



PARK
HOTELS & RESORTS



2025
ANNUAL
REPORT



PARK

HOTELS & RESORTS

We strive to be the preeminent lodging real estate investment trust (REIT), focused on consistently delivering superior, risk-adjusted returns to stockholders through active asset management and a thoughtful external growth strategy, while maintaining a strong and flexible balance sheet.



COVER: Caribe Hilton, San Juan, Puerto Rico

THIS PAGE: Hilton Hawaiian Village Waikiki Beach Resort, Honolulu, Hawaii

TO OUR STOCKHOLDERS



THOMAS J. BALTIMORE, JR.
CHAIRMAN, PRESIDENT
AND CHIEF EXECUTIVE
OFFICER

2025 was a pivotal year in Park's evolution, marked by meaningful progress against our strategic priorities and disciplined execution across our portfolio. We continued to take decisive actions to strengthen the quality, resilience, and enduring value of our platform, positioning the company for sustained performance and stockholder value creation.

STRATEGY FOCUS ON CORE ASSETS

We continue to advance our strategy to reshape and upgrade the portfolio by reinvesting in our highest-quality hotels while thoughtfully exiting assets that no longer align with our investment thesis. Central to this approach is a disciplined focus on concentrating ownership in our 21 Core hotels located in premier resort and urban markets with superior growth prospects, while deploying capital into high-impact renovation and redevelopment projects that unlock meaningful embedded value. Collectively, these initiatives represent potential return on investment opportunities exceeding \$1 billion across the Core portfolio.

In 2025, we continued to make significant progress executing this strategy, exiting two Non-Core hotels for gross proceeds of \$120 million at a blended multiple of 21x trailing twelve months Hotel Adjusted EBITDA. These transactions included the sale of the Hyatt Centric Fisherman's Wharf in San Francisco and our 25% joint venture interest in the Capital Hilton in Washington, D.C. We also surrendered three hotels on expiring ground leases that, on a combined basis, generated a loss in 2025.

Our disposition momentum has carried into 2026 with the January sale of the 193-room Hilton Checkers in downtown Los Angeles for gross proceeds of approximately \$13 million, representing over 17x 2025 Hotel Adjusted EBITDA, and further demonstrating our ability and determination to execute our Non-Core disposition program in a challenging transaction environment.

While the timing of individual dispositions may be uneven, our commitment to materially reduce exposure to Non-Core assets remains unchanged. Active marketing processes are underway across all remaining Non-Core properties, and we remain laser focused on completing this phase of our portfolio transformation.

Our track record of value creation reflects disciplined and consistent execution. Over the past nine years since our spin-off transaction, we have sold or otherwise disposed of 51 hotels, generating aggregate proceeds of more than \$3 billion. Since 2023 alone, we have completed 13 transactions, driving a nearly 8% increase in portfolio-wide nominal RevPAR and expanding Hotel Adjusted EBITDA margins by more than 275 basis points. These outcomes underscore the tangible value created through our capital



CORE PORTFOLIO SPOTLIGHT

- Core hotels account for **over 90%**¹ of Park's value
- 21 Hotels** and **17K Rooms** in prime U.S. resort and city center markets²
- FY 2025 **RevPAR \$209**³; **66% higher** than Non-Core hotels



CAPITAL ALLOCATION

- Returned approximately **\$245 million** to stockholders in the form of dividends and stock repurchases
- Strategically invested nearly **\$300 million** in capital improvements across our portfolio, including the comprehensive renovation at the Royal Palm, and multi-phased guestroom renovations and room conversions at Core hotels in Hawaii and New Orleans
- Sold two Non-Core hotels for gross proceeds of **\$120 million** and returned three Non-Core hotels to ground lessors



FORTIFIED BALANCE SHEET

- Amended and restated the existing credit agreement, increasing Park's revolving credit facility to **\$1 billion** from **\$950 million**
- Addition of a new senior unsecured delayed draw term loan facility of up to **\$800 million**, bringing the aggregate capacity under the credit facilities to approximately **\$2 billion**⁴

¹ Based on 2025 Hotel Adjusted EBITDA.

² Hilton Orlando is included in the Core definition, but as an unconsolidated joint venture, is not consolidated in statistical information.

³ \$212 when excluding Royal Palm where operations were suspended for part of the year due to ongoing renovations.

⁴ As of December 31, 2025.

STRATEGIC PLAN

FOCUS ON CORE PORTFOLIO OF HIGH QUALITY HOTELS IN RESORT AND URBAN DESTINATIONS EXPECTED TO GENERATE SUPERIOR GROWTH OVER TIME

Plan to dispose of remaining Non-Core hotels over the next 12+ months to materially enhance growth and quality

FINANCIAL RESULTS

- Reported net loss of **(\$277) million**, which included **\$318 million** of impairment expense recognized during 2025 primarily related to Park's Non-Core hotels
- Adjusted EBITDA of **\$609 million**



Casa Marina Key West, Curio Collection, Key West, Florida

New York Hilton Midtown, New York, New York

Signia by Hilton Orlando Bonnet Creek, Orlando, Florida

JW Marriott San Francisco Union Square, San Francisco, California

CORE FOCUS RATIONALE

QUALITY⁵

- **Superior RevPAR: \$209**, or **66%** higher than Non-Core hotels
- **More Profitable:** Approximately **30%** Hotel Adjusted EBITDA Margin, or approximately **1,600 bps** higher than Non-Core hotels
- **EBITDA/Key:** Approximately **\$40K**, or **300%** higher than Non-Core hotels

GROWTH

- **Higher Growth:** 4-year RevPAR compound annual growth rate ('26-'30) for Core markets is over **3%**
- **Significant Earnings Upside: +\$100 million** of Adjusted EBITDA upside potential upon stabilization
- **Limited Supply: 0.7%** Supply CAGR forecasted through 2030

VALUE CREATION

- **Valuation Upside:** Superior quality and growth of Core hotels, combined with lower leverage from Non-Core sale proceeds, support a materially higher valuation
- **Embedded Value:** Robust development pipeline to fuel additional growth and value creation

⁵Metrics are for FY 2025.

recycling strategy and reinforce our conviction in the long-term benefits of concentrating the portfolio around our 21 Core hotels.

CAPITAL REINVESTMENT BUILDING FOR LASTING VALUE

Reinvestment in our Core portfolio remains central to our long-term strategy and capital allocation philosophy. We believe disciplined, high-return investment in our existing assets represents the most compelling use of stockholder capital. Our reinvestment program is designed to strengthen competitive positioning, enhance the durability and quality of cash flows, and drive sustained capital returns.

Park's history of capital recycling underscores the effectiveness of this approach. Since 2018, we have invested approximately \$330 million in ROI-driven projects across several Core hotels, including the Bonnet Creek complex in Orlando, our two resorts in Key West and the Hilton Santa Barbara. These investments are generating stabilized yields on cost exceeding 15% on a combined basis and have driven an average 300-basis-point expansion in NOI margins compared to pre-renovation levels—clear evidence of our ability to unlock the embedded value within our portfolio.

In 2025, we continued to reinvest aggressively in our Core assets, deploying nearly \$300 million across the platform. A significant portion of this investment was directed toward major renovations at several of our Core properties.

At our two Hawaiian resorts, we recently completed approximately \$160 million of multi-phased guestroom renovations that were initiated in 2024 for the 822-room Rainbow Tower at Hilton Hawaiian Village and the 414-room Palace Tower at Hilton Waikoloa Village. In addition, we completed the second of three planned renovation phases of the 1,169-room main tower at Hilton New Orleans Riverside in January 2026, representing more than \$30 million of investment. The final phase of this project is scheduled for completion in December 2026, with total capital of over \$80 million invested in the asset over the past three years.

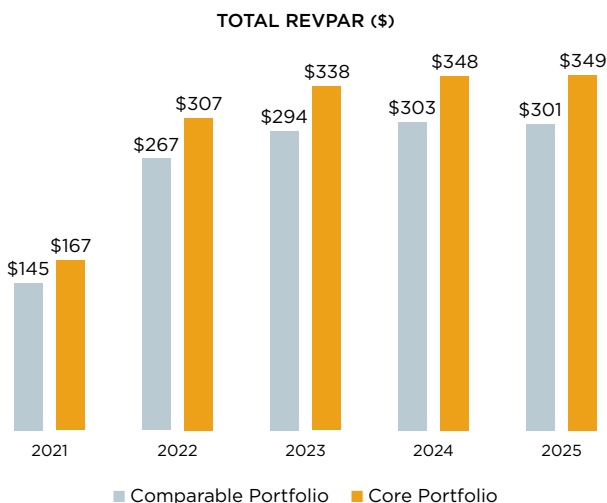
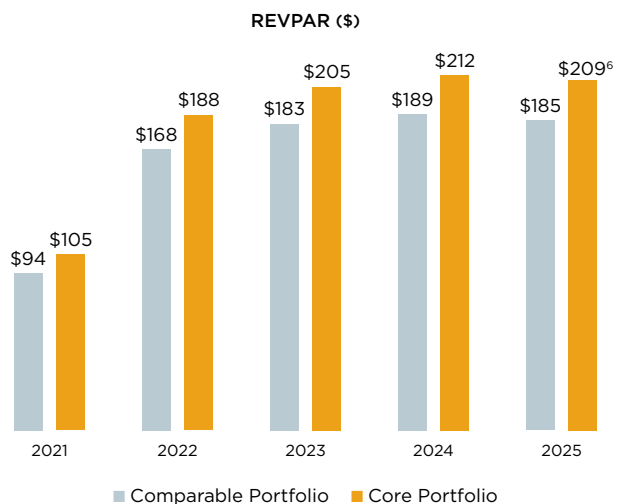
Looking ahead, our development pipeline remains both active and highly compelling. We recently announced a planned comprehensive renovation of the Ali'i Tower at Hilton Hawaiian Village—one of the most exciting projects in our portfolio. The upcoming project encompasses a full renovation of all 348 guestrooms, the addition of three new guestrooms and upgrades to the building's lobby and private pool, with a total expected investment of approximately \$96 million. Upon completion, nearly 80% of the resort's approximately 2,900 rooms will have been newly renovated, representing a transformational

upgrade to an already iconic asset and one that we believe has the potential to materially enhance its long-term competitiveness and earnings power.

Finally, we continue to make significant progress on what we expect will be one of the most transformational investments in the company's history—the \$108-million repositioning of the Royal Palm resort in Miami's South Beach neighborhood.

Located in one of the most supply-constrained and high-demand hotel markets in the country, the project launched in May 2025 and remains on track to reopen ahead of the 2026 FIFA World Cup. Miami is scheduled to host seven matches, creating the potential for extraordinary global demand catalyst for a hotel of Royal Palm's caliber and location.

Our investment is expected to elevate the hotel to more effectively compete with other premium lifestyle resorts in



⁶\$212 when excluding Royal Palm where operations were suspended for part of the year due to ongoing renovations.

South Beach. As part of the repositioning, we are adding 11 new rooms, increasing the total guestroom count to 404. We forecast this investment to generate a 15% to 20% return on invested capital and has the potential to double the hotel's EBITDA upon stabilization. If realized, Royal Palm would rank among the top three most profitable hotels in our portfolio on an EBITDA-per-key basis.

Taken together, these investments reflect our unwavering commitment to deploying capital where we expect it to generate the greatest long-term value—into world-class assets, in supply-constrained markets, with clear and compelling paths to value creation. I am confident that the work we are doing today will define the quality, resilience, and earnings profile of this portfolio for the next decade.

OPERATIONAL EXCELLENCE MARKET WINNERS IN 2025 OPERATIONS

2025 proved to be a more challenging operating environment than anticipated. A confluence of demand shocks including Liberation Day, the government shutdown, persistent softness in international travel, especially Canadian inbound travel, and renovation displacement across our Miami and Hawaii properties created meaningful headwinds for much of the year.

Despite these headwinds, our Core portfolio delivered strong relative outperformance with full-year RevPAR

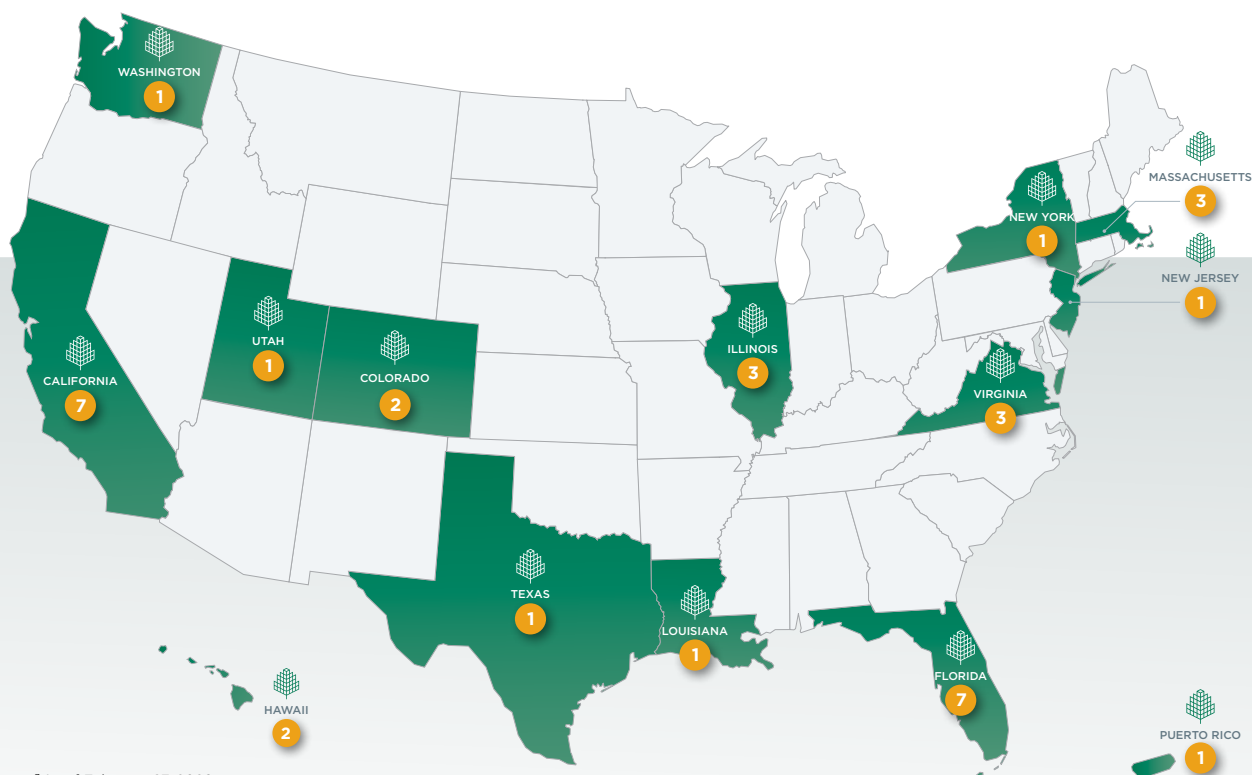
growth exceeding that of the Non-Core portfolio by nearly 500 basis points. Excluding the ongoing Miami repositioning, Core RevPAR was flat year-over-year, compared to an approximate 5% decline in the Non-Core portfolio. This performance underscores the quality of our Core assets, the strength of our operating teams, and the tangible benefits of our capital investments.

Results were led by our renovated Florida resorts—Waldorf Astoria Orlando, Signia by Hilton Orlando Bonnet Creek, and Casa Marina Key West—as well as solid group and business transient demand in New York and San Francisco.

The Bonnet Creek resort complex continued to exceed expectations following the completion of our \$220 million renovation in early 2024. Combined RevPAR increased nearly 10% in 2025, supported by strong group and leisure demand. The Waldorf Astoria Orlando was a particular standout, delivering an 18% increase in RevPAR for the year. Collectively, the two Bonnet Creek hotels generated a record \$97 million of Hotel Adjusted EBITDA, up 18% year-over-year.

We are also proud that the Waldorf Astoria Orlando was named the #1 hotel in Orlando by U.S. News & World Report, ranked #8 in Florida, and placed among the top 100 hotels nationally, an acknowledgment that reflects both operational excellence and the embedded value created through our investment strategy.

PREMIUM PORTFOLIO⁷



⁷ As of February 27, 2026



PROPERTY HIGHLIGHT

ROYAL PALM SOUTH BEACH MIAMI, FLORIDA

\$108 million Transformative renovation of ocean front hotel

Comprehensive renovation of all areas of the hotel, including 393 rooms, the addition of 11 new rooms, enhancement of public spaces, food and beverage outlets and amenity areas to better position hotel within the luxury and lifestyle hotels in the market

POTENTIAL VALUE CREATION

- **\$117M+** Estimated NPV⁸
- **15%-20%** Estimated IRR⁸
- Expected to **double** Hotel EBITDA once stabilized to nearly \$28M

⁸ Represents total hotel performance; estimated incremental Hotel Adjusted EBITDA attributable to renovation is approximately \$14M/year



Our Core urban hotels reported RevPAR growth of nearly 2.5% for the full year, led by San Francisco and New York, with each delivering mid-to-upper single-digit RevPAR growth. In San Francisco, a strong convention calendar with room nights up 50% year-over-year, drove meaningful group gains, while improving market fundamentals supported transient demand. In New York, the Hilton Midtown benefited from continued strength in both group and leisure segments, reinforcing its positioning in one of the world's most dynamic lodging markets.

Hawaii faced additional headwinds in 2025, with both hotels impacted by renovation displacement, prior-year labor disruptions in Honolulu, the government shut-down, and a decrease in international visitation. As the year progressed and year-over-year comparisons eased, however, performance improved sharply. Hilton Hawaiian Village delivered 22% RevPAR growth in the fourth quarter alone, signaling accelerating momentum.

With the Rainbow Tower and Palace Tower renovations now complete, both Hawaii resorts offer a significantly upgraded product and are well positioned to capture demand as conditions are expected to continue to normalize. We anticipate a multi-year recovery toward prior peak levels and believe Hawaii has the potential to become a meaningful contributor to portfolio earnings growth in the years ahead.

RETURNING CAPITAL TO STOCKHOLDERS

In 2025, we returned \$245 million to stockholders through dividends and stock repurchases, reflecting our confidence in the stability of our cash flows and our commitment to stockholder returns. With respect to stock repurchases, earlier in the year we continued to take advantage of the spread between public and private market valuations, repurchasing 3.5 million shares for

\$45 million at a significant discount to NAV. With respect to dividends, in 2025, we returned \$200 million of capital to stockholders, with dividends from operations totaling \$1.00 per share, for an attractive 9% yield.

BALANCE SHEET MANAGEMENT EXTENDING MATURITIES AND ENHANCING FINANCIAL FLEXIBILITY

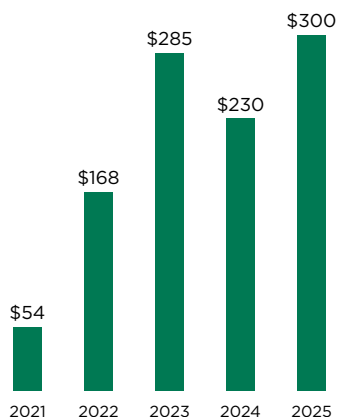
Park's balance sheet remains in excellent shape, ending 2025 with over \$2 billion of liquidity available, including over \$200 million of cash, \$1 billion of available capacity under our Revolver, and \$800 million of capacity on an undrawn Delayed Draw Term Loan. In 2025, we continued to make meaningful progress toward strengthening our balance sheet by extending debt maturities, while our long-term focus remains on further reducing leverage. As we execute Non-Core asset sales, proceeds are expected to be used to pay down debt, and organic growth from our Core portfolio is expected to further reduce leverage toward our targeted goal of below 5x over the next couple of years.

With respect to our 2026 maturities, we intend to draw on the 2025 Delayed Draw Term Loan to fully repay the \$121 million mortgage loan secured by the Hyatt Regency Boston in June and then draw the remaining funds in September to, in combination with proceeds from an anticipated mortgage financing for our Bonnet Creek complex, fully repay the \$1.275 billion CMBS financing secured by the Hilton Hawaiian Village which matures in early November 2026.

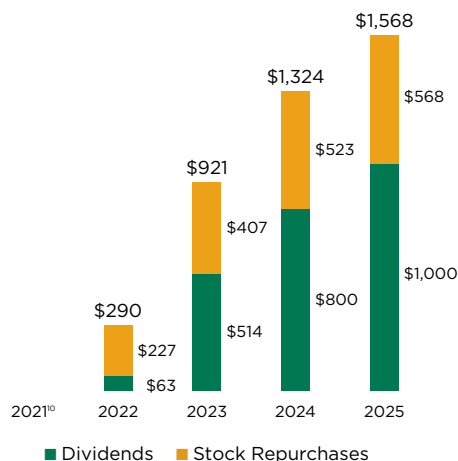
COMMITMENT TO CORPORATE RESPONSIBILITY

Park's corporate responsibility program continues to evolve in alignment with our corporate strategy, with a focus on enhancing the resiliency, efficiency and long-term value of our Core portfolio. Guided by our pillars of

CAPITAL EXPENDITURES (\$M)



ANNUAL CUMULATIVE RETURN OF CAPITAL (\$M)



¹⁰ In 2021, no capital was returned to stockholders.



Hilton Hawaiian Village Waikiki Beach Resort, Honolulu, Hawaii

proactive risk mitigation, environmental stewardship, social impact and strong governance, we remain committed to responsible investments that strengthen performance while delivering sustainable stakeholder value.

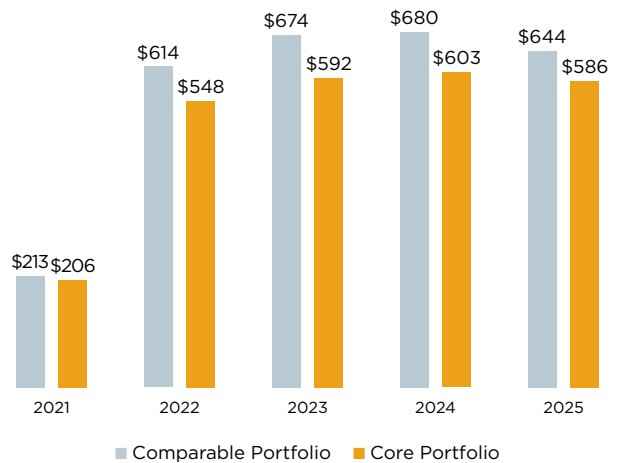
Risk management remains a cornerstone of our strategy. In 2025, we invested in infrastructure upgrades and resiliency initiatives designed to mitigate extreme weather and climate-related risks across the portfolio. These efforts included stormwater management enhancements in Hawaii and Key West, relocating critical building systems above flood-prone areas, and expanding the use of nondestructive ultrasonic pipe inspections during renovations to proactively address water-related risks.

As a result of these initiatives, Park achieved a 25% reduction in property insurance premiums in 2025 compared to the prior year, generating approximately \$8 million in savings. Since 2019, our disciplined risk mitigation practices have removed an estimated \$2.8 billion of risk from the portfolio, underscoring the financial and operational value of our proactive approach.

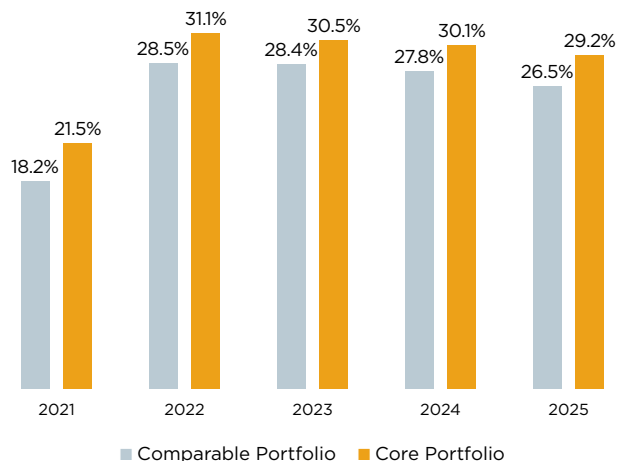
Environmental management remains central to our long-term strategy through our Green Park program. We continue to conduct retro-commissioning initiatives across the systems and equipment in our Core hotels, identifying targeted improvements that enhance efficiency, reduce emissions and lower utility costs.

We also advanced our renewable energy strategy in 2025, focusing on both purchased renewable electricity and on-site generation where economically feasible.

HOTEL ADJUSTED EBITDA (\$M)



HOTEL ADJUSTED EBITDA MARGIN



In Hawaii, we initiated our first on-site solar project at Hilton Waikoloa Village and advanced solar development plans at Hilton Hawaiian Village. In select markets, we leverage Community Choice Aggregation programs and renewable electricity contracts to increase clean energy sourcing while supporting local energy transitions.

Sustainability best practices are integrated into our renovation projects, including equipment upgrades and performance-enhancing technologies. In 2025, these efforts culminated in Park's first LEED certification for a hotel renovation—Tapa Tower at Hilton Hawaiian Village.

Our corporate responsibility initiatives continue to receive external recognition. In 2025, Park achieved its highest GRESB score to date, earning 87 points, and maintained its ISS ESG Prime rating. We were also recognized by Newsweek across multiple categories, including America's Most Responsible Companies.

We also enhanced the transparency of our reporting by obtaining limited assurance over our environmental baseline and waste data and introducing select IFRS S2 climate-related disclosures alongside our TCFD reporting, reinforcing our commitment to evolving standards and strong governance.

Finally, we remain committed to investing in our associates through expanded well-being programs, comprehensive benefits and ongoing professional development. Our Leadership Development Program graduated its fifth class in 2025 and continues to demonstrate strong retention outcomes. We are proud to report a 100% participation rate in our associate engagement survey, which resulted in a record-high 86% engagement score—a 6% increase over 2024 and 13 points above the Professional Services Benchmark. This notable result underscores the strong alignment between our corporate responsibility policies and our associates' priorities.

2026 OUTLOOK

CAUTIOUSLY OPTIMISTIC, DELIBERATELY POSITIONED

As we look ahead to 2026, we see a number of factors that support a gradually improving hospitality/lodging environment. The U.S. economy remains on relatively firm footing, with modestly higher growth expectations, easing inflation, and ongoing fiscal stimulus providing a constructive backdrop for the U.S. consumer and ultimately domestic travel demand. At the same time, geopolitical conflicts and macroeconomic uncertainty continues to influence booking behavior, contributing to variability in near term group demand and moderating international inbound travel—most notably from Canada. Against this backdrop, we remain cautiously optimistic and expect another solid year of performance in 2026 as our portfolio stands to benefit from more

favorable year-over-year comparisons as we move past the government demand disruptions that weighed on results in 2025.

Additionally, we anticipate meaningful event-driven demand across several markets where we have Core assets. The FIFA World Cup and America's 250th anniversary celebrations—concentrated in New York, Boston, and Washington, D.C.—are expected to generate significant visitation and occupancy lift in cities where we have a strong and well-positioned presence. At the same time, new hotel supply growth remains near historic lows, a structural dynamic we expect to persist over the next several years and one that should continue to support healthy pricing power and operating fundamentals across the portfolio.

POSITIONED FOR LONG TERM SUCCESS

In summary, 2025 was a highly productive year for Park. We advanced our strategic priorities, streamlined the portfolio and further strengthened our balance sheet. Our disciplined capital allocation strategy—accelerating Non-Core dispositions while reinvesting in our highest-quality assets—continues to unlock embedded value across our Core portfolio. The transformation underway at Royal Palm, the significant renovations at our two iconic Hawaiian resorts and in New Orleans, and the sustained momentum across several markets where we have Core hotels reinforce our confidence in the long-term earnings power of our assets.

As we enter 2026, we remain steadfast in completing our transition to a refined portfolio of 21 high-quality hotels located in premium gateway cities and resort destinations. We plan to continue to prioritize superior capital allocation—reinvesting in our Core portfolio where we see the highest risk-adjusted returns, maintaining balance sheet strength and returning capital prudently over time.

With a more focused portfolio, limited new supply, and multiple demand catalysts ahead, we are confident in Park's long-term growth trajectory and our ability to maximize stockholder value over time.

On behalf of our Board of Directors and the entire Park team, thank you for your continued confidence and support. We look forward to executing our strategy and delivering value to you, our stockholders.

Sincerely,



THOMAS J. BALTIMORE, JR.
CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER

NON-GAAP FINANCIAL MEASURES

HOTEL ADJUSTED EBITDA AND HOTEL ADJUSTED EBITDA MARGIN COMPARABLE, CORE AND NON-CORE HOTELS

(unaudited, \$ in millions)

	Year Ended December 31,				
	2025	2024	2023	2022	2021
Net (loss) income	\$ (277)	\$ 226	\$ 106	\$ 173	\$ (452)
Depreciation and amortization expense	336	257	287	269	281
Interest income	(10)	(21)	(38)	(13)	(1)
Interest expense	209	214	207	217	228
Interest expense associated with hotels in receivership ⁽¹⁾	58	60	45	30	30
Income tax expense (benefit)	7	(61)	38	—	2
Interest expense, income tax and depreciation and amortization included in equity in earnings from investments in affiliates	7	10	8	9	11
EBITDA	330	685	653	685	99
(Gain) loss on sales of assets, net ⁽²⁾	(18)	(27)	(18)	(114)	5
Gain on derecognition of assets ⁽¹⁾	(58)	(60)	(221)	—	—
Share-based compensation expense	19	19	18	17	19
Impairment and casualty loss, net	319	14	204	6	9
Other items	17	21	23	12	10
Adjusted EBITDA	609	652	659	606	142
Less: Adjusted EBITDA from hotels disposed of	—	(3)	(8)	(27)	(10)
Less: Adjusted EBITDA from investments in affiliates disposed of	(4)	(7)	(8)	(15)	(3)
Less: Adjusted EBITDA from the Hilton San Francisco Hotels	—	—	(4)	11	46
Comparable Adjusted EBITDA	605	642	639	575	175
Less: Adjusted EBITDA from investments in affiliates	(15)	(16)	(16)	(10)	(4)
Add: All other ⁽³⁾	54	54	51	49	42
Comparable Hotel Adjusted EBITDA	644	680	674	614	213
Less: Adjusted EBITDA from Non-Core hotels	(58)	(77)	(82)	(66)	(7)
Core Hotel Adjusted EBITDA	\$ 586	\$ 603	\$ 592	\$ 548	\$ 206

	Year Ended December 31,				
	2025	2024	2023	2022	2021
Total Revenues	\$ 2,541	\$ 2,599	\$ 2,698	\$ 2,501	\$ 1,362
Less: Other revenue	(92)	(86)	(85)	(75)	(51)
Less: Revenues from hotels disposed of	(16)	(58)	(75)	(128)	(114)
Less: Revenues from the Hilton San Francisco Hotels	—	—	(162)	(145)	(29)
Comparable Hotel Revenues	2,433	2,455	2,376	2,153	1,168
Less: Hotel Revenues from Non-Core hotels	(427)	(446)	(433)	(388)	(206)
Core Hotel Revenues	\$ 2,006	\$ 2,009	\$ 1,943	\$ 1,765	\$ 962

	Year Ended December 31,				
	2025	2024	2023	2022	2021
Comparable Hotel Revenues	\$ 2,433	\$ 2,455	\$ 2,376	\$ 2,153	\$ 1,168
Comparable Hotel Adjusted EBITDA	\$ 644	\$ 680	\$ 674	\$ 614	\$ 213
Comparable Hotel Adjusted EBITDA margin ⁽⁴⁾	26.5%	27.8%	28.4%	28.5%	18.2%
Core Hotel Revenues	\$ 2,006	\$ 2,009	\$ 1,943	\$ 1,765	\$ 962
Core Hotel Adjusted EBITDA	\$ 586	\$ 603	\$ 592	\$ 548	\$ 206
Core Hotel Adjusted EBITDA margin ⁽⁴⁾	29.2%	30.1%	30.5%	31.1%	21.5%

(1) For the years ended December 31, 2025 and 2024, represents accrued interest expense associated with the default of the \$725 million non-recourse CMBS loan ("SF Mortgage Loan") secured by the Hilton San Francisco Union Square and Parc 55 San Francisco - A Hilton Hotel (collectively, the "Hilton San Francisco Hotels"), which was offset by a gain on derecognition for the corresponding increase of the *contract asset* on the consolidated balance sheets. For the year ended December 31, 2023, represents accrued interest expense associated with the default of the SF Mortgage Loan and the gain from derecognizing the Hilton San Francisco Hotels from Park's consolidated balance sheet in October 2023, when the receiver took control of the hotels. The SF Mortgage Loan was assumed by the buyer of the Hilton San Francisco Hotels, which were sold by the court-appointed receiver on November 21, 2025.

(2) For the year ended December 31, 2025, includes a gain of \$16 million on the sale of Park's ownership interest in the Capital Hilton included in *other gain (loss), net*, in the consolidated statements of operations. For the year ended December 31, 2024, includes a gain of \$19 million on the sale of the Hilton La Torrey Pines included in *equity in earnings from investments in affiliates* in the consolidated statements of operations. For the year ended December 31, 2022, includes a gain of \$96 million on the sale of Park's ownership interest in the joint ventures that own and operate the Hilton San Diego Bayfront included in *other gain (loss), net*, in the consolidated statements of operations, as well as a gain of \$9 million on the sale of the DoubleTree Hotel Las Vegas Airport included in *equity in earnings from investments in affiliates* in the consolidated statements of operations.

(3) Includes *other revenues* and *other expenses*, non-income taxes on TRS leases included in *other property expenses* and *corporate general and administrative expenses* in the consolidated statements of operations.

(4) Percentages are calculated based on unrounded numbers.

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**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

FORM 10-K

(Mark One)

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended December 31, 2025

OR

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from ___ to ___

Commission File Number 001-37795

Park Hotels & Resorts Inc.

(Exact name of Registrant as specified in its Charter)

Delaware

(State or other jurisdiction of
incorporation or organization)

1775 Tysons Boulevard, 7th Floor, Tysons, VA

(Address of principal executive offices)

36-2058176

(I.R.S Employer
Identification No.)

22102

(Zip Code)

(Registrant's telephone number, including area code): **(571) 302-5757**

Securities registered pursuant to Section 12(b) of the Act.

Title of each class	Trading Symbol	Name of exchange on which registered
Common Stock, \$0.01 par value per share	PK	New York Stock Exchange

Securities registered pursuant to Section 12(g) of the Act: None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or 15(d) of the Act. Yes No

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	<input checked="" type="checkbox"/>	Accelerated filer	<input type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Smaller reporting company	<input type="checkbox"/>
Emerging growth company	<input type="checkbox"/>		

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report.

If securities are registered pursuant to Section 12(b) of the Act, indicate by check mark whether the financial statements of the registrant included in the filing reflect the correction of an error to previously issued financial statements.

Indicate by check mark whether any of those error corrections are restatements that required a recovery analysis of incentive-based compensation received by any of the registrant's executive officers during the relevant recovery period pursuant to §240.10D-1(b).

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). YES NO

As of June 30, 2025, the aggregate market value of the registrant's common stock held by non-affiliates of the registrant was approximately \$2,005 million (based upon the closing sale price of the common stock on that date on the New York Stock Exchange).

The number of shares of common stock outstanding on February 13, 2026 was 201,398,439.

Documents incorporated by reference: The information called for by Part III will be incorporated by reference from the registrant's definitive Proxy Statement for the 2026 Annual Meeting of Stockholders to be filed pursuant to Regulation 14A.

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Forward-Looking Statements

This Annual Report on Form 10-K contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended (“Securities Act”), and Section 21E of the Securities Exchange Act of 1934, as amended (“Exchange Act”). Forward-looking statements include, but are not limited to, statements related to our current expectations regarding the performance of our business, our financial results, our liquidity and capital resources, including the use of proceeds from our \$800 million senior unsecured delayed draw term loan facility and the anticipated repayment of certain of our indebtedness, the completion of capital allocation priorities, the expected repurchase of our stock, the impact from macroeconomic factors (including elevated inflation and interest rates, potential economic slowdown or a recession and geopolitical conflicts or trends, including trade policy, travel barriers or changes in travel preferences for U.S. destinations, including as a result of government shutdowns), the effects of competition, the effects of future legislation, executive action or regulations, tariffs, the expected completion of anticipated dispositions, including of our Non-Core hotels, the declaration, payment and any change in amounts of future dividends and other non-historical statements. Forward-looking statements include all statements that are not historical facts, and in some cases, can be identified by the use of forward-looking terminology such as the words “outlook,” “believes,” “expects,” “potential,” “continues,” “may,” “will,” “should,” “could,” “seeks,” “projects,” “predicts,” “intends,” “plans,” “estimates,” “anticipates,” “hopes” or the negative version of these words or other comparable words. You should not rely on forward-looking statements since they involve known and unknown risks, uncertainties and other factors which are, in some cases, beyond our control and which could materially affect our results of operations, financial condition, cash flows, performance or future achievements or events.

All such forward-looking statements are based on current expectations of management and therefore involve estimates and assumptions that are subject to risks, uncertainties and other factors that could cause actual results to differ materially from the results expressed in these forward-looking statements. You should not put undue reliance on any forward-looking statements and we urge investors to carefully review the disclosures we make concerning risks and uncertainties in Item 1A: “Risk Factors” in this Annual Report on Form 10-K. Except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

The risk factors discussed in Item 1A: “Risk Factors” could cause our results to differ materially from those expressed in forward-looking statements. There may be other risks and uncertainties that we are unable to predict at this time or that we currently do not expect to have a material adverse effect on our business. Any such risks could cause our results to differ materially from those expressed in forward-looking statements.

Definitions

Except where the context suggests otherwise, we define certain terms in this Annual Report on Form 10-K as follows:

- “Adjusted EBITDA” means EBITDA (as defined below) further adjusted to exclude: (i) gains or losses on sales of assets for both consolidated and unconsolidated investments; (ii) costs associated with hotel acquisitions or dispositions expensed during the period; (iii) severance expense; (iv) share-based compensation expense; (v) impairment losses and casualty gains or losses; and (vi) other items that we believe are not representative of our current or future operating performance. See “Management’s Discussion and Analysis of Financial Condition and Results of Operations—Non-GAAP Financial Measures” for information regarding our use of Adjusted EBITDA, which is a non-GAAP financial measure.
- “Adjusted FFO attributable to stockholders” means Nareit funds from (used in) operations (“FFO”) attributable to stockholders (as defined below), as further adjusted to exclude: (i) costs associated with hotel acquisitions or dispositions expensed during the period; (ii) severance expense; (iii) share-based compensation expense; (iv) casualty gains or losses, and (v) other items that we believe are not representative of our current or future operating performance. See “Management’s Discussion and Analysis of Financial Condition and Results of Operations—Non-GAAP Financial Measures” for information regarding our use of Adjusted FFO attributable to stockholders, which is a non-GAAP financial measure.
- “ADR” or “average daily rate,” (which we also refer to as “rate”) represents rooms revenue divided by total number of room nights sold in a given period.

- the “Core” portfolio includes 20 of our consolidated hotels and one unconsolidated joint venture and consists primarily of hotels and resorts that cater to group and leisure demand; however, Core hotel financial data is based on our 20 consolidated hotels only.
- “EBITDA” reflects net income (loss) excluding depreciation and amortization, interest income, interest expense, income taxes and also interest income and expense, income tax and depreciation and amortization included in equity in earnings (losses) from investments in affiliates. See “Management’s Discussion and Analysis of Financial Condition and Results of Operations—Non-GAAP Financial Measures” for information regarding our use of EBITDA, which is a non-GAAP financial measure.
- “HGV” refers to Hilton Grand Vacations Inc. and its consolidated subsidiaries, and references to “HGV Parent” refers only to Hilton Grand Vacations Inc., exclusive of its subsidiaries.
- “Hilton” refers to Hilton Worldwide Holdings Inc. and its consolidated subsidiaries, and references to “Hilton Parent” or “Parent” refers only to Hilton Worldwide Holdings Inc., exclusive of its subsidiaries.
- “Hotel Adjusted EBITDA” measures hotel-level results before debt service, depreciation and corporate expenses for our consolidated hotels, which excludes hotels owned by unconsolidated affiliates, and is a key measure of our profitability. See “Management’s Discussion and Analysis of Financial Condition and Results of Operations—Non-GAAP Financial Measures” for information regarding our use of Hotel Adjusted EBITDA, which is a non-GAAP financial measure.
- a “luxury” hotel refers to a luxury hotel as defined by Smith Travel Research (“STR”).
- “Nareit FFO attributable to stockholders” means net income (loss) attributable to stockholders (calculated in accordance with U.S. generally accepted accounting principles (“U.S. GAAP”)), excluding depreciation and amortization, gains or losses on sales of assets, impairment, and the cumulative effect of changes in accounting principles, plus adjustments for unconsolidated joint ventures. Adjustments for unconsolidated joint ventures are calculated to reflect our pro rata share of the FFO of those entities on the same basis. We calculate Nareit FFO attributable to stockholders for a given operating period in accordance with the guidelines of the National Association of Real Estate Investment Trusts (“Nareit”) and its December 2018 “Nareit Funds from Operations White Paper – 2018 Restatement”. See “Management’s Discussion and Analysis of Financial Condition and Results of Operations—Non-GAAP Financial Measures” for information regarding our use of Nareit FFO attributable to stockholders, which is a non-GAAP financial measure.
- “Non-Core” hotels represent the Company’s hotels that are not considered Core hotels. As of February 20, 2026, our remaining Non-Core portfolio includes 12 consolidated hotels and one unconsolidated joint venture, which the Company is expecting to divest from its portfolio; however, Non-Core hotel financial data presented by the Company reflects consolidated hotels only.
- “occupancy” represents the total number of room nights sold divided by the total number of room nights available at a hotel or group of hotels.
- “Park Hotels & Resorts,” “we,” “our,” “us” and the “Company” refer to Park Hotels & Resorts Inc. and its consolidated subsidiaries, and references to “Park Parent” refers only to Park Hotels & Resorts Inc., exclusive of its subsidiaries.
- “RevPAR” or “revenue per available room” represents rooms revenue divided by the total number of room nights available to guests for a given period.
- “TRS” refers to a taxable REIT subsidiary under the Internal Revenue Code of 1986, as amended (the “Code”), and includes any subsidiaries or other, lower-tier entities of that taxable REIT subsidiary.
- an “upper midscale” hotel refers to an upper midscale hotel as defined by STR.
- an “upper upscale” hotel refers to an upper upscale hotel as defined by STR.
- an “upscale” hotel refers to an upscale hotel as defined by STR.

PART I

Item 1. Business

Our Company

We are one of the largest publicly-traded lodging real estate investment trusts (“REIT”) with a diverse portfolio of iconic and market-leading hotels and resorts with significant underlying real estate value. As of February 20, 2026, our portfolio consists of 34 premium-branded hotels and resorts with approximately 23,000 rooms, located in prime United States (“U.S.”) markets with high barriers to entry. Our strategic focus is on our 21 Core hotels, including one unconsolidated joint venture, with our consolidated Core hotels contributing approximately 90% of our Hotel Adjusted EBITDA. All of our rooms are located in the U.S. and its territories, and over 96% of rooms in our Core portfolio are luxury and upper upscale. We are focused on consistently delivering superior risk-adjusted returns to stockholders through active asset management and a thoughtful external growth strategy, with a strategic focus on our Core portfolio, while maintaining a strong and flexible balance sheet.

Park Intermediate Holdings LLC (our “Operating Company”) directly or indirectly holds all of our assets and conducts all of our operations. We are structured as a traditional umbrella partnership REIT (“UPREIT”). Park Parent is the managing member of our Operating Company, and PK Domestic REIT Inc., a direct subsidiary of Park Parent, is a member of our Operating Company. We may, in the future, issue interests in (or from) our Operating Company in connection with acquiring hotels, financing, issuance of equity compensation or other purposes.

Our Business and Growth Strategies

Our objective is to be the preeminent lodging REIT, focused on consistently delivering superior, risk-adjusted returns to stockholders through active asset management and a thoughtful external growth strategy, with a strategic focus on our Core portfolio, while maintaining a strong and flexible balance sheet. We intend to pursue our objective by divesting our Non-Core hotels to further enhance our overall portfolio quality and long-term growth profile, while utilizing sale proceeds to further reduce our leverage, re-invest in our Core portfolio and increase shareholder value, through the following strategies:

- **Operational Excellence through Active Asset Management.** We collaborate with our third-party managers to improve property-level operating performance and profitability for each of our hotels and resorts through our proactive asset management efforts. We continue to identify revenue-enhancement opportunities and drive cost efficiencies to maximize the operating performance, cash flow and value of each hotel. As a pure-play lodging real estate company with significant financial resources and an extensive portfolio of large, multi-use assets, including seven hotels (all within the Core portfolio) with 125,000 square feet of meeting space or more, we believe our ability to implement compelling return on investment initiatives represents a significant embedded growth opportunity, particularly for our Core portfolio. These may include the expansion of meeting platforms in convention and resort markets; the upgrade or redevelopment of existing amenities, including retail platforms, food and beverage outlets, pools and other facilities; the development of vacant land into income-generating uses, including retail or mixed-use properties; or the redevelopment or optimization of underutilized spaces. Recent and ongoing projects at our Core hotels include:
 - Completion of more than \$220 million of projects at our Bonnet Creek complex in 2024, including a meeting space expansion project and renovation of guestrooms, existing meeting space, lobbies, the golf course and other recreational amenities;
 - Nearly \$250 million of comprehensive guestroom renovations at the iconic Rainbow Tower at the Hilton Hawaiian Village Waikiki Beach Resort, the Palace Tower at the Hilton Waikoloa Village and the Main Tower at the Hilton New Orleans Riverside, which commenced in 2024:
 - Completed the first of three phases of guestroom renovations totaling \$16 million at the main tower of the Hilton New Orleans Riverside in November 2024 and the second phase of over \$30 million of guestroom renovations in January 2026, with the third phase expected to total approximately \$37 million with a completion date in late 2026;
 - Completed the first of two phases of guestroom renovations and room conversions at our Hawaii hotels, totaling nearly \$75 million, during the first quarter of 2025, with the second and final phase of guestroom renovations and room conversions at the Hilton Waikoloa Village

completed in January 2026 and the second and final phase at the Hilton Hawaiian Village Waikiki Beach Resort expected to be completed in March 2026 for approximately \$85 million for both hotels; and

- Over \$100 million of comprehensive renovations at the Royal Palm South Beach Miami, a Tribute Portfolio Resort, which commenced in May 2025 and includes the full renovation of all 393 guestrooms at the oceanfront hotel, along with the addition of 11 new guestrooms, with an expected reopening in June 2026.

We also may create value through repositioning certain Core hotels across brands or chain scale segments and exploring adaptive reuse opportunities to ensure our assets achieve their highest and best use. Finally, we are focused on maintaining the competitive strength of our Core hotels and adapting to evolving customer preferences by renovating properties to provide updated guestroom design, open and activated lobby areas, food and beverage and public spaces, and modernized meeting space.

- ***Pursuing Growth and Diversification through Prudent Capital Allocation.*** We intend to leverage our scale, liquidity and transaction expertise to create value throughout all phases of the lodging cycle through opportunistic acquisitions, dispositions, and/or corporate transactions, in addition to value-enhancing return on investment projects at our Core hotels, which we believe will enable us to further diversify our portfolio. Since our spin-off on January 3, 2017 from Hilton Parent that established us as an independent, publicly traded company, we have sold or otherwise disposed of 51 hotels, most of them located in lower growth domestic and international markets for a total of \$3 billion, which provided us with additional liquidity to de-leverage our balance sheet and to execute on a variety of strategic corporate initiatives. In addition, we continue to make progress to divest our remaining Non-Core hotels. We will continue to opportunistically seek to expand our presence in target markets and further diversify over time, including by acquiring hotels, when appropriate, that are affiliated with leading hotel brands and operators.
- ***Maintaining a Strong and Flexible Balance Sheet.*** We intend to maintain a strong and flexible balance sheet that will enable us to navigate the various seasons of the lodging cycle. We expect to maintain sufficient liquidity with minimal short-term maturities and intend to have a mix of debt that will provide us with the flexibility to prepay debt when desired, dispose of Non-Core hotels, pursue our value enhancement strategies within our existing Core portfolio, and support acquisition activity. In September 2025, the Company and our Operating Company entered into a Second Amended and Restated Credit Agreement (the “Credit Agreement”), which provides for an increase in the aggregate commitments for the senior unsecured revolving credit facility (“Revolver”) from \$950 million to \$1 billion, a new \$800 million senior unsecured delayed draw term loan facility (“2025 Delayed Draw Term Loan”), which allows for up to three draws through September 17, 2026, and the continuation of the \$200 million senior unsecured term loan (“2024 Term Loan”). The Credit Agreement includes the option to increase the Revolver and increase or add new term loans under the Credit Agreement by up to \$1 billion in the aggregate, subject to obtaining additional lender commitments and the satisfaction of certain customary conditions. We expect to reduce our level of secured debt over time, as we intend to draw upon the 2025 Delayed Draw Term Loan in 2026 to assist in repaying two mortgage loans totaling approximately \$1.4 billion maturing in 2026. We also intend to further pay down our debt with proceeds from the sales of our Non-Core hotels, which will provide additional balance sheet flexibility. Our senior management team has extensive experience managing capital structures over multiple lodging cycles and has extensive and long-standing relationships with numerous lending institutions and financial advisors to address our capital needs.

Our Properties

The following tables provide summary information regarding our portfolio as of February 20, 2026.

Brand Affiliations and Chain Scale

We own and lease hotels and resorts primarily in the upper upscale chain scale segment. The following table sets forth our portfolio by brand affiliations and chain scale segment:

Brand	Chain Scale	Number of Properties	Total Rooms
<i>Consolidated Core Hotels</i>			
Hilton Hotels & Resorts	Upper Upscale	10	11,264
Curio - A Collection by Hilton	Upper Upscale	3	685
Hyatt Regency	Upper Upscale	2	940
Signia by Hilton	Upper Upscale	1	1,009
DoubleTree by Hilton	Upscale	1	627
Waldorf Astoria Hotels & Resorts	Luxury	1	502
Marriott Tribute Portfolio	Upper Upscale	1	393
JW Marriott	Luxury	1	344
		20	15,764
<i>Consolidated Non-Core Hotels</i>			
Hilton Hotels & Resorts	Upper Upscale	4	2,024
DoubleTree by Hilton	Upscale	4	1,446
Marriott ⁽¹⁾	Upper Upscale	2	950
Marriott Tribute Portfolio	Upper Upscale	1	403
Embassy Suites by Hilton	Upper Upscale	1	262
		12	5,085
<i>Unconsolidated Joint Ventures</i>			
Hilton Hotels & Resorts ⁽²⁾	Upper Upscale	1	1,424
Embassy Suites by Hilton	Upper Upscale	1	288
		2	1,712
Total		34	22,561

⁽¹⁾ Includes a white label property.

⁽²⁾ Included in our Core portfolio.

Type of Property Interest

The following table sets forth our properties according to the nature of our real estate interest:

Types of Interest	Number of Properties	Total Rooms
Consolidated Core Hotels		
Fee Simple ⁽¹⁾	17	14,378
Ground Lease	3	1,386
	20	15,764
Consolidated Non-Core Hotels		
Fee Simple ⁽¹⁾	6	2,654
Ground Lease	6	2,431
	12	5,085
Unconsolidated Joint Ventures⁽²⁾		
Fee Simple	2	1,712
Total	34	22,561

⁽¹⁾ Includes certain properties that, while primarily owned in fee simple, are subject to ground leases in respect of certain portions of land or facilities. Refer to “—Ground Leases,” Item 2: “Properties,” and Note 9: “Leases” in our audited consolidated financial statements included elsewhere in this Annual Report on Form 10-K for additional information.

⁽²⁾ Two of our hotels, one of which is included in our Core portfolio, are owned by unconsolidated joint ventures in which we hold an interest. Refer to Item 2: “Properties” for the percentage ownership in such unconsolidated joint ventures.

Ground Leases

The following table summarizes the remaining primary term, renewal rights and purchase rights associated with land underlying our hotels and meeting facilities that we lease from third parties:

Property	Rooms	Current Lease Term Expiration	Renewal Rights / Purchase Rights
Leases of Wholly-Owned Properties			
Core Hotels			
Hilton Boston Logan Airport	604	September 30, 2044	2 x 20 years
Hyatt Regency Mission Bay Spa and Marina	438	January 31, 2056	None
JW Marriott San Francisco Union Square	344	January 14, 2083	None
Non-Core Hotels			
Embassy Suites Austin Downtown South Congress	262	February 28, 2029	1 x 10 years ⁽¹⁾
DoubleTree Hotel Durango	159	December 31, 2030	1 x 5 years
DoubleTree Hotel San Diego – Mission Valley	300	December 31, 2030	1 x 5 years
Hilton Salt Lake City Center	500	December 31, 2030	1 x 5 years
Hilton Orlando Lake Buena Vista	814	January 31, 2034	1 x 25 years
Hilton Seattle Airport & Conference Center	396	December 31, 2046	Purchase Rights ⁽²⁾ Renewal Rights 2 x 10 years; 1 x 5 years

⁽¹⁾ The term of this renewal option exceeds the expiration of the underlying prime ground lease in 2031. It is unknown whether the landlord under the prime ground lease will grant our landlord a term past 2031.

⁽²⁾ Tenant has a right of first offer with respect to the property.

We are also party to certain leases for facilities related to certain hotels owned by us.

Sustainability

We are committed to being a responsible corporate citizen and minimizing our impact on the environment. As part of our corporate strategy, we incorporate sustainability into our investment and asset management practices to help mitigate risks and enhance efficiency. During the ownership of our properties, we seek to invest in effective sustainability practices in both our renovation and redevelopment projects that can both enhance asset value and improve environmental performance. In such projects, we target specific environmental efficiency enhancements, equipment upgrades and replacements that reduce energy and water consumption and offer appropriate returns on investment.

Our approach to corporate citizenship is reinforced by periodic engagement with key stakeholders to understand their corporate responsibility priorities. As part of our ongoing stakeholder engagement and transparency efforts, we participated in the 2025 Global Real Estate Sustainability Benchmark (“GRESB”) assessment for the sixth consecutive year, receiving our highest score thus far, demonstrating the Company’s continued support of its overall corporate responsibility program and desire to make meaningful improvements toward decarbonization. We were recognized by *Newsweek* as one of America’s Most Responsible Companies for both 2025 and 2026, with 2026 marking the sixth time Park has been included in the annual survey, and we were also named by *Newsweek* to its America’s Greatest Companies and America’s Most Trustworthy Companies lists for 2025.

We have published our 2025 Annual Corporate Responsibility Report on our website, which discloses our environmental and social programs and performance, our risk management strategy and our governance and oversight practices. The report also includes our Task Force Report on Climate-Related Financial Disclosures (“TCFD”) as well as our Sustainability Accounting Standards Board (“SASB”) and Global Reporting Index (“GRI”) indices. Our executive-level Corporate Responsibility Committee provides oversight of Park’s two dedicated corporate responsibility working subcommittees – the Green Park Committee and the Park Cares Committee. Additionally, corporate responsibility performance targets are embedded into executive performance objectives and compensation.

Each corporate responsibility initiative begins with analysis and work by one of the two working subcommittees, each of which specializes in specific corporate responsibility matters. The Green Park Committee is dedicated to Park’s sustainability efforts and environmental performance and manages the Company’s Green Park Program, which prioritizes the achievement of our sustainability goals, including the reduction of greenhouse gas (“GHG”) emissions across our portfolio and business as a whole. In 2025, the renovation of Tapa Tower at Hilton Hawaiian Village Waikiki Beach Resort earned Park our first hotel-level LEED certification, awarded by the U.S. Green Building Council. We also commenced construction on the first phase of our solar PV panel installation at Hilton Waikoloa Village in December 2025; the first phase of this project is expected to be completed during the first half of 2026.

Resiliency to the effects of climate change on our portfolio is also a central focus of our corporate responsibility program. We have conducted a high-level resiliency study of our portfolio, mapping out climate-related risks that could impact our locations by 2050, and more in-depth studies have been conducted for key coastal properties that are most susceptible to climate-related risks. As a result of these findings, our risk management team has implemented several resiliency initiatives at our coastal hotels, such as the deployment of portable flood barriers around the perimeter of assets susceptible to potential storm surge flooding and the installation of manual transfer switches to more quickly access temporary power from generators in the event of a power loss so that our properties are able to get back up and running more quickly. Our risk management team continues to plan for adaptive measures across our portfolio over both the medium and long term.

Our Principal Agreements

In order for us to continue to qualify as a REIT, independent third parties must operate our hotels. We lease substantially all of our hotels to our TRS lessees, which, in turn have engaged independent third-parties to operate these hotels pursuant to management agreements. The hotels not leased to our TRS lessees are owned by TRSs, which have also engaged independent third-parties to operate these hotels pursuant to management agreements. Certain of our hotels also have franchise agreements. We may, in the future, re-flag existing properties, acquire additional properties that operate under other brands and/or engage other third-party hotel managers and franchisors.

Below is a general overview of our management and franchise agreements.

Management Agreements

Our hotel managers control the day-to-day operations of our hotels that are subject to a management agreement. We have consultative and specified approval rights with respect to certain actions of our hotel managers, including entering into long-term or high value contracts, engaging in certain actions relating to legal proceedings, approving the operating budget, making certain capital expenditures and hiring approval for certain management personnel.

As in our franchise agreements described below, we receive a variety of services and benefits under our management agreements with our hotel managers, including the benefit of the name, marks and system of operation of the brand, as well as centralized reservation systems, participation in customer loyalty programs, national advertising, marketing programs and publicity designed to increase brand awareness, as well as training of personnel and payroll and accounting services.

Term

Our management agreements have initial terms ranging from 5 to 30 years and most allow for one or more renewal periods. Assuming all renewal periods are exercised by our hotel managers, the total term of our management agreements range from 5 to 70 years.

Fees

Our management agreements generally contain a two-tiered fee structure, where our hotel managers receive a base management fee and an incentive management fee. The base management fee for our hotels range from approximately 1% to 4% of gross hotel revenues or receipts, as defined in each agreement. The incentive management fee is typically a percentage of a specified performance measure such as operating income, cash flow or other performance measures, as defined in the agreements with some agreements only providing for incentive fees following the satisfaction of certain dollar thresholds. We also pay certain service fees to our hotel managers and generally reimburse our hotel managers for salaries and wages of their employees at our hotels, as well as for certain other expenses incurred in connection with the operation of the hotel.

Termination Events

Subject to certain qualifications, notice requirements and applicable cure periods, the management agreements generally are terminable by either party upon a material casualty or condemnation of the hotel or the occurrence of certain customary events of default, including, among others: the bankruptcy or insolvency of either party; the failure of either party to make a payment when due, and failure to cure such non-payment after late payment notice; or breach by either party of covenants or obligations under the management agreement. In certain instances, we retain the right to terminate a management agreement if manager fails to meet specified performance criteria.

Additionally, our hotel managers generally have the right to terminate the management agreement in certain situations, including the occurrence of certain actions with respect to a mortgage or our failing to complete or commence required repair after damage or destruction to the hotel, or our failure to meet minimum brand standards. For certain properties, our management agreements also allow early termination, subject to entering into a franchise agreement with an affiliated brand. If our hotel managers terminate due to our default, our hotel managers may exercise all of their rights and remedies at law or in equity.

Sale of a Hotel

Our management agreements generally provide that we cannot sell a hotel to a person who (i) does not have sufficient financial resources, (ii) is of bad moral character, (iii) is a competitor of our hotel managers, or (iv) is a specially designated national or blocked person, as set forth in the applicable management agreement. It is generally an event of default if we proceed with a sale or an assignment of the hotel's management agreement to such a transferee, without receiving consent from our hotel managers.

Franchise Agreements

Five of our hotels are subject to franchise agreements. Pursuant to the franchise agreements, we have been granted a limited, non-exclusive license to use our franchisor's brand names, marks and systems. The franchisor also may provide

us with a variety of services and benefits, including centralized reservation systems, participation in customer loyalty programs, national advertising, marketing programs and publicity designed to increase brand awareness, as well as training of personnel. In return, we are required to operate franchised hotels consistent with the applicable brand standards. The franchise agreements specify operational, record-keeping, accounting, reporting and marketing standards and procedures with which we must comply, and will promote consistency across the brand by outlining standards for guest services, products, signage and furniture, fixtures and equipment, among other things. To monitor our compliance, the franchise agreements specify that we must make the hotel available for quality inspections by the franchisor.

Term

Our franchise agreements have initial terms ranging from 10 to 20 years and require the franchisor's consent to be extended.

Fees

Our franchise agreements require that we pay a royalty fee on gross rooms revenue at rates ranging from 5% to 6%, plus a percentage of food and beverage revenue for certain hotels, which in most cases is 3%. We must also pay certain marketing, reservation, program and other customary fees. In addition, the franchisor has the right to require that we renovate guest rooms and public facilities from time to time to comply with then-current brand standards.

Termination Events

Our franchise agreements provide for termination at the franchisor's option upon the occurrence of certain events, including, among others: the failure to maintain brand standards; the failure to pay royalties and fees or to perform other obligations under the franchise license; bankruptcy; and abandonment of the franchise or a change of control, and in the event of such termination, we are required to pay liquidated damages.

Spin-Off Related Agreements

On January 3, 2017, Hilton Parent completed the spin-off that resulted in our establishment as an independent, publicly traded company.

Distribution Agreement

We entered into a distribution agreement ("Distribution Agreement") with Hilton Parent regarding the principal actions taken or to be taken in connection with the spin-off. The Distribution Agreement provided for the division of assets and liabilities between Hilton Parent or its subsidiaries, HGV Parent or its subsidiaries and us, and the settlement or extinguishment of certain liabilities and other obligations among Hilton Parent and us.

In addition, notwithstanding the allocation described above, we, HGV and Hilton have agreed that losses related to certain contingent liabilities (and related costs and expenses), which generally are not specifically attributable to any of the separated real estate business, the timeshare business or the retained business of Hilton ("Shared Contingent Liabilities"), will be apportioned among the parties according to fixed percentages of 65%, 26% and 9% for each of Hilton, us and HGV, respectively. Examples of Shared Contingent Liabilities may include uninsured losses arising from actions (including derivative actions) against current or former directors or officers of Hilton in respect of acts or omissions occurring prior to the distribution date, or against current or former directors or officers of any of Hilton, HGV or us, arising out of, in connection with, or otherwise relating to, the spin-offs and the distribution, subject to certain exceptions described in the Distribution Agreement. In addition, costs and expenses of, and indemnification obligations to, third party professional advisors arising out of the foregoing actions may also be subject to these provisions. Subject to certain limitations and exceptions, Hilton shall generally be vested with the exclusive management and control of all matters pertaining to any such Shared Contingent Liabilities, including the prosecution of any claim and the conduct of any defense.

The Distribution Agreement also provides for cross-indemnities that, except as otherwise provided in the Distribution Agreement, are principally designed to place financial responsibility for the obligations and liabilities of each business with the appropriate company.

Tax Matters Agreement

We entered into a tax matters agreement (“Tax Matters Agreement”) with Hilton Parent, HGV Parent and Hilton Domestic Operating Company that governs the respective rights, responsibilities and obligations of us, Hilton Parent and HGV Parent after the spin-off with respect to tax liabilities and benefits, tax attributes, tax contests and other tax sharing regarding U.S. federal, state, local and foreign income taxes, other tax matters and related tax returns. The Tax Matters Agreement provides for an allocation between the parties of pre-spin-off tax liabilities and tax liabilities in the event that the spin-off was not tax-free. Each party has agreed to indemnify the other against any amounts for which they are not responsible under the Tax Matters Agreement. Although binding between the parties, the Tax Matters Agreement is not binding on the Internal Revenue Service (“IRS”).

The Tax Matters Agreement also provides for cross-indemnities with respect to tax matters that, except as otherwise provided in the Tax Matters Agreement, are principally designed to place financial responsibility for the tax-related obligations and liabilities of each business with the appropriate company.

Competition

The lodging industry is highly competitive. Our hotels compete with other hotels for guests on the basis of several factors, including the attractiveness of the facility, location, level of service, quality of accommodations, amenities, food and beverage options and outlets, public and meeting spaces and other guest services, consistency of service, room rate, brand reputation and the ability to earn and redeem loyalty program points through a global system. Competition is often specific to the individual markets in which our hotels are located and includes competition from existing and new hotels operated under brands primarily in the upper upscale chain scale segments. Increased competition could have a material adverse effect on occupancy, ADR and RevPAR of our hotels or may require us to make capital improvements that we otherwise would not have to make, which may result in decreases in our profitability. We believe our hotels enjoy certain competitive advantages as a result of being flagged with globally recognized brands, including access to centralized reservation systems and national advertising, marketing and promotional services, strong hotel management expertise and guest loyalty programs.

Our principal competitors include hotel operating companies, ownership companies (including other lodging REITs) and national and international hotel brands. We face increased competition from providers of less expensive accommodations, such as select-service hotels or independently managed hotels, during periods of economic downturn when leisure and business travelers become more sensitive to room rates. We also face competition from peer-to-peer inventory sources that allow travelers to stay at homes and apartments booked from owners, thereby providing an alternative to hotel rooms. We face competition for the acquisition of hotels from other REITs, private equity investors, institutional pension funds, sovereign wealth funds and numerous local, regional and national owners, including franchisors, in each of our markets. Some of these entities may have substantially greater financial resources than we do and may be able and willing to accept more risk than we believe we can prudently manage. During a recovery phase of the lodging cycle, competition among potential buyers may increase the bargaining power of potential sellers, which may reduce the number of suitable investment opportunities available to us or increase pricing. Similarly, during times when we seek to sell hotels, competition from other sellers may increase the bargaining power of the potential property buyers.

Seasonality

The lodging industry is seasonal in nature, which can be expected to cause fluctuations in our hotel rooms revenues, occupancy levels, room rates, operating expenses and cash flows. The periods during which our hotels experience higher or lower levels of demand vary from property to property, depending principally upon location, type of property and competitive mix within the specific location.

Cyclical

The lodging industry is cyclical and demand generally follows, on a lagged basis, key macroeconomic indicators. There is a history of increases and decreases in demand for hotel rooms, in occupancy levels and in room rates realized by owners of hotels through economic cycles. Variability of results through some of the cycles in the past has been more severe due to changes in the supply of hotel rooms in given markets or in given segments of hotels. The combination of changes in economic conditions and in the supply of hotel rooms can result in significant volatility in results for owners of hotel properties. As a result, in a negative economic environment the rate of decline in earnings can be higher than the rate of decline in revenues.

Government Regulations

Our business is subject to various federal and state laws and regulations. In particular, we are subject to the Americans with Disabilities Act (“ADA”). Under the ADA, all public accommodations are required to meet certain U.S. federal requirements related to access and use by disabled persons. These regulations apply to accommodations first occupied after January 26, 1993. Public accommodations built before January 26, 1993 are required to remove architectural barriers to disabled access where such removal is “readily achievable.” The regulations also mandate certain operational requirements that hotel operators must observe. The failure of a property to comply with the ADA could result in injunctive relief, fines, an award of damages to private litigants or mandated capital expenditures to remedy such noncompliance. Any imposition of injunctive relief, fines, damage awards or capital expenditures could result in reputational harm or otherwise materially and negatively affect our performance and results of operations.

In addition, a number of states regulate the activities of hospitality properties and restaurants, including safety and health standards, as well as the sale of liquor at such properties, by requiring licensing, registration, disclosure statements and compliance with specific standards of conduct. We are also subject to privacy and data security laws. Compliance with, or changes in, these laws could reduce the revenue and profitability of our properties and could otherwise adversely affect our operations.

Environmental Matters

We are subject to certain requirements and potential liabilities under various federal, state and local environmental, health and safety laws and regulations and incur costs in complying with such requirements. These laws and regulations govern our business including with respect to any associated air emissions; the use, storage and disposal of hazardous and toxic substances and petroleum products; and wastewater and stormwater discharges. In addition, as a current and former owner or operator of property, we could be subject to investigation and remediation liabilities that could arise under local, state and federal environmental laws, as well as third party claims for personal injury, property and natural resources damages, or other claims by third parties, or penalties, liens or restrictions on operations associated with environmental compliance or the presence, release, disposal or impacts of hazardous or toxic substances or petroleum products arising at or from our current or former properties. We may incur liability for investigation and remediation of such substances or products regardless of whether we knew of, or caused, the presence or release of such substances or products, and such liability may be joint and several. The presence of these substances or products, or the failure to investigate or remediate them, may adversely affect our ability to sell or develop a property or to borrow using the property as collateral or result in restrictions on or interruptions of operations at our properties. The cost of investigation or remediation of such substances or other liabilities related to hazardous substances or petroleum products may be substantial and could exceed the value of the property. Our hotels use and store hazardous and toxic substances and petroleum products, such as cleaning materials, pool chemicals, heating oil and fuel for back-up generators at some of our facilities, and also generate certain wastes in connection with operations. From time to time, we may also be required to manage, abate, remove or contain mold, lead, asbestos-containing materials, radon gas, polychlorinated biphenyls (“PCBs”) or other hazardous substances or conditions found in or on our properties; and any known or presumed asbestos in our buildings must be properly managed and maintained. We have implemented an on-going operations and maintenance plan that seeks to identify, remediate and manage these conditions as appropriate. Although we have incurred, and expect that we will continue to incur, costs relating to the investigation, identification, management, and remediation of hazardous materials or petroleum products known or discovered to exist at our properties, as well as costs of complying with various local, state and federal environmental, health and safety laws, those costs have not had, and are not expected to have, a material adverse effect on our financial condition, results of operations or cash flow.

REIT Qualification

We are a REIT for U.S. federal income tax purposes. We have been organized and operated, and we expect to continue to be organized and operated, in a manner to qualify as a REIT. To qualify as a REIT, we must satisfy requirements related to, among other things, the real estate qualification of sources of our income, the real estate composition and values of our assets, the amounts we distribute to our stockholders annually and the diversity of ownership of our stock. To the extent we continue to remain qualified as a REIT, we generally will not be subject to U.S. federal (and state) income tax on taxable income generated by our REIT activities that we distribute annually to our stockholders. To comply with REIT requirements, we may need to forego otherwise attractive opportunities and limit our expansion opportunities and the manner in which we conduct our operations. Refer to “Risk Factors—Risks Related to our REIT Status and Certain Other Tax Items.”

Insurance

We or our hotel managers maintain insurance coverage for general liability, property, including business interruption, terrorism, and other risks with respect to our business for all of our hotels. We also maintain workers' compensation insurance for our corporate employees, while our managers maintain workers' compensation insurance for their employees at our hotels. Most of our insurance policies are written with self-insured retentions or deductibles that are common in the insurance market for similar risks. These policies provide coverage for claim amounts that exceed our self-insured retentions or deductibles. Our insurance provides coverage related to any claims or losses arising out of the design, development and operation of our hotels.

Human Capital

Employees

Through ongoing employee development programs, comprehensive and competitive compensation and benefits, and a focus on our employees' health and well-being, we strive to help our employees in all aspects of their lives. As of December 31, 2025, we had 90 employees. We believe relations are positive between us and our employees. Our hotel managers are generally responsible for hiring and maintaining the labor force at each of our hotels. Although we do not employ the employees at our hotels, we still are subject to the costs and risks generally associated with the hotel labor force, particularly those hotels with unionized labor, including the risks associated with strikes and other labor activity, and we believe relations are positive between our third-party hotel managers and their employees. For a discussion of these relationships, refer to "Risk Factors—Risks Related to Our Business and Industry—We are subject to risks associated with the employment of hotel personnel, particularly with hotels that employ unionized labor, which could increase our operating costs, reduce flexibility of our hotel managers to adjust the size of the workforce at our hotels and could materially and adversely affect our revenues and profitability."

We value the unique perspectives that a workforce with diverse cultures, ages, genders, and ethnicities brings to our process. Our commitment to fair treatment and full participation of people from all backgrounds is reflected both in the actions we take within our Company and our efforts in our larger community, such as through recruitment, employee development, mentorship, education, advocacy and community outreach. Park fosters an environment where we can attract and retain top talent and provide equal opportunity for all associates. Ensuring and embracing a workplace where all associates feel welcomed, supported, challenged and heard is an important part of how we evaluate ourselves in terms of managing our business, and developing our associates. We are committed to continually focusing on enhancing and enriching our commitment to our associates by ensuring that our culture of communication and collaboration inspires inclusivity, a sense of belonging and a focus on the wellness of all Park associates. In addition, our Park Cares Committee partners with local organizations that provide services and resources to underserved populations and those in need of social, economic, educational, mental and physical support in our community. All our employees are encouraged to take part in these initiatives.

Additionally, Park has a skilled and highly diverse Board of Directors (the "Board"), which includes eight independent directors and our Chief Executive Officer, Thomas J. Baltimore, Jr., who serves as one of the two co-chairs of Nareit's Dividends Through Diversity CEO Council, supporting the recruitment, inclusion, development, and advancement of women, Black professionals, other people of color, ethnically diverse individuals, and members of other under-represented groups in REITs and the publicly traded real estate industry.

We continually evaluate our practices related to fair treatment and full participation through internal and external resources. For example, we include a gender and ethnic diversity analysis in our bi-annual corporate compensation review, which continues to reflect no pay disparity based on any gender or ethnic group.

Training and Development

Human capital development underpins our efforts to successfully execute our Company-wide strategy. We continually invest in our employees' career growth and provide employees with a wide range of development opportunities. We also seek to increase awareness and understanding through Company-wide trainings on fair treatment, unconscious bias and other social issues, as well as an annual anti-bribery/anti-corruption training and modern slavery/human trafficking awareness. All employees also participate in anti-harassment and compliance training at least once a year.

Additionally, we provide employees at corporate headquarters with leadership development programs, professional development training series, corporate technical “lunch and learn” trainings, REIT training, executive coaching and emotional intelligence training. This year, we implemented a peer mentoring program with a goal of creating a collaborative learning experience where colleagues at similar levels learn from one another through structured discussions, knowledge sharing, and skill-building opportunities. Our leadership team encourages employees to continue education and professional certifications with time away from work and training budgets. Our Corporate Strategy and Design & Construction departments also participate in sustainability training, including Nareit’s REITworks conference.

To support employee development, we provide regular and consistent feedback to our corporate employees through our continuous feedback performance management model. Regular one-on-one feedback sessions are conducted to ensure feedback is current and to reinforce positive performance. We encourage our employees to participate in our employee engagement survey, which is administered by a third party, and undertake initiatives to improve areas identified in the survey. As a direct result of the survey, each department Executive Committee leader conducts feedback sessions with their respective teams, and Company-wide action plans are created and implemented by our Human Resources department. In addition, each department also creates departmental action plans and implements them accordingly.

Also, in 2025, we conducted one pulse survey, in addition to our annual engagement survey, targeted at enhancing specific systems and processes to improve employee productivity.

Our Board receives regular reports on these initiatives to ensure that we continue to demonstrate our strong commitment to our employees and other human capital matters.

Health, Safety and Well-being

We provide benefits to support our corporate employees and their families, including but not limited to medical, vision and dental insurance, gym memberships, a 401(k) match program, paid parental leave, and an employee assistance program. We also provide numerous initiatives focused on physical, mental and spiritual well-being including immunization clinics and emotional intelligence workshops.

Together with our hotel managers, we also aim to ensure the health, safety and well-being of all employees and guests at our properties. For example, we have committed to the American Hotel & Lodging Association’s 5-Star Promise, which enhances policies, trainings and resources related to the safety of hotel employees and guests. We aim to promote health and well-being measures in our design and construction projects through the use of natural ventilation, daylighting and air and water quality monitoring. Hotel employee health and safety factors are designed into projects, which include alarm systems cameras, first aid locations and personal alert devices. Additionally, we have developed standardized procedures to be undertaken during and immediately following an extreme weather event or other emergency, including communication guidance, life safety and foreseen event preparedness instructions and guidance on how to manage environmental hazards, among other risk-related topics.

Community Engagement

Our Park Cares Committee focuses on engagement with local communities and spearheads volunteer work. In 2025, Park Cares sponsored two community service initiatives where employees were invited to participate with in-kind donations or by volunteering their time, of which 35-50 of our employees participated at each event. In 2025, we supported 20 organizations and/or programs through charitable contributions, sponsorships and scholarships contributing a total of approximately \$250,000 in cash donations. The hotels within our portfolio are also extremely involved with their respective communities, raising money or donating supplies, food or services as well as contributing countless hours to many worthwhile causes.

For additional information on the above matters, please review our 2025 Annual Corporate Responsibility Report on our website.

Corporate Information

Our principal executive offices are currently located at 1775 Tysons Boulevard, 7th Floor, Tysons, Virginia 22102. Our telephone number is (571) 302-5757. Our website is located at www.pkhotelsandresorts.com. The information that is found on or accessible through our website is not incorporated into, and does not form a part of, this Annual Report on Form 10-K or any other report or document that we file with or furnish to the Securities and Exchange Commission

("SEC"). We have included our website address in this Annual Report on Form 10-K as an inactive textual reference and do not intend it to be an active link to our website.

We make available on our website, free of charge, our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K and amendments to those reports filed or furnished pursuant to Section 13(a) or 15(d) of the Exchange Act as soon as reasonably practicable after we electronically file such material with, or furnish it to, the SEC. We also make our Code of Conduct, and any amendments or waivers thereto, for our directors, officers and employees available on our website on the Corporate Governance – Governance Documents page under the Investors section of our website.

Availability of Reports

The SEC maintains a website (<http://www.sec.gov>) that contains reports, proxy statements, information statements, and other information regarding issuers that file electronically with the SEC.

Item 1A. Risk Factors.

Owning our common stock involves a number of significant risks. You should consider carefully the following risk factors. If any of the following risks, as well as additional risks and uncertainties not currently known to us or that we currently deem immaterial, occur, our business, liquidity, financial condition and results of operations could be materially and adversely affected. If this were to happen, the market price of our common stock could decline significantly, and you could lose all or a part of the value of your ownership in our common stock. In addition, the statements in the following risk factors include forward-looking statements. See "Forward-Looking Statements."

Risks Related to Our Business

Economic disruptions, including the impact from inflation, elevated interest rates or an economic slowdown or recession, may adversely impact and disrupt, our business, financial performance and condition, operating results and cash flows.

Economic disruptions, including as a result of elevated interest rates and elevated rates of inflation or a potential economic slowdown or recession, may adversely affect our business by affecting consumer sentiment and demand for travel, which can cause fluctuations in hotel revenues or earnings at our hotels. Our labor or other costs may also rise due to inflation, and there can be no assurance that we will be able to pass cost increases on to travelers through higher rates. There can also be no assurances that we will not experience future fluctuations in hotel revenues or earnings at our hotels due to inflation and other macroeconomic factors, local economic factors and demand, a potential economic slowdown or a recession and geopolitical conflicts or trends, including trade policy, travel barriers or changes in travel preferences for U.S. destinations.

Additionally, the effects of the global COVID-19 pandemic on the hotel industry were unprecedented, and another pandemic or other unexpected event that results in a prolonged decrease in travel in the future could have similar affects, including a drastic reduction in global demand for lodging and historically low occupancy levels. These challenges may adversely impact and disrupt, our business, financial performance and condition, operating results and cash flows.

Other factors that would negatively impact our ability to successfully operate, or that could otherwise significantly adversely impact and disrupt our business, financial performance and condition, operating results and cash flows, include:

- sustained negative consumer or business sentiment, economic metrics (including inflation, unemployment levels, discretionary spending and declines in personal wealth) or demand for travel, which could further adversely impact demand for lodging;
- increased labor costs, including due to inflation, reduced labor supply due to increased immigration enforcement or otherwise;
- limited opportunities to acquire new properties or the need to dispose of properties to meet liquidity needs;
- the scaling back or delay of a significant amount of planned capital expenditures, including planned renovation projects, which could adversely affect the value of our properties and guest experience at our properties;

- our ability to obtain bank lending or access the capital markets could deteriorate;
- declines in our business performance or the general economy;
- adverse political conditions;
- extended government shutdowns;
- new indebtedness that may contain more restrictive covenants, including as a result of sustained elevated interest rates as a response to increased inflation, than our existing indebtedness or may require new or incremental collateral, and decreased operating revenues, which could increase our risk of default on our loans;
- our dependence on our hotel managers, who may be facing similar challenges; and
- cybersecurity incidents and disruptions to internal control procedures.

We face various risks posed by our acquisition activities.

An element of our business strategy is identifying and consummating acquisitions of additional hotels and portfolios. Since our acquisition of Chesapeake Lodging Trust in 2019, we have not acquired any new hotels, and we can provide no assurances that we will be successful in identifying attractive hotels in the future or that, once identified, we will be successful in consummating future acquisitions. We also face significant competition for attractive investment opportunities, which may impact our ability to acquire certain hotels or portfolios that we deem attractive at a favorable price, pursuant to acceptable terms, or at all. Any delay or failure on our part to identify, negotiate, finance on favorable terms, consummate and integrate such acquisitions could materially increase our costs or impede our growth.

We may continue to seek to sell or otherwise dispose of certain hotels as we seek to pursue growth and diversification through prudent capital allocation, including our expectation to sell all our Non-Core hotels. However, investments in real estate are illiquid, and it may not be possible to dispose of assets in a timely manner or on favorable terms, which could adversely affect our financial condition, operating results and cash flows.

Our ability to dispose of properties on advantageous terms depends on factors beyond our control, including competition from other sellers and the availability of attractive financing for potential buyers, and we cannot predict whether we will be able to sell any hotel we desire for the price or on the terms set by us or acceptable to us, or the length of time needed to find a willing buyer and to close the sale of the hotel. Upon sales of properties or assets, we may become subject to contractual indemnity obligations, incur unusual or extraordinary distribution requirements, be required to expend funds to correct defects or make capital improvements or, as a result of required debt repayment, face a shortage of liquidity. In addition, many of our hotel management and franchise agreements generally contain restrictive covenants that limit or restrict our ability to sell a hotel free of the management or franchise encumbrance other than to permitted transferees, and as a result we may be prohibited from taking disposition actions that would otherwise be in our and our stockholders' best interests.

Moreover, the Code imposes restrictions on a REIT's ability to dispose of properties that are not applicable to other types of real estate companies. In addition, our ability to dispose of some of our hotels could be constrained by their tax attributes. Many of our hotels, including related ancillary personal property, may have low tax bases. If we dispose of these hotels in taxable transactions, we may be required to pay tax on the sale and will be required to distribute the after-tax gain to our stockholders under the requirements of the Code applicable to REITs, which, in turn, would impact our cash flow. Therefore, as a result of the foregoing events or circumstances, we may not be able to adjust the composition of our portfolio promptly, on favorable terms or at all in response to changing economic, financial and investment conditions, which may adversely affect our cash flows and our ability to make distributions to stockholders.

We are subject to risks associated with the concentration of our portfolio in the Hilton family of brands. Any deterioration in the quality or reputation of the Hilton brands could have an adverse effect on our reputation, business, financial condition or results of operations.

A majority of our properties currently utilize brands owned by Hilton and participate in the Hilton Honors guest loyalty and rewards program. As a result, our ability to attract and retain guests depends, in part, on the public recognition of the Hilton brands and their associated reputation. Changes in ownership or management practices, the occurrence of accidents or injuries, force majeure events, crime, individual guest notoriety or similar events at our hotels or other properties managed, owned or leased by Hilton can harm our reputation, create adverse publicity, subject us to legal claims and cause a loss of consumer confidence in our business. If the Hilton brands become obsolete or consumers view them as

unfashionable or lacking in consistency and quality, we may be unable to attract guests to our hotels, which could adversely affect our business, financial condition or results of operations. In addition, any adverse developments in Hilton's business and affairs, reputation or financial condition could impair its ability to manage our properties and could have a material adverse effect on us.

Hilton Honors guest loyalty program allows program members to accumulate points based on eligible stays and hotel charges and redeem the points for a range of benefits, including free rooms and other items of value. The program is an important aspect of our business and of the affiliation value of a majority of our hotels. Changes to the Hilton Honors loyalty program, which we do not control, or our access to it could negatively impact our business. If the program deteriorates or materially changes in an adverse manner, or if currently tax-exempt program benefits become subject to taxation such that a material number of Hilton Honors members choose to no longer participate in the program, our business, financial condition or results of operations could be materially adversely affected.

Contractual and other disagreements with or involving our current and future third-party hotel managers and franchisors could make us liable to them or result in litigation costs or other expenses.

Our management and franchise agreements require us and our managers to comply with operational and performance conditions that are subject to interpretation and could result in disagreements, and we expect this will be true of any management and franchise agreements that we enter into with future third-party hotel managers or franchisors. We cannot predict the outcome of any arbitration or litigation related to such agreements, the effect of any negative judgment against us or the amount of any settlement that we may enter into with any third-party. In the event we terminate a management or franchise agreement early and the hotel manager or franchisor considers such termination to have been wrongful, they may seek damages. Additionally, we may be required to indemnify our third-party hotel managers and franchisors against disputes with third parties pursuant to our management and franchise agreements. An adverse result in any of these proceedings could materially and adversely affect our revenues and profitability.

We are dependent on the performance of our managers and could be materially and adversely affected if our managers do not properly manage our hotels or otherwise act in our best interests or if we are unable to maintain a good relationship with our third-party hotel managers.

In order for us to continue to qualify as a REIT, independent third parties must operate our hotels. We lease substantially all of our hotels to our TRS lessees. Our TRS lessees and the TRSs that own our hotels, in turn, have entered into management agreements with independent third-party managers to operate our hotels. We could be materially and adversely affected if any third-party hotel manager fails to provide quality services and amenities, secure its data and systems, timely and accurately report financial results, maintain a quality brand name or otherwise fails to manage our hotels in our best interest, and could be held financially responsible for the actions and inactions of our third-party hotel managers pursuant to our management agreements. In addition, our third-party hotel managers manage, and in some cases may own or lease, or may have invested in or may have provided credit support or operating guarantees to hotels that compete with our hotels, any of which could result in conflicts of interest. As a result, third-party managers may make decisions regarding competing lodging facilities that are not in our best interests.

The success of our properties largely depends on our ability to establish and maintain good relationships with our hotel managers and other third-party hotel managers and franchisors that we may engage in the future. If we are unable to maintain good relationships with our third-party hotel managers and franchisors, we may be unable to renew existing management or franchise agreements or expand relationships with them. Additionally, opportunities for developing new relationships with additional third-party managers or franchisors may be adversely affected. This, in turn, could have an adverse effect on our results of operations and our ability to execute our growth strategy. In the event that we terminate any of our management agreements, we can provide no assurances that we could find a replacement hotel manager or that any replacement hotel manager will be successful in operating our hotels. If any of the foregoing were to occur, it could materially and adversely affect us.

We may be deemed to be a joint employer with our third-party hotel managers under certain new non-income tax laws, rules and regulations.

We do not directly employ or manage employees at any of our hotels, and our third-party managers are responsible for hiring, supervising and managing the labor force at our hotels. Recent legislative proposals introduced in certain states and local jurisdictions have included provisions requiring that hotel owners be deemed an employer of workers at our hotels. Changes in laws or regulations relating to the employer relationship that result in a determination that

we are a “joint employer” with our hotel operators could subject us to liability for employment-related and other liabilities of our hotel operators and could cause us to incur other costs that have a material adverse effect on our business (including our qualification for taxation as a REIT), financial condition and results of operations.

Cyber threats and the risk of cybersecurity incidents affecting our hotel managers’ or our own information technology and systems, including third-party service providers, could materially adversely affect our business.

Our hotel managers are dependent on information technology networks and systems, including the internet, to access, process, transmit and store proprietary and customer information, including personally identifiable information of hotel guests, such as credit card numbers.

These information networks and systems can be vulnerable to threats such as system, network or internet failures; computer hacking or business disruption, including through network- and email-based attacks as well as social engineering; cyber-terrorism; cyber extortion; viruses, worms or other malicious software programs; software vulnerabilities and misconfigurations; and employee error, negligence or fraud. The risk of a cybersecurity incident or disruption, particularly through cyber-attack or cyber intrusion, including by computer hackers, nation-state affiliated actors and cyber terrorists, has generally increased as the number, intensity and sophistication of attempted attacks and intrusions from around the world have increased. Cyber-attackers increasingly are using more sophisticated techniques and tools (including artificial intelligence and machine learning) designed to evade detection and circumvent security controls, which may make it more difficult for us, our hotel managers, and third-party providers to fully identify, investigate or remediate cybersecurity incidents.

We rely on our hotel managers to protect proprietary and customer information from these threats. Any compromise of our own network or hotel managers’ networks could result in a disruption to our booking or sales systems or other operations, in increased costs (e.g., related to response, investigation, and notification) or in potential litigation and liability. In addition, public disclosure or loss of customer or proprietary information could result in damage to the hotel manager’s reputation, a loss of confidence among hotel guests, reputational harm for our hotels, potential litigation and increased regulatory oversight, including governmental investigations, enforcement actions, and regulatory fines, any of which may have a material adverse effect on our business, reputation, financial condition and results of operations.

In addition to the information technologies and systems our hotel managers use to operate our hotels, we have our own corporate technologies and systems that are used to access, store, transmit, and manage or support a variety of business processes and employee personally identifiable information. We may be required to expend significant attention and financial resources to protect these technologies and systems against physical or cybersecurity incidents and even then, our security measures may subsequently be deemed to have been inadequate by regulators or courts given the lack of prescriptive measures in data security and cybersecurity laws as well as regulators’ evolving interpretations of cybersecurity laws and standards. There can be no assurance that the security measures we have taken to protect these systems will prevent failures, inadequacies or interruptions in system services or that system security will not be compromised, including through system or user error, physical or electronic break-ins, computer viruses, or cyber-attacks. Due to the complexity and interconnectedness of our information technologies and systems, and those upon which we rely, the process of upgrading or patching our protective measures could itself create a risk of cybersecurity issues or system disruptions for the Company. Further, any adoption of artificial intelligence by us or by third parties may pose new security challenges. Any actual or suspected cybersecurity incident or disruption to our information technologies and systems could have a material adverse effect on our business, our financial reporting and compliance, and could subject us to or result in liability claims, litigation, monetary losses or regulatory oversight, investigations or penalties which could be significant. In addition, the cost and operational consequences of responding to cybersecurity incidents and implementing remediation measures could be significant. If our hotel managers’ information networks and systems, our corporate technologies and systems, or third-party information systems on which we rely suffer severe damage, disruption or shutdown, and our business continuity plans do not effectively resolve the issues in a timely manner, we may lose revenue and profits as a result of our inability to provide services or invoice and collect payments, and we could experience delays in reporting our financial results.

In the conduct of our business, both we and our hotel managers rely on relationships with third parties, including cloud data storage and other information technology service providers, suppliers, distributors, contractors and other external business partners, for certain functions or for services in support of key portions of our operations. These third-party entities are subject to similar risks related to cybersecurity, privacy violations, business interruption, and system and employee failures and an attack against such third-party service provider or partner could have a material adverse effect on

our business. While we may be entitled to damages if our third-party service providers fail to satisfy their cybersecurity-related obligations to us, any award may be insufficient to cover our damages, or we may be unable to recover such award.

We and our third-party providers have experienced cybersecurity threats and incidents in the past and expect them to continue. These cybersecurity threats, including as a result of any previous cybersecurity incidents, have not materially affected us, including our business, results of operations or financial condition within the last three years. However, such incidents could have a material adverse effect on us in the future.

While we have purchased cybersecurity insurance, there are no assurances that the coverage would be adequate in relation to any incurred losses. Moreover, as cyberattacks increase in frequency and magnitude, we may be unable to obtain cybersecurity insurance in amounts and on terms we view as adequate for our operations.

In addition, increased regulation of data collection, use and retention practices, including self-regulation and industry standards, changes in existing laws and regulations, enactment of new laws and regulations, increased enforcement activity, and changes in interpretation of laws, could increase our cost of compliance and operation, limit our ability to grow our business or otherwise harm the Company.

Costs associated with, or failure to maintain, brand operating standards may materially and adversely affect our results of operations and profitability.

The terms of our franchise and brand management agreements generally require us to meet specified operating standards and other terms and conditions, and compliance with such standards may be costly. Failure by us, or any hotel management company that we engage, to maintain these standards or other terms and conditions could result in a franchise license being cancelled or the franchisor requiring us to undertake a costly property improvement program. If a franchise license is terminated due to our failure to make required improvements or to otherwise comply with its terms, we also may be liable to the franchisor for a termination payment, which could materially and adversely affect our results of operations and profitability.

If we were to lose a brand license, the underlying value of a particular hotel could decline significantly (including from the loss of brand name recognition, marketing support, guest loyalty programs, brand manager or franchisor central reservation systems or other systems), which could require us to recognize an impairment on the hotel. Furthermore, the loss of a franchise license at a particular hotel could harm our relationship with the franchisor or brand manager and cause us to incur significant costs to obtain a new franchise license or brand management agreement for the particular hotel. Accordingly, if we lose one or more franchise licenses or brand management agreements, it could materially and adversely affect our results of operations and profitability as well as limit or slow our future growth.

Our efforts to develop, redevelop or renovate our properties, in connection with our active asset management strategy, could be delayed or become more expensive, which could reduce revenues or impair our ability to compete effectively.

If not maintained, the condition of certain of our properties could negatively affect our ability to attract guests or result in higher operating and capital costs. These factors could reduce revenues or profits from these properties. There can be no assurance that our planned replacements and repairs will occur, or even if completed, will result in improved performance. In addition, these efforts are subject to a number of risks, including the following: construction delays or cost overruns; delays in obtaining, or failure to obtain, zoning, occupancy and other required permits or authorizations; government restrictions on the size or kind of development; changes in economic conditions that may result in weakened or lack of demand for improvements that we make or negative project returns; and lack of availability of rooms or meeting spaces for revenue-generating activities during construction, modernization or renovation projects. If our properties are not updated to meet guest preferences or brand standards under our management and franchise agreements, if properties under development or renovation are delayed in opening as scheduled, or if renovation investments adversely affect or fail to improve performance, our operations and financial results could be negatively affected.

Our hotels are geographically concentrated in a limited number of markets and, accordingly, we could be disproportionately harmed by adverse changes to these markets, natural disasters, climate change and related regulations, or terrorist attacks.

A significant portion of our room count is located in a concentrated number of markets that exposes us to greater risk to local economic or business conditions, changes in hotel supply in these markets, and other conditions than more geographically diversified hotel companies. As of December 31, 2025, hotels in Florida, Hawaii, Chicago, New York City,

New Orleans and Boston represented over 69% of our room count, with our hotels in Florida and Hawaii alone representing approximately 36% of our room count and over 39% of our total revenue in 2025. An economic downturn, an increase in hotel supply, a change in guest preferences for certain geographic locations or markets, strikes or other labor activity, a force majeure event, a natural disaster, changing weather patterns and other physical effects of climate change (including supply chain disruptions), a terrorist attack or similar event in any one of these markets likely would cause a decline in the hotel market and adversely affect occupancy rates, the financial performance of our hotels in these markets and our overall results of operations, which could be material, and could significantly increase our costs.

Over time, our hotel properties located in coastal markets and other areas that may be impacted by climate change are expected to experience increases in storm intensity and rising sea-levels causing damage to our hotel properties, while hotels in other markets may experience prolonged variations in temperature or precipitation that may limit access to the water needed to operate our hotel properties, increasing operating costs at our hotels, such as the cost of water or energy, and requiring us to expend funds as we seek to repair and protect our hotels against such risks. The effects of climate change may also affect our business by increasing the cost of (or making unavailable) property insurance on terms we find acceptable in areas most vulnerable to such events, increase other costs, such as utilities, regulatory compliance or make travel more expensive, decreasing demand for our hotels. There can be no assurance that climate change will not have a material adverse effect on our hotels, operations or business.

If the insurance that we carry does not sufficiently cover damage or other potential losses or liabilities involving our properties, including as a result of terrorism and climate change, our profits could be reduced.

Because certain types of losses are uncertain, including those caused by natural disaster, the effects of climate change or other catastrophic losses, they may be uninsurable or prohibitively expensive. There are also other risks that may fall outside the general coverage terms and limits of our policies, including losses related to cybersecurity incidents, terrorism, natural disaster or climate change. Market forces beyond our control could limit the scope of the insurance coverage that we can obtain or may otherwise restrict our ability to buy insurance coverage at reasonable rates. In the event of a substantial loss, the insurance coverage that we carry may not be sufficient to pay the full value of our financial obligations, our liabilities or the replacement cost of any lost investment or property. Furthermore, certain of our properties may currently qualify as legally permissible nonconforming uses and improvements, including certain of our iconic and most profitable properties, and we may not be permitted to rebuild such properties as they exist now or at all, regardless of insurance proceeds, if such properties are destroyed. Any loss of this nature, whether insured or not, could materially adversely affect our results of operations and prospects.

We have investments in joint venture projects, which limit our ability to manage third-party risks associated with these projects.

In certain cases, we are minority participants and do not control the decisions of the joint ventures in which we are involved. Consequently, actions by a co-venturer or other third-party outside of our control could expose us to claims for damages, financial penalties and reputational harm, any of which could adversely affect our business and operations. In addition, we may be unable to take action without the approval of our joint venture partners (including approving distributions even from joint ventures with positive cash flow), or our joint venture partners could take actions binding on the joint venture without our consent (including actions taken that are inconsistent with our business interest or goals). Moreover, we may agree to guarantee indebtedness incurred by a joint venture or co-venturer or provide standard indemnifications to lenders for loss liability or damage occurring as a result of our actions or actions of the joint venture or other co-venturers. Such a guarantee or indemnity may be on a joint and several basis with a co-venturer, in which case we may be liable in the event that our co-venturer defaults on its guarantee obligation. The non-performance of a co-venturer's obligations (including due to bankruptcy or inability of such party to meet their capital contribution or other financial obligations) may cause losses to us in excess of the capital we initially may have invested or committed.

In addition, preparing our financial statements requires us to have access to information regarding the results of operations, financial position and cash flows of our joint ventures. Any deficiencies in our joint ventures' internal controls over financial reporting may affect our ability to report our financial results accurately or prevent or detect fraud. Such deficiencies also could result in restatements of, or other adjustments to, our previously reported or announced operating results, which could diminish investor confidence and reduce the market price for our shares. Additionally, if our joint ventures are unable to provide this information for any meaningful period or fail to meet expected deadlines, we may be unable to satisfy our financial reporting obligations or timely file our periodic reports, which could have a material adverse impact on our business, growth or liquidity, including our ability to access external sources of capital and our cost of capital.

We depend on external sources of capital for future growth. Any disruption to our ability to access capital at times and on terms reasonably acceptable to us may adversely affect our business and results of operations.

Ownership of hotels is a capital-intensive business that requires significant capital expenditures to acquire, operate, maintain and renovate properties. To continue to qualify as a REIT, we are required to distribute to our stockholders at least 90% of our REIT taxable income (determined without regard to the deduction for dividends paid and excluding any net capital gain), including taxable income recognized for U.S. federal income tax purposes but with regard to which we do not receive cash. As a result, we must finance our growth, fund debt repayments and fund significant capital expenditures largely with external sources of capital. Our ability to access external capital could be hampered by a number of factors, including, but not limited to, macroeconomic changes, changes in market perceptions of our growth potential, fluctuations in the market price of our common stock, and changes in the terms of our indebtedness, any of which may be outside of our control, and which, individually or in combination, could prevent us from being able to obtain the external capital we require on terms that are acceptable to us, or at all, which could have a material adverse effect on our ability to finance our future growth, our cost of capital, our liquidity and our financial condition and results of operations.

We are subject to risks associated with the employment of hotel personnel, particularly with hotels that employ unionized labor, which could increase our operating costs, reduce the flexibility of our hotel managers to adjust the size of the workforce at our hotels and could materially and adversely affect our revenues and profitability.

While our hotel managers are responsible for hiring and maintaining the labor force at our hotels, we are subject to the costs and risks generally associated with the hotel labor force, and increased labor costs due to factors like labor shortages and resulting increases in wages, additional taxes or requirements to incur additional employee benefits costs may adversely impact our operating costs. Labor costs, including wages, can be particularly challenging at those of our hotels with unionized labor, and additional hotels may be subject to new collective bargaining agreements in the future.

In 2024, we experienced near-term disruption as a result of negotiations between our third-party operators and unions at certain hotels, which included strikes and other labor activity. Strikes, as well as lockouts, public demonstrations or other negative actions and publicity that may occur from time to time may disrupt hotel operations at any of our hotels, negatively impact our reputation or the reputation of our brands, or harm relationships with the labor forces at our hotels. We also have incurred and may in the future incur increased legal costs and indirect labor, maintenance and operational costs as a result of contract disputes or other events. Additionally, hotels where our hotel managers have collective bargaining agreements with employees are more highly affected by labor force activities than others. The resolution of labor disputes or new or re-negotiated labor contracts could lead to increased labor costs, either by increases in wages or benefits or by changes in work rules that raise hotel operating costs. Furthermore, labor agreements may limit the ability of our hotel managers to reduce the size of hotel workforces during an economic downturn because collective bargaining agreements are negotiated between the hotel managers and labor unions. As we do not directly employ the employees at our hotels, we do not have the ability to control the outcome of these negotiations.

We could be materially and adversely affected if we are found to be in breach of a ground lease or are unable to renew a ground lease.

Unless we purchase a fee interest in the land and improvements at our properties subject to our ground leases or extend the terms of these leases before their expiration, we will lose our right to operate these properties and we will not have any economic interest in the land or improvements at the expiration of our ground leases; therefore, we generally will not share in any increase in value of the land or improvements beyond the term of a ground lease, notwithstanding our capital outlay to purchase our interest in the hotel or fund improvements thereon, and will lose our right to use the hotel. We can provide no assurances that we will be able to renew any ground lease upon its expiration at all or on favorable terms. In addition, if we are found to be in breach of certain of our third-party ground leases, we could lose the right to use the applicable hotel. Our ability to exercise any extension options relating to our ground leases is subject to the condition that we are not in default under the terms of the ground lease at the time that we exercise such options. We are currently in active litigation with a ground lessor who alleges breach of a ground lease(s) related to the Hilton Salt Lake City Center, DoubleTree Hotel San Diego - Mission Valley and/or DoubleTree Hotel Durango and against whom we allege, among other things, breach of the same ground lease(s). Additionally, if a governmental authority seizes a hotel subject to a ground lease under its eminent domain power, we may only be entitled to a portion of any compensation awarded for the seizure. If we were to lose the right to use a hotel, we would be unable to derive income from such hotel, which could adversely affect us.

Heightened focus on corporate responsibility may constrain our business operations, impose additional costs and expose us to new risks that could adversely impact our results of operations, financial condition and the price of our securities.

We are committed to corporate responsibility. Some investors may use corporate responsibility factors to guide their investment strategies, and potential and current employees, business partners and vendors may consider these factors when considering relationships with us, and guests may consider these factors when deciding whether to stay at our properties. Certain organizations that provide corporate risk and corporate governance advisory services to investors have developed scores and ratings to evaluate companies based upon corporate responsibility metrics. Many investors focus on corporate responsibility-related business practices and scores when choosing where to allocate their investments and may consider a company's score as a factor in making an investment decision. The focus and activism related to corporate responsibility and related matters may constrain our business operations or increase expenses. Additionally, we may face reputational damage in the event our corporate responsibility initiatives do not meet the standards set by various constituencies, including those of third-party providers of corporate responsibility ratings and reports. Furthermore, should peer companies outperform us in such metrics, potential or current investors may elect to invest with our competitors and employees, vendors and business partners may choose not to do business with us, or potential guests may choose to stay at competitor hotels, which could have an adverse impact on us or the price of our securities.

In recent years, diverse views about the value of environmental, social and governance ("ESG") specific efforts have emerged from consumers and policymakers. As we continue to invest and focus on corporate responsibility efforts and initiatives that we believe are appropriate, we could also be criticized by ESG detractors for the scope or nature of our corporate responsibility initiatives or goals. We could also be subjected to negative responses by governmental actors (such as anti-corporate responsibility legislation or retaliatory legislative treatment) and guests, that could adversely affect our reputation, financial condition and results of operations.

Risks Related to Our Industry

We operate in a highly competitive industry.

The lodging industry is highly competitive. Our principal competitors are other owners and investors in upper upscale, full-service hotels, including other lodging REITs, as well as major hospitality chains with well-established and recognized brands. Our hotels face competition for individual guests, group reservations and conference business. We also compete against smaller hotel chains and independent and local hotel owners and operators. Additionally, we face competition from peer-to-peer inventory sources that allow travelers to stay at homes and apartments booked from owners. New hotels may be constructed, and these additions create new competitors, in some cases without corresponding increases in demand for hotel rooms. Our competitors may have greater commercial, financial and marketing resources and more efficient technology platforms, which could allow them to improve their properties and expand and improve their marketing efforts in ways that could affect our ability to compete for guests effectively and adversely affect our revenues and profitability as well as limit or slow our future growth.

The growth of internet reservation channels is another source of competition that could adversely affect our business. A significant percentage of hotel rooms for individual customers are booked through internet travel intermediaries. As intermediary bookings increase, they may be able to obtain higher commissions, reduced room rates or other significant contract concessions from the brands and hotel management companies managing and operating our hotels. While internet travel intermediaries traditionally have competed to attract transient business rather than group and convention business, in recent years they have expanded their business to include marketing to large group and convention business. If that expansion continues, it could both divert group and convention business away from our hotels and increase our cost of sales for group and convention business and materially adversely affect our revenues and profitability.

We also face competition for the acquisition of hotels from other REITs, private equity investors, institutional pension funds, sovereign wealth funds and numerous local, regional and national owners, including franchisors, in each of our markets. Some of these entities may have substantially greater financial resources than we do and may be able and willing to accept more risk than we believe we can prudently manage, which may reduce the number of suitable investment opportunities available to us or increase pricing of assets.

The lodging industry is subject to seasonal volatility, which is expected to contribute to fluctuations in our financial condition and results of operations.

The lodging industry is typically seasonal in nature. The periods during which our properties experience higher revenues vary from property to property, depending principally upon location and the customer base served. This seasonality can be expected to cause periodic fluctuations in a hotel's rooms revenues, occupancy levels, room rates and operating expenses. We can provide no assurances that our cash flows will be sufficient to offset any shortfalls that occur as a result of these fluctuations. Consequently, volatility in our financial performance resulting from the seasonality of the lodging industry could adversely affect our financial condition and results of operations.

Governmental regulation may adversely affect the operation of our properties and our Company as a whole.

The hotel industry is subject to extensive U.S. federal, state and local governmental regulations, including those relating to the service of alcoholic beverages, the preparation and sale of food, building and zoning requirements and data protection, cybersecurity and privacy. We and our hotel managers are also subject to licensing and regulation by U.S. state and local departments relating to health, sanitation, fire and safety standards, and to laws governing our relationships with employees, including minimum wage requirements, overtime, working conditions and citizenship requirements. Our existing systems may be unable to satisfy changing regulatory requirements and employee and customer expectations, or may require significant additional investments or time to do so. We are also subject to certain environmental compliance costs, including associated air emissions, the use, storage and disposal of hazardous and toxic substances, and wastewater and stormwater discharges. The cost to comply with environmental laws may be substantial, and our failure to comply with any such laws, including obtaining and complying with any required permits or licenses, or publicity resulting from actual or alleged compliance failures, could result in substantial fines, or possible revocation of our authority to conduct some of our operations or otherwise have an adverse effect on our business. Environmental, health and safety requirements have also become, and may continue to become, increasingly stringent, and our costs may increase as a result. New or revised laws and regulations or new interpretations of existing laws and regulations, such as those related to climate change, could affect the operation of our properties or result in significant additional expense and operating restrictions on us or our hotel managers or adversely affect our ability to sell properties or to use properties as collateral.

Environmental laws may also impose potential liability on a current or former owner or operator of real property for, among other things, investigation, removal or remediation of hazardous or toxic substances or petroleum products at our currently or formerly owned or leased real property, regardless of whether or not we knew of, or caused, the presence or release of such substances, and such liability may be joint and several. Some properties in our portfolio contain, may have contained, or are adjacent to or near other properties that have contained or currently contain, underground storage tanks for petroleum products or other hazardous substances. From time to time, we may be required to remediate such substances or remove, abate or manage asbestos, mold, radon gas, lead, PCBs, underground storage tanks, or other hazardous substances or conditions at our properties. The presence or release of toxic or hazardous substances or petroleum products at or from our currently or formerly owned or leased properties could result in substantial investigation and remediation costs, limitations on or interruptions to our operations or in third-party claims for personal injury, property or natural resource damages, business interruption or other losses, including liens in favor of the government for costs the government incurs in cleaning up contamination. Such claims and the presence of, or need to investigate, remediate or otherwise address hazardous, toxic or unsafe conditions could adversely affect our operations, the value of any affected real property, or our ability to develop, sell, lease or assign our rights in any such property, or could otherwise harm our business or reputation. In addition, we also may be liable for the costs of remediating contamination at off-site waste disposal facilities to which we have arranged for the disposal, transportation or treatment of hazardous substances without regard to whether we complied with environmental laws in doing so.

Further, failure of a property to comply with the ADA could result in injunctive relief, fines, an award of damages to private litigants or mandated capital expenditures to remedy such noncompliance. Any imposition of injunctive relief, fines, damage awards or capital expenditures could adversely impact our business or results of operations. If we fail to comply with the requirements of the ADA, we could be subject to fines, penalties, injunctive action, reputational harm and other business effects which could materially and negatively affect our performance and results of operations.

Risks Related to Our Indebtedness

Our indebtedness and other contractual obligations could adversely affect our financial condition, our ability to raise additional capital to fund our operations, our ability to operate our business, our ability to react to changes in the economy or our industry and our ability to pay our debts and could divert our cash flow from operations for debt payments.

Our outstanding debt and other contractual obligations could have important consequences, including requiring a substantial portion of cash flow from operations to be dedicated to debt service payments, thereby reducing our ability to use our cash flow to fund our operations, capital expenditures, distributions to stockholders and to pursue future business opportunities and limiting our flexibility in planning for, or reacting to, changes in our business or market conditions, increasing our vulnerability to adverse economic, industry or competitive developments and placing us at a competitive disadvantage compared to our competitors who may be better positioned to take advantage of opportunities that our leverage prevents us from exploiting.

Additionally, we may be able to incur significant additional indebtedness in the future. We may also incur significant additional obligations, such as trade payables, without restrictions under our debt instruments. In addition, we may incur mortgage debt by obtaining loans secured by a portfolio of some or all of the hotels that we own or acquire.

Certain of our debt agreements impose significant operating and financial restrictions on us and our subsidiaries, which may prevent us from capitalizing on business opportunities or could result in foreclosure of our hotels.

The debt agreements and instruments that govern our outstanding indebtedness, including our senior unsecured credit facilities and senior notes, impose significant financial and operating restrictions on us, including covenants that may restrict our ability to implement our business plan, finance future operations, respond to changing business and economic conditions, secure additional financing, and engage in opportunistic transactions, such as strategic acquisitions, mergers or asset sales or transactions with affiliates. In addition, if we fail to satisfy the covenants contained in the credit agreement that governs our senior unsecured credit facilities, our ability to borrow additional funds under the credit facilities may be restricted. Furthermore, the credit agreement and indentures that govern our senior notes contain certain affirmative covenants that require us to be in compliance with certain leverage, liquidity and other financial ratios, and the loan documents governing the mortgage-backed loans of our subsidiaries also require them to maintain certain debt service coverage ratios and minimum net worth requirements. We cannot assure you that we will be able to comply with our financial or other covenants and, if we fail to do so, we may not be able to obtain waivers from the lenders or noteholders, as applicable, and/or amend the covenants. Our failure to comply with the restrictive covenants described above, as well as other terms of our other indebtedness and/or the terms of any future indebtedness from time to time, could result in an event of default, as happened with the Hilton San Francisco Hotels (as defined below). If the event of default is not cured or waived, it could result in our being required to repay these borrowings before their due date. If we are forced to refinance these borrowings on less favorable terms or are unable to refinance these borrowings, our financial condition and results of operations could be adversely affected. If we are unable to refinance our debt on acceptable terms or at all, we may be forced to dispose of hotels at inopportune times or on disadvantageous terms, which could result in losses. To the extent we cannot or do not meet our future debt service obligations, we will also risk losing to foreclosure some or all of our hotels that may be pledged to secure our obligation.

For tax purposes, a foreclosure of any of our hotels would be treated as a sale of the hotel for a purchase price equal to the outstanding balance of the debt secured by the mortgage. If the outstanding balance of the debt secured by the mortgage exceeds our tax basis in the hotel, we would recognize taxable gain on foreclosure, but we would not receive any cash proceeds, which could impact our ability to meet the REIT distribution requirements. In addition, we may give full or partial recourse guarantees to lenders of mortgage debt on behalf of the entities that own our hotels. When we give a recourse guarantee on behalf of an entity that owns one of our hotels, we will be responsible to the lender for satisfaction of the debt if it is not paid by such entity or if certain loan provisions are violated. If any of our hotels are foreclosed on due to a default, our ability to pay cash distributions to our stockholders will be limited.

Risks Related to the Spin-Off

In connection with the spin-offs, Hilton and HGV indemnified us for certain liabilities. These indemnities may not be sufficient to insure us against the full amount of the liabilities assumed by Hilton and HGV, and Hilton and HGV may be unable to satisfy their indemnification obligations to us in the future.

In connection with the spin-offs, each of Hilton and HGV indemnified us with respect to such parties' assumed or retained liabilities pursuant to the Distribution Agreement and breaches of the Distribution Agreement or other agreements related to the spin-offs. There can be no assurance that the indemnities from each of Hilton and HGV will be sufficient to protect us against the full amount of these and other liabilities. Third parties also could seek to hold us responsible for any of the liabilities that Hilton and HGV have agreed to assume. Even if we ultimately succeed in recovering from Hilton or HGV any amounts for which we are held liable, we may be temporarily required to bear those losses. Each of these risks could negatively affect our business, financial condition, results of operations and cash flows.

Risks Related to our REIT Status and Certain Other Tax Items

If we do not maintain our qualification as a REIT, we will be subject to tax as a C corporation and could face a substantial tax liability.

We have been taxed as a REIT for U.S. federal income tax purposes beginning January 4, 2017. We believe we have been organized and operated, and expect to continue to be organized and operate, in a manner to qualify as a REIT. However, qualification as a REIT involves the interpretation and application of highly technical and complex Code provisions for which no or only a limited number of judicial or administrative interpretations may exist. Notwithstanding the availability of cure provisions in the Code, we could fail to meet various compliance requirements, which could jeopardize our REIT status. Our REIT status is also dependent upon the ongoing and historic qualification of subsidiary entities qualifying as REITs or TRSs, as applicable, as a result of its substantial ownership interest in those entities. Furthermore, new tax or other legislation, administrative guidance or court decisions, in each instance potentially with retroactive effect, could make it more difficult or impossible for us to qualify as a REIT. If we, or any of our subsidiary entities qualifying as REITs, fail to qualify as a REIT in any tax year, then:

- we, or such subsidiary entity, would be taxed as a C corporation, which under current laws, among other things, means being unable to deduct dividends paid to stockholders in computing taxable income and being subject to U.S. federal income tax on our taxable income at corporate income tax rates;
- any resulting tax liability could be substantial and could have a material adverse effect on our value and financial condition;
- unless we, or such subsidiary entity, were entitled to relief under applicable statutory provisions, we, or such subsidiary entity, would be required to pay income taxes, and thus, our cash available for distribution to stockholders would be reduced for each of the years during which we, or such subsidiary entity, did not qualify as a REIT; and
- we, or such subsidiary entity, generally would not be eligible to requalify as a REIT for the subsequent four taxable years.

As a result of all these factors, our failure to qualify as a REIT could impair our ability to execute our business and growth strategies, as well as make it more difficult for us to raise capital and service our indebtedness. In addition, if we fail to qualify as a REIT, we will not be required to make distributions to stockholders.

We may face other tax liabilities that reduce our cash flows.

Even if we qualify for taxation as a REIT, we may be subject to certain U.S. federal, state and local taxes on our income and assets, including taxes on any undistributed income, tax on income from some activities conducted as a result of a foreclosure, and property and transfer taxes. Moreover, if we have net income from "prohibited transactions," that income will be subject to a 100% tax. In addition, we could, in certain circumstances, be required to pay an excise or penalty tax (which could be significant in amount) in order to utilize one or more relief provisions under the Code to maintain our qualification as a REIT. We are subject to U.S. federal and state income tax on the income earned by our

TRSs. Finally, we have operations and assets in Puerto Rico that are subject to tax. Any of these taxes decrease cash available for distribution to our stockholders.

Complying with REIT requirements may force us to borrow to make distributions to stockholders.

From time to time, our taxable income may be greater than our cash flow available for distribution to stockholders. If we do not have other funds available in these situations, we may be unable to distribute substantially all of our taxable income as required by the REIT provisions of the Code. In addition, we may be subject to limitations on the ability to use our net operating loss carryovers to offset taxable income that we do not distribute. Thus, we could be required to borrow funds, raise additional equity capital, sell a portion of our assets at disadvantageous prices, issue securities or find another alternative to make distributions to stockholders. These options could increase our costs or reduce our equity.

Our transactions with our TRSs may cause us to be subject to a 100% penalty tax on certain income or deductions if those transactions are not conducted on arm's-length terms.

The Code imposes a 100% excise tax on certain transactions between a TRS and its parent REIT that are not conducted on an arm's-length basis. The 100% tax may apply, for example, to the extent that we were found to have charged our TRS lessees rent in excess of an arm's-length rent. It is our policy to evaluate material intercompany transactions and to attempt to set the terms of such transactions so as to achieve substantially the same result as would have been the case if they were unrelated parties. As a result, we believe that all material transactions between and among us and the entities in which we own a direct or indirect interest have been and will be negotiated and structured with the intention of achieving an arm's-length result and that the potential application of the 100% excise tax will not have a material effect on us. There can be no assurance, however, that we will be able to comply with the TRS limitation or to avoid application of the 100% excise tax.

If the leases of our hotels to our TRS lessees are not respected as true leases for U.S. federal income tax purposes, we will fail to qualify as a REIT.

To continue to qualify as a REIT, we must annually satisfy two gross income tests, under which specified percentages of our gross income must be derived from certain sources, such as "rents from real property." Rents paid to us by our TRS lessees pursuant to the leases of our hotels will constitute substantially all of our rents from real property gross income. In order for such rent to qualify as "rents from real property" for purposes of the gross income tests, the leases must be respected as true leases for U.S. federal income tax purposes and not be treated as service contracts, financing arrangements, joint ventures or some other type of arrangement. We have structured our leases, and intend to structure any future leases, so that the leases will be respected as true leases for U.S. federal income tax purposes, but there can be no assurance that the IRS will agree with this characterization, not challenge this treatment or that a court would not sustain such a challenge. If our leases are not respected as true leases for U.S. federal income tax purposes, we will fail to qualify as a REIT.

If any third-party hotel managers do not qualify as "eligible independent contractors" or if our hotels are not "qualified lodging facilities," we will fail to qualify as a REIT.

Rent paid by a lessee that is a "related party tenant" of ours will not be qualifying income for purposes of the two gross income tests applicable to REITs. An exception is provided, however, for leases of "qualified lodging facilities" to a TRS so long as the hotels are operated by an "eligible independent contractor" and certain other requirements are satisfied. Substantially all of our hotels are leased to our TRS lessees which have engaged third-party hotel managers (including Hilton, which manages a majority of our hotels) that we believe qualify as "eligible independent contractors." Among other requirements, an operator will qualify as an eligible independent contractor if it meets certain ownership tests with respect to us, and if, at the time the operator enters into a property management contract with a TRS or its TRS lessee with respect to one of our properties, the operator is actively engaged in the trade or business of operating "qualified lodging facilities" (as defined below) for one or more persons not related to the REIT or its TRSs. No assurances can be provided that any of our current and future hotel managers will in fact comply with this requirement. Failure to comply with this requirement would require us to find other hotel managers for future contracts, and, if we hired a management company without knowledge of the failure, it could jeopardize our status as a REIT.

Finally, each property with respect to which our TRS lessees pay rent must be a "qualified lodging facility." A "qualified lodging facility" is a hotel, motel, or other establishment in which more than one-half of the dwelling units are

used on a transient basis, including customary amenities and facilities, provided that no wagering activities are conducted at or in connection with such facility by any person who is engaged in the business of accepting wagers and who is legally authorized to engage in such business at or in connection with such facility. We believe that the properties that are leased to our TRS lessees are qualified lodging facilities. Although we intend to monitor future acquisitions and improvements of properties, REIT provisions of the Code provide no or only limited guidance for making determinations under the requirements for qualified lodging facilities, and there can be no assurance that these requirements will be satisfied.

Changes to the U.S. federal income tax laws, including the enactment of certain tax reform measures, could have a material and adverse effect on us.

U.S. federal income tax laws governing corporations, including REITs and other businesses and the administrative interpretations of those laws may be amended at any time, potentially with retroactive effect. Changes to the U.S. federal income tax laws, including the possibility of comprehensive tax reform legislation, could have a material and adverse effect on us or our stockholders. We cannot predict whether, when, to what extent or with what effective dates new or revised U.S. federal tax laws, regulations, interpretations or rulings will be enacted or issued.

Risks Related to Ownership of Our Common Stock

Anti-takeover provisions in our organizational documents and Delaware law might discourage or delay acquisition attempts for us that stockholders might consider favorable.

Our amended and restated certificate of incorporation and bylaws contain provisions, as provided for under Delaware law, that may make the merger or acquisition of our company more difficult without the approval of our Board. Among other things, the provisions:

- include a restriction on ownership and transfer of our stock to prevent any person from acquiring more than 9.8% (in value or by number of shares, whichever is more restrictive) of our outstanding common stock or more than 9.8% (in value or by number of shares, whichever is more restrictive) of any outstanding class or series of our preferred stock without the approval of our Board (the “Ownership Limitation”);
- would allow us to authorize the issuance of undesignated preferred stock in connection with a stockholder rights plan or otherwise, the terms of which may be established and the shares of which may be issued without stockholder approval, and which may include super voting, special approval, dividend, or other rights or preferences superior to the rights of the holders of common stock (although we do not have a stockholder rights plan, and our policy is to either submit any such plan to stockholders for ratification or cause such plan to expire within a year);
- provide that our Board is expressly authorized to make, alter or repeal our bylaws; and
- establish advance notice requirements for nominations for elections to our Board or for proposing matters that can be acted upon by stockholders at stockholder meetings.

These anti-takeover provisions could discourage, delay or prevent a transaction involving a change in control of our company, including actions that our stockholders may deem advantageous, or negatively affect the trading price of our common stock. These provisions could also discourage proxy contests and make it more difficult for you and other stockholders to elect directors of your choosing and to cause us to take other corporate actions you desire.

The stock ownership limits imposed by the Code for REITs and our amended and restated certificate of incorporation restrict stock transfers and/or business combination opportunities.

In order for us to maintain our qualification as a REIT under the Code, not more than 50% in value of our outstanding stock may be owned, directly or indirectly, by five or fewer individuals (as defined in the Code to include certain entities) at any time during the last half of each taxable year. Our amended and restated certificate of incorporation also contains other limitations, including the Ownership Limitation, and prohibits any person from: (1) beneficially or constructively owning, as determined by applying certain attribution rules of the Code, our stock if that would result in us being “closely held” under Section 856(h) of the Code or otherwise cause us to fail to qualify as a REIT; (2) beneficially or constructively owning shares of our stock that would cause any person, including Hilton Parent, to fail to qualify as our eligible independent contractor; (3) transferring stock if such transfer would result in our stock being owned by fewer than 100 persons; and (4) beneficially owning shares of our stock to the extent such ownership would result in our failing to qualify as a “domestically controlled qualified investment entity” within the meaning of Section 897(h) of the Code. In

addition, there can be no assurances that our Board, as permitted in the charter, will not decrease the Ownership Limitation to lower than 9.8% in the future. These stock ownership limits, including the Ownership Limitation, might delay or prevent a transaction or a change in our control that might involve a premium price for our common stock or otherwise be in the best interests of our stockholders.

Future issuances of debt securities, which would rank senior to our common stock upon our liquidation, and future issuances of equity securities, which would dilute the holdings of our existing common stockholders and may be senior to our common stock for the purposes of making distributions, periodically or upon liquidation, may negatively affect the market price of our common stock.

In the future, we may issue debt or equity securities or incur additional borrowings. Upon our liquidation, holders of our debt securities and other loans and preferred stock will receive a distribution of our available assets before common stockholders. If we incur debt in the future, our future interest costs could increase, and adversely affect our liquidity, Nareit FFO, Adjusted FFO and results of operations. We are not required to offer any additional equity securities to existing common stockholders on a preemptive basis. Therefore, additional common stock issuances, directly or through convertible or exchangeable securities, warrants or options, will dilute the holdings of our existing common stockholders, and such issuances or the perception of such issuances may reduce the market price of our common stock. Our preferred stock, if issued, would likely have a preference on distribution payments, periodically or upon liquidation, which could eliminate or otherwise limit our ability to make distributions to common stockholders. Because our decision to issue debt or equity securities or incur additional borrowings in the future will depend on market conditions and other factors beyond our control, we cannot predict or estimate the amount, timing, nature or success of any future capital raising efforts. Thus, the common stockholders bear the risk that our future issuances of debt or equity securities or our incurrence of additional borrowings will negatively affect the market price of our common stock.

Item 1B. Unresolved Staff Comments.

None.

Item 1C. Cybersecurity.

Park maintains comprehensive technologies and programs to help ensure our information technology and systems are effective and prepared for data privacy and cybersecurity risks, including oversight of our programs for security monitoring for internal and external threats to help ensure the confidentiality, availability and integrity of our information assets.

Processes for Assessing, Identifying and Managing Material Risks from Cybersecurity Threats

Park's Audit Committee oversees its cybersecurity risk assessment, risk management and risk mitigation policies and programs. Park's Enterprise Risk Management ("ERM") Committee reports to the Audit Committee and is responsible for identifying Park's cybersecurity risks. Park also has a dedicated Risk Management team that reports to the ERM Committee, which includes representatives from several departments, external consultants and insurance professionals who interface with brand and management partners to assist with risk mitigation at our properties. Additionally, we have engaged third-party service providers to assist with risk mitigation activities, implementing security monitoring capabilities designed to alert us to suspicious activity, and developing an incident response program that is designed to restore business operations as quickly and as orderly as possible in the event of a cybersecurity incident. Our cybersecurity incident response plan requires prompt notification of senior management in the event of a cybersecurity incident that has affected or is expected to affect the Company and prompt briefings on subsequent developments as appropriate. We have undertaken table-top risk exercises and employees participate in mandatory annual trainings and receive communications regarding the cybersecurity environment to increase awareness throughout the Company. The Company's cybersecurity program is informed by industry-recognized security frameworks such as the U.S. National Institute of Standards and Technology Cybersecurity Framework. We use a risk-based approach with respect to our use and oversight of third-party service providers, tailoring processes according to the nature and sensitivity of the data accessed, processed, or stored by such third-party service provider and performing additional risk screenings and procedures, as appropriate.

Management and Board Oversight

Our Chief Financial Officer ("CFO") has significant work experience related to information security issues and oversight and is the executive officer that oversees our cybersecurity program, which includes the implementation of controls to identify threats, detect attacks and protect our information assets. Our dedicated ERM Committee, which includes our CFO and certain members of our executive leadership team, provides principal oversight and guidance of our cybersecurity risk management programs and processes. While our Board has overall responsibility for risk oversight, our Audit Committee oversees cybersecurity risk matters. Our Audit Committee is responsible for reviewing and overseeing the Company's data privacy, information technology and security and cybersecurity risk exposures and the guidelines, programs and steps implemented by management to assess, manage and mitigate any such exposures. The ERM Committee reports to the Audit Committee at least annually on the Company's enterprise risk management and will report cybersecurity incidents to the Audit Committee as they occur, if material. The Audit Committee will inform the full Board regarding significant cybersecurity incidents, as appropriate.

Cybersecurity Risks

In addition to the reliance on our own information technology systems, we rely on the information technology systems of our hotel managers to protect proprietary and customer information as well as our third-party service providers who support key portions of our operations. Any compromises of our own network or the networks of our hotel managers or third-party service providers could materially affect our business, financial condition and results of operations. For a discussion of our cybersecurity risks, refer to "Part I - Item 1A. Risk Factors - Risks Related to Our Business - Cyber threats and the risk of cybersecurity incidents affecting our hotel managers' or our own information technology and systems, including third-party service providers, could materially adversely affect our business" included elsewhere within this Annual Report on Form 10-K. As of February 20, 2026, we have not experienced any material risks from cybersecurity threats, including as a result of any previous cybersecurity incidents or threats. Although we have experienced cybersecurity incidents, to date, none have had a material adverse effect on us. We carry insurance that helps provide protection against the potential losses arising from cybersecurity incidents, although we may incur expenses and losses related to a cybersecurity incident that are not covered by insurance or are in excess of our insurance coverage.

Item 2. Properties.

Our Properties

The following table provides a list of our portfolio as of February 20, 2026:

Location	Type ⁽¹⁾	Ownership Percentage	Rooms
Consolidated Core Hotels			
<i>California</i>			
Hyatt Regency Mission Bay Spa and Marina	GL	100%	438
Hilton Santa Barbara Beachfront Resort	FS	50%	360
JW Marriott San Francisco Union Square	GL	100%	344
Juniper Hotel Cupertino, Curio Collection	FS	100%	224
<i>Colorado</i>			
Hilton Denver City Center	FS ⁽²⁾	100%	613
<i>Florida</i>			
Signia by Hilton Orlando Bonnet Creek	FS	100%	1,009
Waldorf Astoria Orlando	FS	100%	502
Royal Palm South Beach Miami, a Tribute Portfolio Resort	FS	100%	393
Casa Marina Key West, Curio Collection	FS	100%	311
The Reach Key West, Curio Collection	FS	100%	150
<i>Hawaii</i>			
Hilton Hawaiian Village Waikiki Beach Resort	FS ⁽²⁾	100%	2,872
Hilton Waikoloa Village	FS ⁽²⁾	100%	661
<i>Illinois</i>			
Hilton Chicago	FS	100%	1,544
<i>Louisiana</i>			
Hilton New Orleans Riverside	FS ⁽²⁾	100%	1,622
<i>Massachusetts</i>			
Hilton Boston Logan Airport	GL	100%	604
Hyatt Regency Boston	FS	100%	502
<i>New York</i>			
New York Hilton Midtown	FS ⁽²⁾	100%	1,878
<i>Puerto Rico</i>			
Caribe Hilton	FS ⁽²⁾	100%	652
<i>Virginia</i>			
DoubleTree Hotel Washington DC – Crystal City	FS	100%	627
Hilton McLean Tysons Corner	FS	100%	458
			15,764
Consolidated Non-Core Hotels			
<i>California</i>			
DoubleTree Hotel San Jose	FS	100%	505
DoubleTree Hotel Ontario Airport	FS	67%	482
DoubleTree Hotel San Diego – Mission Valley	GL	100%	300
<i>Colorado</i>			
DoubleTree Hotel Durango	GL	100%	159
<i>Florida</i>			
Hilton Orlando Lake Buena Vista	GL	100%	814

Location	Type⁽¹⁾	Ownership Percentage	Rooms
Illinois			
The Wade ⁽³⁾	FS	100%	520
The Midland Hotel, a Tribute Portfolio Hotel ⁽⁴⁾	FS	100%	403
Massachusetts			
Boston Marriott Newton	FS	100%	430
New Jersey			
Hilton Short Hills	FS	100%	314
Texas			
Embassy Suites Austin Downtown South Congress	GL	100%	262
Utah			
Hilton Salt Lake City Center	GL	100%	500
Washington			
Hilton Seattle Airport & Conference Center	GL	100%	396
			5,085
Unconsolidated Joint Ventures			
Florida			
Hilton Orlando ⁽⁵⁾	JV, FS	20%	1,424
Virginia			
Embassy Suites Alexandria Old Town	JV, FS ⁽²⁾	50%	288
			1,712
Total			22,561

⁽¹⁾ “FS” refers to fee simple ownership interest; “GL” refers to ground lease; “JV” refers to unconsolidated joint venture.

⁽²⁾ Certain portions of land or facilities are subject to lease.

⁽³⁾ In February 2025, the W Chicago – Lakeshore was converted to The Wade.

⁽⁴⁾ In January 2025, the W Chicago – City Center was converted to The Midland Hotel, a Tribute Portfolio Hotel.

⁽⁵⁾ Included in our Core portfolio.

Item 3. Legal Proceedings.

We are involved in various claims and lawsuits arising in the ordinary course of business, some of which include claims for substantial sums, including proceedings involving tort and other general liability claims, employee claims and consumer protection claims. Most occurrences involving liability, claims of negligence and employees are covered by insurance with solvent insurance carriers. For those matters not covered by insurance, which include commercial matters, we recognize a liability when we believe the loss is probable and can be reasonably estimated. The ultimate results of claims and litigation cannot be predicted with certainty. We believe we have adequate reserves against such matters. We currently believe that the ultimate outcome of such lawsuits and proceedings will not, individually or in the aggregate, have a material adverse effect on our consolidated financial position, results of operations or liquidity. However, depending on the amount and timing, an unfavorable resolution of some or all of these matters could materially affect our future results of operations in a particular period.

Additionally, the spin-off agreements provide for cross-indemnities that, except as otherwise provided in the spin-off agreements, are principally designed to place financial responsibility for the obligations and liabilities of Hilton, HGV and the Company with the appropriate company. See “Spin-off Related Agreements – Distribution Agreement” and “– Tax Matters Agreement” and Note 15: “Commitments and Contingencies” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information.

Item 4. Mine Safety Disclosures.

Not applicable.

PART II

Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities.

Market Information

Our common stock trades on the NYSE under the symbol "PK".

Shareholder Information

At February 13, 2026, we had 16 holders of record of our common stock. However, because our common stock is held by brokers and other institutions on behalf of stockholders, we believe there are substantially more beneficial holders of our common stock than record holders.

In order to comply with certain requirements related to our qualification as a REIT, subject to certain exceptions, our amended and restated certificate of incorporation provides that no person may own, or be deemed to own by virtue of the attribution provisions of the Code, more than 9.8% (in value or by number of shares, whichever is more restrictive) of our outstanding common stock or more than 9.8% (in value or by number of shares, whichever is more restrictive) of any outstanding class or series of our preferred stock.

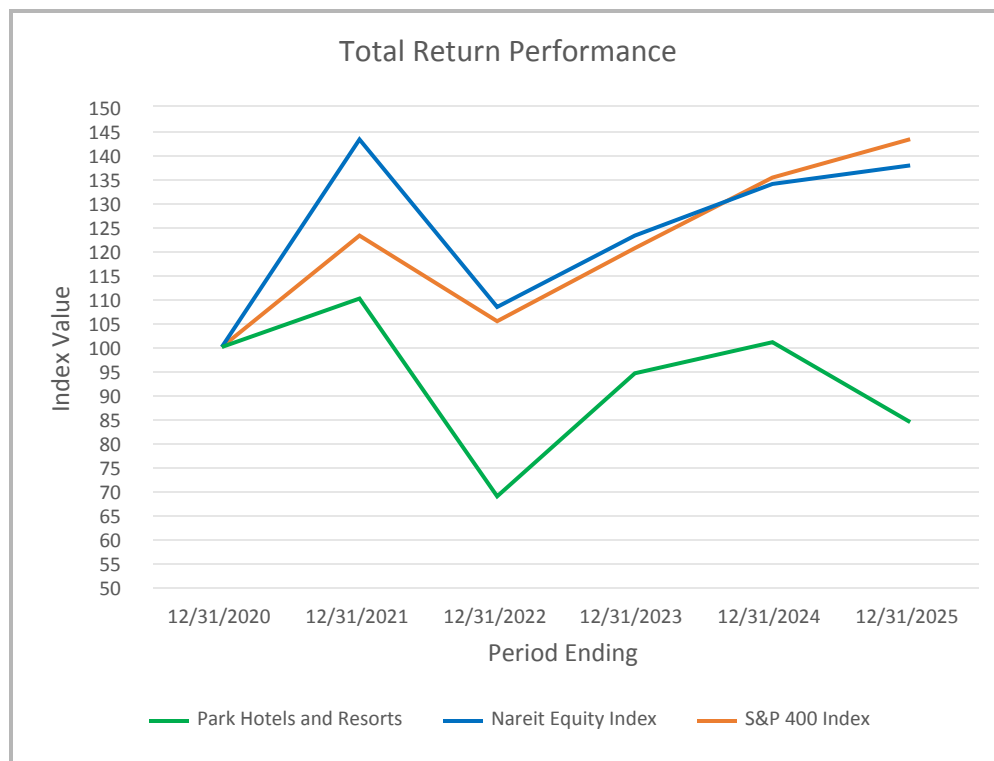
Distribution Information

In order to maintain our qualification for taxation as a REIT, we are required to distribute annually at least 90% of our REIT taxable income, determined without regard to the deduction for dividends paid and excluding any net capital gain, to our stockholders on an annual basis. Therefore, as a general matter, we intend to make distributions of all, or substantially all, of our REIT taxable income (including net capital gains) to our stockholders, and as a result, we will generally not be required to pay tax on our income.

Our future distributions will be at the sole discretion of our Board. When determining the amount of future distributions, we expect that our Board will consider, among other factors, (1) the amount required to be distributed to maintain our status as a REIT, (2) any limitations on our ability to make distributions contained in the indentures for our senior notes and credit facility, (3) the amount of cash generated from our operating activities, (4) our expectations of future cash flows, (5) our determination of near-term cash needs for debt repayments, existing or future share repurchases, and selective acquisitions of new properties, (6) the timing of significant capital investments and expenditures and the establishment of any cash reserves, (7) our ability to continue to access additional sources of capital, and (8) the sufficiency of legally available assets.

Share Performance Graph

The following graph compares our cumulative total stockholder return since December 31, 2020 against the cumulative total returns of the National Association of Real Estate Investment Trust (“Nareit”) Equity Index and the Standard and Poor’s MidCap 400 Index (“S&P 400 Index”). The graph assumes an initial investment of \$100 in our common stock and each of the indexes on December 31, 2020, and that all dividends and other distributions were reinvested.



	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024	12/31/2025
Park Hotels and Resorts Inc.	\$ 100.00	\$ 110.09	\$ 68.89	\$ 94.52	\$ 101.00	\$ 84.35
S&P 400 Index	100.00	123.21	105.37	120.59	135.30	143.29
Nareit Equity Index	100.00	143.24	108.34	123.21	133.97	137.83

This performance graph shall not be deemed “filed” for the purposes of Section 18 of the Exchange Act, or incorporated by reference into any filing by us under the Securities Act, except as shall be expressly set forth by specific reference in such filing.

Unregistered Sales of Equity Securities and Use of Proceeds

We did not sell any equity securities during the fiscal year ended December 31, 2025 that were not registered under the Securities Act of 1933, as amended.

Purchases of Equity Securities by the Issuer and Affiliate Purchasers

Period	Total number of shares purchased ⁽¹⁾	Weighted average price paid per share ⁽²⁾	Total number of shares purchased as part of publicly announced plans or programs ⁽³⁾	Maximum number (or approximate dollar value) of common shares that may yet be purchased under the plans or programs ⁽³⁾ (in millions)
January 1, 2025 through January 31, 2025	1,430,264	\$ 14.00	1,430,264	\$ 14
February 1, 2025 through February 28, 2025	178,986	\$ 12.73	—	\$ 300
March 1, 2025 through March 31, 2025	2,085,011	\$ 11.97	2,085,011	\$ 275
April 1, 2025 through April 30, 2025	106	\$ 9.36	—	\$ 275
May 1, 2025 through May 31, 2025	103	\$ 10.26	—	\$ 275
June 1, 2025 through June 30, 2025	431	\$ 10.13	—	\$ 275
July 1, 2025 through July 31, 2025	181	\$ 10.83	—	\$ 275
August 1, 2025 through August 31, 2025	402	\$ 10.33	—	\$ 275
September 1, 2025 through September 30, 2025	169	\$ 12.00	—	\$ 275
October 1, 2025 through October 31, 2025	2,918	\$ 11.09	—	\$ 275
November 1, 2025 through November 30, 2025	150	\$ 9.97	—	\$ 275
December 1, 2025 through December 31, 2025	—	\$ —	—	\$ 275
Total	<u>3,698,721</u>		<u>3,515,275</u>	

⁽¹⁾ The number of shares purchased represents shares of common stock repurchased under the applicable previously announced stock repurchase programs as well as 183,446 shares of common stock surrendered by certain of our employees to satisfy their federal and state tax obligations associated with the vesting of restricted common stock.

⁽²⁾ The weighted average price paid per share for shares of common stock surrendered by certain employees is based on the closing price of our common stock on the trading date immediately prior to the date of delivery of the shares. The weighted average price paid per share for shares repurchased excludes commissions paid.

⁽³⁾ The stock repurchase program authorized on February 17, 2023, which allowed for the repurchase of up to \$300 million of our common stock was terminated on February 14, 2025 upon the authorization of a new \$300 million stock repurchase program, which expires on February 19, 2027.

Stock Repurchase Program

In February 2025, our Board terminated a previous \$300 million stock repurchase program that was approved in February 2023 (the “February 2023 Stock Repurchase Program”) and authorized and approved a new stock repurchase program allowing us to repurchase up to \$300 million of our common stock over a two-year period ending in February 2027 (the “February 2025 Stock Repurchase Program”), subject to any applicable limitations or restrictions set forth in our credit facility and indentures related to our senior notes. Stock repurchases may be made through open market purchases, including through Rule 10b5-1 trading programs, in privately negotiated transactions, or in such other manner that would comply with applicable securities laws. The timing of any future stock repurchases and the number of shares to be repurchased will depend upon prevailing market conditions and other factors, and we may suspend the repurchase program at any time. During the year ended December 31, 2025, we repurchased 3.5 million shares of our common stock, including 1.4 million shares under the February 2023 Stock Repurchase Program and 2.1 million shares under the February 2025 Stock Repurchase Program, for a total purchase price of \$45 million. As of December 31, 2025, \$275 million remained available for stock repurchases under the February 2025 Stock Repurchase Program.

Item 6. [Reserved]

Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations.

The following discussion and analysis of our financial condition and results of operations should be read in conjunction with the accompanying consolidated financial statements, related notes included thereto and Item 1A., “Risk Factors,” appearing elsewhere in this Annual Report on Form 10-K. For the discussion and analysis of our 2023 financial condition and results of operations compared to 2024, refer to Item 7., “Management’s Discussion and Analysis of Financial Condition and Results of Operations” of our Annual Report on Form 10-K for the year ended December 31, 2024.

Overview

We have a diverse portfolio of iconic and market-leading hotels and resorts with significant underlying real estate value. We currently have interests in 34 hotels consisting of premium-branded hotels and resorts with approximately 23,000 rooms, located in prime U.S. markets and its territories. Our strategic focus is on our Core portfolio, with our consolidated Core hotels contributing approximately 90% of our Hotel Adjusted EBITDA. Over 96% of rooms in our Core portfolio are luxury and upper upscale, and our Core hotels are located in major urban and convention areas, such as New York City, Washington, D.C., Chicago, Boston, New Orleans and Denver; and premier resorts in key leisure destinations, including Hawaii, Orlando, Key West and Miami Beach; as well as hotels in select airport and suburban locations.

Our objective is to be the preeminent lodging real estate investment trust (“REIT”), focused on consistently delivering superior, risk-adjusted returns to stockholders through active asset management and a thoughtful external growth strategy, while maintaining a strong and flexible balance sheet. As a pure-play real estate company with direct access to capital and independent financial resources, we believe our enhanced ability to implement compelling return on investment initiatives represents a significant embedded growth opportunity, particularly for our Core portfolio. Finally, given our scale and investment expertise, we believe we will be able to successfully execute single-asset and portfolio acquisitions and dispose of all 13 remaining Non-Core hotels to further enhance the value and diversification of our assets throughout the lodging cycle.

As a result of a shift in our business strategy to dispose of all Non-Core hotels, we now operate our business through three operating segments, our consolidated Core hotels, consolidated Non-Core hotels and unconsolidated hotels. Only our consolidated Core hotels and consolidated Non-Core hotels are reportable segments. Refer to Note 14: “Business Segment Information” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information regarding our operating segments.

Basis of Presentation

The consolidated financial statements reflect our financial position, results of operations and cash flows, in conformity with U.S. generally accepted accounting principles (“U.S. GAAP”). Refer to Note 2: “Basis of Presentation and Summary of Significant Accounting Policies” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information.

Outlook

Economic disruptions, including as a result of elevated interest and inflation rates, may adversely affect our business by affecting consumer sentiment and demand for travel. Heightened uncertainty due to ongoing changes to trade policy, tax policy and disruptions to government spending has resulted in inflationary concerns and changes in demand and travel preferences, which may affect the lodging industry. Additionally, geopolitical conflicts and trends may continue to decrease inbound international travel. During 2025, we relied on the performance of our hotels and active asset management to mitigate the effects of current macroeconomic uncertainty. While there can be no assurances that we will not experience further fluctuations in hotel revenues or earnings at our hotels due to inflation and other macroeconomic factors, local economic factors and demand, a potential economic slowdown or a recession, geopolitical conflicts or trends, disapproval of U.S. foreign or domestic policy, or another government shutdown, we are cautiously optimistic for 2026 based on upcoming major events, including the World Cup and the 250th anniversary of the U.S., continued benefits from transformative renovations at certain of our hotels, including the expected reopening of the Royal Palm South Beach Miami, a Tribute Portfolio Resort (“Royal Palm”) in June 2026, the benefits of divesting Non-Core hotels and expected macroeconomic improvement from continued deregulation.

Principal Components of and Factors Affecting Our Results of Operations

Revenues

Revenues from our hotels are primarily derived from two categories of customers: transient and group, which historically have accounted for approximately two thirds and one third, respectively, of our rooms revenue. Transient guests are individual travelers who are traveling for business or leisure. Group guests are traveling for group events that reserve rooms for meetings, conferences or social functions sponsored by associations, corporate, social, military, educational, religious or other organizations. Group business usually includes a block of room accommodations, as well as other ancillary services, such as meeting facilities, catering and banquet services. A majority of our food and beverage sales and other ancillary services are provided to customers who also are occupying rooms at our hotels. As a result, occupancy affects all components of revenues from our hotels.

Principal Components

Rooms. Represents the sale of room rentals at our hotels and accounts for a substantial majority of our total revenue.

Food and beverage. Represents revenue from group functions, which may include both banquet revenue and audio and visual revenue, as well as revenue from outlets such as restaurants and lounges at our hotels.

Ancillary hotel. Represents revenue for guest services provided at our hotels, including parking, telecommunications, golf course and spa. Also includes tenant leases and other rental revenue.

Other. Primarily related to support services we provide to HGV timeshare properties that have a presence within or adjacent to certain of our hotels, which include cost reimbursements for the costs of providing housekeeping, landscaping, general maintenance and other services plus a fee representing a percentage of cost reimbursements.

Factors Affecting our Revenues

Consumer demand. Consumer demand for our products and services is closely linked to the performance of the general economy and is sensitive to business and personal discretionary spending levels. Leading indicators of demand include gross domestic product, non-residential fixed investment and the consumer price index. Declines in consumer demand due to adverse general economic conditions, reductions in travel patterns, lower consumer confidence, outbreaks of pandemic or contagious diseases, and adverse political conditions can lower the revenues and profitability of our hotels. Further, competition for guests and the supply of services at our hotels affect our ability to sustain or increase rates charged to customers at our hotels. As a result, changes in consumer demand and general business cycles have historically subjected and could in the future subject our revenues to significant volatility. In addition, leisure travelers currently make up the majority of our transient demand. Therefore, we will be significantly more affected by trends in leisure travel than trends in business travel.

Supply. New room supply is an important factor that can affect the lodging industry's performance. Room rates and occupancy, and thus RevPAR, tend to increase when demand growth exceeds supply growth. The addition of new competitive hotels and resorts affects the ability of existing hotels and resorts to sustain or grow RevPAR, and thus profits. New development is determined largely by construction costs, the availability of financing and expected performance of existing hotels and resorts.

Expenses

Principal Components

Rooms. These costs include housekeeping, reservation systems, room supplies, laundry services at our hotels and front desk costs.

Food and beverage. These costs primarily include food, beverage and the associated labor and will correlate closely with food and beverage revenues.

Other departmental and support. These costs include labor and other costs associated with other ancillary revenue, such as parking, telecommunications, golf course and spa, as well as labor and other costs associated with administrative departments, sales and marketing, repairs and minor maintenance and utility costs. Additionally, these costs include franchise fees and are generally computed as a percentage of rooms revenues. Refer to Item 1: “Business – Our Principal Agreements,” included elsewhere in this Annual Report on Form 10-K for additional information on franchise fees.

Other property. These costs consist primarily of real and personal property taxes, other local taxes, ground rent, equipment rent and property insurance.

Management fees. Base management fees are computed as a percentage of gross revenue. Incentive management fees generally are paid if specified financial performance targets are achieved. Refer to Item 1: “Business – Our Principal Agreements,” included elsewhere in this Annual Report on Form 10-K for additional information.

Casualty and impairment gains or losses. Casualty losses are expenses that represent losses incurred resulting from property damage or destruction caused by any sudden, unexpected or unusual event such as a hurricane. Casualty gains are insurance proceeds for property damage claims that are in excess of any associated impairment loss recognized and clean-up and recovery costs incurred, less any insurance deductible. Impairment losses are non-cash expenses that are recognized when circumstances indicate that the carrying value of a long-lived asset is not recoverable. An impairment loss is recognized for the excess of the carrying value over the fair value of the asset.

Depreciation and amortization. These are non-cash expenses that primarily consist of depreciation of fixed assets such as buildings, furniture, fixtures and equipment at our hotels, as well as amortization of finite lived intangible assets.

Corporate general & administrative. These costs include general and administrative expenses, including costs associated with the potential disposition of hotels. General and administrative expenses consist primarily of compensation expense for our corporate staff and personnel supporting our business, professional fees, travel and entertainment expenses, and office administrative and related expenses.

Other. These costs include costs to provide support services to certain HGV timeshare properties located at some of our hotel properties.

Factors Affecting our Costs and Expenses

Variable expenses. Expenses associated with our room expense and food and beverage expense are mainly affected by occupancy and correlate closely with their respective revenues. These expenses can increase based on increases in salaries and wages, as well as on the level of service and amenities that are provided. Additionally, food and beverage expense is affected by the mix of business between banquet, catering and outlet sales.

Fixed expenses. Many of the other expenses associated with our hotels are relatively fixed. These expenses include portions of rent expense, property taxes and insurance. Since we generally are unable to decrease these costs significantly or rapidly when demand for our hotels decreases, any resulting decline in our revenues can have a greater adverse effect on our net cash flow, margins and profits. This effect can be especially pronounced during periods of economic contraction or slow economic growth. The effectiveness of any cost-cutting efforts is limited by the amount of fixed costs inherent in our business. As a result, we may not be able to successfully offset revenue reductions through cost cutting. The individuals employed at certain of our hotels are party to collective bargaining agreements with our hotel managers that may also limit the manager’s ability to make timely staffing or labor changes in response to declining revenues. In addition, any efforts to reduce costs, or to defer or cancel capital improvements, could adversely affect the economic value of our hotels. We have taken steps to reduce our fixed costs to levels we believe are appropriate to maximize profitability and respond to market conditions without jeopardizing the overall customer experience or the value of our hotels.

Changes in depreciation and amortization expense. Changes in depreciation expense are due to renovations of existing hotels, acquisition or development of new hotels, the disposition of existing hotels through sale or closure or changes in estimates of the useful lives of our assets. As we place new assets into service, we will be required to recognize additional depreciation expense on those assets.

Key Business Metrics Used by Management

Occupancy

Occupancy represents the total number of room nights sold divided by the total number of room nights available at a hotel or group of hotels. Occupancy measures the utilization of our hotels' available capacity. We use occupancy to gauge demand at a specific hotel or group of hotels in a given period. Occupancy levels also help us determine achievable ADR levels as demand for rooms increases or decreases.

Average Daily Rate

ADR represents rooms revenue divided by total number of room nights sold in a given period. ADR measures average room price attained by a hotel and ADR trends provide useful information concerning the pricing environment and the nature of the customer base of a hotel or group of hotels. ADR is a commonly used performance measure in the hotel industry, and we use ADR to assess pricing levels that we are able to generate by type of customer, as changes in rates have a more pronounced effect on overall revenues and incremental profitability than changes in occupancy, as described above.

Revenue per Available Room

RevPAR represents rooms revenue divided by the total number of room nights available to guests for a given period. We consider RevPAR to be a meaningful indicator of our performance as it provides a metric correlated to two primary and key factors of operations at a hotel or group of hotels: occupancy and ADR. RevPAR is also a useful indicator in measuring performance over comparable periods.

Non-GAAP Financial Measures

We also evaluate the performance of our business through certain other financial measures that are not recognized under U.S. GAAP. Each of these non-GAAP financial measures should be considered by investors as supplemental measures to GAAP performance measures such as total revenues, operating profit and net (loss) income.

EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA

EBITDA, presented herein, reflects net (loss) income excluding depreciation and amortization, interest income, interest expense, income taxes and also interest income and expense, income tax and depreciation and amortization included in equity in earnings from investments in affiliates.

Adjusted EBITDA, presented herein, is calculated as EBITDA, further adjusted to exclude the following items that are not reflective of our ongoing operating performance or incurred in the normal course of business, and thus, excluded from management's analysis in making day-to-day operating decisions and evaluations of our operating performance against other companies within our industry:

- Gains or losses on sales of assets for both consolidated and unconsolidated investments;
- Costs associated with hotel acquisitions or dispositions expensed during the period;
- Severance expense;
- Share-based compensation expense;
- Impairment losses and casualty gains or losses; and
- Other items that we believe are not representative of our current or future operating performance.

Hotel Adjusted EBITDA measures hotel-level results before debt service, depreciation and corporate expenses for our consolidated hotels, which excludes hotels owned by unconsolidated affiliates, and is a key measure of our profitability. We present Hotel Adjusted EBITDA to help us and our investors evaluate the ongoing operating performance of our consolidated hotels.

EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA are not recognized terms under U.S. GAAP and should not be considered as alternatives to net (loss) income or other measures of financial performance or liquidity derived in

accordance with U.S. GAAP. In addition, our definitions of EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA may not be comparable to similarly titled measures of other companies.

We believe that EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA provide useful information to investors about us and our financial condition and results of operations for the following reasons: (i) EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA are among the measures used by our management team to make day-to-day operating decisions and evaluate our operating performance between periods and between REITs by removing the effect of our capital structure (primarily interest expense) and asset base (primarily depreciation and amortization) from our operating results; and (ii) EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA are frequently used by securities analysts, investors and other interested parties as a common performance measure to compare results or estimate valuations across companies in our industry.

EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA have limitations as analytical tools and should not be considered either in isolation or as a substitute for net income (loss) or other methods of analyzing our operating performance and results as reported under U.S. GAAP. Some of these limitations are:

- EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA do not reflect our interest expense;
- EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA do not reflect our income tax expense;
- EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA do not reflect the effect on earnings or changes resulting from matters that we consider not to be indicative of our future operations; and
- other companies in our industry may calculate EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA differently, limiting their usefulness as comparative measures.

We do not use or present EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA as measures of our liquidity or cash flow. These measures have limitations as analytical tools and should not be considered either in isolation or as a substitute for cash flow or other methods of analyzing our cash flows and liquidity as reported under U.S. GAAP. Because of these limitations, EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA should not be considered as discretionary cash available to us to reinvest in the growth of our business or as measures of cash that will be available to us to meet our obligations. Some of these limitations are:

- EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA do not reflect changes in, or cash requirements for, our working capital needs;
- EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA do not reflect the cash requirements necessary to service interest or principal payments, on our indebtedness;
- EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA do not reflect the cash requirements to pay our taxes;
- EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA do not reflect historical cash expenditures or future requirements for capital expenditures or contractual commitments; and
- although depreciation and amortization are non-cash charges, the assets being depreciated and amortized will often have to be replaced in the future, and EBITDA, Adjusted EBITDA and Hotel Adjusted EBITDA do not reflect any cash requirements for such replacements.

The following table provides a reconciliation of Net (loss) income to Hotel Adjusted EBITDA:

	Year Ended December 31,	
	2025	2024
	(in millions)	
Net (loss) income	\$ (277)	\$ 226
Depreciation and amortization expense	336	257
Interest income	(10)	(21)
Interest expense	209	214
Interest expense associated with hotels in receivership ⁽¹⁾	58	60
Income tax expense (benefit)	7	(61)
Interest income and expense, income tax and depreciation and amortization included in equity in earnings from investments in affiliates	7	10
EBITDA	330	685
Gain on sales of assets, net ⁽²⁾	(18)	(27)
Gain on derecognition of assets ⁽¹⁾	(58)	(60)
Share-based compensation expense	19	19
Impairment and casualty loss	319	14
Other items	17	21
Adjusted EBITDA	609	652
Less: Adjusted EBITDA from investments in affiliates	(19)	(23)
Add: All other ⁽³⁾	54	54
Hotel Adjusted EBITDA	644	683
Less: Adjusted EBITDA from Non-Core hotels	(58)	(80)
Core Hotel Adjusted EBITDA	\$ 586	\$ 603

⁽¹⁾ For the years ended December 31, 2025 and 2024, represents accrued interest expense associated with the default of the \$725 million non-recourse CMBS loan (“SF Mortgage Loan”), which was offset by a gain on derecognition for the corresponding increase of the *contract asset* on our consolidated balance sheets. The SF Mortgage Loan was assumed by the buyer of the 1,921-room Hilton San Francisco Union Square and the 1,024-room Parc 55 San Francisco – a Hilton Hotel (collectively, the “Hilton San Francisco Hotels”), which were sold by the court-appointed receiver on November 21, 2025.

⁽²⁾ For the year ended December 31, 2025, includes a \$16 million gain on the sale of our ownership interest in the Capital Hilton included in *other gain (loss), net*. For the year ended December 31, 2024, includes a gain of \$19 million on the sale of the Hilton La Jolla Torrey Pines included in *equity in earnings from investments in affiliates*.

⁽³⁾ Includes *other revenues* and *other expenses*, non-income taxes on TRS leases included in *other property expenses* and *corporate general and administrative expenses*.

Nareit FFO attributable to stockholders and Adjusted FFO attributable to stockholders

We present Nareit FFO attributable to stockholders and Nareit FFO per diluted share (defined as set forth below) as non-GAAP measures of our performance. We calculate funds from (used in) operations (“FFO”) attributable to stockholders for a given operating period in accordance with standards established by the National Association of Real Estate Investment Trusts (“Nareit”), as net income (loss) attributable to stockholders (calculated in accordance with U.S. GAAP), excluding depreciation and amortization, gains or losses on sales of assets, impairment, and the cumulative effect of changes in accounting principles, plus adjustments for unconsolidated joint ventures. Adjustments for unconsolidated joint ventures are calculated to reflect our pro rata share of the FFO of those entities on the same basis. As noted by Nareit in its December 2018 “Nareit Funds from Operations White Paper – 2018 Restatement,” since real estate values historically have risen or fallen with market conditions, many industry investors have considered presentation of operating results for real estate companies that use historical cost accounting to be insufficient by themselves. For these reasons, Nareit adopted the FFO metric in order to promote an industry-wide measure of REIT operating performance. We believe Nareit FFO provides useful information to investors regarding our operating performance and can facilitate comparisons of operating performance between periods and between REITs. Our presentation may not be comparable to FFO reported by other REITs that do not define the terms in accordance with the current Nareit definition, or that interpret the current Nareit definition differently than we do. We calculate Nareit FFO per diluted share as our Nareit FFO divided by the number of fully diluted shares outstanding during a given operating period.

We also present Adjusted FFO attributable to stockholders and Adjusted FFO per diluted share when evaluating our performance because we believe that the exclusion of certain additional items described below provides useful supplemental information to investors regarding our ongoing operating performance. Management historically has made the adjustments detailed below in evaluating our performance and in our annual budget process. We believe that the presentation of Adjusted FFO provides useful supplemental information that is beneficial to an investor's complete understanding of our operating performance. We adjust Nareit FFO attributable to stockholders for the following items, which may occur in any period, and refer to this measure as Adjusted FFO attributable to stockholders:

- Costs associated with hotel acquisitions or dispositions expensed during the period;
- Severance expense;
- Share-based compensation expense;
- Casualty gains or losses; and
- Other items that we believe are not representative of our current or future operating performance.

The following table provides a reconciliation of Net (loss) income attributable to stockholders to Nareit FFO attributable to stockholders and Adjusted FFO attributable to stockholders:

	Year Ended December 31,	
	2025	2024
	(in millions, except per share amounts)	
Net (loss) income attributable to stockholders	\$ (283)	\$ 212
Depreciation and amortization expense	336	257
Depreciation and amortization expense attributable to noncontrolling interests	(3)	(4)
Gain on sales of assets, net ⁽¹⁾	(18)	(27)
Gain on sale of assets, net, attributable to noncontrolling interests	—	5
Gain on derecognition of assets ⁽²⁾	(58)	(60)
Impairment loss	318	12
Equity investment adjustments:		
Equity in earnings from investments in affiliates ⁽³⁾	(4)	(12)
Pro rata FFO of investments in affiliates	7	16
Nareit FFO attributable to stockholders	<u>295</u>	<u>399</u>
Share-based compensation expense	19	19
Interest expense associated with hotels in receivership ⁽²⁾	58	60
Release of deferred tax valuation allowance	—	(54)
Other items	22	6
Adjusted FFO attributable to stockholders	<u>\$ 394</u>	<u>\$ 430</u>
Nareit FFO per share – Diluted⁽⁴⁾	<u>\$ 1.47</u>	<u>\$ 1.91</u>
Adjusted FFO per share – Diluted⁽⁴⁾	<u>\$ 1.97</u>	<u>\$ 2.06</u>

⁽¹⁾ For the year ended December 31, 2025, includes a \$16 million gain on the sale of our ownership interest in the Capital Hilton included in *other gain (loss), net*. For the year ended December 31, 2024, includes a gain of \$19 million on the sale of the Hilton La Jolla Torrey Pines included in *equity in earnings from investments in affiliates*.

⁽²⁾ For the years ended December 31, 2025 and 2024, represents accrued interest expense associated with the default of the SF Mortgage Loan, which was offset by a gain on derecognition for the corresponding increase of the *contract asset* on our consolidated balance sheets. The SF Mortgage Loan was assumed by the buyer of the Hilton San Francisco Hotels, which were sold by the court-appointed receiver on November 21, 2025.

⁽³⁾ For the year ended December 31, 2024, the gain of \$19 million on the sale of the Hilton La Jolla Torrey Pines is presented within *gain on sale of assets, net* above.

⁽⁴⁾ Per share amounts are calculated based on unrounded numbers.

Results of Operations

During 2024 and 2025, we disposed of four Non-Core hotels. The results of operations of these Non-Core hotels are included in our consolidated results only during our period of ownership.

Hotel Revenues and Operating Expenses

	Year Ended December 31,			Non-Core Hotels		
	2025	2024	Change	Change from Core Hotels	Change from Remaining Non-Core Hotels ⁽¹⁾	Change from Disposed Hotels
	(in millions)					
Rooms revenue	\$ 1,505	\$ 1,569	\$ (64)	\$ (18)	\$ (15)	\$ (31)
Food and beverage revenue	685	688	(3)	9	(4)	(8)
Ancillary hotel revenue	259	256	3	6	1	(4)
Rooms expense	411	419	(8)	—	2	(10)
Food and beverage expense	478	474	4	12	(1)	(7)
Other departmental and support expense	596	605	(9)	3	4	(16)
Other property expense	216	231	(15)	(2)	(5)	(8)
Management fees expense	118	125	(7)	(3)	(2)	(2)

⁽¹⁾ Includes two hotels that were surrendered to the ground lessor on December 31, 2025 upon expiration of the ground lease.

Group, transient, contract and other rooms revenue for the year ended December 31, 2025, as well as the change for each type of rooms revenue compared to 2024 are as follows:

	Year Ended December 31,			Non-Core Hotels		
	2025	2024	Change	Change from Core Hotels	Change from Remaining Non-Core Hotels ⁽¹⁾	Change from Disposed Hotels
	(in millions)					
Group rooms revenue	\$ 443	\$ 461	\$ (18)	\$ (5)	\$ (7)	\$ (6)
Transient rooms revenue	951	986	(35)	(11)	(6)	(18)
Contract rooms revenue	78	90	(12)	(2)	(3)	(7)
Other rooms revenue	33	32	1	—	1	—
Rooms revenue	\$ 1,505	\$ 1,569	\$ (64)	\$ (18)	\$ (15)	\$ (31)

⁽¹⁾ Includes two hotels that were surrendered to the ground lessor on December 31, 2025 upon expiration of the ground lease.

The changes in hotel revenues and operating expenses for our Core hotels during the year ended December 31, 2025 compared to 2024 were primarily attributable to decreases at our hotels in Miami and Hawaii, partially offset by increases at the Bonnet Creek complex, the New York Hilton Midtown, the Hilton Caribe and the Casa Marina Key West, Curio Collection.

Our two Core hotels in Hawaii experienced a decrease in transient demand, partially due to disruption from renovations at both hotels and ongoing recovery at the Hilton Hawaiian Village Waikiki Beach Resort from the labor strike last year. Occupancy at the Hilton Hawaiian Village Waikiki Beach Resort and the Hilton Waikoloa Village decreased 3.2 percentage points and 7.4 percentage points, respectively, for the year ended December 31, 2025 compared to 2024, while ADR decreased 3.2% and 0.2%, respectively. Additionally, the Royal Palm in Miami suspended operations beginning in May 2025 for a full-scale renovation.

These decreases were offset by increases in hotel revenues and operating expenses at certain of our Core hotels in Florida, New York and Puerto Rico. The Waldorf Astoria Orlando and Signia by Hilton Orlando Bonnet Creek benefited from an increase in both group and transient demand, resulting in an increase in occupancy of 6.9 percentage points and 1.1 percentage points, respectively, for the year ended December 31, 2025 compared to 2024, while ADR increased 6.7% and

2.1%, respectively. Additionally, the Waldorf Astoria Orlando and the Signia by Hilton Orlando Bonnet Creek experienced a combined increase in food and beverage revenue of 11.5%, or nearly \$13 million, for the year ended December 31, 2025 compared to 2024 as a result of the benefit derived from the comprehensive renovation and expansion projects at the Bonnet Creek complex completed in early 2024.

The Casa Marina Key West, Curio Collection, continues to benefit from the hotel’s comprehensive renovation completed in 2023, resulting in an increase in transient demand, increasing occupancy by 6.7 percentage points, which offset a decrease in ADR of 3.3%, for the year ended December 31, 2025 compared to 2024, coupled with an increase in food and beverage revenue of 12.8%, or over \$2 million.

The New York Hilton Midtown benefited from an increase in both group and transient demand and revenues from higher-rated customers, resulting in an increase in occupancy and ADR of 0.4 percentage points and 5.3%, respectively, for the year ended December 31, 2025 compared to 2024.

The Caribe Hilton in Puerto Rico continues to benefit from an increase in group and transient demand resulting in an increase in occupancy of 11.9 percentage points for the year ended December 31, 2025 compared to 2024, which offset a decrease in ADR of 5.0%.

A majority of the Non-Core hotels remaining in our portfolio experienced declines in both group and transient demand, resulting in decreases in combined occupancy and ADR of 1.6 percentage points and 2.6%, respectively, including The Midland Hotel, a Tribute Portfolio Hotel, and The Wade in Chicago where occupancy decreased 0.7 percentage points and 1.6 percentage points, respectively, and ADR decreased 10.4% and 8.8%, respectively, for the year ended December 31, 2025 compared to 2024.

Corporate general and administrative

	Year Ended December 31,		
	2025	2024	Percent Change
	(in millions)		
General and administrative expenses	\$ 48	\$ 46	4.3 %
Share-based compensation expense	19	19	— %
Other corporate expenses	5	4	25.0 %
Total corporate general and administrative	<u>\$ 72</u>	<u>\$ 69</u>	4.3 %

Impairment and casualty loss

During the year ended December 31, 2025, we recognized impairment losses of approximately \$318 million primarily related to nine of our Non-Core hotels, due to sales and the strategic decision to accelerate the disposition of our Non-Core hotels. Refer to Note 8: “Fair Value Measurements” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information.

During the year ended December 31, 2024, we recognized an impairment loss of approximately \$12 million, related to two of our Non-Core hotels subject to ground leases and our inability to recover the carrying value of the assets over the remaining lease term. Refer to Note 8: “Fair Value Measurements” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information.

Depreciation and amortization

The increase in depreciation expense for the year ended December 31, 2025 compared to 2024 was primarily due to accelerated depreciation recognized in connection with renovations at certain of our hotels, including approximately \$56 million related to the full-scale renovation at the Royal Palm, which began in May 2025.

Gain on sale of assets, net

During the years ended December 31, 2025 and 2024, we recognized a net gain of \$2 million and \$8 million, respectively, primarily from the sales of our consolidated Non-Core hotels.

Gain on derecognition of assets

During the years ended December 31, 2025 and 2024, we recognized a gain of \$58 million and \$60 million from the accrued interest expense associated with the default of the SF Mortgage Loan, which resulted in a corresponding increase of the *contract asset* in our consolidated balance sheets. We ceased accruing interest expense when the SF Mortgage Loan was assumed by the buyer of the Hilton San Francisco Hotels, which were sold by the court-appointed receiver on November 21, 2025. Refer to Note 7: “Debt” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information.

Non-operating Income and Expenses

Interest income

Interest income decreased \$11 million during the year ended December 31, 2025 compared to 2024 primarily as a result of a decrease in average cash balances as we have reinvested cash into our Core portfolio, including the full-scale renovation of the Royal Palm.

Interest expense

Interest expense associated with our debt for the years ended December 31, 2025 and 2024 were as follows:

	Year Ended December 31,		
	2025	2024	Percent Change
	(in millions)		
HHV Mortgage Loan ⁽¹⁾	\$ 55	\$ 55	— %
Other mortgage loans	16	17	(5.9)%
Revolver ⁽²⁾	3	3	— %
2024 Term Loan ⁽³⁾	13	9	44.4 %
2025 Delayed Draw Term Loan ⁽⁴⁾	1	—	100.0 %
2025 Senior Notes ⁽⁵⁾	—	19	(100.0)%
2028 Senior Notes ⁽⁵⁾	43	43	— %
2029 Senior Notes ⁽⁵⁾	36	36	— %
2030 Senior Notes ⁽⁵⁾	38	24	58.3 %
Other	4	8	(50.0)%
Total interest expense	\$ 209	\$ 214	(2.3)%

⁽¹⁾ In October 2016, we entered into a \$1.275 billion CMBS loan secured by the Hilton Hawaiian Village Waikiki Beach Resort (“HHV Mortgage Loan”).

⁽²⁾ As of December 31, 2025, we had \$1 billion of available capacity under our senior unsecured revolving credit facility (“Revolver”).

⁽³⁾ The \$200 million senior unsecured term loan (“2024 Term Loan”) was incurred in May 2024.

⁽⁴⁾ Our new senior unsecured delayed draw term loan facility (“2025 Delayed Draw Term Loan”) was incurred in September 2025, and as of December 31, 2025, there were no borrowings outstanding.

⁽⁵⁾ In May 2020, Park Intermediate Holdings LLC (our “Operating Company”), PK Domestic Property LLC, an indirect subsidiary of the Company (“PK Domestic”), and PK Finance Co-Issuer Inc. (“PK Finance”) issued an aggregate of \$650 million of senior notes due 2025 (“2025 Senior Notes”), all of which were repurchased or redeemed during the second quarter of 2024. Our Operating Company, PK Domestic, and PK Finance also issued an aggregate of \$725 million of senior notes due 2028 (“2028 Senior Notes”) in September 2020, an aggregate of \$750 million of senior notes due 2029 (“2029 Senior Notes”) in May 2021 and an aggregate of \$550 million of senior notes due 2030 (“2030 Senior Notes”) in May 2024.

Our current debt outstanding is approximately \$3.8 billion at a weighted average interest rate of 5.2%, of which 95% is fixed-rate debt, refer to Item 7A: “Interest Rate Risk” and Note 7: “Debt” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information.

Interest expense associated with hotels in receivership

For the years ended December 31, 2025 and 2024, interest expense of \$58 million and \$60 million, respectively, represents accrued interest associated with the default of the SF Mortgage Loan. We ceased accruing interest expense when the SF Mortgage Loan was assumed by the buyer of the Hilton San Francisco Hotels, which were sold by the court-appointed receiver on November 21, 2025. Refer to Note 7: “Debt” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information.

Other gain (loss, net)

During the year ended December 31, 2025, we recognized a gain of \$16 million primarily related to the sale of our ownership interest in the Capital Hilton in November 2025.

During the year ended December 31, 2024, we recognized a loss of \$4 million, primarily related to the write-off of the remaining unamortized deferred financing costs associated with the repurchase and redemption of all the 2025 Senior Notes.

Equity in earnings from investments in affiliates

Equity in earnings from investments in affiliates decreased \$27 million for the year ended December 31, 2025 compared to 2024 primarily due to a \$19 million gain from the sale of the Hilton La Jolla Torrey Pines in 2024.

Income tax (expense benefit)

During the year ended December 31, 2025, we recognized income tax expense of \$7 million, primarily related to taxable income from our TRSs.

During the year ended December 31, 2024, we recognized an income tax benefit of \$61 million, primarily related to the release of \$54 million of the valuation allowance on our deferred tax assets that we now believe to be realizable and \$19 million of income tax expense that was no longer expected to be incurred primarily associated with the effective exit from the Hilton San Francisco Hotels. These benefits were offset by expense primarily generated from taxable income from our TRSs.

Liquidity and Capital Resources

Overview

We seek to maintain sufficient amounts of liquidity with an appropriate balance of cash, debt and equity to provide financial flexibility. As of December 31, 2025, we had total cash and cash equivalents of \$232 million and \$32 million of restricted cash. Restricted cash primarily consists of cash restricted as to use by our debt agreements and reserves for capital expenditures in accordance with certain of our management agreements.

With the recent Second Amended and Restated Credit Agreement (the “Credit Agreement”) entered into in September 2025, which increased the available capacity under our Revolver to \$1 billion and added the new 2025 Delayed Draw Term Loan of up to \$800 million, in addition to the \$232 million in existing cash and cash equivalents, we have sufficient liquidity to pay our debt maturities and to fund other liquidity obligations over the next 12 months and beyond. We have no significant maturities until the fourth quarter of 2026, and we intend to draw upon the 2025 Delayed Draw Term Loan in 2026 to assist in repaying two mortgage loans totaling approximately \$1.4 billion maturing in 2026 and further pay down our debt with proceeds from the sales of our Non-Core hotels. Refer to Note 7: “Debt” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information. We may also take actions to improve our liquidity, such as the issuance of additional debt, equity or equity-linked securities, if we determine that doing so would be beneficial to us. However, there can be no assurance as to the timing of any such issuance, which may be in the near term, or that any such additional financing will be completed on favorable terms, or at all.

Our known short-term liquidity requirements primarily consist of funds necessary to pay for operating expenses and other expenditures, including reimbursements to our hotel manager for payroll and related benefits, costs associated with the operation of our hotels, interest and contractually due principal payments on our outstanding indebtedness, capital

expenditures for in-progress renovations and maintenance at our hotels, corporate general and administrative expenses and dividends to our stockholders. During 2025, we declared dividends of \$1.00 per share, including our fourth quarter dividend of \$0.25 that was paid on January 15, 2026 to stockholders of record as of December 31, 2025 based on 2025 operating results. In addition, we declared a first quarter dividend of \$0.25 per share in February 2026 to be paid on April 15, 2026 to stockholders of record as of March 31, 2026. Many of the other expenses associated with our operations are relatively fixed, including portions of rent expense, property taxes, insurance and interest expense on our debt. Since we generally are unable to decrease these costs significantly or rapidly when demand for our hotels decreases, the resulting decline in our revenues can have a greater adverse effect on our net cash flow, margins and profits. Our long-term liquidity requirements primarily consist of funds necessary to pay for scheduled debt maturities, capital improvements at our hotels, and costs associated with potential acquisitions.

Our commitments to fund capital expenditures for renovations and maintenance at our hotels will be funded by cash and cash equivalents, restricted cash to the extent permitted by our lending agreements and cash flow from operations. We have construction contract commitments of approximately \$110 million for capital expenditures at our properties, and our contracts contain clauses that allow us to cancel all or some portion of the work. Refer to Note 15: Commitments and Contingencies in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information. Additionally, we have established reserves for capital expenditures (“FF&E reserve”) in accordance with our management and certain debt agreements. Generally, these agreements require that we fund 4% of hotel revenues into an FF&E reserve, unless such amounts have been incurred.

Our cash management objectives continue to be to maintain the availability of liquidity, minimize operational costs, make debt payments and fund our capital expenditure programs and future acquisitions. Further, we have an investment policy that is focused on the preservation of capital and maximizing the return on new and existing investments.

Stock Repurchase Program

In February 2025, our Board of Directors terminated a previous \$300 million stock repurchase program that was approved in February 2023 (the “February 2023 Stock Repurchase Program”) and authorized and approved a new stock repurchase program allowing us to repurchase up to \$300 million of our common stock over a two-year period ending in February 2027 (the “February 2025 Stock Repurchase Program”), subject to any applicable limitations or restrictions set forth in our credit facility and indentures related to our senior notes. Stock repurchases may be made through open market purchases, including through Rule 10b5-1 trading programs, in privately negotiated transactions, or in such other manner that would comply with applicable securities laws. The timing of any future stock repurchases and the number of shares to be repurchased will depend upon prevailing market conditions and other factors, and we may suspend the repurchase program at any time. During the year ended December 31, 2025, we repurchased 3.5 million shares of our common stock, including 1.4 million shares under the February 2023 Stock Repurchase Program and 2.1 million shares under the February 2025 Stock Repurchase Program, for a total purchase price of \$45 million. As of December 31, 2025, \$275 million remained available for stock repurchases under the February 2025 Stock Repurchase Program.

Sources and Uses of Our Cash and Cash Equivalents

The following tables summarize our net cash flows and key metrics related to our liquidity:

	Year Ended December 31,		
	2025	2024	Percent Change
	(in millions)		
Net cash provided by operating activities	\$ 398	\$ 429	(7.2)%
Net cash used in investing activities	(209)	(166)	25.9 %
Net cash used in financing activities	(365)	(573)	(36.3)%

Operating Activities

Cash flow provided by operating activities are primarily generated from the operating income generated at our hotels. The \$31 million decrease in net cash provided by operating activities for the year ended December 31, 2025 compared to the year ended December 31, 2024 was primarily due to a \$27 million increase in cash paid for interest due to the timing of payments for certain of our loans, in addition to a decrease in interest received of \$10 million due to a decrease in average cash balances coupled with decreases in occupancy at certain of our hotels, including the Royal Palm,

which suspended operations in May 2025 for a full-scale renovation, partially offset by a decrease of \$12 million in cash paid for taxes.

Investing Activities

The \$209 million in net cash used in investing activities for the year ended December 31, 2025 was primarily attributable to \$296 million of capital expenditures, partially offset by \$87 million of net proceeds from the sales of the Hyatt Centric Fisherman’s Wharf and our ownership interest in the joint venture that owns and operates the Capital Hilton.

The \$166 million in net cash used in investing activities for the year ended December 31, 2024 was primarily attributable to \$227 million of capital expenditures, partially offset by \$30 million of net distributions from unconsolidated affiliates primarily related to the sale of the Hilton La Jolla Torrey Pines and \$31 million of net proceeds from the sale of the DoubleTree Hotel Spokane City Center.

Financing Activities

The \$365 million in net cash used in financing activities for the year ended December 31, 2025 was primarily attributable to \$280 million of dividends paid, the repurchase of approximately 3.5 million shares of our common stock for \$45 million and \$17 million in financing fees related to the Credit Agreement entered into in September 2025.

The \$573 million in net cash used in financing activities for the year ended December 31, 2024 was primarily attributable to \$672 million of debt repayments, \$512 million of dividends paid and the repurchase of approximately 8.0 million shares of our common stock for \$116 million, offset by the issuance of \$550 million of 2030 Senior Notes and the \$200 million 2024 Term Loan.

Dividends

As a REIT, we are required to distribute at least 90% of our REIT taxable income, determined without regard to the deduction for dividends paid and excluding net capital gains, to our stockholders on an annual basis. Therefore, as a general matter, we intend to make distributions of all, or substantially all, of our REIT taxable income (including net capital gains) to our stockholders, and, as a result, we will generally not be required to pay tax on our REIT income. Consequently, it is unlikely that we will be able to retain substantial cash balances that could be used to meet our liquidity needs from our annual taxable income. Instead, we will need to meet these needs from external sources of capital and amounts, if any, by which our cash flow generated from operations exceeds taxable income.

We declared the following dividends to holders of our common stock during 2025:

Record Date	Payment Date	Dividend per Share	
March 31, 2025	April 15, 2025	\$	0.25
June 30, 2025	July 15, 2025	\$	0.25
September 30, 2025	October 15, 2025	\$	0.25
December 31, 2025	January 15, 2026	\$	0.25

Debt

As of December 31, 2025, our total indebtedness was approximately \$3.8 billion, including over \$2 billion of our Senior Notes and excluding our share of debt from investments in affiliates. Substantially all the debt of such unconsolidated affiliates is secured solely by the affiliates’ assets or is guaranteed by other partners without recourse to us. Refer to Note 7: “Debt” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K for additional information.

Critical Accounting Estimates

The preparation of our financial statements in accordance with U.S. GAAP requires us to make estimates and assumptions that affect the reported amounts of assets and liabilities as of the date of our financial statements, the reported amounts of revenues and expenses during the reporting periods and the related disclosures in our historical consolidated

financial statements and accompanying footnotes. We believe that of our significant accounting policies, which are described in Note 2: “Basis of Presentation and Summary of Significant Accounting Policies” in our audited consolidated financial statements included elsewhere within this Annual Report on Form 10-K, the following accounting policies are critical because they involve a higher degree of judgment, and the estimates required to be made were based on assumptions that are inherently uncertain. As a result, these accounting policies could materially affect our financial position, results of operations and related disclosures. On an ongoing basis, we evaluate these estimates and judgments based on historical experiences and various other factors that are believed to reflect the current circumstances. While we believe our estimates, assumptions and judgments are reasonable, they are based on information presently available. Actual results may differ significantly from these estimates due to changes in judgments, assumptions and conditions as a result of unforeseen events or otherwise, which could have a material effect on our financial position or results of operations.

Acquisitions

We evaluate each of our acquisitions to determine if it is as an asset acquisition or a business combination. An asset acquisition occurs when substantially all the fair value of an acquisition is concentrated in a single identifiable asset or a group of similar identifiable assets. In an acquisition of assets, the total cash consideration, including transaction costs is allocated to the individual assets acquired and liabilities assumed, respectively, on a relative fair value basis. In a business combination, the assets acquired and liabilities assumed are measured at fair value. We evaluate several factors, including market data for similar assets, expected future cash flows discounted at risk-adjusted rates and replacement cost for the assets to determine an appropriate fair value of the assets. Changes to these factors could affect the measurement of assets and liabilities.

Impairment of Long-Lived Assets with Finite Lives

We evaluate the carrying value of our property and equipment and intangible assets with finite lives by comparing the expected undiscounted future cash flows to the net book value of the assets if we determine there are indicators of potential impairment. If it is determined that the expected undiscounted future cash flows are less than the net book value of the assets, the excess of the net book value over the estimated fair value is recorded in our consolidated statements of operations as an impairment loss.

As part of the process described above, we exercise judgment to:

- determine if there are indicators of impairment present. Factors we consider when making this determination include assessing the overall effect of trends in the hospitality industry and the general economy, historical experience, capital costs and other asset-specific information;
- determine the projected undiscounted future cash flows when indicators of impairment are present. Judgment is required when developing projections of future revenues and expenses based on estimated growth rates over the expected hold period of the asset group. These estimated growth rates are based on historical operating results, as well as various internal projections and external sources; and
- determine the asset fair value when required. In determining the fair value, we often use internally-developed discounted cash flow models. Assumptions used in the discounted cash flow models include estimating cash flows, which may require us to adjust for specific market conditions, as well as capitalization rates, which are based on location, property or asset type, market-specific dynamics and overall economic performance. The discount rate takes into account our weighted average cost of capital according to our capital structure and other market specific considerations.

Changes in estimates and assumptions used, including with respect to the anticipated holding period, in our impairment testing of property and equipment and intangible assets with finite lives could result in future impairment losses, which could be material.

Consolidation

We use judgment when evaluating whether we have a controlling financial interest in an entity, including the assessment of the importance of rights and privileges of the partners based on voting rights, as well as financial interests in an entity that are not controllable through voting interests. If the entity is considered to be a variable interest entity (“VIE”), we use judgment determining whether we are the primary beneficiary, and then consolidate those VIEs for which we have determined we are the primary beneficiary. If the entity in which we hold an interest does not meet the definition of a VIE,

we evaluate whether we have a controlling financial interest through our voting interest in the entity. Changes to judgments used in evaluating our partnerships and other investments could materially affect our consolidated financial statements.

Item 7A. Quantitative and Qualitative Disclosures About Market Risk.

We are exposed to market risk primarily from changes in interest rates, which may affect our future income, cash flows and fair value, depending on changes to interest rates. In certain situations, we may seek to reduce cash flow volatility associated with changes in interest rates by entering into financial arrangements intended to provide a hedge against a portion of the risks associated with such volatility.

Interest Rate Risk

We are exposed to interest rate risk on our variable-rate debt. The interest rate on our variable-rate debt discussed below is based on the secured overnight financing rate (“SOFR”), and our risk related to future interest rates is most vulnerable to changes in this rate.

The following table sets forth the contractual maturities and the total fair values as of December 31, 2025 for our financial instruments that are materially affected by interest rate risk:

	Maturities by Period					Carrying Value	Fair Value
	2026	2027	2028	2029	2030		
(in millions, excluding average interest rate)							
Liabilities:							
Fixed-rate debt	\$ 1,601	\$ 30	\$ 725	\$ 750	\$ 550	\$ 3,656	\$ 3,620
Average interest rate	4.22 %	5.37 %	5.88 %	4.88 %	7.00 %	5.11 %	
Variable-rate debt	\$ —	\$ 200	\$ —	\$ —	\$ —	\$ 200	\$ 200
Average interest rate	— %	5.93 %	— %	— %	— %	5.93 %	

Refer to Note 7: “Debt” in our audited consolidated financial statements included elsewhere in this Annual Report on Form 10-K for additional information.

Item 8. Financial Statements and Supplementary Data.

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Management's Report on Internal Control Over Financial Reporting

Management of Park Hotels & Resorts Inc. (the "Company") is responsible for establishing and maintaining adequate internal control over financial reporting as such term is defined in Rules 13a-15(f) and 15d-15(f) under the Securities Exchange Act of 1934, as amended. The Company's internal control over financial reporting is designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with U.S. generally accepted accounting principles. The Company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of the Company's management and directors; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of assets of the Company that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Management has assessed the effectiveness of the Company's internal control over financial reporting as of December 31, 2025. In making this assessment, management used the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in Internal Control—Integrated Framework (2013). Based on this assessment, management determined that the Company maintained effective internal control over financial reporting as of December 31, 2025.

Ernst & Young LLP, the independent registered public accounting firm that has audited the consolidated financial statements included in this Annual Report on Form 10-K, has issued an attestation report on the Company's internal control over financial reporting as of December 31, 2025. The report is included herein.

Report of Independent Registered Public Accounting Firm

To the Stockholders and the Board of Directors of Park Hotels & Resorts Inc.

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of Park Hotels & Resorts Inc. (the Company) as of December 31, 2025 and 2024, the related consolidated statements of operations, cash flows and equity for each of the three years in the period ended December 31, 2025, and the related notes and financial statement schedule listed in the Index at Item 15(b) (collectively referred to as the “consolidated financial statements”). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company at December 31, 2025 and 2024, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2025, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company’s internal control over financial reporting as of December 31, 2025, based on criteria established in Internal Control — Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework), and our report dated February 20, 2026 expressed an unqualified opinion thereon.

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 the critical audit matter does not alter in any way our opinion on the consolidated 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.

Assessment of Property and Equipment for Impairment

Description of the Matter

The Company had property and equipment, net of \$6,955 million as of December 31, 2025 and recognized an impairment loss of approximately \$318 million during the year ended December 31, 2025 as disclosed in Note 8 of the consolidated financial statements. As discussed in Note 2 of the consolidated financial statements, if there are indicators of impairment, property and equipment is evaluated for recoverability based on expected undiscounted future cash flows. If it is determined that the expected undiscounted future cash flows are less than the net book value of the asset group, the excess of the net book value over the estimated fair value is recorded within impairment losses.

Auditing management's assessment of property and equipment for impairment was complex and highly judgmental due to the significant estimation required in determining the amount of expected undiscounted future cash flows and capitalization rates used to assess properties for impairment. In particular, the expected future cash flows are based on significant estimates, including projections of future income and estimated growth rates. Further, a fair value measurement can be highly sensitive to changes in capitalization and discount rates, that are estimated based on future economic and market conditions.

How We Addressed the Matter in Our Audit

We obtained an understanding, evaluated the design, and tested the operating effectiveness of controls over the Company's review process for evaluating property and equipment for impairment, including controls over management's review of the significant assumptions described above.

Our testing of the Company's impairment assessment included, among other procedures, evaluating the significant assumptions and testing the completeness and accuracy of the underlying data used by the Company to develop the expected future cash flows for their properties. We compared the significant assumptions, including growth rates, discount rates and capitalization rates, used by management to current industry and economic trends, and changes to the Company's strategy. We assessed the historical accuracy of management's estimates and performed sensitivity analyses of significant assumptions to evaluate changes in the expected future cash flows that would result from changes in the assumptions. We involved our valuation specialists to assist in evaluating certain assumptions underlying management's fair value estimates and supplemented with further market observable information.

/s/ Ernst & Young LLP

We have served as the Company's auditor since 2016.

Tysons, Virginia
February 20, 2026

Report of Independent Registered Public Accounting Firm

To the Stockholders and the Board of Directors of Park Hotels & Resorts Inc.

Opinion on Internal Control Over Financial Reporting

We have audited Park Hotels & Resorts Inc.'s internal control over financial reporting as of December 31, 2025, based on criteria established in Internal Control—Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, Park Hotels & Resorts Inc. (the Company) maintained, in all material respects, effective internal control over financial reporting as of December 31, 2025, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the consolidated balance sheets of the Company as of December 31, 2025 and 2024, the related consolidated statements of operations, cash flows and equity for each of the three years in the period ended December 31, 2025, and the related notes and financial statement schedule listed in the Index at Item 15(b) and our report dated February 20, 2026 expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. 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 audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.

Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ Ernst & Young LLP

Tysons, Virginia
February 20, 2026

PARK HOTELS & RESORTS INC.
CONSOLIDATED BALANCE SHEETS
(in millions, except share and per share data)

	December 31,	
	2025	2024
ASSETS		
Property and equipment, net	\$ 6,955	\$ 7,398
Assets held for sale, net	14	—
Contract asset	—	820
Intangibles, net	41	41
Cash and cash equivalents	232	402
Restricted cash	32	38
Accounts receivable, net of allowance for doubtful accounts of \$2 and \$4	116	131
Prepaid expenses	60	69
Other assets	80	71
Operating lease right-of-use assets	170	191
TOTAL ASSETS (variable interest entities – \$207 and \$223)	\$ 7,700	\$ 9,161
LIABILITIES AND EQUITY		
Liabilities		
Debt	\$ 3,838	\$ 3,841
Debt associated with hotels in receivership	—	725
Accrued interest associated with hotels in receivership	—	95
Accounts payable and accrued expenses	198	226
Dividends payable	56	138
Due to hotel managers	134	138
Other liabilities	189	179
Operating lease liabilities	209	225
Total liabilities (variable interest entities – \$198 and \$201)	4,624	5,567
Commitments and contingencies – refer to Note 15		
Stockholders' Equity		
Common stock, par value \$0.01 per share, 6,000,000,000 shares authorized, 200,938,658 shares issued and 199,901,086 shares outstanding as of December 31, 2025 and 203,407,320 shares issued and 202,553,194 shares outstanding as of December 31, 2024	2	2
Additional paid-in capital	4,031	4,063
Accumulated deficit	(902)	(420)
Total stockholders' equity	3,131	3,645
Noncontrolling interests	(55)	(51)
Total equity	3,076	3,594
TOTAL LIABILITIES AND EQUITY	\$ 7,700	\$ 9,161

Refer to the notes to the consolidated financial statements.

PARK HOTELS & RESORTS INC.
CONSOLIDATED STATEMENTS OF OPERATIONS
(in millions, except per share data)

	Year Ended December 31,		
	2025	2024	2023
Revenues			
Rooms	\$ 1,505	\$ 1,569	\$ 1,653
Food and beverage	685	688	696
Ancillary hotel	259	256	264
Other	92	86	85
Total revenues	2,541	2,599	2,698
Operating expenses			
Rooms	411	419	449
Food and beverage	478	474	501
Other departmental and support	596	605	635
Other property	216	231	241
Management fees	118	125	126
Impairment and casualty loss	319	14	204
Depreciation and amortization	336	257	287
Corporate general and administrative	72	69	65
Other	88	82	83
Total expenses	2,634	2,276	2,591
Gain on sale of assets, net	2	8	15
Gain on derecognition of assets	58	60	221
Operating (loss) income	(33)	391	343
Interest income	10	21	38
Interest expense	(209)	(214)	(207)
Interest expense associated with hotels in receivership	(58)	(60)	(45)
Equity in earnings from investments in affiliates	4	31	11
Other gain (loss), net	16	(4)	4
(Loss) income before income taxes	(270)	165	144
Income tax (expense) benefit	(7)	61	(38)
Net (loss) income	(277)	226	106
Net income attributable to noncontrolling interests	(6)	(14)	(9)
Net (loss) income attributable to stockholders	\$ (283)	\$ 212	\$ 97
(Loss) earnings per share:			
(Loss) earnings per share – Basic	\$ (1.43)	\$ 1.02	\$ 0.44
(Loss) earnings per share – Diluted	\$ (1.43)	\$ 1.01	\$ 0.44
Weighted average shares outstanding – Basic	199	207	214
Weighted average shares outstanding – Diluted	199	209	215

Refer to the notes to the consolidated financial statements.

PARK HOTELS & RESORTS INC.
CONSOLIDATED STATEMENTS OF CASH FLOWS
(in millions)

	Year Ended December 31,		
	2025	2024	2023
Operating Activities:			
Net (loss) income	\$ (277)	\$ 226	\$ 106
Adjustments to reconcile net (loss) income to net cash provided by operating activities:			
Depreciation and amortization	336	257	287
Gain on sales of assets, net	(2)	(8)	(15)
Gain on derecognition of assets	(58)	(60)	(221)
Impairment loss	318	12	204
Equity in earnings from investments in affiliates	(4)	(31)	(11)
Other (gain) loss, net	(14)	3	(2)
Share-based compensation expense	19	19	18
Amortization of deferred financing costs	9	9	9
Distributions from unconsolidated affiliates	8	8	10
Deferred income taxes	4	(62)	14
Changes in operating assets and liabilities:			
Accounts receivable, net	14	(19)	9
Prepaid expenses	9	(10)	(4)
Other assets	(1)	1	18
Accounts payable and accrued expenses	37	76	82
Due to hotel managers	(4)	7	(10)
Other liabilities	6	4	16
Other	(2)	(3)	(7)
Net cash provided by operating activities	<u>398</u>	<u>429</u>	<u>503</u>
Investing Activities:			
Capital expenditures for property and equipment	(296)	(227)	(285)
Acquisitions, net	—	—	(11)
Proceeds from asset dispositions, net	75	31	116
Proceeds from the sale of investments in affiliates, net	12	—	3
Reduction of restricted cash from derecognition of assets	—	—	(30)
Distributions from unconsolidated affiliates	—	37	—
Contributions to unconsolidated affiliates	—	(7)	(10)
Net cash used in investing activities	<u>(209)</u>	<u>(166)</u>	<u>(217)</u>
Financing Activities:			
Proceeds from issuance of Senior Notes	—	550	—
Repurchase or redemption of Senior Notes	—	(650)	—
Borrowings from credit facilities	—	200	—
Repayments of credit facilities	—	—	(50)
Repayments of mortgage debt	(9)	(22)	(83)
Debt issuance costs	(17)	(11)	(1)
Dividends paid	(280)	(512)	(152)
Distributions to noncontrolling interests	(10)	(7)	(7)
Tax withholdings on share-based compensation	(4)	(5)	(2)
Repurchase of common stock	(45)	(116)	(180)
Net cash used in financing activities	<u>(365)</u>	<u>(573)</u>	<u>(475)</u>
Net decrease in cash and cash equivalents and restricted cash	(176)	(310)	(189)
Cash and cash equivalents and restricted cash, beginning of period	440	750	939
Cash and cash equivalents and restricted cash, end of period	<u>\$ 264</u>	<u>\$ 440</u>	<u>\$ 750</u>

For supplemental disclosures, refer to Note 16: “Supplemental Disclosures of Cash Flow Information”

Refer to the notes to the consolidated financial statements.

PARK HOTELS & RESORTS INC.
CONSOLIDATED STATEMENTS OF EQUITY
(in millions)

	Common Stock		Additional Paid-in Capital	Retained Earnings (Accumulated Deficit)	Non- controlling Interests	Total
	Shares	Amount				
Balance as of December 31, 2022	224	\$ 2	\$ 4,321	\$ 16	\$ (48)	\$ 4,291
Share-based compensation, net	1	—	15	1	—	16
Net income	—	—	—	97	9	106
Dividends and dividend equivalents ⁽¹⁾	—	—	—	(458)	—	(458)
Repurchase of common stock	(15)	—	(180)	—	—	(180)
Distributions to noncontrolling interests	—	—	—	—	(7)	(7)
Balance as of December 31, 2023	210	2	4,156	(344)	(46)	3,768
Share-based compensation, net	1	—	11	3	—	14
Net income	—	—	—	212	14	226
Dividends and dividend equivalents ⁽¹⁾	—	—	—	(291)	—	(291)
Repurchase of common stock	(8)	—	(116)	—	—	(116)
Distributions to noncontrolling interests	—	—	—	—	(7)	(7)
Reallocation of noncontrolling interests	—	—	12	—	(12)	—
Balance as of December 31, 2024	203	2	4,063	(420)	(51)	3,594
Share-based compensation, net	1	—	13	2	—	15
Net (loss) income	—	—	—	(283)	6	(277)
Dividends and dividend equivalents ⁽¹⁾	—	—	—	(201)	—	(201)
Repurchase of common stock	(4)	—	(45)	—	—	(45)
Distributions to noncontrolling interests	—	—	—	—	(10)	(10)
Balance as of December 31, 2025	200	\$ 2	\$ 4,031	\$ (902)	\$ (55)	\$ 3,076

⁽¹⁾ Dividends declared per common share were \$1.00, \$1.40, and \$2.15, which included a special cash dividend of \$0.77 per common share, for the years ended December 31, 2025, 2024 and 2023, respectively.

Refer to the notes to the consolidated financial statements.

PARK HOTELS & RESORTS INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 1: Organization

Park Hotels & Resorts Inc. (“we,” “us,” “our” or the “Company” and, exclusive of any subsidiaries, “Park Parent”) is a Delaware corporation that owns a portfolio of premium-branded hotels and resorts primarily located in prime city center and resort locations. On January 3, 2017, Hilton Worldwide Holdings Inc. (“Hilton” or “Parent”) completed the spin-off of a portfolio of premium hotels and resorts that established Park Hotels & Resorts Inc. as an independent, publicly traded company.

We are a real estate investment trust (“REIT”) for United States (“U.S.”) federal income tax purposes. We have been organized and operated, and we expect to continue to be organized and operate, in a manner to qualify as a REIT. From the date of our spin-off from Hilton, Park Intermediate Holdings LLC (our “Operating Company”), directly or indirectly, has held all our assets and has conducted all of our operations. We are structured as a traditional umbrella partnership REIT (“UPREIT”). Park Parent is the managing member of our Operating Company, and PK Domestic REIT Inc., a direct subsidiary of Park Parent, is a member of our Operating Company. We may, in the future, issue interests in (or from) our Operating Company in connection with acquiring hotels, financings, issuance of equity compensation or other purposes.

Note 2: Basis of Presentation and Summary of Significant Accounting Policies

Basis of Presentation

Principles of Consolidation

The consolidated financial statements include the accounts of the Company, our wholly owned subsidiaries and entities in which we have a controlling financial interest, including variable interest entities (“VIEs”) where we are the primary beneficiary. The consolidated financial statements reflect our financial position, results of operations and cash flows, in conformity with U.S. generally accepted accounting principles (“U.S. GAAP”). All significant intercompany transactions and balances within these consolidated financial statements have been eliminated.

Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Summary of Significant Accounting Policies

Property and Equipment

Property and equipment are recorded at cost, and interest applicable to major construction or development projects is capitalized. Costs of improvements that extend the economic life or improve service potential are also capitalized. Capitalized costs are depreciated over their estimated useful lives. Costs for normal repairs and maintenance are expensed as incurred.

Depreciation is recorded using the straight-line method over the assets’ estimated useful lives, which are generally as follows: buildings and improvements (8 to 40 years); furniture and equipment (3 to 8 years); and computer equipment and acquired software (3 years). Leasehold improvements are depreciated over the shorter of the estimated useful life, based on the estimates above, or the lease term.

We evaluate the carrying value of our property and equipment if there are indicators of potential impairment. We perform an analysis to determine the recoverability of the asset’s carrying value by comparing the expected undiscounted future cash flows to the net book value of the asset. If it is determined that the expected undiscounted future cash flows are less than the net book value of the asset, the excess of the net book value over the estimated fair value is recorded in our

consolidated statements of operations within impairment losses. Fair value is generally estimated using valuation techniques that consider the discounted cash flows of the asset using discount and capitalization rates deemed reasonable for the type of asset, as well as prevailing market conditions, appraisals, recent similar transactions in the market and, if appropriate and available, current estimated net sales proceeds from pending offers.

If sufficient information exists to reasonably estimate the fair value of a conditional asset retirement obligation, including environmental remediation liabilities, we recognize the fair value of the obligation when the obligation is incurred, which is generally upon acquisition, construction or development and/or through the normal operation of the asset.

Assets Held for Sale

We classify a property as held for sale when we commit to a plan to sell the asset, the sale of the asset is probable within one year, and it is unlikely that action to complete the sale will change or that the sale will be withdrawn. When we determine that classification of an asset as held for sale is appropriate, we cease recording depreciation for the asset and value the property at the lower of depreciated cost or fair value, less costs to dispose. Further, the related assets and liabilities of the held for sale property will be classified as assets and liabilities held for sale in our consolidated balance sheets. Any gains on sales of properties are recognized at the time of sale or deferred and recognized in *net (loss income* in subsequent periods as any relevant conditions requiring deferral are satisfied.

Investments in Affiliates

The consolidated financial statements include entities in which we have a controlling financial interest, including VIEs where we are the primary beneficiary. The determination of a controlling financial interest is based upon the terms of the governing agreements of the respective entities, including the evaluation of rights held by other interests. If the entity is considered to be a VIE, we determine whether we are the primary beneficiary, and then consolidate those VIEs for which we have determined we are the primary beneficiary. If the entity in which we hold an interest does not meet the definition of a VIE, we evaluate whether we have a controlling financial interest through our voting interests in the entity. We consolidate entities when we own more than 50 percent of the voting shares of a company or otherwise have a controlling financial interest. References in these financial statements to *net (loss income attributable to stockholders* do not include non-controlling interests, which represent the outside ownership interests of our consolidated, non-wholly owned entities and are reported separately.

We hold investments in affiliates that primarily own or lease hotels. Investments in affiliates over which we exercise significant influence, but lack a controlling financial interest, are accounted for using the equity method. We account for investments using the equity method when we have the ability to exercise significant influence over the entity, typically through a more than minimal investment.

Our proportionate share of earnings (losses) from our equity method investments is presented as *equity in earnings from investments in affiliates* in our consolidated statements of operations. Distributions from investments in affiliates are presented as an operating activity in our consolidated statements of cash flows when such distributions are a return on investment. Distributions from investments in affiliates are recorded as an investing activity in our consolidated statements of cash flows when such distributions are a return of investment.

We assess the recoverability of our equity method investments if there are indicators of potential impairment. If an identified event or change in circumstances requires an evaluation to determine if an investment may have an other-than-temporary impairment, we assess the fair value of the investment based on accepted valuation methodologies, which include discounted cash flows, estimates of sales proceeds and external appraisals. If an investment's fair value is below its carrying value and the decline is considered to be other-than-temporary, we will recognize an impairment loss in *equity in earnings from investments in affiliates* in our consolidated statements of operations.

Non-controlling Interests

We present the portion of any equity that we do not own in entities that we have a controlling financial interest (and thus consolidate) as non-controlling interests and classify those interests as a component of total equity, separate from total stockholders' equity, on our consolidated balance sheets. For consolidated joint ventures with pro rata distribution allocations, net income or loss is allocated between the joint venture partners based on their respective stated ownership

percentages. In addition, we include net income (loss) attributable to the noncontrolling interest in *net (loss) income* in our consolidated statements of operations.

Intangible Assets

Intangible assets with finite useful lives primarily include an air rights contract. The air rights contract value is based on the present value of the difference between the contractual rental amounts and the market rental rates for similar contracts, measured over a period equal to the remaining non-cancellable term of the contract. Intangible assets are amortized using the straight-line method over the remaining term of the contract.

We review all finite lived intangible assets for impairment when circumstances indicate that their carrying amounts may not be recoverable. If the carrying value of an asset group is not recoverable, we recognize an impairment loss for the excess of the carrying value over the fair value in our consolidated statements of operations.

Asset Acquisitions

We consider an asset acquisition to occur when substantially all the fair value of an acquisition is concentrated in a single identifiable asset or a group of similar identifiable assets. In an acquisition of assets, we are not required to expense our acquisition-related costs, and goodwill is not assigned. We will account for the properties purchased as asset acquisitions by allocating the total cash consideration, including transaction costs, to the individual assets acquired and liabilities assumed, respectively, on a relative fair value basis.

Business Combinations

We consider a business combination to occur when we take control of a business by acquiring its net assets or equity interests. We record the assets acquired, liabilities assumed and non-controlling interests at fair value as of the acquisition date, including any contingent consideration. We evaluate factors, including market data for similar assets, expected future cash flows discounted at risk-adjusted rates and replacement cost for the assets to determine an appropriate fair value of the assets. Acquisition-related costs, such as due diligence, legal and accounting fees, are expensed in the period incurred and are not capitalized or applied in determining the fair value of the acquired assets.

Cash and Cash Equivalents

Cash and cash equivalents include all highly liquid investments with original maturities, when purchased, of three months or less.

Restricted Cash

Restricted cash includes cash balances established as lender reserves required by our debt agreements and reserves for capital expenditures in accordance with certain of our management agreements.

Allowance for Doubtful Accounts

An allowance for doubtful accounts is provided on accounts receivable when losses are probable based on historical collection activity and current business conditions.

Leases

We consider an arrangement to contain a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for compensation. Right-of-use (“ROU”) assets represent our right to use an underlying asset for the lease term and lease liabilities represent the present value of our fixed payment obligations. Leases with a term of 12 months or less are not recorded on the balance sheet. We use our estimated incremental borrowing rate to determine the present value of our lease obligations. Our operating leases may require fixed payments, variable payments based on a percentage of revenue or income, or payments equal to the greater of a fixed or variable payment. Variable payments are excluded from the ROU assets and lease liabilities and are recognized in the period in which the obligation is incurred. Operating lease expense is recognized on a straight-line basis over the lease term. Our lease terms include renewal options that we are reasonably certain to exercise, and renewal options controlled by the lessor.

Fair Value Measurements—Valuation Hierarchy

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants on the measurement date (an exit price). We use the three-level valuation hierarchy for classification of fair value measurements. The valuation hierarchy is based upon the transparency of inputs to the valuation of an asset or liability as of the measurement date. Inputs refer broadly to the assumptions that market participants would use in pricing an asset or liability. Inputs may be observable or unobservable. Observable inputs are inputs that reflect the assumptions market participants would use in pricing the asset or liability developed based on market data obtained from independent sources. Unobservable inputs are inputs that reflect our own assumptions about the assumptions market participants would use in pricing the asset or liability developed based on the best information available in the circumstances. The three-level hierarchy of inputs is summarized below:

- Level 1—Valuation is based upon quoted prices (unadjusted) for identical assets or liabilities in active markets.
- Level 2—Valuation is based upon quoted prices for similar assets and liabilities in active markets, or other inputs that are observable for the asset or liability, either directly or indirectly, for substantially the full term of the instrument.
- Level 3—Valuation is based upon other unobservable inputs that are significant to the fair value measurement.

The classification of assets and liabilities within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement in its entirety at the end of each reporting period.

Revenue Recognition

Our results of operations primarily consist of room rentals, food and beverage sales and other ancillary goods and services from hotel properties. Other revenues primarily relate to support services we provide to Hilton Grand Vacations (“HGV”). Hotel operating revenues are disaggregated into room revenue, food and beverage revenue, ancillary hotel revenue and other revenue on the consolidated statements of operations to illustrate how economic factors affect the nature, amount and timing, and uncertainty of revenue and cash flows. Rooms revenue is recognized over time when rooms are occupied and food and beverage revenue is recognized at a point in time when goods and services have been delivered or rendered. Ancillary hotel revenue and other revenue is generally recognized at a point in time as goods and services are delivered or rendered.

We assess if we are the principal or agent for certain ancillary services provided by third parties. If we are the principal, we recognize revenue based on the gross sales price. If we are the agent, we recognize revenue net of costs paid to service providers. Payment received for a future stay or event is recognized as an advance deposit, which is included in *other liabilities* on our consolidated balance sheets. Advance deposits are recognized as revenue when rooms are occupied or goods or services have been delivered or rendered to our customer. Our advance deposit balance as of December 31, 2025 and 2024 was \$127 million and \$120 million, respectively, and are generally recognized as revenue within a one-year period. Additionally, we collect sales, use, occupancy and similar taxes at our hotels, which we present on a net basis (excluded from revenues) in our consolidated statements of operations.

Share-based Compensation

We recognize the cost of services received in share-based payment transactions with employees and non-employee directors as services are received and recognize a corresponding increase in additional paid-in capital for equity classified awards. We account for any forfeitures when they occur.

The measurement objective for these equity awards is the estimated fair value at the grant date of the equity instruments that we will be obligated to issue when employees have rendered the requisite service and satisfied any other conditions necessary to earn the right to benefit from the instruments. The compensation expense for an award classified as an equity instrument is recognized ratably over the requisite service period. The requisite service period is the period during which an employee is required to provide service in exchange for an award.

Income Taxes

We have been organized and operated, and we expect to continue to be organized and operate, in a manner to qualify as a REIT. To qualify as a REIT, we must satisfy requirements related to, among other things, the real estate

qualification of sources of our income, the real estate composition and values of our assets, the amounts we distribute to our stockholders annually and the diversity of ownership of our stock. To the extent we continue to remain qualified as a REIT, we generally will not be subject to U.S. federal (and state) income tax on taxable income generated by our REIT activities that we distribute annually to our stockholders. Accordingly, no provision for U.S. federal income taxes has been included in our accompanying consolidated financial statements for the years ended December 31, 2025, 2024 and 2023 related to our REIT activities other than taxes related to our sale of built-in gain property (representing property held by us with an excess of fair value over tax basis on January 4, 2017). We will remain subject to California income tax on taxable sales of built-in-gain property until January 2027. Further, our taxable REIT subsidiaries (“TRSs”) are generally subject to U.S. federal, state and local, and foreign income taxes (as applicable).

We account for income taxes using the asset and liability method. The objectives of accounting for income taxes are to recognize the amount of taxes payable or refundable for the current year, to recognize the deferred tax assets and liabilities that relate to tax consequences in future years, which result from differences between the respective tax basis of assets and liabilities and their financial reporting amounts, and to recognize tax loss and tax credit carry forwards. Deferred tax assets and liabilities are measured using enacted tax rates in effect for the year in which the respective temporary differences or operating loss or tax credit carry forwards are expected to be recovered or settled. The realization of deferred tax assets and tax loss and tax credit carry forwards is contingent upon the generation of future taxable income and other restrictions that may exist under the tax laws of the jurisdiction in which a deferred tax asset exists. Valuation allowances are provided to reduce such deferred tax assets to amounts more likely than not to be ultimately realized.

We use a prescribed recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken in a tax return. For all income tax positions, we first determine whether it is “more-likely-than-not” that a tax position will be sustained upon examination, including resolution of any related appeals or litigation processes, based on the technical merits of the position. If it is determined that a position meets the more-likely-than-not recognition threshold, the benefit recognized in the financial statements is measured as the largest amount of benefit that is greater than 50 percent likely of being realized upon settlement.

Recently Issued Accounting Pronouncements

Accounting Standards Not Yet Adopted

In November 2024, the Financial Accounting Standards Board (“FASB”) issued Accounting Standards Update (“ASU”) No. 2024-03 (“ASU 2024-03”), *Income Statement—Reporting Comprehensive Income—Expense Disaggregation Disclosures (Subtopic 220-40)*, which adds guidance on providing qualitative and quantitative disclosures about certain costs and expenses. Although early adoption is permitted, we expect to adopt ASU-2024 03 on a prospective basis when the requirements become effective for the year ended December 31, 2027. We are currently evaluating the effect that ASU 2024-03 will have on our consolidated financial statements.

Accounting Standards Adopted

In December 2023, the FASB issued ASU No. 2023-09 (“ASU 2023-09”), *Income Taxes (Topic 740-Improvements to Income Tax Disclosures)*, which enhances income tax disclosures, including disclosures about the existing rate reconciliation and income taxes paid information. We adopted this ASU on a prospective basis for the year-ended December 31, 2025 and incorporated any such material disclosures in Note 10: “Income Taxes” for additional information.

Note 3: Acquisitions, Dispositions and Assets Held for Sale

Acquisitions

During the year ended December 31, 2023, we acquired two parcels of land, adjacent to the Hilton Hawaiian Village Waikiki Beach Resort, for a purchase price of approximately \$18 million, including transaction costs. We accounted for the purchase as an acquisition of an asset, and the entire purchase price was allocated to land.

Dispositions

In May 2025, we sold the Hyatt Centric Fisherman’s Wharf, and in November 2025, we sold our ownership interest in the unconsolidated joint venture that owned and operated the Capital Hilton. We received total gross proceeds from all dispositions of \$120 million, and proceeds for the Capital Hilton were reduced by \$28 million for our share of the mortgage debt in the joint venture. We recognized a net gain of approximately \$17 million for the sale of our consolidated hotel and for the sale of our interest in the Capital Hilton, which is included in *gain on sale of assets, net*, and *other gain (loss, net*, respectively, in our consolidated statements of operations.

Additionally, in September 2025, we permanently closed the Embassy Suites Kansas City Plaza and terminated its ground lease and, on December 31, 2025, the ground leases for the DoubleTree Hotel Sonoma Wine Country and the DoubleTree Hotel Seattle Airport expired. These three properties were surrendered to their respective ground lessors.

In December 2024, the consolidated joint venture that owned the DoubleTree Hotel Spokane City Center sold the hotel for gross proceeds of approximately \$35 million. Proceeds were used to repay the \$14 million mortgage loan secured by the hotel, and after paying customary closing expenses, our pro-rata share of the remaining net proceeds was approximately \$10 million. We recognized a gain of approximately \$8 million, which is included in *gain on sale of assets, net* in our consolidated statements of operations.

In July 2024, the unconsolidated joint venture that owned and operated the Hilton La Jolla Torrey Pines sold the hotel for gross proceeds of approximately \$165 million, and our pro-rata share of the gross proceeds was approximately \$41 million, which was reduced by our portion of debt of approximately \$17 million. We recognized a gain of approximately \$19 million, which is included in *equity in earnings from investments in affiliates* in our consolidated statements of operations.

Additionally, in August 2024, we permanently closed the Hilton Oakland Airport and subsequently terminated its ground lease, returning the property to the ground lessor.

In February 2023, we sold the Hilton Miami Airport hotel for gross proceeds of \$118 million. We recognized a net gain of approximately \$15 million, which is included in *gain on sale of assets, net* in our consolidated statements of operations.

Additionally, in June 2023, the ground lessor terminated the ground lease for the Embassy Suites Phoenix Airport hotel and, pursuant to an agreement, we received an early termination fee of approximately \$4 million, which is included in *other gain (loss, net* in our consolidated statements of operations.

Assets Held for Sale

In November 2025, we entered into a definitive agreement to sell one of our Non-Core hotels.

Assets held for sale related to this hotel were as follows as of December 31, 2025:

	(in millions)	
Assets:		
Property and equipment, net	\$	13
Other		1
Total Assets Held for Sale	\$	14

Liabilities held for sale related to this hotel were approximately \$1 million as of December 31, 2025, which is included in *other liabilities* in our consolidated balance sheets.

Note 4: Property and Equipment

Property and equipment were:

	December 31,	
	2025 ⁽¹⁾	2024
	(in millions)	
Land	\$ 2,918	\$ 3,018
Buildings and leasehold improvements	5,487	5,989
Furniture and equipment	931	1,023
Construction-in-progress	249	152
	9,585	10,182
Accumulated depreciation	(2,630)	(2,784)
	<u>\$ 6,955</u>	<u>\$ 7,398</u>

⁽¹⁾ Excludes \$13 million of property and equipment, net, classified as held for sale as of December 31, 2025.

Depreciation of property and equipment was \$336 million, \$256 million and \$286 million during the years ended December 31, 2025, 2024 and 2023, respectively. Depreciation expense for the year ended December 31, 2025 includes accelerated depreciation recognized in connection with renovations at certain of our hotels, including the Royal Palm South Beach Miami, a Tribute Portfolio Resort (“Royal Palm”), which began in May 2025.

Note 5: Consolidated Variable Interest Entities (“VIEs”) and Investments in Affiliates

Consolidated VIEs

As of December 31, 2025, we consolidate VIEs that own two hotels in the U.S. We are the primary beneficiary of these VIEs as we have the power to direct the activities that most significantly affect their economic performance. Additionally, we have the obligation to absorb their losses and the right to receive benefits that could be significant to them. The assets of our VIEs are only available to settle the obligations of these entities. Our consolidated balance sheets include the following assets and liabilities of these entities:

	December 31,	
	2025	2024
	(in millions)	
Property and equipment, net	\$ 182	\$ 181
Cash and cash equivalents	16	34
Restricted cash	3	2
Accounts receivable, net	3	3
Prepaid expenses	3	3
Debt	183	186
Accounts payable and accrued expenses	9	10
Due to hotel manager	2	3
Other liabilities	4	2

Unconsolidated Entities

As of December 31, 2025, two of our hotels are owned by unconsolidated joint ventures in which we hold an interest. In November 2025, we sold our ownership interest in the unconsolidated joint venture that owned and operated the Capital Hilton. These hotels are accounted for using the equity method and had total debt of approximately \$573 million and \$685 million as of December 31, 2025 and 2024, respectively. Substantially all the debt is secured solely by the affiliates’ assets or is guaranteed by other partners without recourse to us.

Note 6: Intangibles

Intangible assets were:

	December 31,	
	2025	2024
	(in millions)	
Air rights contract	\$ 45	\$ 45
Other	3	3
Accumulated amortization	(7)	(7)
	<u>\$ 41</u>	<u>\$ 41</u>

As of December 31, 2025, we estimated our future amortization expense for our intangible assets to be:

Year	(in millions)
2026	\$ 1
2027	1
2028	1
2029	1
2030	1
Thereafter	36
	<u>\$ 41</u>

Note 7: Debt

Debt balances and associated interest rates as of December 31, 2025 were:

	Interest Rate at December 31, 2025	Maturity Date	Principal balance as of	
			December 31, 2025	December 31, 2024
	(in millions)			
HHV Mortgage Loan	4.20%	November 2026	\$ 1,275	\$ 1,275
Other mortgage loans	Average rate of 4.40%	2026 to 2027 ⁽¹⁾	355	364
Revolver	SOFR + 2.25%	September 2029	—	—
2024 Term Loan	SOFR + 2.20%	May 2027	200	200
2025 Delayed Draw Term Loan	SOFR + 2.20%	January 2030	—	—
2028 Senior Notes	5.88%	October 2028	725	725
2029 Senior Notes	4.88%	May 2029	750	750
2030 Senior Notes	7.00%	February 2030	550	550
Finance lease obligations	6.88%	2026 to 2030	1	1
			<u>3,856</u>	<u>3,865</u>
Less: unamortized deferred financing costs and discount			(18)	(24)
			<u>\$ 3,838</u>	<u>\$ 3,841</u>

⁽¹⁾ Assumes the exercise of all extensions that are exercisable solely at our option. The mortgage loan for Hilton Denver City Center matures in 2042 but became callable by the lender in August 2022 with six months of notice. As of December 31, 2025, we had not received notice from the lender.

Mortgage Loans

In October 2016, we entered into a \$1.275 billion CMBS loan secured by the Hilton Hawaiian Village (“HHV Mortgage Loan”). The HHV Mortgage Loan bears interest at a fixed-rate and requires interest-only payments through its maturity date. The HHV Mortgage Loan may be partially or fully prepaid without penalty on or after May 1, 2026.

Our other mortgage loans all bear interest at fixed-rates. Certain of our mortgage loans require interest-only loan payments through their respective maturity dates, and the remaining mortgage loans require payments of both principal and interest on a monthly basis.

Credit Facilities

Revolver, 2024 Term Loan and 2025 Delayed Draw Term Loan

In September 2025, the Company and our Operating Company entered into a Second Amended and Restated Credit Agreement (the “Credit Agreement”). The Credit Agreement provides for an increase in the aggregate commitments for the senior unsecured revolving credit facility (“Revolver”) from \$950 million to \$1 billion, a new \$800 million senior unsecured delayed draw term loan facility (“2025 Delayed Draw Term Loan”), which allows for up to three draws through September 17, 2026, and the continuation of the \$200 million senior unsecured term loan (“2024 Term Loan”). The Credit Agreement extended the Revolver’s maturity date to September 17, 2029, with an option to extend its maturity by one year as either (i) a one-year extension or (ii) two six-month extensions. The 2025 Delayed Draw Term Loan matures on January 2, 2030, with an option to extend its maturity by an additional one-year period. The maturity date of the 2024 Term Loan remains May 14, 2027.

The Credit Agreement includes the option to increase the Revolver and increase or add new term loans under the Credit Agreement by up to \$1 billion in the aggregate, subject to obtaining additional lender commitments and the satisfaction of certain customary conditions. Borrowings under the Revolver, the 2024 Term Loan and the 2025 Delayed Draw Term Loan bear interest based upon the secured overnight financing rate (“SOFR”), plus an applicable margin based on our leverage ratio. The Credit Agreement removed the previous credit spread adjustment on the Revolver and the 2024 Term Loan of 0.10%. We are subject to fees between 0.20% and 0.25% based on unused commitments under the Revolver, as well as a 0.25% ticking fee on the undrawn portion of the 2025 Delayed Draw Term Loan. Additionally, the Revolver permits one or more standby letters of credit, up to a maximum aggregate outstanding balance of \$50 million, to be issued on behalf of us. Any outstanding standby letters of credit reduce the available borrowings on the Revolver by a corresponding amount. As of December 31, 2025, our all-in interest rate for the 2024 Term Loan was 5.93%, and there were no borrowings outstanding under the Revolver or the 2025 Delayed Draw Term Loan.

The Credit Agreement generally maintained the financial covenants under our existing credit agreement, including a maximum leverage ratio, minimum fixed charge coverage ratio, maximum secured leverage ratio, maximum unsecured indebtedness to unencumbered asset value ratio and minimum unencumbered adjusted net operating income to unsecured interest coverage ratio. The Credit Agreement allows for our continued ability to conduct share repurchases, subject to compliance with the financial covenants. The Credit Agreement restricts certain activities of the Company, including our ability to grant liens on certain properties, mergers, affiliate transactions, asset sales and, in the event the Company is in default under the Credit Agreement, the payment of dividends and distributions (except certain limited exceptions including to the extent required to maintain REIT status).

During the year ended December 31, 2025, we capitalized \$9 million of financing fees incurred related to the Revolver and \$8 million related to the 2025 Delayed Draw Term Loan. We will begin amortizing financing fees for the 2025 Delayed Draw Term Loan when drawn upon. During the year ended December 31, 2024, we capitalized \$2 million of financing fees incurred related to the 2024 Term Loan.

Senior Notes

2025 Senior Notes

In May 2020, our Operating Company, PK Domestic Property LLC, an indirect subsidiary of the Company (“PK Domestic”) and PK Finance Co-Issuer Inc. (“PK Finance”) issued an aggregate of \$650 million of senior notes due 2025 (“2025 Senior Notes”), which bore interest at a rate of 7.500% per annum. In May 2024, all of the 2025 Senior Notes were

repurchased or redeemed using the proceeds from the \$550 million of senior notes due in 2030 (“2030 Senior Notes”) and the 2024 Term Loan.

2028 Senior Notes

In September 2020, our Operating Company, PK Domestic and PK Finance issued an aggregate of \$725 million of senior notes due 2028 (“2028 Senior Notes”). The 2028 Senior Notes bear interest at a rate of 5.875% per annum, payable semi-annually in arrears on April 1 and October 1 of each year beginning April 1, 2021. The 2028 Senior Notes will mature on October 1, 2028. We may redeem the 2028 Senior Notes at 100% of the principal amount, plus accrued and unpaid interest, if any, to, but excluding, the redemption date.

2029 Senior Notes

In May 2021, our Operating Company, PK Domestic and PK Finance issued an aggregate of \$750 million of senior notes due 2029 (“2029 Senior Notes”). The 2029 Senior Notes bear interest at a rate of 4.875% per annum, payable semi-annually in arrears on May 15 and November 15 of each year, beginning November 15, 2021. The 2029 Senior Notes will mature on May 15, 2029.

We may redeem the 2029 Senior Notes, in whole or in part, at the applicable redemption prices set forth in the indenture. On or after May 15, 2026, we may redeem the 2029 Senior Notes at 100% of the principal amount, plus accrued and unpaid interest, if any, to, but excluding, the redemption date.

2030 Senior Notes

In May 2024, our Operating Company, PK Domestic and PK Finance issued an aggregate of \$550 million of 2030 Senior Notes. Net proceeds from the 2030 Senior Notes and the 2024 Term Loan were used to repurchase or redeem all of the 2025 Senior Notes, and the remainder was used for general corporate purposes. The 2030 Senior Notes bear interest at a rate of 7.000% per annum, payable semi-annually in arrears on February 1 and August 1 of each year, beginning February 1, 2025. The 2030 Senior Notes will mature on February 1, 2030. We capitalized approximately \$9 million of issuance costs during the year ended December 31, 2024.

We may redeem the 2030 Senior Notes, in whole or in part, at the applicable redemption prices set forth in the indenture. On or after August 1, 2028, we may redeem the 2030 Senior Notes at 100% of the principal amount, plus accrued and unpaid interest, if any, to, but excluding, the redemption date.

Indentures

The 2028 Senior Notes, 2029 Senior Notes and 2030 Senior Notes (collectively, the “Senior Notes”) are guaranteed by Park Parent, PK Domestic REIT Inc., and by the subsidiaries of our Operating Company that also guarantee indebtedness under our credit facility. The guarantees are full and unconditional and joint and several. The indentures governing the Senior Notes contain customary covenants that limit the issuers’ ability and, in certain instances, the ability of the issuers’ subsidiaries, to borrow money, create liens on assets, make distributions and pay dividends on or redeem or repurchase stock, make certain types of investments, sell stock in certain subsidiaries, enter into agreements that restrict dividends or other payments from subsidiaries, enter into transactions with affiliates, issue guarantees of indebtedness, and sell assets or merge with other companies. These covenants are subject to a number of exceptions and qualifications, including the ability to declare or pay any cash dividend or make any cash distribution to us to the extent necessary for us to fund a dividend or distribution by us that we believe is necessary to maintain our status as a REIT or to avoid payment of any tax for any calendar year that could be avoided by reason of such distribution, and the ability to make certain restricted payments not to exceed \$100 million, plus 95% of our cumulative Funds From Operations (as defined in the indentures), plus the aggregate net proceeds from (i) the sale of certain equity interests in, (ii) capital contributions to, and (iii) certain convertible indebtedness of the Operating Company. In addition, the indentures require our Operating Company to maintain total unencumbered assets as of each fiscal quarter of at least 150% of total unsecured indebtedness, in each case calculated on a consolidated basis.

Debt Maturities

The contractual maturities of our debt, assuming the exercise of all extensions that are exercisable solely at our option, as of December 31, 2025 were:

Year	(in millions)
2026	\$ 1,601
2027	230
2028	725
2029	750
2030	550
	<u>\$ 3,856</u>

Debt Associated with Hotels in Receivership

In June 2023, we ceased making debt service payments towards the \$725 million non-recourse CMBS loan (“SF Mortgage Loan”) secured by the 1,921-room Hilton San Francisco Union Square and the 1,024-room Parc 55 San Francisco – a Hilton Hotel (collectively, the “Hilton San Francisco Hotels”), which was due November 2023, and we received a notice of default from the servicer. In October 2023, the trustee for the SF Mortgage Loan filed a lawsuit against the borrowers under the SF Mortgage Loan. In connection with the lawsuit, the court appointed a receiver to take control of the Hilton San Francisco Hotels, which served as security for the SF Mortgage Loan, and their operations, and thus, we had no further economic interest in the operations of the hotels. The receiver operated and had authority over the Hilton San Francisco Hotels until they were sold by the court-appointed receiver on November 21, 2025, and the SF Mortgage Loan was assumed by the buyer in connection with the sale. The stated rate on the loan was 4.11%; however, beginning June 1, 2023, the default interest rate on the loan was 7.11%. Additionally, beginning June 1, 2023, the loan accrued a monthly late payment administrative fee of 3% of the monthly amount due.

We derecognized the Hilton San Francisco Hotels from our consolidated balance sheet in October 2023, when the receiver took control of the hotels and, accordingly, recognized a gain of \$221 million for the year ended December 31, 2023, which is included in *gain on derecognition of assets* in our consolidated statements of operations. Until the Hilton San Francisco Hotels were sold by the court-appointed receiver in November 2025 and the SF Mortgage Loan was assumed by the buyer, we recognized a gain of \$58 million and \$60 million, respectively, representing accrued interest expense associated with the default of the SF Mortgage Loan for the years ended December 31, 2025 and December 31, 2024, with a corresponding increase of the *contract asset* on our consolidated balance sheets. In November 2025, we derecognized the SF Mortgage Loan and associated accrued interest expense included in *debt associated with hotels in receivership* and *accrued interest associated with hotels in receivership*, respectively, through and including the date of the sale, and the corresponding *contract asset* on our consolidated balance sheets.

Note 8: Fair Value Measurements

We did not elect the fair value measurement option for our financial assets or liabilities. The fair values of our other financial instruments not included in the table below are estimated to be equal to their carrying amounts.

The fair value of our debt and the hierarchy level we used to estimate fair values are shown below:

Hierarchy Level	December 31, 2025		December 31, 2024		
	Carrying Amount	Fair Value	Carrying Amount	Fair Value	
(in millions)					
Liabilities:					
HHV Mortgage Loan	3	\$ 1,275	\$ 1,248	\$ 1,275	\$ 1,212
Other mortgage loans	3	355	351	364	349
2024 Term Loan	3	200	200	200	199
2028 Senior Notes	1	725	725	725	712
2029 Senior Notes	1	750	732	750	706
2030 Senior Notes	1	550	564	550	559

During the year ended December 31, 2025, we recognized impairment losses of approximately \$318 million primarily related to nine of our Non-Core hotels, due to sales and the strategic decision to accelerate the disposition of our Non-Core hotels. During the year ended December 31, 2024, we recognized impairment losses of \$12 million related to two of our hotels subject to ground leases and our inability to recover the carrying value of the assets over the remaining lease term. During the year ended December 31, 2023, we recognized an impairment loss of \$202 million related to one of our hotels and in October 2023, that hotel, along with the other hotel securing our SF Mortgage Loan, were placed into receivership. Subsequently, this hotel, along with the other hotel securing our SF Mortgage Loan were sold in November 2025. Refer to Note 7: "Debt" for additional information.

The estimated fair value of the assets that were measured on a nonrecurring basis, categorized by the level of inputs used in the valuation of the assets, are shown below:

	December 31,	
	2025 ⁽¹⁾	2024 ⁽²⁾
Property and equipment:		
Level 2	\$ 26	\$ —
Level 3	260	2
Total	\$ 286	\$ 2

⁽¹⁾ We determined fair value of certain assets based upon either a contracted sales price (Level 2) or, for assets held for sale, based upon contracted price less costs to sell (Level 2) as of December 31, 2025. Where the aforementioned inputs were not available, we estimated fair value using a discounted cash flow analysis, with an estimated stabilized growth rate of 3.0%, discounted cash flow term of 10 years, or the term of the respective ground leases, terminal capitalization rates between 7.3% and 7.8% and discount rates between 10.0% and 15.0% (Level 3). The discount and terminal capitalization rates used for the fair values of these assets reflect the risk profile of the markets where the properties are located.

⁽²⁾ We estimated fair value of the assets using a discounted cash flow analysis, with an estimated stabilized growth rate range of 2.0% to 3.0%, a discounted cash flow term of 10 years, and a discount rate ranging from 17.0% to 20.0% (Level 3). The discount rate used for the fair values of the assets reflected the risk profile of the markets where the properties are located.

Note 9: Leases

We lease hotel properties, land and equipment under operating and financing leases. We are subject to ground leases on nine of our consolidated properties as well as a lease for our corporate office. Our leases expire at various dates through 2083, with varying renewal options, and the majority expire before the end of 2034.

Our operating leases may require minimum rent payments, variable rent payments based on a percentage of revenue or income or rent payments equal to the greater of a minimum rent or variable rent. In addition, we may be required to pay some, or all, of the capital costs for property and equipment in the hotel during the term of the lease.

The future minimum rent payments under our current leases, due in each of the next five years and thereafter as of December 31, 2025, were:

Year	Operating Leases <u>(in millions)</u>
2026	\$ 23
2027	23
2028	23
2029	22
2030	22
Thereafter	282
Total minimum rent payments	<u>395</u>
Less: imputed interest	186
Total operating lease liabilities	<u>\$ 209</u>

As of December 31, 2025 and 2024, the weighted average remaining operating lease term was 24.8 years and 24.6 years, respectively, and the weighted average discount rate used to determine the operating lease liabilities was 5.8% and 5.7% as of December 31, 2025 and 2024, respectively.

The components of rent expense, which are primarily included in *other property expenses* in our consolidated statements of operations, as well as supplemental cash flow and non-cash information for all operating leases were:

	Year Ended December 31,		
	2025	2024	2023
	(in millions)		
Operating lease expense	\$ 25	\$ 23	\$ 23
Variable lease expense	16	16	16
Operating cash flows for operating leases	27	24	24
Operating lease right-of-use asset reassessments ⁽¹⁾	(1)	16	—

⁽¹⁾ For the year ended December 31, 2025, amount represents a decrease to our right-of-use assets and lease liability due to changes in lease terms and payments as well as discount rate upon lease remeasurements. For the year ended December 31, 2024, amount represents an increase to our right-of-use assets and lease liability due to changes in lease term as well as discount rate upon lease remeasurements.

Note 10: Income Taxes

We have been organized and operated, and we expect to continue to be organized and operate in a manner to qualify as a REIT. To qualify as a REIT, we must satisfy requirements related to, among other things, the real estate qualification of sources of our income, the real estate composition and values of our assets, the amounts we distribute to our stockholders annually and the diversity of ownership of our stock. To the extent we continue to remain qualified as a REIT, we generally will not be subject to U.S. federal (and state) income tax on taxable income generated by our REIT activities that we distribute annually to our stockholders. Accordingly, no provision for U.S. federal income taxes has been included in our accompanying consolidated financial statements for the years ended December 31, 2025, 2024 and 2023 related to our REIT activities other than taxes related to our sale of built-in gain property. Our TRSs are generally subject to U.S. federal, state and local, and foreign income taxes (as applicable).

The components of our provision (benefit) for income taxes were:

	Year Ended December 31,		
	2025	2024	2023
	(in millions)		
Current:			
U.S. Federal	\$ 3	\$ 5	\$ 5
State	—	(4)	19
Total current	3	1	24
Deferred:			
U.S. Federal	3	(43)	4
State	1	(19)	10
Total deferred	4	(62)	14
Total provision (benefit) for income taxes:			
U.S. Federal	6	(38)	9
State	1	(23)	29
Total provision (benefit) for income taxes	\$ 7	\$ (61)	\$ 38

Reconciliations of our tax provision at the U.S. statutory rate to the provision (benefit) for income taxes were:

	Year Ended December 31,					
	2025		2024		2023	
	Amount	Percent	Amount	Percent	Amount	Percent
	(dollars in millions)					
Statutory U.S. federal income tax (benefit) provision	\$ (56)	21 %	\$ 35	21 %	\$ 30	21 %
State income taxes, net of U.S. federal tax benefit	—	—	(6)	(3)	29	19
Change in deferred tax asset valuation allowance	—	—	(54)	(33)	—	—
REIT income not subject to tax	60	(23)	(24)	(15)	(23)	(16)
Derecognition and remeasurement of deferred taxes	—	—	(14)	(9)	—	—
Other	3	(1)	2	2	2	2
Provision (benefit) for income taxes	\$ 7	(3)%	\$ (61)	(37)%	\$ 38	26 %

Deferred income taxes represent the tax effect of the differences between the book and tax bases of assets and liabilities plus carryforward items. The composition of net deferred tax balances were as follows:

	December 31,	
	2025	2024
	(in millions)	
Deferred income tax assets ⁽¹⁾	\$ 36	\$ 39
Deferred income tax liabilities ⁽²⁾	(1)	—
Net deferred tax asset	\$ 35	\$ 39

⁽¹⁾ Included within *other assets* in our consolidated balance sheets, net of valuation allowance.

⁽²⁾ Included within *other liabilities* in our consolidated balance sheets.

The tax effects of the temporary differences and carryforwards that give rise to our net deferred tax balances were:

	December 31,	
	2025	2024
	(in millions)	
Deferred tax assets:		
Net operating loss carryforwards	\$ 44	\$ 45
Investments	6	6
Interest expense limitation	4	3
Other	4	4
Total gross deferred tax assets	58	58
Less: valuation allowance	(5)	(5)
Deferred tax assets	53	53
Deferred tax liabilities:		
Investments	(15)	(13)
Other	(3)	(1)
Deferred tax liabilities	(18)	(14)
Net deferred tax asset	\$ 35	\$ 39

As of December 31, 2025, we had U.S. federal and state net operating loss carryforwards of approximately \$698 million, which resulted in deferred tax assets of \$44 million. Our U.S. federal net operating loss carryforwards of approximately \$259 million are not subject to expiration.

We have U.S. state net operating loss carryforwards of approximately \$439 million, certain of which will begin to expire in 2031.

Income taxes paid net of refunds received during the year ended December 31, 2025 were as follows:

	Year Ended December 31,	
	2025	
	(in millions)	
U.S. Federal	\$	1
State and local		2
Total income taxes paid	\$	3

We paid \$15 million and \$7 million in income taxes during the years ended December 31, 2024, and 2023, respectively.

The cash distributions to stockholders in 2025, 2024 and 2023 are characterized, for U.S. federal income tax purposes, as follows:

	Year Ended December 31,		
	2025	2024	2023
Common distributions (per share):			
Ordinary dividends ⁽¹⁾	\$ 0.759540	\$ 1.285731	\$ 0.000000
Capital gain distributions ⁽²⁾	0.240460	0.114269	2.150000

⁽¹⁾ For the years ended December 31, 2025 and 2024, the ordinary dividends include qualified dividends of \$0.025164 and \$0.292918, respectively.

⁽²⁾ Capital gain distribution disclosure pursuant to Treasury Regulation §1.1061-6(c). The following additional information relates to the capital gain distributions for calendar years 2025, 2024 and 2023, as reported on Park Hotels & Resorts Inc. Form 1099-DIV, Box 2a. For purposes of Internal Revenue Code Section 1061, which is generally applicable to direct and indirect holders of “applicable partnership interests”: (i) the “One Year Amounts” are \$0.000000 per share, and (ii) the “Three Year Amounts” are \$0.000000 per share, with respect to the 2025, 2024 and 2023 capital gain distributions.

Note 11: Share-Based Compensation

We issue equity-based awards to our employees pursuant to the 2017 Omnibus Incentive Plan (the “2017 Employee Plan”) and our non-employee directors pursuant to the 2017 Stock Plan for Non-Employee Directors (the “2017 Director Plan”) both of which are amended and restated from time to time. The 2017 Employee Plan provides that a maximum of 14,070,000 shares of our common stock may be issued, and as of December 31, 2025, 5,258,954 shares of common stock remain available for future issuance. An amendment and restatement of the 2017 Director Plan was approved by our stockholders in April 2025 to, among other changes, increase the number of shares available to be issued by 875,000, from 950,000 to 1,825,000. As of December 31, 2025, 846,938 shares of common stock remain available for future issuance. For the years ended December 31, 2025, 2024 and 2023, we recognized \$19 million, \$19 million and \$18 million of share-based compensation expense, respectively. As of December 31, 2025, unrecognized compensation expense was \$18 million, which is expected to be recognized over a weighted-average period of 1.5 years. The total fair value of shares vested (calculated as the number of shares multiplied by the vesting date share price) during the years ended December 31, 2025, 2024 and 2023 was \$12 million, \$14 million and \$7 million, respectively.

Restricted Stock Awards

Restricted Stock Awards (“RSAs”) generally vest in annual installments between one and three years from each grant date. The following table provides a summary of RSAs for the years ended December 31, 2025, 2024 and 2023:

	Number of Shares	Weighted-Average Grant Date Fair Value
Unvested at January 1, 2023	843,846	20.19
Granted	696,356	13.45
Vested	(539,133)	20.39
Forfeited	(18,484)	15.52
Unvested at December 31, 2023	982,585	15.40
Granted	629,151	16.17
Vested	(548,947)	15.79
Forfeited	(53,118)	15.47
Unvested at December 31, 2024	1,009,671	15.66
Granted	868,711	12.25
Vested	(567,090)	15.48
Forfeited	(57,448)	13.63
Unvested at December 31, 2025	1,253,844	\$ 13.47

Performance Stock Units

Performance Stock Units (“PSUs”) generally vest at the end of a three-year performance period and are subject to the achievement of a market condition based on a measure of our total shareholder return relative to the total shareholder return of the companies that comprise the FTSE Nareit Lodging Resorts Index (that have a market capitalization in excess of \$1 billion as of the first day of the applicable performance period). The number of PSUs that may become vested ranges from zero to 200% of the number of PSUs granted to an employee, based on the level of achievement of the foregoing performance measure.

The following table provides a summary of PSUs for the years ended December 31, 2025, 2024 and 2023:

	Number of Shares	Weighted-Average Grant Date Fair Value
Unvested at January 1, 2023	1,198,325	20.71
Granted	590,805	19.96
Forfeited	(261,554)	24.80
Unvested at December 31, 2023	1,527,576	19.72
Granted	592,132	17.75
Vested	(337,283)	26.99
Forfeited	(265,854)	7.78
Unvested at December 31, 2024	1,516,571	19.43
Granted	758,610	11.18
Vested	(381,857)	21.93
Forfeited	(27,070)	14.74
Unvested at December 31, 2025	1,866,254	\$ 15.63

The grant date fair values of the awards that are subject to the achievement of market conditions based on total shareholder return were determined using a Monte Carlo simulation valuation model with the following assumptions:

	Year Ended December 31,		
	2025	2024	2023
Expected volatility ⁽¹⁾	33.0 %	36.0 %	48.0 %
Dividend yield ⁽²⁾	—	—	—
Risk-free rate ⁽³⁾	4.4 %	4.5 %	4.3 %
Expected term	3 years	3 years	3 years

⁽¹⁾ Estimated using a blended approach of historical and implied volatility. Historical volatility is based on the historical movement of the Company's stock price for a period that corresponds to the expected terms of the PSUs.

⁽²⁾ Dividends are assumed to be reinvested in shares of our common stock and dividends will not be paid unless shares vest.

⁽³⁾ Based on the yields of U.S. Department of Treasury instruments with similar expected terms of the PSUs at the grant date of each award.

Note 12: Earnings Per Share

The following table presents the calculation of basic and diluted earnings per share (“EPS”):

	Year Ended December 31,		
	2025	2024	2023
	(in millions, except per share amounts)		
Numerator:			
Net (loss) income attributable to stockholders	\$ (283)	\$ 212	\$ 97
Earnings attributable to participating securities	—	(1)	(2)
Net (loss) income attributable to stockholders, net of earnings allocated to participating securities	\$ (283)	\$ 211	\$ 95
Denominator:			
Weighted average shares outstanding – basic	199	207	214
Unvested restricted shares	—	2	1
Weighted average shares outstanding – diluted	199	209	215
(Loss) earnings per share – Basic ⁽¹⁾	\$ (1.43)	\$ 1.02	\$ 0.44
(Loss) earnings per share – Diluted ⁽¹⁾	\$ (1.43)	\$ 1.01	\$ 0.44

⁽¹⁾ Per share amounts are calculated based on unrounded numbers and are calculated independently for each period presented.

Certain of our outstanding equity awards were excluded from the above calculation of EPS for the years ended December 31, 2025, 2024 and 2023 because their effect would have been anti-dilutive.

Note 13: Hotel Management Operating and License Agreements

Management and Franchise Fees

We have management agreements, whereby we pay a base fee equal to a percentage of total revenues, as defined, as well as an incentive fee if specified financial performance targets are achieved. Our managers generally have sole responsibility for all activities necessary for the operation of the hotels, including establishing room rates, processing reservations and promoting and publicizing the hotels. Our managers also generally provide all employees for the hotels, prepare reports, budgets and projections, and provide other administrative and accounting support services to the hotels. We have consultative and limited approval rights with respect to certain actions of our managers, including entering into long-term or high value contracts, engaging in certain actions relating to legal proceedings, approving the operating budget, making certain capital expenditures and the hiring of certain management personnel.

Our management agreements have initial terms ranging from 5 to 30 years and most allow for one or more renewal periods. Assuming all renewal periods are exercised by our hotel managers, the total term of our management agreements range from 5 to 70 years.

We also have franchise agreements for five hotels. The franchise agreements have an initial term of 10 to 20 years and cannot be extended without the franchisor’s consent.

Marketing Fees

Additionally, the management and franchise agreements generally require a marketing fee equal to a percentage of rooms revenues. Total marketing fees were \$41 million, \$45 million and \$47 million for the years ended December 31, 2025, 2024 and 2023, respectively, and were included in *other departmental and support expense* in our consolidated statements of operations.

Employee Cost Reimbursements

We are responsible for reimbursing our managers for certain employee related costs outside of payroll. These costs include contributions to a defined contribution 401(k) Retirement Savings Plan administered by our managers, union-sponsored pension plans and other post-retirement plans. All of these plans are the responsibility of our managers and our obligation is only for the reimbursement of these costs for individuals who work at our hotel properties.

Note 14: Business Segment Information

As a result of a shift in our business strategy during the quarter ended December 31, 2025, we now operate our business through three operating segments, our consolidated Core hotels, consolidated Non-Core hotels and unconsolidated hotels. Only our consolidated Core hotels and consolidated Non-Core hotels are reportable segments. Our CODM, who is our chief executive officer, evaluates our consolidated Core and Non-Core hotels primarily based on hotel adjusted earnings (loss) before interest income and expense, taxes and depreciation and amortization (“EBITDA”) when deciding how to allocate resources, in making other day-to-day operating decisions and evaluating our operating performance against other companies within our industry.

Hotel Adjusted EBITDA, presented herein, is calculated as EBITDA from hotel operations and does not include the following items that are not reflective of our ongoing operating performance or incurred in the normal course of business, and thus excluded from the CODM’s analysis:

- Gains or losses on sales of assets for both consolidated and unconsolidated investments;
- Costs associated with hotel acquisitions or dispositions expensed during the period;
- Severance expense;
- Share-based compensation expense;
- Impairment losses and casualty gains or losses; and
- Other items that we believe are not representative of our current or future operating performance.

The following tables present our reportable segment expenses, Hotel Adjusted EBITDA reconciled to net (loss) income and reportable segment revenues reconciled to our consolidated amounts. Prior period amounts have been recast to reflect the change in our reportable segments:

	Year Ended December 31,								
	2025			2024			2023		
	Total	Core Hotels	Non-Core Hotels	Total	Core Hotels	Non-Core Hotels	Total	Core Hotels	Non-Core Hotels
	(in millions)								
Revenues:									
Rooms	\$ 1,505	\$ 1,201	\$ 304	\$ 1,569	\$ 1,219	\$ 350	\$ 1,653	\$ 1,177	\$ 476
Food and beverage	685	578	107	688	569	119	696	545	151
Ancillary hotel	259	227	32	256	221	35	264	220	44
Total segment revenues	2,449	2,006	443	2,513	2,009	504	2,613	1,942	671
Less:									
Rooms expense	411	318	93	419	318	101	449	302	147
Food and beverage expense	478	398	80	474	386	88	501	379	122
Other departmental and support expense	596	452	144	605	449	156	635	430	205
Management fees	118	100	18	122	101	21	125	97	28
Other property segment expenses ⁽¹⁾	202	152	50	210	152	58	217	142	75
Total segment expenses	1,805	1,420	385	1,830	1,406	424	1,927	1,350	577
Hotel Adjusted EBITDA	644	<u>\$ 586</u>	<u>\$ 58</u>	683	<u>\$ 603</u>	<u>\$ 80</u>	686	<u>\$ 592</u>	<u>\$ 94</u>
Other revenues	92			86			85		
Depreciation and amortization expense	(336)			(257)			(287)		
Corporate general and administrative expense	(72)			(69)			(65)		
Impairment and casualty loss	(319)			(14)			(204)		
Other operating expenses	(88)			(82)			(83)		
Gain on sales of assets, net	2			8			15		
Gain on derecognition of assets	58			60			221		
Interest income	10			21			38		
Interest expense	(209)			(214)			(207)		
Interest expense associated with hotels in receivership	(58)			(60)			(45)		
Equity in earnings from investments in affiliates ⁽²⁾	4			31			11		
Income tax (expense) benefit	(7)			61			(38)		
Other gain (loss), net	16			(4)			4		
Other items	(14)			(24)			(25)		
Net (loss) income	<u>\$ (277)</u>			<u>\$ 226</u>			<u>\$ 106</u>		

⁽¹⁾ Other property segment expenses primarily include real and personal property taxes, other local taxes, ground rent, equipment rent and property insurance incurred in the normal course of business.

⁽²⁾ For the year ended December 31, 2024, includes a gain of \$19 million on the sale of the Hilton La Jolla Torrey Pines.

	Year Ended December 31,								
	2025			2024			2023		
	Total	Core Hotels	Non-Core Hotels	Total	Core Hotels	Non-Core Hotels	Total	Core Hotels	Non-Core Hotels
	(in millions)								
Revenues:									
Total revenues	\$2,541			\$2,599			\$2,698		
Less: Other revenues	(92)			(86)			(85)		
Total segment revenues	<u>\$2,449</u>	\$2,006	\$ 443	<u>\$2,513</u>	\$2,009	\$ 504	<u>\$2,613</u>	\$1,942	\$ 671

The following table presents total assets for our consolidated Core and Non-Core hotels, reconciled to total assets:

	December 31,	
	2025	2024
	(in millions)	
Consolidated Core hotels	\$ 7,194	\$ 7,324
Consolidated Non-Core hotels	461	1,801
All other	45	36
Total assets	<u>\$ 7,700</u>	<u>\$ 9,161</u>

The following table presents total capital expenditures for property and equipment for our consolidated Core and Non-Core hotels, reconciled to total capital expenditures for property and equipment:

	Year Ended December 31,		
	2025	2024	2023
	(in millions)		
Consolidated Core hotels	\$ 281	\$ 208	\$ 267
Consolidated Non-Core hotels	15	19	18
Total capital expenditures for property and equipment	<u>\$ 296</u>	<u>\$ 227</u>	<u>\$ 285</u>

Note 15: Commitments and Contingencies

As of December 31, 2025, we had outstanding commitments under third-party contracts of approximately \$110 million for capital expenditures at our properties, of which \$32 million relates to the transformative renovation at the Royal Palm, \$18 million relates to guestroom, lobby, pool and exterior renovations at the Hilton Hawaiian Village Waikiki Beach Resort and \$15 million relates to guestroom renovations at the Hilton New Orleans Riverside. Our contracts contain clauses that allow us to cancel all or some portion of the work. If cancellation of a contract occurred, our commitment would be any costs incurred up to the cancellation date, in addition to any costs associated with the discharge of the contract.

We are involved in litigation arising from the normal course of business, some of which includes claims for substantial sums, and may make certain indemnifications or guarantees to select buyers of our hotels as part of a sale process. Currently, we are in active litigation with a ground lessor who alleges breach of a ground lease(s) related to the Hilton Salt Lake City Center, DoubleTree Hotel San Diego - Mission Valley and/or DoubleTree Hotel Durango and against whom we allege, among other things, breach of the same ground lease(s). We are also involved in claims and litigation that is not in the ordinary course of business in connection with the spin-off from Hilton. The spin-off agreements provide that Hilton will indemnify us from certain of these claims as well as require us to indemnify Hilton for other claims. In addition, losses related to certain contingent liabilities could be apportioned to us under the spin-off agreements. In connection with our obligation to indemnify Hilton under the spin-off agreements, we have reserved approximately \$8 million as of December 31, 2025 related to litigation with respect to an audit by the Australian Tax Office (“ATO”) of Hilton related to the sale of the Hilton Sydney in June 2015. This amount could change as the litigation of the ATO’s claim progresses.

Additionally, as of December 31, 2025, Hilton remains subject to U.S. federal income tax examinations from 2011 through 2017, the year of our spin-off. Various income tax returns for Hilton filed with state, local and foreign jurisdictions remain subject to examination by the applicable taxing authorities.

Note 16: Supplemental Disclosures of Cash Flow Information

Interest paid during the years ended December 31, 2025, 2024 and 2023 was \$212 million, \$185 million and \$215 million, respectively.

Capital expenditures included within *accounts payable and accrued expenses* in our consolidated balance sheets were \$29 million, \$37 million and \$37 million as of December 31, 2025, 2024 and 2023, respectively.

The following non-cash financing activity was excluded from the consolidated statements of cash flows:

During the years ended December 31, 2025, 2024 and 2023, we declared \$50 million, \$131 million and \$355 million, respectively, of dividends that were unpaid and accrued as of December 31, 2025, 2024 and 2023, respectively.

Note 17: Subsequent Events

In January 2026, we sold the Hilton Checkers Los Angeles for gross proceeds of \$12.5 million.

Park Hotels & Resorts Inc.
Schedule III
Real Estate and Accumulated Depreciation
(Dollars in millions)

December 31, 2025

Hotel Property	Encumbrances	Initial Cost			Costs Capitalized Subsequent to Acquisition, net ⁽¹⁾	Gross Amounts at Which Carried at Close of Period				Accumulated Depreciation	Date of Construction	Date Acquired ⁽³⁾	Life Upon Which Depreciation is Computed
		Land	Building & Improvements	Furniture, Fixtures & Equipment		Land	Building & Improvements ⁽²⁾	Furniture, Fixtures & Equipment	Total				
Consolidated Core Hotels													
Caribe Hilton	\$ —	\$ 38	\$ 56	\$ 7	\$ 83	\$ 41	\$ 111	\$ 32	\$ 184	\$ (69)	1949	10/24/2007	3 - 40 years
Hilton Boston Logan Airport	—	—	108	6	33	—	131	16	147	(71)	1999	10/24/2007	3 - 40 years
Hilton Chicago	—	69	233	12	203	71	383	63	517	(216)	1927	10/24/2007	3 - 40 years
Hilton Hawaiian Village Waikiki Beach Resort	1,275	925	807	17	560	984	1,168	157	2,309	(607)	1961	10/24/2007	3 - 40 years
Hilton McLean Tysons Corner	—	50	82	3	(6)	23	60	46	129	(72)	1987	10/24/2007	3 - 40 years
Hilton New Orleans Riverside	—	89	217	3	148	90	306	61	457	(153)	1977	10/24/2007	3 - 40 years
Hilton Santa Barbara Beachfront Resort	153	71	50	2	63	73	85	28	186	(53)	1986	10/24/2007	3 - 40 years
Hilton Waikoloa Village	—	160	340	25	(4)	112	346	63	521	(179)	1988	10/24/2007	3 - 40 years
New York Hilton Midtown	—	1,096	542	13	157	1,043	671	94	1,808	(366)	1963	10/24/2007	3 - 40 years
DoubleTree Hotel Washington DC – Crystal City	—	43	95	2	51	43	129	19	191	(79)	1982	12/14/2007	3 - 40 years
Signia by Hilton Orlando Bonnet Creek	—	15	377	31	134	30	467	60	557	(152)	2009	2/12/2015	3 - 40 years
Waldorf Astoria Orlando	—	34	274	29	78	48	313	54	415	(114)	2009	2/12/2015	3 - 40 years
Casa Marina Key West, Curio Collection	—	164	174	9	58	170	199	36	405	(58)	1920	2/17/2015	3 - 40 years
The Reach Key West, Curio Collection	—	57	67	3	23	57	83	10	150	(31)	1970	2/17/2015	3 - 40 years
Juniper Hotel Cupertino, Curio Collection	—	40	64	8	2	40	65	9	114	(25)	1973	6/2/2015	3 - 40 years
Hilton Denver City Center	51	14	163	21	5	14	165	24	203	(47)	1982	9/18/2019	3 - 40 years
Hyatt Regency Boston	121	—	177	14	4	—	180	15	195	(42)	1985	9/18/2019	3 - 40 years
Hyatt Regency Mission Bay Spa and Marina	—	5	118	15	9	7	121	19	147	(39)	1961	9/18/2019	3 - 40 years
JW Marriott San Francisco Union Square	—	—	191	13	9	—	199	14	213	(44)	1987	9/18/2019	3 - 40 years
Royal Palm South Beach Miami, a Tribute Portfolio Resort	—	16	139	12	4	15	154	2	171	(13)	1926	9/18/2019	3 - 40 years
Total Consolidated Core Hotels	1,600	2,886	4,274	245	1,614	2,861	5,336	822	9,019	(2,430)			

Park Hotels & Resorts Inc.
Schedule III
Real Estate and Accumulated Depreciation
(Dollars in millions)

December 31, 2025

Hotel Property	Initial Cost				Costs Capitalized Subsequent to Acquisition, net ⁽¹⁾	Gross Amounts at Which Carried at Close of Period				Accumulated Depreciation	Date of Construction	Date Acquired ⁽³⁾	Life Upon Which Depreciation is Computed
	Encumbrances	Land	Building & Improvements	Furniture, Fixtures & Equipment		Land	Building & Improvements ⁽²⁾	Furniture, Fixtures & Equipment	Total				
Consolidated Non-Core Hotels													
DoubleTree Hotel Durango	—	—	—	2	6	—	2	6	8	(6)	1985	10/24/2007	3 - 40 years
DoubleTree Hotel Ontario Airport	30	14	58	3	20	13	64	18	95	(46)	1974	10/24/2007	3 - 40 years
DoubleTree Hotel San Diego – Mission Valley	—	—	—	2	18	—	10	10	20	(16)	1989	10/24/2007	3 - 40 years
DoubleTree Hotel San Jose	—	15	67	5	(59)	7	20	1	28	—	1980	10/24/2007	3 - 40 years
Embassy Suites Austin Downtown South Congress	—	—	45	2	(40)	—	7	—	7	—	1983	10/24/2007	3 - 40 years
Hilton Salt Lake City Center	—	—	—	10	22	—	9	23	32	(26)	2002	10/24/2007	3 - 40 years
Hilton Seattle Airport & Conference Center	—	—	70	3	(43)	—	29	1	30	—	1961	10/24/2007	3 - 40 years
Hilton Orlando Lake Buena Vista	—	—	137	10	42	—	157	32	189	(91)	1983	8/30/2010	3 - 40 years
Boston Marriott Newton	—	24	74	15	(53)	15	44	1	60	—	1969	9/18/2019	3 - 40 years
Hilton Checkers Los Angeles ⁽⁴⁾	—	19	44	7	(58)	4	8	—	12	—	1927	9/18/2019	3 - 40 years
The Midland Hotel, a Tribute Portfolio Hotel ⁽⁵⁾	—	20	76	14	(73)	9	27	1	37	—	1928	9/18/2019	3 - 40 years
The Wade ⁽⁶⁾	—	22	58	8	(57)	9	21	1	31	—	1965	9/18/2019	3 - 40 years
Total Consolidated Non-Core Hotels	30	114	629	81	(275)	57	398	94	549	(185)			
Total Consolidated Core and Non-Core Hotels	\$ 1,630	\$ 3,000	\$ 4,903	\$ 326	\$ 1,339	\$ 2,918	\$ 5,734	\$ 916	\$ 9,568	\$ (2,615)			

(1) Subsequent costs capitalized are net of impairment expense.

(2) Includes amounts classified as construction-in-progress.

(3) On October 24, 2007, a predecessor to our Parent became a wholly owned subsidiary of an affiliate of The Blackstone Group L.P. following the completion of the Blackstone Merger.

(4) In January 2026, we sold the Hilton Checkers Los Angeles.

(5) In January 2025, the W Chicago – City Center was converted to The Midland Hotel, a Tribute Portfolio Hotel.

(6) In February 2025, the W Chicago – Lakeshore was converted to The Wade.

Park Hotels & Resorts Inc.
Schedule III
Real Estate and Accumulated Depreciation—(continued)
(Dollars in millions)

December 31, 2025

Notes:

(A) The change in total cost of properties for the fiscal years ended December 31, 2025, 2024 and 2023 is as follows:

	Year Ended December 31,		
	2025	2024	2023
	(in millions)		
Balance at beginning of period	\$ 10,166	\$ 10,075	\$ 11,008
Additions during period:			
Capital expenditures	288	227	307
Deductions during period:			
Transfers to assets held for sale	(13)	—	—
Dispositions, including casualty losses and impairment loss on planned dispositions	(873)	(136)	(199)
Derecognition of assets ⁽¹⁾	—	—	(1,041)
Balance at end of period	<u>\$ 9,568</u>	<u>\$ 10,166</u>	<u>\$ 10,075</u>

⁽¹⁾ For the year ended December 31, 2023, represents the derecognition of the Hilton San Francisco Hotels from our consolidated balance sheet in October 2023, when the receiver took control of the hotels. The Hilton San Francisco Hotels were sold by the court-appointed receiver on November 21, 2025.

(B) The change in accumulated depreciation for the fiscal years ended December 31, 2025, 2024 and 2023 is as follows:

	Year Ended December 31,		
	2025	2024	2023
	(in millions)		
Balance at beginning of period	\$ 2,771	\$ 2,620	\$ 2,712
Additions during period:			
Depreciation expense	264	255	254
Deductions during period:			
Dispositions, including casualty losses and impairment loss on planned dispositions	(420)	(104)	(68)
Derecognition of assets ⁽¹⁾	—	—	(278)
Balance at end of period	<u>\$ 2,615</u>	<u>\$ 2,771</u>	<u>\$ 2,620</u>

⁽¹⁾ For the year ended December 31, 2023, represents the derecognition of the Hilton San Francisco Hotels from our consolidated balance sheet in October 2023, when the receiver took control of the hotels. The Hilton San Francisco Hotels were sold by the court-appointed receiver on November 21, 2025.

(C) The aggregate cost of real estate for U.S. federal income tax purposes is approximately \$5.800 billion as of December 31, 2025.

Item 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure.

None.

Item 9A. Controls and Procedures.

Evaluation of Disclosure Controls and Procedures

Our management has evaluated, under the supervision and with the participation of the Company's Chief Executive Officer and Chief Financial Officer, the effectiveness of the disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended ("the Exchange Act"), as required by paragraph (b) of Rules 13a-15 and 15d-15 of the Exchange Act. Based on this evaluation, our Chief Executive Officer and Chief Financial Officer have concluded that as of December 31, 2025, our disclosure controls and procedures were effective to ensure that information we are required to disclose in reports filed or submitted with the Securities and Exchange Commission (i) is recorded, processed, summarized and reported within the time periods specified in the Securities and Exchange Commission's rules and forms and (ii) is accumulated and communicated to our management, including our Chief Executive Officer and Chief Financial Officer, as appropriate to allow timely decisions regarding disclosure.

Management's Annual Report on Internal Control over Financial Reporting

We have set forth management's report on internal control over financial reporting and the attestation report of our independent registered public accounting firm on the effectiveness of our internal control over financial reporting in Item 8 of this Annual Report on Form 10-K. Management's report on internal control over financial reporting is incorporated in this Item 9A by reference.

Changes in Internal Control over Financial Reporting

There were no changes in our internal control over financial reporting during our most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

Item 9B. Other Information.

None.

Item 9C. Disclosure Regarding Foreign Jurisdictions that Prevent Inspections.

None.

PART III

Item 10. Directors, Executive Officers and Corporate Governance.

The information required by this item will be incorporated by reference from our definitive Proxy Statement to be filed pursuant to Regulation 14A.

Item 11. Executive Compensation.

The information required by this item will be incorporated by reference from our definitive Proxy Statement to be filed pursuant to Regulation 14A.

Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters.

The information required by this item will be incorporated by reference from our definitive Proxy Statement to be filed pursuant to Regulation 14A.

Item 13. Certain Relationships and Related Transactions, and Director Independence.

The information required by this item will be incorporated by reference from our definitive Proxy Statement to be filed pursuant to Regulation 14A.

Item 14. Principal Accounting Fees and Services.

The information required by this item will be incorporated by reference from our definitive Proxy Statement to be filed pursuant to Regulation 14A.

PART IV

Item 15. Exhibits, Financial Statement Schedules.

The following documents are filed as part of this report.

(a) Financial Statements

We include this portion of Item 15 under Item 8 of this Annual Report on Form 10-K.

(b) Financial Statement Schedules

Schedule III – Real Estate and Accumulated Depreciation is filed herewith.

All other schedules are omitted as the required information is either not present, not present in material amounts or presented within the consolidated financial statements or related notes.

(c) Exhibits

Exhibit Index

Exhibit Number	Description
2.1	Distribution Agreement by and among Hilton Worldwide Holdings Inc., Park Hotels & Resorts Inc., Hilton Grand Vacations Inc. and Hilton Domestic Operating Company Inc., dated as of January 2, 2017 (incorporated by reference to Exhibit 2.1 to our Current Report on Form 8-K, filed on January 4, 2017).
2.2	Agreement and Plan of Merger by and among Park Hotels & Resorts Inc., PK Domestic Property LLC, PK Domestic Sub LLC, and Chesapeake Lodging Trust, dated as of May 5, 2019 (incorporated by reference to Exhibit 2.1 to our Current Report on Form 8-K, filed on May 6, 2019).
3.1	Amended and Restated Certificate of Incorporation of Park Hotels & Resorts Inc. (incorporated by reference to Exhibit 3.1 to our Current Report on Form 8-K, filed on April 30, 2019).
3.2	Amended and Restated By-laws of Park Hotels & Resorts Inc. (incorporated by reference to Exhibit 3.2 to our Current Report of Form 10-Q, filed on August 1, 2024).
3.3	Certificate of Amendment to the Amended and Restated Certificate of Incorporation of Park Hotels & Resorts Inc. (incorporated by reference to Exhibit 3.1 to our Current Report on Form 8-K, filed on April 19, 2024).
4.1	Description of Park Hotels & Resorts Inc. Common Stock (incorporated by reference to Exhibit 4.1 to our Current Report on Form 10-K, filed on February 26, 2021).
4.2	Indenture, dated as of May 29, 2020, among Park Intermediate Holdings LLC, PK Domestic Property LLC, PK Finance Co-Issuer Inc., Park Hotels & Resorts Inc., the subsidiary guarantors party thereto and The Bank of New York Mellon, as trustee. (incorporated by reference to Exhibit 4.1 to our Current Report on Form 8-K, filed on May 29, 2020).
4.3	Indenture, dated as of September 18, 2020, among Park Intermediate Holdings LLC, PK Domestic Property LLC, PK Finance Co-Issuer Inc., Park Hotels & Resorts Inc., the subsidiary guarantors party thereto and U.S. Bank National Association, as trustee. (incorporated by reference to Exhibit 4.1 to our Current Report on Form 8-K, filed on September 18, 2020).

- 4.4 Indenture, dated as of May 14, 2021, among Park Intermediate Holdings LLC, PK Domestic Property LLC, PK Finance Co-Issuer Inc., Park Hotels & Resorts Inc., the subsidiary guarantors party thereto and U.S. Bank National Association, as trustee and collateral agent (incorporated by reference to Exhibit 4.1 to the Company's Form 8-K, filed on May 14, 2021).
- 4.5 First Supplemental Indenture, dated as of December 1, 2022, to the Indenture dated as of May 14, 2021 among Park Intermediate Holdings LLC, PK Domestic Property LLC, PK Finance Co-Issuer Inc., Park Hotels & Resorts Inc., the subsidiary guarantors party thereto and U.S. Bank Trust Company, National Association, as trustee and collateral agent (incorporated by reference to Exhibit 4.5 to our Current Report on Form 10-K, filed on February 23, 2023).
- 4.6 First Supplemental Indenture, dated as of May 7, 2021, to the Indenture dated as of September 18, 2020, among Park Intermediate Holdings LLC, PK Domestic Property LLC, PK Finance Co-Issuer Inc., Park Hotels & Resorts Inc., the subsidiary guarantors party thereto and U.S. Bank Trust Company, National Association, as trustee and collateral agent (incorporated by reference to Exhibit 4.6 to our Current Report on Form 10-K, filed on February 23, 2023).
- 4.7 Second Supplemental Indenture, dated as of December 1, 2022, to the Indenture dated as of September 18, 2020, among Park Intermediate Holdings LLC, PK Domestic Property LLC, PK Finance Co-Issuer Inc., Park Hotels & Resorts Inc., the subsidiary guarantors party thereto and U.S. Bank Trust Company, National Association, as trustee and collateral agent (incorporated by reference to Exhibit 4.7 to our Current Report on Form 10-K, filed on February 23, 2023).
- 4.8 First Supplemental Indenture, dated as of May 7, 2021, to the Indenture dated as of May 29, 2020, among Park Intermediate Holdings LLC, PK Domestic Property LLC, PK Finance Co-Issuer Inc., Park Hotels & Resorts Inc., the subsidiary guarantors party thereto and U.S. Bank Trust Company, National Association, as trustee and collateral agent (incorporated by reference to Exhibit 4.8 to our Current Report on Form 10-K, filed on February 23, 2023).
- 4.9 Second Supplemental Indenture, dated as of December 1, 2022, to the Indenture dated as of May 29, 2020, among Park Intermediate Holdings LLC, PK Domestic Property LLC, PK Finance Co-Issuer Inc., Park Hotels & Resorts Inc., the subsidiary guarantors party thereto and U.S. Bank Trust Company, National Association, as trustee and collateral agent (incorporated by reference to Exhibit 4.9 to our Current Report on Form 10-K, filed on February 23, 2023).
- 4.10 Indenture, dated as of May 16, 2024, among Park Intermediate Holdings LLC, PK Domestic Property LLC, PK Finance Co-Issuer Inc., Park Hotels & Resorts Inc., PK Domestic REIT Inc., the subsidiary guarantors party thereto and U.S. Bank Trust Company, National Association, as trustee (incorporated by reference to Exhibit 4.1 to our Current Report on Form 8-K, filed on May 16, 2024).
- 10.1 Tax Matters Agreement, dated as of January 2, 2017, by and among Hilton Worldwide Holdings Inc., Park Hotels & Resorts Inc., Hilton Grand Vacations Inc. and Hilton Domestic Operating Company Inc. (incorporated by reference to Exhibit 10.2 to our Current Report on Form 8-K, filed on January 4, 2017).
- 10.2 Loan Agreement, dated as of October 7, 2016, among S.F. Hilton LLC and P55 Hotel Owner LLC, collectively, as Borrowers and JPMorgan Chase Bank, National Association, Deutsche Bank, AG, New York Branch, Goldman Sachs Mortgage Company, Barclays Bank PLC and Morgan Stanley Bank, N.A., collectively, as Lenders and the other parties thereto (incorporated by reference to Exhibit 10.7 to our Registration Statement on Form 10 (File No. 001-37795), as filed on November 14, 2016).

- 10.3 Loan Agreement, dated as of October 24, 2016, among Hilton Hawaiian Village LLC, as Borrower, Hilton Hawaiian Village Lessee LLC, as Operating Lessee, and JPMorgan Chase Bank, National Association, Deutsche Bank AG, New York Branch, Goldman Sachs Mortgage Company, Barclays Bank PLC and Morgan Stanley Bank, N.A., collectively, as Lender and the other parties thereto (incorporated by reference to Exhibit 10.15 to our Registration Statement on Form 10 (File No. 001-37795), as filed on November 14, 2016).
- 10.4 Guaranty Agreement, dated as of October 7, 2016, among Park Intermediate Holdings LLC and JPMorgan Chase Bank, National Association, Deutsche Bank AG, New York Branch, Goldman Sachs Mortgage Company, Barclays Bank PLC and Morgan Stanley Bank, N.A., collectively, as Lender (incorporated by reference to Exhibit 10.8 to our Registration Statement on Form 10 (File No. 001-37795), as filed on November 14, 2016).
- 10.5 Guaranty Agreement, dated as of October 24, 2016, among Park Intermediate Holdings LLC and JPMorgan Chase Bank, National Association, Deutsche Bank AG, New York Branch, Goldman Sachs Mortgage Company, Barclays Bank PLC and Morgan Stanley Bank, N.A., collectively, as Lender (incorporated by reference to Exhibit 10.16 to our Registration Statement on Form 10 (File No. 001-37795), as filed on November 14, 2016).
- 10.6 Second Amended and Restated Credit Agreement, dated as of September 17, 2025, by and among Park Hotels & Resorts Inc., Park Intermediate Holdings LLC, Wells Fargo Bank, National Association, as administrative agent, and the financial institutions party thereto as lenders and agents (incorporated by reference to Exhibit 10.1 to our Current Report on Form 8-K, filed on September 17, 2025).
- 10.7 Park Hotels & Resorts Inc. 2017 Stock Plan for Non-Employee Directors (As Amended and Restated as of April 25, 2025) (incorporated by reference to Exhibit 4.4 to our Registration Statement on Form S-8, filed on April 25, 2025). †
- 10.8 Form of Restricted Stock Agreement issued pursuant to the Park Hotels & Resorts Inc. 2017 Stock Plan for Non-Employee Directors (as amended and restated as of April 30, 2021) (incorporated by reference to Exhibit 10.2 to the Company's Form 8-K, filed on May 4, 2021). †
- 10.9 Form of Restricted Stock Agreement issued pursuant to the Park Hotels & Resorts Inc. 2017 Stock Plan for Non-Employee Directors (As Amended and Restated as of April 25, 2025) (incorporated by reference to Exhibit 4.5 to our Registration Statement on Form S-8, filed on April 25, 2025). †
- 10.10 Employment Agreement dated April 26, 2016, between Park Hotels & Resorts Inc. and Thomas J. Baltimore Jr (incorporated by reference to Exhibit 10.10 to our Registration Statement on Form 10 (File No. 001-37795), as filed on September 16, 2016). †
- 10.11 Form of Indemnification Agreement entered into between Park Hotels & Resorts Inc. and each of its directors and executive officers (incorporated by reference to Exhibit 10.5 to our Registration Statement on Form 10 (File No. 0001-37795), filed on November 14, 2016). †
- 10.12 Park Hotels & Resorts Inc. 2017 Omnibus Incentive Plan (as Amended and Restated Effective as of April 26, 2023) (incorporated by reference to Exhibit 10.1 to our Current Report on Form 8-K, filed on April 28, 2023). †
- 10.13 Park Hotels & Resorts Inc. Executive Long-Term Incentive Program (amended and restated as of February 24, 2022) (incorporated by reference to Exhibit 10.1 to our Current Report on Form 8-K, filed on February 25, 2022). †

- 10.14 Form of CEO Restricted Stock Award Agreement (incorporated by reference to Exhibit 10.4 to our Current Report on Form 8-K, filed on March 1, 2017).†
- 10.15 Form of CEO Amended and Restated Performance Stock Unit Agreement (incorporated by reference to Exhibit 10.4 to our Quarterly Report on Form 10-Q, filed on May 2, 2022).†
- 10.16 Form of Executive Restricted Stock Award Agreement (incorporated by reference to Exhibit 10.6 to our Current Report on Form 8-K, filed on March 1, 2017).†
- 10.17 Form of Executive Amended and Restated Performance Stock Unit Award Agreement (incorporated by reference to Exhibit 10.5 to our Quarterly Report on Form 10-Q, filed on May 2, 2022).†
- 10.18 Form of Award Notice and Nonqualified Stock Option Agreement (Converted Award) (incorporated by reference to Exhibit 10.19 to our Quarterly Report on Form 10-Q, filed on May 4, 2017).†
- 10.19 Form of Nonqualified Stock Option Agreement (Converted Award-2014 Grant) (incorporated by reference to Exhibit 10.20 to our Quarterly Report on Form 10-Q, filed on May 4, 2017).†
- 10.20 Park Hotels & Resorts Inc. Executive Short-Term Incentive Program (amended and restated as of February 24, 2020) (incorporated by reference to Exhibit 10.5 to our Current Report on Form 8-K, filed on February 26, 2020).†
- 10.21 Park Hotels & Resorts Inc. Executive Severance Plan (incorporated by reference to Exhibit 10.1 to our Current Report on Form 8-K, filed on May 3, 2017).†
- 19 Park Hotels and Resorts Inc. Insider Trading Policy (incorporated by reference to Exhibit 19.1 on our Annual Report on Form 10-K, filed on February 20, 2025).
- 21* Subsidiaries of Park Hotels & Resorts Inc.
- 23* Consent of Independent Registered Public Accounting Firm, Ernst & Young LLP.
- 24.1* Power of Attorney (included on the Signature Page of this Annual Report on Form 10-K).
- 31.1* Certification of Principal Executive Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
- 31.2* Certification of Principal Financial Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
- 32.1* Certification of Principal Executive Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, furnished herewith.
- 32.2* Certification of Principal Financial Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, furnished herewith.
- 97.1 Park Hotels and Resorts Inc. Incentive Compensation Clawback Policy (Effective as of October 2, 2023) (incorporated by reference to Exhibit 97.1 to our Annual Report on Form 10-K, filed on February 28, 2024)._†

- 101.INS* Inline XBRL Instance Document - the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document.
- 101.SCH* Inline XBRL Taxonomy Extension Schema Document.
- 101.CAL* Inline XBRL Taxonomy Extension Calculation Linkbase Document.
- 101.DEF* Inline XBRL Taxonomy Extension Definition Linkbase Document.
- 101.LAB* Inline XBRL Taxonomy Extension Label Linkbase Document.
- 101.PRE* Inline XBRL Taxonomy Extension Presentation Linkbase Document.
- 104* Cover Page Interactive Data File (formatted as Inline XBRL and contained in Exhibit 101).
- * Filed herewith
- † Denotes a management contract or compensatory plan, contract or arrangement

Item 16. Form 10-K Summary

None.

SIGNATURES AND POWER OF ATTORNEY

KNOW ALL PERSONS BY THESE PRESENTS, that each person whose signature appears below hereby constitutes and appoints Thomas J. Baltimore, Jr., Sean M. Dell’Orto and Nancy M. Vu, and each of them (with full power to act alone), the individual’s true and lawful attorneys-in-fact and agents, with full power of substitution and resubstitution, for the person and in his or her name, place and stead, in any and all capacities, to sign any and all amendments to this Annual Report on Form 10-K and any other documents in connection therewith, with the Securities and Exchange Commission, granting unto said attorneys-in-fact and agents, and each of them, full power and authority to do and perform each and every act and thing requisite and necessary to be done in and about the premises, as fully to all intents and purposes as such person might or could do in person, hereby ratifying and confirming all that such attorneys-in-fact and agents, or their substitute or substitutes, may lawfully do or cause to be done by virtue hereof. This Power of Attorney may be signed in several counterparts.

Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, this Report has been signed below by the following persons on behalf of the Registrant in the capacities and on the dates indicated.

Name	Title	Date
<u>/s/ Thomas J. Baltimore, Jr.</u> Thomas J. Baltimore, Jr.	Chairman of the Board, President and Chief Executive Officer (Principal Executive Officer)	February 20, 2026
<u>/s/ Sean M. Dell’Orto</u> Sean M. Dell’Orto	Executive Vice President, Chief Operating Officer, Chief Financial Officer and Treasurer (Principal Financial Officer)	February 20, 2026
<u>/s/ Darren W. Robb</u> Darren W. Robb	Senior Vice President and Chief Accounting Officer (Principal Accounting Officer)	February 20, 2026
<u>/s/ Patricia M. Bedient</u> Patricia M. Bedient	Director	February 20, 2026
<u>/s/ Thomas D. Eckert</u> Thomas D. Eckert	Director	February 20, 2026
<u>/s/ Geoffrey M. Garrett</u> Geoffrey M. Garrett	Director	February 20, 2026
<u>/s/ Christie B. Kelly</u> Christie B. Kelly	Director	February 20, 2026
<u>/s/ Terri D. McClements</u> Terri D. McClements	Director	February 20, 2026
<u>/s/ Thomas A. Natelli</u> Thomas A. Natelli	Director	February 20, 2026
<u>/s/ Timothy J. Naughton</u> Timothy J. Naughton	Director	February 20, 2026
<u>/s/ Stephen I. Sadove</u> Stephen I. Sadove	Director	February 20, 2026

CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

We consent to the incorporation by reference in the following Registration Statements:

- (1) Registration Statement (Form S-8 No. 333-215324) pertaining to the Park Hotels & Resorts Inc. 2017 Omnibus Incentive Plan and the Park Hotels & Resorts Inc. 2017 Stock Plan for Non-Employee Directors,
- (2) Registration Statement (Form S-8 No. 333-255660) pertaining to the Park Hotels & Resorts Inc. 2017 Stock Plan for Non-Employee Directors (as amended and restated as of April 30, 2021),
- (3) Registration Statement (Form S-8 No. 333-271534) pertaining to the Park Hotels & Resorts Inc. 2017 Omnibus Incentive Plan (as amended and restated as of April 26, 2023),
- (4) Registration Statement (Form S-3 No. 333-277821) of Park Hotels & Resorts Inc. and the related Prospectus, and
- (5) Registration Statement (Form S-8 No. 333-286756) pertaining to the Park Hotels & Resorts Inc. 2017 Stock Plan for Non-Employee Directors (as amended and restated as of April 25, 2025);

of our reports dated February 20, 2026, with respect to the consolidated financial statements of Park Hotels & Resorts Inc. and the effectiveness of internal control over financial reporting of Park Hotels & Resorts Inc. included in this Annual Report (Form 10-K) of Park Hotels & Resorts Inc. for the year ended December 31, 2025.

/s/ Ernst & Young LLP

Tysons, Virginia
February 20, 2026

**CERTIFICATION PURSUANT TO
18 U.S.C. SECTION 1350, AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

In connection with the Annual Report of Park Hotels & Resorts Inc. (the “Company”) on Form 10-K for the year ended December 31, 2025 as filed with the Securities and Exchange Commission on the date hereof (the “Report”), I, Thomas J. Baltimore, Jr., President and Chief Executive Officer, certify, pursuant to 18 U.S.C. § 1350, as adopted pursuant to § 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and result of operations of the Company.

Date: February 20, 2026

By: _____ /s/ Thomas J. Baltimore, Jr.

Thomas J. Baltimore, Jr.
Chairman of the Board, President and
Chief Executive Officer

In accordance with SEC Release NO. 34-47986, this Exhibit is furnished to the SEC as an accompanying document and is not deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that Section, nor shall it be deemed incorporated by reference into any filing under the Securities Act of 1933, as amended.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Thomas J. Baltimore, Jr.

Chairman of the Board,
President and
Chief Executive Officer
Park Hotels & Resorts Inc.

Patricia M. Bedient

Former Executive Vice President
and Chief Financial Officer
Weyerhaeuser Company

Thomas D. Eckert

Former Chairman of the
Board, President and
Chief Executive Officer
*Capital Automotive
Real Estate Services, Inc.*

Geoffrey Garrett

Dean
*Marshall School of Business
of the University of
Southern California*

Christie B. Kelly

Former Executive Vice President,
Chief Financial Officer
and Treasurer
Realty Income Corporation

Terri D. McClements

Former Partner
PricewaterhouseCoopers

Thomas A. Natelli

President and
Chief Executive Officer
Natelli Communities

Timothy J. Naughton

Non-Executive Chairman
of the Board and
Former Chief Executive Officer
AvalonBay Communities, Inc.

Stephen I. Sadove

Founding Partner
*JW Levin Management
Partners LLC* and
Former Chairman and
Chief Executive Officer
Saks Incorporated

EXECUTIVE OFFICERS

Thomas J. Baltimore, Jr.

Chairman of the Board,
President and Chief
Executive Officer

Sean M. Dell'Orto

Executive Vice President,
Chief Financial Officer and
Treasurer*

Carl A. Mayfield

Executive Vice President,
Design & Construction

Thomas C. Morey

Executive Vice President,
Chief Investment Officer

Jill C. Olander

Executive Vice President,
Human Resources

Joseph M. Piantedosi

Executive Vice President,
Asset Management

Nancy M. Vu

Executive Vice President,
General Counsel and Secretary

*In addition to his other titles, Mr. Dell'Orto was appointed Chief Operating Officer of the Company in February 2026.

Common Stock

(based on closing price)

2025 Stock Price

	HIGH	LOW
1st Quarter	\$14.19	\$10.68
2nd Quarter	\$11.18	\$ 8.85
3rd Quarter	\$12.13	\$10.17
4th Quarter	\$11.28	\$ 9.84

Corporate Headquarters

Park Hotels & Resorts
1775 Tysons Blvd, 7th Floor
Tysons, VA 22102
(571) 302-5757
(703) 442-0370 (fax)

Transfer Agent and Registrar

EQ Shareowner Services
1110 Centre Pointe Curve, Suite 101
Mendota Heights, MN 55120
(800) 468-9716 Toll Free
(651) 450-4064 (Outside U.S.)
www.shareowneronline.com

Stock Exchange Listing

New York Stock
Exchange
Ticker Symbol: PK



PARK HOTELS & RESORTS
1775 TYSONS BLVD, 7TH FLOOR
TYSONS, VA 22102

(571) 302-5757
PKHOTELSANDRESORTS.COM