



Hilton Worldwide Overview

All data as of March 31, 2016

April 2016



- Hilton Worldwide is a leading global hospitality company with 13 brands spanning the lodging sector
- Our brands are comprised of:
 - more than 4,660 hotels and timeshare properties
 - nearly 765,000 rooms
- Hilton Worldwide continues to be the fastest growing global hospitality company by number of rooms





“To fill the earth with the light
and warmth of hospitality.”

– Conrad N. Hilton



We will be the preeminent
global hospitality company –
the first choice of guests, Team
Members and owners alike.

H	HOSPITALITY	We are passionate about delivering exceptional guest experiences
I	INTEGRITY	We do the right thing, all the time
L	LEADERSHIP	We are leaders in our industry and in our communities
T	TEAMWORK	We are team players in everything we do
O	OWNERSHIP	We are the owners of our actions and decisions
N	NOW	We operate with a sense of urgency and discipline

Aligning
our Culture and
Organization

Maximizing
Performance Across
the Enterprise



HILTON
WORLDWIDE

Strengthening and
Expanding our Brands
and Commercial
Services Platform

Expanding
our
Global Footprint

Luxury & Lifestyle



Full Service



Focused Service



Timeshare



- Award-winning guest loyalty program for Hilton Worldwide's 13 distinct hotel brands
- Allows HHonors members to turn earned points into “Experiences Worth Sharing™”
- Membership is free, and travelers may enroll online by visiting HiltonHHonors.com
- Hilton HHonors membership has doubled since December 31, 2007 to more than 52 million members
- Hilton HHonors members account for more than 50% of all occupied room nights



Data as of March 31, 2016

Hilton Worldwide Executive Committee



Christopher J. Nassetta
President & Chief Executive Officer



Joe Berger
Executive Vice President & President, Americas



Kristin Campbell
Executive Vice President & General Counsel



Ian R. Carter
President, Global Development, Architecture, Design & Construction



Jim Holthouser
Executive Vice President, Global Brands



Kevin Jacobs
Executive Vice President & Chief Financial Officer



Bill Margaritis
Executive Vice President, Corporate Affairs



Matt Richardson
Head of Architecture, Design & Construction



Martin Rinck
Executive Vice President & President, Asia Pacific



Matthew W. Schuyler
Executive Vice President & Chief Human Resources Officer



Chris Silcock
Executive Vice President & Chief Commercial Officer




Simon Vincent
Executive Vice President & President, Europe, Middle East & Africa



Mark Wang
President, Hilton Grand Vacations

Hilton Worldwide At-A-Glance

The following highlights are recent examples of how we at Hilton Worldwide are furthering our mission to be the preeminent global hospitality company



Hilton Worldwide (NYSE: HLT):

- As of Q1 2016, Hilton Worldwide has maintained the position of the largest global hotel company
- Has the largest global pipeline in the industry with 1,729 hotels with approximately 280,500 rooms[i]
- At over 19 percent, Hilton Worldwide also has the largest share of rooms under construction globally[i]
- Over 145,000 rooms, or 52 percent of the pipeline, were located outside of the United States

[i] Source: Smith Travel Research, Inc. ("STR") Global New Development Pipeline (March 2016).
All other data as of March 31, 2016.

History of Hilton Worldwide

For nearly a century, Hilton Worldwide has been offering business and leisure travelers the finest in accommodations, service, amenities and value.

Milestones 1919-1964

1920

1930

1940

1950

1960

1919

Conrad Hilton purchases his first hotel, The Mobley, in Cisco, Texas.



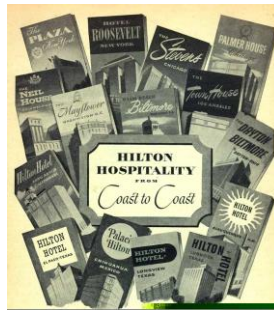
1925

Conrad Hilton opens the Dallas Hilton, the first hotel to carry the Hilton name.



1943

With the purchase of the Roosevelt and Plaza hotels in New York City, Hilton becomes the first coast-to-coast hotel group in the United States.



1946

The Hilton Hotels Corporation is formed, and files to list on the New York Stock Exchange.



1949

Conrad Hilton buys "the greatest of them all," the original Waldorf Astoria in New York, NY.



Hilton International is born, with the opening of the Caribe Hilton in Puerto Rico.



1954

Hilton buys the Statler Hotel Company for \$111 million, which at the time was the largest real estate deal ever.



1958

Barron Hilton introduces the new Hilton Carte Blanche credit card, the premier travel and entertainment card owned by Hilton Hotels.



1964

Hilton International forms as a separate company, with Conrad Hilton as president. Two years later, Conrad Hilton's son Barron succeeds him as president of the domestic Hilton Hotels Corporation.



Milestones 1969-2006

1970

1980

1990

2000



1969

The first DoubleTree hotel opens in Scottsdale, AZ.



DOUBLETREE
BY HILTON™

1970

Hilton becomes first NYSE-listed company to enter domestic gaming business, purchasing the Las Vegas Hilton and the Flamingo Hilton.



1979

Conrad N. Hilton passes away at age 91.

1982

Conrad Hotels founded, with the goal of operating a network of luxury hotels and resorts in the world's major business and tourism capitals.

CONRAD
HOTELS & RESORTS™

1984

First Embassy Suites hotel opens in Kansas City-Overland Park, MO and first Hampton Inn opens in Memphis, TN.

EMBASSY SUITES
by HILTON™

1987

Hilton introduces Hilton HHonors™, its guest loyalty program.

HILTON HHONORS

1989

First Homewood Suites hotel opens in Omaha, NE.

HOMWOOD SUITES
BY HILTON™

1990

The Hilton Garden Inn brand makes its debut, with four locations. It later expands to more than 500 properties.

Hilton Garden Inn

1999

Hilton Hotels Corporation acquires Promus Hotel Corporation, expanding its family of brands to include DoubleTree, Embassy Suites Hotels, Hampton Hotels and Homewood Suites by Hilton.

2002

Hilton Worldwide Resorts launches as a vacation-ownership subsidiary, providing its members with premium resorts and exotic vacation experiences.



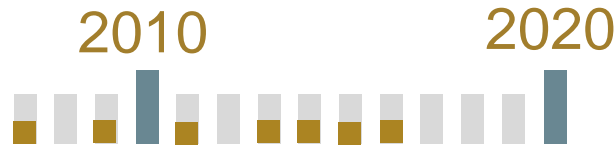
Hilton Grand Vacations

2006

Hilton Hotels Corporation reacquires Hilton International, reuniting the companies for the first time in 40 years and expanding Hilton's portfolio of brands worldwide.

The Hilton Family
be hospitable®

Milestones 2007-Present



2007

Hilton Hotels Corporation completes merger with an affiliate of The Blackstone Group's real estate and corporate private equity funds. Christopher J. Nassetta is appointed as President and Chief Executive Officer.



2009

Hilton Hotels Corporation changes its name and logo to Hilton Worldwide and moves its headquarters from Beverly Hills, California, to McLean, Virginia.



2009

LightStay™, Hilton Worldwide's proprietary sustainability measurement program, launched as a brand standard across the globe.



2011

Home2 Suites, a new concept in the extended-stay market, opens its first property in Fayetteville, NC.



2013

Hilton returns to the New York Stock Exchange, to trade under the same ticker symbol HLT.



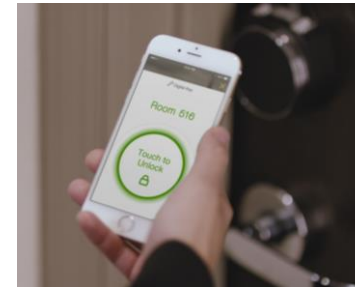
2014

Hilton launches two new brands: a collection brand, Curio - A Collection by Hilton, and a lifestyle brand, Canopy by Hilton.



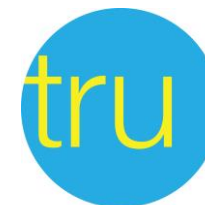
2015

Hilton launches Digital Key, adding to other industry-leading mobile app featuring including digital check-in and room selection.



2016

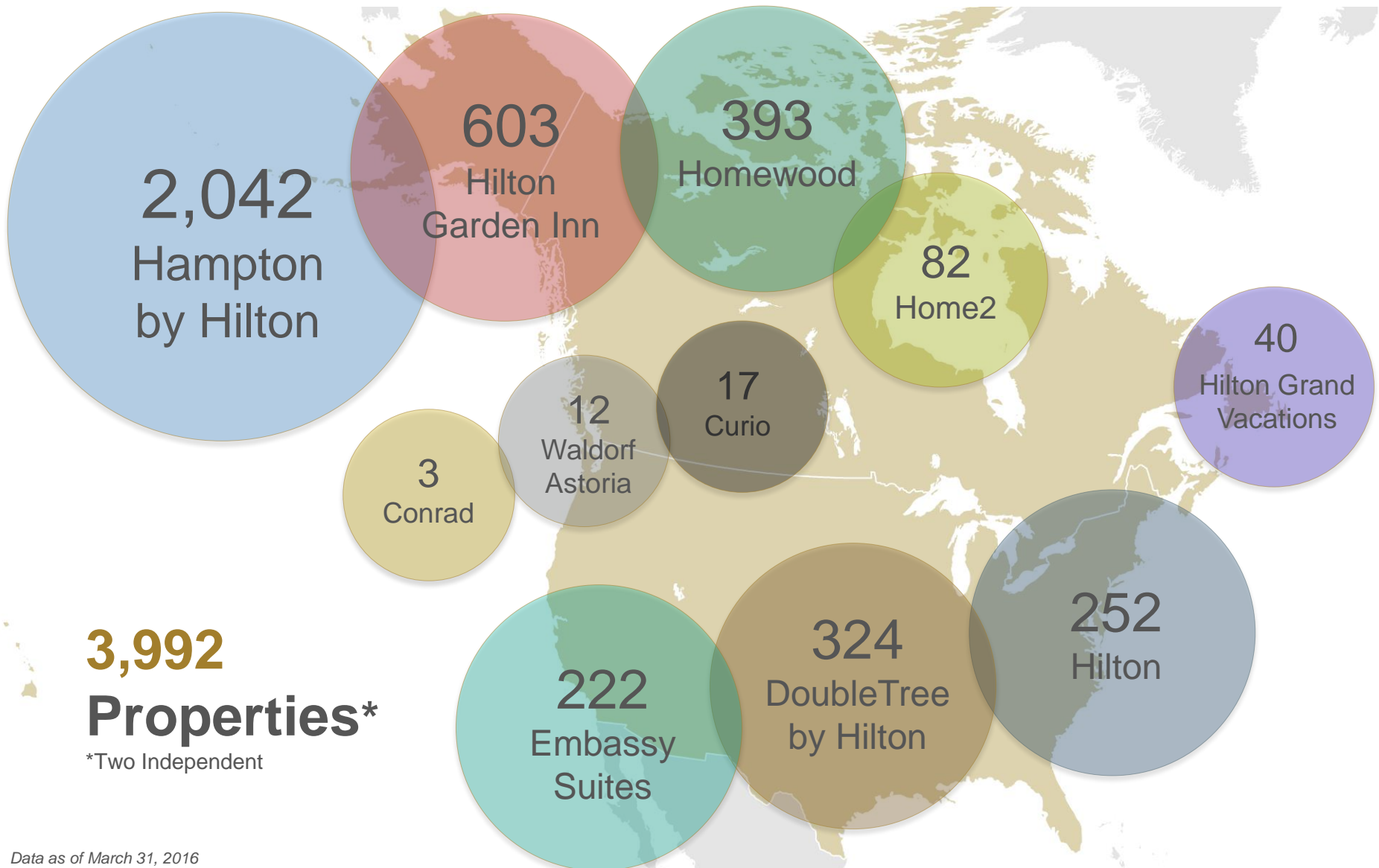
Tru by Hilton brand launches to reinvent the midscale market.



by HILTON™

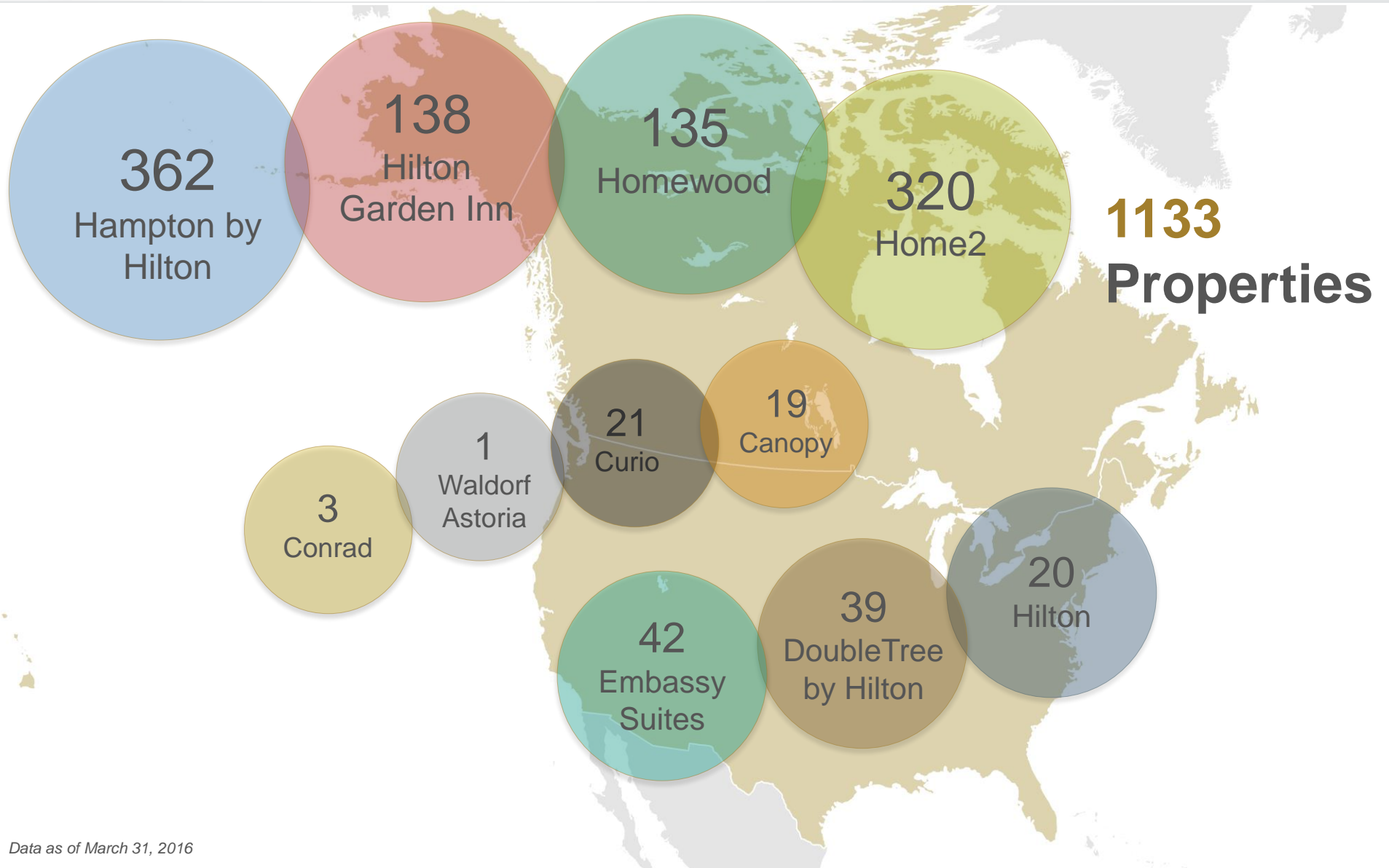
Regional Development

United States & Canada Supply



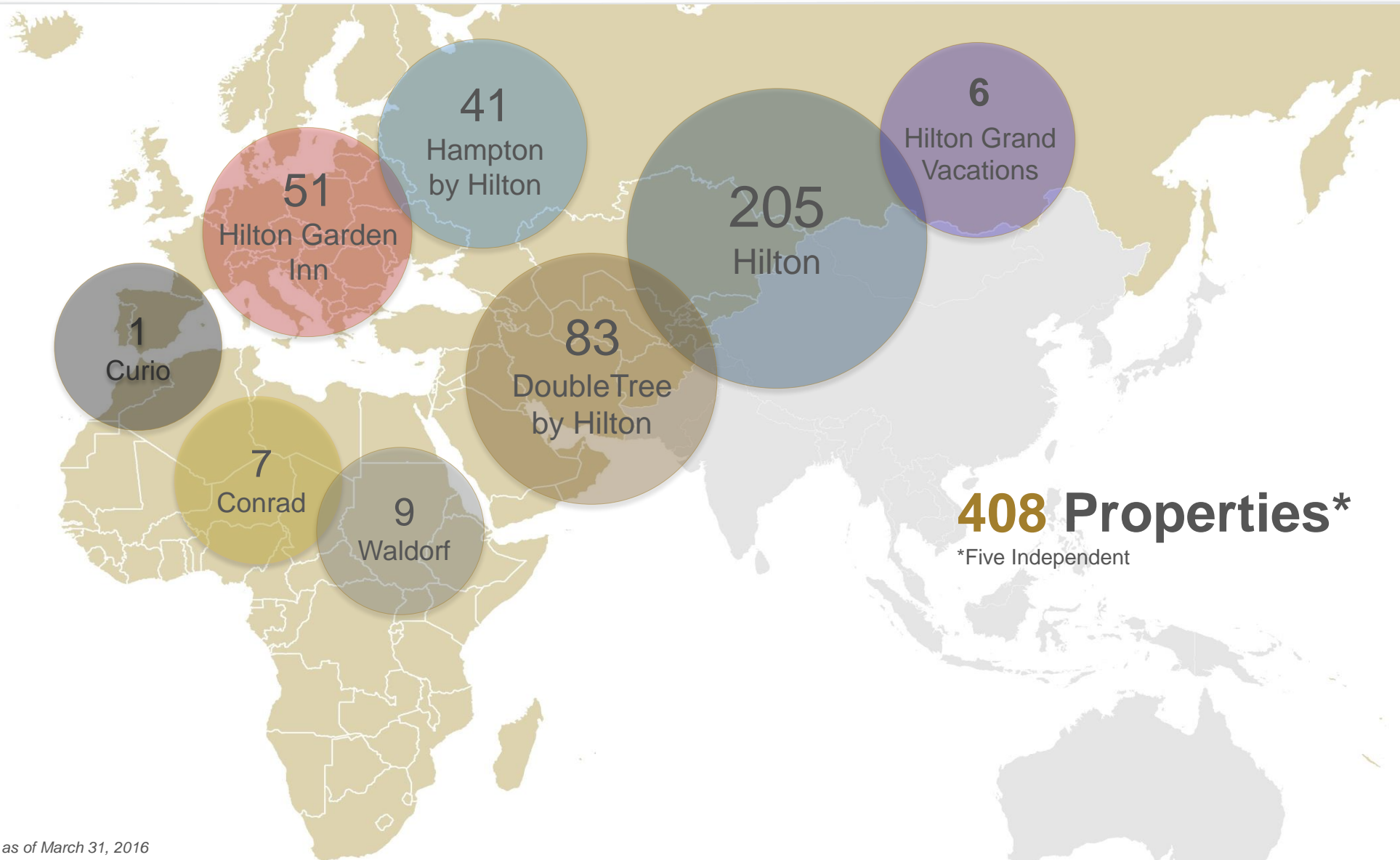
Data as of March 31, 2016

United States & Canada Pipeline

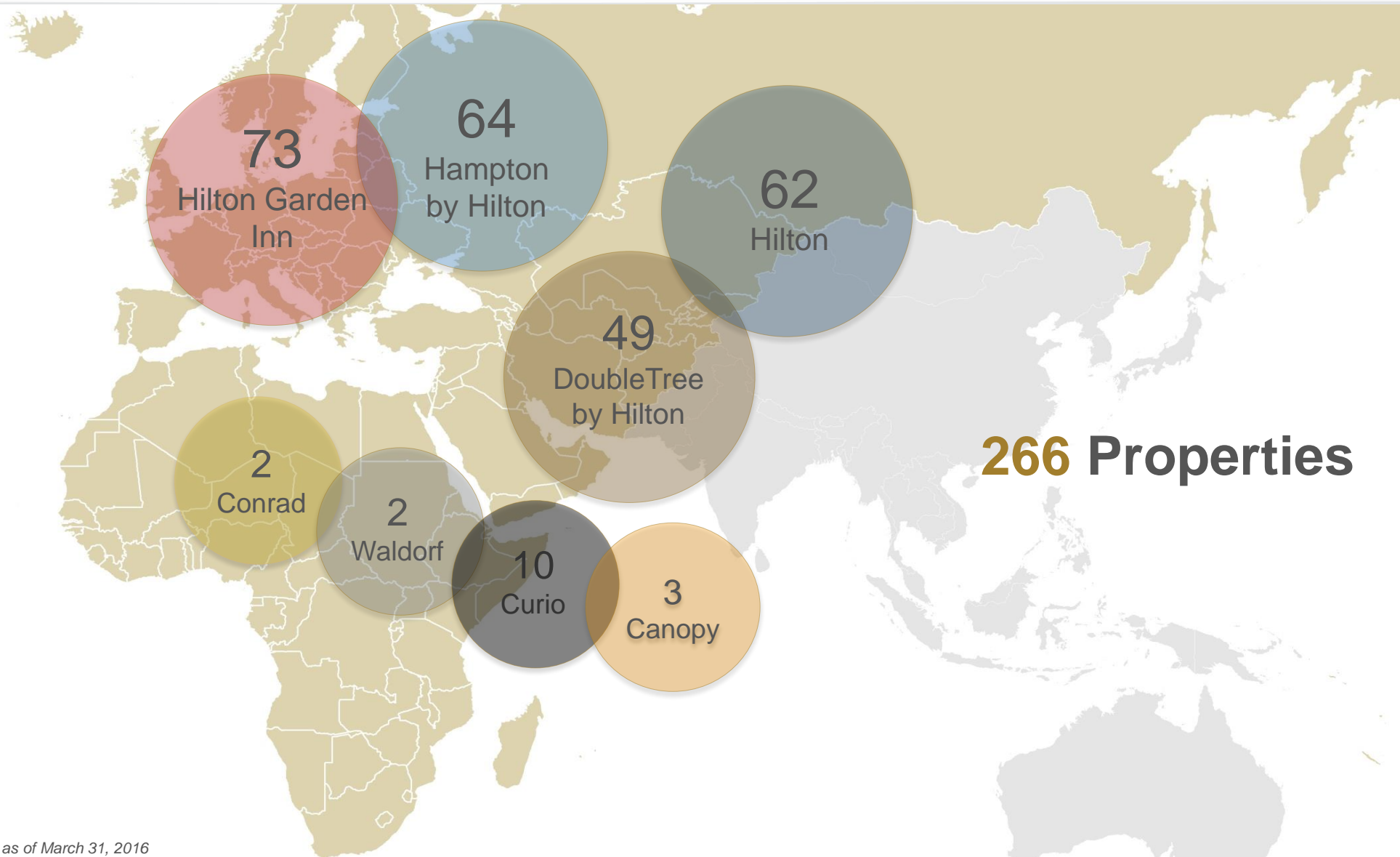


Data as of March 31, 2016

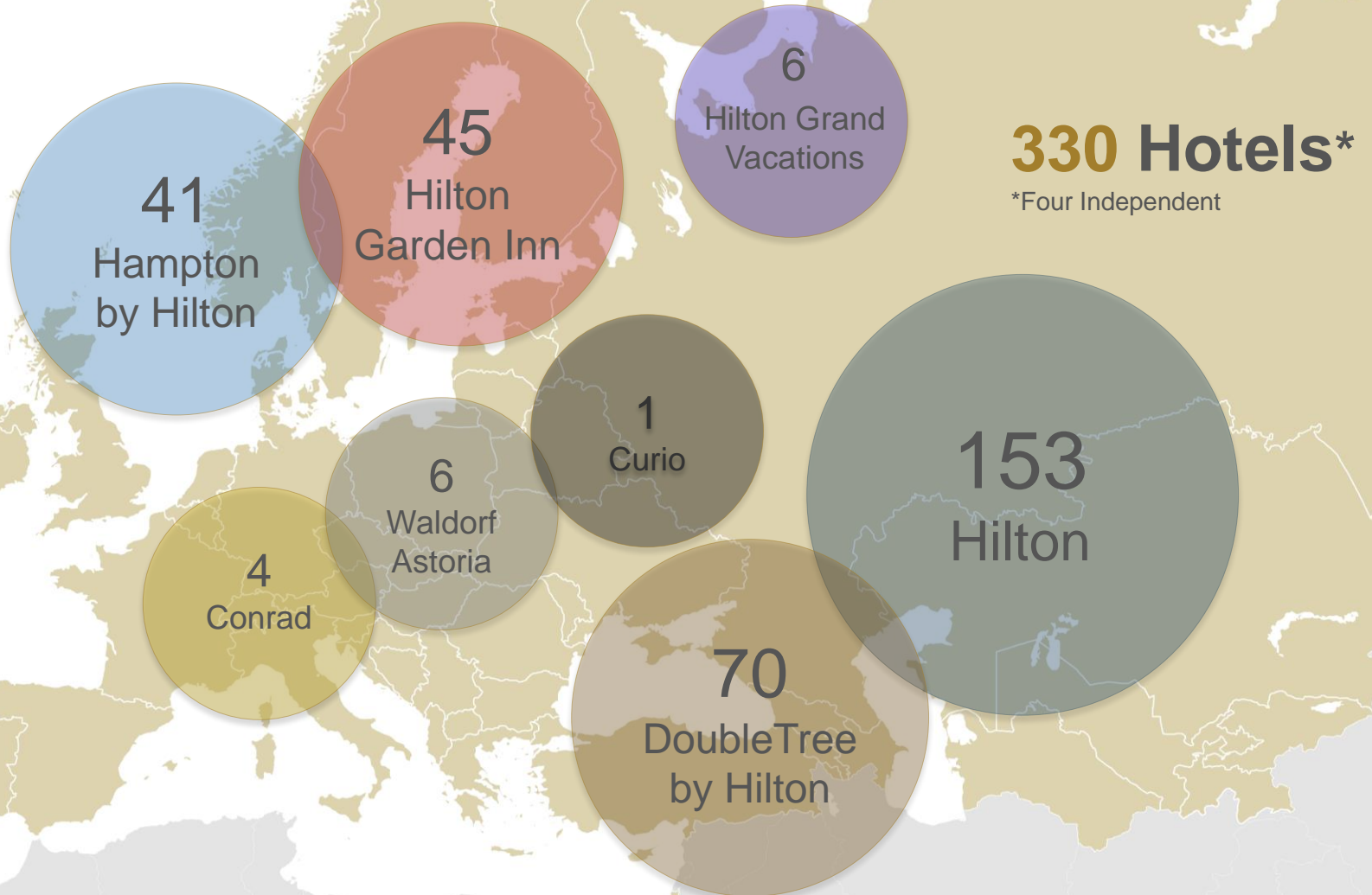
EMEA (Europe/Middle East/Africa) Supply



EMEA (Europe/Middle East/Africa) Pipeline



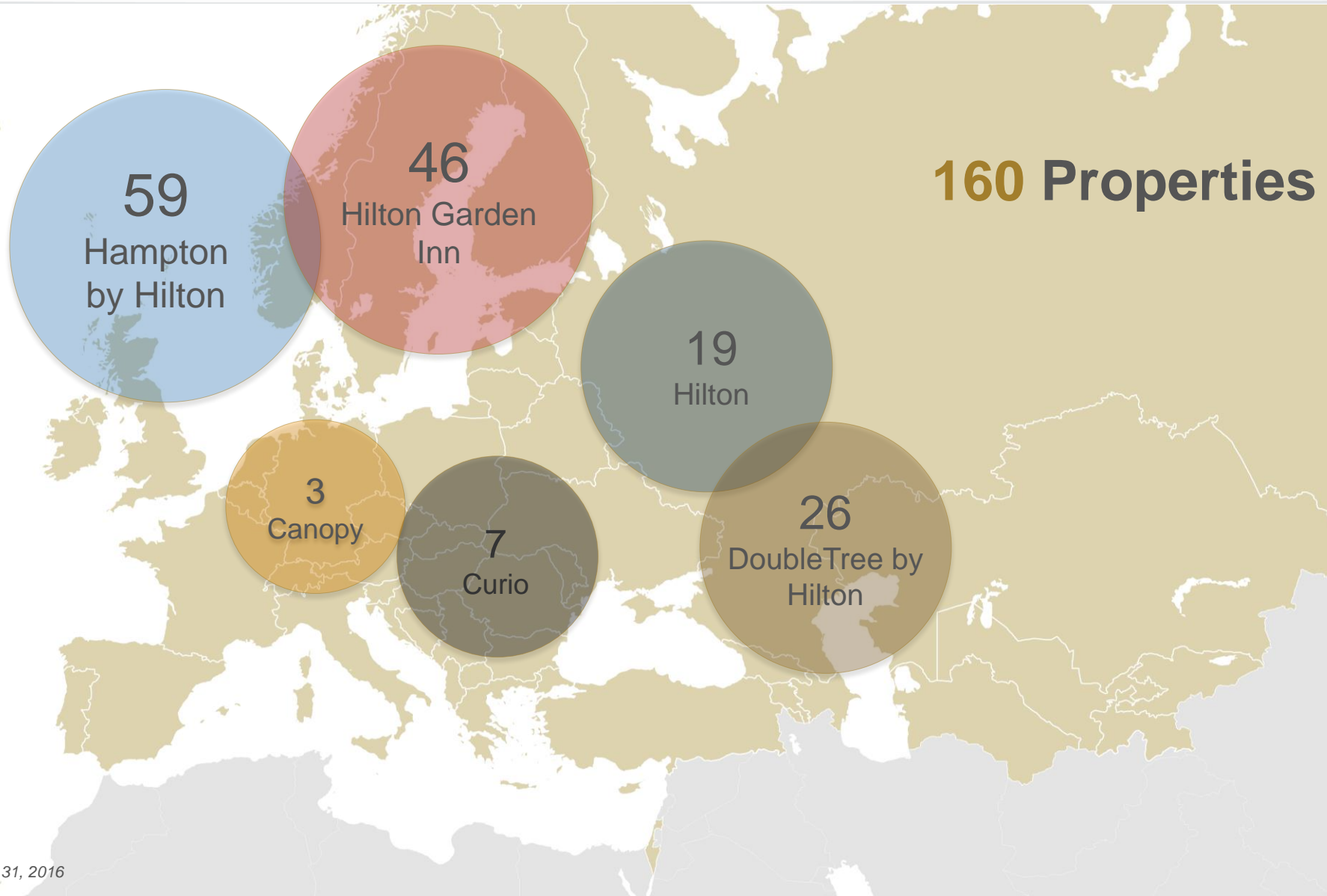
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330 Hotels*

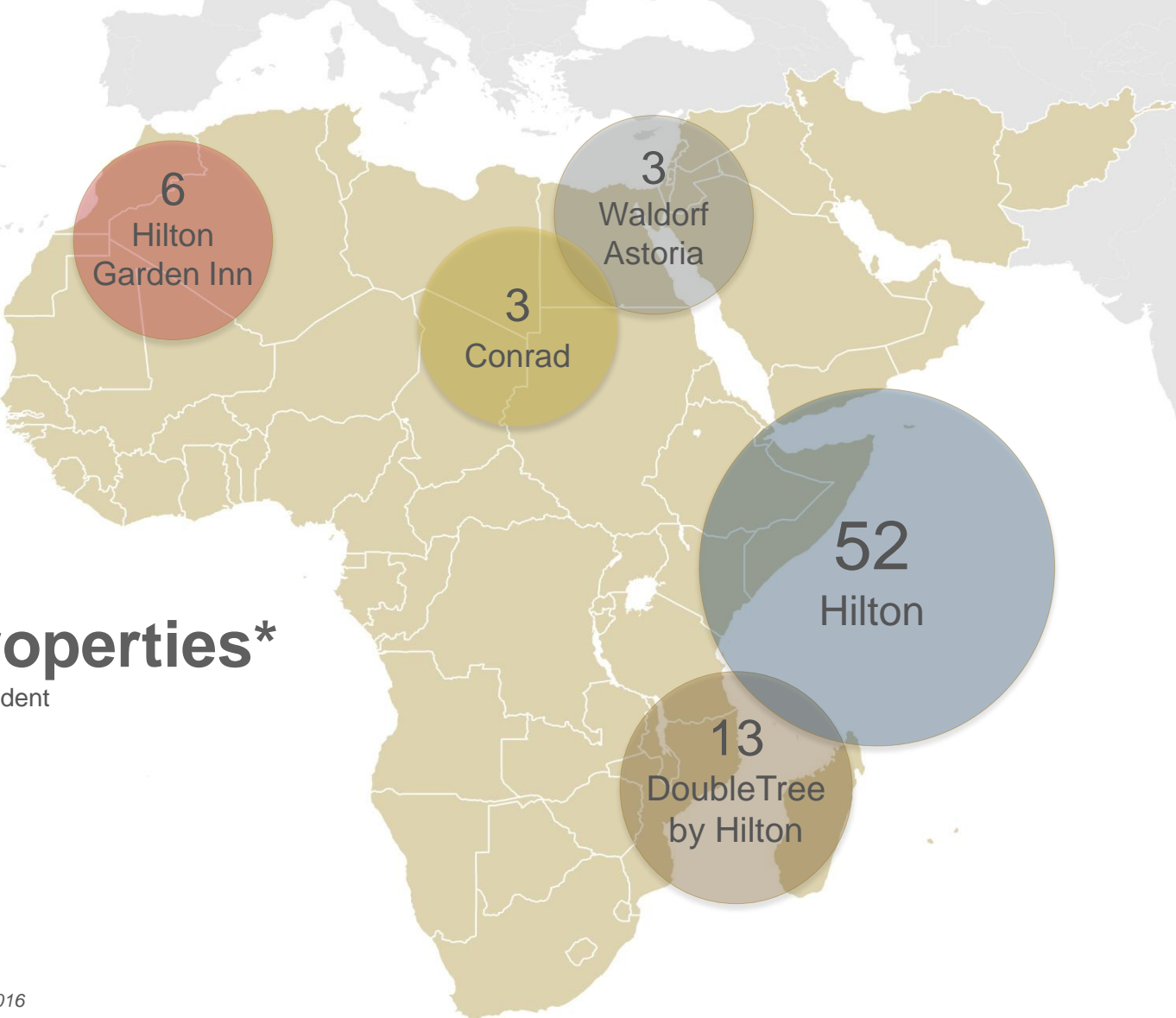
*Four Independent

Europe Pipeline



Data as of March 31, 2016

MEA (Middle East/Africa) Supply

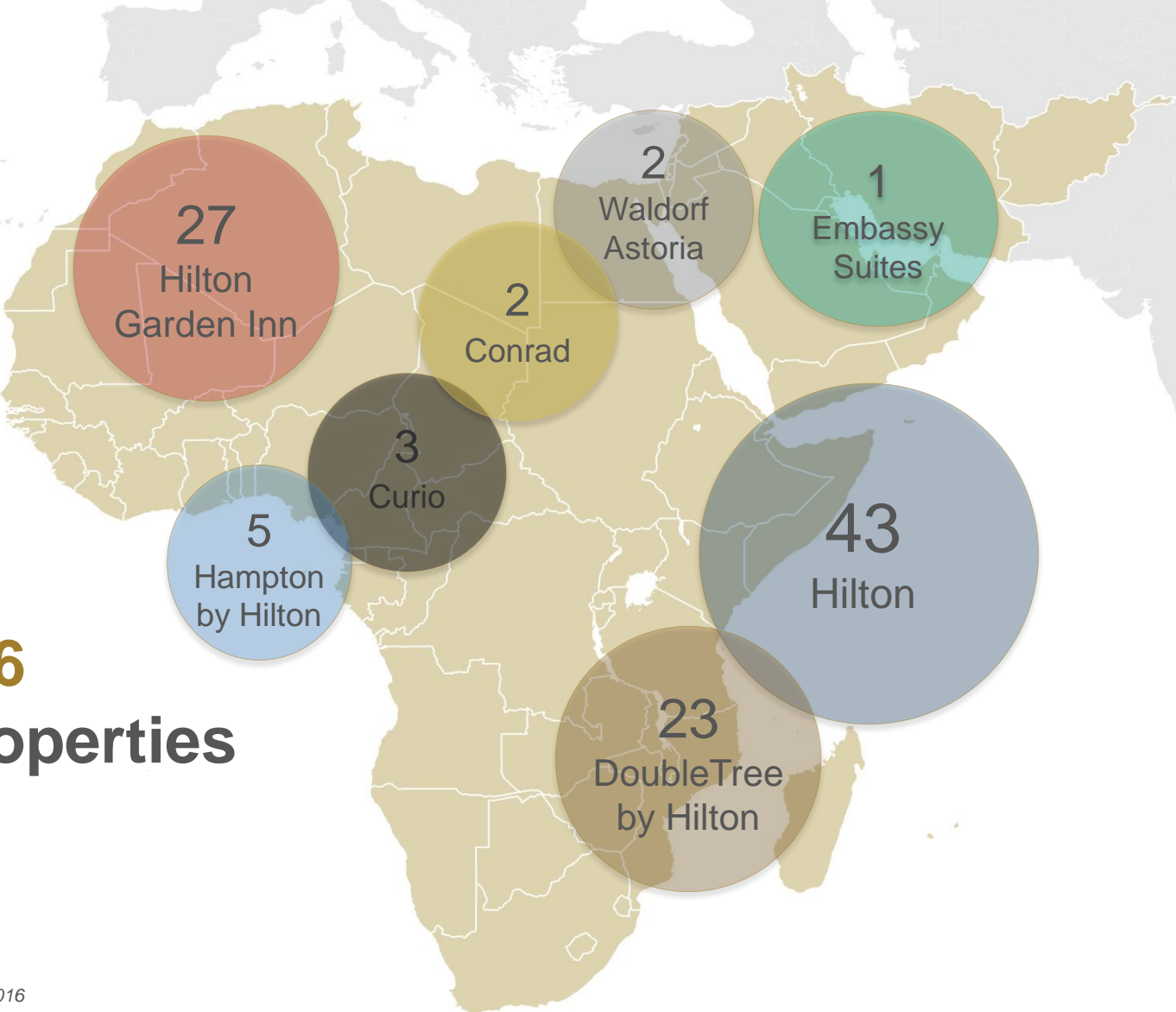


78 Properties*

*One Independent

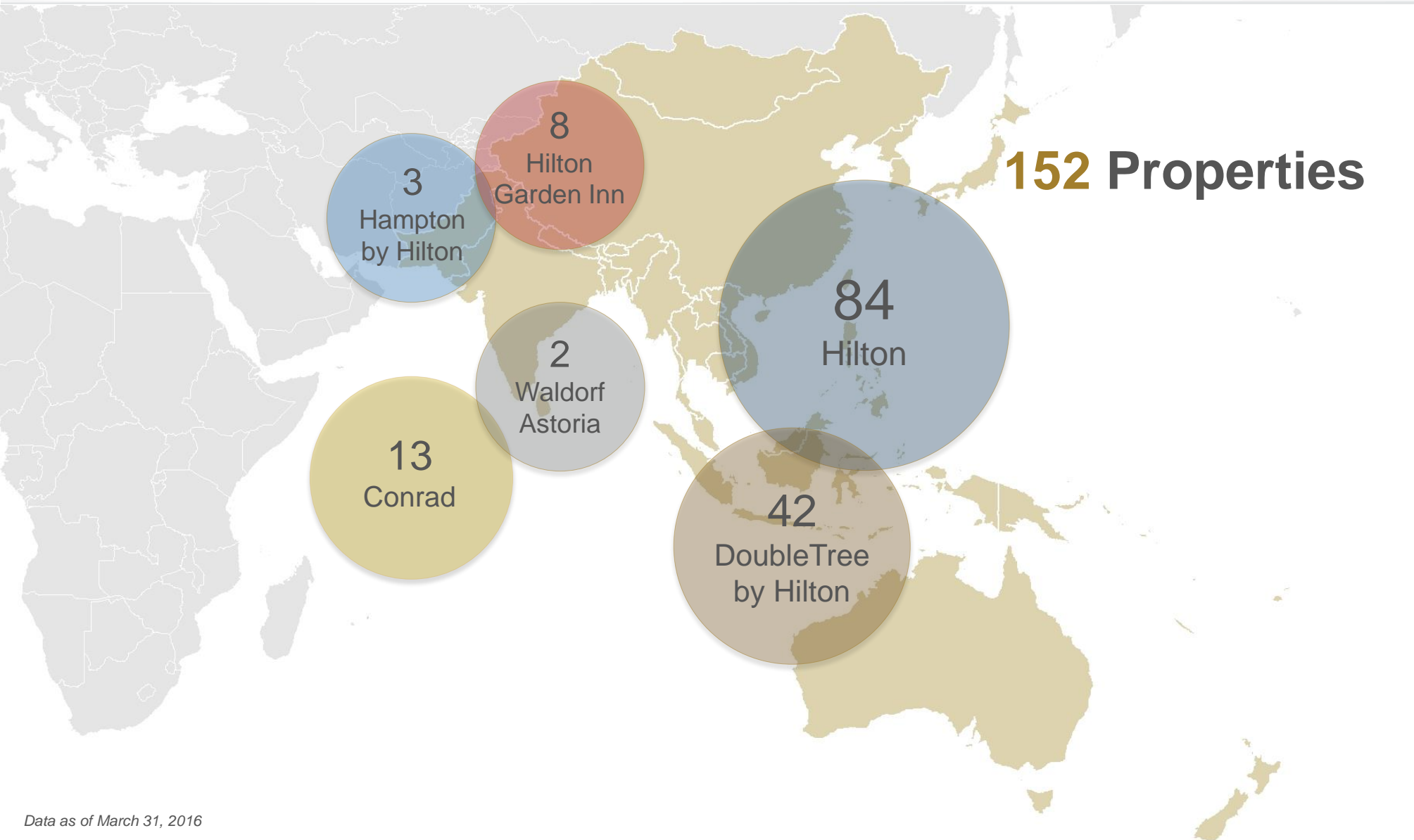
Data as of March 31, 2016

MEA (Middle East/Africa) Pipeline

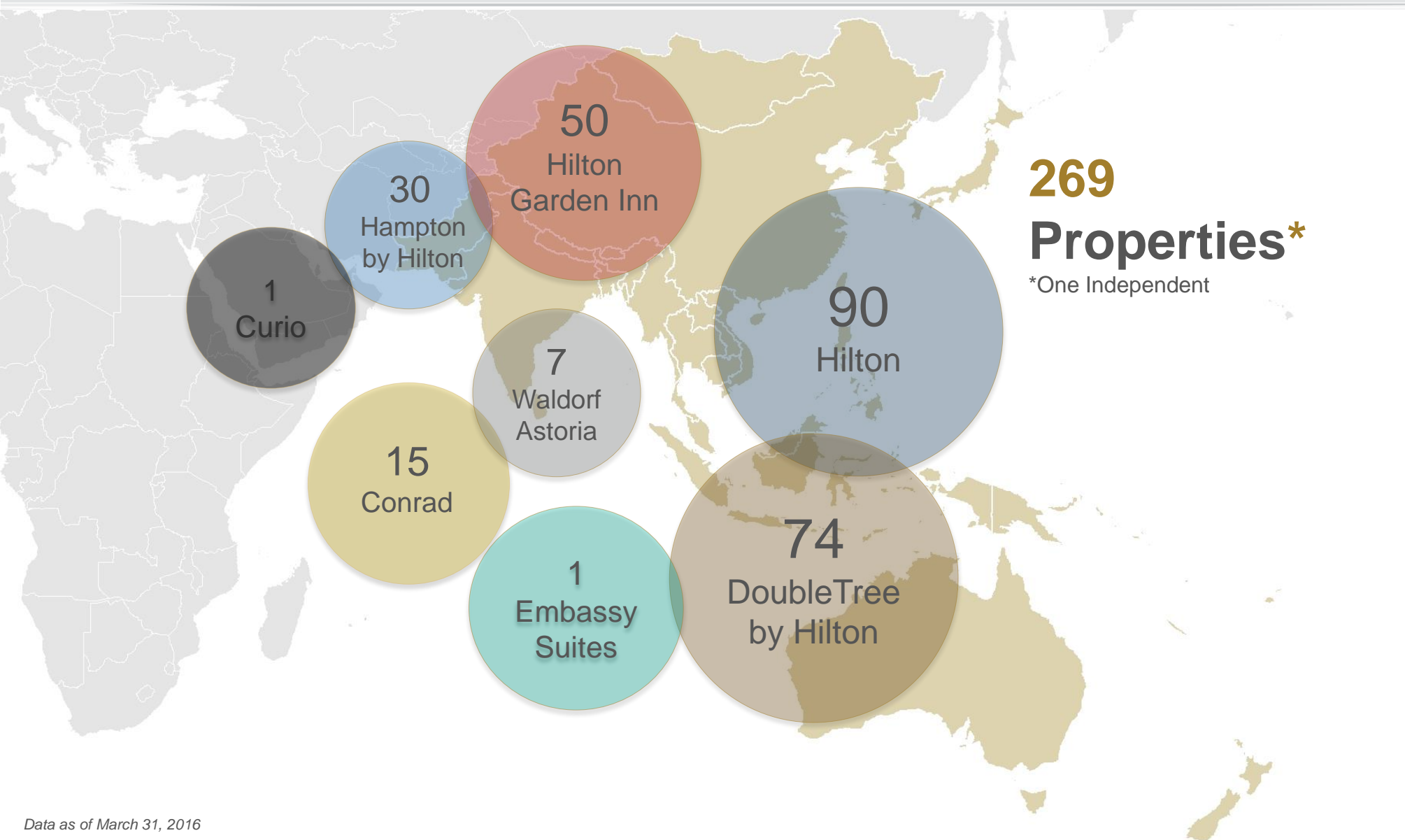


106
Properties

Data as of March 31, 2016



Data as of March 31, 2016



269
Properties*
*One Independent

Brand Overviews



Number of Properties: 572

Number of Countries and Territories: 84

Segment: Full Service

First Property: 1925





Number of Properties: 25

Number of Countries and Territories: 12

Segment: Luxury

First Property: 1949



CONRAD

HOTELS & RESORTS™

Number of Properties: 24

Number of Countries and Territories: 19

Segment: **Luxury**

First Property: 1985





Number of Properties: **Just Launched**

Number of Countries and Territories: **Just Launched**

Segment: **Accessible Lifestyle**

First Property: **2016**



CURIO

A COLLECTION BY HILTON™

Number of Properties: 21

Number of Countries and Territories: 4

Segment: Full Service

First Property: 2014



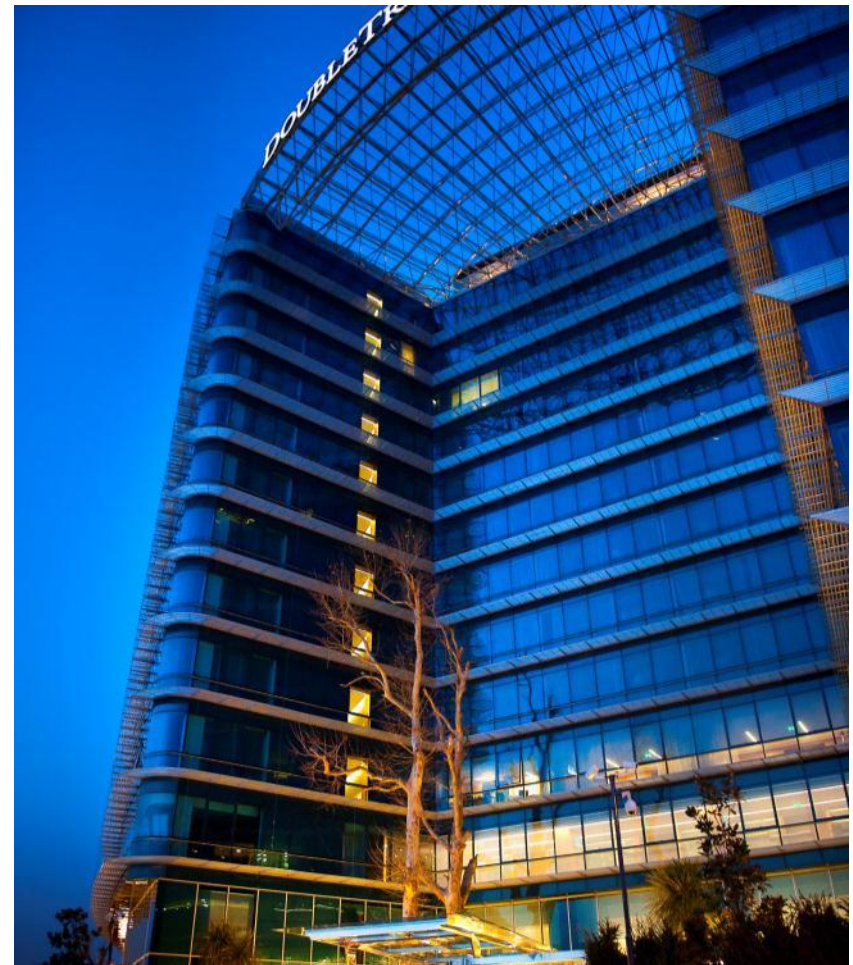


Number of Properties: 461

Number of Countries and Territories: 39

Segment: Full Service

First Property: 1969





Number of Properties: 228

Number of Countries and Territories: 6

Segment: Full Service

First Property: 1984





Number of Properties: 678

Number of Countries and Territories: 28

Segment: Focused Service

First Property: 1990





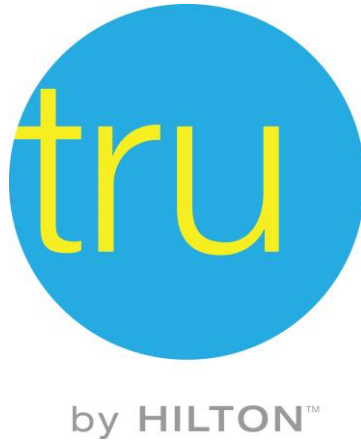
Number of Properties: 2,123

Number of Countries and Territories: 20

Segment: Focused Service

First Property: 1984





Number of Properties: **Just Launched**

Number of Countries and Territories: **Just Launched**

Segment: **Focused Service**

First Property: **2016**



Number of Properties: 394

Number of Countries and Territories: 3

Segment: Focused Service

First Property: 1989





Number of Properties: 83

Number of Countries and Territories: 3

Segment: Focused Service

First Property: 2011





Hilton Grand Vacations

Number of Properties: 46

Number of Countries and Territories: 4

Total Rooms: 7,402

Club Members: 230,000+

Segment: Timeshare

First Property: 1994



Recent Awards

Hilton is a Great Place to Work

In 2016, Hilton Worldwide was recognized as a Great Place to Work in the following countries:

- China
- Colombia
- Italy
- Mexico
- Netherlands
- Peru
- United Arab Emirates
- United States

In the United States, Hilton Worldwide was selected as one of the 2016 Fortune 100 Best Companies to Work For, by global research and consulting firm Great Place to Work® and Fortune Magazine.

FORTUNE
100
BEST
COMPANIES
TO WORK FOR®
=== 2016 ===

2015



- Homewood Suites by Hilton received the highest ranking in the J.D. Power 2015 North America Hotel Guest Satisfaction Index Study in the upper extended stay segment
- J.D. Power awarded Hilton HHonors with “Highest in Customer Satisfaction with Hotel Guest Rewards/Loyalty Programs in a Tie.”





- Hampton Hotels was ranked #1 in *Entrepreneur Magazine's* annual Franchise 500 in 2015, for the fourth time in five years. This list is known as the world's first, best and most comprehensive franchise ranking
- In 2014, six Hilton Worldwide brands were named to *Entrepreneur's* list of 120 Most-Trusted Brands – including Hilton Hotels & Resorts, DoubleTree by Hilton, Embassy Suites, Hilton Garden Inn, Hampton Hotels and Homewood Suites by Hilton – more brands than any other hotel company



- Hilton Hotels & Resorts was named
 - #1 Best Business Hotel Chain Worldwide
 - #1 Best Business Hotel Chain in the UK
 - #2 Best Business Hotel Chain in Europe
 - #2 Best Business Hotel Chain in North America
 - #4 Best Business Hotel Chain in the Middle East
- London Hilton on Park Lane was named the #2 Best Business Hotel in the UK
- Hilton Prague was named the #1 Best Business Hotel in Eastern Europe
- Hilton Warsaw was named the #4 Best Business Hotel in Eastern Europe
- The Waldorf Astoria New York was named the #1 Best Business Hotel in North America
- The Hilton London Heathrow Airport was named the #4 Best Airport Hotel
- Hampton by Hilton was named the #3 Best Budget Hotel Chain
- Hilton HHonors was named the #2 Best Hotel Loyalty Scheme



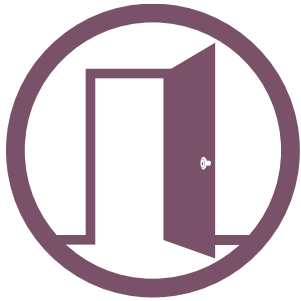
**Business
Traveller**

Hilton Worldwide Corporate Responsibility



TRAVEL WITH PURPOSE®

Hilton Worldwide invests in global partnerships and programs to activate hotel and office teams to drive not only positive social impact, but also support long-term business success. Travel with Purpose has played an important role in uniting our organization around a set of global issues that connect our business to society-creating opportunities, strengthening communities and preserving the environment.



As a global leader in our industry, the most important driver of our success is our people. We strive to create a nurturing, collaborative and inclusive culture and develop world-class learning and development programs to enable them to reach their goals. Additionally, we actively work to empower young people to achieve more through careers in hospitality.

Progress:

- **Announced commitment** to invest in youth in 2014 and have since reached more than 400,000 young people through apprenticeship programs, career engagement and life skills training
- **Spent more than US \$1 Billion to date working with more than 4,000** minority and women-owned businesses through our Supplier Diversity Programs
- **Hired over 7,300 U.S. veterans** and spouses in our owned, managed and independently-operated franchise properties since 2013 as part of *Operation: Opportunity*
- **Hosted over 750 career awareness events**, impacting more than 90,000 young people during our annual month-long career awareness initiative *Careers@HiltonLive: Youth in Hospitality*



Hilton London Syon Park



Being a leader in our communities is a core value for Hilton. We have a rich history of community investment, and our founder's legacy of generosity permeates throughout our organization and our global service culture. Today our focus on strong, thriving communities encompasses volunteering, investments in local solutions and organizations, disaster support and human rights training, awareness and advocacy.

Progress:

- **Achieved more than 213,000 volunteer hours** activating during our 2015 Global Month of Service
- **Activated more than 100 local solutions** to community challenges through our Travel with Purpose Action Grant program equating to over \$280,000 USD of support.
- **Continued global rollout of our Code of Conduct** with more than 58,000 Team Members completing training on issues related to ethics, human rights and child trafficking
- **Trained thousands of General Managers and department heads** on child trafficking awareness
- **Activated more than 4,100 global projects** during our annual Global Month of Service



My Little Hilton



Environmental challenges have an impact on the wellbeing of people and ecosystems around the world. As a global business, we play a role in addressing these challenges by focusing on our areas of greatest impact. We strive to operate as efficiently as possible across our entire value chain. This includes identifying high impact areas where we can improve, establishing operational goals and effective policies, partnerships and programs and developing measurement and reporting tools to monitor our progress.

Progress:

- **Became the first hospitality** company to have hotels certified by the Department of Energy's Superior Energy Performance (SEP)
- **Expanded proprietary technology** to track, analyze, and improve natural resource management resulting in an estimated cumulative savings of \$550 million since 2009
- **Reduced Energy use** by 14.5 percent since 2009
- **Reduce Carbon output by** 20.9 percent since 2009
- **Reduced waste output** by 27.6 percent since 2009
- **Reduced water use** by 14.1 percent since 2009
- **Activated** more than 22,000 Living Sustainably environmental awareness and action campaigns



Hilton Seychelles Labriz Resort and Spa

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