

THE HILTON Effect

2018 Annual Report



Hilton

WALDORF ASTORIA | LXR | CONRAD | canopy | Hilton | CURIO COLLECTION | DOUBLETREE | TAPESTRY COLLECTION | EMBASSY SUITES | MOTTO | Hilton Garden Inn | Hampton | tru | HOMEWOOD SUITES | HOME2 SUITES | Hilton Grand Vacations

Hilton
HONORS



5,600+
PROPERTIES

10 Million
TEAM MEMBERS

3 Billion
GUESTS

\$1 Trillion
IN ECONOMIC IMPACT



These numbers represent the positive, world-altering impact Hilton has had on lives and communities around the globe in its nearly **100-year** history.

THIS IS THE HILTON Effect

2018 Highlights



A RECORD-SETTING YEAR



Christopher J. Nassetta
Chief Executive Officer



In 2018 – our 99th year of hospitality – we continued the momentum that will extend The Hilton Effect well into our next 100 years.



A STRONG FINISH TO OUR FIRST CENTURY



Reflecting on 2018, Hilton continued to have a positive impact on the people and communities we serve, fueling strong growth and performance across our business.



Kevin Jacobs
Chief Financial Officer



KEY STRATEGIC Priorities

Waldorf Astoria Edinburgh – The Caledonian

Align CULTURE & ORGANIZATION

- Ranked #2 World’s Best Workplace by Great Place to Work®
- Recognized as #1 Workplace for Diversity by FORTUNE and a Top 10 Company for Diversity by DiversityInc
- Created more than 28,000 new hospitality jobs globally
- Awarded 10 Team Members the opportunity to take a paid four-week Thrive Sabbatical to give a dream or live a dream as part of our Thrive@Hilton commitment
- Remained focused on Operation: Opportunity, our commitment to hire an additional 20,000 veterans, spouses, dependents and caregivers by 2020

Win ON CUSTOMER EXPERIENCE

- Demonstrated the power of our network effect by increasing industry-leading market share premiums 100 basis points for the full year
- Enrolled more than 14 million new Hilton Honors members, bringing total membership to more than 85 million
- Scaled industry-first Digital Key technology to more than 4,100 properties with 7.6 million keys downloaded in 2018
- Rolled out more than 1,800 Connected Rooms, enabling guests to create more personalized travel experiences through partnerships with Netflix® and SHOWTIME® and other customization features



Expand GLOBAL FOOTPRINT

- Grew development pipeline to more than 364,000 rooms across 15 brands, supported by record approvals of nearly 110,000 rooms
- Opened more than a hotel per day, adding 452 properties and bringing our portfolio to more than 5,600 properties with nearly 913,000 rooms in 113 countries and territories
- Unveiled [Motto by Hilton](#), an affordable lifestyle micro-hotel brand that will give guests the freedom to create their own experiences in the world's top urban destinations
- Expanded our luxury portfolio with the launch of [LXR Hotels & Resorts](#), a luxury collection of distinctive hotels and resorts offering singular service and remarkable local experiences

Maximize PERFORMANCE

+ ~7% Net Unit Growth

+ 6% Rooms in Pipeline from 2017

\$2.79 Adjusted Diluted EPS*

+ 3% System-Wide 2018 Revenue Per Available Room (RevPAR) Growth

+ 10% Adjusted EBITDA* to \$2.1 Billion

\$1.9 Billion Returned to Shareholders in the Form of Buybacks and Dividends

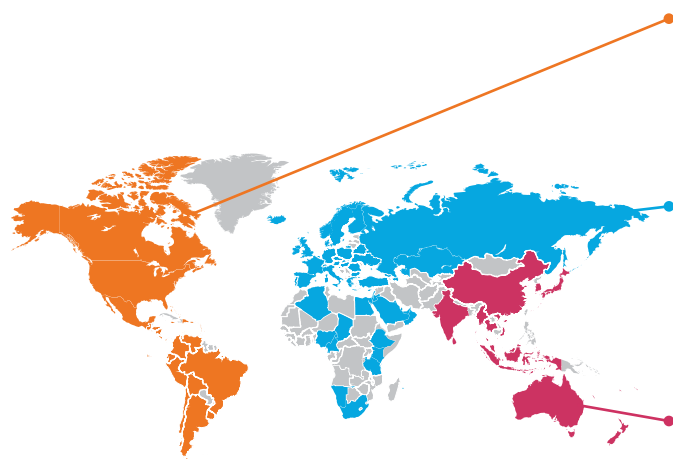
**Reconciliations of non-GAAP to GAAP financial measures can be found on pages 12 and 14 in our Fourth Quarter and Full Year 2018 [earnings press release](#).*

Waldorf Astoria Ras Al Khaimah



GLOBAL Growth

Hilton is one of the world’s largest hospitality companies, with more than 5,600 properties, comprising nearly 913,000 rooms in 113 countries and territories. We are committed to being everywhere our guests want to travel.



THE AMERICAS: We expanded our luxury offerings with the opening of Waldorf Astoria Hotels & Resorts properties in Las Vegas and Atlanta, and grew our All Suites and Focused Service portfolios, opening our 1,000th All Suites property, and 50th Tru by Hilton.

EUROPE, MIDDLE EAST AND AFRICA: LXR Hotels & Resorts launched its first property in Dubai with Al Habtoor Group; we debuted the Hilton Garden Inn brand in France, and introduced Hampton by Hilton to the United Arab Emirates with a 420-room property in Dubai, the world’s largest Hampton.

ASIA PACIFIC: DoubleTree by Hilton expanded its presence in the region, with key openings including DoubleTree by Hilton Okinawa Chatan Resort and DoubleTree by Hilton Hainan Xinglong; we also grew our luxury portfolio with the opening of Waldorf Astoria Bangkok and Conrad Bengaluru.

GROWTH BY BRAND 2008-2018

As of Dec. 31, 2018

Brand	2008		2018	
	Properties	Pipeline	Properties	Pipeline
Waldorf Astoria Hotels & Resorts	6	11	31	19
LXR Hotels & Resorts	0	0	1	1
Conrad Hotels & Resorts	17	9	33	19
Canopy by Hilton	0	0	8	34
Hilton Hotels & Resorts	511	82	586	169
Curio Collection by Hilton	0	0	68	57
DoubleTree by Hilton	207	26	559	207
Tapestry Collection by Hilton	0	0	18	45
Embassy Suites by Hilton	199	60	253	46
Motto by Hilton	0	0	0	1
Hilton Garden Inn	429	214	815	307
Hampton by Hilton	1,619	509	2,433	642
Tru by Hilton	0	0	53	316
Homewood Suites by Hilton	258	129	482	105
Home2 Suites by Hilton	0	0	290	435
Hilton Grand Vacations	35	0	51	0
TOTAL	3,294	1,040	5,685	2,403

OUR Guests



Since Hilton opened its doors nearly a century ago, we have welcomed more than 3 billion guests by easing travel, broadening perspectives and building trust – dramatically changing the travel landscape through various industry-firsts.

HILTON FIRSTS



The Hilton Effect: Puerto Rico

Hilton was the first hospitality company to cater extensively to business travelers so they can focus their time and energy on the all-important meeting or negotiation, rather than the challenges of navigating an unfamiliar place. And throughout our history, we have introduced numerous innovations to enhance the guest experience – from the first air-conditioned hotel lobbies and televisions in guest rooms to the invention of the piña colada and today’s Digital Key and Connected Room.

See more Hilton Effect videos [here](#).



Air-Conditioned
Hotel Lobbies



Guest Room
Televisions



Created the
Piña Colada



Digital Key



Connected Room



Our award-winning guest loyalty program, Hilton Honors, added more than 14 million members in 2018, bringing membership to more than 85 million. Members who book direct through Hilton channels enjoy instant benefits, including exclusive member discounts and free standard WiFi, all while earning Points for their stays.

WAYS TO REDEEM HILTON HONORS POINTS



Free Night Stays



Live Nation Concerts



Shop on Amazon

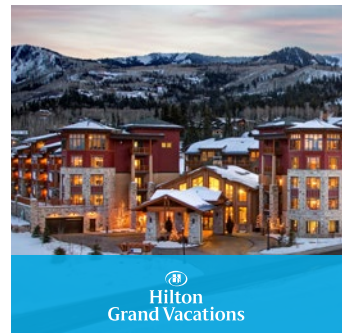
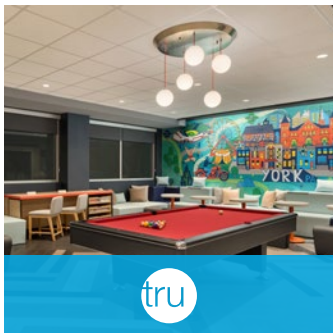
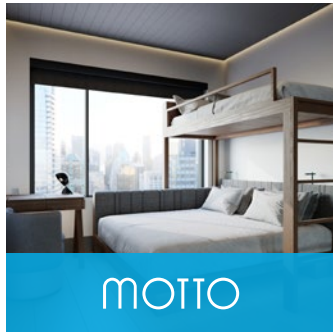


VIP Events

In 2018, Hilton debuted a new campaign to directly address the frustrations consumers face when booking their hotel stay. [Expect Better. Expect Hilton.](#)

OUR Brands

With the best-performing portfolio in the business, Hilton's award-winning brands serve guests with any lodging need anywhere in the world.



OUR Team Members

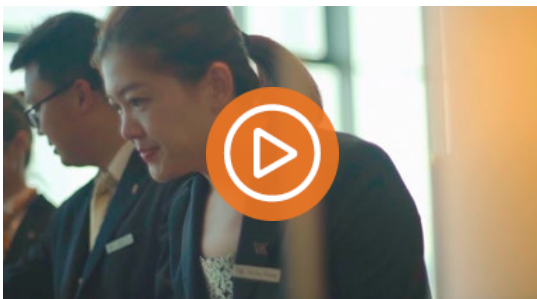
For nearly a century, Hilton has not only changed the face of travel globally, but also impacted the lives of more than 10 million Team Members.



Hilton has impacted its Team Members by fostering a powerful entrepreneurial spirit and wide-ranging career opportunities – creating a culture where it is possible for a restaurant server to become a senior leader – and encouraging innovative ideas from every corner of the company. Today, we are committed to empowering all Team Members to leverage their full potential, investing extensively in industry-leading training and creating a culture of inclusive growth.

The Hilton Effect: Myanmar

HEAR MORE ABOUT THE HILTON EFFECT FROM THESE TEAM MEMBERS



The Hilton Effect: China



The Hilton Effect: London



Hilton Shenzhen Shekou Nanhai

We Are
HILTON
We Are
HOSPITALITY

OUR VISION

To fill the earth with the light and warmth of hospitality – by delivering exceptional experiences – every hotel, every guest, every time.

OUR MISSION

To be the most hospitable company in the world – by creating heartfelt experiences for guests, meaningful opportunities for Team Members, high value for owners and positive impact in our communities.

OUR VALUES

HOSPITALITY

We are passionate about delivering exceptional guest experiences.

LEADERSHIP

We are leaders in our industry and in our communities.

OWNERSHIP

We are the owners of our actions and decisions.

Hilton

INTEGRITY

We do the right thing, all the time.

NOW

We operate with a sense of urgency and discipline.

TEAMWORK

We are team players in everything we do.

OUR
Leaders



CHRISTOPHER J. NASSETTA
President & Chief
Executive Officer



MATTHEW W. SCHUYLER
Chief Human
Resources Officer



KRISTIN CAMPBELL
General Counsel



CHRIS SILCOCK
Chief Commercial Officer



IAN R. CARTER
President, Global
Development, Architecture,
Design & Construction



SIMON VINCENT
President, Europe, Middle
East & Africa



KATIE B. FALLON
Global Head of
Corporate Affairs



ALAN WATTS
President, Asia Pacific



DANNY HUGHES
President, Americas



JONATHAN A. WITTER
Chief Customer Officer



KEVIN JACOBS
Chief Financial Officer

OUR Communities



Hilton has woven itself into the history, economies and very fiber of communities all over the world, often serving as the catalyst for development, renewal and growth. We continue to grow sustainably through Travel with Purpose, our corporate responsibility strategy.



The Hilton Effect: Abuja

We operate at a global scale, but our success is driven locally in more than 5,600 communities and neighborhoods around the world. Here, we create jobs, support small businesses by sourcing local products, and help shape strong and resilient communities. Hilton has been the first to enter numerous emerging markets around the globe, and has led the charge on revitalizing communities in need of economic growth and opportunity.

REDEFINING SUSTAINABLE TRAVEL

By 2030, we are committed to doubling our investment in social impact and cutting our environmental footprint in half, ensuring the destinations where our guests live, work and travel are vibrant and resilient for generations to come.

For more information on our Travel with Purpose 2030 goals, visit our [website](#).



Hilton Travel with Purpose

TRAVEL WITH PURPOSE

2018 Key Milestones

We're committed to sustainable travel and tourism through the execution of our Travel with Purpose strategy. That's why in 2018 we launched ambitious new 2030 goals to drive positive social and environmental change on a global scale. Here's a look at what we accomplished in 2018.



HILTON IS REDEFINING SUSTAINABLE TRAVEL

Launched the Hilton 2030 Travel with Purpose goals, committing to doubling investment in social impact and cutting our environmental footprint in half by 2030



Debuted as the first major hotel company to set **SCIENCE-BASED CARBON REDUCTION TARGETS** approved by the Science-based Targets Initiative



Announced initial investment of **USD \$1 MILLION TO DRIVE SUSTAINABLE TRAVEL AND TOURISM** in Africa



Became first hotel company to **COMMIT TO SENDING ZERO SOAP TO LANDFILL**

NAMED INDUSTRY LEADER

on the Dow Jones Sustainability Index, North America



RANKED 2ND

on the World's Best Regarded Companies by Forbes



Premiered as the only hospitality company on **FORTUNE'S 2018 CHANGE THE WORLD LIST**



RECOGNIZED AS THE MOST JUST COMPANY in our industry and America's top 100 Most JUST companies by Forbes & JUST Capital



AWARDED 2018 BEST CORPORATE STEWARD by U.S. Chamber of Commerce Foundation

LEARN MORE ABOUT OUR ACCOMPLISHMENTS AND 2030 GOALS AT CR.HILTON.COM

DOUBLING INVESTMENT IN SOCIAL IMPACT



Supported the development and launch of **global industry goals for youth, water, carbon and human rights** in partnership with the International Tourism Partnership



Rolled out mandatory **antitrafficking training across all brands**



Logged **236,930 Team Member volunteer hours** across 93 countries and nearly 5,300 projects during our 2018 Global Week of Service

Launched **Tru by Hilton partnership with Boys & Girls Clubs of America** to provide Club teens with the foundation they need to **prepare for future careers**



Impacted over 900,000 young people nearing our pledge to Open Doors for 1 million young people by 2019

Donated over 234 million Hilton Honors points to **support nonprofit organizations** in 2018

Launched 10 campaigns globally through the Hilton Responds Fund, **raising over \$175,000 to support 100 Team Members** who were impacted by natural disasters

Awarded 76 Travel with Purpose Action Grants, **investing \$220,000 in local communities**



CUTTING OUR ENVIRONMENTAL FOOTPRINT IN HALF

ZERO SOAP TO LANDFILL



Diverted more than **1.8 million pounds of soap and plastic bottles from landfills**

Distributed more than **9.6 million bars of soap** in 127 countries

Built more than **1.2 million hygiene kits** for communities in need



Contributed to a **35 percent reduction in the death rate of children** under the age of five dying due to hygiene-related illnesses



Launched brand standard to remove **plastic straws, stir sticks and cocktail picks** from all hotel operations, including franchises, by June 30, 2019

Named a **USDA Food Loss and Waste 2030 Champion** by the U.S. Department of Agriculture, Environmental Protection Agency and Food and Drug Administration

Activated 2,774 projects at 1,327 global locations during Earth Week 2018

Signed onto the **UN Water Action Platform** and joined The Climate Group's **Energy Productivity initiative**

LEARN MORE ABOUT OUR ACCOMPLISHMENTS AND 2030 GOALS AT CR.HILTON.COM

STOCKHOLDER Information



Stock Market Information

Ticker Symbol: HLT
Market Listed and Traded:
NYSE

Corporate Office

Hilton
7930 Jones Branch Drive
McLean, Virginia 22102

+1 703 883 1000
www.hilton.com/corporate

Investor Relations

7930 Jones Branch Drive
McLean, Virginia 22102

+1 703 883 5476
ir.hilton.com
ir@hilton.com

Independent Registered Public Accounting Firm

Ernst & Young LLP
1775 Tysons Boulevard
Tysons, Virginia 22102

+1 703 747 1000
ey.com

Transfer Agent

EQ Shareowner Services
P.O. Box 64874
St. Paul, Minnesota 55164-0874

+1 800 468 9716
www.shareowneronline.com

Annual Meeting of Stockholders

May 9, 2019
Dallas, TX

Board of Directors

CHRISTOPHER NASSETTA

President, Chief Executive Officer &
Director, Hilton

JONATHAN D. GRAY

Chairman of the Board of Directors,
Hilton; President & Chief Operating
Officer, Blackstone

CHARLENE T. BEGLEY

Former Senior Vice President & Chief
Information Officer, General Electric;
President & Chief Executive Officer
of Home and Business Solutions,
General Electric

MELANIE L. HEALEY

Former Group President,
The Procter & Gamble Company

RAYMOND E. MABUS, JR.

United States Secretary of the Navy
2009-2017; Former Governor of
Mississippi; Former U.S. Ambassador
to the Kingdom of Saudi Arabia

JUDITH A. MCHALE

President & Chief Executive Officer,
Cane Investments; Former President
& Chief Executive Officer, Discovery
Communications

JOHN G. SCHREIBER

President of Centaur Capital
Partners; Retired Partner &
Co-Founder, Blackstone
Real Estate Advisors

ELIZABETH A. SMITH

Executive Chair of the Board of
Directors, Bloomin' Brands

DOUGLAS M. STEENLAND

Chairman of the Board of Directors,
American International Group &
Travelport Worldwide



ir.hilton.com