasonable accountants', attorneys', attorneys' assistants', arbitrators', and expert witness fees, costs of investigation and proof of facts, court costs, other litigation expenses, and travel and living expenses, whether incurred prior to, in preparation for, or in contemplation of the filing of any such proceeding. If Hyatt is required to engage legal counsel in connection with any failure by the undersigned to comply with this Guaranty, the undersigned shall reimburse Hyatt for any of the above-listed costs and expenses Hyatt incurs even if Hyatt does not commence a judicial or arbitration proceeding.

9. **Effect of Bankruptcy**. In the event that, pursuant to any insolvency, bankruptcy, reorganization, receivership or other debtor relief law, or any judgment, order or decision thereunder, Hyatt must rescind or restore any payment, or any part thereof, received by Hyatt in satisfaction of the Guaranteed Obligations, as set forth herein, any prior release or discharge from the terms of this Guaranty given to Guarantor by Hyatt shall be without effect, and this Guaranty and the Guaranteed Obligations shall remain in full force and effect. It is the intention of Franchisee and Guarantor that Guarantor's obligations hereunder shall not be discharged except by Guarantor's performance of such obligations and then only to the extent of such performance.

10. **Notices**. All notices, consents, approvals and requests required or permitted hereunder shall be given in writing and shall be effective for all purposes (a) at the time delivered by hand; (b) at the time delivered via computer transmission if the sender has confirmation of a successful transmission; (c) one (1) business day after transmission by facsimile or other electronic system if the sender has confirmation of successful transmission; (d) one (1) business day after being placed in the hands of a nationally recognized commercial courier service for next business day delivery; or (e) three (3) business days after placement in the United States Mail by Certified Mail, Return Receipt Requested, postage prepaid, addressed as follows (or at such other address and Person as shall be designated from time to time by any party hereto):

If to Guarantor:

with a copy to:

If to Hyatt: Hyatt
150 North Riverside Plaza
Chicago, Illinois 60606
Attention: General Counsel
E-mail: office.of.general.counsel@hyatt.com

11. **Amendments.** This Guaranty may be amended only by an instrument in writing executed by the party or an authorized representative of the party against whom such amendment is sought to be enforced.

12. **Parties Bound; Assignment**. This Guaranty shall be binding upon and inure to the benefit of the parties hereto and their respective successors, assigns, heirs and legal representatives; provided, however, that Guarantor shall not, without the prior written consent of Hyatt, assign any of its rights, powers, duties or obligations hereunder.

13. **Counterparts**. To facilitate execution, this Guaranty may be executed in as many counterparts as may be convenient or required. It shall not be necessary that the signature of, or on behalf of, each party, or that the signature of all persons required to bind any party, appear on each counterpart. All counterparts shall collectively constitute a single instrument. It shall not be necessary in making proof of this Guaranty to produce or account for more than a single counterpart containing the respective signatures of, or on behalf of, each of the parties hereto. Any signature page to any counterpart may be detached from such counterpart without impairing the legal effect of the signatures thereon and thereafter attached to another counterpart identical thereto except having attached to it additional signature pages.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, each of the undersigned has affixed its signature on the same day and year as the Agreement was executed.

GUARANTOR(S)

[ENTITYNAMECAPS]

By:_____
Name: _____
Title: _____

EXHIBIT D

STATE ADMINISTRATORS/AGENTS FOR SERVICE OF PROCESS

STATE AGENCIES/AGENTS
FOR SERVICE OF PROCESS

Listed here are the names, addresses and telephone numbers of the state agencies having responsibility for the franchising disclosure/registration laws. We may not yet be registered to sell franchises in any or all of these states.

If a state is not listed, we have not appointed an agent for service of process in that state in connection with the requirements of the franchise laws. There may be states in addition to those listed below in which we have appointed an agent for service of process.

There also may be additional agents appointed in some of the states listed.

CALIFORNIA

Website: www.dfpi.ca.gov
Email: ask.DFPI@dfpi.ca.gov

Commissioner of Department of Financial Protection & Innovation
Department of Financial Protection & Innovation
Toll Free: 1 (866) 275-2677

Los Angeles

320 West 4th Street, Suite 750
Los Angeles, California 90013-2344
(213) 576-7500

Sacramento

2101 Arena Boulevard
Sacramento, California 95834
(866) 275-2677

San Diego

1455 Frazee Road, Suite 315
San Diego, California 92108
(619) 525-4233

San Francisco

One Sansome Street, Suite 600
San Francisco, California 94104-4428
(415) 972-8559

HAWAII

(for service of process)

Commissioner of Securities
Department of Commerce
and Consumer Affairs
Business Registration Division
335 Merchant Street, Room 203
Honolulu, Hawaii 96813
(808) 586-2722

(for other matters)

Commissioner of Securities
Department of Commerce
and Consumer Affairs
Business Registration Division
335 Merchant Street, Room 205
Honolulu, Hawaii 96813
(808) 586-2722

ILLINOIS

Illinois Attorney General
500 South Second Street
Springfield, Illinois 62706
(217) 782-4465

INDIANA

(for service of process)

Indiana Secretary of State
201 State House
200 West Washington Street
Indianapolis, Indiana 46204
(317) 232-6531

(state agency)

Indiana Secretary of State
Securities Division
Room E-111
302 West Washington Street
Indianapolis, Indiana 46204
(317) 232-6681

MARYLAND

(for service of process)

Maryland Securities Commissioner
at the Office of Attorney General-
Securities Division
200 St. Paul Place
Baltimore, Maryland 21202-2021
(410) 576-6360

(state agency)

Office of the Attorney General-
Securities Division
200 St. Paul Place
Baltimore, Maryland 21202-2021
(410) 576-6360

MICHIGAN

Michigan Attorney General's Office
Consumer Protection Division
Attn: Franchise Section
G. Mennen Williams Building, 1st Floor
525 West Ottawa Street
Lansing, Michigan 48933
(517) 335-7567

MINNESOTA

Commissioner of Commerce
Department of Commerce
85 7th Place East, Suite 280
St. Paul, Minnesota 55101
(651) 539-1500

NEW YORK

(for service of process)

Attention: New York Secretary of State
New York Department of State
One Commerce Plaza,
99 Washington Avenue, 6th Floor
Albany, New York 12231-0001
(518) 473-2492

(Administrator)

NYS Department of Law
Investor Protection Bureau
28 Liberty Street, 21st Floor
New York, New York 10005
(212) 416-8236

NORTH DAKOTA

(for service of process)

Securities Commissioner
North Dakota Securities Department
600 East Boulevard Avenue
State Capitol, 14th Floor, Dept. 414
Bismarck, North Dakota 58505-0510
(701) 328-4712

(state agency)

North Dakota Securities Department
600 East Boulevard Avenue, Suite 414
Bismarck, North Dakota 58505
(701) 328-2910

OREGON

Oregon Division of Financial Regulation
350 Winter Street NE, Suite 410
Salem, Oregon 97301
(503) 378-4140

RHODE ISLAND

Securities Division
Department of Business Regulations
1511 Pontiac Avenue
John O. Pastore Complex-Building 69-1
Cranston, Rhode Island 02920
(401) 462-9500

SOUTH DAKOTA

Division of Insurance
Securities Regulation
124 S. Euclid, Suite 104
Pierre, South Dakota 57501
(605) 773-3563

VIRGINIA

(for service of process)

Clerk, State Corporation Commission
1300 East Main Street
First Floor
Richmond, Virginia 23219
(804) 371-9733

(for other matters)

State Corporation Commission
Division of Securities and Retail Franchising
Tyler Building, 9th Floor
1300 East Main Street
Richmond, Virginia 23219
(804) 371-9051

WASHINGTON

(for service of process)

Director Department of Financial Institutions
Securities Division
150 Israel Road SW
Tumwater, Washington 98501
(360) 902-8760

(for other matters)

Department of Financial Institutions
Securities Division
P. O. Box 41200
Olympia, Washington 98504-1200
(360) 902-8760

WISCONSIN

(for service of process)

Administrator, Division of Securities
Department of Financial Institutions
4822 Madison Yards Way, North Tower
Madison, Wisconsin 53705
(608) 266-2139

(state administrator)

Division of Securities
Department of Financial Institutions
4822 Madison Yards Way, North Tower
Madison, Wisconsin 53705
(608) 266-9555

EXHIBIT E

SYSTEM STANDARDS TABLE OF CONTENTS

HYATT HOUSE SYSTEM STANDARDS TABLE OF CONTENTS **(3,623 Total Pages)**

- Owner / Operator / Hotel Communications
  - Owner/Operator/Hotel Communications ..... (17 Pages*)
  - Hyatt PrO Americas Franchise Training Policy……..(3 Pages)
  - Orientation – Americas……..(1 Page)
  - Monthly Update Webinars ..... (21 Pages*)
  - Commercial Services Owner/Operator Quarterly Update Webinars ..... (180 Pages)
  - Focused Improvement Policy (FIP) Office Hours..... (14 Pages*)
  - Care Metric Challenge 2023……..(35 Pages)
- Glasswing
  - Glasswing……(45 Pages)
- Brand Standards
  - Brand Experience Guides (BEGs) ..... (2 Pages)
  - Focused Improvement Policy (FIP) ..... (17 Pages)
  - Brand Protection Program (BPP)……..(5 Pages)
  - Renovations Select Service Americas……(20 Pages)
  - Global Quality Assurance Program ..... (3 Pages)
  - Hyatt Email Policy & Signature Brand Standards ..... (18 Pages)
  - Best Rate Guarantee (BRG)..... (26 Pages)
  - Reviews and Survey Guidelines ..... (8 Pages)
  - Express Housekeeping - Select Service Americas..... (77 Pages*)
  - Cyber Security Risk Management Framework (Franchise) ..... (19 Pages)
  - Franchise and License Agreement Insurance Provision/Requirements……..(8 Pages)
  - Guest Relocation Policy……..(4 Pages)
  - Hyatt Technical Standards ..... (2 Pages)
- Hyatt Identity, Access, and Contacts
  - Hyatt User Management (HUM) ..... (45 Pages*)
  - Password Resetting (SSPR/MFA) ..... (20 Pages*)
  - Contact Finder - Accessing & Updating Hotel Contacts ..... (12 Pages*)
  - Systems Reference Guide - How Do I Request Access to Hyatt's Systems? ..... (28 Pages)
  - Distribution Groups..... (17 Pages)
  - Citrix……(2 Pages)
- Accounting
  - Systems Reference Guide - How Do I Request Access to Hyatt's Systems?..... (28 Pages)
  - Sertifi eAuthorize for Opera ..... (78 Pages)
  - Banking Information Set Up and Update……..(5 Pages)
  - Budget Guidance..... (2 Pages)
  - EBS Production - Reference Materials ..... (54 Pages)
  - Franchise Fee True Up Process..... (2 Pages)
  - Franchise Invoices on Planning Analysis Website (PAW) ..... (18 Pages*)
  - Gift Cards & Certificates ..... (8 Pages)
  - NACA - National Account Credit Approval Program ..... (9 Pages)

- Onyx - Travel Agent Commissions ..... (65 Pages)
- Planning and Analysis Website (PAW) ..... (4 Pages)
- World of Hyatt Accounting ..... (4 Pages)

- Global Care & Cleanliness Commitment
  - GBAC STAR Facility Accreditation (Optional)……(48 Pages)
  - Hygiene & Wellbeing Leader Certification ..... (10 Pages)
- Commercial Services
  - Commercial Services Resources..... (4 Pages)
  - Systems Reference Guide - How Do I Request Access to Hyatt's Systems?..... (28 Pages)
  - Hyatt PrO Rollout……(155 Pages)
  - Hyatt PrO Americas Franchise Training Policy……(3 Pages)
  - Performance Health Evaluation Template (PHE)……..(2 Pages)
  - Hyatt's Global Digital Content & Website Content Updates..... (30 Pages)
  - Guest Fees……(5 Pages)
- Corporate Responsibility
  - Environmental Sustainability at Hyatt ..... (16 Pages)
  - EcoTrack ..... (13 Pages)
  - RiseHY Resources ..... (3 Pages)
- Food & Beverage - Select Service
  - Hyatt House Core Food and Beverage Standards ..... (2 Pages)
  - Food & Beverage Systems..... (2 Pages)
- Hyatt Digital
  - Apple Wallet ..... (190 Pages)
  - Digital Key ..... (28 Pages)
  - Digital Menu..... (26 Pages)
  - Hyatt In Room Entertainment Featuring Staycast……(64 Pages)
  - Enhanced Online Check In..... (266 Pages*)
  - Event eMenus..... (7 Pages)
  - Hyatt Digital Compendium……(16 Pages*)
- Job Training
  - Global Privacy Program and Human Trafficking Training..... (31 Pages)
  - Revenue Management Learning Resources – Global……(55 Pages)
  - General Manager..... (3 Pages)
  - Assistant General Manager ..... (55 Pages)
  - Director of Operations & Rooms..... (55 Pages)
  - Director of Housekeeping ..... (36 Pages)
  - Director of Engineering..... (36 Pages)
  - Front Office Manager..... (66 Pages)
  - Food & Beverage..... (41 Pages)
  - Commercial Services Resources..... (4 Pages)
  - Minisites……(13 Pages)
- Operational Systems
  - Systems Reference Guide - How Do I Request Access to Hyatt's Systems? ..... (28 Pages)

- BOB (89 Pages*)
- Colleague Advantage (24 Pages*)
- Consumer Affairs - Care and Resolution Expert (4 Pages)
- E-Tipping Resources (36 Pages)
- Guest Experience Resource Library (5 Pages)
- Hotel Heat Map & Inspection Dashboard (52 Pages*)
- HotSOS (7 Pages*)
- HyGEO (74 Pages*)
- HyTune (Opera and Reserve Resource) (2-0=3 Pages)
- HySat / Medallia (9 Pages)
- Inspection Programs (32 Pages*)
- Opera PMS (49 Pages*)
- Opera Support (17 Pages)
- Reserve (31 Pages)
- Medallia Concierge (Formerly Zingle) (35 Pages)
- Guest Experience Management (GEM) (7 Pages)
- SafeStays by ReloShare (52 Pages*)

- People & Learning
  - Colleague Discount Room Availability (11 Pages)
  - Colleague Experience Survey (4 Pages)
  - Headspace for Work (57 Pages)
  - Hiring & Recruiting (58 Pages)
  - My Learning (59 Pages)
  - People Playbook Franchise Edition (4 Pages)
  - Posting Jobs to Hyatt's Career Site (9 Pages)
  - Colleague Engagement Resources (7 Pages)
- Openings & Transitions
  - Brand Training Guidance and Fees (8 Pages)
  - Pre-Opening Toolkit Hyatt House (275 Pages)
  - Training Resources (13 Pages)
  - Transitions (45 Pages)
- EAME – Human Resources
  - Standard Operational Learning Curriculum (20 Pages)
- Purchasing
  - Contacts – Purchasing Franchise (6 Pages)
  - Avendra for Franchise (3 Pages)
  - Purchasing - Select Service Franchise (31 Pages*)
- Security / Emergency
  - Special Situations Management - Emergency Notification (8 Pages*)
  - Hotel Systems Emergency Evacuation Procedures (10 Pages)
  - Risk Portal - Incident Intake (22 Pages)
- World of Hyatt
  - In-Hotel Benefit SOP's (157 Pages)

- World of Hyatt Department Page..... (41 Pages)

EXHIBIT F

CONFIDENTIALITY AGREEMENT

CONFIDENTIALITY AGREEMENT

This CONFIDENTIALITY AGREEMENT (this "Agreement") is made as of this _____ day of _____, _____, by and between _____, a[n] _____, whose address is _____ ("Company") and HYATT HOUSE FRANCHISING, L.L.C., a Kansas limited liability company, whose address is 150 North Riverside Plaza, Chicago, Illinois 60606 ("Hyatt"). Hyatt and/or Company may each also be referred to herein as a "party" or collectively as the "parties" and a party which is disclosing Confidential Information may be referred to herein as the "disclosing party" and the party which is receiving Confidential Information may be referred to herein as the "receiving party."

RECITALS

A. Company and Hyatt are discussing mutual business opportunities relating to the possible transaction (the "Transaction") with respect to the property commonly known as _____ (the "Property") and the hotel business conducted thereon (the "Business") and Company and Hyatt desire to share certain Confidential Information (as defined herein) with each other, subject to the terms contained herein.

B. Hyatt and Company wish to enter into this Agreement to confirm that the Confidential Information will be treated as confidential in accordance with the terms of this Agreement, and to provide the parties hereto with certain rights and remedies in connection with the violation of this Agreement.

NOW, THEREFORE, in consideration of the mutual promises, covenants, and agreements contained herein, and for other good and valuable consideration, the receipt and adequacy of which are hereby acknowledged, the parties agree as follows:

1. Confidential Information. "Confidential Information" shall mean the information provided by either party to the other with respect to the Property and Business including, but not limited to, the following: (a) management and operational information, forecasts, and projections; (b) financing information; (c) proprietary know-how, data, documents, designs, photographs, plans, graphs, drawings, specifications, pro forma models, reports, contracts, customer lists, pricing information, studies, findings, and other ideas; (d) entity information relating to the disclosing party including, without limitation, any joint venture agreement, limited liability company agreement or similar arrangements; (e) documents relating to real property interests including, but not limited to, environmental reports and audits; (f) information that should be treated as confidential under the circumstances surrounding its disclosure, including without limitation, proprietary information of Hyatt; (g) any information of Hyatt clearly identified as a "Hyatt Trade Secret"; and (h) any discussion between Hyatt and the Company with respect to any of the foregoing, the Property, the Business, the possible business relationship, and this Agreement in general, including without limitation, the fact that any such discussions are taking place or any business relationship is being discussed, and the content and terms thereof.

2. Exclusions. The term Confidential Information does not include information which (A) was or becomes generally available to the public other than as a result, directly or indirectly, of any disclosure by the receiving party hereunder, or (B) was or becomes available to the receiving party on a non-confidential basis from a source other than the disclosing party or its employees, agent or representatives, provided that such source is not, to the receiving party's knowledge, bound by a confidentiality agreement or otherwise prohibited from transmitting the information to the receiving party by contractual, legal or fiduciary obligations, (C) was within the possession of the receiving party prior to its being furnished to the receiving

party by the disclosing party, or (D) information which is incorporated into analyses, studies or internal reports, provided, however, such information, studies, analyses or reports shall be kept confidential in accordance with the receiving party's policies and procedures it uses to protect and safeguard its own client confidential information.

3. Covenants Regarding Confidential Information. The receiving party shall hold all Confidential Information received in confidence and take all necessary steps to keep the Confidential Information confidential with its then current protocols in order to maintain the confidential nature of the Confidential Information in accordance with the terms hereof. The receiving party may only use Confidential Information for evaluation purposes with respect to the Property and the Business in relationship to the Transaction and may not disclose the Confidential Information to any third party other than to its affiliates, related companies, partners, employees, directors, officers, legal counsel, accountants, prospective lenders, consultants, advisors, principals, and existing investors (collectively, the "Representatives") who have a need to know Confidential Information, provided that the party which shares the Confidential Information with its Representatives shall inform all such Representatives to maintain the confidentiality of the Confidential Information. Receiving party shall be liable for a breach of this Agreement by its Representatives; provided, however, the receiving party shall not be responsible for any breach of this Agreement by a Representative that has executed a separate confidentiality agreement with the disclosing party with respect to the Transaction.

4. Ownership of Confidential Information. All Confidential Information disclosed by a disclosing party, directly or indirectly, shall remain the exclusive property of such party. Further, the disclosing party does not grant any license or rights to any Confidential Information, trademark, trade name or trade secret to the other party.

5. No Representation or Warranty. The disclosing party does not (a) make any guarantee, warranty or representation whatsoever, expressed or implied, as to the accuracy or completeness of the Confidential Information, and (b) have any liability whatsoever to the receiving party relating to or resulting from the use of the Confidential Information or any errors therein or omissions therefrom. The receiving party agrees that it is not entitled to rely on the accuracy or completeness of any Confidential Information.

6. Destruction of Confidential Information by Company. Each of the parties shall immediately destroy all Confidential Information and all copies or summaries of Confidential Information at the earlier of (a) the termination of discussions between Company and Hyatt regarding the Project or (b) on the written request of the disclosing party. Notwithstanding the foregoing, receiving party and its Representatives may retain one copy of Confidential Information as may be required by (i) law, regulation or legal process, (ii) internal compliance or document retention policies, or (iii) with respect to digital media, such return or destruction is not practically feasible. Any Confidential Information so retained shall kept confidential in accordance with such party's policies and procedures it uses to protect and safeguard its own client confidential information. The receiving party shall also provide to the disclosing party a certification executed by a duly authorized officer who has supervised compliance with the foregoing indicating that the requirements of this provision have been satisfied in full.

7. Term. Except as otherwise set forth herein, the obligations set forth in this Agreement shall terminate upon the execution of definitive agreements between the parties with respect to the Transaction or two (2) years from the date of this Agreement, whichever occurs first; *provided, however*, that notwithstanding the termination of this Agreement, the confidentiality obligations of the Company with respect to a Hyatt Trade Secret shall continue until the later of (i) five (5) years from the date of this Agreement, and (ii) until such time that Hyatt has provided notice that the Hyatt Trade Secret is no longer deemed by Hyatt to be a trade secret.

8. [Indemnity. Company acknowledges and agrees that it presented the Property and Business to Hyatt and initiated all discussions with Hyatt surrounding the Property and Business. Company agrees to indemnify, defend and hold harmless Hyatt for, from and against any and all Claims. For purposes of this Agreement, "Claims" shall mean any and all claims, demands, actions, penalties, suits and liabilities, in connection with, arising from, or for any reason related to (i) negotiations relating to the Property or Business in violation of any existing management or similar agreement relating to the branding, operation or use of the Property (the "Existing Agreements") and/or (ii) the termination of the Existing Agreements, as a result of any such negotiations.]

9. Remedies and Waiver. The parties hereby acknowledge the importance of complying with the provisions of this Agreement. Therefore, the parties agree that money damages, which the parties agree would be substantial, would not be a sufficient remedy for any breach of this Agreement, and a party shall be entitled, in addition to money damages, to specific performance and injunctive relief and any other appropriate equitable remedies for any such breach. The party at fault agrees not to oppose the granting of equitable relief on grounds that damages are sufficient, and agrees not to require that the other party prove that damages are insufficient in order to obtain equitable relief or the posting of a bond. The party at fault agrees to waive, and to cause its Representatives to waive, any requirement for the securing or posting of any bond in connection with such remedy. Such remedies shall not be deemed to be the exclusive remedies for a breach of this Agreement, but shall be in addition to all other remedies available at law or in equity to a party. THE PARTIES WAIVE THE RIGHT TO A TRIAL BY JURY IN ANY SUCH DISPUTE. The prevailing party in any dispute regarding the enforcement of this Agreement shall be entitled to reasonable legal fees and expenses, which such prevailing party incurred in connection with such enforcement.

10. Compulsion by Law. If a receiving party is requested or required (by oral questions, interrogations, requests for information or documents, subpoena, civil investigative demand or similar process) to disclose any Confidential Information, the receiving party shall, to the extent legally permissible, provide the disclosing party with immediate notice of such request(s) so that the disclosing party may seek an appropriate protective order and/or waive compliance with the provisions of this Agreement. The receiving party agrees to cooperate with the disclosing party, at the disclosing party's expense, in obtaining such a protective order. If the receiving party does not obtain such protective order or other remedy, the receiving party agrees to furnish only that portion of the Confidential Information which, in the opinion of the receiving party's counsel, the receiving party is legally compelled to disclose and the receiving party agrees to use its reasonable efforts to obtain assurance that, to the extent possible, confidential treatment will be accorded the Confidential Information.

11. Relationship. Nothing herein contained shall be construed to create an agency, joint venture, partnership or other form of business association between Hyatt, Company, and their respective affiliates, related companies, partners, employees, directors, officers, legal counsel, consultants or accountants hereto. By receiving the Confidential Information, neither party nor their respective officers, directors, employees, agents, prospective lenders, consultants, or principals are under any obligation to negotiate in respect of a transaction with respect to the Property or Business, the parties will not be bound by any verbal agreement, and either party may terminate at any time discussions with the other party, its officers, directors, employees, agents, prospective lenders or principals, at its sole and absolute discretion.

12. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, and all of which, when taken together, shall be deemed one agreement, but no counterpart shall be binding unless an identical counterpart shall have been executed and delivered by each of the other parties hereto. Documents executed, scanned and transmitted electronically in PDF format and/or electronic signatures shall be deemed original signatures for purposes of this Agreement and all matters related thereto, with such scanned and electronic signatures having the same legal effect as original signatures.

13. Governing Laws. This Agreement will be governed by and construed in accordance with the laws of the State of New York and the laws of the United States applicable therein.

14. Jurisdiction. For the purposes of all legal proceedings, this Agreement will be deemed to have been performed in the State of New York and the courts of the State of New York will have jurisdiction to entertain any action arising under this Agreement. The parties hereby attorn to the jurisdiction of the courts of the State of New York.

15. Notice. Any notice required under this Agreement to be given by either party to the other party shall be in writing in the English language. Any required notice shall be served by sending the same (a) via personal delivery thereof to, and actual receipt by, the other party; (b) upon facsimile or electronic mail transmission to the other party, at its facsimile number or Email address as set forth below, provided such delivery is acknowledged by the recipient confirming such receipt with respect to electronic mail transmission and provided the facsimile copy sent by the sender provides an automatic notation confirming the delivery thereof; (c) on the next business day following delivery by the sender to a recognized international courier service; or (d) three (3) business days following deposit in the United States mail to the address of the other party stated in this Agreement. All notices delivered pursuant to this Agreement shall be addressed to the parties as follows (or to such other address and to the attention of such persons as the parties may designate by like notice hereunder):

If to Company:	_____ _____ _____ Attn: _____ Fax:_____ Email:_____
If to Hyatt:	Hyatt Corporation 150 North Riverside Plaza Chicago, IL 60606 Attn: _____ Fax: Email:
with a copy to:	Hyatt Corporation 150 North Riverside Plaza Chicago, IL 60606 Attn: General Counsel Fax: 312-780-5284 Email: office.of.general.counsel@hyatt.com

16. Interpretation. Wherever possible, each provision of this Agreement shall be interpreted in such a manner as to be valid under applicable law, but, if any provision of this Agreement shall be invalid or prohibited thereunder, such invalidity or prohibition shall be construed as if such invalid or prohibited provision had not been inserted herein and shall not affect the remainder of such provision or the remaining provisions of this Agreement.

17. Miscellaneous. The terms set out in this Agreement may be modified only in writing signed by both parties. No waiver is effective unless in writing and signed by the waiving party. No waiver is deemed a waiver of any future performance. This Agreement contains the entire understanding between the parties

with respect to the Confidential Information and shall be binding upon each of the parties, and their respective employees, affiliates, third-party agents, successors, and assigns.

[Signatures on the following page]

IN WITNESS WHEREOF, the parties have executed this Agreement on the day and year first above written.

_____	HYATT HOUSE FRANCHISING, L.L.C., a Kansas limited liability company
By: _____ Name: _____ Title: _____	By: _____ Name: _____ Title: _____

EXHIBIT G

LIST OF HYATT HOUSE HOTEL FRANCHISEES AS OF DECEMBER 31, 2023

LIST OF CURRENT HYATT HOUSE HOTEL FRANCHISEES
AS OF DECEMBER 31, 2023

Alaska

MT Four LLC
Hyatt House Anchorage
5141 Business Park Boulevard
Anchorage, Alaska 99503
907.992.2200

Arizona

Mishka Mia Holdings LLC
Hyatt House Flagstaff
963 W Route 66
Flagstaff, Arizona 86004
Not open as of December 31, 2023

4245 North Drinkwater AZ, LLC
Hyatt House Scottsdale/Old Town
4245 North Drinkwater Boulevard
Scottsdale, Arizona 85251
480.946.7700

KRE HIP HPHH Scottsdale Owner LLC
Hyatt House North Scottsdale
18513 North Scottsdale Road
Scottsdale, Arizona 85255
480.590.8100

Apple Nine Hospitality Management, Inc.
Hyatt House Tempe
601 East 6th Street
Tempe, Arizona 85281
480.207.1578

Arkansas

Rogers Hotel One LLC
Hyatt House Bentonville/Rogers
1803 South 52nd Street
Rogers, Arkansas
479.845.1300

California

HH Corner, LLC
Hyatt House at Anaheim Resort/Convention Center
1800 South Harbor Boulevard
Anaheim, California 92802
714.971.1800

Grand Prix Fixed Lessee, LLC
Hyatt House Belmont/Redwood Shores
400 Concourse Drive
Belmont, California 94002
650.591.8600

Cupertino Property Development II, LLC
Hyatt House San Jose/Cupertino
10380 Perimeter Road
Cupertino, California 95014
669.220.3800

2750 Cowell Hotel LLC
Hyatt House Davis
2750 Cowell Boulevard
Davis, California 95618
530.746.5800

Grand Prix Fixed Lessee, LLC
Hyatt House Los Angeles/El Segundo
810 South Douglas Street
El Segundo, California 90245
310.725.0100

H&B Hospitality 2 LLC
Hyatt House Fairfield
1340 Holiday Lane
Fairfield, California 94534
Not open as of December 31, 2023

Campus Pointe Annex Hotel LLC
Hyatt House Fresno
Matoian Way and North Chestnut Avenue
Fresno, California 93710
Not open as of December 31, 2023

BK Hotel LLC
Hyatt House Lathrop
16306 Golden Valley Parkway
Lathrop, California 95330
Not open as of December 31, 2023

Prima Diva Hotels, LLC
Hyatt House Livermore
1000 Airway Boulevard
Livermore, California 94551
Not open as of December 31, 2023

5959 LLC
Hyatt House Los Angeles/LAX Century Boulevard
5959 West Century Boulevard
Los Angeles, California 90045
310.258.9000

MHH-LA, LLC
Hyatt House Los Angeles/USC Medical Campus
2200 Trojan Way
Los Angeles, California 90033
323.909.1155

Campus Parkway Plaza 2, LLC
Hyatt House Merced
Intersection of Golden State Highway (California Highway 99) and Campus Parkway
Merced, California 95341
Not open as of December 31, 2023

Moreno Hospitality Group, LLC
Hyatt House Moreno Valley
22500 Town Circle
Moreno Vally, California 92553
Not open as of December 31, 2023

Ontario H Hotel, LLC
Hyatt House Ontario Airport
2800 East Inland Empire Boulevard
Ontario, California 91764
Not open as of December 31, 2023

Bright Peninsula Road LLC
Hyatt House Oxnard
3605 Peninsula Road
Oxnard, California 93035
Not open as of December 31, 2023

Amit Patel, an individual
Hyatt House Palmdale
525 West Avenue P-4
Palmdale, California 93551
Not open as of December 31, 2023

2611 Contra Costa CA, LLC
Hyatt House Pleasant Hill
2611 Contra Costa Boulevard
Pleasant Hill, California 94523
925.934.3343

4545 Chabot CA, LLC
Hyatt House Pleasanton
4545 Chabot Drive
Pleasanton, California 94588
925.730.0070

Phillips Ranch Business Center, LLC
Hyatt House Pomona
55 Rancho Camino Drive
Pomona, California 91766
Not open as of December 31, 2023

White Rock Hotel, LLC
Hyatt House Sacramento/Rancho Cordova
11100 White Rock Road
Rancho Cordova, California 95670
Not open as of December 31, 2023

RJ Hotel Partners II, LLC
Hyatt House Roseville
300 Conference Center Drive
Roseville, California 95678
Not open as of December 31, 2023

2719 K Street, LLC
Hyatt House Sacramento Midtown
2719 K Street
Sacramento, CA 95817
916.894.6500

G B Commercial, LLC
Hyatt House Sacramento Airport / Natomas
4850 Duckhorn Drive
Sacramento, California 95834
916.680.9000

2105 SJ Hotel Holding, LLC
Hyatt House San Jose Airport
2105 North 1st Street
San Jose, California 95131
669.342.0011

J&P Hospitality
Hyatt House Vacaville
2481 East Monte Vista Avenue
Vacaville, California 95688
707.359.3188

Colorado

Amit Patel, an individual
Hyatt House Denver Airport/Gateway
3900 Salida Street
Aurora, Colorado 80011
Not open as of December 31, 2023

Fitz Gateway Hotel, LLC
Hyatt House Denver/Aurora
12230 East Colfax Avenue
Aurora, Colorado 80011
303.364.1468

T L O Broomfield Hotel LLC
Hyatt House Boulder/Broomfield
13351 West Midway Boulevard
Broomfield, Colorado 80020
720.890.4811

CS Extended Stay Hotel, LLC
Hyatt House Colorado Springs Airport
2875 Zeppelin Road
Colorado Springs, Colorado 80916
719.622.4600

MH HHOUSE, LLC
Hyatt House Denver Airport
18741 East 71st Avenue
Denver, Colorado 80249
303.628.7777

Denver Downtown Hotel Partners, LLC
Hyatt House Denver Downtown
440 14th Street
Denver, Colorado 80202
303.893.2900

Summit Hotel TRS 098, LLC
Hyatt House Denver Tech Center
9280 East Costilla Avenue
Englewood, Colorado 80112
303.706.1945

Belmar HH Owner, LLC
Hyatt House Denver/Lakewood at Belmar
7310 West Alaska Drive
Lakewood, Colorado 80226
303.922.2511

Connecticut

LSREF3/AH Chicago Tenant, LLC
Hyatt House Shelton
830 Bridgeport Avenue
Shelton, Connecticut 06484
203.225.0700

Windsor Suites LLC
Hyatt House Hartford North/Windsor
200 Corporate Drive
Windsor, Connecticut 06095
860.298.8000

Delaware

Lewes Hotel, LLC
Hyatt House Lewes / Rehoboth Beach
17254 Five Points Square
Lewes, Delaware 19958
302.783.1000

District of Columbia

Wharf 5 Hotel Reit Leaseholder LLC
Hyatt House Washington D.C./The Wharf
725 Wharf Street Southwest
Washington, District of Columbia 20024
202.554.1234

Florida

KD Dania Beach LLC
Hyatt House Fort Lauderdale Airport and Cruise Port
90 Southwest 18th Avenue
Dania Beach, Florida 33004
954.922.0271

Universal Hotel Davie, LLC
Hyatt House Fort Lauderdale/Davie
6650 Nova Drive
Davie, Florida 33317
Not open as of December 31, 2023

Daytona Lux Hospitality LLC
Hyatt House Daytona Beach / LPGA
1591 N Willliamson Boulevard
Daytona Beach, Florida 32117
Not open as of December 31, 2023

Destin Hotel Development, LLC
Hyatt House Destin
4406 Legendary Drive
Destin, Florida 32541
Not open as of December 31, 2023

Mia 102nd Avenue Hospitality, LLC
Hyatt House Doral
Intersection of NW 19th Street and NW 102nd Avenue
Doral, Florida 33172
Not open as of December 31, 2023

Summit Hotel TRS 130, LLC
Hyatt House Miami Airport
5710 Blue Lagoon Drive
Miami, Florida 33126
305.269.1922

Naples 5th Avenue Hotel, LLC
Hyatt House Naples/5th Avenue
1345 5th Avenue South
Naples, Florida 34102
239.775.1000

5370 Holdings LLC
Hyatt House Orlando/I Drive
5370 International Drive
Orlando, Florida 32819
Not open as of December 31, 2023

Jumani Hotels & Resorts Inc.
Hyatt House Orlando/Lake Buena Vista
11901 Ravallo Resort Drive
Orlando, Florida 32836
Not open as of December 31, 2023

Empire EQ Hotel LLC
Hyatt House Orlando Convention Center
63050 Westwood Boulevard
Orlando, Florida 32821
Not open as of December 31, 2023

MHG Orlando Gateway HH, LP
Hyatt House Orlando Airport
5472 Gateway Village Circle
Orlando, Florida 32812
407.585.0801

Summit Hotel TRS 120, LLC
Hyatt House Orlando across from Universal
5940 Caravan Court
Orlando, Florida 32819
407.352.5660

NF IV-VA SSCI House Tallahassee Op Co, LLC
Hyatt House Tallahassee Capitol
1000 Railroad Avenue
Tallahassee, Florida 32310
850.222.0039

MHG Avion Park HH, LP
Hyatt House Tampa Airport/Westshore
5308 Avion Park Drive
Tampa, Florida 33607
813.207.9500

Urban Tampa DB Hotel Owner, LLC
Hyatt House Tampa Downtown
405 East Kennedy Boulevard
Tampa, Florida 33602
813.616.1234

Georgia

ARC Hospitality SWN TRS, LLC
Hyatt House Atlanta/Cobb Galleria
3595 Cumberland Boulevard Southeast
Atlanta, Georgia 30339
770.541.2960

BREIT Atlanta TRS LLC
Hyatt House Atlanta Downtown
431 Marietta Street
Atlanta, Georgia 30313
404.332.5522

Legacy PDP, LLC
Hyatt House Atlanta/Perimeter Center
5785 Peachtree Dunwoody Road
Atlanta, Georgia 30342
404.968.2400

DTJR, LLC
Hyatt House Augusta/Downtown
1268 Broad Street
Augusta, Georgia 30901
706.922.3150

Ideal Hospitality Investments Inc.
Hyatt House Savannah Airport/Pooler
221 Tanger Outlets Blvd
Pooler, Georgia 31322
Not open as of December 31, 2023

Towne Center Hospitality, LLC
Hyatt House Savannah Airport
Southwest corner of Town Center Boulevard and Barret Drive
Pooler, Georgia 31322
Not open as of December 31, 2023

Hawaii

AEP GP LLC
Hyatt House Ho'opili
91-3598 Nana Hope Street
Ewa Beach, Hawaii 96706
Not opened as of December 31, 2023

Illinois

105 N. May, LLC
Hyatt House Chicago/West Loop-Fulton Market
105 North May Street
Chicago, Illinois 60607
312.492.0000

CHDG Phase 1A1 (Hotel/Retail) Owner LLC
Hyatt House Chicago/Medical District
1835 West Harrison Street
Chicago, Illinois 60612
312.341.1234

Hall Quad Cities II, LLC
Hyatt House East Moline/Quad Cities
111 Bend Boulevard
East Moline, Illinois 61244
309.755.6000

1515 Chicago Avenue LLC
Hyatt House Chicago/Evanston
1515 Chicago Avenue
Evanston, Illinois 60201
847.864.2300

HH Oak Brook LLC
Hyatt House Oak Brook
210 West 22nd Street
Oak Brook, Illinois 60523
630.590.1200

Lethan Schaumburg HH, LLC
Hyatt House Chicago/Schaumburg
1251 American Lane
Schaumburg, Illinois 60173
847.706.9007

Vigneshwara Inc.
Hyatt House Chicago/Naperville/Warrenville
27554 Maecliff Drive
Warrenville, Illinois 60555
630.836.2960

Indiana

Springdale Hotel Partners, LLC
Hyatt House Indianapolis/Fishers
11455 Ikea Way
Fishers, Indiana 46037
317.516.4988

Indy Penn Center Hotel Owner, LLC
Hyatt House Indianapolis/Downtown
130 South Pennsylvania Street
Indianapolis, Indiana 46204
317.762.8000

Signature Hotels Group LLC
Hyatt House South Bend/Mishawaka
Intersection of North Main Street and Church Street
Mishawaka, Indiana 46545
Not open as of December 31, 2023

Kentucky

Ellingsworth Hotel Partners, LLC
Hyatt House Louisville East
9315 Leesgate Road
Hurstbourne, Kentucky 40222
502.919.7855

Maryland

Tathata LLC
Hyatt House Baltimore/BWI Airport
857 Elkridge Landing Road
Linthicum Heights, Maryland 21090
Not open as of December 31, 2023

Massachusetts

LSREF3/AH Chicago Tenant, LLC
Hyatt House Boston Burlington
2 Van De Graaff Drive
Burlington, Massachusetts 01803
781.270.0800

Waltham Suites, LLC
Hyatt House Boston/Waltham
54 Fourth Avenue
Waltham, Massachusetts 02451
781.290.0026

Michigan

Allen Park Extended Stay, LLC
Hyatt House Allen Park
16640 Southfield Road
Allen Park, Michigan
Not open as of December 31, 2023

Orion Hospitality Group LLC
Hyatt House Auburn Hills
95 Brown Road
Lake Orion, Michigan 48359
Not open as of December 31, 2023

Red Cedar Hotel Holdings, LLC
Hyatt House Lansing / University Area
3150 East Michigan Avenue
Lansing, Michigan 48912
517.337.2626

Premier Hospitality Royal Oak, LLC
Hyatt House Royal Oak
30947 Woodward Avenue
Royal Oak, Michigan 48073
Not open as of December 31, 2023

Sterling Heights Hotels, LLC
Hyatt House Sterling Heights
7491 East 17 Mile Road
Sterling Heights, Michigan 48313
Not open as of December 31, 2023

TC Hospitality Partners LLC
Hyatt House Traverse City
1498 Munson Avenue
Traverse City, Michigan 49686
Not open as of December 31, 2023

Wixom Hotel Suites, LLC
Hyatt House Wixom
49176 Alpha Road
Wixom, Michigan 48393
Not open as of December 31, 2023

Minnesota

Dark Horse Hospitality LLC
Hyatt House Mall of America/MSP Airport
2301 East Old Shakopee Road
Bloomington, Minnesota 55425
952.222.1531

Civic Center Hotel JV, LLC
Hyatt House Rochester
110 Civic Center Drive NW
Rochester, Minnesota 55901
507.361.4649

Mississippi

Pramukh Southaven, LLC
Hyatt House Southaven
Northeast Corner of Hospitality Way and Marathon Way
Southaven, Mississippi 38671
Not open as of December 31, 2023

Missouri

900 Broadway KC Development Company LLC
Hyatt House Kansas City Downtown
900 Broadway Boulevard
Kansas City, Missouri 64105
Not open as of December 31, 2023

Montana

Hotel Ventures Bozeman, LLC
Hyatt House Bozeman
3568 North 27th Street
Bozeman, Montana 59718
Not open as of December 31, 2023

New Jersey

LSREF3/AH Chicago Tenant, LLC
Hyatt House Branchburg
3141 Route 22 East
Branchburg, New Jersey 08876
908.704.2191

One Exchange JC Operator LLC
Hyatt House Jersey City
One Exchange Place
Jersey City, New Jersey 07302
201.395.0500

LSREF3/AH Chicago Tenant, LLC
Hyatt House Morristown
194 Park Avenue
Morristown, New Jersey 07960
973.971.0008

Grand Prix Fixed Lessee, LLC
Hyatt House Mt. Laurel
3000 Crawford Place
Mount Laurel, New Jersey 08054
856.222.1313

LSREF3/AH Chicago Tenant, LLC
Hyatt House Parsippany East
299 Smith Road
Parsippany, New Jersey 07054
973.428.8875

Piscataway Hospitality LLC
Hyatt House Piscataway
88 Centennial Avenue
Piscataway, New Jersey 08854
Not open as of December 31, 2023

Sahajanandkrupa LLC
Hyatt House Robbinsville
1395-1399 Route 130
Robbinsville, New Jersey 08691
Not open as of December 31, 2023

BAPU Corporation
Hyatt House Union
2735 US-22
Union, New Jersey 07083
Not open as of December 31, 2023

LSREF3/AH Chicago Tenant, LLC
Hyatt House Parsippany Whippany
1 Ridgedale Avenue
Whippany, New Jersey 07981
973.605.1001

New Mexico

Carlsbad Operator HH, LLC
Hyatt House Carlsbad
4019 National Parks Highway
Carlsbad, New Mexico 88220
575.689.6700

New York

H.H. Heritage Inn of Albany, LLC
Hyatt House Albany Airport
144 Wolf Road
Albany, New York 12205
Not open as of December 31, 2023

LSREF3/AH Chicago Tenant, LLC
Hyatt House Fishkill
100 Westage Business Center Drive
Fishkill, New York 12524
845.897.5757

40th Road Realty Group LLC
Hyatt House Flushing
131-28 40th Road
Flushing, New York 11354
Not open as of December 31, 2023

Barrel Proof 128 Hospitality LLC
Hyatt House Harlem
454 West 128th Street
New York City, New York 10027
Not open as of December 31, 2023

Lexin NY 815 LLC
Hyatt House Chelsea
815 6th Avenue
New York City, New York 10001
212.513.0001

Symphony Tower, LLC
Hyatt House Syracuse
111-113 Onondaga Street East
Syracuse, New York 13202
Not open as of December 31, 2023

44 White Plains, LLC
Hyatt House White Plains
101 Corporate Park Drive
White Plains, New York 10604
914.251.9700

North Carolina

OMS Rea Farms, LLC
Hyatt House Charlotte/Rea Farms
9930 Sandy Rock Place
Charlotte, North Carolina 28277
980.339.4900

VIH-HII-South Tryon OPCO, L.L.C.
Hyatt House Charlotte Airport
4920 South Tyron Street
Charlotte, North Carolina 28217
704.525.2600

LSREF3/AH Chicago Tenant, LLC
Hyatt House Raleigh-Durham Airport
10962 Chapel Hill Road
Morrisville, North Carolina 27560
919.388.5355

NF V Raleigh OP CO, LLC
Hyatt House Raleigh/North Hills
160 Park at North Hills Street
Raleigh, North Carolina 27609
919.363.0771

Chhabra Properties 19 LLC
Hyatt House Raleigh Brier Creek
10030 Sellona Street
Raleigh, North Carolina 27617
919.405.7001

Seaboard Station IV LLC
Hyatt House Raleigh/Downtown
18 Seaboard Avenue
Raleigh, North Carolina 27604
Not open as of December 31, 2023

North Dakota

Sunrise Hospitality, LLC
Hyatt House Minot
2301 Landmark Drive Northwest
Minot, North Dakota 58703
701.838.7300

Ohio

Bright Hospitality, LLC
Hyatt House New Albany
9875 Johnstowne Road
New Albany, Ohio 43054
Not open as of December 31, 2023

NF IV-VA SSCI Columbus OP CO, LLC
Hyatt House Columbus/OSU Short-North
633 West 5th Avenue
Columbus, Ohio 43201
614.298.1299

HH Liberty Way LLC
Hyatt House West Chester/Cincinnati North
7855 Liberty Way
West Chester, Ohio 45069
Not open as of December 31, 2023

Oregon

HH Beaverton Operating, LLC
Hyatt House Portland/Beaverton
12820 SW Crescent Street
Beaverton, Oregon 97005
971.306.5858

Pine Ridge Holdings, LLC
Hyatt House Bend
1200 SW Mt. Bachelor Drive
Bend, Oregon 97702
Not open as of December 31, 2023

Evergreen Hillsboro Brookwood, LLC
Hyatt House Portland/Hillsboro
Northeast quadrant of Brookwood Parkway and Huffman Street
Hillsboro, Oregon 97124
Not open as of December 31, 2023

Riverplace Hotel Investors LLC
Hyatt House Portland/Downtown
2080 S River Drive
Portland, Oregon 97201
503.241.2775

Pennsylvania

Grange Mill, LLC
Hyatt House Allentown/Lehigh Valley
621 Grange Road
Allentown, Pennsylvania 18106
610.387.1000

LSREF3/AH Chicago Tenant, LLC
Hyatt House Plymouth Meeting
501 E Germantown Pike
East Norriton, Pennsylvania 19401
610.313.9990

Robert G. Frey, an individual
Hyatt House Harrisburg/Enola
4660 Mount Zio Road
Enola, Pennsylvania 17025
Not open as of December 31, 2023

King of Prussia Hotel Associates, L.P.
Hyatt House King of Prussia
240 Mall Boulevard
King of Prussia, Pennsylvania 19406
610.265.0300

SSN Hotel Management, LLC
Hyatt House Lancaster
2205 Lincoln Highway East
Lancaster, Pennsylvania 17602
Not open as of December 31, 2023

Concord Sierra DA Shadyside, LP
Hyatt House Pittsburgh/Shadyside
5335 Baum Boulevard
Pittsburgh, Pennsylvania 15224
412.621.9900

CHG HH Southside Acquisitions, LLC
Hyatt House Pittsburgh Southside
2795 South Water Street
Pittsburgh, Pennsylvania 15203
412.390.2477

South Carolina

Pyramid Charleston Tenant LLC
Hyatt House Charleston Historic District
560 King Street
Charleston, South Carolina 29403
843.207.2299

Vista Depot Hotel. LLC
Hyatt House Columbia
800 Gervais
Columbia, South Carolina 29201
Not open as of December 31, 2023

House at Midtown, LLC
Hyatt House Mt. Pleasant-Midtown
1430 Midtown Avenue
Mt. Pleasant, South Carolina 29464
843.388.6277

Tennessee

H.H. Heritage Inn of Franklin, LLC
Hyatt House Nashville/Franklin/Cool Springs
3501 Mallory Lane
Franklin, Tennessee 37067
615.778.8798

Minal M. Patel, an individual
Hyatt House Mt. Juliet
1575 Rutland Drive
Mt. Juliet, Tennessee 37122
Not open as of December 31, 2023

Thor's Oak, LLC
Hyatt House Murfreesboro
Southwest Corner of Medical Center Parkway and Gateway Boulevard
Murfreesboro, Tennessee 37129
Not open as of December 31, 2023

H.H. Heritage Inn of Nashville, LLC
Hyatt House Nashville Airport
14 Century Boulevard
Nashville, Tennessee 37214
615.871.9500

Music City Hotels, LLC
Hyatt House Nashville at Vanderbilt
2100 Hayes Street
Nashville, Tennessee 37203
615.320.9000

NF IV-I Nashville DT Op Co, LLC
Hyatt House Nashville Downtown
533 5th Avenue South
Nashville, Tennessee 37203
615.248.9888

Texas

Ink Lessee, LLC
Hyatt House Dallas/Addison
4900 Edwin Lewis Drive
Addison, Texas 75001
972.661.3113

HIT TRS Austin LLC
Hyatt House Austin Downtown
901 Neches Street
Austin, Texas 78701
512.391.0000

3062 Bryan Hospitality LLC
Hyatt House Bryan/College Station
3062 Wildflower Drive
Bryan, Texas 77802
979.704.6743

Dallas H Lincoln Park Opco, LP
Hyatt House Dallas/Lincoln Park
8221 North Central Expressway
Dallas, Texas 75225
214.696.1555

Dallas H Uptown Opco, LP
Hyatt House Dallas/Uptown
2914 Harry Hines Boulevard
Dallas, Texas 75201
214.965.9990

Sonoran Frisco LLC
Hyatt House Dallas/Frisco
2875 Parkwood Boulevard
Frisco, Texas 75034
972.668.4500

Energy Corridor Hotels, LLC
Hyatt House Houston/West Energy Corridor
15405 Katy Freeway
Houston, Texas 77094
281.646.9990

Houston H Galleria Opco, LP
Hyatt House Houston/Galleria
3440 Sage Road
Houston, Texas 77056
713.629.9711

TMC Hotel, LTD.
Hyatt House Houston Medical Center
7329 Fannin Street
Houston, Texas 77030
346.502.4704

Grand Prix Fixed Lessee, LLC
Hyatt House Dallas/Las Colinas
5901 North MacArthur Boulevard
Irving, Texas 75039
972.831.0909

Sigma Centauri Enterprises, LP
Hyatt House Odessa
NWQ of Ben Sheppard Parkway and I-20
Odessa, Texas 79762
Not open as of December 31, 2023

AG-ARA Woodlands Owner, L.L.C.
Hyatt House The Woodlands/Shenandoah
18645 Residence Drive
Shenandoah, Texas 77385
936.266.1600

Utah

PG Hotel Partners, LLC
Hyatt House Pleasant Grove
544 South Pleasant Grove Boulevard
Pleasant Grove, Utah 84062
385.498.3700

Apple TRS SLCH 7141, LLC
Hyatt House Salt Lake City Downtown
140 South 300 West
Salt Lake City, Utah 84101
801.359.4020

Sandy HSS Group, L.C.
Hyatt House Salt Lake City – Sandy
9685 South Monroe Street
Sandy, Utah 84070
801.304.5700

SWH Investments, LLC
Hyatt House St. George/Washington
1294 East Hospitality Way
Washington, Utah 84780
Not open as of December 31, 2023

Virginia

LSREF3/AH Chicago Tenant, LLC
Hyatt House Richmond – West
11800 West Broad Street
Henrico, Virginia 23233
804.360.7021

Capital Hospitality Management Company, L.L.C.
Hyatt House Herndon
467 Herndon Parkway
Herndon, Virginia 20170
703.437.5000

LSREF3/AH Chicago Tenant, LLC
Hyatt House Dulles Sterling
45520 Dulles Plaza
Sterling, Virginia 20166
703.435.9002

27th Street Hotel, LLC
Hyatt House Virginia Beach
2705 Atlantic Avenue
Virginia Beach, Virginia 23451
757.428.4200

Washington

Bellevue Sierra Associates, L.P.
Hyatt House Seattle/Bellevue
3244 139th Avenue Southeast
Bellevue, Washington 98005
425.747.2705

Redmond Hotel Associates, L.P.
Hyatt House Seattle/Redmond
15785 Bear Creek Parkway Northeast
Redmond, Washington 98052
425.497.2000

98188 Place, LLC
Hyatt House SeaTac Airport
17224 International Boulevard
Seattle, Washington 98188
Not open as of December 31, 2023

HH Seattle, LLC
Hyatt House Seattle Downtown
201 5th Avenue North
Seattle, Washington 98109
206.727.1234

EXHIBIT H

LIST OF FRANCHISEES WHO LEFT THE SYSTEM

LIST OF HYATT HOUSE HOTEL FRANCHISEES
WHO LEFT THE SYSTEM IN 2023

TERMINATIONS

New Jersey
GCP Bridgewater, LP
Hyatt House Bridgewater
150 Strafford Road, Suite 215
Wayne, Pennsylvania 19087
610.230.3357

Texas
HH Richardson Hospitality Partners
Hyatt House Dallas/Richardson
3400 Peachtree Road Northeast, Suite 1800
Atlanta, Georgia 30326
404.909.0040

Austin HH Arboretum Opco, LP
Hyatt House Austin/Arboretum
980 North Michigan Avenue, Suite 1660
Chicago, Illinois 60611
312.544.9645

TRANSFERS

Florida
BRE Polygon Property Owner LLC
Hyatt House Ft. Lauderdale Airport & Cruise Port
345 Park Avenue
New York, New York 10154
212.583.5849

Illinois
CPX Warrenville ES OPAG, L.L.C.
Hyatt House Chicago/Naperville/Warrenville
100 E. RiverCenter Boulevard, Suite 1100
Covington, Kentucky 41011
859.292.5527

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

Utah
BREIT SLC TRS LLC
Hyatt House Salt Lake City/Downtown
345 Park Avenue
New York, New York 10154
646.482.8986

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

EXHIBIT I

SERVICE AGREEMENT FOR REVENUE MANAGEMENT SERVICES

SERVICE AGREEMENT FOR REVENUE MANAGEMENT SERVICES

THIS SERVICE AGREEMENT FOR REVENUE MANAGEMENT SERVICES (the "Agreement") is made this _____ day of _____, 2024 (the "Effective Date"), by and between _____, a(n) _____ located at _____ ("Owner") and Hyatt Corporation, a Delaware corporation located at 150 North Riverside Plaza, Chicago, Illinois 60606 ("Hyatt").

BACKGROUND:

Owner owns the _____ Hotel, which is or will be located at _____ (the "Hotel") and operated pursuant to a franchise agreement dated _____, between Owner and Hyatt's affiliate (as it may be amended, the "Franchise Agreement"). Owner desires to retain revenue management services from Hyatt in connection with Owner's operation of the Hotel. The parties, therefore, hereby mutually agree as follows. Capitalized terms used herein but not defined shall have the meaning ascribed to them in the Franchise Agreement.

1. Term and Termination. This Agreement shall be for a term (the "Term") commencing on the Effective Date and ending upon the expiration or termination of the Franchise Agreement, unless sooner terminated pursuant to the terms of this Agreement (the "Expiration Date"). The Services provided by Hyatt shall commence: (a) if the Hotel is already operating as of the date of this Agreement, on a date Hyatt determines not less than ninety (90) days following execution of this Agreement or (b) if this Agreement is being executed in connection with the development of a new hotel, on a date Hyatt determines approximately ninety (90) days prior to the anticipated or scheduled opening of the Hotel for the "Tactical" or "Essential" service tier level service or one hundred twenty (120) days prior to the anticipated or scheduled opening of the Hotel for the "Premium" service tier level service (unless, in either case, Hyatt consents to an earlier date) (the "Service Commencement Date").

This Agreement may be terminated as follows:

a. Either party may terminate this Agreement for any reason or no reason by notifying the other party in writing at least ninety (90) days in advance. Notwithstanding the foregoing, Owner may not terminate this Agreement pursuant to this Subsection 1(a), or select a service tier level lower than the ["Essential" or "Premium"] tier, for an effective date of termination that is earlier than _____ (__) months after the later of Service Commencement Date or the last day of Opening Month;

b. This Agreement shall automatically terminate if the Franchise Agreement expires or is terminated and Owner does not enter into a hotel management agreement or hotel services agreement with Hyatt or its affiliate such that the Hotel continues to operate under a Hyatt brand or Hyatt affiliation immediately following such termination; and

c. If either party commits a material breach of any provision of this Agreement and has failed to cure such breach within ten (10) days of receiving written notice

thereof, the other party may terminate this Agreement immediately upon written notice.

Upon termination of this Agreement, Owner shall remit to Hyatt payment for Services rendered through the effective date of termination.

2. Scope of Service. Commencing on the Service Commencement Date, Hyatt will provide revenue management services for the Hotel according to the service tier level ("Tactical," "Essential" or "Premium," as Hyatt defines them from time to time) then in effect (the "Services"). As of the Service Commencement Date, the applicable service tier level is or will be the [**"Tactical," "Essential" or "Premium"]** service tier level. Subject to Section 1(a) above, Owner may change its service tier level by providing a minimum of sixty (60) days written notice to Hyatt, provided that Hyatt may agree to a shorter notice period at its sole determination. Hyatt will, upon Owner's request, use commercially reasonable efforts to provide Owner with information regarding the scope and levels of service provided by Hyatt for each service tier level.

Notwithstanding Hyatt's provision of the Services, Owner is solely responsible for all decisions relating to the revenue management and other aspects of the day-to-day control of the Hotel's operations.

3. Schedule; Personnel. Hyatt will provide the Services on a schedule and using such personnel as Hyatt determines. The Services may be rendered by one or more employees or contractors of Hyatt or its affiliates, as Hyatt determines, and such person(s): (a) may not be solely dedicated to the Hotel, and may perform similar services for other hotels; (b) may perform Services on site at the Hotel or remotely; and (c) will conform to the reasonable rules and regulations of the Hotel when on Hotel premises. Owner hereby designates as Owner's representative to direct the provision of the Services (as defined below) with respect to the Hotel:

[Name, Title]
[email]
[telephone]

4. Equipment and Material. Owner will provide and maintain adequate office space, equipment, systems, reports and materials at the Hotel in accordance with the System Standards (as defined in the Franchise Agreement) including, but not limited to, access to Smith Travel Reports and to the Hotel proprietary systems to permit timely performance and completion of the Services.

5. Fees and Reimbursements. Commencing on the Service Commencement Date, Owner will pay Hyatt services fees according to the service tier level then in effect (the "Fees"). As the date of this Agreement, the fees for each service tier level are as follows:

(a) For "Tactical" Tier Level: One Thousand Five Hundred Dollars ($1,000) per month;

(b) For "Essential" Tier Level: One Thousand Dollars ($1,000) per month for calendar months preceding the Opening Month (if applicable) and Two Thousand Dollars ($2,000) per month from and after the Opening Month; and

(c) For "Premium" Tier Level: One Thousand Seven Hundred and Fifty Dollars ($1,750) per month for calendar months preceding the Opening Month (if applicable) and Three Thousand Five Hundred Dollars ($3,500) per month from and after the Opening Month.

For purposes of this Section 5, "Opening Month" means the calendar month in which the Hotel first opens to the public as a Hyatt branded or affiliated hotel, provided that if such date occurs after the 16th day of the month, then the "Opening Month" is the immediately following calendar month.

Hyatt may periodically increase the Fees at any time upon thirty (30) days' prior written notice to Owner, provided that Hyatt may not increase the Fees by more than ten percent (10%) per calendar year.

In addition to payment of the Fees, Hyatt reserves the right to charge Owner for reimbursement of expenses reasonably incurred by Hyatt in rendering the Services, including for transportation and related expenses, printing, photocopying, postage, and delivery services.

6. Compliance with Laws. In performing the Services, Hyatt will, at its expense, fully comply with all federal, state and/or local laws, rules, regulations and ordinances.

7. Indemnification. Owner will defend, indemnify and hold harmless Hyatt, its affiliates, and its and their respective officers, directors, agents and employees, representatives, successors and assigns (the "Indemnified Parties") against, and will reimburse any one or more of the Indemnified Parties for, all Losses (as defined in the Franchise Agreement) directly or indirectly arising out of, resulting from, or in connection with the performance of the Services or the presence of Hyatt's personnel at the Hotel, including, but not limited to, all Losses from or arising out of any bodily injuries to or the death of any of Hyatt's employees working at the Hotel, however caused or occasioned. However, Owner has no obligation to indemnify under this Section 7 if a court of competent jurisdiction makes a final decision not subject to further appeal that Hyatt, its affiliate, or any of their respective employees directly engaged in willful misconduct or gross negligence or intentionally caused the property damage or bodily injury that is the subject of the claim, so long as the claim is not asserted on the basis of a theory of vicarious liability (including agency, apparent agency or employment), which are claims to which the Indemnified Parties are entitled to indemnification under this Section. The provisions of this Section 7 shall survive termination or expiration of this Agreement.

8. Insurance. Owner shall maintain insurance as set forth in the Franchise Agreement. To the extent the Franchise Agreement does not address Owner's insurance obligations, Owner shall procure prior to the Service Commencement Date and for the remainder of the Term maintain such insurance covering the risks, in the amounts, and with the deductibles, retentions and other

provisions, as reasonably designated by Hyatt from time to time for recipients of the Services, including but not limited to advertising liability and contractual liability coverage in a minimum amount of $2,000,000.00 per occurrence or the then-current minimum coverage amount designated by Hyatt. All insurance must by endorsement specifically name Hyatt and its affiliates (and Hyatt's and their employees and agents) as additional insureds. Owner must purchase each policy from an insurance company reasonably acceptable to Hyatt. Either the insurer or Owner must provide at least thirty (30) days' prior written notice to Hyatt of any insurance policy's cancellation, non-renewal or material change. Owner must deliver to Hyatt a certificate of insurance (or certified copy of such insurance policy if Hyatt requests) evidencing the required coverages and setting forth the amount of any deductibles not less than ten (10) days after their respective inception dates. If Owner fails for any reason to procure or maintain the insurance required by this Agreement, Hyatt shall have the right and authority (although without any obligation to do so) to procure such insurance and to charge Owner the cost together with a reasonable fee for Hyatt's expenses. Section 8 shall survive termination or expiration of this Agreement.

9. Indemnification and Limitation of Liability.

a. IF ANY, HYATT'S INDEMNIFICATION OBLIGATIONS IN THE FRANCHISE AGREEMENT ARE INCORPORATED BY THIS REFERENCE INTO THIS AGREEMENT.

b. IF ANY, OWNER'S INDEMNIFICATION OBLIGATIONS IN THE FRANCHISE AGREEMENT ARE INCORPORATED BY THIS REFERENCE INTO THIS AGREEMENT.

c. EXCEPT IN FULFILLMENT OF ANY INDEMNIFICATION OBLIGATIONS, IN NO EVENT SHALL EITHER PARTY BE LIABLE TO THE OTHER PARTY FOR SPECIAL, INCIDENTAL OR CONSEQUENTIAL DAMAGES (INCLUDING, WITHOUT LIMITATION, LOSS OF PROFITS OR LOSS OF USE DAMAGES) ARISING OUT OF THE SERVICES OR ANY OBLIGATIONS UNDER THIS AGREEMENT, WHETHER SUCH CLAIM IS BASED UPON BREACH OF CONTRACT, BREACH OF WARRANTY, TORT (INCLUDING NEGLIGENCE) OR ANY OTHER LEGAL THEORY, EVEN IF A PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES OR LOSSES. EXCEPT IN FULFILLMENT OF ANY INDEMNIFICATION OBLIGATIONS, EACH PARTY'S LIABILITY UNDER THIS AGREEMENT WILL BE LIMITED TO AND WILL NOT EXCEED THE SUM WHICH EQUALS THE FEES PAID TO HYATT UNDER THIS AGREEMENT.

d. THIS SECTION 9 SHALL SURVIVE TERMINATION OR EXPIRATION OF THIS AGREEMENT.

10. Confidentiality. Hyatt and its affiliates have in the past acquired and developed, and in the future may acquire and develop, a substantial amount of commercially useful Proprietary Information (defined below) which gives them competitive advantages over those who do not have, or would have to expend significant efforts to compile, comparable information, including

but not limited to revenue management practices and material. "Proprietary Information" includes, but is not limited to, (i) information concerning both successful and unsuccessful tests and ideas and technologies, (ii) information concerning Hyatt's and its affiliates' business or business plans, (iii) information which Hyatt compiles and maintains in databases for its internal business purposes, including, but not limited to, information regarding Hyatt's customers, (iv) information disclosed by Hyatt's personnel in conversations verbally noted as "confidential" or in documents marked "confidential", (v) any reports, materials, program materials, software, flowcharts, notes, outlines and the like, used, created or developed by Hyatt or its affiliates in connection herewith ("Work Product"), and (vi) any other information which Owner is informed or reasonably ought to know Hyatt regards as confidential. Owner will keep all Proprietary Information and Work Product confidential at all times, and further, Owner does not have right, title, interest or copyright in any Proprietary Information, Work Product or Hyatt confidential information, nor any license to use, sell, exploit, copy or further develop such Proprietary Information, Work Product or confidential information. This provision will survive the expiration or earlier termination of this Agreement.

11. Independent Contractor. Hyatt is an independent contractor and all persons employed to furnish Services hereunder are employees or subcontractors of Hyatt or its affiliates and not of Owner.

12. Incorporation of Franchise Agreement Provisions. The article entitled Dispute Resolution and the sections entitled Notices, and Governing Law of the Franchise Agreement (if any and even if identified differently) are incorporated by this reference into this Agreement.

13. Force Majeure. Neither party shall be liable to the other for any loss or damage due to delays or failure to perform hereunder resulting from events beyond the reasonable control of such party, including without limitation acts of God, action by any governmental entity, pandemic, fire, flood, telecommunication failures or labor disputes.

14. Binding/Assignment. Except in the event of termination of this Agreement as set forth in Section 1, this Agreement shall inure to and bind the successors, assigns and representatives of the parties. Owner shall not assign this Agreement, except to an affiliate, without the prior written approval of Hyatt. Hyatt may assign this agreement, including to any of its affiliates, without the prior consent of Owner.

15. Entire Agreement. This contains the entire agreement between the parties, and supersedes any prior agreement, promises and understandings between them, concerning the subject matter hereto. No representations, promises or agreements, oral or otherwise, not embodied herein, shall be of any force or effect.

16. Execution / Amendment of Agreement. This Agreement may be executed in separate counterparts, each of which, when fully executed, shall be deemed an original, but all of which together shall constitute one and the same instrument. This Agreement may be executed and delivered via electronic transmission (including PDF) with the same force and effect as if it were executed and delivered by the Parties simultaneously in the presence of one another. This Agreement may be amended only by a written or electronic instrument signed by the parties hereto.

17. Headings. The headings in this Agreement are for convenience only and do not affect any provision hereof.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date.

(OWNER)	**HYATT CORPORATION**
By: _____	By: _____
Name: _____	Name: _____
Title: _____	Title: _____

EXHIBIT J

COMFORT LETTER

150 North Riverside Plaza
Chicago, IL 60606

Tel: 312.750.1234

_____, 2024

_____
_____
_____

Re: Franchise Agreement dated as of _____, 2024 (the "**Franchise Agreement**"), by and between Hyatt _____, L.L.C., a _____ limited liability company, ("**Hyatt**") and _____, a(n) _____ ("**Franchisee**").

Dear Sir or Madam:

Reference is made to the Franchise Agreement pursuant to which Franchisee operates or will operate the [Brand] Hotel located at _____ (the "**Hotel**"). The arrangement represented by the Franchise Agreement is called the "Franchise." Franchisee has represented that (1) Franchisee and _____ ("**Lender**") have entered into, or are about to enter into, a loan agreement pursuant to which the Hotel will secure certain indebtedness owed by Franchisee to Lender, which indebtedness will be evidenced by a promissory note made by Franchisee in favor of Lender (together with the other loan documents evidencing or securing such indebtedness, as amended, restated or otherwise modified from time to time, the "**Loan Documents**") and (2) that the loan proceeds will be used for the direct benefit of the Hotel. Franchisee and Lender have requested that Hyatt enter into this letter agreement (this "**Comfort Letter**"). Franchisee or Lender shall pay to Hyatt a fee in the amount of Two Thousand Five Hundred Dollars ($2,500) in connection with this Comfort Letter, prior to or simultaneous with its execution. Capitalized terms used but not defined herein shall have the meanings ascribed to them in the Franchise Agreement.

Hyatt, Franchisee, and Lender agree as follows:

1. While Lender has a valid first mortgage on the Hotel during the term of the Franchise Agreement, Hyatt agrees to use commercially reasonable efforts to (a) give Lender thirty (30) days prior written notice of any voluntary surrender by Franchisee of the Franchise (to the extent that Hyatt is aware in advance of any such voluntary surrender) and (b) furnish Lender with copies of default notices sent by Hyatt to Franchisee. In the event of a default by Franchisee under

the Franchise Agreement Hyatt shall allow Lender thirty (30) days from the date of any such notice to cure or cause to be cured the default(s) specified in such notice. If such default is of a non-monetary nature and cannot be cured within said thirty (30) day period by reason of the time necessary for Lender to exercise its rights and remedies pursuant to the Loan Documents or applicable law, then Lender shall have such additional period of time, as is reasonably necessary to complete the exercise of its rights and remedies, provided that Lender proceeds with and continues to cure such non-monetary default and exercise of remedies with due diligence, but in no event shall such period exceed one hundred and eighty (180) days following notice to Lender. Notwithstanding any of the foregoing: (a) in the event of a health or life safety default, the cure period shall be three (3) days; and (b) Lender does not have the ability to cure the following defaults by Franchisee: bankruptcy, assignment for the benefit of creditors, appointment of a receiver, breach of restrictions on Control Transfers, or breach of Trade Restriction Laws, but foreclosure of Lender's mortgage by Lender shall constitute curing of such defaults solely for the purpose of this Comfort Letter and commencement of foreclosure proceedings shall constitute commencement of cure solely for the purpose of this Comfort Letter; provided, however, if Lender petitions for the appointment of a receiver, Lender (a) shall not, during the term of the receivership, consent to a sale or transfer of the Hotel to a third party unless Hyatt has approved the transferee in accordance with Section 12.4 of the Franchise Agreement and (b) any receiver must be authorized to operate the Hotel in accordance with the Franchise Agreement and meet Hyatt's reasonable requirements for operators of Hyatt-affiliated hotels. For the avoidance of doubt, Lender is not required to cure any default by Franchisee under the Franchise Agreement except as set forth below in connection with an Acquisition.

2. If Lender should acquire the Hotel through foreclosure, conveyance in lieu of foreclosure, or any similar transaction (an "**Acquisition**") while the Franchise Agreement is in full force and effect, Hyatt and Lender shall, within thirty (30) days following such Acquisition and in any event prior to any subsequent sale of the Hotel by Lender, either (a) sign an assignment and assumption agreement in a form that Hyatt reasonably specifies under which Lender shall take an assignment of and assume all of Franchisee's rights and obligations under the Franchise Agreement, or (b) enter into a new Franchise Agreement with Hyatt to operate the Hotel for a term equal to Franchisee's remaining term of the Franchise Agreement in accordance with Hyatt's then prevailing standards, rates, requirements, and terms; provided however that in either event (i) Lender shall not be charged any Application Fee (as same is described in Hyatt's then current Franchise Disclosure Document for prospective franchisees); (ii) Lender shall not be required to perform a renovation or upgrading of the Hotel (although Lender will be required to cure any quality deficiencies as shown on the most current quality inspection report and shall be subject to ongoing renovation or upgrading requirements that may be required by Hyatt in accordance with the Franchise Agreement, including but not limited to standard cycle renovations); (iii) Lender shall have no personal responsibility for the payment of liquidated damages or termination fees which Franchisee may be obligated to pay under the terms of the Franchise Agreement as a result of the Acquisition; (iv) Lender shall agree to cure any existing defaults under the Franchise

Agreement by Franchisee within the times specified by Hyatt and bring current all payments due and owing to Hyatt and its affiliated companies, except for any amounts specifically excluded under this Section 2; and (v) Lender shall assume the obligation to repay Hyatt unamortized "key money," if any, as described in the Franchise Agreement, although any such amounts shall (if applicable) continue to amortize in the manner set forth in the Franchise Agreement. Hyatt acknowledges and agrees that an Acquisition by Lender shall not be subject to any right of first refusal or right of first offer contained in the Franchise Agreement.

Notwithstanding the foregoing, Hyatt is not obligated to enter into a Franchise Agreement with Lender pursuant to this Section 2 if Lender fails to comply with the requirements of Section 3 below within the times provided therein or if Lender is a Brand Owner or Hyatt is prohibited from transacting with Lender under any Trade Restriction Law. If Lender should acquire the Hotel, Lender shall appoint an agent or management company to operate the Hotel and such agent or management company must (i) be approved in writing by Hyatt; (ii) meet Hyatt's then current requirements for such agents or management companies, including by signing such agreements and other documents as Hyatt periodically specifies; and (iii) cause the Hotel's general manager and other personnel (if different from the Hotel personnel in place prior to the Acquisition) to complete Hyatt's then current training requirements in accordance with the Franchise Agreement.

3. Lender agrees:

(i) to provide Hyatt with written notice twenty (20) days in advance of: (a) the commencement of any proceedings by Lender regarding an Acquisition of the Hotel; (b) the petition by Lender for appointment of a receiver, or to obtain the entry of an order for relief or take any action under federal or state bankruptcy laws or similar laws with regard to the Hotel; (c) the acceptance by Lender of a conveyance of the Hotel in lieu of foreclosure; or (d) Lender taking ownership or possession of the Hotel in any manner; and

(ii) to notify Hyatt in writing of the commencement by another party of foreclosure proceedings or the filing of an action for the appointment of a receiver or petition for relief under state or federal bankruptcy laws, within thirty (30) days after Lender receives notice of commencement of such proceedings.

4. Except as set forth in paragraphs 5 and 6 below, this Comfort Letter and the rights hereunder are not assignable by Lender or Franchisee, and neither Lender nor Franchisee has any right or authority to sell, transfer, or assign, or in any manner convey to any third party the Franchise Agreement or any rights under this Comfort Letter, except as provided in the Franchise Agreement. If a third party should become the owner of the Hotel, that third party may apply to Hyatt for a new Franchise to operate the Hotel, and such application shall be considered in accordance with the same standards by Hyatt with respect to other franchise applications unless otherwise required by law.

5. Lender may assign the Comfort Letter to any subsequent holder or holders of all or any portion of the Loan Documents (the "**Assignee**") without Hyatt's consent; provided that the Assignee (i) is a commercial bank, investment bank, pension fund, finance company, insurance company, trustee in a securitization or other financial company, or other financial institution or such other type of established organization (so long as such established organization is not a Brand Owner or does not exclusively lend to a Brand Owner) primarily engaged in the business of making or holding loans and any fund or trust managed or serviced by any of the foregoing and (ii) does not own, directly or indirectly, any equity interest in Franchisee or its constituent owners; provided further that upon the sale or transfer of the Loan Documents, Lender pays to Hyatt a processing charge of $7,500 and that promptly upon the sale or transfer of the Loan Documents to the Assignee, Lender, Assignee, and Franchisee shall execute and deliver to Hyatt an assignment and assumption agreement (the "**Assignment**"), and provided further that, in the event there is more than one Assignee, such Assignees shall have (i) designated one representative to receive notices, negotiate on behalf of and bind each such Assignee in connection with this Comfort Letter and any Assignment thereof, and (ii) acknowledged that Hyatt shall be entitled to rely on such designation and deal solely with such representative without the necessity of notifying, negotiating with, or obtaining the consent of, each such Assignee.

6. The rights and obligations which accrue to Lender under this Comfort Letter upon the taking of title to the Hotel's premises by foreclosure or deed in lieu thereof shall also accrue to any wholly-owned subsidiary or commonly controlled affiliate of Lender that takes title to the premises by foreclosure or deed in lieu thereof, and Lender guarantees all obligations to Hyatt of such subsidiary. For avoidance of doubt, Lender's obligations under this Comfort Letter shall also apply to and bind any designee of Lender who acquires the Hotel or its premises through an Acquisition.

7. All notices required under this Comfort Letter shall be in writing, sent by certified mail, return receipt requested, or by Federal Express or other express service and addressed, if to Lender, to _____, if to Hyatt, to Hyatt Franchising, L.L.C., 150 North Riverside Plaza, Chicago, Illinois 60606, with a copy via e-mail to office.of.general.counsel@hyatt.com, and if to Franchisee, _____. Any notice sent pursuant to this Comfort Letter shall be deemed to be given three (3) days after mailing or on the day of delivery by hand.

8. By its signature below, Franchisee acknowledges that this Comfort Letter was provided to Lender at Franchisee's request and in consideration thereof, Franchisee hereby (i) releases Lender and Hyatt, as well as each of their respective subsidiaries, parents, divisions, successors, assigns, heirs and representatives, including but not limited to their respective employees, agents, officers, directors and owners, of and from any and all actions, causes of action, suits, claims, demands, contingencies, debts, accounts and judgments whatsoever, at law or in equity, whether known or unknown, arising from the exercise by Lender or Hyatt (as applicable)

of any of the rights granted hereunder and the recognition and compliance with such exercise by Hyatt or Lender (as applicable) and (ii) agrees that Hyatt may discuss with Lender or its designee the status of the Hotel, the Franchise Agreement, or any matter to which Lender or Hyatt is entitled to notice under the terms of this Comfort Letter or the Franchise Agreement.

9. The provisions of this Comfort Letter are not intended to, and do not in any way, alter, modify or amend the Franchise as between Hyatt and Franchisee.

10. It is further acknowledged and agreed that Hyatt shall be entitled to rely upon any written notice or request by Lender made pursuant to the provisions hereof without requirement of necessitating the accuracy or authenticity of such written notice or any facts or allegations contained therein. Lender shall notify Hyatt promptly upon the satisfaction or cancellation of Lender's mortgage on the Hotel.

11. Lender's rights under this Comfort Letter shall terminate if Lender has been taken over in any manner by any state or federal agency or is in a receivership, conservatorship, reorganization, or liquidation, or Lender or any of its officers or directors have entered into or are subject to a cease and desist order or any other formal or informal written agreement with a federal or state regulatory agency.

12. This Comfort Letter may be executed in multiple counterparts and by .pdf or facsimile transmission, each of which shall constitute an original and all of which taken together shall constitute one and the same instrument. An executed copy will be returned to both Lender and Franchisee.

[*Signature pages follow*]

HYATT _____, L.L.C.
a _____ limited liability company

By:_____
Name:_____
Title:_____

FRANCHISEE

_____

By:_____
Name:_____
Title:_____

LENDER

_____

By:_____
Name:_____
Title:_____

EXHIBIT K

SUBSCRIPTION AND HOSTING SERVICES AGREEMENT

SUBSCRIPTION AND HOSTING SERVICES AGREEMENT

This Subscription and Hosting Services Agreement ("**Agreement**") is made this _____ day of _____, 2024 (the "**Effective Date**"), by and between (Name of Franchisee), a(n)_____ ("**Owner**") and Hyatt House Franchising, L.L.C., a Kansas limited liability company ("**Hyatt**"). Hyatt and Owner may be referred to herein individually as a "Party" or together as the "Parties."

WHEREAS, Owner owns or will own the Hyatt House Hotel, which is or will be located at _____, _____, _____ (the "**Property**"), and the Property is operated pursuant to a franchise agreement between Owner and Hyatt (as it may be amended, "**Franchise Agreement**");

WHEREAS, Hyatt's affiliate licenses a property management system from Oracle America, Inc. ("**Oracle**") and Hyatt has the right to grant Owner use of the property management system, and Owner desires to use such property management system; and

WHEREAS Owner has also requested that Hyatt provide hosting and related services in support of the Property Management System and Hyatt has agreed to provide such services to the extent set forth herein.

NOW, THEREFORE, in consideration of the representations and promises of the parties set forth below, and other good and valuable consideration the sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Scope of Services.

a. Subscription Grant. This Agreement including Schedule 1 describes the Services that Hyatt shall provide to Owner hereunder, which shall include hosting and making available the Property Management System for use by Owner and its Authorized Users, and providing and maintaining the Hosted Hardware. The Services shall also include: (i) access to support as described in Schedule 1; and (ii) upgrades and updates to: (A) the Third Party Software (to the extent provided by applicable third party vendor and authorized for use by Hyatt); and (B) the Hosted Hardware (to the extent provided by applicable third party vendor and authorized for use by Hyatt). Installation and configuration services will be subject to a separate agreement.

b. Restrictions. Owner may not: (i) host, loan, rent, lease, resell, transfer, convey, assign or license the Property Management System, or any portion thereof to any other party; (ii) sell information services to other parties through the use of the Property Management System, whether in the form of a service bureau, reservation center, or other information processing entity; (iii) reverse engineer, decompile or disassemble the Property Management System; (iv) knowingly propagate any virus, worms, Trojan horses or other programming routine intended to damage any system or data; or (v) knowingly store defamatory, trade libelous, or otherwise unlawful data. In addition, Owner must comply with all other restrictions listed in the License Agreement. Hyatt reserves all other rights not expressly granted to Owner hereunder.

c. Suspension. Hyatt, without prejudice to its other rights at law or in equity, may suspend the Services: (i) upon a violation of any restriction or obligation listed in Section 1(b); (ii) if any misuse of the Services or misconduct with respect to the Services on the part of Owner or its employees, agents or end users creates, in Hyatt's sole and reasonable judgment, an imminent risk of material damage to Hyatt's network, facilities or other property or violation of any applicable laws or legal obligations; (iii) if Owner disrupts or causes harm to Hyatt's computers, systems, infrastructure, or provision of the Property Management System to other parties; or (iv) upon request of a government authority. Any suspension shall be as limited in scope and duration as possible consistent with Hyatt's needs to protect its network, facilities and property. Except in the case of suspension upon request of government authority, Owner shall continue to pay all Fees during the suspension period. Service shall be promptly restored as soon as Hyatt determines, in its sole, reasonable discretion, that the default has been cured.

2. Definitions

a. "**Affiliate**" means with respect to any party, any person or entity that, at any given time, directly or indirectly, controls, is controlled by, or is under common control with, such party, whether through ownership of voting securities, by contract, or otherwise.

b. "**Agreement**" means this Agreement, including all current or future schedules.

c. "**Authorized Users**" means: (i) Owner; and (ii) employees and agents of Owner when they are performing services for Property relating to the Property Management System.

d. "**Cardholder Data**" means any data that relates to (i) a payment card authorized by or bearing the logo of a member of the Payment Card Industry ("PCI") Security Standards Council (the "PCI SSC"), or any similar organization that Hyatt periodically specifies, or alternative technology or non-cash transaction method relating to payment that Hyatt periodically specifies, or (ii) a person to whom such a payment card or alternative technology as described in (i) has been issued.

e. "**Effective Date**" means the date that appears in the first paragraph of this Agreement.

f. "**Facility**" means the physical location at which, at any given time, the Hosted Hardware resides and the hosted components of the Property Management System are hosted by Hyatt or its Affiliate.

g. "**Fees**" shall have the meaning assigned to it in Section 6(a).

h. "**Flag Change**" shall have the meaning assigned to it in Section 10(c).

i. "**Hosted Hardware**" means the file servers, network routers and switches, firewalls, and other hardware, technology, and network devices in the Facility and used by Hyatt to host the hosted components of the Property Management System and provide the Services. It does not include any hardware located outside of the Facility, including any hardware located at the Property.

j. "**Hosted System**" means the Hosted Hardware, Property Management System and Third Party Software, collectively, hosted by Hyatt or its Affiliate and made available by Hyatt to Owner and its Authorized Users pursuant to this Agreement.

k. "**Hotel Environment**" means the hardware and software environment for which the Owner has selected and is responsible for as set out in Hyatt's then current Configuration Guide Technical Requirements and Operating Standards: General Requirements, which is available upon request and posted on Hyatt's intranet site, Hyattconnect.

l. "**License Agreement**" means the agreement between Oracle and Hyatt's Affiliate for the property management system.

m. "**PCI DSS**" means the current Payment Card Industry Data Security Standards.

n. "**Property Management System**" means the software specified in the License Agreement.

o. "**Service Effective Date**" means the Opening Date of the Hotel as defined in the Franchise Agreement.

p. "**Services**" means all tasks and services to be performed by Hyatt hereunder and described in Schedule 1.

q. "**Term**" has the meaning assigned to it in Section 5 hereof.

r. "**Third Party Software**" means any software that is proprietary to a third party and that is installed and maintained on the Hosted Hardware or otherwise used in connection with the provision of the Services but does not include the Property Management System.

3. Data Ownership.

Hyatt and Owner acknowledge and agree that ownership and access rights for the data input into the Property Management System shall be as set forth in the Franchise Agreement.

4. Services

a. General. Schedule 1 specifies the Hosted System to be provided by Hyatt in connection with the performance of the Services hereunder. The Hosted System shall be physically located at the Facility. As of and from the Effective Date and continuing throughout the Term, Hyatt will be responsible for daily management, monitoring, operation and maintenance of the Hosted System within the Facility, for the benefit of Owner and its Authorized Users, in accordance with the terms and conditions of this Agreement. Should such maintenance require a temporary disruption of any Services, Hyatt shall use commercially reasonable efforts to provide Owner two (2) weeks advance notice of such scheduled maintenance. The current maintenance schedule is set forth in Schedule 2. Hyatt shall update such schedule as applicable. Should any disruption be required outside of the agreed maintenance window (for example, for a critical incident), Hyatt shall provide Owner with prompt notice of such emergency maintenance. Hyatt will make every commercially reasonable effort to make any such disruptions as brief as possible and to schedule any such disruptions during the scheduled maintenance window.

b. Hotel Environment. Owner acknowledges and agrees that the performance of the Services is dependent upon Owner providing, at its sole cost and expense, all of the elements of the Hotel Environment. Owner waives any claims, without limitation, including warranty claims against Hyatt, to the extent arising from Owner's failure to provide a hardware and software environment that complies with the Hotel Environment requirements.

c. Restrictions. Owner may only use the Hosted System and Services for Owner's business at the Property. Owner will not make any representations or warranties on behalf of Hyatt or its Affiliate that are inconsistent with the terms of this Agreement. Owner's failure to use the Property Management System, Third Party Software, Hosted Hardware, Hosted System, or Services shall not relieve Owner of any of its obligations hereunder, including without limitation payment obligations. Owner may not host, loan, rent, lease, resell, transfer, convey, assign or license the Services to any other party or sell information services to other parties through the use of the Property Management System, Hosted Systems or Service, whether in the form of a service bureau, reservation center, or other information processing entity.

d. Personnel. Services may be rendered by an employee or subcontractor of Hyatt or its Affiliate who (a) is not solely dedicated to the Property, and may perform similar services for other hotels; (b) may perform Services at the Property or off-site; and (c) will conform to the reasonable rules and regulations of the Property when on Property premises.

5. Term.

This Agreement is effective upon the Effective Date, and five (5) years from the Effective Date (the "**Initial Term**"), unless sooner terminated in accordance with the terms hereof. Thereafter, this Agreement shall automatically renew for successive 12-month renewal periods (each, a "**Renewal Term**" and, together with the Initial Term, the "**Term**") unless written notice of termination is provided by either Party to the other Party at least ninety (90) days prior to the expiration of the then-applicable term.

6. Payments and Terms.

a. Payment. In consideration of the Services to be provided by Hyatt to Owner under this Agreement, Owner agrees to pay the then-current fees for the Services in effect as of the Service Effective Date

(the "**Fees**"), subject to Section 6(b) of this Agreement. After the Service Effective Date, the Fees may be increased by Hyatt on an annual basis, subject to Section 6(b) of this Agreement. Hyatt will send Owner an invoice for the Fees on a monthly basis. Owner shall pay all Fees set forth on an invoice within thirty (30) days of the invoice date. If Owner fails to make any payment when due then, in addition to all other remedies that may be available, Hyatt may charge interest on the past due amount at the rate of 1.5% per month calculated daily and compounded monthly or, if lower, the highest rate permitted under applicable law.

b. Fee Guidance. The Fees for the Services are intended to cover the costs for Hyatt to provide the Services. The Fees for such Services will be calculated in the same manner as the fees charged to hotels managed by a Hyatt Affiliate that are receiving similar services.

c. Payment Default. If any undisputed payment is more than 45 days late, Hyatt shall have the right to suspend its provision of Services until the date such amount is paid in full by Owner.

7. Warranties.

a. Hyatt represents and warrants to Owner as follows:

i. that it has the full right, power and authority to enter into this Agreement and that Hyatt's entering into this Agreement shall not result in a breach of or constitute a default under any agreement or instrument to which it is a party;

ii. Hyatt shall comply with all applicable laws, enactments, orders and regulations in connection with the performance of its obligations hereunder;

iii. all performance under this Agreement by Hyatt shall be in a professional, and workmanlike manner by appropriately qualified and experienced personnel, in accordance with industry standard practices and the provisions and requirements of this Agreement; and

iv. Hyatt shall maintain compliance with the PCI DSS for the Hosted System, including the security of Cardholder Data that Hyatt stores, processes or transmits on behalf of the Owner.

v. Hyatt shall pass through to Owner any warranties received from Oracle as may be available.

vi. Hyatt shall implement a disaster recovery program and use commercially reasonable efforts to maintain such program.

b. Owner represents and warrants to Hyatt as follows:

i. it has the full right, power, and authority to enter into this Agreement and that Owner's entering into this Agreement shall not result in a breach of or constitute a default under any agreement or instrument to which it is a party;

ii. Owner shall comply with all applicable laws, enactments, orders and regulations in connection with the performance of its obligations hereunder; and

iii. Owner shall comply with standards and measures required under the PCI DSS regarding the collection, storage, use, processing and transfer of Cardholder Data and maintain the confidentiality and security of that Cardholder Data.

c. THE FOREGOING WARRANTIES ARE IN LIEU OF ALL OTHER WARRANTIES EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, THOSE CONCERNING MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE AND ACCURACY OR USE. WITHOUT PREJUDICE TO THE FOREGOING WARRANTIES OR ANY OF HYATT'S EXPRESS

OBLIGATIONS UNDER THIS AGREEMENT, HYATT DOES NOT WARRANT OR GUARANTEE THAT THE HOSTED HARDWARE, PROPERTY MANAGEMENT SYSTEM, OR ANY OF THE SERVICES PROVIDED HEREUNDER WILL SATISFY OWNER'S REQUIREMENTS, OR THAT THE OPERATION OF SUCH WILL BE COMPLETELY UNINTERRUPTED OR COMPLETELY ERROR FREE.

8. Indemnity.

Hyatt and Owner's indemnification obligations in the Franchise Agreement are incorporated by reference into this Agreement. Hyatt agrees to pass through to Owner any indemnification rights received from Oracle as may be available.

9. Limitation of Damages and Disclaimers.

a. Indirect Damages. EXCEPT AS SET FORTH IN THE FRANCHISE AGREEMENT, NO PARTY WILL BE RESPONSIBLE TO THE OTHER PARTY OR ITS AFFILIATES FOR ANY CONSEQUENTIAL, INCIDENTAL, INDIRECT OR SPECIAL DAMAGES, INCLUDING LOST PROFITS, BUSINESS INTERRUPTION, OR PUNITIVE DAMAGES WHETHER ARISING FROM OWNER'S USE (OR INABILITY TO USE) OF THE HOSTED HARDWARE, PROPERTY MANAGEMENT SYSTEM, SUPPORT OR SERVICES PROVIDED HEREUNDER, EVEN IF IT HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGE.

b. Damages Cap. EXCEPT AS SET FORTH IN THE FRANCHISE AGREEMENT, IN NO EVENT SHALL ANY PARTY BE LIABLE IN RESPECT OF ANY EVENT OR SERIES OF CONNECTED EVENTS FOR ANY DAMAGES UNDER THIS AGREEMENT OR IN CONNECTION WITH THE RELATIONSHIP OF THE PARTIES HEREUNDER IN EXCESS OF AN AMOUNT EQUAL TO THE SUM OF ALL FEES AND CHARGES DUE HEREUNDER, WHETHER OR NOT PAID BY OWNER FOR THE 12 MONTHS PERIOD PRIOR TO THE RELEVANT EVENT OR SERIES OF EVENTS. WITHOUT LIMITING HYATT'S EXPRESS OBLIGATIONS HEREUNDER, HYATT SHALL NOT BE RESPONSIBLE FOR AND DISCLAIMS ANY LIABILITY ASSOCIATED WITH A THIRD PARTY'S FAILURE TO PROCESS CREDIT CARD TRANSACTIONS ON BEHALF OF OWNER.

c. Hotel Security. It is Owner's responsibility to have and maintain in place virus protection software and reasonable security for its on-site systems and on-site data, which such security include firewalls, passwords, physical security, access control policies, and the like. Owner acknowledges that the security of Property's facilities and protection of its own network and the data and applications on that network, including protections against unauthorized access, is solely and entirely Owner's responsibility. Owner acknowledges that, to be effective, virus protection software, system passwords, and other security software require periodic updates, which Owner must obtain from its supplier or the manufacturer, as appropriate. Support or services hereunder necessitated by viruses introduced by Owner or its Affiliate or a third party, or by any failure or breach of Owner's security for its systems or data (not including breaches of the security of the Services or Hosted Hardware), including, without limitation, damage caused by hackers or persons lacking authorized access, is not covered, and will be supplied only upon request and on a reasonable efforts basis, on a time and material basis. Owner waives any claims against Hyatt to the extent arising from Owner's failure to have or maintain current virus protection, or to the extent arising from a failure or breach of Owner's security for its own systems. Hyatt will use commercially reasonable efforts to secure the environment from unauthorized access, which shall be no less than the efforts it takes to secure its own environment.

d. Communications. Owner will be responsible for installing and bearing the cost of all communications necessary to access the Property Management System from Owner's facilities, and implementing and maintaining any necessary or desired security for the communication process. Hyatt expressly disclaims any responsibility for or liability or problems resulting from Owner's choice of a communications service provider and any matters directly relating to Owner's connectivity or transmission of data to or from the Facility.

e. Access to Data. Owner acknowledges that its ability to access its data may be adversely affected by problems with its Internet or Owner private network provider connectivity and any mutually agreed upon scheduled maintenance outages.

10. Termination.

a. Termination by Hyatt. Notwithstanding any minimum agreed term, Hyatt may, by written notice to Owner, terminate this Agreement: (i) upon any material breach by Owner which such material breach is not remedied within thirty (30) days of written notice to Owner setting out the nature of such breach and requiring its remedy; (ii) upon the termination of the License Agreement in accordance with its terms; or (iii) at any time for any reason or no reason upon thirty (30) days written notice to Owner.

b. Termination by Owner. Owner may terminate this Agreement: (i) upon any material breach by Hyatt which such material breach is not remedied within thirty (30) days of written notice to Hyatt setting out the nature of such breach and requiring its remedy; or (ii) without cause upon six (6) months' notice to Hyatt.

c. Termination for Assignment. This Agreement shall automatically terminate upon any Flag Change by Owner. For purposes of this clause, "**Flag Change**" means any termination of Hyatt's franchise relationship with Owner or any change resulting in the Property ceasing to be under a management, franchise or similar agreement with a direct or indirect subsidiary of Hyatt Hotels Corporation.

d. Effect of Termination of Agreement. Upon termination or expiration of this Agreement:

i. Owner shall immediately cease using the Services and Hyatt shall cease providing Services to Owner under this Agreement;

ii. Upon termination pursuant to Section 10(a), Owner shall pay all Fees for Services provided prior to the expiration/termination date.

iii. The Parties agree that Sections that by their nature, or to give effect to their meaning, must survive expiration or termination of this Agreement, shall survive any expiration or termination of this Agreement.

11. Facility. Hyatt or its Affiliate may move the Facility to another location at any time, provided in the event the new location is in a different country than the prior location, Hyatt shall notify Owner in writing of the intended move as far in advance thereof as is reasonably practicable under the circumstances (but in no event less than ninety (90) days in advance). Any relocation or moving of the Facility shall be conducted with the least disruption feasible upon Owner or any Authorized Users. Hyatt shall not be responsible to Owner for any such additional or incremental costs and expenses incurred by Owner, or any of its respective third-party service-providers or other business associates.

12. No Assignment. Owner may not assign or transfer this Agreement or its rights and obligations hereunder, without the prior written consent of Hyatt. Any unpermitted assignment shall be null and void. Hyatt reserves the right at any time to transfer or assign this Agreement, or a portion thereof, without notice or consent.

13. Force Majeure. Neither Party shall be responsible for delay or failure in performance resulting from events beyond its reasonable control and that were not avoidable through the exercise of due care, which shall include but not limited to acts of God, fire, earthquakes, war, civil unrest, accident, power fluctuations or outages, telecommunication fluctuations, outages or delays, utility failures, mechanical defects or other events beyond the control of a Party.

14. Independent Contractor. Hyatt is an independent contractor and all persons employed to furnish Services hereunder are employees or subcontractors of Hyatt and not of Owner.

15. Incorporation of Franchise Agreement Provisions. Articles XIV, XVII and XVIII of the Franchise Agreement, entitled Dispute Resolution (including, but not limited to Arbitration), Notices and General, respectively, are incorporated by this reference into this Agreement.

16. Binding. This Agreement shall inure to and bind the successors, assigns and representatives of the parties.

[signature page follows]

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as of the Effective Date.

HYATT HOUSE FRANCHISING, L.L.C.

By: _____

Name:

Title:

Date: _____

[Insert Name of Franchisee]

By: _____

Name: _____

Title: _____

Date: _____

LIST OF SCHEDULES

Schedule 1	Hosted System and Services
Schedule 2	Maintenance Schedule

Schedule 1

HOSTED SYSTEM AND SERVICES

HOSTED SYSTEM

OPERA Xpress Property Management (PMS)
Applicable Property Interfaces

SERVICES

Hyatt shall be responsible for:

(i) Installation of the Hosted Hardware at the Facility.

(ii) Hosting and monitoring of the Property Management System.

(iii) Hosting, monitoring, maintenance and support of the Third Party Software (except the Property Management System), and the Hosted Hardware.

(iv) For clarity, with regard to the Hosted System: (i) scheduled maintenance; (ii) security and intrusion detection; and (iii) event reporting.

All Hosted Hardware shall be continually monitored and managed by Hyatt on a 24 x 7 x 365 basis.

As between Owner and Hyatt, all connectivity from the Owner's network to the Hosted System components in the Facility is the sole responsibility of Owner. All connectivity within the Facility is the sole responsibility of Hyatt. Owner's primary point of contact for support with respect to the Property Management System shall be Oracle, unless Owner is located in a region where Oracle does not provide support, in which case Owner's primary point of contact for such support shall be Oracle's designated support partner. If Owner is not able to obtain support from Oracle (or an Oracle designated support partner, as applicable), Owner may open a support ticket with the Hyatt Service Desk.

Schedule 2

MAINTENANCE SCHEDULE

Hyatt's maintenance schedule is subject to change. Emergency maintenance may be performed at any time. Hyatt's current maintenance schedule for scheduled and non-emergency maintenance is as follows:

Maintenance Task Calendar

The calendar below highlights the days when maintenance tasks may occur during the month.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Color	Description
Green	Available for scheduled maintenance.
Yellow	Prior to performing any scheduled maintenance, additional discretion will be applied in order to avoid impact to business on these days.

EXHIBIT L

FIELD MARKETING PROGRAM OPT-IN AGREEMENT

FIELD MARKETING PROGRAM OPT-IN AGREEMENT

This version is only for use with franchised locations in the U.S., Canada & the islands of the Caribbean.

THIS FIELD MARKETING PROGRAM OPT-IN AGREEMENT (**"Agreement"**) is made effective as of [INSERT DATE] (**"Effective Date"**), by and between [Insert Owner's Contracting Entity] (**"Owner"**) and Hyatt Corporation located at 150 North Riverside Plaza, Chicago, Illinois 60606 (**"Hyatt"**).

WITNESSETH:

WHEREAS, Owner owns a property known as [Insert Hotel Name] located at [Insert Owner Address] (the **"Property"**), and the Property is operated pursuant to a franchise agreement with Hyatt's affiliate (as it may be amended, **"Franchise Agreement"**);

WHEREAS, Owner has requested that Hyatt provide certain Services, as defined below, to Owner in connection with the Property, pursuant to the field marketing program offered by Hyatt to Hyatt branded and affiliated hotels (the **"Field Marketing Program"**); and

WHEREAS, Hyatt has agreed to provide such Services according to the terms and under the conditions set forth herein.

NOW, THEREFORE, the parties hereby mutually agree as follows:

1. **Term / Termination**.

The services set forth in this Agreement shall be for a term commencing on the later of [INSERT DATE] or the first day of the first quarter that is at least thirty (30) days following the Effective Date (or such other date as the parties may mutually agree in writing (email shall suffice)) ("**Service Effective Date**") and continuing until terminated in accordance with this section. This Agreement may be terminated as follows:

a. Either party may terminate the Agreement for any reason or no reason by notifying the other party in writing at least days ninety (90) days in advance. Notwithstanding the foregoing, in the event of termination by Owner pursuant to this subsection 1a the effective date of such termination shall be no earlier than [Insert Date];

b. This Agreement shall automatically terminate if the Franchise Agreement expires or is terminated and Owner does not enter into a hotel management agreement or hotel services agreement with Hyatt or its affiliate such that the Property continues to operate under a Hyatt brand or Hyatt affiliation immediately following such termination; and

c. If either party commits a material breach of any provision of this Agreement and has failed to cure such breach within ten (10) days of receiving written notice, the other party may terminate this Agreement immediately upon written notice.

Upon termination of this Agreement, Owner shall remit to Hyatt payment for Services rendered through the effective date of termination.

2. **Scope of Service**.

Hyatt shall provide the Property with certain Field Marketing Program services ("**Services**"), as more specifically outlined in Exhibit A attached hereto. For any subsequent year during the term of this

Agreement, Hyatt may update Exhibit A for the following year by providing the Property an updated Exhibit A ("**Updated Services Exhibit**") by September 30th of the year before the Updated Services Agreement will take effect.

3. **Personnel**.

Services may be rendered by an employee or subcontractor of Hyatt or its affiliate who (a) is not solely dedicated to the Property and may perform similar services for other owners; (b) may perform Services at the Property or off-site; and (c) will conform to the reasonable rules and regulations of the Property when on the premises of the Property.

4. **Fees**.

In consideration of the Services, Owner agrees to pay Hyatt the fees set forth in Exhibit A, or the then-current Updated Services Exhibit, as applicable.

5. **Feedback**.

If Owner provides Hyatt with information, ideas, or feedback regarding the Services ("**Feedback**"), Owner hereby grants Hyatt a perpetual, irrevocable, royalty-free, worldwide, sublicensable and transferrable right and license to use, reproduce, disclose, distribute, modify and otherwise exploit such Feedback without restriction. Section 5 shall survive termination or expiration of this Agreement.

6. **Confidentiality**.

a. Each party (a **"Receiving Party"**) acknowledges that it and its employees, subcontractors or agents may, in the course of satisfying its obligations hereunder, be exposed to or acquire information that is proprietary to or confidential to the other party (a **"Disclosing Party"**). Any and all confidential information of any form obtained by a Receiving Party or its employees, subcontractors or agents in the performance of the Services or the satisfaction of such party's obligations hereunder, including but not limited to the financial terms of this Agreement, product and business plans, unpublished financial information, trade secrets, know-how and information regarding processes, shall be deemed to be the confidential and proprietary information (**"Confidential Information"**) of the Disclosing Party. The Receiving Party agrees (i) to hold all Confidential Information in strict confidence; (ii) to disclose Confidential Information only to employees of the Receiving Party who have a need to know such Confidential Information and who are advised to hold such Confidential Information in strict confidence; and (iii) not to copy, reproduce, sell, assign, license, market, transfer or otherwise dispose of, give or disclose such Confidential Information to third parties, or to use such Confidential Information for any purposes whatsoever other than in connection with the Receiving Party's performance under this Agreement. Notwithstanding anything in this Agreement, the Receiving Party shall not copy, reproduce, sell, assign, license, market, transfer or otherwise dispose of, give or disclose the Disclosing Party's Confidential Information to a competitor of the Disclosing Party without the prior written consent of the Disclosing Party.

b. Confidential Information shall exclude all information, which (a) is at the time of disclosure, or thereafter becomes, a part of the public domain through no act or omission of the other party, its employees or agents; (b) was in the other party's possession as shown by written records prior to the disclosure and had not been obtained by such party either directly or indirectly from the Disclosing Party; (c) is hereafter disclosed to the other party by a third party who did not acquire the information directly or indirectly

from the Disclosing Party hereunder; or (d) was independently developed by the other party without use of the Confidential Information, as evidenced by written records.

7. **Compliance with Laws**.

In performing the Services, Hyatt will, at its expense, fully comply with all applicable federal, state and/or local laws, rules, regulations and ordinances.

8. **Insurance**.

Owner shall maintain insurance as set forth in the Franchise Agreement. To the extent the Franchise Agreement does not address Owner's insurance obligations, Owner shall procure and at all times during the term of this Agreement maintain such insurance covering the risks, in the amounts, and with the deductibles, retentions and other provisions, as reasonably designated by Hyatt from time to time for recipients of the Services, including but not limited to advertising liability and contractual liability coverage in a minimum amount of $2,000,000.00 per occurrence or the then-current minimum coverage amount designated by Hyatt. All insurance must by endorsement specifically name Hyatt and its Affiliates (and Hyatt's and their employees and agents) as additional insureds. Owner must purchase each policy from an insurance company reasonably acceptable to Hyatt. Either the insurer or Owner must provide at least thirty (30) days' prior written notice to Hyatt of any insurance policy's cancellation, non-renewal or material change. Owner must deliver to Hyatt a certificate of insurance (or certified copy of such insurance policy if Hyatt requests) evidencing the required coverages and setting forth the amount of any deductibles not less than ten (10) days after their respective inception dates. If Owner fails for any reason to procure or maintain the insurance required by this Agreement, Hyatt shall have the right and authority (although without any obligation to do so) to procure such insurance and to charge Owner the cost together with a reasonable fee for Hyatt's expenses.

Section 8 shall survive termination or expiration of this Agreement.

9. **Indemnification and Limitation of Liability**.

a. IF ANY, HYATT'S INDEMNIFICATION OBLIGATIONS IN THE FRANCHISE AGREEMENT ARE INCORPORATED BY THIS REFERENCE INTO THIS AGREEMENT.

b. IF ANY, OWNER'S INDEMNIFICATION OBLIGATIONS IN THE FRANCHISE AGREEMENT ARE INCORPORATED BY THIS REFERENCE INTO THIS AGREEMENT.

c. EXCEPT IN FULFILLMENT OF ANY INDEMNIFICATION OBLIGATIONS, IN NO EVENT SHALL EITHER PARTY BE LIABLE TO THE OTHER PARTY FOR SPECIAL, INCIDENTAL OR CONSEQUENTIAL DAMAGES (INCLUDING, WITHOUT LIMITATION, LOSS OF PROFITS OR LOSS OF USE DAMAGES) ARISING OUT OF THE SERVICES OR ANY OBLIGATIONS UNDER THIS AGREEMENT, WHETHER SUCH CLAIM IS BASED UPON BREACH OF CONTRACT, BREACH OF WARRANTY, TORT (INCLUDING NEGLIGENCE) OR ANY OTHER LEGAL THEORY, EVEN IF A PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES OR LOSSES. EXCEPT IN FULFILLMENT OF ANY INDEMNIFICATION OBLIGATIONS, EACH PARTY'S LIABILITY UNDER THIS AGREEMENT WILL BE LIMITED TO AND WILL NOT EXCEED THE SUM WHICH EQUALS THE FEES PAID TO HYATT UNDER THIS AGREEMENT.

d. SECTION 9 SHALL SURVIVE TERMINATION OR EXPIRATION OF THIS AGREEMENT.

10. **Independent Contractor**.

Hyatt is an independent contractor and all persons employed to furnish Services hereunder are employees or subcontractors of Hyatt or its affiliates and not of Owner.

11. **Incorporation of Franchise Agreement Provisions**.

The article entitled Dispute Resolution and the sections entitled Notices, and Governing Law of the Franchise Agreement (if any and even if identified differently) are incorporated by this reference into this Agreement.

12. **Force Majeure**.

Neither party shall be liable to the other for any loss or damage due to delays or failure to perform hereunder resulting from events beyond the reasonable control of such party, including without limitation acts of God, action by any governmental entity, pandemic, fire, flood, telecommunication failures or labor disputes ("Force Majeure Event"). In the event that a Force Majeure Event prevents Hyatt from delivering the Services for a period of more than thirty (30) days, either party shall have the right to terminate this Agreement upon notice to the other party.

13. **Binding/Assignment**.

Except in the event of termination of this Agreement as set forth in Section 1, this Agreement shall inure to and bind the successors, assigns and representatives of the parties. Owner shall not assign this Agreement, except to an affiliate, without the prior written approval of Hyatt. Hyatt may assign this agreement, including to any of its affiliates, without the prior consent of Owner.

14. **Entire Agreement**.

This contains the entire agreement between the parties, and supersedes any prior agreement, promises and understandings between them, concerning the subject matter hereto. No representations, promises or agreements, oral or otherwise, not embodied herein, shall be of any force or effect.

15. **Execution / Amendment of Agreement**.

This Agreement may be executed in separate counterparts, each of which, when fully executed, shall be deemed an original, but all of which together shall constitute one and the same instrument. This Agreement may be executed and delivered via electronic transmission (including PDF) with the same force and effect as if it were executed and delivered by the Parties simultaneously in the presence of one another. This Agreement may be amended only by a written or electronic instrument signed by the parties hereto.

16. **Exhibits**.

This Agreement shall prevail over any inconsistent terms in any exhibit attached hereto.

17. **Headings**.

The headings in this Agreement are for convenience only and do not affect any provision hereof.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties executed this Agreement as of the Effective Date.

[Insert Owner's Contracting Entity]	**Hyatt Corporation**
By: _____	By: _____
Name: _____	Name: Asad Ahmed
Title: _____	Title: SVP Commercial Services, Americas
Date: _____	Date: _____

Exhibit A To Field Marketing Agreement Program Opt-In Agreement
[For Tier 1 Agreements]

This Exhibit A is subject to and part of the Field Marketing Program Opt-in Agreement entered into by the parties (the "**Agreement**"). All capitalized terms not defined herein shall have the meaning ascribed to them in the Agreement.

From the Service Effective Date until the Agreement is terminated or until this Exhibit A is replaced with an updated Exhibit A that sets forth new Services or fees, each party shall fulfill its obligations hereunder.

- **Services**. As part of Hyatt's optional Field Marketing Program, Hyatt, its affiliate, or a contractor shall provide the following services:
- **Digital Media Management and Budget Maintenance** – Hyatt Top-Up monthly bid management and budget optimizations in Koddi.
- **SEO** – Provide ongoing tactics to increase website visibility and semi-annual performance review.
- **Agency Oversight** – Manager to join up to two (2) calls per year to provide strategic recommendations for paid media, outside of TOP-UP, to include paid search, display and social media, including budget recommendations and performance review (only applicable if the Property is working with a 3rd party outside agency).
- **Social Media Guidance** - Provide general support and ongoing consultation and best practices to leverage in Property-level social media management. There may be opportunities to pilot paid social tools and capabilities.
- **Destination + Email Marketing** – Opportunity for the Property to be merchandized via local and/or regional promotions for select markets.
- **Strategy Calls** - Field Marketing to participate in up to one (1) Property specific strategy call/meeting per quarter to align on Property strategy and marketing recommendations.
- **Ownership Support** – Manager to participate in up to (1) one ownership review per quarter (upon request/if applicable).
- **Reporting** – Field Marketing program manager to provide monthly property specific reporting to Hotel regarding Field Marketing performance.
- **Enhanced Content** – On-going site maintenance including management of the upload tool and Hyatt Brand Manager.
- **Merchandising** – Support of merchandising for Property-specific offers including Field Marketing emails, destination landing pages, Personalization Engine, brand and loyalty incentives.
- **Third-Party Profiles** – Annual audit and maintenance of Google Business Profile including quarterly posts. Semi-annual audit of TripAdvisor and Yelp Property profile only (does not include outlet profiles).
- **Additional Tier Level support**:
    - Quarterly marketing strategy meetings
    - Monthly reporting/quarterly analysis
    - Monthly digital optimizations

- **Compensation**. Subject to Section 4 of the Agreement, the Property shall pay $967 USD per month commencing on the Service Effective Date.

Exhibit A To Field Marketing Agreement Program Opt-In Agreement
[For Tier 2 Agreements]

This Exhibit A is subject to and part of the Field Marketing Program Opt-in Agreement entered into by the parties (the "**Agreement**"). All capitalized terms not defined herein shall have the meaning ascribed to them in the Agreement.

From the Service Effective Date until the Agreement is terminated or until this Exhibit A is replaced with an updated Exhibit A that sets forth new Services or fees, each party shall fulfill its obligations hereunder.

- **Services**. As part of Hyatt's optional Field Marketing Program, Hyatt, its affiliate, or a contractor shall provide the following services:
- **Digital Media Management and Budget Maintenance** – Hyatt Top-Up bi-weekly (2x per month) bid management and budget optimizations in Koddi.
- **SEO** – Provide ongoing tactics to increase website visibility and semi-annual performance review.
- **Agency Oversight** – Manager to join up to one (1) call per quarter to provide strategic recommendations for paid media, outside of TOP-UP, to include paid search, display and social media, including budget recommendations and performance review. (only applicable if the Property is working with a 3rd party outside agency).
- **Social Media Guidance** - Provide general support and ongoing consultation and best practices to leverage in their Property-level social media management. There may be opportunities to pilot paid social tools and capabilities.
- **Destination + Email Marketing** – Opportunity for the Property to be merchandized via local and/or regional promotions for select markets.
- **Strategy Calls** - Field Marketing to participate in up to (1) one property specific strategy call/meeting per month to align on hotel strategy and marketing recommendations.
- **Ownership Support** – Manager to participate in up to one (1) ownership review bi-monthly (up to 6 per year) (upon request/if applicable).
- **Reporting** – Field Marketing program manager to provide monthly Property specific reporting to the Property regarding Field Marketing performance.
- **Enhanced Content** – On-going site maintenance including management of the upload tool and Hyatt Brand Manager.
- **Merchandising** – Support of merchandising for property-specific offers including Field Marketing emails, destination landing pages, Personalization Engine, brand and loyalty incentives.
- **Third-Party Profiles** – Annual audit and maintenance of Google Business Profile including quarterly posts. Semi-annual audit of TripAdvisor and Yelp Property profile only (does not include outlet profiles).
- **Additional Tier Level support**:
    - Monthly marketing strategy meetings
    - Monthly reporting/monthly analysis
    - Bi-weekly digital optimizations

- **Compensation**. Subject to Section 4 of the Agreement, the Property shall pay $1,813 USD per month commencing on the Service Effective Date.

Exhibit A To Field Marketing Agreement Program Opt-In Agreement
[For Tier 3 Agreements]

This Exhibit A is subject to and part of the Field Marketing Program Opt-in Agreement entered into by the parties (the "**Agreement**"). All capitalized terms not defined herein shall have the meaning ascribed to them in the Agreement.

From the Service Effective Date until the Agreement is terminated or until this Exhibit A is replaced with an updated Exhibit A that sets forth new Services or fees, each party shall fulfill its obligations hereunder.

- **Services**. As part of Hyatt's optional Field Marketing Program, Hyatt, its affiliate, or a contractor shall provide the following services:
- **Digital Media Management and Budget Maintenance** – Hyatt Top-Up weekly bid management and budget optimizations in Koddi.
- **SEO** – Provide ongoing tactics to increase website visibility and semi-annual performance review.
- **Agency Oversight** – Manager to join up to one (1) call per month to provide strategic recommendations for paid media, outside of TOP-UP, to include paid search, display and social media, including budget recommendations and performance review. (only applicable if the Property is working with a 3rd party outside agency).
- **Social Media Guidance** - Provide general support and ongoing consultation and best practices to leverage in their Property-level social media management. There may be opportunities to pilot paid social tools and capabilities.
- **Destination + Email Marketing** – Opportunity for the Property to be merchandized via local and/or regional promotions for select markets.
- **Strategy Calls** - Field Marketing to participate in up to two (2) Property specific strategy call/meeting per month to align on Property strategy and marketing recommendations.
- **Ownership Support** – Manager to participate in up to (1) one ownership review bi-monthly (up to 6 per year) (upon request/if applicable).
- **Reporting** – Field Marketing program manager to provide monthly Property specific reporting to the Property regarding Field Marketing performance.
- **Enhanced Content** – On-going site maintenance including management of the upload tool and Hyatt Brand Manager.
- **Merchandising** – Support of merchandising for Property-specific offers including Field Marketing emails, destination landing pages, Personalization Engine, brand and loyalty incentives.
- **Third-Party Profiles** – Annual audit and maintenance of Google Business Profile including quarterly posts. Semi-annual audit of TripAdvisor and Yelp Property profile only (does not include outlet profiles).
- **Additional Tier Level support**:
    - Bi-weekly marketing strategy meetings
    - Monthly reporting/monthly analysis
    - Weekly digital optimizations

- **Compensation**. Subject to Section 4 of the Agreement, the Property shall pay $2,667 USD per month commencing on the Service Effective Date.

EXHIBIT M

STATE-SPECIFIC ADDITIONAL DISCLOSURES AND RIDERS

ADDITIONAL DISCLOSURES TO THE
MULTI-STATE FRANCHISE DISCLOSURE DOCUMENT OF
HYATT HOUSE FRANCHISING, L.L.C.

The following are additional disclosures to the Multi-state Franchise Disclosure Document of Hyatt House Franchising, L.L.C. required by various state franchise laws. Each provision of these additional disclosures will not apply unless, with respect to that provision, the jurisdictional requirements of the applicable state franchise registration and disclosure law are met independently without reference to these additional disclosures.

NO WAIVER OR DISCLAIMER OF RELIANCE IN CERTAIN STATES

The following provision applies only to franchisees and franchises that are subject to the state franchise registration/disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin:

> No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on our behalf. This provision supersedes any other term of any document executed in connection with the franchise.

CALIFORNIA

Item 21 of the Disclosure Document is amended to add Hyatt House Franchising, L.L.C.'s unaudited balance sheet as of December 31, 2023, its most recent fiscal year end, as follows:

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Hyatt House Franchising, L.L.C.

Unaudited Balance Sheet as of December 31, 2023

HYATT HOUSE FRANCHISING, L.L.C.
UNAUDITED BALANCE SHEET
As of December 31, 2023

ASSETS	
CURRENT ASSETS:	
Accounts receivable	$ 2,061,475
Total current assets	2,061,475
Franchise agreement assets constituting payments to customers	26,862,283
Franchise agreement intangibles, net	17,288,957
TOTAL ASSETS	$ 46,212,715
LIABILITIES AND MEMBER'S EQUITY	
CURRENT LIABILITIES:	
Accounts payable and accrued expenses	$ 151,971
Current contract liabilities	285,569
Total current liabilities	437,540
Long-term contract liabilities	8,716,153
Total liabilities	9,153,693
MEMBER'S EQUITY	37,059,022
TOTAL LIABILITIES AND MEMBER'S EQUITY	$ 46,212,715

THESE FINANCIAL STATEMENTS WERE PREPARED WITHOUT AN AUDIT. INVESTORS IN OR SELLERS OF FRANCHISES SHOULD BE ADVISED THAT NO CERTIFIED PUBLIC ACCOUNTANT HAS AUDITED THESE FIGURES OR EXPRESSED HIS OPINION WITH REGARD TO THEIR CONTENTS OR FORM.

HAWAII

THESE FRANCHISES WILL BE/HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE DIRECTOR OF REGULATORY AGENCIES OR A FINDING BY THE DIRECTOR OF REGULATORY AGENCIES THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING. THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, OR SUBFRANCHISOR, AT LEAST SEVEN DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE OFFERING CIRCULAR, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE. THIS OFFERING CIRCULAR CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL RIGHTS, CONDITIONS, RESTRICTIONS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

1. The following paragraph is added to the end of Item 17 of the Franchise Disclosure Document:

> No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on our behalf. This provision supersedes any other term of any document executed in connection with the franchise.

MARYLAND

1. The following language is added to the end of the "Summary" sections of Item 17(c) of the Franchise Disclosure Document, titled **Requirements for franchisee to renew or extend**, and Item 17(m), titled **Conditions for franchisor approval of transfer**:

> Any release required as a condition of renewal and/or assignment/transfer will not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

2. The following language is added to the end of the "Summary" section of Item 17(h) of the Franchise Disclosure Document, titled **"Cause" defined – non-curable defaults**:

Termination upon insolvency might not be enforceable under federal bankruptcy law (11 U.S.C. Section 101 et seq.), but we will enforce it to the extent enforceable.

3. The following language is added to the end of the "Summary" section of Item 17(v) of the Franchise Disclosure Document, titled **Choice of forum**:

Franchisee may, subject to any arbitration obligations, bring an action in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law to the extent required by the Maryland Franchise Registration and Disclosure Law, unless preempted by the Federal Arbitration Act.

4. The following language is added to the end of the "Summary" section of Item 17(w) of the Franchise Disclosure Document, titled **Choice of law**:

; however, to the extent required by the Maryland Franchise Registration and Disclosure Law, subject to your arbitration obligation, you may bring an action in Maryland.

5. The following paragraphs are added to the end of Item 17 of the Franchise Disclosure Document:

You must bring any claims arising under the Maryland Franchise Registration and Disclosure Law within 3 years after the grant of the franchise.

No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on our behalf. This provision supersedes any other term of any document executed in connection with the franchise.

MINNESOTA

1. The following paragraphs are added to the end of Item 17 of the Franchise Disclosure Document:

For franchises governed by Minnesota law, we will comply with Minn. Stat. §80C.14, Subds. 3, 4, and 5 which require, except in certain specified cases, that you be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the Franchise Agreement.

Any release as a condition of renewal and/or assignment/transfer will not apply to the extent prohibited by law for claims arising under Minn. Rule 2860.4400D.

Minn. Rule Part 2860.4400J prohibits a franchisee from waiving rights to a jury trial; waiving rights to any procedure, forum or remedies provided by the laws of the jurisdiction; or consenting to liquidated damages, termination penalties or judgment notes. However, we and you will enforce these provisions in our Franchise Agreement to the extent the law allows.

Minn. Stat. Sec. 80C.21 and Minn. Rule 2860.4400J prohibits us from requiring litigation to be conducted outside Minnesota. Those provisions also provide that no condition, stipulations or provision in the Franchise Agreement shall in any way abrogate or reduce any rights you have under the Minnesota Franchises Law, including (subject to your arbitration obligation) the right to submit matters to the jurisdiction of the courts of Minnesota and the right to any procedure, forum or remedies that the laws of the jurisdiction provide.

No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on our behalf. This provision supersedes any other term of any document executed in connection with the franchise.

NORTH DAKOTA

1. The following language is added to the end of the "Remarks" column of the rows in the Item 6 chart of the Franchise Disclosure Document, titled "Royalty fee upon termination," "Liquidated damages upon condemnation," and "Liquidated damages upon termination":

The Commissioner has determined termination or liquidated damages to be unfair, unjust and inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law. However, we and you agree to enforce these provisions to the extent the law allows.

2. The following language is added to the end of the "Summary" sections of Item 17(c) of the Franchise Disclosure Document, titled **Requirements for franchisee to renew or extend**, and Item 17(m) of the Franchise Disclosure Document, titled "**Conditions for franchisor approval of transfer by franchisee**":

Any release will not apply to the extent prohibited by applicable law to claims arising under the North Dakota Franchise Investment Law.

3. The "Summary" section of Item 17(u) of the Franchise Disclosure Document, titled **Dispute resolution by arbitration or mediation**, is deleted and replaced with the following:

Except for certain claims, we and you must arbitrate all disputes at a location the arbitrator chooses within 10 miles of our then current principal business address; however, to the extent required by the North Dakota Franchise investment Law

(unless preempted by the Federal Arbitration Act), we and you will arbitrate at a site to which we and you mutually agree.

4. The following language is added to the end of the "Summary" section of Item 17(v) of the Franchise Disclosure Document, titled **Choice of forum**:

; however, to the extent required by applicable law, subject to your arbitration obligation, you may bring an action in North Dakota.

5. The following language is added to the end of the "Summary" section of Item 17(w) of the Franchise Disclosure Document, titled **Choice of law**:

Except for Federal Arbitration Act and other federal law, to the extent required by law, North Dakota law applies.

6. The following paragraph is added to the end of Item 17 of the Franchise Disclosure Document:

No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on our behalf. This provision supersedes any other term of any document executed in connection with the franchise.

RIDER TO THE HYATT HOUSE FRANCHISING, L.L.C.
FRANCHISE AGREEMENT
FOR USE IN MARYLAND

This Rider is made and entered into as of _____, 2024 (this "**Agreement**") by and between _____, a _____ ("**Franchisee**") and the franchisor entity set forth in Exhibit C ("**Hyatt**").

1. **Background**. Hyatt and Franchisee are parties to that certain Franchise Agreement dated _____, 2024 that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) Franchisee is a resident of Maryland, or (b) the Hyatt House Hotel will be located or operated in Maryland.

2. **Releases**. The following language is added to the end of Sections 10, 12.4(e) and 13.3 of the Franchise Agreement:

> ; provided, however, that such general release shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

3. **Dispute Resolution**. The following sentence is added to the end of the first paragraph of Section 14.1:

> Franchisee may, subject to any arbitration obligations, bring an action in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law to the extent required by the Maryland Franchise Registration and Disclosure Law, unless preempted by the Federal Arbitration Act.

4. **Governing Law**. The following sentence is added to the end of Section 14.2:

> However, to the extent required by applicable law, Maryland law will apply to claims arising under the Maryland Franchise Registration and Disclosure Law.

5. **Limitations of Claims**. The following sentence is added to the end of Section 14.6 of the Franchise Agreement:

> , except that any and all claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three (3) years after the grant of the Franchise.

6. **Acknowledgements**. The following language is added to the end of Article XIX of the Franchise Agreement:

> Such representations are not intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

IN WITNESS WHEREOF, the parties have signed this Rider as of the dates set forth by their signatures, to be effective as of the Effective Date (regardless of the dates of the parties' signatures).

FRANCHISEE:

[ENTITYNAMECAPS]

By: _____
Name: _____
Title: _____
Date:_____

[FRANCHISOR ENTITY]

By: _____
Name: _____
Title: _____

RIDER TO THE HYATT HOUSE FRANCHISING, L.L.C.
CONFIDENTIALITY AGREEMENT
FOR USE IN MARYLAND

This Rider is made as of this _____ day of _____, _____, by and between _____, a[n] _____, whose address is _____ ("Company") and HYATT HOUSE FRANCHISING, L.L.C., a Kansas limited liability company, whose address is 150 North Riverside Plaza, Chicago, Illinois 60606 ("Hyatt").

1. **Background**. Hyatt and Company are parties to that certain Confidentiality Agreement dated _____, 2024 that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Confidentiality Agreement. This Rider is being signed because (a) Franchisee is a resident of Maryland, or (b) the Hyatt House Hotel will be located or operated in Maryland.

2. **Governing Law**. The following sentence is added to the end of Sections 13 and 14 of the Confidentiality Agreement:

> However, to the extent required by applicable law, Maryland law will apply to claims arising under the Maryland Franchise Registration and Disclosure Law.

IN WITNESS WHEREOF, the parties have executed this Rider on the day and year first above written.

_____	HYATT HOUSE FRANCHISING, L.L.C., a Kansas limited liability company
By: _____ Name: _____ Title: _____	By: _____ Name: _____ Title: _____

RIDER TO THE HYATT HOUSE FRANCHISING, L.L.C.
FRANCHISE AGREEMENT
FOR USE IN MINNESOTA

This Rider is made and entered into as of _____, 2024 (this "**Agreement**") by and between _____, a _____ ("**Franchisee**") and the franchisor entity set forth in Exhibit C ("**Hyatt**").

1. **Background**. Hyatt and Franchisee are parties to that certain Franchise Agreement dated _____, 2024 that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the offer or sale of the franchise for the Hyatt House Hotel that Franchisee will operate under the Franchise Agreement was made in the State of Minnesota, and/or (b) the Hyatt House Hotel will be located or operated in Minnesota.

2. **Termination Penalties/Liquidated Damages**. The following language is added to the end of Sections 10.1, 10.2, and 16.5 of the Franchise Agreement

> Hyatt and Franchisee acknowledge that certain parts of these provisions are not enforceable under Minn. Rule Part 2860.4400J; however, the parties will enforce these provisions to the extent the law allows.

3. **Releases**. The following language is added to the end of Sections 12.4(e) and 13.3 of the Franchise Agreement:

> ; however, any release required as a condition of renewal and/or assignment/transfer will not apply to the extent prohibited by the Minnesota Franchises Law.

4. **Termination and Renewal**. The following language is added to the end of Sections 10, 13 and 15 of the Franchise Agreement:

> Minnesota law provides Franchisee with certain termination and non-renewal rights. Minn. Stat. §80C.14 Subds. 3, 4 and 5 require, except in certain specified cases, that Franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of this Agreement.

5. **Governing Law/Consent to Jurisdiction**. The following sentence is added to the end of Sections 14.2 and 14.3 of the Franchise Agreement:

> Pursuant to Minn. Stat. §80C.21 and Minn. Rule Part 2860.4400j, these sections shall not in any way abrogate or reduce franchisee's rights as provided for in Minnesota Statutes 1984, Chapter 80C., including, subject to the parties' arbitration obligation, the right to submit matters to the jurisdiction of the courts of Minnesota.

6. **Waiver of Punitive Damages and Jury Trial**. If required by the Minnesota Franchises Law, Section 14.5 of the Franchise Agreement is deleted.

7. **Limitations of Claims**. The following sentence is added to the end of Section 14.6 of the Franchise Agreement:

> However, Minnesota law provides that no action may be commenced under Minn. Stat. Sec. 80C.17 more than three (3) years after the cause of action accrues.

IN WITNESS WHEREOF, the parties have signed this Rider as of the dates set forth by their signatures, to be effective as of the Effective Date (regardless of the dates of the parties' signatures).

FRANCHISEE:

[ENTITYNAMECAPS]

By: _____
Name: _____
Title: _____
Date:_____

[FRANCHISOR ENTITY]

By: _____
Name: _____
Title: _____

RIDER TO THE HYATT HOUSE FRANCHISING, L.L.C.
CONFIDENTIALITY AGREEMENT
FOR USE IN MINNESOTA

This Rider is made as of this _____ day of _____, _____, by and between _____, a[n] _____, whose address is _____ ("Company") and HYATT HOUSE FRANCHISING, L.L.C., a Kansas limited liability company, whose address is 150 North Riverside Plaza, Chicago, Illinois 60606 ("Hyatt").

1. **Background**. Hyatt and Company are parties to that certain Confidentiality Agreement dated _____, 2024 that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Confidentiality Agreement. This Rider is being signed because (a) the offer or sale of the franchise for the Hyatt House Hotel that Company would operate under a franchise agreement was made in the State of Minnesota, and/or (b) the Hyatt House Hotel would be located or operated in Minnesota.

2. **Governing Law**. The following sentence is added to the end of Sections 13 and 14 of the Confidentiality Agreement:

> Pursuant to Minn. Stat. §80C.21 and Minn. Rule Part 2860.4400J, this Section shall not in any way abrogate or reduce Company's rights as provided for in Minnesota Statutes 1984, Chapter 80C, including the right to submit matters to the jurisdiction of the courts of Minnesota.

IN WITNESS WHEREOF, the parties have executed this Rider on the day and year first above written.

_____	HYATT HOUSE FRANCHISING, L.L.C., a Kansas limited liability company
By: _____ Name: _____ Title: _____	By: _____ Name: _____ Title: _____

RIDER TO THE HYATT HOUSE FRANCHISING, L.L.C.
FRANCHISE AGREEMENT
FOR USE IN NORTH DAKOTA

This Rider is made and entered into as of _____, 2024 (this "**Agreement**") by and between _____, a _____ ("**Franchisee**") and the franchisor entity set forth in Exhibit C ("**Hyatt**").

1. **Background**. Hyatt and Franchisee are parties to that certain Franchise Agreement dated _____, 2024 that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the offer or sale of the franchise for the Hyatt House Hotel Franchisee will operate under the Franchise Agreement was made in the State of North Dakota, and/or (b) Franchisee is a resident of North Dakota and will operate the Hyatt House Hotel in North Dakota.

2. **Liquidated Damages**. The following language is added to the end of Sections 10.1, 10.2, and 16.5 of the Franchise Agreement:

> The Commissioner has determined termination or liquidated damages to be unfair, unjust and inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law. However, Hyatt and Franchisee agree to enforce these provisions to the extent the law allows.

3. **Releases**. The following language is added to the end of Sections 10, 12.4(e) and 13.3 of the Franchise Agreement:

> Any release will not apply to the extent otherwise prohibited by applicable law with respect to claims arising under the North Dakota Franchise Investment Law.

4. **Arbitration.** The fourth sentence of Section 14.1 of the Franchise Agreement is deleted and replaced with the following:

> All proceedings will be conducted at a suitable location chosen by the arbitrator that is within ten (10) miles of Hyatt's then current principal business address; however, if required by the North Dakota Franchise Investment Law (unless preempted by the Federal Arbitration Act), Hyatt and Franchisee will arbitrate at a site to which Hyatt and Franchisee mutually agree.

5. **Governing Law**. The following language is added to the end of Section 14.2 of the Franchise Agreement:

> However, to the extent required by the North Dakota Franchise Investment Law, North Dakota law applies to this agreement.

6. **Consent to Jurisdiction**. The following language is added to the end of Section 14.3 of the Franchise Agreement:

However, subject to the parties' arbitration obligations, to the extent required by the North Dakota Franchise Investment Law, franchisee may bring an action in North Dakota.

7. **Waiver of Punitive Damages and Jury Trial**. If required by the North Dakota Franchise Investment Law, Section 14.5 of the Franchise Agreement is deleted.

8. **Limitations of Claims**. The following sentence is added to the end of Section 14.6 of the Franchise Agreement:

> The time limitations set forth in this Section might be modified by the North Dakota Franchise Investment Law.

IN WITNESS WHEREOF, the parties have signed this Rider as of the dates set forth by their signatures, to be effective as of the Effective Date (regardless of the dates of the parties' signatures).

FRANCHISEE:

[ENTITYNAMECAPS]

By: _____
Name: _____
Title: _____
Date: _____

[FRANCHISOR ENTITY]

By: _____
Name: _____
Title: _____

RIDER TO THE HYATT HOUSE FRANCHISING, L.L.C.
CONFIDENTIALITY AGREEMENT
FOR USE IN NORTH DAKOTA

This Rider is made as of this _____ day of _____, _____, by and between _____, a[n] _____, whose address is _____ ("Company") and HYATT HOUSE FRANCHISING, L.L.C., a Kansas limited liability company, whose address is 150 North Riverside Plaza, Chicago, Illinois 60606 ("Hyatt").

1. **Background**. Hyatt and Company are parties to that certain Confidentiality Agreement dated _____, 2024 that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Confidentiality Agreement. This Rider is being signed because (a) the offer or sale of the franchise for the Hyatt House Hotel Company would operate under a franchise agreement was made in the State of North Dakota, and/or (b) Company is a resident of North Dakota and would operate the Hyatt House Hotel in North Dakota.

2. **Governing Law**. The following sentence is added to the end of Sections 13 and 14 of the Confidentiality Agreement:

Despite this provision, to the extent required by the North Dakota Franchise Investment Law, North Dakota law will apply to this Agreement.

IN WITNESS WHEREOF, the parties have executed this Rider on the day and year first above written.

_____

HYATT HOUSE FRANCHISING, L.L.C.,
a Kansas limited liability company

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

HYATT HOUSE FRANCHISING, L.L.C.

GRANT OF FRANCHISOR CONSENT AND FRANCHISEE RELEASE

Hyatt House Franchising, L.L.C. ("we," "us," or "our") and the undersigned franchisee, _____ ("you" or "your"), currently are parties to a certain Franchise Agreement (the "Franchise Agreement") dated _____. You have asked us to take the following action or to agree to the following request: [insert as appropriate for renewal or transfer situation]_____

_____

_____

_____

_____

_____. We have the right under the Franchise Agreement to obtain a general release from you (and, if applicable, your owners) as a condition of taking this action or agreeing to this request. Therefore, we are willing to take the action or agree to the request specified above if you (and, if applicable, your owners) give us the release and covenant not to sue provided below in this document. You (and, if applicable, your owners) are willing to give us the release and covenant not to sue provided below as partial consideration for our willingness to take the action or agree to the request described above.

Consistent with the previous introduction, you, on your own behalf and on behalf of your affiliates, and your and their respective owners, officers, directors, partners, managers, employees, representatives and agents, and all of your and their respective successors, heirs, executors, administrators, personal representatives and assigns (collectively, the "Releasing Parties"), hereby forever release and discharge us and our current and former affiliates, and our and their respective owners, officers, directors, partners, managers, employees, representatives and agents, and all of our and their respective successors, heirs, executors, administrators, personal representatives and assigns (collectively, the "Hyatt House Parties"), from any and all claims, damages (known and unknown), demands, causes of action, suits, duties, liabilities, and agreements of any nature and kind (collectively, "Claims") that you or any of the other Releasing Parties now has, ever had, or, but for this document, hereafter would or could have against any of the Hyatt House Parties (1) arising out of or related to the Releasing Parties' rights or the Hyatt House Parties' obligations under the Franchise Agreement or any related agreement, or (2) otherwise arising from or related to your or any of the other Releasing Parties' relationship, from the beginning of time to the date of your signature below, with any of the Hyatt House Parties. You, on your own behalf and on behalf of the other Releasing Parties, further covenant not to sue any of the Hyatt House Parties on any of the Claims released by this paragraph and represent that you have not assigned any of the Claims released by this paragraph to any individual or entity who is not bound by this paragraph.

[Signature Page Follows]

FRANCHISEE:

ENTITYNAMECAPS

By: _____
SIGNEENAME
SIGNEETITLE

Date: _____

HYATT HOUSE FRANCHISING, L.L.C.

By: _____

Date: _____

State Effective Dates

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	March 26, 2024, as amended May 7, 2024 (Exemption)
Hawaii	April 4, 2024, as amended [pending], 2024
Illinois	March 26, 2024, as amended May 7, 2024 (Exemption)
Indiana	March 28, 2024, as amended May 7, 2024
Maryland	April 2, 2024, as amended May 7, 2024 (Exemption)
Michigan	March 26, 2024, as amended May 7, 2024
Minnesota	April 8, 2024, as amended [pending], 2024
New York	March 26, 2024, as amended May 7, 2024 (Exemption)
North Dakota	April 2, 2024, as amended May 7, 2024 (Exemption)
Rhode Island	March 31, 2024, as amended May 7, 2024 (Exemption)
South Dakota	March 28, 2024, as amended May 7, 2024
Virginia	April 10, 2024, as amended [pending], 2024 (Exemption)
Washington	~~Pending~~April 26, 2024, as amended May 7, 2024 (Exemption)
Wisconsin	March 28, 2024, as amended May 7, 2024

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

RECEIPT

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If Hyatt House Franchising, L.L.C. offers you a franchise, it must provide this disclosure document to you 14 calendar-days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale. **[Michigan requires that we give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.]**

If Hyatt House Franchising, L.L.C. does not deliver this disclosure document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C., 20580 and the appropriate state agency identified in Exhibit D.

The franchisor is Hyatt House Franchising, L.L.C. located at 150 North Riverside Plaza, Chicago, Illinois 60606. Its telephone number is (312) 750-1234.

The franchise sellers for this offering are: Jim Chu, Executive Vice President – Global Franchising and Development, Hyatt House Franchising, L.L.C., 150 North Riverside Plaza, Chicago, Illinois 60606, (312) 780-5891; and

☐ **Jason Gregorek**
6860 North Dallas Parkway
Plano, Texas 75024
(972) 467-3094

☐ **Nirav Shah**
150 North Riverside Plaza
Chicago, Illinois 60606
(312) 750-1234

☐ **James Tierney**
6207 Adelaide Drive
Bethesda, Maryland 20817
(617) 803-4489

☐ **Christina Wells**
150 North Riverside Plaza
Chicago, Illinois 60606
(312) 750-1234

☐ **Brian Ebbs**
150 North Riverside Plaza
Chicago, Illinois 60606
(312) 750-1234

☐ **Jared Riccio**
150 North Riverside Plaza
Chicago, Illinois 60606
(312) 750-1234

☐ **Camilo Bolanos**
396 Alhambra Circle, Suite 788
Coral Gables, Florida 33134
(304) 777-1234

Issuance Date: March 26, 2024, as amended May 7, 2024

Hyatt House Franchising, L.L.C. authorizes the respective state agents identified on Exhibit D to receive service of process for it in the particular states. I received a disclosure document from Hyatt House Franchising, L.L.C. dated as of March 26, 2024, as amended May 7, 2024, that included the following Exhibits:

Exhibit A	Financial Statements
Exhibit B	Franchise Application
Exhibit C	Franchise Agreement
Exhibit D	State Administrators/Agents for Service of Process
Exhibit E	System Standards Table of Contents
Exhibit F	Confidentiality Agreement
Exhibit G	List of Franchisees
Exhibit H	List of Franchisees Who Left the System
Exhibit I	Service Agreement for Revenue Management Services
Exhibit J	Comfort Letter
Exhibit K	Subscription and Hosting Services Agreement
Exhibit L	Field Marketing Program Opt-In Agreement
Exhibit M	State-Specific Additional Disclosures and Riders

_____
Date

_____
Prospective Franchisee Name

_____
Authorized Signature

RECEIPT

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If Hyatt House Franchising, L.L.C. offers you a franchise, it must provide this disclosure document to you 14 calendar-days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale. **[Michigan requires that we give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.]**

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The franchisor is Hyatt House Franchising, L.L.C. located at 150 North Riverside Plaza, Chicago, Illinois 60606. Its telephone number is (312) 750-1234.

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☐ **Jason Gregorek**
6860 North Dallas Parkway
Plano, Texas 75024
(972) 467-3094

☐ **Nirav Shah**
150 North Riverside Plaza
Chicago, Illinois 60606
(312) 750-1234

☐ **James Tierney**
6207 Adelaide Drive
Bethesda, Maryland 20817
(617) 803-4489

☐ **Christina Wells**
150 North Riverside Plaza
Chicago, Illinois 60606
(312) 750-1234

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(312) 750-1234

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396 Alhambra Circle, Suite 788
Coral Gables, Florida 33134
(304) 777-1234

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Exhibit F	Confidentiality Agreement	Exhibit M	State-Specific Additional Disclosures and Riders
Exhibit G	List of Franchisees		

_____ _____

Date Prospective Franchisee Name

_____

Authorized Signature

After signing and dating the Receipt, you may return it to us (to the attention of Rebecca Smetters) by sending the original via overnight courier or 1st class mail to our address above or by emailing a scanned copy to rebecca.smetters@hyatt.com.