

Line Item	2021	2022
Cash and cash equivalents	1,427	1,209
Restricted cash and cash equiv	85	77
Accounts receivable, net	1,068	1,327
Prepaid expenses	89	105
Other current assets	202	152
Total current assets	2,871	2,870
Goodwill	5,071	5,032
Brands	4,883	4,840
Management and franchise co	758	887
Other intangible assets, net	194	161
Operating lease right-of-use as	694	662
Property and equipment, net	305	280
Deferred income tax assets	213	204
Other non-current assets	452	576
Total assets	15,441	15,512
Accounts payable, accrued exp	1,568	1,790
Current maturities of long-term	54	39
Current portion of deferred re	350	433
Current portion of liability for	1,047	1,110
Total current liabilities	3,019	3,372
Long-term debt	8,712	8,708
Operating lease liabilities	870	832
Deferred revenues	786	986
Deferred income tax liabilities	735	735
Liability for guest loyalty progr	1,205	1,285
Other long-term liabilities	592	692
Total liabilities	15,919	16,610
Total equity (deficit)	-478	-1,098

2023	2024	2025
800	1,301	918
75	75	52
1,487	1,583	1,690
131	193	219
121	120	117
2,614	3,272	2,996
5,052	5,035	5,081
4,846	4,990	5,023
1,064	1,235	1,419
173	194	211
618	567	531
382	411	447
140	318	342
512	500	535
15,401	16,522	16,584
1,979	2,124	2,336
39	535	505
502	664	759
1,202	1,377	1,515
3,722	4,700	5,115
9,157	10,616	11,528
808	735	679
1,132	1,300	1,516
401	322	286
1,530	1,597	1,829
998	941	1,010
17,748	20,211	21,963
-2,347	-3,689	-5,379